



Electrolux
Professional
Group

Meeting needs beyond tomorrow

Electrolux Professional Group

Road show, June 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

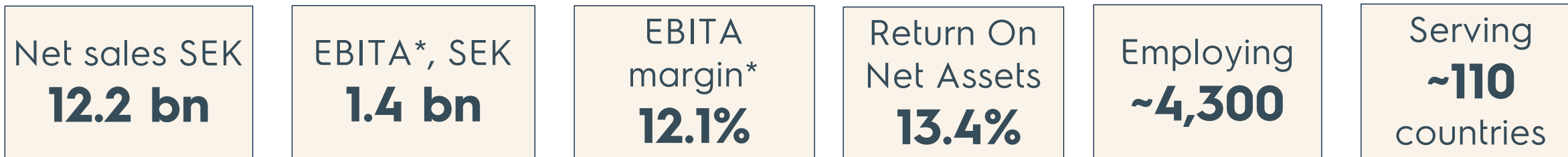
Sustainability leader



Electrolux Professional Group snapshot 2025



* excl Items affecting comparability



Net sales by segment



Customer Care 16.5% of sales

Net sales by geography



Offering outstanding customer experience

A Group of trusted, 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



Professional Food, Beverage and Laundry Growing end markets

Food
Solutions

USD ~26 bn
Growth 2-4%

Laundry solutions

USD ~3.7 bn
Growth 2%

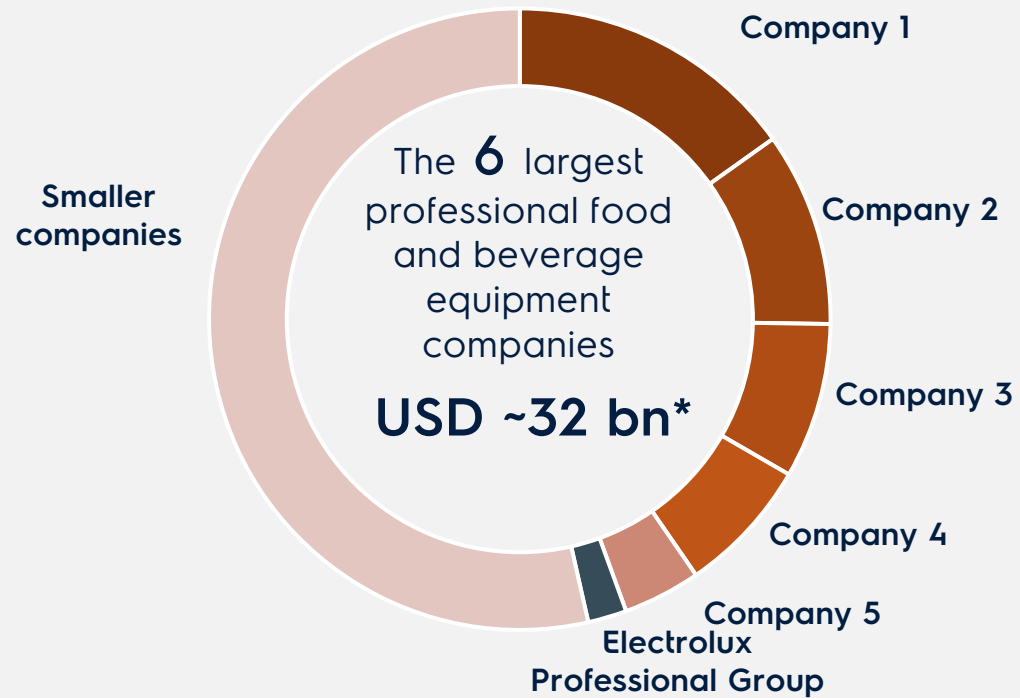
Beverage solutions
USD: ~6 bn
Growth 3-4%

Source: Company estimates for 2025



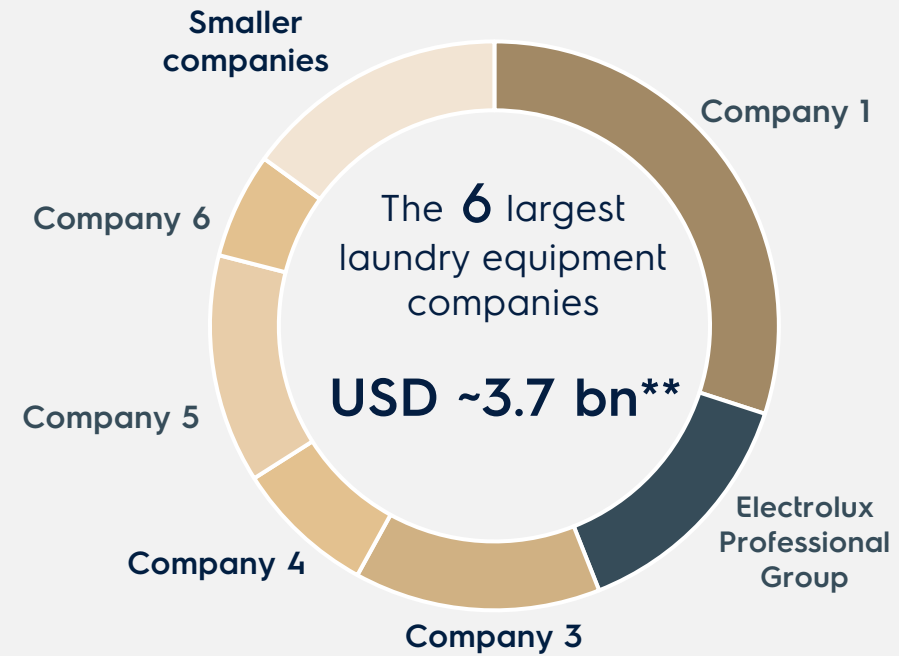
The global professional equipment industry

Food & Beverage



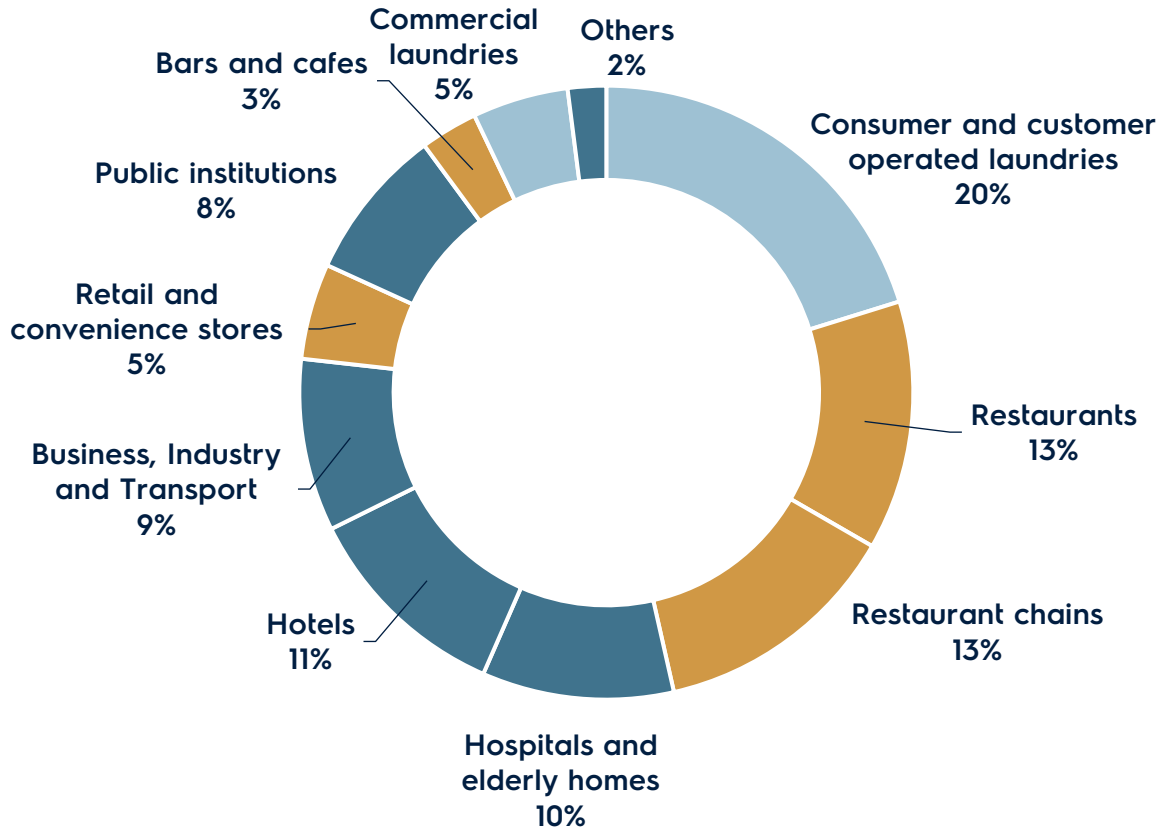
** 2025 markets, own company estimates

Laundry



** 2025 markets, own company estimates

Electrolux Professional sales per customer segment*



* Figures are partly estimates 2025

Laundry

Food & Beverage and Laundry

Food & Beverage



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)

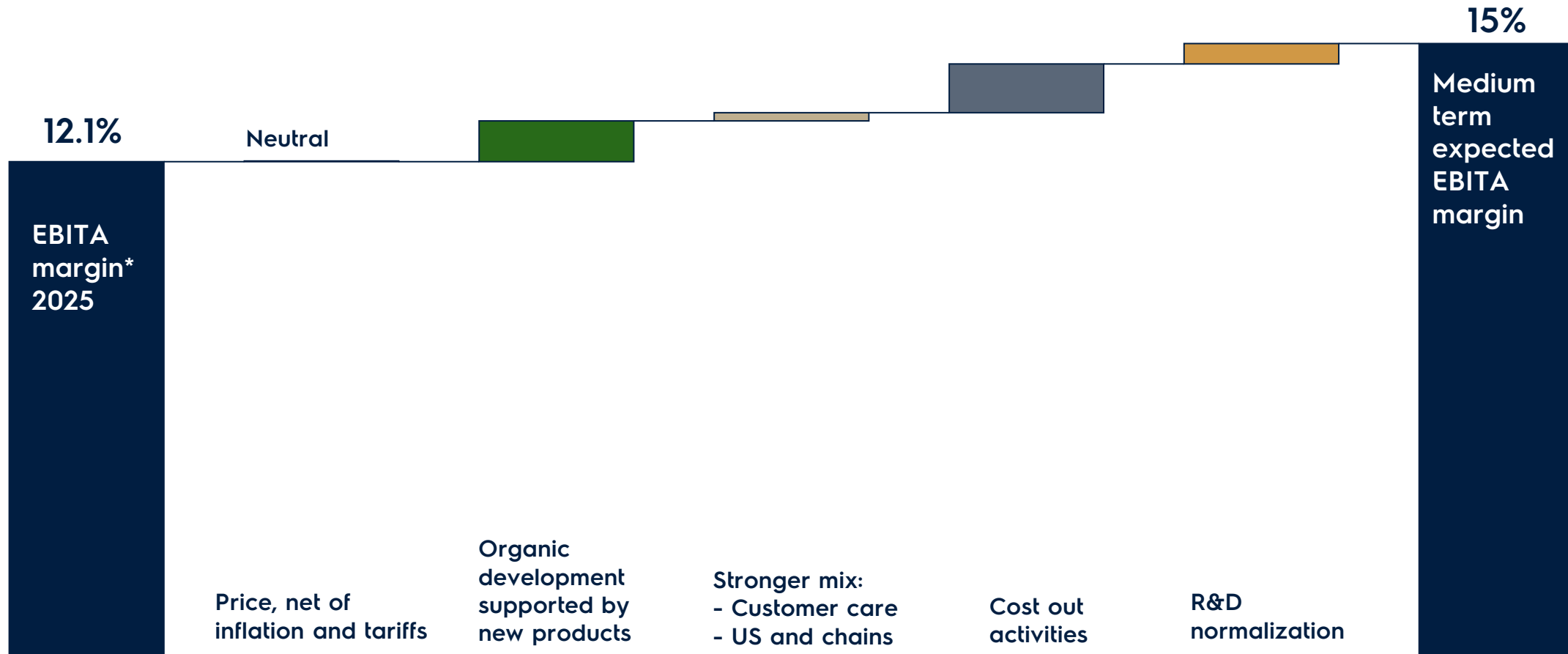
Dividend

30%
of income

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

*excluding items affecting comparability

Building blocks to achieve 15% EBITA margin



* Excl items affecting comparability

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



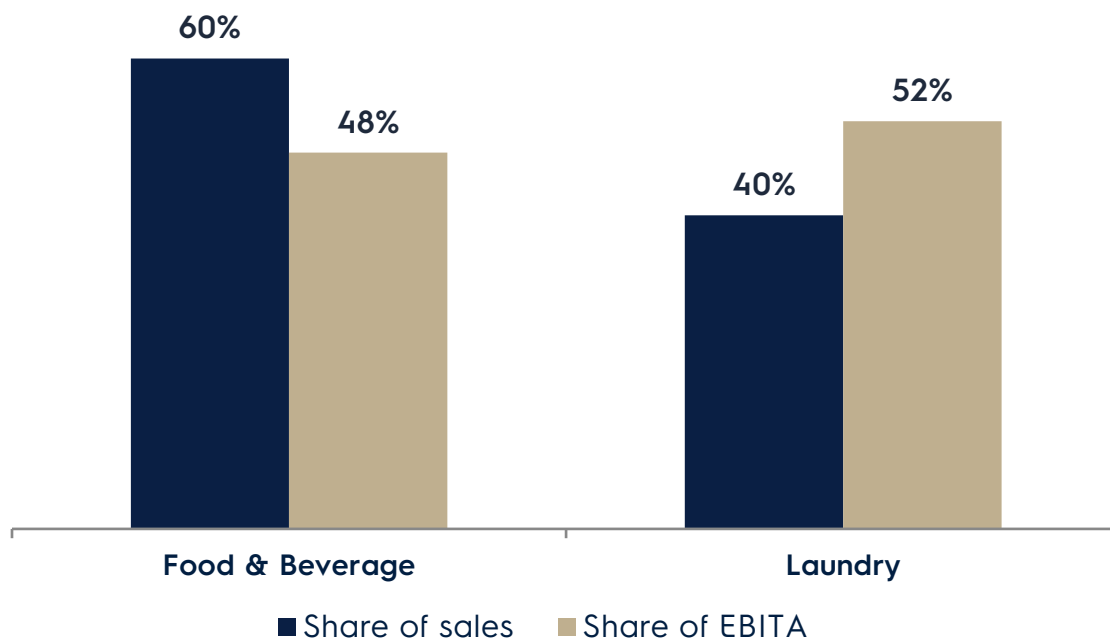
Customer Care



Cooking



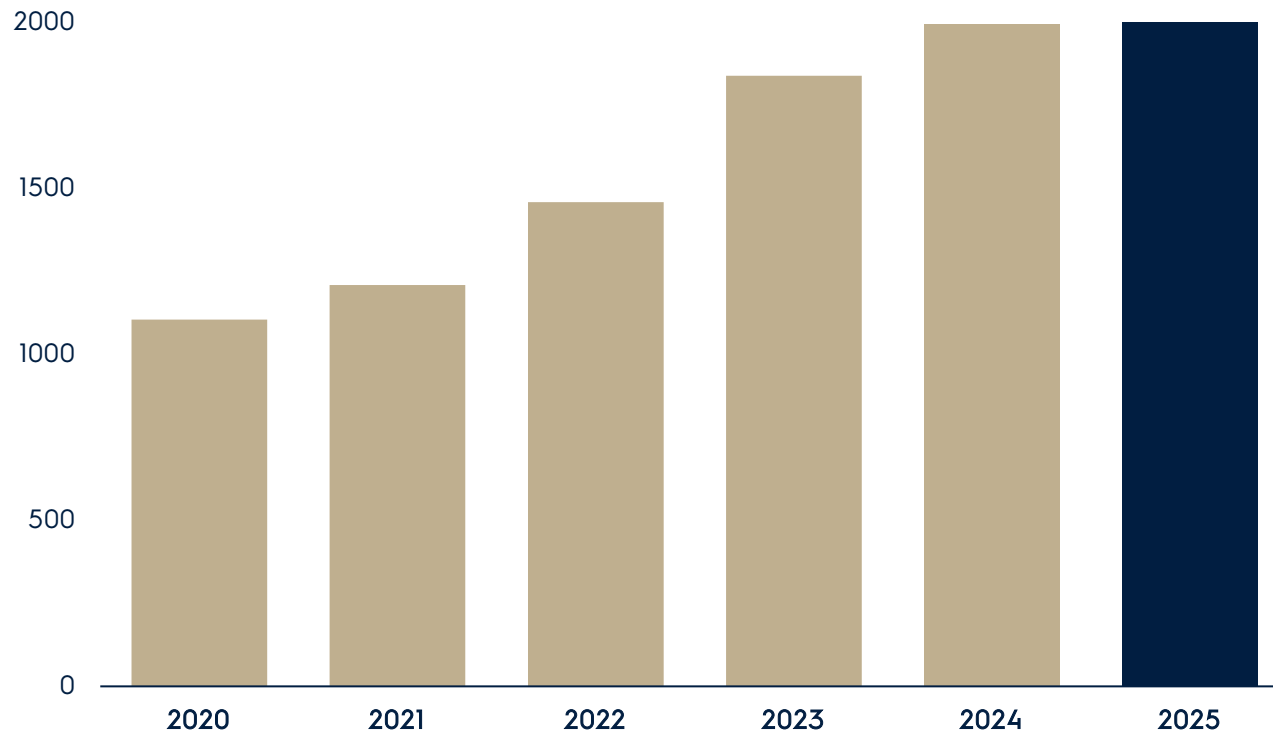
Cold beverage



Customer care contributes to profit

Margin above Group EBITA target

Customer care sales development, SEKm



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

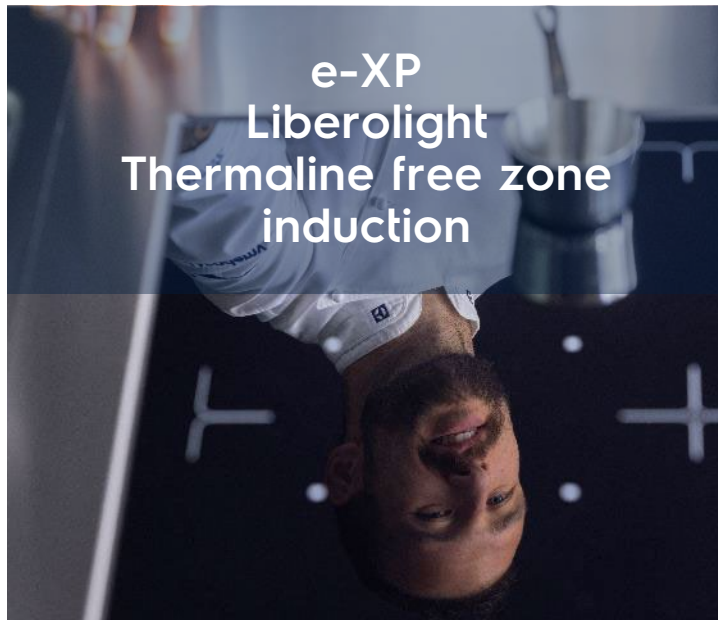
BOOST Customer Care &
Service as a solution offer

INVEST in Digitalization to
unlock additional customer value
and process efficiency

Streamline of operations to improve profitability

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



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%



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

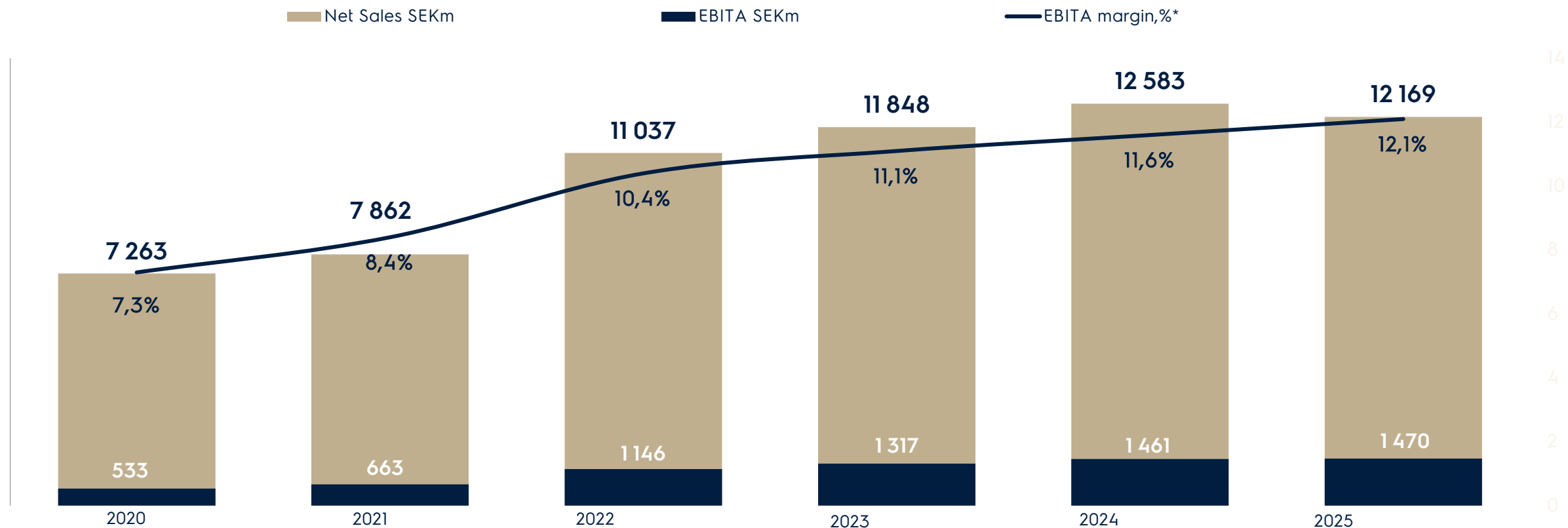


Strategic competence shift with focus on digital, sales and marketing

- 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

Sustained margin progression

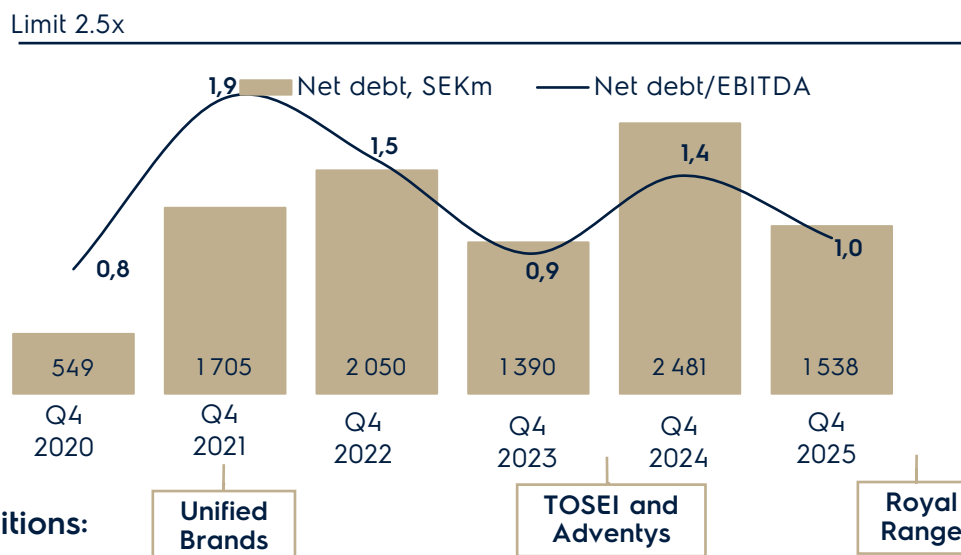
Q1 2026 headwinds - actively managed



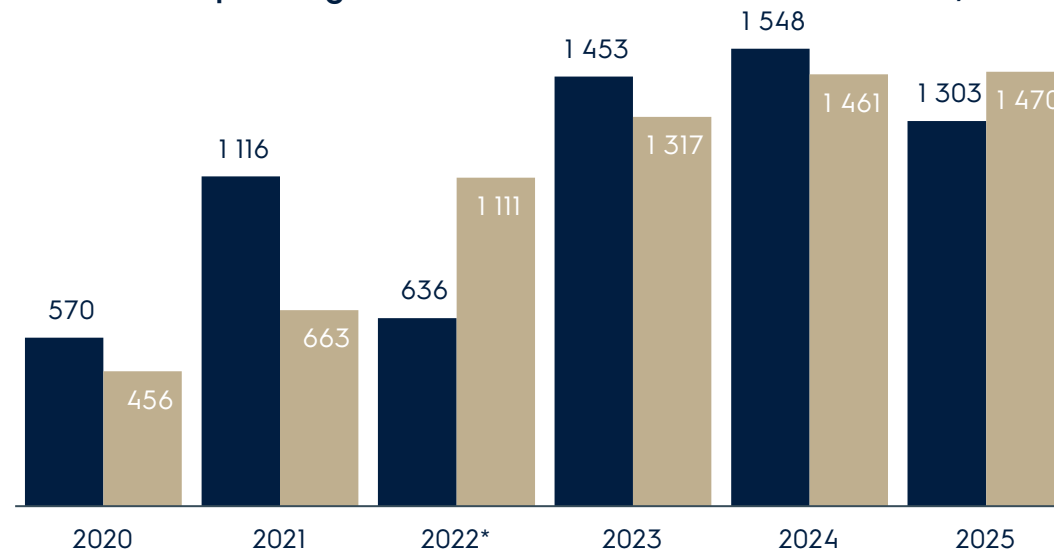
*Excluding items affecting comparability

Strong Cash and Capital management

Net debt – fast deleveraging after M&A



■ 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

Summary: Focus and acceleration



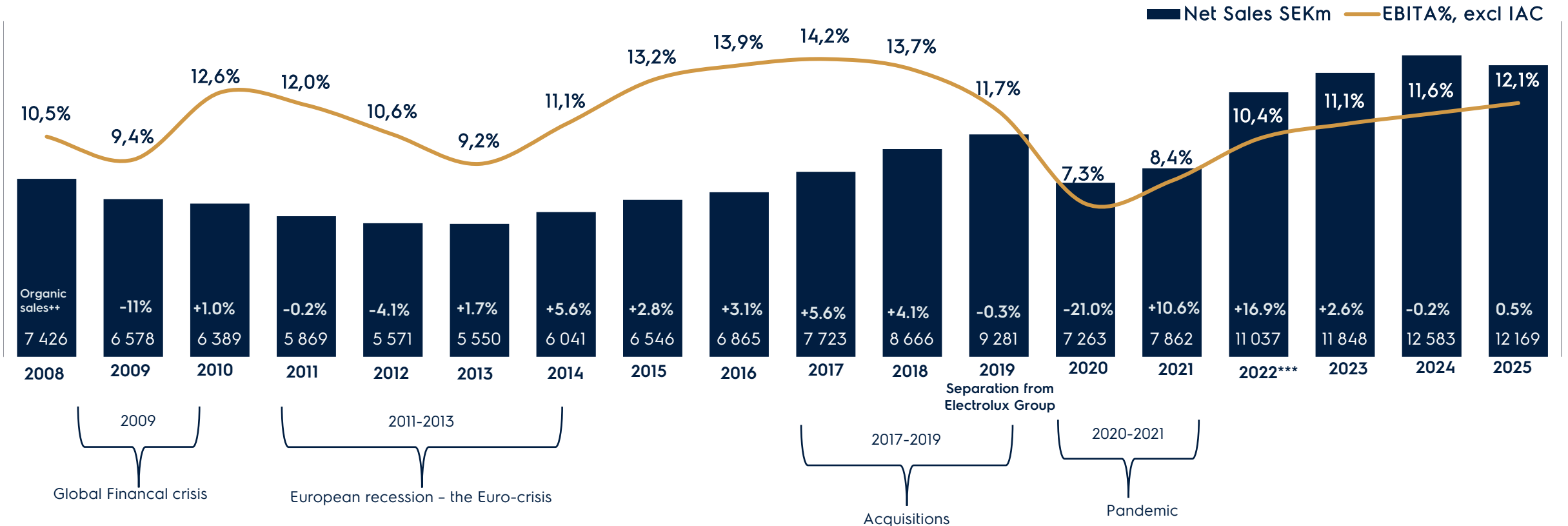
- Clear strategy to drive growth and margin - focus on fewer things
- Geographically balanced sales and global footprint
- Strong cash generation
- Accelerate transformation, including AI

Appendix

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



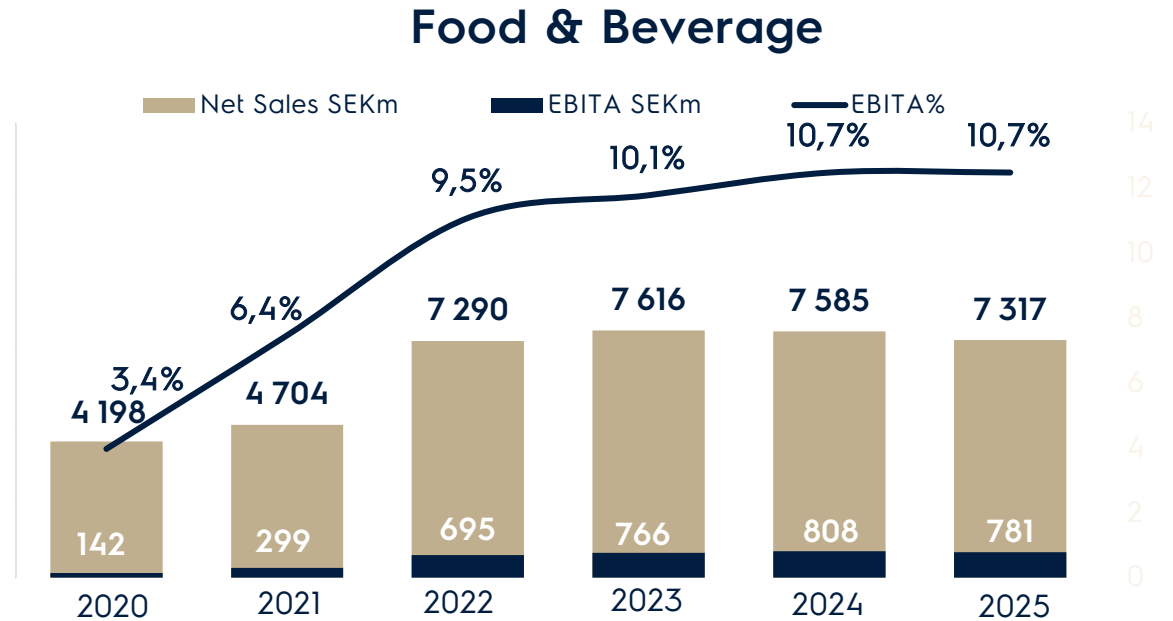
*Excluding divested businesses (Baring Industries, US (2010) and Heating element, Switzerland (2011)) **Excluding Items affecting Comparability (IAC) ***Includes Unified Brands from December 2021

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

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

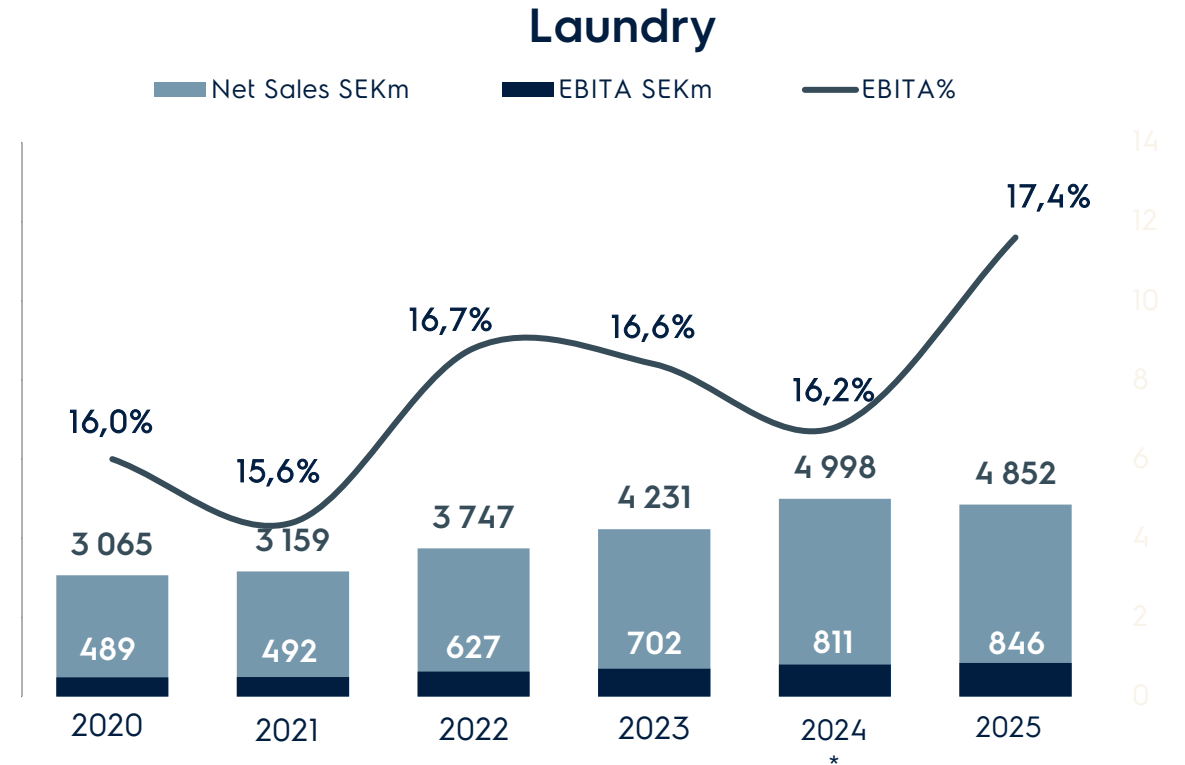


EBITA and EBITA%, excl Items Affecting Comparability (IAC)

Laundry development

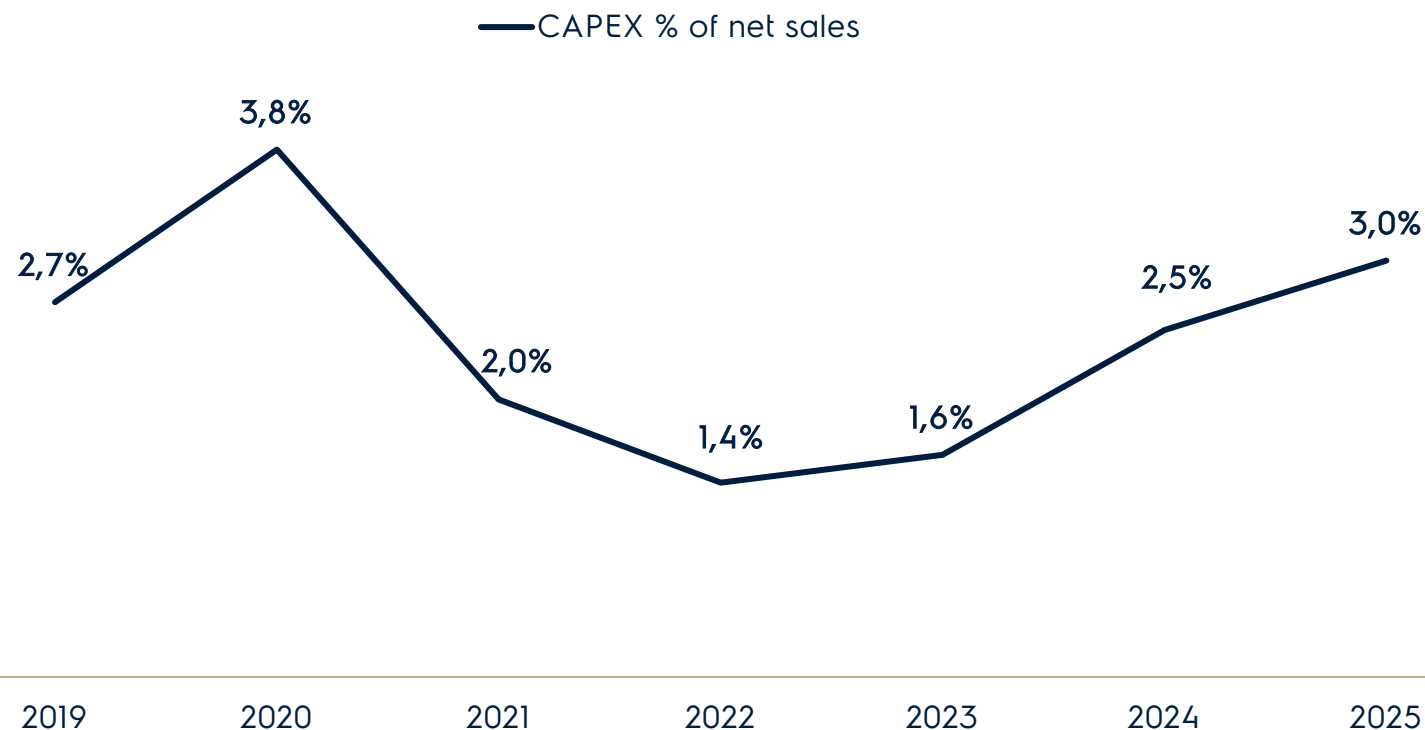
Stable, high margin

- 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.

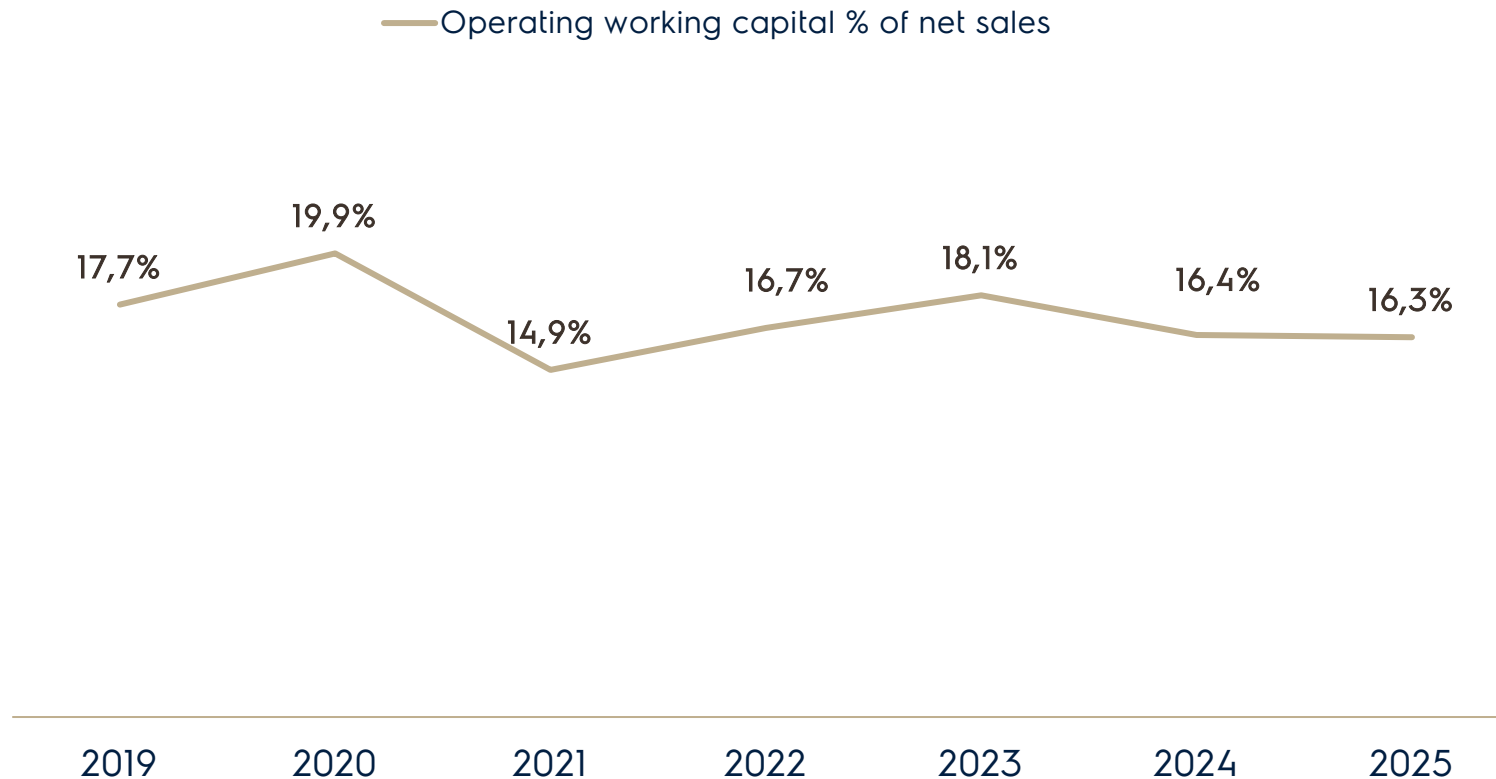
Capex development 2019 – 2025



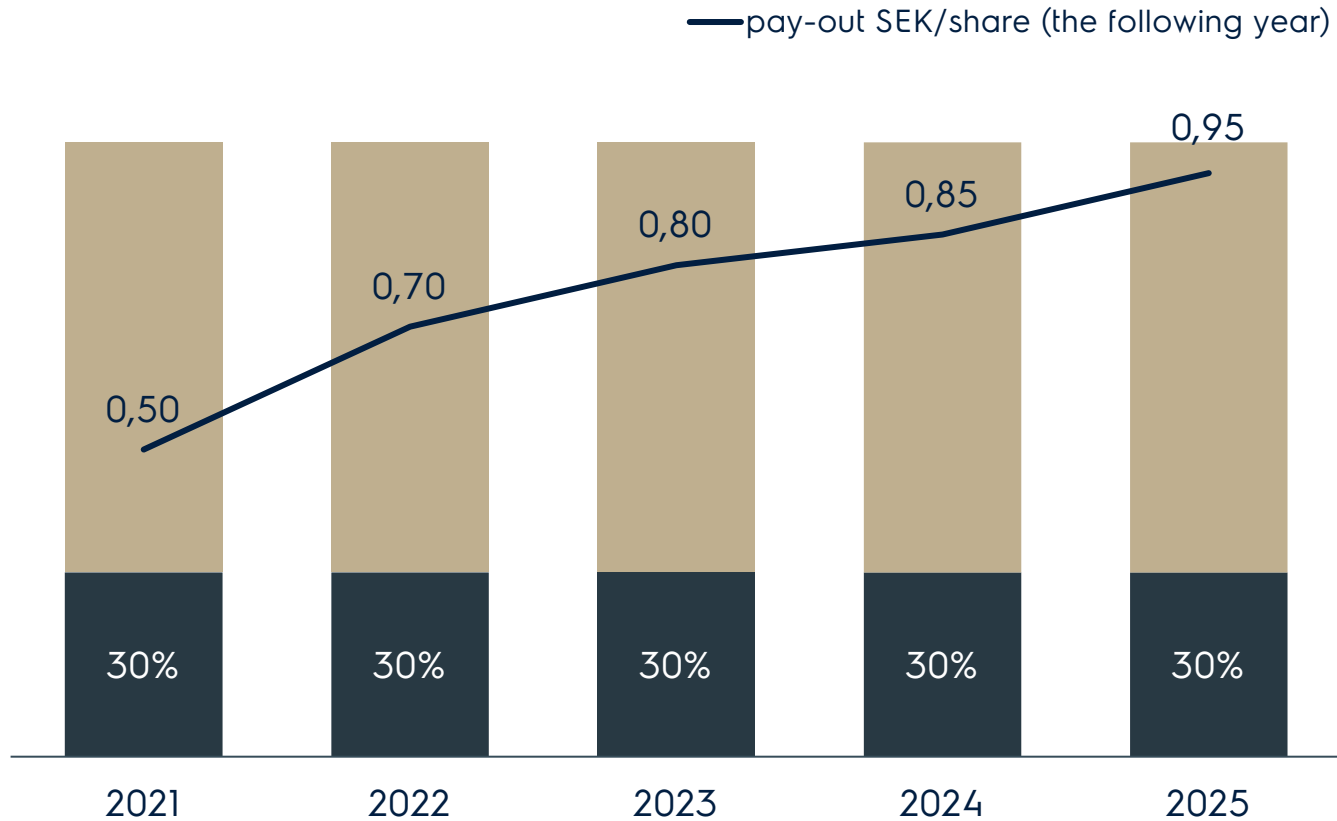
- High Capex in 2020 due to investment in new factory in Thailand and low sales (Covid)
- Capex currently higher due to large investments in product innovation. Expected to remain high in the coming quarters

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



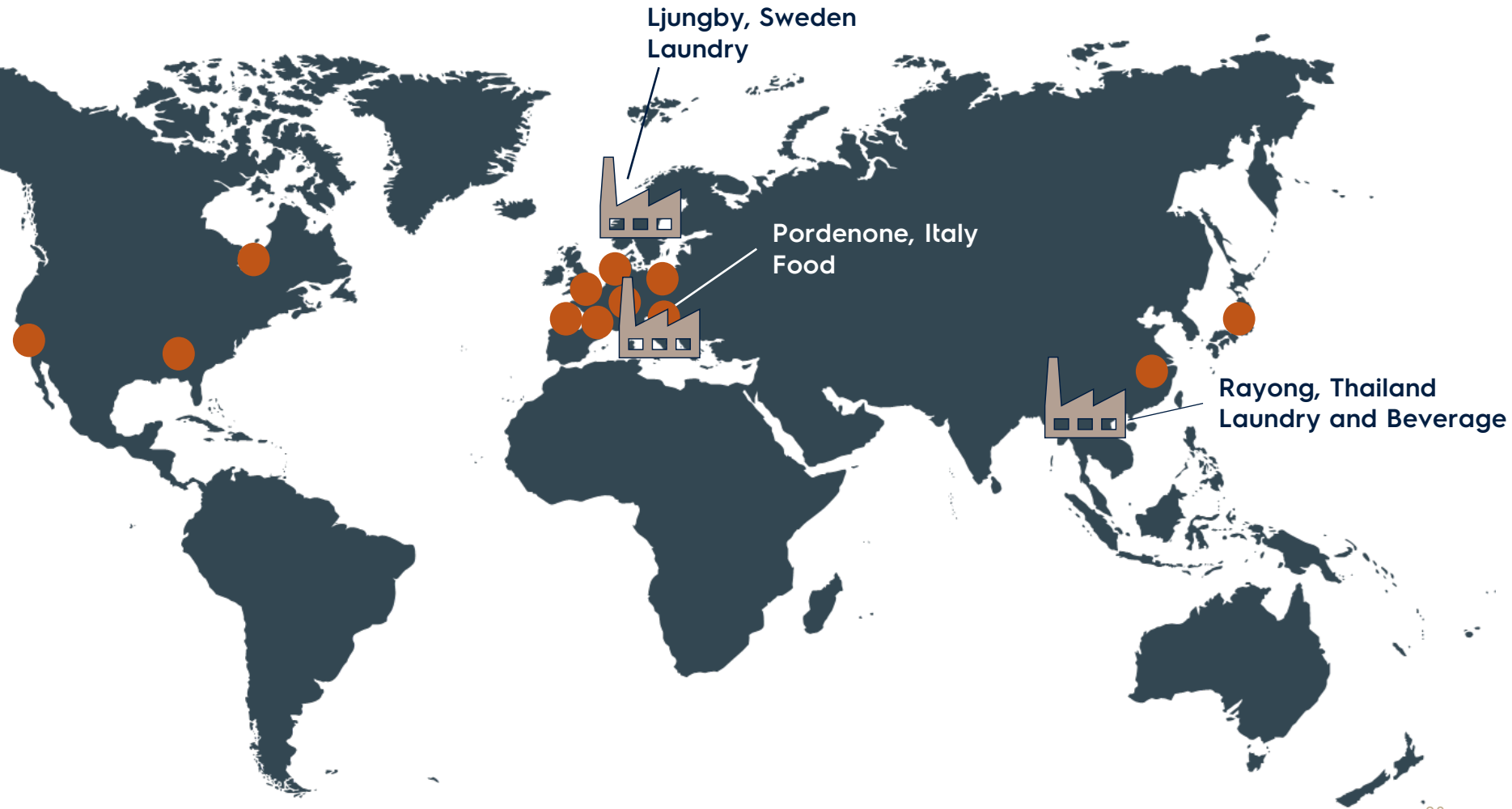
Dividend in line with 30% policy



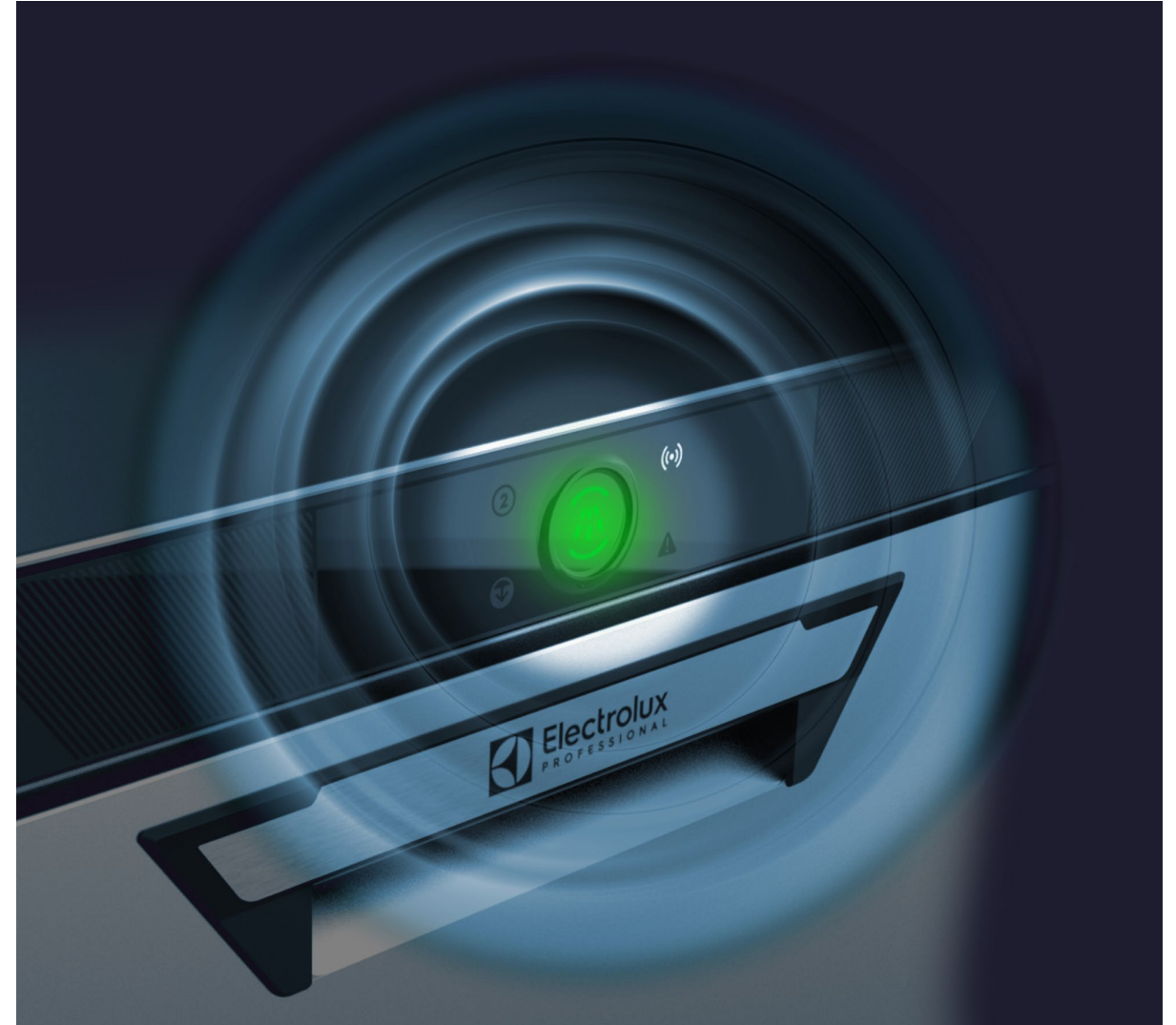
- Progressively higher income and strong cash generation supported increased dividend payout

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





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**Meeting needs
beyond tomorrow**