Electrolux Professional Group

Meeting needs beyond tomorrow

Electrolux Professional Group

SEB January 8, 2026

A solid Group with a large potential

Unlocking profitable growth

Electrolux Professional Group

- Operates on structurally growing end-markets
- Geographically balanced business
- Track record of solid EBITA, cash flow, dividend payout
- Positioned to grow margin thanks to efficiency program and high margin products
- Focused plan to grow organically, with the means to accellerate with potential M&A
- Sustainability leader

Progressing towards our financial targets

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Organic Net sales growth target

4%

2025 QTD 0.9%
(2024: -0.1)

Profitability target

15%

2025 QTD: 11.9%*
(2024: 11.6%)

Assets efficiency target

Operating working capital as per cent of net sales

15%

2025 QTD: 16.2%
(2024: 16.4%)

Capital structure target

Net debt/EBITDA ratio below

2.5x

2025 QTD: 1.2x
(2024: 1.4x)

Dividend

30%

of income

2025: SEK 0.85/Share
(2024: 0.80/Share)

*excluding items affecting comparability

Building blocks to achieve 15% EBITA margin

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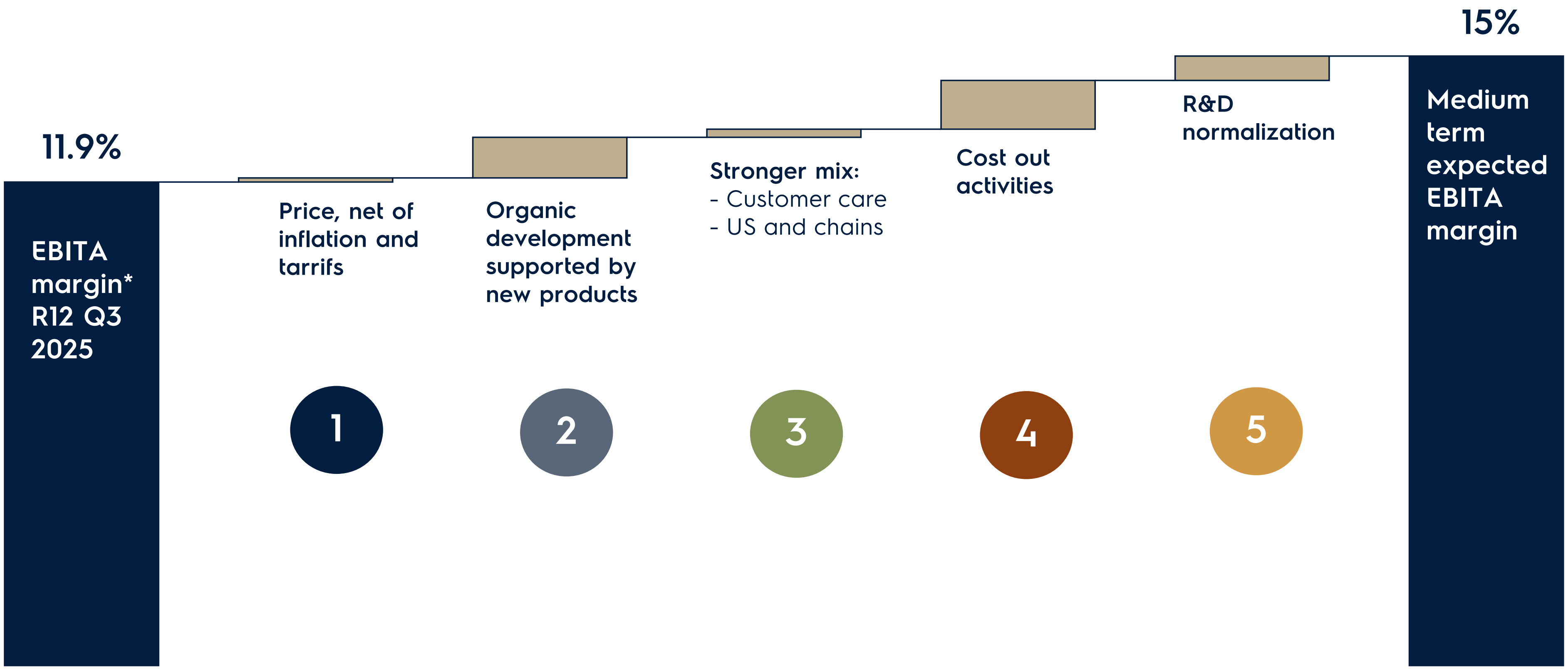

* Excl items affecting comparability

1 Tariff impact – tariffs to be mitigated

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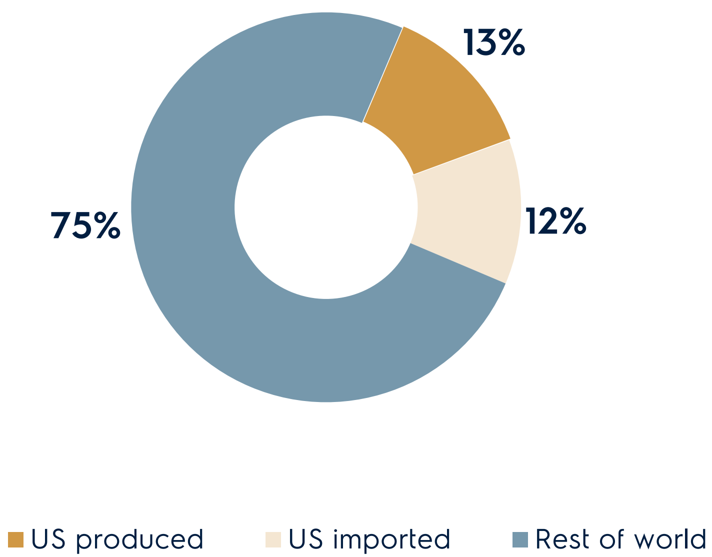
Group sales



- US sales represents approximately 25% of Group sales, less than half are subject to tariffs
- Tariffs impact in EBITA (after mitigation actions) has been approx. SEK -10m in Q3 and SEK -25m QTD
- Current and next year price increases are expected to cover tariff impact for 2026

1

Price

1 Currency has negatively affected our profit

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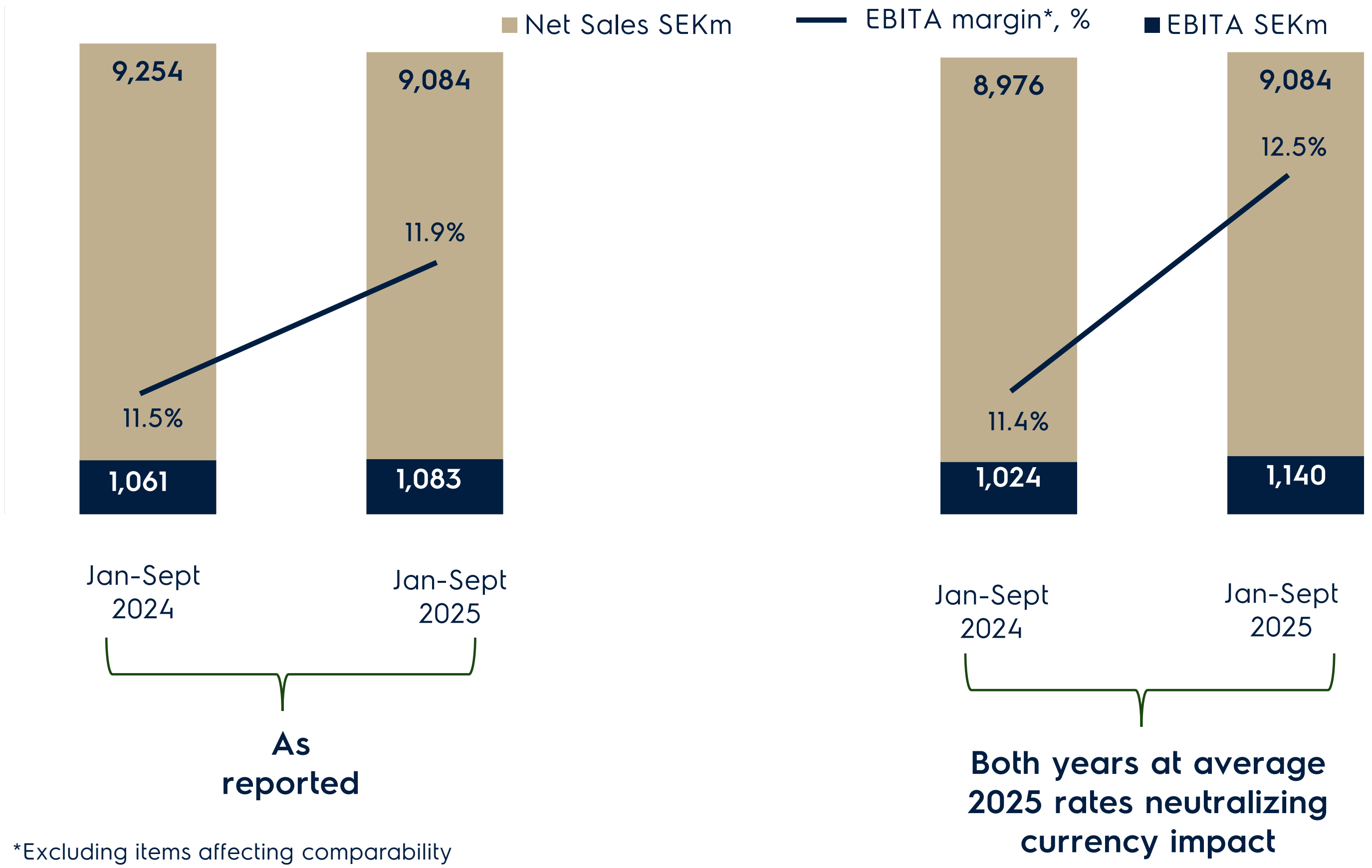


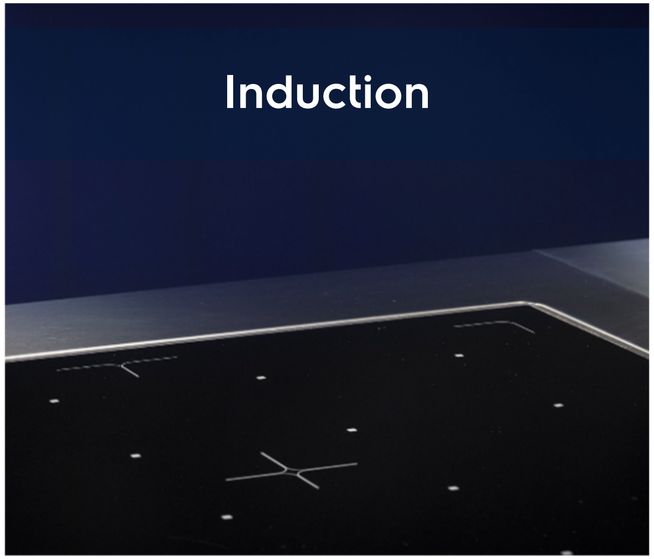
*Excluding items affecting comparability

- Currency translation reduced YOY the top line by approx. 3% and EBITA by approx. SEK 35m but with no material impact on margin
- Currency transaction affected the EBITA by approx. SEK -60m or 0.6 ppt in margin

1
Price

2 Product innovation key to drive volume

- R&D is currently higher than normal driven by Laundry and Cooking
- Following new product launches we will expand our sales and digital capabilities



2
Growth

New Laundry Platform: Driving Efficiency, Sustainability & Growth

2

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- One Modular Platform, multiple applications
- 2026 launch cover 1/3 of laundry volumes
- Launch Roadmap 2026 – 2027
- Expand into new segments
- Sustainability and Efficiency

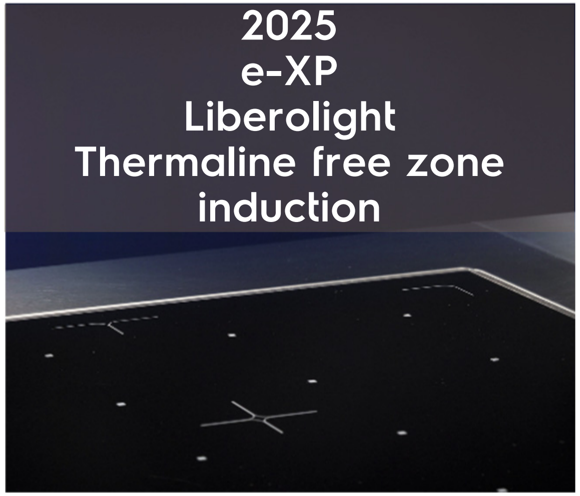
Enlarged accessible market and reinforced Technical Leadership

2
Growth

2

Strengthen our leadership in Horizontal cooking

- We are a leader in Horizontal cooking in Europe
- Increase the margin of one of the most profitable product lines
- Enter unsaturated segment with very few players and with higher growth potential



2

Growth

2

We are the Sustainability leader of our industry

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GOLD | Top 5%
ecovadis
Sustainability Rating
MAY 2025

CDP
Discloser 2024

TIME
WORLD'S MOST SUSTAINABLE COMPANIES
IN PARTNERSHIP WITH statista
2024

MSCI

2
Growth

2

Partnering and investing in Mimbly – a cleantech company

Strengthens our sustainability leadership

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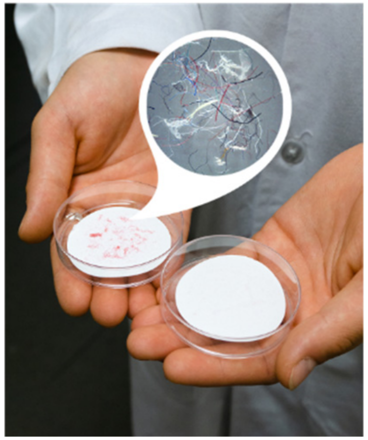
- Access to innovative water-saving and microplastics filtration technology
- Mimbly's Mimbox reduces water use, filters microplastics to 50 microns, and saves energy by retaining water
- We will co-develop a new solution within microplastic filtration
- Upcoming regulatory requirements and the need for water efficiency key drivers for partnering with Mimbly
- We will take a minority stake in the company

MIMBLY



2

Growth

2

Expand in high margin products, segments and geographies

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Exit of

- Drip coffee business
- Semi-professional refrigeration
- Semi-professional cooking in US

Strengths in high margin products

- Cold beverage
- Cooking (mainly induction) and ovens
- Laundry

Improved profitability due to manufacturing optimization

- Swiss made horizontal cooking (Therma)
- Espresso coffee

Growth in

- Chains in the US and Asia
- consumer operated Laundry

2

Growth

3 Growth in chains

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- Sales to Chains in the US has grown 13% first nine months of 2025
- In the US, good pipeline of potential roll-outs
- Chains growing also outside US, especially in China – Asia where local chains are growing faster
- Laundry now also in chains

China hood type dishwasher growing in Chinese food chains

3

Sales mix

3 Acquisition of Royal Range assets – a US based Cooking company

Key Products

Ranges

Fryers

Ovens

Griddles

- High margin cooking segment in US
- Expected sales of SEK 100m in 2025
- Complementarity of products with current Electrolux Professional's offering
- Complement Electrolux Professional's sales channels and connection to mid-tier chains

3
Sales mix

3 Profitable contract execution: creating value for customers

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Technician	Customer Success Technician
TODAY	TOMORROW

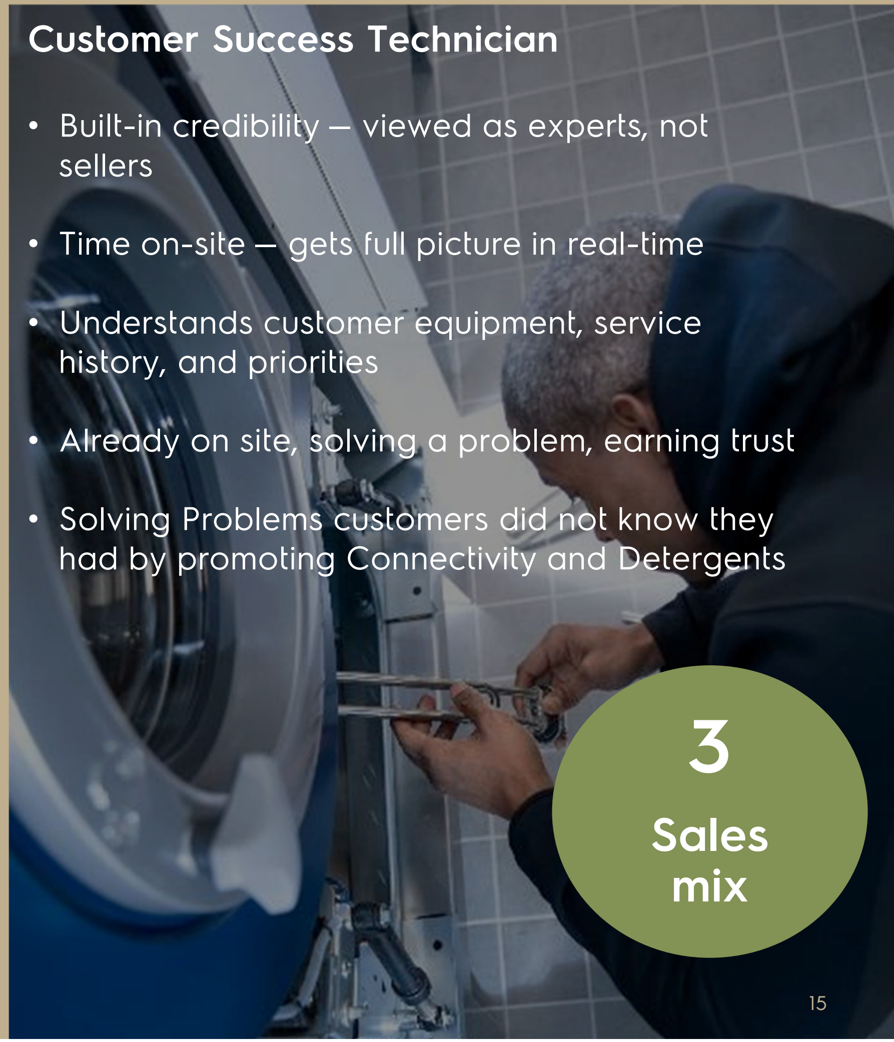
Repairs
Maintenance
Installation
Warranty

\+

Connectivity

Detergents

Sales



Customer Success Technician

- Built-in credibility – viewed as experts, not sellers
- Time on-site – gets full picture in real-time
- Understands customer equipment, service history, and priorities
- Already on site, solving a problem, earning trust
- Solving Problems customers did not know they had by promoting Connectivity and Detergents

3

Sales mix

Customer care growth contributes to profit

3

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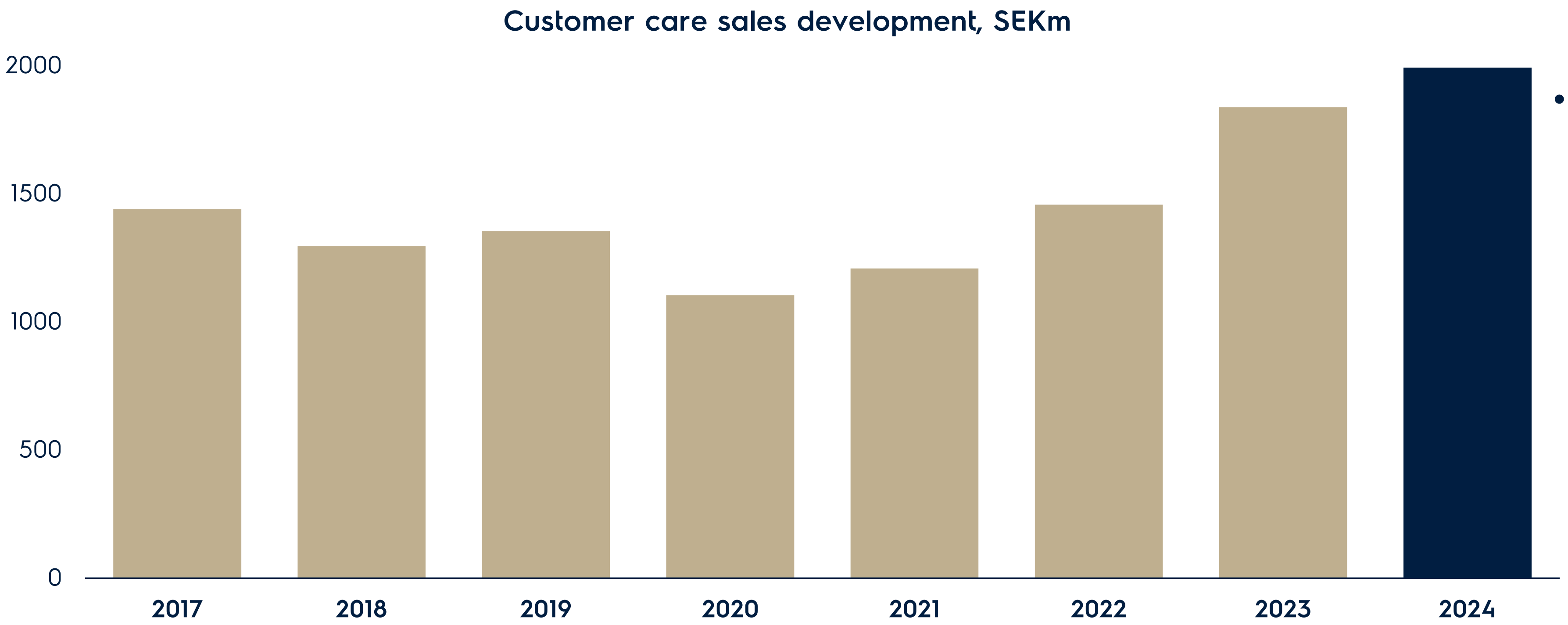

- Currently approximately 18% of sales

3
Sales mix

4

Program launched to streamline our company and improve profitability

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- To stay competitive and improve profitability
- Expected savings of SEK 85m in 2026 and SEK 175m in 2027

Increase operational flexibility and further safeguard future resilience	Tackling underperforming products by transfer production to increase profitability	Strategic competence shift with focus on digital, sales and marketing

Streamline of operations to improve profitability

4

Cost-out-

4

Digital technology is transforming our industry

streamlining processes for our partners and enhancing the efficiency of our operations.

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Connected products

Digital Customer platform

- Back office, e-shop

Mobile applications

- Sales mobile app, Connectivity, Mobile app, Supporting apps

CRM

- 360 view of customer data, lead management

Marketing technology

Marketing automatization, digital customer journey, analytics and insights

Digital tools & calculators

- Configurator, Usages calculator, Booking tool, Virtual showroom

4

Cost-out-

5

R&D cost development
Peak in 2025 – expected to go down from H2 2026

- We started to increase R&D in 2024 (mainly in Laundry) when it was approximately SEK 550m
- In 2025 R&D increased to approximately SEK 580m, driven by both Laundry and Cooking
- Gradually, from second half 2026, we intend to start normalize R&D cost to be below SEK 500m per year

5

Recuced R&D

Summary - contributors to the 15% EBITA-margin
Increased focus on sales and cost out

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- → Market development positive in Europe and APAC-MEA – US more cautious
- → Increased efforts on cost savings and efficiency through new program
- → Increased profitability through production transfers of categories with currently too low margin
- → New product launches in Laundry and Cooking
- → Focus on untapped and unsaturated segments as well as strengths in high margin segments
- → Competence shift focusing on sales, go to market and digital capabilities
- → Progressive normalization of R&D cost and Capex
- → Mix up: Growth in chains and build on strengths in high margin products

1 Price

2 Growth

3 Sales mix

4 Cost-out-

5 Recuced R&D

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beyond tomorrow

The global Professional Equipment Industry
2024 Market size and underlying growth assumptions

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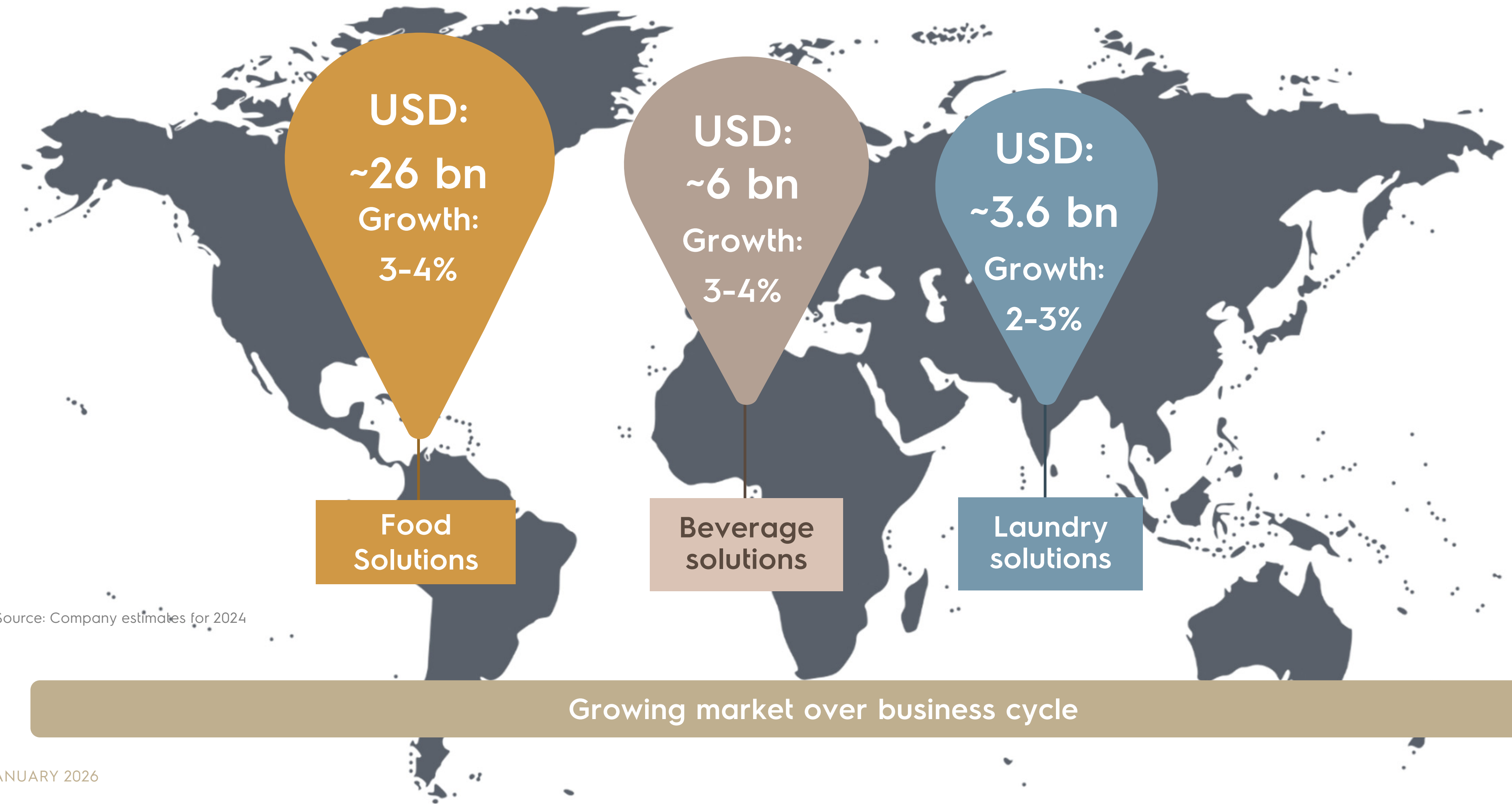
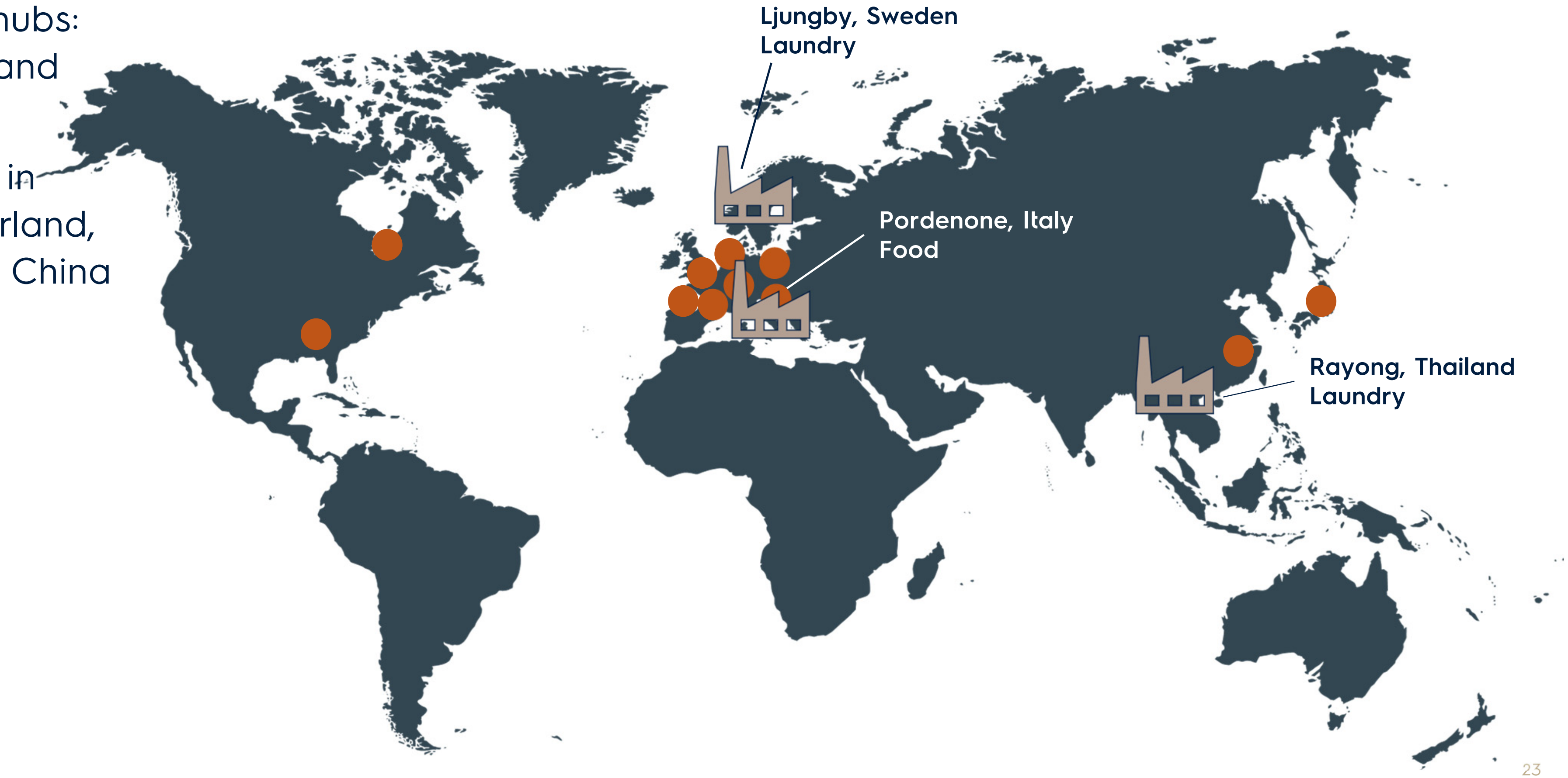


Source: Company estimates for 2024

Growing market over business cycle

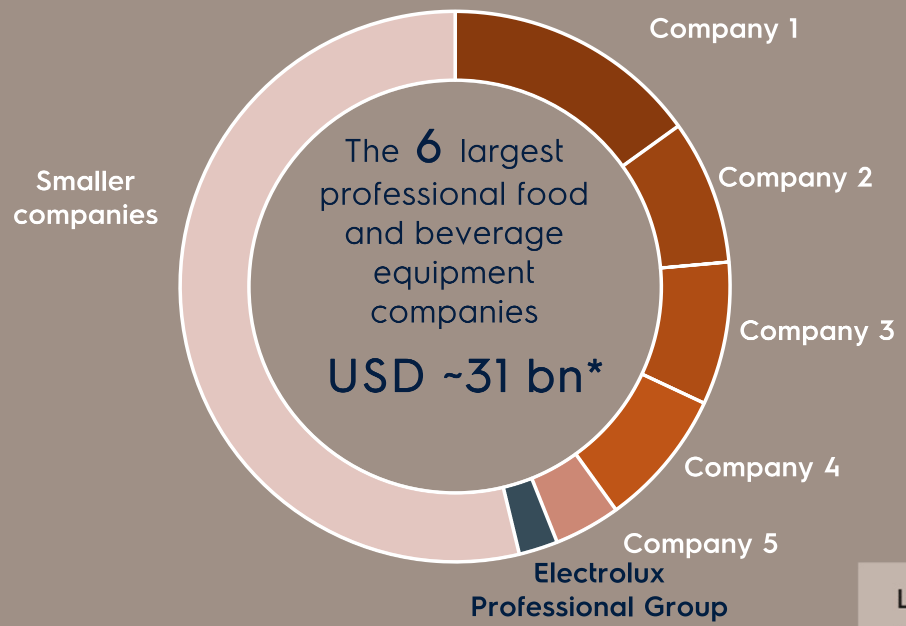
A Global industrial footprint to serve customers expanding globally

- 3 larger units/hubs: Italy, Sweden and Thailand
- 11 smaller units in France, Switzerland, US, Japan and China



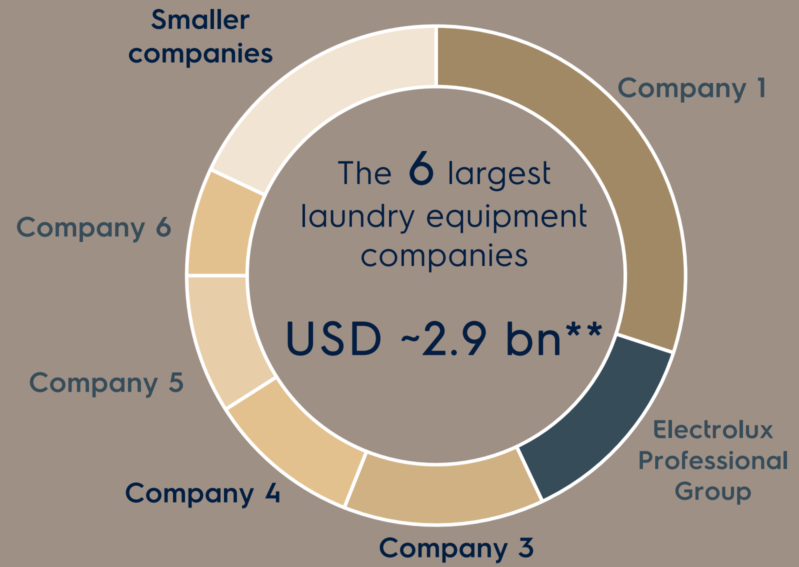
The global professional equipment industry

Food & Beverage



** 2024 markets, own company estimates

Laundry



** 2024 markets, own company estimates

Largest global players

Food & Beverage	*Laundry*
> Ali Group/ Welbilt	> Alliance
> Hoshizaki	> Girbau
> ITW	> Jensen
> Middleby	> Kannegiesser
> Rational	> Miele Pro

Trends in the Professional Equipment Industry

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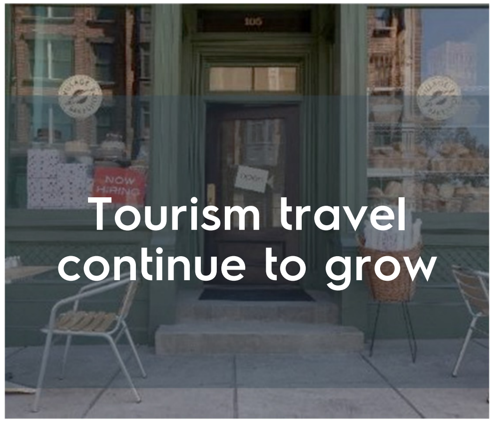

Offering outstanding customer experience
A Group of trustable, category champion brands

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Food

Human-centered kitchen solutions that boost efficiency, to create great-tasting and effortless results

Electrolux Professional · Molteni · Zanussi Professional · Eetsan · Dito Sama · Tospack · avtec · groen · randell · capkold · power soak · Kelvinator Commercial · Alpeninox · Adventys

Beverage

Innovative beverage solutions that simplify use while reducing waste, for delicious, quality beverages

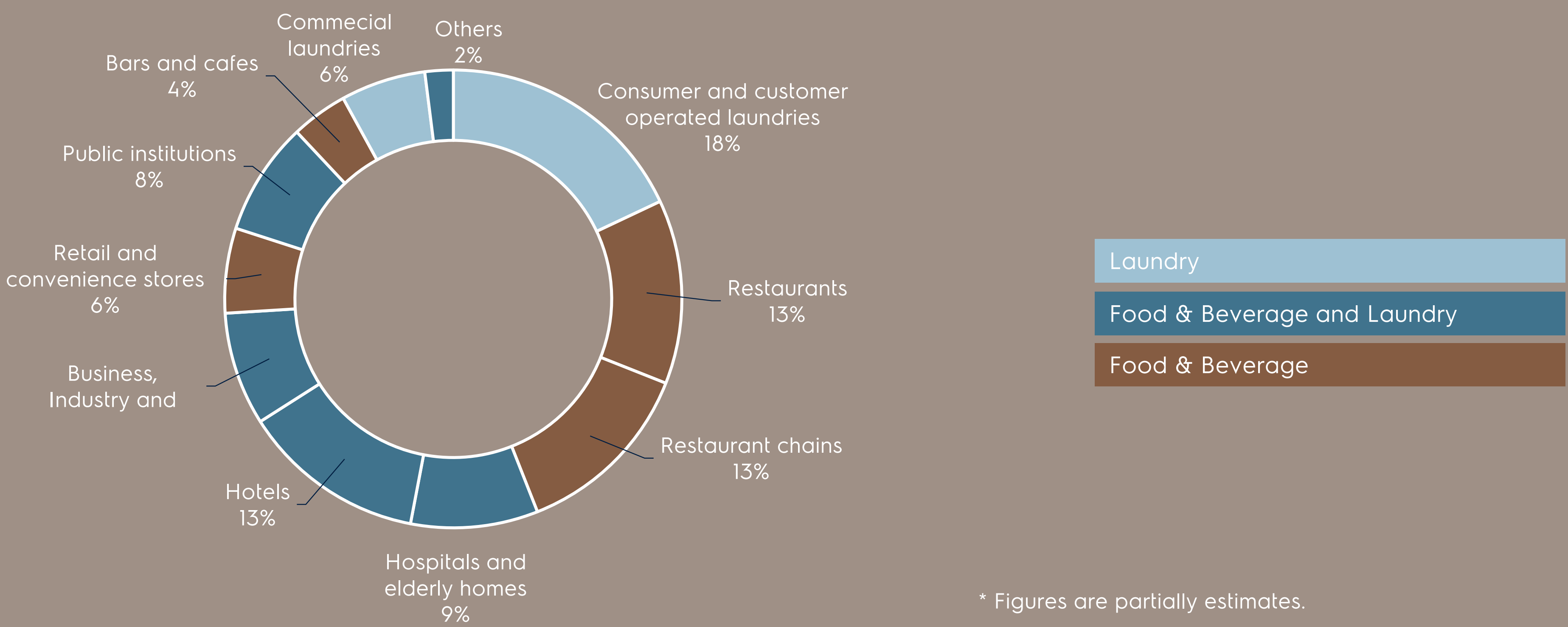
Electrolux Professional · UNIC

Laundry

Sustainable and flexible commercial Laundry solutions to improve productivity and ergonomics

Electrolux Professional · wascomat · Schneidereit Professional · TOSEI

Electrolux Professional sales per customer segment*



* Figures are partially estimates.

Strategic priorities confirmed
with additional contribution from cost and efficiency

GROW through innovation

Innovation – Sustainability - Energy efficiency - Connected and digital platform.

EXPAND in high margin products, segments, and geographies

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

BOOST Customer Care & Service as a solution offer

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

INVEST in Digitalization to unlock additional customer value and process efficiency

Streamline of operations to improve profitability

Our US Food & Beverage business improved in 2025
Despite uncertainty around tariffs

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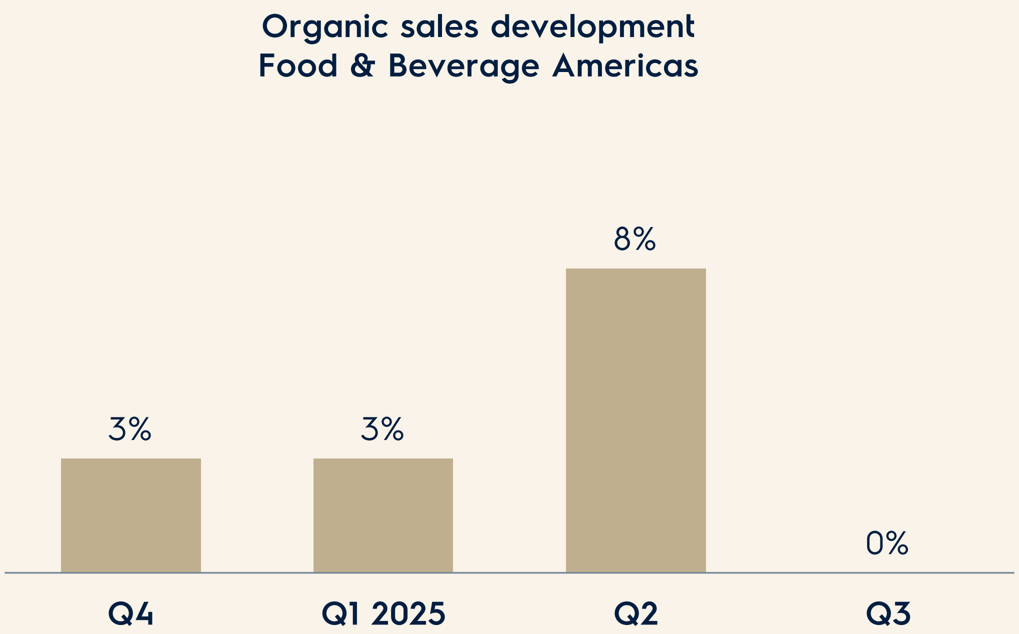
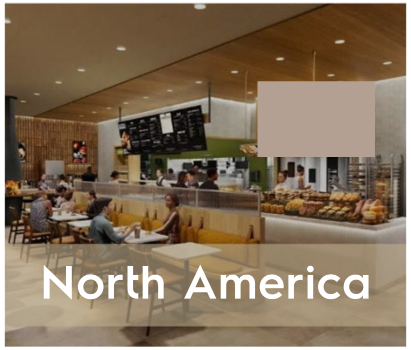
- Driven by focus on some key activities
  - Supporting reps with demonstrations
  - More customer meetings
  - Test with more brand, product and category focus
- In Q3 2025 sales to Chains grew by 8%, but sales to the general market declined



M&A continue to be high on the agenda with a clear focus on acquisition strategy



Integration of TOSEI continue in line with plan

- Electrolux Professional third-party washers insourced
- Office, IT system and legal merger executed
- Japanese Combo machines launched in SEA through our own sales organization
- Some laundry products moved to Thailand, and Food preparation products imported to Japan are tested and labeled "Tested by TOSEI" to build on brand trust
- Electrolux Professional SkyLine combi oven being launched

TOSEI
Coin-operated Washer/Dryer

Tospack
Table-top vacuum solution

TOSEI

Boost Customer care and Service-as-a-solution offer

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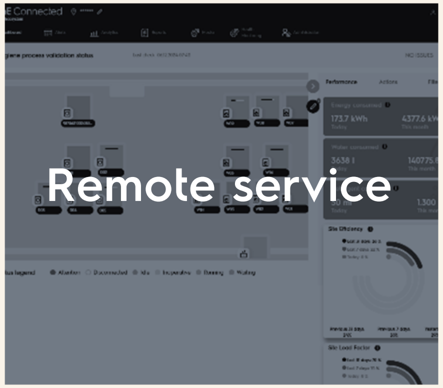

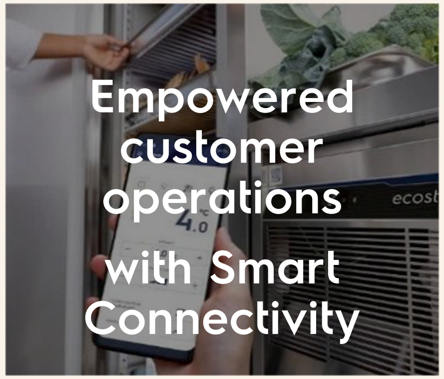

Essentia

Digital platform development

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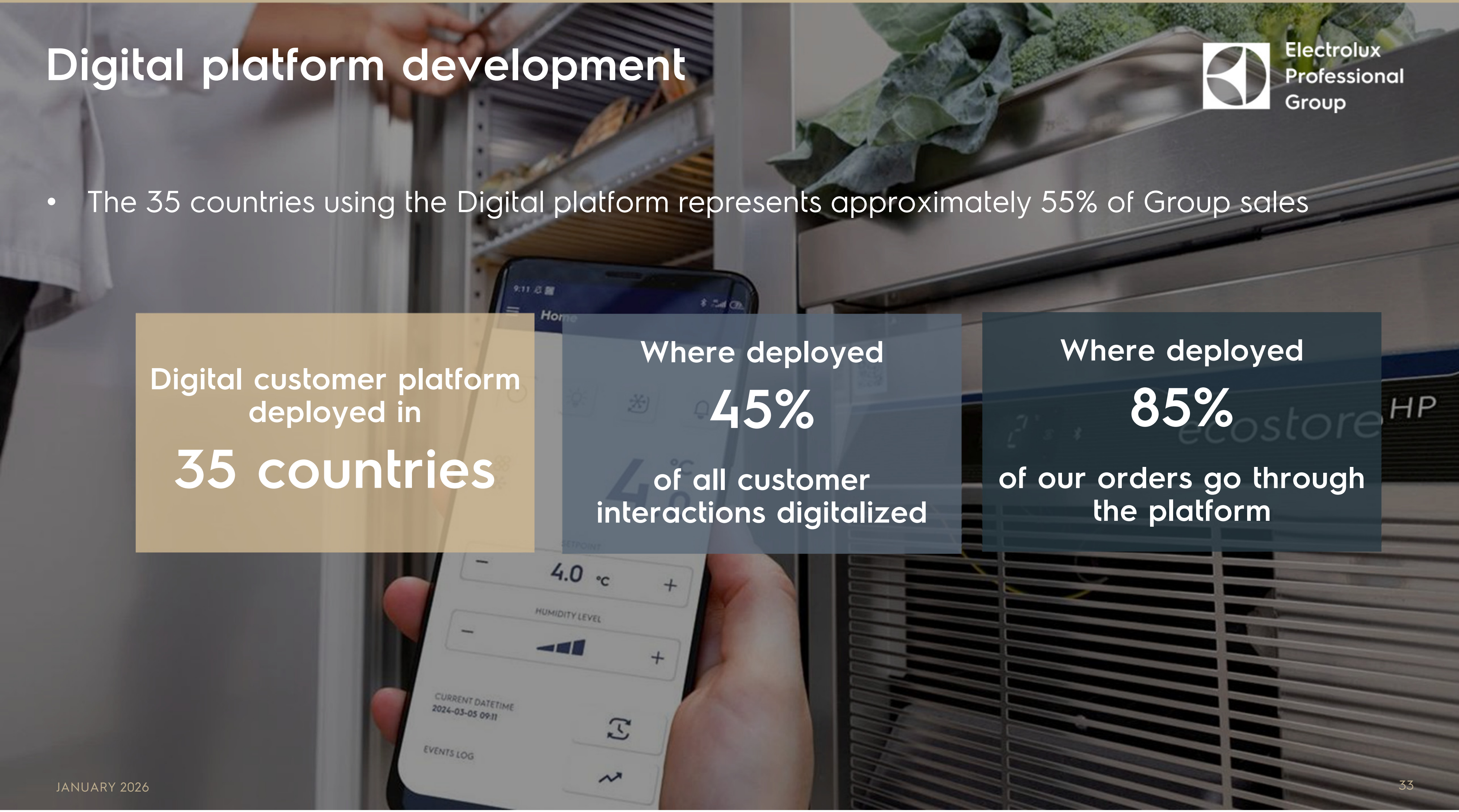
- The 35 countries using the Digital platform represents approximately 55% of Group sales



Digital customer platform deployed in

35 countries

Where deployed

45%

of all customer interactions digitalized

Where deployed

85%

of our orders go through the platform

Sales and EBITA growth 2019 – 2025

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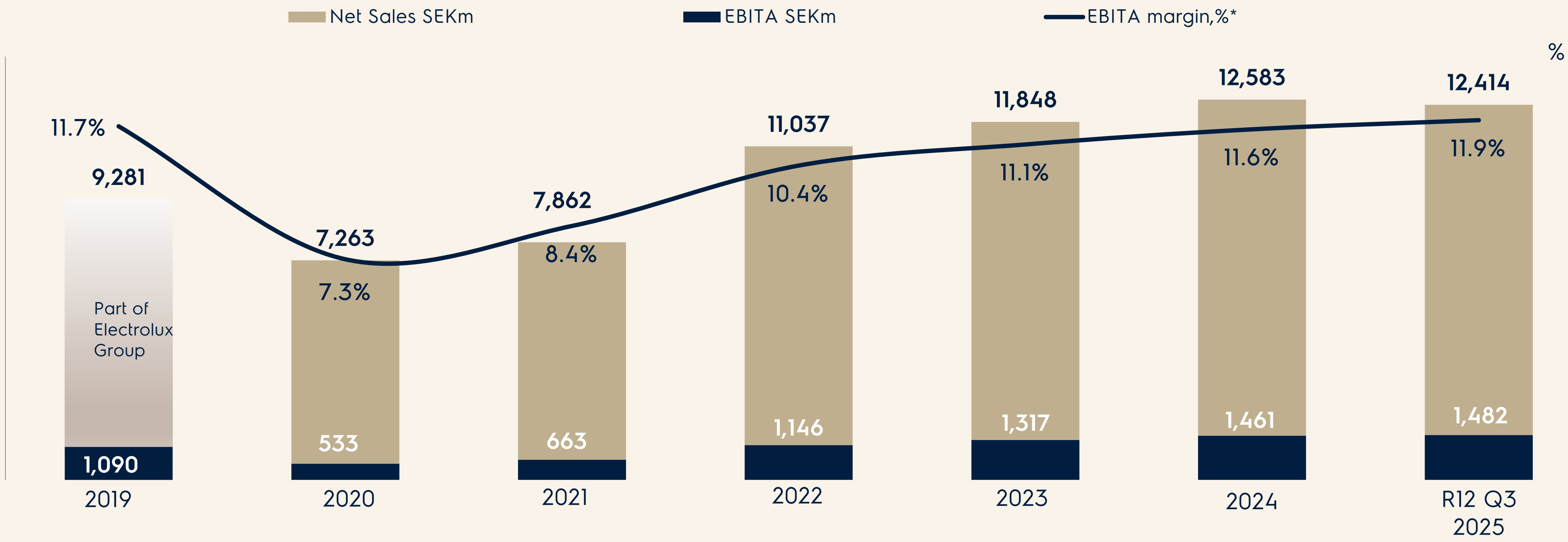


*Excluding items affecting comparability

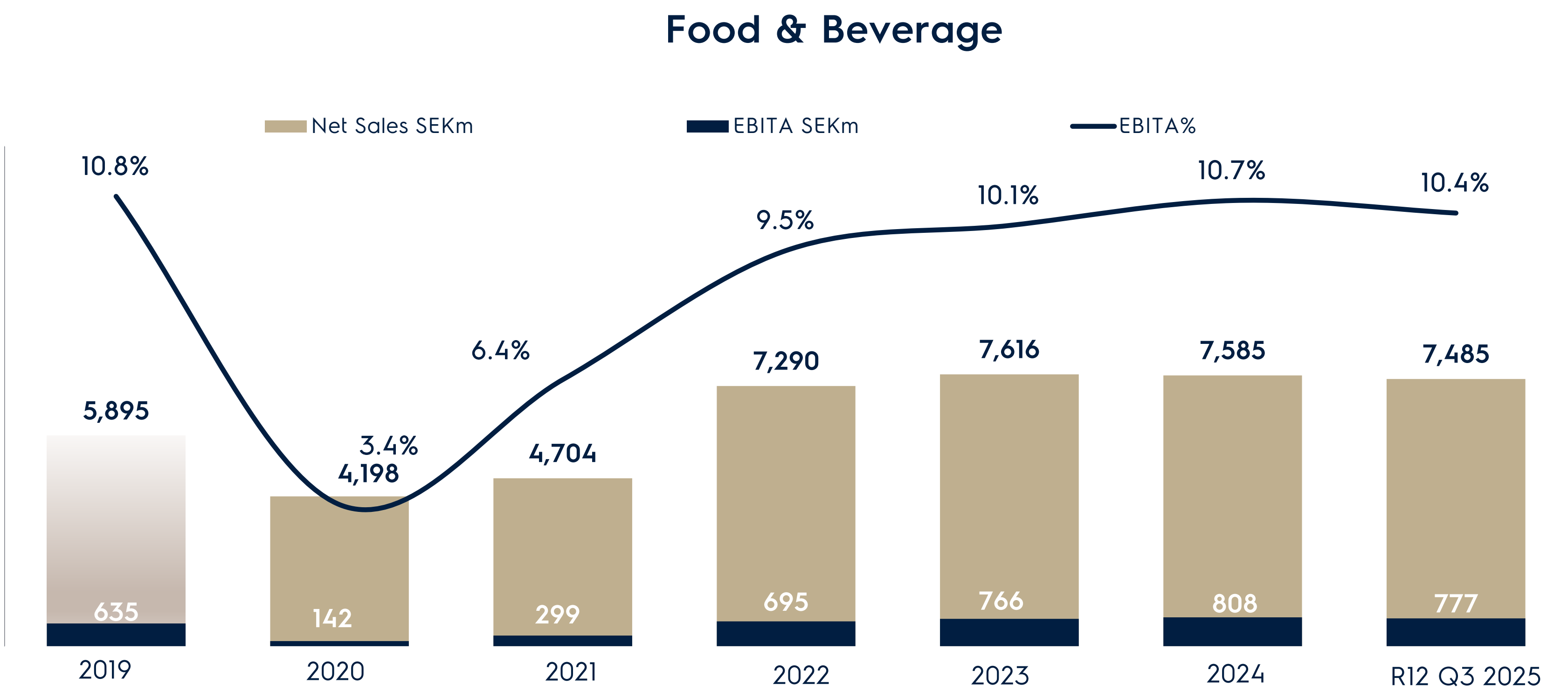
Net sales by geography 2024

58% Europe | 25% Americas | 17% APAC&MEA

Net sales by segment 2024

60% Food & Beverage | 40% Laundry

Food & Beverage development
Improving margin in a business larger than at the spin-off



- Progressively improved profit and profitability after Covid
- 2025 EBITA has been negatively affected by mix, currency, higher R&D spend and to some extent tariffs

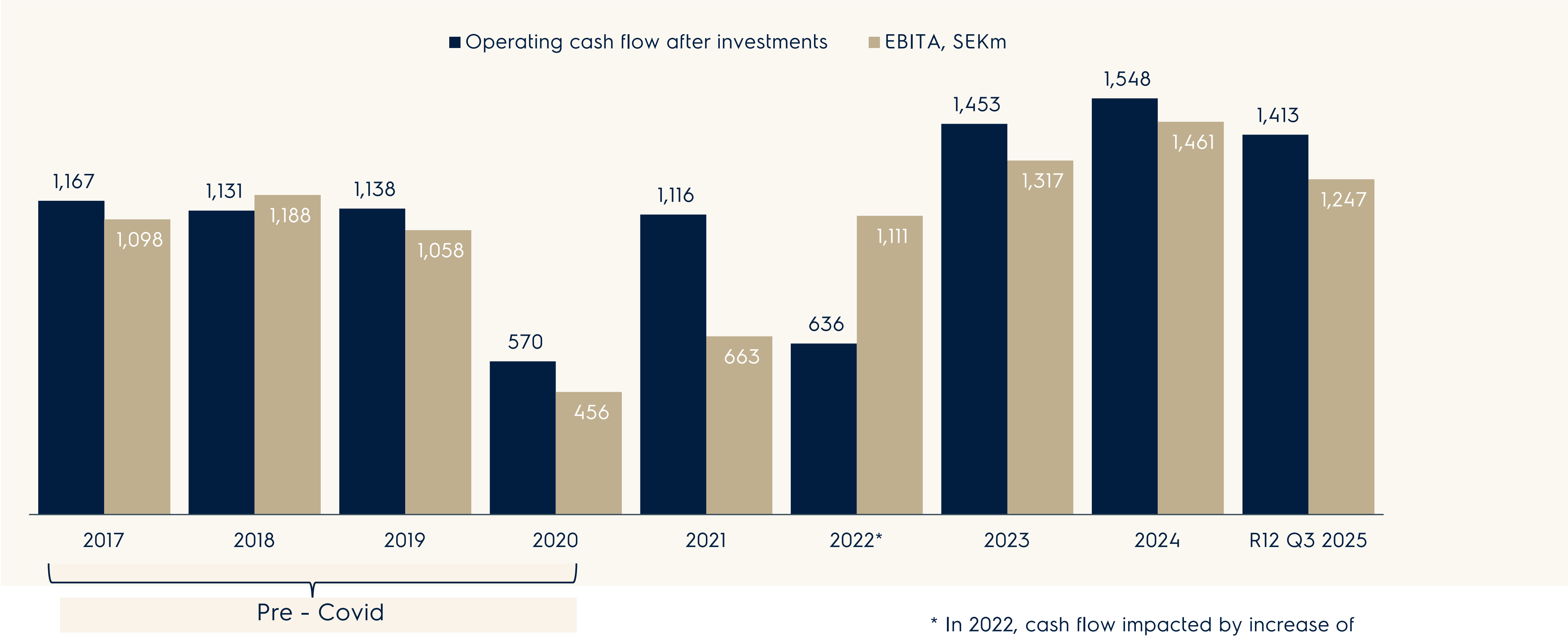
EBITA and EBITA%, excl Items Affecting Comparability (IAC)

Laundry development
Significantly larger, more profitable business than at the spin-off

- Continued profitable growth journey
- Margin improving also in 2025 despite large currency, and some tariff impact

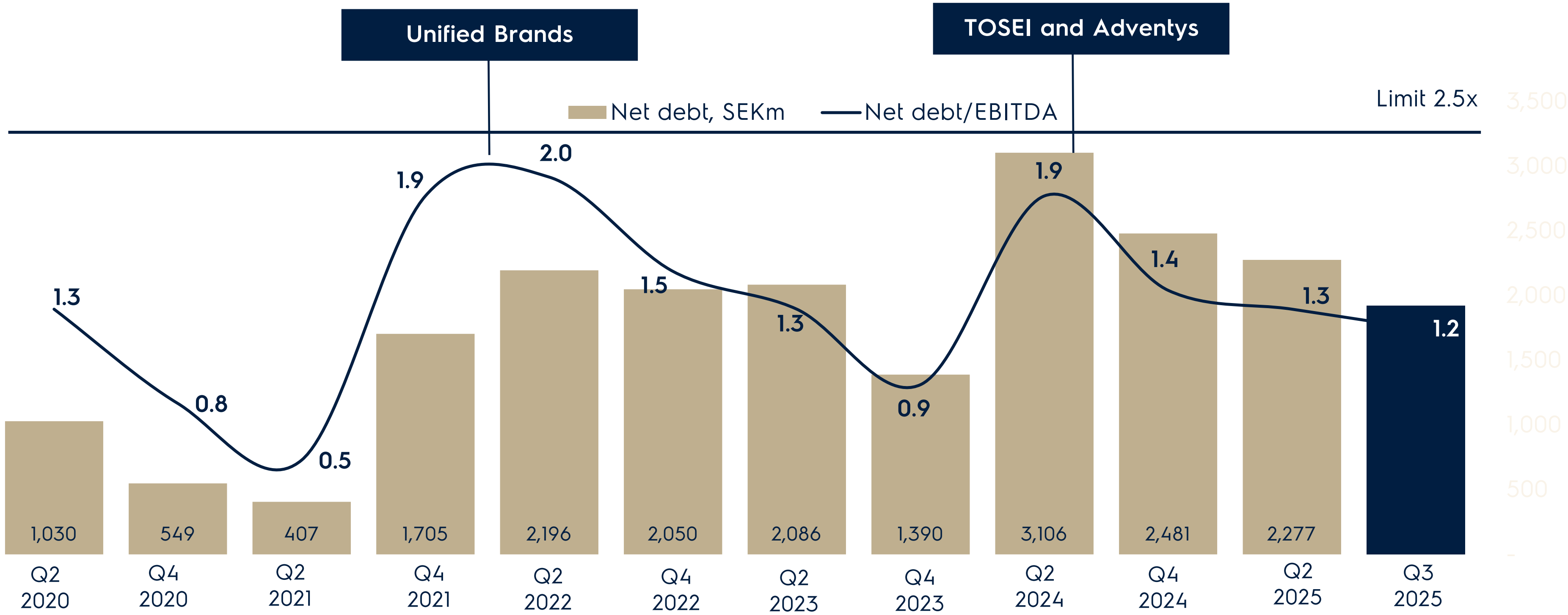
EBITA and EBITA%, excl Items Affecting Comparability (IAC)
* TOSEI (acquired in 2024) is margin dilutive, before synergies.

Proven good cash flow over the years



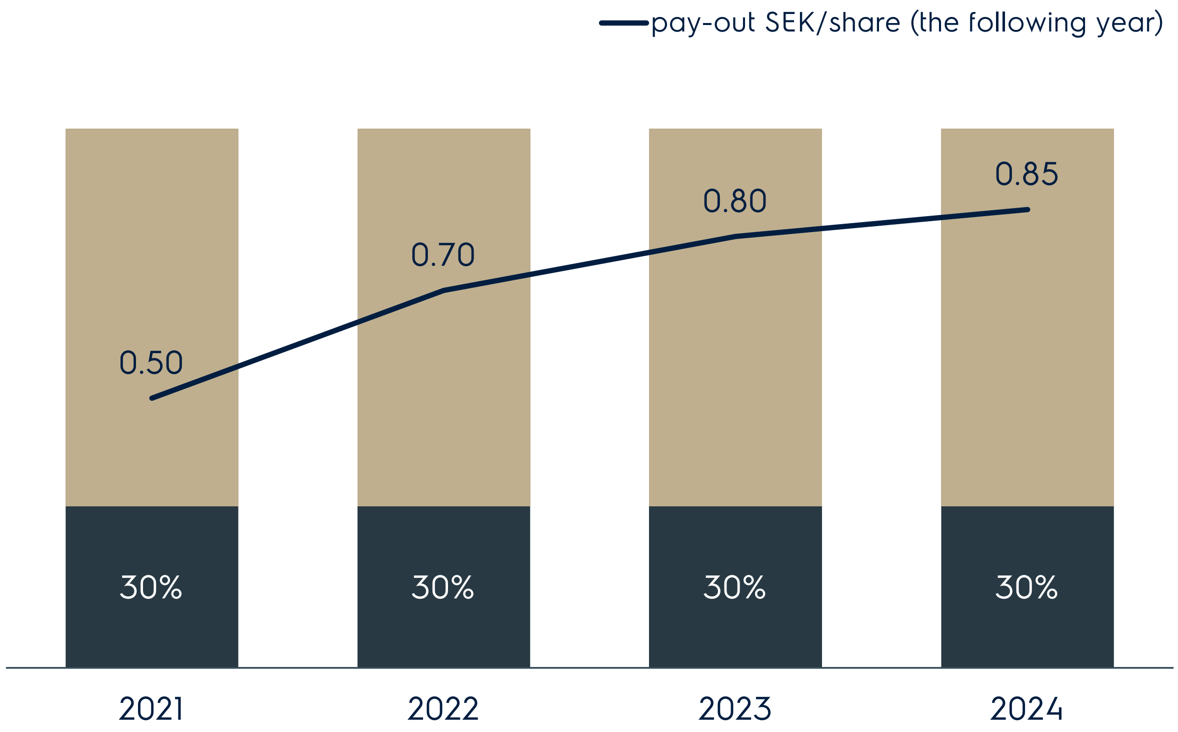
* In 2022, cash flow impacted by increase of Operating Working Capital

Net debt/EBITDA ratio is below limit of 2.5x also after recent acquisitions



- Fast deleverage capacity, also after each acquisition
- Current ratio net debt on EBITA, without items affecting comparability is close to 1x

Dividend in line with 30% policy



- Progressively higher income and strong cash generation supported increased dividend payout

Credit maturity profile and Funding capacity

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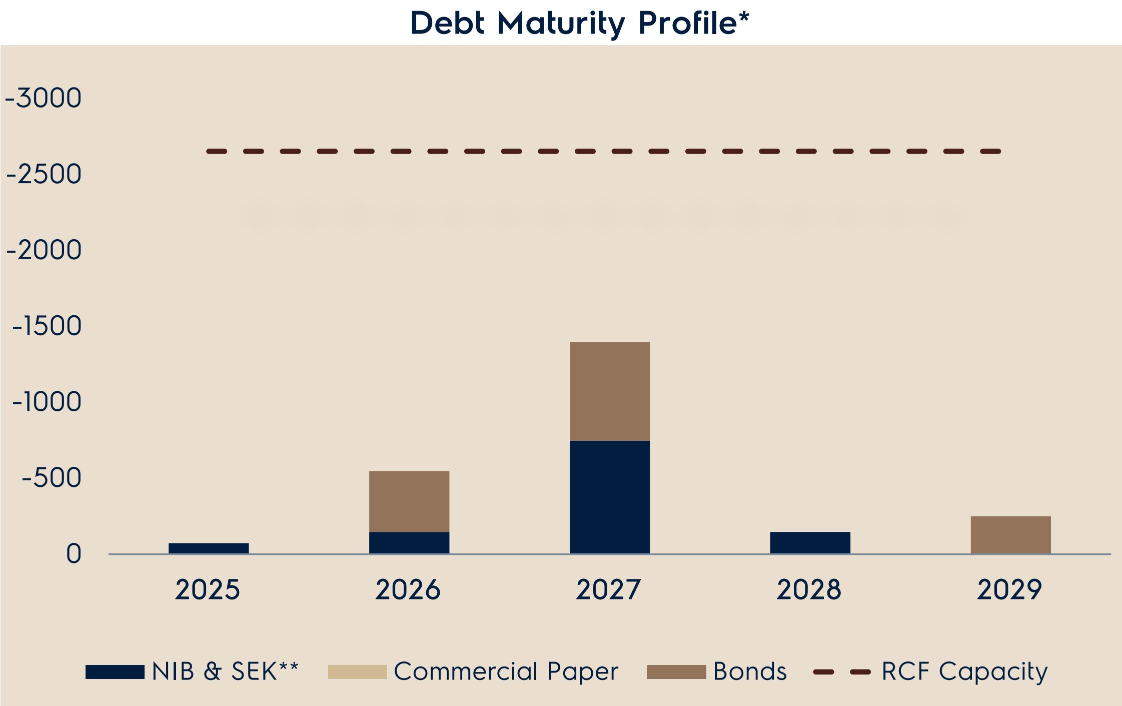

*As of 2025-09-30
**NIB - Nordic Investment Bank, SEK - Svensk Exportkredit

- Consistent and resilient cash flow generation enables smooth refinancing of upcoming maturities
- Substantial funding firepower:
  - SEK 5.7 billion available under existing debt capital market programmes
  - Back up liquidity available via EUR 240 million undrawn Revolving Credit Facility

Capex development 2019 – 2025

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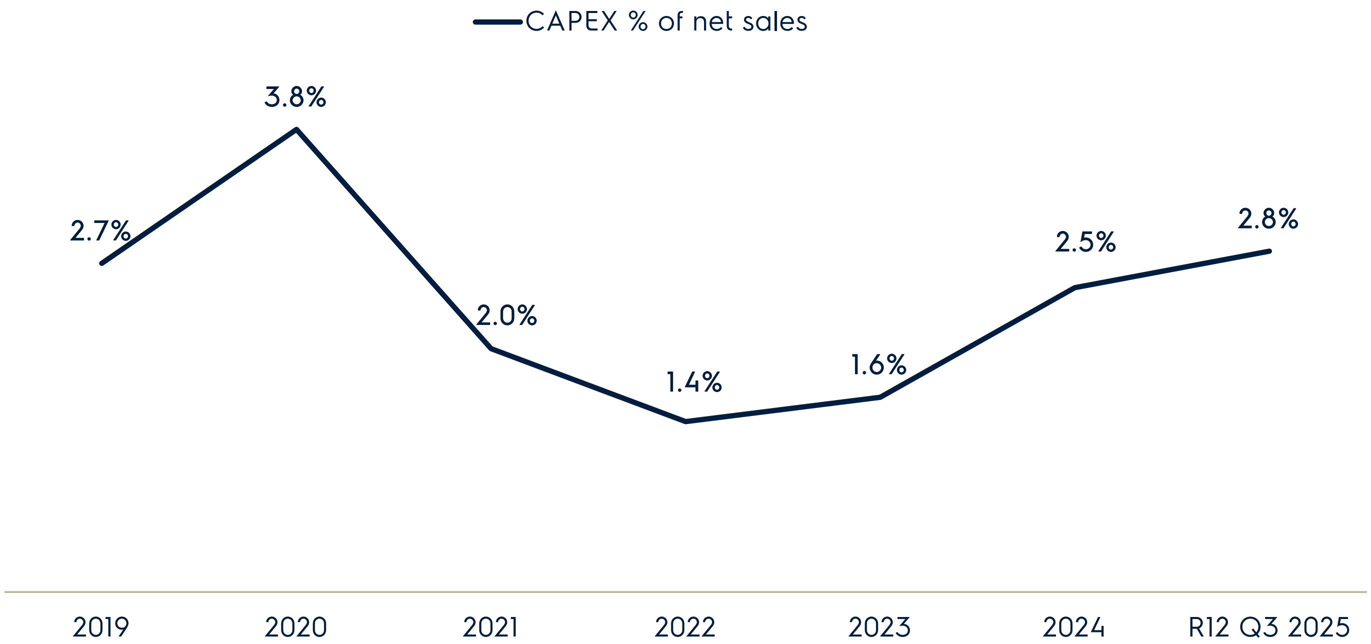
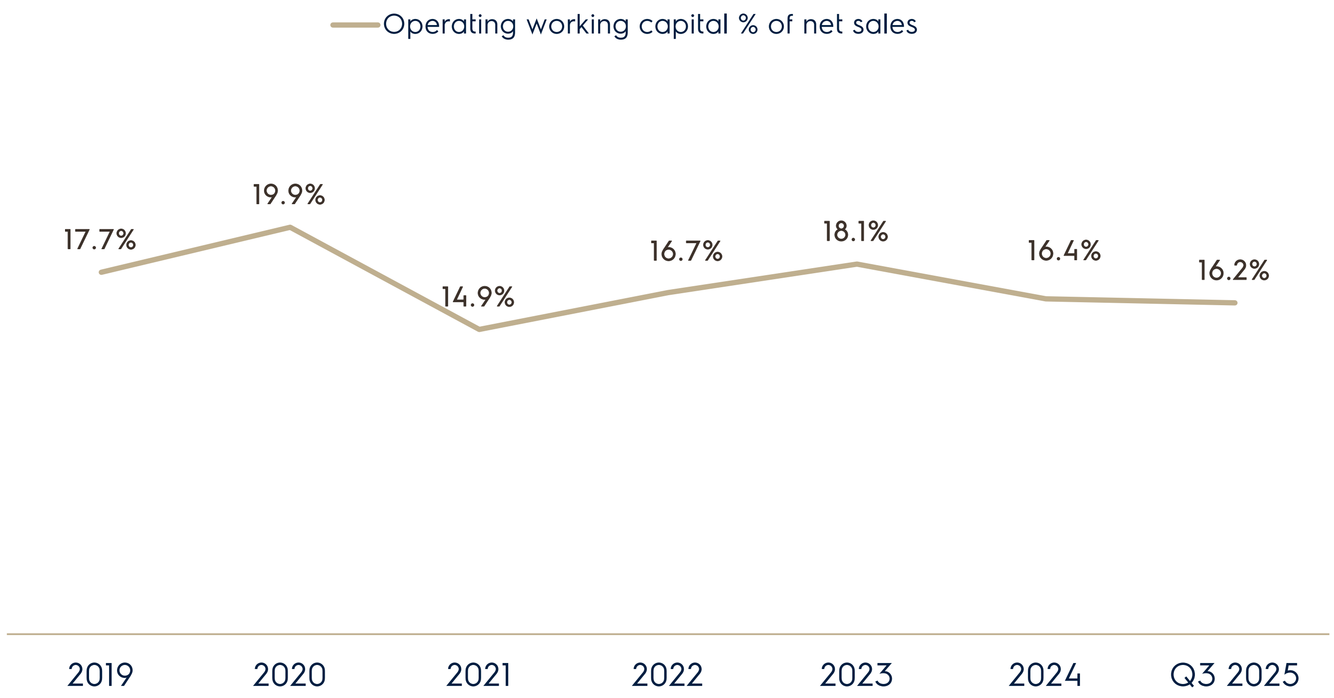


- High Capex in 2020 due to investment in new factory in Thailand and low sales (Covid)
- Capex currently higher due to large investments in product innovation. Expected to remain high in the coming quarters

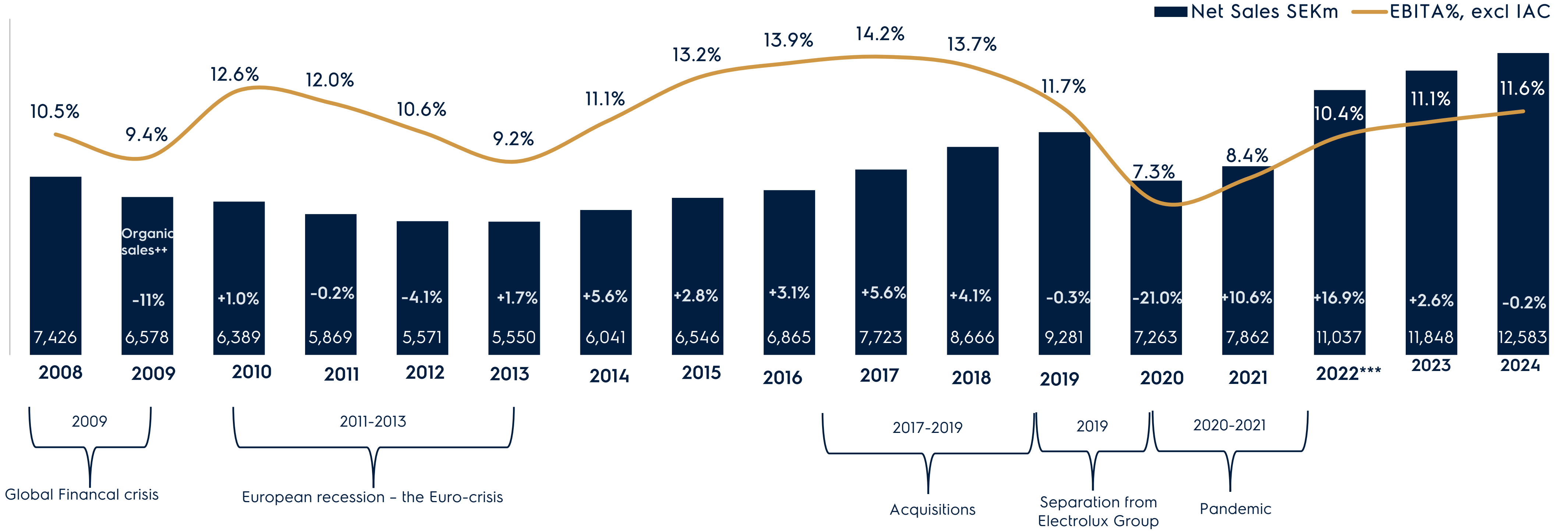
Operating Working Capital and inventory development



- Progressively improving the working capital efficiency
- 2022-2023 deterioration due to supply chains disruption. We also consciously increased inventory to serve customers

A resilient foundation, well prepared for economic downturns

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



*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

A solid Group with a large potential

Electrolux Professional Group

Sales since 2019
+34%

EBITA since 2019
+36%

Cash flow since 2019
+24%

Net debt/EBITDA
1.2x

Operating working capital
16.2%

Savings from efficiency program
SEK 175m

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