

# Q4 2025

## Results presentation

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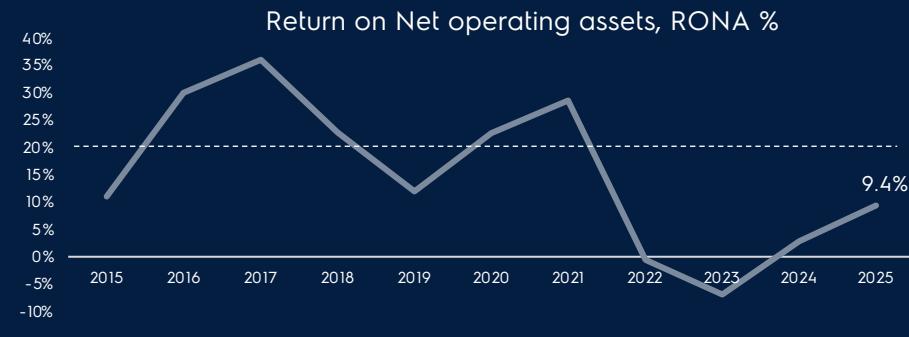
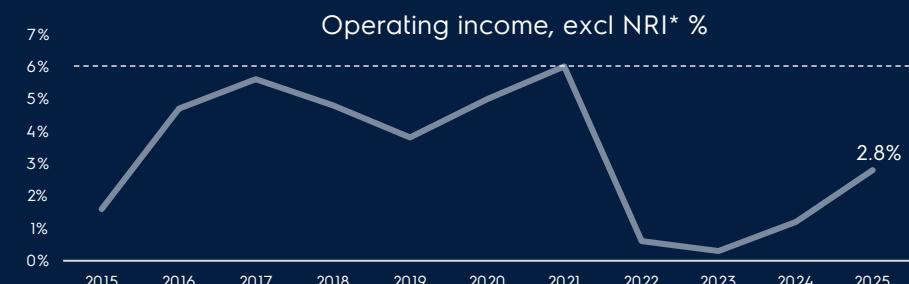
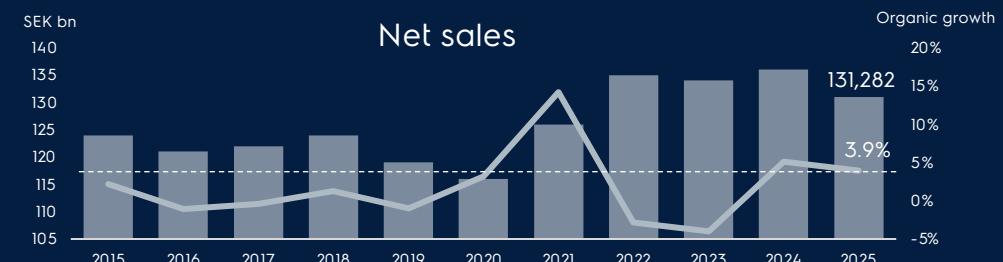
# 2025 – strengthened market position and improved profitability



## 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



\* NRI = Non-recurring items

# Q4 – Growth in focus categories supported organic sales increase



## Positive organic sales growth

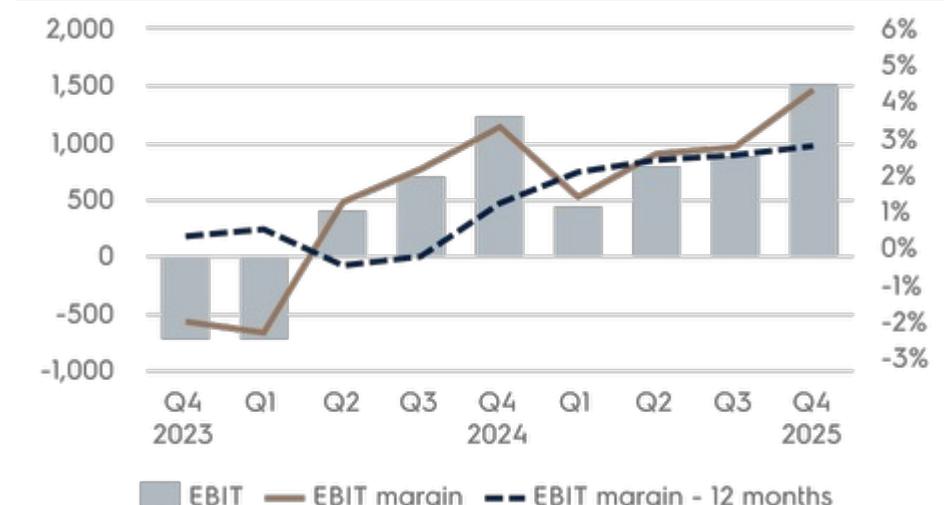
- Driven by growth in focus categories in Europe, Asia Pacific, Middle East, Africa, and increased volumes in Latin America
- Competitive pressure negatively affected sales in North America

## 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

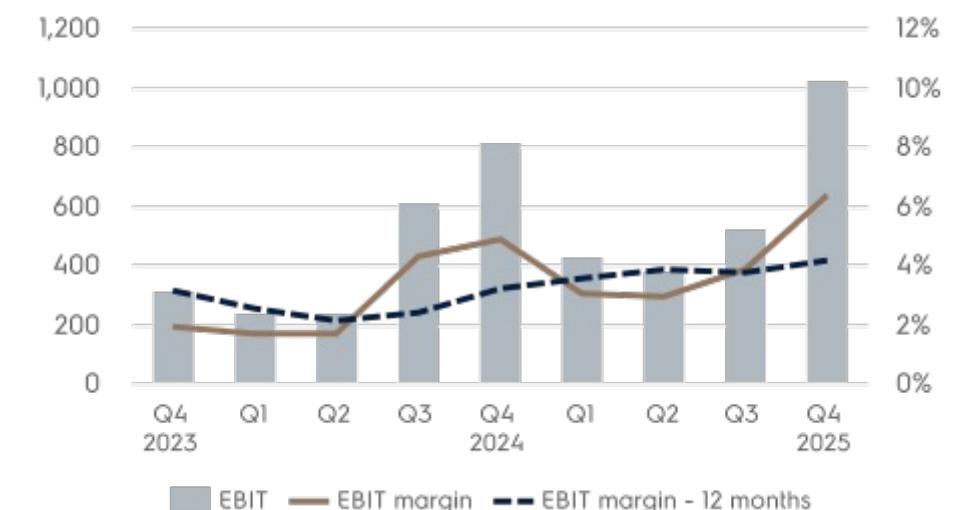
- Volume growth and positive mix contribution, Electrolux and AEG continued to gain market share
- High price pressure in market, resulting in negative price development

## 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 %	0.4 pts
Divestments	-1.3 %	-0.6 %	-0.7 pts
Currency	-6.4 %	-0.9 %	-5.6 pts
EBIT	1,023	617	65.6 %
Margin	6.3 %	3.7 %	2.7 pts
EBIT excl. NRI	1,023	815	25.5 %
EBIT margin excl. NRI	6.3 %	4.8 %	1.5 pts

## EBIT and margin (SEKm)\*

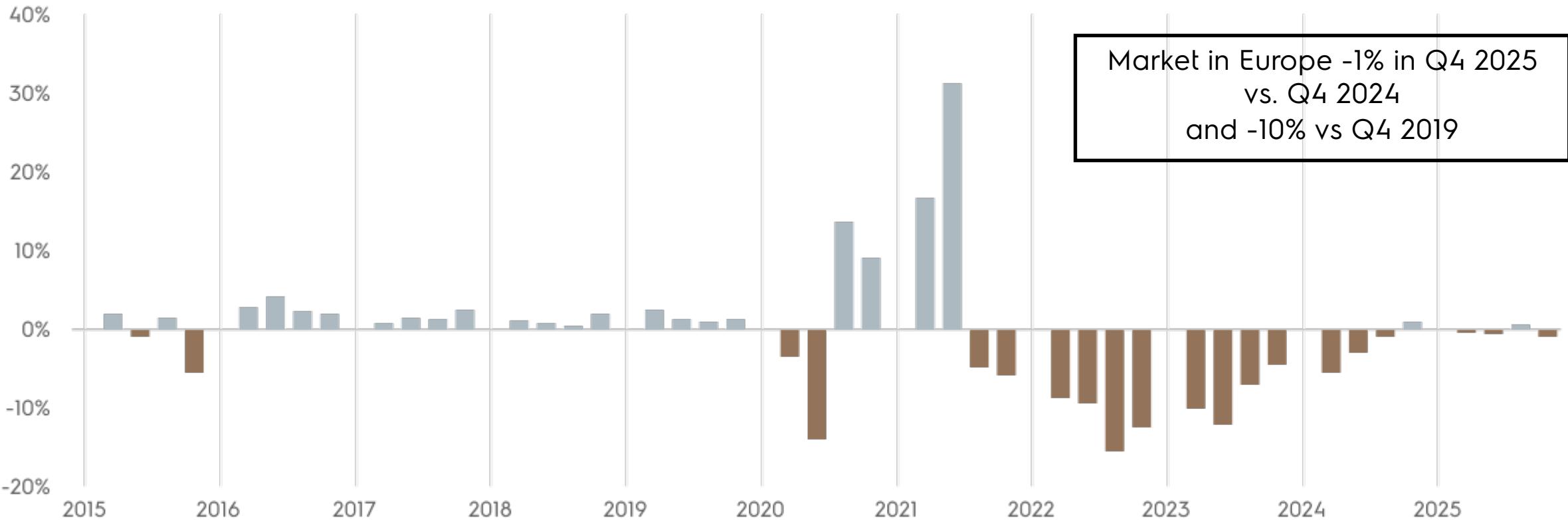


\*NRI= Non-recurring item

# 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.

# North America



## Unfavorable mix in challenging market

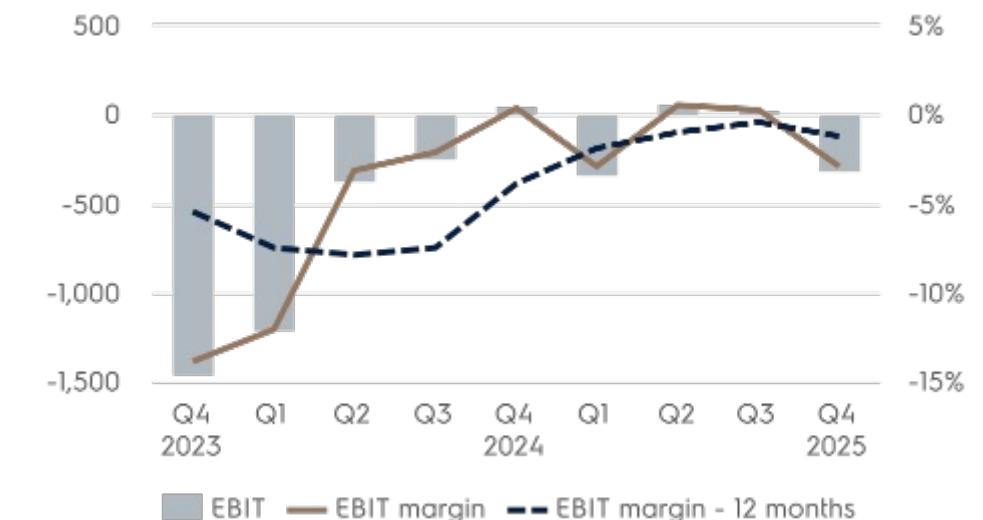
- Organic sales decline compared to significant increase in Q4 2024
- Price reduced to remain competitive in the promotional quarter, hence price impact on net sales slightly negative with a deteriorating price development through the quarter

## 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)\*

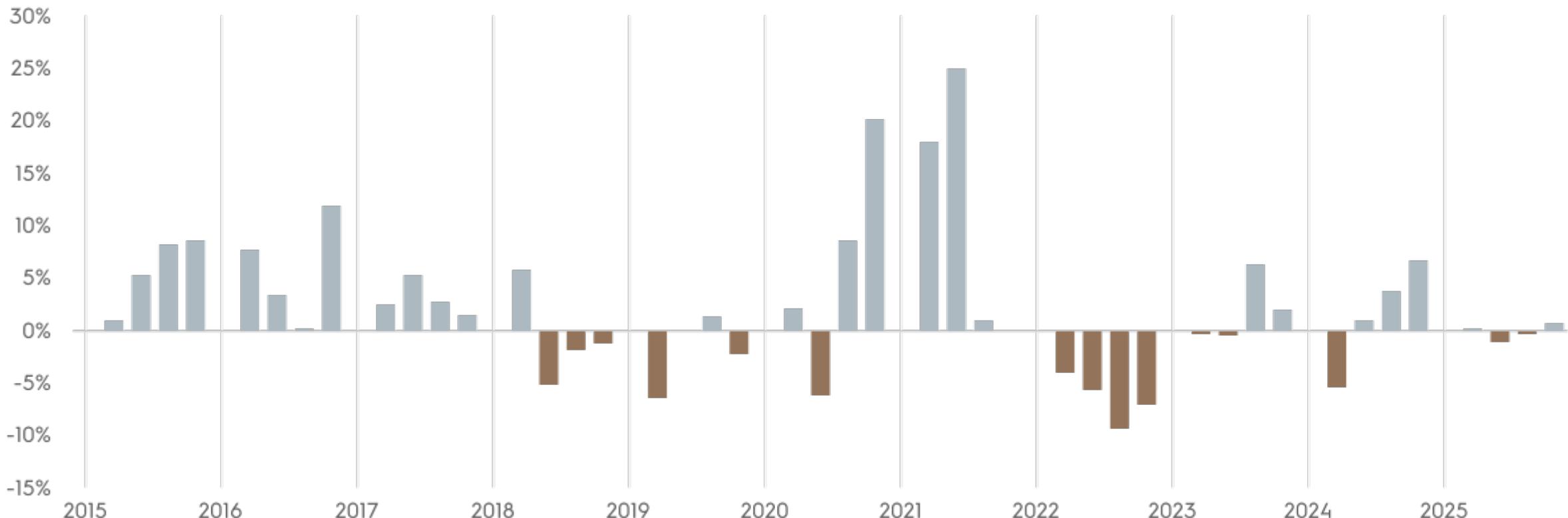


\*Excluding non-recurring items (NRI)

# 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%	-17.7 pts
Currency	-8.5%	-21.9%	13.3 pts
EBIT	945	685	38.0%
Margin	11.5%	8.0%	3.5 pts
EBIT excl. NRI	945	685	38.0%
EBIT margin excl. NRI	11.5%	8.0%	3.5 pts

## EBIT and margin (SEKm)\*

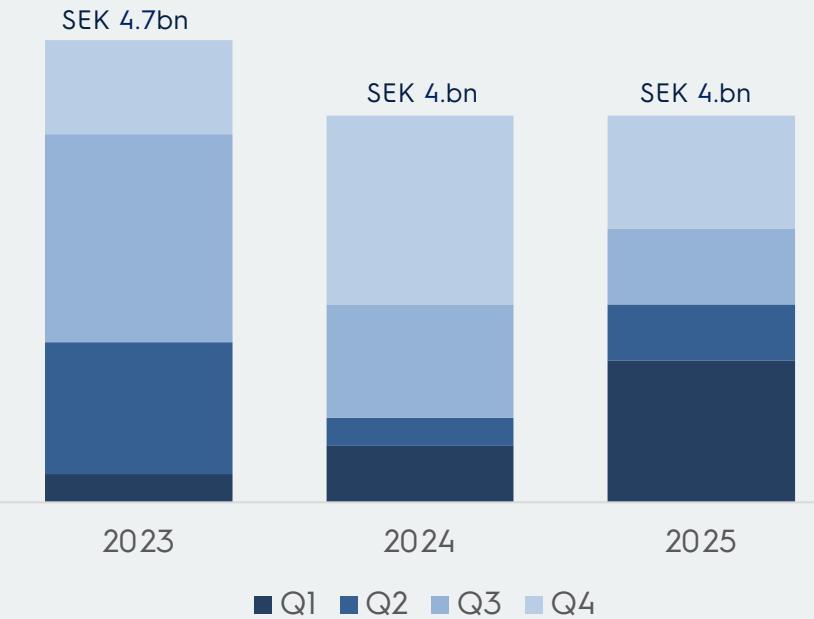


\*Excluding non-recurring items (NRI)

# Executing on cost reduction target



## Cost reduction<sup>1</sup> 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

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

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

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

<sup>3</sup> 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.

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

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

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

<sup>3</sup> 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.

<sup>4</sup> Relating to the divestment of the water heater business in South Africa.

# Operating Cash Flow



SEKm	Q4 2025	Q4 2024	SEKm	Q4 2025	Q4 2024
EBIT	1,517	1,052	Inventories	2,941	1,778
D/A and other non-cash items	940	1,673	Trade receivables	-749	-1,943
Change in operating assets and liabilities	3,475	1,559	Accounts payables	207	2,328
Investments in intangible and tangible assets	-997	-1,604	Other operating assets, liabilities and provisions	1,076	-604
Changes in other investments	244	-19	Change in operating assets and liabilities	3,475	1,559
Cash flow after investments*	5,179	2,660			

Q4:

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

Full-year:

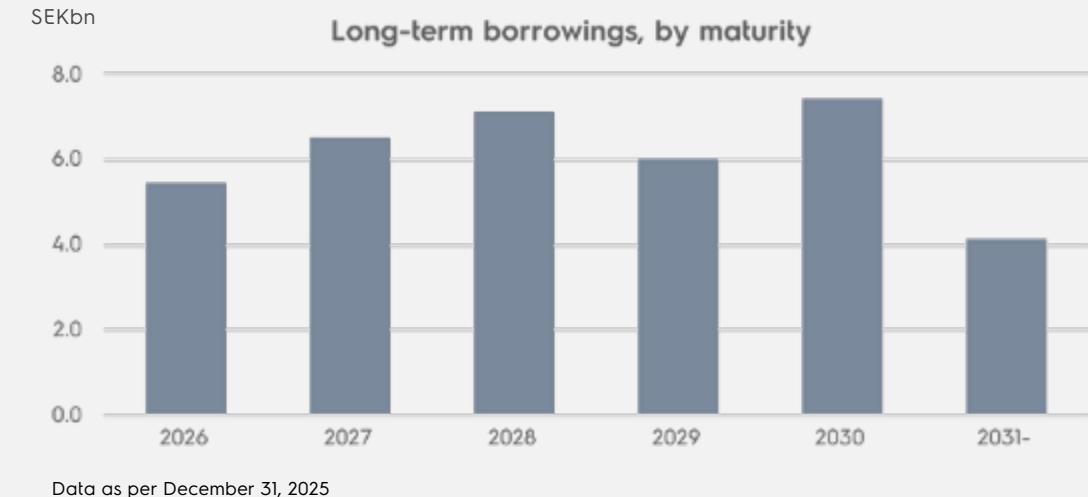
- Operating cash flow after investment at SEK 2bn (2.3)

\*Before acquisitions and divestments

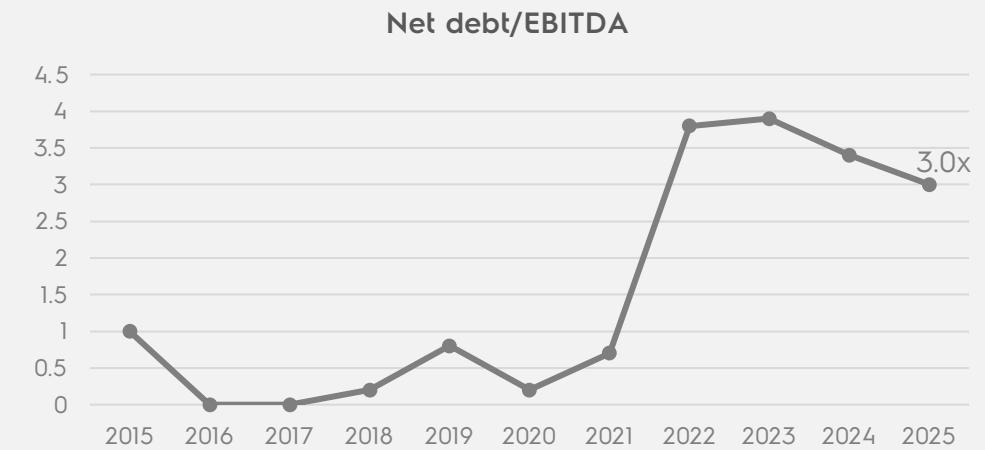
# Solid liquidity and maturity profile



- 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



- 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 reduction<sup>1</sup>

**85%**

**45%**

- Electrolux made significant progress towards its climate targets in 2025

Scope 3 reduction<sup>1</sup>

**42%**

**33%**

- Emission reductions reflect our commitment to the science-based near-term targets and our ongoing transition to a low-carbon value chain

Recycled content<sup>2</sup>

**35%**

**23%**

- Good progress made with increase in recycled in core materials, steel and plastics<sup>3</sup>, by weight<sup>4</sup>
- The target drives circular design and increases circular material use rate

TCIR<sup>5</sup>

**0.30**

**0.33**

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

<sup>1)</sup> 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

<sup>2)</sup> Recycled content in core materials, steel and plastics

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

<sup>4)</sup> Used in the products manufactured by the Electrolux Group

<sup>5)</sup> 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



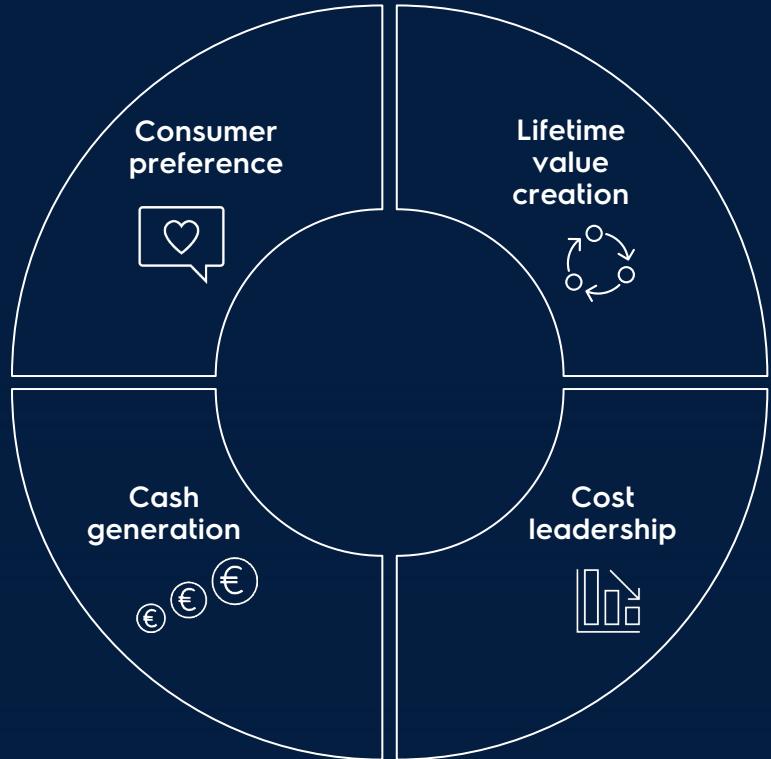
## Agility & speed

- Leadership and organizational changes

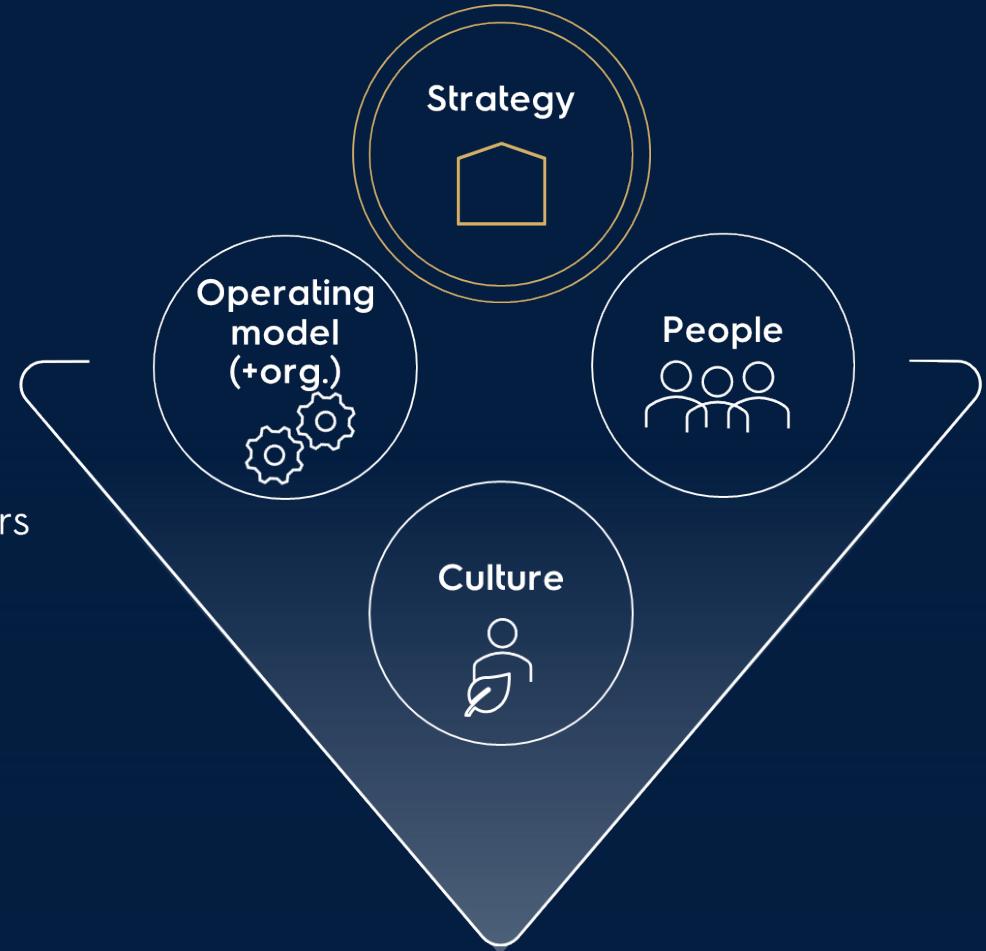
# Driving a cultural transformation



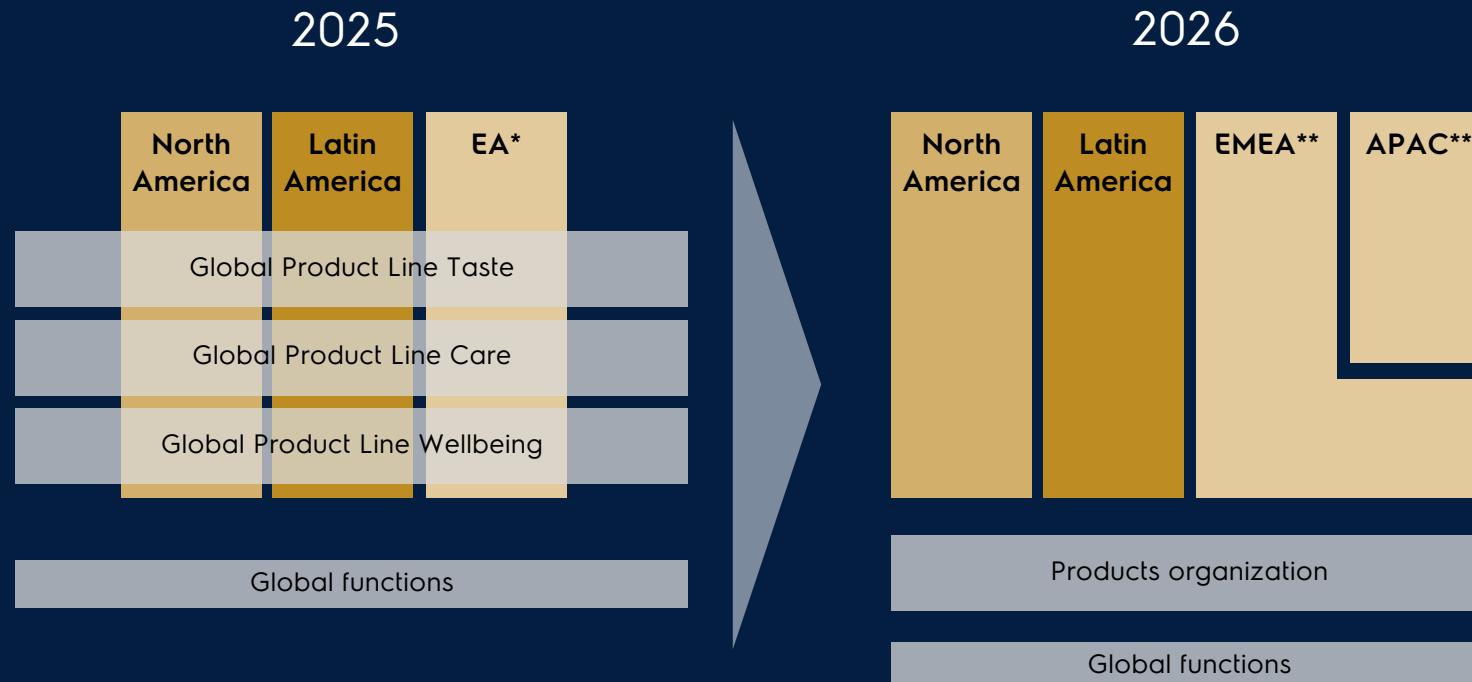
## Strategic drivers



## Key enablers



# Changes to the operating model



## 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<sup>1</sup> y-o-y

Volume/price/mix<sup>2</sup>

Investments in consumer experience innovation and marketing<sup>3</sup>

Cost efficiency<sup>4</sup>

External factors<sup>5</sup>

Capital expenditure

### FY 2026

Positive, driven by growth in focus categories

Negative, increased investments

Positive appr. SEK 3.5-4.0bn

Significantly negative

Appr. SEK 4.0bn

### Comments

Focus growth in selected product categories, including lifetime value creation, and consequently a positive mix contribution

Increased investments in innovation and marketing to support brand-building and create long-term value

Product cost-out and procurement savings main drivers for cost reduction

Headwinds from tariffs in North America. Combined impact from currency and raw material costs estimated to be essentially neutral

<sup>1</sup> Business outlook range: Positive - Neutral - Negative, in terms of impact on earnings

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

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

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

<sup>5</sup> 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



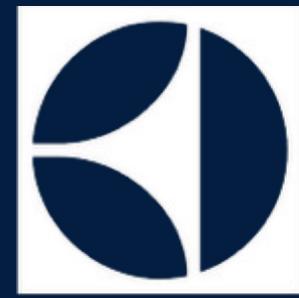


# Appendix

# 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
<b>Group EBIT % accretion</b>	<b>-0.7 pts</b>	<b>Increased promotions and negative price, partly offset by positive mix</b>



**Electrolux  
Group**