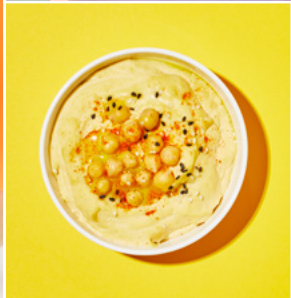
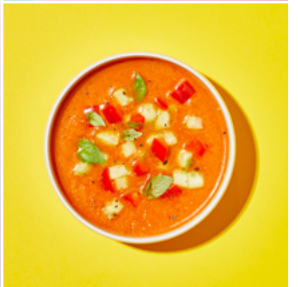


**MAKE CONSUMERS'
EVERYDAY LIVES EASIER AND
MORE ENJOYABLE
AND CONTRIBUTE TO BETTER
LIVING AROUND THE WORLD.**

2025



2025 ACTIVITY REPORT

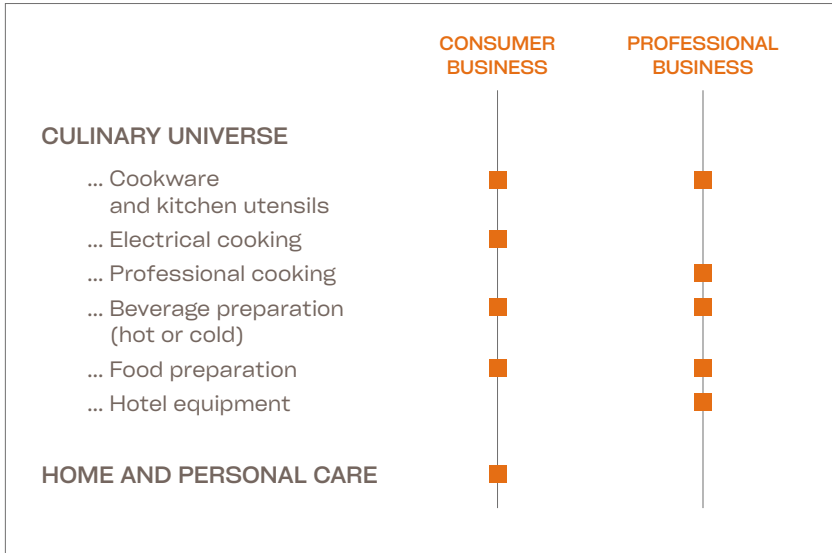
Y	2025 MILESTONES	P. 2
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AMBITIONS

Strengthen our global leadership in Small Domestic Equipment and become a reference player in Professional.

A GLOBAL APPROACH TO DIFFERENT MARKETS



ROBUST PORTFOLIO OF COMPLEMENTARY BRANDS

CONSUMER

5
global brands

80%
of Consumer sales are generated by the Group's top 5 brands

PROFESSIONAL

540,000
automatic coffee machines installed worldwide

10
brands serving professional kitchens

LEADING POSITIONS

75%
OF SALES GENERATED IN MARKETS WHERE GROUPE SEB IS No. 1 OR No. 2

No. 1
LINEN CARE, COOKWARE, ELECTRICAL COOKING

No. 2
BLENDERS

No. 1
PROFESSIONAL AUTOMATIC ESPRESSO COFFEE MACHINES

2025 MILESTONES



SALES BREAKDOWN

SALES 2025

€8.2bn
+0.3% LFL*

CONSUMER SALES

€7.2bn

PROFESSIONAL SALES

€1bn

SMALL DOMESTIC EQUIPMENT

88%

40%

Electrical cooking

35%

Cookware

25%

Linen care, Floor care and Personal care

PROFESSIONAL EQUIPMENT

12%

79%

Beverages

21%

Culinary

*Like-for-like (constant exchange and consolidation scope).

PERFORMANCE

ORFA

€601m

NET PROFIT

€245m

INNOVATION AT THE HEART OF THE GROUP

>30%

OF CONSUMER SALES GENERATED FROM PRODUCTS LAUNCHED SINCE 2023

€320m

INNOVATION INVESTMENTS

495

PATENTS FILED

3,000

EMPLOYEES DEDICATED TO INNOVATION

Innovation at the heart of expanding our product and solution offerings





A GLOBAL FOOTPRINT

PRESENCE IN 150 COUNTRIES	OWN RETAIL STORES 1,300	INDUSTRIAL AND LOGISTICS SITES 130	EMPLOYEES >30,000
13 PRODUCTS SOLD WORLDWIDE EVERY SECOND			

A RESPONSIBLE APPROACH TO THE PRODUCT LIFE CYCLE

>90% OF SMALL DOMESTIC APPLIANCES DISPLAY THE "PRODUCT REPARABLE AT A FAIR PRICE FOR FIFTEEN YEARS" LABEL*

52% RECYCLED MATERIALS IN OUR PRODUCTS AND PACKAGING
+5 PTS VS. 2024

* Excluding the Supor brand.

THE DIGITALIZATION OF THE MULTI-CHANNEL SALES MODEL

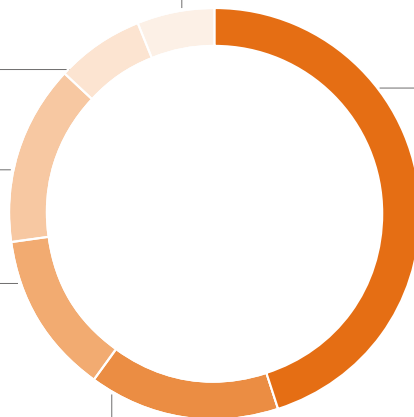
6%
Other

7%
Group retail

13%
Traditional

14%
Specialist

15%
Mass retail



45%
E-commerce
(vs. 41% in 2024)



THIERRY DE LA TOUR D'ARTAISE

CHAIRMAN OF GROUPE SEB

“In a rapidly-changing environment, Groupe SEB is moving forward with confidence, driven by the strength of its model, its capacity for innovation and the commitment of its teams.”



2025 was marked by an acceleration in the transformation of our economic and industrial environment. Beyond geopolitical disruptions, 2025 highlighted significant changes in our industry. Consumer purchasing patterns continue to evolve with the rise of e-commerce, direct-to-consumer and social commerce, while the relationship between brands and consumers is becoming ever more direct and interactive. At the same time, international competition remains intense, driven by new models combining technological innovation, digital marketing and speed of execution. In this fast-changing environment, Groupe SEB can rely on a solid model, long-standing industrial expertise and a proven ability to adapt to changes in its market.

To support these transformations and prepare for the next phase of our development, we have initiated changes in our organization and practices. Our objective is clear: to strengthen our marketing investments, continue investing in our industrial footprint and optimize our operating costs. This is the full purpose of the Rebound plan, which aims to focus our resources on value-creating priorities and to firmly place Groupe SEB on a path of profitable and sustainable growth. I know I can count on the quality of our teams, the strength of our brands and our industrial expertise to meet these challenges with confidence.

Against this backdrop, in early 2025 we completed the acquisition of La Brigade de Buyer, a transaction that illustrates our ambition to strengthen our leadership in the Professional and premium segments, both in France and internationally. This group brings together emblematic brands such as de Buyer, Sabatier and 32 Dumas, founded in 1532, renowned for their excellence and expertise among professionals and gastronomy enthusiasts alike. This acquisition forms part of a strategy pursued over several years: after entering the Professional Coffee market with WMF in 2016, La Brigade de Buyer marks a new milestone in the development of our presence in professional markets. At the same time, we are continuing to pursue our corporate social responsibility commitments with determination. In 2024, we also presented our “Act for Better Living” roadmap, which sets ambitious targets for 2030. The first results are encouraging and confirm our leadership in these areas. Among the most significant initiatives, we inaugurated our new refurbishment activity in Is-sur-Tille, making Groupe SEB the first French manufacturer in Small Domestic Equipment to implement such an integrated system. We also launched the world’s first collection and recycling scheme for used cookware, across all brands. Our ambition is to collect up to 20 million pans in France by 2027 and transform them into new products, notably through our partnership with La Poste, whose local network is a valuable asset.

Against a backdrop of multiple crises, Groupe SEB stands united and acts with determination. Beyond the Rebound plan, all employees are fully mobilized to restore the Group to its usual profitable growth trajectory. Driven by its brands, its capacity for innovation and its industrial excellence, Groupe SEB is already preparing for the future.

I would like to thank our shareholders for their trust and support throughout this journey.

BOARD OF DIRECTORS IN 2025

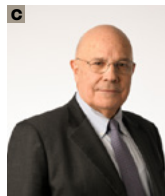
The Board of Directors met eight times in 2025, with an attendance rate of 99%, and is composed of one-third independent directors and 50% women.

CHAIRMAN OF THE BOARD OF DIRECTORS



Thierry de La Tour d'Artaise

INDEPENDENT DIRECTORS



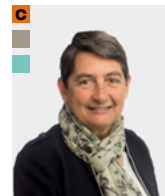
Jean-Pierre Dupriou



Eric Rondolat



BPIFRANCE INVESTISSEMENT
Adeline Lemaire
Permanent representative of Bpifrance Investissement



Fonds stratégique de participations (FSP)
Catherine Pourre
Permanent representative of the FSP

EMPLOYEE DIRECTORS



Nora Bey

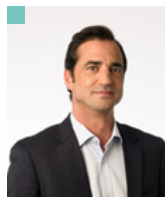


Jean-Laurent Lacas



Brigitte Forestier
Director representing employee shareholders

FAMILY DIRECTORS



William Gairard
Member of the Founder group, member of VENELLE INVESTISSEMENT



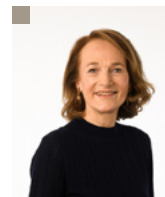
François Mirallié
Member of the Founder group, member of VENELLE INVESTISSEMENT



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 Braidà
Permanent representative of VENELLE INVESTISSEMENT

Audit and Compliance Committee
(4 members, 5 meetings in 2025 with a 100% attendance rate)

Governance and Remuneration Committee
(5 members, 3 meetings in 2025 with a 100% attendance rate)

Strategy and CSR Committee
(6 members, 3 meetings in 2025 with a 94% attendance rate)

Chairman of the committee

SHARE CAPITAL BREAKDOWN AT DECEMBER 31, 2025

34.8%	Family voting block*	34.8%	Investors
7.2%	Fédérative and associates**	3.1%	Employees
0.1%	Other family shareholders**	9.1%	Individual shareholders
5.2%	Bpifrance (Lac1)	1.0%	Treasury shares
4.7%	FSP		

For information on voting rights, please refer to Section 8.2 of the Universal Registration Statement.

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

** Shareholders from the Founder group.

STANISLAS DE GRAMONT

CHIEF EXECUTIVE OFFICER OF GROUPE SEB

What is your assessment of 2025?

In an environment that remained complex, Groupe SEB recorded slight organic sales growth in 2025, but a marked decrease in its profitability, reflecting a difficult year.

2025 confirms the resilience and adaptability of Groupe SEB in a particularly demanding environment. Despite major cyclical headwinds – tariffs in the US, currency volatility and a high comparison base in Professional – the Group recorded organic sales growth to €8,169m (+0.3% LFL*).

Beyond the figures, 2025 marks an important milestone in the transformation of our industry. Small Domestic Equipment markets demonstrated their resilience, underpinned by sustained innovation momentum.



“With the Rebound plan, we are accelerating our transformation to durably strengthen our leadership and performance.”

≡ The Group’s launches in floor care, linen care and cookware met with strong success.

We also accelerated decisively across new distribution channels. E-commerce continued to grow at a sustained pace (+10%), with an increasing contribution from our direct-to-consumer sales. In China, Supor fully illustrates this transformation, with 25% of its online sales generated through social commerce. This momentum confirms the relevance of our investments in digital platforms, including the rollout of 13 TikTok Shops worldwide in 2025.

Furthermore, the recognition of our ESG commitments by leading international organizations – EcoVadis (82/100, Gold level, Top 5%) and CDP (double A- score on Climate and Water) – reinforces the credibility of our sustainable value creation trajectory.

At the regional level, how did Groupe SEB perform?

Our regional performance illustrates the robustness and diversification of our model.

➤ In Europe, the Middle East and Africa, the overall momentum is positive, with eleven markets growing by more than 5%, reflecting the strength of our positions and the relevance of our strategy.

≡ In Western Europe, we not only maintained our market shares, but also revived certain categories, as illustrated by multicookers with the launch of Cookeo Infinity. Eastern Europe and the Middle East confirmed their potential, particularly in Professional Coffee, with double-digit growth in the second half. Asia returned to growth in 2025, driven notably by China, in a stabilizing market.

≡ In the United States, in an environment impacted by the direct and indirect effects of evolving tariffs, we strengthened our positions in the premium segments, notably with All-Clad, supported by targeted industrial investments that confirm our commitment to a local footprint.

In 2026, you are launching the Rebound plan. Why?

The Rebound plan is a proactive, forward-looking initiative. It aims to accelerate our transformation to fully capture the growth opportunities offered by the evolution of our industry.

➤ Our ambition is to return to a trajectory of 5% annual organic sales growth and an operating margin of 10%, then progressing toward 11%.

≡ To achieve this, we are activating four key levers: intensifying our innovation capability with increasingly differentiated products; strengthening our marketing investments to enhance the visibility and desirability of our brands; accelerating our development in e-commerce and direct channels; and continuously improving our operational efficiency and agility.

This plan is accompanied by a €200m targeted savings program by 2027, designed to durably support our competitiveness.

➤ In this demanding environment, I would like to acknowledge the remarkable commitment of our teams. It is thanks to their mobilization that we approach this new phase with confidence and determination.

* Like-for-like (constant exchange and consolidation scope).

EXECUTIVE COMMITTEE AS OF JANUARY 1, 2026

18 MEMBERS



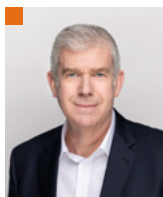
Stanislas de Gramont
Chief Executive Officer



Cyril Buxtorf
Senior Executive
Vice-President,
Strategy and
Transformation



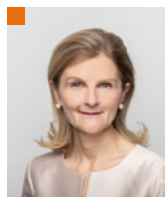
Olivier Casanova
Senior Executive
Vice-president,
Finance



Thierry Gée
Senior Executive
Vice-president,
Products and
Innovation



Richard Lelièvre
Senior Executive
Vice-president,
Industry



Rachel Paget
Senior Executive
Vice-president,
Human Resources



Cathy Pianon
Senior Executive
Vice-president,
Public Affairs &
Communication



Paul de Jarnac
General Manager,
Kitchen Electrics
Business Unit



David Jeanson
General Manager,
Home, Linen and
Personal Care
Business Unit



Patrick le Corre
General Manager,
Professional Culinary
Business Unit



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



Philippe Tatti
Executive
Vice-president,
Greater Europe



Virginie Van Haeren
Chief Marketing
Officer



Stéphane Zenadja
Executive
Vice-president,
Innovation



Martin Zouhar
President of SEB
Professional Beverage

GENERAL MANAGEMENT COMMITTEE

The General Management Committee (GMC) sets out the Group's overarching strategy and ensures its operational implementation, in accordance with the decisions of the Board of Directors.

EXECUTIVE COMMITTEE

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

VALUE CREATION MODEL

OUR RESOURCES



COMMITTED MEN AND WOMEN

- **32,000 employees**
- **115 nationalities**
- **Managers:** >12 years of service on average; **43% women**
- **6,500 employees** in sales and marketing



INNOVATION AT THE FOREFRONT

- **~3,000 employees**
- **6 centers** of excellence
- **6 regional hubs**
- **€320 million invested** in 2025
- **>20,000 active patents⁽¹⁾** (almost 500 filed in 2025)



THE MANUFACTURING BASE

- **47 production facilities** including 11 dedicated to Professional products
- **240m products** manufactured per year
- **100% of production facilities ISO 14001 certified**



STRONG BRANDS

- **>40 brands in 150 countries**
- Tefal and Supor: **circa €2bn** of sales each



A SOLID FINANCIAL FOUNDATION

- Shareholder **stability**
- Equity of **€3.5bn**
- Available liquidity **>€2.5bn⁽²⁾**

(1) Including Supor's active patents.
 (2) Including undrawn credit lines.
 (3) Lost Time Incident Rate.
 (4) Excluding Professional and ancillary.
 (5) Like-for-like (constant exchange and consolidation scope).
 (6) Proposed at the 2026 AGM.

OUR VALUE CREATION FORMULA

Our strategic ambition

Strengthen our global leadership in Small Domestic Equipment...

Our key success factors

STRONG BRANDS

Strong and complementary brands that ensure the Group's leadership positions.

80% of Consumer sales made via 5 brands

A GLOBAL PRESENCE

A broad and diversified global presence that bolsters the Group's resilience and growth.

More than **150** countries

CONTINUOUS INNOVATION

A fundamentally life-centric approach.

€2.5bn in sales generated by products launched since 2023

Proven expertise in external growth

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

Pioneer in social and environmental responsibility

ESG issues at the heart of the Group's strategy

THE GROUP'S VALUES



Entrepreneurial drive



Respect for people

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

... and become a reference player in Professional



A broad product portfolio covering all categories and catering to all consumer needs and uses.

>50 product families

Multi-channel go-to-market excellence to maximize presence and performance in all markets.

Multi-channel distribution:
55% offline
45% online

** % of Consumer sales.*

A competitive industrial footprint allowing flexibility and control of costs and supplies

Production:
60% in-house
40% external

- Geographical, product and business complementarity.
- Ability to mobilize the necessary financial and human resources.
- Expertise in integration.

- A pioneer in reparability since 2008.
- Eco-design at the heart of product development.
- Regional commitment deeply rooted in the Group’s DNA.
- Goal to contribute to global carbon neutrality by 2050.

VALUE CREATED AND SHARED



FOR EMPLOYEES

- **>16 hours of training** on average per year per employee in 2025
- **LTIR⁽³⁾: 0.76 in 2025** vs. 1.1 in 2021
- **65% of interns or work-study trainees hired permanently** (executive positions)



FOR CUSTOMERS

- **Nearly 400m products sold per year on average for the past five years⁽⁴⁾**
- **75% of sales** in markets where the Group has leadership positions
- **>22,000 pieces of influencer content** generated
- **E-commerce +10% LFL⁽⁵⁾ in 2025**



FOR THE PLANET AND SOCIETY

- **Net-Zero trajectory for 2050 approved by the SBTi**
- **52% recycled material** in our products and packaging in 2025
- **23% reduction in CO₂ eq. emissions** since 2021 (scopes 1 and 2)
- **>90% of our Small Domestic Appliances are repairable for 15 years**



FOR SUPPLIERS

- **89% of direct purchases and finished products** covered by the Responsible Purchasing Charter
- **34 suppliers** → AA Intertek label



FOR SHAREHOLDERS

- **ORFA: €601m**
- Profit attributable to owners of the parent: **€245m**
- Free cash flow: **€124m**
- 2025 dividend: **€2.80⁽⁶⁾** (+6% on average per year for the past 10 years)

 Passion for innovation

 Professionalism

 Group spirit

THE FUNDAMENTALS OF GROUPE SEB

In delivering on its promise to make consumers' everyday lives easier and more enjoyable and contribute to better living all around the world, Groupe SEB relies on its solid foundation of values and fundamentals. We hold strong leadership positions in the Consumer market, and are continuing to drive further growth in the Professional market by diversifying our portfolio, with particular emphasis on the acquisition of iconic brands. Our strategy for profitable growth is underpinned not only by the new product development expertise that has been our trademark since the very beginning, but also by our international expansion, the success of which is clear from the market-leading positions we hold in so many countries. To ensure the sustainability of our value creation, we have our ambitious 'Act for Better Living' ESG roadmap in place for the period 2024-2030, and are launching further pioneering initiatives in our industry.

MARKETS

INNOVATION

INTERNATIONAL

ESG

COMMITMENT



CONSUMER MARKET: LIFE-CENTRIC GLOBAL LEADERSHIP

M
A
R
K
E
T
S

The Groupe SEB multi-brand strategy spans more than 50 product families to deliver the best-possible response to consumer needs, and offer its products and services to as many people as possible. We offer our broad product portfolio in 150 countries worldwide, and rely on our strong, powerful and complementary brands to maintain our leadership in all our markets. 75% of our sales are made in categories where Groupe SEB is either the brand leader or market number two.



The dynamic market for Small Domestic Appliances is delivering year-on-year structural growth in excess of 3%, driven by the rise of a middle class of consumers in emerging countries, product innovation and upgrades, the development of multi-equipment, new consumer habits and the new needs created by changing lifestyles. The total market is valued at around €85 billion: €57 billion for small domestic appliances and €28 billion for cookware and kitchen utensils. It is also a highly seasonal market driven by holidays and special commercial events, and by the trend towards omni-channeling with online sales and social commerce playing an increasingly important role in some countries.

OUR MULTICATEGORY STRATEGY: A DECISIVE COMPETITIVE ADVANTAGE

Groupe SEB has adopted a coherent multi-brand strategy to provide optimum coverage of the many expectations of consumers around the world, and respond effectively to those expectations in ways that complement the strategies of our distributors. A strong portfolio gives us a decisive competitive advantage, enabling us to generate profitable growth across every one of our product categories. Our consumer brands enjoy high-profile recognition in their regional and global markets. Each responds to a specific need and complements the others. They all have their own distinct identity and values, which are expressed through the product range, functionality, design and communication.

In Colombia, for example, with double-digit growth over the year, the Group has reaffirmed its leadership across multiple categories and continued to expand its product portfolio, particularly in floor care. We are the market leader in fans, cookware, food preparation, and coffee machines.

Its strategy and presence in fragmented markets enables Groupe SEB to occupy leading

positions around the world ahead of many other market players with very different profiles, whether global or regional generalists, premium players focused on a few product families, or other entry-level and digital-only brands.

SMALL ELECTRICAL APPLIANCES

The Group focuses on two segments of the small domestic appliances market: kitchen electrics with electrical cooking, beverage preparation and food preparation, and home, linen and personal care. The former contributes around 40% of total consumer sales, and the latter around 25%.

In 2025, these markets were driven by product innovation and new uses, with the X-Clean range of floor washers, Clean It spot cleaners, AeroSteam, the first suction hand steamer, and the relaunch of the Cookeo multicooker with a new version incorporating an air fryer function.

COOKWARE AND KITCHEN UTENSILS

The cookware market contributes around 35% of the Group's total consumer sales. The cookware segment includes frying pans and saucepans (multi-material and coated), stockpots, woks, bakeware and ovenware. The kitchen utensils segment includes kitchen knives, ladles, spatulas, food storage containers and thermal flasks and mugs.

In 2025, Groupe SEB consolidated its leadership in multi-material cookware and coatings – PTFE, ceramic and stainless steel – by pursuing a strategy of continuous innovation to offer consumers the most effective solutions in the market. Fusion Core is an excellent example of this commitment to innovation. This new coating technology delivers improved robustness and scratch resistance, and was introduced for all types of coating in 2026.



Thierry Gée

Senior EVP,
Products & Innovation

“The global multicategory strategy we apply across all our brands gives our Group real strength. It enables us to tailor our presence closely to consumer needs and habits. Our global leadership positions are the result of this ability, because our products deliver on our promise to make consumers’ everyday lives easier and more enjoyable, and contribute to better living all around the world.”

Washers: the high-profile arrival of the X-Clean range in this new market

The Group's X-Clean product range entered the washer market in 2024 to complement its vacuum cleaner offering and, more importantly, in response to new consumer needs around time-saving and ease of cleaning. A year later, the range had grown to cover a diversity of needs and offer a broad spectrum of functions at all price points. And success soon followed: in just 15 months, the X-Clean range had taken more than 15%* of this new category!

This new product also enabled the Group to report a record year in terms of sales and market share in the floor care segment, making it the European No. 2 just one year after launch. The range will be further expanded in 2026 with a series of new product launches. The Group will then have launched 16 X-Clean products in only 18 months.

This expansion into washers demonstrates the Group's accelerated rate of new product development and its ability to internationalize new growth drivers at pace.

* Source: Gfk EUR 18 year 2025.



PROFESSIONAL: SETTING THE BENCHMARK FOR THE GLOBAL MARKET

Building on its dominant positions in consumer products, Groupe SEB has set itself the target of becoming a global Professional market leader. With its high barriers to entry and equally high profitability, this market is estimated to be worth €15 billion annually, and is delivering year-on-year growth of between 5 and 10%. Our portfolio of iconic brands, innovative technologies and tailored services (30% of revenue is generated from maintenance, repair and spare parts activities) gives us the breadth and flexibility needed to meet the diverse needs of cafés, restaurants, hotels, offices and many more users.



M A R K E T S

Beverages: maintaining our leadership

The Professional Coffee and Beverage business has delivered strong growth ever since its launch in 2016 and the acquisition of WMF, with the majority of the impetus coming from its expansion into new markets, such as China with Luckin Coffee, and the integration of a cold beverage offering. In this attractive, long-term market environment, the business has reported strong performances over the past two years, at the same time as continuing to gain significant market shares. The Coffee and Beverages portfolio now represents more than 79% of the Groupe SEB Professional market. Our success is based on our ability to shape the industry by offering our customers unique solutions that demonstrate a detailed understanding of trends in consumer expectations.

bright future: prosumer and entry-level coffee machines designed specifically for small and midsized businesses, such as offices. To meet these expectations, we have developed two new models, the WMF Elevation 10 and WMF Peak 50, which combine digital functionality with rock-solid reliability.

WHAT'S NEXT?

Our goal for 2026 is clear: it is to consolidate our leadership in professional automatic coffee machines by accelerating innovative new product development and combining our services, digital skills and business skills to create a comprehensive and integrated solution. This will give us a solid base for reliable, scalable production and the ability to support our customers right around the world. We will also be ramping up our cold beverage offering.

Our ambition is to drive continuous growth in our brands worldwide across every customer profile, with the sole aim of delivering customer satisfaction by meeting their needs with products and services tailored to their expectations.

THE SHAOXING HUB: A MAJOR PROJECT

To consolidate our leading position for the long haul and tap into new markets, we took the decision to establish a professional hub in Shaoxing, China. Built in record time (less than 18 months), the all-new hub includes both R&D and production centers. This combination gives Groupe SEB access to a new market with a



Martin Zouhar

President of SEB Professional Beverage

"In 2025, we consolidated our leadership with the construction of the Shaoxing hub and the acquisition of Tasty, strengthening our industrial presence, portfolio and innovation capabilities."

Tasty: a strategic acquisition in the Chinese market

In April 2025, Groupe SEB acquired a majority stake in Tasty. Founded in 2021, this company has rapidly established itself as a leading provider of maintenance services for professional coffee machines across China. Its comprehensive range of services include regular maintenance by qualified technicians, emergency repairs, the supply of essential consumables, spare and replacement parts, and used machine repair and resale. With a presence in all of China's main regions, Tasty works mainly with the country's major coffee and tea chains. This acquisition allows Groupe SEB to offer customers in the fast-growing Chinese professional coffee market a more integrated solution. Combined with the new Shaoxing hub, the acquisition of Tasty will accelerate the pace of Group growth in China, and consolidate its leading position in one of its most strategic markets.

Culinary: providing excellence to professionals



M A R K E T S



Patrick Le Corre
General Manager,
Professional Culinary BU

“2025 was a year of excellent results for Lacanche in the USA and UK, and a record year in terms of performance at Krampouz. The successful integration of La Brigade De Buyer is also a major achievement that aligns perfectly with our business growth strategy.”

The strategy for our Professional Culinary business is based on three main priorities: accelerating the pace of organic growth for our portfolio brands, pursuing external growth with the acquisition of La Brigade De Buyer (see inset) and introducing cross-functional synergies. The great strength of Groupe SEB lies in the often historic expertise of its brands and the breadth of its offering, which facilitate synergies between Professional Culinary business units, whether Group-wide or in terms of market internationalization.

The culinary segment covers food preparation, cookware and kitchen utensils, as well as professional culinary and hotel equipment. It now accounts for 21% of all Group Professional business segment.

LACANCHE AND KRAMPOUZ: CHANGE UP A GEAR!

Two major organic growth projects were launched in 2025 to accelerate international growth at Lacanche high-end range cookers, with particular focus on the USA and UK and at Krampouz, crepe makers, waffle makers, planchas and barbecues. With Lacanche, we achieved double-digit growth as a result of restructuring its historic manufacturing plant and introducing a series of proven best practices. Despite challenging market conditions, Krampouz also enjoyed a very good year, particularly in France where the brand confirmed its plancha market leadership and continued to make inroads into the professional market.

WHAT'S NEXT?

All our brands are clear leaders in their sectors, so in 2026, we will continue to boost their organic growth by seeking out new markets, including in the Middle East and USA. Combined with the recognized expertise of these brands, our close relationships with customers are our core strengths in driving this growth. We will also be accelerating the exploitation of synergies in terms of bringing new products to market and expanding our distribution network.



The acquisition of La Brigade De Buyer: a powerful driver for growth

In 2025, Groupe SEB acquired the international La Brigade De Buyer group, which owns the high-profile De Buyer, Sabatier and 32 Dumas brands renowned for their excellence and expertise in cookware, pastry and cutlery segments. The company employs 290 people and has three production sites in France. This acquisition is fully aligned with the Groupe SEB strategy of extending its French and international

leadership in the Professional and Premium segments, at the same time as protecting and enhancing the unique expertise of these iconic brands. All of them embody French excellence and further strengthen our portfolio of exceptional products for professionals and gourmet home cooks. 32 Dumas is now the Group's oldest brand: it was created by a master cutler in Thiers (France) as long ago as 1532.

LIFE-CENTRIC INNOVATION: RIGHT PRODUCT, RIGHT PLACE, RIGHT TIME

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Innovation is central to the DNA of Groupe SEB and integral to a virtuous circle in which it provides a source of progress, satisfaction and commitment for consumers, at the same time as creating value for our distributor customers and enabling us to generate the profitable growth needed for ongoing investment in new products. Our commitment to innovation is driven by new concepts, new features and ingenious ideas as part of offering consumers new solutions and succeeding in our own corporate mission.



LISTEN, IMPROVE, DEVELOP...

Our new product development strategy is based primarily on listening attentively to consumer expectations, but also on analyzing major societal trends: new and emerging lifestyles, today's focus on health and diet, the trend towards homemade cooking, the desire to consume less but better and the constant quest for simplicity and time saving. We anticipate changes like these by designing solutions that are not simply technologically advanced, but are truly life-centric and cover every day needs in every room of the home. We then focus on three aspects of innovation development: continuous improvement of our core product ranges, the expansion of our product portfolios to create comprehensive offerings, and the development of new product categories as a direct response to new consumer trends. Examples from 2025 include our introduction of the new *Fusion Core* coating for our cookware, which is up to four times more resistant to metal utensils than the previous version. We also extended our French-made X-Force Flex range of versatile vacuum cleaners during the year to cover every consumer need, from entry-level to super-premium models, as well as launching AeroSteam, the world's first suction hand steamer.

LEVERAGING INNOVATION

None of these innovations would have been possible without the human and financial resources we apply to product development. Every year, Groupe SEB invests around €320 million in innovation. The 3,000 members of our multidisciplinary teams work at the global innovation center based in Ecully (France) and six regional hubs located around the world. The SEB Lab also enables cross-functional teams to bring the most promising concepts to fruition more quickly. In 2025 alone, we filed 500 patents around the world. Our global industrial expertise is also a major lever for integrating these innovative new products, and facilitates the cross-category and multiregional synergies that help us improve individual products and functions. These synergies have enabled us, for example, to transpose the enameling



processes used in cookware production to the manufacture of iron soleplates for improved glide characteristics. Last, but by no means least, we look to the wider world for input to our innovation strategy by reaching out to the 20,000 members of the SEB & You community who help us by testing new product concepts and giving us feedback that gives us a better understanding of their needs as the basis for defining innovation priorities from the design phase onwards.

MULTIGENERATIONAL INNOVATION

The history of Groupe SEB is one of incremental and disruptive innovation that began with the iconic Seb Cocotte-Minute® pressure cooker in the 1950s. In every decade since then, we have offered consumers new products that make their daily lives easier and more enjoyable: first with electric appliances like irons and coffee machines, then with new ways of cooking with odorless and virtually oil-free deep fryers, and user-friendly solutions like the raclette grill with individual pans... All these solutions are much more than technological developments; they are truly life-centric, and that fact has fueled our sustainable, responsible long-term growth.



Stéphane Zenadja
Executive Vice-President,
Innovation

“Groupe SEB is constantly developing innovative product improvements and disruptive innovations with the single goal of relevant innovation, by which we mean the right product in the right place at the right time.”

INNOVATIVE EVERYDAY PRODUCTS FOR OUR CONSUMERS

In 2025, Groupe SEB consolidated its global leadership with an expansion of its product offering. These innovative new products align with consumer expectations around simplifying daily life in terms of cooking, home care and personal care. This whistlestop tour of the world highlights the flagship products our consumers were able to discover in 2025, and which are still in the rollout phase.

Linen care

AEROSTEAM: A LAUNCH WITHOUT A WRINKLE!

The AeroSteam hand steamer combines steam and suction with our patented and ultra-efficient OptiFlow technology for a freshly ironed look in a single pass. Designed and manufactured at our Pont-Évêque site in France, this revolutionary garment steamer was launched across 25 countries at the beginning of 2025, including France and the UK, where it is already a top-seller. Not only has this new product increased the Group's market share, but it has also accelerated the pace of market value growth in both countries. Consumers particularly enjoy the efficiency with which it eliminates creases, as well as its speed and ease of use.

The next generation of the product will be launched worldwide in 2026. The AeroSteam Elite promises the same impressive level of results by delivering a lighter, more compact product that is even more convenient to use and with a longer operating cycle.



Electrical cooking

COOKEO INFINITY: THE POSSIBILITIES ARE INFINITE...

Cookeo Infinity, the latest generation intelligent multi-cooker, has made a triumphant entry into the market thanks to its multiplicity of options, including automated all-in-one cooking (20 different cooking modes, including pressure cooking and integrated Air Fryer technology) for faster, easier cooking inspired by 150 embedded recipes, plus thousands more on the app. Launched in France and Belgium in September 2025, Cookeo Infinity enjoyed extensive media coverage, which contributed to sales outperforming from the moment of launch. Cookeo Infinity also gave Groupe SEB the opportunity to relaunch the entire Cookeo range and focus on expanding into new geographic markets across Germany, Italy, Poland and Central Europe.



Home comfort
TURBO SILENCE COMPACT
MULTIFLOW: YEAR-ROUND COMFORT

The Turbo Silence Compact Multiflow fan is not only compact and easy to use, but its multidirectional oscillation covers twice the ventilated area of a conventional horizontally oscillating fan. It is also extremely quiet, energy-efficient and can be used in combination with an air conditioning unit, heater or humidifier to optimize their effectiveness. Marketed in Europe, Brazil, Vietnam and Singapore, the Turbo Silence Compact range will be further extended in 2026 with the launch of a portable version with optional external battery power.



Food preparation
DOLCI: INSTANT FROZEN DESSERTS AND DRINKS

From sorbet and ice cream to milkshakes and slushies, Dolci boasts ten customizable programs for preparing irresistible frozen treats at home. Its 1-Step Perfector technology delivers the perfect texture first time, every time. Other product benefits include elegant and intuitive design in an easy-clean appliance. Dolci has been on sale since November 2025 in around twenty countries in Europe, as well as in Australia, where it launched very successfully in partnership with Nestlé.

Beverage preparation
SENSATION MILK: COFFEE AND MILK
DRINKS THE EASY WAY

Launched in March 2025, the Sensation Milk bean-to-cup coffee machine features Milk Maestro technology to offer six unique coffee and milk drinks: three coffees and three lattes with creamy, light or more generous crema. The milk dispenser cleaning system rinses the system automatically after each recipe is prepared, with no need to remove it from the machine. Sensation Milk is manufactured at our Mayenne site in France, and retailed across Europe, the Middle East and Mexico.



Cookware and kitchen utensils
EVERSHARP:
ALWAYS AT THE CUTTING EDGE

EverSharp responds effectively to the high level of consumer demand for knives that never lose their edge. The patented sharpening system ensures that every time the knife is inserted back into the block after use it is sharpened automatically with the optimum level of constant pressure required to maintain peak performance. It gives users back the pleasure of a perfect cut every day of every year, whether that's using the chef's knife for pineapple carpaccio or the santoku knife for salmon sashimi.

Personal care
AIR MOTION: EASIER DRYING
AND SMOOTHING

Air Motion marks the relaunch of Groupe SEB into the super-competitive hair care segment with an innovative product that sets it distinctively apart from competitors. Offering ultra-powerful drying speeds of up to 170 kph, this sinuously curved high-performance hairdryer is half the weight of its competitors and incredibly comfortable to use. Its Coanda-effect smoothing comb offers users smooth, shiny, frizz-free hair every time.



Home care
X-CLEAN: THE PINNACLE OF EFFORTLESS CLEANING

The X-Clean range of floor washer enjoyed a record year in 2025, immediately following the Group's launch into this new market at the end of 2024. The new products have proved extremely popular with consumers in France, Italy, Poland and Spain, where they contributed three-quarters of sales. Consumers really appreciate the time saved by using this multifunctional product that vacuums and washes in half the normal time. To keep pace with market intensity and a rising product ownership rate, the range is now being expanded every month to meet the needs of different target groups and establish a strong presence at every price level and across all distribution networks. By the end of 2026, Groupe SEB will have delivered 16 product launches in just 18 months.



AN ESTABLISHED GLOBAL PRESENCE



Groupe SEB has been pushing back its geographic boundaries since the 1960s. Today, its brands are marketed in nearly 150 countries, and 75% of its revenues are generated in markets where the Group is the clear market leader; its most important markets are China and France. To further accelerate our global expansion, we are implementing specific drivers of regional growth.

The Groupe SEB international strategy is underpinned by a single principle, which is to seek out growth opportunities in countries that are structurally open to development, at the same time as systematically strengthening our established positions in mature national markets. The first type of market is demand driven. Such markets represent 4 billion people worldwide, including a middle class that is growing by 70 million people every year, all of them with growing needs and expectations. The second type of market is supply driven. The main demand in these markets is for replacement of existing appliances, innovative new products and/or upgrades. These consumers are also receptive to new products that meet their need for 'homemade' products and associated services, as well as their desire to simplify daily chores and save time. Regardless of the consumers we serve or the countries we operate in, we adapt our distribution strategy in response to strong new trends like social commerce.

EMEA: DOUBLE-DIGIT GROWTH IN EASTERN EUROPE

In 2025, the EMEA region delivered overall growth of +2.0% in consumer sales. Eleven of its markets delivered growth above 5%. In Western Europe, sales were up across virtually all markets (+1.0% LFL*), and particularly in France (excluding loyalty programs). Germany, on the other hand, saw a decline in annual revenue, largely as a result of its withdrawal from the electrical cooking segment. The fact that we were able to maintain market share is thanks to the very positive impetus that continues to be provided by innovation in cookware, floor care, linen care and blending. In other EMEA countries, sales were up (+3.9% LFL*), with growth of around +10% LFL* for the full year in Eastern Europe where the main driving force came from the Polish and Czech markets. Sales of oil-less fryers, automatic coffee machines and spot cleaners were particularly strong. In Turkey, annual sales growth was driven primarily by key categories like cookware, linen care and floor care. Lastly, in the Africa and Middle East region, the market continues to suffer significant disruption due to the geopolitical context.

* Like-for-like (constant exchange and consolidation scope).



Olivier Casanova

Senior Executive
Vice-President,
Finance

“Despite a complex trading environment, Groupe SEB has successfully consolidated its market-leading positions worldwide, largely as a result of launching new products that align with the needs of consumers in every continent. This global footprint and the diversity of our customer base are what enable us to continue creating value, even in such a diversity of environments.”



To test is to buy: a successful *Ultimate Experience* in Italy

In 2025, Groupe SEB launched a new communication strategy in Italy to support sales development across its entire *Ultimate Experience* hair beauty range. A Rowenta showroom was opened to showcase these products in real-life situations and demonstrate how well they fit naturally into everyday life. The concept was focused on building a genuine emotional bond with consumers. A social media content series was produced to raise the profile of all major of *Ultimate Experience* range launches. These were tailored to each stage of the customer journey, from videos on key features, functional and emotional benefits, and hooks for lead conversion. Two waves of user-generated content (UGC) were also rolled out on Instagram and TikTok. POS displays were installed in-store, and exclusive areas were set aside for professional blow-drying sessions in December. Results: a 49% increase in Rowenta.it website traffic and sales, a 30% boost in searches via search engines and merchant websites, and in-store sales up by between 200% and 300%.

AMERICAS: AN ADVERSE TRADING ENVIRONMENT

This region experienced a decline in business for 2025 (-4.9% LFL*). In North America, sales were down by 4.5% LFL*, impacted by tariffs in the USA and the subsequent wait-and-see posture adopted by distributors. Nevertheless, the final quarter saw sales return to organic growth of 4.7%. Despite these challenging market conditions, we were able to consolidate our positions in cookware and linen care. More specifically, the All-Clad brand continued to gain momentum, driven by the vitality of the high-end stainless-steel segment and the expansion of local manufacturing capacity. In Mexico, the year was marked by high volatility amid a less favorable monetary environment. We nevertheless continued to grow our online sales, while maintaining strong positions in our key categories and continuing to expand our product portfolio with hair straighteners, oil-free fryers and a floor care range. In South America, sales fell by 5.9% LFL*, particularly in Brazil following a sharp decline in fan sales as a result of the La Niña climate phenomenon. Colombia, on the other hand, reported double-digit organic growth. Groupe SEB reaffirmed its multi-category leadership (in fans, cookware, blenders and coffee machines), supported by innovation and particularly effective digital activation, and continued to expand its portfolio, particularly in floor care.

* Like-for-like (constant exchange and consolidation scope).



Lacanche: the customer benefits of operational efficiency

In 2025, Lacanche was able to report sales growth of 30% in its main export market of North America. This success was largely due to its significant improvement in operating efficiency. Production lead times (including delivery) were halved from twelve months at the beginning of the year to just five months by the end of the year. To achieve this level of manufacturing performance improvement, Groupe SEB applied solutions that have previously proved successful on other manufacturing sites, including production line transformation, operator multiskilling and hiring additional operators. This new manufacturing capacity will enable Lacanche to accelerate the pace of its growth in other export markets or respond to US prospects with renovation projects requiring shorter lead times.

ASIA: GROWTH DRIVEN BY CHINA

2025 saw Asia return to organic growth (+2.7% LFL*). In China, our sales rose by 2.7% LFL* in a broadly stable market. Supor reaffirmed its leadership in kitchen electrics and cookware across both offline and online segments. The brand is also positioned as the #1 culinary brand on social commerce platforms in general, and Douyin (TikTok) in particular: 25% of its online sales are now made via these channels, reflecting a 300% increase since 2021. Supor's rice cooker (stainless steel bowl), titanium wok and garment steamer launches were also very successful. In other Asian countries, our sales

were up by 2.5% LFL* in 2025. Performance from this region was fairly mixed overall, varying significantly from market to market and across product categories. Cookware and kitchen utensils (mainly knives) drove overall performance, especially in Japan, where sales returned to organic growth during the year. On the other hand, the Small Domestic Appliances market remained challenging in South Korea, where sales fell. South-East Asia showed good momentum overall, supported by expansion of the retail distribution network and developments in new categories.

* Like-for-like (constant exchange and consolidation scope).



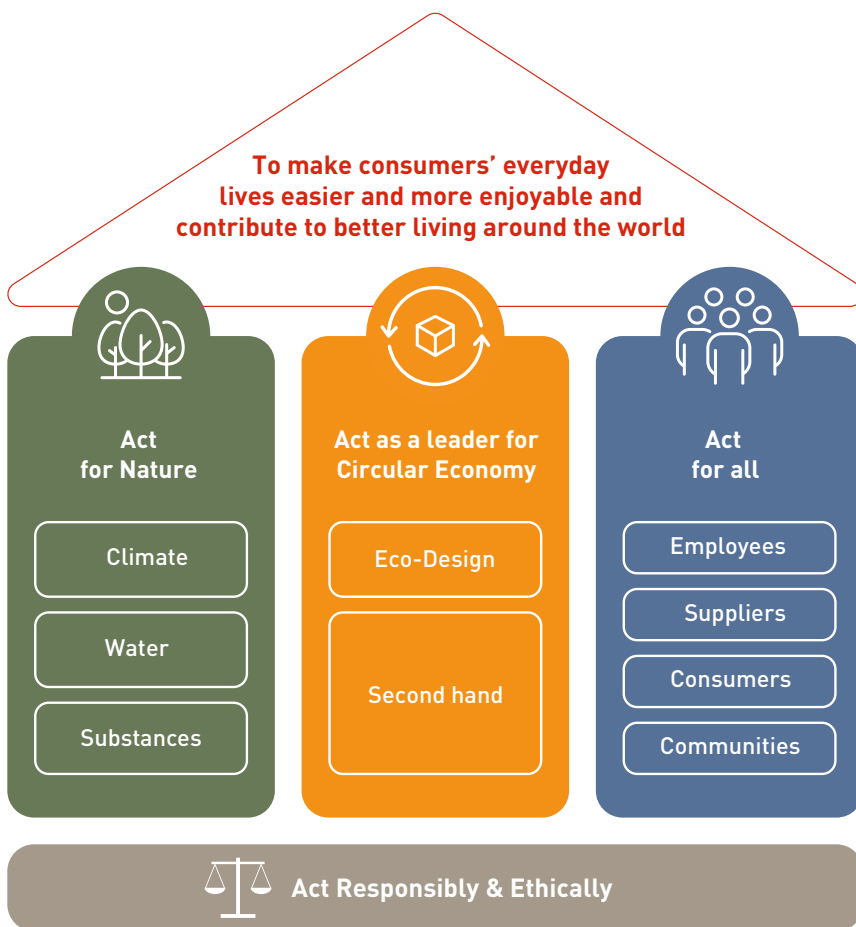
TikTok: sales explode driven by social commerce

Supor jumped on the Douyin (TikTok) bandwagon right from the start of social commerce. The resulting sales performance has consolidated the market leadership of Supor in the Chinese small domestic cooking appliances and cookware segments. For example: 160,000 units of the non-stick titanium wok were sold through this channel, while the FAST electric pressure cooker which can be opened with one hand achieved 350,000 sales, and the rice cooker with spherical inner bowl became the #1 brand in the rice cooker category with sales of 560,000 units. This represents more than 25,000 livestreams produced every year by 3,000 influencers. Groupe SEB has started to duplicate this winning recipe by opening 13 more TikTok Shops (outside China) in 2025 and will continue to accelerate the process throughout 2026.



ESG: ACCELERATING AND INTENSIFYING OUR COMMITMENT

Building on the success of our previous 2018-2023 plan, we are now working towards a new ESG ambition for 2024-2030: 'Act for better living'. This new initiative is fully integrated into Group strategy at every level to underline the fact that respecting people, sustainability and growth can go hand in hand. Our ultimate aim is to boost the appeal of our brands and products, at the same time as uniting our employees and partners around a shared pride in a meaningful commitment to sustainability as part of delivering on our mission to make daily life easier and more enjoyable for consumers, and contribute to better living all around the world.



As a pioneer in product reparability and durability, Groupe SEB has always built its approach around ESG principles. More than 165 years ago, its founder Antoine Lescure traveled the length and breadth of France repairing kitchen utensils. More than 20 years ago, we were one of the first French companies to sign up to the United Nations Global Compact and create a dedicated Sustainable Development department. Since then, we have continually strengthened and enhanced our commitment to meeting global challenges and making positive impacts on society and the environment. In 2024, we launched our new ESG roadmap with a clear ambition for today and tomorrow: to act for nature, to act as a leader in the circular economy, to act for all, and to act for better living. Built around strong values of ethical practice, responsibility and respect for people, this roadmap is structured, quantified and fully integrated into everything we do.

TAKING POSITIVE ACTION ON CLIMATE, RESOURCES AND BIODIVERSITY

In preparing our 2024-2030 ESG roadmap, we set ourselves new SBTi-approved targets: delivering a 42% reduction in absolute Scope 1 and 2 greenhouse gas emissions by 2030 (compared with 2021), accompanied by a 25% reduction in Scope 3 emissions (also compared with 2021), and to achieve Net-Zero by 2050 in alignment with the +1.5°C objective of the Paris Agreement. We have identified two action levers that will enable us to meet these targets and limit our impact on biodiversity and natural resources. The first is reducing the ecological footprint of our products by improving their energy efficiency and increasing our use of recycled materials. The second lever involves reducing the environmental impact of our manufacturing and logistics activities by acting at many different levels that include energy efficiency, equipment upgrading, solar panel and/or biomass boiler installation, using recycled water at every stage of production and optimizing our logistics flows.

ASSERTING OUR STATUS AS A LEADER IN THE CIRCULAR ECONOMY

As a circular economy pioneer and leader, we are committed to creating the conditions for greater circularity by accelerating and intensifying the transition to product ecodesign. Our targets for the circular economy between now and 2030 are clear: maintaining a very high level of reparability for more than 90% of our small electrical appliance products, and achieving average recyclability in excess of 85%. It is our ambition to use 60% recycled materials in the manufacture of our products and packaging, and completely eliminate the use of virgin plastic bags for packaging. Leading the way in the circular economy also means understanding how to encourage changes of scale across our industry through the introduction of innovative circular services. We have launched the first collection and recycling network for used frying pans and saucepans (see page 27), with the ambition of expanding the network of collection points across France with the aim of collecting 20 million products between now and 2027. We have also set up our own European product refurbishment facility at Is-sur-Tille in France, and introduced a sales model for refurbished products (see page 26). We have set ourselves the target of ensuring that sales of refurbished products account for between 3% and 5% of revenue generated from small electrical appliances in those subsidiaries involved in the scheme.



ACCOUNTABILITY TO ALL STAKEHOLDERS

Our 2024-2030 ESG roadmap underlines our commitment to stakeholder accountability. For our employees, we are committed to ensuring their safety as our top priority. We are therefore working to the highest standards in order to achieve our 2030 target of reducing our Lost Time Injuries Rate to below 0.5. In terms of our diversity commitment, we have introduced a plan to accelerate the pace of change in gender diversity, with the ultimate aim of increasing the percentage of senior positions occupied by women to above 32% by 2030. In conjunction with our suppliers, we have implemented a responsible purchasing policy designed to help them improve the sustainable development credentials of their business practices. Our target for 2030 is to have our Top 500 suppliers fully committed to an ESG program. By working closely with consumers, we want to contribute to building more sustainable models of consumption by offering them safe, high-quality products and helping them to adopt more responsible practices. Lastly, we contribute to the wider society through our support for philanthropic projects that help people facing social exclusion. Our employees take part in initiatives like the annual Charity Week event held in all our sites around the world.



Juliette Sicot-Crevet

Vice-President,
Sustainable
Development Group

“ESG governance is structured in such a way as to ensure its full integration into all our ambitions at every level of the organization. Every employee has an essential role to play in keeping our commitments and achieving our ambitious targets.”



Refurbished by us, for you

After months of planning and implementation, Groupe SEB has opened the first European center dedicated to the refurbishment of electrical products manufactured by Group's brands at its historic Is-sur-Tille site in France. This new business activity was created out of the dedication of 80+ employees committed to delivering high levels of customer satisfaction. All have received specialist training in diagnosing, testing, cleaning and, if necessary, repairing appliances. The teams work closely with the global parts storage center at Faucogney-et-la-Mer in France and the three main European sorting centers in France, Germany and Spain. When the new business launched, it already offered 65 items for sale via the websites of our iconic brands (Rowenta, Calor, Moulinex, Krups, Seb and WMF) at prices between 20% and 30% below their new equivalents. These products are available in all Group physical and online stores. The medium-term target is to increase the range to 200 references across 40 product families in order to offer thousands of refurbished products. This Europe-wide ambition involves seven Group subsidiaries (France, Spain, Portugal, Germany, Netherlands, Belgium and Italy).



A second life for professional coffee machines

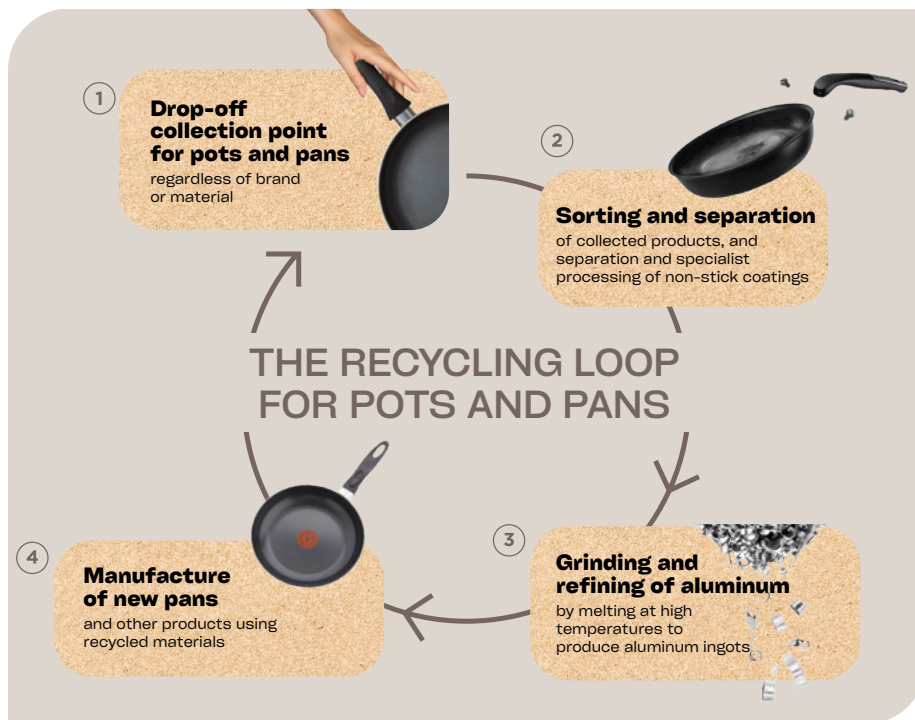
In 2025, SEB Professional launched a pilot project in Germany to refurbish WMF professional coffee machines. Of the 300 units taken back, 200 were refurbished in our refurbishment center by in-house experts using original parts, and 100 were then sold at a reduced price on the Eastern European markets, complete with a 12-month warranty identical to that for new machines. Each refurbished machine effectively avoids new emissions of around 334 kg of CO₂ (the carbon footprint associated with the manufacture of a new machine*), at the same time as extending product life and reducing waste. In 2026, this new business activity will be extended with particular focus on the USA. This circular solution represents a new growth opportunity for the Group in terms not only of additional sales and new customers, but also of retaining existing customers.

* Source: Degree thesis of Lisa Daumüller, Dec. 2021-Feb. 2022.

Putting your old frying pan to good use

In 2025, Tefal launched the world's first collection and recycling network for used cookware of all brands. The aim of this initiative is to collect up to 20 million frying pans across France by 2027, and transform them into new products using processes developed and operated by our French industrial partners. A number of patents have already been filed to optimize sorting, maintain food hygiene compatibility and improve recycling efficiency. Our French aluminum refining partners transform the products we collect into ingots which are then formed into discs and delivered to the Tefal plant at Rumilly in France. Using recycled aluminum rather than producing virgin

aluminum delivers a 90% reduction in energy consumed. Permanent collection solutions have been rolled at scale in partnership with local waste collection centers and thrift stores. To ensure that collection is available to everyone and to increase the capacity of this recycling channel, Groupe SEB has joined forces with the French postal operator La Poste, and has stepped up the rollout of collection operations with leading retailers. With today's network of 1,700 collection points, including almost 900 post offices, every French citizen is now less than 15 minutes from their nearest collection point. Rollout will continue in Overseas France during 2026.



SEB

A global approach

More than 2 million utensils have been collected worldwide since Tefal first introduced its recycling operations over a decade ago. In 2025, Groupe SEB began collections in a number of its other operating countries, including Japan, Korea, Indonesia and Egypt. In Malaysia, the program was rolled out over a three-month period in five stores to raise awareness and kickstart collection of used utensils. No fewer than 2,300 collection points in 17 countries were involved in this initiative during 2025, and together collected more than 165,000 products. The ambition of the Group is to continue accelerating these rollouts in those countries involved and in new locations.

COMMITTED BODY AND SOUL TO SOLIDARITY

At Groupe SEB, 'Act for All' means devoting our time, energy and experience to those who need it most in the regions of the world where we live, work and operate. In all our operating countries, we encourage employees to get involved in their communities and work with not-for-profit associations, whether personally or as part of initiatives led by the Group through our subsidiaries or the Fonds Groupe SEB.

Ever since 2007, the Group's corporate philanthropy policy has focused its work in combating exclusion. So the Fonds Groupe SEB supports associations involved in education, training, health, professional integration and access to food and household equipment. We are committed to building long-term partnerships with these associations, and encouraging our employees to get involved with them on a voluntary basis.

22 ASSOCIATIONS SUPPORTED BY THE FONDS GROUPE SEB

The many associations supported by the Fonds Groupe SEB include Banque Alimentaire, which we have partnered for the last decade. In 2025, the Fonds helped it to finance a new and innovative project: the 'Le Rayon' mobile grocery store, which provides high-quality food aid to those in need living in rural communities. ClubHouse is another example of a food-related project supported by the Fonds Groupe SEB. This association helps people suffering from mental illness gain access to a varied diet of healthy, homemade and affordable food.

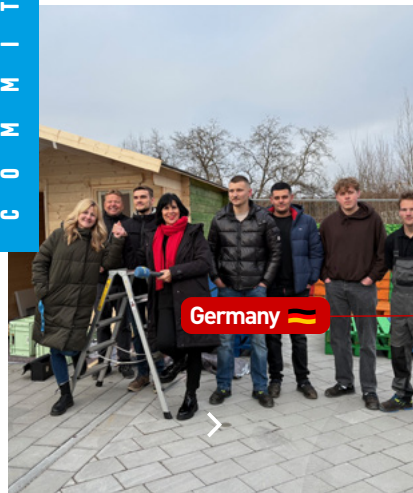
COMMITMENT



France 🇫🇷



Egypt 🇪🇬



Germany 🇩🇪



China 🇨🇳



Turkiye 🇹🇷



USA 🇺🇸

CHARITY BOOST: ENCOURAGING EMPLOYEE COMMITMENT

Every year, we further extend the reach of our corporate philanthropy commitment by inviting employees to submit their chosen solidarity projects for consideration through the Charity Boost program. The Fonds Groupe SEB has run this program for 13 years now in order to support employee-nominated associations. All are small-scale projects that deliver significant social impact in areas such as health, inclusion, solidarity and the environment. In 2025, 24 such projects were selected from seven sites in France. Although this initiative originated in France, it has been extended internationally in recent years.

CHARITY WEEK: INTERNATIONAL INVOLVEMENT

To further encourage employee commitment, we also run an annual Charity Week. Much more than simply an expression of solidarity, this event is a shared experience, an opportunity to live our values as a community and intensify our sense of belonging, and a powerful reminder that we're not only a manufacturing company, but also a responsible business that plays a valuable role in society. In 2025, our 11th Charity Week involved 96 Group sites in 50 countries. Over the period of a fortnight, our employees were able to meet up and take collective action on behalf of associations promoting social and employment inclusion. Initiatives ranged from the renovation of a community center at Écully in France and a schoolyard in Giresun, Turkey, to the donation of more than 1.5 metric tons of organic fruit to disabled people and orphans in Egypt, solidarity initiatives for mothers of disabled children in Brazil, and the preparation of 2,000 meals at Montebello, USA, as part of a large-scale food distribution event.

Colombia: homes for all

In 2025, the Fondation Imusa-Samuraï provided 90 new, safe and decent homes for disadvantaged families in different regions of the country. All these homes were built thanks to the committed involvement of more than 1,200 volunteers, who included Group employees, families, customers, suppliers, friends and others. A total of 200 homes have now been built and made available to families across Colombia by this scheme.



NEW DEVELOPMENTS IN MENTORING

2025 was also marked by two new mentoring initiatives. For the first time, the Pont-Évêque, Rumilly and Écully sites in France welcomed around forty high school students for their tenth-grade internship. Half of them were children of Group employees, while the other half from disadvantaged backgrounds. This 'SEB c'est bien... sur ton CV' ('SEB is great... on your resume') immersion program promotes social diversity, and in 2025 involved more than 100 employees in introducing these young people to French industry and many different job profiles and career opportunities. We also launched a new mentoring program in Selongey, France, during the year. The Les Ombres association puts employees of this site in contact with young people in the child protection system to help them decide on a career and point them in the right direction.



Anissa Djaadi

Head of Corporate Philanthropy and Executive Director of the Fonds Groupe SEB

"My mission is to make corporate philanthropy a powerful impact lever by structuring our initiatives for the long term, identifying and supporting projects with commitment, involving our employees and delivering on our social responsibility in the real world."

Pink October: everyone's on board!

Every part of the Group around the world got on board for Pink October, the global Breast Cancer Awareness Month event. The many initiatives implemented on every continent covered a broad diversity of events, from charity runs and walks to awareness-raising conferences, fund-raising campaigns, accident prevention workshops and chat sessions focused on developing best practices for supporting sick employees.



GROUPE SEB'S PERFORMANCE

FINANCIAL

NON-FINANCIAL

STAKEHOLDERS

FINANCIAL OVERVIEW

In 2025, Groupe SEB reported generally stable business performance but a significant decline in profitability amid challenging conditions. In response to these pressures, the Group launched the “Rebound” plan to restore profitable growth and strengthen its operational performance.

SALES

€8,169m

+0.3% LFL*

ORFA

€601m

-25%

NET PROFIT

€245m

+5.6%

NET DEBT

€2,342m

Free cash flow: €124m

NET DEBT/
ADJUSTED EBITDA

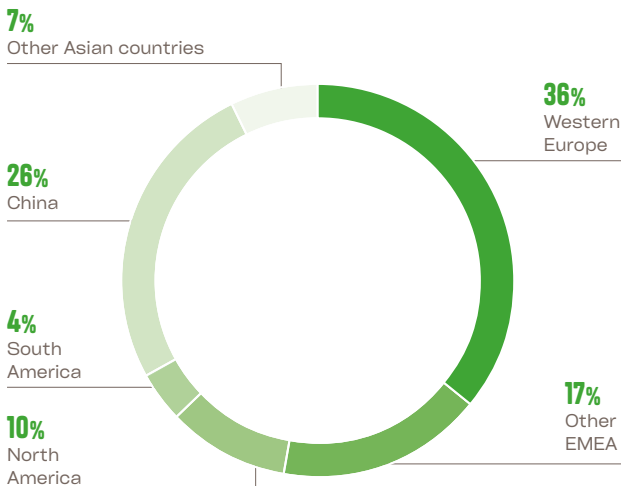
2.7**

1.8 at Dec. 31, 2024

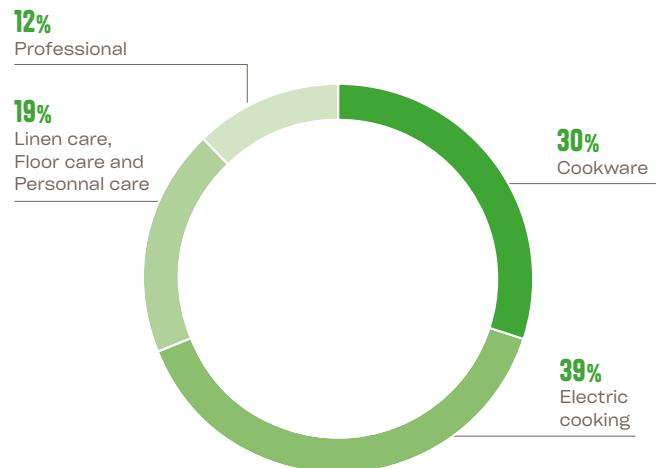
* Like-for-like (constant exchange and consolidation scope).
** 2.5 excluding the ADLC fine.

Sales breakdown worldwide

CONSUMER SALES
BY GEOGRAPHICAL AREA

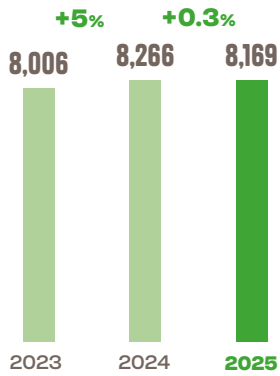


BY ACTIVITY



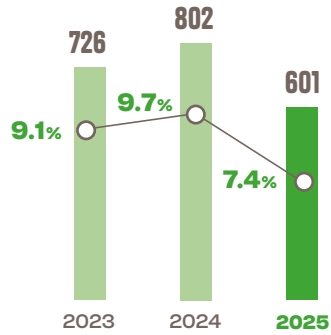
SALES AND ORGANIC GROWTH

(in €M)



OPERATING RESULT FROM ACTIVITY AND OPERATING MARGIN

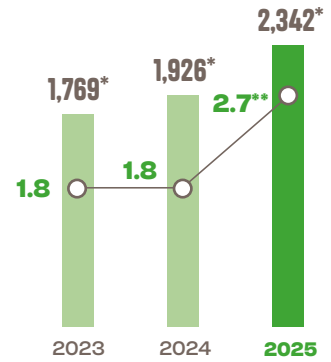
(in €M)



○ Operating margin as % of sales

NET DEBT AND LEVERAGE RATIO

(in €M)

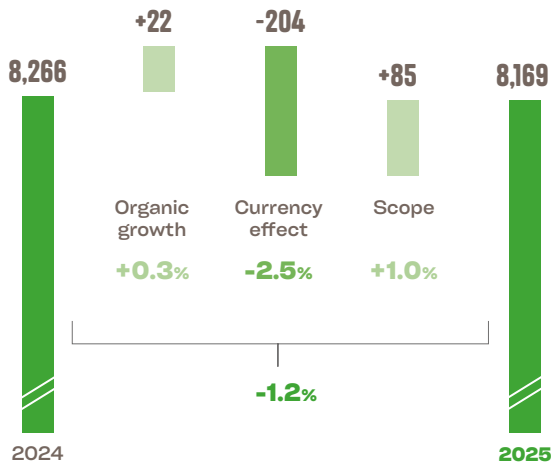


○ Net debt/adjusted EBITDA

* Including €358m of IFRS 16 in 2023, €311m in 2024 and €318m in 2025.
** 2.5 excluding the ADLC fine.

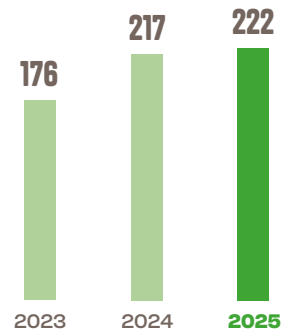
CHANGES IN SALES 2024/2025

(in €M)



INVESTMENTS

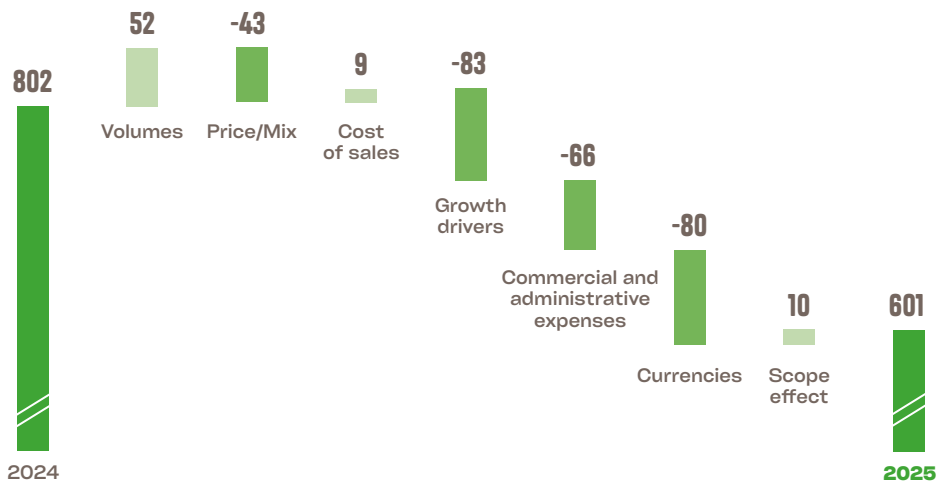
(in €M)*



* Cash outflows for purchase of PP&E and intangible investments.

CHANGES IN OPERATING RESULTS FROM ACTIVITY (ORFA)

(in €M)



NON-FINANCIAL PERFORMANCE

Labor relations and social performance

HEALTH AND SAFETY OF EMPLOYEES

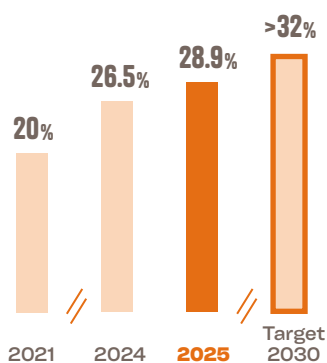
LTIR*



* Last Time Injury Rate of accidents with days lost.

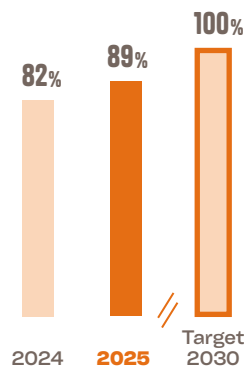
DIVERSITY

Percentage of women in management positions



VALUE CHAIN - SUPPLIERS

Coverage of the Responsible Purchasing Charter*

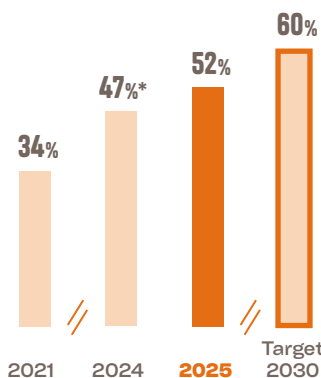


*% of suppliers of direct purchases and finished products.

Environmental performance

RECYCLED MATERIALS

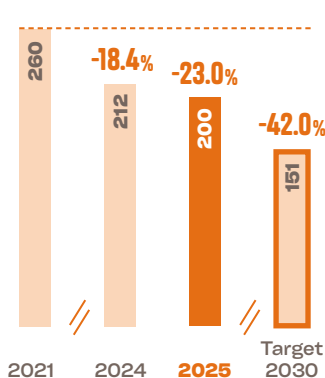
Percentage of recycled materials in packaging and products manufactured by the Group



* Adjusted figure.

SCOPE 1 & 2 GHG EMISSIONS

Trajectory of GHG* emissions (k tons of CO₂ eq., ref. 2021**)



* Greenhouse gas.

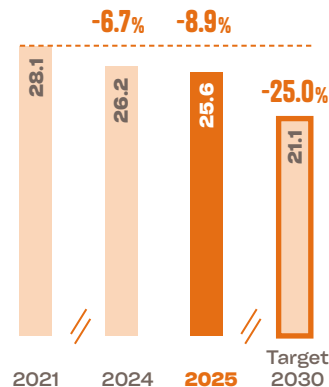
** SBTi commitments made relative to 2021.

*** Included: scopes 3.1, 3.4 and 3.11.

----- % vs. 2021.

SCOPE 3 GHG EMISSIONS***

Trajectory of GHG emissions (M tons of CO₂ eq., ref. 2021**)



+90%

Of small domestic appliances display the "Product repairable at a fair price for fifteen years"*.
* Excluding the Supor brand.

CLIMATE **A-**

WATER **A-**
(first notation)



In 2025, Groupe SEB reached the "Leadership" level, reflecting the Group's strong performance in terms of emissions reduction, climate risk management and sustainable water management.

82/100

(+4 POINTS VS. 2024)



Groupe SEB won the Gold Medal in 2025, ranking in the top 1% of its sector and in the top 2% of all companies evaluated.

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

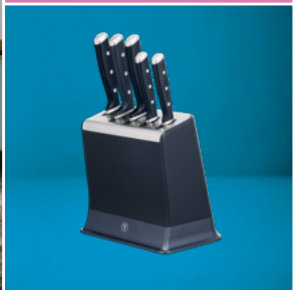
CLIENTS	GROUP SEB
<p>€8,169.4m</p> <p>50%* EMEA 31%* Asia 15%* Americas</p> <p>Sourced products account for 38%* of sales. * Excluding Storebound.</p>	<p>Reserved funds</p> <p>€409.8m</p> <p>€296.5m Refinancing of investments €18.2m Variations of provisions linked to business risks €95.1m Transferred to reserves</p>

Breakdown by stakeholder

<p>SUPPLIERS</p> <p>€5,697.9m</p> <p>With 26,000 suppliers for the entire Group.</p>	<p>EMPLOYEES</p> <p>€1,554.2m</p> <p>Paid out to nearly 32,000 Employees</p> <p>78% Gross salary 22% Social charges</p> <p>€15.1m In bonuses and profit-sharing to be paid out in 2025</p>	<p>SHAREHOLDERS</p> <p>€205.6m</p> <p>Paid out in 2025 for the 2024 financial year</p>
<p>DONATIONS</p> <p>€4m</p> <p>Donations to associations and NGOs via the Fonds Groupe SEB and/or international subsidiaries as part of the Group's corporate philanthropy</p>	<p>STATE AND LOCAL AUTHORITIES</p> <p>€169.6m</p> <p>€87.3m Corporate tax €82.3m Local taxes</p>	<p>BANKS AND BONDHOLDERS</p> <p>€132.2m</p> <p>Mainly financial charges linked to interest on bank loans</p>

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