



Electrolux
Professional
Group

Meeting needs beyond tomorrow

Focus and acceleration

Handelsbanken June 3, 2026

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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

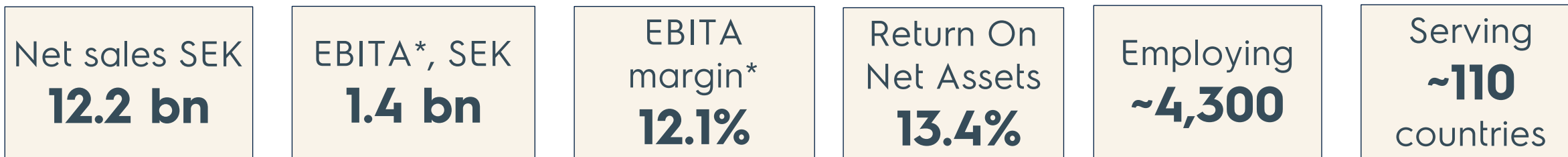
Positioned to grow
margin thanks to
efficiency program and
high margin products

Focused plan to grow
organically with the
means to accelerate
with potential M&A

Sustainability leader

Electrolux Professional Group snapshot 2025

* excl Items affecting comparability



Net sales by segment



Customer Care 16.5% of sales

Net sales by geography



Strategy for growth

Generate customer value from a foundation of operational excellence and sustainability

GROW through innovation
and sustainability

EXPAND in high margin
products, segments, and
geographies

BOOST Customer Care &
Service as a solution offer

INVEST in Digitalization to
unlock additional customer value
and process efficiency

Streamline of operations to improve profitability

We will do fewer things, faster and better

Focused execution to accelerate growth and margin improvement



Strengthen Commercial excellence



Drive Digital & Connectivity



Customer Care expansion

Focus and invest where we can win

Low margin

Fix before growing

Average margin

Stabilize and manage

Margin positive

Harvest and transition

High-margin

Focus and invest

- Supports mix improvement and path to 15% EBITA

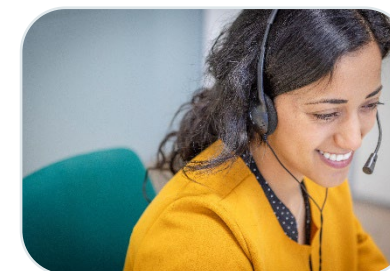
Where we make money

Laundry and Customer Care carry profitability well above the Group average

Main high-margin products



Laundry



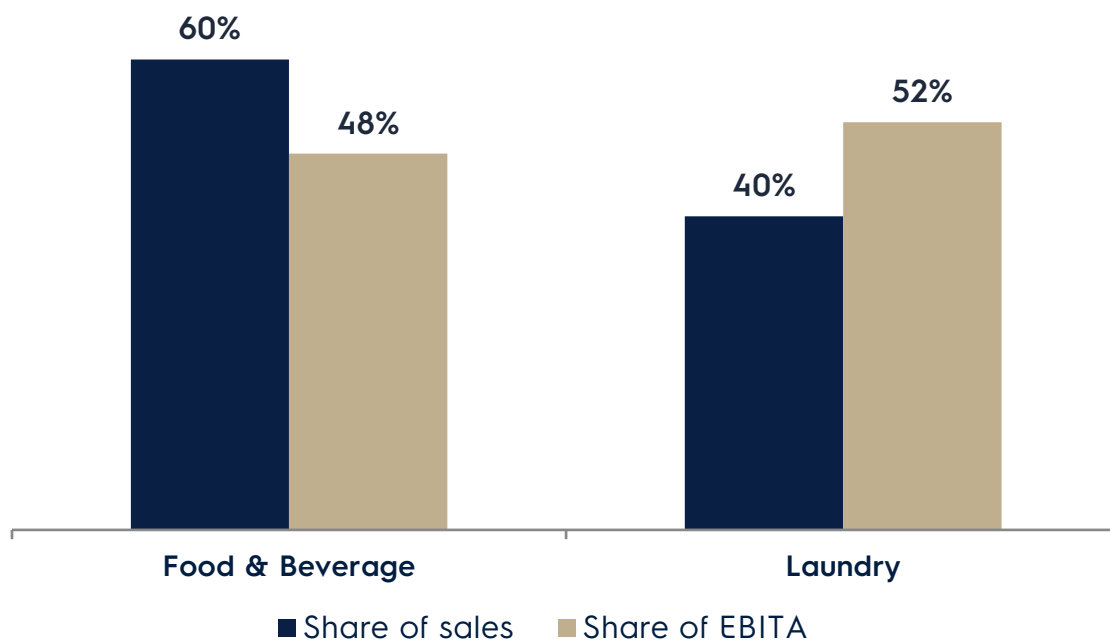
Customer Care



Cooking



Cold beverage



New Laundry Platform

Driving Efficiency, Sustainability & Growth

- Line 7000, a Modular Laundry Platform with multiple applications
- Reinforced Technical leadership
- Expands accessible market
- Launch Roadmap 2026 - 2027



Acquisition of Royal Range

Strengthens the position in high-margin cooking segment

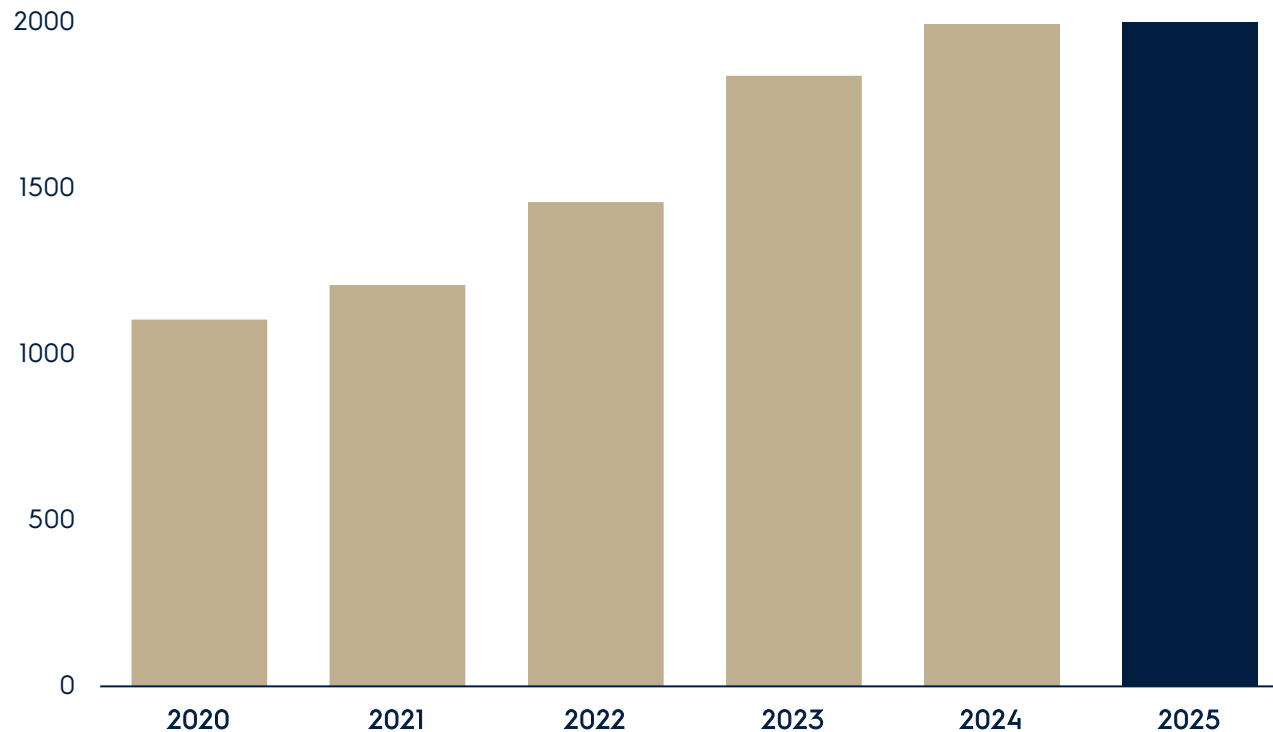
- Acquired in January 2026
- Focused on fast-food chain restaurants
- Leverage Electrolux Professional's sales force to significantly expand sales
- EBITA margin accretive to Group target of 15%



Customer care contributes to profit

Margin above Group EBITA target

Customer care sales development, SEKm



Program to streamline the company

Improve profitability and shift competencies



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

- Program on track to save SEK 80m in 2026 and 175m in 2027
- Will increase flexibility and improve profitability
- Shift focus towards digital and sales

Progressing towards our financial targets



Organic Net sales growth

4%

2025 0.5%
(2024: -0.1)

Profitability

15%

2025 12.1%*
(2024: 11.6%)

Assets efficiency

15%

Operating working capital as per cent of net sales

2025 16.3%
(2024: 16.4%)

Capital structure

Net debt/EBITDA ratio below

2.5x

2025 1.0x
(2024: 1.4x)

Dividend

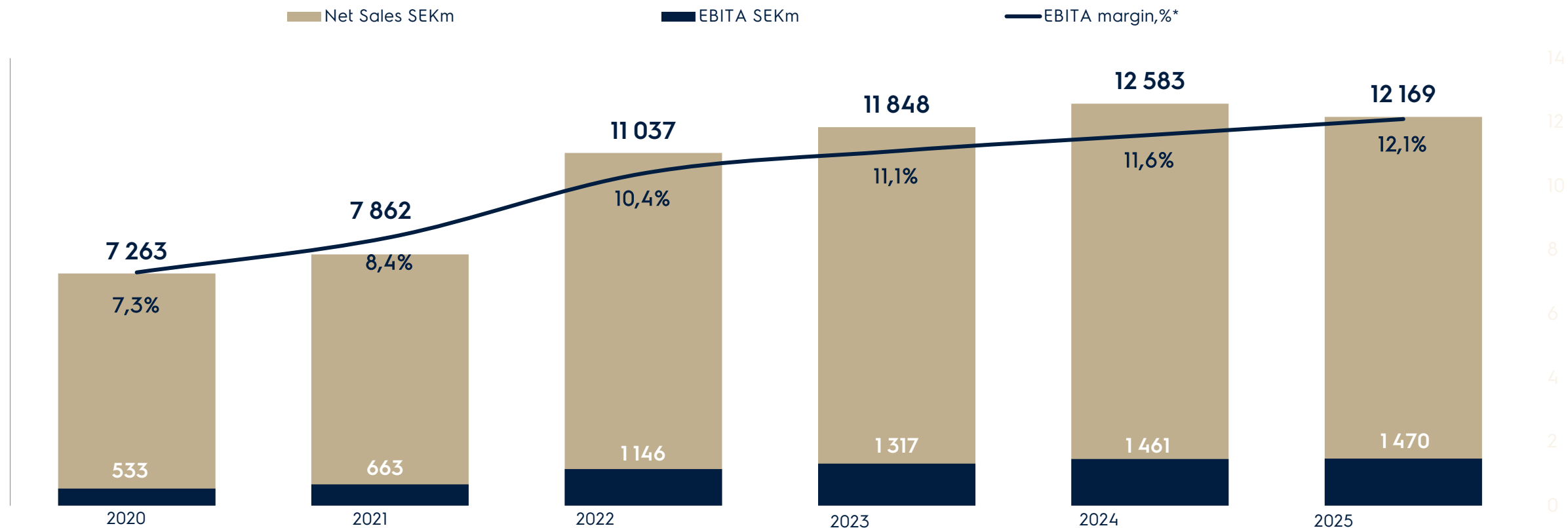
30%
of income

2026 SEK 0.95/Share
(2025: 0.85/Share)

*excluding items affecting comparability

Sustained margin progression

Q1 2026 headwinds - actively managed

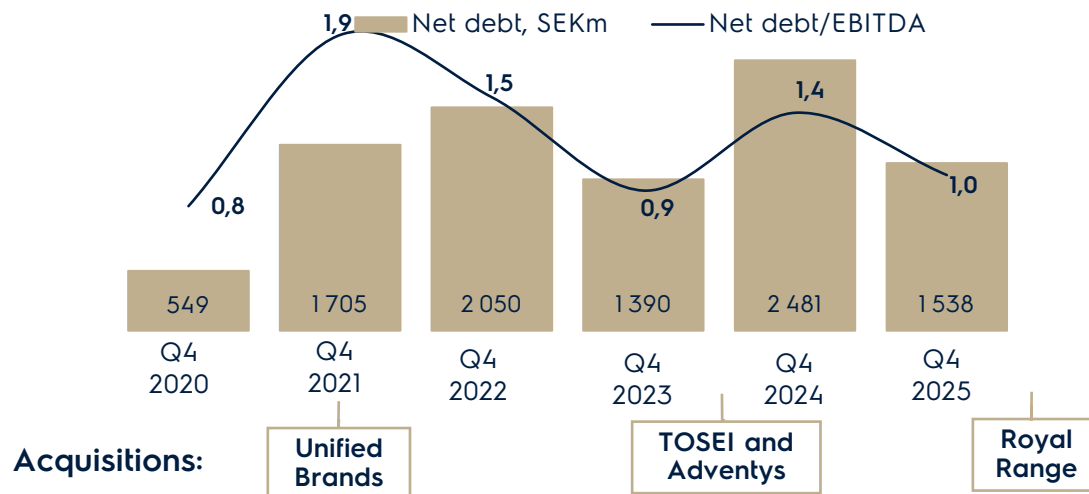


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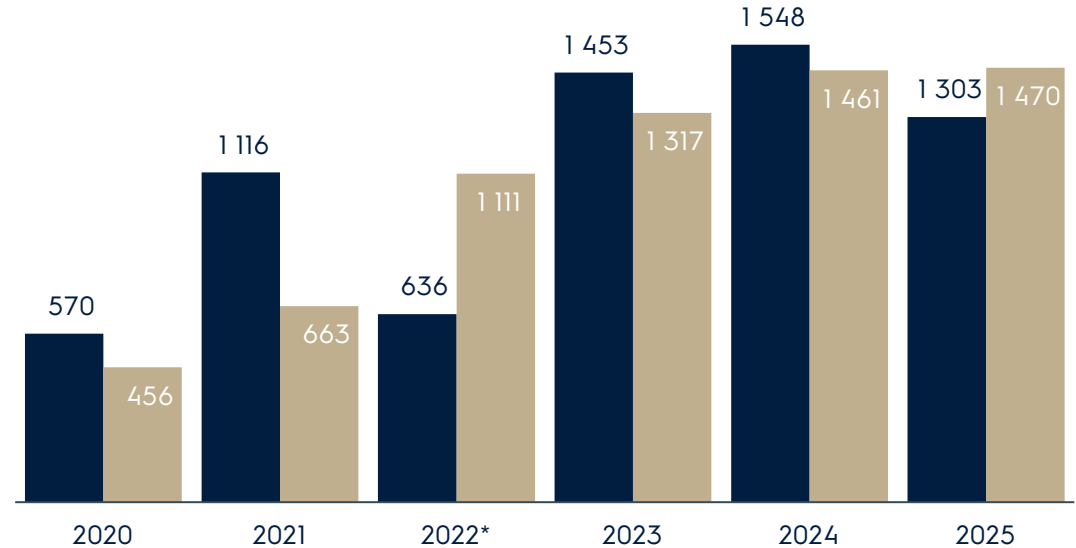
Strong Cash and Capital management

Net debt – fast deleveraging after M&A

Limit 2.5x

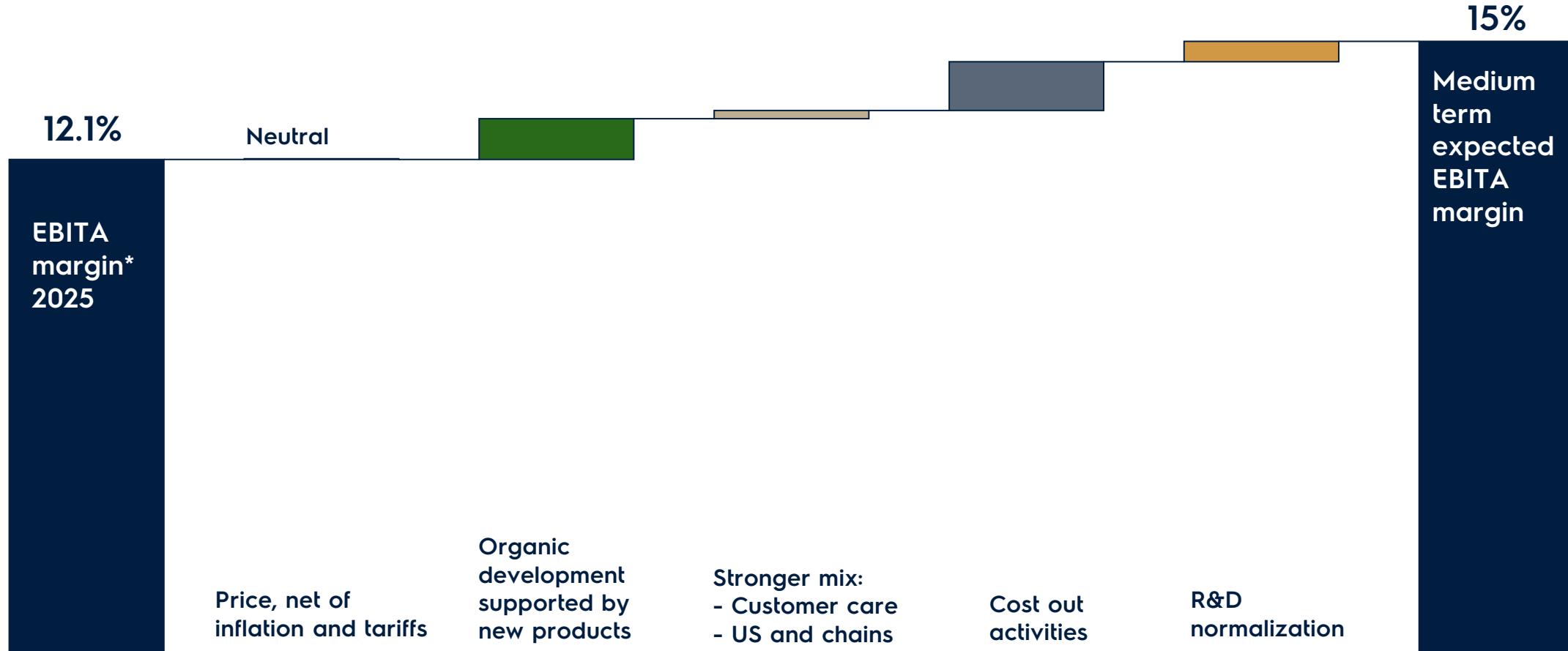


■ Operating cash flow after investments ■ EBITA, SEKm



- Substantial funding firepower:
 - SEK 5.7 billion available under existing financial programmes
 - Back up liquidity available via EUR 240 million Credit Facility

Building blocks to achieve 15% EBITA margin



* Excl items affecting comparability

Summary: Focus and acceleration



- Clear strategy to drive growth and margin - focus on fewer things
- Geographically balanced sales and global footprint
- Strong cash generation
- Accelerate transformation, including AI



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Appendix

Professional Food, Beverage and Laundry Growing end markets

Food
Solutions

USD ~26 bn
Growth 2-4%

Laundry solutions

USD ~3.7 bn
Growth 2%

Beverage solutions
USD: ~6 bn
Growth 3-4%

Source: Company estimates for 2025
June 2026



Offering outstanding customer experience

A Group of trustable, category champion brands

Food



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

Beverage



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

Laundry

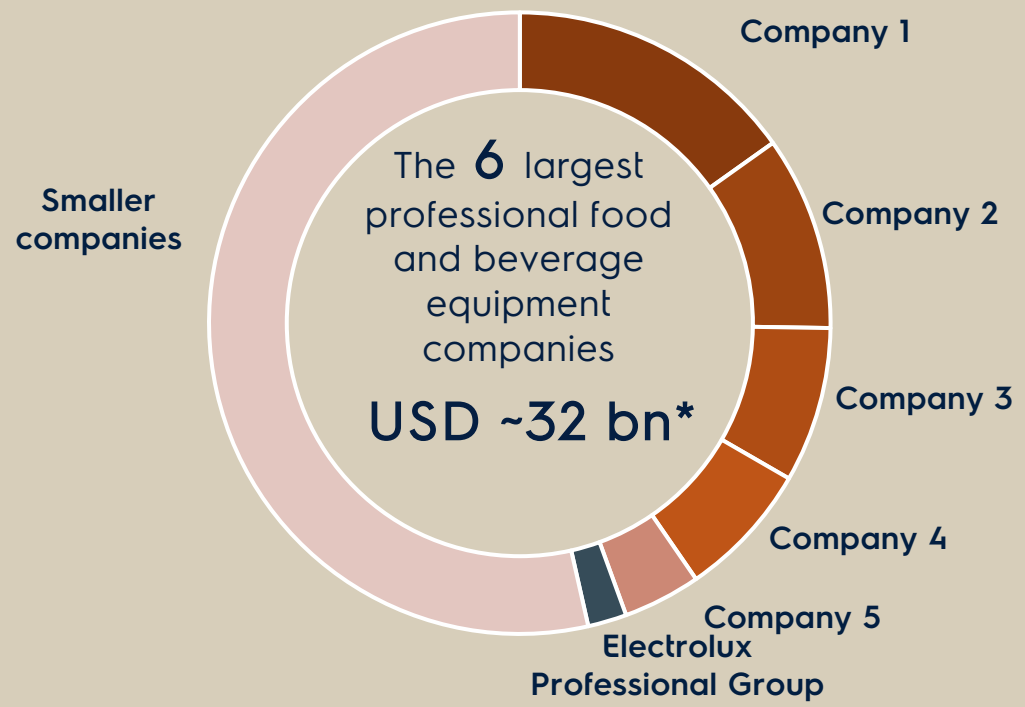


Sustainable and flexible commercial Laundry solutions to improve productivity and ergonomics



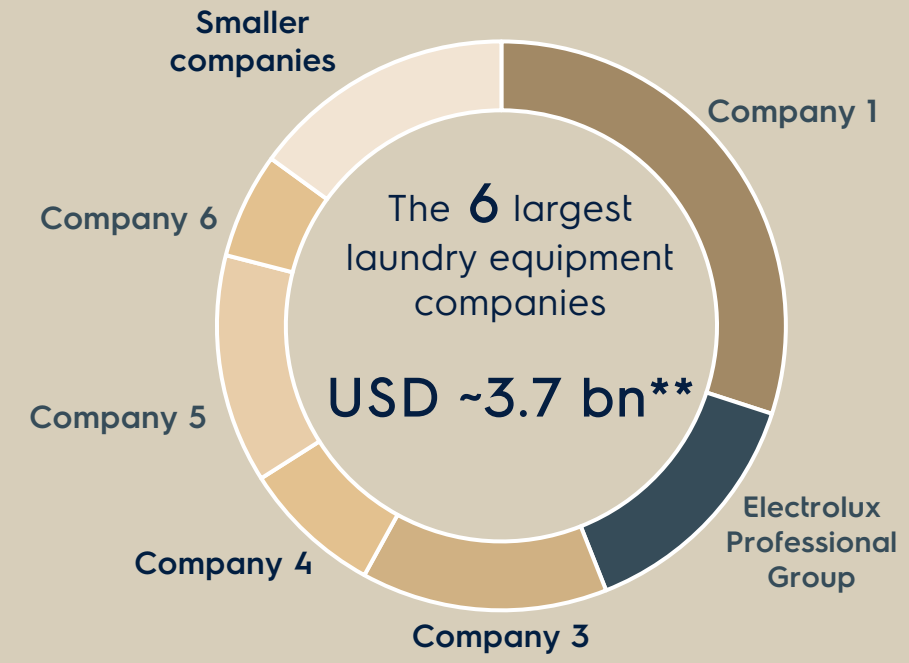
The global professional equipment industry

Food & Beverage



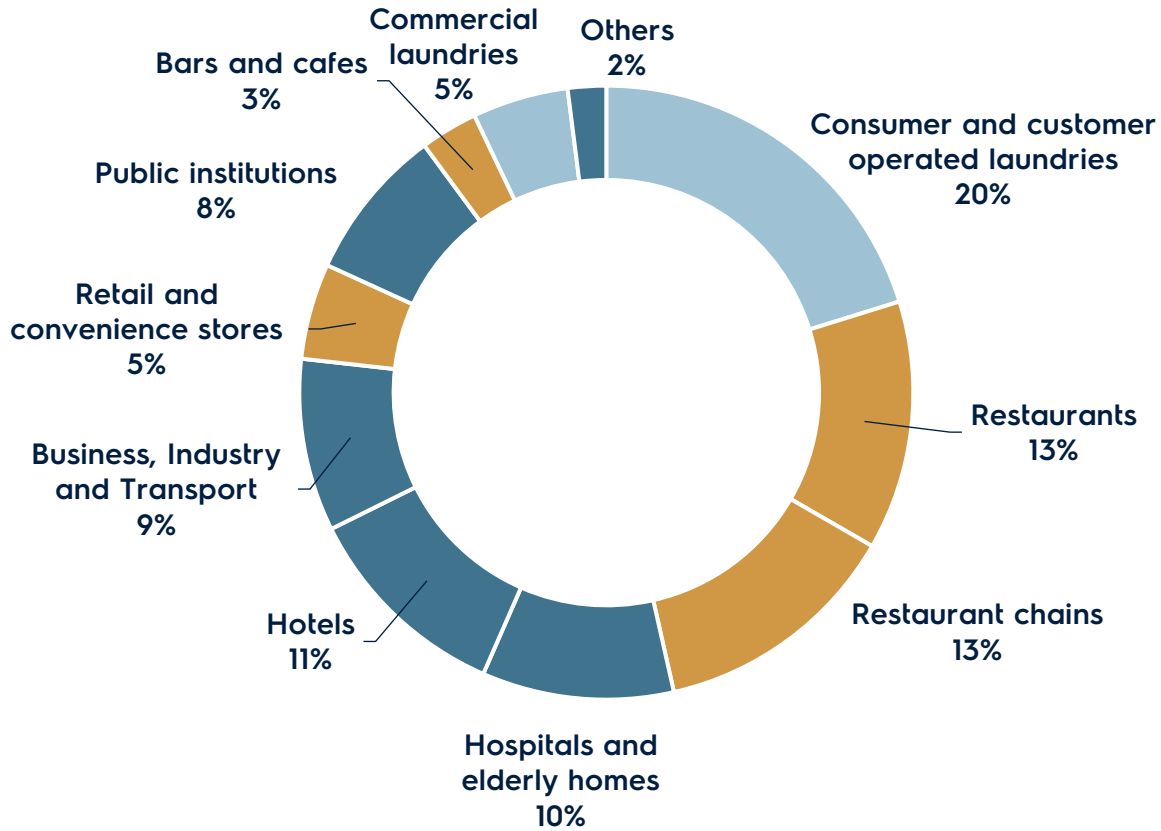
** 2025 markets, own company estimates

Laundry



** 2025 markets, own company estimates

Electrolux Professional sales per customer segment*



* Figures are partly estimates 2025

Laundry

Food & Beverage and Laundry

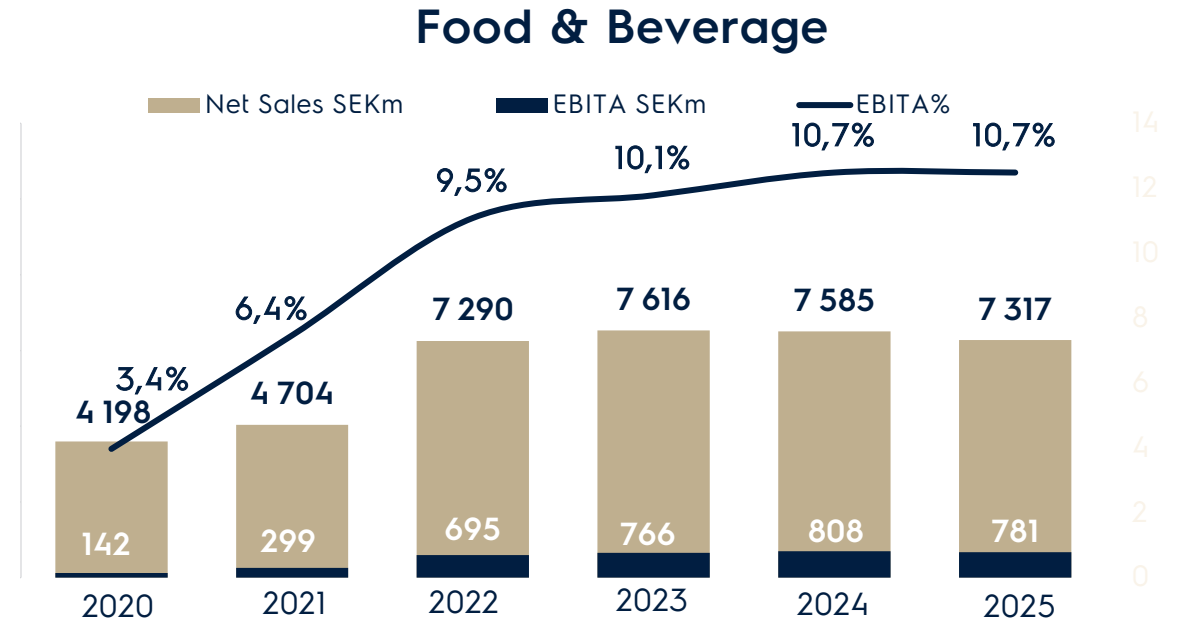
Food & Beverage



Food & Beverage development

Recovery and mix improvement

- 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

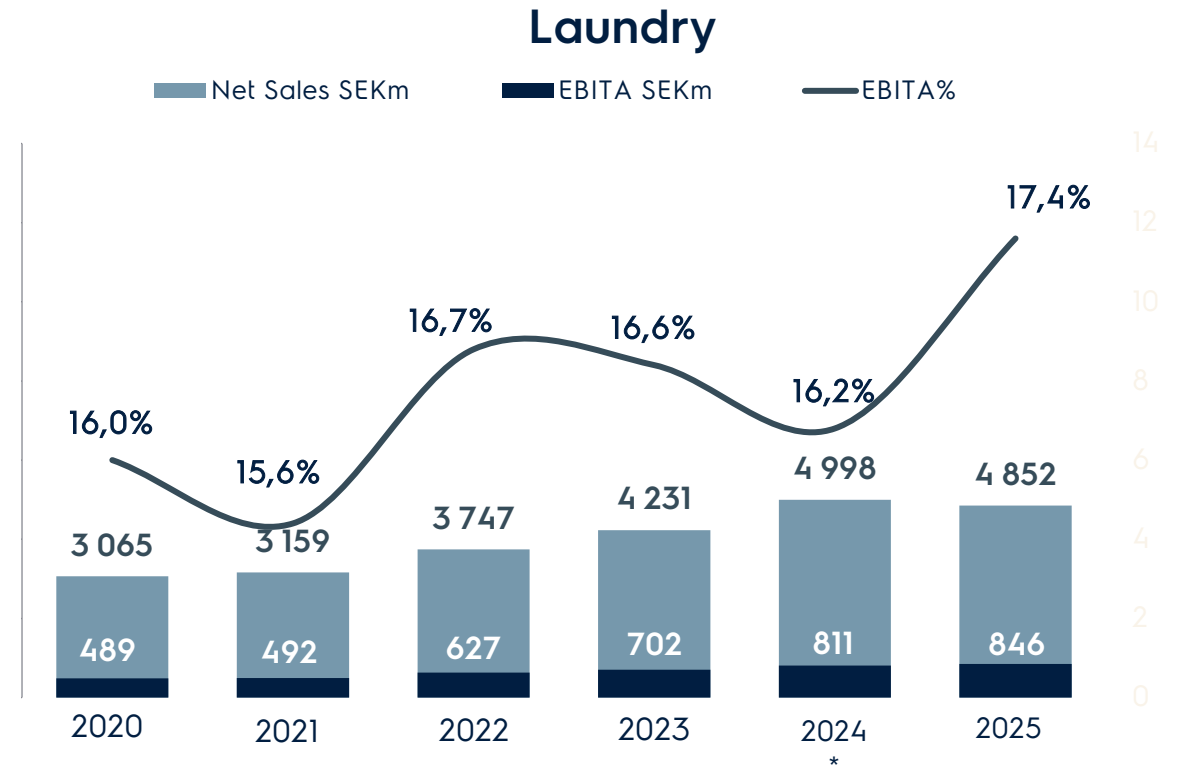


EBITA and EBITA%, excl Items Affecting Comparability (IAC)

Laundry development

Stable, high margin

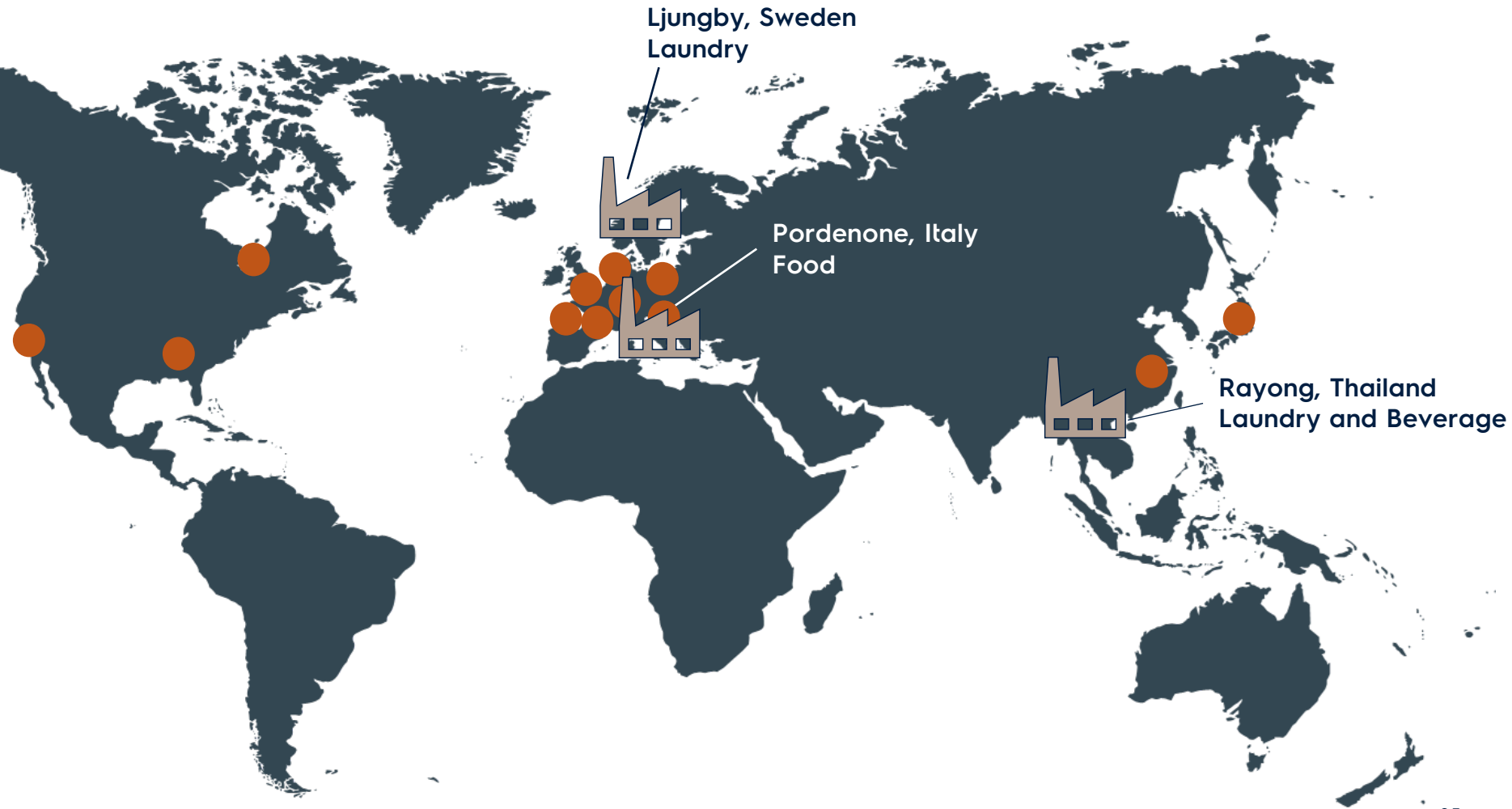
- Continued profitable growth journey
- Margin improving also in 2025 despite large currency, and some tariff impact



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

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

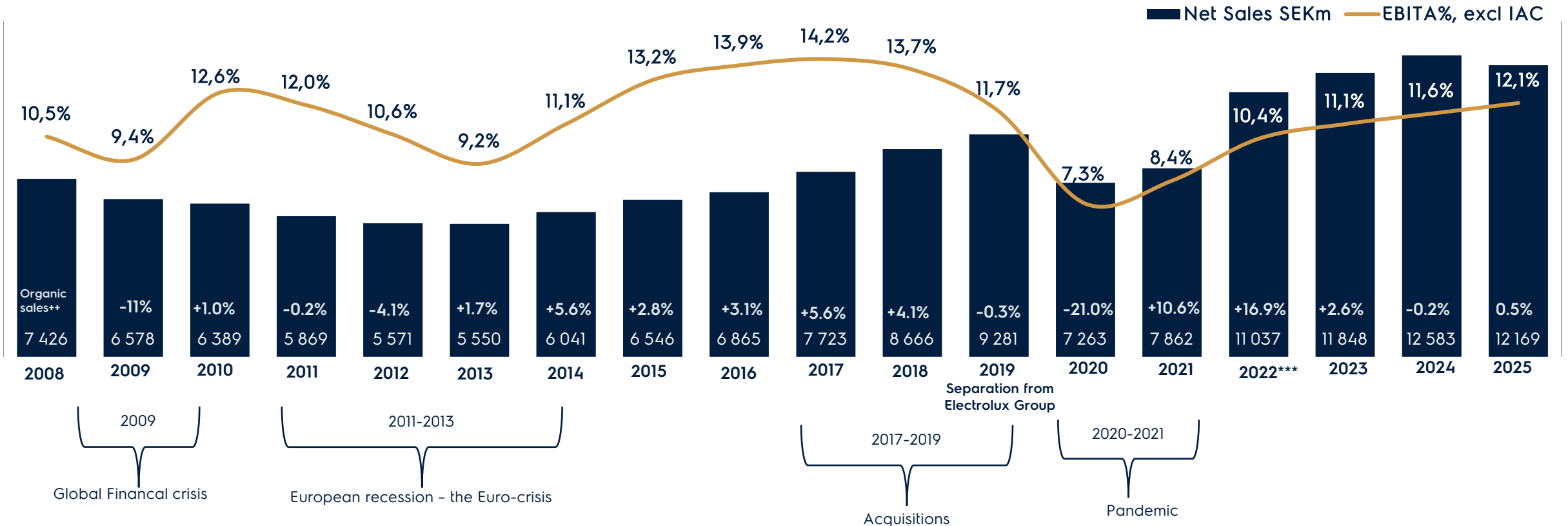


We are the Sustainability leader in our industry



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



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