



Sales and financial data 2026 First-quarter

Ecully, 23 April 2026



Access the 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.

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02 Q1 ORfA

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Key figures

Sales

€1,885m

+2.7% LFL vs Q1-25

ORfA

€72m

+42% vs Q1-25

Operating margin

3.8%

+1.2 pt vs Q1-25

Sales and ORfA up in Q1

Transformation underway



- > Q1 revenue up by **2.7% organically**
- > **Macroeconomic and geopolitical environment has remained uncertain and deteriorated** since the end of 2025
- > **Balanced growth** between activities and regions, driven by our innovation portfolio
- > **Increased ORfA year on year**, supported by a favorable base effect, organic sales growth and a decrease in operating expenses
- > **Operational roll-out of the Rebound plan** in line with the announced schedule

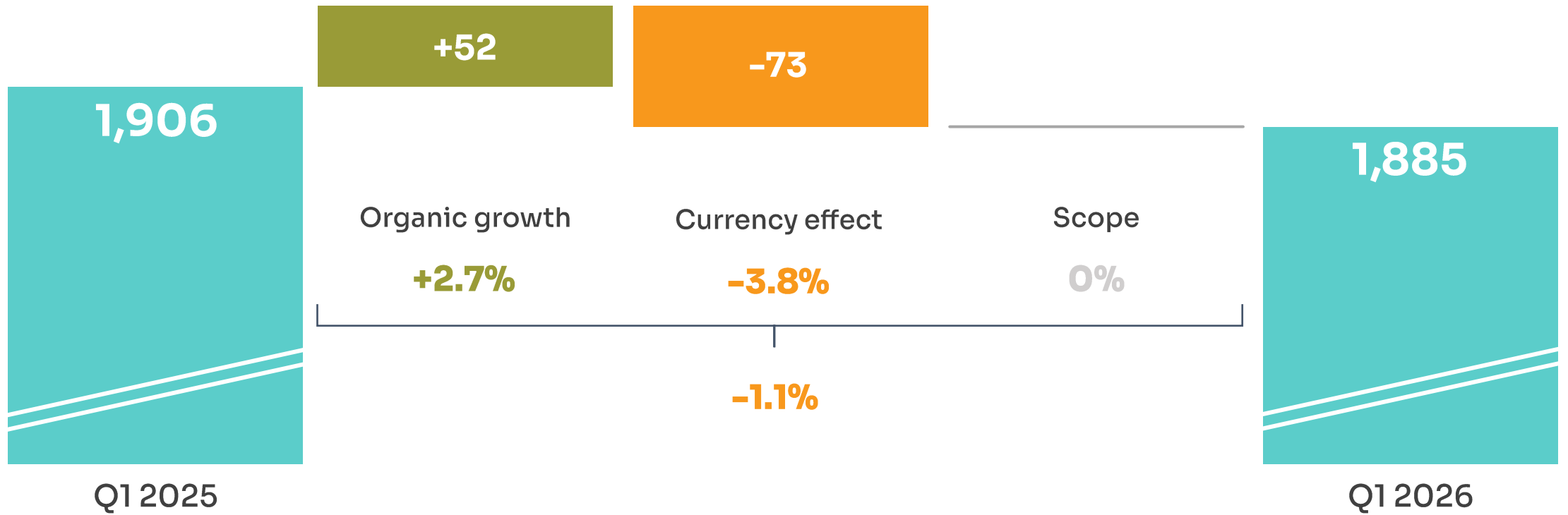
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Q1 activity highlights

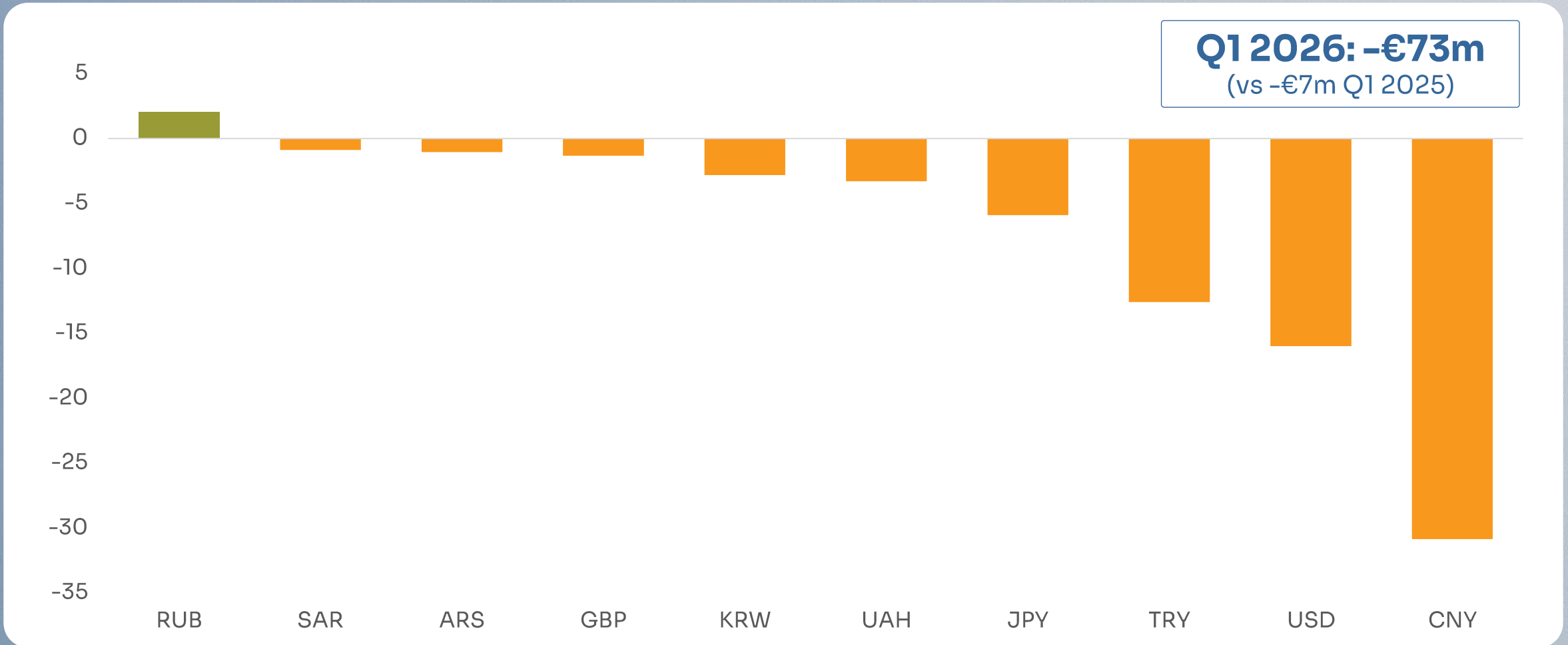


Change in Q1 sales

Sales in €m



Marked currency effect, easing over the quarter



Revenue by activity

SALES €1,885m

-1.1% reported

+2.7% LFL

Professional

€231m

-1.4%

+1.1% LFL

Consumer

€1,654m

-1.1%

+2.9% LFL

2026 Q1 sales

Balanced organic growth



PROFESSIONAL
+1.1%



EMEA
+2.5%



ASIA
+2.2%



AMERICAS
+6.7%

Consumer +2.9%

2026 Q1 sales

Balanced organic growth



PROFESSIONAL

+1.1%



EMEA

+2.5%



ASIA

+2.2%



AMERICAS

+6.7%

Consumer +2.9%

Professional

Slight organic sales growth

Q1 2026

€231m

-1.4%

+1.1% LFL



Activity up organically by 1%, continuing Q4 2025 trend

Persistent client **wait-and-see attitude**, particularly in the United States and the Middle East, heightened by the geopolitical context

Continuation of the commercial momentum

- > Consolidation of leadership in China with Luckin Coffee, new contracts in the tea chain segment (e.g. Cha Panda)
- > New clients in North America (e.g. Scooter's)
- > Good performance in Europe, driven in particular by services

New growth levers

- > Opening of our Chinese hub in Shaoxing
- > Good reception of the new Peak and Elevation models in the Small Businesses & Offices segment

2026 Q1 sales

Balanced organic growth



PROFESSIONAL
+1.1%



EMEA
+2.5%



ASIA
+2.2%



AMERICAS
+6.7%

Consumer

Numerous innovations rolled out in our markets



X-Clean



Aerosteam



Titanium wok
Supor



Cookeo
Infinity



Pizza Pronto



Coffee Crush

Consumer

A reimagined activation: SEB Fashion Domestic Show



DIGITAL SHOW & STAGING

- Consumer innovation showcase
- Products staged as iconic pieces
- Lights, music and narration



COLLECTIONS & IMMERSION

- Product demonstrations and interactive experiences
- Gallery of innovations and bestsellers
- Outdoor spaces, conviviality and tastings



INFLUENCE & CONTENT

- Generate premium content and boost the visibility of innovations
- >60 influencers: reach of 16m
- >1m views on content generated on the day of the event

Consumer

A reimagined activation: Coffee Crush



“All the taste, less space”

Tease

- > **Pre-launch phase: 2 months**
- > **Co-creation of content** with influencers – Crush Crew



Reveal & Amplify

- > Launch evening in France at end March 2026: **75 influencers with a reach > 20m**
- > Since launch: **> 5m views** on generated content
- > Quick international roll-out: **50+ markets in 2026**

Consumer – EMEA

Q1 2026
€800m
+0.3%
+2.5% LFL

	Q1 2025	Q1 2026	% LFL
Western Europe	515	540	+4.8%
Other EMEA countries	282	261	-1.8%

Western Europe: organic growth close to 5%

- > Positive impact of loyalty programs
- > German market remains challenging, continuing the 2025 trend
- > Good performance in France (+21% / +5% excl. LP) with market share gains and a strengthened digital activation strategy

Other EMEA countries: slight decline in organic sales

- > Demanding comparison base in Eastern Europe
- > Growth in Turkey
- > Significant disruptions in the Middle East (c. 2% of Group revenue, c. 10% of region revenue)

Consumer – Americas

Q1 2026

€240m

+2.2%

+6.7% LFL

	Q1 2025	Q1 2026	% LFL
North America	159	156	+4.7%
South America	76	84	+10.9%

North America: Q1 confirming Q4 2025 improvement

- > Market shares growing in cookware and linen care in the US, driven by innovation in a deteriorated market
- > Positive sell-out in Mexico, sell-in impacted by the reduction of retailers' inventories

South America: return to growth

- > Range expansion into new categories (coffee, floor care, blenders)
- > Less pronounced decline in fan sales
- > Favorable comparison base in Brazil
- > Double-digit growth in Colombia

Consumer – Asia

Q1 2026
€613m
-4.0%
+2.2% LFL

	Q1 2025	Q1 2026	% LFL
China	525	508	+2.3%
Other Asian countries	114	105	+1.6%

China: growth momentum maintained (+2.3%), continuing 2025 trend

- > Environment still highly promotional - managing the balance between sales growth and profitability
- > Multi-category growth: cookware, kitchen utensils, garment steamers, rice cookers, etc.
- > Notable success in social commerce: Supor #1 on Douyin (TikTok)

Other Asian countries: overall growth

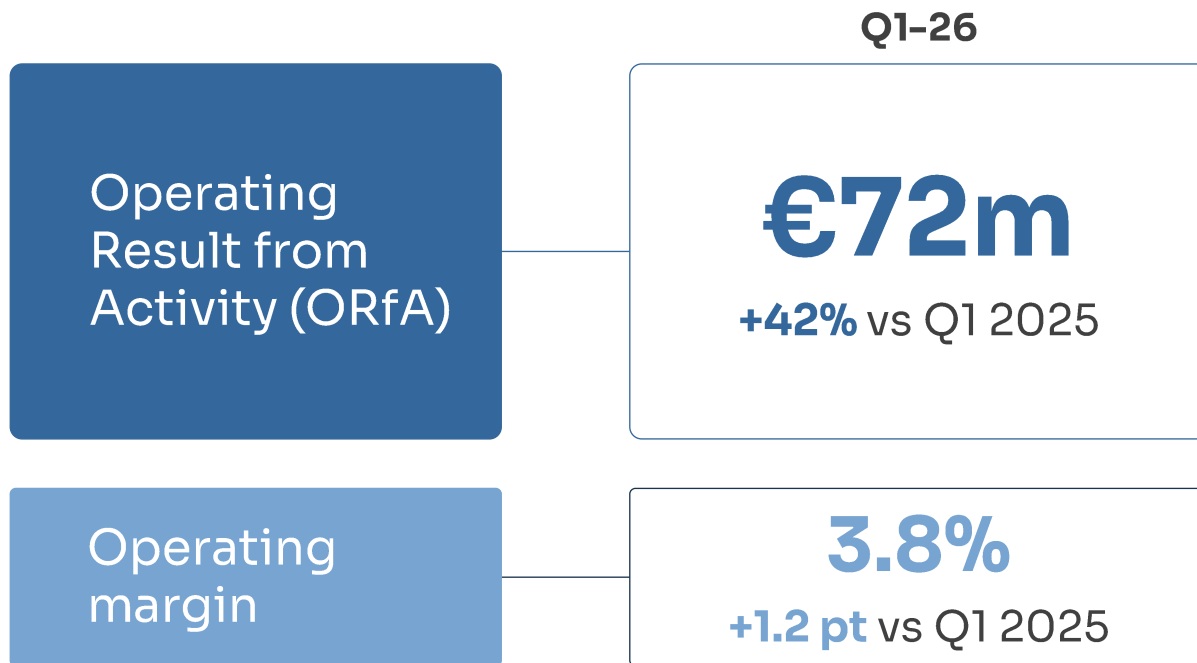
- > Continued growth in Japan, SDA market in South Korea still complex
- > Good momentum in Southeast Asian countries, especially online/social commerce
- > New product assortments in Australia (blenders, spot cleaners, etc.)

02

Q1 ORfA



Q1 2026 ORfA



Return to ORfA growth

- > Favorable base effect
- > Organic sales growth
- > Positive currency effect for the quarter: positive contribution of short currencies (USD/CNY), better offsetting of long currencies depreciation
- > Decrease in operating expenses

Reminder: seasonality of results and historically limited contribution of Q1 to the full year

03

Outlook



Rebound plan

Roll-out in line with objectives

Reinventing our growth model

- > Acceleration of innovation
- > Marketing transformation roll-out
- > SKUs reduction: 80% identified

Restoring our profitability

- > Savings on indirect purchases: almost all initiatives launched, initial benefits already visible in the P&L
- > Industrial efficiency and overheads: ongoing negotiations with employee representatives, in line with the set schedule

Reminder: 2026 outlook

Uncertain and deteriorated macroeconomic and geopolitical **environment**

Confirmation of 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 standards of around 2x (excluding acquisitions) by 2027

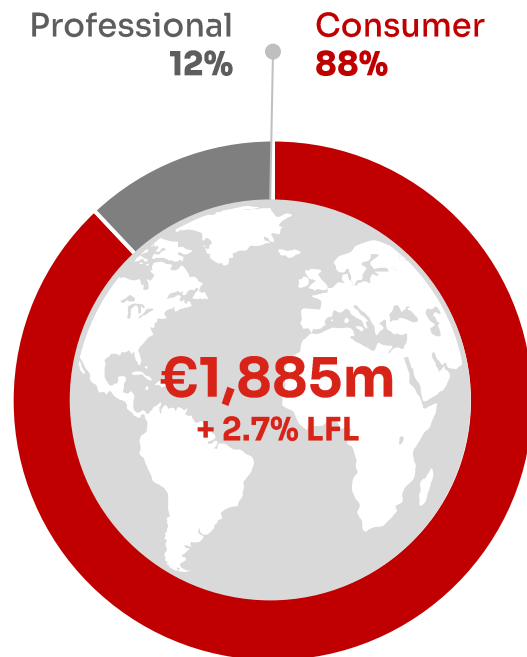
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Appendices

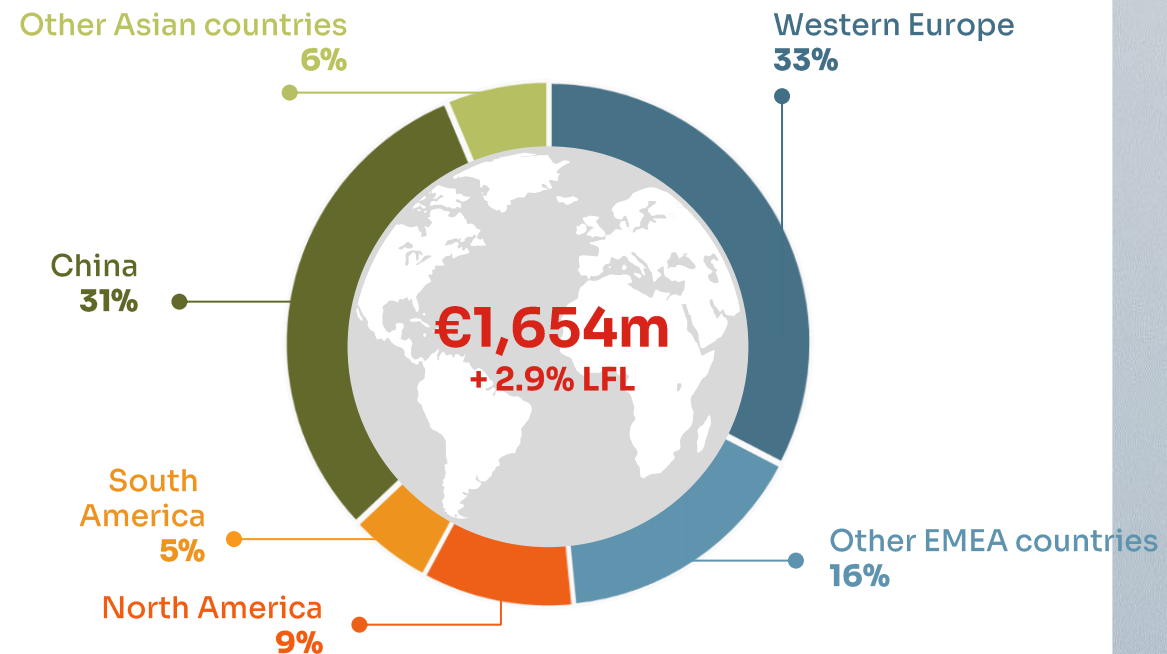


Q1 sales by region and business

Group total



Consumer sales



Q1 sales by region

In €m	Q1 2025	Q1 2026	As reported	LFL
EMEA	798	800	+0.3%	+2.5%
Western Europe	515	540	+4.7%	+4.8%
Other 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%

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 sales, marketing 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.

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Agenda

Next key dates – 2026

12 May | 2:30 p.m. (Paris time)

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
