

Groupe SEB Presentation

June 2026



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01

Group overview



Our mission

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



Who we are

Worldwide leadership in Small Domestic Equipment and Professional Coffee Machines



In 2025

€8.2bn

Revenue

€7.2bn

Consumer business

€1bn

Professional business

€601m

Operating Result
From Activity

7.4%

Operating
margin

Over 10 years

~6%

Sales CAGR

+ €4bn

FCF

> 40%* shareholders from founder group

Listed on Euronext Paris since 1975

**As % of EGM capital*

Who we are

Presence in more than 150 countries

> 400m

Products sold per year

> 32,000

Employees worldwide

47

Industrial sites
(o/w 29 in Europe)

A life-centric innovation

~3,000

dedicated employees

~ 500

patents filed in 2025

Net zero trajectory approved by SBTi



Groupe SEB's ambitions

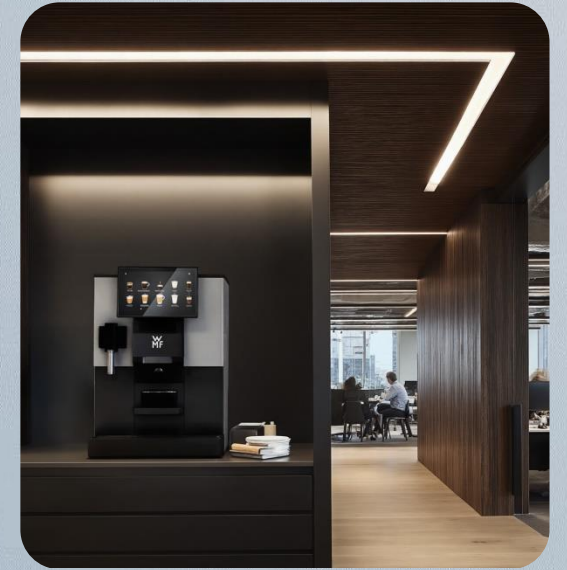
CONSUMER MARKET



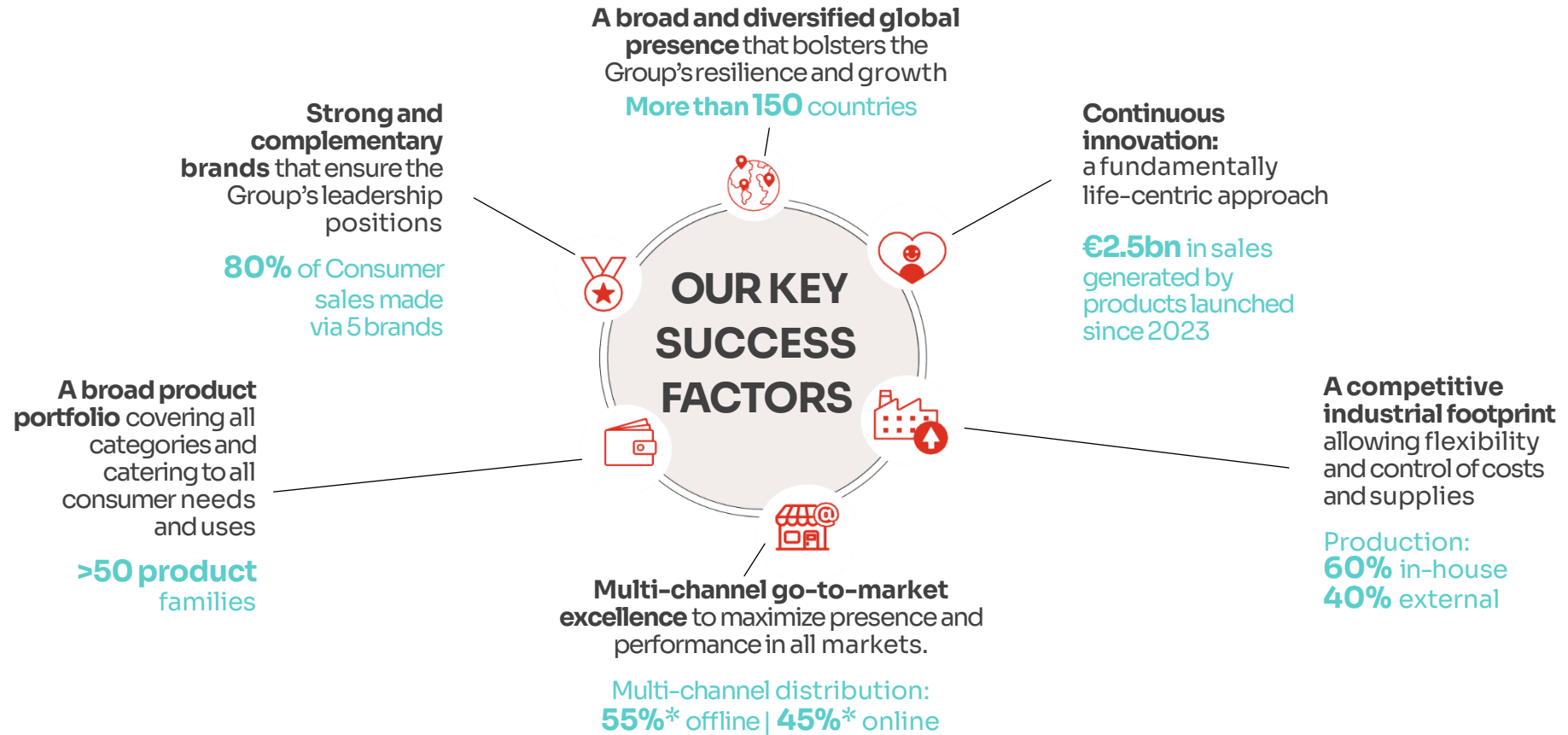
**STRENGTHEN
OUR
GLOBAL
LEADERSHIP**

PROFESSIONAL MARKET

**BECOME
A
REFERENCE
PLAYER**



Our key success factors



PROVEN EXPERTISE IN EXTERNAL GROWTH + PIONEER IN SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

*% of Consumer sales

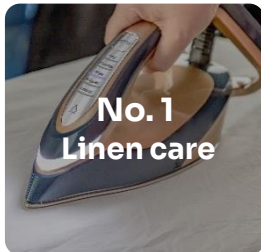
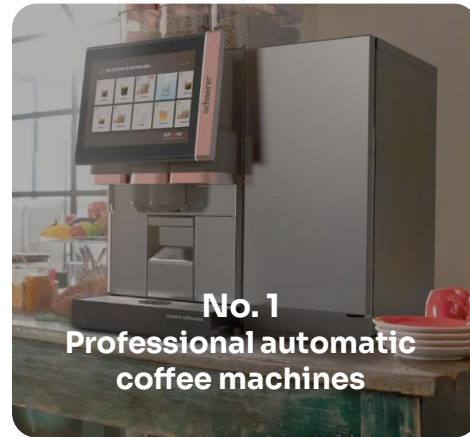
Our key success factors

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

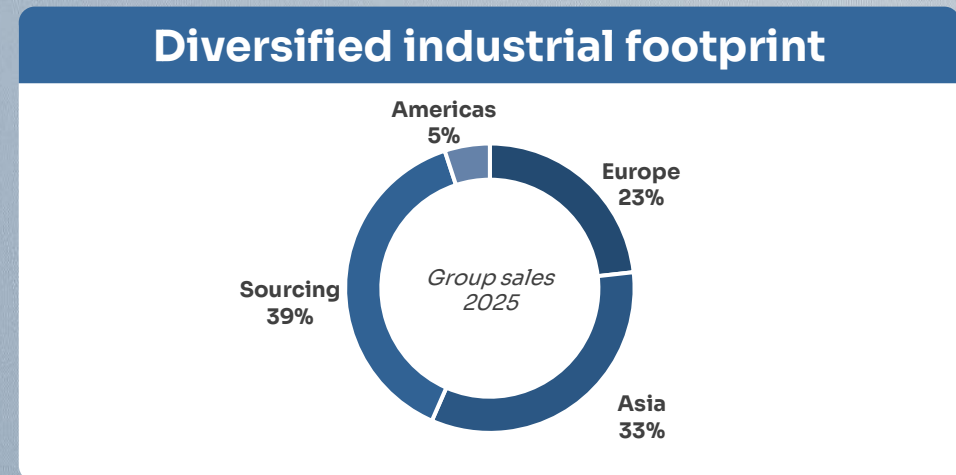
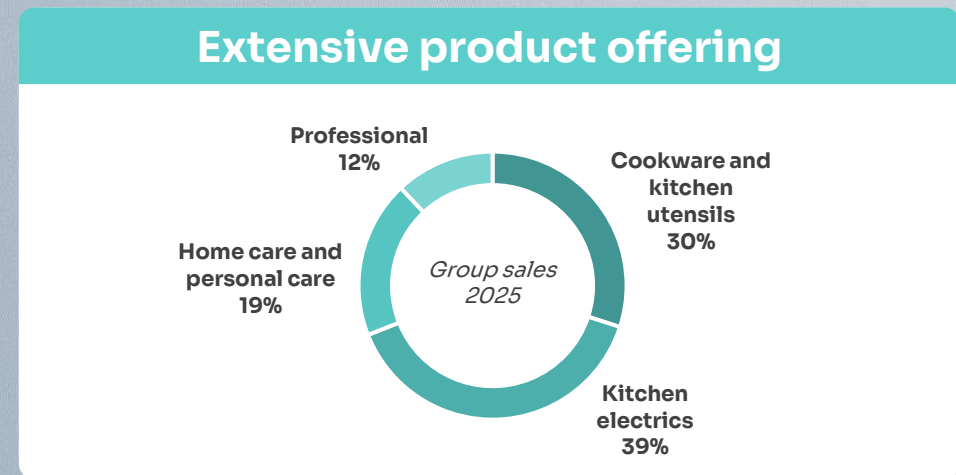
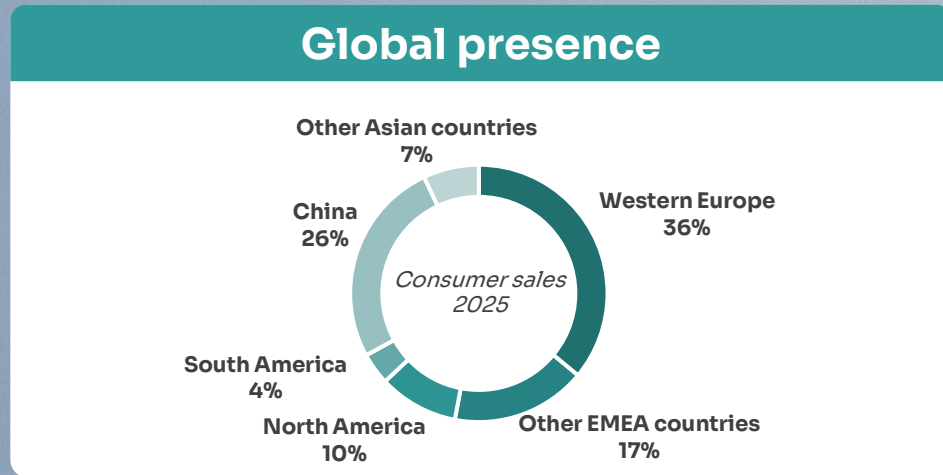
WMF

ROWENTA

* No. 1 or No. 2 position
Source: independent institute

Our key success factors

A "multi" model in Consumer and Professional



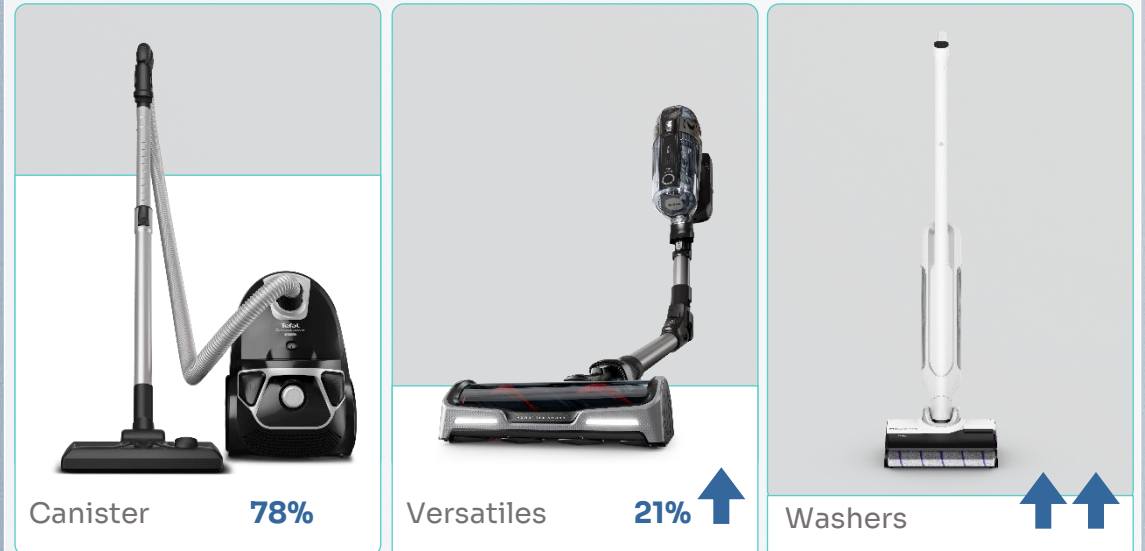
Groupe SEB's consumer market

CONSUMER MARKET Market estimated at €85bn

Key features of the market

- > Structural growth (>3% per year) driven by various factors
 - New local lifestyle and consumer habits
 - Development of multi-equipment
 - Uptrading, fueled by new technologies that meets the needs of consumers
 - Rise of the middle classes in emerging economies
- > Rapid expansion of new distribution modes (e-commerce, social networks and more)
- > Fragmented market
- > Highly seasonal market

Development of multi-equipment and uptrading Vacuum cleaner example



Harris Interactive 2022, household equipment rate France

Large presence in many market segments

Cookware

COOKWARE AND KITCHEN UTENSILS



Kitchen Electrics

ELECTRICAL COOKING



BEVERAGES



FOOD PREPARATION



Home & Personal Care

LINEN CARE



FLOOR CARE



HOME COMFORT



PERSONAL CARE



Groupe SEB's professional market

PROFESSIONAL MARKET Market estimated at €15bn

Key features of the market

- > Sustained growth (5-10% per year) driven by:
 - Development of out-of-home consumption, particularly coffee and snacks
 - Use of coffee as an ingredient in hot or cold drinks
 - Growing demand for coffee in traditionally tea-loving countries
- > High barriers to entry and higher profitability
- > Recurring revenue from services
- > Concentrated market in coffee
- > Fragmented market in culinary

Use of coffee as an ingredient in hot or cold drinks

Italy
& Spain



Espresso

Germany
& Nordics



Flat white

USA
& China



Salted caramel cold brew

Focus on beverage and culinary professional equipment

BEVERAGE

FULL AUTO COFFEE MACHINES



TRADITIONAL AND FILTER COFFEE MAKERS



COLD BEVERAGE



CULINARY

COOKWARE AND TABLEWARE



FOOD PREPARATION



COOKING



Leadership in professional coffee and extended product range



BEVERAGES



**World leader
in full auto
machines**

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

Strategic expansion in professional culinary

Before 2017

...

2019

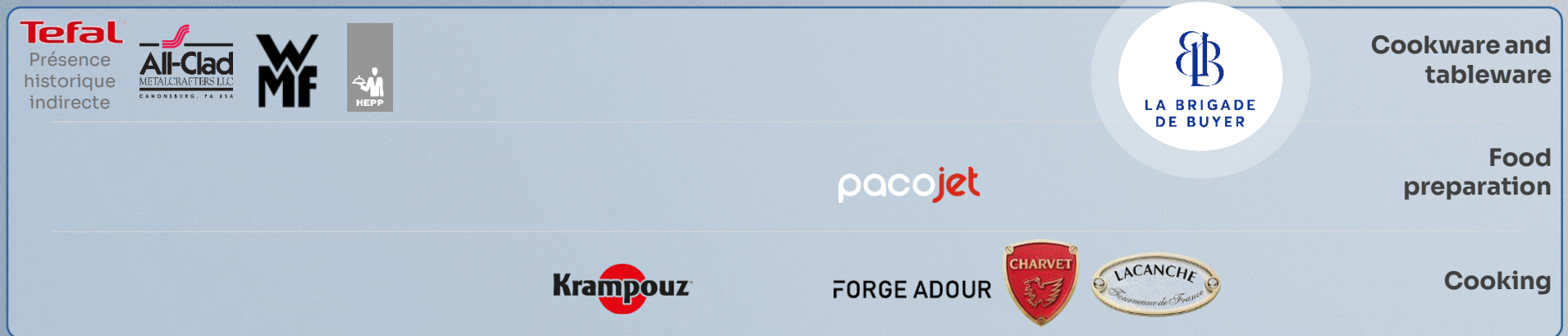
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2023

2024

2025

**PROFESSIONAL
AND SEMI-
PROFESSIONAL
CULINARY**



02

Rebound Plan



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 organization 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

Rebound plan

Product Development & Innovation

Faster launches & more impactful innovations



- Accelerate innovation in high-potential areas
- New categories; new uses; new consumers (Gen Z)
- Product co-development: consumers, partners
- Professional: Shaoxing hub ramp-up

Key KPI examples

- **Accelerating innovation: -1/3 development time**
- **80% of key innovations > 4.5★**

Rebound plan

Digital Marketing & E-commerce

Systematize new digital marketing practices

Accelerate online sales



- Focus efforts on social media and influencers
- Accelerate the production of targeted content through AI
- Guide digital marketing investments using data
- Increased allocation of resources to online sales, including DTC

Key KPI examples

- **Social media: investments x3 (by 2027–28)**
- **Influencer videos: views x3 (by 2027–28)**
- **Active consumer base x2**

Rebound plan

Group-wide levers: AI, data and simplification

**Reduce complexity to
gain operational agility**

- Focus on data and generalize use of AI
- Simplify product ranges
- Simplify organization and processes
- Reduce indirect purchases: massifying and harmonizing needs

Key KPI examples

- **Reduce SKUs by 25% to 30%**
- **c. 5 to 6% reduction in addressed indirect purchases**

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





In 2025
€2.5bn in sales
generated by products launched since 2023



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



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

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



Recognized and improving ESG performance

International ESG standards

Extra-financial rating agencies



Climate change
A-

Water
A-
NEW

82/100 Gold
Top 5%



51/100



Low risk
18.3



A



B- Prime
(2024)

70/100

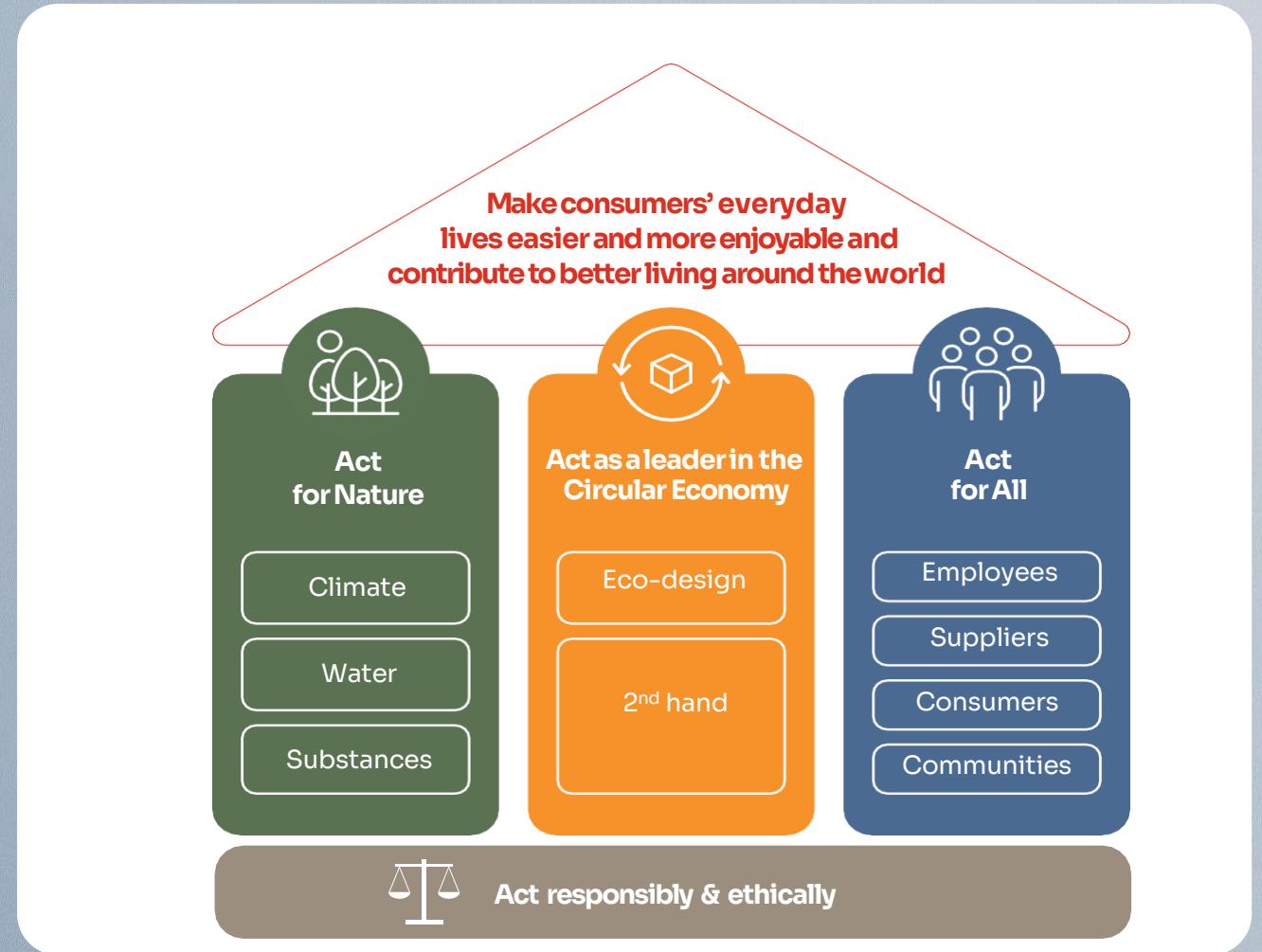


ESG ambition by 2030

ESG

at the heart of the Group's strategy

2024
–
2030



Key ESG KPIs for the 2030 roadmap

2030 TARGET



ACT FOR NATURE

Scopes 1 & 2 – Greenhouse gases direct emission STI LTI



-42% (vs 2021)

Scope 3* – Greenhouse gases indirect emission



-25% (vs 2021)

Water consumption reduction

-25% (vs 2021)



ACT AS A LEADER IN CIRCULAR ECONOMY

SDA products repairable (% of sales)

>90%

Average SDA recyclability (% of weight)

>85%

Recycled materials (% of weight, direct purchases) LTI

60%

No inner virgin plastic bags

100%

Refurbished products sales (in % of SDA perimeter**) LTI

3%–5%

LTI

Included in long-term incentives remuneration

STI

Included in short-term incentives remuneration

* Indirect emission (scope 3) from purchases of goods & services, transport and products use

** France, Belgium, the Netherlands, Italy, Spain, Portugal, Germany

Key ESG KPIs for 2030 roadmap



ACT FOR ALL

2030 TARGET

| | | | | |
|-----------|---|----------------|-----|------|
| SUPPLIERS | Responsible purchasing charter (% of suppliers covered) | | | 100% |
| | Supplier commitment to an ESG program (representing 80% of the carbon footprint) | | | 500 |
| CONSUMERS | Quality management (% of entities with ISO 9001 certification) | | | 100% |
| | Occupational safety and health (workplace accidents, LTIR) | Profit sharing | STI | <0.5 |
| EMPLOYEES | Gender balance (% of women in senior positions) | | LTI | >32% |

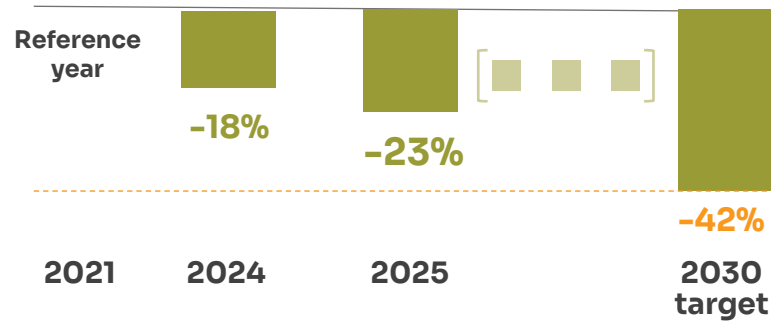
Profit sharing Included in statutory and discretionary employee profit-sharing France

LTI Included in long-term incentives remuneration

STI Included in short-term incentives remuneration

2025 : Operational progress in our plants

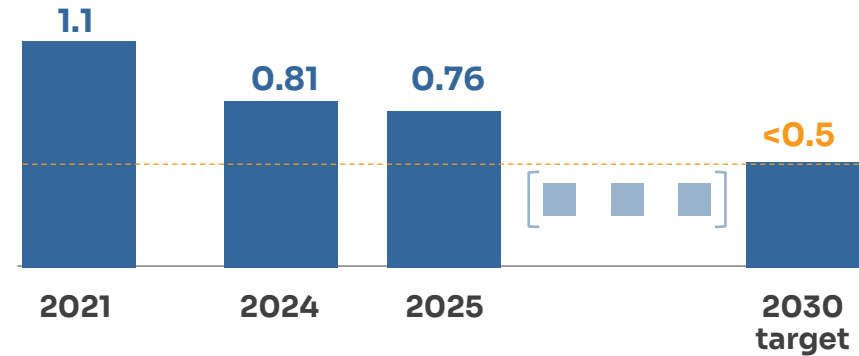
42% GHG reduction by 2030 Scopes 1 and 2 (CO2 eq.)



Eco-production

- > Deployment of **solar panels in China** in 2025 and 2026
- > Deployment of an **energy management** tool continued in 2025
- > Energy efficiency of industrial equipment (e.g. injection molding machines)

Occupational safety and health (workplace accidents, LTIR)



Prevention

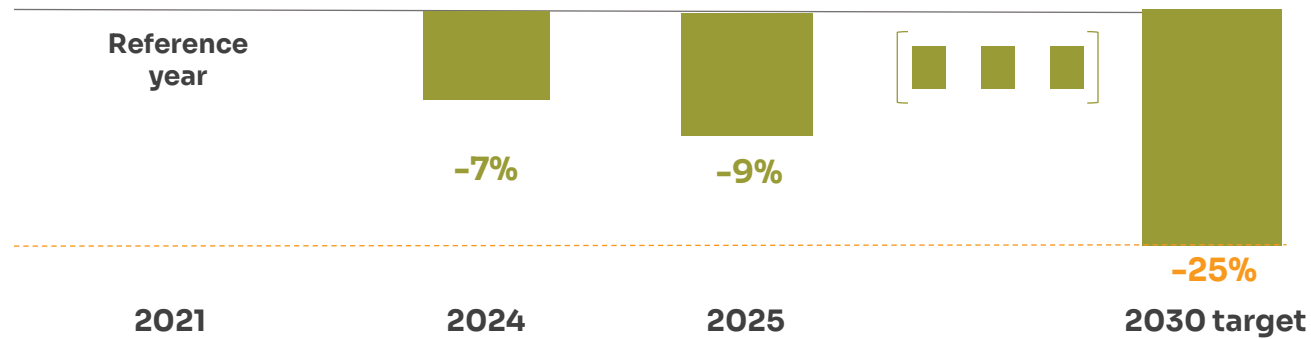
- > “**Shared Vigilance**” global training program to sustainably reduce accidents
- > Gradual international roll-out: France, Germany (2024), Brazil, Colombia, US (2025)

2025 : Eco-design levers to support decarbonization



25% reduction in indirect GHG emissions by 2030

Scopes 3.1, 3.4 and 3.11 (CO2 eq.)



Recycled materials

- > **52% recycled materials** in our products **in 2025** (vs. 34% in 2021)
- > **Recycled aluminum***: 9% in 2021 → **51% in 2025** including major acceleration at **Supor**

Energy efficiency

- > Solutions from **product design** (technical solutions) to **usage** (energy saving solutions – eco mode)
- > Improvement of countries' emission factors

*up to -90% CO2 for recycled aluminum

05

Financial results and outlook



05.1

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

* Including a €190m provision related to the fine imposed by the French Competition Authority

** Excluding the €190m cash outflow related to the payment of the fine imposed by the French Competition Authority

ORfA down in 2025

2025

Q4

Operating Result
from Activity (ORfA)

€601m

-25.0% vs 2024

€334m

-6.7% vs 2024

Operating margin

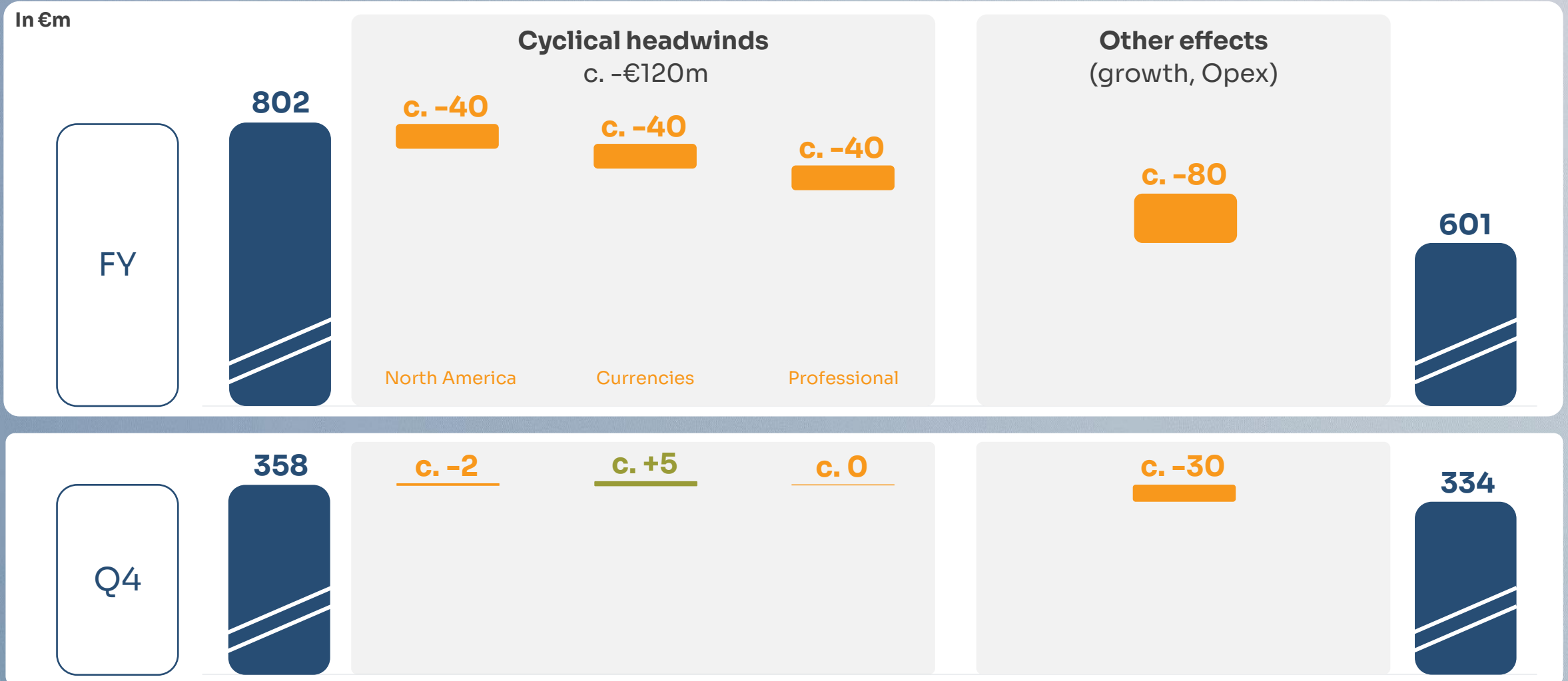
7.4%

-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**

05.2

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%

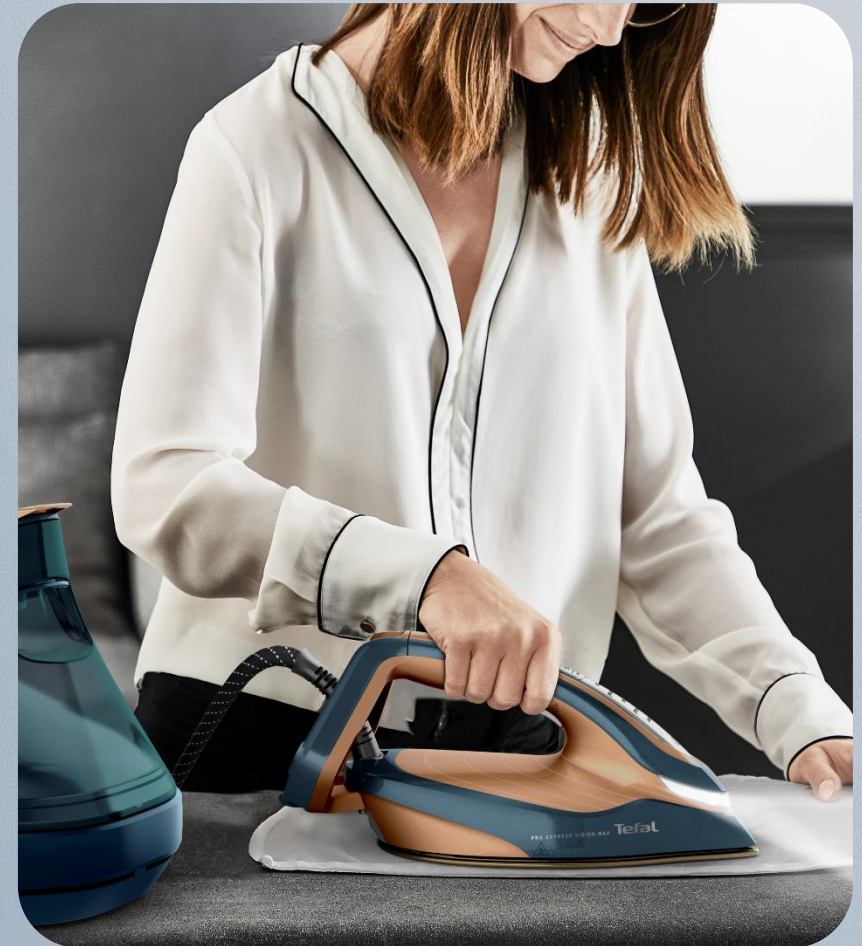
Consumer +2.9%

2026 outlook

Uncertain and deteriorated macroeconomic and geopolitical environment

Confirmation of ORfA growth in 2026, together with a more normative free cash flow generation

Lower financial leverage in 2026, with the objective of returning to the Group's standards of around 2x (excluding acquisitions) by 2027



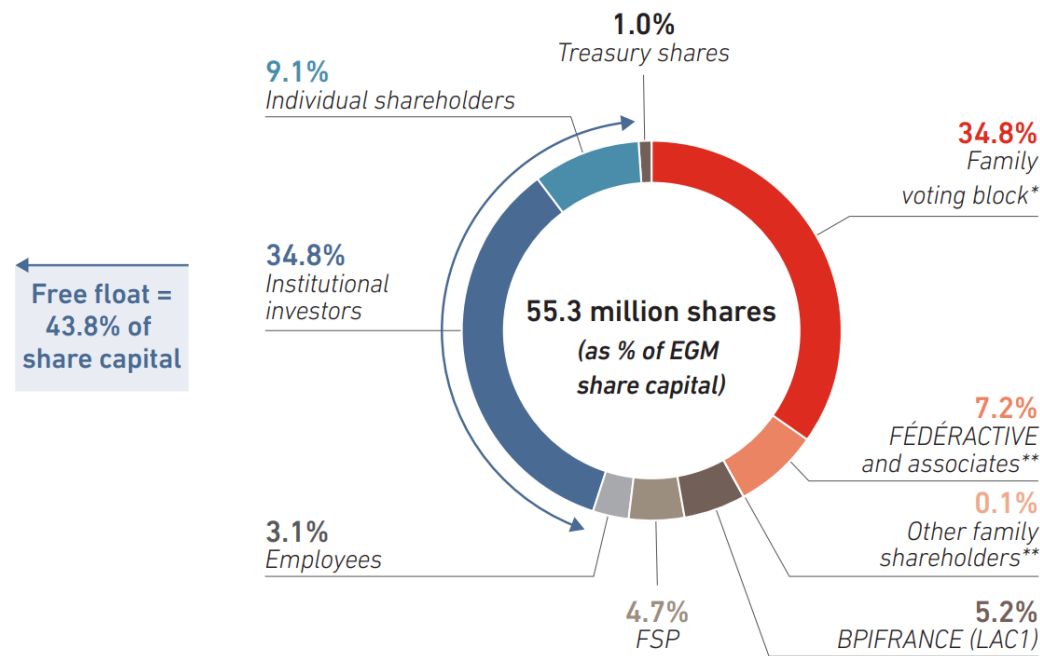
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Appendices

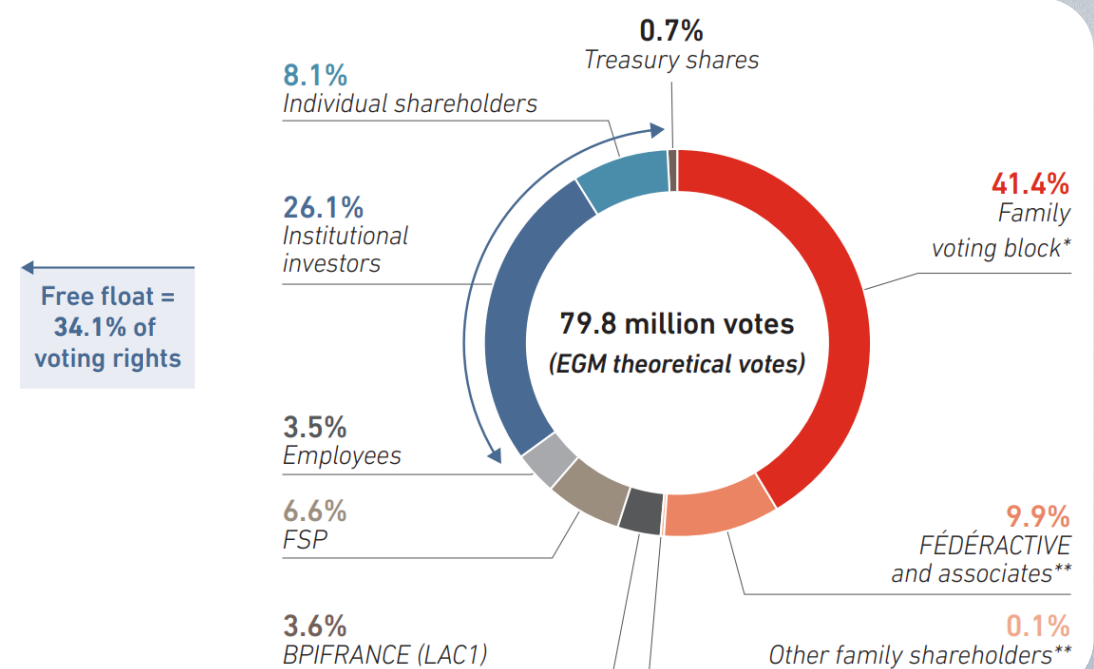


Stable shareholder base, sustaining long-term vision

Share capital breakdown at 31/12/2025



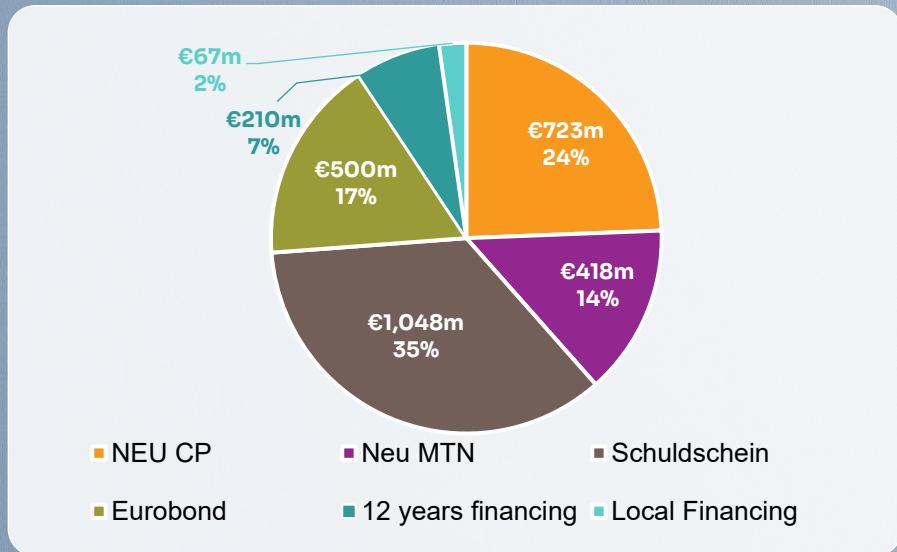
Breakdown of voting rights at 31/12/2025



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

** Shareholders from the Founder group.

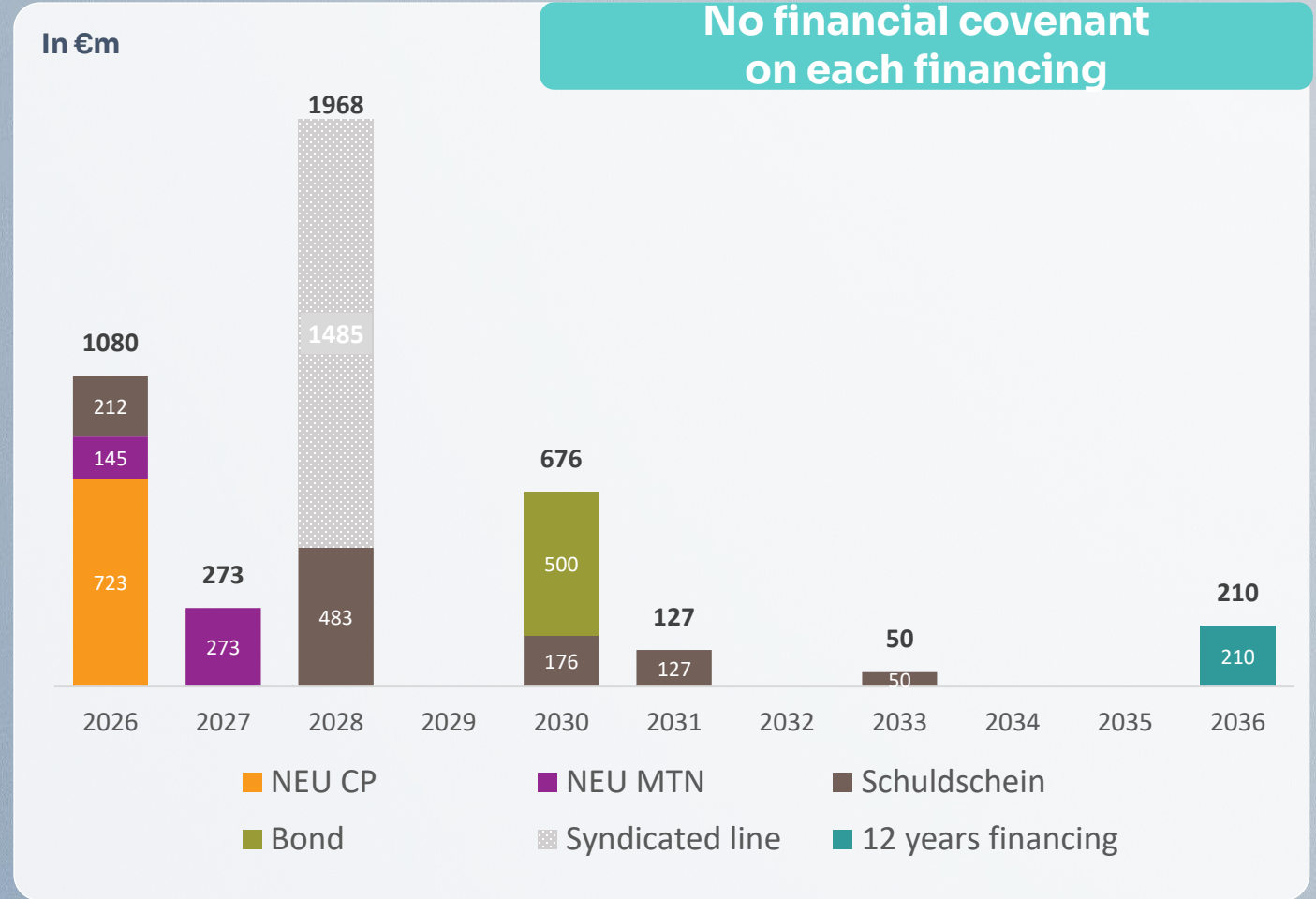
Strong diversification of financing resources and well-balanced debt maturity profile



S&P Global

A-2

Short-Term Rating



As of 31/12/2025

A long standing ESG commitment



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.

Agenda

Key Dates – 2026

22 July | after market closes

First-half 2026 Sales and results

22 October | after market closes

Nine-month 2026 Sales and financial data

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