S&P Global
Corporate Sustainability Assessment

This document provides supplementary information published by Electrolux Group to complement the disclosures available in Electrolux Group's Annual Report 2025 and other publicly available corporate publications.

The purpose of this document is to enhance transparency by providing additional detail on selected environmental, social and governance (ESG) topics, where further information may be beneficial for stakeholders and external sustainability assessments, including the S&P Global Corporate Sustainability Assessment (CSA).

The information contained herein should be read in conjunction with Electrolux Group's Annual Report and other publicly available policies, statements and governance documents. Unless otherwise stated, the information reflects Electrolux Group's practices and reporting for the 2025 financial year.

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1. Governance & Economic Dimension

1.10.1. Responsible Artificial Intelligence Policy

Electrolux Group has established a Responsible AI governance framework through its Group Data & AI Governance Policy and Group Instruction on Responsible AI. The Group Data & AI Governance Policy is approved by Executive Management. The framework is intended to ensure that artificial intelligence (AI) is developed, acquired, deployed, and used in a manner that is aligned with the Group's values, Code of Conduct, and applicable legal and regulatory requirements, including the EU AI Act.

The framework is based on six Responsible AI Principles: Purpose and Beneficial Use, Accountability and Governance, Fairness, Transparency and Explainability, Privacy and Security, and Reliability and Safety. These principles require that AI systems have a legitimate business purpose and defined ownership; that risks, including bias and unfair outcomes, are identified and mitigated; that AI use and AI-influenced decisions are appropriately transparent and explainable; that personal and company data are protected through appropriate privacy and security controls; and that AI systems are tested, monitored, and subject to human oversight where they may significantly affect individuals, finances, or business operations.

The framework is supported by a risk-based governance model that includes AI risk classification, risk assessments, governance reviews, accountability structures, privacy and security reviews, model performance monitoring, drift detection, audit and compliance controls, and incident management processes. It also promotes responsible AI through AI literacy, training, and awareness initiatives that support the secure, ethical, and compliant use of AI across the organization.

In addition, the framework prohibits AI practices considered to present unacceptable risk, including manipulative AI, the exploitation of vulnerable individuals or groups, social scoring, certain forms of emotion recognition, biometric categorization based on sensitive characteristics, and unauthorized facial recognition practices.

While sustainability considerations are reflected in the Responsible AI Principles, the framework does not currently include a specific requirement for AI models or data center infrastructure to demonstrate a low environmental footprint.

1.10.2 Responsible Artificial Intelligence Program

Electrolux Group has established a Responsible AI Program to implement its Responsible AI governance framework and support the responsible, secure, and compliant use of AI across the organization. The program translates the Group's Responsible AI Principles into operational processes and controls and supports compliance with evolving AI regulations, including the EU AI Act.

The program includes defined governance structures, roles and responsibilities, a Responsible AI Steering Committee, AI risk classification and assessment processes, AI use case inventories, and governance controls for both internally developed and externally sourced AI solutions. It also incorporates processes for governance reviews, compliance monitoring, incident management, model performance oversight, drift detection, and the continuous improvement of AI controls and practices.

The program applies a risk-based approach to AI by requiring appropriate governance and oversight based on the level of risk associated with individual AI use cases. It includes controls for the use of confidential data in AI applications, supplier assessments for third-party AI services, restrictions on high-risk AI use cases, the prohibition of unacceptable-risk AI practices, and transparency requirements for AI systems that interact with individuals or generate synthetic content.

To support effective implementation, the program promotes AI literacy through mandatory training, awareness, and communication initiatives designed to ensure that employees understand AI-related opportunities, risks, governance requirements, and the responsible use of AI.

The Responsible AI Program has been developed with consideration of recognized AI governance standards and frameworks, including ISO/IEC 42001.

1.2.6 Board Accountability

Electrolux Group has practices to ensure the accountability of its Board of Directors. Pursuant to The Swedish Companies Act, changes in a company's Articles of Association (Bylaws) require approval by the shareholders' meeting.

1.2.9 CEO Compensation - Success Metrics

The following disclosures provide additional details regarding the relative total shareholder return (TSR) metric applied to the CEO's long-term incentive. As publicly available in the AGM 2025 notice, the calculation of the number of Performance Shares shall be connected to performance targets established by the Board of Directors for the performance period, for Electrolux Group's (i) earnings per share and (ii) 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 (i) and (ii) being 80 per cent and 20 per cent, respectively. For the participants in Group 1 (CEO) and 2 (Group Management), the granted Performance Shares based on (i) and (ii) will be multiplied by 0.75–1.25 depending on the outcome of a relative total shareholder return target.

The relative total shareholder return target refers to the company's total shareholder return ("TSR") (share price appreciation added by sum of all dividends received during the performance period) performance versus the FTSE EMEA Consumer Discretionary index during 2025–2027. If the company's TSR is at or below the lower quartile of the index, a multiplier of 0.75 will apply. If TSR is at or above the upper quartile, a multiplier of 1.25 will apply. If TSR is below the upper quartile but exceeds the lower quartile a proportionate multiplier between 0.75 and 1.25 will apply. The Board of Directors will have the possibility to make adjustments for extraordinary events such as a change in the composition of the index during the performance period.

1.2.10 CEO Compensation - Long-Term Performance Alignment

The following disclosures provide additional details regarding the CEO variable compensation. The CEO is entitled to up to 100% of the Annual Base Salary in form of a short-term incentive (for more information, see page 51 and 169 of the Annual Report 2025) and up to 100% of ABS in form of shares (for more information, see page 171 of the Annual Report 2025), hence 50% of the variable compensation is deferred in the form of shares.

As per our Remuneration guidelines applicable for the CEO and Group Management, the 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). For more information, see page 51 of the Annual Report 2025.

1.2.11 CEO-to-Employee Pay Ratio

CEO Compensation	Total CEO Compensation
Total annual compensation of the CEO (or any equivalent position): Total compensation includes fixed and variable compensation as well as all other parts of compensation which are required to be included in total remuneration reporting according to national accounting standards	Contractual: 27.000.000 SEK Gross base contractual pay, including variable pay (calculated at target) Actual: Total remuneration as per Remuneration report, 26.750.000 SEK See more on page 2 of Electrolux Group's Remuneration Report 2025.
Employee Compensation	**Median Employee Compensation**
Median or mean annual compensation of all employees, except the Chief Executive Officer (or any equivalent position):	Contractual: 276.373 SEK Gross base contractual pay, including variable pay (calculated at target)
The ratio between the total annual compensation of the CEO and the mean or median employee compensation: CEO compensation divided by the mean or median employee compensation	27.000.000 / 276.373 98:1 ratio See more on page 116 of Electrolux Group's Annual Report 2025.

The Group discloses the ratio between the total annual compensation of the CEO and the mean or median employee compensation 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 calculation. See more on Page 116 of Electrolux Group's Annual Report 2025.

1.4.2 Risk Management Processes

Risk Exposure

At Electrolux Group, the company's risk exposure is reviewed on a regular basis, at least twice a year or more frequently, as set out in the Enterprise Risk Management Guideline (ERMG). This document outlines the Enterprise Risk Management (ERM) Process to be used throughout the Group and explicitly states that "as part of the *Control Activities,* risk owners need to conduct continuous follow-up and control activities to ensure that risk treatments remain effective over time. This includes verifying that agreed actions are implemented as planned, evaluating whether residual risks stay within the approved appetite, and detecting changes in the internal or external environment that may alter the organization's overall risk exposure. Risk owners are responsible for periodic reviews, documentation of outcomes, and timely escalation of any deviations or emerging concerns. These monitoring activities form an integral part of the ERM cycle, ensuring that risk management remains dynamic, transparent, and aligned with strategic objectives."

Furthermore, the ERMG refers to the Charter for Enterprise Risk Management Board (ERM Board), which states that the ERM Board has been established primarily to oversee and ensure that the ERM) activities are conducted in a holistic and proactive manner to support the achievement of AB Electrolux strategic ambitions. The overall purpose is to support and strengthen the development of integrated risk assessment processes to assure timely and periodic assessments of risks that facilitate the management and monitoring of the identified relevant risks by Regions, Product Lines or Group Functions, and that also encourages regular reporting on the status of the risk management activities by Regions, Product Lines or Group Functions to the ERM Board. The ERM Board shall consist of the President and CEO, the Group Management, the Head of Risk Management, the Head of Internal Audit and the Head of Treasury, Tax & Risk Management. Unless otherwise decided, the ERM Board will convene three times per year."

Risk Culture

At Electrolux Group, we have strategies in place to promote an effective risk culture throughout the organization. Focused training throughout the organization on risk management principles is a core principle of Electrolux Group ERM, as outlined in the ERMG: "Enhancing Transparency and Risk Culture. At Electrolux, discussion of risks is valued at all levels of the organization. All employees are encouraged to identify risks and to make them transparent. ERM promotes a culture of openness, accountability, and proactive risk management. Continuous communication and education initiatives on ERM reinforce a shared understanding of risk responsibilities and encourage proactive behavior".

Furthermore, risk criteria are incorporated in the development of products and services, as outlined in page 126 of Electrolux Group's Annual Report 2025, S4-4 and S4-5. More specifically, it is stated that "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. [...] 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." See more on page 126 of Electrolux Group's Annual Report 2025

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1.5.3 Anti-corruption & Anti-bribery Policy

Electrolux Group Anti-corruption and Bribery Policy Approach

At Electrolux Group, integrity and ethical conduct are foundational to how we do business. Electrolux Group Anti-corruption and Bribery Policy forms an integral part of Electrolux Group's commitment to fair and legal business, as set out in the Group Code of Conduct. This document outlines Electrolux Group's clear and comprehensive framework as enshrined in the Group Anti-corruption and Bribery Policy, to ensure that all operations are conducted legally, transparently, and responsibly. It reflects our commitment to fair business practices and reinforces our zero-tolerance stance against corruption and bribery.

Our commitment

Electrolux Group does not tolerate any form of corruption or bribery. We believe that ethical behavior builds trust with consumers, customers, business partners, and society at large. Violations not only risk legal consequences but also damage our reputation and brand.

Scope and applicability

The Group Anti-corruption and Bribery Policy are mandatory and applies to:

- All Electrolux Group entities worldwide, including AB Electrolux and its subsidiaries.
- All employees, including temporary staff, officers, directors, and representatives acting for or on behalf of the Group and its subsidiaries.

The Group shall instruct its business partners to adhere to the same principles, also outlined in the Group Code of Conduct.

Key principles

- Prohibition of bribes and improper payments: All forms of bribery, kickbacks, and unethical incentives are strictly forbidden.
- Gifts, hospitality and expenses: Must be reasonable, moderate, lawful, and not intended to influence business decisions. Gifts to public officials are generally prohibited and should be avoided. The Group Guidelines for Gifts and Events must be followed.
- Sponsorships and donations: Must have legitimate business purpose, be neutral, transparent, follow local rules and not benefit individuals. Political neutrality is essential.
- Use of intermediaries: Must be carefully vetted, contracted transparently, and monitored to prevent misuse. Making, instigating or channeling any improper or prohibited payments through an intermediary is prohibited.
- Facilitation payments: These are prohibited, even where not explicitly illegal.
- Hiring practices: Employment decisions must be merit-based and free from undue influence.
- Transparency and record-keeping: Accurate documentation of transactions and relationships is mandatory to prevent concealment or misuse of funds.

Governance and responsibilities

- Group Anti-corruption and Bribery Policy owner: The General Counsel ensures the policy remains current and is effectively communicated and monitored.
- Group Anti-corruption and Bribery Policy holder: The Head of Compliance provides operational guidance and coordinates implementation across the Group.
- Product Lines, Business Areas and Global Functions: Responsible for ensuring compliance within their respective domains, supported by functional teams.

Compliance Framework: Prevent – Detect – Correct

Electrolux Group adopts a proactive and risk-based compliance approach that governs compliance, monitoring and reporting on the Group Anti-corruption and Bribery Policy:

- Prevent: Through training, clear processes, and guidance.
- Detect: Via designated tools, procedures and structures.
- Correct: Prompt action to address detected breaches and strengthen controls.

Monitoring and reporting

Compliance with the Group Anti-corruption and Bribery Policy shall be monitored and aligned with other Group processes, such as those related to risk management and internal audit. The Policy holder alongside the Policy owner shall report the compliance status of the Group Anti-corruption and Bribery Policy.

Reporting concerns

Employees are encouraged to report concerns or violations through their People Leaders or anonymously via the Electrolux Group Speakup Line. We uphold a strict non-retaliation policy to protect those who report in good faith.

Consequences of violations
Violations of the Group Anti-corruption and Bribery Policy may result in disciplinary actions, including dismissal. Legal breaches can lead to fines, reputational damage, and criminal liability. People Leaders who fail to act on known breaches may also face consequences.

1.5.5 Reporting on Breaches

Metric	Number of breaches in FY 2025
Corruption or Bribery	1
Discrimination or Harassment	28
Conflicts of Interest	6
Money Laundering or Insider trading	0

Electrolux Group has not suffered any customer privacy data breach resulting in fines from any data protection authority during 2025.

1.6.1. Contributions & Other Spending

Electrolux Group participates in activities to inform and influence legislators and government officials about matters of interest to the Group. In most cases, these activities are performed in collaboration with our industry partners through national or regional trade and industry associations, where Electrolux Group is a member. In some limited cases we conduct direct lobbying, for example when an issue is especially important to the Group or when our position is different from that of the industry association. We do not give any contributions to political campaigns, organizations or candidates in any country or region.

The Group has a management system for lobbying activities and trade association memberships through the Group External Affairs Committee, which consists of public affairs executives from all regions. The most important subjects for direct and indirect policy influencing work during 2025 were the EU Carbon Border Adjustment Mechanism (CBAM), energy efficiency requirements and trade policy. See below for more details.

Currency: Euro	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Direct lobbying, interest representation or similar[1]	256 637	260 951	284 404	192 308	235 043
Local, regional or national political campaigns / organizations / candidates	0	0	0	0	0
Trade associations membership fees	3 476 167	3 885 825	3 550 703	3 644 701	3 679 886
Other (e.g. spending related to ballot measures or referendums)	0	0	0	0	0
Total policy influencing direct costs	**3 732 804**	**4 146 776**	**3 835 107**	**3 837 009**	**3 914 929**
Policy influence costs as % of denominator	0.36%	0.35%	0.32%	0.32%	0.30%
*Denominator: Group Selling Expenses**	*1 041 480 000*	*1 169 730 000*	*1 189 218 000*	*1 184 174 000*	*1 284 814 815*

[1] All Electrolux Group direct lobbying costs 2021-2025 are related to lobbying in the USA, covering various industry related topics, including trade issues. These costs are filed with the U.S Senate Office of Public Records, see links below.

https://lda.senate.gov/system/public/ https://www.opensecrets.org/orgs/summary.php?id=D000046216

1.6.2 Policy Areas with Largest Contributions & Expenditures (year 2025):

1. CBAM and energy efficiency

Electrolux Group worked with different EU institutions on the scope extension of the CBAM. This work was partly done with the EU association Applia. Together with the EU association Applia, The Group also worked on the product energy efficiency requirements and energy labelling on household appliances. The Group supports the ongoing update of the EU energy labelling and Ecodesign rules.
Estimated spend*: 209 313 Euro

2. US trade and tariff policy

U.S. trade and tariff policy in 2025 materially increased cost pressure, planning uncertainty, and compliance complexity for Electrolux in North America - while reinforcing the strategic importance of U.S. manufacturing and USMCA qualified production. Additionally, 2025 confirmed that U.S. trade and tariff policy is structurally reshaping the appliance market. While tariffs continued to impose real cost burdens - particularly tied to China sourcing and metal intensive inputs—they also reinforced the strategic value of Electrolux U.S. manufacturing investments and North American footprint.
Estimated spend: 108 000 USD / 91 700 Euro

* Most activities have been performed through trade associations. Therefore, the expenditure has been estimated as a percentage of the annual fees to the associations in question.

1.7.2 Supplier ESG Programs

Our procurement teams and internal stakeholders receive targeted training as appropriate to strengthen their strategic roles within the Responsible Sourcing Program. This program sets clear expectations regarding human rights, environmental responsibility, and ethical business conduct, while fostering continuous improvement through supplier evaluations, remediation and corrective action plans, and capacity-building initiatives aligned with our sustainability goals and risk management priorities. Please see pages 120-121 of the Electrolux Group 2025 Annual Report for more information.

1.7.4 Supplier Assessment and Development

Supplier Assessment

Electrolux Group has implemented a structured, risk-based supplier desk assessment process to systematically identify, evaluate, and monitor Environmental, Social and Governance (ESG) risks across its supply chain, supported by documented methodologies and standardized tools.

Supplier desk assessments are conducted regularly for both new and existing suppliers, using a combination of publicly available data, supplier-provided information, and internal inputs from procurement and cross-functional stakeholders. This process incorporates multiple ESG risk indicators, including country-level human rights risks, sector-specific exposure, supplier business relevance, and governance-related factors, ensuring a comprehensive and risk-based evaluation.

As part of the assessment, selected suppliers may be required to provide supporting documentation and evidence to substantiate their ESG practices and compliance status. This includes, where relevant, certifications (e.g., ISO standards), legal compliance records, and other sustainability-related documentation. Submitted evidence is systematically reviewed and verified through structured validation protocols, including cross-checks against official databases and regulatory sources.

To ensure consistency and auditability, all assessments, supporting evidence, and evaluation outcomes are documented within a centralized supplier management file, including justification of risk ratings and evaluation decisions. This enables traceability and supports ongoing monitoring and reassessment.

Furthermore, information collected during desk assessments is integrated into the Group's broader supplier risk assessment framework and systematically validated through on-site and remote audits conducted by qualified internal teams and independent third-party auditors. These audits include detailed document verification, employee interviews, and operational assessments, ensuring that desk-based evaluations are corroborated with on-the-ground evidence.

By combining structured desk assessments, systematic evidence verification, and audit-based validation, the Group ensures a robust and reliable supplier evaluation process, strengthening transparency, mitigating ESG risks, and enabling continuous improvement across the supply base.

Supplier Development

To strengthen ESG performance across its value chain, the Group has established a structured, data-driven supplier development approach that combines benchmarking transparency with targeted capacity-building initiatives.

Through the Social Sustainability Academy, suppliers are enabled to benchmark their performance against peers in a collaborative learning environment, fostering transparency, cross-learning, and alignment with ESG expectations.

In parallel, the Academy provides in-depth technical support through a multi-module program designed using a risk-based approach, systematically targeting the most common and recurring non-conformities identified in supplier audits. This ensures strong alignment with real operational challenges and accelerates the implementation of effective corrective actions.

The initiative was launched in Brazil and currently engages 35 suppliers (including 21 strategic suppliers) and 112 participants, positioning it as a pilot for scalable supplier development across the globe.

The program emphasizes practical implementation and measurable outcomes, with effectiveness validated through follow-up audits. In Brazil, for example, this has already resulted in a reduction in the average number of audit findings from 4.8 (2025) to 2.5 (2026 YTD), as well as a 57% non-conformity closure rate (2025).

By integrating benchmarking, technical capability building, and outcome-based validation, the Group ensures that suppliers not only understand ESG requirements but are equipped to consistently improve their performance—positioning supplier development as a strategic lever to enhance value chain resilience and drive ESG performance at scale.

1.9.1 Information Security Governance

Electrolux Group has executive-level responsibility for overseeing information security matters, led by the Chief Information Officer. Please see page 41 of Electrolux Group's 2025 Annual Report for more information.

1.9.2 Information Security Policy

Our organization maintains a formal, enterprise-wide Cyber Security Policy approved by senior management (CIO part of Group Management) and aligned with recognized standards such as ISO 27001 and NIST, defining security principles, roles, and responsibilities across all business units and subjects to at least annual review.

The policy is operationalized through a structured framework of Group Instruction, Directives and technical controls embedded into daily operations. The overall framework follows a risk-based approach and is continuously improved based on evolving threats, regulatory requirements, and lessons learned.

1.9.3 Information Security Management Programs

Electrolux Group conducts internal audits of its IT infrastructure and information security controls as part of its Audit Plan. These audits and reviews are complemented by continuous monitoring through Cyber Security and Risk Management functions, ensuring ongoing evaluation, mitigation, and governance of security-related risks across operations.

The Group has a global escalation mechanism through its Speak Up Line, enabling employees and external stakeholders to report incidents, suspicious activities, and potential non-compliance. Reports are handled by a dedicated Ethics Coordination Group, which ensures proper triage, investigation, and escalation by trained and independent investigators, including external support when needed. The process ensures confidentiality, non-retaliation, and proper follow-up of all cases, and its effectiveness is continuously monitored and reinforced through employee awareness and trust measures.

1.11.1 Product Quality Programs

Global audits of ISO standards for environment, health & safety and quality system

All the Group's manufacturing facilities are subject to annual audits, with recertification audits every third year. By the end of 2025, 100% of Group manufacturing sites were ISO 14001 certified and all finished goods manufacturing sites are ISO 50001 certified for energy management. In addition, safety systems across regions are being aligned under the Electrolux Group Safety Management System, with all based finished goods manufacturing sites ISO 45001 certified. All Group factories have the ISO 9001 standard, auditing and certification as unified reference to drive the Quality Management System, to continuously improve our processes and consistently meet customer and regulatory requirements aiming at product quality excellence.

Integration of emerging technologies to enhance product quality

Electrolux Group is committed to leveraging emerging technologies to continuously enhance product quality, driving improved reliability, defect reduction, and more sustainable lifecycle performance. This includes the use of computer vision systems with high-resolution cameras for real-time image analysis and automatic decision-making, 100% end-of-line inspection with real-time data feedback, as well as smart sensors for continuous monitoring of torque and angle, and full product and component traceability.

Quantitative targets to improve product quality performance

Measurable quality performance targets, including Service Call Rate (SCR) and Consumer Star Rating (CStaR), are established to support data-driven decision-making and continuous improvement across products and processes. Additional internal KPIs—such as Not Right First Time (NRFT), supplier defect rates, and end-to-end traceability—are also defined and continuously monitored through real-time data systems. These enable proactive decision-making, early detection of quality deviations, and timely implementation of corrective and preventive actions.

Requirements for supplier adherence to the company's product and service quality standards

Supplier compliance with the company's product and service quality standards is ensured through defined requirements, contractual obligations, and ongoing monitoring and audits based on internal procedures (e.g. Performance ongoing evaluation ref. EL3000, Preliminary Audit ref. EL29002P and Process Audit ref. EL29002A).

Disclosure of product quality incidents description and corrective actions

The company discloses product quality incidents related to safety hazards by providing detailed information on the issue, affected products or markets, root causes, and the corrective measures implemented to prevent recurrence. Please refer to criteria 1.11.2 Product Recalls in this document for more information.

1.11.2 Product Recalls

Commitment to Safety

The safety of consumers and end-users is Electrolux Group's highest priority. The Group actively prioritizes consumer safety by closely monitoring product incidents, thoroughly assessing market risks, and promptly implementing remedial actions where necessary. When a safety issue is identified in the field, immediate containment measures are taken, including stopping production and blocking affected products in warehouses. A cross-functional team then investigates the root causes through testing and simulation. Based on the findings, a structured risk assessment is carried out using established methods such as DFMEA, PFMEA, Product Safety Risk Assessment (PSRA), and Market Risk Assessment (MRA) to identify the affected product population and relevant markets, which may lead to the decision to initiate an end-consumer recall. Safety recall information is communicated transparently, supported by accessible customer service channels; in particular, all product recalls have been voluntary and publicly made available either on Electrolux Group website and/or EU Safety Gate (former RAPEX), CPSC (USA), ACCC (AU), and others.

Corrective actions are managed through structured problem-solving methods such as 8D and Plan-Do-Check-Act (PDCA) to support short-term containment, while permanent solutions are implemented through engineering change processes to deliver a lasting design fix. Continuous improvement is supported through follow-up activities and lessons learned, helping the organization share knowledge and strengthen prevention.

For a more detailed overview of consumer and end-user safety initiatives, please refer to section S4 - Consumers and End-Users in the Annual Report 2025. Below is a summary of the main safety recalls that occurred during the years 2022 to 2025.

Metric	FY 2022	FY 2023	FY 2024	FY 2025
Number of recalls issued	2	3	2	1
Quantity of products recalled (units)	393,794	94,449	390,955	1,193

FY 2025
Air Purifiers
- https://www.bsmi.gov.tw/SafetyGIP/wSite/ct?xItem=121462&ctNode=8206&mp=65

FY 2024
Refrigerators with Slim Ice Buckets
- https://www.electroluxgroup.com/en/news/electrolux-group-voluntarily-recalls-certain-side-by-side-refrigerators-due-to-possible-safety-issue/
- https://www.cpsc.gov/Recalls/2024/Electrolux-Group-Recalls-Frigidaire-Side-by-Side-Refrigerators-with-Slim-Ice-Buckets-Due-to-Choking-and-Laceration-Hazards

Rear-Controlled Ranges
- https://www.electroluxgroup.com/en/news/electrolux-group-voluntarily-recalls-certain-frigidaire-rear-control-ranges-due-to-possible-safety-issue/
- https://www.cpsc.gov/Recalls/2024/Electrolux-Group-Recalls-Frigidaire-Rear-Controlled-Ranges-Due-to-Electrical-Shock-and-Electrocution-Hazards

FY 2023
Gas Cooktops
- https://www.electroluxgroup.com/en/news/electrolux-group-voluntarily-recalls-certain-gas-cooktops-due-to-safety-issue/
- https://www.cpsc.gov/Recalls/2023/Electrolux-Group-Recalls-Frigidaire-Gas-Cooktops-Due-to-Risk-of-Gas-Leak-Fire-Hazard

Gas Laundry Centers
- https://www.electroluxgroup.com/en/news/electrolux-group-voluntarily-recalls-certain-gas-laundry-centers-due-to-possible-safety-issue/
- https://www.cpsc.gov/Recalls/2023/Electrolux-Group-Recalls-Frigidaire-Gas-Laundry-Centers-Due-to-Fire-Hazard

Beverage Chillers
- https://www.productsafety.gov.au/search-consumer-product-recalls/beefeater-refrigerators-beverage-chillers-single-double-door-multiple-fires-reported-updated-notice

FY 2022
Tempered Glass Gas Cooktops
- https://www.productsafety.gov.au/search-consumer-product-recalls/westinghouse-black-tempered-glass-gas-cooktop

Refrigerators with Ice Buckets
- https://www.electroluxgroup.com/en/news/electrolux-voluntarily-recalls-certain-icemakers-due-to-possible-safety-issue/
- https://www.cpsc.gov/Recalls/2022/Electrolux-Recalls-Frigidaire-and-Electrolux-Refrigerators-Due-to-Choking-Hazard-from-Ice-Maker

2. Environmental Dimension

2.1.4 Environmental Violations

During the reporting years 2022 to 2025, there were no significant fines (defined as fines exceeding USD 10,000) due to non-compliance associated with environmental issues.

2.2.1 Energy Management Programs

The Green Spirit program is Electrolux Group's internal certification and rating system for sustainability performance in manufacturing, with a strong focus on energy management. The program establishes requirements for continuous improvement in energy performance, including regular energy audits to identify energy-saving opportunities, quantified energy reduction targets, implementation of energy efficiency projects, use of renewable and green electricity, employee training and awareness, integration with ISO 50001 energy management systems, and ongoing performance monitoring.

Each manufacturing site establishes energy-saving targets aligned with Group sustainability objectives and implements actions such as process optimization, equipment upgrades, preventive maintenance, and deployment of energy-efficient technologies. The company also invests in innovative technologies that improve energy efficiency and reduce overall energy demand.

Sites report monthly energy consumption and efficiency indicators, enabling progress against targets to be evaluated, performance to be benchmarked, and best practices to be shared across the organization. Manufacturing sites are certified to ISO 50001, and the Green Spirit program supports continual improvement in line with international best practices.

2.3.1 Waste Management Programs

The Electrolux Group Zero Waste to Landfill Program is implemented across all Electrolux Group's finished goods manufacturing sites. The program requires the integration of recycling and recovery initiatives to divert waste from landfills, contributing to the company's objective to minimize the amount of waste sent to landfill or incineration without energy recovery to less than 1%, and to maintain the waste sent to waste-to-energy facilities to less than 3%. It promotes the adoption of reusable items and the use of returnable packaging for raw materials and components whenever possible. Recycling opportunities are continuously investigated for waste streams that are still sent to landfills or incineration.

Each of the Group's finished goods manufacturing sites operates under a structured management system, embedded within recognized frameworks such as ISO 14001 and ISO 9001, to ensure effective implementation. This system includes clear operational controls, performance monitoring, internal auditing, and corrective actions that drive effective implementation and continuous improvement.

Building on these elements, the program sets out key requirements, including:

- Targets and objectives - Each site establishes, documents, and maintains quantified Zero Waste to Landfill targets covering Disposed Rate (below 1% to qualify for certification), Waste-to-Energy Rate (below 3% to qualify for certification), and Waste per Product, all aligned with the central organization.
- Annual improvement plans - Each site develops an annual improvement plan to identify opportunities to reduce waste generation, increase reuse and recycling, and improve overall waste management efficiency and performance.
- Operational Controls - Sites maintain clear procedures to ensure the proper segregation, handling, and recycling of waste in line with regulatory and Zero Waste to Landfill requirements.
- Process improvements and innovation - Lean manufacturing practices are instrumental in identifying waste reduction opportunities in the Group's production processes. Continuous Improvement workshops and problem-solving activities focused on reducing scrap and waste are conducted annually, supported by targeted investments in process improvements.
- Training and Competence - Sites assess training and communication needs for all personnel, contractors, and waste vendors whose activities may affect Zero Waste to Landfill performance. Documented training programs are implemented to ensure competency, and verification systems are in place to evaluate the effectiveness of training and awareness programs.
- Internal auditing - Each site implements an internal audit program to verify the effective implementation of the program, monitor proper segregation, and identify opportunities for improvement. Main audit findings and corresponding corrective actions are documented and tracked, ensuring non-conformities are addressed, and improvements are sustained.

Fulfilment of all program requirements is a prerequisite for certification, and this is independently verified by an external third party. In 2025, 91% of Electrolux Group manufacturing sites were certified.

2.4.1 Water Efficiency Management Programs

The Green Spirit program includes water efficiency management, particularly at manufacturing sites located in potential water-risk regions. Sites conduct structured water use assessments to identify significant water uses, evaluate water performance, and identify opportunities to improve water efficiency.

Based on these assessments, sites establish quantified water reduction targets and implement actions such as process optimization, leak detection, efficient equipment, water recycling and reuse, and initiatives to improve wastewater quality through treatment, monitoring, and pollution prevention. Monthly water performance data are reported and reviewed to evaluate progress against targets, identify water-use hotspots, and drive continuous improvement.

Employees receive regular training and awareness campaigns to promote responsible water use and support effective water efficiency management. Together, these measures support the Group's commitment to responsible water stewardship and associated company's target to reduce water consumption in water-risk areas.

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.

2.7.2 Life Cycle Assessment

As an industry leader in sustainability[1], Electrolux Group has been applying life cycle thinking (LCT) and life cycle assessment (LCA) methodology for many years to assess the environmental impacts of appliances and to drive sustainable development of our products according to eco-design principles. The Group's For the Better sustainability framework, corporate reporting, and consumer communications are supported by LCA findings.

The company follows a rigorous approach to perform LCA of products to provide robust results. The Group has worked with TüV Rheinland to certify the company's "Appliance LCA Guideline"[2], based on the ISO 14040 and ISO 14044 standards. This guide proposes a global framework with harmonized rules to assess the environmental impacts of Electrolux Group' appliances, based on state of the art for LCA developments and methodologies.

LCA is also used to support market launches of new products, for example the Product Carbon Footprint (PCF) analysis for the AEG kitchen range launched at IFA 2024 (i.e., oven, induction hob, hood, refrigerator and dishwasher). The PCF analyses are based on the ISO 14067 standard and were verified by TüV Rheinland[3].

Additionally, over the past few years, LCA insights have been used to help consumers reduce the environmental impacts associated with appliance use. The use phase in an appliance's lifetime represents a significant share of its carbon footprint identified through LCA, largely due to the energy consumed during product operation. In 2021, the Group disclosed the expected carbon emissions reduction associated with lowering washing temperature from 40°C to 30°C in the "The truth about the laundry"[4] report. T Reducing the wash duration and lowering temperature from 40°C to 30°C can help reduce the climate change by approximately 20-25%. Building upon this result, the company has developed the Electrolux Care LCA model to quantify the environmental impact of different washing treatments on a garment's overall footprint. The Care LCA model was also reviewed by TüV Rheinland based on ISO 14040 and 14044 and was shared during the 6th Product Lifetimes and the Environment (PLATE) Conference in Denmark[5] . In addition, it has recently been accepted as a manuscript for the International Journal of Sustainable Fashion & Textiles.

Electrolux Group offers a full range of home appliances including refrigerators, dishwashers, washing machines, tumble dryers, ovens, hobs, cookers, vacuum cleaners, air conditioners and small domestic appliances. Given the size and diversity of the portfolio, performing a full LCA for every single product would provide limited additional insight, due to the similarities among many products. Therefore, the Group focuses the analysis on a selected number of relevant products that represent the broader product portfolio. A representative product is a specific appliance chosen to reflect the environmental performance of a selection of similar products. The selection of representative products is primarily guided by the annual sales volumes (i.e., products with the highest production volume are prioritized as they have the most significant impact on the overall portfolio footprint), product

[1] https://www.electroluxgroup.com/en/category/sustainability/
[2] https://www.certipedia.com/quality_marks/0000087408?locale=en&certificate_number=C01-2024-09-21262582
[3] https://www.electroluxgroup.com/en/ifa-2024-premium-brand-aeg-unveils-best-ever-kitchen-range-with-ai-assisted-cooking-and-striking-design-42444/
[4] https://admin.betterlivingprogram.com/wp-content/uploads/2021/02/Electrolux_TheTruthAboutLaundry_WhitePaper-1.pdf
[5] https://journals.aau.dk/index.php/plate2025/issue/view/542

features (i.e., common features within the same product category), and market relevance (e.g., commercial launch of new products).

The ambition is to cover most of the Group's product categories by performing LCA for representative products within each product category. The company has performed 55 LCAs, which correspond in total to 84% of the Electrolux Group's units sold in 2025. Some 48 out of 55 are full LCAs (corresponding to 77% of the units sold) while remaining 7 are simplified LCAs (corresponding to the other 7% of the units sold).

A simplified LCA is a streamlined version of a full-LCA as it evaluates the environmental impact of an appliance by narrowing the scope, and by using more generic / secondary data, or by focusing only on the most impactful life-cycle stages (i.e., use phase and raw materials sourcing). Examples of simplification approaches adopted by Electrolux Group during the inventory analysis are for instance partly omitting upstream and downstream processes or using proxy data. In the impact assessment step, the simplification approach is basically limiting the number of environmental impact categories (i.e., a few environmental indicators such as climate change, water footprint, and resource depletion).

The Group's LCA data (grounded on a third-party recognized methodology) are also used to get deeper insights into the amount and type of materials required for the product portfolio along their entire supply chain. For this purpose, a Material Footprint (MF) dashboard was developed by using the Bill of Materials (BOM) of all the representative products prepared for LCA scope. The dashboard visualizes the amount (tons) and type of raw materials (ferrous metals, non-ferrous metals, plastics, rubbers, etc.) needed to create the Electrolux Group's product portfolio. The dashboard assesses the footprint from cradle to gate. The emission factors from internationally recognized LCA database are finally used to translate the metric tons of materials into climate change impact. This allows the company to use the MF dashboard for calculating Scope 3 / Category 1 emissions according to GHG protocol, as explained in the Life Cycle Management from Global to Local, an open access book edited by Springer which includes best papers selected from the 12th Life Cycle Management (LCM) conference[6].

Life cycle assessment approach	**Full LCA**	**Simplified LCA**	**Other LCA tools** **(Material Footprint)**
Share of products	77%	7%	Whole portfolio

LCA studies are compliant with our "Appliance LCA Guideline", and a wide range of environmental impact categories is covered to ensure a comprehensive assessment: abiotic depletion (both mineral and fossil-based resources), water use, global warming potential, ozone depletion, ecotoxicity, eutrophication and acidification, and human health and land use for some LCA studies. The loss of biodiversity is also included by using the ReCiPe methodology as this is a pressure-impact model based on scientific data and widely used internationally. ReCiPe is a life cycle impact assessment method developed by RIVM, Radboud University, CML, and PRé Consultants. Please see more information about ReCiPe in the LCI model here: LCIA: the ReCiPe model | RIVM. The loss of biodiversity is expressed in Potentially Disappeared Fraction (PDF) of species per m^2 per year, such as the fraction of species that are no longer found due to a man-made impact of some kind.

The life cycle impact assessment methods used are mainly ReCiPe 2016[7], IPCC 2021 for the global warming potential over 100 years (GWP100), AWARE[8] for water use, and USEtox[9] for toxicity.

The LCA indicates that the use phase is often the dominant contributor to global warming potential, largely due to the energy consumed during use as mentioned before. On the other hand, raw materials (i.e., metals, plastics, etc.) used for manufacturing the company's appliances contribute strongly to abiotic resource depletion. These insights are at the base of the Group's to continuously improve energy and resource efficiency of products which is at the core of the company's sustainability framework.

6 https://link.springer.com/book/10.1007/978-3-032-17987-6
7 https://www.rivm.nl/bibliotheek/rapporten/2016-0104.pdf
8 https://wulca-waterlca.org/
9 https://usetox.org/

Conducting an LCA is time consuming and requires expertise, depending on the product's complexity and availability of data across the value chain. To support internal stakeholders such as business users, R&D engineers and designers, the company has developed Power BI dashboards that provide access to key LCA findings on products to support decision-making and implementation of sustainability ambitions.

The Group also combines the principles of circular economy with LCA. For instance, the effect of repair and lifetime extension on the environmental impacts of products was evaluated using LCA. These internal evaluations were discussed during the 9th International Conference on Life Cycle Management 2019 (LCM2019)[10].

In addition to internal analyses and eco-design activities, the Group works closely with leading scientific authorities to ensure the application of the most up-to-date scientific advances in LCA studies. Electrolux Group partners with the Swedish Life Cycle Center[11], a network of excellence and collaboration platform for academia, research institutes, industry and government agencies on LCA and LCM. The company's active participation in this center of excellence is proven by e.g., the Group's contribution to the new methodological development such as the "Business Model Life Cycle Assessment (BM-LCA)" projects[12],the harmonization of LCA related standards within the "Consistent standards for life cycle assessment" project[13], and by the participation in the program committee of the SETAC Europe 26th LCA Symposium[14].

LCA also plays a strategic role in supporting Electrolux Group's sustainability strategy and climate targets. Specifically, it provides valuable insights into Scope 3 greenhouse gases (GHG) emissions, particularly for key contributors such as Category 1 (purchase goods and services) and Category 11 (use of sold products), as discussed during the 12th International Conference on Life Cycle management (LCM2025)[15].

2.7.3 End of Life Cycle E-Waste

Electrolux Group drives several end-of-life initiatives across its markets. For instance, the Group operates a Reverse Logistics and Refurbishment in Brazil, which supports our circularity ambitions by extending product life and promoting resource efficiency. Learn more about this initiative in the statements below.

Reverse Logistic – Integrated and consumer-centric model

Electrolux Group has established one of the most advanced and well-governed reverse logistics systems in Brazil[16], combining regulatory compliance, operational excellence, and circular innovation. As a founding member of ABREE and an active participant in the Open Circular Economy (OpenCE) managing entity, the company contributes directly to the development and continuous improvement of national compliance frameworks.

Its operations are fully aligned with Federal Decree 10,240/2020[17] , which establishes targets for the collection, destination, and treatment of WEEE, with annual targets based on the total volume placed on the market (i.e. 1% in 2020, 17% in 2025, Annex II of the Decree). This has driven Electrolux collection volumes from just a few tons to more than 40,000 tons of materials properly collected and recycled in 2025.

The company operates an integrated system supported by strategic partnerships, notably with Indústria Fox, the largest white goods recycler in Latin America. All partners comply with local regulations as well with specific Brazilian standards for reverse manufacturing of electrical and electronic equipment and appliances. These include ABNT Standard 16156/2013 (reverse manufacturing of electronics) and ABNT Standard 15833/2010 (reverse manufacturing of refrigeration appliances). This ensures high levels of environmental protection, traceability, and operational safety across the entire value chain.

The company has an associated communication program together with its collective reverse logistics system partners in Brazil, including consumer facing communications campaigns to encourage material collection. More than 700 communications have been crafted to engage with consumers and support proper disposal of WEEE.

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10 https://repositorio-aberto.up.pt/bitstream/10216/125236/2/373966.pdf
11 https://www.lifecyclecenter.se/
12 https://research.chalmers.se/publication/530321/file/530321_Fulltext.pdf
13 https://www.lifecyclecenter.se/projects/consistent-lca-standards/
14 https://www.setac.org/discover-events/topical-events/setac-europe-26th-lca-symposium.html
15 https://www.lcm2025.org/program/
16 https://loja.electrolux.com.br/logistica-reversa
17 https://www.planalto.gov.br/ccivil_03/_ato2019-2022/2020/decreto/d10240.htm

Over the past five years, the company has recycled the equivalent of more than 3.5 million products in Brazil, demonstrating significant scale and impact. The reverse logistics system in Brazil is supported by an extensive nationwide network with more than 10,000 collection points, going two times beyond legal requirements, covering more than 2,000 cities (with 400 requested by the regulation).

The collection and proper treatment of refrigerant have avoided 219,581 tons of CO_2 emissions and 9,321 tons of substances with ozone depletion potential (CFC-11 equivalent). In addition, the company pioneered a Direct to Consumer (D2C) take-back model[18] in Brazil, offering free collection of old appliances at the moment of new product delivery. This model:

- Enhance consumer experience
- Optimizes logistics and reduces emissions
- Increases collection rates and avoids improper disposal

The system is further strengthened by social initiatives such as the Eletrosolidário Program[19], which combines environmental impact with income generation and community development. In this respect, the company has activated more than 230 campaigns to collect WEEE in collaboration with social entities (NGOs) which also serve as collection points receiving slightly over 5,000 dollars per year to support expenses.

Circular Economy and Closed-Loop Innovation in Brazil

The company is advancing beyond compliance in Brazil by transforming waste into a strategic source of raw materials. A key example is the partnership with PURCOM[20], enabling chemical recycling of polyurethane foam and reintegration of recovered materials into new products. This demonstrates the feasibility of closed-loop solutions, reinforcing the transition from a linear to a circular production model.

Remanufacturing as a Strategic Pillar in Brazil

Remanufacturing is a priority to extend product lifetime and preserve material value. In 2025 alone, the company remanufactured more than 50,000 products in Brazil.

A comprehensive refurbishment ecosystem in Brazil includes:

- Simultaneous Exchange model (approx. 1,500 products/month)
- Authorized Service Network exchanges (300 units/month, scaling to 600–700 potential)
- Returns and rework flow (approx. 4,000 products/month)
- Additional streams for small appliances and event products

Across all models, products are systematically directed to either remanufacturing or recycling, ensuring full traceability and value capture.

2.7.4 End of Life Cycle E-Waste Indicators

Metric	Unit	FY 2022	FY 2023	FY 2024	FY 2025
Total weight of WEEE collected from takeback programs	**Metric Tones**	7,562 (ABREE) + 989 (remanufactured)	15,125 (ABREE) + 1,550 (remanufactured)	30,249 (ABREE) + 2,412 (remanufactured)	42,853 (OpenCE) + 2,583 (remanufactured)
Percentage of takeback WEEE reused / resold / recycled	**Percentage**	100	100	100	100
Percentage of takeback WEEE disposed / landfilled	**Percentage**	0	0	0	0

Please refer to criteria 2.7.3 in this file for background information on the figures presented in the table above.

[18] https://loja.electrolux.com.br/coleta-descarte-consciente
[19] https://eletrosolidario.com.br/
[20] https://www.purcom.com.br/pdf/publicacao-revista-pu-magazine-materia-desenvolvimento-de-poliol-a-partir-da-reciclagem-quimica-de-espumas-rigidas-de-refrigeradores-case-electrolux-cpi.pdf

2.7.6 Sustainable Products Program

To promote a strong sales culture, the United States salesforce offers differentiated reward levels to retail sales associates to enhance motivation and results focus. Special performance incentives for retail sales associates are short-term, product-specific bonuses awarded to salespeople for selling certain appliances or achieving targeted sales goals during defined promotional periods. While these incentives apply across much of the product portfolio, ENERGY STAR® products, on average, carry the highest incentive value and serve as a bridge between commercial performance and reductions in product use–phase emissions.

3. Social Dimension

3.1.1 Labor Practices Commitment & 3.2.1 Human Rights Commitment

Electrolux Group seeks to collaborate with business partners that share the same values , and expects the partners to uphold the same or similar standards as are stated in the Electrolux Group's Labor Practices Commitment and Electrolux Group Workplace Policy and Supplier Workplace Standard.

Any suspected breaches of these principles can be reported through the Electrolux Group Speak Up Line, which provides a confidential channel for raising concerns in accordance with the company's whistleblowing procedures.

3.1.6 Gender Pay Indicators

Metric	Difference between men and women employees (percentage) in 2025
Mean gender pay gap	12%
Median gender pay gap	-5.3%
Mean bonus gap	7%
Median bonus gap	-8.8%

3.3.1 Training and Development Inputs

The data presented in the table below covers less than 50% of the company's global FTEs, as it only includes non-manufacturing employees. The average amount spent per FTE has been calculated using the training and development expenditure and FTEs within this reporting scope.

Metric	Breakdown		FY 2022	FY 2023	FY 2024	FY 2025
Average hours per FTE of training and development	**Total**		**9,5**	**7,9**	**5,9**	**6,2**
	Gender	**Female**	10,3	8,6	6,8	6,7
		Male	9,0	7,4	5,3	5,8
	Age	**30 or below**	10,4	10,3	6,7	6,8
		31-50	9,9	8,0	6,3	6,6
		Above 50	7,5	5,8	4,1	4,7
	Total		**998,6**	**995,1**	**1 218,7**	**1 707,0**

Average amount spent per FTE on training and development **Currency: SEK**	**Gender**	**Female**	1 082,6	1 086,4	1 407,5	1 857,3
		Male	942,7	935,2	1 091,8	1 605,6
	Age	**30 or below**	1 097,1	1 295,1	1 376,4	1 871,3
		31-50	1 037,8	1 016,0	1 310,2	1 815,6
		Above 50	783,9	738,3	853,6	1 301,7

3.3.2 Employee Development Programs

Electrolux Group offers a comprehensive suite of employee development programs designed to build leadership capabilities, foster continuous learning, and support strategic business transformation. These programs are structured to address various levels of leadership and employee needs across the organization.

1. **Learning Methods Offered**
   - **Internal Learning Platforms:** the Group provides access to LinkedIn Learning, a digital platform with over 16,000 courses, enabling self-paced, on-demand learning for all non-production employees. This supports the development of both technical and soft skills aligned with future business needs.
   - **Blended Learning Journeys:** Programs such as the Electrolux Leader Program and Accelerate Leadership Program incorporate blended learning approaches, including Learning Loops and on-the-job application, facilitated internally.
   - **Power Skills Campaigns:** Delivered bi-annually, these campaigns focus on priority soft skills (e.g., communication, adaptability) based on internal insights and external trends, fostering a culture of continuous learning.
   - **Mentorship:** Through the process of exchanging ideas and feedback, mentees and mentors benefit from the relationship, which includes learning new skills, as well as developing a deeper understanding of their own values and motivations.

Additionally, there are various networks and employee-driven Employee Resource Groups throughout the Group that promote and foster a culture of diversity and inclusion, based on local needs and priorities.

2. **Types of Programs Offered**
   Leadership Development Programs:
   - Manager at Electrolux Group (M@EG): A foundational program for new or promoted People Leaders, covering key HR processes and leadership essentials.
   - Electrolux Leader Program: For leaders of individual contributors, focusing on six core leadership skills.
   - Accelerate Leadership Program: For leaders of leaders, aligning leadership development with strategic execution and succession planning.
   - Next Level Leader Program: For senior leaders and successors, aimed at building strategic and executional capabilities.

In 2026 Electrolux Group defined its company **Values** and **Leadership Behaviors**. The objective is to align employee behaviors with the Group's strategic priorities and strengthen a consistent, purpose-driven culture across the organization.

Values:
- **People Powered:** People are our greatest strength. By investing in growth and potential, we empower innovation and drive success.
- **Winning Mindset:** We take accountability in everything we do. We act with agility and own company performance.
- **Act Responsibly:** Doing what's right defines us. We act with respect, fairness, integrity and responsibility toward people, the environment and society.
- **Consumer at Heart:** We win by putting consumers and customers at the heart of every action, driving consumer-centric innovation and competitive advantage.

Leadership Behaviors:
- **Shape the future:** Look beyond the immediate horizon to inspire possibilities, embrace experimentation and make choices today that accelerate our progress.
- **Own it:** Take ownership of our actions, decisions and outcomes. Act with pride in our work and follow through until results are achieved.
- **Be bold:** Challenge the status quo, take thoughtful risks and courageous decisions that move our business and people forward.

- **Build trust:** Be transparent in our intentions and enable an environment where people can grow and perform while feeling safe, respected and confident to engage.
- **Drive impact:** Focus on what truly matters, use resources wisely and deliver results that make a measurable difference for the consumer and the business.

3. **Digital Learning Enablement:** Through LinkedIn Learning (launched in August 2024), the Group ensures scalable, digital-first learning that supports future-readiness and adaptability. Electrolux Group takes a people-first approach, and to support our employees at various career stages and transitions through a broad range of learning opportunities that foster continuous development, upskilling, reskilling, leadership capabilities and personal growth. In addition, we offer transition assistance programs aimed at supporting continued employability, as well as the management of career transitions related to retirement or termination. The learning portfolio also includes training programs and initiatives designed to enhance awareness, understanding, and respect for diverse cultural backgrounds, practices, and perspectives. Examples of the training courses offered are provided below:
   - **Transition program for retiring:** The course “how to prepare for retirement” covers topics such as: Balancing saving with other goals; How much to save for retirement; Investing for retirement; Retirement income; Start considering retirement, and more.
   - **Transition program for terminated employees:** The course “14 things to do when you lose your job” covers topics such as: Update your CV; Maximize your remaining benefits; Finalize your exit; File for unemployment; Assess your insurance coverage; Assess your financial situation, and more.
   - **Cultural education:** The course “communicating across cultures” covers topics such as: The importance of cultural communication and inclusion; Overcoming cultural bias; Navigating language differences; Adapting to another’s communication style; Enhancing cultural acuity, and more.

4. **Coverage:** The programs are primarily targeted at non-production employees and People Leaders. All programs mentioned below also cover contractual and part-time employees in the company’s own workforce. The LinkedIn Learning platform and Power Skills campaigns are accessible to a broad internal audience, promoting inclusivity in learning opportunities.

3.3.4 Hiring

Metric	Data breakdown		FY 2022	FY 2023	FY 2024	FY 2025
Total hires	Total		4,422	2,698	2,073	2,166
	Gender	Male	1,986	1,220	1,040	1,213
		Female	1,781	1,015	818	953
		Prefer not to answer	655	463	215	-
	Management level	Junior management	607	450	129	102
		Senior management	323	201	47	95
		Top management	6	4	2	7
		Non-managerial	3,486	2,043	1,895	1,962
Internal hires	Total		1,385	990	684	1,138
	Gender	Male	566	416	343	603
		Female	515	345	239	535
		Prefer not to answer	304	229	102	-
	Management level	Junior management	457	354	97	65
		Senior management	280	172	31	47
		Top management	-	1	-	3
		Non-managerial	648	463	556	1,023

3.3.5 Employee Turnover Rate

Metric	Data breakdown		FY 2022	FY 2023	FY 2024	FY 2025
Total employee turnover rate	**Total**		29%	21%	17%	15%
	Gender	**Male**	25%	20%	16%	15%
		Female	33%	23%	18%	16%
	Age	**30 or below**	39%	26%	38%	37%
		31-50	12%	10%	14%	12%
		Above 50	9%	9%	13%	10%
Voluntary employee rate	**Total**		17%	12%	8%	7%
	Gender	**Male**	15%	11%	7%	7%
		Female	20%	14%	9%	8%
	Age	**30 or below**	14%	12%	20%	19%
		31-50	6%	5%	7%	6%
		Above 50	3%	2%	4%	3%
Coverage (as a percentage of all FTEs globally)	**-**		100	100	100	100

3.3.6 Type of Performance Appraisal

At Electrolux Group, performance management is anchored in an annual Year-End Review process, designed to align individual contributions with business outcomes and foster continuous development. Conducted for all non-production employees, 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.

The current system includes leader calibration to promote fairness and consistency across teams. The forward-looking nature of the conversation supports adaptability and alignment with evolving business needs. This approach strengthens the connection between performance, behaviors, and development, while supporting a high-performing and strategically aligned workforce. Please see below more examples of performance appraisals:

Team-Based Performance Appraisal

Our performance process is designed to connect individual contributions to collective outcomes. At the start of each year, employees set objectives in the system following the SMART methodology, with a deliberate requirement that everyone's goals include objectives aligned to and contributing to their team's deliverables. At year-end, employees are evaluated not only on the individual objectives they delivered, but also on the impact they had on team and company results — creating a two-pronged approach that holds both dimensions of performance accountable.

Agile Conversations

The company's performance management model is structured around continuous dialogue rather than a single annual event. Employees and managers hold quarterly conversations throughout the year, culminating in a year-end discussion that consolidates contributions and results. Beyond this fixed cadence, all leaders are actively encouraged to maintain ongoing, regular feedback and development conversations with both their teams and individual employees. To build capability around this, dedicated learning resources are available to leaders and employees on how to sustain meaningful development and feedback conversations year-round - reinforcing that performance is an ongoing process, not just an annual outcome.

3.3.7 Long-term Incentives for Employees

Electrolux offers a **performance share plan**, where selected employees receive **Performance Shares** that vest after a period of **three years** subject to continued employment and the achievement of predefined performance targets. The program includes both financial and sustainability (CO2 reduction) targets.

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 per cent for area (i) and 75 per cent for area (ii). The target will be measured on selected predefined product categories and regions.

The program covers **up to 800 employees globally**, including both senior management and selected employees below senior management comprising senior managers and key employees in critical or high-impact roles across the organization. The **program covers approximately 1,5%** of employees below senior management.

3.3.8 Employee Support Programs

The company is committed to supporting employee wellbeing through a broad range of benefits and workplace initiatives. They vary across the locations and countries as they are tailored to local needs and what is already available through public systems. The Group's programs and initiatives 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. We provide family-oriented benefits through our Group policy on paid parental leave for both primary and non-primary caregivers and in certain locations we provide childcare benefits and lactation facilities.

Additionally, in certain countries the company provides paid leave for employees that need to take care of a close relative due to illness. These offerings reflect our dedication to fostering a resilient, inclusive, and high-performing workforce. Information on these programs is available through our corporate website and public sustainability disclosures. Please see more in the Electrolux Group Sustainability Statement on page 116.

3.3.9 Trend of Employee Wellbeing

The Employee Voice Survey includes questions relating to:

- **Purpose:** The work that I do at Electrolux Group is meaningful to me.
- **Happiness:** How happy are you working at Electrolux Group?
- **Stress/Distress:** Electrolux Group takes a genuine interest in employees' well-being.
- **Work life balance:** I can successfully balance my work and personal life.
- **Job satisfaction:** The engagement index is comprised of two questions:
  1) "How happy are you working at Electrolux Group?" and
  2) "I would recommend Electrolux Group as a great place to work."

This is a measurement of the level of job satisfaction the employees have.

Metric	Unit	FY 2022	FY 2023	FY 2024	FY 2025
Employee Engagement	**Percentage of employees with top level of engagement, satisfaction, wellbeing, or employee net promoter score (eNPS)**	77	76	76	77
Coverage	**Percentage of employees who responded to the survey**	87	87	87	86

3.5.1 Online Strategies & Customers Online

Data related to the EA Region (Europe, Asia-Pacific, Middle East and Africa). The numbers below represent a share of D2C Ecom within the total business (Electrolux Group's sales made to end consumers via own branded website or 3P Marketplaces as a total of Electrolux Group's sales).

Metric	Unit	FY 2022	FY 2023	FY 2024	FY 2025
Online revenues	**Percentage of revenues generated online (e.g. through direct sales, advertising, etc.)**	1.8	3.1	4.2	4.5

3.5.3 Customer Satisfaction Measurement

Electrolux Group uses the CSTAR rating as it is the only metric currently available across all regions to measure consumer satisfaction, based on the average star rating gathered from retailers and brand websites. The rating is measured on a scale from 1 to 5, where 1 represents poor satisfaction and 5 represents high satisfaction. The Group reports full coverage of customers, as a statistically significant and representative sample of its customer base, has been surveyed.

Metric	Unit	FY 2022	FY 2023	FY 2024	FY 2025	Target FY 2025
Satisfaction measurement	**Net promoter score or similar**	4,62	4,64	4,68	4,69	3,65
Data Coverage	**Percentage of customers**	100	100	100	100	

3.5.4 Ethical Marketing & Advertising

In addition to the Electrolux Group Ethical Marketing and Advertising Principles, Electrolux Group emphasizes that it abstains from misinforming customers about competitors' products or activities.

3.6.1 Privacy Policy: Systems/Procedures

The Group Data Privacy Policy in Electrolux Group forms an integral part of the Electrolux Group's commitments as set out in the Electrolux Group's Code of Conduct. The Group Data Privacy Policy is supplemented by a more detailed Group Data Privacy Directive and, where required, more geographically local or subject matter related guidelines and information. The Policy and Directive govern Electrolux Group's handling of personal information and are directed at members of the organization who might handle or make decisions regarding personal information. The documents inform about the key privacy principles to adhere to. They include instructions on collection, access, use, storage and destruction of the data, as well as more specific requirements according to some regulations as Subject Rights to access data and data incidents.

The documents also specify what processes to follow during procurement of IT systems and how to provide information to relevant teams for privacy risk analysis and impact assessments. The documents lay out how compliance should be monitored and aligned with other relevant Group processes such as the Group's ERM and the Group Internal Audit's processes. The policy includes information on the consequences of policy violations and about different corrective or disciplinary actions in case of violation. The documents also lay out how Data Protection functions are organized on group level and on regional/local level.