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-Group SEB 2024 key figures **Sales 2024** €802m €8,266m Innovation investments Net profit 422m⁽²⁾ €320m (€232m) **Brands** Present in nearly countries

Products sold

>400m per year

Number of industrial and logistics sites

Nearly 130

Employees

32,000

Products sold each second worldwide

[3]

Retail stores

1,200

>90%

of small domestic appliances display the "product reparable at a fair price for fifteen years" label⁽⁴⁾

(1) Like-for-like (constant exchange and consolidation scope)
(2) Adjusted for the provision relating to the French Competition Authority fine
(3) Sales excluding Professional & accessories
(4) Excluding Supor (China) and new acquisitions in the process of being integrated

A global presence

NORTH AND SOUTH AMERICA €1,170m consumer sales (+9.4%⁽¹⁾)

Industrial and logistics sites

Commercial subsidiaries

 [1] Like-for-like (constant exchange and consolidation scope)
 [2] Direct workers only (permanent/fixed term/work-study contracts)
 These figures do not include Pacojet, La San Marco, Forge Adour or the Sofilac group; in the process of being integrated.

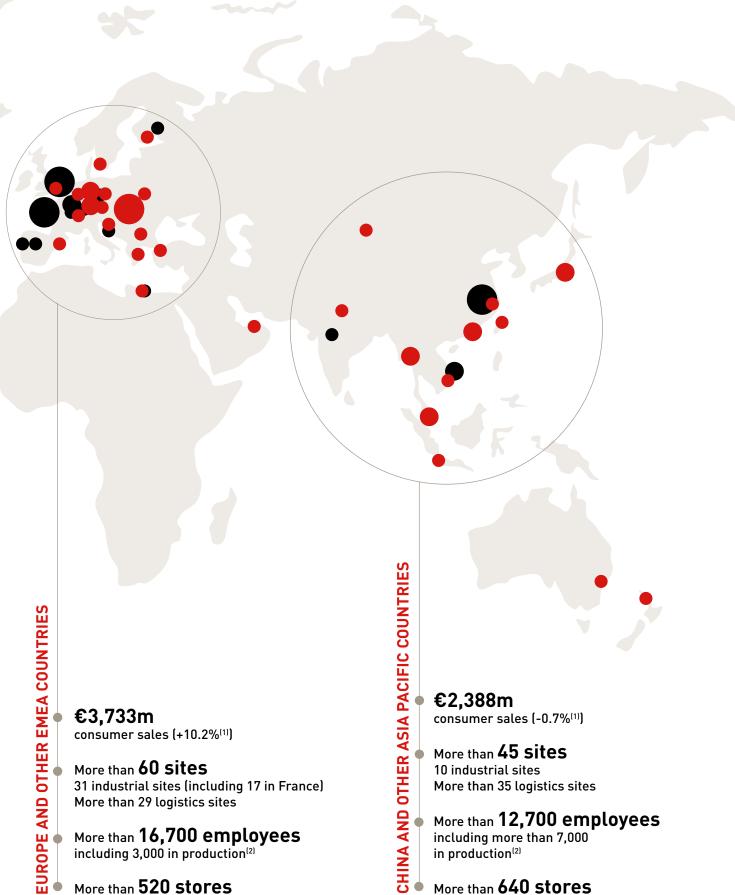
More than 25 sites 6 industrial sites More than 19 logistics sites

More than **2,700 employees** including 940 in production^[2]

40 stores



More than 520 stores



More than 640 stores



The Chairman's message

Inventing the future, with rigor and optimism

THIERRY DE LA TOUR D'ARTAISE.

Chairman of Groupe SEB

2024 was a strong year. In a world shaken by economic uncertainty, geopolitical tension and social change, Groupe SEB successfully moved forward with discipline, creativity and conviction. Our achievements this year demonstrate, yet again, the strength of our model, based on sustainable performance, on our proximity to our markets and above all, belief in our collective ability to innovate.

Innovation is not a mere slogan for us. It is a specific process, driven by our teams, our engineers, our designers and our partners, in tune with our consumers' expectations. In 2024, it gave us a foothold in new segments and consolidated our position in both mature and emerging markets. This ability to offer useful, intelligent and affordable solutions makes all the difference.

We have also written a new chapter in our industrial story.

The acquisition of Sofilac group and its prestigious brands—Lacanche and Charvet, to name but two—then La Brigade de Buyer in early 2025, strengthens our visibility in professional kitchens and the Premium segment. We are not just expanding: we are asserting an ambitious vision of fine dining, French expertise and inherited know-how.

2024 was also a strategic turning point for our societal and environmental commitment.

We rolled out a new, exacting, and concrete ESG roadmap, in line with our longstanding values, to take us up to 2030. Pioneering reparability and sustainability is no longer an option: it's a decisive choice to create a positive long-term impact for the planet.

We owe our achievements to those who work tirelessly to make our company thrive. I would like to thank all our employees, shareholders and partners for their commitment and confidence. Together, we are pursuing our mission to make everyday life easier and more enjoyable, and contribute to better living all around the world.



Interview with the Chief Executive Officer

Going faster, further, with greater impact

STANISLAS DE GRAMONT,

Chief Executive Officer of Groupe SEB

2024 has been a year of change.

A year in which we not only returned to strong growth but, most importantly, a year in which we decided to move faster. To be bolder. To do things differently.

We posted organic growth of 5%, driven by renewed energy in our longstanding markets and strong-growth regions alike. Demand has returned in Western and Eastern Europe, North America and Brazil. Even in China, Supor successfully held its position in an environment that remains challenging. As a result, our Consumer business grew by 6%, proving that a local footprint, our brands' strength and the quality of our products are, as ever, our best assets.

Meanwhile, the Professional segment continues to gain ground. Our cookware brands, made even stronger this year with the addition of Lacanche and La Brigade de Buyer, showcase French excellence in kitchens the world over. We're building far more than a catalogue here: it's a comprehensive offering designed for the most exacting chefs, restaurateurs and professionals. And it's paying off.

Our growth is of no value unless it has a sound foundation. That's why we have lost no time in investing in our industrial and logistics capacity. In China, with a new professional equipment hub in Shaoxing, at the heart of a strategic ecosystem.

In France, with a logistics center in Bully-les-Mines, and from 2025, another in Til-Châtel: 60,000 m² for faster and more efficient shipping throughout Europe.

Innovation is still our driving force. Not at a merely surface level, but innovation that provides solutions, simplifies and anticipates. In 2024, we launched more than 25 products designed with our consumers, accommodating real-life uses, constraints and expectations.

Each innovation also integrates our strong standards for sustainability, reparability and environmental impact.

Because today, innovating means thinking for the long-term.

Our ambition is not limited to products. It affects our entire value chain. In 2024 we updated our ESG roadmap, with a clear resolve: to reduce, reuse, rethink. In practical terms, that means less virgin plastic, more recycled materials, redesigned packaging and rethinking sales and service models.

But this would all be meaningless without the men and women who are this Group's lifeblood. Our joint achievements are made possible by their commitment, talent and desire to move forward.

I'm proud of what we accomplished in 2024. And even more enthusiastic about what's to come. Because I know that we have the energy, the vision and the team to go further. Faster. And always with a greater impact.

Governance delivering performance and keeping commitments for the Group

Executive Committee as of April 1, 2025

17 members



STANISLAS DE GRAMONT



Senior Executive Vice-president, Products and Innovation



Senior Executive Vice-president,

O GENERAL MANAGEMENT COMMITTEE

In charge of executing the strategy decided by the Board of Directors, the General Management Committee (GMC) defines the Group's major orientations. He attends all Executive Committee meetings.





RACHEL PAGET Senior Executive Vice-president, Human Resources



CATHY PIANON Senior Executive Vice-president, Public Affairs & Communication Chief of Staff of the Chairman's office



Senior Executive Vice-president, Industry



General Manager, Home, Linen and Personal Care Business Unit



BERND LAUDAHN Executive Vice-president, Greater Europe



PATRICK LE CORRE General Manager, Professional Culinary Business Unit



Business Unit

General Manager, Kitchen Electrics

PIERRE-ARMAND LEMOINE Executive Vice-president, Cookware



OLIVIER NACCACHE Executive Vice-president, Emerging Markets & Asia Pacific



OGUZHAN OLMEZ Executive Vice-president, North America



PHILIPPE SUMEIRE General Secretary, Secretary of the Board of Directors



VIRGINIE VAN HAEREN Chief Marketing Officer



STÉPHANE ZENADJA Executive Vice-president, Innovation



MARTIN ZOUHAR Executive Vice-president, Professional Coffee Machines and Hotels

EXECUTIVE COMMITTEE

The Executive Committee is responsible for implementing the policies defined by the GMC, both alobally and within their respective areas.

Board of directors as of December 31, 2024

EMPLOYEE DIRECTORS



ORA BEY



LAURENT HENRY



CHAIRMAN OF THE BOARD

OF DIRECTORS

THIERRY DE LA TOUR D'ARTAISE

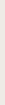
INDEPENDENT DIRECTORS



JEAN-PIERRE DUPRIEU



YSEULYS COSTES





BRIGITTE FORESTIERDirector representing employee shareholders



BPIFRANCE INVESTISSEMENT ADELINE LEMAIRE Permanent representative of Bpifrance Investissement



FONDS STRATÉGIQUE DE PARTICIPATIONS (FSP) CATHERINE POURRE Permanent representative of the FSP

FAMILY DIRECTORS



WILLIAM GAIRARD
Member of the Founder
group, member of
VENELLE INVESTISSEMENT



FRANÇOIS MIRALLIÉ
Member of the Founder
group, member of
VENELLE INVESTISSEMENT



THIERRY LESCURE

Member of the Founder group,
member of GÉNÉRACTION



AUDE DE VASSART

Member of the Founder group, member of

VENELLE INVESTISSEMENT



GÉNÉRACTION
Member of the Founder group
CAROLINE CHEVALLEY
Permanent representative
of GÉNÉRACTION



VENELLE INVESTISSEMENT
Member of the Founder group
DAMARYS BRAIDA
Permanent representative
of VENELLE INVESTISSEMENT

4 members

1/3 independent directors

54%

women vs. 45% in 2023 meetings in 2024

100% attendance vs. 96.5% in 2023

AUDIT AND COMPLIANCE COMMITTEE

This committee met 5 times in 2024 with a 100% attendance rate

This committee identifies, handles and assesses the main risks to which the Group may be exposed. It also determines the suitability of the accounting methods used to prepare the annual and half-yearly financial statements. The committee assesses the Group's internal audit systems and examines response and action plans in the field of internal audits and their outcomes. Lastly, the committee assists in the choice of statutory auditors and ensures that they are independent.

GOVERNANCE AND REMUNERATION COMMITTEE

This committee met 9 times in 2024 with a 98% attendance rate

This committee makes recommendations on the composition of the Board of Directors, the appointment or reappointment of Board members, and the Group's organization and structures. It manages succession plans and draws up the compensation policy for senior managers and executive officers. It also establishes procedures for share option schemes and performance shares.

STRATEGY AND CSR COMMITTEEE

This committee met 3 times in 2024 with a 100% attendance rate

This Committee examines and makes recommendations about the strategic focus areas defined by management, competitive intelligence and external growth projects, as well as the Group's CSR policy. This includes defining goals and commitments, evaluating progress and implementing tools to measure the corresponding non-financial performance.



OUR MISSION

Make consumers' everyday lives easier and more enjoyable and contribute to better living all around the world.



A value creation model Excellence, agility, sustainability

Resources

Committed staff

- >32,000 employees
- 115 nationalities
- · Managers: average of 14 years of service; 43% women
- 6,500 employees in sales and marketing

Innovation at the heart of the Group

- ~3,000 employees
- 6 centers of excellence
- 6 regional hubs
- €320m invested in 2024
- >10,000 active patents (> 470 filed in 2024)

Manufacturing base

- 47 production sites, including 6 dedicated to professional business
- More than 240m products manufactured per year
- All sites ISO 14001 certified

Strong brands

- 45 brands in 150 countries⁽⁵⁾
- Top 5 brands > 85% of Consumer sales

A solid financial base

- Shareholder stability
- Shareholders' equity > €3.5bn
- Available liquidity of €2.5bn⁽¹⁾

Value creation formula

Strategic ambition

Strengthen our leadership positions in Small domestic equipment...

Key success factors

STRONG CONTINUOUS A GLOBAL ΙΝΝΟΥΔΤΙΩΝ **BRANDS PRESENCE**

Robust portfolio of global and local complementary brands

2 brands that each account for €2bn in sales

More than 150 countries Broad and balanced geographical coverage

€320m invested in innovation in 2024

A fundamentally life centric approach

Proven expertise in external growth

Structuring or targeted acquisitions that have contributed to the Group's development

Pioneer in social and environmental responsibility

ESG at the heart of the Group's strategy

⁽¹⁾ including undrawn credit lines

⁽²⁾ excluding Professional & accessories

⁽³⁾ adjusted for the provision relating to the French Competition Authority fine. Reported Profit attributable to owners €232 million. (4) Proposed at the 2025 AGM

⁽⁵⁾ Figures updated in May 2025

... and become a reference player in the Professional business

EXTENSIVE GO-TO-MARKET COMPETITIVE **PRODUCT EXCELLENCE INDUSTRIAL FOOTPRINT OFFERING** More than 50 Multi-channel More than 240m product distribution: products categories 60%* offline. manufactured **40%*** online in 2024 Production *% of Consumer sales 60% internal 40% external

- Synergies in terms of geographic areas, products and business sectors
- Ability to mobilize the necessary financial and human resources
- Integration expertise
- A pioneer in repairability since 2008
- Ecodesign at the heart of product development
- The Group's commitment to its local communities is deeply rooted in its DNA
- Objective of achieving global carbon neutrality by 2050

Value created and shared

For employees

- 15 hours of training on average per employee per year in 2024
- 5th best employer in France (electrical equipment category)
- 61% of work-study students or interns hired (executives)

For customers

- More than 350m products sold per year (5-year average)[2]
- €2.5bn in sales from products launched since 2022
- 75% of sales generated in markets where the Group has leadership positions

For the planet and society

- Net Zero 2050 trajectory validated by SBTi
- 48% recycled materials in our products and packaging in 2024
- -18% reduction in CO₂ eq. emissions since 2021 (scopes 1 and 2)
- >90% of our Small domestic appliances products are repairable for 15 years

For suppliers

- ~82% of direct purchases and finished products covered by the Responsible Purchasing Charter
- 34 suppliers → AA Intertek label

For shareholders

- ORFA: €802m
- Adjusted profit attributable to owners of the parent: €422m^[3]
- Free cash flow: €260m
- 2024 dividend: €2.80⁽⁴⁾ (+7.5% on average per year for 15 years)





A brand strategy serving global leadership

Groupe SEB's history can be traced through a succession of internal and external growth phases. Its acquisitions over the last fifty years have allowed the Group to diversify its offerings and have contributed to its global expansion.

The Group is now building on the foundations of its success in the Consumer business to develop the Professional business, with two strong, complementary ambitions:

- strengthen our leadership positions in the Consumer market.
- become a reference player in the Professional market.

Dynamic markets

Consumer market

Estimated at €80bn €55bn Small domestic appliances €25bn Cookware

- Structural growth (>3% per year) driven by the rise of the middle classes in emerging economies and by the trade-up in mature markets
- Explosion of new distribution modes (e-commerce, social networks and more)
- Fragmented market

Professional market

Estimated at €15bn

- Sustained growth: 5%-10% per year
- High barriers to entry and higher profitability
- Recurring revenue from services

Our growth is driven by a portfolio of 45 brands







A global and long-term acquisition strategy

History of acquisitions



- Consumer brands
- Professional brands

The Consumer market, an arena of excellence for Groupe SEB

Groupe SEB is a longstanding player in the Small domestic equipment market, where it occupies several leadership positions. This market includes small domestic appliances and cookware and kitchen utensils, accounting for approximately 88% of the Group's sales in 2024.

In 2024, 75% of consumer sales were registered in markets where the Group is a leader (No. 1 or No. 2).

No. 1 Linen care



No. 1 Cookware



No. 1 Electrical cooking



No. 2 Blender



No. 2 Beverages



Small domestic appliances

In 2024, the Home and Personal Care segment accounted for approximately 20% of the Group's consumer sales, in which it is world leader.

The segment includes

...e eeg...e... ...e.aae

Linen care



Floor care



Home comfort



Personal care



The Kitchen Electrics segment accounted for approximately 45% of sales.

Electrical cooking



Beverage preparation



Food preparation



Cookware and kitchen utensils

The cookware and kitchen utensils market accounted for approximately 35% of consumer sales in 2024.

Frying pans, pots, woks



Pressure cookers



Baking trays



Knives



Bottles and mugs



Food preservation boxes



Historic brands in homes worldwide

The brands that make up Groupe SEB all share closeness to consumers, historic know-how and a strong penchant for innovation. This DNA, combined with the Group's powerful industrial base, makes each one of them a model of excellence to be commended.



SUPOR, 30 years of growth and innovation

Supor is now one of China's most popular cookware brands, owing its fame to its agility and power of innovation for everyday products, which caused it to join the Groupe SEB in 2007.

Recognized for industrial excellence, the brand is frequently rewarded with prizes recognizing its teams' expertise. Employees paid tribute to the now thirty-year-old brand with a relay race, symbolic of a journey strewn with challenges to overcome, as well as a donation of 10,000 thermal bottles for students of schools supported by the Supor Schools program.



EMSA, 75 years of intelligent travel solutions

From the legendary "butterfly" drip-catcher for coffee pots to practical food storage boxes, not to mention vacuum insulated jugs, thermal bottles and travel mugs, the German brand Emsa has gone from success to success. Producing useful, elegant and well-designed products and intelligent solutions, the brand is still driven by innovation!

KRAMPOUZ, an iconic crepe maker for 75 years

To celebrate its 75th anniversary, Krampouz, leader in the professional crepe maker market, has opened an extension to its industrial facility in Pluguffan (Brittany), where all its emblematic products (crepe and waffle makers, barbecues and planchas) are designed and manufactured. Krampouz products, firmly rooted in the region that gave rise to them, are now exported worldwide (30% of revenue comes from exports).







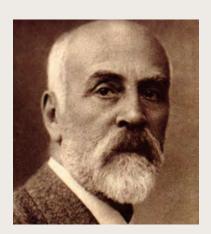
IMUSA, a beloved Colombian brand for 90 years

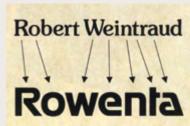
or 90 years

A pioneer in the aluminum then the plastics industry, with its revolutionary resins, and more recently small domestic appliances accessible to low-income households, Imusa has played a key role in culinary development in Colombia. For its 90th anniversary, it is celebrating its know-how by inviting employees' families into the kitchen for an open day, and also through a TV commercial giving pride of place to its customers, who have become valued ambassadors. An innovative brand with strong regional roots, Imusa holds a special place in Colombians' hearts for its social engagement through the Imusa-Samurai Foundation, Taller de Sueños, whose mission is to combat the exclusion of vulnerable populations.









ROWENTA, 140 years of consumer service

The German brand Rowenta is celebrating 140 years of innovation dedicated to performance, making the user experience easier, faster and more enjoyable. Ever since it was founded by Robert Weintraud, whose name gave rise to the acronym Rowenta, the brand has been making life easier for consumers around the world with its design-driven products for the home:

- floor care: canister, handstick and robot vacuum cleaners, with or without bags, and multifunctional vacuum cleaners
- home comfort: air purification, ventilation, heating, spot cleaners;
- linen care: steam irons, steam generators, garment steamers;
- personal care: hairdryers, hair trimmers.

As the French market leader in vacuum cleaners, Rowenta asserts its position as front runner by combining performance and accessibility. This energetic and inspirational brand has transformed routine tasks formerly viewed as chores into enjoyable activities, thanks to customized technology adapted to consumers' real needs.







The professional market, a strategic growth driver

The Professional and Semi-professional markets represent a major strategic focus for Groupe SEB, whose ambition is to become a reference player. A world leader in professional automatic espresso coffee machines, the Group intends to apply the same recipes for success to the Culinary segment, across all the iconic brands in the portfolio.

The Professional business accounted for around 12% of the Group's sales in 2024, making it the best year for Coffee sales on record. In this business, services account for up to 30% of revenue (maintenance, repairs, spare parts, etc.).

Beverages

Groupe SEB entered the Professional market in 2016 with the acquisition of the WMF Group, giving it global leadership in automatic espresso machines through the WMF and Schaerer brands. Groupe SEB has six production sites worldwide manufacturing cold beverage and coffee machines.

The business is divided into three categories:

Automatic espresso coffee



schaerer

Filter and traditional coffee



Curtis La San Marco

Cold beverages

zummo





Schaerer Coffee Soul C

A new generation of professional bean-to-cup coffee machines specially designed for the North American Market, the Schaerer Coffee Soul C prepares hot or cold coffee at just the push of a button. This customizable and connected machine with cutting edge technology produces superior quality coffee.

Construction of the Shaoxing hub

The Shaoxing hub in China provides a concrete response to Groupe SEB's rise in the Professional sector. Under construction in 2024, this new industrial site will focus on innovation, and will specialize in manufacturing professional coffee machines. It will enable the development of new product categories, in line with the PCM (Professional Coffee Machine) ramp-up strategy. The goal is to provide new ranges at competitive prices, and strengthen the Group's position in the booming Chinese market.





Culinary equipments



World reference for the consumer market in its traditional activities, Groupe SEB continues to bolster its positions in the Professional segment with the Professional Culinary.

The latter represents a growing market, driven by the development of the out-of-home segment.

The business took shape in 2024 by building on the development of brands in Groupe SEB's portfolio and by new acquisitions, such as Sofilac (Lacanche, Charvet) in 2024 and La Brigade de Buyer (de Buyer, 32 Dumas) at the very start of 2025.

The Professional Culinary segment is based on four product families. Combined under the same management, all these brands are subject to the Professional and Semi-professional segment's exacting standards of excellence in both design and manufacture.

Food preparation

pacojet

Cookware and kitchen utensils





Cooking











Hotel equipment





Focus on the Sofilac acquisition

In April 2024, Groupe SEB acquired the French group Sofilac to strengthen its expertise in the high-end cooking segment and to pursue its growth in the professional and premium markets with emblematic brands such as Charvet and Lacanche. Charvet is a benchmark in the sector, with its made-to-measure cooking ranges for gastronomic establishments and mass catering, while Lacanche operates in the Premium market. The Group also owns iconic brands such as Ambassade de Bourgogne and Air'T. Beyond its expertise in the field of cooking, Sofilac possesses unique know-how at the crossroads between craftsmanship and industry, namely enameling on metal at the Émaillerie Rhénane factory.



Life-centric innovation

The culture of innovation is a core value that has forged Groupe SEB's success over the years. The Group is committed to continuous improvement by listening to consumers. detecting new trends and leveraging its technological expertise. efficient industrial infrastructure and internal synergies. With innovative products and services, the Group devotes its full potential to meeting consumers' needs and making their everyday lives easier.

Breaking into new market segments

X-Clean 🗸

The range of cordless, handstick, wet and dry vacuum cleaners X-Clean can vacuum and wash twice as fast. Stains and all types of liquid and solid waste can be removed from hard floors in just a single run. A two-in-one range for an effortless job.



Pizza Pronto ^

The Pizza Pronto gas pizza oven guarantees consistent cooking at a high temperature resulting in a soft bread center, slightly crisp exterior and perfectly cooked toppings. This takes just 90 seconds thanks to a hand-operated rotating stone.

Clean It >

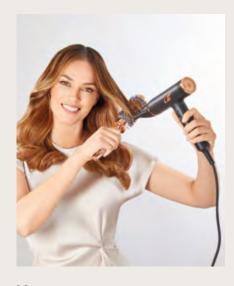
The spot cleaner Clean It efficiently eliminates everyday stains on different types of textiles thanks to its three-phase cycle: spraying on water and cleaning solution, brushing and powerful suction.





AeroSteam ^

A revolution in linen care, AeroSteam is the new garment steamer designed and made in France. Thanks to its patented and ultra-efficient OptiFlow technology, which combines steam and suction, it removes the creases from a shirt in under 3 minutes with no adjustments, ironing board or hook.



Nano 🔨 🗸

The powerful and ultra-compact new Nano hair dryer has revolutionized the market with its high-speed motor and ultra-precise temperature sensor.



Continuous improvement of our flagship categories

Easy Fry XL Surface V

Easy Fry XL Surface takes innovation in the booming air fryer market even further with a new format. With 10 pre-set programs and a 4-liter basket with a revolutionary design, it can cook not just fries and chicken, but also pizzas and tarts with a 28cm diameter in no time at all, thanks to its double heating element.





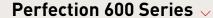
Blend-Up ^

Launched in 46 markets, Blend-Up is a new personal blender with a compact design and is the first mixer equipped with 6 cooking programs and a silent mode. With a 1,000 W motor and 6 Powelix blades, it is fast and efficient



< i-Companion Pro

A multi-function cooking food processor made in France, the i-Companion Touch is designed to make cooking easier. It dices, blends, kneads, mixes, weighs, cooks and much more! Its intuitive tactile screen guides users through each step for a successful result each and every time, whatever the recipe. Versatile and compact, it optimizes space while offering WiFi connectivity for free access to more than 6,000 free recipes.



The Perfection range of bean-to-cup coffee machines has expanded with the 600 Series and its three new variants. More compact than its forerunners, it can make nineteen different recipes and includes a unique function for making Nitro Coffee, an on-trend cold beverage.



Precision range

Made entirely from stainless steel with an elegant design featuring a handle with an exclusive motif, the Precision range will find its place in every kitchen. Its sharp tip and cutting angle (22°) guarantee a clean and precise cut day after day.



< Ingenio

Thanks to their detachable handle, pans in the Ingenio range can be neatly stacked to save up to 70% of cupboard space (compared to fixed-handle Tefal pans). The extremely versatile Ingenio pans are suitable for use on all types of stove top and in the oven, and can also be used for serving and even for keeping leftovers in the fridge.





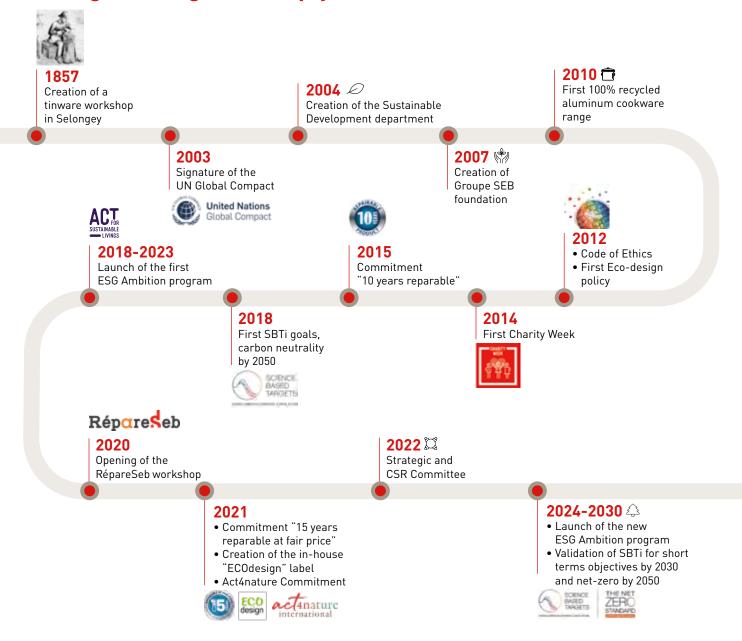


An ESG ambition at the heart of our business strategy

As a pioneer in product reparability and durability, Groupe SEB has always built its approach around ESG. Building on the success of its previous plan for the period 2018–2023, the Group has launched its new ESG ambition for 2024 to 2030: "Act for better living". Corporate Social Responsibility (CSR) lies at the heart of Groupe SEB's strategic vision, guiding its actions and decisions over the long term. Through hands-on initiatives, the Group tirelessly demonstrates its commitment to addressing global issues, while strengthening its positive impact on society and the environment.

These projects, supported by the active contribution of employees throughout the world, testify to the strength of the Group's collective approach and its commitment to building a more responsible and sustainable future.

A longstanding and deeply rooted commitment



With its new ACT strategy (Act for better living 2024), Groupe SEB is restating its ESG ambition for 2024 to 2030, through a structured, budgeted roadmap, entirely integrated into all its businesses. Based on a foundation of strong values—ethics, responsibility, and respect for people—this approach is underpinned by three complementary pillars: Act for nature, Act as a leader in circular economy and Act for all.

Represented by the shape of a house, this strategy embodies the Group's resolve to combine performance, sustainability and a positive impact, from product design to distribution. Its ultimate goal, symbolized by the house's roof, is to make consumers' everyday lives easier and more enjoyable and contribute to better living all around the world.

To make consumers' everyday lives easier and more enjoyable and contribute to better living around the world



Act for Nature

CLIMATE

WATER

SUBSTANCES



Act as a leader for Circular Economy

ECO-DESIGN

REFURBISHMENT BUSINESS MODEL



Act for All

EMPLOYEES

SUPPLIERS

CONSUMERS

COMMUNITIES

Act Responsibly & Ethically





Combating climate change and protecting biodiversity and natural resources are key priorities. We aim to significantly reduce our greenhouse gas emissions through innovations at our industrial facilities and in our product design. We aim to reach the SBTi's net-zero target, the most demanding international climate standard, by 2050, and thereby contribute to limiting global warming to 1.5°C. We will also take measures to keep reducing our water use and biodiversity footprint.

ESG Actions

The Pont-Évêque site is decarbonizing its production facilities

The only European industrial facility to manufacture irons, steam generators and garment steamers, the Calor factory in Pont-Évêque opened its brand-new biomass boiler $^{(1)}$ at an event to celebrate the site's $60^{\rm th}$ anniversary. Two new boilers replaced the previous ones that ran on natural gas. As heating represents 80% of the site's gas consumption, this is expected to reduce greenhouse gas emissions (GHGs) by 45%, i.e. around 500 tons of $\rm CO_2$ per year from 2025. This initiative contributes to the 42% GHG reduction target at production sites by 2030, and is part of a sustainable process using wood chips from local (Auvergne-Rhone-Alpes) forestry operations, of which 25% are certified FSC and PEFC.







Accelerated emissions reductions

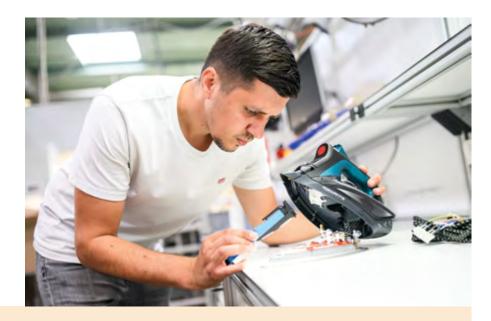
The design offices have developed several solutions to make products more energy efficient:

- Changing the motor for greater efficiency: the products' energy efficiency can be improved through technical innovations, without compromising performance. For example, Effitech motors can reduce the energy consumption of vacuum cleaners by up to 50%, and that of fans by up to 65%.
- Use of nudges: soft and undemanding technical solutions, to encourage consumers
 to adopt more sustainable behavior. For example, using the "eco" mode on irons
 and steam generators yields energy savings of 30% and 45%, respectively. With
 kettles, consumers can adjust their energy use as required thanks to technology
 for selecting the exact temperature for heating water, and a symbol indicating the
 quantity of water for one cup.



Act as a leader in the circular economy

Resource conservation and waste reduction are major challenges at each phase of our products' life cycles, encouraging us to reduce, reuse and recycle more widely. We are ramping up our eco-design strategy to continue reducing our products' environmental footprint, while building on this expertise to pave the way for a more circular economy by means of innovative initiatives.



ESG Actions

Tefal: the world's first pan recycling scheme

Tefal has set up a unique industrial initiative for the mass collection of used cooking utensils, regardless of brand. This project draws on more than a decade of experience in collecting and recycling, with more than 2 million pans already recovered. Tefal is now moving to national level to create a circular recycling loop. The aim of this ambitious initiative is to collect up to 20 million pans in France by 2027, turning them into new products through an innovative and responsible recycling process. This saves more than 90% of the energy required for virgin aluminum production. To optimize the scheme, Tefal has filed three patents for improving recycling of materials, food safety of the recycled materials and reduction of the environmental impact.





Groupe SEB revolutionizes recycled plastics

The Design team initiated the ORPlast project to co-develop a colored recycled ABS plastic material with nine color variants and two specific new grains. Groupe SEB has risen to the ambitious challenge of making recycled plastic more attractive to consumers and more inspirational for its development teams. The materials are used in the "Food preparation" category, as well as for some vacuum cleaners produced in Vernon and coffee machines designed in Mayenne. This project was supported by the ADEME (the French agency for environment and energy management), and has been successful thanks to a close partnership with Skytech, the supplier of recycled plastic materials, and collaboration with other French industry stakeholders in the value chain. This innovation was awarded a silver medal in the "co-creation" category at the Nuit de la RSE (CSR awards).







Act for all

Because our responsibility extends across our entire value chain, we are committed to ensuring a safe and inclusive work environment, responsible purchasing, promoting sustainable consumerism and supporting local communities.



ESG Actions

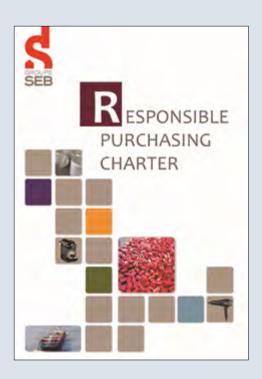


A responsible purchasing policy

By cultivating close supplier relationships, Groupe SEB guarantees that the highest norms are maintained for responsible supply, ethics and regulatory compliance. The Responsible Purchasing Charter was updated in 2024, and strict requirements for responsible procurement, integrating environmental and social commitments, and prohibiting controversial sourcing and the use of materials from conflict zones. By the end of 2024, more than 80% of suppliers had committed to the charter, with on-site audits carried out by external contractors to monitor application. To support its key suppliers in attaining higher social and environmental standards, the Group is launching a new program involving 500 suppliers, accounting for 80% of its carbon footprint. Roadmaps have been developed to align supplier and Group standards.

For a fair and inclusive environment

In 2024, Groupe SEB stepped up its efforts to defend inclusivity, with concrete initiatives to support talent and promote diversity. An international mentoring program brought twenty mentor/mentee pairs together, with particular attention to gender balance. In France, seven employees took part in a co-development process to support their career development. The program allowed them to work as a group on management issues, guided by an external expert. At the same time, 80% of team managers worldwide received training on inclusive management. These actions underpin the Gender Balance Acceleration Plan, which aims to increase the number of women managers within the Group to 50% and the number of women in key positions to 32% by 2030.



HORIZON 2024

HORIZON 2024: the success of the employee shareholding plan

Faithful to its history and committed to continuing to involve its employees in the development of their company and its value creation, Groupe SEB has introduced a new employee shareholding plan called "Horizon 2024."

The plan has been a resounding success

Launched in 37 countries to some 19,000 eligible employees, the subscription rate reached 28% worldwide (50% in France, representing for over a third of eligible employees). The total amount of the plan is over €19 million, representing more than 264,000 shares, including the company's matching contribution. At the end of the operation, employee share ownership will increase to 3.36%. This subscription is proof of the employees' confidence in Groupe SEB's management and strategy.

Ten years of Charity Week with worldwide engagement

Solidarity is a collective strength within Groupe SEB, driven by our employees from all around the world. By supporting integration, education, access to housing and a balanced diet through the Fonds Groupe SEB, we are upholding our belief that our responsibility extends beyond our products. It is expressed in every supportive action, and every initiative undertaken in the field. Our teams nourish this commitment by devoting their energy, time and generosity to sustain it. Because acting for all means acting together.

Sharing experiences...

Egypt



Omar Hassan, Admin Purchasing Specialist, Borg El-Arab

"Since joining Groupe SEB I've had the opportunity to take part in several charity initiatives in Egypt, notably for orphanages and centers for disabled people. More than twenty people at the San Mark home were given organic fruit-pomegranates and guavasgrown at our Borg El-Arab factory. This culture of helping each other reflects the Group's spirit to perfection: caring, engaged and committed. I'm proud to belong to a company that gives meaning to actions, and I am impatient to contribute to new initiatives."



United Arab Emirates



Daria Levitskaya, Human Resources Director, Middle East, Dubai

"In our team we believe in the power of small actions. By planting 24 mangrove trees in the Al Zorah natural reserve in Ajman, we've made a concrete effort to reduce our carbon footprint and protect a vital ecosystem. This outdoor experience reminded us that every effort counts, especially when everyone joins in."



Tenth edition

of Charity Week

98 sites

participated in 2024; a record

China



Feng Huihui, Packaging Engineer, Shaoxing

"In China, eight of us at SUPOR were given the opportunity to spend time with children at a school supported by the Group. After just two classes at the SUPOR school in Delong, a pupil called me: "Are you Miss Feng from SUPOR? I really miss you!" I was deeply touched by this simple but sincere bond. If these shared moments can awaken dreams and encourage a child to believe in a better future, our commitment really means something."



United States



Christopher Orozco, Industrial Performance Manager, Montebello

"Distributing food and hygiene packages to homeless women, giving toys to struggling families... The experience opened my eyes to another reality. It deeply affected me to see our community pull together so generously. There are so many caring people who want to make a difference—and that inspires me to the same."



France



Laïla Ambrosino, International Product Director, Contact cooking, Écully

"I had the pleasure of supporting vulnerable jobseekers through the PERLE association. I was deeply moved by their resilience and determination. We worked together on their skills, practiced job interviews and built up their confidence. One of the candidates, a single mother called Léonie, landed a job contract after our session, which made me extremely proud."



Central and southern Europe



Madalina Cojocaru, Human Resources Assistant, South Central Europe, Bucharest

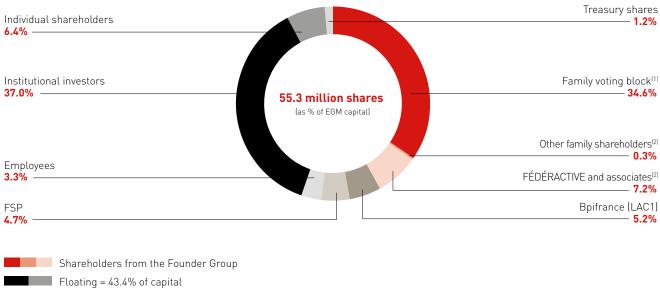
"Charity Week is a marvelous program that delivers Christmas magic through concrete actions. All of us can take part and contribute in our own way. You can't match the satisfaction of bringing hope and joy to the people around you. It's a time that we look forward to each year, and we're happy to offer our help to those who need it"





Breakdown of shareholding and voting rights

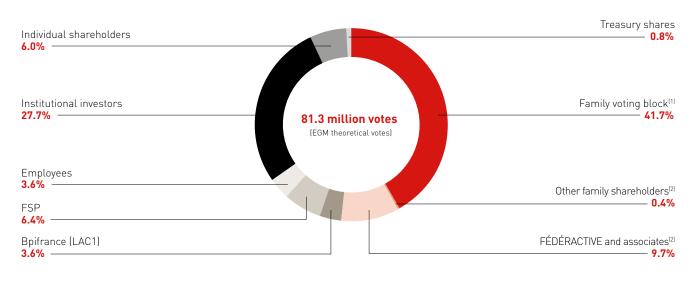
Share capital breakdown at 31/12/2024



(1) Founder group shareholders continuing the initial concerted voting block (Agreement of 27/02/2019) including VENELLE INVESTISSEMENT, GÉNÉRACTION, HRC and other family shareholders.

(2) Shareholders from the Founder group.

Breakdown of voting rights at 31/12/2024



Shareholders from the Founder Group
Floating = 33.7% of voting rights

(1) Founder group shareholders continuing the initial concerted voting block (Agreement of 27/02/2019) including VENELLE INVESTISSEMENT, GÉNÉRACTION, HRC and other family shareholders.

(2) Shareholders from the Founder group.

Financial overview

Groupe SEB's performance in 2024 was solid. The Consumer business posted steady and sustained growth, and the dynamic of the current Professional activity was good, beyond the calendar effect relating to large contracts.

The social, environmental and societal data also illustrate the Group's sustainable development commitments, which it strengthens every year.

\$\frac{8}{266}m\$
Up 3.2% • 5.0% LFL[1]

ORFA

802m
Up 10.5%

NET PROFIT **€** 422_{m(2)} (€232m)

Up 9.3%

NET DEBT

€1,926m

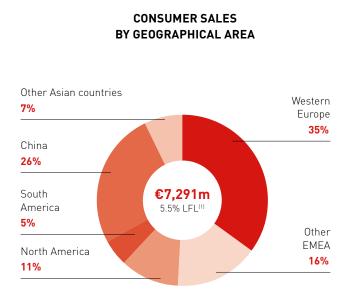
Free cash flow: €260m

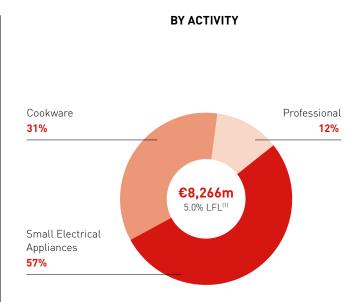
NET DEBT/ ADJUSTED EBITDA

1.8

1.8 at Dec 31, 2023

Sales breakdown worldwide





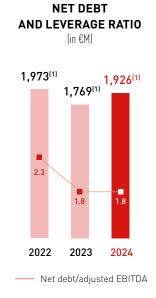
⁽¹⁾ Like-for-like (constant exchange and consolidation scope)

⁽²⁾ Restated for a provision for the fine imposed by the French Competition Authority

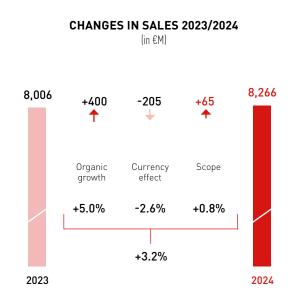
7,960 8,006 8,266 +5.3% +5.0% 2022 2023 2024

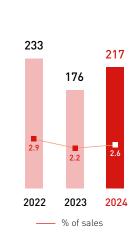
AND OPERATING MARGIN [in €M] 802 726 620 9.7 9.1 7.8 2022 2023 2024 Operating margin as % of sales

OPERATING RESULT FROM ACTIVITY



(1) Including €371m of IFRS 16 in 2022, €358m in 2023 and €311m in 2024



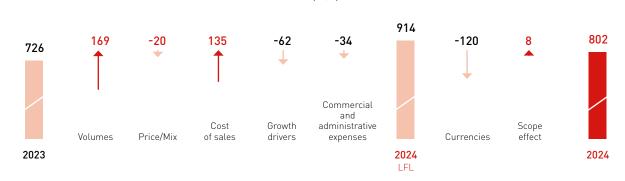


INVESTMENTS

(in €M)^[1]

(1) Cash outflows for purchase of PP&E and intangible investments

CHANGES IN OPERATING RESULTS FROM ACTIVITY (ORFA) (in $\mathbb{E}M$)



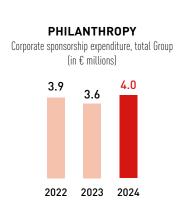
Non-financial performance

Labor relations and social performance

1.1 0.7 0.8 <0.5 2021 2023 2024 Target 2030

(1) Lost Time Injury Rate of accidents with days lost

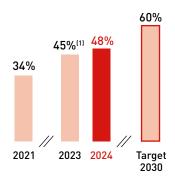




Environmental performance

RECYCLED MATERIALS

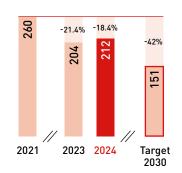
Percentage of recycled materials in packaging and products manufactured by the Group



(1) Adjusted data

SCOPE 1 & 2 GHG EMISSIONS

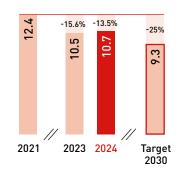
Trajectory of GHG emissions^[1] (k tons of CO₂ eq., ref. 2021^[2])



(1) Greenhouse gas (2) SBTi commitments made relative to 2021 ——— % vs 2021

SCOPE 3 GHG EMISSIONS(1)

Trajectory of GHG emissions (M tons of CO₂ eq., ref. 2021^[2])



(1) Included: scopes 3.1, 3.4 and 3.11 (2) SBTi commitments made relative to 2021 ——— % vs 2021

The year 2024 was marked by solid growth in activity, resulting in a moderate increase of 3.5% in total GHG emissions compared to 2023. This increase is well managed and lower than the growth

in activity, reflecting the Group's constant efforts to reduce its environmental impact.

More than 90%

of Groupe SEB's Consumer Electrical Appliances fall under its "repairable for 15 years at a fair price"⁽¹⁾

> (1) Excluding Supor (China) and new acquisitions in the process of being integrated



Groupe SEB kept its A- rating in the "Climate Change" category for its efforts to reduce its emissions, mitigate climate risks and develop a low-carbon economy.



With an overall score of 78/100 (+8 points vs. 2021), Groupe SEB received the Platinum award at the end of 2023, placing it among the top 1% of companies evaluated during the year, over 30 points above the average for its sector.

Stakeholders overview

Groupe SEB's economic and financial performance has an impact on stakeholders all over the world: employees, suppliers, public authorities, local communities and shareholders. Value it has created, allowing it to support company objectives and prepare for the future responsibly.

Main cash flows between the Group and its different stakeholders

CLIENTS

€8,266m

• EMEA: 47%^[1]

• Asia: 32%^[1]

• Americas: 17 %^[1]

Sourced products account for 37%^[1] of sales. *(1) Excluding Storebound*

GROUPE SEB

Reserved funds

€595.9m

Refinancing of investments: €295.1m

Variations of provisions linked to business risks: €217m^[2]

Transferred to reserves: €88.1m

(2) Includes a provision of €189m for the fine imposed by the French Competition Authority

Breakdown by stakeholder

SUPPLIERS

€5,624.5m

with 26,000 suppliers for the entire Group.

EMPLOYEES

€1,516.9m

Paid out to nearly 32,000 employees, 79% gross salary, 21% social charges.

Bonuses and profit-sharing of €21.7m to be paid out in 2024.

SHAREHOLDERS

€194.6m

Paid out in 2024 for the 2023 financial year.

DONATIONS

€4m

Donations to associations and NGOs via the Fonds Groupe SEB and/or international subsidiaries as part of the Group's corporate philanthropy.

STATE AND LOCAL AUTHORITIES

€214.4m

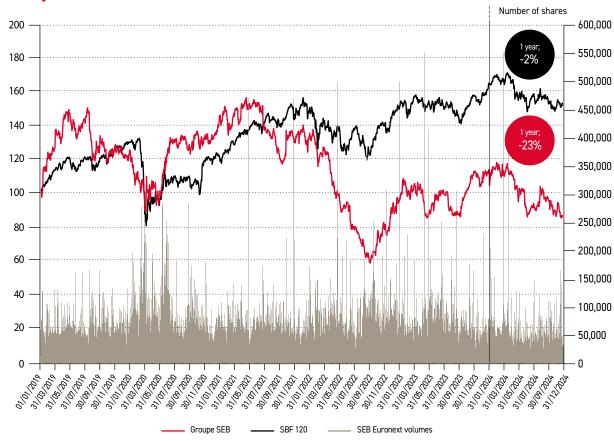
Corporate tax: €137.5m Local taxes: €76.9m BANKS AND BONDHOLDERS

€119.7m

Mainly financial charges linked to interest on bank loans.

Stock market performance

Share price variation since 01/01/2019 (base 100)



DATA SHEET

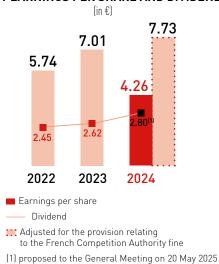
Listing marketISIN code	. Euronext Paris, Compartiment A . FR0000121709
LEI code	. 969500WP61NBK098AC47
Date of first listing	. 27 may 1975
Number of shares	. 55,337,770 shares at a par value of €1
Stock market indices	. CAC® Mid 60, SBF® 120, CAC® Mid & Small
	CAC® All-Tradable, STOXX® Europe 600,
	Vigeo Europe 120, MSCI Small Caps,
	Euronext CDP Environment France,
	Euronext Family Business
Other information	. Eligible for deferred settlement
Tickers	. Reuters: SEBF.PA. Bloombera: SK.FP

2024 PERFORMANCE

As of 31/12/2024:

Closing price:	€87.50
Stock market capitalization:	€4,842m
+ high (during trading session):	€120.20
- low (during trading session):	€84.75
Year average (closing price):	€102.92
Average of the last 30 closing prices of the year:	€89.71
Daily transaction average (Euronext volume, in shares):	

NET EARNINGS PER SHARE AND DIVIDEND



Shareholders Department

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Service Titres SEB (Securities Department) – BP2S – Corporate Trust Services

+33 (0)1 57 43 90 00 - contact form available on the site **planetshares**.bnpparibas.com/login



















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Groupe SEB Communications Department

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