



Amica
GROUP

Back to
Profitability

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BACK TO PROFITABILITY
Resilient European Partner

Diversified home appliance portfolio



**EUROPEAN
FOCUS**

Robust local Brands
with deep heritage

Winning Consumer
Proposition

Preferred B2B
partner



**BUILDING
PRODUCTIVITY**

Focus on quality

Efficient production

Competitive
portfolio

Cost agile
organization


cooking
is our core

WE CARE - about our people, the investors and our environment.

Back To Profitability

Achieving sustainable earnings (7% EBITDA margin) through:

- Markets / channels development in Europe
- Balance between own production and sourced goods
- Fit-for-purpose organizational structure with tailored processes
- Improving production cost efficiency





cooking

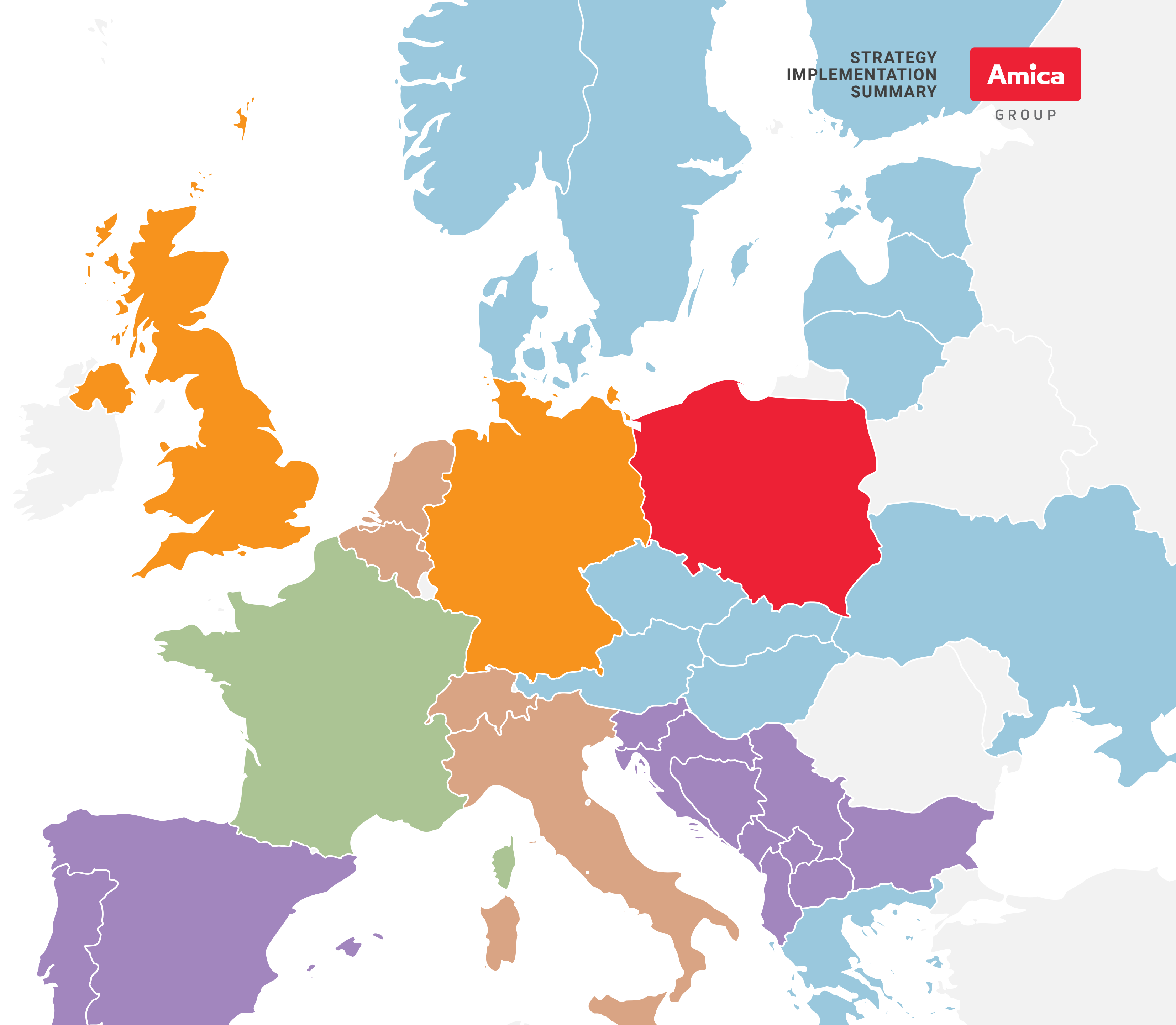
is our core

- Continuous development of production facility in Poland
- Achieving production of 2 million pieces of cooking appliances (cookers, ovens and hobs) within ten years
- Improving cooking portfolio profitability by 5 percentage points



European focus

-  Diversification of sales channels
-  Strengthening the leadership position
-  Focus on sales under own brands
-  Significant increase in sales
-  Active search for market entry opportunities
-  Sales development through new customers and expanding the product range



Mission&Vision

Mission

We offer durable and reliable domestic appliances with excellent services to make consumers every-day life easier, honouring Local Brands' heritage and local traditions.



Vision

Become most recommended brand in cooking in focus markets of Europe.

Amica
for living

FAGOR
ELECTRODOMÉSTICO



Hansa
Haushaltsgeräte

GRAM
Inspireret af dig siden 1901

| C | D | A |

Robust Local Brands with deep Heritage

1. Focus on ONE MegaBrand per Market

- Focused investment that makes real Brand Equity impact
- Leverage cross-markets synergies in portfolio, communication and executional tools to drive economy of scale and spending efficiency

2. ONE Equity Platform across Europe, with space to localize

- Build on and drive local heritage – dated back to previous century
- Durability and quality as backbone of the Equity

3. Brand to Consumer focus in home market first

- Reignite local strength in 4 Focus Markets
- Leverage local Consumer knowledge and brands' equity to drive Category growth
- Focus on what matters most for local Consumers



Winning Consumer Proposition

1. Consumer product appeal and quality brought to the next level

- Benefit-based consumer relevant product proposition
- Consumer needs and trends as a cornerstone of new product development process, enabling clarity and intuitiveness of choice
- Durability and quality of the product enabling Premiumization
- Excellence of execution from product design to in-store

2. Elevated Post-Purchase Experience

- Gaining Customer Loyalty by implementing effortless experience Service environment
- Sales proposition as part of added value
- Quality focus of delivered services

Preferred B2B Partner

- Intuitive, well-designed and reliable appliances with desired functionalities and excellent quality as a source of long-term value added for our B2B partners
- Availability and operational excellence (comprehensive portfolio, state of art logistics, local storage, short delivery terms)
- Financial conditions (no currency risk; competitive payment terms)
- Close partnership in QA (Quality Assurance) and CX (Customer Experience requirements)

Focus on Quality

1. Continuous Improvement

of new product implementation processes from project initiation to after-sales Customer Service, supported by components and product testing before launch.

2. Focus on Consumer and Customer requirements

regarding product quality during use and integrating the expectations of B2B partners to achieve Customer satisfaction.

3. Consistent quality KPIs system across the organization

to ensure the integrity of activities on the way to achieving the expected level of product quality and improving the quality culture in our organization.



Efficient Production

1. Continuous development of production facility in Poland

2. Cost reduction through:

- processes/components unification
– CONVERSO project
- technology or construction adjustments
- components suppliers' portfolio
diversification (including sourcing from
low-cost countries and dual-sourcing)
- production efficiency increase
- product portfolio unification

3. Reinventing approach to electronics

4. Redefined tailor-made production planning and execution process supported by modern IT tools



Competitive Portfolio

1. Coherent, efficient and consumer needs driven MDA range

based on own production
and sourced goods covering
mainstream and niche segments
with shared design lines

2. Unified, scaled and optimized global portfolio adapted locally

3. Trade goods suppliers portfolio diversification

with focus on cooperation
with mid-size partners
without own sales in Europe

4. Introduction of trade goods and components suppliers appraisal

system to enhance
day-to-day monitoring
(including ESG matters)



We CARE! Organizational Culture



We CARE about the experience we bring to everyone who gets in touch with Amica.



We achieve our goals together as a team. Therefore, we build strong relationships with each other, hold ourselves accountable and have a high leadership awareness.



We commit to constant growth and are resilient through the toughest of times.



We CARE to do our best every day.

C

Competencies – Areas of Expertise and Growth

- We are experts in our business area and functions.
- We commit to self-growth and developing others – staying up to date and competitive.

A

Accountability – Owing Results

- We make things happen and take personal responsibility for our own and our team's performance.

R

Resilience – Stamina, flexibility and opportunity mindset

- We face challenges with an open mindset.
- We demonstrate strong will and determination through toughest conditions.

E

Engaging and Empowering Leaders

- We foster positive and respectful relationships.
- We emphasize togetherness and group-success.
- We set clear expectations and invest in the personal development of our employees.

The People and Culture Strategy



Engaging & Empowering Leaders



- Performance Oriented



- Engagement Focused



- Strengths Based



Unleash True Potential



- Investment in our talents to develop our strengths



- Continuous development of our functional competencies



High Engagement & High Well-Being



- We care about an ethical, inclusive and diverse work-environment



- We care about our mental health



- We care about our physical health



- We care about our community and our environment



Right People in the right places & Top Talent Recruitment



- Having the right people in the right place



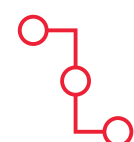
- Improve the quality of incoming talent and reduce recruitment failure



- Reduce time to hire

We CARE! Our ESG Strategy

E



Low carbon value chain



Circularity



Sustainability-driven products

S



Attract, engage and growth



Safety for consumers



Amica for solidarity and empowerment

G



Resilience through agility & clarity



Responsible partnership

Cost Agile Organization

Internal processes optimization and efficiency improvement

- Digital transformation
- Efficient mix of local and HQ competences
- Improving master data quality
- Increasing share of renewable energy in production process
– cogeneration and PV plant

Financial prudence

- sustainable earnings and healthy balance sheet
- effective working capital management
- self-financing by each subsidiary

Supply Chain Management

- Planning excellence
- Adaptive supply chain management
- Quicker time to market process for new products and finished goods
- KPI-based data governance processes
- ESG-measures embedded in SCM



Creating value for shareholders

Long-term value creation goals	2027	2030+
Sales growth	3%	>7%
EBITDA	5%	7%
RONA*	14%	>17%

Responsible financial policy	2027	2030+
Dividend	up to 35% net profit	up to 35% net profit
Net debt / EBITDA	<2	<2
Gross profit on sales of own products in %	25%	28%

*RONA = EBITDA / (Fixed assets+ Net working capital)

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