

Corporate governance report



Corporate governance report

Chairman's introduction

As a leading global appliance company, Electrolux shapes living for the better by reinventing taste, care and wellbeing experiences to make life more enjoyable and sustainable for millions of people. Through the Group's different brands, we sell approximately 60 million products in approximately 120 markets every year. Our large installed base of approximately 400 million products globally gives us high aftermarket sales potential.



Corporate Governance Report

This Corporate Governance Report provides details of the overall governance structure of Electrolux, the interactions between the formal corporate bodies, internal policies and procedures as well as relevant control functions and reporting, which ensures a robust global governance framework and strong corporate culture.

Board's focus areas during the year

The effects of the coronavirus pandemic have continued to affect Electrolux also in 2021. While the positive trend of increased demand has continued in most of core markets, the supply of products has been significantly constrained by widespread shortages of critical components and imbalances in the global logistics systems. However, I am impressed with the company's ability to navigate in this constrained environment.

One of the focus areas for the Board this year has been to continue to support management in the streamlining of the company. It is important that the ongoing transformation into a more consumer centric company continues so resources can be freed up for an even higher pace of innovation and further investments into brands, operational excellence and digital capabilities, eventually leading to increased value market shares. Electrolux long-term strategy has been to strengthen these areas and this is paying off. This year record earnings have been delivered in all business areas but North America. Significant investments have been made to modernize the manufacturing capabilities in North America, Latin America and Europe, totaling approximately SEK 8bn since 2018. I am confident that also our North American business area should be well positioned to generate an improved profitability over the coming years.

Another important area for the Board has been to optimize the company's capital structure. Based on a thorough review of the Group's strategic plans and capital structure, the Board in July decided to adjust the company's dividend policy; from the previous target of a dividend corresponding to at least 30% of the annual income, to approximately 50% of the annual income. During the year, the Board also decided to distribute SEK 4,886m (corresponding to SEK 17 per share) to the shareholders through an automatic share redemption procedure, resulting in a total distribution of SEK 25 per share to the shareholders in 2021, and to launch a share buyback program. The intention is to continue with share buyback programs over several years. The Board believes that the capital structure should now become well balanced, still enabling further investments and selective acquisitions in line with the strategy.

The pandemic has prevented the Board from meeting physically for a large part of the year. However, by using digital tools, the work has progressed well given the circumstances. Most of the Board members were also able to visit the new manufacturing facilities in the U.S. during the year and could also be physically present in a multiday session on the strategy.

I would like to take this opportunity to thank my fellow Board members for good cooperation, constructive contributions and engaged work. I would also like to thank Electrolux management and all employees for their exceptional work efforts during an additional eventful year.

Staffan Bohman
Chairman of the Board

Governance in Electrolux

Electrolux strives to maintain strict norms and efficient governance 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 comprises 136 companies with sales in approximately 120 markets. The parent company of the Group is AB Electrolux, a public Swedish limited liability company. The company's shares are listed on Nasdaq Stockholm.

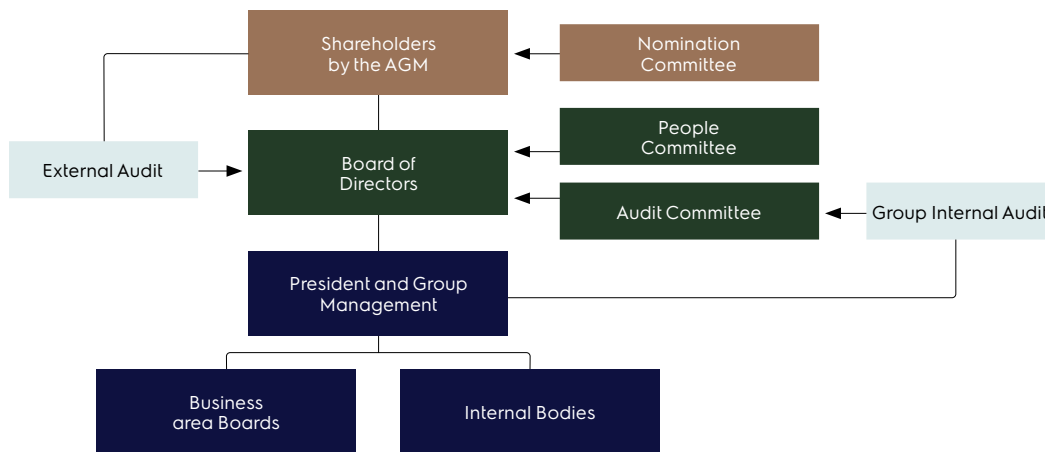
The governance of Electrolux is based on the Swedish Companies Act, Nasdaq Stockholm's Nordic Main Market Rulebook for Issuers of Shares ("Rulebook for Issuers") and the Swedish Code of Corporate Governance (the "Code"),

as well as other relevant Swedish and foreign laws and regulations. The Code is published on the website of the Swedish Corporate Governance Board, which administrates the Code: www.corporategovernanceboard.se

This corporate governance report has been drawn up as a part of Electrolux application of the Code. Electrolux did not report any deviation from the Code in 2021. There has been no infringement by Electrolux of applicable stock exchange rules and no breach of good practice on the securities market reported by the disciplinary committee of Nasdaq Stockholm or the Swedish Securities Council in 2021.

Below is Electrolux formal governance structure.

GOVERNANCE STRUCTURE



Major external regulations

- Swedish Companies Act.
- Rulebook for issuers.
- 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.
- Code of Conduct, Anti-Corruption Policy and Workplace Policy.

Electrolux is a leading global appliance company that has shaped living for the better for more than 100 years. We reinvent taste, care and wellbeing experiences for millions of people around the world, always striving to be at the forefront of sustainability in society through our solutions and operations. Under our brands, including Electrolux, AEG and Frigidaire, we sell approximately 60 million household products in approximately 120 markets every year. In 2021, Electrolux had sales of SEK 126bn and employed 52,000 people around the world. For more information go to www.electroluxgroup.com

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 2021

- Re-election of Staffan Bohman as Chairman of the Board.
- Adjusted dividend policy, with a target of a dividend corresponding to approximately 50% of the annual income.
- Extra cash distribution to the shareholders of Electrolux, made through a share redemption procedure.
- Resolution to repurchase a maximum of 9,369,172 own series B shares during the period October 28, 2021 to March 25, 2022 for a total maximum amount of SEK 2,800 million.

Shares and shareholders

The Electrolux shares are listed on Nasdaq Stockholm. At year-end 2021, Electrolux had 73,578 shareholders according to Monitor by Modular Finance AB. Of the total share capital, 62% was owned by Swedish institutions and mutual funds, 29% by foreign investors and 9% by Swedish private investors, see below. Investor AB is the largest shareholder, holding 16.4% of the share capital and 28.4% of the voting rights. The ten largest shareholders accounted for 40,6% of the share capital and 49,0% of the voting rights in the company.

Voting rights

The share capital of AB 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, 2021, the total number of registered shares in the company amounted to 308,920,308 shares, of which 8,192,498 were Class A shares and 300,727,810 were Class B shares. The total number of votes in the company was 38,265,279. 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 approximately 50% of the annual income. Previously, the dividend policy stated a target of a dividend corresponding to at least 30% of the annual income but in 2021, the Board decided to adjust the dividend policy to approximately 50% of the annual income.

The Annual General Meeting (AGM) in March 2021 decided to adopt the Board's proposed dividend of SEK 8.00 per share for the financial year 2020 which, in accordance with the Board's proposal, was paid out in two equal installments. Further, in August 2021, an Extra General Meeting (EGM) resolved to adopt the Board's proposed cash distribution of SEK 17.00 per share, which was made through an automatic share redemption procedure.

Shareholders meeting

The decision-making rights of shareholders in Electrolux are exercised at shareholders' meetings. The AGM of AB 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 by 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 using a specific address published on the Group's website. The last date for making such a request for the respective meeting will be published 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 2021

Due to the risk of the spread of the coronavirus, the authorities' regulations and advice and pursuant to temporary legislation, the AGM 2021 was carried out solely through advance voting (so-called postal voting) on March 25, 2021. A webcast was made available in which the President and CEO and Chairman of the Board reflected on the past year and the strategy ahead. This webcast was made available on the Group's website prior

OWNERSHIP STRUCTURE

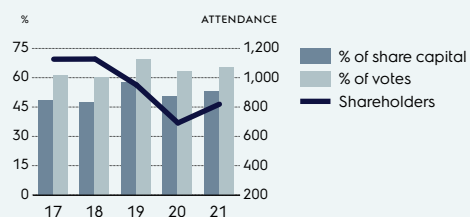


Swedish institutions and mutual funds, 62%
Foreign investors, 29%
Swedish private investors, 9%

Source: Monitor by Modular Finance AB. Compiled and processed data from various sources, including Euroclear, Morningstar and the Swedish Financial Supervisory Authority (Finansinspektionen) as per December 31, 2021.

The foreign ownership was 29% at year-end 2021 and 33% at year-end 2020. 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

ATTENDANCE AT AGMS 2017-2021



821 shareholders, representing a total of 52.9% of the share capital and 65.2% of the votes, were present through postal voting at the 2021 AGM.

Decisions at the Annual General Meeting 2021 included:

- Re-election of all the Board members, except Kai Wörn who had declined re-election.
- Re-election of Staffan Bohman as Chairman of the Board.
- Re-election of Deloitte AB as auditors.
- Remuneration to the Board members.
- Authorization to acquire own shares and to transfer own shares on account of company acquisitions.

to the AGM: www.electroluxgroup.com. The shareholders had also the possibility to submit questions ahead of the AGM 2021.

Extraordinary General Meeting August 2021

An EGM was held on August 27, 2021. Due to the continued coronavirus situation, also the EGM was conducted without physical attendance of shareholders, representatives or third parties and the shareholders were able to exercise their voting rights only by postal voting. The EGM resolved on an automatic share redemption procedure, including a 2:1 share split, a reduction of the share capital by redemption of shares and an increase of the share capital by way of a bonus issue. The procedure resulted in that a total of SEK 4,886m was distributed to the shareholders, which corresponds to SEK 17.00 per share.

Annual General Meeting 2022

The next AGM will be held on Wednesday, March 30, 2022 in Stockholm.

Additional information about the AGM 2022 will be published in the notice convening the Annual General Meeting.

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 shareholders and their representatives 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 by the company's Audit Committee and the Nomination Committee's proposal is to include the Audit Committee's recommendation on the election of auditors.

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 2021

The Nomination Committee for the AGM 2021 was comprised of six members. Johan Forssell of Investor AB led the Nomination Committee's work.

For the proposal for the AGM 2021, 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 applied rule 4.1 of the Code as diversity policy in its nomination work. The Nomination Committee considered that a breadth and variety as regards age, nationality, educational background, gender, experience, competence and term of office are represented among the Board members.

The Nomination Committee proposed re-election of all Board members except Kai Wörn, who had informed the Nomination Committee that he had declined re-election. The Nomination Committee also proposed re-election of Staffan Bohman as Chairman of the Board. After the election at the AGM 2021, three out of seven 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).

The Nomination Committee also proposed, in accordance with the recommendation by the Audit Committee, re-election of Deloitte AB as the company's auditors for the period until the end of the AGM 2022.

A report regarding the work of the Nomination Committee was included in the Nomination Committee's explanatory statement that was published before the AGM 2021. 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 2022

The Nomination Committee for the AGM 2022 is based on the ownership structure as of August 31, 2021, and was announced in a press release on September 16, 2021.

The Nomination Committee's members are:

- Johan Forssell, Investor AB, Chairman
- Carina Silberg, Alecta
- Marianne Nilsson, Swedbank Robur Funds
- Tomas Risbecker, AMF – Försäkring och Fonder
- Staffan Bohman, Chairman of Electrolux
- Fredrik Persson, Board member of Electrolux

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.
- Remuneration Report.
- 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.

Board of Directors

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 eight 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.

The AGM elects the Chairman of the Board. Directly after the AGM, the Board holds a meeting for formal constitution at which the members of the committees of the Board are elected, among other things. The Chairman of the Board of Electrolux is Staffan Bohman.

All current members of the Board elected by the AGM, except for the President and CEO, are non-executive members. Two of the eight Board members, who are elected by the AGM, are not Swedish citizens.

For additional information regarding the Board of Directors, see pages 114–115. The information is updated regularly at the Group's website: www.electroluxgroup.com

Independence

The Board is considered to be in compliance with the Swedish Companies Act's and the Code's requirements for independence. The assessment of each Board member's independence is presented in the table on page 115.

All Directors except for Petra Hedengran and Jonas Samuelson 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 has been considered independent in relation to major shareholders of Electrolux but not, in his capacity as President and CEO, in relation to the company and the administration of the company.

Jonas Samuelson has no major shareholdings, nor is he a part-owner in companies having significant business relations with Electrolux. Jonas Samuelson is the only member of Group Management with a seat on the Board.

The Board's tasks

One of the main tasks 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 profitable growth and value creation 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 and the Code, the Chairman shall among other things:

- Organize and distribute the Board's work.
- Ensure that the Board discharges its duties and has relevant knowledge of the company.
- 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 CEO 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 investments.

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

The Board's work in 2021

During the year, the Board held nine meetings. The attendance of each Board member at these meetings is shown in the table on page 115.

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. 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 and CEO. 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 receives reports on all investments exceeding SEK 25m.

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 on pages 108–109.

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 and sustainability management.
- Appointment of and, if necessary, dismissal of the President and CEO.
- Overall responsibility for establishing an effective system of internal control and risk management as well as a satisfactory process for monitoring the company's compliance with relevant laws and other regulations as well as internal policies.

Remuneration to the Board of Directors 2019–2021 (applicable as from the respective AGM)

SEK	2021	2020	2019
Chairman of the Board	2,285,000	2,200,000	2,200,000
Board member	665,000	640,000	640,000
Chairman of the Audit Committee	290,000	280,000	280,000
Member of the Audit Committee	185,000	160,000	160,000
Chairman of the People Committee	170,000	150,000	150,000
Member of the People Committee	115,000	100,000	100,000

Key focus areas for the Board during 2021

- Effects and impacts of the coronavirus pandemic and imbalances in the global supply chain.
- Adapting Electrolux strategy and business model to global industry drivers such as increased consumer power, digitalization, sustainability, consolidation, and a growing middle class.
- Continued focus on being even more consumer centric, including strengthening position within aftermarket.
- Optimizing the Group's capital structure, including the adjustment of the dividend policy, extra cash distribution and initiating a share buyback program.
- Continued focus on the re-engineering program with investments in North America, Latin America and Europe.
- Global streamlining measures to improve efficiency and sharpen the consumer experience organization.

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, Group Internal Audit.

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 and CEO 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 lead by the Chairman of the Board. The evaluation of the Chairman is led by one of the other members of the Board. Evaluation tools include questionnaires and discussions.

In 2021, 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.

The result of the evaluations was presented for the Nomination Committee.

Fees to Board members

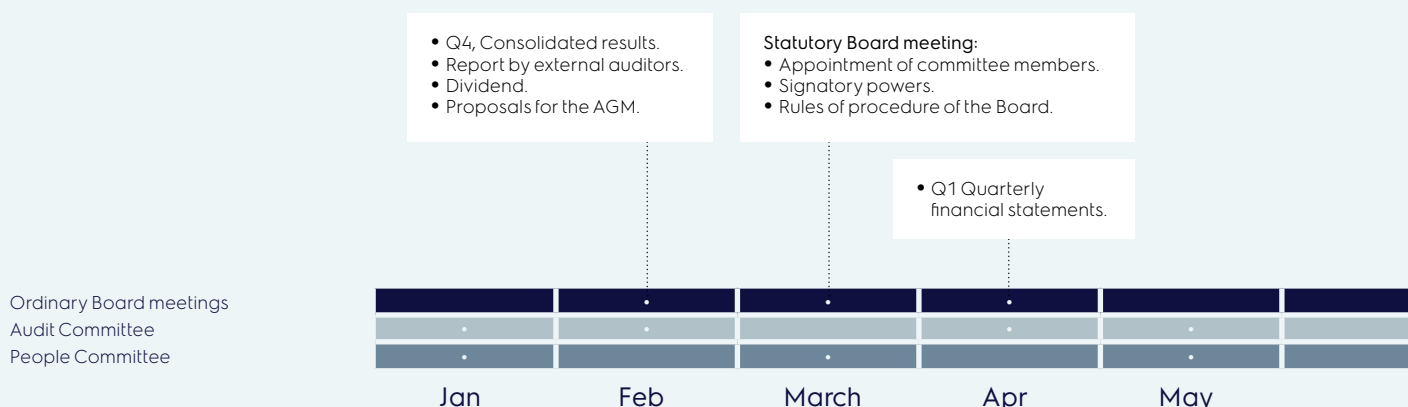
Fees to Board members are determined by the AGM and distributed to the Board members who are not employed by Electrolux. The AGM 2021 decided to increase the fees to the Chairman and the Board members, see page 107. The proposal to increase the fees ahead of the 2020 AGM was withdrawn due to the expected impact from the coronavirus, with the result that the fees in 2020 remained unchanged compared with the previous year.

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 2021



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

People Committee Audit Committee

Committees of the Board

The Board has established a People Committee (formerly named 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.

People Committee (formerly named Remuneration Committee)

One of the People 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 and CEO, for resolution by the Board, and reviews and resolves on changes in remuneration to other members of Group Management on proposal by the President and CEO. The Committee shall also oversee and make recommendations to the Board regarding the development, recruitment and succession planning of the President and CEO and the Group Management. In addition, the Committee shall oversee the overall organizational structure and advise Group Management regarding people plans and development of the company culture. The Committee shall also review the Board's report on remuneration pursuant to Chapter 8, Section 53 a of the Swedish Companies Act (Remuneration Report)

The People Committee consists of the following two Board members: Petra Hedengran (Chairman) and Staffan

Bohman. At least two meetings are convened annually. Additional meetings are held as needed.

In 2021, the People Committee held six meetings. The attendance of each Board member at these meetings is shown in the table on page 115. Significant issues addressed include evaluation, 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, review of the Remuneration Report for 2021 and review and preparation of long-term incentive program for 2022. The Head of Human Resources and Communication 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.

The Audit Committee has consisted of the following four Board members: Ulla Litzén (Chairman), Staffan Bohman, Petra Hedengran and Fredrik Persson. 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 2021, the Audit Committee held eight meetings. The attendance of each Board member at these meetings is shown in the table on page 115. Electrolux managers have also had regular contacts with the Committee Chairman between meetings regarding specific issues. The Group's Chief Financial Officer and from time to time other senior management members have participated in the Audit Committee meetings.

The People Committee's tasks include for example:

- 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.
- To review the Remuneration Report.
- To oversee and make recommendations regarding the development, recruitment, and succession planning as well as evaluate the performance of the President and the other members of Group Management.
- To oversee the overall organizational structure and advise Group Management regarding people plans and development of the company culture.

The Audit Committee's tasks include for example:

- 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 Group Internal Audit as regards to organization, recruiting, budgets, plans, results and audit reports.
- To review and approve certain credit limits.
- To keep informed of the external audit and the quality control performed by the Supervisory Board of Public Accountants and to evaluate the work of the external auditors.
- To inform the Board of the outcome of the external audit and explain how the audit contributed to the reliability of the financial reporting as well as the role of the Committee in this process.
- 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.
- To support the Nomination Committee with proposals when electing external auditors.

- Q2 Quarterly financial statements.
- Extra dividend.

- Q3 Quarterly financial statements
- Share buyback program.

- Board work evaluation.

June

July

Aug

Sep

Oct

Nov

Dec

External Audit

External auditors

The AGM in 2021 re-elected Deloitte AB (Deloitte) as the Group’s external auditors for one year, until the AGM in 2022. The Nomination Committee’s proposal for re-election was based on the recommendation by the Audit Committee. Authorized Public Accountant Jan Bernthsson is the auditor in charge of AB Electrolux.

Deloitte provides an audit opinion regarding AB Electrolux, the financial statements of the majority 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 second 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, including issuance of audit opinions for the various legal entities.

	2021	2020	2019
Deloitte			
Audit fees	59	63	47
Audit-related fees	2	2	10
Tax fees	–	4	1
All other fees	0	0	1
Total fees to Deloitte	61	69	59
Audit fees to other audit firms	0	0	–
Total fees to auditors	61	69	59

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

In 2021, the Audit Committee decided to arrange a selection procedure ahead of the appointment of the Group’s external auditor at the AGM 2022.

Internal Audit

Group Internal Audit

The internal audit function 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.

Internal audit assignments are conducted according to a risk based plan developed annually and approved by the Audit Committee. The audit plan is derived from an independent risk assessment conducted by Group Internal Audit to identify and evaluate risks associated with the execution of the company strategy, operations, and processes. The plan is designed to address the most significant risks identified within the Group and its business areas. The audits are executed using a methodology for evaluating the design and effectiveness of internal controls to ensure that risks are adequately addressed and processes are operated efficiently.

Opportunities for improving the efficiency in the governance and internal control and risk management processes identified in the internal audits are reported to responsible business area management for action. A summary of audit results is provided to the Audit Board and the Audit Committee, as is the status of management’s implementation of agreed actions to address findings identified in the audits.

For additional information on internal control, see pages 118-119. For additional information on risk management, see Note 1, Note 2 and Note 18.

Company Management of Electrolux

Electrolux – a global leader with a purpose to shape living for the better

Electrolux has a strategic framework that connects a consumer experience focused business model with a clear company purpose – Shape living for the better. To achieve the purpose and drive profitable growth, Electrolux uses a business model which focuses on creating outstanding consumer experiences. By creating desirable solutions and great experiences that enrich peoples’ daily lives and the health of the planet, Electrolux wants to be a driving force in defining enjoyable and sustainable living. Focus is to invest in innovations that are most relevant for creating the outstanding consumer experience to make great tasting food, the best care for clothes and to increase wellbeing in the home.

Targeted growth and optimization of the product portfolio to the most profitable product categories and products with distinct consumer benefits, will strengthen the presence of Electrolux in the product categories and channels where the Group is most competitive. This is supported by a strong foundation of Operational Excellence and Talent, Teamship and Continuous Improvement, as well as Emerging markets acceleration. Electrolux objective is to grow with consistent profitability, see the financial targets on page 111.

A sustainable business

Sustainability leadership is crucial to realizing the Electrolux strategy for long-term profitable growth. In 2021, Electrolux most resource-efficient products represented 19% of products sold and 31% of gross profit.

The company takes a consistent approach to sustainability in the 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.

Electrolux has a Code of Conduct, which sets out the framework of how Electrolux shall conduct its operations in ethical and sustainable ways. The Code of Conduct, which has been approved by the Board, serves as an introduction to the Group Policies, and its purpose is to increase the clarity on what the company’s principles mean for the employees. There is regular



training and communication of the Code and Group Policies, and in 2021 online training in the Antitrust Policy was rolled out to office based employees. At year end the completion rates was 77% for the Antitrust training.

The Ethics Program encompasses a global whistleblowing system – Ethics Helpline – through which suspected misconduct can be reported in local languages. Reports may be submitted anonymously if legally permitted. The largest categories of reports in 2021 related to workplace conduct, verbal abuse and other types of disrespectful behavior.

In line with the UN Guiding Principles on Business and Human Rights, Electrolux conducts human rights risk assessments at both global and local levels since 2016. The methodology for the assessments focuses on identifying the risk of harming people, as a direct or indirect result of Electrolux operations, and includes corruption risks as well as opportunities to increase local positive impacts. In 2021 a local impact assessment was planned to be conducted of the manufacturing operations in South Africa but it was postponed until the beginning of 2022 due to a national strike in the country.

The Group's sustainability performance strengthens relations with investors and Electrolux is recognized as a leader in the household durables industry. In 2021, Electrolux was included in the Dow Jones Sustainability Index (DJSI) World and Europe indexes and thereby ranks among the top 10% of the world's 2,500 largest companies for social and environmental performance.

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

Electrolux as a tax payer

One important aspect of Electrolux company purpose – Shape living for the better – is to act as a good corporate citizen and taxpayer wherever Electrolux operates.

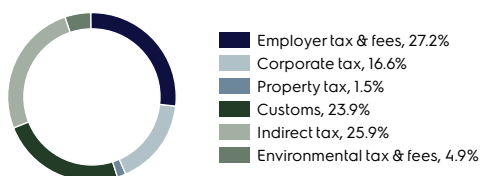
Electrolux plays an important role in contributing to public finances in all jurisdictions where the Group operates. The Group has approximately 52,000 employees with sales in more than 120 markets.

Of Electrolux Group total tax contribution, as defined in the below chart, corporate tax represented approximately 17% in 2021. Corporate income taxes are only a 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 2021 amounted to approximately SEK 10.6bn whereof approximately 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 1.7bn in 2021, representing a global effective tax rate of the Group of 25.2%.

For more information on Electrolux tax policy, see:
www.electroluxgroup.com

ELECTROLUX TOTAL TAXES 2021



Risk management

Active risk management is essential for Electrolux to drive successful operations. The Group is impacted by various types of risks.

The Group's risk management approach follows a decentralised structure, where all business areas are responsible for their risk management. However, the Board of Directors is ultimately responsible for Electrolux risk management. In addition to the business areas, the Group has established internal bodies that manage risk exposures on a regular basis. Examples of internal bodies are the Enterprise Risk Management (ERM) Board, the Ethics & Human Rights Steering Group, the Audit Board and the Tax Board.

Insurance and loss prevention

Electrolux transfers part of its risks via tailored insurance programs. Insurable risks are continuously evaluated and monitored by the ERM Board. The Group also owns two captives to ensure customized insurance solutions and costs efficiencies.

Electrolux loss prevention strategy is also widely developed, to ensure that the Group assets have the right level of protection against risks such as natural hazards, which could lead to property losses and business interruption. The Group has established loss prevention procedures and standards to be applied by each Electrolux site. Business continuity plans are also elaborated and regularly reviewed to ensure successful response to disruptive events related to natural hazards. Annual risk surveys and visits are performed, and a consolidation of the results is reported to the ERM Board.

ERM as part of the Group's risk management

Electrolux has implemented an Enterprise Risk Management program which covers Electrolux business areas as well as global functions. It is overseen by Group Management and the ERM Board, which is also responsible for securing appropriate insurance coverage for insurable risks and assesses and facilitates the prioritization of the Group risks.

The ERM framework includes processes aimed to identify and mitigate as well as communicate and report risks with a special focus on key risks that can significantly affect the business. Electrolux follows a risk mapping process which is a management tool for formal collection and incorporation of risk information into decision making and governance processes. The risk mappings are therefore a key part of Electrolux ERM and help to increase the understanding that risk management is a critical factor for decision making and for driving value. The core of the risk mapping process is to identify and evaluate existing and emerging risks, thus enabling the possibility of leveraging risk and risk management options that extract value.

Risks are categorized in accordance with Electrolux Group Risk Universe which includes the following risk categories: strategic, external and internal risks. Strategic risks are risks that can jeopardize the execution of the Group's strategy and are impacted by external factors such as industry shifts, macro-economic developments or political instabilities. External risks

Financial targets over a business cycle

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 improved profitability.

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

consist of natural hazards, geopolitical risks, market risks or regulations, which can negatively impact the Group’s performance. Internal risks mainly consist of operational risks such as sustainability risks, cyber security risks, supply chain risks and talent retention risks.

Electrolux also monitors emerging risks. They can either develop from macro-level changes such as global warming, consumer behavior or the introduction of AI – artificial intelligence, or from risks that are closer to home (resulting from industry/sector prospects and trends etc.).

The Group’s risk appetite is based on the impact on its strategy that a risk would have if it materializes. Key risks are linked to action plans to close risk management gaps and follow up how risks are evolving after implementation of risk reducing measures. Risk ownership for critical risks is assigned to business area executives or individuals formally appointed to work with specific risks. The approach ultimately supports a risk culture that encourages engagement and accountability within the organization.

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 enterprise 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 four geographically defined business areas.

The following group staff functions supports the business areas: Finance, Legal Affairs, HR & Communications, Group IT, Group Operations and Global Consumer Experience organization. The Global Consumer Experience organization is globally responsible for areas such as marketing, design, R&D, product lines, digital consumer solutions and ownership experience.

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

In order to fully take advantage of the Group’s global presence and economies of scale, the Group has established Group Operations with the responsibility for purchasing, manufacturing and quality.

President and Group Management

President and Group Management

Group Management currently includes the President and CEO, the four business area heads and four group staff heads.

The President and CEO is appointed by and receives instructions from the Board.

The President and CEO, 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 six different nationalities. Most of them have previous experience of predominantly multinational consumer goods companies.

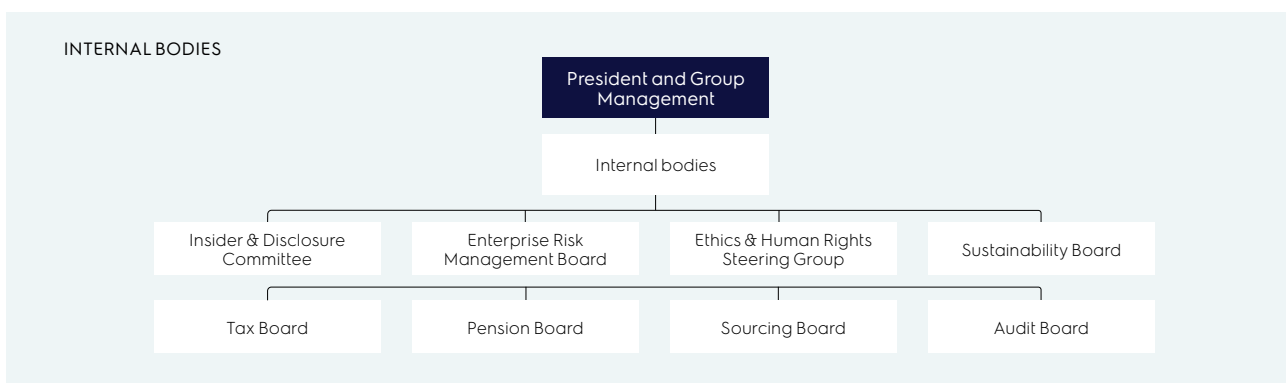
In recent years, a number of major initiatives have been launched aimed at better leveraging the unique, global position of Electrolux. In several areas, global and cross-border organizations have been established to, for example, increase the pace of innovation in product development, reduce complexity in manufacturing and optimize purchasing.

Changes in Group Management

The following changes in the Group management have been made during 2021.

Effective as from October 1, 2021, the Group General Counsel reports to the Chief Financial Officer instead of to the President and CEO. The Group General Counsel remains secretary of the Board of Directors but is not member of Group Management.

For details regarding members of Group Management, see pages 116–117. The information is updated regularly at the Group’s website: www.electroluxgroup.com



Key focus areas for the President and Group Management in 2021

- Responding to the dynamic environment caused by the coronavirus pandemic and imbalances in the global supply chain.
- Continuing to drive sustainable consumer experience innovation under sharpened brands.
- Strengthening e-commerce capabilities.
- Further developing the aftermarket business.
- Executing on re-engineering investment program in North America, Latin America and Europe.
- Continued implementation of the new sustainability framework, launched in 2020.
- Implementing price increases to mitigate cost inflation.

Business Area Boards

Business areas

The business area heads are 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 and CEO is the chairman of all such boards. The business area board meetings are attended by the President and CEO, the management of the respective business area and the group staff heads. The business area boards are responsible for monitoring on-going operations, establishing strategies, determining business area budgets and making decisions on major investments.

Remuneration

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 and CEO is then resolved upon by the Board, based on proposals from the People Committee. Changes in the remuneration to other members of Group Management is resolved upon by the People Committee, based on proposals from the President and CEO, and reported to the Board of Directors.

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:

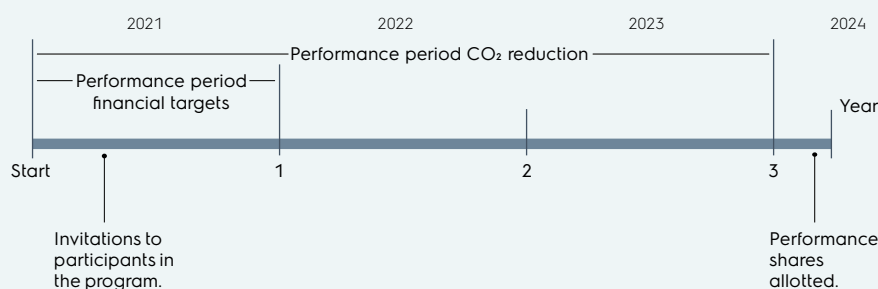
- Fixed compensation.
- Variable compensation.
- Other benefits such as pension and insurance.

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 in March 2021 decided on a long-term share program for 2021 (LT1 2021) for up to 350 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 2021



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, and (ii) return on net assets, for the 2021 financial year, as well as (iii) CO₂ reduction for the financial years 2021-2023. Allotment of performance shares, if any, to the participants will be made in 2024.

Board of Directors and Auditors



STAFFAN BOHMAN

Chairman

Born 1949, Sweden. B.Sc. Econ. Elected 2018. Member of the Electrolux Audit Committee and the Electrolux People Committee.

Other assignments: Chairman of the Board of Research Institute for Industrial Economics and the German-Swedish Chamber of Commerce. Board member of Atlas Copco AB and Åke Wiberg Foundation. Member of the Royal Swedish Academy of Engineering Sciences (IVA).

Previous positions: President and CEO of Sapa and DeLaval as well as Board member of, inter alia., Scania AB, Inter-IKEA Holding NV and Rezidor Hotel Group AB.

Holdings in AB Electrolux: 125,000 B-shares. 120,279 call options, issued by Investor AB entitling the right to purchase Electrolux B-shares.



JONAS SAMUELSON

President and CEO

Born 1968, Sweden. M.Sc. Econ. Elected 2016.

Other assignments: Board member of Axel Johnson AB and Volvo Cars AB.

Previous positions: Various senior positions within Electrolux including CFO of AB Electrolux, COO Global Operations Major Appliances and Head of Major Appliances EMEA. Chief Financial Officer and Executive Vice President of Munters AB. Various senior positions within General Motors, mainly in the U.S., and Saab Automobile AB.

Holdings in AB Electrolux: 65,211 B-shares.



PETRA HEDENGRAN

Born 1964, Sweden. M. of Laws. Elected 2014. Chairman of the Electrolux People Committee and member of the Electrolux Audit Committee.

Other assignments: General Counsel and member of Group Management of Investor AB. Board member of Alecta and the Association for Generally Accepted Principles in the Securities Market (Sw. Föreningen för god sed på värdepappersmarknaden).

Previous positions: Attorney and partner at Advokatfirman Lindahl. Various positions within the ABB Financial Services including General Counsel of ABB Financial Services, Nordic Region. Law Clerk with the Stockholm District Court. Associate at Gunnar Lindhs Advokatbyrå.

Holdings in AB Electrolux: 15,900 B-shares.



HENRIK HENRIKSSON

Born 1970, Sweden. B.Sc. in Business Administration. Elected 2020.

Other assignments: President and CEO of H2 Green Steel AB. Board member of Hexagon AB, Creades AB, SAAB AB and the Confederation of Swedish Enterprise (Sw. Svenskt Näringsliv).

Previous positions: Various senior positions within Scania, including President and CEO of Scania AB.

Holdings in AB Electrolux: 425 B-shares.



ULLA LITZÉN

Born 1956, Sweden. B.Sc. Econ. and M.B.A. Elected 2016. Chairman of the Electrolux Audit Committee.

Other assignments: Board member of Epiroc AB, Ratos AB, Stockholm School of Economics and the School of Economics Association.

Previous positions: President of W Capital Management AB, wholly-owned by the Wallenberg Foundations. Various leading positions within the Investor Group including Managing Director and member of Group Management of Investor AB.

Holdings in AB Electrolux: 4,000 B-shares.



FREDRIK PERSSON

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

Other assignments: Chairman of the Board of JM AB, the Confederation of Swedish Enterprise (Sw. Svenskt Näringsliv) and Ellevio AB. Board member of Hufvudstaden AB, ICA Gruppen AB and Ahlström Capital Oy.

Previous positions: Various leading positions within Axel Johnson AB including President and CEO. Head of Research of Aros Securities AB. Various positions within ABB Financial Services AB.

Holdings in AB Electrolux: 5,000 B-shares.



DAVID PORTER

Born 1965, USA. Bachelor's degree, Finance. Elected 2016.

Other assignments: Head of Microsoft Stores, Corporate Vice President, Microsoft Corp.

Previous positions: Head of Worldwide Product Distribution at DreamWorks Animation SKG. Various positions within WalMart Stores, Inc.

Holdings in AB Electrolux: 3,315 B-shares.



KARIN OVERBECK

Born 1966, Germany. M.Sc in Economics, Marketing and Finance. Elected 2020

Other assignments: CEO of Freudenberg Home and Cleaning Solutions GmbH.

Previous positions: Various senior positions within the KAO Corporation as well as in L'Oréal, Tchibo and Unilever.

Holdings in AB Electrolux: 3,135 B-shares.

EMPLOYEE REPRESENTATIVES

**MINA BILLING**

Born 1980. Representative of the Federation of Salaried Employees in Industry and Services. Elected 2020.

Board meeting attendance: 1/9¹⁾
Holdings in AB Electrolux: 0 shares.

¹⁾ Parental leave during most of 2021.

**VIVECA BRINKENFELDT LEVER**

Born 1960. Representative of the Federation of the Salaried Employees in Industry and Services. Elected 2018.

Board meeting attendance: 8/9
Holdings in AB Electrolux: 0 shares.

**PETER FERM**

Born 1965. Representative of the Federation of Salaried Employees in Industry and Services. Elected 2018.

Board meeting attendance: 9/9
Holdings in AB Electrolux: 100 B-shares.

SECRETARY OF THE BOARD

ULRIKA ELFVING

Born 1973. M. of Laws. General Counsel of AB Electrolux.

Secretary of the Electrolux Board since 2022.¹⁾
Holdings in AB Electrolux: 1,134 B-shares.

¹⁾ Appointed as General Counsel of AB Electrolux with effect from January 1, 2022.

COMMITTEES OF THE BOARD OF DIRECTORS

People Committee

Petra Hedengran (Chairman) and Staffan Bohman.

Audit Committee

Ulla Litzén (Chairman), Staffan Bohman, Petra Hedengran and Fredrik Persson.

AUDITORS

Deloitte AB**JAN BERTSSON**

Born 1964. Authorized Public Accountant.

Other audit assignments: Boliden AB and Electrolux Professional AB.

Holdings in AB Electrolux: 0 shares.

At the Annual General Meeting in 2021, Deloitte AB was re-elected as auditors for a period of one year until the Annual General Meeting in 2022.

EMPLOYEE REPRESENTATIVES, DEPUTY MEMBERS

ULRIK DANESTAD

Born 1969. Representative of the Federation of Salaried Employees in Industry and Services. Elected 2020.

Holdings in AB Electrolux: 20 B-shares.

WILSON QUISPE

Born 1978. Representative of the Federation of Salaried Employees in Industry and Services. Elected 2020.

Holdings in AB Electrolux: 500 B-shares.

Holdings in AB Electrolux are stated as of December 31, 2021 and includes holdings of related natural and legal persons, when applicable.

THE BOARD'S REMUNERATION DURING 2021, MEETING ATTENDANCE AND INDEPENDENCE

	Total remuneration 2021, '000 SEK	Board meeting attendance	People Committee attendance	Audit Committee attendance	Independence ¹⁾
Staffan Bohman	2,563	9/9	6/6	7/8	
Petra Hedengran	1,014	9/9	6/6	8/8	No
Henrik Henriksson	659	9/9			
Ulla Litzén	949	9/9		8/8	
Karin Overbeck	659	9/9			
Fredrik Persson	844	9/9		8/8	
David Porter	659	9/9			
Jonas Samuelson	—	9/9			No
Kai Wärn ²⁾	159	2/9	2/6		

¹⁾ For further information about the independence assessment, see page 107.

²⁾ Kai Wärn declined re-election and resigned from the Board as from the Annual General Meeting in March 2021.

Group Management

JONAS SAMUELSON

President and CEO

Born 1968. Sweden. M.Sc. in Business Administration and Economics. In Group Management and employed since 2008.

Other assignments: Board member of Axel Johnson AB and Volvo Cars AB.

Previous positions: Various senior positions within Electrolux including CFO of AB Electrolux, COO Global Operations Major Appliances and Head of Major Appliances EMEA. Chief Financial Officer and Executive Vice President of Munters AB. Various senior positions within General Motors, mainly in the U.S., and Saab Automobile AB.

Holdings in AB Electrolux: 65,211 B-shares.



THERESE FRIBERG

Chief Financial Officer

Born 1975. Sweden. B.Sc. in Business Administration. In Group Management since 2018 and employed since 1999.

Previous positions: CFO of Electrolux Major Appliances EMEA. Other senior positions within Electrolux including Head of Group Business Control and Sector Controller Home Care & SDA.

Holdings in AB Electrolux: 10,527 B-shares



ADAM CICH

Head Business Area Asia Pacific, Middle East and Africa, Executive Vice President

Born 1968. Poland. M.Sc. in Business Administration. In Group Management since 2020 and employed since 1996.

Previous positions: SVP Sales and Acting Head of Business Area Asia Pacific, Middle East and Africa. Head of Sales for Electrolux in Central and Eastern Europe. Other senior positions in Electrolux include leadership positions within sales and product line in Poland, Russia and CEE region.

Holdings in AB Electrolux: 3,219 B-shares.



CARSTEN FRANKE

Chief Group Operations Officer, Executive Vice President

Born 1965. Germany. Engineer's degree (Dipl.-Ing) in Mechanical Engineering. In Group Management since 2020 and employed since 2005.

Previous positions: Various senior roles within Electrolux Business Area Europe including Chief Operations Officer, Vice President Supply Chain, Vice President Industrial Operations and Vice President Electrolux Lean Manufacturing System. Positions prior to Electrolux include management roles at Knorr-Bremse AG and Maschinenfabrik Reinhausen.

Holdings in AB Electrolux: 5,096 B-shares.



RICARDO CONS

Head Business Area Latin America, Executive Vice President

Born 1967. Brazil. Bachelor in Business Administration, Finance and Marketing, MBA in Team Management. In Group Management since 2016 and employed since 1997-2011 and 2016.

Previous positions: General Management at Franke in Brazil. Various senior positions at Electrolux Brazil, including President Small Appliances Latin America, Sales and Marketing Director Major Appliances. Positions in Volvo Brazil.

Holdings in AB Electrolux: 11,906 B-shares.



OLA NILSSON

Chief Experience Officer, Executive Vice President

Born 1969. Sweden. M.Sc. in International Business Administration. In Group Management since 2016 and employed since 1994.

Other assignments: Board member of Fractal Gaming Group AB.

Previous positions: Various senior positions within Electrolux including Head of the Home Care & SDA business area, Senior Vice President Product Line Laundry Major Appliances EMEA and President Small Appliances Asia Pacific.

Holdings in AB Electrolux: 20,257 B-shares



Holdings in AB Electrolux are stated as of December 31, 2021 and includes holdings of related natural and legal persons, when applicable.

ANNA OHLSSON-LEIJON

Head Business Area Europe,
Executive Vice President

Born 1968. Sweden. B.Sc. in Business Administration and Economics. In Group Management since 2016 and employed since 2001.

Other assignments: Board member of Atlas Copco AB and Schneider Electric SE.

Previous positions: Chief Financial Officer of AB Electrolux. Other senior positions within Electrolux including CFO of Major Appliances EMEA and Head of Electrolux Corporate Control & Services. Chief Financial Officer of Kimoda. Various positions within PricewaterhouseCoopers.

Holdings in AB Electrolux:
18,472 B-shares.

**NOLAN PIKE**

Head Business Area North
America, Executive Vice President

Born 1969. USA. Bachelor of Business Administration, M.B.A. in Business Management. In Group Management since 2020 and employed since 2013.

Previous positions: Senior Vice President of Electrolux Consumer Experience Area Taste. Senior Vice President of North American Product Lines at Electrolux. General management, product and sales positions at GE. Vice President and General Manager of Kenmore, and VP/GMM of home appliances at Sears Holding Corp.

Holdings in AB Electrolux:
7,170 B-shares.

**LARS WORSØE PETERSEN**

CHRO & Communications,
Senior Vice President

Born 1958. Denmark. M.Sc. in Economics and Business Administration. In Group Management since 2011 and employed since 1994-2005 and 2011.

Previous positions: CHRO, Senior Vice President at Husqvarna AB, 2005-2011. Various senior positions within Electrolux including Head of Human Resources for Electrolux Major Appliances North America and Head of Electrolux Holding A/S in Denmark.

Holdings in AB Electrolux:
26,875 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 directives, manuals, and codes, and enforced by the organizational structure of Electrolux with clear responsibility and authority based on collective values.

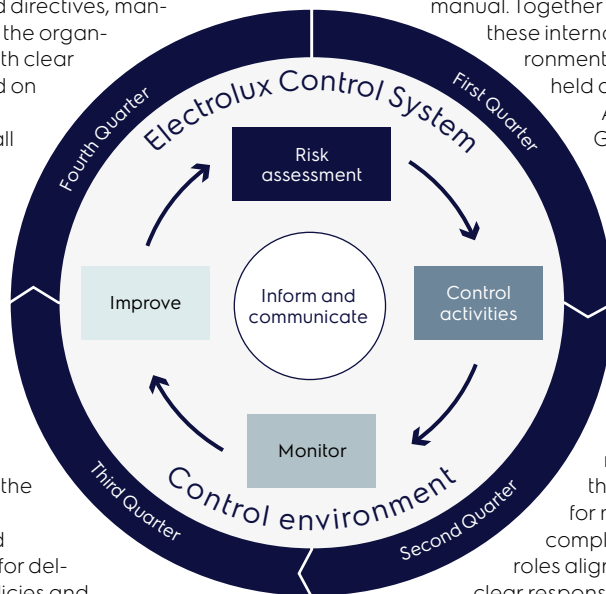
The Electrolux Board has overall responsibility for establishing an effective system of internal control. Responsibility for maintaining effective internal controls is delegated to the President and CEO. The governance structure of the Group is described on page 104. Specifically for financial reporting, the Board has established an Audit Committee, which assists in overseeing relevant policies and important accounting principles applied by the Group.

The limits of responsibilities and authorities are given in directives for delegation of authority, manuals, policies and procedures, and codes, including the Code of Con-

duct, the Workplace Policy, and the Anti-Corruption Policy, as well as in policies for information, finance, 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 has the ultimate responsibility for internal controls within their areas of responsibility. Group Management is described on pages 116–117.

The ECS Program Office, a department within the Group 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

Code of Conduct

Minimum standards in the areas of environment, health and safety, labor standards and human rights. The Code of Conduct is mandatory for Electrolux units.

Group Finance Policy

Details the general framework for how financial operations shall be organized and managed within the Group. The policy contains directives and other mandatory standards issued by the Group Finance organization.

Credit Directive

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

Delegation of Authority Directive

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

Internal Control Directive

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

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.

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.

The ECS has been rolled out to almost all of the smaller units within the Group. The scope for smaller units is 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. Group Internal Audit 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 Audit Committee reviews reports regarding internal control and processes for financial reporting. Group Internal Audit proactively proposes improvements to the control environment. The Head of Group Internal Audit has dual reporting lines: to the President and CEO and the Audit Committee for assurance activities, and to the Chief Financial Officer 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 meetings between the ECS Program Office and coordinators in the business areas. Information about the status of the ECS is provided periodically to business area and Group Management, the Audit Board and the Audit Committee.

ENTERPRISE RISK ASSESSMENT – EXAMPLE



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, an Insider & Disclosure Committee has been formed.

Electrolux has an information policy and an insider 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 have a significant effect on 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.

All reports, presentations and press releases are published on the Group's website: www.electroluxgroup.com/ir

Stockholm, February 17, 2022

AB Electrolux (publ)
The Board of Directors

Auditor's report on the Corporate Governance Statement

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

Engagement and responsibility

It is the Board of Directors who is responsible for the corporate governance statement for the financial year 2021-01-01 – 2021-12-31 on pages 103–120 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 16 *The auditor's examination of the corporate governance statement*. This means that our 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. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2–6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm, February 22, 2022

Deloitte AB

Signature on Swedish original

Jan Berntsson
Authorized Public Accountant

*This is a translation of the Swedish language original.
In the event of any differences between this translation and
the Swedish language original, the latter shall prevail.*