



Corporate governance

The Corporate Governance Report describes the organizational bodies, rules, and other governance structures by which the Electrolux Professional Group is controlled and operated. The Group's external auditors have reviewed this report and their opinion has been included in the Auditor's Report.

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Reinforced competitive strength

Despite continued macroeconomic and geopolitical volatility throughout the year, Electrolux Professional Group has continued to advance and further strengthen its competitive position.

The two main strategic initiatives undertaken during the year relate to the development of next-generation products within horizontal cooking and in laundry. In parallel, the Group has increased operational efficiency through the efficiency project, which addresses both cost reductions and targeted upskilling to support evolving competence requirements.

From a financial perspective, net sales increased slightly in comparable currency, while the EBITA margin continued to improve towards the target - despite the significant depreciation of the US dollar and the impact of imposed tariffs which had a combined adverse effect of approximately one percentage point. Cash generation remained strong, resulting in a reduction of the net debt/EBITDA ratio.

The recently acquired company, TOSEI, experienced weaker sales growth due to the Japanese market contraction. However, the company maintained its market share and successfully delivered on the internally defined synergy targets, supporting a positive mid- to long-term outlook. At the end of the year, we announced the acquisition of Royal Range, a US-based horizontal cooking company with a strong strategic fit, reinforcing the US horizontal cooking offering.

On January 28, the retirement of Alberto Zanata was announced. Alberto Zanata has led the company with great success over the past 17 years, and the Board extends its sincere appreciation for his outstanding leadership. At the same time, the Board was pleased to appoint Paolo Schira as his successor, effective from the Annual General Meeting on May 5. Paolo brings extensive experience from both the Food Service and Laundry Service businesses within the Group.

During the year, twelve Board meetings were held. The annual Board visit took place in the United States, where members attended the food service exhibition in Atlanta and met with key channel partners. In addition, a visit was made to the Food Center in Vallenoncello, Italy.

In summary, we are pleased with the continued strengthening of our strategic position while simultaneously delivering improved operational and financial performance, despite external headwinds.

Kai Wörn,
Chairman of the Board



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Kai Wörn, Chairman of the Board //

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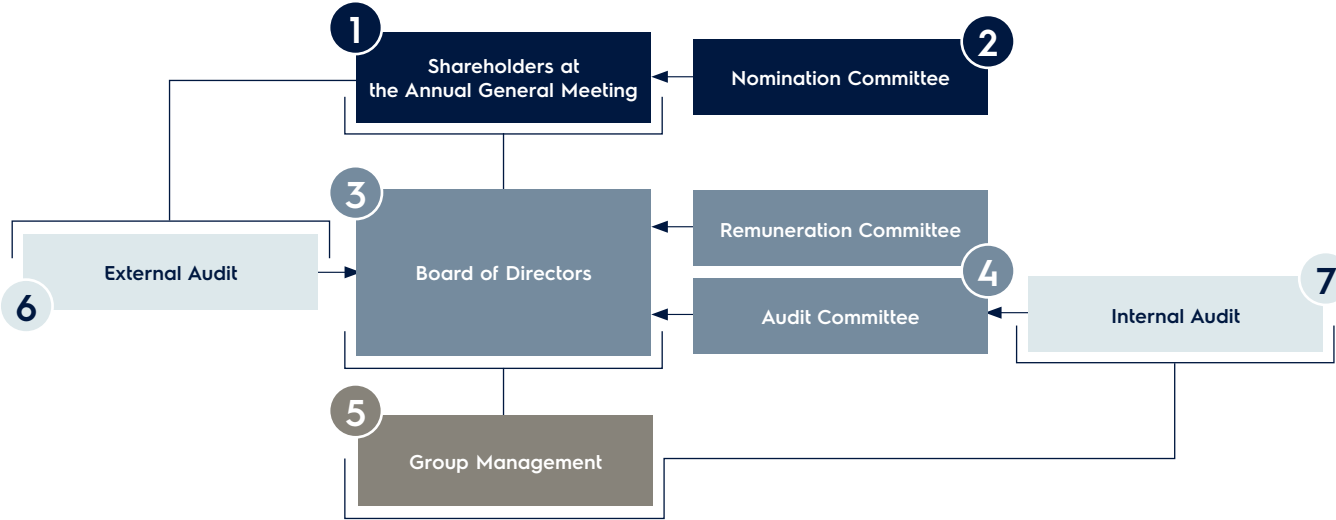
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Corporate governance report

Good corporate governance is about ensuring that Electrolux Professional Group is managed as responsibly and efficiently as possible to meet our obligations as a public company, and also to create value for shareholders in an efficient, responsible, and sustainable manner. Corporate governance determines how rights and responsibilities are distributed between a company’s various bodies, in accordance with internal processes and the laws and regulations in effect

Corporate governance structure



External and internal rules

The governance of the Group is defined by external and internal rules. The external rules comprise the Swedish Companies Act, Nasdaq Stockholm’s Rule Book for Issuers, and the Swedish Corporate Governance Code (the “Code”), as well as other relevant Swedish and foreign laws and regulations. The Code is available at www.corporategovernanceboard.se and describes good practices in the stock market.

Internal rules consist of the Articles of Association, the Rules of Procedure of the Board of Directors, the Electrolux Professional Code of Conduct, policies for information, finance, credit, internal control, risk management, anti-corruption, and other group policies.

Application of the Code

Electrolux Professional Group applies the Code without deviations and did not report any deviations from the Code in 2025. There were no infringements of applicable stock exchange rules by Electrolux Professional, and no breach of good practice on the securities market were reported by the Disciplinary Committee of Nasdaq Stockholm nor the Swedish Securities Council in 2025. This corporate governance report has been drawn up as part of Electrolux Professional Group’s application of the Code.

Shares

According to Electrolux Professional’s Articles of Association, the share capital shall not be less than SEK 20,000,000 and not be more than SEK 80,000,000, divided into not less than 200,000,000 shares and not more than 800,000,000 shares.

Electrolux Professional’s registered share capital is SEK 28,739,745, represented by 287,397,450 shares of which 8,027,292 are Class A shares and 279,370,158 are Class B shares (as of December 31, 2025), each with a quota value of SEK 0.1.

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Each Electrolux Professional Class A share entitles the holder to one vote and each Electrolux Professional Class B share entitles the holder to one tenth of a vote at the General Meeting.

The Class B shares of Electrolux Professional are listed on Nasdaq Stockholm and traded on the Large Cap list.

Since September 2020, Class A shares have been delisted from trading on Nasdaq Stockholm. Holders of Electrolux Professional Class A shares have the right to require that Class A shares are converted to Class B shares. During 2025, 2,045 Class A shares were converted to Class B shares.

1 Shareholders

The number of registered shareholders as at December 31, 2025 was 40,236. On December 31, 2025, Investor AB was the largest shareholder, with a holding corresponding to 32.46% of the votes and 20.51% of the share capital in Electrolux Professional AB. For more information about the shares and shareholders, see pages 197-199.

Dividend Policy

Electrolux Professional's target is for the dividend to correspond to approximately 30% of the income for the period. For the financial year of 2025 the Board of Directors proposes a dividend to the shareholders of SEK 0.95 (0.85 for 2024) per share, corresponding to 30% of net income for the year, excluding items affecting comparability.

General Meeting of shareholders

Pursuant to the Swedish Companies Act, the General Meeting is the supreme decision-making body in a Swedish limited liability company, and shareholders exercise their voting rights at such meetings. The Annual General Meeting (AGM) was held on May 7, 2025 in Stockholm and in combination with advance postal voting.

The AGM of Electrolux Professional is held annually before the end of June. In addition to the AGM, Extraordinary General Meetings (EGM) can be convened when required. The General Meetings are held in the municipality of Stockholm, where the company's registered office is located. The date and place of the AGM is communicated on the company's external website no later than the publication of the quarterly report for the third quarter.

At the AGM, shareholders of Electrolux Professional resolve on several matters, including confirmation of income statements and balance sheets, the disposition of the company's profit or loss, discharge of liability for the members of the Board and the President and CEO, composition of the Nomination Committee, election of members of the Board (including the Chairman of the Board) and auditor, remuneration for the members of the Board and auditor, as well as guidelines for remuneration for the President and CEO and other senior executives.

The shareholders of Electrolux Professional also resolve on other matters that are important to the company, for example any changes to the Articles of Association, at the General Meeting.



Shareholders who wish to have a matter dealt with must submit a written request to the Board to that effect. The request must have been received by Electrolux Professional no later than seven weeks prior to the General Meeting.

The next AGM will be held on May 5, 2026, in Stockholm.

2 Nomination Committee

At the Annual General Meeting held on May 7, 2025, the current instruction for the Nomination Committee was adopted which applies until a new instruction is adopted by the Annual General Meeting.

The Nomination Committee shall comprise 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 Committee, together with the Chairman of the Electrolux Professional Board. The composition of the Nomination Committee shall be based on the ownership as of the last banking day in August in the year prior to the AGM based on reliable shareholder information which is provided at such time. The names of the representatives and the names of the shareholders they represent shall be announced as soon as they have been appointed. If the shareholder structure changes during the term of office of the Nomination Committee, the composition of the Nomination Committee may be adjusted accordingly. Changes in the composition of the Nomination Committee shall be published as soon as any such changes have been made.

The Nomination Committee's task includes preparing a proposal to the next AGM

The Nomination Committee's task is to propose Board members and auditors as well as remuneration for these to the AGM.

The Audit Committee assists the Nomination Committee in preparing proposals for auditors, and the Nomination Committee's proposal includes the Audit Committee's recommendation on the election of auditors. The Nomination Committee's proposals are publicly announced no later than on the date of notification of the AGM. Shareholders may submit proposals for nominees to the Nomination Committee.

The Chairman of the Board conducts a yearly evaluation of the Board by way of a survey to the Board members and subsequent discussions, to assess the Board's composition, qualifications, efficiency, and work procedures. The conclusions are presented to the Nomination Committee.

On this basis and if deemed appropriate after subsequent discussions and interviews, the Nomination Committee determines whether the existing Board should be strengthened with additional expertise or if there are any other reasons to make changes to the composition of the Board. In making such determinations and (if applicable) evaluating potential new candidates for the Board, the Nomination Committee takes into consideration the objective to achieve a gender balance in the Board. The Nomination Committee applies rule 4.1 of the Swedish Code as its diversity policy.

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The Nomination Committee considers that the Board of Directors demonstrates breadth and diversity, as reflected, among other factors, in age, nationality, educational background, gender, experience and competencies. Among the Board members elected by the Annual General Meeting in 2025, five nationalities are represented, and three of the eight Board members elected (37.5%) are women.

In addition, the Nomination Committee takes into consideration the need to ensure that the independence requirements of the Swedish Code are met. These requirements stipulate that at least the majority of Board members must be independent from the Company and its management, and that at least two (from such majority) are also independent of Electrolux Professional's largest shareholders. The Nomination Committee also takes into account any proposals it receives about the composition of the Board that may have been suggested by other shareholders.

The Nomination Committee's proposal and opinion are published at the latest when the notice is issued. The Nomination Committee for the 2026 AGM is based on the ownership structure as of August 31, 2025, and was announced in a press release on September 18, 2025. The Nomination Committee members are:

- > Petra Hedengran, Chairman, appointed by Investor AB
- > Jan Dworsky, appointed by Swedbank Robur Funds
- > Anders Hansson, appointed by AMF Pension och Fonder
- > Jesper Wilgodt, appointed by Alecta
- > Kai Wärn, Chairman of the Board of Electrolux Professional AB

3 Board of Directors

The Board of Directors has the overall responsibility for Electrolux Professional's organization and administration. The duties of the Board of Directors are set forth in the Swedish Companies Act, the company's Articles of Association and the Code. In addition, the work of the Board of Directors is governed by the Rules of Procedure of the Board of Directors, adopted annually by the Board. The instructions for the Board of Directors govern, among other things, the division of work and responsibility between the Board of Directors, its Chairman, and the President and CEO, and specify financial and sustainability reporting procedures for the President and CEO. The Board of Directors also adopts instructions for the Board committees.

Composition and Independence of the Board of Directors

According to Electrolux Professional's Articles of Association, the Board of Directors shall be comprised of no less than three and no more than nine members, with no more than three deputy members, elected by the shareholders at the AGM. In addition and by law, employee organizations are entitled to appoint employee representatives.

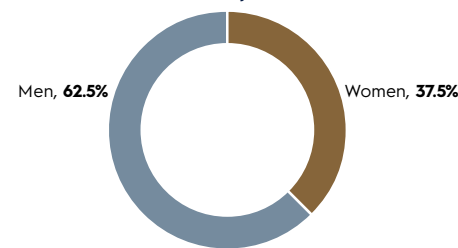
The Board of Directors currently comprises eight members elected by the 2025 AGM for a term of office extending until the close of the 2026 AGM, with no deputies, as well as two ordinary members and two deputies appointed by Swedish employee organizations.



The AGM elects the Chairman of the Board. Directly after the AGM, the Board holds a meeting for formal constitution at which the members of the committees of the Board are elected. The Chairman of the Board of Electrolux Professional is Kai Wärn. All current members of the Board are non-executive members.

According to the Code, the majority of the Board members appointed by the General Meeting must be independent in relation to the company and its Group Management Team. No more than one Board member elected by the General Meeting may be a member of the Group Management Team of the company or a subsidiary. At least two of the Board members that are independent in relation to the company and the Group Management Team must also be

Gender diversity, the Board*



* as elected by AGM 2025, excluding employee representatives

independent in relation to the major shareholders of the company. According to the Code, a major shareholder is a shareholder that directly or indirectly controls 10% or more of the shares or votes in the company. Independence is assessed by the Nomination Committee.

The Board is considered to be in compliance with relevant requirements for independence. All Directors apart from Daniel Nodhäll are considered to be independent. Daniel Nodhäll is considered to be independent in relation to the company and the Group Management Team, but not in relation to major shareholders of Electrolux Professional.

Information on Board diversity is provided on pages 48 and 73, as well as in the Board members' presentation on pages 53-54.

Management of the company's affairs

The Board of Directors is responsible for the organization of Electrolux Professional and the management of the company's affairs. The Board's tasks include adopting strategies, targets, business plans, budgets, interim reports, year-end financial statements, and policies. The Board of Directors is also required to monitor the company's financial and sustainability performance and to ensure that the company has good internal control, including formalized routines to ensure that approved principles for financial and sustainability reporting and internal control are applied, and that reports (financial and sustainability-related) are produced in accordance with legislation, applicable accounting and sustainability standards, and other requirements for listed companies. Furthermore, the Board of Directors decides on major investments and changes in the organization and operations of the Group. The Board of Directors is responsible for regularly evaluating the work of the President and CEO.

Moreover, the Board of Directors is to ensure that there is a satisfactory process for monitoring the company's compliance with laws and other regulations relevant to operations, as well as the application of internal guidelines, and to evaluate operations on the basis of the objectives and policies set by the Board of Directors.

The Board of Directors is also tasked with identifying how sustainability issues impact risks to, and business opportunities for, the company, and defining appropriate guidelines to govern the company's conduct in society with the aim of ensuring its long-term value creation capability. The Board shall ensure that the company has formalized procedures to ensure that the established principles for sustainability reporting are complied with and that Electrolux Professional's sustainability reporting is prepared in accordance with laws and applicable Sustainability standards. Read more in the General Information section in the Sustainability statements on pages 71-88.

The Chairman of the Board of Directors leads and organizes the work of the Board, ensures that the Board fulfills its tasks, and ensures that the Board's decisions are implemented. The Chairman of the Board of Directors shall, together with the President and CEO, monitor the company's performance and prepare and chair Board meetings. The Chairman is also responsible for ensuring that the Board members evaluate their work each year and continuously

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receive the information necessary to effectively perform their tasks. The Chairman represents the company in relation to its shareholders.

The Group's external auditors report to the Board as necessary, but at least once a year. A minimum of one such meeting is held without the presence of the President and CEO, or any other member of the Group Management Team. The external auditors also attend the meetings of the Audit Committee. The Audit Committee reports to the Board after each of its meetings. Minutes are taken at all meetings and are made available to all Board members and to the auditors.

The work of the Board in 2025

In 2025, the Board held twelve meetings, nine of which were held either as physical meetings or by video conference meetings. Three meetings were held per capsulam. The attendance of each Board member at these meetings is stated in the table on pages 53–54.

All scheduled Board meetings during the year followed an agenda, which, together with the documentation for each item on the agenda, was sent to Board members in advance of the meetings. Ordinary Board meetings usually last for half a day to one entire day in order to allow time for presentations and discussions. Electrolux Professional's General Counsel serves as the secretary at the Board meetings. Each scheduled ordinary Board meeting includes a review of the Group's results and financial position, as well as the outlook for the forthcoming quarters, as presented by the President and CEO. The meetings also deal with investments, credit limits, and other matters that are to be submitted to the Board under the Rules of Procedure or the company's policies. The Board decides on all capital investments exceeding SEK 25m and receives reports on all investments exceeding SEK 10m. Finally, in most scheduled Board meetings a business area or strategic item is presented and reviewed.

In addition to the priorities illustrated on this page, the Board's focus in 2025 included follow-up on strategic plans across each Business Area, AI and digital transformation and the continued development of the sustainability strategy and reporting processes.

Evaluation of the Board of Directors

The Board evaluates its work annually with regard to working procedures, the working climate, and the focus of the Board's work. This evaluation also focuses on access to, and requirements for, special competencies on the Board. The evaluation is a tool for the development of the Board work and also serves as input for the Nomination Committee's work.

Each year, the evaluation of the Board is initiated and led by the Chairman of the Board. Evaluation tools include questionnaires and discussions. In 2025, Board members responded to written questionnaires. The evaluations were subsequently discussed individually and at a Board meeting. The result of the evaluations was presented to the Nomination Committee.

Board remuneration

The AGM determines the compensation for the Board of Directors for a period of one year until the next AGM. The compensation is distributed between the Chairman, other members of the Board, and remuneration for committee work.

The remuneration for the Board was approved at the AGM 2025. Total compensation to the non-executive Board members in 2025 amounted to SEK 7.4m, of which SEK 6.5m included ordinary compensation and SEK 0.9m was for committee work.

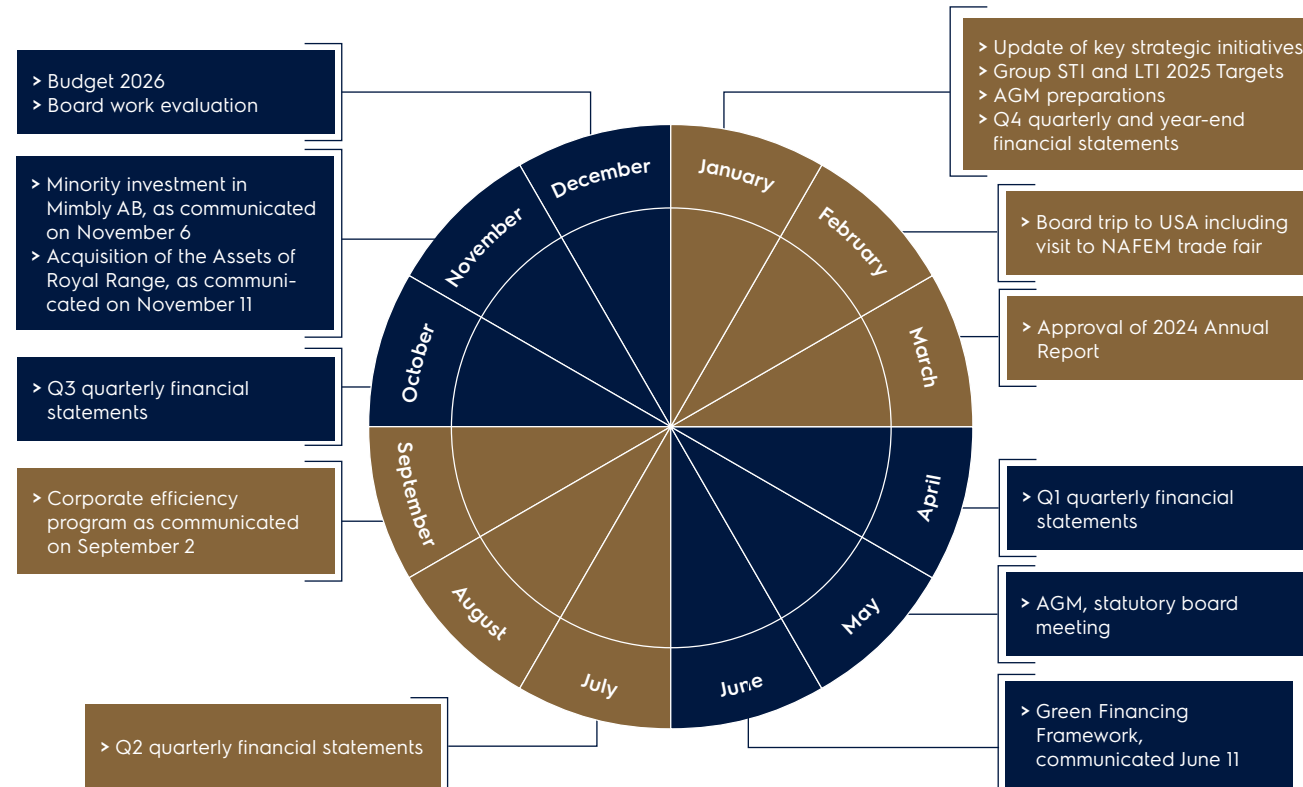
The Annual General Meeting 2025 resolved on fees to the Board of Directors in accordance with the Nomination Committee's proposal: yearly fee to the Chairman of the Board of Directors of SEK 1,925,000 and SEK 640,000 to each of the other Directors appointed by the Annual General Meeting not employed by Electrolux Professional. In addition to these fees, the Annual General Meeting resolved on an additional fee of USD 4,000 per meeting to be paid to each Director who resides outside Europe for attendance at ordinary physical Board meetings in Sweden or Italy. Fees for committee work for the members who are appointed by the Board of Directors were approved as follows:

SEK 233,000 to the Chairman of the Audit Committee, SEK 150,000 to each of the other members of the Audit Committee, SEK 150,000 to the Chairman of the Remuneration Committee, and SEK 110,000 to each of the other members of the Remuneration Committee.

The compensation paid in 2025, presented in detail in Note 26 of the Financial report, refers to compensation until the AGM in 2025 and three quarters of the compensation authorized by the AGM in 2025.

4 Board committees

According to the Swedish Companies Act and the Code, the Board of Directors shall institute an audit committee and a remuneration committee. The majority of each committee's members are independent in relation to the company and its Group Management. For the Audit Committee, at least one of the members who is independent in relation to the company and its Group Management team is also to be independent in relation to the company's major shareholders.



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The major tasks of these committees are preparatory and advisory, but the Board may delegate decision-making powers on specific issues to the committees. The issues considered at committee meetings shall be recorded in minutes of the meetings and continuously reported to the Board of Directors. The members and Chairmen of the committees are appointed at the statutory Board meeting following the election of Board members by the AGM. The Board has also determined that issues may be referred to ad hoc committees dealing with specific matters.

Audit Committee

The main tasks of the Audit Committee are to oversee the process of Electrolux Professional's financial and sustainability related reporting, internal control, and internal audit in order to secure the quality of the Group's external reporting. The Audit Committee is also tasked with supporting the Nomination Committee with proposals when electing external auditors. During 2025 the Audit Committee has closely followed the work related to sustainability reporting.

The Audit Committee consists of the following three Board members: Hans Ola Meyer (Chairman), Josef Matosevic and Daniel Nodhäll. The external auditors report to the Committee at each ordinary meeting. The President and CEO, CFO, Head of Group internal audit, and General Counsel participated in all the Audit Committee meetings in 2025. During 2025 the Audit Committee held five meetings. Attendance is shown in the table on pages 53-54.

Remuneration Committee

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

The Remuneration committee consists of the following three Board members: Martine Snels (Chairman), Kai Wärn, and Daniel Nodhäll. The Chief Human Resources Officer participated in the meetings and was responsible for the meeting preparations and taking minutes.

During 2025 the Remuneration Committee held four meetings, three of which were held either as physical meetings or online. One meeting was held per capsulam. Attendance is shown in the table on pages 53-54.

5 Group Management Team

The Group Management Team currently includes the CEO and eleven members. The President and CEO is appointed by, and receives instructions from, the Board of Directors. The President and CEO, in turn, appoints other members of the Group Management Team and is responsible for the ongoing management of the Group in accordance with the Board's guidelines and instructions.

The Group Management Team holds monthly meetings online, and quarterly in-person meetings lasting two or three days, to review the previous month's results, update forecasts and plans, and discuss strategic issues.

Key focus areas for the Group Management Team during 2025

- > Continued development of the strategic plans in the Business Areas
- > Cost savings, restructuring, and upskilling of the organization to meet the future demands
- > Management of business and financial impact resulting from US tariffs and geopolitical challenges
- > Digital transformation and AI adoption
- > Continued development of sustainability strategy including development of products with less impact on the environment
- > Development of People & Succession Pipeline strength

Management changes

During 2025, the General Counsel Carolina Tendorf, decided to leave the company. After a thorough recruitment process, Cecilia Swolin was appointed General Counsel. She joined the company on October 1, 2025 and replaced Carolina Tendorf as General Counsel as of November 1, 2025.

6 Auditors

The 2025 AGM re-elected Deloitte AB for the period up to and including the 2026 AGM. Jonas Ståhlberg, authorized public accountant and a member of FAR (the professional institute for authorized public accountants in Sweden), is the auditor-in-charge. For specification of remuneration to auditors refer to Note 12.

Deloitte provides an audit opinion regarding Electrolux Professional AB, the financial statements of the majority of its sub-

siaries, the consolidated financial statements for the Electrolux Professional Group, the sustainability statements and the administration report of Electrolux Professional AB. The auditors also conduct a review of the interim report for the second quarter. The audit is conducted in accordance with the Swedish Companies Act, International Standards on Auditing (ISA), and generally accepted auditing standards in Sweden. Audits of local statutory financial statements for legal entities outside of Sweden are performed as required by laws or applicable regulations in each country, including issuance of audit opinions for the various legal entities.

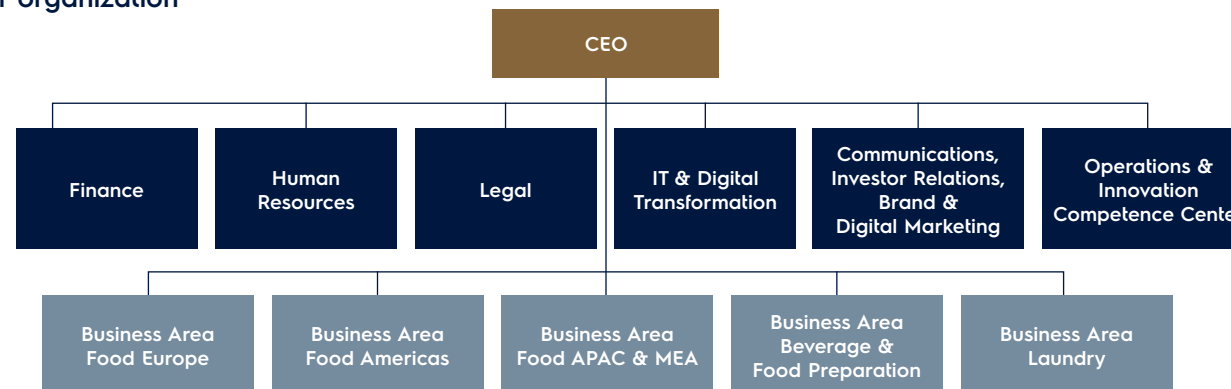
7 Internal Audit

The internal audit function (Group Internal Audit) strengthens the organization's ability to create, protect, and sustain value by providing the Board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

Group Internal Audit assignments are conducted according to a risk-based plan developed annually and approved by the Audit Committee. The audit plan is derived from an independent risk assessment conducted by Group Internal Audit to identify and evaluate risks associated with the execution of the Group's strategy, operations, and processes. The audits are executed using a methodology for evaluating the design and implementation of internal controls to ensure that risks are adequately addressed, and processes operate efficiently. Opportunities for improving the effectiveness of the governance, internal control, and risk management processes identified in the internal audits are reported to management for action. A summary of audit results is provided to the Audit Committee, as is the status of management's implementation of agreed actions to address findings identified in the audits.

The Head of Group Internal Audit reports to the Audit Committee and is managed administratively by the CFO.

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Internal control over financial reporting

Electrolux Professional uses the COSO framework (Committee of Sponsoring Organizations of the Treadway Commission) as a basis for internal control over financial reporting. The processes for internal control, risk assessment, control activities, information and communication, and monitoring regarding the financial reporting are designed to ensure reliable overall financial reporting and external financial statements in accordance with IFRS, applicable laws and regulations, and other requirements. This process involves the Board of Directors, the Audit Committee, the Group Management Team, and all employees.

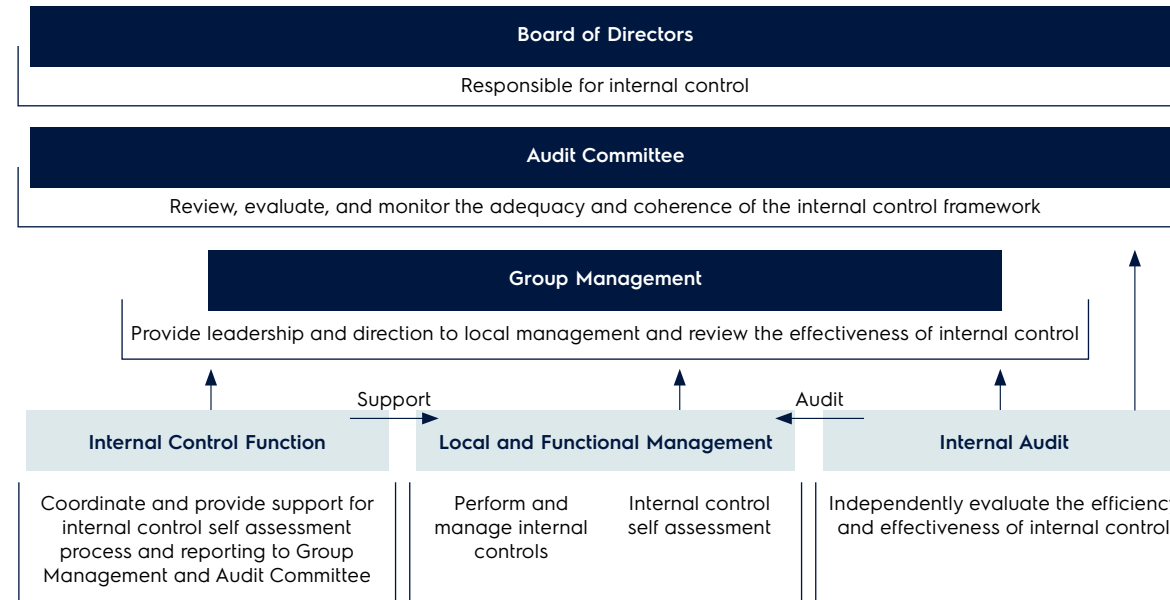
Control environment

The Board has overall responsibility for establishing an effective system of internal control. The Audit Committee regularly reviews and evaluates the adequacy of the internal control framework. It monitors control deficiencies identified within the Group's internal control environment and oversees implementation of action plans if applicable. The CEO and the Group Management Team have the ultimate responsibility for internal controls within their areas of responsibility.

All entities within the Group must maintain adequate internal controls. As a minimum requirement, control activities should address key risks identified within the Group. Limits of responsibilities and authorities are provided in the Delegation of Authority Policy, manuals, policies, and procedures and codes, including the Code of Conduct, the Group Workplace Policy, and the Group Anti-Corruption Policy, as well as in policies for information and finance, and in the Accounting Manual. Together with laws and external regulations, these internal guidelines form the control environment, and all Electrolux Professional employees are accountable for compliance.

Risk assessment

Risk assessment is the assessment of risks in the various processes and data points that feed into the Company's financial reports. This includes identifying risks of not fulfilling the fundamental criteria, i.e., completeness, valuation, existence and occurrence, rights and obligations, and presentation and disclosure of significant accounts in the financial reporting for the Group, as well as the risk of loss or misappropriation of assets and potential fraud.



Control activities

Control activities aim to mitigate the risks identified and ensure accurate and reliable financial reporting as well as process efficiency. Control activities include ongoing evaluations, self-assessments, and internal audit to ascertain whether the components of internal control are present and functioning.

Information and communication

Information and communication within the Group regarding risks and controls helps to ensure that the right business decisions are made. Guidelines for financial reporting are communicated to employees, for instance by ensuring that manuals and policies are published and accessible through the Group-wide intranet.

Monitoring

Monitoring and testing of control activities is performed periodically to ensure that risks are properly mitigated. The effectiveness of control activities, as measured by self-assessment, is monitored continuously at three levels: Group, legal 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, and self-assessment results.

Internal audit independently evaluates the design and implementation of controls based on the audit scope, and proactively proposes improvement to the control environment. Controls that have failed must be remediated. Management establishes and implements action plans to correct weaknesses. The Audit Committee reviews, evaluates, and monitors the internal control process for financial reporting.

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KAI WÖRN



KATHARINE CLARK



SHANNON GARCIA



JOSEF MATOSEVIC



HANS OLA MEYER

Position & year elected	Chairman of the Board of Directors and Board member since 2019. Member of the Remuneration Committee.	Board member since 2020.	Board member since 2025.	Board member since 2023. Member of the Audit Committee.	Board member since 2019. Chairman of the Audit Committee.
Year of birth	1959	1979	1980	1971	1955
Nationality	Swedish	British	American	American	Swedish
Education	M.Sc. in Mechanical Engineering, KTH Royal Institute of Technology, Stockholm, Sweden.	B.Sc. (Hons) Business Information Systems Management, Bournemouth University, UK. Professional Diploma, Chartered Institute of Marketing, UK.	Studies in communication at Campbell University and in business administration at Medaille College.	B.Sc. in Mechanical Engineering from Bayerische Julius-Maximilian's Universität in Würzburg, Germany.	B.Sc. in Economics and Business Administration from Stockholm School of Economics, Sweden.
Other board assignments	Board member of Sandvik AB, SunStreet Energy AB, and Compario AB.	-	Chair-Elect at the Women's Foodservice Forum (non-profit).	-	-
Current and previous positions	Previously CEO and President Husqvarna AB, Partner at IK Investment Partners Norden AB, President and CEO of Seco Tools AB, various positions within ABB.	President at Apollo Fire Detection Group. Previously VP BD, Innovation and Sustainability at Gunnebo, VP Commercial Development/CCO, Assa Abloy Opening Solutions EMEIA.	President Global Markets & Global Chief Operations Officer of Pizza Hut, Yum! Brands. Previously President, Siren Retail & SVP, U.S. and other senior positions within Starbucks Corporation and Senior Vice President, U.S. Business Olive Garden as well as various senior positions within Darden Restaurants Inc.	Managing Director at Revolent Capital Solutions. Previously President and CEO, Helios Technologies, Executive Vice President and Chief Operating Officer and interim President and CEO of Welbilt, Inc., Executive Vice President of Global Operations at The Manitowoc Company, Inc., Executive Vice President of Global Operations Oshkosh Corporation, as well as various executive positions with Wynnchurch Capital.	Previously CFO, Senior Vice President Controlling and Finance at Atlas Copco AB.
Independence	Independent in relation to the company and the Group Management Team as well as the company's major shareholders.	Independent in relation to the company and the Group Management Team as well as the company's major shareholders.	Independent in relation to the company and the Group Management Team as well as the company's major shareholders.	Independent in relation to the company and the Group Management Team as well as the company's major shareholders.	Independent in relation to the company and the Group Management Team as well as the company's major shareholders.
Shareholding at February 28, 2026	104,000 Class B shares and 778,816 call options issued by Investor AB entitling him to the right to purchase Electrolux Professional B shares.	9,000 Class B shares.	-	-	9,000 Class B shares.
Board meeting attendance	12/12	12/12	7/7	12/12	12/12
Committee meeting attendance	4/4 Remuneration Committee			5/5 Audit Committee	5/5 Audit Committee

Shannon Garcia was elected May 7, 2025. Lorna Donatone declined re-election at the AGM on May 7, 2025. Lorna Donatone attended 4/5 board meetings, and 2/2 Audit committee meetings.

*All information as of February 28, 2026.

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DANIEL NODHÄLL



MARTINE SNELS



CARSTEN VOIGTLÄNDER

Position & year elected	Board member since 2019. Member of the Remuneration Committee and the Audit Committee.	Board member since 2019. Chairman of the Remuneration Committee.	Board member since 2019.
Year of birth	1978	1969	1963
Nationality	Swedish	Belgian	German
Education	M.Sc. in Economics and Business Administration, Stockholm School of Economics, Sweden.	M.Sc. Industrial engineering, K.U. Leuven, Campus Geel, Belgium. Studies in mathematics, Universiteit Antwerpen, Belgium. Advanced Finance, London Business School, England. Finance for non-financials, Singapore Institute of Management, Singapore. B2B Marketing, Vlerick Business School, Belgium.	Degree in Mechanical Engineering, Technical University of Braunschweig, Germany. Doctoral Degree/Dr.-Ing., Process Engineering, Technical University of Braunschweig, Germany. Advanced Management Programme, INSEAD.
Other board assignments	Board member of AB Electrolux and Husqvarna AB.	Board member of SIG Group AG, member of the Audit Committee and member of the Nomination and Governance Committee, Board member of Prodrive Technologies Group B.V.	Board member of BBC Group AG. Non-Executive Director of INNIO Group, OIKOS International and STULZ GmbH. Member of the Foundation Board of Friedhelm Loh Stiftung. Member of the Supervisory Board of Testo Management SE.
Current and previous positions	Head of Listed Companies at Investor AB.	CEO and owner of L'Advance B.V. Previous Non-Executive Director of Resilix NV and Member of the Supervisory Board of Vion Food Group NV. Previous Board member of Urus Group LLC. Previous member of the Executive Board of GEA Group AG and various positions within FrieslandCampina NV, including Chief Operating Officer in the Board and Executive Director Ingredients.	CEO and owner of Voigtlaender Board Advisory. Previously CEO of Vaillant Group.
Independence	Independent in relation to the company and the Group Management Team, but not in relation to the company's major shareholders.	Independent in relation to the company and the Group Management Team as well as the company's major shareholders.	Independent in relation to the company and the Group Management Team as well as the company's major shareholders.
*Shareholding at February 28, 2026	33,000 Class B shares.	10,000 Class B shares	10,000 Class B shares
Board meeting attendance	11/12	12/12	11/12
Committee meeting attendance	4/4 Remuneration committee 5/5 Audit committee	4/4 Remuneration Committee	



JOACHIM NORD

Position & year elected	Board member since 2019. Employee representative of the Council for Negotiation and Cooperation (PTK).
Year of birth	1966
Nationality	Swedish
Shareholding	130 Class B shares.



JENS PIERARD

Position & year elected	Board member since 2023. Employee representative of the Swedish Confederation of Trade Unions (LO).
Year of birth	1968
Nationality	Swedish
Shareholding	-

PER MAGNUSSON

Position & year elected	Deputy Board member since 2023. Employee representative of the Swedish Confederation of Trade Unions (LO).
Year of birth	1964
Nationality	Swedish
Shareholding*	-

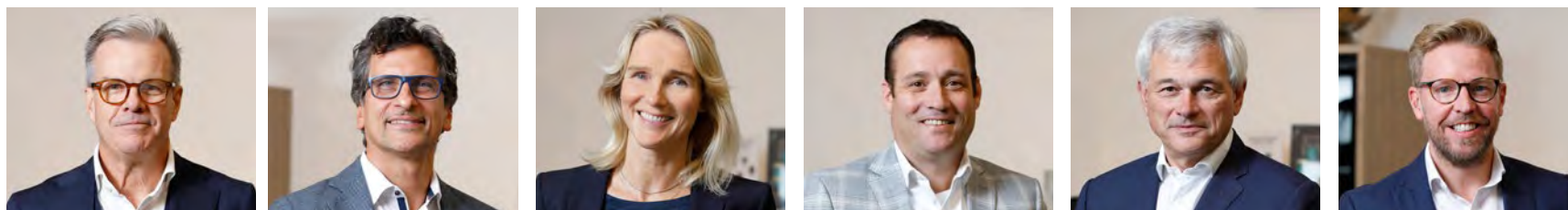
HELEN ÅKERMAN

Position & year elected	Deputy Board member since 2024. Employee representative of Unionen.
Year of birth	1982
Nationality	Swedish
Shareholding	-

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Group Management Team*



ALBERTO ZANATA

PAOLO SCHIRA

**CAMILLA MONEFELDT
KIRSTEIN**

BO ERICKSON

PHILIPPE ZAVATTIERO

RICHARD FLYNN

Position	President and Chief Executive Officer since 2009. **	President Business Area Laundry, since 2022. **	President Business Area Food Europe since 2023.	President Business Area Food Americas, since January 1, 2025.	President Business Area Beverage and Food Preparation, since 2021.	President Business Area Food APAC and MEA since 2022.
Year of birth	1960	1975	1972	1981	1961	1980
Nationality	Italian	Italian	Norwegian	American	French	British
Education	Master's degree in Electronic Engineering with Business Administration, Padua University, Italy.	Master's Degree, Engineering, University of Trieste, Italy.	Master's degree in Industrial Economics, Norwegian University of Science and Technology. Master's degree in Operational Research, London School of Economics and Political Science.	Bachelor's degree in Marketing and Finance, Marquette University, USA.	Master's Degree of Engineering, National Institute Polytechnique of Grenoble, France. Master's degree ESSEC Business School Paris, France.	Business management, University of Gloucestershire, England.
Other assignments	-	-	-	-	Board member of Institut Paul Bocuse, France.	-
Previous positions	Head of Professional Products, Executive Vice President within the Electrolux Group.	Most recently SVP & GM Commercial Organization Europe. Various senior positions within the Professional Products business area of the Electrolux Group, including SVP Business Development and Vice President Business Unit Laundry.	Recently President Personal Protection Equipment Division at Hultafors Group. Previously Executive Vice President Snickers Workwear and Fristads AB. Various management positions at Oriflame Cosmetics, SAS Group, K-World, and Management consultant at McKinsey & Company.	Most recently Group President of Pentair's Commercial Water Solutions with responsibilities for industry leading brands like Manitowoc Ice, Everpure Filtration, and KBI Beverage Services.	SVP & GM Europe Electrolux Professional, SVP of the Commercial Organization Europe within the Professional Products business area of the Electrolux Group.	Most recently, since 2021 SVP & GM Commercial Organization APAC & MEA. Previously Sales Director Chains, APAC & MEA. Various roles within Electrolux Professional in Europe and Asia.
Shareholding at February 28, 2026	211,236 Class B shares.	36,256 Class B shares.	-	-	43,448 Class B shares.	14,964 Class B shares.

* All information as of February 28, 2026.

** On January 28, 2026, the Board appointed Paolo Schira as new President and CEO of Electrolux Professional Group, effective from the Annual General Meeting (AGM) May 5, 2026. Alberto Zanata will retire in connection with the AGM on May 5, 2026.

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FABIO ZARPELLON

CARLO MARIO CARONI

PIA HOVLAND

CECILIA SWOLIN

JACOB BROBERG

GUILHEM SENEGAS

Position	CFO since 2009.	COO (Operations & R&D) since 2014 (Operations) and 2019 (R&D) respectively.	Chief Human Resources Officer since 2020.	General Counsel, since November 1, 2025.	Chief Communication and Investor Relations Officer since 2019.	Chief Information Officer and Head of Digital Transformation, since 2020.
Year of birth	1967	1968	1965	1978	1964	1975
Nationality	Italian	Italian	Swedish	Swedish	Swedish	French
Education	Degree, Business Administration, Ca' Foscari University of Venice, Italy.	Master's degree in Mechanical Engineering in Economics and Management, Politecnico di Torino, Italy.	Bachelor's degree in Computer Science, Stockholm University, Sweden.	Master of Laws (LL.M.), University of Gothenburg.	B.A., Political Science and Economics, Lund University, Sweden.	Master's degree in Engineering from CentraleSupélec, Paris and MBA from Le Collège des Ingénieurs, Paris.
Other assignments	President La Vela srl.	Board member of Fondazione Ergo.	-	-	Chairman of the Board of Stiftelsen Svenska Dagbladet, Board member SIRA Swedish Investor Relations Association.	-
Previous positions	CFO of Professional Products within the Electrolux Group.	SVP Global Operations within the Professional Products business area of the Electrolux Group.	Various senior HR positions in Britannia Airways, Effnet Group and Electrolux including SVP HR, Communications & Continuous Improvement in Business Area Europe at Electrolux Group.	General Counsel at Northvolt AB, various senior legal roles at Elekta AB, including Head of Legal, Managing Director at Elekta Instrument AB, associate at Cederquist law firm and Mannheimer Swartling law firm.	Most recently, since 2019 SVP Investor Relations and Corporate Communications in Electrolux Professional. Previously SVP Corporate Communications and Investor Relations, Cloetta AB.	Various Senior IT roles for bioMérieux & Mérieux Nutrisciences, IT consultant for Capgemini.
Shareholding at February 28, 2026	44,711 Class B shares.	27,352 Class B shares.	27,543 Class B shares.	-	25,788 Class B shares.	5,859 Class B shares.

Change in Group Management: Carolina Tendorf was Group Counsel until October 31, 2025 and was succeeded by Cecilia Swolin on November 1, 2025. Carolina Tendorf left the company on December 31, 2025.

Electrolux Professional Group remuneration report 2025

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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			Extraordinary items	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	Total				
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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A chef in a white uniform is looking down at a stainless steel pot on a modern black induction cooktop. The chef's face is in the foreground, looking down with a slight smile. The background is a kitchen setting with a white countertop and a stainless steel pot on the cooktop. The lighting is soft and focused on the chef and the pot.

Risk and risk management

Electrolux Professional Group is an international company which means that we are exposed to strategic, operational, and financial risks at a micro and macro level. Risks are managed through a systematic risk management framework to enhance resilience and empower the Group to achieve its goals.

Risk Governance

Electrolux Professional's Board of Directors has the ultimate responsibility for risk oversight. The Enterprise Risk Management (ERM) governance structure is based on the three lines of defense model, which determines the roles, responsibilities, and relationships between risk management functions.

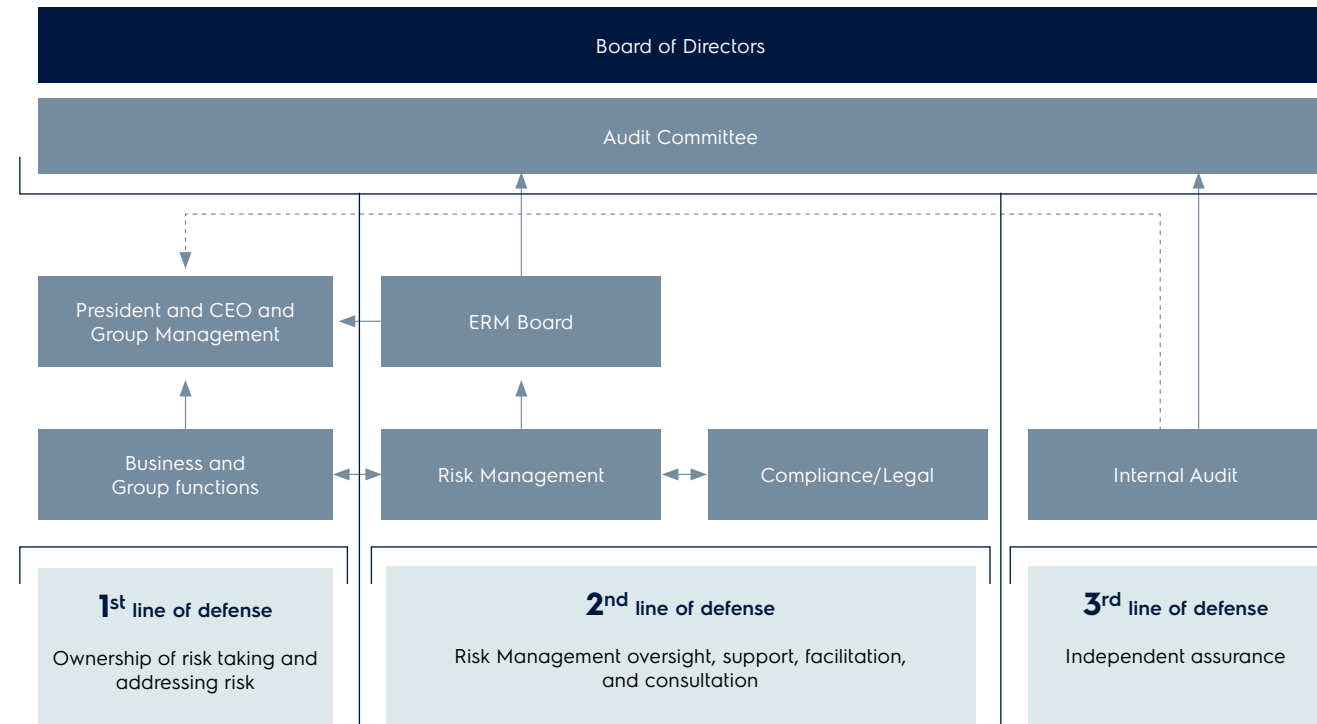
The President and CEO, Group Management, Business and Group functions form the first line of defense with ownership of risks, ensuring monitoring of risks, and the responsibility for addressing risk.

The role of the second line of defense, fulfilled by the ERM Board is to provide risk management oversight, support, facilitation, and consultation. The ERM Board oversees and facilitates Electrolux Professional Group's ERM activities, ensuring that they are conducted in a holistic and proactive manner, to strengthen the development of integrated risk assessment processes, thus supporting the achievement of the Group's strategic goals. The ERM Board consists of the President and CEO, the Group CFO, the General Counsel, and the Group Risk Manager.

Internal audit is the third line of defense. It provides independent assurance by evaluating the effectiveness and efficiency of the Group's risk governance model and risk management processes, including the implementation of internal control and other risk mitigation actions.

Electrolux Professional Group transfers certain risks to established and internationally recognized commercial insurance markets. Further actions are also taken to reduce insurable risks as part of the Group's loss prevention strategy, to reduce the potential for significant losses, and to ensure the Group's ability to produce and deliver to customers without interruptions.

Risk Governance



Enterprise Risk Management

The purpose of the Enterprise Risk Management (ERM) process is to proactively manage risks that have the greatest potential to impact Electrolux Professional Group's ability to fulfill the company's mission, strategy, and business goals. The foundation for the ERM process is bi-annual workshops with Group Management and Business Area Management Teams as well as continuous support for risk mitigation actions.

ERM objectives and process

- > Promote integration of risk management processes with business strategy, project management processes, and decision making.
- > Ensure continuity and transparency in methodology, assessment, and management processes.
- > Establish appropriate, consistent, and transparent risk coordination and accountability for risk mitigation.

Identified risks are assessed by management teams through a combination of potential impact on the company and current level of risk management. This assessment determines the degree of

materiality for each risk, which in turn sets the prioritization for risk mitigation and guides identification of appropriate actions to improve the specific risk management. The process setup ensures strong risk ownership and highlights the ability to act to improve risk management as the core component in the ERM process.

Risk materiality scale

- Low
- Moderate
- Substantial
- Critical

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Risks

The Group’s most significant strategic, operational, financial, and sustainability risks are described on the following pages.

Strategic risks

Strategic risks relate to macro-economic factors and geopolitical conditions resulting in changes in the business environment that potentially have a significant effect on operations and business objectives. [Read about climate scenario analysis in Note 31 on pages 186–187.](#)

	Materiality	Risk	Risk Management
Economic climate	● ● ● ● ●	Demand for Electrolux Professional Group's products depends on the general economic climate within the professional equipment industry, which in turn is affected by macroeconomic factors in the countries and regions where the Group conducts operations, including the rate of growth in the global and local economy.	Strategic risks are managed through the normal course of business, i.e. strategic plans and business decisions taken by the Board of Directors, the Group Management Team, and management teams throughout the Group.
Political instability	● ● ● ● ●	Market accessibility is impacted by geopolitical decisions, aggressions, sanctions, export controls, etc. as well as the general prevailing political discourse, e.g. globalization or protectionism, including introduction of tariffs and other import or export duties which ultimately affect the costs and/or legal possibilities to do business in certain areas of the world, as well as general supply and demand.	Close monitoring of the political developments in countries with political and other exposure. Readiness to adapt and act to ensure viability and continuity of business.
Climate change	● ● ● ● ●	Climate change is expected to drive global geographic shifts affecting tourism/ business travel, and is a chronic physical risk. In a 4-degree climate change scenario, a large part of our customer base could become exposed to significant risks due to climate change in 2050. Geographic shifts in global tourism/business travel could have a financial impact in terms of reduced demand for products and a shift to new geographies towards the higher latitudes, unless we keep up with this shift in demand. A shift in peak season tourism to shoulder seasons could open up future business opportunities and increase sales in these currently off-peak seasons.	Read about actions taken in the Sustainability report on pages 96–104.

● Low ● Moderate ● Substantial ● Critical

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Operational risks

Operational risks stem from business operations and have a potential impact on the Group's financial position and performance. Risks are mainly associated with the development, design, and manufacturing of the Group's products, the supply chain, and sales of products and services worldwide.

Read about climate scenario analysis in Note 31 on pages 186–187.

	Materiality	Risk	Risk Management
Manufacturing	● ● ● ●	<p>The Group has 15 (January 2026) manufacturing plants in eight countries and manufacturing is a chain of processes. Fire, natural disasters, extreme weather conditions, epidemics, pandemics, systems failure, mechanical failure, or equipment failure could affect the Group's manufacturing capacity.</p> <p>Any extensive outages or disruptions due to such events could have an adverse effect on the Group's business and financial position.</p> <p>Disruption to the Group's manufacturing capacity in operations and supply chain due to extreme weather events has been identified as a changed physical risk. Electrolux Professional's manufacturing and supplier sites may become increasingly affected by extreme weather events in the coming years.</p>	<p>Manufacturing units continuously monitor the production process, test the safety and quality of products, conduct risk assessments, and train employees. The Group works in a structured manner to ensure the health and well-being of its employees and regularly assesses and manages health and safety risks in operations.</p> <p>Manufacturing sites are surveyed annually through a group-wide loss prevention standard which includes risk management, emergency procedures, business continuity, and security. The program ensures continuous improvement and sharing lessons learned between sites.</p> <p>The Group has transferred part of its property damage and business interruption risks to the direct insurance market.</p> <p>The long-term view of the location of sites is managed through strategic plans and business decisions taken by the Board of Directors, the Group Management Team, and management teams throughout the Group. Read more about production and logistics on pages 40–41.</p>
Supply chain	● ● ● ●	<p>Manufacturing depends on the availability and timely supply of components and raw materials, sourced and purchased primarily from external suppliers. A shortage of electronics and raw materials poses risks related to product costs and timely delivery to customers.</p> <p>Some key parts and customized components are available only from a single supplier or a limited group of suppliers and there is a risk that the Group will be unable to obtain these products for a certain period, which could have an adverse effect on the Group's ability to manufacture single types or categories of products within a reasonable time or at an acceptable cost. Potentially increased costs for materials, energy, and transportation as a knock-on effect of carbon pricing has been identified as a climate change transition risk.</p>	<p>Proactive efforts are being made to establish a robust and flexible supply chain with multiple sourcing that complies with laws and the Group's business principles, which is having a positive effect. We perform regular supplier audits and continuous monitoring of supplier performance and financial stability, and long-term agreements are in place with single-source suppliers. In addition, we are establishing more dual-sourcing for key components and raw materials.</p>
Products	● ● ● ●	<p>Most of Electrolux Professional Group's products and product lines are subject to regulations that set out basic health and safety requirements applicable to products released onto the market. Should any of the Group's products have defects that lead to serious accidents or ill-health when used, there is a risk that competent authorities could decide to prohibit sales, require recall of the product from the market, or provide warning information. Such market interventions and any product liability claim from contracting parties or third parties could have an adverse effect on the Group's business, reputation, results of operations, and financial position.</p>	<p>The Group aims to ensure customer safety and reduce risks by focusing on product safety during the product development phase and the manufacturing of its products. Tests are performed on products during the manufacturing process as well as through field tests at customer sites. The Group also uses third-party laboratories to review products from a safety standpoint. In recent years we have started to perform ergonomic certifications on certain products (ERGO-CERT). The Group has transferred part of its product liability risk to the direct insurance market.</p>

● Low ● Moderate ● Substantial ● Critical

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Operational risks, continued

	Materiality	Risk	Risk Management
Legal and compliance	● ● ● ● ●	Electrolux Professional Group conducts its business in many jurisdictions with different legislation, rules, and regulations. Non-compliance with trade compliance rules, product certification requirements, privacy rules, and so on could result in fines and penalties, trade restrictions, and reputational impact.	In addition to the Code of Conduct, the Group has issued policies and procedures on legal compliance that are applicable to all employees world-wide. The procedures are regularly reviewed and followed up, and whistleblowing procedures have been implemented. Regular training is held for relevant employees (face-to-face, via video or e-learning).
IT systems and cyber security	● ● ● ● ●	The Group is dependent on information technology and systems. Cyber security risks are increasing globally, and the risk of a cyber intrusion is continuously on the rise. A cyber security breach could disrupt manufacturing processes and IT systems, which could impact the Group's financial position and result.	The Group has an IT security strategy including information security policies and procedures, and IT General Controls (ITGC). There are different levels of access controls for internal employees and contractors, and regular vulnerability testing is carried out. Internet security training for employees is conducted regularly. The system landscape is based on well-proven products and market-leading service providers. There is a designated Chief Information Security Officer function at Group level.
Human resources	● ● ● ● ●	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. Difficulties in recruiting and retaining qualified personnel could result in a diminished competitive edge and increased costs.	To offer attractive positions and personal and professional development, a good working environment and competitive compensation and benefits are prioritized within the Group. Salaries and other conditions are adapted to the market and linked to business priorities. The Group strives to maintain good relationships with unions.

● Low ● Moderate ● Substantial ● Critical

Financial risks

The Group is exposed to several risks from liquid funds, trade receivables, borrowings, commodity prices, tax, foreign exchange etc. These risks are categorized as financial risks, some of which are presented below. More information about financial risks and management of the risks can be found in Note 1 Accounting Principles on page 150, Note 2 Financial risks on page 152, and Note 17 Trade receivables on page 168.

Foreign exchange risk

Electrolux Professional's solutions and products are manufactured in fifteen (January 2026) facilities located in eight countries around the world and sold in approximately 110 countries. Accordingly, the Group is exposed to currency risks. Foreign exchange risk is defined as the risk that fluctuations in currency exchange rates have a negative impact on the Group's financial position, profitability, or cash flow and includes transaction exposure and translation exposure.

Credit risk

Credit risk on financial transactions is the risk that the counterparty is not able to fulfill its contractual obligations related to the Group's investments of liquid funds and derivatives. Credit risks also arise in connection with trade receivables. Electrolux Professional's client

base is characterized by a mix of repeat customers, such as distributors, and one-time customers, as well as multi-operator stores or spare-part customers. If Electrolux Professional is unable to fully collect its trade receivables from major customers, the Group's result would be adversely affected.

Interest-rate risk

Interest-rate risk refers to the adverse effects of changes in interest rates on the Group's income. The main factor determining this risk is the interest-fixing period. In 2025, the Group's average interest-fixing period was 1.2 years.

Tax risk

The Group is comprised of subsidiaries that are subject to taxation in approximately 30 jurisdictions. There is a risk that Electrolux Professional's understanding and interpretation of tax laws, tax treaties, and other provisions are not correct in all aspects. There is also a risk that tax authorities in the relevant jurisdictions make assessments and decisions that differ from Electrolux Professional's understanding and interpretation, which could negatively impact the Group's tax expense and effective tax rate. In addition, valuation of deferred taxes is based on projections of future taxable income and there is a risk that changes in assumptions or erroneous estimates result in significant differences in the valuation of deferred taxes.

Sustainability risks

Electrolux Professional Group's global operations expose the Group to risks related to sustainability factors such as environmental impact, human rights, employment conditions, and corruption. These risks could arise in several phases of the value chain, such as in purchasing and sales, and also in connection with third-party service partners providing preventive and corrective maintenance services to end customers.

Countries are increasingly adopting new rules and regulations aimed at imposing mandatory rules on sustainability-related areas, particularly in human rights and modern slavery. Failure to comply with standards and regulations on the work environment, anti-corruption, human rights, and business ethics could have an adverse effect on the Group's reputation, results of operations, and financial position.

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