



Annual General Meeting 2026

Paris, May 12, 2026



Webcast by clicking on this [link](#) or on [groupeseb.com](https://www.groupeseb.com)

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- 02 Rebound plan
- 03 Innovation and activation
- 04 ESG ambition 2030
- 05 Capital, dividend and governance
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ANNUAL GENERAL MEETING 2026



GENERAL MEETING 2026 SEB S.A.



May 12, 2026



01

Financial results and outlook



01.1

2025 financial results



Result down in 2025

Launch of the Rebound plan



- > **Slight organic sales growth**
- > **Result down in 2025:**
 - Sales growth across many categories
 - Dynamic e-commerce and DTC
 - But significant cyclical headwinds
 - And acceleration in the transformation of the environment
- > **Rebound plan launched in 2026** to return to the Group's profitable growth trajectory

Key figures 2025

Sales

€8,169m

€8,266m in 2024

+0.3% LFL

ORfA

€601m

€802m in 2024

-€201m vs 2024

Operating margin

7.4%

vs 9.7% in 2024

Net profit, Group share

€245m

€232m in 2024*

Net financial debt

€2,342m

+€226m vs end-2024**

Dividend

€2.80

Stable vs. 2024

Proposed at the
Annual General Meeting

Professional Stabilization in H2

FY 2025

€995m

+2.1%

-5.9% LFL



In H1, sales down on a high comparison base

Stabilization of organic growth in H2:

- > Good momentum for machine deliveries in Germany and China
- > Double-digit growth in Eastern Europe and the Middle East
- > But clients wait-and-see attitude in the US

Integration of La Brigade de Buyer

Consumer

Mixed performances, moderate sales growth

FY 2025

€7,175m

-1.6%

+1.1% LFL



By geography:

- > **EMEA +2.0%:** 11 markets with growth above 5%, underperformance in Germany
- > **Asia +2.7%:** return to annual growth, particularly in China
- > **Americas -4.9%:** normalization in North America at the end of the year

By product line:

- > Good momentum in cookware, floor care and linen care
- > Slight decrease in kitchen electrics

Online sales: organic growth of close to 10%

ORfA down in 2025

2025

Q4

Operating
Result from
Activity (ORfA)

€601m
-25.0% vs 2024

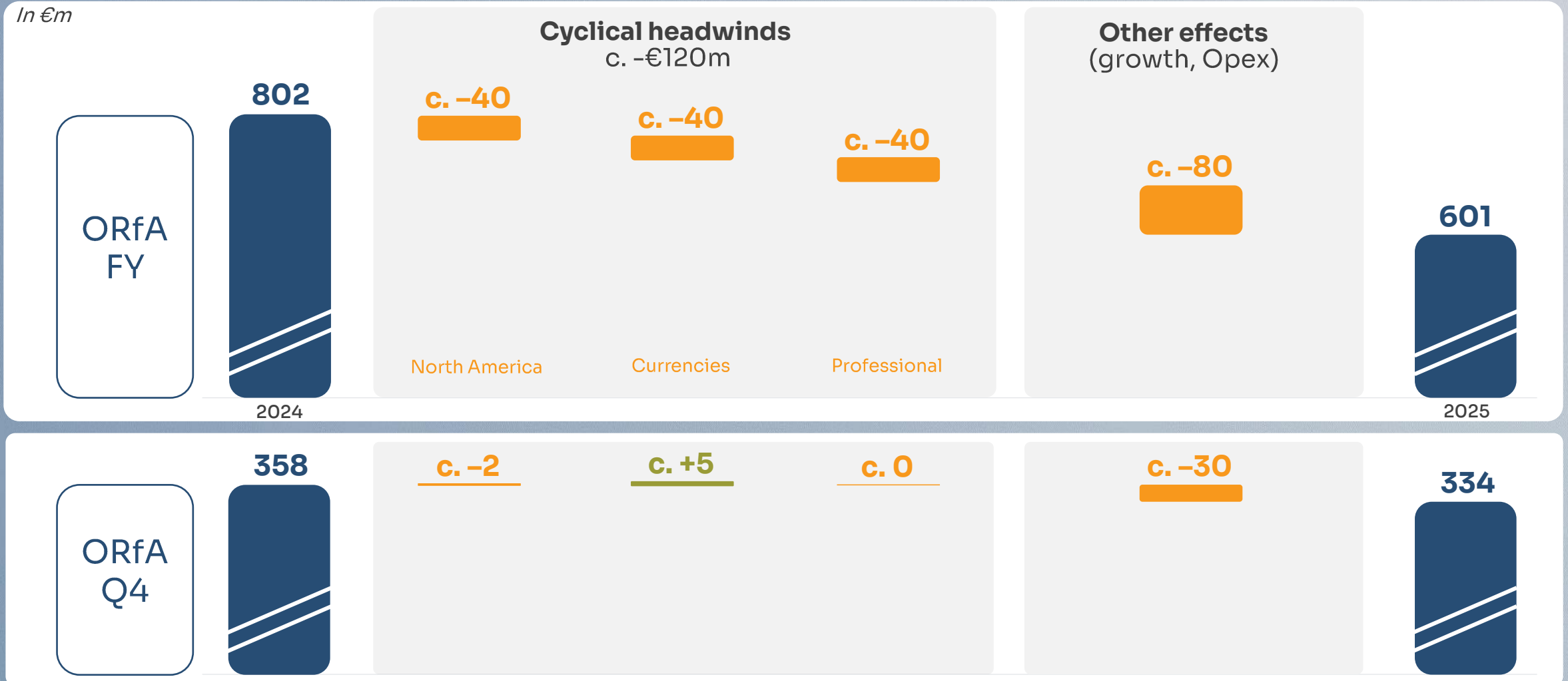
€334m
-6.7% vs 2024

Operating margin

7.4%
-230 bps vs 2024

13.3%
-80 bps vs 2024

Cyclical headwinds fading in Q4



Robust financial structure

Key figures 2025

Net financial debt

€2,342m

€2,152m excluding FCA fine

Free cash flow
generation

+€124m

H1: -€213m

H2: +€337m

Dividends

-€207m

Acquisitions

-€121m

- > **Financial leverage ratio at 2.7x**
(2.5x excluding FCA fine)
- > **Financial flexibility and extension of average debt maturity**
 - New €500m bond issue with a 5-year maturity in June
- > **No covenants** on financial debt
- > **Over €2.5bn in available liquidity**

01.2

Q1 financial results and 2026 outlook



Q1 2026 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



- > Q1 revenue up **2.7% organically**
- > **Macroeconomic and geopolitical environment** remaining uncertain and deteriorated
- > **Growth** across all businesses and regions
- > **ORfA up** 42% to €72m
- > Operational roll-out of the **Rebound plan** in line with the announced schedule

Q1 2026 sales

Growth across all businesses and regions



PROFESSIONAL
+1.1%



EMEA
+2.5%



ASIA
+2.2%



AMERICAS
+6.7%

Consumer +2.9%

Professional

Slight organic growth

Q1 2026

€231m

-1.4%

+1.1% LFL



Activity up organically by 1%, continuing Q4 2025 trend

Persistent client **wait-and-see attitude**

Continuation of the commercial momentum

- > China: Luckin Coffee, tea chains
- > North America: new clients (e.g. Scooter's)
- > 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 (Small Businesses & Offices)

Consumer

Balanced organic growth across regions

EMEA +2.5%

Western Europe

- > Growth driven by France
- > Germany down

Other EMEA countries

- > Demanding comparison base in Eastern Europe
- > Significant disruptions in the Middle East

ASIA +2.2%

China

- > Growth momentum maintained

Other Asian countries

- > Underpinned by Japan and Southeast Asia

AMERICAS +6.7%

North America

- > Market share gains

South America

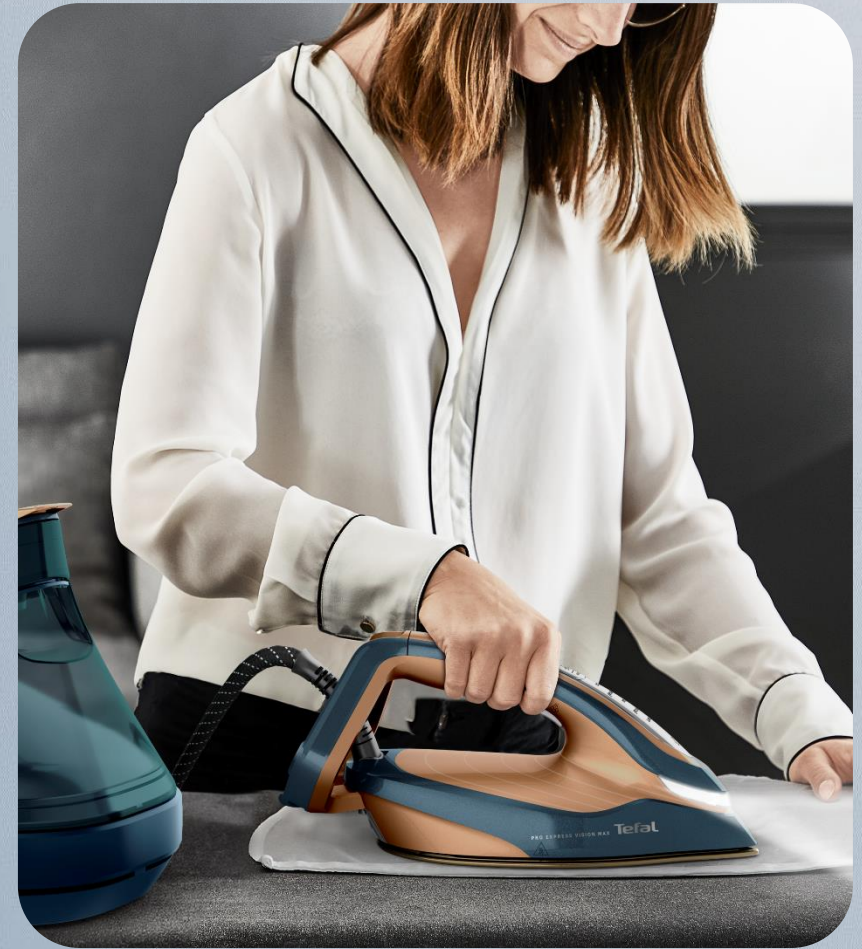
- > More favorable comparison base

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



02

Rebound plan



Reminder – a mid-term ambition to serve a mission

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

Consumer

**STRENGTHEN OUR
GLOBAL LEADERSHIP**

Professional

**BECOME A
REFERENCE PLAYER**

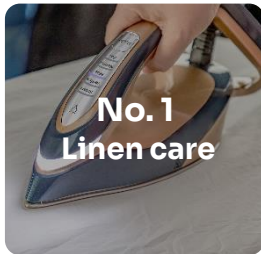
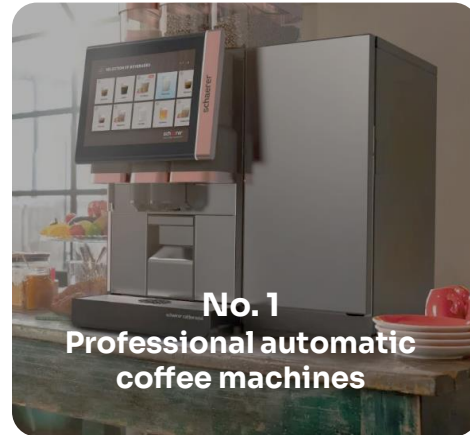
Our key success factors

Leadership positions and strong brands

World-leading positions

75%

of 2025 sales in markets where the Group is a leader*



Strong brands

80% of Consumer sales in 2025

Tefal

SUPOR

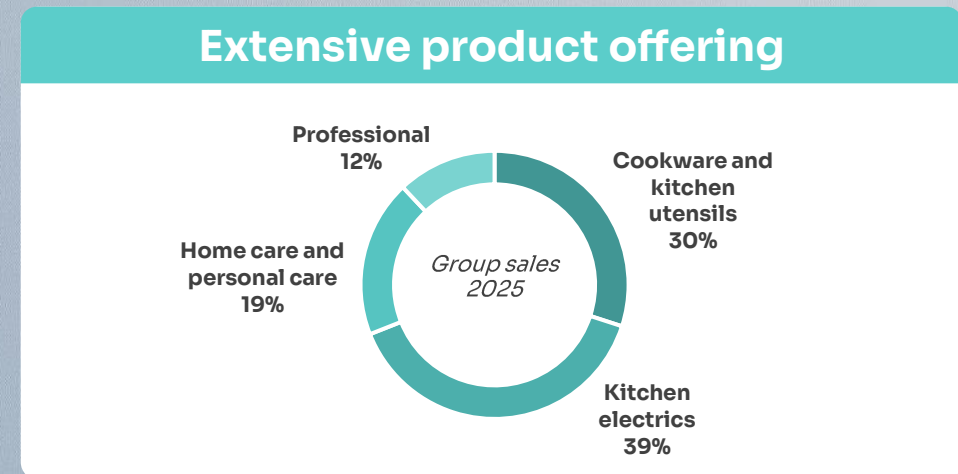
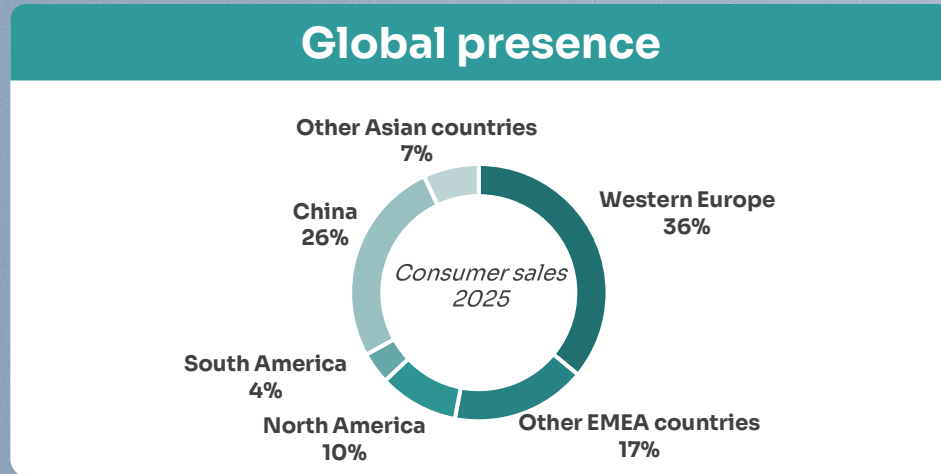
Moulinex

ROWENTA

WMF

Our key success factors

A "multi" model in Consumer and Professional



Acceleration in the transformation of our environment

Acceleration of innovation

Launch cadence
Product virality
Product-centric to consumer experience
Social first

Transforming brand-consumer relationships

Social media
Influencers, user-generated content
Ratings & reviews
Real-time data

Shift in the Go-to-Market

E-commerce
DTC
Social commerce
Omni-channel

Rising importance of sustainability

Repairability and product lifespan
Energy efficiency
Refurbishment, second life

An imperative of speed, marketing practices and resources invested

Rebound plan

Return to our profitable growth trajectory

Reinventing our growth model

Act as a leader in innovation by developing new product segments

Systematize our new marketing and e-commerce practices

Accelerate in the most promising segments

Restoring our profitability

Simplify our organizations and operating methods

Increase our purchasing and industrial efficiency

Reduce our overheads

Strengthening our stakeholder engagement

Nourish connection and involvement of our consumers

Develop meaningful innovations and inspiring brands

Our employees at the center of this transformation

Group-wide levers: AI, data & simplification

Rebound plan

A Group-wide initiative shaping our AI roadmap



A **360°** scan
(all functions, Pro
& Consumer BUs, and
Markets)



140+
workshops
held in H1



800+
use cases identified

An ambitious initiative commensurate with the challenge: **driving growth** and **maximizing** operational excellence, underpinned by a **robust technology foundation** serving our teams

An **intensive pace in H1**, and value creation opportunities identified across **all of the Group's businesses**

Rebound plan

€200m in recurring annual savings by 2027

c. €200m



Annual recurring savings
targeted

- > Target of **€200m in recurring annual savings**, at run-rate by end of 2027
- > **3 cost-saving areas:**
 - indirect purchases
 - industrial efficiency
 - overheads
- > Impacting up to **2,100 positions** worldwide, of which 1,400 in Europe including potentially 500 in France on a voluntary basis
- > P&L provisions mainly in **2026**, **disbursements** mostly in **2027**
- > **One-time plan cost:** 1x to 1.25x the recurring annual savings

Medium-term ambition confirmed

Medium-term ambition **confirmed** and **supported** by **our strategic model** and **Rebound plan implementation**

Return to our **historical trajectory**, targeting:

- > **5% annual organic sales growth**
- > and an **operating margin of 10%**, then progressing **toward 11%**



03

Innovation and activation



03.1

A rich innovation pipeline, deployed across multiple markets



Consumer: success of 2025 launches in EMEA

New categories and new uses

New categories

Washers

€100m in sales in year 1

Position #2 in year 1

Spot cleaners

€25m in sales in year 1

Position #2 in year 1

New uses

Garment steamers

€90m in sales
Double-digit growth

Strengthened #1 position

Consumer: success of 2025 launches in EMEA

Relaunch of a core category with Cookeo Infinity

2012 – 2024
Success of the **Cookeo** series



5m products sold

Q4-2025
Relaunch of the category



Cookeo sell-out up 10% in Q4-25
vs -20% in 9M-25

Consumer: success of 2025 launches in EMEA

Cookware: multi-material/coating leadership



Organic sales growth >10% in 2025
Leader in PTFE, ceramic and stainless steel

Consumer: intensification of roll-outs in 2026

Promising new innovations



X-Clean



Aerosteam



Titanium Wok
Supor



Cookeo
Infinity



Pizza Pronto



Coffee Crush

Professional Launch of the new Professional Coffee hub in China

R&D center, purchasing and production facility

Key milestone in the strategic development of Professional beverages



Professional 1st models designed and manufactured in Shaoxing

WMF Elevation 10

50 cups a day



WMF Peak 50

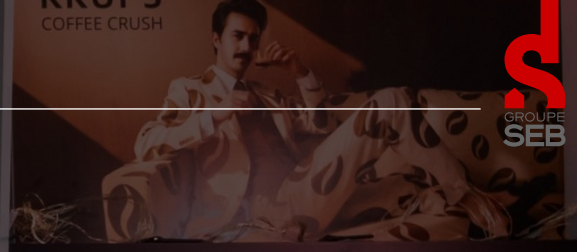
80 cups a day



Significant expansion of our capabilities in the Small Businesses & Offices segment

03.2

A reimagined activation strategy



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

A reimagined activation: SEB Fashion Domestic Show

INFLUENCE & CONTENT



COLLECTIONS & IMMERSION



DIGITAL SHOW & STAGING



Consumer

Supor: at the forefront of shifts in e-commerce



Social commerce

Very rapid growth in China

- > **25% of Supor's online sales**
- > **Leadership in China**, notably on **Douyin (TikTok)**

Instant retail

Development already initiated by Supor

- > Channel **growing strongly in 2025**
- > **Supor #1 brand**

Development **outside China** :

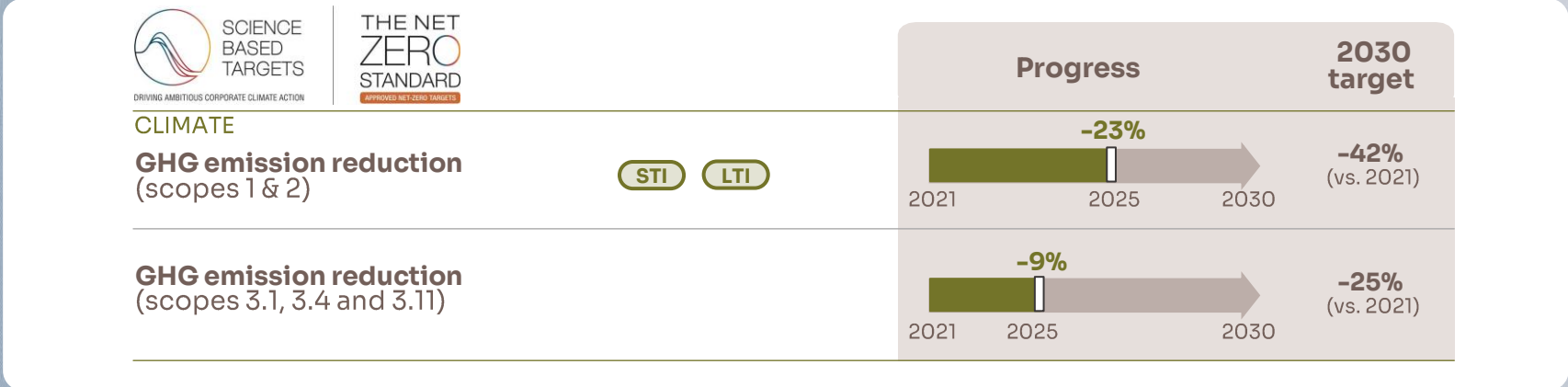
- > Opening of **13 TikTok shops in 2025**

04

ESG ambition 2030



Major progress in 2025



STI Included in short-term incentives remuneration LTI Included in long-term incentives remuneration

Reduction in the footprint of our plants



Shaoxing



Til-Châtel

Reduction in the footprint of our products



Rice cooker



Subito toaster

Major progress in 2025



**ACT as a leader
for circular
economy**

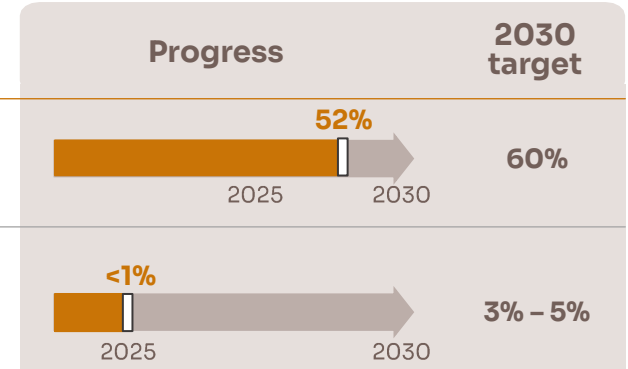
ECO-DESIGN

Recycled materials
(% of weight, direct purchases)

LTI

CIRCULAR BUSINESS MODEL

Refurbished products sales
(% of Small Domestic Appliances sales)



LTI

Included in long-term incentives remuneration

Integration of recycled materials



Renew range



WMF 1500 S+

Pioneering circular economy initiatives



Pan collection

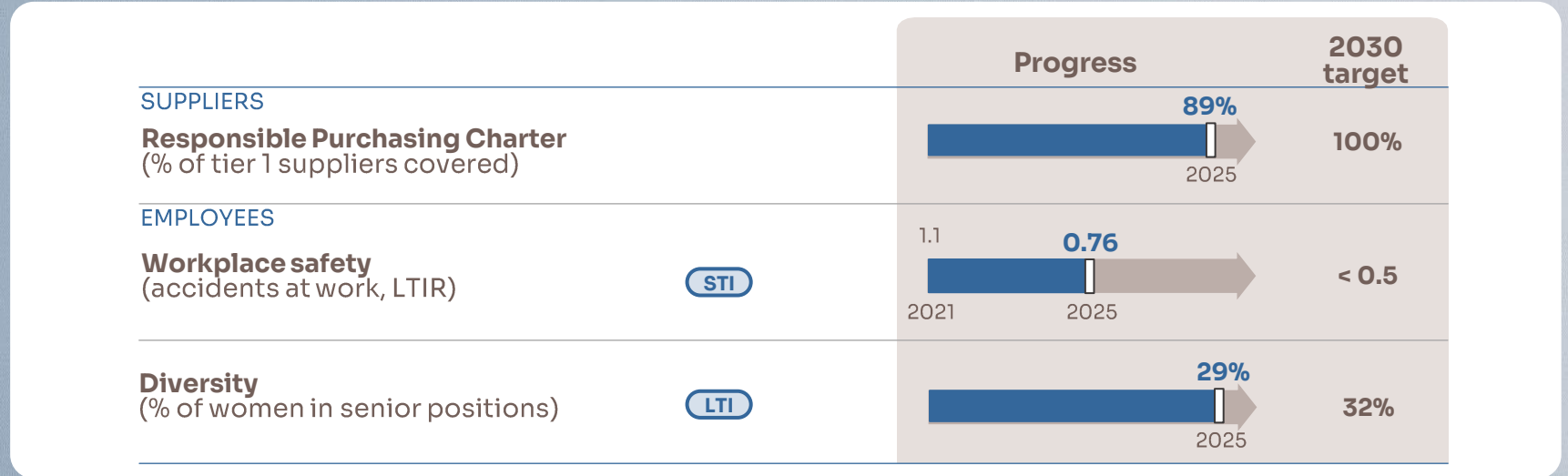


Second-hand

Major progress in 2025



ACT for All



(STI) Included in short-term incentives remuneration
 (LTI) Included in long-term incentives remuneration

A safe working environment



An engagement of our strategic suppliers

500 strategic suppliers
 ~80% of the upstream carbon footprint

Recognized and improving ESG performance

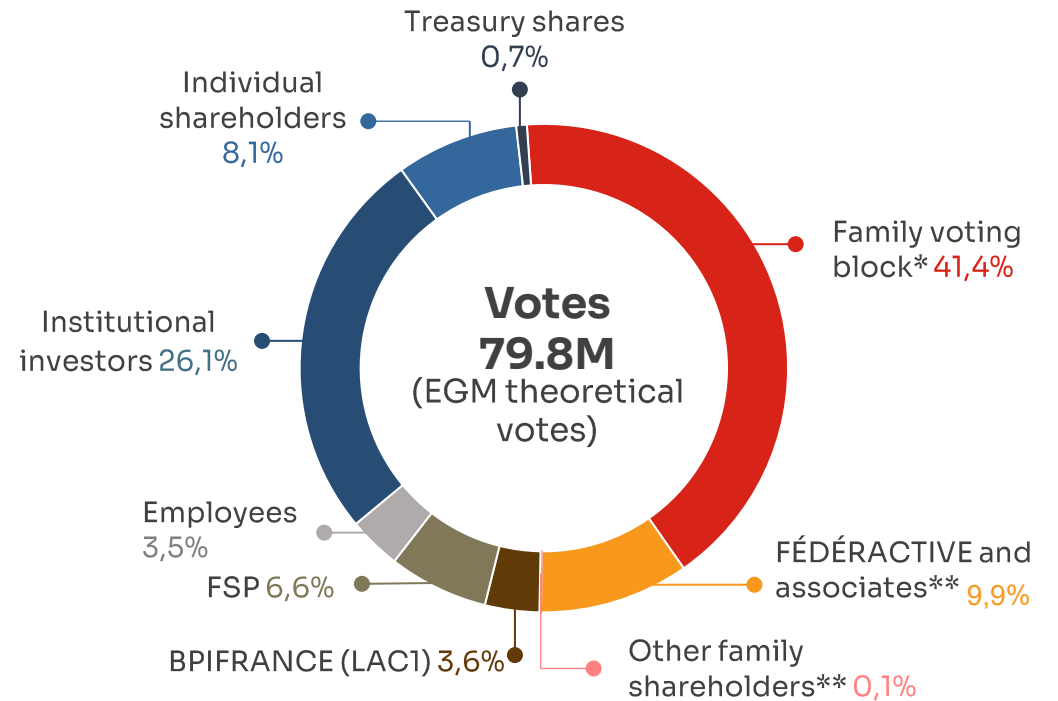
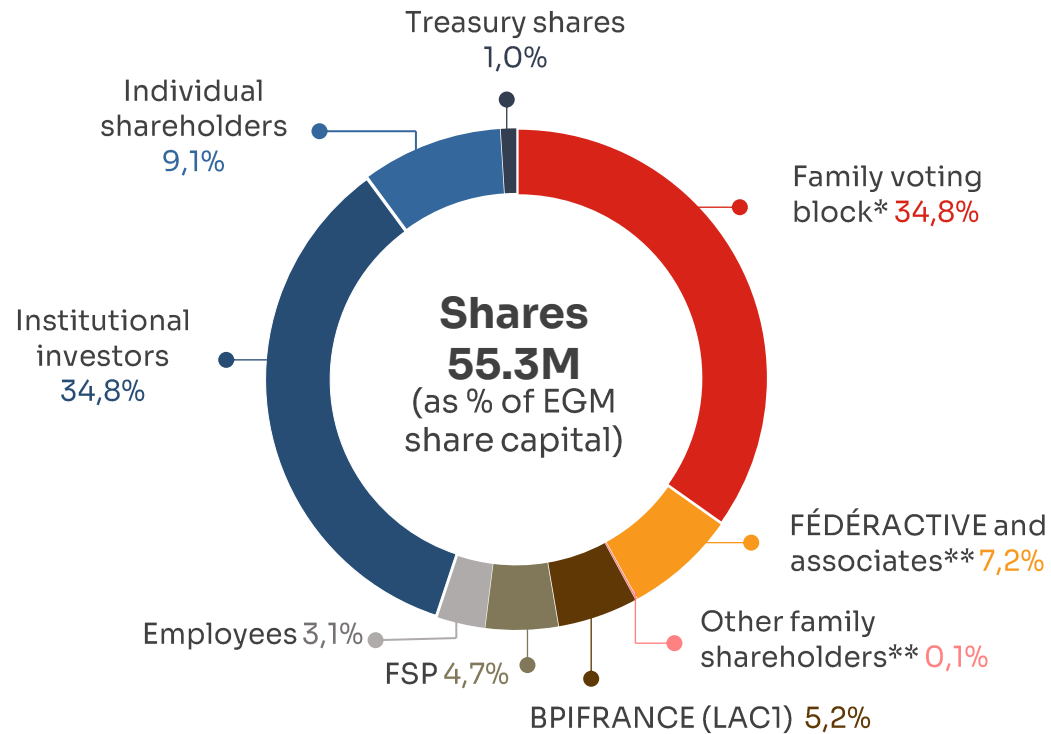
International ESG standards		Extra-financial rating agencies				
Climate change A-	82/100 Gold Top 5%	51/100	Low risk 18.3	A	B- Prime (2024)	70/100
Water A- NEW						

05

Capital, dividend and governance



Share capital and voting rights breakdown as of December 31, 2025



* Founder Group shareholders continuing the original concerted action (February 27, 2019 Agreement) including VENELLE INVESTISSEMENT, GÉNÉRACTION, HRC and other family shareholders
 ** Shareholders from the Founder Group

SEB share price since January 2025

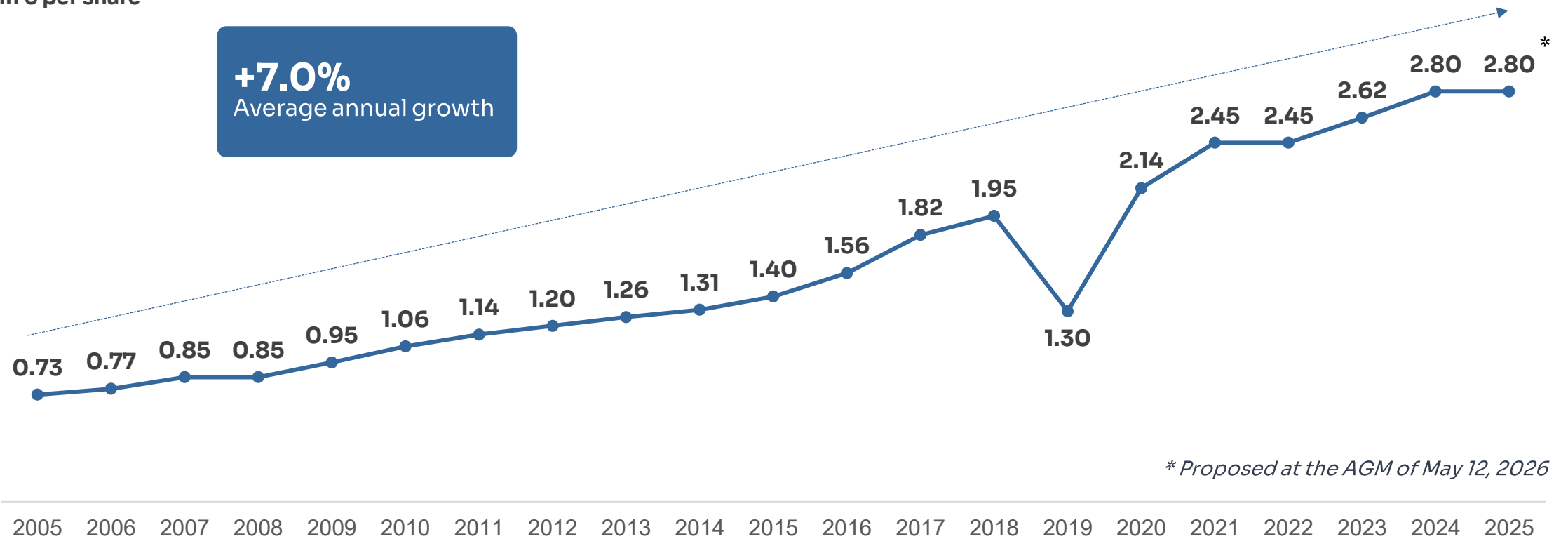
As of May 08, 2026 – Share price: €53.80 / Market capitalization: €2,977m



Steady dividend growth over 20 years

In € per share

+7.0%
Average annual growth



Composition of the Board in 2025

EMPLOYEE DIRECTORS



Nora Bey



Jean-Laurent Lacas



Brigitte Forestier
(representing employee shareholders)

CHAIRMAN OF THE BOARD OF DIRECTORS



Thierry de La Tour d'Artaise

INDEPENDENT DIRECTORS



Jean-Pierre Duprieu



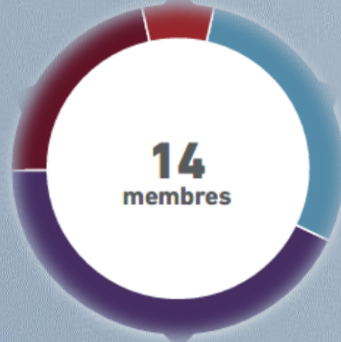
Eric Rondolat



BPIFRANCE
Adeline Lemaire



FSP
Catherine Pourre



FAMILY DIRECTORS



William Gairard



François Mirallié



Thierry Lescure



Aude de Vassart



GÉNÉRACTION
Caroline Chevalley



VENELLE INVESTISSEMENT
Damarys Braida

1/3
independent
directors

50%
women *

3
committees

8 meetings

Committee composition

AUDIT AND COMPLIANCE COMMITTEE



Catherine Pourre
Chair



Adeline Lemaire



François Mirallié



Eric Rondolat

Independence rate
75%

In 2025	
Meetings	Attendance rate
5	100%

GOVERNANCE AND REMUNERATION COMMITTEE



Jean-Pierre Duprieu
Chair



Damarys Braida



Caroline Chevalley



Brigitte Forestier



Adeline Lemaire



Catherine Pourre

Independence rate
60%

In 2025	
Meetings	Attendance rate
3	100%

STRATEGIC AND CSR COMMITTEE



Thierry de La Tour d'Artaise
Chair



William Gairard



Adeline Lemaire



Thierry Lescure



Catherine Pourre



Eric Rondolat

Independence rate
50%

In 2025	
Meetings	Attendance rate
3	94%

A Board of Directors at the heart of innovation



Board offsite – June 2025 International Product Conference (IPC)

A Board fully connected to innovation and to the Group's growth drivers

06

Information ahead of the vote on the resolutions



Agenda

Ordinary resolutions

"Standard" resolutions

- Approval of the financial statements (1 & 2)
- Setting of the dividend (3)
- Share buyback (13)

Governance (4 to 6)

- Reappointment of BPIFRANCE INVESTISSEMENT
- Appointment of Mr. William Gairard
- Appointment of Mr. Thierry Lescure

Remuneration (7 to 12)

- 3 resolutions on the remuneration of executive officers (ex post)
- 3 resolutions on the vote on the remuneration policy (ex ante)

Ordinary resolutions not approved by the Board (filed by Fédéractive)

Alternative resolution

Resolution A – Setting of the dividend

Resolution B – Setting of the annual remuneration of directors

Extraordinary resolutions

Financial delegations and authorizations

Resolutions 14 to 20

Employee shareholding

- Allocation of performance shares (21)
- Share capital increases reserved for employees (22)

Bylaws (23)

Legal formalities (24)

Reappointments

4 years

BPIFRANCE INVESTISSEMENT
Represented by Ms. Adeline Lemaire



First appointment: 2022

- > Financial expertise
- > Governance
- > Recognized experience in sustainable development

Staggering of terms of office

4 years

William Gairard



First appointment: 2015

- > Financial expertise
- > ESG expertise
- > In-depth knowledge of the Group

3 years

Thierry Lescure



First appointment: 2019

- > Financial expertise
- > Governance
- > Technologies

2025 remuneration of the Chairman of the Board of Directors (ex post)

Remuneration components (€ thousand)	2024	2025
Fixed remuneration	750	750
Variable remuneration	N/A	N/A
Long-term remuneration subject to performance criteria	N/A	N/A
Remuneration as a director	55	55
Benefits in kind (company car)	9	9

2025 remuneration of the Chief Executive Officer (ex post)

Annual remuneration (in thousand €)		
Remuneration components	2024	2025
Fixed portion awarded	900	900
Variable owed for the financial year	1,044	322
Benefits in kind	61	63
Total awarded	2,005	1,285

Long-term remuneration		
Number	2024	2025
Performance shares	13,000	13,000
<ul style="list-style-type: none"> > Vesting subject to the achievement of quantitative targets (sales and ORfA for 80% and ESG for 20%) measured over the 3-year vesting period > Lock-up obligation equivalent to two years of remuneration (fixed and target bonus) > Commitment not to use hedging transactions 		

2025 remuneration of the Chief Executive Officer (ex post)

Fixed	€900,000						€900,000
Annual variable		Weighting	Achievement rate			€322,200	
	Quantitative criteria		75%				
	Financial criteria Sales/ORfA	60%	0%	Target	€900,000		
	Energy performance	2.5%	0%	Payout rate	35.8%		
	CO2 emissions reduction	2.5%	140%				
	Safety policy	5%	78%				
	Ethics and compliance	5%	117.5%				
	ESG criteria	15%	88.5%				
	Qualitative criteria		25%				
Individual performance	15%	90%					
Collective Comex performance	10%						
Long-term	13,000 performance shares						€1,013,090*

Note → Definitive vesting of the 2022 Performance share plan at 74.7%

2026 remuneration policy of the Chairman of the Board of Directors (ex ante)

2026 remuneration components	In thousand €
Fixed remuneration	750
Annual variable remuneration	N/A
Performance shares	N/A
Remuneration as a director	80
Benefits in kind	Company car

2026 remuneration policy of the Chief Executive Officer (ex ante)

Annual variable remuneration structure

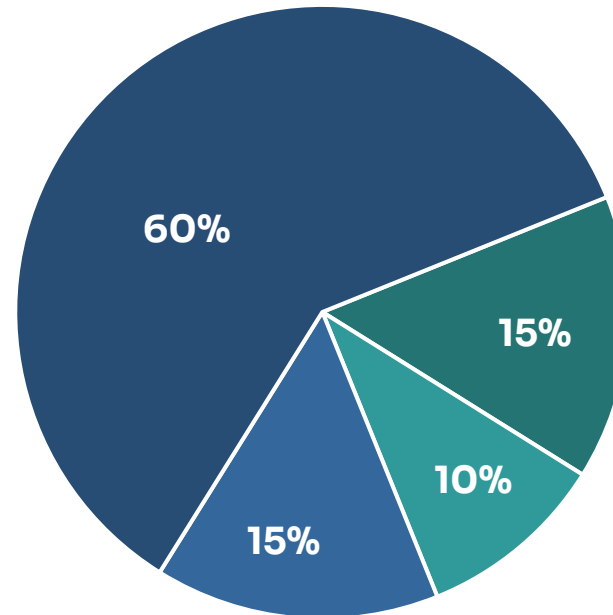
Quantitative criteria (75%)

Financial criteria (60%)

- Sales targets
- Operating Result from Activity targets

ESG criteria (15%)

- CO₂ emissions reduction (5%)
- HR/Safety policy (5%)
- Ethics and compliance (5%)



Qualitative criteria (25%)

- Individual performance 15%
- Collective Comex performance 10%

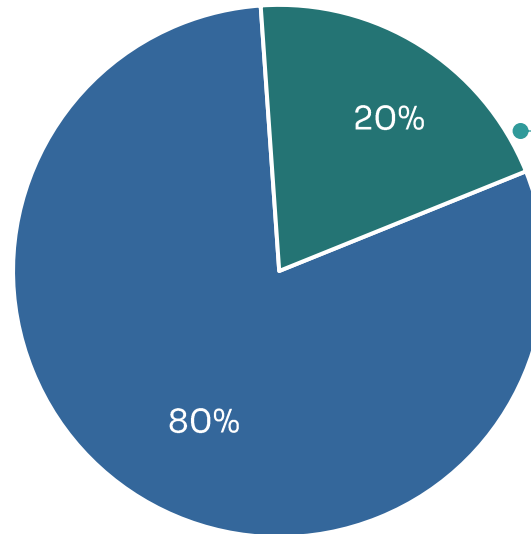
2026 remuneration policy of the Chief Executive Officer (ex ante)

Long-term remuneration

13,000 shares
awarded under the 2026 Performance
share plan vesting in 2028

Financial criteria (80%)

- > Sales and ORfA targets



ESG criteria (20%)

- > **Act for all** : percentage of women in key positions (5%)
- > **Act for Nature** : reduction in scopes 1 and 2 CO2 emissions (5%)
- > **Act as a leader in the circular economy** : increase in the percentage of recycled materials in products and packaging (10%)

2026 remuneration policy of the Chief Executive Officer (ex ante)

2026 remuneration components	In thousand €
Fixed remuneration	900
Variable remuneration (based on annual performance)	Target at 100% Cap at 150% of fixed remuneration
Performance shares	13,000 shares
Benefits in kind	Company car Individual life insurance Unemployment insurance

Long-term commitments
Severance pay
Retirement commitment
Personal protection and health insurance plan Individual life insurance
Non-compete indemnity

2026 directors' remuneration policy

PRINCIPLES

- > The conditions of directors' remuneration are set by the Board, on the proposal of the Governance and Remuneration Committee
- > The overall amount authorized by the 2025 Annual General Meeting amounts to €1,100k.

STRUCTURE

The allocation breakdown would be as follows:

Position	Fixed portion (40%)	Variable portion (60%)	Total (100% attendance)
Director	€16k	€24k	€40k
Committee member (additional)	€8k	€12k	€20k
Committee Chair (additional)	€16k	€24k	€40k

Financial delegations and authorizations

Delegations	Term	Cap
Cancellation by the Company of its own shares 14 th	26 months	10% of share capital
Issue of any securities with pre-emptive subscription rights 15 th	26 months	Shares: €5.5m par value (10% of share capital)
		Debt securities: €1,500m
Issue of any securities without pre-emptive subscription rights (public offerings and private placement) 16 th and 17 th resolutions	26 months	Shares: €5.5m par value (10% of share capital)
		Debt securities: €1,500m
Issue of any securities without pre-emptive subscription rights (contributions in kind) 18 th	26 months	Shares: €2.75m par value (5% of share capital)
		Debt securities: €1,500m
Blanket ceiling on authorizations 19 th	26 months	Overall cap of €11m (20% of share capital) for Resolutions 15 to 18
Share capital increase by capitalization of reserves, profits, share premiums or contribution premiums 20 th	26 months	€11m par value (20% of share capital)

Proposed bylaw amendment

Bylaws amendment – Regulatory compliance

- Compliance with the European “**Women on Boards**” Directive (Order of October 15, 2024)
- Extension of gender balance rules to directors representing employees and to directors representing employee shareholders
- Adjustment of Article 16 of the bylaws to incorporate these changes and clarify existing provisions

07

Statutory Auditors' reports



Summary

- Report on the annual financial statements
- Report on the consolidated financial statements
- Special report on regulated agreements
- Report on capital transactions
- Report on sustainability information

Statutory Auditors' report on the annual financial statements for the year ended December 31, 2025

Universal Registration Document: pages 356 to 358

Resolution 1

- **Certification of the financial statements without qualification**
 - The annual financial statements give a true and fair view, in accordance with French accounting rules and principles, of the results of the operations for the year then ended and of the financial position and assets of the Company as at the end of that year
- **Emphasis of matter**
 - Without qualifying our opinion, we draw your attention to the change in accounting method relating to the first application of ANC Regulation No. 2022-06 on the modernization of financial statements
- **Key audit matters**
 - Valuation of investments in subsidiaries and affiliates
- **No observation on the management report, other documents on the financial position or the Board of Directors' report on corporate governance**
- **Presentation format of the annual financial statements**
 - Based on our work, we conclude that the presentation of the annual financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic reporting format

Statutory Auditors' report on the consolidated financial statements for the year ended December 31, 2025

Universal Registration Document: pages 331 to 334

Resolution 2

- **Certification of the financial statements without qualification or observation**
 - The consolidated financial statements give a true and fair view, in accordance with IFRS as adopted in the European Union, of the results of the operations for the year then ended and of the financial position and assets, as at the end of that year, of the persons and entities included in the consolidation
- **Key audit matters**
 - Assessment of the recoverable value of goodwill and trademarks with indefinite useful life
 - Assessment and recognition of provisions for deferred rebates
- **No observation on the Group's management report**
- **Presentation format of the consolidated financial statements (including the tagging of these statements)**
 - Based on our work, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic reporting format

Statutory Auditors' special report on regulated agreements for the year ended December 31, 2025

Universal Registration Document: page 391

- **Agreements submitted to the Annual General Meeting for approval**
 - No agreement authorized and concluded during the past financial year
- **Agreements already approved by the Annual General Meeting**
 - No agreement approved in previous financial years whose performance continued during the past financial year

Statutory Auditors' report on capital transactions

Delegation or authorizations to be granted to the Board of Directors

Resolutions 15 to 19

- **Purpose of the report**

- 15th to 17th resolutions: delegation of authority for a period of 26 months and within a ceiling defined in Resolution 19th to issue shares and various share equivalents:
 - with pre-emptive subscription rights (Resolution 15th)
 - without pre-emptive subscription rights through public offerings other than those referred to in Article L. 411-2, 1° of the French Monetary and Financial Code (Resolution 16th) or through offerings referred to in Article L. 411-2 of the French Monetary and Financial Code (Resolution 17th)
- 18th resolution: delegation of powers for a period of 26 months to decide on the issue of shares and/or share equivalents in consideration for contributions in kind, without pre-emptive subscription rights
- The amounts of share capital increases that may be carried out under Resolutions 15th to 18th may not exceed the caps set in Resolution 19th

- **Specific verifications**

- 15th to 18th
 - No opinion on the terms of the delegations under Resolutions 16th and 17th
 - No opinion on the methods used to determine the issue prices of the securities (Resolutions 16th and 17th) or on the proposed waiver of pre-emptive subscription rights (Resolutions 16th and 17th)
 - Where applicable, an additional report will be issued when these delegations are used

Statutory Auditors' report on capital transactions

Delegation or authorizations to be granted to the Board of Directors

Resolutions 14, 21 and 22

- **Purpose of the reports**

- 14th Resolution 14: delegation of authority for a period of 26 months to cancel, within the limit of 10% of share capital per 24-month period, shares acquired under an authorization to buy back the Company's own shares
- 21st Resolution 21: authorization for a period of 14 months to grant existing bonus shares to employees and/or executive officers
- 22nd Resolution 22: delegation of authority for a period of 26 months to decide on the issue of ordinary shares and/or various share equivalents reserved for members of a Company savings plan

- **Specific verifications**

- 14th Resolution 14: no observations on the reasons for and terms of the planned capital reduction
- 21st Resolution 21: no observations on the information provided in the Board of Directors' report
- 22nd Resolution 22: no observations on the methods used to determine the issue price and no opinion on the proposed waiver of pre-emptive subscription rights; where applicable, an additional report will be issued when this delegation is used

Statutory Auditors' report on the certification of sustainability information and verification of the disclosure requirements provided for in Article 8 of Regulation (EU) 2020/852 of SEB S.A.

Universal Registration Document: pages 242 to 245

Expression of limited assurance, covering

1. The compliance with ESRS of the process implemented by SEB S.A. to determine the information published

- Conclusion of the verifications performed
 - Based on the verifications we have performed, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by SEB S.A. with the ESRS.
- No observation brought to your attention
- The matters that received particular attention concern the information relating to the way SEB S.A. updates its DMA analysis

Statutory Auditors' report on the certification of sustainability information and verification of the disclosure requirements provided for in Article 8 of Regulation (EU) 2020/852 of SEB S.A.

Universal Registration Document: pages 242 to 245

2. The compliance of sustainability information included in the Sustainability Statement with the requirements of Article L. 233-28-4 of the French Commercial Code, including with the ESRS

- Conclusion of the verifications performed
 - Based on the verifications we have performed, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Statement with the requirements of Article L. 233-28-4 of the French Commercial Code, including with the ESRS
- Observations: we draw your attention to
 - The data collection limitations that SEB S.A. has continued to face and the expected progress prospects regarding the remuneration indicators specified in section 4.3.4.5.3 “Ratio between the total annual remuneration of the highest-paid person and the median annual remuneration of all employees”
 - The operational limitations that SEB S.A. has continued to face for the reliability and consolidation, at Group level, of the information relating to reparability, product recycling and eco-packaging specified in section 4.2.4.4 “Indicators relating to resource use and the circular economy [E5-4], [E5-5], [E5-6]”.
- The matters that received particular attention relate to the information provided in accordance with the environmental standards ESRS E1 to E5

Statutory Auditors' report on the certification of sustainability information and verification of the disclosure requirements provided for in Article 8 of Regulation (EU) 2020/852 of SEB S.A.

Universal Registration Document: pages 242 to 245

3. Compliance with the disclosure requirements provided for in Article 8 of Regulation (EU) 2020/852

- Conclusion of the verifications performed
 - Based on the verifications we have performed, we have not identified any material errors, omissions or inconsistencies regarding compliance with the requirements of Article 8 of Regulation (EU) 2020/852.
- No observation brought to your attention
- The matters that received particular attention relate to the eligibility of activities

08

Questions / Answers



09

Vote on the resolutions

MAY 12, 2026



Ordinary resolutions



Ordinary resolution

RESOLUTION 1

Approval of the separate financial statements for the year ended December 31, 2025 showing a net profit of €127,161,182

Ordinary resolution

RESOLUTION 2

Approval of the consolidated financial statements for the year ended December 31, 2025 showing a net profit attributable to owners of the parent of €244,618,014

Ordinary resolution

RESOLUTION 3

Allocation of the result for the year ended December 31, 2025 and setting of the ordinary dividend at €2.80 per share

Ordinary resolution

RESOLUTION 4

Reappointment of BPIFRANCE INVESTISSEMENT, represented by Ms. Adeline Lemaire, as a director, for 4 years

Ordinary resolution

RESOLUTION 5

Appointment of Mr. William Gairard as a director, following his resignation to facilitate the staggering of directors' terms of office, for 4 years

Ordinary resolution

RESOLUTION 6

Appointment of Mr. Thierry Lescure as a director, following his resignation to facilitate the staggering of directors' terms of office, for 3 years

Ordinary resolution

RESOLUTION 7

Approval of the information on the remuneration of all executive officers referred to in Article L. 22-10-9 I of the French Commercial Code

Ordinary resolution

RESOLUTION 8

Approval of the fixed, variable and exceptional components of the total remuneration and benefits of all kinds paid during or allocated for the 2025 financial year to Mr. Thierry de La Tour d'Artaise

Ordinary resolution

RESOLUTION 9

Approval of the fixed, variable and exceptional components of the total remuneration and benefits of all kinds paid during or allocated for the 2025 financial year to Mr. Stanislas de Gramont

Ordinary resolution

RESOLUTION 10

Approval of the remuneration policy for the Chairman of the Board of Directors for the 2026 financial year

Ordinary resolution

RESOLUTION 11

Approval of the remuneration policy for the Chief Executive Officer for the 2026 financial year

Ordinary resolution

RESOLUTION 12

Approval of the remuneration policy for the directors for the 2026 financial year

Ordinary resolution

RESOLUTION 13

Authorization to be granted to the Board of Directors for the company to buy back its own shares

Ordinary resolution

RESOLUTION A

NOT APPROVED BY THE
BOARD OF DIRECTORS

Allocation of the result for the year ended December 31, 2025 and setting of the ordinary dividend at €1.68 per share

Ordinary resolution

RESOLUTION B

NOT APPROVED BY THE
BOARD OF DIRECTORS

Setting of the total amount of directors' remuneration at €650,000 for the 2026 financial year

Extraordinary resolutions

Extraordinary resolution

RESOLUTION 14

Authorization to be granted to the Board of Directors enabling the Company to cancel its own shares

Extraordinary resolution

RESOLUTION 15

Delegation of authority granted to the Board of Directors to increase the share capital by issuing ordinary shares and/or securities giving access to the share capital and/or debt securities, with pre-emption rights

Extraordinary resolution

RESOLUTION 16

Delegation of authority granted to the Board of Directors to issue ordinary shares and/or securities giving access to the share capital and/or debt securities, with waiving of pre-emption rights, in the course of a public offering other than those mentioned in Article L. 411-2, 1° of the French Monetary and Financial Code

Extraordinary resolution

RESOLUTION 17

Delegation of authority granted to the Board of Directors to issue ordinary shares and/or share equivalents and/or debt securities, with waiver of pre-emption rights, in the course of offerings referred to in Article L. 411-2, 1° of the French Monetary and Financial Code

Extraordinary resolution

RESOLUTION 18

Delegation of powers to the Board of Directors to increase the company's share capital, without pre-emption rights, by issuing shares and/or securities giving immediate or future access to the company's share capital, in consideration for contributions in kind made to the company

Extraordinary resolution

RESOLUTION 19

Blanket ceiling on financial authorizations

Extraordinary resolution

RESOLUTION 20

Delegation of authority to be granted to the Board of Directors to increase the share capital by capitalizing retained earnings, profits, premiums or other items that may be capitalized

Extraordinary resolution

RESOLUTION 21

Authorization to be granted to the Board of Directors to grant performance shares

Extraordinary resolution

RESOLUTION 22

Delegation of authority granted to the Board of Directors to carry out share capital increases restricted to members of a Company or Group savings plan and/or sales of reserved shares, without pre-emption rights

Extraordinary resolution

RESOLUTION 23

Amendment of Article 16 of the bylaws

Extraordinary resolution

RESOLUTION 24

Powers to carry out formalities

Thank you for your attention

Glossary

At constant exchange rates and consolidation scope (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, led by the distribution retailers, consist in promotional offers in a product category to loyal consumers who have made a series of purchases within a short period of time.

These promotional programs allow distributors to boost footfall in their stores and our consumers to access our products at preferential prices.

Scopes 1 & 2

Direct GHG emissions from the combustion of fossil sources (gas, oil...) during the production cycle (Scope 1) and indirect GHG emissions linked to the consumption of purchased or generated electricity (Scope 2)

Scope 3

Indirect emissions mainly related to the purchase of goods and services, transport and the use of products

Sell-in (sales)

Sales made to our customers (retailers).

Sell-out (resales)

Sales made by retailers to consumers.

Contacts

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Agenda

Key dates – 2026

July 22 | after market closes

First-half 2026 sales and results

October 22 | after market closes

Nine-month 2026 sales and financial data

DISCLAIMER

This document 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. The balance sheet and income statement included in this document are taken from the consolidated financial statements as of December 31, 2025 approved by the Board of Directors of SEB S.A. on February 24, 2026. These consolidated financial statements have been audited and certified by the Statutory Auditors.

This document may contain individually rounded data. The arithmetical calculations based on rounded data, in euros or percentage form, may present some differences with the subtotals reported.