Electrolux Group

Annual Report 2025

Contents

Our corporate reporting

Annual Report
The Annual Report for AB Electrolux (publ), 556009-4178, consists of pages 45-129 and 132-173. The Annual Report is adopted in Swedish. The English version is a translation of the Swedish original.

Remuneration Report
The Remuneration Report is available online at: electroluxgroup.com/en/category/corporate-governance/remuneration-reports

electroluxgroup.com
Please find more information about business development, strategy and business regions on the Investor Relations webpage: electroluxgroup.com/en/category/investor-relations

Forward looking statements
This report contains 'forward-looking' statements that reflect the company's current expectations. Although the company believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations prove to have been correct as they are subject to risks and uncertainties that could cause actual results to differ materially due to a variety of factors. These factors include, but are not limited to, changes in consumer demand, changes in economic, market and competitive conditions, supply and production constraints, currency fluctuations, developments in product liability litigation, changes in the regulatory environment and other government actions. Forward-looking statements speak only as of the date they were made, and, other than as required by applicable law, the company undertakes no obligation to update any of them considering new information or future events.

Electrolux Group in brief

A global leader in household appliances

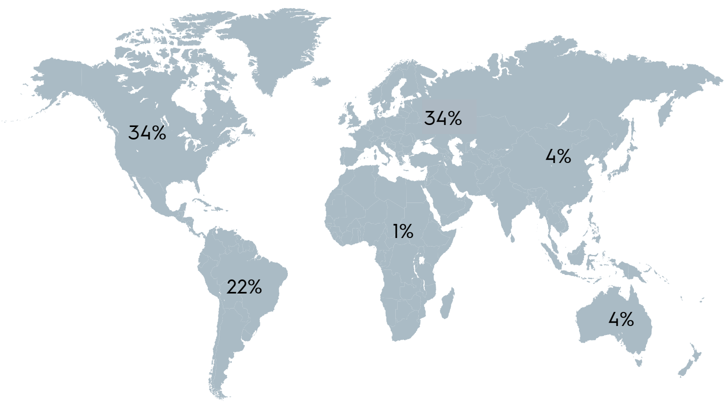
Electrolux Group is a prominent global appliance company that has enhanced everyday living for over a century. We continually innovate in the areas of taste, care and wellbeing, while maintaining a strong commitment to sustainability through our products and operations.

Our portfolio includes well-known brands such as Electrolux, AEG, and Frigidaire, with household products sold across approximately 120 markets. In 2025, Electrolux Group reported net sales of SEK 131 billion, with an organic sales growth of 3.9%, and employed 39,000 individuals worldwide.

Electrolux Group's headquarter is located in Stockholm, Sweden, and the company's shares are listed on Nasdaq Stockholm.

Sales by region

Combining global benefits with deep local understanding



Product lines

Electrolux Group's purpose is to shape living for the better by reinventing taste, care and wellbeing experiences for more enjoyable and sustainable living around the world. With the consumer at the heart of everything we do, we focus on delivering outstanding consumer experiences within the three innovation areas:

Taste
As a kitchen appliance leader, we want our products to enable consumers to prepare food with the right taste and texture, reduce food waste, and create healthy and nutritious meals. We continuously add new functionalities in terms of control, interaction and innovative digital technologies.

Product categories: Cookers, hobs, ovens, hoods, microwave ovens, refrigerators and freezers.

62% of Group sales

Care
Our laundry products aim to offer consumers outstanding garment care, water and energy efficiency, and effective low temperature washing. Demand for our washing machines and tumble dryers is driven by innovations that promote user friendliness and garment care through tailored and adaptive programs combined with improved resource efficiency.

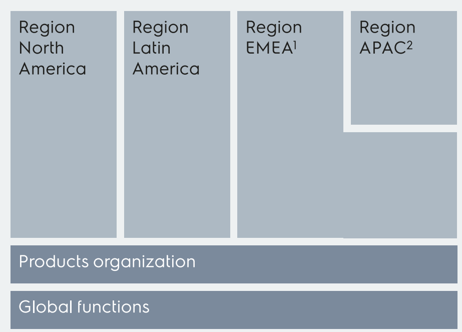
Product categories: Washing machines, tumble dryers and dishwashers.

30% of Group sales

Wellbeing
We strive to create wellbeing products that are differentiated by their visual appeal, and how they promote healthy indoor environments and more sustainable living. Our wellbeing products enable more people to sustainably benefit from comfortable temperatures as well as fewer particles in the air, in the water and on surfaces.

Product categories: Vacuum cleaners, air-conditioning equipment, water heaters and small domestic appliances.

8% of Group sales



Organizational changes 2026

As of February 1, 2026, Electrolux Group is establishing a new Product organization led by Michelle Shi-Verdaasdonk as Chief Product Officer. The organization will be responsible for product strategy, R&D, Design, Electronics, Connectivity and Procurement, with full mandate to define the tech and product road map, develop an attractive product ecosystem, and control cost and complexity. The current global product lines Taste and Care will cease, and management of the product categories will be integrated into the Product organization. The Technology, Digital and Sustainability organization will also be integrated. Product Line Wellbeing & SDA remains a strategic focus area.

To strengthen consumer focus, as of January 1, 2026, Asia-Pacific is a new commercial region within Europe, Asia-Pacific, Middle East and Africa (EA). Electrolux Group thus has four regions.

Our guiding North Star

Our vision is to be the home appliance industry leader in consumer satisfaction – delivering outstanding lifetime experiences with solutions that always get better

The vision is more than just a statement. It is a clear and ambitious direction for the Group. Our vision is our promise — to ourselves, to our consumers, and to all our stakeholders—that we will always strive to be better, together.

It puts our consumers at the center of everything we do. In a rapidly changing world, consumer expectations are evolving. Our commitment is to not only meet expectations, but to exceed them—delivering outstanding consumer experiences.

It focuses us on lifetime value and standing next to the consumer at every step of the consumer journey. Our goal is not just to sell products, but to create lasting relationships—enabling outstanding experiences throughout the entire consumer journey.

It drives continuous improvement. "Solutions that always get better" means we never stand still. We are committed to learning, adapting, and innovating—ensuring our products and services evolve with our consumers' needs.

CEO Letter

"In 2025, we accelerated our efforts to achieve sustainable and profitable growth. The progress we made stands as a testament to the passion and commitment of everyone at Electrolux Group."

Yannick Fierling,
Electrolux Group President and CEO since January 1, 2025.

As I reflect on my first year leading Electrolux Group, I am both proud and inspired by what we have accomplished together in 2025. It has been a year of navigating a complex global environment, addressing numerous challenges. Throughout, we remained focused on defining our updated strategy and delivering outstanding consumer experiences that enabled more enjoyable and sustainable living around the world. We accelerated our efforts to achieve sustainable and profitable growth, and the progress we have made stands as a testament to the passion and commitment of everyone at Electrolux Group.

Challenging market environment

In 2025, competitive pressure and promotional activity was high in all regions. In Europe, market demand remained broadly flat, staying at a ten-year low level, while in the Asia-Pacific region, consumer demand is estimated to have increased slightly. Demand in North America remained resilient as industry market price adjustments did not reflect the implemented U.S. tariffs structure. In Latin America, demand is estimated to have increased, although with the growth rate in our largest market Brazil, slowing compared to the previous year.

Improved operating income in 2025 with good organic growth and increased cost efficiency

The Group achieved good organic sales growth of 3.9%, driven primarily by North America and Latin America. In Europe, Asia Pacific, Middle East and Africa organic sales increased slightly, supported by market share gains in the mid- to premium-price segments with the Electrolux and AEG brands while we exited exposure to lower price-point products with the phase-out of the Zanussi brand in Europe. In North America, we gained market share, and in Brazil our market position remained strong, following strong growth and value market share gains in 2024.

Operating income improved to SEK 3.7bn with an operating margin of 2.8% despite heavy headwinds from tariffs and currency. Organic growth contributed positively to earnings with volume growth in all business areas, and a positive mix contribution for the Group. The competitive situation remained challenging with high

CEO Letter

price pressure in our key markets. In North America, in a difficult pricing environment, we were able to offset the majority of U.S. tariff-related cost increases with price increases during parts of the year generating a positive operating income in the second and third quarters. During the highly promotional fourth quarter market prices were at a similar level as the previous year despite significantly higher tariffs. As a result, in the last quarter of the year, we had to back off from our previously implemented price increases. Yet, for the full year the business area managed to significantly reduce its loss versus 2024 driven mainly by increased cost efficiency.

During this period, operating income increased in Europe, Asia-Pacific, Middle East and Africa, despite a negative price development, with an operating margin of 4.1%. In Latin America the strong performance continued with an improvement in operating margin to 7.7% despite significant currency headwinds.

Cost efficiency contributed with SEK 4.0bn to earnings for the Group, as we made good progress on delivering product cost reductions mainly from value engineering, improved sourcing and higher operational efficiency. Operating cash flow was largely unchanged from the year before, amounting to SEK 2.0bn with a strong operating cash flow in the fourth quarter 2025 of SEK 5.2bn.

Introducing our new strategy and vision

During the year, we launched a renewed strategy for profitable growth at Electrolux Group, built with clear responsibility and accountability throughout the whole organization. Our new vision is our North Star:

"To be the home appliance industry leader in consumer satisfaction - delivering outstanding lifetime experiences with solutions that always get better."

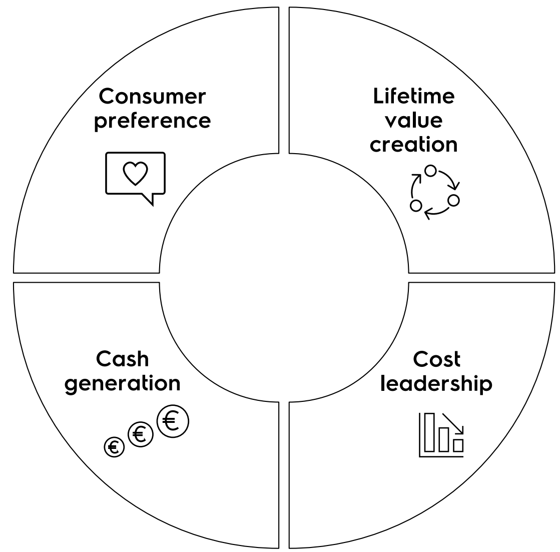
We have four main strategic drivers for our work - consumer preference, lifetime value creation, cost leadership, and cash generation.

Consumer satisfaction and preference are at the core of everything we do. In 2025, we refined and strengthened the brand positioning of our three main brands. Under Electrolux, AEG, and Frigidaire, we launched new products, which received high ratings from consumers across all regions, underscoring our commitment to deliver premium experiences, high quality and reliability in every appliance we sell while delivering on our sustainability promise. The numerous awards we earned serve as further validation of the trust and confidence our customers and consumers place in our products and brands. These achievements not only reflect our ability to meet and exceed consumer expectations but also demonstrate the strength of our offerings in the market. In parallel with the focus on product leadership and brand strengthening, the Group continued to actively develop the go-to-market strategy. In 2025, we gained additional floor space with existing key retailers and expanded our presence in other distribution channels. Growth was fueled by new and modern marketing campaigns promoting consumer-centric innovations.

Our strategy of building lifelong relationships with our consumers is a key area we are constantly working to strengthen. We aim at standing next to the consumer at every step of their purchase and ownership journey—building intimacy, loyalty, connection, and monetizing that relationship through solutions that improve over time. Most of our new products are connected, enabling us to upgrade appliances remotely, enhancing durability and consumer value. By developing connected ecosystems, expanding service offerings, and enhancing product reliability, we aim to create new ways to engage and support our consumers throughout the entire ownership journey. Our efforts to extend product lifecycles and promote circularity reflect our dedication to consumer satisfaction, environmental stewardship and profitable growth. Our ambition for aftermarket sales and Lifetime value creation is to achieve a compound annual growth rate of 10% over a business cycle.

For the strategic driver Cost leadership, 2025 marked a significant step forward in further embedding cost excellence across the Group. Key priorities include product cost-out, value engineering, and

Strategic drivers



enhanced supplier strategy, while also driving efficiency throughout every aspect of what we do—streamlining processes, optimizing resource use, and leveraging technology and automation to reduce cost. We focus on cost leadership to stay competitive, while continuing to invest in innovation, and deliver lasting cost reductions. We will continue to improve cost efficiency in the coming years. In 2026 we target SEK 3.5-4bn in cost reductions.

The priorities and actions we defined in our renewed strategy have the common goal to generate organic growth and healthy margins in order to support a solid cash generation for the Group. We have had a disciplined management of our financial resources in 2025 with continued working capital management, careful monitoring of cash flows, reduced capital expenditure and investment decisions focused on clear, measurable returns. These efforts enabled us to ensure financial resilience and flexibility amid dynamic economic conditions.

CEO Letter

Sustainability is an integral part of Electrolux Group's identity. In 2025, all aspects of sustainability, within the environmental, social, governance (ESG) and financial performance areas have been important parts of developing our strategy. Our sustainability framework – *For the Better* – highlights key areas where Electrolux Group can make a difference. By addressing all stages of our value chain, *For the Better* drives the Group towards our ambitious ESG targets, and our ultimate target of net zero carbon emissions, across the value chain, by 2050. In 2025 the combined Scope 1 and 2 emissions were reduced by 45% compared to 2021, mainly as a result of improved energy efficiency, equipment electrification and increased share of renewable energy. Scope 3 emissions were reduced by 33% compared to 2021, through improved product energy efficiency and product mix. Our most resource-efficient[1] products also deliver the highest gross margins.

Sharper and more focused organizational structure

To get closer to the end consumer, in 2025 we also announced organizational changes. Effective January 1, 2026, we have established a commercial region in Asia-Pacific, so that we can respond faster and be more agile in serving our customers and consumers in the region. In addition, early 2026 we announced changes to the leadership team and organization reducing complexity. From February 1, 2026, an enhanced Product organization will bring a sharper, simpler structure with faster decision-making thanks to clear end-to-end accountability. Our regional product teams will be empowered in their work close to the consumers through end-to-end responsibility for commercialization.

Looking ahead

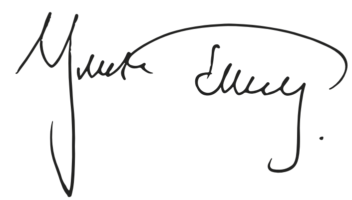
Looking ahead, Electrolux Group is focused on sustainable, profitable growth. We have updated our strategy and confirmed financial targets, aiming for at least 4% annual organic sales growth and an operating margin of 6% over a business cycle. Our targets include achieving a 20% return on net assets and having a solid investment grade rating. Improved earnings and solid cash generation is of utmost importance to strengthen our balance sheet.

Our immediate priorities include accelerating growth in key regions and product categories, leveraging our strong brands—Electrolux, AEG, and Frigidaire. We will keep focusing on regaining market share in North America through innovation and shift towards higher value segments, leveraging our strong manufacturing presence in the region.

We will continue to invest in digitalization, design, connectivity, and sustainability to deliver outstanding consumer experiences and lifetime value. Operational excellence remains at our core, with ongoing cost reduction, optimized sourcing, and a more agile, consumer-centric organization. Our vision is clear: to be the home appliance industry leader in consumer satisfaction, delivering solutions that always get better and create long-term value for our shareholders.

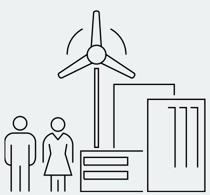
1) Product resource-efficiency, see page 60

Stockholm, February 2026



Yannick Fierling
President and CEO

The Electrolux Group's Sustainability strategy – For the Better



Better Company
Working continuously to be a resource-efficient, safe and ethical company — both in own operations and throughout the value chain.

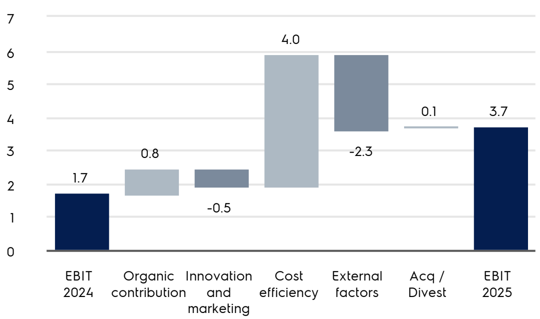
Better Solutions
Meeting the growing global market for household appliances without increasing environmental impact. This implies optimizing product performance and the use of resources.

Better Living
Shaping better and more sustainable living around the world by promoting better eating, better garment care and better home environments together with consumers and partners.

Targets and performance in 2025

Electrolux Group aims for at least 4% annual organic sales growth over a business cycle with the main levers being strengthening core brands, focusing on key markets, and expanding in main channels and product categories. The Group targets an operating margin (excl. non-recurring items) of at least 6% over a business cycle, a return on net assets exceeding 20% over a business cycle and a capital turnover of at least four times over a business cycle. Key sustainability targets are to reduce Scope 1 and 2 emissions by 85% and Scope 3 emissions by 42% by 2030, compared to 2021.

Operating income (EBIT) bridge[1]



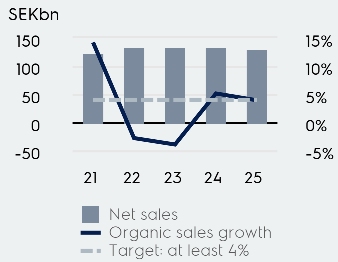
1) Excluding non-recurring items, all numbers are rounded

Financial targets, over a business cycle

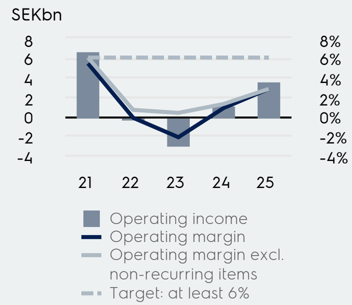
Organic sales growth	Operating margin	Capital turnover rate	Return on net assets
≥4%	≥6%	≥4x	>20%

Outcome 2025

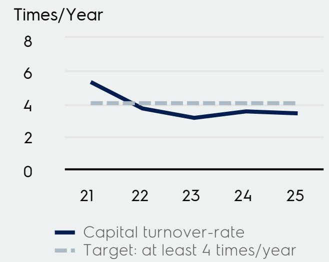
Organic sales growth	Operating margin	Capital turnover rate	Return on net assets
3.9%	2.8%	3.4x	9.4%



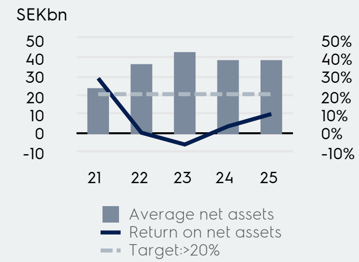
Electrolux Group aims at driving growth as an important enabler for reaching its operating margin target. The Group targets organic sales growth of at least 4% over a business cycle. In order to reach the growth target, the Group continues to strengthen its positions in core markets, new markets and core categories.



Electrolux Group is focused on achieving sustainable profitability, with high priority on securing an operating margin of at least 6% over a business cycle. This will be achieved through innovative product launches and active product portfolio management, in combination with product- and structural cost efficiencies.



Electrolux Group strives to achieve an optimal capital structure in relation to the Group's goals for profitability and growth. The target for capital turnover is at least four times, over the business cycle, driven by ongoing efforts to reduce working capital and improve financial flexibility.



Focusing on growth with sustained profitability and a small, efficient capital base enables Electrolux Group to achieve a high long-term return on capital. The Group targets a return on net assets above 20% over a business cycle, achieved through a robust operating margin and efficient use of capital.

Key Sustainability targets 2030

SBTi Scope 1 and 2 carbon emission reduction by 2030	SBTi Scope 3 carbon emission reduction by 2030	Recycled content in purchased plastics[1] and steel by 2030	Safety - Total Case Incident Rate by 2030
85%	42%	35%	0.30

Outcome 2025

SBTi Scope 1 and 2	SBTi Scope 3	Recycled content	Safety - TCIR
45%	33%	23%	0.33

Electrolux Group's climate strategy positions the company as a frontrunner on the 1.5°C pathway. The Group has integrated decarbonization levers throughout its operations and achieved significant reductions in Scope 1 and Scope 2 greenhouse gas emissions in recent years, underscoring its commitment to climate leadership.

The Group has a firm commitment to sustainability throughout our products' lifecycle, from sourcing materials to packaging, transportation of goods and product use. As approximately 85% of the Group's carbon footprint is attributable to product use[1], improving our products' energy-efficiency remain a top priority

Materials used in our products constitute approximately 10% of the Group's carbon footprint[2], making them the second-largest contributor after the use phase. Their circularity is therefore crucial to reducing the overall environmental impact.

Electrolux Group has a longstanding commitment to be an industry leader in safety. Total case incident rate (TCIR) measures the number of recordable injuries and illnesses per 100 full-time employees in a given year. Key focus areas to further improve an industry leading TCIR result include updates to our behavior-based safety approach, enhanced safety in logistics, and adoption of AI tools to assess ergonomic risks.

1), 2) Electrolux Group LCA, see page 90

Key industry trends

Consumer power
Today, consumers are empowered by greater awareness and access to information, and they increasingly choose brands that align with their values. The tech-driven evolution of the shopping journey will continue, especially among younger consumers, who increasingly influence each other's purchasing decisions and brand preferences.

AI fueled digitalization
Generative AI is expected to enhance productivity, accelerate processes and increase flexibility across core operations. AI will also enable more advanced products, delivering new levels of interaction and personalized experiences. Meanwhile, smart home technology is becoming mainstream and household humanoids and robotics are rapidly emerging.

Sustainability
Regulators and consumers are demanding more sustainable products and practices. At the same time the regulatory environment is becoming increasingly fragmented. In this context, sustainability efforts must be economically viable for both consumers and corporations.

Global consolidation & regional relevance
The global consolidation of the white goods industry—driven by the need for scale across the value chain, and enabling synergies in innovation development and deployment—is expected to continue. At the same time, there's a growing need to balance global scale with a local-for-local offering and presence.

Volatile macro environment
Geopolitical tensions, rising protectionism, weakening of the free-trade paradigm, and increased legislation are expected to persist. These factors are contributing to a continued volatile, uncertain, and complex business environment, with regional variations in input costs, especially between Asia and Rest of the World.

Advanced technology at low cost, with speed
Advanced technology is available at low cost, and technology is developing fast. Asian companies will continue their cross-industry push to accelerate technology and Internet-of-Things (IoT) adoption. Combined with favorable regional variations in input costs and supply chain scale, this will further enable the delivery of high tech at low cost. Speed is becoming an even stronger competitive advantage.

Our response to key industry trends

- Refine and strengthen brand positioning
- Consumer-centric innovation
- Adapt our go-to-market strategy

- Consumer journey and ecosystems
- Increased focus on digital innovation
- Adaption of Generative AI

- Continue to drive our sustainability leadership

- Maintain global scale in critical functions, i.e. sourcing, innovation and digital & tech
- Empower regional and local teams
- Optimized industrial footprint

- Enable and embed right culture for increased agility
- Adapt business practices and processes
- Strengthen value chain resilience

- Partnerships where needed to advance
- Sharpen product and brand strategies
- Leverage global scale to increase speed of innovation

Where we play

Strategy

Consumer at the core of Electrolux Group's strategy
Electrolux Group's vision is to be the home appliance industry leader in consumer satisfaction – delivering outstanding lifetime experiences with solutions that always get better. This is our guiding North Star and we will, continue to pursue this vision while navigating short-term volatility and, in recent years, a high degree of macroeconomic and geopolitical uncertainty impacting consumer demand. During 2025, Electrolux Group has updated its strategy with the aim to drive organic growth by expanding in its main channels and product categories while focusing on consumer preferences and delivering lifetime value to its consumers. The consumer-centric approach, together with cost leadership and a strong focus on cash generation, are key drivers of the strategy designed to meet the Group's financial targets.

Our Mission:
We reinvent lifetime taste, care and wellbeing experiences for more enjoyable and sustainable living around the world.

Our Purpose:
Shape living for the better

Where we play

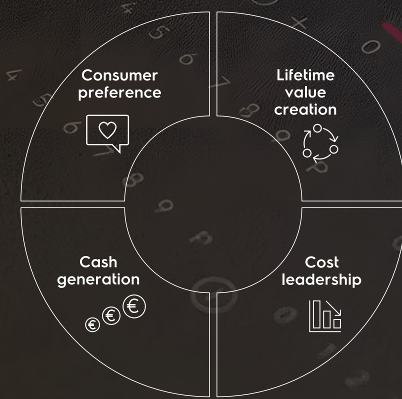
Three main brands
Electrolux, AEG, and Frigidaire

Three product lines
Taste, Care, and Wellbeing

Three regions*
Europe, Asia-Pacific, Middle East and Africa; North America, and Latin America

How to succeed

Strategic drivers



* As of January 1, 2026, Electrolux Group has four regions: North America; Latin America; Europe, Middle East and Africa; and Asia-Pacific. Asia-Pacific is a commercial region.

Strategy

Where we play: our brands
The consumer offering has its base in a differentiated product portfolio across the Group's main brands Electrolux, AEG, and Frigidaire. Each brand is uniquely positioned with a clear segmentation and targeted value propositions, supporting mix improvements in prioritized categories. The Electrolux brand represents Scandinavian design and human-centric innovation built on more than a century of heritage. AEG stands for precision performance and engineering excellence, while Frigidaire embodies affordability, modernity and relevance for the North American consumer in the mass market segment.

Well-established brands with a strong innovation heritage

Electrolux

FOR BETTER LIVING. DESIGNED IN SWEDEN
- Human-centric innovation
- Scandinavian premium simplicity
- Everlasting relationship

AEG

CHALLENGE THE EXPECTED
- Progressive engineering
- Perfect in form and function
- Enduring bond

FRIGIDAIRE

DAIRE TO EXPECT MORE
- Legacy you can rely on
- Trusted ownership experience
- Innovative solutions within reach

Where we play: our product lines - innovation areas
Electrolux Group places the consumer at the heart of everything it does, focusing on three innovation areas. In Taste, products enable food with the right taste and texture, helping reduce waste, and create healthy meals with new digital functionalities. In Care, laundry solutions deliver outstanding garment care, more resource efficiency, and adaptive programs. In Wellbeing, visually appealing products promote healthy indoor environments and more sustainable living with comfort and reduced particles in air, water, and on surfaces.

Product lines

Taste Product categories: Cookers, hobs, ovens, hoods, microwave ovens, refrigerators and freezers.

Care Product categories: Washing machines, tumble dryers and dishwashers.

Wellbeing Product categories: Vacuum cleaners, air-conditioning equipment, water heaters, and small domestic appliances.

Where we play: our business areas
Electrolux Group's operations are organized in three regional business areas: Europe, Asia-Pacific, Middle East and Africa; North America; and Latin America. These benefit from Electrolux Group's global scale and knowledge sharing, while also drawing on specific regional opportunities through deep local understanding. All business areas have sales of all the Group's product categories, mainly through electrical and kitchen retailers as well as direct to consumers. For additional information of about our regions, see page 23.

Products brought to market by regional business areas
Electrolux Group innovates and develops products in the three product lines, Taste, Care and Wellbeing, that are brought to market at scale by the regional business areas.
To strengthen consumer focus, organizational changes have been made within the operational region Europe, Asia-Pacific, Middle East and Africa. On January 1, 2026, Asia-Pacific became a new commercial region with the aim of responding faster and be more agile in serving customers and consumers.

Region
Europe, Asia-Pacific, Middle East and Africa

Region
North America

Region
Latin America

How to succeed

Strategic drivers

Consumer preference

- Consumer satisfaction, relevant innovations and distinct design are key for product leadership
- Strong core brands with differentiated brand identities and modernized expressions
- Market share gains reflect successful shift towards higher-value categories
- Go-to-market strategy further developed to meet evolving consumer behavior

Electrolux Group is guided by its vision to be the home appliance industry leader in consumer satisfaction by delivering outstanding lifetime experiences with solutions that always get better. Consumer preference is a key strategic driver for the Group to achieve its targets. The aim is to grow organic sales by at least 4% per year on average over a business cycle. Main levers for organic growth are to strengthen the Group's core brands, and focus on key markets, while expanding in its main channels and product categories.

Clear brand identities

Electrolux Group aims to further strengthen its well-established brands through product leadership, more sustainable products and solutions with clear and distinct brand identities. The consumer offering has its base in a differentiated product portfolio across the Group's main brands Electrolux, AEG, and Frigidaire. Each brand is uniquely positioned with a clear segmentation and targeted value propositions, supporting mix improvements in prioritized categories. In 2025, brand identities and consumer targeting were further refined through comprehensive studies and mapping of the target audiences. In addition, strategic brand pillars were sharpened and visual identities modernized. Together, these efforts enable more relevant

Electrolux launched "Tough Being Beautiful" and "Wash Life Balance", new ad campaigns that embrace Swedish values

Electrolux Group continued to refine its brand portfolio and deepen its understanding of key consumer segments during 2025. The Electrolux brand introduced a distinctive new visual identity, underpinned by foundational Swedish values, including togetherness, practicality, respect for nature, and an emphasis on premium simplicity. In line with this strategic direction, Electrolux launched the "Tough Being Beautiful" advertising campaign, which reinforces these values and highlights the award-winning SaphirMatt® hob. Additionally, the "Wash Life Balance" campaign was launched to showcase Electrolux leadership in the care and laundry category, with a particular focus on the 900 series washing machine and tumble dryer. This campaign demonstrates how advanced technology reduces time spent on household tasks, thereby enabling consumers to allocate more time to personal pursuits and well-being. These initiatives represent measurable progress in brand positioning and consumer engagement for Electrolux.

Strategic drivers – Consumer preference

and consistent brand experiences across markets with the ambition to drive preference, value, and long-term growth. With disciplined investments in innovation, sustainability and digitalization, brand positioning has been further strengthened, resulting in improved price positioning and market shares across key markets and segments.

Designing for outstanding consumer experiences
The Electrolux brand represents Scandinavian design and human-centric innovation built on more than a century of heritage. AEG stands for precision performance and engineering excellence, while Frigidaire embodies affordability, modernity and relevance for the North American consumer in the mass market segment. Through targeted marketing campaigns and updated brand expressions, all brands have in recent years been modernized to strengthen distinctiveness and emotional resonance. One notable momentum has been the repositioning of Frigidaire in North America over the past few years, supporting growth in the mass/premium and premium brands Frigidaire Gallery and Frigidaire Professional, which has driven a material increase in price positioning and a positive contribution to mix. In North America, the Electrolux Group has migrated toward higher-value categories across key segments with the Frigidaire brands in food preservation and food preparation, and with Electrolux in laundry.

Product leadership continues to be demonstrated through award-winning performance across regions. In North America, Electrolux Group in 2025 was recognized as partner of the year with a major customer — a testament to Electrolux Group's strong position and partnership capabilities. In Europe, AEG secured seven StiWa (an independent German consumer testing organization) awards in the laundry category within 24 months, an industry-leading achievement underscoring AEG's commitment to combining advanced engineering with real consumer needs. In Brazil, Electrolux ranked among the most preferred brands with Generation Z[1)], which illustrates the brand's increasing relevance among younger consumer demographics, while maintaining a core plus to premium positioning.

Expansion in main product categories and channels
In parallel with the focus on product leadership and strengthening of the brands, the Group is working actively with the go-to-market strategy and has gained additional floor space with existing key retailers while also expanding its presence in other distribution channels. The strategy is evolving in line with changing consumer behavior. Digital and direct-to-consumer channels are being expanded, connectivity across the ecosystem is being developed, and the aim is to strengthen the consumer journey across pre-purchase, purchase and post-purchase interaction. The strategic focus on consumer satisfaction, core plus and premium solutions and lifetime value creation is supported by data-driven personalization and AI-enabled engagement. Electrolux Group will continue to pursue expansion across channels and chosen product categories to support growth objectives.

Strategic focus drives market share gains
Executing its strategy, Electrolux Group has gained momentum that is reflected in increased value market shares, a testament to its dedication to creating outstanding experiences for consumers. In North America, this is visible in successful mix improvement and a strengthened price index. In Europe, it is demonstrated by good momentum in premium offerings and reinforces the effectiveness of a differentiated, consumer-centric and brand-led strategy.

[1)] Meio & Mensagem, 2025, Google, YouTube e WhatsApp: as marcas preferidas da gen Z, Meio & Mensagem Website

Sustainability highlights

- Consumers globally consider energy efficiency, durability and reliability key brand attributes.
- Social responsibility is a key expectation among consumers when it comes to premium brands
- Customers are increasingly demanding. transparency on our climate strategy and social responsibility initiatives.

AEG continues to lead in laundry innovation

AEG achieved a significant industry milestone by securing seven Stiftung Warentest (StiWa) awards in Germany within a 24-month period[1)], establishing a new standard of excellence in product performance and innovation. These achievements underscore our strategic focus on technological advancement and operational excellence, resulting in appliances that consistently demonstrate superior performance, enhanced energy efficiency, and optimal fabric care. Through the integration of innovative features and rigorous quality standards,
we continue to deliver measurable benefits for consumers and reinforce our leadership position within the industry.

[1)] The following AEG products won Stifung Warentest (StiWa) awards in the categories for Washing machines and Tumble dryers between 2023 and 2025: LTR7A70260 (11/2024), L6FBG51470 (11/2023), TR9T75680 (09/2024), TROM75680 (09/2025), TR8T75789 (09/2025), TR8T70680 (09/2023) and LOWEF80690 (11/2023)

Direct-to-consumer - a strategic sales channel supporting organic growth and margin expansion

- D2C is an established and evolving sales channel across regions spanning e-com webstores, marketplaces, social commerce and physical stores.
- Targeted investments in digital marketing, brand presence, and consumer engagement drive continued channel expansion.
- D2C enables the Group to build direct consumer interactions throughout the product lifetime.
- By knowing the consumer, the Group can target relevant, personalized offerings and expand products and ecosystems through data driven insights, enhancing lifetime value and sales.
- The D2C offering overlaps with and, to some extent complements, the total brand consumer offering, supporting product differentiation and exclusivity.

Strategic drivers

Lifetime value creation

- Comprehensive ecosystem and integrated post-purchase solutions build consumer loyalty and recurring revenue.
- Connected appliances enable new features, upgrades and predictive maintenance.
- Spare parts, consumables, and accessories extend product use.
- Extended warranties and repair services reinforce reliability.
- AI-powered personalization with tailored experiences drive relevance, engagement, and stickiness.

Lifetime value creation is a key pillar in the Group's strategy, centered on building deeper consumer relationships and monetizing the entire product journey. The ambition is to further extend consumer satisfaction beyond the point of purchase by offering a comprehensive ecosystem of services, solutions, and innovations that can enhance product durability, reliability, and relevance throughout the product's lifecycle.

Continuous upgrades for maintained performance
Connectivity is a cornerstone of this approach. By embedding connected technologies into new platforms, Electrolux Group enables appliances to be continuously upgraded, much like systems that evolve through regular software enhancements to maintain performance and relevance over time. This aligns with the vision of delivering solutions that "always get better" while also allowing predictive maintenance. Through connected diagnostics, service technicians can identify issues in advance, arrive with the correct spare parts, and resolve problems efficiently, thereby reducing downtime and strengthening consumer trust.

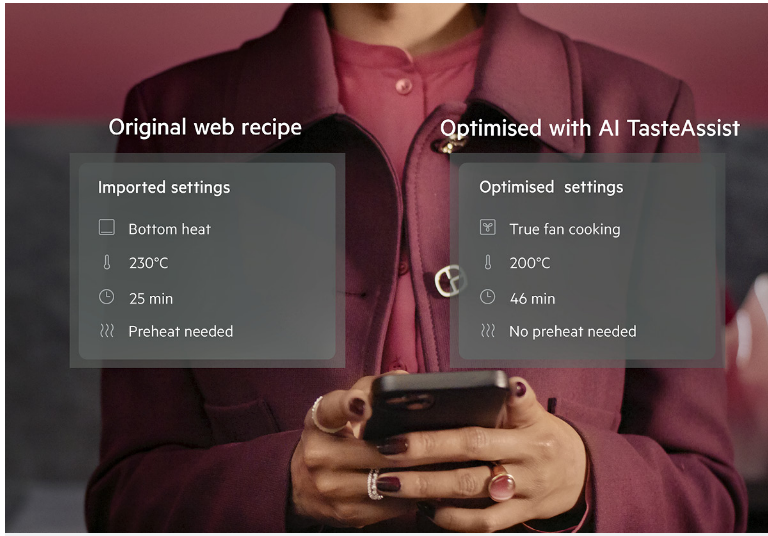
Lifetime solutions also include the sale of consumables, accessories, and spare parts, ensuring that consumers can maintain and extend the use of their appliances. Extended warranties and tailored repair services further reinforce reliability and provide peace of mind. Electrolux Group is also exploring new business models by developing partnerships with third-party providers to broaden the ecosystem, offering complementary services that add value across the consumer journey.

Recurring revenue streams and enhanced consumer loyalty
The Group's focus on durability and repairability is matched by initiatives to monetize post-purchase interactions. By combining spare parts, services, warranties, and connected upgrades, Electrolux Group aims to create recurring revenue streams while enhancing consumer loyalty. The integrated model aims to improve lifetime appliance experience and aligns with Electrolux Group's commitment to consumer satisfaction, and enabling more sustainable value creation for both consumers and shareholders. The Group's ambition is to achieve a compounded annual organic sales growth rate derived from aftermarket and the ecosystem of 10%, over a business cycle.

Sustainability highlights

- Our most resource-efficient products[1)] are more profitable (26% of volume generated 36% of gross profit in 2025).
- Appliances that stay relevant for longer and get better over time is a key consumer expectation, and generates lifetime value for consumers and Electrolux Group.
- Consumers expect premium brands to make everyday choices effortlessly sustainable, and this is a focus area for Electrolux Group in Better Living.

1) Product resource-efficiency, see page 60



Smarter cooking with AI: TasteAssist + CamCook®

The new AEG 9000 ovens feature AI TasteAssist and CamCook®, two innovations that work together to transform the cooking experience. Through the AEG app, users can import recipes from the Internet directly to their oven. TasteAssist analyses each recipe and recommends optimal oven settings—often suggesting more energy-efficient options. Once the dish is prepared, CamCook® takes over. Using AI and an integrated camera, it recognizes the dish, learns the user's preferences—such as browning—and automates the oven's settings for next time. Together, these features deliver superior cooking results, convenience, and make smart cooking easier.

Remote diagnostics: from visibility to intelligence

In 2025, we laid the foundation for remote diagnostics by enabling core device visibility, initially tested on one appliance category in selected markets in Europe. This shifted troubleshooting from assumptions to data-driven verification and is already reducing unnecessary service interventions in Nordic markets by distinguishing between app, cloud, connectivity, and product issues. In 2026, focus moves to intelligence and scale: systematizing insights, expanding to more appliances and markets, and integrating remote diagnostics deeper into the customer journey. This will enable earlier intervention, lower cost-to-serve, and better capabilities in the future.

Strategic drivers

Cost leadership

- Structured Cost Excellence Program integrates R&D, procurement, manufacturing, and supply chain.
- Best-cost country sourcing and cost optimization enhance efficiency.
- Supplier collaboration delivers innovation.
- Dual focus on cost leadership and customer centricity underpins sustainable competitiveness and growth.

Cost leadership is a fundamental pillar of Electrolux Group's long-term competitiveness, profitability, and growth. In 2025, cost reductions of SEK 4bn were delivered, following SEK 4bn in 2024. While previous savings stemmed largely from organizational simplification, focus in 2025, and going forward, centers on product cost reductions, optimized sourcing and industrial efficiency.

Building resilience

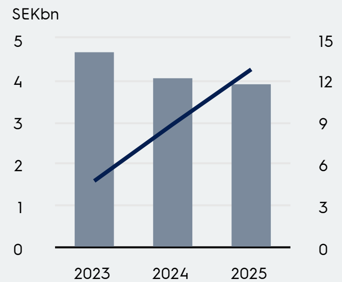
To ensure continued, long-lasting, cost-reductions, the Group has implemented a structured Cost Excellence Program across R&D, procurement, manufacturing, and supply chain. This program embeds cost management into daily operations and is supported by clear governance, accountability, and capability development. Key enablers include best-cost country sourcing, cost optimization, and supplier collaboration. These measures not only strengthen cost efficiency but also accelerate innovation in common architectures.

Supplier partnerships remain central to this approach, enabling both cost competitiveness and innovation leadership. By leveraging supplier ecosystems, Electrolux Group is able to introduce consumer-relevant products ahead of competitors while maintaining quality and affordability. At the same time, value

Continued significant cost reductions on improving cost base

Focus on cost efficiency is integrated in all aspects of the company and is a key pillar of Electrolux Group's strategy to drive long-term growth and profitability. Cost efficiency has yielded significant savings and the cumulative positive effect on operating income from 2023 through 2025 amounted to SEK 12.8bn.

Cost reductions in 2023 were largely derived from a streamlining of the organization and headcount reductions coupled with cost reductions in key areas such as logistics and production efficiency. In 2024, a simplified organization was launched, and in addition to headcount reductions, focus on cost reductions shifted to product costs, in particular procurement and best-cost country sourcing. In 2025, product cost reductions were accelerated, and on top of sourcing related savings, positive effects from value engineering increased. Looking ahead, best-cost country sourcing, supplier consolidation, value engineering as well as more efficient use of the Group's manufacturing footprint are expected to remain key drivers for cost efficiency.



High degree of variable costs

	2025	2024
SEKbn		
Net sales	131	136
Direct material	53	56
Sourced products	16	16
Other variable costs	25	25
Operational structural cost	24	27
Innovation and marketing structural cost	10	10
EBIT excl. non-recurring items	**3.7**	**1.7**
Variable cost	~70%	~70%
Structural cost	~30%	~30%

Variable costs: Direct material includes raw material and components. Sourced products include cost for externally sourced finished products spanning multiple product categories. Other variable costs include direct labor and other variable production costs as well as costs for warranty and logistics.

Structural costs: Operational structural costs include all fixed factory and warehousing costs, depreciation and administration, and Innovation & marketing structural costs.

Strategic drivers – Cost leadership

engineering initiatives ensure that product specifications and consumer expectations are met while driving cost competitiveness. The program has fostered a strong cross-functional culture, embedding cost leadership across the organization. Supported by global manufacturing footprints, including presence in China and Thailand, Electrolux Group can optimize product flows and leverage economies of scale. Together, these initiatives provide a resilient and robust platform for sustainable competitiveness, ensuring that cost leadership remains deeply integrated into the Group's operations and continues to underpin future growth.

Consumer focus

Importantly, Electrolux Group couples this structured approach to cost with a consumer-centric strategy, ensuring that both efficiency and consumer focus remain central to driving long-term competitiveness and sustainable value creation. In 2025, it was decided to change the organization, with the introduction of the commercially focused Region Asia-Pacific from January 1, 2026. This is a step in getting closer to the end consumers in Asia to be able to better serve and support the consumers in this region going forward.

Sustainability highlights

- Increasing operational efficiency and reducing waste save costs.
  - Energy efficiency in manufacturing has improved by approximately 50% over the last 20 years, and by 13% in 2025 vs 2020.
  - 99% of the waste from our manufacturing sites are recycled/recovered.
- Business continuity and brand reputation are protected by responsible sourcing and human rights due diligence.
- Achieved a strong health and safety performance, reducing cost and benefitting employees.

Strategic sourcing - an important initiative to reduce product costs

Sensitivity analysis, year-end 2025
Pre-tax earnings impact
SEKm

	Change +/-	Impact -/+,
Carbon steel	10 %	680
Stainless steel	10 %	240
Plastics	10 %	460

Changes in raw materials refer to Electrolux Group prices and contracts, which may differ from market prices. The figures in the sensitivity table are rounded.

Electrolux Group takes further steps to reduce complexity - getting closer to consumers and improving cost competitiveness

Rapid transformation in the home appliance industry is expected to continue at a high pace requiring Electrolux Group to effectively execute on its strategic priorities. Agility and speed are key enablers for the Group to achieve its targets. With changes to the leadership team and organization, Electrolux Group is taking further steps to getting closer to its customers and consumers, reducing complexity and improving cost competitiveness.

Electrolux Group on January 30, 2026, announced a new Product organization. Michelle Shi-Verdaasdonk, Chief Procurement Officer since December 2024, will lead the new Product organization, which will be responsible for product strategy, R&D, Design, Electronics, Connectivity and Procurement. The Product organization will have the mandate and complete responsibility to define the tech and product road map, develop an attractive product ecosystem, and control cost and complexity. The Technology, Digital and Sustainability (TDS) organization will be integrated to the Product organization. The current global product lines Taste and Care will cease, and management of the product categories will be integrated into the Product organization. Product Line Wellbeing & SDA remains a strategic focus area.

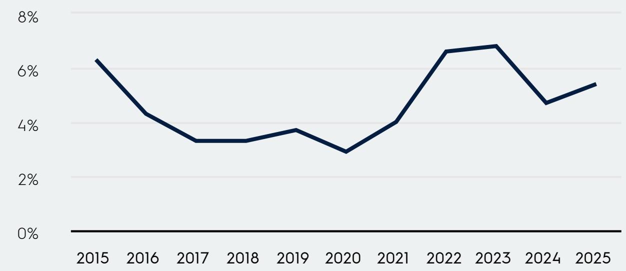
"We need to be closer to our consumers," said Yannick Fierling, President & CEO, "and these changes will help us do just that. The new Product organizational area will bring a sharper, simpler structure with faster decision-making thanks to clear end-to-end accountability, and the regional product teams will be empowered in their work close to the consumers through end-to-end responsibility for commercialization."

Strategic drivers

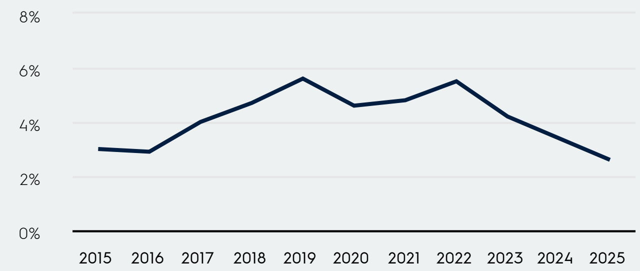
Cash generation

- Operating income is the primary lever for cash generation.
- Flexibility and data-driven decisions are vital to manage operating working capital as direct-to-consumer channels expand.
- Investments level has normalized after a period of high investments in automation and new product architectures.
- Focus on strengthening the balance sheet, targeting net debt/EBITDA below 2.0x to support organic growth.

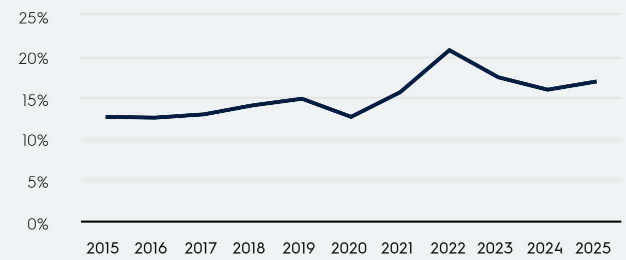
Operating working capital as % of net sales[1,2)]



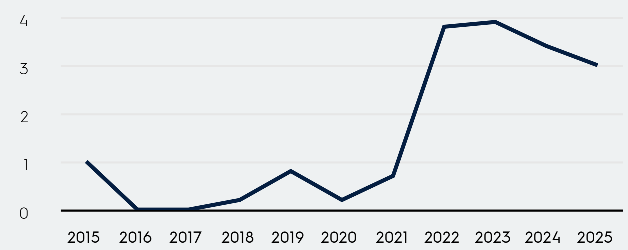
CAPEX as % of net sales



Inventory as % of net sales[3)]



Net debt / EBITDA



Cash generation is a key strategic driver for strengthening Electrolux Group's financial position and to support long-term growth and shareholder value creation. The primary lever is operating income improvement, complemented by initiatives in operating working capital and disciplined capital allocation.

Operating working capital

Operating working capital has been gradually reduced following the disruptions of the COVID and post-COVID supply chain crises. The inventory ratio remains above pre-pandemic levels, reflecting mainly volatility in consumer demand in Europe and Latin America as well as timing effects related to U.S. tariffs. Going forward, enhanced flexibility and data driven decision making will be critical, particularly as the Group expands direct-to-consumer channels, requiring agile inventory management to secure consumer satisfaction, product availability and lifetime value creation. This underlines the importance of clear working capital accountability close to the markets.

Capital expenditure

Capital expenditure has normalized following a high investment cycle in global common product architectures and automation. From SEK 7.4bn in 2022, investments have gradually been reduced to SEK 4.6bn in 2024 and declined further to SEK 3.4bn in 2025. With a very modern product portfolio and architecture, investments are now focused on innovation, cost reduction projects, expansion in main channels and product categories, as well as sustainability and digitalization initiatives.

Net debt/EBITDA

By driving cash generation, the aim is to strengthen the balance sheet, safeguard the investment grade rating and support organic growth. Over time, it is the Board's objective that the net debt/EBITDA should not exceed 2.0x. This focus on earnings improvement, working capital discipline, and optimized capital allocation provides a solid platform for cash generation and long-term value creation. The Group's target is for the dividend to correspond to approximately 50% of the annual income. No dividend was paid for the financial year 2024. In 2025, net debt/EBITDA was at 3.0x, hence the Board of Directors has proposed to the Annual General Meeting that no payment of dividend shall be made for 2025.

Sustainability highlights

- Access to sustainable finance - accounting for approximately 29% of the Group's outstanding long-term borrowings, which include both bond loans and loans.
- Investments in value creating sustainability initiatives.

1) Annualized net sales, calculated at end of period exchange rates
2) Average working capital of net sales, % - 12 months (Excluding Electrolux Professional and including restatements)
3) Average Inventory (Excluding Electrolux Professional and including restatements)

Sustainability strategy

Sustainability has long been a cornerstone of Electrolux Group's strategy and a key enabler of our purpose to Shape living for the better, and our mission to reinvent lifetime taste, care and wellbeing experiences for more enjoyable and sustainable living around the world. In 2025, the Group again received CDP's Climate leadership A score, recognized as top 4 percent of companies for climate transparency and action[1]. The Group is further recognized for 25 consecutive years of participation in the S&P Global Corporate Sustainability Assessment (CSA). The achievement of first Science-Based Targets in 2022, and a new round of 1.5°C-aligned targets for 2030 and 2050, also show leadership on action and continuous ambition.

With the Group's strategic review and new vision, the Group again emphasized an ambitious direction for sustainability.

Responding to high sustainability standards and requirement from consumers, customers, and key stakeholders, Electrolux Group focuses on designing products and solutions that help people live better, more resource-efficient lives—effortlessly. It also means ensuring our operations, supply chain, and workplaces are safe, fair and responsible.

Global regulatory landscape and consumer demand

The global regulatory landscape for sustainability has evolved significantly during the last years. The pressure on businesses to both manage and report on their sustainability efforts is rising, particularly in the EU, but similarly also in other regions. Thanks to a long history of high ambition level in sustainability, Electrolux Group is well positioned to meet both regulatory requirements and stakeholder expectations.

Energy efficiency remains a consumer priority when buying a household appliance in most geographical regions. In addition, customers are increasingly demanding transparency on the Group's environmental- and social performance. Also, access to sustainable financing is in part tied to the Group's progress on the science-based carbon emissions targets[2]. In this context, sustainability must be both relevant and economically viable. It requires strategic choices, targeted investments, and a clear link to business value.

Sustainability as part of the strategy

The strategy of Electrolux Group has four major strategic drivers: Consumer preference, Lifetime value creation, Cost leadership and Cash generation. Sustainability is embedded at the core of the priorities in each of these areas:

- Consumer preference – solutions that are energy efficient, durable, reliable and manufactured in a safe and responsible way.
- Lifetime value creation – provide solutions that always get better through spare parts, service and upgrades, extending their lifetime.
- Cost leadership – increased energy efficiency, reduced waste, responsible sourcing, human rights due diligence and a best-in-class health and safety.
- Cash generation – access to green financing and value creating sustainability initiatives.

Within Electrolux Group's three product lines, Taste, Care and Wellbeing, the Group innovates and develops products that can be brought to market at scale. As approximately 85% of the Group's carbon footprint occurs during appliances use phase[3], developing more resource-efficient products and inspiring conscious behavior by designing products that intuitively help consumers to use them in ways that contributes to reducing environmental impact are in focus. Examples include features that can help consumers reduce use of energy and water in the home, preserve food nutritional value for longer, reduce food waste and extend the life of clothing. Focusing on more resource-efficient products also makes good business sense as these products typically have higher margins. The Group's most resource-efficient products[4] accounted for 26% of total units sold and 36% of gross profit in 2025.

Electrolux Group at COP30: engagements and measurable outcomes

Electrolux Group participated in COP30 in Belém, Brazil, joining global stakeholders from nearly 200 countries to discuss energy transition, climate adaptation and financing solutions for developing economies. The Group was represented by Leandro Jasiocha, then Head of Business Area Latin America and Head of Region Europe, Middle East & Africa as of January 1, 2026, and João Zeni, Director of Sustainability for Latin America. Together, they contributed industry insights and demonstrated how home appliance innovation can enable low-carbon living.

Electrolux Group's commitment to advancing climate action was reflected in its recognition as a recipient of the global Sustainable Business COP30 award. Among roughly 700 submissions, the Greenhouse Stockholm project was selected as a finalist for its innovative approach to sustainable practices. In addition, the Group expanded its circularity efforts through a partnership with Grupo Boticário and Green Mining, launching new recycling stations in Belém and other major Brazilian cities. These initiatives strengthen waste-compensation programs and support responsible end-of-life appliance collection.

Electrolux Group also joined the Let Green Gas Count campaign, advocating for the accurate inclusion of renewable gases in climate-reporting frameworks.

1) https://cdp.net/en/data/scores
2) At the end of 2025 sustainable financing representing approximately 29% of the groups long-term borrowings.
3) Electrolux Group's life cycle assessment, see page 90
4) Most resource efficient products, see page 60.

Sustainability strategy

The Electrolux Group’s Sustainability strategy - For the Better

Our “For the Better” sustainability framework has guided our priorities for the past decade, and is built on three pillars and the climate goals:

- Better Company: Responsible operations and supply chain management.
- Better Solutions: Reducing product environmental impact at every stage.
- Better Living: Enabling effortless more sustainable lifestyles worldwide.

Maintaining leadership in today’s dynamic and demanding global environment requires strategic choices, targeted investments, and a clear link to business value. That’s why, in 2025, the Group conducted a comprehensive review of 'For the Better' - to ensure sustainability continues to drive impact, differentiation and competitiveness. The updated framework will be launched in 2026.

The core pillars of the framework are unchanged and the foundation remain - to protect people, the planet, our business, and our reputation - but within them, value creation is sharpened and new opportunities for differentiation are pursued. The update is aligned with our vision to lead in consumer satisfaction and deliver outstanding lifetime experiences with solutions that always get better.

Electrolux Group’s Sustainability strategy - For the Better

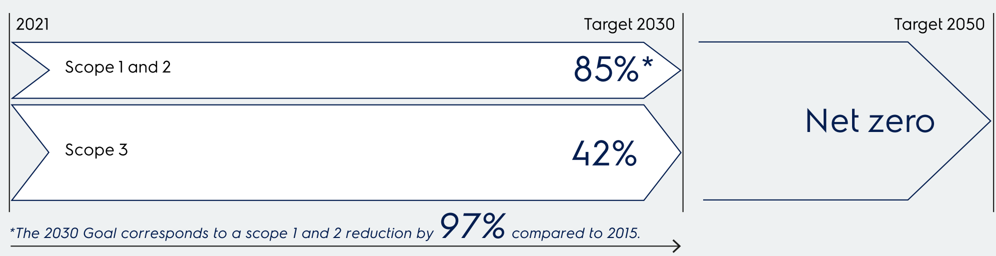
Better Company
Working continuously to achieve resource-efficient operations while driving a safe, diverse and ethical company — both internally and throughout the value chain.

Better Solutions
Meeting the growing global market for household appliances without increasing environmental impact. This implies optimizing product performance and the use of resources.

Better Living
Shaping better and more sustainable living around the world by promoting better eating, better garment care and better home environments together with consumers and partners.

Electrolux Group has a new and expanded Science Bases Target (SBT 2, set in 2023)

Carbon emission reduction targets



SBT 2 (Base year 2021)
Scope 1, direct emissions,
Scope 2, indirect emissions
Scope 3, other indirect emissions, including categories:
- Purchased goods ans services (new)
- Upstream transportation and distribution (new)
- Business travel (new)
- Use of sold products

Climate strategy

Electrolux Group’s climate strategy positions the company as a frontrunner on the 1.5°C pathway, with sustainability embedded across product development, operations, and the value chain. Clear decarbonization levers, such as more resource- and energy-efficient products, operations powered with renewable energy and a more sustainable value chain — support long-term value creation and resilience.

Electrolux Group achieved its first Science-Based Targets (SBTi) in 2022, three years ahead of plan, and continues to advance its climate leadership through second SBTi targets, aligned with the 1.5°C pathway. The second round of SBTi targets aim to reduce 85% of Scope 1 & 2 emissions and 42% of Scope 3 emissions by 2030 versus 2021, and a net-zero carbon emission commitment by 2050. Meeting the Scope 1 & 2 target by 2030 would represent a 97% reduction compared to 2015, reinforcing our industry leadership. See illustration Electrolux Group's Science-Based carbon emission target.

Decarbonization levers and challenges to meet SBTi targets

To meet our SBTi and net-zero commitments, Electrolux Group has developed a comprehensive roadmap that embeds actions across all core functions including product development, procurement, sales, and operations. Key decarbonization levers include:
- Continuous improvement in product energy efficiency and product mix
- Increasing the share of recycled and low-carbon materials
- Resource- and energy-efficient manufacturing (ISO 50001 certified)
- Electrification and renewable energy transition across sites
- Gradual phase-out of fossil fuels and HFCs
- Transition to more sustainable logistics

2025 Progress

By year-end 2025, the Group has reduced:
- Scope 1 & 2 emissions by 45% versus 2021, and
- Scope 3 emissions by 33% versus 2021.

Sustainability strategy

Better company
Electrolux Group continuously works to be a Better Company, with safe and more resource-efficient operations, reducing its own footprint, as well as that of its suppliers, while striving for a diverse and inclusive workforce built on a strong ethical foundation. The Group is committed to earning the trust of everyone impacted by its operations by consistently demonstrating integrity, respect for human rights, and a strong focus on inclusion.

Better Solutions
Better Solutions include the commitment to sustainability throughout our products' lifecycle, from sourcing materials to packaging, product use, maintenance and end-of-life disposal. As approximately 85% of the Group's carbon footprint stems from product use, the Group prioritize reducing energy consumption, improving resource efficiency and working towards offering circular products and business solutions. Electrolux Group use a scientific approach, rooted in Life Cycle Assessment (LCA), to quantify our environmental impacts.

Better Living
Electrolux Group is committed to shaping better living by enabling more sustainable lifestyles—helping consumers reduce food waste, care for clothes to extend their lifespan, and create healthier home environments through smart product features and interfaces.

External recognitions
The Group's commitment has yielded recognition as a sustainability leader by the world's most respected rating agencies and sustainability ranking bodies. Specifically, in 2025 Electrolux Group was included in the CSA S&P Sustainability Yearbook 2026, received an A rating for climate leadership by CDP, top-tier ratings by Newsweek and Ecovadis, named a "European Climate Leader" by the Financial Times and one of the "World's Most Sustainable Companies" by TIME. The Greenhouse Stockholm headquarter set new benchmarks in sustainable building design, gained several prestigious recognitions and certifications, and is recognized as a standout in the Sustainable Cities Group by the Sustainable Business COP30. In addition, the Group was again recognized by Forbes and TCG as a top company for women.

Sustainable financing
The global demand for sustainable finance has been growing significantly in the last ten years and is today an important component of the Group's finance strategy. Beyond meeting investor interests, a key benefit is securing more favorable financial terms, for example, lower interest rates and longer repayment periods.. Potential risks if targets are not met include financial penalties or negative reputational impact.

As of December 2025, sustainable finance alternatives sum up to approximately 29% of the Group's outstanding long-term borrowings, including both loans and bond loans.

Electrolux Group has established two sustainable finance frameworks:
- Green Financing Framework (GFF): As one of the first Swedish industrial companies Electrolux Group has since the introduction in 2019, been using GFF to finance or refinance projects supporting the environmental areas of the Group's sustainability framework, Since the launch, the company has successfully issued six Green Bonds, with a total of SEK 6bn, to finance investments aligned with the framework.
- Sustainability-Linked Financing Framework (SLFF): The second framework was launched in 2024 and is used to finance initiatives supporting the Group's long-term climate ambition to achieve net zero Green House Gas emissions in its entire value chain by 2050. Today the Group's sustainability financing is focused on climate performance. In the future, we expect to broaden the scope to include e.g. social topics in line with our For the Better strategy.

50L Home Coalition

At Electrolux Group, we believe sustainability should feel intuitive and empowering. Representing Electrolux Group, Tara Moonan, Sustainability Director for North America, spoke at a Climate Week NYC panel hosted by 50L Home Coalition, alongside IKEA and Procter & Gamble. The discussion explored how cross-sector collaboration can make energy- and water-efficient homes scalable – after a joint pilot program showed how collaboration can cut household water use by 21% and energy in the home by 18% in Los Angeles.

FINANCIAL TIMES
Climate Leader
2023, 2024, 2025

NEWSWEEK
Five-star sustainability rating
2025

TIME
World's Most Sustainable Companies
2024, 2025

FORBES
World's Top Company for Women
2021, 2022, 2023, 2024, 2025

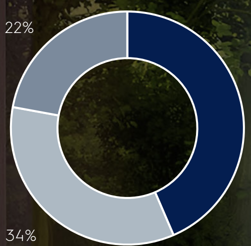
Greenhouse Sthlm, Headquarters
- BREEM Building of the Year
- NollCO$_2$ Building of the Year
- Sustainable Business COP30 Awards:
- Svanen
- FSC-certified wood

TCG AWARDS
Sustainability
2022, 2023, 2024, 2025
Gender Diversity
2025

Our Regions

Electrolux Group is organized in three regional business areas that benefit from the Group's global scale and knowledge sharing, while also drawing on specific regional opportunities through deep local understanding. As of January 1, 2026, Asia-Pacific is a new commercial region.

Share of Group Sales



Region EA

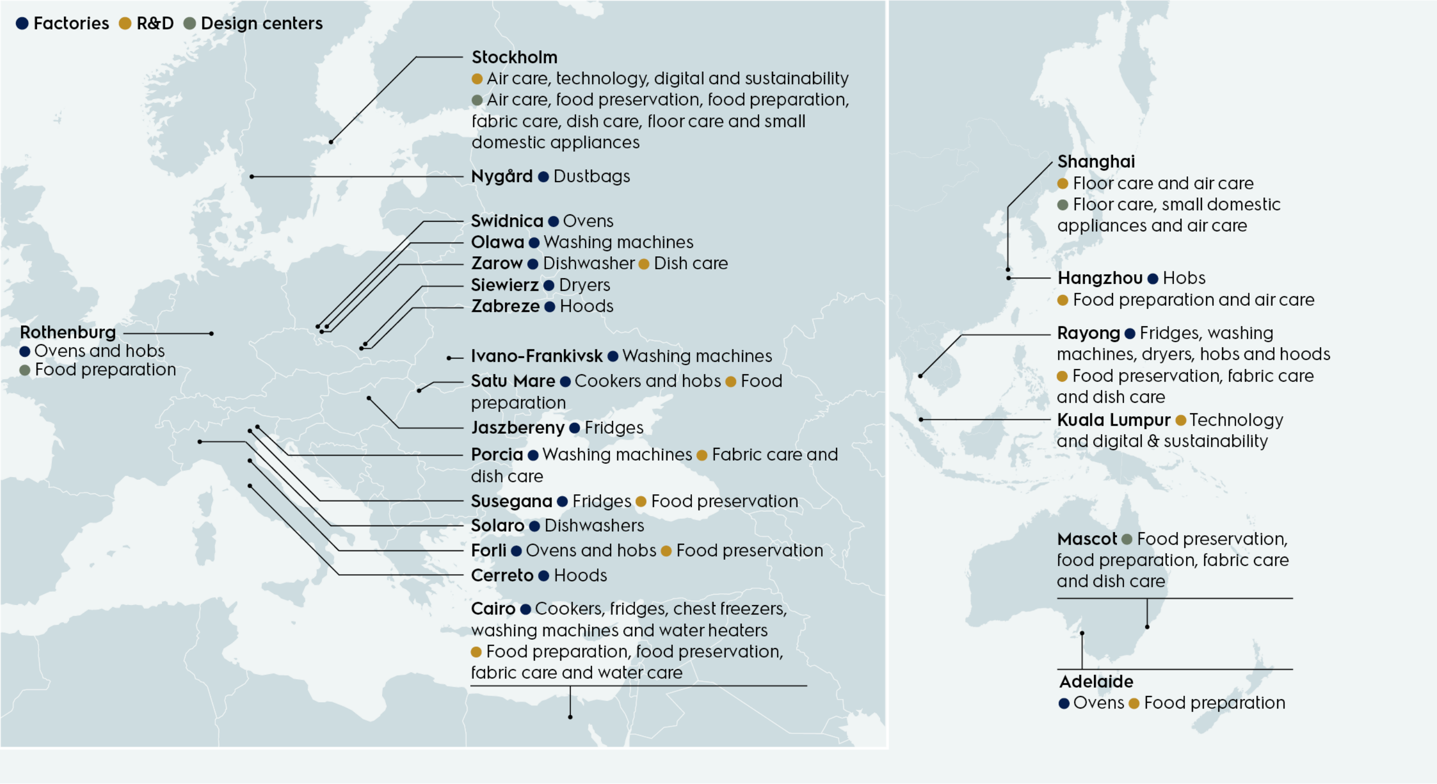
Europe, Asia-Pacific, Middle East and Africa

- Electrolux and AEG gained market share with new built-in kitchen products
- Higher operating margin mainly driven by increased cost efficiency

Financial highlights[1] 2025 (2024)

Net sales, SEKbn 57.1 (59.8)	Organic growth, % 1.6% (0.4%)
EBIT, SEKbn 2.4 (1.3)	EBIT, % 4.1% (2.2%)
Net assets, SEKbn 10.4 (9.2)	Return on net assets, % 21.3% (12.9%)
Capex, SEKbn 1.5 (2.6)	Average number of employees[2] 19,152 (21,507)

1) See Note 3 and page 180
2) See Note 27



Market demand largely unchanged in Europe
Market demand for core appliances in Western and Eastern Europe was largely unchanged in 2025. In Asia-Pacific, consumer demand is estimated to have grown slightly. Competitive pressure increased across markets. Geopolitical uncertainty weighed on consumer sentiment in Europe. This contributed to consumers shifting to lower price points and postponing discretionary purchases. Demand for built-in kitchen products remained subdued.

Organic sales growth with focus on higher-value products
The business area reported net sales of SEK 57,135m (59,795) with an organic sales growth of 1.6%, driven by slightly higher volumes and improved mix. The roll-out of new AEG and Electrolux built-in kitchen products contributed to market shares gains in Europe. Benefitting from the positive development in higher-value product categories, mix was also supported by the phase-out of the Zanussi brand in Europe. Price development was negative with a higher share of sales under promotions due to the increased competitive pressure and predominantly replacement driven demand.

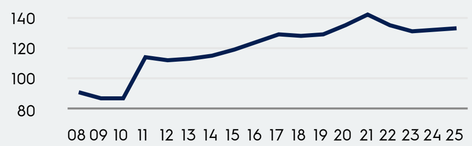
Increased operating income in highly competitive environment
Operating income improved to SEK 2,353m (1,332) with an operating margin of 4.1% (2.2). Earnings growth was driven mainly by cost efficiency, primarily from product cost reductions. Investments in innovation and marketing increased to support the product portfolio and new products. Volume growth and favorable mix partly offset the negative impact from price. Lower raw material costs offset most of the labor cost inflation and currency headwinds. Operating income included a positive contribution of SEK 180m from the divestment of the Kelvinator trademark portfolio in India. In 2024, operating income included a negative non-recurring item of SEK -566m related to the divestment of the water heater business in South Africa, see Note 7.

Region Europe, Asia-Pacific, Middle East and Africa

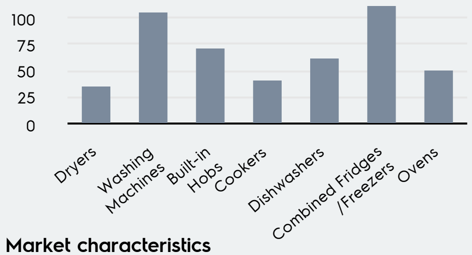
Market overview

Europe

Sell-out Of Major Appliances Incl. Air Conditioners
Million units



Product Penetration
% of households



Market characteristics

Europe is a fragmented market characterized by widely varying consumer needs between countries, and with many manufacturers, brands, and retailers. The penetration rate in Eastern Europe is still significantly lower than in Western Europe. Structural over- capacity and price pressure have led to an ongoing industry consolidation aiming to achieve economies of scale. An increasingly important industry trend is the shift in power towards consumers, having greater awareness and access to information online. There is also significant growth in direct-to-consumer sales.

Major competitors in the region include Beko Group, B/S/H, Samsung, Hisense Group, Haier Group, Miele and LG. Small domestic appliances competitors in the region includes Dreame, Dyson Limited, B/S/H, Robot, Miele and Roborock.

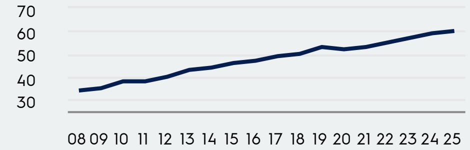
Electrolux Group priorities and market position

Electrolux Group focuses on strengthening its offering through consumer centric innovation, investing in brand building (Electrolux and AEG) while ensuring continued cost efficiency. A strategic focus area is further growth in built-in kitchen and premium home appliance ranges. A priority is also to strengthen our ecosystem, with a focus on digital experience, to drive aftermarket sales and brand loyalty.

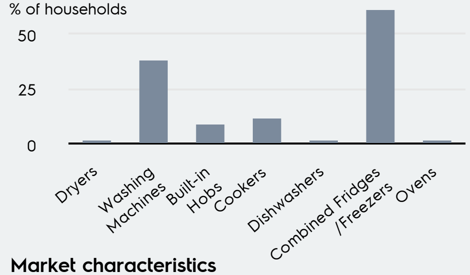
Electrolux Group is the second largest player with a value market share in core appliances of around 16% and leading position in the Nordics and Switzerland. The Group also has strong positions in the targeted segments built-in kitchen and laundry.

Middle East, Africa and Southeast Asia[1)]

Sell-out Of Major Appliances Incl. Air Conditioners
Million units



Product Penetration[1)]
% of households



Market characteristics

Southeast Asia is characterized by strong growth with emerging economies, rapid urbanization, small living spaces and an expanding middle class. Energy efficient products and premium brands are growing in popularity. In Egypt, product penetration is low but growing with increased household purchasing power.

Major competitors in the region include Haier Group, Midea, Beko Group, LG and Samsung. Small domestic appliances competitors in the region includes Dreame, Xiaomi Core, Roborock, Dyson Limited and Hitachi.

Electrolux Group priorities and market position

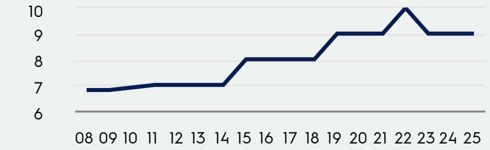
In Southeast Asia, Electrolux Group focuses on increased presence by further developing new channels and segments and by marketing a broad range of appliances, including frontload washers, dryers, compact vacuum cleaners, small domestic appliances, and premium products for the growing middle class.

In Africa, Electrolux targets profitable growth in focus areas in pace with growing prosperity and the development of retail channels.

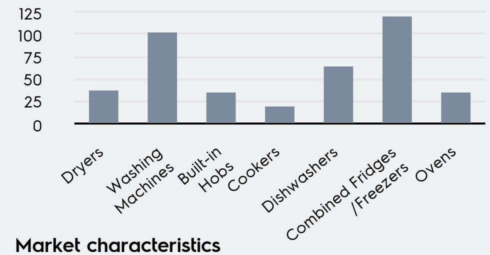
The Group has strong market positions in targeted segments in Southeast Asia, especially front-load washers.

Australia and New Zealand

Sell-out Of Major Appliances Incl. Air Conditioners
Million units



Product Penetration[2)]
% of households



Market characteristics

In Australia and New Zealand, market penetration is high, and demand is primarily driven by design and innovations as well as water and energy efficiency.

Major competitors in the region include Haier Group, LG, and Samsung. Small domestic appliances competitors in the region includes LG, Panasonic and Beko Group.

Electrolux Group priorities and market position

Electrolux Group focuses on further strengthening its position in Australia and New Zealand through launches of innovative products under the Electrolux, AEG and Westinghouse brands and products with high energy and water efficiency.

The Group has a leading market position in Australia and New Zealand, especially in cooking.

1) Middle East and Africa include Egypt, Israel, Morocco, Saudi Arabia and UAE. SEA include Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam

2) Excl. New Zealand.

Graph source: Euromonitor International | Market overview includes major markets | Market shares are Electrolux Group estimates

No 1 in reliability and quality

Electrolux products have been recognized by a leading European retailer for exceptional durability and reliability. In the most recent durability assessment conducted by Darty, one of Europe's largest electrical retailers, Electrolux secured several top-ranking positions. Darty's evaluation is based on a newly established industry benchmark that systematically measures durability, reliability, and reparability across over 100 product categories and 150 brands. The assessment incorporates data derived from 1.8 million repair operations executed by Darty's service network, supplemented by manufacturer-supplied technical information. This comprehensive methodology ensures that the rankings reflect verified consumer outcomes and technical rigor, further substantiating Electroluxs market leadership in product quality and longevity.

Region Europe, Asia-Pacific, Middle East and Africa

New AEG FAVORIT range innovates the dishwashing experience. Launching models that combine whisper-quiet performance with our most water- and energy-efficient design ever[2]

The newly introduced AEG FAVORIT dishwasher series delivers comprehensive cleaning performance. Our unique SatelliteClean® Pro spray arm is tested and verified by an independent institute to achieve 100% cleaning power in just 90 minutes through its advanced technology[1].

In 2025, Electrolux Group further demonstrated its commitment to innovation by unveiling the range at the IFA fair in Berlin. The FAVORIT series 7000-9000 are engineered on a fully reimagined platform. We are currently the only appliance manufacturer offering models with whisper-quiet operation (37dB), A-10% energy efficiency, while water consumption is minimal, only 8.4 L, in the same appliance.

This development reflects Electrolux Group's ongoing focus on consumer-centric innovation, resulting in tangible enhancements to product performance.

1) Based on an independent test by third-party German institute using detergent tablets and 90 min cycle on casserole with lasagna residues.
2) Within the EU market. Based on AEG 9000/9000 XXL models combining in the same appliance 37dB noise, 8.4 L water consumption and Energy Efficiency Index (EEI) 10% lower compared to threshold for A class from Energy Labelling declaration according to Regulation EU2019/2017 from European Product Registry for Energy Labelling, September 2025.

Reduction of washing temperatures: impact and opportunities[1]

Lowering the temperature setting for laundry cycles is key in advancing garment longevity and environmental stewardship. Despite technological advancements in washing machines and detergents, 58% of European consumers, including a substantial proportion of company personnel, continue to launder at 40°C or above. This persistent trend results in elevated energy consumption and accelerated textile degradation, underscoring a critical need for targeted interventions to drive sustainable behavioral change across the organization.

Transitioning to cold-water washing delivers measurable outcomes: reduced energy usage, reduced textile damage, and prolonged garment life. Internal validation confirms that routine washing at 30°C is effective when utilizing modern appliances and pre-treating stains. Warm cycles remain appropriate for heavily soiled or high-hygiene items. Innovations such as the UltraQuick function—a 59-minute cycle at 30°C employing advanced premixing technology, further improved cleaning efficacy and detergent utilization, directly supporting Better Living and textile preservation.

Electrolux Group has institutionalized cold-water washing through product design, with most new models defaulting to 30°C or below, thereby facilitating adoption of more energy-efficient practices. These product enhancements are reinforced by comprehensive educational initiatives aimed at updating consumers on the proven effectiveness of contemporary detergents, clarifying the advisory nature of care label temperatures, and correcting misconceptions regarding washing temperature and perceived cleanliness.

In the Nordic region, entrenched consumer habits and legacy machine settings have impeded progress, as evidenced by 83% of Swedish households maintaining wash temperatures at 40°C or higher. The "30° räcker!" ("30° is enough!") campaign addresses these challenges, demonstrating that lowering wash temperatures can extend textile lifespan by up to 50% and yield energy savings sufficient to power a LED bulb in every Swedish home for one year. Electrolux has tested in-app nudges prompting users to switch to lower temperatures. These nudges increased the share of 30°C washes by around 30% among those exposed to the prompt.

Strategic partnerships with industry, academia, and retail stakeholders are critical in disseminating evidence-based guidance and catalyzing enduring shifts in consumer behavior.

1) Source: Electrolux Group "The Truth About Laundry Report", 2025.

Region Europe, Asia-Pacific, Middle East and Africa

New products in laundry support growth and branding in Australia and New Zealand

The new UltimateCare3 (UC3) front-loaded washing machine was launched in Australia and New Zealand late 2024, and was successfully rolled out during 2025. Key features include UltraMix detergent activation, SensorWash stain detection, Vapour Refresh, and sanitisation programs. SmartSelect UI allows the consumer to adjust washing based on needs and be guided to save energy, time and water, reinforcing consumer trust and highlighting Electrolux Group's commitment to durability, efficiency, and healthier living. The UC3 has facilitated entry into the front load 10–12kg segment in Australia and New Zealand, and sales at major retailers increased significantly in 2025. With this new washing machine, Electrolux Group utilizes global common product architectures together with deep local market knowledge. Aligning with consumer preference for advanced, resource-efficient appliances, the new product strengthens the Electrolux Group's premium positioning under its core brands.

Award-winning logistics in Thailand

Electrolux Group's factory in Rayong, Thailand, plays an important role in the Group's global manufacturing footprint. The plant was presented with the Global Award for Logistics in recognition of its initiative to enhance container utilization at its refrigerators and cooktops plant. This achievement was further distinguished by the receipt of the Electrolux Group Manufacturing System (EMS) Best Practice Award for the APMEA region. These achievements underscore the factory's commitment to operational excellence, efficiency improvements, and the implementation of best-in-class logistics practices.

In addition, the Rayong factory was awarded the Thailand Labor Management Excellence Award 2025 for the eighth consecutive year.

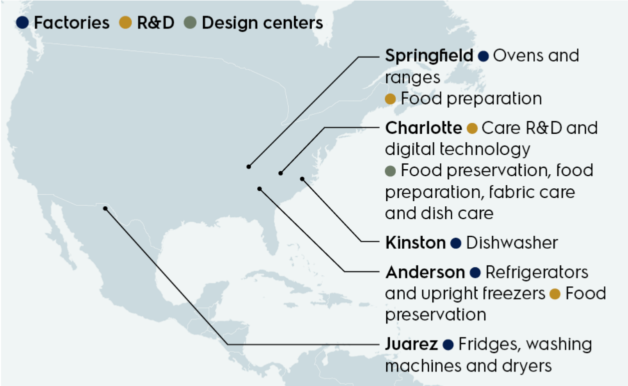
Region North America

- New product launches contributed to market share gains and positive organic growth
- Significant loss reduction under challenging market conditions

Financial highlights[1] 2025 (2024)

Net sales, SEKbn 45.1 (45.6)	Organic growth, % 6.1% (1.7%)
EBIT, SEKbn -0.6 (-1.8)	EBIT, % -1.3% (-3.9%)
Net assets, SEKbn 8.4 (10.7)	Return on net assets, % -5.8% (-15.6%)
Capex, SEKbn 0.7 (0.8)	Average number of employees[2] 8,966 (9,355)

1) See Note 3 and page 180
2) See Note 27



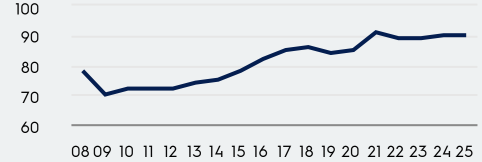
Stable market in challenging pricing environment
Market demand for core appliances in terms of units, was largely unchanged in the U.S. in 2025. Consumer demand remained resilient despite economic uncertainty and the inflation concerns related to increased U.S. tariffs weighing on consumer confidence. Demand was mainly replacement driven and consumers continued to prefer lower price points. Industry market price adjustments did not reflect the implemented U.S. tariffs' structure, and competitive pressure and promotional activity remained high.

Positive organic sales growth with increased market share
The business area reported net sales of SEK 45,124m (45,581). Organic sales growth of 6.1% was supported by new product launches contributing to increased shop floor space with retailers. Electrolux Group gained market share, with higher volumes across main product categories, including laundry products and the Frigidaire Gallery freestanding cookers with the new stone-baked pizza mode. Price was positive despite the highly competitive market.

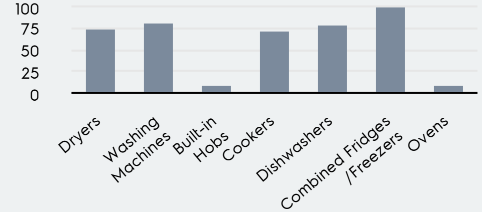
Significant loss reduction driven by cost efficiency
Operating income was negative SEK -567m (-1,776), yet with a considerable improvement year-over-year despite significant negative effects in 2025 from increased U.S. tariff costs and a weaker U.S. dollar. In a pressured pricing environment, the company managed to offset the majority of the U.S. tariff related cost increases. Positive price and volume growth contributed positively to earnings. Improved cost efficiency had a significant positive impact mainly through product cost reductions. Investments increased in innovation and marketing to support the product offering and launch of new innovations. Raw material costs were lower while labor cost inflation had a negative impact. In 2024, operating income excluding non-recurring items was positively impacted by SEK 185m related to the divestment of all of Electrolux Group's potential legacy asbestos exposure in the U.S.

Market overview

Sell-out Of Major Appliances Incl. Air Conditioners
Million units



Product Penetration
% of households



Market characteristics
North America is a mature appliance market with high product penetration. The market is dominated by replacement purchases, while some consumers are using discretionary investments to remodel their existing homes. Typical homes allow space for many large household appliances in the kitchen, laundry rooms, garages and basements. The trend in new construction is smaller multi-housing units, hence incremental appliance purchases beyond the traditional kitchen suites and laundry pairs are less frequent. The market is highly competitive and made up of several large global manufacturers.

Major competitors in the region includes Whirlpool Corporation, LG, Samsung, GE Appliances (Haier Smart Home Company) and B/S/H. Small domestic appliances competitors in the region includes SharkNinja, Conair, Panasonic, Sunbeam and Dyson Limited.

Electrolux Group priorities and market position
Electrolux Group is committed to shaping living for the better through delivering outstanding consumer experiences in the home, leadership in sustainability and strong partner and consumer relationships. With a consumer-driven approach, to be the home appliance industry leader in consumer satisfaction - delivering outstanding lifetime experiences with solutions that always get better. The Group will continue to drive brand mix towards premium offerings, reinforcing its consumer online star ratings, and improving go-to-market performance across all channels. Value market share is around 10% in core appliances, predominantly under the Frigidaire brand.

Graph source: Based on the AHAM Factory Shipment Core appliances include AHAM 6 (Washers, Dryers, Dishwashers, Refrigerators, Freezers, Ranges and Ovens) and Cooktops. AHAM data is subject to restatement. I Market overview includes major markets I Market shares are Electrolux Group estimates

Region North America

North America – leveraging brand mix to drive price premiumization

The Frigidaire brand in North America has been repositioned over the past few years, supporting growth in the mass/premium and premium brands Frigidaire Gallery and Frigidaire Professional. This has driven a material increase in price positioning, and a positive contribution to mix. In North America, the Frigidaire brands have migrated toward higher-value categories across key segments in food preservation, food preparation and laundry.

Price Index:

Value	Mass	Premium Mass	Premium
<90	100>	<150	>150
	FRIGIDAIRE	FRIGIDAIRE PROFESSIONAL	
	FRIGIDAIRE GALLERY	FRIGIDAIRE GALLERY	
	Electrolux	Electrolux	Electrolux

Frigidaire unveils industry-first range featuring stone-baked pizza mode

Frigidaire introduced a groundbreaking innovation with the launch of its proprietary Stone-Baked Pizza Mode. This feature represents the first and only residential ranges and wall ovens (major), function capable of safely achieving temperatures up to 750°F, approximately 200°F higher than standard consumer ovens. The increased temperature capacity enables consumers to prepare restaurant-quality pizza in a home setting, delivering rapid, high-heat performance that differentiates Frigidaire from competitors. This advancement underscores Frigidaire's commitment to product leadership and positions the brand at the forefront of culinary technology for residential kitchens*.

*Cook time requires preheat/reheat and may vary based on ingredients.

Food waste in the home

Combating food waste can be a challenge — and, initially, access to refrigeration was one crucial way to address it. Frigidaire has continually evolved over more than a century, launching new features and tech that have revolutionized how we store and preserve our food. Frigidaire's CrispSeal® Fresh technology blocks out dry air, automatically regulates humidity, and slows down the aging process of produce by filtering out ethylene — a gas emitted by certain fruits and vegetables, which can accelerate their ripening time. A blind freshness study — conducted by researchers at Clemson University's Department of Food, Nutrition, and Packaging Sciences — tested three sets of refrigerators for produce-freshness preservation over 14 days and found that Frigidaire's product kept produce at its peak freshness for longer. In 2025, North America increased sales of refrigerators with advanced crisper technology by over 10%. It shows that the benefit was appreciated and this can contribute to help reduce food waste within each household.

Sustainable product of the year

In recognition of our efforts to help consumers save water and energy and help clothes last longer, our Electrolux 700 Series Front Load Laundry pair was included in the 2025 Sustainable Product of the Year list by Green Builder Media, LLC. Notable callouts include our washer's excellent stain removal, energy savings and default cold-water wash setting that doesn't compromise cleaning performance for environmental responsibility. Our laundry technology allows consumers to achieve comparable cleaning performance at lower temperatures while also reducing energy costs. "We pride ourselves on equipping consumers – and their loved ones – with the resources they need to make more sustainable choices in their home," said Daniel Rhoads, vice president of product line care for North America. "We appreciate the recognition from Green Builder Media and their shared goal of making sustainable homes accessible to all."

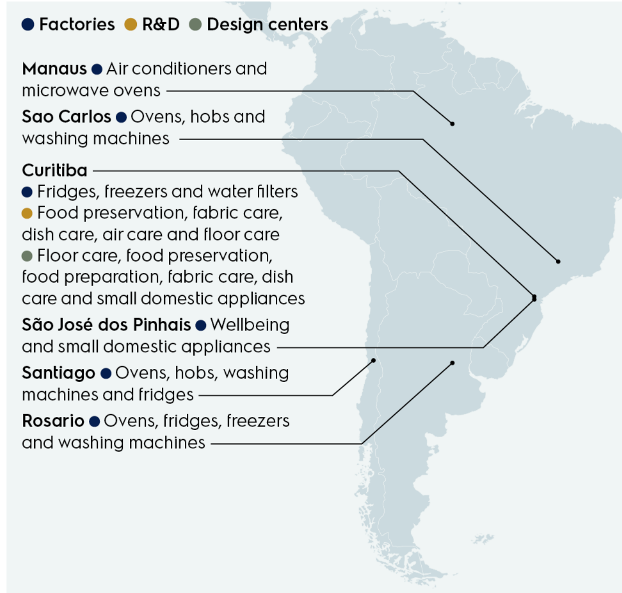
Region Latin America

- Positive sales growth with strong market position
- Operating margin of 7.7%

Financial highlights[1] 2025 (2024)

Net sales, SEKbn 29.0 (30.8)	Organic growth, % 5.2% (22.3%)
EBIT, SEKbn 2.2 (2.2)	EBIT, % 7.7% (7.2%)
Net assets, SEKbn 8.1 (7.7)	Return on net assets, % 27.8% (28.8%)
Capex, SEKbn 0.8 (0.8)	Average number of employees[2] 8,399 (7,979)

1) See Note 3 and page 180
2) See Note 27



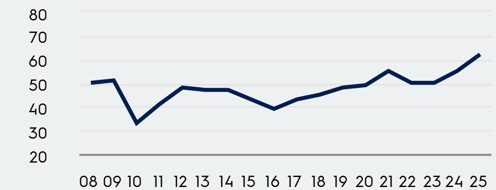
Consumer demand remained strong
In 2025, overall consumer demand for core appliances in Latin America is estimated to have increased. In Brazil, growth in consumer demand was positive, however at a slower rate compared to the prior year. In Argentina, consumer demand recovered after a decline in 2024. Competitive pressure increased in the region, most notably in Argentina where the strong growth was driven mainly by imported goods.

Organic sales growth driven mainly by volumes
The business area reported net sales of SEK 29.023m (30,775) with an organic sales growth of 5.2% (22.3%), with increased volumes, improved price and favorable mix. Electrolux Group's market position remained strong. A positive price and mix development in Brazil contributed positively, as well as higher volumes recorded in Argentina.

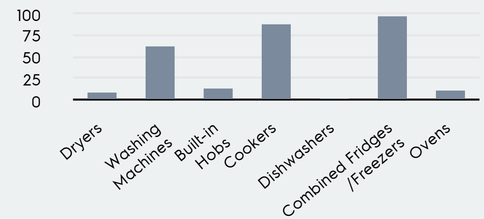
Operating income increased despite strong currency headwinds
Operating income increased to SEK 2,226m (2,202) with an operating margin of 7.7% (7.2%), primarily driven by cost efficiency and organic sales growth. Cost reductions were driven mainly by improved product engineering and sourcing. Currency headwinds, particularly the depreciation of the Argentina peso and Brazilian real, as well as labor and energy cost inflation, negatively affected earnings. Investments increased in brand-building activities and direct consumer sales capabilities.

Market overview

Sell-out Of Major Appliances Incl. Air Conditioners
Million units



Product Penetration
% of households



Market characteristics
Brazil is the largest appliance market in the region, dominated by a few major manufacturers. Market penetration for built-in products and air-conditioners remains low but increases. Consumers in the region show an increasing interest for energy and water efficiency and other sustainability related topics.

Major competitors in the region include Whirlpool Corporation, Samsung, Mabe, LG and Midea. Small domestic appliances competitors in the region includes WAP, Philco-Britanica and Samsung.

Electrolux Group priorities and market position
Electrolux Group focuses on strong product portfolio and channel management, driving cost efficiency and product mix. Deployment of relevant innovations delivers outstanding consumer experience which, together with focus on direct-to-consumer, drives growth. The premium brands Electrolux and Fensa (Chile) are strategically supported by brands in lower price points to cover a larger spectrum of consumer preferences.

Value market share of the Electrolux Group is around 31% in Brazil, with Electrolux brand leadership in the refrigeration and freezer segment.

Graph source: Euromonitor International I Market overview includes major markets
Market shares are Electrolux Group estimates

Region Latin America

Gralha Azul in Brazil – new innovative and more sustainable factory

The inauguration of the Gralha Azul facility in Brazil represents Electrolux Group's most significant expansion initiative within Latin America to date, signifying a strategic milestone in the region's development. During the initial operational phase, the factory commenced production of Wellbeing products, including fans and blenders, thereby enhancing the Group's Latin American product portfolio through the integration of advanced technology, local manufacturing capabilities, and a rigorous commitment to quality, sustainability and operational efficiency. Gralha Azul is designed for renewable electricity, fully electric logistics, closed-loop water systems, and manufacturing processes that enable recycled steel and plastic. Plans are underway to expand the site's output with the forthcoming transfer of additional product lines, such as pressure washers and water purifiers, further strengthening the Group's market position and supporting long-term sustainable growth objectives.

Epoca 360 Award

Electrolux Group achieved the highest ranking in ESG performance within the electronics sector, as recognized by Época Negócios' 360° Ranking. This distinction underscores the Group's effective implementation of sustainability initiatives, adherence to robust governance frameworks, and demonstrated social responsibility. The outcome affirms Electrolux Group's leadership position in advancing environmental, social, and governance standards across its operations.

TIME Magazine World's Best Brand

In 2025, the Electrolux brand was recognized in the Brazil edition of TIME Magazine's World's Best Brands ranking. Electrolux achieved the top position in three product categories: air fryers, refrigerators, and vacuum cleaners. Additionally, the brand secured second place in the washing machine category. These results were determined through independent consumer surveys evaluating brand awareness, social engagement, likability, usage, and loyalty. This recognition underscores Electrolux Group's sustained market leadership and brand strength within the Brazilian consumer appliance sector.

Share information and ownership

Share price performance[1]

The Electrolux Group shares are listed on the exchange Nasdaq Stockholm, Sweden. The Electrolux B share decreased by 31% in 2025, underperforming the broader Swedish market index, OMX Stockholm, which increased by 9% during the same period. The opening price for the Electrolux B share in 2025 was SEK 92.68. The highest closing price was SEK 110.35 on January 28, while the lowest closing price was SEK 51.08 on September 26. The closing price for the B share at year-end 2025 was SEK 63.78.

Total shareholder return during the year was -31%. Over the past ten years, the average total return on an investment in Electrolux B shares has been -6.0% annually. The corresponding performance for the OMX Stockholm Return Index was 7.5%.

Share capital and ownership structure

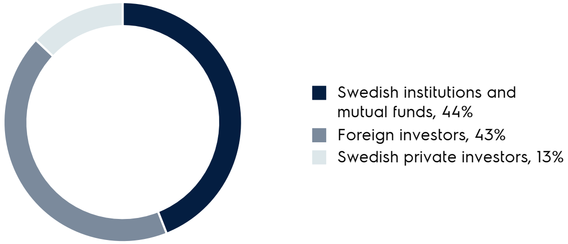
As of December 31, 2025, the share capital of AB Electrolux amounted to approximately SEK 1,545m, corresponding to 283,077,393 shares. The share capital of Electrolux consists of Class A shares and Class B shares. An A share entitles the holder to one vote and a B share to one-tenth of a vote. All shares entitle the holder to the same proportion of assets and earnings and carry equal rights in terms of dividends. In accordance with the Swedish Companies Act, the Articles of Association of Electrolux also provide for specific rights of priority for holders of different types of shares, in the event that the company issues new shares or certain other instruments.

According to AB Electrolux Articles of Association, owners of Class A shares have the right to have such shares converted to Class B shares. The purpose of the conversion clause is to give holders of Class A shares an opportunity to achieve improved liquidity in their shareholdings. Conversion reduces the total number of votes in the company.

The total number of registered shares in the company amounts to 283,077,393 shares, of which 8,191,804 are Class A shares and 274,885,589 are Class B shares, and the total number of votes amounts to 35,680,363. The dual share class system is common in Sweden. The share structure and the rights attached to the different classes of shares are determined in the articles of association, which can be amended only by a special resolution of the shareholders and are combined with minority protection rights set out in the Swedish Companies Act.

[1] The historical development of the Electrolux share price has been adjusted to take into account the distribution of Electrolux Professional AB to Electrolux shareholders on March 23, 2020. The share price is also adjusted for all types of corporate actions, including splits and redemptions, with the exception of dividends.

Ownership structure



Source: Monitor by Modular Finance AB. Compiled and processed data from various sources, including Euroclear, Morningstar and the Swedish Financial Supervisory Authority (Finansinspektionen) as of December 31, 2025.

Major shareholders

	Share capital, %	Voting rights, %
Investor AB	17.9	30.4
Causeway Capital Managment LLC	12.8	10.1
Lannebo Capital Management	4.5	3.6
M&G Investment Managment	3.6	2.8
Vanguard	3.1	2.5
Folksam	2.0	1.6
Norges Bank Investment Management	1.6	1.7
Länsförsäkningar Fonder	1.6	1.2
Blackrock	1.5	1.2
Skandia Insurance Company	1.2	1.2
Total, ten largest shareholders	**49.7**	**56.3**

Source: Monitor by Modular Finance AB. Compiled and processed data from various sources, including Euroclear, Morningstar and the Swedish Financial Supervisory Authority (Finansinspektionen) as of December 31 2025.

According to Monitor by Modular Finance AB, there were 68,806 shareholders in AB Electrolux as of December 31, 2025. Shareholdings in AB Electrolux, representing at least one tenth of the votes of all shares in the Company, are Investor AB, holding 17.9% of the share capital and 30.4% of the voting rights, and Causeway Capital Management LLC, holding 12.8% of the share capital and 10.1% of the voting rights. Investor AB is the largest shareholder in AB Electrolux. Information on the shareholder structure is updated quarterly at electroluxgroup.com.

Distribution of shareholdings

Shareholding	Ownership, %	Number of shareholders	As % of shareholders
1–1 000	4.0	58,261	89.9
1 001–10 000	5.8	5,985	9.2
10 001–20 000	1.3	262	0.4
20 001–	88.8	298	0.5
Total	**100**	**64,806**	**100**

Source: Monitor by Modular Finance AB. Compiled and processed data from various sources, including Euroclear, Morningstar and the Swedish Financial Supervisory Authority (Finansinspektionen) as of December 31, 2025.

Articles of Association

AB Electrolux Articles of Association stipulate that the Annual General Meeting (AGM) shall always resolve on the appointment of the members of the Board of Directors. Apart from that, the articles do not include any provisions for appointing or dismissing members of the Board of Directors or for changing the articles.

A shareholder participating in the General Meeting is entitled to vote for the full number of shares which he or she owns or represents. Outstanding shares in the company may be freely transferred, without restrictions under law or the company's Articles of Association. Electrolux is not aware of any agreements between shareholders, which limit the right to transfer shares. The full Articles of Association can be downloaded at electroluxgroup.com.

Effect of significant changes in ownership structure on long-term financing

The Group's long-term financing is subject to conditions, which stipulate that lenders may request advance repayment in the event of significant changes in the ownership of the company. Such significant change could result from a public bid to acquire Electrolux shares.

Governance and control

Corporate governance report

Governance in AB Electrolux

AB Electrolux strives to maintain strict norms and efficient governance processes to ensure that all operations create long-term value for its 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.

This corporate governance report provides details of the overall governance structure of AB Electrolux as well as the Group, the interactions between the formal corporate bodies, internal policies, and procedures as well as relevant control functions and reporting, which together ensure a robust global governance framework and a strong corporate culture.

AB Electrolux, the parent company of the Electrolux Group, is a public Swedish limited liability company with its shares listed on Nasdaq Stockholm. The Group consists of the parent company and its direct and indirect subsidiaries around the world.

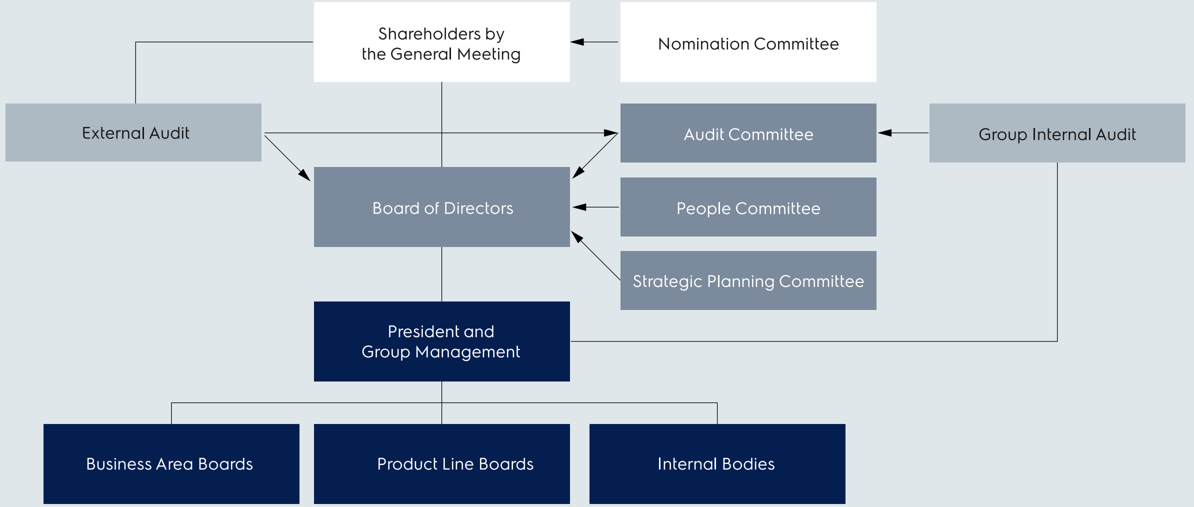
The governance of AB Electrolux is based on the Swedish Companies Act, the Swedish Annual Accounts Act, Nasdaq Nordic Main Market Rulebook for Issuers of Shares, the EU Market Abuse Regulation, the Swedish Code of Corporate Governance (Code)[1] and other relevant Swedish and foreign laws and regulations as well as internal governing documents.

This corporate governance report is prepared in accordance with the Annual Accounts Act and the Code. AB Electrolux had no deviations from the Code in 2025. There has been no infringement by AB Electrolux of applicable stock exchange rules or any breaches of good practice on the securities market reported by the disciplinary committee of Nasdaq Stockholm or the Swedish Securities Council in 2025.

AB Electrolux formal governance structure is presented to the right.

For additional information regarding the governance of the Group's sustainability framework, please see the Sustainability Statement, on pages 70-73.

Governance structure



Major external regulations
- Companies Act
- Annual Accounts Act
- Nasdaq's rulebook for issuers
- EU Market Abuse Regulation
- The Swedish Code of Corporate Governance
- Rules and recommendations from the Stock Market Self-Regulation Committee

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, etc.

[1] The Code and a description of the Swedish corporate governance model are available on the website of the Swedish Corporate Governance Board, corporategovernanceboard.se

Electrolux Group 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, always striving to be at the forefront of sustainability in society through our solutions and operations. Under our group of leading appliance brands, including Electrolux, AEG and Frigidaire, we sell household products in around 120 markets every year. In 2025 Electrolux Group had sales of SEK 131 billion and employed 39,000 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 headquarter is S:t Göransgatan 143, SE-105 45 Stockholm, Sweden

The Board of Directors

General information about the Board of Directors
The Board is ultimately responsible for the Group's organization and administration.

According to the Articles of Association, the Board shall consist of not less than five and not more than fifteen members with no more than ten deputy members. Board members and the Chair of the Board are elected annually by the AGM.

According to the resolution by the AGM 2025, the Board shall consist of nine members elected by the AGM with no deputies. In addition, employee organizations appoints three members with deputies in accordance with Swedish labor law. The AGM 2025 resolved to re-elect Board members Geert Follens, Petra Hedengran, Ulla Litzén, Torbjörn Lööf, Daniel Nodhäll, Karin Overbeck, David Porter and Michael Rauterkus. Yannick Fierling was elected as new Board member. Torbjörn Lööf was re-elected as Chair of the Board.

The Nomination Committee applied rule 4.1 of the Code as diversity policy in its nomination work for the AGM 2025. The Nomination Committee considers that a breadth and versatility is represented among the proposed Directors of the Board, which is reflected in, among other things, age, nationality, educational background, gender, experience, perspective, competencies, and the term of office. Of the Directors elected by the AGM 2025, five nationalities are represented, and three out of eight (approximately 37.5%) Board members, elected at the AGM, are women (in this calculation, the President and CEO has not been included in the total number of Board members).

The Board complies with the Code's requirements for independence. The result of the assessment of each Board member's independence is presented on page 39.

At the statutory Board meeting after the AGM, the members of the committees of the Board were appointed and the working procedures of the Board adopted, among other things.

For additional information regarding the Board members, see pages 39-40.

Working procedures of the Board
The working procedures describe the Chair of the Board's specific role and tasks, as well as the responsibilities delegated to the committees appointed by the Board.

The working procedures for the Board also include detailed instructions to the President and CEO and other corporate functions regarding matters 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, investments and other capital expenditure. The working procedures also sets out detailed instructions on the type of financial information and reports, which are to be submitted to the Board.

Work of the Board
During the year, the Board held ten meetings. The attendance of each Board member at these meetings is shown in the table on page 40, which information also include attendance at applicable committee meetings.

All Board meetings during the year followed an agenda that, together with the documentation for each item on the agenda, was sent to Board members in advance of the meetings. Electrolux Group's General Counsel serves as secretary at the Board meetings. A central part of the Board's work is the financial and sustainability reporting, including both the interim reports and full year reporting. In addition, the Board reviews and

evaluates extensive financial and operational information (see further under the headings “Reporting” and “Control functions”).

Each ordinary Board meeting includes a review of the Group’s results and financial position, as well as the outlook for the forthcoming quarter. In addition, investments and the establishment of new operations, as well as acquisitions and divestments, are supervised by the Board. Throughout the year and at different Board meetings, the heads of the Regions, global Product Lines and Global Functions present to the Board the status and development within their respective areas of responsibility, with subsequent reviews that include discussions of strategic issues, market and/or operational challenges.

During 2025, and in addition to its customary work, the Board has, among other things, devoted time to the Group’s updated strategy. presented during the Capital Markets Update in December. In February, it was announced that the Group retains its business in Egypt since the value is considered to be higher if it remains within the Group. In July, the divestment of the Kelvinator trademark portfolio in India was communicated During the year, the Board has been informed of the Group’s ongoing preparation for sustainability reporting under the Corporate Sustainability Reporting Directive (CSRD), including approving the revisited outcomes of the double materiality assessment.

Throughout the year, the Board has devoted significant attention to the global macroeconomic environment developments and their potential implications for the appliance industry and the Group’s operations. In particular, the Board closely followed changes in international trade dynamics, including the evolution of U.S. tariff policies and other geopolitical and regulatory factors influencing global supply chains. The Board has also continued to review and assess the developments of initiatives relating to organizational efficiency, the progress of the Group’s cost- reduction efforts and the Group’s capital structure.

Committees of the Board
The Board has established three committees:
- Audit Committee.
- People Committee.
- Strategic Planning Committee.

The major tasks of these committees are of preparatory and advisory nature, but the Board may delegate decision-making powers on specific issues to the committees. The Board has also determined that issues may be referred to ad hoc committees dealing with specific matters. No ad hoc committee was established during 2025.

The matters considered at committee meetings are recorded in minutes of the meetings and reported at the following Board meeting.

Financial targets and dividend policy
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 Group in the product categories and channels where the Group is most competitive. Electrolux Group’s objective is to grow with profitability, see the financial targets below.

Financial targets over a business cycle
Electrolux Group aims for at least 4% annual organic sales growth over a business cycle with the main levers being strengthening core brands, focusing on key markets and expanding in main channels and product categories. The Group targets an operating margin (excl. non-recurring items) of at least 6% over a business cycle. The goal for capital turnover is at least four times over a business cycle, and for return on net assets to exceed 20%.

- Average annual organic sales growth of at least 4%.
- Operating margin of at least 6%.
- Capital turnover-rate of at least 4 times.
- Return on net assets >20%.

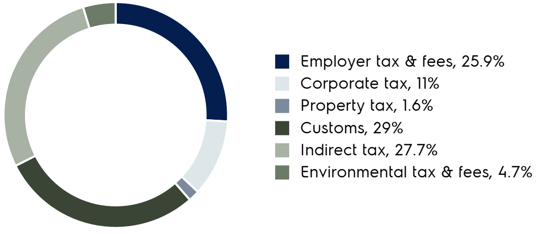
AB Electrolux target is for the dividend to correspond to approximately 50% of the annual income.

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

Of Electrolux Group’s total tax contribution, corporate tax represented approximately 11% in 2025. Corporate income taxes are only a portion of the Group’s total contribution to public finances in the Group’s markets. In addition to corporate income taxes, the Group pays indirect taxes, customs duties, property taxes, employee related taxes, environmental charges and a number of other direct or indirect contributions to governments. Electrolux Group’s total contribution to public finances for 2025 amounted to approximately SEK 11.8bn whereof approximately 55% related to emerging markets.

Electrolux Group’s most transparent contribution to public finances around the world is corporate income taxes, see Note 10. Corporate income taxes amounted to SEK 1.3bn in 2025.

Electrolux Group total taxes 2025



Reporting
AB Electrolux routines and systems for information and communication aim at providing the market with relevant, reliable, correct and up-to-date information concerning the development of the Group and its financial position. To assist with such tasks, the Group has an Insider & Disclosure Committee as well as information and insider policies, meeting the requirements for a listed company.

Financial information is issued regularly in the form of full-year reports, half-year reports, interim reports, annual reports and press releases on all matters which could have a significant effect on the share price. Sustainability reports are also issued. Presentations and telephone conferences for financial analysts, investors and media representatives are normally conducted on the day of publication of full-year and quarterly results.

Audit Committee
The main task of the Audit Committee is to oversee AB Electrolux accounting, financial and sustainability reporting processes, audits of the financial and sustainability statements, including related disclosures, to ensure the quality thereof. The committee is also tasked with supporting the Nomination Committee with proposals for election of external auditors.

The Audit Committee consists of Board members Ulla Litzén (Chair), Torbjörn Lööf and Daniel Nodhäll. The external auditor report to the Audit Committee at each ordinary meeting. At least three meetings are held annually.

In 2025, the Audit Committee held eleven meetings. The Group’s Chief Financial Officer, and from time to time other senior management members, have participated in the Audit Committee meetings. During the year, the Audit Committee has focused on current issues relating to the Group’s capital structure, internal audit and financial and sustainability reporting.

People Committee
One of the primary tasks of the People Committee is to prepare decisions on matters concerning principles for remuneration, remunerations and other terms of employment for the members of Group Management.

The People Committee consists of Board members Petra Hedengran (Chair), Torbjörn Lööf and Karin Overbeck. At least two meetings are convened annually.

In 2025, the People Committee held six meetings. The Chief HR and Communication Officer has participated in the People Committee meetings. Significant matters addressed include succession planning, follow-up and evaluation of previously approved long-term incentive programs and remuneration guidelines for senior executives, review of the Remuneration Report for 2025 and review and preparation of long-term incentive program for 2026.

Strategic Planning Committee
The main task of the Strategic Planning Committee is to prepare and assist the Board in strategic matters and initiatives and to support the Group Management in the strategic planning process.

The Strategic Planning Committee consists of Board members Gert Follens (Chair), Torbjörn Lööf, Ulla Litzén and Daniel Nodhäll. At least three meetings are held annually.

In 2025, the Strategic Planning Committee held eight meetings. The President and CEO, and, from time to time, other senior management members have participated in the Strategic Planning Committee meetings. During the year, the Strategic Planning Committee has focused on strategic review and supporting Group Management in specific initiatives.

Control functions

In addition to the Board's work in relation to the financial and sustainability reporting, the Board also reviews, primarily through the Audit Committee, reports regarding the financial and sustainability reporting processes and internal control functions and their processes, as well as internal audit reports submitted by the Group's internal audit function, Group Internal Audit.

Group Internal Audit is responsible for independent, objective assurance, to systematically evaluate and propose improvements for more effective governance, internal control and risk management processes. Internal audit assignments are conducted according to a risk-based audit plan developed annually and approved by the Audit Committee. Opportunities for improving the efficiency in the governance, internal control and risk management processes identified in the internal audits are reported to responsible business area management for action. Summaries of audit results are presented to the Audit Board (see further the chart on page 38) and to the Audit Committee, including status of implementation of agreed actions.

The process of internal control has been developed to provide applicable assurance that the Group's goals are met in terms of efficient operations, compliance with relevant laws and regulations and reliable financial and sustainability reporting. Electrolux has an Internal Control framework in place, Electrolux Control System (ECS). The ECS framework is continuously updated to reflect relevant changes in processes (including the use of tools and technology), the outcome of risk assessments and other impacts to the processes and corresponding controls.

The Head of Group Internal Audit reports to the President and CEO and the Audit Committee for internal control and assurance activities, and to the Chief Financial Officer for other activities.

The Group's external auditor reports to the Board as necessary, but at least once a year. At least one of such reports is held without the presence of the President and CEO or any other member of Group Management. The external auditor also attends the ordinary meetings of the Audit Committee.

For additional information regarding ECS and internal control over financial reporting, see pages 43-44.

Evaluation of the Board and the CEO and President

The Board evaluates its work annually with regard to working procedures, the working climate and the focus areas of the Board work. The 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 nomination work. The evaluation of the Board is each year initiated and lead by the Chair of the Board. The evaluation of the Chair is led by one of the other members of the Board. Evaluation tools include questionnaires and discussions.

In 2025, Board members responded to written questionnaires. As part of the evaluation process, the Chair also had individual discussions with Board members. The evaluations were discussed at a Board meeting and the result of the evaluations has been presented to the Nomination Committee.

The Board continuously evaluates the performance of the CEO and President by monitoring the development of the Group's performance in relation to established criteria. A formal performance review is carried out once a year at a Board meeting in which the CEO and President is not present.

Fees to Board members

Fees to Board members are determined by the AGM and paid to the Board members who are not employed by Electrolux Group. The AGM 2025 decided to increase the fees to the Chair and the Board members, see table to the right.

The Nomination Committee has recommended that Board members appointed by the AGM acquire AB Electrolux shares and that these are kept as long as they remain on the Board. A shareholding of a Board member should after five years correspond to the value of one gross annual fee, according to the recommendation from the Nomination Committee.

Only board members elected by the AGM who are employed by Electrolux Group are invited to participate in the AB Electrolux long-term performance-based share programs for senior managers and key employees.

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

Remuneration to the Board of Directors 2023–2025
(applicable as from the respective AGM)

Kronor	2025	2024	2023
Chair of the Board	2,660,000	2,560,000	2,475,000
Board member	775,000	745,000	720,000
Chair of the Audit Committee	392,000	380,000	310,000
Member of the Audit Committee	248,000	240,000	195,000
Chair of the People Committee	212,000	205,000	180,000
Member of the People Committee	145,000	140,000	125,000
Chair of the Strategic Planning Committee	360,000	350,000	–
Member of the Strategic Planning Committee	205,000	200,000	–
Member of ad hoc Committee	–	–	60,000

President and CEO and the Group Management

Operational organization of the Group
Electrolux Group aims at having 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 Electrolux Group is organized in three Regions and three product lines. There are also a number of internal bodies, which are forums that are preparatory and decision-making in their respective areas, see chart to the right.

The President and CEO
The Board appoints, and give instructions to, the President and CEO. The President and CEO is responsible for the ongoing management of the Group in accordance with the Board's guidelines and instructions. The President and CEO, in turn, appoints the members of Group Management.

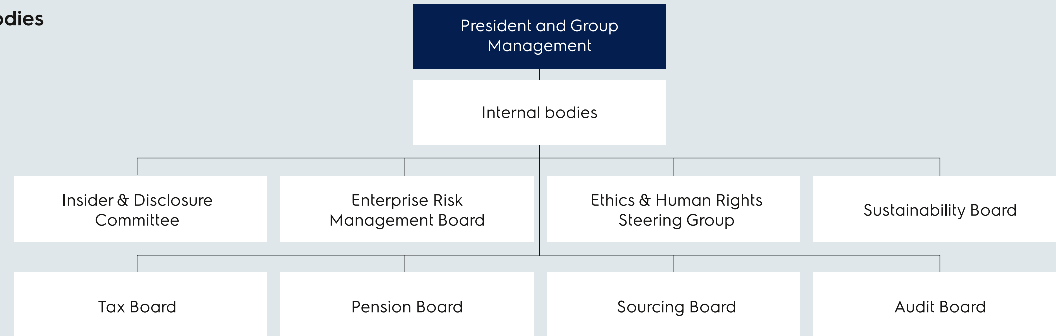
Group Management
Group Management includes the President and CEO, General Counsel, Chief Financial Officer, Chief Product Officer, Head of Product Line Wellbeing & SDA, Chief Information Officer, CHRO & Communications and heads of the three Regions Europe, Asia-Pacific, Middle East and Africa; North America; and Latin America.

The Group Management represents six nationalities. The members of the Group Management have extensive experience from various management positions within Electrolux Group or other multinational consumer goods companies. Four out of ten (40%) members of Group Management are women.

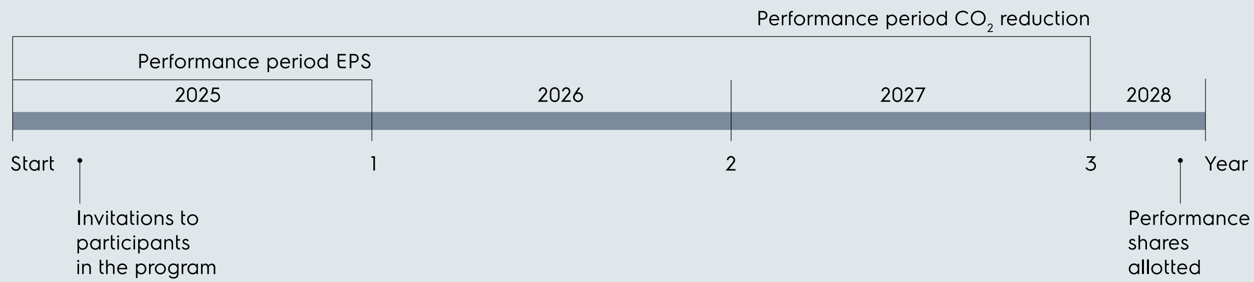
The Group Management, with its extensive expertise, diverse cultural backgrounds and experiences from various markets in the world, forms a solid foundation for pursuing profitable growth in accordance with the company's strategy and goals as well as for the demands that the Group's future direction and continued challenges are expected to place on Group Management.

For details regarding members of Group Management and changes of the management during 2025, see pages 41-42 and page 46.

Internal bodies



Timeline for the long-term incentive program for senior management 2025



Remuneration to the President and CEO and Group Management
Remuneration guidelines for senior management are reviewed annually by the Board and presented to the AGM for approval at least every four years. The current remuneration guidelines were approved by the AGM 2024. Remuneration to the President and CEO is then resolved upon by the Board, based on proposal 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.

Electrolux Group 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 for Group Management and always be measured against predefined targets and have a maximum level above which no pay-out shall be made. The targets shall principally relate to financial performance, although non-financial targets may also be used, such as sustainability targets.

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

Boards of Directors and Auditors

Torbjörn Lööf

Chair

Born 1965. Sweden. Technical education and studies in finance. Elected 2024. Member of the Audit Committee, the People Committee, and the Strategic Planning Committee.

Other assignments: Chair of the Board of Husqvarna AB and Board member of Essity Aktiebolag, AB Blåkläder and Inter IKEA Holding B.V.

Previous positions: Various senior management positions within Inter IKEA and IKEA Holding, including CEO of Inter IKEA Systems, Inter IKEA Holdings and IKEA of Sweden. Chair of the Board and Board member of several IKEA companies. Board member of Mercer International Inc.

Independent to the company, its management and its major shareholders.

Holdings in AB Electrolux: 33,000 B-shares.

Yannick Fierling

Born 1971. France. M.Sc. in Mechanics, and M.Sc. in Engineering Science and Mechanics. Elected 2025.

Previous positions: CEO Europe for Haier Corporation. Several senior positions within Whirlpool Corporation, in Europe and globally. Various positions within SKF Group.

Independent to the major shareholders.

Holdings in AB Electrolux: 45,000 B-shares.

Geert Follens

Born 1959. Belgium. M. Sc in Electromechanical Engineering and a post-graduate degree in Business Economics. Elected 2024. Chair of the Strategic Planning Committee.

Other assignments: Board member of AB SKF.

Previous positions: Various senior positions within Atlas Copco AB, including Senior Executive Vice President and Business Area President Vacuum Technique, as well as General Manager of Atlas Copco Compressor Technique customer center, President of the Portable Energy division and before that of the Industrial Air division.

Independent to the company, its management and its major shareholders.

Holdings in AB Electrolux: 0 shares.

Petra Hedengran

Born 1964. Sweden. M. of Laws. Elected 2014. Chair of the People Committee.

Other assignments: General Counsel and member of Group Management of Investor AB. Board member of The Research Institute of Industrial Economics, 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.

Independent to the company and its management. Not independent to major shareholders.

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

Ulla Litzén

Born 1956. Sweden. B.Sc. in Economics and M.B.A. Elected 2016. Chair of the Audit Committee and member of the Strategic Planning Committee.

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

Previous positions: President of W Capital Management AB, wholly owned by the Wallenberg Foundations. Various leading positions at Investor AB, including Managing Director and member of Group Management, responsible for Core Holdings and Analysis. Board member of Atlas Copco AB, Alfa Laval AB, Boliden AB, Ratos AB, Husqvarna AB, NCC AB, and AB SKF.

Independent to the company, its management and its major shareholders.

Holdings in AB Electrolux: 12,000 B-shares.

Daniel Nodhäll

Born 1978. Sweden. M.Sc. in Economics and Business Administration. Elected 2024. Member of the Audit Committee and the Strategic Planning Committee.

Other assignments: Head of Listed Companies and member of the Executive Leadership Team of Investor AB. Board member of Husqvarna AB and Electrolux Professional AB.

Previous positions: Various positions at Investor AB including Investment Manager and Head of Capital Goods. Board member of SAAB AB.

Independent to the company and its management.

Not independent to major shareholders.

Holdings in AB Electrolux: 18,000 B-shares.

Karin Overbeck

Born 1966. Germany. Master's degree in Economics, Marketing and Finance. Elected 2020. Member of the People Committee.

Other assignments: CEO of Freudenberg Home and Cleaning Solutions GmbH. Member of Executive Council, Freudenberg Group. Vice President and member of the Board of the German Brands Association.

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

Independent to the company, its management and its major shareholders.

Holdings in AB Electrolux: 3,135 B-shares

David Porter

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

Previous positions: Head of Microsoft Stores, Corporate Vice President Microsoft Corp., Chair of Serta Simmons Bedding LLC. Head of Worldwide Product Distribution at DreamWorks Animation SKG. Various positions within Walmart Stores, Inc.

Independent to the company, its management and its major shareholders.

Holdings in AB Electrolux: 13,665 B-shares.

Michael Rauterkus

Born 1966. Germany. Master's degree in Business Administration. Elected 2024.

Other assignments: President and CEO of Uponor Group and member of the Executive Committee of Georg Fischer in Switzerland.

Previous positions: Various senior management positions at Grohe AG, including CEO. Positions at Hasbro Inc., Levi Strauss & Co., and Kraft Jacobs Suchard (Mondelez).

Independent to the company, its management and its major shareholders.

Holdings in AB Electrolux: 12,200 B-shares.

Holdings in AB Electrolux are stated as of December 31, 2025 and includes holdings of related natural and legal persons, when applicable.

Employee representatives

Viveca Brinkenfeldt Lever

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

Board meeting attendance: 10/10

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: 9/10

Holdings in AB Electrolux: 100 B-shares.

Wilson Quispe

Born 1978. Representative of the Federation of Salaried Employees in Industry and Services. Elected 2022.

Board meeting attendance:10/10

Holdings in AB Electrolux: 7,000 B-shares.

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.

Secretary of the Board

Ulrika Elfving
Born 1973. M. of Laws. General Counsel of Electrolux Group. Secretary of the AB Electrolux Board since 2022.

Holdings in AB Electrolux: 5,360 B-shares.

Committees of the Board of Directors

People Committee
Petra Hedengran (Chair), Torbjörn Lööf and Karin Overbeck.

Audit Committee
Ulla Litzén (Chair), Torbjörn Lööf and Daniel Nodhäll.

Strategic Planning Committee
Gert Follens (chair), Torbjörn Lööf, Ulla Litzén and Daniel Nodhäll

Auditors

Öhrlings PricewaterhouseCoopers AB.

Johan Rippe
Born 1968. Authorized Public Accountant.
Other audit assignments: Stena AB and Axel Johnson AB.

Holdings in AB Electrolux: 0 shares.

The Board's meeting attendance during 2025

	Board meeting attendance	Audit Committee attendance	People Committee attendance	Strategic Planning Committee attendance
Torbjörn Lööf	10/10	10/11	6/6	8/8
Michael Rauterkus	9/10	-	-	-
Petra Hedengran	10/10	-	6/6	-
Gert Follens	10/10	-	-	8/8
Ulla Litzén	10/10	11/11	-	8/8
Karin Overbeck	10/10	-	6/6	-
Daniel Nodhäll	10/10	11/11	-	8/8
David Porter	10/10	-	-	-
Yannick Fierling[1]	10/10	-	-	-

[1] Board member after the AGM 2025.

Holdings in AB Electrolux are stated as of December 31, 2025 and includes holdings of related natural and legal persons, when applicable.

Group Management

Yannick Fierling
President and CEO

Born 1971. France. M.Sc. in Mechanics, and M.Sc. in Engineering Science and Mechanics. In Group Management and employed since 2024.

Previous positions: CEO Europe for Haier Corporation. Several senior positions within Whirlpool Corporation, in Europe and globally. Various positions within SKF Group.

Holdings in AB Electrolux: 45,000 B-shares.

Ulrika Elfving
General Counsel

Born 1973. Sweden. LL.M. In Group Management since 2026 and employed since 2010.

Previous positions: Other positions within Electrolux Group including Head of Corporate Legal. Attorney and associate at Gernandt & Danielsson Advokatbyrå and Law Clerk with the Stockholm District Court and Svea Court of Appeal.

Holdings in AB Electrolux: 5,360 shares.

Therese Friberg
Chief Financial Officer

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

Other assignments: Board member of AB SKF.

Previous positions: Senior positions within Electrolux Group, including CFO of Major Appliances EMEA, Pricing Manager of Major Appliances EMEA and Head of Group Business Control.

Holdings in AB Electrolux: 31,444 B-shares.

Jens-Petter Iversen
Chief Information Officer

Born 1964. Sweden. Master of business administration and Bachelor of Science Electrical Engineering. In Group Management since 2026 and employed since 2001.

Other assignments: Board member of Livförsäkringsbolaget Skandia.

Previous positions: Various positions within Electrolux Group, including CIO Major Appliance EMEA and Overall Program Director Global ERP and PLM programs.

Holdings in AB Electrolux: 5,454 shares.

Leandro Jasiocha
Head of Region Europe, Middle East & Africa (EMEA)

Born 1976. Brazil. Master's degree in Business Administration, M.Sc. in International Supply Chain/ Purchasing. In Group Management since 2023, employed 1995-2000, 2002-2016 and since 2018.

Previous positions: Various senior positions within Electrolux Group, including CEO and Head of Business Area Latin America, Vice President Consumer Journey Latin America and Vice President Product Lines Latin America. Management positions at Hyva Global B.V.

Holdings in AB Electrolux: 13,947 B-shares.

Holdings in AB Electrolux are stated as of December 31, 2025 and includes holdings of related natural and legal persons, when applicable.

Eduardo Mello
Head of Region Latin America

Born 1968. Brazil. B.S. Bachelor's degree in Mechanical Engineering and an MBA. In Group Management since 2026 and employed since 2011.

Previous positions: Various senior positions within Electrolux Group, including Head of Product Line Global Food Preservation and Commercial VP for Latin America. Senior positions at MABE Brazil and Samsung Brazil as well as various other positions within the automotive and cosmetics industries.

Holdings in AB Electrolux: 41,861 B-shares.

Patrick Minogue
Head of Region North America

Born 1975. Ireland. Master's degree in business administration and a bachelor's degree in history. In Group Management since 2026 and employed since 2025.

Previous positions: President of U.S. Coffee at Keurig Dr Pepper Inc. Several senior positions at Bacardi and MillerCoors with roles leading commercial transformation, customer marketing and brand management.

Holdings in AB Electrolux: 15,000 B-shares

Francesca Morichini
CHRO and Communication

Born 1978. Italy. Degree in Political Science with major in International Law. In Group Management and employed since 2025.

Previous positions: CHRO at Amplifon Group. VP HR EMEA and other senior roles in HR at Whirlpool. Multiple regional and global roles at Bialetti, L'Oreal and Barilla.

Holdings in AB Electrolux: 0 shares.

Vincent Rotger
Head of Product Line Wellbeing & SDA

Born 1972. France. Master in Management, executive education in M&A and Corporate Strategy. In Group Management since 2026 and employed since 2025.

Previous positions: COO at EverEver and various senior positions at Haier Europe and Whirlpool France.

Holdings in AB Electrolux: 0 B-shares.

Michelle Shi-Verdaasdonk
Chief Product Officer

Born 1980. Australia. B.Sc. in Aerospace Engineering and Aviation Science, Master's degree in Engineering, Quality Management, and an Executive MBA. In Group Management since 2024, employed 2010-2015 and since 2024.

Other assignments: Board member of Polaroid.

Previous positions: Senior positions within Dyson Group, including Chief Supply Chain Officer and Executive Committee Member. Various senior global positions within Signify (former Philips Lighting) as well as Electrolux Group. Various positions within PepsiCo, and Ford Motor Company in Australia.

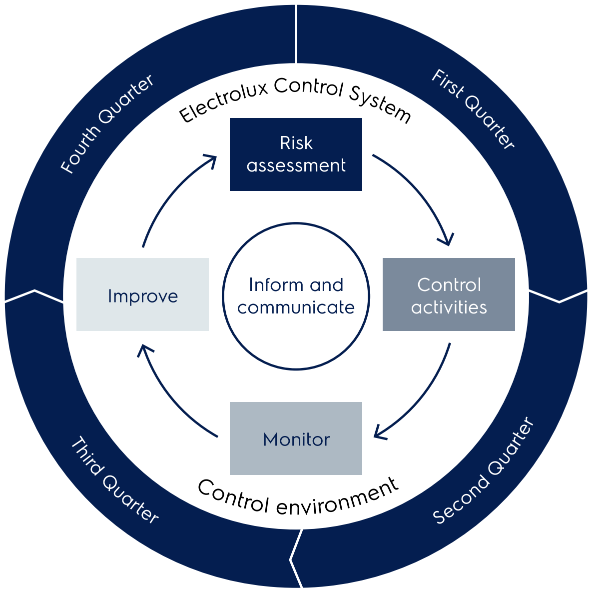
Holdings in AB Electrolux: 2,300 B-shares.

Holdings in AB Electrolux are stated as of December 31, 2025 and includes holdings of related natural and legal persons, when applicable.

The Board's report on internal control over financial and sustainability reporting

The Electrolux Control System (ECS) has been developed to ensure accurate and reliable financial and sustainability reporting and preparation of financial and sustainability 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.

ECS is based on the framework set by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).



Control environment

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

The AB Electrolux Board has overall responsibility for establishing an effective system of internal control. The responsibility for maintaining effective internal controls is delegated to the President and CEO.

The limits of responsibilities and authorities are given in directives for delegation of authority, manuals, policies and procedures, and codes, including the Code of Conduct, the Workplace Policy, the Anti-corruption Policy, and in Group policies for information, finance, and the Accounting Manual. Together with laws and regulations, these internal guidelines form the control environment and all Electrolux Group employees are accountable for compliance.

All entities within 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.

The ECS Program Management Office (PMO), part of the Group Internal Audit function, has developed the methodology and is responsible for maintaining the ECS. To ensure timely completion, roles and responsibilities for internal control have been clearly defined and aligned with the company structure across the Group.

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, ECS PMO performs a global risk assessment to determine the reporting units, data centers and processes in scope for ECS activities. All larger reporting units perform the ECS activities.

The ECS has also 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 mitigate the risks identified and ensure accurate and reliable financial and sustainability reporting as well as process efficiency.

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

- Manual and application controls – to secure that key risks related to financial and sustainability 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 and Improve

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

The effectiveness of control activities is monitored continuously at four levels: Group, Region, 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 ECS, management is responsible for testing key controls. Management testers who are independent of the control operator perform these activities. Controls that have failed must be remediated, which means establishing and implementing actions to correct weaknesses.

Group Internal Audit performs independent testing of selected controls. It also proactively proposes improvements to the control environment and control activities.

Inform and communicate

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

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

The status of ECS activities is followed up continuously through status meetings between ECS PMO and coordinators in the Regions. Information about the status of ECS is provided periodically to the regions and Group Management, the Audit Board and the Audit Committee.

Stockholm, February 16, 2026

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 year 2025 on pages [34-44] 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 18, 2026

Öhrlings PricewaterhouseCoopers AB

Johan Rippe
Authorized Public Accountant
Partner in Charge

Aleksander Lyckow
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.

Report by the Board of Directors

- Net sales amounted to SEK 131,282m (136,150). Excluding currency translation effects, sales increased by 3.0%. Organic sales growth was 3.9%.
- Operating income amounted to SEK 3,657m (1,100) corresponding to a margin of 2.8% (0.8).
- Income for the period amounted to SEK 878m (-1,394), corresponding to SEK 3.25 (-5.16) per share.
- Operating cash flow after investments amounted to SEK 1,955m (2,254).
- The Board of Directors proposes that no payment of dividend will be made for 2025.

Key Data

SEKm	2025	2024	Change, %
Net sales	131,282	136,150	-4
Sales growth, %[1]	3.0	5.0	
Organic sales growth, %	3.9	5.1	
Divestments, %	-0.8	-0.1	
Changes in exchange rates, %	-6.6	-3.8	
Operating income[2]	3,657	1,100	232
Operating margin, %	2.8	0.8	
Income after financial items	1,815	-847	n.m.
Income for the period	878	-1,394	n.m.
Earnings per share, SEK[3]	3.25	-5.16	n.m.
Operating cash flow after investments	1,955	2,254	
Return on net assets, %	9.4	2.8	
Capital turnover-rate, times/year	3.4	3.5	
Average number of employees	39,233	40,787	
Net debt/EBITDA	3.0	3.4	
Equity per share, SEK	32.18	36.01	
Dividend per share, SEK[4]	–	–	
Return on equity, %	10.1	-13.6	

[1] Change in net sales adjusted for currency translation effects.
[2] Operating income for 2024 included negative non-recurring items of SEK -566m. Excluding these items, operating income for 2024 amounted to SEK 1,666m, corresponding to a margin of 1.2%, see Note 7.
[3] Basic, based on an average of 270.4 (270.0) million shares for the full year, excluding shares held by AB Electrolux.
[4] Proposed by the Board of Directors.
Note: n.m. (not meaningful) is used when the calculated number is considered not relevant.

Net sales and income

- Net sales decreased by -3.6%. Organic sales increased by 3.9%. Divestments had a negative impact of -0.8% and currency translation had a negative impact of -6.6%.
- Operating income amounted to SEK 3,657m (1,100), corresponding to a margin of 2.8% (0.8). In 2024, operating income included non-recurring items of SEK -566m.
- The increase in operating income excluding non-recurring items was mainly driven by cost efficiency, with a positive effect of SEK 4.0bn, and higher volumes in all the Group's business areas.
- Price was negative, due to a negative price development in business area Europe, Asia-Pacific, Middle East and Africa, and with increased competitive pressure in all business areas.
- The impact from external factors was significantly negative due to increased costs in North America related to U.S. tariffs, and negative currency effects.
- Income for the period amounted to SEK 878m (-1,394), corresponding to SEK 3.25 (-5.16) per share.

Net sales

Net sales in 2025 amounted to SEK 131,282m (136,150). Organic sales growth was 3.9% while currency translation had a negative impact of -6.6% and the negative impact from divestments was -0.8%.

The organic sales growth was driven by higher volumes in all the Group's business areas, and mix was favorable. Price development was negative driven by business area Europe, Asia-Pacific, Middle East and Africa with a higher share of sales under promotion, increased competitive pressure, and predominantly replacement driven demand. Aftermarket sales decreased.

Operating income

Operating income for 2025 amounted to SEK 3,657m (1,100), corresponding to a margin of 2.8% (0.8). Increased cost efficiency contributed SEK 4.0bn to earnings, mainly driven by product cost reductions. Organic sales growth had a positive impact. Higher volumes and improved mix, supported by the focus on growth in higher-value categories, more than offset a slightly negative impact from price. Investments in innovation and marketing increased to support the Group's product porfotlio and new product launches. The impact from external factors was significantly negative due to increased costs for U.S. tariffs and negative currency effects. Lower raw material costs partly offset the negative effect from labor cost inflation. Operating income in the second quarter 2025 included a positive contribution of SEK 180m from the divestment of the Kelvinator trademark portfolio in India. In 2024, the Group divested all of its potential legacy asbestos exposure in the U.S. The transaction had a positive earnings impact of SEK 185m in business area North America in the fourth quarter 2024. In 2024, operating income included negative non-recurring items of SEK –566m related to the divestment of the water heater business in South Africa. For more information, see Note 7.

For more information on the performance of each business area, see page 23.

Financial net

Net financial items amounted to SEK -1,842m (-1,947) with the main reason for the year-over-year difference being that 2024 was negatively impacted by the devaluation of the Egyptian pound.

Income after financial items

Income after financial items amounted to SEK 1,815m (-847), corresponding to 1.4% (-0.6) of net sales.

Taxes

Total taxes for 2025 amounted to SEK -936m (-547), corresponding to a tax rate of -51.6% (-64.5).

Income for the period and earnings per share

Income for the period amounted to SEK 878m (-1,394), corresponding to SEK 3.25 (-5.16) in earnings per share before dilution.

Other facts

Changes in Group Management during 2025

During 2025, the following changes were made in relation to Group Management.

On January 1, 2025, Yannick Fierling succeeded Jonas Samuelson as President and CEO.

On June 19, 2025, Vincent Rotger succeeded Henrik Dagberg as Chief Strategy Officer.

On July 1, 2025, Francesca Morichini took over as Chief Human Resources & Communications Officer, succeeding Lars Worsøe Petersen who retired on January 1, 2025.

On August 1, 2025, Olga Loskutova succeeded Ian Banes as Head of Product Line Care.

On October 30, 2025, it was announced that the current Business Areas are renamed to Regions as of January 1, 2026, and that former Business Area Europe, Asia-Pacific, Middle East and Africa is divided into Region Europe, Middle East and Africa (EMEA) and Region Asia-Pacific (APAC) with Region APAC focusing mainly on commercial activities and product lines and the other Regions focusing on commercial activities, product lines and operations (e.g. manufacturing). It was also announced that as of January 1, 2026, Leandro Jasiocha will be Head of Region EMEA, succeeding Anna Ohlsson-Leijon, that Patrick Minogue will succeed Ricardo Cons as Head of Region North America, and Eduardo Mello will succeed Leandro Jasiocha as Head of Region Latin America.

Updated strategy and reconfirmed financial targets

On December 4, 2025, Electrolux Group hosted a Capital Markets Update where the company presented an updated strategy and reconfirmed its financial targets, refined with a focus on organic sales.

Sustainability statement

For sustainability related information, please see the Sustainability statement on pages 59-130. The Sustainability statement has been prepared to fulfill the requirements of the Swedish Annual Accounts Act (considering chapter 6, paragraph 11 specifically), the EU Taxonomy Regulation, and Corporate Sustainability Reporting Directive (CSRD).

Financial position

- Financial net debt position amounted to SEK 24,593m (22,706).
- Net debt/EBITDA ratio was 3.0 (3.4).
- Equity/assets ratio was 8.8% (8.9).
- Return on net assets was 9.4% (2.8).

Working capital and net assets

Working capital as of December 31, 2025, amounted to SEK -12,096m (-17,102), corresponding to -9.7% (-12.6) of annualized net sales. Operating working capital amounted to SEK 6,092m (4,853), corresponding to 4.9% (3.6) of annualized net sales.

Average net assets were SEK 38,882m (38,936), corresponding to 29.6% (28.6) of annualized net sales.

Return on net assets was 9.4% (2.8).

Liquid funds

Liquid funds as of December 31, 2025, amounted to SEK 15,895m (16,592), excluding back-up credit facilities. As per December 31, 2025, Electrolux Group had the following unused committed back-up revolving credit facilties; a multi-currency sustainability-linked facility of EUR 1,000m, approximately SEK 10,818m, maturing in 2028 and two facilities, each amounting to SEK 3,000m, maturing in 2027.

Net debt

As of December 31, 2025, Electrolux Group had a financial net debt position (excluding lease liabilities and post-employment provisions) of SEK 24,593m, compared to the financial net debt position of SEK 22,706m as of December 31, 2024. Net provisions for post-employment benefits were SEK -79m (336) and lease liabilities amounted to SEK 3,662m (4,812) as of December 31, 2025. In total, net debt amounted to SEK 28,176m, an increase by SEK 323m compared to SEK 27,853m per December 31, 2024.

Long-term borrowings and long-term borrowings with maturities within 12 months amounted to a total of SEK 36,545m as of December 31, 2025 with an average maturity of 3.0 years, compared to SEK 36,601m and 3.3 years at the end of 2024. During 2026, long-term borrowings amounting to approximately SEK 5,460m will mature.

The Group's target for long-term borrowings includes an average time to maturity of at least two years, an even spread of maturities and an average interest-fixing period between 0 and 3 years. A maximum of SEK 8,000m of the long-term borrowings is allowed to mature in a 6-month period. In March 2024, to ensure financial and operational flexibility, the Board of Directors approved a temporary exception from the maximum maturing amount during a 6-month period borrowing limit. The maximum amount of long-term borrowings maturing in any given 6-months period was SEK 8,471m at the end of 2025.

At year-end, the average interest-fixing period for long-term borrowings was 1.6 years (1.8). At year-end, the average interest rate for the Group's total interest-bearing borrowings was 4.5% (4.8).

Net debt and equity ratios

The net debt/EBITDA ratio was 3.0 (3.4) and the net debt/equity ratio was 3.24 (2.86). The equity/assets ratio was 8.8% (8.9).

Equity and return on equity

Total equity as of December 31, 2025, amounted to SEK 8,706m (9,723), which corresponds to SEK 32.18 (36.01) per share. Return on equity was 10.1% (-13.6).

Cash flow

- Operating cash flow after investments amounted to SEK 1,955m (2,254).
- Investments amounted to SEK 3,358m (4,647).
- R&D expenditure amounted to 3.2% (3.2) of net sales.

Operating cash flow after investments

Operating cash flow after investments in 2025 amounted to SEK 1,955m (2,254). The year-over-year comparison reflects an improvement in operating income, a lower level of investments, payment of a French anti-trust fine, and a negative impact from operating working capital, including a negative effect related to increased U.S. tariffs in 2025.

Capital expenditure

Capital expenditure in property, plant and equipment in 2025 amounted to SEK 2,311m (3,450). The investments were mainly related to new products and architectures. Including investments in product development and software, capital expenditure amounted to SEK 3,358m (4,647), corresponding to 2.6% (3.4) of net sales.

R&D expenditure

The expenditure for research and development in 2025 including capitalization of SEK 412m(519), amounted to SEK 4,144m (4,409) corresponding to 3.2% (3.2) of net sales.

Shareholder and General Meeting

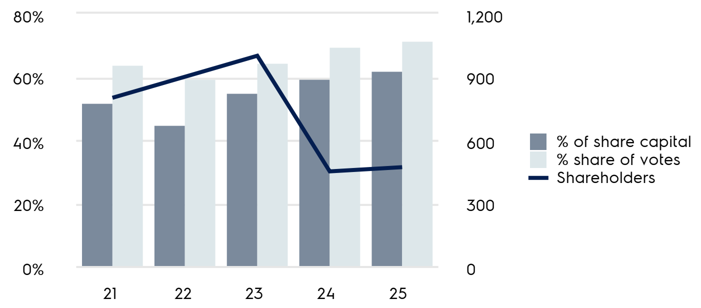
Shares, ownership structure and certain shareholding rights
For information about AB Electrolux shares, ownership structure and certain shareholding rights, see page 32.

General Meeting of shareholders
The shareholders' meeting is the highest decision-making body of AB Electrolux. To exercise voting rights at the shareholders' meeting, a shareholder must be registered in the share register by a stipulated date prior to the meeting and provide notice in the manner prescribed in the convening notice. A shareholder requesting that a specific issue is to be included in the agenda of a shareholders' meeting can make such request to the Board of Directors (Board) of AB Electrolux. Requests must be received by the Board no later than seven weeks prior to the AGM.

The 2025 Annual General Meeting (AGM) of AB Electrolux was held on 26 March 2025 in Stockholm, Sweden. The shareholders could also exercise their voting rights by postal voting in advance.

Decisions at the AGM 2025 included, inter alia:
- Discharge of liability of the Board members and the President and CEO.
- That the number of Board members elected by the AGM for a term ending at the next AGM would be nine directors and no deputies.
- Election of the Board members and auditor.
- A resolution of the Board fees.
- Approval of the remuneration report for 2024.
- Approval of mandate for the Board to resolve on the transfer of repurchased shares on account of both potential company acquisitions and of covering costs related to social security charges that may arise under the share program for 2023.
- Implementation of a performance based, long-term share program for 2025.

Attendance at AGMs 2021–2025



Annual General Meeting 2026
The AGM 2026 will take place on March 25, 2026 in Stockholm, with the opportunity for shareholders to also exercise their voting rights by postal voting in advance. The AGM can also be followed live online. Documents related to the AGM and the minutes recorded at the AGM are published on the Group's website.

Nomination Committee
The election and remuneration of the Board and auditors are prepared by the Nomination Committee in accordance with the Code. The AGM 2024 adopted an instruction for the Nomination Committee, which applies until a new instruction is adopted by the AGM.

The instruction for the Nomination Committee includes a process for the appointment of a Nomination Committee comprised of five 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 Nomination Committee, together with the Chair of the Board. The composition of the Nomination Committee shall be constituted based on shareholding as of the last banking day in August in the year prior to the AGM according to reliable ownership information provided to the company. The Nomination Committee shall perform its assignment according to the Code. Shareholders may submit proposals for nominees to the Nomination Committee, using a specific email address published on the Group's website.

The Nomination Committee's tasks include preparing proposal for the next AGM regarding; Chair of the AGM, Board members, Chair of the Board, fees to Board members, remuneration for committee work, amendments of instructions for the Nomination Committee, if deemed necessary as well as auditors and auditors' fees, when applicable.

For the AGM 2026, the following Nomination Committee members have been appointed:
- Christian Cederholm, Investor AB, Chair
- Erik Durhan, Lannebo Kapitalförvaltning
- Alexandra Frenander, Folksam
- Pia Gisgård, Swedbank Robur Fonder
- Torbjörn Lööf, Chair of the Board, AB Electrolux

Further information related to the Nomination Committee and its work are published on the Group's website.

External auditors
The AGM 2025 elected Öhrlings Pricewaterhouse Coopers AB (PwC) as AB Electrolux external auditor for the period until the AGM 2026. The election of PwC was preceded by recommendation by the Audit Committee. Authorized Public Accountant Johan Rippe is the auditor in charge. PwC provides an audit opinion regarding AB Electrolux, the financial statements of the majority of the company's subsidiaries, the consolidated financial statements for the Electrolux Group and the administration of AB Electrolux as well as a limited assurance report on the sustainability statement The auditor also conducts a review of the half year report.

Distribution of funds to shareholders

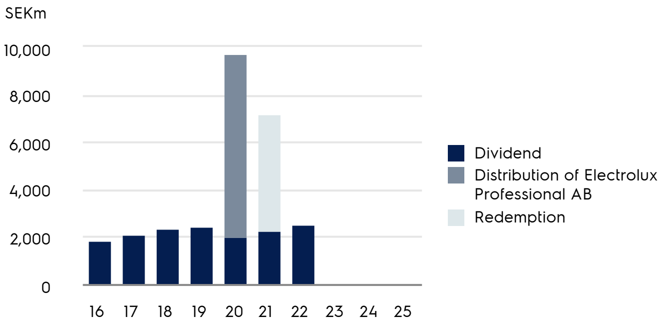
Dividend 2024

The Annual General Meeting in March 2025 decided to adopt the Board's proposal that no dividend should be distributed for the fiscal year 2024 and that AB Electrolux funds would be carried forward in the new accounts.

Proposed dividend

According to the company's dividend policy, Electrolux target is for the dividend to correspond to approximately 50% of the annual income. The Board of Directors' objective is that Electrolux Group should have a solid investment grade rating. Over time, it is the Board's objective that net debt/EBITDA should not exceed 2.0x. In 2025, net debt/EBITDA was 3.0x. Hence, the Board of Directors proposes that no dividend shall be distributed for the fiscal year 2025.

Total distribution to shareholders



Number of shares[1)]

	A shares	B shares	Shares, total	Shares held by Electrolux	Shares held by other shareholders
Number of shares as of January 1, 2025	8,191,804	274,885,589	283,077,393	13,049,115	270,028,278
Change during the year	–	–	–	-468,040	468,040
Total number of shares as of December 31, 2025	8,191,804	274,885,589	283,077,393	12,581,075	270,496,318
As % of total number of shares	2.9	97.1	100.0	4.4	95.6

1) For more information on number of shares, see Note 20.

Employees

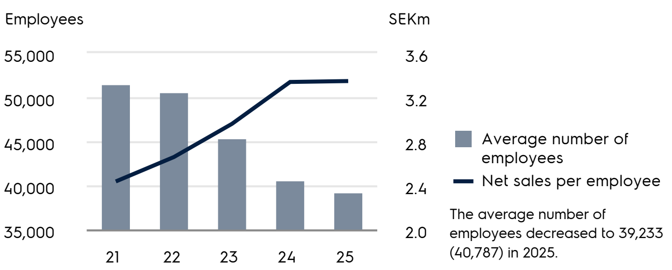
Electrolux Group's corporate culture
Teamship is the Electrolux way of working. It is about setting aligned goals that allow clear choices and continuous improvement. It is about knowing how to collaborate. It is about transparency and a learning organization. Finally, it is about engagement and passion for creating outstanding consumer experiences.

Wherever Electrolux Group operates in the world, the company applies the same high ethical standards and principles of conduct.

The Group has a global ethics program, encompassing both ethics training and a whistleblowing system – the Electrolux Speakup Line. Through the Electrolux Speakup Line, employees can report suspected misconduct in local languages. Reports may be submitted anonymously if legally permitted.

Code of Conduct
The Group has a Code of Conduct that defines high employment standards for all Electrolux employees in all countries and business areas. It incorporates issues such as child and forced labor, health and safety, workers' rights and environmental compliance. Key policies in this context include the Workplace Policy, the Anti-Corruption Policy and the Environmental Policy.

Number of employees
The average number of employees of Electrolux decreased in 2025 to 39,233 (40,787), of whom 1,482 (1,565) were in Sweden. Salaries and remuneration in 2025 amounted to SEK 18,545m (20,001), of which SEK 1,477m (1,491) refers to Sweden.



The average number of employees decreased to 39,233 (40,787) in 2025.

Remuneration guidelines for Group Management
The following guidelines were approved by the Annual General Meeting 2024 and apply until the Annual General Meeting 2028 unless any changes are proposed.

The guidelines apply to the remuneration and other terms of employment for the President and CEO, other members of the Group Management of Electrolux ('Group Management') and, if applicable, remuneration to board members for work in addition to the board assignment. The Group Management currently comprises nine executives.

The guidelines shall be applied to employment and consultancy agreements entered into after the Annual General Meeting in 2024 and to changes made to existing agreements thereafter. The guidelines shall be in force until new guidelines are adopted by the General Meeting. These guidelines do not apply to any other remuneration decided or approved by the General Meeting.

Remuneration for the President and CEO and, if applicable, members of the Board of Directors is resolved upon by AB Electrolux Board of Directors, based on the recommendation of the People Committee. Remuneration for other members of Group Management is resolved upon by the People Committee and reported to the Board of Directors. The People Committee shall also monitor and evaluate programs for variable remuneration for the Group Management, the application of the guidelines for executive remuneration as well as the current remuneration structures and compensation levels in the Company. The Board of Directors shall, based on the recommendation from the People Committee, prepare a proposal for new guidelines at least every fourth year and submit it to the Annual General Meeting. The President and CEO, and other members of the Group Management do not participate in the Board of Directors' processing of and resolutions regarding remuneration related matters in so far as they are affected by such matters.

Electrolux Group has a clear strategy to deliver profitable growth and create shareholder value. A prerequisite for the successful implementation of the Company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the Company is able to recruit and retain qualified personnel. To this end, it is necessary that the Company offers competitive remuneration in relation to the country or region of employment of each Group Management member. These guidelines enable the Company to offer the Group Management a competitive total remuneration. More information on the Company's strategy can be found on the Company's website, electroluxgroup.com.

The remuneration terms shall emphasize 'pay for performance', and vary with the performance of the individual and the Group. The total remuneration for the Group Management shall be in line with market practice and may comprise of the following components: fixed compensation, variable compensation, pension benefits and other benefits.

Employment contracts governed by rules other than Swedish may be duly adjusted for compliance with mandatory rules or established local practice, taking into account, to the extent possible, the overall purpose of these guidelines.

Fixed compensation
The Annual Base Salary ('ABS') shall be competitive relative to the relevant market and reflect the scope of the job responsibilities. Salary levels shall be reviewed periodically (usually annually) to ensure continued competitiveness and to recognize individual performance.

Variable compensation
Variable compensation consists of both short-term and long-term incentives. Long-term incentives consist of long-term share-related incentive programs ('LTI programs'). Such programs are resolved upon by the General Meeting and are therefore excluded from these guidelines. Each year, the Board of Directors will evaluate whether or not an LTI program shall be proposed to the General Meeting. LTI programs shall be distinctly linked to the business strategy and shall always be designed with the aim to further enhance the common interest of participating employees and Electrolux shareholders of a good long-term development for Electrolux. ➢ *For more information regarding these programs, including the criteria which the outcome depend on, please see the Remuneration report at electroluxgroup/en/remuneration-report/*

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 payout shall be made.Variable compensation shall mainly relate to financial performance targets. Non-financial targets may also be used in order to strengthen the focus on delivering on the Company's business strategy and long-term interests, including its sustainability. The targets shall be specific, clear, measurable and time bound and be determined by the Board of Directors.

Short Term Incentive (STI)
Members of the Group Management shall participate in an STI plan under which they may receive variable compensation. The objectives in the STI plan shall mainly be financial and the measurement period shall be one year. The objectives shall mainly be set based on financial performance of the Group and, for the business area, and product line head, of the business area for which the Group Management member is responsible, such as profit, financial efficiency and sales. Financial objectives will comprise at least 80% of the weighting. Non-financial objectives may be related to sustainability, customer satisfaction, quality or company culture.

To which extent the criteria for awarding variable cash remuneration has been satisfied shall be determined by the People Committee when the measurement period has ended. For financial objectives, the evaluation shall be based on the annual financial performance in accordance with the most recent interim report for the fourth quarter made public by the Company.

The maximum STI entitlements shall be dependent on job position and may amount to a maximum of 100% of ABS. Reflecting current market conditions, the STI entitlement for Group Management members employed in the U.S. may amount to a maximum of 150% of ABS.

Extraordinary arrangements
Additional variable compensation may be approved in extraordinary circumstances, under the conditions that such extraordinary arrangement is made for recruitment or retention purposes, is agreed on an individual basis, does not exceed three (3) times the ABS and is earned and/or paid out in installments over a minimum period of two (2) years. Such additional variable remuneration may also be paid on an individual level for extraordinary performance beyond the individual's ordinary tasks and shall in these situations not exceed 30% of the ABS and be paid in one installment.

Right to reclaim variable remuneration
Terms and conditions for variable remuneration should be designed to enable the Board, under exceptional financial circumstances, to limit or cancel payments of variable remuneration provided that such actions are deemed reasonable (malus). The Board shall also have the possibility, under applicable law or contractual provisions and subject to the restrictions that may apply under law or contract, to in whole or in part reclaim variable remuneration paid on incorrect grounds (claw-back).

Pension and benefits
Old age and survivor's pension, disability benefits and healthcare benefits shall be designed to reflect home country practices and requirements. When possible, pension plans shall be based on defined contribution. In individual cases, depending on provisions in collective agreements, tax and/or social security legislation to which the individual is subject, other schemes and mechanisms for pension benefits may be approved. Defined pension contributions shall not exceed 40% of the ABS unless the entitlement is higher under applicable collective agreements.

Other benefits, such as company cars and housing, may be provided on an individual level or to the entire Group Management. Costs relating to such benefits may amount to not more than 20% of the ABS. Members of the Group Management who are expatriates, may receive additional remuneration and other benefits to the extent reasonable in light of the special circumstances associated with the expatriate arrangement. Such benefits shall be determined in line with the Group's Directive on International Assignments and may for example include relocation costs, housing, tuition fees, home travel, tax support and tax equalization.

Notice of termination and severance pay
The notice period shall be twelve months if Electrolux takes the initiative to terminate the employment and six months if the Group Management member takes the initiative to terminate the employment.

In individual cases, contractual severance pay may be approved in addition to the notice periods. Contractual severance pay may only be payable upon Electrolux termination of the employment arrangement or where a Group Management member gives notice as the result of an important change in the working situation, because of which he or she can no longer perform to standard. This may be the case in e.g. the event of a substantial change in ownership of Electrolux in combination with a change in reporting line and/or job scope.

Contractual severance pay may for the individual include the continuation of the ABS for a period of up to twelve months following termination of the employment agreement; no other benefits shall be included. These payments shall be reduced with the equivalent value of any income that the individual earns during that period of up to twelve months from other sources of income, either from employment or from other business activities.

In addition to the above, compensation for any non-compete undertaking may be awarded. Such compensation shall be based on the ABS at the time of notice of termination of the employment, unless otherwise stipulated by mandatory collective agreement provisions, and be awarded over the period for which the non-compete clause applies, which should not exceed twelve months after termination of the employment. The compensation shall be reduced by an amount corresponding to any income that the person receives from other sources of income, either from employment or from other business activities.

Salary and employment conditions for employees
In the preparation of the Board of Directors' proposal for these remuneration guidelines, salary and employment conditions for employees of the Company have been taken into account by including information on the employees' total income, the components of the remuneration and increase and growth rate over time, in the People Committee's and the Board of Directors' basis of decision when evaluating whether the guidelines and the limitations set out herein are reasonable.

Consultancy fees
If a member of the Board of Directors (including through a wholly-owned subsidiary) should carry out services to Electrolux in addition to the board assignment, specific fees for this can be paid out (consultancy fees), provided that such services contribute to the implementation of Electrolux business strategy and the safeguarding of Electrolux long-term interests, including its sustainability. Such consultancy fee may for each member of the Board of Directors not exceed the annual remuneration for the board assignment. The fee shall be in line with market practice.

Deviations from the guidelines
The Board of Directors may temporarily resolve to deviate from the guidelines, in whole or in part, if in a specific case there is special cause for the deviation and a deviation is necessary to serve the Company's long-term interests, including its sustainability, or to ensure the Company's financial viability. The People Committee's tasks include preparing the Board of Directors' resolutions in remuneration related matters. This includes any resolutions to deviate from the guidelines.

Events after year-end

January 29. Anko van der Werff and Lena Glader proposed as new Board members of AB Electrolux
The Nomination Committee of AB Electrolux proposes election of Anko van der Werff and Lena Glader as new members of the Board of Directors at the Annual General Meeting of AB Electrolux on March 25, 2026. The Nomination Committee further proposes re-election of Torbjörn Lööf (Chair), Yannick Fierling, Geert Follens, Petra Hedengran, Ulla Litzén, Daniel Nodhäll, Karin Overbeck and Michael Rauterkus. David Porter has declined re-election.

Anko van der Werff has extensive international experience and expertise in leading complex operations in a competitive industry undergoing change. The Nomination Committee assesses that he will contribute important perspectives to the Board's work going forward, thanks to his strategic competence and transformation experience. He is currently the President and CEO of SAS AB. Anko van der Werff was born in 1975 and is a Dutch citizen.

Lena Glader has substantial expertise in the financial field and a strong understanding of the capital market. The Nomination Committee assesses that she will be a very valuable addition to the Board with her financial competence and analytical capabilities. She is currently CFO at Storskogen Group AB and board member in Tagehus Holding AB. Lena Glader was born 1976 and is a Swedish and Finnish citizen.

The Nomination Committee's proposal means that the Board of Directors shall comprise ten ordinary members elected by the Annual General Meeting, without deputies.

The Nomination Committee's motivated statement, complete proposals, and a presentation of the proposed Board members will be published in due time before the Annual General Meeting 2026.

The Nomination Committee of AB Electrolux comprises Christian Cederholm, Investor AB (Chair), Erik Durhan, Lannebo Kapitalförvaltning, Alexandra Frenander, Folksam, and Pia Gisgård, Swedbank Robur Fonder. The Nomination Committee also includes Torbjörn Lööf, Chair of AB Electrolux.

January 30. Electrolux announces changes to organizational structure and Group management
Electrolux Group announces a new Product organization and appoints Michelle Shi-Verdaasdonk as Chief Product Officer. Vincent Rotger is appointed Head of Product Line Wellbeing & SDA. General Counsel Ulrika Elfving and Chief Information Officer JP Iversen become members of Group Management.

Michelle Shi-Verdaasdonk, Chief Procurement Officer since 2024, will lead the new Product organization which will be responsible for product strategy, R&D, Design, Electronics, Connectivity and Procurement. The Product organization will have the mandate and complete responsibility to define the tech and product road map, develop an attractive product ecosystem, and control cost and complexity. The current global product lines Taste and Care will cease.

The Technology, Digital and Sustainability (TDS) organization will be integrated to the Product organization. Elena Breda, Head of TDS, will become Head of Product Strategy, Innovation and Sustainability, reporting to Michelle Shi-Verdaasdonk.

"We need to be closer to our consumers," says Yannick Fierling, President & CEO, "and these changes will help us do just that. The new Product organizational area will bring a sharper, simpler structure with faster decision-making thanks to clear end-to-end accountability, and the regional product teams will be empowered in their work close to the consumers through end-to-end responsibility for commercialization."

Product Line Wellbeing & SDA remains a strategic focus area. Vincent Rotger, Chief Strategy Officer since 2025, is appointed head of the product line and member of Group Management.

General Counsel Ulrika Elfving, who is leaving the company during the second quarter as previously announced, and Chief Information Officer JP Iversen, are appointed members of Group Management.

Following the changes, Group Management consists of Yannick Fierling, Therese Friberg, Patrick Minogue, Leandro Jasiocha, Eduardo Mello, Michelle Shi-Verdaasdonk, Vincent Rotger, Francesca Morichini, Ulrika Elfving and JP Iversen.

The changes are effective as of February 1, 2026.

For more information, visit www.electroluxgroup.com

Risk Management

Group Risk Management serves to identify, assess and manage risks and opportunities that could impact Electrolux Group's corporate and business strategies, ensuring resilience and successful execution of strategic initiatives.

Overview and governance

Introduction
Enterprise Risk Management (ERM) at Electrolux Group enhances organizational resilience by proactively identifying, assessing, and mitigating risks. In this way, the Group safeguards long-term value and fosters sustainable success and the capacity to reach financial targets and strategic objectives. The Group is exposed to risks that can impact its operations, financial stability, and reputation, hence ERM plays a critical role in navigating a global market.

The ERM governance at the Group encompasses the examination and continual surveillance of various risk categories, adhering to the “Three Lines” model. It covers all Business Areas, Product Lines, and Functions within the Group. The Group employs a decentralized global risk management approach, where each function is responsible for identifying and managing its own risks. The Board of Directors is ultimately responsible for the governance of risk management and has established internal bodies that regularly oversee and address the Group's risk exposure. For more information on the Group's internal bodies, see page 38. This includes among others the Enterprise Risk Management Board (ERM Board).

The ERM Board is established primarily to oversee and facilitate that the Group’s activities are conducted in a holistic and proactive manner to support the achievement of its’ strategic ambitions. The overall purpose is to support and strengthen the development of integrated risk assessment processes. This ensures that timely and periodic assessments of risks shall be assured and enables the management to monitor the identified relevant risks within the Business or Group Functions.

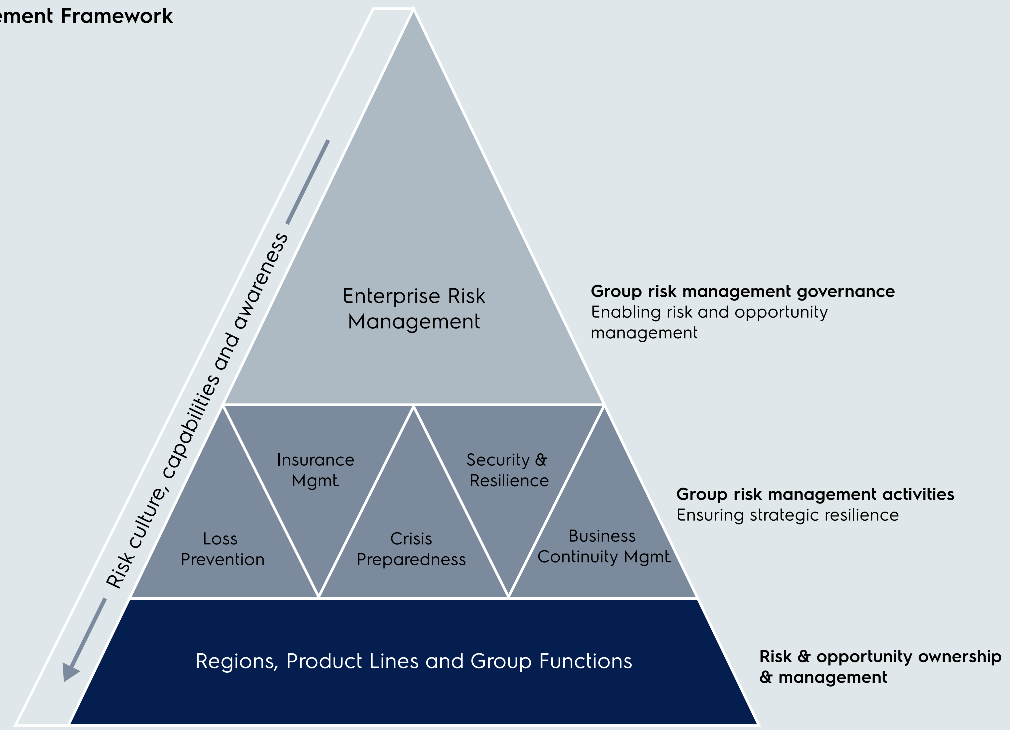
Members of the ERM Board are the President and CEO and the Group Management, the Head of Risk Management, the Head of Internal Audit and the Head of Treasury, Tax & Risk Management.

Risk Transfer, Insurance Protection and Loss Prevention
The Risk Management structure, as described in the illustration below, with the elements of Loss Prevention, Business Continuity, Security, Crisis Management and the interlinkage with ERM enhances the Group’s resilience and safeguards its’ key stakeholders, operational integrity, and reputation. For the element of financial protection, the Group is proactively using different methods of risk transfer. This includes tailored insurance programs that are continuously evaluated, and actions to reduce insurable risks. The Group owns two insurance companies to ensure customized insurance solutions and cost efficiency. Risk transfer is also done by optimization of contracts and hedging via capital markets.

The Group’s Loss Prevention strategy is a backbone of its global risk reduction activities. The Group is running a risk management program, called Blue Risk, to implement loss prevention solutions. The purpose is to minimize the probability and impact of major loss (fire, machinery breakdown, natural catastrophe and climate change, etc.) that could cause significant business interruption. To manage such events, the Group has a Business Continuity Management (BCM) program to recover and maintain critical activities that affect business operations.

Additionally, the Group Security Program systematically monitors, assesses and mitigates security-related risks to ensure a safe operating environment, while the Crisis Management Program aims to increase preparedness for responses to crises that would negatively affect the Group’s profitability, reputation, or ability to operate. Compliance with the Group Security and Crisis Management Programs is systematically monitored and assessed by Group Security. Group Security and Crisis Management together form a key component of the Group’s resilience

Risk Management Framework



strategy, helping to ensure preparedness for incidents that may threaten its people, assets, or operations.

ERM Framework: Enabling Resilience and Unlocking Opportunity
At Electrolux Group, the ERM framework is a cornerstone of strategic resilience and forward-looking governance. It encompasses robust processes to identify, assess, mitigate, communicate, and report risks—particularly those with the potential to significantly influence business performance.

ERM process

A key component is the risk mapping process, a dynamic management tool that systematically gathers and integrates risk intelligence across the Group, which is presented in the following illustration and inspired by COSO ERM Framework and ISO 31000 Risk Management Guideline. By embedding the insight from these processes into decision-making and governance, we not only safeguard our operations but also uncover emerging opportunities for innovation, efficiency, and sustainable growth.

Effective risk management is not merely a protective measure—it is a strategic enabler. It empowers the Group to navigate uncertainty with confidence, make informed decisions, and proactively seize opportunities that align with our purpose and ambition.

At the core of the risk mapping process is the identification and evaluation of existing and emerging risks. Risks are categorized within a Group Risk Universe, which provides a comprehensive view of the types of exposures that may affect the Group's ability to deliver on its strategic and operational objectives. These can stem from both internal and external factors and developments. Risks are viewed through a dynamic lens that reflects the interdependence across functions and geographies and the complexity of the business environment, which is shaped partly by global macroeconomic and political trends. For more information, please refer to page 9, Key Industry Trends.

The Group's risk appetite is defined as the amount and type of risk the Group is willing to accept in pursuit of its objectives. Key risks are linked to action plans aimed at closing risk management gaps, and to continuously monitor how risks evolve after implementing risk-mitigation measures. Risk ownership is assigned to business managers or individuals formally appointed to handle specific risks. This approach fosters a risk culture that encourages engagement and accountability within the organization.

The Group's identified key risks are described in the following table. For more information on financial risks, please refer to Note 2, Financial risk management. For more information on material impacts, risk and opportunities from the Double Materiality Assessment please refer to the Sustainability statement.

Group Risk Management recognizes and actively partakes in the assessment of risks stemming from Sustainability topics. For more information on the interconnectedness of Risk Management and Sustainability in the Group, please refer to the Sustainability statement.

Asset protection

In 2025, Electrolux Group has deepened its understanding of climate change impacts on company assets. The Loss Prevention Blue Risk Program, active for over two decades, continues to deliver strong results. Natural hazard exposures and controls have been assessed annually across more than 100 locations.

In 2025, a comprehensive risk analysis was conducted for selected assets— including manufacturing sites, major warehouses, and offices, —focusing not only on natural hazards but also on climate-related risks and potential losses. This work supports the development of strategic priorities and informs the design of our climate transition plan.

Electrolux Group operates globally, including in regions vulnerable to production disruptions from river flooding, storm surges, tropical cyclones, and sea level rise. By 2050, the three prioritized physical climate risks are heat stress, water stress, and subsidence.

Through the Blue Risk Program, site-level vulnerability assessments and engineering reviews will continue to guide infrastructure upgrades and climate resilience planning. Water systems and structural improvements will be evaluated, while monitoring systems and stakeholder training will ensure operational readiness and long-term sustainability.

The Group's governance structure integrates climate risk into decision-making. Sustainability topics are addressed through the Sustainability Board, while asset protection and climate risk are escalated through the Enterprise Risk Management (ERM) Board, ensuring the Board is well-informed and equipped for strategic decisions.

Key risks for the Group

Context / Potential impact	Management actions / Mitigations
Competitiveness risks As society increasingly embraces digitalization, consumer behavior continues to evolve, driving structural changes across various industries, notably in consumer goods. These shifts are further accelerated by rapid advancements in artificial intelligence, automation, and the emergence of platform-based ecosystems that redefine how products are developed, delivered, and experienced. Not executing on the Group's strategic priorities in a timely and effective manner may affect the delivery of outstanding consumer experience and profitable growth.	The Group recognizes numerous opportunities arising from these developments but is also proactively addressing potential risks such as lack of business agility or an inability to foresee external developments. The Group monitors the evolving competitive landscape, keeping a close eye on new market players, evolving business models, shifts in alliances, and heightened competition. Electrolux Group's ability to invest in growth and innovation, including new segments, is crucial for its strategy.
Market risks Consumer behavior is closely tied to economic conditions. Recessions, reduced spending, and housing market downturns can lower demand for household appliances. Declining purchasing power, trade disruptions (e.g., tariffs), and weak economic growth have impacted Electrolux Group's sales and intensified price competition, particularly in Europe and North America. Further economic deterioration or a financial crisis could worsen these effects.	To mitigate risks, the Group closely monitors market and macroeconomic trends affecting consumer behavior and maintains an agile manufacturing setup to adapt to demand shifts. During strong market conditions, it leverages global scale to deliver innovative products and fast, high-quality consumer experiences. Price competition is notable in low-cost segments and overcapacity categories. In high-inflation markets or with currency fluctuations, the Group can implement price increases to offset negative impacts.
Product Quality/ Brand reputation Risks related to product quality and safety are inherent to the Group's business, given the scale and complexity of its global manufacturing, continuous product innovation, and diverse consumer usage patterns. Defects or safety issues may lead to product recalls, regulatory interventions, legal claims, and customer dissatisfaction, all of which can negatively impact brand reputation and financial performance. The increasing integration of smart technologies and connected features introduces additional risks, including software malfunctions and cybersecurity vulnerabilities. These issues may compromise product functionality or safety, potentially eroding consumer trust. Furthermore, evolving regulatory requirements and rising consumer expectations regarding safety, sustainability, and performance present ongoing compliance challenges. Failure to meet these expectations may result in restricted market access or reduced competitiveness. While the Group maintains a robust product liability insurance program to cover certain financial losses from product-related incidents, this does not extend to reputational damage or the direct costs of product recalls.	To mitigate these risks, the Group has implemented strong governance and operational processes that promote early identification of product safety risks, continuous improvement, and clear accountability across the organization. Rigorous quality assurance and testing protocols are applied throughout the product lifecycle. Product safety risk assessments, cybersecurity safeguards, and software validation are integrated into product development processes. These measures are complemented by supplier audits, which help ensure compliance and prevent quality or safety failures across the supply chain. The Group also actively engages with regulators and industry bodies to stay aligned with evolving standards and regulatory requirements.
Regulatory risks The Group must adhere to a broad range of regulations, laws, and industry standards. As the regulatory landscape evolves, it is essential to proactively manage risks related to legal and product compliance, antitrust, sustainability regulations, trade (e.g., tariffs), supply chain due diligence, contracts, intellectual property, confidentiality, personal data protection, and insider information. Non-compliance may lead to fines, penalties, higher operational costs, permit revocation, halted product manufacturing, and reputational harm.	To mitigate these risks, the Group employs in-house legal experts and other specialists across its business areas and functions to oversee regulatory changes, address ambiguities in the legislative language to ensure clarity and effectiveness and handle compliance matters. Ongoing employee training plays a vital role in ensuring adherence to these laws, regulations and standards.

Geopolitical risks Geostrategic challenges are increasing, creating uncertainty, volatility and raising cross-border constraints. War in Ukraine and conflict in the Middle East continues, with significant implications for global security. In the Taiwan Strait and the South China Sea tensions remain elevated, while US-China rivalry and a new era of disruptive industrial policy are reshaping global trade, contributing to greater fragmentation of the global economy. National security concerns increasingly influence regulation and market access. Combined, these issues create a complex and challenging business environment, which adds cost to operations and threatens to disrupt many business activities.	The Group has adopted a systematic approach to political risk management to support business resilience and reduce the impact of external shocks. The Group monitors geopolitical developments that can negatively impact market demand, supply chain, operations, key customers and the safety of our employees. It is recognized that increasing geostrategic competition can disrupt business activity, add cost and amplify traditional security threats. Through an integrated risk-management program, geostrategic risks are identified, assessed and communicated within the Group to assist the business in managing these challenges effectively.
Supply Chain Risks The Group relies on timely delivery of materials and a stable logistics system. In 2025, geopolitical tensions—especially evolving US tariffs—increased costs and required adjustments to shifting trade regimes. While short-term disruptions occurred, notably in the Red Sea due to the Middle East crisis, overall supply chain capacity and rates remained stable. Finally, while climate-related transport risks may affect long-term reliability and cost efficiency, recent impacts on logistics and material flows were minimal.	The Group continues to adapt its continuity plans to address these supply chain risks. In close collaboration with key suppliers, we monitor and mitigate major supply chain vulnerabilities, ensuring resilience in an increasingly uncertain global landscape. The Group offers a select number of suppliers the opportunity to utilize Supply Chain Finance (SCF) programs. These programs help suppliers release cash, thereby reducing the supplier financial risk and enhancing their ability to grow with Electrolux Group. For more information on the SCF program, see page 160 in Note 18.
IT & Cyber risks Digitalization continues to drive operational efficiency and innovation across the Group. However, increased connectivity, through remote work, smart products, and digital factories, also elevates exposure to cyber threats and IT system failures, which may disrupt critical business functions.	Cybersecurity is governed as a strategic business risk. The Group maintains a robust cyber risk management framework, including continuous threat monitoring, vulnerability remediation, and employee training. Resilience and incident response capabilities are embedded across operations, with particular attention to consumer-facing technologies and data protection.
Security Risks Electrolux Group operates in diverse global environments, some of which pose elevated risks to employee safety and asset security, including property damage, theft, and personal harm. If unmanaged, these risks could lead to harm, legal issues, reputational damage, and operational disruptions.	To safeguard its people and assets, the Group has established a systematic and risk-based approach to ensure that business operations, staff and company assets, tangible and intangible, are safeguarded using cost-effective solutions.
Key people and talent Having the right people is essential for an organization's success. Loss of key talent, skill shortages, or failure to develop and retain crucial talent can inhibit growth and the successful execution of the Group's strategic and operational objectives. These challenges are further exacerbated by the ongoing digital transformation with regards to IoT and Operational Excellence, as premium segments of the market worldwide are increasingly relying on connected products. This will require innovative ways of working and a more digitally skilled workforce.	The Group mitigates risks through succession planning, talent development, and a strong organizational culture to ensure continuity. It aims to be an employer of choice by offering a sustainable, diverse, and healthy work environment with fair employment terms. In parallel, the Group is advancing its digital transformation by developing scalable electronics and software platforms across product categories. To support this, it actively recruits experienced IoT talent to drive innovation and execution.

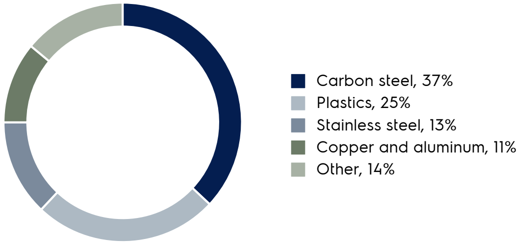
Physical risks to assets Due to its significant global manufacturing and logistical footprint, the Group is exposed to physical risks to assets such as fires, floods, machinery breakdown or earthquakes that could cause damage to and disrupt operations in manufacturing sites or warehouses. Furthermore, climate change-induced hazards such as heat stress increase the risk exposure of the Group's physical assets.	The Group has a well-established loss prevention program called Blue Risk. The program has not found that Group manufacturing sites and warehouses have significant risks related to greater acute and chronic physical risks. Detailed modelling to better identify long term effects is conducted, based on reputable external sources, enhancing resilience and loss prevention efforts. Furthermore, adequate insurance is in place to safeguard the Group from potential losses.
Environment risks The main environmental risks are related to regulatory and consumer requirements. Not meeting requirements could result in fines or limitations on production permits, reduced sales, or product withdrawal. Carbon taxes, such as the EU "carbon border adjustment mechanism" on finished goods could also increase import duties. Other transition risks include increased reporting requirements, as well as the potential change in consumer behavior.	The Group has established processes to mitigate these risks, including ISO-certified management systems, internal audits, a Responsible Sourcing program, and target setting within product development plans. Furthermore, product development roadmaps have objectives to meet energy labeling standards, such as the EU new labelling standards, stricter minimum energy performance standards (MEPS), which is updated annually. The Group is also prepared to address the impact of higher carbon taxes — stemming from the Emission Trading System (ETS) or the EU Carbon Border Adjustment Mechanism (CBAM) — by driving resource and energy efficiency across the entire value chain.
Ethics-related compliance risks The Group faces a wide array of ethical and social considerations, including human rights, privacy, employment conditions, and corruption. Non-compliance with anti-corruption law may result in substantial fines or various sanctions. Furthermore, breaches of human rights and ethical norms have the potential to adversely affect the Group's brands and corporate reputation.	In response to these risks, the Group has implemented thorough internal governance procedures and policies and maintains a zero-tolerance policy towards corruption. Anti-corruption measures are outlined in the Group's Anti-Corruption Policy, which all employees are required to follow. This policy provides guidance on ethical conduct and clarifies actions that constitute unlawful and inappropriate behavior.
Social risks The Group's reputation is built on trust, which means that all actions and decisions must be governed by principles of ethics, integrity, and respect for people and care for the environment – no matter where the Group operates in the world. The key human rights risk areas include freedom of association, discrimination, and working conditions. Other risk areas are labor rights at suppliers and corruption.	The Group monitors performance and manages risks through internal and external audits, annual audits for manufacturing units, local human rights assessments, education, the Speakup Line (Electrolux Group´s whistleblower mechanism), management-labor dialogue, as well as health and safety committees. Furthermore, the Group conducts human rights impact assessments at both Group and local level, in line with the UN Guiding Principles on Business and Human Rights. Finally, risks in the supply chain are addressed through assessments, audits, training efforts and surveys as part of the Responsible Sourcing program and the Conflict Minerals program.
Raw material and logistics impact Fluctuations in commodity prices impact the Group's input costs and, therefore, its profitability. Materials account for a large share of the Group's costs. In 2025, Electrolux Group purchased raw materials and components for approximately SEK 49bn, of which approximately SEK 19bn referred to raw material. Logistics accounted for approximately 8.6% of net sales in 2025.	In order to mitigate increases in prices for raw material, components and logistics, Electrolux Group strives to raise the prices of its products, improve cost efficiency and negotiate more favorable purchasing contracts for commodities such as steel and chemicals.

Sensitivity analysis year-end 2025

Risk	Change +/-	Pre-tax earnings impact -/+, SEKm
Raw material[1]		
Carbon steel	10 %	680
Stainless steel	10 %	240
Plastics	10 %	460
Currency[2] and interest rates		
USD to EUR	10 %	350
USD to BRL	10 %	410
USD to CAD	10 %	330
EUR to CHF	10 %	320
EUR to GBP	10 %	220
MXN to USD	10 %	190
THB to USD	10 %	140
THB to AUD	10 %	130
USD to AUD	10 %	100
Translation exposure to SEK[3]	10 %	396
Interest rates	1 percentage point	45

[1] Changes in raw materials refer to Electrolux Group prices and contracts, which may differ from market prices.
[2] Transactional exposure. Translation effects not included.
[3] Assuming the Swedish krona appreciates/depreciates against all other currencies.

Raw materials exposure 2025



Sustainability statement

AB Electrolux (publ), 556009-4178, S:t Göransgatan 143, SE-105 45 Stockholm, Sweden.

General information

Strategy and business model

SBM-1 Strategy, business model and value chain

The Group's vision, purpose and business model
In 2025, Electrolux Group had total revenues of SEKm 131,282 and generated an operating earnings margin of 2.8%. During 2025, a thorough strategic review was conducted, resulting in a new vision providing a clear direction for the Group:
Our vision is to be the home appliances industry leader in consumer satisfaction - delivering outstanding lifetime experiences with solutions that always get better.

The Group's purpose is to Shape living for the better, with the mission to reinvent lifetime taste, care and wellbeing experiences for more enjoyable and sustainable living around the world. The Group's products are an essential part of daily life for hundreds of millions of consumers around the globe. Electrolux Group sells its products for example through retailers, contract channels and directly to consumers.

The Electrolux Group is organized in three Business areas and three Product Lines. See page 3 for organization changes 2026. Within the three product lines, Taste, Care and Wellbeing, the Group innovates and develops more resource-efficient products that can be brought to market at scale. Resource-efficient products are the Group's greatest contribution to tackling climate change, and the associated environmental impacts, as approximately 85% of the Group climate impact occurs during appliances use phase. Besides making products more resource-efficient, the Group works to inspire conscious behavior by designing products that intuitively help consumers to use them in ways that can help reduce environmental impact. Focusing on the Group's most resource-efficient products is also aligned with our efforts to achieve sustainable and profitable growth, as these products typically have higher gross profit. The Group's most resource-efficient products accounted for 26% of total units sold and 36% of gross profit in 2025. Electrolux Group's most resource efficient products include a selection of products in the top-tier of the highest energy ratings - depending on product category and when a label is present[1]. For categories not falling under energy labelling regulations, the appliances included in the definition of Electrolux Group's most resource-efficient products have specifically designed characteristics and features for improved resource-efficiency (e.g., features that can help save energy or water during use phase, use of recycled materials).

Sustainability has long been a cornerstone of the Group's strategy and is a strategic enabler of the Group's overall purpose. It is integrated into all key building blocks of the strategy and is laid out more in detail in the Electrolux Group's sustainability framework — For the Better.

For the Better Framework

For the Better consists of three pillars — Better Company, Better Solutions, Better Living — and the Climate Goals. The framework was launched a decade ago and sets a clear direction for the Group's sustainability leadership, business value and communication. Better Company is about working continuously to achieve resource-efficient operations while driving a safe, diverse and ethical company — both internally and throughout the value chain. This includes reducing the environmental footprint by shifting to renewable energy and optimizing the use of energy and other resources throughout operations. It also includes working to ensure the health, safety and wellbeing of employees as well as working with suppliers so they can live up to the Group's high expectations, no matter where they are located, and supporting them in their transition to more sustainable practices. Better Solutions is about meeting the growing global market for household appliances without increasing environmental impact. This involves optimizing product performance, business models and the use of resources. For the Group, this means improving the energy and water performance of its appliances and integrating recycled materials, promoting recyclability, using more sustainable packaging solutions, and developing circular business solutions. It also includes safe and effective chemical management and continuing to replace chemicals that cause concern. Better Living is about shaping better and more sustainable living around the world by promoting better eating, better garment care and better home environments together with consumers and partners. This includes promoting healthy and more sustainable eating by helping consumers to reduce food waste, adopt more plant-based eating and reduce nutrition loss in cooking. It also entails helping consumers to make clothes last longer and reduce the environmental impact of doing the laundry while caring for all fabrics. Furthermore, the Group is contributing to promote healthier homes by enabling more people to benefit from more comfortable indoor environments with cleaner air, water and surfaces.

The Group's For the Better framework and the three pillars, include nine aggregated sustainability goals and the Electrolux Group Climate Goals. For the Better is based on the Group's most critical sustainability topics, identified through materiality analysis and shaped by ongoing stakeholder dialogue. The goals address all topics identified as material in the Group's Double Materiality Assessment in 2025 as described in SBM-3 on page 64.

For the Better is also mapped and aligned with a variety of sustainability frameworks, including the UN Sustainable Development Goals (SDGs), science-based climate targets (approved by the Science Based Targets initiative (SBTi) in 2023), and to the United Nations Global Compact Business ambition for 1.5°C.

To ensure continued relevance, For the Better is revised at least every five years. In 2025, new insights were drawn from the updated Double Materiality Assessment (DMA), desktop research, benchmark studies, external stakeholder engagement as well as an internal dialogue. This, combined with a changing market environment, led to the For the Better framework currently undergoing revision.

[1] E.g., EU Energy label (EU Regulation 2017/1369), Energy Star (USA), ENCE (Brazil), AS/NZS 2007.2:2021 (APAC)

Sustainability targets

Progress on the Group's For the Better 2030 Goals are measured and monitored with several metrics and targets. These metrics and targets are global in scope and encompass all the Group's businesses, customers and product categories, and are integrated into its strategy and operations. The Group's sustainability targets and metrics are summarized and reported on in detail in the topical ESRS sections on pages 85-129, together with other disclosures.

ESRS standard	Metric	Target ambition level		Base year	Target year	2025 Status	SDGs[1]
Environment							
E1	Greenhouse gas emissions in the value chain	Net-zero		2021	2050	●	7, 9, 12, 13, 17
	Scope 1 and 2 emissions	85%	reduction in absolute scope 1 and 2 emissions	2021	2030	●	
	Scope 3 emissions	42%	reduction in absolute scope 3 emissions	2021	2030	●	
E3	Water efficiency at manufacturing sites	25%	improvement in potential water risk areas	2020	2025	●	6, 12, 17
		5%	improvement in all other areas	2020	2025	●	
E5	Share of manufacturing sites certified as Zero Waste to Landfill	100%	manufacturing sites certified as Zero Waste to Landfill	2018	2025	●	8, 9, 12, 17
	Share of recycled content in core materials	35%	recycled content in purchased plastics[2] and steel	2024	2030	●	
Social							
S1	Total Case Incident Rate (TCIR)	0.30	TCIR	2015	2030	●	3, 5, 8, 12
	Share of manufacturing sites according to ISO 45001 certified	100%	manufacturing sites ISO 45001 certified	2020	2025	●	
	Share of female People Leaders[3]	40%	share of female people leaders	2020	2030		
S2	Supplier evaluation	95%	of strategic suppliers evaluated as "approved" or "accepted low risk"	2021	2030	●	3, 8, 12

	Long-term targets	2025 targets
●	On track	Achieved
●	Additional effort required	Less than 5% deviation compared to target
●	Off track	More than 5% deviation compared to target

[1] United Nations Sustainability Development Goals established
[2] Plastics refers to PP, PS, ABS, please see 106.
[3] This is an aspirational target that applies in countries where it is legally permissible, and countries such as the US are excluded. People related decisions are always based on skills and competence.

The Group's value chain

As a global leader in the household appliance market, the Group's value chain is extensive. It encompasses everything from direct partnerships with raw material producers to the services the Group delivers to consumers. The Group is active in more than 120 markets all around the world. Significant markets, defined as accounting for more than 10% of the Group's turnover, includes countries such as the United States, Canada, Brazil, Sweden, Germany and Australia. Globally, significant customer groups comprise of for example electronic retailers and kitchen retailers. The Group does not retail to or deal with certain jurisdictions due to economic sanction regimes or similar legislation or rules (or based on the Group's own assessments). Electrolux Group is required to meet local and regional regulatory standards; therefore, all products cannot be sold in every market. *> For information on headcount of employees by geographical areas, refer to S1-6 on page 112. For list of the Group's stakeholders, refer to SBM-2 on page 63*

The Group holistic approach in mapping and analyzing the value chain, helps in identifying opportunities and manage or mitigating impacts. A simplified illustration of the Group's value chain is shown below.

	Upstream		Own operations		Downstream			
	Raw material extraction	Materials processing and manufacturing	Product development	Manufacturing	Logistics	Sales	Consumer use	End-of-life
Activities	Key raw materials for Electrolux Group's products include steel, aluminium, a variety of other metals and minerals, silicon, natural rubber and crude oil and gas derivatives.	Electrolux Group relies on thousands of suppliers, including direct,- indirect-, raw material-suppliers and service providers. Ensuring availability and quality of input while safeguarding the Group's standards and governance principles by developing supplier capacity and improve performance is in focus	Close collaboration between Design, Marketing and R&D enables new products to offer better consumer experiences and more sustainable products.	Electrolux Group has 32 manufacturing sites. The Group focuses on reducing its environmental footprint, maintaining high ethical standards and working conditions, and promoting positive impact in local communities.	The Group uses various logistics providers to transport its goods and products around the world.	Electrolux Group sells products in around 120 markets every year, primarily through retailers.	As the main environmental impacts of the Group's products occur when they are used by consumers. Product energy and water efficiency are top priorities.	On average, materials account for approximately 10% of a product's lifecycle climate impact, and Electrolux Group research highlights that it is a top consumer priority. The Group ensures alignment emerging appliance recycling regulations across more regions.
Key Stakeholders	Suppliers/ Workers/ Civil society organizations/ Local communities	Suppliers/ Workers/ Civil society organizations/ Local communities	Customers/ Consumers	Employees / non-employees/ local communities	Civil society organizations/ Workers	Customers	Consumers	Local communities / Civil society organizations
	Shareholders and Credit Providers							
Relevant material topics	E1, E2, E3, E4, E5, S2, G1	E1, E2, E3, E4, E5, S2, G1	E1, E2, E3, E4, E5, S1, S2, S4	E1, E2, E3, E4, E5, S1, G1	E1, E2, E3, E5, S2, S4, G1	E1, E2, E3, E5, S2, S4, G1	E1, E2, E3, E5, S2, S4	E1, E2, E3, E4, E5, S2, S4

SBM-2 Interests and views of stakeholders

Electrolux Group recognizes that to deliver on its sustainability framework and targets, stakeholder engagement is of high importance. Therefore the Group focuses on cross-collaboration and establishing partnerships. The input and context key stakeholders provide is essential for understanding the expectations on the Group as a responsible company and employer, and to improve evaluation of impacts, risks and opportunities in own operations and the wider value chain.

As an integral part of the Group's stakeholder due diligence process, interviews are conducted with employees, employee representatives and experts on human rights, labor rights and corruption, including advocacy groups, local representatives of international organizations and academia.

Insights derived from all stakeholder engagements are integrated into the Group's Double Materiality Assessment and contribute to the current development of the Group's strategy and sustainability framework.

> See also SBM-1 on page 61 for more information on the Group's sustainability framework.

The Group Management and the Board of Directors are informed of the output from stakeholder engagements as part of the Double Materiality Assessment process and, if relevant, in relation to particular sustainability matters.

The Stakeholder engagement table provides an overview of stakeholder groups and used methods. The table also includes how stakeholder input is considered when developing the Group's strategy and business model. *> See also S1-4 on page 109 for more information on stakeholder engagement as a part the assessment of salient human rights issues.*

Stakeholder Engagement: How Electrolux Group engages with stakeholder groups

	Relevant topics for engagement								
Stakeholder groups	**Climate change**	**Pollution**	**Water**	**Circular economy**	**Own workforce**	**Workers in the value chain**	**Consumers and end-users**	**Form of engagement**	**How input is considered**
Consumers	•	•	•	•	•	•	•	*Surveys and specific campaigns*	Input supports the development of solutions and services.
Customers	•	•	•	•	•	•	•	*Dialogue*	Input supports collaboration on chemical handling, recycling, supply chain monitoring, energy efficiency and recyclability.
Investors	•	•	•	•	•	•	•	*Dialogue and interviews*	Input addressed in the Sustainability Statement, CDP disclosures, Task Force on Climate-Related Financial Disclosures (TCFD), EU Taxonomy and Green Financing Framework.
Employees					•			*Surveys, Speakup Line and dialogue*	Input informs action plans, audits and follow up.
Suppliers and suppliers' employees	•	•		•		•		*Dialogue and interviews*	Input informs audits and follow up as well as workshops and training.
Industry peers	•	•	•	•	•	•	•	*Dialogue and best practice sharing*	Input supports the development of best practice in respective areas.
Non-governmental organizations (NGOs), academia, governmental organizations[1]	•	•	•	•	•	•	•	*Dialogue*	Input from experts and civil society supports local impact assessments, serving as proxies for affected communities. Input supports the development of policies, products, technologies, recycling and labeling procedures.

[1] Business areas are responsible for engaging with their respective policy makers. Public policy initiatives are primarily conducted through industry organizations, such as the European Appliance Industry Association (APPLiA) and the Association of Home Appliance Manufacturers in the United States and Canada (AHAM), the Australian Consumer Electronics Association and the Associação Nacional de Fabricantes de Produtos Eletroeletrônicos (Eletros) in Brazil.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

In 2023, Electrolux Group conducted its first Double Materiality Assessment (DMA) in accordance with ESRS 1 guidelines, to identify material sustainability matters for the Group.

> *Read more about the Double Materiality Assessment process in IRO-1 on page 74.*

This year's analysis reconfirmed the outcomes of the previous year's assessment and, in recognition of emerging sustainability priorities, led to the inclusion of E4 Biodiversity and Ecosystems as a material topic.

> *Read more about the assessment of Biodiversity in E4-1 on page 100.*

The latest assessment has also influenced the introduction of new metrics as well as the development of updated reporting procedures. The outcome of the assessment formed an important input variable to the ongoing update of the Group's strategy and sustainability framework, ensuring both a continued alignment with evolving stakeholder expectations and a proper response to the effects of material impacts, risks and opportunity.

> *Read more about the Group's sustainability framework in SBM-1 on page 61.*

All material impacts are assessed to either originate from or be connected to the Group's strategy and business model.

In summary, the 2025 DMA concluded that nine out of ten ESRS topics are material to the Group and its value chain, as presented in the table to the right. Each material topic is addressed in this Sustainability statement. Further information on the characterization of and rationales for material impacts, risks and opportunities are described on the following pages.

In the annual ERM-process, the Group examines short-, medium- and long-term resilience of the business model in relation to primarily climate scenarios and perspective is incorporated into strategic updates.

> *Read more under BP-1 on page 77.*

The Group has assessed that there is no significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the Group's financial statements due to material risks and opportunities.

Outcome of the 2025 Double Materiality Assessment

Environment

E1 Climate change
- ■ Climate change adaptation
- ■ Climate change mitigation (green-house gas emissions)
- ■ Energy

E2 Pollution
- □ Pollution of air, water & soil
- □ Substances of concern & of very high concern

E3 Water & marine resources
- ■ Water (withdrawals & discharges)

E4 Biodiversity & ecosystems
- ■ Direct impact drivers of biodiversity loss (climate change, pollution & others)
- □ Impacts on the extent and condition of ecosystems
- □ Impacts and dependencies on ecosystem services

E5 Circular economy
- ■ Resource inflows and outflows
- ■ Waste

Social

S1 Own workforce
- ■ Working conditions
- ■ Equal treatment & opportunities

S2 Workers in the value chain
- □ Working conditions
- □ Equal treatment & opportunities
- □ Other work-related rights (Child & forced labor)

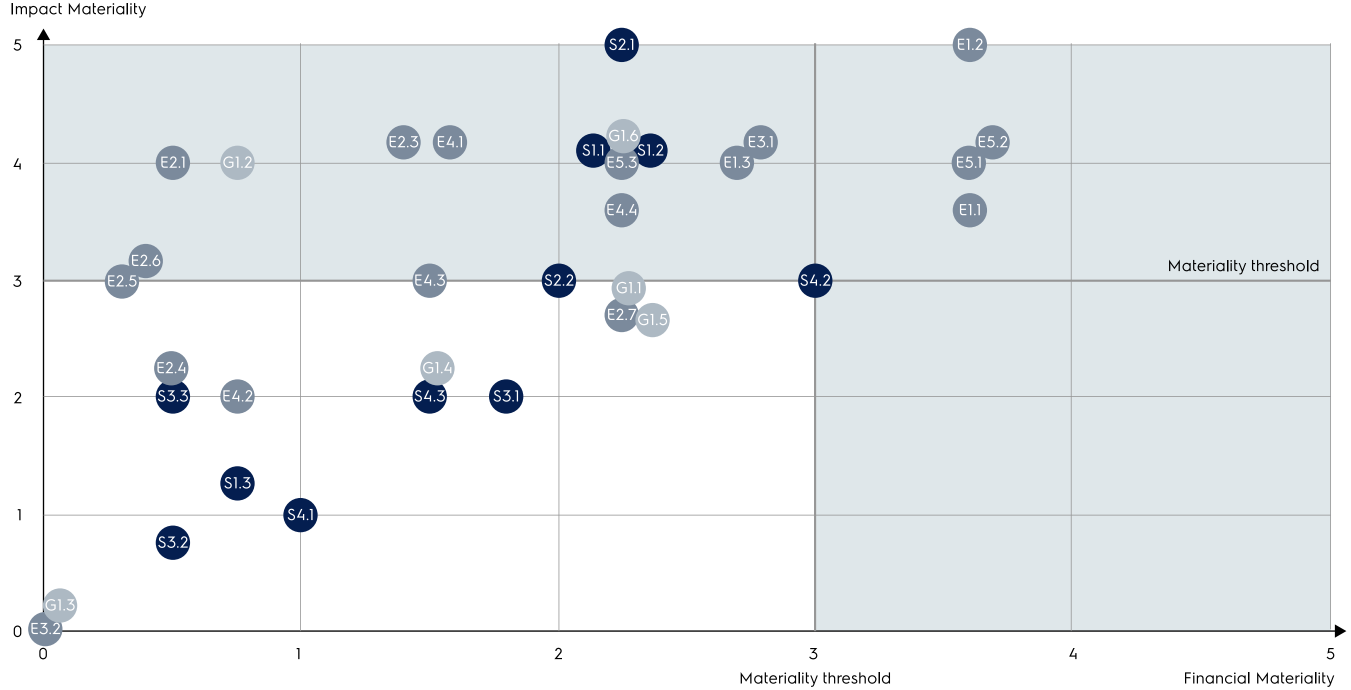
S4 Consumers and end users
- □ Personal safety of consumers and/or end-users

Governance

G1 Business conduct
- ■ Corporate culture
- ■ Protection of whistle-blowers
- ■ Corruption and bribery

■ Material in own operations only or own operations and value chain
□ Material in the value chain only

Materiality Matrix
The Materiality Matrix presents the high-level result of the Materiality assessment for 2025, based on sub-topic. Topics are plotted according to their score along the horizontal axis for financial materiality and the vertical axis for impact materiality. For example, a topic that got an Impact score of 4 and a Financial score of 3 would be displayed at the (4,3) in the plot. Sub-topic with a score of 3 or higher are considered material.



Environment

- E1.1 Climate change adaptation
- E1.2 Climate change mitigation
- E1.3 Energy
- E2.1 Pollution of air
- E2.2 Pollution of water
- E2.3 Pollution of soil
- E2.4 Pollution of living organisms and food resources
- E2.5 Substances of concern
- E2.6 Substances of very high concern
- E2.7 Microplastics
- E3.1 Water
- E3.2 Marine resources
- E4.1 Direct impact drivers of biodiversity loss
- E4.2 Impacts on the state of species
- E4.3 Impacts on the extent and condition of ecosystems
- E4.4 Impacts and dependencies on ecosystem services
- E5.1 Resource inflows, including resource use
- E5.2 Resource outflows related to products and services
- E5.3 Waste

Social

- S1.1 Working conditions
- S1.2 Equal treatment and opportunities for all
- S1.3 Other work-related rights
- S2.1 Working conditions
- S2.2 Equal treatment and opportunities for all
- S2.3 Other work-related rights
- S3.1 Communities' economic, social and cultural rights
- S3.2 Communities' civil and political rights
- S3.3 Rights of indigenous people
- S4.1 Information-related impacts for consumers and/or endusers
- S4.2 Personal safety of consumers and/or end-users
- S4.3 Social inclusion of consumers and/or end-users

Governance

- G1.1 Corporate culture
- G1.2 Protection of whistle-blowers
- G1.3 Animal welfare
- G1.4 Political engagement
- G1.5 Management of relationships with suppliers including payment practices
- G1.6 Corruption and bribery

Overview of material impacts, risks, and opportunities (IROs)

ESRS standard	Sub-sub-topic	IRO	Description	Material in upstream operations	Material in own operations	Material in downstream operations	Time horizon
Environmental							
E1: Climate change	Climate change adaptation	–	Climate change results in negative environmental conditions in parts of Electrolux Group's supply chain and in own operations located in climate-sensitive areas. These conditions create increased pressure on operating environments and require adaptation.	•	•	•	Medium to long-term
	Climate change adaptation	R	Climate-related risks increase uncertainty for Electrolux Group's business operations and value chain resilience. Disruptions affecting suppliers, manufacturing sites, or markets may impact business continuity and require ongoing adaptation of operations and products.	•	•	•	Medium-term
	Climate change mitigation (Scope 1 and 2)	–	Electrolux Group's own operations generate greenhouse gas emissions from energy use and fuel combustion, negatively impacting the climate through contributing to climate change.		•		Short to long-term
	Climate change mitigation (Scope 1 and 2)	O	Reducing Scope 1 and 2 emissions supports more resilient and future-ready manufacturing operations. Progress in operational decarbonization strengthens alignment with regulatory and stakeholder expectations and supports the competitiveness of Electrolux Group's manufacturing footprint.		•		Medium-term to long-term
	Climate change mitigation (Scope 3)	–	Electrolux Group's value chain generates significant greenhouse gas emissions across upstream and downstream activities, including raw material production, logistics, and product use. These Scope 3 emissions represent an actual negative environmental impact.	•		•	Short to long-term
	Climate change mitigation (Scope 3)	O	Reducing Scope 3 emissions supports Electrolux Group's long-term competitiveness. Improved supplier alignment and more energy-efficient products enhance market access and support the transition of the value chain toward a low-carbon economy.			•	Short to medium-term
	Climate change mitigation (Scope 3)	R	Electrolux Group is exposed to financial risks related to Scope 3 emissions across its value chain. Limited progress in supplier and product decarbonization may increase exposure to regulatory, market, and reputational risks.	•		•	Short to medium-term
	Energy	–	Electrolux Group's manufacturing operations require significant energy use, which contributes to greenhouse gas emissions and climate-related environmental impacts depending on the energy mix.		•		Short-term
E2: Pollution	Pollution of air	–	Electrolux Group impacts air quality through emissions of air pollutants, primarily upstream during resource extraction and raw material processing, and the transportation of goods.	•			Short-term
	Pollution of water	–	Electrolux Group impacts water quality through water pollutants associated with direct material suppliers as well as mineral extraction and smelting in the upstream value chain, and through use of detergents in some appliances in the downstream value chain.	•		•	Short-term
	Pollution of soil	–	Electrolux Group's value chain activities contribute to impacts on soil quality, primarily upstream through resource extraction and raw material processing, which are associated with soil disturbance and potential contamination from industrial activities. Potential downstream impacts may also arise from the use of detergent during product use and end-of-life.	•		•	Short-term
	Substances of concern and substances of very high concern	–	Electrolux Group impacts the environment through the use of substances of concern—such as certain chemicals—that are often necessary to enhance product sustainability by supporting circularity, durability, and safety. If products are not recovered or recycled, these outflows contribute to increased waste generation and loss of material value, representing an actual negative environmental impact.	•		•	Short-term
E3: Water and marine resources	Water withdrawals and discharges	–	Electrolux Group impacts water resources through water withdrawals and discharges across its value chain. Water use occurs upstream in the production of materials and components, in own operations at a limited number of sites located in water-stressed areas, and downstream through the use of appliances such as washing machines and dishwashers.	•	•	•	Short to medium-term
	Water withdrawals and discharges	+	Electrolux Group has a positive impact on water use in the downstream value chain, as more water-efficient appliances reduce water consumption.. Improved product water efficiency contributes to reduced water use during the use phase.			•	Short to medium-term
E4: Biodiversity and ecosystems	Climate change, Pollution and Others	–	Electrolux impacts biodiversity through pollutants released into air, water, and soil—including greenhouse gas emissions—primarily within the upstream value chain. Additional impacts occur at operational sites located near biodiversity-sensitive areas, and through downstream risks associated with product use and disposal.	•	•	•	Short-term
	Impacts on the extent and condition of ecosystems and impacts and dependencies on ecosystem services	–	Electrolux impacts biodiversity as a result of pollution and land-use-change impact drivers primarily in the upstream value chain, and due to electricity, water and detergent use in the downstream product use-phase.	•		•	Short-term

Overview of material impacts, risks, and opportunities (IROs)

ESRS standard	Sub-sub-topic	IRO	Description	Material in upstream operations	Material in own operations	Material in downstream operations	Time horizon
E5: Resource use and circular economy	Resource inflows, including resource use	–	Electrolux Group's operations and value chain require the use of significant volumes of materials, which contributes to environmental impacts associated with resource extraction and processing.	•	•		Short-term
	Resource inflows, including resource use	R	Electrolux faces potential risks from dependency on often high and volatile commodity prices, in particular for critical raw materials; compliance costs associated with traceability requirements; and access to sufficient quantities of recycled materials.	•	•		Medium to long-term
	Resource inflows, including resource use	O	Electrolux has an opportunity to benefit from increased use of recycled materials and more resource efficient operations.	•	•		Medium to long-term
	Resource outflows related to products and services	–	Electrolux Group's products generate resource outflows at the end of their use phase, including waste and materials requiring treatment, recycling, or disposal. If not fully recovered or recycled, these outflows contribute to increased waste generation and loss of material value, representing an actual negative environmental impact		•	•	Medium to long-term
	Resource outflows related to products and services	R	Electrolux faces potential compliance costs associated with introduction of digital product passports and other risks arising from dependency on recycling industry to enable greater use of recycled materials and closed loop value chains.		•	•	Medium-term
	Resource outflows related to products and services	O	Electrolux Group can benefit from creating value from refurbishing, upgrading, remanufacturing, parts harvesting, and recycling of products placed on the market. Doing this the Group has an opportunity to benefit from meeting customer expectations for more durable, repairable and recyclable products.		•	•	Medium-term
	Waste	–	Electrolux Group impacts the environment through waste generated across the value chain, including upstream activities, own operations, and the end-of-life phase of products. Waste generation contributes to increased pressure on waste management systems, loss of material value, and environmental impacts from treatment and disposal.	•	•	•	Short-term
Social							
S1: Own workforce	Secure employment	–	Temporary employment contracts in manufacturing leads to limited social protection. In some countries of employment, the access to social protection is limited.		•		Short-term
	Working time	–	Employees in some production locations are in periods working overtime above the limits set by the Workplace Policy.		•		Short-term
	Adequate wages	–	In a few high risk markets, high inflation or sudden increases of cost of meeting basic needs, puts employees at risk of not being able to gain an adequate wage.		•		Short-term
	Social dialogue, freedom of association and collective bargaining	–	Freedom of association is constrained in a few markets of operations.		•		Short-term
	Work-life balance	–	Work-life balance is impacted for employees that work overtime in some markets.		•		Short-term
	Work-life balance	+	The global parental leave policy goes beyond statutory requirements, with a positive impact on people in markets where parental leave is limited.		•		Short-term
	Health and Safety	–	Even if the incident rate is low in the Group's operations, accidents and ill-health occur.		•		Short to medium-term
	Gender equality and equal pay for work of equal value	–	The gender representation in management positions is unequal and there is an unadjusted gender pay gap in the global workforce.		•		Short-term
	Measures against violence and harassment in the workplace	–	Some employees report incidents of harassment through the SpeakUp Line, and some are substantiated.		•		Short-term
	Diversity	–	In some regions, employees are impacted by a lack of diversity in management positions.		•		Medium-term
	Diversity	+	Employees are impacted positively as a result of a high level of gender balance in some regions and extensive diversity, equity and inclusion initiatives that go above and beyond regulatory requirements.		•		Medium-term

Overview of material impacts, risks, and opportunities (IROs)

ESRS standard	Sub-sub-topic	IRO	Description	Material in upstream operations	Material in own operations	Material in downstream operations	Time horizon
S2: Workers in the value chain	Secure employment	–	There are cases of insecure employment among employees of suppliers and retail store workers.	•		•	Short-term
	Working time	–	There are findings of employees in the supply chain working excessive overtime in breach of the Electrolux' Group Supplier Workplace Standard.	•			Short-term
	Adequate wages	–	There is a potential negative impact on employees in the value chain if they are being paid inadequate wages, particularly in high-risk countries and industries.	•		•	Short to medium-term
	Social dialogue, freedom of association and collective bargaining.	–	Employees in supply chain and in retail stores, may lack rights to social dialogue, freedom of association and collective bargaining due to regulation and practices in high risk countries.	•		•	Short-term
	Health and Safety	–	Employees in the upstream value chain, especially those working in mining, smelters and steel production, are subject to health and safety risks due to hazardous work environments.	•			Short-term
	Gender equality and equal pay for work of equal value	–	There are cases of discrimination in the hiring process of suppliers, for example related to requests for pregnancy testing.	•			Short-term
	Diversity	–	Isolated incidents of discrimination of employees in the supply chain have been identified, for example connected to migrant workers in some countries.	•			Short-term
	Child labour, forced labour	–	In the supply chain, Electrolux has identified isolated cases of child labor and malpractice such as retention of passports or restrictions to leave the site during break time.	•			Short-term
S4: Consumers and end-users	Personal safety of consumers and/or end-user	–	Electrolux may impact consumers and end-users if inadequate product safety provisions result in severe injuries.			•	Short-term
	Personal safety of consumers and/or end-user	R	Electrolux would face risks if product safety provisions are not adequately maintained, including product recalls, legal liabilities arising from injuries and damages, potential lawsuits, and reputational costs.			•	Short to long-term
Governance							
G1: Business conduct	Corporate culture	+	Electrolux impacts own employees by having a strong corporate culture based on ethics, integrity and respect.		•		Short-term
	Protection of whistle-blowers	+	Electrolux impacts own employees by having a trusted whistle-blowing system; indicated by it scoring high on trust in the Employee Voice Survey and an increased use in recent years.		•		Short to medium-term
	Corruption and bribery	–	Electrolux may impact people and society as a result of operating in high-risk regions and markets in terms of corruption and bribery.		•		Short-term

\+ Positive impact
\- Negative impact
R Risk
O Opportunity

Consideration of workers in the Double Materiality Assessment process

The Group's Double Materiality Assessment includes all workers who could be impacted by its operations, or by the operations of other entities in its value chain. Workers considered as 'non-employees' but still part of the Group's own workforce include consultants, contractors, self-employed and temporary/seasonal workers on third party payroll.

The largest number of workers who could be impacted are located upstream in the supply chain. Material risks among direct suppliers are identified, assessed and managed through the Group's Responsible Sourcing Program, while the Group has limited visibility and a lower leverage beyond its direct suppliers.

Through its Group-level human rights impact assessments and audits, Electrolux Group has identified vulnerable groups of employees and value chain workers, including migrant workers, women, and workers from employment agencies, as well as on-site contractors and service providers.

Most identified material negative impacts related to working conditions are systemic or widespread in the respective countries with operations. This includes challenges in the areas such as working hours, wages, equal opportunities, health and safety, restricted freedom of association and social protection. The groups most at risk are production employees in Brazil, Mexico, Egypt, China, Thailand.

In audits of own operations as well as at suppliers, the most common findings relate to health and safety. Deviations related to working hours and compensation are fewer, but present in the sector. In the supply chain, there are rare findings relating to restrictions for employees in leaving the site during breaks, or the withholding of identity documents, Similarly, there are findings relating to not fulfilling the special working conditions required for authorized minors. These findings are are labelled as indicators of forced labor and child labor, and are addressed immediately by the suppliers.

Positive material impacts relate to the training and development of employees, and equal opportunities driven by internal diversity and inclusion initiatives. This can potentially affect all Group employees worldwide.

As a result of the Responsible Sourcing Program, positive material impacts include supplier capacity building and the continuous improvement of working conditions, potentially affecting the employees of all direct suppliers. As the Group's suppliers are required to cascade its standards to their suppliers, the positive impacts are expected to go beyond tier 1 suppliers.

The Group recognizes the importance of ensuring that the climate transition is a just one, that considers the impact its actions have on workers, suppliers, nature, and communities globally. Electrolux Group offers employee trainings as a part of ISO 50001 and Green Spirit programs to ensure employees are equipped with the skills and knowledge necessary to operate new electrified equipment in the manufacturing process and to identify opportunities for innovation. The Group is currently in the initial stage of evaluating the impacts on workers in the value chain and on communities as a result of climate transition.

Consideration of consumers and end-users in the Double Materiality Assessment process

As the Group operates globally and its products are an essential part of daily life for millions of people around the globe, the actual or potential impacts on its consumers and end-users are of vital importance to the Group's strategy and business model. A key part of the Group's business strategy for profitable growth is also to drive sustainable consumer experience innovation.

Based on the outcomes of the Double Materiality Assessment, the material risks for consumers and end-users relate to their personal safety when using the Group's products. Material sustainability risks for consumers and end-users are therefore deemed to be connected to product use, which is why the Group's management of product safety is important. The Group's work on product safety encompasses all its consumers and end-users worldwide.

The Group's products, household appliances, are deemed to not be inherently harmful to people and/or increase the risk of certain diseases. Furthermore, no particular categories of the Group's general consumer and end-user groups have been identified as being more vulnerable to negative health impacts from its products, or sales and marketing activities. The Group provides detailed manuals on how to use its products as some household appliances must be used correctly to avoid unnecessary risks. Overall, the Group's products are not seen as materially unsafe for specific categories of consumers and end-users, or impacting their right to privacy.

The Group has processes and quality systems in place to mitigate such risks but if a systematic error or failure does occur, the potential recall of products in several markets can have a financial impact on the company.

For the above reasons, the Group takes a holistic view on how to understand and mitigate the potential impacts on its consumers and end-users and does not drive its product safety processes and actions based on the particular characteristics of its consumers and end-uses, such as age group. Instead, the Group's approach to product safety is global, covering all its product categories across consumer groups and end-users. The Group develops, manufactures, sells and services household appliances around the world and millions of families use the Group's products and services every day. Although the Group may sell different products under various brands to different groups of consumers and end-users, its product features are generally the same to most of its consumers and end-users.

The product safety issues that the Group encounters tend to be in relation to individual incidents but naturally, for a company that manufactures and provides products to a mass-market, there is always a risk of systematic errors that can impact several products and thus, consumers and end-users.

Governance

GOV-1 The role of the administrative, management and supervisory bodies

The Board of Directors (Board) is ultimately responsible for the company's organization and administration as well as approving sustainability targets, reporting and monitor progress.

The Board has established committees with advisory and preparatory roles, but may delegate decision-making powers on specific issues to the committees. The Board and its committees are the Group's administrative, management and supervisory bodies for sustainability topics.

> *For more information, see the Corporate Governance Report on page* 33.

The committees that are focused on sustainability-related matters are the:

- Audit Committee — which assists the Board in, among other things, overseeing the financial and sustainability reporting processes, to ensure the quality of such processes and reporting.
- People Committee — which assists the Board in, among other things, overseeing matters in relation to the Group's own workforce as well as reports in relation to the Group's whistleblower mechanism — the Speakup Line and the related processes. The People Committee also oversees the design of the long-term incentive program, including sustainability related targets.

In total, the Board comprise 12 members, 11 of which are non-executive members. Nine members were elected by the Annual General Meeting, in addition to three employee representatives appointed in accordance with Swedish labor regulations. The current gender diversity ratio is three female and six male elected Board members. Six of the elected non-executive Board members are considered independent of the company and its major shareholders. The percentage of independent Board members is calculated based on the requirements in the Swedish Code of Corporate Governance, stating that a Board member's independence is to be determined by a general assessment of all factors that may give cause to question the individual's independence and integrity with regard to the company or its executive management as well as the extent of the Board member's direct and indirect relationships with major shareholders is to be taken into consideration.

The Board collectively brings extensive experience in international business, corporate governance, and executive leadership across key sectors such as consumer appliances, manufacturing, retail, and technology. The Board regularly assesses whether it possesses the appropriate skills and expertise to effectively oversee sustainability matters, and ensures that any identified gaps are addressed through targeted training or access to experts. The Board receives regular updates on sustainability topics and regulations.

The Board, through the Audit Committee, is responsible for overseeing the management of sustainability-related impacts, risks, and opportunities. The Audit Committee's mandate includes, reviewing the effectiveness of disclosure controls and procedures and the adequacy and effectiveness of the internal controls and internal audit, including management of risks, in relation to sustainability reporting. To support its oversight responsibilities, particularly in relation to sustainability-related impacts, risks, and opportunities, the Board has access to both internal and external stakeholders, as well as subject matter experts with competences including circular economy, biodiversity, greenhouse gas emissions, social sustainability, and business conduct ensuring the appropriate skills and expertise relating to the Company's material impacts, risks and opportunities, including climate change, pollution, water and marine resources, biodiversity and ecosystems, resource use and circular economy, own workforce, workers in the value chain, consumers and end-users, and business conduct. Relevant skills and expertise ensures informed decision-making and effective monitoring of the company's sustainability strategy, targets and performance, and the Board continually considers whether additional skills and expertise needs to be developed.

The Board appoints, and provides instructions and guidelines to the President and CEO, who is responsible for the ongoing management of the Group and the operational administration and management of sustainability topics, with support from Group Management.

Group Management and operational management of sustainability

The President and CEO appoints the members of the Group Management. The Group Management Team comprises 10 executive members, including the President and CEO, as well as leaders of business areas and corporate functions, tasked with managing day-to-day operations and implementing the company's strategy. The current gender diversity ratio in the Group Management Team is 40% female and 60% male. The Group Management Team has broad international competence, with deep expertise in sustainability, digital transformation, supply chain management and global operations.

The global function — Technology, Digital and Sustainability (TDS), which is headed by the Chief Technology and Sustainability Officer (CTSO) is reporting to the President and CEO. The CTSO is accountable for developing and operationalizing the sustainability framework within the Group.

Corporate body	Responsibilities	Reporting Line	Skills and Expertise	Frequency
Board of Directors and Committees: • Audit committee • People Committee • Strategic Planning Committee	Ultimate oversight of sustainability matters Approves strategy and targets Approves DMA outcome	Updates from Group Management Team and committees	Corporate governance and executive leadership across key sectors such as consumer appliances, manufacturing, retail, and technology	Quarterly and annually
Group Management Team - Sustainability Board and other forums	Implements and monitor approved strategies and targets from the Board Establishes sustainability targets and execution	Led by Chief Executive Officer, reports to the Board	Strategy implementation and oversight	Monthly and Quarterly
CTSO	Driving the sustainability agenda operationally	Reports to CEO	Sustainability strategy and performance	Ongoing
Head of Internal Audit	Manages internal controls framework and executes internal audits to validate conformity	Reports to the CEO, CFO and Audit Committee	Risk and materiality assessments	Quarterly
Product Lines and Business Areas	Operational work on For the Better 2030 and ensuring sustainability targets are achieved	Reports to functional heads	Implementation of sustainability framework	Ongoing

Sustainability Board and other internal bodies
In 2019, the Group established the Sustainability Board, to oversee and provide direction for its sustainability framework. This is the key forum for sustainability governance within the Group. The Sustainability Board is chaired by the President and CEO and convened quarterly by the CTSO. Other members include the Group Management and the General Counsel.

In addition to the Sustainability Board, there are other functions and bodies within the Group that coordinate and oversee various aspects of the sustainability framework. These include:

- The Ethics & Human Rights Steering Group – responsible for approving and ensuring the effectiveness of the Group's Ethics Program, approach to Human Rights and other relevant compliance programs related to business conduct.
- The Enterprise Risk Management Board – responsible for overseeing the Group's Enterprise Risk Management process.
- Global category or business area sourcing boards – responsible for assessing current and prospective suppliers, including the implementation of sustainability-related procurement strategies.

Global product lines and business areas
The Group's overall governance and compliance strategy establishes that the heads of the product lines and business areas are ultimately operationally responsible for the implementation of the Group's sustainability framework, within their respective organization and with support from global functions. The overall progress of the Group's sustainability work is supervised by the Sustainability Board, which also approves the plans and strategic direction.

Group policies and steering documents
Electrolux Group has a Code of Conduct, which sets out the framework for how the Group shall conduct its operations in a legally correct, ethical and sustainable way. The Code of Conduct serves as an introduction to the Group policies and directives, and its purpose is to provide clarity on what the company's principles mean for employees. The Group also has a Supplier Workplace Standard, which sets out the expectations on suppliers in key areas such as labor standards, human rights, health and safety, and environmental management. These standards are the same for suppliers as for the Group's own operations.

The Board approves the Code of Conduct while the Group Management approves the Group-wide policies, including the Supplier Workplace Standard. For each Group policy, a senior manager is appointed as the policy owner, with the accountability to oversee the implementation and provide guidance and related steering documents. All policies are available on the Group's intranet.

The policies are reviewed every two years. The policy owner considers stakeholders' interest by reviewing e.g., internal reports, trends, regulatory updates, and outcomes from dialogues with employee representatives.

Additional and relevant ESG-related Group policies are listed in the table below. The main elements of the Code of Conduct, the Supplier Workplace Standard and other policies that relate to topical impacts, risks and opportunities are further described in the ESRS specific sections in this report.

Overview of Group policies and steering documents[1), 2)]

Policy	Accountable	ESRS Connection
Code of Conduct	CEO	S1, S2, S4, G1
Environmental Policy	CTSO	E1, E2, E3, E5
Restricted Materials Directive	CTSO	E2
People Policy	CHRO & Communications	S1, G1
Workplace Policy	CTSO	S1, G1
Human Rights Directive	Ethics & Human Rights Steering Group/CTSO	S1, S2
Risk Directive	CFO	S4
Quality Policy	CTSO	S4
Product Safety Directive	CTSO	S4
Anti-Corruption Policy	General Counsel	G1
Supplier Workplace Standard – The same requirements as the Work-place Policy, applying to suppliers		

1) Publicly available policies can be found on the Group's website at electroluxgroup.com
2) directive is also referred to policy in ESRS definition

GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

The President and CEO, CFO and CTSO report regularly on different sustainability-related matters to the Audit Committee and the Board, and the preparatory work is mainly conducted by the Sustainability Board and Ethics & Human Rights Steering Group.

The Audit Committee receives quarterly reporting by the CTSO on material sustainability impacts, risks, and opportunities, including the For the Better framework. The reporting includes progress against targets, key performance indicators, risks and the outcomes of the Double Materiality Assessment. The Audit Committee oversees the outcome and effectiveness of the relevant sustainability targets, metrics and implemented policies, and further informs the Board about the status of the Group's overall sustainability framework and the related results. The outcome of the due diligence process described in GOV-5 on page 73 is included in the Double Materiality Assessment which is presented to the Audit Committee and the Board. The Board is informed and decides on changes to the applicable sustainability targets and the strategic direction, including the oversight and outcome of the Double Materiality Assessment. The implementation of the sustainability strategy is delegated to the Group Management Team. The CTSO reports to the Board at least annually with a holistic overview of sustainability performance, the status of For the Better as well as current sustainability issues and future developments. The Board also approves the Code of Conduct and other key matters such as major capital expenditures, acquisitions, divestments and other significant initiatives.

The Sustainability Board, chaired by the president and CEO, is convened by the CTSO quarterly but may meet more frequently as needed. It prepares recommendations on sustainability strategy, targets, and actions for decision-making by Group Management and the Board.

During 2025, the following main topics were addressed by the Board, through the preparatory guidance of the Audit and People Committee:

- The outcome of and corresponding recommendations to the Double Materiality Assessment outcome, including the Company's material impacts, risks and opportunities related to the following topics: climate change, pollution, water and marine resources, biodiversity and ecosystems, and circular economy, own workforce, workers in the value chain, consumers and end-users, and business conduct.
- Performance review and decision-making on sustainability targets
- Status of the CSRD implementation and the CSRD Omnibus package.
- Status update of For the Better, including the performance progress and on actions, targets, policies and governance model updates.
- Climate and Green Financing, including Climate Transition Plan.
- Long-term incentive program proposal, ahead of the AGM.
- Speakup Line reports and trends.

During 2025, the following main topics were addressed the President and CEO, through the guidance of the Sustainability Board and Ethics & Human Rights Steering Group:

- Status update of For the Better, including the progress and on actions, targets, policies and governance model updates.
- Double Materiality Assessment process, analyses and outcomes.
- Ongoing status update on CSRD implementation and sustainability reporting.
- Governance of the Group's sustainability work.
- Climate and Green Financing
- Long-term incentive program, including the topics connected to sustainability progress.
- Information on upcoming legislation, including for example developments related to Corporate Sustainability Due Diligence Directive regulation.
- Speakup Line reports, trends and certain key decisions.

Overview of Relevant Forums and Meetings

Role	Forums & meetings	Chair & participants	Summarized key topics	Responsibility
Supervisory	Full Board	Chairman of Board, Board members, Audit Committee members and People Committee members	Development of the Group's sustainability framework (For the Better) including targets, metrics and status.	Sustainability topics that are planned for Board meetings are prepared by the Audit Committee.
Supervisory	Audit Committee of the Board of Directors	Chairman of Audit Committee and Audit Committee members	Sustainability reporting and development of internal controls relating to ESG.	Appointed by the Board primarily for the purpose of assisting the Board in overseeing the sustainability reporting processes and review of the Sustainability Statement, including related Group disclosures, to ensure the quality of such processes, the Sustainability Statement and the related disclosures.
Supervisory	People Committee of the Board of Directors	Chairman of People Committee and People Committee members	Reporting of social Targets, Speakup Line cases and the Long-Term Incentive Program (LTIP).	Appointed by the Board to prepare and recommend proposals for the compensation and relevant sustainability topics.
Executive	Group Management/ Sustainability Board	CEO, the management team and relevant sustainability experts	Relevant topics, such as performance of For the Better, upcoming regulations, risks, governance updates and progress of key initiatives and targets	Including the President and CEO, shared responsibility for promoting Electrolux Group's sustainability strategy and objectives.
Group functions and bodies	CTSO supported by Sustainability Leads to drive the sustainability framework			

GOV-3 Integration of sustainability-related performance in incentive schemes

To increase the internal focus on reducing climate change, a performance target linked to the Group's science-based climate target within the long-term share-related incentive programs for senior managers was introduced in 2020. The People Committee oversees the design of the incentive programs, and the Board decides to propose the Annual General Meeting to resolve to implement the long-term incentive schemes

The allocation of shares in the 2025 program is determined by the participants position level and the outcome of two objectives: (1) earnings per share and (2) CO_2 reduction. The performance targets adopted by the Board of Directors will stipulate a minimum level and a maximum level, with the relative weight of the performance targets (1) and (2) being 80 percent and 20 percent, respectively. The performance period is one year (financial year 2025) for the performance target (1) earnings per share and three years (financial years 2025–2027) for the performance target (2) CO_2 reduction. The CO_2 reduction element of the long-term incentive program supports the Group's science-based target ambition. The CO2 reduction target refers to greenhouse gas reductions within the following two areas: (i) operations and (ii) energy from product use, with the relative weight of the performance targets being 25 percent for area (i) and 75 percent for area (ii). The target is measured on selected predefined product categories and regions. Area (i) operations, refers to the reduction of emissions related to the type and source of energy used in factories, warehouses and offices. Area (ii) energy from product use, refers to the reduction of emissions related to the use of energy during the product use phase based on sold products within predefined product categories. *Additional information on the incentive schemes is available in Note 27 on Performance-share programs.*

GOV-4 Statement on due diligence

As described in the Code of Conduct, the Group strives to minimize any risk of its operations directly or indirectly causing harm to people and the environment. The Group has established a due diligence process, based on the UN Guiding Principles on Business and Human Rights and common practices for human rights impact assessments.

The Group's process to identify and assesses human rights impacts on Group and local levels includes the review of internal and external documentation, interviews, audits, surveys and workshops. These activities engage representatives from across global functions and regions, as well as external stakeholders such as investors, unions and civil society organizations. The assessments are based on a broad value chain approach to human rights, and also cover environmental issues with the potential for negative impact on people.

The resulting Group-level salient issues and local risks and impacts form the basis for mitigating action plans. Responsibilities are allocated to the relevant managers, and progress is monitored by the Ethics & Human Rights Steering Group. The outcomes also feed into the Group's Double Materiality Assessment.

As a manufacturing-based company with a large production workforce and a presence in best cost countries, the Group's salient issues revolve around labor standards and working conditions — both for its own employees and the employees of its suppliers. The Group also works to avoid the risk of harm to the consumers using its products. > *Read more in S4 on page 125.*

In 2025, a Group-level human rights impact assessment was conducted to review the company's salient human rights issues. > *Read more in S1-4 on page 109.*

The main components of the Group's due diligence process are aligned with the requirements outlined in ESRS 1, Chapter 4, and are integrated throughout the Group's Sustainability Statement. The core elements of the Group's sustainability due diligence process as presented alongside with cross-references to the paragraphs of the Group's Sustainability Statement are described in the table.

Electrolux Group due diligence process core elements

Core elements of due diligence	Paragraphs in the Sustainability Statement
a) Embedding due diligence in governance, strategy and business model	i.ESRS 2 GOV-2: Information provided on the sustainability matters addressed by the undertaking's administrative, management and supervisory bodies on page 72; ii.ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes on page 73; iii.ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model on page 64.
b) Engaging with affected stakeholders in all key steps of the due diligence	i.ESRS 2 GOV-2 on page 72; ii.ESRS 2 SBM-2: Interests and views of stakeholders on page 63; iii.ESRS 2 IRO-1 on page 74; iv.ESRS 2 MDR-P on page 70; v.Topical ESRS: S1-2 on page 108, S2-2 on page 120, S4-2 on page 125.
c) Identifying and assessing adverse impacts	i. ESRS 2 IRO-1 on page 74; and ii. ESRS 2 SBM-3 on page 64
d) Taking actions to address those adverse impacts	i. ESRS 2 MDR-A (included in topical chapters below) ii. E1-1 on page 85, E1-3 on page 89, E1-8 on page 93, E1-ES on page 94, E2-2 on page 95, E3-2 on page 97, E5-2 on page 102, E5-5 on page 105, S1-3 on page 109, S1-4 on page 109, S2-3 on page 120, S2-4 on page 120, S4-3 on page 126, S4-4 on page 126
e) Tracking the effectiveness of these efforts and communicating	i.ESRS 2 MDR-M (included in topical chapters below); ii.ESRS 2 MDR-T on page 61; and iii.Metrics and targets reported in the topical standards E1 on page 85, E2 on page 95, E3 on page 97, E5 on page 102, S1 on page 107, S2 on page 119, S4 on page 125 and G1 on page 127.

GOV-5 Risk management and internal controls over sustainability reporting

The Group continuously assesses risks in the sustainability reporting process as part of its internal control framework. Efforts to improve quality and accuracy of disclosures and reporting remain a focus area. The Group is exposed to risks associated with incomplete or inconsistent reporting on sustainability topics, reporting risks related to data integrity, manual errors and to reporting complexity. To address and mitigate these risks, the Group has established and implemented internal controls as follows:

- Incomplete reporting: mitigated through scoping based on Double Materiality Assessment, completeness checks and reconciliation controls.
- Data completeness and estimation accuracy: managed by application controls, clear roles and responsibilities and strengthened review process.
- Manual errors: reduced through review controls and training for key stakeholders.
- Reporting complexity: managed through data verification process by a structured review procedures.

During the year, governance activities such as defining roles and responsibilities throughout the organization to support clarity and accountability have been completed.

The scoping of processes and the development of related internal controls is based on the Double Materiality Assessment outcome to ensure coverage of material and mandatory disclosures, encompassing quantitative and qualitative data points. The risk prioritization is based on an evaluation of several criteria, including the identification of processes for the most material data and/or multiple data points, process complexity and system landscape.

Key activities during 2025 included rollout of standardized control framework, validation checkpoints at Group and business area levels, and targeted training for key stakeholders. Monitoring and review forums were also established to ensure ongoing oversight and governance of sustainability data. Additionally, the Group conducted validation tests to confirm effectiveness and identity improvement areas for future development of internal controls over the sustainability reporting. While the control design has been assessed as adequate, the operating effectiveness of these controls has not been fully tested for a full reporting cycle.

The Audit Committee is continuously updated and informed on sustainability reporting risks and the ongoing work of designing internal controls. Once the sustainability reporting controls are formally included into the internal control framework, the communication and reporting to the Audit Committee will be aligned with the regular reporting on the monitoring and effectiveness of the controls. Information on the status of the control framework is provided periodically to business area and Group Management, the Audit Board (an internal forum prior to the Audit Committee) and to the Audit Committee itself.

> *For more information on control functions, please see the Governance and control on page 33 and GOV-1 on page 70.*

External auditors have performed limited assurance on the Group's 2025 Sustainability Statement. > *Read more on the external assurance activities in the assurance report on page 130.*

Impact, Risk and Opportunity

IRO-1 Description of the process to identify and assess material impacts, risks and opportunities (IROs)

Electrolux Group materiality assessments have developed over time. As described in SBM-3, the Group has undertaken continuous sustainability materiality assessments in recent years, including Double Materiality Assessments according to ESRS since 2023, which is reviewed and updated annually to reflect stakeholder input and changes in both the internal and external environment. The current assessment process has strengthened the focus on financial risks and opportunities compared to previous sustainability risk assessments.

The Group's Double Materiality Assessment is based on sub-sub-topic, where the methodology considers both impacts and financial materiality, in accordance with the ESRS requirements. The main steps as detailed in the table Electrolux Group Double Materiality Assessment Process.

The 2025 update was led by a working group comprising subject matter experts in Sustainability, Finance, Legal, and Risk management, further supported by an extended team of representatives from relevant functions and business areas.

The assessment incorporates a broad range of inputs, including internal and external insights such as industry and competitor analysis, market trends, regulatory developments, audit reports, surveys and assessments.

Extensive stakeholder engagement is carried out during the year, involving consultations with employee representatives, leadership, customers, investors, Non-governmental organizations (NGOs), and other external actors. Insights gathered through this engagement are instrumental in validating impact areas and informing topic prioritization, thereby reinforcing the robustness of the assessment. Contributions from internal and external topic experts further supports and confirms the analysis. The views of the Group's stakeholders, provided through engagement with key stakeholders, and interactions with sustainability experts and users and readers of the Sustainability Statement is summarized by global functions and business area and integrated into the Double Materiality Assessment on an annual basis.

The assessment enables the Group to prioritize and focus on the most material topics and to address these in its policies, processes, actions, metrics and targets.

Double Materiality Assessment approach to environmental and governance topics

The Group uses two different climate scenarios as part of the assumptions in its Double Materiality Assessment process to inform the identification and assessment of physical risks and transition risks and opportunities. Such climate scenarios are based on data from the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), and include potential medium- and long-term climate related risks and opportunities throughout the household appliance industry value chain. The assessment also included consideration of the Group's impacts on climate change with regard to its greenhouse gas emissions. > *See E1-1 on page 85 and E1-6 on page 92 for more information.*

The assessment did not include a specific Group-level screening of sites and business activities to identify pollution-related IROs, however the assessment took account of the ISO 14001 certification requirements for all production sites and local regulatory requirements regarding pollutants.

The Group draws on insights from the World Wide Fund for Nature (WWF) Water Risk Assessment to help to identify water-related IROs. This uses site-specific information to identify production sites exposed to water risks and informs target-setting regarding water efficiency.

In 2025, the Group conducted an extended assessment to identify material IROs related to biodiversity and ecosystems. The assessment consisted of desk-based research regarding the household appliances value chain as a whole, combined with a location-specific approach. The assessment helped to identify manufacturing sites with high biodiversity relevance due to their proximity to key biodiversity areas. In line with the results of the biodiversity assessment, no manufacturing sites have found to have negative impacts on biodiversity and ecosystems, thanks to the environmental monitoring and mitigation plan in place. In parallel, the Group continued its alignment on ISO 14001 and relevant commitments that sites should not be located in environmentally-sensitive area. *Read more in E4-1 on page 100.*

The Double Materiality Assessment's consideration of IROs related to resource-use and circular economy was informed by Lifecyle Assessments that the Group has conducted for a range of products, in addition to evaluations of circular business model pilots conducted in recent years. *Read more in E5-2 on page 102.*

No consultations with affected communities have been undertaken with regard to environmental matters as an input to the Double Materiality Assessment. Furthermore, no specific transactional information was used in the assessment pertaining to consideration of anti-bribery and corruption. > *Read more on the Double Materiality Assessment results in SBM-3 on page 64.* *An updated assessment of salient human rights issues were conducted in 2025.* > *Read more in S1-4 on page 109.*

Processes used to identify, assess, prioritize and monitor risks and opportunities that have or may have financial impacts

Sustainability risks are included in the Group's ERM process and fall under the responsibility of the CTSO and the oversight of Group Risk Management. Sustainability risks are discussed with the Group Management and the Board at least annually.

Risk management processes and reporting systems are maintained. > *Read more in the Corporate Governance Report under Governance and Control section on page 34 and the Risk section in the Annual Report on page 53.*

The financial impact assessment to establish the Double materiality Assessment derives from the overall ERM process.

Electrolux Group Double Materiality Assessment Process

Information gathering

Information from various sources is used to form a general overview of impacts, risks and opportunities for the Group and the industry. Relevant information is gathered from:

- *Impact materiality:* the Group's previous risk assessments and sustainability reports, human rights impact assessments, CDP reports and other publicly available information as well as input from stakeholders; and
- *Financial materiality:* data from the Group's Enterprise Risk Management (ERM) framework, publicly available financial reports and internal management reports.

Stakeholder engagements

The Group's stakeholder engagement provides valuable information and external perspectives. > *Read more on stakeholder engagement in SBM-2 on page 63.*

Identification of impact, risk and opportunities

Information is analyzed by senior managers and experts to identify the relevant sustainability impacts, risks and opportunities for the Group. This analysis also assesses if such impacts, risks and opportunities deviate from previous assessments, and if they can drive changes to the Group's sustainability framework. As a part of this process, dependencies and interlinkages between different impacts, risks and opportunities were considered where relevant.

Materiality assessment

The relevant impacts, risks and opportunities are assessed by the same internal stakeholders from a materiality perspective to define and prioritize the key impacts, risks and opportunities currently most relevant for the Group and that shall be reported on in this Sustainability Statement. External experts being sought assist in the relevant assessments, where necessary.

The materiality of identified impacts are evaluated based on severity (scale, scope and for negative impacts, remediability) and likelihood. For risks and opportunities, it is assessed by scoring the size of financial effect and likelihood. Likelihood is expressed as probability in percentage term, while a 0-5 scoring scale is used for all other scoring categories. An IRO is considered material if it reaches an impact or financial score of 3 or higher. The materiality scoring and threshold are informed by EFRAG guidance, previous salient human rights risk assessments (part of the Electrolux sustainability due diligence process) and the Group's ERM framework.

Calibration of material impact and risk

The Double Materiality Assessment and the defined material sustainability topics has undergone multiple calibration sessions with internal stakeholders across relevant global functions within the Group. External expertise is used when relevant.

Management review and validation

The outcome of the Double Materiality Assessment is reviewed by the Group Management in the Sustainability Board, the Audit Committee and confirmed by the Board. Read more in GOV-1 on page 70 and GOV-2 on page 72 on how the Group Management and the Board are involved in the Double Materiality Assessment process and consider and decided upon sustainability matters.

During 2023, 2024 and 2025, the CSRD Steering Committee was in place to manage the program and was heavily involved in the Double Materiality Assessment process.

IRO-2 Disclosure Requirements in ESRS covered by the Group's Sustainability Statement

All mandatory, applicable data points relating to material sub-topics are considered to be material information and are therefore included in the sustainability statement.

Below table summarizes data points that derive from other EU legislation, with an indication of where they are located. Data points that have been assessed to not be material have been indicated with "not material" and material data points that are phased-in/not disclosed for other reasons are indicated with "N/A"

Section	Disclosure Requirement (DR) and related data point	DR Page
General information	ESRS 2 GOV-1: Board's gender diversity paragraph 21 (d)	70
	ESRS 2 GOV-1: Percentage of board members who are independent paragraph 21 (e)	70
	ESRS 2 GOV-4 Statement on due diligence paragraph 30	73
	ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Not material
	ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Not material
	ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Not material
	ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	Not material
Environmental information	ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14	85
	ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)	85
	ESRS E1-4 GHG emission reduction targets paragraph 34	90
	ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	91
	ESRS E1-5 Energy consumption and mix paragraph 37	91
	ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	91
	ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	92
	ESRS E1-6 Gross GHG emission intensity paragraphs 53 to 55	92
	ESRS E1-7 GHG removals and carbon credits paragraph 56	Not material
	ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66	N/A
	ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)	N/A
	ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).	N/A
	ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).	N/A
	ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69	N/A
Environmental information	ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Not material
	ESRS E3-1 Water and marine resources paragraph 9	97
	ESRS E3-1 Dedicated policy paragraph 13	N/A
	ESRS E3-1 Sustainable oceans and seas paragraph 14	97
	ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Not material
	ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Not material
	ESRS 2- IRO 1 - E4 paragraph 16 (a) i	100 101
	ESRS 2- IRO 1 - E4 paragraph 16 (b)	100 101
	ESRS 2- IRO 1 - E4 paragraph 16 (c)	100 101
	ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	101
	ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	101
	ESRS E4-2 Policies to address deforestation paragraph 24 (d)	101
	ESRS E5-5 Non-recycled waste paragraph 37 (d)	105
	ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	105
Social information	ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	64
	ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	64
	ESRS S1-1 Human rights policy commitments paragraph 20	108
	ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21	108
	ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	108
	ESRS S1-1 workplace accident prevention policy or management system paragraph 23	108
	ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	109
	ESRS S1-14 Number of fatalities and number and rate of workrelated accidents paragraph 88 (b) and (c)	116
	ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	116
	ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	116
	ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	116
Social information	ESRS S1-17 Incidents of discrimination paragraph 103 (a)	116
	ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	116
	ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	N/A
	ESRS S2-1 Human rights policy commitments paragraph 17	119
	ESRS S2-1 Policies related to value chain workers paragraph 18	119
	ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	119
	ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19	119
	ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	120
	ESRS S3-1 Human rights policy commitments paragraph 16	Not material
	ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Not material
	ESRS S3-4 Human rights issues and incidents paragraph 36	Not material
	ESRS S4-1 Policies related to consumers and end-users paragraph 16	125
	ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Not material
	ESRS S4-4 Human rights issues and incidents paragraph 35	126
Business Conduct information	ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	N/A
	ESRS G1-1 Protection of whistleblowers paragraph 10 (d)	N/A
	ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	128
	ESRS G1-4 Standards of anti- corruption and anti- bribery paragraph 24 (b)	128

Basis for Preparation

BP-1 General basis for preparation of the sustainability statement

The 2025 Electrolux Group Sustainability Statement was prepared on the same consolidated basis as the financial statements. For the reporting year 2025, the Group reports its sustainability information in accordance with the requirements of the Swedish Annual Accounts Act, European Sustainability Reporting Standards ("ESRS"), and the EU Taxonomy.

Based on a materiality analysis, the Group's sustainability statement includes the sustainability topics most relevant to Electrolux Group and its value chain. The report outlines why sustainability is relevant to the Group's business as well as its priorities and roadmap to 2030, how progress is measured, and its approach to managing For the Better goals and Climate goals.

Targeted at shareholders and other stakeholders, the Annual Report, including its Sustainability statement focuses on how sustainability issues relate to the Group's business strategy, as well as its risk assessment, objectives and performance.

Reporting practices

The Group's internal practice is to seek external assurance for its sustainability reporting. The Audit Committee evaluates the objectivity and independence of the external auditors.

Electrolux Group applies the precautionary principle for sustainability management and reporting.

Boundary of the report

The Electrolux Group Sustainability Statement is published annually. This report covers data for the 2025 calendar year – from January 1 to December 31.

This statement has been prepared on a consolidated basis with scope and boundaries as defined by the ESRS. Unless otherwise indicated, sustainability disclosures include all operations that contributed to Group performance across all material topics for the calendar year 2025.

The sustainability statement includes disclosures on both upstream and downstream value chain activities, in line with the requirements of ESRS 1. The scope of disclosures reflects the principle of materiality and encompasses the Group's policies, actions, and targets, as well as value chain data used in the presentation of metrics.

In conducting its double materiality assessment, the Group evaluated impacts, risks, and opportunities across the entirety of its value chain. Further information on the impacts, risks, and opportunities, and their linkages with the company's strategy and business model, is presented in the SBM-1 section on *pages 60 and 61* of the Sustainability Statement.

Electrolux Group is committed to further developing its policies, actions, targets, and metrics to ensure comprehensive coverage and transparency across its value chain.

No significant changes in activities, value chain and other business relationships are noted.

Throughout the statement, where data is presented as part of the narrative, 2024 data is presented in (brackets) where applicable. Quantitative metrics are defined in the methodological sections for each topical chapter.

BP-2 Disclosures in relation to specific circumstances

Restatement of information and changes in reporting

The number of hours worked used to calculate the rate of work-related accidents for the own workforce in 2024 has been revised. Under the previous methodology, own workforce and contractor hours were combined; the 2025 reporting approach allows a retroactive estimate including only own workforce hours (estimated at 90% of total hours for 2023 and 2024), see *page 116*

A summary of the metrics that are considered to have the highest level of uncertainty are shown in the table. Further information on methodology, including assumptions and limitations, is presented in the topical chapters.

Top metric and uncertainty factors:

Metric	Reason for uncertainty	Reference to topical chapter
Scope 3	Limitations tied to a spend-based approach, and energy standards as the basis for energy use.	E1
Materials	Lifecycle assessment inventory data used to assess materials weight.	E5
Training	Actual data currently not available for the entire workforce	S1

Sources of estimation and outcome uncertainty

In its sustainability disclosures, the Group has applied estimation methodologies where direct data was not available, particularly in relation to its upstream and downstream value chain activities. These estimations are based on indirect sources, including sector averages, industry benchmarks, and proxy data, and are used to support reporting across several key areas: emission factors related to scopes 1, 2 and 3 emissions, assessment of repairability, recyclability and total weight of products, training data for production workers. The use of such estimation techniques introduces a degree of measurement uncertainty, which can be found in the relevant disclosures. > *For further information, refer to E1-6 on page 92, E5-5 on page 105, and S1-13 on page 115.* Electrolux Group is committed to continual improvement in data accuracy and transparency.

Time horizons

Electrolux Group has used the ESRS definition of short-, medium-, and long-term time horizons as a starting point, which initially defined mid-term as up to five years and long-term as beyond five years. In practice, the Group applies a more granular framework—short-term (0–3 years), medium-term (4–10 years), and long-term (11+ years)—to guide strategic and financial planning. In addition, further time horizons are detailed in section E1 under Physical Risk Analysis and Transition Risk Analysis on *page 87*. The Group's approach goes beyond the initial ESRS requirements by incorporating extended time horizons and robust scenario modeling to assess both acute and chronic physical risks, as well as transition-related impacts.

Disclosures stemming from other legislation or generally accepted sustainability reporting pronouncement

The Climate Change (E1) disclosures in this Annual Report are also aligned with the Task Force on Climate-related Financial Disclosures (TCFD).

> *See E1 on page 85 for more information.*

External assurance

The Sustainability Statement is reviewed in accordance with the ESRS requirements. Furthermore, this report is approved by the Board.

The Group's Sustainability Statement has received external limited assurance, since 2012. *Read the Auditor's Limited Assurance Report on page 130.*

> *More information on the Group's policies, progress and performance in terms of sustainability matters can be found on the Group's website, www.electroluxgroup.com.*

Electrolux Group applies quick-fix delegated act which prolongs the phase-in period of certain disclosure requirement listed in ESRS 1, Appendix C. In specific, the Group has deferred full reporting on the anticipated financial effects and on selected S1 phased-in disclosure requirements (S-7 and S1-11, and certain data points in S1-13 and S1-14). Electrolux Group reports in accordance with the new Delegated Act of the EU Taxonomy, published in July 2025.

2025 TAXONOMY-ALIGNED HIGHLIGHTS

- Turnover increased to 6.7% (6.2), reflecting a stronger sales mix driven by higher sales of the Group's most energy-efficient products.
- The share of CapEx, at 6.8% (9.1), decreased compared with 2024, in line with the overall trend in capital expenditures during the period.
- OpEx increased to 13.8% (12.6), as higher turnover were matched by a proportional increase in operating expenses.

Environmental information

EU Taxonomy

Since 2021, Electrolux Group has reported against the Taxonomy, reinforcing transparency in the energy transition and supporting the objectives of the European Green Deal. The EU Taxonomy classification highlights the Group's central role in enabling more energy-efficient living and advancing more sustainable, low-carbon households.

Introduction
EU Regulation 2020/852, known as the Taxonomy Regulation (hereinafter the Taxonomy), was introduced to promote investment that accelerate the transition to a low-carbon economy. It does so by establishing a common classification system that determine what economic activities can be classified as environmentally sustainable. Hence, by clearly defining which types of businesses are sustainable within different sectors, and by requiring mandatory disclosures, the Taxonomy helps investors make informed decisions. The Taxonomy also creates incentives for companies to develop new business procedures or upgrade existing ones to make them more sustainable.

Electrolux Group supports the EU's net-zero ambitions, which align with the Group's goal of becoming a net-zero emissions business by 2050. As a global household appliance company, Electrolux Group complies with local energy efficiency and labelling regulations across its markets and, as a publicly listed company, reports on turnover, capital expenditure (CapEx) and operating expenses (OpEx) related to environmentally sustainable activities, contributing to a more sustainable financial sector and supporting the objectives of the European Green Deal.

The taxonomy framework
The Taxonomy is part of the EU Green Deal, and it outlines a list of eligible economic activities that are considered key enablers in achieving six environmental objectives established by the EU. These environmental objectives are the following:
1. Climate Change Mitigation (CCM) on limiting global warming
2. Climate Change Adaptation (CCA) on ensuring resilience against global warming
3. Water and marine resources (WA) on the sustainable use and protection thereof
4. Circular economy (CE) on the transition away from a linear economy
5. Pollution (PPC) on the prevention and control thereof
6. Biodiversity and ecosystems (BIO) on the protection and restoration thereof.

A taxonomy-eligible economic activity can be classified as taxonomy-aligned (environmentally sustainable) if it fulfils a set of corresponding criteria. These criteria, known as technical screening criteria, varies across economic activities and covers the following three aspects:

- Substantial Contribution to at least one of the environmental objectives,
- Do No Significant Harm (DNSH) to any of the other the environmental objectives, and
- Comply with minimum safeguards in terms of social standards for responsible business conduct.

Subsequently, a company's result of taxonomy-eligibility and taxonomy-alignment is reported under three financial KPIs, namely turnover, capital expenditures and operating expenses. These are further described on the following pages, alongside contextual information and the accounting policies applied in calculating these KPIs.

Electrolux Group and the EU taxonomy
Electrolux Group's main economic activities are "3.5 Manufacture of Energy Efficiency Equipment for Buildings" under the Climate Change Mitigation (CCM) objective and "1.2 Manufacture of Electrical and Electronic Equipment" under the Circular Economy (CE) objective. For alignment, only CCM3.5 meets the all technical screening criteria, whereas CE1.2 does not and is therefore not reported as aligned.

The EU Taxonomy classification highlights Electrolux's central role in enabling energy-efficient living, underscoring its commitment to sustainable innovation, supporting the transition to low-carbon households and more resource-efficient lifestyles.

Basis for preparation
Electrolux Group prepares its taxonomy disclosure in line with Delegated Regulation (EU) 2021/2178 (the "Disclosures Delegated Act"), including subsequent amendments introduced through the complementary delegated acts, most recently the Delegated Act published in July 2025, as well as the European Commission's Notices and Frequently Asked

Questions on taxonomy reporting issued between 2021 and 2025.
To ensure a consistent approach, Electrolux Group follows a three-phase methodology for the preparation of its Taxonomy reporting:

Identification: The Group identifies eligible activities and maps them to the relevant assets and projects;

Assessment: These activities are screened for alignment with the technical criteria and the minimum safeguards;

Calculation: Metrics for eligibility and alignment are calculated based on the screening results.

Each of these phases is elaborated in the sections below.

Taxonomy eligibility: Identification of economic activities
Electrolux Group has assessed its taxonomy eligibility by reviewing all economic activities against the six environmental objectives. In this assessment, the Group evaluates whether any of its business activities are covered by the Taxonomy, meaning whether any portion of turnover, CapEx and OpEx can be allocated to any of the eligible economic activities. The reporting scope includes all products sold globally in markets with established energy efficiency standards. Certain product categories sold by the Group, including vacuum cleaners and small appliances, are excluded from the EU Taxonomy assessment since they are not eligible. This exclusion is not related to the production activity itself, but due to that the products are not of a type that could have an energy label under Regulation (EU) 2017/1369 (1). The applicable Technical Screening Criteria (TSC) to assess substantial contribution to climate change mitigation (CCM) refer to this regulation and household appliances only contribute, i.e. have the possibility to become aligned, if they fall into the highest two populated classes of energy efficiency as defined under the Regulation. The jurisdiction of where the sale takes place is irrelevant for the eligibility scope because the TSC is applicable to all products that could have an EU energy label. Thus, products that are of a type covered by the Regulations technical aspects are considered eligible.
Products included as eligible under the Taxonomy are:
- Household appliances (washing machines, washer dryers, tumble dryers, dishwashers, refrigerators/freezers and ovens).
- Cooling and ventilation systems (hoods and air conditioners).

This approach ensures that only products in scope of the technical eligibility under (EU) 2017/1369 are included as eligible and only those products that fall into the highest two populated classes of energy efficiency under that EU regulation are reflected in aligned reporting. Excluded products from (EU) 2017/1369 are omitted from both eligibility and alignment calculations.[1]

Taxonomy alignment: Assessment against technical screening criteria
The Taxonomy's technical screening criteria (TSC) focus on rigorous levels of environmental performance rather than transitional measures. Their complexity and dependence on European Union standards can make them challenging to interpret and apply, particularly for activities outside the European Union. The Group has assessed the alignment requirements for CE1.2 and concluded that certain substantial contribution criteria for the transition to a circular economy are not yet met. Consequently, no turnover, CapEx, or OpEx is considered aligned under CE1.2. Alignment is therefore reported only for eligible products that meet all TSC under CCM3.5. According to the EU Taxonomy TSC for CCM3.5, only products within the two highest populated energy efficiency classes, using European Union energy efficiency standards as the reference methodology, can be considered aligned. As energy efficiency standards differ globally and are not comparable across countries and regions, Electrolux Group's aligned results are consequently limited to products sold within the European Union, resulting in a relatively low percentage.

The sections below summarize the relevant CCM3.5 criteria:

Substantial contribution: For products eligible under CCM3.5, substantial contribution is assessed based on the EU energy labelling framework for appliances and air conditioners. Only products within the two highest populated energy efficiency classes (per EU Regulation 2017/1369) are considered to substantially contribute to Climate Change Mitigation.

Do no significant harm (DNSH): To achieve taxonomy-alignment, products must also comply with DNSH criteria, ensuring they do not negatively impact any other EU Taxonomy environmental objectives.

Minimum safeguards: At the company level, taxonomy-alignment requires compliance with Minimum Safeguards, covering human rights, labor standards, anti-corruption, and tax compliance. Electrolux Group has assessed adherence to these safeguards at the entity level as part of the overall evaluation, ensuring that minimum safeguards are met across the entire organization.

Taxonomy alignment: Enabling and transitional activities
The EU Taxonomy classifies specific aligned activities as either transitional (T) or enabling (E). Transitional (T) activities are those for which low-carbon alternatives are not yet available and that:
- Operate at greenhouse gas emission levels considered best-in-class within their sector;
- Do not obstruct the development or deployment of low-carbon alternatives and;
- Avoid creating a long-term dependence on carbon-intensive assets, taking into account their expected economic lifespan.

Enabling (E) activities are those that facilitate other activities in making a substantial contribution to an environmental objective, as long as they:
- Do not create a lock-in of assets that could compromise long-term environmental targets, considering their economic lifespan and;
- Deliver a significant positive impact based on life-cycle assessment.

An activity can only be classified as transitional (T) or enabling (E) if it meets the technical screening criteria. In 2025, one of the Group's economic activities, CCM3.5, qualified as an enabling activity and is therefore marked as "E" (enabling) in the tables presented on page 81.

Comment on results and changes compared to 2024
The scope of Electrolux Group's EU Taxonomy assessment has been expanded for the 2025 reporting period to include private label products, i.e. products manufactured by Electrolux Group for third-party brands. As a result, the 2024 figures have been recalculated to reflect this updated scope. This refinement provides a more accurate representation of the Group's economic activities and aligns the assessment methodology with the EU Taxonomy regulation. The Group will continue to review evolving EU Taxonomy regulations and their applicability to its operations, which could lead to updates in disclosure in future reporting periods.

In 2025, Electrolux Group's taxonomy-aligned economic activities for the Climate Change Mitigation objective show the following trends:
- **Turnover** increased to 6.7% (6.2), reflecting a stronger sales mix driven by higher sales of the Group's most energy-efficient products.
- The share of **CapEx**, at 6.8% (9.1), decreased compared with 2024, in line with the overall trend in capital expenditures during the period.
- **OpEx** increased to 13.8% (12.6), as higher turnover were matched by a proportional increase in operating expenses.

These results highlight the Group's continued focus on innovation in more energy-efficient product architectures to meet current EU Taxonomy technical screening criteria, while advancing its net-zero ambition for 2050, given that most of an appliance's carbon footprint occurs during the use phase. Investments in technologies such as heat pump dryer architecture, demonstrate the Group's strategic priority of increasing the availability of more efficient products.

2025 KPI summary: CCM3.5 Manufacture of energy efficiency equipment for buildings and CE1.2 Manufacture of electrical and electronic equipment

					Breakdown by environmental objectives of Taxonomy-aligned activities										
KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy aligned activities in previous financial year (2024)	Proportion of Taxonomy aligned activities in previous financial year (2024)
	mSEK	%	mSEK	%	%	%	%	%	%	%	%	%	%	mSEK	%
Turnover	131,282	75	8,735	6.7	6.7						6.7			8,497	6
CapEx	3,358	60	227	6.8	6.8						6.8			422	9
OpEx	4,606	75	634	13.8	13.8						13.8			600	13

[1] REGULATION (EU) 2017/1369 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 4 July 2017 setting a framework for energy labelling and repealing Directive 2010/30/EU

Accounting policies and calculating the key performance indicators
The Taxonomy KPIs consist of separate measures for total, eligible, and aligned (1) Turnover, (2) CapEx and (3) OpEx. Each KPI is calculated as the amount associated with eligible or aligned economic activities (numerator) divided by the corresponding total (denominator).

In accordance with the requirements of the EU Taxonomy Regulation's Disclosures Delegated Act, Electrolux Group is required to describe the accounting policies and calculation methods applied. In general, the numerator for each KPI represents the share of the Group's Turnover, CapEx, or OpEx that can be allocated to CCM3.5 and CE1.2, while the denominator reflects the respective total amounts.

The following section provides a detailed explanation of how these figures were determined.

1. Turnover
Total: For the financial year 2025, total revenue amounted to SEK 131,282m (136,150). This figure represents the Group's total net sales, including all products, both taxonomy-eligible and non-eligible, across all business areas. It covers the Group's net turnover, as reported in Notes 3 and 4 of the consolidated financial statements, which includes the Group's total revenue excluding discontinued operations. This total revenue is used as the denominator for calculating the share of taxonomy-eligible and taxonomy-aligned turnover.

EU taxonomy – Total Turnover

SEKm	2025	2024
Revenue from net sales	131,282	136,150
Total EUT Turnover	**131,282**	**136,150**

Eligible: Within the total amount, SEK 98,283m (100,442), 74.9% (73.8), represents the share of turnover that can be allocated to eligible economic activities, specifically the turnover derived from the sales of products that are in scope of CCM3.5 and CE1.2. This figure is used as the numerator for calculating the share of taxonomy eligible turnover.

Aligned: SEK 8,735m (8,497), 6.7% (6.2), represents the share of turnover derived from the sales of products that are in scope, and that also meet all the technical screening criteria of CCM3.5. This figure is used as the numerator for calculating the share of taxonomy-aligned turnover. In other words, representing the turnover that can be associated with products that are considered environmentally sustainable according to the Taxonomy.

2. CapEx
Total: Capital expenditure (CapEx) refers to new investments in tangible and fixed assets, leased assets, and business acquisitions recognized in the consolidated accounts as of December 31, 2025. These investments are essential to maintaining and expanding the Group's operations, and include production facilities, tooling, IT systems, and other infrastructure. Newly added goodwill is excluded from the denominator. CapEx related to the EU Taxonomy amounted to SEK 3,358m (4,647), as reported in Notes 8, 12, and 13 of the consolidated financial statements.

EU taxonomy – Total CapEx

SEKm	2025	2024
Tangible assets: Property, plant, and equipment	2,311	3,450
Intangible assets: Product development and software	1,047	1,198
Investment properties acquired or recognized in the carrying amount	–	–
Total EUT Capex	**3,358**	**4,647**

Eligible: Within this amount, SEK 2,001m (3,123), 59.6% (67.2), is taxonomy-eligible, related to the EU Taxonomy economic activities CCM3.5 and CE1.2. Eligible CapEx includes investments in assets and processes that contribute to the manufacturing or improvement of energy-efficient appliances.

Aligned: SEK 227m (422), 6.8% (9.1), is taxonomy-aligned, meaning these investments meet all technical screening criteria of CCM3.5.

3. OpEx
Total: Operating expenses (OpEx) under the EU Taxonomy include non-capitalized research and development (R&D) costs, depreciation of R&D related assets, and other relevant operating expenses as defined in the EU Taxonomy regulation. These also include maintenance costs for owned or leased assets and short-term leases (up to 12 months) not recognized as right-of-use assets.

The total OpEx represents the Group's ongoing operational costs necessary to maintain production capacity, improve product performance, and ensure energy efficiency and sustainability in operations. Taxonomy-eligible OpEx amounted to SEK 4,606m (4,760). These figures are derived from internal calculations aligned with the EU Taxonomy definitions, which differ from IFRS in terms of scope and categorization, and may therefore not be directly traceable to specific financial notes in the Group's financial reports.

EU taxonomy – Total OpEx

SEKm	2025	2024
R&D expenses	3,732	3,890
Maintenance and repair costs	1,287	1,389
Less: Product development	412	519
Total EUT OpEx	**4,606**	**4,760**

Eligible: Within the total amount, SEK 3,472m (3,491), 75.4% (73.3), represents operating expenses related to activities CCM3.5 and CE1.2, including R&D and maintenance activities that contribute to the development or improvement of energy-efficient appliances.

Aligned: SEK 634m (600), 13.8% (12.6), represents taxonomy-aligned operating expenses, reflecting activities that meet all technical screening criteria of CCM3.5, do no significant harm to other environmental objectives, and comply with minimum safeguards.

Use of allocation keys
In accordance with the EU Taxonomy, allocation keys are used to proportionally attribute turnover, CapEx, and OpEx to eligible and aligned activities. These keys ensure that reported figures accurately reflect the share of resources contributing to environmentally sustainable objectives. The methodology for applying allocation keys is solely designed to enable consistent and transparent reporting across the Group's activities.

The following table provides a detailed explanation of the allocation keys used to calculate the Electrolux Group's results, where applicable.

Allocation key description, if any has been used: CCM3.5, CE1.2

	Turnover	CapEx	OpEx
Total	N/A	N/A	N/A
Eligible	N/A	Group results: Filtering of total capital expenditures related to eligible products across the Group.	R&D: Total capitalization and depreciation using the weight of net sales of the eligible products by product line. Maintenance: Total maintenance in EU countries using the weight of % of net sales of the eligible products.
Aligned	N/A	Net sales: Share of net sales from eligible products (EU countries only, includes OEM) compared to all eligible countries.	Maintenance: Total maintenance in EU countries using the weight of % of net sales of the aligned products.

Notes on the presentation of EU Taxonomy tables
This section provides additional context to support the turnover, CapEx, and OpEx tables on the following page. In line with Template II of the latest EU Taxonomy Delegated Act, approved in January 2026, double counting is applied at the activity level. This allows an activity to be reported under multiple objectives, with the same codes and percentages reported in each relevant column.

Double counting is reflected only in the activity rows and in the "Sum of alignment per objective" row, while the "Total KPI (Turnover/CapEx/OpEx)" row excludes it. The full breakdown is shown in the tables that follow.

Turnover

Financial year 2025

Economic activity	Code	Taxonomy eligible KPI	Taxonomy aligned KPI	Taxonomy aligned KPI	Environmental objective of Taxonomy-aligned activities: Climate change mitigation	Climate change adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
		%	mSEK	%	%	%	%	%	%	%	E	T	%
Climate Change Mitigation / Circular Economy	CCM3.5 / CE1.2	74.9	8,735	6.7	6.7						E		8.9
Sum of alignment per objective					6.7								
Total Turnover		**74.9**	**8,735**	**6.7**	**6.7**						**E**		**8.9**

CapEx

Financial year 2025

Economic activity	Code	Taxonomy eligible KPI	Taxonomy aligned KPI	Taxonomy aligned KPI	Environmental objective of Taxonomy-aligned activities: Climate change mitigation	Climate change adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
		%	mSEK	%	%	%	%	%	%	%	E	T	%
Climate Change Mitigation / Circular Economy	CCM3.5 / CE1.2	59.6	227	6.8	6.8						E		11.4
Sum of alignment per objective					6.8								
Total CapEx		**59.6**	**227**	**6.8**	**6.8**						**E**		**11.4**

OpEx

Financial year 2025

Economic activity	Code	Taxonomy eligible KPI	Taxonomy aligned KPI	Taxonomy aligned KPI	Environmental objective of Taxonomy-aligned activities: Climate change mitigation	Climate change adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
		%	mSEK	%	%	%	%	%	%	%	E	T	%
Climate Change Mitigation / Circular Economy	CCM3.5 / CE1.2	75.4	634	13.8	13.8						E		18.3
Sum of alignment per objective					13.8								
Total OpEx		**75.4**	**634**	**13.8**	**13.8**						**E**		**18.3**

Do no significant harm: CCM3.5 Manufacture of energy efficient equipment for buildings and CE1.2 Manufacture of electrical and electronic equipment

Criteria	Which means	Assessment	Analysis
1) Climate Change Mitigation: Where the manufactured product contains refrigerants, it complies with the GWP performance laid down in the Regulation (EU) No 517/2014 of the European Parliament and of the Council. The activity does not manufacture products containing Sulfur hexafluoride (SF6). Where applicable, the manufactured product does not score lower than the third significantly populated class of energy efficiency in accordance with Regulation (EU) 2017/1369 of the European Parliament and of the Council and delegated acts adopted under that Regulation.	Electrolux Group shall ensure that all relevant products meet the regulatory requirements on refrigerants and energy efficiency, avoiding high-GWP substances and achieving at least the minimum energy efficiency thresholds set by EU regulations.	**Compliant**	Electrolux Group has an overall approach to managing climate risks, opportunities and mitigation throughout the value chain. Tackling climate change by reducing greenhouse gas emissions is one of the most urgent challenges facing society. According to the IPCC Report (Climate Change 2023: Synthesis Report),1) human activity is already changing the climate in unprecedented ways. The report calls for strong and sustained action to limit climate change. As product energy use in the homes of consumers is responsible for approximately 85% of Electrolux Group's carbon footprint (according to a global Electrolux Group lifecycle assessment), product efficiency is where the Group can make its greatest contribution to tackling climate change. The Group is also reducing greenhouse gas emissions across its value-chain, including from its manufacturing sites as well as from transportation, materials used in products and business travel. In addition, the company is phasing out the use of high-impact hydrofluorocarbons (HFCs) from household appliances. HFCs are gases with a high Global Warming Potential (GWP) that are still used in some countries due to regulatory or technical barriers to alternative solutions. Electrolux Group has product development roadmaps with the objective to meet energy labelling standards, such as the EU new labelling standards and stricter minimum energy performance standards (MEPS), which were implemented in 2023. For more information on risk management for climate change, see E1 on page 86.
2) Climate adaptation: The activity complies with the criteria set out in Appendix A.	Electrolux Group shall conduct a climate risk analysis of physical risks and follow up on performance targets linked to its science-based climate goals within long-term incentive programs for senior managers.	**Compliant**	The Group conducts climate risk analyses covering both physical and transition dimensions, using IPCC scenarios (e.g., RCP 2.6–8.5) and the IEA Net Zero by 2050 pathway to assess acute, chronic, and transition-related risks and opportunities. The results inform the Group's Enterprise Risk Management, strategic planning, and decarbonization levers. Progress toward the science-based climate targets, validated by the SBTi, is regularly monitored and reported to senior management. Performance against these targets is integrated into the long-term incentive program for senior managers, aligning executive remuneration with the achievement of the Group's climate goals. *For more information on risk management, see page 54, for climate change, see E1 on page 86.*
3) Water: The activity complies with the criteria set out in Appendix B.	Electrolux Group shall conduct an environmental impact assessment, including an evaluation of water impact, by assessing water-related risks across its value chain, developing a water strategy with context-based targets and engaging with relevant stakeholders.	**Compliant**	The Group's operations use external tools (e.g., WWF Water Risk Filter) to identify manufacturing sites in potential water-risk areas. Through the Green Spirit program, the Group monitors energy and water consumption, shares best practices, provides monthly water performance reports, and maintains global water mapping. The Group also engages suppliers on environmental topics, including water, via the CDP Supply Chain program, and collects primary water usage data monthly from OEMs. *For more information on water, see E3 on page 97*
4) Circular economy: The activity assesses the availability of and, where feasible, adopts techniques that support:	Electrolux Group shall assess and, where feasible, adopt circular economy practices, including the (4a) use of reused and secondary materials, (4b) product design that enhances durability and recyclability, (4c) waste management prioritizing recycling and (4d) traceability of substances of concern across the product life cycle. The full breakdown is shown below.	**Compliant**	The Group has an important role to play in enabling people to live more circular lives through its products and solutions. It contributes to the circular economy by integrating recycled materials into its product platforms and by promoting circular business models. In the Group's operations, the Zero Waste to Landfill program promotes material reuse and recycling. *For more information on resource use and circular economy, see E5 on page 102.*
a) Reuse and use of secondary raw materials and reused components in products manufactured;	Electrolux Group ambition should be to secure a high level of recycling and use of secondary material and components in produced products.	**Compliant**	The Group intensified efforts to increase recycled content in its products, setting a new target and launching a guideline to assess recycled plastic formulations and ensure quality. It continued engaging OEM suppliers to use recycled plastics and develop new formulations through long-term partnerships. Additionally, the Group signed an agreement with a European steel supplier to deliver fossil-free, green hydrogen-based steel. *For more information on recycled materials in products, see E5 on page 102.*

Do no significant harm: CCM3.5 Manufacture of energy efficient equipment for buildings and CE1.2 Manufacture of electrical and electronic equipment

Criteria	Which means	Assessment	Analysis
b) Design for high durability, recyclability, easy disassembly and adaptability of products manufactured;	Electrolux Group's ambition should be that every product has an optimized design for high durability, recyclability, ease of disassembly and adaptability, supported by the Electrolux Design for Repairability Guideline.	**Compliant**	As the EU has some of the most advanced regulations and requirements regarding repairability, the Group focuses on these directives to guide design and servicing standards. The EU is currently exploring a proposal on a common index to assess the repairability of goods – the "Right to Repair". The Group has developed an Electrolux Design For repairability Guideline aimed at supporting designers during the early stage of product development to enhance the repairability of its appliances. It also identifies design improvements in various regions and updates the guideline to help improve the overall quality and sustainability of its products globally. *For more information, see E5 on page 102.*
c) Waste management that prioritizes recycling over disposal, in the manufacturing process;	Electrolux Group should have a policy that prioritizes recycling over disposal in the manufacturing process, supported by the third-party certified Zero Waste to Landfill program, which aims to reduce landfill waste from its manufacturing sites worldwide to less than 1% and waste-to-energy to less than 3%.	**Compliant**	The Group aims to certify all manufacturing sites as Zero Waste to Landfill by 2025, supporting its transition to a circular economy. Benchmarking identified this certification as the most effective target for waste management. The target aligns with EU waste directives, SDG 12 and 13, and the EU Circular Economy Action Plan. Progress is tracked through annual certification targets, with monthly monitoring of certified sites and the percentage of waste sent to landfill or incineration without energy recovery. *For more information on Zero Waste to Landfill and waste, see E5 on page 102.*
d) Information on and traceability of substances of concern throughout the life cycle of the manufactured products.	When substances of concern are used in manufactured products information and traceability about these should be secured.	**Compliant**	The Group complies with the EU SCIP notification requirement managed by ECHA, registering products that contain Substances of Very High Concern (SVHCs). The SCIP database ensures transparency on REACH Candidate List substances throughout a product's lifecycle, including the waste stage. The Electrolux Group regularly submits or updates notifications when new substances or articles are added. During this process, Electrolux provides details such as product identification, substance presence, hazards, application, location, concentration range, and CAS number. Substance use and related hazards are tracked across manufacturing sites, with data managed locally in accordance with applicable legislation. *For more information on substances of concern and substances of very high concern, see E2 on page 95.*
5) Pollution prevention: The activity complies with the criteria set out in Appendix C. For manufacturing of portable batteries, batteries comply with the applicable sustainability rules on the placing on the market of batteries in the Union, including restrictions on the use of hazardous substances in batteries, including Regulation (EC) No 1907/2006 and Directive 2006/66/EC of the European Parliament and of the Council.	Electrolux Group has a specific directive aimed at substituting and minimizing the use of substances of concern through its Restricted Materials List (RML). The RML is designed to facilitate compliance with legislation, such as the Restriction of Hazardous Substances Directive (RoHS) and regional chemical registrations, such as the EU Registration, Evaluation, Authorization and Restriction of Chemicals (REACH). The RML is also aligned with chemicals regulations around the globe, such as the Stockholm Convention, Montreal Protocol and regulations on Per- and polyfluoroalkyl substances (PFAS). The Group's Code of Conduct and the Workplace Directive set clear requirements for compliance with environmental regulations across the value chain.	**Compliant**	The Group complies with all relevant regulations. Substances that are restricted and banned according to relevant EU and global legislation are included in the RML (Restricted Material List). Approved exemptions of restricted substances are present in the Group's products where there is no technical alternative currently available. All European manufacturing sites have environmental permits to meet local legislation, including pollution. *For more information on pollution, see E2 on page 95.*
6) Biodiversity: The activity complies with the criteria set out in Appendix D.	Electrolux Group completed a biodiversity assessment of all manufacturing sites. All manufacturing sites are required to be ISO 14001 certified.	**Compliant**	All Electrolux Group manufacturing sites are certified to the ISO 14001 environmental management system, which integrates biodiversity considerations. The Electrolux Group Workplace Directive requires manufacturing sites to include biodiversity as part of the annual environmental assessment. In 2025, a dedicated biodiversity assessment was conducted across all manufacturing sites to evaluate potential impacts and ensure continuous improvement in protecting local ecosystems. These manufacturing sites also abide by environmental permits to meet local legislation, including measures to safeguard local biodiversity. *For more information on biodiversity, see E4 on page 100.*

Minimum Safeguards

The taxonomy defines the minimum safeguards as procedures implemented by a company to ensure alignment with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the eight fundamental conventions identified in the Declaration of the International Labour Organization on Fundamental Principles and Rights at Work and the International Bill of Human Rights. Respect for human rights is embedded in the Electrolux Code of Conduct. The Electrolux Group follows an integrated approach to human rights, embedded into our policies and processes which are applicable to all employees and contractors.

The Group adheres to strict norms and strives to maintain efficient governance processes to ensure that all operations create long-term and sustainable value for shareholders and other stakeholders. This involves an efficient organizational structure, systems for internal control, risk management, and transparent internal and external reporting. Electrolux Group has assessed that it adheres to the Minimum Safeguards. Some Group processes and procedures related to the four core areas that are relevant for adherence to the Minimum Safeguards, are further outlined to the right, as defined in Articles 3 and 18 of the European Union Regulation (EU) 2020/852. The Group assesses that adequate processes are in place in such core areas to identify legal action taken toward the company, its subsidiaries or senior management. It also works to prevent substantiated failures or wrongdoings in these areas and to undertake remedial actions, including improving processes to ensure that any such failures or wrongdoings are unlikely to be repeated.

Minimum safeguards

Criteria	Which means	Assessment	Analysis
Human rights	Electrolux Group shall conduct human rights impact assessments at both Group and local levels and establish a human rights due diligence process in line with the UN Guiding Principles on Business and Human Rights (UNGP) and OECD Guidelines.	**Compliant**	In 2025, there were no cases of severe human right impacts reported, nor any complaints made to the National Contact Point relating to the OECD Guidelines. Electrolux Group monitors performance and manages risks through internal and external audits, annual audits for manufacturing units, local human rights assessments, education, the Speakup Line (Electrolux Group's whistleblower mechanism), management labor dialogue, as well as health and safety committees. Risks in the supply chain are addressed through assessments, audits, training efforts and surveys as part of the Responsible Sourcing program and the Conflict Minerals program. The Group conducts human rights impact assessments at both Group and local level, in line with the UN Guiding Principles on Business and Human Rights. For more information on human rights, see S1-17 on page 116.
Corruption	Electrolux Group shall have anti-corruption processes in place and maintain a zero-tolerance policy, continuously raising awareness among employees to minimize the risk of corruption.	**Compliant**	Electrolux Group has zero-tolerance for corruption and bribery, as outlined in the Code of Conduct and Group Anti-Corruption and Bribery Policy which provides guidance on this principle to all employees and other persons acting for or on behalf of the Group. To prevent, detect, and correct related risks, including fraud, the Group uses processes and tools within its global Compliance Program which addresses both internal and external stakeholder behavior. Awareness is reinforced through policies and training to ensure that employees and, to some extent, suppliers' workforce are informed on acceptable business conduct, including anti-corruption and bribery. *For more information on corruption, see G1 on page 127.*
Taxation	Electrolux Group shall pay taxes where value is created, manage tax risks through robust processes, and maintain transparency in its tax approach in line with the OECD Guidelines for Multinational Enterprises.	**Compliant**	An important aspect of the Electrolux Group's purpose - Shape living for the better - is to act as a responsible corporate citizen and taxpayer wherever it operates. The Group has not been found in violation of tax laws. The Group's tax policies fall under the umbrella of the Code of Conduct and are based on the OECD Guidelines for Multinational Enterprises. *For more information on taxation, see the Corporate Governance Report on page 34.*
Fair competition	Electrolux Group shall promote employee awareness of the importance of compliance with all applicable competition laws and regulations.	**Compliant**	The Electrolux Group's commitments, including fair competition, are specified in its Code of Conduct. The Electrolux Group Code of Conduct includes the Group's Integrity in Business policy and firmly states that fair competition shall be respected. All employees are required to complete the Code of Conduct e-learning as part of onboarding and recurring campaigns. *For more information on the Code of Conduct, see S1-1 on page 108.*

2025 HIGHLIGHTS

- SBTi scope 1 and 2: Reduced carbon emissions by 45% compared to 2021.
- SBTi scope 3: Lowered carbon emissions by 33% compared to 2021.
- Sourced 97% of the electricity and 67% of total energy used in operations from renewable sources.
- Delivered top resource-efficient products, which accounted for 26% of total units sold and 36% of gross profit.

E1 Climate change

Electrolux Group's long-term ambition is to ensure that its entire value chain is net-zero carbon emissions by 2050.

The Group's overarching climate target is aligned with the 2015 Paris Climate Agreement, which aims to keep the global temperature rise in line with a 1.5°C trajectory to avoid the most severe impacts from climate change.

The Group's work with climate mitigation is part of its For the Better sustainability framework in terms of leading in energy- and resource-efficient solutions, driving resource-efficient operations, driving supply chain sustainability and its climate targets.

The Group has an overall approach to managing climate risks, opportunities and mitigation throughout the value chain.

Tackling climate change by reducing greenhouse gas emissions is one of the most urgent challenges facing society. According to the IPCC Report (Climate Change 2023: Synthesis Report), human activity is already changing the climate in unprecedented ways.[1)] The report calls for strong and sustained action to limit climate change.

As product energy use in the homes of consumers is responsible for approximately 85% of Electrolux Group's carbon footprint (according to Electrolux Group lifecycle assessment, see page 90), product efficiency is where the Group can make its greatest contribution to tackling climate change. The Group is also reducing greenhouse gas emissions across its value-chain, including from its manufacturing sites as well as from transportation of goods, materials used in products and business travel. In addition, the company is phasing out the use of hydrofluorocarbons (HFCs) from household appliances, in line with its commitment to the UN-led Cool Coalition to replace high-global-warming-potential refrigerants with low-impact alternatives across its product portfolio. HFCs are gases with a high Global Warming Potential (GWP) still used in some countries due to regulatory technical barriers to alternative solutions.

In addition to the ESRS E1 requirements, the Climate Change (E1) disclosures in this Annual Report have been prepared in full alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The content covers all four TCFD pillars — governance, strategy, risk management, and metrics and targets — and reflects the recommended use of climate scenario analysis.

The initiatives reported under this section support the United Nations Sustainable Development Goals number 7, 9, 12, 13 and 17:

E1-1 Transition plan for climate change mitigation

Electrolux Group is dedicated to leading the global transition to a low-carbon economy by significantly reducing greenhouse-gas emissions across its entire value chain. Electrolux Group's climate ambition is to achieve net-zero carbon emissions across its entire value chain by 2050, in line with the 1.5°C trajectory set forth in the 2015 Paris Climate Agreement and its science-based climate targets. The Group has defined near-term targets as critical milestones on this path. The Climate Transition Plan supports these science-based targets and defines specific measures to reduce greenhouse-gas emissions across Scopes 1, 2 and 3. The transition plan applies across Group's global operations, including manufacturing sites, logistics, and supplier, as well as value chain and is updated regularly to reflect regulatory changes and stakeholder expectations. *For more information on the Group's GHG-emission targets and the progress in implementing the transition plan, see E1-4 on page 90.*

Electrolux Group recognizes that its business has a leading role to play in the transition from a fossil-fuel-based, high-carbon economy to a clean-energy, low-carbon economy. The Climate Transition Action Plan (CTAP) represents a near-term, actionable plan including time-bound strategies for implementation. Its development acknowledges the Group's responsibility to shift the global climate narrative in a just and equitable manner and outlines the strategy to make taste, care and well-being experiences sustainable for everyone. Electrolux Group embeds its CTAP within the broader sustainability and business strategies, ensuring that climate objectives guide all business areas and product lines. This alignment enables proactive adaptation to evolving energy-efficiency regulations and growing consumer demand for sustainable products.

The Group's decarbonization levers, actions and associated resources are developed through continuous dialogue with internal and external stakeholders, including customers, suppliers, policymakers and investors. This engagement also involves internal functions with deep technical and business expertise – such as Operations, R&D, Product Lines, Procurement and Sustainability – whose insights are critical for identifying impactful pathways for emissions reduction. *> See E1-3 on page 89 for more information on the Group's climate-change-mitigation actions and identified decarbonization levers.*

The collective insights from our scenario analysis are utilized alongside the Double Materiality Assessment (DMA) to shape strategic priorities and inform the design of the Climate Transition Plan. This process ensures consistency between the Group's climate scenarios, materiality results and long-term value-creation strategy.

Group Management holds overall accountability for implementing this plan and embedding climate action into strategic decisions. Progress is monitored regularly, with quarterly updates to the Group Leadership Team, quarterly reports to the Audit Committee, and annual disclosures through Electrolux Group's sustainability reporting. The transition plan is

[1)] IPCC. ipcc.ch/report/sixth-assessment-report-cycle/

overseen by the Board and formally approved through the Sustainability Board. Progress is regularly reported through specific KPIs included in Board presentations and/or meeting minutes.

Climate performance is embedded in governance through the Group's Long-Term Incentive program, under which 20% of senior management's long-term share-based compensation is linked to climate-related performance, including assessment against CO_2 reduction targets across scopes 1, 2 and 3. > See *E1-4 on page 90 for more information. For more information on governance and incentive structures, see page 73.*

Electrolux Group integrates sustainability into its core business strategy, focusing on resource-efficient innovation that supports climate goals and enhances consumer experiences creating lifetime value. Through the "For the Better" framework, the Group addresses climate impact across the value chain while driving profitability and sustainable living. *For more information, refer to SBM-1 – Strategy, business model and value chain on page 61.*

Sustainable consumer experience and resource efficiency are key drivers for long-term profitable growth, enabling users to prepare great-tasting food, care for their clothes so they stay new for longer, and achieve healthy well-being at home. The "For the Better" framework recognizes that sustainability, consumer experience and profitability goes hand in hand. The framework encompasses Better Company, Better Solutions, Better Living and the Group's climate goals, including its commitment to the UN Global Compact Business Ambition for 1.5°C. Climate considerations are embedded in capital allocation and investment planning.

Financial resources are allocated to sustainability, including capital expenditure (CapEx) and operational expenditure (OpEx) on renewable-energy projects, energy-efficient manufacturing, and sustainability-focused R&D. In 2025, R&D expenditure amounted to SEK 4.34 billion. These resources support the implementation of the CTAP, including the decarbonization levers described in the E1 chapter. For the coming year, the Group expects a similar level of financial and human resources to remain available to fund these levers, subject to the annual CapEx and OpEx budgeting and approval processes. For this reporting cycle, climate-related CapEx and Opex relevant to the implementation of the climate action plan are disclosed through the Group's EU Taxonomy disclosures and sustainable finance framework.

The Group has issued green bonds totalling SEK 3.50 billion under its Green Financing Framework, funding projects in product energy efficiency, resource-efficient operations, and elimination of harmful materials. Additionally, a sustainability-linked bond of USD 100 million was issued in 2024. The Group also holds a sustainability-linked loan of USD 150 million from the Nordic Investment Bank and two loans with a total of USD 512 million from the European Investment Bank, aimed at accelerating research, development and innovation of more energy-efficient household appliances. By the end of 2025, these instruments represented approximately 29% of the Group's long-term borrowings, with financial terms for the sustainability-linked instruments linked to progress against climate and sustainability targets, including science-based carbon emissions reduction targets.

Electrolux Group has assessed potential "locked-in" greenhouse-gas emissions across its key assets and product portfolio. Some manufacturing processes and product use phases inherently generate emissions that will persist until technology upgrades and market transitions are complete. These sources are monitored through the Group's decarbonization roadmap, and mitigation actions—such as equipment electrification, renewable-energy sourcing and continuous product-efficiency improvements—are being implemented. The Group considers these residual emissions manageable within its 2050 net-zero pathway.

Electrolux Group's alignment with the EU Taxonomy framework reinforces the CTAP by providing clear criteria to guide the development and scaling of energy-efficient and circular-economy products. By prioritizing activities that contribute to energy efficiency across products and operations, the framework helps direct investments and innovation efforts that deliver measurable emissions reductions. Product energy efficiency—representing the majority of the Group's lifecycle emissions—remains a central lever within both taxonomy alignment and the broader climate strategy. Ensuring that an increasing share of the product portfolio qualifies as taxonomy-aligned facilitates transparent reporting, strengthens stakeholder confidence and regulatory compliance, and accelerates the transition to net-zero emissions across the value chain. *For detailed information on taxonomy criteria, alignment metrics and the scope of eligible activities, please refer to the Electrolux Group EU Taxonomy Report on page 78.*

Long-Term Resilience

Based on the scenario analysis conducted, Electrolux Group performed a resilience analysis in 2025, covering transition risks for both own operations and the value chain, and physical risks for its own operations. However, the Group recognizes that building resilience in a changing climate goes beyond scenario analysis – it requires continuous adaptation of strategy, operations and product portfolios.

To address short-, medium- and long-term climate-related risks, the Group is integrating resilience considerations into investment planning, capital allocation and infrastructure decisions. For example, climate-related risks are assessed as part of site selection, asset upgrades and supply-chain risk management, particularly in regions with increasing exposure to heat stress, water scarcity or extreme weather. The Group also leverages its Green and Sustainability-Linked Financing Framework to support decarbonization investments and enhance adaptive capacity. Furthermore, circular business models and innovations in energy- and water-efficient appliances support not only the Group's transition goals but also strengthen resilience to future resource constraints and policy shifts.

See IRO-1 on page 74 for more information on identified risks and opportunities, the applied time horizons, and their alignment with climate and business scenarios.

Assumptions and Dependencies

Electrolux Group recognizes that several external factors may influence the pace and extent of its transition in line with a 1.5°C pathway. Acknowledging these dependencies supports effective engagement with policymakers and the value chain to address the challenges of a low-carbon transition. The key assumptions and dependencies on which the Climate Transition Plan relies are outlined as:

- Continued and increasing availability and cost-effectiveness of renewable energy sourcing;
- Availability and affordability of technologies required to replace fossil-fuel-powered systems with electric alternatives for energy-intensive processes;
- A supportive policy environment for grid decarbonization, reducing emissions from the use of sold products;
- A supportive policy environment at the local level that promotes product sustainability, including energy efficiency and the phase-out of high-global-warming-potential gases;
- Availability and cost-effectiveness of recycled materials and steel produced with low CO_2 emissions;
- Collaboration with suppliers, energy providers and transportation partners to meet targets related to electrification, renewable-energy sourcing and emissions reduction.

The Group's ability to adjust its strategy and business model in response to these dependencies is supported by the implementation of the decarbonization levers described in E1-3 on page 89 and E1-4 on page 90.

Responding to Risks and Realizing Opportunities

Electrolux Group's contribution to a low-carbon global economy begins with how it addresses climate-related risks and opportunities. These responses help to future-proof the business, ensuring that the value chain remains resilient and that products continue to meet the consumers needs and expectations.

The Group's response to climate-related risks and opportunities is embedded throughout its CTAP and broader business strategy. By mapping transition and physical risks and integrating them into the CTAP, Electrolux Group ensures a structured and forward-looking approach to the climate challenge. The CTAP acts as an implementation roadmap, enabling the Group to manage material transition and physical risks while realizing strategic opportunities across operations and the value chain.

These risks and opportunities are also integrated into the Group's Enterprise Risk Management (ERM) framework, ensuring that climate considerations are incorporated into broader risk governance and strategic decision-making processes.

The resilience analysis confirms that Electrolux Group's business model and strategy remain robust under both low- and high-carbon scenarios. While climate-related risks may increase operational and value-chain vulnerabilities, the Group's diversified global footprint, strong governance framework, and ongoing decarbonization and circularity initiatives provide a solid foundation for long-term resilience. Continuous integration of climate considerations into strategic and financial planning, supported by active engagement with value-chain partners, positions the Group to effectively navigate transition and physical risks while capturing opportunities for sustainable growth.

To identify and assess climate-related impacts, risks, and opportunities, Electrolux Group conducts scenario analysis that informs its climate-risk assessment. The process is reviewed annually for material changes. The outputs from this analysis form part of the DMA and are integrated into the ERM program to inform overall business strategy. This process involves input from key internal stakeholders, including Legal, Accounting, and Sustainability. *Please also see Risk Management chapter on page 53 for additional details*.

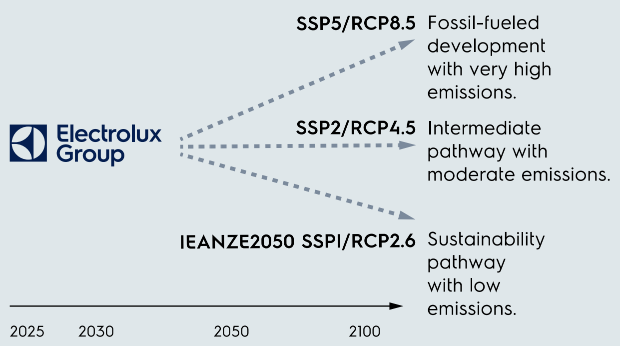
No other critical assumptions related to climate are made in the financial statements. When risks are identified as material, action plans are developed, and strategies are implemented to monitor, manage, or mitigate these risks. The Group actively monitors the evolution of such risks following the implementation of mitigation measures.

Climate-change adaptation is considered a material topic for Electrolux Group. While the Group's climate strategy is primarily focused on mitigation, several decarbonization measures—such as energy-efficiency improvements, refrigerant phase-out, renewable-energy sourcing and supply-chain engagement—also support the Group's ability to adapt to climate-related impacts. Foundational activities, including supplier engagement, physical-risk monitoring and scenario analysis, inform the identification of climate-related vulnerabilities and guide the continued development of the Group's adaptation approach

Scenario Analysis Methodology

Electrolux Group applies climate-related scenario analysis using multiple pathways, including IEA NZE 2050 and IPCC RCP 8.5 to identify and assess transition and physical risks and opportunities. The analysis considers key drivers such as policy developments, energy-mix evolution, technology availability and macroeconomic trends, and is conducted over short- (to 2030), medium- (to 2040) and long-term (to 2050 and beyond) horizons. Outputs from the scenario analysis are used to inform the Group's Double Materiality Assessment, Enterprise Risk Management process and strategic planning.

Climate Scenarios



Impact Identification and Assessment Process

The Group identifies climate-related impacts through its Greenhouse Gas (GHG) inventory and Double Materiality Assessment and assesses their significance following the Group's ERM methodology. The GHG inventory follows the GHG Protocol Corporate Standard and covers Scopes 1, 2 and 3 under the operational-control approach. Results are integrated into the ERM framework to determine materiality and prioritization of climate impacts, risks and opportunities across operations and the value chain.

Physical Risk Analysis

Electrolux Group assessed physical climate risks for its own operations using four IPCC Representative Concentration Pathways (RCP 2.6, 4.5, 7.0 and 8.5), consistent with the Group's climate scenario analysis described above. The focus was placed on RCP 8.5, representing a high-emission trajectory, to support preparedness for worst-case outcomes.

The analysis covered short- (to 2030), medium- (to 2040) and long-term (to 2050 and 2100) horizons, aligned with the Group's Enterprise Risk Management planning cycles. Twenty-eight perils were assessed, covering acute (e.g., cyclones, floods, wildfires) and chronic (e.g., water stress, temperature variability, sea-level rise) hazards across categories such as wind, temperature, solid-mass and water-related risks, to evaluate potential impacts on assets and operations.

Acute physical risks – such as storms and extreme weather events – are expected to increase under high-emission conditions, also in regions where the Group has manufacturing or key supplier presence. Chronic risks, including water stress and rising average temperatures, could influence long-term asset performance and product-use patterns.

Physical risks

	Water-related	Temperature-related	Wind-related	Solid-mass-related
Acute	• Drought • Heavy precipitation • Flood • Glacial Lake Outburst	• Heat Wave • Cold-Frost • Wildfire	• Cyclone/Hurricane/Typhoon • Storm • Tornado	• Avalanche • Landslide • Subsidence
Chronic	• Changing Precipitation Patterns • Precipitation Variability • Ocean Acidification • Saline Intrusion • Sea Level Rise • Water Stress	• Changing Temperatures • Heat Stress • Temperatures Variability • Permafrost Thawing	• Changing Wind Patterns	• Coastal Erosion • Soil Erosion • Soil Degradation • Solifluction

The Group assesses the exposure and sensitivity of its sites to these hazards using geo-location data and evaluates the likelihood, magnitude and cost of response associated with potential impacts. Results inform site-level mitigation planning and resilience prioritization.

Transition Risk Analysis

Electrolux Group analyzed transition risks and opportunities across its own operations and value chain using IEA NZE 2050 and IPCC SSP 1-2.6 scenarios, evaluating market, policy, legal, reputational and technological dimensions over short- (2030), medium- (2040) and long-term (2050 and beyond) horizons.

Aligning this analysis with scenarios such as IEA NZE 2050, Electrolux Group considered potential risks under a pathway for the global energy sector to achieve net-zero CO_2 emissions by 2050, consistent with limiting global temperature rise to 1.5°C in line with the Paris Agreement.

The figure below summarizes the key assumptions under this scenario that guide the Group's analysis of transition risks and opportunities. Applying these scenarios ensures that Electrolux Group is not only prepared for the risks of transitioning to a net-zero world but also positioned to play an active role in enabling that transition.

Net-Zero Emissions by 2050 Scenario

Energy Implications	Policy Implications	Appliance Implications	Physical Risk Implications
Solar and Wind resources are deployed at record speed. The period to 2050 sees increasing electrification, hydrogen use, and CCUS deployment. Demand for coal, oil, and natural gas will decline significantly.	Globally, governments increase ambitions from current Nationally Determined Contributions and net zero pledges. High carbon prices are implemented by 2050.	Minimum energy performance standard and replacement schemes for low-efficiency appliances are introduced or strengthened in the 2020s in all countries. By the mid-2030s, nearly all household appliances sold worldwide are as efficient as the most efficient models available today.	Likelihood and severity of physical climate risks significantly reduced compared with RCP 8.5 Scenario.

The Group assessed its operations and value chain for potential incompatibility with a transition to a low carbon economy. While no assets were identified as incompatible, activities dependent on fossil fuels, particularly in manufacturing and logistics, will require significant decarbonization efforts. These are addressed through the decarbonization levers described in E1-3 on page 89.

Key transition risks identified include:
- Climate-regulation and reporting compliance risks, driven by expanding requirements such as CSRD and regional directives (EU, Australia, US, Brazil), increasing assurance, governance and system costs;
- Policy and legal risks, including carbon-pricing mechanisms and evolving Minimum Energy Performance Standards (MEPS), which may require product redesign;
- Technology and resource risks, related to the pace and cost of low-carbon technology deployment and fossil-fuel price volatility;
- Supply-chain risks, linked to climate disruptions and single-source dependencies; and
- Reputation risks, arising from evolving stakeholder expectations on climate leadership and product sustainability.

Under the IEA Net-Zero Emissions by 2050 scenario, the Group anticipates a sharp decline in fossil-fuel dependence, accelerated electrification and stricter global efficiency regulations. These developments reinforce both transition risks and opportunities for innovation in product design and energy efficiency.

Transition-related opportunities include:
- Efficiency gains, through continuous improvements in energy, water and material efficiency across operations and products;
- Access to sustainability-linked financing, as lenders reward decarbonization and renewable-energy investments; and
- Market growth, driven by rising demand for sustainable, high-efficiency appliances.

The table below summarizes the key transition-related risks and opportunities identified under the IEA Net-Zero Emissions by 2050 scenario, including their qualitative assessment of likelihood, magnitude and cost of response. These results provide a structured view of the drivers influencing Electrolux Group's transition to a low-carbon economy and inform the prioritization of actions within the Climate Transition Action Plan.

Transition-related risks and opportunities

under the IEA Net-Zero Emissions by 2050 scenario

	Category	Description
Risks	Compliance with Minimum Efficiency Performance Standards (MEPS)	The Group must comply with MEPS that are evolving globally (e.g. USA, EU, Australia). In the case of non-compliance, sales of lower-efficiency product lines would be at risk, triggering added investments to redesign and retest products.
Risks	Carbon pricing and emissions mandates	New environmental policies to introduce tighter emissions caps and carbon pricing could drive significant compliance costs such as carbon offsets, renewable energy procurement, and clean tech investments.
Risks	Climate regulation and reporting compliance	Compliance expectations are rising sharply due to regulations such as CSRD, and national directives (e.g. from Brazil, US, EU). The financial burden includes costs for assurance services, sustainability platforms, governance upgrades, training, and expert support.
Risks	Supply chain continuity and resilience	As climate change accelerates, climate disruptions and transition challenges can disrupt supplier operations. Sole-source dependency on critical suppliers subject to climate risks may result in business and operational interruption.
Opportunities	Cost and availability of fossil fuels	Our operations and distribution depend on fossil fuels. Long-term projections show fossil fuel price increases, which could raise manufacturing and logistics costs. However, shifting to low-carbon energy is an opportunity to reduce costs and mitigate volatility over time.
Opportunities	Development of sustainable products and services	Customer demand for sustainable products is increasing globally. Through consumer insights and proactive R&D, the Group can develop and increase sales for more efficient products to meet the increased demand.
Opportunities	Access to sustainability-linked loans	To the extent that financial institutions (e.g. bonds and loans issuers) increase their requirements on green investments, reduction of energy use and switching to renewable energy could benefit access to capital.
Opportunities	Increased Efficiency	Our Green Spirit Resource Efficiency Program promotes continuous improvement in manufacturing processes, presenting an environmental and financial opportunity by driving energy and water efficiency across global operations.

E1-2 Policies related to climate change mitigation and adaptation

The Group Environmental Policy establishes the overarching principles for managing environmental performance, including the commitment to mitigate greenhouse gas emissions and strengthen resilience to climate-related risks across the value chain.

The Policy applies to all Group operations and extends throughout the value chain via the Group Supplier Workplace Standard. The Group Workplace Policy and its accompanying Workplace Directive operationalize the Environmental Policy, specifying environmental management requirements for the Group's own sites and suppliers.

The Supplier Workplace Standard mirrors these requirements, ensuring that environmental expectations are integrated into procurement and supply chain management.

The Group's Environmental Policy and related directives are implemented in a manner consistent with the Paris Agreement 1.5°C pathway, guiding efforts to reduce emissions across the value chain through initiatives such as refrigerant transition, product efficiency improvements, and renewable energy sourcing.

Governance of the policies and directives is overseen by the Group Management, with senior management accountable for implementation, effectiveness, and periodic review. Progress in implementation and outcomes are monitored through key performance indicators and reported annually in the CTAP (see E1-3 and E1-4). *For more information on governance, see page 70.*

E1-3 Actions and resources related to climate change policies

The Group's decarbonization efforts are structured across all emission scopes, with a strong emphasis on Scope 3 Category 11 (use of sold products), which represents the majority of the Group's climate impact. At the same time, significant focus is placed on Scopes 1 and 2, where the Group has direct operational control and can implement impactful changes more rapidly. Electrolux Group monitors progress across each decarbonization lever to track anticipated carbon reductions by 2030, ensuring continued alignment with its CTAP.

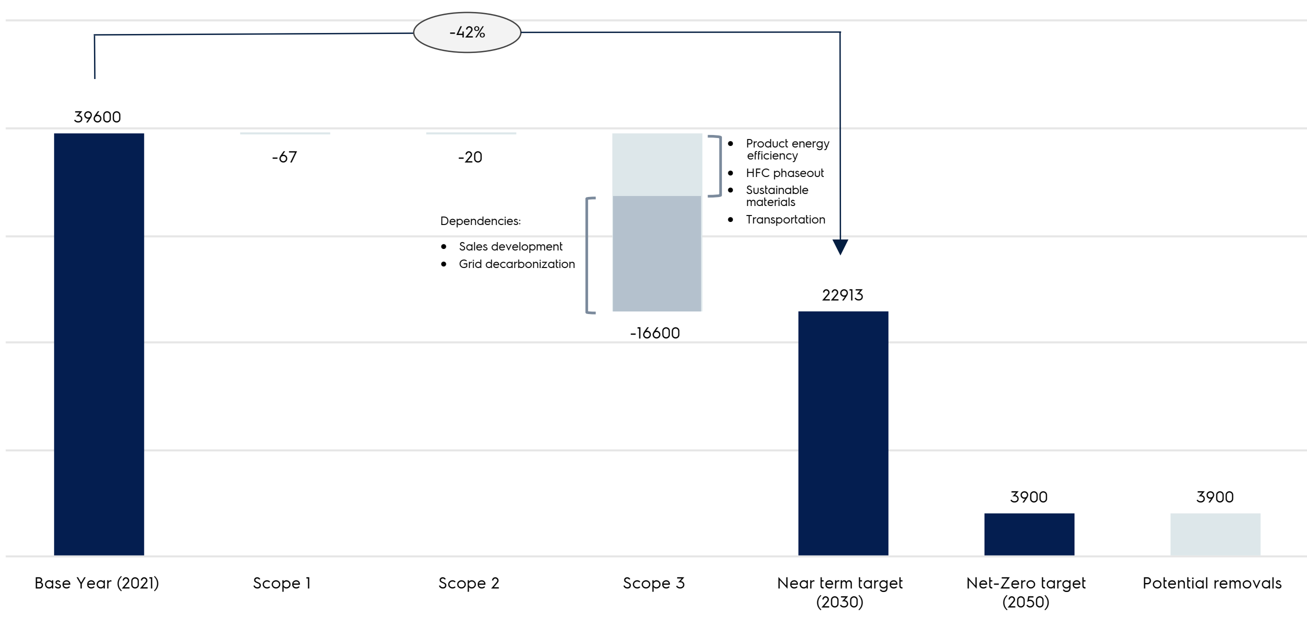
Scope 1 and 2 emissions — reductions of approximately 87 ktons CO_2e are anticipated by 2030 versus the base year.
Key decarbonization levers to achieve these reductions include:

- Energy Efficiency — continuous improvement of energy efficiency at manufacturing sites through targeted investments, enhanced energy-management practices and the adoption of ISO 50001 certifications.
- Electrification and Renewable-Energy Transition — reducing reliance on fossil fuels in industrial processes such as enamel furnaces, boilers, packaging machinery, space heating and forklift fleets. In parallel, increasing the share of renewable electricity across operations, a combination of onsite photovoltaic (PV) systems, the sourcing of Energy Attribute Certificates (EACs) and Power Purchase Agreements (PPAs), complemented by the use of sustainable biofuels.
- High-Impact Greenhouse Gases in Operations — eliminating the use of high global-warming-potential refrigerants (HFCs) in operational systems such as cooling and testing equipment. This includes transitioning to low-impact alternatives and improving refrigerant-management practices to prevent leaks and ensure proper recovery and disposal.

Scope 3 emissions — reductions of approximately 16,600 ktons CO_2e are anticipated by 2030 versus the base year.
Key decarbonization levers to achieve these reductions include:

- Product Energy and Water Efficiency — as product use is the largest contributor to the Group's climate impact, continuous improvement of energy and water efficiency across all major product categories is prioritized. This includes investing in sustainable innovation, increasing the share of high-efficiency products in the portfolio and ensuring alignment with energy-labelling regulations.
- Sustainable Materials — increasing the use of recycled and lower-carbon materials in products to reduce embodied emissions and support circularity. This includes enhancing material traceability and cross-functional collaboration to scale more sustainable-material use.
- Supplier Engagement and Support — close collaboration with suppliers to drive emissions reductions across the value chain, through best-practice sharing, training, disclosure via CDP and support adoption of renewable-energy and science-based targets.
- Logistics Decarbonization — shifting to lower-emission transport modes such as rail and intermodal, reducing reliance on air freight and scaling the use of alternative fuels and electric vehicles for land and sea transport.
- Business Travel — reducing emissions through the use of digital collaboration tools and promoting low-carbon alternatives where travel is necessary.
- High-Impact Greenhouse Gases — phasing out high global-warming-potential refrigerants (HFCs) and transitioning to low-impact alternatives such as hydrocarbons (HCs) across all applicable product lines.

Decarbonization Levers in ktons CO_2e



To date, Electrolux Group has achieved measurable progress towards its near-term emission-reduction targets, mainly through renewable-electricity sourcing, energy-efficiency improvements and product innovation. Expected reductions by 2030 are reflected in the figure above and demonstrate continued decarbonization across Scopes 1, 2 and 3.

The Group allocates dedicated financial and human resources to these decarbonization initiatives, primarily through its annual CapEx and OpEx budgets for energy and sustainability projects. Eligible activities may also be financed through green bonds under the Group's Green Financing Framework, specifically within the project categories "Energy efficiency", and "Climate change adaptation".

These actions collectively support Electrolux Group's ambition to achieve net-zero emissions by 2050 while continuing to innovate and lead in sustainable product development.

Greenhouse gas removals, storage and carbon credits
The Group acknowledges that carbon removals will play an important role in the journey to net-zero carbon emissions. However, the current focus remains on emission reductions through efficiency improvements, shifting to renewable energy, ongoing product innovation and continued supplier engagement. While monitoring advancements in greenhouse gas emission removals, the Group is also working to identify areas within its value chain where residual and hard-to-abate emissions are most likely to occur, in order to develop GHG removal strategies for the future.

E1-4 Targets related to climate change mitigation and adaptation

The Group's climate targets are approved by the Science Based Targets initiative (SBTi) and compatible with limiting global warming to 1.5°C. The first climate target, approved by the SBTi in 2018, aimed to reduce absolute Scope 1 and Scope 2 (market-based) emissions by 80%, and Scope 3 emissions from the use-phase of sold products by 25%, by 2025 relative to a 2015 baseline. This target was achieved in 2022, three years ahead of schedule, through investments in energy efficiency, renewable electricity procurement, and product innovation.

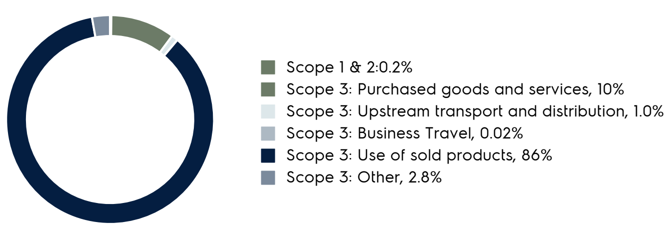
In late 2023, Electrolux Group's second near-term target was approved by the SBTi, expanding the Scope 3 categories to include purchased goods and services, upstream transportation and distribution, and business travel. The new targets set an 85% reduction in absolute Scope 1 and 2 (market-based) emissions and a 42% reduction in absolute Scope 3 emissions (covering approximately 73% of total Scope 3 emissions) by 2030, compared to 2021 baseline. Achieving these targets would equate a 97% reduction in Scope 1 and 2 emissions compared to 2015. In 2021, Electrolux Group's Scope 1 and 2 emissions were 103,000 metric tons CO_2e, and Scope 3 emissions in the target categories totaled 39,503,000 metric tons CO_2e.

The GHG inventory boundaries applied for the climate targets are consistent with those used for reporting under ESRS E1-6.

The Group's near-term targets do not rely on the use of carbon credits or avoided-emissions claims to demonstrate progress; any neutralization of residual emissions (if applicable) will be reported separately and transparently.

The targets are embedded within the Group's governance frameworks and inform strategic decisions, ensuring continuous progress towards a sustainable, low-carbon future. Progress against these targets is regularly monitored and reviewed by senior management and reported quarterly to the Group Sustainability Board and to the Audit Committee. Updates on climate progress are shared with the Board of Directors and material climate risks are addressed through the Group's ERM framework.

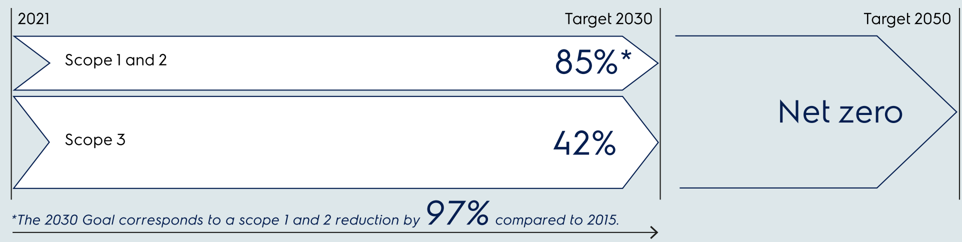
Average carbon dioxide footprint over the lifetime of appliances[1)]



1) The pie chart is based on Electrolux Group's total carbon dioxide footprint in 2021 which was used for setting its second science-based climate target."

Electrolux Group has a new and expanded Science Bases Target (SBT 2, set in 2023)

Carbon emission reduction targets



SBT 2 (Base year 2021)
Scope 1, direct emissions,
Scope 2, indirect emissions
Scope 3, other indirect emissions, including categories:

- Purchased goods ans services (new)
- Upstream transportation and distribution (new)
- Business travel (new)
- Use of sold products

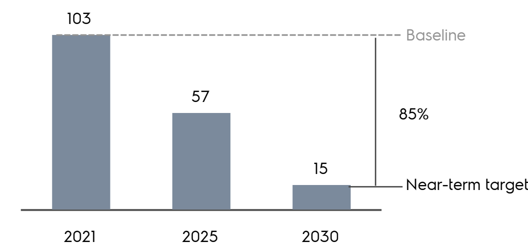
By the end of 2025, Electrolux Group had made significant progress toward its climate targets, achieving an overall reduction of 45% in absolute Scope 1 and Scope 2 (market-based) emissions and a 33% reduction in Scope 3 compared to the 2021 baseline. These reductions reflect the Group's commitment to its science-based near-term targets and its ongoing transition to a low-carbon value chain.

Location-based Scope 2 greenhouse gas emissions were reduced by (29)% and market-based Scope 2 emissions by 54% compared with the base year. Progress remains in line with the initial plan, with performance trends showing steady advancement toward achieving the set climate targets.

In 2025, total GHG emissions—including Scope 1, Scope 2 (market-based), and Scope 3—amounted to 43,506 million metric tons of CO_2e. Compared to the 2021 baseline, GHG savings of 11 million metric tons CO_2e were achieved across the value chain, reflecting continued progress toward the Group's SBTi-aligned climate targets.

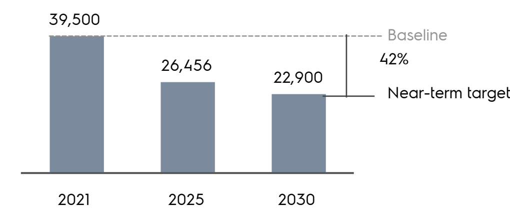
Near-term target on scope 1 and 2 greenhouse gas emissions reduction

(kt CO_2e)



Near-term target on scope 3 greenhouse gas emissions reduction

(kt CO_2e)



Decarbonization levers and progress to target
During 2025, the following progress was made:

Scope 1 and 2 Emissions
- A 13% improvement in overall energy efficiency at the Group's manufacturing sites versus 2020 base year, and a 33% improvement in fossil fuel usage efficiency in the same time frame, driven by enhanced energy management, process electrification, and ISO 50001 certifications in place at all Group's manufacturing sites.
- Continued execution of re-engineering investments focused on automation and modularization across five manufacturing sites in Europe and the Americas, supporting resource-efficient operations.
- Conversion of forklift fleets from propane to renewable electricity, with further electrification planned across all sites.
- By year-end, 97% of electricity and 67% of total energy used in operations was sourced from renewable energy sources.

Scope 3 Emissions – Value Chain
- Product Use: Emissions from the use of sold products declined by 35%, primarily due to a combination of product innovations focused on energy efficiency, high-intensity HFCs phase-out, grid decarbonization and lower sales volume (compared to 2021).
- The Group's most resource-efficient products represented 26% of total units sold and 36% of gross profit.
- Transportation: Emissions from land transportation were reduced by 20% and from sea transportation by 28% compared to 2015. Climate impact from air freight was reduced by more than 87% compared to 2021.
- Suppliers: Achieved over 99% response rate from suppliers in the CDP Supply Chain program, compared to an industry average of 47%. Continued engagement, training, and best practice sharing to support emissions reductions across the supply chain.
- High-Impact GHGs: over 99% of products using refrigerants had transitioned away from high-impact HFCs to lower impact alternatives. A full phase-out across all relevant product lines is targeted for completion by the end of 2026.
- Business Travel: Emissions continued to decline, supported by investments in IT infrastructure to facilitate digital meetings.

E1-5 Energy consumption and mix

The Group's energy consumption and mix in 2025, along with energy intensity per net sales, are presented in the accompanying tables. Progress in renewable-energy sourcing and energy-efficiency performance supports the Group's SBTi-validated near-term GHG-reduction targets described in E1-4.

Methodology: Energy data collection
Electrolux Group applies a structured process for collecting and managing energy data across its operations. Data sources include utility invoices (the primary source), meter readings, and supporting documentation related to electricity, natural gas, and other fuels consumed. A centralized global reporting platform has been in place since 2012, allowing each site to report data in a standardized manner. This system automatically converts various energy types and units into megawatt hours (MWh), using a centrally managed conversion table to ensure consistency and comparability across all sites. To ensure the accuracy and reliability of reported energy data, the Group conducts regular internal reviews supported by centralized coordination. In addition, annual external verification is performed by an independent third party to validate the reported figures and enhance transparency.

Energy intensity per net revenue

MWh per million SEK	Comparative	N	% N / N-1
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors (MWh/SEKm)	5.8	6.0	2.1%

Energy consumption and mix

MWh	Comparative (2024)	Year 2025
(1) Fuel consumption from coal and coal products	0	0
(2) Fuel consumption from crude oil and petroleum products	710	1,265
(3) Fuel consumption from natural gas	229,997	226,675
(4) Fuel consumption from other fossil sources	12,148	3,532
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	41,370	24,974
(6) Total fossil energy consumption (calculated as the sum of lines 1 to 5)	284,225	256,446
Share of fossil sources in total energy consumption (%)	36 %	33 %
(7) Consumption from nuclear sources	5,847	0
Share of consumption from nuclear sources in total energy consumption (%)	1 %	0 %
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	0	0
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	499,301	515,282
(10) The consumption of self-generated non-fuel renewable energy	11,561	11,307
(11) Total renewable energy consumption (calculated as the sum of lines 8 to 10)	510,862	526,589
Share of renewable sources in total energy consumption (%)	64 %	67 %
Total energy consumption (calculated as the sum of lines 6, and 11)	795,087	783,035

Renewable Energy Classification
The Group's classification of renewable energy aligns with internationally recognized standards such as RE100. This includes electricity procured from certified renewable sources—such as wind and solar—and on-site renewable energy generation, such as solar PV systems. Sites with operational solar installations include locations in Italy, Thailand, Australia, China, South Africa, Mexico, and Sweden. Electricity not meeting the criteria for renewable sourcing is classified as non-renewable.

Methodology: Energy certificates and nuclear exposure
Where Energy Attribute Certificates (EACs) are not applied, the Group uses national electricity grid mixes to assess the proportion of nuclear energy. This approach ensures that total nuclear exposure is accounted for transparently and consistently across all sites, based on the share of nuclear in each country's grid.

Energy efficiency per net sales
All of the Group's activities are in the high climate impact sector "Manufacture". Energy intensity is calculated by dividing the Group's total annual energy consumption (MWh) by its total net sales. For more information, see the Consolidated statement of comprehensive income on page 133 and in Note 1:' Accounting principles for the basis of preparation for net sales on page 139.

E1-6 Gross scopes 1, 2, 3 and total greenhouse gas emissions

Electrolux Group calculates its greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol, applying the operational control approach. Please refer to E1-4 for information on the reporting boundaries and exclusion. The Group uses primary data on the GHG accounting for all emissions categories included in its science-based targets (SBTi), which account for approximately 73% of total GHG emissions across the value chain.

The base year for GHG reporting is 2021, aligned with the Group's SBTi-validated targets. No methodological recalculations have been made since the baseline year.

For Scope 2 (market-based), 97% of electricity consumption was covered by contractual instruments such as Energy Attribute Certificates (EACs), aligned with internationally recognized frameworks (e.g., RE100) These instruments include Guarantees of Origin (GoO), I-REC, and US-REC, as well as project-specific contracts.

Methodology: Greenhouse gas emissions calculation
To ensure transparency and consistency in quantifying greenhouse gas (GHG) emissions, the Group follows the guidelines of the Greenhouse Gas Protocol (Corporate and Value Chain Standards) and international best practices. Emissions are classified according to Scopes 1, 2 and 3, and for each category, specific data sources and calculation methods are applied based on activity type and data availability.The application of the GHG Protocol ensures that emission sources and activities are assigned to mutually exclusive scopes and categories, thereby avoiding double counting.

The Group applies emission factors from IEA, DEFRA and EPA databases, which are reviewed annually for consistency. All data for Scopes 1 and 2 are based on metered energy consumption and fuel invoices, while Scope 3 emissions are calculated using supplier-specific data, life-cycle assessments (LCAs), and industry benchmarks. The Group does not have any biogenic emissions. Emission factors are applied using a hierarchical approach, prioritizing supplier-specific or regional data (e.g., IEA, DEFRA, Ecoinvent) before global averages. All global warming potentials (GWPs) are based on the IPCC Fifth Assessment Report (AR5, 100-year values) and applied consistently across all years.

The percentage of Scope 1 GHG emissions from regulated emission trading schemes is calculated as the share of total Scope 1 emissions (tCO_2e) arising from facilities subject to mandatory emission trading regulations (e.g. EU ETS) during the reporting year. In the Group's case, this includes only CO_2 emissions and is fully aligned with the annual GHG reporting period and Scope 1 calculation methodology.

Methodology update – Scope 3 category 1 (Purchased goods and services)

In 2025, the Group adopted an updated methodology for calculating Scope 3 Category 1 emissions, primarily to integrate the product life cycle assessments (LCAs) developed by the Group. These LCAs provide a more accurate and product-specific representation of emissions than the previous calculation approach, enhancing the overall robustness and transparency of Category 1 reporting. The impact of this methodological change on historical emissions is not material, so figures are reported under the new methodology from 2025 onward without restating prior years.

Methodology: Greenhouse gas emissions and intensity
Greenhouse gas intensity: The total full-year greenhouse gas emissions is used as the numerator for the emission intensity metric and the denominator consists of Group total net sales. Read more in the Consolidated statement of comprehensive income on page 133 and Note 1: accounting principles for more on the calculation of net sales on page 139.

Greenhouse gas intensity per net revenue

metric tons CO_2e per million SEK	2025	2024	% N / N-1
Total emissions (location--based) per net revenue	333	329	(99.9)%
Total emissions (market-based) per net revenue	331	327	(99.9)%

Accounting methods for greenhouse gas emissions

Scope / Category	Accounting method / Data type	Rationale / Notes
Scope 1 – Direct emissions	Primary data from invoices and metered fuel use	Emissions from fuel combustion calculated using IPCC 2006 Guidelines and IPCC AR5 GWP values
Scope 2 – Location-based	Primary data on purchased electricity, heat and cooling	Emission factors from IEA country grids applied to capture national electricity carbon intensity
Scope 2 – Market-based	Primary data on purchased electricity, including EACs, heat and cooling	Certified renewable electricity assigned 0 kg CO_2e/kWh; non-certified electricity uses IEA national grid factors
Purchased goods and services	Hybrid method using spend and supplier-specific data	Based on DEFRA and company-specific LCAs and Ecolvent factors
Capital goods	Average spend-based method	Based on US EPA supply chain factors for capital expenditures
Fuel- and energy-related activities	Average data using upstream emission factors	Calculated from upstream energy lifecycle data (DEFRA)
Upstream transportation and distribution	Fuel-based method using logistics data	Mode- and fuel-specific factors applied
Waste generated in operations	Waste-type-specific method	Based on treatment-specific factors (DEFRA, EPA, Ecoinvent)
Business travel	Distance- and fuel-based method	Emission factors from DEFRA and IATA
Employee commuting	Average-data method	Based on commuting distance and mode assumptions
Upstream leased assets	Not applicable	Included in Scope 1 and 2
Downstream transportation and distribution	Hybrid method extrapolated from upstream data	Based on distances and modes for product delivery
Processing of sold products	Not applicable	Electrolux Group does not sell intermediate products
Use of sold products	Direct use-phase emissions	Based on AEC, product lifetime, sales volume and emission factors (e.g. IEA)
End-of-life treatment of sold products	Average data	Based on LCA emission factors by product type and weight
Downstream leased assets	Not applicable	Electrolux Group does not lease out assets to a significant extent
Franchises	Not applicable	Electrolux Group does not operate franchise models
Investments	Not applicable	Electrolux Group does not hold material financial investments

Abbreviations:
IEA – International Energy Agency
DEFRA – UK Department for Environment, Food and Rural Affairs
EPA – United States Environmental Protection Agency
IPCC – Intergovernmental Panel on Climate Change
LCA – Life Cycle Assessment
AEC – Annual Energy Consumption (as defined by product energy efficiency standards)
GWP – Global Warming Potentia
EACs – Energy Attribute Certificates (e.g., Guarantees of Origin, I-REC, US-REC)

Group greenhouse gas emissions

metric ktons CO2e	Total				SBTi near-term target scope			
	Base year (2021)	Comparative (2024)	N (2025)	% N / N-1	Base year (2021)	Comparative (2024)	N (2025)	% N/ Base year
Scope 1 GHG emissions								
Gross scope 1 HGH emissions	83	49	47	-4%	83	49	47	-43%
Percentage of scope 1 GHG emissions from regulated emissions trading schemes (%)	6%	7%	9%	n/a	6%	7%	9%	n/a
Scope 2 GHG emissions								
Gross location-based scope 2 GHG emissions	217	165	153	-7%	n/a	n/a	n/a	n/a
Gross market-based scope 2 GHG emissions	20	15	9	-40%	20	15	9	-54%
Scope 1 and 2 (Market-based) GHG emissions	103	64	57	-12%	103	64	57	-45%
Scope 3 GHG emissions								
Total Gross indirect (scope 3) GHG emissions	54,252	41,604	43,450	4%	39,503	27,108	26,456	-33%
1 Purchased goods and services	5,383	6,667	8,706	31%	1,926	1,674	1,817	-6%
[Optional subcategory: Cloud services and data center services	–	–	–					
2 Capital goods	136	69	46	-34%				
3 Fuel and energy-related activities (not included in scope 1 or scope 2)	15	11	9	-17%				
4 Upstream transportation and distribution	524	330	378	14%	451	284	325	-28%
5 Waste generated in operations	8	5	5	-7%	–			
6 Business travel	10	15	12	-23%	10	15	12	17%
7 Employee commuting	113	86	86	–%				
8 Upstream leased assets	N/A	N/A	N/A					
9 Downstream transportation	250	189	216	15%				
10 Processing of sold products	N/A	N/A	N/A					
11 Use of sold products	46,982	33,608	33,392	-1%	37,116	25,136	24,303	-35%
12 End-of-life treatment of sold products	833	624	600	-4%				
13 Downstream leased assets	N/A	N/A	N/A					
14 Franchise agreements	N/A	N/A	N/A					
15 Investments	N/A	N/A	N/A					
Total GHG emissions								
Total GHG emissions (location-based)	54,552	41,818	43,651	4%	n/a	n/a	n/a	n/a
Total GHG emissions market-based)	54,355	41,669	43,506	4%	39,606	27,173	26,512	-33%

E1-8 Internal carbon pricing

Electrolux Group have implemented an internal carbon pricing model to support its climate-transition strategy and strengthen decision-making across the Group. The scheme applies an implicit carbon price designed to reflect the cost of measures required to achieve the company's climate-related targets. The main objectives are to (i) drive low-carbon investments and (ii) stress-test investment decisions.

The model incorporates several factors when defining the price level, including abatement costs required to meet the Group's climate targets, the price of renewable-energy procurement and insights from climate-related scenario analysis. The methodology builds on abatement-cost estimates for Scope 2 electricity emissions and selected Scope 3 categories—Purchased Goods and Services (Category 1) and Upstream Transportation and Distribution (Category 4).

The scope coverage includes Scope 1, Scope 2 and the identified Scope 3 categories. The model applies a uniform price approach across geographies for analytical purposes, combined with a temporal approach in which the internal price is expected to rise over time. In 2025, Electrolux Group applied an implicit internal carbon price of SEK 750 per metric ton of CO_2e, which is subject to periodic review.

The internal carbon price is considered in capital expenditure, operations and procurement processes, although its application is not yet mandatory or fully integrated across all business decisions. The price is not currently used in financial-reporting processes such as impairment testing, useful-life assessments or fair-value valuation.

Electrolux Group have established a framework to monitor and evaluate the effectiveness of its internal carbon pricing. The approach is reviewed periodically in alignment with SBTi-approved climate targets, financial-planning processes and evolving regulatory developments, ensuring the model remains a relevant tool to guide the low-carbon transition and long-term business resilience.

E1-ES Entity-specific metrics

Product energy efficiency
The Group strives to be a market leader in product energy efficiency in its key categories and markets. A product efficiency metric is integrated into the Group's strategic product planning processes, as well as in management incentives — supported by an analysis of the market position, energy efficiency improvements, regulatory landscape and energy labelling for the coming years.

Product efficiency objectives are designed to contribute toward the Group's climate target. The Group's science-based target aims to reduce its absolute scope 3 emissions by 42% between 2021 and 2030.

The Group tracks and reports year-on-year energy consumption improvements and related carbon footprint reduction for its main product categories. During 2025, an average reduction of 1.2% was achieved at Group level.

Methodology: Product energy efficiency
The Group monitors improvements in product energy efficiency using a normalized energy-use indicator for products sold. The metric is based on the average annual energy consumption of products in the main product categories, weighted by sales volumes, defined according to standard use patterns for each major market. To isolate the impact of product energy-performance improvements, sales volumes and energy emission factors are held constant at base-year levels, while actual product energy-consumption data for the reporting year are applied. This normalization removes the effects of changes in energy grid mix, market size and geographic sales distribution, ensuring that year-on-year variations reflect improvements in product efficiency and portfolio mix. Normalized energy use is monitored on regular basis and tracked annually, comparing it against the baseline year to assess long-term progress and support product development and portfolio decisions.

2025 HIGHLIGHTS

- Updated the Restricted Material List to reflect the latest scientific research and regulatory developments.
- Tested 3,500 components across the product portfolio for chemical compliance.
- Requested information on regulated substances from 470 suppliers to ensure responsible use.

E2 Pollution

Electrolux Group is committed to promoting the well-being of people and the environment by carefully managing chemicals and continuously replacing substances of concern.

The Group's work with pollution is part of For the Better sustainability framework in terms of proactively identifying and eliminating potentially harmful materials from its products. Electrolux Group's products are used in the homes of millions of consumers around the world, and their impact on people and the environment is high on the Group's agenda.

With more than 40,000 commercial substances in use, chemicals must be carefully managed to avoid detrimental impacts on human health and pollution to air, soil or water.[1)]

To meet raising market expectations, the Group has a robust approach to selecting materials for its products, to protect both human health and the environment. By providing more sustainable solutions, Electrolux Group can mitigate pollution-related hazards.

The initiatives reported under this section support the United Nations Sustainable Development Goals number 3, 12 and 17:

3 GOOD HEALTH AND WELL-BEING | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS

E2-1 Policies related to pollution

The Group's **Environmental Policy** covers the environmental aspects of its operations, including the commitment to reducing resource consumption, waste and pollution. The policy refers to the principles of ISO 14001 for chemicals and hazardous substances management. Within the Group Environmental Policy, the Group has a specific directive aimed at substituting and minimizing the use of substances of concern through its Restricted Materials List (RML).

The **Code of Conduct** and the **Workplace Directive** set clear requirements for compliance with environmental regulations across the value chain. These frameworks ensure that all parts of the value chain adhere to applicable environmental laws while also driving the implementation of measurable actions to record, monitor, and minimize pollution to air, water, and soil. Through these structured requirements, the Code of Conduct and the Workplace Directive strengthen environmental management practices and support the Electrolux Group's broader efforts to reduce its environmental impact.

The Group's **Restricted Materials Directive** enables all Electrolux functions (e.g., product development, quality, manufacturing, procurement) to comply with the Group Restricted Material List (RML). This covers all products, including related substances, materials, parts, components and packaging, placed on the market by the Electrolux Group, regardless of whether they are manufactured by the Group or external sources.

The RML classifies substances in different categories based on different requirements. The RML provides a Group-wide approach to chemicals in products. The RML is designed to facilitate compliance with legislation, such as the Restriction of Hazardous Substances Directive (RoHS) and regional chemical registrations, such as the EU Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). The RML is also aligned with chemicals regulations around the globe, such as the Stockholm Convention, Montreal Protocol and regulations on per- and polyfluoroalkyl substances (PFAS). The purpose of the RML is to avoid, or communicate information about, materials and substances that (i) may represent hazards to the environment or people, customers or consumers; (ii) could have an impact on end-of-life properties; (iii) could be related to human rights abuses in the supply chain, or that might cause other concerns. By monitoring the presence of chemicals that may potentially constitute a risk, the Group is equipped to respond to new scientific findings. The RML serves to inform suppliers and other stakeholders about unwanted chemical substances and their status according to Group requirements.

In full alignment with the Group's **Product Quality Policy**, chemicals in products are managed through a structured approach designed to prevent, address and resolve issues related to product quality, compliance, and safety. The Group also adopts its **Product Bonding Directive** to ensure effective market interventions and risk mitigation actions. *For more information on how the Group works with product safety, see section S4 on page 125.*

Governance of the policies and directives is overseen by the Group Management, with senior management accountable for implementation, effectiveness, and periodic review. *For more information on governance, see ESRS 2 GOV-1 on page 70.*

E2-2 Actions and resources related to pollution

Maintaining an up-to-date Restricted Materials List

The Group's RML is designed to facilitate compliance with legislation and is an integral part of the Group's contracts with suppliers, which set out the mandatory requirements and clear expectations. The RML is prepared and updated by considering new and upcoming legislation and scientific research globally, as well as demands from customers, consumers and NGOs. The RML is updated yearly and/or upon need based on legal requirements evolution, by a cross-functions working group involving all business areas. Subject experts continuously monitor and discuss upcoming requirements, proactively ensuring having a relevant and up-

1) World Health Organization (2022). Guidance on chemicals and health. who.int/tools/compendium-on-health-and-environment/chemicals

to-date RML. Key activities organized by working group include workshops, trainings, stakeholder engagement, communications, and state of the art revision in chemical management.

Relevant global functions coordinate and manage the RML according to the precautionary principle. The chemical requirements listed apply from the design phase throughout product lifecycle and also for suppliers. The Group also works in a preventative way by setting specific phase-out activities when alternatives, both from technical and economic perspectives, are available. For instance, some of the REACH Candidate List substances have been phased out or are currently being phased out.

Phasing out of substances requires a thorough assessment of available alternatives. These need to meet technical feasibility requirements, without compromising quality, safety and compliance. When possible, the Group may introduce stringent specific requirements even before they come into force. For example, in Europe and North America, the Group is already phasing out PFAS in food contact applications.

Implementation through employees and suppliers

To support RML implementation, new guidelines and training for employees and suppliers have been developed and are regularly updated. Together with chemical management tools, this helps to manage the complex global supply chain by tracking relevant data and documentation. With a risk-based approach, selected products and components are tested annually for chemical compliance at Group laboratories and approved institutes according to internal testing programs. > *For more information, see E2-ES on page 96.*

In addition, ISO certification actions take place at all manufacturing sites annually. All the Group's manufacturing sites are ISO 14001 certified, and had implemented a chemicals and hazardous substances management system.

The RML is publicly available on the Electrolux Group website (electroluxgroup.com/rml). The list contains thousands of substances. To enhance user experience and data accessibility, a new substance search feature was developed in 2025. This important achievement was possible thanks to the collaboration between internal and external partners, including selected suppliers.

To address pollution into air, water, and soil, the Group supports suppliers on their sustainability journey through training. Drawing on insights gained within own operations, the Group transfers these learnings to suppliers, enabling them to enhance their environmental performance. In this context, the Group's participation in the CDP Supply Chain Program and the Responsible Sourcing Program represent key additional enablers. > *For more information on the R*esponsible Sourcing Program*, see S2-4 on page 120.*

The Group allocates dedicated financial and human resources to these actions, primarily through its annual CapEx and OpEx budgets for sustainability projects; nevertheless, no significant investments were made during the year. Eligible activities may also be financed through green bonds under the Group's Green Financing Framework, specifically within the project category "Pollution Prevention and Control". These actions collectively support Electrolux Group's sustainability ambition while the Group continues to innovate and lead in sustainable product development.

E2-3 Targets related to pollution

Pollution is identified as a material topic in both upstream and downstream activities through the Double Materiality Assessment (DMA), but not within the Group's own operations. This outcome guided the Group to prioritize other material topics where its direct impact is more significant. As a result, corporate-level targets on pollution have not been adopted. Still, the Group ensures the implementation and continuous review of its environmental and chemical management systems applied to own operations and across the value chain.

Electrolux Group has embedded chemical management into its operational processes, complemented by targeted actions to secure continuous safeguard of substances used in the Group's products and, when needed, support substance phase-out initiatives. Specific data management systems are in place to follow-up on chemical management progresses by monitoring SVHC phase-out plans, the non-conformities rate based on dedicated testing programs, as well as supplier engagement. > *For more information, see E2-ES on page 96.*

E2-4 Pollution of air, water and soil

Across Electrolux Group, emissions into air, water and soil primarily occurs in the value chain. To address these emissions, the Group actively engages with suppliers and regularly review the Workplace Directive.

To track the effectiveness of existing policies and actions related to air, water, and soil pollution, the Group is enhancing supplier engagement and evaluating opportunities to develop meaningful metrics that reflect the extensive work on environmental compliance across the value chain.

E2-5 Substances of concern and substances of very high concern

The use of substances of concern, such as various chemicals, are often required to enhance products sustainability, supporting circularity, longevity, and ensuring safety. Full disclosure of substances of concern is currently not feasible due to insufficient suppliers product data composition and lack of harmonized methodology[1]. Given the nature of the production process behind home appliances, with a high number of materials and components in scope, the complexity of the supply chain is a structural limiting factor for tracking and quantifying such large number of substances. The Group is enhancing supplier engagement and upgrading data systems, striving to enhance reporting. Currently, the Group registers products containing Substances of Very High Concern (SVHCs) according to current European notification obligation SCIP[2] managed by the European Chemicals Agency (ECHA).

The SCIP database ensures that the information on articles containing REACH Candidate List substances is available throughout the entire lifecycle of products and materials, including the waste stage. The information in the database is then made available to waste operators and consumers, but also to other actors in the supply chain, such as NGOs and authorities. Notifications or updates are regularly made by the Group due to new substances being added to the REACH Candidate List or due to the introduction of new articles.

During the SCIP notification process, Electrolux Group makes information available relating to SVHCs, such as product identification, presence and related hazards, application, location, concentration range and Chemical Abstracts Service (CAS) number.

During 2025, Electrolux Group reached out to 470 suppliers globally with a focus on products sold in Europe, for them to provide information on SVHCs according to SCIP obligations.

Electrolux Group tracks the use of substances and related hazards across its manufacturing sites. Data is managed locally and according to the applicable local legislation.

E2-ES Entity-specific metrics

Component testing

Electrolux Group has various chemical testing programs at different sites. The programs are adapted to its specific markets with particular focus on the EU RoHS Directive and RoHS-like legislation that support RML compliance. These testing programs are used to ensure the effectiveness of the actions and processes the Group has in place. > *For more information, see E2-2 on page 95.*

During 2025, 3,500 (3,800) components were tested by the Group in Europe. This included both components used for internal production and in sourced products. For internal production, this represented 13% of the components that have been identified as having a higher risk of containing hazardous substances.

Electrolux Group apply transitional provisions in relations to value chain information while continuing to develop ESRS-aligned metrics and targets

Methodology: Component testing

The reported number of components tested (rounded to the closest hundred) is derived from laboratory records for the reporting period and includes both tests performed on individual components and tests conducted on complete appliances. Components and finished products included in chemical testing programs are selected based on internal risk assessment procedures, consistent with IEC 63000 standard[3]. Criteria considered include the likelihood of restricted substances being present, supplier reliability, historical compliance data, and technological developments. Analyses related to RoHS Directive are performed following IEC 62321 series of standards.

[1] Joint industry letter on need for a harmonised and workable approach to Substances of Concern, sent to the European Commission (September 2025): https://www.applia-europe.eu/images/2025-09-10_Signed_SoC_Joint_Industry_Letter_FINAL.pdf

[2] SCIP-database – Article 9, the Waste Directive and the repeal of certain directives 2008/98/EC. Candidate substances giving rise to very serious concerns and which are actively restricted.

[3] IEC 63000 Technical documentation for the assessment of electrical and electronic products with respect to the restriction of hazardous substances.

2025 HIGHLIGHTS

- Improved manufacturing water efficiency by 24% in potential risk areas since 2020.
- Improved manufacturing water efficiency by 7% in other areas worldwide since 2020.
- Achieved CDP Water Security Leadership level (A-), in recognition of the Group's actions and transparency on water security.

E3 Water and Marine resources

The Group's target was to improve water efficiency in manufacturing by 25% in potential water risk areas and 5% in all other areas by 2025 based on a 2020 baseline.

As a manufacturer of dishwashers and washing machines, Electrolux Group also has an important role to play in supporting consumers to use less water in their homes.

The Group's work with water and marine resources is part of its For the Better sustainability framework in terms of leading in resource-efficient solutions and driving resource-efficient operations.

The Group recognizes the global water crisis, where water shortages and floods are increasingly common, and water quality and ecosystems are degrading. The latest assessments indicate that approximately half of the world's population experiences severe water scarcity for at least some part of the year, and billions of people face unmet water needs.[1] In the home, the average daily water consumption per person is up to 500 liters in certain cities.[2] Consumption has increased globally by roughly 1% per year over the last 40 years and is expected to grow at a similar rate until 2050.[3]

The availability of clean water is crucial not only for the company's operations but also because many of its products depend on it. Addressing water scarcity and quality risks is essential for business continuity and resilience. While the Group's operations are not water intensive, it has a strong commitment to water stewardship due to its global footprint. Since the early 2000s, the Group has implemented structured water management practices across its operations to ensure efficient water use.

The initiatives reported under this section support the United Nations Sustainable Development Goals number 6, 12 and 17:

[1] UN. un.org/en/climatechange/science/climate-issues/water
[2] WBCSD. wbcsd.org/Programs/Cities-and-Mobility/Sustainable-Cities/Blueprint-for-a-sustainable-built-environment/
[3] FN:s rapport om vattenutvecklingen i världen 2023, s. 1. unesdoc.unesco.org/ark:/48223/pf0000384655

E3-1 Policies related to water and marine resources

The Group Environmental Policy establishes the overarching principles for managing environmental impacts, including water stewardship. The Group Environmental Policy, together with the Workplace Policy, Workplace Directive, and Supplier Workplace Standard, also defines requirements for efficient water use, wastewater treatment, and pollution prevention across operations and the value chain. Implementation is overseen by Group Management and supported by site-level environmental management systems (such as ISO 14001 and ISO 50001), with progress monitored through internal reporting and annual disclosures in the Sustainability Report. *For more information on governance of policies and directives, see also ESRS 2 Gov-1.*

E3-2 Actions and resources related to water and marine resources

The Group's water management efforts are part of a broader commitment to reduce environmental impact and promote resource efficiency. Its water strategy uses tools to identify sites in potential water risk areas and set improvement targets.

The Group advances water stewardship through targeted actions, dedicated resources, and stakeholder collaboration to promote sustainable water management across its value chain.

Electrolux Group follows three key steps to address water challenges.

- **Assessing risks** – Using water risk tools to assess water risk throughout its value chain.
- **Acting on the assessment** – Developing a water strategy and setting context-based water targets.
- **Collaborating** – Engaging with internal and external stakeholders.

All actions described in this section are directly linked to the achievement of the Group's water efficiency targets (see E3-3 on page 98) and were implemented within the same target timeframe, covering the period from 2020 to 2025.

Water-efficiency measures in operations

Many of the Group's manufacturing sites have adopted water recycling and reuse processes, with some operating closed-loop systems. Rainwater harvesting systems are in place at sites in Thailand, Brazil, and Australia to reduce dependency on freshwater or groundwater sources.

The Group's ongoing systematic approach includes water use mapping, identification of improvement areas, cost-benefit analysis, and robust action plans to achieve targets. The Group also shares best practices globally through a corporate water management program, which includes monthly reporting on water performance indicators and regular water mapping exercises.

The Group allocates dedicated financial and human resources to these actions, primarily through its annual CapEx and OpEx budgets for sustainability projects, however, no significant investments were made during the year. Eligible activities may also be financed through green bonds under the Group's Green Financing Framework, specifically within the project category "Sustainable water and wastewater management".

These actions collectively support Electrolux Group's sustainability ambition while the Group continues to innovate and lead in sustainable product development.

Collaboration with suppliers
Suppliers collaboration through engagement programs such as the CDP Supply Chain Program enhances environmental performance and addresses water usage collectively.

Water-efficient products
Product development focuses on reducing water use during the product life cycle, with innovations such as SmartSelect, which nudges laundry users toward more efficient programs, and AutoDose, which helps to optimize detergent use in washing machines.

E3-3 Targets related to water and marine resources

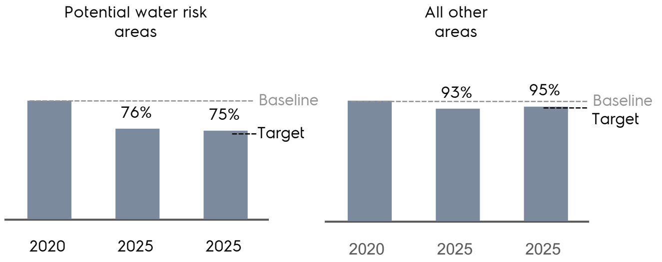
Water efficiency at manufacturing sites
Electrolux Group is committed to reducing the water footprint across its manufacturing operations. The Group's voluntary target was to improve water efficiency by 25% in potential water risk areas and by 5% in all other areas by 2025 based on a 2020 baseline.

During the 2020 base year, the Group's overall water efficiency level was 72 liters of water per standard unit produced. By applying water risk tools with information on water stress, scarcity, quality and regulatory issues globally provide a better understanding of the Group's water risks and set stricter water saving requirements in potential water risk areas.

The targets have been set to promote continuous and feasible improvements in water efficiency while addressing the particular risks and need for intervention in different areas.

The Group has assessed its potential interactions with marine resources and concluded that current activities have limited direct impact. Nevertheless, this area will continue to be monitored to determine future relevance as value chain assessments evolve.

Water efficiency targets
% of baseline



E3-ES Entity-specific metrics

Water withdrawals and efficiency
The Group's water data collection process involves the systematic gathering, recording, and management of water withdrawal information from its operations. Data is primarily collected through utility invoices, supported by meter readings and other relevant documentation that quantify water withdrawal volumes..

Water efficiency at manufacturing sites
By the end of 2025, the Group had improved its water efficiency in potential risk areas by 24% and 7% in other areas since 2020 through water management practices at its manufacturing sites around the world. Although the water efficiency improvement in potential water risk areas was slightly below target, the achieved reduction represents an impactful outcome. The progress reflects the sustained implementation of water management practices and site-specific actions in locations with higher exposure to water-related risks.

At the same time, the Group exceeded its water efficiency improvement target in all other areas, demonstrating effective deployment of water efficiency measures across the broader manufacturing footprint. Together, these results show that the Group is effectively addressing water related risks while maintaining continuous improvement across all regions.

Water efficiency in risk potential areas will remain a priority, with ongoing monitoring and further actions planned to build on the improvements already delivered.

Methodology: Withdrawal categories
The Group has established a global platform for collecting water withdrawal data, where each site reports its own data. This centralized system streamlines the process and converts different units into cubic meters (m3) and liters (L). This is facilitated by an embedded conversion steering table managed centrally by global functions to ensure consistency and accuracy across all reported data, access and data retrieval.

Type	Definition
Fresh surface water	Water from rivers and lakes etc.
Groundwater — renewable	Groundwater from own wells or purchased
Rainwater	Harvested water
Wastewater from other organizations	Reused water
Third-party sources	Municipal water sources

Reporting is divided into two main categories: "All areas" and "Risk areas", with reports for withdrawal and discharges created for both.
Discharges are identified through several different mechanisms. Invoices, metering and engineering estimates. Many of the Group's manufacturing sites have water treatment facilities to allow water re-use within its operations.
Discharge accounting is complex due to its diffuse nature. Water use in a typical manufacturing site is classified by water for sanitary purposes, process water and cooling water. Municipal wastewater treatment plants are subject to sanitary controls.

Discharges
For the current reporting cycle, water discharges are considered equivalent to withdrawals, applying a simplified mass-balance approach (i.e., total water input = total water output). This assumption reflects that most sites discharge water through regulated municipal or onsite treatment systems, and the primary focus of monitoring and performance improvement remains on water withdrawal volumes.

Methodology: Water efficiency
The Group defines "water efficiency" as a key component of For the Better 2030. Each site reports monthly water consumption data, and data is aggregated on a regional and global level against monthly performance indicators. Water efficiency is calculated by dividing the total water withdrawal of a site by the production output volume. The resulting metric is expressed in liters of water per unit produced as expressed bellow:

$$\text{Water Efficiency} = \frac{\text{Total Water Withdrawal}}{\text{Production Output Volume}}$$

"Total water withdrawal" is the amount of water used by manufacturing sites, measured in liters, and "Production output volume" is the total number of units produced by the site.

To ensure comprehensive monitoring and improvement, water efficiency is tracked on both a monthly and year-to-date basis. This approach allows the Group to identify short-term trends, seasonal variations, and long-term progress toward its efficiency targets.

Water withdrawal[1]

Total water withdrawal from all areas

megaliters

Year	Fresh surface water	Ground water renewable	Rainwater	Wastewater from other organizations	"Third-party-sources, municipal water"	Total water withdrawal
2025	57	1649	5	–	852	2563
2024	46	1850	4	–	916	2816
2023	35	2070	4	–	962	3071
2022	56	2510	4	–	1100	3670
2021	108	2350	1	–	1244	3703

Total water withdrawal from areas with water risk

megaliters

Year	Fresh surface water	Ground water renewable	Rainwater	Wastewater from other organizations	"Third-party-sources, municipal water"	Total water withdrawal
2025	–	–	5	–	264	269
2024	–	–	4	–	302	306
2023	–	–	4	–	294	298
2022	–	–	2	–	352	354
2021	38	78	1	–	436	553

Risk areas defined by the WWF Water Risk Filter.

2025 HIGHLIGHTS

- Developed resource-efficient products, supporting biodiversity and ecosystems.
- Completed the Group's first assessment of potential biodiversity loss across the value chain.

E4 Biodiversity and Ecosystems

Electrolux Group recognizes the critical role biodiversity plays in driving sustainable progress and ensuring the long-term resilience of its business. As part of its sustainability agenda, the Group is committed to proactively integrating biodiversity considerations into decision-making and operational practices across all manufacturing sites.

The Group's work with biodiversity and ecosystems is integrated into the Group's broader sustainability agenda. The Group acknowledges that biodiversity is fundamental to sustainable progress and the resilience of its business over time. Biodiversity and ecosystem health—encompassing genetic diversity, species variety, and a range of habitats—are vital to both the natural world and human well-being.[1]

The Group's operation and activities across the value chain have direct and indirect effects on biodiversity and ecosystems. As a manufacturing industry, the Group's direct effects are associated with emissions from manufacturing sites. Conversely, indirect effects, are associated to upstream operations (e.g., extractions of raw materials), and downstream operation (e.g., consumer use of products).

As part of the Group's sustainability agenda For the Better, the Group continues to explore how to best preserve biodiversity and ecosystems across value chain, by providing more sustainable solutions.

The initiatives reported under this section support the United Nations Sustainable Development Goals number 12 and 15:

1) IPBES Science-Policy Platform on Biodiversity and Ecosystem Services: ipbes.net/nexus-assessment

E4-1 Transition plan and consideration of biodiversity and ecosystems in strategy and business model

Electrolux Group's approach to biodiversity is grounded in a science-based understanding of how its value chain interacts with nature. Electrolux applies the LEAP (Locate, Evaluate, Assess, Prepare) methodology, as recommended by the Taskforce on Nature-related Financial Disclosures (TNFD), to systematically identify, assess, and manage its impacts and dependencies on biodiversity and ecosystems.

In 2025, the Group performed a detailed materiality analysis and assessment across the value chain, to identify impacts and financial effects of biodiversity loss. This revealed most of impacts on biodiversity and ecosystems to be found in upstream and downstream operations. All considered impacts across the value chain have a potential negative impacts on biodiversity in the absence of prevention or mitigation actions. *For more information on material impacts, see SBM-3 on page 64.*

Biodiversity assessment

Across the Electrolux Group's value chain, the use of products by consumers represents the largest dependency-related biodiversity risks. These risks are primarily linked to greenhouse gas emissions, water pollution, and detergent use, and vary depending on local conditions such as the origin of electricity, water management practices, detergent types, and consumer behavior. Excluding product use, the most significant potential impacts are associated with upstream activities, particularly the extraction and manufacturing of raw materials like steel, aluminum, and plastics, as well as logistics and transportation. Key biodiversity-related risks in these areas include disturbances, freshwater and seabed use, greenhouse gas emissions, toxic pollutants in soil and water, and the introduction of invasive species.

For Electrolux Group-owned sites, potential biodiversity impacts are more limited and include disturbances, water usage, water pollution, and greenhouse gas emissions. All these impacts are already embedded into the Group's sustainability agenda and its implementation is aligned with the ISO 14001 environmental management system which includes biodiversity considerations. This indicates that all steps to prevent negative impact on biodiversity and ecosystems are in place. Monitoring of biodiversity and ecosystems-related physical, transition and systemic risks linked to Groups' manufacturing sites, is part of the annual environment assessment.

Methodology: Biodiversity assessment

The applied methodology for the biodiversity assessment was based on ENCORE dataset, Biodiversity footprint analysis using Life Cycle Assessment (LCA) methods, WWF Biodiversity Risk Filter, and desktop research. The assessment was conducted by the Environmental Sustainability team at Electrolux Group, assisted by external specialists.

E4-2 Policies related to biodiversity and ecosystems

The Electrolux Group Environmental Policy establishes key principles to support Group's commitment to protect the environment as set in the Group's Code of Conduct. Within the Group Environmental Policy, that also refer to ISO 14001 containing implications on biodiversity, the Group address biodiversity in the Group Workplace Directive.

The Group Workplace Directive outlines the structured approach for Electrolux Group to assess environmental aspects and processes including biodiversity and deforestation in own operations and across the value chain on an annual base. The Directive supports the implementation of measurable actions aimed at preventing biodiversity loss in own operations. In particular, it prevents operations in High Conservation Value Areas (areas with significant or critical importance due to their high biological, ecological, social, or cultural values). Moving forward, the Group is planning to revisit current policy/directive to address, where technically feasible, traceability of products, components and raw materials across the value chain in relation to biodiversity and ecosystems. In addition, by further evolving current ambition on biodiversity and ecosystem, the Group will explore ways to start tracing effectiveness of its policies .

Governance of the policies and directives is overseen by the Group Management, with senior management accountable for implementation, effectiveness, and periodic review. > *For more information on governance, see ESRS 2 Gov-1 on page 70.*

E4-3 Actions and resources related to biodiversity and ecosystems

For Electrolux Group-owned sites, prevention of biodiversity loss is integrated into the Group's broader sustainability agenda - currently under For the Better framework - which focuses on climate, water, resource use and pollution. In line with the outcomes from the biodiversity assessment, these efforts support the prevention of biodiversity loss and align with the ISO 14001 environmental management system certification - 100% of Group manufacturing sites were ISO 14001 certified by end of 2025.

Currently, indigenous knowledge is not integrated into biodiversity-related actions. This will be addressed as part of the ongoing biodiversity strategy definition.

Biodiversity significance assessment of sites

The level of biodiversity significance of the Group's sites is assessed annually, based on proximity to latest publically available list of Key Biodiversity Areas (KBAs) and other Protected Areas (PAs). The results of the assessment are communicated to each local team and included in the annual environmental assessment of the site in line with Group Workplace Directive requirements. For sites with high biodiversity significance, a revision of the existing environmental mitigation actions will be defined during 2026. This is in alignment with KPIs and targets included in material topics for own operations (e.g., climate, water, and pollution).

Resource-efficient products

Through the development and deployment of resource-efficient appliances and more sustainable packaging solutions, Electrolux Group contributes to the preservation of biodiversity and ecosystems. By reducing energy and water consumption, reducing chemical use (incl. detergents), and promoting circular material flows, these products help lower emissions, reduce pollution, and limit resource extraction. These ongoing efforts contribute to the protection of biodiversity and ecosystems, reinforcing the Group commitment to more sustainable living and environmental stewardship.

Awareness on biodiversity

As part of our sustainability framework for For the Better, the Group explores opportunities to support biodiversity and strengthen local community engagement around environmental preservation.

Since 2020, one of the larger manufacturing site located in Italy, collaborates with local beekeeper for onsite production of honey. The project supports pollination of native flora and habitat conservation. In addition, it is an example of community engagement. Over the year, the project hosts about 50,000 bees producing two types of honey.

In North America, adoption of wetlands for rainwater balancing have been showed to preserve local ecosystems. These offer breeding grounds, food sources, and shelter, while acting as ecological buffers, improving water quality and regulating climate, which further enhances the resilience of surrounding ecosystems.

The Group allocates dedicated financial and human resources to these actions, primarily through its annual CapEx and OpEx budgets for sustainability projects; nevertheless, no significant investments were made during the year. Eligible activities may also be financed through green bonds under the Group's Green Financing Framework. These actions collectively support Electrolux Group's sustainability ambition while the Group continues to innovate and lead in sustainable product development.

E4-4 Targets related to biodiversity and ecosystems

Electrolux Group recognizes the importance of preventing biodiversity loss as part of its commitment to sustainable development. Biodiversity considerations are integrated into our broader sustainability agenda, which prioritizes climate action, water stewardship, responsible resource use, and pollution reduction. In line with the Group's biodiversity assessment, potential biodiversity impacts are linked to disturbances, water usage, water pollution, and greenhouse gas emissions, where specific targets are in place. These areas are addressed through existing environmental targets and initiatives.

While the Group remains committed to continuous improvement and transparency in this area, at present, corporate-level targets focused on biodiversity and ecosystems are not adopted. > *For more information on climate, pollution, and water targets and initiatives, see E1, E2, E3, and E5 respectively.*

E4-5 Impact metrics related to biodiversity and ecosystems change

Biodiversity significance assessment of sites

Across Electrolux Group's global operations, 2 manufacturing sites were identified having high biodiversity significance being in or adjacent to Key Biodiversity Areas (KBAs). In total, these sites cover an area of 76 hectares.

In line with the results of the biodiversity assessment, all manufacturing sites have found to have no negative impacts on biodiversity and ecosystems, thanks to the environmental monitoring and mitigation plan in place.

Methodology: Sites biodiversity significance assessment

In the absence of an applicable standard methodology, Electrolux Group applied the Integrated Biodiversity Assessment Tool (IBAT) including guidance from the United Nations Environment Program (UNEP). Site significance is evaluated based on distance from areas with biodiversity relevance. These are defined based on publicly available information found in the World Database of Key Biodiversity Areas (WDKBA), Natura 2000, UNESCO World Heritage sites, and the World Database on Protected Areas (WDPA). Among these, higher relevance is given to KBAs found in WDKBA.[1] A conservative buffer of 20 km was applied for manufacturing sites.[2] Within the buffer zone, a site is designated having high biodiversity significance if it is located less than 2 km from KBAs, medium to a distance of 2-6 km from KBAs or less than 6 km from other protected areas, and low to a distance of 6-20 km from KBAs or other protected areas.

Metrics related to climate change, pollution, and other

Monitoring the impacts of operations in manufacturing sites on biodiversity, is integrated into the Group's broader sustainability agenda, which focuses on climate, water, circularity, and pollution. *For information on metrics related to material topics climate change, water, and resource use, see E1, E3, and E5 respectively. For information on the non-material topic pollution, see E2.*

1) KBAs are identified using globally consistent, quantitative criteria developed by the International Union for Conservation of Nature (IUCN). This ensures that every KBA, regardless of location or habitat type, has a measurable importance for biodiversity at global, regional, or national levels.

2) In the absence of standard approach, a 20km buffer was applied. Such buffer it usually applied to oil and gas operations on lands, which tends to have significantly higher impacts on disturbances, water, resources, and air when manufacturing sites for home appliances.

2025 HIGHLIGHTS

- Recycled steel and plastic accounted for 23% of the materials used in the products manufactured by the Group.
- Recycled or recovered over 99% of manufacturing waste, underscoring the Group's strong commitment to circularity.
- Raised the average Repairability Index to
- 8.5 (out of 10), marking the third consecutive annual increase.

E5 Resource use and Circular economy

Electrolux Group has a target to achieve 35% recycled content in core materials (steel and plastics) used in own manufacturing operations, by 2030. It has also a waste management target to certify all its finished goods manufacturing sites as Zero Waste to Landfill by 2025.

Electrolux Group will contribute to the circular economy by integrating recycled materials into its product platforms, promoting recyclability, using more sustainable packaging solutions, increasing the availability of spare parts to repair its products, and developing more circular business solutions. The Group's work with resource use and circular economy is part of its For the Better sustainability framework in terms of driving resource-efficient operations and offering circular products and business solutions.

As the global middle class continues to grow, the demand for material resources, such as steel, plastic and electronic components, will increase.[1] At the same time, many industries are based on virgin materials that are non-renewable and fossil based. For example, more than 400 million metric tons of plastic are produced globally each year and only about 12% comes from recycled materials.[2]

According to the 2025 Circularity Gap Report by Circle Economy, only 6.9% of the resources used globally are cycled back into the economy.[3] The report stresses the need for a circular economy that makes better use of resources to prevent further and accelerated environmental degradation and social inequality. A more circular approach to materials can often also help reduce greenhouse gas emissions. Consumers are increasingly demanding more circular products and solutions. This includes everything from recycled materials incorporated into products and more sustainable packaging, to solutions that enable them to extend the lifespan of their products.

The initiatives reported under this section support the United Nations Sustainable Development Goals number 8, 9, 12 and 17:

[1] Visual Capitalist. 113Million People Will Enter the Global Consumer Class in 2024. visualcapitalist.com/113-million-people-middle-class-2024/#
[2] Improving Plastics Management: Trends, policy responses, and the role of international co-operation and trade | OECD Environment Policy Papers | OECD iLibrary (oecd-ilibrary.org)
[3] Circle Economy Foundation. https://circularity-gap.world/2025

E5-1 Policies related to resource use and circular economy

The **Group Environmental Policy** establishes key principles to respond to Group's commitment to protect the environment as set in the Group's Code of Conduct. The Policy empowers the Group to develop solutions aimed at reducing environmental impact throughout the entire life cycle of its products—encompassing raw material sourcing, production, transportation, usage, and end-of-life disposal. To support the transition away from virgin resources and promote the adoption of more sustainable alternatives, including renewable and recycled materials, the Policy mandates active engagement with suppliers, including recyclers. It also establishes targets for continuous improvement across key environmental dimensions.

In parallel, the Group's **Purchasing Policy** directs operations to deliver enhanced value through improved performance, quality, flexibility, resilience, and leadership in sustainability and innovation. This approach reflects the principles of eco-design.

Additionally, the Group's **Workplace Directive** facilitates the implementation of measurable actions aimed at preventing and minimizing waste, thereby accelerating the shift toward more circular practices and business models. Notable examples include the Circularity Roadmap, the recycled content targets for core materials, and the Zero Waste to Landfill program.

Governance of the policies and directives is overseen by the Group Management, with senior management accountable for implementation, effectiveness, and periodic review. > *For more information on governance, see ESRS 2 Gov-1 on page 70.*

E5-2 Actions and resources related to resource use and circular economy

Electrolux Group's Circularity Roadmap was reviewed in 2025, and it is based on three principles: Use Less, Use Longer, and Use Again. These principles set the basis for the Group long-term ambition in implementing a circular business and it is integrated in For the Better Sustainability framework. In addition, the Group's waste management strategy aims to prevent, recycle, and recover waste generated during the manufacturing process.

The Group embeds circularity through collaboration across its value chain. Internally, design, R&D, and operations integrate circular principles into products and processes. Externally, the company works with suppliers on more sustainable materials, waste reduction and management, and engages consumers on repair, reuse, and responsible end-of-life solutions.

Use Less

The Use Less principle focuses on optimizing material use through simplified design and thoughtful deployment of recycled materials in products and packaging.

The Group has stepped up its efforts to increase the proportion of **recycled content in its products**, including setting a target on recycled content in core materials as described in E5-3. Guidelines are also in place to evaluate recycled plastic formulations, adopt a systematic approval process, and ensure material's quality.

The Group also continued to proactively demand its Original Equipment Manufacturer (OEM) suppliers to source recycled plastics for the products they deliver and to forge long-term supplier partnerships to develop new recycled plastic formulations. Such ongoing initiatives will help the Group to increase the proportion of recycled plastic it uses in its products, while reducing upstream waste generation associated to virgin plastic production. The Group also signed an initial agreement with a European steel supplier for a more sustainable steel option. This steel will be produced with electricity from fossil-free sources and green hydrogen instead of coal.

Use Longer

The Use Longer principle focuses on designing solutions and services that enable products durability, upgradability, and repairability.

As an example, the Group's **fixed-price repair service** continues to be well received in Europe and across all of our covered markets in the United States. The service is designed to alleviate consumer cost concerns by ensuring there are no hidden costs to repair and extend the lifespan of their products. Certainty regarding the cost of repair can encourage consumers to repair a product rather than replace it. The service draws on the **Group's extensive spare parts availability** and well-developed service organization. For Europe, the terms of this service are currently under revision to align with the EU legislation (Directive 2024/1799 on common rules promoting the repair of goods).

Use Again

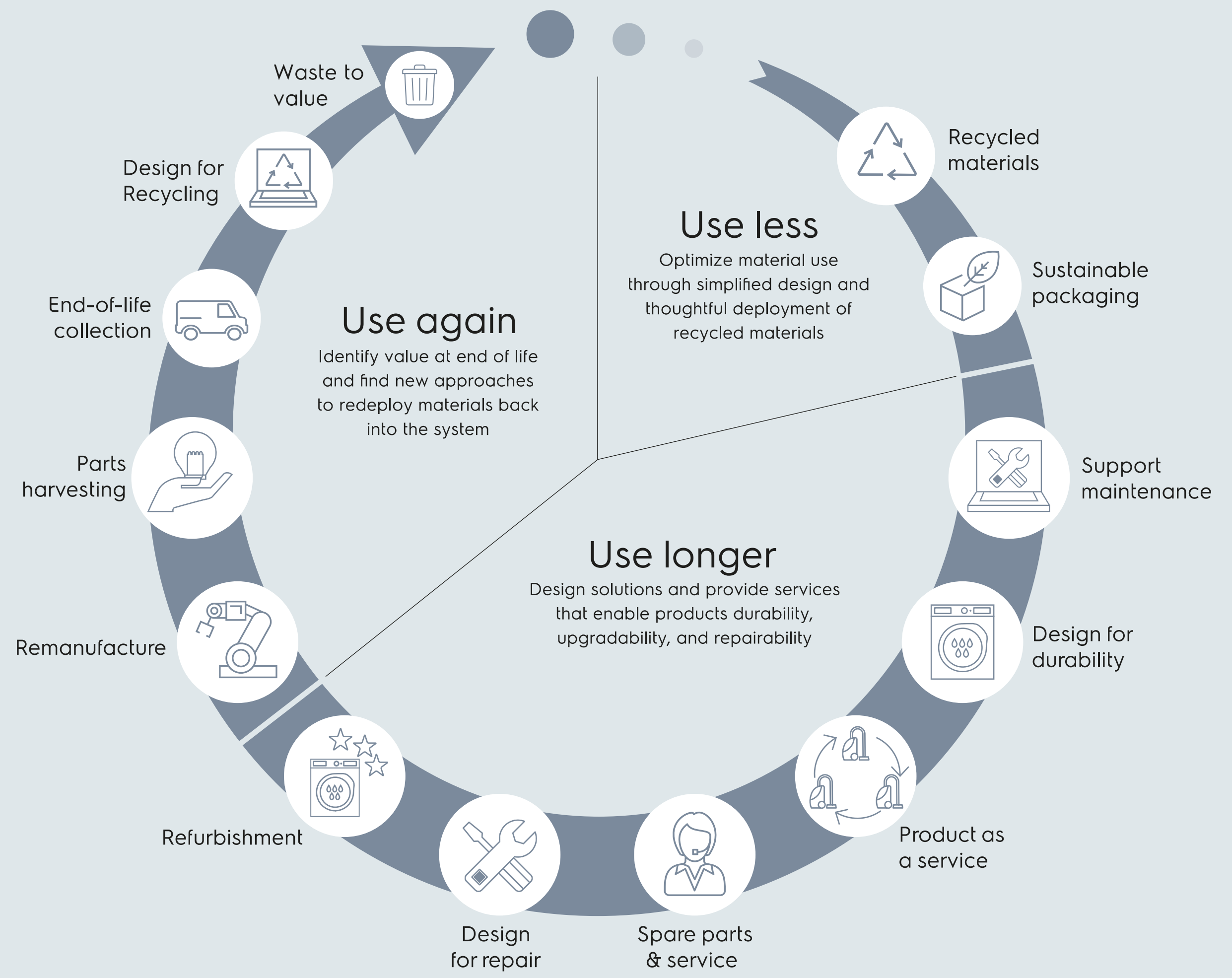
The Use-Again principle focuses on value at end of life and find new approaches to redeploy materials. Electrolux Group has compliance schemes in place for handling the take-back and recycling of discarded appliances in all countries where Waste Electrical and Electronic Equipment (WEEE) regulations apply.

In Latin America, Electrolux Group Brazil operates a full **Reverse Logistic program,** a nationwide initiative that enables customers to responsibly dispose of old appliances through various services, such as the "Coleta e Descarte Consciente" (Conscious Collection and Disposal) service. In Brazil, the regulation of WEEE reverse logistics is governed by Federal Decree 10.240/2020, which establishes progressive targets for the collection, treatment, and disposal of WEEE, with annual goals based on the total volume placed on the market in 2018 as the reference year.

The Group is expanding **refurbishing and remanufacturing** opportunities, across regions. In 2025, the focus was in Latin America with an internalized project and a partnership aiming to refurbish damaged products for the local market.

Pilot projects in Thailand and Latin America are exploring new technologies that convert **waste into valuable resources**. In particular, recycling resins such as PP, PS, and ABS[1] represent an important area of innovation, targeting materials that are currently mostly discarded at end-of-life.

Circular economy: Value from resourcefulness



The **Zero Waste to Landfill** program is the Group's main initiative to prevent and minimize disposal of waste generated from its finished goods manufacturing sites to landfill. In 2025, the Group reached an impressive milestone with over 99% waste directed to recycling or energy recovery, leading less than 1% going to landfill or incineration without energy recovery.

This global initiative follows the waste management hierarchy, prioritizing actions that prevent and minimize waste — including re-use, repair, remanufacturing, and repurposing — before considering recycling, energy recovery, or disposal. This approach improves resource efficiency and lowers the environmental impact of residual waste. As part of the program, annual third-party audit reviews implementation of the waste management practices at each manufacturing site. The certification requires that the amount of waste sent to landfill or incineration without energy recovery is less than 1%, and that the waste sent to waste-to-energy facilities is less than 3%. > *For more information about the program's targets, see E5-3 on page 104, its implementation in E5-5 on page 105, and the progress in E5-ES on page 106.*

Sending less waste to landfill can help mitigate environmental pollution and degradation, conserve natural resources, reduce the amount of land needed for landfill, promote recycling and reuse initiatives, and foster responsible consumption habits.

In parallel to the Zero Waste to Landfill program, **IT-waste** (e.g., computers) are processed by a certified third-party provider under a global service agreement. In 2025, the agreement covered 55 countries. Whenever possible, equipment is refurbished and resold, with a share of the revenue returned to Electrolux Group. If refurbishment is not feasible, the equipment is recycled with recovery of material-value.

The Group allocates dedicated financial and human resources to these actions, primarily through its annual CapEx and OpEx budgets for sustainability projects; nevertheless, no significant investments were made during the year. Eligible activities may also be financed through green bonds under the Group's Green Financing Framework, specifically within the project category "Circular economy adopted products, production technologies, and processes". These actions collectively support Electrolux Group's sustainability ambition while the Group continues to innovate and lead in sustainable product development.

E5-3 Targets related to resource use and circular economy

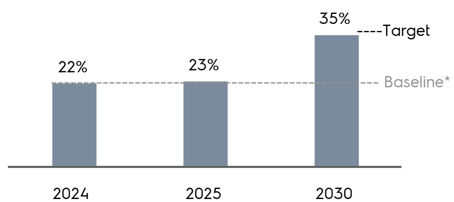
Recycled content in core materials

The Group voluntary target on recycled content in core materials — steel and plastics — used in products manufactured by the Group is set at 35% by 2030.

In 2025, the Group increased recycled content in core materials compared to 2024 baseline, reaching 23%. In parallel, to enhance data collection and transparency across the material value chain, a detailed revision of the data collection process for tracing and validating recycled content in core material was completed. As a result, the Group developed a internal standard - based on ISO 14021:2016 - to collect and analyze primary data on recycled material coming from both its procurement function and its raw materials suppliers. In this way, the Group improved its ability to trace performance related to business area- and product line-specific targets, and effectiveness of implemented actions. The completion of this step was an important enabler to progress toward the 35% target.

This target drives circular design and increases circular material use rate, while contributing to reversal of depletion of stock of renewable resources. For circular design, the adoption on recycled materials enable R&D and design teams to prioritize use of materials that can be reintegrated into production loop (e.g., selecting material that maintain quality after multiple recycling cycles). This has a direct impact on material recycling, given the increasing demand of secondary raw materials (e.g., end-of-life products becomes feedstock for new materials to turn into new products). Furthermore, a reduction in use in virgin plastic and steel, reduces the overall energy and resource intensity needed upstreams in the value chain (e.g., production of recycled steel requires much less energy than conventional processes).[2)]

Recycled content in core materials



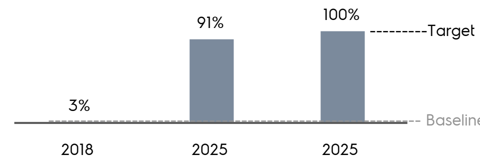
*Updated from the previously reported 21% based on updated supplier information regarding material composition.

Zero Waste to Landfill

For 2025, the Group had the voluntary target to extend the Zero Waste to Landfill third-party certification at all finished goods manufacturing sites compared to 2018 baseline. However, three sites located in Ukraine and the United States did not meet the certification criteria. These site were subjected to external challenges — such as limited recycling infrastructure, market conditions where recycling has become increasingly difficult, and geopolitical conditions — delaying the completion of the certification process. Nevertheless, the Group remains committed to achieve the target as soon as technically feasible. The target aligns with the principles of the EU Directive 2008/98/EC. Additionally, it supports the EU Circular Economy Action Plan by adhering to the Commission's objectives to "significantly reduce total waste generation and halve the amount of residual (non-recycled) municipal waste by 2030" and to "enable greater circularity in industry".

To ensure accountability and track progress, annual certification targets have been established. The Group and business area coordinators for the program conduct monthly monitoring of the number of certified sites and the percentage of waste sent to landfill or incineration without energy recovery. > *For more information on waste stream composition and certified sites, see E5-5 on page 105.*

Share of finished goods manufacturing sites certified to Zero Waste to Landfill



E5-4 Key products and materials in inflows

Key materials used to manufacture the Group's products include critical materials according to the EU: aluminum, glass and ceramics, other metals, stainless steel and steel.[3)] The Group's products also require electronics that contain rare earth metals and a wide range of other materials such as plastics and packaging. > *For more information on the Group's entity-specific metrics, see E5-ES on page 106.*

In 2025, the absolute weight of secondary materials used to manufacture the Group's products and services was 155 metric ktons.

Own operations

The processes at the Group's manufacturing sites are primarily: assembly, metal forming, enameling, painting and plastic extrusion. These processes require equipment such as presses and cutting machines, enameling furnaces, paint shops and extruders.

Detailed information down to product category level on the Group's material use is available for 95% of its total product mass.

[1)] Acrylonitrile Butadiene Styrene (ABS), Polystyrene (PS), and Polypropylene (PP)
[2)] WorldSteel. https://worldsteel.org/wp-content/uploads/Fact-sheet-Energy-use-in-the-steel-industry.pdf
[3)] European Commission, Study on the Critical Raw Materials for the EU 2023 – Final Report

Upstream value chain processes

Type of material	Significant process	Source process
Aluminum	Aluminum production – smelter	Bauxite mining
Steel	Steel production – BOF or EAF	Iron and alloy mining
Other metals	Smelters	Mining
Glass and ceramics	Glass smelters	Silica extraction
Plastics and rubber	Petrochemical processes	Oil extraction
Electronics	Assembly of components	Combination of above

Total weight of products

mectric ktons	2025	2024	2023
Aluminium	44	45	43
Steel	709	633	587
Other metals	62	58	53
Glass	109	97	91
Plastics	379	347	315
Packaging	60	59	54
Electronics	24	20	19
Others	299	288	266
Total	1,685	1,547	1,429

Note: Metals and plastics contain recycled materials.

Methodology: Total weight of products
The total product weight or mass (metric tons) is calculated by considering the quantity sold during the year by individual entities and their respective total masses. This metric is accurate without significant estimations.

The Group uses a Material Footprint dashboard for quantifying and tracking material use over time. The material content (i.e., share of steel, aluminum, plastics) per unit product is multiplied by product volumes for a given year, including internal production and sourced products, to calculate the total mass of materials. The material content for each product category comes from the Bill-Of-Materials (BOMs) for selected representative products collected as part of the inventory phase of the Life Cycle Assessment (LCA) studies. Disassembly activities are also used to create the detailed BOMs if there is the need to improve the data granularity either internally or from suppliers.

LCA studies per major representative category are used to extrapolate details on materials and product compositions. A representative product is a specific appliance within the Group's portfolio used to represent the entire range of similar appliances. The selection of representative products is mainly guided by the annual sales of products (i.e., products with the highest production volume are often chosen as they have the most significant impact on the overall portfolio footprint), product features (i.e., common features and structural aspects within the same product category), and market relevance. The Group's LCA methodology for appliances is validated in accordance with ISO 14040:2006 and ISO 14044:2006.

Methodology: Percentage of biological materials (and biofuels) that are sustainably sourced
The Group favors responsibly sourced fiber-based packaging wherever possible, considered from a technical and financial perspective. Currently, a limited amount of sustainably sourced materials is used. In terms of weight,the amount of biological materials sustainably sourced is negligible vs total product weight.

Methodology: Weight of secondary materials used to manufacture the Group's products
The weight, in both absolute value and percentage, of secondary materials used to manufacture the Group's products is calculated based on purchased core material, excluding components, intermediate products and packaging. Moving forward, stakeholder dialogue aims to improve the granularity of suppliers' data on secondary reused or recycled components, secondary intermediate products, and packaging.

E5-5 Key products and materials in outflows

Key products and materials

The Group's taste, care and wellbeing product lines use the following key materials: carbon steel, plastics, stainless steel, copper and aluminum. *For more information about Electrolux Group's product groups, see page 3 and page 12.*

Expected appliance durability

Today there is no definitive benchmark for the durability of an appliance that all manufacturers use and compare to. Additionally, geographical regions see differing averages due to varying regulations and consumer usage patterns. The horizontal standard EN 45552:2020 provides a general framework for durability, but product-specific standards are still required. A common benchmark would require the global harmonization of standards and usage methods for verifying durability statements in reliable, repeatable and reproducible manner. The Group monitors various metrics and standardization activities (e.g., CENELEC TC59X/ WG23) that together account for the durability of a product, including quality metrics, consumer ratings and repair rates. In 2025, the first harmonized product-level reliability standard for washing machines, EN 50731:2025, was published. The standard is still undergoing validation, and there are concerns about the feasibility of market surveillance due to the long testing times required.

The Group promotes the effective use of the Design for Reliability approach in all product lines through the internal educational program Reliability Excellence Program (REP). By learning to integrate reliability considerations from the earliest phases of product development, engineers are empowered to make design choices that prevent premature and disappointing failures. Avoiding such failures not only ensures a positive long-term consumer experience, but also reduces unnecessary resource consumption, logistics, and waste, making reliability a direct contributor to durability.

Product repairability

Under the Ecodesign for Sustainable Products Regulation (ESPR) and the Directive on the Repair of Goods, the EU introduced ambitious requirements to enhance product lifetime. In particular, from July 2026 consumers have the right to repair their products within a reasonable time and for a reasonable price. The Group regards these provisions as guiding principles for product design and servicing standards globally.

The Group has developed an Electrolux Design For Repairability Guideline aimed at supporting designers during the early stage of product development to enhance the repairability of its appliances. It provides a set of design criteria (e.g., easy identification, separation and handling of appliance components, accessibility) and measurable repair-related metrics (e.g., disassembly steps/depth, fasteners and joint type, tool type) that directly influence product development. The guideline is based on the state of the art of repairability assessment methods and is linked with the existing regulations on repairability (French law 2020-105 and the decree 2020-1757) and available standards (e.g., the EN 45554:2020). In addition, it identifies design improvements in various regions and updates the guideline to help improve the overall quality and sustainability of its products globally.

Some early indications of its performance can be seen in scores for the French "Repairability Index". The index was created by the French Ministry of Environment in 2020 and was the first formal method for assessing and comparing the repairability of products at a national level. The French index applies to some of the Group's product categories, including washing machines, dishwashers and vacuum cleaners. The index assesses five criteria to ultimately provide a score out of 10: documentation, disassembly, availability of spare parts, price of spare parts, and product-specific aspects.

For washing machines, France extended the "Repairability Index" to "Durability Index" including reliability and warrantee parameters in the overall evaluation. Similarly, Belgium recently adopted a index for repairability, while at the EU level a repairability index will be introduced for tumble dryers and vacuum cleaners by 2027.

In 2025, the average Repairability Index for the Group's products portfolio in France was 8.5. Vacuum cleaners average 8.4, dishwashers average 8.6 and washing machines average 8.4.

Repairability index in France

Index score (0-10)	2025	2024	2023
Total	8.5	7.9	7.6
Vacuum cleaners	8.4	6.7	6.4
Dishwashers	8.6	8.2	8.3
Washing machines	8.4	8.2	8.1

Product recyclability

The ESPR in the EU also concerns product recyclability and recycled content. While recyclability is not systematically measured, the Group strives to continuously increase its knowledge of the environmental impact of its products. Internal assessments of recyclability have been conducted on certain products in Europe, using a standardized method (EN 45555: 2019), and in collaboration with e-waste recyclers. The Group shares material, design and production improvements across regions to enhance the recyclability of its products globally.

The Group also monitors standardization activities (e.g., IEC TC111, CEN CENELEC JTC10) and state of the art recycling and recovery processes to predict the recyclability rates of materials already at the design phase of appliances.

Approximately 66% of the materials in the Group's products are recyclable. The composition of products varies by type of category (i.e., refrigerators, ovens, washing machines, etc.) but it consists primarily of metals and plastics. Those materials can be recovered if the appliances are disposed of properly. Other materials pose a special challenge for recycling (e.g., foam). Some of them can even be harmful if they are not disposed of professionally (e.g.refrigerants). Therefore, recyclability ratio varies from product to product. In addition, recycling rates for materials vary country by country, depending on collection and sorting infrastructure, efficiency of recycling technologies, and e-waste management regulations.

In terms on recyclability of packaging, approximately 43% of the Group's packaging materials are recyclable. Regional variations may occur depending on the availability and effectiveness of local waste management and infrastructure (e.g., collection, sorting), and recycling technologies, which can influence the practical recyclability of packaging materials.

Methodology: Recyclable content in products
Value was estimated according to recycling rate of materials from e-waste recyclers, EU EUROSTAT e-waste statistic, US EPA, industry associations (e.g. abal.org.br, abiplast.ogr.br), and to Group's material footprint. The term recyclability refers to the ability of an appliance to be recycled at the end of life (e-waste stream) according to the technical specification IEC TR 62635:2012 (excluding energy recovery, and the reprocessing into fuel-materials or for backfilling operations). For key materials, the applied recycled rates is reported in the table below.

Recycling rates applied to key materials

Material	%
Aluminium	90
Steel	90
Iron	90
Copper	90
Glass	85
Plastic (PP, PE, ABS, PS)	75
EEC (PCB, cables)	30

Methodology: Recyclable content in packaging
Recyclability of packaging is based on weight. The value was estimated according to regional recycling rate of relevant packaging materials (e.g., cardboard, EPS, LDPE) from various data source, such recyclers, EU EUROSTAT packaging waste statistic, US EPA, industry associations (e.g. globaleps.org, ibratec.com, abiplast.ogr.br), and to Group's material footprint. The term recyclability refers to the ability of material used in packaging to be recycled at the end of life, excluding energy recovery, and the reprocessing into fuel-materials or for backfilling operations.

Waste streams and the composition of the waste

The Electrolux Group Zero Waste to Landfill program requires that its finished good manufacturing sites report their monthly waste data in a standardized way at Group level to ensure comparability. Across all waste generated, the most relevant waste streams for the company's manufacturing sites are metal waste and packaging materials. In 2025, 56% (56%) of waste was metal, 15% (15%) paper and cardboard, 12% (12%) wood and 6% (6%) plastic. The remaining 18 waste groups account for less than 11% of the total waste.

Total amount of radioactive waste

Electrolux Group operations do not generate radioactive waste[1]. No radioactive waste are reported as hazardous waste

Waste generated

metric tons	2025	2024	2023
Total Waste generated	154,193	155,852	148,063
whereof part of Zero Waste to Landfill program	152,542	152,270	145,367
Total waste diverted from disposal	152,875	150,151[1]	142,926[1]
whereof non-hazardous waste	150,355	148,559	
by recycling	148,362	146,715	
by incineration with energy recovery	1,994	1,844	
by preparation for reuse	–		
by other recovery operations	–		
whereof hazardous waste	2,519	1,592	
by recycling	1,935	1,070	
by incineration with energy recovery	584	522	
by preparation for reuse	–		
by other recovery operations	–		
Total waste directed to disposal	1,318	2,199[1]	2,440[1]
whereof non-hazardous waste	1,231	2,033	
by landfilling	1,231		
by incineration without energy recovery	–		
by other disposal operations	–		
whereof hazardous waste	87	86	
by landfilling	87		
by incineration without energy recovery	–		
by other disposal operations	–		
Total non-recycled waste	3,896		
Total non-recycled waste, %	3 %		

1) Related to waste part of the Zero Waste to Landfill program.

Methodology: Zero Waste to Landfill-program
The program tracks all waste streams, including waste generated onsite by external suppliers. Manufacturing sites source waste data from internal records, waste vendor receipts, hauling records, government databases and supplier declarations on waste destination. The data used may vary between countries in compliance with local standards. Uploaded waste data is automatically processed by a web-based application for data analysis and validation. The certified sites undergo an annual third-party audit that includes data cross-checks.

Under the program, every manufacturing site is mandated to consolidate and upload monthly waste data to the Group's database. This includes categorizing waste into 22 waste groups to ensure consistent reporting across all sites. Waste are reported as hazardous or non-hazardous, and then breakdown into three recovery operation types: recovery, energy recovery, and disposal. Data are then further classified to reflect breakdown reported in table Waste generated. Due to different data granularity provided by suppliers across regions, the amount of waste reported as recycling might include also waste directed to reuse, such as processing or selling to third parties, and composting treatment. For the same reason, the amount of waste reported under "landfill" might include also waste directed to incineration without energy recovery. The Group is enhancing supplier engagement and upgrading data systems, striving to enhance reporting.

A few waste streams are exempted from the Zero Waste to Landfill program to allow comparability between sites. All exemptions are approved by the business area and the program coordinators .Examples of exemptions are: construction/demolition waste from non-recurring activities like renovations or new constructions, in-bins toilet paper disposal in countries with restricted sewage system.

The value and percentage of non-recycled waste is calculated by dividing the total amount of waste recycled by the total amount of waste generated.

E5-ES Entity-specific metrics

Recycled content in core material

The target is calculated using the weight of recycled materials purchased by the Group, which is used in the Group's own manufacturing operations or dispatched to third-party component manufacturers, to produce specific components, in relation to the total weight of materials in scope.

In 2025, the Group reached 23% recycled content in core materials used in products.

Methodology: Recycled content in core materials
When referencing plastics, this target refers to the three most purchased plastic categories by the Group – Acrylonitrile Butadiene Styrene (ABS), Polystyrene (PS), and Polypropylene (PP). Steel refers to both carbon and stainless steel.

The target is calculated using the weight of recycled materials purchased by the Group, which is used in the Group's own manufacturing operations or dispatched to 3rd party component manufacturers, to produce specific components, in relation to the total weight of materials in scope.

In 2025, the Group committed to make all references to recycled content of its core materials based on direct information from the specific suppliers, minimizing as much as possible the use of information from indirect sources such as sectorial databases or industry news. To pursue this objective, the Group has developed an internal standard that will specify and harmonize the recycled content declarations from suppliers, based on ISO 14021:2016 norm and additional internal needs. The group has also decided on an internal process aimed at verifying and maintaining received information on a yearly basis.

Number of Zero Waste to Landfill certified sites

The Group's finished goods manufacturing sites are certified and audited according to the Zero Waste to Landfill program. The audits are performed globally by a third-party to ensure each manufacturing site meets all requirements over a 12-month period and the certificates are valid for a three-year term. Annual follow-up audits are then conducted to verify ongoing waste management practices.

In 2025, 29 (29) finished goods manufacturing sites — representing 91% (91%) of the Group's finished goods manufacturing sites — were certified in Argentina, Australia, Brazil, Chile, Egypt, Germany, Italy, Mexico, Poland, Thailand and the US. > *For more information on the program, see E5-2 on pages 104, the program's targets in E5-3 on page 104 and its implementation in E5-5 on pages 105.*

[1] Defined as per article 3(7) of Council Directive 2011/70/Euratom

2025 HIGHLIGHTS

- Achieved a strong health and safety performance, with a Total Case Incident Rate of 0.33.
- Fulfilled the target of 100% ISO 45001 certification across finished goods manufacturing sites.
- Conducted Human Rights Impact Assessments at Group level and for the operations in Brazil, as part of the Group's approach to human rights due diligence.

Social information

S1 Own workforce

Electrolux Group is committed to putting care for people at the center by providing good working conditions and respecting human rights. The Group has set a target to reduce the health and safety Total Case Incident Rate (TCIR) to 0.30 by 2030 and an aspirational target to increase the proportion of female people leaders to at least 40% by 2030.[1] In addition, the Group has set a target to ensure that all manufacturing sites are certified to the ISO 45001 health and safety management standard by 2025, which was achieved.

The For the Better Goal "Act ethically, lead in inclusion and respect human rights" guides the sustainability effort relating to the Group’s own employees.

A strong culture of ethics is vital for stakeholder trust and long-term business success. Consumers are increasingly making purchasing decisions based on whether a company is perceived as being trustworthy and how it contributes to society. Employees also prefer to work for a company with values that match their own.

The wellbeing, health and safety of people is a key priority. Electrolux Group has a duty of care toward every employee and works to respect human rights throughout the value chain wherever the company operates in the world. Inclusion can also promote innovation and help attract top talent, and more diverse companies outperform those that do not invest in this area.

[1] Aspirational target that applies in countries where it is legally permissible and countries such as US are excluded. People related decisions are always based on skills and competence.

The Group is committed to make a positive impact in its local communities, through its own workforce and beyond. Through the Electrolux Food Foundation, a non-profit organization established by the Group in 2016, the Group focuses its community investment activities on food and the related sustainability issues. Its purpose is to inspire more healthy and sustainable eating and cooking habits among consumers and professionals and to support people in need through education and emergency relief efforts. To this end, the Foundation engages both partners and Electrolux Group employees in a range of programs and initiatives. *For more information, please visit electroluxgroup.com/en/category/sustainability/food-foundation.*

The initiatives reported under this section support the United Nations Sustainable Development Goals number 3, 4, 5, 8 and 12.

S1-1 Policies related to own workforce

The **Electrolux Group Code of Conduct** contains Electrolux Group's Human Rights Policy Statement and key principles for the Group, as well as for its employees. The Group holds regular training and communication on its Code of Conduct and has introduced key Group policies. All office-based staff must acknowledge the Group Code of Conduct by electronic signature. The Group Code of Conduct serves as an introduction, and more guidance within specific areas is contained in policies, directives and guidelines.

The **Group People Policy** provides employees with an overview of the Group's commitment to them and outlines the expectations of individual behavior toward the company and fellow employees.

The **Group Workplace Policy** defines minimum acceptable standards for health and safety, environment, labor and human rights – in all countries where the company operates. Zero-tolerance of forced labor, trafficking, compulsory labor and child labor is a key part of the Policy.

The **Group Workplace Directive** clarifies and specifies the requirements of the Group Workplace Policy and contains the detailed mandatory requirements that apply to the Group's operations and suppliers. It governs, among other things, the Group's approach to S1 material topics, such as working conditions and equal treatment and opportunities. It also clarifies the detailed requirements on the prohibition of child labor, forced labor, discrimination, harassment and abuse.

The **Group Human Rights Directive** describes the high level approach to how human rights risks, as a direct or indirect consequence of Group activities, are identified, assessed, managed and mitigated, as well as remediated and accounted for. To ensure consistency in application of the Group requirements, further details on the procedures are outlined in the Group's **Guideline on Human Rights Due Diligence.**

The above mentioned policies, directives and guidelines demonstrate the Group's commitment and approach to addressing and remediating issues and grievances that are identified or reported to the Group, to engagement with the own workforce on human rights topics and to apply a broad perspective in its due diligence with consideration of specific groups such as women, children, migrant workers and indigenous people. The commitments are aligned with key international treaties and standards such as UN Global Compact, International Bill of Human Rights, UN Guiding Principles on Business and Human Rights, OECD Due Diligence Guidance for Responsible Business Conduct, ILO conventions and SA8000. > *For more information, please see GOV-4 on page 73, S1-2 on page 108 and S1-3 on page 109.*

These policies apply to all employees and line managers across the Group are responsible for ensuring that they are followed. *Please see GOV-1 on page 70 for information relating to accountabilities for implementation of Group policies.*

The Group's policy commitments relating to non-discrimination and anti-harassment are integral parts of its Code of Conduct, Workplace Policy and Directive, and People Policy. As such, they are covered by several employee trainings and e-learnings. The Group Workplace Directive contains dedicated chapters on the prohibition of harassment and abuse, as well as on non-discrimination on the basis of gender, age, religion, ethnicity, disability, nationality, sexual orientation, gender identity, or any other grounds of discrimination. Moreover, mandatory directives are in place to ensure fair hiring and compensation practices, for example the Group Recruitment Directive and the Group Compensation Directive.

The Group has formulated a Inclusion framework, which embodies its vision to become a leader in inclusion by 2030. At the heart of the Group's approach is its aspiration to develop a diverse pool of talent, nurture an inclusive workplace and ensure the equal treatment of all employees. To achieve this, where lawful, greater emphasis will be placed on fairness, equal opportunity, debiasing talent decision making processes and ensuring all employee decisions are based on skills, competence and performance. Additionally, the Group has introduced various activities to nurture an inclusive workplace where all employees, irrespective of background, can feel they belong and can be their authentic selves.

The Group's People Plan, which is a component of the business strategy, describes the company's aim to become a high-performing learning organization with the right people in the right positions, and an aspiration to achieve a gender balance among people leaders, as described in S1-5 on page 111. *For more on diversity metrics, see S1-9 on page 114, work-life balance metrics in S1-15 on page 116, compensation metrics in S1-16 on page 116, gender balance in people leaders and the Employee Voice Survey in S1-ES on pages 117–118.*

S1-2 Processes for engaging with own workers and workers' representatives about impacts

Engagement with the Group's own workforce primarily takes place through:

- Unions, employee representatives and Occupational Health and Safety (OHS) committees.
- Employee surveys.
- Workplace Policy audits and Human Rights Impacts Assessments (HRIA).

The outcomes of this engagement feed into the identification and assessment of salient human rights impacts, as well as the Group's Double Materiality Assessment.

Unions, employee representatives and OHS committees

Unions and employee representatives meet regularly with local management for information sharing and discussions on plans for operations and topics that the representatives raise. > *For more information, see S1-8 on page 113.*

Dialogue between company representatives and internal and external unions is ongoing at Group, regional and local levels. Freedom of association and employee-management dialogue aim to maintain constructive relationships and ensure any potential conflict is dealt with responsibly by all parties and with respect for freedom of association and collective bargaining. Key principles are reinforced through training, dialogue with HR and the Group leadership, and among newly appointed senior leaders as part of their induction.

The Group's approach to labor relations is informed by an International Framework Agreement (IFA) with the Swedish trade unions IF Metall, Unionen and IndustriAll, which underlines its commitment to International Labour Organization conventions and common global standards. The IFA covers labor rights, including the right to form trade unions, the right to collective bargaining, non-discrimination and safety. The agreement is revised annually with the Electrolux Group Board union representatives – KFD (Koncernfacklig delegation), which is a committee consisting of the central union representatives at the Group headquarters. KFD meets senior management representatives such as the President & CEO, CFO, VP Labor Relations, and Head of Social Sustainability on topics such as updates on restructuring plans, feedback on business development, audit outcomes, HRIAs and the Speakup Line. Three of the union representatives are also members of the Board of Directors and participate in the Board meetings.

The Group also meets with external global union representatives from IndustriAll, which is a federation of unions, to discuss potential concerns and maintain constructive relations.

All manufacturing sites have OHS committees where managers, workers and worker representatives discuss risks and issues to drive continuous improvement as part of the Group's Safety Management System.

Employee surveys

Electrolux Group conducts an annual Group-wide employee survey – the Employee Voice Survey – which gathers employee feedback on a broad range of topics. This includes employee satisfaction, engagement with company strategy, equal opportunities, inclusion and discrimination, Code of Conduct, and trust in the Speakup Line. Both scores and comments are analyzed and feed into continuous improvement processes. This is complemented by ad hoc pulse surveys for selected parts of the organization when relevant.

Survey results are documented on a survey platform and the results are shared within each team to prompt dialogue on strengths and opportunities for improvement. People leaders are responsible for following up on the agreed actions. > *For more information on Employee Voice Survey results, see S1-ES on page 117.*

Workplace Policy audits and Human Rights Impacts Assessments

The implementation of the Workplace Policy is followed up by annual Workplace Policy audits at the Group's manufacturing sites, which include confidential interviews with employees. Audit findings are reported, and the manufacturing site management is responsible for developing action plans. The audits are also important for educating and reminding line managers of their responsibilities for making Workplace Policy alignment a part of their daily activities.

Local HRIAs are conducted according to risk prioritization, based on external risk indices for human rights, type of activities, and the performance of local businesses as measured by audits, the Speakup Line, Employee Voice Surveys, etc.

> For more information on the Speakup Line, see G1-ES on page 129 , and the Employee Voice Survey in S1-ES on page 117.

During HRIAs, engagement with a broad range of employees, sales representatives and managers at Electrolux Group, as well as worker representatives and credible proxies, is conducted through a series of roundtable discussions and individual interviews. Out-sourced and third-party employees are also included, such as brand ambassadors in retail stores, warehouse employees and drivers. The interviews are arranged to protect the confidentiality of employees and are conducted by internal specialists and third-party experts on human rights and corruption. The interview outcomes are documented in a consolidated format, without details relating back to individuals, but to their locations and global functions, as long this does not risk exposing their identity. These impact assessments are both broader — covering the Group operations and activities within a risk country — and more in depth than the audits, and typically one such assessment is conducted per year.

S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns

The following channels are available to the Group's own workforce to raise concerns and have them addressed:

- HR representatives.
- Union and employee representatives.
- Speakup Line.
- Workplace Policy audits and HRIAs.

Issues raised or reported through these channels, as well as through media, social media or the reporting of civil society organizations (CSO), are investigated promptly and with care.

The Group is committed to remediating where it has caused or contributed to a material negative impact on its workforce. Remediation measures are agreed and managed by the relevant part of the organization. In the event of suspected/alleged material negative impact, the Group conducts an investigation. Following this, the remedy is determined, as applicable. *> For more information, see S1-4 on page 109.*

HR representatives

All employees can raise issues relating to their employment, working conditions, wellbeing, treatment by colleagues or managers, and similar, with the Group's HR representatives. The handling of such concerns is done in accordance with Group and local HR procedures and the principles of integrity and respect for those involved.

Union and employee representatives

The Group engages in dialogue with union and employee representatives at local, regional and global levels. This is an important channel through which employees and trade unions can raise concerns and find solutions.

The European Works Council (EWC) is an information and consultation body that ensures that employees are involved in decisions related to transnational issues. Through the council, workers are informed by management on any significant decision at European level that can affect their employment or working conditions. The EWC has one annual plenary meeting and the steering committee meets on a quarterly basis.

Group grievance mechanism

Employees are encouraged to raise issues either with their immediate people leader or another people leader, people partner, legal, internal auditor, a relevant policy holder, business area or global function, or the Group Management. If none of these approaches feel appropriate or they wish to be anonymous, they can report their concern through the Group's Speakup Line. *For more information on the Speakup Line, see G1-ES on page 129, and S1-ES on page 117.*

Workplace Policy audits and HRIAs

During Workplace Policy audits and HRIAs, workers are interviewed directly and confidentially, which enables them to make their concerns and needs known. *> For more information on the Workplace Policy audits and HRIAs, see S1-2 on page 108.*

If the Group becomes aware of a potential severe impact on people, including its workforce or the environment, the case is escalated to the Ethics & Human Rights Steering Group and the relevant global function heads. The facts and circumstances are presented to the steering group, which decides on any immediate measures, whether further investigation is necessary, the composition of an investigation team, as well as if any external expertise or resources are required.

Upon a thorough investigation, the investigation team recommends appropriate actions to prevent, mitigate and/or remediate the negative impacts, which are then approved by the steering group and relevant global function heads. As applicable, this includes desired outcomes, actions, responsible persons, budgets and deadlines. *For more information on the Ethics & Human Rights Steering Group, see GOV-1 on page 70.*

S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches

Human rights impact assessments

Electrolux Group works to regularly identify and assess human rights impacts globally, in line with the UN Guiding Principles on Business and Human Rights, common practices for HRIAs, the Group Human Rights Directive and the newly launched Guideline on Human Rights Due Diligence. In 2025, a group level human right impact assessment was conducted in order to re-evaluate the Group's salient human rights issues. This included research covering external reports and risk indices, internal reports (from audits, local assessments, Speakup Line, engagement surveys), interviews with employees, internal experts and external stakeholders (unions, CSOs, investors, customers). The results confirmed the existing salient issues: Freedom of association, wages, working hours, health and safety, non-discrimination and equal opportunities, corruption and bribery, and (in the supply chain) child labor, forced labor and migrant workers. The actions to address these issues are described in this section, S2 and G1, and are all related to fulfillment of the Workplace Directive, the People Policy, the Anti-corruption Policy, the Human Rights Directive, and the targets for TCIR and female people leaders.

Additionally, HRIAs are conducted in high-risk countries where the Group has a high number of employees to identify and assess impact and potential impact relating to the Group's salient issues and specific local issues. The HRIA are conducted in line with the Guideline on Human Rights Due Diligence, and typically one such assessment takes place each year.

The Group maps its operations using independent external human rights indices. Historic audit results and industry risks also feed into the overall risk mapping. This forms the basis for the prioritization of countries for local HRIAs and risk screening for acquisitions, market entry and new partners.

High-risk areas include North America, Latin America, China, Southeast Asia and the Middle East.

In 2025, the Group conduct a HRIA focused to Brazil. The outcomes indicated no severe human rights impacts or risks, however action plans were established to handle some observations, for example relating to strengthening respect and equal treatment in the workplace, improving the management of working hours and workload, and advancing health and safety.

Workplace Policy audits

The Group assesses the sustainability topics, including impact on own workforce, across its manufacturing operations through Workplace Policy audits. The audits are also useful in enhancing the awareness and facilitating the sharing of best practices between manufacturing sites. As laid out by the Workplace Directive, the Group is committed to auditing all its manufacturing sites annually, to monitor alignment with the detailed requirements of the Workplace Directive.

The level of compliance is generally very high in the Group's manufacturing sites. The area with most non-conformities is health and safety, including findings related to the use of personal protective equipment, and poorly marked fire extinguishers. The category with the second most findings is that of working hours and overtime. The third category is environmental management, including findings such as unmarked or poorly contained chemicals and chemical waste. Findings are addressed by site representatives, with the use of Corrective Action Reports. The Group's Social Sustainability team follows up the actions to ensure continual improvement. The number of findings per category is presented in the table in S1-ES on page 117.

The Group does not see widespread or systemic material negative impacts such as child labor or forced labor in any of its operations.

For more information on audit results, read S1-ES on page 117.

Area of findings and actions

Area of finding	Actions taken/planned
Lacking/improper use of personal protective equipment.	Training and awareness sessions, enhanced signage
Fire extinguishers lacking signage	Enhance marking and information preventing recurrence.
Chemicals MSDS (Material Safety Data Sheet) not available at place of chemicals use	Ensure that MSDS are available and clearly visible at all places of handing and use of chemicals; train and inform.
Unmarked and poorly contained chemicals.	Ensure chemicals marking and containment, including secondary containment, is in accordance with the applicable Material Safety Data Sheet (MSDS).
Measured environmental noise levels exceed regulated limits	Evaluate, using external party, and implement measures to limit and contain environmental noise.
Some employees have worked at least seven consecutive days.	Review staffing and working schedules to ensure at least one day off in any seven consecutive days.
Some employees' working hours exceeded the maximum stipulated in the Workplace Policy.	Review staffing and working schedules to ensure that working hours and overtime hours are within the maximum stipulated.

Coverage of human rights assessments
The frequencies of human rights assessments are for the Group-level a minimum of every third year, local HRIAs the aim is one high risk country per year (subject to decision) and Workplace Policy audits at all factories every year. This means that 100% of own operations are assessed within this three year cycle. The proportion of operations (by headcount) where risks have been identified is 38%, based on country risk.

Human rights mitigation and remediation
All operations, own and suppliers, that have audit findings or HRIA results indicating risks/impacts are required to define a mitigating action plan for review and approval by the Social Sustainability team. These action plans are followed up by the team. In 2025, audit and assessment activities included 30 Electrolux sites and 319 supplier sites. Out of these, 20 of the Group's sites and 291 of the supplier sites had findings and subsequently developed mitigating action plans.

Freedom of association
During the year, the EWC representatives were trained in confidentiality and roles and responsibilities. The intention was to further strengthen the dialogue between employees and management representatives, in line with the Group's and the international unions' International Framework Agreement. Ongoing discussion was initiated following the new EU Works Council Directive to ensure appropriate adoption of the new provisions[2)].

In 2025, the approximately 2,700 eligible employees at the Juarez site voted for unionization and subsequently ratified a collective bargaining agreement.

Health and safety
Health and safety have long been top priorities and are a fundamental part of the Group's sustainability agenda, with clear targets and processes to ensure progress.

In 2025, the number of injuries decreased compared to 2024, reflecting an overall improvement in safety performance across the Group. The improvement was mainly driven by progress in Asia, the Middle East, and Latin America. Also, Europe logistics sites achieved a notable reduction in injuries, supported by the "Monthly Safety Focus" program, which addresses prioritized risk areas through monthly themes, dedicated checks, strong communication, and active operator involvement. Manufacturing sites in Asia and the Middle East also delivered particularly strong safety performance through enhanced focus, awareness initiatives, and improvements to working conditions.

Europe performance remained stable, Latin America demonstrated a strong improvement, while North America experienced an increase in injuries, mainly due to production volatility and challenges in maintaining consistent safety practices in some specific sites. To address this, the Group is prioritizing across all sites the launch of an enhanced Behavior-Based Safety program to further reinforce safety culture and proactive engagement of all workforce.

A notable achievement for the Group was the significant reduction in severe cases across all Business Areas. This reflects the Group's strong commitment and focused actions to prevent serious incidents, confirming the continued prioritization of safety as a core value across all operations.

In 2025, several key initiatives were implemented across the Group as part of a three-year strategic plan to address safety challenges and elevate organizational standards. Among these, the behavior-based safety program was enhanced with a new procedure designed to further promote safe workplace behaviors, with a focus on prevention rather than reaction.

Group safety guidelines and practices were also improved across logistics and material handling, including safety and ergonomic guidance for the design and use of trolleys and carts. In addition, a Group-wide guideline was developed to prevent slips, trips, and falls. Safety in maintenance activities was further reinforced through the adoption of the "Take 5" practice, which requires employees to briefly pause before starting a task to identify potential hazards and assess risks, plan safe steps, and reduce injuries.

In parallel, processes involving flammable gases were optimized through updated procedures, targeted training, and strengthened control measures, improving operational safety.

In the area of ergonomics, innovative digital tools are playing an increasingly important role. AI-based technologies developed by, or in collaboration with, external partners and startups, complement traditional evaluation methods by providing objective, rapid, and efficient ergonomic risk assessments. These advanced tools support regulatory compliance, accelerate analysis, and provide actionable insights to mitigate risks and optimize workstations and work cycles, ultimately helping to prevent musculoskeletal disorders.

>For more information, see S1-5 on page 111, S1-14 on page 116, and S1-ES on pages 117..

Employee wellbeing
The Group aims to ensure a motivated workforce by promoting care and minimizing negative impact on people. The Group's employee wellbeing program "Shape Your Wellbeing" is a broad, ongoing initiative which engages employees in various preventative and promotional wellbeing activities, and a broad range of benefits and workplace initiatives are offered. They vary across the locations and countries as they are tailored to local needs and what is already available through public systems. They cover for example stress management, health and wellness through availability of sports facilities, and flexible work, remote work and part-time arrangements where this is possible. Additional family-oriented benefits through the Group policy on paid parental leave for both primary and non-primary caregivers are provided, and in certain locations childcare benefits and lactation facilities. In certain countries the company provides paid leave for employees that need to take care of a close relative due to illness.
> Read more in S1-15 on page 116.

[2)] EU Directive 2009/38 – Establishment of a European Works Council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees

Inclusion efforts
The Group's efforts focus on building a fairer and a more inclusive workplace. In 2025 the following activities were delivered in line with this strategic direction:
- Launched a Global Inclusion Survey for all non-production employees. Almost half of the target population completed the survey, and the results reflect a strong inclusive climate and positive employee experience. The Group aims to further enhance this in 2026.
- A campaign on Inclusion was delivered through two short films (Show us your Greatness and Make Greatness the Standard) featuring employees from a variety of backgrounds and various parts of the business. The films sparked meaningful dialogue around fostering an inclusive workplace culture.
- An annual activity designed to improve corporate culture brought together nearly 1000 employees and leaders to learn, discuss and reflect on how leading inclusively is key to achieving better business and talent outcomes.
- Inclusion principles are embedded in the Manager@Electrolux Group course, which is the first step in the Group's leadership development initiatives for People Leaders. Throughout the course, leaders are prepared to manage different processes and tools that makes their day-to-day easier.
- Continued to offer several trainings to build the capacity of employees and leaders to demonstrate inclusivity. At the end of 2025, 51% eligible employees had completed the Group's main e-learning on this topic.
- Performed Gender pay reporting under the CSRD (see S1-16 on page 116)

In North America, the MOSAIC Employee Resource Group (ERG) expanded its reach by forming 6 new affinity groups under its MOSAIC umbrella, and throughout 2025 delivered several activities fostering a fair and inclusive corporate culture.

In Latin America, we took steps to promote employability among vulnerable groups, foster inclusive consumer experiences, and raise awareness about inclusion. Among these initiatives are:
- Conducted free Appliance Repair training for persons from vulnerable communities, which focused on appliance repair skills, promoting financial independence and increasing representation of such persons in technical fields.
- Involved People with Disabilities in the research phases of product development, ensuring more accessible solutions aligned with the needs of these consumers.
- Ongoing initiative to make the company's websites and digital platforms more accessible, with the addition of inclusive navigation and assistive tools for all audiences.
- Introduced a Sign Language Translation Platform (ICOM) for consumers and employees in Brazil, ensuring accessible communication for the deaf community.
- The 5 sub-committees (ERGs) organized events and campaigns to celebrate key dates and promote awareness of inclusion throughout the year.
- Internship and apprenticeship programs that among other objectives promoted career opportunities for young people from underrepresented and vulnerable groups.

The Group allocates dedicated human resources to its human rights due diligence activities and to drive improvements across its salient human rights issues. However, no significant investments were made during the year.

S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Proportion of female leaders
As part of its Policy commitment regarding inclusion, the Group has set an aspirational target for the proportion of female people leaders in its own workforce to be at least 40% by 2030.[3] People leaders are defined as those individuals that have one or more people directly reporting to them. The data is extracted from the HR data system.

This aspirational target was set based on benchmarking with peer companies and internal engagement throughout the People & Communications global function and in dialogue with the D&I employee resource groups across the Group. The data is extracted annually per December 31 from the Group HR data system. Progress is monitored through the Gender dashboard, which is reviewed regularly by the HR leadership team, as well as the Sustainability dashboard, which is reviewed quarterly by the Sustainability Board.

>For more information on the progress to the Proportion of female leaders target, see S1-ES on page 117.

Total Case Incident Rate (TCIR)
TCIR is a widely accepted measure to report workplace injuries across industries and is utilized by the Group to measure and monitor its safety performance. The Group is committed to reducing TCIR to 0.30 by 2030, compared with 0.69 in 2015. This target aligns with the commitment to provide all employees, non-employees and contractors with a safe and healthy working environment and taking appropriate actions to prevent and manage potential workplace accidents and illnesses, as outlined in the Group's Code of Conduct, Workplace Policy and Workplace Directive.

Although stakeholders were not directly involved in the target-setting process, a benchmarking review was conducted and is regularly performed with other domestic appliance companies to define and confirm that the target value is best in class. At the beginning of each year, annual and monthly intermediate 12-month rolling targets are established for each site, business area, and the entire Group. The 2025 target is 0.35. All targets are uploaded into the Group Safety database, where performance versus the target is automatically calculated. Monthly progress is monitored by both the Group and business area EHS teams.

For more information on the health and safety metrics, see S1-14 on page 116 and progress on the TCIR target in S1-ES on page 117.

ISO 45001 certification
Electrolux Group is committed to certify all its finished goods[4] manufacturing sites to the ISO 45001 occupational health and safety management standard by 2025. The baseline for this target is 45% of the sites certified in 2020. This target aligns with the Group's commitment to provide employees with a safe and healthy working environment and take appropriate action to prevent and manage potential workplace accidents and illnesses, as outlined in its Code of Conduct and Group Workplace Policy and Directive. Although stakeholders or workforce representatives were not directly involved in setting this target, ISO 45001 serves as a tangible demonstration to customers, suppliers, investors and employees of the company's prioritization of occupational health and safety.

To ensure accountability and monitor progress, annual certification targets are established and tracked monthly at both business area and Group level. *For more information on the health and safety metrics, see S1-14 on page 116 and on the progress to the ISO 45001 certification target in S1-ES on page 117.*

These targets are monitored and reported both by the respective group functions (People & Communications and Operations), and as part of the quarterly business review to the Board of Directors and the Business Areas. Performance and target fulfillment are part of the meetings with OHS committees and employee representatives. *For information and analysis of the performance versus the targets, see S1-4 on page 109 and S1-ES on page 117. For engagement with employee representatives and OHS committees, please see S1-2 on page 108.*

[3] Aspirational target that applies in countries where it is legally permissible and countries such as US are excluded. People related decisions are always based on skills and competence.
[4] The scope of this target has been clarified in 2025 to include the production of finished goods home appliances, excluding the dust bag manufacturing site Nygård, which is planned for certification in 2026

S1-6 Employee characteristics: Total number of employees, breakdown by gender and country, and employee turnover rates

The Group's workforce is mainly made up of permanent, full-time employees, with temporary contracts primarily used for factory-based production roles. No major workforce changes occurred during the reporting year.

Number of employees (headcount) by gender and by country
Electrolux Group discloses the number of employees based on the headcount of employees and the headcount by gender and country.

Methodology: Employee characteristics
The results are taken from the Group's global HR database that captures core HR processes such as talent acquisition, employee transfers, leave of absence and core compensation. The headcount is defined as the average headcount for 2025.

Headcount by gender in 2025

Gender	Number of employees (headcount)
Female	16,355
Male	24,550
Other	n/a
Not reported	11
Total	**40,917**

Headcount in countries with at least 50 employees in 2025

Country	Number of employees (headcount)
Brazil	7,489
United States of America	5,460
Poland	5,255
Italy	4,546
Mexico	3,585
Egypt	1,889
Thailand	1,748
Sweden	1,530
Germany	1,444
Chile	763
Argentina	642
Australia	732
Hungary	696
China	706
Romania	561
Switzerland	471
Malaysia	394
United Kingdom	316
Ukraine	282
Netherlands	230
Belgium	201
France	187
Colombia	185
Canada	142
Peru	148
Spain	102
Czechia	96
Singapore	71
Denmark	79
Indonesia	80
Ecuador	89
Austria	79
Vietnam	79
India	77
Finland	62
United Arab Emirates	51
Taiwan	54

The total number of employees by contract type and full time/ part time
Electrolux Group discloses headcount for permanent and temporary employees broken down by gender (male / female).

Headcount by contract type and gender in 2025

	Female	Male	Other*	Not disclosed	Total
Number of employees	16,355	24,550	1 n/a	11	40,917
Number of permanent employees	15,555	23,254	1 n/a	11	38,821
Number of temporary employees	800	1,297	n/a	n/a	2,097
Number of non-guaranteed hours employees	n/a	n/a	n/a	n/a	n/a
Number of full-time employees	15,511	24,274	1	11	39,796
Number of parttime employees	845	276	n/a	n/a	1,121

Headcount by contract and region in 2025

	Europe and Asia Pacific including Middle East and Africa	North America	Latin America	Total
Number of employees	22,389	9,211	9,318	40,917
Number of permanent employees	20,885	9,198	8,738	38,821
Number of temporary employees	1,504	13	580	2,097
Number of full-time employees	21,550	9,208	9,038	39,796
Number of parttime employees	839	3	279	1,121

Share of workforce for the ten largest nationalities (%)

Nationality	Share in total workforce
Brazil	18 %
Poland	11 %
Italy	10 %
Mexico	9 %
Egypt	5 %
Thailand	4 %
Germany	3 %
Ukraine	3 %
Sweden	2 %
China	2 %

The ten largest nationalities for people in leading positions (%)

Nationality	Share in people leading positions
Brazil	15 %
Italy	12 %
Poland	8 %
Egypt	6 %
Sweden	5 %
Germany	4 %
Mexico	4 %
Thailand	4 %
China	3 %
Argentina	2 %

Employee turnover

The Group reports employee turnover for the reporting period. During 2025, 6,308 (7,914) employees left the company, and the employee turnover was 15% (15%).

For the most relevant corresponding data points in the financial statement, please see Note 27 on page 168.

Methodology: Employee turnover
Turnover is the percentage calculated as the number of employees who left the company divided by the average headcount at the start of the reporting period (e.g. average headcount for 2025 will be the average of the full year, from January 2025 and including December 2025.. The data was provided by the global HR database.

Employee Turnover rate

Employee Turnover (%)	2025
All employees	15 %
Male	15 %
Female	16 %
< 30 years old	39 %
30–50 years old	12 %
> 50 years old	10 %
All management positions	9 %
Junior management positions	10 %
Senior management positions	7 %
Top management positions	7 %

S1-8 Collective bargaining coverage and social dialogue

The Group reports the proportion of employees that are covered by collective bargaining agreements. Electrolux Group is committed to respecting employees right to join or not join unions as well as their right to collective bargaining. These rights are part of the Code of Conduct and Workplace Policy and fully in line with international conventions. Employees in countries within the European Union where the Group's workforce exceeds 150 are represented in the European Works Council. *Please see S1-3 on page 109.*

Methodology: Collective bargaining and social dialogue
The percentage of employees covered by collective bargaining agreements is calculated using the following formula:

$$\frac{\text{Number of employees covered by collective bargaining agreements}}{\text{Number of employees}} \times 100$$

The percentage of employees covered by social dialogue is calculated using the following formula:

$$\frac{\text{Number of employees working in establishments with worker representatives}}{\text{Number of employees}} \times 100$$

Data on the number of employees covered by collective bargaining agreements and employee representation is collected through an annual survey. The survey is sent to the HR representatives in all countries with employees.
The data on number of employees per business location is extracted from the HR data system. The data is analyzed and validated by the VP Global Labor Relations, followed by the calculation of the percentage of employees covered. Countries with more than 50 employees are represented in the table. The totals include all countries with employees.

Collective bargaining is defined as all negotiations that take place between an employer, a group of employers or one or more employer organization. Alternatively, it can involve one or more trade union, or in their absence, the representatives of the workers duly elected and authorized by them in accordance with national laws and regulations. Collective bargaining can include:
i. determining working conditions and terms of employment; and/or
ii. regulating relations between employers and workers; and/or regulating relations between employers or their organizations and one or more worker organization.

Social dialogue, in this context, is defined as all types of negotiation, consultation or simply exchange of information between management representatives and worker representatives, on issues of common interest relating to economic and social policy.

Employees covered by collective bargaining agreements and social dialogue in 2025

	Collective bargaining coverage		Social dialogue	
Coverage rate	(EEA)	(non-EEA)	(EEA)	(non-EEA)
0–19%	Czech Republic Croatia	Canada Colombia Ecuador Egypt India Indonesia Peru Taiwan Thailand United Arab Emirates United States of America Switzerland United Kingdom	Czech Republic Croatia Denmark	Canada Colombia Ecuador Egypt India Indonesia Malaysia Peru Singapore Taiwan United Arab Emirates United States of America Vietnam Switzerland United Kingdom
20–39%				
40–59%		Australia		Australia
60–79%	Denmark	Argentina Mexico		Argentina Chile Mexico
80–100%	Sweden Belgium Finland France Germany Hungary Italy Netherlands Poland Romania Spain Austria	Brazil Chile Malaysia Singapore Vietnam Ukraine	Belgium Finland France Germany Hungary Italy Netherlands Poland Romania Spain Sweden Austria	Brazil Thailand Ukraine
Total	98%	50%	97%	51%
Total Group	68%		68%	

S1-9 Diversity metrics

The Group strives to create a diverse talent pool with balance between men and women and other indicators of diversity in its management teams. The Group records the distribution of employees by age group and the gender distribution of its top management. > *For more information, see S1-ES on page 117.*

Methodology: The distribution of employees by age group: under 30 years old; 30–50 years old; over 50 years old
The Group discloses the distribution of employees by age group for all regions where this is possible. Age is calculated based on employee date of birth and employees are grouped into different age groups.
The following formula is used to calculate the distribution of employees by age group:

$$\frac{\text{Number of employees in certain group (e.g. under 30 years old)}}{\text{Total number of employees}} \times 100$$

The data is provided by the HR data system and represents the headcount by December 31st each year.

Methodology: The gender distribution
The Group defines Group Management as the group of employees directly reporting to CEO, and Top Management as the group of employees directly reporting to Group Management members, excluding executive and personal assistants. Senior and junior management is defined based on the Group's job architecture.
The Group defines management positions in revenue-generating functions as employees with direct reports in the functions Sales, Consumer Care/Customer Care and Product Line.
The Group defines STEM related positions as employees in the functions Manufacturing, R&D, Quality, Supply Chain, Tech and Continuous Improvement.

The following formula is used for calculating gender distribution:

$$\frac{\text{Number of females in respective category}}{\text{Total number of employees in respective category}} \times 100$$

The data is provided by the global HR database and represents the headcount by December 31st each year.

Workforce breakdown by age in 2025

Employee group	% of FTEs	%HC
< 30 years old	14 %	14 %
30-50 years old	61 %	61 %
> 50 years old	25 %	26 %

Proportion of women in percentage at management level (%)

	2025	2024	2023
Proportion of women in all management positions (people leaders)	30 %	30 %	30 %
Proportion of women in junior management positions (people leaders)	31 %	32 %	32 %
Proportion of women in senior management positions (people leaders)	28 %	28 %	28 %
Proportion of women in Top Management positions	28 %	32 %	35 %
Proportion of women in management positions in revenue-generating functions	28 %	28 %	29 %
Proportion of women in STEM related positions	37 %	– %	– %

S1-10 Adequate wages

The Group is committed to providing adequate, fair, and competitive compensation across all operations. Wages, including benefits, shall equal or exceed the level required by applicable law and collective bargaining agreement. Electrolux Group is committed to benchmarking compensation levels of all employees against living wage estimates and to reviewing the salary structures to address identified discrepancies. An annual benchmark against the statutory minimum wages, collective agreements and living wage estimates provided by the independent non-profit organization WageIndicator is conducted. In locations where the living wage benchmark provided by WageIndicator exceeds the legal minimum and/or collective agreements, the Group uses this benchmark as an estimate of an adequate wage. In cases where a discrepancy is identified between actual compensation and the applicable living wage benchmark, the Group investigates both the underlying data and the individual circumstances. If the review concludes that corrective action is appropriate, the Group acts accordingly to address the issue. Additionally, and as stated in the Workplace Policy, local entities should define the wage levels with consideration for the cost of meeting basic needs of workers and their families. The Group Compensation Directive outlines a transparent framework for base salary, incentives, and benefits, ensuring competitiveness and fairness across regions.

Methodology: Adequate wages
The wage calculation includes the basic wage plus fixed additional payments that are guaranteed. Employees in each country where the company has operations are included in the benchmark, except interns and apprentices.
To define the adequate wage benchmark, the Group relies on the higher of either: statutory minimum wages, minimum wages set by collective bargaining agreements, or the living wage benchmark provided by a global independent non-profit organization WageIndicator. WageIndicator's methodology is based on the (internationally recognized) Anker methodology, which is aligned with the International Labour Organization's principles for living wage estimation. WageIndicator's regional market data is updated four times a year, which allows for a quarterly comparison of current wage levels against the living wage benchmark.

The methodology is based on WageIndicator's benchmarks for a "typical family" and the "lower bound of the range":

- A typical family is composed of one adult working 100% of normal working hours, with a partner working hours based on the national labor participation rate and with a number of children based on the national fertility rate. The combined wage of both working family members is considered.
- The lower bound of the range reflects what should be paid to afford at least a modest yet decent life.

For this analysis, the Group refers to:

- 2025 annual average data from the WageIndicator database as a benchmark (according to WageIndicator the so-called Guidance estimate).
- Internal wage data extracted from the HR system on October 1 with additional validation for the other guaranteed payment.

For more information on WageIndicator methodology on living wages, see wageindicator.org.

Adequate wages outcomes in 2025
According to WageIndicator data, as of October 2025, the statutory minimum wages exceed living wage for a "typical family" in the "lower bound range" in 18 out of 53 countries where the Group has operations, and a statutory minimum wage is defined. Based on an analysis made in October 2025[5], and the adjustments taken place in that month, Electrolux Group has no employees below the adequate wage as defined by the CSRD, or the defined Living Wage according to the methodology above.

S1-13 Training and skills development

Electrolux Group invests in continuous learning and development to ensure employees' growth, continued upskilling and employability, and support them through transitions. The Group is committed to creating a sustainable work environment with opportunities to grow their careers, develop, innovate, learn new skills and adapt. Learning and development initiatives include for example global leadership programs, access to digital content libraries, mentoring opportunities and coaching programs.

Methodology: Average number of training hours
The average number of training hours per employee is calculated based on data collected from the Group's talent management and learning platforms (TalentONE, Pluralsight and Proofpoint) for non-production employees, and by using estimations for production employees. The data is collected by gender to allow reporting of the gender breakdown.
The estimate for production employees is based on information from a selection of 9 production sites across the company and business areas. The average numbers of training hours per production employee at these sites are extrapolated within each business area, then multiplied by the number of production employees in the respective business area. The sum of the non-production employees' number of training hours and the production employees' number of training hours is then divided by the total number of employees (production and non-production).

For non-production employees, the performance management is anchored in an annual Year-End Review process, designed to align individual contributions with business outcomes and foster continuous development. This structured conversation between leaders and team members evaluates three key areas: achievement of objectives, demonstration of enabling behaviors, and progress in personal development. The process reflects a management by objectives approach, ensuring that performance is assessed not only on results but also on how those results were achieved. Leaders and employees also use the review to set clear priorities for the year ahead, enabling a fast and focused start in January. 360-degree feedback is also used to provide a broader perspective on leadership behaviors and development needs. While the current system is individual-based, it includes leader calibration to promote fairness and consistency across teams.

Methodology: Percentage of employees that participated in regular performance and career development reviews
This metric is calculated based on data collected from the Group's talent management platform (TalentONE) for non-production employees, and by using estimations for production employees. The data is collected by gender to allow reporting of the gender breakdown.
The estimate for production employees is based on information from a selection of 9 production sites across the company and business areas. The percentages of production employee that participated in performance and development reviews at these sites are extrapolated within each business area, then multiplied by the number of production employees in the respective business area.
The sum of the numbers of non-production employees and production employees that participated in performance and development reviews is then divided by the total number of employees (production and non-production).

Training and skills development outcomes in 2025
The estimated average number of hours of training per employee was 6.9 during the year. For women, it was 5.3 hours and for men, 7.9 hours. The estimated percentage of employees covered by performance and development reviews was 67%. 66% of female employees and 68% male received such reviews.

[5] Certain elements of the cost of living included in WageIndicator benchmark data for Egypt are currently under review. Therefore, the benchmark for this country is based on the legal minimum wage in 2025

S1-14 Health and safety metrics

Electrolux Group strives to be an industry leader in terms of health and safety best practice and performance.

All work-related injuries, work-related ill health (excluding work-related mental illness) and fatalities are tracked for all employees assigned to or located at manufacturing sites, warehouses, and regional headquarters, and contractors conducting activities at these locations. They are thoroughly investigated and recorded, either locally or within the respective business area reporting systems, and subsequently reported in the Group Safety database according to Group safety guidelines.

Methodology: Rate of work-related accidents for own workforce
The rate of work-related injuries for the Group's own workforce is calculated as follows:

$$\frac{\text{Number of recordable work-related injuries for the Group's own workforce}}{\text{Total number of hours worked by the Group's own workforce}} \times 1{,}000{,}000$$

The number of total hours worked relates to employees assigned to or located at manufacturing sites, warehouses and regional headquarters[8]

This rate therefore represents the number of respective work-related injuries for the Group's own workforce per one million hours worked. A rate based on 1,000,000 hours worked indicates the number of work-related injuries per 500 full-time people in the workforce over a one-year timeframe.

Worked hours are reported monthly in the Group Safety database. If the site systems do not provide worked hours data, estimates are used to ensure complete and accurate reporting as defined by the Group guidelines.

Data entered into the Group database undergoes review and control by both the business area and Group EHS teams.

In 2025, 100% of employees assigned to or located at manufacturing sites and warehouses were covered by a health and safety management system. This coverage also extends to contractors conducting activities at these locations.

Work-related injuries, ill-health & fatalities for own workforce

	2025	2024	2023
Recordable injuries [6) 7)]	103	124	116
Rate (per 1,000,000 hours worked)[8)]	1.57	1.86	1.69
Ill-health cases	2	0	2
Days lost due to recordable injuries and ill-health cases[9)]	3018	3224	3340
Fatalities	0	0	0

Additionally, in 2025, 0 (0) fatalities were recorded among contractors conducting activities at manufacturing sites, warehouses, and regional headquarters.

S1-15 Work-life balance metrics

Parental leave

Electrolux Group is committed to its Parental Leave Policy. All 40,917 Group employees have access to parental leave, either through a global Minimum Parental Leave Policy, or as provided by the public system in their respective countries. All mothers and fathers, same sex parents, parents to adopted children or through surrogacy, are covered by the Group Parental Leave Policy. The policy provides a minimum of four weeks paid leave and, in many countries, enhances the existing local statutory offerings provided by the public system.

During 2025, a total number of 1723 employees took parental leave, which is 4.2% of all employees. Out of the employees who took parental leave, 52% were women and 48% were men.

Carers' leave

In 2025, 79% of the Groups' employees were entitled to take carers' leave.

Methodology: Parental leave and carers' leave
The data includes all employees and all types of parental and carers' leave — including both benefits from the Group's policy and state/public benefits. Parental leave data is provided by the payroll systems and headcount data is provided by the HR data system. For carers' leave, only entitlement data is collected in 2025, also provided through the payroll systems.

S1-16 Compensation metrics (pay gap and total compensation)

To ensure a fair and competitive compensation, Electrolux Group uses data-driven insights and industry benchmarks. The Group's pay decisions consider factors such as job profile, performance, and location-specific market data.

The Group's aim is to take a holistic approach in preventing and addressing pay inequities, including examining its hiring and promotion practices, offering flexible work arrangements, and providing equal pay for equal work regardless of gender or other characteristics.

Methodology: Gender pay gap
The Group discloses the gender pay gap based on gross base contractual pay, including variable pay (calculated at mid-point value) and calculated as an hourly rate. The calculation does not include additional benefits such as medical benefits, pension, disability and company cars. The data is extracted from the HR data system on October 1 every year, and the currency rates of the date of the data extraction are used for the calculation.

The pay gap is disclosed as a percentage according to the following calculation:

$$\frac{\text{Hourly average gross base pay and variable pay at target of male employees} - \text{Hourly average gross base pay and variable pay at target of female employees}}{\text{Hourly average gross base pay and variable pay at target of male employees}} \times 100$$

Gender pay gap outcomes in 2025

At Electrolux Group, the overall unadjusted gender pay gap for 2025 is 12%. This percentage is mainly influenced by a lower representation of women in senior level roles across the organization. This distribution leads to higher average salaries for men compared to women. The same difference is present in the variable pay, as the short-term incentives and long-term incentives are tied to the base pay and represent a larger share of the compensation for senior leaders.

The Group is committed to increasing female representation in senior leadership, which will reduce the pay gap. The Group's aspirational target for the next coming four years is to raise the proportion of women among people leaders from the current 30.3% to 40%[10)].

Methodology: Total remuneration ratio
The Group discloses the total remuneration ratio based on gross base contractual pay, including variable pay (calculated at target) and calculated as the annual gross base pay. The calculation does not include additional benefits such as medical benefits, pension, disability and company cars. The data is extracted from the HR data system on October 1 every year, and the currency rates at the date of the data extraction are used for the calculation.

The total remuneration ratio is disclosed as a ratio according to the following calculation:

$$\frac{\text{Annual gross base pay and variable pay at target of the highest paid employee}}{\text{The median of the annual gross base pay and variable pay at target of all employees (excluding the highest paid employee)}}$$

Compensation ratio outcomes in 2025

At Electrolux Group, the 2025 total remuneration ratio to the median stands at 98:1.

Electrolux Group is a manufacturing company where 59% of its employees work in production. The Group's employees are located across 53 countries with different cost of living and various labor market dynamics, which is reflected in its median employee compensation level.

S1-17 Incidents, complaints and severe human rights impacts

In 2025, there were 77 incidents reported via the Group Speakup Line relating to discrimination and harassment and 102 incidents of other work-related incidents, in relation to the own workforce. No material fines, penalties and compensation for damages for work-related incidents, including incidents of discrimination and harassment, were paid.

> For more information about the Speakup Line, see S1-3 on page 109 and G1-ES on page 129.

In 2025, there were no cases of severe human right impacts reported, nor any complaints made to the National Contact Point relating to the OECD Guidelines. Hence, during 2025, there were no fines, penalties and compensation for severe human rights issues and incidents related to the Group's own workforce.

Methodology: Incidents, complaints and severe human rights impacts
Information on incidents, complaints and severe human rights impacts is collated through an annual survey to local and country HR representatives and through reports via the Group Speakup Line. A financial materiality threshold of 1 mSEK per individual fine, penalty and compensation is applied.

6) The 2024 number of recordable injuries for own workforce was restated to include one additional injury that was confirmed as a recordable case after the end of the reporting period.
7) The 2023 number of recordable injuries for own workforce was restated to exclude the 2 ill-health cases.
8) The 2023 and 2024 number of hours worked used to calculate the rate of work-related accidents for the own workforce has been revised. Under the previous methodology, own workforce and contractor hours were combined; the 2025 reporting approach allows a retroactive estimate including only own workforce hours (estimated at 90% of total hours for 2023 and 2024)
9) The 2024 number of days lost due to recordable injuries and ill-health cases was restated to include additional lost days confirmed after the end of the reporting period, as the final duration of absence for certain recordable cases was determined later based on return-to-work dates occurring after year-end.
10) This is an aspirational target that applies in countries where it is legally permissible, and countries such as the US are excluded. People related decisions are always based on skills and competence.

S1-ES Entity-specific metrics

Total Case Incident Rate (TCIR)

In 2025, there were a total 119 (138)[11] recordable cases of work-related injuries and illnesses for all employees assigned to or located at the Group's manufacturing sites, warehouses and regional headquarters, including contractors conducting activities at these locations.

The TCIR was 0.33 (0.37) compared to the interim target of 0.35 by 2025, and the target of 0.30 by 2030.

In 2025 the number of injuries decreased compared to 2024, reflecting an overall improvement in safety performance across the Group. The improvement was mainly driven by progress in Asia, the Middle East, and Latin America. Also, Europe logistics sites achieved a notable reduction in injuries, supported by the "Monthly Safety Focus" program, which addresses prioritized risk areas through monthly themes, dedicated checks, strong communication, and active operator involvement. Manufacturing sites in Asia and the Middle East also delivered particularly strong safety performance through enhanced focus, awareness initiatives, and improvements to working conditions.

Europe performance remained stable, Latin America demonstrated a strong improvement, while North America experienced an increase in injuries, mainly due to production volatility and challenges in maintaining consistent safety practices in some specific sites. To address this, the Group is prioritizing across all sites the launch of an enhanced Behavior-Based Safety program to further reinforce safety culture and proactive engagement of all workforce.

A notable achievement for the Group was the significant reduction in severe cases across all Business Areas, which fell from 43 to 27. This reflects the Group's strong commitment and focused actions to prevent serious incidents, confirming the continued prioritization of safety as a core value across all operations.

Methodology: TCIR
TCIR is a widely accepted measure to report workplace injuries across industries and is utilized by the Group to measure and monitor its safety performance. The calculation is as follows:

$$\frac{\text{Total number of recordable cases of work-related injuries and illnesses}}{\text{Total number of hours worked}} \times 200{,}000$$

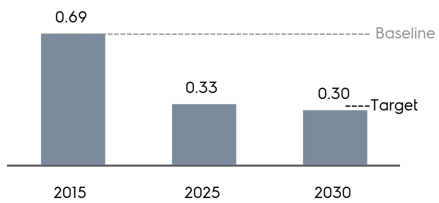
TCIR is calculated over a 12-month rolling period and provides a normalized incident rate, which allows the consistent comparison and monitoring of safety performance. The calculation encompasses:

- The total number of work-related injuries and illnesses (excluding work-related mental illness) for all employees assigned to or located at manufacturing sites, warehouses and regional headquarters, as well as contractors conducting activities at these locations.
- The total number of worked hours for the same group, excluding the worked hours of the following contractors in accordance with the Group Safety Guidelines: truck drivers (products/waste), janitorial services staff (cleaning/waste disposal), gardening services staff, consultants, canteen/restaurant staff, construction and demolition workers, and visitors.

The multiplier of 200,000 is a standardizing factor that represents 100 full-time equivalent employees based on a 40-hour work week and 50 weeks per year.

Total Case Incident Rate	2025	2024	2023
TCIR	0.33	0.37	0.35

Target on TCIR



Lost-Time Injury Frequency Rate (LTIFR) Employees & Contractors

LTIFR	2025	2024	2023
LTIFR (total)	1.26	1.41	1.18
LTIFR (employees)[12]	1.22	1.44	1.23
LTIFR (contractors)[12]	1.64	1.08	0.79

Methodology: LTIFR
LTIFR represents the frequency of work-related injuries or illnesses that result in days away from work (lost time cases) per one million hours worked. LTIFR is calculated as:

$$\frac{\text{Total number of recordable cases of work-related injuries and illnesses that resulted in lost time}}{\text{Total number of hours worked}} \times 1{,}000{,}000$$

A lost time injury is an incident that results in an employee or contractor being unable to perform their regular work duties for at least one full workday after the incident.

LTIFR is calculated over a 12-month rolling period and the calculation encompasses:

- The total number of work-related injuries and illnesses (excluding work-related mental illness) for all employees assigned to or located at manufacturing sites, warehouses and regional headquarters, as well as contractors conducting activities at these locations.
- The total number of worked hours for the same group
- The following contractors are not included in the calculation: truck drivers (products/waste), janitorial services staff (cleaning/waste disposal), gardening services staff, consultants, canteen/restaurant staff, construction and demolition workers, and visitors.

The value is also split between employees and contractors.

Gender balance among people leaders

The chart "Target share of women leaders" presents the progress on the proportion of female people leaders from December 31, 2021, until December 31, 2025.

At year end, there were 1,142 (1,181) female people leaders in the Group, compared with a total of 3,774 (3,904) people leaders. This means that 30.3% (30.3%) of the Group's people leaders were women at the end of 2025. *For more information about the Group's diversity metrics, see S1-9 on page 114.*

Since 2021, the proportion of female people leaders has increased from 28.3% to 30.3% representing a 2 percentage points increase in the past 4 years, with a slower pace of growth over the past 2 years. The Group will continue its effort in debiasing talent processes and ensuring fairness in talent decision making, ensuring qualified candidates, no matter gender or other characteristics, have the same leadership opportunities

Methodology: The gender distribution
The data is provided by the global HR database and represents the headcount by December 31, 2025.

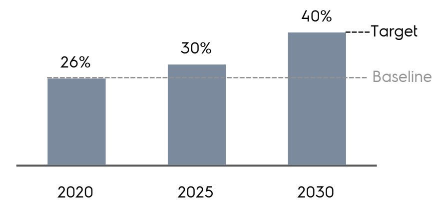
The following formula is used for calculating gender distribution:

$$\frac{\text{Number of females in respective category}}{\text{Total number of employees in respective category}} \times 100$$

Proportion of female people leaders

	2025	2024	2023	2022	2021
Proportion of female people leaders	30.3	30.3	30.2	29.5	28.3

Target on share of women leaders[13]
(%)

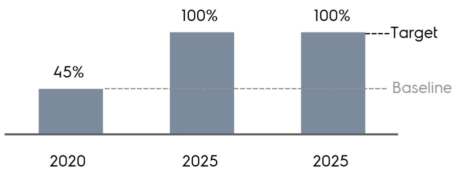


ISO 45001 certification

In 2025, two additional finished goods manufacturing sites certified their health and safety management systems according to ISO 45001, which meant that all of the 32[14] finished goods manufacturing sites were certified by the end of the year – meeting the 2025 target.

[11] The 2024 number of recordable injuries was restated to include one additional injury that was confirmed as a recordable case after the end of the reporting period.
[12] For 2023 and 2024, the LTIFR (employees) and LTIFR (contractors) are estimated by allocating 90% of total worked hours to employees and 10% to contractors. During those years, worked hours for employees and contractors were collected combined; the enhanced 2025 reporting methodology enables these estimates to be applied retroactively.
[13] This is an aspirational target that applies in countries where it is legally permissible, and countries such as the US are excluded. People related decisions are always based on skills and competence.
[14] The scope of this target has been clarified in 2025 to include the production of finished goods home appliances, excluding the dust bag manufacturing site Nygård, which is planned for certification in 2026.

Target on share of manufacturing sites certified to ISO 45001 (%)

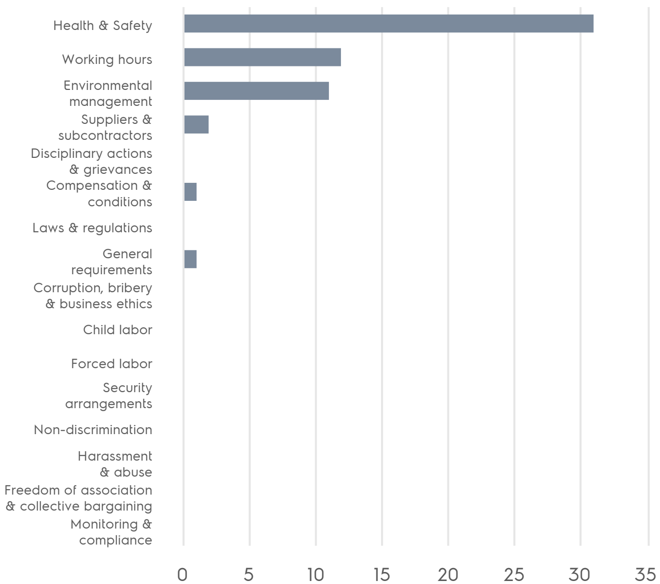


Workplace audit findings

In 2025, audits were conducted at 30 out of 32 of the Group's manufacturing sites[4)]. The table below presents the number of audit findings by chapter of the Workplace Policy. > *For more information, see S1-4 on pages 109.*

Methodology: Workplace audit findings
These audits are following up on the alignment with the requirements in the Group Workplace Directive.They are mostly performed by third-party auditors as well as the Group's Social Sustainability team. At selected sites with a high degree of audit maturity, self-audits are conducted at varied intervals, using trained and qualified internal auditors, alternating with audits performed by a third party. The audit results are uploaded in an audit summary file for analysis, grading, reporting and follow-up by the Social Sustainability team. Local management is responsible for establishing action plans to address the findings.

Number of Workplace Policy audit findings by chapter in 2025



Employee Voice Survey

The Employee Voice Survey evaluates engagement, leadership, organizational capabilities, and alignment with the Group's strategy and purpose. It also allows benchmarking against other high-performing organizations. The overall levels of the key indicators reported here have remained steady, with a slight improvement in the engagement score. The most significant positive changes are within employee wellbeing and sense of belonging. Employees express that they feel valued, supported, and connected within their immediate teams, expressing pride in working for the company, and acknowledging that the organization offers various well-being initiatives. Identified improvement areas are being actively addressed by people leaders and Group functions as part of the 2026 planning

Methodology: Employee Voice Survey
The survey is sent to all employees within the Group and is hosted on a platform provided by a third party that specializes in confidential employee surveys. It is based on 38 questions where employees are asked to score their perception on a five-step scale from "strongly disagree" to "strongly agree". The score for each question is the average of all responses converted into 1–100 scoring. Employees can also provide comments. To ensure respondent confidentiality, only the results of teams with five employees or more are reported to their people leaders. The people leaders are responsible for developing action plans to address improvement areas, in dialogue with their employees.

Employee Voice Survey Question	2025	2024	2023
Engagement index — The index is based on two questions: How happy are you working at Electrolux Group? I would recommend Electrolux Group as great place to work.	77	76	77
Satisfaction - How happy are you working at Electrolux Group?	78	77	77
Recommend - I would recommend Electrolux Group as a great place to work.	76	75	76
Purpose -The work that I do at Electrolux Group is meaningful to me.	81	81	81
Code of Conduct — I understand how I am expected to act in order to follow the Code of Conduct.	87	86	87
Speakup Line — I trust that the concerns reported through the Speakup Line are handled confidentially and fairly	76	76	77
Openness - I can openly express my thoughts, questions, and ideas without fear of negative consequences.	73	—	—
Non-discrimination — I work in an environment that is free from harassment and discrimination.	80	79	79
Equal opportunities — Regardless of background, everyone at Electrolux Group has an equal opportunity to succeed	68	67	68
Inclusion team — Our team has a climate in which diverse perspectives are valued.	76	76	76
Authenticity - I feel comfortable being myself at work.	81	—	—
Belonging — I feel a sense of belonging at Electrolux Group	78	76	77
Work life balance - I am able to successfully balance my work and personal life.	76	76	76
Well-being - Electrolux Group takes a genuine interest in employees' well-being.	72	70	71
Health & safety - We always seek and encourage actions that contribute to health and safety at work.	80	79	80
Participation rate	86 %	87 %	87 %

2025 HIGHLIGHTS

- 86 suppliers participated in training sessions delivered through a mix of digital platforms and face-to-face engagement across Mexico, Brazil, Thailand and Egypt.
- Conducted 5,462 confidential worker interviews during supplier audits, including vulnerable groups, to gain deeper insight into workplace conditions.
- Completed 426 supplier audits, comprising 294 full audits and 132 follow-up audits to monitor compliance and drive continuous improvement.

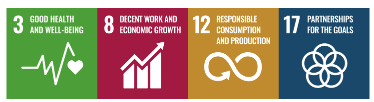
S2 Workers in the value chain

Electrolux Group takes its sustainability leadership agenda into the supply chain. The Group aims for 95% strategic suppliers[1] to be "approved" or "accepted low risk" according to the Supplier Workplace evaluation.

The Group works with suppliers so they can live up to its high expectations, no matter where they are located, and supports them in their transition to more sustainable practices. The Group's approach to workers in the value chain is part of its For the Better sustainability framework in terms of driving supply chain sustainability. The Group sets the same sustainability expectations on its suppliers as on its own operations.

The domestic appliance industry is dependent on complex value chains that can influence the Group's overall sustainability impact. As a company with sustainability leadership aspirations, Electrolux Group sees its suppliers as an extension of its own operations. First tier suppliers include suppliers of materials such as components, metals and plastics, and sourced products. Suppliers are expected to support the Group's sustainability agenda by actively working to improve their own performance in terms of their impact on people and the environment, and to cascade the same expectations to their own suppliers. In this way, the Group drives global value chain progress, enhancing both its own and worldwide supply chains.

The initiatives reported under this section support the United Nations Sustainable Development Goals number 3, 8, 12 and 17:



S2-1 Policies related to value chain workers

The Group Workplace Directive, which supports the Group Supplier Workplace Standard, contains detailed requirements and governs the Group's approach to S2 material topics, such as worker safety, as well as the prohibition of human trafficking, forced labor and child labor. Tier 1 suppliers are responsible to ensure their suppliers comply with the Group's Supplier Workplace Standard and Workplace Directive supported by training, risk assessments, and audit programs.

The Supplier Workplace audits are based on the Group Workplace Directive, which also applies to the Group's own operations. *> For more information on the policy, see S1-1 on page 108.*

The Group's Human Rights Directive is aligned with the UN Guiding Principles on Business and Human Rights and outlines procedures to identify, assess, prevent, mitigate and report harm to people that can be caused directly by the Group, or indirectly across the value chain.

The Group's social sustainability procedures define supplier-level risk identification and assessment, including engagement with value chain workers and remediation of adverse impacts. These are implemented through the Responsible Sourcing Program, led by the Social Sustainability team, and structured around four core activities:

- **Policy awareness and initial evaluations** to communicate policies, conduct initial social sustainability risk evaluations of prospective suppliers, and potentially conduct audits as part of the initial sourcing decision. Adherence with the Supplier Workplace Standard and Directive is part of the Group's supplier agreements.
- **Supplier screenings** are conducted annually and on a needs basis by the Social Sustainability team in collaboration with Procurement and Licensing. The process covers strategic and non-strategic suppliers, and uses internal and external criteria, such as business relevance, certifications, audit history, sector and governance risks, and sanctions screening—to guide audit prioritization and ensure alignment with responsible sourcing and sustainability goals.
- **Supplier evaluations and audits** guide formal sourcing decisions. Prioritized suppliers should be subject to an audit biennially or sooner if deemed higher risk by the Social Sustainability Manager with follow-ups as needed to drive improvement. Audits are carried out by internal experts or external auditors. This process involves reporting serious supplier non-compliances and addresses non-compliances through mandatory corrective actions, as well as beyond-compliance support activities such as capacity building. Disqualified and uncooperative suppliers are subject to an escalation process. Social sustainability data is also included in the regular formal performance monitoring of strategic suppliers.
- **Supplier capacity building** through online and in-person training.Training focuses on creating awareness of the Group's principles and on expanding knowledge of important sustainability topics among suppliers and the wider industry.

[1] Throughout this report, the term supplier refers to the production site responsible for manufacturing the supplied goods or components

Please see GOV-1 on page 70 for information relating to accountabilities for implementation of Group policies.

S2-2 Processes for engaging with value chain workers about impacts

The Social Sustainability team leads supply chain risk assessments and monitoring, including audits and follow-ups, in close collaboration with Procurement functions, suppliers and value chain workers to support compliance with the Group Supplier Workplace Standard and Workplace Directive. Oversight of the Responsible Sourcing Program is led by the CTSO and the CPO, who annually review progress, set priorities, and ensure alignment with standards and risk mitigation goals.

Global, category or business area Sourcing Boards are responsible for assessing current and prospective suppliers, and the directors within the Procurement function are responsible for ongoing compliance and performance, with support from the Group's Social Sustainability team and sustainability experts. As a rule, engagement with value chain workers occurs during Supplier Workplace audits at the suppliers of direct materials, finished goods and onsite services.

During the audits, the independent Social Sustainability team or external third-party auditors conduct confidential interviews directly with the suppliers' workers, as well as their representatives such as unions, and the representatives of Health and Safety committees. Depending on the risk profile of the region and the industry, the auditors prioritize interviewing vulnerable groups, such as migrants, women and disabled workers. In 2025, a total of 5,462 confidential worker interviews were conducted as part of these assessments.

The sample of interviewed workers should include the following categories: employees from different departments, men and women, long-term and new employees, apprentices (provided that local legislation permits apprentices can be interviewed without parental permission), trainees, foreign workers, workers from employment agencies, on-site contractors and on-site service providers. The minimum number of employee interviews varies between 5 and 12, depending on the size of the manufacturing site. The lead auditor may choose to conduct additional interviews as needed.

Effectiveness is verified through evidence reviews and follow-up audits. These processes ensure remediation of non-compliances and contribute to the Group's Double Materiality Assessment.

S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns

The Group offers two channels for value chain workers to raise concerns: Supplier Workplace audits and Group/supplier grievance mechanisms and suppliers are required to display the grievance channels in the local language, include them in onboarding, and ensure workers' awareness, which is assessed through interviews during audits.

Based on issues reported through these channels, as well as media, social media, or civil society organizations, the Group is committed to providing or contributing to remedies. If the Group has caused or contributed to a material negative impact, it will take appropriate action. Remediation measures are part of relevant action plans and are followed up by the Social Sustainability team.

The Group collaborates with suppliers to ensure they can live up to its high expectations and to drive and support their transition to more sustainable practices. Knowledge is shared by working together with both direct and indirect suppliers to strengthen relationships and improve sustainability performance throughout the value chain.

Particularly severe potential impacts identified during audits are labelled "zero-tolerance findings", which include indicators of child labor, forced labor, retention of worker documents, substandard living conditions and discrimination. Additionally, practices such as pregnancy testing, health-related inquiries unrelated to work and abusive behavior are considered unacceptable.

When a zero-tolerance case is identified, the following procedures are followed:

- Gathering of as much information as possible on the case.
- Immediately escalating the issue internally.
- Properly communicating with the supplier to ensure they understand the situation and have all the necessary information to develop a coherent action plan with deadlines.
- Follow-up of actions to ensure the finding has been addressed.

Each type of finding has a standard timeframe for closure - which can be adapted on a case by case basis - to ensure sustainable resolution and prevent recurrence.

Group grievance mechanism

The Group's grievance mechanism, the Speakup Line, is available for external reporters, including value chain workers. Additionally, the Group's Supplier Workplace Standard mandates that suppliers provide their own employee grievance channels, which is verified by the Group as part of the audits.

Read more about the Speakup Line in S1-3 on page 109 and in G1-ES on page 129.

S2-4 Taking action on material impacts on value chain workers, and approaches to mitigating material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions and approaches

Responsible Sourcing Program

The ambition of the Group's Responsible Sourcing Program is to enhance sustainability and working conditions across its suppliers, and mitigate any risks to their employees. The Group collaborates closely with suppliers and provides guidance and training to those new to the company's standards, which helps them to gradually align with the requirements. As new suppliers are on-boarded, they are guided through the improvement process.

Even when zero-tolerance cases are found, corrective action is supported to protect the affected workers rather than terminate business relationships. *Read more on how zero tolerance cases are handled in S2-3 on page 120.*

The program is centered on sharing best practices, fostering long-term improvements and driving meaningful change step by step. In rare instances where suppliers are unwilling to collaborate, the Group may phase them out. However, even with high-performing suppliers, the Group maintains regular follow-ups to ensure findings are addressed. The "Supplier Workplace evaluation" metric and target, described in S2-5 and S2-6, offer a snapshot of the status at year end. The Group continues to onboard new suppliers and drive continuous improvement across the supplier base, ensuring that progress is sustained.

Responsible sourcing assessments

The Social Sustainability team conducts supplier screenings, supplier workplace audits and evaluations as part of the Responsible Sourcing Program, including the follow-up and closure of findings. These processes are designed to identify and address material negative impacts on value chain workers, focusing on human rights, health and safety, environmental impact and ethical practices.

To ensure the effectiveness of the audit process, suppliers must submit a detailed corrective action plan within seven working days of the audit's completion. These plans must specify responsible individuals and implementation deadlines and the Social Sustainability team reviews the adequacy of proposed actions, monitors compliance and verifies evidence, either remotely or on-site, to confirm remediation. Follow-up audits may be conducted when necessary.

In 2025 the Group assessed 319 suppliers, with 291 identified as having substantial actual or potential negative impacts. All received corrective action plans, and none were terminated. Each of these suppliers was supported throughout the implementation process, ensuring alignment with the Group's requirements.

To evaluate the effectiveness of the Responsible Sourcing Program, the Group continuously works to increase the number of strategic suppliers achieving the grade "approved" or "accepted low risk" in the Supplier

Workplace Evaluation. > *Read more about targets in S2-5 on page 121, and supplier audit findings in S2-ES on page 121.*

Supplier trainings
In 2025, the Group continued using the digital learning platform Quizzr in Mexico, reaching 524 employees from 3 suppliers. Face-to-face trainings were also held in Brazil, Thailand and Egypt to reinforce expectations in the Group Workplace Directive. In Brazil, 44 suppliers participated — including 25 strategic and 19 non-strategic, covering direct materials and logistics. In Thailand, 12 suppliers took part and in Egypt 27 suppliers participated.

To prevent negative impacts on value chain workers, the Group also offers Supplier Workplace Standard online training to reach a wider audience among suppliers, internal and external auditors, and other internal stakeholders. This training includes a comprehensive explanation of each requirement of the standard and the importance of compliance to support the Group's sustainability work.

Conflict minerals and cobalt due diligence
Electrolux Group is committed to responsible sourcing of minerals and to preventing any contribution to conflict or adverse human rights impacts through our value chain. Minerals such as 3TG (tin, tantalum, tungsten and gold), as well as cobalt and mica, may originate from high-risk areas and our Conflict Minerals Policy aims to ensure these materials are sourced responsibly and do not finance conflict or involve forced labor.

To support this commitment, annual Conflict Minerals and Cobalt surveys are conducted to assess how first-tier suppliers implement due diligence throughout their value chain. Suppliers are expected to identify the presence of 3TG, cobalt and mica in their products, trace smelters or refiners, and share findings transparently. Electrolux Group leverages tools and resources from the Responsible Minerals Initiative (RMI) to evaluate smelter risk levels, confirm country of origin and provide training to suppliers. The Group's approach focuses on reducing the presence of non-conformant smelters in the value chain through a risk-based process, prioritizing certified smelters and implementing improvement plans where needed. > *For more information, see Conflict Minerals Report—Electrolux Group.*

Driving positive impact in the value chain
The Group seeks to create positive impact across its value chain by promoting responsible practices and better working conditions for thousands of workers through the Responsible Sourcing Program. In addition, the Group recognizes and celebrates suppliers that demonstrate strong sustainability performance through the Electrolux Group Supplier Awards.

To foster greater commitment, the Sustainable Supply Chain Finance Program was launched in Brazil in partnership with Itaú BBA linking suppliers' sustainability performance (measured through CDP scores and Responsible Sourcing Program assessments) with access to improved financial conditions..

These initiatives, along with capacity building, social audits and risk-based supplier screening are ongoing and form a core part of our strategy to drive social sustainability. The Group has a dedicated Social Sustainability team focused on these programs to continually improve practices and minimize any negative real or potential impact on workers in the value chain. Nevertheless, no significant investments towards actions were made during the year.

S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Supplier evaluation
By 2030, the Group's target is to ensure that 95% of strategic suppliers are "approved" or "accepted low risk" according to the Supplier Workplace evaluation, the target applies to the period 2021–2030. Suppliers are not approved for new business if they have open zero-tolerance cases or if they show poor audit performance with other indications that they are high risk and would require significant efforts to reach acceptable status.

The target promotes the Group's policy objectives of conducting business in a way that does not harm people, including indirectly through suppliers as defined in the Group Code of Conduct and the Group Workplace Directive. It also drives the effort to continuously support suppliers to adopt best practice and improve the working conditions for their employees. As one key commitment of suppliers is to cascade the same or similar requirements to their sub-suppliers, this expands the reach of the Group's high standards deeper into the supply chain.

The target was set in consultation with key internal stakeholders including the Social Sustainability team, Procurement and Product Sourcing. Value chain workers were not directly involved in setting the target. The target is relative and is calculated as a percentage.

Suppliers that are not in the "approved" or "accepted low risk" categories are evaluated as "accepted with restrictions" and must have a solid action plan in place with an approved timeline. Alternatively, they are temporarily accepted, but lined up for a full audit. The Social Sustainability team works systematically with the supplier base to identify improvement areas and support these suppliers to attain the status of "approved" or "accepted low risk" — and thereby reduce the proportion of suppliers with the evaluation grade "accepted with restrictions", "on hold" and "not approved".

For more information about the methodology and progress to the target, see S2-ES on pages 121.

S2-ES Entity-specific metrics

Supplier Screening
The Group follows a structured, internationally aligned approach to supplier screening, guided by the Supplier Workplace Standard and globally recognized standards. The screening focuses on human rights, working conditions, environmental compliance, business ethics and governance. The Group included 1563 tier-1 suppliers with 538 identified as strategically significant, representing around 74% of our total spend. This reflects our risk-based model and ensures sustainability is embedded throughout our value chain.

Supplier evaluation
In 2025, 89% of "strategic suppliers" were "approved" or "accepted low risk" based on the Supplier Workplace evaluation and audits. Compared to the 2021 base year, this represents an increase of 15 percentage points. *Read more about the target in S2-5 on page 121.*

Methodology: Supplier evaluation

Following risk screenings and audits by the Social Sustainability team, the supplier is assigned one of the following evaluation grades:
- Approved
- Accepted low risk
- Accepted with restriction
- On Hold
- Not Approved

The metric measures the percentage of strategic suppliers that are "approved" or "accepted low risk" according to the Supplier evaluation over the total number of strategic suppliers, at the end of the reporting year.
Grade "Approved" means either no findings, or a low number of non-critical findings were identified during the Supplier Workplace Standard audit, which they have an approved action plan in place for.

Grade "accepted low risk" can be provided to a supplier in two instances:
1. The supplier has not been audited, but the risk screening has identified that the supplier is
   a. located in a low-risk country based on external risk indices,
   b. active in a low-risk industry (determined following research conducted by the Social Sustainability team and the available external industry risk indices), and
   c. low risk based on publicly available information.
2. The supplier has been audited and received a limited number of findings, none with high criticality.

Grade "accepted with restriction" means either:
1. The supplier is committed to an action plan to address more critical audit findings with the objective of closing the findings as soon as possible. This action plan, including a clear timeline, is approved by the Social Sustainability team and promptly followed up to ensure the findings are closed, which results in the supplier being upgraded to "accepted low risk", or
2. The supplier has been subject to risk assessment but requires deeper analysis and is earmarked for an audit. The supplier can temporarily pass the Sourcing Board and be used for business, but the final outcome depends on the subsequent audit.

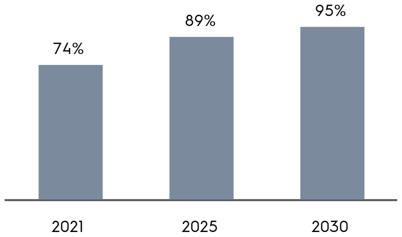
Grades "on hold" and "not approved" mean that the supplier had a high number of more critical findings, or one or more zero tolerance findings, and will not be approved by the Sourcing Board. In some cases, the grades can be based on risk factors identified without an audit.
"Findings" refers to non-observances of the Workplace Directive identified during an audit.
"Strategic suppliers" are defined as vendors that are crucial to the Group's core operations and long-term objectives. These suppliers typically represent between 70% and 80% of the Group's total spend and play a pivotal role in ensuring business cost competitiveness, innovation and overall process by delivering high-value, strategically important goods or service.

The metrics are calculated as follows:

$$\text{Supplier evaluation (\%)} = \frac{\text{Number of strategic suppliers with the grading "Approved" or "Accepted low risk"}}{\text{Total number of strategic suppliers which are either "Approved", "Accepted low risk", "Accepted with restrictions", "On Hold" or "Not Approved"}} \times 100$$

Progress is measured with the base year 2021 and the base value of 74%.[1]

Supplier evaluation target
Share of strategic suppliers that are "approved" or "accepted low risk" in the workplace evaluation (%)[2]



Supplier audit findings
In 2025, 426 (367)[2] audits were conducted, including 294 (248) full audits and 132 (118) follow-up audits with a mix of 322 onsite and 104 remote audits to ensure flexibility and rigor. Also 5 reports were issued under recognized schemes (*SMETA* and *RBA VAP*). Of the total audits 214 were performed by our internal independent auditor team, and 207 by third party audit firms.
Our methodology is based on Electrolux Group standards and international best practices, including ISO 19011:2018 to ensure audit quality.
The audit teams register their findings in the audit protocol, which is structured according to the chapters and requirements in the Workplace Directive. The findings have a set grading based on how critical they are.

A total of 17 (30) zero-tolerance findings were uncovered in 2025. These were related to the following situations: absence of business license to operate, requests for written manager approval for workers to leave premises, retention of passports and work permits, discrimination and inconsistent records. Although serious in nature, such issues are quickly addressed by escalating them within relevant suppliers, ensuring appropriate remediating action plans, and conducting follow-up activities to ensure closure.

The table summarizes the main types of impacts/findings in 2025 and examples of what actions the suppliers committed to implement, in order to address the findings.

[2] 2024 data was restated to include 1 audit completed during the year that was not captured.
[1] Baseline year data was restated to correct the percentage related to 2021. Previous base year data was 66%

Main audit findings and actions as part of the Supplier Workplace audits in 2025

	Electrolux Group Workplace Directive Chapter	Area of findings - examples	Impact / potential Impact	Number of Findings	Actions
1	**General requirements**	Code of conduct not available to workers	Risk of unethical practices and labor rights violations.	50	Localize and display code; provide orientation
		Absence of grievance channel for employees	Unreported violations and rising harassment cases		Set up anonymous grievance channels
		No responsible person for code of conduct implementation	Lack of control and monitoring of ethical practices.		Appoint compliance officer with written duties
2	**Laws and regulations**	Outdated business license	Fines and potential operational shutdown	33	Create compliance calendar for license renewals
		No process for regular legal updates	Legal non-compliance and risk of sanctions		Implement legal monitoring and updates
		Building occupancy is larger than authorized in license	Regulatory penalties and safety risks		Update license to match actual capacity
3	**Suppliers and subcontractors**	Code of conduct is not communicated to suppliers	Risk of illegal practices in the supply chain	39	Include code in onboarding; require sign-off
		Supplier code does not cover all requirements	Non-compliance with international requirements		Update supplier code to global standards
		No procedure to ensure conflict-free mineral sourcing	Risk of indirect involvement in conflict financing		Require minerals declarations
4	**Corruption, bribery and business ethnics**	No anti-corruption or anti-bribery policy	Vulnerability to bribery and fraud	17	Develop and communicate an anti-corruption policy
		No trainings on anti-corruption and anti-bribery policies	Lack of awareness, increasing risk of illicit practices		Adopt and share anti-corruption policy
5	**Child labor**	No policy to prevent child labor	Severe violation of human rights	15	Adopt child labor prevention policy
		No measures to prevent child labor	Risk of child exploitation		Verify age during hiring; keep records
		Juvenile employees were not registered	Legal non-compliance and risk of sanctions		Register juvenile workers and document
6	**Forced labor**	Restriction of movement - gate pass required to leave premises	Conditions similar to forced labor	19	Allow free movement during breaks
		Workers' personal documents retained	Violation of personal freedom		Ban retention of personal documents
		Employees required to pay for uniforms	Abusive and exploitative practice		Provide uniforms or deduct with consent
7	**Security arrangements**	No human rights clauses in security contract	Risk of abuse by security personnel	15	Add human rights clauses; train security
		No content or training related to human rights	Lack of prevention against rights violations		Provide human rights training
		No procedure for reporting security incidents	Ineffective response to critical situations		Establish security incident reporting
8	**Worker health and safety**	Internal workplace conditions (lighting, noise, heat)	Risk of occupational illnesses	989	Assess risks and apply corrections
		PPE is not provided or not properly used	Increased risk of accidents and injuries		Provide PPE and usage training
		No occupational health checks as required by law	Health risks for workers		Schedule health checks and record
		Insufficient, poorly marked, or obstructed emergency exits	Risk of fatalities during emergencies		Ensure exits and run drills
9	**Non-discrimination**	No procedure to avoid discrimination in the facility	Unfair work environment and legal actions	13	Adopt anti-discrimination policy and training
		Job ad limits applicants to men aged 24–30	Gender and age discrimination		Ensure job ads promote equal opportunity
		Pregnancy bias in recruitment and testing	Violation of rights and legal risk		Ban pregnancy tests; train HR
10	**Harassment and abuse**	No procedure to avoid harassment and abuse in the facility	Unsafe work environment and increased cases of abuse	8	Adopt anti-harassment policy and reporting
11	**Disciplinary actions and grievances**	No procedure for disciplinary action	Arbitrary application of penalties	16	Create fair disciplinary process
		Monetary fines used as discipline	Illegal and exploitative practice		Replace fines with corrective measures
		Written public warning system	Humiliation and psychological impact		Use private, documented warnings
12	**Working hours**	Not all workers are provided with one rest day in seven	Risk of fatigue and accidents	467	Align schedules with rest laws
		Work week exceeds 60 hours	Health risks and legal non-compliance		Track hours and enforce limits
		Inconsistent attendance records	Lack of control over working hours		Install accurate timekeeping
13	**Compensation and employment conditions**	No written hiring procedure	Risk of irregular hiring practices	311	Document and share hiring process
		Pre-employment health exams charged to subcontractors	Abusive and illegal practice		Cover health checks or remove requirement
		Absence of labor contracts for all employees	Violation of labor laws		Provide written contracts
14	**Freedom of Association and collective bargaining**	Right to collective bargaining not respected	Lack of worker representation	27	Enable engagement
		Legally required workers' welfare committee absent	No communication channel for social improvements		Activate welfare committee with meetings

Electrolux Group Workplace Directive Chapter		Area of findings - examples	Impact / potential Impact	Number of Findings	Actions
15	**Environmental governance and procedures**	Outdated environmental license	Fines and risk of operational suspension	312	Track and renew licenses
		Lack of Environmental Aspects and Impacts Assessment (EAIA)	Lack of control over environmental impacts		Perform annual EAIA updates
		Lack of environmental objectives and goals	No continuous environmental improvement		Set and track environmental targets
16	**Monitoring and compliances**	No annual Supplier Workplace Standard assessment	Risk of unmonitored indirect impacts	30	Conduct yearly audits and record
		No access to audit process or documentation	Lack of transparency		Train staff and ensure audit compliance

Health, safety, and environmental governance remain the areas with the most findings, largely due to extensive requirements. Deviations in working hours, compensation, and benefits policies are also frequent

For more information on how risks and impacts in the supply chain are addressed, see S2-4 on page 120.

2025 HIGHLIGHTS

- Revision and update of Group Product Quality Framework
- Launch of Group Product Safety Directive
- Rollout of Product Liability Claims Handling Guideline at Group level

S4 Consumers and end-users

The Group's approach to product safety is global and covers all its product categories. It strives to go beyond regulatory compliance.

Electrolux Group always considers product safety during the design process to eliminate unreasonable and foreseeable risks of injury from the intended uses of its products. The Group will also protect people and the environment by managing the chemicals in its products carefully and continuing to replace those that cause concern. In this respect product safety is aligned to For the Better 2030 sustainability framework in terms of the Goal "Eliminate harmful materials" in the Better Solutions Pillar. Read more about how the Group works to eliminate harmful materials in E2 on page 95.

Manufacturers of domestic appliances have a responsibility to ensure their products are safe – not only for consumers and end-users, but also others who encounter the appliances during their lifespan. As a minimum, the Group's appliances should meet all relevant product safety legislation in the markets in which they are sold to avoid harm to people and the environment. This includes guidance on use, maintenance and safe disposal at the end-of-life of the appliance.

The initiatives reported under this section support the United Nations Sustainable Development Goals number 3, 8, 10, 12 and 17:

S4-1 Policies related to consumers and end-users

The Electrolux **Group Code of Conduct** communicates our values and what we stand for; it sets clear expectations for ethical business, demanding accountability in product quality, safety, and social responsibility. *Read more about it in GOV-1 on page 70.*

The **Group Product Quality Policy** emphasizes that quality is an integral part of the Group's way of doing business and provides guidance on how to deliver products and services that are safe, compliant and preferred by our customers and consumers. To support this ambition, the **Group Product Safety Directive** has been introduced in 2025 and sets the framework to ensure all products meet the highest safety and compliance standards globally such as applicable IEC, ISO or UL standards.

The Group Risk Directive objectives are to preserve and create value through risk optimization and the protection of human welfare.

The most senior managers responsible for ensuring implementation of the Product Quality Policy, the Product Safety Directive and the Risk Directive are the Chief Technology and Sustainability Officer, the VP Product Technology and Group Quality and the Head of Risk Management respectively, together with the Heads of the business areas and Heads of global product lines.

S4-2 Processes for engaging with consumers and end-users about impacts

The Electrolux Group prioritizes consumer safety, satisfaction, and feedback to uphold the highest standards of product quality and safety. The Group has established channels for consumers and end-users to engage on matters related to products, services and product safety concerns. Each business area has online resources for consumers and end-users to retrieve information and communicate about their products, and services can be ordered and queries raised through business area support centers. The Group's retail customers have similar channels, and the Group has contractual rights to receive relevant information from its retailers regarding product safety issues or malfunctions. Product safety assessments are carried out to mitigate safety issues and/or alleviate any negative impacts for consumers and end-users. The Group continuously monitors and analyses consumer complaints, warranty claims, and survey feedback to drive improvements in product design, materials, safety testing and customer support. This is an ongoing process that applies to every new development and to the continuous improvement of existing products. Safety recall information is communicated transparently, supported by accessible customer service channels. All products are accompanied by clear user manuals and safety instructions, reinforcing our commitment to responsible product use and consumer well-being.

General processes in the R&D phase of product development

During product development, the focus is on improving the performance of the Group's products by striving to increase the satisfaction of consumers and end-users. Product safety is a core requirement ensured through rigorous compliance testing, detailed risk assessments of design and technologies and validation of adherence to applicable regulations as well as international and regional standards. Our goal is to ensure that products are designed, manufactured, and tested to meet stringent safety expectations across their entire lifecycle and for all user groups.

The Group interacts with consumers during the development phase through laboratory usability tests. These have the aim of assessing product ease of use and to promote correct product usage.

S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

Consumers and stakeholders can contact Electrolux Group through their respective country websites to submit inquiries and receive support from the Customer Service Organization. Concerns can also be raised via the Electrolux Group Speakup Line.

> For more information on the Speakup Line, see G1-ES on page 129.

Information received by the Group through its channels regarding product malfunctions or product safety concerns is processed and escalated internally via specific routes for further reviews and analyses.

To ensure that relevant actions can be taken to safeguard the health and safety of its consumers and end users, each business area has a Product Safety Advisory Committee. Initial analyses on product safety concerns are conducted and coordinated at business area level within the relevant Product Safety Advisory Committee framework and, where relevant, reported and escalated to the Group's Product Safety Advisory Committee. All such Business Area committees must quarterly report their respective product safety status to the Group's Product Safety Advisory Committee.

Local and regional processes are in place that are aligned to ensure that the Group always has an overview of actual and potential product safety concerns and/or other potential negative impacts on consumers and end-users. Product safety concerns, and/or potential defects, are continuously monitored.

In the event of product malfunction within the applicable warranty period, consumers are offered appropriate remedies, which may include repair, replacement, or refund, provided at no cost and within reasonable timeframes. These remedies are delivered via the local Customer Service Organization, operating under Electrolux Group responsibility ensuring proximity and responsiveness to consumer needs.

Where a product defect results in harm or loss to consumers or their property and the Group's liability is established, the Group ensures rightful compensation in accordance with local laws and regulations and in line with the Group guideline for claims handling. Compensation is intended to restore the affected party to the position they would have been in had the damage not occurred. These obligations are supported by a comprehensive liability insurance program, including coverage through the Group's captive insurance arrangements, to ensure timely and adequate financial remediation.

S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end- users, and effectiveness of those actions

The Group's **Product Safety framework** was optimized during 2025 and outlines key processes for managing product and market risks. The Group Product Safety Directive applies to all Electrolux Group's entities, employees, and covers all products, manufactured, sold, or sourced, along with services, spare parts, consumables, and accessories.

A Product Safety Risk Assessment (PSRA) is applied continuously as a live part of the development process enabling lessons learnt to be fed back into the design phase. In 2025, we conducted one PSRA training session for employees in Europe and North America, and three sessions in the APAC region (Thailand, China, and Australia), reaching about 110 people in total. For 2026, we plan to hold a session in Latin America.

The market risk directive along with product bonding guidelines and instructions provide clear guidance to the organization on how to intervene promptly to resolve market issues and minimize impacts on end consumers as soon as possible. The Product Safety Committees in the regions ensure:

- Oversight on any corrective actions that are identified as being required in particular markets.
- A consistent approach to product safety in accordance with business area policies and procedures.
- Supervise the product safety process and review potential product safety issues as they arise.
- Monitor data collection from any market corrective action that has been initiated, until the action has been concluded.
- Implementation of the Alleged Incident Report (AIR) scheme in all countries within the scope of the business area Product Safety Committees.
- Ensure that any product liability claims are correctly documented and recorded in applicable in-house registers used for such purposes and managed in accordance with established procedures.

The Group's focus areas on consumer product safety include:

- **Holistic Safety Design:** Products are engineered to be inherently safe, with fail-safe mechanisms that prevent hazards such as electrical faults, overheating, or fire.
- **Material and Component Integrity:** enhanced specifications, such as elevated Comparative Tracking Index (CTI) values, are applied to critical components to exceed international safety standards.
- **Environmental Resilience:** products undergo rigorous testing to simulate real-world conditions, including water spillage, thermal stress, and mechanical impact.
- **User Interaction Safety:** design and testing protocols ensure that all surfaces, edges, and access points minimize the risk of injury during handling, installation, cleaning, or servicing.
- **Fire Risk Mitigation:** extensive fire testing is conducted to identify potential ignition sources, including those related to refrigerant leakage in cooling and heat pump systems.

The Group allocates dedicated financial and human resources to all these activities, primarily through its annual CapEx and OpEx budgets within the relevant functions; nevertheless, no significant investments towards actions were made during the year.

The allocations include funding for advanced testing facilities, specialized safety engineering teams, participation in international standardization committees, and continuous training programs for safety professionals. Investments also cover the development of predictive analytics tools for early risk detection, as well as partnerships with accredited laboratories to ensure adherence to global safety standards. By embedding these resources into long-term planning cycles, the Group ensures that product safety remains a strategic priority, not just a regulatory requirement.

S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The safety of consumers and end-users is the Group's highest priority. The Group maintains and monitors internal procedures designed to identify and record any alleged product safety incidents, link products to potential systemic safety risks throughout the market delivery chain, and perform statistical assessments of potential market risks. These processes are supported by predefined remedial action plans to ensure timely and effective response.

Organizational product safety performance is actively managed through internal metrics and short- to mid-term operational objectives. Electrolux Group is developing entity-specific metrics to enable future S4 reporting and enhance transparency. Given the diversity of the product portfolio, evolving technologies, and dynamic regulatory requirements, setting uniform, publicly disclosed product safety targets is challenging. Due to current data insufficiency in the value chain, Electrolux Group has applied the transitional phase-in provision for disclosure of entity-specific metrics and target setting. The Group prioritizes strong governance frameworks and operational processes that enable continuous improvement, early risk detection, and clear accountability in managing both current and emerging product safety concerns.

2025 HIGHLIGHTS

- Revised and updated the Electrolux Group Code of Conduct
- Rolled out updated training and e-learning in relation to the new Electrolux Group Code of Conduct
- Initiated review of Group Policies and Directives
- Launched group wide Employee Compliance Awareness Campaign

Governance information

G1 Business conduct

Electrolux Group works with business conduct by upholding the highest standards for acting ethically, leading in inclusion and respecting human rights.

The Group's work with business conduct is part of its For the Better sustainability framework, committing to fair and legal business practices. The Group does not tolerate any activities involving corruption or bribery, or similar illegal or unethical behaviors. To act ethically is everyone's responsibility but it always starts from the top and there- fore, the Group's managers are expected to actively promote high standards of business conduct — clearly setting "the tone from the top".

The Board of Directors, together with Group Management and other governing bodies plays a central role in reviewing, approving and overseeing the Group's business conduct policies and practices. The People Committee and Audit Committee appointed by the Board of Directors and attended by its members receive reports and outcomes of Speakup Line investigations, while the Audit Committee receives reports on fraud investigations.

Board and General Management members contribute expertise in compliance, ethics, and corporate governance and receive updates on regulatory developments. Their expertise is complemented by Group Management, who complete e-learnings on the Code of Conduct, anti-corruption, and other legal compliance topics, as well as by People Leaders, who undergo Code of Conduct onboarding for leaders. These individuals actively contribute to several internal bodies:

- The Enterprise Risk Management Board, which includes the President & CEO and Group Management, and focuses on identifying and mitigating risks, including those related to ethics and compliance.
- The Ethics & Human Rights Steering Group, composed of senior managers and Group Management, which oversees ethics and human rights initiatives and approves related action plans.
- The Sustainability Board, chaired by the President & CEO and attended by Group Management and the General Counsel, which ensures effective sustainability governance.
- The Insider & Disclosure Committee, made up of senior leaders, which ensures the accuracy and timeliness of the Group's financial and strategic disclosures.

Being a good corporate citizen is essential for the long-term success of any modern company, including Electrolux Group. The Group's business success relies on the trust and reputation it has among consumers, its customers, business partners and other stakeholders. Participating in any illegal schemes or similar unethical acts breaks that trust and, besides being potentially a criminal offense, can cause substantial harm to the Group's business, reputation and its brands.

The initiatives reported under this section support the United Nations Sustainable Development Goals number 5, 8, 10, 12 and 17:

G1-1 Business conduct policies and corporate culture

Electrolux Group has a mandatory Code of Conduct that outlines how the Group shall conduct its operations in a legally compliant, ethical and sustainable manner. It serves as an introduction to the Group Policies and Directives, and its purpose is to provide clarity on what the company's principles mean for employees.

The Electrolux Group Code of Conduct, together with our Group Policies and Directives, shapes our corporate culture. We initiated the integration of KPIs into Group Policies to strengthen our ability to monitor policy effectiveness and related processes. Awareness of our Code, corporate culture and key policies like the Group Anti-Corruption and Bribery Policy is promoted and assessed through mechanisms such as the Employee Voice Survey, mandatory Code of Conduct and compliance trainings, Speak-Up Line reports and compliance risk assessments. Electrolux Group has no targets in relation to G1.

The Group Policies and Directives are mandatory instructions approved by Group Management, covering corporate culture and business conduct. They define acceptable practices within specific areas or processes and apply to all employees and individuals acting for, or on behalf of Electrolux Group.

The Board of Directors reviews and approves the Code of Conduct, while Group Management is responsible for approving both the Code and the Group-wide Policies and Directives. Each Group Policy is assigned a policy owner—a senior manager responsible for overseeing the implementation of the Policy and providing guidance, and related steering documents. In addition, policy holders are accountable for implementing and monitoring the policy across the organization, including developing supporting directives, guidelines, or tools as needed.

The Group's main policy in relation to its business integrity and conduct is its Anti-Corruption Policy. This policy describes the key principle of "zero-tolerance for corruption and/or bribery" in any form and provides further guidance on this principle to all employees and other persons acting for or on behalf of the Group.

The Group's General Counsel owns the policy and oversees its implementation and monitoring. The Group Head of Compliance serves as the policy holder, responsible for day-to-day implementation. Additionally, Heads of Product Lines and Heads of Business Areas are responsible for applying the Group Anti-Corruption Policy within their respective operations.

Implementation typically involves communication, training, and—where relevant—acknowledgement procedures for all or selected employees. The Anti-corruption Policy, along with other Group Policies and Directives, is accessible via the company intranet.

The **Group Anti-Corruption Policy** is global in scope and is foremost directed towards the Group's own workforce, although external stakeholders indirectly benefit from it. For example, its key principles are also to be found in the **Group Supplier Workplace Standard**, which is directed toward the Group's suppliers and stakeholders in the upstream value chain.

Legislation and third-party standards are also considered and applied by the Group. For example, the Group's Anti-Corruption Policy is aligned with the Swedish Anti-Corruption Institute's Code to Prevent Corruption in Business. Similarly, the Group Directive on Internal Investigations is aligned with the EU Whistle-blower Directive. We are subject to the legal requirements under national laws transposing the EU Whistleblower Directive in those markets where such provisions apply to our legal entities.

The Group provides Code of Conduct training for its employees every third year. In November 2025, an updated Code of Conduct training was launched, reaching 55% completion rate among eligible employees by year end. The Group also requires suppliers to train and inform their employees on the Group's minimum requirements of the Group Supplier Workplace Standard. The Group uses internal awareness campaigns to highlight how to conduct ethical business.

The Group's global whistleblower mechanism, the Speakup Line, and the related processes are considered effective tools to both understand and analyze corporate culture issues and ensure that actions are taken to handle any suspected misconduct. The use of the Employee Voice Survey also focuses on key issues in relation to good business practices and helps to further understand, strengthen and develop the corporate culture. *For more information on the Speakup Line, see G1-ES on page 129 and on the Employee Voice Survey see S1-ES on page 117.*

G1-3 Processes for preventing and detecting corruption and bribery

The Group uses various processes and tools to prevent, detect, investigate and respond to allegations and/or incidents relating to corruption and bribery (including fraud). These tools, activities and processes are generally part of the Group's global Compliance Program, which focuses both on internal and external stakeholders and their behavior.

Preventing non-compliance or business misconduct

The Group uses its policies and training programs to ensure that its workforce, and to a certain extent its suppliers' workforce, receive information and training on acceptable business conduct, including anti-corruption and bribery.

Our approach to mandatory training for eligible employees is designed to ensure that they understand their responsibilities under our Code of Conduct and internal policies—particularly in areas such as anti-corruption, data privacy, competition, and ethical business conduct.

Each training module has a designated content owner, and all e-learning courses must be approved by the Head of Compliance. Mandatory training follows a clearly defined recurrence schedule and is subject to regular review to ensure continued relevance and effectiveness.

Although training programs and specific awareness campaigns are key actions to prevent corruption and bribery from occurring, the Group's global functions have additional processes to mitigate the risk of illegal payments (including bribes and fraud) from taking place. The application of these processes and tools is determined by a risk-based approach.

Functional areas such as manufacturing, R&D, sales, supply chain, quality, purchasing & sourcing, marketing, and people are considered most at risk for corruption and bribery due to their involvement in significant decision making and frequent external interactions.
In 2025, the completion rate of the bi-annual and mandatory anti-corruption training was 79% for all eligible employees. Completion rates were as follows for key groups:

- For functional areas at risk, 79% of eligible employees completed the anti-corruption training.
- 81% of People Leaders across the organization completed the training in 2025.
- 70% of eligible employees in high-risk geographies completed the training in 2025. The reported figure covers jurisdictions of Electrolux Group operations, which have scored 0-50 in the 2024 Corruption Index published by Transparency International.

The training covers various aspects of the Group's Anti-Corruption Policy, such as gifts, meals, entertainment, hospitality, sponsorships and donations, hiring decisions and managing intermediaries' risks. This mandatory training alongside other mandatory business conduct trainings and the Code of Conduct document, are received for signature and completion upon start of employment.

Detecting suspected compliance breaches or business misconduct

Employees can raise suspected cases with their line manager and/ or staff functions including the People and Communications, Group Internal Audit or Legal department. Both employees and third par- ties, such as suppliers can report possible non-compliances through the Speakup Line.
> For more information on the Speakup Line, see G1-ES on page 129.

In addition to these global processes and tools, operational structures and governing bodies within the Group monitor corruption, bribery and fraud risks, as well as escalating and acting on suspected cases.

Investigations and corrective actions

The outcomes of Speakup Line investigations and related analytics which may cover corruption or bribery related matters are reported back to business operations quarterly through the business area Compliance Committees. Group Internal Audit also conducts investigations on cases, which sometimes are reported outside of the Speakup Line processes. The committees may decide on further operational corrective actions, including targeted training or changes to local work instructions. Typically, investigations that result in the confirmation of wrongdoings lead to disciplinary action, such as warnings and retraining, and in some severe cases, to dismissal. As applicable, the Group cooperates with the relevant law enforcement authorities on corruption and bribery cases. *For more information on the Speakup Line, see G1-ES on page 129.*

Governance

The Ethics & Human Rights Steering Group is responsible for the Speakup Line and the related processes *(read more in S1-2 on page 108 and GOV-1 on page 70).* The Speakup Line reports and related trends are reported to each business area Compliance Committee at regular intervals during the year. The reports and outcomes of investigations are also reported to the People Committee and Audit Committee as applicable. In addition, Group Internal Audit also reports on investigated fraud cases to the Audit Committee.

The governance structures and processes to combat corruption and bribery are a central part of the Group's Compliance Program and Ethics Program. These processes include steps and actions that are repeated at necessary intervals. For such reasons, the related costs and expenditure are part of the Group's standard operational budget and are not disclosed separately.

G1-4 Incidents of corruption or bribery

In addition to the Group's governance structures and processes to track, monitor and combat corruption and bribery, it also has processes to monitor on-going and/or potential lawsuits or similar legal cases. These include monitoring and collecting data on convictions and fines in relation to corruption and bribery.

In 2025, the Group had no (0) convictions of violations of anti-corruption and anti-bribery laws.[1] The Group did not pay any fines during 2025 for these types of breaches of anti-corruption and anti-bribery laws.[2]

No external body or organization has validated the reported convictions or fines, as such validation is not considered necessary for the Sustainability statement. In 2025, no specific actions were taken to address breaches in anti-corruption and anti-bribery procedures and standards due to the reported court cases above, as there were none. However, the Group's work to combat corruption and bribery is central to the Group's Compliance Program.

For more information, see G1-3 on page 128.

G1-ES Entity-specific metrics

Speakup Line Reports
The Speakup Line is the Group's global whistleblowing mechanism provided by a third-party that enables employees — and external parties — to report suspected non-compliant business conduct in relation to the Group and its value chain. It can also be used to report on suspected breaches of European Union law, as required under the EU Whistleblowing Directive. The Speakup Line also functions as a grievance mechanism under the German Supply Chain Act (LkSG), which allows workers, affected communities and other stakeholders to report suspected violations of human rights or environmental standards.

Retaliation against individuals who, in good faith, raise or report concerns, including any report made through the Speakup Line is not accepted and explicitly prohibited in our Code of Conduct, our Group Workplace Policy and our Group Directive on Internal Investigations.

Electrolux Group's whistleblower mechanism was launched in 2011 and has since been developed and improved over time. *For more information, see S1-2 on page 108 and S2-3 on page 120.*

An intra-Group Ethics Coordination Group (reporting to the Ethics & Human Rights Steering Group) is responsible for handling any Speakup Line reports and dispatching them to independent, trained investigators for further investigation. This Ethics Coordination Group follows up on the status of ongoing investigations and is responsible for maintaining the procedures for investigations. This Group is also responsible for ensuring that no conflict of interest exists in applicable matters and that the investigators have the necessary competence. External investigators are engaged when deemed appropriate. The trust in the Speakup Line is measured through the Employee Voice Survey. > *For more information on the Employee Voice Survey, see S1-ES on pages 117.* The upward trend that the number of employees using the Speakup Line has increased in recent years indicates that there is a high level of trust in the whistleblowing mechanism and that the Ethics program is having a positive impact, particularly when considering that the number of "substantiated cases" has not increased to the same extent. Awareness and trust with the grievance mechanisms is also followed up with confidential interviews and employee roundtables that form part of Workplace Policy audits and human rights impact assessments.

Speakup Line reports 2025

	Reports*	Incidents**	Assessed breaches***	Unsubstantiated****
1. Total number reports in 2025	**570**			
2. Total number of closed reports in 2025*	**540**			
Dismissed reports due to lack of information	112			
Total number of investigated reports in 2025	428			
Key sub-categories:	Reports*	Incidents**	Assessed breaches***	Unsubstantiated****
Discrimination	22	15	4	11
Harassment	58	54	24	30
Health and safety	24	19	9	10
Conflict of interest	24	18	6	12
Corruption and bribery	1	1	1	0
Fraud and theft	9	9	5	4
Other (including non-compliance with workplace policy, employment terms etc)	290	201	91	110
Total:	428	317	140	177
3. Dismissals as a result of reports closed in 2025	**15**			

*) Reports investigated during the year may include reports submitted and/or otherwise reported on in previous years (i.e. not this reporting period of 2025) and also, may not include all reports submitted during 2025.
**) Multiple reports may have been made regarding the same incident or complaint and are then investigated as one incident
***) The investigation resulted in evidence substantiating, fully or partially, the allegation(s).
****) The investigation did not result in evidence substantiating the allegation(s).

1) The information presented is in relation to convictions and or fines related to corruption and/or bribery that were issued by a court of law and/or a governmental agency against a Group entity (of which such decisions cannot be subject to further appeals or when the Group entity has decided to not use further appeal rights).
2) Any fines or convictions disclosed are based on the monetary value of fines issued during the reporting year, although payment may be made in full or in part in a future reporting year.

Auditor’s Limited Assurance Report on AB Electrolux’ (publ) Statutory Sustainability Statement

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

Conclusion

We have conducted a limited assurance engagement of the sustainability statement for AB Electrolux (publ) for the financial year 2025. The sustainability statement is included on pages 59-129 in this document.

Based on our limited assurance engagement as described in the section Auditor's responsibility, nothing has come to our attention that causes us to believe that the sustainability statement does not, in all material respects, meet the requirements of the Swedish Annual Accounts Act which includes,

- whether the sustainability statement meets the requirements of ESRS,
- whether the process the company has carried out to identify reported sustainability information has been conducted as described in ESRS 2 section of the sustainability statement,
- compliance with the reporting requirements of the EU's Green Taxonomy Regulation Article 8.

Basis for conclusion

We have conducted the limited assurance engagement in accordance with FAR's recommendation RevR 19 Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten. Our responsibility according to this recommendation is further described in the section Auditor's responsibility.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other matter

The Sustainability Report for 2024 was prepared in accordance with the Global Reporting Initiative and was subject to our review. Limited assurance of the comparative figures in the Sustainability Report for 2025, in accordance with the current wording of the Annual Accounts Act after 1 July 2024, has therefore not been performed.

Other information than the sustainability statement

This document also contains other information than the sustainability statement and is found on pages 1-58 and 130-186. The Board of Directors and the Managing Director are responsible for this other information.

Our conclusion on the sustainability statement does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our limited assurance engagement on the sustainability statement, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the sustainability statement. In this procedure we also take into account our knowledge otherwise obtained in the limited assurance engagement and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors, and the Managing Director, are responsible for the preparation of sustainability statement in accordance with Chapter 6, Sections 12–12f of the Swedish Annual Accounts Act, and for such internal control as the Board of Directors and the Managing Director determine necessary to enable the preparation of the sustainability statement that is free from material misstatements, whether due to fraud or error.

Auditor’s responsibility

Our responsibility is to express a conclusion on whether the sustainability report has been prepared in accordance with Chapter 6, Sections 12–12f of the Swedish Annual Accounts Act based on our review. The limited assurance engagement has been conducted in accordance with FAR's recommendation RevR 19 Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten. This recommendation requires that we plan and perform our procedures to obtain limited assurance that the sustainability statement is prepared in accordance with these requirements.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. This means that it is not possible for us to obtain such assurance that we become aware of all significant matters that could have been identified if a reasonable assurance engagement had been performed.

Our firm applies ISQM 1 (International Standard on Quality Management), which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We are independent of AB Electrolux (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

A limited assurance engagement involves performing procedures to obtain evidence about the sustainability statement. The auditor selects the procedures to be performed, including assessing the risks of material misstatements in the sustainability statement, whether due to fraud or error. In this risk assessment, the auditor considers the parts of the internal control that are relevant to how the Board of Directors and the Managing Director prepares the sustainability statement, in order to design procedures that are appropriate under the circumstances, but not for the purpose of providing a conclusion on the effectiveness of the company’s internal control. The review consists of making inquiries, primarily of persons responsible for the preparation of the sustainability statement, performing analytical review, and conducting other limited review procedures.

The review procedures primarily include:
Summary of the work performed

Our procedures regarding the process that the company has implemented to identify sustainability information to be reported included, but were not limited to, the following:

- Obtaining an understanding of the process by:
  - Making inquiries to understand the sources of information used by management (e.g., stakeholder dialogues, business plans, and strategy documents); and
  - Reviewing the company's internal documentation of its process; and
- Evaluating whether the information obtained from our actions regarding the process implemented by the company is consistent with the description of the process in ESRS 2 section of the sustainability statement.

Our procedures regarding the sustainability report included, but were not limited to, the following:

- Through inquiries, obtain a general understanding of the internal control environment, reporting processes, and information systems relevant to the preparation of the information in the sustainability statement.
- Evaluate whether the information identified by the Process is included in the sustainability statement;
- Evaluate whether the structure and the presentation of the sustainability statement is in accordance with the ESRS;
- Perform inquires of relevant personnel and analytical procedures on selected information in the sustainability statement;
- Perform substantive assurance procedures on selected information in the sustainability statement;
- Through inquiries and analytical procedures, evaluate supporting evidence to the methods, assumptions and data for developing significant estimates and forward-looking information;
- Obtain an understanding of the process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the sustainability statement;
- The review of taxonomy disclosures included, but was not limited to, the following review procedures:
  - Conducted inquiries of management and other persons within the company to obtain an understanding of the process and sources of information used in the taxonomy disclosures.
  - Performed analytical procedures on selected taxonomy disclosures.
  - Evaluated whether the presentation of the taxonomy disclosures is consistent with the requirements of the EU Taxonomy Regulation.

Inherent limitations in preparing the sustainability statement

In reporting forward-looking information in accordance with ESRS, the Board of Directors and the Group Management of AB Electrolux (publ) are required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by AB Electrolux (publ). Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

Stockholm, 18 February 2026

Öhrlings PricewaterhouseCoopers AB

Johan Rippe
Authorized Public Accountant
Partner in charge

Aleksander Lyckow
Authorized Public Accountant

Financial reports

All amounts in SEKm unless otherwise stated.

AB Electrolux (publ), 556009-4178, S:t Göransgatan 143, SE-105 45 Stockholm, Sweden.
The registered office of the Board of Directors is in Stockholm, Sweden.

Consolidated statement of comprehensive income

SEKm	Note	2025	2024
Net sales	3, 4	131,282	136,150
Cost of goods sold	5, 7	-109,580	-115,851
Gross operating income		**21,702**	**20,299**
Selling expenses	5, 7	-13,876	-13,618
Administrative expenses	5, 7	-5,485	-6,043
Other operating income and expenses	6, 7, 29	1,315	462
Operating income	3, 8	**3,657**	**1,100**
Financial income	9	288	516
Financial expenses	9	-2,130	-2,464
Financial items, net		**-1,842**	**-1,947**
Income after financial items		**1,815**	**-847**
Taxes	10	-936	-547
Income for the period		**878**	**-1,394**
Items that will not be reclassified to income for the period:			
Remeasurement of provisions for post-employment benefits	22	686	611
Income tax relating to items that will not be reclassified		-165	-177
		521	**434**
Items that may be reclassified subsequently to income for the period:			
Cash flow hedges	11, 18	-1	-7
Exchange-rate differences on translation of foreign operations	11	-2,498	-606
Income tax relating to items that may be reclassified	11	0	-0
		-2,499	**-613**
Other comprehensive income, net of tax		**-1,978**	**-179**
Total comprehensive income for the period		**-1,100**	**-1,573**

SEKm	Note	2025	2024
Income for the period attributable to:			
Equity holders of the Parent Company		878	-1,394
Non-controlling interests		0	0
Total		**878**	**-1,394**
Total comprehensive income for the period attributable to:			
Equity holders of the Parent Company		-1,100	-1,573
Non-controlling interests		-0	-0
Total		**-1,100**	**-1,573**
Earnings per share	20		
For income attributable to the equity holders of the Parent Company:			
Basic, SEK		3.25	-5.16
Diluted, SEK		3.19	-5.16
Average number of shares[1)]	20		
Basic, million		270.4	270.0
Diluted, million		275.0	272.3

[1)] Average numbers of shares excluding shares held by AB Electrolux.

Consolidated balance sheet

SEKm	Note	December 31, 2025	December 31, 2024
ASSETS			
Non-current assets			
Property, plant and equipment, owned	12	25,161	28,777
Property, plant and equipment, right-of-use	8	3,297	4,382
Goodwill	13	4,764	5,393
Other intangible assets	13	4,625	5,262
Investments in associates	29	0	0
Deferred tax assets	10	8,759	9,065
Financial assets	18	68	69
Pension plan assets	22	1,880	1,634
Other non-current assets	14	2,922	2,223
Total non-current assets		**51,476**	**56,805**
Current assets			
Inventories	15	19,979	21,271
Trade receivables	17, 18	21,392	24,590
Tax assets		1,046	1,328
Derivatives	18	101	407
Other current assets	16	4,811	4,646
Short-term investments	18	163	168
Cash and cash equivalents	18	15,658	16,171
Total current assets		**63,150**	**68,583**
Total assets		**114,626**	**125,388**

SEKm	Note	December 31, 2025	December 31, 2024
EQUITY AND LIABILITIES			
Equity attributable to equity holders of the Parent Company			
Share capital	20	**1,545**	**1,545**
Other paid-in capital	20	2,905	2,905
Other reserves	20	-4,077	-1,578
Retained earnings	20	8,328	6,846
Total equity attributable to equity holders of the Parent Company		**8,700**	**9,718**
Non-controlling interests		6	5
Total equity		**8,706**	**9,723**
Non-current liabilities			
Long-term borrowings	18	31,054	31,798
Long-term lease liabilities	8, 18	2,552	3,496
Deferred tax liabilities	10	791	651
Provisions for post-employment benefits	22	1,801	1,970
Other long-term provisions	23	4,082	3,968
Total non-current liabilities		**40,280**	**41,881**
Current liabilities			
Accounts payable	18	35,279	41,009
Tax liabilities		1,260	1,589
Other liabilities	24	15,967	18,268
Short-term borrowings	18	8,783	7,018
Short-term lease liabilities	8, 18	1,110	1,316
Derivatives	18	359	186
Other short-term provisions	23	2,882	4,397
Total current liabilities		**65,640**	**73,784**
Total liabilities		**105,920**	**115,665**
Total equity and liabilities		**114,626**	**125,388**

Changes in consolidated equity

	Attributable to equity holders of the Parent Company						
SEKm	Share capital	Other paid-in capital	Other reserves	Retained earnings	Total	Non-controling interests	Total equity
Opening balance, January 1, 2024	**1,545**	**2,905**	**-966**	**7,784**	**11,268**	**6**	**11,274**
Effect from change in accounting principle	–	–	–	-117	-117	0	-117
Adjusted opening balance	**1,545**	**2,905**	**-966**	**7,667**	**11,151**	**6**	**11,157**
Income for the period	**–**	**–**	**–**	**-1,394**	**-1,394**	**0**	**-1,394**
Cash flow hedges	–	–	-7	–	-7	–	-7
Exchange rate differences on translation of foreign operations	–	–	-605	–	-605	-0	-606
Remeasurement of provisions for post-employment benefits	–	–	–	611	611	–	611
Income tax relating to other comprehensive income	–	–	–	-177	-177	–	-177
Other comprehensive income, net of tax	**–**	**–**	**-613**	**434**	**-179**	**-0**	**-179**
Total comprehensive income for the period	**–**	**–**	**-613**	**-961**	**-1,573**	**-0**	**-1,573**
Share-based payments	–	–	–	140	140	–	140
Dividends	–	–	–	–	–	-0	–
Change in non-controlling interest	**–**	**–**	**–**	**–**	**–**	**-1**	**-1**
Total transactions with equity holders	**–**	**–**	**–**	**140**	**140**	**-1**	**139**
Closing balance, December 31, 2024	**1,545**	**2,905**	**-1,578**	**6,846**	**9,718**	**5**	**9,723**
Income for the period	**–**	**–**	**–**	**878**	**878**	**0**	**878**
Cash flow hedges	–	–	-1	–	-1	–	-1
Exchange differences on translation of foreign operations	–	–	-2,498	–	-2,498	-0	-2,498
Remeasurement of provisions for post-employment benefits	–	–	–	686	686	–	686
Income tax relating to other comprehensive income	–	–	0	-165	-165	–	-165
Other comprehensive income, net of tax	**–**	**–**	**-2,499**	**521**	**-1,978**	**-0**	**-1,978**
Total comprehensive income for the period	**–**	**–**	**-2,499**	**1,399**	**-1,100**	**-0**	**-1,100**
Share-based payments	–	–	–	83	83	–	83
Dividends	–	–	–	–	–	-0	–
Change in non-controlling interest	–	–	–	-1	-1	1	–
Total transactions with equity holders	**–**	**–**	**–**	**83**	**82**	**1**	**83**
Closing balance, December 31, 2025	**1,545**	**2,905**	**-4,077**	**8,328**	**8,700**	**6**	**8,706**

For more information on share capital, number of shares and earnings per share, see Note 20.

Consolidated cash flow statement

SEKm	Note	2025	2024
Operations			
Operating income		3,657	1,100
Depreciation and amortization	8, 12, 13	5,687	6,420
Other non-cash items[1]		-835	447
Financial items paid, net	9	-1,808	-1,764
Taxes paid		-1,650	-1,541
Cash flow from operations, excluding change in operating assets and liabilities		**5,051**	**4,662**
Change in operating assets and liabilities			
Change in inventories		-1,228	-1,165
Change in trade receivables		936	-2,828
Change in accounts payable		-1,782	3,922
Change in other operating assets, liabilities and provisions		-1,799	-394
Cash flow from change in operating assets and liabilities		**-3,873**	**-465**
Cash flow from operations		**1,177**	**4,197**
Investments			
Divestment of operations	26	-6	972
Capital expenditure in property, plant and equipment	12	-2,311	-3,450
Capital expenditure in product development	13	-412	-519
Capital expenditure in software and other intangibles	13	-635	-679
Other		678	-601
Cash flow from investments		**-2,685**	**-4,277**
Cash flow from operations and investments		**-1,508**	**-79**

SEKm	Note	2025	2024
Financing			
Change in short-term investments		5	-1
Change in short-term borrowings		592	212
New long-term borrowings	18	7,355	7,185
Amortization of long-term borrowings	18	-4,874	-5,000
Payment of lease liabilities		-1,135	-1,157
Dividend		12	–
Share-based payments		–	26
Cash flow from financing		**1,956**	**1,266**
Total cash flow		**448**	**1,187**
Cash and cash equivalents at beginning of period		**16,171**	**15,331**
Exchange-rate differences referring to cash and cash equivalents		-962	-346
Cash and cash equivalents at end of period		**15,658**	**16,171**

[1] Whereof result from non-current assets SEK -593m (332).

Parent Company

Parent Company income statement

SEKm	Note	2025	2024
Net sales	4	**39,878**	**40,272**
Cost of goods sold		-34,919	-36,623
Gross operating income		**4,959**	**3,649**
Selling expenses		-4,454	-4,221
Administrative expenses		-904	-1,686
Other operating income and expenses	6	-992	-840
Operating income		**-1,391**	**-3,098**
Financial income	9	5,305	6,710
Financial expenses	9	-2,398	-2,872
Financial items, net		**2,907**	**3,838**
Income after financial items		**1,516**	**740**
Appropriations	21	197	113
Income before taxes		**1,713**	**853**
Taxes	10	-114	200
Income for the period		**1,599**	**1,053**

Total comprehensive income

SEKm	2025	2024
Income for the period	**1,599**	**1,053**
Other comprehensive income		
Exchange rate differences	269	-115
Cash flow hedges	-1	-7
Income tax relating to other comprehensive income	–	1
Other comprehensive income, net of tax	**268**	**-121**
Total comprehensive income for the period	**1,867**	**932**

The Parent Company comprises the functions of the Group's head office in Sweden, as well as five companies operating on a commission basis for AB Electrolux.

Net sales for the Parent Company, AB Electrolux, during 2025 amounted to SEK 39,878m (40,272) of which SEK 33,885m (33,947) referred to sales to Group companies and SEK 5,993m (6,325) to external customers. Income after financial items was SEK 1,516m (740), including dividends from subsidiaries amounting to SEK 3,852m (4,798). Income for the period amounted to SEK 1,599m (1,053).

Income tax related to group contributions is reported in the income statement. Income tax related to cash flow hedges is reported in other comprehensive income.

Capital expenditure in tangible and intangible assets amounted to SEK 601m (731). Liquid funds at the end of the period amounted to SEK 9,727m, compared to SEK 11,534m at the start of the year.

Undistributed earnings in the Parent Company at the end of the period amounted to SEK 8,841m, compared to SEK 6,653m at the start of the year. Dividend payment to shareholders for 2024 amounted to SEK 0m. For information on the number of employees, salaries and remuneration, see Note 27. For information on shareholdings and participations, see Note 29.

Parent Company Balance sheet

SEKm	Note	December 31, 2025	December 31, 2024
ASSETS			
Non-current assets			
Intangible assets	13	2,832	3,165
Property, plant and equipment	12	213	256
Deferred tax assets		2,382	2,247
Financial assets	14	43,145	42,348
Total non-current assets		**48,572**	**48,016**
Current assets			
Inventories	15	3,249	3,283
Receivables from subsidiaries		14,744	16,240
Trade receivables	17	561	575
Derivatives with subsidiaries		92	94
Derivatives		82	290
Other receivables		294	293
Prepaid expenses and accrued income		487	484
Cash and cash equivalents		9,727	11,534
Total current assets		**29,236**	**32,793**
Total assets		**77,808**	**80,809**

SEKm	Note	December 31, 2025	December 31, 2024
EQUITY AND LIABILITIES			
Equity			
Restricted equity			
Share capital	20	1,545	1,545
Statutory reserve		3,017	3,017
Development reserve		2,283	2,505
		6,845	**7,067**
Non-restricted equity			
Retained earnings		7,242	5,600
Income for the period		1,599	1,053
		8,841	**6,653**
Total equity		**15,686**	**13,720**
Untaxed reserves	21	**386**	**469**
Provisions			
Provisions for pensions and similar commitments	22	439	473
Other provisions	23	1,286	2,347
Total provisions		**1,725**	**2,820**
Non-current liabilities			
Payable to subsidiaries		98	98
Bond loans	18	24,955	26,964
Other non-current loans	18	6,089	4,814
Total non-current liabilities		**31,142**	**31,876**
Current liabilities			
Payable to subsidiaries		19,182	22,722
Accounts payable		1,889	2,217
Other liabilities		445	424
Short-term borrowings	18	5,490	4,759
Derivatives with subsidiaries		39	120
Derivatives		287	166
Accrued expenses and prepaid income	24	1,537	1,516
Total current liabilities		**28,869**	**31,924**
Total liabilities and provisions		**61,736**	**66,620**
Total equity, provisions and liabilities		**77,808**	**80,809**

Parent Company change in equity

	Restricted equity			Non-restricted equity		
SEKm	Share capital	Statutory reserve	Development reserve	Fair value reserve	Retained earnings	Total equity
Opening balance, January 1, 2024	**1,545**	**3,017**	**2,351**	**113**	**5,622**	**12,648**
Income for the period	**–**	**–**	**–**	**–**	**1,053**	**1,053**
Exchange rate differences	–	–	–	-115	–	-115
Cash flow hedges	–	–	–	-7	–	-7
Income tax relating to other comprehensive income	–	–	–	1	–	1
Other comprehensive income, net of tax	**–**	**–**	**–**	**-121**	**–**	**-121**
Total comprehensive income for the period	**–**	**–**	**–**	**-121**	**1,053**	**932**
Share-based payments	–	–	–	–	140	140
Development reserve	–	–	154	–	-154	–
Total transactions with equity holders	**–**	**–**	**154**	**–**	**-14**	**140**
Closing balance, December 31, 2024	**1,545**	**3,017**	**2,505**	**-8**	**6,661**	**13,720**
Income for the period	**–**	**–**	**–**	**–**	**1,599**	**1,599**
Exchange rate differences	–	–	–	269	–	269
Cash flow hedges	–	–	–	-1	–	-1
Income tax relating to other comprehensive income	–	–	–	–	–	–
Other comprehensive income, net of tax	**–**	**–**	**–**	**268**	**–**	**268**
Total comprehensive income for the period	**–**	**–**	**–**	**268**	**1,599**	**1,867**
Share-based payments	–	–	–	–	99	99
Development reserve	–	–	-222	–	222	–
Total transactions with equity holders	**–**	**–**	**-222**	**–**	**321**	**99**
Closing balance, December 31, 2025	**1,545**	**3,017**	**2,283**	**260**	**8,581**	**15,686**

Parent Company cash flow statement

SEKm	2025	2024
Operations		
Income after financial items	1,516	740
Depreciation and amortization	823	762
Capital gain/loss included in operating income	1,146	768
Share-based compensation	99	140
Group contributions	114	17
Taxes paid	-249	-176
Cash flow from operations, excluding change in operating assets and liabilities	**3,449**	**2,251**
Change in operating assets and liabilities		
Change in inventories	34	80
Change in trade receivables	14	20
Change in current intra-group balances	1,023	2,947
Change in other current assets	204	-219
Change in other current liabilities and provisions	-1,260	-536
Cash flow from operating assets and liabilities	**15**	**2,292**
Cash flow from operations	**3,464**	**4,543**
Investments		
Investments in shares and participations	-2,229	-6,548
Divestments in shares and participations	30	1,117
Capital expenditure in intangible assets	-547	-670
Capital expenditure in property, plant and equipment	-54	-61
Other	410	-254
Cash flow from investments	**-2,390**	**-6,416**
Total cash flow from operations and investments	**1,074**	**-1,873**
Financing		
Change in short-term borrowings	-2,379	609
Change in intra-group borrowings	-3,147	253
New long-term borrowings	7,199	7,164
Amortization of long-term borrowings	-4,823	-4,473
Dividends	–	–
Cash flow from financing	**-3,150**	**3,553**
Total cash flow	**-2,076**	**1,680**
Cash and cash equivalents at beginning of period	**11,534**	**9,969**
Exchange rate differences referring to cash and cash equivalents	269	-115
Cash and cash equivalents at end of period	**9,727**	**11,534**

All amounts in SEKm unless otherwise stated

Note 1 Accounting principles

This section describes the comprehensive basis of preparation which has been applied in preparing the financial statements. Accounting principles for specific accounting areas and individual line items are described in the related notes. For additional information on accounting principles, contact Electrolux Investor Relations.

Basis of preparation

The consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) as endorsed by the European Union (EU). The consolidated financial statements have been prepared under the historical cost convention, except for financial instruments at fair value, including derivative financial instruments and pension plan assets. Some additional information is disclosed based on the standard RFR 1 issued by the Swedish Corporate Reporting Board and the Swedish Annual Accounts Act. As required by IAS 1, companies within the Electrolux Group apply uniform accounting principles, irrespective of national legislation, as defined in the Electrolux Accounting Manual which is fully compliant with IFRS. The policies set out below have been consistently applied to all years presented with the exception of new or amended accounting standards where the application follows the rules in each particular standard. For information on new or amended standards, see the section on new or amended accounting standards below. One change in accounting principle was introduced in 2024 and concerns the consolidation of the housing association BRF Gourmet, the effect from which was reported as an opening balance adjustment of SEK -117m in 2024. The related assets and liabilities are included in ‘Other current assets’ and ‘Other current liabilities’ respectively in the Group's balance sheet, see notes 16 and 24.

Enumerated amounts presented in tables and statements may not always agree with the calculated sum of the related line items due to rounding differences. The aim is for each line item to agree with its source and therefore there may be rounding differences affecting the total when adding up the presented line items.

The Parent Company applies the same accounting principles as the Group, except in the cases specified in the section entitled ‘Parent Company accounting principles’.

The financial statements were authorized for issue by the Board of Directors on February 16, 2026. The balance sheet and income statement for 2025 are subject to approval by the Annual General Meeting of shareholders on March 25, 2026.

Principles applied for consolidation

The consolidated financial statements have been prepared by use of the acquisition method of accounting, whereby the assets and liabilities and contingent liabilities assumed in a subsidiary on the date of acquisition are recognized and measured to determine the acquisition value to the Group.

The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Costs directly attributable to the acquisition effort are expensed as incurred.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the fair value of the acquired net assets exceeds the cost of the business combination, the identification and measurement of the acquired assets must be reassessed. Any excess remaining after that reassessment represents a ‘bargain purchase’ and is recognized immediately in the statement of comprehensive income.

The consolidated financial statements for the Group include the financial statements of the Parent Company and its directly and indirectly owned subsidiaries after:

- elimination of intra-group transactions, balances and unrealized intra-group profits, and
- carrying values, depreciation and amortization of acquired surplus values.

Definition of Group companies

The consolidated financial statements include AB Electrolux and all companies over which the Parent Company has control, i.e., the power to direct the activities; exposure to variable return and the ability to use its power. When the Group ceases to have control, any retained interest in the entity is remeasured at its fair value, with the change in carrying amount recognized in profit or loss.

At year-end, the Group consisted of 121 (122) companies with 173 (173) operating units.

The following apply to acquisitions and divestments:

- Companies acquired are included in the consolidated income statement as of the date when AB Electrolux gains control.
- Companies divested are included in the consolidated income statement up to and including the date when AB Electrolux loses control.

Foreign currency translation

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the date of each transaction.

Monetary assets and liabilities denominated in foreign currencies are measured at year-end exchange rates and any exchange rate differences are included in income for the period, except when deferred in other comprehensive income for the effective part of qualifying net investment hedges.

The consolidated financial statements are presented in Swedish krona (SEK), which is the Parent Company’s functional currency and the Group’s presentation currency according to IAS 21.

The balance sheets of foreign subsidiaries are translated into SEK at year-end closing rates. The income statements are translated at the average rates for the year. Translation differences thus arising are included in Other comprehensive income.

Exchange rates

SEK	2025		2024	
Exchange rate	Average	End of period	Average	End of period
ARS	0.0081	0.0063	0.0116	0.0107
AUD	6.34	6.17	6.96	6.86
BRL	1.76	1.67	1.95	1.78
CAD	7.04	6.72	7.71	7.64
CHF	11.82	11.64	12.01	12.17
CLP	0.0104	0.0101	0.0112	0.0110
CNY	1.37	1.32	1.47	1.51
EUR	11.07	10.82	11.42	11.49
GBP	12.97	12.42	13.49	13.85
HUF	0.0278	0.0280	0.0289	0.0279
MXN	0.5128	0.5122	0.5776	0.5397
THB	0.2996	0.2929	0.3007	0.3223
USD	9.87	9.20	10.55	11.00

New or amended accounting standards applied in 2025

The following accounting standard amendment was applicable from January 1, 2025: IAS 21 The Effects of Changes in Foreign Exchange Rates: ‘Lack of Exchangeability’. The standard amendment has not had any material impact on the Electrolux Group financial statements.

New or amended accounting standards to be applied after 2025

The following amendments to accounting standards have been endorsed by the EU in 2025 and are applicable from January 1, 2026: amendments to IFRS 7 and IFRS 9 issued on May 30, 2024, and on December 18, 2024; and Annual Improvements Volume 11.

The following new accounting standards and amendments to accounting standards effective from 1 January 2027, have been published but not yet endorsed by the EU: IFRS 19 Subsidiaries without Public Accountability: Disclosures (including amendments issued on August 21, 2025) and amendments to IAS 21 'The Effects of Changes in Foreign Exchange Rates: Translation to a Hyperinflationary Presentation Currency'. IFRS 18 Presentation and Disclosure in Financial Statements was endorsed by the EU on February 13, 2026, and is effective from January 1, 2027.

The standard amendments and new standards listed above are not expected to have a material impact on the Electrolux Group financial statements in the current or future reporting periods, or on foreseeable future transactions. However, IFRS 18 will impact the presentation of the financial statements, and the final effects for the Group are still being assessed. The overall effects are described in the following pages.

All amounts in SEKm unless otherwise stated

IFRS 18 Presentation and Disclosure in Financial Statements
IFRS 18 is applicable from January 1, 2027, and will replace IAS 1 Presentation of financial statements, introducing new requirements on presentation and disclosures in interim reports and annual reports. The new standard will not impact the recognition or measurement of items in the financial statements, but will have a noticeable impact on presentation and disclosures, such as the statement of financial performance and management-defined performance measures within the financial statements. The detailed implications of applying the new standard on the Group's consolidated financial statements are still being assessed, some conclusions have not yet been drawn due to missing guidance on e.g. foreign exchange effects on group balances. Such guidance is expected in the first quarter of 2026. Based on the preparatory work performed in 2024 and 2025 the following conclusions and impacts have been identified:

- The adoption of IFRS 18 will not impact the group's net income, but the grouping of income and expenses in the statement of profit or loss into new categories (operating, investing and financing) will affect how operating income is defined and presented. The following items may affect operating income when applying IFRS 18:
  - Foreign exchange differences currently included in operating income and finance net respectively are being disaggregated and in some cases redirected, causing reclassification effects between operating profit and finance net; being the operating and financing categories under IFRS 18. Some foreign exchange effects will also be directed to the investing category under IFRS 18. Final classification of foreign exchange effects on group balances are pending guidance from the IASB, expected in the first quarter of 2026.
  - According to IFRS 18, derivative gains or losses shall be recognized in the same category as the income/expense affected by the risk that the derivative is intended to manage. Although some gains/losses are already recognized in operating income and others in financial income/expenses, the application of the new standard will lead to some changes related to in which category certain derivative gains/losses are recognized.
- The line items presented on the primary financial statements might change from the introduction of the concept 'useful structured summary' and the new principles for aggregation/disaggregation. Final decisions on such changes will be made during 2026.
- No significant changes are expected in the information currently disclosed in the notes to the financial statements as the requirement to disclose material information is unchanged. However, the grouping of the information might change from the aggregation/disaggregation principles under IFRS 18. New disclosures will be introduced for management-defined performance measures; a break-down of certain nature of expenses for line items presented by function in the operating category of the income statement; and for the first annual period of application of IFRS 18, a reconciliation for each line item in the income statement between the restated amounts under IFRS 18 and the amounts previously presented under IAS 1.
- Interests received and interests paid are part of operating cash flows in the current cash flow statement. The adoption of IFRS 18 leads to interest received being part of investing cash flows and interest paid being part of financing cash flows.

The Group will apply the new standard from January, 1, 2027, the mandatory financial date. IFRS 18 requires retrospective application, meaning that comparative information for the financial year ending December, 31, 2026 will be restated.

Critical accounting policies and key sources of estimation uncertainty
use of estimates
Management has made a number of estimates and assumptions relating to the reporting of assets and liabilities and the disclosure of contingent assets and liabilities to prepare the financial statements in conformity with IFRS. Actual results may differ from these estimates under different assumptions or conditions. Below is a summary of the accounting policies that require more subjective judgment by management in making assumptions or estimates regarding the effects of matters that are inherently uncertain.

Asset impairment and useful life
Non-current assets, including goodwill, are evaluated for impairment yearly, or whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. An impaired asset is written down to its recoverable amount, being the higher of fair value less costs of disposal and value in use. Impairment charges are recorded when the information shows that the carrying amount of an asset is not recoverable. In many cases, market value is not available and the fair value has been estimated by using the discounted cash flow method based on expected future results. Differences in the estimation of expected future results and the discount rates used may result in different asset valuations. The yearly impairment testing of goodwill and other intangible assets with indefinite useful lives, including sensitivity analyses performed, has not indicated any impairment. See Note 13 for more information.

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Useful lives for property, plant and equipment are estimated between 10 and 40 years for buildings, 15 years for land improvements and between 3 and 15 years for machinery, technical installations and other equipment. Management regularly reassesses the useful lives of all significant assets. The carrying amount of property, plant and equipment at year-end 2025 amounted to SEK 25,161m. The carrying amount for goodwill at year-end 2025 amounted to SEK 4,764m.

Deferred taxes
In the preparation of the financial statements, Electrolux estimates the income taxes in each of the tax jurisdictions in which the Group operates as well as any deferred taxes based on temporary differences. Deferred tax assets relating mainly to tax loss carry-forwards, energy-tax credits and temporary differences are recognized in those cases when future taxable income is expected to permit the recovery of those tax assets. Changes in assumptions in the projection of future taxable income as well as changes in tax rates could result in significant differences in the valuation of deferred taxes. As of December 31, 2025, the Electrolux Group had a net amount of SEK 7,968m recognized as deferred tax assets in excess of deferred tax liabilities. As of December 31, 2025, the Group had tax loss carry-forwards and other deductible temporary differences of SEK 6,282m, which have not been included in the computation of deferred tax assets.

Current taxes
Electrolux Group estimates regarding uncertain outcome of tax audits and tax litigations are based on management's best estimates and recorded in the balance sheet. These estimates might differ from the actual outcome and the timing of the potential effect on the Group's cash flow is normally not possible to predict.

In recent years, tax authorities have been focusing on transfer pricing. Transfer-pricing matters are normally very complex, include high amounts and it might take several years to reach a conclusion.

Trade receivables and calculation of loss allowance
Receivables are reported net of provision for expected credit losses. The net value reflects the amounts that are expected to be collected, based on circumstances known at the balance sheet date. Changes in circumstances such as higher than expected defaults or changes in the financial situation of a significant customer could lead to significantly different valuations.

When measuring expected credit loss, the Group uses reasonable and supportable forward looking information, which is based on assumptions regarding the future movement of different economic drivers and how these drivers will affect each other. A sensitivity analysis is presented in Note 17.

At year-end 2025, trade receivables, net of provisions for expected credit losses, amounted to SEK 21,392m. The total provision for expected credit losses at year-end was SEK 259m.

Post-employment benefits
Electrolux Group sponsors a number of defined contribution and defined benefit pension plans for its employees. The pension calculations, referring to defined benefit plans, are based on actuarial assumptions regarding discount rates, mortality rates, as well as future salary and pension increases. The calculation of the pension obligation also depends on the discount rate. Changes in assumptions directly affect the defined benefit obligation, service cost, interest income and expense. The average discount rate used for the calculation of expenses during 2025 was 3.85%. Sensitivities for the main assumptions are presented in Note 22.

Restructuring
Restructuring charges include required write-downs of assets and other non-cash items, as well as estimated costs for personnel reductions and other direct costs related to the termination of the activity. The charges

All amounts in SEKm unless otherwise stated

are calculated based on detailed plans for activities that are expected to improve the Group's cost structure and productivity. In general, the outcome of similar historical events in previous plans are used as a guideline to minimize these uncertainties. The total provision for restructuring at year-end was SEK 1,430m.

Warranties

As is customary in the industry in which Electrolux Group operates, many of the products sold are covered by an original warranty, which is included in the price and which extends for a predetermined period of time. Provisions for this original warranty are estimated based on historical data regarding service rates, cost of repairs, etc. As of December 31, 2025, the Group had a provision for warranty commitments amounting to SEK 1,955m.

Disputes

Electrolux Group is involved in disputes in the ordinary course of business. The disputes concern, among other things, product liability, alleged defects in delivery of goods and services, patent rights and other rights and other issues on rights and obligations in connection with the Group operations. Such disputes may prove costly and time consuming and may disrupt normal operations. In addition, the outcome of complicated disputes is difficult to foresee. It cannot be ruled out that a disadvantageous outcome of a dispute may prove to have a material adverse effect on the Group's earnings and financial position.

Parent Company accounting principles

The Parent Company has prepared its Annual Report in compliance with Swedish Annual Accounts Act (1995:1554) and recommendation RFR2, Accounting for Legal Entities of the Swedish Financial Reporting Board. RFR2 prescribes that the Parent Company in the Annual Report of a legal entity shall apply all International Financial Reporting Standards and interpretations approved by the EU as far as this is possible within the framework of the Annual Accounts Act, taking into account the connection between accounting and taxation. The recommendation states which exceptions from IFRS and additions that shall, or can be made.

Shares in subsidiaries

Holdings in subsidiaries are recognized in the Parent Company's financial statements according to the cost method of accounting. The value of subsidiaries are tested for impairment when there is an indication of a decline in the value.

Foreign currency translation

The Annual Report is presented in Swedish krona (SEK), which is the Parent Company's accounting currency according to the Swedish Annual Accounts Act. One of the companies operating on a commission basis for AB Electrolux has euro (EUR) as its functional currency. The balance sheet of the commission company has been translated into SEK at year-end rate. The income statement has been translated at the average rate for the year. Translation differences thus arising have been included in Other comprehensive income.

Anticipated dividends

Dividends from subsidiaries are recognized in the income statement after decision by the annual general meeting in the respective subsidiary. Anticipated dividends from subsidiaries are recognized in cases where the Parent Company has exclusive rights to decide on the size of the dividend and the Parent Company has made a decision on the size of the dividend before the Parent Company has published its financial reports.

Taxes

The Parent Company's financial statements recognize untaxed reserves including deferred tax. The consolidated financial statements, however, reclassify untaxed reserves to deferred tax liability and equity. Tax on group contribution is reported in the income statement.

Group contributions

Group contributions provided or received by the Parent Company are recognized as appropriations in the income statement. Shareholder contributions provided by the Parent Company are recognized in shares and participation which are subject to impairment tests as indicated above.

Pensions

The Parent Company reports pensions in the financial statements in accordance with the exemption in RFR2. According to RFR2, IAS 19 shall be adopted regarding supplementary disclosures when applicable.

Intangible assets

The Parent Company amortizes trademarks in accordance with RFR2. The Electrolux trademark in North America is amortized over 40 years using the straight-line method. All other trademarks are amortized over their useful lives, estimated to 10 years, using the straight-line method. For product development and software the useful life is on average 3 to 5 years.

Development reserve

The Parent Company's financial statements recognize a development reserve in compliance with the Swedish Annual Accounts Act (1995:1554). An amount equal to the period's total expenditure of own developed intangible assets has been transferred from unrestricted equity to the development reserve within restricted equity.

Appropriations and untaxed reserves

The Parent Company reports additional fiscal depreciation, required by Swedish tax law, as appropriations in the income statement. In the balance sheet, these are included in untaxed reserves.

Leases

All lease agreements where the Parent Company is a lessee are reported in accordance with the exemption to IFRS 16 in RFR2, i.e. right-of-use assets and lease liabilities are not reported in the balance sheet. The leasing fee is recognized as an expense on a straight-line basis over the lease period.

Critical judgments and uncertainties

Valuation of shares in subsidiaries is an area involving judgment and/or uncertainty for the Parent Company, in addition to the applicable critical accounting policies and key sources of estimation presented for the Group.

Financial statements presentation

The Parent Company presents the income statement and the balance sheet in compliance with the Swedish Annual Accounts Act (1995:1554) and recommendation RFR2.

Note 2 Financial risk management

Financial risk management

Electrolux Group is exposed to several financial risks:

- Liquidity risk from the Group's liquidity requirements
- Interest rate risk on liquid funds and borrowings
- Financing risk related to the Group's capital requirements
- Foreign exchange risk on commercial flows and net investments in foreign subsidiaries
- Commodity price risk affecting the expenditure on raw materials and components; and
- Credit risk relating to financial and commercial activities

Comparative information regarding risks described and quantified in this note are for total Group, unless otherwise stated.

The Board of Directors has established several policies for the Group (hereinafter all policies are referred to as the Financial Policy) to monitor and manage the financial risks relating to the operations of the Group. Group Treasury in Stockholm, supported by three regional treasury centers located in Asia, North America, and Latin America, provides services to the business, coordinates access to financial markets, monitors and manages financial risks through internal risk reports.

The Group seeks to minimize the effects of the financial risks by using derivatives to hedge exposures. The Group's Financial Policy governs the use of financial derivatives and provide principles for the management of foreign exchange risk, interest rate risk, credit risk and non-derivative financial instruments and the investment of excess liquidity. Policy compliance is reported monthly by Group Treasury to the Board of Directors. Furthermore, there are ECS controls covering financial risks.

All amounts in SEKm unless otherwise stated

Liquidity risk

Liquidity risk is defined as the risk of the Group not being able to meet its payment obligations due to lack of liquidity or due to the inability to convert assets into liquidity without incurring a loss.

Liquid funds as defined by the Group consist of cash and cash equivalents, short-term investments, financial derivative assets, prepaid interest expenses and accrued interest income. The Group Financial Policy stipulates that the level of liquid funds including unutilized committed credit facilities shall correspond to at least 10% of annualized net sales. At year-end 2025 this level was 26.1% (25.1). In addition, net liquid funds defined as liquid funds less short-term borrowings shall exceed zero, taking into account fluctuations arising from acquisitions, divestments, and seasonal variations. At year-end 2025, the Group had net liquid funds of SEK 6,460m (9,092), well above target. Liquid funds shall be deposited in bank accounts or invested in instruments with high liquidity and from creditworthy issuers. See separate section 'Credit risk in financial activities' within this note. The liquidity risk is considered low at the end of 2025 given the size of liquid funds available.

Interest rate risk on liquid funds and borrowings

Interest rate risk refers to the adverse effects that changes in interest rates may have on the Group's income. The main factors determining this risk include the interest fixing period.

Interest rate risk in liquid funds

Liquidity is either deposited in bank accounts or invested in instruments, normally with maturities between 0 and 3 months. A downward shift in the yield curves of one percentage point would reduce the Group's interest income by approximately SEK 153m (160). For more information, see Note 18.

Interest rate risk in borrowings

The debt financing of the Group is managed by Group Treasury in order to ensure efficiency and risk control. Debt is primarily raised at Parent Company level and transferred to subsidiaries through internal loans or capital injections. In this process, swap instruments are used to convert the funds to the required currency. Short-term financing is also managed locally in subsidiaries where there are capital restrictions. The Group's borrowings contain no financial covenants that can trigger premature cancellation of the loans. For more information, see Note 18.

Group Treasury manages the long-term loan portfolio to keep the average interest fixing period between 0 and 3 years. Derivatives, such as interest rate swap agreements, are used to manage the interest rate risk by changing the interest from fixed to floating or vice versa. For these derivatives the Group applies hedge accounting, which has affected other comprehensive income by SEK -1m (-7) during 2025. At the end of 2025 long-term interest-bearing borrowings had an average interest fixing period of 1.6 years (1.8). A one percentage point shift in interest rates would impact the Group's interest expenses by approximately SEK +/– 141m (164) and other comprehensive income by approximately SEK +/-13m (25). This calculation is based on a parallel shift of all yield curves simultaneously by one percentage point. The Group acknowledges that the calculation is an approximation and does not take into consideration that the interest rates on different maturities and different currencies may change differently.

Capital structure and credit rating

The Group defines its capital as equity stated in the balance sheet including non-controlling interests. On December 31, 2025, the Group's capital amounted to SEK 8,706m (9,723). The Group's objective is to have a capital structure resulting in an efficient weighted cost of capital and sufficient creditworthiness where operating needs and the needs for potential acquisitions are considered.

To achieve and keep an efficient capital structure, the Financial Policy states that the Group's long-term ambition is to maintain a long-term credit rating within a safe margin from a non-investment grade. In 2025, S&P Global Ratings downgraded the Group's credit rating to BBB- with a stable outlook, as indicated in the table below.

Credit rating

	Long-term debt	Outlook	Short-term debt	Short-term debt, Nordic
S&P Global Ratings	BBB-	Stable	A-3	K-3

When monitoring the capital structure, the Group uses different key figures, which are consistent with methodologies used by credit rating agencies and banks. The Group manages the capital structure and makes adjustments to adapt to changes in economic conditions. In order to maintain or adjust the capital structure, the Board of Directors may propose to adjust dividends paid to shareholders, return capital to shareholders, buy back own shares, issue new shares, or sell assets to reduce debt.

Financing risk

Financing risk refers to the risk that financing of the Group's capital requirements and refinancing of existing borrowings could become more difficult or more costly. This risk can be decreased by ensuring that maturity dates are evenly distributed over time, and that total short-term borrowings do not exceed liquidity levels. The financial net debt, total borrowings less liquid funds, excluding seasonal variances, shall be long-term according to the Financial Policy. The Group's goals for long-term borrowings include an even spread of maturities. The average time to maturity shall be at least 2 years and a maximum of SEK 8,000m of the long-term borrowings may mature during a 6-month period. In March 2024, to ensure financial and operational flexibility, the Board of Directors approved a temporary exception from the maximum maturing amount within a 6-month period borrowing limit.

Foreign exchange risk

Foreign exchange risk refers to the potential adverse effects that changes in foreign exchange rates may have on the Group's income and equity. The Group uses external loans denominated in foreign currencies as well as various derivatives to facilitate internal lending and to manage the foreign exchange exposure for the Group. The Group's overall currency exposure is managed centrally.

Transaction exposure from commercial flows

The Financial Policy stipulates to what extent commercial flows are to be hedged. Hedging with currency derivatives is, in most cases, applied on invoiced flows. Currency exposures from forecasted flows should normally be managed by natural hedges, price adjustments and cost reductions. However, in cases when both price and volume are committed, the Group may also hedge forecasted flows. For these derivatives the Group applies hedge accounting, which has affected other comprehensive income by SEK 0m (0) during 2025.

Group subsidiaries cover their risks in commercial currency flows mainly through the Group's treasury centers. Group Treasury thus assumes the currency risks and covers such risks externally using currency derivatives.

The Group's geographically widespread production reduces the effects of changes in exchange rates. The remaining transaction exposure is either related to internal sales from producing entities to sales companies or external purchasing of components and input material for the production paid in foreign currency. External imports are often priced in U.S. dollar (USD). The global presence of the Group, however, leads to significant netting of the transaction exposures. For additional information on exposures and hedging, see Note 18.

Translation exposure from consolidation of entities outside Sweden

Changes in exchange rates also affect the Group in connection with translation of income statements and balance sheets of foreign subsidiaries into SEK. The Group does not hedge such exposure. The translation exposures arising from income statements of foreign subsidiaries are included in the sensitivity analysis mentioned below.

Foreign exchange sensitivity from transaction and translation exposure

The major net deficit currencies that Electrolux Group is exposed to are U.S. dollar, Chinese renminbi, Thai baht and Euro. The major net surplus currencies that Electrolux Group is exposed to are British pound, Australian dollar, Canadian dollar and Brazilian real. These currencies represent the majority of the exposures of the Group, but are largely offsetting each other as different currencies represent net inflows and outflows.

A change up or down by 10% in the value of each currency against the Swedish krona would affect the Group's profit and loss for one year by approximately SEK +/– 387m (329), as a static calculation. The calculation assumes the distribution of earnings and costs effective at year-end 2025 and does not include any dynamic effects, such as changes in competitiveness or consumer behavior arising from such changes in exchange rates.

All amounts in SEKm unless otherwise stated

Sensitivity analysis of major currencies

Risk	Change	Profit or loss impact 2025	Profit or loss impact 2024
Currency			
BRL/SEK	-10%	-630	-591
CAD/SEK	-10%	-400	-383
AUD/SEK	-10%	-373	-387
CHF/SEK	-10%	-327	-333
GBP/SEK	-10%	-222	-283
MXN/SEK	-10%	128	106
CNY/SEK	-10%	236	163
THB/SEK	-10%	370	301
EUR/SEK	-10%	587	556
USD/SEK	-10%	1,221	1,429

Exposure from net investments (balance sheet exposure)

The net of assets and liabilities in foreign subsidiaries constitutes net investments in foreign currency, which generates a translation difference in the consolidation of the Group. This exposure can have an impact on the Group's total comprehensive income and the capital structure. The exposure is normally handled by natural hedges including matching assets with debts in the same currency. In exceptional cases the exposure can be managed by currency derivatives implemented on Group level and carried out by the Parent Company. There were no outstanding net investment hedges at year-end 2025.

A change up or down by 10% in the value of each currency against the Swedish krona would affect the net investments of the Group by approximately SEK +/– 2,630m (2,822), as a static calculation at year-end 2025.

Commodity price risks

Commodity price risk is the risk that the cost of direct and indirect materials could increase as underlying commodity prices rise in global markets. The Group is exposed to fluctuations in commodity prices through agreements with suppliers, whereby the price is linked to the raw material price on the world market. This exposure can be divided into direct commodity exposure, which refers to pure commodity exposures, and indirect commodity exposure, which is defined as exposure arising from only part of a component. Commodity price risk is mainly managed through contracts with the suppliers. A change in price up or down by 10% in steel would affect the Group's profit or loss with approximately SEK +/– 920m (1,020) and in plastics with approximately SEK +/– 460m (490), based on volumes in 2025.

Credit risk

Credit risk in financial activities

Exposure to credit risk arises from the investment of liquid funds and derivatives. In order to limit exposure to credit risk, the Group has adopted a policy of only dealing with creditworthy counterparties. A counterpart list has been established, which specifies the maximum approved exposure in relation to each counterpart. The Group only transacts investments of liquid funds and derivatives with issuers and counterparts holding a long-term credit rating of at least A-, as these are considered to have low credit risk for the purpose of impairment assessment. S&P Global Ratings or similar independent credit rating agencies supply the credit rating information. Group Treasury can allow exceptions from this rule, e.g., to enable money deposits within countries rated below A-, but these represent only a minor part of the total liquidity in the Group.

The Group strives for master netting agreements (ISDA) with all counterparts for derivative transactions. Assets and liabilities will only be netted from a credit risk perspective for counterparts with valid ISDA agreements. As a result of these policies and limitations, the credit risk from external financial activities is not material.

Impact from netting agreements on gross exposure from derivatives

	Gross amount	Impact of netting agree-ments	Net position	Change
December 31, 2025				
Interest and currency risk derivatives reported as assets	101	-80	21	79%
Interest and currency risk derivatives reported as liabilities	359	-80	278	22%
December 31, 2024				
Interest and currency risk derivatives reported as assets	407	-102	305	25%
Interest and currency risk derivatives reported as liabilities	186	-102	84	55%

Group Treasury manages a majority of the subsidiary financing through internal loans from the Parent Company, resulting in a material credit risk. The Parent Company calculates expected credit losses (ECL) from lending to its subsidiaries. The model defines whether it is the entity, or the country where the entity is situated, that is the primary source of credit risk. The credit risk is translated into a probability of default factor based on S&P Global Ratings historic values. The lending exposure is multiplied by the probability of default and a loss given default to result in the ECL of the subsidiary. The model allows for a management overlay to adjust the ECL provision, if management possesses information that qualifies for such an adjustment. Management overlay takes forward looking factors into consideration.

The opening expected credit loss provision in the Parent Company for 2025 amounted to SEK 28m (81). The closing expected credit loss provision in the Parent Company amounted to SEK 24m (28). ECL provisions for loans to companies in which the Group holds up to 50% of the voting rights amounted to SEK 12m (15).

To reduce the settlement risk in foreign exchange transactions done with banks, Group Treasury uses Continuous Linked Settlement (CLS). CLS eliminates temporary settlement risk since both legs of a transaction are settled simultaneously.

Credit risk in trade receivables

Electrolux Group sells to a substantial number of customers in the form of large retailers, buying groups, independent stores and direct to consumers. Sales are made on the basis of normal delivery and payment terms. The Electrolux Group Credit Directive defines how credit management is to be performed in the Electrolux Group to achieve competitive and professionally performed credit sales, limited bad debts, and improved cash flow and optimized profit. On a more detailed level, it also provides a minimum level for customer and credit risk assessment, clarification of responsibilities and the framework for credit decisions. The credit decision process combines the parameters risk/reward, payment terms and credit protection in order to obtain as much paid sales as possible. In some markets, Electrolux Group uses credit insurance as a means of protection. For many years, Electrolux Group has used the Electrolux Rating Model (ERM) to have a common and objective approach to credit risk assessment that enables more standardized and systematic credit evaluations to minimize inconsistencies in decisions. The ERM is based on a risk/reward approach and is the basis for the customer assessment. The Electrolux Rating Model consists of three different parts: Customer and Market Information; Warning Signals; and a Credit Risk Rating (CR2). Through CR2 the customers are classified in risk categories. Credit approvals and other monitoring procedures are also in place to ensure that follow-up action is taken to recover overdue debts. Furthermore, the Group reviews the recoverable amount of each trade receivable on an individual basis at the end of the reporting period to ensure that adequate loss allowance is made for irrecoverable amounts. In this regard, management considers that the Group's credit risk is significantly reduced.

Trade receivables relate to a large number of customers, spread across diverse geographical areas. However, there is a concentration of large credit exposures on a number of customers in, primarily, the U.S., Latin America and Europe. Concentration of credit risk related to a single counterparty did not exceed 8.5% (7.8) of total trade receivables at any time during the year. For more information, see Note 17.

The Group reports expected credit losses and applies the simplified approach for trade receivables and uses a matrix to estimate the expected credit losses. A receivable is written off when there are indications of no realistic prospect of recovery or at a 360 days overdue whichever occurs first. There is a limited use of enforcement activities.

All amounts in SEKm unless otherwise stated

Note 3 Segment information

Reportable segments — Business areas

The Group's operations are divided into three reportable segments: Europe, Asia-Pacific, Middle East and Africa; North America and Latin America.

All the segments are producing appliances for the consumer market and products comprise mainly of refrigerators, freezers, cookers, dishwashers, washing machines, dryers, microwave ovens, air conditioners, vacuum cleaners and other small domestic appliances.

The segments are regularly reviewed by the President and CEO, the Group's chief operating decision maker.

The segments are responsible for the operating results and the net assets used in their businesses, whereas financial items and taxes, as well as net debt and equity, are not reported per segment. The operating results and net assets of the segments are consolidated using the same principles as for the total Group. Operating costs not included in the segments are shown under Group Common costs, which mainly are costs related to group management activities typically required to run the Electrolux Group.

Sales between segments are made on market conditions with arm's-length principles.

	Net sales		Operating income	
	2025	2024	2025	2024
Europe, Asia-Pacific, Middle East and Africa	57,135	59,795	2,353	1,332
North America	45,124	45,581	-567	-1,776
Latin America	29,023	30,775	2,226	2,202
	131,282	**136,150**	**4,012**	**1,758**
Group Common costs	–	–	-355	-658
Total	**131,282**	**136,150**	**3,657**	**1,100**
Financial items, net	–	–	-1,842	-1,947
Income after financial items	**–**	**–**	**1,815**	**-847**

Inter-segment sales exist with the following split:

	2025	2024
Europe, Asia-Pacific, Middle East and Africa	3,976	3,971
North America	358	330
Latin America	–	182
Eliminations	**4,334**	**4,484**

The segments are responsible for the management of the operational assets and their performance is measured at the same level, while financing is managed by Group Treasury at group or country level. Consequently, liquid funds, interest-bearing receivables, interest-bearing liabilities and equity are not allocated to the business segments.

Non-recurring items by business area are presented on page 180.

	Assets December 31		Equity and liabilities December 31		Net assets December 31	
	2025	2024	2025	2024	2025	2024
Europe, Asia-Pacific, Middle East and Africa	39,371	43,206	28,976	33,996	10,396	9,210
North America	22,554	28,526	14,203	17,803	8,351	10,724
Latin America	20,050	20,020	11,956	12,348	8,094	7,673
Other[1]	14,702	14,943	4,833	5,130	9,868	9,813
Total operating assets and liabilities	**96,678**	**106,696**	**59,969**	**69,277**	**36,709**	**37,420**
Liquid funds	15,895	16,592	–	–	–	–
Non-current assets held for sale	173	466	–	309		
Total borrowings	–	–	40,488	39,298	–	–
Lease liabilities	–	–	3,662	4,812	–	–
Pension assets and liabilities	1,880	1,634	1,801	1,970	–	–
Equity	–	–	8,706	9,723	–	–
Total	**114,626**	**125,388**	**114,626**	**125,388**	**–**	**–**

[1] Includes common functions and tax items.

	Depreciation and amortization		Capital expenditure		Cash flow[1]	
	2025	2024	2025	2024	2025	2024
Europe, Asia-Pacific, Middle East and Africa	2,793	2,963	1,469	2,557	769	1,186
North America	1,793	2,210	723	766	307	178
Latin America	712	843	822	773	1,170	1,501
Other[2]	390	404	344	552	-290	-611
Divestments	–	–	–	–	-6	972
Financial items paid	–	–	–	–	-1,808	-1,764
Taxes paid	–	–	–	–	-1,650	-1,541
Total	**5,687**	**6,420**	**3,358**	**4,647**	**-1,508**	**-79**

[1] Cash flow from operations and investments.
[2] Includes common functions.

Geographical information

	Net sales[1]	
	2025	2024
USA	40,581	41,028
Brazil	21,641	23,112
Germany	6,317	6,319
Australia	5,282	5,483
Switzerland	5,145	4,574
Canada	4,638	4,681
Italy	3,800	3,745
United Kingdom	3,557	4,147
Sweden (country of domicile)	3,225	3,417
Poland	3,151	3,298
Other	33,945	36,346
Total	**131,282**	**136,150**

[1] Revenues attributable to countries on the basis of customer location.

Tangible and intangible fixed assets located in the Group's country of domicile, Sweden, amounted to SEK 5,635m (6,000). Tangible and non-tangible fixed assets located in all other countries amounted to SEK 32,211m (37,814). Individually material countries in this aspect are USA with SEK 10,229m (11,967), Italy with SEK 6,251m (7,611) and Poland with SEK 3,477m (3,955) respectively.

No single customer of the Group represents 10% or more of the external revenue.

Note 4 Revenue recognition

Revenue recognition

Electrolux Group manufactures and sells appliances mainly in the wholesale market to customers being retailers. Electrolux products include refrigerators, freezers, cookers, dishwashers, washing machines, dryers, microwave ovens, air conditioners, vacuum cleaners and other small domestic appliances. Revenues arise from sales of finished products and services.

Sales are recorded net of value-added tax, specific sales taxes, returns, and trade discounts.

Sale of finished products including spare parts and accessories

Revenue on the sale of products is revenue recognized at a point in time i.e. when control of the products has transferred, being when the products are delivered to the customer. Delivery occurs when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the customer, and either the customer has accepted the products in accordance with the sales contract, the acceptance provisions have lapsed, or there is objective evidence that all criteria for acceptance have been satisfied. In practice, transfer of control and thus revenue recognition normally depends on the contractual incoterm.

Transaction price — Volume discounts

The products are often sold with volume discounts based on aggregate sales over a specific time period, normally 3–12 months. Revenue from these sales is recognized based on the price specified in the contract, net of the estimated volume discounts. Accumulated experience is used to estimate and provide for the discounts using either the expected value method or an assessment of the most likely amount. Revenue is only recognized to the extent that it is highly probable that a significant reversal will not occur. A contract liability is recognized for expected volume discounts payable to customers in relation to sales made until the end of the reporting period. The estimated volume discount is revised at each reporting date.

Receivables, contract assets and contract liabilities

A receivable is recognized when the goods are delivered as this is the point in time that the consideration is unconditional since only the passage of time is required before the payment is due. If the consideration is conditional to additional performance, a contract asset is recorded.

Prepayments from customers are recorded as contract liabilities.

Sale of goods and services combined

When contracts include both goods and services, the sales value is split into the separate performance obligations as applicable, and revenue is recognized when each of the separate performance obligations is satisfied. In general, types of performance obligations that may occur relate to the sale of products, spare parts, installations, services and support, and training.

Sale of services in a separate contract

Revenue from services related to installation of products, repairs or maintenance services is recognized revenue when control is transferred, being over the time the service is provided. For service contracts covering a longer period, revenue is recognized on a linear basis over the contract period.

Sale of licenses in a separate contract

Electrolux Group licenses trademarks to other companies. The license provides the licensee a right to access intellectual property throughout the license period and revenue is recognized over time. The most common revenue from licensing for Electrolux Group is sales-based royalty where the revenue is recognized when the sale occurs.

Payments to customers

Agreements can be made with customers to compensate for various services or activities the customer undertakes. This relates to e.g. agreements under which Electrolux agrees to compensate the customer for e.g. marketing activities undertaken by the customer. The main rule is that if the payment is related to a distinct service or product it shall be accounted for as a purchase of that service or product. If not it shall be deducted from the related revenue stream. In practice, if the contract does not include any requirement of follow up from the Group and/or reporting back from the customer that the service is performed, the payment shall be accounted for as a reduction of revenue.

Customer incentives

Customer incentives include promotional activities as e.g. coupons, gift cards, free products and loyalty points. Customer incentives are additional performance obligations providing the customer with a material right, i.e. the customer is purchasing a product or service in the original purchase and the right to a free or discounted product or service in the future. The customer is effectively paying in advance for future products or services. Revenue is therefore allocated to two performance obligations, the originally purchased product and the product bought in the future (payment in advance). A liability is recognized until it is used or expires unused.

Within the Electrolux Group, a common promotional activity is to offer free products in combination with other sales. When the free products are related to the Group's product range, revenue is allocated to both the ordinary products sold and the free products.

When the free products are unrelated to the Group's product range, the free products are recognized as a marketing expense.

Warranties

The most common warranty for Electrolux Group is to replace a faulty product under legal and common practice warranty terms. In those cases, warranty is recognized as a provision. The Group also sells extended warranty where the revenue is recognized during the warranty period, which usually starts after the legal warranty period. Sometimes warranty offered includes a service part and if it is difficult to separate the warranty from the service the two are bundled together and revenue is recognized over the warranty period.

Sales with a right of return

A right of return is not a separate performance obligation, but it affects the transaction price for the transferred goods. Returns rights are commonly granted in the retail and consumer industry. Regarding a right of return which follows from legislation, statutory requirements, business practice or is stipulated in the contract with the customer, revenue is not recognized for goods expected to be returned. Instead, a liability is recognized for expected refunds to customers. An asset is also recorded for the expected returned item. The estimated amount of returned goods in each sale with a right of return, is based on a probability-weighted approach or most likely outcome, whichever is most predictive. The estimate is revised on each reporting date.

Principal versus agent

In some countries, Electrolux Group act as an agent, i.e. the Group arranges for goods or services to be provided by an external supplier to the customer. The Group records as revenue the commission fee earned for facilitating the transfer of goods or services, or the net amount of consideration that the company retains after paying the other party the consideration received in exchange for the goods or services to be provided by that party.

Freight charges

In most cases freight is included in the price of the product sold and revenue is recognized at the same time as the sale of the product.

Consignment stock or sell-through arrangement

For some customers, Electrolux Group keeps the inventory of products in the warehouse of the customer or in the customer's outlet. Transfer of control of the products is done when the customer lifts the product from the warehouse, or when the product is sold to the end consumer. The Group recognizes revenue when control has been transferred, or when there is a legal right of forcing a sales transaction.

Revenue types and flows

The vast majority of the Group's revenues of SEK 131,282m (136,150) during the year consisted of product sales. Revenue from service activities amounted to SEK 2,314m (2,461). The Group's net sales in Sweden amounted to SEK 3,225m (3,417). Exports from Sweden during the year amounted to SEK 39,153m (40,944), of which SEK 35,458m (37,287) were to Group subsidiaries. The majority of the Swedish exports comes from two of the Swedish entities acting as buying/selling hubs for the European business, meaning that most of the European product flows are routed via these entities.

Disaggregation of revenue

Electrolux has three business areas with focus on the consumer market. Sales of services are not material in relation to the Group's total net sales.

All amounts in SEKm unless otherwise stated

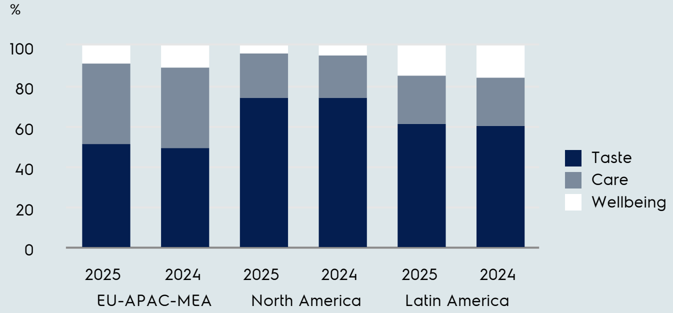
Geography and product category are considered important attributes when disaggregating the Group's revenue. The business areas, also being the Group's segments, are based on geography: Europe, Asia-Pacific, Middle East and Africa; North America and Latin America. In addition, the table "Revenue per product area" presents net sales by product area: Taste (cooking, refrigeration and freezer appliances), Care (dish and laundry appliances) and Wellbeing (e.g. air conditioners, vacuum cleaners and other small domestic appliances).

Products within all product areas are sold in each of the reportable segments, i.e. the business areas, as presented in graph "Business area revenue recognition per product area".

Revenue per product area

	Group		Parent Company	
Disaggregation of revenue	2025	2024	2025	2024
Product Areas				
Taste	81,339	82,634	20,244	19,597
Care	39,676	41,027	17,440	18,302
Wellbeing	10,267	12,489	2,194	2,372
Total	**131,282**	**136,150**	**39,878**	**40,272**

Business area revenue recognition per product area



Contract liabilities

The table below presents the opening and closing balances of contract liabilities as well as movements during the years.

			Prepaid income – service & warranty		
Contract liabilities	Advances from customers	Customer bonuses/ incentives	Short-term	Long-term	Total
Opening balance, January 1, 2024	**117**	**6,836**	**74**	**188**	**7,215**
Gross increase during the year	414	24,390	234	14	25,052
Paid to/settled with customer	–	-23,426	–	–	-23,426
Revenue recognized during the year	-405	–	-243	-3	-651
Contracts cancelled during the year	–	-433	2	–	-431
Acquisition/divestments of operations	–	-39	–	–	-39
Other changes	-2	-30	8	-10	-34
Exchange rate differences	-10	174	–	1	165
Closing balance, December 31, 2024	**114**	**7,472**	**75**	**190**	**7,851**
Gross increase during the year	610	23,800	29	8	24,447
Paid from opening balance	–	-5,164	–	–	-5,164
Accrued and paid during the year	–	-18,737	–	–	-18,737
Revenue recognized during the year	-329	–	-42	-11	-382
Contracts cancelled during the year	–	-189	-1	-1	-191
Other changes	–	-7	6	-5	-6
Exchange rate differences	-31	-679	-2	-2	-713
Closing balance, December 31, 2025	**364**	**6,497**	**65**	**179**	**7,105**

For the Parent Company contract liabilities as per December 31, amounted to SEK 207m (312).

All amounts in SEKm unless otherwise stated

Note 5 Operating expenses

Cost of goods sold and additional information on costs by nature

Cost of goods sold includes expenses for the following items:

- Finished goods i.e. cost for production and sourced products
- Warranty
- Environmental fees
- Warehousing and transportation
- Exchange rate differences on payables and receivables and the effects from currency hedging

Operating expenses	2025	2024
Direct material and components	52,809	56,042
Sourced products	15,546	16,264
Depreciation and amortization	5,687	6,420
Salaries, other remuneration and employer contributions	22,758	24,120
Other operating expenses	30,825	32,204
Total	**127,625**	**135,050**

Operating expenses

Cost of goods sold includes direct material and components amounting to SEK 52,809m (56,042) and sourced products amounting to SEK 15,546m (16,264). Depreciation and amortization for the year amounted to SEK 5,687m (6,420). Costs for research and development amounted to SEK 4,285m (4,429).

Government grants related to operating expenses have been recognized as deductions from these expenses by SEK 133m (118).

Government grants related to assets have been recognized as deferred income to be recognized as income over the useful life of the assets. The remaining value of these grants, at the end of 2025, amounted to SEK 10m (18).

The Group's operating income includes net exchange rate differences in the amount of SEK –298m (–415).

The Group's Swedish factories accounted for 0.1% (0.1) of the total value of production.

Selling and administration expenses

Selling expenses include expenses for brand communication, sales driving communication and costs for sales and marketing staff. Selling expenses also include the cost for expected credit losses.

Administration expenses include expenses for general management, finance, human resources, general administration and IT expenses related to the named functions. Administration costs related to manufacturing are included in cost of goods sold.

Note 6 Other operating income and expenses

	Group		Parent Company	
Other operating income	2025	2024	2025	2024
Gain on sale of non-current assets	615	88	–	–
Recovery of operational taxes	457	143	–	–
Reversal of restructuring provision	121	176	–	–
Government grants	68	21	–	–
Legal settlement	57	–	–	–
Reversal of environmental provision	26	5	–	–
Recycling of foreign exchange reserve of liquidated companies	-8	216	–	–
Asbestos litigation, revaluation	–	452	–	–
Divestment of asbestos exposure	–	185	–	–
Other	43	87	–	1
Total	**1,379**	**1,373**	**–**	**1**

	Group		Parent Company	
Other operating expenses	2025	2024	2025	2024
Divestment of South Africa (Note 26)	29	-566	–	–
Loss on sale of non-current assets	-35	-3	–	–
Result from lease contracts	-16	0	–	–
Reorganization expenses	–	-174	–	–
Legal expenses	–	-56	–	–
Impairment	–	-36	-770	-831
Other	-42	-76	-222	-10
Total	**-64**	**-911**	**-992**	**-841**
Other operating income and expenses, net	**1,315**	**462**	**-992**	**-840**

Note 7 Material profit or loss items in operating income

This note summarizes events and transactions with significant effects, which are relevant for understanding the financial performance when comparing income for the current period with previous periods, including items such as:

- Capital gains and losses from divestments of operations, etc
- Closure or significant downsizing of major units or operations, restructuring initiatives with a set of activities aimed at reshaping major structure or process
- Significant impairments
- Other major non-recurring costs or income

No material items have been identified for 2025.

Material items in 2024 amounted to SEK -566m and refers to business area Europe, Asia-Pacific, Middle East and Africa and the divestment of the water heater business in South Africa, see Note 26.

Material profit or loss items	2025	2024
Divestment of South Africa (Note 26)	–	-566
Total	**–**	**-566**

Effect from material profit or loss items by function	2025	2024
Other operating income and expenses (Note 6)	–	-566
Total	**–**	**-566**

All amounts in SEKm unless otherwise state

Note 8 Leases

The major part of the group's lease arrangements are those under which the group is a lessee. This applies to a large number of assets such as warehouses, office premises, vehicles, and certain office equipment. The group's activities as a lessor are limited.

A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Such an assessment is performed at inception of a contract. An identified lease agreement is further categorized by the group as either a short-term lease, a lease of a low-value asset or a standard lease. Short-term leases are defined as leases with a lease term of 12 months or less. The group's definition of low-value assets comprises all personal computers and laptops, phones, office equipment and furniture and all other assets, independent of asset class, of lower value when new. Lease payments related to short-term leases and leases of low value assets are recognized as operating expenses on a straight-line basis over the term of the lease. The group applies the term 'standard lease' to all identified leases which are categorized as neither short-term leases nor leases of a low-value asset. Thus, a standard lease is a lease agreement for which a right-of-use asset and a corresponding lease liability are recognized at commencement of the lease, i.e. when the asset is available for use. The group's right-of-use assets and its long-term and short-term lease liabilities are presented as separate line items in the consolidated statement of financial position.

Assets and liabilities arising from a lease are initially measured on a present value basis. The lease liability is determined as the present value of all future lease payments at the commencement date, discounted using the Group's calculated incremental borrowing rate determined by country and contract duration (12–36 months, 37–72 months and >72 months).

The lease liability is subsequently measured by reducing the carrying amount to reflect the lease payments made and by increasing the carrying amount to reflect interest on the lease liability, using the effective interest method.

A right-of-use asset is measured at cost comprising the amount of the initial measurement of the lease liability, any lease payments made at or before the commencement date, less any lease incentives received, and any initial direct costs, and restoration costs (unless incurred to produce inventories) with the corresponding obligation recognized and measured as a provision under IAS 37. The right-of-use asset is subsequently measured at cost less accumulated depreciation, any impairment losses as well as any remeasurement of the lease liability. Impairment of right-of-use assets is determined and accounted for in accordance with IAS 36.

A right-of-use asset is normally depreciated on a straight-line basis over the shorter of the asset's useful life and the lease term. However, if ownership of the asset is reasonably certain to be transferred at the end of the lease, the right-of-use asset is depreciated over its useful life. Depreciation of a right-of-use asset starts at the commencement date of the lease.

A lease payment related to a standard lease is accounted for partly as amortization of the lease liability and partly as interest expense in the statement of comprehensive income.

In determining the lease term, extension options are only included if it is determined as reasonably certain to extend, being subject to continuous re-assessment. Periods after termination options are only included in the lease term if the lease is reasonably certain not to be terminated. A lease term is reviewed if a significant event or a significant change in circumstances occurs which affects the assessment.

	Group	
Lease income and expenses	2025	2024
Income from subleasing	6	7
Lease expenses:		
Short-term leases	-8	-6
Leases of low-value assets	-14	-2
Variable lease payments	-170	-169
Depreciation of right-of-use assets	-1,138	-1,181
Total lease expenses in operating income	**-1,330**	**-1,358**
Lease liability interest expense	-224	-228

Total cash outflow for lease contracts amounted to SEK 1,550m (1,561) for the year. The calculated average lease interest rate for the year was 5.4% (4.9). Lease commitments related to leases not yet commenced per December 31 amounted to SEK 102m (83).

Maturity profile of lease liabilities is presented in Note 18.

For the Parent Company, lease expenses for the year amounted to SEK 39m (47) and future lease payment obligations at year end amounted to SEK 201m (236). The most relevant lease agreement for the Parent Company during 2025 was IT equipment.

Property, plant and equipment, right-of-use

Group	Land	Buildings	Machinery	Other equipment	Total
Carrying amount					
Opening balance, January 1, 2024	**12**	**3,495**	**71**	**758**	**4,337**
Additions	2	643	63	435	1,143
Cancellations	–	-9	–	-99	-108
Depreciation	-2	-810	-39	-330	-1,181
Exchange rate differences	1	145	2	45	192
Closing balance, December 31, 2024	**13**	**3,464**	**98**	**808**	**4,382**
Additions	–	81	72	310	463
Cancellations	2	141	-54	-6	83
Depreciation	-2	-751	-43	-342	-1,138
Exchange rate differences	-1	-405	-5	-82	-492
Closing balance, December 31, 2025	**13**	**2,530**	**68**	**687**	**3,297**

All amounts in SEKm unless otherwise stated

Note 9 Financial income and financial expenses

	Group		Parent Company	
	2025	2024	2025	2024
Financial income				
Interest income				
from subsidiaries	–	–	1,245	1,546
from others	276	516	131	313
Dividends from subsidiaries	–	–	3,852	4,798
Other financial income	12	–	77	53
Total	**288**	**516**	**5,305**	**6,710**
Financial expenses				
Interest expenses				
to subsidiaries	–	–	-962	-1,197
to others	-1,773	-1,848	-1,365	-1,542
Lease liability interest expenses	-224	-228	–	–
Pension interest expenses, net	-6	-23	–	–
Exchange rate differences, net	27	-197	16	-5
Other financial expenses	-154	-167	-87	-128
Total	**-2,130**	**-2,464**	**-2,398**	**-2,872**
Financial items, net	**-1,842**	**-1,947**	**2,907**	**3,838**

Other financial expenses for the Group and Parent Company, include gains and losses on derivatives used for managing the Group's interest fixing. For information on financial instruments, see Note 18. For more information on post-employment benefits, see Note 22.

Cash flow: Financial items paid, net
Interest and similar items received amounted to SEK 285m (520), interest and similar items paid amounted to SEK –1,990m (–2,029) and other financial items received and paid amounted to SEK –103m (–255).

Note 10 Taxes

	Group		Parent Company	
	2025	2024	2025	2024
Current taxes	-1,535	-1,178	-249	-176
Deferred taxes	599	631	135	376
Taxes in income for the period	**-936**	**-547**	**-114**	**200**
Taxes related to OCI	-165	-177	–	1
Taxes included in total comprehensive income	**-1,101**	**-724**	**-114**	**201**

Deferred taxes for 2025 include an effect of SEK 13m (8) due to changes in tax rates. The consolidated accounts include deferred tax liabilities of SEK 79m (97) related to untaxed reserves in the Parent Company.

Theoretical and actual tax rates	Group		Parent Company	
%	2025	2024	2025	2024
Theoretical tax rate	35.0	9.4	20.6	20.6
Non-taxable/non-deductible income statement items, net	-12.2	27.2	-35.5	-95.7
Non-recognized tax losses carried forward	10.1	10.5	–	–
Utilized non-recognized tax losses carried forward	-2.0	-3.0	–	–
Other changes in recognition of deferred tax	6.3	71.9	-0.5	24.1
Withholding tax	13.1	22.3	14.5	20.2
Other	1.4	-73.8	7.5	7.5
Actual tax rate	**51.6**	**64.5**	**6.7**	**-23.4**

For the Group in 2025, the majority of 'Other changes in recognition of deferred tax' is comprised of deferred taxes related to prior years.

The theoretical tax rate for the Group is calculated on the basis of the weighted total income after financial items per country, multiplied by the local statutory tax rate.

Non-taxable and non-deductible items in the Parent Company are mainly related to dividends from subsidiaries and revaluations of shares in subsidiaries.

Non-recognized deductible temporary differences
As of December 31, 2025, the Group had tax loss carryforwards and other deductible temporary differences of SEK 6,282m (7,498), which have not been included in the computation of deferred tax assets. The decision not to recognize certain temporary differences is based on an assessment where the likelihood of future utilization is evaluated for each temporary difference. The Group typically does not recognize temporary differences in situations where the ability to utilize these in the future is limited.

The non-recognized deductible temporary differences will expire as follows:

	December 31	
Non-recognized temporary differences	2025	2024
2025	n/a	529
2026	188	240
2027	454	433
2028	461	768
2029	35	130
2030	52	n/a
And thereafter	465	383
Without time limit	4,627	5,016
Total	**6,282**	**7,498**

All amounts in SEKm unless otherwise stated

The tables below show deferred tax assets and liabilities at the end of each reporting period and the change in net deferred tax assets and liabilities.

Deferred tax assets and liabilities

	2025	2024
Deferred tax assets:		
Property, plant and equipment, owned	543	567
Property, plant and equipment, right-of-use	662	896
Provision for pension obligations	162	173
Provision for restructuring	318	486
Other provisions	572	654
Inventories	92	104
Accrued expenses and prepaid income	374	594
Unused tax losses carried forward	2,736	2,753
Tax credits	1,733	2,076
Other deferred tax assets	2,621	3,012
Deferred tax assets before netting of deferred tax assets and liabilities	**9,813**	**11,316**
Netting of deferred tax assets and liabilities	-1,054	-2,251
Deferred tax assets, net	**8,759**	**9,065**
Deferred tax liabilities:		
Property, plant and equipment, owned	305	326
Property, plant and equipment, right-of-use	587	802
Other provisions	65	63
Inventories	210	424
Other deferred tax liabilities	680	1,286
Deferred tax liabilities before netting of deferred tax assets and liabilities	**1,845**	**2,901**
Netting of deferred tax assets and liabilities	-1,054	-2,251
Deferred tax liabilities, net	**791**	**651**
Deferred tax assets and liabilities, net	**7,968**	**8,415**

	2025	2024
Deferred tax assets and liabilities, net opening balance	**8,415**	**7,694**
Recognized in income statement	599	631
Recognized in other comprehensive income	-165	-177
Acquisitions of operations	–	–
Exchange rate differences	-882	270
Divested operations	–	-3
Deferred tax assets and liabilities, net closing balance	**7,968**	**8,415**

As per December 31, the Parent Company reported deferred tax assets amounting to SEK 2,382m (2,247) which mainly relate to unused tax losses carried forward, restructuring provisions and pensions.

The Group is within the scope of the OECD Pillar Two model rules. Pillar Two legislation was enacted in Sweden, the jurisdiction in which the Parent Company is resident, and is effective as of January 1, 2024.

The Group applies the mandatory exception to recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023.

Under the legislation, the Group may be liable to pay a top-up tax for the difference between its GloBE effective tax rate per jurisdiction and the 15% minimum rate. Most of the jurisdictions in which the Group carries out business are covered by the application of the transitional safe harbor rules. The Group's top-up tax expense amounted to SEK 0m for 2025.

Note 11 Other comprehensive income

	Group	
	2025	2024
Items that will not be reclassified to income for the period:		
Remeasurement of provisions for post-employment benefits		
Opening balance, January 1	**4,217**	**3,783**
Gain/loss taken to other comprehensive income	686	611
Income tax relating to items that will not be reclassified	-165	-177
Closing balance, December 31	**4,738**	**4,217**
Items that may be reclassified subsequently to income for the period:		
Cash flow hedges		
Opening balance, January 1	**-24**	**-16**
Gain/loss taken to other comprehensive income	-1	-7
Closing balance, December 31	**-24**	**-24**
Exchange differences on translation of foreign operations		
Opening balance, January 1	**-1,567**	**-961**
Net investment hedge	–	1
Translation differences	-2,506	-522
Transferred to profit and loss	8	-84
Closing balance, December 31	**-4,065**	**-1,567**
Income tax relating to items that may be reclassified		
Opening balance, January 1	**12**	**12**
Net investment hedges	0	0
Closing balance, December 31	**12**	**12**
Non-controlling interests, translation differences	-0	-0
Other comprehensive income, net of tax	**-1,978**	**-179**

Income taxes affecting other comprehensive income during the year amounted to a total of SEK -165m (-177) of which SEK -165m (-177) related to remeasurement of provisions for post-employment benefits and SEK 0m (0) related to financial instruments for hedging.

All amounts in SEKm unless otherwise stated

Note 12 Property, plant and equipment, owned

Property, plant, and equipment are stated at historical cost less straight-line accumulated depreciation, adjusted for any impairment charges. Land is not depreciated as it is considered to have an unlimited useful life. All other depreciation is calculated using the straight-line method and is based on the following estimated useful lives:

- Land — No depreciation
- Land improvements — 0–15 years
- Buildings — 10–40 years
- Machinery and technical installations — 3–15 years
- Other equipment — 3–10 years

Total net impairment for the year was SEK 0m (-2) on buildings and land, and SEK -4m (-15) on machinery and other equipment and SEK 0m (-11) on plants under construction. The impairments in 2025 relate to business area Europe, Asia-Pacific, Middle East and Africa while the impairments in 2024 relate to Europe, Asia-Pacific, Middle East and Africa , and North America.

Group	Land and land improvements	Buildings	Machinery and technical installations	Other equipment	Plants under construction and advances	Total
Acquisition costs						
Opening balance, January 1, 2024	**2,572**	**15,632**	**47,023**	**3,853**	**5,079**	**74,158**
Acquired during the year	1	274	776	183	2,216	3,450
Divestment of operations	-5	-121	-137	-27	-44	-334
Transfers and reclassifications	29	227	2,203	136	-2,589	6
Sales, scrapping, etc.	-2	-85	-786	-180	-79	-1,132
Exchange rate differences	57	404	1,858	74	110	2,503
Closing balance, December 31, 2024	**2,652**	**16,331**	**50,937**	**4,039**	**4,693**	**78,651**
Acquired during the year	0	251	694	128	1,238	2,311
Transfers and reclassifications	9	315	2,066	118	-2,533	-25
Sales, scrapping, etc.	-152	-70	-1,403	-364	-14	-2,004
Exchange rate differences	-149	-1,334	-5,202	-330	-296	-7,310
Closing balance, December 31, 2025	**2,360**	**15,494**	**47,092**	**3,591**	**3,088**	**71,624**
Accumulated depreciation						
Opening balance, January 1, 2024	**400**	**7,235**	**34,323**	**2,962**	**509**	**45,428**
Depreciation for the year	25	609	2,899	402	–	3,935
Transfers and reclassifications	–	–	-12	-0	12	0
Sales, scrapping, etc.	-3	-77	-734	-158	–	-972
Divestment of operations	0	-47	-103	-14	0	-164
Impairment	0	-2	-11	-4	-11	-28
Exchange rate differences	18	189	1,403	63	2	1,675
Closing balance, December 31, 2024	**440**	**7,907**	**37,765**	**3,251**	**512**	**49,874**
Depreciation for the year	23	589	2,310	334	–	3,256
Transfers and reclassifications	–	-0	0	0	–	0
Sales, scrapping, etc.	-16	-36	-1,381	-355	–	-1,788
Impairment	–	-0	-5	-0	–	-5
Exchange rate differences	-35	-646	-3,845	-268	-80	-4,874
Closing balance, December 31, 2025	**411**	**7,813**	**34,844**	**2,962**	**432**	**46,463**
Net carrying amount, December 31, 2024	**2,212**	**8,424**	**13,172**	**788**	**4,181**	**28,777**
Net carrying amount, December 31, 2025	**1,949**	**7,681**	**12,248**	**628**	**2,656**	**25,161**

Parent Company	Land and land improvements	Buildings	Machinery and technical installations	Other equipment	Plants under construction and advances	Total
Acquisition costs						
Opening balance, January 1, 2024	**1**	**5**	**428**	**387**	**120**	**941**
Acquired during the year	–	–	41	16	4	61
Transfer of work in progress and advances	–	–	103	12	-115	–
Sales, scrapping, etc.	–	–	-4	-14	–	-18
Exchange rate differences	–	–	5	–	3	8
Closing balance, December 31, 2024	**1**	**5**	**573**	**401**	**12**	**992**
Acquired during the year	–	–	36	10	8	54
Transfer of work in progress and advances	–	–	2	1	-3	–
Sales, scrapping, etc.	–	–	-6	-93	–	-99
Exchange rate differences	–	–	-13	-2	–	-15
Closing balance, December 31, 2025	**1**	**5**	**592**	**317**	**17**	**932**
Accumulated depreciation						
Opening balance, January 1, 2024	**1**	**2**	**333**	**312**	**0**	**648**
Depreciation for the year	–	–	79	22	–	101
Sales, scrapping, etc.	–	–	-4	-13	–	-17
Exchange rate differences	–	–	4	–	–	4
Closing balance, December 31, 2024	**1**	**2**	**412**	**321**	**0**	**736**
Depreciation for the year	–	0	70	20	–	90
Sales, scrapping, etc.	–	–	-6	-91	–	-97
Exchange rate differences	–	–	-9	-1	–	-10
Closing balance, December 31, 2025	**1**	**2**	**467**	**249**	**0**	**719**
Net carrying amount, December 31, 2024	**0**	**3**	**161**	**80**	**12**	**256**
Net carrying amount, December 31, 2025	**0**	**3**	**125**	**68**	**17**	**213**

All amounts in SEKm unless otherwise stated

Note 13 Goodwill and other intangible assets

Goodwill
Goodwill is reported as an indefinite life intangible asset at cost less accumulated impairment losses.

Product development
Electrolux Group capitalizes expenses for certain own development of new products provided that the level of certainty of their future economic benefits and useful life is high. The intangible asset is only recognized if the product is sellable on existing markets and that resources exist to complete the development. Only expenditure which is directly attributable to the new product's development is recognized. Capitalized development costs are amortized over their useful lives, up to 5 years, using the straight-line method.

Software
Acquired software licenses and development expenses are capitalized on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortized over their useful lives, between 3 and 5 years, using the straight-line method.

Trademarks
Trademarks are reported at historical cost less amortization and impairment. The Electrolux trademark in North America, acquired in 2000, is regarded as an indefinite life intangible asset and is not amortized in the group accounts. One of the Group's key strategies is to develop Electrolux into the leading global brand within the Group's product categories. This acquisition gave Electrolux Group the right to use the Electrolux brand worldwide, whereas it previously could be used only outside of North America. The total carrying amount for the Electrolux brand is SEK 410m, included in the item "Other" in the table "Goodwill and other intangible assets" on the next page. All other trademarks are amortized over their useful lives, estimated to 5 to 10 years, using the straight-line method.

Customer relationships
Customer relationships are recognized at fair value in connection with acquisitions. The values of these relationships are amortized over their estimated useful lives, between 5 and 15 years, using the straight-line method.

Intangible assets with indefinite useful lives
Goodwill as of December 31, 2025, had a total carrying value of SEK 4,764m. The allocation, for impairment-testing purposes, on cash-generating units is shown in the table "Goodwill, value of trademark and discount rate".

All intangible assets with indefinite useful lives are tested for impairment at least once every year. Single assets can be tested more often in case there are indications of impairment. The recoverable amounts of the cash-generating units have been determined based on value in use calculations. The cash-generating units equal the business areas. Costs related to group services and global leverage activities are carried by the cash-generating units and therefore included in the impairment testing of each cash-generating unit.

Value in use is calculated using the discounted cash flow model based on Group management approved-forecasts for the coming four years. The forecasts are built on the estimate from the units within each business area, as the cash-generating unit. The preparation of the forecast requires a number of key assumptions such as volume, price, product mix, prices for raw material and components, which will create a basis for future sales growth and gross margin. These figures are set in relation to historic figures and external reports on market development. The cash flow for the last year of the four-year period is used as the base for the perpetuity calculation. The discount rates are based on the pre-tax Electrolux Group WACC (Weighted Average Cost of Capital) with adjustments for country specific risk premiums and inflation rates for each individual country. The individual country discount rates are used to calculate a weighted average discount rate for each cash-generating unit.

The pre-tax discount rates used in 2025 were within a range from 10.7% (10.5) to 14.6% (15.2). For the calculation of the in-perpetuity value, Gordon's growth model is used. According to Gordon's model, the terminal value of a growing cash flow is calculated as the starting cash flow divided by cost of capital, less the growth rate. Cost of capital less growth of 2% (2) is within the range of 8.7 to 12.6%.

Sensitivity analyses have been carried out based on a reduction of the operating margin by 0.5 percentage points and by an increase in the cost of capital by one percentage point respectively. None of the sensitivity analyses led to a reduction of the recoverable amount below the carrying amount for any of the cash-generating units, i.e. the hypothetical changes in key assumptions would not lead to any impairment. The calculations are based on management's assessment of reasonably possible adverse changes in operating margin and cost of capital, yet they are hypothetical and should not be viewed as an indication that these factors are likely to change. The sensitivity analyses should therefore be interpreted with caution.

Right-of-use assets are included in the carrying amount of each cash-generating unit. Accordingly, lease payments, representing lease liability amortization and interest expense, are not considered in the forecasted cash flows. However, the forecasted cash flows have been charged with a 'replacement capital expenditure' for right-of-use assets, calculated based on an assumed normalized level of depreciation per cash-generating unit and a calculated average remaining lease period of contracts existing at year-end.

Goodwill, value of trademark and discount rate

	2024		
	Goodwill	Electrolux trademark	Discount rate, %
Europe, Asia-Pacific, Middle East and Africa	2,543	–	10.5
North America	1,959	410	11.6
Latin America	891	–	15.2
Total	**5,393**	**410**	

	2025		
	Goodwill	Electrolux trademark	Discount rate, %
Europe, Asia-Pacific, Middle East and Africa	2,307	–	10.7
North America	1,639	410	11.7
Latin America	818	–	14.6
Total	**4,764**	**410**	

All amounts in SEKm unless otherwise stated

Goodwill and other intangible assets

	Group	Other intangible assets				Parent Company
	Goodwill	Product development	Software	Other	Total other intangible assets	Trademarks, software, etc.
Acquisition costs						
Opening balance, January 1, 2024	**6,579**	**4,296**	**5,243**	**2,146**	**11,685**	**6,225**
Acquired during the year	–	–	374	–	374	64
Divestment of operations	-1,301	–	–	-315	-315	–
Internally developed	–	519	305	–	824	606
Reclassification	–	-70	64	–	-6	-281
Fully amortized	–	-163	-288	–	-451	–
Sales, scrapping, etc.	–	-132	-313	–	-445	-6
Exchange rate differences	115	86	97	-17	166	125
Closing balance, December 31, 2024	**5,393**	**4,536**	**5,482**	**1,814**	**11,832**	**6,733**
Acquired during the year	–	–	377	–	377	46
Internally developed	–	412	257	–	669	501
Reclassification	–	68	-43	–	25	–
Fully amortized	–	-54	-90	-0	-144	–
Sales, scrapping, etc.	–	-118	-105	-0	-223	-45
Exchange rate differences	-629	-369	-391	-119	-879	-245
Closing balance, December 31, 2025	**4,764**	**4,475**	**5,487**	**1,695**	**11,657**	**6,990**
Accumulated amortization						
Opening balance, January 1, 2024	**–**	**2,158**	**2,650**	**1,500**	**6,308**	**3,138**
Amortization for the year	–	540	714	50	1,304	661
Divestment of operations	-368	–	–	-193	-193	–
Reclassification	–	–	–	–	–	-281
Fully amortized	–	-163	-288	–	-451	–
Impairment	368	–	-2	–	-2	–
Sales, scrapping, etc.	–	-134	-305	–	-439	-5
Exchange rate differences	–	33	43	-33	43	55
Closing balance, December 31, 2024	**–**	**2,434**	**2,812**	**1,324**	**6,570**	**3,568**
Amortization for the year	–	554	712	27	1,293	733
Reclassification	–	–	–	0	–	–
Fully amortized	–	-54	-90	-0	-144	–
Impairment	–	–	–	–	–	–
Sales, scrapping, etc.	–	-118	-66	-0	-184	-14
Exchange rate differences	–	-195	-194	-114	-503	-129
Closing balance, December 31, 2025	**–**	**2,621**	**3,174**	**1,237**	**7,032**	**4,158**
Carrying amount, December 31, 2024	**5,393**	**2,102**	**2,670**	**490**	**5,262**	**3,165**
Carrying amount, December 31, 2025	**4,764**	**1,854**	**2,313**	**458**	**4,625**	**2,832**

Included in the item "Other" are trademarks of SEK 447m (467) and customer relationships etc. amounting to SEK 11m (23). Amortization of intangible assets is included within 'Cost of goods sold' with SEK 633m (637), 'Administrative expenses' with SEK 333m (379) and 'Selling expenses' with SEK 327m (288) in the income statement. Total net impairment for the year was SEK 0m (-2). In 2024 it related to software and business area Europe, Asia-Pacific, Middle East and Africa. The goodwill impairment in 2024 was related to the divestment of the water heater business in South Africa.

Note 14 Other non-current assets

	Group December 31		Parent Company December 31	
	2025	2024	2025	2024
Shares in subsidiaries	–	–	39,873	38,666
Participations in other companies	–	–	62	62
Long-term receivables in subsidiaries	–	–	3,208	3,620
Long-term operational tax credits	2,739	2,021		
Other receivables	183	202	2	–
Total	**2,922**	**2,223**	**43,145**	**42,348**

See Note 29 for information on the major subsidiaries held by the Parent Company. A detailed specification of the Parent Company's shares in subsidiaries has been submitted to the Swedish Companies Registration Office and is available upon request from AB Electrolux, Investor Relations.

All amounts in SEKm unless otherwise stated

Note 15 Inventories

	Group December 31		Parent Company December 31	
	2025	2024	2025	2024
Raw materials	4,618	5,381	–	–
Products in progress	291	346	–	–
Finished products	15,057	15,527	3,249	3,283
Advances to suppliers	14	17	–	–
Total	**19,979**	**21,271**	**3,249**	**3,283**

Inventories and work in progress are valued at the lower of cost, at normal capacity utilization, and net realizable value. The cost of finished goods and work in progress comprises development costs, raw materials, direct labor, tooling costs, other direct costs and related production overheads. The cost of inventories is assigned by using the weighted average cost formula. Provisions for obsolescence are included in the value for inventory.

The cost of inventories recognized as expense and included in Cost of goods sold amounted to SEK 93,842m (99,685) for the Group and SEK 34,919m (36,623) for the Parent Company.

Write-downs due to obsolescence amounted to SEK 106m (116) for the Group and SEK 0m (0) for the Parent Company.

Reversals of previous write-downs, due to inventories either scrapped or sold, amounted to SEK 350m (373) for the Group and SEK 62m (37) for the Parent Company.

The amounts have been included in the item Cost of goods sold in the income statements.

Note 16 Other current assets

	Group, December 31	
	2025	2024
VAT receivable	1,331	1,018
Other tax recoverable	1,051	721
Miscellaneous short-term receivables	931	934
Provisions for expected credit losses	-61	-52
Prepaid expenses and accrued income	1,382	1,545
Prepaid interest expenses and accrued interest income	4	14
Non-current assets held for sale	173	466
Total	**4,811**	**4,646**

'Other tax recoverable' include mainly short-term operational tax credits.

'Non-current assets held for sale' refers to assets related to the housing association BRF Gourmet. The related liabilities (applicable for 2024) are reported in note 24.

Note 17 Trade receivables

	Group		Parent Company	
	2025	2024	2025	2024
Trade receivables	21,651	24,990	570	578
Provision for expected credit losses	-259	-400	-9	-3
Trade receivables, net	**21,392**	**24,590**	**561**	**575**
Provisions in relation to trade receivables, %	1.2	1.6	1.6	0.5

The Group applies the simplified approach for trade receivables and uses a matrix to estimate the expected credit losses. The change in amount of the provision is recognized in the income statement within selling expenses. The expected loss calculation is based on historical data and is adjusted through a management overlay which considers forward looking analysis, including macroeconomic factors impacting the different customer segments and more specific forward-looking factors such as signs of bankruptcy, officially known insolvency etc. Electrolux Group uses credit insurance as a mean of protection. The Group's internal guidelines to the companies is to at least reserve 0.11 % for current trade receivables and for receivables maximum 15 days past due. For trade receivables past due between 16 to 60 days Electrolux Group reserves 1% and increase to 5% for receivables past due between 61 to 90 days. For trade receivables past due between 91 to 180 days Electrolux Group reserves 20%. Trade receivables that are 6 months past due but less than 12 months is reserved at 40% and receivables that are 12 months past due and more are reserved at 100%. The percentages for ECL are under continuous reassessment. There is no significant impact on provisions from changes in the forward looking factors.

If trade receivables past due between 16 and 60 days had been 10% higher/lower as of December 31, the loss allowance on trade receivables would have increased/decreased SEK 0.6m (0.7). If trade receivables past due between 61 and 180 days had been 10% higher/lower as of December 31, the loss allowance on trade receivables would have increased/decreased SEK 3.8m (6.9).

Provision for accounts receivable

	Group		Parent Company	
	2025	2024	2025	2024
Provision, January 1	**-400**	**-363**	**-3**	**-4**
New/released provisions	-123	-243	-7	1
Receivables written off against provision	225	216	1	–
Sold operations	–	1	–	–
Exchange-rate differences and other changes	39	-11	–	–
Provision, December 31	**-259**	**-400**	**-9**	**-3**

New/released provisions of SEK -123m (-243) are mainly due to decreased credit risk in North America, while the credit risk cost in Latin America has increased, mainly due to increased provisions for Brazil. The fair value of trade receivables equals their carrying amount as the impact of discounting is not significant. Electrolux Group has a credit exposure on a number of major customers, distributed across the Group's various regions. Receivables concentrated to customers with credit limits amounting to SEK 300m or more represent 50.6% (43.9) of the total trade receivables. The creation and usage of provisions for impaired receivables have been included in selling expenses in the income statement.

All amounts in SEKm unless otherwise stated

Timing analysis of trade receivables past due

	Group		Parent Company	
	2025	2024	2025	2024
Trade receivables not past due	20,870	22,827	533	548
Total trade receivables past due, whereof:	522	1,763	28	27
Past due 1–15 days	0	1,219	19	19
Past due 16–60 days	344	400	4	7
Past due 2–6 months	131	144	5	1
Past due 6–12 months	47	0	–	0
Past due more than 1 year	0	0	–	0
Provision on expected credit loss	259	400	9	3
Total trade receivables	**21,651**	**24,990**	**570**	**578**
Past due, in relation to trade receivables, %	3.6	8.7	6.5	5.2

Note 18 Financial instruments

Additional and complementary information is presented in the following notes to the Annual Report: Note 2, Financial risk management, describes the Group's risk policies in general and regarding the principal financial instruments of Electrolux Group in more detail. Note 17, Trade receivables, describes the trade receivables and related credit risks.

The information in this note highlights and describes the Group's principal financial instruments, outlining key terms and conditions where applicable, the related risk exposures, and the fair values at year-end.

Financial instruments

Financial assets and financial liabilities are recognized when the entity becomes party to the contractual provisions of the instrument. Purchases and sales of financial assets are, as a general rule, recognized on the trade date, being the date on which the Group commits to the purchase or sale of the asset.

Financial assets

The Group classifies its financial assets in the following measurement categories:

- Amortized cost: or
- Fair value through profit or loss (FVPL)

The classification requirements for debt instruments are described below.

Debt instruments are those instruments that meet the definition of a financial liability from the issuer's perspective, such as trade receivables, loan receivables and government bonds.

The Group classifies its debt instruments into one of the following two measurement categories:

Amortized cost: Assets that are held for collection of contractual cash flows where those cash flows solely represent payments of principal and interest (SPPI), and are not designated as FVPL, are measured at amortized cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognized (see impairment below). Interest income from these financial assets is included in the financial net using the effective interest rate method.

Fair value through profit or loss (FVPL): Assets that do not meet the criteria for amortized cost are measured at fair value through profit and loss. A gain or loss on a financial debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognized in the financial net in the period in which it arises. Interest income from these financial assets is included in the financial net using the effective interest rate method. Trade receivables sold on non-recourse terms are categorized as 'Hold to Sell' with gain or loss reported in operating income.

The Group assesses on a forward-looking basis the expected credit losses (ECL) associated with its debt instrument assets not carried at fair value. The Group recognizes a provision for such losses at each reporting date. The measurement of ECL reflects an unbiased and probability-weighted amount based on reasonable and supportable available information such as past events, current conditions and forecasts of future economic conditions. For trade receivables, the Group applies the 'simplified approach', which means that the provision for bad debts will equal the lifetime expected loss.

To measure the expected credit losses, trade receivables are grouped into six categories based on shared credit risk characteristics and days past due. If the provision is considered insufficient due to individual considerations, the provision is extended to cover the extra anticipated losses.

Financial liabilities

Classification and subsequent measurement

All of the Group's financial liabilities, excluding derivatives, are classified and subsequently measured at amortized cost.

Derivatives and hedging activities

Derivatives are initially recognized at fair value on the date on which the derivative contract is entered into and are subsequently remeasured at fair value. All derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative. Fair value gain or loss related to derivatives which are not designated or not qualifying as hedging instruments is recognized in profit or loss.

The Group applies the hedge accounting requirements of IFRS 9. For derivatives designated and qualifying as hedging instruments, the method of recognizing the fair value gain or loss depends on the nature of the item being hedged. Derivatives are designated as either:

- Hedges of the fair value of recognized assets, liabilities or firm commitments (fair value hedges);
- Hedges of highly probable future cash flows attributable to a recognized asset or liability (cash flow hedges); or
- Hedges of a net investment in a foreign operation (net investment hedges).

Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the statement of comprehensive income, together with changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognized in equity via other comprehensive income. The gain or loss relating to the ineffective portion is recognized immediately in the statement of comprehensive income.

Amounts accumulated in equity are recycled to the statement of profit or loss in the periods when the hedged item affects profit or loss. They are recorded in the income or expense lines in which the revenue or expense associated with the related hedged item is reported.

All amounts in SEKm unless otherwise stated

Net investment hedge

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognized directly in equity via other comprehensive income and any gain or loss relating to the ineffective portion is recognized immediately in the statement of comprehensive income. Gains and losses accumulated in equity are included in the statement of comprehensive income when the foreign operation is disposed of as part of the gain or loss on the disposal.

Net debt

At year-end 2025, the Group's financial net debt amounted to SEK 24,593m (22,706). The table below presents how the Group calculates net debt and what it consists of.

Net debt

	December 31	
	2025	2024
Short-term loans	3,238	2,172
Short-term part of long-term loans	5,491	4,803
Trade receivables with recourse	55	43
Short-term borrowings	**8,783**	**7,018**
Financial derivative liabilities	278	150
Accrued interest expenses and prepaid interest income	373	332
Total short-term borrowings	**9,434**	**7,500**
Long-term borrowings	**31,054**	**31,798**
Total borrowings	**40,488**	**39,298**
Long-term financial receivables	**–**	**–**
Cash and cash equivalents	15,658	16,171
Short-term investments	163	168
Financial derivative assets	70	239
Prepaid interest expenses and accrued interest income	4	14
Liquid funds	**15,895**	**16,592**
Financial net debt	**24,593**	**22,706**
Lease liabilities	3,662	4,812
Net provision for post-employment benefits	-79	336
Net debt	**28,176**	**27,853**
Revolving credit facilities[1]	16,818	17,487

[1] For details on the Group's committed revolving credit facilities, see 'Liquid funds'. The facilities are not included in borrowings, but can be used for short-term borrowing needs.

Liquid funds

The table below presents the key data of liquid funds. The carrying amount of liquid funds is approximately equal to fair value.

Liquidity profile

	December 31	
	2025	2024
Cash and cash equivalents	15,658	16,171
Short-term investments	163	168
Financial derivative assets	70	239
Prepaid interest expenses and accrued interest income	4	14
Liquid funds	**15,895**	**16,592**
% of annualized net sales[1]	26.1	25.1
Net liquidity	**6,460**	**9,092**
Fixed interest term, days	10	5
Effective yield, % (average per annum)	2.3	3.5

[1] Liquid funds in relation to annualized net sales, page 183 for definition.

For 2025, liquid funds, including unused committed revolving credit facilities amounted to 26.1% (25.1) of annualized net sales, well above the Financial Policy target of 10%. Net liquidity is calculated by deducting short-term borrowings from liquid funds. Unused committed revolving credit facilities as per December 31, 2025 consisted of multi-currency sustainability-linked facility of EUR 1,000m (1,000), maturing 2028, SEK 3,000m (3,000), maturing 2027, and SEK 3,000m (3,000), maturing 2027.

Interest-bearing liabilities

At year-end 2025, the Group's total interest-bearing liabilities amounted to SEK 39,782m (38,773), of which SEK 36,545m (36,601) referred to long-term borrowings including maturities within 12 months. In 2025, SEK 4,874m (5,000) of long-term borrowings matured or were amortized. These maturities were refinanced to the amount of SEK 7,355m (7,185).

Long-term borrowings with maturities within 12 months amounted to SEK 5,491m (4,803). The outstanding long-term borrowings have mainly been made under the Euro Medium Term Note (EMTN) Programme and via bilateral loans. The majority of total long-term borrowings, SEK 36,533m (36,537), is raised at Parent Company level. The Group also has unused committed revolving credit facilities of SEK 16,818m (17,487) (details stated above under 'Liquid funds'). The Group expects to meet any future requirements for short-term borrowings through bilateral bank facilities and capital market programs such as commercial paper programs.

At year-end 2025, the average interest fixing period for long-term borrowings was 1.6 years (1.8). The calculation of the average interest-fixing period includes the effect of interest rate swaps used to manage the interest rate risk of the debt portfolio. The average interest rate for the total borrowings was 4.5% (4.8) at year-end.

The fair value of the interest-bearing borrowings was SEK 36,959m (36,258). The fair value including swap transactions used to manage the interest fixing was approximately SEK 37,011m (36,267).

All amounts in SEKm unless otherwise stated

Changes in liabilities arising from financing

		Cash Flow			Non Cash flow				
	Opening Balance	Amortization	New debt	Net cash change	Acquisitions	Reclassi-fications	Additions/ Cancellations	Exchange rate differences	Closing Balance
2025									
Long-term borrowings (including short-term part of long-term)	36,601	-4,874	7,355	–	–	–	–	-2,537	36,545
Short-term borrowings (excluding short-term part of long-term)	2,215	–	–	1,473	–	–	–	-395	3,292
Lease liabilities	4,812	-1,157	–	–	–	–	595	-577	3,673
Total	**43,628**	**-6,031**	**7,355**	**1,473**	**–**	**–**	**595**	**-3,509**	**43,510**
2024									
Long-term borrowings (including short-term part of long-term)	33,276	-5,000	7,185	–	–	–	–	1,139	36,601
Short-term borrowings (excluding short-term part of long-term)	2,912	–	–	-450	–	–	–	-246	2,215
Lease liabilities	4,685	-1,156	–	–	–	–	1,034	249	4,812
Total	**40,873**	**-6,156**	**7,185**	**-450**	**–**	**–**	**1,034**	**1,142**	**43,628**

All amounts in SEKm unless otherwise stated

The table below sets out the carrying amount of the Group's borrowings.

Borrowings

Issue/maturity date	Description of loan	Interest rate, %	Currency	Nominal value (in currency)	Carrying amount, December 31 2025	Carrying amount, December 31 2024
Bond loans						
2020–2027	Euro MTN Programme	Fixed[1]	USD	150	1,380	1,650
2022–2027	Euro MTN Programme	Stibor 3M + 0.6[2]	SEK	1,250	1,250	1,249
2022–2027	Euro MTN Programme	1.705	SEK	750	749	749
2022–2026	Euro MTN Programme	4.125[3]	EUR	500	–	5,811
2022–2027	Euro MTN Programme	4.838	SEK	1,500	1,500	1,500
2022–2030	Euro MTN Programme	2.5[3)7]	EUR	625	6,585	5,642
2023–2028	Euro MTN Programme	Stibor 3M + 1.45	SEK	700	701	702
2023–2028	Euro MTN Programme	4.913	SEK	550	550	550
2023–2028	Euro MTN Programme	4.5	EUR	300	3,231	3,426
2024–2031	Euro MTN Programme	5.556	NOK	800	727	770
2024–2028	Euro MTN Programme	Stibor 3M + 1.45	SEK	1,050	1,046	1,045
2024–2029	Euro MTN Programme	5.379	NOK	350	320	339
2024–2027	Euro MTN Programme	4.125	SEK	100	100	100
2024–2027	Euro MTN Programme	Stibor 3M + 1.2	SEK	900	906	900
2024–2027	Euro MTN Programme	Nibor 3M + 1.15	NOK	600	549	582
2024–2029	Euro MTN Programme	Nibor 3M + 1.55	NOK	700	640	679
2024–2031	Euro MTN Programme	Floating[1]	USD	100	920	1,100
2025–2028	Euro MTN Programme	Stibor 3M + 1.15	SEK	1,000	1,000	–
2025–2031	Euro MTN Programme	4.423	SEK	1,000	1,000	–
2025–2029	Euro MTN Programme	3.463	SEK	1,050	1,050	–
2025–2029	Euro MTN Programme	Stibor 3M + 1.35	SEK	750	750	–
Total bond loans[4]					**24,954**	**26,964**
Other long-term loans						
2022–2029[4]	European Investment Bank	Fixed	USD	282	2,594	3,100
2024–2032[4]	Nordic Investment Bank	Floating	USD	150	1,380	1,650
2025–2033[4]	European Investment Bank	Floating	USD	230	2,115	–
2017–2026[4]	Amortizing bank loan Nordic Investment Bank, long-term part	Fixed[6]	USD	75	–	63
	Other long-term loans				10	21
Total other long-term loans					**6,099**	**4,834**
Long-term borrowings					**31,054**	**31,798**

Issue/maturity date	Description of loan	Interest rate, %	Currency	Nominal value (in currency)	Carrying amount, December 31 2025	Carrying amount, December 31 2024
Short-term part of long-term loans[5]						
2018–2025[4]	Euro MTN Programme	Fixed[1]	EUR	73	–	632
2022–2025[4]	Euro MTN Programme	Stibor 3M + 0.85	SEK	1,000	–	1,000
2022–2025[4]	Euro MTN Programme	Stibor 3M + 1.4	SEK	1,000	–	1,000
2022–2025[4]	Euro MTN Programme	4.42	SEK	2,000	–	2,000
2022–2026[4]	Euro MTN Programme	4.125[3]	EUR	500	5,437	–
2017–2026[4]	Amortizing bank loan Nordic Investment Bank, short-term part	Fixed[6]	USD	75	53	127
	Other				1	44
Total short-term part of long-term loans					**5,491**	**4,803**
Other short-term loans						
	Argentina	Floating	ARS	61,396	387	287
	Brazil	Floating	BRL	1,366	2,284	1,404
	Chile	Floating	CLP	20,480	208	245
	Thailand	Floating	THB	530	155	–
	Other bank borrowings and commercial papers				204	236
Total other short-term loans					**3,238**	**2,172**
Trade receivables with recourse					55	43
Short-term borrowings					**8,783**	**7,018**
Long-term and short-term borrowings					**39,837**	**38,816**
Fair value of financial derivative liabilities					278	150
Accrued interest expenses and prepaid interest income					373	332
Total borrowings					**40,488**	**39,298**

1) Private placement
2) The interest rate fixing profile of the loans has been adjusted with interest rate swaps, where floating rate is swapped for fixed interest rate. The Group applies hedge accounting of cash flows on the relation, and the net effect on the income statement from this hedge for 2025 was SEK -1m (-7).
3) The interest rate fixing profile of the loans has been adjusted with interest rate swaps, where fixed interest rate is swapped for floating interest rate. The Group applies hedge accounting of fair value on the relations, and the net effect on the income statement from these hedges for 2025 was SEK 59m (-67).
4) Long-term borrowings raised on Parent Company level amount to a total of SEK 36,533m (36,537).
5) Long-term borrowings with maturities within 12 months are classified as short-term borrowings in the Group's balance sheet.
6) In April 2023, the interest rate was converted from floating to fixed.
7) During the year, the outstanding bond loan was increased through two tap issues of EUR 50 million and EUR 75 million.

All amounts in SEKm unless otherwise stated

Other short-term loans pertain mainly to countries with capital restrictions. The average maturity of the Group's long-term borrowings including long-term borrowings with maturities within 12 months was 3.0 years (3.3), at the end of 2025. The table below presents the repayment schedule of long-term borrowings.

Repayment schedule of long-term borrowings

	2026	2027	2028	2029	2030	2031-	Totalt
Debenture and bond loans	–	6,434	6,528	2,760	6,585	2,647	24,954
Bank and other loans	64	85	582	3,257	663	1,502	6,153
Short-term part of long-term loans	5,437	–	–	–	–	–	5,437
Total	**5,501**	**6,519**	**7,110**	**6,017**	**7,248**	**4,149**	**36,545**

Commercial flows

The table below shows the forecasted commercial flows, imports and exports, for the 12-month period of 2026 and hedges at year-end 2025.

The hedged amounts are dependent on the hedging policy for each flow considering the existing risk exposure. The effect of hedging on operating income during 2025 amounted to SEK -151m (290).
At year-end 2025, the unrealized fair value of forward contracts for hedging of forecasted commercial flows amounted to SEK 0m (0). Nominal amount of forecasted commercial flows hedged as per December 31, 2025, was SEK 0m (0). The hedge accounting relations have an average maturity period of 0 months (0).

Forecasted commercial flows and hedges

	AUD	BRL	CAD	CHF	CNY	EUR	GBP	MXN	THB	USD	Other	Total
Inflow of currency, long position	3,501	5,154	4,298	3,825	304	3,295	3,081	207	3,399	5,158	13,035	45,256
Outflow of currency, short position	-286	-683	–	-220	-2,097	-7,152	-763	-1,725	-5,753	-18,721	-7,855	-45,256
Commercial flows, net	**3,215**	**4,471**	**4,298**	**3,605**	**-1,793**	**-3,857**	**2,318**	**-1,519**	**-2,354**	**-13,563**	**5,180**	**0**
Hedges	-764	-1,296	-488	-243	1,037	1,432	-209	124	-235	2,892	-2,251	0
Transaction flow, net	**2,450**	**3,175**	**3,810**	**3,363**	**-756**	**-2,425**	**2,109**	**-1,395**	**-2,589**	**-10,671**	**2,929**	**0**

Maturity profile of financial liabilities and derivatives

The table below presents the undiscounted cash flows of the Group's contractual liabilities related to financial instruments based on the remaining period at the balance sheet date to the contractual maturity date. Floating interest cash flows with future fixing dates are estimated using the forward-forward interest rates at year-end. Any cash flow in foreign currency is converted to SEK using the FX spot rates at year-end. The short-term liabilities from account payables are matched by positive cash flow from trade receivables. The loan maturities can be offset by the available liquidity and/or a combination by new issued bonds, commercial papers or bank loans. In addition, the Group has unused committed revolving credit facilities of SEK 16,818m (17,487), see details stated above under 'Liquid funds'.

Maturity profile of financial liabilities and derivatives – undiscounted cash flows

	≤ 0.5 year	> 0.5 year ≤ 1 year	> 1 year ≤ 2 years	> 2 years ≤ 5 years	> 5 years	Total
Loans	-3,850	-6,197	-7,693	-22,363	-4,377	-44,480
Net settled derivatives	-54	80	-46	-45	9	-56
Lease liabilities	-647	-560	-969	-1,369	-927	-4,473
Gross settled derivatives	-237	-62	–	–	–	-299
whereof outflow	-35,833	-1,061	–	–	–	-36,894
whereof inflow	35,596	1,000	–	–	–	36,596
Accounts payable	-35,279	–	–	–	–	-35,279
Financial guarantees	-1,254	–	–	–	–	-1,254
Total	**-41,321**	**-6,738**	**-8,708**	**-23,777**	**-5,295**	**-85,840**

Net gain/loss, fair value and carrying amount on financial instruments

The tables below present net gain/loss on financial instruments, the effect in the income statement and equity, and the fair value and carrying amount of financial assets and liabilities. Net gain/loss can include both exchange rate differences and gain/loss due to changes in interest rate levels.

Net gain/loss, income and expense on financial instruments

	2025				2024			
	Gain/loss in profit and loss	Gain/loss in OCI	Interest income	Interest expense	Gain/loss in profit and loss	Gain/loss in OCI	Interest income	Interest expense
Recognized in operating income								
Financial assets and liabilities at fair value through profit and loss	-151	–	–	–	290	–	–	–
Financial assets and liabilities at amortized cost	-153	–	–	–	-714	–	–	–
Total net gain/loss, income and expense	**-304**	**–**	**–**	**–**	**-424**	**–**	**–**	**–**
Recognized in financial items								
Financial assets and liabilities at fair value through profit and loss	27	-1	3	-58	-197	-7	79	-137
Financial assets at amortized cost	–	–	288	–	–	–	516	–
Other financial liabilities at amortized cost	–	–	–	-1,872	–	1	–	-1,958
Total net gain/loss, income and expense	**27**	**-1**	**291**	**-1,930**	**-197**	**-6**	**595**	**-2,095**

All amounts in SEKm unless otherwise stated

Fair value and carrying amount on financial assets and liabilities

	Fair value hierarchy level	2025 Fair value	2025 Carrying amount	2024 Fair value	2024 Carrying amount
Financial assets					
Financial assets at fair value through profit or loss		**230**	**230**	**236**	**236**
Whereof short-term investments	1	162	162	167	167
Whereof other financial assets	3	68	68	69	69
Financial assets at amortized cost		**37,050**	**37,050**	**40,763**	**40,763**
Whereof trade receivables		21,392	21,392	24,591	24,591
Whereof short-term investments		–	–	–	–
Whereof cash and cash equivalents		15,658	15,658	16,171	16,171
Derivatives		**101**	**101**	**407**	**407**
Whereof derivatives at fair value through profit or loss	2	42	42	334	334
Whereof derivatives in hedge relations	2	59	59	74	74
Total financial assets		**37,381**	**37,381**	**41,406**	**41,406**
Financial liabilities					
Financial liabilities at amortized cost		**75,531**	**75,116**	**79,482**	**79,825**
Whereof long-term borrowings		31,203	31,054	31,465	31,798
Whereof short-term borrowings		9,048	8,783	7,008	7,018
Whereof accounts payable		35,279	35,279	41,009	41,009
Derivatives		**359**	**359**	**186**	**186**
Whereof derivatives at fair value through profit or loss	2	358	358	186	186
Whereof derivatives in hedge relations	2	1	1	–	–
Total financial liabilities		**75,890**	**75,475**	**79,668**	**80,011**

Fair value estimation

Valuation of financial instruments at fair value is done at the most accurate market prices available. Instruments which are quoted on the market, e.g. the major bond and interest rate future markets, are all marked-to-market with the current price. The foreign exchange spot rate is used to convert the value into Swedish krona. For instruments where no reliable price is available on the market, cash flows are discounted using the deposit/swap curve of the cash flow currency. If no proper cash flow schedule is available, e.g. as in the case with forward-rate agreements, the underlying schedule is used for valuation purposes. To the extent option instruments are used, the valuation is based on the Black & Scholes formula.

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments. The Group's financial assets and liabilities at fair value are measured according to the following hierarchy:

- Level 1: Fair value is based on quoted prices in active markets for identical assets or liabilities.
- Level 2: Fair value is based on other than quoted prices included in level 1 that are observable for assets or liabilities either directly or indirectly such as interest rate curves and FX rates.
- Level 3: Inputs for fair value calculations of the assets or liabilities that are not entirely based on observable market data.

Supply Chain Finance

Electrolux Group offers a select number of suppliers the opportunity to utilize Supply Chain Finance (SCF) programs. These programs help suppliers release cash, thereby reducing the supplier financial risk and enhancing their ability to grow with the Group. Additionally, the programs enable suppliers to remain or become competitive in terms of pricing, payment terms, quality, and delivery.

	December 31 2025	December 31 2024
Trade payables	35,279	41,009

Of the trade payables, invoices included in the supply chain finance (SCF) program are as follows:

	December 31 2025	December 31 2024
Opening balance	**14,588**	**n/a**
New and paid invoices, net	-1,142	n/a
Translation difference	-1,898	n/a
Closing balance	**11,548**	**14,588**
Whereof suppliers having already received payment from bank	7,134	9,404

Range of payment terms	December 31 2025	December 31 2024
Account payables in SCF	30 to 180 days	30 to 180 days
Account payables outside SCF	0 to 195 days	0 to 195 days

In these programs, banks act as payment agents. There are no guarantees between the Group and the banks regarding these programs. The payment terms in the commercial agreement between the Group and suppliers are independent of the program. Suppliers can choose to utilize their invoices at a discount cost agreed upon between the supplier and the bank. There is no link between the programs and the payment terms based on the supplier's decision to utilize or not utilize the option to discount an invoice. The Group will pay on the due date stated on the invoices.

Payment terms vary based on region, country, and the type of goods provided. Generally, indirect material suppliers have shorter payment terms compared to direct material and finished goods suppliers which usually have more than 90 days (approximately 90% based on spend). Due to the nature of the programs, suppliers with longer payment terms benefit more from joining, while those with shorter payment terms gain little or no advantage from utilizing the programs. Consequently, the suppliers who utilize these programs are mostly direct material suppliers, as they typically have longer payment terms than indirect suppliers in the industry. Whether or not a supplier is part of a program, there are no significant differences in payment terms among suppliers within the same category.

All amounts in SEKm unless otherwise stated

Note 19 Assets pledged for liabilities to credit institutions

	Group December 31		Parent Company December 31	
	2025	2024	2025	2024
Pledged assets	–	–	–	–
Total	**–**	**–**	**–**	**–**

Note 20 Share capital, number of shares and earnings per share

The equity attributable to equity holders of the Parent Company consists of the following items:

Share capital

As per December 31, 2025 the share capital of AB Electrolux consisted of 8,191,804 Class A shares and 274,885,589 Class B shares with a quota value of SEK 5.46 per share. All shares are fully paid. One A share entitles the holder to one vote and one B share to one-tenth of a vote. All shares entitle the holder to the same proportion of assets and earnings, and carry equal rights in terms of dividends.

Share capital

Share capital, December 31, 2024	
8,191,804 Class A shares, quota value SEK 5.46	45
274,885,589 Class B shares, quota value SEK 5.46	1,500
Total	**1,545**
Share capital, December 31, 2025	
8,191,804 Class A shares, quota value SEK 5.46	45
274,885,589 Class B shares, quota value SEK 5.46	1,500
Total	**1,545**

Number of shares

	Held by Electrolux	Held by other shareholders	Total
Shares, December 31, 2024			
Class A shares	–	8,191,804	8,191,804
Class B shares	13,049,115	261,836,474	274,885,589
Total	**13,049,115**	**270,028,278**	**283,077,393**
Allocation of shares, LTI program			
Class A shares	–	–	–
Class B shares	-468,040	468,040	–
Shares, December 31, 2025			
Class A shares	–	8,191,804	8,191,804
Class B shares	12,581,075	262,304,514	274,885,589
Total	**12,581,075**	**270,496,318**	**283,077,393**

Other paid-in capital

Other paid-in capital relates to payments made by owners and includes share premiums paid in connection with share issues.

Other reserves

Other reserves include the following items: cash flow hedges which refer to changes in valuation of currency contracts used for hedging future foreign currency transactions and exchange-rate differences on translation of foreign operations which refer to changes in exchange rates when net investments in foreign subsidiaries are translated to SEK. The amount of exchange-rate changes includes the value of hedging contracts for net investments. Finally, other reserves include tax relating to the mentioned items.

Retained earnings

Retained earnings, including income for the period, include the income of the Parent Company and its share of income in subsidiaries and associated companies. Retained earnings also include remeasurement of provision for post-employment benefits, reversal of the cost for share-based payments recognized in income, income from sales of own shares and the amount recognized for the common dividend.

Earnings per share

	2025	2024
Income for the period attributable to equity holders of the Parent Company	878	-1,394
Earnings per share, SEK		
Basic	3.25	-5.16
Diluted	3.19	-5.16
Average number of shares, million		
Basic	270.4	270.0
Diluted	275.0	272.3

Basic earnings per share is calculated by dividing the income for the period attributable to the equity holders of the Parent Company with the average number of shares. The average number of shares is the weighted average number of shares outstanding during the year, after repurchase of own shares. Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding with the estimated number of shares from the share programs. Share programs are included in the dilutive potential ordinary shares as from the start of each program. The dilution in the Group is a consequence of the Electrolux long-term incentive programs.

The average number of shares during the year has been 270,388,309 (270,028,278) and the average number of diluted shares has been 275,045,654 (272,273,523).

Note 21 Untaxed reserves, Parent Company

	December 31, 2025	Appropriations	December 31, 2024
Accumulated depreciation in excess of plan			
Brands and other intangible assets	239	-58	297
Licenses	–	–	–
Machinery and equipment	112	-25	137
Buildings	0	0	0
Other	35	0	35
Total	**386**	**-83**	**469**
Group contributions		-114	
Total appropriations		**-197**	

Note 22 Post-employment benefits

Post-employment benefits

The Group sponsors pension plans in many of the countries in which it has significant activities. Pension plans can be defined contribution or defined benefit plans or a combination of both. Under defined benefit pension plans, the company enters into a commitment to provide post-employment benefits based upon one or several parameters for which the outcome is not known at present. For example, benefits can be based on final salary, on career average salary, or on a fixed amount of money per year of employment. Under defined contribution plans, the company's commitment is to make periodic payments to independent authorities or investment plans, and the level of benefits depends on the actual return on those investments. Some plans combine the promise to make periodic payments with a promise of a guaranteed minimum return on the investments. These plans are also defined benefit plans.

In some countries, Electrolux Group makes provisions for compulsory severance payments. These provisions cover the Group's commitment to pay employees a lump sum upon reaching retirement age, or upon the employees' dismissal or resignation.

In addition to providing pension benefits and compulsory severance payments, the Group provides healthcare benefits for some of its employees in certain countries, predominantly so in the U.S.

The cost for pension is disaggregated into three components; service cost, financing cost or income and remeasurement effects. Service cost is reported within Operating income and classified as Cost of goods sold, Selling expenses or Administrative expenses depending on the function of the employee. Financing cost or income is recognized in the Financial items and the remeasurement effects in Other comprehensive income. The Projected Unit Credit Method is used to measure the present value of the obligations and costs.

Net assets for post-employment benefits in the balance sheet represent the present value of the Group's obligations less market value of plan assets. The remeasurements of the obligations are made using actuarial assumptions determined at the balance sheet date. Changes in the present value of the obligations due to revised actuarial assumptions and experience adjustments on the obligation are recorded in Other comprehensive income as remeasurements. The actual return less calculated interest income on plan assets is also recorded in other comprehensive income as remeasurements. Past-service costs are recognized immediately in income for the period.

Some features of the defined benefit plans in the main countries are described below.

U.S.

The number of pension plans in the U.S. has been significantly reduced over the years. The defined benefit plans are closed for future accruals and employees are offered defined contribution plans.

United Kingdom

The defined benefit plan is closed for future accruals and employees are offered defined contribution. The funding position is reassessed every three years and a schedule of contributions is agreed between the Trustee and the company, if so required. The Trustee decides the investment strategy and consults with the company. Benefits are paid from the plan assets.

Sweden

The main defined benefit plan in Sweden is the collectively agreed pension plan for white collar employees, the ITP 2 plan. The pension is based on final salary. Benefits in payment are indexed according to decisions of the Alecta insurance company, typically those follow inflation. The plan is semi-closed, meaning that only new employees born before 1979 can be covered by the ITP 2 solution. AB Electrolux has chosen to secure the pension obligation (ITP 2) by a pension foundation. A defined contribution solution (ITP 1) is offered to new hires provided they fulfill the criteria for this. The majority of employees are eligible to pension entitlement according to ITP 1.

Germany

There are several defined benefit plans based on final salary in Germany. Benefits in payment are indexed every three years according to inflation levels. All plans are closed for new participants. A Contractual Trust Arrangement (CTA) has been arranged and the funds are held by a local bank who acts as the trustee for the scheme.

Switzerland

In Switzerland benefits are career average in nature, with indexation of benefits following decisions of the foundation board, subject to legal minima. Contributions are paid to the pension foundation and a recovery plan has to be set up if the plans are underfunded on local funding basis. Swiss laws do not state any specific way of calculating an employer's additional contribution and because of that there is normally no minimum funding requirement. Benefits are paid from the plan assets.

Other countries

There is a variety of smaller plans in other countries and the most important of those are in France, Italy and Canada. The pension plans in France and Italy are mainly unfunded. In Canada there are both funded and unfunded pension plans. A mix of final salary and career average exists in these countries. Some plans are open for new entrants.

All amounts in SEKm unless otherwise stated

Explanation of amounts in the financial statements relating to defined benefit obligations.

Information by country December 31, 2025

	U.S.	U.S. Medical	UK	Sweden	Germany	Switzerland	Other	Total
Amounts included in the balance sheet								
Present value of funded and unfunded obligations	246	1,290	4,309	2,664	2,903	2,917	800	15,129
Fair value of plan assets (after change in asset ceiling)	–	-1,764	-4,945	-2,426	-2,244	-3,485	-343	-15,208
Total (surplus)/deficit	**246**	**-474**	**-636**	**237**	**659**	**-568**	**457**	**-79**
Whereof reported as:								
Pension plan assets	–	-474	-636	–	–	-568	-202	-1,880
Provisions for post-employment benefit plans	246	–	–	237	659	–	659	1,801
Total funding level for all pension plans, %	–	137	115	91	77	119	43	101
Average duration of the obligation, years	10.3	7.4	9.8	17.4	10.4	13.4	–	11.7
Amounts included in total comprehensive income								
Service cost	–	–	–	74	9	49	2	134
Net interest cost	12	-28	-15	11	21	-5	10	6
Remeasurements (gain)/loss	36	31	-434	-170	-66	-68	-15	-686
Total expense (gain) for defined benefit plans	**48**	**3**	**-449**	**-85**	**-37**	**-23**	**-3**	**-546**
Expenses for defined contribution plans								736
Amounts included in the cash flow statement								
Contributions by the employer	–	12	–	–	–	60	–	72
Reimbursement	–	–	–	-150	-182	–	-6	-338
Benefits paid by the employer	–	127	331	–	2	179	11	650
Major assumptions for the valuation of the liability								
Longevity, years[1]								
Male	20.7	20.8	21.7	21.3	20.9	22.0	–	21.4
Female	22.7	22.8	24.3	23.4	24.3	23.7	–	23.9
Inflation, %[2]	–	–	3.00	2.00	2.00	1.25	–	2.16
Discount rate, %	4.90	4.90	5.40	3.80	3.90	1.00	–	3.85

Information by country December 31, 2024

	U.S.	U.S. Medical	UK	Sweden	Germany	Switzerland	Other	Total
Amounts included in the balance sheet								
Present value of funded and unfunded obligations	267	1,479	5,487	2,744	3,283	2,970	732	16,962
Fair value of plan assets (after change in asset ceiling)	-26	-2,047	-5,783	-2,494	-2,541	-3,512	-223	-16,626
Total (surplus)/deficit	**241**	**-568**	**-296**	**250**	**742**	**-542**	**509**	**336**
Whereof reported as:								
Pension plan assets	–	-568	-296	–	–	-542	–	-1,406
Provisions for post-employment benefit plans	241	–	–	250	742	–	509	1,742
Total funding level for all pension plans, %	10	138	105	91	77	118	30	98
Average duration of the obligation, years	12.8	7.4	10.7	18.4	11.3	11.6	–	11.9
Amounts included in total comprehensive income								
Service cost	–	–	–	91	15	44	2	152
Net interest cost	15	-21	-10	3	31	-8	13	23
Remeasurements (gain)/loss	-101	-16	-69	-33	-387	68	-73	-611
Total expense (gain) for defined benefit plans	**-86**	**-37**	**-79**	**61**	**-341**	**104**	**-58**	**-436**
Expenses for defined contribution plans								789
Amounts included in the cash flow statement								
Contributions by the employer	–	21	–	–	–	83	–	104
Reimbursement	–	–	–	-167	-180	–	-2	-349
Benefits paid by the employer	–	146	344	–	1	162	13	666
Major assumptions for the valuation of the liability								
Longevity, years[1]								
Male	20.7	20.7	21.6	21.2	20.8	21.9	–	21.3
Female	22.7	22.7	24.2	23.4	24.2	23.6	–	23.8
Inflation, %[2]	–	–	3.25	2.00	2.00	1.25	–	2.31
Discount rate, %	5.50	5.50	5.40	3.50	3.40	0.90	–	3.86

[1] Expressed as the average life expectancy of a 65-year-old person in number of years.
[2] General inflation impacting salary and pensions increase.

All amounts in SEKm unless otherwise stated

Reconciliation of change in present value of funded and unfunded obligations and in fair value of plan assets

	2025					2024				
	Total value of obligation	Total value of plan assets	Total	Impact of minimum funding requirement/ asset ceiling	Total	Total value of obligation	Total value of plan assets	Total	Impact of minimum funding requirement/ asset ceiling	Total
Opening balance, January 1	**16,962**	**-16,626**	**336**	**–**	**336**	**17,306**	**-16,853**	**453**	**217**	**670**
Current service cost	134	–	134	–	134	152		152	–	152
Past service costs	44	–	44	–	44	–		–	–	–
Interest expense/income[1]	592	-586	6	–	6	605	-582	23	–	23
Remeasurement arising from changes in financial assumptions	-263	–	-263	–	-263	-689	–	-689	–	-689
Remeasurement from changes in demographic assumptions	-324	–	-324	–	-324	-43		-43	–	-43
Remeasurement from experience	-67	–	-67	–	-67	-104		-104	–	-104
Return on plan assets (deviation from interest income rate)[1]	–	-31	-31	–	-31		234	234	–	234
Remeasurement asset ceiling	–	–	–	–	–			–	-8	-8
Contributions by plan participants	33	-33	–	–	–	46	-46	–	–	–
Net contribution by employer	–	298	298	–	298		290	290	–	290
Benefits paid from plan assets	-932	648	-284	–	-284	-987	666	-321	–	-321
Exchange differences	-1,215	1,278	64	–	64	810	-806	4	–	4
Settlements	-29	–	-29	–	-29	–	–	–	–	–
Other	193	-155	38	–	38	-131	470	339	-209	130
Closing balance, December 31	**15,129**	**-15,208**	**-79**	**–**	**-79**	**16,962**	**-16,626**	**336**	**–**	**336**

[1] The actual return on plan assets amounts to SEK 618m (348).

Risks

There are mainly three categories of risks related to defined benefit obligations and pension plans. The first category relates to risks affecting the actual pension payments. Increased longevity and inflation of salary and pensions are risks that may increase the future pension payments and, hence, increase the pension obligation. The second category relates to investment return. Pension plan assets are invested in a variety of financial instruments and are exposed to market fluctuations. Poor investment return may reduce the value of investments and render them insufficient to cover future pension payments. The third category relates to measurement and affects the accounting for pensions. The discount rate used for measuring the present value of the obligation may fluctuate which impacts the valuation of the Defined Benefit Obligation (DBO). The discount rate also impacts the size of the interest income and expense that is reported in the financial items and the service cost. Expected inflation and mortality assumptions are based on local conditions in each country and changes in those assumptions may also affect the measured obligation and, therefore, the accounting entries.

Investment strategy and risk management

The Group supervises the allocation and investment of pension plan assets with the aim of decreasing the total pension cost over time. This means that certain risks are accepted in order to increase the return. The investment horizon is long-term and the allocation ensures that the investment portfolios are well diversified. In some countries, a so called trigger-points scheme is in place, whereby the investment in fixed income assets increases as the funding level improves. The Board of AB Electrolux annually approves the limits for asset allocation.

The final investment decision often resides with the local trustee that consults with Electrolux Group. The risks related to pension obligations, e.g., mortality exposure and inflation, are monitored on an ongoing basis. Buy-out premiums are also monitored and other potential liability management actions are also considered to limit the exposure to the Group.

Below is the sensitivity analysis for the main actuarial assumptions and the potential impact on the present value of the defined pension obligation. Note that the sensitivities are not meant to express any view by Electrolux Group on the probability of a change.

Sensitivity analysis on defined benefit obligation

	U.S.	U.S. Medical	UK	Sweden	Germany	Switzerland	Other	Total
Longevity +1 year	6	73	221	69	177	91	4	642
Inflation +0.5%[1]	–	–	93	248	145	37	8	531
Discount rate +1%	-23	-88	-380	-407	-275	-361	-35	-1,569
Discount rate –1%	27	98	453	513	330	463	39	1,923

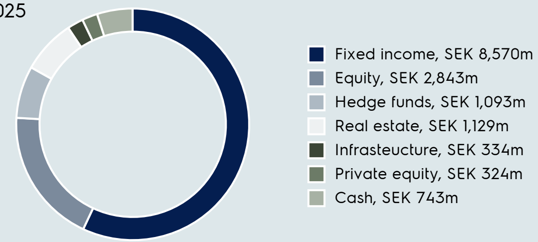
[1] The inflation change feeds through to other inflation-dependent assumptions, for example future pension increases and salary growth.

In the coming year, the Group expects to pay a total of SEK 341m (205) in contributions to the pension funds and as payments of benefits directly to the employees.

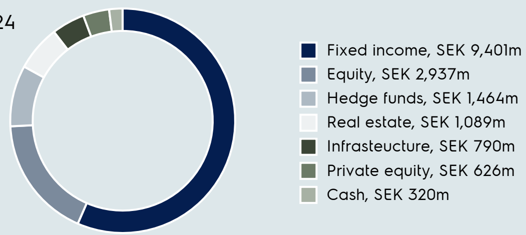
All amounts in SEKm unless otherwise stated

Market value of plan assets by category

2025



2024



Market value of plan assets without quoted prices

	December 31	
	2025	2024
Fixed income	975	1,279
Real estate	1,129	1,089
Infrastructure	334	790
Private equity	324	626

Governance

Defined benefit pensions and pension plan assets are governed by the Electrolux Pension Board, which resumes 3 to 4 times per year and has the following responsibilities:

- Implementation of pension directives of the AB Electrolux Board of Directors.
- Evaluation and approval of new plans, changes to plans or termination of plans.
- Approval of the Group's and local pension funds' investment strategies.
- Approval of the Group's global and local benchmarks for follow up of pension plan assets.
- Approval of the election of company representatives in the Boards of Trustees.
- Approval of the financial and actuarial assumptions to be used in the measurement of the defined benefit obligations.

Parent Company

According to Swedish accounting principles adopted by the Parent Company, defined benefit liabilities are calculated based upon officially provided assumptions, which differ from the assumptions used in the Group under IFRS. The pension benefits are secured by contributions to a separate fund or recorded as a liability in the balance sheet. The accounting principles used in the Parent Company's separate financial statements differ from the IFRS principles, mainly in the following:

- The pension liability calculated according to Swedish accounting principles does not take into account future salary increases.
- The discount rate used in the Swedish calculations is set by the Swedish Pension Foundation (PRI) and was for 2025 3.0% (3.0). The rate is the same for all companies in Sweden.
- Changes in the discount rate and other actuarial assumptions are recognized immediately in the profit or loss and the balance sheet.
- Deficit must be either immediately settled in cash or recognized as a liability in the balance sheet.
- Surplus cannot be recognized as an asset, but may in some cases be refunded to the company to offset pension costs.

Change in the present value of defined benefit pension obligation for funded and unfunded obligations

	Funded	Unfunded	Total
Opening balance, January 1, 2024	**1,569**	**480**	**2,049**
Current service cost	152	5	157
Interest cost	50	14	64
Benefits paid	-12	-26	-38
Closing balance, December 31, 2024	**1,759**	**473**	**2,232**
Current service cost	38	-19	19
Interest cost	54	14	68
Benefits paid	-19	-29	-48
Closing balance, December 31, 2025	**1,832**	**439**	**2,271**

Change in fair value of plan assets

	Funded
Opening balance, January 1, 2024	**2,458**
Actual return on plan assets	251
Contributions and compensation to/from the fund	-167
Closing balance, December 31, 2024	**2,542**
Actual return on plan assets	47
Contributions and compensation to/from the fund	-150
Closing balance, December 31, 2025	**2,439**

Amounts recognized in the balance sheet

	December 31	
	2025	2024
Present value of pension obligations	-2,271	-2,233
Fair value of plan assets	2,439	2,542
Surplus/deficit	**168**	**309**
Limitation on assets in accordance with Swedish accounting principles	-607	-782
Net provisions for pension obligations	**-439**	**-473**
Whereof reported as provisions for pensions	-439	-473

Amounts recognized in the income statement

	2025	2024
Current service cost	19	157
Interest cost	68	64
Total expenses for defined benefit pension plans	**87**	**221**
Insurance premiums	161	155
Total expenses for defined contribution plans	**161**	**155**
Special employer's contribution tax	11	2
Cost for credit insurance FPG	3	4
Total pension expenses	**262**	**382**
Compensation from the pension fund	-150	-167
Total recognized pension expenses	**112**	**215**

The Swedish Pension Foundation

The pension liabilities of the Group's Swedish defined benefit pension plan (PRI pensions) are funded through a pension foundation established in 1998. The market value of the assets of the foundation amounted at December 31, 2025, to SEK 2,439m (2,542) and the pension commitments to SEK 1,832m (1,759). The Swedish Group companies recorded a liability to the pension fund as per December 31, 2025, in the amount of SEK 0m (0). Contributions to the pension foundation during 2025 amounted to SEK 0m (0). Contributions from the pension foundation during 2025 amounted to SEK 150m (167).

All amounts in SEKm unless otherwise stated

Note 23 Other provisions

	Group					Parent Company			
	Restructuring	Warranty commitments	Claims	Other	Total	Restructuring	Warranty commitments	Other	Total
Opening balance, January 1, 2024	**3,712**	**2,278**	**1,296**	**3,443**	**10,729**	**2,112**	**367**	**669**	**3,148**
Divestment of operations	–	-197	–	-1,841	-2,039	–	–	–	–
Provisions made	92	141	465	2,541	3,240	97	–	6	103
Provisions used	-1,434	-168	-494	-1,302	-3,399	-649	-108	-99	-856
Unused amounts reversed	-173	-17	–	-181	-371	-64	–	-37	-101
Reclassifications	-14	-8	–	-8	-30	–	–	–	–
Exchange-rate differences	87	79	97	-22	241	46	7	–	53
Closing balance, December 31, 2024	**2,270**	**2,108**	**1,364**	**2,630**	**8,371**	**1,542**	**266**	**539**	**2,347**
Whereof current provisions	1,858	1,141	371	1,028	4,397	1,427	69	22	1,518
Whereof non-current provisions	412	967	994	1,602	3,975	115	197	517	829
Opening balance, January 1, 2025	**2,270**	**2,108**	**1,364**	**2,630**	**8,371**	**1,542**	**266**	**539**	**2,347**
Divestment of operations	–	–	–	–	–	–	–	–	–
Provisions made	–	168	520	1,260	1,949	–	21	18	39
Provisions used	-577	-97	-499	-1,242	-2,415	-294	-52	-523	-869
Unused amounts reversed	-125	-30	–	-101	-256	-125	–	-25	-150
Reclassifications	–	–	–	–	–	–	–	–	–
Exchange-rate differences	-137	-195	-179	-173	-684	-74	-7	–	-81
Closing balance, December 31, 2025	**1,430**	**1,955**	**1,207**	**2,374**	**6,965**	**1,049**	**228**	**9**	**1,286**
Whereof current provisions	1,199	1,089	311	283	2,882	1,049	73	–	1,122
Whereof non-current provisions	231	866	896	2,091	4,083	–	155	9	164

Provisions are recognized when the Group has a present obligation as a result of a past event, and it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognized as a provision is the best estimate of the expenditure required to settle the present obligation at the balance sheet date. Where the effect of time value of money is material, the amount recognized is the present value of the estimated expenditures.

Provisions for warranty are recognized at the date of sale of the products covered by the warranty and are calculated based on historical data for similar products. Provisions for warranties are based on the Group's commitment to cover the cost of repair of defective products. Warranty is normally granted for one to two years after the sale.

Restructuring provisions are recognized when the Group has both adopted a detailed formal plan for the restructuring and either started the plan implementation or communicated its main features to those affected by the restructuring. Provisions for restructuring represent the expected costs to be incurred as a consequence of the Group's decision to close some factories, rationalize production and reduce personnel, both for newly acquired and previously owned companies. The amounts are based on management's best estimates and are adjusted when changes to these estimates are known. The major part of the restructuring provision as per December 31, 2025, is expected to be consumed in 2026.

The provisions for claims refer to the Group's insurance companies and include technical provision for both unearned premium and outstanding claims reserves including claims incurred but not reported (IBNR). Further, these captive provisions are related to the different insurance classes included in the Group's insurance companies.

The closing balance of 'Other' in the table to the left includes environmental provisions, legal provisions, operational tax provisions and other liabilities for which there is an uncertainty related to the timing of payment and/or final amount. Asbestos provisions were included in the opening balance of 'Other' in 2024 but divested in December 2024.

All amounts in SEKm unless otherwise stated

Note 24 Other liabilities

	Group December 31		Parent Company December 31	
	2025	2024	2025	2024
Accrued holiday pay	1,063	1,251	308	320
Other accrued payroll costs	1,820	2,123	295	267
Accrued interest expenses	373	332	363	330
Contract liabilities[1]	7,105	7,851	296	312
Other accrued expenses	2,646	3,193	275	287
Deferred government grants	10	18	–	–
Other prepaid income	116	93	0	0
VAT liabilities	1,128	972	–	–
Other personnel related liabilities	883	974	–	–
Other operating liabilities	823	1,152	–	–
Liabilities related to non-current assets held for sale	–	309	–	–
Total	**15,967**	**18,268**	**1,537**	**1,516**

[1] Specification of the movement in contract liabilities is presented in Note 4.

'Other accrued expenses' include for example accruals for fees, advertising and sales promotion. 'Other operating liabilities' include for example credit balances for costumers. 'Liabilities related to non-current assets held for sale' in 2024 refers to the liabilities held by the housing association BRF Gourmet. The related assets are reported in note 16.

Note 25 Contingent assets and liabilities

	Group December 31		Parent Company December 31	
	2025	2024	2025	2024
Guarantees and other commitments				
On behalf of subsidiaries	–	–	–	–
On behalf of external counterparties	1,254	1,472	1,030	1,210
Total	**1,254**	**1,472**	**1,030**	**1,210**

A large part of the guarantees and other commitments on behalf of external counterparties, is related to pension commitments.

In addition to the above contingent liabilities, guarantees for fulfillment of contractual undertakings are given as part of the Group's normal course of business. There was no indication at year-end that payment will be required in connection with any contractual guarantees.

Legal proceedings

In 2019 an order was issued by the Italian Environmental Authorities for certain remediation actions connected to contamination at a manufacturing site in Aviano (Italy), a site that Electrolux subsidiary INFA s.p.a. ("INFA") divested to the current operator of the site, Sarinox s.p.a. ("Sarinox"), in 2001. Following certain court proceedings, the order became final against Sarinox in the fourth quarter of 2021.

Pursuant to the order, Sarinox shall, inter alia, participate in projects to improve the groundwater quality in the Friuli region, Italy (whereby interventions for a cost of EUR 42m are mentioned in the order), and take certain other measures to clean 42m cubic meters of contaminated groundwater in the region. Although INFA is not liable to perform the obligations under the order from the Environmental Authority, it is possible that the situation can evolve and result in a liability for INFA in its capacity as former owner and operator or seller of the site. However, it is at this stage not possible to evaluate the extent of such a potential liability. No provision relating to this matter has been set.

In December 2024, Electrolux Poland became the subject of an investigation by the Polish Competition Authority regarding a possible violation of antitrust rules. The investigation is ongoing, and the Authority has so far not communicated any conclusions. Given the nature of the investigation, it cannot be ruled out that the outcome could have a material impact on the Group's financial result and cash flow. At this stage it is however not possible to evaluate the extent of such a potential impact. No provision relating to this investigation has been set.

Note 26 Acquired and divested operations

Acquisitions and divestments

There were no acquisitions or divestments completed during 2025. The divestment of the water heater business in South Africa was completed in December 2024, as well as the divestment of the asbestos exposure in the U.S.

Divestment of the South African water heater business in 2024

Electrolux Group announced on July 18, 2024, that an agreement had been signed to divest the water heater business (Kwikot brand) in South Africa. The divestment was completed on December 2, 2024, following regulatory approvals.

Net sales in 2023 related to the water heater business in South Africa amounted to approximately ZAR 1.9bn (approximately SEK 1.1bn).

Divested total assets amounted to SEK 1.9bn, divested net assets amounted to SEK 1.1bn. Proceeds received amounted to SEK 1.1bn and the net cash flow effect from the divestment was approximately SEK 1.0bn. The divestment had a total impact on the full-year 2024 result of SEK -566m, including an impairment of goodwill of SEK -368m which was affecting the result in the third quarter 2024. The negative earnings effect of SEK -198m in the fourth quarter included SEK -132m from the reclassification of accumulated negative currency effect in equity. The reclassification does not affect total equity.

The divestment effect is treated as a non-recurring item for business area Europe, Asia-Pacific, Middle East and Africa.

Divestment	2025	2024
Fixed assets	–	169
Goodwill and other intangible assets	–	1054
Other non-current assets	–	72
Current assets	–	423
Cash and cash equivalents	–	162
Non-current provisions and liabilities	–	-244
Current provisions and liabilities	–	-233
Financial liabilities	–	-266
Other	–	46
Loss on divestment	–	-66
Proceeds	**–**	**1117**
Divested cash	–	-162
Cash flow from divestment	**–**	**955**

All amounts in SEKm unless otherwise stated

Divestment of asbestos exposure in 2024
In December 2024, Electrolux Group divested all its potential legacy asbestos exposure in the U.S. by selling three subsidiaries in the U.S. that held these liabilities and related insurance assets.

Net proceeds received amounted to SEK 17m. The divested balances included provisions of SEK 1,841m, receivables of SEK 1,536m, and other items of SEK 137m, resulting in a divestment gain of SEK 185m.

The positive earnings impact of SEK 185m was reported as Other operating income in business area North America.

Note 27 Employees and remuneration

Employees and employee benefits
In 2025, the average number of employees, full-time equivalents, was 39,233 (40,787), of which 23,742 (24,928) were men and 15,491 (15,859) were women.

A detailed specification of the average number of employees by country has been submitted to the Swedish Companies Registration Office and is available upon request from AB Electrolux, Investor Relations. See also Electrolux Group's website www.electroluxgroup.com.

Average number of employees, by geographical area

	Group	
	2025	2024
Europe	15,931	16,359
Asia-Pacific, Middle East and Africa	5,937	7,095
North America	5,529	5,850
Latin America	11,836	11,483
Total	**39,233**	**40,787**

Salaries, other remuneration and employer contributions

	2025			2024		
	Salaries and remuneration	Employer contributions	Total	Salaries and remuneration	Employer contributions	Total
Parent Company	1,464	713	2,177	1,479	732	2,211
whereof pension costs[1]	–	253	253	–	267	267
Subsidiaries	17,081	3,500	20,581	18,522	3,387	21,909
whereof pension costs	–	617	617	–	683	683
Total	**18,545**	**4,213**	**22,758**	**20,001**	**4,119**	**24,120**
whereof pension costs	–	870	870	–	950	950

[1] Includes SEK 9m (10) referring to the President's predecessors according to local GAAP.

Salaries and remuneration for Board members, Senior managers and other employees

	2025			2024		
	Board members and Senior managers[1]	Other employees	Total	Board members and Senior managers[1]	Other employees	Total
Parent Company	92	1,372	1,464	65	1,414	1,479
Other	180	16,901	17,081	212	18,310	18,522
Total	**272**	**18,273**	**18,545**	**277**	**19,724**	**20,001**

[1] According to the definition of Senior managers in the Swedish Annual Accounts Act.

Of the Board members in Group companies, 54 (70) were men and 17 (28) women, of whom 5 (4) men and 3 (3) women in the Parent Company. According to the definition of Senior managers in the Swedish Annual Accounts Act, the number of Senior managers in the Group consisted of 34 (59) men and 17 (28) women, of whom 3 (5) men and 7 (4) women in the Parent Company. The total pension cost for Board members and Senior managers in the Group amounted to SEK 23m (28).

All amounts in SEKm unless otherwise stated

Compensation to Board members

´000 SEK	2025 Ordinary compensation	2025 Compensation for committee work	2025 Total compensation	2024 Ordinary compensation	2024 Compensation for committee work	2024 Total compensation
Torbjörn Lööf, Chairman[1)]	2,635	594	3,229	1,920	435	2,355
Staffan Bohman, Chairman[2)]	–	–	–	619	80	699
Geert Follens[1)]	768	374	1,141	559	262	821
Petra Hedengran	768	210	978	739	247	986
Henrik Henriksson[2)]	–	–	–	180	–	180
Ulla Litzén	768	593	1,360	739	512	1,251
Daniel Nodhäll[1)]	768	450	1,218	559	330	889
Karin Overbeck	768	160	927	739	136	875
Fredrik Persson[2)]	–	–	–	180	49	229
David Porter	768	28	796	739	–	739
Michael Rauterkaus[1)]	768	16	784	559	–	559
Yannick Fierling, President	–	–	–	–	–	–
Viveca Brinkenfeldt Lever	–	–	–	–	–	–
Peter Ferm	–	–	–	–	–	–
Wilson Quispe	–	–	–	–	–	–
Total compensation	**8,008**	**2,425**	**10,433**	**7,532**	**2,051**	**9,583**

1) as from March 27, 2024
2) until March 27, 2024

Compensation to the Board of Directors
The Annual General Meeting (AGM) determines the compensation to the Board of Directors for a period of one year until the next AGM. The compensation is distributed between the Chairman, other Board Members and remuneration for committee work. The Board decides the distribution of the committee fee between the committee members. Compensation is paid out in advance each quarter. Compensation paid in 2025 refers to one fourth of the compensation authorized by the AGM in 2024 and three fourths of the compensation authorized by the AGM in 2025. Total compensation paid in cash in 2025 amounted to SEK 10.4m, of which SEK 8.0m referred to ordinary compensation and SEK 2.4m to committee work.

Remuneration guidelines for Group Management
The current remuneration guidelines were approved by the AGM in 2024. The guidelines apply until the AGM 2028 and are described below. The detailed guidelines can be found on pages 50-51 in the Annual Report.

Electrolux Group has a clear strategy to deliver profitable growth and create shareholder value. A prerequisite for the successful implementation of the The Group's business strategy and safeguarding of its long-term interests, including its sustainability, is that Electrolux Group is able to recruit and retain qualified personnel. To this end, it is necessary that Electrolux Group offers competitive remuneration in relation to the country or region of employment of each Group Management member. These guidelines enable The Group to offer the Group Management a competitive total remuneration. The total remuneration for the Group Management shall be in line with market practice and may comprise the following components: fixed compensation, variable compensation, pension benefits and other benefits. 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 payout shall be made. Variable compensation shall mainly relate to financial performance targets. Non-financial targets may also be used in order to strengthen the focus on delivering on Electrolux Group business strategy and long-term interests, including its sustainability. The targets shall be specific, clear, measurable and time bound and be determined by the Board of Directors.

Since 2004, AB Electrolux has offered long-term performance share programs for senior managers and key employees. The alignment of Electrolux top management incentives with the interest of shareholders is a longstanding priority of the Board of Directors. Ownership of Electrolux shares by the Group’s CEO and other Group Management members is an important measure to strengthen this alignment.

Thus the Board recommends that the CEO shall build up a personal holding of B-shares representing a value of one gross annual base salary and for Group Management members to build up a personal holding of B-shares representing a value of 50% of one gross annual base salary.

Remuneration and terms of employment for the President in 2025
The remuneration package for the President comprises fixed salary, variable salary based on annual targets, a long-term performance-share program and other benefits such as pension and insurance.

For the President, the annualized base salary for 2025 has been set at SEK 13.5m.

The variable salary is based on annual financial and non-financial targets for The Group. Each year, a performance range is determined with a minimum and a maximum. If the performance outcome for the year is below or equal to the minimum level, no pay-out will be made. If the performance outcome is at or above the maximum, pay-out is capped at 100% of the annualized base salary. If the performance outcome is between minimum and maximum, the pay-out shall be determined on a linear basis.

The President participates in the Group’s long-term performance based share programs. For further information on these programs, see below.

The notice period from the employer is 12 months, and from the President 6 months. The President is entitled to 12 months severance pay based on base salary with deduction for other income during the 12 months severance period. Severance pay is applicable if the employment is terminated by the employer. It is also applicable if the employment is terminated by the President provided serious breach of contract by the employer or if there has been a major change in ownership structure in combination with changes in management and changed individual accountability.

Pensions for the President in 2025
The President is covered by the collectively agreed ITP1 plan, and Electrolux Pension Plan for CEO. The Electrolux Pension Plan for CEO is a defined contribution plan. The employer contribution to the plan for the President is equivalent to 30% of annual base salary, which also includes the contributions for the benefits of the ITP1-plan and any insurable supplementary disability and survivor’s pension.

All amounts in SEKm unless otherwise stated

The retirement age for the President is 65.

The capital value of pension commitments for the President in 2025, prior Presidents, and survivors is SEK 226m (216), whereof SEK 4m (1) relates to the current President.

Remuneration and terms of employment for other members of Group Management in 2025

Like the President, other members of Group Management receive a remuneration package that comprises fixed salary, variable salary based on annual targets, long-term performance-share programs and other benefits such as pensions and insurance. Base salary is revised annually per January 1. The average base-salary increase for members of Group Management in 2025 was 2.8% (2.1).

Variable salary in 2025 is based on financial and non-financial targets on business area and Group level. Variable salary varies between a minimum (no pay-out) and a maximum of 100% of annual base salary, which is also the cap. Group Management members based in the USA and Singapore have a maximum of up to 150% of annual base salary.

The members of Group Management participate in The Group's long-term performance based share programs. For further information on these programs, see below.

The notice period for Group Management members employed in Sweden is 12 months for the employer and 6 months for the employee. Certain members of Group Management are entitled to 12 months' severance pay based on base salary with deduction for other income during the 12 months severance period. Severance pay is applicable if the employment is terminated by the employer. It is also applicable if the employment is terminated by the Group Management member provided serious breach of contract by the employers or if there has been a major change in ownership structure in combination with changes in management and changed individual accountability.

For members of Group Management employed outside of Sweden, varying terms of employment and benefits, such as company car, may apply depending upon the country of employment.

Pensions for other members of Group Management in 2025

Group Management members employed in Sweden as from 2012 receive a pension entitlement where the aggregated contribution is 35% of annual base salary. New members of Group Management employed in Sweden as of 2023 receive a pension entitlement where the aggregated contribution is 30% of annual base salary. The retirement age is 65 years.

For members of Group Management employed outside of Sweden, varying pension terms and conditions apply, depending upon the country of employment.

Share-based compensation

Over the years, AB Electrolux has implemented several long-term incentive programs (LTI) for senior managers and key employees. These programs are intended to attract, motivate, and retain the participating managers by providing long-term incentives through benefits linked to the share price. They have been designed to align management incentives with shareholder interests.

For AB Electrolux, the share-based compensation programs are classified as equity settled transactions, and the cost of the granted instrument's fair value at grant date is recognized over the vesting period which is 3.0 years. At each balance sheet date, the Group revises the estimates to the number of shares that are expected to vest. Electrolux recognizes the impact of the revision to original estimates, if any, in the income statement, with a corresponding adjustment to equity.

In addition, The Group provides for employer contributions expected to be paid in connection with the share-based compensation programs. The costs are charged to the income statement over the vesting period. The provision is periodically revalued based on the fair value of the instruments at each closing date.

Performance-share programs 2023, 2024 and 2025

The Annual General Meeting in March 2025, approved a long-term incentive program for 2025. The program is in line with the Group's principles for remuneration based on performance, and is an integral part of the total compensation for Group Management and other senior managers and key employees. Electrolux shareholders benefit from this program since it facilitates recruitment and retention of competent executives and aligns management interest with shareholder interest as the program drives executive shareholding and the participants are more aligned with the long-term strategy of the Electrolux Group. The General Meetings of AB Electrolux have also approved long-term incentive programs for 2023 and 2024.

The allocation of shares in the incentive programs is determined by the position level and the outcome of two objectives; (1) cumulative earnings per share, (2) CO_2 reduction. Performance outcome of (1) and (2) is determined by the Board after the expiry of the three-year performance period for the 2023 and 2024 programs. For the 2025 program the performance outcome of (1) earnings per share and (2) CO_2 reduction will be determined by the Board after the expiry of the performance periods, for (1) one year performance period and (2) three year performance period..

The programs allocation is linear from minimum to maximum. There is no allocation if the minimum level is not reached. If the maximum is reached, 100% of shares will be allocated. Should the achievement of the objectives be below the maximum but above the minimum, a proportionate allocation will be made. For the President and other members of Group Management the granted shares will be multiplied by 0.75-1.25 depending on the outcome of a relative total shareholder return target. The shares will be allocated after the three year period free of charge.

If a participant's employment is terminated during the three-year program period, the participant will be excluded from the program and will not receive any shares or other benefits under the program. However, under certain circumstances, including for example a participant's death, disability, retirement or the divestiture of the participant's employing company, a participant could be entitled to reduced benefits under the program.

2023 and 2024 program covers 846 respectively 744 senior managers and key employees whilst the 2025 program covers 711 participants in almost 50 countries. Participants in the programs comprise seven groups, i.e., the President, other members of Group Management, and five groups of other senior managers. All programs comprise Class B shares.

For 2025, LTI programs resulted in a cost of SEK 92m (excluding a cost of SEK 13m in employer contribution) compared to a cost of SEK 111m in 2024 (excluding a cost of SEK 17m in employer contribution). The total provision for employer contribution in the balance sheet amounted to SEK 29m (24).

Repurchased shares for LTI programs

The Annual General Meeting in 2025 resolved that the company shall be entitled to sell B shares in the company for the purpose of covering costs, including social security charges, that may arise as a result of the 2023 program.

Allocation of shares for the 2023 program

The 2023 performance-share program met 11.13% of the maximum performance and performance shares were allocated to the participants according to the terms and conditions of the 2023 share program in 2026 .

All amounts in SEKm unless otherwise stated

Remuneration to Group Management

	2025						2024					
'000 SEK	Fixed salary[1]	Variable salary[2]	Long-term PSP (cost)[3]	Other remuner-ation[4]	Total pension contribution	Social contribution	Fixed salary[1]	Variable salary[2]	Long-term PSP (cost)[3]	Other remuner-ation[4]	Total pension contribution	Social contribution
President and CEO	13,636	7,777	3,387	1,287	4,050	5,150	14,325	5,967	1,216	9	4,804	5,284
Other members of Group Management[5]	45,229	24,262	5,581	37,203	8,180	13,017	49,133	23,083	13,178	6,962	12,616	13,045
Total	**58,865**	**32,039**	**8,968**	**38,490**	**12,230**	**18,167**	**63,458**	**29,050**	**14,394**	**6,971**	**17,420**	**18,329**

1) The annual fixed salary includes vacation salary, paid vacation days and salary deductions for company car.
2) For 2025: variable salary earned 2025 and to be paid in 2026, and for 2024: variable salary earned 2024 and paid in 2025.
3) Cost for share-based incentive programs are accounted for according to IFRS 2, Share-based payments. If the expected cost of the program is reduced, the previous recorded cost is reversed and an income is recorded in the income statement. The cost includes social contribution cost for the program.
4) Includes allowances and other benefits such as gross-up of tax, housing, company car, severance and termination pay, and costs for extraordinary arrangements.
5) Other members of Group Management comprised of 9 people at the end of 2024, and of 8 people at the end of 2025.

Number of potential shares per participant, per category and year

	Maximum number of B shares[1]			Maximum value, SEK[1]		
	2025	2024	2023	2025	2024	2023
Group 1, President and CEO	274,480	–	142,251	16,875,030	–	16,656,170
Group 2, other members of Group Management	95,351	69,286	53,061	5,862,162	6,022,361	6,212,952
Group 3	45,468	32,495	22,960	2,795,377	2,824,427	2,688,397
Group 4	25,650	17,559	12,364	1,576,954	1,526,264	1,447,657
Group 5	16,867	12,093	8,865	1,036,967	1,051,080	1,037,985
Group 6	11,585	8,098	6,095	712,241	703,902	713,691
Group 7	4,577	3,262	2,394	281,404	283,505	280,283

1) The maximum performance value for the participant in Group 1 will be 100%, Group 2, 90%, Group 3, 80%, Group 4, 60%, Group 5, 50% Group 6, 40 % and Group 7, 20% of the participants annual base salary. For participants in Group 1 and 2 the granted number of shares will be multiplied by 0.75-1.25 depending on the outcome of a relative total shareholder return target. At maximum performance the aggregated value is converted to the average number of shares and average value per participant in respective category. The calculation was based on a share price of SEK 117.09 for 2023 and SEK 86,92. for 2024 and SEK 61.48 for 2025 which is the average closing price of the Electrolux Class B share on the Nasdaq Stockholm during a period of ten trading days before the day participants were invited to participate in the program, adjusted for net present value of dividends for the period until shares are allocated.

Performance-share program 2025

	Objectives			Allocation of shares		
	Minimum	Maximum	Actual[1]	Outcome, %[1]	Weight, %	Allocation, %
Earnings per share, SEK	-1.70	5.40	3.25	69.7	80	55.7
CO_2 Reduction, %[1]			TBD	TBD	20	TBD
Total shareholder return (TSR) multiplier[2]						
Total allocation				**69.7**	**100**	**55.7**

1) Measured over 2025 – 2027, outcome will be presented in the 2027 annual report.
2) For Group Management members a multiplier is applied. The multiplier is relative to Electrolux B-share TSR to the TSR of the FTSE EMEA Consumer Discretionary Index during the period 2025 – 2027. The multiplier at maximum TSR performance is 1.25 times vested number of shares and at minimum TSR performance 0.75 times vested number of shares.

Note 28 Fees to auditors

At the 2025 Annual General Meeting PwC was appointed auditor for the period until the end of the 2026 Annual General Meeting.

	Group		Parent Company	
	2025	2024	2025	2024
PwC				
Audit fees[1]	60	64	14	13
Audit-related fees[2]	3	1	3	1
Tax fees[3]	0	0	–	–
All other fees[4]	0	1	–	1
Total fees to PwC	**64**	**67**	**17**	**15**
Audit fees to other audit firms	0	0	–	–
Total fees to auditors	**64**	**67**	**17**	**15**

1) Audit fees consist of fees for the annual audit services engagement and other audit services, which are those services that only the external auditors reasonably can provide, and include the Group audit, statutory audits, comfort letters and consents, and attest services.
2) Audit related fees consist of fees for assurance and related services that are reasonably related to the performance of the audit of the accounts and annual reports of the Group and group companies traditionally performed by the external auditors, and include consultations concerning financial accounting and reporting standards, internal control reviews as well as review of interim reports.
3) Tax fees include for example tax compliance and tax consultation services.
4) All other fees include fees for transaction support services, financial advisory and other services.

All amounts in SEKm unless otherwise stated

Note 29 Shares and participations

Investments in associated companies

The holdings in the South African company and its associate Llitha Solar were sold in 2024.

All associated companies are unlisted.

Investments in associated companies

	2025			2024		
Company	Holding, %	Carrying amount	Net income[1]	Holding, %	Carrying amount	Net income[1]
Llitha Solar (Pty) LTD, South Africa	n/a	n/a	n/a	n/a	n/a	n/a
Tradeplace B.V., The Netherlands	20	0	0	20	0	0
Total		**0**	**0**		**0**	**0**

[1] Represents the Group's share of net income and is reported in the line Other operating income and expenses in the consolidated statement of comprehensive income.

Group companies

The following table lists the major companies included in the Electrolux Group. A detailed specification of Group companies has been submitted to the Swedish Companies Registration Office and is available upon request from AB Electrolux Investor Relations.

Subsidiaries		Holding, %
Major Group companies		
Argentina	Frimetal S.A.	100
Australia	Electrolux Home Products Pty. Ltd	100
Austria	Electrolux Austria GmbH	100
Belgium	Electrolux Belgium S.A.	100
Brazil	Electrolux do Brasil S.A.	100
Canada	Electrolux Canada Corp.	100
Chile	Electrolux de Chile S.A.	99.89
China	Electrolux (Hangzhou) Domestic Appliances Co. Ltd	100
	Electrolux (China) Home Appliance Co. Ltd	100
Denmark	Electrolux Home Products Denmark A/S	100
Egypt	Electrolux Egypt for Home Appliances S.A.E.	99.97
Finland	Oy Electrolux Ab	100
France	Electrolux France SAS	100
Germany	Electrolux Deutschland GmbH	100
	Electrolux Rothenburg GmbH Factory and Development	100
Hungary	Electrolux Lehel Kft	100
Italy	Electrolux Appliances S.p.A.	100
	Electrolux Italia S.p.A.	100
Mexico	Electrolux de Mexico S.A. de C.V.	100
The Netherlands	Electrolux Home Products (Nederland) B.V.	100
Norway	Electrolux Home Products Norway AS	100
Poland	Electrolux Production Poland Sp. z.o.o.	100
Romania	SC Electrolux Romania SA	99.83
Singapore	Electrolux SEA Pte Ltd	100
Spain	Electrolux España, S.A.U.	100
Sweden	Electrolux HemProdukter AB	100
	Electrolux Appliances AB	100
Switzerland	Electrolux AG	100
Thailand	Electrolux Thailand Co. Ltd.	100
Ukraine	DC Electrolux LLC	100
United Kingdom	Electrolux Plc	100
USA	Electrolux Consumer Products, Inc.	100

All amounts in SEKm unless otherwise stated

Note 30 Transactions with related parties

Transactions with associated companies

	Group		Parent Company	
	2025	2024	2025	2024
Net sales to associates	–	–	–	–
Purchases from associates	–	–	–	–
Receivables on associates	–	–	–	–
Payables to associates	4	4	4	4
Loans to associates	–	–	–	–

The Group's related parties are its associated companies, joint ventures, the Parent company's largest shareholder Investor AB, Board members of AB Electrolux and Group Management members. Commercial terms and market prices apply to all transactions with related parties.

Investment details in associated companies are disclosed in Note 29. Transactions and balances with associated companies are disclosed in the table above.

Investor AB controls approximately 30% (30) of the voting rights in AB Electrolux. The Group has not had any transactions with Investor AB during the year and there are no outstanding balances with Investor AB. Investor AB has controlling or significant influence over companies with which Electrolux Group may have transactions within the normal course of business. Commercial terms and market prices apply to any such transactions.

Remuneration to members of the Board of Directors and Group Management are disclosed in Note 27.

Note 31 Proposed distribution of earnings

	'000 SEK
The Board of Directors proposes that income for the period and retained earnings be distributed as follows:	8,841,072
To be carried forward	8,841,072
Total	**8,841,072**

According to the dividend policy, AB Electrolux target is for the dividend to correspond to approximately 50% of the annual income. The Board of Directors has proposed that the Annual General Meeting 2026 resolves that no payment of dividend will be made for the fiscal year 2025 and that the company's available funds shall be carried forward.

The Board of Directors declare that the consolidated financial statements have been prepared in accordance with IFRS as adopted by the EU and give a true and fair view of the Group's financial position and results of operations. The financial statements of the Parent Company have been prepared in accordance with generally accepted accounting principles in Sweden and give a true and fair view of the Parent Company's financial position and results of operations.

The statutory Administration Report of the Group and the Parent Company provides a fair review of the development of the Group's and the Parent Company's operations, financial position and results of operations and describes material risks and uncertainties facing the Parent Company and the companies included in the Group.

The Annual Report was approved by the Board of Directors and dated in Stockholm on February 16, 2026
AB ELECTROLUX (PUBL)
556009-4178

Torbjörn Lööf
Chairman of the Board of Directors

Geert Follens
Board member

Petra Hedengran
Board member

Ulla Litzén
Board member

Daniel Nodhäll
Board member

Karin Overbeck
Board member

David Porter
Board member

Michael Rauterkaus
Board member

Viveca Brinkenfeldt Lever
Board member, employee representative

Peter Ferm
Board member, employee representative

Wilson Quispe
Board member, employee representative

Yannick Fierling
Board member, President and Chief Executive Officer

Our audit report and our assurance report on the statutory sustainability report were submitted on February 18, 2026
Öhrlings PricewaterhouseCoopers AB

Johan Rippe
Authorized Public Accountant
Partner in charge

Aleksander Lyckow
Authorized Public Accountant

Auditor's report

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

Report on the annual accounts and consolidated accounts

Opinions
We have audited the annual accounts and consolidated accounts of AB Electrolux (publ) for the year 2025. The annual accounts and consolidated accounts of the company are included on pages 45-58 and 132-186 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of Parent company as of 31 December 2025 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Group as of 31 December 2025 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the Parent company and the Group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the Parent company's audit committee in accordance with the Audit Regulation (537/2014/EU) Article 11.

Basis for Opinions
We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the Parent company and the Group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014/EU) Article 5.1 have been provided to the audited company or, where applicable, its Parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Our audit approach
Audit scope
We designed our audit by determining materiality and assessing the risks of material misstatement in the consolidated financial statements. In particular, we considered where the Board of Directors and the Managing Director made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The financial statements of the Electrolux Group consist of some 200 reporting units operating in 55 countries all over the world.

The operations are managed and monitored through the three regional Business areas: Europe, Asia-Pacific, Middle East and Africa, North America and Latin America. We have therefore scoped our audit procedures for the reporting units within each Business area, considering control environment and business processes at the individual reporting unit level but also by assessing business performance reviews and management oversight and follow-up activities on Business area level.

In establishing the overall Group audit strategy and plan, we determined the type of work that needed to be performed at the reporting units in scope by component auditors. For significant entities, we required specified audit procedures or audit of one or more accounts for the most significant profit and loss and/or balance sheet accounts depending on the nature of operations conducted at the reporting unit.

The group consolidation, financial statement disclosures and several complex transactions were audited by the Group engagement team.

In addition, we have applied a centralized Group audit approach with respect to the Electrolux Control System (ECS), where key processes and controls are documented and tested by management and quality assured by internal audit, all of which is evidenced in a global internal control tool. The result from the centralized testing regarding ECS and centralized IT systems was shared with local auditors. Local teams were then instructed how to carry out their audit procedures based on the shared information.

The reporting units in scope for the Group audit procedures represent approximately 84 percent of Group net sales. In addition, the Group audit team have carried out analytical procedures on Business area level to include also smaller reporting units. Local statutory audit procedures are conducted for all companies in the Group subject to statutory audit requirements by law.

Our audit is carried out continuously during the year. In connection with the issuance of the interim report for the second quarter, we report our observations to Group management, Business area management and the Audit Committee. At year end, we also report our main observations to the entire Board of Directors. For the second quarter, we issue a public interim review report.

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Key Audit Matters
Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters.

Revenue recognition including customer discounts
Revenue is an important measure in terms of business follow-up and execution on the Electrolux Group strategies and comprise mainly of sales of appliances to retailers. The vast majority of the Group's revenue consists of straight-forward product sales where revenue is recognized when the significant risks and rewards connected with ownership of goods have been transferred to the buyer. In our audit of revenue recognition, management judgements and estimates of discounts and rebates is considered a matter of high importance. Disclosures in Note 4 Net sales and operating income, provides additional information on how the Group accounts for its revenue.

Our audit included a combination of testing of selected internal controls over financial reporting with respect to revenue recognition, analytical procedures and detailed tests of significant customer contracts. Different contracts may contain different delivery and pricing terms that need to be considered in terms of revenue recognition. Our audit also included, if considered material, a sample tests of proof of delivery to confirm that risk had been transferred to the customers. We also performed data analytics relating to manual and automated journal entries to ascertain accuracy in the reporting of discounts and rebates.

Valuation of inventory

Electrolux Group keeps a significant stock of raw materials, components and work-in-progress at its production units and stores finished goods mostly at its sales units and distribution centres. Valuation of inventory is important for a fair presentation of gross margin. Inventory is also a significant item in the consolidated balance sheet and amounted to SEK 20.0bn as of December 31, 2025. Provisions for obsolescence are subject to management's estimates and of high importance in our audit. This emphasizes the importance of having an appropriate method for estimating reserves for slow-moving and obsolete goods. Provisions for obsolescence require clear policies and are subject to management's estimates. Note 15 Inventories, provides information about the Group's accounting principles for measuring inventory and additional information on the line item. In our audit we have assessed the companies' inventory processes including routines for valuation and methods used to estimate reserves for slow-moving and obsolete goods. Considering the company's operations, system support, inventory turnover and other relevant factors we have tested the obsolescence models in the subsidiaries against accounting principles. We have reconciled the disclosures included in Note 15 Inventories to the accounting records and other supporting documentation and ensured that they are in line with the disclosure requirements.

Other information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1-44, 59-129, 130-131, and 174-186. Other information also refers to the remuneration report to which we had access prior to the date of this auditor's report.

The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the Group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intend to liquidate the company, to cease operations, or has no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Directors' responsibilities and tasks in general, among other things oversee the company's financial reporting process.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

A further description of our responsibility for the audit of the annual accounts and consolidated accounts is available on Swedish Inspectorate of Auditors' website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor´s report.

Report on other legal and regulatory requirements

The auditor's examination of the administration of the company and the proposed appropriations of the company's profit or loss

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of AB Electrolux (publ) for the year 2025 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the Parent company and the Group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the Group's type of operations, size and risks place on the size of the Parent company's and the Group' equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the Group's financial situation and ensuring that the company´s organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfil the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor’s responsibility
Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company’s profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company’s profit or loss are not in accordance with the Companies Act.

A further description of our responsibility for the audit of the administration is available on Swedish Inspectorate of Auditors’ website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor’s report.

Öhrlings PricewaterhouseCoopers AB, Stockholm, was appointed auditor of AB Electrolux (publ) by the general meeting of the shareholders on the 26 March 2025 and has been the company’s auditor since the 30 March 2022.

The auditor’s examination of the ESEF report
Opinions
In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the ESEF report) pursuant to Chapter 16, Section 4 (a) of the Swedish Securities Market Act (2007:528) for AB Electrolux (publ) for the financial year 2025.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the ESEF report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for Opinions
We have performed the examination in accordance with FAR’s recommendation RevR 18 Examination of the ESEF report. Our responsibility under this recommendation is described in more detail in the Auditors’ responsibility section. We are independent of AB Electrolux (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors and the Managing Director
The Board of Directors and the Managing Director are responsible for the preparation of the ESEF report in accordance with the Chapter 16, Section 4 (a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the ESEF report without material misstatements, whether due to fraud or error.

Auditor’s responsibility
Our responsibility is to obtain reasonable assurance whether the ESEF report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed. RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the ESEF report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the ESEF report.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the ESEF report has been prepared in a format that enables uniform electronic reporting of the annual accounts and consolidated accounts. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the ESEF report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls.

The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director. The procedures mainly include a validation that the ESEF report has been prepared in a valid XHTML format and a reconciliation of the ESEF report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the ESEF report have been marked with iXBRL in accordance with what follows from the ESEF regulation.

Stockholm, February 18, 2026

Öhrlings PricewaterhouseCoopers AB

Signature on Swedish original

Johan Rippe Authorized Public Accountant Partner in charge	Aleksander Lyckow 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.

Additional information

Eleven-year review

SEKm	2015	2016	2017[1]	2018	2018[6]	2019	2020	2021	2022	2023	2024	2025	Compound annual growth rate, % 5 years	10 years
Net sales and income														
Net sales	123,511	121,093	120,771	124,129	115,463	118,981	115,960	125,631	134,880	134,451	136,150	131,282	2.5	0.6
Organic sales growth, %	2.2	-1.1	-0.4	1.3	1.2	-1.0	3.2	14.2	-2.8	-4.0	5.1	3.9		
Depreciation and amortization	3,936	3,934	3,977	4,150	3,981	4,821	4,587	4,489	5,390	6,277	6,420	5,687		
Items affecting comparability[2]/ Non-recurring items[5]	–	–	–	-1,343	-1,343	-1,344	–	-727	-1,046	-3,401	-566	–		
Operating income	2,741	6,274	7,407	5,310	4,176	3,189	5,778	6,801	-215	-2,988	1,100	3,657	-8.7	2.9
Income after financial items	2,101	5,581	6,966	4,887	3,754	2,456	5,096	6,255	-1,672	-5,111	-847	1,815	-18.7	-1.5
Income for the period	1,568	4,493	5,745	3,805	2,854	1,820	3,988	4,678	-1,320	-5,227	-1,394	878	-26.1	-5.6
Cash flow														
Cash flow from operations	8,267	10,165	10,024	8,046	–	7,314	11,932	7,059	-2,274	4,003	4,197	1,177	-37.1	-17.7
Cash flow from investments	-3,403	-2,557	-8,200	-6,506	–	-6,994	-5,115	-6,815	-6,962	-4,358	-4,277	-2,685	-12.1	-2.3
whereof capital expenditure in property, plant and equipment	-3,027	-2,830	-3,892	-4,650	–	-5,320	-4,325	-4,847	-5,649	-4,069	-3,450	-2,311	-11.8	-2.7
Cash flow from operations and investments	4,864	7,608	1,824	1,540	–	321	6,816	244	-9,236	-355	-79	-1,508		
Cash flow from operations and investments excluding acquisitions and divestment of operations	4,955	7,432	5,229	2,149	–	348	6,824	1,250	-8,868	-355	-1,051	-1,502		
Dividend, redemption and repurchase of shares	-1,870	-1,868	-2,155	-2,385	-2,385	-2,443	-2,012	-8,079	-4,659	–	–	12		
Capital expenditure in property, plant and equipment as % of net sales	2.5	2.3	3.2	3.7	3.9	4.5	3.7	3.9	4.2	3.0	2.5	1.8		
Margins[3]														
Operating margin, %	2.2	5.2	6.1	4.3	3.6	2.7	5.0	5.4	-0.2	-2.2	0.8	2.8		
Income after financial items as % of net sales	1.7	4.6	5.8	3.9	3.3	2.1	4.4	5.0	-1.2	-3.8	-0.6	1.4		
Financial position														
Total assets	83,471	85,848	89,542	97,312	–	106,808	99,604	107,607	127,102	120,053	125,388	114,626	2.8	3.2
Net assets	21,412	18,098	20,678	23,574	20,306	26,172	20,265	27,201	40,297	37,500	37,420	36,709	12.6	5.5
Working capital	-12,234	-14,966	-15,873	-16,848	-17,077	-17,390	-19,191	-17,726	-13,731	-16,925	-17,102	-12,096		
Trade receivables	17,745	19,408	20,747	21,482	19,824	20,847	19,944	23,110	21,487	22,247	24,590	21,392	1.4	1.9
Inventories	14,179	13,418	14,655	16,750	15,451	16,194	13,213	20,478	24,374	19,965	21,271	19,979	8.6	3.5
Accounts payable	26,467	28,283	31,114	34,443	32,996	33,892	31,306	38,182	38,357	36,402	41,009	35,279	2.4	2.9
Total equity	15,005	17,738	20,480	21,749	–	22,574	18,709	18,610	16,449	11,274	9,723	8,706	-14.2	-5.3
Interest-bearing liabilities	13,097	10,202	9,537	9,982	–	10,989	15,412	15,681	37,075	36,140	38,773	39,782	20.9	11.8
Provisions for post-employment benefits, net	4,509	4,169	2,634	3,814	–	3,866	3,679	891	-245	670	336	-79	n.m.	n.m.
Net debt	6,407	360	197	1,825	–	7,683	1,556	8,591	23,848	26,226	27,853	28,176	78.5	16.0

Footnotes, see next page.

													Compound annual growth rate, %	
SEKm	2015	2016	2017[1]	2018	2018[6]	2019	2020	2021	2022	2023	2024	2025	5 years	10 years
Data per share, SEK														
Income for the period	5.45	15.64	19.99	13.24	9.93	6.33	13.88	16.31	-4.81	-19.36	-5.16	3.25	-25.2	-5.0
Equity	52.21	61.72	71.26	75.67	–	78.55	65.10	65.74	60.92	41.75	36.01	32.18	-13.1	-4.7
Dividend[3]	6.50	7.50	8.30	8.50	8.50	7.00	8.00	9.20	–	–	–	–		
Trading price of B-shares at year-end	205.20	226.30	264.30	187.10	187.10	229.90	191.35	219.50	140.78	108.10	91.90	63.78	-19.7	-11.0
Key ratios														
Return on equity, %	9.9	29.4	31.9	18.2	–	11.4	34.1	24.4	-7.0	-33.7	-13.6	10.1		
Return on net assets, %	11.0	29.9	36.0	22.7	20.2	12.0	22.6	28.5	-0.6	-6.9	2.8	9.4		
Net assets as % of net sales[4]	17.3	14.2	17.5	19.0	17.5	22.3	18.9	21.1	29.2	29.4	27.5	29.3		
Trade receivables as % of net sales[4]	14.3	15.2	17.5	17.3	17.1	17.7	18.6	17.9	15.6	17.4	18.1	17.1		
Inventories as % of net sales[4]	11.5	10.5	12.4	13.5	13.4	13.8	12.3	15.9	17.7	15.6	15.7	16.0		
Net debt/EBITDA	1.0	0.0	0.0	–	0.2	0.8	0.2	0.7	3.8	3.9	3.4	3.0		
Net debt/equity ratio	0.43	0.02	0.01	0.08	–	0.34	0.08	0.46	1.45	2.33	2.86	3.24		
Interest coverage ratio	3.75	3.75	12.16	9.05	–	2.57	5.04	7.29	0.18	-0.63	0.72	1.66		
Dividend as % of total equity	12.4	10.5	11.6	11.2	–	10.8	10.8	12.4	–	–	–	–		
Other data														
Average number of employees, full-time equivalents	58,265	55,400	55,692	54,419	51,253	48,652	47,543	51,590	50,769	45,452	40,787	39,233	-3.8	-3.9
Salaries and remuneration	15,858	15,886	16,470	17,363	15,829	16,318	15,666	16,829	19,644	20,104	20,001	18,545	3.4	1.6
Number of shareholders	45,485	48,939	45,295	49,870	49,870	50,544	59,401	73,578	83,248	75,049	68,441	64,806	1.8	3.6
Average number of shares, Basic, million[7]	287.1	287.4	287.4	287.4	287.4	287.4	287.4	286.9	274.7	270.0	270.0	270.4		
Number of shares at year end, million[7]	287.4	287.4	287.4	287.4	287.4	287.4	287.4	283.1	270.0	270.0	270.0	270.5		

[1] Amounts for 2017 have been restated as a consequence of the introduction of IFRS 15 Revenue from Contracts with Customers.
[2] As of 2015 the accounting concept of Items affecting comparability is no longer in use. As from 2018, non-recurring items are presented, see page 183 for definition.
[3] 2025: Proposed by the Board.
[4] Annualized net sales, calculated at end of period exchange rates.
[5] For more information, see Note 7.
[6] Certain amounts have been restated for discontinued operations as a consequence of the distribution of the Professional business area in 2020.
[7] Excluding shares held by AB Electrolux.

Operations by business area yearly

SEKm	2021	2022	2023	2024	2025
Europe, Asia-Pacific, Middle East and Africa					
Net sales	65,204	63,557	60,458	59,795	57,135
Operating income	5,514	1,991	-1,141	1,332	2,353
Operating margin, %	8.5	3.1	-1.9	2.2	4.1
North America					
Net sales	40,468	47,021	45,072	45,581	45,124
Operating income	688	-2,394	-2,341	-1,776	-567
Operating margin, %	1.7	-5.1	-5.2	-3.9	-1.3
Latin America					
Net sales	19,958	24,303	28,920	30,775	29,023
Operating income	1,336	1,058	1,624	2,202	2,226
Operating margin, %	6.7	4.4	5.6	7.2	7.7
Other					
Operating income, Group common costs, etc.	-737	-870	-1,129	-658	-355
Total Group					
Net sales	125,631	134,880	134,451	136,150	131,282
Operating income	6,801	-215	-2,988	1,100	3,657
Operating margin, %	5.4	-0.2	-2.2	0.8	2.8

Non-recurring items[1]

	2021[2]	2022[3]	2023[4]	2024[5]	2025
Europe, Asia-Pacific, Middle East and Africa	–	-840	-3,028	-566	–
North America	-727	241	148	–	–
Latin America	–	-80	-51	–	–
Group common cost	–	-367	-470	–	–
Total Group	**-727**	**-1,046**	**-3,401**	**-566**	**–**

[1] For more information, see Note 7.
[2] Non-recurring item of SEK -727m in the fourth quarter of 2021 refers to business area North America and arbitration in U.S. tariff case on washing machines imported into the U.S. from Mexico in 2016/2017.
[3] Non-recurring items of SEK -1,046m in 2022 whereof SEK 656m refers to a settlement regarding the arbitration in a U.S. tariff case, SEK -350m to a loss from the exit from the Russian market, SEK -1,536m to restructuring charges across business areas and Group common cost for the Group-wide cost reduction and North America turnaround program, SEK 394m to the divestment of the office facility in Zürich, Switzerland, and SEK -210m to the termination of a U.S pension plan, transferred to a third party.
[4] Non-recurring items of SEK -3,401m in 2023 whereof SEK -561m refers to a restructuring charge related to the discontinuation of production at the Nyíregyháza factory in Hungary, SEK -643m refers to a provision mainly related to a French antitrust case, SEK 294m to the gain from the divestment of the Nyíregyháza factory, SEK -2,548m to a restructuring charge for the expanded Group-wide cost reduction and North America turnaround program, SEK 262m to a capital gain from the divestment of the factory in Memphis, U.S., and SEK -205m to impairment of assets driven by the formation of the new business area Europe, Asia-Pacific, Middle East and Africa.
[5] Non-recurring item of SEK -566m in 2024 refers to business area Europe, Asia-Pacific, Middle East and Africa and the divestment of the water heater business in South Africa.

Quarterly information

Net sales and income by business area per quarter

SEKm	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Full year 2025	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Full year 2024
Europe, Asia-Pacific, Middle East and Africa										
Net sales	14,115	13,139	13,682	16,199	57,135	14,359	14,181	14,363	16,892	59,795
Operating income	425	383	522	1,023	2,353	238	235	242	617	1,332
Operating margin, %	3.0	2.9	3.8	6.3	4.1	1.7	1.7	1.7	3.7	2.2
North America										
Net sales	11,454	11,198	11,782	10,690	45,124	9,950	11,728	11,434	12,468	45,581
Operating income	-337	57	25	-312	-567	-1,204	-369	-249	45	-1,776
Operating margin, %	-2.9	0.5	0.2	-2.9	-1.3	-12.1	-3.1	-2.2	0.4	-3.9
Latin America										
Net sales	7,006	6,939	6,854	8,223	29,023	6,768	7,910	7,489	8,608	30,775
Operating income	436	453	392	945	2,226	404	623	490	685	2,202
Operating margin, %	6.2	6.5	5.7	11.5	7.7	6.0	7.9	6.5	8.0	7.2
Other										
Operating income, common group costs, etc.	-72	-95	-50	-139	-355	-158	-70	-134	-296	-658
Total Group										
Net sales	32,576	31,276	32,318	35,112	131,282	31,077	33,819	33,286	37,968	136,150
Operating income	452	797	890	1,517	3,657	-720	419	349	1,052	1,100
Operating margin, %	1.4	2.5	2.8	4.3	2.8	-2.3	1.2	1.0	2.8	0.8
Income for the period	42	178	192	466	878	-1,230	-80	-235	150	-1,394
Earnings per share, SEK[1]	0.16	0.66	0.71	1.72	3.25	-4.55	-0.30	-0.87	0.56	-5.16
Number of shares at period end, million[2]	270.0	270.0	270.0	270.0	270.0	270.0	270.0	270.0	270.0	270.0
Average number of shares, Basic, million[2]	270.1	270.5	270.5	270.5	270.4	270.0	270.0	270.0	270.0	270.0

[1] Basic, based on average number of shares, excluding shares held by AB Electrolux.
[2] Excluding shares held by AB Electrolux.

Non-recurring items[1]

	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Full year 2025	Q1 2024	Q2 2024	Q3 2024[2]	Q4 2024[3]	Full year 2024
Europe, Asia-Pacific, Middle East and Africa	–	–	–	–	–	–	–	-368	-198	-566
North America	–	–	–	–	–	–	–	–	–	–
Latin America	–	–	–	–	–	–	–	–	–	–
Common Group cost	–	–	–	–	–	–	–	–	–	–
Total Group	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**-368**	**-198**	**-566**

[1] For more information, see Note 7.
[2] The non-recurring item of SEK -368m in the third quarter of 2024 refers to business area Europe, Asia-Pacific, Middle East and Africa and the impairment of goodwill related to divestment of the water heater business in South Africa announced in July 2024. The cost is included in 'Other operating income/expenses'.

[3] The non-recurring item of SEK -198m in the fourth quarter of 2024 refers to business area Europe, Asia-Pacific, Middle East and Africa and the divestment of the water heater business in South Africa. The result is included in 'Other operating income/expenses'.

Definitions

This report includes financial measures as required by the financial reporting framework applicable to Electrolux Group, which is based on IFRS. In addition, Electrolux Group presents certain measures that are not defined under IFRS (alternative performance measures – "APMs"). These are used by management to assess the financial and operational performance of the Group. Management believes that these APMs provide useful information regarding the Group's financial and operating performance. Such measures may not be comparable to similar measures presented by other companies. Consequently, APMs have limitations as analytical tools and should not be considered in isolation or as a substitute for related financial measures prepared in accordance to IFRS. The APMs have been derived from the Group's internal reporting and are not audited. The APM reconciliations can be found on the Group's website www.electroluxgroup.com/ir/definitions.

Computation of average amounts and annualized income statement measures
In computation of key ratios where averages of capital balances are related to income statement measures, the average capital balances are based on the opening balance and all quarter-end closing balances included in the reporting period, and the income statement measures are annualized, translated at average rates for the period. In computation of key ratios where end-of-period capital balances are related to income statement measures, the latter are annualized, translated at end-of-period exchange rates. Adjustments are made for acquired and divested operations.

Growth measures

Change in net sales
Current year net sales for the period less previous year net sales for the period as a percentage of previous year net sales for the period.

Sales growth
Change in net sales adjusted for currency translation effects.

Organic sales growth
Change in net sales, adjusted for currency translation effects, acquisitions and divestments.

Acquisitions
Change in net sales, adjusted for organic sales growth, currency translation effects and divestments. The impact from acquisitions relates to net sales reported by acquired operations within 12 months after the acquisition date.

Divestments
Change in net sales, adjusted for organic sales growth, currency translation effects and acquisitions. The impact from divestments relates to net sales reported by the divested operations within 12 months before the divestment date.

Profitability measures

EBITA
Operating income excluding amortization of intangible assets.

EBITA margin
EBITA expressed as a percentage of net sales.

EBITDA
Operating income excluding depreciation and amortization.

Operating income excluding non-recurring items
Operating income adjusted for non-recurring items.

Operating margin (EBIT margin)
Operating income (EBIT) expressed as a percentage of net sales.

Operating margin (EBIT margin) excluding non-recurring items
Operating income (EBIT) excluding non-recurring items, expressed as a percentage of net sales.

Return on net assets
Operating income (annualized) expressed as a percentage of average net assets.

Return on equity
Income for the period (annualized) expressed as a percentage of average total equity.

Capital measures

Net debt/equity ratio
Net debt in relation to total equity.

Net debt/EBITDA
Net debt at end of period in relation to 12-months rolling EBITDA, excluding non-recurring items.

Equity/assets ratio
Total equity as a percentage of total assets less liquid funds.

Capital turnover-rate
Net sales (annualized) divided by average net assets.

Share-based measures

Earnings per share, Basic
Income for the period attributable to equity holders of the Parent Company divided by the average number of shares excluding shares held by AB Electrolux.

Earnings per share, Diluted
Income for the period attributable to equity holders of the Parent Company divided by the average number of shares after dilution, excluding shares held by AB Electrolux.

Equity per share
Total equity divided by total number of shares excluding shares held by AB Electrolux.

Capital indicators

Liquid funds
Cash and cash equivalents, short-term investments, financial derivative assets[1] and prepaid interest expenses and accrued interest income[1].

Liquid funds in relation to net sales
The sum of liquid funds and non-utilized credit facilities divided by annualized net sales.

Operating working capital
Inventories and trade receivables less accounts payable.

Working capital
Total current assets exclusive of liquid funds, less non-current other provisions and total current liabilities exclusive of total short-term borrowings.

Net assets
Total assets exclusive of liquid funds and pension plan assets, less non-current assets and related liabilities held for sale, deferred tax liabilities, non-current other provisions and total current liabilities exclusive of total short-term borrowings.

Total borrowings
Long-term borrowings and short-term borrowings, financial derivative liabilities[1], accrued interest expenses and prepaid interest income[1].

Total short-term borrowings
Short-term borrowings, financial derivative liabilities[1], accrued interest expenses and prepaid interest income[1].

Interest-bearing liabilities
Long-term borrowings and short-term borrowings exclusive of liabilities related to trade receivables with recourse[1].

Financial net debt
Total borrowings less liquid funds.

Net provision for post-employment benefits
Provisions for post-employment benefits less pension plan assets.

Net debt
Financial net debt, lease liabilities and net provision for post-employment benefits.

Other measures

Annualized Net Sales
(Net Sales for the period year-to-date/Number of months) x 12.

Operating cash flow
Operating income adjusted for depreciation, amortization and other non-cash items plus/minus change in operating assets and liabilities.

Operating cash flow after investments
Cash flow from operations and investments adjusted for financial items paid, taxes paid and acquisitions/divestments of operations.

Operating cash flow after structural changes
Operating cash flow adjusted for structural changes.

Cash flow excluding change in loans and short-term investments for the period
Cash flow adjusted for change in loans and short-term investments for the period.

Interest coverage ratio
Operating income plus interest income in relation to total interest expenses.

Non-recurring items
Material profit or loss items in operating income[2] which are relevant for understanding the financial performance when comparing income for the current period with previous periods.

1) See table Net debt on page 156.
2) See Note 7 for more information.

Reports

The Electrolux Group website electroluxgroup.com/en/category/investor-relations contains additional and updated information about such items as business development, strategy and the Electrolux share, as well as a platform for financial statistics.

Capital Markets Update
electroluxgroup.com/en/capital-markets-update-2025-45510/

Interim Reports
electroluxgroup.com/en/category/investor-relations

Remuneration Report 2025
electroluxgroup.com/en/category/remuneration/remuneration-reports

Annual General Meeting

AB Electrolux Annual General Meeting will be held on March 25, 2026 at 4.00 p.m. CET at S:t Göransgatan 143 K in Stockholm, Sweden.

Additional information about the Annual General Meeting and instructions for participation have been published in the notice convening the Annual General Meeting.

Proposed dividend
According to the company's dividend policy, AB Electrolux target is for the dividend to correspond to approximately 50% of the annual income. The Board of Directors' objective is that Electrolux Group should have a solid investment grade rating. Over time, it is the Board's objective that net debt/EBITDA should not exceed 2.0x. In 2025, net debt/EBITDA was 3.0x. Hence, the Board of Directors proposes that no dividend shall be distributed for the fiscal year 2025.

Proposal for election of board
The Nomination Committee has proposed re-election of Torbjörn Lööf, Yannick Fierling, Geert Follens, Petra Hedengran, Ulla Litzén, Daniel Nodhäll, Karin Overbeck and Michael Rauterkus as Board members and has also proposed election of Lena Glader and Anko van der Werff as new members of the Board of Directors. Torbjörn Lööf is proposed to be re-elected as Chairman of the Board. David Porter has declined re-election.

The Nomination Committee's complete proposals is presented in the notice convening the Annual General Meeting.

Key dates regarding the AGM 2026	
2025	
Nomination Committee appointed for the AGM 2025	September 18
2026	
Proposal from the Nomination Committee regarding election of members of the Board of Directors was published	January 29
Notice to AGM published at the latest	February 25
Deadline for registration in share register	March 17
Deadline for notice of intent to participate in AGM	March 19
AGM 2026	March 25

Events

Financial reports and major events in 2026	
Year-end report 2025	January 30
Annual General Meeting	March 25
Interim report January-March	April 24
Interim report January-June	July17
Interim report January-September	October 23

Electrolux Group

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