



Electrolux
Professional
Group

Roadshow May 15-16, 2024

Alberto Zanata, President & CEO
Jacob Broberg, Chief Communication and Investor
Relations Officer

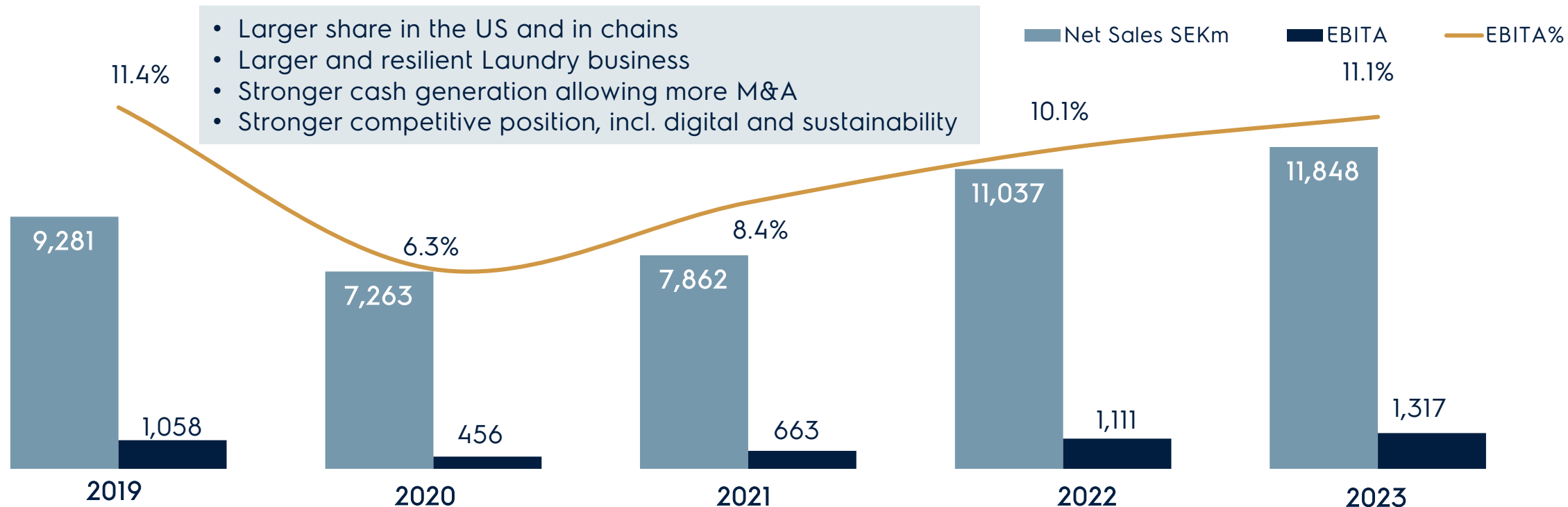


2023 - another step towards our targets

- strengthened foundation



- Larger share in the US and in chains
- Larger and resilient Laundry business
- Stronger cash generation allowing more M&A
- Stronger competitive position, incl. digital and sustainability



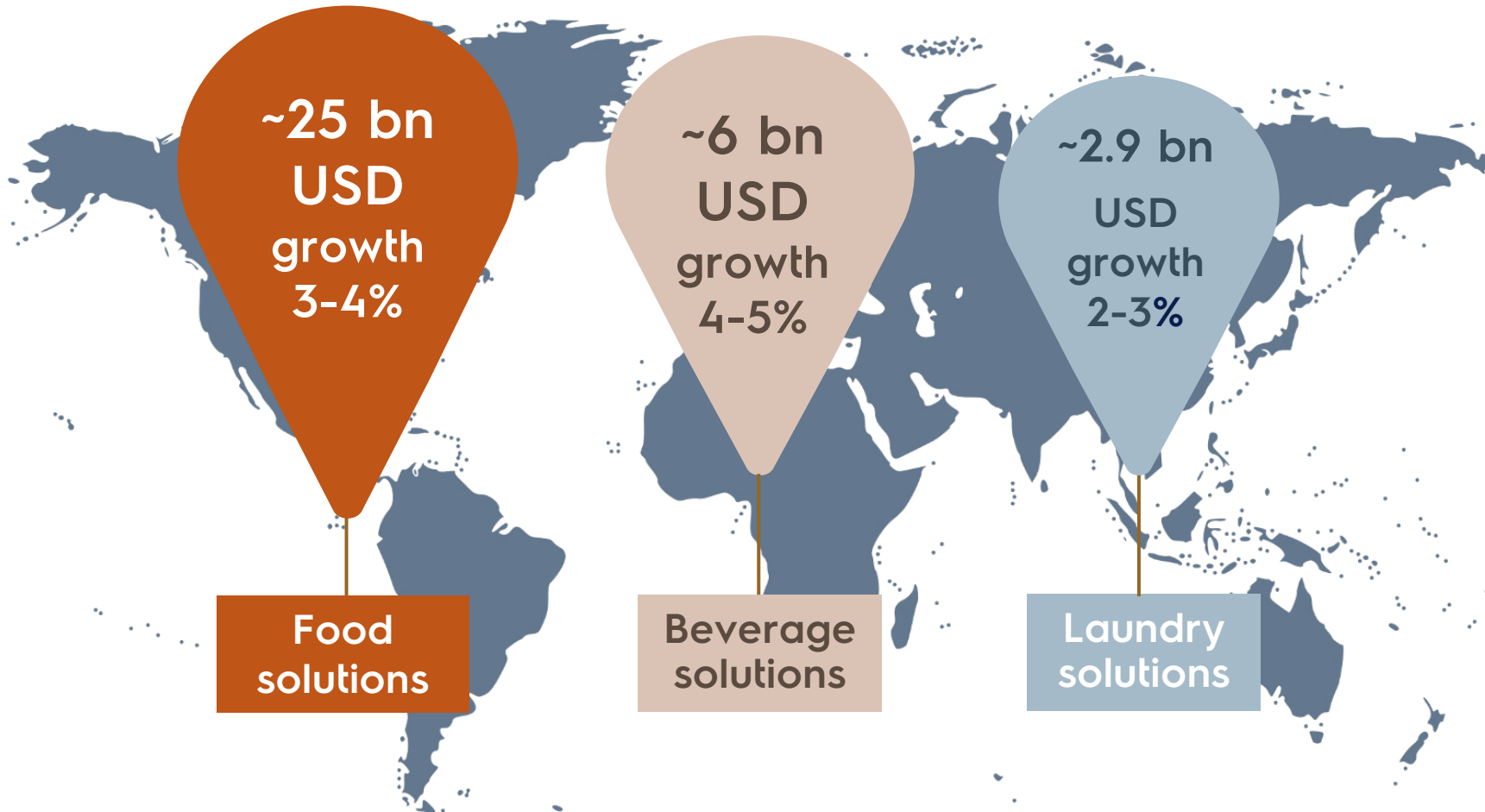
Net sales by geography



Net sales by segment



Our markets are structurally showing growth



Source: Company estimates for 2023

Underlying trends

- Digitalization
- Increased demand for take-away and delivery
- Climate change and use of resources
- Labor availability
- Societal changes



Back to normal

- Strong recovery after the pandemic, which created a larger industry crisis than 2008-09
- Recovery spearheaded by US and quick-service restaurants, but later recovery in Asia
- In 2023, our industry was back to pre-pandemic sales levels. Food & Beverage in Europe and APAC not yet back
- Geopolitics, component shortages, inflation and high interest rates had a negative impacted on the performance in 2022 and 2023 but eased towards the end of 2023
- Underlying factors influencing market growth are robust

Strategic priorities are confirmed

1 GROW through innovation

Industry innovation - Sustainability - Energy efficiency - Connected and digital platform.

1

2 EXPAND in high margin products, segments, and geographies

Grow sales organically in laundry, restaurant chains - Potential M&A.

2

3 BOOST Customer Care & Service as a solution offer

Global service network - Increase sales of spare parts, service, consumables.

3

4 INVEST in Digitalization to unlock additional customer value

4

GourmeXpress high speed oven

- Compact, creating simple workflow
- Increases productivity
- Ergonomic
- 3 different heating methods



- Higher than target margin
- Commercial restaurant Chains

TANGO XP complete line of high-performing fully automatic coffee machines

- Single and double group models.
- Dedicated to coffee professionals who place premium coffee extraction at the top of their expectations



- Higher than target Margin
- Chains and Institutions

Veetsan Hood Type Dishwasher

- A competitive solution
- Designed for ease of use
- Performing
- Reliable for piece of mind operations



- Specifically designed to serve China restaurant market

HeroDry free-standing blower

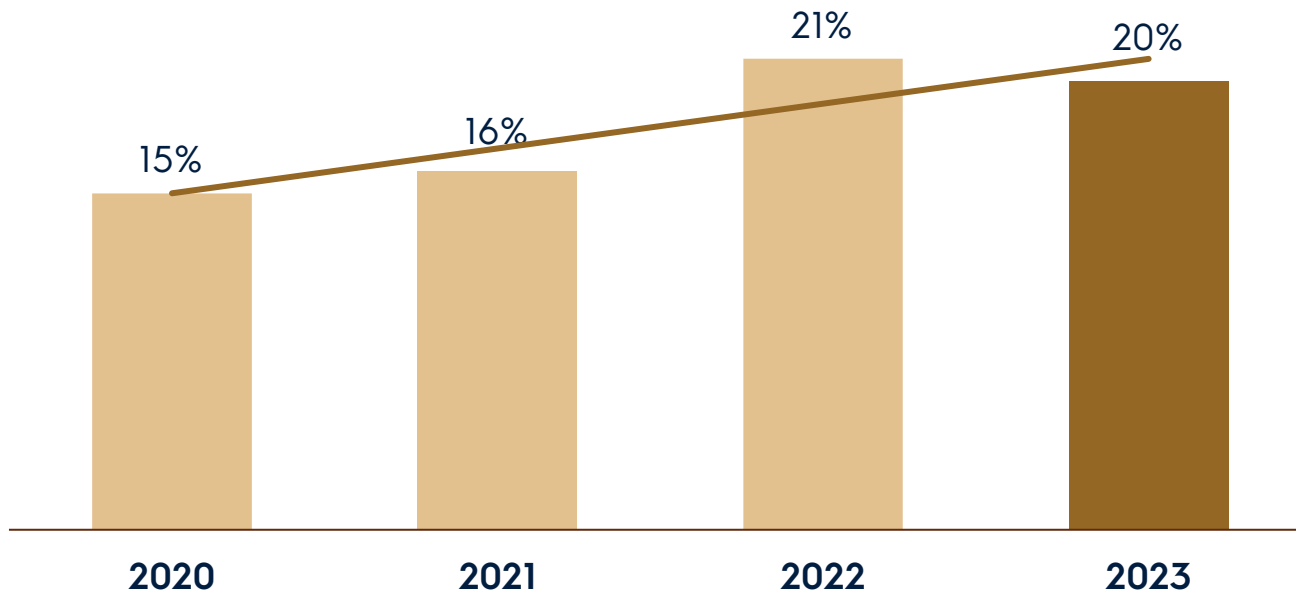
- A unique 'circular economy' initiative
- Meets the EU Single-Use Plastics Directive
- Drives down the global reliance on certain single-use plastics



- Higher than target Margin
- Commercial Restaurant Chains

Stable share of sales to chains

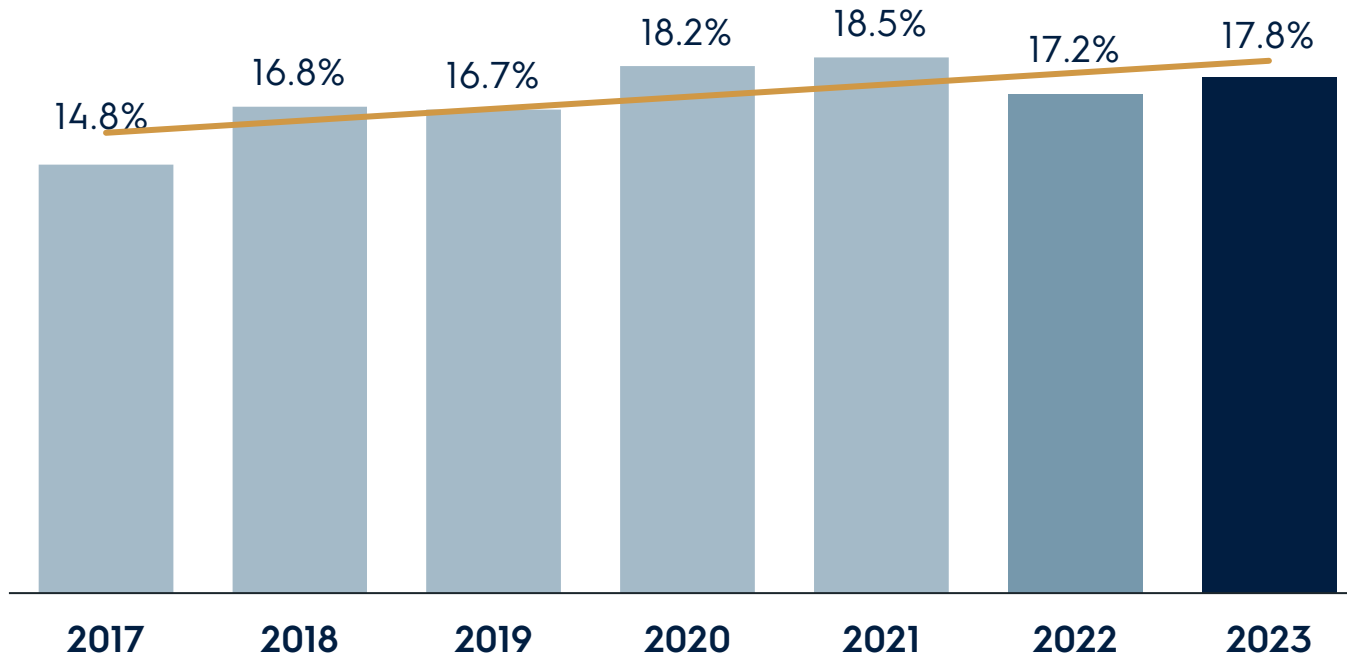
Chains sales in % of Food & Beverage sales



- US is home to most large global food service chains
- Growth in restaurant chains with acquisition of Unified brands
- No growth in 2023 due to weak Chain market development in the US, however product test on a good level

Customer Care growth contributes to profitability

Customer care in % of total sales



- Customer care grew 6% in 2023 - more than product sales
- Over average growth of accessories and consumables
- Decline in 2022 due to inclusion of Unified Brands

Digital is starting to shape our industry

Significant investments in digitalization focusing on Connected solutions and roll-out of the Digital customer platform

Connected appliances

Connected
appliance of
future installed
base

50%

- One user interface across food, laundry and beverage segments
- Valuable data storage & analyze features

Digital customer platform

Partner/distributor
interaction*

58%

Target: 50%

Distribution
on-line orders*

80%

Target: 65%

32 countries
1,930 partners
onboarded

* To onboarded partners and distributors

Unified Brands synergies are being realized

- Challenging year in the US during 2023 with soft sales development
- US Food & Beverage business was accretive to the Group margin in 2023
- Synergies announced in November 2022 are being realized

Revenue synergies

SEK 20-40m EBITA

Gradual synergies expected in 2024 and 2025

Cost synergies

SEK 25-50m EBITA

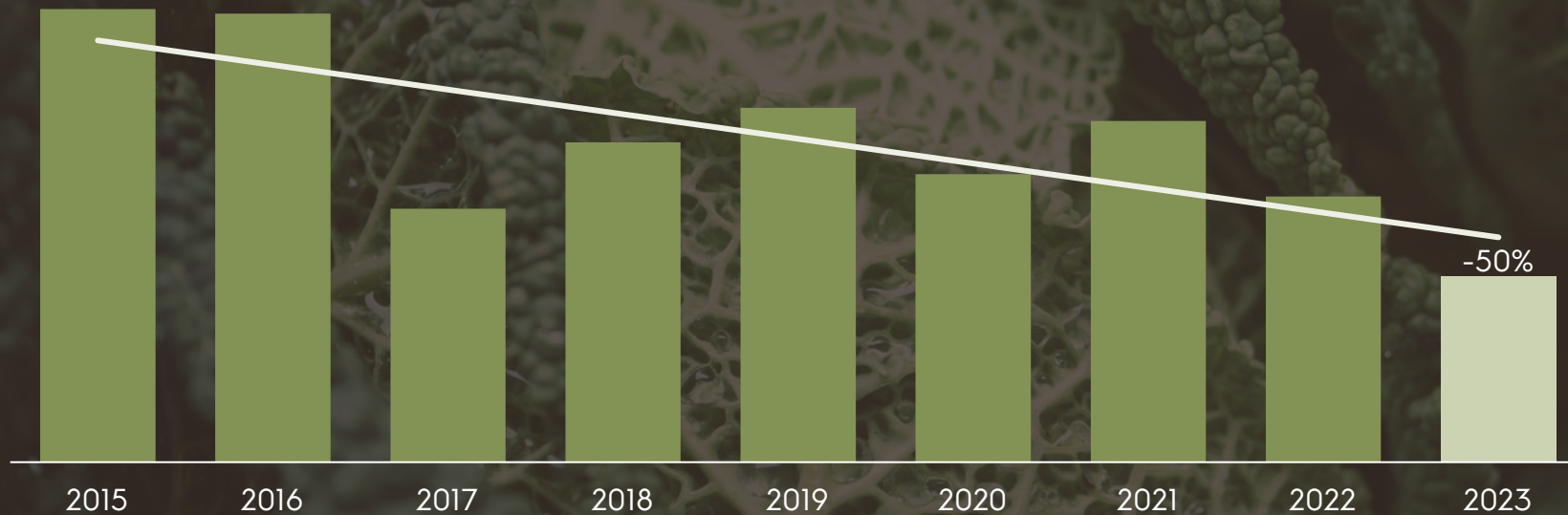
SEK 30m in 2023, in full during 2024

= SEK 45-90m EBITA

Co2 emission target reached

- Our 50% Co2 emission reduction target for 2015-2025 met two years ahead of plan
- New targets developed including product use (Scope 3)

* CO2e emissions (tons) scope 1 and 2

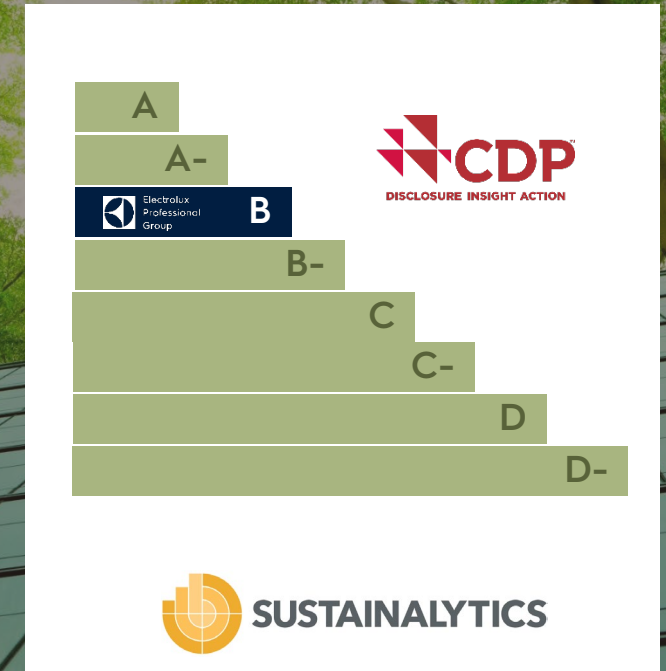


* Including contributions from acquisitions made 2015-2019. Unified brands, acquired December 2021 is not included.

Ranked as Industry leader in sustainability

- Sustainalytics ESG risk rating “low risk” rated
- CDP questionnaire for climate change B rated

Company	CDP climate change	ESG risk rating
Electrolux Professional Group	B	10.8 low risk
Company 2	D	27.8 medium risk
Company 3	D	30.4 high risk
Company 4	n/a	n/a
Company 5	n/a	29.9 medium risk
Company 6	B-	23.3 medium risk
Company 7	F	n/a



Acquisition of TOSEI

- Globally, Japan 2nd largest market in Laundry, and 3rd largest in Food & Beverage
- Strengthens the Groups presence in Japan.
- Founded in 1950, TOSEI is a leading company in professional Laundry and Vacuum packing in Japan.
- 340 employees. Head office in Tokyo and Factory in Izunokuni, Shizuoka.
- A portfolio of washers and dryers, mainly for laundromats (Coin-ops) as well as vacuum packing machines such as Table-top, and fully automatic.
- Strong in innovation and IoT
- Main brands are TOSEI and Tospack.

TOSEI



Tosei
Coin-operated
Washer/Dryer



Tospack
Table-top vacuum
solution

Product Portfolio



Combo
(Washer/Dryer)



Front Load
Washer



Tumble
Dryers



Barrier
Washers



Ironers



TOSEI

Electrolux Professional products complements the TOSEI vacuum packing

1 Dynamic
Preparation



3 Re-thermalizer



2 Cook & Chill



Vacuum is integral to the full cook and chill system

Acquisition of TOSEI changes the footprint

(2023 proforma)



Pre acquisition

Net sales by geography



Net sales by segment



Post acquisition

Net sales by geography



Net sales by segment



M&A continue to be on the agenda



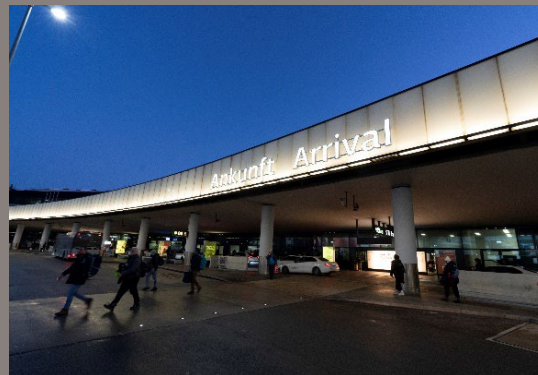
Two acquisitions
since 2020 adding
~20% turnover



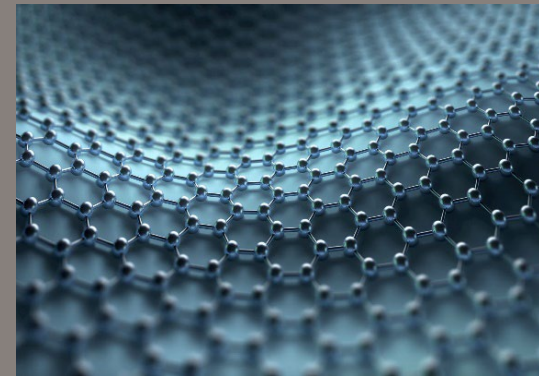
Activities to find
new acquisitions is
continuing



Focus on chains,
especially in
North America
and New markets



High margin
businesses



Technologies

Acquisitions improves our performance

- Electrolux Professional Group pro-forma 2023

- Sales = SEK 12,8b
- EBITA = SEK 1,4b
- Margin approx. 11%

- The Unified Brands (2021) and TOSEI (2024) acquisitions added:

- Sales +20%
- EBITA +20%
- Margin accretive

Electrolux Professional heading into 2024

Demand

- Market growth has normalized to pre pandemic levels (2-4%)

Inflation and interest rates

- Inflation and interest rates coming down – should increase customers willingness to invest

Price increases

- “Normal” price increases (1-2%) implemented

Raw material prices

- Raw material prices expected to be somewhat lower

Integration of TOSEI

- Integration of TOSEI will create synergies from 2025

We are progressing towards our financial targets

Net sales growth target

4%

2023: 2.6%
(2022: 16.9%)

Profitability target

15%

2023: 11.1%
(2022: 10.1%)

Assets efficiency target

Operating working capital as per cent
of net sales

15%

2023: 18.1%
(2022: 16.7%)

Capital structure target

Net debt/EBITDA ratio below

2.5x

2023: 0.9x
(2022: 1.5x)

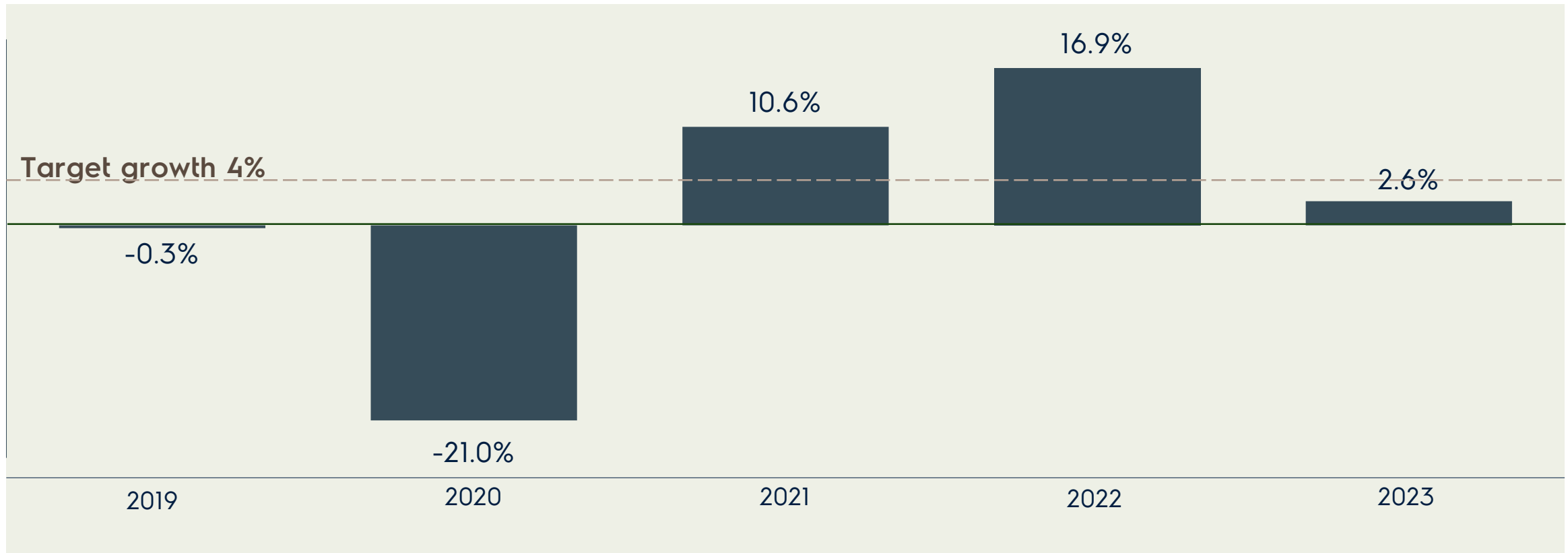
Dividend

30%

of income

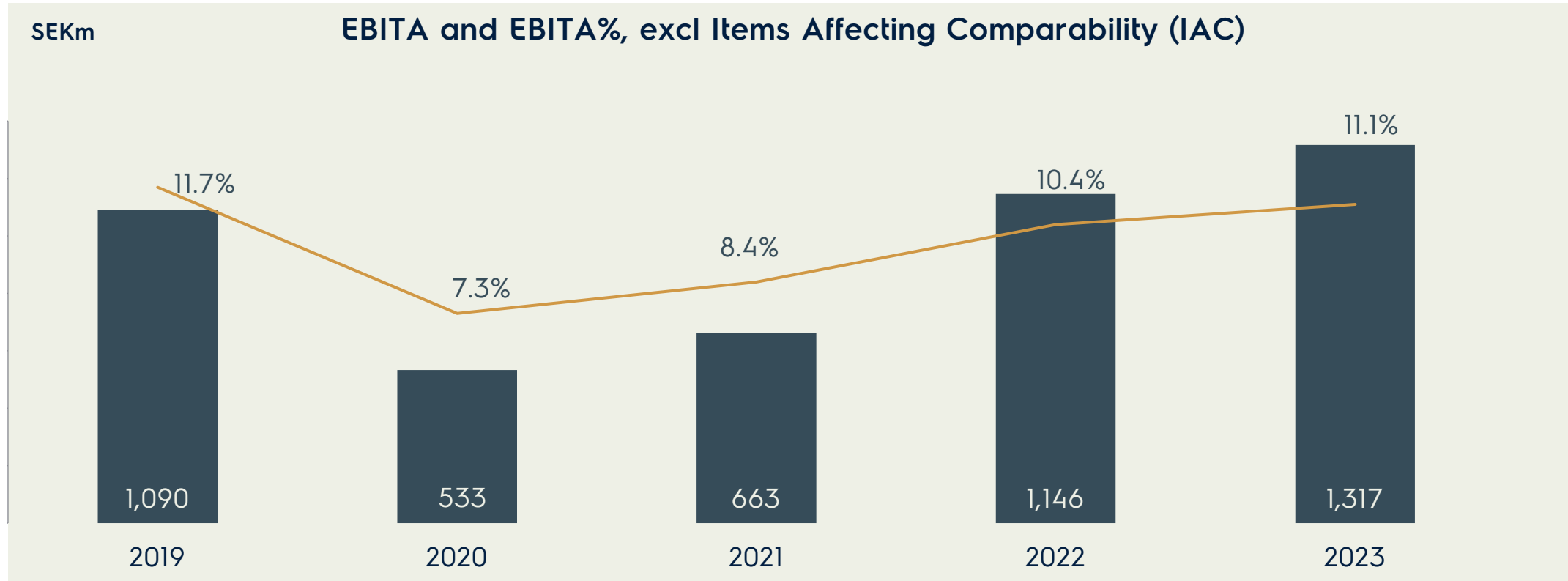
2023: 30%

Strong organic sales development after the pandemic – target to grow 4%

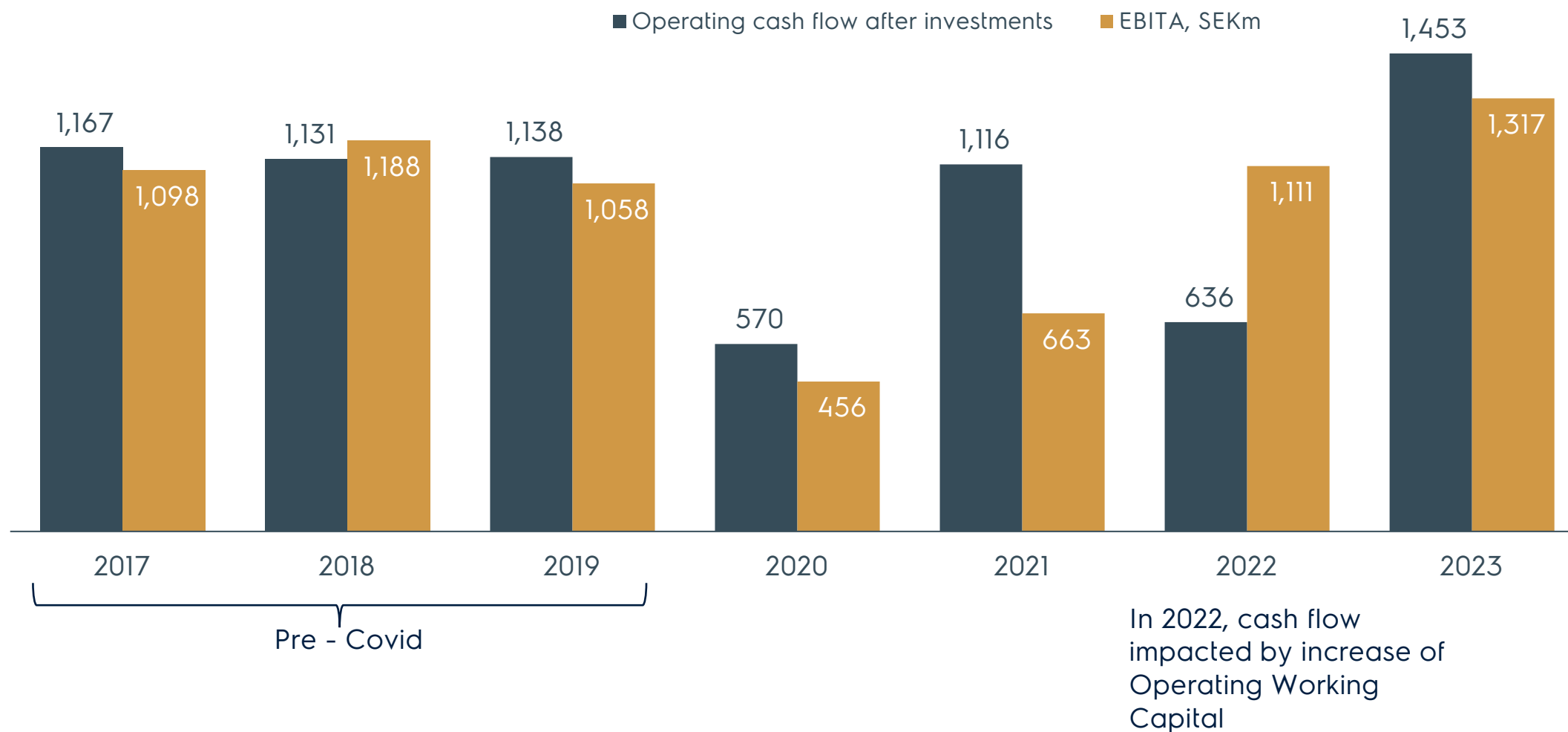


Margin almost back to pre-pandemic level and 20% higher in value

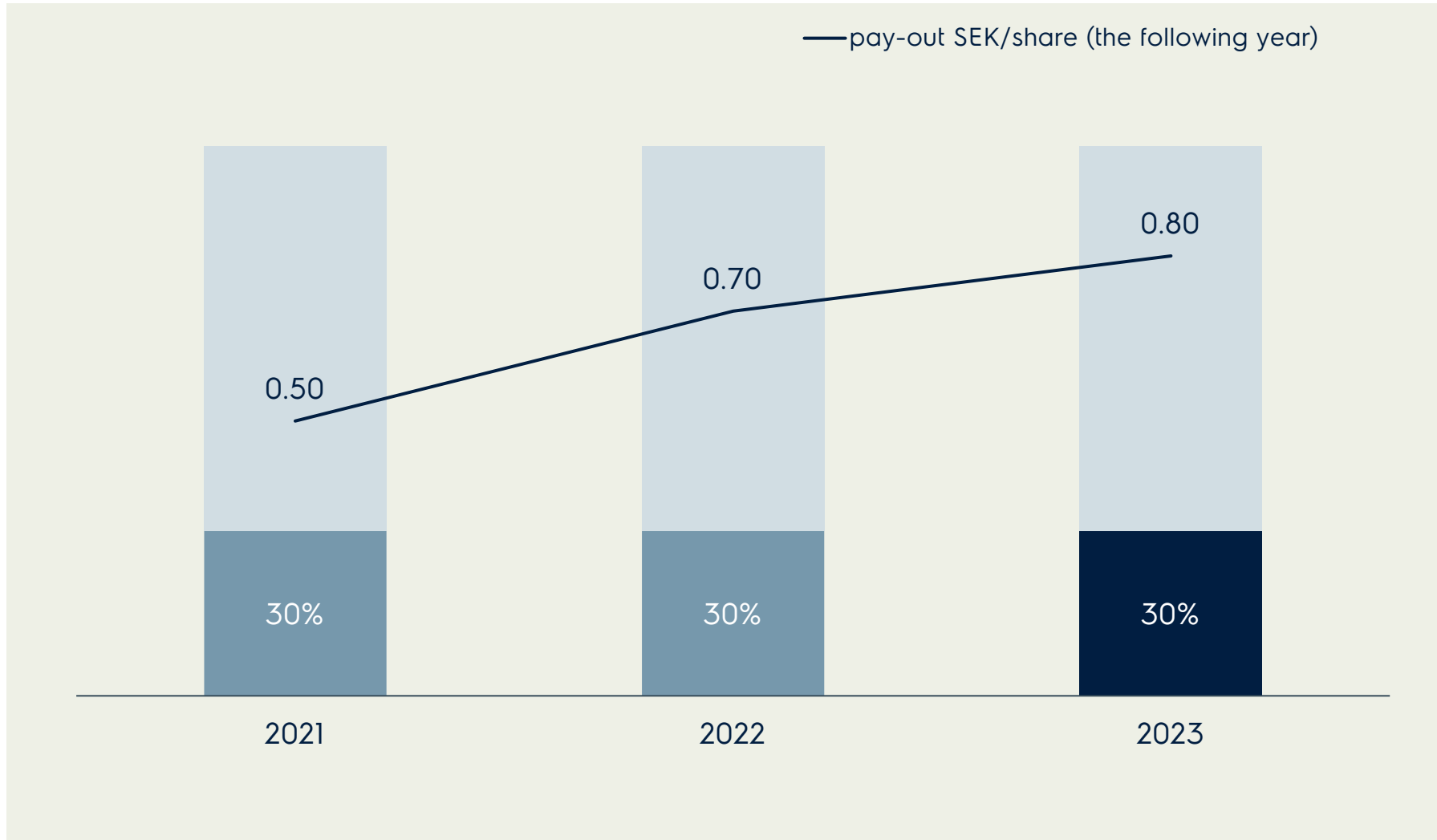
- target to continue step-by-step improvement to 15%



Proven good cash flow over the years



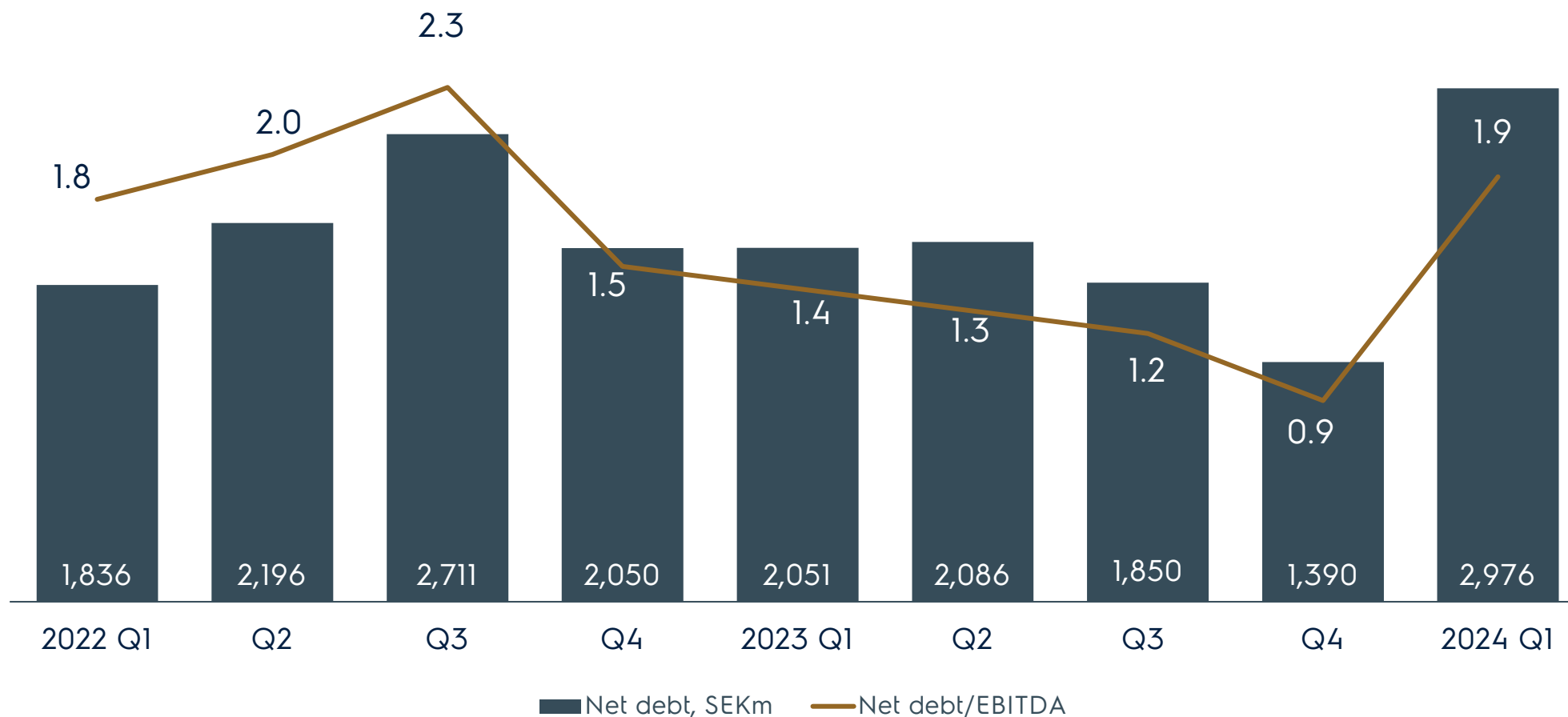
Dividend in line with target last three years



Target:
30% of net income

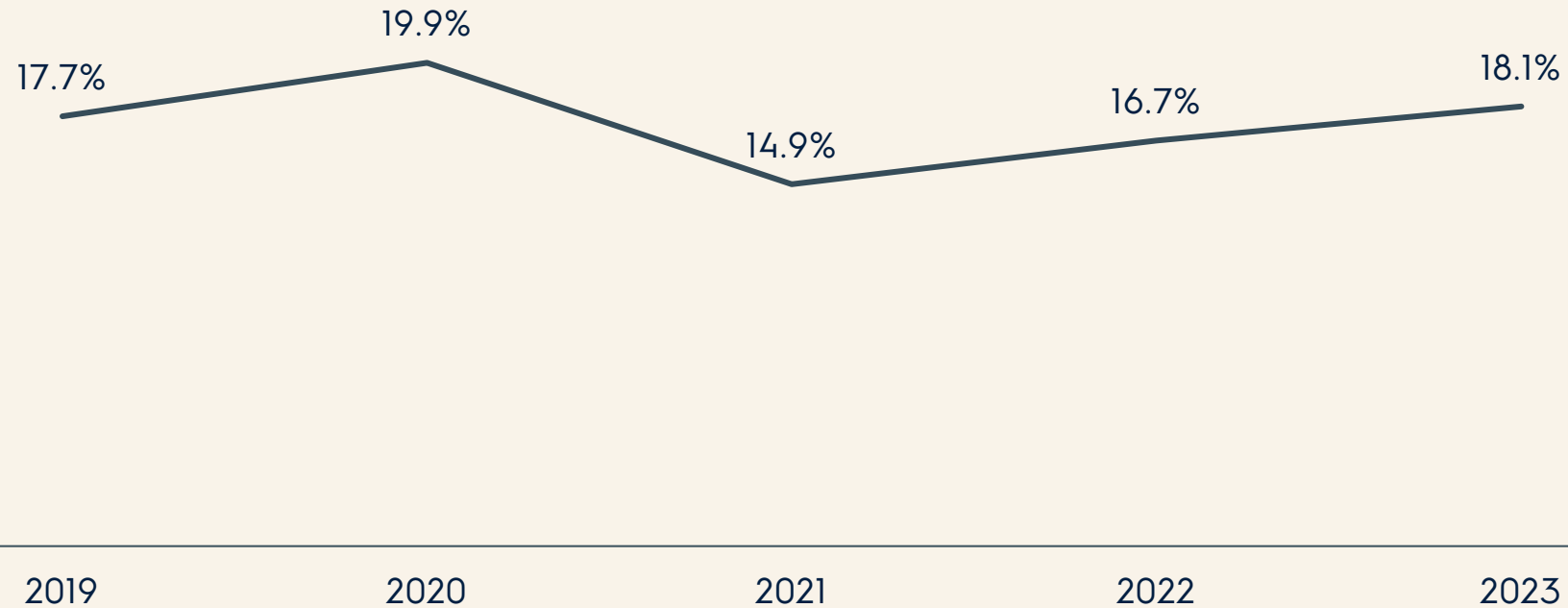
Net debt/EBITDA ratio is below limit of 2.5x also after TOSEI acquisition

- Further improved Net debt/EBITDA ratio during 2023



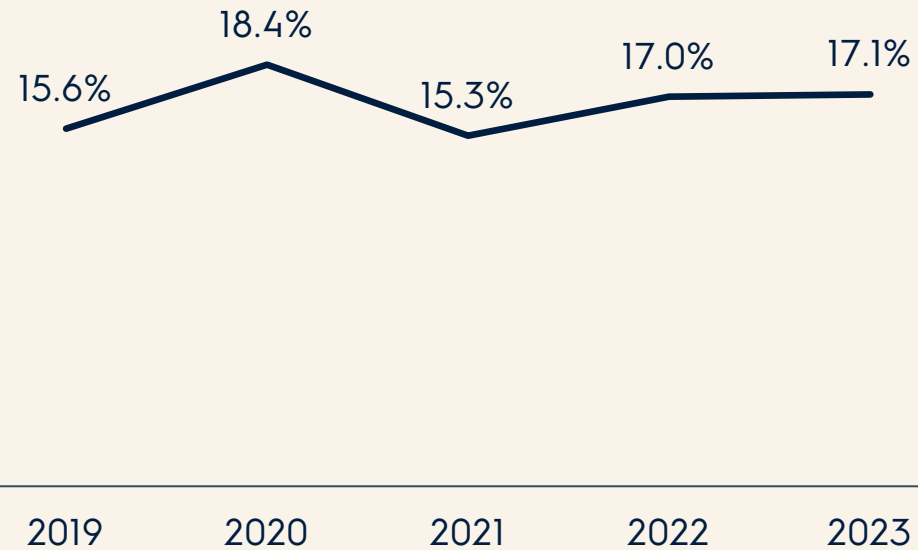
Operating working capital increased...

Operating working capital as % of sales

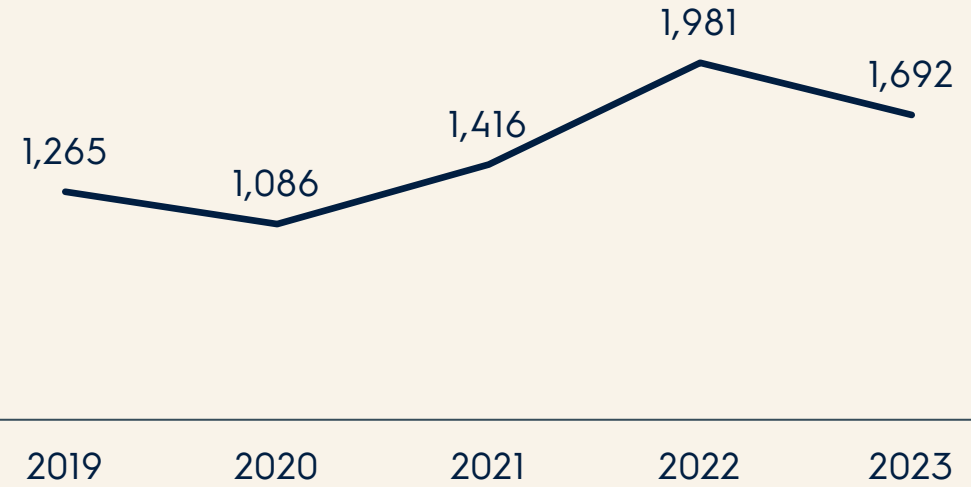


...but inventory started to decrease second half of 2023

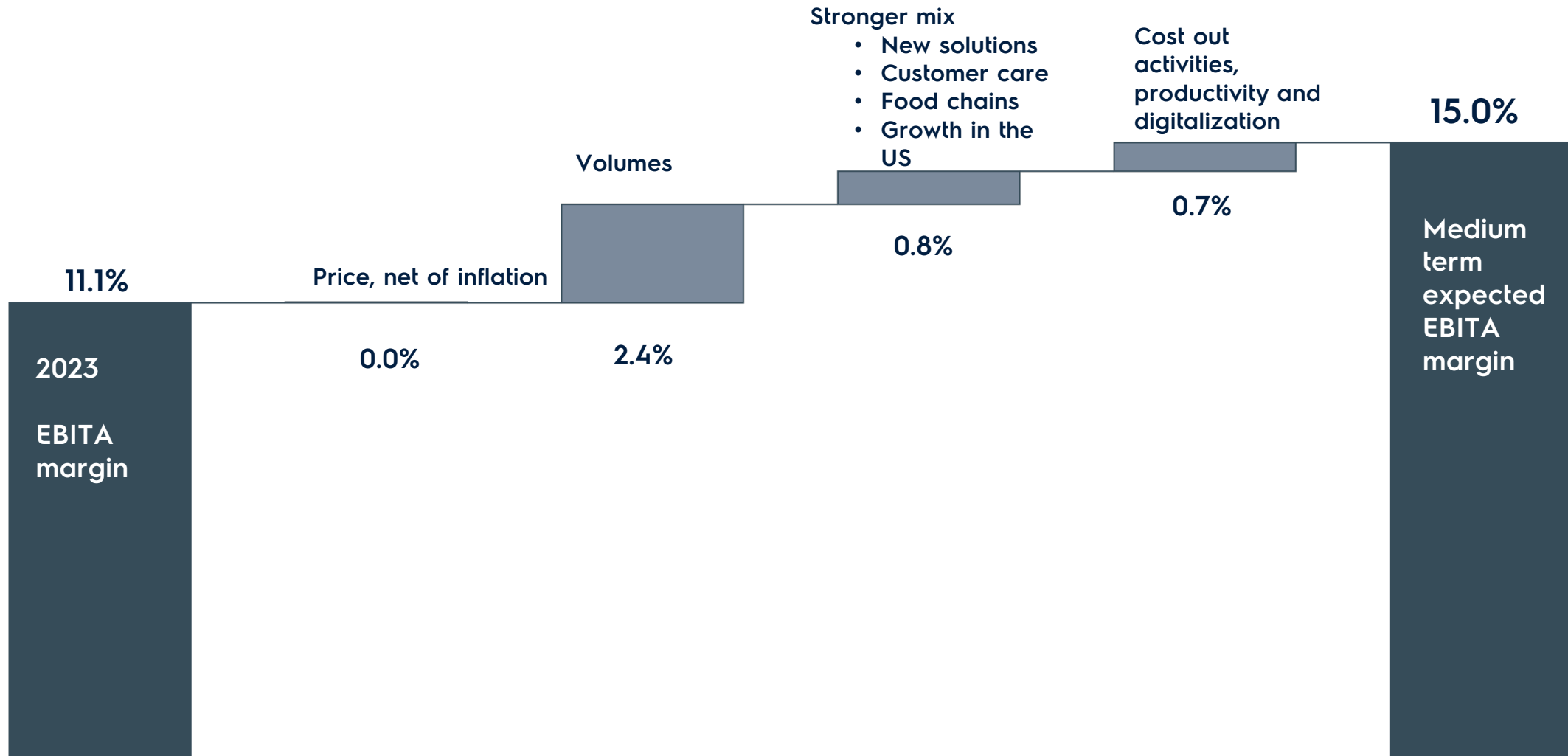
Inventory, average % of sales



Inventory in SEKm



Building blocks to achieve 15% EBITA margin



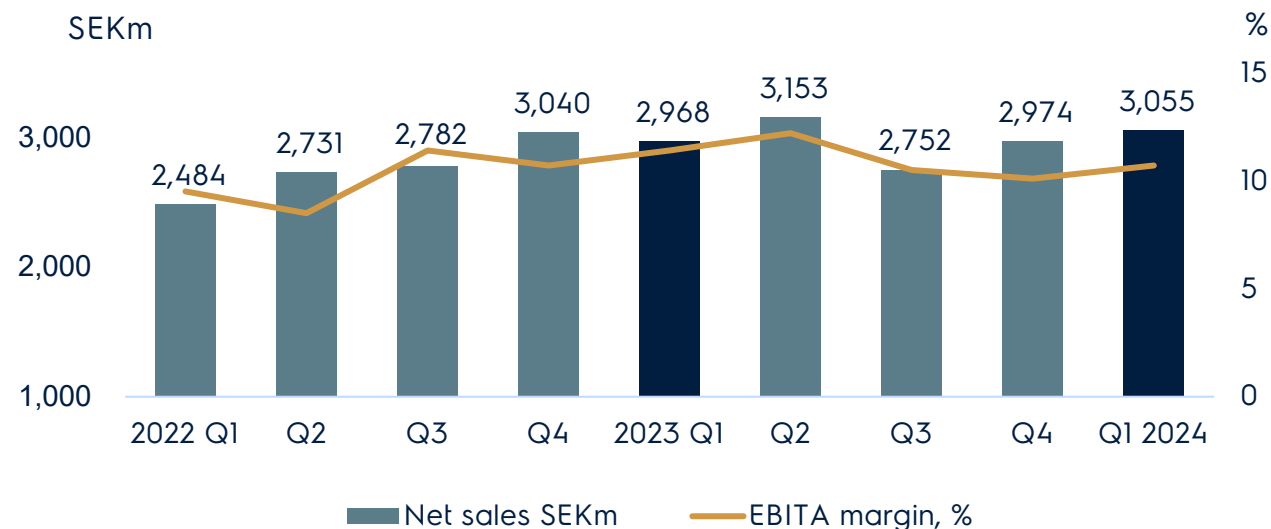
First quarter 2024 result



Comparable profit increased

- Sales increased by 2.9%
- Organically, sales declined by 4.3% compared to strong sales of last year.
- TOSEI, a leading company in professional Laundry and Vacuum packing in Japan, was acquired.
- TOSEI added sales of SEK 240m in the quarter.
- EBITA amounted to SEK 326m (340), corresponding to a margin of 10.7% (11.4).
- Excluding integration related costs of SEK 38m, the comparable EBITA margin would have been 11.9%.
- Operating cash flow after investments amounted to SEK 183m (87).

SEKm	Jan-Mar 2024	Jan-Mar 2023	Change, %
Net sales	3,055	2,968	2.9
EBITA	326	340	-4.1
EBITA margin, %	10.7	11.4	
Comparable EBITA	364	340	7.0
Comparable EBITA margin %	11.9	11.4	0.5ppt
Operating cash flow after Investments	183	87	



Summary and take aways

Yes, we still have some way to our financial targets, but:

- Improved EBITA-margin three years in a row
- In 2023 we had the historical highest; revenue, EBITA value and cash generation

Strategic priorities and strong R&D well aligned with customers' needs and market dynamics

We have built a stronger competitive position

- Better geographical mix
- Larger Food chain and laundry business
- Larger and growing customer care
- We are the sustainability leader

Summary and take aways

We have the structural conditions to support our ambitions

- An organization
 - closer to customers
 - strong ownership
 - ability to be agile and react fast
- A dedicated Board supporting our strategy, investments and projects
- Financial strength to support growth with acquisition

We are committed to achieve our financial targets



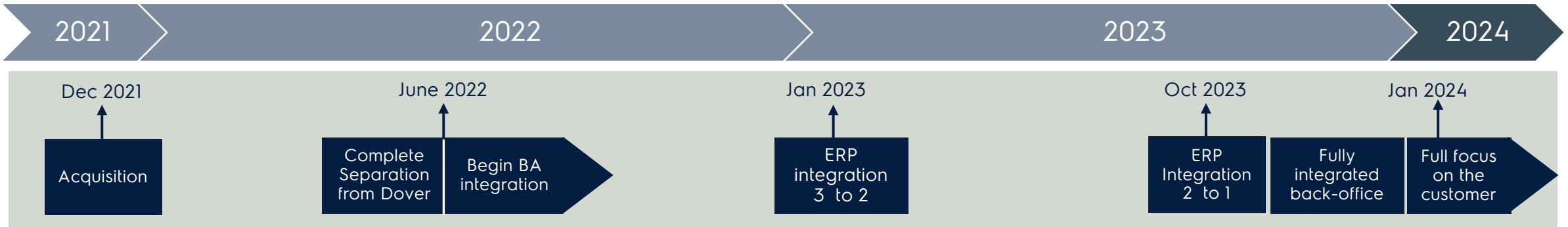
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Appendix



Unified Brands - the Journey since acquisition

Integration fully completed



• Integration activities

- Leadership Team established July 2022
- Chain Sales Team merged July 2022
- Institutional Sales Leadership merged March 2023; Full team merged January 2024
- Customer Care integration and new leadership December 2023
- Finance Team integration January 2024 - fully completes the integration

• Two ERP Integrations

- January 2023
- October 2023

Business integration completed – Full focus on the customer and growth

Improved sustainability performance

Target to be climate neutral in operations in 2030



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Scope 1&2
-50%
2025*

Target reached
in 2023: -62%

Scope 1&2
-70%
2030**

2023:
-50% (29%)

Scope 3
-27.5%
2030

2023 n/a***

LTI rate
<0.3
2025

2023:
0.54 (0.57)

Gender
balance
40/60
2030

2023:
27% women (26)
73% men (74)

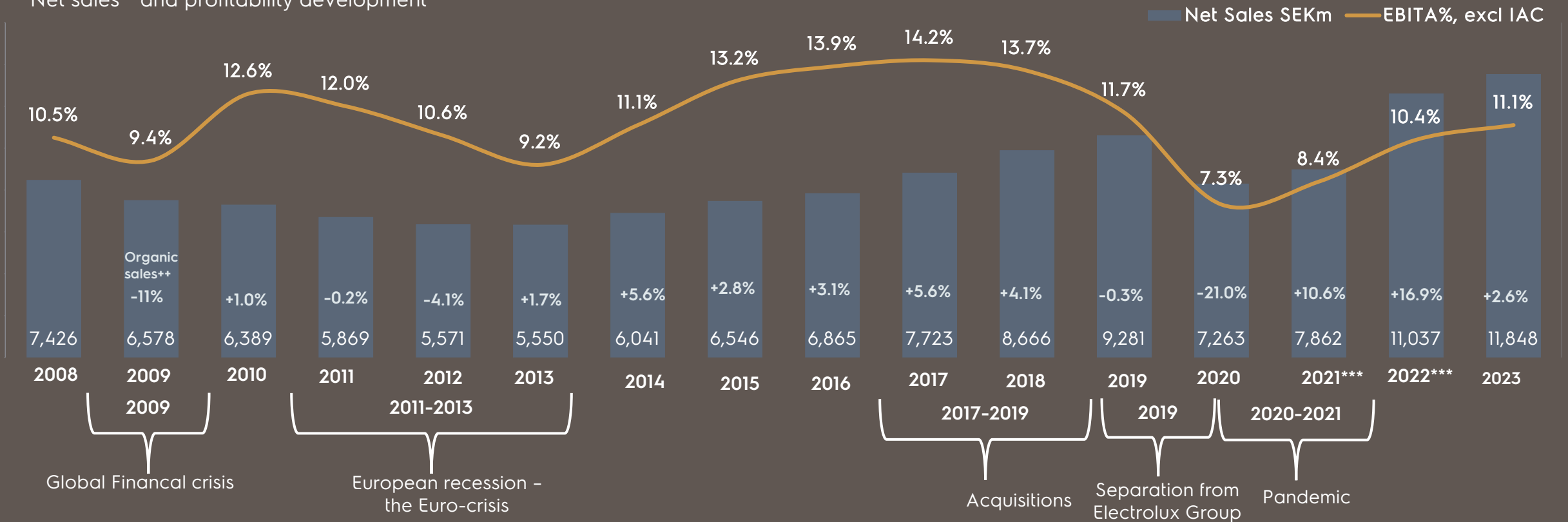
- Scope 1 and 2 – emissions from own operations.
 - * Compared 2015 baseline** Compared 2019 baseline
- Scope 3 - indirect use phase emissions of sold products. Compared 2019 baseline
 - *** Will be disclosed in 2024

A resilient foundation, well prepared for economic downturns



The pandemic had twice the impact on sales vs 2009 Financial Crisis

Net sales** and profitability development



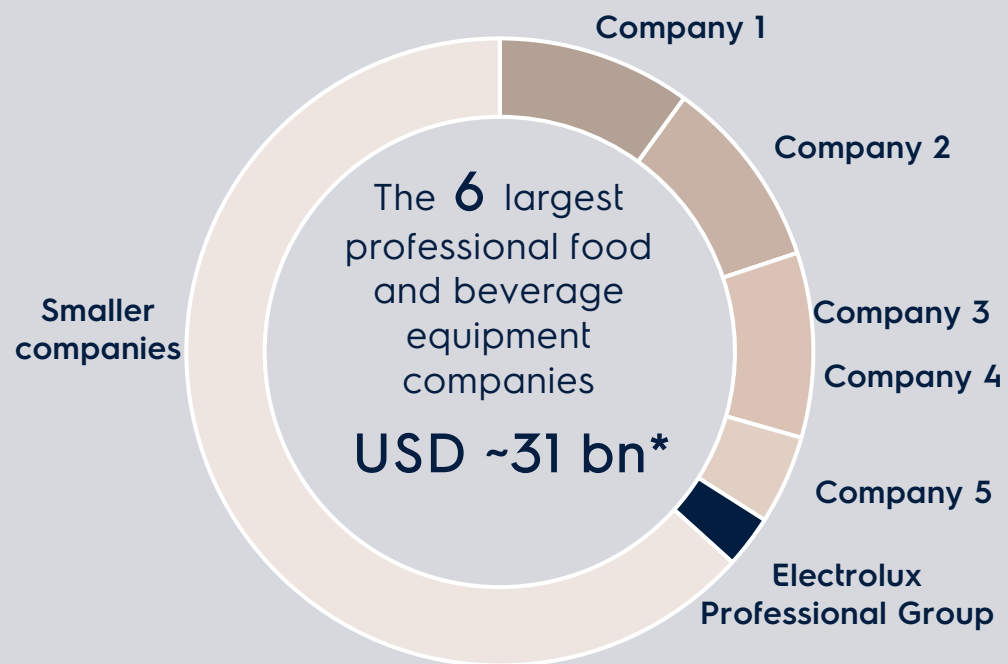
*Excluding divested businesses (Baring Industries, US (2010) and Heating element, Switzerland (2011)) **Excluding Items affecting Comparability (IAC)

***Includes Unified Brands from December 2021

+Group Total Net Sales ++Organic Sales (% change) excluding acquisition and divestments affecting comparability

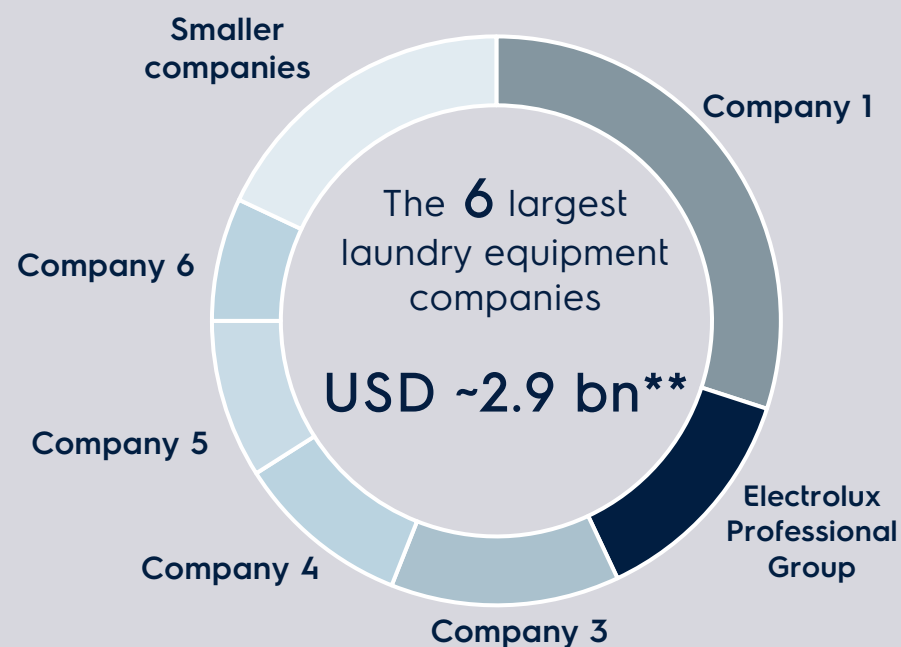
The global professional equipment industry

Food & Beverage



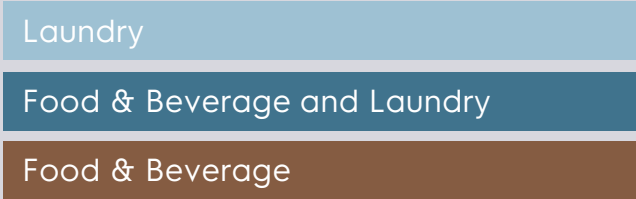
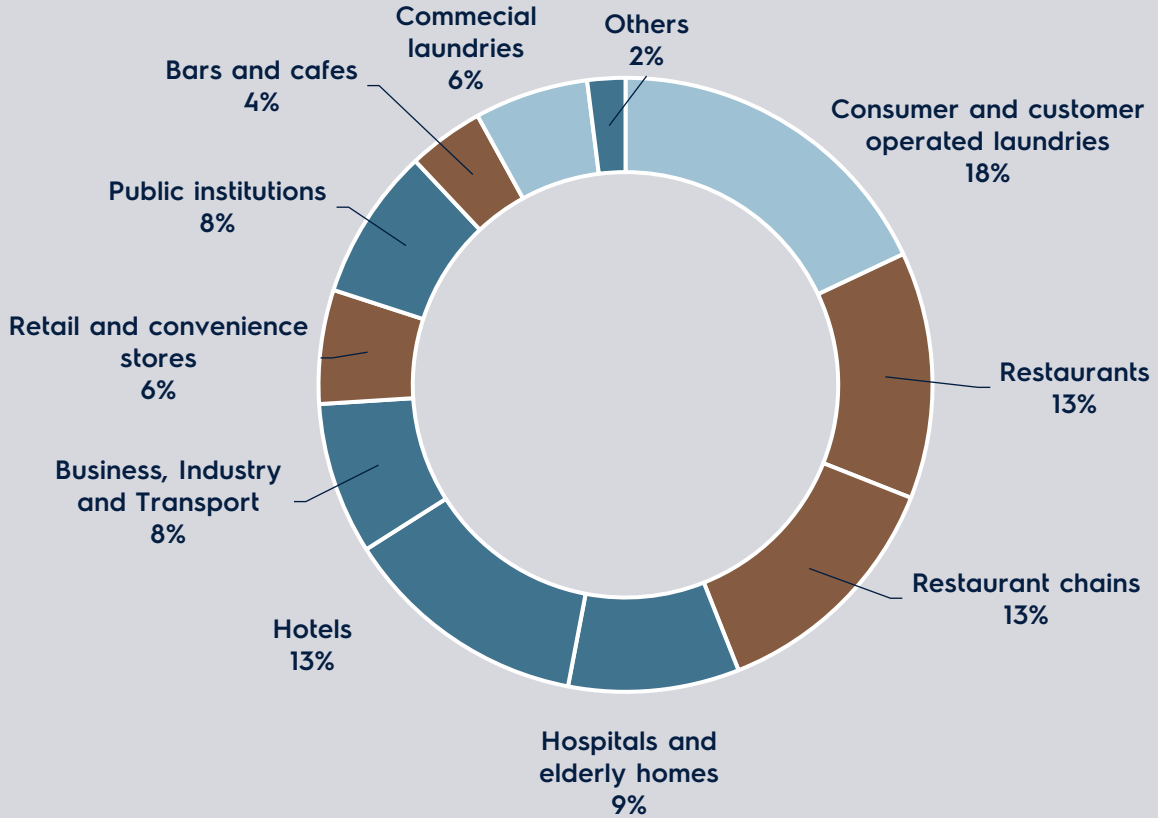
** 2023 markets, own company estimates

Laundry



** 2023 markets, own company estimates

Electrolux Professional sales per customer segment*



* Figures are partially estimates since Electrolux Professional do not always have information about the end customer.



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Professional
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