



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

# Investor Day 2025

Unlocking Profitable Growth:  
The road to 15% EBITA margin

# Agenda

- **09.00 Introduction**
  - Jacob Broberg, Chief Communication and Investor Relations Officer
- **09.05 Unlocking profitable growth**
  - Alberto Zanata, President & CEO, Q&A
- **10.00 The undisputed leader in Horizontal cooking**
  - Camilla Monefeldt-Kirstein, President Business Area Food Europe, Q&A
- **10.30 Coffee break**
- **10.50 New Laundry Platform: Driving Efficiency, Sustainability & Growth**
  - Paolo Schira, President Business Area Laundry, Q&A
- **11.15 Progressing towards our financial targets**
  - Fabio Zarpellon, CFO, Q&A
- **11.50 Conclusion Alberto Zanata**
- **12.00 Lunch**



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

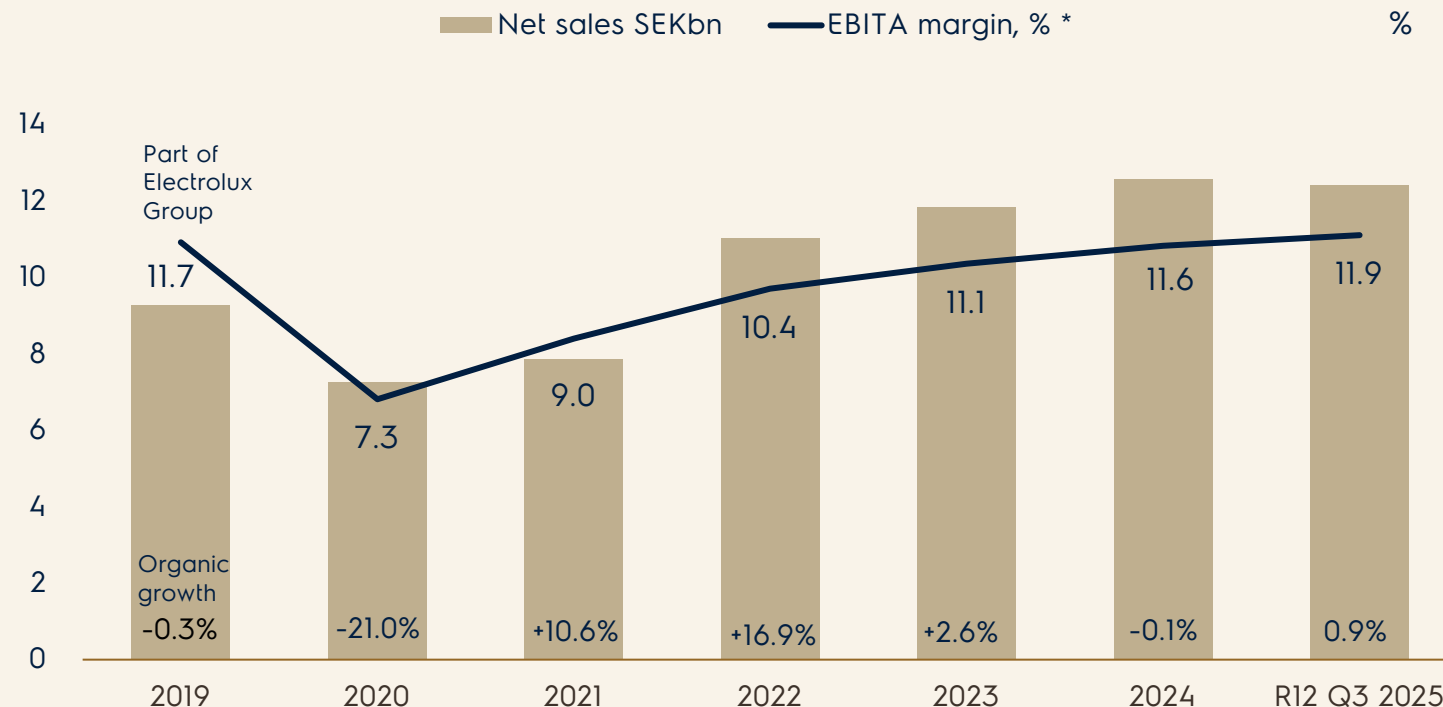
# Unlocking profitable growth

CEO Alberto Zanta



# We are progressing towards our target

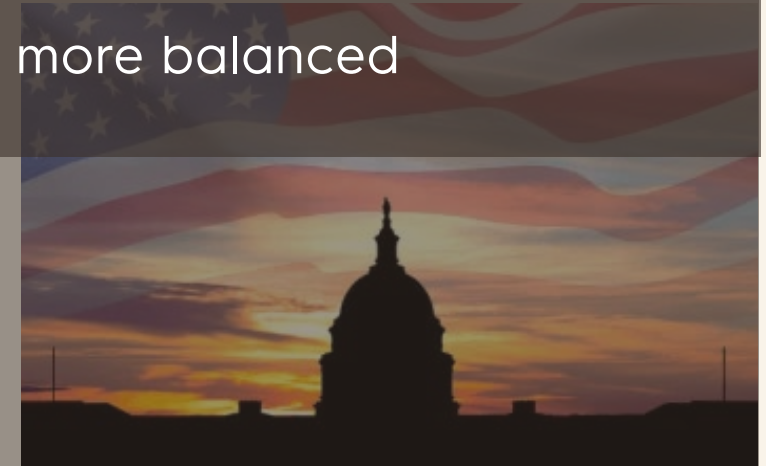
- Increased focus on sales and go to market capabilities
- Growth will come from new product launches and market growth
- Increased efforts on cost savings and efficiency to speed up the progress towards our EBITA-margin target



\*Excluding items affecting comparability

# Professional Equipment Industry has demonstrated resilience despite geopolitical instability

- Recent challenges like component shortages, inflation, war, and US tariffs have impacted the industry
- The industry demonstrated resilience, highlighting the need for a more balanced geographical and business presence

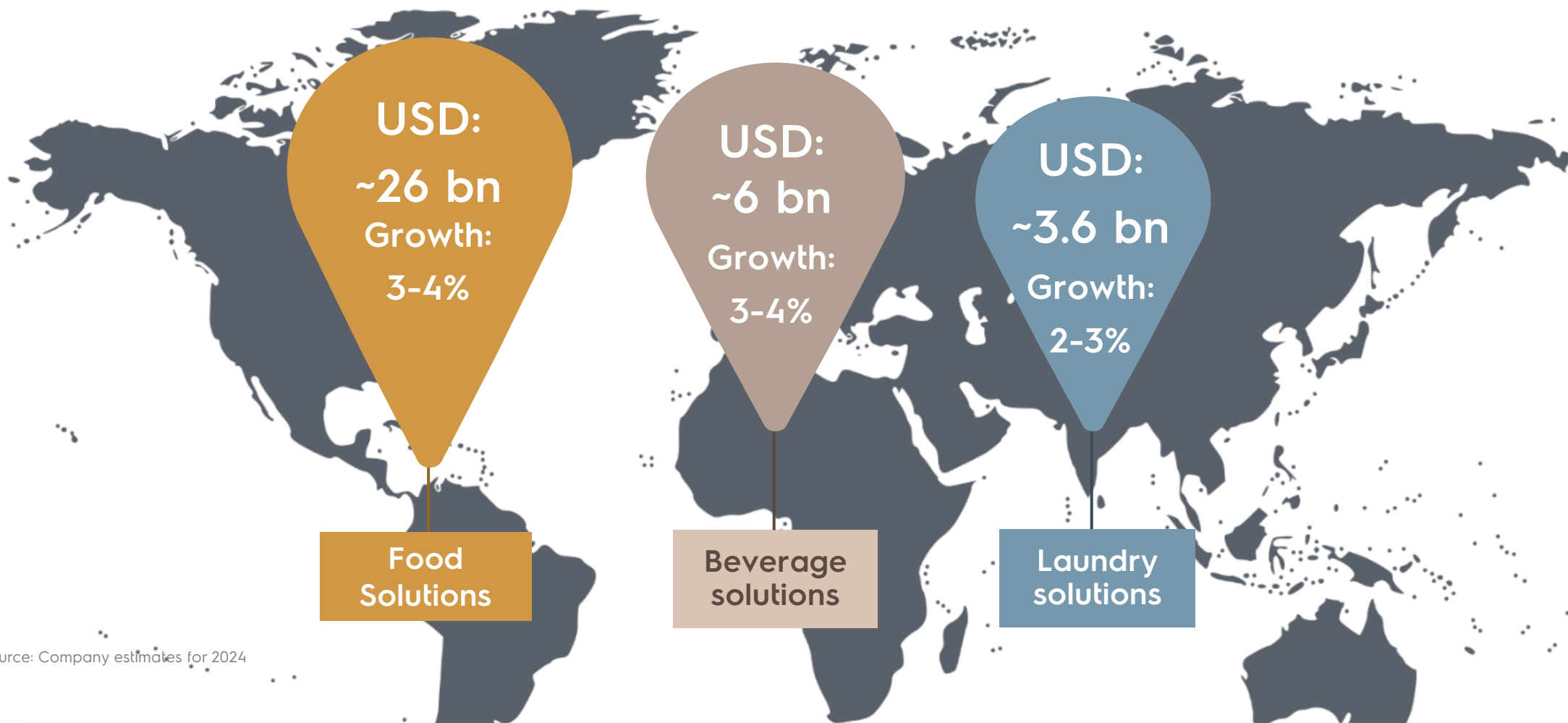


# The global Professional Equipment Industry

2024 Market size and underlying growth assumptions



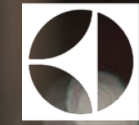
Electrolux  
Professional  
Group



Source: Company estimates for 2024

Growing market over business cycle

# Underlying factors influencing market growth are still robust



Electrolux  
Professional  
Group

Digitalization (connectivity  
and interaction services)

Sustainability and use of  
resources

Electrification with  
declining demand of gas-  
based equipment

Regionalization /  
Nationalization

Change in the  
demographics (+2bn  
people by 2050, but  
several countries with  
decreasing work force)

Labor availability and  
rising operating costs  
driving automation

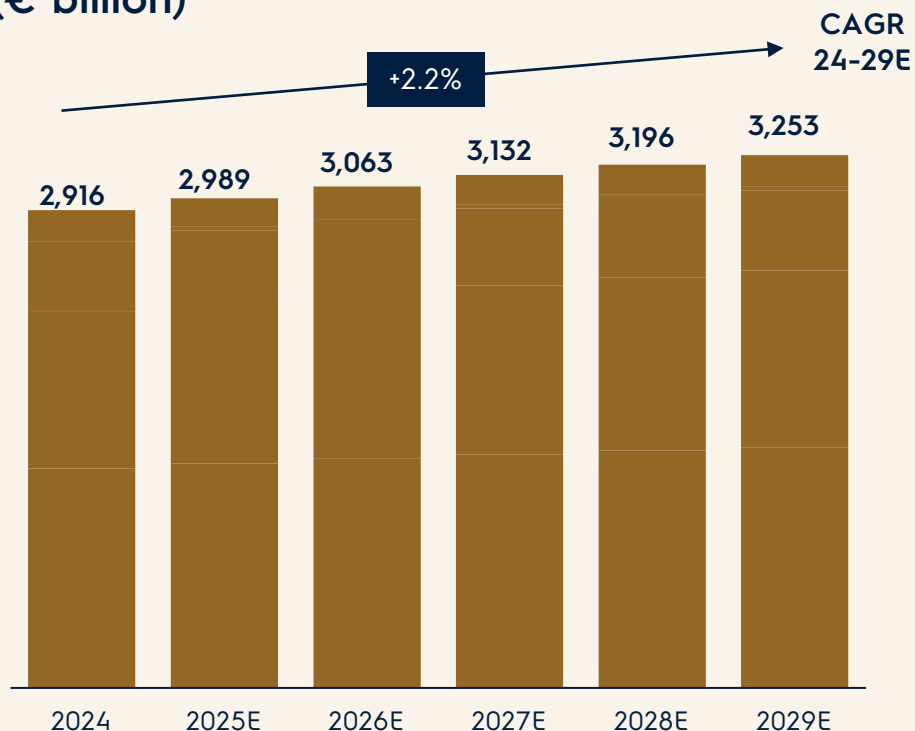
# Trends in the Professional Equipment Industry



# Out-of-Home Foodservice and Hotels are structurally growing

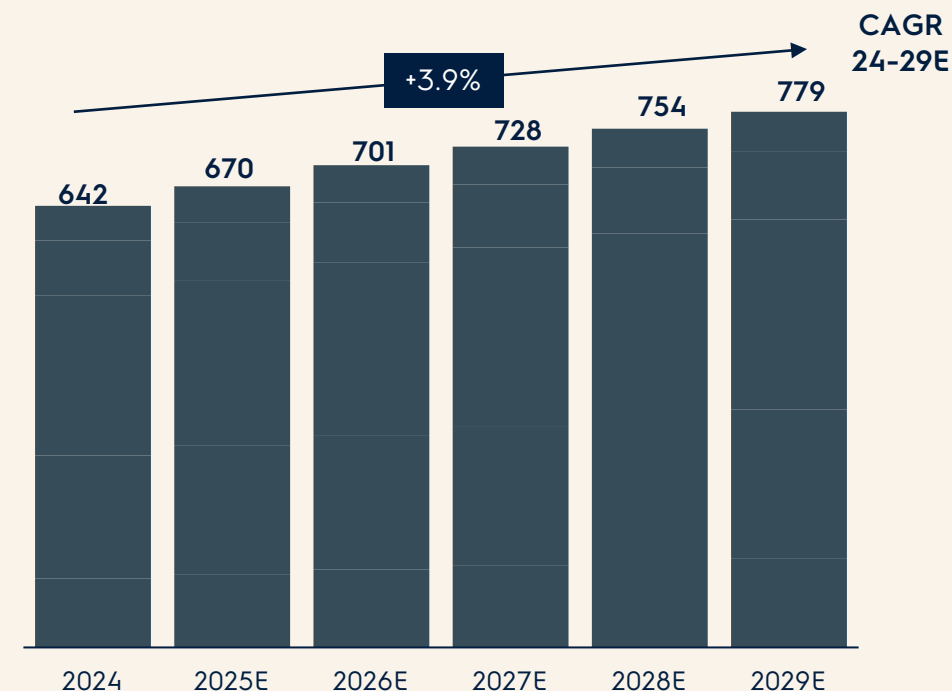
- QSR, cafés and bars growing slightly faster than full-service restaurants

Global Foodservice – OOH Spending\*  
(€ billion)



- Luxury hotels and upscale hotels growing slightly faster than mid market hotels

Global Hotel Segment – RSP\*\*  
(€ billion)



\*Foodservice Value RSP (Retail Selling Price) \*\*Retail Value RSP (Retail Selling Price)

Source: Euromonitor Passport – as reported in September 2025. All values are in “real terms” (constant 2024 prices, fixed 2024 exchange rates).

# Strategic priorities confirmed

with additional contribution from cost and efficiency



Electrolux  
Professional  
Group

## **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**

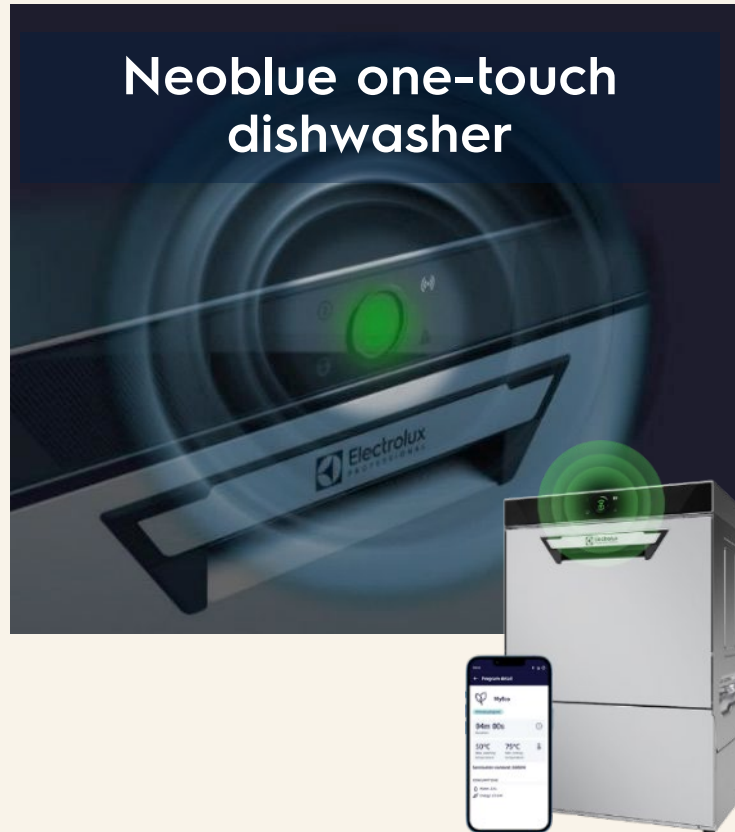
# Product innovation key to drive volume

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

## Induction



## Neoblue one-touch dishwasher



## New Laundry platform



**GROW**  
through  
innovation

# 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**

**GROW**  
through  
innovation

# 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



**GROW**  
through  
innovation

# 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

**EXPAND** in  
high margin  
products,  
segments, and  
geographies

# Growth in chains



Electrolux  
Professional  
Group

- 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

EXPAND in  
high margin  
products,  
segments, and  
geographies

# Our US Food&Beverage business returned to growth

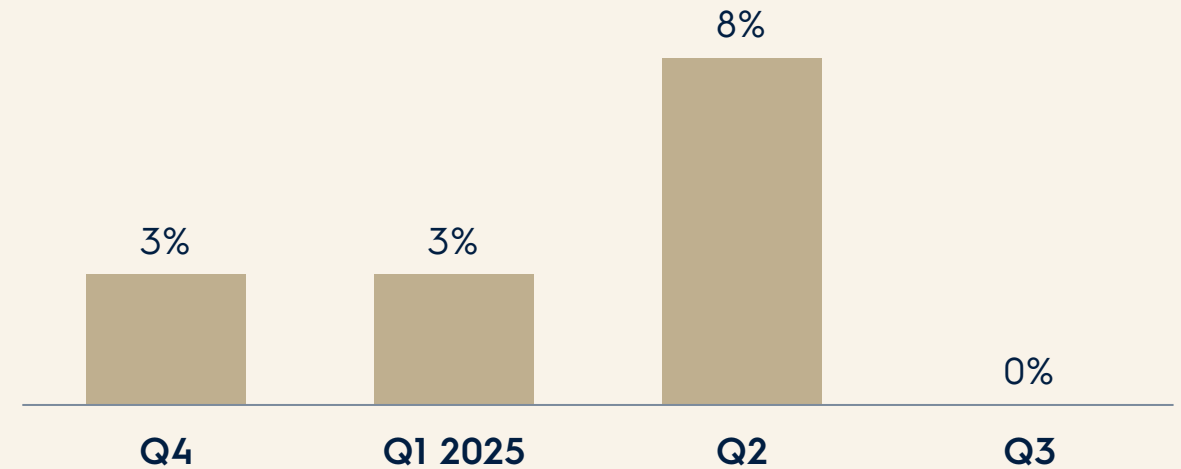
Despite uncertainty around tariffs



Electrolux  
Professional  
Group

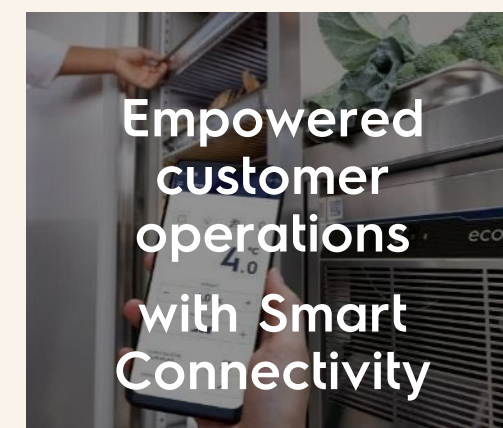
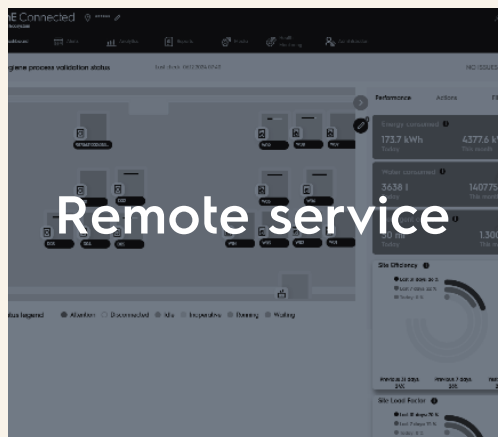
- Driven by focus on some key activities
  - Supporting reps with demonstrations
  - More customer meetings
  - Test with more brand, product and category focus
- In Q3 2025 sales to Chains grew by 8%, but sales to the general market declined

Organic sales development  
Food & Beverage Americas



**EXPAND** in  
high margin  
products,  
segments, and  
geographies

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



**BOOST**  
Customer Care  
& Service as a  
solution offer

# Profitable contract execution: creating value for customers



Electrolux  
Professional  
Group

Technician  
Today

Customer Success Technician  
Tomorrow



Repairs  
Maintenance  
Installation  
Warranty

Connectivity

Detergents

Sales

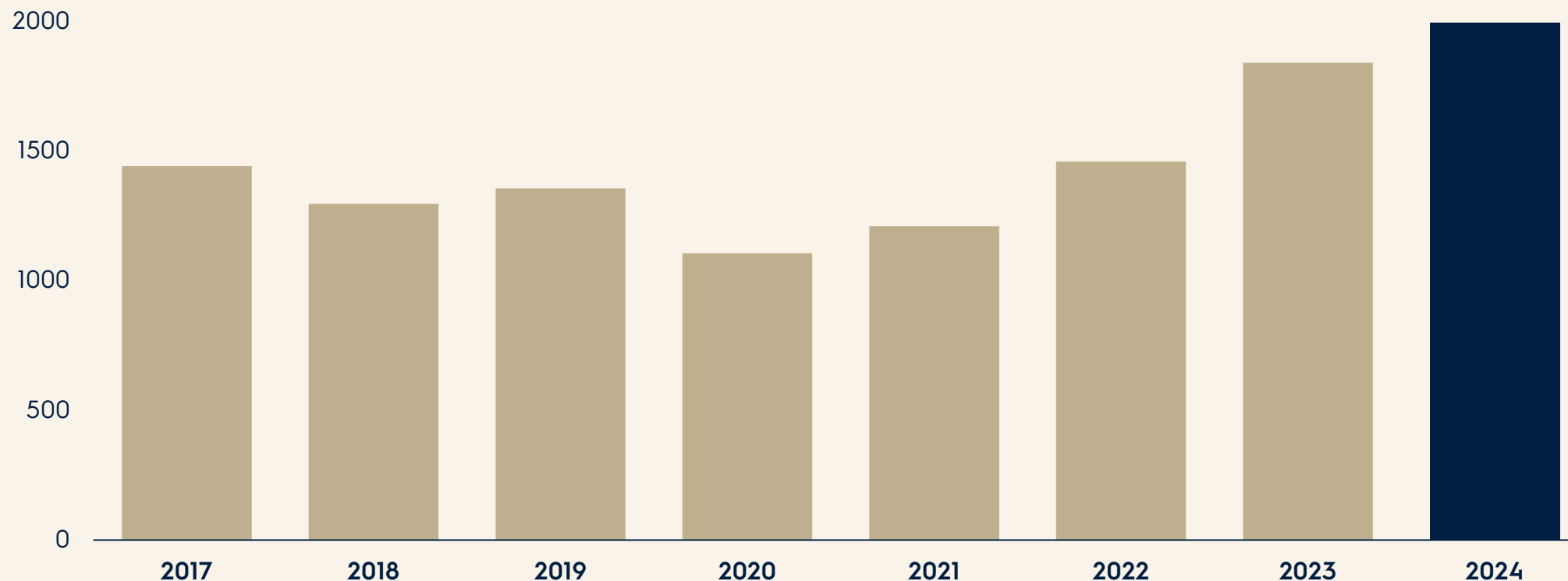
## Customer Success Technician

- 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

**BOOST**  
Customer Care  
& Service as a  
solution offer

# Customer care growth contributes to profit

Customer care sales development, SEKm



- Currently approximately 18% of sales

**BOOST**  
Customer Care  
& Service as a  
solution offer

# Digital technology is transforming our industry

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



Electrolux  
Professional  
Group

## 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

**INVEST in  
Digitalization to  
unlock additional  
customer value**

# Digital platform development



Electrolux  
Professional  
Group

- 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

**INVEST** in  
Digitalization to  
unlock additional  
customer value

# Digital platform roll out in Italy finalized

- The Digital Platform is a cloud-based, self-service portal for our distributors and partners.



Easy ordering  
products and parts



Track your  
delivery



View invoice  
statements



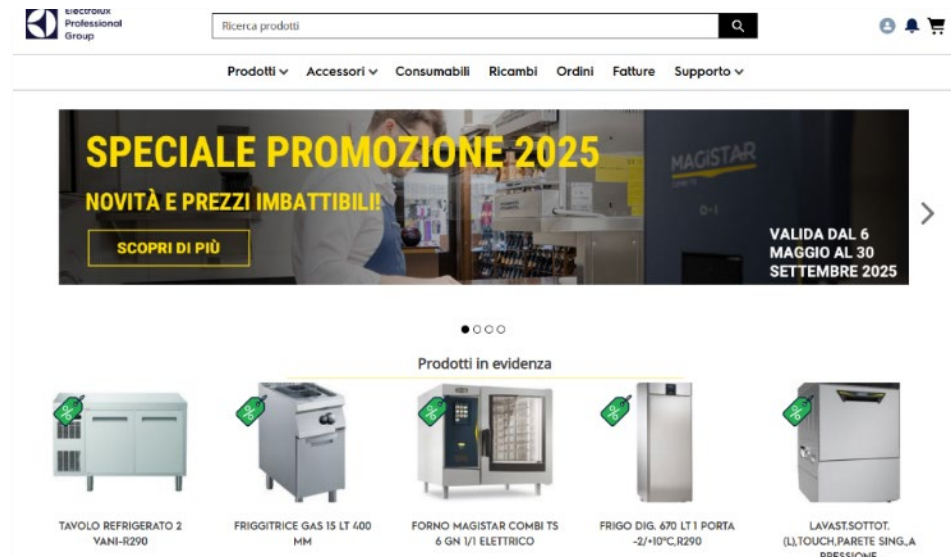
Track  
support cases



Review your  
operation data

94%

of orders in Italy are  
Digital



**INVEST** in  
Digitalization to  
unlock additional  
customer value

# AI adoption and impact



Electrolux  
Professional  
Group

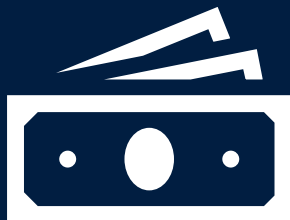
- We already see improved productivity using automation and AI for streamlined processes
- Projects prioritized by ROI and strategy
- Specific focus on AI supported efficiency/automation within Finance, Sales, and Marketing
- AI team so far completed 20 efficiency projects
- 70% of data ready for cloud AI use
- Extensive internal upskilling with trained AI ambassadors
- Continuous progress through ongoing training and feedback

**INVEST** in  
Digitalization to  
unlock additional  
customer value

# Customer value created through connected solutions

## Top Line Growth

### Revenue

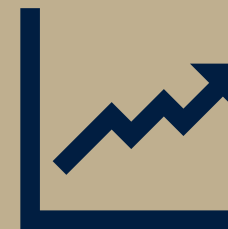


### Revenue Generation & Innovation/Digital Growth

- Coin payment solution
- API solution
- OPL solution
- Service Portal
- Chemical & Connectivity Sales
- AI & Connectivity

## Bottom Line Growth

### Productivity and Efficiency



### Productivity & Efficiency

- Predictive maintenance
- Remote troubleshooting and updates
- Report Automation
- Workflow integration
- Product Improvements

# 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**

# We are the Sustainability leader of our industry



Electrolux  
Professional  
Group



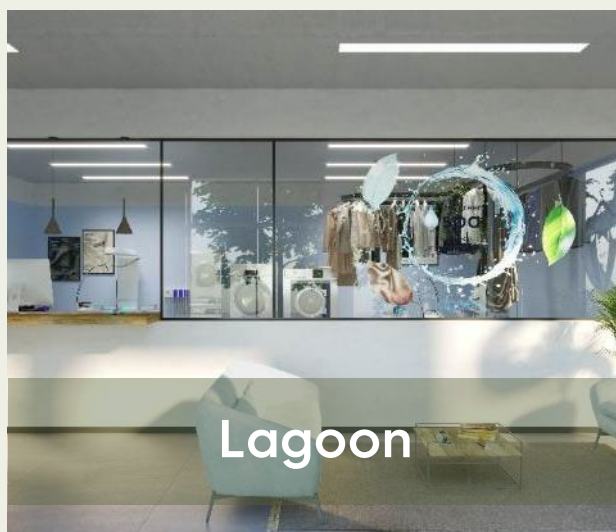
# We bring customer value through our sustainability leadership in Food & Beverage

- Induction technology is the future of cooking
- Less energy use is good for the customers (lower cost) and for the environment
- Connectivity enhances efficiency and profitability

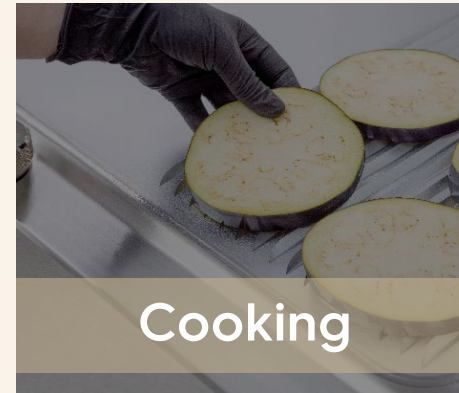


# We bring customer value through our sustainability Leadership in Laundry

- Cleaning with water and environmentally friendly detergents (instead of dry-cleaning)
- Heat pump technology saving up to 65% energy compared to a vented electrical dryer
- New Laundry platform takes sustainability to the next level by tangible reducing total cost of ownership



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



# Program launched to streamline our company and improve profitability

- 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**

# Summary - contributors to the 15% EBITA-margin

## Increased focus on sales and cost out



Electrolux  
Professional  
Group

- 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



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

Q&A

CEO Alberto Zanta



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

# Electrolux Professional Food Europe the undisputed leader in Horizontal cooking

Camilla Monefeldt Kirstein, President Business Area Food Europe

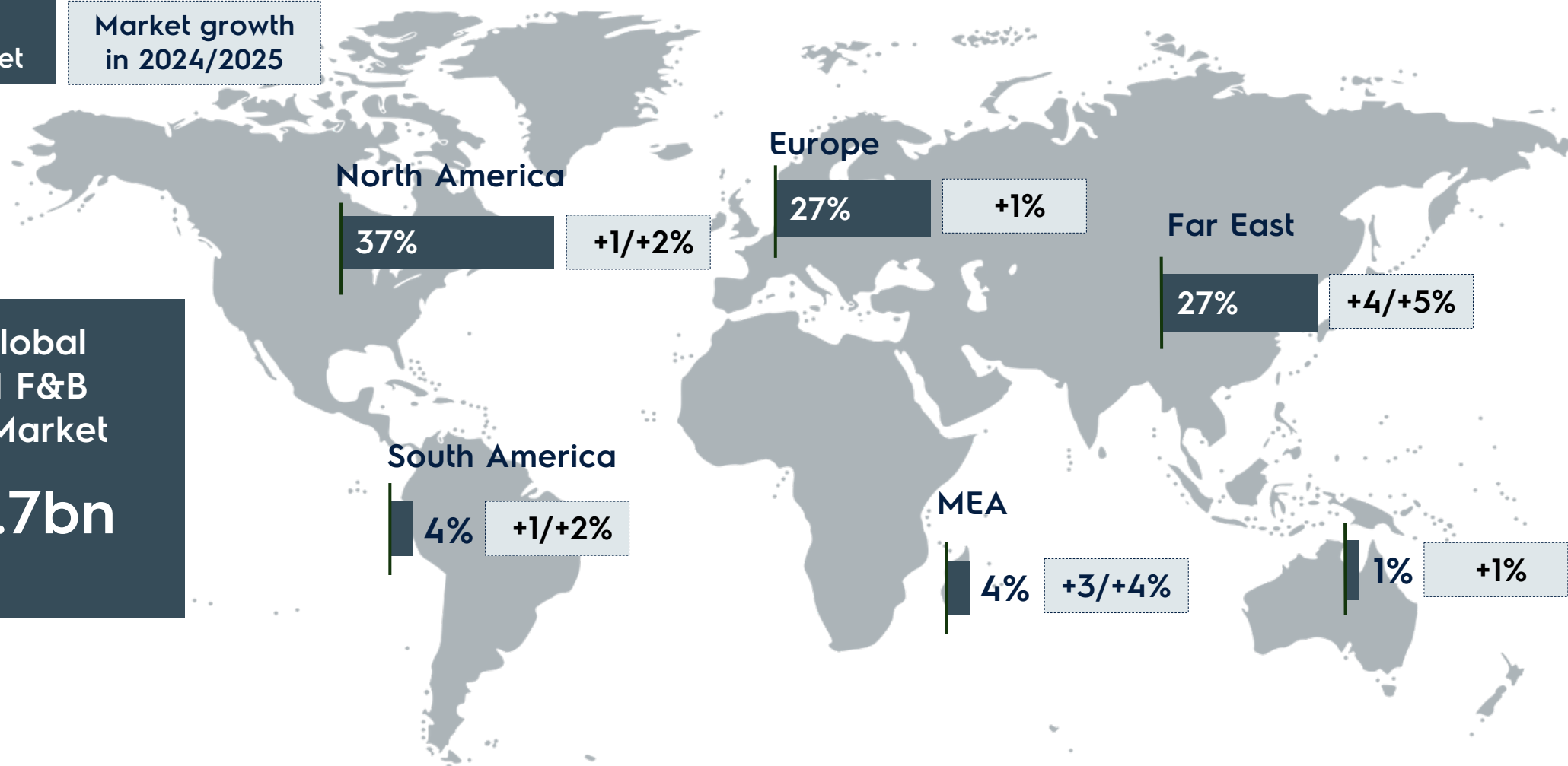
# Global Professional Food and Beverage equipment market

% of Global F&B  
Equipment market

Market growth  
in 2024/2025

Estimated Global  
Professional F&B  
Equipment Market

**USD 31.7bn**  
2024



# Food Europe setup

- Italy is our largest market in Europe
- Other key markets include France, Spain, Switzerland and the Nordics
- Horizontal cooking, ovens and dishwashing are our largest categories
- Restaurants and hotels together with public institutions represent our main customer segments

- Sales organizations in 13 countries but sales to all countries in Europe
- Strong service network, mainly through service partners
- 4 manufacturing plants
- One plant account for 90% of production
- +1,100 employees

# A distinctive position as single, multi-category brand



- Electrolux Professional Group is among the leaders in a fragmented market
- We offer products in all three categories
- A market where multi-category players and specialists compete
- Electrolux Professional is the second largest brand in Food in Europe with high brand recognition

# Ambition to lead Horizontal Cooking innovation

## Streamline our portfolio and keep our multi-category edge

1

Accelerate  
profitable growth  
of high-margin products  
in key markets

2

Reignite  
the innovation journey,  
future-proofing our  
Cooking offering

# Accelerating profitable growth of high-margin products in key markets



## Optimize Go-to-market Effectiveness

- Improve dealer network management and commercial policies
- Work closer with key partners to maximize value
- Improved marketing strategy with a stronger digital focus



## Drive Commercial Excellence

- Upskill the sales organization
- Increased focus on product promoters
- Increased focus on high-margin products and channels



## Simplify and Serve Better

- Rationalize assortment around STAR products
- Improve logistics to deliver faster
- Relocate Thermaline production to optimize footprint and margins

# Relocation of Thermaline

## A high end, trusted cooking product

- From Switzerland to Italy, where >90% of the Horizontal Cooking range is already produced



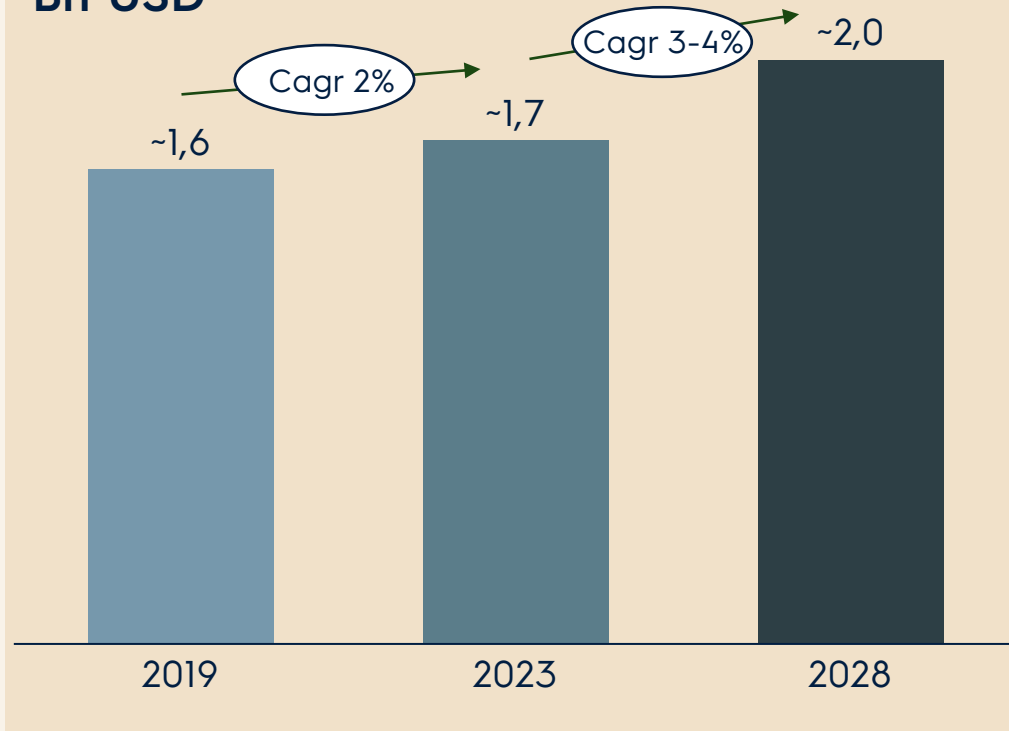
- Potential synergies with the rest of Horizontal Cooking range, both new products and current ones
- Reduction of labor cost and headcount
- Allocation of resources to invest in Go-To-Market and Horizontal Cooking innovation

# Horizontal Cooking - a large and growing segment

## Electrolux Professional holds a strong position



Europe Horizontal Cooking market size  
Bn USD



Source: Internal estimates, Euromonitor, Competitors' financial statements, Future Market Insights, Efcem, CSIL

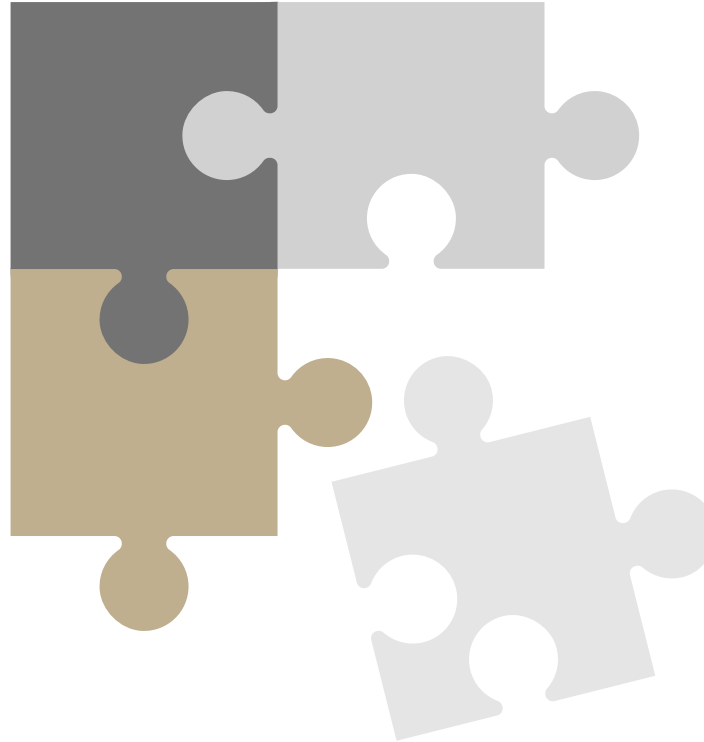
### Rationales behind Horizontal Cooking ambition

- The heart of the kitchen
- Large market with solid growth trend
- Induction is the fastest growing technology, and we are well-positioned to capture such growth
- We are the largest player in Horizontal cooking (Modular/ Custom)
- Horizontal cooking is Food Europe's largest revenue contributor with a high margin

# Where our strengths meet market opportunities

## Our strengths

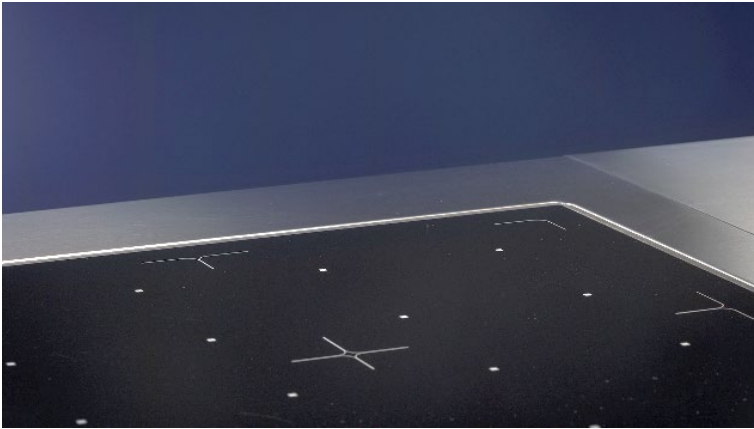
- Strong position in horizontal Cooking
- Induction technology expertise thanks to Adventys acquisition
- Recognized as leader in Sustainability



## Market Trends

- A shift from gas to electric
- Growing focus on sustainability and efficiency
- Digital and connected solutions

# Secured induction expertise and re-focused investments towards Cooking innovation



## Acquisition of Adventys in 2024

- Secured induction expertise through the acquisition
- Eliminated dependency on other suppliers



## Accelerate Horizontal Cooking and Oven innovation

- Prioritize R&D investments on cooking



# New product pipeline should drive growth and margin

## 2025

Sales start: Q1, 2026

- e-XP
- LiberoLight
- *thermaline* free-zone induction

## 2026

- Multifunctional cooker Compact
- For the first time integrated in an Horizontal Cooking line
- Opening a new segment for us

## To come

- Next generation Modular Cooking
- A new line with new features

# The innovation pipeline will increase growth in high margin segments



LiberoLight

## Objective

Broaden our reach in the **light-duty segment**, to capture the under-penetrated **cafés/bars & hotel segments**

## Segment coverage

Current and future



e-XP & Thermaline  
Induction

Strengthen our induction offering to **increase penetration** in **mass** and **premium restaurants** and **hotels**



Multifunctional  
cooker

Expand current cooking range to grow our presence in **restaurants** and **caterers/high-productivity kitchens**



# Key takeaways, Food Service Europe

## → Operates in a large, resilient market, with a distinctive position

- Largest single, multi-category brand offering full end-to-end solutions
- Leadership in core markets and key categories such as Horizontal Cooking

## → Improved Go-To-Market strategy

- Stronger commercial organization and dealer network management
- Revamped commercial toolkit and marketing strategy to get closer to the end-customer

## → Strengthening our foundation accelerating our ambition in innovation

- Bold Horizontal Cooking innovation plan, leveraging our brand strength and induction expertise
- Redefining our portfolio, focusing more on cooking while streamlining production footprint



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

Q&A

Camilla Monefeldt-Kirstein, President Business Area Food Europe



Electrolux  
Professional  
Group

Coffee break, 20 minutes



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

# New Laundry Platform: Driving Efficiency, Sustainability & Growth

Paolo Schira, President Business Area Laundry

# Professional Laundry Equipment Market 2024

% of Global Laundry  
Equipment market

North America

34%

Europe

34%

Rest of World

32%

Estimated professional Laundry  
Equipment Market:

USD 3,6bn (2024)

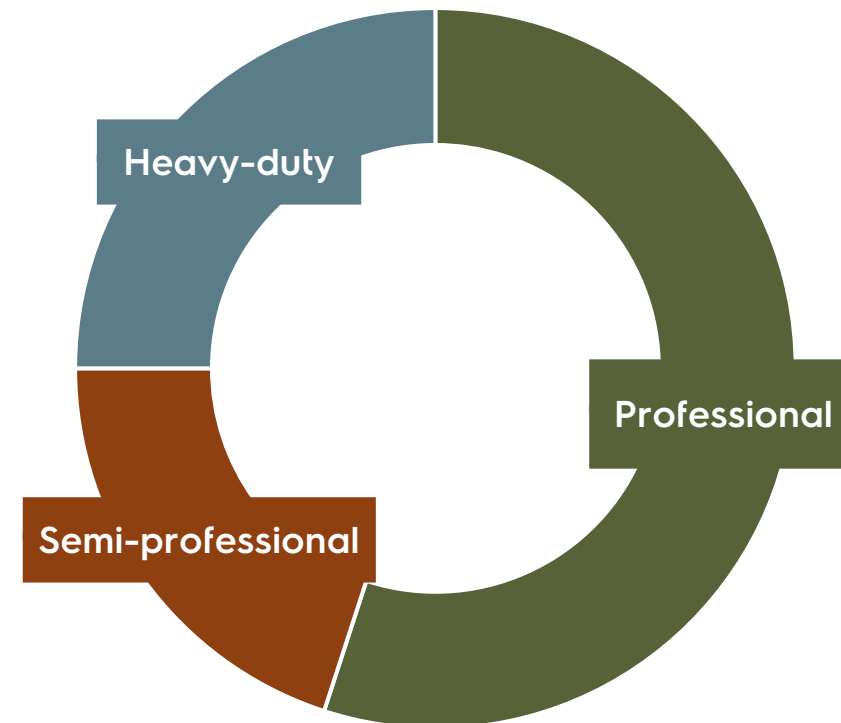
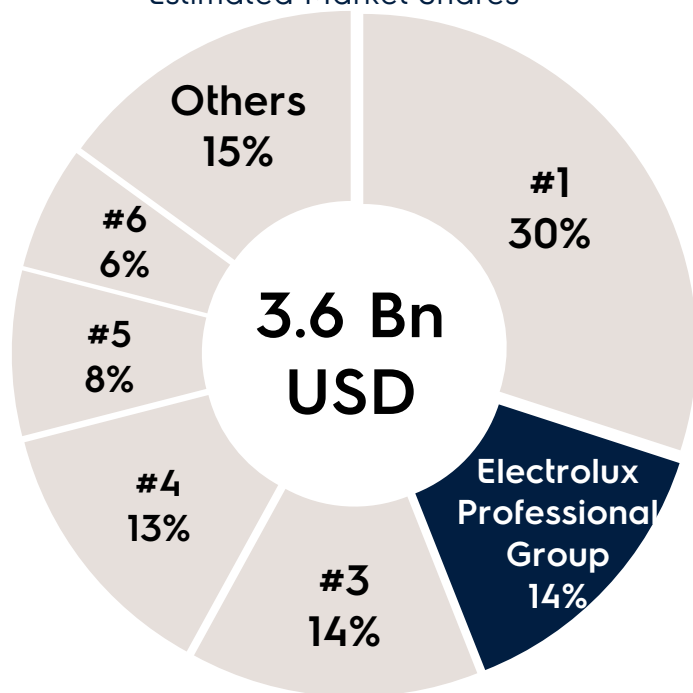
Estimated Market growth 2-3 %

# Professional Laundry - three main segments



## Professional Laundry Equipment Market 2024

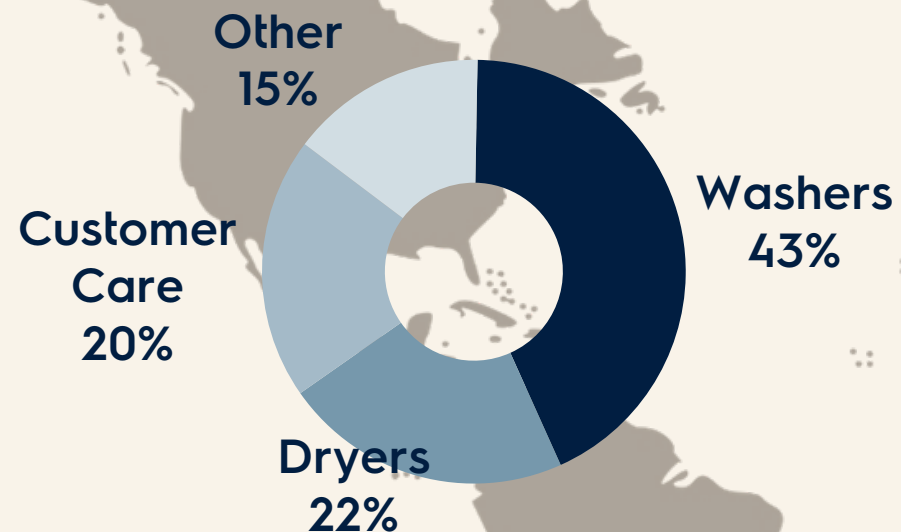
Estimated Market Shares\*



Source: P&L Competitors - Competitors announcement and Industrial Magazines. Market size (excluding Domestic Appliances) and market shares  
Official competitors P&L / company internal estimates on the basis of publicly available information, competitors' announcements, news from Laundry Magazines

# Europe is our largest laundry market and washers our largest segment

Product split

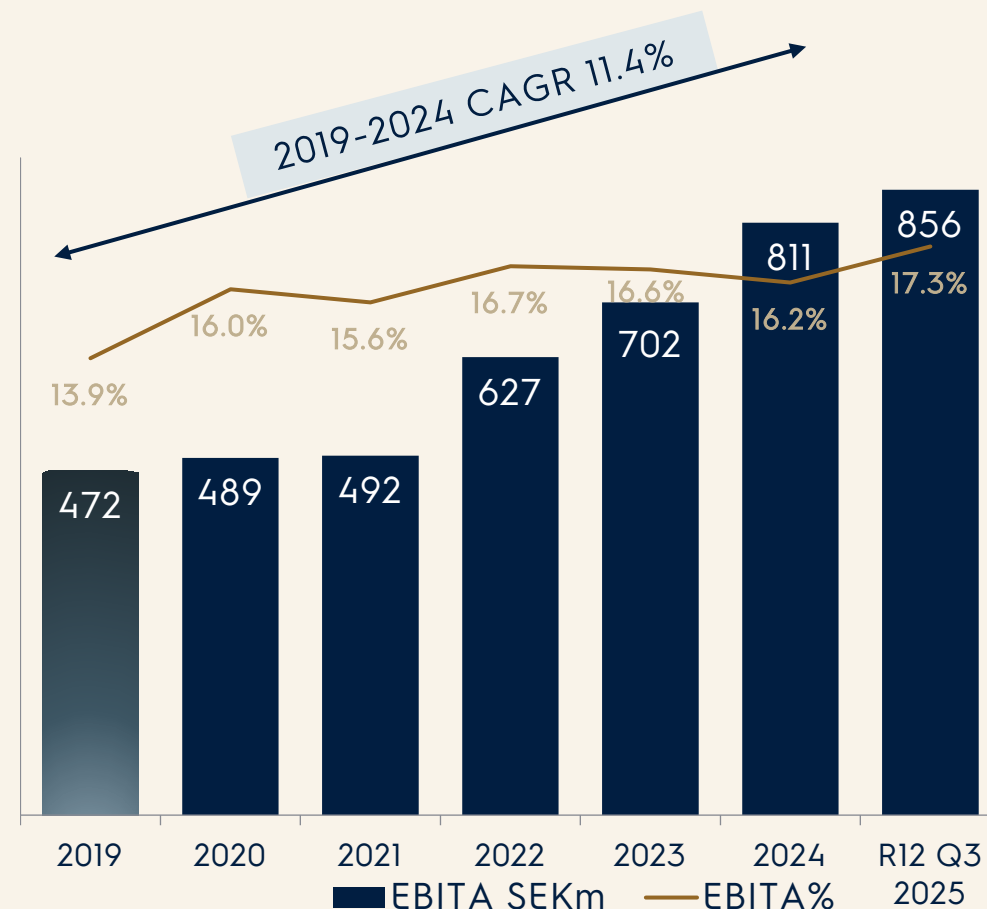
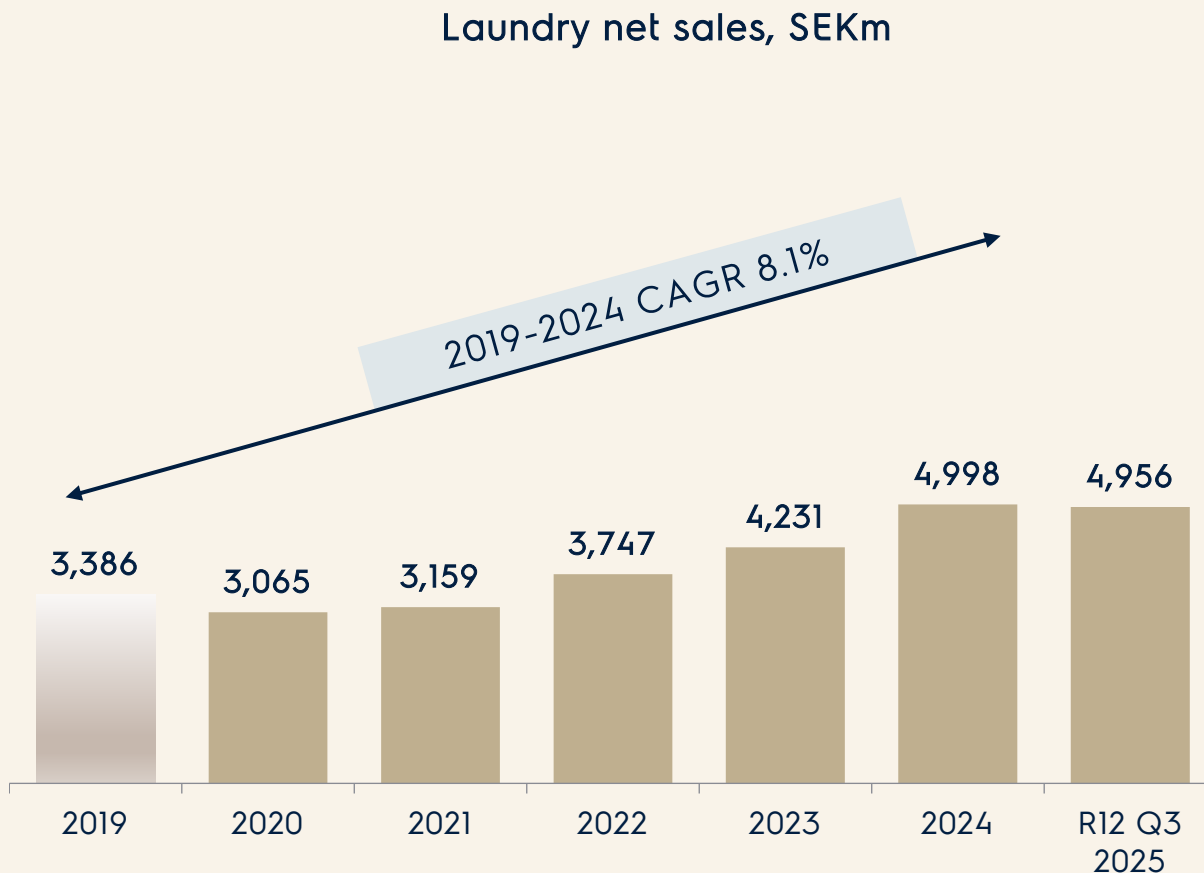


Region split



# Laundry has demonstrated significant growth and improved profitability

Laundry net sales, SEKm



# Chains becoming more important in Laundry



In laundromats  
growing trend of  
multi outlet  
investors



Electrolux  
Professional has  
a strong value  
proposition



Major growth  
driver in US and  
Europe

# A history of Innovations



**1998**  
**Generation**  
**3000**



**2007**  
**Generation**  
**4000**



**2012**  
**Generation**  
**5000**



**2019**  
**Generation**  
**6000**

# The new Laundry Platform will drive growth and entry to new segments



## Unified Modular Platform

- Support different product ranges

## New Customer Segments

- Target new customer segments currently having low coverage

## Ultimate productivity

- Highest throughput per square meter

## Sustainability and efficiency

- Reduce Total Cost of Ownership (TCO), and improve productivity

## Strategic launch roadmap

- Phased rollout from H2- 2026 to 2027 for early revenue capture

# Why now: Strategic rationale & market context



Electrolux  
Professional  
Group

## Competitive Market evolution

Competitors offer lower-cost, washers in the mid-tier high-spin segment

## Sustainability and efficiency demand

Energy-efficient, sustainable washers with lower total operating costs

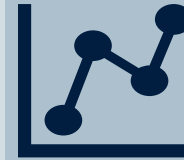
## Strategic growth opportunity

New platform leverages brand strength and global manufacturing to enable growth

# Building one platform with multiple applications

1

Unified platform



Different price points



Global manufacturing &  
flexibility



Operational efficiency and  
future-proof

# The platform will accelerate our digital agenda In 2030:



Electrolux  
Professional  
Group



**180,000 connected  
appliances**



**90% new products  
installed to be connected**

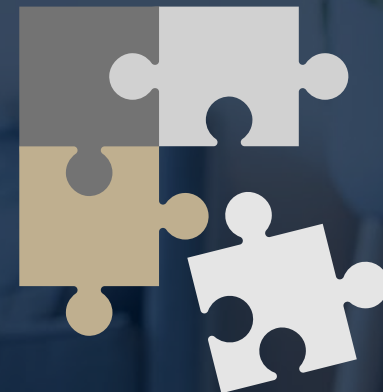


**15% Installed base  
connected**

# Connectivity creates Customers Value

- Data Collection and Integration
- Analytics and Insights
- User Experience and Engagement
- Operational Efficiency

- New Business Models
- Security and Trust
- Scalability and Flexibility
- Collaboration and Ecosystem Integration



# Sustainability play a key role in product usage



Electrolux  
Professional  
Group

- Supporting customers to minimize water, energy, detergent consumption, saving money in the process, and improving the profitability of their business



**-10%**

Water reduction  
(drum design)



**-10%**

Energy reduction  
(washing and drying)



**-20%**

Detergent reduction  
(automatic dosing)



**- 10%**

CO<sub>2</sub> reduction  
(product usage)



vs. Existing  
Electrolux  
Professional  
Laundry solutions

# Key takeaways, Laundry

- **Attractive Laundry Industry: few players and market resilience**
- **Electrolux Professional Laundry:**
  - recognized leader in terms of sustainability and innovation
  - well placed for sustained profitable growth
- **New Laundry Platform: Continue driving Efficiency, Sustainability & Growth**
  - Major investment ongoing on a new 'state of the art' product platform to future-proof the business
  - First products coming to market second half 2026 covering 30% of total volumes. Complete portfolio renovation ready in 2027



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

Q&A

Paolo Schira, President Business Area Laundry



Electrolux  
Professional  
Group

Meeting needs beyond tomorrow

# Progressing towards our financial targets

Fabio Zarpellon, CFO

# Progressing towards our financial targets

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

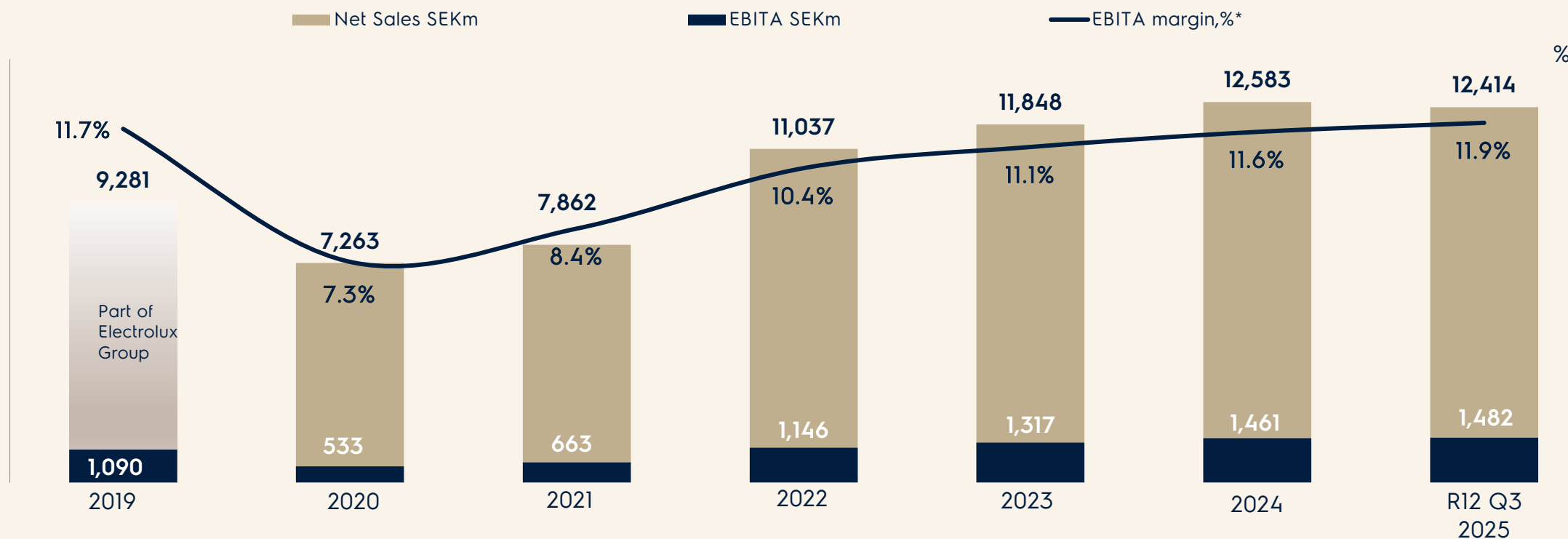
**30%**

of income

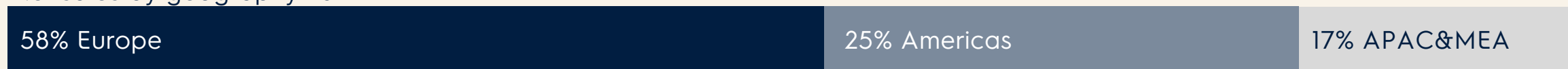
**2025: SEK 0.85/Share**  
(2024: 0.80/Share)

\*excluding items affecting comparability

# Sales and EBITA growth 2019 – 2025



## Net sales by geography 2024



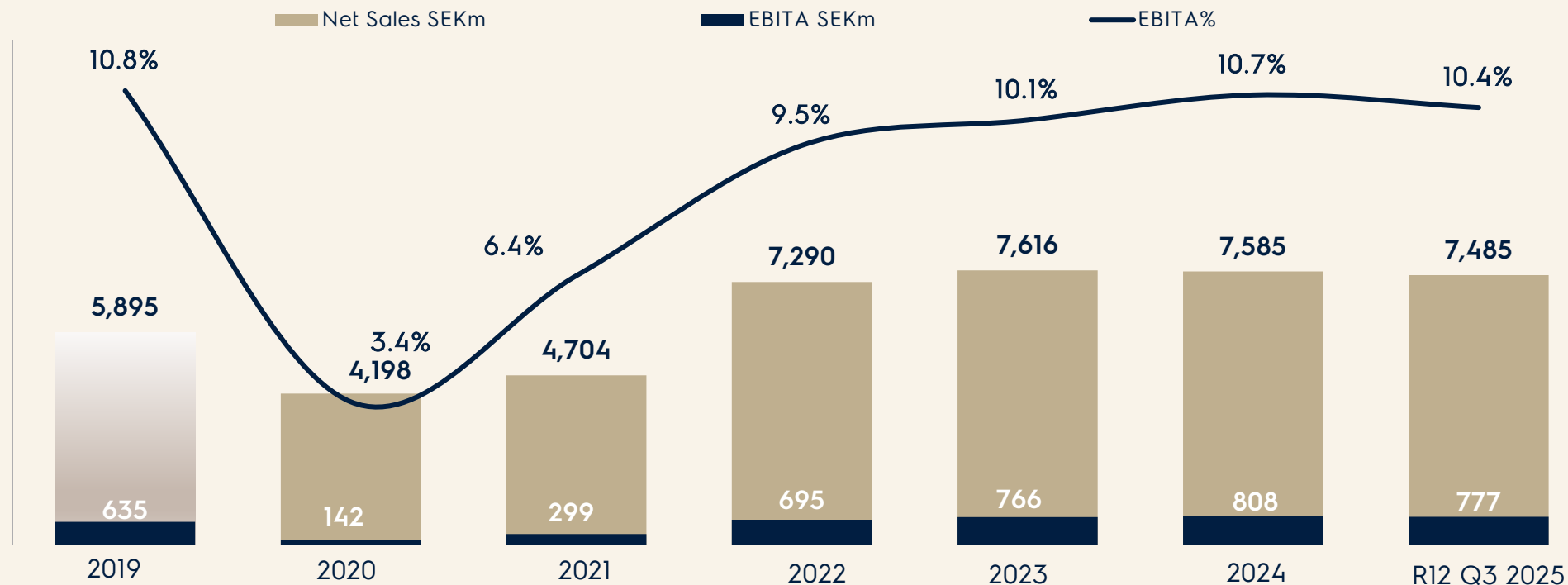
## Net sales by segment 2024



# Food & Beverage development

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

### Food & Beverage

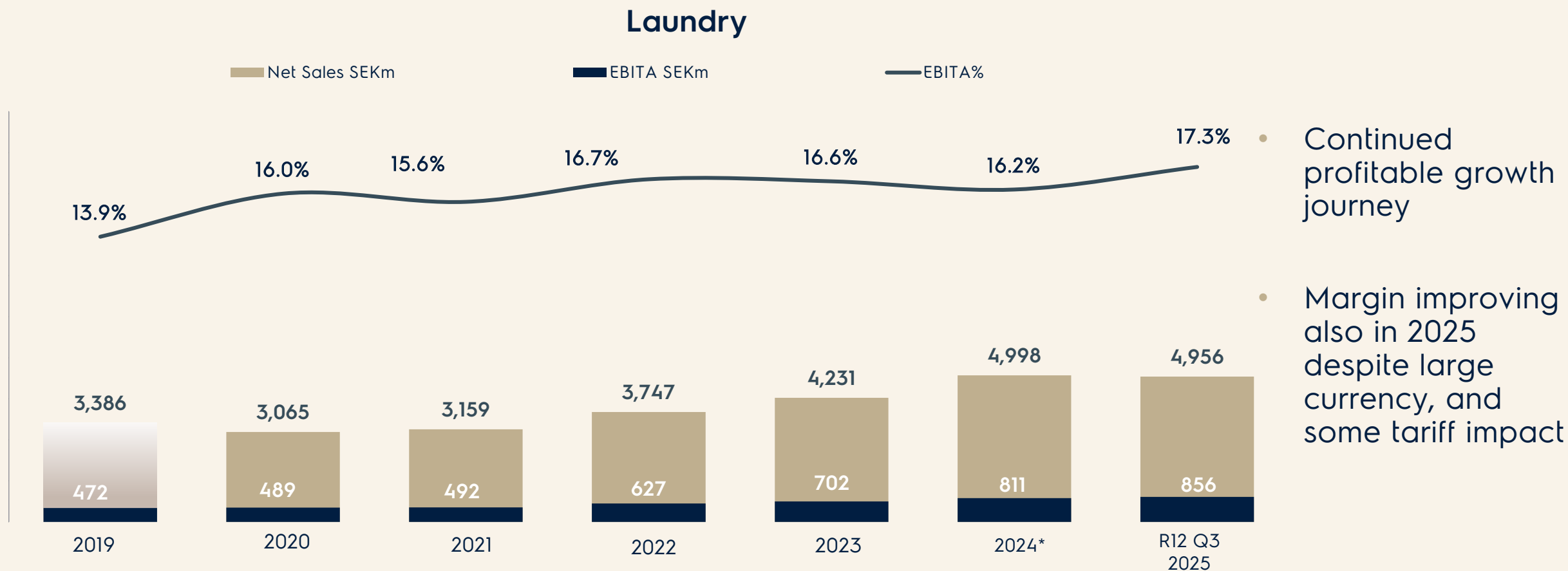


- Progressively improved profit and profitability after Covid
- 2025 EBITA has been negatively affected by mix, currency, higher R&D spend and to some extent tariffs

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

# Laundry development

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



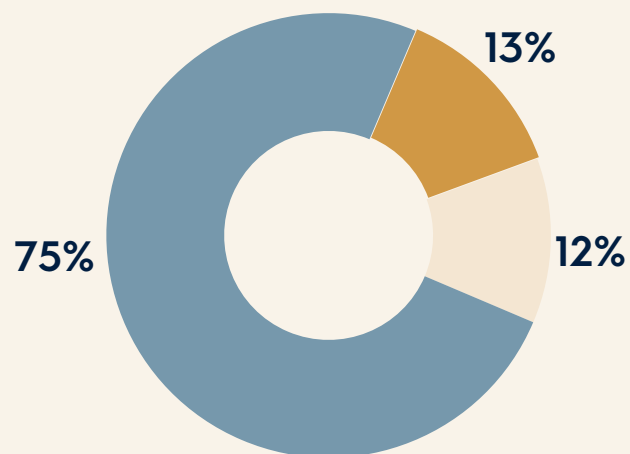
EBITA and EBITA%, excl Items Affecting Comparability (IAC)

\* TOSEI (acquired in 2024) is margin dilutive, before synergies.

# Tariff impact

## Tariffs to be mitigated

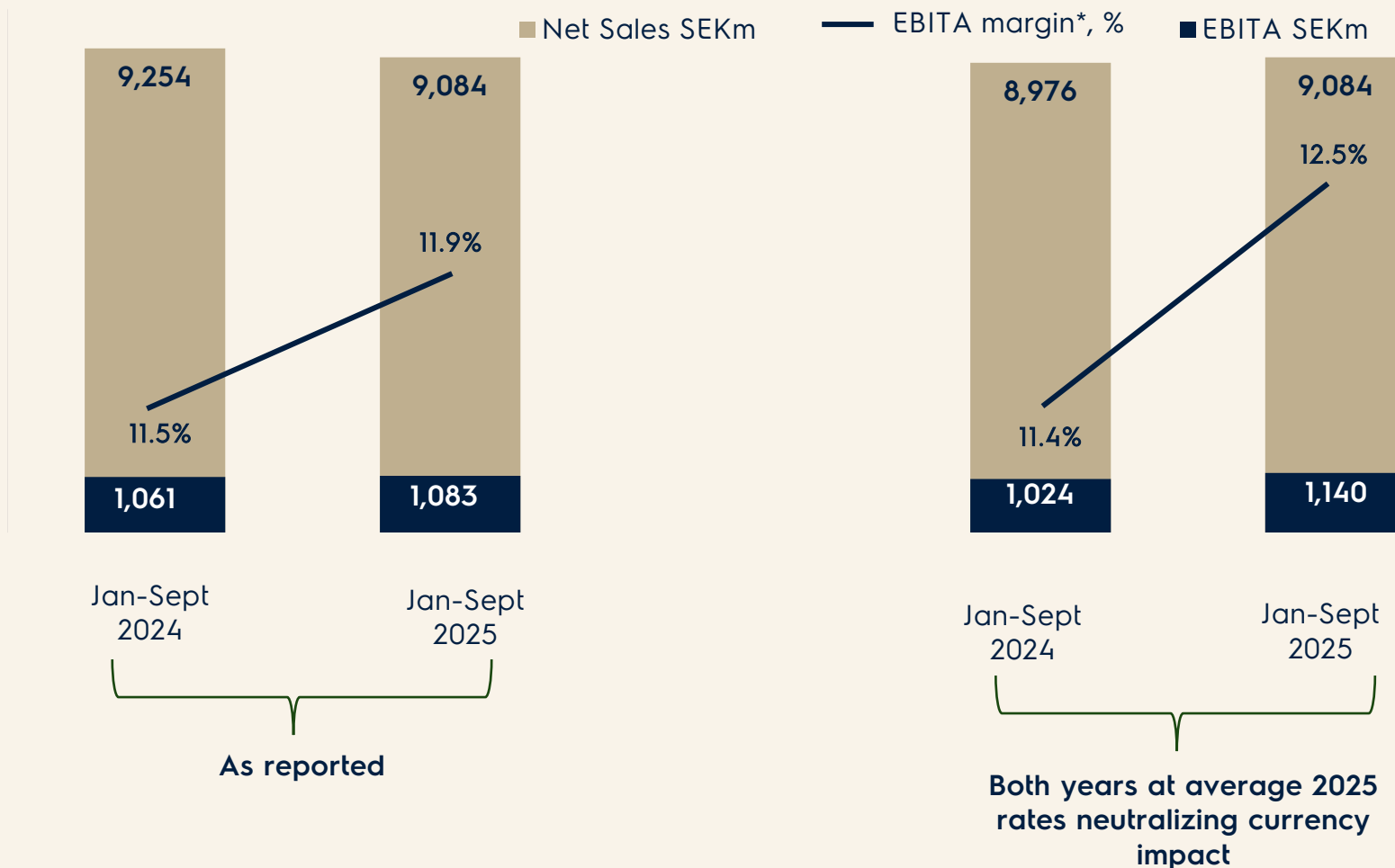
Group sales



■ US produced    ■ US imported    ■ Rest of world

- US sales represents approximately 25% of Group sales, less than half are subject to tariffs
- Tariffs impact 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

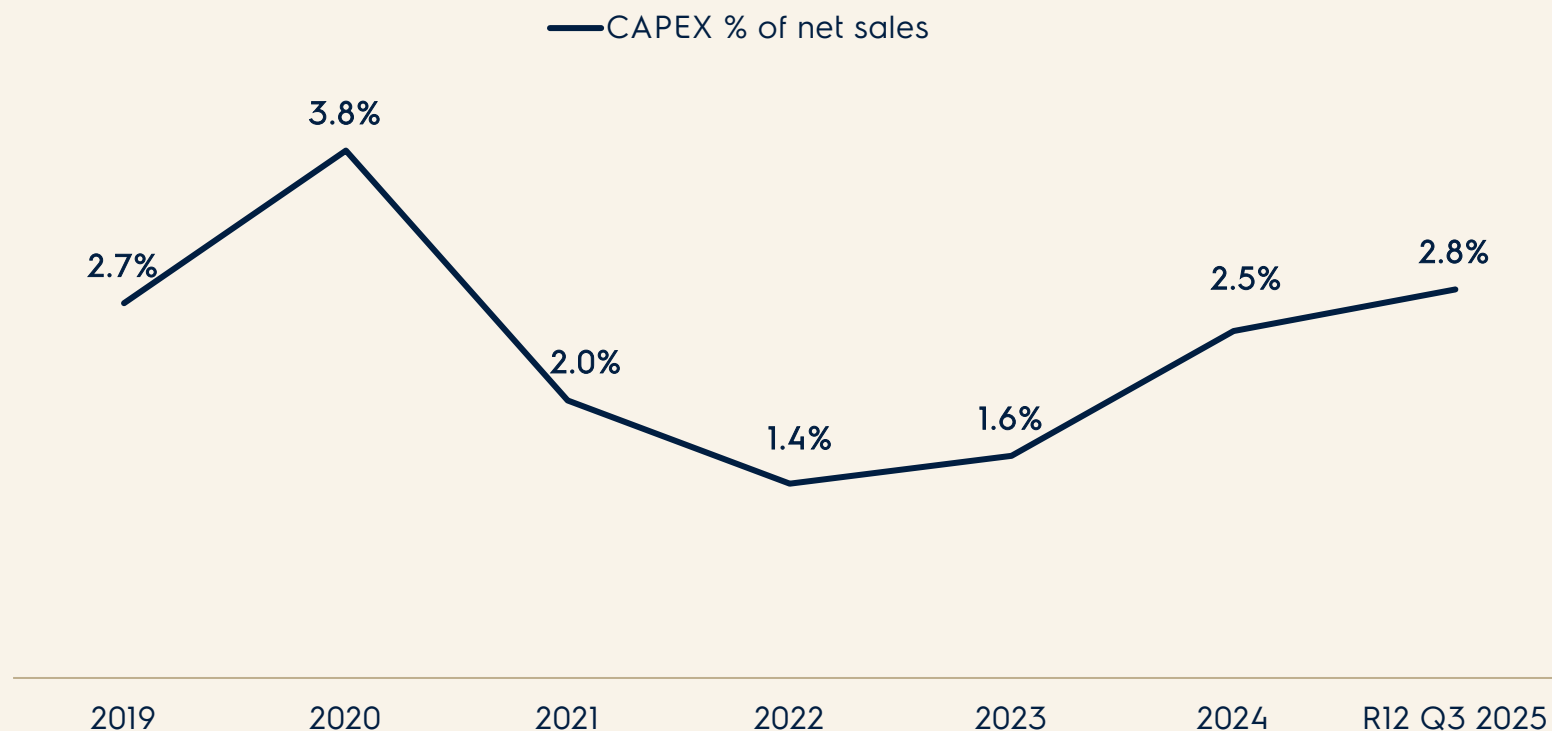
# Currency has negatively affected our profit



- 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

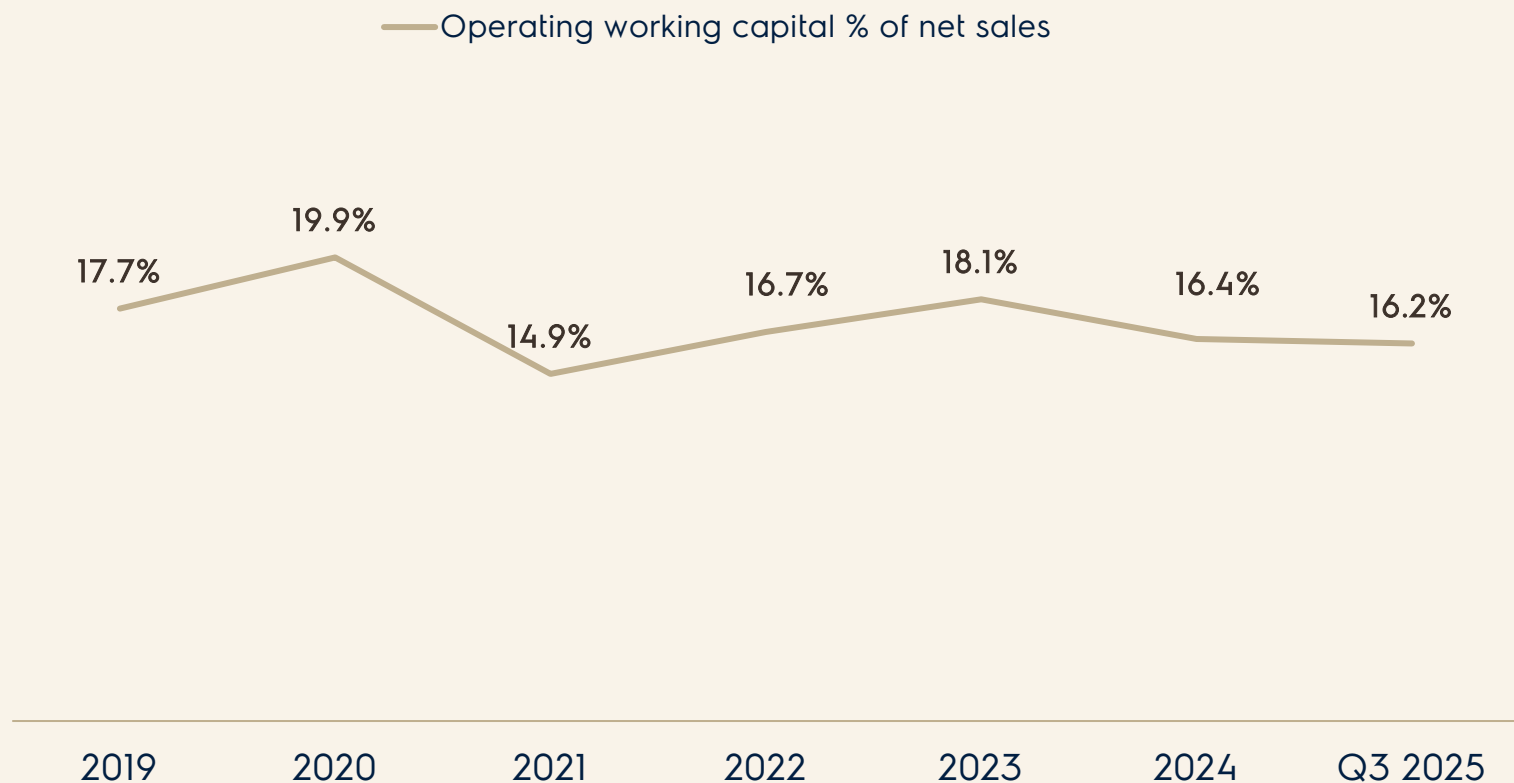
\*Excluding items affecting comparability

# Capex development 2019 – 2025



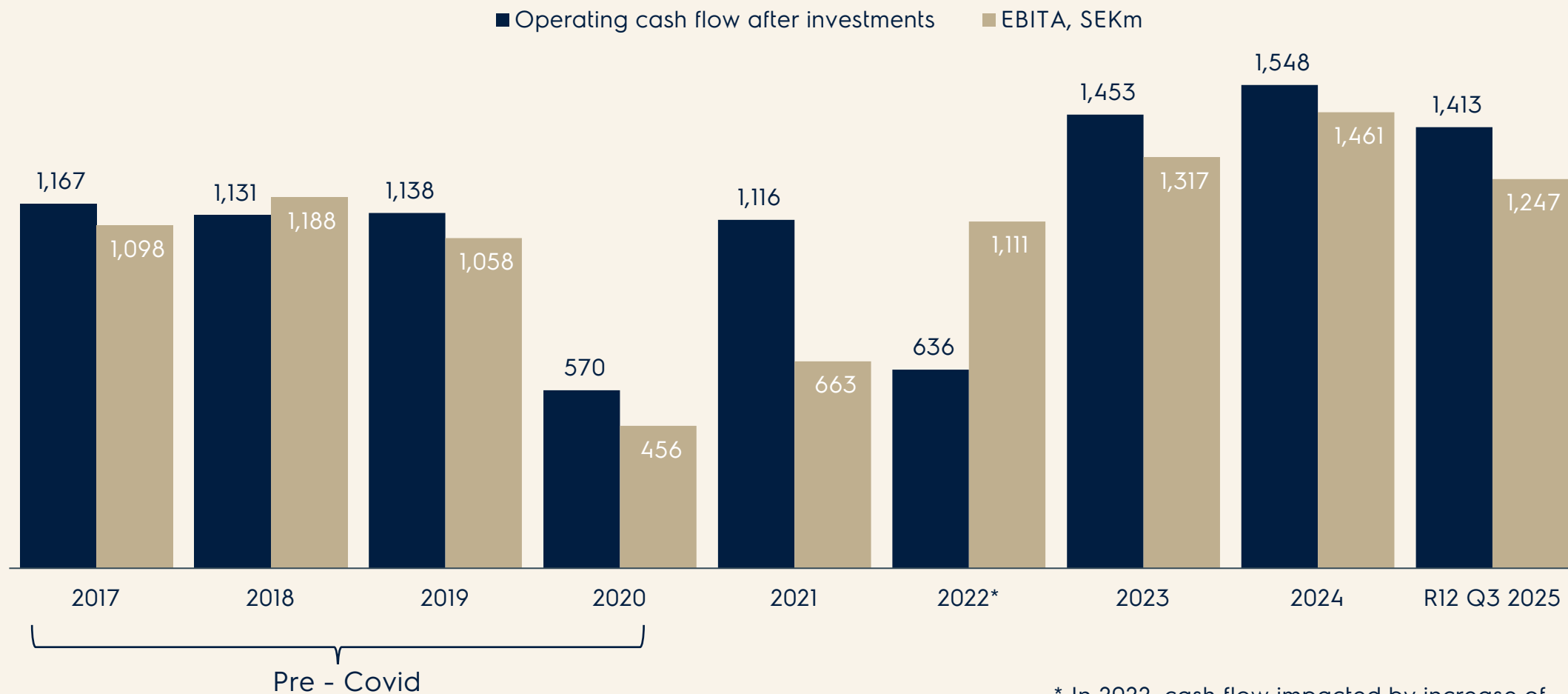
- High Capex in 2020 due to investment in new factory in Thailand and low sales (Covid)
- Capex currently higher due to large investments in product innovation. Expected to remain high in the coming quarters

# Operating Working Capital and inventory development



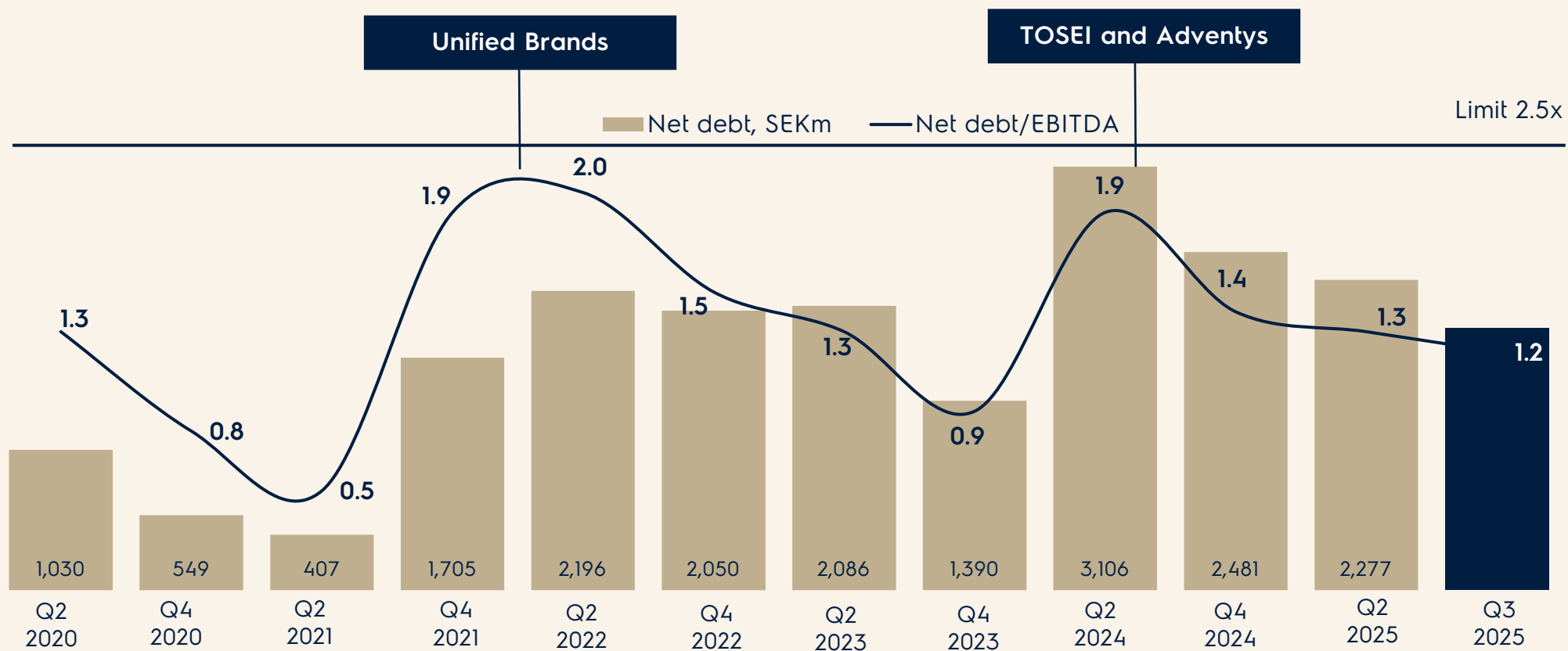
- Progressively improving the working capital efficiency
- 2022-2023 deterioration due to supply chains disruption. We also consciously increased inventory to serve customers

# Proven good cash flow over the years



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

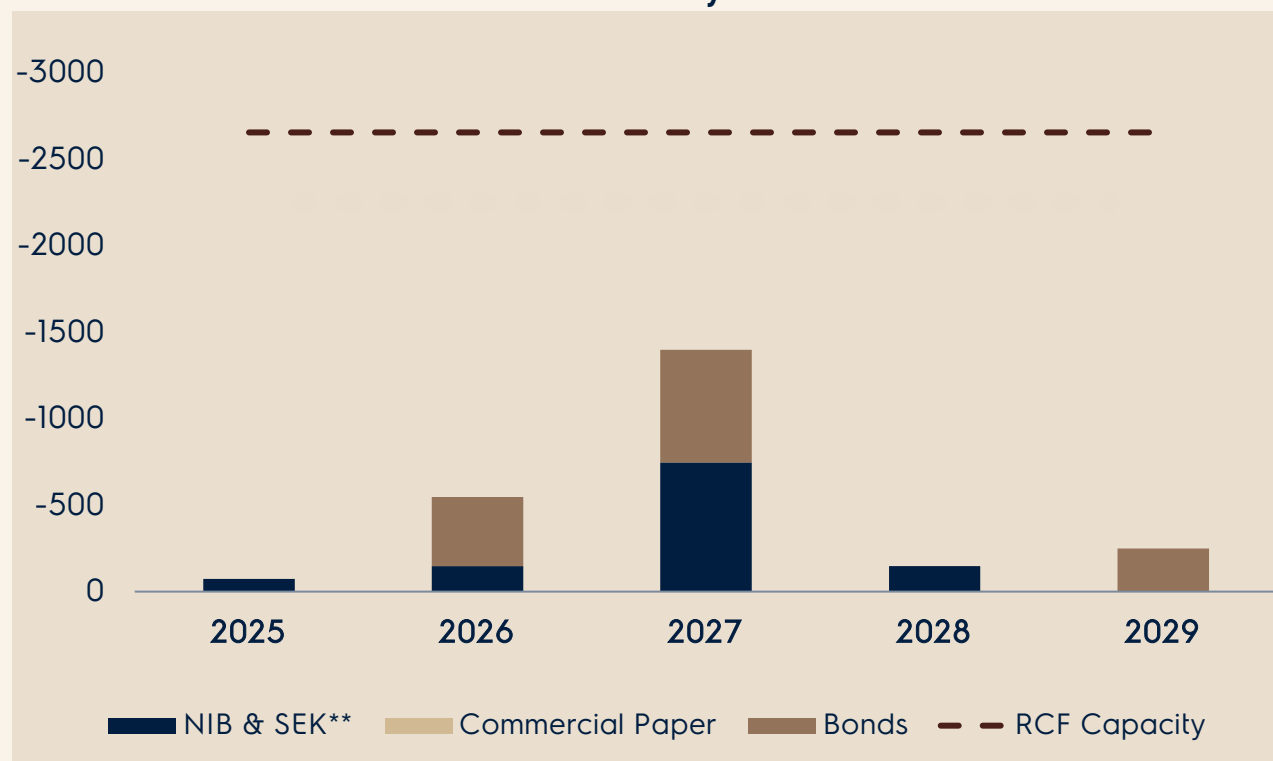
# Net debt/EBITDA ratio is below limit of 2.5x also after recent acquisitions



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

# Credit maturity profile and Funding capacity

Debt Maturity Profile\*

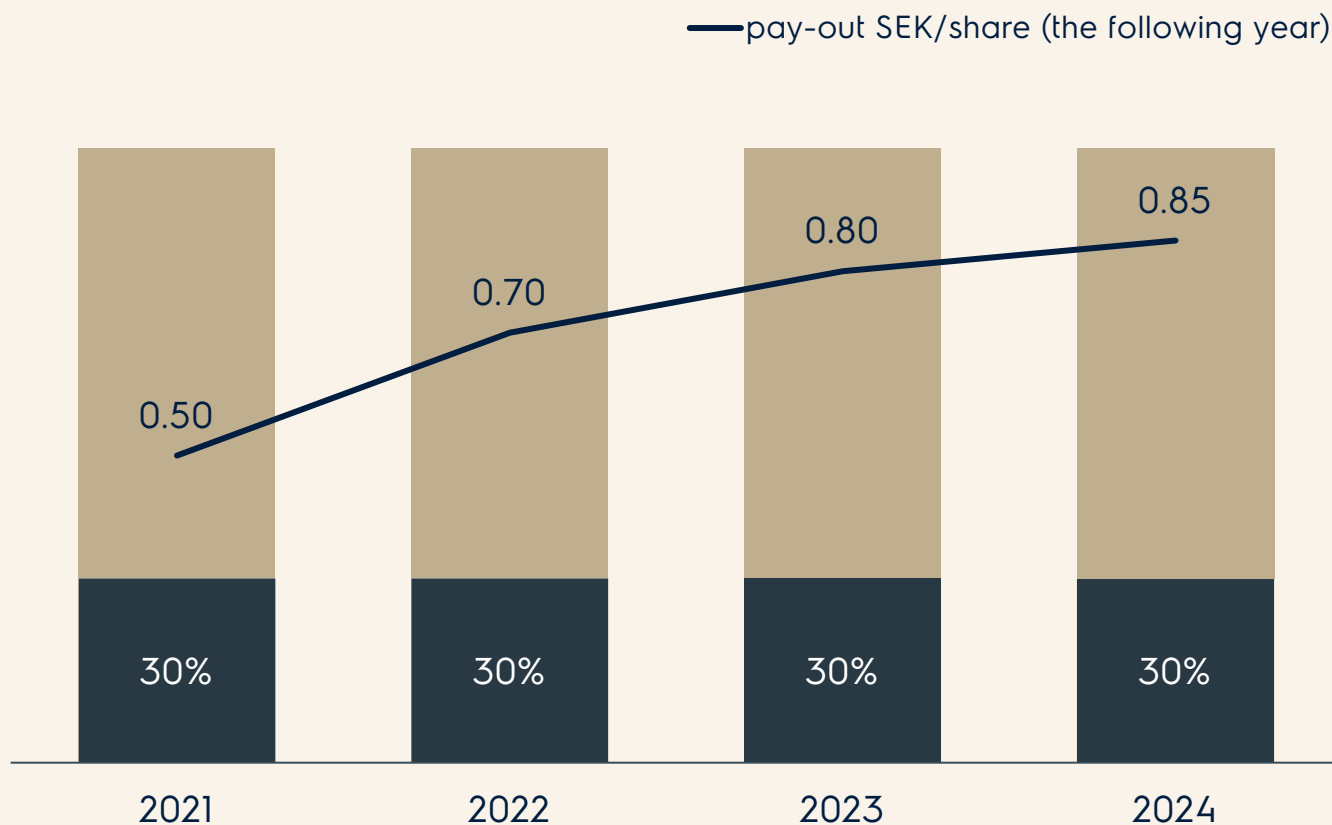


\*As of 2025-09-30

\*\*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

# Dividend in line with 30% policy



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

# Expected cost & capex development in 2026

## Weight on sales

Direct material cost



- Raw material costs somewhat lower

Other inflationary items (i.e. Salary)



- Price increases to cover inflation

Operational cost, % of sales



- Impact of efficiency program

Digital investments



- Continued investments in innovation – should decline second half 2026

R&D



- Continue on products and processes

Capex



- Investments in products, production and sustainability expected to increase somewhat in coming quarters

# 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

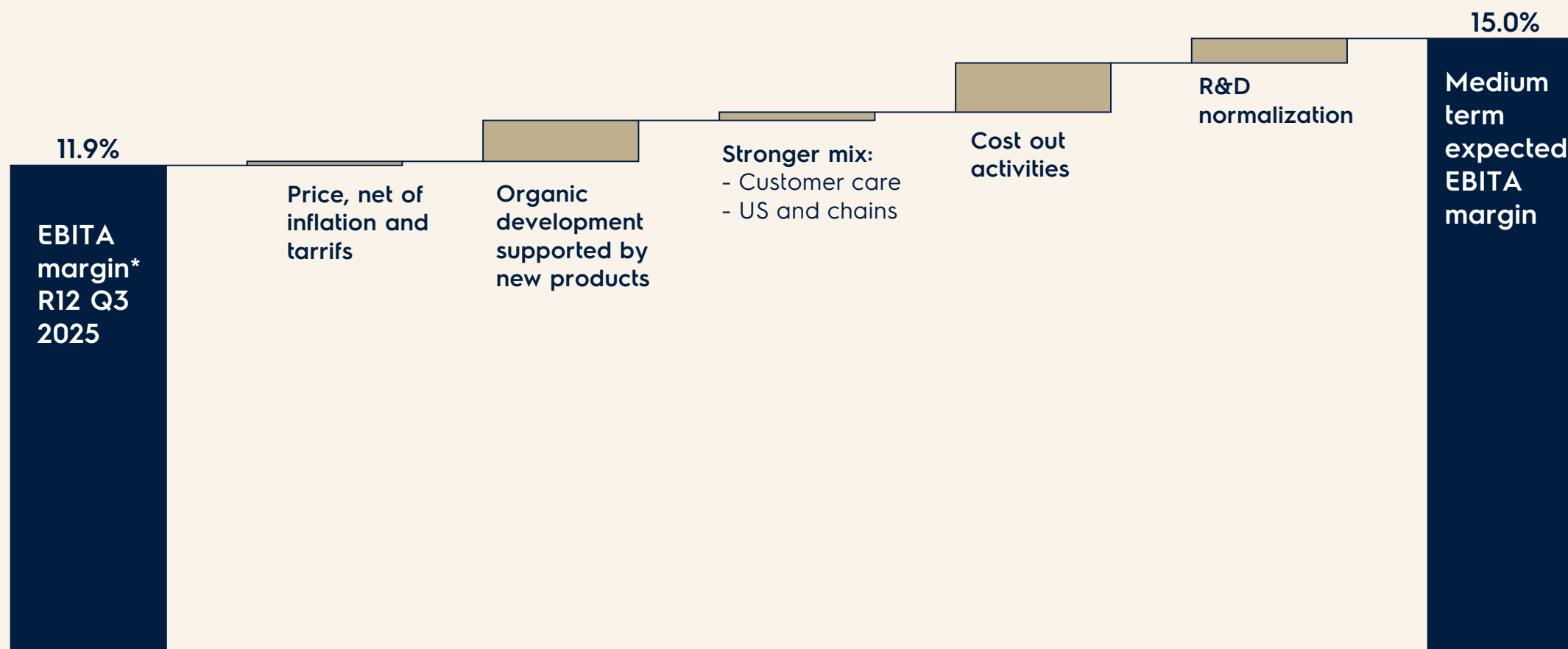


# Update on streamlining of operations

## Progressing according to plan

- In September 2025, a program to streamline our company and improve profitability was launched
- Cost for the program is SEK 235m, treated as IAC, 70% for Food & Beverage, 30% for Laundry
- The program is proceeding according to plan and key decision have been taken to address product competitiveness and manufacturing footprint:
  - transfer of espresso coffee production from Carros to Aubusson in France
  - transfer of Cooking production from Sursee, Switzerland to Italy
- The plan is expected to deliver material savings:
  - SEK 85m already next year, equivalent to 0.7ppt in margin
  - SEK 175m in 2027 equivalent to 1.4ppt in margin

# Building blocks to achieve 15% EBITA margin



\* Excl items 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**



Electrolux  
Professional  
Group

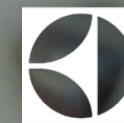
Meeting needs beyond tomorrow

Q&A

Fabio Zarpellon, CFO



# Summary, Alberto Zanata



Electrolux  
Professional  
Group

- Increased efforts on cost savings and efficiency through new program
- Increased profitability through production transfers of categories with too low margin
- New product launches in Laundry and Cooking
- Increased focus on untapped and unsaturated 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, high margin products and customer care

# A solid Group with a large potential

## Well placed to deliver 15% EBITA margin



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 accelerate  
with potential M&A

Sustainability leader



**Electrolux  
Professional  
Group**

**Meeting needs  
beyond tomorrow**