



Provisional sales 2024

Ecully | 23 January 2025



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DISCLAIMER

This presentation 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 result are presented in the Universal Registration Document and Annual Financial Report filed with the Autorité des Marchés Financiers, the French financial markets authority.

This document may contain individually rounded data. The arithmetical calculations based on rounded data may show some differences with the aggregates or subtotals reported.

Solid growth over the full year



Annual revenue up by 5% organically, in line with expectations

Small Domestic Equipment markets buoyant overall, driven by innovation

Steady growth in annual **Consumer** sales

Year of consolidation at high levels in the **Professional** business

Acquisitions and further strategic reinforcement in the Consumer and Professional businesses

01 Sales

02 Performance by segment and geography

03 Conclusion

04 Appendices

01

Sales



Key figures at end-December 2024

FY sales

€8,266m

+5.0% LFL vs 2023

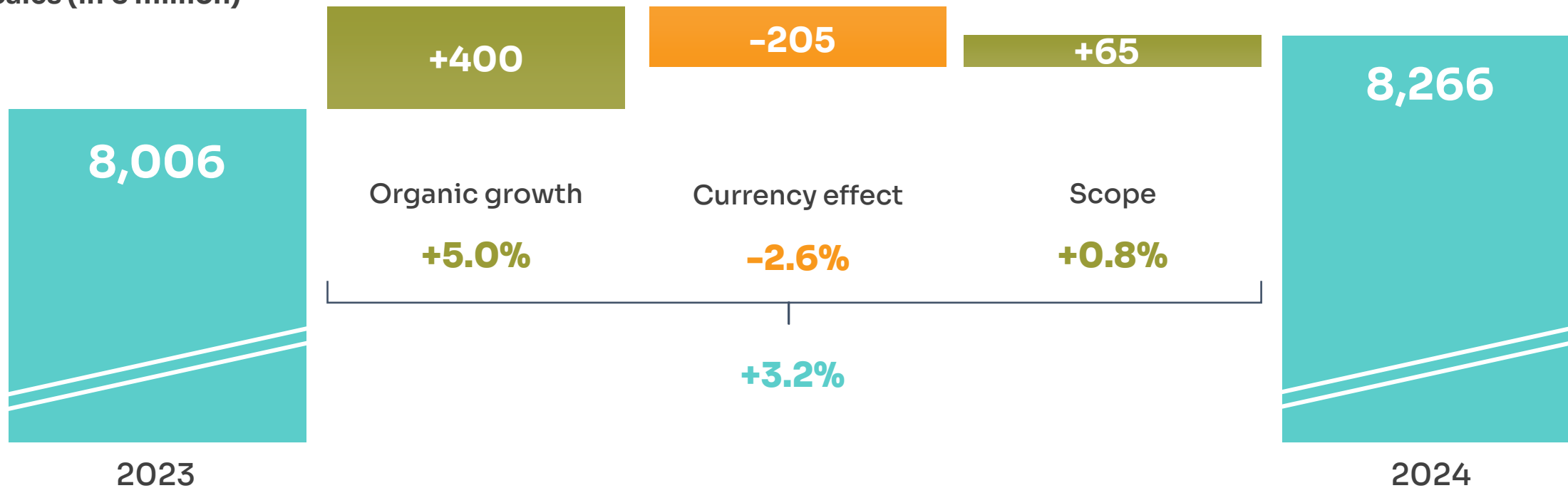
Q4 sales

€2,541m

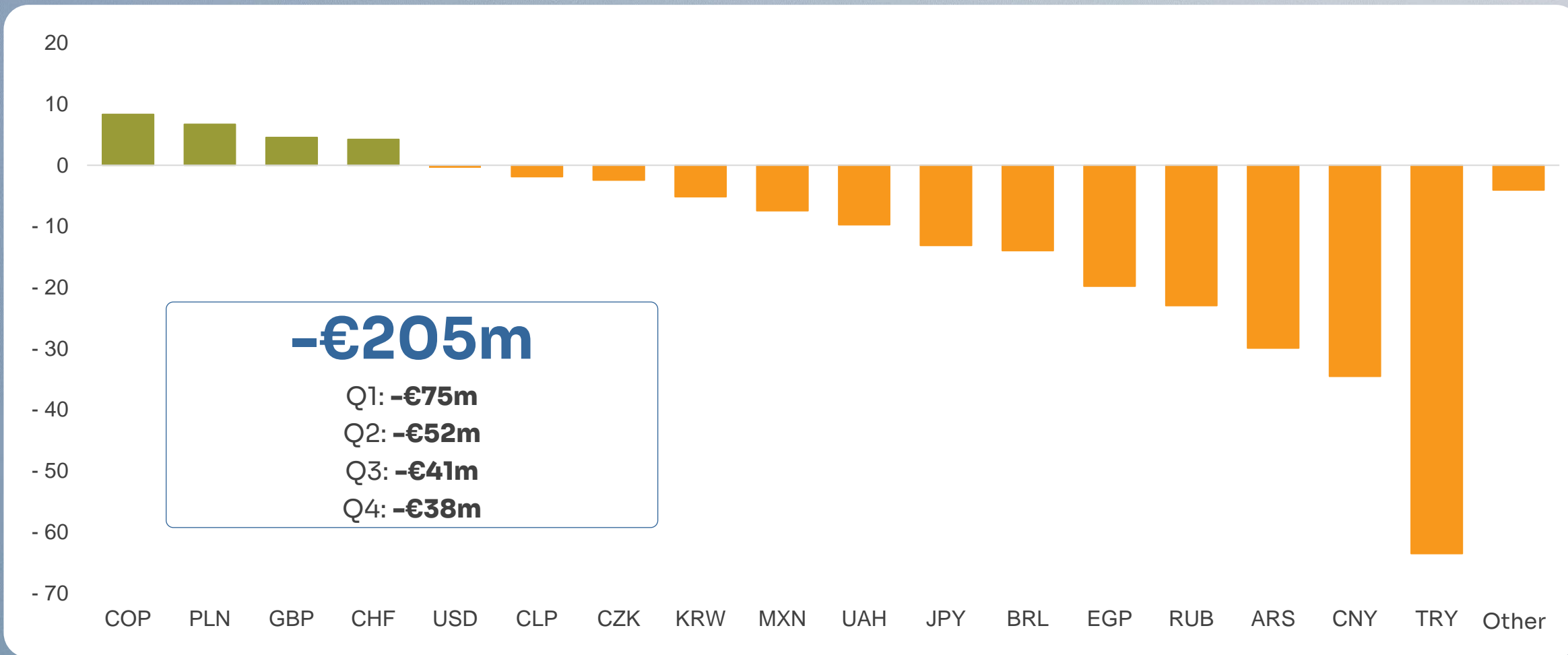
+3.6% LFL vs 2023

Robust annual performance, in line with expectations

Sales (in € million)



Currency effect still visible, yet diminishing



02

Performance by segment and geography



Robust momentum in Consumer Year of consolidation in Professional

SALES €8,266m
+3.2% reported +5.0% LFL

Professional

€975m
+1.4%
-4.5% LFL

€249m
-5.9%
-12.3% LFL

2024

Q4 2024

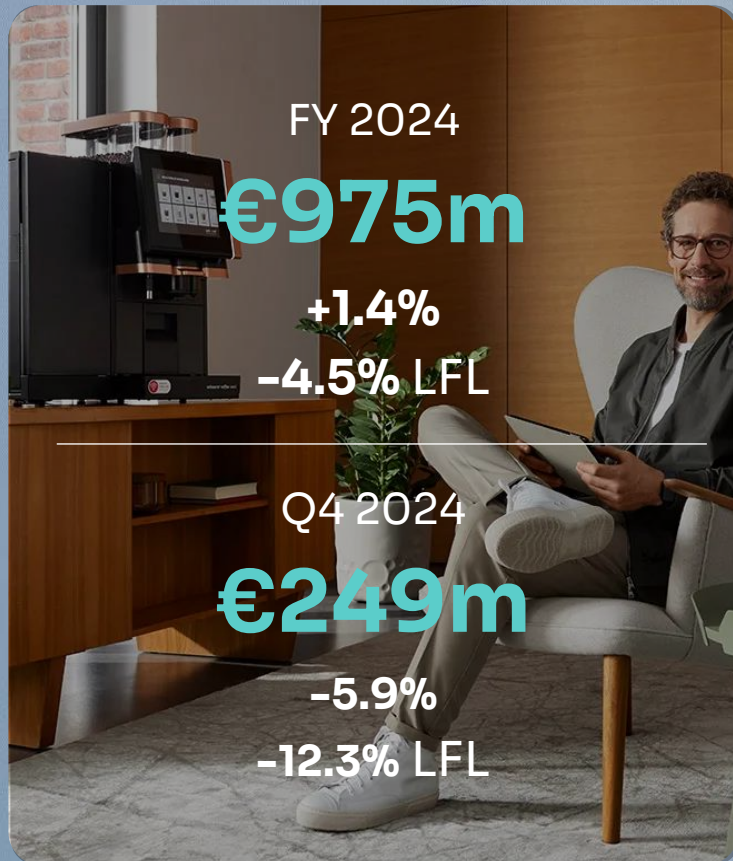
Consumer

€7,291m
+3.5%
+6.3% LFL

€2,292m
+3.7%
+5.5% LFL

Professional

Year of consolidation at high levels



Organic decline in 2024, on the back of an exceptional 2023 comparison base (+27% LFL)

- > Second highest year in terms of revenue for Professional Coffee
- > Good level of core business, up by around 7% over the year
- > Sustained sales momentum: ramp-up of new customers in Mexico and China...
- > ... and development of new markets in Malaysia, Taiwan and Eastern Europe...
- > ...despite fewer deliveries under large deals

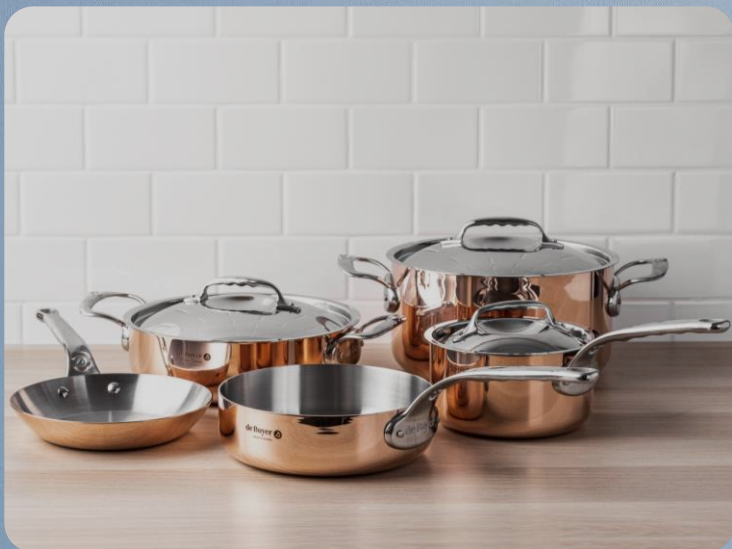
Professional

Continued strategic reinforcement in culinary



Sofilac Group – Acquisition completed in April 2024

- > High-end professional and semi-professional cooking equipment with the iconic Charvet and Lacanche brands
- > Revenue of approx. €60m, mainly in the Professional business
- > Present in over 45 countries, with one-third of revenue from exports

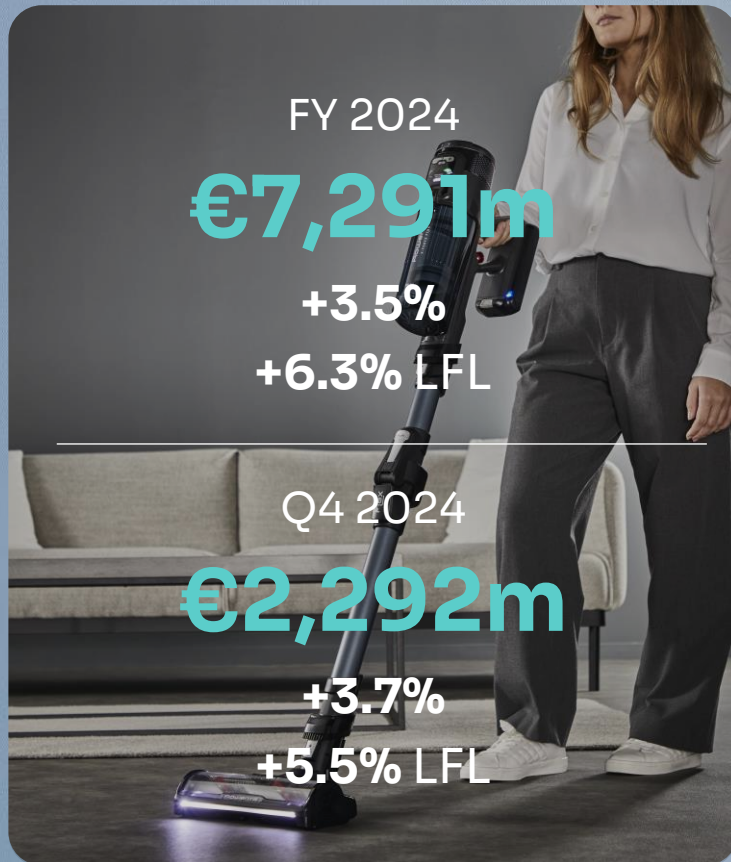


Announcement of the acquisition of La Brigade de Buyer

- > De Buyer, Sabatier and 32 Dumas brands, symbols of excellence and expertise in cookware and cutlery
- > Strong positions in professional cookware and premium consumer
- > Revenue of €66m in 2024, half of which is international; 290 employees and 3 production sites in France
- > A clear determination to become a reference player in professional culinary

Consumer

Steady growth in 2024



Geopolitical & macroeconomic environment still complex

SDE markets buoyant overall, driven by innovation

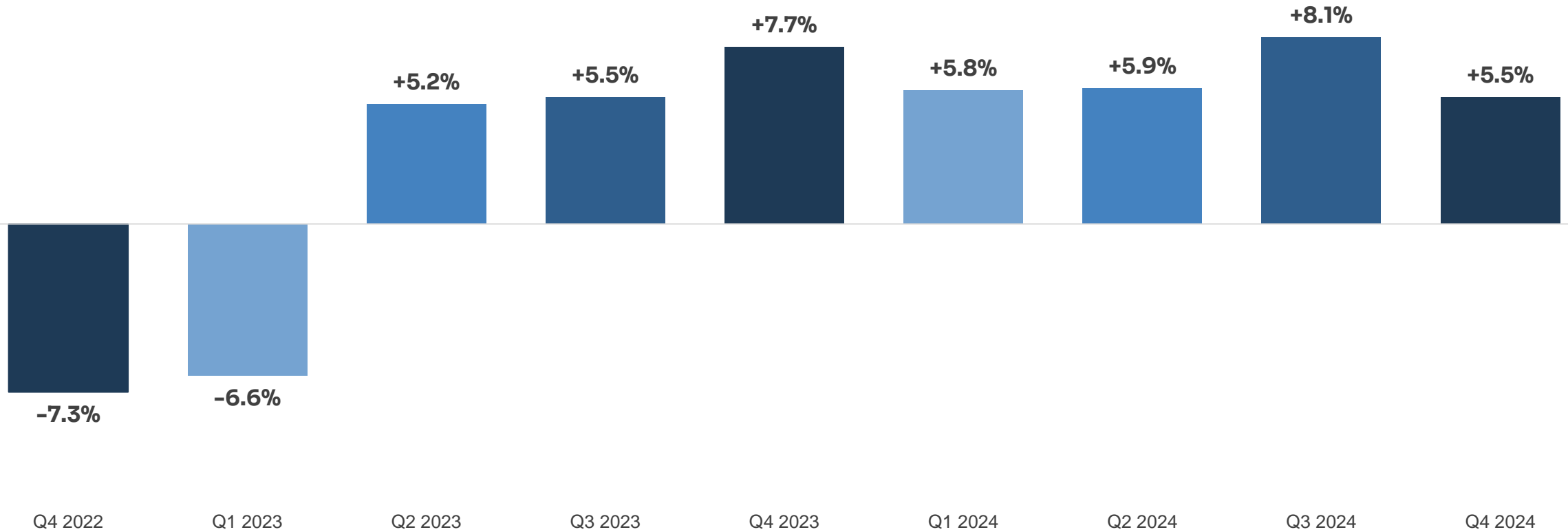
Strong organic growth over the year (+6% LFL / +9% LFL excluding China)

- > Confirmed return to solid growth in Western Europe and North America
- > Continued strong momentum in Eastern Europe and South America
- > Supor outperformance in a still weak Chinese market
- > Slight growth over the year in Asia excluding China

Consumer

Q4 growth again above 5%

Organic sales growth by quarter



Consumer – Western Europe

Return to dynamic growth

FY 2024

€2,531m

+5.4%

+4.8% LFL

In € million	Q4 2023	Q4 2024	% LFL
Western Europe	839	901	+7.2%*

* +5.6% excluding LP

Solid performance in overall buoyant markets

- > Widespread growth across the region, with sustained sales in France, Southern Europe, Benelux and the Nordic countries
- > Good growth in Cookware and effective roll-out of innovations in Small Domestic Appliances: electrical cooking, floor care, full auto coffee machines...
- > Solid performance in Q4 in growing markets: 7.2% organic growth, with noteworthy success in floor care

Consumer – Other EMEA countries

Momentum still very positive

FY 2024
€1,202m
+12.0%
+22.5% LFL

In € million	Q4 2023	Q4 2024	% LFL
Other EMEA countries	353	386	+17.1%

Solid organic growth again exceeding 20% in 2024

- > Same momentum in Q4, with organic growth of +17%
- > Excellent full-year performance in Eastern Europe, in buoyant markets
- > Successful launch of product innovations: versatile vacuum cleaners, oil-less fryers, garment steamers, full auto coffee machines and cookware
- > Strong growth in Turkey despite a complex environment
- > Development in the Middle East: strategic partnership in Saudi Arabia

Consumer – North America

Solid performance

FY 2024

€815m

+6.3%

+7.5% LFL

In € million	Q4 2023	Q4 2024	% LFL
North America	232	238	+4.9%

Outperformance in the United States in a slow market

- > Consolidation of leadership in cookware and recovery in linen care: innovation driving trade-up
- > New customer listings and range extensions

Another year of double-digit growth in Mexico

- > Further market share gains: cookware, full auto coffee machines, fans
- > Extension of our ranges, including electrical cooking and floor care
- > Offsetting the depreciation of the peso since the summer

Return to sales growth in Canada on a favorable base effect

Consumer – South America

Double-digit growth on a demanding base effect

FY 2024

€354m

+2.6%

+13.5% LFL

In € million	Q4 2023	Q4 2024	% LFL
South America	103	91	+2.4%

Consolidation of the Group's leadership in Colombia

- > Double-digit growth excluding fans
- > Competitive positions strengthened in all categories

Positive performance in Brazil over the year

Different dynamics between H1 and H2

- > *El Niño*-related base effect for fans
- > Depreciation of the region's main currencies in H2

Consumer – China

Outperformance in a still weak market

FY 2024

€1,906m

-3.1%

-1.4% LFL

In € million	Q4 2023	Q4 2024	% LFL
China	536	525	-3.4%

Supor confirmed leadership in its key culinary categories

- > Further market share gains in 2024 and successful product innovations
- > Outperformance in a persistently challenging consumer environment and a promotional market
- > Slight organic decline over the year, with Q4 on a similar trend to Q3

Consumer – Other Asian countries

Return to slight growth

FY 2024

€483m

-1.8%

+2.0% LFL

In € million	Q4 2023	Q4 2024	% LFL
Other Asian countries	146	151	+4.0%

Improvement in H2, with Q4 up 4% LFL

- > Sales up 2% LFL over the year
- > Solid performance in Australia, Vietnam and Malaysia: market share gains, expansion of the product offering and retail networks
- > Situation still challenging in Japan and South Korea, notably due to the weakness of currencies and consumer confidence

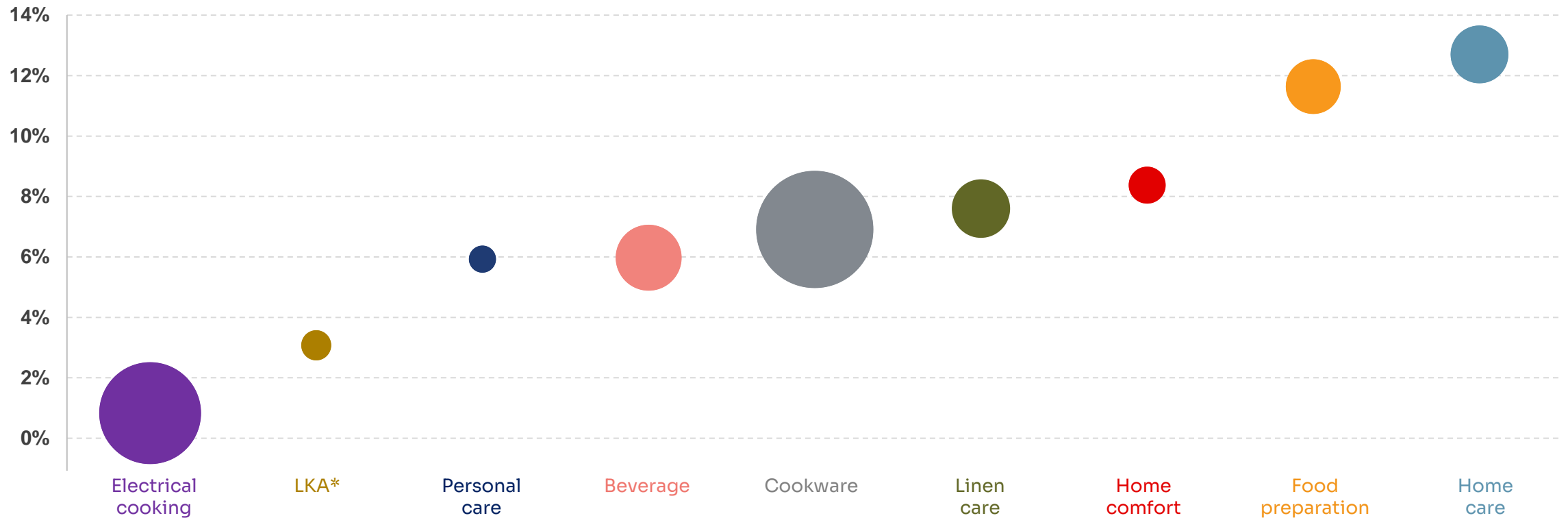
Widespread growth driven by strong momentum in EMEA and the Americas...

In € million	2023	2024	2024 LFL	Q4 24 vs 23 LFL
EMEA	3,475	3,733	+10.2%	+10.1%
AMERICAS	1,113	1,170	+9.4%	+4.1%
ASIA	2,457	2,388	-0.7%	-1.8%
TOTAL Consumer	7,045	7,291	+6.3%	+5.5%

...visible in all product categories

Consumer product lines

2024 sales vs 2023, LFL



* Large Kitchen Appliances

03

Conclusion



A year of solid and steady growth

Year-end 2024 **in line with expectations**,
allowing for an **organic sales growth of 5%**

Confirmation of an operating margin
close to 10%

2024 ORfA expected to
increase by about 10%



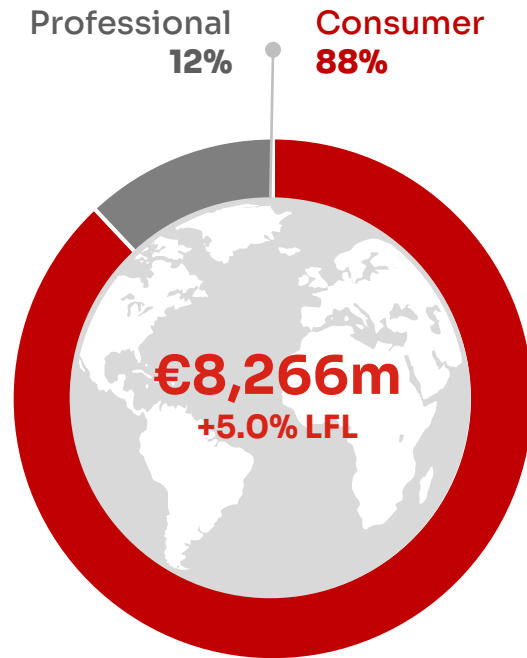
04

Appendices

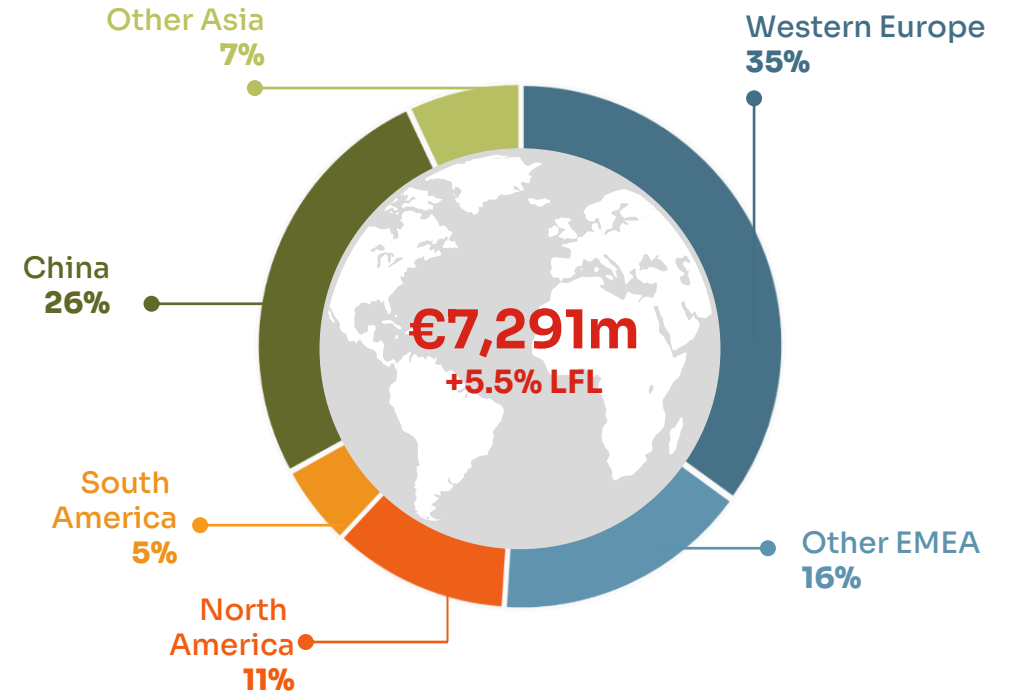


Total 2024 sales by region and business

Group sales



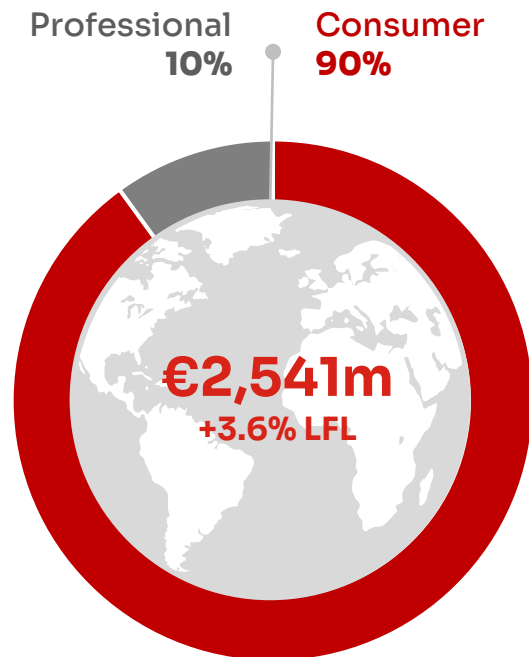
Consumer sales



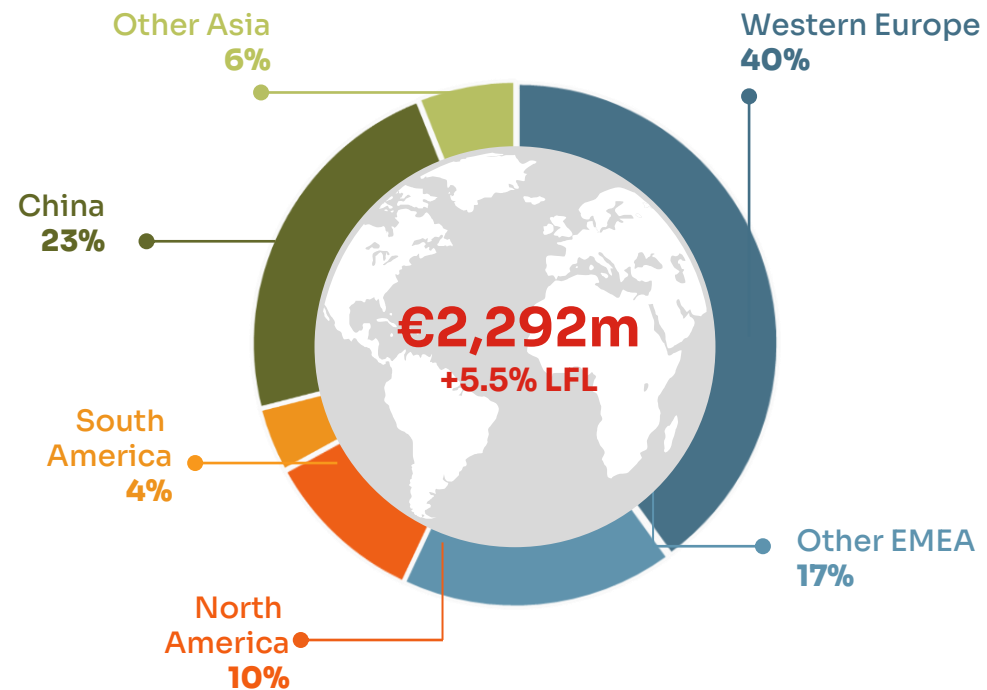
Total sales by region and business

Q4

Group sales



Consumer sales



Q1 sales by region

In € million	Q1 2023	Q1 2024	As reported	Q1 2024 LFL
EMEA	760	786	+3.4%	+8.0%
Western Europe	524	515	-1.8%	-3.1%
Other EMEA	236	271	+14.9%	+32.9%
AMERICAS	212	246	+15.8%	+14.0%
North America	143	155	+8.8%	+7.7%
South America	69	90	+30.3%	+27.1%
ASIA	640	603	-5.8%	+0.5%
China	527	498	-5.6%	+0.5%
Other Asian countries	113	106	-6.8%	+0.7%
TOTAL Consumer	1,613	1,635	+1.4%	+5.8%
Professional	209	258	+23.3%	+18.5%
Groupe SEB	1,822	1,893	+3.9%	+7.3%

Q2 sales by region

In € million	Q2 2023	Q2 2024	As reported	Q2 2024 LFL
EMEA	729	769	+5.5%	+9.1%
Western Europe	505	515	+2.0%	+0.7%
Other EMEA	224	254	+13.4%	+28.1%
AMERICAS	246	271	+10.2%	+12.0%
North America	172	181	+5.3%	+3.8%
South America	74	90	+21.7%	+31.0%
ASIA	590	571	-3.3%	-0.6%
China	471	459	-2.6%	-0.6%
Other Asian countries	119	112	-6.1%	-0.8%
TOTAL Consumer	1,565	1,611	+2.9%	+5.9%
Professional	226	237	+5.0%	+3.9%
Groupe SEB	1,790	1,847	+3.2%	+5.6%

Q3 sales by region

In € million	Q3 2023	Q3 2024	As reported	Q3 2024 LFL
EMEA	794	892	+12.4%	+13.6%
Western Europe	533	600	+12.7%	+12.6%
Other EMEA	261	291	+11.8%	+15.8%
AMERICAS	320	324	+1.2%	+9.8%
North America	220	241	+9.2%	+13.1%
South America	100	83	-16.4%	+2.4%
ASIA	544	538	-1.2%	-0.8%
China	431	424	-1.7%	-1.9%
Other Asian countries	113	114	+1.0%	+3.5%
TOTAL Consumer	1,658	1,754	+5.8%	+8.1%
Professional	263	231	-11.9%	-22.2%
Groupe SEB	1,920	1,985	+3.4%	+4.0%

Q4 sales by region

In € million	Q4 2023	Q4 2024	As reported	Q4 2024 LFL
EMEA	1,192	1,287	+7.9%	+10.1%
Western Europe	839	901	+7.4%	+7.2%
Other EMEA	353	386	+9.2%	+17.1%
AMERICAS	335	329	-1.6%	+4.1%
North America	232	238	+2.7%	+4.9%
South America	103	91	-11.3%	+2.4%
ASIA	682	676	-0.9%	-1.8%
China	536	525	-2.1%	-3.4%
Other Asian countries	146	151	+3.4%	+4.0%
TOTAL Consumer	2,209	2,292	+3.7%	+5.5%
Professional	264	249	-5.9%	-12.3%
Groupe SEB	2,474	2,541	+2.7%	+3.6%

2024 sales by region

In € million	2023	2024	As reported	2024 LFL	Q4 24 vs 23 LFL
EMEA	3,475	3,733	+7.4%	+10.2%	+10.1%
Western Europe	2,401	2,531	+5.4%	+4.8%	+7.2%
Other EMEA	1,074	1,202	+12.0%	+22.5%	+17.1%
AMERICAS	1,113	1,170	+5.1%	+9.4%	+4.1%
North America	767	815	+6.3%	+7.5%	+4.9%
South America	345	354	+2.6%	+13.5%	+2.4%
ASIA	2,457	2,388	-2.8%	-0.7%	-1.8%
China	1,966	1,906	-3.1%	-1.4%	-3.4%
Other Asian countries	492	483	-1.8%	+2.0%	+4.0%
TOTAL Consumer	7,045	7,291	+3.5%	+6.3%	+5.5%
Professional	962	975	+1.4%	-4.5%	-12.3%
Groupe SEB	8,006	8,266	+3.2%	+5.0%	+3.6%

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 distribution and administrative expenses.

ORfA does not include discretionary and non-discretionary profit-sharing or other non-recurring operating income and expense.

Net financial debt

This term refers to all recurring and non-recurring financial debt minus cash and cash equivalents, as well as derivative instruments linked to Group financing.

It also includes financial debt from application of the IFRS 16 standard "Leases" in addition to short-term investments with no risk of a substantial change in value but with maturities of over three months.

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.

Agenda

Key dates – 2025

27 February before market opens	Annual results 2024
24 April after market closes	Q1 2025 sales and financial data
20 May 14:30	Annual General Meeting
23 July after market closes	H1 2025 sales and results
23 October after market closes	9-month 2025 sales and financial data

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