Groupe SEB Presentation

September 2026



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**

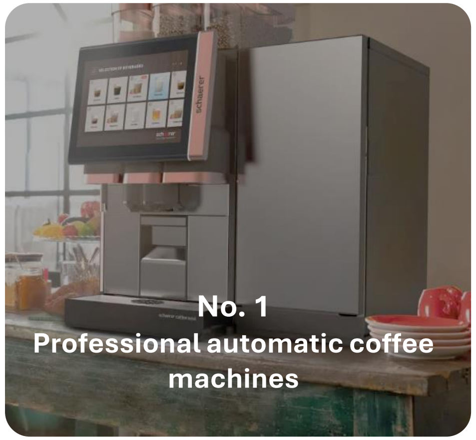
SCIENCE BASED TARGETS | THE NET ZERO STANDARD

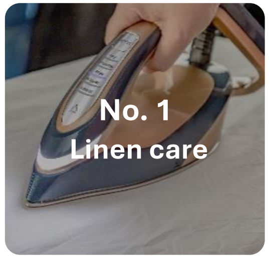
GROUPE SEB

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

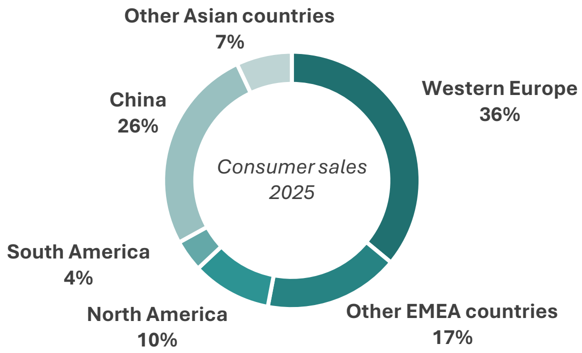
80% of Consumer sales in 2025

Tefal
SUPOR
Moulinex
WMF
Rowenta

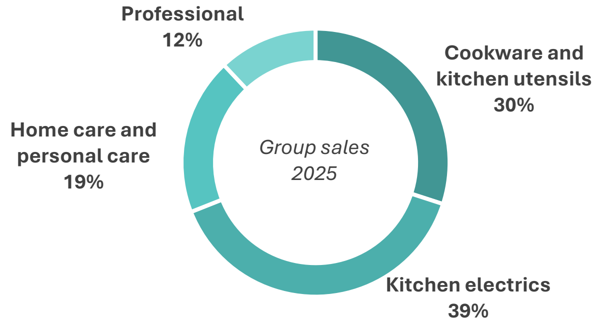
** No. 1 or No. 2 position*
Source: independent institute

Our key success factors
A "multi" model in Consumer and Professional

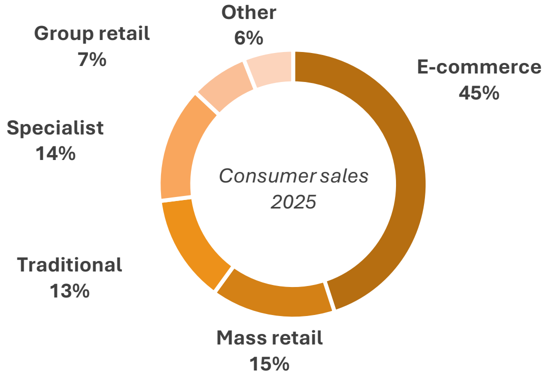
Global presence



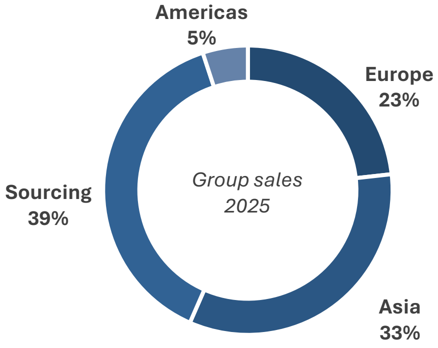
Extensive product offering



Omni-channel excellence



Diversified industrial footprint



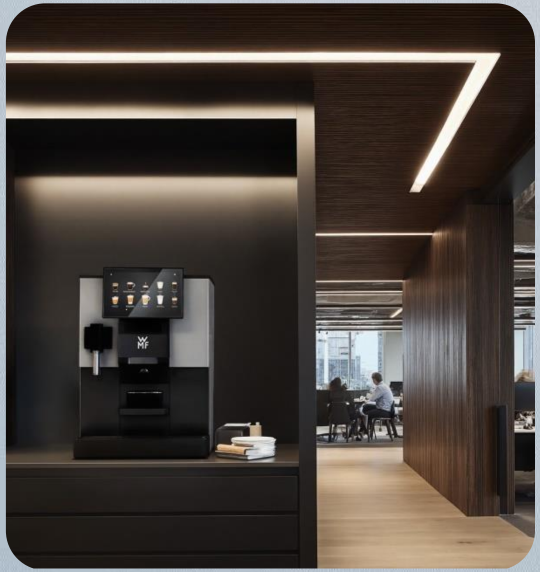
Groupe SEB's ambitions

CONSUMER MARKET

PROFESSIONAL MARKET

STRENGTHEN OUR GLOBAL LEADERSHIP

BECOME A REFERENCE PLAYER



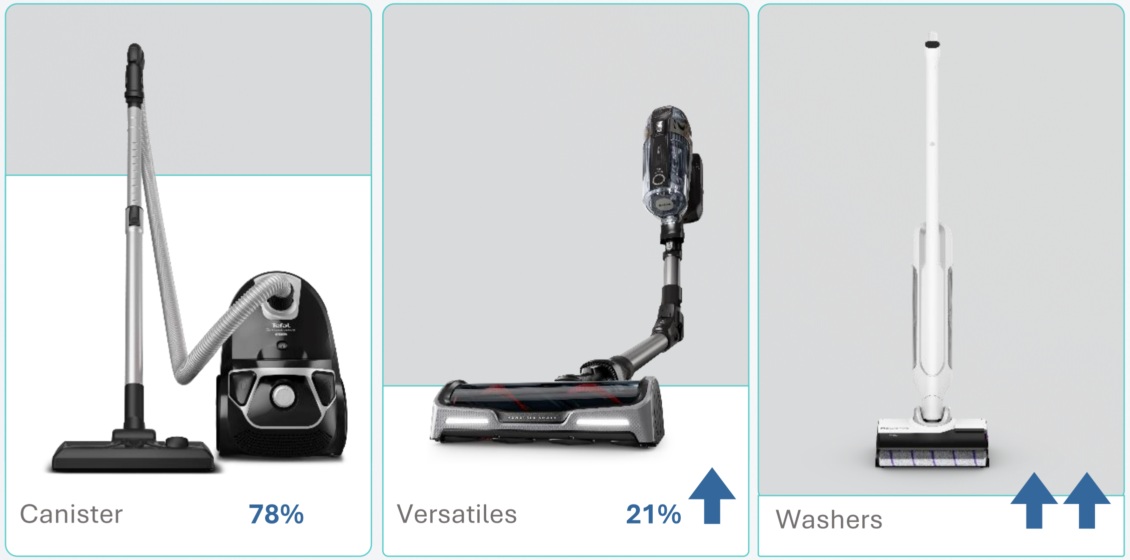
Groupe SEB's consumer market

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

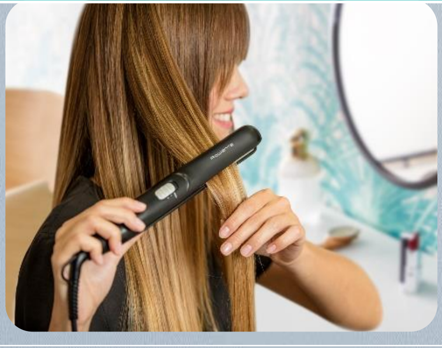
Home & Personal Care

LINEN CARE

FLOOR CARE

HOME CONFORT

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

GROUPE SEB

Leadership in professional coffee and extended product range

BEVERAGES

2016	...	2019	...	2022	2023	
WMF schaerer						Full auto coffee machines
		Curtis			La San Marco	Traditional and filter coffee makers
				zummo		Cold beverages

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 ▪ ▪ ▪ 2023 2024 2025

PROFESSIONAL AND SEMI-PROFESSIONAL CULINARY

Tefal
Indirect historical presence

All-Clad

WMF

HEPP

LA BRIGADE DE BUYER

Cookware and tableware

pacojet

Food preparation

Krampouz

FORGE ADOUR

CHARVET

LACANCHE

Cooking

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

02

Rebound plan and key strategic insights

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

Reinvent our growth model

Act as a leader in innovation

Systematize our new marketing and e-commerce practices

Accelerate in the most promising segments

Restore our profitability

Simplify our organizations and operating methods

Increase our industrial and purchasing efficiency

Reduce our overheads

Strengthen our stakeholder engagement

Nourish connection and involvement of our consumers

Develop meaningful innovations and inspiring brands

Our employees at the center of this transformation

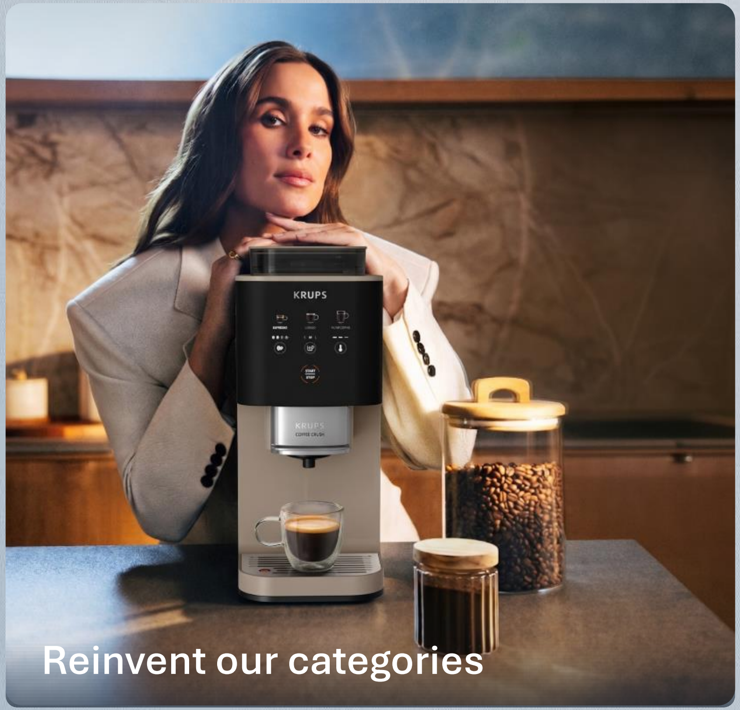
Group-wide levers: AI, data & simplification

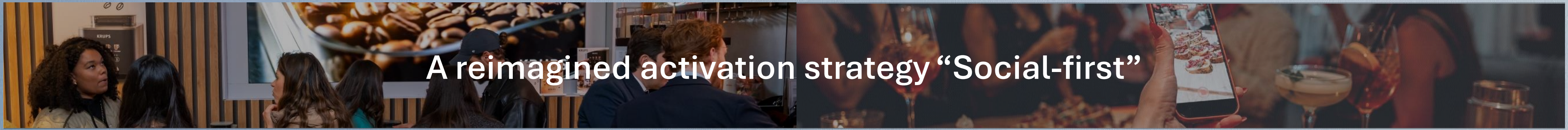
02.1

Reinvent our growth model

Rebound plan

Relaunch the sales growth trajectory





Rebound Plan
Promising new innovations

GROUPE SEB

Roll out our successes

X-CLEAN

June 2026	End of 2026
70 countries 5 models	70 countries 9 models

CLEAN-IT

June 2026	End of 2026
20 countries 3 models	20 countries 5 models

AEROSTEAM

June 2026	End of 2026
25 countries 1 model	30 countries 3 models

FUSIONCORE

June 2026	End of 2026
25 countries 4 models	30 countries 4 models

Reinvent our categories

Coffee Crush example

- 50% more compact appliance compared to a conventional full-auto
- Recruitment of a new generation of consumers

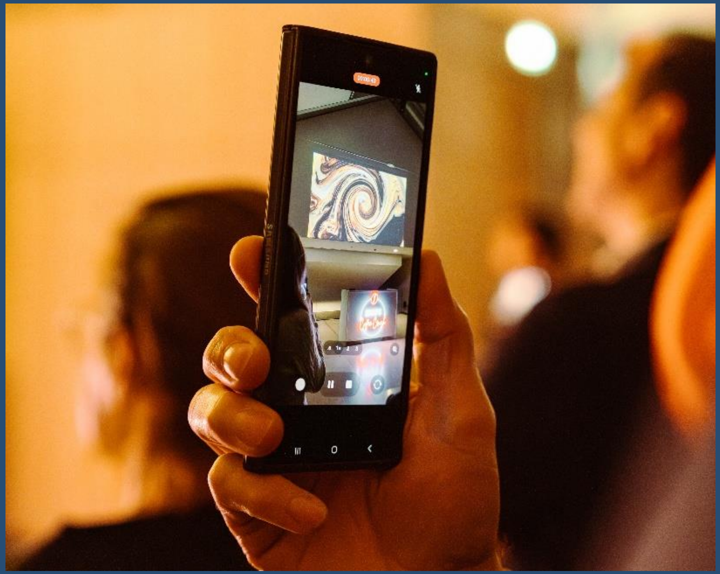
A reimagined activation strategy "Social-first"

Coffee Crush example

01 PRE-LAUNCH

Crush Crew
10 influencers onboarded

02 LAUNCH - FRANCE



20M reach **5M** views

03 AMPLIFICATION

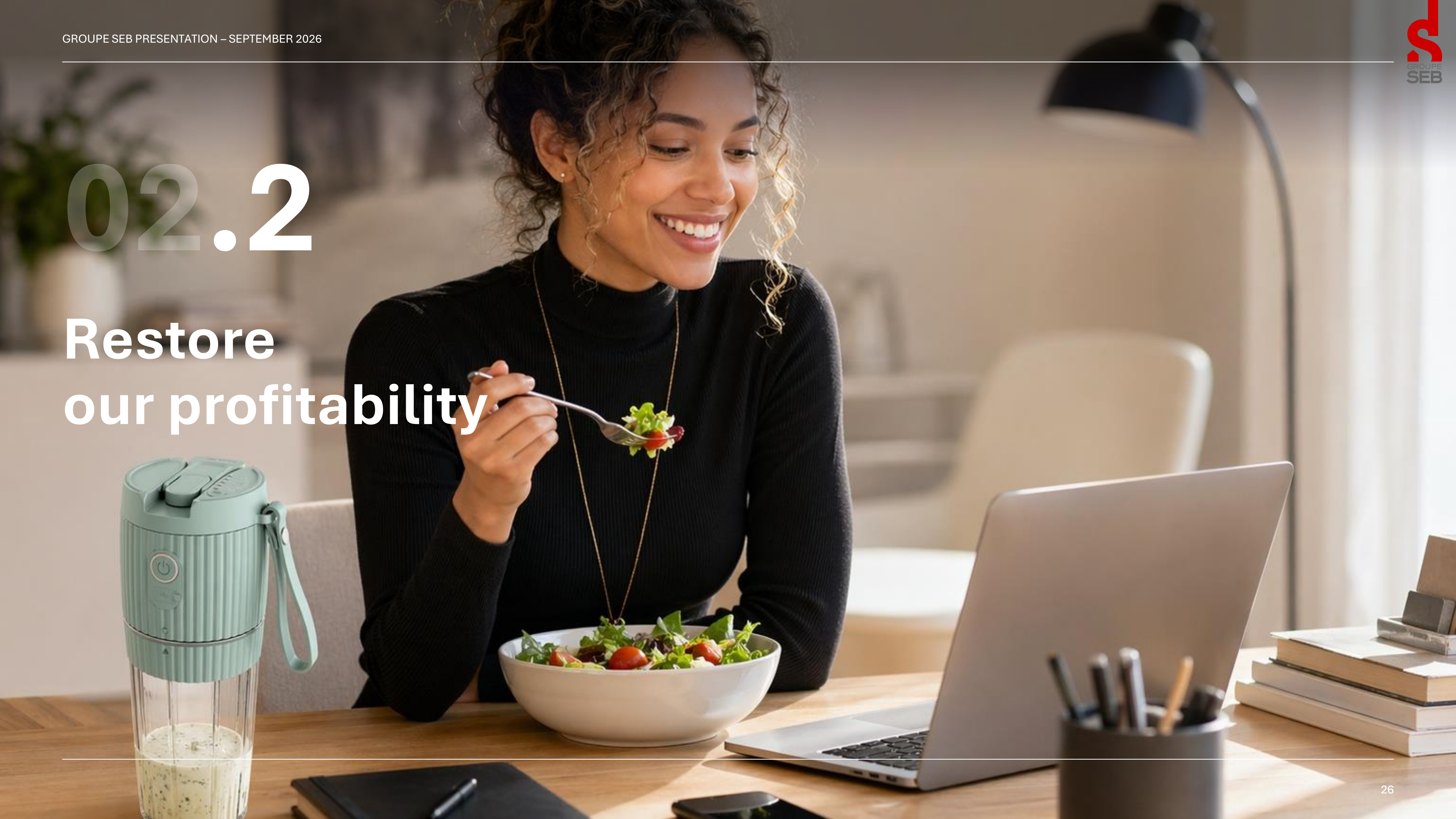
~50 countries in 2026

172M reach

>60% of investments dedicated to social media*

SYSTEMATIZATION ON KEY LAUNCHES IN 2026

*France



02.2

Restore our profitability

Rebound plan
€200m in recurring annual savings

c. €200m

Organizations

Structure costs & industrial efficiency

Indirect purchases

Targeted recurring annual savings

Target of **€200m in recurring annual savings**, at run-rate by end of 2027

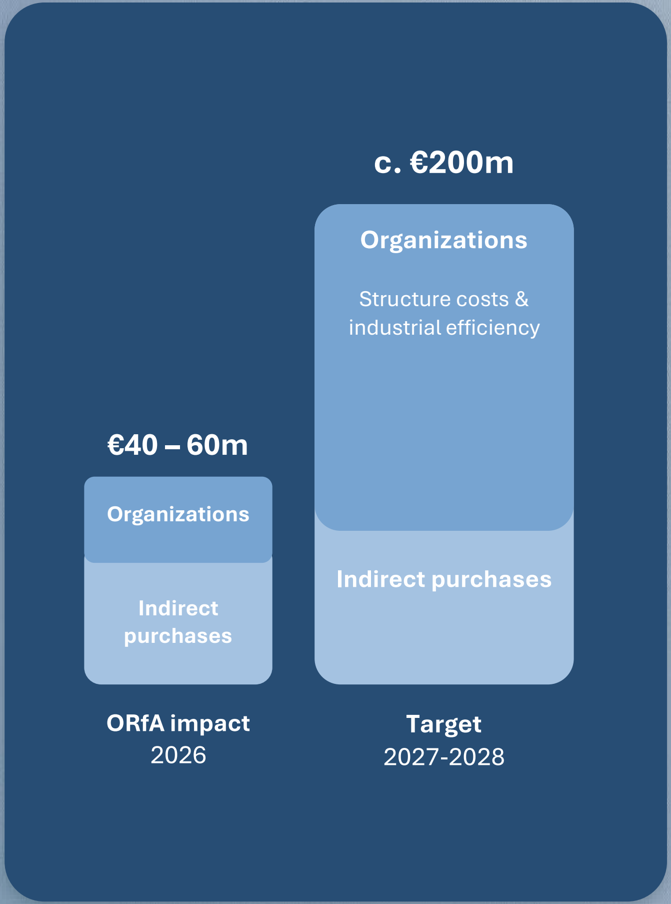
Main levers

- **Organizations**: structure costs and industrial efficiency
- **Indirect purchases**
- **Group-wide**: simplification of product ranges and processes

Exceptional cost of the plan estimated at 1x to 1.25x recurring annual savings

- mainly recognized in P&L at end of 2025 **(€24m)** and in H1 2026 **(€178m)**
- cash outflows mostly in 2027

Rebound plan
Roll-out in line with announced timeline



Progress	Main levers	Actions launched in H1 2026
Organizations	Reduction of structure costs Industrial efficiency	Labor agreements signed in France and in most German entities Departures starting in September
Indirect purchasing	Pooling and standardization needs -5% to -6% of the indirect purchases in scope	Over 400 actions launched First results visible in P&L
Cross-functional levers	Simplification of processes Reduction of SKUs by 25% to 30% Data focus & AI roll-out	Pooling of several functions 90% of reductions identified; 9% already initiated, completion by early 2027

03

Financial results and outlook

Key figures at end-June 2026

H1 Sales

€3,743m

-0.1% reported

+1.7% LFL vs. 2025

Q2 Sales

€1,859m

+0.9% reported

+0.6% LFL vs. 2025

H1 ORfA

€172m

+44.0% vs. 2025

Q2 ORfA

€100m

+45.3% vs. 2025

H1 Free cash flow

€53m

vs. **-€213m** in H1 2025

ORfA recovery in H1
First results of the Rebound plan – full-year outlook confirmed

- **Deteriorated economic and geopolitical environment**, mixed consumption prospects
- **Slight organic sales growth** in H1
- **ORfA recovery**, notably driven by internal levers
- **Rebound plan: roll-out on track with objectives** and first results in H1
- **2026 outlook confirmed**:
  - Full-year ORfA growth
  - return to a more normative free cash flow generation, continuing H1 trend
- Recognition of the Group's ESG commitment: **improved EcoVadis** (Platinum) **and CDP* ratings**

2026 outlook

Deteriorated macroeconomic and geopolitical environment

Mixed consumption prospects

Increased inflationary pressures on costs

Resilience of Small Domestic Equipment markets

Innovation pipeline momentum

Targeted pricing actions

Strict COGS and OPEX management, and Rebound plan impact

2026 outlook confirmed:

- **Full-year ORfA growth**
- **Return to a more normative free cash flow generation**, continuing H1 trend
- **Lower financial leverage**, with the objective of returning to the Group's standard of around 2x (excluding acquisitions) by 2027

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%**

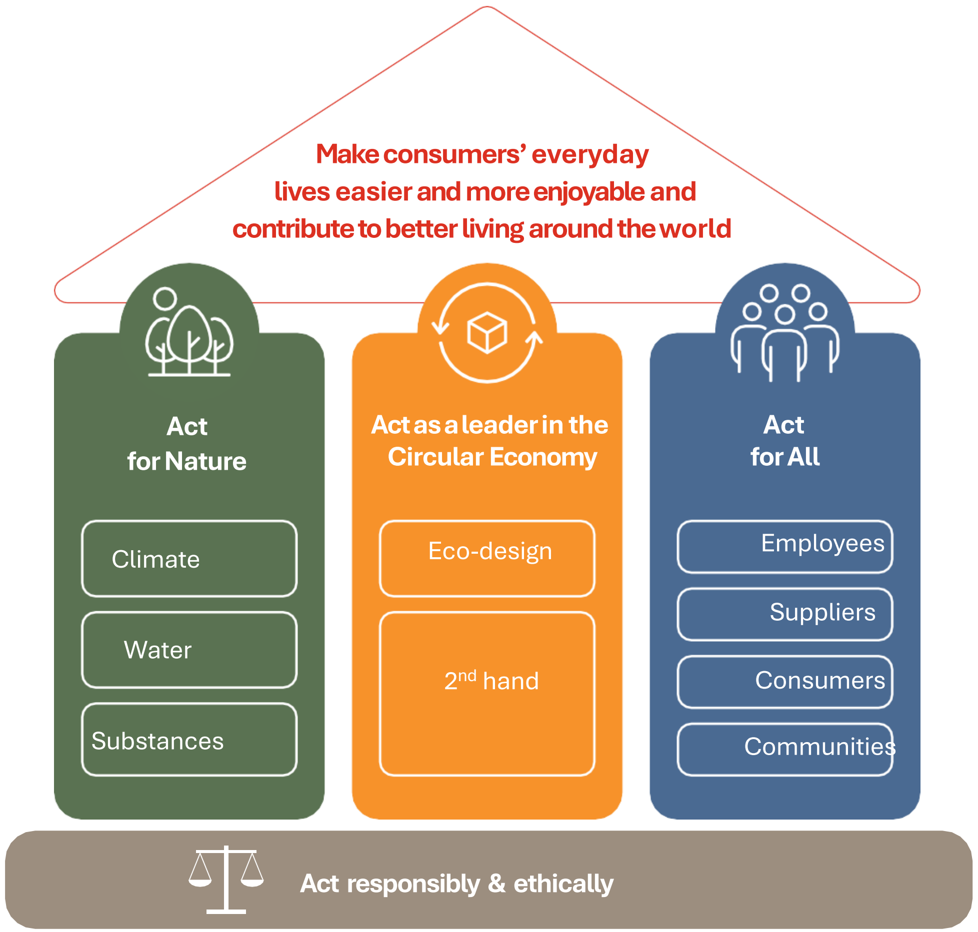
04

ESG Ambition

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	SCIENCE BASED TARGETS / THE NET ZERO STANDARD -42% (vs 2021)
	Scope 3* - Greenhouse gases indirect emission		SCIENCE BASED TARGETS / THE NET ZERO STANDARD -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**)		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%
EMPLOYEES	Occupational safety and health (workplace accidents, LTIR)	Profit sharing, STI	<0.5
	Gender balance (% of women in senior positions)	LTI	>32%

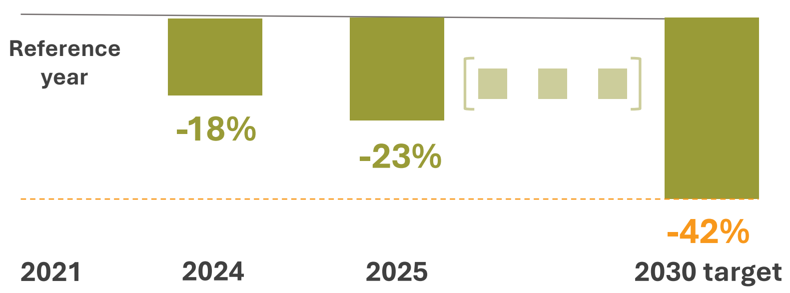
Profit sharing: Included in statutory and discretionary employee profit-sharing France

LTI: Included in long-term incentives remuneration

STI: Included in short-term incentives remuneration

2025 : Operational progress in our plants

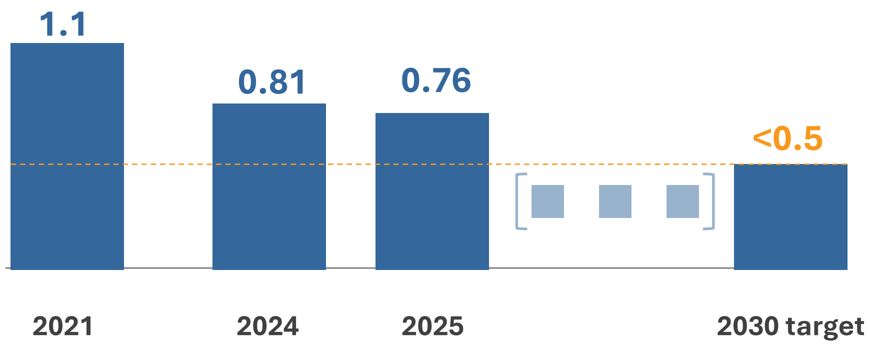
42% GHG reduction by 2030
Scopes 1 and 2 (CO2 eq.)



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)

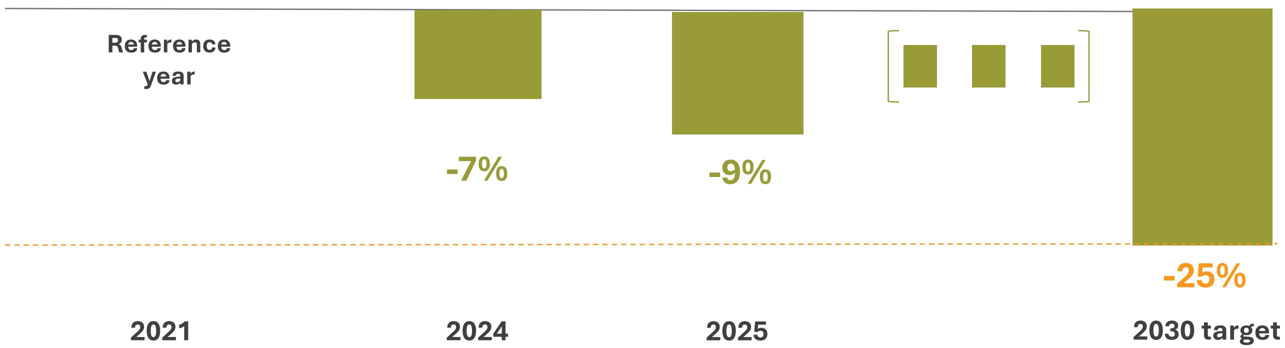


Prevention

- "**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*

Recognized and improving ESG performance

International ESG standards		Extra-financial rating agencies				
CDP	EcoVadis	S&P Global	Sustainalytics	MSCI ESG Ratings	ISS ESG	EthiFinance ESG ratings
Climate change **A-** **Water** **A-** **NEW**	**90/100** **Platinium** Top 5%	**51/100**	**Low risk** **18.3**	**A**	**B- Prime** (2024)	**70/100**

05

Appendices

Our key success factors

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

More than **150** countries

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

80% of Consumer sales made via 5 brands

Continuous innovation: a fundamentally life-centric approach

€2.5bn in sales generated by products launched since 2023

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

>50 product families

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

Production:
60% in-house
40% external

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

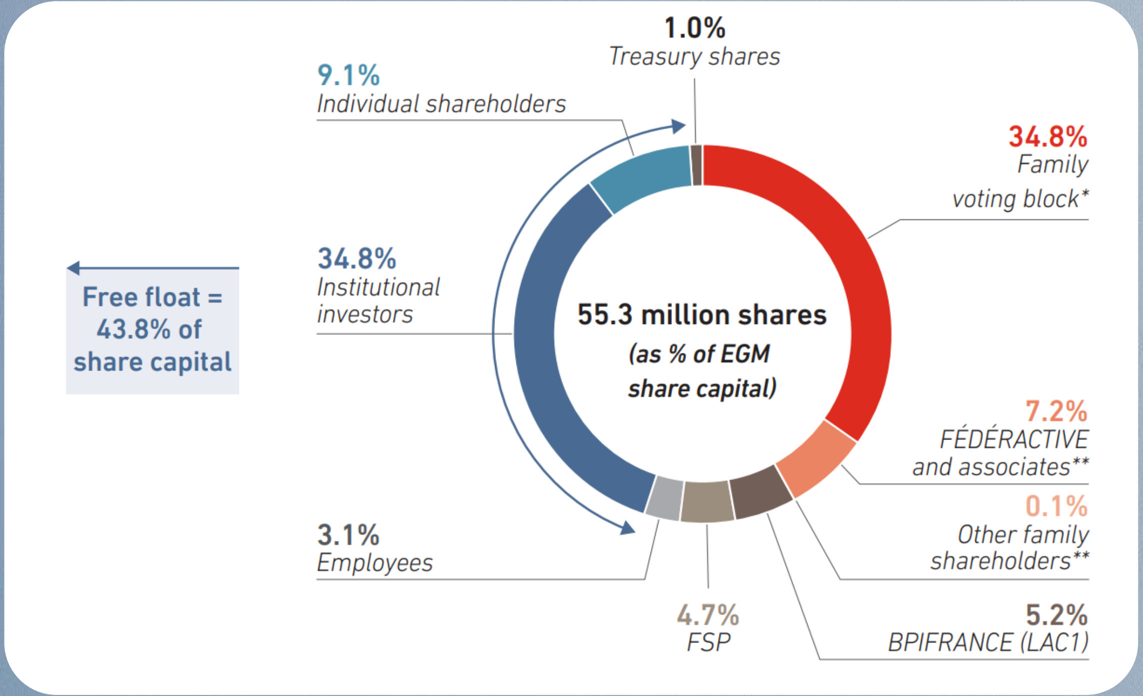
Multi-channel distribution:
55%* offline | **45%*** online

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

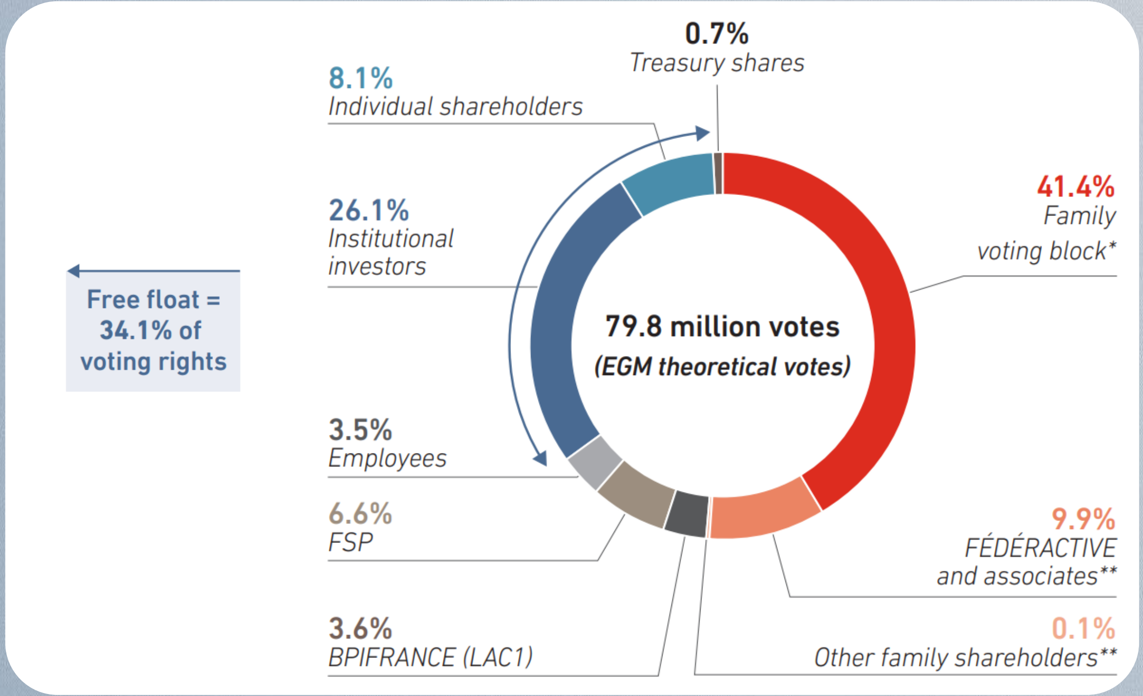
*% of Consumer sales

Stable shareholder base, sustaining long-term vision

Share capital breakdown at 31/12/2025

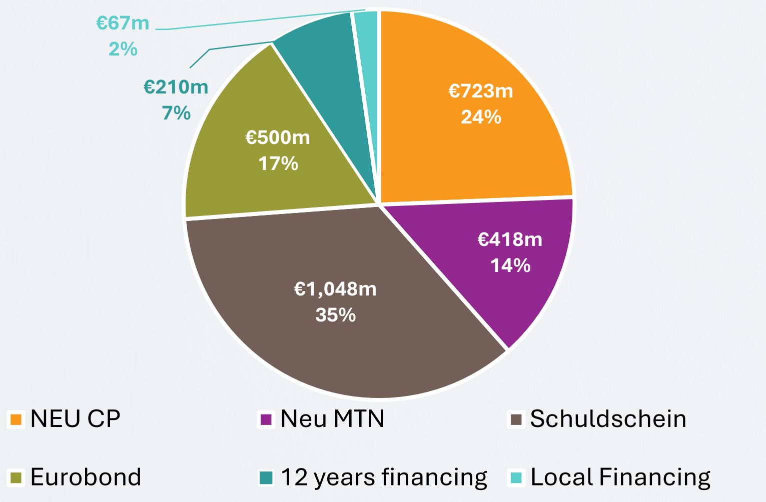


Breakdown of voting rights at 31/12/2025



*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

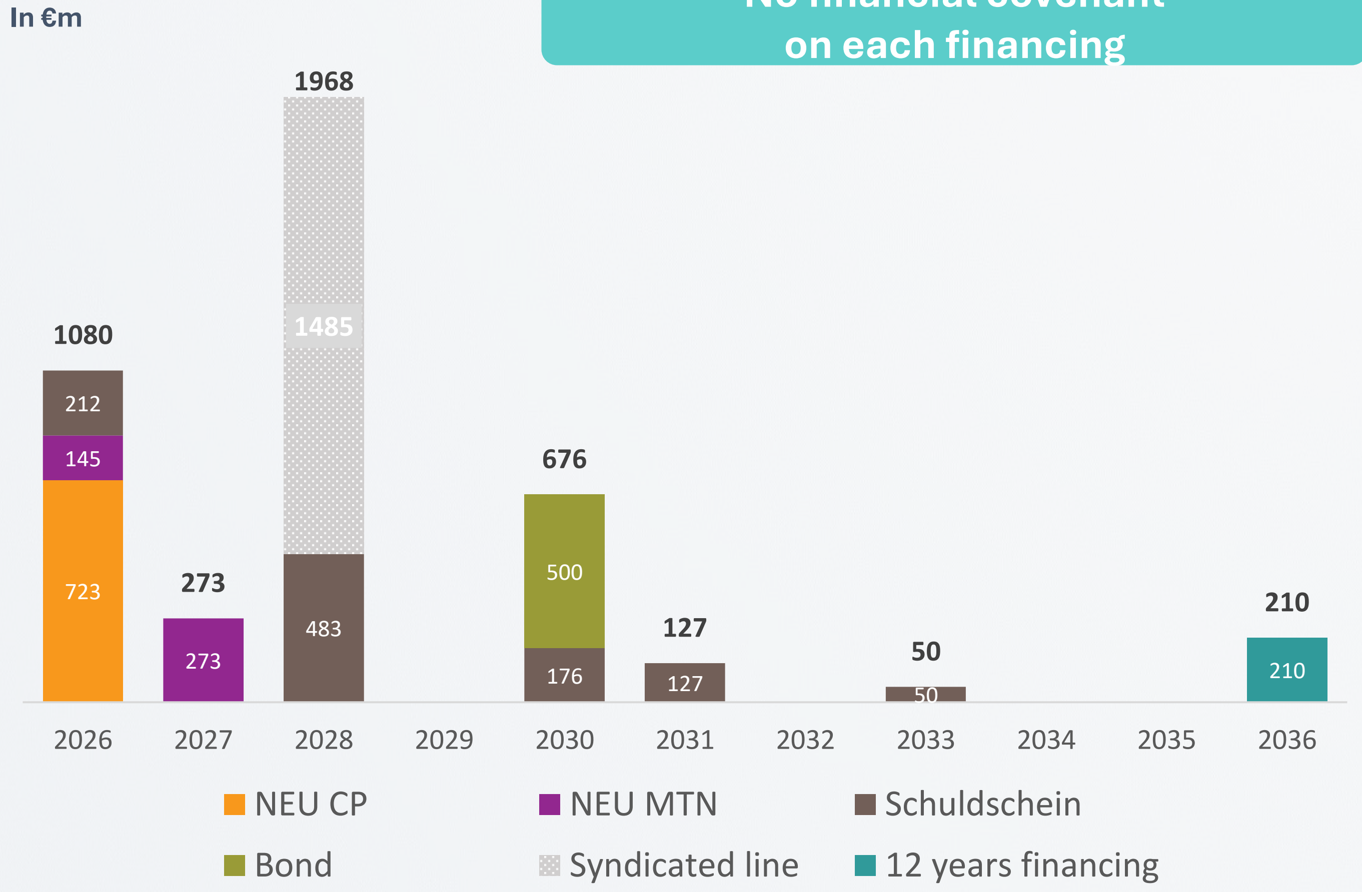


S&P Global

A-2

Short-Term Rating

No financial covenant on each financing



As of 31/12/2025

Glossary

On a like-for-like basis (LFL) – Organic

The amounts and growth rates at constant (or organic) exchange rates and consolidation scope in a given year compared with the previous year are calculated:

- → using the average exchange rates of the previous year for the period in consideration (year, half year, quarter)
- → on the basis of the scope of consolidation of the previous year.

This calculation is made primarily for sales and Operating Result from Activity.

Operating Result from Activity (ORfA)

Operating Result from Activity (ORfA) is Groupe SEB’s main performance indicator. It corresponds to sales minus operating costs, i.e. the cost of sales, innovation expenditure (R&D, strategic marketing and design), advertising, operational marketing as well as commercial and administrative expenses. ORfA does not include discretionary and non-discretionary profit-sharing or other non-recurring operating income and expense.

Loyalty program (LP)

These programs, run by distribution retailers, consist in offering promotional offers on a product category to loyal consumers who have made a series of purchases within a short period of time. These promotional programs allow retailers to boost footfall in their stores and our consumers to access our products at preferential prices.

Sell-in (sales)

Sales made to our customers (retailers).

Sell-out (resales)

Sales made by retailers to consumers.

Adjusted EBITDA

Adjusted EBITDA is equal to Operating Result from Activity minus discretionary and non-discretionary profit-sharing, to which are added operating depreciation, amortization and impairment.

Free cash flow

Free cash flow corresponds to adjusted EBITDA, after accounting changes in operating working capital, recurring capital expenditure (CAPEX), taxes and financial expenses, and other non-operating items.

Net financial debt

Net financial debt comprises all current and non-current financial liabilities minus cash and cash equivalents and financing-related derivative instruments. It also includes the financial liability arising from the application of IFRS 16 “lease contracts” as well as any short-term financial investments with no significant risk of change in value but with a maturity of more than 3 months at the subscription date.

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

Agenda

Next key dates - 2026

22 October | after market close	Nine-month 2026 sales and financial data

Next key dates - 2027

24 February | pre-market	2026 sales and results

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