

Q4 2025

Results presentation

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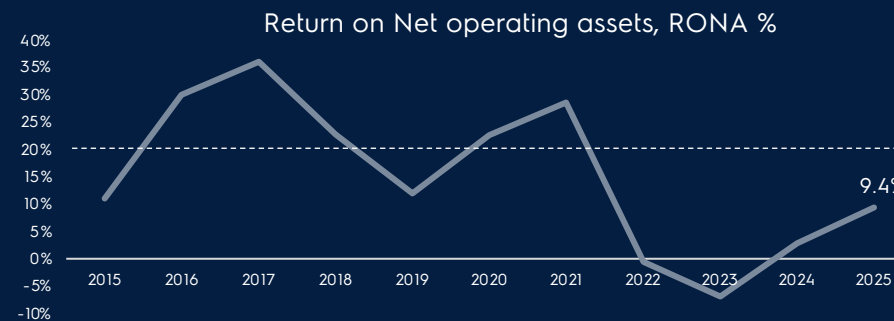
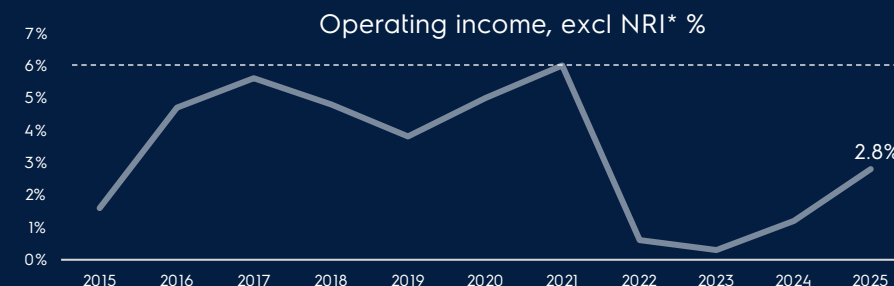
2025 – strengthened market position and improved profitability



FY 2025 results summary

- Organic sales of SEK 131,282m (136,150) with an organic sales growth of 3.9% (5.1)
- Improvement in operating income of SEK 3.7bn (1.1) and margin to 2.8% (0.8) in FY 2025
- Supported by cost reductions of SEK 4bn, driven procurement and value engineering improvements
- Operating cash flow after investments at SEK 2.0bn (2.3) with a strong Q4 5.2bn (2.7)
- Financial position strengthened and leverage decreased to net debt/EBITDA of 3.0x (3.4x)

Progression towards financial targets



----- Financial targets over a business cycle

* NRI = Non-recurring items

Q4 - Growth in focus categories supported organic sales increase



Positive organic sales growth

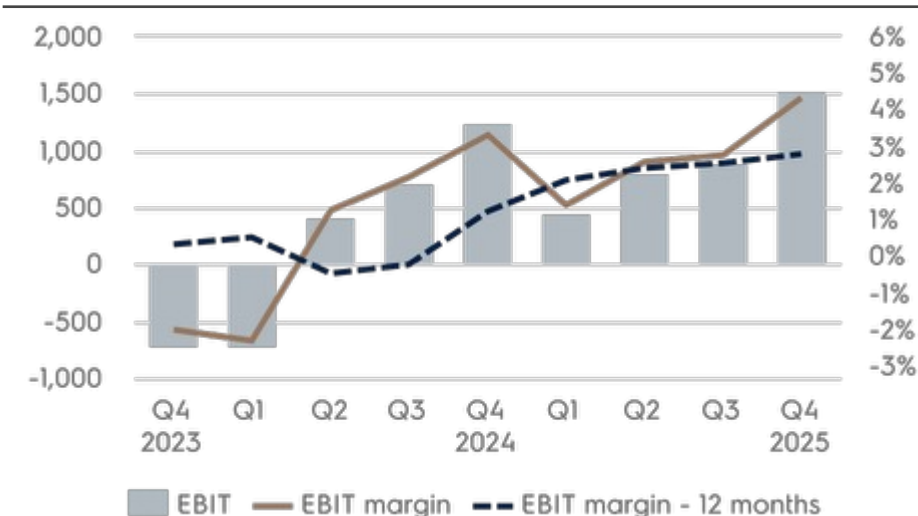
- Driven by growth in focus categories in Europe, Asia Pacific, Middle East, Africa, and increased volumes in Latin America
- Competitive pressure negatively affected sales in North America

Improved operating income

- Positive contribution of SEK 1.2bn from increased cost efficiency, primarily through reduced product cost
- External factors significantly negative, mainly due to increased costs for U.S. tariffs, and currency headwinds (weakening of the USD) in North America
- In Q4 2024, operating income included SEK 185m positive impact from divestment of potential asbestos exposure in the U.S., and SEK -198m negative NRI* related to divestment of water heater business in South Africa

SEKm	Q4 2025	Q4 2024	Change
Net sales	35,112	37,968	-7.5 %
Organic growth	2.0 %	11.5 %	-9.5 pts
Divestments	-0.6 %	-0.3 %	-0.3 pts
Currency	-8.9 %	-4.7 %	-4.3 pts
EBIT	1,517	1,052	44.3 %
Margin	4.3 %	2.8 %	1.6 pts
EBIT excl. NRI	1,517	1,249	21.5 %
EBIT margin excl. NRI	4.3 %	3.3 %	1.0 pts

EBIT and margin (SEKm)**



*NRI= Non-recurring item

**Excluding non-recurring items (NRI)

Europe, Asia-Pacific, Middle East, and Africa



Electrolux and AEG brands gained market shares

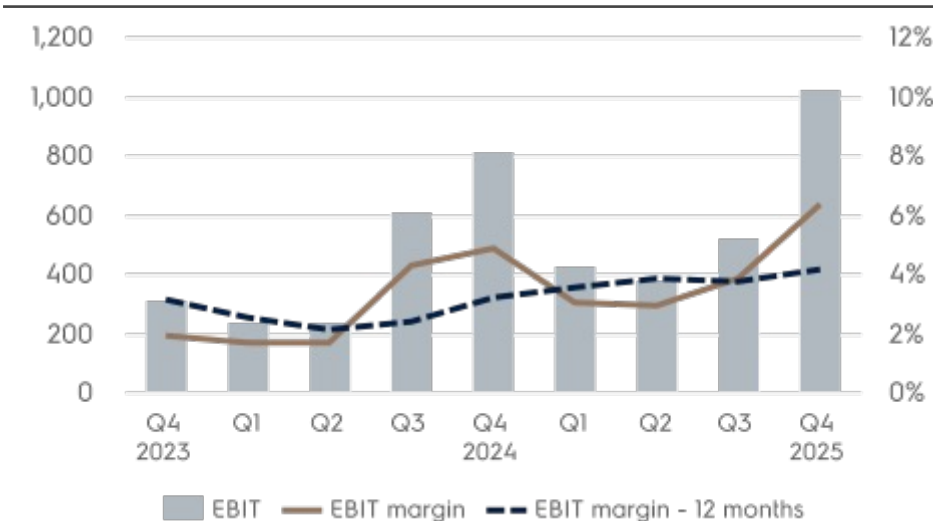
- Volume growth and positive mix contribution, Electrolux and AEG continued to gain market share
- High price pressure in market, resulting in negative price development

Strong earnings performance

- Positive effect from mix improvements and higher volumes offset negative price impact
- Increased cost efficiency driven mainly by product cost reductions
- Investments in innovation and marketing continued, a positive effect on earnings due to the phasing between quarters
- Operating income in Q4 2024 included negative NRI of SEK -198m related to the divestment of the water heater business in South Africa

SEKm	Q4 2025	Q4 2024	Change
Net sales	16,199	16,892	-4.1%
Organic growth	3.6%	3.3%	0.4pts
Divestments	-1.3%	-0.6%	-0.7pts
Currency	-6.4%	-0.9%	-5.6pts
EBIT	1,023	617	65.6%
Margin	6.3%	3.7%	2.7pts
EBIT excl. NRI	1,023	815	25.5%
EBIT margin excl. NRI	6.3%	4.8%	1.5pts

EBIT and margin (SEKm)*



*NRI= Non-recurring item

AB ELECTROLUX - Q4 2025

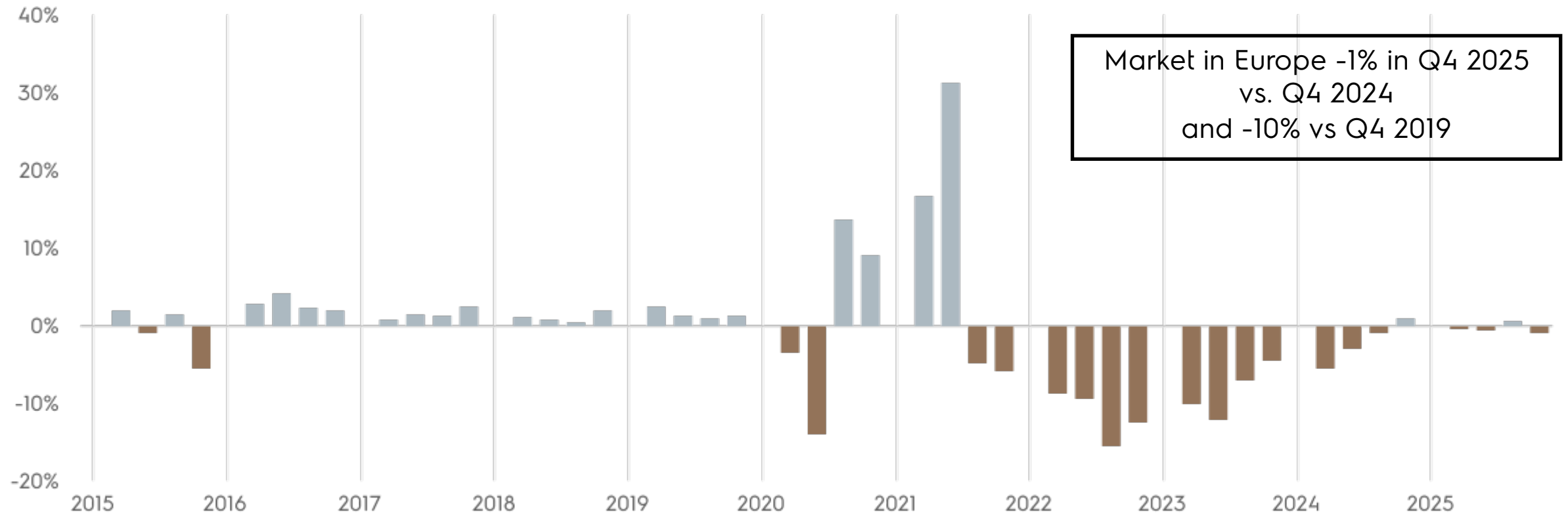
Classified as Internal

*Excluding non-recurring items (NRI)



Overall market demand in Europe decreased slightly

European core appliances market - total European shipments, quarterly unit comparison y-o-y



Source: Electrolux estimates. As from Q1 2020, Russia is excluded. Electrolux estimates are subject to restatement.



Unfavorable mix in challenging market

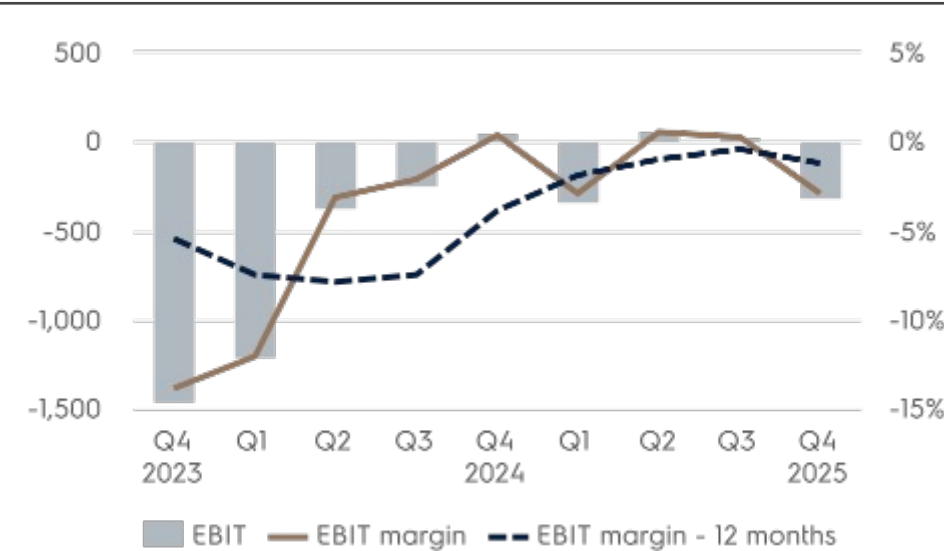
- Organic sales decline compared to significant increase in Q4 2024
- Price reduced to remain competitive in the promotional quarter, hence price impact on net sales slightly negative with a deteriorating price development through the quarter

Operating loss due to significantly negative external factors

- Significant negative external factors driven primarily by increased costs for U.S. tariffs and currency headwinds from the weakening of the U.S. dollar
- Organic contribution unfavorable
- In Q4 2024, operating income excluding non-recurring items was positively impacted by SEK 185m related to the divestment of all of Electrolux Group’s potential legacy asbestos exposure in the U.S.

SEKm	Q4 2025	Q4 2024	Change
Net sales	10,690	12,468	-14.3 %
Organic growth	-1.7 %	17.0 %	-18.7 pts
Currency	-12.5 %	2.5 %	-15.0 pts
EBIT	-312	45	N/A
Margin	-2.9 %	0.4 %	-3.3 pts
EBIT excl. NRI	-312	45	N/A
EBIT margin excl. NRI	-2.9 %	0.4 %	-3.3 pts

EBIT and margin (SEKm)*

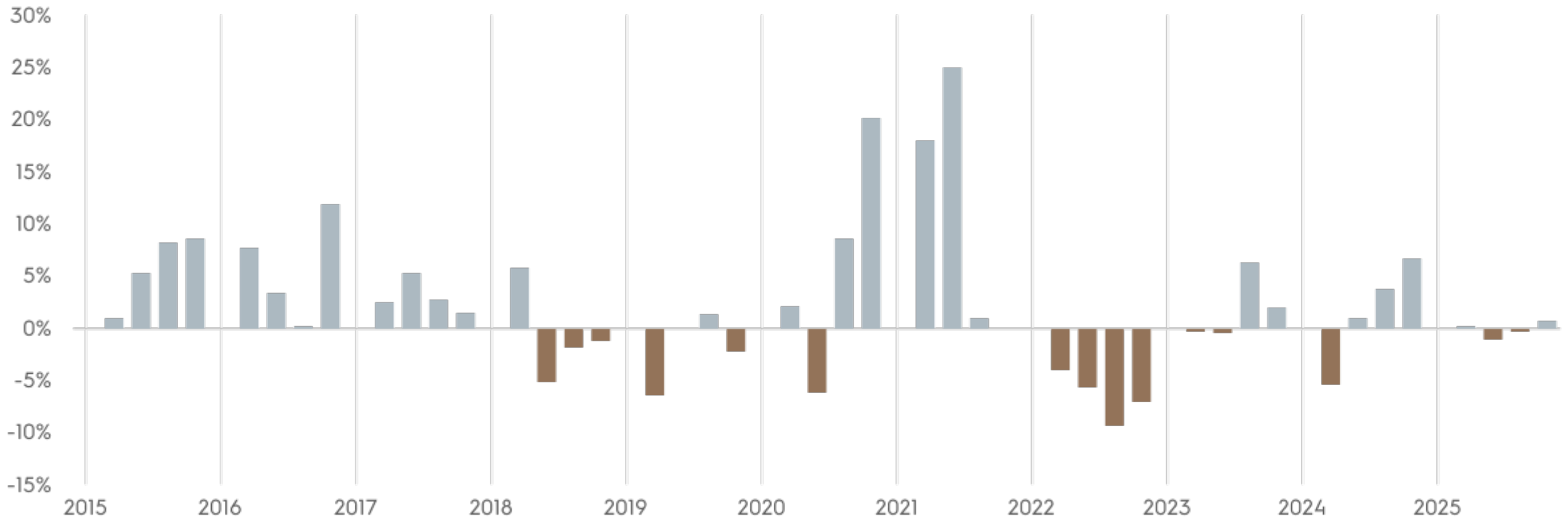


*Excluding non-recurring items (NRI)



Overall market demand in U.S. slightly increased

U.S. core appliances market - U.S. shipments, quarterly unit comparison y-o-y



*Source: Based on the AHAM Factory Shipment Report. Q4 2025 is a comparison of weeks between September 28, 2025 - December 31, 2025 vs September 29, 2024 - December 31, 2024. Core appliances include AHAM 6 (Washers, Dryers, Dishwashers, Refrigerators, Freezers, Ranges, and Ovens) and Cooktops. AHAM data may be subject to revision.



Latin America

Increased consumer demand

- Consumer demand for core appliances is estimated to have been strong in the region. In Brazil, the growth rate is estimated to have slowed slightly year-over-year
- Competitive pressure continued to increase

Organic sales growth driven by higher volumes

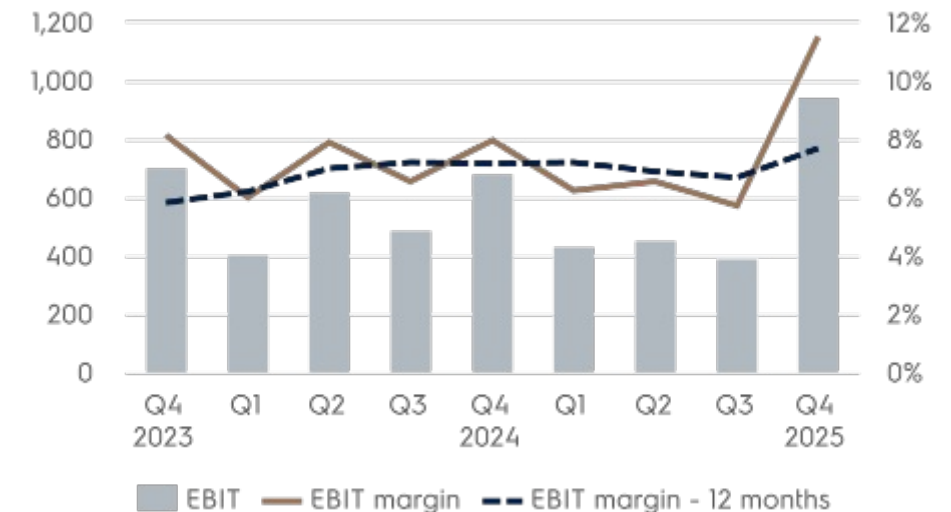
- Volume growth mainly driven by Brazil, strong Black Friday promotional period, and heatwave at the end of Q4
- Electrolux Group's market position remained strong

Earnings increase mainly driven by cost efficiency

- Improved operating margin driven by positive impact from cost efficiency and higher volumes
- The positive impact from cost reductions was primarily driven by value engineering and product cost savings and further supported by a one-time high level of supplier rebates in the quarter.

SEKm	Q4 2025	Q4 2024	Change
Net sales	8,223	8,608	-4.5%
Organic growth	4.1%	21.8%	-17.7pts
Currency	-8.5%	-21.9%	13.3pts
EBIT	945	685	38.0%
Margin	11.5%	8.0%	3.5pts
EBIT excl. NRI	945	685	38.0%
EBIT margin excl. NRI	11.5%	8.0%	3.5pts

EBIT and margin (SEKm)*

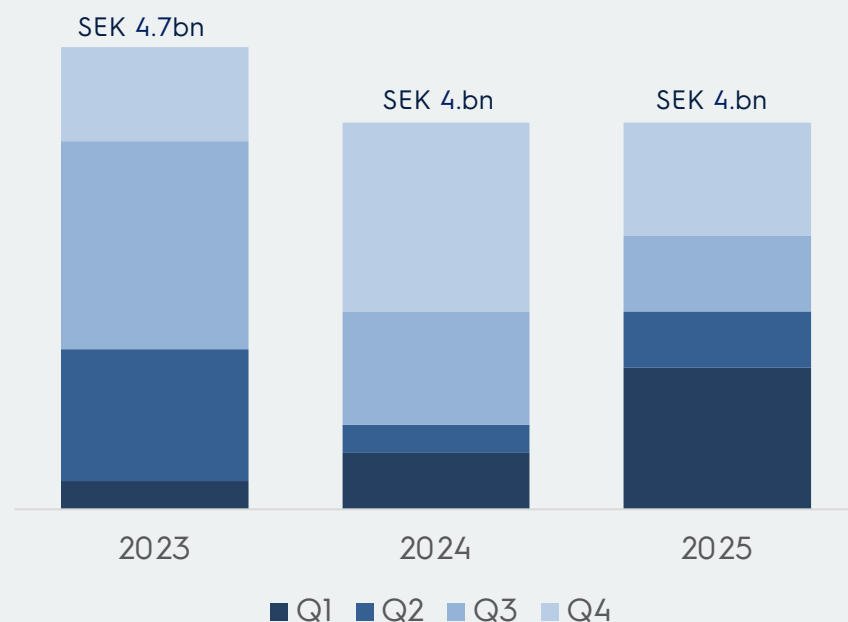


*Excluding non-recurring items (NRI)

Executing on cost reduction target



Cost reduction¹ 2025 y-o-y, SEKbn



Achieved SEK 4bn cost reductions in 2025 – top end of targeted SEK 3.5-4.0bn

- Acceleration of product cost reductions
- Increased material sourcing from best-cost countries
- Continue to accelerate benefits from global scale

Major cost reduction drivers in Q4:

- Increased operational efficiency with good contributions from sourcing and product cost-out

¹ Cost reductions refer to item "Cost Efficiency" in the EBIT bridge

Q4 2025

Therese Friberg, CFO





Q4 Sales and EBIT Bridge

SEKm	Q4 2024	Volume/ price/mix	Innovation/ marketing ¹	Cost efficiency ²	External factors ³	Acquisition/ divestment ⁴	Q4 2025
Net Sales	37,968	704			-3,340	-219	35,112
Growth %		2.0 %			-8.9 %	-0.6 %	-7.5 %
EBIT excl NRI ⁴	1,249	-50	-120	1,208	-739	-31	1,517
EBIT excl NRI %	3.3 %						4.3 %
Accretion/ Dilution		-0.2 pts	-0.3 pts	3.1 pts	-1.5 pts	-0.1 pts	

¹ Investments in consumer experience innovation and marketing, comprise of costs for R&D, marketing/brand, connectivity, CRM, aftermarket sales capability, etc.

² Efficiencies in variable costs (excl. raw material, energy, trade tariffs, and labor cost inflation >2%) and structural costs (excl. consumer experience innovation and marketing).

³ Comprise raw material costs, energy costs, trade tariffs as well as direct and indirect currency impact and labor cost inflation >2%. Currency translation amounted to SEK -107m on EBIT and -8.9%, on net sales.

⁴ Relating to the divestment of the water heater business in South Africa.



FY 2025 Sales and EBIT Bridge

SEKm	FY 2024	Volume/ price/mix	Innovation/ marketing ¹	Cost efficiency ²	External factors ³	Acquisition/ divestment ⁴	FY 2025
Net Sales	136,150	4,932			-8,723	-1,077	131,282
Growth %		3.9 %			-6.6 %	-0.8 %	-3.6 %
EBIT excl NRI ⁴	1,666	775	-521	3,957	-2,275	55	3,657
EBIT excl NRI %	1.2%						2.8 %
Accretion/ Dilution		0.5 pts	-0.4 pts	2.8 pts	-1.4 pts	0.1 pts	

¹ Investments in consumer experience innovation and marketing, comprise of costs for R&D, marketing/brand, connectivity, CRM, aftermarket sales capability, etc.

² Efficiencies in variable costs (excl. raw material, energy, trade tariffs, and labor cost inflation >2%) and structural costs (excl. consumer experience innovation and marketing).

³ Comprise raw material costs, energy costs, trade tariffs as well as direct and indirect currency impact and labor cost inflation >2%. Currency translation amounted to SEK -251m on EBIT and -6.6%, on net sales.

⁴ Relating to the divestment of the water heater business in South Africa.

Operating Cash Flow



SEKm	Q4 2025	Q4 2024
EBIT	1,517	1,052
D/A and other non-cash items	940	1,673
Change in operating assets and liabilities	3,475	1,559
Investments in intangible and tangible assets	-997	-1,604
Changes in other investments	244	-19
Cash flow after investments*	5,179	2,660

SEKm	Q4 2025	Q4 2024
Inventories	2,941	1,778
Trade receivables	-749	-1,943
Accounts payables	207	2,328
Other operating assets, liabilities and provisions	1,076	-604
Change in operating assets and liabilities	3,475	1,559

Q4:

- Positive operating cash flow, mainly driven by working capital reduction
- Significant inventory reduction

Full-year:

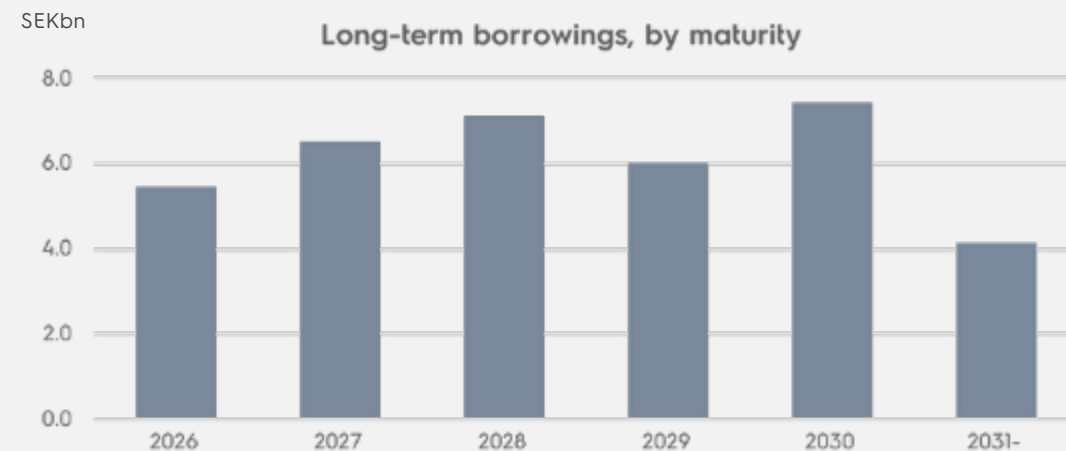
- Operating cash flow after investment at SEK 2bn (2.3)

*Before acquisitions and divestments

Solid liquidity and maturity profile

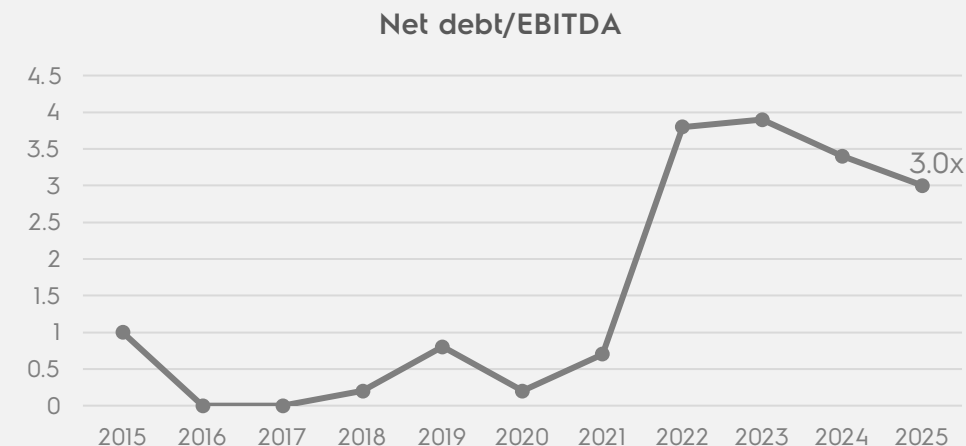


- Q4: amortization of long-term borrowings of SEK 1,973m
- SEK 2,180m of new long-term debt issued
 - Electrolux fully utilized loan facility with European Investment Bank in November, borrowing USD ~230m



Data as per December 31, 2025

- SEK 32.7bn in liquidity incl. RCF as per December 31, 2025
- No financial covenants in any loan agreements
- Target to maintain a solid investment grade rating
 - S&P Global Ratings with BBB- outlook, stable outlook



Strong progress on sustainability targets in 2025



Key sustainability targets 2030

Status 2025

Scope 1 & 2 reduction¹

85%

45%

- Electrolux made significant progress towards its climate targets in 2025
- Emission reductions reflect our commitment to the science-based near-term targets and our ongoing transition to a low-carbon value chain

Scope 3 reduction¹

42%

33%

Recycled content²

35%

23%

- Good progress made with increase in recycled in core materials, steel and plastics³, by weight⁴
- The target drives circular design and increases circular material use rate

TCIR⁵

0.30

0.33

- Aligns with commitment to provide a safe and healthy working environment

1) The SBTi targets set an 85% reduction in absolute Scope 1 and 2 (market-based) emissions and a 42% reduction in absolute Scope 3 emissions (covering approximately 73% of total Scope 3 emissions) by 2030, compared to 2021 baseline. Target related to core materials with base year 2024

2) Recycled content in core materials, steel and plastics

3) Plastics refers to the three most purchased plastic categories by the Group - Acrylonitrile Butadiene Styrene (ABS), Polystyrene (PS), and Polypropylene (PP)

4) Used in the products manufactured by the Electrolux Group

5) Total Case Incident rate



Delivering on strategic priorities in 2025



Improve North America

- Increased market share, in a challenging price environment
- Reduced operating loss, despite increased tariff costs and currency headwinds



Profitable growth

- Organic growth of 3.9% FY 2025
- Important enabler for earnings improvement



Strengthen market position

- Several innovations launched during the year
- Strong market position in Latin America, improved in North America and Europe



Cost reductions & increased efficiency

- Cost savings of SEK 4bn
- Product-cost out and sourcing major driver for cost reductions



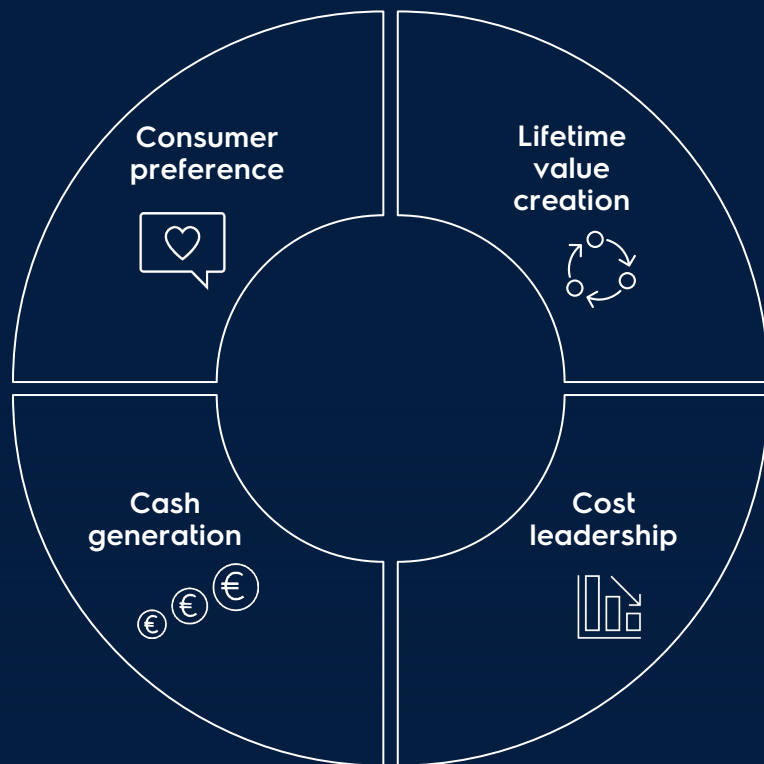
Agility & speed

- Leadership and organizational changes

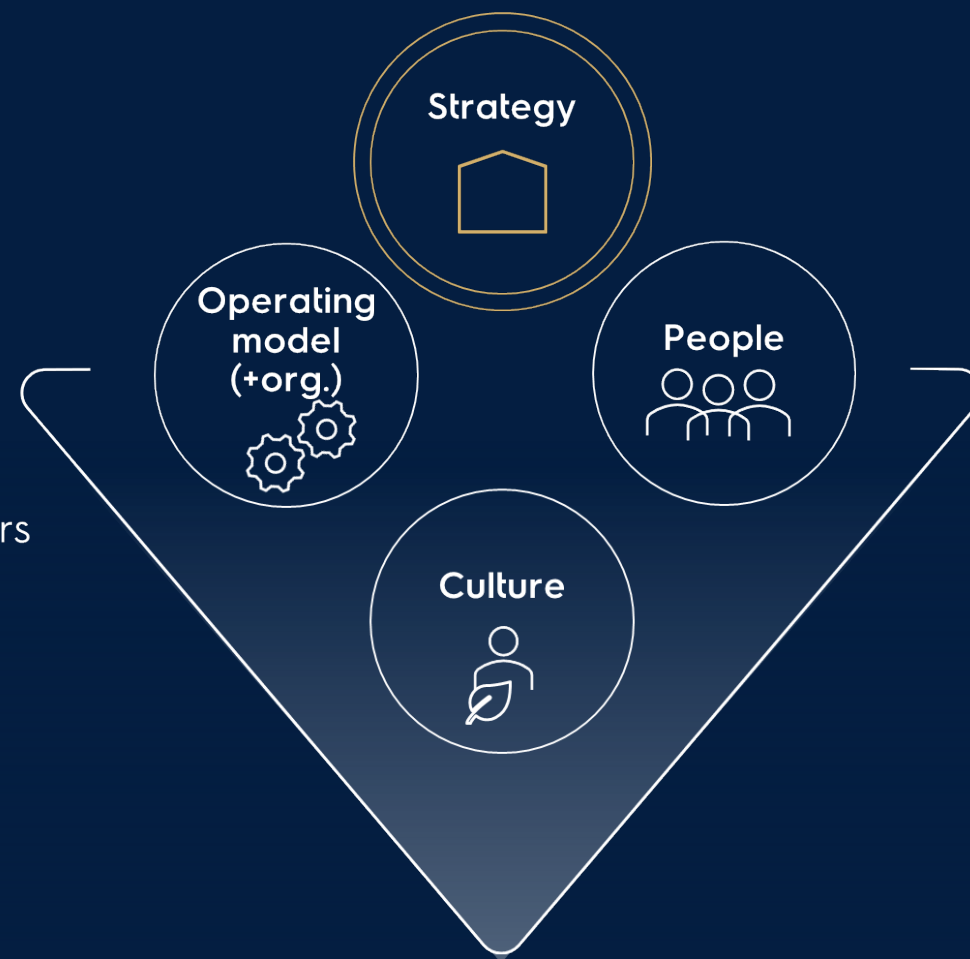
Driving a cultural transformation



Strategic drivers



Key enablers



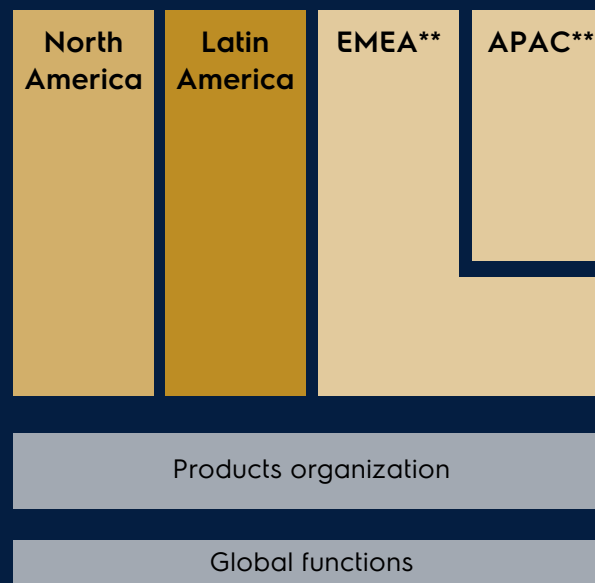
Changes to the operating model



2025



2026



Ambition:

- Increased focus on and closeness to our customers
- Innovative product roadmap

Adjustments:

- By adjustments to our operating model, as well as by **clarifying roles and reducing duplication of responsibilities**
- The resulting operating model brings a sharper, simpler structure with faster decision-making thanks to clear end-to-end accountabilities

*Europe, Asia-Pacific, Middle East and Africa

**EMEA and APAC share the operational functions



Market and Business outlook

Market outlook FY 2026 per region



Electrolux estimates for industry shipments of core appliances, units year-over-year
Note: Market outlook assumes no significant additional impact from the global geopolitical situation. Presented January 30, 2026.

Electrolux business outlook 2026



Business Outlook ¹ y-o-y	FY 2026	Comments
Volume/price/mix ²	Positive, driven by growth in focus categories	Focus growth in selected product categories, including lifetime value creation, and consequently a positive mix contribution
Investments in consumer experience innovation and marketing ³	Negative, increased investments	Increased investments in innovation and marketing to support brand-building and create long-term value
Cost efficiency ⁴	Positive appr. SEK 3.5-4.0bn	Product cost-out and procurement savings main drivers for cost reduction
External factors ⁵	Significantly negative	Headwinds from tariffs in North America. Combined impact from currency and raw material costs estimated to be essentially neutral
Capital expenditure	Appr. SEK 4.0bn	

¹ Business outlook range: Positive – Neutral – Negative, in terms of impact on earnings

² This outlook is based on the US trade policies situation as of 29th January, 2026

³ Comprise of costs of R&D, marketing/brand, connectivity, CRM and aftermarket sales capability, etc.

⁴ Efficiencies in variable costs (excl. raw materials, energy, trade tariffs, and labor cost inflation >2%) and structural costs (excl. consumer experience innovation and marketing).

⁵ Comprise raw material costs, energy costs, trade tariffs, direct and indirect currency impact and labor cost inflation >2%. Outlook of "Significantly negative" earnings impact FY 2026 from External factors is based on US trade policies situation as of 29th January, 2026.

Note: Business outlook in the above table excludes non-recurring items. Market and business outlook assume no significant additional impact from the global geopolitical situation



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.

Q&A

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Classified as internal





Appendix



Earnings contribution from price/mix

Business Area	Q4, y-o-y	Comments on Q4 y-o-y
Europe, Asia-Pacific, Middle East and Africa	Negative	Increased promotions and negative price, partly offset by positive mix
North America	Negative	Increased promotions and negative price
Latin America	Negative	Increased promotions and negative price
Group EBIT % accretion	-0.7 pts	Increased promotions and negative price, partly offset by positive mix



Electrolux
Group