



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 Elkharbotly, President

Husqvarna Construction Division

Karin Falk, President Husqvarna

12:00 **Q&A and Concluding remarks**

12:30 **Lunch to go**

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

Competitiveness

Innovation

Brands

Aftermarket
& Solutions

Management team

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 Elkhambaty
President Gardena
Division



Terry Burke
CFO



Maria Rönnberg
CHRO



Robert Hafredal
CDIO



Sophie Jonsson
General Counsel



Transforming to Profitable Growth

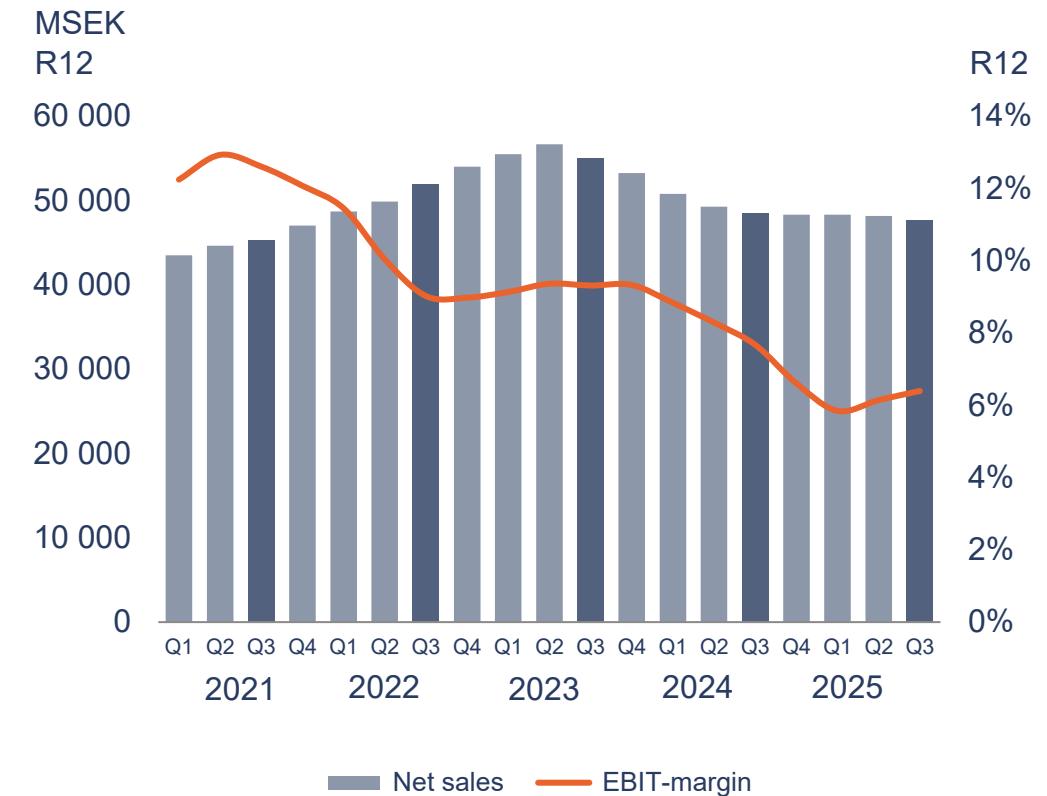
Glen Instone, CEO

Navigating in a current challenging market environment

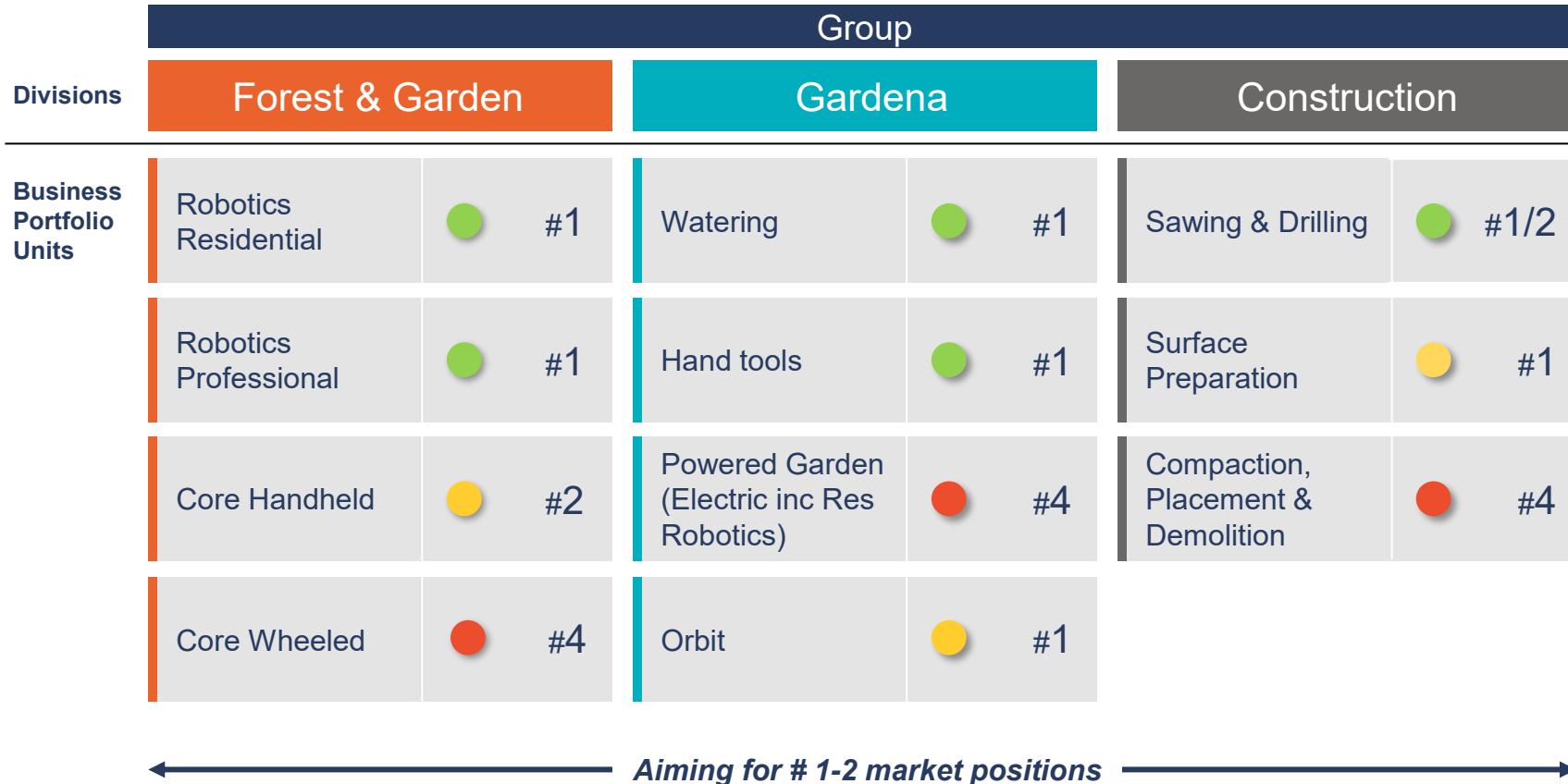
Uncertainty & geopolitical tensions...

- 🛒 Consumer sentiment & buying power
- 🏆 Competition & price pressure
- coins Tariffs & FX volatility
- truck Supply chain disruptions

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



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



Margin status:

● Above average

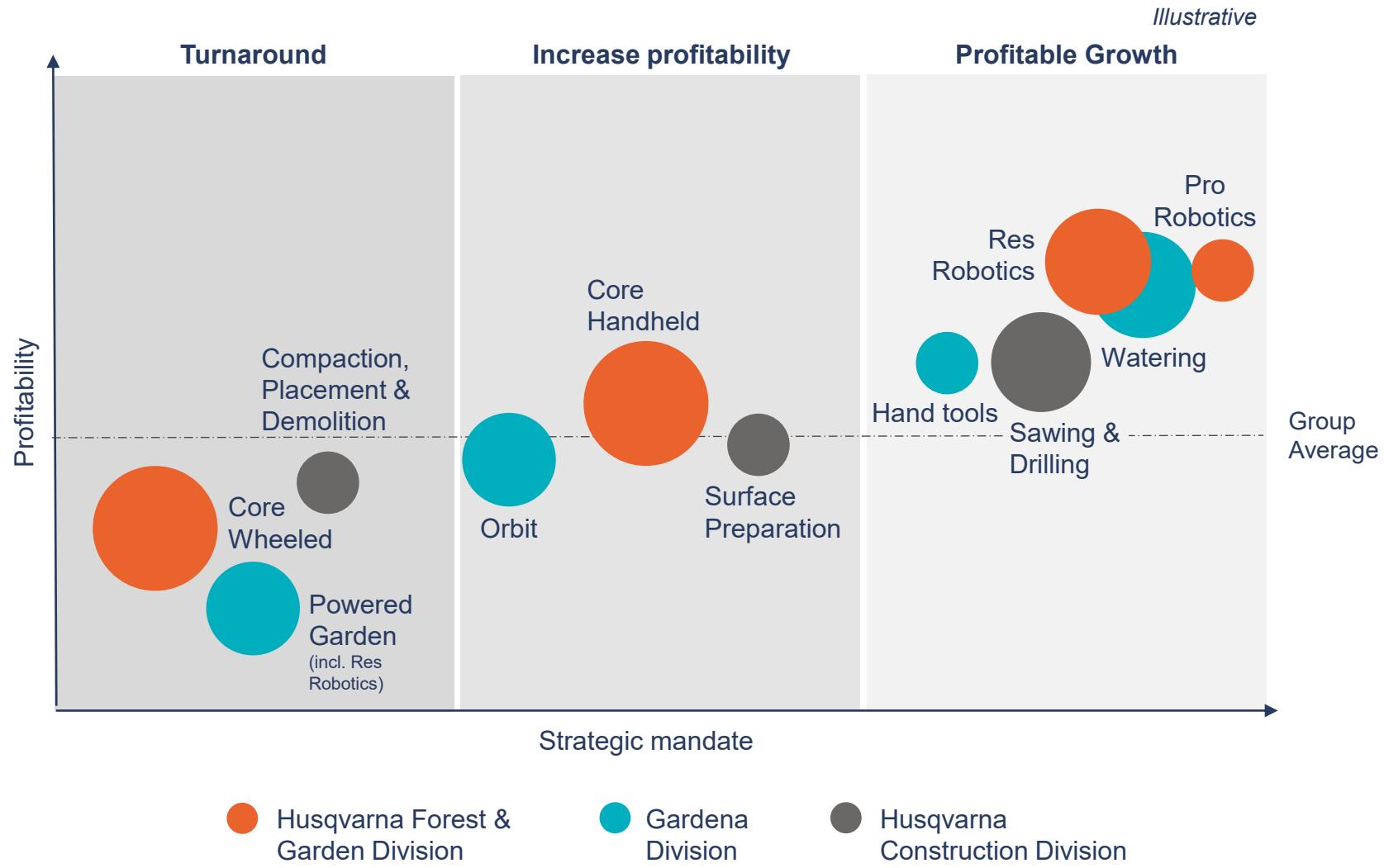
● Average

● 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

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

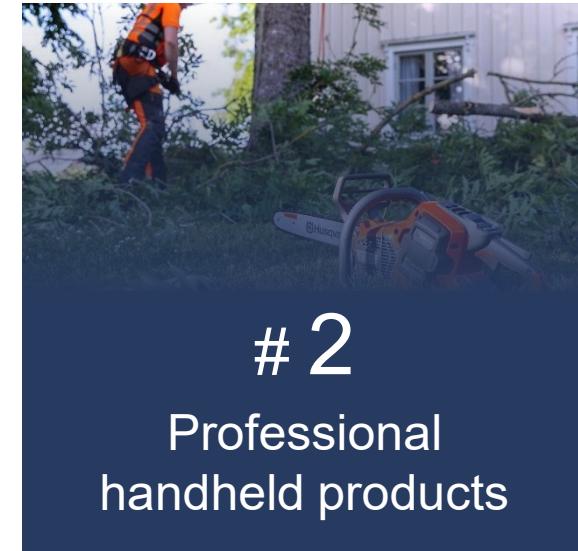
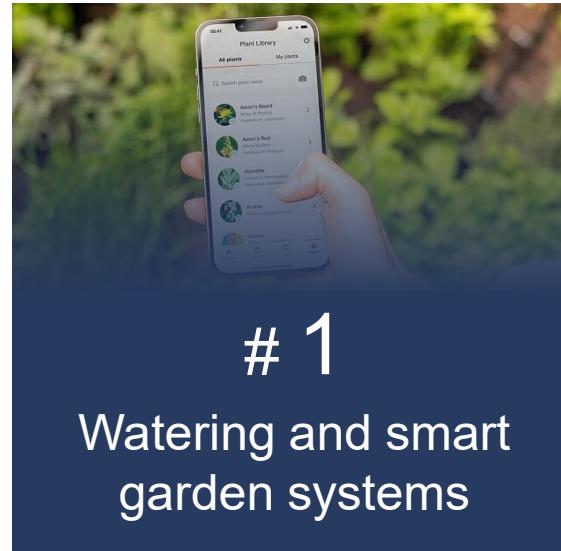
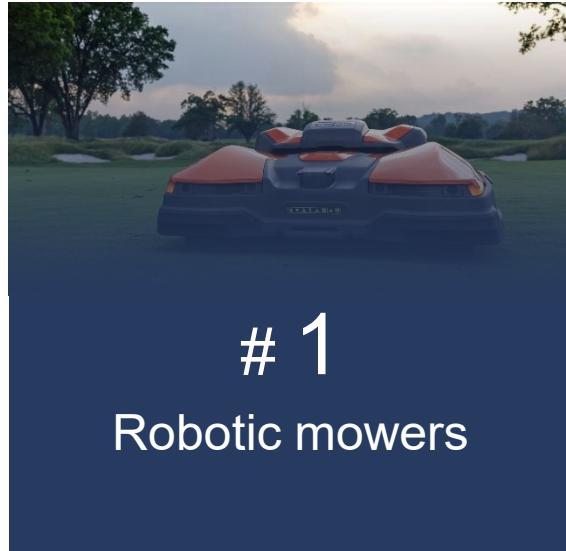
Operating margin excluding items affecting comparability



Strong brands

Leading market positions and strong global brands

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



OUR CORE BRANDS:



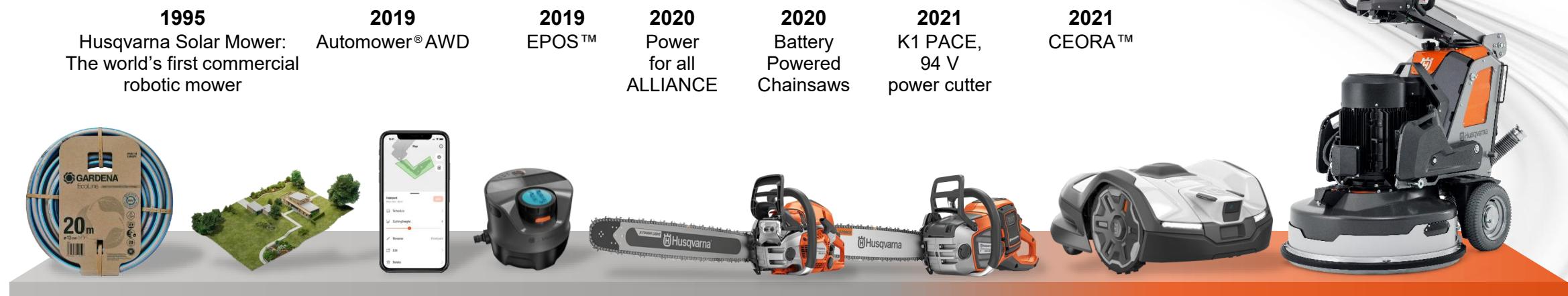
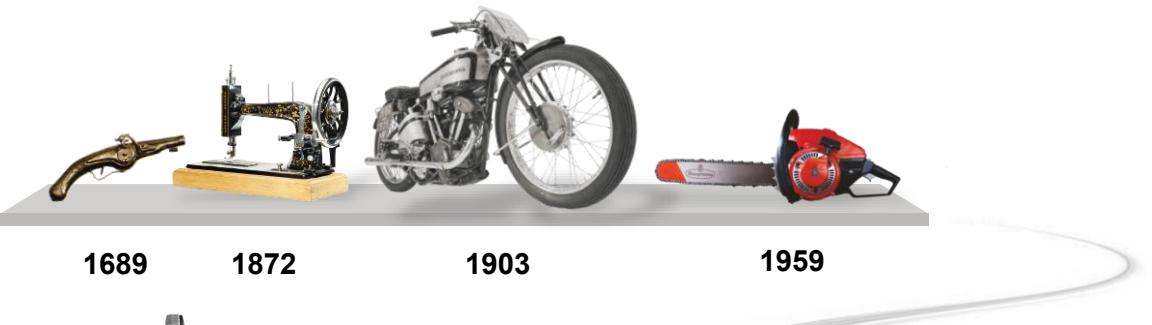
Note: Market positions refer to market shares. Source: Group's own assessments



Innovation

Leadership through innovation

330+ years



2022
Gardena
EcoLine range

2023
Boundary wire-free
technology

2023
Rewilding
mode

2025
Gardena
AquaPrecise

2025
564 XP®

2025
550i XP®

2026
AI vision
technology

2026
Autogrinder

Differentiated offering

Differentiated offering covering Professional and Residential customer segments

Sales split as of Q3 2025 R12



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

A photograph of four Husqvarna CEORA robotic lawn mowers on a green grassy field. The mowers are orange and grey, arranged in a cluster. In the background, a golf course with sand traps and trees is visible under a clear sky.

CEORA™
Trusted by
~1,700
golf courses
worldwide



Strong multichannel network: a differentiator that secures customer proximity



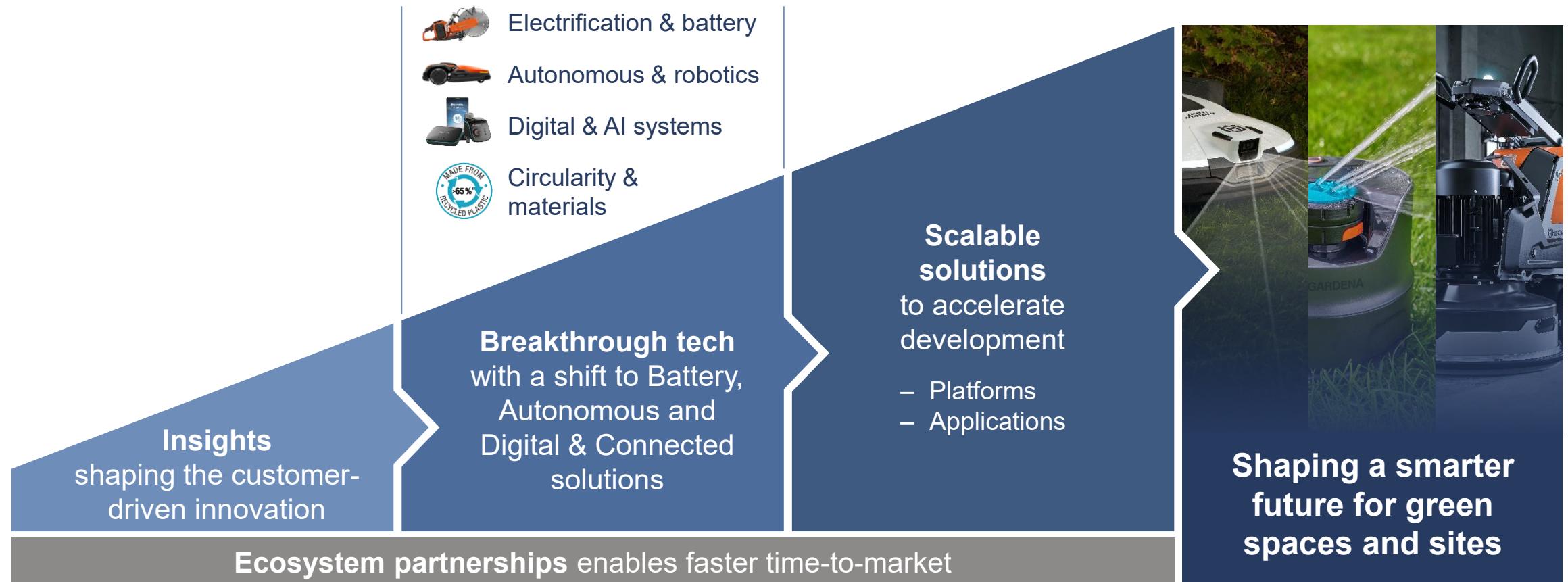
Enabling growth, resilience and fast innovation adoption

Driving customer access, experience and service excellence

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%



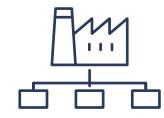
ROCE

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

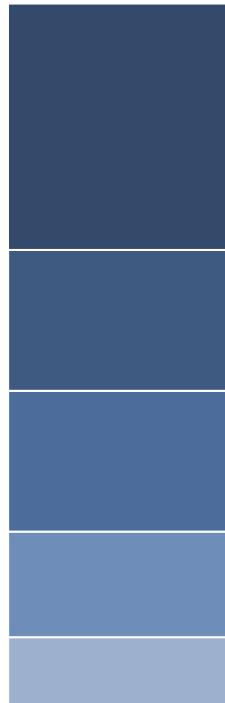
Leverage best in class partners to optimize footprint and improve service quality and cost



Admin efficiency

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

>4 BSEK



Sourcing

Design-to-value

Manufacturing

Logistics

Admin efficiency

Illustrative



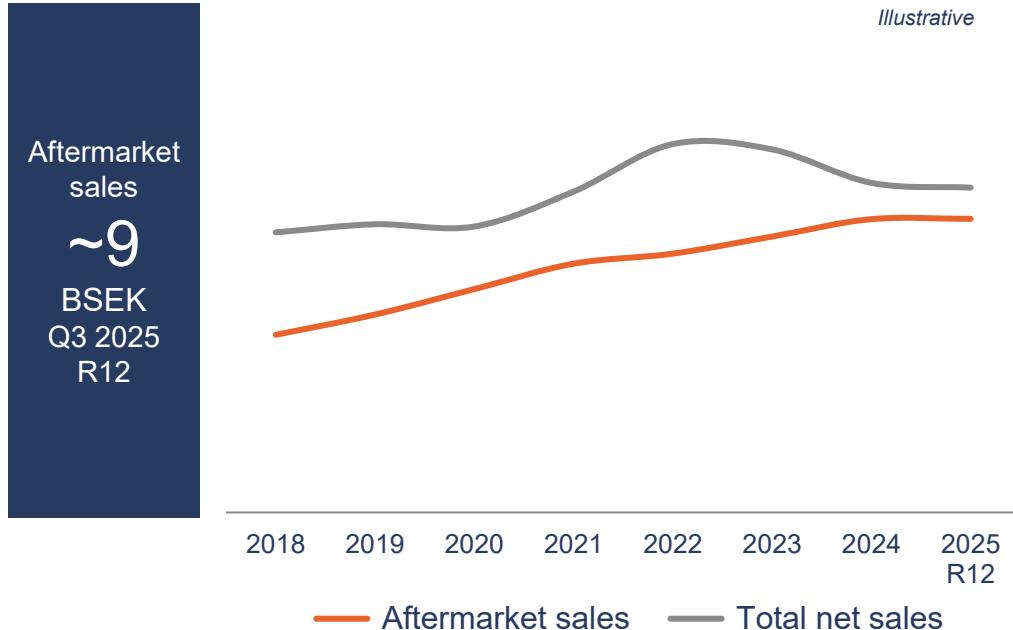
Our aftermarket offering is a key differentiator creating customer loyalty and competitive advantage



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

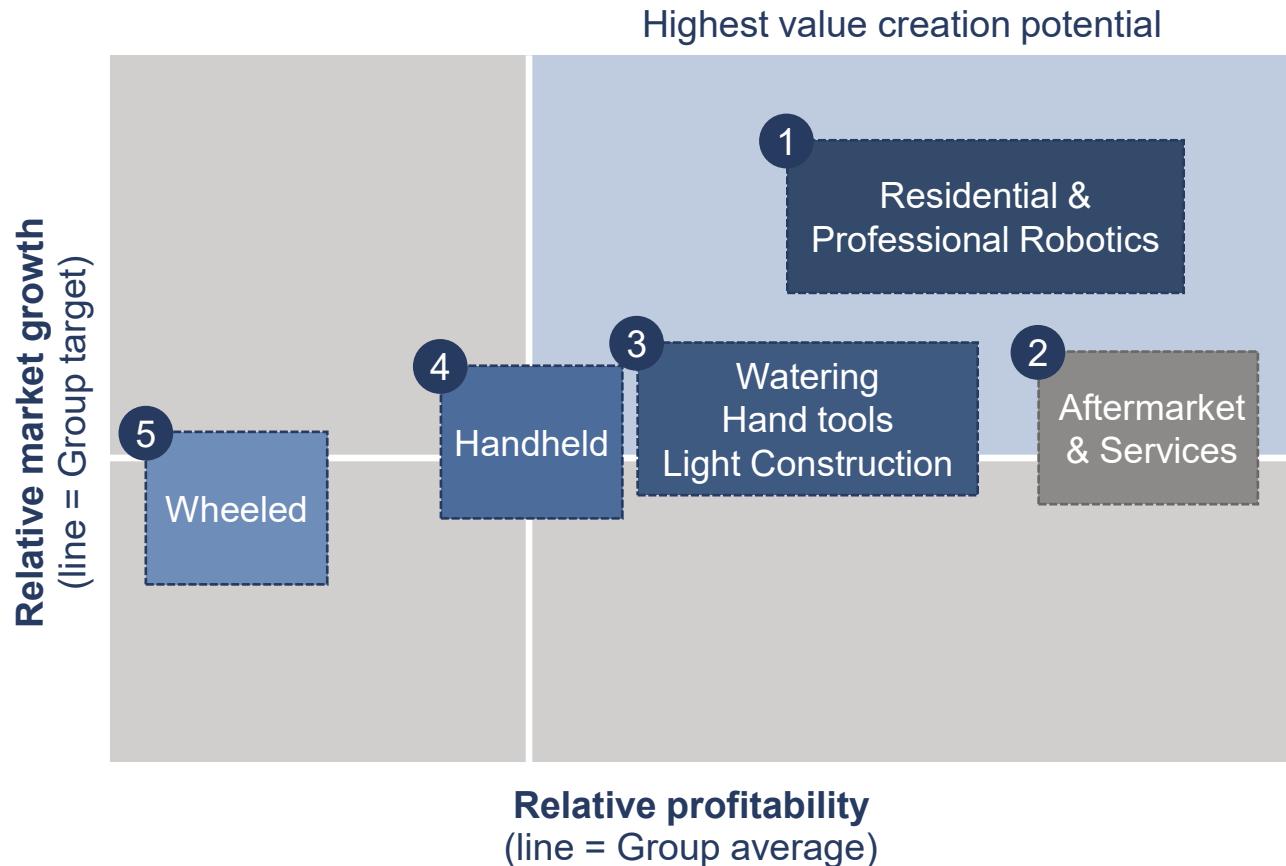
GENERATING VALUE BY:

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

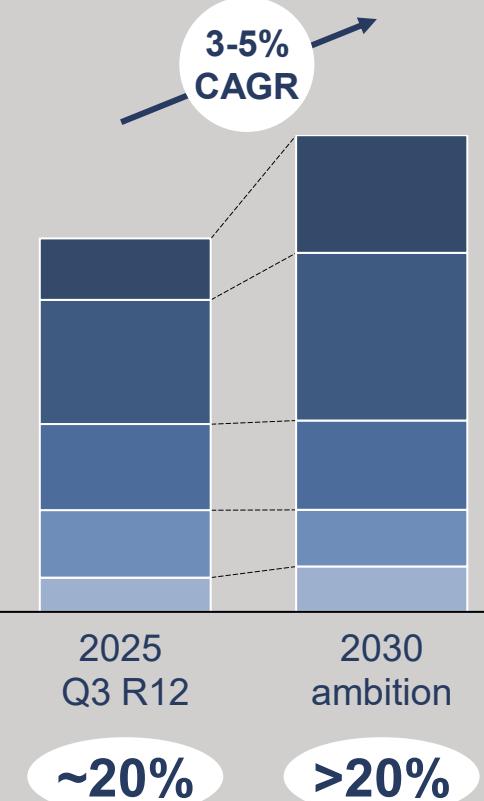
Key 2030 ambitions

>25 BSEK
of Pro sales

>12 BSEK
of Aftermarket & Solutions sales

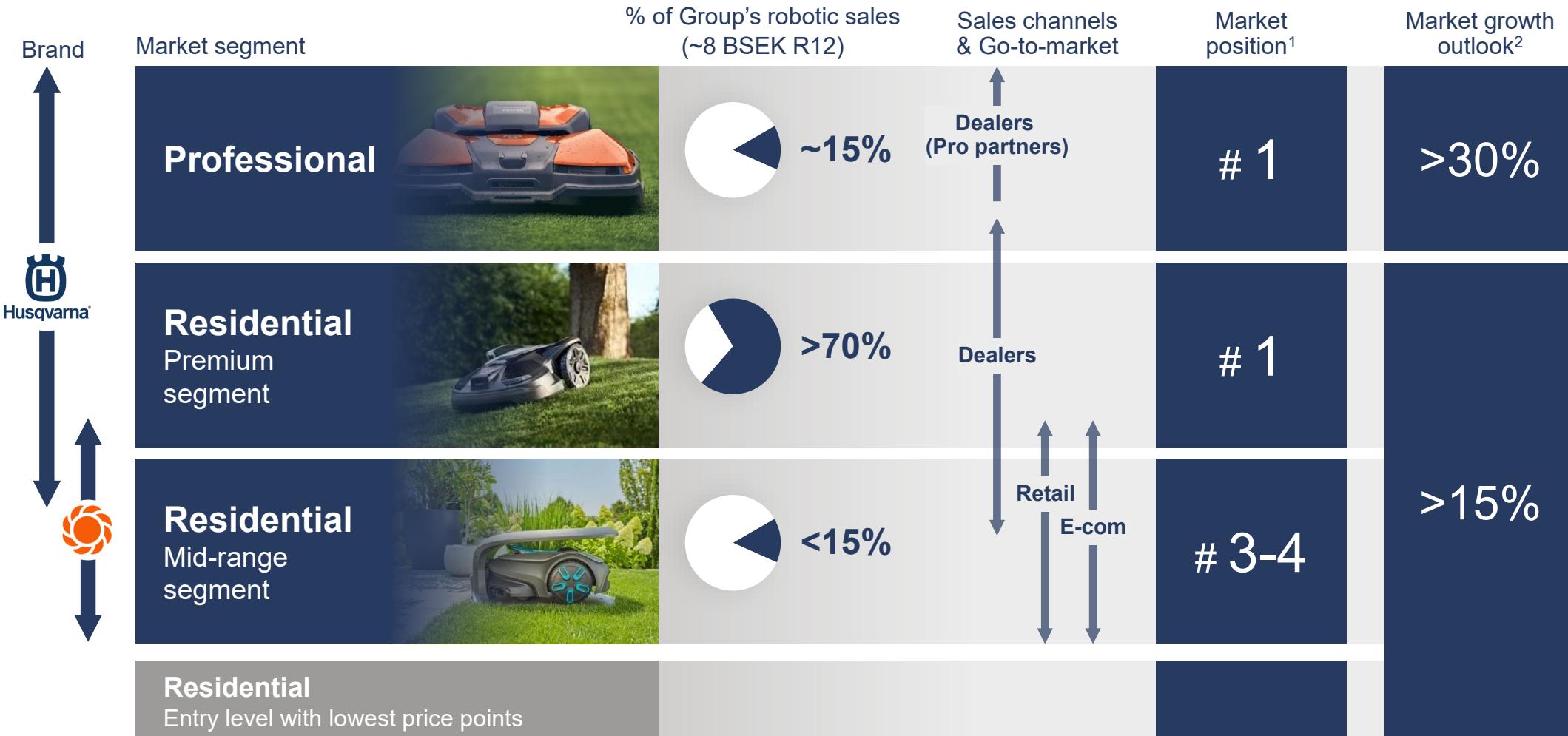
Illustrative portfolio mix

Share of sales*



- 1 Residential & Professional Robotics
- 2 Aftermarket & Services (share of total)
- 3 Watering, Hand tools & Light Construction
- 4 Handheld
- 5 Wheeled

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



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



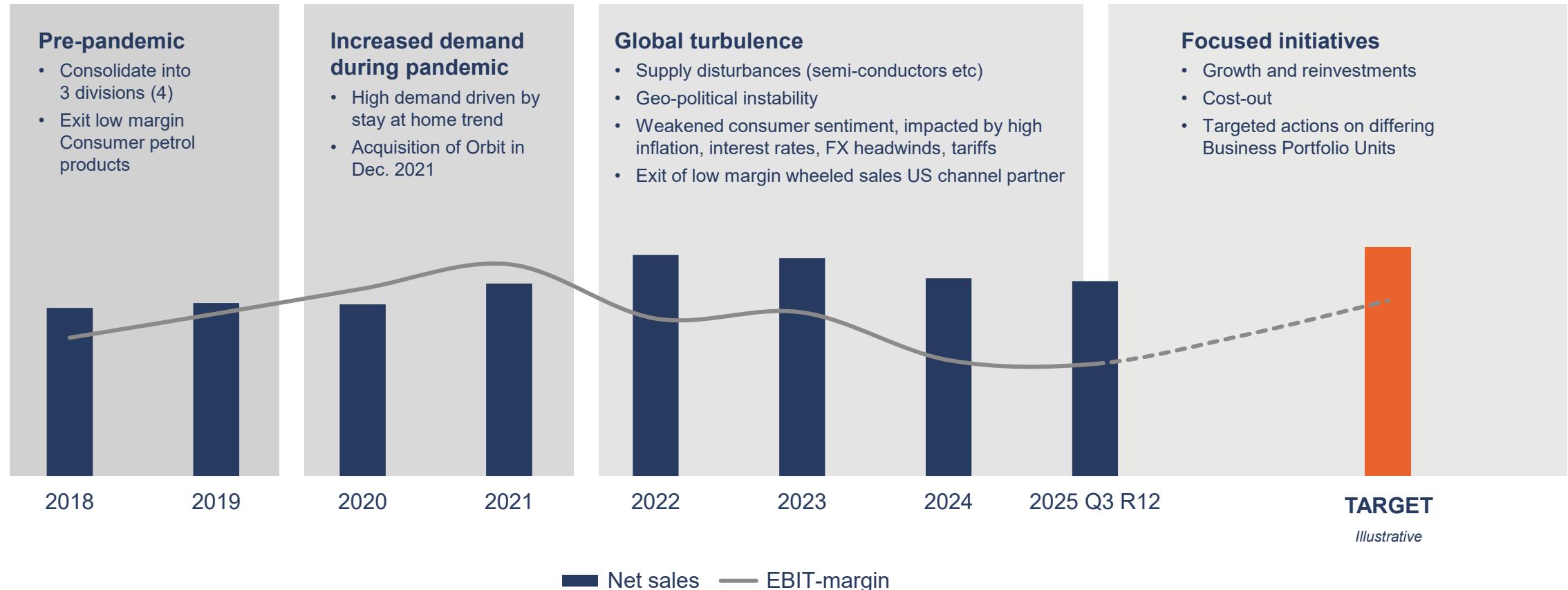


Financial Update and Targets

Terry Burke, CFO

Turbulent years following the pandemic

Focused initiatives to transform to Profitable Growth



Financial targets

New Financial targets: focus on growth and margin expansion

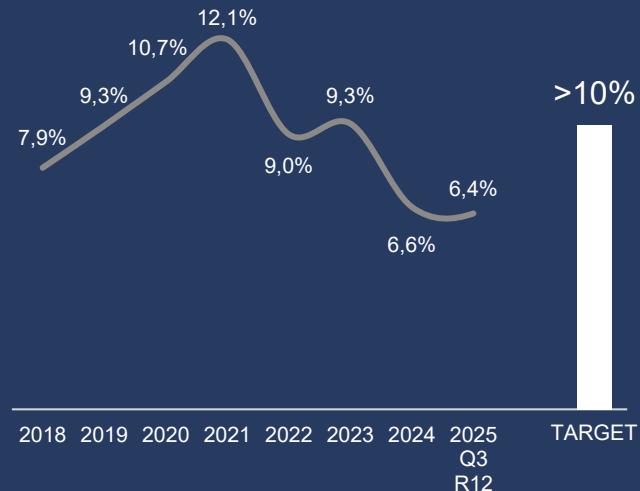
Growth

TARGET:
Organic growth 3-5%



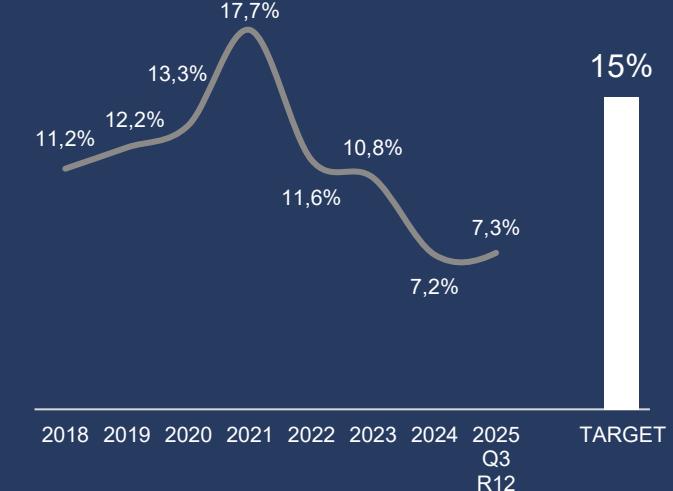
Operating margin

TARGET:
>10% Operating margin



Return on Capital Employed

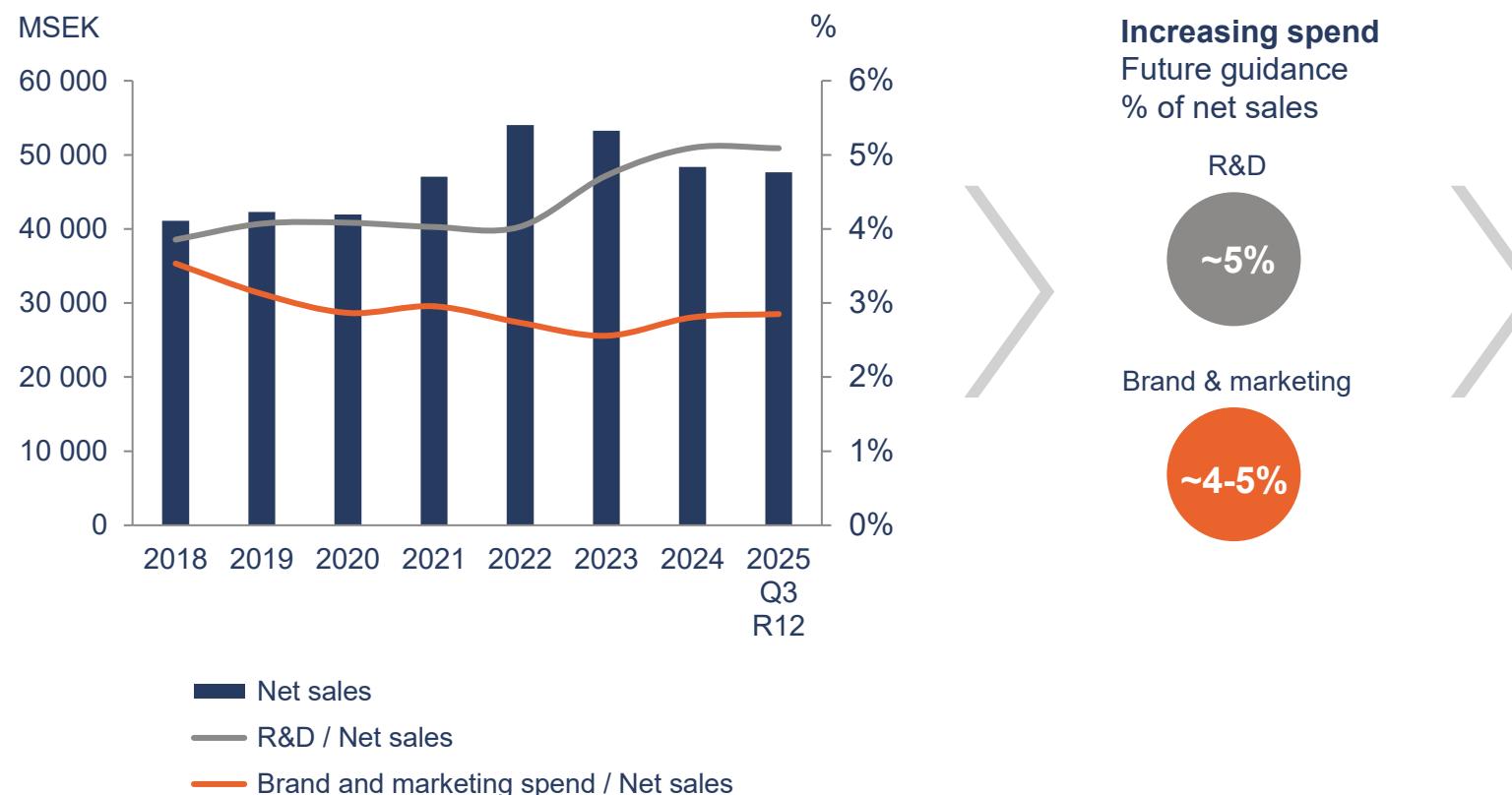
TARGET:
15% ROCE



Financial targets: Growth

Investments in innovation and brand to fuel growth

Increasing R&D investments and brand & marketing spend



Clear prioritizations

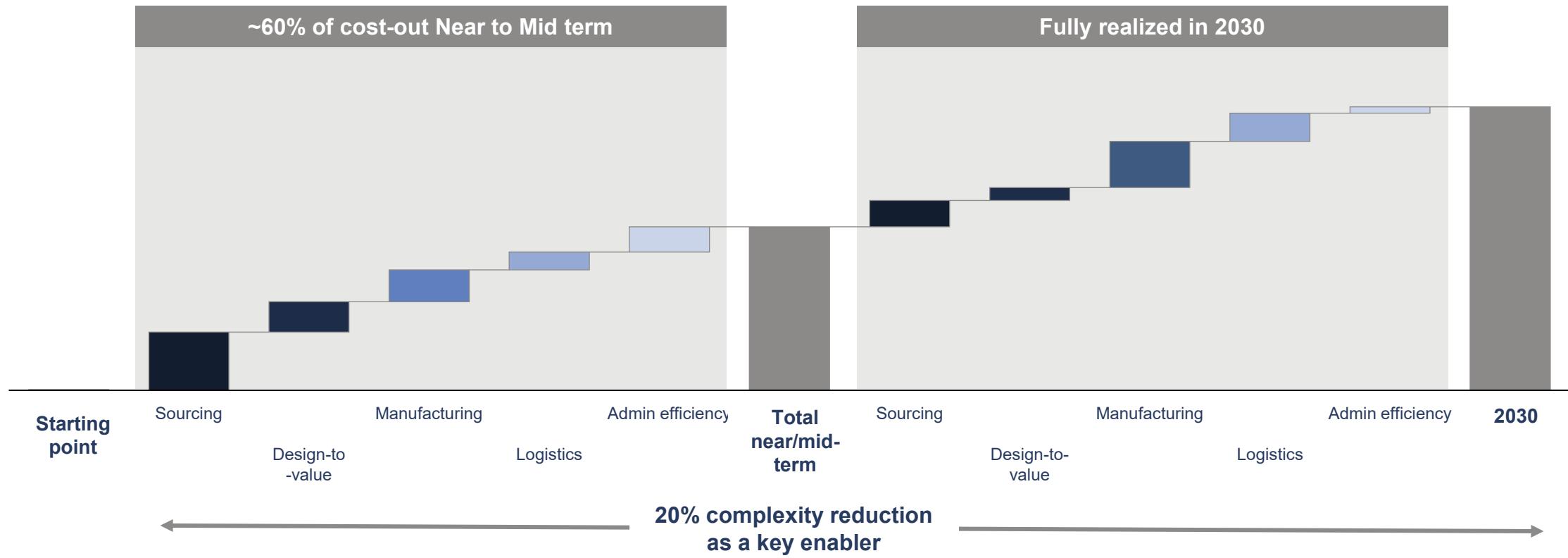
Segment	Investments in relation to average
Robotics (Residential & Pro)	++
Aftermarket & Services	+
Watering, Hand tools, Light Construction	+
Handheld	=
Wheeled	-
Other	-

Financial targets: Operating margin

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

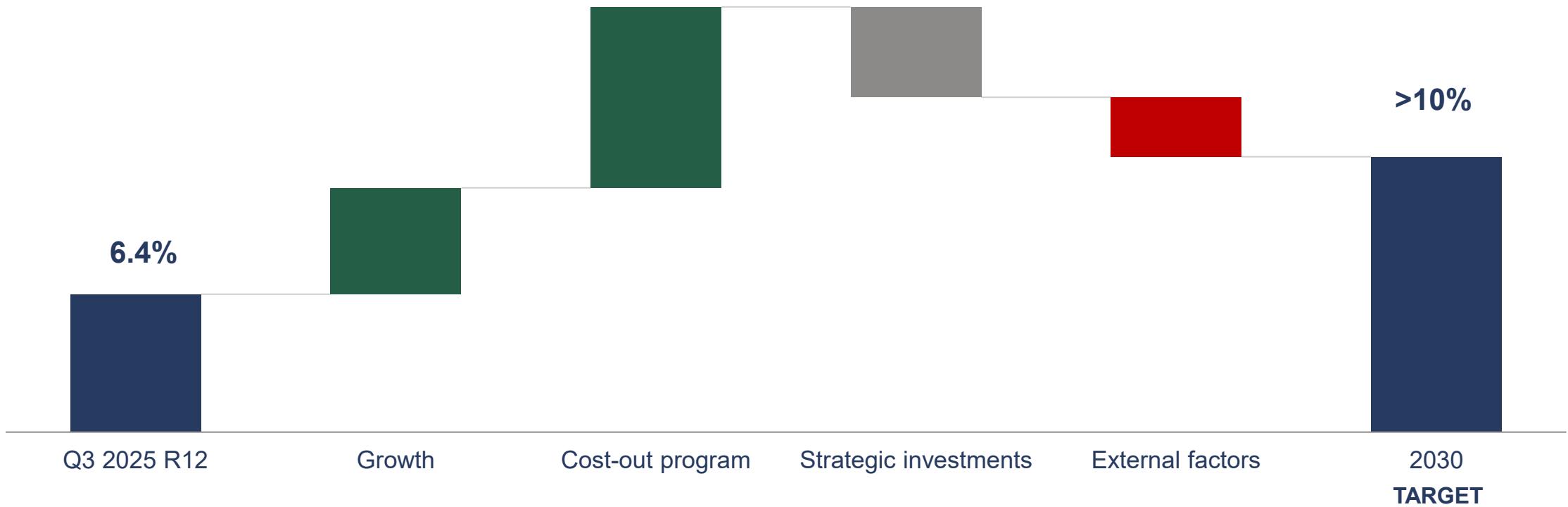


Financial targets: Operating margin

Clear building blocks for margin expansion

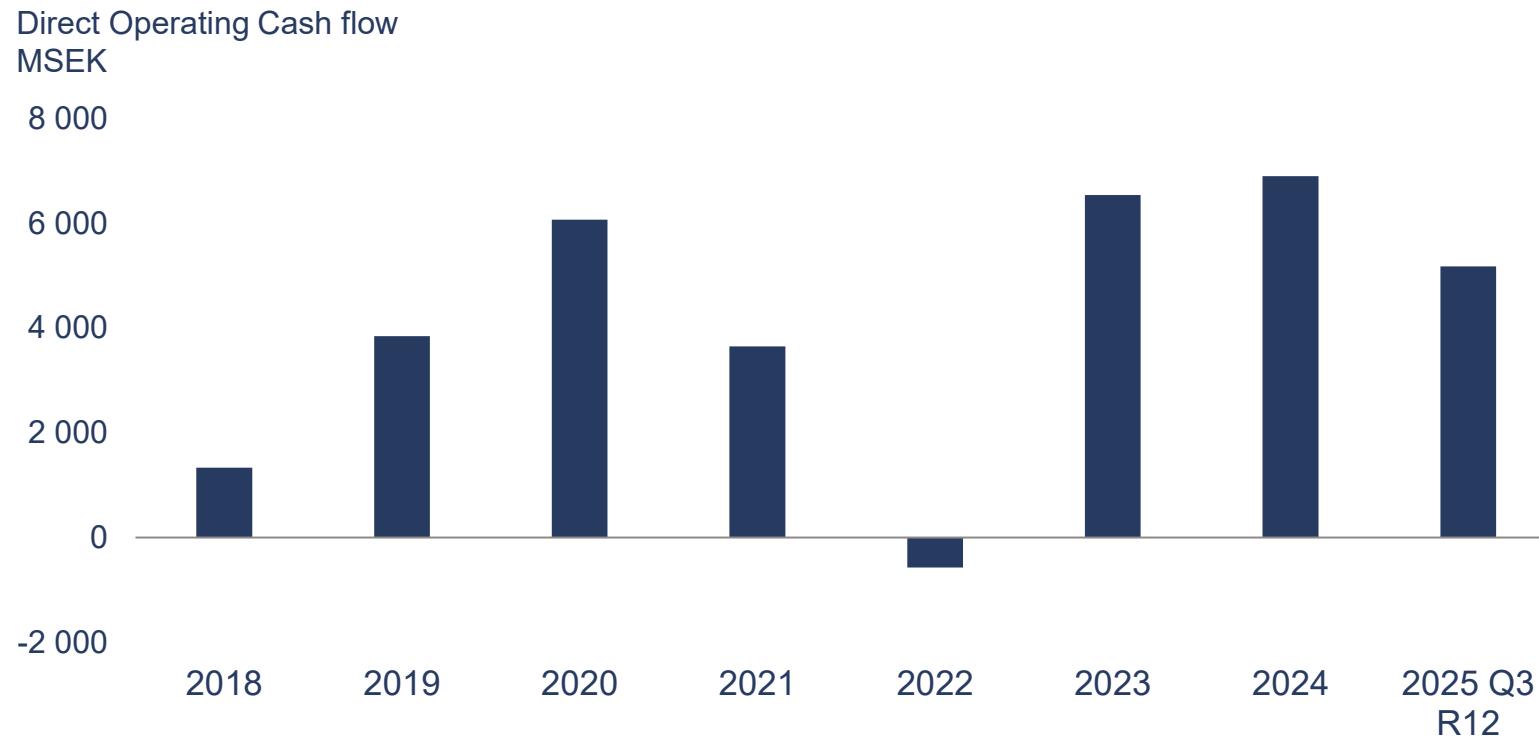
Growth, Cost-out and investments for increased profitability

Illustrative



A cash generative business

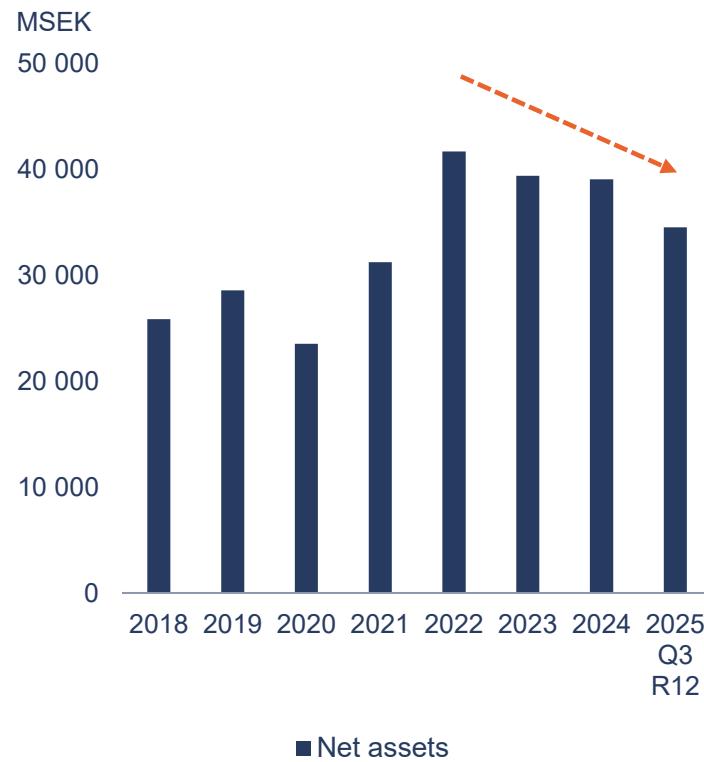
Strong cash flow secures ability to reinvest into prioritized initiatives



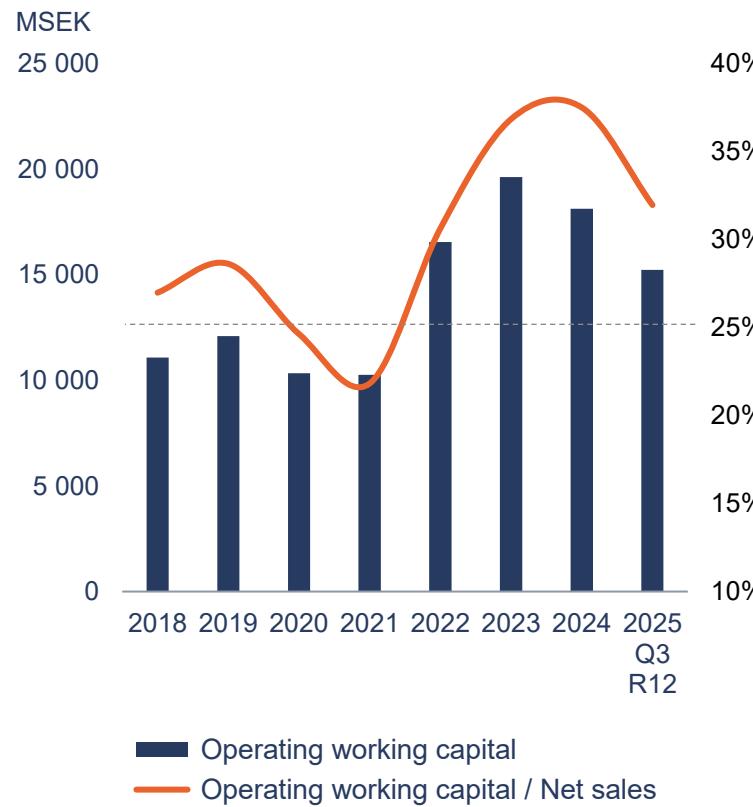
- Preserve solid financial position
- Strong cash generation over recent years
- Growth while managing net debt
- Dividend policy of $\geq 40\%$ of net income

Becoming more asset light

Lowering net assets



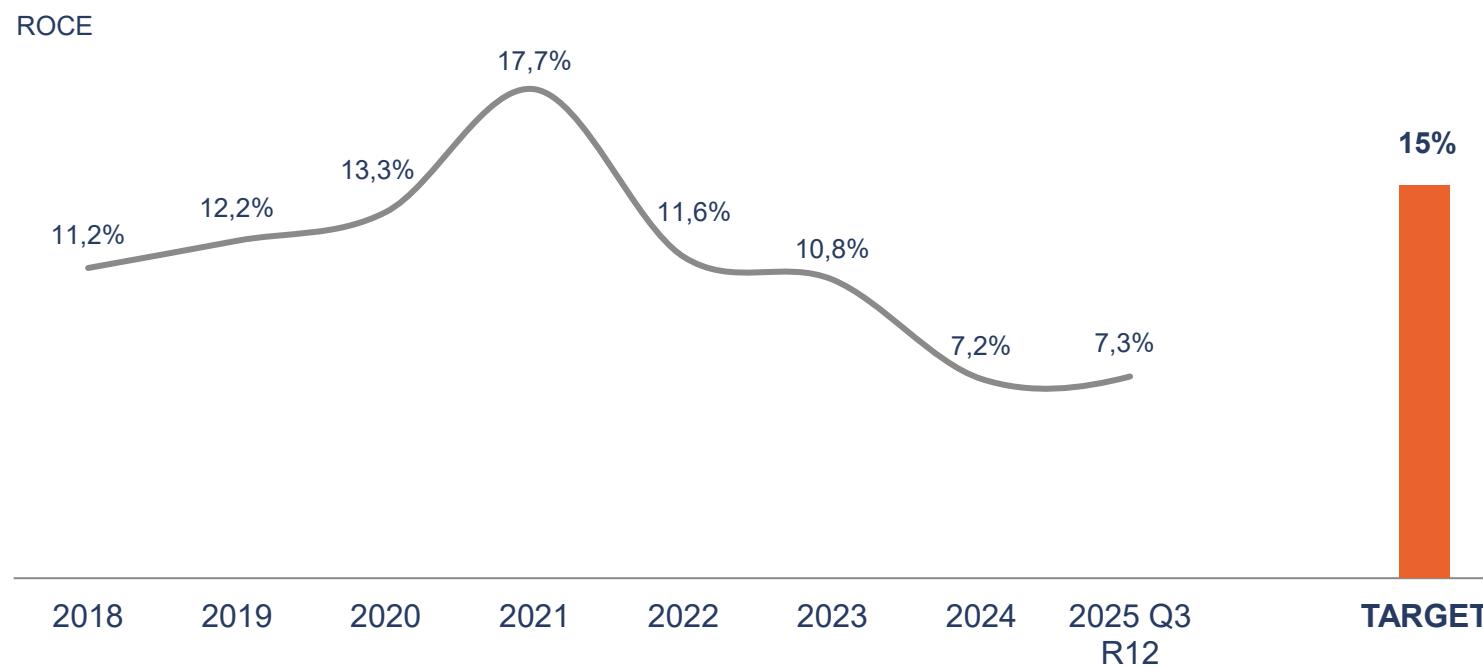
Improving capital efficiency to 25%



- 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

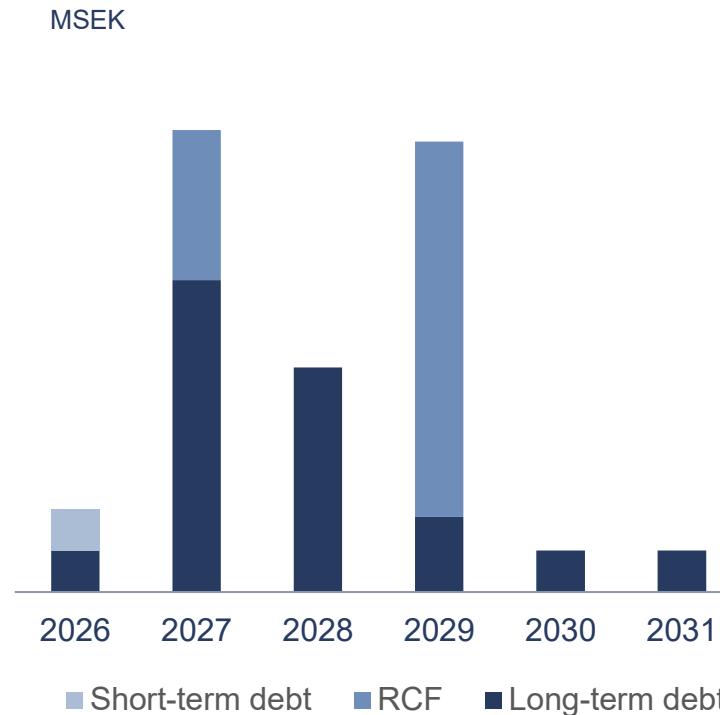
Financial position

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



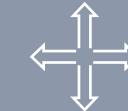
FINANCIAL RESILIENCE:

Strong balance sheet &
liquidity headroom
Maintain investment
grade credit rating



SHAREHOLDERS RETURNS:

Sustainably grow
dividend
≥40% of net income



M&A:

Disciplined and
strategic
Complement organic
growth strategy

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

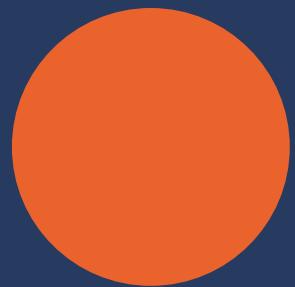


Robotics
(Residential / Professional)

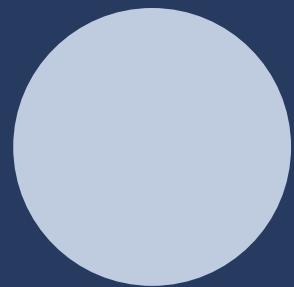
Smart
Watering

Professional
Solutions

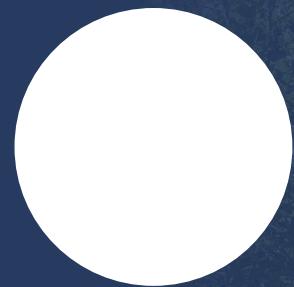
Join your group to explore the expo and meet the experts



1



2



3



4



5



Husqvarna Forest & Garden Division

Omar Attar, President (interim)



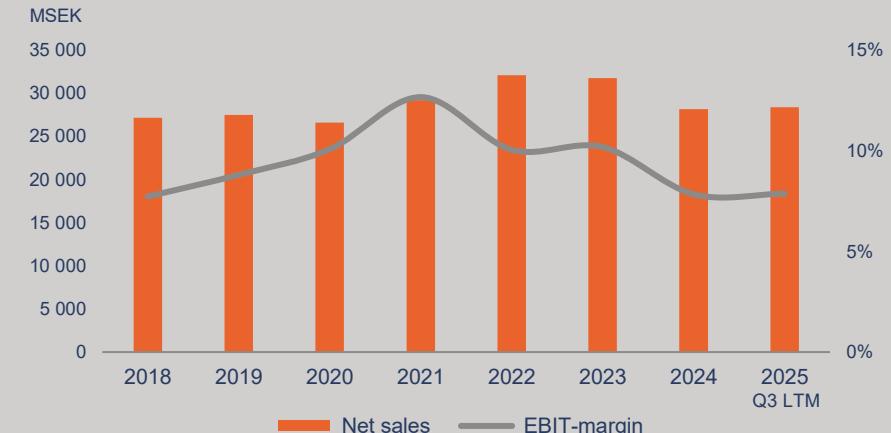
Introduction

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 suppliersOEM partners consolidationOptimize supplier base to reduce total cost
	Design-to-value <ul style="list-style-type: none">Simplification and redesign of product platformsRobotics electronics architectureCost optimized core platforms
	Manufacturing <ul style="list-style-type: none">Outsourcing of component manufacturing, e.g. BrastadLeverage scale from strategic partnerships e.g. FlexFootprint optimization e.g. from high cost to best cost countries



20%
complexity
reduction

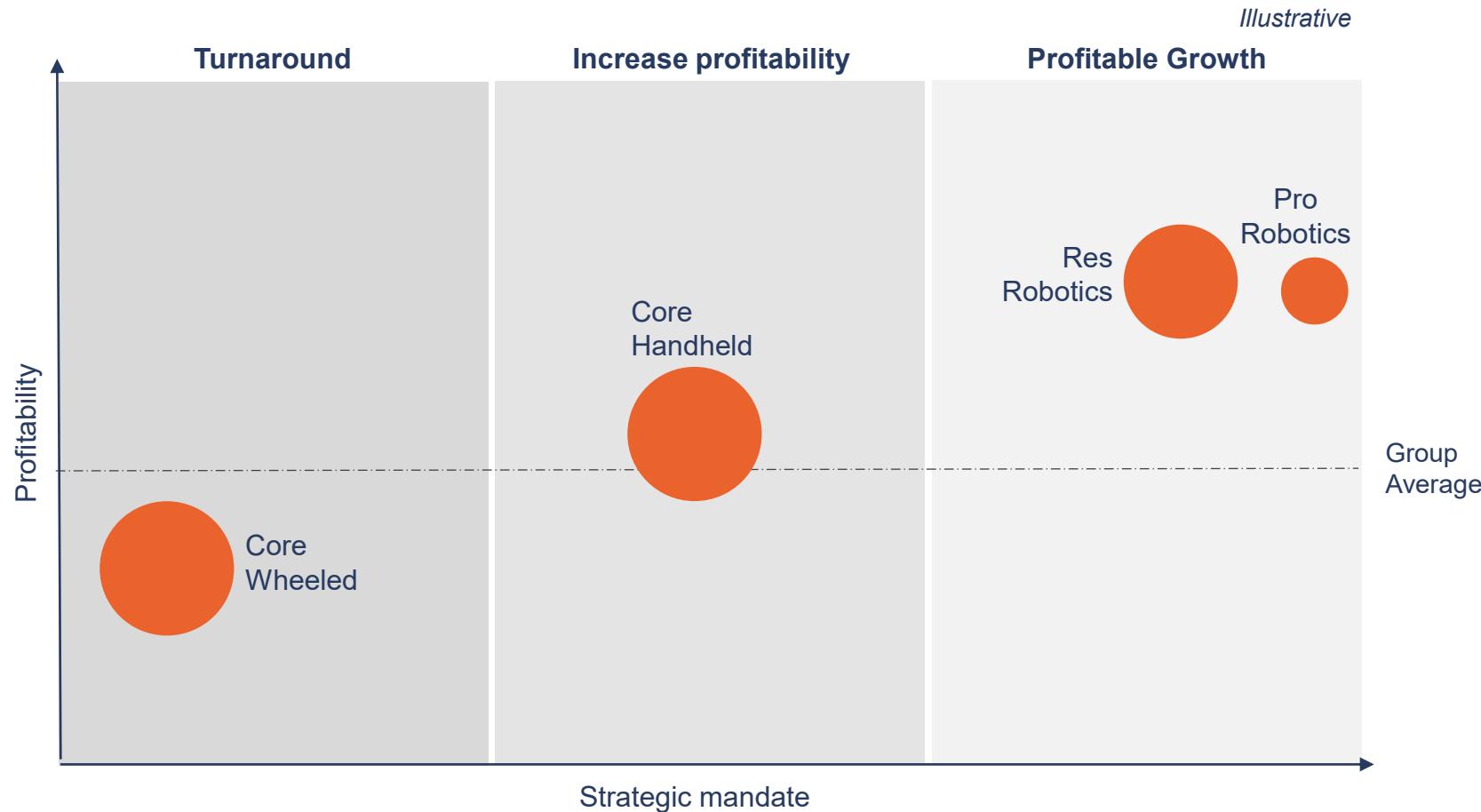
Reduce portfolio complexity by:

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

Group wide programs:
Logistics

Group wide programs:
Admin efficiency

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

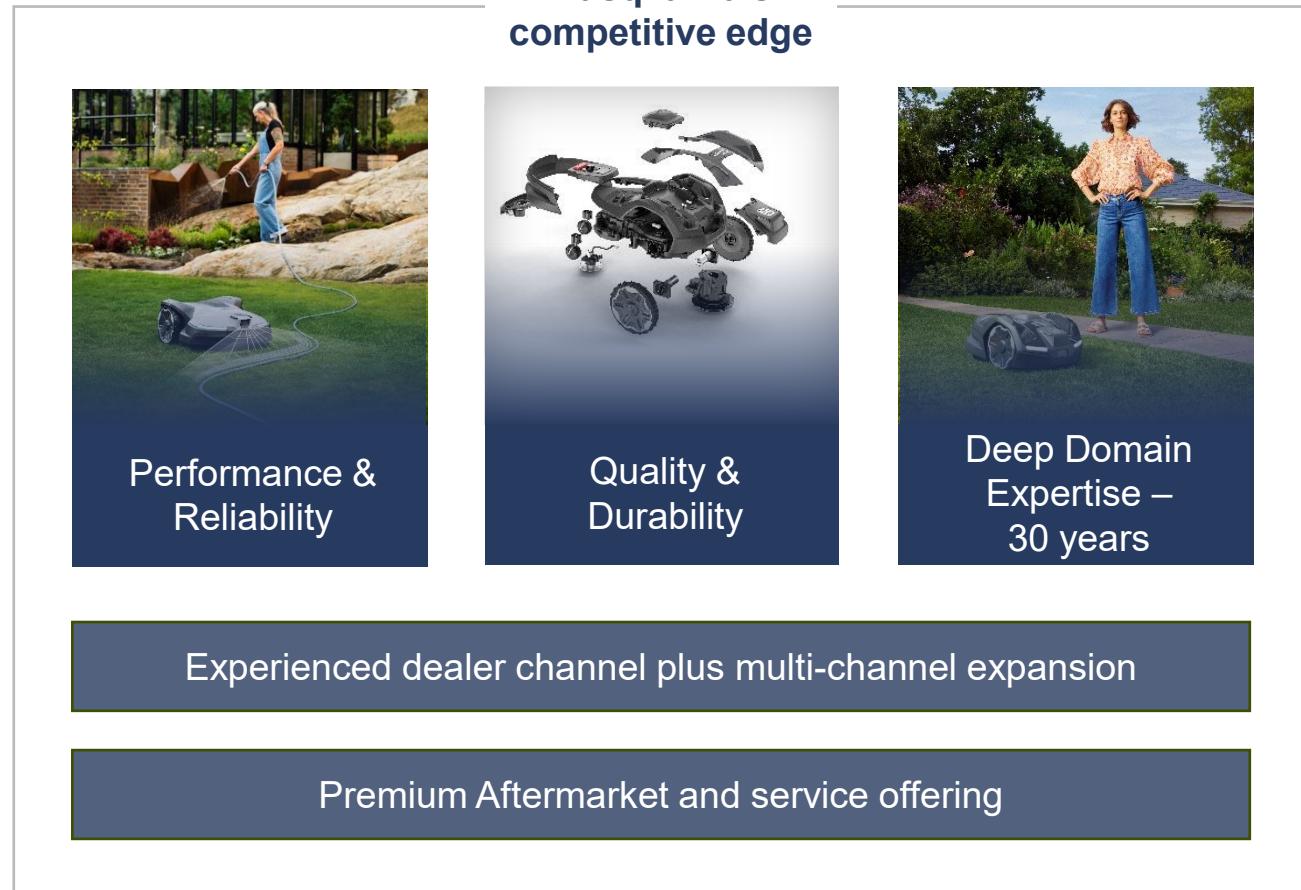
- Develop leading positions in moderate growth segments

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



"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

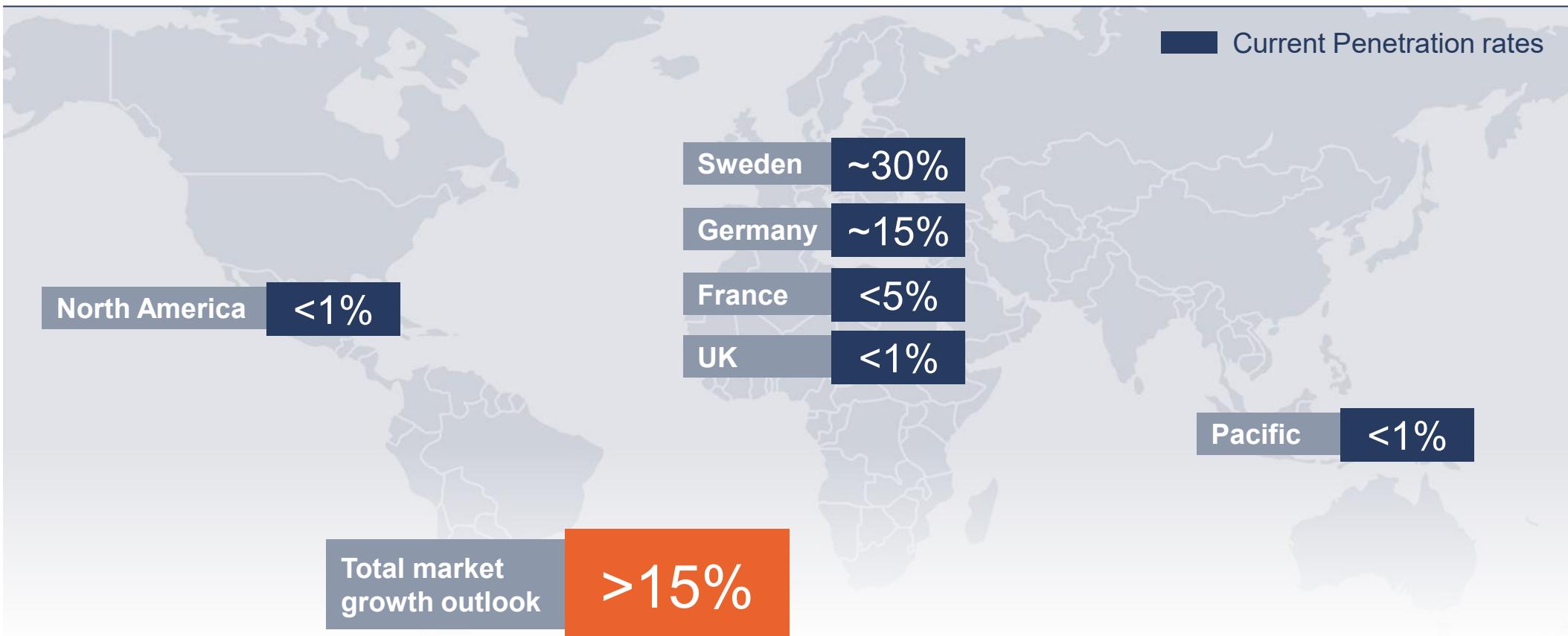
"Recommended it to all my neighbors. They're all asking about it"

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



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

Continue leadership position in the premium and mid-range segments

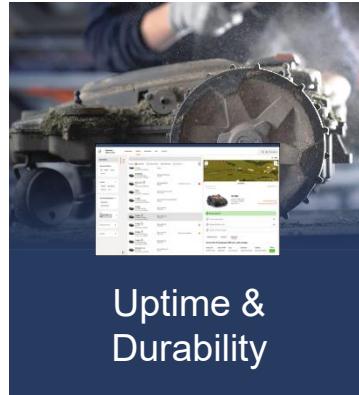


The premium brand in professional robotics

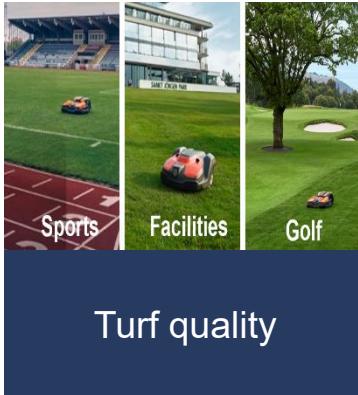
Husqvarna's Competitive Edge



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)



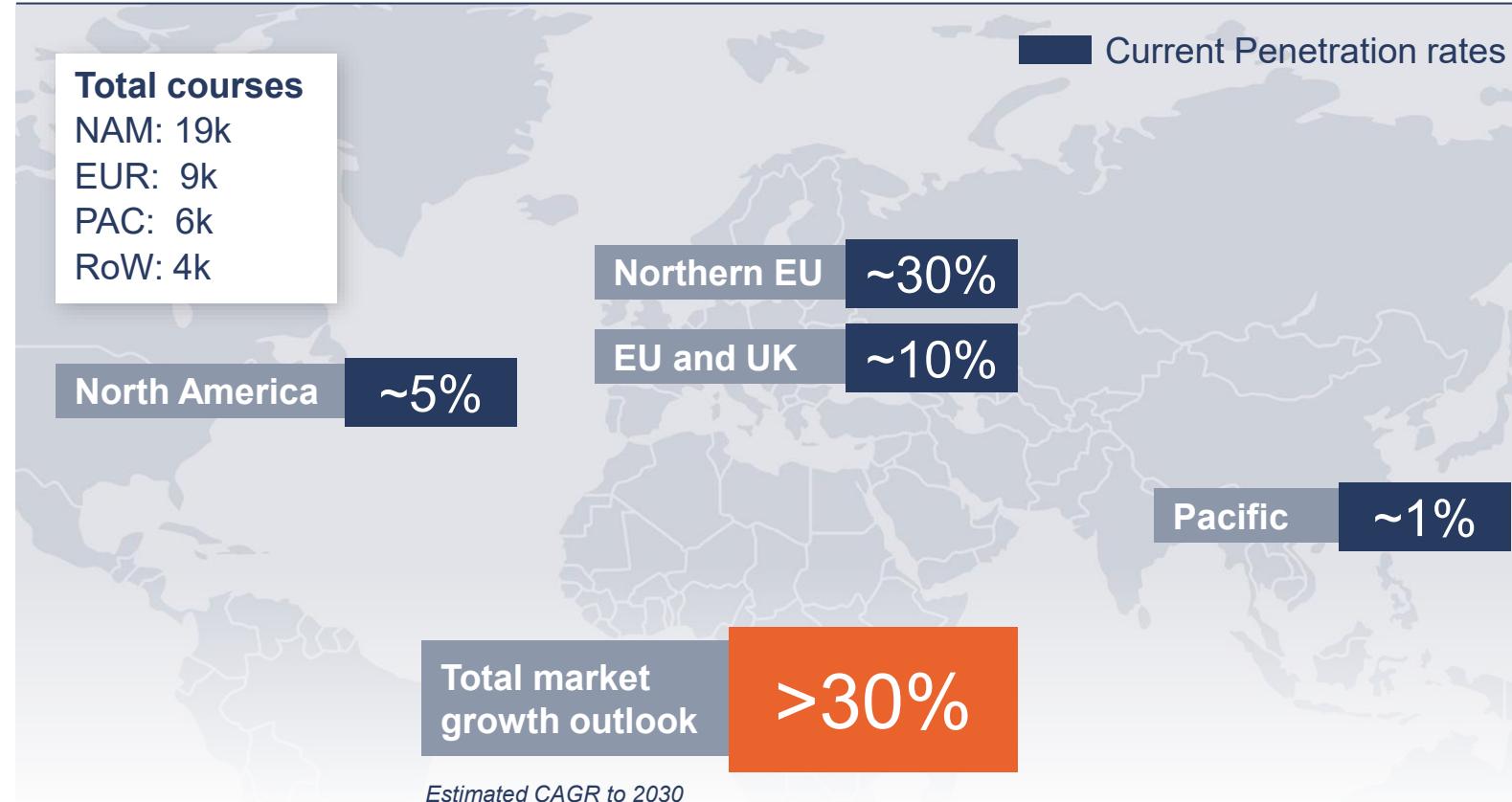
"How Robots will help prepare the women's Open golf Course"

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

Continued development and expansion of the dedicated Pro Channel

Targeted brand and marketing through partnerships and deep industry knowledge

The global market leader of autonomous zero emission solutions

Rapid advancement in technology to improve uptime and address specific agronomic requirements

Enhanced premium Aftercare & Support including further applications

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



...while preparing for electrification transition



Pro Backpack Blower



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

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



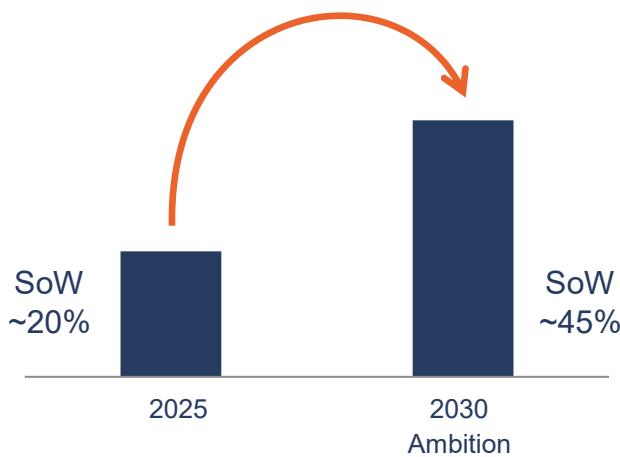
Go to Market and Aftermarket & Support

- 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



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

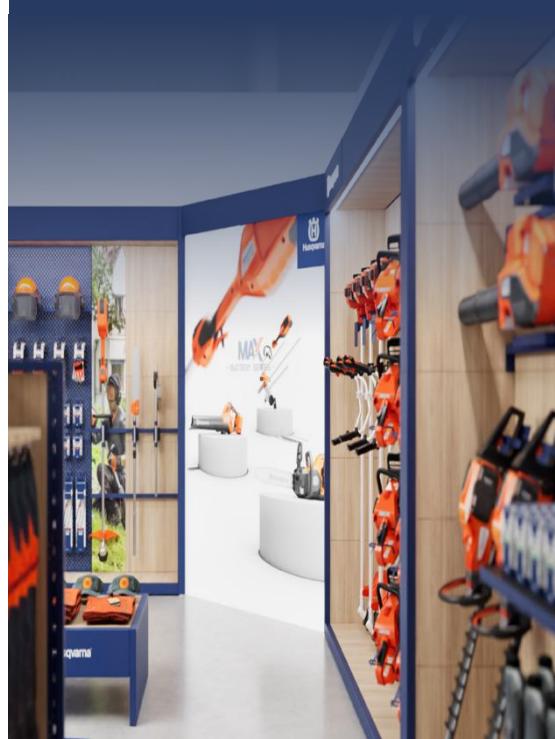
Summary

Transforming to Profitable Growth

Robotics leadership & profitable core led by innovative customer solutions



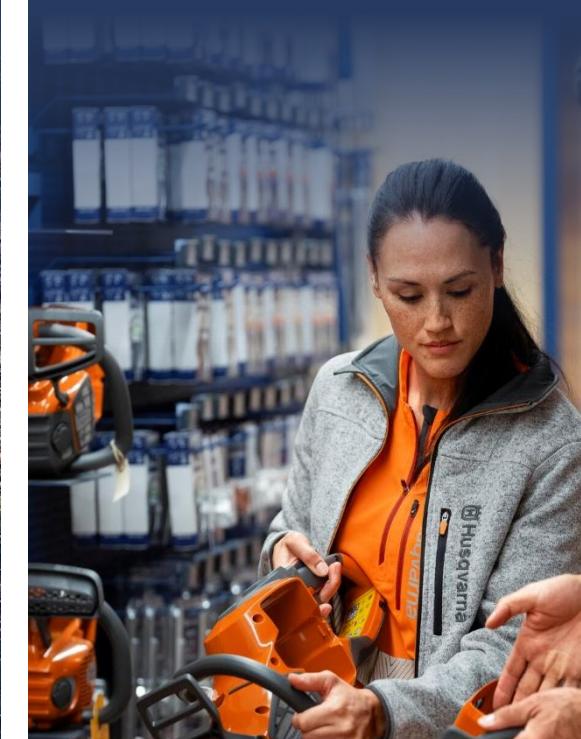
Enhanced multi-channel network and go-to-market capabilities



Structural cost-out enabling profitable growth



Best-in-Class Aftermarket experience, a key differentiator





Gardena Division

Maha Elkharbotly, President



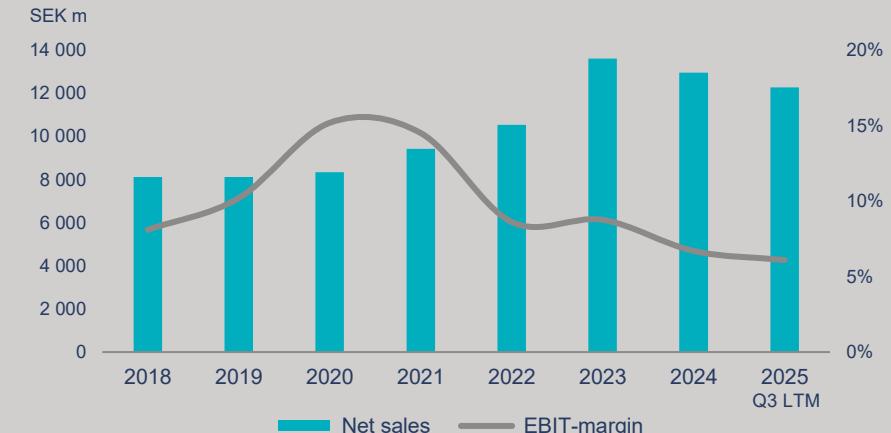
Introduction

Gardena Division

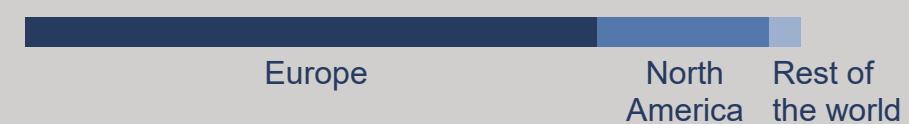
World leader in residential watering solutions

- 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

Watering



~60%

Hand tools



~15%

Powered Garden



15%

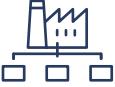
Battery & Electric

~10%

Robotics

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 goodsReduce material cost with supplier consolidationIncreasing 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 categoryUtilization of low-cost factories to balance US tariff impactStep change in automation and AI



20%
complexity
reduction

Focus on
Hero brands:

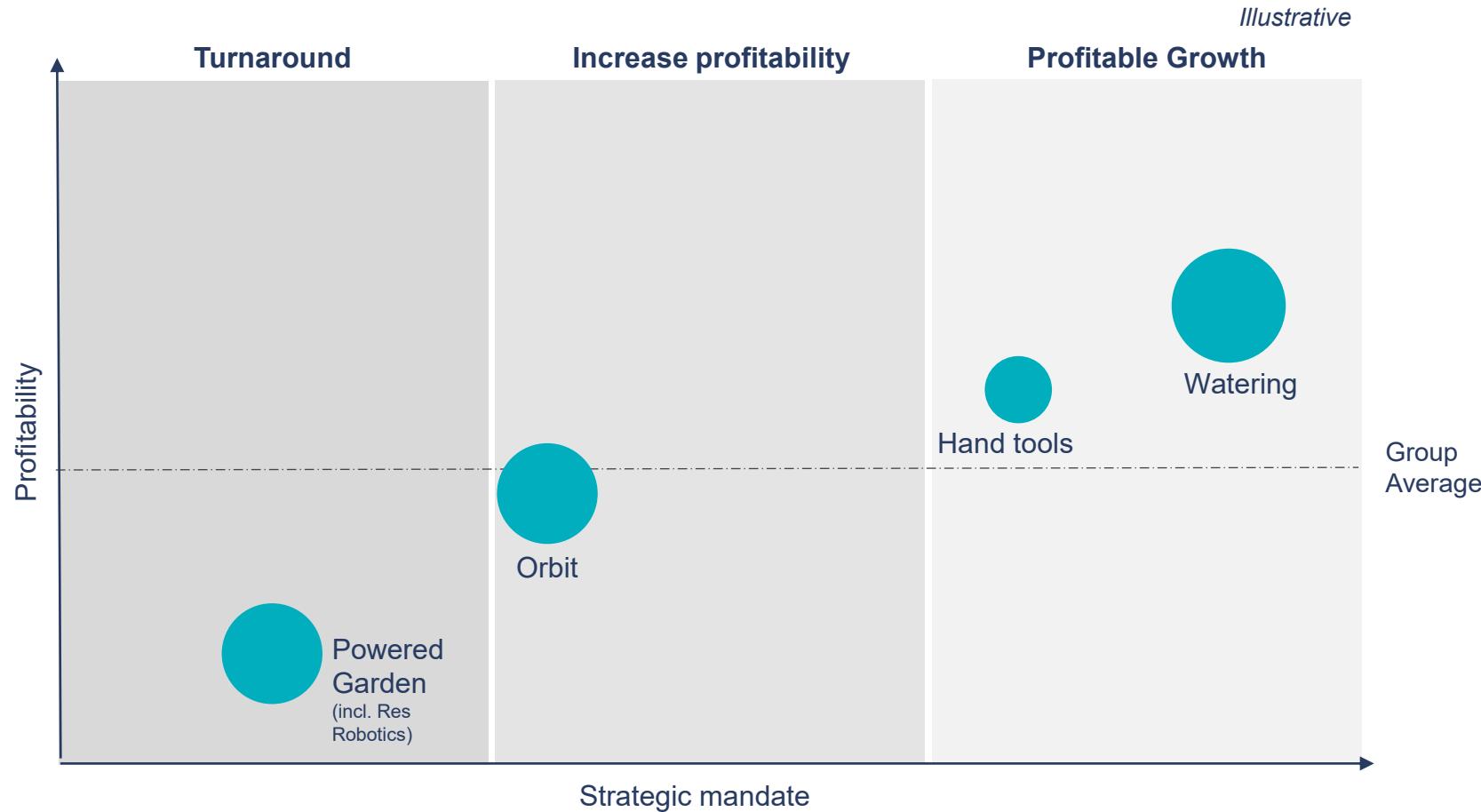
 **GARDENA**

 **Orbit®**

 Group wide programs:
Logistics

 Group wide programs:
Admin efficiency

Business Portfolio units grouped into three categories each with specific actions



Gardena
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

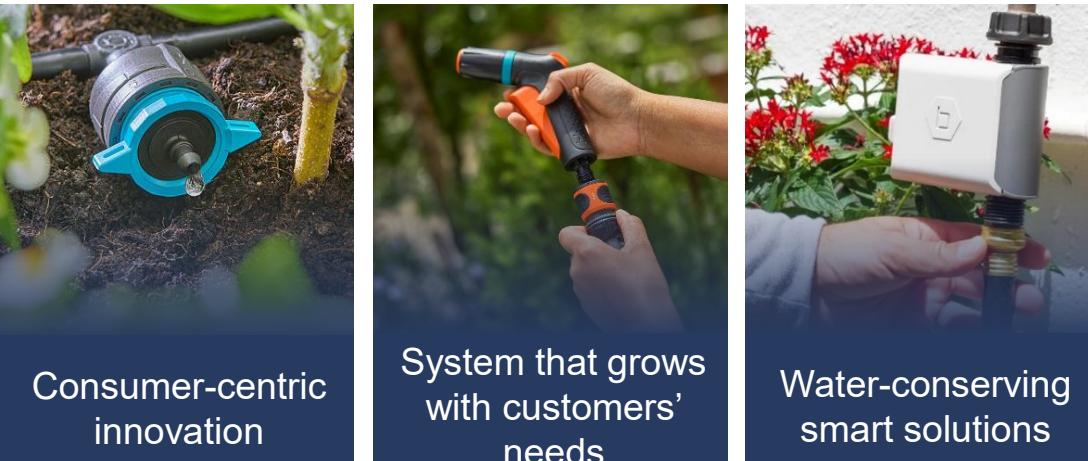
Turnaround

- 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

Global market leader in Residential Watering

Gardena's Competitive Edge



Consumer-centric innovation

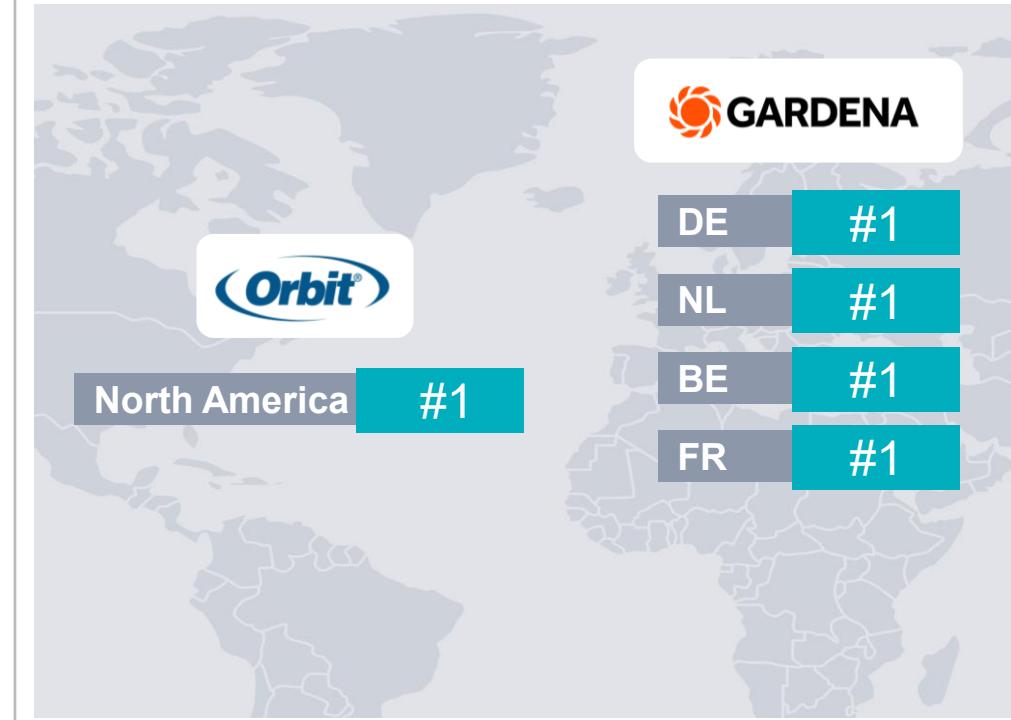
System that grows with customers' needs

Water-conserving smart solutions

Complete Portfolio for manual watering and automatic irrigation

Broadest omni-channel distribution and extensive aftermarket service

Strong Retail Market Shares



Region/Country	Market Share
DE	#1
NL	#1
BE	#1
FR	#1
North America	#1



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



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

Market positions refers to market shares: GfK Jan-Jun 2025 (Europe)

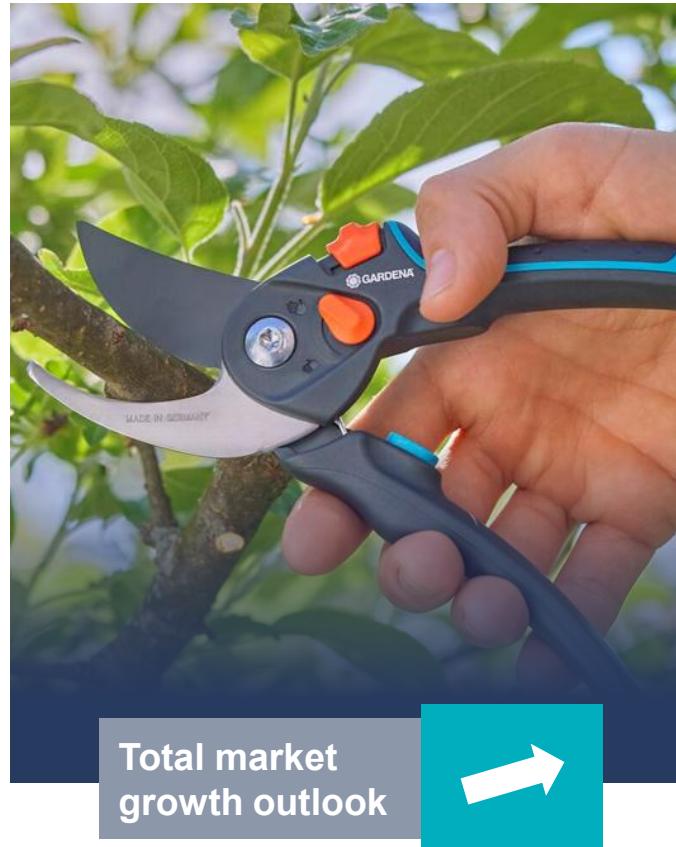


"Fruit collector is a game-changer for anyone with fruit trees! No more bending or back pain it picks up apples and walnuts effortlessly. (Customer review on amazon.de)



Delivering sustainable profitable growth in Hand tools

... Leveraging strong holds and selective expansions



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.



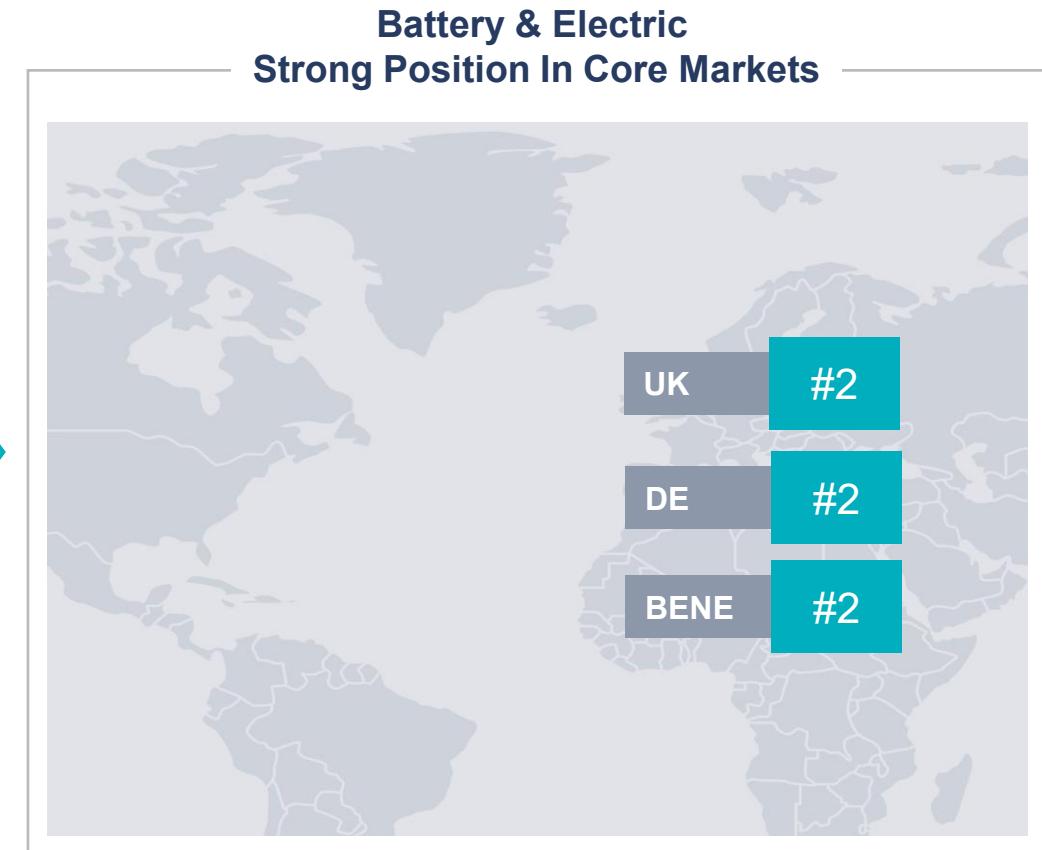
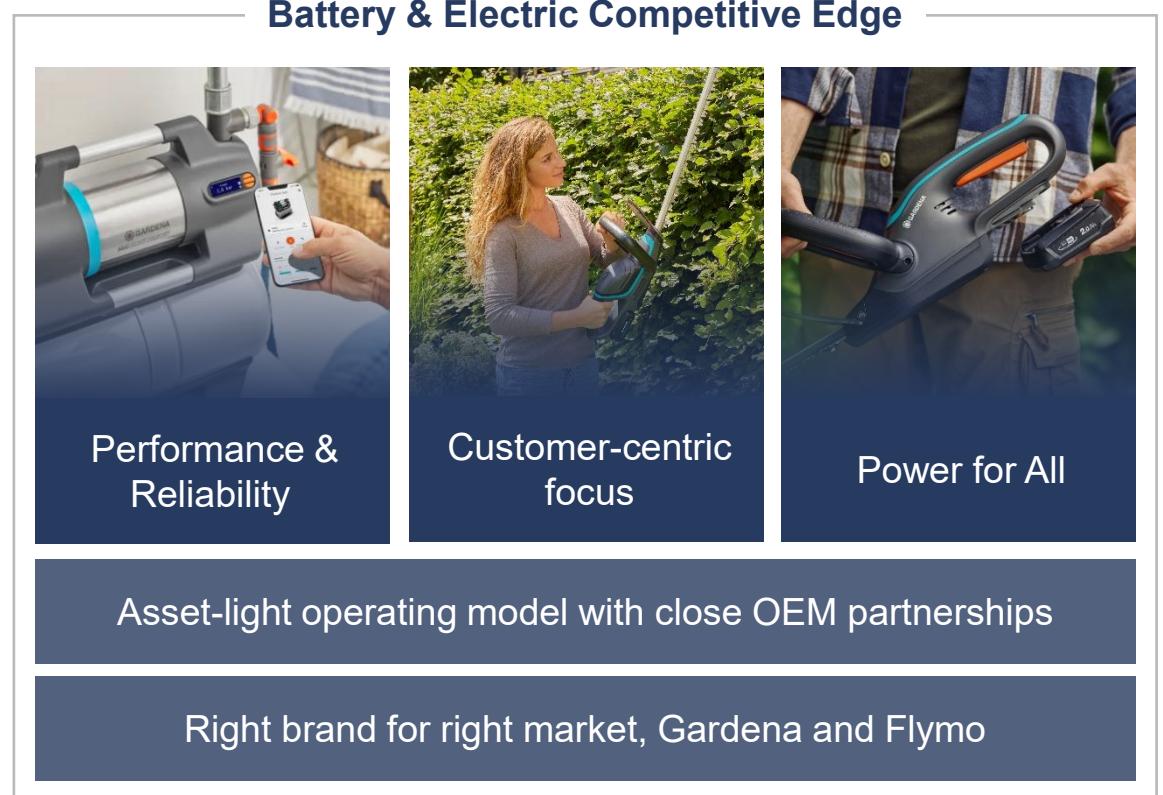
Consumer led innovation focused on cutting and tools.



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

Turnaround: Powered Garden – Battery & Electric

Strategic presence in the largest gardening segment



*Best Buy for Flymo Hover
Lawnmower in the UK*



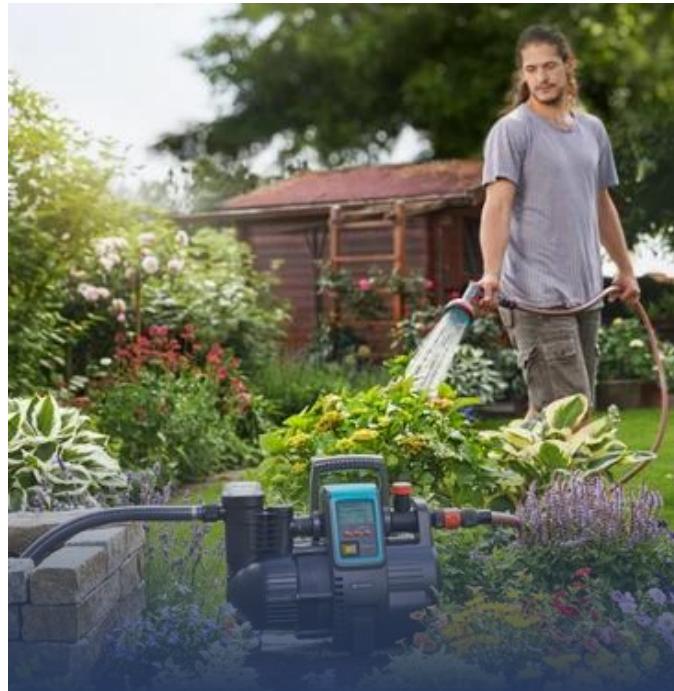
*Best Choice for PowerMax Battery
Mower with DOBBiT in the Netherlands*

Market shares: GfK Jan-Jun 2025, UK incl. Flymo



Decisive transformations in Powered Garden

... With right operating model and value proposition

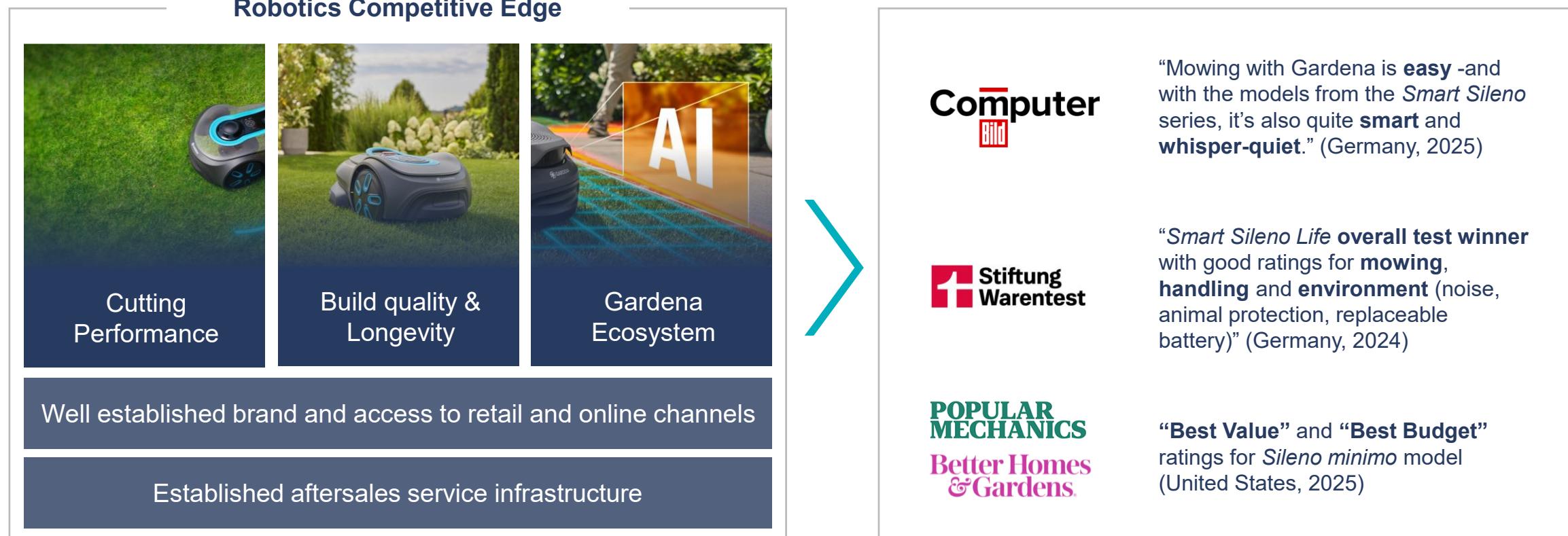


Battery & Electric
market growth outlook



-  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



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



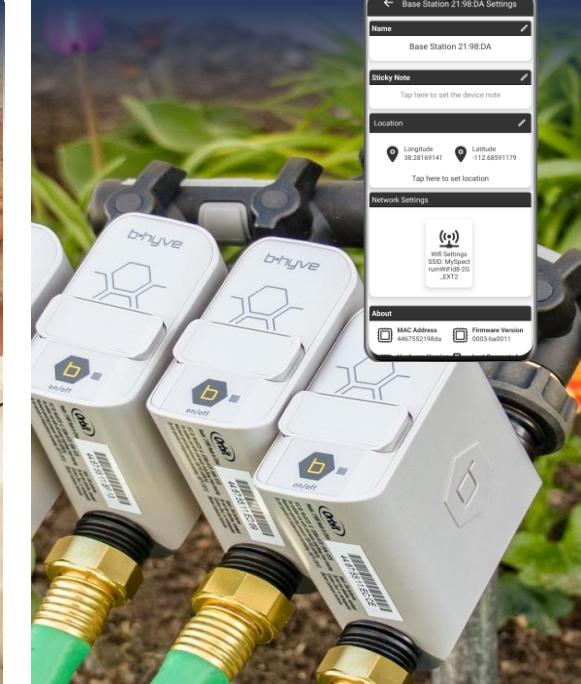
Profitable transformation & structural cost-outs



Brand leadership & Customer-centricity



Growth in focus markets and segments





Husqvarna Construction Division

Karin Falk, President



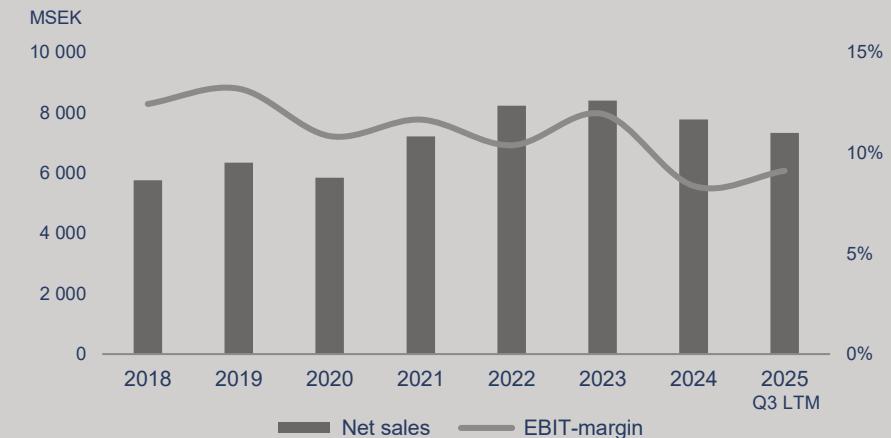
Introduction

Husqvarna Construction Division

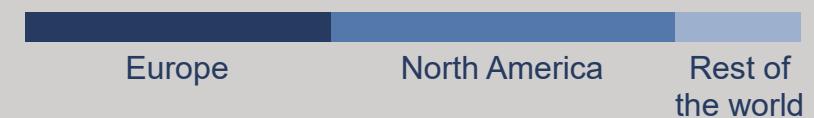
A full-service provider in the light construction industry

- 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

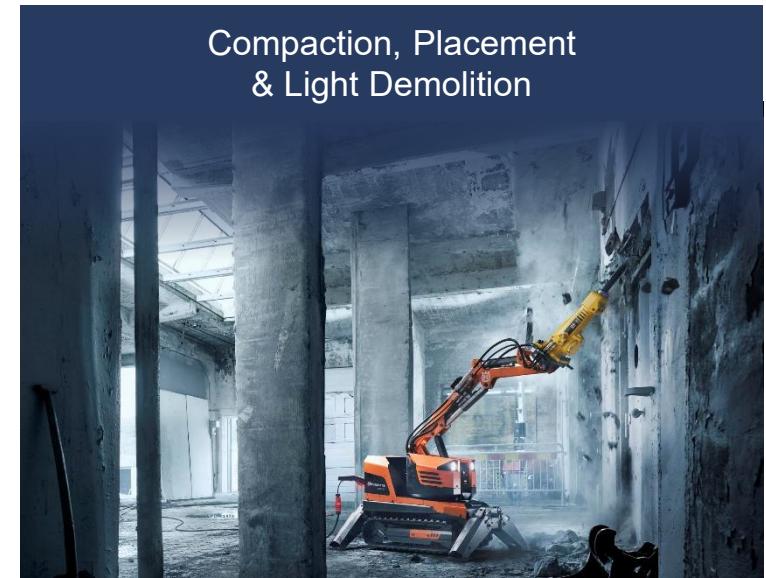
Sawing & Drilling



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



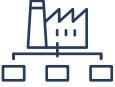
SALES CHANNELS: Dealers

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 designReduce material cost through negotiations and supplier consolidationLeverage strategic partnerships
	Design-to -value <ul style="list-style-type: none">Design to aggressive cost targetsDrive modularity resulting in re-usage of components, modules and systemsFurther integrate overlapping portfolios from acquisitions
	Manufacturing <ul style="list-style-type: none">Consolidate manufacturing footprintUse low-cost factories in Eastern Europe and Asia to balance tariff impact and riskStep change in automation



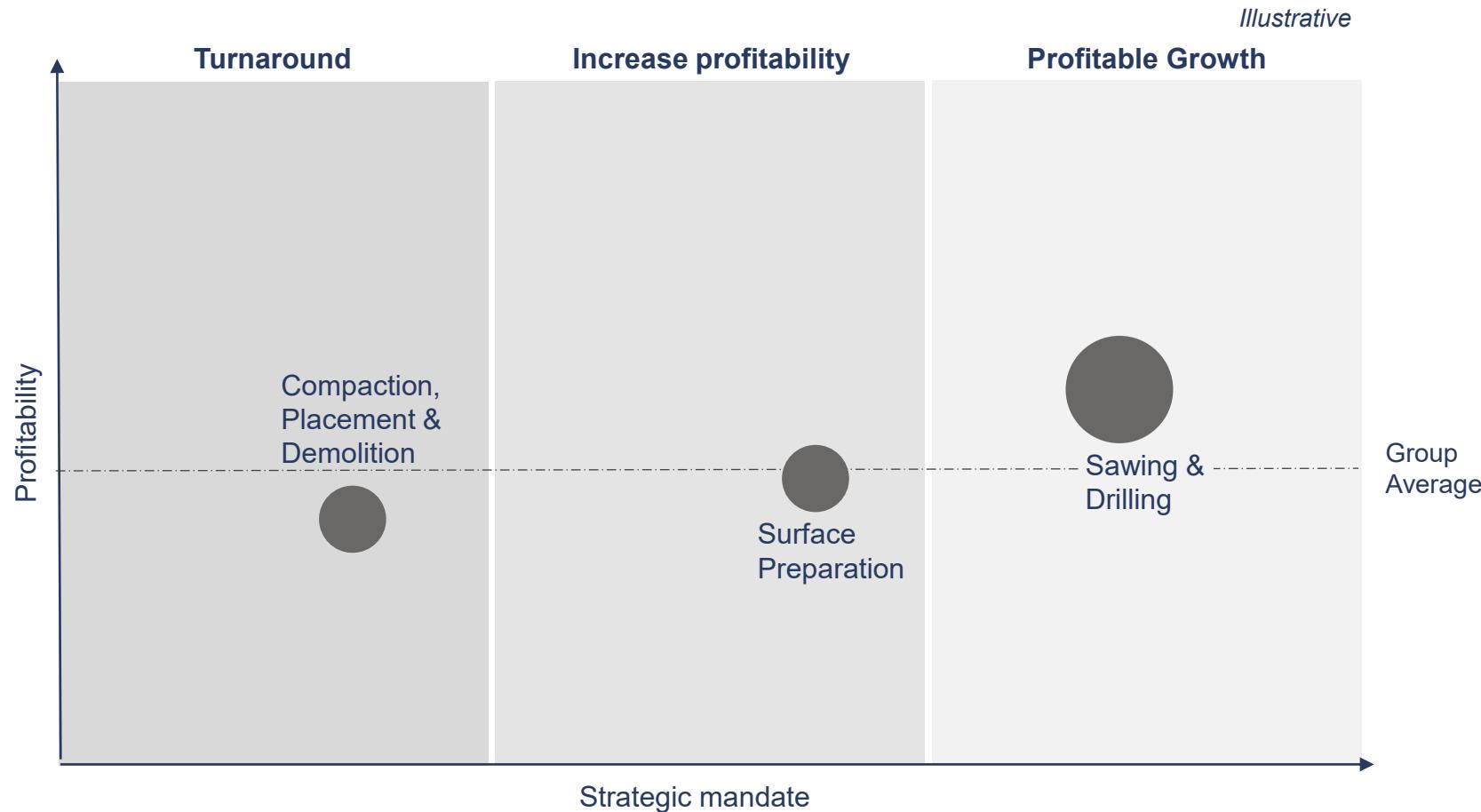
20%
complexity
reduction

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

Group wide programs:
Logistics

Group wide programs:
Admin efficiency

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



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

Grow the core



Power cutters



Diamond tools



Sawing & drilling equipment

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



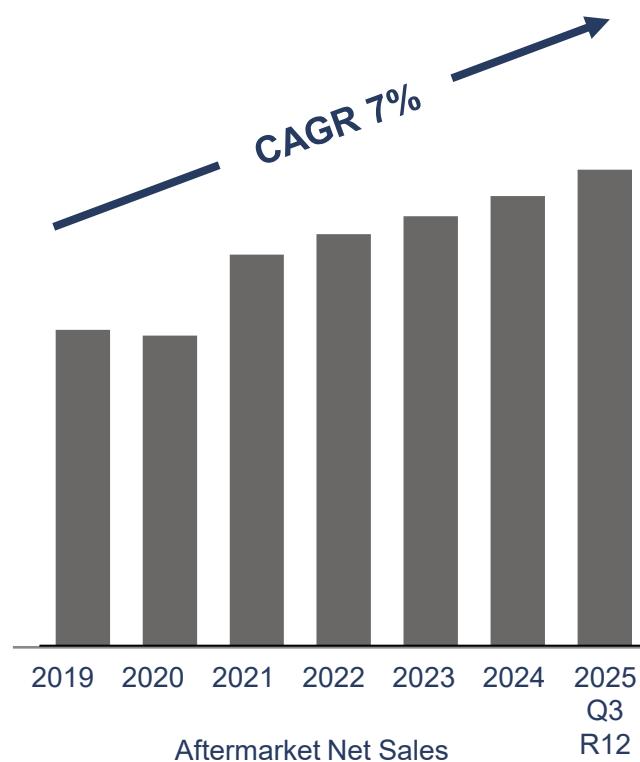
Aggressive product cost-out

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

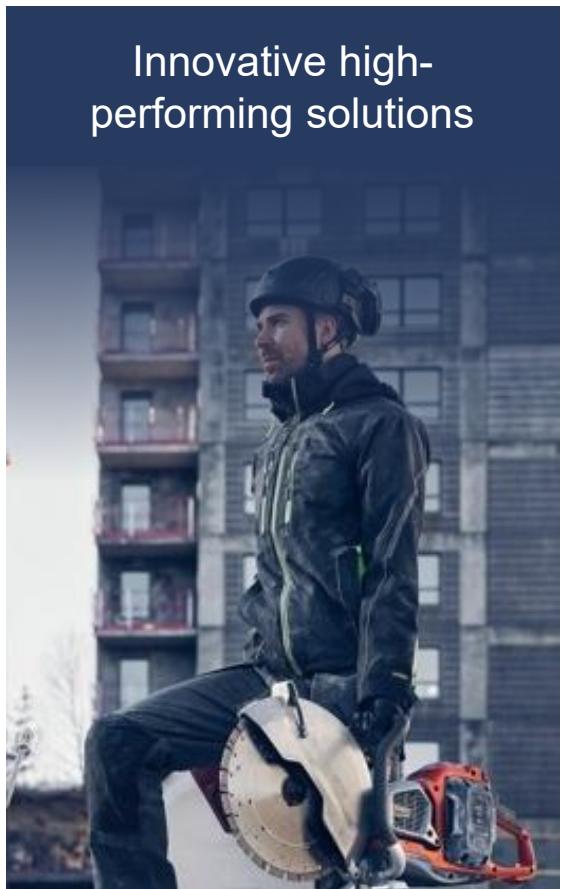
Focus areas for continued aftermarket growth

- 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

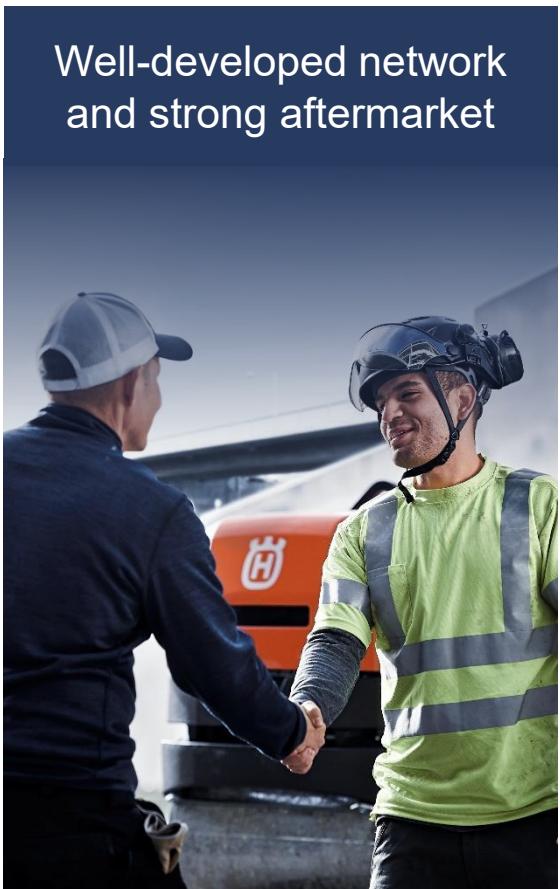
Summary

Transforming to Profitable Growth

Innovative high-performing solutions



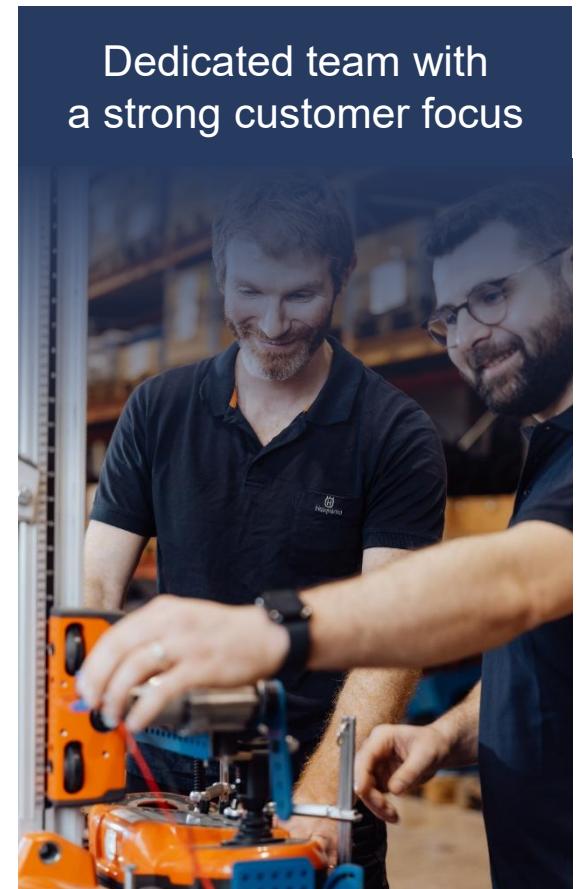
Well-developed network and strong aftermarket



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

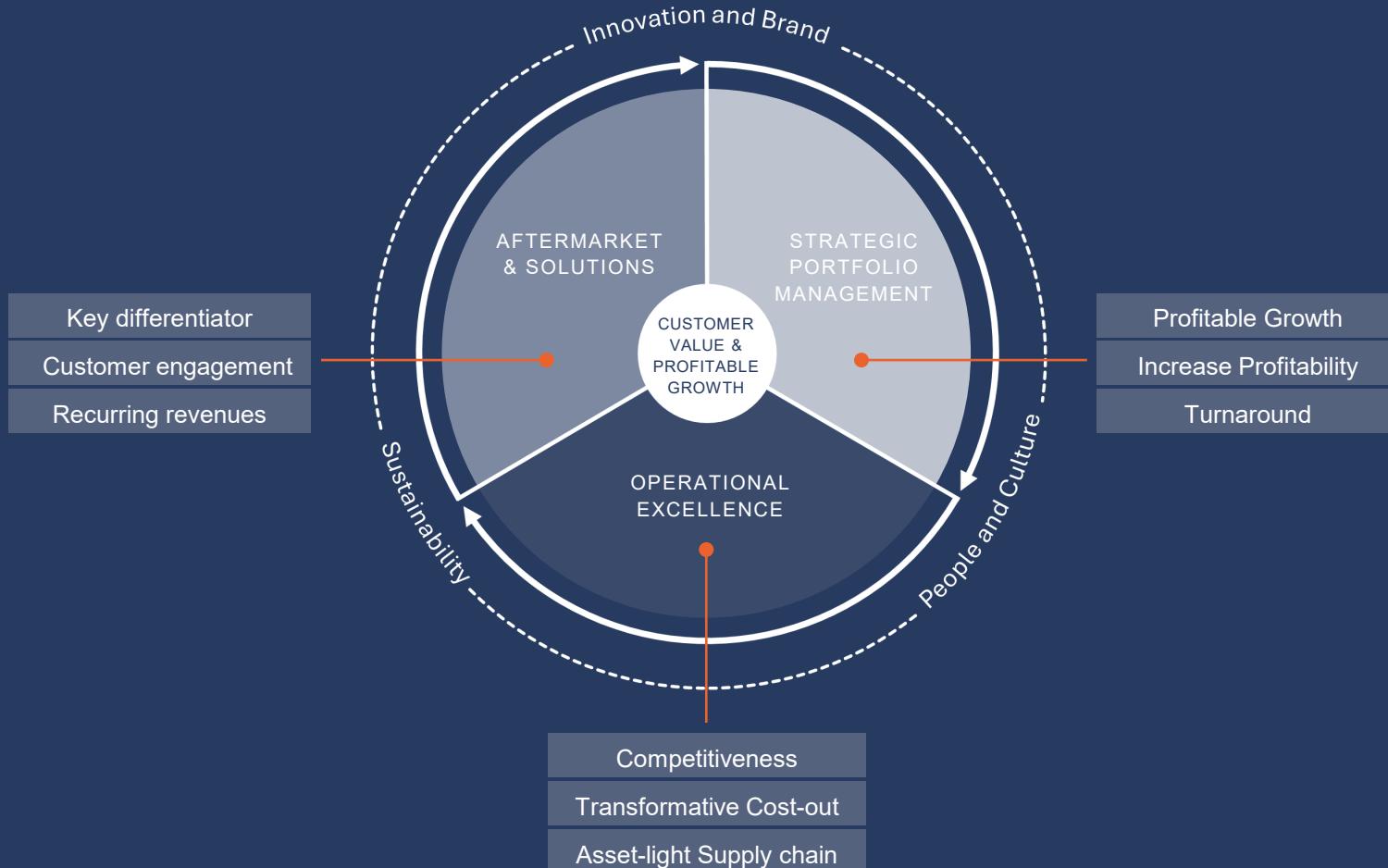


Maha Elkharboly
President Gardena
Division

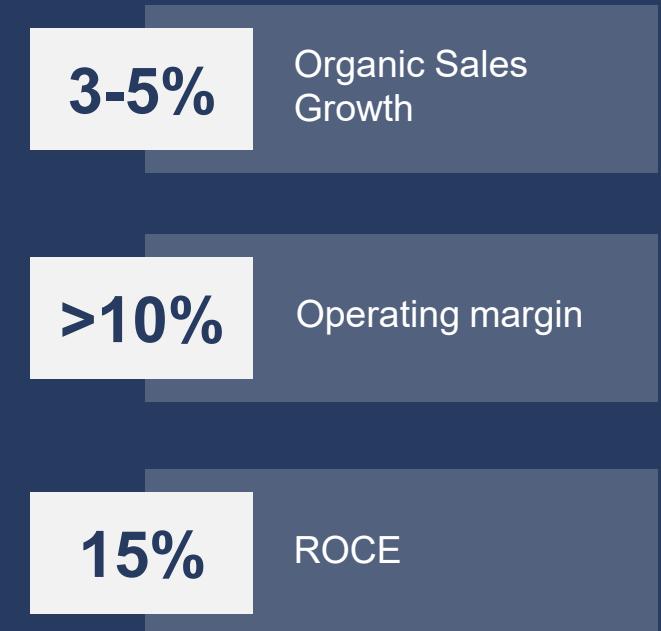
Executive Summary

Transforming to Profitable Growth

Strategic drivers



Financial targets





**Husqvarna
Group**

www.husqvarnagroup.com

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