



STRATEGY UPDATE

Capital Markets Update

December 4th, 2025

Evacuation & safety information



Emergency exits - Main entrance and left side of auditorium - Follow staff instructions



Assembly point - Behind the office building



Safety equipment - AED and first aid kit available at reception



Agenda

14:00 – 15:00 Strategy update

Yannick Fierling, President and CEO
Michelle Shi-Verdaasdonk, CPO
Therese Friberg, CFO

15:00 – 15:30 Q&A

15:40 – 16:10 Brand zone tour

Electrolux, AEG and Frigidaire

16:15 – 17:00 Mingle and pizza tasting

Today's speakers



Yannick Fierling
President and CEO



Therese Friberg
Chief Financial Officer



Michelle Shi-Verdaasdonk
Chief Procurement Officer



Ann-Sofi Jönsson
Head of Investor Relations
& Sustainability Reporting



Maria Åkerhielm
Investor Relations
Manager



Henry Sjölin
Investor Relations
Manager

Factors affecting forward-looking statements



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, supply and production constraints, 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.

HOW TO SUCCEED

Yannick Fierling
President and CEO

We have continued to make crucial decisions, despite recent challenges



Invested to leverage global scale

- Continued investments in consolidation and modernization of manufacturing footprint
 - increased automation and common product architectures
 - enablers to drive mix improvement and cost efficiency

Sustainable consumer experience innovation

- Focus on sustainable consumer experience innovation
- Set new climate target
- Launched new resource-efficient products

Resized the organization

- Streamlined organizational structure
- 20% reduction in avg number of employees over 2023-2024

Step-up in cost reductions

- Step-up and execution on cost reduction efforts
- Cumulative cost reductions of close to SEK 11bn since end 2022

Sharpened strategic focus

- Divested non-core assets
- Focus on growth in selected mid- and premium categories under three main brands Electrolux, AEG and Frigidaire

Delivering on strategic priorities in 2025



Improve North America

- Increased market share
- Compensated for majority of U.S. tariff related cost increase, despite pressured pricing environment



Profitable growth

- Organic growth in a challenging market
- Strong market position in Latin America, improved in North America and Europe



Strengthen market position

- Several innovations launched during the year



Cost reductions & increased efficiency

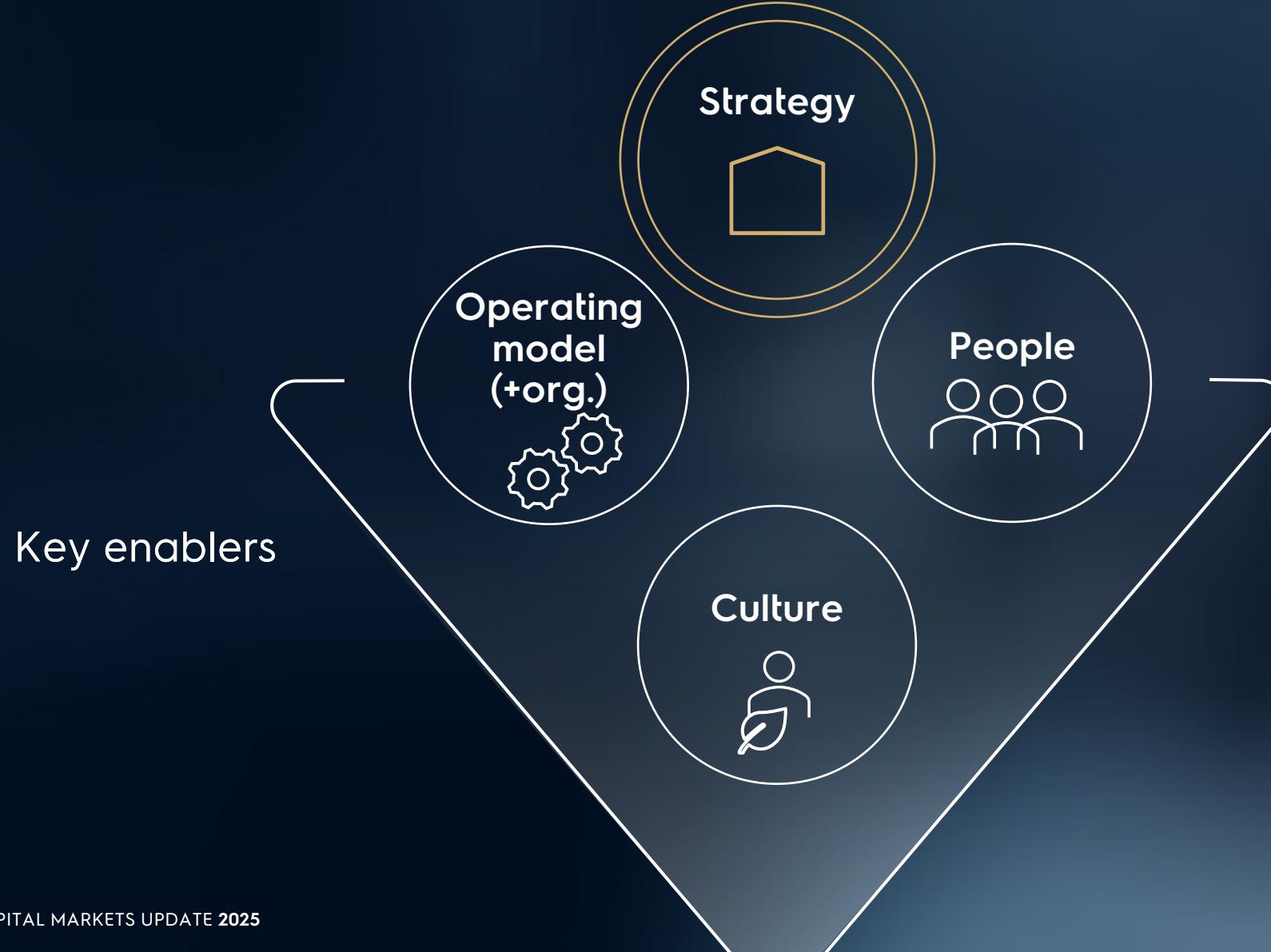
- Product-cost out and sourcing major driver for cost reductions



Agility & speed

- Leadership and organizational changes

Driving a cultural transformation



Electrolux Group vision – our guiding North star



Our vision is to be the home appliance industry leader in consumer satisfaction – delivering outstanding lifetime experiences with solutions that always get better

Main strategic drivers

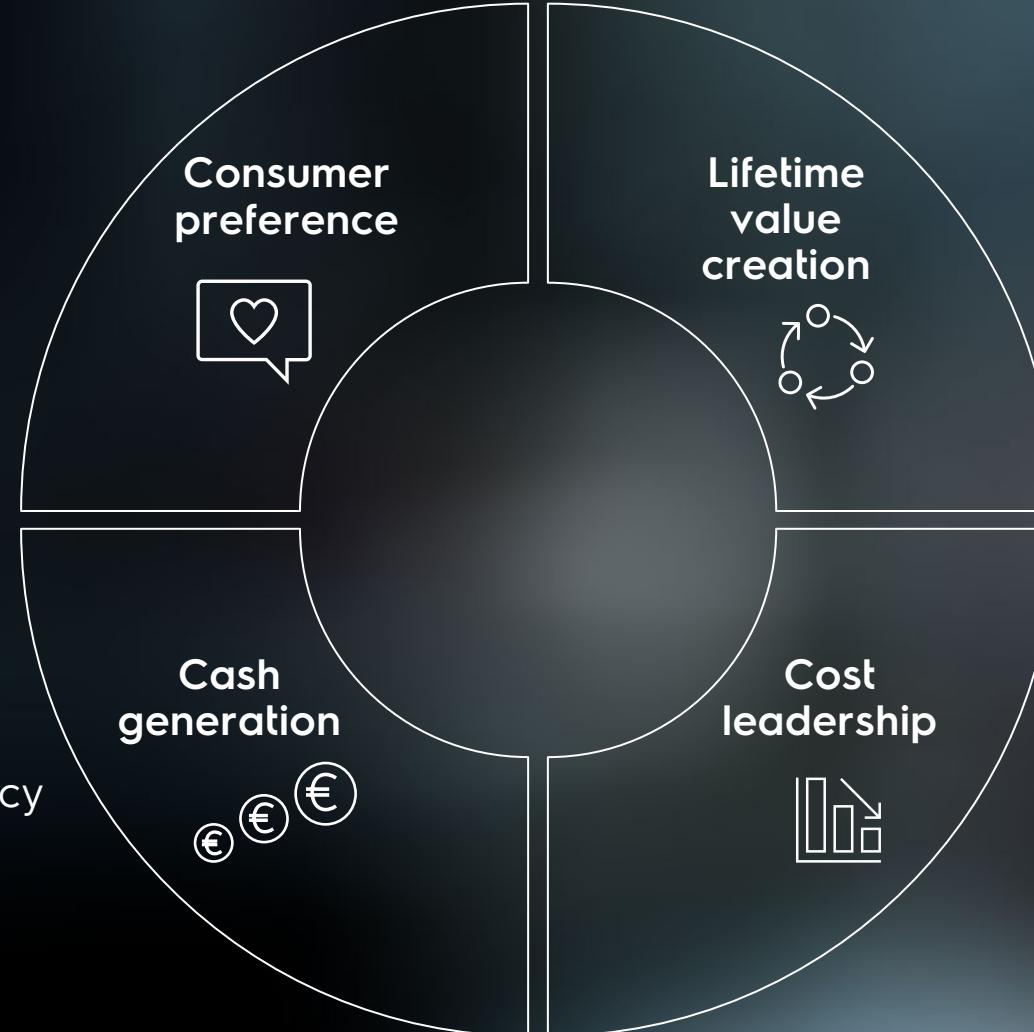


Major priorities:

- Brand strengthening
- Product leadership
- Go-to-Market and D2C

Major priorities:

- Earnings generation
- Working capital efficiency
- Capital allocation



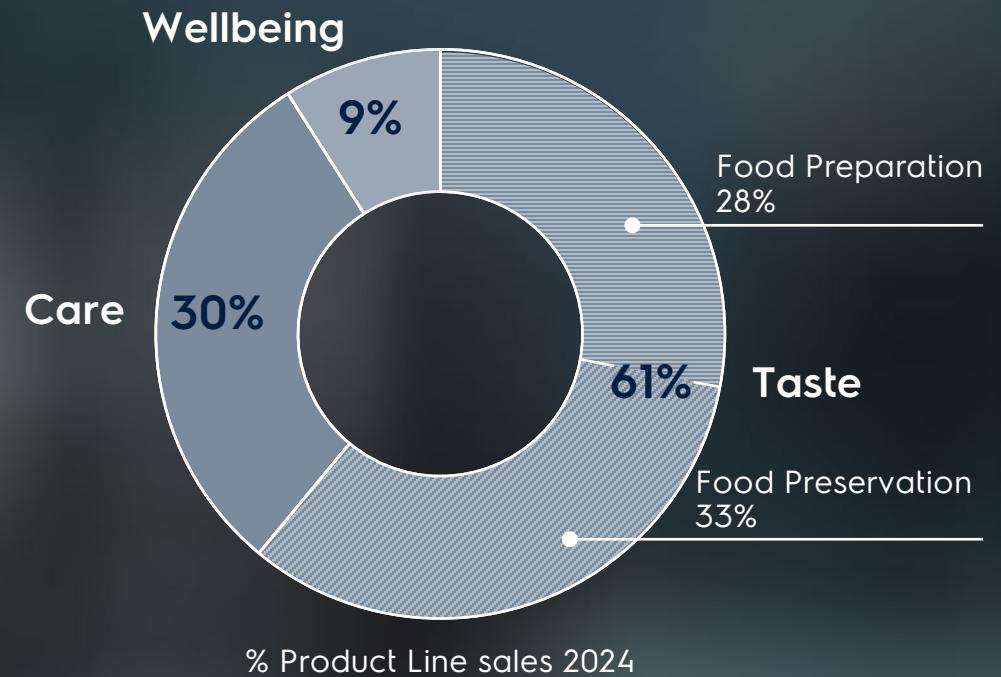
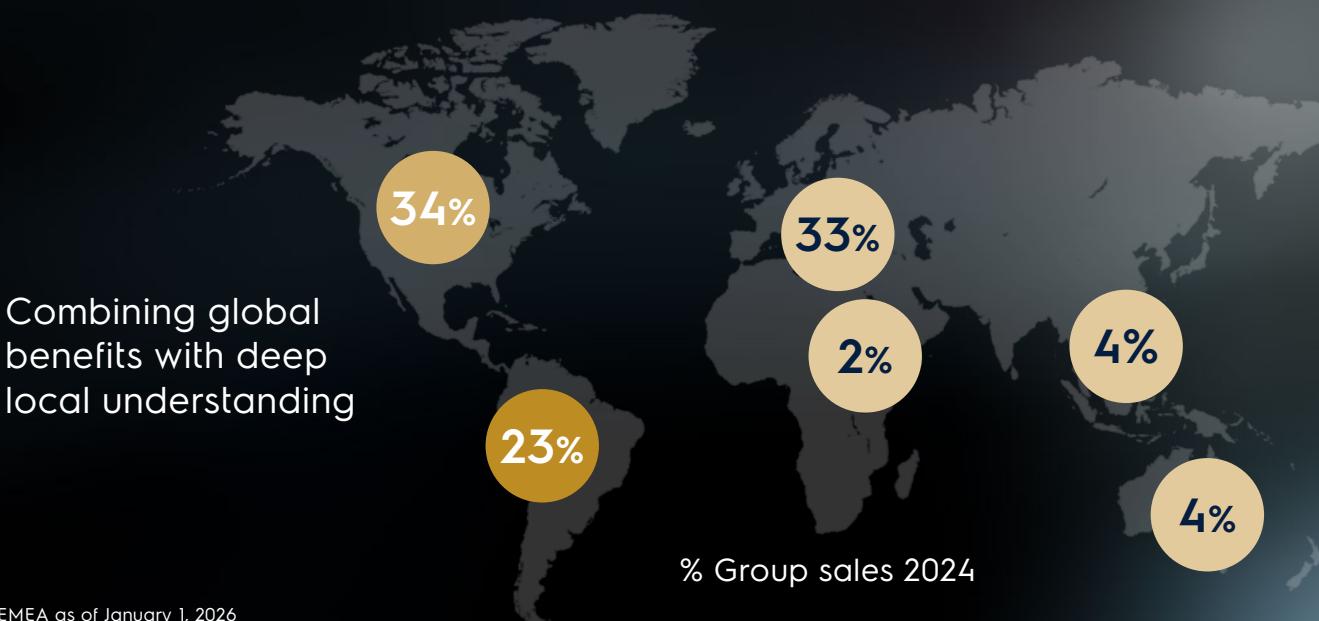
Major priorities:

- Consumer journey
- Eco-system
- Innovative lifetime solutions

Major priorities:

- Continuous product cost-out
- Optimized industrial footprint
- Lean, consumer-centric organization

Where we play – differentiated strategy to drive consumer preference with winning innovations in selected categories



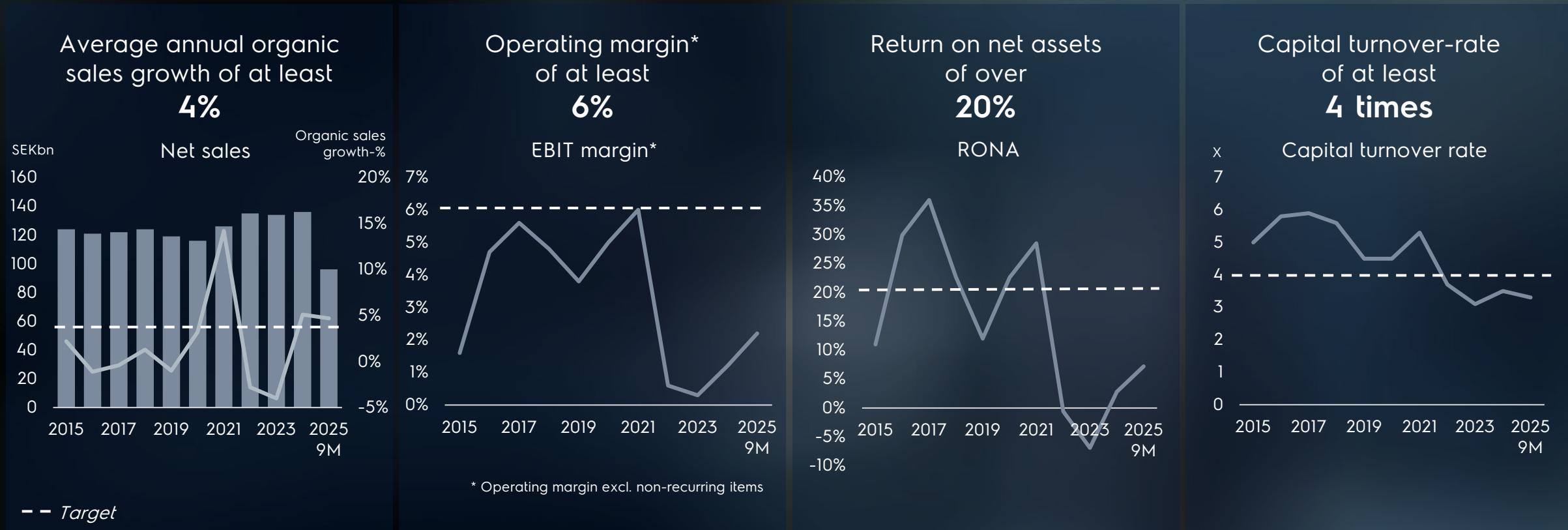
*EMEA as of January 1, 2026

**Asia-Pacific as of January 1, 2026

Financial targets reconfirmed with focus on organic sales



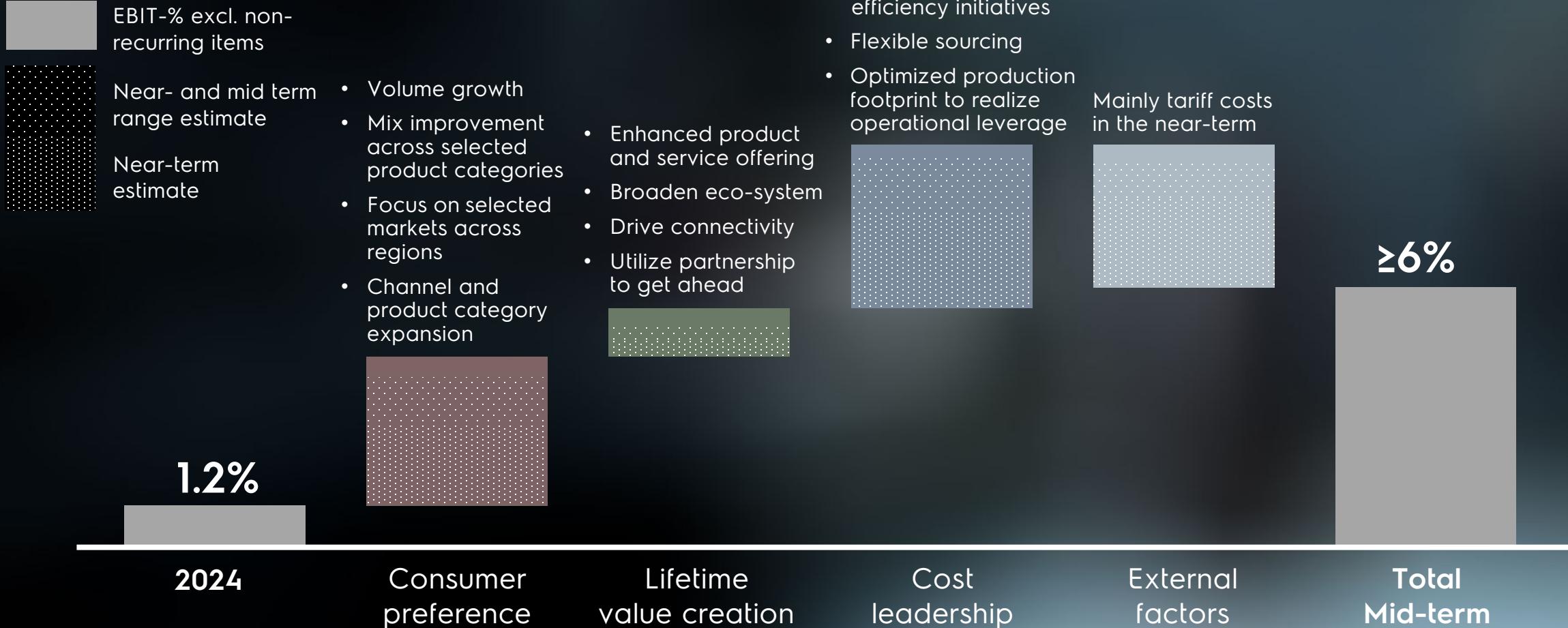
Financial targets – over a business cycle



- Strategic review in 2025 resulted in reconfirmed financial targets, with sales growth target changed to organic sales growth
- Targets are instrumental in directing and aligning our organization

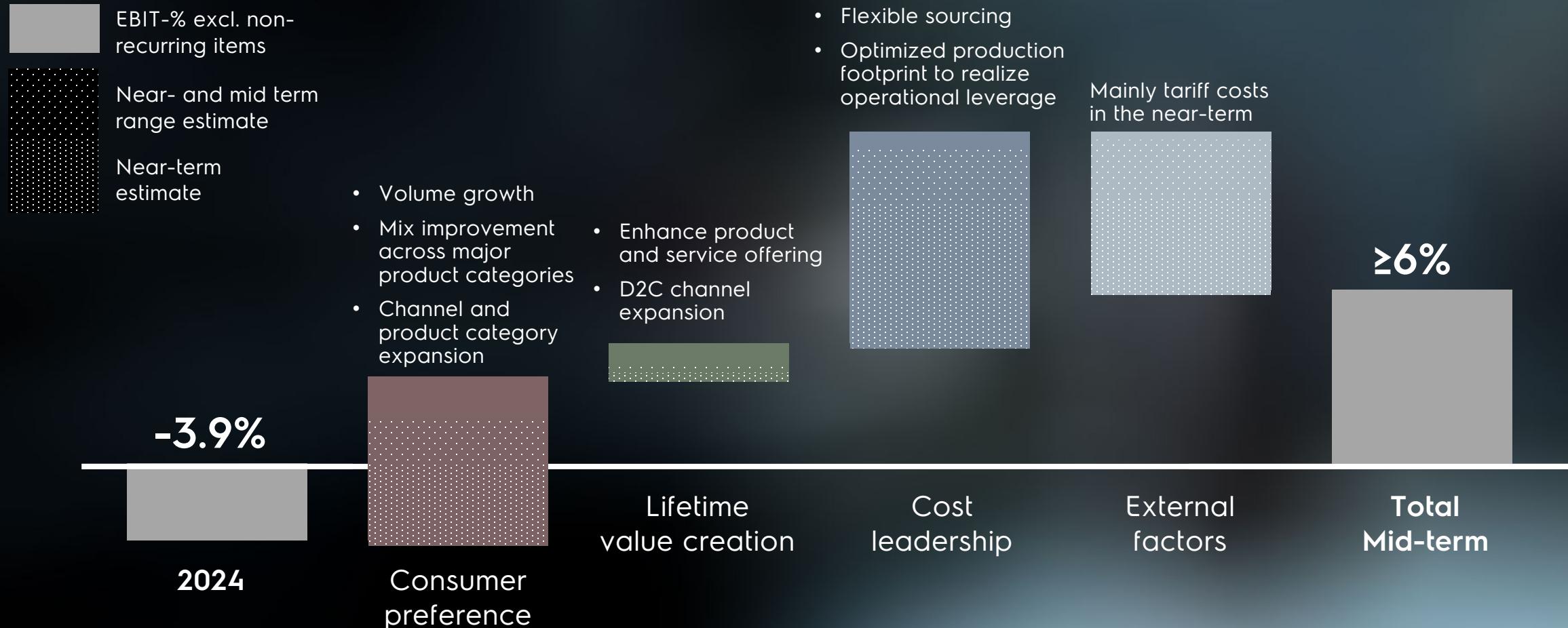


Profitable growth key for Electrolux path to reach EBIT-margin target of 6%

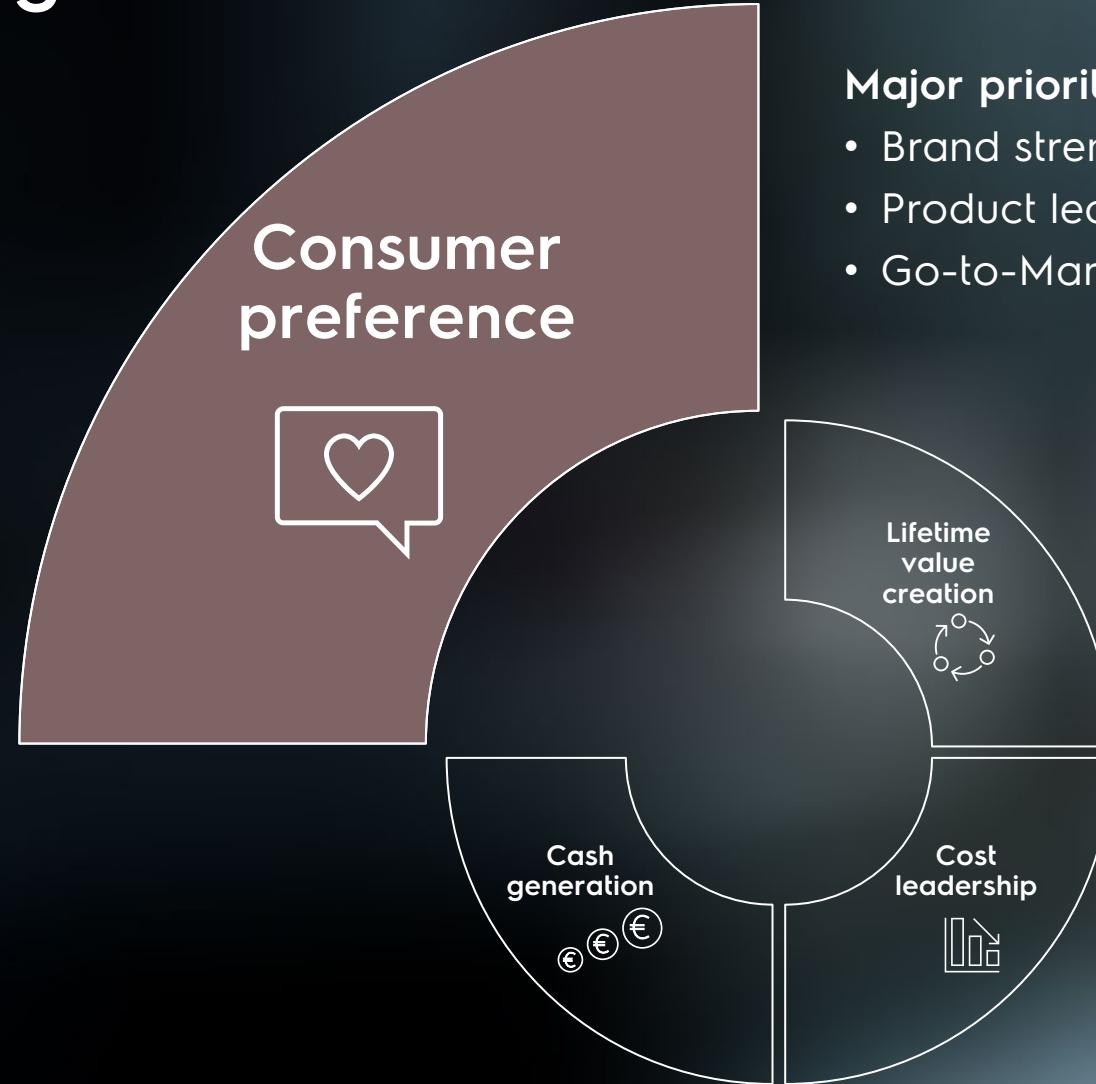




Main levers for North America to reach EBIT-margin target of 6%



Main strategic drivers



Major priorities:

- Brand strengthening
- Product leadership
- Go-to-Market and D2C

Our main brands enhanced to establish a stronger differentiated presence



Electrolux

For better living.
Designed in Sweden.



AEG

CHALLENGE
THE EXPECTED



FRIGIDAIRE

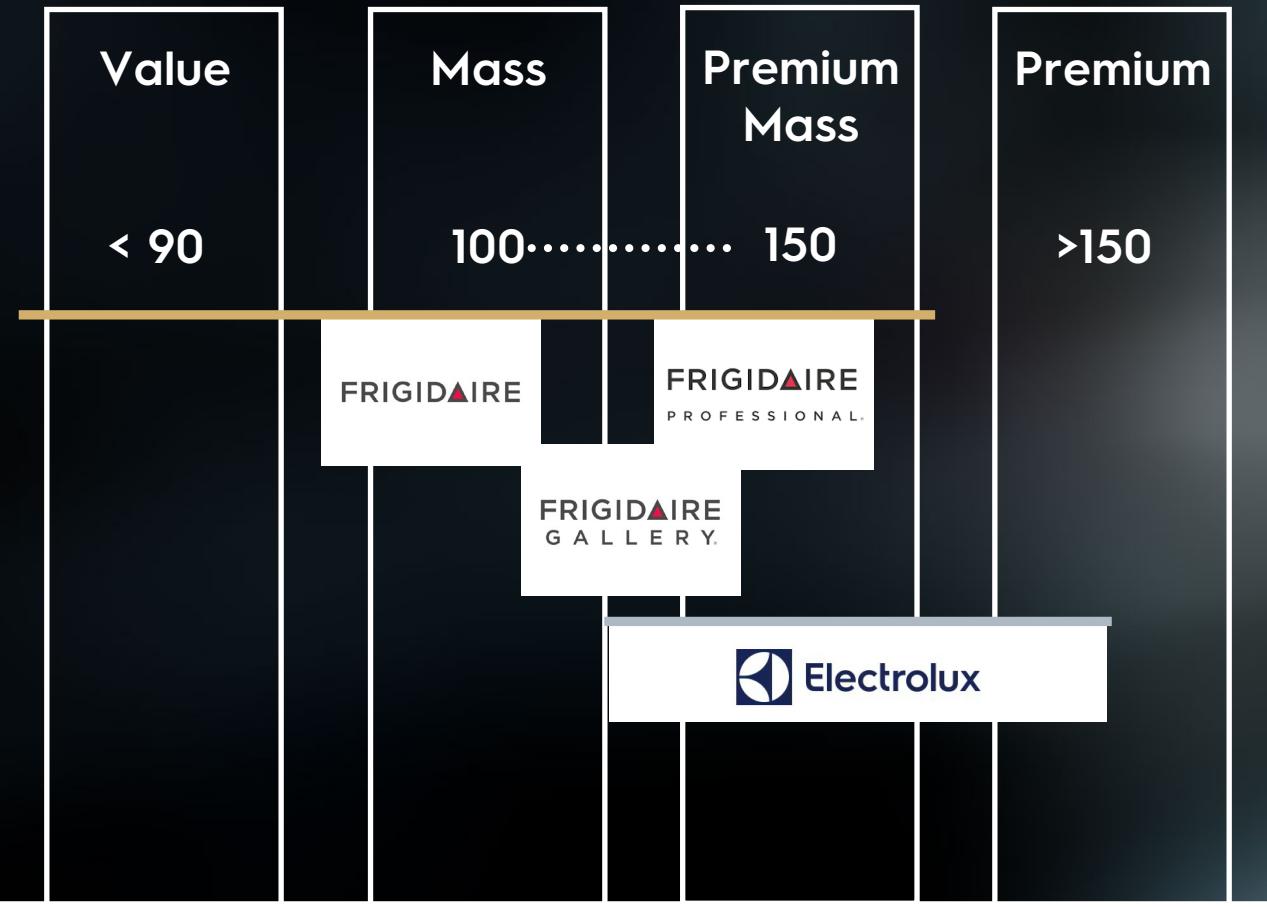
DAIRE TO
EXPECT MORE



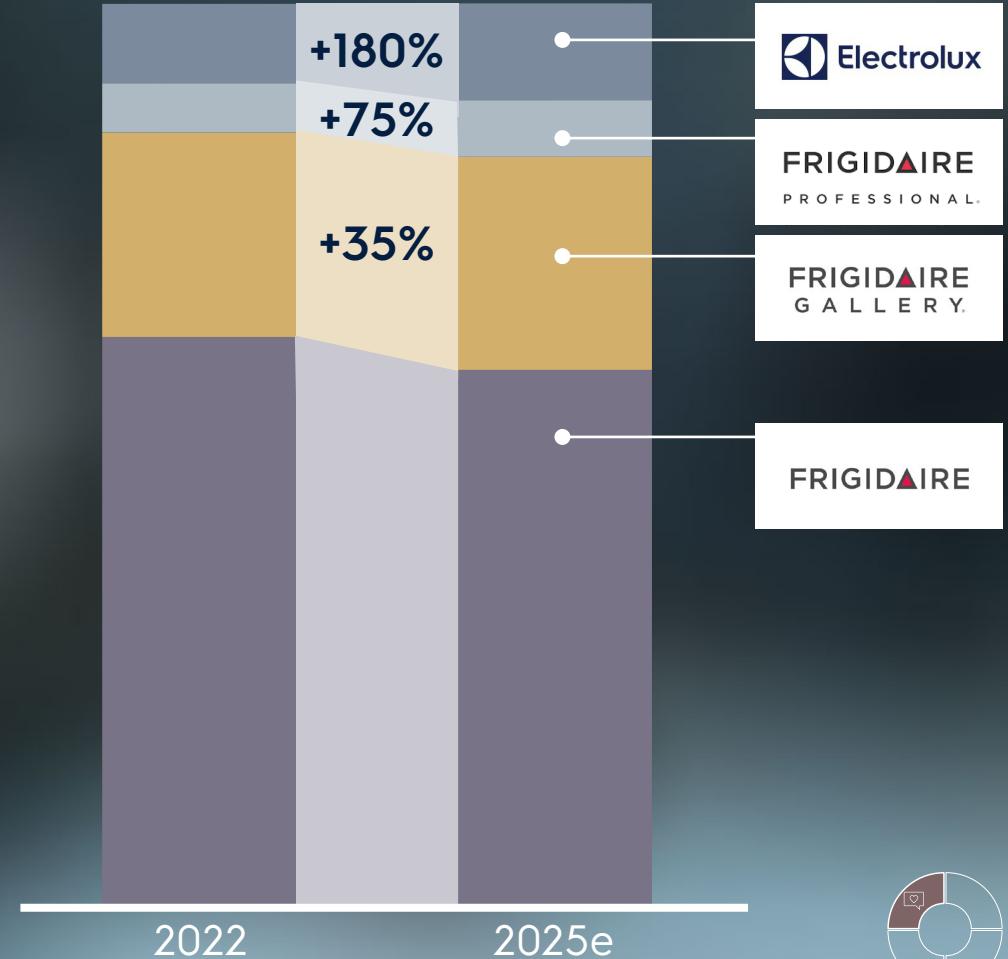
North America - leveraging brand mix to drive price premiumization



Price Index



Sales breakdown



Note: Sales breakdown per brand.
+X% denotes price index above Frigidaire brand



North America - product portfolio mixing to higher priced categories in all product lines



Note: Bar charts show breakdown of sales. +X% Denotes price index above base category for product line



Our achievements and recognitions



North America

Electrolux took home two illustrious awards, marking the first time in history that one supplier has won Partner of the Year and been named an Innovation Awards Finalist!



Customer



Latin America

Electrolux ranks among the top 15 preferred brands in Brazil among Gen Z consumers classifying brands that unite innovation and reliability

Most admired brands

Europe, Asia-Pacific, Middle East and Africa

AEG set a remarkable new industry benchmark with seven Stiftung Warentest (StiWa) wins in just 24 months**



Industry benchmark



#1 in reliability and quality

Our products landed in top spots in the latest evaluation of durability, reliability and repairability by major European electrical retailer



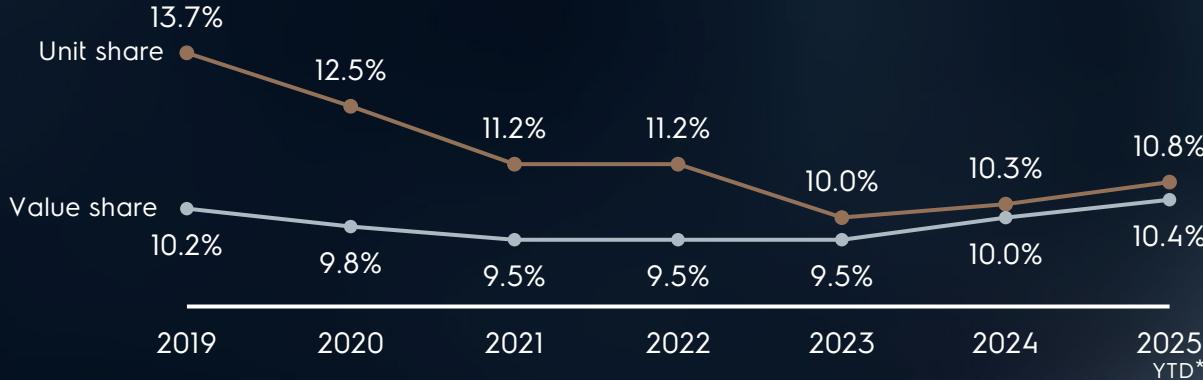
*Ranked highest in customer ratings at The Home Depot based on internal data from 8/1/24-2/1/25. Source: homedepot.com PIP ratings

**The following AEG products won Stiftung Warentest (StiWa) awards in the categories for Washing machines and Tumble dryers between 2023 and 2025: LTR7A70260 (11/2024), L6FBG51470 (11/2023), TR9T75680 (09/2024), TROM75680 (09/2025), TR8T75789 (09/2025), TR8T70680 (09/2023) and LOWEF80690 (11/2023)

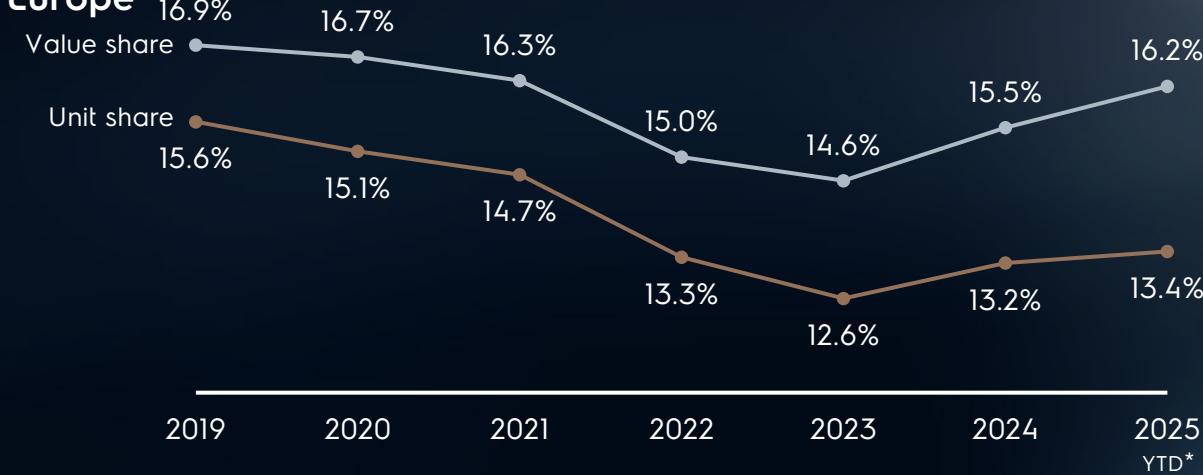
Recent momentum visible in market share trajectory



U.S.



Europe



Main drivers for market share gain:

- New product launches in Food Preparation, Food Preservation and Fabric Care strongly contributed to market share gain (71% of revenue growth since 2023 driven by new products)
- Added shop floor space and increased flooring assortment at major customers
- Growth in contract sales channel, new customers added
- Organic growth in D2C channel

Main drivers for market share gain:

- Focused on selected markets with strong footholds
- New, award winning product launches in recent quarters strongly contributed to market share gain (95% of revenue growth in last 2 years driven by new products)
- Strengthened retail channel, with strong position in Kitchen Retail channel

*As per end of September 2025. Source: Electrolux Group estimates



Energy efficiency increasingly important for consumers



2030 Science Based targets

42%*

Scope 1 and 2

*R12 Sept, 2025 reduction
vs 2021

31%*

Scope 3

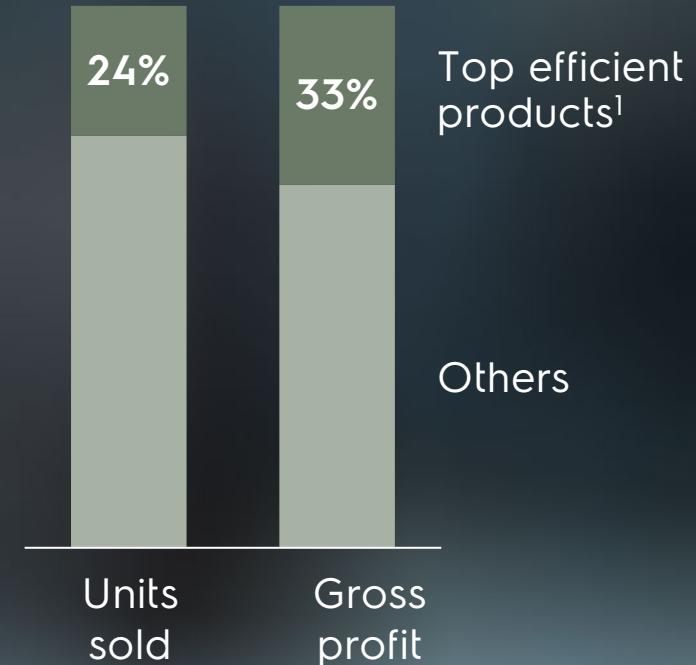
*R12 Sept, 2025 reduction
vs 2021

2030 target
85%

2030 target
42%



Our sustainable products are
more profitable (FY 2024)



1. The most resource-efficient Electrolux major
appliance in main markets.

R12 = Rolling 12 months



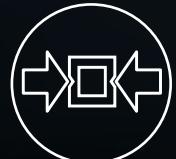
Go-to-market strategy with increased focus on D2C



Key market trends



Retail shift from offline to online



Competitive pressure with challenging pricing environment



Consumers increasingly interact and transact directly with brands



AI-powered personalization

Electrolux focus

Online path-to-purchase excellence leveraging D2C ecommerce channels

Strong product range for retail channels as well as D2C, attaching profitable aftermarket offering

Connectivity and strengthened consumer journey. Retail Partner programs offering premier services and support

Pre-, at & post-purchase consumer service experience and efficiency driver

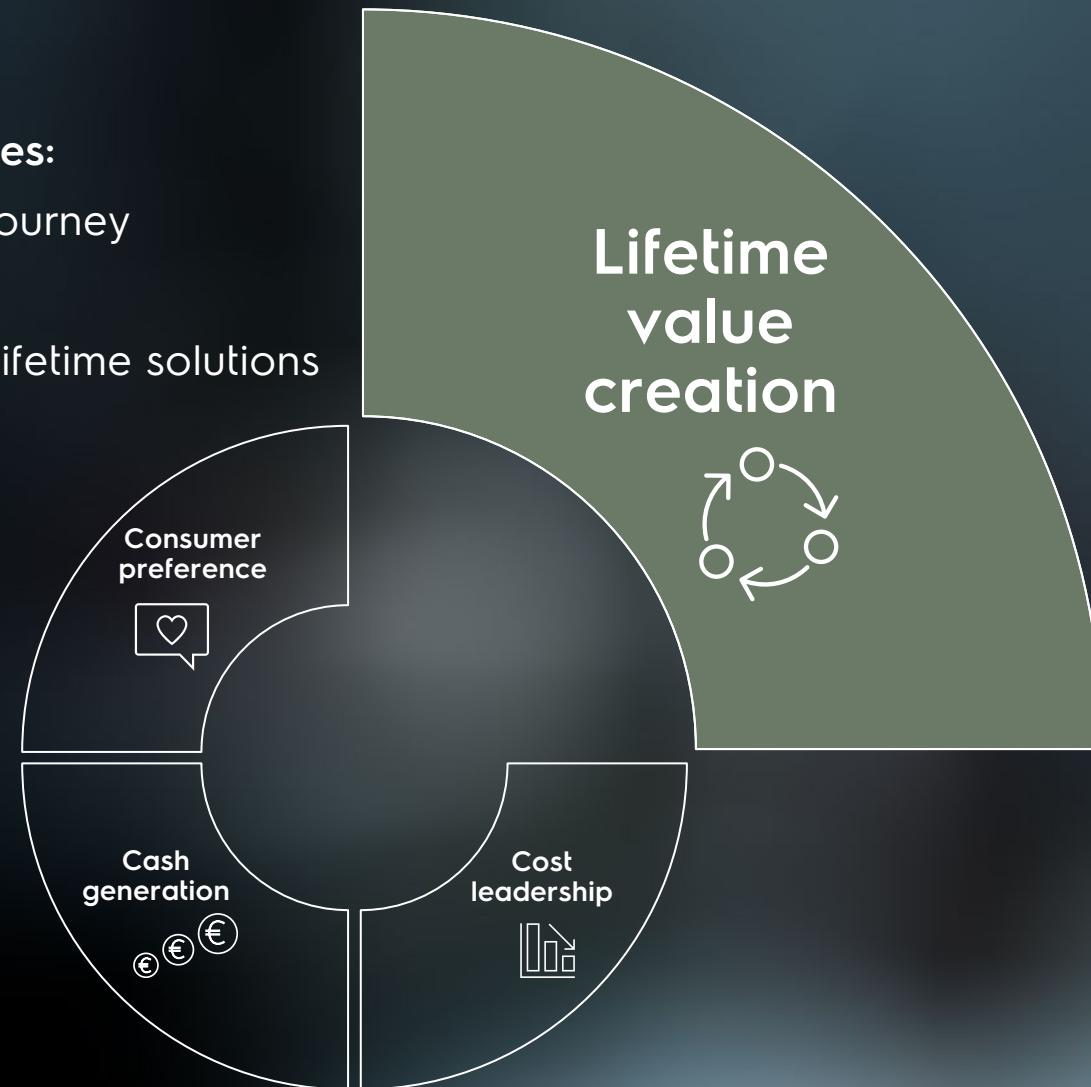


Main strategic drivers



Major priorities:

- Consumer journey
- Eco-system
- Innovative lifetime solutions



Cornerstones enabling lifetime value creation



Consumer journey

Proactive support

Personalized support every step of ownership

Personalized engagement

Pre-, during, post-purchase through e.g. tailored tips, in-app sales and evolving features

Consistent experience

Digital and Physical touchpoints

Eco-system focus areas

Beyond purchase

Value that lasts and evolves for enduring relationships

Holistic offer

Appliances, Consumables, Accessories and Services

Personalized living

Through easier, personalized and sustainable choices

Innovative lifetime solutions

Smarter experiences

AI enabled experiences, e.g. recipe optimisation & visual recognition

Predictive solutions

Prevent issues, optimize resources

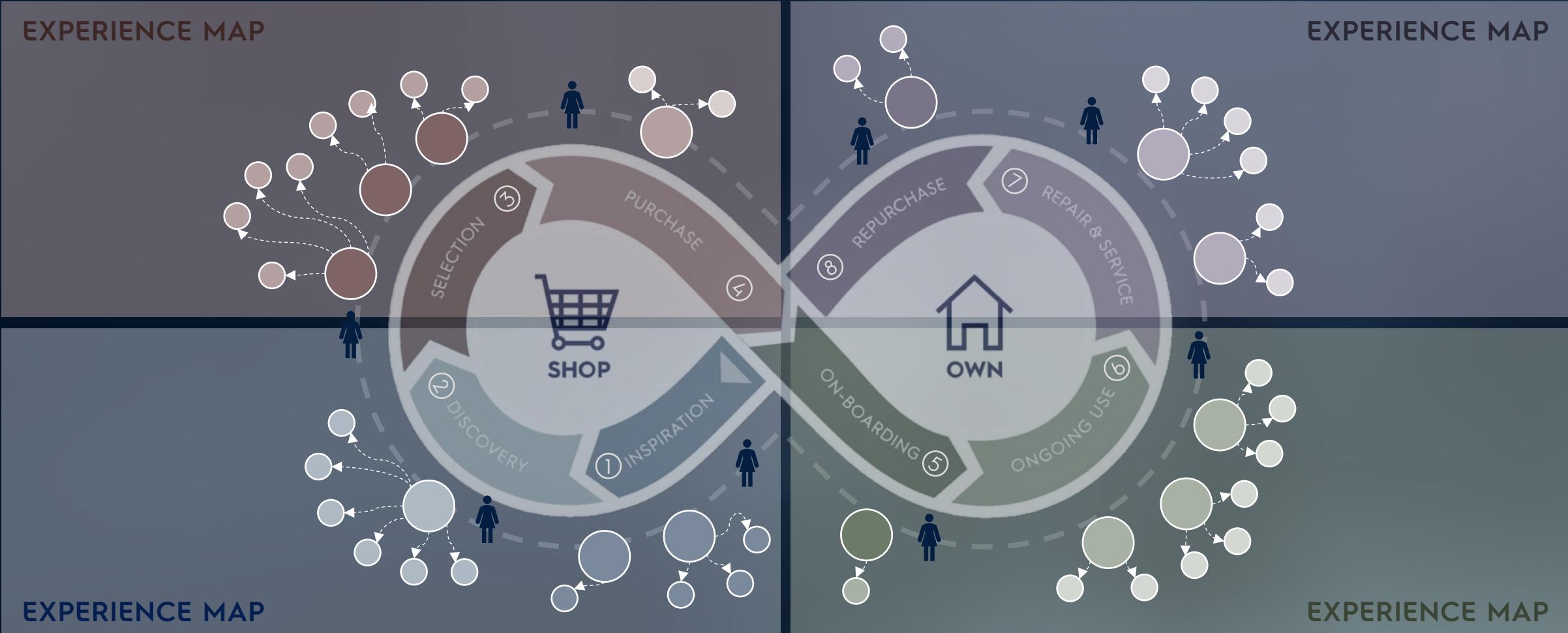
Continuous evolution

Features that deliver benefits that adapt to user needs

With the overall goal to drive Engagement, Loyalty and Monetization



Defining and prioritizing Consumer journey experiences



Cornerstones enabling lifetime value creation



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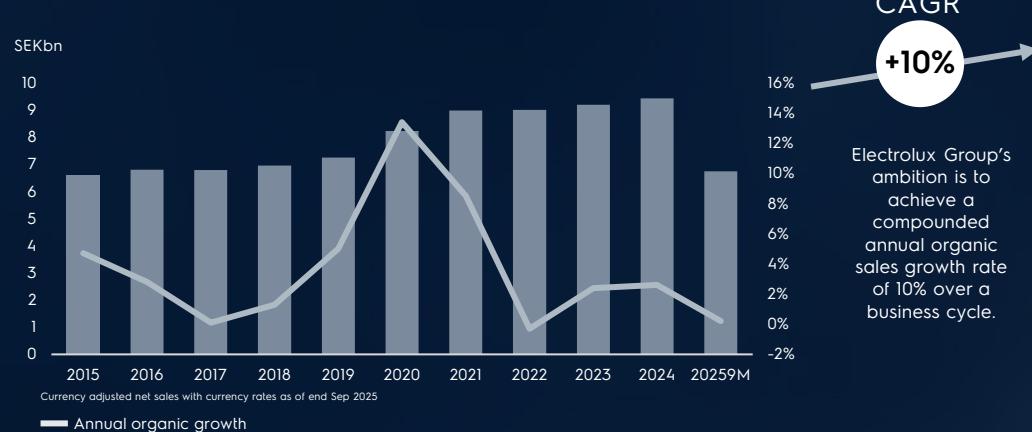
With the overall goal to drive Engagement, Loyalty and Monetization



Lifetime value creation growth ambition



Ambition to grow lifetime value creation



Lifetime value creation will expand into new areas



Note: Figures for each category show % of total Group aftermarket net sales for the full year 2024, amounting to SEK 9.9bn.

*Installation and Service = Out-of-warranty repairs

AB ELECTROLUX CAPITAL MARKETS UPDATE 2025

Additional levers for lifetime value creation

MONETIZE

Higher recurrent revenues from users, new business models including subscriptions, partnerships when needed to get ahead

ENGAGE

AI-powered personalization – delivering tailored experiences that drive relevance, engagement, and stickiness

REACH

Significant growth in connected appliances, product registrations and monthly active users, expanding lifetime consumer reach



Cornerstones enabling lifetime value creation



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Personalized support every step of ownership

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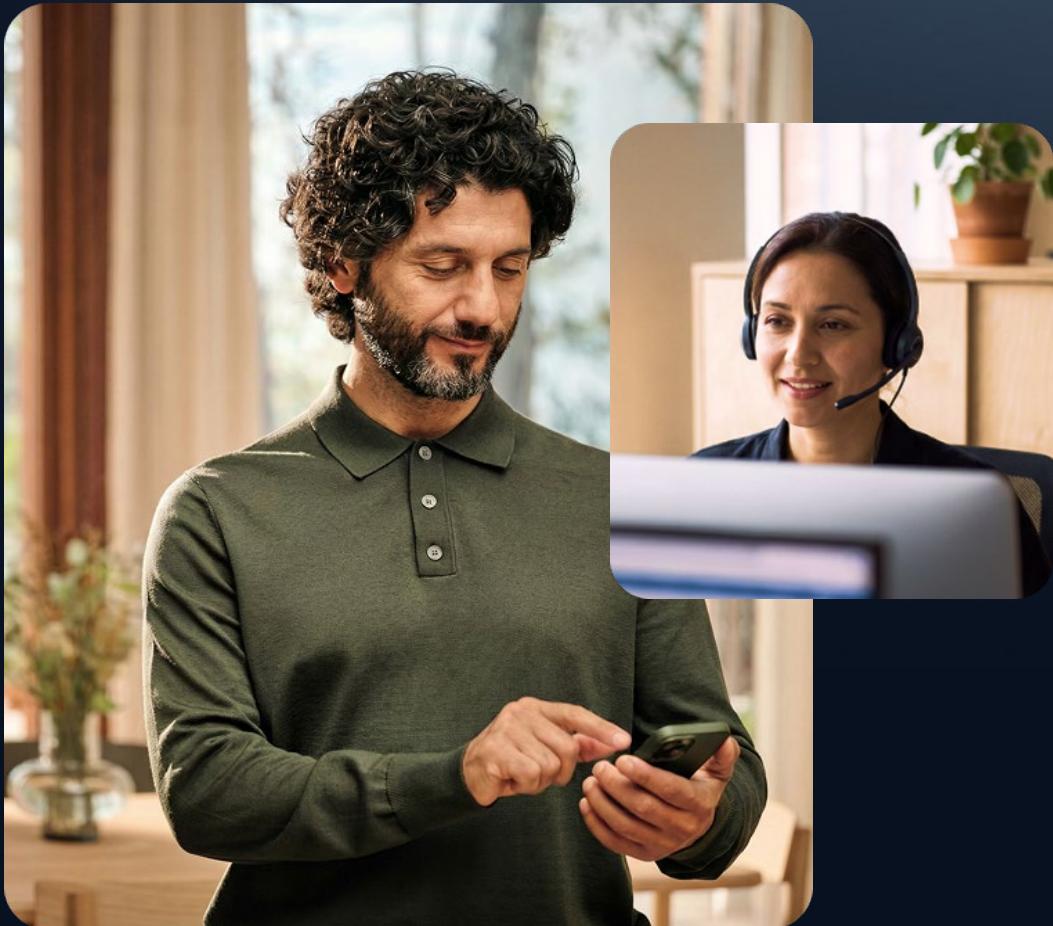
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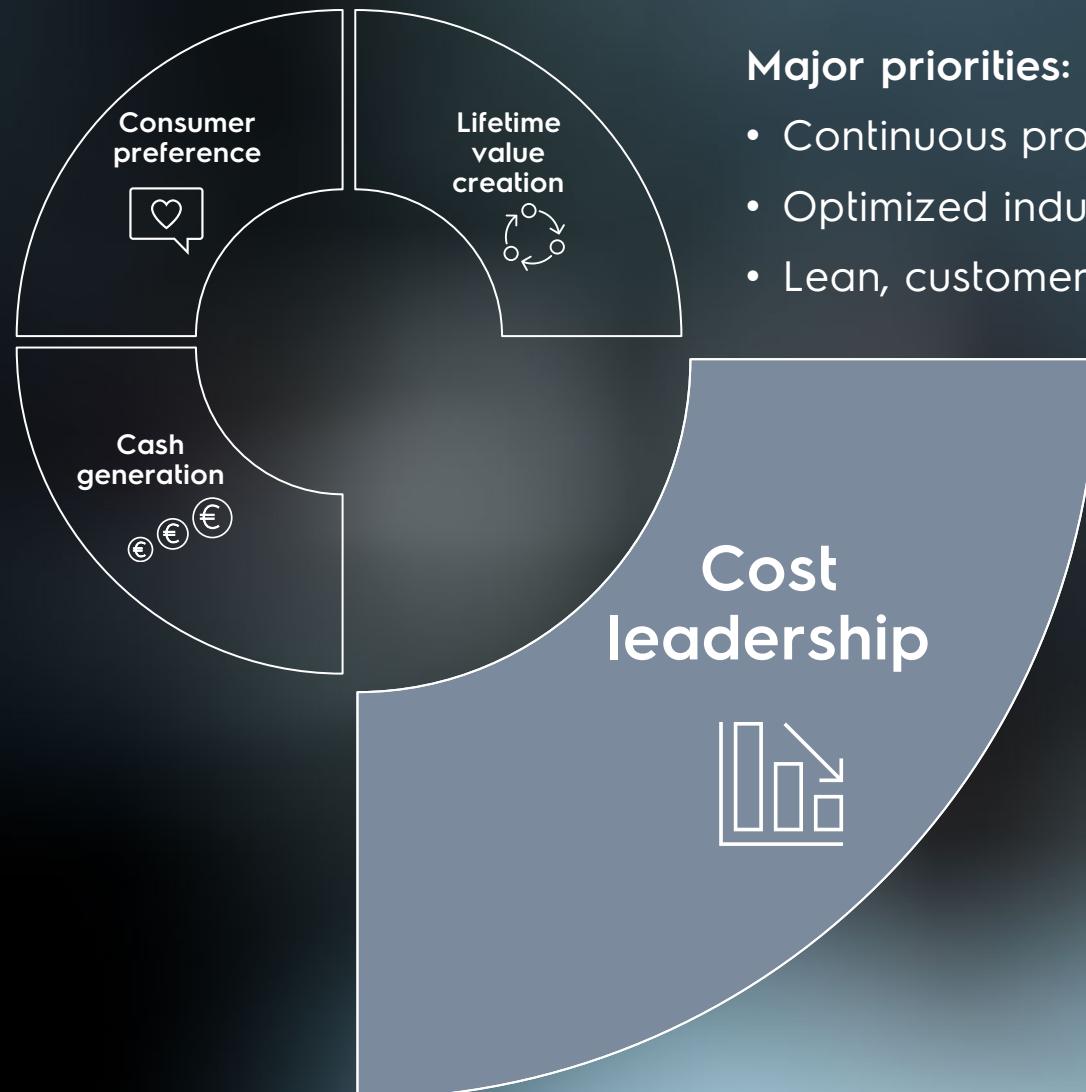
With the overall goal to drive Engagement, Loyalty and Monetization



Remote Diagnostics



Main strategic drivers



Major priorities:

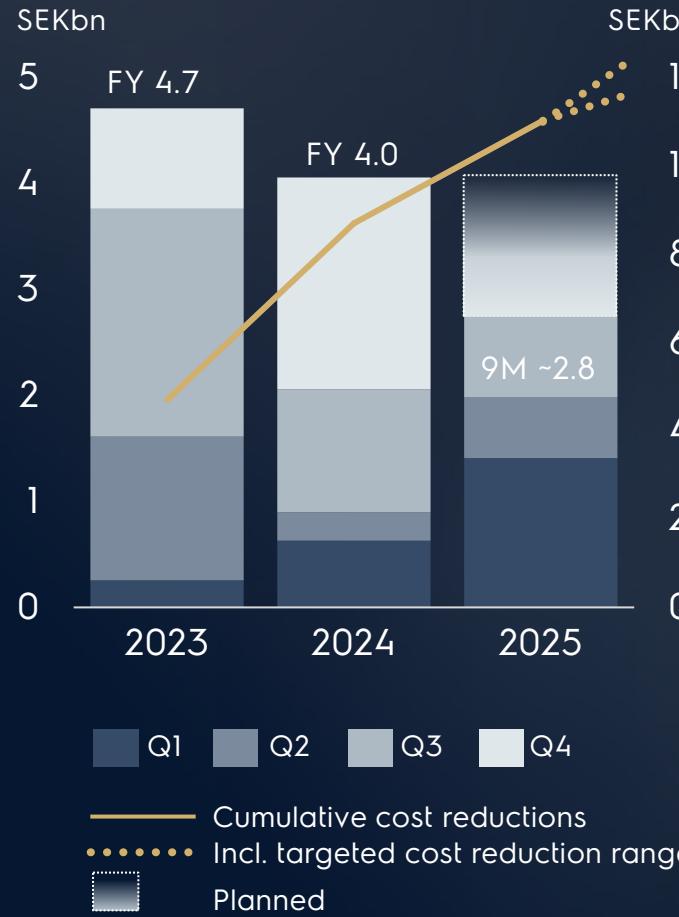
- Continuous product cost-out
- Optimized industrial footprint
- Lean, customer-centric organization

Significant cost savings in recent years



SEK ~11bn EBIT contribution from cost efficiency since end of 2022 with avg number of employees reduced by ~12,000

Acceleration of cost reductions on improving base



2023 Headcount reductions (mainly blue-collar) through streamlined factory organizational setup

In addition:

- Reduced premium freight & spot buy of components
- Negotiated new logistics rates
- Improved product line efficiency

2024 Headcount reductions from new simplified organization

In addition:

- Product-cost reductions
- Increased sourcing from best-cost countries
- Continued consolidation of supplier base and number of components

2025 (9M) Acceleration of product cost reductions and Increased material sourcing from best-cost country

In addition:

- Step-up cost engineering initiatives, e.g. material and component reviews on existing products
- Increased operational efficiency, mainly in North America

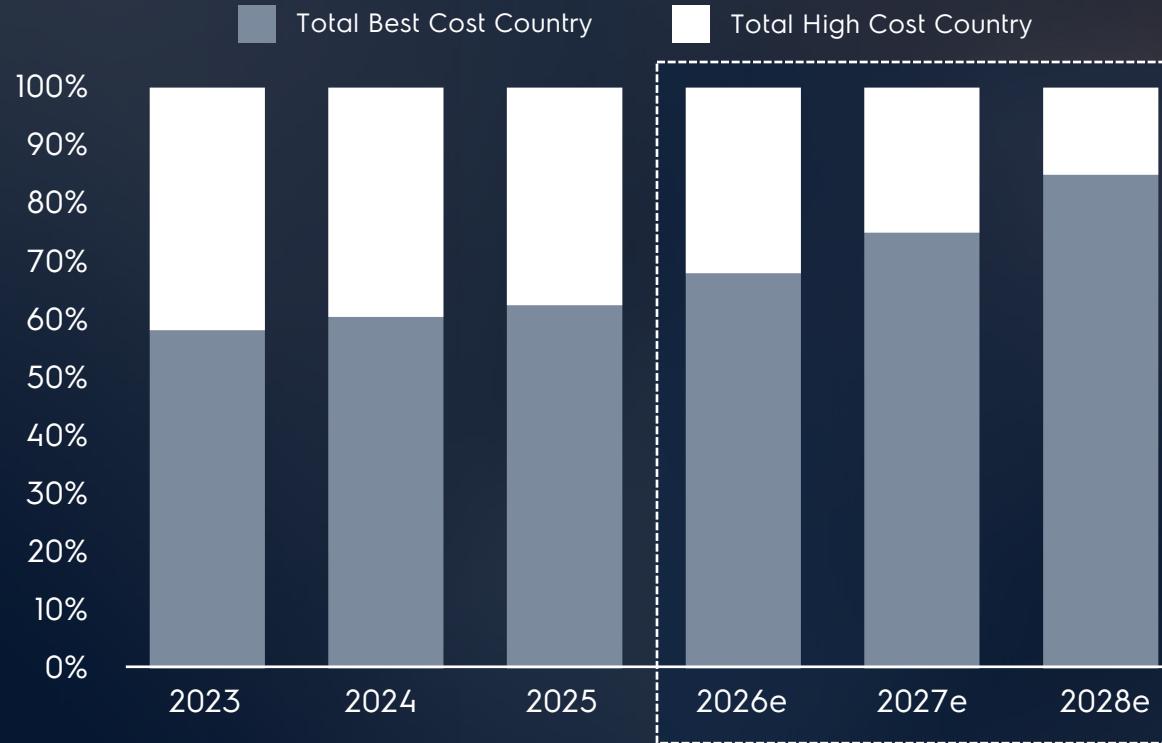
Targeted cost reductions of SEK 3.5-4bn for FY 2025





Michelle Shi-Verdaasdonk
Chief Procurement Officer

Procurement acceleration of Best Cost Country and Multi Sourcing strategy



- Ambition to strengthen supply chain resilience, through:
 - Acceleration of Best Cost Country sourcing to leverage cost efficient supplier eco-system,
 - whilst increase multi-sourcing coverage to deliver repeatable savings year-on-year



Driving innovation via collaborative supplier relationships



SaphirMatt

7% of volume and **15%** of revenue in built-in hobs in Europe, contributing to increased value market share with maintained cost efficiency





Journey of Cost Excellence Culture

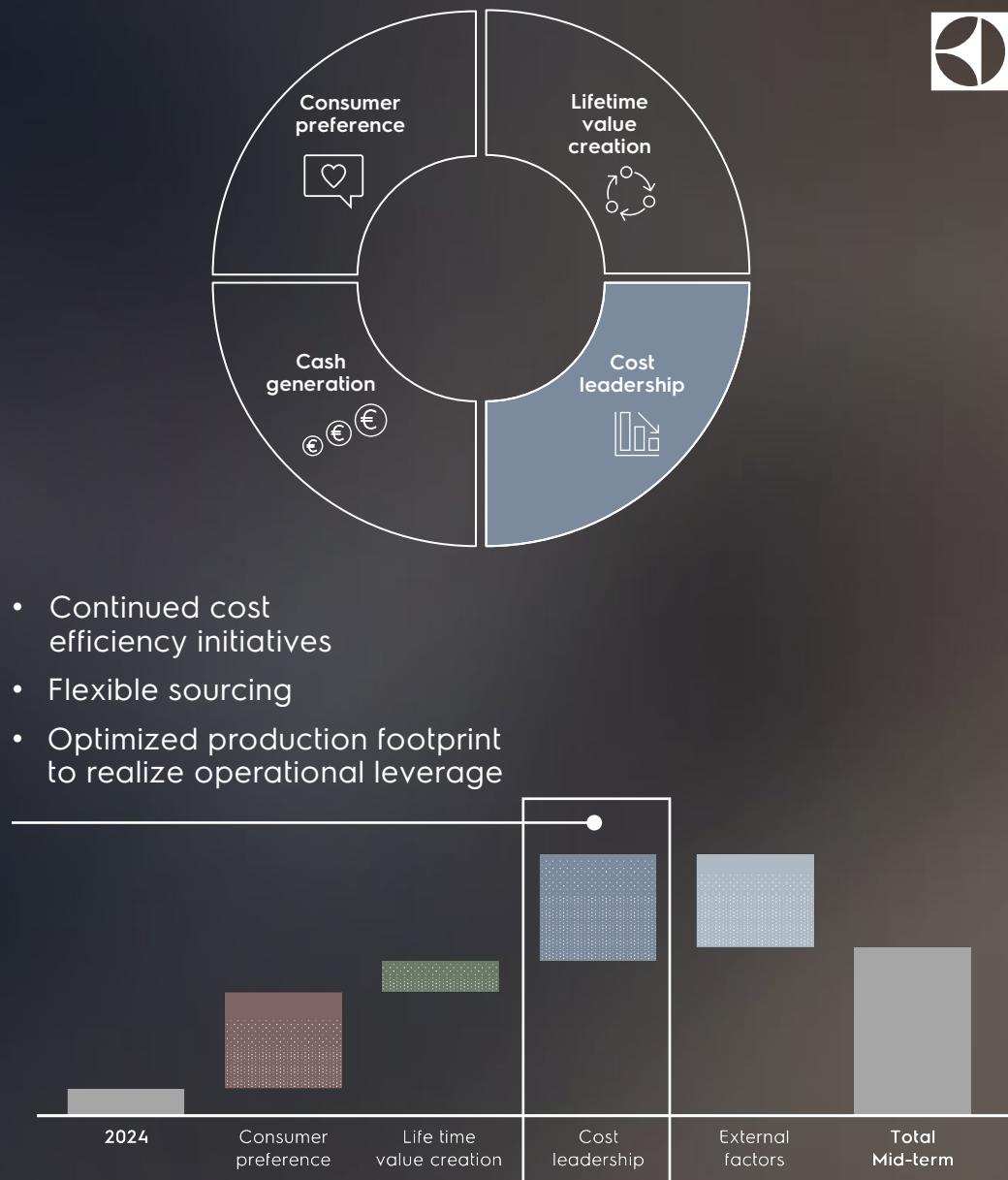


Cost leadership



Major priorities:

- **Continuous product cost-out**
 - Cost excellence culture
 - Sourcing strategy
- **Optimized industrial footprint**
 - Operational leverage from profitable growth
- **Lean, customer-centric organization**
 - Lean organization
 - Cultural transformation





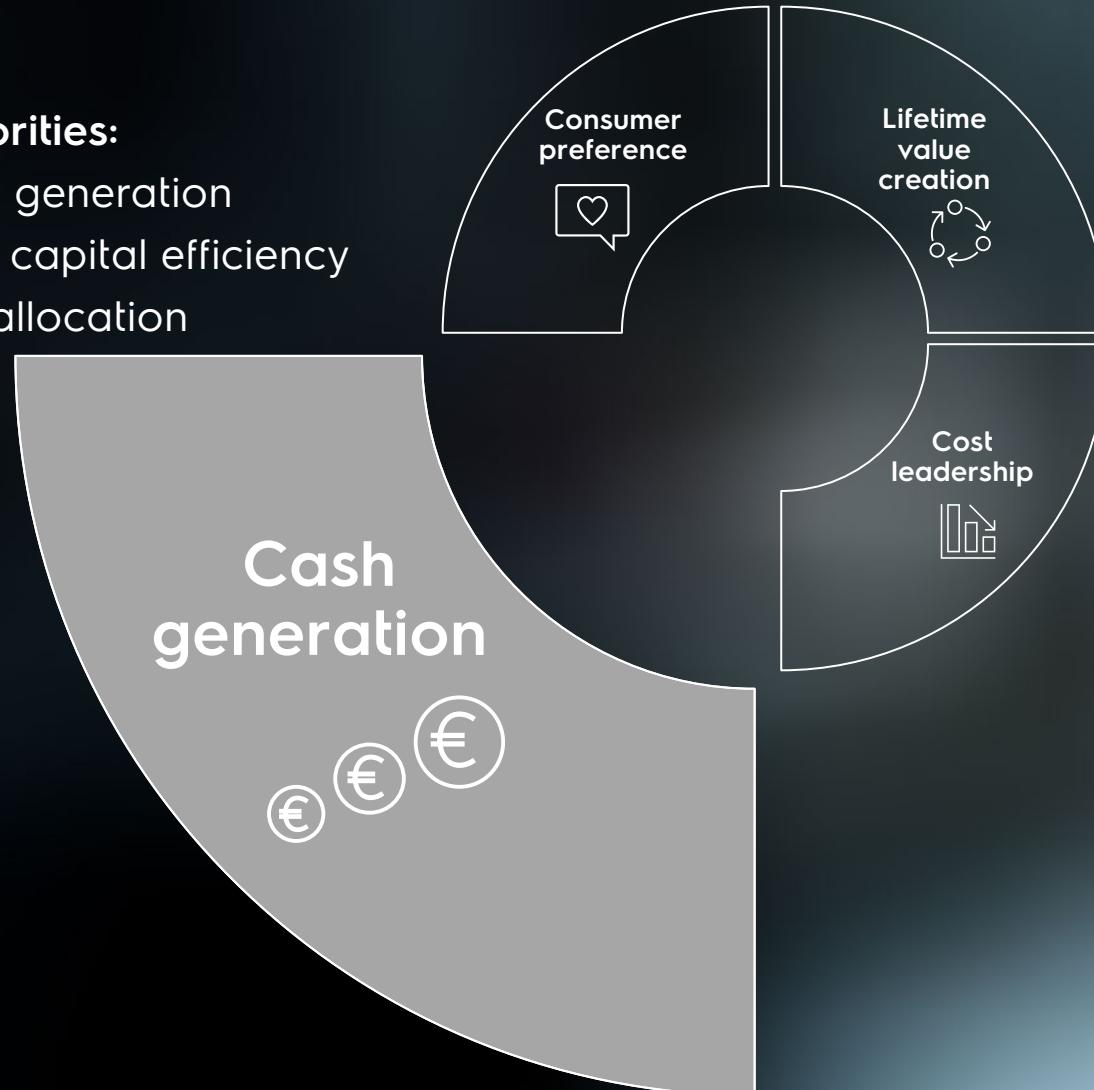
Therese Friberg
Chief Financial Officer

Main strategic drivers



Major priorities:

- Earnings generation
- Working capital efficiency
- Capital allocation



De-risking balance sheet in recent years



- U.S. pension plan termination in 2022
 - Pension obligations transferred to third party
 - Reduction of pension liabilities and assets of SEK 6bn YE2022
- Divestment of Group's potential legacy asbestos exposure in the U.S. in 2024
 - December 2024, Electrolux divested all potential legacy asbestos exposure in the U.S., sold three wholly owned subsidiaries, which held these liabilities and related insurance assets.

Capital turnover-rate
of at least
4 times

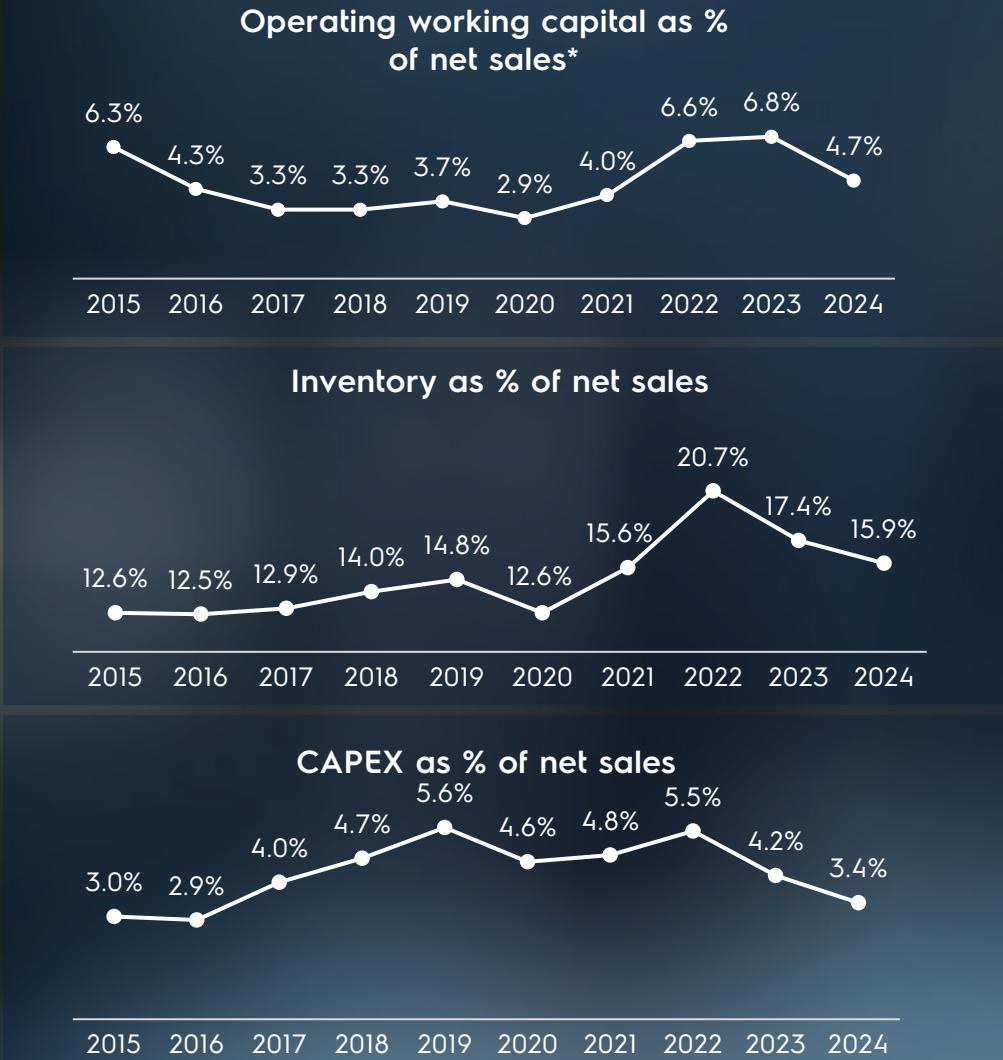


Constant focus to improve cash generation



To support our ability to turn profit into cash flow:

- Constant focus on optimizing working capital
 - Ongoing and planned initiatives to enhance execution capabilities
 - Clear working capital accountability close to the markets
 - Data-driven collaborative planning; differentiated forecasting approach; creating agility and flexibility in demand sensing and supply response
- World class effectiveness in capital expenditure
 - Capex approx. SEK 3.5-4bn FY 2025
 - Improved sourcing of tooling and equipment



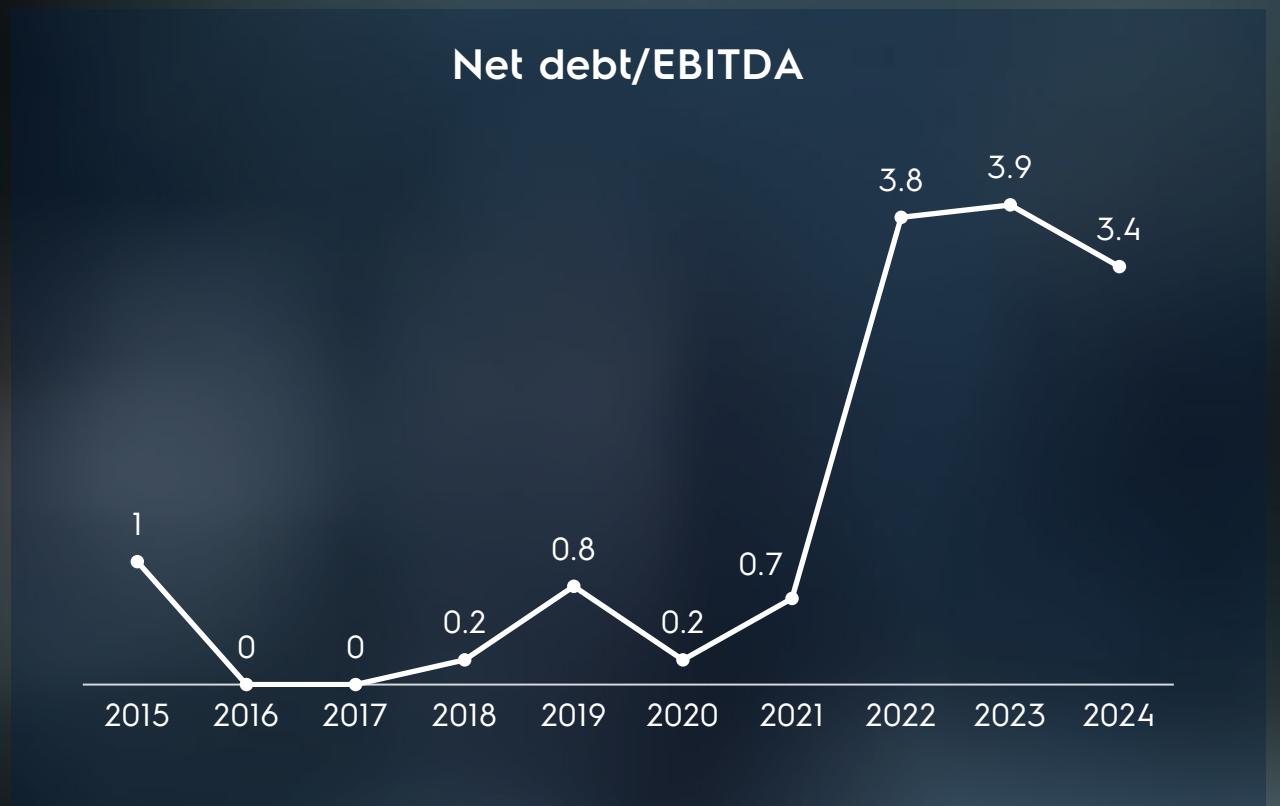
*Annualized net sales, calculated at end of period exchange rates



Investment priorities support strengthening of balance sheet



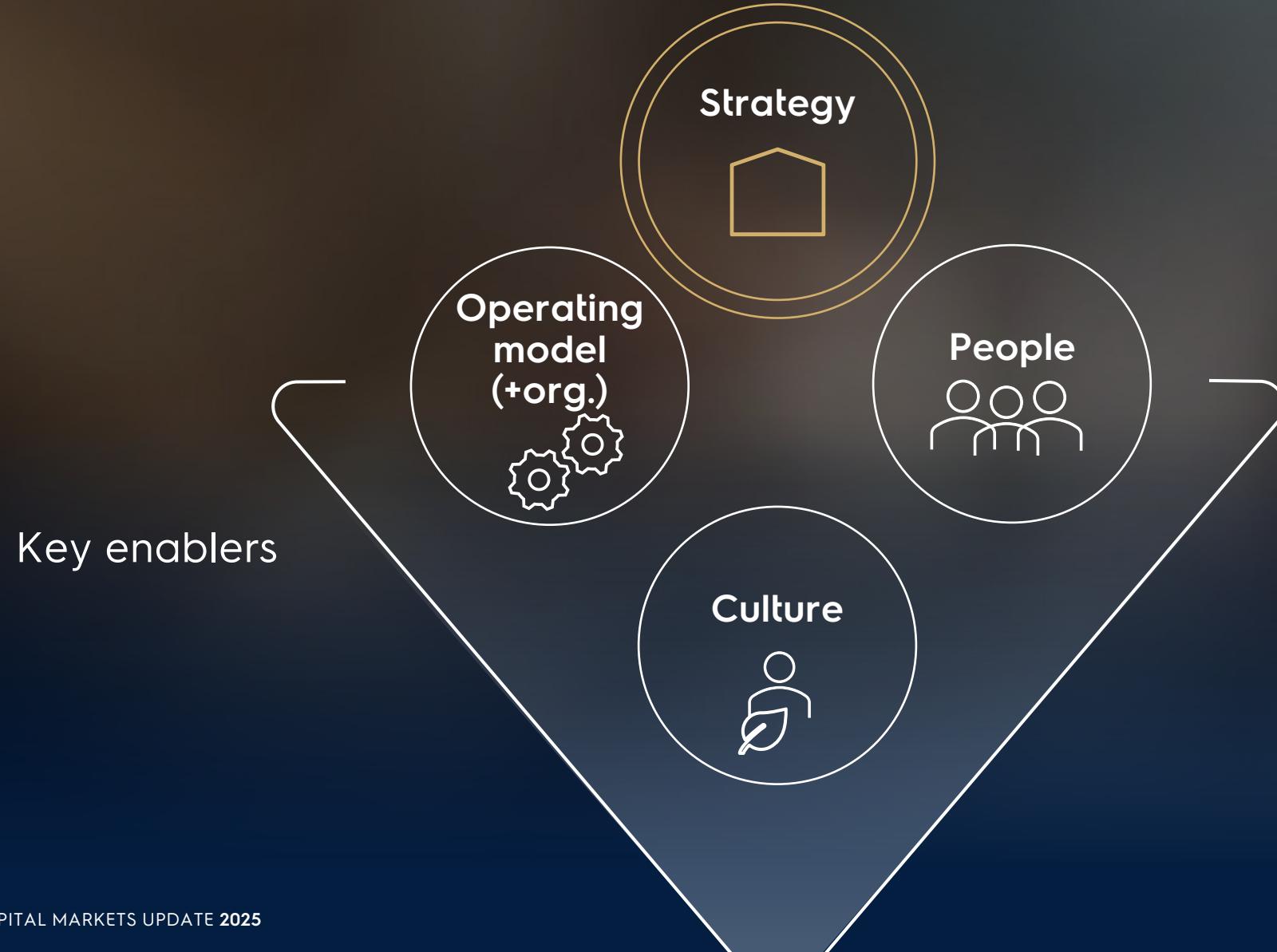
- Aim at to strengthen balance sheet and be at solid investment grade
 - Over time net debt/EBITDA should not exceed 2x
- Investment priorities
 - Capex for innovation and cost efficiency
 - Selective growth investments in focus categories and consumer life-time value
 - Value creating sustainability initiatives
- Dividends





Yannick Fierling
President and CEO

Driving a cultural transformation



Lean, agile and customer centric organization



Region Latin America

Commercial functions
(Sales, Marketing, Products, more)



Global Product line Taste

Global Product line Care

Global Product line Wellbeing**

Operational functions
(Manufacturing, Supply Chain, more)



Region North America

Commercial functions
(Sales, Marketing, Products, more)



Operational functions
(Manufacturing, Supply Chain, more)



Region EMEA

Commercial functions
(Sales, Marketing, Products, more)



Operational functions
(Manufacturing, Supply Chain, more)



Region APAC*

Commercial functions
(Sales, Marketing, Products, more)



Group functions

Today

“Too big boat with a small engine”

Tomorrow

“Lighter boat with a bigger engine”

*Region APAC as of January 2026

** Reporting to the CEO as of mid-February 2025

What are we doing differently than in the past



Profitable growth

- Increased consumer centricity, focus on profitable growth to optimize production footprint and operational leverage



Strengthen market position

- Selected markets with strong footholds
- Expand in categories with strong value opportunities



Cost reductions & increased efficiency

- Acceleration of product cost reductions
- Flexible sourcing strategy with -
- Increased sourcing from best-cost country



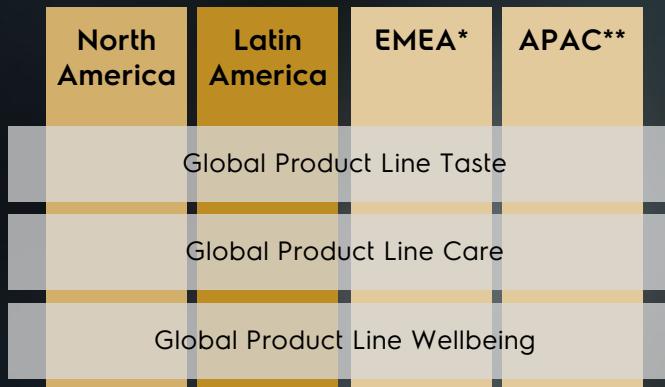
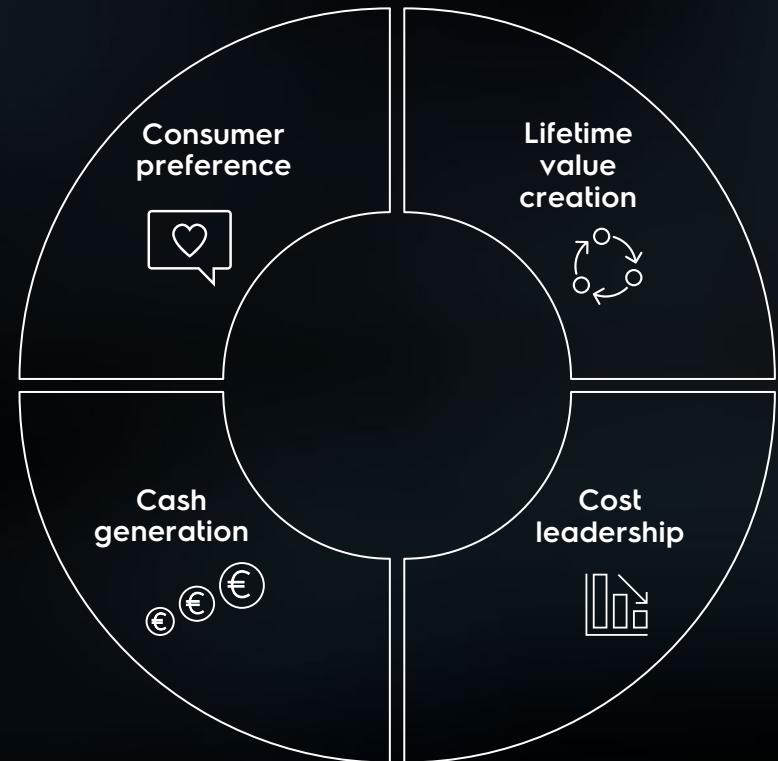
Agility & speed

- Driving a cultural transformation
- Organization reflects increased consumer centricity

Strategy - highlights



Strategic drivers



Financial targets



Key sustainability targets

2030



*Europe, Middle East and Africa as of January 1, 2026

**Asia-Pacific as of January 1, 2026



Q & A



**Electrolux
Group**