



Corporate governance report 2015

Electrolux is a global leader in home appliances, based on deep consumer insight and developed in close collaboration with professional users. The company offers thoughtfully designed, innovative sustainable solutions for households and businesses, with products such as refrigerators, dishwashers, washing machines, cookers, vacuum cleaners, air-conditioners and small domestic appliances. Under esteemed brands including Electrolux, AEG, Zanussi, Frigidaire and Electrolux Grand Cuisine, the Group sells more than 60 million products to customers in more than 150 countries every year. In 2015 Electrolux had sales of SEK 124 billion and 58,000 employees.

Electrolux aims at implementing strict norms and efficient processes to ensure that all operations create long-term value for shareholders and other stakeholders. This involves the maintenance of:

- an efficient organizational structure,
- systems for internal control and risk management and
- transparent internal and external reporting.

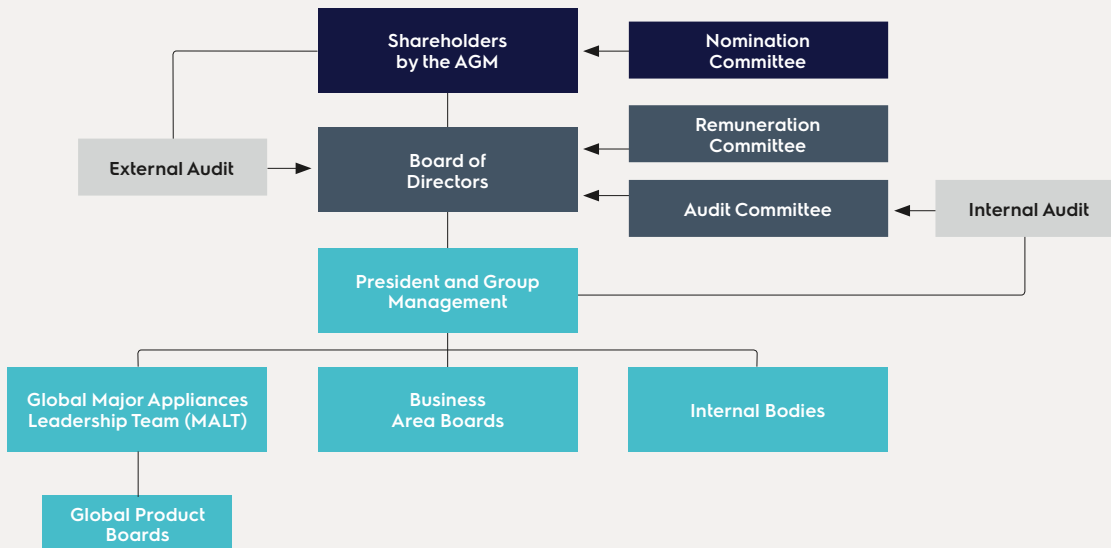
The Electrolux Group is comprised of 146 companies with operations in more than 150 countries. The parent company of the Group is AB Electrolux, a public Swedish limited

liability company. The company's shares are listed on Nasdaq Stockholm.

The governance of Electrolux is based on the Swedish Companies Act, the rule book for issuers at Nasdaq Stockholm and the Swedish Code of Corporate Governance (the "Code"), as well as other relevant Swedish and foreign laws and regulations. Below is Electrolux formal governance structure.

This corporate governance report has been drawn up as a part of Electrolux application of the Code. Electrolux does not report any deviations from the Code in 2015.

Governance structure



Major external regulations

- Swedish Companies Act.
- Rule book for issuers at Nasdaq Stockholm.
- Swedish Code of Corporate Governance.

Major internal regulations

- Articles of Association.
- Board of Directors' working procedures.
- Policies for information, finance, credit, accounting manual, etc.
- Processes for internal control and risk management
- Electrolux Code of Ethics, Policy on Corruption and Bribery and Workplace Code of Conduct

AB Electrolux (publ) is registered under number 556009-4178 with the Swedish Companies Registration Office. The registered office of the Board of Directors is in Stockholm, Sweden. The address of the Group headquarters is S:t Göransgatan 143, SE-105 45 Stockholm, Sweden.

Highlights 2015

- Re-election of all Board members and re-election of Ronnie Leten as Chairman of the Board.
- Performance-based, long-term incentive program for senior management
- Roll-out of and training on Electrolux Workplace Code of Conduct that was updated in 2014.
- Training on Electrolux anti-trust and anti-corruption policies.
- Continued focus on global ethics program, encompassing both training and a whistleblowing system.

Shares and shareholders

The Electrolux share is listed on Nasdaq Stockholm. At year-end 2015, Electrolux had 45,485 shareholders according to the share register kept by Euroclear Sweden AB. Of the total share capital, 42% was owned by Swedish institutions and mutual funds, 52% by foreign investors and 6% by Swedish private investors, see below. Investor AB is the largest shareholder, holding 15.5% of the share capital and 29.96% of the voting rights. The ten largest shareholders accounted for 40.4% of the share capital and 51.2% of the voting rights in the company.

Voting rights

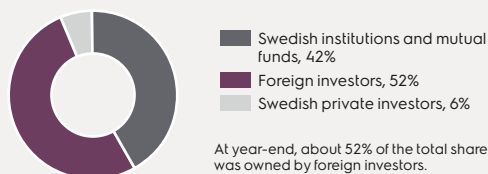
The share capital of Electrolux consists of Class A shares and Class B shares. One A share entitles the holder to one vote and one B-share to one-tenth of a vote. Both A shares and B shares entitle the holders to the same proportion of assets and earnings and carry equal rights in terms of dividends. Owners of A shares can request to convert their A shares into B shares. Conversion reduces the total number of votes in the company. As of December 31, 2015, the total number of registered shares in the company amounted to 308,920,308 shares, of which 8,192,539 were Class A shares and 300,727,769 were Class B shares. The total number of votes in the company was 38,265,316. Class B shares represented 78.6% of the voting rights and 97.3% of the share capital.

Dividend policy

Electrolux target is for the dividend to correspond to at least 30% of the income for the period. For a number of years, the dividend level has been considerably higher than 30%.

The Annual General Meeting (AGM) in March 2015 decided to adopt the Board's proposed dividend of SEK 6.50 per share for 2014. The Board of Directors proposes a dividend for 2015 of SEK 6.50 per share, for a total dividend payment of approximately SEK 1,868m.

Ownership structure



At year-end, about 52% of the total share capital was owned by foreign investors.

Source: Euroclear Sweden and Holdings as of December 31, 2015

The foreign ownership has increased to 52% at year-end 2015 from 49.2% at year-end 2014.

Foreign investors are not always recorded in the share register. Foreign banks and other custodians may be registered for one or several customers' shares, and the actual owners are then usually not displayed in the register. For additional information regarding the ownership structure, see above.

The information on ownership structure is updated quarterly on the Group's website; www.electroluxgroup.com/corporate-governance.

Shareholders by the AGM

General Meetings of shareholders

The decision-making rights of shareholders in Electrolux are exercised at shareholders' meetings. The AGM of

Electrolux is held in Stockholm, Sweden, during the first half of the year.

Extraordinary General Meetings may be held at the discretion of the Board or, if requested, by the auditors or by shareholders owning at least 10% of all shares in the company.

Participation in decision-making requires the shareholder's presence at the meeting, either personally or through a proxy. In addition, the shareholder must be registered in the share register by a stipulated date prior to the meeting and must provide notice of participation in the manner prescribed. Additional requirements for participation apply to shareholders with holdings in the form of American Depositary Receipts (ADR) or similar certificates. Holders of such certificates are advised to contact the ADR depository bank, the fund manager or the issuer of the certificates in good time before the meeting in order to obtain additional information.

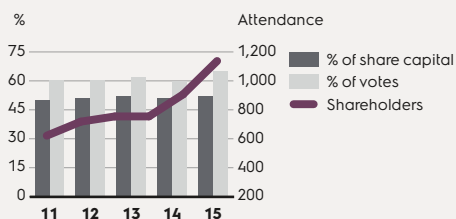
Individual shareholders requesting that a specific issue be included in the agenda of a shareholders' meeting can normally request the Electrolux Board to do so well in advance to the meeting via an address provided on the Group's website.

Decisions at the meeting are usually taken on the basis of a simple majority. However, as regards certain issues, the Swedish Companies Act stipulates that proposals must be approved by shareholders representing a larger number of the votes cast and the shares represented at the meeting.

Annual General Meeting 2015

The 2015 AGM was held at the Brewery Conference Centre (Sw. Münchenbryggeriet) in Stockholm, Sweden, on March 26, 2015. 1,139 shareholders representing a total of 52.9% of the share capital and 65.0% of the votes

Attendance at AGMs 2011-2015



1,139 shareholders representing a total of 52.9% of the share capital and 65.0% of the votes were present at the 2015 AGM.

were represented at the AGM. The President's speech was broadcasted live via the Group's website and is also available on www.electroluxgroup.com/corporate-governance, together with the minutes. The meeting was held in Swedish, with simultaneous interpretation into English. The speech of the President was held in English and simultaneously interpreted into Swedish. All Board members, as well as the Group's auditor in charge, were present at the meeting.

Decisions at the Annual General Meeting 2015 included:

- Dividend payment of SEK 6.50 per share for fiscal year 2014.
- Re-election of the Board members Lorna Davis, Hasse Johansson, Petra Hedengran, Ronnie Leten, Keith McLoughlin, Bert Nordberg, Fredrik Persson, Ulrika Saxon and Torben Ballegaard Sørensen.
- Re-election of Ronnie Leten as Chairman of the Board.
- Remuneration to the Board members.
- Approval of remuneration guidelines for Electrolux Group Management.
- Performance-based, long-term incentive program for 2015 covering up to 250 managers and key employees.
- Authorization to acquire own shares and to transfer own shares on account of company acquisitions and to cover costs that may arise as a result of the share program for 2013.

Annual General Meeting 2016

The next AGM of Electrolux will be held on Wednesday, April 6, 2016, at Stockholm Waterfront Congress Centre in Stockholm, Sweden.

For additional information on the next AGM and how to register attendance, see page 157.

Nomination Committee

Nomination Committee

The AGM resolves upon the nomination process for the Board of Directors and the auditors. The AGM 2011 adopted an instruction for the Nomination Committee which applies until further notice. The instruction involves a process for the appointment of a Nomination Committee comprised of six members. The members should be one representative of each of the four largest shareholders, in terms of voting rights that wish to participate in the Committee, together with the Chairman of the Electrolux Board and one additional Board member.

The composition of the Nomination Committee shall be based on shareholder statistics from Euroclear Sweden AB as of the last banking day in August in the year prior to the AGM and on other reliable shareholder information which is provided to the company at such time. The names of the representatives and the names of the shareholders they represent shall be announced as soon as they have been appointed. If the shareholder structure changes during the nomination process, the composition of the Nomination Committee may be adjusted accordingly.

The Nomination Committee is assisted in preparing proposals for auditors and auditors' fees by the company's Audit Committee. The Audit Committee evaluates the auditors' work and informs the Nomination Committee of its findings.

The Nomination Committee's proposals are publicly announced no later than on the date of notification of the AGM. Shareholders may submit proposals for nominees to the Nomination Committee.

Nomination Committee for the AGM 2015

The Nomination Committee for the AGM 2015 was comprised of six members. Börje Ekholm of Investor AB led the Nomination Committee's work.

For the proposal for the AGM 2015, the Nomination Committee made an assessment of the composition and size of the current Board as well as the Electrolux Group's operations. Areas of particular interest were Electrolux strategies and goals and the demands on the Board that are expected from the Group's positioning for the future. The Nomination Committee also considered that a variety as regards gender, age, nationality, educational background and term of office is represented among the Board members.

The Nomination Committee proposed re-election of all Board members of Electrolux and re-election of Ronnie Leten as Chairman of the Board. After the election at the AGM 2015, three out of eight Board members elected at the shareholders' meeting are women (in this calculation, the President and CEO has not been included in the total number of Board members). A report regarding the work of the Nomination Committee was presented at the AGM 2015. Further information regarding the Nomination Committee and its work can be found on the Group's website; www.electroluxgroup.com/corporate-governance.

Nomination Committee for the AGM 2016

The Nomination Committee for the AGM 2016 is based on the ownership structure as of August 31, 2015, and was announced in a press release on September 24, 2015.

The Nomination Committee's members are:

- Johan Forssell, Investor AB, Chairman
- Mathias Leijon, Nordea Investment Management
- Kaj Thorén, Alecta
- Marianne Nilsson, Swedbank Robur funds
- Ronnie Leten, Chairman of Electrolux
- Torben Ballegaard Sørensen, Board member of Electrolux

Shareholders wishing to submit proposals to the Nomination Committee should send an e-mail to nominationcommittee@electrolux.com.

The AGM resolves upon:

- The adoption of the Annual Report.
- Dividend.
- Election of Board members and, if applicable, auditors.
- Remuneration to Board members and auditors.
- Guidelines for remuneration to Group Management.
- Other important matters.

The Nomination Committee's tasks include preparing a proposal for the next AGM regarding:

- Chairman of the AGM.
- Board members.
- Chairman of the Board.
- Remuneration to Board members.
- Remuneration for committee work.
- Amendments of instructions for the Nomination Committee, if deemed necessary.
- Auditors and auditors' fees, when these matters are to be decided by the following AGM.

The Board of Directors

The Board of Directors has the overall responsibility for Electrolux organization and administration.

Composition of the Board

The Electrolux Board is comprised of nine members without deputies, who are elected by the AGM, and three members with deputies, who are appointed by the Swedish employee organizations in accordance with Swedish labor law. Keith McLoughlin, President and CEO of AB Electrolux during the period January 1, 2011 until January 31, 2016, has left the company and the Board on January 31, 2016. The Board of Directors therefore currently consists of eight members.

The AGM elects the Chairman of the Board. Directly after the AGM, the Board holds a meeting for formal constitution at which the Deputy Chairman of the Board is elected, among other things. The Chairman of the Board of Electrolux is Ronnie Leten and the Deputy Chairman is Torben Ballegaard Sørensen.

All current members of the Board are non-executive members. Three of the eight Board members are not Swedish citizens.

For additional information regarding the Board of Directors, see pages 150–151. The information is updated regularly at the Group's website; www.electroluxgroup.com.

Independence

The Board is considered to be in compliance with relevant requirements for independence. The assessment of each Board member's independence is presented in the table on pages 150–151.

All Directors except for Petra Hedengran have been considered independent. Petra Hedengran has been considered independent in relation to the company and the administration of the company, but not in relation to major shareholders of Electrolux.

Jonas Samuelson, President and CEO as from February 1, 2016, has no major shareholdings, nor is he a part-owner in companies having significant business relations with Electrolux.

The Board's tasks

The main task of the Board is to manage the Group's operations in such a manner as to assure the owners that their interests, in terms of a long-term good return on capital, are being met in the best possible manner. The Board's work is governed by rules and regulations including the Swedish Companies Act, the Articles of Association, the Code and the working procedures established by the Board. The Articles of Association of Electrolux are available on the Group's website; www.electroluxgroup.com/corporate-governance.

Working procedures and Board meetings

The Board determines its working procedures each year and reviews these procedures as required. The working procedures describe the Chairman's specific role and tasks, as well as the responsibilities delegated to the committees appointed by the Board.

In accordance with the procedures, the Chairman shall:

- Organize and distribute the Board's work.
- Ensure that the Board discharges its duties.
- Secure the efficient functioning of the Board.
- Ensure that the Board's decisions are implemented efficiently.
- Ensure that the Board evaluates its work annually.

The working procedures for the Board also include detailed instructions to the President and other corporate functions regarding issues requiring the Board's approval. Among other things, these instructions specify the maximum amounts that various decision-making functions within the Group are authorized to approve as regards credit limits, capital expenditure and other expenditure.

The working procedures stipulate that the meeting for the formal constitution of the Board shall be held directly after the AGM. Decisions at this meeting include the election of Deputy Chairman and authorization to sign on behalf of the company. The Board normally holds seven other ordinary meetings during the year. Four of these meetings are held in conjunction with the publication of the Group's full-year report and interim reports. One or two meetings are held in connection with visits to Group operations. Additional meetings, including telephone conferences, are held when necessary.

The Board's work in 2015

During the year, the Board held nine meetings. All meetings except one were held in Stockholm, Sweden. The attendance of each Board member at these meetings is shown in the table on pages 150–151.

All Board meetings during the year followed an agenda, which, together with the documentation for each item on the agenda, was sent to Board members in advance of the meetings. Meetings usually last for half a day or one entire day in order to allow time for presentations and discussions. Cecilia Vieweg, Electrolux General Counsel, serves as secretary at the Board meetings.

Each scheduled Board meeting includes a review of the Group's results and financial position, as well as the outlook for the forthcoming quarters, as presented by the President. The meetings also deal with investments and the establishment of new operations, as well as acquisitions and divestments. The Board decides on all investments exceeding SEK 100m and the Board's Audit Committee receives reports on all investments exceeding SEK 25m.

The Board deals with and decides on group-related issues such as:

- Main goals.
- Strategic orientation.
- Essential issues related to financing, investments, acquisitions and divestments.
- Follow-up and control of operations, communication and organization, including evaluation of the Group's operational management.
- Appointment of and, if necessary, dismissal of the President.
- Overall responsibility for establishing an effective system of internal control and risk management.
- Important policies.

Remuneration to the Board of Directors 2013–2015 (applicable as from the respective AGM)

SEK	2013	2014	2015
Chairman of the Board	1,700,000	1,800,000	2,000,000
Deputy Chairman of the Board	590,000	625,000	640,000
Board member	515,000	540,000	550,000
Chairman of the Audit Committee	200,000	200,000	250,000
Member of the Audit Committee	85,000	90,000	95,000
Chairman of the Remuneration Committee	120,000	120,000	120,000
Member of the Remuneration Committee	55,000	60,000	60,000



Normally, the head of a business area also reviews a current strategic issue at the meeting. For an overview of how the Board's work is spread over the year, see the table below.

Major issues addressed by the Board during 2015

- Dividend payment for the fiscal year 2014.
- Electrolux growth strategy.
- Acquisition of Veetsan, one of the largest manufacturers of professional dishwashers in China.
- Preparations for the planned acquisition of the appliances business of General Electric in the U.S. that was announced in 2014. In December 2015, General Electric terminated the agreement and the acquisition will therefore not be completed.
- Actions to improve competitiveness through manufacturing footprint restructuring and overhead cost reductions including actions to structurally reduce costs within the business area Small Appliances.
- Accelerating efforts to capitalize on the Group's global strength and scope.

Ensuring quality in financial reporting

The working procedures determined annually by the Board include detailed instructions on the type of financial reports and similar information which are to be submitted to the Board. In addition to the full-year report, interim reports and the annual report, the Board reviews and evaluates comprehensive financial information regarding the Group as a whole and the entities within the Group.

The Board also reviews, primarily through the Board's Audit Committee, the most important accounting principles applied by the Group in financial reporting, as well as major changes in these principles. The tasks of the Audit Committee also include reviewing reports regarding internal control and financial reporting processes, as well as internal audit reports submitted by the Group's internal audit function, Management Assurance & Special Assignments.

The Group's external auditors report to the Board as necessary, but at least once a year. A minimum of one such meeting is held without the presence of the President or any other member of Group Management. The external auditors also attend the meetings of the Audit Committee.

The Audit Committee reports to the Board after each of its meetings. Minutes are taken at all meetings and are made available to all Board members and to the auditors.

Board work evaluation

The Board evaluates its work annually with regard to working procedures and the working climate, as well as regards the focus of the Board work. This evaluation also focuses on access to and requirements of special competence in the Board. The evaluation is a tool for the development of the Board work and also serves as input for the Nomination Committee's work. The evaluation of the Board is each year initiated and led by the Chairman of the Board. Evaluation tools include questionnaires and discussions.

A separate annual evaluation of the Chairman's work is performed under the leadership of the Deputy Chairman of the Board.

In 2015, all Board members responded to written questionnaires. As part of the evaluation process, the Chairman also had individual discussions with Board members. The evaluations were discussed at a Board meeting and the Chairman was not present when his performance was evaluated.

The result of the evaluations was also presented for the Nomination Committee by the Chairman and the Deputy Chairman. The Chairman was not present when the Deputy Chairman presented the result of the evaluation of the Chairman for the Nomination Committee.

Remuneration to Board members

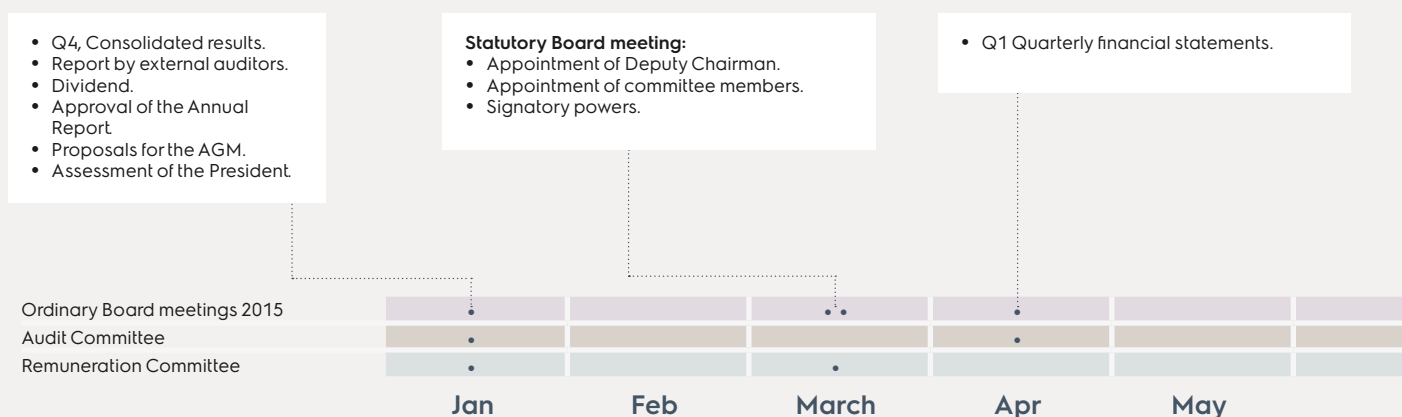
Remuneration to Board members is determined by the AGM and distributed to the Board members who are not employed by Electrolux. Remuneration to each Board member was revised during 2015, see page 143.

The Nomination Committee has recommended that Board members appointed by the AGM acquire Electrolux shares and that these are maintained as long as they are part of the Board. A shareholding of a Board member should after five years correspond to the value of one gross annual fee.

Board members who are not employed by Electrolux are not invited to participate in the Group's long-term incentive programs for senior managers and key employees.

For additional information on remuneration to Board members, see Note 27.

Overview of various items on the Board's agenda and committee meetings 2015



Each scheduled Board meeting included a review of the Group's results and financial position, as well as the outlook for the forthcoming quarters.

**Remuneration
Committee
Audit Committee**

Committees of the Board

The Board has established a Remuneration Committee and an Audit Committee. The major tasks of these

committees are preparatory and advisory, but the Board may delegate decision-making powers on specific issues to the committees. The issues considered at committee meetings shall be recorded in minutes of the meetings and reported at the following Board meeting. The members and Chairmen of the Committees are appointed at the statutory Board meeting following election of Board members.

The Board has also determined that issues may be referred to ad hoc committees dealing with specific matters.

Remuneration Committee

One of the Remuneration Committee's primary tasks is to propose guidelines for the remuneration to the members of Group Management. The Committee also proposes changes in remuneration to the President, for resolution by the Board, and reviews and resolves on changes in remuneration to other members of Group Management on proposal by the President.

The Committee is comprised of three Board members: Petra Hedengran (Chairman), Ronnie Leten and Lorna Davis. At least two meetings are convened annually. Additional meetings are held as needed.

In 2015, the Remuneration Committee held four meetings. The attendance of each Board member at these meetings is shown in the table on pages 150-151. Significant issues addressed include review of the remuneration to the President, review and resolution on changes in the

remuneration to members of Group Management, follow-up and evaluation of previously approved long-term incentive programs and remuneration guidelines for Group Management and general review and preparation of long-term incentive program and remuneration guidelines for Group Management for 2016. The Head of Human Resources and Organizational Development participated in the meetings and was responsible for meeting preparations.

Audit Committee

The main task of the Audit Committee is to oversee the processes of Electrolux financial reporting and internal control in order to secure the quality of the Group's external reporting. The Audit Committee is also tasked with supporting the Nomination Committee with proposals when electing external auditors and auditors' fees.

The Audit Committee is comprised of three Board members: Torben Ballegaard Sørensen (Chairman), Fredrik Persson and Hasse Johansson. The external auditors report to the Committee at each ordinary meeting. At least three meetings are held annually. Additional meetings are held as needed.

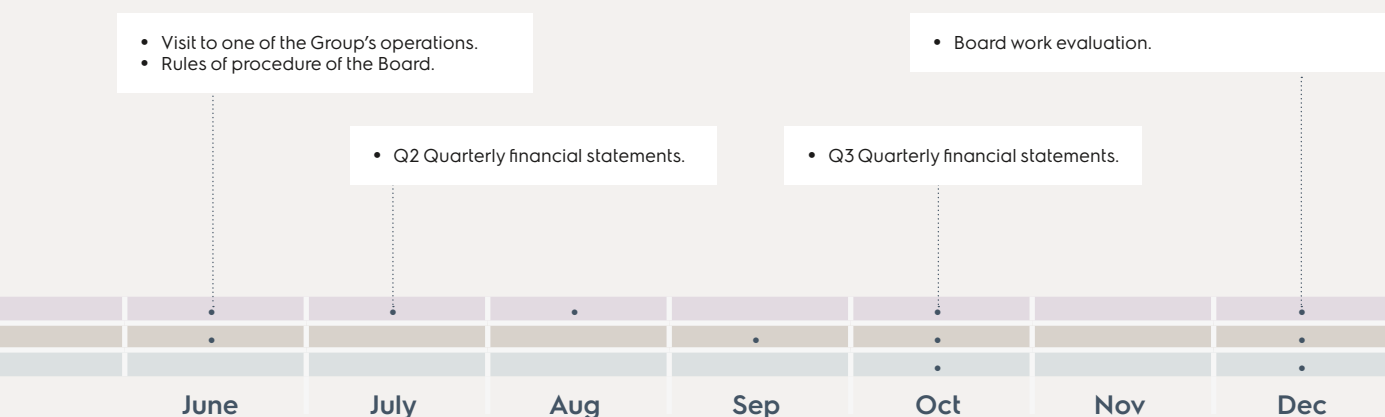
In 2015, the Audit Committee held five meetings. The attendance of each Board member at these meetings is shown in the table on pages 150-151. Electrolux managers have also had regular contacts with the Committee Chairman between meetings regarding specific issues. The Group's Chief Financial Officer and the Head of Internal Audit have participated in the Audit Committee meetings. The General Counsel or another in-house counsel serves as secretary at the Audit Committee meetings.

The Remuneration Committee's tasks include:

- To prepare and evaluate remuneration guidelines for Group Management
- To prepare and evaluate targets and principles for variable compensation.
- To prepare terms for pensions, notices of termination and severance pay as well as other benefits for Group Management
- To prepare and evaluate Electrolux long-term incentive programs.

The Audit Committee's tasks include:

- To review the financial reporting.
- To monitor the effectiveness of the internal control, including risk management, concerning the financial reporting.
- To follow up the activities of the internal audit function Management Assurance & Special Assignments as regards to organization, recruiting, budgets, plans, results and audit reports.
- To review and follow-up certain capital expenditures, investments and disposals.
- To review certain credit limits.
- To oversee the external audit and evaluate the work of the external auditors.
- To review, and when appropriate, preapprove the external auditors' engagements in other tasks than audit services.
- To evaluate the objectivity and independence of the external auditors.



**External Audit****External auditors**

The AGM in 2014 re-elected PricewaterhouseCoopers AB (PwC) as the Group's external auditors for a four-year period, until the AGM in 2018. Authorized Public Accountant Anders Lundin is the auditor in charge of Electrolux.

PwC provides an audit opinion regarding AB Electrolux, the financial statements of its subsidiaries, the consolidated financial statements for the Electrolux Group and the administration of AB Electrolux. The auditors also conduct a review of the report for the third quarter.

The audit is conducted in accordance with the Swedish Companies Act, International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden.

Audits of local statutory financial statements for legal entities outside of Sweden are performed as required by law or applicable regulations in the respective countries and as required by IFAC GAAS, including issuance of audit opinions for the various legal entities.

For additional information on the Group's auditors, see below. For details regarding fees paid to the auditors and their non-audit assignments in the Group, see below and Note 28.

Internal Audit**Internal control and risk management**

The internal audit function, Management Assurance & Special Assignments, is responsible for independent, objective assurance, in order to systematically evaluate and propose improvements for more effective governance, internal control and risk management processes.

The process of internal control and risk management has been developed to provide reasonable assurance that the Group's goals are met in terms of efficient operations, compliance with relevant laws and regulations and reliable financial reporting.

For additional information on internal control, see page 154. For additional information on risk management, see Note 1, Note 2 and Note 18.

Auditors

PricewaterhouseCoopers AB

Anders Lundin

Born 1956. Authorized Public Accountant. Partner in Charge.
Other audit assignments: Bonnier Group.
Holdings in AB Electrolux: 0 shares.

Anna Rosendal

Born 1975. Authorized Public Accountant.
Holdings in AB Electrolux: 0 shares.

Holdings in AB Electrolux as of December 31, 2015.

Fees to auditors

SEKm	2013	2014	2015
PwC			
Audit fees	44	38	42
Audit-related fees	2	2	2
Tax fees	5	5	3
All other fees	2	26	21
Total fees to PwC	53	71	68
Audit fees to other audit firms	2	–	–
Total fees to auditors	55	71	68

For details regarding fees paid to the auditors and their non-audit assignments in the Group, see Note 28.

Company Management of Electrolux

Electrolux – a global leader with a customer focus

Electrolux vision is to be the best appliance company in the world as

measured by its customers, employees and shareholders.

Through profitable growth, innovative products under strong brands, operational excellence, and dedicated employees Electrolux creates the conditions to reach its vision.

Electrolux focus is on strengthening the position in its core markets and increasing the share of sales in growth markets. The strategy is to achieve this through an increased speed of innovative products to the market and growth in new segments, distribution channels and product categories. In addition to organic growth, Electrolux sees a potential to grow through acquisitions. Electrolux objective is to grow with consistent profitability, see the financial goals below.

Dedicated employees with diverse backgrounds and a position of leadership in sustainability are necessary for Electrolux to implement its strategy and achieve its goals. The objective is to develop smarter, more accessible, resource-efficient solutions that meet peoples’ needs and improve their everyday lives.

A sustainable business

The company takes a consistent approach to sustainability in the more than 150 countries where Electrolux operates. Understanding and engaging in challenges such as climate change, creating ethical and safe workplaces, and adopting a responsible approach to sourcing and restructuring are important for realizing the business strategy. Values such as respect, diversity, integrity, ethics, safety and sustainability are at the core of all employee actions when they interact with customers and colleagues around the globe. Key policies in this context include the Electrolux Code of Ethics, the Electrolux Workplace Code of Conduct and the Electrolux Policy on Corruption and Bribery.

In the Dow Jones Sustainability World Index (DJSI World) for 2015, Electrolux maintained the position as industry leader in the Household Durables category. The Dow Jones Sustainability Indexes evaluate the performance of the world’s leading companies in sustainability – from each industry on a global and regional level, respectively. The evaluation is based on criteria such as corporate governance, risk management, branding, climate change mitigation, supply chain standards and labor practices.

Electrolux has a global Ethics Program, encompassing both ethics training and a whistleblowing system – the Electrolux Ethics Helpline. Through the Ethics Helpline,

employees can report suspected misconduct in local languages. Reports may be submitted anonymously if legally permitted. The majority of the reported cases during 2015 relates to discrimination and harassment.

In 2014, Electrolux Workplace Code of Conduct was updated to align with the UN Guiding Principles on Business and Human Rights. Educational activities throughout the organization have taken place in 2015.

Read more about Electrolux sustainability work on www.electroluxgroup.com/sustainability.

Electrolux as a tax payer

One important aspect for Electrolux of being the best appliance company in the world is to act as a good corporate citizen and taxpayer wherever Electrolux operates.

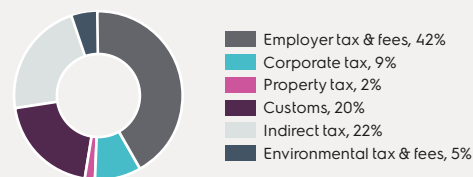
Electrolux plays an important role in contributing to public finances in all jurisdictions where the Group operates. The Group has 58,000 employees in about 60 countries and about 50 manufacturing facilities across five continents.

Of Electrolux total tax contribution, as defined in the below chart, corporate tax represented approximately 9% in 2015. Corporate income taxes are only a minor portion of the Group’s total contribution to public finances in Electrolux markets. In addition to corporate income taxes Electrolux pays indirect taxes, customs duties, property taxes, employee related taxes, environmental charges and a number of other direct or indirect contributions to governments. The total contribution to public finances for 2015 exceeded SEK 5.8bn whereof more than half related to emerging markets.

Electrolux most transparent contribution to public finances around the world is corporate income taxes, see note 10. Corporate income taxes amounted to SEK 533m in 2015, representing a global effective tax rate of the Group of 25.4%. More than two thirds of the total corporate income taxes in 2015 related to the Group’s activities in emerging markets.

For more information on Electrolux tax policy visit www.electroluxgroup.com.

Electrolux total taxes 2015



Mission – financial goals

The financial goals set by Electrolux aim to strengthen the Group’s leading, global position in the industry and assist in generating a healthy total yield for Electrolux shareholders. The objective is growth with consistent profitability.

- Growth of at least 4% annually.
- Operating margin of at least 6%.
- Capital turnover-rate of at least 4.
- Return on net assets of at least 20%.

Electrolux vision

We will be the best appliance company in the world, as measured by our customers, employees and shareholders.

Strategy

Profitable growth

Innovation
Products and services
Brand and design
Sustainability

Operational excellence

People and leadership

Values

Core values	Passion for Innovation	Customer Obsession	Drive for Results
Foundation	Respect and Diversity	Ethics and Integrity	Safety and Sustainability

Risk assessment

Risks in connection with the Group’s operations can, in general, be divided into operational risks related to business operations and those related to financial operations. Business risks are normally managed by the operative units within the Group, and financial risks by the Group’s treasury department

Electrolux operates in competitive markets, most of which are relatively mature. Demand for appliances varies with general business conditions, and price competition is strong in a number of product categories. The Group’s ability to improve profitability and increase shareholder return is based on three elements: Profitable growth, Innovation and Operational Excellence. Realizing this potential requires effective and controlled risk management

The Group’s development is strongly affected by external factors, of which the most important in terms of managing risks currently include: fluctuations in demand, price competition, exposure to customers and suppliers, changes in prices for raw materials and components as well as adapting production capacity. In addition, the Group is exposed to risks related to financial operations, e.g., interest risks, financing risks, currency risks and credit risks.

The Group has established internal bodies to manage these risk exposures, see page 148.

The purpose of the internal audit function, Management Assurance & Special Assignments, is to provide reasonable assurance that the Group’s goals are met in terms of efficient operations, compliance with relevant laws and regulations and reliable financial reporting, see page 154.

Management and company structure

Electrolux aims at implementing strict norms and efficient processes to ensure that all operations create long-term value for shareholders and other stakeholders. This involves the maintenance of an efficient organizational structure, systems for internal control and risk management and transparent internal and external reporting.

The Group has a decentralized corporate structure in which the overall management of operational activities is largely performed by the business area boards.

Electrolux operations are organized into six business areas. Within Major Appliances, the business areas are geographically defined, while the business areas Small Appliances and Professional Products are global. There are six group staff units that support all business areas: Finance, Legal Affairs, Human Resources and Organizational Development, Marketing and Branding, Global Operations and Communications.

There are a number of internal bodies which are forums that are preparatory and decision-making in their respective areas. Each body includes representatives from concerned functions and in most cases the President and CEO, see chart below.

In order to fully take advantage of the Group’s global presence and economies of scale, the Group has established

Global Operations with the responsibility for product development, purchasing, manufacturing, design and quality.

The Group also has a global Major Appliances Leadership Team (MALT) which includes the President, the CFO, the four Major Appliances business area heads, the Chief Marketing Officer, the Chief Operations Officer and the heads of the Product Boards, Purchasing and Manufacturing, the General Counsel and the Head of Human Resources and Organizational Development. The MALT makes decisions and provides clarity on issues and opportunities relevant to the four major appliances businesses. Some decisions regarding cross-sector products and investments are prepared by Global Product Boards. The MALT has the authority to decide when matters amount up to SEK 100m.

President and Group Management

President and Group Management

Group Management includes the President, the six business area heads and five group staff heads. The

President is appointed by and receives instructions from the Board. The President, in turn, appoints other members of Group Management and is responsible for the ongoing management of the Group in accordance with the Board’s guidelines and instructions. Group Management holds monthly meetings to review the previous month’s results, to update forecasts and plans and to discuss strategic issues.

A diversified management team

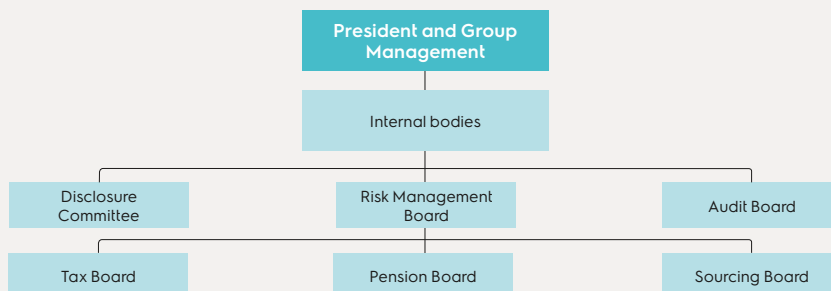
The Electrolux management team, with its extensive expertise, diverse cultural backgrounds and experiences from various markets in the world, forms an excellent platform for pursuing profitable growth in accordance with the Group’s strategy. Electrolux Group Management represents seven different nationalities and the majority of the members have worked on at least two continents.

Furthermore, most of them have previous experience of predominantly multinational consumer goods companies in various sectors.

A dynamic management team with in-depth knowledge of the conditions in the various markets is crucial to drive profitable growth. In recent years, a number of major initiatives have been launched aimed at better leveraging the unique, global position of Electrolux. In several areas, global and cross-border organizations have been established to, for example, increase the pace of innovation in product development, reduce complexity in manufacturing and optimize purchasing. A formal structure for collaboration throughout the production-creation process between R&D, design and marketing functions, the Innovation Triangle, has been established.

For details regarding members of Group Management, see pages 152-153. The information is updated regularly at the Group’s website; www.electroluxgroup.com.

Internal bodies



Major issues addressed by the President and Group Management in 2015

- Electrolux growth strategy.
- Preparations for the planned acquisition of the appliances business of General Electric in the U.S. In December 2015 General Electric terminated the agreement and the acquisition will therefore not be completed.
- Acquisition of Veetsan, one of the largest manufacturers of professional dishwashers in China.
- Measures to improve profitability for Small Appliances including staff reductions and downsizing of activities, mainly in the U.S., Sweden and China.
- Restoring profitability within the operations in North America.
- Manufacturing footprint restructuring.
- Improving efficiency within production through modularization.
- More rapid process for new products.
- New visual identity and digital commerce.
- New technology for connected appliances.
- Project to improve capital efficiency.

Business Area Boards

Business areas

The business area heads are comprised of members of Group Management and have responsibility for the operating income and net assets of their respective business area.

The overall management of the business areas is the responsibility of business area boards, which meet quarterly. The President is the chairman of all such boards. The business area board meetings are attended by the President, the management of the respective business area and the Chief Financial Officer. The business area boards are responsible for monitoring on-going operations, establishing strategies, determining business area budgets and making decisions on major investments.

Remuneration to Group Management

Remuneration guidelines for Group Management are resolved upon by the AGM, based on the proposal from the Board. Remuneration to the President is then resolved upon by the Board, based on proposals from the Remuneration Committee. Changes in the remuneration to other members of Group Management is resolved upon by the Remuneration Committee, based on proposals from the President, and reported to the Board.

Electrolux shall strive to offer total remuneration that is fair and competitive in relation to the country of employment or region of each Group Management member. The remuneration terms shall emphasize “pay for performance”, and vary with the performance of the individual and the Group.

Remuneration may comprise of:

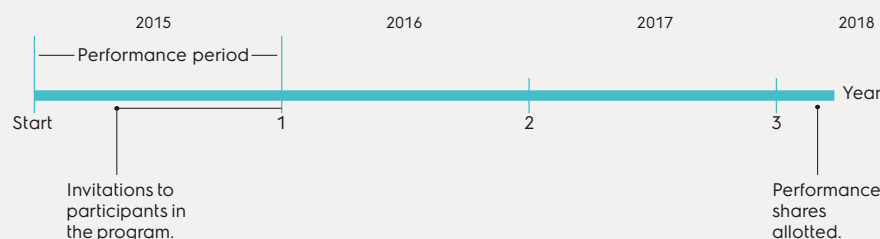
- Fixed compensation.
- Variable compensation.
- Other benefits such as pension and insurance.

Following the “pay for performance” principle, variable compensation shall represent a significant portion of the total compensation opportunity for Group Management. Variable compensation shall always be measured against pre-defined targets and have a maximum above which no pay-out shall be made. The targets shall principally relate to financial performance.

Each year, the Board of Directors will evaluate whether or not a long-term incentive program shall be proposed to the AGM. The AGM 2015 decided on a long-term share program for up to 250 senior managers and key employees.

For additional information on remuneration, remuneration guidelines, long-term incentive programs and pension benefits, see Note 27.

Time-line for the long-term incentive program for senior management 2015



The calculation of the number of performance shares, if any, is connected to three performance targets for the Group established by the Board: (i) earnings per share (ii) return on net assets, and (iii) organic sales growth, for the 2015 financial year. Allotment of performance shares, if any, to the participants will be made in 2018.



Board of Directors and Auditors

**Ronnie Leten****Chairman**

Born 1956. Belgium. M.Sc. Applied Econ. Elected 2012. Member of the Electrolux Remuneration Committee.

Torben Ballegaard Sørensen**Deputy Chairman**

Born 1951. Denmark. M.B.A. Elected 2007. Chairman of the Electrolux Audit Committee.

Lorna Davis

Born 1959. Australia. Bachelor of Social Science and Psychology. Elected 2010. Member of the Electrolux Remuneration Committee.

Petra Hedengran

Born 1964. Sweden. Master of Laws. Elected 2014. Chairman of the Electrolux Remuneration committee.

Hasse Johansson

Born 1949. Sweden. M. Sc. in Electrical Engineering. Elected 2008. Member of the Electrolux Audit Committee.

Position and board membership

President and CEO of Atlas Copco AB since 2009.

Board Member of Egmont Fonden, Vestas Wind Systems A/S, Systematic Software Engineering A/S, Tajco A/S, AS3-Companies A/S, CAPNOVA A/S and Liquid Vanity ApS.

Executive Vice President and Chief Manifesto Catalyst at Groupe Danone since 2015.

General Counsel and member of Group Management of Investor AB since 2007. Board Member of The Association for Generally Accepted Principles in the Securities Market (Sw. Föreningen för god sed på värdepappersmarknaden).

Chairman of the Board of Dynamate Industrial Services AB, Lindholmen Science Park AB and VINNOVA (Swedish Governmental Agency for Innovation Systems) and Vicura AB. Board Member of Fouriertransform AB, Skyllbergs Bruk AB, Calix Group AB, Klippan Group AB, RISE Research Institutes of Sweden AB and SP Technical Research Institute of Sweden.

Previous positions

Various leading positions within the Atlas Copco Group, 1997-2009 and 1985-1995. Plant Manager of Tenneco Automotive Inc, Belgium, 1995-1997. Various positions within General Biscuits, 1979-1985.

President and CEO of Bang & Olufsen A/S, 2001-2008. Executive Vice President of LEGO A/S, 1996-2001. Managing Director of Computer Composition International, CCI-Europe, 1988-1996. Chief Financial Officer of Aarhus Stiftsbogtrykkerie, 1981-1988.

President of Biscuits, North America, and Senior Vice President and Global Biscuits Category Head with Mandeléz International (former part of Kraft Foods), 2011-2015. President of Danone Biscuits/Kraft Foods China, 2006-2011. Senior positions in Danone in the UK and New Zealand. Various positions in consumer goods in Australia and South Africa.

Attorney and partner at Advokatfirman Lindahl, 2002-2007. General Counsel of ABB Financial Services, Nordic Region, 1998-2002. Corporate Counsel at ABB Financial Services, 1991-1998. Law Clerk with the Stockholm District Court, 1990-1991. Associate at Gunnar Lindhs Advokatbyrå, 1988-1990.

Executive Vice President and Head of R&D of Scania CV AB, 2001-2009. Founder of Mecel AB (part of Delphi Corporation). Senior management positions within Delphi Corporation, 1990-2001.

Total remuneration 2015, SEK	2,010,000	869,000	608,000	668,000	641,000
Board meeting attendance	9/9	9/9	9/9	9/9	9/9
Remuneration Committee attendance	4/4 ●		4/4 ●	4/4 ●	
Audit Committee attendance		5/5 ●			5/5 ●
Shareholdings in AB Electrolux	10,000 B shares.	5,000 B shares.	2,226 B shares.	525 B shares.	4,000 B shares.
Independence¹⁾	Yes	Yes	Yes	No	Yes

● Chairman ● Member

¹⁾ For further information about the independence assessment, see page 143.

Changes in the Board of Directors during 2016

Keith McLoughlin, President and Chief Executive Officer of AB Electrolux during the period January 1, 2011 until January 31, 2016, has left the company and the Board on January 31, 2016. **Jonas Samuelson** has been appointed new President and Chief Executive Officer as from February 1, 2016.

Shareholdings in AB Electrolux are stated as of December 31, 2015. The information is regularly updated at www.electroluxgroup.com.

**Bert Nordberg**

Born 1956. Sweden. Engineer. Elected 2013.

Chairman of the Board of Vestas Wind Systems A/S and Imagination Technologies Group Plc. Board Member of Svenska Cellulosa AB SCA and Axis AB.

Chairman, President and CEO of Sony Mobile Communications AB, 2009-2012. Various leading positions within the Ericsson Group, 1996-2009. Various positions within Data General Corporation and Digital Equipment Corporation, 1985-1996.

548,000

8/9

Through company: 3,000 B shares.

Yes

**Fredrik Persson**

Born 1968. Sweden. M.Sc. Econ. Elected 2012. Member of the Electrolux Audit Committee.

Board Chairman of Axfood AB and the Swedish Trade Federation, Deputy Chairman of ICC Sweden. Board Member of the Confederation of Swedish Enterprise and Lancelot Holding AB.

President and CEO of Axel Johnson AB, 2007-2015. Executive Vice-President and Chief Financial Officer of Axel Johnson AB, 2000-2007. Head of Research of Aros Securities AB, 1998-2000. Various positions within ABB Financial Services AB, 1992-1998.

641,000

9/9

5/5 ●

2,000 B shares.

Yes

**Ulrika Saxon**

Born 1966. Sweden. Studies in Economics at the Stockholm School of Economics. Elected 2011.

President and CEO of Bonnier Growth Media since 2012 and member of Bonnier AB group management since 2009. Board Member of Svensk Filmindustri, Nordic Cinema Group, Toca Boca, Evoke Gaming, United Screens, Mag+ Inc., KIT Media and Refunder.

Senior positions in various companies within the Bonnier Group since 1998: CEO of Bonnier Tidskrifter, 2005-2012. Executive Director of Bonnier Magazines, 2009-2012. Executive Director of Bonnier Entertainment, 2011. CEO of Bonzoo Media, 2002-2005. Senior positions within marketing and media strategy consultancy, 1991-1998.

548,000

9/9

1,000 B shares.

Yes

Employee representatives**Ola Bertilsson**

Born 1955. Representative of the Swedish Confederation of Trade Unions. Elected 2006. Board meeting attendance: 4/9. Holdings in AB Electrolux: 0 shares.

**Gunilla Brandt**

Born 1953. Representative of the Federation of Salaried Employees in Industry and Services. Elected 2006. Board meeting attendance: 9/9. Holdings in AB Electrolux: 0 shares.

**Ulf Carlsson**

Born 1958. Representative of the Swedish Confederation of Trade Unions. Elected 2001. Board meeting attendance: 8/9. Holdings in AB Electrolux: 0 shares.

Employee representatives, deputy members**Bo Rothzén**

Born 1963. Representative of the Swedish Confederation of Trade Unions. Elected 2012. Holdings in AB Electrolux: 0 shares.

**Richard Dellner**

Born 1953. Representative of the Federation of Salaried Employees in Industry and Services. Elected 2013. Holdings in AB Electrolux: 500 B shares.

**Peter Ferm**

Born 1965. Representative of the Federation of Salaried Employees in Industry and Services. Elected 2014. Holdings in AB Electrolux: 0 shares.

Secretary of the Board**Cecilia Vieweg**

Born 1955. M. of Law. General Counsel of AB Electrolux. Secretary of the Electrolux Board since 1999. Holdings in AB Electrolux: 23,897 B shares.

Committees of the Board of Directors**The Remuneration Committee**

The Remuneration Committee comprises three Board members: Petra Hedengran (Chairman), Ronnie Leten and Lorna Davis.

The Audit Committee

The Audit Committee is comprised of three Board members: Torben Ballegaard Sørensen (Chairman), Fredrik Persson and Hasse Johansson.

Auditors**PricewaterhouseCoopers AB****Anders Lundin**

Born 1956. Authorized Public Accountant. Partner in Charge. Other audit assignments: Bonnier Group. Holdings in AB Electrolux: 0 shares.

Anna Rosendal

Born 1975. Authorized Public Accountant. Holdings in AB Electrolux: 0 shares.

At the Annual General Meeting in 2014, PricewaterhouseCoopers AB (PwC) was re-elected as auditors for a four-year period until the Annual General Meeting in 2018.



Group Management

**Jonas Samuelson**

President and Chief Executive Officer
Born 1968. Sweden. M. Sc. in Business Administration and Economics. In Group Management since 2008.

Daniel Arler

Head of Major Appliances Europe, Middle East and Africa, Executive Vice President of AB Electrolux.
Born 1969. The Netherlands. B.Sc. in Marketing. In Group Management since 2016.

Henrik Bergström

Head of Small Appliances, Executive Vice President
Born 1972. Sweden. M. Sc. in Business Administration and Economics. In Group Management since 2010.

Jan Brockmann

Chief Operations Officer
Born 1966. Germany. M. Sc. in Mechanical Engineering, M.B.A. In Group Management since 2011.

Tomas Eliasson

Chief Financial Officer
Born 1962. Sweden. B. Sc. in Business Administration and Economics. In Group Management since 2012.

Ruy Hirschheimer

Head of Major Appliances Latin America, Executive Vice President
Born 1948. Brazil. M.B.A. Doctoral. Program in Business Administration. In Group Management since 2008.

Previous positions	Business development and finance positions within General Motors in USA, 1996-1999. Treasurer and Director of Commercial Finance and Business Support in Saab Automobile AB, 1999-2001. Senior management positions within controlling and finance in General Motors North America, 2001-2005. Chief Financial Officer of Munters AB, 2005-2008. Chief Financial Officer of AB Electrolux, 2008-2011 as well as Chief Operations Officer and Head of Global Operations Major Appliances during 2011. Head of Major Appliances Europe, Middle East and Africa and Executive Vice President of AB Electrolux, 2011-2016. President and CEO of AB Electrolux, 2016.	Management positions at Whirlpool Corporation in Europe, 1993-1999. Management positions at Stanley Works Europe, 1999-2002. European Brand & Marketing Director at Electrolux, 2002-2004. Head of Asia Pacific Laundry Product Line 2004-2006. General Manager Electrolux Japan 2006-2008. Management positions in Electrolux Major Appliances EMEA, including SVP Product Line Kitchen, 2009-2016. Head of Major Appliances EMEA and Executive Vice President of AB Electrolux, 2016.	Business Development and General Management positions within Electrolux Major Appliances Latin America, 1997-2002. Managing Director of Electrolux in Latin America and Caribbean, 2002-2008. Vice President and General Manager of three business areas in Electrolux Major Appliances North America, 2008-2010. Head of Electrolux Asia Sourcing Operations, 2009-2010. Head of Small Appliances and Executive Vice President of AB Electrolux, 2010.	Management positions within Valeo Group, 1994-1999. Project Manager in Roland Berger Strategy Consultants GmbH, 2000-2001. Senior management positions within Volkswagen Group, 2001-2010. Head of R&D, Electrolux Major Appliances, 2010. Group Chief Technology Officer, 2011. Since 2015 Chief Operations Officer, heading R&D, purchasing, manufacturing, design, quality and other areas.	Management positions within ABB Group, 1987-2002. Chief Financial Officer of Seco Tools AB, 2002-2006. Chief Financial Officer of ASSA ABLOY AB, 2006-2012. Chief Financial Officer of AB Electrolux, 2012.	Executive Vice President of Alcoa Aluminum in Brazil, 1983-1986. President and CEO of J.I. Case Brazil, 1990-1994. President and CEO of Bunge Foods, 1994-1997. Senior Vice President of Bunge International Ltd. in USA, 1997-1998. Head of Electrolux Brazilian Major Appliances operations, 1998. Head of Electrolux Major Appliances Latin America, 2002. Executive Vice President of AB Electrolux, 2008.
Board membership	Board Member of Polygon AB.				Board member of Millicom International Cellular S.A.	
Shareholdings in AB Electrolux	14,460 B-shares.	6,903 B-shares.	10,939 B shares.	0 shares.	8,116 B shares.	33,623 B shares.

Changes in Group management during 2015 and 2016

Jonas Samuelson has been appointed new President and Chief Executive Officer as from February 1, 2016. He succeeded Keith McLoughlin who retired from the company.

Daniel Arler has succeed Jonas Samuelson in his role as Head of Major Appliances Europe, Middle East and Africa as from February 1, 2016.

Alan Shaw joined Electrolux on February 1, 2016 as Head of Major North America. Keith McLoughlin has in addition to his role as President and Chief Executive Officer been acting interim Head of Major Appliances North America after Jack Truong left his position in April 2015 until Alan Shaw joined.

Kenneth L. Ng joined Electrolux in April 2015 as Head of Major Appliances Asia Pacific. He succeeded Gunilla Nordström who left the Group.

On January 22, 2016 it was announced that **Tomas Eliasson**, Chief Financial Officer, will leave the company and that a process to recruit a successor has been initiated. Tomas Eliasson will remain in the company up to six months.

Shareholdings in AB Electrolux are stated as of December 31, 2015. The information is regularly updated at www.electroluxgroup.com.



MaryKay Kopf
Chief Marketing Officer, Senior Vice President
Born 1965. USA. B.Sc. Finance, M.B.A. In Group Management since 2011.



Kenneth L. Ng
Head of Major Appliances Asia/Pacific, Executive Vice President
Born 1962. USA. MBA and B.S. in Marketing. In Group Management since 2015.



Alan Shaw
Head of Major Appliances North America, Executive Vice President of AB Electrolux.
Born 1963. USA. B.S. in Economics and Political Science, M.B.A. in Marketing. In Group Management since 2016.



Cecilia Vieweg
General Counsel, Senior Vice President
Born 1955. Sweden. M. of Law. In Group Management since 1999.



Lars Worsøe-Petersen
Head of Human Resources and Organizational Development, Senior Vice President
Born 1958. Denmark. M.Econ. In Group Management since 2011.



Alberto Zanata
Head of Professional Products, Executive Vice President
Born 1960. Italy. University degree in Electrical Engineering with Business Administration. In Group Management since 2009.

Senior management positions within DuPont in North America, Europe, Middle East and Africa, and globally, 1991-2003. Vice President Brand Marketing, Electrolux Major Appliances North America, 2003. Group Chief Marketing Officer, 2011.

Senior management positions in Philips Electronics in China and Australia/New Zealand, 1999-2004. China CEO of Decorative Paints, within Imperial Chemicals Industries, 2004-2008. President of American Standard Asia Pacific (Lixil Corp subsidiary) 2008-2012, CEO and President of Lixil Corp in Greater China, 2013-2015. Head of Electrolux Major Appliances Asia/Pacific and Executive Vice President of AB Electrolux, 2015.

Product management positions at Whirlpool Corporation, 1987-1991. Marketing Director at Whirlpool JV, Consul, in Brazil, 1991-1994. Various senior management positions in Asia-Pacific and North America at Whirlpool, 1994-2003. President and Chief Executive Officer at Murray Group, 2003-2005. President and Chief Executive Officer at Char-Broil LLC, 2005-2013. Executive Vice President at Husqvarna AB, 2013-2015. Head of Major Appliances North America and Executive Vice President of AB Electrolux, 2016.

Attorney of Berglund & Co Advokatbyrå, 1987-1990. Corporate Legal Counsel of AB Volvo, 1990-1992. General Counsel of Volvo Car Corporation, 1992-1997. Attorney and partner of Wahlin Advokatbyrå, 1998. Senior Vice President and General Counsel of AB Electrolux, 1999, with the responsibility for legal, intellectual property, risk management and security matters.

Head of Human Resources Electrolux in Denmark, 1994. Vice President Human Resources within Electrolux Major Appliances Europe, 1999-2000. Head of Electrolux Holding A/S in Denmark, 2000-2002. Head of Human Resources for Electrolux Major Appliances North America, 2002-2005. Head of Group Staff Human Resources at Husqvarna AB, 2005-2011. Rejoined Electrolux as Head of Group Staff Human Resources and Organizational Development, 2011.

Senior management positions in Electrolux Professional Products within factory management, marketing, product management and business development, 1989-2002. Head of Professional Products in North America, 2003-2008. Head of Professional Products and Executive Vice President of AB Electrolux, 2009.

Board member of World Kitchen, LLC.

Board member of Lundin Petroleum AB and The Association of Swedish Engineering Industries and member of the Swedish Securities Council.

20,984 B shares.

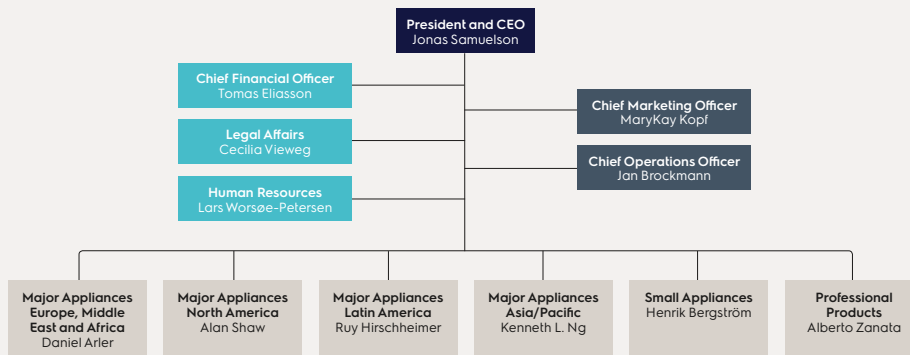
0 shares.

0 shares.

23,897 B shares.

11,428 B shares.

23,548 B shares.



Internal control over financial reporting

The Electrolux Control System (ECS) has been developed to ensure accurate and reliable financial reporting and preparation of financial statements in accordance with applicable laws and regulations, generally accepted accounting principles and other requirements for listed companies. The ECS adds value through clarified roles and responsibilities, improved process efficiency, increased risk awareness and improved decision support.

The ECS is based on the Internal Control - Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The five components of this framework are control environment, risk assessment, control activities, monitor and improve and inform and communicate.

Control environment

The foundation for the ECS is the control environment, which determines the individual and collective behavior within the Group. It is defined by policies and procedures, manuals, and codes, and enforced by the organizational structure of Electrolux with clear responsibility and authority based on collective values.

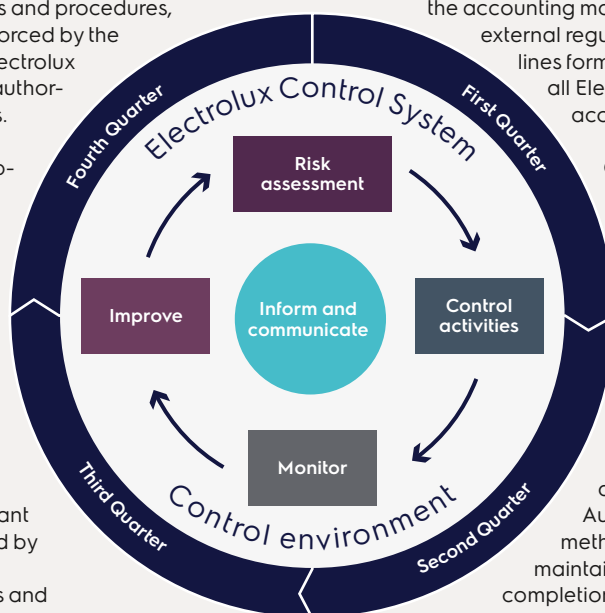
The Electrolux Board has overall responsibility for establishing an effective system of internal control. Responsibility for maintaining effective internal controls is delegated to the President. The governance structure of the Group is described on page 140. Specifically for financial reporting, the Board has established an Audit Committee, which assists in overseeing relevant manuals, policies and important accounting principles applied by the Group.

The limits of responsibilities and authorities are given in instructions for delegation of authority, manuals, policies and procedures, and codes, including the Electrolux Code of Ethics, the Electrolux Workplace Code of Conduct, and

the Electrolux Policy on Corruption and Bribery, as well as in policies for information, finance and credit, and in the accounting manual. Together with laws and external regulations, these internal guidelines form the control environment and all Electrolux employees are held accountable for compliance.

All entities within the Electrolux Group must maintain adequate internal controls. As a minimum requirement, control activities should address key risks identified within the Group. Group Management have the ultimate responsibility for internal controls within their areas of responsibility. Group Management is described on pages 152-153.

The ECS Program Office, a department within the Internal Audit function, has developed the methodology and is responsible for maintaining the ECS. To ensure timely completion of these activities, specific roles aligned with the company structure, with clear responsibilities regarding internal control, have been assigned within the Group.



Control environment – Example

Accounting Manual

Accounting principles and reporting instructions for the Group's reporting entities are contained in the Electrolux Accounting Manual. The Accounting Manual is mandatory for all reporting units.

Credit Policy

Rules for customer assessment and credit risk that clarify responsibilities and are the framework for credit decisions.

Delegation of Authority Document

Details the approval rights, with monetary, volume or other appropriate limits, e.g., approval of credit limits and credit notes.

Internal Control Policy

Details responsibility for internal controls. Controls should address the Minimum Internal Control Requirements (MICR) within every applicable process, for example "Order to Cash".

Workplace Code of Conduct

Minimum standards in the area of environment, health and safety, labor standards and human rights. The Workplace Code of Conduct is mandatory for Electrolux units as well as suppliers.

Risk assessment

Risk assessment

Risk assessment includes identifying risks of not fulfilling the fundamental criteria, i.e., completeness, accuracy,

valuation and reporting for significant accounts in the financial reporting for the Group as well as risk of loss or misappropriation of assets.

At the beginning of each calendar year, the ECS Program Office performs a global risk assessment to determine the reporting units, data centers and processes in scope for the ECS activities. Within the Electrolux Group, a number of different processes generating transactions that end up in significant accounts in the financial reporting have been identified. All larger reporting units perform the ECS activities. These larger units cover approximately 81% of the total external sales and 70% of the external assets of the Group.

The ECS has been rolled out to almost all of the smaller units within the Group. The scope for these units is limited to the four major processes Closing Routine, Order to Cash, Manage Inventory and Procure to Pay and predetermined key risks therein. The scope is also limited in terms of monitoring as management is not formally required to test the controls.

Control activities

Control activities

Control activities mitigate the risks identified and ensure accurate and reliable financial reporting as well as

process efficiency.

Control activities include both general and detailed controls aimed at preventing, detecting and correcting errors and irregularities. In the ECS, the following types of controls are implemented, documented and tested:

- Manual and application controls - to secure that key risks related to financial reporting within processes are controlled.
- IT general controls - to secure the IT environment for key applications.
- Entity-wide controls - to secure and enhance the control environment

Monitor

Monitor and Improve

Monitor and test of control activities is performed periodically to ensure that risks are properly mitigated.

Improve

The effectiveness of control activities is monitored continuously at four levels: Group, business area, reporting unit, and process. Monitoring involves both formal and informal procedures applied by management, process owners and control operators, including reviews of results in comparison with budgets and plans, analytical procedures, and key-performance indicators.

Within the ECS, management is responsible for testing key controls. Management testers who are independent of the control operator perform these activities. The Group's Internal Audit function maintains test plans and performs independent testing of selected controls. Controls that have failed must be remediated, which means establishing and implementing actions to correct weaknesses.

The test results from the larger reporting units are presented to the external auditors who assess the results of the testing performed by management and the Internal Audit function and determine to what extent they can rely upon the work within the ECS for Group audit and statutory audit purposes. The Audit Committee reviews reports regarding internal control and processes for financial reporting. The Group's Internal Audit function proactively proposes improvements to the control environment. The head of the Internal Audit function has dual reporting lines: To the President and the Audit Committee for assurance activities, and to the CFO for other activities.

Inform and communicate

Inform and communicate

Inform and communicate within the Electrolux Group regarding risks and controls contributes to ensuring that the right business decisions are made.

Guidelines for financial reporting are communicated to employees, e.g., by ensuring that all manuals, policies and codes are published and accessible through the Group-wide intranet as well as information related to the ECS.

To inform and communicate is a central element of the ECS and is performed continuously during the year. Management, process owners and control operators in general are responsible for informing and communicating the results within the ECS. The status of the ECS activities is followed up continuously through status calls between the ECS Program Office and coordinators in the sectors. Information about the status of the ECS is provided periodically to Sector and Group Management, the Audit Board and the Audit Committee.

Risk assessment – Example

Closing Routine – Risks assessed



Manage IT – Risks assessed



Order to Cash – Risks assessed



Control activities – Example

Process	Risk assessed	Control activity
Closing Routine	Risk of incorrect financial reporting.	Reconciliation between general ledger and accounts receivable sub-ledger is performed, documented and approved.
Manage IT	Risk of unauthorized/incorrect changes in the IT environment	All changes in the IT environment are authorized, tested, verified and finally approved.
Order to Cash	Risk of not receiving payment from customers in due time.	Customers' payments are monitored and outstanding payments are followed up.
Order to Cash	Risk of incurring bad debt	Application automatically blocks sales orders/deliveries when the credit limit is exceeded.

**Financial reporting and information**

Electrolux routines and systems for information and communication aim at providing the market with relevant, reliable, correct and vital information concerning the development of the Group and its financial position. Specifically for purposes of considering the materiality of information, including financial reporting, relating to Electrolux and ensuring timely communication to the market, a Disclosure Committee has been formed.

Electrolux has an information policy meeting the requirements for a listed company.

Financial information is issued regularly in the form of:

- Full-year reports and interim reports, published as press releases.
- The Annual Report
- Press releases on all matters which could materially affect the share price.
- Presentations and telephone conferences for financial analysts, investors and media representatives on the day of publication of full-year and quarterly results and in conjunction with the release of important news.
- Meetings with financial analysts and investors in Sweden and worldwide.

All reports, presentations and press releases are published simultaneously at www.electroluxgroup.com/ir.

Stockholm, January 27, 2016

AB Electrolux (publ)
The Board of Directors

Auditor's report on the Corporate Governance Statement

To the annual meeting of the shareholders of AB Electrolux (publ), corporate identity number 556009-4178

It is the Board of Directors who is responsible for the Corporate Governance Statement for the year 2015 on pages 140-156 and that it has been prepared in accordance with the Annual Accounts Act.

We have read the corporate governance statement and based on that reading and our knowledge of the company and the group we believe that we have a sufficient basis for our opinions. This means that our statutory examination of the Corporate Governance Statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

In our opinion, the Corporate Governance Statement has been prepared and its statutory content is consistent with the annual accounts and the consolidated accounts.

Stockholm, February 19, 2016

PricewaterhouseCoopers AB

Anders Lundin
Authorized Public Accountant
Partner in Charge

Anna Rosendal
Authorized Public
Accountant

Factors affecting forward-looking statements

This annual report contains "forward-looking" statements within the meaning of the US Private Securities Litigation Reform Act of 1995. Such statements include, among others, the financial goals and targets of Electrolux for future periods and future business and financial plans. These statements are based on current expectations and are subject to risks and uncertainties that could cause actual results to differ materially due to a variety of factors. These factors include, but may not be limited to the following; consumer demand and market conditions in the geographical areas and industries in which

Electrolux operates, effects of currency fluctuations, competitive pressures to reduce prices, significant loss of business from major retailers, the success in developing new products and marketing initiatives, developments in product liability litigation, progress in achieving operational and capital efficiency goals, the success in identifying growth opportunities and acquisition candidates and the integration of these opportunities with existing businesses, progress in achieving structural and supply-chain reorganization goals.