

Electrolux Professional Group remuneration report 2025

Corporate governance

Introduction

This report describes how the guidelines for executive remuneration of Electrolux Professional AB, adopted by the Annual General Meeting 2024, have been implemented in 2025. The report also provides information on remuneration for the President and CEO. The report has been prepared in accordance with the Swedish Companies Act and the Rules on Remuneration of the Board and Executive Management and on Incentive Programs, issued by the Stock Market Self-Regulation Committee.

Further information on executive remuneration is available in Note 26 (Employees and personnel costs) on pages 181-184 of the 2025 Annual and Sustainability Report. Information on the work of the Remuneration Committee in 2025 is set out in the corporate governance report available on page 51 of the 2025 Annual and Sustainability Report.

Remuneration of the Board of Directors is not covered by this report. Such remuneration is resolved annually by the Annual General Meeting and disclosed in Note 26 on page 182 of the 2025 Annual and Sustainability Report.

Key business developments in 2025

The President and CEO summarizes the company's overall performance in his statement on pages 5-6 of the 2025 Annual and Sustainability Report.

Group remuneration guidelines: scope, purpose, and deviations

A prerequisite for the successful implementation of the Group's business strategy and safeguarding of its long-term interests, including its sustainability, is that the Group can recruit and retain qualified personnel. To this end, the Group must offer competitive total remuneration in relation to the country or region of employment of each Group Management member. The Group's remuneration guidelines enable the company to offer executives a competitive total remuneration. Under the remuneration guidelines, executive remuneration shall be on market terms and may consist of the following components: fixed cash compensation, variable compensation, pension benefits, and other benefits.

Variable compensation consists of both short-term cash compensation and long-term, share-related or cash-based compensation. The guidelines are found in the administration report on pages 68-69 of the 2025 Annual and Sustainability Report. During 2025, the Group has complied with the applicable remuneration guidelines adopted by the Annual General Meeting. No deviations from the guidelines have been decided and no derogations from the procedure for implementation of the guidelines have been made.

The auditor's report regarding the Group's compliance with the guidelines is available on www.electroluxprofessional.com/corporate. No remuneration has been reclaimed.

Table 1 – Total remuneration of the President and CEO in 2025 (SEK thousand)¹

SEK thousand	Fixed compensation		Variable compensation			Pension expense ⁶	Total remuneration	Proportion of fixed and variable remuneration
	Fixed cash compensation ³	Other benefits ⁴	One-year variable	Multi-year variable ⁵	Extraordinary items			
Alberto Zanata (President and CEO) ²	8,080	401	1,395	4,759	0	682	15,317	Fixed 60% Variable 40%

- 1) The table reports compensation earned in 2025 (irrespective of whether payments have been made in the same year), except for multi-year variable compensation which reports what was vested in 2025 (settlement in first quarter of the following year).
- 2) The remuneration of the President and CEO is defined in EUR. The presented remuneration in SEK is therefore impacted by the currency exchange rate.
- 3) The annual fixed salary includes annual base salary, vacation salary, paid vacation days, and fixed non-compete components.
- 4) Company car and medical insurance.
- 5) Vested 2023 long-term incentive plan.
- 6) Pension expense, consisting of defined contributions in accordance with Italian practice, has been counted entirely as fixed remuneration.

Table 2 – Share-based remuneration (for the President and CEO)

The main conditions of share award plans	Information regarding the reported financial year										
	Opening Balance (Jan 1, 2025)		During the year						Closing balance (Dec 31, 2025)		
	Performance period	Award date (grant date)	Vesting end date	Share awards held at the beginning of the year	No. of shares	Value (SEK thousand, based on market share price)	Shares awarded (maximum outcome)	Performance outcome (%)	Shares vested (actual outcome)	Value (SEK thousand based on market share price at vesting date)	Awards forfeited (based on performance outcome)
LTI 2023	Jan 1 – Dec 31, 2023	May 5, 2023	Dec 31, 2025	74,598	0	0	63%	74,598	4,759	0	0
LTI 2024 ¹	Jan 1 – Dec 31, 2024	May 10, 2024	Dec 31, 2026	51,936	0	0	50%	0	0	51,872	51,936
LTI 2025 ¹	Jan 1 – Dec 31, 2025	May 10, 2025	Dec 31, 2027	0	130,697	7,675	46%	0	0	71,034	59,662

- 1) After the close of the financial year, it was announced that Alberto Zanata will retire effective 5 May 2026. Under the LTI plan rules, he is entitled to a prorated allotment of shares from LTI 2024 and LTI 2025, which will be settled in 2026. The table above reflects the conditions as of 31 December 2025.

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Share-based remuneration

The aim of Electrolux Professional's long-term incentive plans (LTI) is to attract and retain competent senior employees, and to increase the commitment and the motivation of the program participants. The plans have been designed to align management incentives with shareholder interests.

During 2025, the company had three ongoing long-term incentive plans (LTI 2023, LTI 2024 and LTI 2025) for senior managers and key employees, including the President and CEO. All programs run over a three-year vesting period including a one-year performance period. The allocation of shares in the 2023 program is determined by the position level and the outcome of three objectives: (i) earnings per share, (ii) operating cash flow after investments and (iii) CO₂ emission reduction. The allocation of shares in the 2024 & 2025 programs is determined by the participant's position level and the outcome of three objectives: (i) earnings per share, (ii) return on net assets and (iii) CO₂ emission reduction.

Performance outcome of the objectives in the three plans is determined by the Board after the expiry of the respective one-year performance period for each program.

Allocation of shares is based on performance, and performance objectives are linear from minimum to maximum. If the maximum is reached or exceeded, 100% of the maximum granted shares to each participant will be allocated. If the performance is below the maximum level but exceeds the minimum level, a proportionate allocation of shares will be made. No allocation will be made if performance does not reach the minimum level. The shares will be allocated after the vesting period free of charge except for tax liabilities.

If a participant's employment is terminated during the respective three-year vesting period of each program, the participant will be excluded from the program and will not receive any shares or other benefits under the program. However, in certain instances, including 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.

All programs comprise Class B shares. Additional information about the outstanding LTI programs can be found in Note 26 in the Annual and Sustainability Report 2025.

Application of performance criteria

The performance measures for the President and CEO's variable compensation have been defined to deliver the Group's strategy and to encourage behavior that is in the long-term interest of the Group. The strategic objectives and short-term and long-term business priorities for 2025 have been taken into account in the definition of performance measures.

Descriptions of how the performance measures for payment of variable short-term and long-term compensation have been applied during the financial year are set out in Tables 3(a) and 3(b) on this page.

Table 3(a) – Performance of the President and CEO in the reported financial year: variable short-term cash compensation

	Description of the performance criteria related to the remuneration component	Relative weighting of the performance criteria	a) Measured performance b) Actual award/remuneration outcome
Alberto Zanata (President and CEO)	Group EBITA margin (%) ¹	55%	a) 12.13% b) SEK 442 thousand
	Group net sales growth (%) ²	15%	a) 0.87% b) SEK 178 thousand
	Group operating working capital (%) ³	15%	a) 16.25% b) SEK 428 thousand
	Group customer care, net sales growth (%) ⁴	15%	a) 1.52% b) SEK 346 thousand

- 1) Year-on-year EBITA margin in %, adjusted to 2025 budget FX/exchange rate in SEKm. EBITA is defined as EBIT (absolute) plus amortization, excluding effects of acquisitions and divestments not anticipated at the time of budget setting.
- 2) Year-on-year External Net Sales growth in %, adjusted to 2025 budget FX/exchange rate in SEKm, excluding effects of acquisitions and divestments.
- 3) Operating Working Capital (OWC) (excluding factoring contributions) divided by External Net Sales. OWC is determined as the 12-month average of Accounts Receivables (excluding factoring contributions), Inventory, and Accounts Payable, all adjusted to the average FX/exchange rate for 2025. External Net Sales are also adjusted to the average FX/exchange rate for 2025, with the effects of acquisitions and divestments excluded.
- 4) Year-over-year External Net Sales growth in %, adjusted to 2025 budget average FX/exchange rate in SEKm, excluding effects of acquisitions and divestments.

Table 3(b) – Performance of the President and CEO in the reported financial year: variable long-term share-based compensation

	Name of plan	Description of the performance criteria related to the remuneration component	Relative weighting of the performance criteria	a) Measured performance b) Actual award/remuneration outcome
Alberto Zanata (President and CEO)	LTI 2025 ¹	Earnings per share ²	50%	a) SEK 3.16 b) 23,525 shares
		Return on net assets ³	30%	a) 16.34% b) 9,998 shares
		CO ₂ emission reduction ⁴	20%	a) 737 m tons b) 26,139 shares

- 1) After the close of the financial year, it was announced that Alberto Zanata will retire effective 5 May 2026. Under the LTI plan rules, he is entitled to a prorated allotment of shares from LTI 2025, which will be settled in 2026. The table above reflects the conditions as of 31 December 2025.
- 2) Income for the period (attributable to equity holders of Electrolux Professional) divided by the weighted average number of basic shares outstanding during the period.
- 3) Annualized operating income (EBIT) expressed as a percentage of average net assets, all periods at historical FX/exchange rates. Return on net assets shall be adjusted for acquisitions/divestments of operations.
- 4) CO₂ emission reduction refers to Year-on-Year greenhouse gas reductions measured in absolute values within the following areas: (i) Scope 1 and (ii) Scope 2, in accordance with the Greenhouse Gas (GHG) Protocol.

Table 4 – Comparative information on the change of remuneration and company performance

Actual Value and Annual Change ¹	2025	2024	2023	2022	2021
President and CEO Remuneration in kSEK (change in %) ²	15,317 (-4%)	15,984 (-4%)	16,599 (+46%) ³	11,331 (-9%)	12,453
Group EBITA in SEKm (change in %) ⁴	1,529 (+3%)	1,481 (+11%)	1,330 (+16%)	1,146 (+72%)	665
Average remuneration on a full-time equivalent basis of employees of the parent company, Electrolux Professional AB in kSEK (change in %) ⁵	580 (+4,9%)	553 (+0,2%)	552 (+2%)	539 (+10%)	489

- 1) The table presents the actual value for the reported financial year and, in parentheses, the change vs the previous year.
- 2) The remuneration of the President and CEO is defined in EUR. The presented remuneration in SEK is therefore impacted by the currency exchange rate.
- 3) The increase in 2023 compared to 2022 is due to the vesting of the first LTI program (LTI 2021) in Electrolux Professional AB.
- 4) EBITA adjusted to the budget foreign exchange rates, excluding acquisitions and costs for acquisitions not anticipated at the time of budget setting, and items affecting comparability.
- 5) Total remuneration, excluding Board members and members of the Group Management Team, of Electrolux Professional AB.

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