



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

# Electrolux Professional Group

Milan, March 2026

Alberto Zanata, President and CEO

Jacob Broberg, Chief Communication and Investor Relations Officer

# A solid Group with a large potential

## Unlocking profitable growth

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 accelerate with potential M&A

Sustainability leader

# Progressing towards our financial targets

Organic Net sales  
growth target

**4%**

**2025 0.5%**  
(2024: -0.1)

Profitability target

**15%**

**2025 12.1%\***  
(2024: 11.6%)

Assets efficiency target

Operating working capital as per cent  
of net sales

**15%**

**2025 16.3%**  
(2024: 16.4%)

Capital structure target

Net debt/EBITDA ratio below

**2.5x**

**2025 1.0x**  
(2024: 1.4x)

Dividend

**30%**

of income

Proposal 2026 SEK

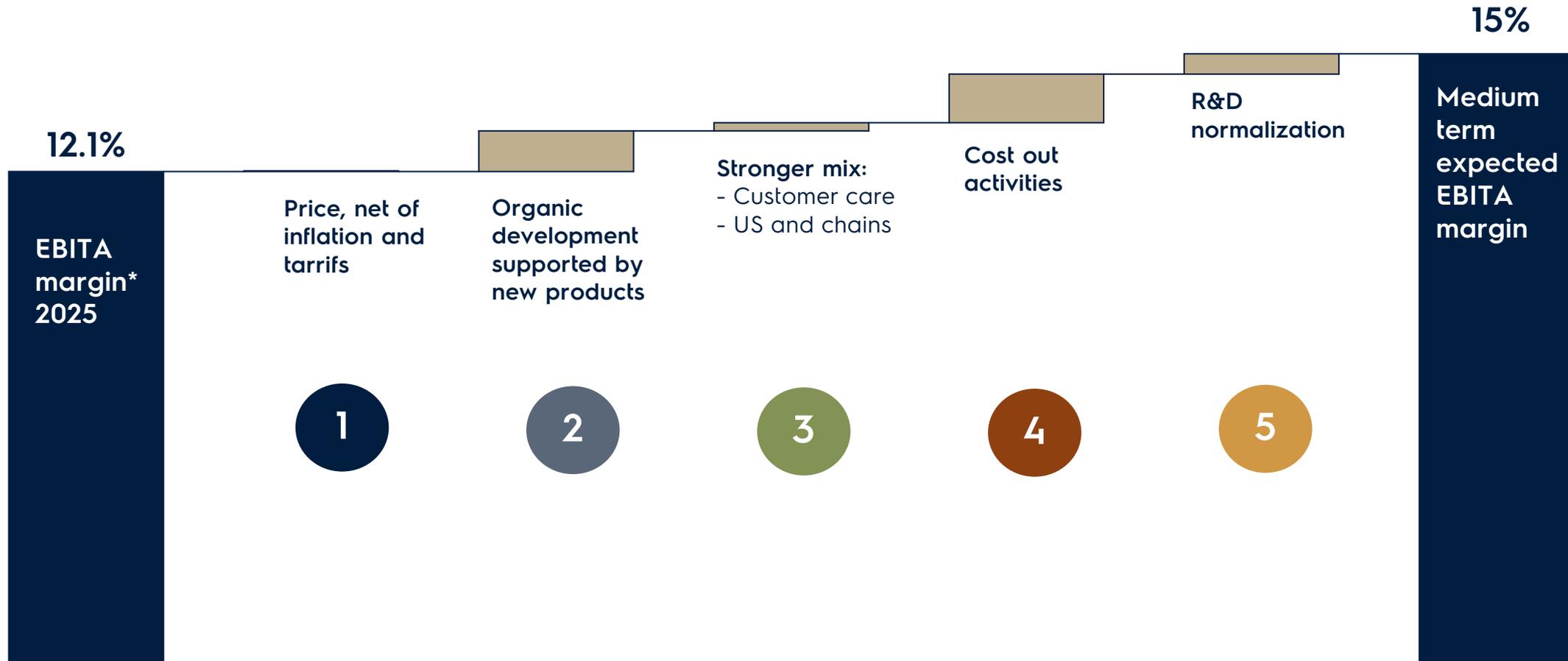
**0.95/Share\*\***

(2025: 0.85/Share)

\*excluding items affecting comparability

\*\* The Board proposes to distribute a dividend to the shareholders of SEK 0.95 (0.85) per share for the 2025 financial year

# Building blocks to achieve 15% EBITA margin

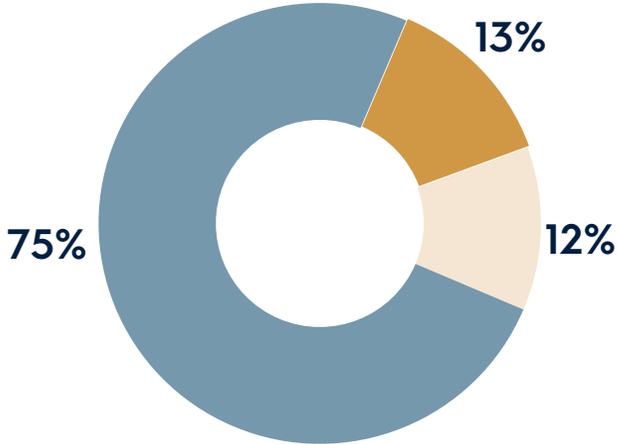


\* Excl items affecting comparability

1

# Tariff impact – tariffs to be mitigated

Group sales

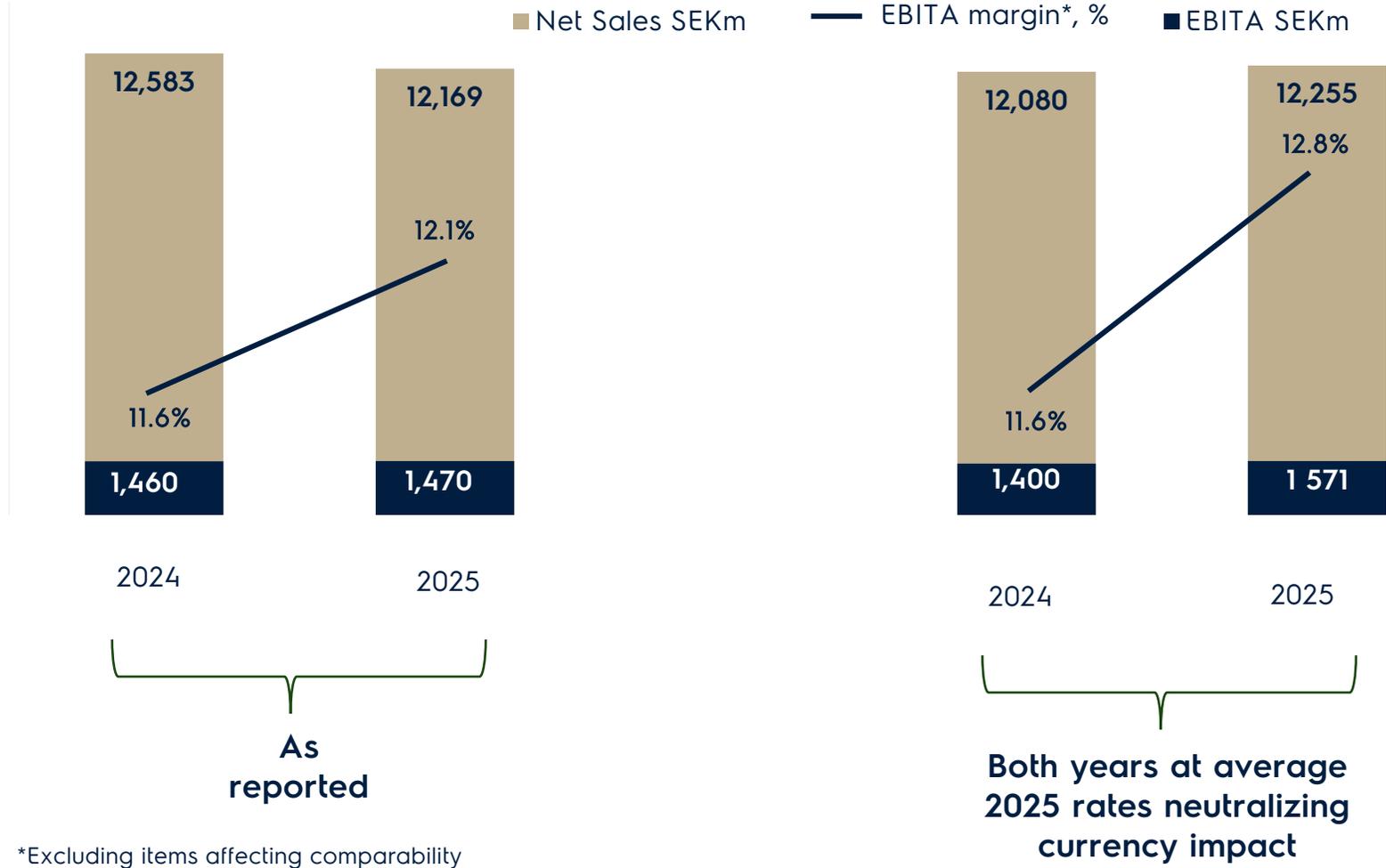


■ US produced   ■ US imported   ■ Rest of world

- US sales represents approximately 25% of Group sales, less than half are subject to tariffs
- Tariffs impact on EBITA (after mitigation actions) has been approx. SEK -25m in 2025
- Current and next year price increases are expected to cover tariff impact for 2026

1  
Price

# 1 Currency has negatively affected our profit



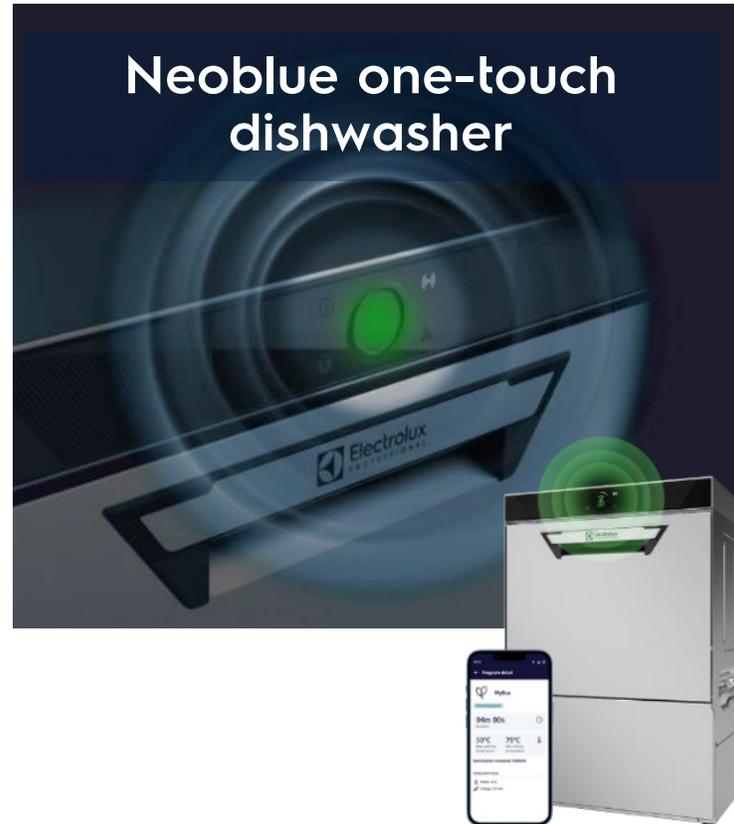
- Currency translation reduced YOY the top line by approx. 4% and EBITA by approx. SEK 60m but with no material impact on margin
- Currency transaction affected the EBITA by approx. SEK -100m or 0.7 ppt in margin

1  
Price

\*Excluding items affecting comparability

## 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

2

## New Laundry Platform: Driving Efficiency, Sustainability & Growth

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



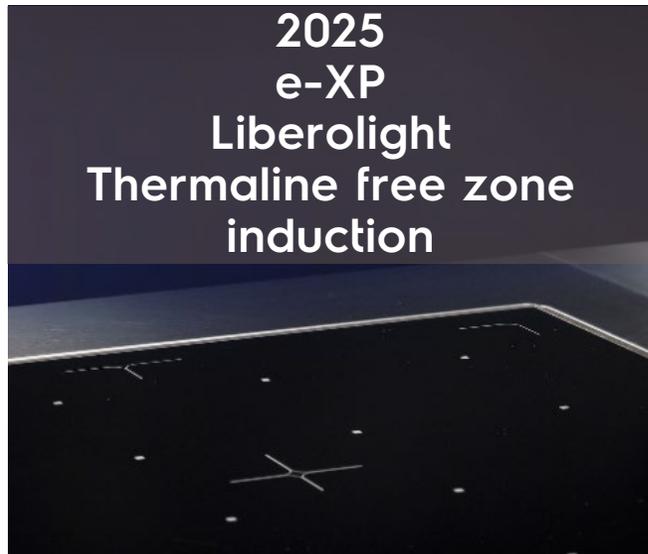
**Enlarged accessible market and reinforced Technical Leadership**

**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 in our industry



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Sustainable products growing in demand creating value for customers



## 2 Partnering and investing in Mimby – a cleantech company Strengthens our sustainability leadership

- Access to innovative water-saving and microplastics filtration technology
- Mimby'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 Mimby
- We will take a minority stake in the company



# Expand in high margin products, segments and geographies



## 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

## Growth in chains



- Sales to Chains in the US grew in 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

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

## Key Products



Ranges



Fryers



Ovens



Griddles

- In March 2026, we closed the acquisition of the Royal Range assets
- Strengthening our position in the high-margin U.S. cooking segment
- Sales of approximately SEK 100m
- Royal Range is focused on fast-food chain restaurants
- adds complementary products with its full line ranges of fryers, ovens and griddles

3

Sales  
mix

# Profitable contract execution: creating value for customers

Technician

TODAY

Customer Success Technician

TOMORROW



Repairs  
Maintenance  
Installation  
Warranty

Connectivity

Detergents

Sales

## Customer Success Technician

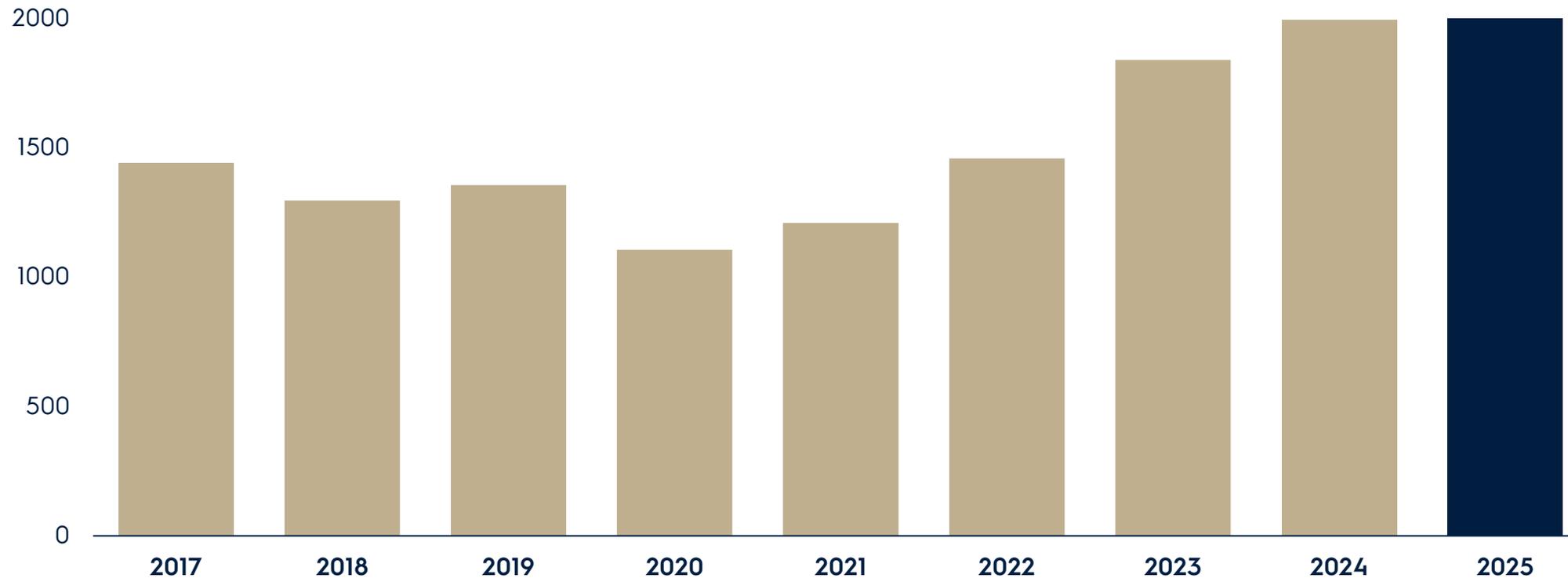
- Built-in credibility – viewed as experts, not sellers
- Time on-site – gets full picture in real-time
- Understands customer equipment, service history, and priorities
- Already on site, solving a problem, earning trust
- Solving Problems customers did not know they had by promoting Connectivity and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

3

Sales  
mix

# Customer care growth contributes to profit

Customer care sales development, SEKm



- Approximately 16.5% of sales in 2025

3

Sales  
mix

4

## Program launched to streamline the company, improve profitability and shift competencies

- 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-

# 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

# 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)
- In 2025 R&D amounted to approximately SEK 560m, 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

Reduced  
R&D

# Summary - contributors to the 15% EBITA-margin

## Increased focus on sales and cost out

- 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

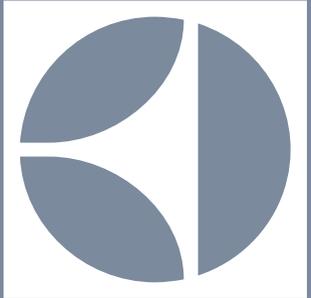
Sales  
mix

4

Cost-  
out-

5

Reduced  
R&D



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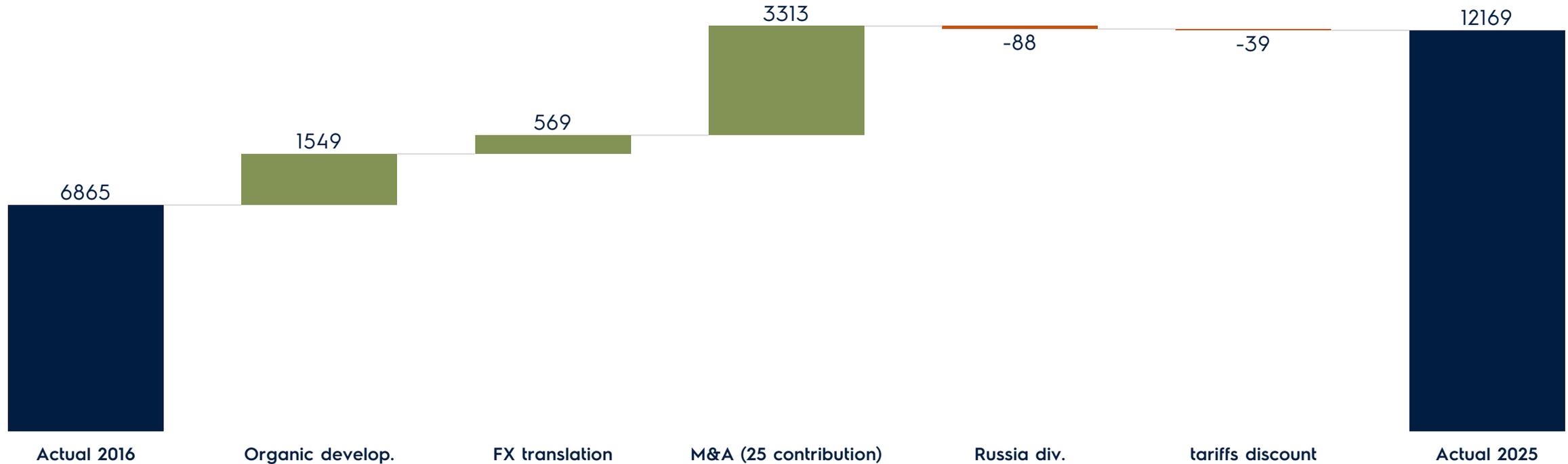


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# Electrolux Professional sales and EBITA development 2016 - 2025

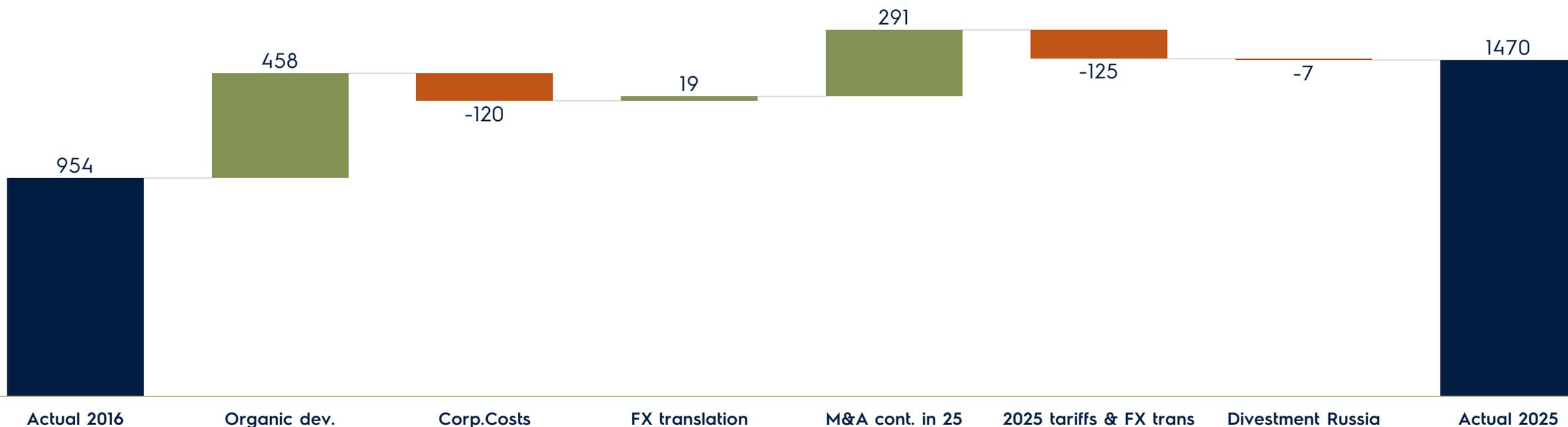
# Sales bridge 2016-2025, SEKm



- Organic growth impacted by COVID crisis – which had x2 negative impact (roughly -20% organic decline) vs 2009 financial crisis on sales. Net sales CAGR 6,5% in period.
- Major acquisitions (Unified Brands, TOSEI and Adventys) happened after COVID.
- Sales performances of the acquired companies in 2025 are lower than the at time of acquisition, due to market development (i.e. TOSEI) or product portfolio optimization (Dismissal of drip coffee and semi-pro cooking lines from Grindmaster Cecilware that was acquired in 2017).
- 2025 sales includes SEK -39 SEK of rebate contribution to importer in US for tariffs.

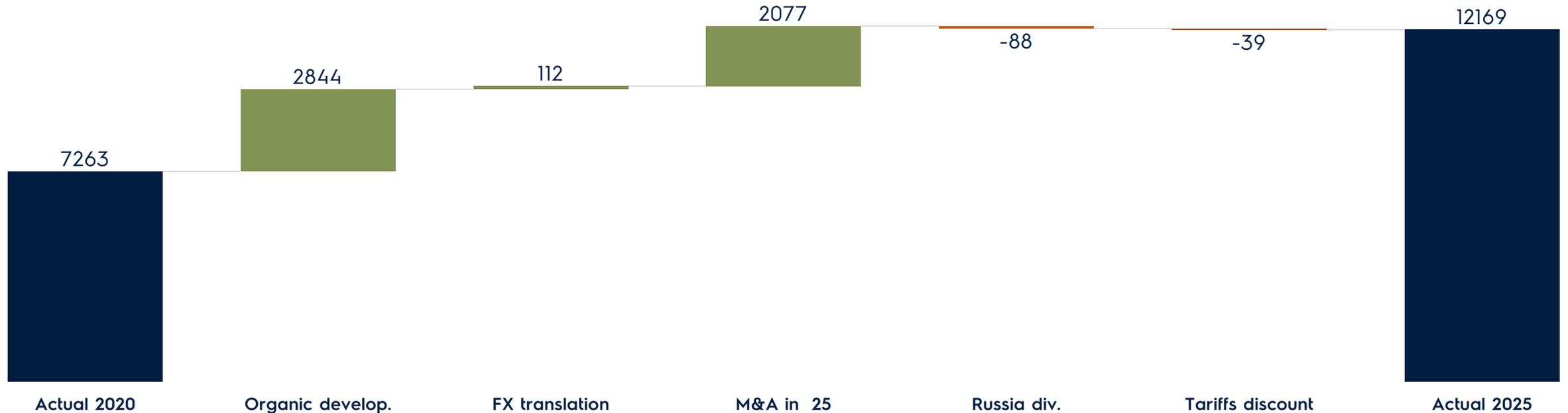
Remark: Corp costs relates to the establishment of capabilities as an independent company

## EBITA bridge 2016-2025, SEKm (without Items Affecting Comparability)



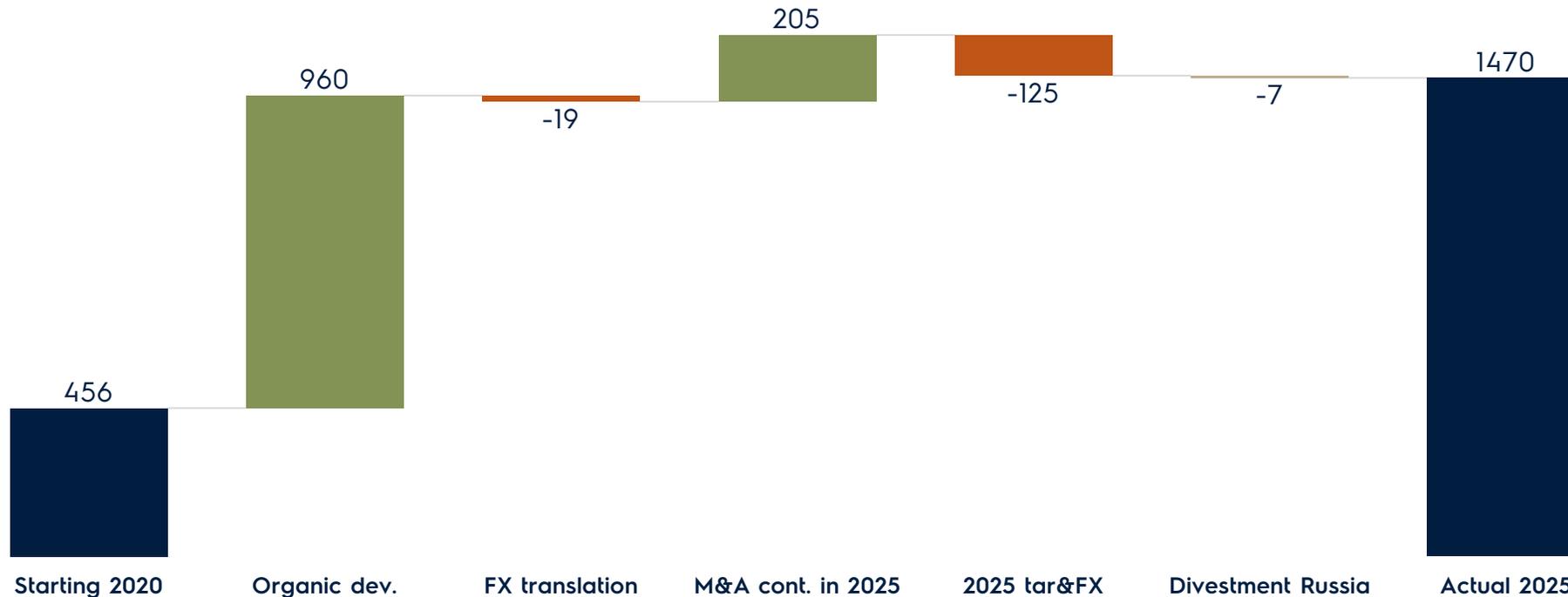
- During the period, the Group increased EBITA organically more than from acquired companies.
- Contribution from M&A is significant but two of them (TOSEI and UNIC espresso coffee) are margin-dilutive.
- Actions are in place to improve the profitability of the acquired companies (i.e. restructuring of espresso coffee by moving production to another EPRO factory).
- Net impact of tariffs and currency was roughly SEK -125m in 2025, expected to be fully compensated in 2026, provided no further negative development in tariffs or currency.

# Sales bridge 2020-2025, SEKm



- Since 2020 sales grew both via acquisition and organically (sales of companies acquired before 2020 are included in the actual 2020 and organic development). Net sales CAGR 10,9%.
- 2025 sales performances of acquired companies are lower than at the time of acquisition due to TOSEI (negative Japanese market development, however, maintained market share).
- 2025 sales include SEK -39m of rebate contribution to importer in US for tariffs.

# EBITA bridge 2020-2025, SEKm (without Items Affecting Comparability)



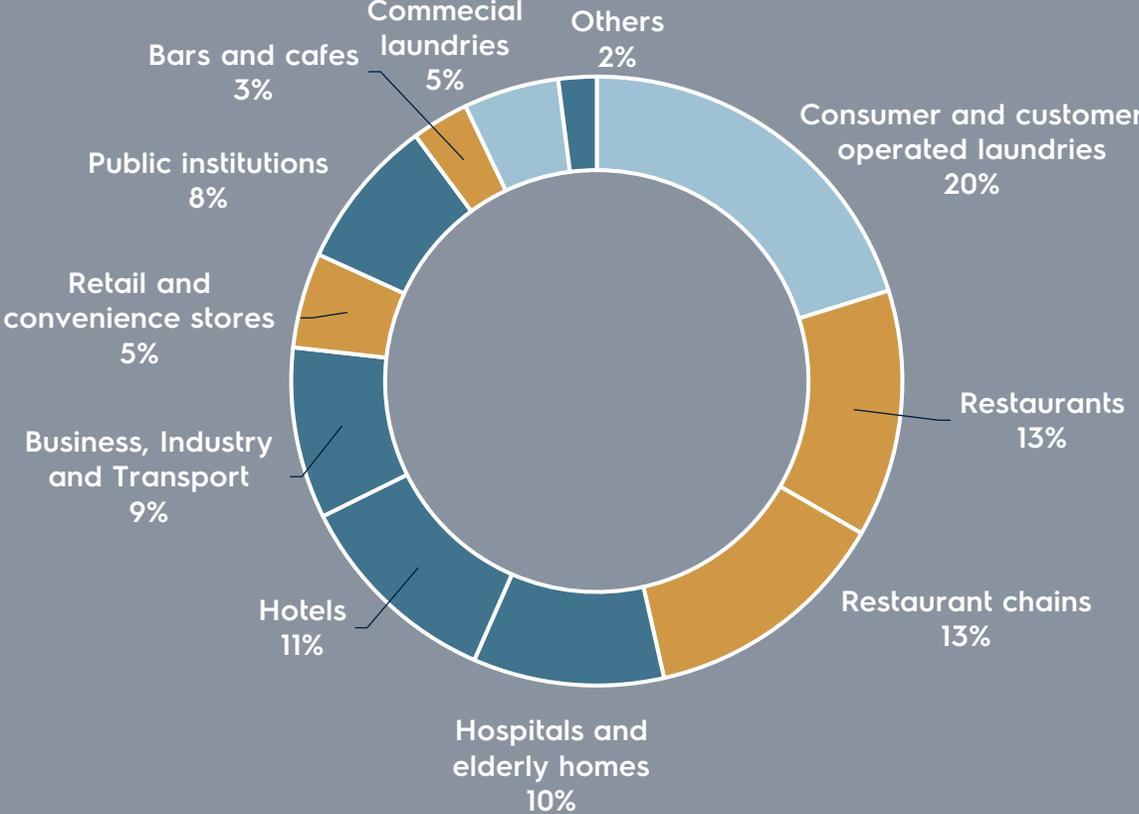
- During period, the Group increased EBITA mainly organically
- Contribution from M&A has been significant in term of amount but TOSEI is still margin dilutive.
- Net impact of tariffs and currency was roughly SEK -125m in 2025, expect to be fully compensated in 2026, provided no further negative development in tariffs or currency.



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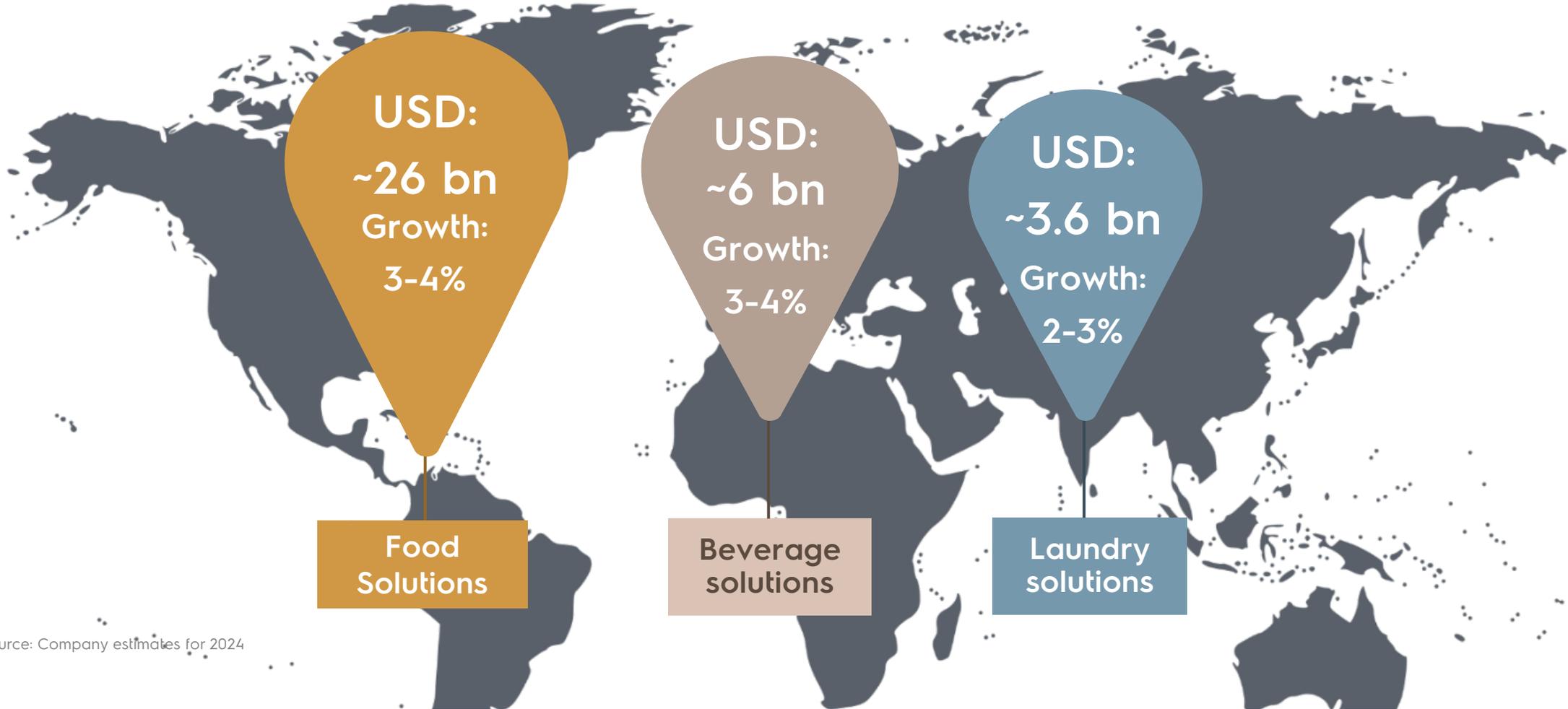
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# Electrolux Professional sales per customer segment\*



\* Figures are partly estimates

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

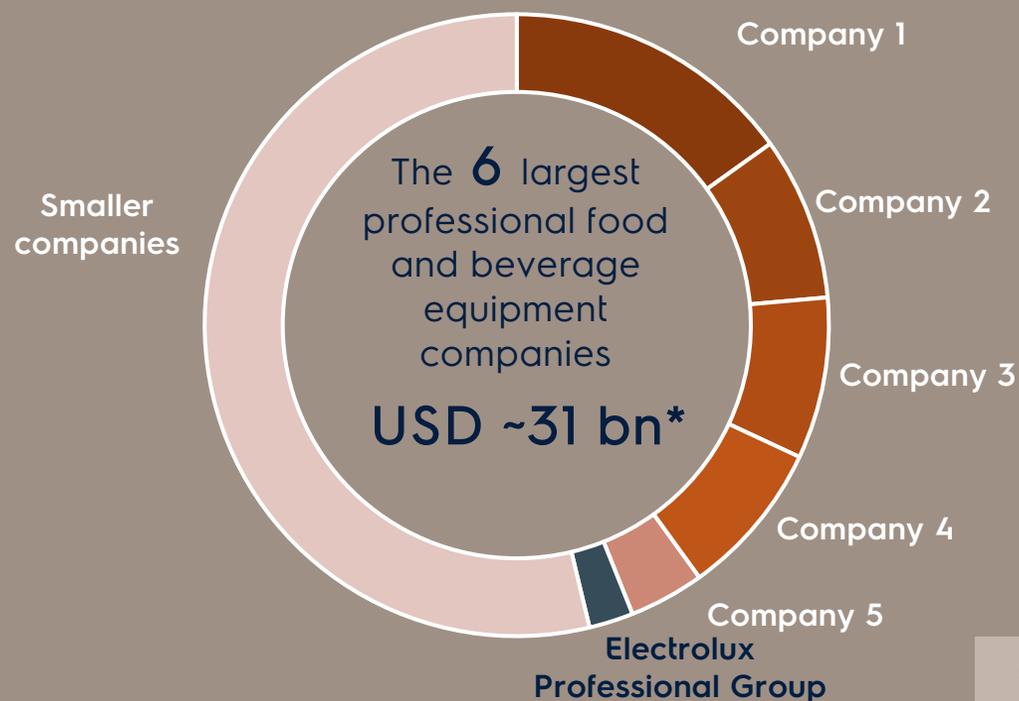


Source: Company estimates for 2024

Growing market over business cycle

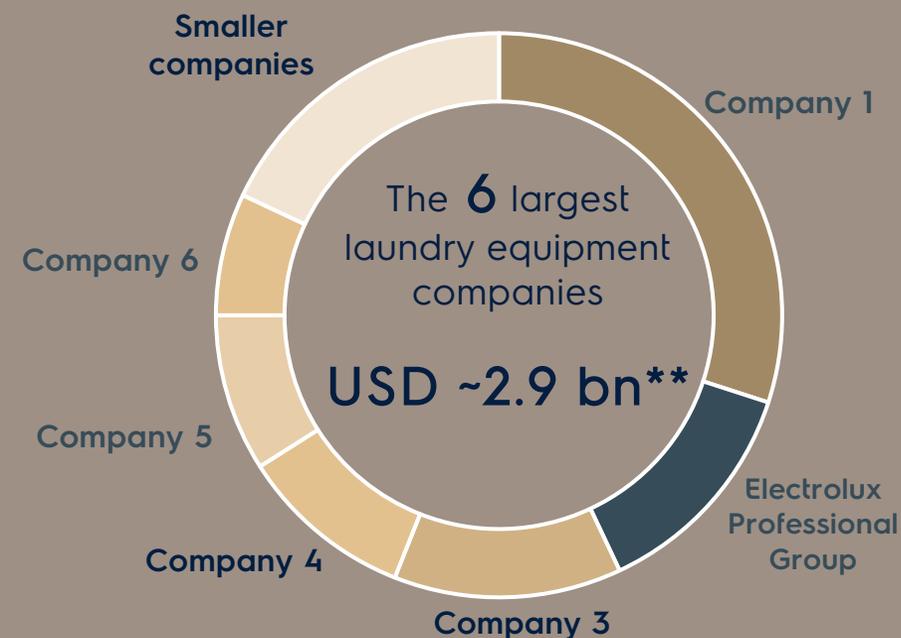
# The global professional equipment industry

## Food & Beverage



\*\* 2024 markets, own company estimates

## Laundry



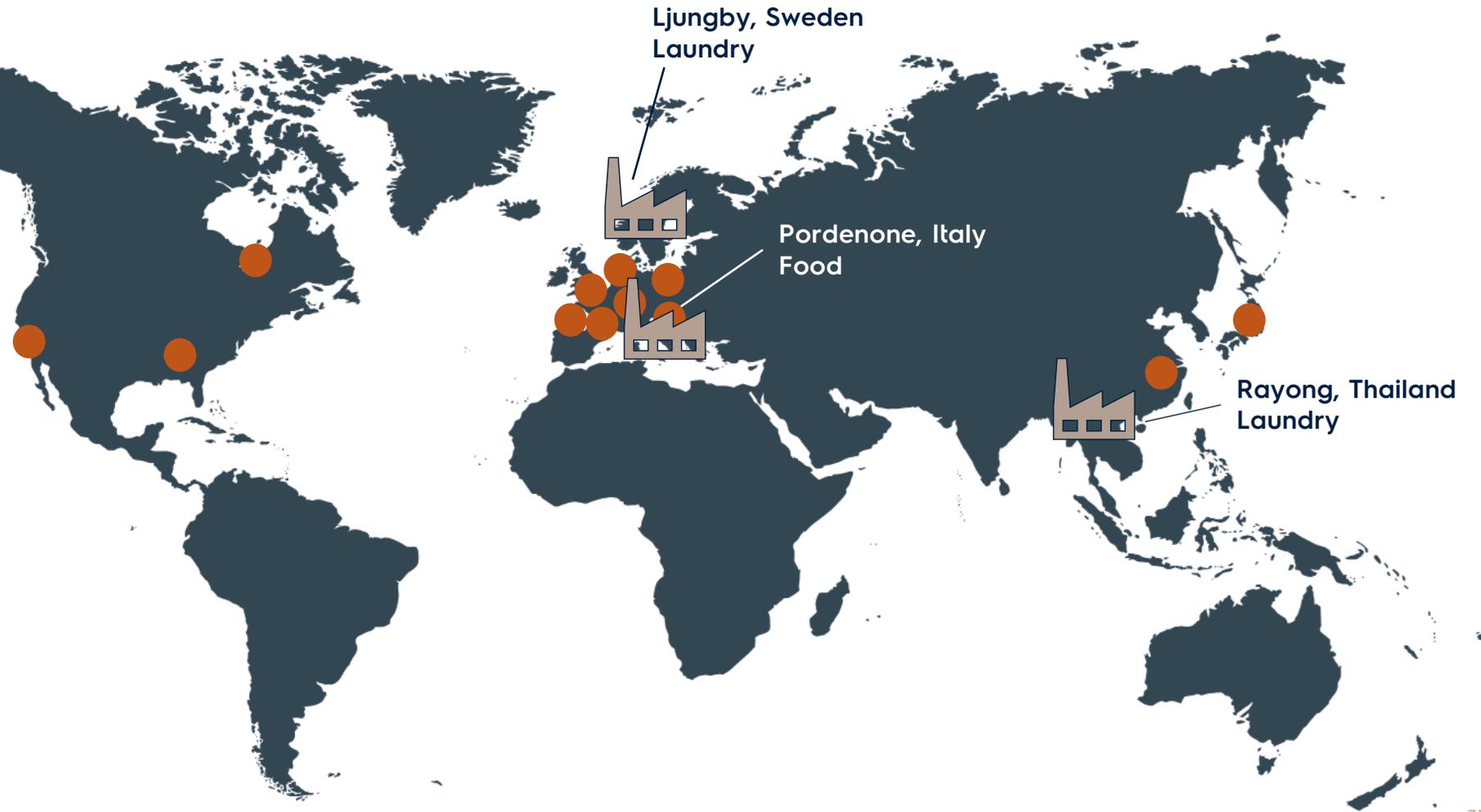
\*\* 2024 markets, own company estimates

### Largest global players

- |                            |                |
|----------------------------|----------------|
| <b>Food &amp; Beverage</b> | <b>Laundry</b> |
| > Ali Group/<br>Welbilt    | > Alliance     |
| > Hoshizaki                | > Girbau       |
| > ITW                      | > Jensen       |
| > Middleby                 | > Kannegiesser |
| > Rational                 | > Miele Pro    |

# A Global industrial footprint to serve customers expanding globally

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



# 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

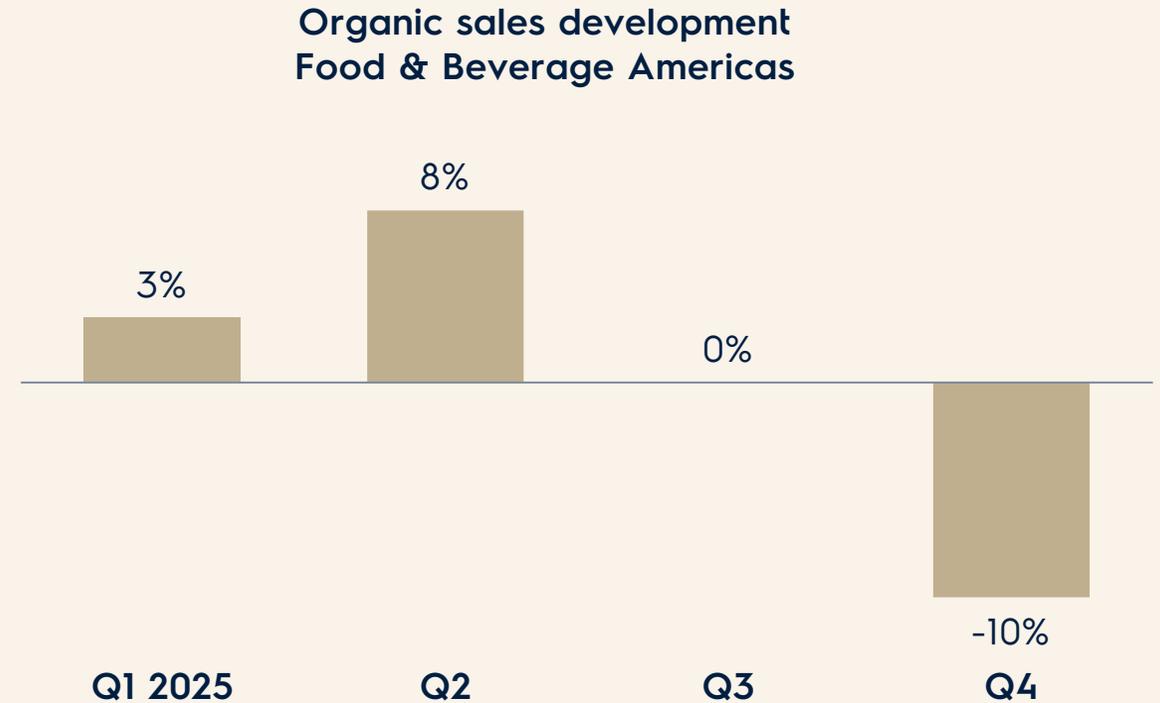
Streamline of operations to improve profitability

# US Food & Beverage business currently soft

## Strong first half 2025



- Market uncertainty around
  - Tariffs
  - Capex and restaurant visits
- Focused activities to drive sales:
  - Supporting reps with demonstrations
  - More customer meetings
  - Test with more brand, product and category focus



# 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



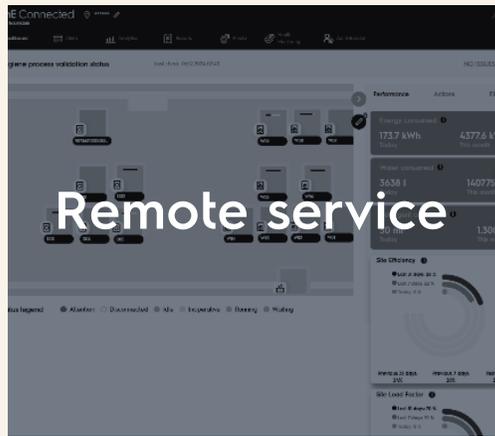
**TOSEI**  
Coin-operated  
Washer/Dryer



**Tospack**  
Table-top vacuum  
solution

**TOSEI**

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



# Digital platform development

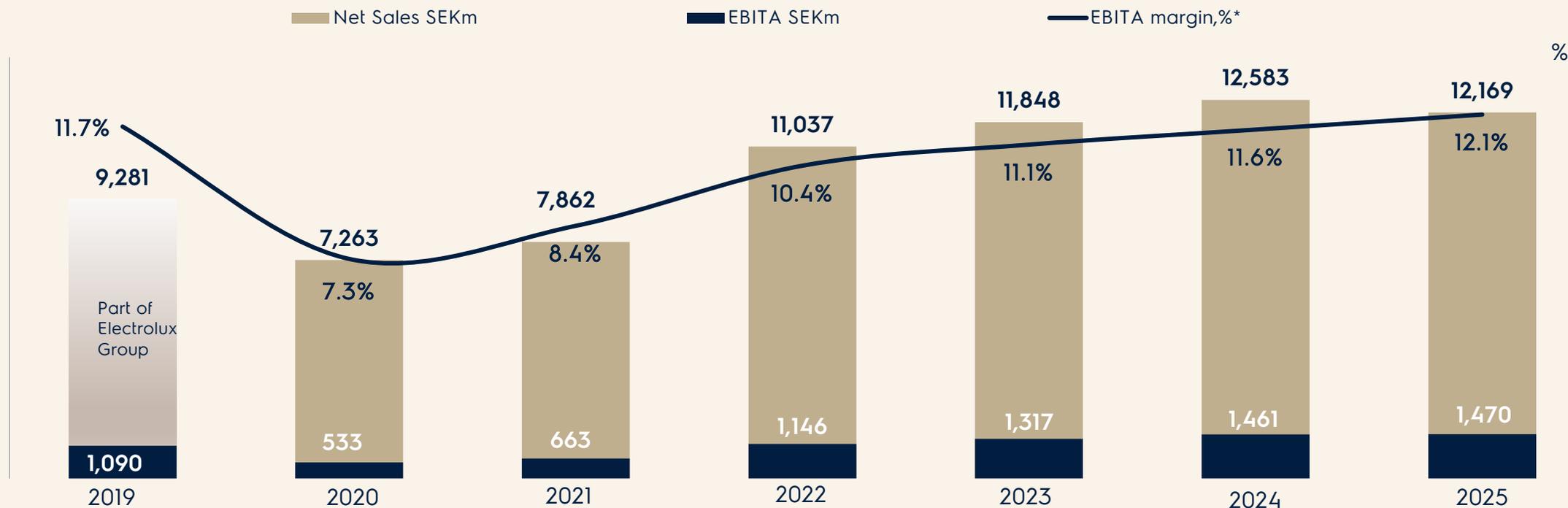
- The 35 countries using the Digital platform represents approximately 55% of Group sales

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



\*Excluding items affecting comparability

## Net sales by geography 2025 (2024)



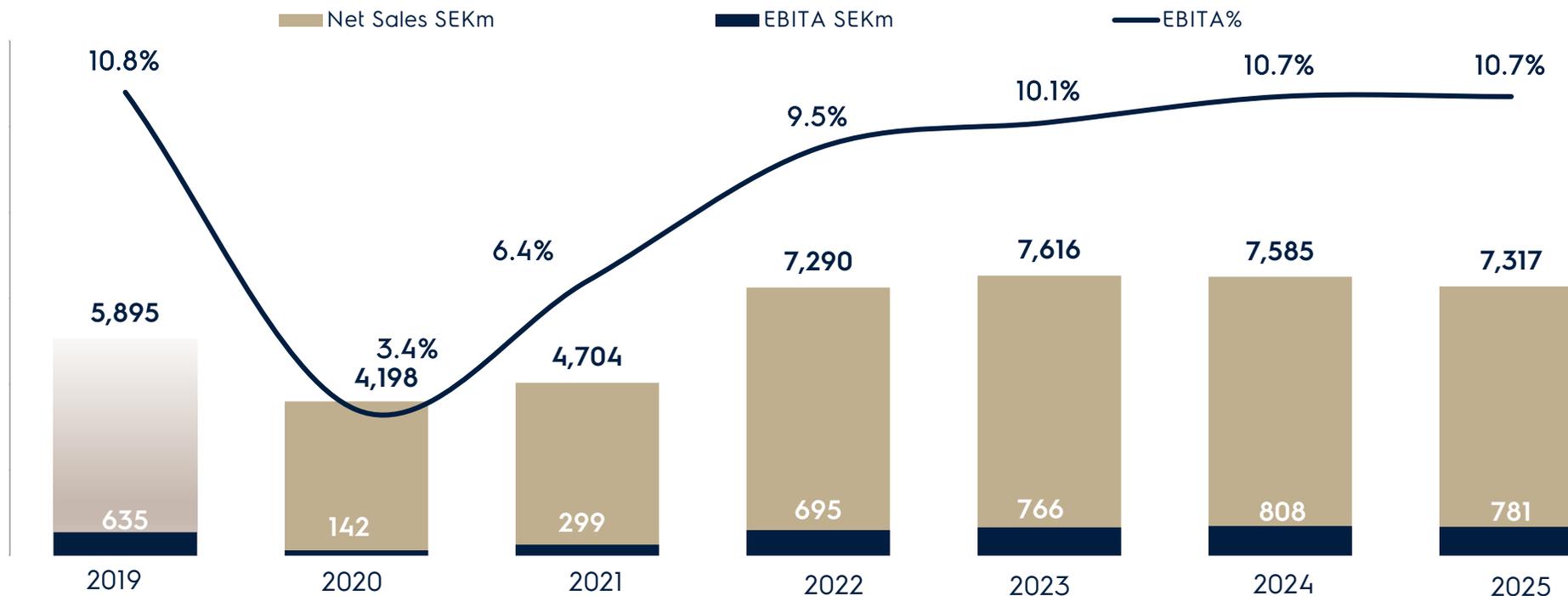
## Net sales by segment 2025 (2024)



# Food & Beverage development

## Improving margin in a business larger than at the spin-off

### Food & Beverage



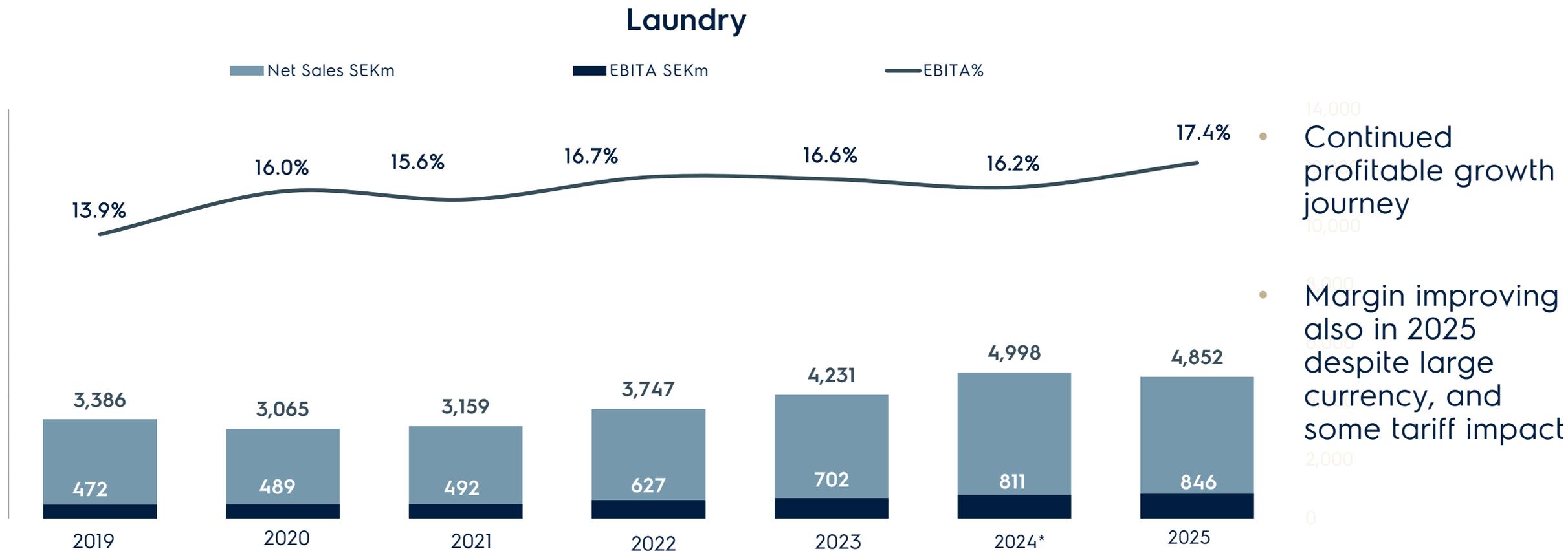
Progressively improved profit and profitability after Covid

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

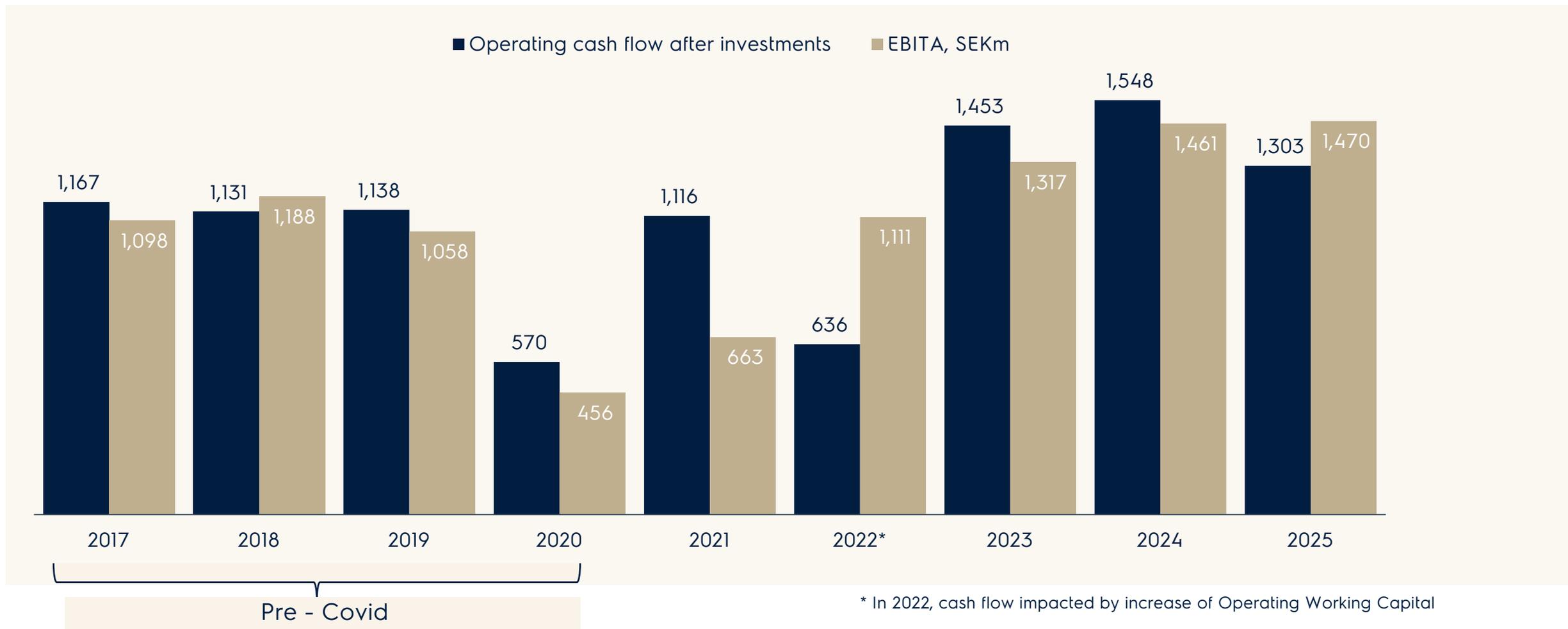
## Significantly larger, more profitable business than at the spin-off



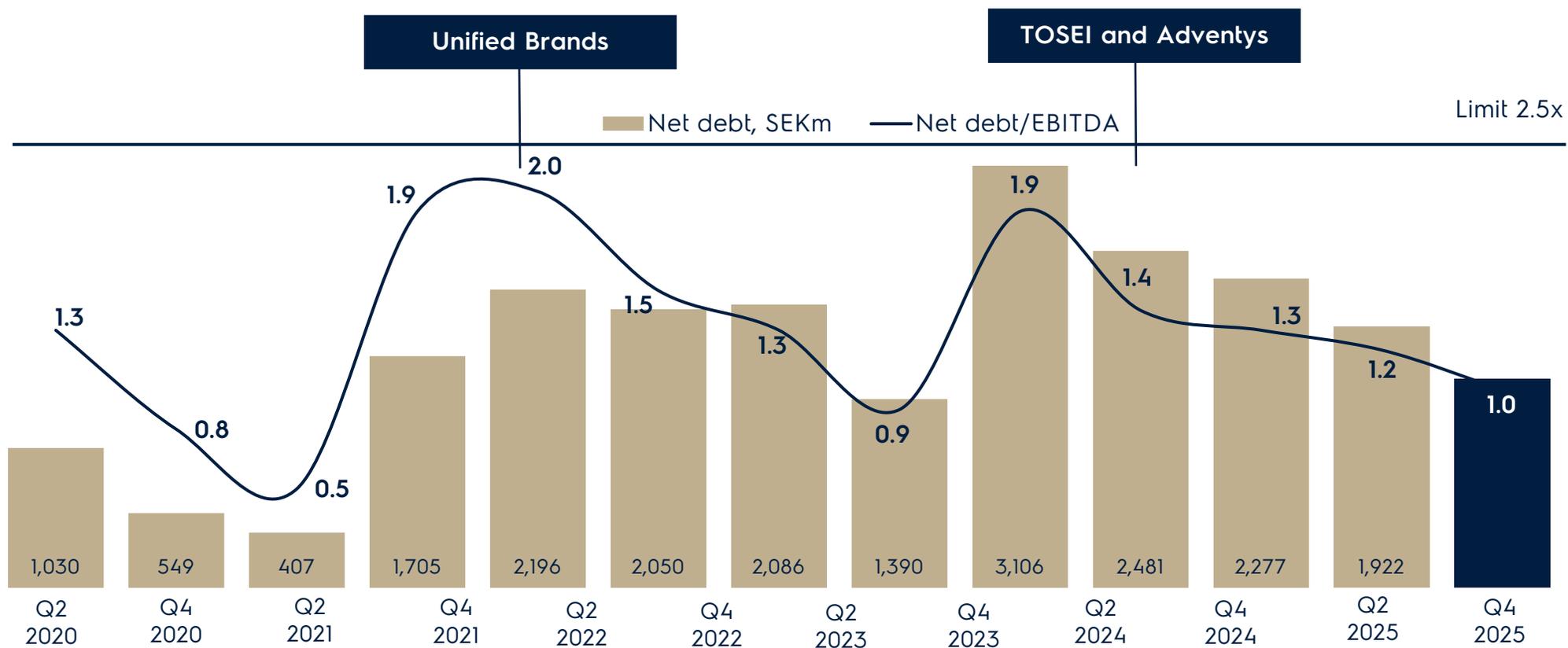
- Continued profitable growth journey
- Margin improving also in 2025 despite large currency, and some tariff impact

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

# Proven good cash flow over the years

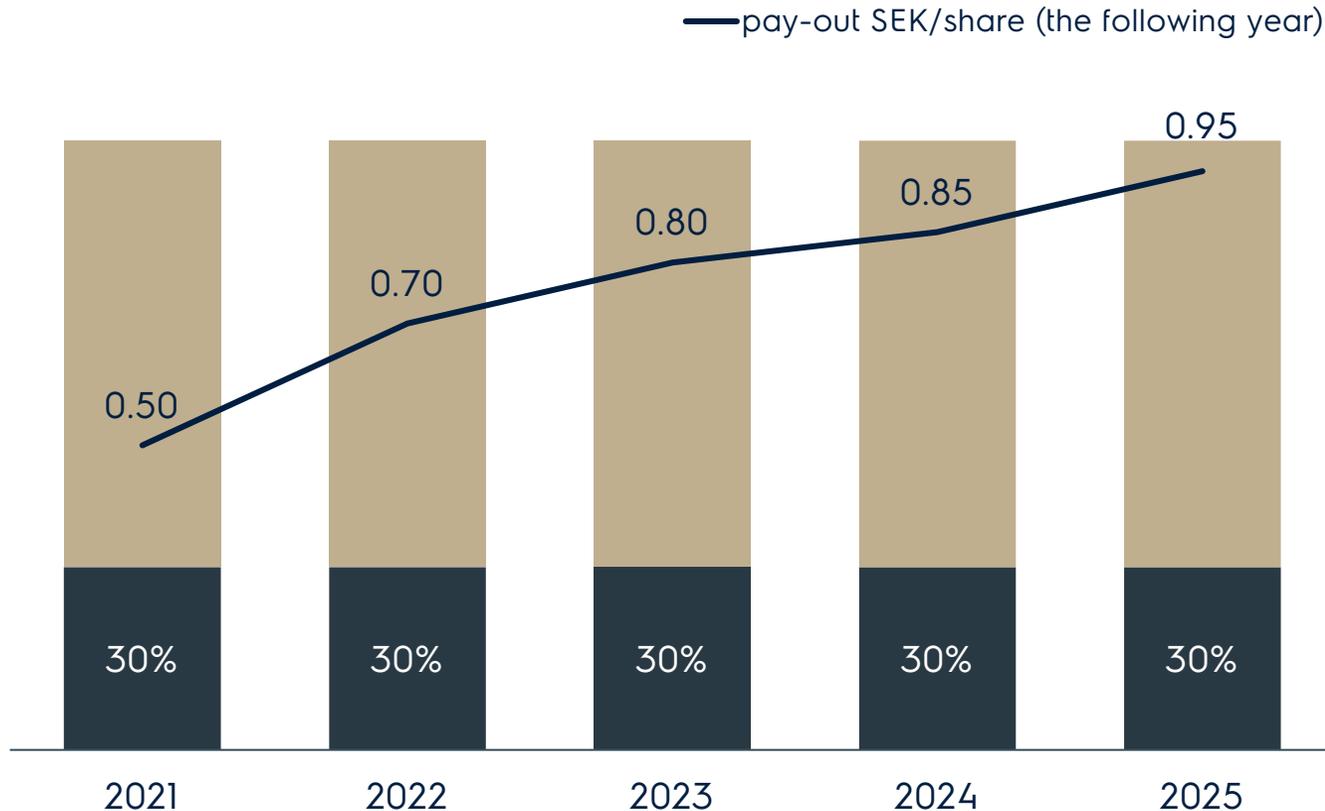


# Net debt/EBITDA ratio is below limit of 2.5x also after recent acquisitions



- Fast deleverage capacity, also after each acquisition

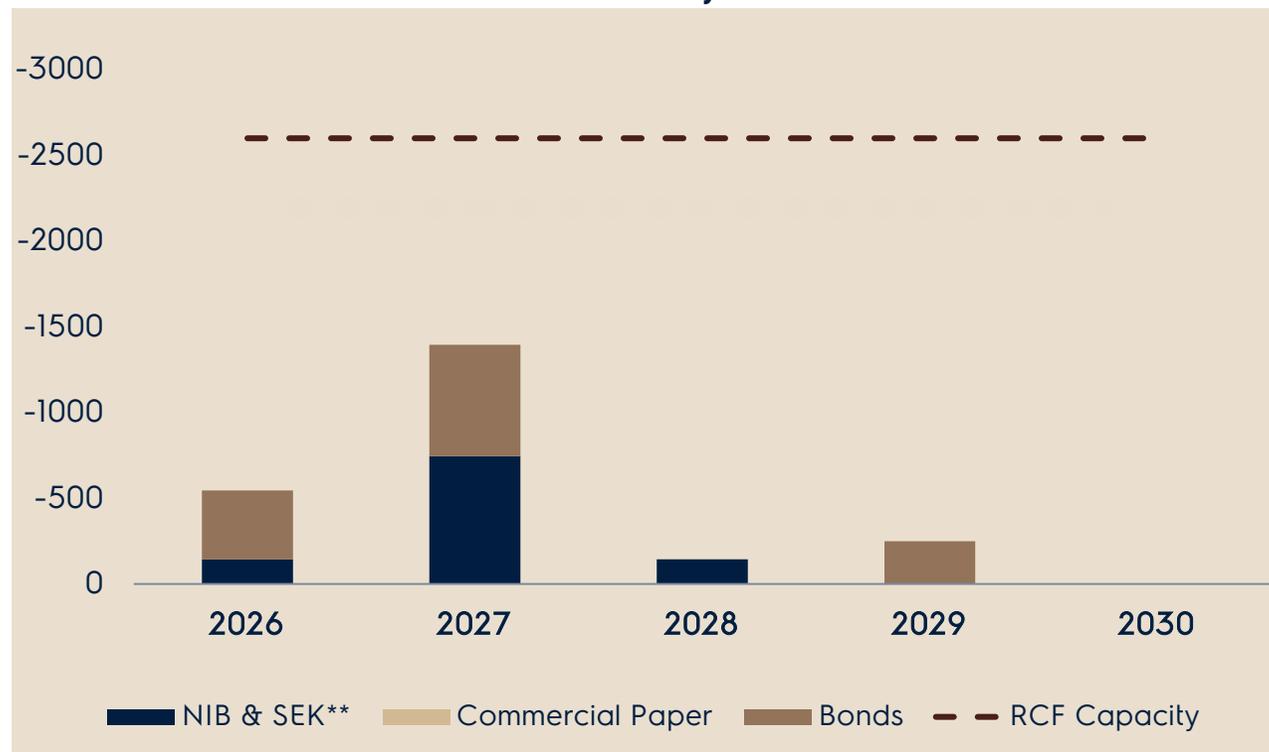
# Dividend in line with 30% policy



- Progressively higher income and strong cash generation supported increased dividend payout
- The Board proposes to distribute a dividend to the shareholders of SEK 0.95 per share for the 2025 financial year

# Credit maturity profile and Funding capacity

Debt Maturity Profile\*

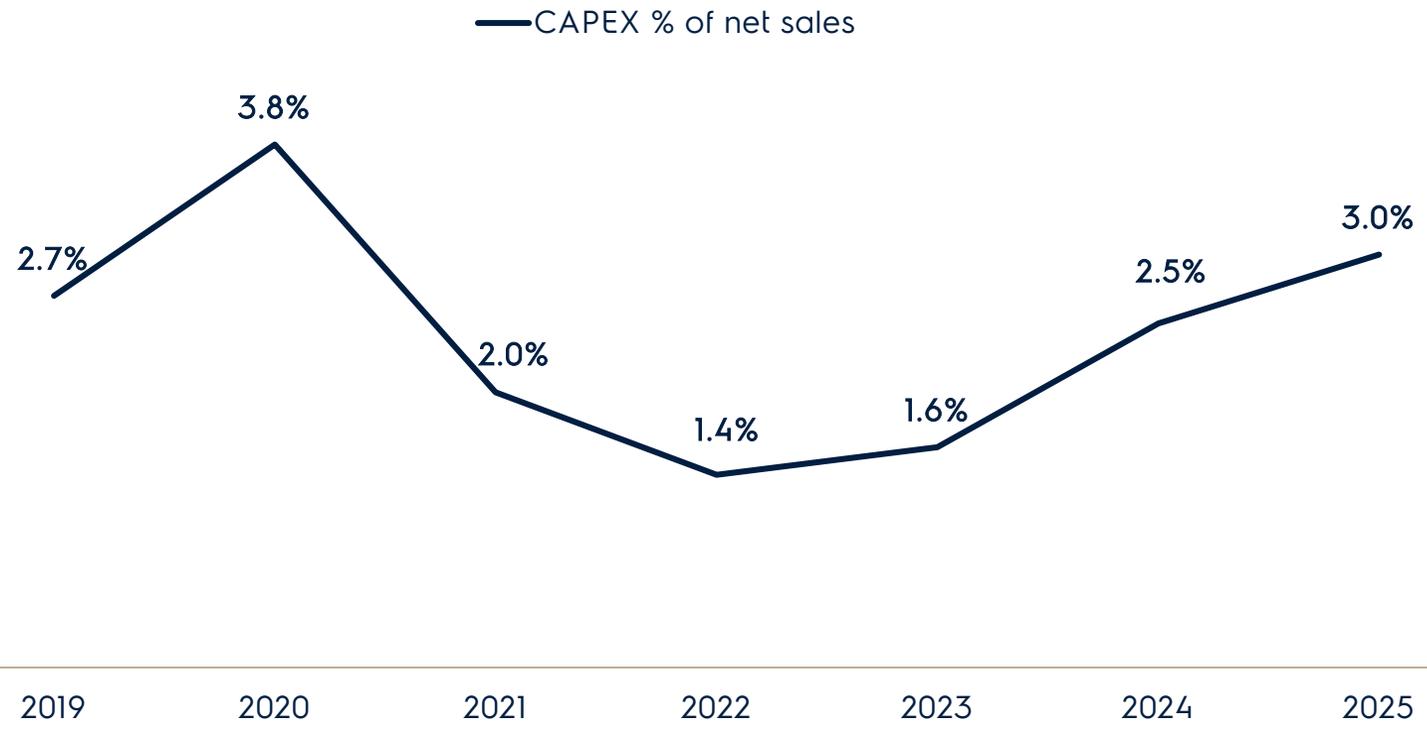


\*As of 2025-12-30

\*\*NIB - Nordic Investment Bank, SEK - Svensk Exportkredit

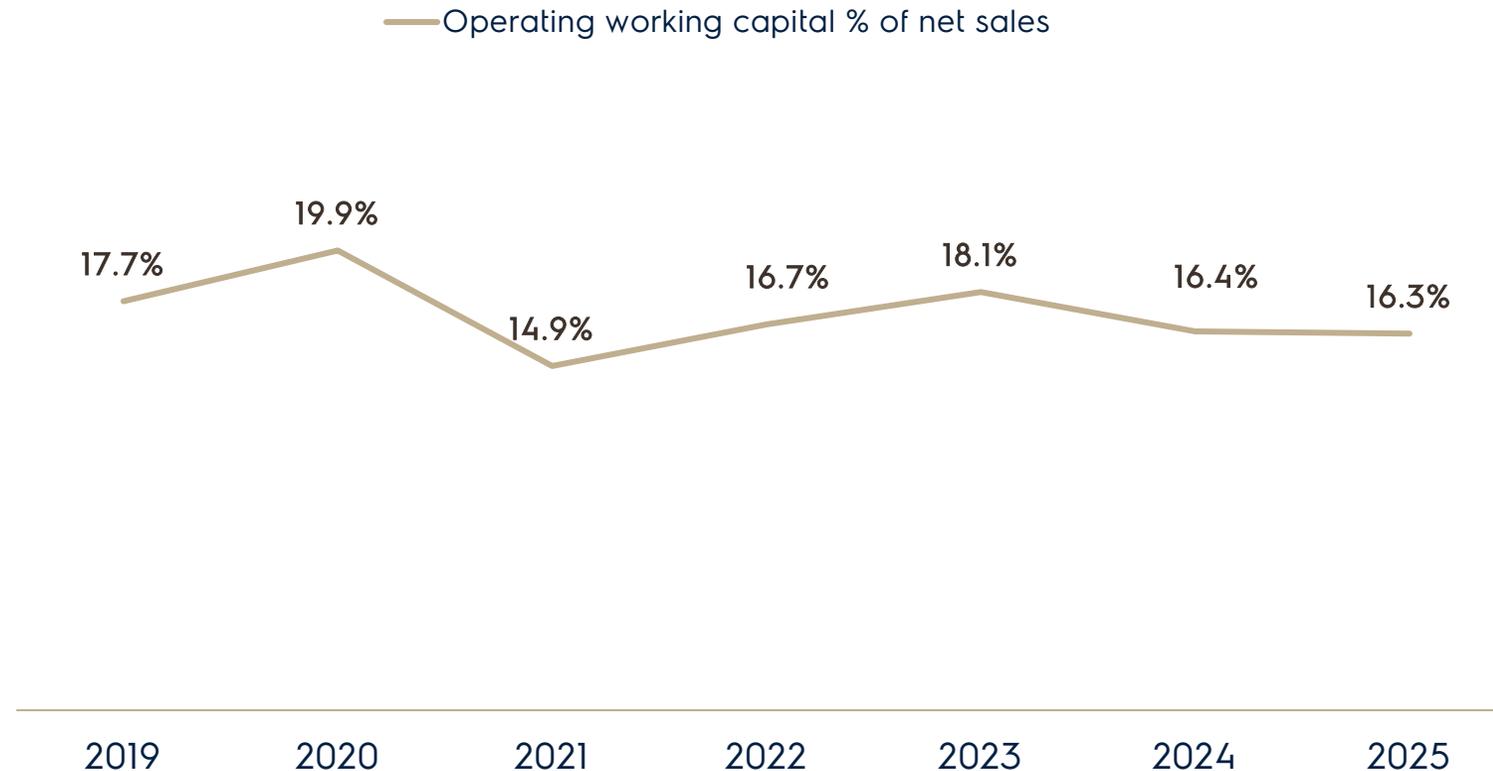
- Consistent and resilient cash flow generation enables smooth refinancing of upcoming maturities
- Substantial funding firepower:
  - SEK 5.7 billion available under existing debt capital market programmes
  - Back up liquidity available via EUR 240 million undrawn Revolving Credit Facility

# Capex development 2019 – 2025



- 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

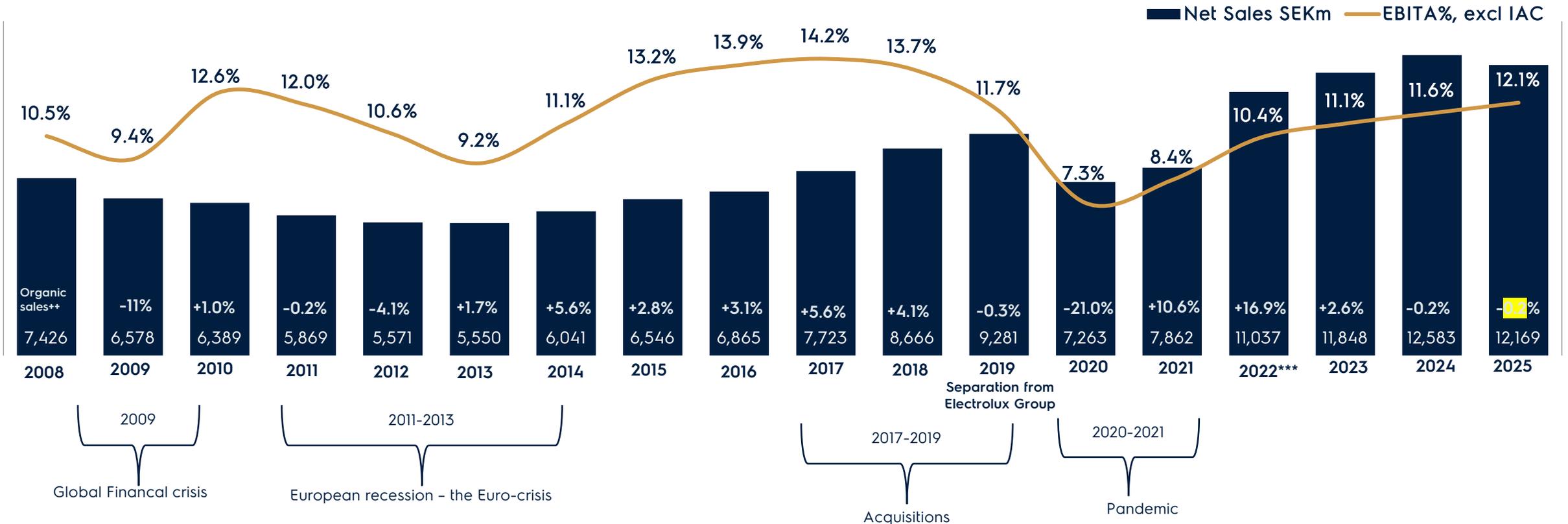
# Operating Working Capital and inventory development



- 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

# Appendix, Q4 2025

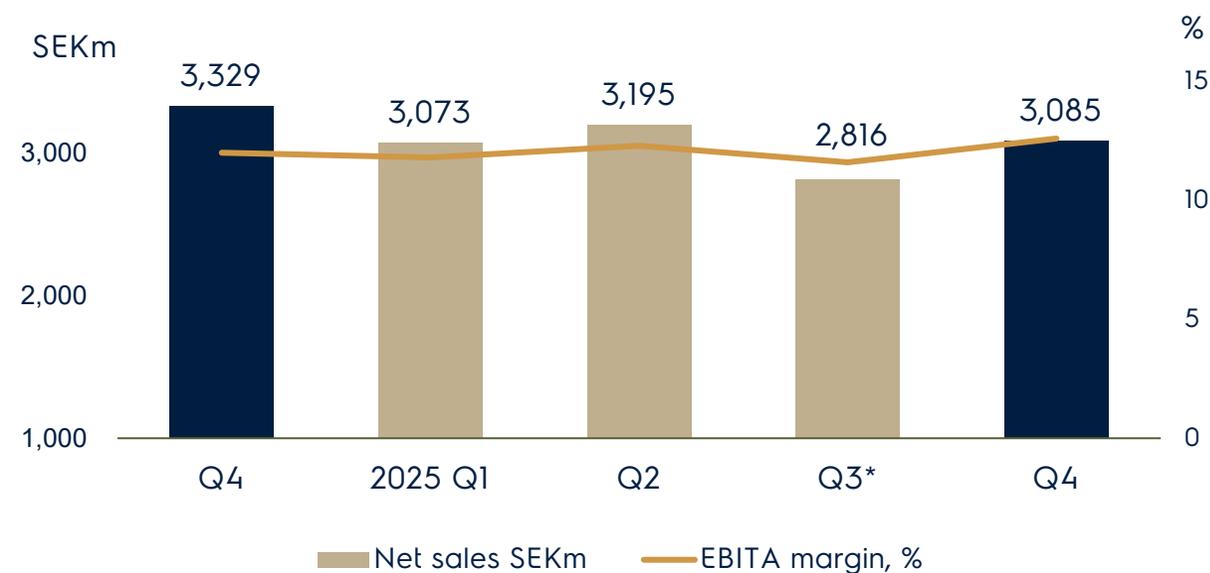
# 2025 - another step in the right direction

- A year characterized by continued geopolitical and macroeconomic uncertainty
- Significant headwinds mainly from currency but also from direct and indirect effects of tariffs
- Still, we were able to improve the underlying profitability and grow organically
- Continued investments in the new laundry platform and in horizontal cooking, both to be launched in 2026
- Acquisition of Royal Range strengthening our position in cooking in the US
- The efficiency program launched in 2025 is progressing according to plan - expected to generate significant savings during 2026 and 2027

# Q4 highlights – improved profitability driven by Europe

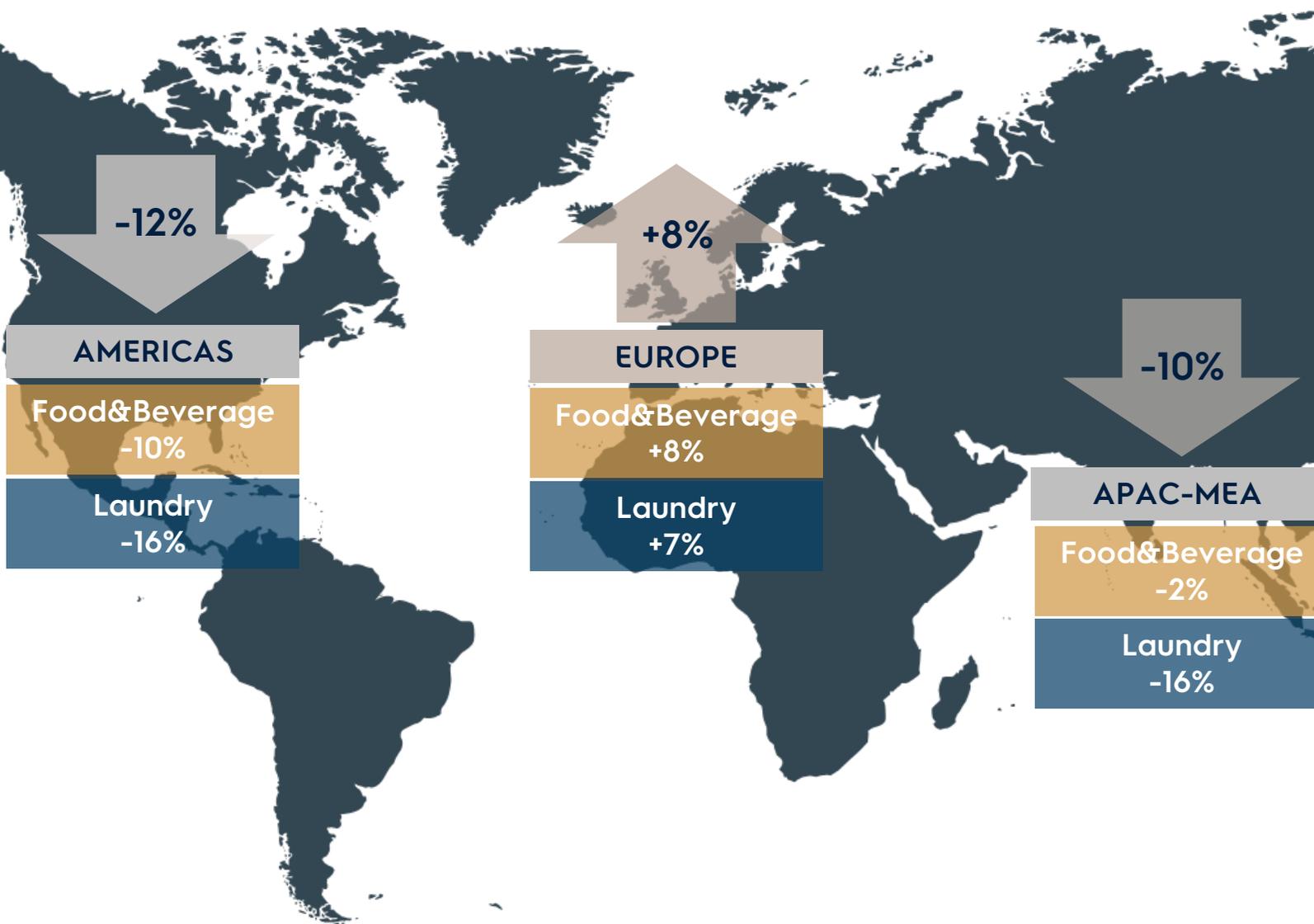
- Organically sales decreased by 0.6%.
- EBITA amounted to SEK 388m (400), corresponding to a margin of 12.6% (12.0). EBITA includes acquisition cost of SEK -10m. Currency had a negative impact equivalent to 1.3 pp in EBITA margin.
- Operating cash flow after investments amounted to SEK 422m (532).
- In MARCH 2026, the acquisition of the assets of Royal Range – a US Commercial Cooking company – was completed.
- Proposed dividend of SEK 0.95 (0.85) per share.

SEKm	Oct-Dec 2025	Oct-Dec 2024	Change, %
Net sales	3,085	3,329	-7.3
EBITA	388	400	-3.0
EBITA margin, %	12.6	12.0	0.6ppt
Operating cash flow after Investments	422	532	



\* Excl. items affecting comparability, %

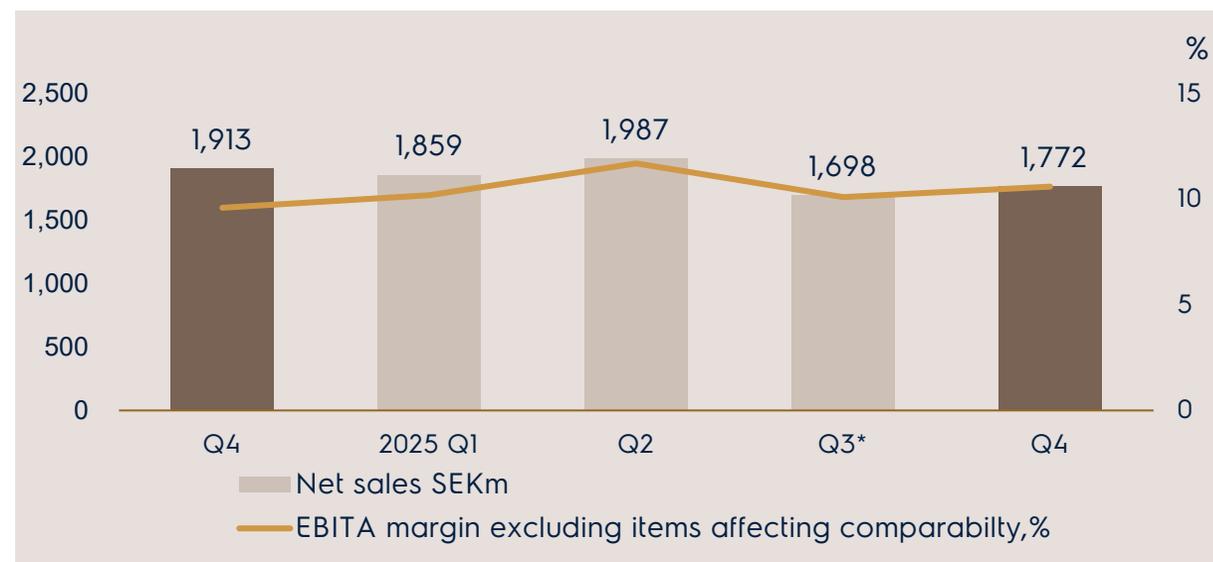
# Q4 - Organic sales development per region



# Q4 - Food & Beverage continue to grow

- Sales grew organically by 1.1%.
- Strong sales increase in Europe, while sales in the US declined. The decline in APAC-MEA is mainly due to Japan.
- EBITA amounted to SEKm 188 (183), corresponding to a margin of 10.6% (9.6). EBITA includes acquisition cost of SEK -8m.
- Order intake for Food&Beverage in Europe was higher than last year while it was lower in APAC-MEA and Americas.

SEKm	Oct-Dec 2025	Oct-Dec 2024	Change, %
Net sales	1,772	1,913	-7.4
Organic growth, %	1.1	-1.9	
Acquisitions, %	-	3.8	
Currency, %	-8.5	1.3	
EBITA	188	183	2.3
EBITA margin, %	10.6	9.6	1.0ppt



# Q4 - Improved margin in Laundry, despite significant negative currency impact

- Organically, sales declined by 2.9%.
- Strong sales increase in Europe, while sales declined in Americas and in APAC-MEA.
- Sales decline in Americas should be compared to a very strong corresponding quarter of 2024.
- EBITA amounted to SEKm 245 (255) corresponding to a margin of 18.7% (18.0). EBITA margin improved despite a significant negative impact from currency equal to approximately -3.0 pp in EBITA margin.
- Order intake was slightly higher than last year.

SEKm	Oct-Dec 2025	Oct-Dec 2024	Change, %
Net sales	1,313	1,416	-7.3
Organic growth, %	-2.9	11.8	
Acquisitions, %	-	14.0	
Currency, %	-4.4	0.7	
EBITA	245	255	-3.7
EBITA margin, %	18.7	18.0	0.7ppt



# Financial overview Q4

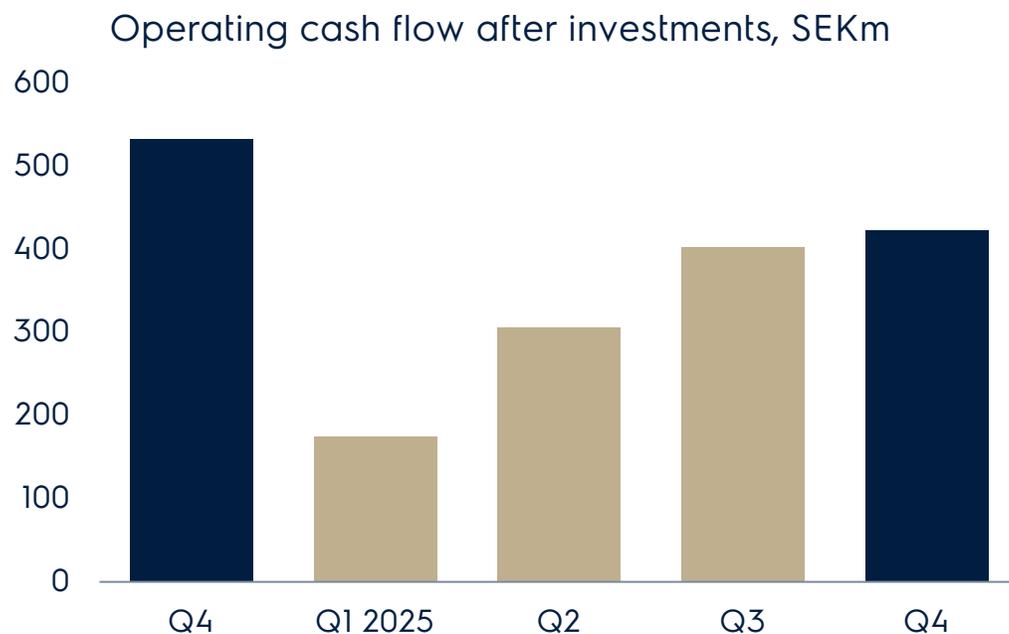
SEKm	Oct-Dec 2025	Oct-Dec 2024	Change, %
Net sales	3,085	3,329	-7.3
Gross profit	1,091	1,107	-1.4
Gross profit margin, %	35.4	33.3	2.1ppt
Operating income	334	339	-1.4
Operating margin %	10.8	10.2	0.6
Income after financial items	316	308	2.7
Income for the period	280	215	30.2
Earnings per share, SEK	0.98	0.75	
EBITA	388	400	-3.0
EBITA margin, %	12.6	12.0	+0.6ppt

## Financial development

- EBITA amounted to SEK 388m (400), resulting in an EBITA margin of 12.6% (12.0). EBITA includes acquisition costs of SEK -10m.
- Currency had a negative impact on EBITA equivalent to -1.3 pp in EBITA margin.
- Income for the period amounted to SEK 280m (215), corresponding to SEK 0.98 (0.75) in earnings per share.

# Cash flow Q4

- Operating cash flow after investments amounted to SEK 422m (532).
- The decrease is mainly related to lower EBITDA, higher capex, and cash out from the efficiency program announced in September 2025.



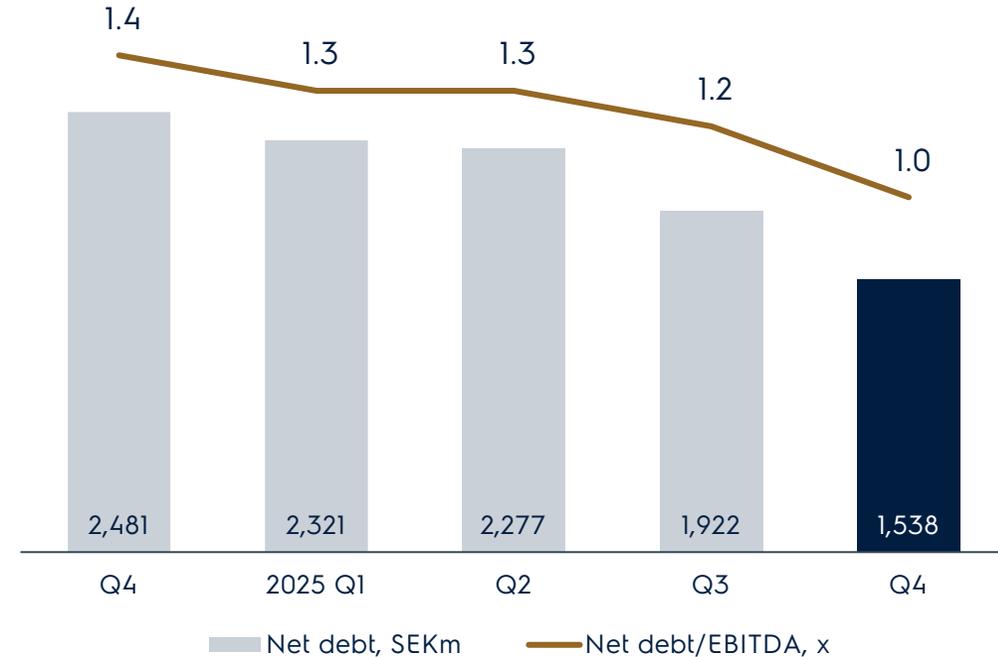
SEKm	Oct-Dec 2025	Oct-Dec 2024
Operating income	334	339
Depreciation, amortization and other non-cash items	134	159
Change in operating assets and liabilities	156	200
Investments in intangible and tangible assets	-190	-170
Changes in other investments	-12	4
Operating cash flow after investments	422	532

# Operating working capital and financial position Q4

- Operating working capital amounted to 16.3% compared to 16.4% in Q4, 2024.



- Net debt/EBITDA amounted to 1.0x (1.4).



# Q4 innovation



## e-XP modular cooking – reshaping life in the kitchen

- intuitive control with e-XP induction technology
- innovative free-zone freedom
- enhanced usability, and energy-saving solutions
- 90% energy efficiency
- creates a comfortable, effortless working environment and inspire innovation every day



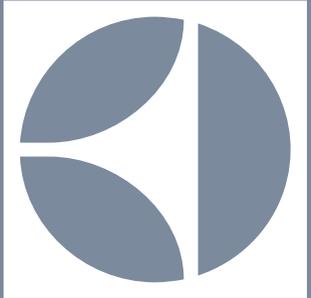
## TOSEI ST-155W COMBO stacked

World's first integrated “washer-dryer + dryer” solution, providing full-scale laundry performance in a compact, space-efficient footprint.

- advanced technology
- intuitive touch-panel controls
- seamless user experience
- high-capacity dryer/washer
- high productivity even in small urban locations

## Q4 Summary

- Improved profitability, driven by strong development in Europe, in both Food & Beverage and Laundry, despite a negative sales development in the US, and continued negative currency impact.
- Order intake for Food&Beverage in Europe was higher than last year while it was lower in the other two regions. Order intake for Laundry was slightly higher than last year.
- The acquisition of the assets of Royal Range – a US Commercial Cooking company – that was announced in the quarter was completed in January.
- New laundry platform and horizontal cooking products being launched in 2026.
- Efficiency program expected to generate significant savings during 2026 and 2027.
- We have solid building blocks in place to improve our performance going forward.
- Proposed dividend of SEK 0.95 (0.85) per share.



**Electrolux  
Professional  
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**Meeting needs  
beyond tomorrow**