



2024 Full-Year Results

Paris | February 27, 2025



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WARNING

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 climate, demand in the Group's large markets and the effect 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 Annual Financial Report and Universal Registration Document 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, 2024, approved by the Board of Directors of SEB S.A. on February 26, 2025. Audit procedures on these consolidated financial statements have been performed. The certification report is currently being issued.

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

01 Introduction

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03 Main operational achievements

- 3.1 Consumer
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04 Outlook

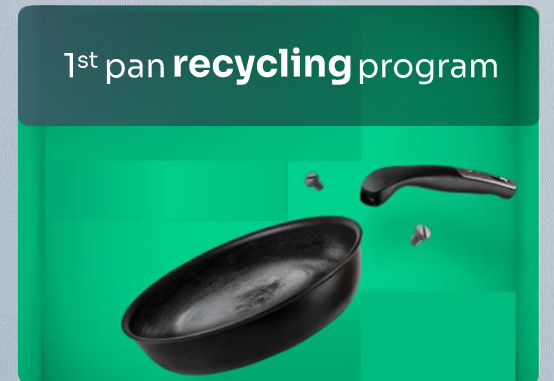
05 Appendices

01

Introduction



Highlights



Sustained growth in 2024



- > **Annual revenue up by 5% organically**
- > **Markets buoyant overall** and driven by innovation
- > **Steady growth** in annual **Consumer** sales
- > **Year of consolidation** at high levels in the **Professional** business
- > **Operating Result from Activity up 10%**, allowing a return to an **operating margin of 9.7%**
- > **Acquisitions and further strategic reinforcement** in the Consumer and Professional businesses

Key figures

Sales

€8,266m

vs €8,006m in 2023

+5.0% LFL

ORfA

€802m

vs €726m in 2023

+10.5%

Operating margin

9.7%

vs **9.1%** in 2023

Net profit, Group share

€232m

Adjusted* net profit, Group share

€422m

vs €386m in 2023

Net financial debt

€1,926m

+€157m vs end-2023

Leverage stable at

1.8x EBITDA

Dividend

€2.80

Proposed at AGM
of May 20, 2025

02

Financial highlights



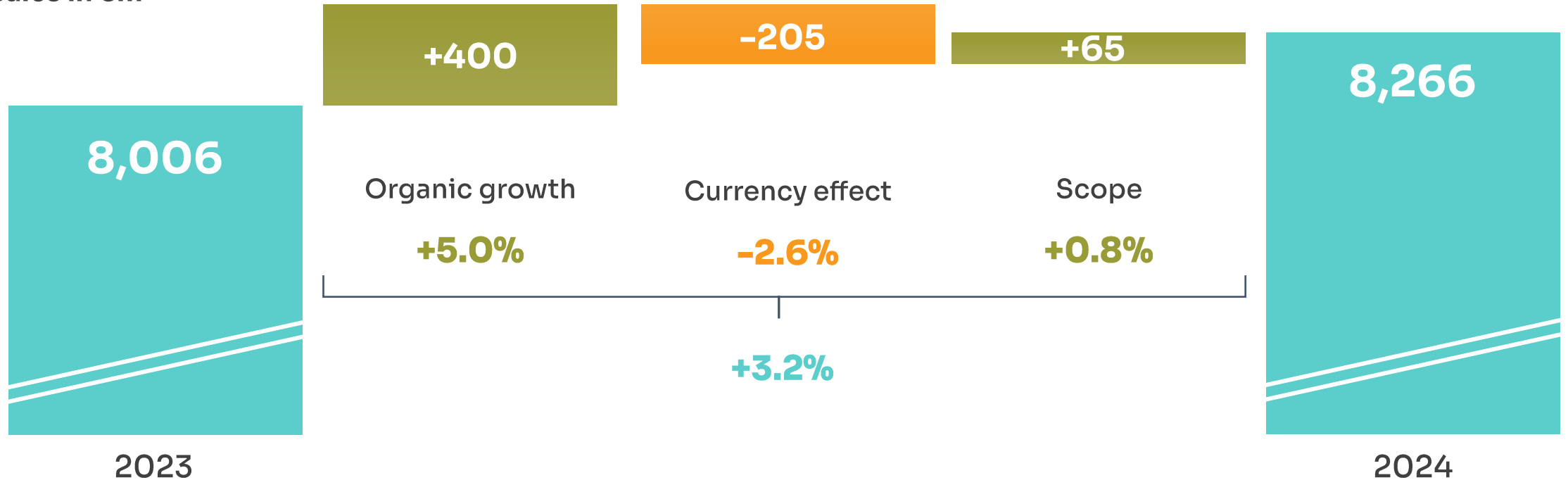
02.1

Sales

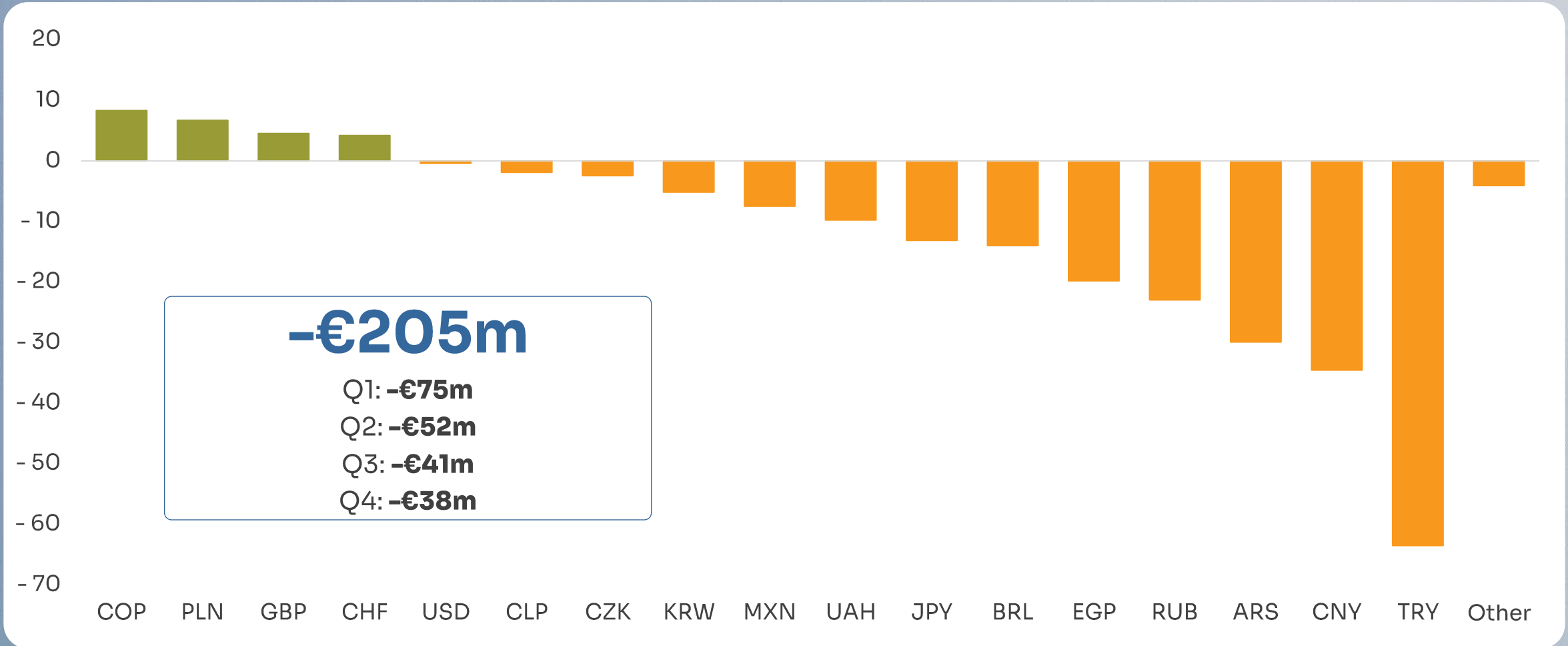


Robust annual performance, in line with expectations

Sales in €m



Currency effect still present, yet diminishing



Year of consolidation in Professional Robust momentum in Consumer

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

Professional
€975m
+1.4%
-4.5% LFL

Consumer
€7,291m
+3.5%
+6.3% LFL

Professional Year of consolidation at high levels

FY 2024

€975m

+1.4%

-4.5% LFL



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

- > Fewer deliveries under large deals...
- > ... but good level of core business, up by around 7% over the year

Continued strategic reinforcement

- > Start of construction for our new hub in China
- > Professional Culinary with the acquisition of Sofilac (Charvet/Lacanche)

Consumer

Steady growth in 2024

FY 2024

€7,291m

+3.5%

+6.3% LFL



Geopolitical and macroeconomic environment still complex

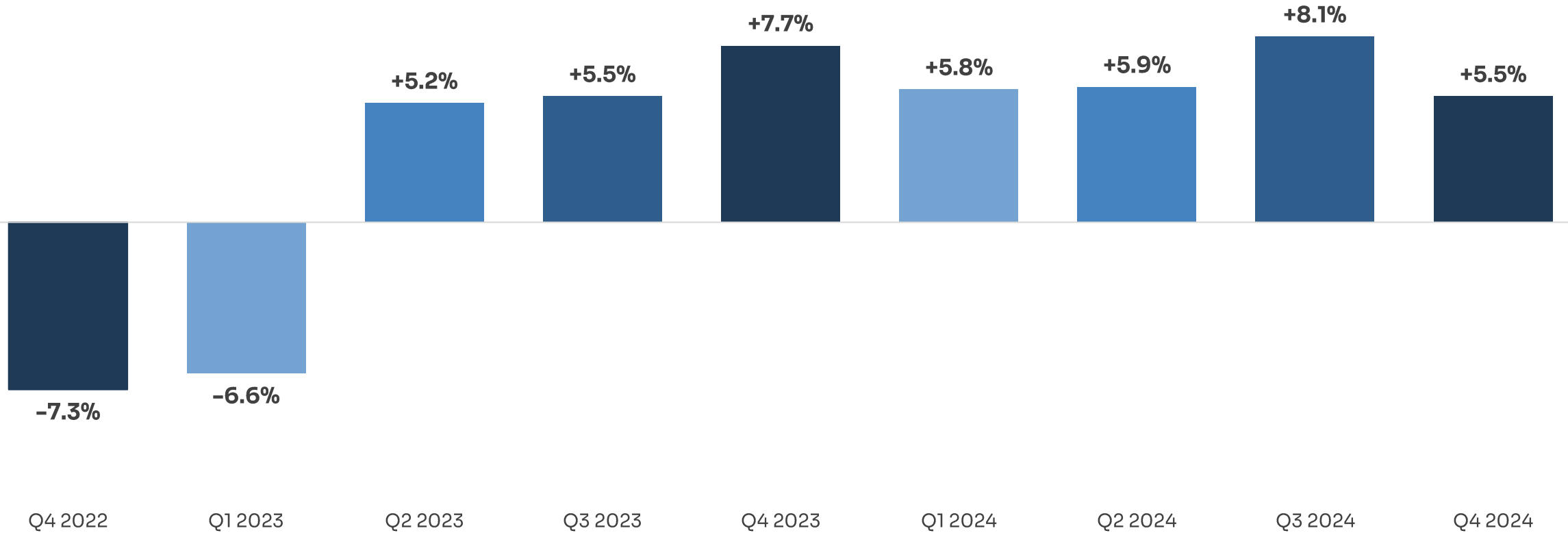
Small Domestic Equipment markets **buoyant** overall, driven by **innovation**

Strong organic growth over the year: +6% / +9% excluding China

Consumer

Q4 growth again above 5%

Organic sales growth by quarter



Consumer – EMEA

Return to dynamic growth in Western Europe

Momentum still very positive in Eastern Europe

FY 2024

€3,733m

+7.4%

+10.2% LFL



Solid performance in well-oriented Western European markets

- > Widespread growth 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

Organic growth again exceeding 20% in Central and Eastern Europe

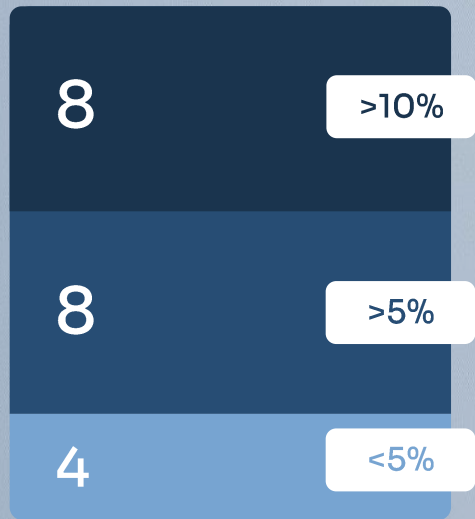
- > Excellent performance in buoyant markets
- > Successful launch of product innovations
- > Development in the Middle East: strategic partnership in Saudi Arabia

Consumer – EMEA

Multiple sources of growth

Multi-country growth across buoyant markets

Organic growth



Top 20 countries*

* c. 90% of sales in the area

Growth driven by innovation



50% Key innovations

30% Small Domestic Appliances other products

20% Cookware other products

Breakdown of organic growth across EMEA countries

Consumer – Americas

Solid performance in North America

Double-digit growth in South America

FY 2024

€1,170m

+5.1%

+9.4% LFL



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

Very positive dynamic in South America

- > Consolidated leadership in Colombia: double-digit growth, excl. fans
- > Positive performance in Brazil, driven by fan sales in H1

Consumer – Asia

Outperformance in China

Return to slight growth in other Asian countries

FY 2024

€2,388m

-2.8%

-0.7% LFL



Improvement in H2 in Asia excluding China

- > Sales up 2% LFL over the year
- > Solid performance in Australia, Vietnam and Malaysia
- > Situation still challenging in Japan and South Korea

In China, 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 – China

Innovation and activation, pillars of a reinforced leadership

Continued innovation in key categories...



...and for emerging categories



N°1 online and social commerce*

>2,000

Livestreams weekly

>3,000

Influencers

*Tmall, JD.com, PinDuoDuo, TikTok



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%

02.2

Financial highlights

2024 ORfA up by 10%

2024

Q4

Operating
Result
from Activity (ORfA)

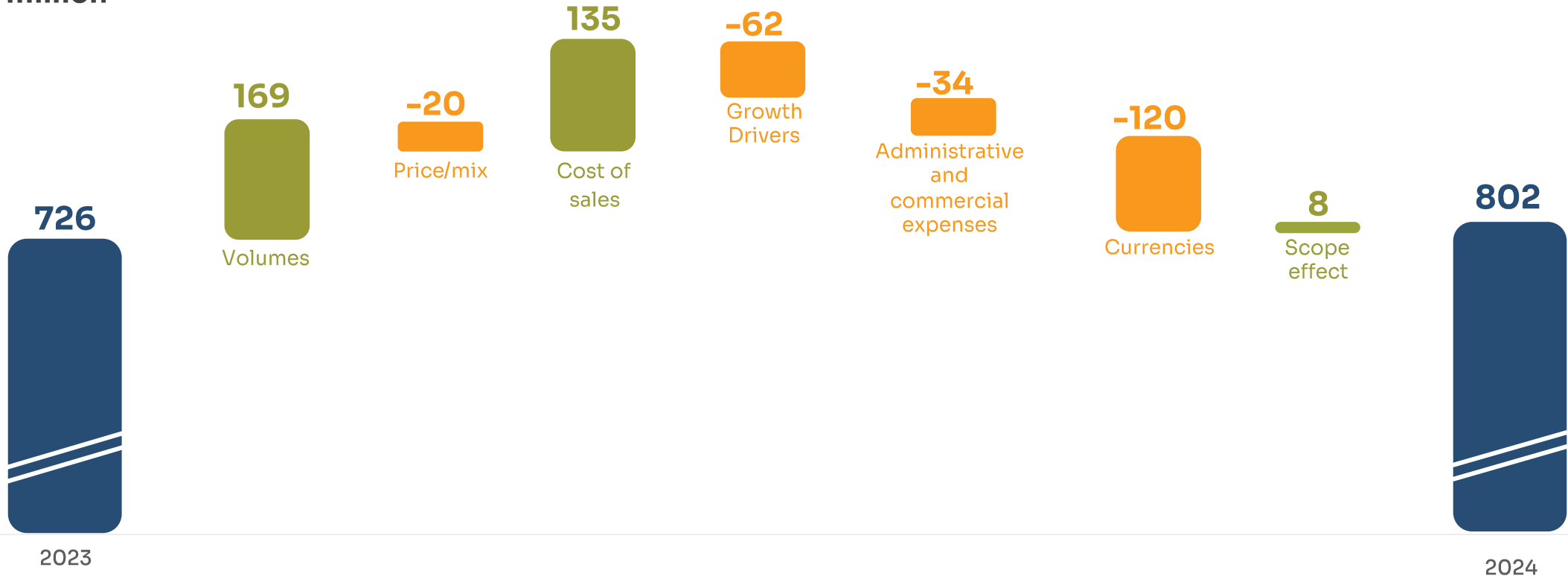
€802m**+10.5%** vs 2023**€358m****+6.2%** vs 2023

Operating margin

9.7%**+60bps** vs 2023**14.1%****+50bps** vs 2023

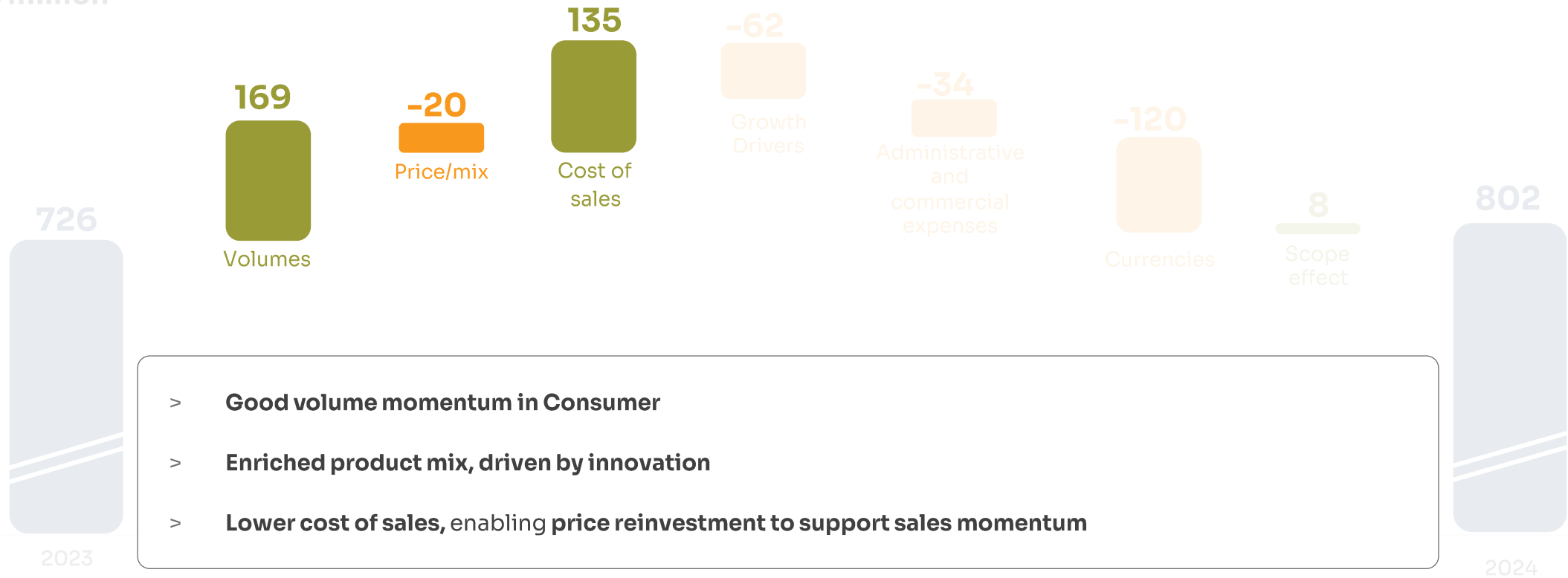
ORfA bridge in 2024

In € million



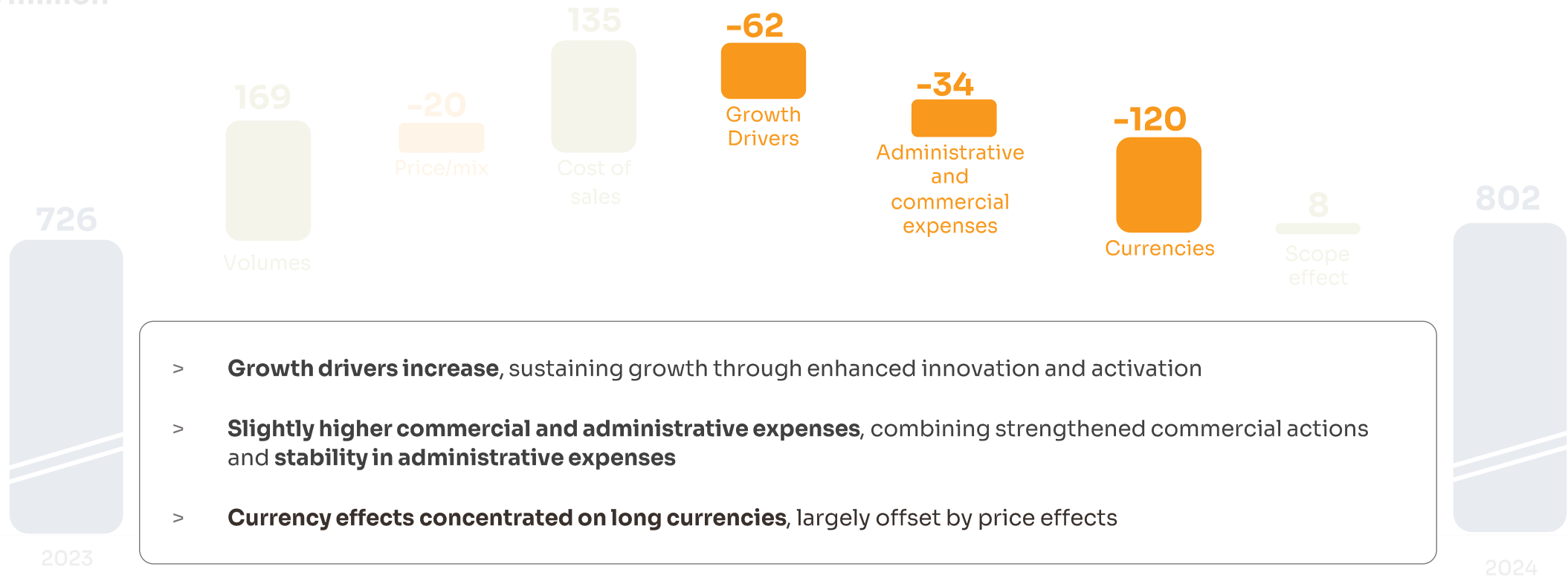
ORfA bridge in 2024

In € million



ORfA bridge in 2024

In € million



Breakdown of growth drivers

<i>(In € millions)</i>	2023	2024	2024 LFL	2024 LFL vs 2023
Innovation	298	320	320	+7.3%
Advertising and marketing	556	581	596	+7.2%
TOTAL GROWTH DRIVERS	854	901	916	+7.2%

From ORfA to Net Profit

<i>(In €m)</i>	2023	2024	Change
Sales	8,006	8,266	+3.2%
ORfA	726	802	+10.5%
<i>Operating margin %</i>	<i>9.1%</i>	<i>9.7%</i>	<i>+60 bps</i>
Net profit, Group share	386	232	
Adjusted* net profit, Group share	386	422	+9.3%
<i>As a % of sales</i>	<i>4.8%</i>	<i>5.1%</i>	<i>+30 bps</i>

Red Sea, mix and phasing effects on the WCR

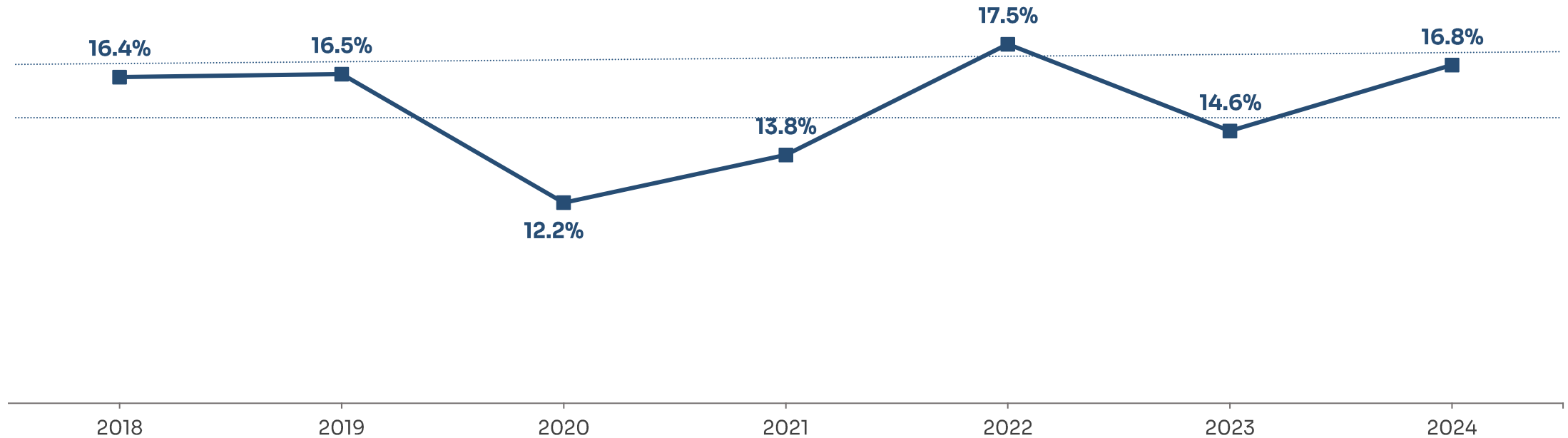
	2023		2024	
	€m	% sales	€ m	% sales
Inventories	1,475	18.4%	1,646	19.9%
Receivables	794	9.9%	886	10.7%
Payables	-1,100	-13.7%	-1,144	-13.8%
<i>Net operating WCR</i>	<i>1,169</i>	<i>14.6%</i>	<i>1,388</i>	<i>16.8%</i>

> Since H1, effect of Red Sea disruptions (+1 pt on WCR as a % of sales)

> Phasing and country mix effects on receivables

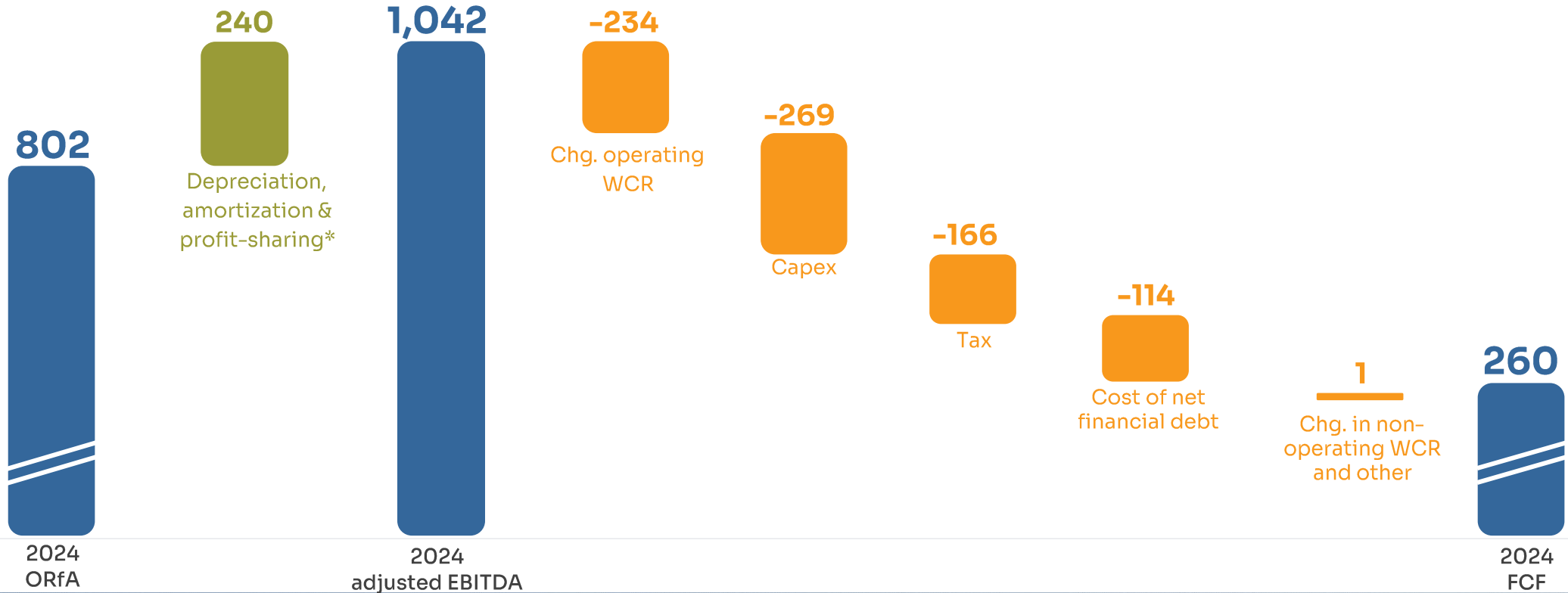
Net operating WCR evolution

% sales



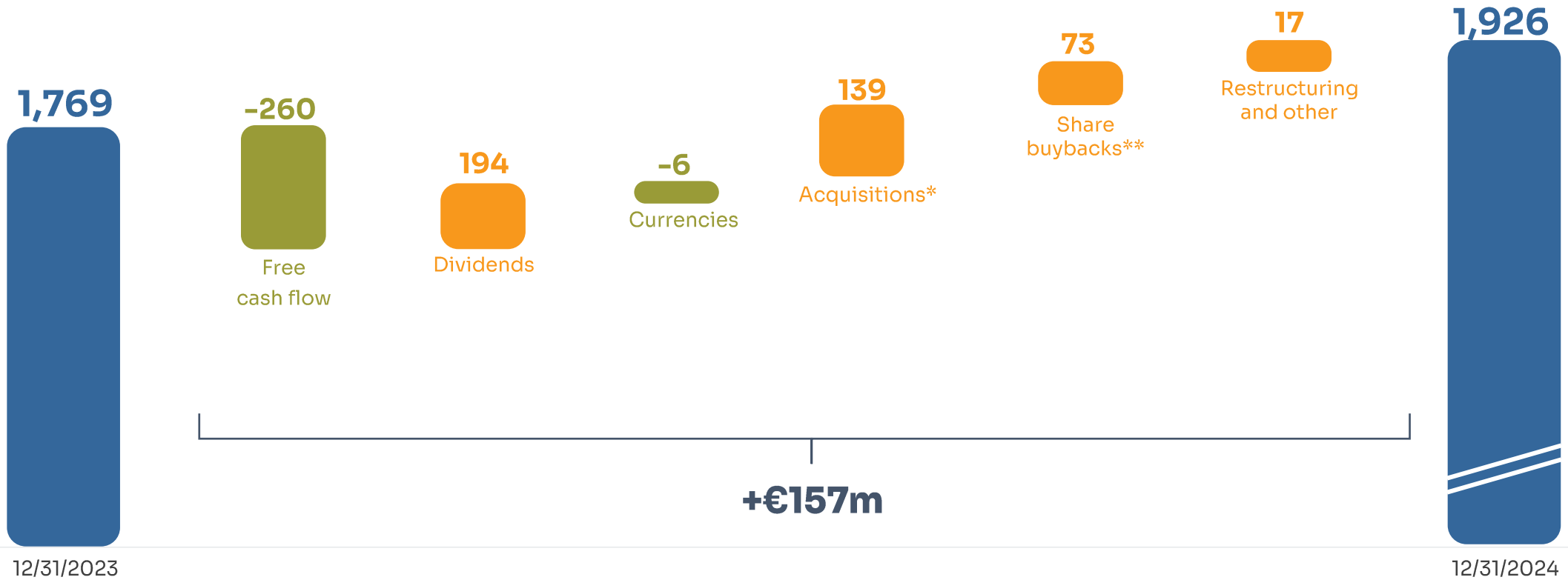
Free cash flow generation

In € million



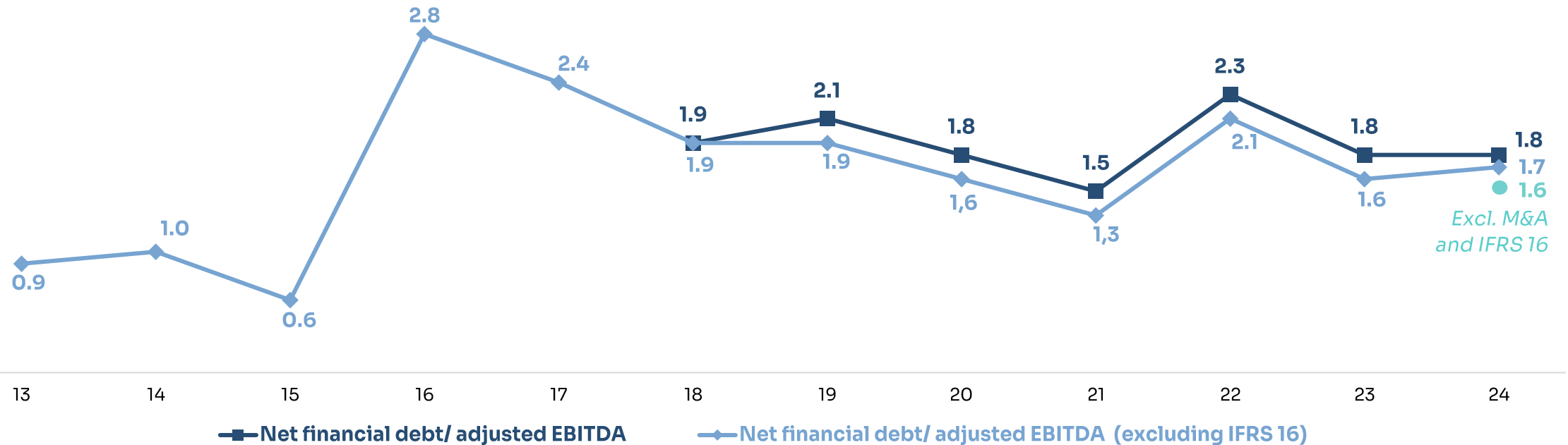
Change in net debt

In € million



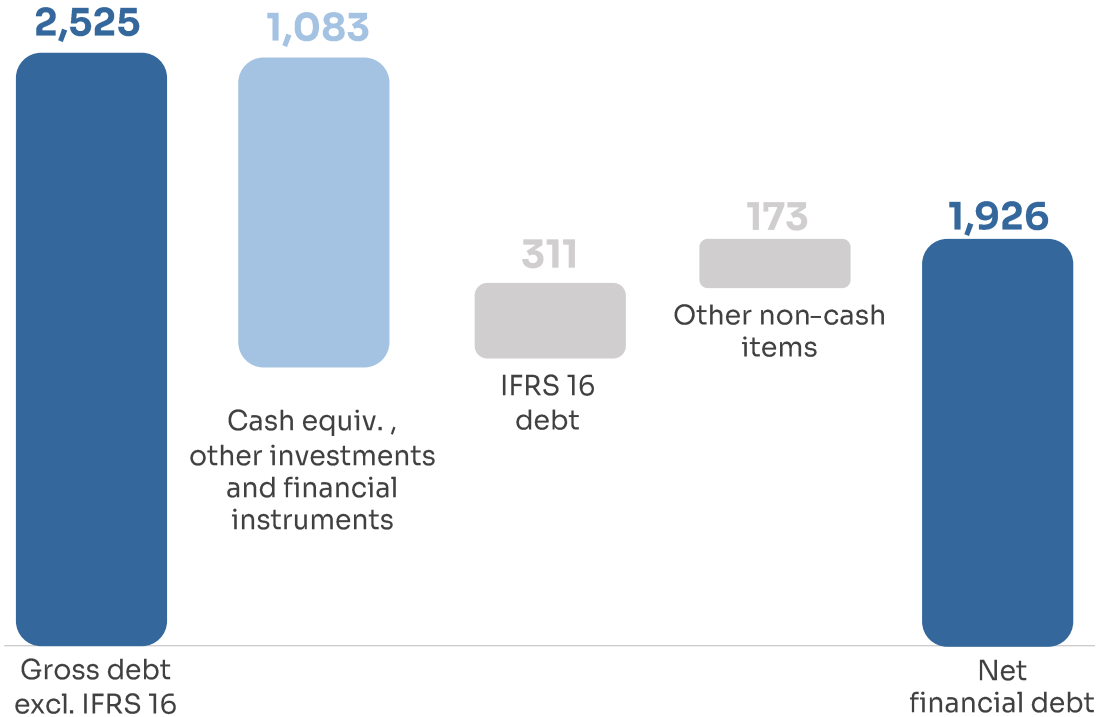
Leverage stable at 1.8x EBITDA

Ratios at 31/12



Solid and balanced financial structure

In € million

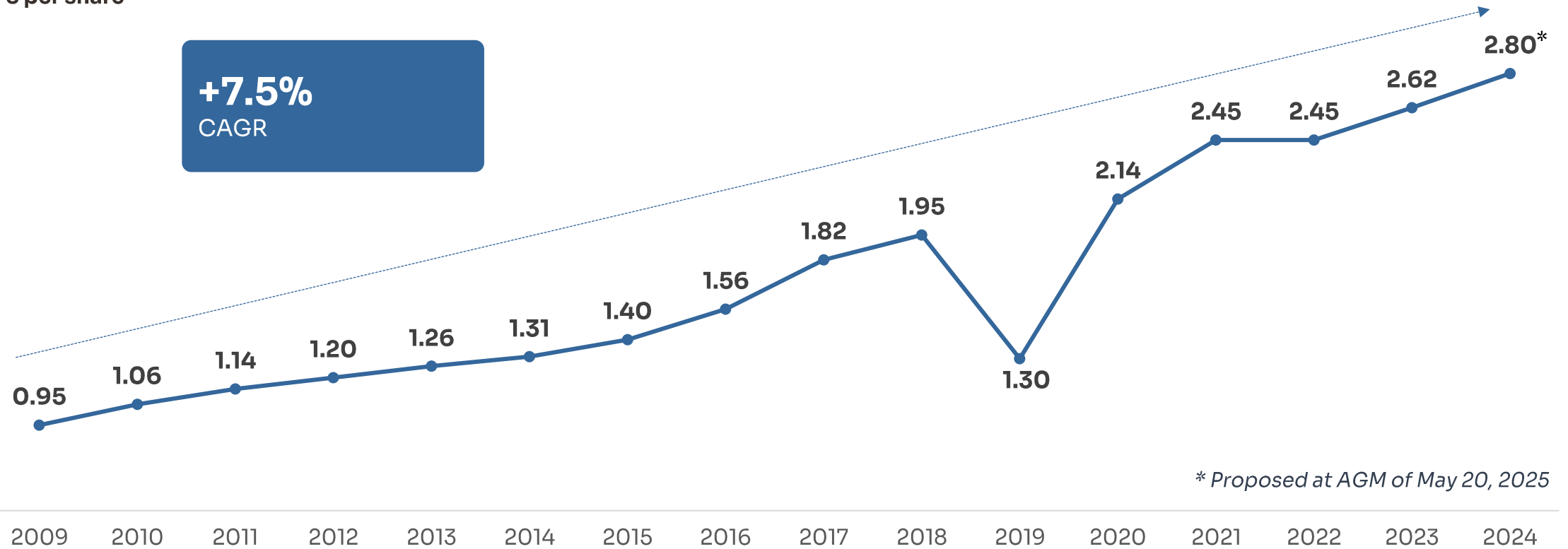


- > **Strengthened financial structure and extension of average maturity**
 - New banking facility of €495m
 - 12-year private placement of €150m
- > As of 12/31, **€2.5bn in available liquidity**

15-year dividend growth

€ per share

+7.5%
CAGR



03

Major operational achievements



03.1

Consumer



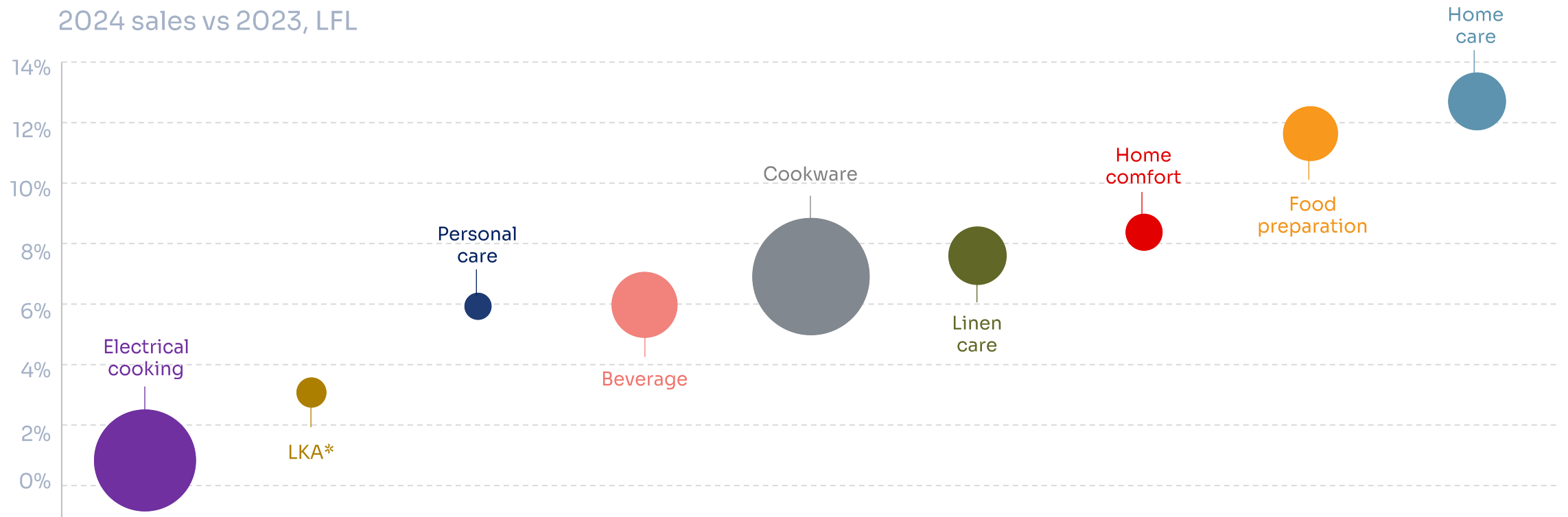
Our mission

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

A year of growth across all categories, driven by innovation

Consumer product ranges

2024 sales vs 2023, LFL



*Large Kitchen Appliances

Continuous innovation at the core of our major product families

LINEN CARE, PERSONAL CARE & HOME CARE

Strengthen the performance of core range products

- > Irons and steam generators
- > 1st vacuuming equipment

Support new uses and multi-equipment

- > Garment steamers
- > Versatile vacuum cleaners

Invest in new territories

- > Washers
- > Spot cleaners



Linen care

A year of record sales

Success of renewed
Best-Seller ranges



Ultimate
Power Pro



Pro Express
Ultimate II



Pro Express
Vision

Leadership in popularizing
2nd equipment



Pure Pop



Pure Force



Aerosteam

Launched
end 2024



Spot cleaner
"Clean It"

Core business

New uses

New territories

Growth again close to 10% in 2024,
after an already strong increase in 2023 (+10% LFL)

Spot cleaner “CLEAN IT”

[Video](#)

ALWAYS AT HAND & EASY TO TRANSPORT

With its lightweight design

LARGE REMOVABLE 2.3L CLEAN WATER TANK

Its clear markings help you dose perfectly water & detergent for optimal efficiency

ANYWHERE

Storage system for its 5m electronic cord and 1.75m hose



LARGE REMOVABLE 1.5L DIRTY TANK

With wide opening for easy cleaning

EFFICIENT & POWERFUL

With the strong 750 W/13.5 kPa suction power

Versatile vacuum cleaners and washers

Commercial success for a renewed range

[Video](#)

Versatiles: #2 position strengthened in Europe
Very wide range, offering autonomy and power

X-Force Flex range



9.60



12.60



13.60/14.80



15.60

45 min.
100AW



Runtime
Power



1h20
245AW

Core business

Rowenta

X-FORCE

FLEX 14.80

EXTRA POWER, UNBEATABLE RUNNING TIME



MADE IN FRANCE



Organic sales growth excluding China
>30% in 2024

Versatile vacuum cleaners and washers

Commercial success for a renewed range

Versatiles: #2 position strengthened in Europe
 Very wide range, offering autonomy and power

X-Force Flex range



9.60



12.60



13.60/14.80



15.60

45 min.
100AW

Runtime
Power

1h20
245AW

Core business

New category
 Cordless washers



X-Clean 4



X-Clean 10

Launched
end 2024

New territories

Organic sales growth excluding China
 >30% in 2024

Continuous innovation at the core of our major product families

COOKWARE

Driving market growth

- > Product innovation
- > Trading-up
- > Partnerships (Jamie Oliver, Paul Bocuse...)

Leadership in multi-materials

- > Coated aluminum
- > Ceramic
- > Stainless steel

Accelerating geographic expansion with key innovations

- > International rollout of Ingenio



Cookware

Consolidating the Group's leadership through innovation

Diversification of materials and trading-up

Tefal

SUPOR

WMF

Leggiana

All-Clad
METALCRAFTERS LLC
CA 94025 CA USA

- ✓ Coated aluminum
- ✓ Ceramic
- ✓ Stainless steel



Fixed handles

Expansion of Ingenio



Accelerating international rollout...



... while energizing historical markets...



... with strong support from **online sales**

Removable handles

Sales growth close to 10%* in 2024

Continuous innovation at the core of our major product families

KITCHEN ELECTRICS

Innovate in a transversal and differentiating way

- > Draw on local expertise on a global scale
- > Diversified cooking methods for healthier eating: steam, infrared, pressure

Adapt to changing lifestyles

- > Homemade, healthy food
- > Time-, space- and energy-savings
- > Outdoor and on-the-go



Oil-less fryers

Innovate through product differentiation

Core business

Building an attractive and comprehensive range

New uses

Launches at end of 2024



Single drawer



Dual drawer



Multi-functional



Silence



Cooking surface



Infrared cooking

**Organic sales growth >50%
in Continental Europe in 2024**

Easy Fry XL Surface

Video



HIGHLY VERSATILE

QUICKLY COOK A LARGE QUANTITY OF FOOD

EXTRA-CRISP TECHNOLOGY

With double heaters for crispy homogeneous cooking



Blenders

Supporting new uses through innovation

Comprehensive product range in our **key markets**

Trading-up with **high-speed Blenders**

Leverage the **momentum** for **personal blenders**



Core business



New uses

EMEA and Americas: organic growth >10% in 2024

Blend-up

Video



03.2

Professional



Become a reference player in Professional

BEVERAGES

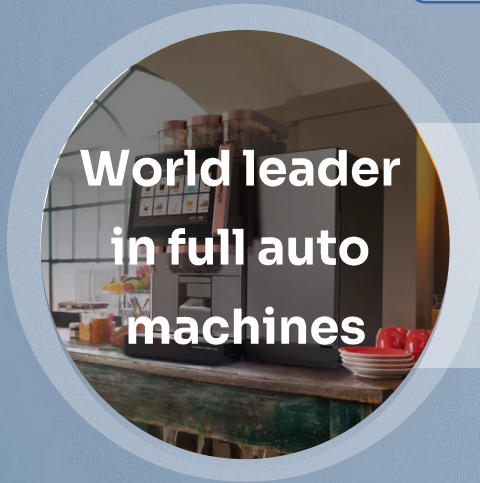
	Pre-2021	2022	2023	Since 2024	
					Full auto coffee machines
					Traditional and filter coffee makers
					Cold beverages

PROFESSIONAL CULINARY

 Indirect historical presence					Cookware and tableware
					Food preparation
				 	Cooking

Leadership in 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



2024: developments in Professional Coffee

- Good performances in our **core markets**
- Strong progress in **new territories**

relying on both our **long-standing** and new clients



First professional equipment hub in China

R&D center, purchasing and production facility

Investment of **€60m**

Better **product coverage** and **major strengthening** in the Chinese market

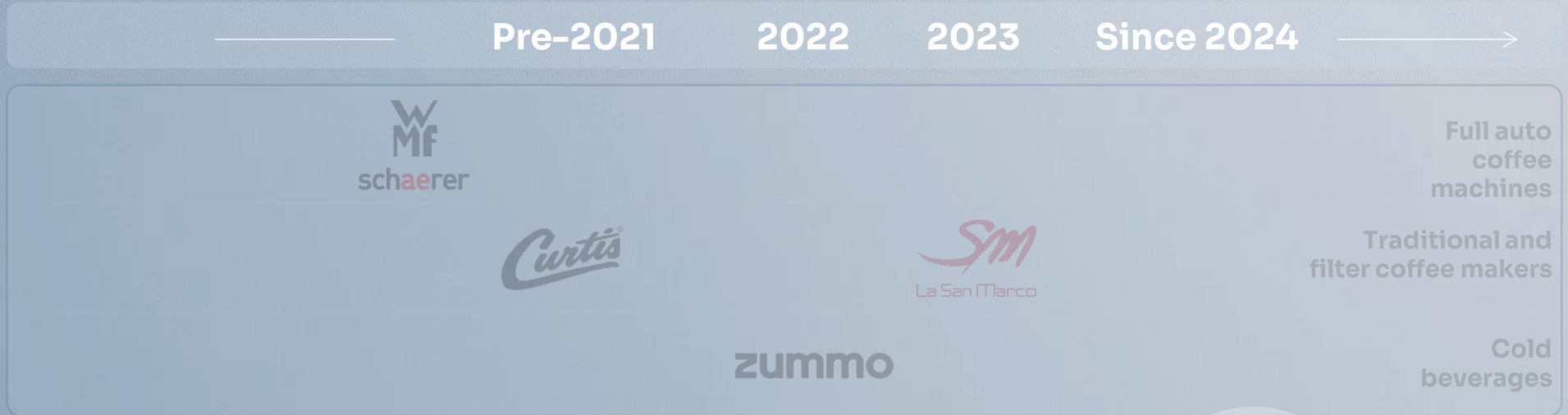


Delivery in Q3 2025

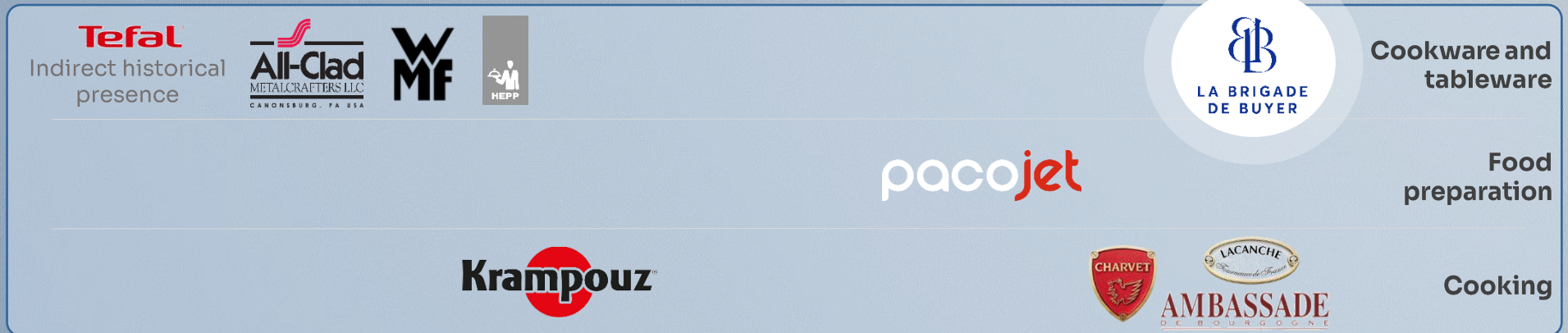
Start of production in Q1 2026

Strategic expansion in Professional Culinary

BEVERAGES



PROFESSIONAL CULINARY



Acquisition of La Brigade de Buyer Flagship brands for chefs

**Strong positions in professional
culinary and premium consumer**

**Already established presence in France
and internationally**

**Traditional expertise and industrial
excellence**

- > €66m sales in 2024, half outside France
- > 290 employees and 3 production sites in France



Acquisition of La Brigade de Buyer

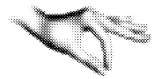


Multi-materials **expertise**

Close relationship with schools and **expert knowledge** of chefs' culinary journeys

Complementary product offering with the Group on the professional and semi-professional market

INSTITUT
Lyfe



FAUCHON
PARIS
L'ÉCOLE

ÉD
ÉCOLE DUCASSE
MASTER MORE THAN COOKING

FERRANDI

 **ALMA**
L'ÉCOLE DE LA PÂTISSERIE


THE FRENCH PASTRY SCHOOL
City Colleges of Chicago

 **LE CORDON BLEU**
PARIS

SIRHA+
BOCUSE D'OR
2023 FINAL PREMIUM PARTNER

Acquisition of La Brigade de Buyer

[Video](#)



03.3

New ESG ambition



ESG at the heart of the Group's strategy

AMBITION 2024 - 2030



Key ESG KPIs for the 2030 roadmap

2030 TARGET



ACT FOR NATURE

Scopes 1 & 2 emission reduction



Scope 3* emission reduction

Water consumption reduction



-42% (vs 2021)



-25% (vs 2021)

-25% (vs 2021)



ACT AS A LEADER IN CIRCULAR ECONOMY

SDA products repairable (% of sales)

Average SDA recyclability (% of weight)

Recycled materials (% of weight, direct purchases)



No inner virgin plastic bags

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

>90%

>85%

60%

100%

3%–5%

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

* Included: scopes 3.1, 3.4 and 3.11 ** France, Belgium, the Netherlands, Italy, Spain, Portugal, Germany

Key ESG KPIs for 2030 roadmap



ACT FOR ALL

2030 TARGET

				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
	Diversity (% of women in senior positions)		LTI	>32%

Profit sharing

Included in statutory and discretionary employee profit-sharing France

LTI

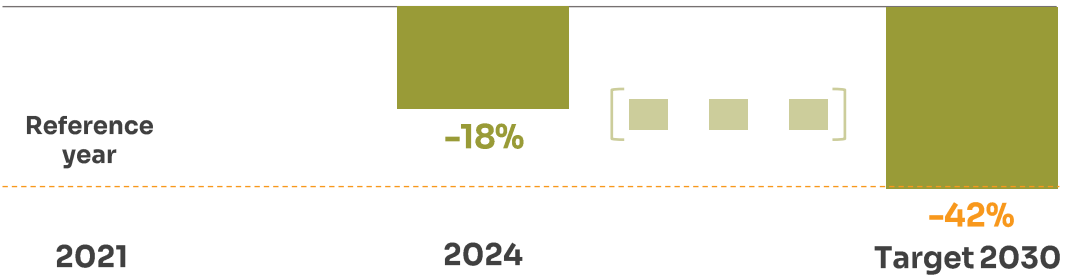
Included in long-term incentives remuneration

STI

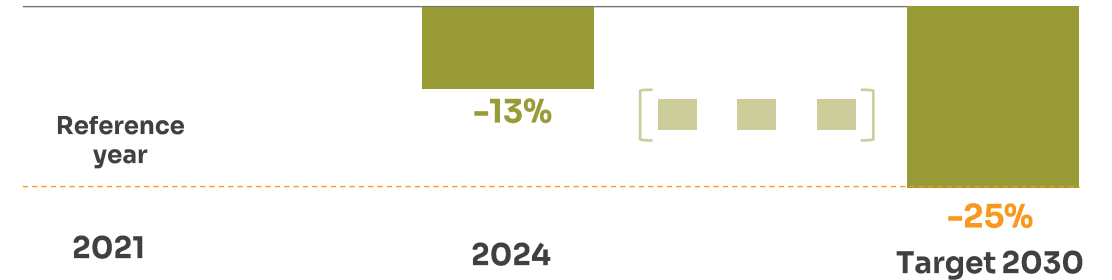
Included in short-term incentives remuneration

Act for nature 2024 achievements

**42% reduction in GHG emissions by 2030 – Scopes 1&2
(CO2 eq.)**



**25% reduction in GHG emissions by 2030 – Scope 3*
(CO2 eq.)**

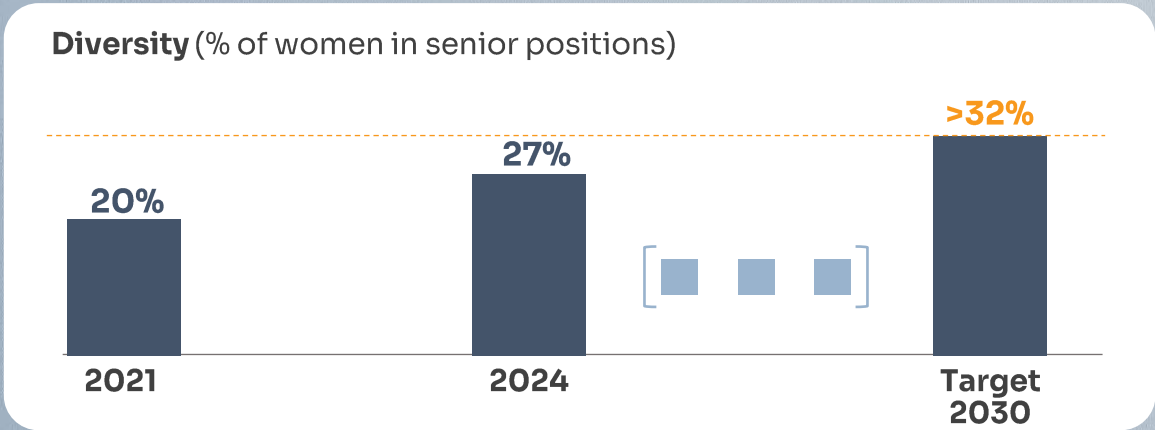
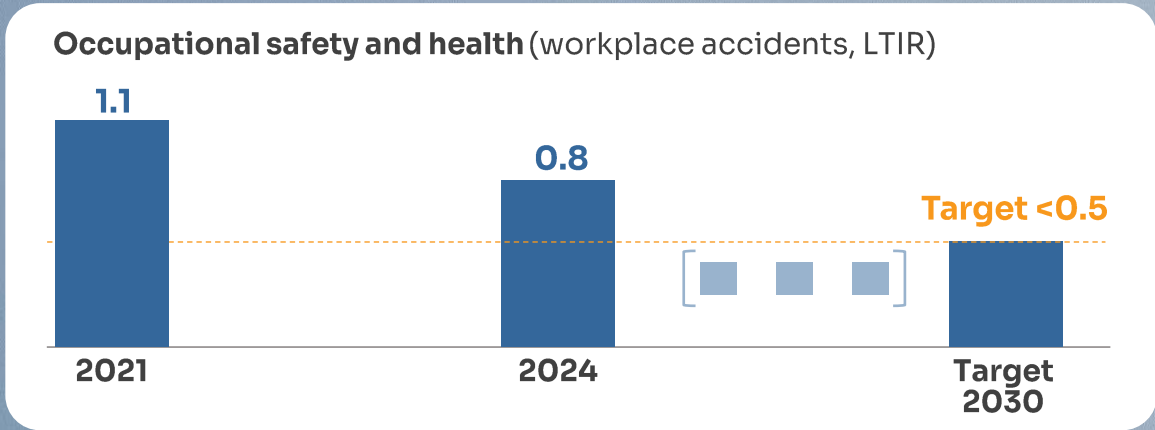
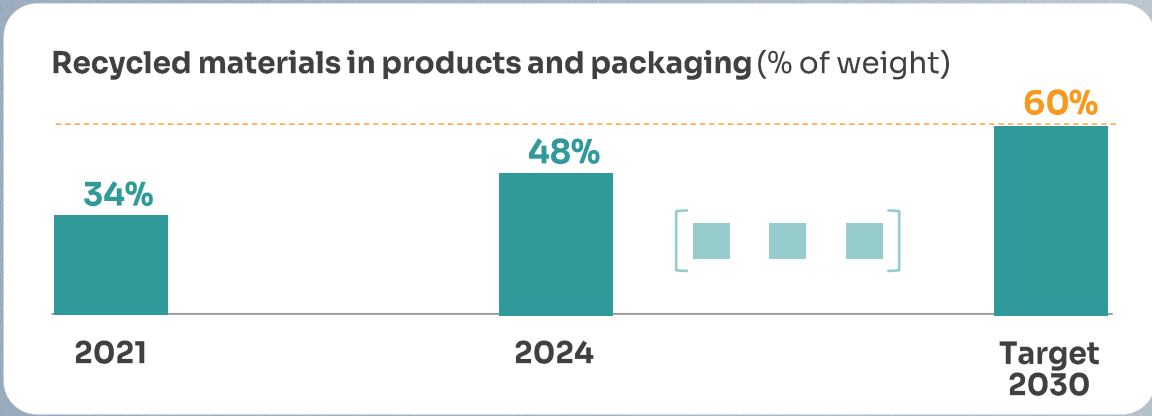


New net-zero trajectory for 2050 approved by the SBTi



Confirmation of CDP rating of A-

Act as a leader in circular economy – Act for all 2024 achievements



2024 data unaudited

ESG highlights



04 Outlook



Outlook 2025

Based on a solid 2024

- > Regular and steady growth in Consumer
- > Good momentum of core business in Professional, beyond the calendar effect related to large deals
- > ORfA showing marked increase

Confidence in our ability to deliver another year of growth in 2025

- > Uncertain macroeconomic and geopolitical context
- > Seasonality of business concentrating the Group's results at year end
- > Overall buoyant end markets, with catalysts linked to our good product launch dynamic

**Another year of organic sales growth
&
further increase in ORfA in 2025**



Questions / Answers

05

Appendices



Detailed income statement

(In € millions)	2023	2024
Sales	8,006	8,266
Operating expenses	(7,280)	(7,464)
ORfA	726	802
Discretionary and non-discretionary profit-sharing	(24)	(33)
Other operating income and expenses	(34)	(229)
Operating profit	668	540
Net financial expenses	(81)	(120)
Profit before tax	587	420
Income tax expense	(148)	(138)
Non-controlling interests	(53)	(51)
Profit attributable to owners of the parent	386	232

Simplified cash flow statement

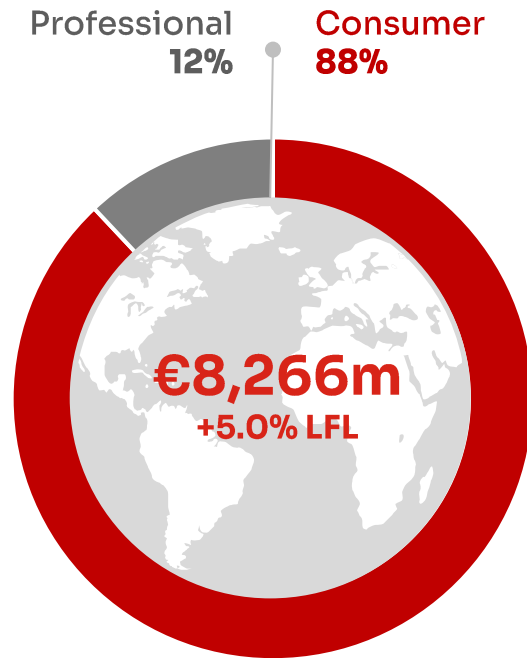
(in € millions)	2023	2024
NET PROFIT ATTRIBUTABLE TO SEB S.A.	386.2	232.0
Depreciation and amortization expense	267.1	467.6
Non-controlling interests	53.2	50.7
Variation in WCR items	217.9	(233.6)
Other operating items	96.6	15.8
Net cash from operating activities	1,021.0	532.5
Net capital expenditure (including financial investments)	(192.1)	(268.1)
Change in scope	(163.3)	(93.0)
Net cash used by investing activities	(355.4)	(361.1)
Change in financial debt	(144.8)	(325.1)
Transactions between owners and changes in treasury stock	(80.6)	(73.3)
Dividends paid	(195.4)	(193.9)
Net cash used by financing activities	(420.8)	(592.3)
Currency translation adjustment	(49.7)	5.8
Net increase (decrease) in cash and cash equivalents	195.1	(415.1)

Simplified balance sheet

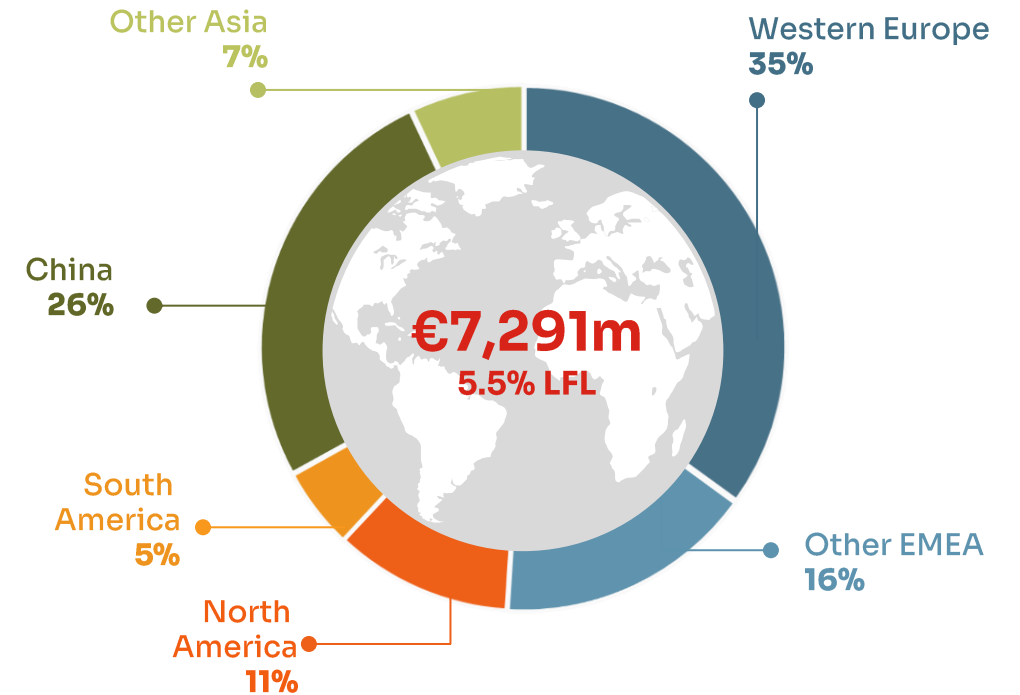
(In € millions)	2023	2024
Tangible fixed assets	4,739	4,875
Operating working capital requirement	1,169	1,388
Total assets to be financed	5,908	6,264
Shareholders' equity	3,461	3,540
Long-term provisions	293	492
Other current assets and liabilities	385	305
Net financial debt	1,769	1,926
Total financing	5,908	6,264

Total 2024 sales by region and business

Group sales



Consumer sales



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%	17.0%
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%

Quarterly sales 2024

In € million	Q1	Q2	H1	Q3	9 M	Q4	Q4 2024 LFL	2024	FY 2024 LFL
EMEA	786	769	1,555	892	2,447	1,287	10.1%	3,733	10.2%
Western Europe	515	515	1,030	600	1,630	901	7.2%	2,531	4.8%
Other EMEA	271	254	525	291	816	386	17.1%	1,202	22.5%
AMERICAS	246	271	517	324	840	329	4.1%	1,170	9.4%
North America	155	181	336	241	577	238	4.9%	815	7.5%
South America	90	90	180	83	263	91	2.4%	354	13.5%
ASIA	603	571	1,174	538	1,712	676	-1.8%	2,388	-0.7%
China	498	459	957	424	1,381	525	-3.4%	1,906	-1.4%
Other Asian countries	106	112	217	114	332	151	4.0%	483	2.0%
TOTAL Consumer	1,635	1,611	3,246	1,754	4,999	2,292	5.5%	7,291	6.3%
Professional	258	237	495	231	726	249	-12.3%	975	-4.5%
Groupe SEB	1,893	1,847	3,740	1,985	5,725	2,541	3.6%	8,266	5.0%

2024 quarterly change in sales, LFL

In € million	Q1 2024 LFL	Q2 2024 LFL	H1 2024 LFL	Q3 2024 LFL	9 months 2024 LFL	Q4 2024 LFL	FY 2024 LFL
EMEA	8.0%	9.1%	8.6%	13.6%	10.3%	10.1%	+ 10,2 %
Western Europe	-3.1%	0.7%	-1.3%	12.6%	3.5%	7.2%	+ 4,8 %
Other EMEA	32.9%	28.1%	30.5%	15.8%	25.2%	17.1%	+ 22,5%
AMERICAS	14.0%	12.0%	12.9%	9.8%	11.6%	4.1%	+ 9,4%
North America	7.7%	3.8%	5.6%	13.1%	8.7%	4.9%	+ 7,5 %
South America	27.1%	31.0%	29.1%	2.4%	18.1%	2.4%	+ 13,5%
ASIA	0.5%	-0.6%	0.0%	-0.8%	-0.3%	-1.8%	- 0,7 %
China	0.5%	-0.6%	0.0%	-1.9%	-0.6%	-3.4%	- 1,4 %
Other Asian countries	0.7%	-0.8%	-0.1%	3.5%	1.1%	4.0%	+ 2,0 %
TOTAL Consumer	5.8%	5.9%	5.9%	8.1%	6.6%	5.5%	+ 6,3 %
Professional	18.5%	3.9%	10.9%	-22.2%	-1.6%	-12.3%	- 4,5 %
Groupe SEB	7.3%	5.6%	6.5%	4.0%	5.6%	3.6%	+ 5,0%

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, quarters)
- 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.

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 for changes in operating working capital, recurring capital expenditure (CAPEX), taxes and interest, and other non-operating items.

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.

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Agenda

Key dates – 2025

24 April after market closes	Q1 2025 sales and financial data
May 20 2:30 p.m. (Paris time)	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