Shark | NINJA

IN PURSUIT OF THE EXTRAORDINARY

2024 Environmental, Social and Governance (ESG) Report
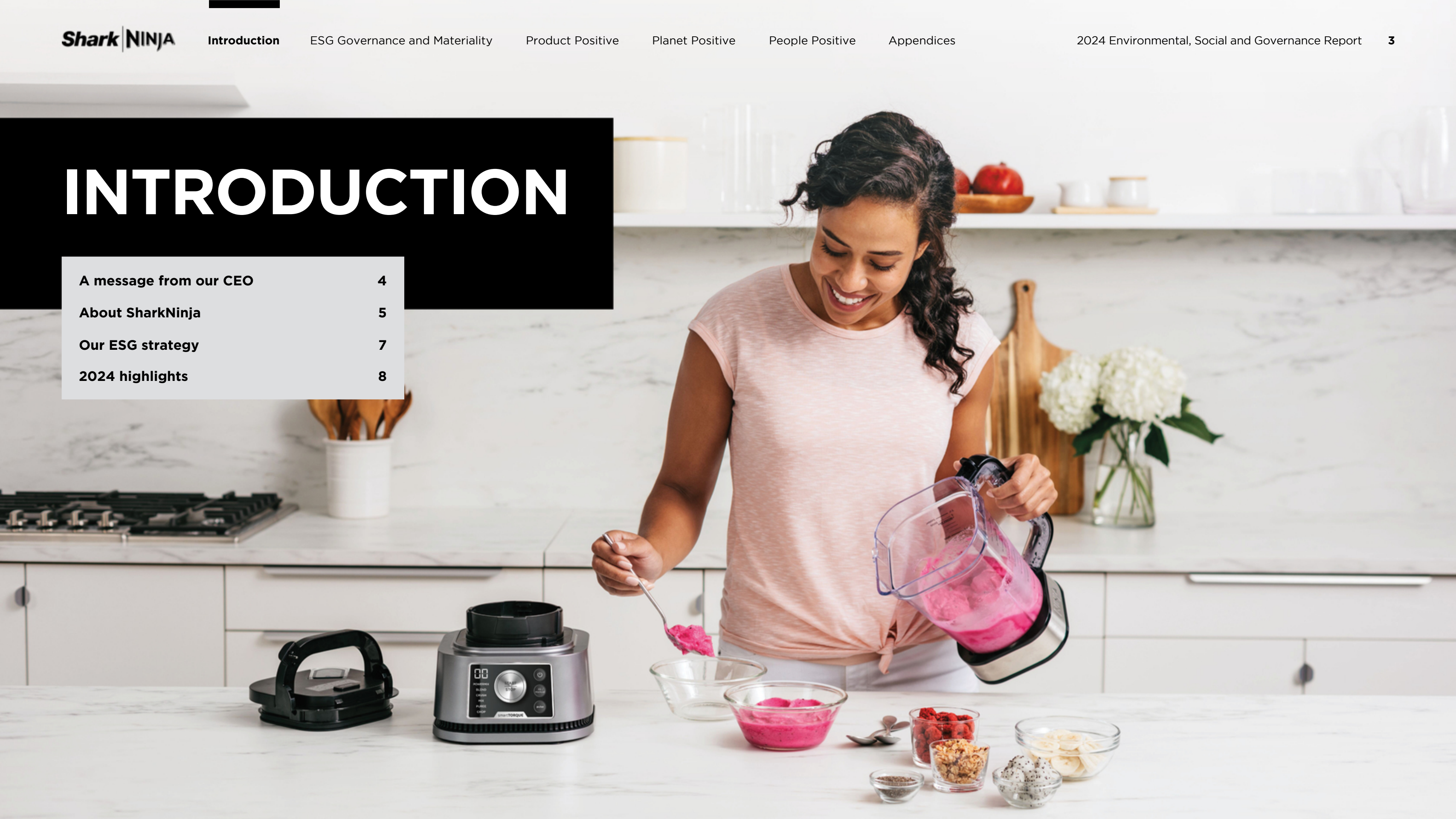
TABLE OF CONTENTS

INTRODUCTION

A MESSAGE FROM OUR CEO

At SharkNinja, our mission is bold and personal: **to positively impact people's lives — every day, in every home, around the world**. It's a vision that fuels everything we do as a fast-growing global design and technology company. Our relentless pursuit of the *Outrageously Extraordinary* drives us to deliver category-defining innovation, breakthrough consumer experiences and that unmistakable "wow" factor in every product we create.

Our **Environmental, Social and Governance (ESG) strategy** is a core part of that mission — because we know that building a better future means leading responsibly, sustainably and with intention.

In our second ESG report, we're proud to share the strides we've made across our business and supply chain to advance sustainable innovation, social equity and good governance for the benefit of our consumers, communities, investors and planet.

2024 was a year of meaningful momentum:

• We launched **25 new products**, entering **five new categories**, each designed to earn deep consumer trust through SharkNinja's commitment to quality, safety and performance.

• We continued to confront climate risks head-on — mapping our carbon footprint, focusing on energy efficiency and designing for a more circular economy.

• Our new **Scope 3 emissions reduction goal** zeroes in on the largest portion of our footprint, and we completed our first climate risk assessment.

• We innovated new PFAS-free cookware and built stronger design criteria for product repairability — because sustainability should be built in, not bolted on.

Our progress starts with our people. We continue to invest in our **extraordinary team**, fueling talent acceleration, supporting an inclusive and equitable workplace, and recognizing performance that drives us forward. Our corporate governance and compliance frameworks ensure we uphold the highest ethical standards globally, and our philanthropic and community partnerships extend our impact by championing the next generation of innovators.

In today's world, building a sustainable business isn't a "nice to have" — **it's the only strategy that wins**. And in 2024, we delivered tangible results in all three pillars of our Positive Impact Plan. The momentum continues in 2025 as we build on this foundation and push ourselves even further.

We invite you to explore this year's report, share your feedback and join us on this journey. Together, we're building a smarter, safer, more sustainable future — one extraordinary innovation at a time.

With appreciation,

Mark Barrocas
Chief Executive Officer and Director

Shark|NINJA

Introduction   ESG Governance and Materiality   Product Positive   Planet Positive   People Positive   Appendices   2024 Environmental, Social and Governance Report   **5**

ABOUT SHARKNINJA

From our origins in 1994 as a pioneer of small cleaning appliances, SharkNinja has grown to become a global product design and technology company with a diversified portfolio of 5-star-rated lifestyle solutions that positively impact people's lives in homes around the world. Headquartered in Needham, Massachusetts, United States (US), with 28 offices around the world, our business is powered by two trusted, global brands: Shark and Ninja. With a proven track record of bringing disruptive innovation to market in one consumer product after another, SharkNinja has entered multiple product categories, including cleaning, cooking, food preparation, home environment and beauty, driving significant growth and market share gains.

SharkNinja's product portfolio currently spans 36 household sub-categories and a portfolio of over 5,200 patents in various jurisdictions around the world, including the US, Canada, China, Japan, South Korea, Australia, the United Kingdom (UK), Germany and France. While to date most of our business has come from North America, in recent years we have focused on international expansion, including in Europe, the Middle East and Africa (EMEA). Our goals for continued growth are threefold: grow existing categories, grow new or tangential categories and continue to grow internationally.

At the heart of the business are more than 3,600 dedicated team members based in offices in North America, Europe and Asia. Products are manufactured with trusted third-party Original Equipment Manufacturers (OEMs) through a diversified supplier base across China and Southeast Asia — including Vietnam, Malaysia, Thailand, Cambodia and Indonesia. Products are sold at key retailers, online and offline, and through distributors around the world.

28
offices

3,600+
team members

5,200+
patents

35
markets

170+
retailers

36
product sub-categories

$5.5B
2024 net sales

Shark

Mops
Handheld vacuums
Upright vacuums
Corded stick vacuums
Cordless stick vacuums
Robot vacuums
Canister vacuums
Hair dryers
Air purifiers
2-in-1 vacuums
Hair stylers
Carpet extractors
Wet/dry vacuums
Fans
Skincare

NINJA

Blenders
Food processors
Coffee makers
Air fryers
Multi-cookers
Indoor grills
Countertop ovens
Toasters
Cookware

Bakeware
Ice cream makers
Juicers
Cutlery
Electric kettles
Waffle makers

Outdoor grills
Outdoor ovens
Carbonation drink system
Drinkware
Coolers
Frozen drink system
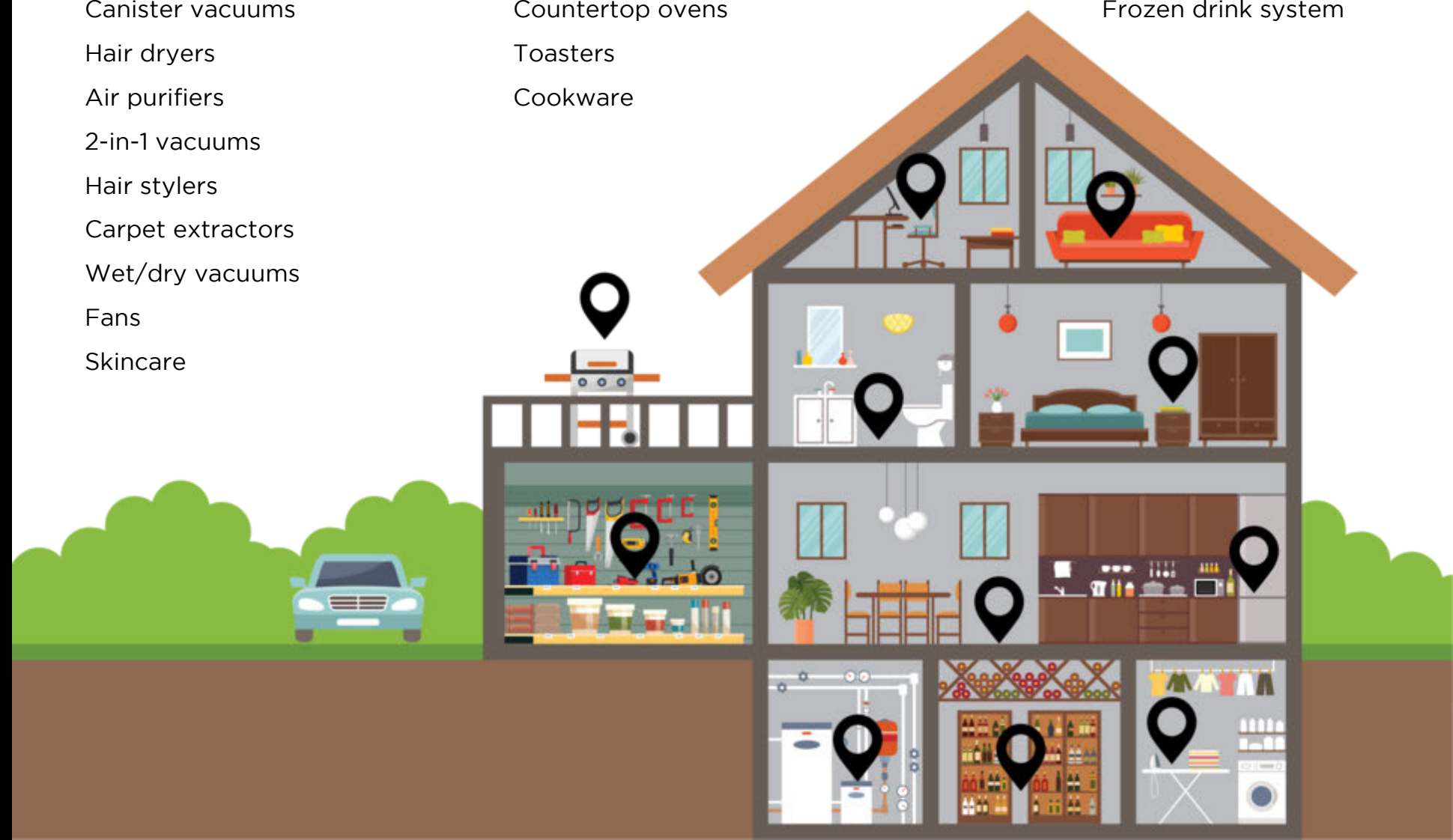
OUR ESG STRATEGY

We believe that our responsibility and ability to improve people's lives extend beyond our products to positively contributing to the greater good for all of our stakeholders. As we continue to discover and innovate products to deliver unmatched consumer solutions, we are guided by our Positive Impact Plan to achieve our mission sustainably.

⭐ Achieved early

✓ Achieved

⬤ In progress

SharkNinja's Positive Impact Plan: 2024 Progress Update

Product Positive

We deliver innovative 5-star products that improve people's lives, every day. We are committed to ensuring product safety, adopting circular design principles and using sustainable packaging materials.

GOALS

Circular economy

- ✓ Incorporate modular and repairability design requirements into new product development processes in 2024
- ⬤ Implement modular and repairability design requirements in five product categories in 2025
- ✓ Expand the returns refurbishment program to Canada, Germany, Netherlands, Belgium and Luxembourg in 2024
- ⬤ Expand the returns refurbishment program to Nordic and Central Eastern European countries in 2025

Packaging

- ✓ Remove expanded polystyrene (EPS) from Shark products in 2024
- ⬤ Remove EPS from 25% of Ninja units in 2025

Planet Positive

We pledge to use our expertise to design energy-efficient products, decarbonize our operations and reduce our environmental footprint across our value chain.

GOALS

Climate

- ⭐ Reduce Scope 1 and 2 emissions by 42% in 2025
- ⭐ Achieve 100% renewable electricity (Scope 2) in 2025
- ✓ Set a Scope 3 emissions goal in 2024 (New goal: to reduce greenhouse gas (GHG) emissions 66.33% per unit sold by 2035 from a 2023 base year)
- ✓ Conduct a climate risk assessment of our global operations and value chain in 2024

Chemicals safety

- ✓ Utilize per- and polyfluoroalkyl substances (PFAS) free coatings in new cookware product line introductions (pots and pans) beginning in 2024
- ⭐ Transition production of heated products to PFAS-free food contact coatings in 2025

People Positive

We foster a culture where all team members can achieve more than they ever thought possible. We pledge to operate ethically, respect human rights throughout our value chain and drive positive impact in the communities we serve.

GOALS

Team member engagement

- ⬤ Conduct regular pulse surveys to assess team member engagement in 2024

Belonging and inclusion

- ✓ Continue to drive pay equity and opportunity for team members, regardless of gender, race, ethnicity or other characteristics

Philanthropy and community partnerships

- ⬤ Launch a signature philanthropy program in 2024

2024 HIGHLIGHTS

Product Positive

4.3 stars
Our average product rating was 4.3 stars, with 71% of consumers providing a 5-star rating.

4.7 stars
Our average customer service rating was 4.7 stars, with 82% of respondents providing a 5-star rating.

Design for Repair
We defined repairability design criteria to be applied to five product categories in 2025.

4.4M
Since 2019, we've refurbished 4.4M returned product units, giving more than 85% of our returned products a second life.

100%
We eliminated EPS in Shark product packaging.

Planet Positive

100%
We covered 100% of our global Scope 2 electricity demand with renewable sources through procurement of energy attribute certificates, meeting our Scope 1 and 2 GHG reduction target one year ahead of schedule.

Scope 3
We established a goal to reduce GHG emissions 66.33% per unit sold by 2035 from a 2023 base year.

1ST
We completed our first climate-related risk assessment.

PFAS-free
We delivered PFAS-free food-contact surfaces in all new cookware product launches and removed PFAS from food-contact surfaces in all heated products.

People Positive

OE Mindset
We introduced our new Outrageously Extraordinary (OE) mindset to accelerate talent development and drive outsized success.

4
We launched four new Employee Resource Groups (ERGs), including our Sustainability Ambassadors and Universal Design ERGs focused on improving product offerings and operational performance.

12%
We achieved a year-over-year reduction in employee turnover, dropping from 15% in 2023 to 12% in 2024.

Audits
We consolidated supplier human rights audits under a single platform across global markets.

$1.2M
We donated $1.2 million (cash and in-kind donations) to charity for a total of more than $3.7 million since 2020.

ESG GOVERNANCE AND MATERIALITY

ESG GOVERNANCE

Effective ESG governance supports strong oversight and management of sustainability ambitions, goals and programs. It keeps SharkNinja accountable to our commitments, including transparently reporting on our progress. Good governance also enables a nimble approach for addressing any social and environmental risks and opportunities that may arise.

Our corporate responsibility and ESG governance continue to be overseen by the Nominating and Corporate Governance Committee of SharkNinja's Board of Directors.

The committee monitors the company's corporate responsibility initiatives and ESG matters periodically, including our strategy and reporting.

Our Executive ESG Steering Committee, comprising the Chief Legal Officer, Chief Operating Officer, Vice President of Global Compliance and Vice President of ESG, is responsible for developing our ESG strategy, which is reviewed and approved by the Executive Leadership Team (ELT) before going to the Board. The committee, which meets weekly, is also responsible for overseeing the

implementation of the strategy, with the Vice President of ESG leading strategy implementation and reporting efforts in coordination with cross-functional teams across our organization.

In 2024, SharkNinja primarily focused on executing our Positive Impact Plan. We are pleased to report that we have already achieved 10 out of 15 of our goals, including completing three of those a year ahead of time. We plan to continue reporting on our ESG goals and progress annually.
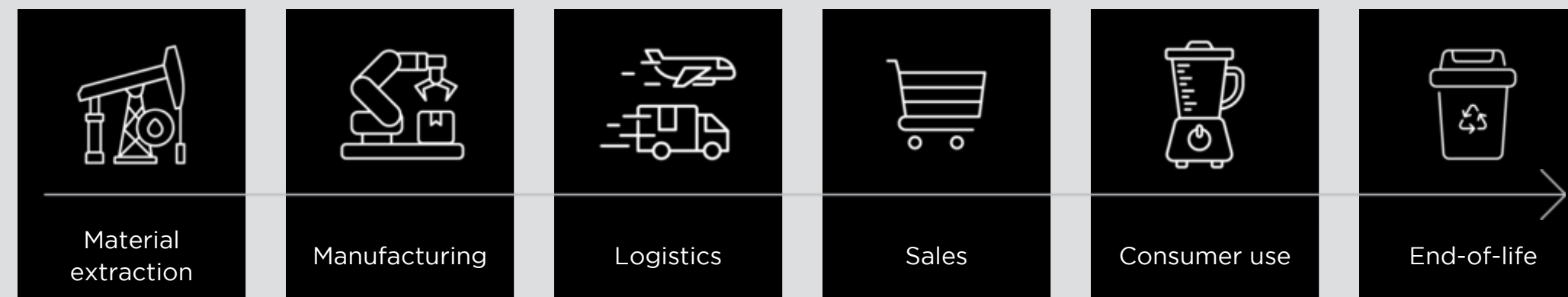
MATERIALITY

We completed our first materiality assessment in 2023, in alignment with the Global Reporting Initiative (GRI) Standards, to identify the most material ESG topics linked to our business across our full value chain.

To discover the topics most relevant to our key stakeholders and our business, we conducted benchmarking against peer businesses, including key competitors, retail partners, non-governmental organizations, industry associations and membership bodies. We also interviewed SharkNinja senior leadership at corporate, functional and regional levels for their input and reviewed major industry association legislative topics and media coverage. Finally, we cross-referenced our findings against the main expectations set out in key investor frameworks such as the Task Force for Climate-related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB).

The assessment, which was reviewed and affirmed by our ELT and Board, highlights 14 priority material topics for our business, which are incorporated into the three pillars of our Positive Impact Plan: Product Positive, Planet Positive and People Positive.

Our Executive ESG Steering Committee reviews our material topics periodically to assess their continued impact and relevance to our key stakeholders.

Our value chain

| Material extraction | Manufacturing | Logistics | Sales | Consumer use | End-of-life |

Material topics

Environmental

Climate change

Circular economy

Manufacturing efficiency

Packaging

Chemicals safety

Social

Product value, quality and safety

Consumer experience

Team member engagement

Employee health and safety

Belonging and inclusion

Human rights and ethical sourcing

Philanthropy and community partnerships

Governance

Ethics and business integrity

Data privacy and security

PRODUCT POSITIVE

We deliver innovative 5-star products that improve people's lives, every day. We are committed to ensuring product safety, adopting circular design principles and using sustainable packaging materials.

OUR APPROACH

We are driven to create world-class products that make everyday life easier and delight consumers. We leverage a distinct product creation mindset, highly integrated global teams and a wealth of consumer insights to discover, develop and deliver consumer product breakthroughs. We seek to earn consumer trust through adherence to the highest product quality and safety standards. And we actively seek to understand and continually enhance consumers' post-purchase experience, from shipping to unboxing to enjoying their Shark and Ninja products.

Our shared drive to be the very best at what we do extends to advancing product sustainability. As our company grows, we continue to seek new ways to contribute to a circular economy. Current focus areas include applying circular design principles in product development; using materials efficiently; designing products for efficiency and durability; enhancing ease of product maintenance; supporting refurbishment for returned products; and designing packaging for recycling at end of life.

2024 Achievements

Innovations

- Launched 25 new products globally
- Entered 5 new product categories
- Achieved an average product rating of 4.3 stars, with 71% of consumers providing a 5-star rating
- Interacted with over 275,000 consumers during the product development process
- Achieved an average customer service rating of 4.7 stars, with 82% of respondents providing a 5-star rating

Circular Economy

- Adopted new repairability design requirements for new product development
- Expanded returns refurbishment program to Canada, Germany, Netherlands, Belgium and Luxembourg
- Refurbished over 1.2 million products for resale for a total of 4.4 million since 2019
- Achieved over 85% refurbishment rate for returns globally

Packaging

- Removed EPS from all Shark products in 2024
- Achieved 91% fiber-based and recyclable packaging

⭐ Achieved early

✅ Achieved

PRODUCT INNOVATION

Product innovation is central to our business success and positive impact. Relentless, rapid and consumer-centric innovation is key to delivering unparalleled value for our consumers.

Our product development and engineering teams closely collaborate across global time zones and areas of expertise to unlock new consumer product solutions. In tandem, from design sketch to global production, we continually apply consumer insights to perfect offerings and deliver 5-star quality. Guided by an Outrageously Extraordinary mindset, we question the status quo, pursue the improbable and rapidly iterate solutions until we solve for extreme consumer delight.

2024 innovation highlights

700
new patents secured

275,000
consumer's insights gathered

5
new product
categories entered

Launched 25 new products

Innovation in new categories

Shark FlexBreeze™

Our Shark FlexBreeze introduces an entirely new category with our first indoor/outdoor cooling system

Ninja SLUSHi™

Ninja SLUSHi brings a professional-grade frozen drink maker into the home

Shark CryoGlow™

Shark CryoGlow delivers dermatologist-optimized treatments for acne, fine lines and wrinkles

Innovation in existing categories

Ninja Luxe Café™

Ninja Luxe Café introduces an intelligent espresso and coffee system to create café-quality drinks at home

Ninja Crispi™

The Ninja Crispi reimagines cooking by putting the power of a full-size air fryer into the palm of your hand

Shark PowerDetect™ vacuums

The Shark PowerDetect line showcases our most advanced cleaning technology yet across robots, cordless and corded vacuums

Pursuing the Outrageously Extraordinary

Our approach to product creation is rare, bold and highly effective.

A distinct product creation mindset

We work from a mindset of insatiable curiosity, a desire to learn and grow, and a shared drive to be the very best at what we do. This explorer mentality combined with a deep-seated confidence in our problem-solving abilities drives us to achieve the extraordinary.

Our product innovation environment is open and energetic. We seek to redefine what's possible and deliver unparalleled consumer products and experiences, in both new and existing markets. Across all phases of product creation, from scientific discovery through detailed design, we are laser-focused on next steps and solutions. Our engineers and product developers move fast, collaborating in an ongoing cycle of assessing consumer feedback, testing ideas and prototypes, identifying issues and discovering solutions. Rapid iterative progress is central to our fast-paced product creation approach.

Every new product is designed to achieve four key, simultaneous aims: exceptional product performance, a 5-star quality product experience, high consumer value and speed to market.

Performance

High-performing products that exceed expectations

Quality

5-star quality product experience

Value

Accessible prices for incredible value

Speed

First-to-market disruptive innovations

5-star, high-value products

We aim to deliver products worthy of 5-star ratings, providing high consumer value for the product cost. We know our consumers are very discerning, meticulously researching reviews and ratings before making a purchase decision. With them in mind, we have built efficient global product design and supply chain organizations designed to deliver high product value, often at a considerably lower price than our competitors.

We deploy a wide variety of tools to help us understand what consumers need today and what they will desire tomorrow. We continually analyze consumers' interactions with small home appliances and track consumer reviews across multiple platforms as part of our "always-on" approach to consumer insights. These efforts include gleaning local insights that enable us to design and develop products tailored for specific regions. We then leverage applicable local insights across our global offerings.

We also test our products across various environments, from our laboratories and simulated home facilities to restaurants, beauty salons and homes. This enables us to collect valuable input from category experts, professional users and everyday consumers. In 2024, we interacted with more than 275,000 consumers during our product development processes.

Accelerated speed to market

Being first to market with innovative consumer solutions matters. In 2024, we launched 25 new products, most developed and brought to market in less than one year.

Our round-the-clock design and engineering make this possible. We work on the same product across three continents. Within 24-hour cycles, work done in the US continues in China and then in the UK before being picked up again the next day in the US — often with technical and other barriers having been resolved overnight. Our setup empowers us to constantly problem-solve and shorten development and product timeframes. Product design and engineering never actually stop at SharkNinja.

Highly integrated product teams

In addition to maximizing the clock, this global relay also leverages the particular strengths of the US, UK and China teams to better solve problems and create breakthroughs on a daily basis, including commercial insights and product development expertise in Boston, consumer-centric design acumen in London, and engineering and manufacturing know-how in China.

CryoGlow™: Conquering complex innovation firsts

"Creating our high-performing CryoGlow MedSpa-quality skin care solution involved a long list of firsts for SharkNinja: First skin care product. First wearable. First clinical trial in the US. It was a very complex undertaking, end to end.

We first had to figure out how and what to do by asking the right questions. At SharkNinja you learn to ask the questions others may not even think to ask. We then had to find the right partners, conduct the testing and ultimately secure approval — not to mention the amount of science we needed to learn. We also had to become a medical device company in order to produce this product for the US.

The amount of work done across the entire organization to bring CryoGlow to market was insane. I don't think anyone could have pulled this off without the high level of cross-functional collaboration and global team engagement that exist here. At the end of the day, it's crazy what we were able to achieve."

"I don't think anyone could have pulled this off without the high level of cross-functional collaboration, global team engagement and innovation that exist here."

Elyse Newman
Director, Beauty PMO
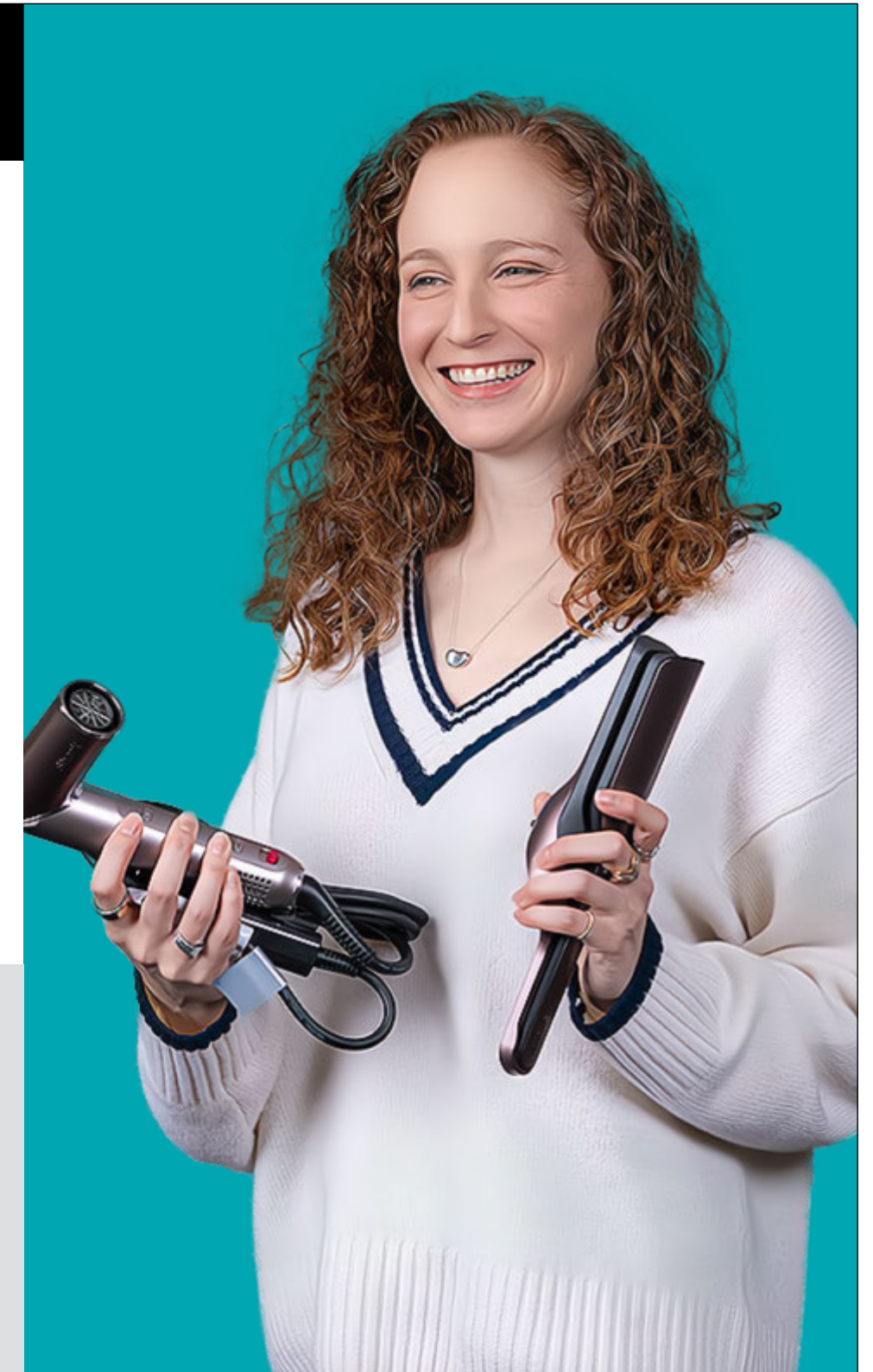
Global in-house expertise

Our product design and engineering teams collaborate closely across the US, the UK and China to unlock technical breakthroughs. Solutions must meet our high bar for consumer value, product quality and product safety.

SLUSHi™: No ice needed

"I was the project leader in China when we were developing the SLUSHi, but I really had three roles. I was a teacher, educating a new manufacturer about SharkNinja's culture and working style so we could all work together as one team. I was also a student learning air conditioning technology. And I was a developer, optimizing for cost-efficient design. I loved the complexity and challenge of this work.

In the end, we solved a major consumer pain point by delivering the ability to make premium frozen drinks at home without requiring ice. Our goal was 'no ice needed,' and we succeeded. The most personally rewarding part is that we created a brand-new product category that people around the world are enjoying."

"We solved a major consumer pain point by delivering the ability to make premium frozen drinks at home without requiring ice."

Andrew Deng
Senior Design Manager

Consumer-centric innovation

Throughout product development, we gather, analyze and incorporate consumer and market insights early and often. We are continually listening to the consumer.

SharkNinja's consumer insights organization tracks market and product trends and reaches out to consumer groups to gather feedback. Our global engineering, design and development teams work in close coordination with this group, applying insights gleaned from their efforts throughout the product development life cycle — from ideation to post-production. In addition, our own engineers, product developers and marketing team members — themselves consumers — also provide feedback on product ideas and prototypes throughout the iterative design process. In this way, iterative solutions are continually calibrated to reality. Our product teams then pivot and swiftly incorporate design changes.

Crispi™: Reinventing air frying for the consumer

"The concept for Crispi came out of one of our innovation hacks: what if you could have the power of an air fryer in the palm of your hand? Now users can prep, store, cook and reheat all in one solution. At each step, we kept asking what makes sense for the consumer and then went about solving very detailed, intricate technical challenges to get there.

We went on a journey of the unknown with this product. One main challenge was making something that internally is extremely hot but that also needs to be safe to touch and interact with on the outside. There was a lot of testing, iterating and close, cross-functional collaboration.

From a design engineering standpoint, we implemented some things that no one had ever done before. Our glass had to be much more resilient to changes in temperature, from very hot to cold. We chose a high-grade of silicate glass for Crispi, whereas most glass containers in the US market use soda-lime glass.

Crispi has turned out to be a radically new approach for the heated category. And we've only just begun."

"We kept asking what makes sense for the consumer and then went about solving very detailed, intricate technical challenges to get there."

Chris Meyer-Rassow
Director, Engineering

PRODUCT QUALITY AND SAFETY

Our products are carefully designed to safely deliver market-leading performance. It is essential to ensure that any new product we put on the market strictly complies with all applicable consumer product safety legislation where it is sold, as well as our own exacting quality standards. We employ a range of product quality, testing and safety control measures before launch.

During product development, product risk assessments are performed to ensure appropriate hazard mitigations, taking the following into account:

• product construction

• ergonomics and other human factors

• normal use conditions

• reasonably foreseeable misuse conditions

• hazard communication to users

• ongoing reliability considerations

4.3 stars
In 2024, our average product rating was 4.3 stars, with 71% of consumers providing a 5-star rating.

Products are also evaluated and certified to applicable nationally and internationally accredited standards and legislation across many areas, including:

- electrical, mechanical and fire safety;
- electromagnetic compatibility, WiFi and Bluetooth®;
- restricted and regulated chemical substances for product and packaging;
- food contact safety;
- adverse environmental impact;
- casualty hazards for users;
- energy efficiency and eco-design; and
- performance claims validation.

We do this through rigorous internal evaluation and testing in our five facilities around the world, followed by external, expert third-party evaluation and testing, using global certified labs for independent validation where applicable. Tests take place from the conception stage of a product right through to initial production, with ongoing regular inspections and subsequent reviews if a design has any significant changes. We then apply appropriate local labeling and operating instructions to our products.

To stay abreast of best practices and changing regulatory requirements, our Safety & Compliance team members represent the business through trade associations. These trade associations are responsible for creating and maintaining safety standards nationally and internationally, and for ensuring that they are current and relevant for today's technology and innovation.

SharkNinja experts participate in and/or lead over 20 standards panels and committees and sit on dozens of technical working groups.

During manufacturing, our Quality Control teams in the US, UK and China are responsible for testing and controlling the quality of the products we sell. Our quality management system is modelled after ISO 9001, and we require all of our OEMs to be ISO 9001-certified. We regularly work with our OEMs and key suppliers to ensure that they are meeting our standards, including completing regular inspections and testing before products leave manufacturing facilities.

CONSUMER EXPERIENCE

We are passionate about understanding and continually enhancing our consumers' experience — from their initial purchase through the ongoing use of their Shark and Ninja products.

Supporting consumer ease and delight

The experience of opening and first using one of our products is of primary importance to our consumers and to all of us at SharkNinja. We strive for that first, all-important encounter to be as simple, intuitive and delightful as possible.

In 2024, we implemented a new e-commerce package tracking solution to provide our consumers with automated, end-to-end email notifications regarding the status of their SharkNinja orders. We are closely tracking consumer satisfaction with this service, as we continually look for ways to ensure predictability in our ordering process.

We also provide quick-start guides and instructional brochures for our products to help consumers easily begin using their new products. In 2024, we partnered with BILT® to provide digital, interactive instructions on how to set up

and use some of our more complex products, including the Ninja Luxe™ Café and the FlexFlame™ outdoor grill. Beyond these resources, our online and telephone assistance channels help consumers with any questions or comments they may have.

Acting on consumer feedback

Post-purchase feedback, received through customer service interactions as well as product reviews posted to social media and e-commerce sites, helps inform product improvements and new product development initiatives.

This continuous feedback loop is another valuable input in our quest to apply consumer insights throughout our product development lifecycle.

4.7

In 2024, our average customer service rating was 4.7 stars, with 82% of respondents providing a 5-star rating.
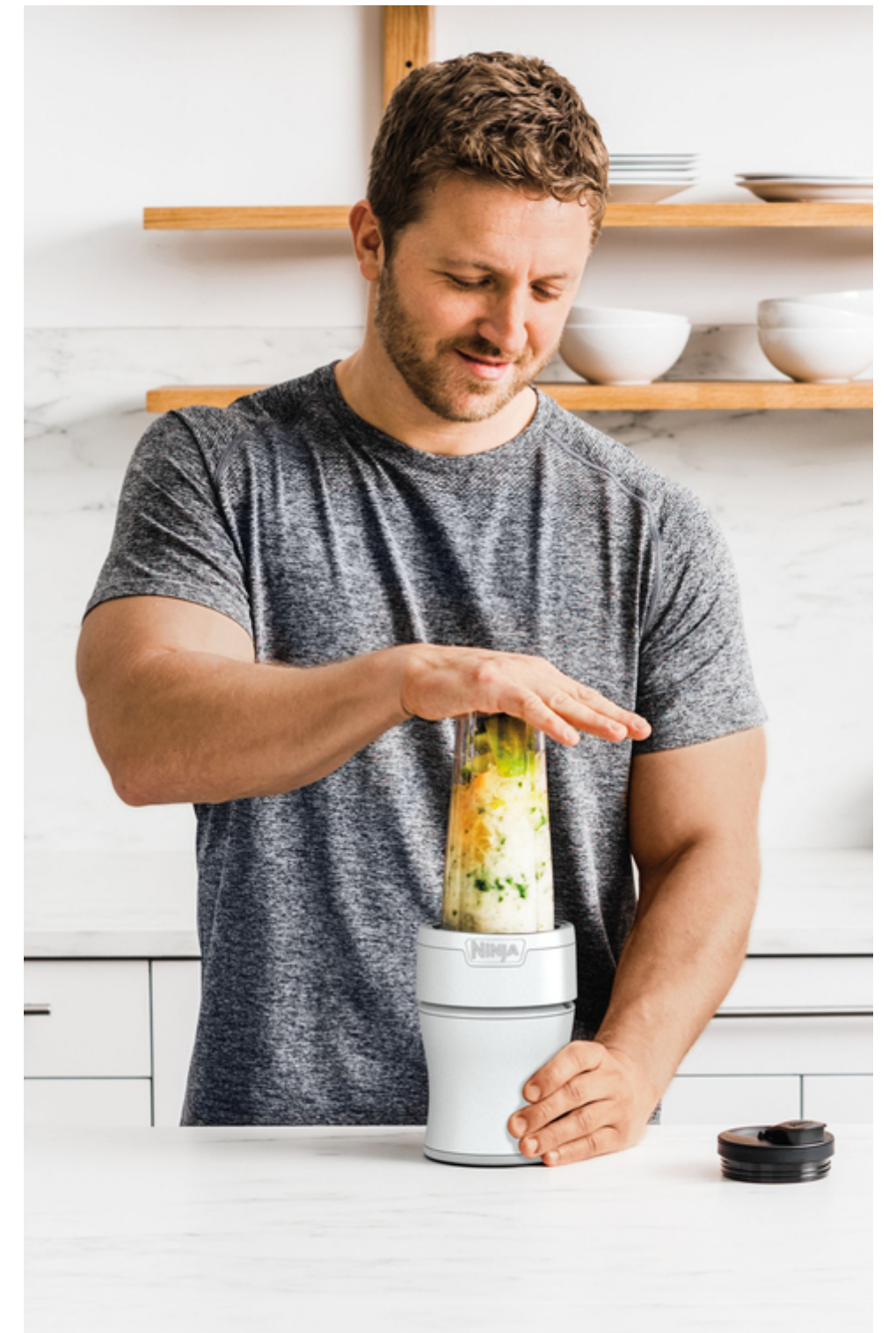
BILT® for Luxe™ Café: Lending an interactive hand

"The Ninja Coffee Team at SharkNinja wanted to bring a professional, barista-quality coffee experience into consumers' homes. It would mean turning a traditionally very intimidating experience for first-time users into something accessible and foolproof, while delivering an at-home solution that serves up a reliable and repeatable output every time.

In that same spirit, we knew that upfront education would be very important for consumers to understand how to make their first espresso. We asked ourselves how we could level up the out-of-box experience to be best in class. We normally have videos and inbox print collateral to help consumers at this stage. But what if this experience were more interactive, as if someone were there with you as you unbox your new Luxe Café?

We worked with BILT to create a 3D interactive walkthrough of how to use our product. We received positive live feedback during multiple stages of consumer testing prior to production. It's almost like augmented reality — people thought it worked really well.

And because it's all digital, we can optimize the app as we go along. I'm excited the Luxe Café is getting 5 stars and is being rated as one of the best BILT products. This sets a new precedent for elevating the out-of-box experience, for bringing consumers an Outrageously Extraordinary 5-star experience."
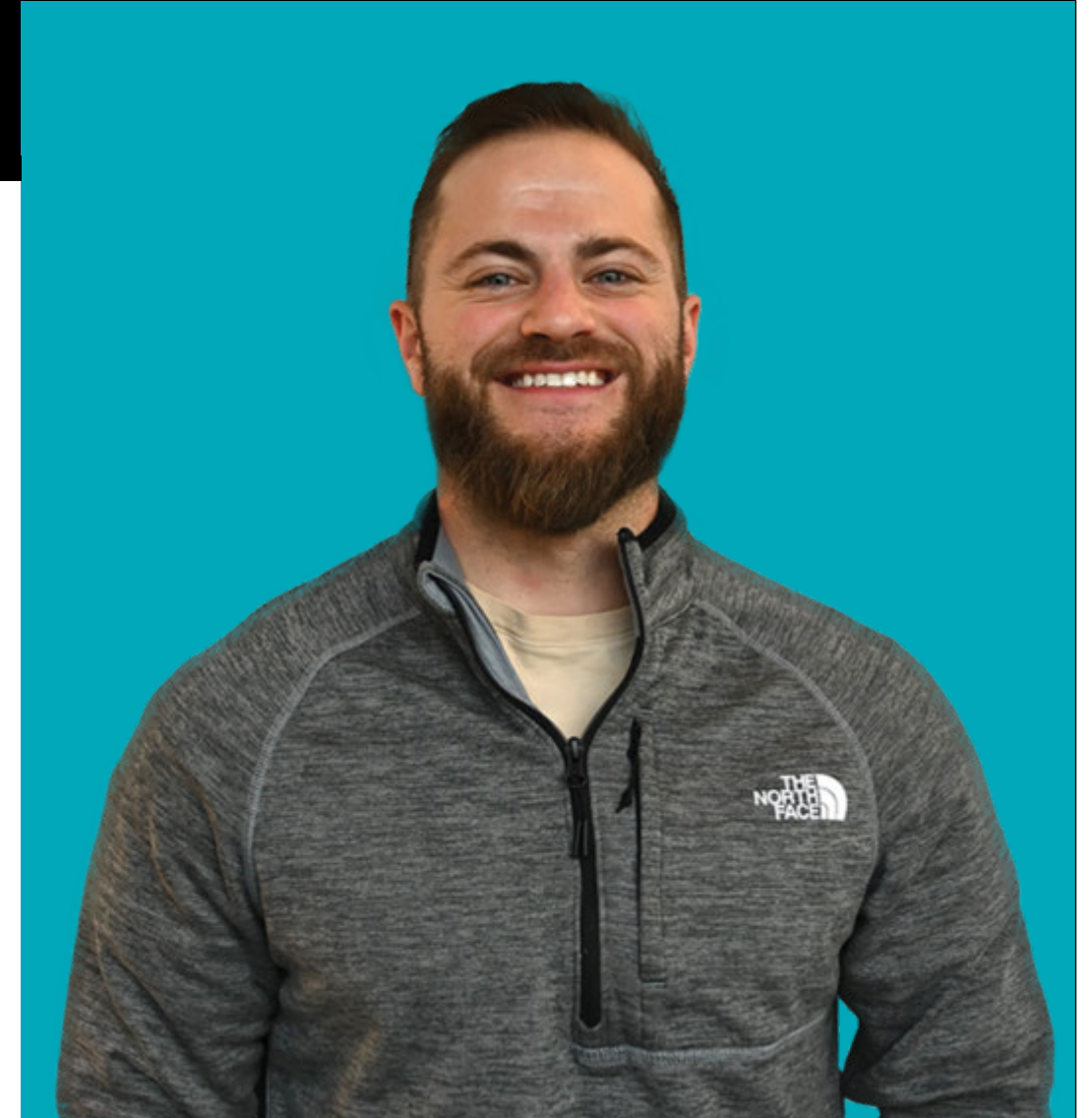
"**This sets a new precedent for elevating the out-of-box experience, for bringing consumers an Outrageously Extraordinary 5-star experience.**"

Matt Loffredo
Manager, Product Development

CIRCULAR ECONOMY

It is increasingly evident that traditional linear models of product production, consumption and disposal are no longer sustainable. Overuse of natural resources and rising e-waste from electronic goods are global challenges. In response, consumers, retailers and legislators are seeking solutions. For our part, we are taking steps to create a more circular product life cycle.

Designing for circularity

Circular design creates opportunities to conserve natural resources and reduce waste, contributing to a circular economy. It can also create new benefits for the consumer experience. SharkNinja is increasingly incorporating circular design principles into our product design and engineering process, with a focus on optimizing materials use and increasing the repairability of our products.

Materials use

Our circular economy initiatives for products begin at the design stage. Using circular design principles to minimize materials use, our product design teams look to simplify and evolve designs to leverage lightweight components, require fewer parts and reduce manufacturing steps, which in turn help to reduce costs and assembly times.

Design teams also focus on optimizing existing components, such as extracting as much energy as possible from a single lithium-ion cell in some of our cordless vacuums. Our multifunctional products, which combine multiple appliances in one, are materials-efficient as well as convenient and cost-effective for the consumer. Using our new Ninja Thirsti™ Drink System instead of single-serve bottled beverages reduces waste from single-use bottles and cans, and both our Shark steam mops and 2-in-1 robot vacuums come with washable and reusable mop pads.

Use of recycled content not only reduces the use of virgin materials, it can also reduce the carbon footprint of products, as recycled materials typically have less embedded carbon than their virgin counterparts. Many of our OEMs that produce Shark products leverage post-industrial recycled content produced during the manufacture of our products as regrind in non-critical components.

2024 ACHIEVEMENTS

- **Finalized modular and repairability design requirements for new product development**

2025 GOALS

- **Implement new modular and repairability design requirements in five product categories**

Product maintenance and repairability

The ability to easily maintain and repair products can extend their life and use, generating consumer and environmental benefits. Our instructional brochures and online troubleshooting guides provide detailed instructions on how to maintain our products. Additionally, most high wear-and-tear components for our products, like brush rolls or coffee filters, can be replaced. We are now working to design other product components, such as motors and batteries, to be more easily accessed and replaced or repaired in the future.

An early example of design for repairability is our new FlexFlame™ outdoor propane grill, designed to be repairable by making many of its parts easy to disassemble, remove and replace.

Ninja FlexFlame™: Innovating unprecedented repairability

Consumers expect outdoor propane grills to last many years. From the beginning, our teams knew they wanted to make our FlexFlame propane grill highly repairable. They focused on two main design aspects: ease of assembly and ease of parts removal and replacement.

Ease of assembly is critical for all outdoor grills. You only need a screwdriver to assemble, take apart or replace parts for the FlexFlame. We've also ensured we have replacement parts available for cabinet hardware and big metal pieces.

The bigger accomplishment was designing repairability into the FlexFlame's tech-focused, innovative grilling system. Because we developed components that are brand new to the grilling space, there was no available design roadmap. Our solution was separating the grill into discrete, modular systems that can be replaced individually. In the final product, owners can swap out these systems, like the gas system, without needing to replace everything else.

The grill's modular design also allows replacement of individual parts, such as the firebox, or the ignition module. This is the first time a Ninja product has been designed to be highly repairable, solving for a known consumer pain point in the outdoor grilling space.

This is the first time a Ninja product has been designed to be highly repairable, solving for a known consumer pain point in the outdoor grilling space.

Repairability design criteria

In 2024, we developed repairability design criteria for new product development. We also began creating tools and checklists to ensure their implementation in the product development process in 2025 and will apply the standards to five product categories this year. We aim to apply learnings from these initial pilots to additional categories going forward.

Spare parts hack: Committing to circular design

"2024 was a year of discovery. Early on we held a spare parts hack, during which we stripped down our products into their parts and identified opportunities to improve repairability and prioritize availability of replacement parts. This was a crucial step toward setting our circular economy roadmap.

We then made a commitment to more formally incorporate circular design principles in our product development process. We looked at what the commitment would require, from design criteria to checklists, and how to most effectively integrate that commitment into specific stages of product development.

The process was a success. In 2025, we'll start connecting team members to these circular design opportunities and giving them frameworks and tools to implement them, beginning with five product categories and then growing from there."

"In 2025, we'll start connecting team members to these circular design opportunities and giving them frameworks and tools to implement them."

Karina Seraphine
Global Sr. Director, Technical Product Management

Shark robot vacuums: Pivoting to reduce e-waste

"As our team was developing an update for a Shark robot vacuum last year, leadership asked if we could also make it more repairable to meet growing consumer expectations and new regulatory requirements.

It was a challenging process. Base designs for our robot vacuums historically remained similar across updates. The team focused on three key areas to enhance the repairability of our robots: the battery, wheel module and side brush motor module. We first worked to improve connector design and placement of these components to make replacement more accessible and user-friendly. We also adjusted the chassis design, allowing easier access to components like the side brush motor and the wheel module. Throughout the development cycle, our team went the extra mile in testing how well consumers could repair things by themselves using the instructions.

By making robots repairable, customers can quickly restore their robot's functionality by replacing specific parts themselves rather than purchasing an entirely new unit. These changes also enhance market appeal through improved repairability scores, which are particularly appealing to customers in markets like the EU, where sustainability and ease of repair are increasingly valued.

Key to this successful innovation was our team's openness to pivoting toward the repairability request. That's very SharkNinja. Though we had limited time, we said, 'Let's get this done.' We like the fact that we're reducing waste through better repairability."

"We like the fact that we're reducing waste through better repairability."

Jeena Kulangara
Sr. Quality Assurance Engineer

Product refurbishment

In the US, SharkNinja refurbishes customer product returns from direct-to-consumer sales and select retail partners. We renovate or remanufacture these returns so that they can be sold again as certified refurbished products. Since 2023, we have expanded our product refurbishment program across geographies, including the UK, France, Canada, Germany, the Netherlands, Belgium and Luxembourg. We are on track to expand the program to Nordic and Central Eastern European countries in 2025. Early in 2025, we also launched a same-unit air fryer repair program with a French retailer, expanding our program beyond returned products.

Since 2019, of the more than 5.2 million units returned, we have refurbished 4.4 million, giving more than 85% of our returned products a second life. We refurbished more than 1.2 million units in 2024 alone. Products that cannot be refurbished are harvested for spare parts or broken into separate components for recycling, including metals, motors, copper and some plastics. Product packaging is also recycled.

2024 ACHIEVEMENTS

- **Expanded returns refurbishment program to Canada, Germany, Netherlands, Belgium and Luxembourg**

2025 GOALS

- **Expand the program to Nordic and Central Eastern European countries**

4.4 Million

Units refurbished since 2019

>85%

Refurbishment rate

Reverse logistics program: Maximizing product reuse

"In 2024, we rolled out our reverse logistics program in Belgium, Luxembourg, the Netherlands and parts of Germany. We also expanded our French facility to cover Spanish and Italian returns. As we learned more throughout the year, our yield rates went up, increasing to over 85% for Ninja and close to 90% for Shark.

In 2025, we are looking to introduce the reverse logistics program in central Eastern European countries, with a focus on Poland, Hungary and Romania, as well as to the Nordics, so Norway, Denmark and Sweden. We'll learn from these launches and refine our playbook accordingly going forward."

Amit Pandit
Head of Reverse Logistics, EMEA

"In 2024 we successfully grew our reverse logistics program in North America. We expanded to Canada, which is a major win for the program. We also maintained a high refurbishment percentage for North America, refurbishing over 86% of returned products in the region.

Looking ahead, we are excited to further extend the reach of our program across our distribution and retailer channels and geographically in the Americas."

Kendal Koontz
Sr. Manager,
Reverse Logistics
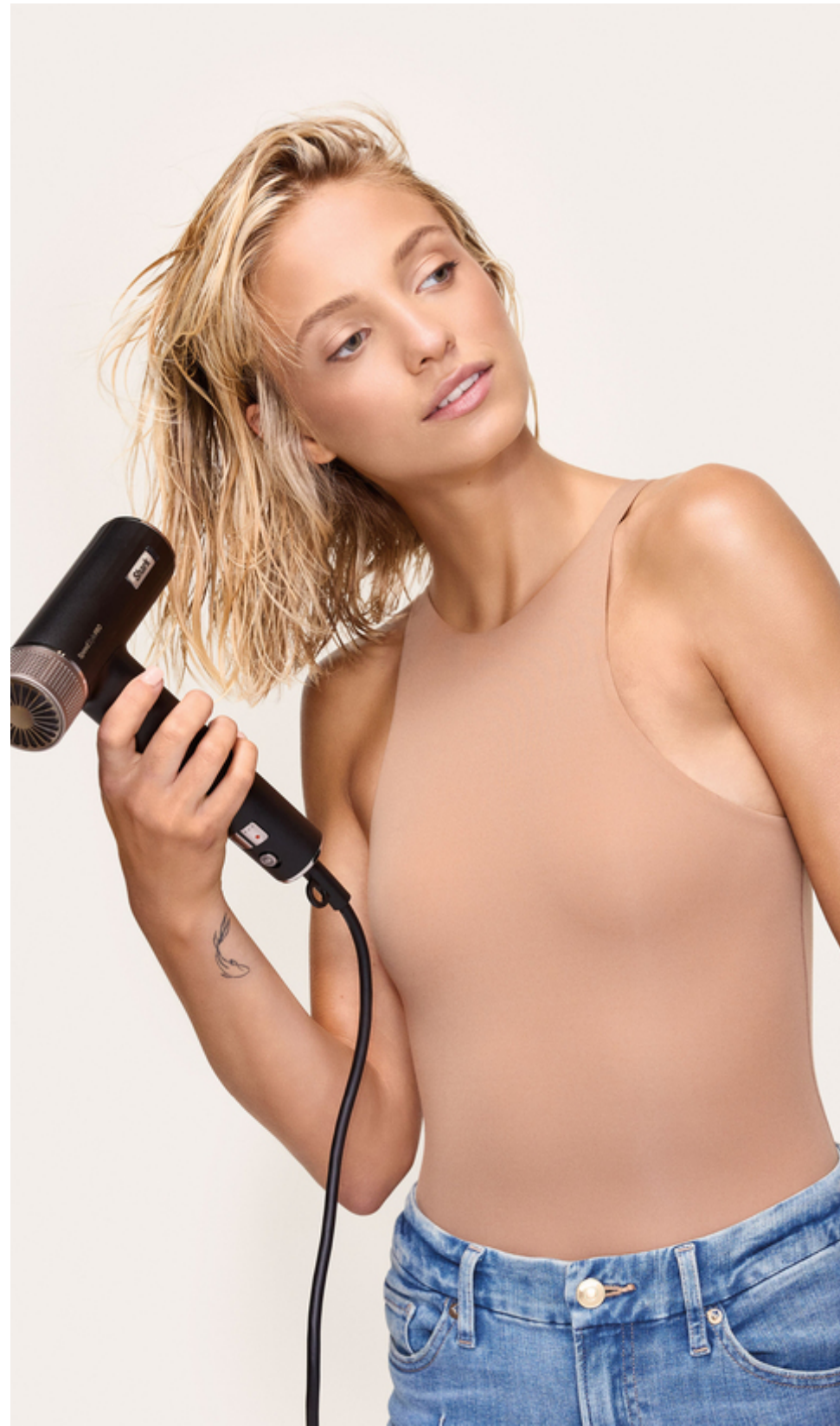
PACKAGING

A product's packaging communicates important information about product functionality and value to the consumer. Packaging also protects products on their journey from the manufacturer to a consumer's home. Too much packaging, however, or packaging that can't be recycled or composted, creates waste. Regulations limiting packaging materials are also expanding around the world.

We are committed to adopting more sustainable packaging solutions, including reducing materials per product and replacing non-recyclable packaging with recyclable alternatives where possible.

2024 ACHIEVEMENTS

Removed EPS from all new Shark products

2025 GOALS

Remove EPS from 25% of Ninja units

Reducing plastic packaging

For over ten years, we have worked to reduce the amount of material used to package each of our products and to replace plastic components with fiber-based materials.

In 2024, 91% of our packaging by weight was fiber-based and fully recyclable, and 8% was plastic.

2024 packaging use (lbs)*

91%
Fiber

1%
Other**

8%
Plastic
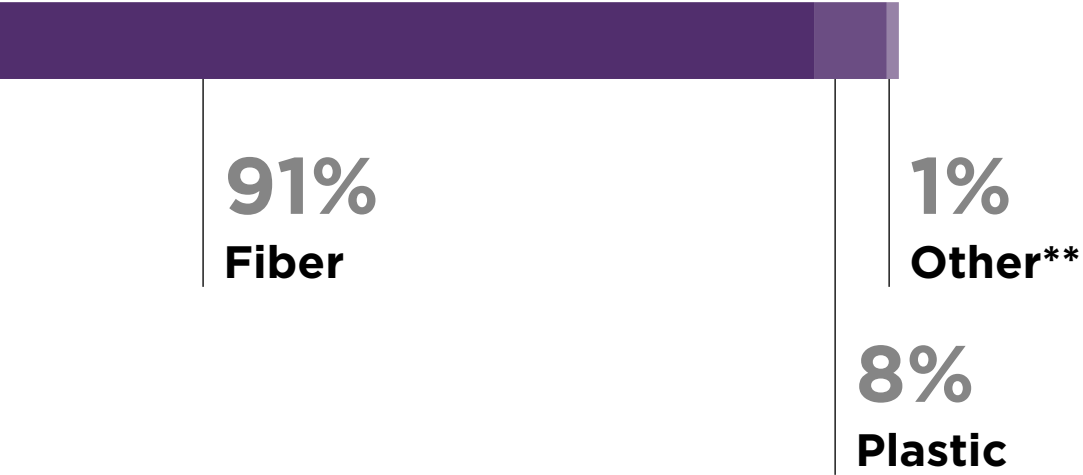
91%
of our packaging by weight was fiber-based and fully recyclable.

* Packaging data does not include packaging for products sold under licensing agreements.

** "Other" includes metals and other non-fiber and non-resin packaging material

Steady progress

We understand the value of reducing the amount of packaging we use and removing plastic components, beginning with expanded polystyrene, or EPS. We have made good progress in both Shark and Ninja packaging over the past several years, working to design solutions without EPS and that limit the use of plastic bags. The type of packaging we select ultimately depends on what is needed to best protect our products.

In 2024, we removed EPS from all Shark product packaging. In 2025, we plan to remove EPS from 25% of Ninja units and hire a sustainable packaging expert to help accelerate progress in this area.

Since 2022, SharkNinja Europe has used majority plastic-free packaging for its UK and European Union (EU) mainline products. This includes the use of paper pulp trays and cardboard inserts in place of EPS. We also replaced plastic bags with paper bags in these markets.

PLANET POSITIVE

We pledge to use our expertise to design energy-efficient products, decarbonize our operations and reduce our environmental footprint across our value chain.
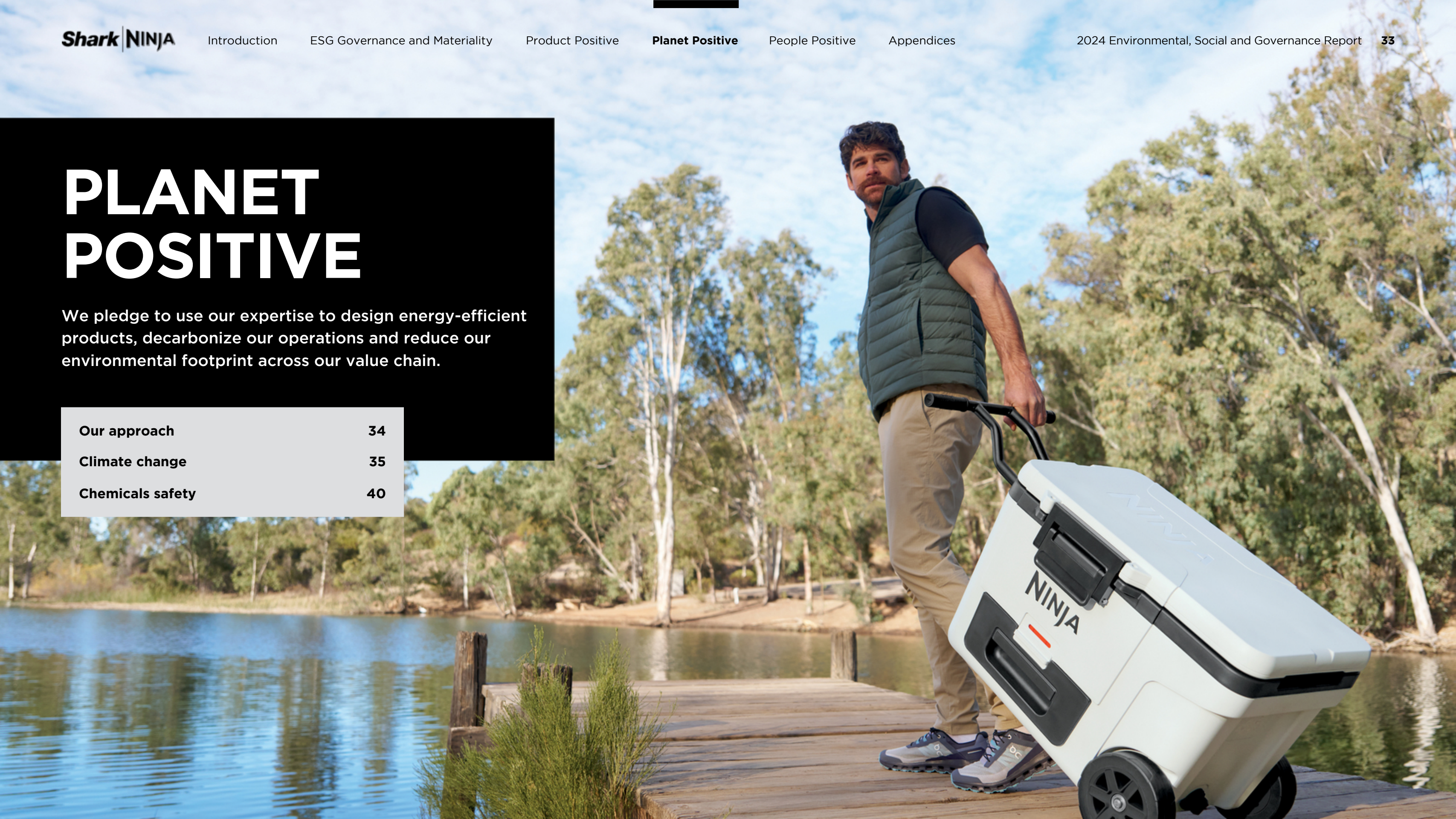
OUR APPROACH

We act to reduce the carbon footprint of our operations and value chain. In connection, we strive to design, manufacture and transport our products in ways that improve their energy efficiency and decrease their environmental impact. We also recognize and track potential risks and opportunities related to climate change. And while our product safety team works to ensure that the use of chemicals in our products complies with all relevant regulations wherever our products are sold, we are innovating to transition to more sustainable alternatives where possible.

★ Achieved early

✔ Achieved

2024 Achievements

Climate

- ★ Achieved Scope 1 and 2 goal to reduce emissions by 42% by 2025
- ★ Covered 100% of global Scope 2 electricity demand with renewable sources
- ✔ Set a Scope 3 emissions goal in 2024 to reduce GHG emissions 66.33% per unit sold by 2035 from a 2023 base year
- ✔ Completed a climate-related risk assessment of our global operations and value chain

Chemicals Safety

- ✔ Launched only PFAS-free coatings in new cookware product lines, including our Ceramic Pro™ line
- ★ Replaced PFAS-free food contact coatings in all heated products one year early

CLIMATE CHANGE

We recognize that climate change is the biggest environmental challenge facing our planet. We take our corporate responsibility seriously, working to reduce the carbon intensity of our operations and products. In 2024, we achieved Scope 1 and 2 emission reduction targets for our own operations a year ahead of schedule through procurement of energy attribute certificates covering 100% of our electricity used globally. We also set a Scope 3 emission reduction target to reduce GHG emissions 66.33% per unit sold by 2035 from a 2023 base year, which is aligned with a 1.5°C emissions reduction pathway.

We further recognize that climate change poses potential business risks, including regulatory or business continuity risks such as increases in unpredictable weather events in key operating geographies. To track and better manage potential risks, in 2024, we completed our first climate-related risk assessment against the TCFD framework.
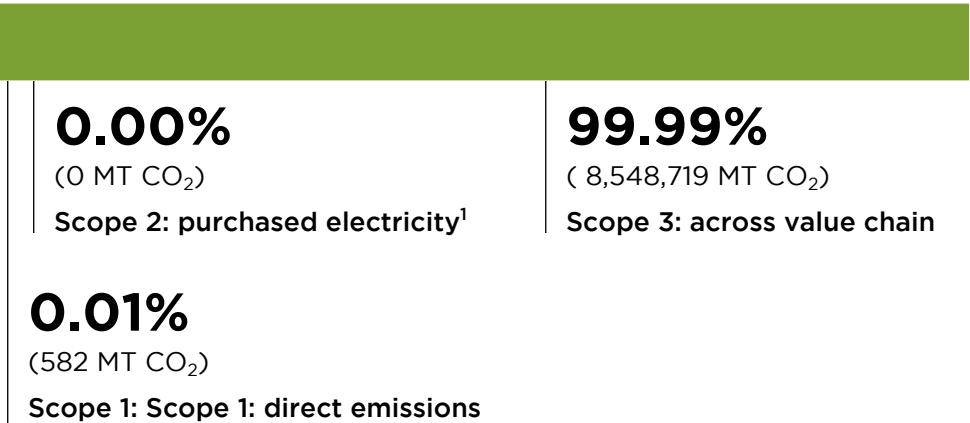
GHG emissions

Like most consumer goods businesses, our Scope 3 emissions account for the vast majority of our total GHG impact. In 2024, emissions from our own operations (Scope 1 and 2) accounted for less than 1% of our total footprint, while 99% was attributable to our value chain (Scope 3).

As revealed in our GHG inventory, our Scope 3 emissions originate from two main sources: approximately 53% from consumer use of our products over the products' lifetimes and approximately 44% from the sourcing of the raw and processed materials used in our products. Within the materials category, approximately one-third of GHG emissions comes from printed circuit boards. Carbon embedded in resin, metals, motors and power cords was also a significant contributor.
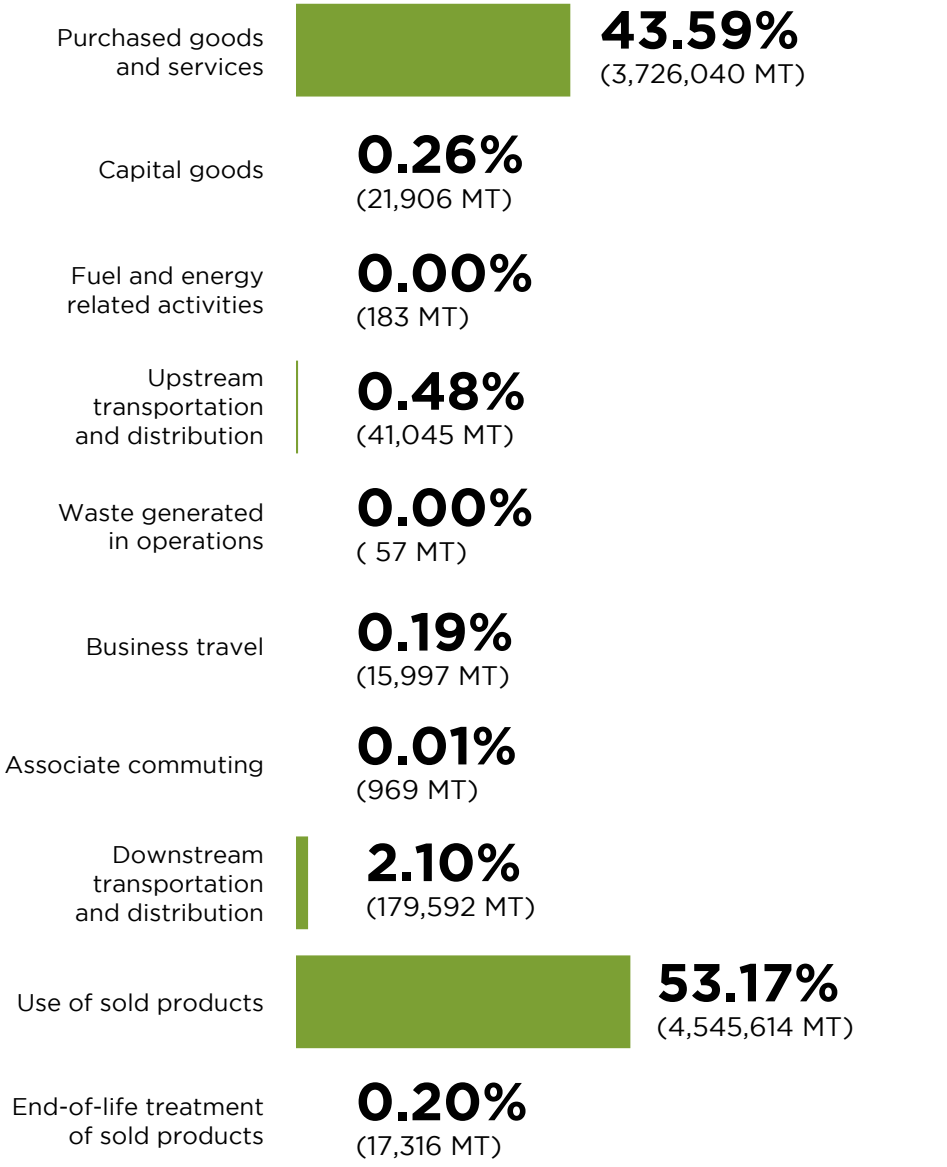
Our Scope 3 emissions reduction target - to reduce GHG emissions 66.33% per unit sold by 2035 from a 2023 base year - covers our highest-impact categories: Purchased Goods and Services (limited to metals and resins used in sold products) and Use of Sold Products (consumer energy use).

GHG emissions by Scope

0.00%
(0 MT CO_2)
Scope 2: purchased electricity[1]

99.99%
(8,548,719 MT CO_2)
Scope 3: across value chain

0.01%
(582 MT CO_2)
Scope 1: Scope 1: direct emissions

[1]   Market-based emissions

Scope 3 emissions: across value chain

Purchased goods and services	**43.59%** (3,726,040 MT)
Capital goods	**0.26%** (21,906 MT)
Fuel and energy related activities	**0.00%** (183 MT)
Upstream transportation and distribution	**0.48%** (41,045 MT)
Waste generated in operations	**0.00%** (57 MT)
Business travel	**0.19%** (15,997 MT)
Associate commuting	**0.01%** (969 MT)
Downstream transportation and distribution	**2.10%** (179,592 MT)
Use of sold products	**53.17%** (4,545,614 MT)
End-of-life treatment of sold products	**0.20%** (17,316 MT)

Reducing emissions from operations

Though they account for less than 1% of our total GHG inventory, we continue to work to reduce emissions resulting from operating our facilities (Scope 1 and 2).

Our Needham headquarters, built in 2017, is Leadership in Energy and Environmental Design (LEED) silver certified by the US Green Building Council (USGBC), and our new 50 Electric Boulevard location in Battersea, UK achieved BREEAM Outstanding and WELL Platinum ratings. In late 2024, our Needham landlord installed solar panels on the roof of the building that reduce overall electricity use. We also covered 100% of our global Scope 2 electricity demand with renewable sources through procurement of energy attribute certificates, meeting our goal one year early.

100% renewable electricity

We covered 100% of our global Scope 2 electricity demand with renewable sources through procurement of energy attribute certificates, meeting our goal one year early.

Sustainability ambassadors: Building a green wave

"I proposed starting an employee resource group (ERG) in our Needham office when I saw opportunities to implement more sustainable practices: recycling samples and prototypes and reducing office waste. Now known as the Sustainability Ambassadors ERG, we have more than 80 enthusiastic US members focused on projects ranging from reducing food waste to driving energy efficiency in our office spaces. We've also recently merged with our UK counterpart, which focuses mainly on integrating sustainability in the product development cycle. Our goal as a global ERG is to help drive greater awareness and action for environmental sustainability at the team member level.

In 2025, we plan to share learnings on how team members can better integrate sustainability in product development, tackle more complex product development waste streams, and host roundtable discussions and educational speakers on trending topics in sustainability.

Because we're growing globally as a company, making even slight changes in the sustainability of SharkNinja products, systems and processes could have an exponentially large impact. The goal of making products better overlaps with the goal of making things more sustainable."

"Making even slight changes in the sustainability of SharkNinja products, systems and processes could have an exponentially large impact."

Alana Weiss
Product Developer

Mitigating value chain emissions

One of two significant opportunities for reducing our Scope 3 emissions is addressing our products' energy intensity.

Many of our products require electricity to provide the exceptional results in cleaning, cooking or styling that our consumers have come to expect. This electricity use accounts for approximately 53% of our Scope 3 emissions and, by extension, our total carbon footprint. In certain products, we incorporate energy-efficiency features, such as eco and sleep modes, to optimize product performance and ensure compliance with relevant market regulations. In 2024, we launched our very popular SLUSHi™ product using a refrigerant with a very low global-warming potential compared with the alternatives.

Looking ahead, we seek to take advantage of innovations in materials, industrial design and new technologies to improve the energy efficiency of our products over time.

High velocity, compact design

Several of our products are designed for ease of use and incorporate aspects of sustainable design. Launched in September 2024, our Shark SpeedStyle Pro Flex, for example, is more powerful and more than 25% smaller than other leading hair dryers on the market. Its lightweight design uses fewer raw materials to deliver powerful performance: a win for consumers and for the planet.

ESG Innovation Award

In 2024, we launched our inaugural ESG innovation awards. We recognize that our role in improving our consumer's lives is not only delivered through our products, but also through the innovative work teams across SharkNinja are doing to make the world a better place.

These awards recognize the projects and teams that are driving positive change in the world. Receiving 30+ submissions in the first year, one grand prize winner and four runners-up were recognized for their initiatives. Each project was individually evaluated using criteria assessing initiative impact and creativity.

Our winners included:

- Establishing a refurbishment program for returned products

- Designing an "eco" mode into one of our product families

- Creating repairability scorecards for the product development process

- Building our inclusive talent pipeline

- Lightweighting a product design to use less materials

The winning teams received between $1,000 and $3,000 to donate to a qualified charity of their choosing.

Managing climate risk

In 2024, we completed our first climate-related risk assessment, assessing physical and transition risks per the TCFD framework. Physical risks were evaluated against a rapidly warming world scenario, or a 4.5° Celsius temperature rise (vs. pre-industrial levels). Based upon mitigations already in place, no physical risks were characterized as a material risk.

Transition risks were evaluated against a rapidly decarbonizing world scenario or well below 2° Celsius temperature rise (vs. pre-industrial levels). We identified three climate-related transition risks.

We also identified two climate-related opportunities.

Climate-related transition risks

Theme	Impact	Time horizon	Mitigating measures
Changing consumer behavior	Global consumers across geographies are pivoting towards low-carbon products.	Medium	Consumer Insight Program raises sustainability preferences early as part of the product design phase.
Material sourcing	SharkNinja faces future pricing premiums for sustainable materials as demand is projected to outpace supply by 2030.	Medium	SharkNinja is actively investigating potential mitigations.
Energy efficiency mandates on new and existing products	Redesigning products to meet energy efficiency mandates requires significant investment.	Medium	Legislative energy efficiency requirements are tracked and integrated into product design.

Climate-related opportunities

Theme	Impact	Time horizon
New technology and product solutions	New sustainable product innovations could lead to a significant increase in business.	Medium
Repairability and refurbishment	Increased investments in repairability and refurbishment will lower return rates and decrease return costs per unit, resulting in cost savings.	Medium

CHEMICALS SAFETY

Our Global Product Safety and Compliance team coordinates and oversees chemicals safety. Our global restricted substances list is maintained by a third-party global materials evaluator and certification company and aligns with the EU's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) and other regulations. As requirements evolve, this list is updated to reflect new regulatory changes and/or retail partner requirements. All suppliers are required to adhere to our restricted substances list.

We test for certain restricted and regulated substances through an independent third-party laboratory.

Reducing PFAS

We recognize that consumer preferences are gradually moving away from PFAS nonstick coatings to ceramic and other types of coatings for food-contact surfaces. We also continue to track the rapidly evolving regulatory environment surrounding PFAS globally.

In line with current trends, we committed to and met the goal of utilizing PFAS-free food-contact coatings in all new cookware product line introductions (pots and pans)

beginning in 2024. Notably, we launched a new PFAS-free cookware line, the Ceramic Pro that is made without PTFE, PFOA, cadmium or lead and has no hard anodization.

Extending this win further, as of August 2024, we transitioned all manufacturing of heated products (e.g., air fryer pots, multi-cook pots and crisper plates) and their accessories to PFAS-free food-contact surface coatings — meeting our goal a full year ahead of schedule.

2024 ACHIEVEMENTS

Began utilizing PFAS-free food-contact coatings in all new cookware product line introductions (pots and pans)

Met 2025 goal of transitioning production of food-contact components and accessories in our heated products to PFAS-free coatings — one year ahead of schedule

Ceramic Pro:
Delivering the best of both worlds

"Historically, PTFE or Teflon™ nonstick cookware has been the biggest seller in the market, because ceramic coatings haven't usually been as durable as Teflon coatings. But now non-toxic cookware is becoming table stakes, and we're seeing growth in PFAS-free cookware options. We want to ensure we're offering this alternative to consumers.

Anytime we launch a new product, we first dig into the key historic pain points associated with product materials and features. For previous ceramic coatings on the market, people were saying the non-stick coatings didn't last and writing 1-star reviews. Our goal was to develop a ceramic product that performed as well as a PTFE-coated product. To get there, in development we tested our product's durability against traditional failure modes such as exposure to high heat, dishwasher chemicals and metal utensils.

And we got there — the consistent reaction from people trying out Ceramic Pro is that the nonstick is amazing. Consumers no longer have to choose between PFAS-free and something that's going to last. We solved for that consumer pain point and delivered the best of both worlds."

"Consumers no longer have to choose between PFAS-free and something that's going to last. We solved for that consumer pain point and delivered the best of both worlds."
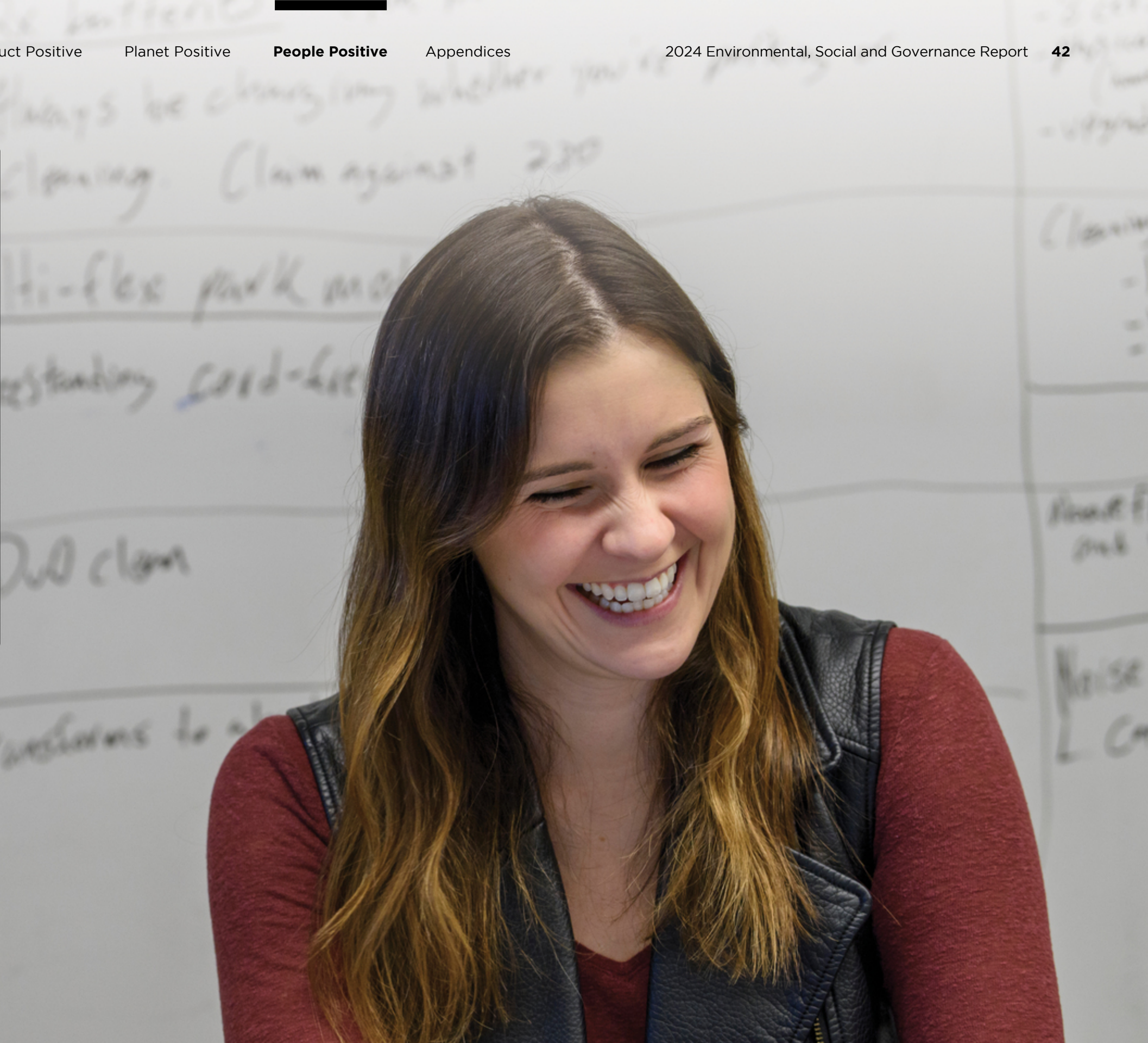
Bethany Whalen
Manager, Product Development

PEOPLE POSITIVE

We foster a culture where all team members can achieve more than they ever thought possible. We pledge to operate ethically, respect human rights throughout our value chain and drive positive impact in the communities we serve.

OUR APPROACH

At SharkNinja, delivering world-class innovation starts with world-class talent. We move fast, think big and push boundaries — accelerating talent through the mindset of being Outrageously Extraordinary. We believe the diversity of our global team — across backgrounds, perspectives, and expertise — is a competitive advantage, and we're committed to creating an inclusive culture where everyone has the opportunity to thrive.

We lead with integrity. Every team member is trained on our ethical business standards to ensure we operate responsibly in every market where we do business. Across our global value chain, we set the bar high — communicating clear expectations on ethical sourcing and holding our partners accountable through regular audits of social compliance.

We also take pride in giving back. Through corporate giving and team volunteerism, we support the communities where we live and work. In 2025, we're sharpening our focus by aligning our philanthropic efforts with what we know best: innovation. Our new signature commitment will support emerging innovators and help spark the next generation of game-changing ideas.

Team member engagement

- Launched Outrageously Extraordinary, a framework to amplify our culture and ways of working
- Leaned into our strength of leaders learning from leaders to build skills with over 60 sessions on 25+ topics
- Launched a new program, providing team members with practical tips for success
- Completed pilot employee engagement surveys in our EMEA and Southeast Asia regions
- Added a new global employee stock purchase program

Belonging and inclusion

- Launched 4 new global ERGs
- Recruited 180+ new ERG members for a total of 500+ globally
- Facilitated 17 global learning sessions engaging thousands of team members
- Hosted 50 community and culture events focused on belonging and inclusion
- Conducted a pay equity study to support equity and opportunity for all team members

Philanthropy and community partnerships

- Created Innovation for Impact, a new signature philanthropy program
- Donated more than $1 million in cash and in-kind products to community partners
- Supported at least one employee volunteerism event each month

★ Achieved early

✓ Achieved

Achieving the extraordinary

At SharkNinja, culture is not an afterthought — it's the engine behind our growth. There's a unique energy that runs through SharkNinja — a drive that's bold, relentless and unapologetically extraordinary. It's not just what we do; it's who we are. In 2024, we introduced a framework that codifies our culture and ways of working: a game plan for the Outrageously Extraordinary (OE). Working from an OE mindset, we elevate expectations of what is possible and accelerate problem-solving to deliver outsized success.

Our OE framework encompasses and amplifies our existing Success Drivers and Leadership Principles — identified skills and capabilities that guide team members toward exceptional performance, helping them to deliver more than they ever thought possible.

Investing in top talent

In 2024, our strategy drove over 30% business growth— powered by the unstoppable force of our global product development and engineering teams. These innovators are the engine behind our breakthrough solutions that surprise and delight consumers around the world. Their ingenuity fuels our momentum.

To keep that edge, we're focused on growing and hiring OE talent — the bold thinkers and doers who thrive in a high-performance, innovation-driven culture. We also enhanced our team member benefits to support and retain the exceptional people powering our success.

A gameplan for the
outrageously**EXTRAORDINARY**
The secret to achieving outsized success in a world where most fail to realize their potential

Drive for the extraordinary. Set a calculated, unimaginably high bar in a game worth playing.
Courageous leaders achieve outrageous success by aspiring to solve the most impactful problems. They might not end up where they planned, but they will accomplish more than they dreamed possible.

Be an explorer, not a tour guide. Move with confidence down an uncharted path.
Explorers are comfortable being uncomfortable. They boldly venture into unknown territory where their own expertise and familiar playbooks are not enough. They build an unstoppable team, consult experts, and figure it out as they go.

Lead with a relentless desire to know more. Go deeper to see what others don't.
Winning in an intensely competitive marketplace demands boundless curiosity, unvarnished feedback, and continuous debate to beat the odds and uncover extraordinary, groundbreaking insights.

Get smarter every day. Iterate rapidly, identify the gaps, & pivot intentionally.
The path to the extraordinary is never straight. Great leaders know that obstacles and wrong turns are inevitable. But their eyes are always wide open. They constantly learn from what they're doing. Searching for the smoke, striking it out, and setting a new course every day.

TEAM MEMBER ENGAGEMENT

At SharkNinja, winning is a team sport, and our approach to engagement and feedback reflects that belief.

Team member engagement and feedback

Our roadmap to being Outrageously Extraordinary starts with creating a culture where team members feel empowered to take initiative, contribute bold ideas, and learn from one another.

A key expression of this culture is our Hacks — fast-paced, collaborative problem-solving sessions open to all team members. Whether tackling design challenges, sustainability opportunities or operational improvements, Hacks bring together diverse teams from across the globe to move quickly, get fast feedback and make real progress. It's how we learn, grow and win together.

Another cornerstone of OE is the way we give and receive feedback. We call it unvarnished feedback — direct, honest input delivered with the goal of getting better, faster. It fuels what we call winning conversations — moments where team members align, challenge, support and stretch each other toward peak performance. These conversations help refine ideas, raise expectations and create a shared understanding of what great looks like.

This commitment to feedback extends to every level. Team members are encouraged to speak openly with managers, raise concerns and stay closely aligned on goals. We also create intentional opportunities for interaction with senior leadership. In 2024, our CEO launched monthly virtual office hours, giving team members direct access for questions, insights and inspiration. Executive leaders also host Built to Lead (BTL) sessions each month to deepen understanding of SharkNinja's leadership principles and share lessons from experience, because we believe the best leaders grow other leaders.

To stay connected to the voice of our teams, we deployed a new digital pulse survey tool in 2024, enabling us to gather real-time feedback and drive smarter, faster action. We also completed pilot engagement surveys in our EMEA and Southeast Asia regions, laying the foundation for a global rollout in 2025.

3,600+ global team members

Region	Percentage
North America	45%
Europe, Middle East and Africa	19%
Asia Pacific	36%
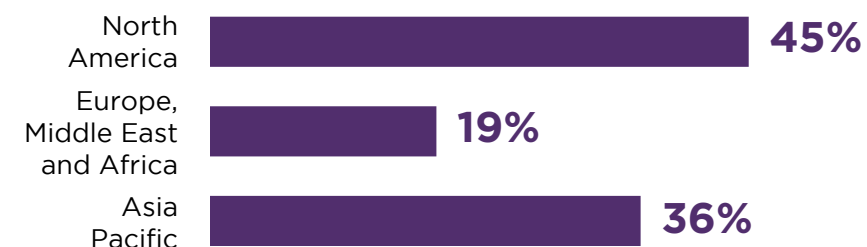
2024 ACHIEVEMENTS

Completed pilot employee engagement surveys in our EMEA and Southeast Asia regions

Learning and development

As an organization focused on the exploration, discovery and delivery of disruptive product innovation, continual learning and development is critical to our success and continued growth.

In 2024, we focused on integrating an Outrageously Extraordinary mindset within our company culture, including rolling out several new Living Outrageously Extraordinary training series, under the umbrellas of Built to Lead and Built to Lead Bites:

BUILT TO LEAD

Led by our Executive Leadership Team and senior leaders, this series offers tips and practical tools for mastering the topics that are essential to achieving more than would be possible otherwise. Discussions are designed to facilitate engagement, questions and mutual learning through either in-person or virtual sessions. Examples include:

- **Outrageously Extraordinary:** This foundational series clarifies what it means to be "OE" and how to manifest OE principles in daily leadership practices.

- **Build and Lead Unstoppable Teams:** This session provides a blueprint for assembling and nurturing a powerhouse team, focusing on unlocking their full potential to achieve extraordinary results.

- **Failing Fast:** In this session, leaders discuss how embracing failure can accelerate learning and drive innovation. Team members learn how to quickly identify what's not working, pivot with agility and leverage failures as opportunities for growth.

BUILT TO LEAD BITES

These 30-minute micro-sessions are designed to provide just-in-time learnings to meet team members' needs in the moment, opening an additional avenue for knowledge transfer between current management and future leaders. Offerings in 2024 included:

- **Prioritizing Time and Creating New Habits:** This micro-session teaches practical strategies for managing time effectively and developing sustainable new habits.

- **Addition Bias:** Addition bias is the natural tendency to add complexity rather than simplify when solving problems. This micro-session addresses how this bias can hinder innovation and decision-making.

59 hours*

Average number of learning and development training hours per team member in 2024

* Includes SharkNinja team members, contractors and temporary staff (interns).

Journey of a leader

These one-hour presentations of inspirational stories are designed to impart valuable insights about a leader's experiences, challenges and successes, and the complexities and rewards of leadership today. Stories shared in 2024 included:

Beverly Porway, Senior Vice President/Deputy General Counsel, emphasized the power of passion, resilience and authenticity throughout her 10-plus years at SharkNinja and how personal interests and professional life can complement each other. Key takeaways focused on:
- how passion fuels motivation, ambition and dedication;
- not being afraid to take on challenges and offer different ideas;
- not shying away from taking risks as they can be stepping stones to success; and
- living authentically, both personally and professionally.

Joshua Scott, Vice President/Head of Sales – US, shared insights from his decade-long journey with SharkNinja and outlined his personal commitment to pushing boundaries, inspiring teams and delivering extraordinary outcomes every day. Key takeaways included:
- finding your edge by operating without a playbook, embracing curiosity, and having a proactive mindset to uncover strategic opportunities;
- adopting a sponge mentality to absorb the best traits, skills and mindsets from a diverse set of leaders to shape your own unique leadership style; and
- fostering collaboration, empathizing with different perspectives, and unifying teams toward common goals when faced with unforeseen roadblocks.

Kaitlyn Hebert, Senior Vice President/Chief Marketing Officer, Ninja, emphasized the importance of risk-taking and continuous learning throughout her 13 years at SharkNinja and shared valuable lessons learned about resilience, teamwork and problem-solving on her journey from product developer to marketing executive. Key takeaways focused on:
- taking risks and developing new skills;
- building people to build the business;
- giving and receiving unvarnished feedback, which is hard but necessary; and
- how having empathy and being vulnerable is important when building trust within high-performing teams.
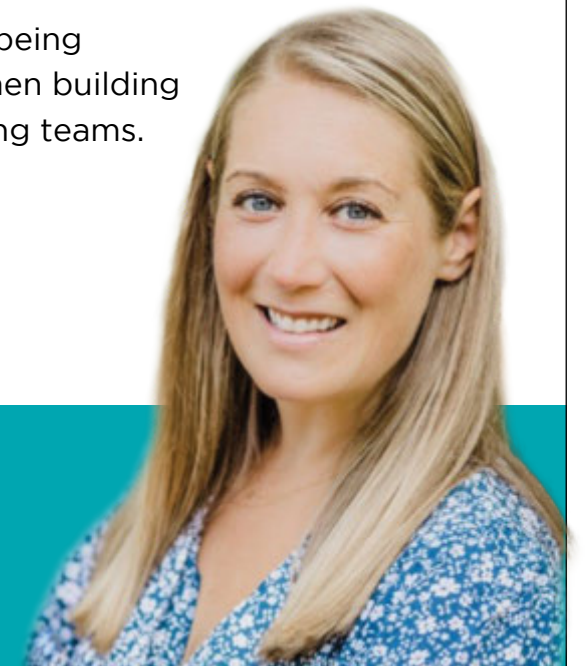
Performance evaluation

In 2024, we began evolving how we manage performance, moving away from process-heavy reviews and toward a simpler, more impactful model built on continuous dialogue. Rather than relying on formal mid-year and end-of-year check-ins, we introduced a streamlined approach anchored by ongoing conversations between managers and team members, culminating in a focused year-end evaluation. This shift ensures every team member receives timely, unvarnished feedback, meaningful support and recognition for driving outcomes — not just activity. Our goal is to reinforce the bold behaviors, ownership mindset and capabilities that define Outrageously Extraordinary performance and fuel SharkNinja's success. In 2025, we're doubling down by building a culture where feedback is not a moment, but a mindset. We're focused on embedding "winning conversations" as the default, because high-performing teams don't wait to give feedback — they do it in the moment, with honesty and impact. Our next phase will:

- Normalize frequent, candid feedback—up, down, and across teams

- Equip leaders to invite challenge, not deflect it

- Make growth feedback as common as product feedback

This is how we will accelerate development, raise the bar, and keep our teams aligned and unstoppable.

Team member benefits

Our commitment to positively impacting the lives of people every day extends to our team members. We reward the hard work and loyalty of our team members with a competitive and comprehensive *Total Rewards for a Total You* benefits package to support their well-being. We regularly benchmark peer practice to ensure that our package of compensation and benefits is competitive in the market. More than 90% of team members enroll in our benefits plans.

Our compensation framework is built upon the principles of fairness, equity and delivering high-impact outcomes for the business, and is fully aligned to our success drivers. Our benefits program supports health and well-being (physical, emotional and mental), financial wellness, rewards and recognition, life and community, and team member experience.

These benefits include, where geographically appropriate, medical and life insurance, disability assistance, contributions to retirement savings, travel accident insurance, pet insurance, free counselling courses, legal and financial support, childcare support and generous discounts on SharkNinja products. We also provide parental and adoption leave programs and, in addition to regular vacation time, offer two floating paid days off: one to allow team members of different backgrounds to observe cultural or religious events important to them and one to allow team members to volunteer for a non-profit organization of their choice.

New benefits added in 2024 included:

- A **Global Employee Stock Purchase Program (ESPP)** that allows team members to purchase shares of SharkNinja, at a discounted price, through convenient payroll deductions

- A **tax assistance benefit** that enables team members to file at no added cost or to save when they work with an expert

- An **identity protection benefit** that connects team members to comprehensive identity monitoring and fraud resolution, plus cyber protection

To further support team members' health and well-being, our Needham headquarters has a full-service gym, including free mind and body well-being classes. Our Canada offices also offer fitness stipends and host classes. All team members from North America and EMEA have access to an Employee Assistance Program, which offers free personal counselling support, access to legal advice, financial wellness advice and help with family matters such as finding child or elder care.

Supporting our culture of curiosity and continuous learning, we also offer up to $5,250 per calendar year for tuition reimbursement to support team members advancing their education in a degree related to their current or desired role within SharkNinja.

As we continue to grow, we are focused on standardizing our compensation and benefits approach and offerings across geographies. In 2024, using a refined job architecture and grading system to ensure consistency and parity across similar roles, we conducted a pay equity study to support pay equity and opportunity for team members, regardless of gender, race, ethnicity or other characteristics. Additionally, we continued to harmonize our European team member benefits across geographies as we expanded to additional new countries.

12%

Total employee turnover rate

8.5%

Total voluntary employee turnover rate

Mental health awareness month

In May 2024, SharkNinja Suzhou hosted a mental health awareness event across three offices, bringing together over 200 employees for a day of relaxation, connection and stress relief. The event featured interactive stress-relief games like a Bubble Wrap competition and a Hula-Hoop challenge; a mental health pop-up market where colleagues could craft handmade massage tools made with mugwort, an herb known for its calming and stress-relieving properties in traditional wellness practices; and a Compliment Wall where colleagues could exchange messages of affirmation and appreciation. The event was designed to impart stress management skills and support mental well-being for team members in the workplace.

Hiring for Outrageously Extraordinary

As SharkNinja grows, we're raising the bar on how we hire, develop and operate through the lens of Outrageously Extraordinary (OE) performance. That means bringing in talent with the mindset, skills and abilities needed to drive outsized impact in a fast-paced, innovation-led environment.

In 2024, we made key strides to strengthen our hiring engine. We enhanced our people analytics to better track job ad reach, applicant volume and fill rates, which is helping us optimize how we attract top talent. We also deepened our connection between early talent programs and full-time roles, with more than 150 emerging professionals gaining hands-on experience each year at our Needham headquarters. Partnerships with leading educational institutions in the Greater Boston area continue to fuel this pipeline.

Hiring for OE means being intentional about who we bring on and how we evaluate them. In 2024, we defined the core capabilities that signal OE-level performance. We introduced structured interview questions that zero in on these job-relevant traits, ensuring we assess what truly matters.

Recognizing that these attributes are critical at the leadership level, we launched OE hiring training for our Vice President and above population, with more than 150 leaders expected to complete in-person and digital training by the end of 2025. From there, we'll roll out OE hiring practices to managers across SharkNinja, building a future-ready team, one Outrageously Extraordinary hire at a time.

BELONGING AND INCLUSION

In an OE culture where the bold thrive, every team member is empowered to bring their unique experiences to the table, push past limits and accelerate their career trajectory. Our team members come from different cultures, backgrounds, life stages and experiences. We want them to bring their authentic selves to work. Our combined voices strengthen our culture of dynamic innovation, creativity and continuous learning. Our diverse perspectives also better position us to create more inclusive products to meet the needs of our consumers across the world. At SharkNinja, belonging and inclusion aren't just priorities — they're power moves.

2024 ACHIEVEMENTS

Continued to drive equal opportunity and belonging and inclusion initiatives

Recruiting

Each year, we work to enhance outreach channels to expand our available pool of top talent. We collaborate with a range of partners in the geographies where we operate to help promote our roles and to reach the most qualified candidates.

To identify and attract the most innovative problem-solvers, we publicize our roles in a wide variety of channels. In 2024, we continued to widen our recruiting scope, often working in partnerships to strengthen outcomes. Key collaborations included women in STEM events and targeted job boards. In addition to this type of outreach, we also worked with a recruitment marketing specialist to redesign our Careers website in 2024 to better convey our employer brand and strengths. The site was launched in early 2025.

Women in STEM events

Global online forum	In partnership with AnitaB.org, we hosted a 2024 membership sponsorship virtual event to connect with women in STEM around the world, grow our applicant pool and promote employment at SharkNinja. Featuring breakout rooms for early talent, recruiters and other groups, the forum allowed leaders from our engineering and product development teams to engage with more than 650 global attendees.
Open house	To connect more women in STEM to the many open opportunities at SharkNinja, we held an open house for women pursuing careers in engineering and product development at our Needham headquarters during International Women's Month.

Targeted job boards

TalentAlly	We continued to partner with TalentAlly, a job board that posts SharkNinja jobs to its diverse networks, including veterans and people with disabilities.
Association of Latino Professionals for America (ALPFA)	We posted jobs and accessed resumes through ALPFA, an association for Latino professionals in finance and accounting.

Fostering inclusivity

We provide trainings aimed at fostering a fair, inclusive and equitable work environment for all of our team members. For new employees, a welcome email and onboarding orientation emphasize a culture of inclusion and belonging in our workplaces and introduce new hires to SharkNinja social events, ERGs and volunteer opportunities.

Our global team members are offered numerous opportunities to expand internal networks through a learning series on cultural competency and working and communicating across cultures. The purpose of these trainings is to promote a welcoming environment that allows all team members and leaders to cultivate a sense of belonging across our enterprise.

2024 Belonging and Inclusion Series

Culture and Belonging Series

- Diverse Perspectives, One Community panel
- Joyful Expressions of Pride panel discussions

Executive Fireside Chat Series

- Leading the Way
- WeInspire

Listen and Learn Series

- Mindfulness Workshop
- Psychological Safety
- Encouraging Cross-Functional Team Engagement
- Veteran Panel — from Service to Career
- We Want a Life Like Yours — Disability Pride Month Fireside Chat

Employee resource groups

Since 2019, our team members have established 13 Employee Resource Groups (ERGs) — all with executive sponsors — which have grown to include more than 500 members around the world. These groups create spaces where team members can celebrate culture, find community and/or drive business-oriented efforts.

- Black Empowerment Network
- EmpowHER
- InspirASIAN
- Mi Gente
- Rainbow Alliance (Boston)
- Rainbow Alliance (London)

- Sustainability Ambassadors
- The A Team (Accessibility ERG)
- Universal Design
- Veterans ERG
- WeLead (Boston)
- WeLead (London)
- Well-Being Group

2024 HIGHLIGHTS

- **Launched 4 new ERGs:**
  - **Universal Design, Sustainability Ambassadors, Veterans and a London chapter of Rainbow Alliance**
- **Added 180+ new ERG members, for a total of more than 500 team members globally**

Universal Design (UD) ERG: Uncovering a world of opportunity

"The UD ERG is dedicated to ensuring that our products, experiences and workplaces are usable by everyone, regardless of ability or background.

After eight years at SharkNinja, I saw opportunities to apply universal design across the business. After becoming the UD ERG's leader last year, I created a 10-week Foundations program to identify the biggest opportunities for integrating inclusive design into our products.

In our first year we also raised awareness through volunteer and guest speaker events, which helped inform priorities. We also started to engage leadership to set priorities and emphasize the value of inclusive design.

Universal design can lead to better design for everyone, even if we start with a specific accessibility lens. It's a journey we plan to continue, making accessibility integral to how we work and innovate."

"Universal design can lead to better design for everyone, even if we start with a specific accessibility lens."

Xavi Cullere
Technical Project Manager
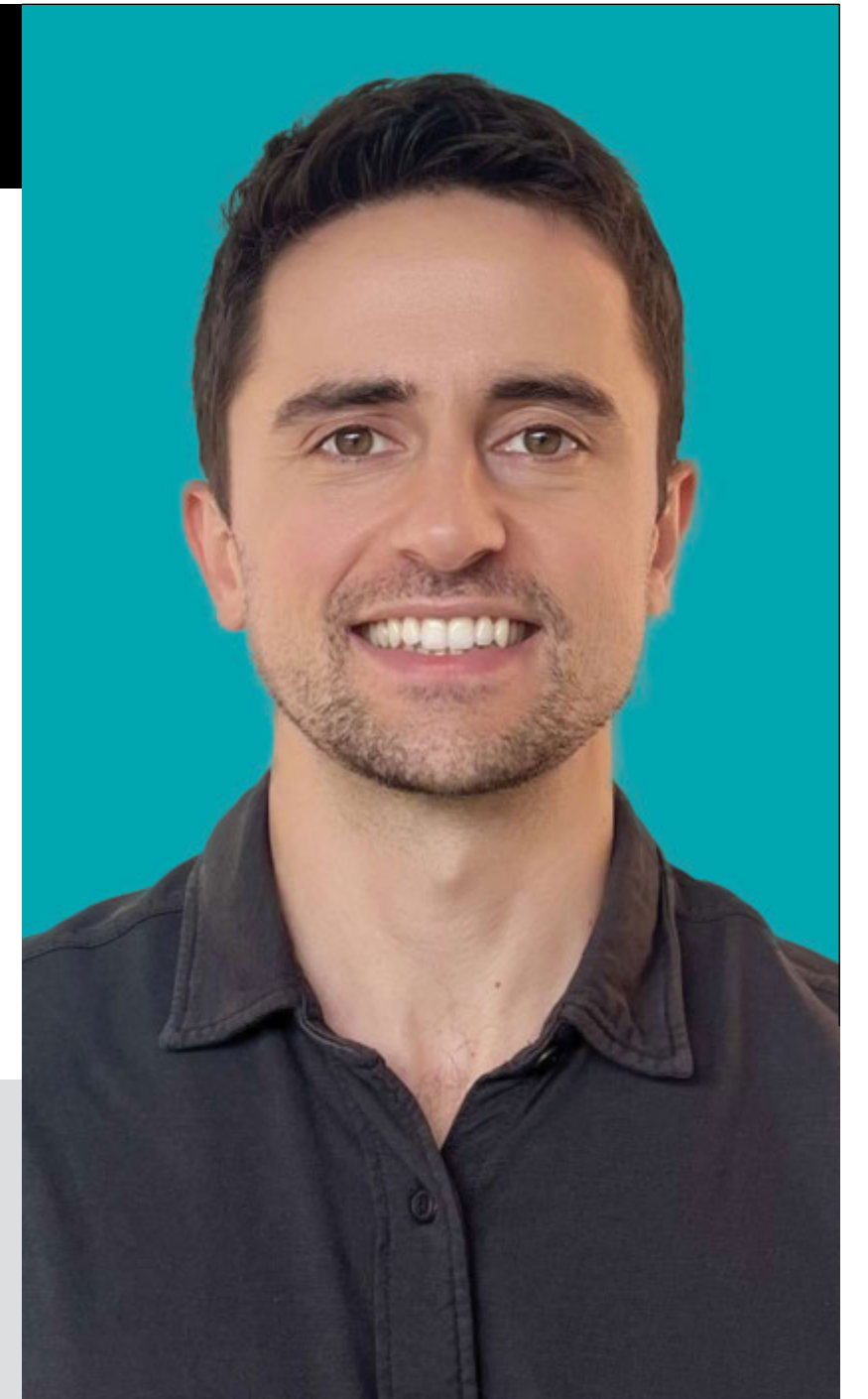
InspirASIAN ERG: Rowing in the same direction

The InspirASIAN ERG works to bring team members together to learn about and celebrate Asian culture. From the Mid-Autumn Festival to the Lunar New Year, we encourage a deeper understanding of Asian culture and heritage to create a more inclusive workplace and foster a strong sense of community.

One of the group's biggest annual events is participation in the Boston Dragon Boat Festival, the oldest Dragon Boat Festival in the US. It is linked to a traditional Chinese holiday that commemorates an ancient Chinese poet and government official. The event features both 200- and 500-meter dragon boat races with 20 paddlers per boat, plus a drummer and a steerer. In 2024, a diverse group of SharkNinja team members, including employees of different levels, ages and backgrounds, put in four practice sessions before the big day. Joining some 70 teams in total, the SharkNinja group jumped in and paddled their hearts out. They also made up fun chants involving company product names while on the water.

Members say the four weeks of prepping for and taking part in the race built a strong sense of community. The ERG is eagerly looking forward to getting back on the water again in June 2025.

ENVIRONMENT, HEALTH AND SAFETY

Wherever we are and whatever we do, the health, safety and security of team members comes first. While we do not operate any large-scale manufacturing facilities, we do have several labs on our premises where we build and test prototype products. Providing a safe and healthy work environment is a foundational requirement for all operations, and we expect our team members to advocate for health and safety in the workplace, follow our safety policies and procedures, and comply with applicable occupational health and safety laws.

Our global Environment, Health and Safety (EHS) organization maintains policies and standard operating procedures that are designed to protect team members on our premises and cover everything from equipment safety to safe handling of hazardous substances. Building on 2023 internal audits of major offices that house labs in the US and UK, in 2024, we successfully expanded these audits to all major offices, labs and warehouses.

In addition, we also developed and rolled out digitized EHS and equipment trainings last year, work that will continue into 2025. At our Boston headquarters, we digitized 82 lab trainings, with comparable trainings for Asia-Pacific and EMEA. We also developed and distributed Digital QuickStart guides for modeling and testing shop equipment in the US. After scanning QR codes posted on machinery in model shops, team members are prompted to begin the training, which is followed up by exams and in-person trainings. These new micro trainings replace previous slideshow presentations with a focus on the fundamentals of requisite trainings, better training records and the ability to track trainings globally. While we continue to do in-person trainings, digitizing these trainings has become the core of our innovation in EHS.

We track and report incidents, injuries and near misses and regularly assess trends to prevent incidences from reoccurring. Our performance is regularly reported to leadership.

Health and safety performance[*]

2024	
Lost time incident rate (LTIR)	0
Days away, restricted or transferred case rate (DART)	0
Total recordable incident rate (TRIR)	0.05
Fatalities	0

[*] Rates are calculated using US Occupational Safety and Health Administration (OSHA) methodologies. Base is 200,000 hours, which represents the number of hours of 100 employees working 40 hours per week, 50 weeks per year. All figures include both employees and contractors.

GOVERNANCE AND ETHICS

Ethics and business integrity

We expect all team members to apply high ethical standards in their day-to-day work. Our SharkNinja Code of Business Conduct and Ethics (the Code) guides our team members in making smart, ethical choices that further our mission and build trusted relationships with one another, our partners, suppliers and other stakeholders. Our Global Compliance team regularly updates the Code, provides associated trainings and reviews allegations of non-compliance when they arise.

In 2024, all policy owners were required to review their corporate policies and provide updates to ensure policies are current. We completed some of these policy revisions in 2024, while others will be updated in 2025.

Ethics training

When team members join SharkNinja, they are required to complete training on the Code. Team members also complete anti-harassment training as required by law. This includes training on workplace harassment and preventing discrimination in the workplace. To ensure ethics remains top of mind, in 2024, we instituted mandatory annual Code training for all team members and launched targeted anti-bribery and conflicts of interest training for managers and above, as well as for all team members in departments that have frequent interactions with external stakeholders, such as People & Culture, Legal and Finance. We also began reviewing our gifts and hospitality policy in 2024, including giving limits and disclosure requirements. We plan to continue this work in 2025.

Ethics and compliance hotline

Our ethics and compliance hotline, established in 2020, is a comprehensive and confidential reporting tool to help team members work together in addressing misconduct in the workplace, all while cultivating a positive work environment. Any reports of misconduct are investigated, with appropriate disciplinary measures or legal actions taken if needed.

In 2024, we took steps to enhance hotline utility and awareness. We increased the number of languages available on the hotline as well as the number of dedicated phone lines for multiple countries. Further, we developed materials to boost hotline awareness with team members and required that these materials be posted in all our OEMs around the world.

Enterprise risk management

Our Enterprise Risk Committee, established in 2023, is designing and implementing a new Enterprise Risk Management process for SharkNinja. This process will identify the top risks to our company across a range of relevant topics, such as competitive threats, business continuity issues and other risks facing the company, creating a corporate-wide risk profile.

In 2024, leaders in each function prepared risk registers. The Committee plans to consolidate risks and prioritize them based upon level of risk. Leaders will then be asked to drive mitigations for key risks.

We aim to assign risk mitigation strategies to these top risks over the course of 2025, with an eye toward ensuring sufficient resource allocation and active risk management. We are at the beginning of this dynamic and ongoing process and making steady progress. Over time, risks will be re-examined and updated to ensure we are effectively mitigating corporate risks across the company.
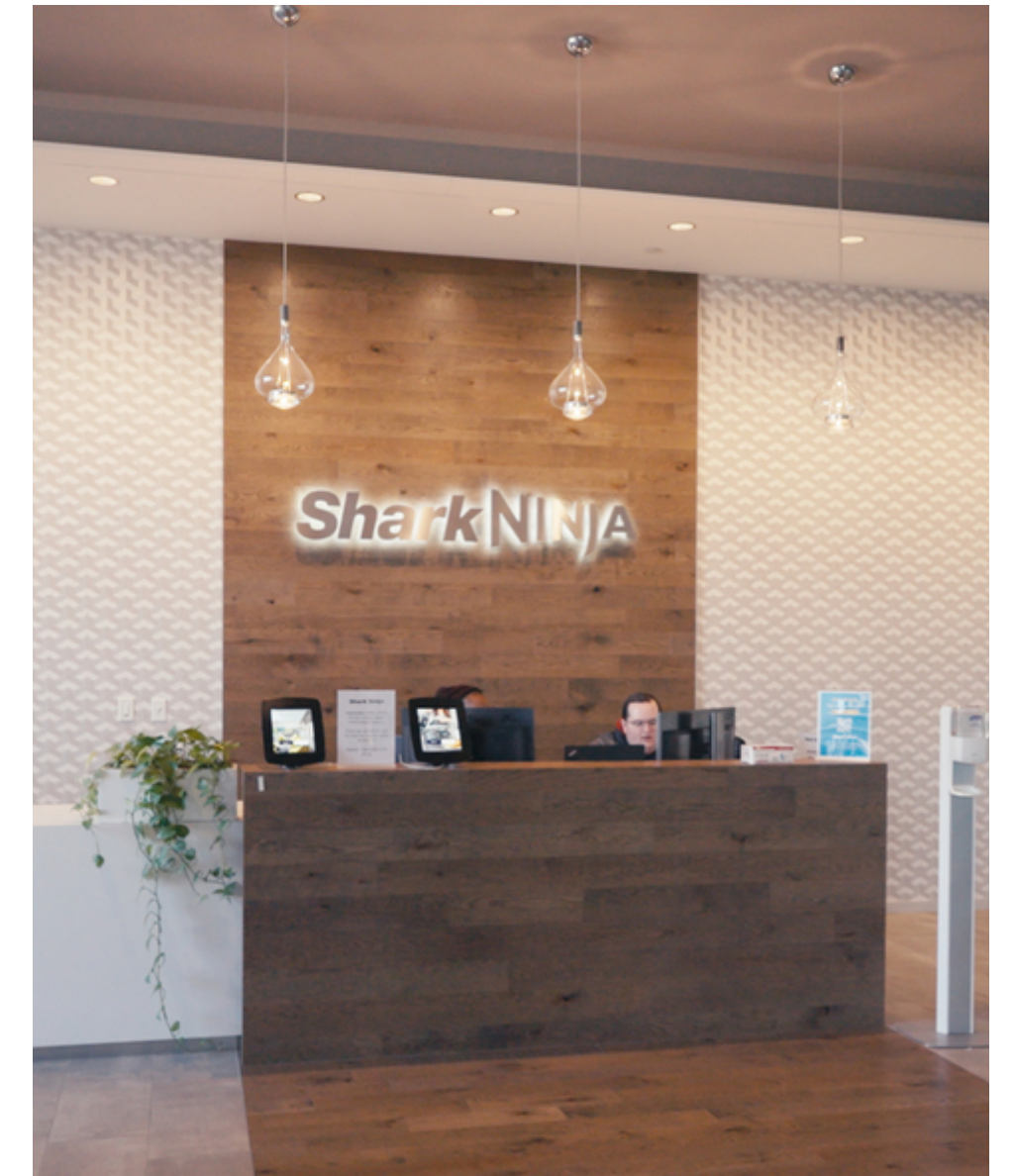
Intellectual property and patents

Our product development and engineering teams are in constant pursuit of new inventions and designs that improve our product offerings. We place great importance on the protection of intellectual property rights. We also respect the intellectual property rights of others and perform intellectual property clearances when implementing new designs or brand names and engage in licenses as needed to avoid intellectual property infringement. To date, we have over 5,200 patents in force worldwide.

Our intellectual property protection team oversees a number of systems including our Intellectual Property Management System, Patent Management and Incentive System and Intellectual Property Guidelines to regulate the work of our team members. In addition to filing patents and trademarks and performing intellectual property clearance, we have also entered into agreements with team members and partners to protect commercial and technology confidentiality and trade secrets. Our team members undergo training on confidentiality and intellectual property rights on a regular basis in order to raise their awareness and understanding of required and best practices in this regard.

36

product sub-categories

5,200+

patents

Cybersecurity and privacy

Protecting the company and its consumers from cyberattacks is of utmost significance in today's business environment. We operate a cybersecurity and privacy program designed to protect business operations from disruptions and consumer and team member data from unauthorized access. We periodically assess threats to our business and evaluate the maturity of our programs based on the US Department of Commerce National Institute of Standards and Technology (NIST) Cybersecurity Framework — a voluntary standard and set of guidelines that helps businesses of all sizes better understand, manage and reduce their cybersecurity risk and protect their networks and data.

Annually, we draft a cybersecurity strategy, which drives program enhancements that improve our ability to mitigate threats and aligns cybersecurity and privacy programs with the company's growth strategy. In a recent cybersecurity maturity assessment, a third-party consulting firm rated our programs on average higher than industry peers.

Cybersecurity and privacy training

We invest in the training required to support our global workforce, which is our 'first line of defense' in combating cybersecurity attacks, and to meet privacy requirements in all jurisdictions in which we do business. Training consists of online courses, phishing simulations and other communications on an as-needed basis to address real-time threats. Training also plays a role in informing team members of their legal obligations to protect the privacy of team members and consumers within the jurisdictions in which the company operates around the world. We provide training to all new hires and annually for all team members.

We meet privacy requirements in all jurisdictions in which we do business. Additionally, we evaluate privacy regulations in growth markets and implement the privacy framework to support expansion into new markets. In 2024 there were no significant data privacy or security breaches.

Connected product compliance and security

As a global company specializing in connected products, including robot vacuums and outdoor grills, we prioritize adherence to international standards and regulations to ensure the security and privacy of consumer experiences. Third-party certification labs test our products to ensure compliance with regulations, including the EU Radio Equipment Directive (RED) and the UK Product Security & Telecommunications Infrastructure (PSTI), as well as the Oregon and California Internet of Things cybersecurity laws, which are requirements for market entry in related jurisdictions. Additionally, we perform voluntary security testing on our connected products to ensure bad actors cannot compromise the consumer experience, gain access to confidential consumer data or manipulate a device to function in ways that are not intended.

Responsible marketing

We strive to ensure that all of our marketing claims are accurate. Marketing teams work with our testing and product development teams to substantiate claims. All substantiation is then reviewed and approved by our legal team and appropriate subject matter experts, such as members of our testing and product safety organizations. Claims are reviewed for accuracy as well as compliance with relevant state and federal laws and regulations. All substantiated claims are documented in our marketing claims management system. Once substantiated, claims may be used on product packaging and in agreed marketing channels. We also comply with product safety and environmental labeling requirements of the various jurisdictions where we sell our products.

HUMAN RIGHTS AND ETHICAL SOURCING

We are committed to respecting and promoting human rights in the production of Shark and Ninja products and have zero tolerance for slavery and human trafficking. We expect our business operations, our people and every company with which we work to conduct business ethically and legally.

Governance of social compliance within our value chain is overseen by our social compliance team, which is responsible for audit oversight and compliance with our Supplier Code of Conduct and other relevant policies. The team reports progress and any issues to our global compliance team.

Supplier code of conduct

We seek only to deal with reputable suppliers that share our zero-tolerance approach with respect to human rights, including human trafficking and slavery. Our global standard terms and conditions include our Supplier Code of Conduct and Supplier Ethics Policy, which require respect for the human rights of workers, the prohibition of forced and child labor, ethical business practices and environmental performance standards. Our OEMs must read and acknowledge these as part of the contracting process.

Our Supplier Code of Conduct also requires suppliers to communicate these requirements to their suppliers and to monitor supplier compliance with our Supplier Code of Conduct.

When onboarding new OEMs, we deliver social compliance awareness training, defining our expectations for social and environmental compliance, which must be met prior to beginning production of our products. Where deficiencies exist, we support OEMs in developing compliant policies and programs.

Audits

We regularly conduct internal and third-party social compliance audits of our OEMs. These audits include assessing employment status, age, working hours, wages and benefits, in addition to workplace safety and environmental management practices. During audits, randomly selected workers are interviewed to assess their voluntary employment and their employment freedom and to ensure they hold identification documentation, along with other legal requirements.

Based upon findings from the audit reports, we may require a Corrective Action Plan (CAP) with a timeline for implementing necessary improvement actions. Depending on the severity of the non-compliance, sanctions may include business reductions, suspensions, financial penalties and termination. We track suppliers' efforts to resolve non-compliances to ensure that corrective actions are taken within specified timeframes. In 2024, we combined our Shark and Ninja social compliance organizations into one entity to enhance both internal and third-party audit quality and consistency and to drive continuous improvements in OEM social compliance.

Enrollment by OEM supplier facilities in the Sedex Members Ethical Trade Audit (SMETA) protocol continued in 2024. We are requiring all our OEMs to join Sedex in order to establish a baseline for supplier social compliance. Using Sedex's third-party audits, we are able to review performance across our supplier base to identify strengths and gaps in vendor performance.

In 2024, we continued to partner with a third-party consulting firm to conduct unannounced social compliance audits at designated suppliers, totaling some 25% of our OEM base. These audits found high compliance with our standards and no zero-tolerance findings, reinforcing that current programs are being well executed.

Working with suppliers

As our manufacturing base grows, our geographical footprint is also expanding. We have developed a range of internal mechanisms for managing social compliance as we scale. Our quality team responsible for supplier audits is aggressively managing opportunities and challenges related to the extension of our manufacturing base into Vietnam, Indonesia, Thailand and Cambodia. Challenges include those inherent in standing up any new manufacturing facility, in integrating with new countries and cultures, and in the speed with which our company is growing. Our quality team is further supported by a new senior-level social compliance working group, and an Asia-Pacific leadership team formed by our head of supply chain, to ensure social compliance standards are met.

Supplier summits

To reinforce our expectations for suppliers, we hosted two supplier compliance summits last year:

Southeast Asia (SEA) supplier summit

Our SEA Supplier Summit, held in April, in Vietnam, focused on SEA supplier quality and on SharkNinja's social compliance policy, requirements and expectations.

Global supplier summit

All SharkNinja suppliers attended our second 2024 summit, held virtually in September. Our senior leadership shared their vision and strategy for social compliance management, including its impact on consumer trust and long-term corporate benefits; the company's dedication to responsible sourcing as articulated in our Supplier Code of Conduct; and how the unannounced audit program reinforces our proactive stance on compliance. Suppliers expressed a clearer understanding of the importance of social compliance and of SharkNinja's policies and expectations at the conclusion of the forum and provided important feedback and suggestions for future summits.

Going forward, including in 2025, we plan to host regular supplier summits at which attendance will be mandatory for all SharkNinja OEMs. These summits will focus on continually raising awareness of and improving social compliance in line with our Supplier Code of Conduct requirements.

PHILANTHROPY AND COMMUNITY PARTNERSHIPS

As part of our broader mission to improve people's everyday lives, in 2024 we continued to contribute to our local communities in the areas of STEM education, jobs and opportunities, and health and well-being. Our collective efforts in support of charities and good causes last year included cash donations, volunteer service, and product donations and matching gifts to non-profit organizations.

Beginning in 2025, we will be further streamlining our philanthropic giving and community partnerships with the aim of maximizing positive impacts through our new philanthropic initiative, Innovation for Impact.

2024 ACHIEVEMENTS

Created Innovation for Impact, a new signature philanthropy program

Innovation for Impact

Our new signature philanthropy program, Innovation for Impact, designed in 2024 and launching in 2025, strategically focuses our giving and partnerships to drive advances in innovation, empower a new generation of innovators, and contribute to positive outcomes for our global communities, partners and consumers.

Guided by the framework of Innovation for Impact, we will direct our giving and partnership efforts toward the advancement of three key priorities:

Access

- Providing resources and expertise to support innovation

Opportunity

- Empowering emerging innovators to positively impact local communities

Possibility

- Enabling extraordinary outcomes for partners and consumers through innovation

To drive positive impact in these areas, we will continue to work through both company- and team member-led channels. Our company-led direct signature program will focus on discovering, supporting and empowering the next generation of innovators. In parallel, our team members will spearhead community partnerships and team-led initiatives to help strengthen local communities through volunteer service, product and financial donations, and ERG-directed community engagements, including the promotion of STEM education and careers.

Corporate giving in 2024

Since 2020, we have donated approximately $3.7 million to non-profits in North America, the UK and China. In 2024, we continued to financially support areas of STEM education, jobs and opportunities, and health and well-being.

STEM education

We aim to help reduce educational disparities, including digital, academic and socio-economic inequities for underrepresented groups, by supporting organizations that hold STEM-focused events for grade school and high school students in the US and the UK. In 2024, these organizations and events included:

- The Possible Zone: Unlocking the Possible: Ideation and Innovation Workshop
- Richard J. Murphy School: National Computer Science Week: "Hour of Code"
- High School High Scholar (HS)[2] program: SharkNinja Engineering Workshop collaborations

Jobs and opportunities

We funded apprenticeships, internships and scholarships for high school and college students in 2024 to support skill-building and career training in partnership with organizations such as:

- National Society of Black Engineers: Youth STEM Fair
- Crossroads: STEM Career Exploration Day
- National Society of Black Engineers: Two Inspire STEM scholarships

Health and well-being

We also provided funding for organizations and events that promote nutrition, food security and physical and mental health:

- St. John Paul II Catholic Academy: Mind & Matter by Design workshop
- Schultz's Guest House (Dedham): Puppy Therapy and Adoption Day
- Boston Children's Hospital's Yawkey Family Inn: Fueling Our Community volunteering

2024 corporate giving

Total cash and in-kind:

$1,181,000

Cash:

$431,000

In-kind:

Retail value of donated products:	**Number of donated products:**
# $750,000	# ~12,000

Team member volunteering

In 2024, our team members continued to volunteer with and support local non-profits. Through SharkNinja Cares, we provide one day of paid time off a year for team members to support the efforts of their chosen non-profit organization. We also offer matching gifts for charitable donations (up to $500 per year).

As a company, we exceeded our goal of supporting at least one volunteer event per month last year. 2024 volunteer and community giving activities included:

- Volunteering at a food drive for a local nonprofit
- Taking part in Hot Seats, Hot Eats with OUT MetroWest
- Participating in a Women's Wellness Retreat hosted by Kinema Fitness
- Volunteering in local Earth Day projects in Asia-Pacific and North America
- Serving at a clothing drive and packing party for Circle of Hope (Needham)
- Preparing and serving a meal at Boston Children's Hospital's Yawkey Family Inn
- Running donation drives at SharkNinja Canada and London to collect food, clothing, pet supplies and other goods to support local non-profit organizations

Learning from students at Perkins School for the Blind

In 2024, our Universal Design (UD) employee resource group volunteered at the Perkins School for the Blind in Watertown, Massachusetts. The UD ERG, which focuses on improving accessibility in our products, took part in classes at the school that proved valuable for both the students and SharkNinja participants.

In one session, Perkins students learned how to prepare meals with donated Ninja air fryers, while our engineers were able to witness how the students took in the cookware, experienced the buttons and UI, and needed to customize the units to make them more usable for those with visual impairments. SharkNinja hopes to build on this valuable relationship over the course of 2025 and beyond.

Nurturing historically under-represented talent

In May 2024, we partnered with the Jonathan Jones Next Step Foundation to host a Mind & Matter by Design: Bridging STEM and Wellness event at Saint John Paul, Lower Mills Campus, in Dorchester, Massachusetts. SharkNinja engineers led 65 students in grades 6 through 8 as they deconstructed a Ninja blender and learned its inner mechanics.

To emphasize the importance of health and wellness for growing minds, we also partnered with a local minority-owned business to provide healthy drinks and smoothies using SharkNinja blenders. Lastly, to support the well-being of the school's teachers, we donated 50 blenders to the academy for Teacher Appreciation Month.

Inspiring future STEM leaders

"During high school, I was fortunate to join the High School High Scholar, or [HS][2], program, which empowers first-generation and low-income students of color to succeed in college through STEM skills, a supportive peer network and self-empowerment. Three years ago, with support from many, I launched the first SharkNinja Engineering Workshop.

For three consecutive years, we've successfully run the workshop, introducing [HS][2] students to product development and helping them hone their engineering, design, marketing and management skills. Students have created innovative concepts like a UV cleaning box, a baby formula maker and a dog yard cleaning robot. Overall, we've run the program for 120 students, following a whole class from start to finish.

To expand the workshop to middle school students, I adapted the curriculum to include blender motor base tear-downs. Students brainstorm methods to dismantle the bases while learning about the key components that make blenders work. We first launched this program last year for elementary and middle school students. I'm so excited to see where this program goes as it continues to grow!"

"Overall, we've run the program for 120 students, following a whole class from start to finish."
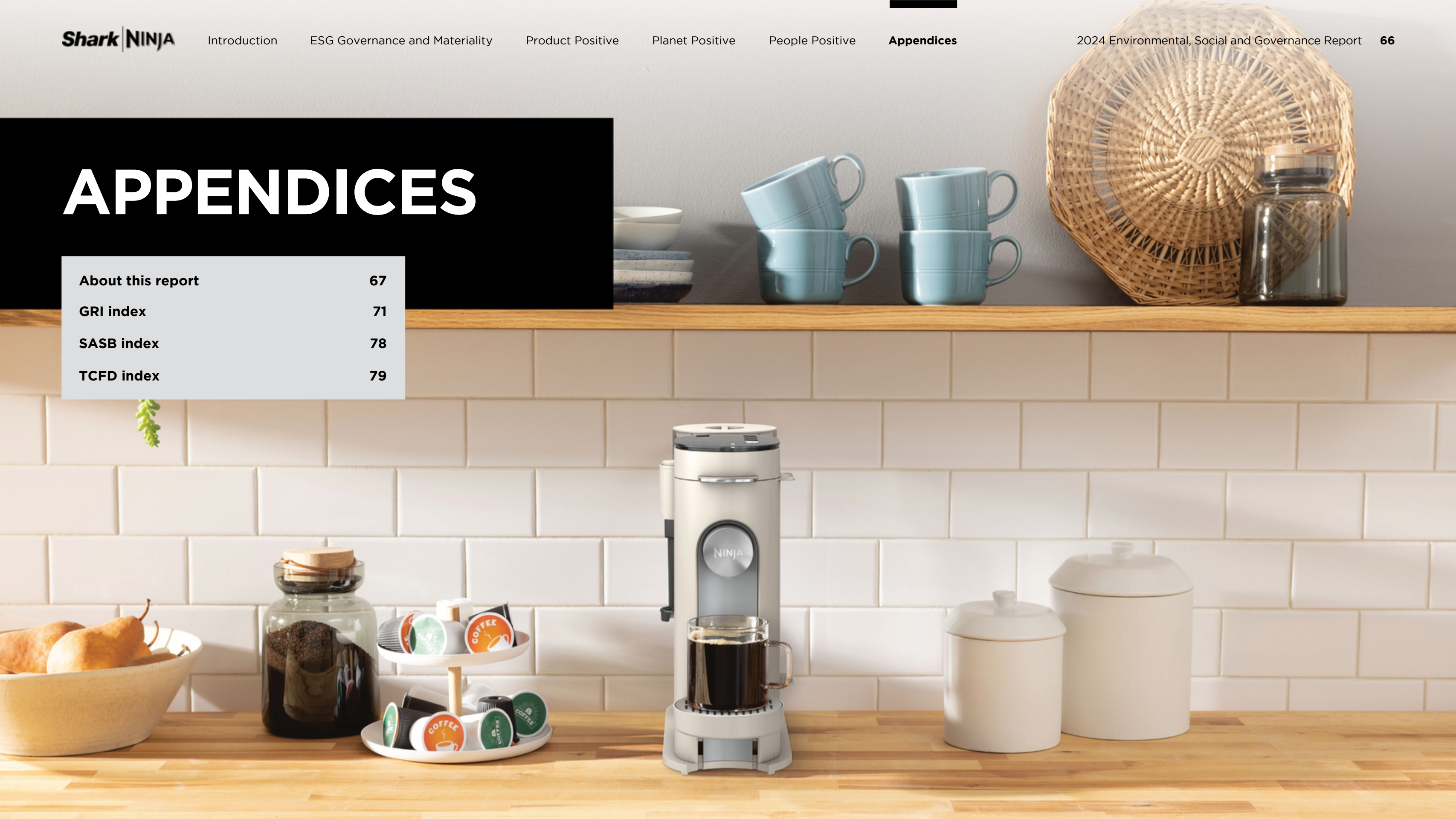
Marisol Sanchez
Product Design Engineer, Advanced Development

APPENDICES

ABOUT THIS REPORT

This report has been prepared with reference to GRI Standards and in alignment with SASB reporting guidelines for SharkNinja's sector (Appliance Manufacturing). The following indices contain year-over-year data on key ESG performance metrics as well as disclosures for GRI, SASB and TCFD.

All information and events in this report are from fiscal year 2024 outside of a few activities from early 2025. Report content has been reviewed by internal subject matter experts. The report has not been externally audited. Questions or comments on the report may be submitted to sustainability@sharkninja.com.
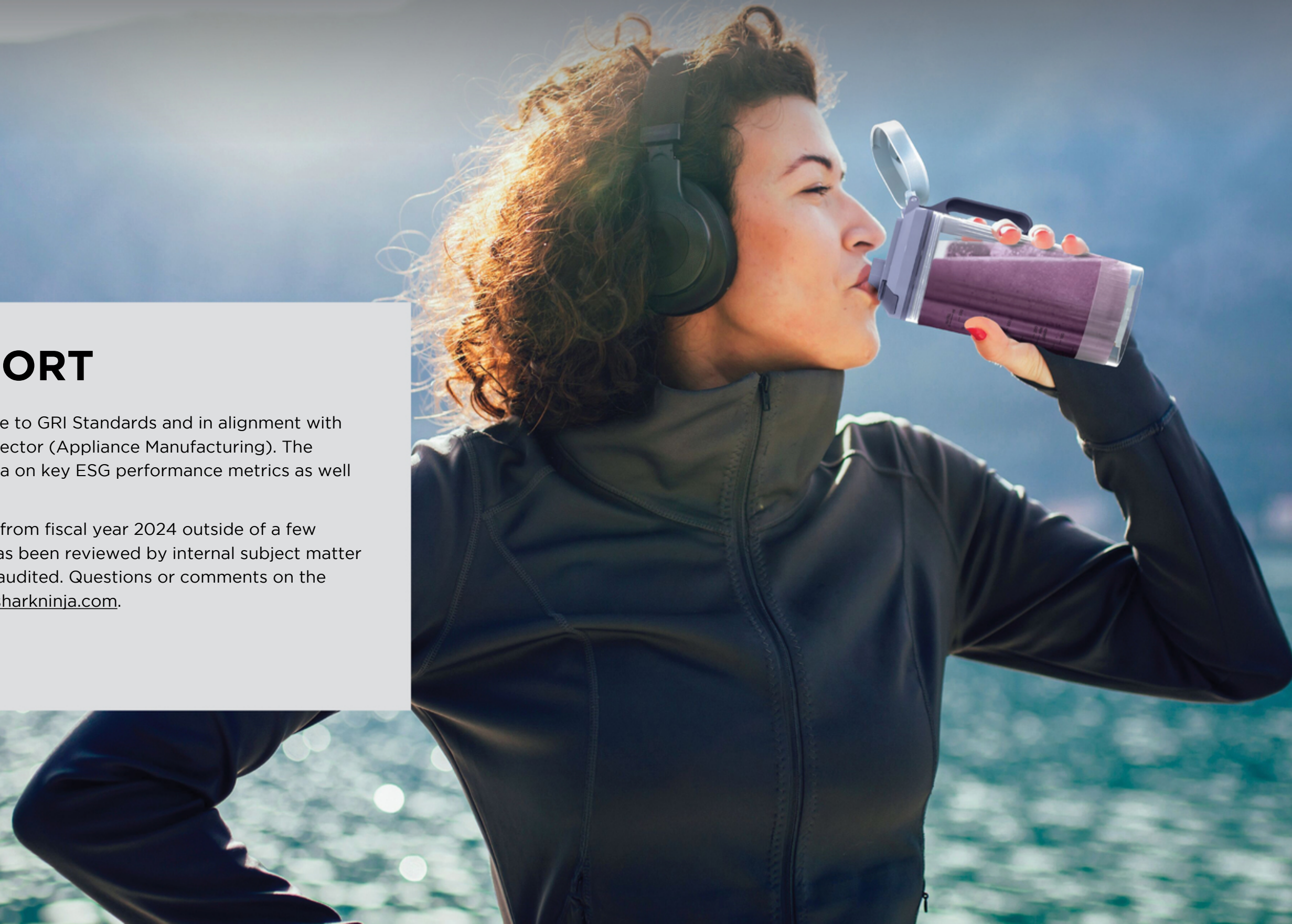
ESG PERFORMANCE METRICS

Greenhouse gas emissions (mt CO_2)

	2023	2024
Scope 1	557	582
Scope 2 (Marked-based)	2,670	—
Scope 2 (Location-based)	2,525	2,730
Scope 3	6,720,122	8,548,719

Scope 3 emissions by category (mt CO_2)

	Purchased goods and services	Capital goods	Fuel- and energy- related activities	Upstream transportation and distribution	Waste generated in operations	Business travel	Team member commuting	Downstream transportation and distribution	Use of sold products	End-of-life treatment of sold products
2023	2,615,573	53,556	996	27,703	52	11,188	839	165,517	3,831,109	13,589
2024	3,726,040	21,906	183	41,045	57	15,997	969	179,592	4,545,614	17,316

- **Methodology:** All relevant GHGs, as identified in the Intergovernmental Panel on Climate Change (IPCC) Assessment Report, were taken into account in the inventory. GHGs, including CO_2, CH_4, N_2O, HFCs and PFCs, were calculated in metric tons of CO_2e using the 100-year global warming potentials (GWPs) per the IPCC Fourth Assessment Report (AR4). The inventory was prepared in accordance with the World Resources Institute/World Business Council for Sustainable Development GHG Protocol — A Corporate Accounting and Reporting Standard (Revised Edition 2004).
- Primary utility data, including electricity and natural gas, was requested for facilities that are over 5,000 square feet. For missing primary data, or for facilities under a 5,000 square foot threshold, electricity and natural gas consumption and refrigeration leakage were estimated based on floor area. Unit (per square foot/meter) consumption and leakage rates were developed based on country specific statistics (e.g., www.gov.uk/government/statistics). Emission factors used to convert activity data into equivalent emissions were primarily sourced from Ecoinvent 3.10, and to a lesser extent from DEFRA, the UK Department for Environment, Food & Rural Affairs, which publishes annually reviewed emissions conversion factors.
- We procured energy attribute certificates to cover 100% of our global Scope 2 electricity demand.
- **Restatement of 2023 data:** In 2024, we worked to improve our GHG emissions data related to consumers' use of our products. We did this by metering two to five representative products across each energy-consuming product category in our portfolio. In over 85% of cases, we relied on primary metering data. Where viable test data was not available, we applied the most comparable proxy or developed consumption estimates based on product specifications. We also refined our average use and product lifetime assumptions. We have restated our 2023 baseline accordingly.

Energy use (kWh)

	2023	2024
Electricity consumption	5,977,311	7,229,443
Electricity from renewables	0	0
Heating consumption	2,220,388	1,240,856

• **Methodology:** See page 69.

Packaging weight (lbs)

	2023	2024
Paper	149,829,820	200,275,929
Plastic	14,500,751	17,653,488
Other	1,209,585	1,410,625

• **Methodology:** In 2024, we updated our reporting methodology to incorporate improved data sets gathered through on-site packaging weigh days or provided by OEMs. For products without complete data, averages have been applied. As a result, we have updated product material categories and weights and restated 2023 figures. "Other" includes metals and other non-fiber and non-resin packaging materials.

Health and Safety

	2023	**2024**
Lost time incident rate (LTIR)	0.12	0
Days away, restricted or transferred case rate (DART)	0.03	0
Total recordable incident rate (TRIR)	0.25	0.05
Fatalities	0	0

- **Methodology:** Rates are calculated using US Occupational Safety and Health Administration (OSHA) methodologies. Base is 200,000 hours, which represents the number of hours of 100 employees working 40 hours per week, 50 weeks per year. All figures include both employees and contractors.

Turnover

	2023	**2024**
Total turnover	15.0%	12%
Voluntary turnover	10.7%	8.5%

- **Methodology:** Calculated using applicable terminations divided by the average headcount starting and ending in fiscal year 2024.

GRI INDEX

GRI 1 Used	Statement of use
GRI 1: Foundation 2021	SharkNinja has reported the information cited in this GRI content index for the period January 1, 2024 to December 31, 2024 with reference to the GRI Standards.

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Name of the organization: SharkNinja, Inc.
		Ownership and legal form: 2024 Annual Report: Item 4. Information on the Company — A. History and development of the company, pages 51-52; Item 18. Financial Statements — Notes to Consolidated Financial Statements — 1. Organization and Description of Business, page F-9
		Location of headquarters: Needham, Massachusetts, US
		Location of operations: Introduction — About SharkNinja, pages 5-6
		2024 Annual Report: Item 4. Information on the Company — C. Organizational structure, pages 64-65
	2-2 Entities included in the organization's sustainability reporting	The report consolidates information for SharkNinja, Inc. and all of its entities.
	2-3 Reporting period, frequency and contact point	Reporting period: Appendices — About This Report, page 67
		Reporting cycle: Annual
		Publication date of the report: June 2025
		Contact point for questions regarding the report: sustainability@sharkninja.com
	2-4 Restatements of information	Appendices — ESG Performance Metrics, pages 68-70
	2-5 External assurance	Appendices — About This Report, page 67

GRI Standard	Disclosure	Location
	2-6 Activities, value chain and other business relationships	Introduction — About SharkNinja, pages 5-6; ESG Governance and Materiality — Materiality, page 11; Product Positive, pages 12-32
		2024 Annual Report: Item 4. Information on the Company — A. History and development of the company, pages 51-52; B. Business overview, pages 52-64; C. Organizational structure, pages 64-65
	2-7 Employees	Introduction — About SharkNinja, pages 5-6; People Positive — Team Member Engagement — Team member engagement and feedback, page 45
		2024 Annual Report: Item 4. Information on the Company — Business overview — Our Culture and People, page 58; Item 6. Directors, Senior Management and Employees — D. Employees, pages 92-93
	2-9 Governance structure and composition	ESG Governance and Materiality — ESG Governance, page 10; Appendices — TCFD Index: Governance, page 74
		2024 Annual Report: Item 6. Directors, Senior Management and Employees — A. Directors and senior management, pages 87-89; C. Board practices, pages 90-92
		Corporate Governance Guidelines: VIII. Committee Matters — (a) Standing Board Committees, pages 4-5
		Compensation Committee Charter
		Nominating and Corporate Governance Committee Charter
	2-10 Nomination and selection of the highest governance body	Corporate Governance Guidelines: II. Board Composition, pages 1-3
		Nominating and Corporate Governance Committee Charter
	2-11 Chair of the highest governance body	2024 Annual Report: Item 6. Directors, Senior Management and Employees — A. Directors and senior management, pages 87-89
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Governance and Materiality, pages 9-11
		Nominating and Corporate Governance Committee Charter

GRI Standard	Disclosure	Location
	2-13 Delegation of responsibility for managing impacts	ESG Governance and Materiality, pages 9-11; People Positive — Team Member Engagement — Learning and development, pages 46-47; Appendices — TCFD Index: Governance, page 79
		2024 Annual Report: Item 16K. Cybersecurity, pages 119-120
		Compensation Committee Charter
		Nominating and Corporate Governance Committee Charter
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance and Materiality — ESG Governance, page 10
		Nominating and Corporate Governance Committee Charter
	2-15 Conflicts of interest	2024 Annual Report: Item 7. Major Shareholders and Related Party Transactions — B. Related party transactions, pages 95-104; Item 18. Financial Statements — Notes to Consolidated Financial Statements — 15. Related Party Transactions, pages F-42-F-44
		Corporate Governance Guidelines: II. Board Composition — (b) Independence of the Board, page 1
	2-16 Communication of critical concerns	People Positive — Governance and Ethics — Ethics and Business Integrity — Enterprise Risk Management, page 56
	2-17 Collective knowledge of the highest governance body	Corporate Governance Guidelines: VII. Other Board Topics — (a) Board Orientation and Continuing Education, page 4
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Guidelines: V. Self-Evaluation by the Board, page 4
		Nominating and Corporate Governance Committee Charter
		Frequency of the evaluations: Annual
	2-19 Remuneration policies	2024 Annual Report: Item 6. Directors, Senior Management and Employees — B. Compensation, page 89
		Corporate Governance Guidelines: IV. Board Compensation, pages 3-4

GRI Standard	Disclosure	Location
	2-20 Process to determine remuneration	2024 Annual Report: Item 6. Directors, Senior Management and Employees — C. Board practices — Board Committees, pages 90-91 Corporate Governance Guidelines: IV. Board Compensation, pages 3-4 Compensation Committee Charter
	2-22 Statement on sustainable development strategy	Introduction — A Message from our CEO, page 4
	2-23 Policy commitments	People Positive — Governance and Ethics — Ethics and business integrity, page 56; Human Rights and Ethical Sourcing — Supplier code of conduct, page 60 2024 Annual Report: Item 16B. Code of Ethics, page 117 Code of Business Conduct and Ethics
	2-24 Embedding policy commitments	People Positive — Governance and Ethics — Ethics and business integrity, page 56; Human Rights and Ethical Sourcing, pages 60-61 Code of Business Conduct and Ethics Audit Committee Charter
	2-26 Mechanisms for seeking advice and raising concerns	People Positive — Governance and Ethics — Ethics and business integrity — Ethics and compliance hotline, page 56 Code of Business Conduct and Ethics
	2-27 Compliance with laws and regulations	2024 Annual Report: Item 8. Financial Information — A.7 Legal Proceedings, page 104; Item 18. Financial Statements — Notes to Consolidated Financial Statements — 10. Commitments and Contingencies — Legal Proceedings, page F-34
	2-28 Membership associations	Association of Home Appliance Manufacturers Association of Manufacturers of Domestic Appliances
	2-30 Collective bargaining agreements	SharkNinja does not have any unionized employees.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG Governance and Materiality — Materiality, page 11

GRI Standard	Disclosure	Location
	3-2 List of material topics	ESG Governance and Materiality — Materiality, page 11
	3-3 Management of material topics	Introduction — Our ESG Strategy — SharkNinja's Positive Impact Plan, page 7; 2024 Highlights, page 8; Product Positive, pages 12-32; Planet Positive, pages 33-41; People Positive, pages 42-65 2024 Annual Report: Item 4. Information on the Company — B. Business overview — Sustainability, pages 61-62; Item 16K. Cybersecurity, pages 119-120 Code of Business Conduct and Ethics
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	People Positive — Governance and Ethics — Ethics and business integrity, page 56; Human Rights and Ethical Sourcing, pages 60-61
	205-2 Communication and training about anti-corruption policies and procedures	People Positive — Governance and Ethics — Ethics and business integrity, page 56; Human Rights and Ethical Sourcing, pages 60-61
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2024, we did not face any legal actions for anti-competitive, anti-trust or monopoly practices.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Product Positive — Packaging — Reducing plastic packaging, page 31; Appendices — ESG Performance Metrics — Packaging weight (lbs), page 69
	301-2 Recycled input materials used	Product Positive — Circular Economy — Materials Use, page 25
	301-3 Reclaimed products and their packaging materials	Product Positive — Circular Economy — Product refurbishment, page 29
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Appendices — ESG Performance Metrics, pages 68-70
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Planet Positive — Climate Change — GHG emissions by Scope, page 35; Appendices — ESG Performance Metrics, pages 68-70
	305-2 Energy indirect (Scope 2) GHG emissions	Planet Positive — Climate Change — GHG emissions by Scope, page 35; Appendices — ESG Performance Metrics, pages 68-70
	305-3 Other indirect (Scope 3) GHG emissions	Planet Positive — Climate Change — Scope 3 emissions: across value chain, page 35; Appendices — ESG Performance Metrics, pages 68-70

GRI Standard	Disclosure	Location
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	People Positive — Human Rights and Ethical Sourcing — Supplier Code of Conduct, page 60
	308-2 Negative environmental impacts in the supply chain and actions taken	People Positive — Human Rights and Ethical Sourcing — Audits, page 61
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	People Positive — Team Member Engagement — Team member benefits, pages 48-49; Appendices — ESG Performance Metrics — Turnover, page 70
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	People Positive — Team Member Engagement — Team member benefits, pages 48-49 2024 Annual Report: Item 18. Financial Statements — Notes to Consolidated Financial Statements — 11. Shareholders' Equity and Equity Incentive Plan — Employee Stock Purchase Plan, page F-36; 13. Employee Benefits, pages F-40-F41
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	People Positive — Team Member Engagement — Environment, health and safety, page 55
	403-2 Hazard identification, risk assessment, and incident investigation	People Positive — Team Member Engagement — Environment, health and safety, page 55
	403-3 Occupational health services	People Positive — Team Member Engagement — Environment, health and safety, page 55
	403-5 Worker training on occupational health and safety	People Positive — Team Member Engagement — Environment, health and safety, page 55
	403-6 Promotion of worker health	People Positive — Team Member Engagement — Team member benefits, pages 48-49
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People Positive — Human Rights and Ethical Sourcing — Audits, page 61
	403-8 Workers covered by an occupational health and safety management system	100% of SharkNinja team members and contractors are covered by an occupational health and safety management system.

GRI Standard	Disclosure	Location
	403-9 Work-related injuries	People Positive — Belonging and Inclusion — Environment, health and safety, page 55; Appendices — ESG Performance Metrics — Health and Safety, page 70
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	People Positive — Team Member Engagement — Learning and development, pages 46-47
	404-2 Programs for upgrading employee skills and transition assistance programs	People Positive — Team Member Engagement — Learning and development, pages 46-47
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	People Positive — Human Rights and Ethical Sourcing, pages 60-61
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	People Positive — Human Rights and Ethical Sourcing, pages 60-61
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	People Positive — Human Rights and Ethical Sourcing, pages 60-61
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	People Positive — Philanthropy and Community Partnerships, pages 62-65
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	People Positive — Human Rights and Ethical Sourcing — Supplier Code of Conduct, page 60
	414-2 Negative social impacts in the supply chain and actions taken	People Positive — Human Rights and Ethical Sourcing — Audits, page 61
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product Positive — Product Quality and Safety, pages 21-22
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	People Positive — Governance and Ethics — Responsible Marketing, page 59
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	People Positive — Governance and Ethics — Cybersecurity and privacy — Cybersecurity and privacy training, page 58

SASB INDEX

Industry: Appliance Manufacturing

Table 1. Sustainability Disclosure Topics & Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Response or Location
Product Safety	(1) Number of recalls issued and (2) total units recalled	Quantitative	Number	CG-AM-250a.1	There were zero product recalls in 2024.
	Discussion of process to identify and manage safety risks associated with the use of its products	Discussion and Analysis	n/a	CG-AM-250a.2	Product Positive — Product Quality and Safety, pages 21-22
Product Lifecycle Environmental Impacts	Description of efforts to manage products' end-of-life impacts	Discussion and Analysis	n/a	CG-AM-410a.3	Product Positive — Circular Economy — Materials use — Circular design criteria, pages 27-28

TCFD INDEX: GOVERNANCE

Section	Subsection	Response
1.1 Governance and oversight of climate-related risks & opportunities	1.1.1 Board of Directors' oversight of climate-related risks & opportunities	**Board organization around climate-related risks** ESG matters are overseen by the Nominating and Corporate Governance Committee. This committee oversees SharkNinja's corporate responsibility initiatives including climate strategy and relevant climate-related risks. Enterprise risk, including climate-related risks, is overseen by the Audit Committee.
		Nature of board discussion on climate-related risks The Nominating and Corporate Governance Committee periodically discusses climate-related strategy as part of the company's ESG strategy. These discussions include progress against climate-related goals and commitments and approach to emerging risks and opportunities (R&Os) in alignment with the our long-term sustainability objectives. Additionally, the Audit Committee reviews any material climate-related risks raised through the Enterprise Risk Management process.
		Oversight of disclosed climate-related targets, goals and transition plans The Board is updated through the Nominating and Corporate Governance Committee on SharkNinja's progress toward achieving its climate-related goals and commitments, ensuring that targets and climate risk mitigation align with investor expectations and regulatory standards. Similarly, the Audit Committee periodically reviews exposure to any material climate-related risks shared through the Enterprise Risk Management process.
	1.1.2 Management's role related to climate-related risks & opportunities	**Oversight of disclosed climate-related targets, goals and transition plans** The Enterprise Risk Committee (ERC) is responsible for identifying, managing and mitigating enterprise risks while ensuring accountability from designated risk owners through the Enterprise Risk Management process. The ERC provides periodic updates to the Executive Leadership Team on enterprise risks. ERC members include the Chief Logistics Officer, Chief Finance Officer, Chief Operating Officer, Chief Product Officer, Chief Administrative Officer, Senior Vice President and Deputy General Counsel, Vice President of Internal Audit, Vice President of Global Compliance and Vice President of Global Security and Privacy. The Climate Risk Steering Committee (CRSC) supports the ERC by identifying and assessing climate-related risks and opportunities, which are consolidated into the enterprise risk register that is reviewed by the ERC. The CRSC is comprised of individuals from ESG, financial planning, internal audit, compliance and sourcing. Recommendations to the ERC are subsequently provided to executive leadership for review and to aid in decision-making.

TCFD INDEX: STRATEGY

Section	Subsection	Response
1.2 Strategy	1.2.1 A description of the principal climate-related risks and opportunities arising in connection with the operations of SharkNinja, and the time periods by reference to which those risks and opportunities are assessed	**Principal climate-related risks and opportunities** The key climate-related R&Os identified were those that could potentially impact financial performance and financial position of SharkNinja. SharkNinja faces a range of climate-related risks that could impact our operations, supply chain and market competitiveness. Shifting consumer preferences toward sustainable products may create pressure to innovate, while meeting energy efficiency mandates and incorporating sustainable materials may require significant redesign and sourcing efforts. Supply chain vulnerabilities, such as increased flooding risks and water scarcity in critical industries, could pose operational challenges. These risks emphasize the importance of proactive strategies to stay ahead of sustainability trends and enhance climate resilience. SharkNinja also has significant opportunity to capitalize on the growing demand for sustainability. Innovations in sustainable products offer potential for substantial market growth, while increased focus on repairability and refurbishment can enhance customer satisfaction and operational efficiency. These strategies not only align with consumer trends but also position the company as a leader in sustainable practices, driving long-term value and resilience. **Time periods by reference to which risks and opportunities are assessed** Both transition and physical (acute and chronic) risks were assessed over three-time horizons: • Short (1-3 years): Immediate risks like evolving regulatory requirements necessitate prompt action to safeguard market share and compliance. • Medium (3-10 years): This period captures acute and developing chronic physical risks, evolving consumer preferences and longer-term regulatory transition risks. • Long (10+ years): This time horizon provides sufficient time to reflect chronic physical climate events.

Section	Subsection	Response
	1.2.2 A description of the actual and potential impacts of the principal climate-related risks and opportunities on the business model and strategy of SharkNinja and use of scenario analysis	**Physical and transition scenarios used for risk modeling and scenario analysis** To understand how identified climate-related R&Os may materialize in the short, medium and long term, scenario analysis was conducted. The following scenario models were used to assess the potential impacts arising from physical climate change and the transition to a low carbon economy: • For physical climate risks, analysis used a combination of the World Resource Institute's (WRI) Aqueduct 4.0 model and Climate Analytics Climate Impact Explorer with a RCP8.5 pathway (i.e., potential temperature rise of more than 4°C). • To assess transition risks associated with a low carbon economy (RCP2.6), in which warming remains well below 2°C, the International Energy Agency (IEA) Net Zero Emissions by 2050 Scenario (NZE) was used. **Scenario analysis results** The outputs of scenario analysis were used in conjunction with existing mitigation measures to assess the residual risk or opportunity level of identified R&Os. The R&Os deemed material to SharkNinja are presented in the tables on page 39 (Managing climate risk, page 39) and include three transition risks and two opportunities. Physical risks such as the impacts of extreme heatwaves and weather on business operations were considered in scenario analysis, but existing mitigations were deemed sufficient such that the potential financial impact has not been considered material at this time.
	1.2.3 An analysis of the resilience of the business model and strategy of the company, taking into consideration different climate-related scenarios	**Analysis of business model and strategy resilience** SharkNinja has assessed both climate-related physical and transition risks using two climate scenarios, which included a <2°C and a +4°C pathway. These scenarios were chosen to maximize the potential physical and transition risks experienced, thereby stress-testing SharkNinja's mitigation strategies. Considering both the scenario analysis and the proactive mitigation measures being taken, SharkNinja believes that in the time horizons defined, the risks are sufficiently mitigated. Risks will continue to be reviewed regularly to ensure proactive and sufficient mitigation.

TCFD INDEX: RISK MANAGEMENT

Section	Subsection	Response
1.3 Risk management	1.3.1 Climate risk and opportunity identification and assessment	**Climate risk and opportunity identification and assessment** To collect R&Os, the CRSC conducted two workshops with seven different departments across key global regions including North America, Europe and Asia, which represent the company's largest markets. These workshops, facilitated by a third-party consulting team in partnership with the ESG team, identified over 52 R&Os. When identifying risks, the following risk types were considered: • Physical risks: Acute risks (e.g., extreme weather events) and chronic risks (e.g., long-term climate shifts). • Transition risks: Regulatory pressures, market changes and evolving consumer preferences. In addition to workshops, the risk assessment process incorporated peer and customer risk analyses, regulatory compliance evaluations and country-specific climate impact assessments to build a comprehensive understanding of risks globally.
	1.3.2 Prioritization and management of climate-related risks and opportunities	**Prioritization and management of climate-related risks and opportunities** The CRSC worked with various departments and finance to assess likelihood and quantify the financial impacts of the R&Os on the business. This resulted in a prioritized list of R&Os. The CRSC next worked to identify existing and potential mitigation strategies for managing identified risks to arrive at residual risk. These risks and mitigations were shared with the ERC for integration into SharkNinja's overarching risk management framework.
	1.3.3 Integration of climate risks and opportunities into the overall risk management process	**Integration of climate risks and opportunities into the overall risk management process** The ERC has integrated identified risks into the Enterprise Risk Management process, consolidating climate-related risk information with other corporate risks to confirm top risks and prioritize resource allocation for mitigation strategies.

TCFD INDEX: METRICS AND TARGETS

Section	Subsection	Response
1.5 Metrics and targets	1.5.1 Metrics used by the assess climate-related risks and opportunities in line with strategy and risk management process.	SharkNinja is actively developing risk-specific metrics by which it can effectively assess mitigation measures for such risks identified in section 1.2.2.
	1.5.2 Scope 1, Scope 2 and Scope 3 GHG emissions and their related risks.	See climate change, page 35-37
	1.5.3 Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See climate change, page 35-37

Shark | NINJA

sustainability@sharkninja.com