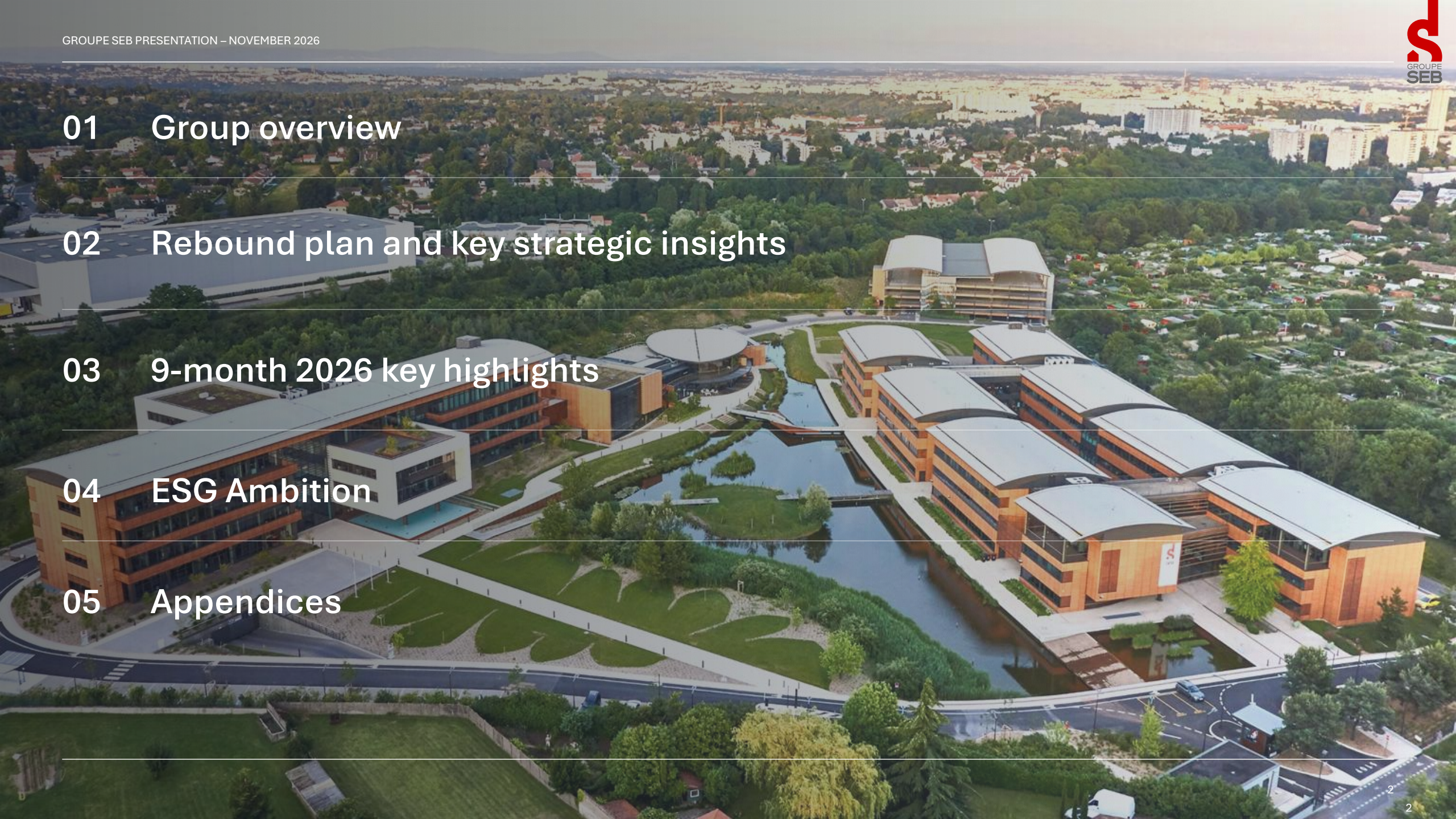
Groupe SEB Presentation

November 2026









01 Group overview

02 Rebound plan and key strategic insights

03 9-month 2026 key highlights

04 ESG Ambition

05 Appendices

2

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

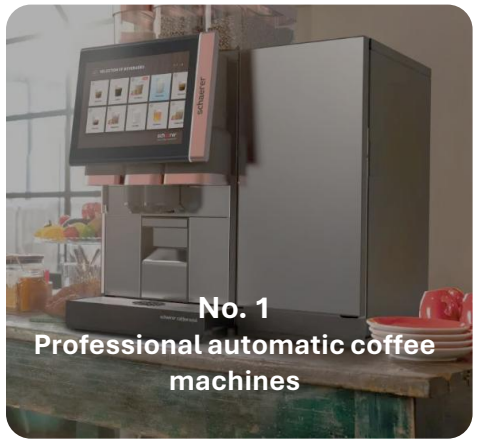
Net zero trajectory approved by **SBTi**



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

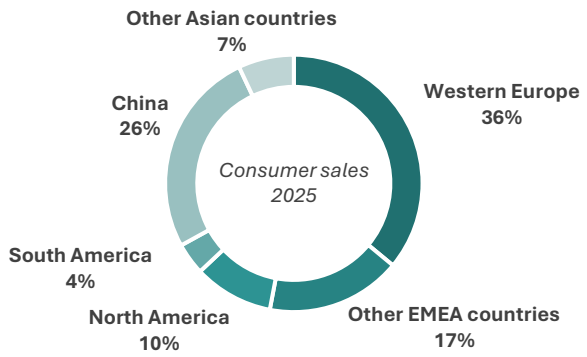
Tefal
SUPOR
Moulinex
WMF
ROWENTA

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

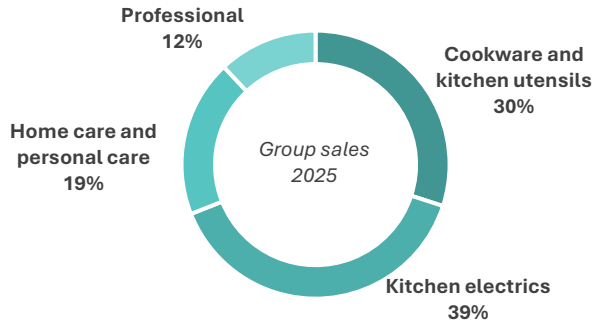
Our key success factors

A "multi" model in Consumer and Professional

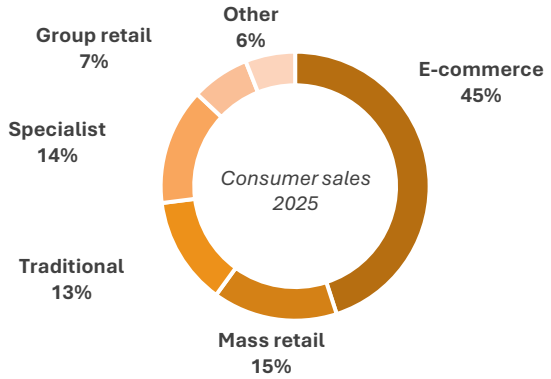
Global presence



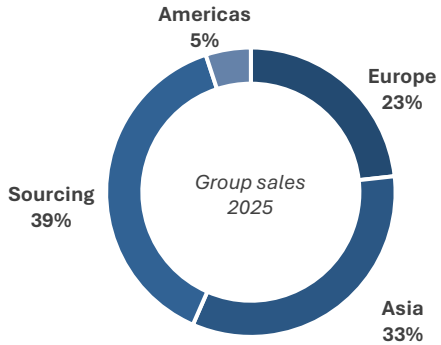
Extensive product offering



Omni-channel excellence

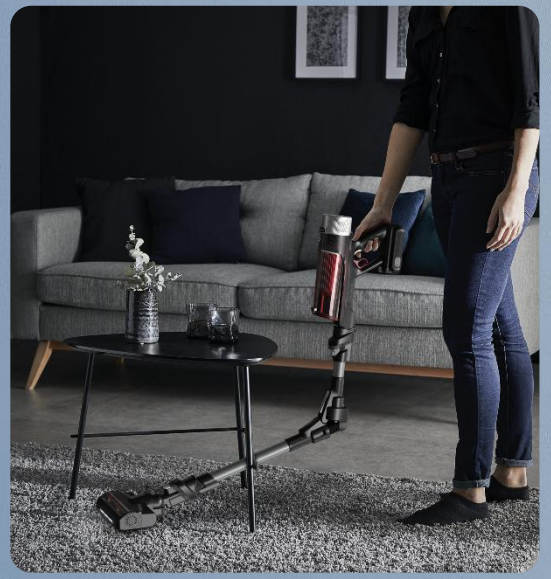


Diversified industrial footprint



Groupe SEB's ambitions

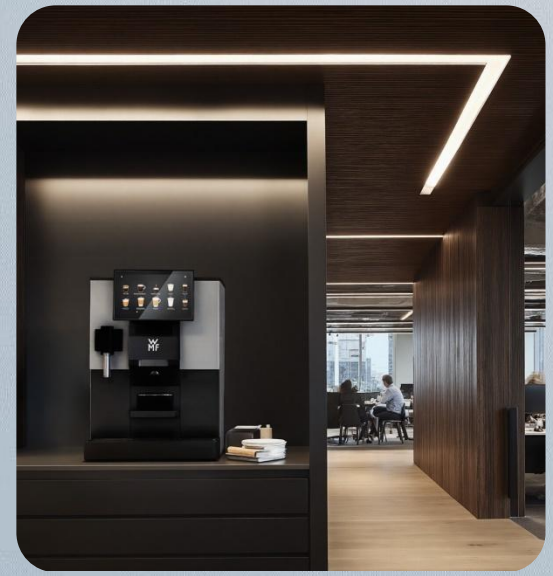
CONSUMER MARKET



STRENGTHEN OUR GLOBAL LEADERSHIP

PROFESSIONAL MARKET

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 meet 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**

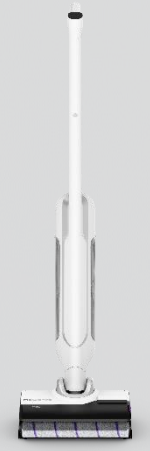
Development of multi-equipment and uptrading
Vacuum cleaner example



Canister **78%**



Versatiles **21%** ↑



Washers ↑↑

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



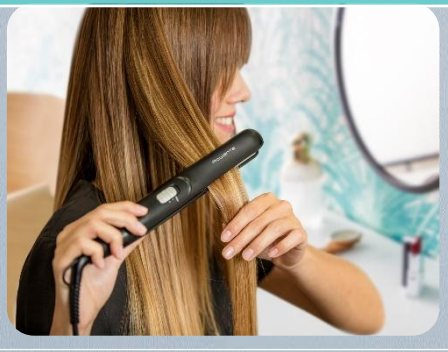
FLOOR CARE



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	Germany & Nordics	USA & China
		
Espresso	Flat white	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

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

PROFESSIONAL AND SEMI-PROFESSIONAL CULINARY

Before 2017	2019	2023	2024	2025	
Tefal Indirect historical presence, All-Clad METALCRAFTERS LLC, 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

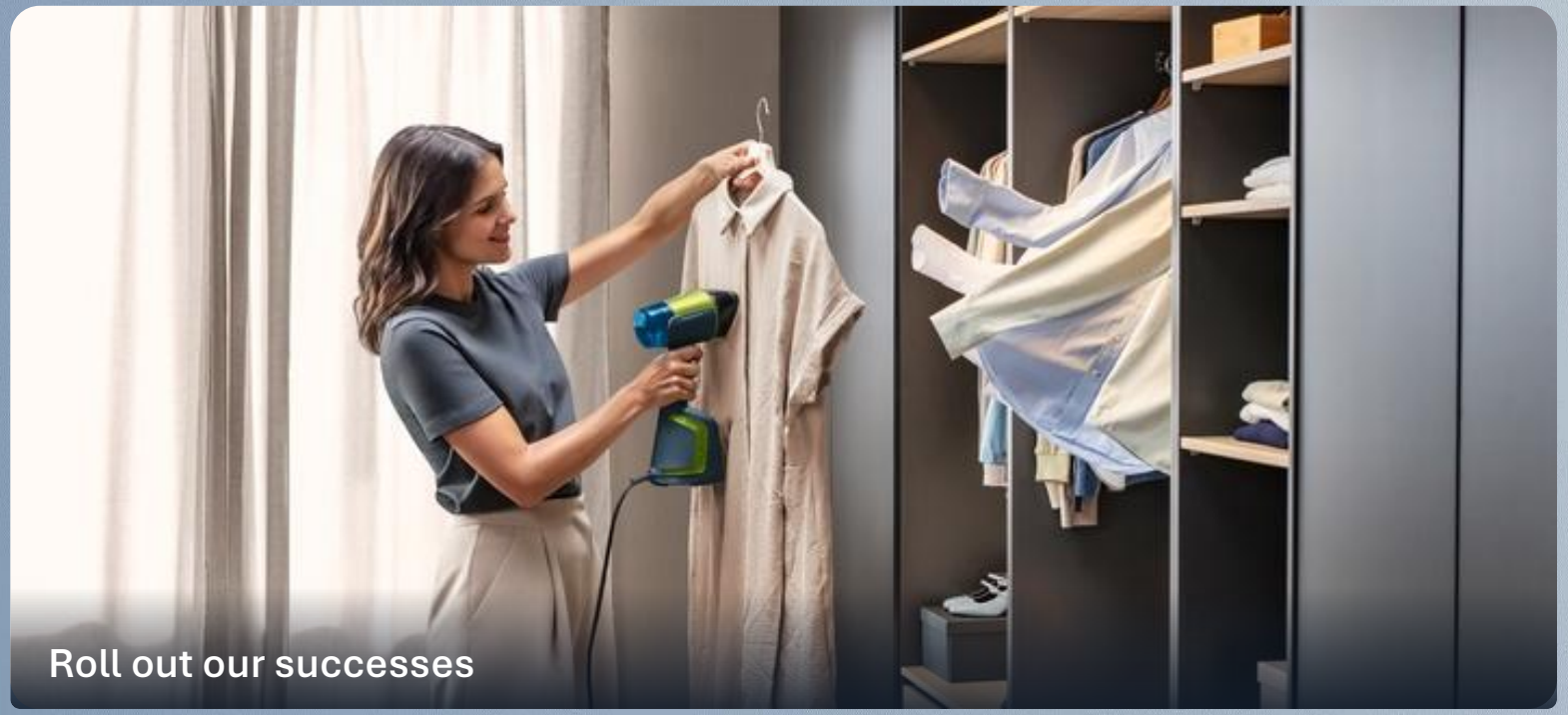
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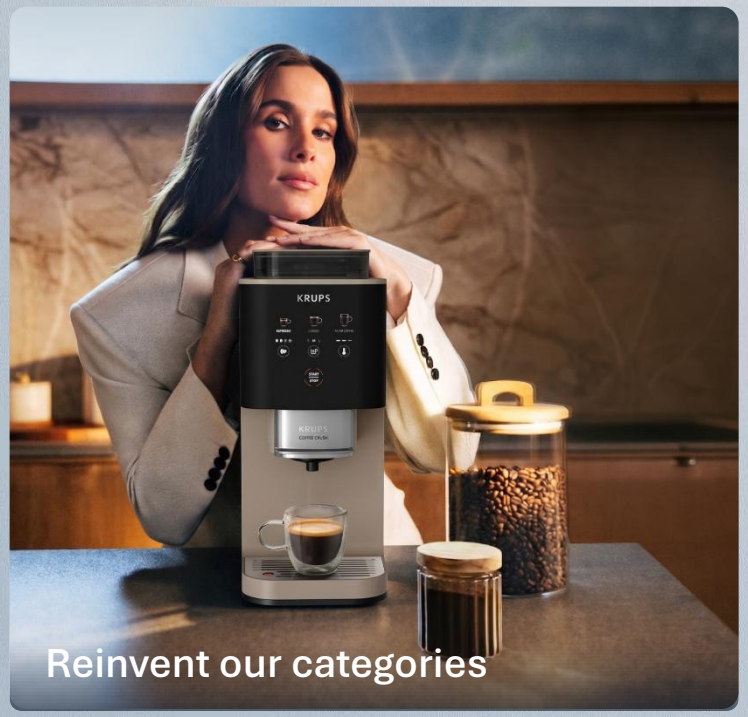
Reinvent our growth model

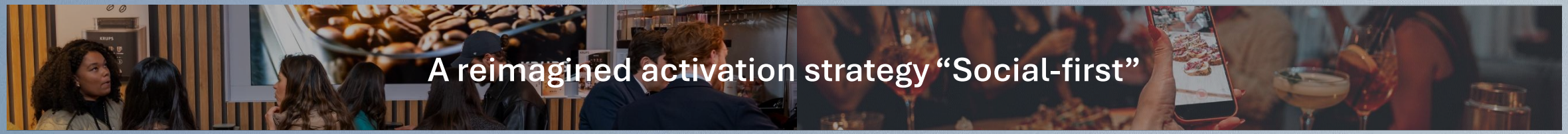


Rebound plan

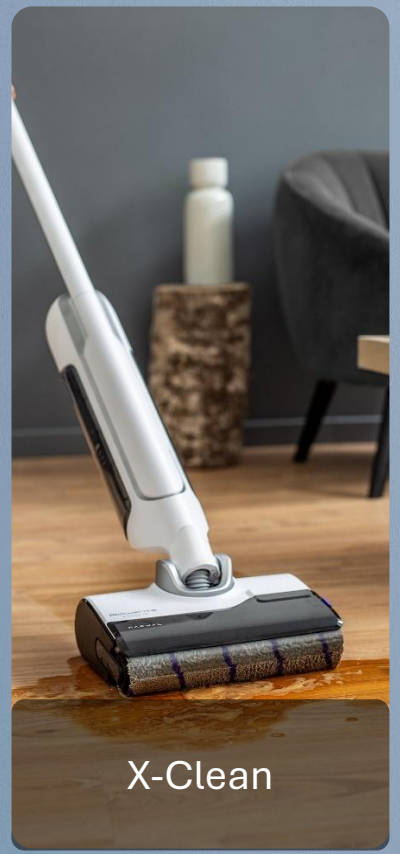
Relaunch the sales growth trajectory

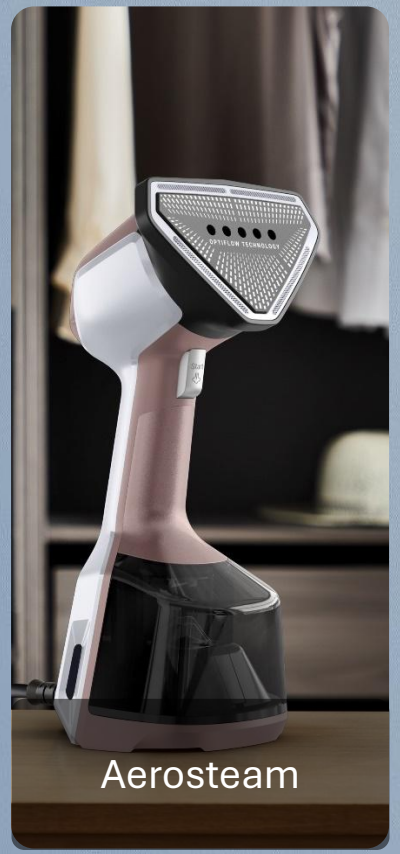






Rebound plan
Promising new innovations


X-Clean


Aerosteam


Titanium Wok Supor


Dolci


Pizza Pronto



Coffee Crush

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

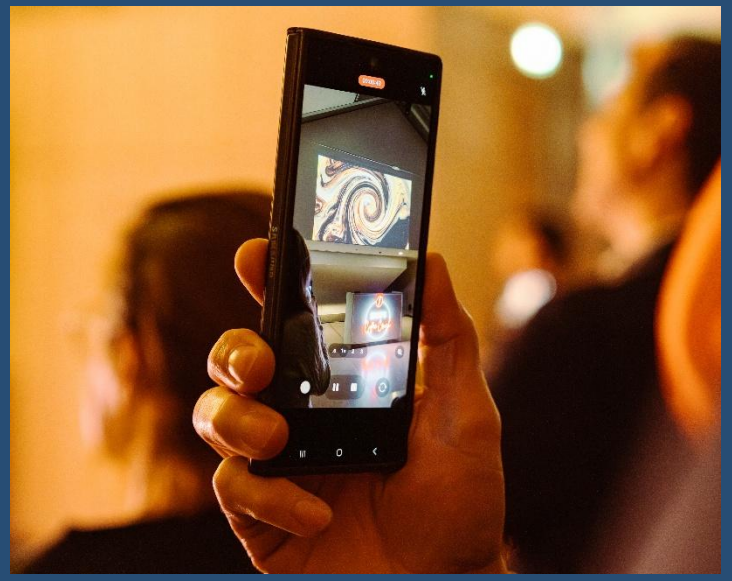
A reimagined activation strategy “Social-first”
Coffee Crush example

01 PRE-LAUNCH



Crush Crew
10 influencers onboarded

02 LAUNCH - FRANCE



20M reach **5M** views

03 AMPLIFICATION

~50
countries
in 2026

172M reach



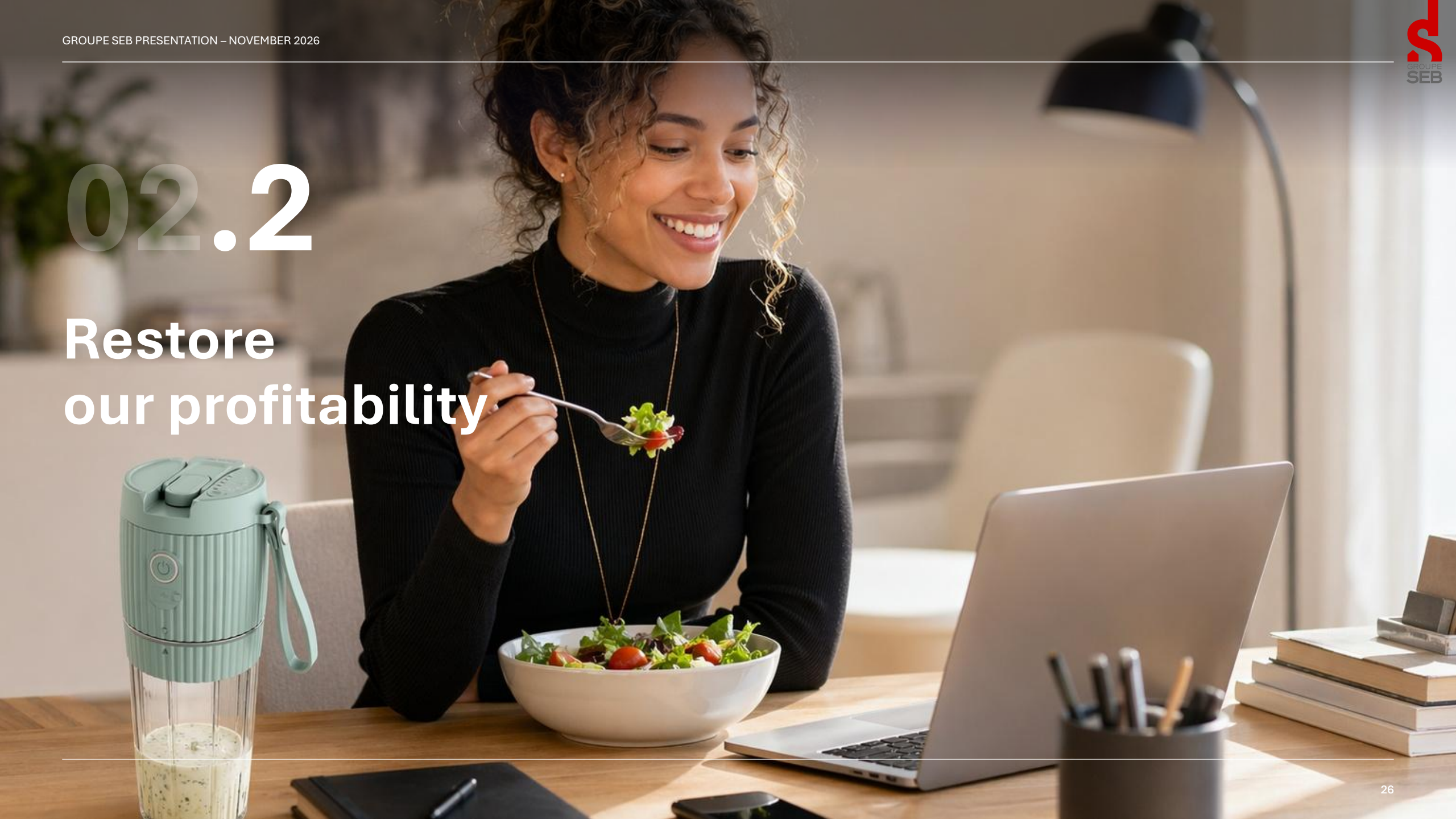
>60% of investments
dedicated to social media*

SYSTEMATIZATION ON KEY LAUNCHES IN 2026

*France

02.2

Restore our profitability



Rebound plan
€200m in recurring annual savings



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

Main levers

> **Organizations**: structure costs and industrial efficiency

> **Indirect purchases**

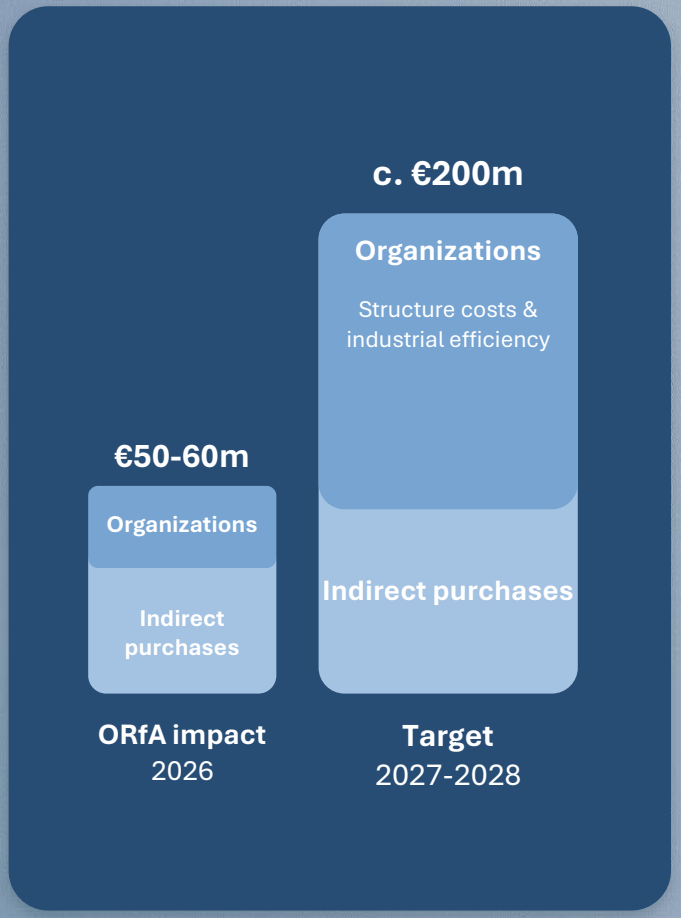
> **Group-wide**: simplification of product ranges and processes

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 expectations



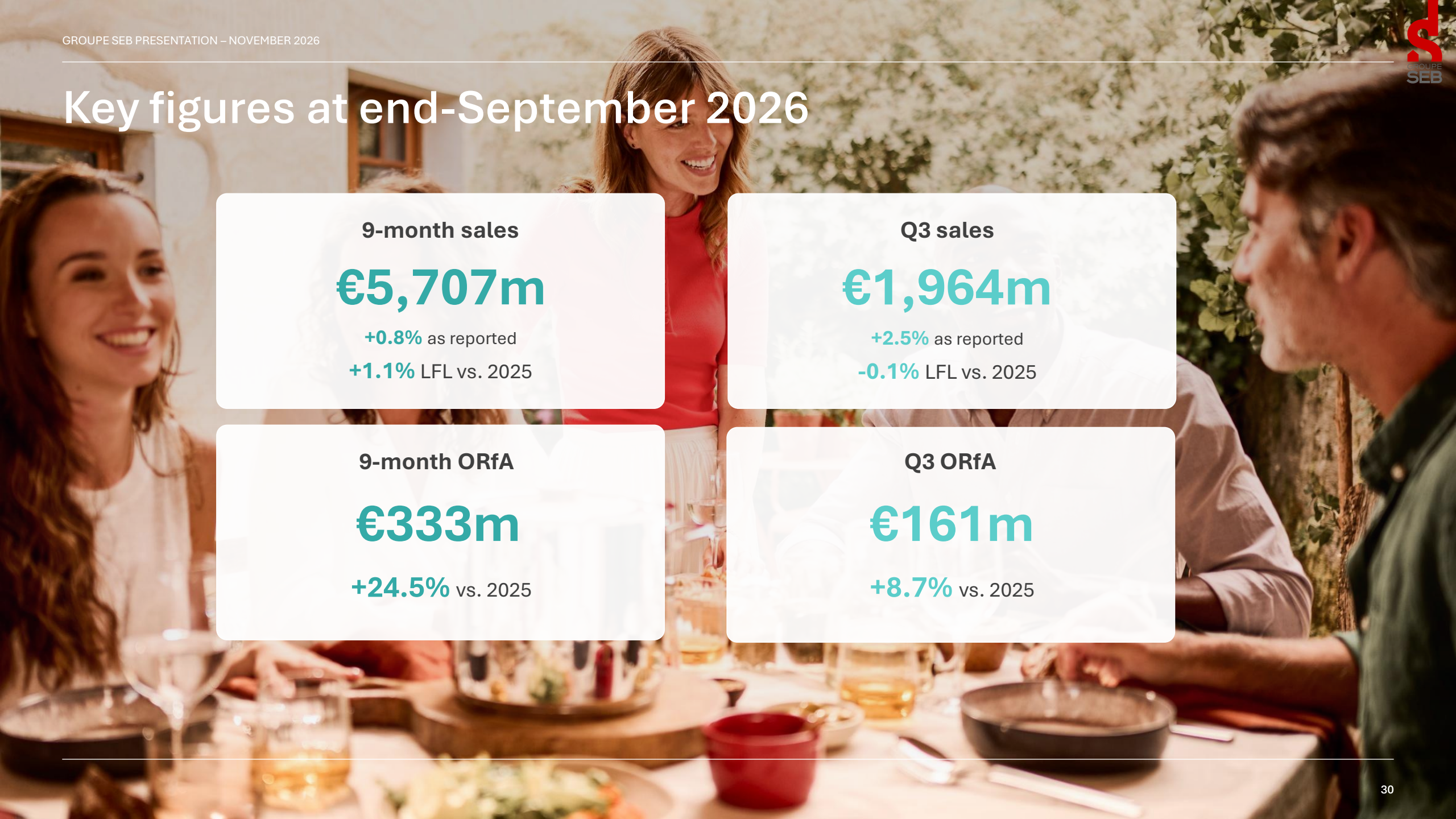
Progress	Main levers	Actions launched in 2026
Organizations	Reduction of structure costs & industrial efficiency	All labor agreements signed for the voluntary departure plans Departures under way since September: implementation on schedule, targets to be achieved by end-March
Indirect purchases	Pooling and standardization of needs -5% to -6% of indirect purchases in scope	More than 500 actions launched, >2/3 of total savings secured at end-September IT / Marketing / Logistics / Facility Management
Cross-functional levers	Simplification and optimization of processes and organizations SKUs reduction by 25% to 30% Data focus & AI roll-out	Processes and organizations: product development, supply chain management, marketing practices SKU reduction: 100% identified, of which 50% initiated

03

9-month 2026 key highlights



Key figures at end-September 2026



9-month sales

€5,707m

+0.8% as reported

+1.1% LFL vs. 2025

Q3 sales

€1,964m

+2.5% as reported

-0.1% LFL vs. 2025

9-month ORfA

€333m

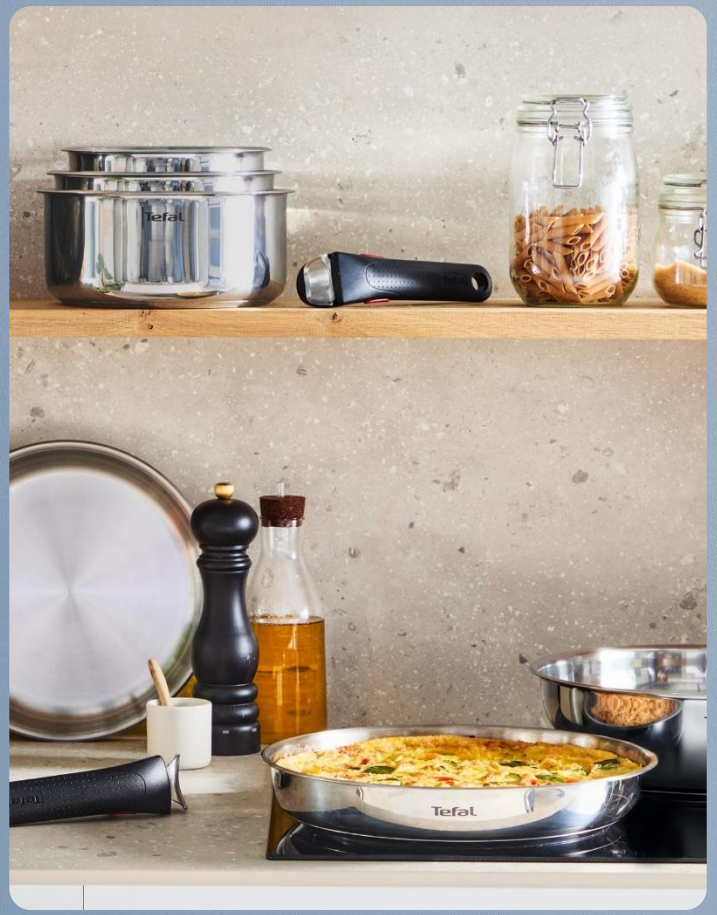
+24.5% vs. 2025

Q3 ORfA

€161m

+8.7% vs. 2025

ORfA growth – Rebound plan execution in line with expectations
2026 outlook confirmed and refined



- Economic and geopolitical environment still subdued
- Small Domestic Equipment markets remain resilient; retailers cautious on inventories
- Sales stable LFL in Q3 and slightly up over 9 months
- ORfA +9% in Q3 and +25% over 9 months, driven by our internal levers
- Rebound plan: execution in line with expectations and the announced timeline, effects on costs already visible (€35m over 9 months)
- **2026 outlook confirmed and refined**:
  - Full-year ORfA growth between 5% and 10%
  - return to more normative free cash flow generation
  - lower financial leverage, with a target of around 2x by 2027

Sales by business

9-MONTH SALES €5,707m

+0.8% as reported +1.1% LFL

PROFESSIONAL

9M 2026 €691m
-4.8% LFL

Q3 2026 €215m
-9.1% LFL



CONSUMER

9M 2026 €5,017m
+1.9% LFL

Q3 2026 €1,749m
+1.1% LFL



Professional
Large deals down, continued strategic progress

9M 2026	Q3 2026
€691m	**€215m**
-4.8% LFL	**-9.1%** LFL



Core business and services still solid

> Core business holding up well

> Services growing (c. 35% of sales), driven in Q3 by the US and the UK

Low level of machine sales to large customers

> Sharply lower contribution from large deals, particularly in the US

> Still-pronounced slowdown in the Middle East

Strategic progress and growth drivers

> Ramp-up of the Shaoxing Hub; new models sold in more than 30 countries, distribution networks being set up in Europe and Asia

Consumer

1.9% organic growth over 9 months, driven by the Americas







Consumer +1.9% LFL

EMEA

+0.7%

AMERICAS

+9.3%

ASIA

+0.6%

Continued improvement in ORfA

	9M 2026	Q3 2026
Operating Result from Activity	**€333m** **+24.5%** vs. 2025	**€161m** **+8.7%** vs. 2025
ORfA margin	**5.8%** **+110 bps** vs. 2025	**8.2%** **+50 bps** vs. 2025

> **ORfA up again in Q3: +9%...**

> ... despite stable sales and a more inflationary environment...

> ... driven by:

- improved gross margin (higher volumes and positive impact from short currencies)
- continued strong discipline on operating costs and benefits of the Rebound plan (+€15m in Q3)
- a minor impact from US tariff refunds

2026 outlook confirmed and refined

Deteriorated macroeconomic and geopolitical environment

Uncertain 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

High comparison base for ORfA in Q4 2025

2026 outlook refined

> **full-year ORfA growth between 5% and 10%**

vs. “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

04

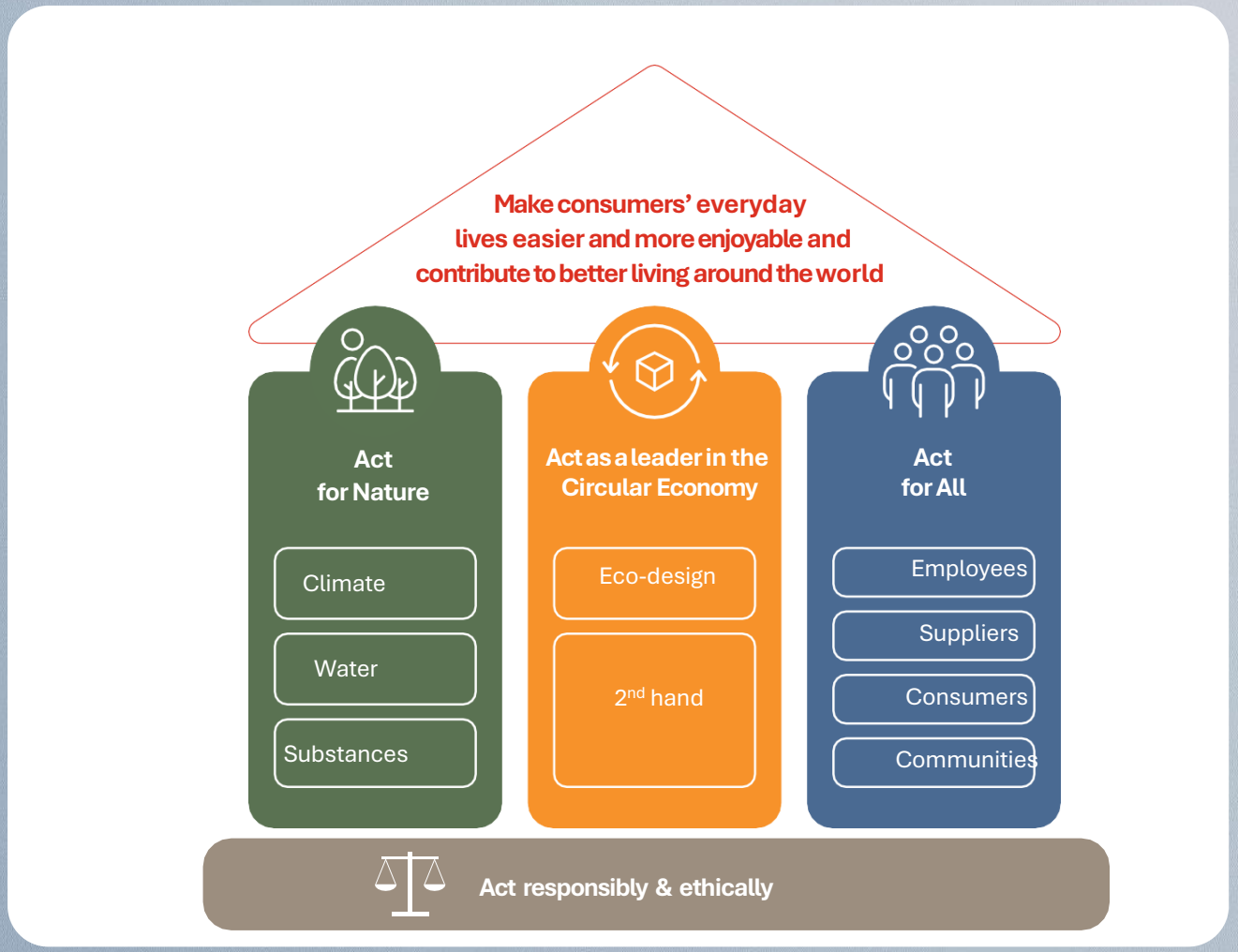
ESG Ambition



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	-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**)		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%
SUPPLIERS	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
EMPLOYEES	Gender balance (% of women in senior positions)	LTI	>32%

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

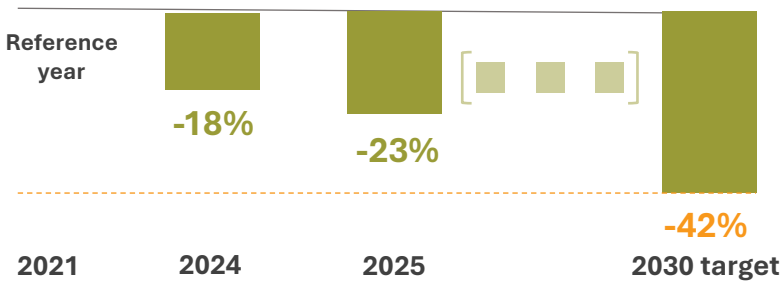
STI Included in short-term incentives remuneration

LTI Included in long-term incentives remuneration

2025 : Operational progress in our plants

42% GHG reduction by 2030

Scopes 1 and 2 (CO2 eq.)



Eco-production

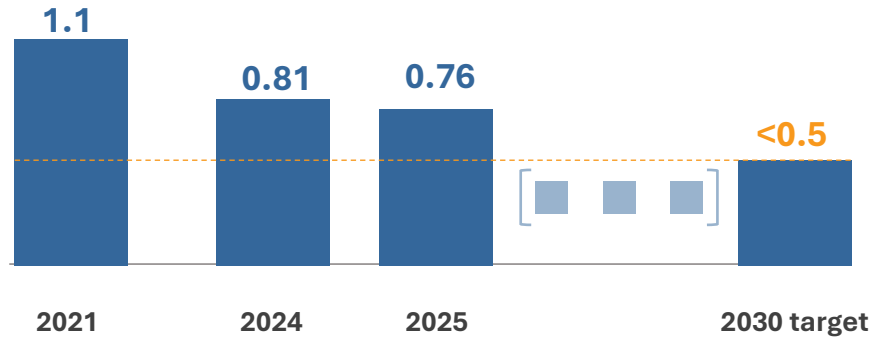
> Deployment of **solar panels in China** in 2025 and 2026

> 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

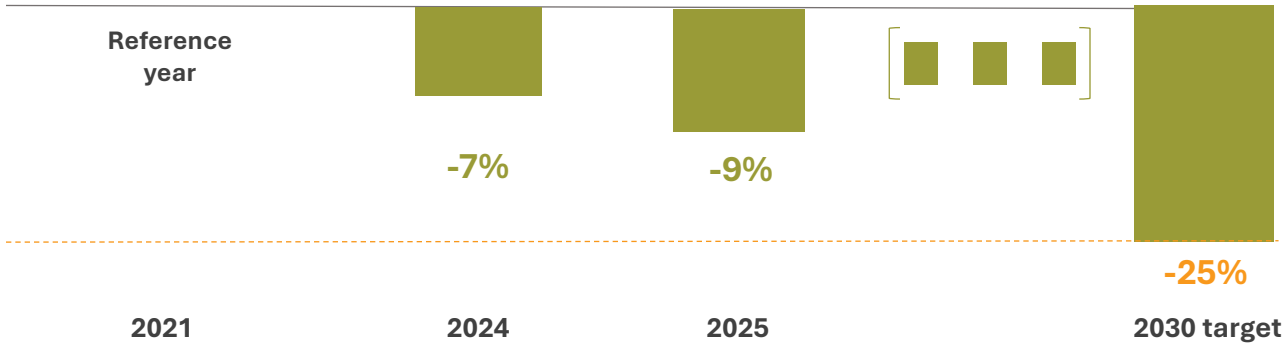
> "**Shared Vigilance**" global training program to sustainably reduce accidents

> 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 (CO_2 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 DISCLOSURE INSIGHT ACTION	PLATINUM Top 1% ecovadis Sustainability Rating MAY 2026	S&P Global	SUSTAINALYTICS a Morningstar company	MSCI ESG RATINGS A (CCC B BB BBB A AA AAA)	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.

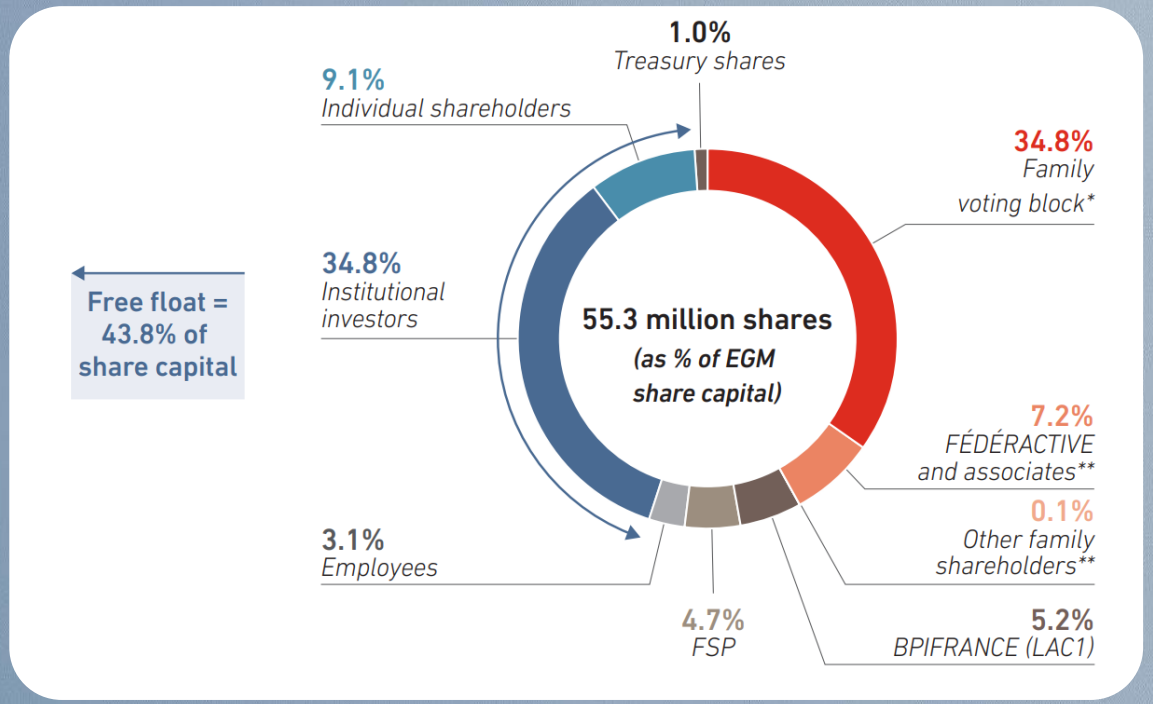
Multi-channel distribution:
55%* offline | **45%*** online

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

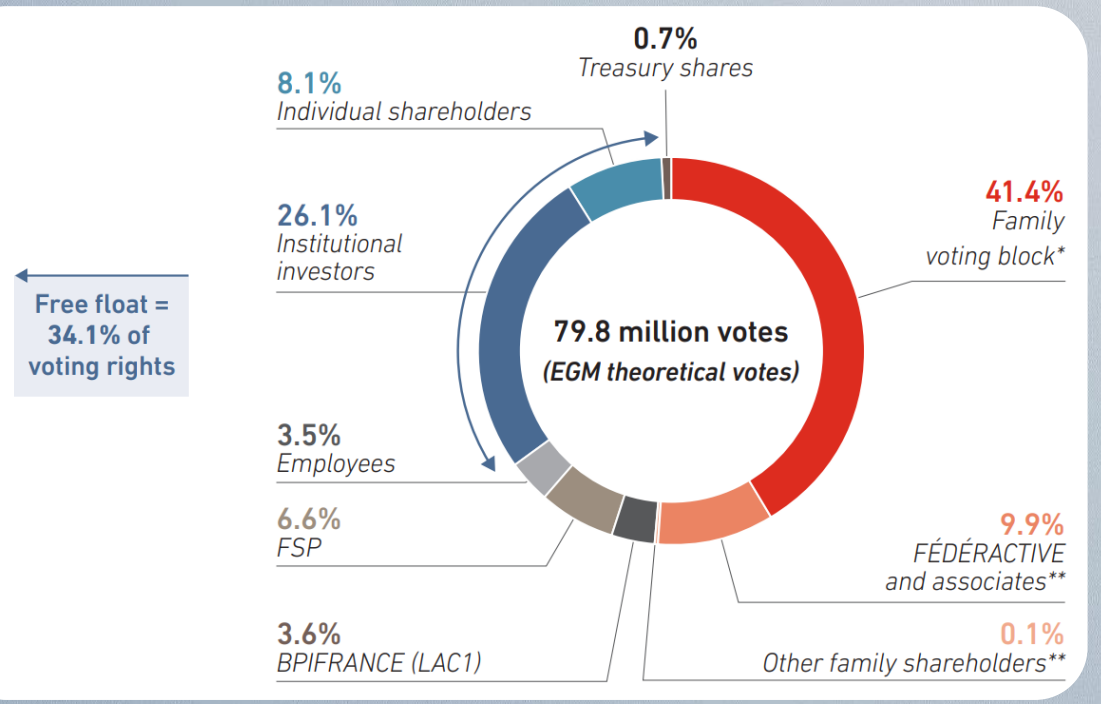
*% of Consumer sales

Stable shareholder base, sustaining long-term vision

Share capital breakdown at 31/12/2025

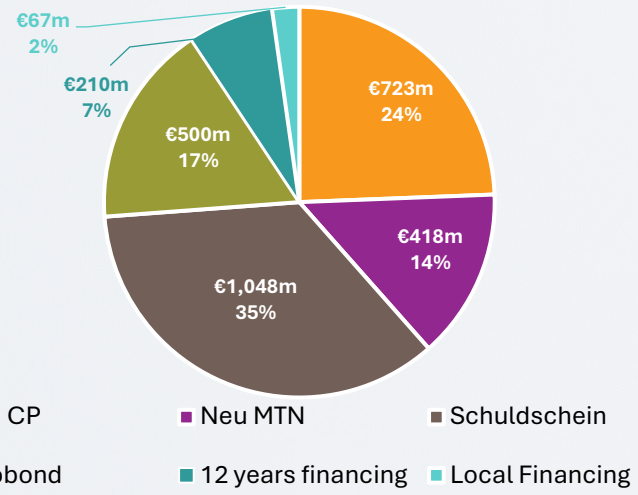


Breakdown of voting rights at 31/12/2025



*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

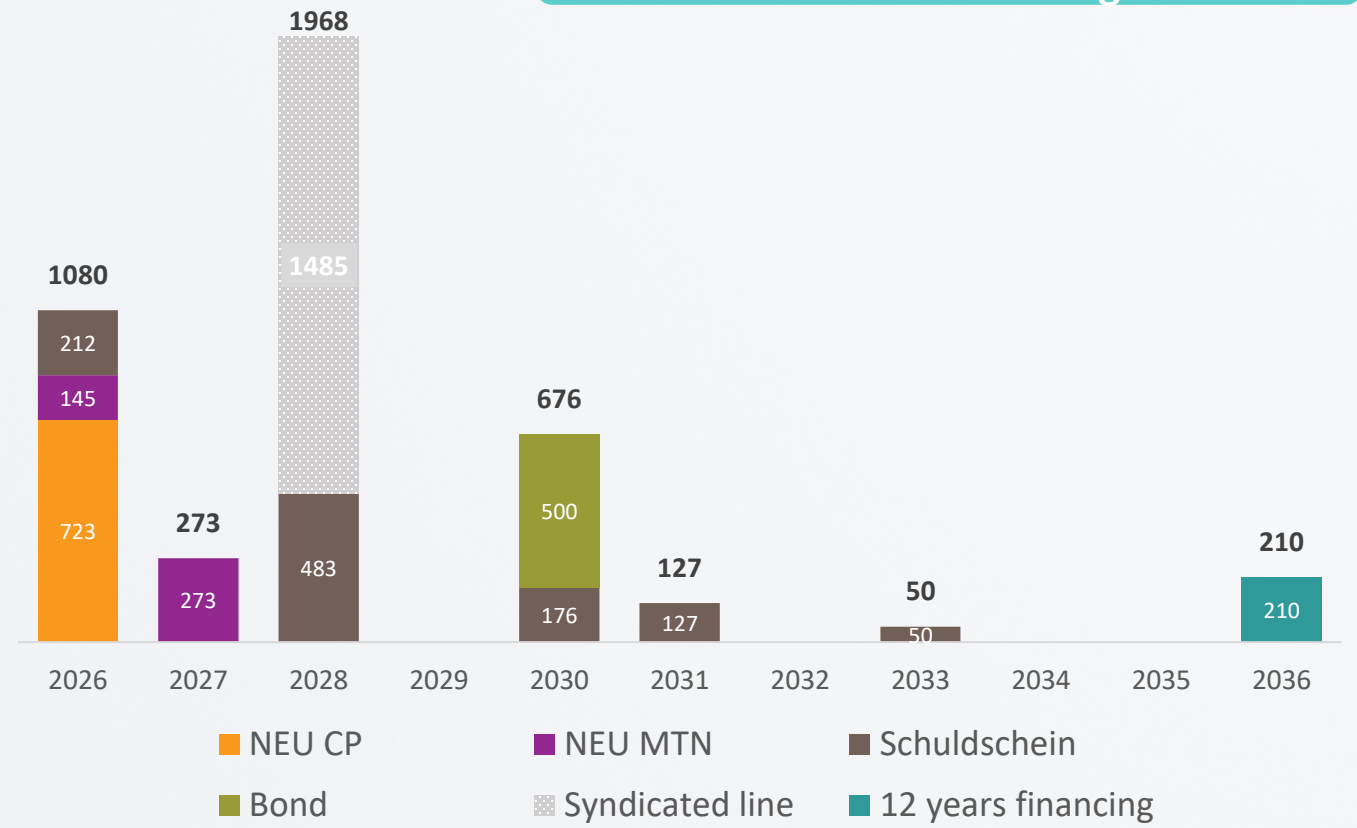


S&P Global

A-2

Short-Term Rating

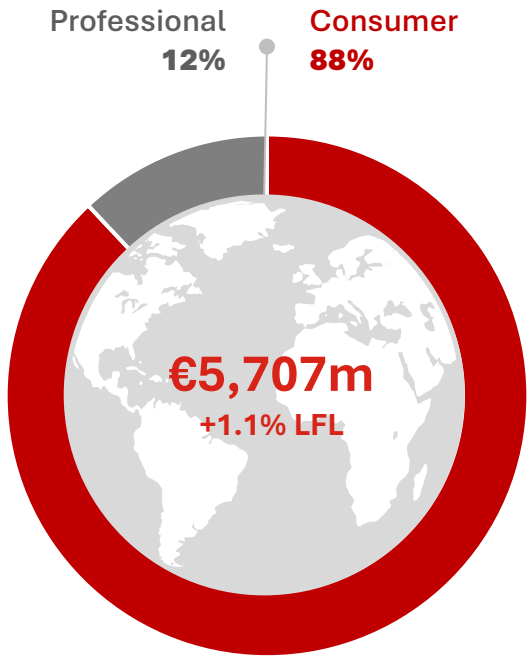
No financial covenant on each financing



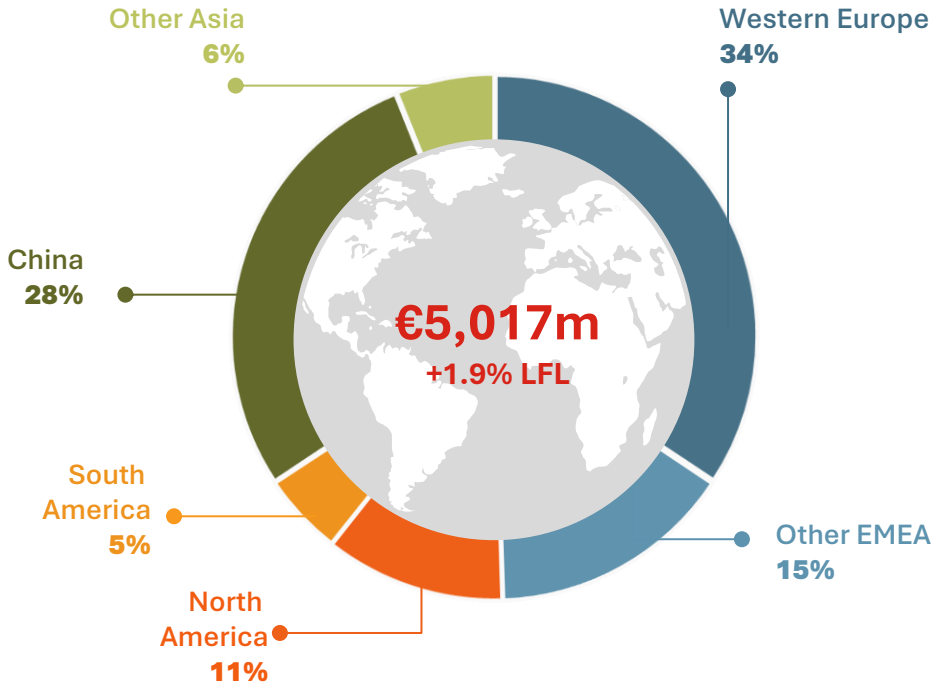
As of 31/12/2025

Total sales by region and business
9M 2026

Group sales



Consumer sales



Q1 sales by region

In €m	Q1 2025	Q1 2026	As reported	Q1 2026 LFL
EMEA	**798**	**800**	**+0.3%**	**+2.5%**
Western Europe	515	540	+4.7%	+4.8%
Other EMEA countries	282	261	-7.7%	-1.8%
AMERICAS	**235**	**240**	**+2.2%**	**+6.7%**
North America	159	156	-1.8%	+4.7%
South America	76	84	+10.6%	+10.9%
ASIA	**639**	**613**	**-4.0%**	**+2.2%**
China	525	508	-3.2%	+2.3%
Other Asian countries	114	105	-7.9%	+1.6%
TOTAL Consumer	**1,672**	**1,654**	**-1.1%**	**+2.9%**
Professional	**234**	**231**	**-1.4%**	**+1.1%**
Groupe SEB	**1,906**	**1,885**	**-1.1%**	**+2.7%**

Q2 sales by region

In €m	Q2 2025	Q2 2026	As reported	Q2 2026 LFL
EMEA	**794**	**789**	**-0.6%**	**+0.7%**
Western Europe	550	548	-0.5%	-0.5%
Other EMEA countries	244	242	-0.9%	+3.4%
AMERICAS	**219**	**249**	**+13.7%**	**+10.2%**
North America	147	169	+15.1%	+14.7%
South America	72	80	+10.8%	+1.1%
ASIA	**566**	**575**	**+1.6%**	**-0.2%**
China	451	468	+3.7%	0.0%
Other Asian countries	115	108	-6.6%	-0.9%
TOTAL Consumer	**1,580**	**1,614**	**+2.2%**	**+1.7%**
Professional	**262**	**245**	**-6.6%**	**-6.2%**
Groupe SEB	**1,842**	**1,859**	**+0.9%**	**+0.6%**

H1 sales by region

In €m	H1 2025	H1 2026	As reported	H1 2026 LFL
EMEA	**1,592**	**1,590**	**-0.2%**	**+1.6%**
Western Europe	1,066	1,088	+2.0%	+2.0%
Other EMEA countries	526	502	-4.6%	+0.6%
AMERICAS	**455**	**490**	**+7.7%**	**+8.4%**
North America	306	325	+6.3%	+9.5%
South America	149	164	+10.7%	+6.1%
ASIA	**1,205**	**1,188**	**-1.4%**	**+1.1%**
China	976	976	0.0%	+1.3%
Other Asian countries	229	212	-7.2%	+0.3%
TOTAL Consumer	**3,251**	**3,268**	**+0.5%**	**+2.3%**
Professional	**496**	**476**	**-4.1%**	**-2.8%**
Groupe SEB	**3,748**	**3,743**	**-0.1%**	**+1.7%**

Q3 sales by region

In €m	Q3 2025	Q3 2026	As reported	Q3 2026 LFL
EMEA	**886**	**870**	**-1.8%**	**-1.0%**
Western Europe	606	598	-1.4%	-1.5%
Other EMEA countries	280	273	-2.8%	0.0%
AMERICAS	**275**	**327**	**+18.9%**	**+10.8%**
North America	196	223	+13.8%	+10.6%
South America	80	104	+31.3%	+11.3%
ASIA	**521**	**551**	**+5.8%**	**-0.4%**
China	412	446	+8.2%	+0.2%
Other Asian countries	109	105	-3.1%	-2.7%
TOTAL Consumer	**1,683**	**1,749**	**+3.9%**	**+1.1%**
Professional	**233**	**215**	**-8.0%**	**-9.1%**
Groupe SEB	**1,916**	**1,964**	**+2.5%**	**-0.1%**

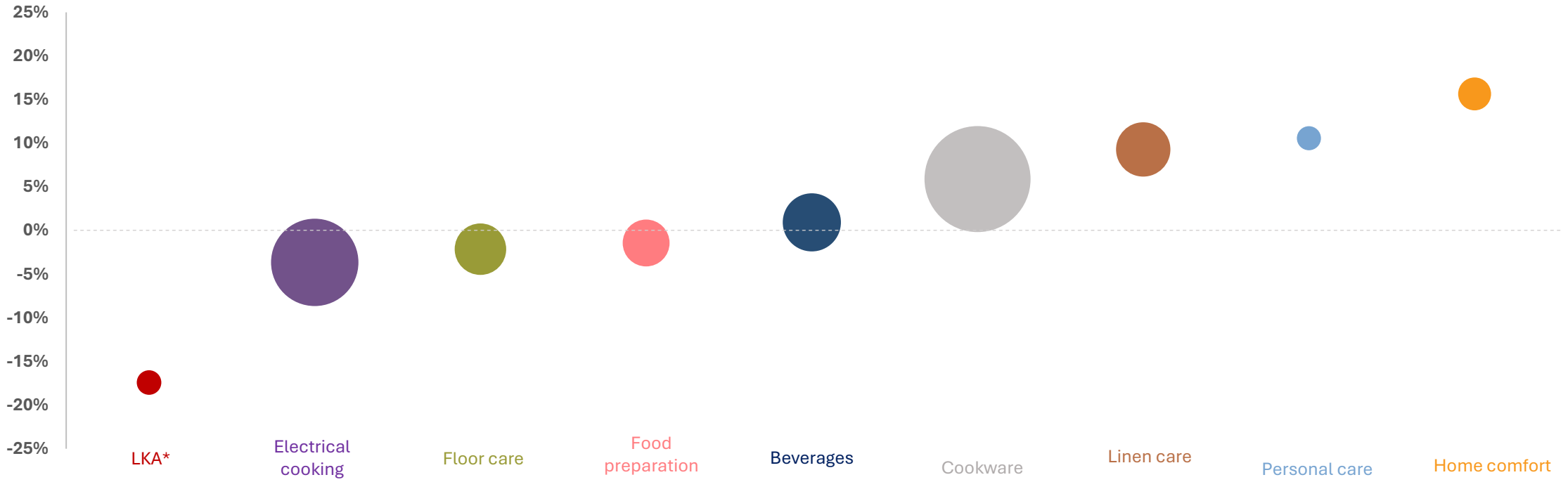
9-month sales by region

In €m	9M 2025	9M 2026	As reported	9M 2026 LFL
EMEA	**2,478**	**2,460**	**-0.7%**	**+0.7%**
Western Europe	1,672	1,685	+0.8%	+0.8%
Other EMEA countries	807	775	-4.0%	+0.4%
AMERICAS	**730**	**817**	**+11.9%**	**+9.3%**
North America	502	548	+9.2%	+9.9%
South America	228	269	+17.9%	+7.9%
ASIA	**1,726**	**1,740**	**+0.8%**	**+0.6%**
China	1,388	1,422	+2.4%	+0.9%
Other Asian countries	338	318	-5.9%	-0.7%
TOTAL Consumer	**4,934**	**5,017**	**+1.7%**	**+1.9%**
Professional	**730**	**691**	**-5.4%**	**-4.8%**
Groupe SEB	**5,664**	**5,707**	**+0.8%**	**+1.1%**

Performance by product range

Consumer product ranges

Change in 9M 2026 sales vs. 9M 2025 sales, LFL



Large Kitchen Appliances

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 - 2027

24 February | before market open	2026 full-year sales and results
21 April | after market close	First-quarter 2027 sales and financial data
13 May | 2:30 p.m. CEST	Annual General Meeting
21 July | after market close	First-half 2027 sales and results
26 October | after market close	9-month 2027 sales and financial data

Contacts

Analysts / Investors

Groupe SEB
IR and Financial Communication Department

Raphaël Hoffstetter
Guillaume Baron

comfin@groupeseb.com

Tel.: +33 (0) 4 72 18 16 04

www.groupeseb.com

Media Relations

Groupe SEB
Corporate Communications
Department

Inès Carrayrou

presse@groupeseb.com

Tel.: +33 (0) 6 61 88 30 33

Image Sept

Caroline Simon
Isabelle Dunoyer de Segonzac
Clémence Vermersch

seb@image7.fr

Tel.: +33 (0) 1 53 70 74 70