Well positioned to create value
Investor Day 2020
This presentation constitutes an advertisement within the meaning of article 22 of the Prospectus Regulation (EU) 2017/1129. Please read the following information carefully.

This presentation does not contain any offer to subscribe for, or in any other way acquire shares or other financial instruments in Electrolux Professional AB (“Electrolux Professional” or the “Company”), neither in Sweden nor in any other jurisdiction. The presentation may not be distributed to or into the United States, Canada, Australia, Japan or any other jurisdiction where such distribution would require any prospectus, registration or measures besides those required by Swedish law or otherwise would be in conflict with applicable regulations in such countries or in such jurisdictions. Recipients of this presentation are required to inform themselves about, and comply with, such restrictions. Any failure to comply with the restrictions described may result in a violation of applicable securities regulations.

The distribution of Electrolux Professional’s shares has not been and will not be registered under the U.S. Securities Act of 1933, as amended (the “Securities Act”). The Electrolux Professional shares have not been approved or disapproved by the U.S. Securities and Exchange Commission (“SEC”), any state securities commission in the United States or any U.S. regulatory authority, nor have any of the foregoing authorities passed upon or endorsed the merits of the distribution of the Electrolux Professional shares or the accuracy or adequacy of this document. Any representation to the contrary is a criminal offence in the United States.

Electrolux Professional will be relying on an exemption provided by Rule 12g3-2(b) under the United States Securities Exchange Act of 1934, as amended, and therefore will not be required to register its shares with the SEC. In accordance with Rule 12g3-2(b), Electrolux Professional will make available certain documents on its website. These documents will consist primarily of English-language versions of the Group’s annual reports, press releases and certain other information made public in Sweden. However, Electrolux Professional will not be required to file with the SEC annual reports on Form 20-F or furnish reports on Form 6-K.

The Electrolux Professional shares generally should not be treated as “restricted securities” within the meaning of Rule 144(a)(3) under the Securities Act, and persons who receive securities as a result of the separation of Electrolux Professional from Electrolux (other than affiliates) may resell them without restriction under the Securities Act. A receiving shareholder who is an affiliate of Electrolux Professional as of the date and time at which the separation of Electrolux Professional from Electrolux becomes effective or who became affiliates thereafter will be subject to certain U.S. transfer restrictions relating to the shares received pursuant to the separation.

This presentation contains forward-looking statements that reflect the Company’s current expectations. Although the Company believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations prove to have been correct as they are subject to risks and uncertainties that could cause actual results to differ materially due to a variety of factors. These factors include, but are not limited to, changes in consumer demand, changes in economic, market and competitive conditions, currency fluctuations, developments in product liability litigation, changes in the regulatory environment and other government actions. Forward-looking statements speak only as of the date they were made, and, other than as required by applicable law, the Company undertakes no obligation to update any of them in light of new information or future events.
Agenda

10:00 Welcome
Jacob Broberg, SVP Investor Relations and Communications

10:05 Capturing the growth potential of Electrolux Professional through its industry-unique position
Alberto Zanata, President and CEO

10:30 Food & Beverage and Laundry - A complete offering under one brand
Torsten Urban, SVP Product and Marketing

10:45 Electrolux Professional Europe - Delivering consistent growth in a mature market
Philippe Zavattiero, SVP and GM Europe

11:00 Break

11:05 Industrial Operations - Global footprint with local customer proximity
Carlo M. Caroni, COO

11:20 Financial strategy and road towards the financial targets
Fabio Zarpellon, CFO

11:40 Summary
Alberto Zanata, President and CEO

11:45 Q&A

12:15 Investor Day closes
Capturing the growth potential of Electrolux Professional through its industry-unique position

Alberto Zanata, President and CEO
Positioned for profitable growth in an attractive industry

Strong position in attractive markets

Well positioned to meet customer needs

Solid financial profile with further upside

Experienced management team to deliver on the plan
Team presenting today

Alberto Zanata
President and CEO

Jacob Broberg
SVP Investor Relations and Communications

Torsten Urban
SVP Product and Marketing

Philippe Zavattiero
SVP and GM Europe

Carlo M. Caroni
COO

Fabio Zarpellon
CFO
### Electrolux Professional snapshot

<table>
<thead>
<tr>
<th>Total net sales CAGR 2017-19&lt;sup&gt;(1)&lt;/sup&gt;</th>
<th>2019</th>
<th>Net sales SEK</th>
<th>EBITA SEK</th>
<th>EBITA margin</th>
<th>Employing</th>
<th>Serving</th>
</tr>
</thead>
<tbody>
<tr>
<td>~10%</td>
<td></td>
<td>9.3 bn</td>
<td>1.1 bn</td>
<td>11.4%</td>
<td>~3,600</td>
<td>~110 countries</td>
</tr>
</tbody>
</table>

**Net sales by segment**

- **64%** Food & Beverage
- **36%** Laundry

**Net sales by geography**

- ~66% Europe
- ~17% Americas
- ~16% APAC & MEA

**Note:**
1. Organic growth of ~3% (i.e. excluding acquisition and currency impact).

---

Electrolux Professional Investor Day 2020
A strong core with select add-on acquisitions
Fully operational as a standalone company

- Data Center migration completed
- All 30 shared locations and 11 operational facilities separated
- All 51 relevant common supply contracts separated
- All 39 share and asset transfers completed
- All 23 main policies approved and 18 specific legal entities established
- Combined financial statements for 3 years
- Secured financing of an amount of SEK 600m and EUR 250m
- Outsourcing of all 18 local finance transaction functions completed
Industry-unique position with full-solutions offering under one brand

- Food solutions
- Beverage solutions
- Laundry solutions

Customer care

One brand covering Food, Beverage and Laundry

Broad customer base in an attractive market

Attractive financial profile with a solid track record
Our mission

Making our customers’ work life easier, more profitable and truly sustainable every day
Operating in a growing and resilient market
Global market size of USD ~28 bn

Estimated market size 2019 and historical annual growth

- Food and Beverage solutions
  - USD ~25.5 bn
  - Growth 3-4%

- Laundry solutions
  - USD ~2.5 bn
  - Growth 2-3%

Underlying trends:
- Population growth
- Urbanization
- Increasing workforce participation
- Growing disposable household income
- Changes to customer and consumer behavior (such as increased eating on-the-go and eating out-of-home)

Source: Company estimates

Electrolux Professional Investor Day 2020
A changing consumer and customer behaviour

Sustainability
Growing focus on total cost of ownership vs. upfront investment cost

Digitalization
Demand for technologically advanced equipment to increase uptime & support staff

Flexibility
Demand for more flexible appliances to reduce footprint

Trends
Changing consumer habits and customer preferences (mainly food & beverage trends)
Strategic cornerstones

- Grow the business through developing sustainable, innovative low-running cost solutions
- Expand in food service chains, especially in North America, beverage and emerging markets
- Boost customer care
- Leverage the OnE approach

Built on a foundation of operational excellence to improve sales productivity and cost efficiency within the supply chain
Innovation is part of our DNA

**FOOD SOLUTIONS**

Skyline – the first truly integrated Cook & Chill system in the market with the products talking to each other

**BEVERAGE SOLUTIONS**

Precision brewers – allows to customize the taste profile of coffee while maintaining its taste for longer

**LAUNDRY SOLUTIONS**

Line 6000 – a step change in the industry in terms of productivity, cost of ownership and usability / ergonomy
We satisfy our customers’ needs

**PERFORMANCE**
- Productivity - smart and efficient products to increase productivity and decrease complexity

**ENVIRONMENT**
- Sustainability - products designed to allow customers to use less chemicals, energy and water

**CUSTOMER PROFITS**
- Low running costs - focused on helping customers save on running costs and increase profitability
Expanding in food service chains...

Growing organically and through M&A to achieve critical mass and recognition as a “US player” with support from chains to further expand business with them globally.

North America food service chains

- Chick-fil-A
- Chipotle
- Subway
- Cracker Barrel
- KFC
- Autogrill

Customer Examples
...as well as growing in Emerging Markets and Beverage

**Emerging markets**
Increasing presence in Asia through manufacturing, distribution and services

**Beverage**
Strengthening our beverage and coffee offering through organic investment and M&A to strengthen our market share
True customer care through strong service network

We remain connected with our customers throughout the lifetime of the products

~10,000 authorized technical experts (1) in >110 countries

Our integrated customer care product  Flexible service offering  Keeping track of the installed base  Targeted promotions of accessories and consumables

Note:
1. via >2,000 service partners
Leveraging the OnE approach...

OnE

GIVING YOU

Food  Beverage  Laundry

Increased productivity  Maximum uptime  Improved efficiency  Reduced costs  More business

Customer care
...with M&A acting as a further accelerator

- **Food solutions**
- **Beverage solutions**
- **Laundry solutions**
- **Beverage solutions**
- **Beverage solutions**

**Strategic priorities**

- **North America and chains**
- **Emerging markets**
- **Beverage**

**Note:**
In 2016 asset transfer of Kelvinator brand and stock into business area professional perimeter
Coronavirus update

- Ongoing coronavirus outbreak and impact on sales
- Sourcing of components and manufacturing capacity
- Hospitality industry and overall market demand
- Actions taken and policies updated on continuous basis
- Opportunities from increased focus on hygiene
Positioned for profitable growth in an attractive industry

Well positioned to meet customer needs

Strong position in attractive markets

Solid financial profile with further upside

Experienced management team to deliver on the plan
Food & Beverage and Laundry
A complete offering under one brand
Torsten Urban, SVP Product and Marketing
Well positioned to meet customers’ needs

Complete offering

Innovative solutions

Global customer care

OnE approach
Complete offering in foodservice

- Horizontal cooking
- Cook & chill
- Dishwashing
- Refrigeration
- Dynamic preparation
- Static preparation, ventilation & serving
Complete offering in beverage

- Hot beverages
- Chilled drinks
- Slush/frozen beverages
- Drip coffee
- Espresso coffee
- Soft serve
Complete offering in laundry

- Semi-Pro
- Front-loader washer
- Dryer
- Ironer & finisher
- Barrier washer
- Wet cleaning solution
Drive organic growth through innovation

- Refrigerated Counters
- SpeeDelight
- Flight Type DW China
- Connected Laundry
- Precision brewers
- Cold Juice dispenser
- Softserve
- Racktype dishwasher

- Automatic 23 L Fryer
- Simplicity Bubblers
- Heatpump Dryer
- Lagoon advanced care 2.0
- Cook & Chill SkyLine
- myPRO Heatpump Dryer
- myPRO XL
- L6000

Annual spend Average 2017 – 2019
R&D / net sales 4.4%
We help our customers save money

Our focus:
- sustainable,
- innovative,
- low running cost
solutions in laundry

15% Investment

55% Chemicals

20% Energy

10% Water

Note: Company estimate of total life cycle cost for a professional laundry installation
## Multihouse laundry rooms in Sweden

<table>
<thead>
<tr>
<th>What?</th>
<th>How?</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovation of 19 laundry rooms</td>
<td>Automatic load detection &amp; adaption</td>
<td>Energy savings &gt;60%</td>
</tr>
<tr>
<td>Full turn key solution incl. Essentia maintenance contract</td>
<td>Efficient dosing</td>
<td>Detergent savings &gt;50%</td>
</tr>
<tr>
<td>Total investment SEK 6.0m</td>
<td>Heatpump Technology</td>
<td>Water savings &gt;50%</td>
</tr>
<tr>
<td></td>
<td>Connectivity</td>
<td>Effortless use, peace of mind</td>
</tr>
<tr>
<td></td>
<td>Vision booking system</td>
<td>Total savings SEK 4.6m over 10 years</td>
</tr>
</tbody>
</table>
Breakfast pastry in hotels – regular vs. SkyDuo

Case Study

• 04:30 Operator to start proving in proving cabinet
• 05:30 Operator to start preheating oven
• 05:40 Operator moves into automatically preheated oven

SkyDuo

• 23:00 SkyDuo start proving in Proving Cycle+ (frozen or refrigerated)
• 05:30 SkyDuo starts preheating oven
• 05:40 Operator moves into automatically preheated oven

Operator is synchronizing the appliances for production → key role of operator

Automatic synchronization by appliances for production → operator moves food only for baking

SERVE
We deliver on our customers’ needs

KEY BENEFITS ACROSS CATEGORIES

- **Long-term savings**
  Lowest running cost and total cost of ownership, and embrace a sustainable lifestyle

- **Performance**
  Best in class performance

- **Outstanding productivity**
  Produce or wash/dry less in more to make your business more profitable

- **Real-time solutions**
  Monitor your equipment’s status and performance from anywhere and take action to improve your business

- **Easier, healthier, safer**
  Certified ergonomic design with a human-centred approach for an outstanding user experience
We have a strong customer care offering
Boosting our customer care
Being an integral part of the full solution delivery

Preventative maintenance
End of life replacement
Accessories
Repairs
Post service recommendations
Spare parts and consumables

Easy to sell, easy to buy, easy to service
OnE approach

- **Global Customer Care**: Maximum uptime, improved efficiency, reduced complexity
- **Digital Ecosystem**: Increased productivity, reduced costs, marketplace
- **Comprehensive Product Portfolio**: Monitoring & control, profitable growth + more business
- **One Point of Contact**: Community

Leverage the platform for increased productivity, reduced costs, and improved efficiency.
Successful implementation of OnE
Well positioned to meet customers’ needs

- Complete offering
- Innovative solutions
- Global customer care
- OnE approach
Electrolux Professional Europe
Delivering consistent growth in a mature market
Philippe Zavattiero, SVP and GM Europe
One of the global leaders in a market with significant opportunities

- Stability and consistency in complex markets
- Clear targets and focus on new opportunities
- Optimized infrastructure and distribution model
- Profitable growth
Successfully addressing customers’ needs in a complex market

Key Customer Segments

- **Autogrill**
  - Restaurants & chains

- **Marriott**
  - Hotels

- **Orpea**
  - Care facilities

- **Illy**
  - Bars, cafés, roasters & ingredient producers

- **Manchester City**
  - Education, leisure & sport

- **Elior Group**
  - Business, transport, industry & facility managers

- **Eataly**
  - Retail & convenience stores

- **The British Army**
  - Public institutions

24 languages spoken across 48 countries

Customer Examples
We optimize market coverage using a three pillars organization

- **Local Sales Organization**
  - Manage VIP Dealers Projects Business

- **Local Chains Business Organization**
  - Manage Chains Business IKA (1)

- **Alternative Channels Organization**
  - Manage locally Specialty Brands

---

**Notes:**
1. International Key Accounts
2. Outside of Europe

Electrolux Professional Investor Day 2020
We have consistently delivered growth

Europe net sales (SEKm)

- 2017: 5,028
- 2018: 5,681
- 2019: 6,165

CAGR +11%

• Leveraging new product introduction
• Increasing European chains business penetration
• Continuing strong position in projects business
• Improving year on year sales efficiency

Note: 1. Incl. organic, acquisition driven, and FX related growth
## Case Study

### Autogrill from one product category to OnE

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Project Business</td>
<td>• Client’s process analysis</td>
<td>• Product use optimization</td>
<td>• Electrolux Professional is</td>
</tr>
<tr>
<td>• Olympic Games in Torino</td>
<td>• Customers benefits analysis</td>
<td>• Speed-up customers services</td>
<td>following Autogrill’s</td>
</tr>
<tr>
<td></td>
<td>• Tests on energy consumption</td>
<td></td>
<td>geographical expansion</td>
</tr>
<tr>
<td></td>
<td>• Tests on water &amp; detergent</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>consumption</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cooking and Refrigeration</td>
<td>• High Speed Panini</td>
<td>• Dishwashers range is becoming the standard for new openings and is gradually replacing existing products</td>
<td>• Connectivity</td>
</tr>
<tr>
<td></td>
<td>• In 95% of motorways/ airport/ train station locations</td>
<td>• 25 locations connected</td>
<td>• France</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Spain</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Switzerland</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Germany</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Shanghai</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Doha</td>
</tr>
</tbody>
</table>

- 5x increase
- 95% of motorways/ airport/ train station locations
- 25 locations connected
- France, Spain, Switzerland, Germany, Shanghai, Doha
Creating OnE - Mandarin Milano

MANDARIN ORIENTAL MILANO - Italia (2016)
Category Hotel: 5*****Luxury

Michelin Star Restaurant & Hotel Restaurants
- 4 full complete Kitchens
- Kitchen & Bar complementary products
- Laundry systems with Lagoon technology
Problem to solve

According to the Swedish Energy Agency, 59% of restaurant energy use is linked to the kitchen and one of the biggest energy users are old refrigerators and freezers.

Karlstad Municipality gave us a challenge to save up to 65% energy savings with our new cabinets.

Note: 1. Energy measurement done by Karlstad Municipality.
One of the global leaders in a market with significant opportunities

- Stability and consistency in complex markets
- Clear targets and focus on new opportunities
- Optimized infrastructure and distribution model
- Profitable growth
Industrial Operations
Global footprint with local customer proximity
Carlo M. Caroni, COO
Sustainably executing mission to deliver profitable growth

- Right product availability
- Superior quality
- Cost competitiveness
- Qualified and motivated team
Creating value for the customers whilst increasing efficiency

Operational excellence
- Supplier excellence
- Quality excellence
- Production cost out
- Supply chain agility

Increasing efficiency
- Standardization
- Modularization

OnE
- New acquired companies
- Wide product range + customisation
- High demand variability
- Lead time reduction
- Unit sales ↔ projects 50 : 50

Electrolux Professional Investor Day 2020
Focusing on supplier excellence

Direct costs make up the majority of cost base\(^{(1)}\)

- Majority of purchases are **direct materials**, such as mechanical and electrical components
- The most significant raw material is **steel**, sourced from several best in class suppliers
- Total of \(-1,100\) **suppliers** covering direct materials supply\(^{(2)}\)
- Other include: **indirect materials**, marketing, professional services

Note:
1. Including OEM bought in
2. Higher than EUR 10,000
Strong footprint ensuring proximity and agility

Notes:
1. Adjacent facilities

Electrolux Professional Investor Day 2020
Combining proximity and competitiveness

**SCALABILITY**
Variable production capacity based on demand

**NETWORKS**
Integration between facilities resulting in strong control and synergies
A real case of scalable production set up
Subway roll out in Rayong Beverage

- Readiness of the whole supply chain
- Ability to quickly reshape the plant layout
- Robust manufacturing standards and methods to ensure quality and efficiency
- Effective manufacturing training system to integrate new people
A network built on common standards and methods
Electrolux Professional Production system

World Class Manufacturing journey from priorities to measurable impacts on:

- Sustainability
- Customer satisfaction
- Cost reduction

Right priorities \(\rightarrow\) Sustainable Speed \(\rightarrow\) Standardization

BENCHMARKING \(\rightarrow\) AUDITING SYSTEM
Additional measures to accelerate competitiveness

Continuous development

- Footprint optimization: Example – New Thai plant for laundry and beverage
- Platform rationalizations and localizations in fast growing market
- Optimizing make or buy
- Logistics hubs rationalization
- Innovation and digitalization
New state of the art factory in Thailand

- Cost synergies
- New laboratories
- State of the art logistics
- Scalability and space availability for future expansion

A better workplace for our people, higher competitiveness for our company
Innovation and digitalization
Refrigeration line in Italy

**WHY**

Involve *shop floor people* in the engineering phase, optimizing workplace organization design

**HOW**

3D visualization of manufacturing processes:

*Simulation* of work cycles and interaction between machines and operators

**WHAT**

100% Ergonomics

100% first time quality

- 40% non-value added

*Vertical start-up* (speed)

**Solution 1**

**Solution 2**

**Solution 3**
Sustainably executing mission to profitable growth

Right product availability

Cost competitiveness

Superior quality

Qualified and motivated team
Financial strategy and road towards the financial targets

Fabio Zarpellon, CFO
Solid business with large potential

Two strong segments:
Food & Beverage and Laundry

Track record of delivering steady EBITA and cash flow

Focused plan to generate margin expansion
Track record of delivering growth...

Net sales(1) | CAGR ~9%

SEKm

<table>
<thead>
<tr>
<th>Year</th>
<th>SEKm</th>
<th>% Organic Growth</th>
<th>% Total Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>5,550</td>
<td>(0.4%)</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>6,041</td>
<td>1.7%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>6,546</td>
<td>5.6%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>6,865</td>
<td>2.8%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>7,723</td>
<td>4.9%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>8,666</td>
<td>5.6%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>9,281</td>
<td>12.2%</td>
<td></td>
</tr>
</tbody>
</table>

EBITA(1) | Average margin ~13%

SEKm

<table>
<thead>
<tr>
<th>Year</th>
<th>SEKm</th>
<th>EBITA</th>
<th>EBITA%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,098</td>
<td>14.2%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>1,188</td>
<td>13.7%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>1,058</td>
<td>11.4%</td>
<td></td>
</tr>
</tbody>
</table>

Note:
1. Electrolux Professional reported financials, CAGR at local currency rates

• 2019 decrease in EBITA was primarily driven by reduced sales and production volumes and the additional costs for the development and launch of new products
• Additional one-off separation activity costs and running cost to operate as a standalone company
...both in the Food & Beverage segment...

**Net sales**

<table>
<thead>
<tr>
<th>Year</th>
<th>SEKm</th>
<th>CAGR (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>4,922</td>
<td>16.5%</td>
</tr>
<tr>
<td>2018</td>
<td>5,399</td>
<td>9.7%</td>
</tr>
<tr>
<td>2019</td>
<td>5,895</td>
<td>9.2%</td>
</tr>
</tbody>
</table>

*Note: 1. Electrolux Professional reported financials, CAGR at local currency rates*

**EBITA**

<table>
<thead>
<tr>
<th>Year</th>
<th>SEKm</th>
<th>EBITA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>607</td>
<td>12.3%</td>
</tr>
<tr>
<td>2018</td>
<td>629</td>
<td>11.7%</td>
</tr>
<tr>
<td>2019</td>
<td>568</td>
<td>9.6%</td>
</tr>
</tbody>
</table>

*Note: 1. Electrolux Professional reported financials, CAGR at local currency rates*

- 2019 decrease in EBITA was mainly driven by lower sales and production volumes and the additional costs for the development and launch of new products.
- Acquired companies had a dilutive effect on margins.
...as well as in the Laundry segment...

**Net sales(1) | CAGR -10%**

<table>
<thead>
<tr>
<th>Year</th>
<th>SEKm</th>
<th>% Organic Growth</th>
<th>% Total Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2,801</td>
<td>6.0%</td>
<td>6.1%</td>
</tr>
<tr>
<td>2018</td>
<td>3,267</td>
<td>6.5%</td>
<td>16.6%</td>
</tr>
<tr>
<td>2019</td>
<td>3,386</td>
<td>1.0%</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

**EBITA(1) | Average margin -17%**

<table>
<thead>
<tr>
<th>Year</th>
<th>SEKm</th>
<th>% EBITA</th>
<th>% EBITA%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>502</td>
<td>17.9%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>573</td>
<td>17.6%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>507</td>
<td>15.0%</td>
<td></td>
</tr>
</tbody>
</table>

- Strong profitability at 15%, despite the lower sales volumes and increased R&D cost to launch the new products.

Note:
1. Electrolux Professional reported financials, CAGR at local currency rates.

Electrolux Professional Investor Day 2020
...and across geographies

### Net sales per geography

<table>
<thead>
<tr>
<th>Year</th>
<th>Europe</th>
<th>APAC &amp; MEA</th>
<th>Americas</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>7,723</td>
<td>1,229</td>
<td>1,467</td>
<td>9,318</td>
</tr>
<tr>
<td>2018</td>
<td>8,666</td>
<td>1,407</td>
<td>1,578</td>
<td>11,641</td>
</tr>
<tr>
<td>2019</td>
<td>9,281</td>
<td>1,603</td>
<td>1,513</td>
<td>12,407</td>
</tr>
</tbody>
</table>

### Share of net sales per geography

<table>
<thead>
<tr>
<th>Year</th>
<th>Europe</th>
<th>APAC &amp; MEA</th>
<th>Americas</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>16%</td>
<td>2%</td>
<td>11%</td>
<td>39%</td>
</tr>
<tr>
<td>2018</td>
<td>16%</td>
<td>19%</td>
<td>18%</td>
<td>53%</td>
</tr>
<tr>
<td>2019</td>
<td>17%</td>
<td>16%</td>
<td>16%</td>
<td>49%</td>
</tr>
</tbody>
</table>

CAGR: 14%
Operating working capital

SEKm

Year | Operating working capital | Operating working capital as % of net sales
--- | --- | ---
2017 | 1,141 | 13.8%
2018 | 1,459 | 16.3%
2019 | 1,640 | 17.7%

Commentary

- Business managed with limited operating working capital requirements on net sales
- Requirements grew overtime due to higher weight from acquired businesses
- In 2019 inventory weight on sales increased also due to large phase in/phase out of products
Capital expenditure level increased in 2019 due to investment in a new site in Thailand and new products.

2020 will be affected by the new site in Thailand and the acquisition of the SPM facility in Italy.

Capital expenditure expected to remain in line with historical levels as % of sales once new site in Thailand is finished.
Operating cash flow after investments\(^{(1)}\)

SEKm

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,167</td>
</tr>
<tr>
<td>2018</td>
<td>1,131</td>
</tr>
<tr>
<td>2019</td>
<td>1,138</td>
</tr>
</tbody>
</table>

Commentary

- Professional has delivered strong cash flow historically
- Even in 2019, when profitability was below average, cash flow remained strong thanks to a reduction of operating assets and liabilities

Note:
1. Cash flow defined as cash flow from operations and investments adjusted for financial items paid, taxes paid and acquisitions/divestments of operations
...with a solid balance sheet to support expansion

Starting from a solid balance sheet:

- Net Debt / EBITDA 0.8x
- A strong balance sheet to support future growth
- Well established credit lines to support the organic and M&A business expansion
- EUR 250m multicurrency revolving credit facility and SEK 600m bilateral term loan in place

### Balance sheet

<table>
<thead>
<tr>
<th></th>
<th>SEKm</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>31 December 2019</strong></td>
<td></td>
</tr>
<tr>
<td>Electrolux Professional</td>
<td></td>
</tr>
<tr>
<td>Financial Net Debt(^{(1)})</td>
<td>588</td>
</tr>
<tr>
<td>Lease Liabilities</td>
<td>243</td>
</tr>
<tr>
<td>Net Provisions for Post-Employee Benefits</td>
<td>195</td>
</tr>
<tr>
<td>Net Debt</td>
<td>1,025</td>
</tr>
<tr>
<td><strong>Net Debt/EBITDA</strong></td>
<td><strong>0.8x</strong></td>
</tr>
</tbody>
</table>

**Note:**
1. Total borrowing less liquid funds

---

Electrolux Professional Investor Day 2020
Latest performance and outlook

- Tough comparison due to large chain rollout
- Cost of separation and listing
- Efficiency program to take full effect in the second half of 2020
- Coronavirus
Medium-term financial targets to drive shareholder value

**NET SALES GROWTH:**
Organic annual growth of more than 4% over time, complemented by value accretive acquisitions

**PROFITABILITY:**
15% EBITA margin

**ASSETS EFFICIENCY:**
Operating working capital <15% of net sales

**CAPITAL STRUCTURE:**
Leverage ratio below 2.5x Net debt/EBITDA\(^{(1)}\)

**DIVIDEND POLICY:**
Pay-out ratio of c. 30% of net income for the year\(^{(2)}\)

**Note:**
1. Higher levels may be temporarily acceptable in case of acquisitions, provided a clear path to deleveraging.
2. As proposed annually by the Board of Directors at its discretion, to correspond to c. 30% of the income for the year, out of funds legally available for that purpose. The Company aims to use capital efficiently to generate as much shareholder value as possible, including potential acquisitions. The timing, declaration and amount of future dividends will depend on the Company’s financial condition, earnings, capital requirements and debt service obligations.
Further securing margin expansion

EBITA Margin

<table>
<thead>
<tr>
<th>Year</th>
<th>Standalone cost</th>
<th>Restructuring program</th>
<th>Continuous development</th>
<th>Strategic focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>c.11%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Additional standalone cost (started in 2019)
- Savings from 2019 restructuring program
- Cost reduction initiatives and operating leverage
- Volume expansion in high margins areas (chains, customer care, new products)

Program pursues opportunity from revenue down through entire P&L
Solid business with large potential

Two strong segments:
Food & Beverage and Laundry

Track record of delivering steady EBITA and cash flow

Focused plan to generate margin expansion
Summary
Alberto Zanata, President and CEO
Positioned for profitable growth in an attractive industry

- Solid financial profile with further upside
- Strong position in attractive markets
- Experienced management team to deliver on the plan
- Well positioned to meet customer needs