



Husqvarna Group Capital Markets Day

December 10, 2025

Today's agenda

08:30 Transforming to Profitable Growth

Glen Instone, CEO

09:15 Financial Update and Targets

Terry Burke, CFO

Q&A

09:45 Product exhibition incl. break

11:00 Strategic deep dives

Husqvarna Forest & Garden Division

Omar Attar, Interim President

Gardena Division

Maha Elkhartbotly, President

Husqvarna Construction Division

Karin Falk, President Husqvarna

12:00 Q&A and Concluding remarks

12:30 Lunch to go

First reflections

Key success factors to create Customer Value and transform to Profitable Growth

Competitiveness

Innovation

Brands

**Aftermarket
& Solutions**

Strong management team to drive the transformation



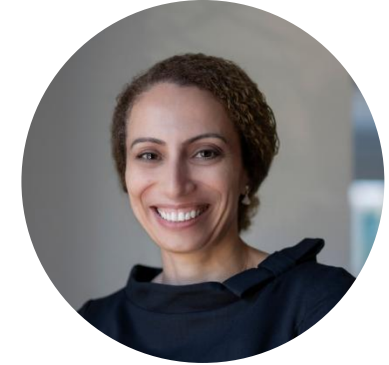
Glen Instone
CEO



Karin Falk
President Husqvarna
Construction Division



Omar Attar
President Husqvarna
Forest & Garden Division (interim)



Maha Elkhartbotly
President Gardena
Division



Terry Burke
CFO



Maria Rönnberg
CHRO



Robert Hafredal
CDIO



Sophie Jonsson
General Counsel



Transforming to Profitable Growth

Glen Instone, CEO

Navigating in a current challenging market environment

Uncertainty & geopolitical tensions...



Consumer sentiment & buying power



Competition & price pressure

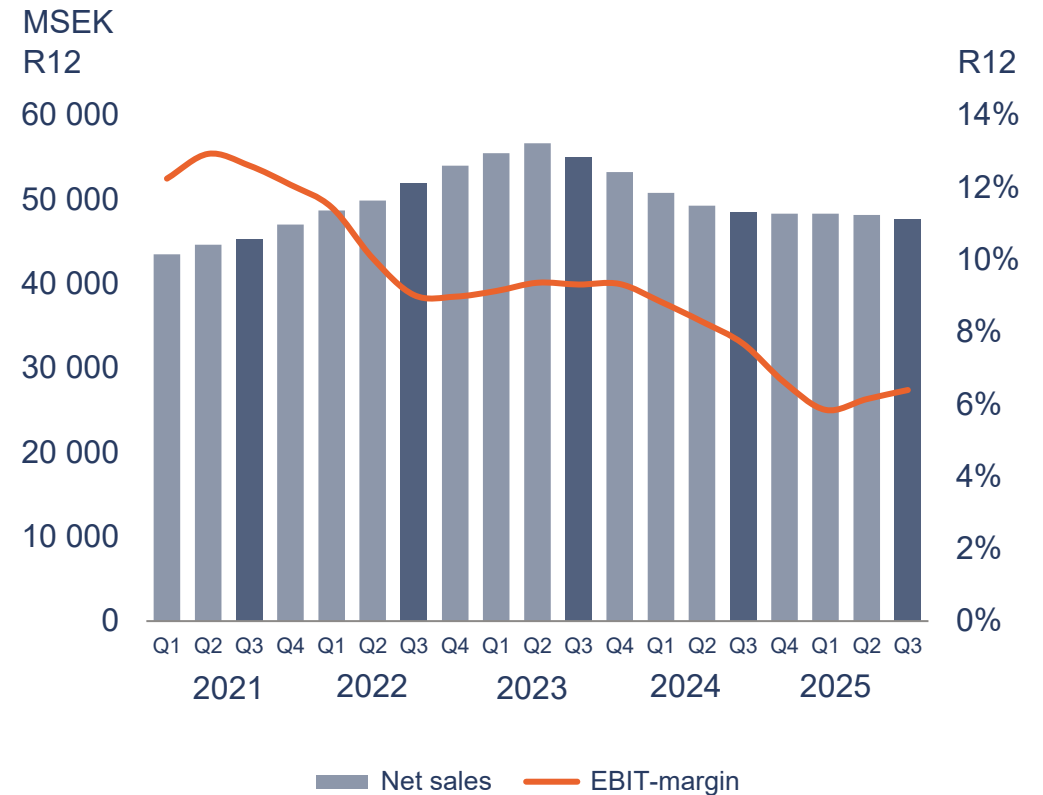


Tariffs & FX volatility














Supply chain disruptions

...impacted financial performance since record-levels during COVID



Divergent results across business portfolio units set the stage for targeted actions

Divisions	Group					
	Forest & Garden		Gardena		Construction	
Business Portfolio Units	Robotics Residential	 #1	Watering	 #1	Sawing & Drilling	 #1/2
	Robotics Professional	 #1	Hand tools	 #1	Surface Preparation	 #1
	Core Handheld	 #2	Powered Garden (Electric inc Res Robotics)	 #4	Compaction, Placement & Demolition	 #4
	Core Wheeled	 #4	Orbit	 #1		

← Aiming for # 1-2 market positions →

Margin status:



Above average



Average

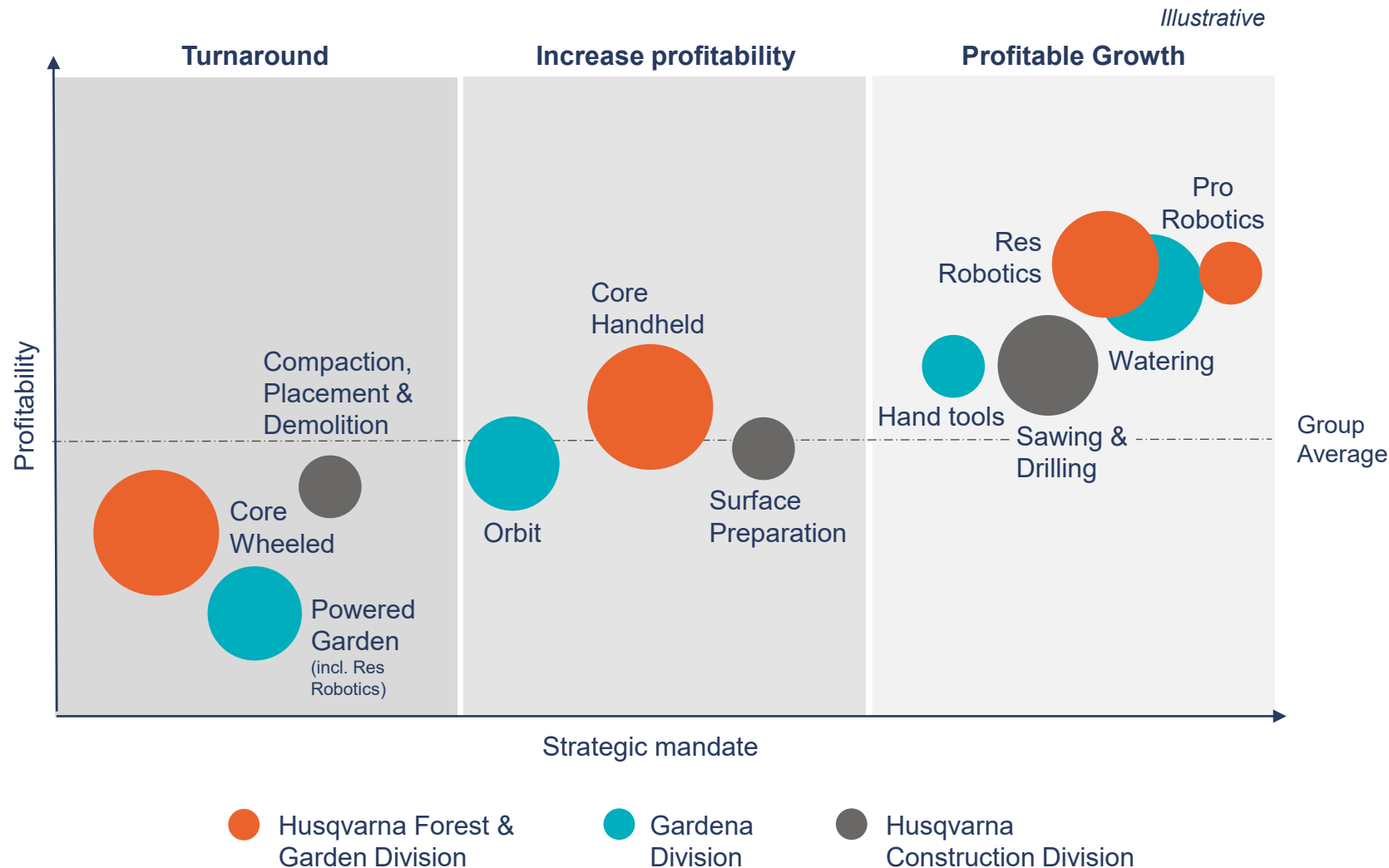


Below average

Market position: #X

- Business Portfolio units with P&L
- Transforming to profitable growth by continuous improvements
- Differing performance within in the business portfolio units
- Aiming for #1 or #2 market positions
- Turn-around or exit

Business Portfolio units grouped into three categories each with specific actions



Profitable growth

- Capture strong market momentum
- Strengthen capabilities as a core differentiator and value driver

Increase profitability

- Develop leading positions in moderate growth segments

Turnaround

- Turnaround or exit

Operational excellence through cost out for increased competitiveness in all Performance units to enable investments in value creation areas for profitable growth

**We have a strong foundation
to keep building on**

Introduction

This is Husqvarna Group

Global leader in outdoor power equipment, watering solutions and solutions for the light construction industry, powered by premium brands and advanced innovation in robotics, battery systems, and smart technologies

- Strong global brands
- Forefront of innovation & sustainable solutions
- Differentiated offering of premium quality products and services
- Strong reach with wide channel network globally

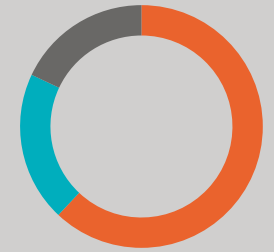
SALES BY DIVISION, %



■ Husqvarna
Forest & Garden

■ Gardena

EBIT BY DIVISION, %



■ Husqvarna
Construction

SALES BY REGION, %



SEK **270** bn

Global
market size

SEK **47.6** bn

Net sales
Q3 2025 R12

6.4%

Operating margin
Q3 2025 R12

>100

Sales
in countries

-55%

CO₂ reduction
since 2015

12,000

Employees
Q3 2025

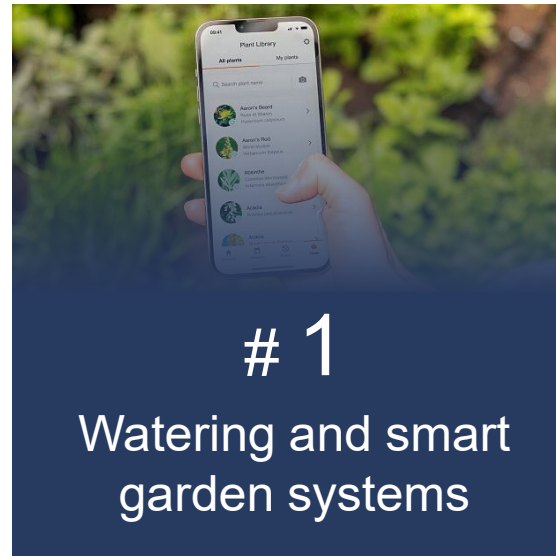
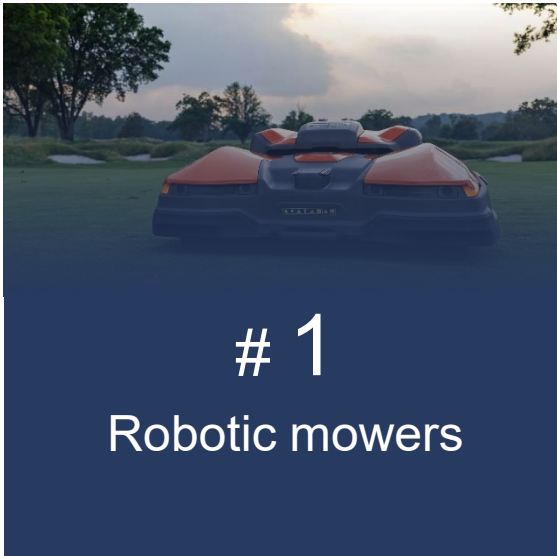
Operating margin excluding items affecting comparability



Strong brands

Leading market positions and strong global brands

80% of sales in # 1 or # 2 market positions



OUR CORE BRANDS:

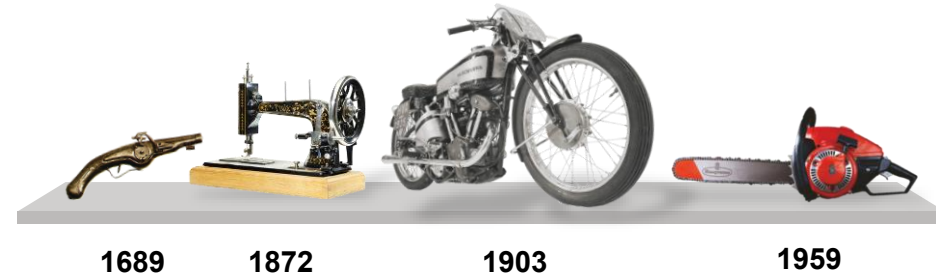


Note: Market positions refer to market shares. Source: Group's own assessments



Leadership through innovation

330+ years

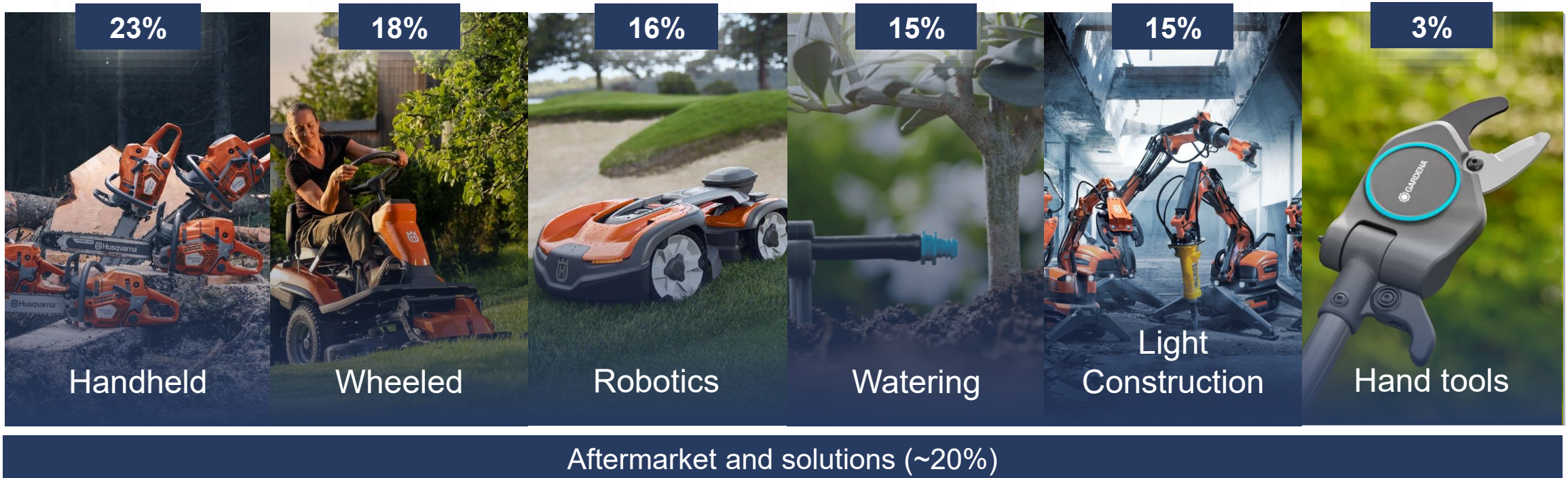


Differentiated offering

Differentiated offering covering Professional and Residential customer segments

Sales split as of Q3 2025 R12

Professional sales	~40%
Residential sales	~60%



Note: Shares illustrating distribution of total Group sales
"Other" product category represents 10% and mainly includes accessories and spare parts

Premium quality

Delivering customer value through premium quality offerings

CEORA™
Trusted by
~1,700
golf courses
worldwide



Strong multichannel network: a differentiator that secures customer proximity

Global reach



Presence across
key markets

+100
countries

Enabling growth, resilience
and fast innovation adoption

Trusted partnerships



Points of sale

~100,000

Driving customer access,
experience and
service excellence

Multi-channel approach



Dealers
~60% of sales



Retail network
~25% of sales

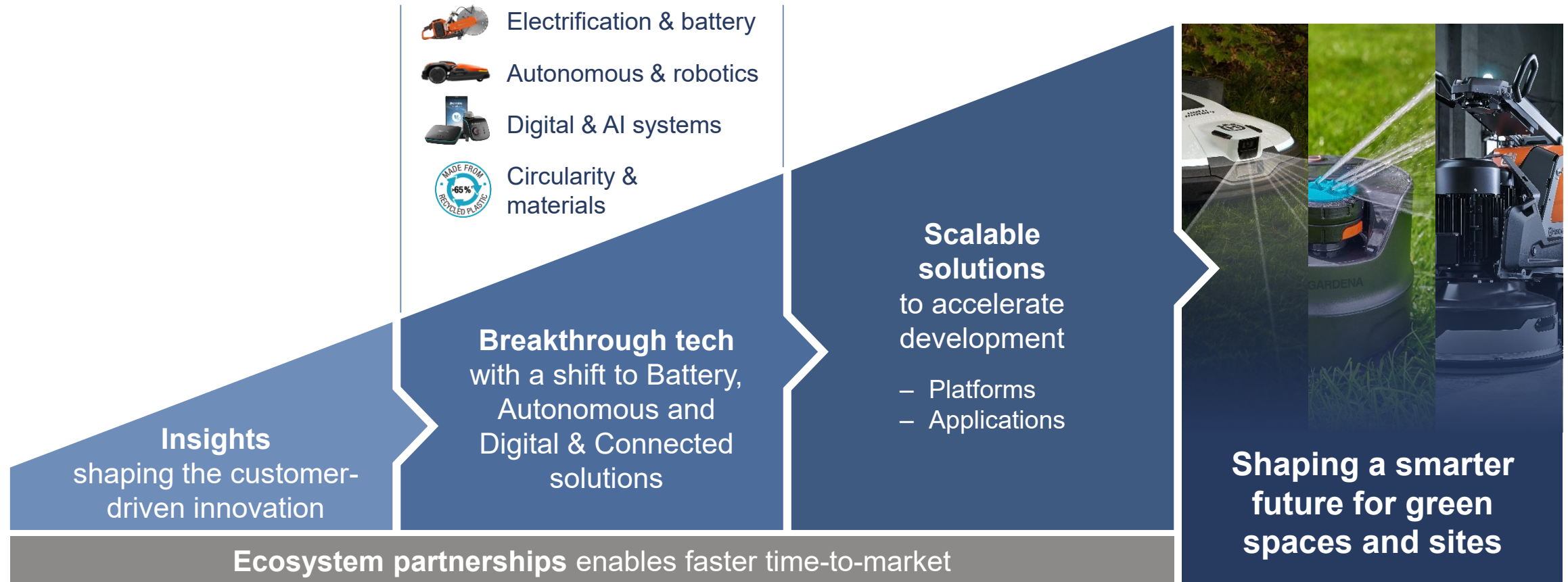


Direct-to-consumer
(e-commerce)
~10% of sales

Creating distribution and
customer value advantage

Note: remaining ~5% refers to other sales channels (rental and direct)

Sustained technology leadership – the path to next-gen solutions and accelerated impact



Transforming to Profitable Growth

An execution-oriented growth strategy aiming to strengthen leading market and brand positions to generate customer value and profitable growth



New Financial targets

Financial targets

3-5%



Organic Sales
Growth

Average annual organic sales growth of 3-5%, over a business cycle.

>10%



Operating Margin

Operating margin, excluding items affecting comparability of >10% over a business cycle.

15%

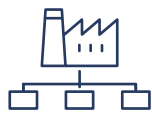


ROCE

Return on capital employed, excluding items affecting comparability of 15% over a business cycle.

Transformative cost-out for increased profitability, competitiveness and growth investments

Central operational excellence levers to deliver significant cost out for the Group to 2030



Sourcing

Optimize material costs through best-cost sourcing and strategic partnerships



Design-to-value

Simplify platforms to increase portfolio focus and improve product design to enable cost-out



Manufacturing

Increase manufacturing efficiencies, reduce costs and adapt to an asset lighter footprint



Logistics

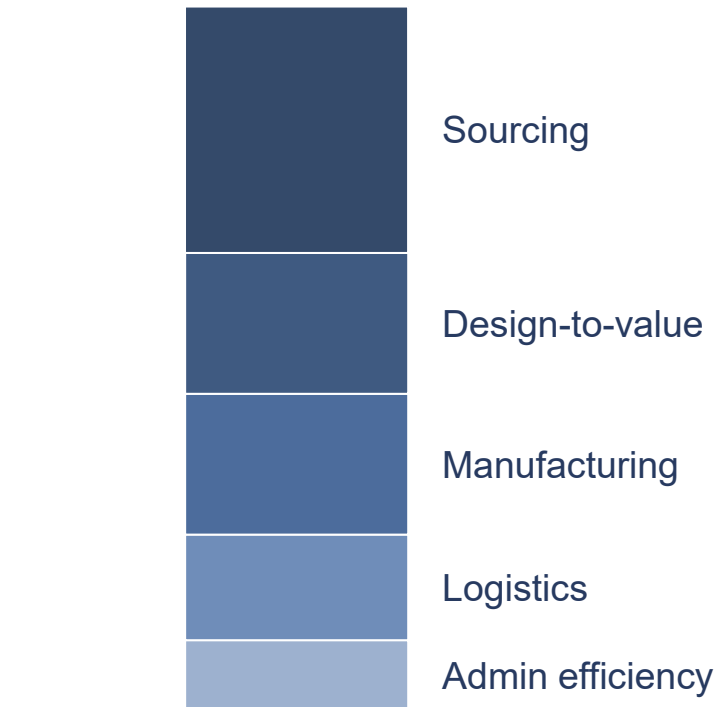
Leverage best in class partners to optimize footprint and improve service quality and cost



Admin efficiency

Step-change productivity by harmonizing processes and leveraging digital & AI solutions

>4 BSEK



Illustrative

20%
complexity
reduction

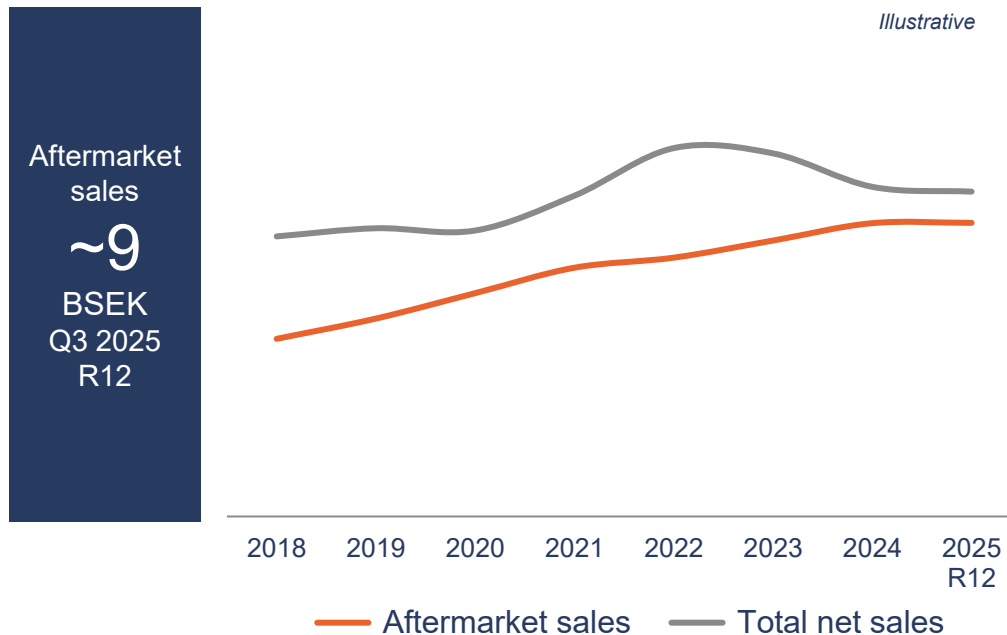


Our aftermarket offering is a key differentiator creating customer loyalty and competitive advantage

Broad aftermarket and service offering across our product offering

Global Service Network	Service agreements, Financial & Lease solutions	Circular services, i.e. refurbished equipment
Digital and AI-enables tools incl remote trouble shooting & Field support	Complete ecosystem of accessories	Operational excellence inc Spare Parts availability

A growing, profitable and stable revenue stream



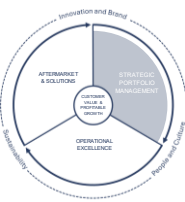
Ambition: sales of **>12** BSEK in 2030

GENERATING
VALUE BY:

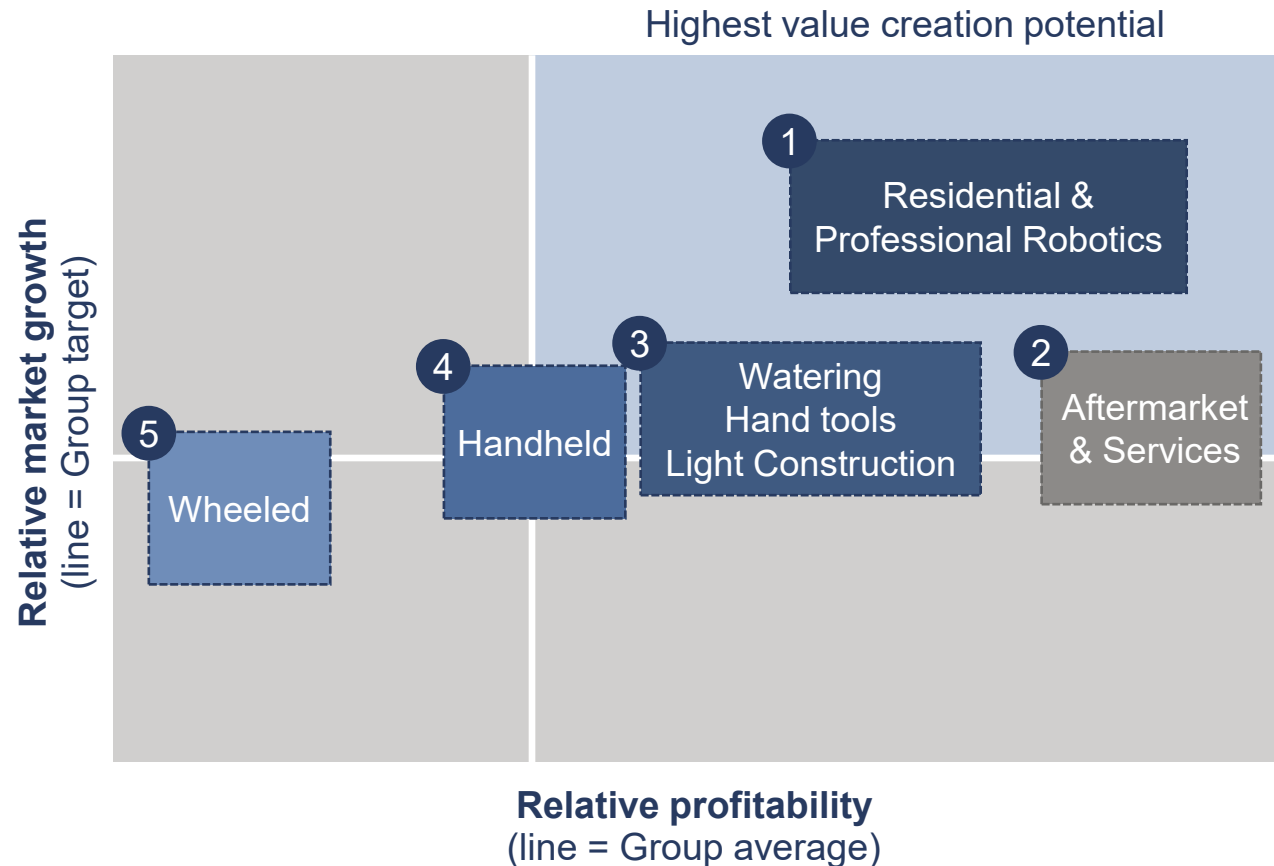
Deeper customer
engagement

Leverage installed
base & global network

Increased
productivity



Investing for value creation by increasing profitability and capturing market growth in prioritized segments



Five clusters creating value through differentiated portfolio roles

- 1 Capture strong market momentum
- 2 Strengthen capabilities as a core differentiator and value driver
- 3 Build-out leading positions in moderate growth segments
- 4 Strengthen ICE leadership, capitalize on additional professional opportunities, and transition to battery/alternative fuels
- 5 Drive cost-out and asset light models to improve profitability

Portfolio prioritizations to generate profitable growth and a stronger mix by 2030

Main growth drivers

- Double-digit growth in Residential & Professional Robotics
- Moderate growth above Group avg.:
 - Watering, Hand tools and Light construction
 - Aftermarket & Services

Increased profitability

- Cost out across the portfolio to increase profitability
- Handheld & Wheeled smaller share of the business

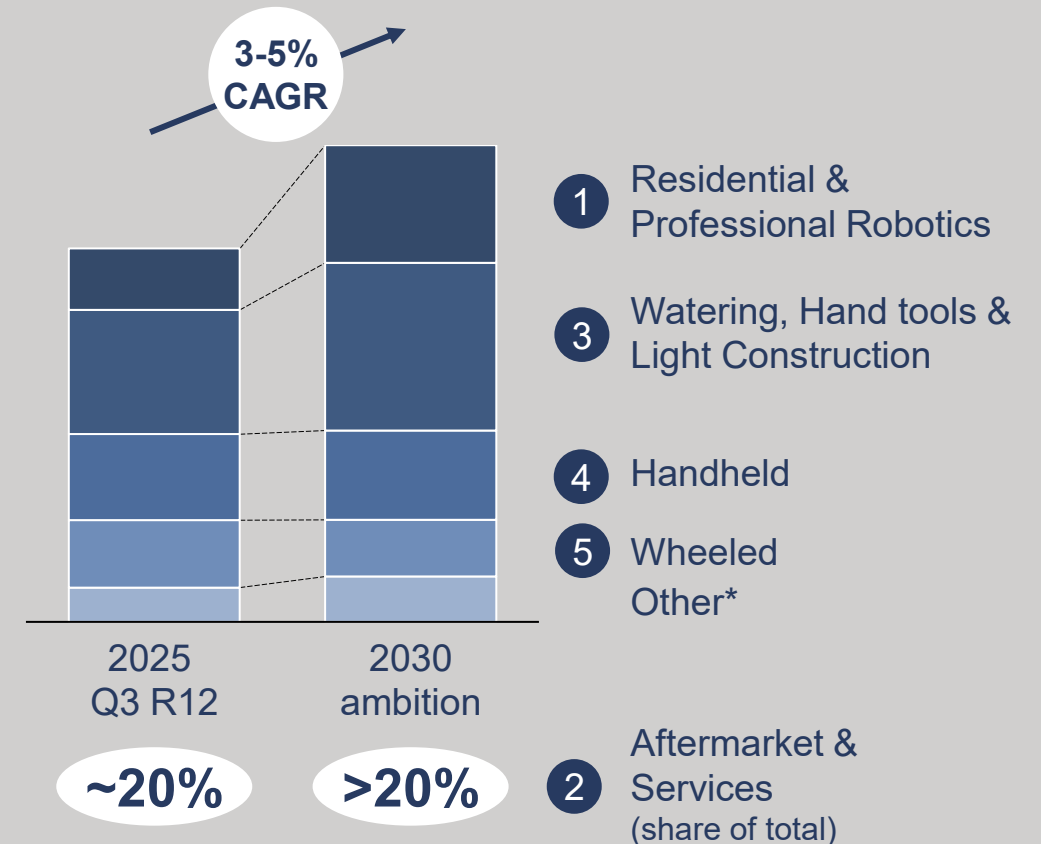
Key 2030 ambitions

>25 BSEK
of Pro sales

>12 BSEK
of Aftermarket &
Solutions sales

Illustrative portfolio mix








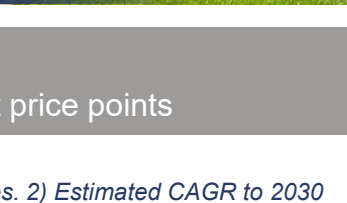
Share of sales*



* Mainly includes accessories and spare parts



Presence with two brands in three segments of the robotic lawn mower market

Brand	Market segment	% of Group's robotic sales (~8 BSEK R12)	Sales channels & Go-to-market	Market position ¹	Market growth outlook ²
 Husqvarna [®]	Professional 	 ~15%	Dealers (Pro partners)	# 1	>30%
	Residential Premium segment 	 >70%	Dealers	# 1	>15%
	Residential Mid-range segment 	 <15%	Retail E-com	# 3-4	
	Residential Entry level with lowest price points 				

Note: 1) Market positions refer to market shares. 2) Estimated CAGR to 2030

Sustainability powers our growth path



Leading sustainability

Leader in the industry



Named One of the World's Most Sustainable Companies



2024



2025

New sustainability targets for 2030

Accelerating decarbonization through robotics, smart connectivity, and electrification

60%

CO₂ reduction

Calculated against a 2015 baseline.

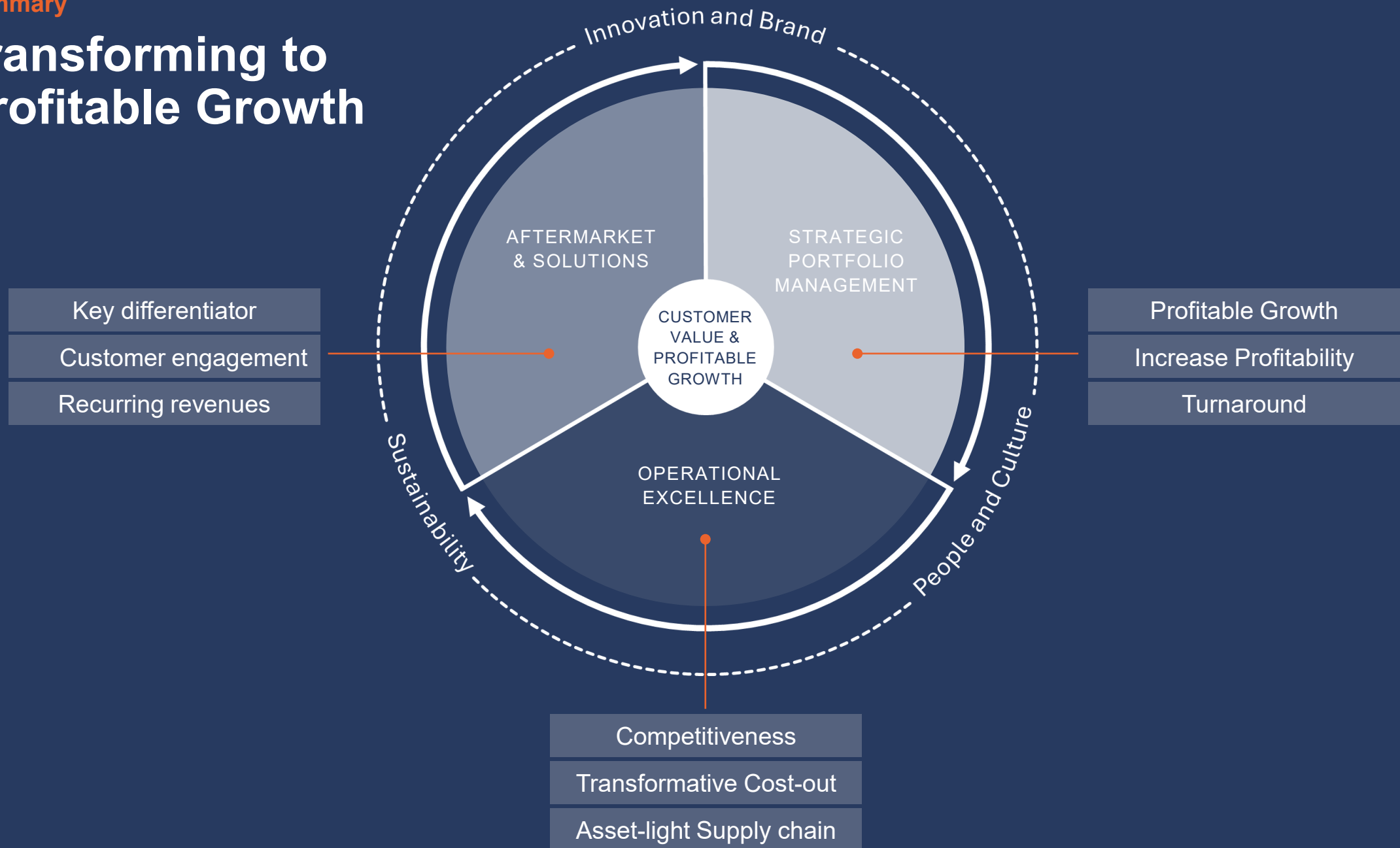
Scaling circular innovations by expanding business models focused on servitization, durability, and repairability

25%

of net sales from circular offerings

Summary

Transforming to Profitable Growth



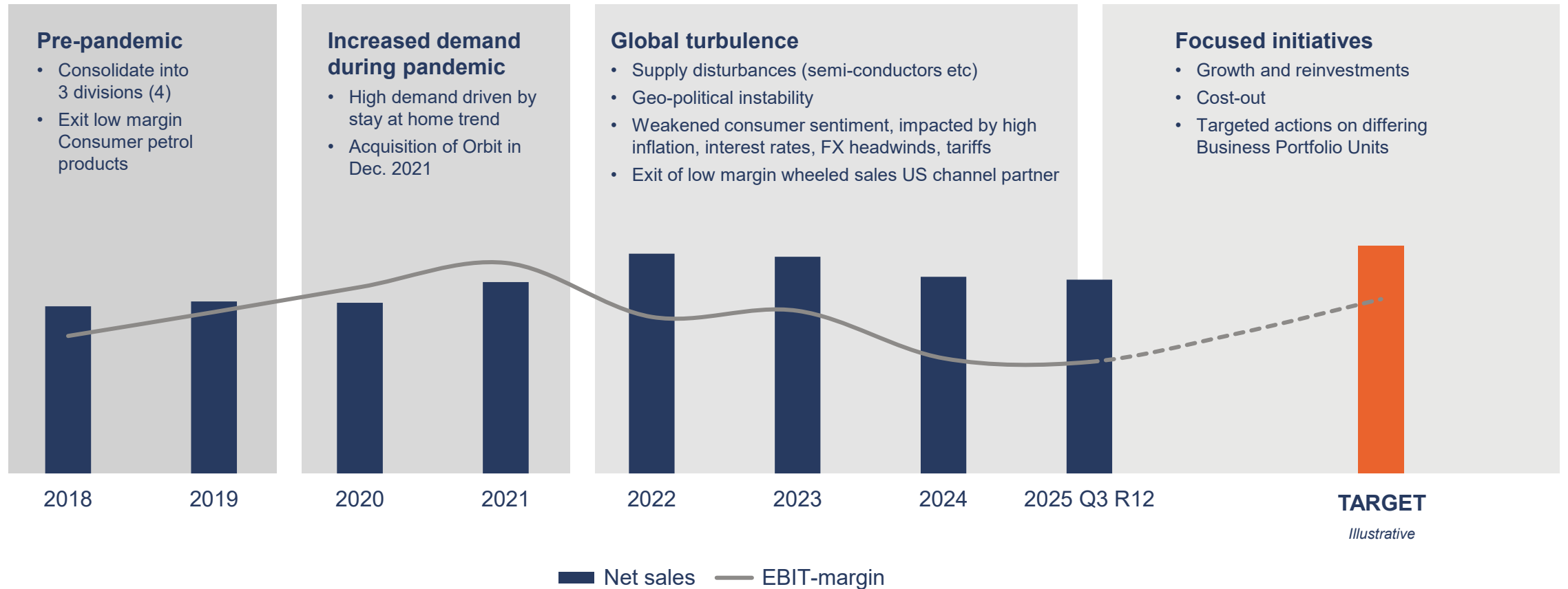


Financial Update and Targets

Terry Burke, CFO

Turbulent years following the pandemic

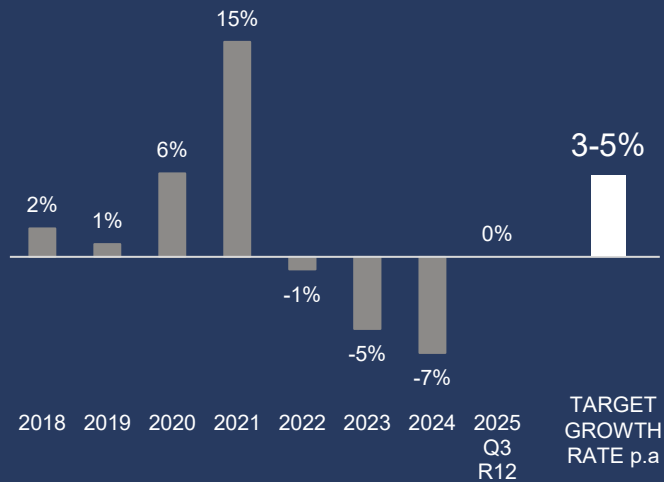
Focused initiatives to transform to Profitable Growth



New Financial targets: focus on growth and margin expansion

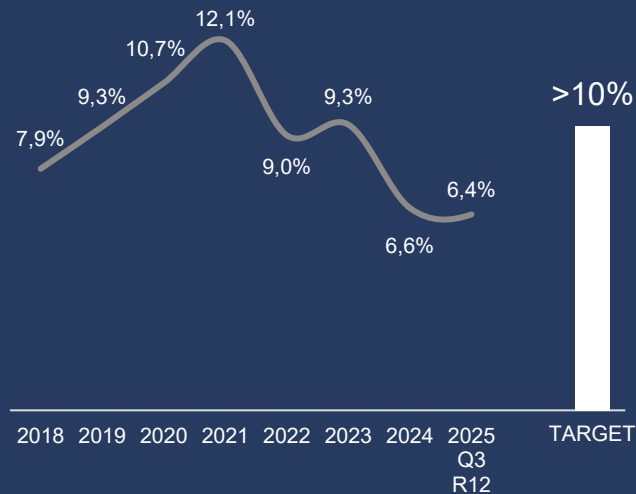
Growth

TARGET:
Organic growth 3-5%



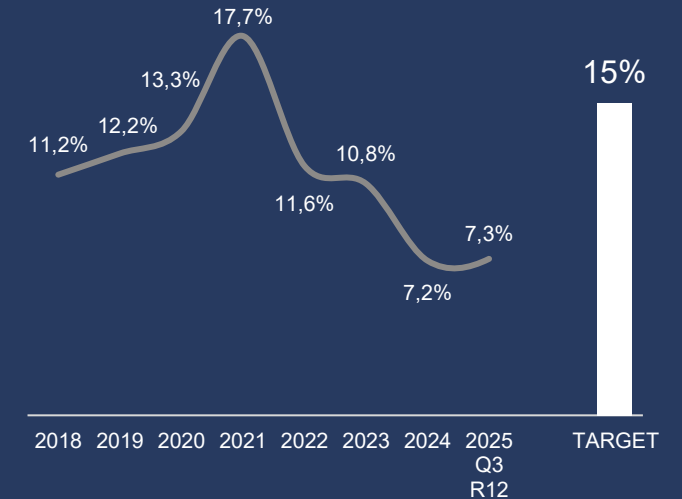
Operating margin

TARGET:
>10% Operating margin



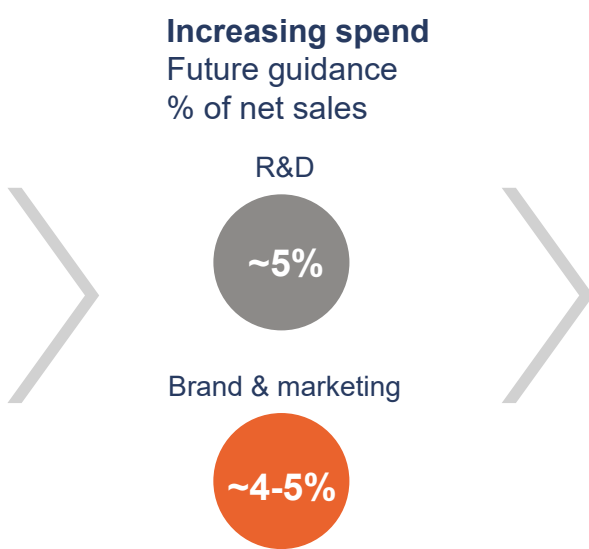
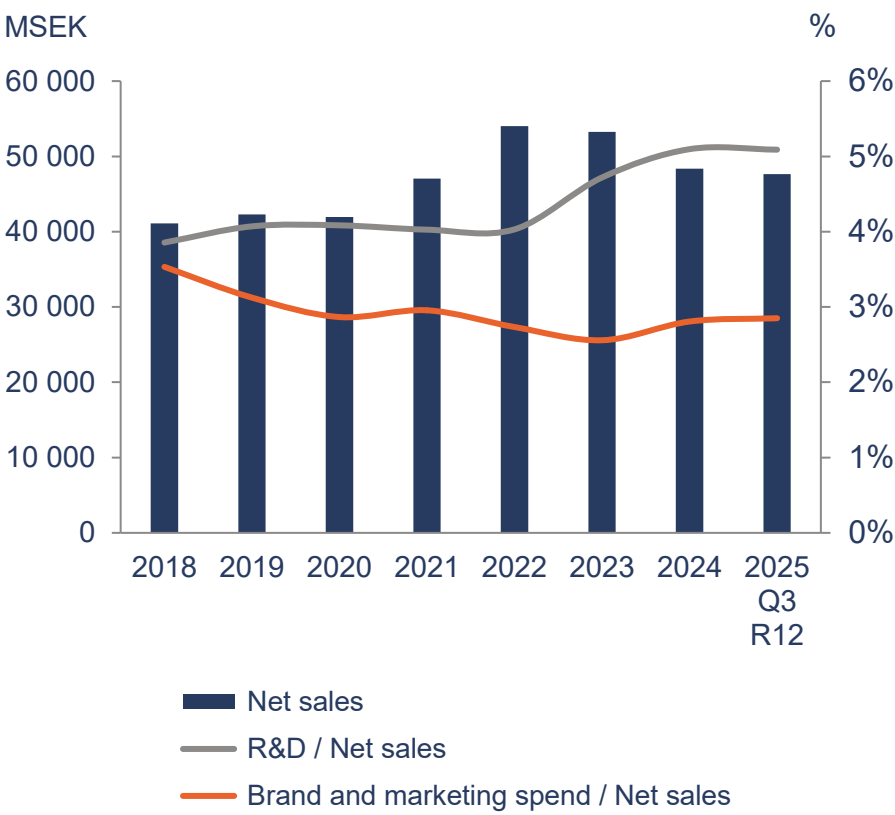
Return on Capital Employed

TARGET:
15% ROCE



Investments in innovation and brand to fuel growth

Increasing R&D investments and brand & marketing spend



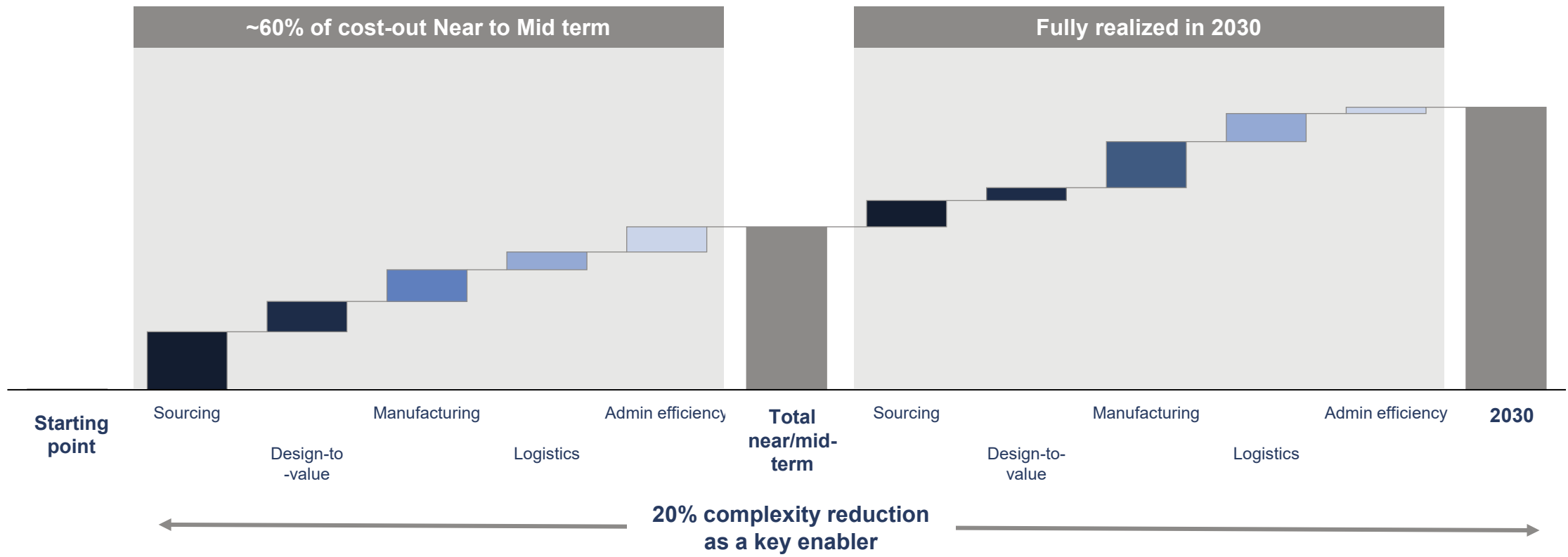
Clear prioritizations

Segment	Investments in relation to average
Robotics (Residential & Pro)	++
Aftermarket & Services	+
Watering, Hand tools, Light Construction	+
Handheld	=
Wheeled	-
Other	-

Cost-out ambition of 4 BSEK to be fully realized in 2030

Focused efficiency and cost-out program aiming at sustainable cost reductions and improved operational efficiency

Illustrative

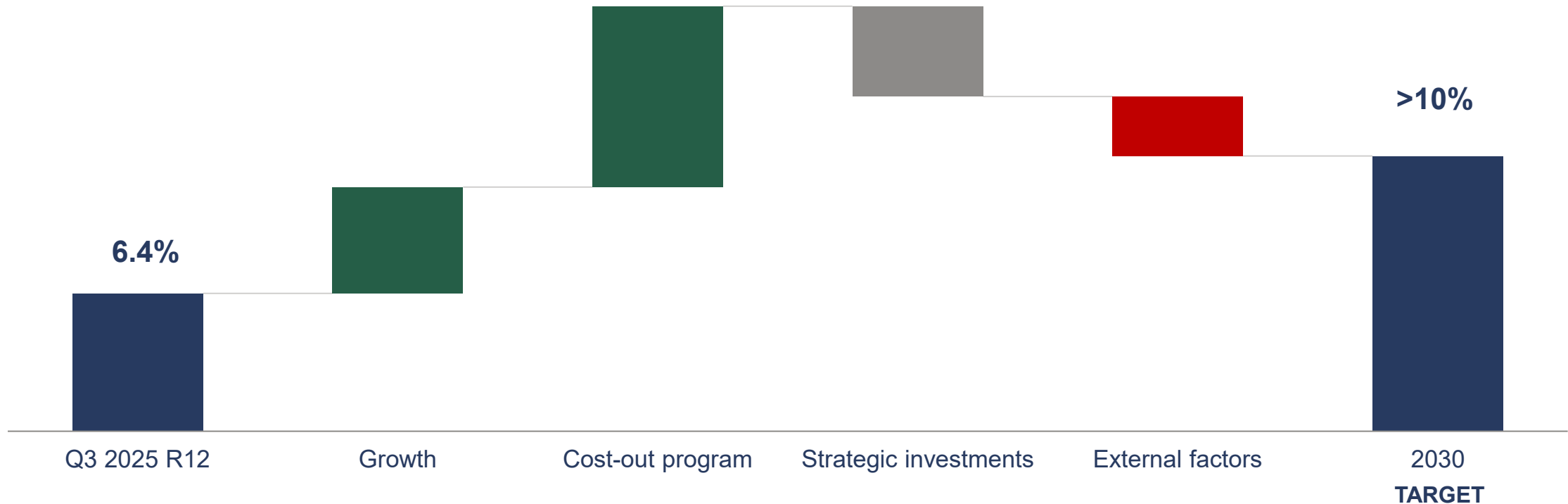


Excluding non-recurring costs of SEK 1.5 bn

Clear building blocks for margin expansion

Growth, Cost-out and investments for increased profitability

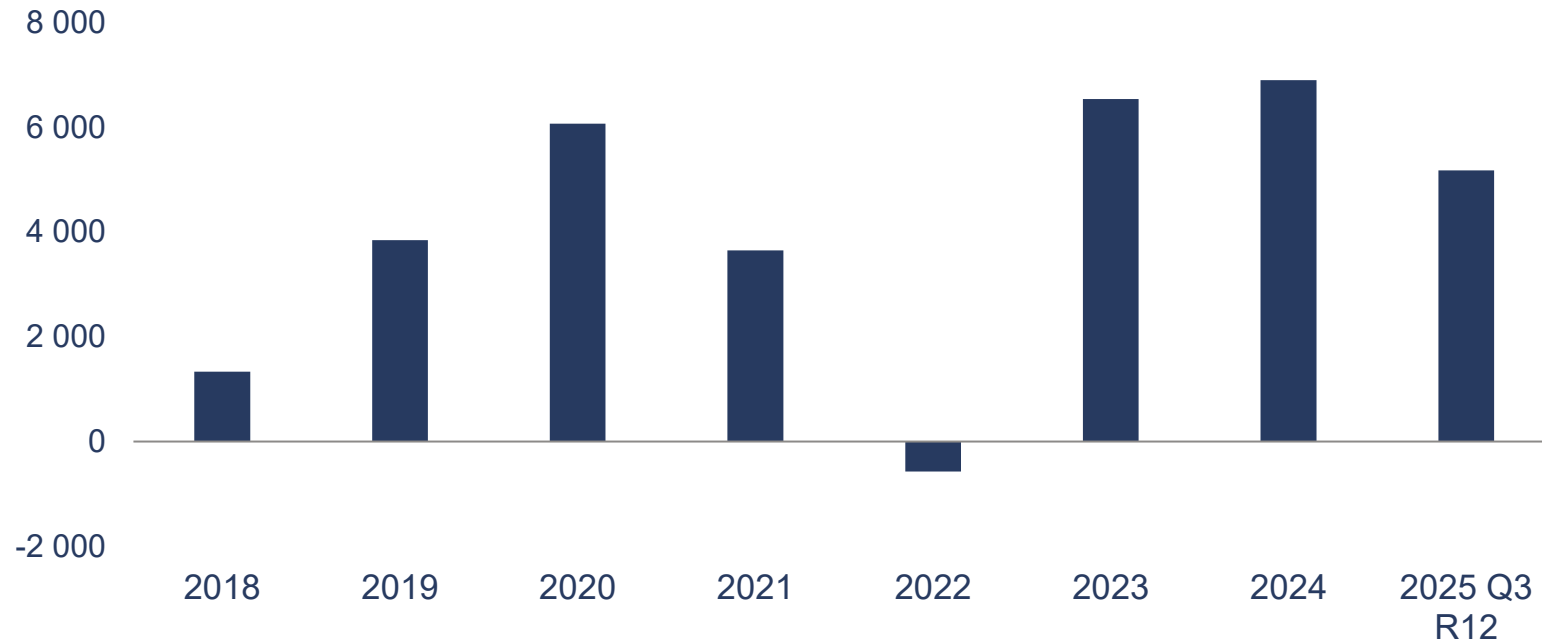
Illustrative



A cash generative business

Strong cash flow secures ability to reinvest into prioritized initiatives

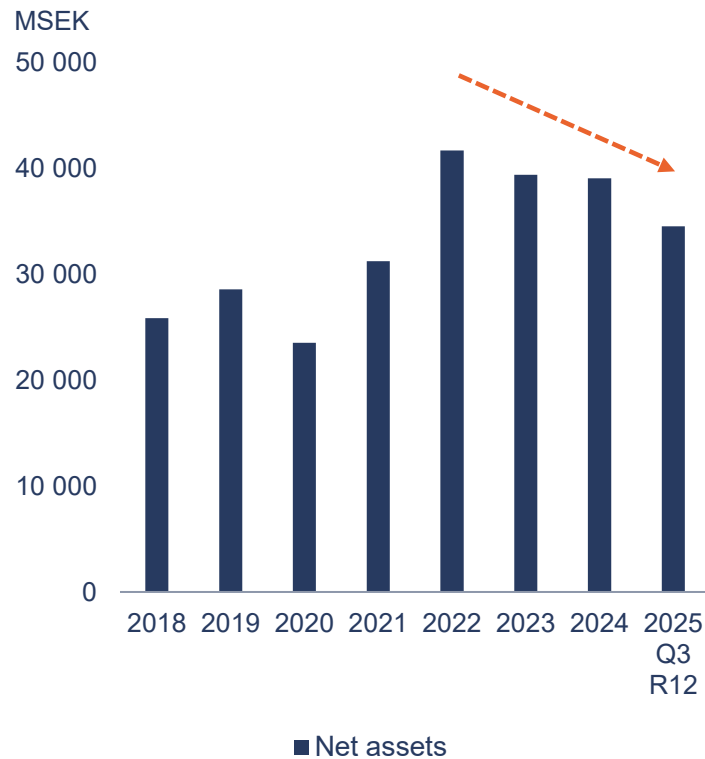
Direct Operating Cash flow
MSEK



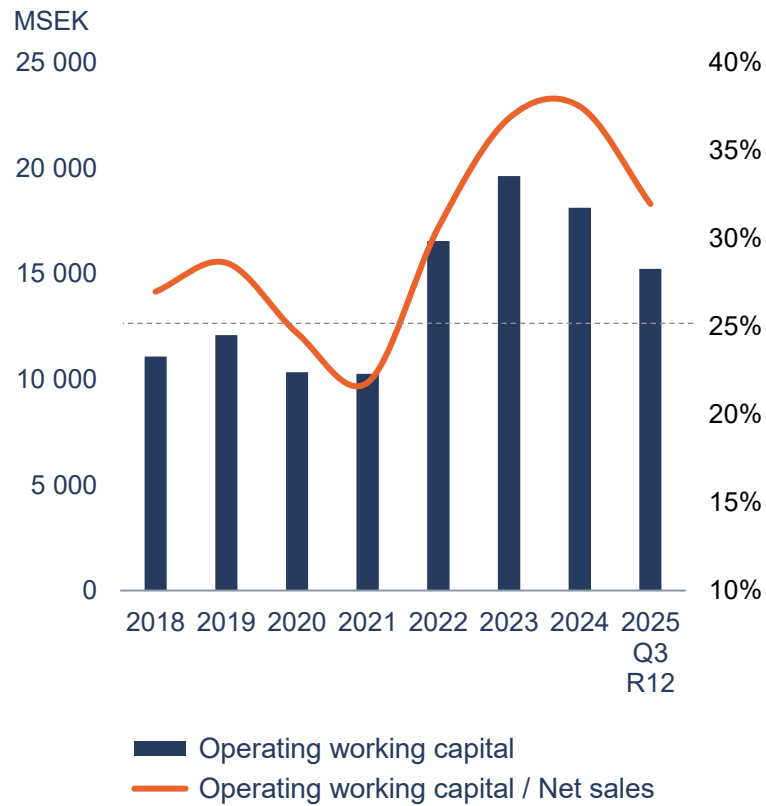
- Preserve solid financial position
- Strong cash generation over recent years
- Growth while managing net debt
- Dividend policy of $\geq 40\%$ of net income

Becoming more asset light

Lowering net assets



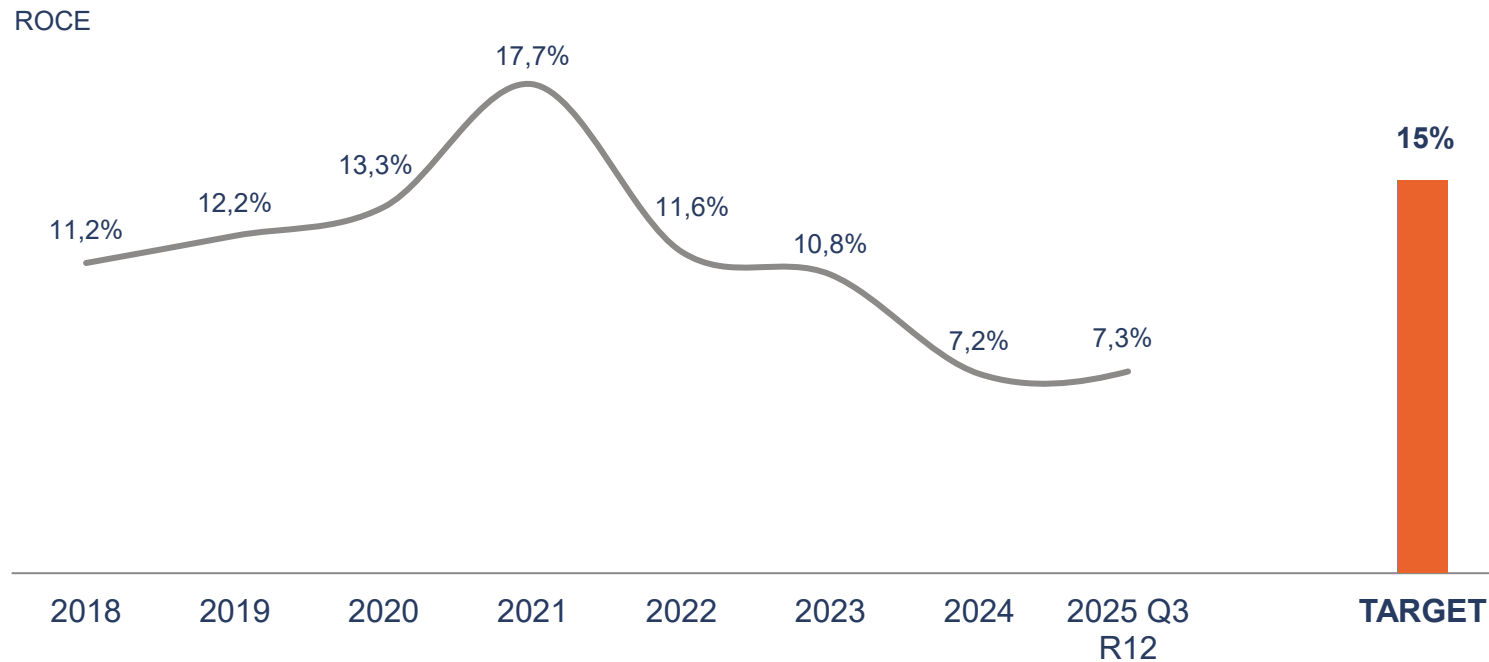
Improving capital efficiency to 25%



- Reducing capital intensive segments (e.g. Flex)
- Partnerships, joint ventures or outsourced operations
- 2/3 own manufacturing today
- Working capital efficiency ambition 25%
- Lowering fixed costs and minimizing risk
- Operational excellence in Supply Chain

Return on Capital Employed

Focus on ROCE will secure we invest
where we have the highest future returns



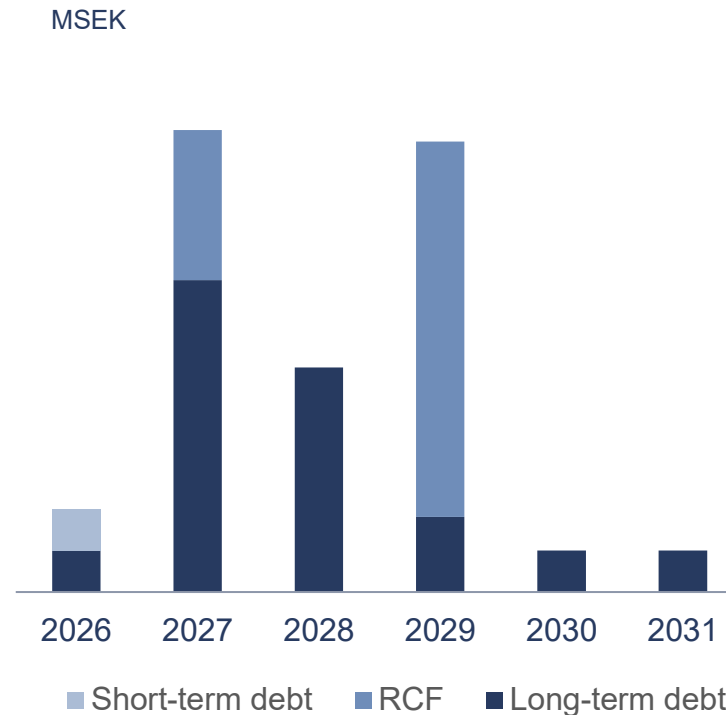
- Improved EBIT
- Strong cashflow
- Working Capital and capex management
- Growing less capital-intensive segments

A strong financial position with well managed leverage

Net debt/EBITDA below <2.5



Solid debt maturity profile



- Maintain Investment grade credit rating
- Lower risk and exposure to interest rate fluctuations changes, refinancing risk and liquidity pressures
- Flexibility to move quickly on new expansion/growth opportunities

Note: Note: average net debt / rolling 12 months EBITDA, excl. items affecting comparability

Capital allocation discipline supports long-term value creation



INVESTMENT FOR ORGANIC GROWTH:

Support growth strategy
Increased R&D and B&M



FINANCIAL RESILIENCE:

Strong balance sheet & liquidity headroom
Maintain investment grade credit rating



SHAREHOLDERS RETURNS:

Sustainably grow dividend
 $\geq 40\%$ of net income



M&A:

Disciplined and strategic
Complement organic growth strategy

Summary

Building Blocks for Profitable Growth Transformation

Growth and margin expansion

- Cost-out
- Increased investments in innovation and brand
- Targeted actions for differing business portfolio units

Improving ROCE

- Becoming more asset light and improved working capital efficiency
- Strong cash flow

Q&A



Glen Instone
CEO



Terry Burke
CFO



Robotics
(Residential / Professional)



Smart
Watering



Professional
Solutions

Product exhibition

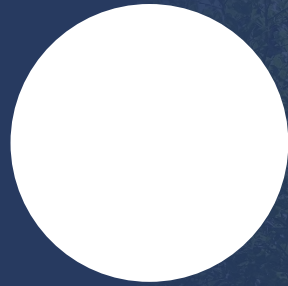
Join your group to explore the expo and meet the experts



1



2



3



4



5



Husqvarna Forest & Garden Division

Omar Attar, President (interim)

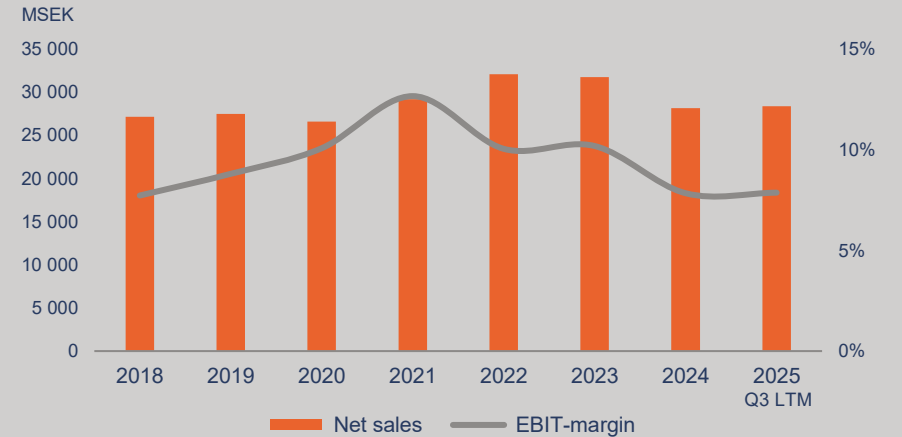
Introduction

Husqvarna Forest & Garden Division

Multi-segment and channel global leader in residential, professional green space and turf management

- Global #1 or #2 in all key categories by market share
- The global market leader of autonomous zero emission solutions
- Growth opportunities driven by leveraging the strong dealer network and multi-channel expansion
- Leading the market development with innovative solutions supported by and premium customer experience

SALES AND EBIT-MARGIN



SALES SPLIT BY REGION



SEK **160** bn

Global
market size

SEK **28.4** bn

Net sales
Q3 2025 R12

7.9%

Operating margin
Q3 2025 R12

>100

Sales
in countries

>25,000

Channel partners

5,700









Employees

Operating margin excluding items affecting comparability



Transformational cost-out to drive competitiveness and enable re-investments in profitable growth

Initiative pipeline built up based on key areas with full potential split in:

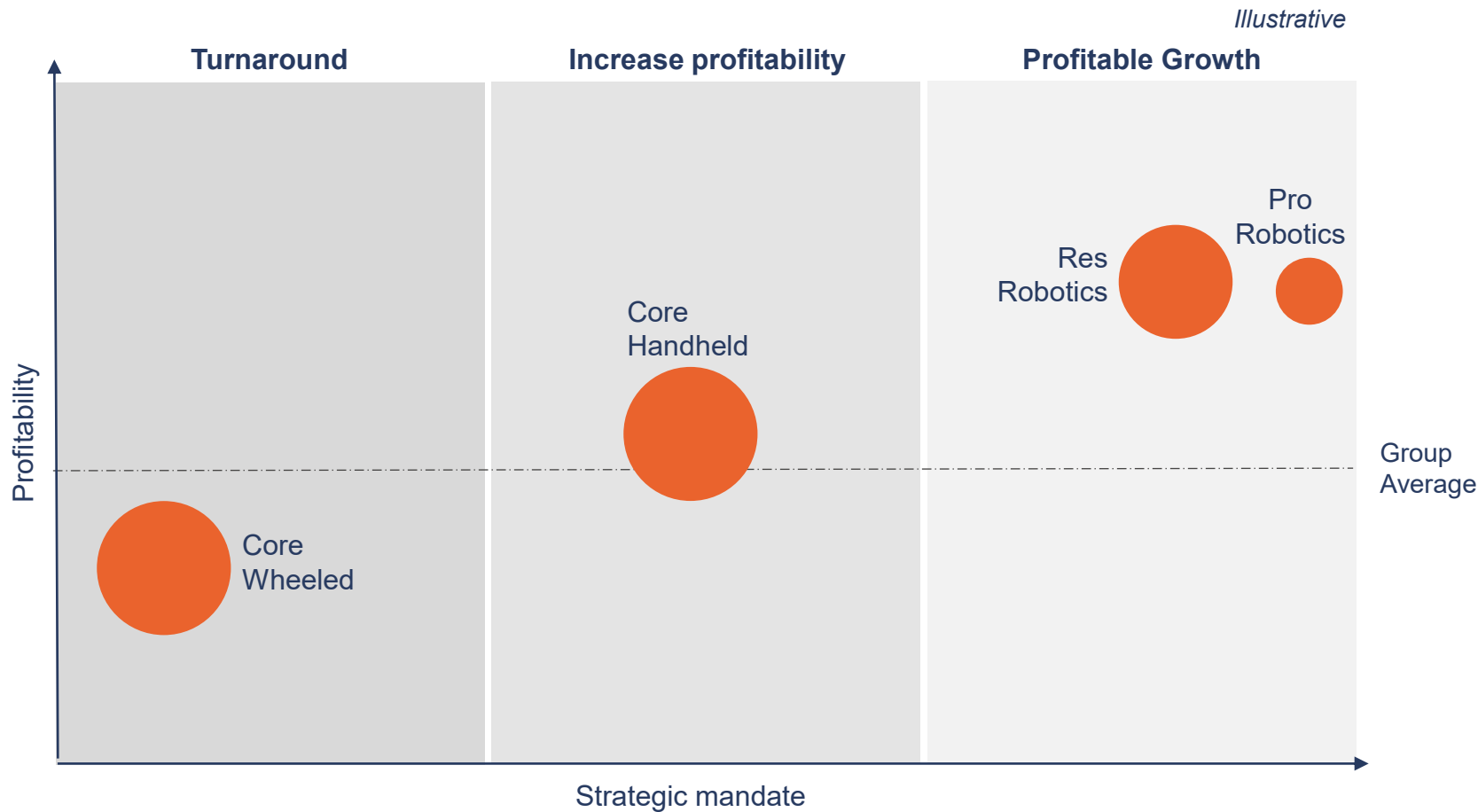
EXAMPLES		
	Sourcing	<ul style="list-style-type: none">• Cost reduction of electronics systems, incl lower tier suppliers• OEM partners consolidation• Optimize supplier base to reduce total cost 
	Design-to-value	<ul style="list-style-type: none">• Simplification and redesign of product platforms• Robotics electronics architecture• Cost optimized core platforms 
	Manufacturing	<ul style="list-style-type: none">• Outsourcing of component manufacturing, e.g. Brastad• Leverage scale from strategic partnerships e.g. Flex• Footprint optimization e.g. from high cost to best cost countries 
	Group wide programs: Logistics	 Group wide programs: Admin efficiency

20%
complexity
reduction

Reduce portfolio complexity by:

- Targeting poor performing models (and tail)
- Modular design and product roadmap management

Business Portfolio units grouped into three categories each with specific actions



● Husqvarna Forest & Garden Division

Profitable growth

- Capture strong market momentum
- Strengthen capabilities as a core differentiator and value driver

Increase profitability

- Develop leading positions in moderate growth segments

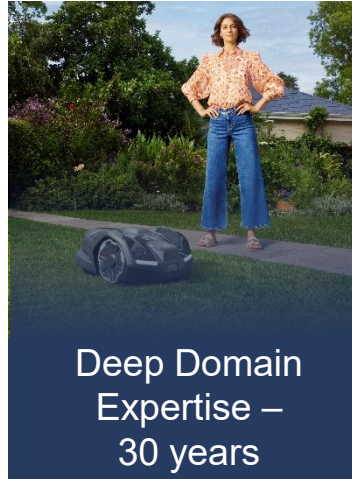
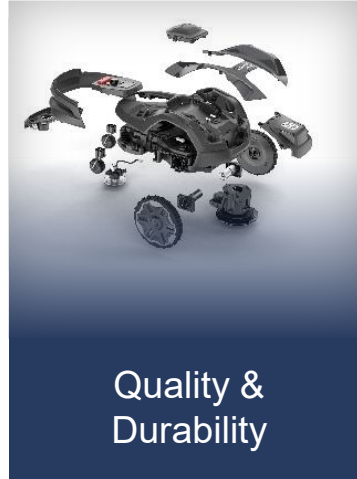
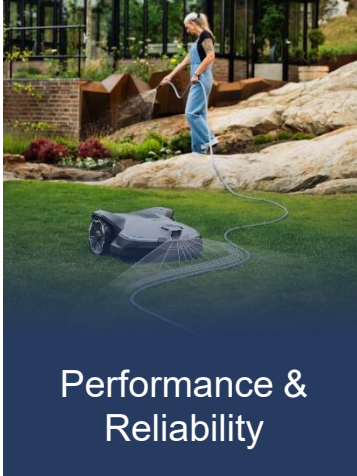
Turnaround

- Turnaround or exit

Operational excellence through cost out for increased competitiveness in all Performance units to enable investments in value creation areas for profitable growth

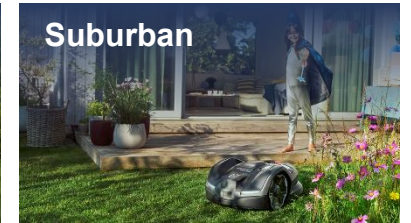
The market leader in residential robotics

Husqvarna's competitive edge



Experienced dealer channel plus multi-channel expansion

Premium Aftermarket and service offering



"I'm truly, truly satisfied! I would have written a love letter to the company anyway, but the survey came at just the right time"

Swedish customer, AM 430X NERA

"Recommended it to all my neighbors. They're all asking about it"

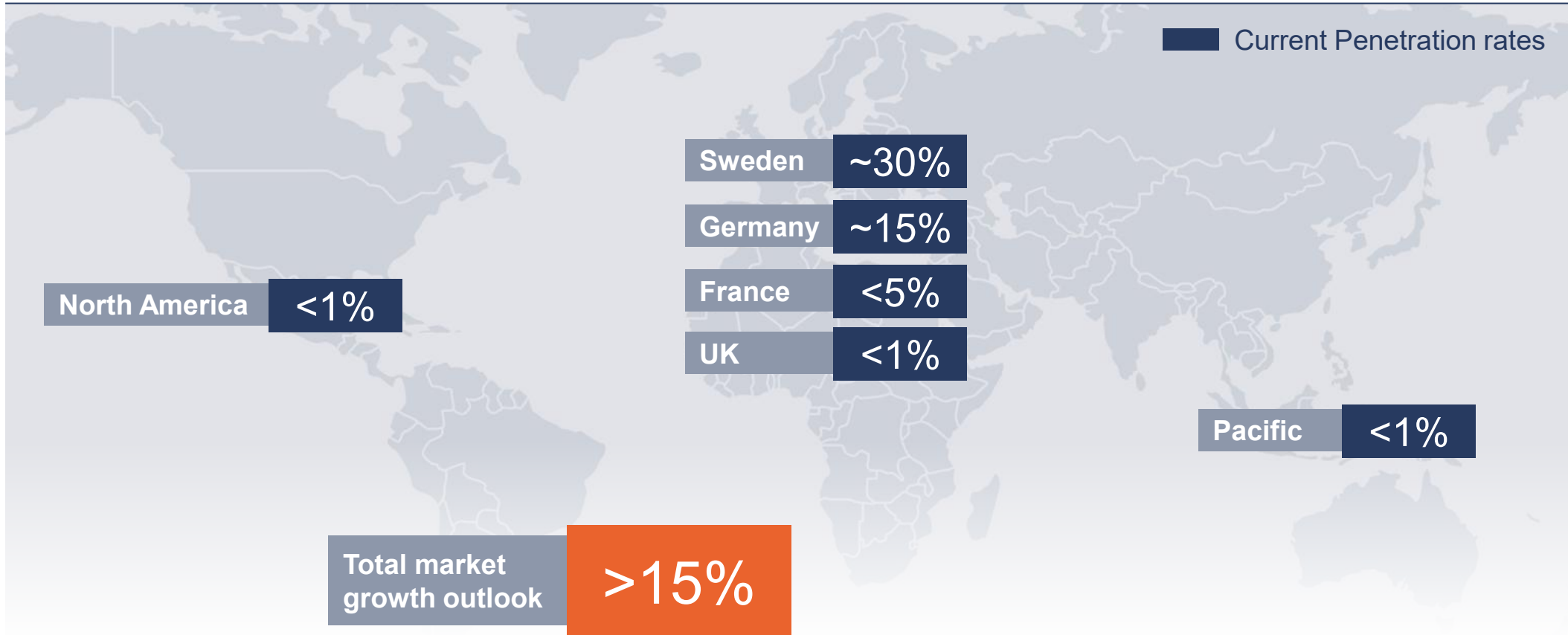
American customer, AM 440iQ

80%

of all connected residential mowers installed in 2016 are still operating in 2025

Low penetration in key markets provides significant growth potential

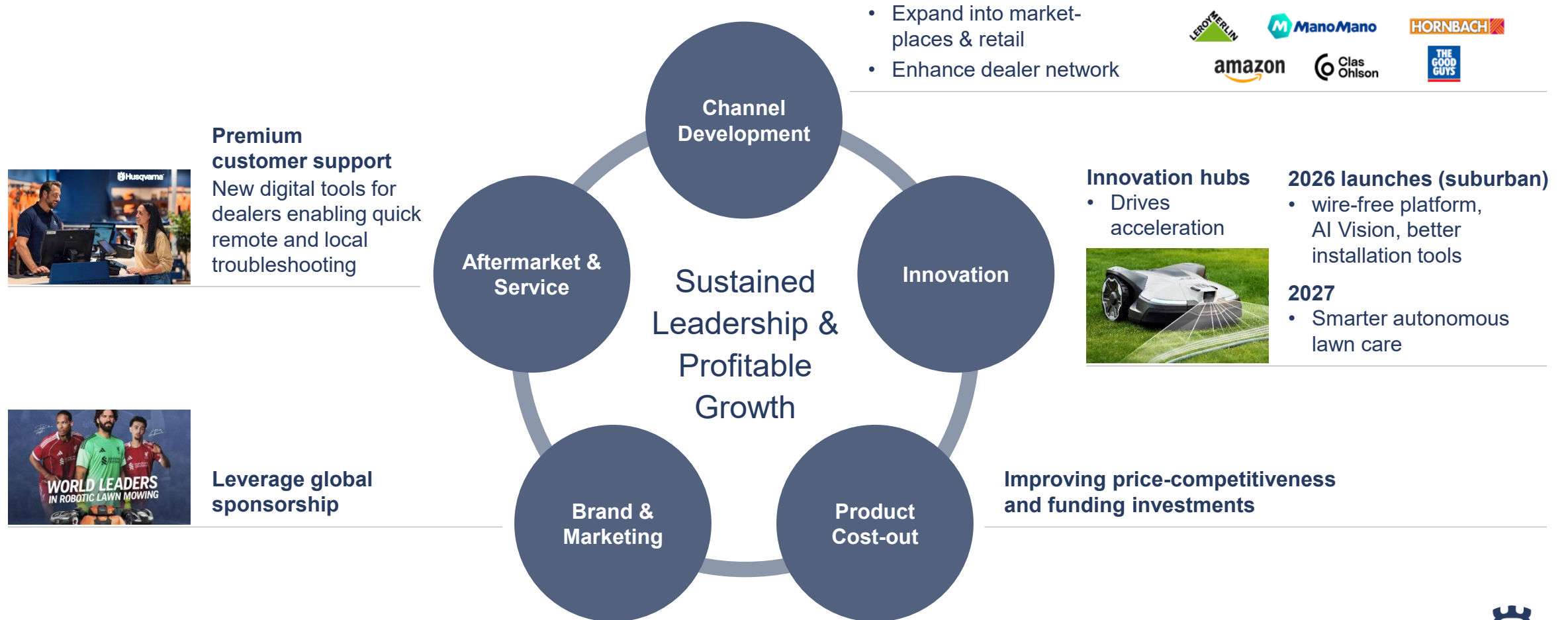
Penetration rates



Estimated CAGR to 2030

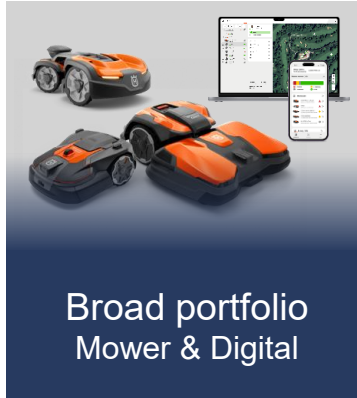
Note: Penetration rates based on estimated addressable gardens (volume)

Continue leadership position in the premium and mid-range segments

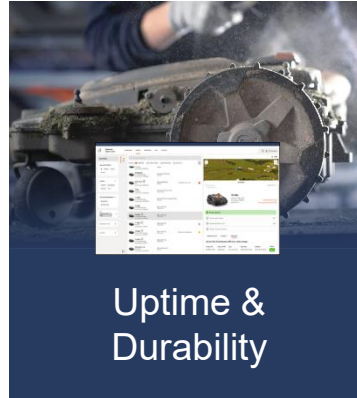


The premium brand in professional robotics

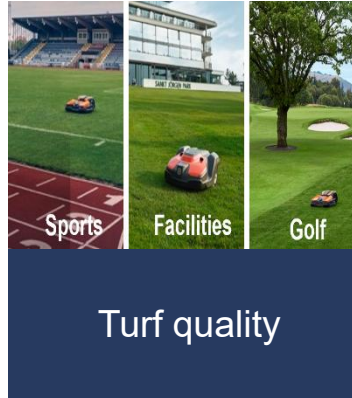
Husqvarna's Competitive Edge



Broad portfolio
Mower & Digital



Uptime &
Durability



Turf quality

Dedicated professional servicing dealer channel

Premium Aftermarket and service offering

Strong Value Proposition



Reduced total cost of ownership



Maintaining & improving
cut quality



Clear sustainability benefits

- Noise
- CO2 reduction



Mitigate labor shortages

- Reallocate labor to other
parts of the green spaces



"Initiatives like electric autonomous mowing not only reduce carbon emissions but also allow greenkeeping teams to focus more on finesse work that has a real impact on presentation and performance"

Richard Windows, R&A, UK (R&A is global governing body in golf outside the US & Mexico)



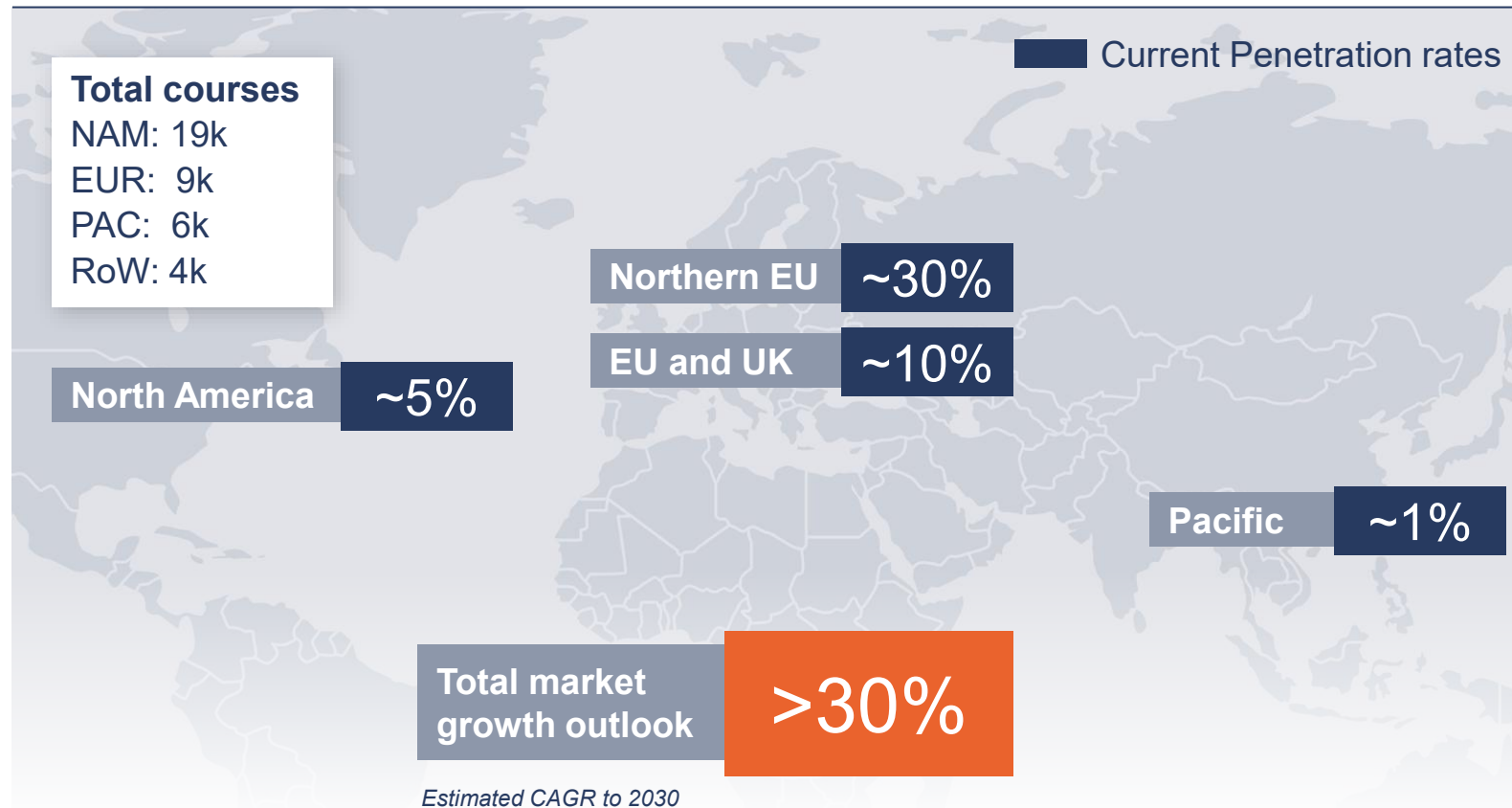
"How Robots will help prepare the women's Open golf Course"

AIG Women's Open



Disrupting professional turf care: Proven growth, significant potential ahead

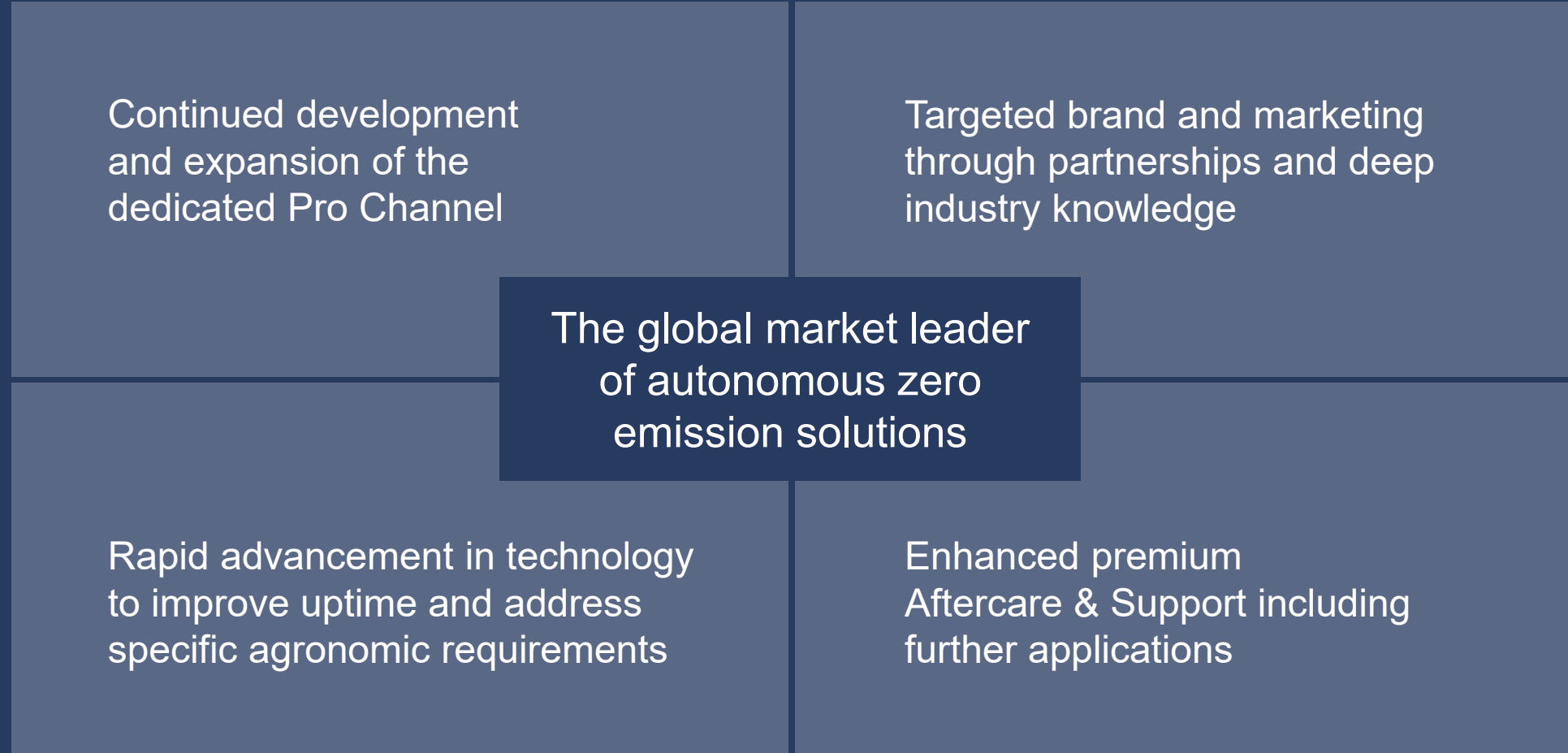
Penetration rate in golf: ~1,700 courses out of 38,000 courses globally



Where we play

- Major growth potential in Europe, North America and Pacific in golf, sports and facilities
- Growth driven by underlying market growth and increased penetration in golf, sports and facilities
- To cut all relevant areas remains our focus but we also expand to adjacent applications

Clear focus areas to maintain the global market leadership position and accelerate penetration



Success in handheld is a key part of our strategy and remains an important part of portfolio

Grow handheld market share in slightly declining market...



564 XP Pro Petrol Chainsaw

Market
growth outlook



...while preparing for electrification transition



Pro Backpack Blower

Market growth
outlook



Innovation and Value proposition

- Sustainability: Advanced engines (fuel injection, alternative fuels)
- Faster time-to-market, lower costs via partnerships



Product cost and complexity reduction

- Redesign, material savings, and portfolio optimization



Go to Market and Aftermarket & Support

- Cost-out to fund brand investment, multi-channel reach, and dealer development
- Best-in-class Aftermarket maximizes customer productivity

Turnaround: Wheeled

Maintain leading market position in EU with front mowers whilst turn around profitability of NA ride assortment

Continue strong wheeled position in Europe...



1st battery-powered
Pro Ride-on

...and significant profitability turnaround in North America



Partnerships for
improved competitiveness

Petrol Wheeled:

Market growth
outlook



Battery Wheeled:

Market growth
outlook



Innovation and Value proposition

- European range with balanced petrol & battery mix
- Optimize the North American ride assortment



Product cost and complexity reduction

- Redesign, direct material savings & contract manufacturing (e.g. Flex in NA)
- Exiting poor performing models in the portfolio



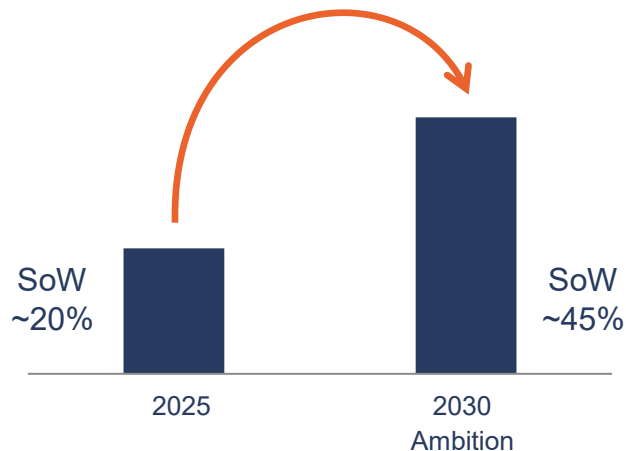
Go to Market and Aftermarket & Support

- Cost-out to fund brand investment and dealer development
- Best-in-class Aftermarket to maximizes customer productivity

Our premium aftermarket customer experience, a key differentiator

Significant growth potential

Increase Share of wallet by Premium Customer Support



Realized by a global aftermarket approach

Focus on maximizing uptime and premium customer services:

- A premium dealer network and multi-channel expansion
- Operational excellence, incl spare parts availability
- Predictive maintenance and repair, AI-driven service recommendations
- Self-service tools & remote diagnostics

Sustainably through a competitive offering

Examples of products and services

Uptime Center

Share of Wallet Tool

Lease+ and 2nd Life

Husqvarna Service HUB

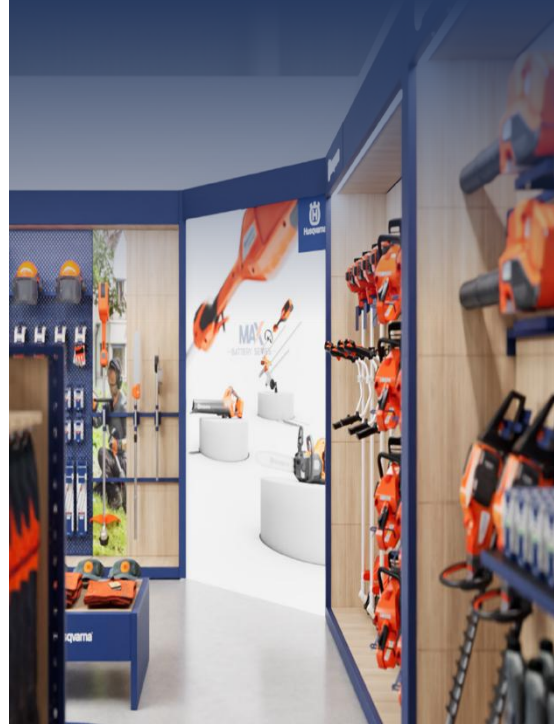
Leading to deeper customer engagement, competitive advantage, and accelerated profitable growth

Transforming to Profitable Growth

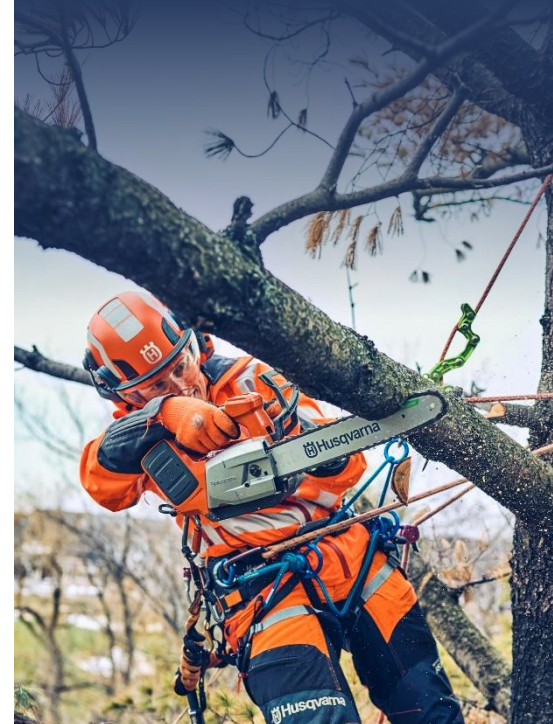
Robotics leadership & profitable core led by innovative customer solutions



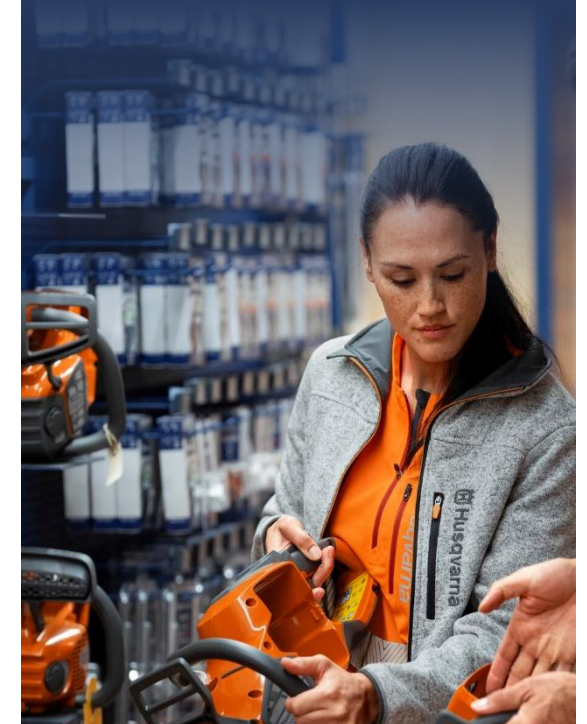
Enhanced multi-channel network and go-to-market capabilities



Structural cost-out enabling profitable growth



Best-in-Class Aftermarket experience, a key differentiator





Gardena Division

Maha Elkhartbotly, President

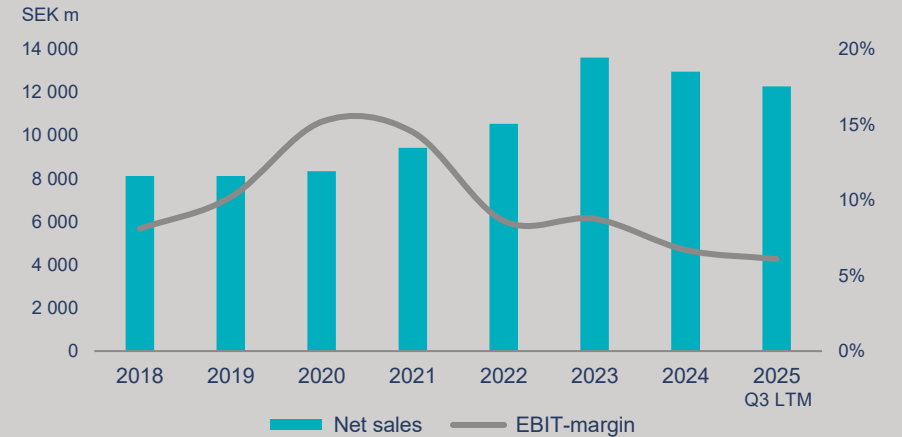
Introduction

Gardena Division

World leader in residential watering solutions

- Complete branded gardening offering
- Global #1 brands in residential watering, smart watering and hand tools
- Robust retail, eCommerce and digital ecosystems partnerships and infrastructure
- Growth opportunities driven by market expansion, innovation and new categories

SALES AND EBIT-MARGIN



SALES SPLIT BY REGION



SEK **70** bn
Global residential
market size

SEK **12** bn
Net sales
Q3 2025 R12

6.1%
Operating margin
Q3 2025 R12

>100
Sales
in countries

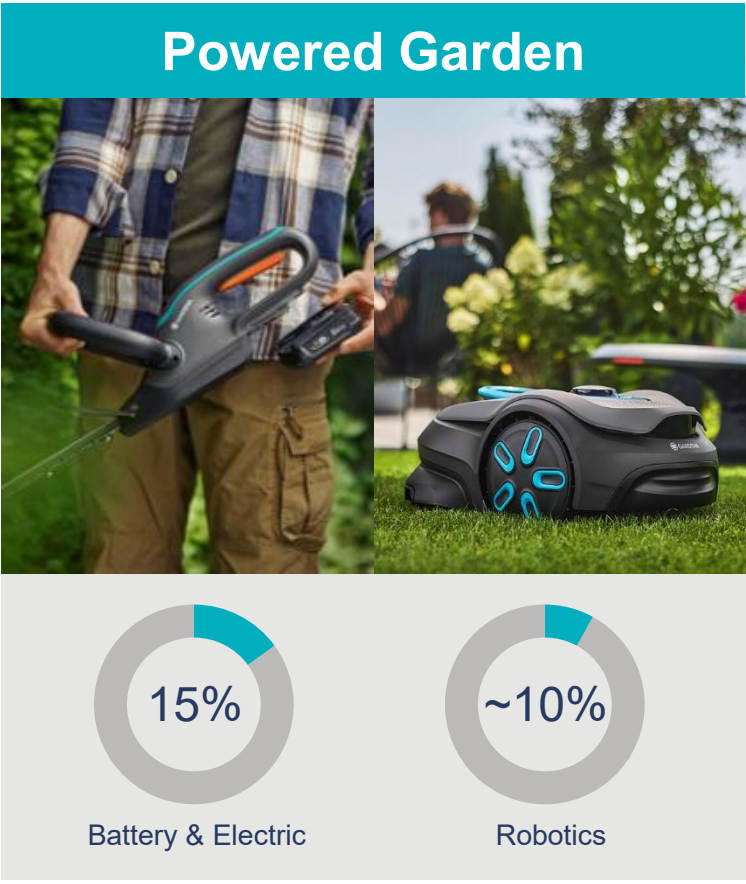
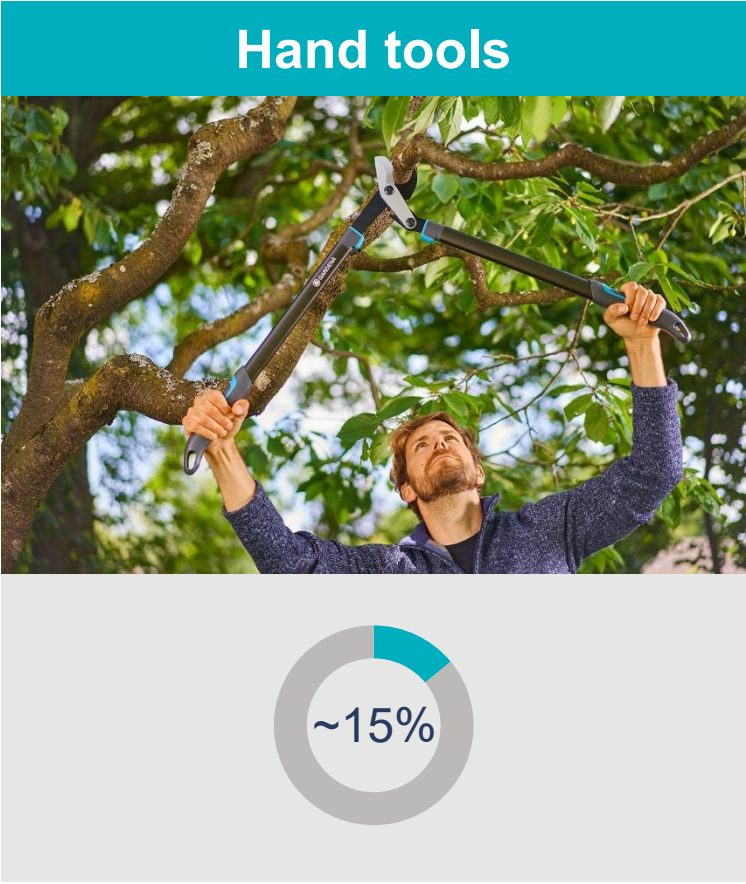
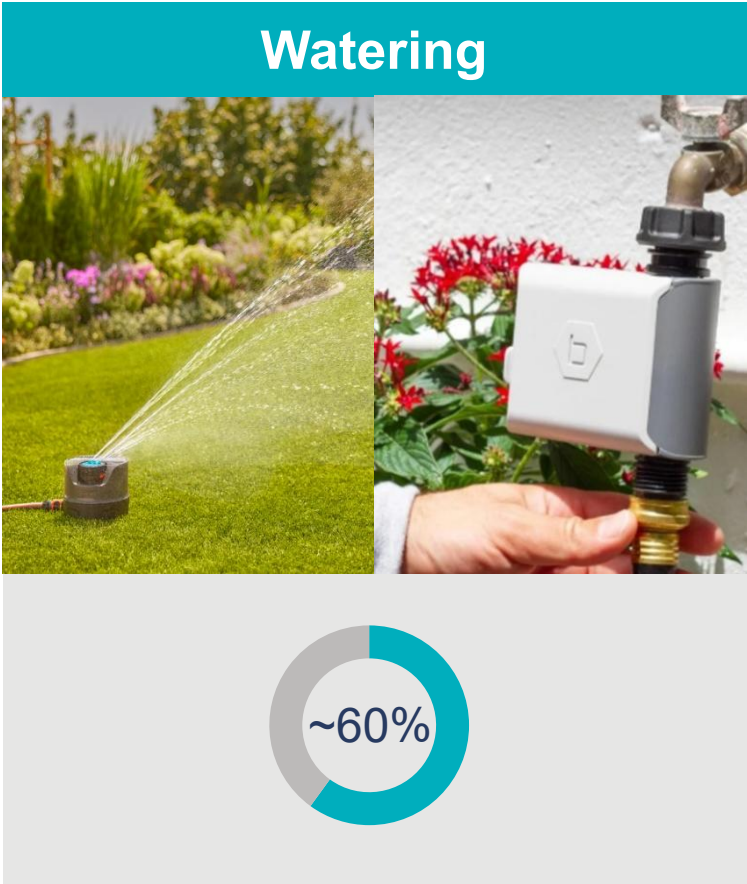
>65,000
Retail outlets
globally

3,200
Employees

*Operating margin excluding items affecting comparability

Helping people take better care of their gardens, yards and outdoor spaces

Share of Division Net Sales Q3 2025 R12



Transformational cost-out to drive competitiveness and enable re-investments in profitable growth

Initiative pipeline built up based on key areas with full potential split in:

EXAMPLES		
	Sourcing <ul style="list-style-type: none">• Increased sourced finished goods• Reduce material cost with supplier consolidation• Increasing finished goods consignment stock	
	Design-to-value <ul style="list-style-type: none">• Simplification and redesign of product platforms (e.g., hand-tools combisystem platform)• Creation of one global smart platform	
	Manufacturing <ul style="list-style-type: none">• Global Footprint optimization; fit for category• Utilization of low-cost factories to balance US tariff impact• Step change in automation and AI	

 Group wide programs:
Logistics

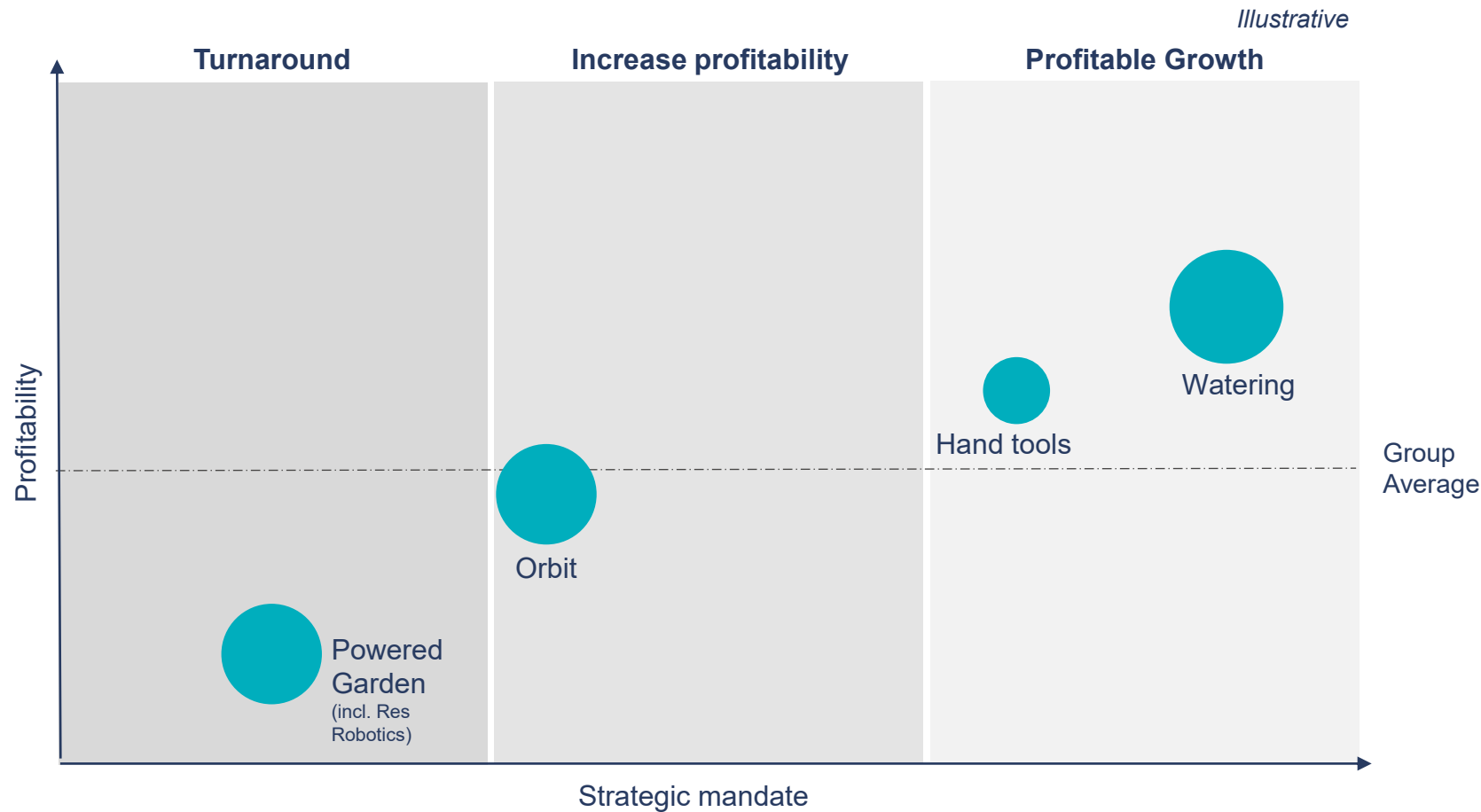
 Group wide programs:
Admin efficiency

20%
complexity
reduction

Focus on
Hero brands:



Business Portfolio units grouped into three categories each with specific actions



Profitable growth

- Capture strong market momentum
- Strengthen capabilities as a core differentiator and value driver

Increase profitability

- Develop leading positions in moderate growth segments

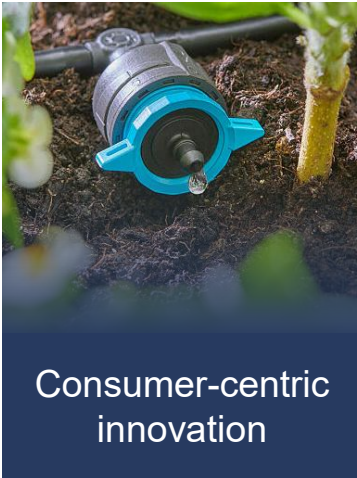
Turnaround

- Turnaround or exit

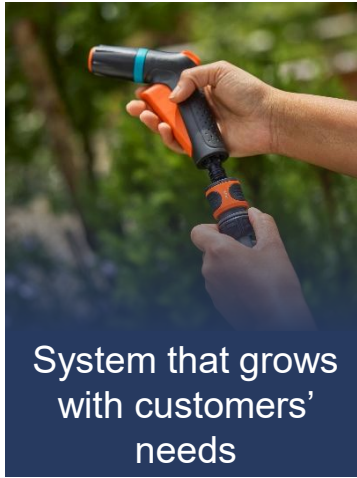
Operational excellence through cost out for increased competitiveness in all Performance units to enable investments in value creation areas for profitable growth

Global market leader in Residential Watering

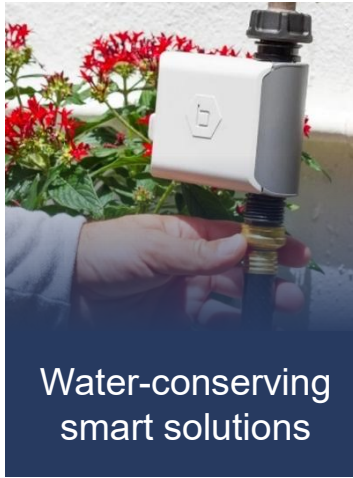
Gardena's Competitive Edge



Consumer-centric innovation



System that grows with customers' needs

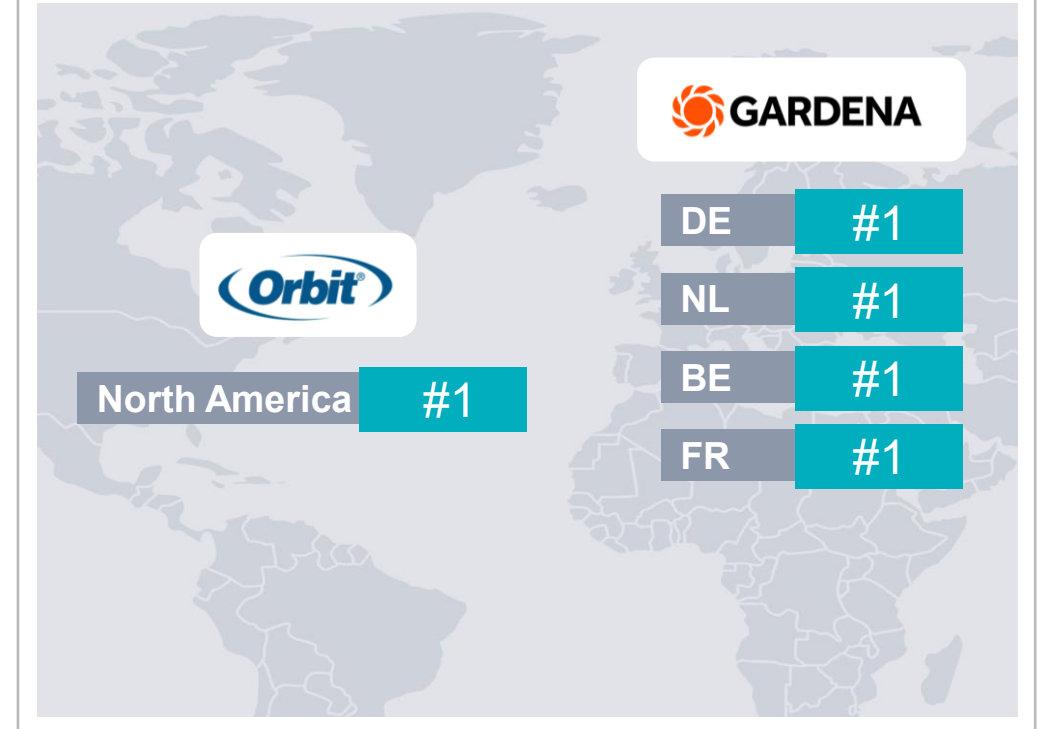


Water-conserving smart solutions

Complete Portfolio for manual watering and automatic irrigation

Broadest omni-channel distribution and extensive aftermarket service

Strong Retail Market Shares



Sword of Excellence 2025 for **Gardena AquaBloom** as **“single best product of all categories”**



Gardena **Smart Water Control** makes my everyday life easier—I'm thrilled with this smart system! (Customer review on [amazon.de](https://www.amazon.de))

Winning in growing Watering category

.....With a focused plan targeting attractive growth segments



Cultivate and develop our #1 market share in core markets with our brands Gardena and Orbit



Consumer led innovation focused on drip, smart watering, watering systems, and water management











Accelerated growth in e-commerce and digital ecosystems



Develop meaningful position in Professional irrigation focusing on sustainable smart water management

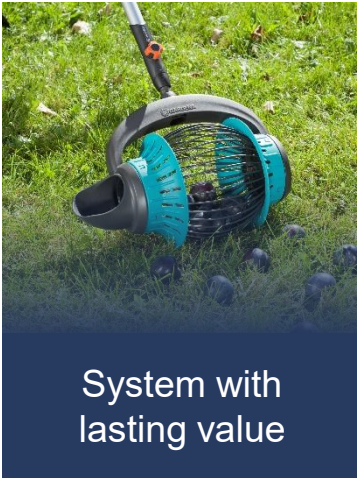
Growth across all Watering segments with clear global focus

Market segment	Brand	Markets & Sales Channels	Wanted market position 2030 ¹	Market growth outlook
 Professional Smart watering		USA Pro Partners	# 1	
 Residential Premium segment		Europe/USA Retail/eCom	# 1	
 Residential Mid-range segment		USA/Europe Retail/eCom	# 1	
Residential Entry level / Private Label	Selected OEM Supply in US			

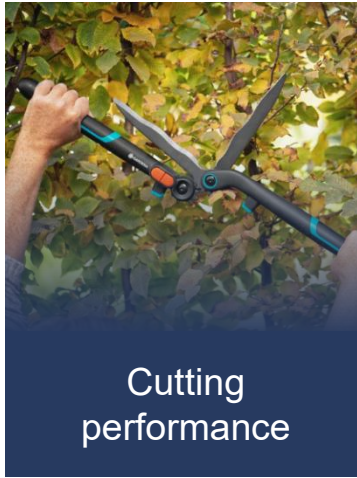
Note: 1) Market positions refer to market shares.

European market leader in Hand tools

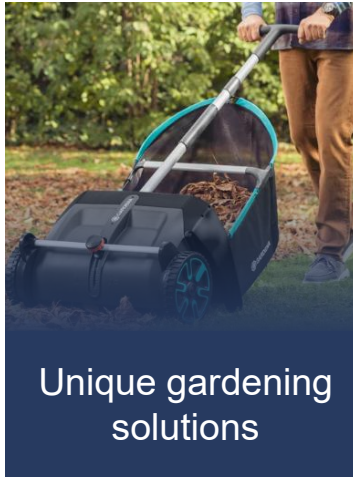
Gardena's Competitive Edge



System with lasting value



Cutting performance



Unique gardening solutions

Differentiating product portfolio for tools & cutting

Channel optimized POS solutions



*"Impressed how **easy and effort less** we could **prune our tree**, due to well telescopic handle" 5 Star Rating (Consumer Magazine on StarCut Pro)*

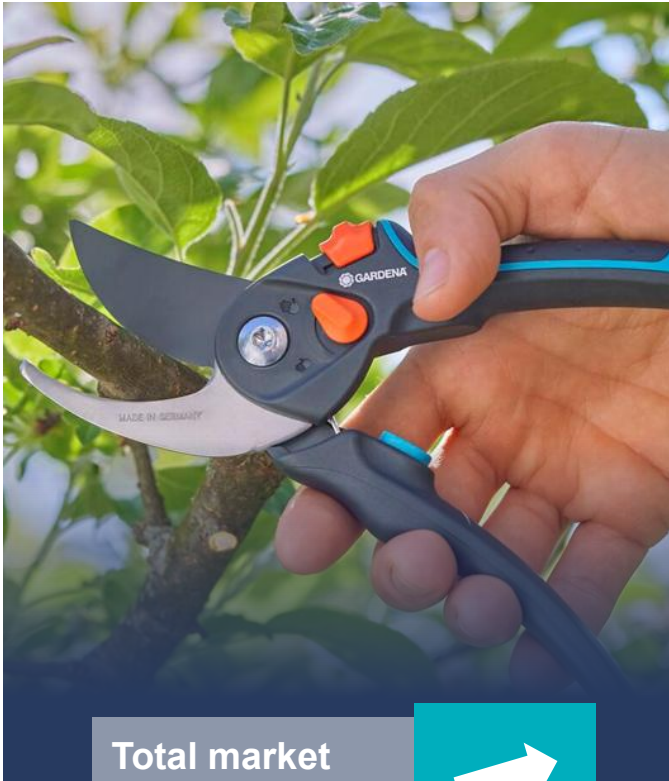
Strong Retail Market Positions



*"Fruit collector is a **game-changer** for anyone with fruit trees! No more bending or back pain **it picks up apples and walnuts** effortlessly. (Customer review on amazon.de)*

Delivering sustainable profitable growth in Hand tools

... Leveraging strong holds and selective expansions



Total market
growth outlook



Cultivate and develop our #1 Hand tools share in Europe.
Continue to win Share.



Selective expansion outside of core markets for accelerated
growth in Non-DACH.



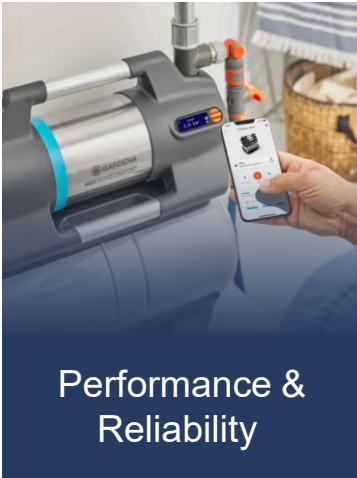
Consumer led innovation focused on cutting and tools.



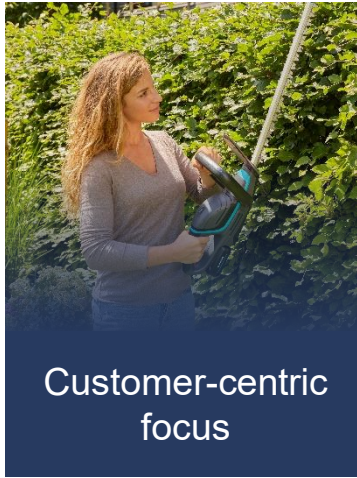
Drive product cost-out and platforms to fund
the growth journey.

Strategic presence in the largest gardening segment

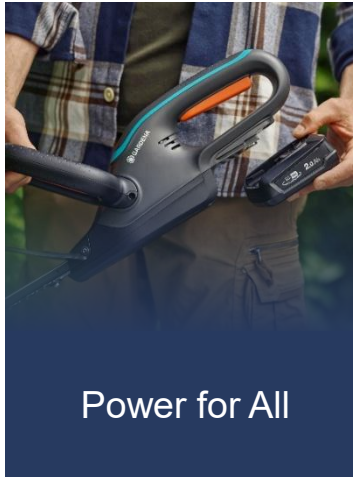
Battery & Electric Competitive Edge



Performance & Reliability



Customer-centric focus



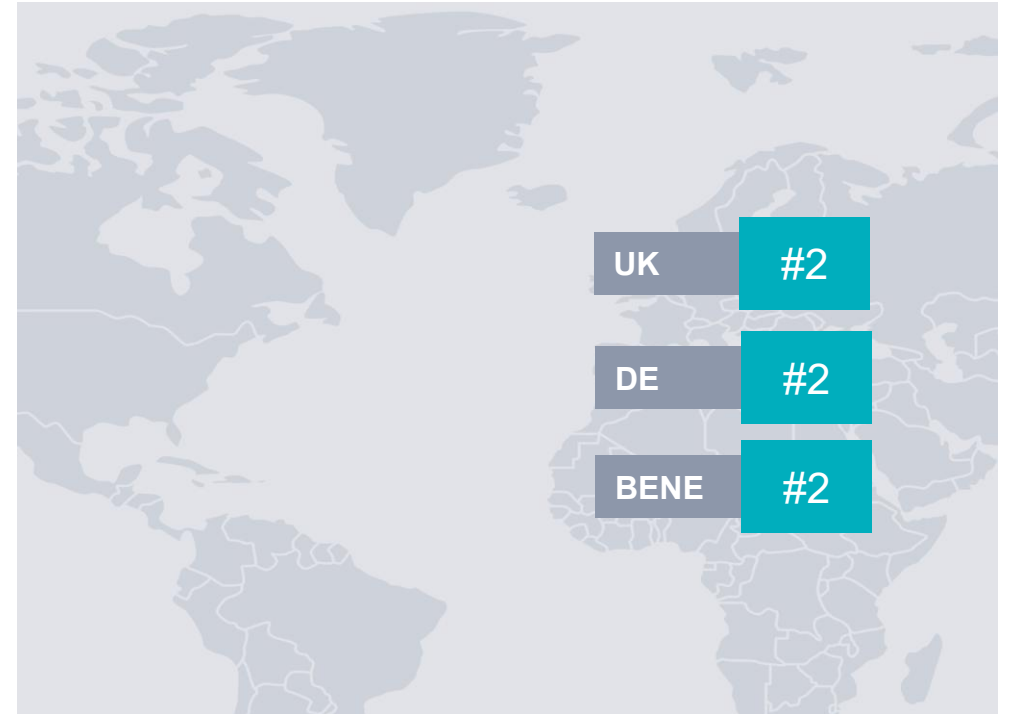
Power for All

Asset-light operating model with close OEM partnerships

Right brand for right market, Gardena and Flymo



Battery & Electric Strong Position In Core Markets



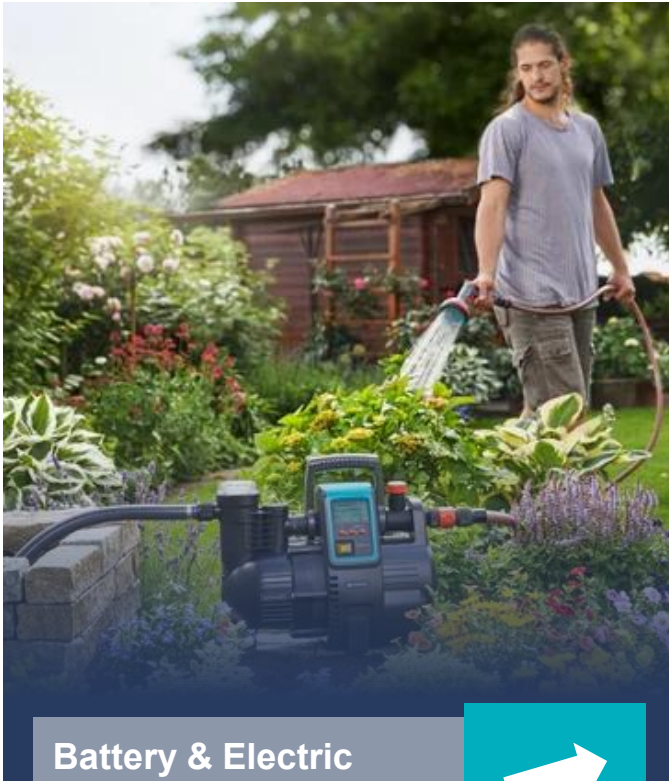
*Best Buy for Flymo Hover
Lawnmower in the UK*



*Best Choice for PowerMax Battery
Mower with DOBBiT in the Netherlands*

Decisive transformations in Powered Garden

... With right operating model and value proposition



Battery & Electric
market growth outlook



Operating model for speed and cost competitiveness



Focus on product costs, logistics and supply chain capabilities



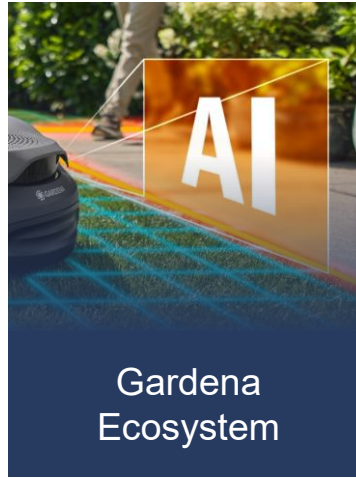
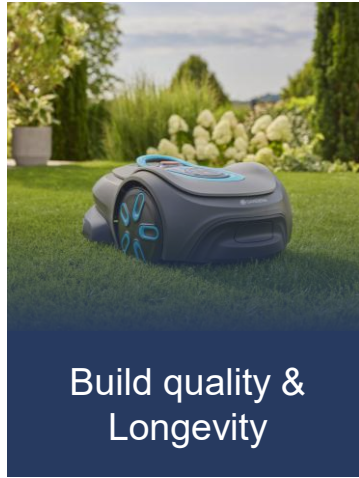
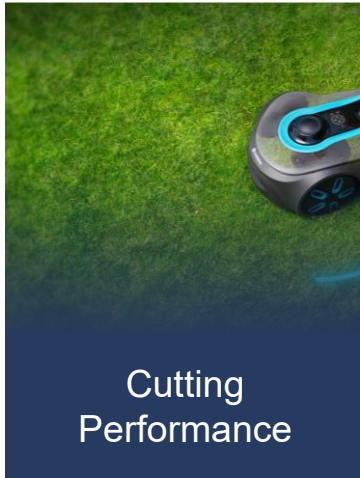
Right branded portfolio in the right market at the right price points



E-commerce leadership and meaningful DIY retail distribution

Decisive transformations in Robotics

Robotics Competitive Edge



Well established brand and access to retail and online channels

Established aftersales service infrastructure



“Mowing with Gardena is **easy** -and with the models from the *Smart Sileno* series, it’s also quite **smart** and **whisper-quiet**.” (Germany, 2025)



“*Smart Sileno Life* **overall test winner** with good ratings for **mowing**, **handling** and **environment** (noise, animal protection, replaceable battery)” (Germany, 2024)



“**Best Value**” and “**Best Budget**” ratings for *Sileno minimo* model (United States, 2025)

Decisive transformations in Robotics



Expanding operating model for speed and fast access to latest robotics technologies

Innovation
hubs

Technology
partnerships

Manufacturing
partnerships



Increase competitiveness



Strengthening market presence to meet customers where they shop

Market
leadership in
eCommerce

Focused Brand
& Marketing
spend

Aftermarket
service



Profitable Growth

Robotics market
growth outlook

>15%

Estimated CAGR to 2030

Transforming to Profitable Growth

Protecting and
growing core segments
and markets



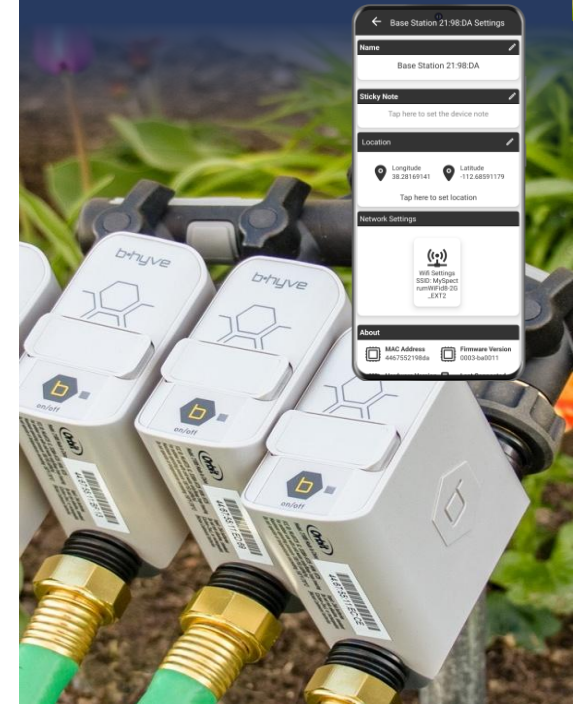
Profitable
transformation &
structural cost-outs



Brand leadership &
Customer-centricity



Growth in focus markets
and segments





Husqvarna Construction Division

Karin Falk, President

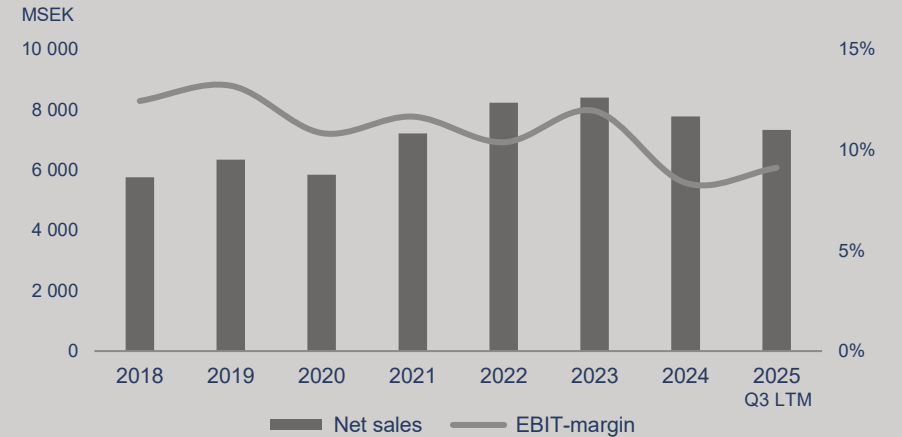
Introduction

Husqvarna Construction Division

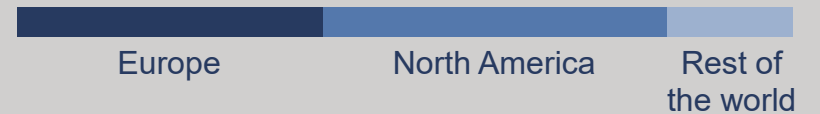
A full-service provider in the light construction industry

- Leading position in a fragmented market
- Trusted partner for professional customers through premium solutions and strong aftermarket
- Growth opportunities driven by product innovation and a strong network

SALES AND EBIT-MARGIN



SALES SPLIT BY REGION



SEK **40** bn

Global
market size

SEK **7.3** bn

Net sales
Q3 2025 R12

9.1%

Operating margin
Q3 2025 R12

>100

Sales
in countries

~20,000

Channel partners

2,500

Employees

Operating margin excluding items affecting comparability

Diversified customer base

Reach, resilience and a platform for growth

Sawing & Drilling



Surface Preparation



Compaction, Placement
& Light Demolition



Innovative product and services improving customer uptime and productivity

Strong channel network and go-to-market leadership

MARKET GROWTH OUTLOOK



SALES CHANNELS: Dealers
Direct sales
Rental



WE'RE ACTIVE IN: Residential
Infrastructure
Commercial



Cost-out for increased competitiveness and to enable re-investments in profitable growth

Initiative pipeline built up based on key areas with full potential split in:

EXAMPLES

	Direct Material <ul style="list-style-type: none">• Lower direct material costs by optimizing product design• Reduce material cost through negotiations and supplier consolidation• Leverage strategic partnerships	
	Design-to -value <ul style="list-style-type: none">• Design to aggressive cost targets• Drive modularity resulting in re-usage of components, modules and systems• Further integrate overlapping portfolios from acquisitions	
	Manufacturing <ul style="list-style-type: none">• Consolidate manufacturing footprint• Use low-cost factories in Eastern Europe and Asia to balance tariff impact and risk• Step change in automation	



Group wide programs:
Logistics

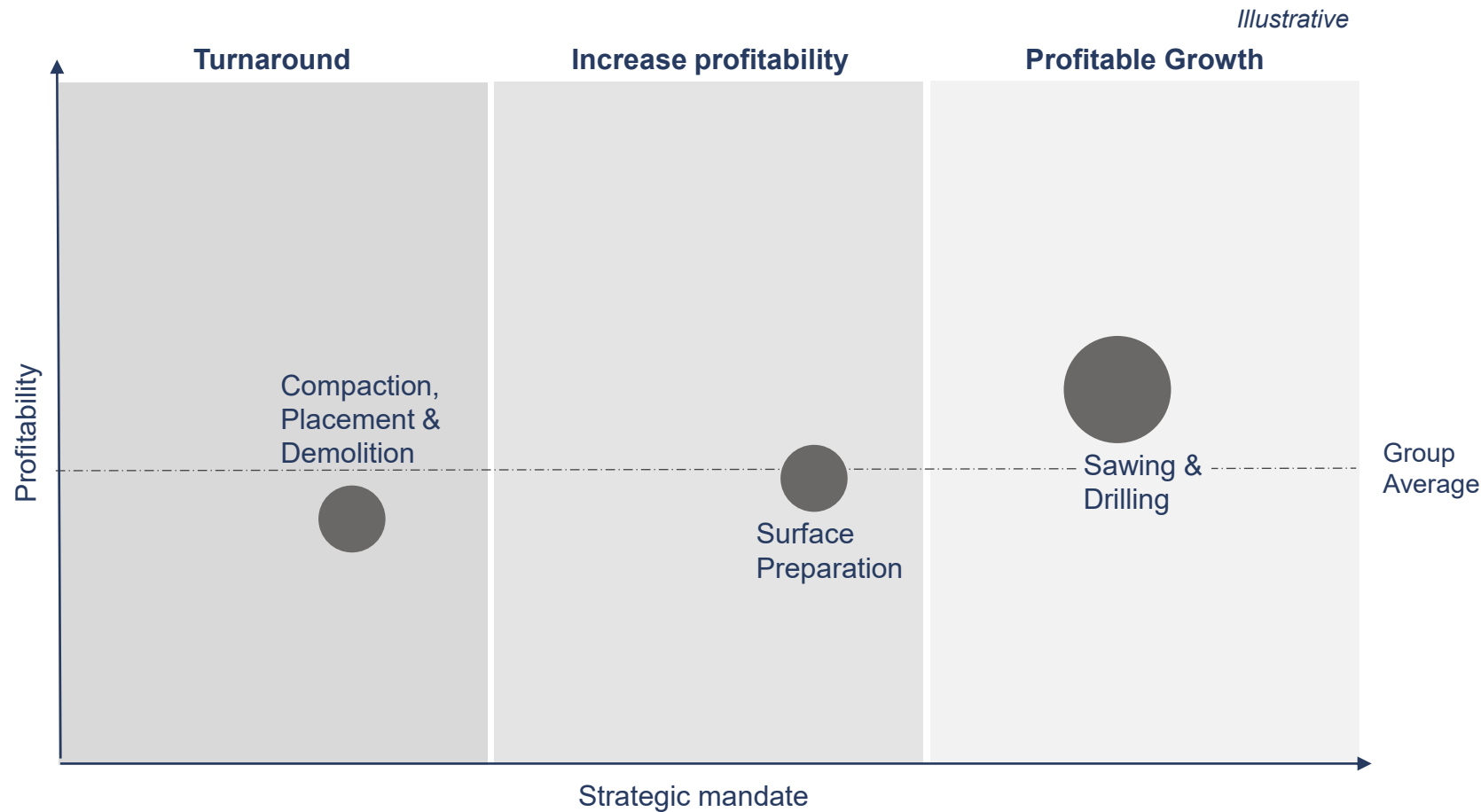


Group wide programs:
Admin efficiency

20%
complexity
reduction

- Exit non-profitable sub-segments
- Remove models in tail end of portfolio
- Further enhance modularity

Business Portfolio units grouped into three categories each with specific actions



● Husqvarna
Construction Division

Profitable growth

- Capture strong market momentum
- Strengthen capabilities as a core differentiator and value driver

Increase profitability

- Develop leading positions in moderate growth segments

Turnaround

- Turnaround or exit

Operational excellence through cost out for increased competitiveness in all Performance units to enable investments in value creation areas for profitable growth

Expand leadership position through enhanced productivity, safety and sustainability

Expand global leadership position

Leadership position in all mature markets where we play

Superior handling products with continuous focus on reducing carbon emissions, noise level and vibration

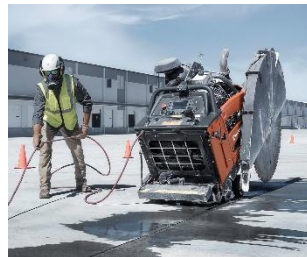
Grow the core



Power cutters



Diamond tools



Sawing & drilling equipment



Through innovation and strengthened value proposition

Next generation combustion engine applications through fuel injection and alternative fuels

Additional equipment on 94V PACE battery platform

New technology for controlled diamond distribution

Enabled by omni channel strategy with focus on further strengthening aftermarket & service

Capitalize on acquired product portfolio

Capitalize on leadership position from acquired portfolio

Leadership position in all mature markets where we play

Complete solutions improving productivity and operator safety

Growth potential in alternative surface preparation techniques as well as dust & slurry management



Surface preparation equipment



Diamond tools



Dust & slurry management



Margin improvement through modularity and innovation

Modular equipment design and a simplified diamond tools offering

Breakthrough innovations for dust management with Auto-Pulse, split filter technology and e-flow

Husqvarna Autogrinder



Focus on direct service in Light Demolition while growing market share in Compaction & Placement through channel partners



Light Demolition – Profitable growth

Strong global #2 position

Mainly direct sales with focus on upgrading service and support including connectivity



Range extension with DXR 95 robot and additional attachments

Enter adjacent applications (industrial)



Compaction & Placement – Turnaround

Close follower position as #4

Higher relative market share in emerging markets and strong potential for growth

Focus on strengthening channel partnerships



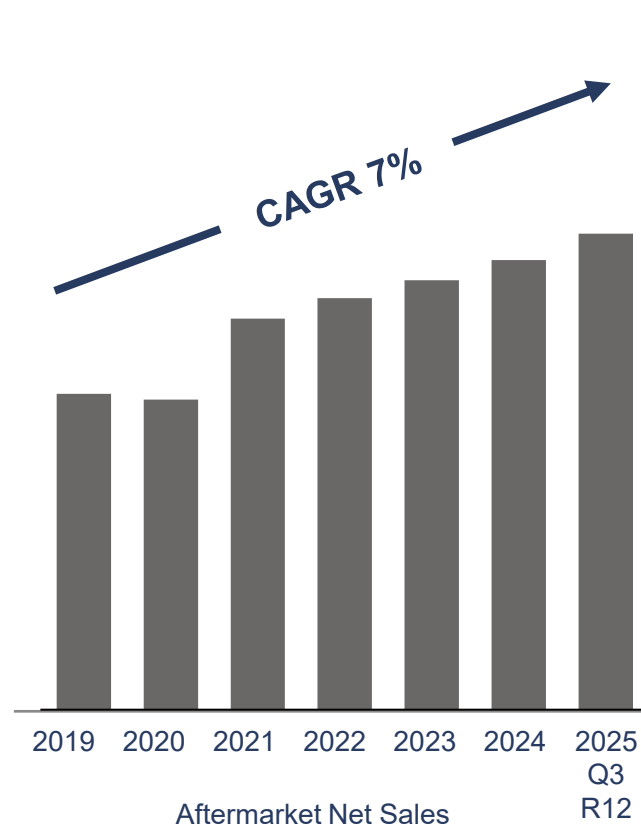
Aggressive product cost-out

Capitalize on tiered and regionally adapted offering

Expand battery offering

Our aftermarket offering is a strong differentiator

A resilient foundation for profitability



Services delivering uptime and productivity

-  Professional Service Footprint
-  Repair & Maintenance
-  Service Agreements, Financial & Lease solutions
-  Remote Troubleshooting & Field Support
-  Machine Down Support
-  Certified Refurbished equipment

Focus areas for continued aftermarket growth

- Enhance customer experience
- Optimized End-to-End parts availability
- Leverage on the install base
- Expand services & solutions offerings
- Certified Service Partner Program
- Application and Service trainings
- Digital Services & AI to increase uptime and productivity

Transforming to Profitable Growth

Innovative high-
performing solutions



Well-developed network
and strong aftermarket



Operational
excellence



Dedicated team with
a strong customer focus



Q&A



Glen Instone
CEO



Terry Burke
CFO



Karin Falk
President Husqvarna
Construction Division



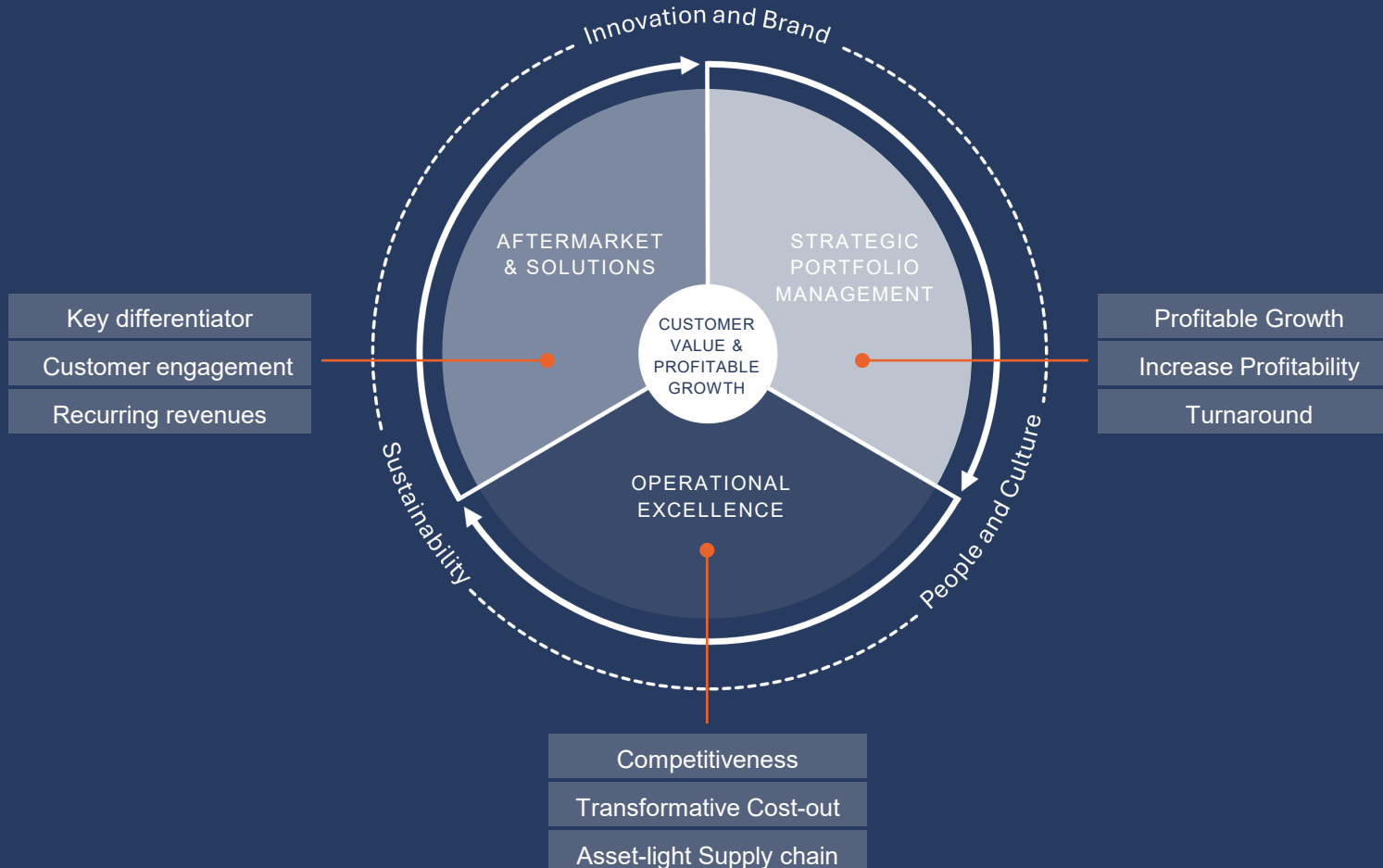
Omar Attar
President Husqvarna
Forest & Garden Division



Maha Elkarbotly
President Gardena
Division

Transforming to Profitable Growth

Strategic drivers



Financial targets

3-5%

Organic Sales Growth

>10%

Operating margin

15%

ROCE



**Husqvarna
Group**

www.husqvarnagroup.com

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