

Shark | NINJA

RARELY SATISFIED

2025 ENVIRONMENTAL,
SOCIAL, AND GOVERNANCE
(ESG) REPORT

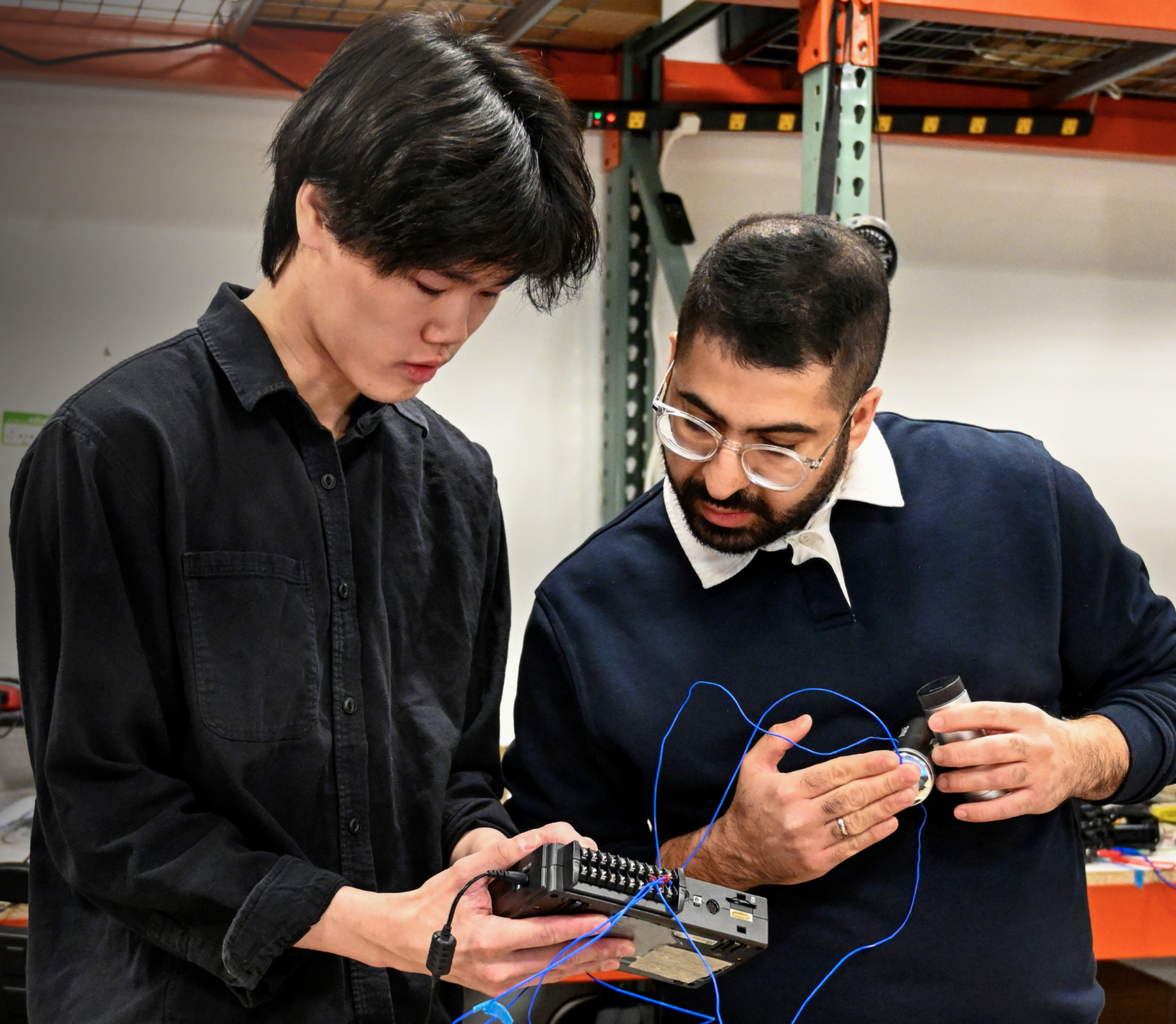


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INTRODUCTION

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A MESSAGE FROM OUR CEO

In 2025, SharkNinja delivered another year of exceptional performance, earning top-tier recognition for innovation, consumer trust, community engagement, and workplace culture. We consistently defied expectations, while holding ourselves to uncompromising standards that build deep consumer trust through quality, safety, value, and performance.

Together, we brought our core mission to life: to positively impact people's lives, every day, in every home, around the world. Operating at that scale carries a clear responsibility to optimize our environmental, social, and governance performance as a core part of how we operate and how we win.

The same discipline we apply to product quality, consumer experience, and financial performance, we apply to our environmental, social, and governance commitments. This report is our account of how we delivered against those commitments in 2025.

We are proud of our ESG accomplishments during the year. Our teams identified efficiency opportunities across some of our most energy-intensive categories, embedded repairability requirements into new product development, expanded refurbishment programs to new countries, and completed our transition to per and polyfluoroalkyl substances (PFAS) free food-contact surface coatings across our heated products and categories. We also extended our reach into the communities where we live and work, investing in the next generation of problem-solvers through programs designed to advance access, opportunity, and possibility. We set ambitious goals and we achieved all but one which we will aggressively pursue in 2026.

Importantly, we continued to invest in our people, challenging our teams to question assumptions, explore new ideas, and push beyond conventional approaches, while advancing belonging and inclusion and expanding the programs that help our team members grow, perform, and thrive.

At our core, SharkNinja is a company of world-class problem-solvers. Problem-solving is not just what we do, it is how we think. That mindset comes to life through rapid iteration, continuous improvement, and a willingness to test, learn, and grow through "failing fast." It is a powerful competitive advantage, enabling us to move faster, adapt quicker, and consistently deliver breakthrough innovation time and time again.

We are also guided by a principle we call "Rarely Satisfied," which is the burning desire to win that drives us to get better every day, always setting bold aspirations, and relentlessly driving to the next milestone. This mentality pushes us to raise our ambitions year after year while also keeping us honest about where we can do more. Taken together, these characteristics define how we approach our ESG commitments and how we will continue to raise our performance.

We thank you for your interest in our ongoing journey and welcome your feedback.

With appreciation,

Mark Barrocas

Chief Executive Officer and Director

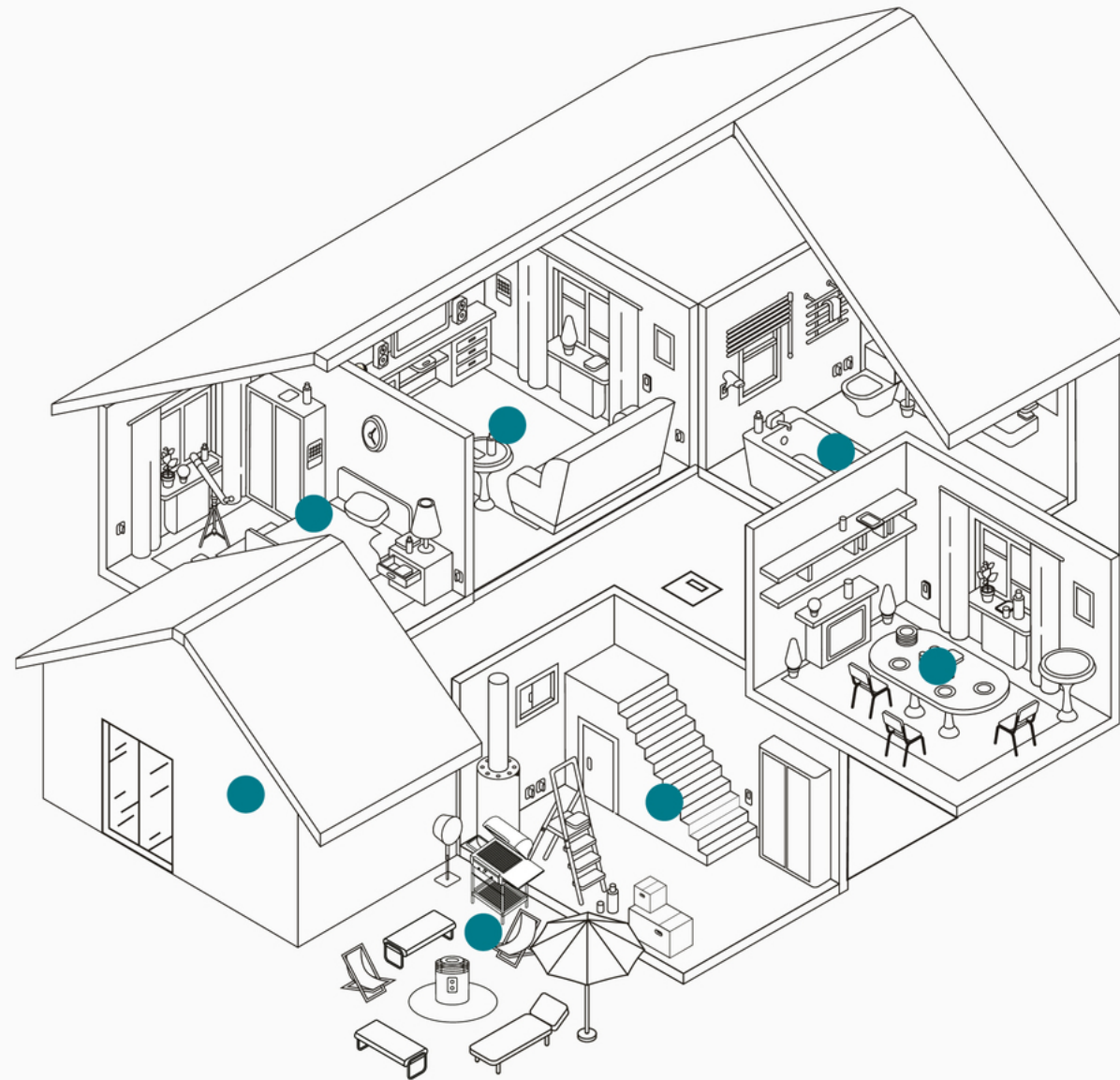


ABOUT SHARKNINJA

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 (U.S.), with 31 offices around the world, our business is powered by the multibillion-dollar brands of 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 tech, driving significant growth and market share gains.

SharkNinja’s product portfolio currently spans 38 household sub-categories and a portfolio of over 5,500 patents in various jurisdictions around the world, including the U.S., Canada, China, Japan, South Korea, Australia, the United Kingdom (U.K.), Germany, and France. In recent years we have seen tremendous growth globally, including in Europe, the Middle East and Africa (EMEA), and in Latin America. 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 4,100 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.



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
- Fire pits
- Propane grills

\$6.4B
2025 net sales

38
product sub-categories

5,500+
patents globally

38
markets

180+
retailers globally

4,100+
team members

31
offices

2025 ESG HIGHLIGHTS

PRODUCT POSITIVE



4.4 STARS

Our average product rating was **4.4 stars**, with 70% of consumers providing a 5-star rating.



5.8M

Since 2019, we've refurbished **5.8M** returned product units, giving more than 83% of our returned products a second life.



4.8 STARS

Our average customer service rating was **4.8 stars**, with 90% of respondents providing a 5-star rating.



DESIGNED FOR REPAIR

We applied **circular design requirements** to five product categories in 2025.



95%

95% of our packaging by weight was fiber-based and fully recyclable.

PLANET POSITIVE



100%

We purchased **100% renewable electricity**, fully mitigating our Scope 2 market-based emissions.



ENERGY EFFICIENCY

We implemented **new energy-efficiency metrics** in the product development process to drive energy reductions.



100%

PFAS-FREE FOOD-CONTACT COATINGS

We transitioned production of remaining cookware lines to **PFAS-free food-contact surface coatings**.

PEOPLE POSITIVE



ONE OF 20

We were named a Corporate Wellness Innovator by Fast Company, one of only 20 companies worldwide recognized for leading the way in employee health and well-being.



BENEFITS THAT WORK

More than 90% of our team members globally enroll in our benefits plans, a reflection of the competitiveness and reach of our Total Rewards program.



ELITE PERFORMANCE COACHING

We launched an internal center of excellence grounded in cognitive performance science and elite coaching, designed to elevate how our leaders perform under pressure and unlock new levels of achievement.

EXTRAORDINARY RECOGNITION

SharkNinja was recognized for being Outrageously Extraordinary by leading regional, national, and global organizations in 2025. We are most proud of the 360-degree nature of the accolades, spanning excellence in innovation and technology, consumer trust, and workplace quality.



POWERHOUSE BRAND

TIME Magazine's TIME 100 Most Influential Companies of 2025

Newsweek's Most Trustworthy Companies in America 2025

Ninja named a top U.K. brand in YouGov's Best Global Brands 2025

USA TODAY's Americas Best Customer Service 2026



WORLD-CLASS INNOVATOR

Fast Company's World's 50 Most Innovative Companies of 2025

Inc.'s 2025 Best in Business List for Innovation and Marketing

Technology Company of the Year by the Mass Technology Leadership Council

LexisNexis Top 100 Global Innovators 2026



BEST PLACES TO WORK

Built In's 2025 Best Places to Work

Fast Company's 2025 100 Best Workplaces for Innovators and Top 20 Corporate Wellness Innovators

OUR ESG STRATEGY

Our mission to positively impact people’s lives around the world extends to optimizing environmental, social, and governance (ESG) performance to drive broad benefits for our consumers, team members, and other stakeholders. As we continue to innovate and deliver unrivaled consumer solutions, we set out the SharkNinja Positive Impact Plan to challenge what’s possible and achieve our mission sustainably.

SHARKNINJA’S POSITIVE IMPACT PLAN

PRODUCT POSITIVE

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

2025 GOALS

Circular economy

- ✓ Applied new circular design requirements to five product categories
- ✓ Expanded returns refurbishment program to Nordic and Central & Eastern European countries

Packaging

- We did not meet our EPS reduction goal for Ninja products due to quality and cost constraints. We are revisiting our approach.

2026 GOALS

Circular economy

- Launch a same-unit repair offering for at least one product category in the U.S., the U.K., the Nordics, and the EU by the end of 2026
- Expand repair services through at least one retail partner in the U.K., the Nordics, and the EU by the end of 2026

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.

2025 GOALS

Climate

- ✓ Purchased 100% renewable electricity, fully mitigating our Scope 2 market-based emissions

Chemicals safety

- ✓ Transitioned production of remaining cookware lines to PFAS-free food-contact surface coatings

2026+ GOALS

Climate

- Maintain 100% renewable electricity through REC/EAC purchases
- Reduce greenhouse gas (GHG) emissions 66.33% per unit sold by 2035 (vs. 2023 baseline)

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.

2025 GOALS

Belonging and inclusion

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

Philanthropy and community engagement

- ✓ Launched a signature philanthropy program, *Innovation for Impact*, in 2025

2026 GOALS

Belonging and inclusion

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

Team member engagement

- Launch our first global engagement survey, and use what we learn to make faster, smarter decisions about how we develop, support, and retain our people worldwide

Philanthropy and community engagement

- Expand *Innovation for Impact* globally, creating new pathways for the next generation of problem-solvers in the communities where we live and work

- ✓ Achieved
- In progress

ESG GOVERNANCE AND MATERIALITY

ESG Governance
Materiality

10
10

Shark NINJA

ESG GOVERNANCE MATERIALITY

Effective ESG governance supports the strong oversight and management of sustainability ambitions, goals, and programs. ESG governance keeps SharkNinja accountable for our commitments, including transparently reporting on our progress. It also enables nimble management of 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 periodically monitors the company’s corporate responsibility initiatives and ESG matters, including our strategy and progress. The full Board reviews the annual ESG report.

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). The Executive ESG Steering Committee, which meets bi-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 2025, SharkNinja primarily focused on executing our Positive Impact Plan, steadily meeting our goals and laying the groundwork for future continued progress. We are proud to have met all of our 2025 ESG goals except for one related to packaging, where we continue to problem-solve. We plan to continue reporting on our ESG goals and progress annually.

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 13 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. We plan to refresh our materiality assessment in 2026.

OUR VALUE CHAIN



MATERIAL TOPICS

ENVIRONMENTAL

- Climate change
- Circular economy
- 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 engagement

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, applying circular design principles, and using sustainable packaging materials.

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OUR APPROACH

We are obsessed with innovating 5-star, world-class products that solve real consumer problems and improve people's lives. We rapidly iterate, leveraging highly integrated global teams and real-time consumer feedback to develop and deliver consumer product breakthroughs. We adhere to high product quality and safety standards to earn consumer trust. And we actively strive to understand and enhance consumers' post-purchase experience, from delivery to unboxing to enjoying their Shark and Ninja products, so that we provide a 5-star consumer experience at every step along the way.

An existential need to be the very best extends to our efforts to advance product sustainability. As we grow, we seek additional ways to contribute to a circular economy. Our focus areas remain innovating products using circular design principles and improving the sustainability of our packaging.

2025 ACHIEVEMENTS



INNOVATIONS

- Achieved an average product rating of 4.4 stars, with 70% of consumers providing a 5-star rating
- Achieved an average customer service rating of 4.8 stars, with 90% of respondents providing a 5-star rating
- Entered 2 new product categories



CIRCULAR ECONOMY

- Applied new circular design requirements to five product categories
- Expanded returns refurbishment program to Nordic and Central & Eastern European countries
- Refurbished over 1.4 million products for resale, for a total of 5.8 million since 2019, giving more than 83% of our returned products a second life



PACKAGING

- Achieved 95% fiber-based and recyclable packaging
- Introduced more stringent ESG requirements for packaging vendors

2026 GOALS



CIRCULAR ECONOMY

- Launch a same-unit repair offering for at least one product category in the U.S., the U.K., the Nordics, and the EU by the end of 2026
- Expand repair services through at least one retail partner in the U.K., the Nordics, and the EU by the end of 2026

PRODUCT INNOVATION

Disruptive product innovation is the engine of our business success and positive impact. We thrive on tackling consumer problems head-on to deliver groundbreaking solutions time and time again.

Our product innovation environment is ambitious and nimble. We question what is possible in order to deliver unparalleled consumer products and experiences, in both new and existing markets. Across all product creation phases, from ideation up until mass production, we employ a rapid, iterative development process to develop breakthrough innovations. Our engineers and product developers move fast, collaborating in an ongoing cycle — testing ideas and prototypes, incorporating consumer insights, and problem-solving — to create novel solutions for everyday problems across a wide array of new and existing product categories.

In 2025, we entered 2 new product categories, expanding SharkNinja innovations to fire pits with Ninja Fireside360 and propane grills with Ninja FlexFlame.

DOZENS OF NEW PRODUCTS

VIRAL INNOVATIONS IN NEW AND ADJACENT CATEGORIES

Ninja Fireside360™

The Ninja Fireside360 revolutionizes outdoor heating with a smokeless, no-cleanup, all-in-one outdoor heater and fire pit experience.



Shark™ FacialPro™ Glow

Our Shark FacialPro Glow transforms at-home facials with spa-level results in just 10-minutes in the palm of one's hand.



Shark® TurboBlade™

Our Shark TurboBlade upends the tower and box fan category with 360° cooling and ultra-quiet power.



STANDOUT INNOVATIONS IN EXISTING CATEGORIES

Ninja BlendBOSS™

The Ninja BlendBOSS first-ever tumbler blender redefines portable wellness with an ultra-powerful motor and 100% leakproof design.



Ninja CRISPi® PRO

Ninja's next-gen revolutionary glass air fryer offers expanded 6QT XL capacity, precision controls, and expanded functionality.



Shark® StainForce™

The Shark StainForce banishes tough stains, spill emergencies, and consumer stain-xiety with its cordless stain-elimination system.



EXTRAORDINARY INNOVATION

SharkNinja was recognized for being Outrageously Extraordinary by leading regional, national, and global publications in 2025.

2025 INNOVATION HIGHLIGHTS

300,000
consumers involved
in product testing

300+
new patents
secured

2
new product
categories entered

WORLD-CLASS INNOVATOR

- *Fast Company's* World's 50 Most Innovative Companies of 2025
- *Inc.'s* 2025 Best in Business List for Innovation and Marketing
- Technology Company of the Year by the Mass Technology Leadership Council
- *LexisNexis* Top 100 Global Innovators 2026

5-STAR PRODUCTS

Our North Star is delivering 5-star products that offer cutting-edge innovation and extraordinary value. Our consumers are discerning, meticulously researching reviews and ratings before making purchase decisions. From design sketch to global production, we apply consumer feedback and insights to perfect offerings and deliver 5-star quality and performance. With Outrageously Extraordinary as our benchmark, we challenge the status quo, target the impossible, and rapidly iterate solutions until we solve for extreme consumer ease and delight.

We deploy an expanding array of tools to help us understand what consumers need today and what they will desire tomorrow. We continually analyze consumers' interactions with our products and track consumer feedback and 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 test our products across a range of environments, from our laboratories and simulated home facilities to restaurants, beauty salons, and homes. This input from category experts, professional users, and everyday consumers throughout product development is critical to innovating consumer-loved products and experiences. In 2025, we interacted with more than 300,000 consumers during our product development processes.

We design every new product to deliver on four fronts simultaneously: 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

INCORPORATING REAL-TIME FEEDBACK

We are relentlessly focused on understanding consumer problems, needs, and desires. Throughout product development, we gather, analyze, and integrate consumer and market insights — early and often.

SharkNinja's consumer insights organization rigorously tracks market and product trends, combining consumer survey and in-home test results with AI-powered tools that gather and evaluate consumer product reviews. In close coordination, our global engineering, design, and development teams apply these gleaned insights throughout the product development life cycle, pivoting as needed to swiftly update designs. In addition, our own engineers, product developers, and marketing team members — themselves consumers — provide their feedback on product ideas and prototypes throughout the design process. We place consumers at the center in order to continually advance our designs in line with real-time consumer feedback.

INNOVATING AFRO-CARIBBEAN FARE

"I'm from Barbados and am often asked if you can use our products to make Afro-Caribbean foods. I wanted to show this was possible and to use my perspective and upbringing to put a new twist on our cuisines. This culminated in a project where we engaged chefs from across the Afro-Caribbean diaspora to not only reinvent traditional recipes using popular Ninja products but in true Ninja style create something totally new — and shared the whole process on SharkNinja's social media.

My favorite collaboration was the development of our roasted sweet plantain ice cream with walnuts and dark chocolate that has never been done before. We roasted plantains in the Crispi and used our Creami Scoop and Swirl to create the ice cream. We made jerk chicken quesadillas on the Ninja XL Grill Plate and a SLUSHi rum punch. I also developed a brioche-style West African Agege bread to make French toast using the Crispi, and made a spiced cocoa tea ice cream using nutmeg, cinnamon, ginger, allspice, and vanilla — all spices I grew up on.

This was an exciting opportunity for Afro-Caribbean team members from very different teams to come together on a project we were really passionate about. Seeing people who look like us engaging with our corporate social media for the first time was really important. SharkNinja reached untapped demographics by taking the time to understand Afro-Caribbean history and culture and showcase these innovative recipes. That's something that not only resonates, but that consumers appreciate."



"We engaged chefs from the Afro-Caribbean diaspora to not only reinvent traditional recipes using popular Ninja products but in true Ninja style create something totally new."

Jared Spencer

Food Scientist

ACCELERATED SPEED TO MARKET

Being first-to-market with innovative consumer solutions is crucial. Our product development and engineering teams work together across global time zones and areas of expertise to accelerate innovation. “Chasing the sun” in contiguous global design and engineering cycles makes this possible. Within each 24-hour period, work done on product development in the U.S. continues in China and then in the U.K., before being picked up again the next day in the U.S. — often with technical and other barriers having been resolved overnight.

In orchestrating our global design and engineering relay, SharkNinja integrates the distinctive strengths of our U.S., U.K., and China teams to better solve problems and create breakthroughs on a daily basis. Leveraging highly integrated in-house expertise, including commercial insight and product development mastery in Boston, consumer-centric design fluency in London, and engineering and manufacturing proficiencies in China, enables us to meet our high bar for consumer value, product quality, and product safety. In this way, product design and engineering never actually stop across SharkNinja’s global organization. This “always on” approach minimizes development and product timeframes through continuous problem-solving.

A HIGHLY ITERATIVE APPROACH TO PROBLEM-SOLVING

“At SharkNinja, we push one another to win big. As project lead, I’m always striving to inspire my team to overcome obstacles. Our team set out to create a highly versatile solution that would redefine hair straightening across all hair types to deliver sleek, silky styles without any of the typical trade-offs that come with straightening.

In line with “being first to spot the smoke,” we sought out and tackled initial problems head on, including excessive heater levels, microchip connectivity issues, and paint adhesion challenges. To deliver the highest-quality product, we had to coordinate closely with global R&D, quality, compliance, and other cross-functional teams. Through rapid, iterative problem-solving, we innovated a high-quality paint to withstand testing extremes, reduced heater and motor size to make the unit size as small as possible, and made creative use of accelerometers to manage power shutdowns and ensure safety.

In the end, we created the Shark SilkiPro™ Straight, our first free-standing air straightener engineered to deliver silkier, long-lasting styles across all hair types and textures. I’m so proud of our team’s fighting spirit. We overcame many complex obstacles to achieve our ultimate goal.”



“At SharkNinja, we push one another to win big. As project lead, I’m always striving to inspire my team to overcome obstacles.”

Kenny Zhou

Senior Project Manager

PRODUCT QUALITY AND SAFETY

We carefully design our products to safely deliver market-leading performance and strictly comply with all applicable consumer product safety legislation where they are sold, in addition to our own stringent quality standards. Our Product Quality and Safety organization introduced significant operational innovations last year, all in service of our one constant: 5-star rated products.

ONE GLOBAL TEAM

In 2025, we moved to fully integrate our Shark and Ninja Safety, Regulatory, and Certification/Compliance teams, unifying two separate brand teams into one global organization responsible for the end-to-end product development cycle. This new organization enables greater consistency in approach across Shark and Ninja brands and expands our capabilities in regulatory compliance across global geographies and markets.

OUR QUALITY STANDARDS

We apply a range of product quality, testing, and safety control measures throughout the product development cycle. At specific stage gates, product risk assessments are performed to ensure appropriate hazard mitigations, taking into account product construction; ergonomics and other human factors; normal use conditions; reasonably foreseeable misuse conditions; hazard communication to users; and ongoing reliability considerations.

4.4 STARS

In 2025, our average product rating was 4.4 stars, with 70% of consumers providing a 5-star rating.

Products are also evaluated and certified to applicable nationally and internationally accredited standards and legislation. We do this through rigorous internal evaluation and testing as well as external, expert third-party evaluation and testing, using global certified labs for independent validation where applicable.



During manufacturing, our Quality Control teams in the U.S., the U.K., 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.

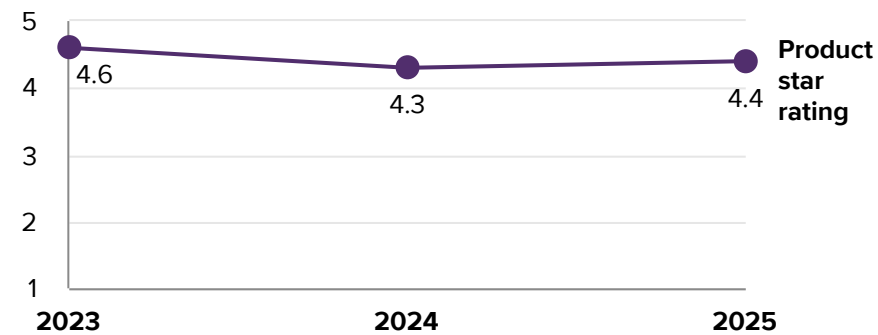
To stay abreast of best practices and changing regulatory requirements, our Safety & Regulatory Compliance team members represent the business through trade associations. These trade associations are responsible for creating and maintaining safety standards nationally and internationally, and for ensuring 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.

DRIVING ADVANCED CAPABILITIES

To boost speed and performance, our team introduced new AI and simulation technologies into our product quality and safety framework. In product testing and modeling, we applied automation and model simulation technologies to accelerate new-product testing cycles. At the same time, we enlisted AI to help us predict and identify potential design issues. And in a rare step for the consumer products industry, we also began using new sophisticated technologies to test software-hardware integration quality for our growing portfolio of connected products. In driving these process transformations, SharkNinja has improved our ability to assess and design products for quality and safety at critical points in the new product development cycle.

Beyond product testing, we started using AI-powered tools to more rapidly aggregate and understand post-purchase consumer feedback. SharkNinja is now able to spot potential issues with even greater depth and speed, allowing us to quickly communicate this information to our product quality and safety teams for further evaluation.

Product ratings over time*



* In 2025, we changed our product rating vendor. Our 2025 figure, while still representing an average of our product’s star reviews, is pulled from a different subset of our direct-to-consumer sites and retail partners than prior years.



CONSUMER EXPERIENCE

We seek to provide 5-star product experiences — from our consumers' initial purchase through the ongoing use of their Shark and Ninja products. We keep a maniacal focus on consumer satisfaction to unlock extreme consumer delight.

IMPROVED SERVICE OPTIONS

As part of our 2025 website modernization, we launched an AI-powered conversational bot capable of rapidly responding to customer-facing requests and comments. With access to all of SharkNinja's knowledge bases, the chatbot offers an easy-to-use self-serve option for consumers seeking information or providing feedback. In 2025, AI Chats were used thousands of times per month in North America and the U.K., increasing the capacity of call-center staff to answer phone calls more quickly and to focus on more complex consumer questions.

We innovated new ways to get the full picture of what our consumers want. In 2025, we moved from sampling a fixed set of calls to AI-scoring nearly 100% of our consumer interactions for quality, empathy, and listening. This new tool measures quality based upon more than just what the agent says — it also considers the consumer response, allowing us to provide real-time coaching to agents and better consumer support.

COMPLEX PRODUCTS, EASY SETUP

We aim to enhance the consumer experience by offering help with complex product assembly and operational instructions. In 2025, SharkNinja continued to provide popular 3D digital assistance tools for setting up and using the Ninja FlexFlame and Ninja Luxe Café. We also added in-person assembly and operating assistance for the FlexFlame last year to consumers in the U.S. and Canada.

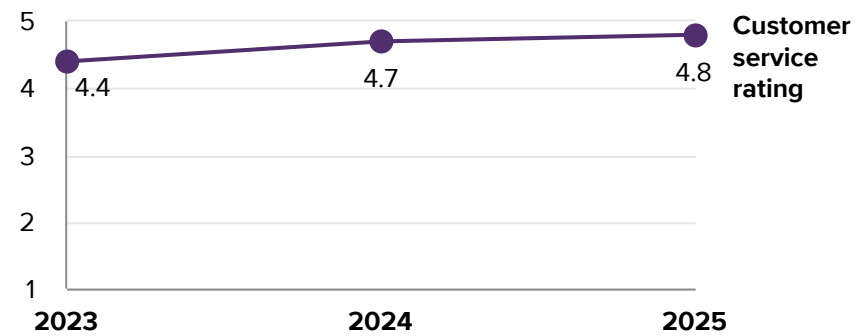
As we continue to scale, our focus remains the same: combining technology with empathy to deliver 5-star experiences that feel simple, seamless, and human. Because when we get it right, it's not just about solving a problem, it's about building trust, one moment at a time.



ACCELERATING PRODUCT DEVELOPMENT

By introducing AI-powered solutions in consumer analytics in 2025, we can rapidly aggregate and understand consumer post-purchase feedback. From customer support interactions to product reviews posted to social media and our own e-commerce sites, we are better able to understand where we are excelling and where we can improve. Use of AI not only shrinks the communication gap, but also speeds up our ability to deliver actionable insights to the SharkNinja teams responsible for these products throughout our product development life cycle.

Customer service ratings over time



4.8 STARS

In 2025, our average customer service rating was 4.8 stars, with 90% of respondents providing a 5-star rating.

DELIVERING NEW LEVELS OF CUSTOMER SUPPORT

“Delivering great consumer experiences isn’t about adding more touchpoints — it’s about reducing effort.”

Over the past year, we’ve focused on meeting consumers where they are and making support feel simple, fast, and frictionless. That means giving people the confidence to help themselves when they want to, and making sure that when they do need us, the experience builds trust from the first interaction.

We’ve seen thousands of consumers choose new self-service options, resolving issues on their own terms and in their own time. That shift isn’t just about efficiency — it’s about respecting our consumers’ time and giving them control.

Applying AI has given us complete visibility across every interaction, a step change in our capability to react and learn. These insights are helping us spot trends earlier, fix root causes faster, and continuously improve both the product and the support experience.

The result is a stronger connection between what our consumers experience, what our agents deliver, and how we improve as a business. We’re seeing higher support scores than ever before — but more importantly, we’re building trust.

And that’s what drives long-term loyalty, because the best support experience is the one that feels effortless.”



“Delivering great consumer experiences isn’t about adding more touchpoints — it’s about reducing effort.”

Damian Hall

Consumer Experience Senior Director

CIRCULAR ECONOMY

Traditional linear models of product production, consumption, and disposal have proven to be unsustainable. Overuse of limited natural resources and the accumulation of waste from consumer products present global challenges. As consumers, retailers, and legislators seek solutions, SharkNinja continues to take steps to create a more circular product life cycle.

DESIGNING FOR CIRCULARITY

Circular product design aims to maximize resource efficiency and minimize waste, contributing to a more circular economy and an enhanced consumer experience. In 2025, SharkNinja incorporated circular design requirements into our product design and engineering process, beginning with five product categories. These requirements focus on optimizing materials use, easy product maintenance, and increasing the reparability of our products.

MATERIALS USE

Beginning at the product design stage, we take steps to optimize materials use to contribute to a more circular economy. The most impactful way our product design teams reduce materials use is by creating multifunctional products. These products, which combine multiple appliances in one, are materials-efficient, and eliminate the need for multiple products. Multifunctional products are also cost-effective and space-efficient for the consumer. Using our new Shark Glossi™ 2-in-1 Hot Tool and Air Glosser instead of separate hair drying and styling appliances, for example, saves effort and space, allowing consumers to move from wet to dry hair styling with just one lightweight game-changing tool.

We also employ circular design principles to minimize materials use in product development, conserving natural resources and containing costs. Our product design teams look to simplify and evolve designs to leverage lightweight components, require fewer parts, and reduce manufacturing steps, which in turn helps to reduce costs and assembly times. This includes optimizing existing components, such as extracting as much energy as possible from a single lithium-ion cell in our battery-powered products.

To further reduce materials use, some 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. In 2025, we piloted the use of post-consumer recycled resins in certain products. That work will continue in 2026. Use of recycled content in product manufacturing not only reduces the use of virgin materials, but can also reduce a product's carbon footprint, as recycled materials typically have less embedded carbon than their virgin counterparts.

5 PRODUCT CATEGORIES

Applied circular design requirements to 5 product categories



EASY PRODUCT MAINTENANCE

Regular maintenance can lengthen a product's life and use, benefitting both consumers and the environment. SharkNinja provides detailed instructions for maintaining our products in the form of print and digital instructional brochures as well as online troubleshooting guides. We also design most high wear-and-tear components for our products, such as vacuum brush rolls or coffee filters, for ease of replacement to extend product life.

IMPROVING PRODUCT REPAIRABILITY

In 2025, we set out to better understand how repairable our products currently were so that we could improve their design. We sent products across 18 product categories to a professional repairer to assess key aspects of repairability, including number of steps to access and time required to replace critical components, number and type of required tools and fasteners, and any other major obstacles that were encountered along the way. Based on the resulting body of data, we created new repairability requirements tailored to specific product categories for our product design teams.

In 2025, we applied these requirements to five product categories — outdoor grills, robots, cordless vacuums, fans, and facemasks. Newly applied requirements include positioning critical components for easy access, requiring use of repair tools commonly used by professional repairers as opposed to proprietary tools, standardizing fastener types, using reversible assembly methods, and avoiding repair impediments from product software or hardware.

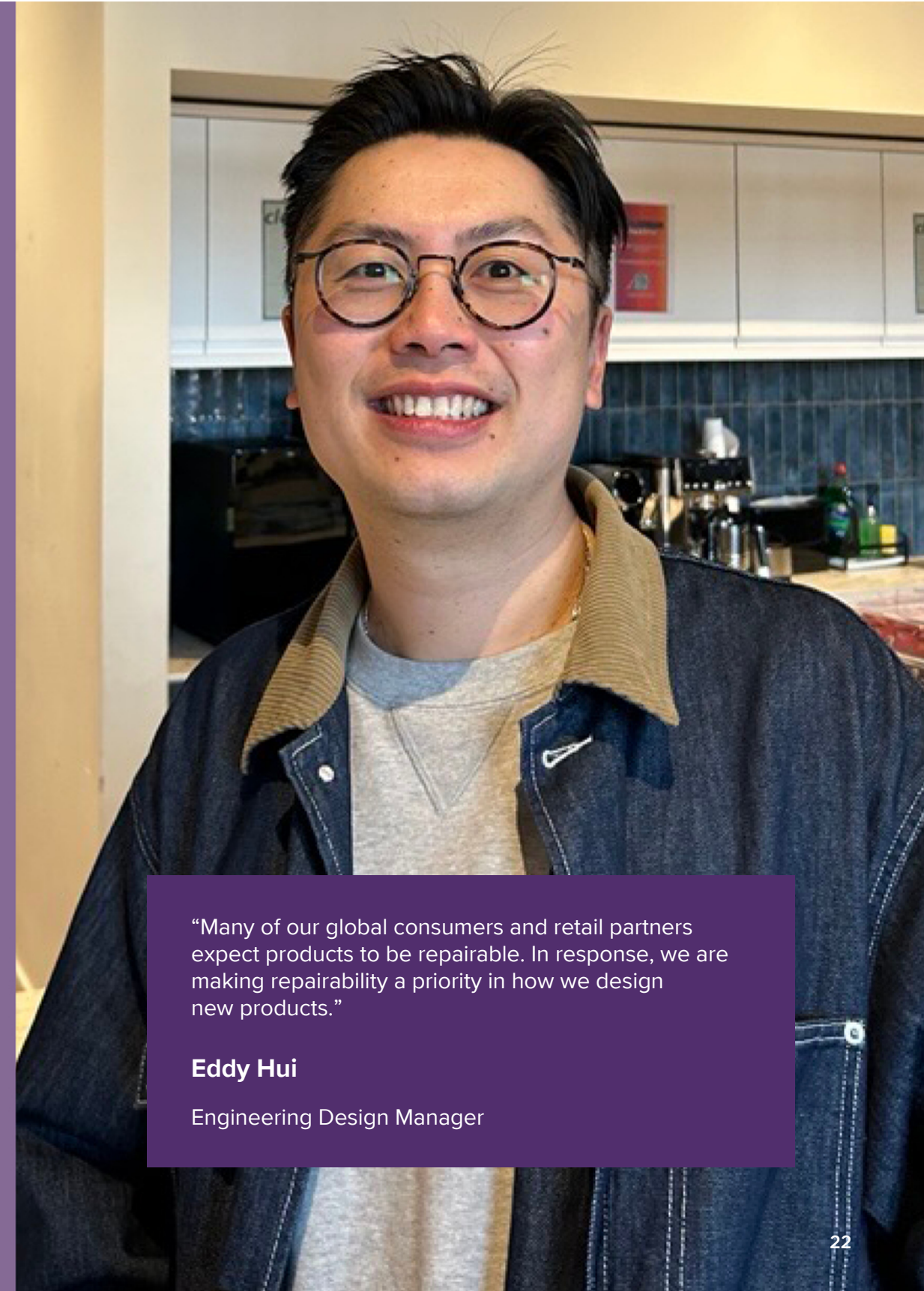
To manage and drive this change, SharkNinja is creating tools for design teams to use both for designing new products and for measuring and tracking improvements over the product life cycle. We plan to apply circular design learnings to additional product categories going forward.

PRIORITIZING REPAIRABILITY TO SERVE GROWING DEMAND

“Many of our global consumers and retail partners expect products to be repairable. In response, we are making repairability a priority in how we design new products.”

When redesigning our wet-dry hard floor cleaner in 2025, we worked closely with our refurbishment team to identify key areas where we could implement repairability considerations. Beginning very early in the design process, we explored how we might reduce the number of parts overall, provide easier access to the most important internal components, and minimize the number of steps and time involved in repair.

We scored big wins — building the hard floor cleaner with fewer parts and significantly reducing the steps needed to access the battery, making it easier to repair or replace. In all, we simplified the design, reduced costs, and increased the product's repairability. The new hard floor cleaner is expected to launch globally in 2026. These design breakthroughs show that when our teams work together, we can achieve more than we ever thought possible for our consumers and partners.”



“Many of our global consumers and retail partners expect products to be repairable. In response, we are making repairability a priority in how we design new products.”

Eddy Hui

Engineering Design Manager

SAME-UNIT REPAIR SERVICES

Early in 2025, we launched a same-unit repair pilot with a French retailer, Boulanger, to provide repair services for high-volume categories (air fryers, vacuums, and wet & dry cleaners). We expanded this program to two additional retail brands in the EU in 2025, with more growth projected through early 2026. And we have set new goals to launch a same-unit repair offering for at least one product category in the U.S., the U.K., the Nordics, and the EU by the end of 2026, and expand repair services through at least one retail partner in the U.K., the Nordics, and the EU by the end of 2026.

PARTNERING WITH RETAILERS ON REPAIR

“SharkNinja is growing in new markets that have repairability requirements, such as France’s Repairability Index, a product labeling system aimed at boosting the circular economy. Many of our retail partners also have customer loyalty programs that feature same-unit repair. These retailers are meeting consumers where they are to give them a great experience. To meet growing expectations around product repairability, we are also investing in repair solutions.

In 2025, we partnered with French retailer Boulanger to set up same-unit repairs for their customers, starting with Ninja air fryers and Shark wet & dry vacuum cleaners. Results have been quite strong: We repaired some 1,800 SharkNinja products over seven months last year with an average turnaround time of fewer than five days. Insights from this program are making us design and operate smarter, too. Why replace an entire unit when most repairs require less than five key components to fix?

These same-unit repair programs not only help retailers better serve their customers, they add operational efficiencies and reduce costs. They also produce valuable repairability insights and design feedback for SharkNinja, which can enhance the consumer experience in all markets.”



“Same-unit repair programs not only help retailers better serve their customers, they add operational efficiencies and reduce costs.”

Sebastien Echeverry

EMEA After Sales Manager

PRODUCT REFURBISHMENT

SharkNinja refurbishes customer product returns from direct-to-consumer sales and select retail partners in the U.S. and much of Europe. 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 multiple geographies, including the U.K., France, Canada, Germany, the Netherlands, Belgium, and Luxembourg. In 2025, we met our goal to expand this program to Nordic and Central and Eastern European countries.

Since 2019, of the more than 7.0 million units returned, we have refurbished 5.8 million, giving more than 83% of our returned products a second life. We refurbished close to 1.4 million units in 2025 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.

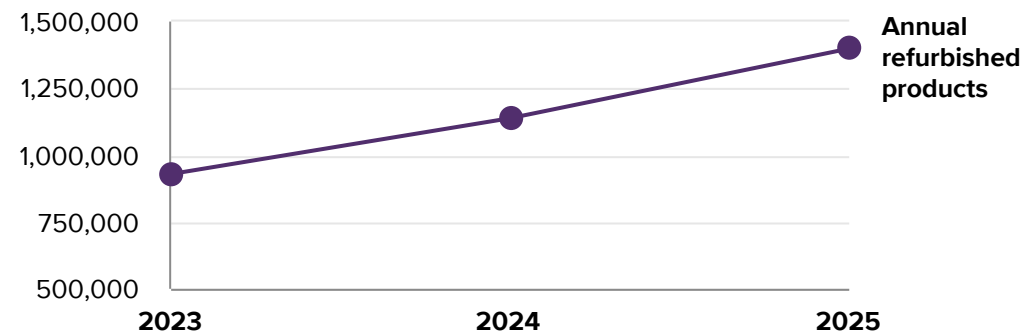
5.8 MILLION

units refurbished since 2019

>83%

refurbishment rate since 2019

Refurbishments Over Time



PACKAGING

Packaging plays an important role in communicating information about product functionality and value to the consumer and protects products on their journey from our manufacturers to consumers’ homes. Too much packaging, or packaging that can’t be recycled or composted, creates waste, something we know can be frustrating for retail partners and consumers. Regulation limiting packaging materials also continues to expand around the globe.

SharkNinja is committed to adopting more sustainable packaging solutions and seeks solutions that reduce total packaging material per product and improve packaging recyclability.



REDUCING PLASTIC PACKAGING

For more than a decade, we have prioritized reducing the amount of material used to package each of our products and replacing plastic components, beginning with expanded polystyrene (EPS), with fiber-based materials. We have made good progress in our packaging over the past several years, working to design solutions that avoid EPS and that limit the use of plastic bags. Since 2022, SharkNinja has used majority plastic-free packaging for its U.K. and EU mainline products, including using paper pulp trays and cardboard inserts in place of EPS wherever possible and replacing plastic bags with paper bags in these markets. In 2024, a year ahead of our target, we removed EPS from all Shark product packaging.

95%
of our packaging by weight was fiber-based and fully recyclable.

We also set a goal to remove EPS from 25% of our Ninja units globally in 2025, but the hard truth is we didn’t achieve it. EPS allows for highly protective, small and lightweight packaging designs. Other materials, while curbside recyclable, often result in larger, heavier, and more costly solutions that are less effective in protecting particular Ninja products. While we explored many new materials and designs, quality and cost constraints forced us to step back and reassess our approach.

We are currently reevaluating our design requirements and testing methodology to make sure our drop-testing protocols reflect actual shipping conditions. Using accelerometers, we are measuring the vibrations, bumps, and possible drops our products experience en route to their destinations. This data will help us refine our packaging requirements and allow us to innovate right-sized, cost-effective, and more sustainable solutions to eventually eliminate EPS for good.

2025 PACKAGING USE (LBS)



* “Other” includes metals and other non-fiber and non-resin packaging materials.

MORE STRINGENT VENDOR REQUIREMENTS

In 2025, SharkNinja designed and implemented more stringent ESG requirements for primary suppliers providing finished packaging for our products. Under the new framework, packaging is classified as a critical component, requiring procurement from suppliers on our Approved Vendor List (AVL).

For AVL inclusion, packaging vendors must now meet new standards, including ESG criteria, in addition to SharkNinja's own established specifications. To be considered for AVL status, vendors must:

- provide self-assessments and ESG certifications, records, and reports demonstrating compliance;
- pass SharkNinja's on-site audits to validate stated practices; and
- maintain compliance under ongoing evaluation of all AVL suppliers.

SharkNinja's on-site audits assess compliance across environmental, quality, CSR, labor, and governance requirements. As of 2025, we've begun working with our OEMs to align them with these new standards and enable procurement of packaging from AVL suppliers for new product development. This transition is ongoing, with further progress expected in 2026. These new requirements align with SharkNinja's ESG priorities to increase visibility into sub-supplier sustainability practices, ensure accurate and transparent reporting, and improve collaborations in packaging design and innovation.

THINKING "OUTSIDE" THE BOX TO RIGHT-SIZE PACKAGING

We strive to right-size packaging to protect products while reducing material use, improving recyclability and controlling cost. In 2025, SharkNinja advanced a data-driven approach to packaging design by using accelerometers, smart sensor technology, and product fragility testing to better understand the real-world stresses products experience across global distribution networks.

This work allows our engineers to compare actual handling, vibration, and drop exposure in the field with product-specific tolerance levels established in the lab. By combining these inputs, we can build a more accurate view of the product journey and make better-informed decisions about packaging requirements, material selection, and design robustness. An early pilot using Ninja Crispi packaging provided initial evidence that this approach can generate actionable insights for packaging optimization and helped inform our path forward.

Early results demonstrated the potential of this approach to improve packaging efficiency without compromising product protection. Over time, these insights will help SharkNinja refine test methods, better align packaging performance with actual global distribution risk, and design more efficient packaging systems that preserve product integrity while minimizing material use.



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.

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OUR APPROACH

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.

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, and we are innovating to transition to more sustainable alternatives where possible.

2025 ACHIEVEMENTS



CLIMATE

- Purchased **100% renewable electricity**, fully mitigating our Scope 2 market-based emissions



CHEMICALS SAFETY

- Transitioned production of remaining cookware lines to **PFAS-free** food-contact surface coatings

2026+ GOALS



CLIMATE

- Maintain **100% renewable electricity** through REC/EAC purchases
- Reduce GHG emissions **66.33%** per unit sold by 2035 (vs. 2023 baseline)



CLIMATE CHANGE

We recognize the scope and significance of the climate change challenge. Like most consumer goods businesses, our Scope 3 emissions account for the vast majority of our total GHG impact. To mitigate these impacts, we set a goal to reduce GHG emissions 66.33% per unit sold by 2035 from a 2023 base year. In 2025, we realized a 13% decrease in emissions per unit sold, largely due to a shift in our product mix. Additionally, we continued to mitigate our operational impacts. We achieved our Scope 2 emissions reduction target for a second year, purchasing 100% renewable electricity to fully mitigate our Scope 2 market-based emissions. Finally, we continue to monitor climate-change-related risks and plan to refresh our climate risk assessment in 2026.

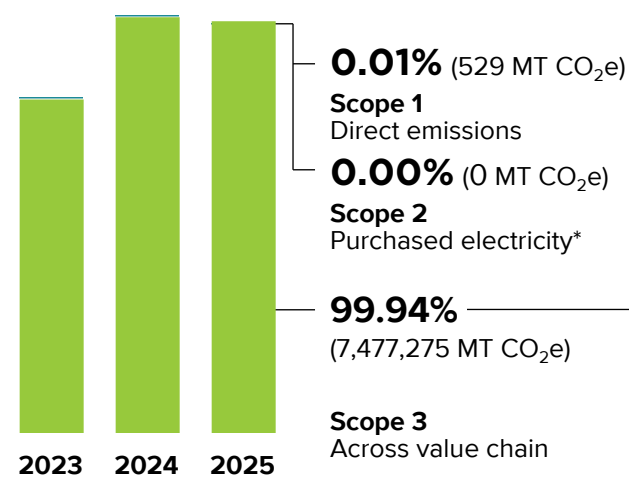
GHG EMISSIONS

In 2025, 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).

Our Scope 3 emissions originate from two main sources: approximately 53% from consumer use of our products over the products’ lifetimes and approximately 43% from the sourcing of the raw and processed materials used in our products. 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).

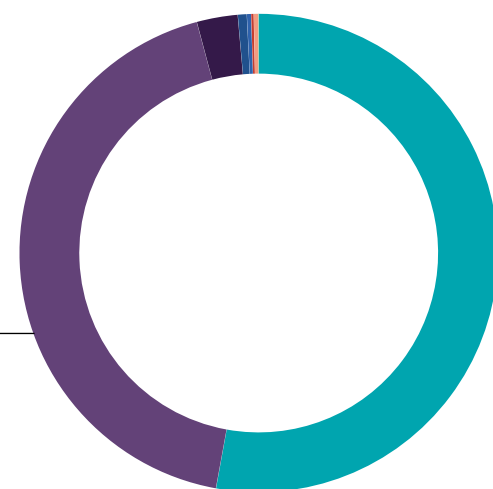
While total emissions grew in proportion to our business growth, Scope 3 emissions per unit sold decreased by 13% in 2025 compared to our 2023 baseline, largely due to changes in our product mix. Since 2023, sales of smaller products that utilize less material and sales of products and accessories that use no or lower amounts of energy have increased compared to previous years. Rising use of renewable energy to power global energy grids has also contributed to the decrease.

TOTAL EMISSIONS



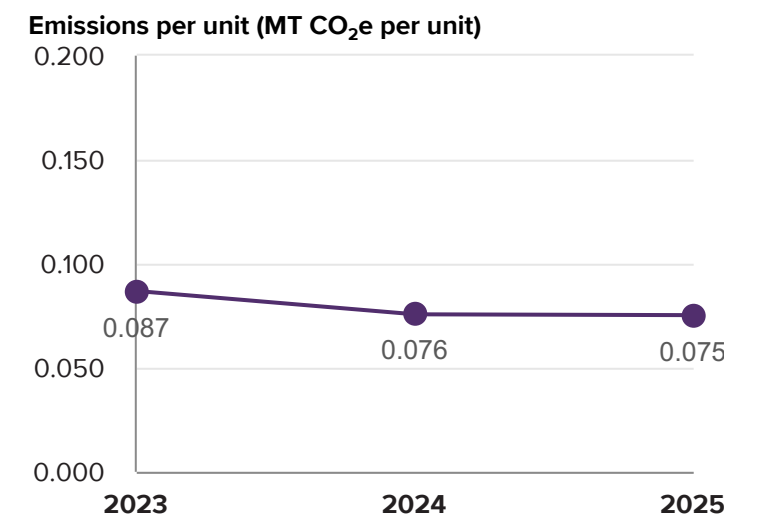
* Market-based emissions

SCOPE 3 EMISSIONS: ACROSS VALUE CHAIN



| | |
|--|--------|
| Use of sold products | 52.86% |
| Purchased goods and services | 42.98% |
| Downstream transportation and distribution | 2.77% |
| Upstream transportation and distribution | 0.61% |
| Capital goods | 0.27% |
| End-of-life treatment of sold products | 0.18% |
| Business travel | 0.30% |
| Associate commuting | 0.01% |
| Fuel and energy related activities | —% |
| Waste generated in operations | —% |

GHG EMISSIONS INTENSITY*



* See appendix page 60 for emissions intensity methodology

MITIGATING EMISSIONS FROM OPERATIONS

Though they account for less than 1% of our total GHG inventory, we continue to work to mitigate emissions resulting from operating our facilities. Our on-site building management teams work to ensure that our buildings continue to operate to the standards that they were built upon. Our Needham headquarters, completed in 2017, is Leadership in Energy and Environmental Design (LEED) Silver-certified by the U.S. Green Building Council (USGBC) and has a large array of solar panels on the roof to reduce overall electricity use. Meanwhile, our 50 Electric Boulevard location in Battersea, London, U.K., received Outstanding and Platinum ratings, respectively, in the Building Research Establishment Environmental Assessment Method (BREEAM) and WELL Building Standard certification rating systems. Additionally, for the second year in a row, we covered 100% of our global Scope 2 electricity demand with renewable sources through procurement of renewable energy and energy attribute certificates (RECs/EACs).

100% RENEWABLE ELECTRICITY

We commit to maintaining 100% renewable electricity annually through the purchase of renewable energy and energy attribute certificates.

HARNESSING A SHARED PRIDE IN SUSTAINABLE OPERATIONS

“Team members across our global offices are passionate about making our operations more sustainable, including the Sustainability Ambassadors ERG at our Needham headquarters. As an ERG member, I saw an opportunity to reduce waste through the creation of a metals recycling program. We first identified what components would be most valuable to collect, then set up a recycling system and created an ambassador program to educate engineers about the program. The initial focus of the program is on collecting motors, stainless steel, and aluminum.

We next contacted a local metals recycler and stood up a program to have these metals regularly collected in bulk from our office. I think the program has been successful because the ambassadors are actually excited about creating less waste, and they see the physical manifestation of what’s being saved. Working together, we sent more than 1,000 pounds of metals and components for recycling in 2025, and built a dedicated team of people who are excited to collect and recycle more.”

“Working together, we sent more than 1,000 pounds of metals and components for recycling in 2025, and built a dedicated team of people who are excited to collect and recycle more.”

Cameron Fasola

Senior Product Design Engineer



MITIGATING VALUE CHAIN EMISSIONS

Our two largest opportunities to reduce Scope 3 emissions are to improve the energy efficiency of our products and to leverage low-carbon or recycled materials and components. In 2025, we began work to reduce energy consumption of some of our highest-emitting product categories. We also piloted the use of recycled resins.

Our strategy for improving the energy efficiency of our product portfolio began with development of a unified testing methodology. Using this baseline, we identified which product categories and individual SKUs were the biggest contributors to our Scope 3 emissions, based on both product energy use and anticipated sales volume. Our research and development teams are now methodically exploring potential levers to reduce energy use in our highest-emitting categories, beginning with air fryers and haircare products. Our teams seek out solutions that not only deliver better environmental outcomes, but also improve consumer experiences, such as cooking meals faster while using less energy. After a systematic review of the universe of options, the best, most cost-effective solutions are shared with product teams for incorporation in future products.

Beyond high-emissions categories, we want all teams to consider energy use in product development. Beginning in 2025 and continuing in 2026, we are implementing energy-use metrics in new product development to enable better tracking of emissions per product. In the future, we plan to use this information to set and drive energy-reduction targets for individual product categories.

We are also working to identify opportunities to introduce lower-carbon materials, such as recycled content, into our products. In 2025, we piloted use of post-consumer recycled resins in certain products and will continue to trial this material in 2026.

IMPROVING EFFICIENCY OF HIGH-ENERGY-USE PRODUCTS

“We are running headlong toward the challenge of shrinking our carbon footprint. In 2025, the R&D team focused on increasing the energy efficiency of our product portfolio, and got off to a great start. Zeroing in on highest-impact products first, we looked at how we could reduce the energy intensity of air fryers, while also matching or even besting their cooking performance.

Through rounds of regimented testing, we successfully identified that adding insulation not only reduces energy consumption in our air fryers by up to 20%, but also significantly reduces cook times. As an R&D team, we always have the consumer in mind. This solution, already implemented in products due out in 2026, meets growing consumer demand for more energy-efficient, fast and cost-effective ways of cooking. It’s exciting that this first step is already reducing our overall energy consumption and making a big difference in our climate change goals. We’re just getting started, with plans to scale energy-saving solutions across the entire product portfolio.”



“This solution, already implemented in products due out in 2026, meets growing consumer demand for more energy-efficient, fast, and cost-effective ways of cooking.”

Catherine Knox

Senior Sustainability R&D Mechanical Engineer

CELEBRATING IMPACTFUL ESG INNOVATION

Our 2025 ESG Innovation Awards competition attracted dozens of submissions from across our company, a testament to the talent, drive, and heart that define our culture. These awards, which recognize teams and individuals driving impactful change across our business in line with our ESG goals, were awarded for:

Repairability improvements: The Product Development team increased product repairability in the robot vacuum, reducing warranty costs and improving the product’s French Repairability Index score.

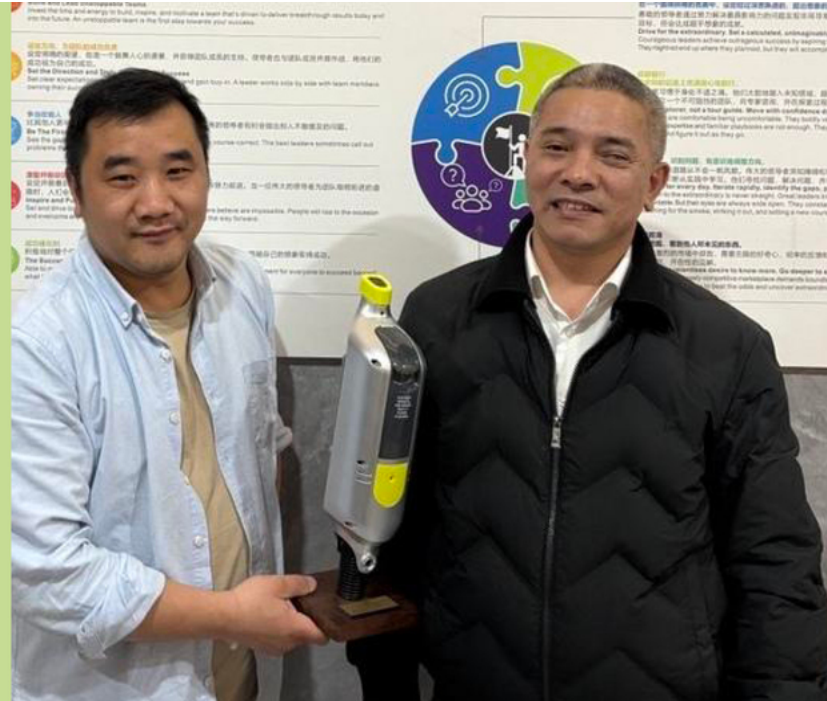
Design optimization: The Engineering R&D team optimized the battery in the vacmop, saving on material costs and product weight without impacting the consumer experience.

Cause marketing: The Brand Marketing team created a purpose-driven advertising campaign for our air purifiers, lifting sales and raising \$10K for the Canadian Allergy, Asthma, and Immunology Foundation (CAAIF).

Packaging improvements: The Packaging Engineering team optimized the packaging for a fan, leveraging majority fiber-based material instead of plastic and reducing the overall amount of packaging needed — saving costs, and the planet.

Materials reduction: The Design Engineering team leveraged design modularity and new materials to reduce material in a cordless vacuum.

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



MANAGING CLIMATE RISK

We 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.

Our first climate-related risk assessment was completed in 2024, 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 and two climate-related opportunities. To continue to monitor and update our risks, SharkNinja plans to refresh our climate risk assessment in 2026.

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 | In 2025, we piloted use of post-consumer recycled resins in certain products. That work will continue in 2026. |
| 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 may 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 have committed to utilizing PFAS-free food-contact surface coatings in all new cookware product-line introductions (pots and pans) beginning in 2024. That same year, we transitioned all heated products (e.g., air fryer pots, multi-cook pots, and crisper plates) and their accessories to PFAS-free food-contact surface coatings — meeting this goal a full year ahead of schedule. We completed our transition in 2025 by converting manufacturing for all remaining cookware lines to the use of coatings that are PFAS-free.

PFAS-FREE

We transitioned production of remaining cookware lines to PFAS-free food-contact surface coatings.

DRIVING LOCAL IMPACT ON EARTH DAY

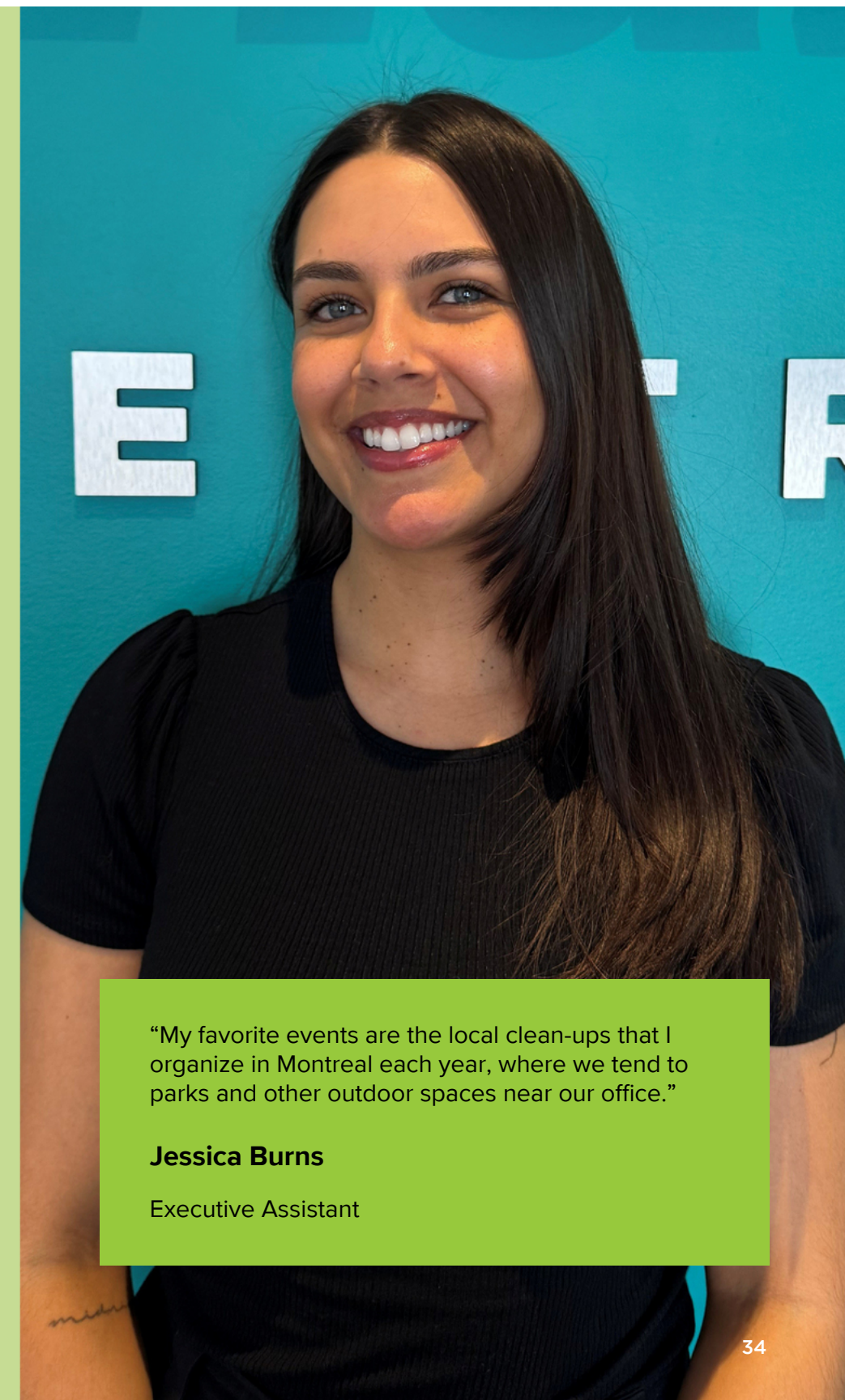
“I’m passionate about making a difference on Earth Day. Every year, I organize group activities on or near Earth Day to ensure we make a positive impact for the environment. These often include on-site clothing and toy swaps that help raise awareness and reduce the environmental impact of consumption and disposal. Team members bring in and shop for gently used clothing and kids’ toys, similar to shopping in a thrift store. Whatever is left over, we donate to charities.

My favorite events are the local clean-ups that I organize in Montreal each year, where we tend to parks and other outdoor spaces near our office. SharkNinja provides the bags, gloves, and other needed items. It brings our people together. We get some fresh air and get to spend time with people from other departments that we may not interact with as much on a daily basis. It’s so fun, and we even engage in a bit of friendly competition to see who can pick up the most waste. I’m always encouraged by how many people show up, rain or shine, no matter how busy they are.”

“My favorite events are the local clean-ups that I organize in Montreal each year, where we tend to parks and other outdoor spaces near our office.”

Jessica Burns

Executive Assistant



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.

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OUR APPROACH

At SharkNinja, delivering disruptive consumer product innovation starts with exceptional talent. We think big, move fast, and redefine what's possible — driving talent acceleration, unparalleled performance, and industry-defining breakthroughs in pursuit of the Outrageously Extraordinary. The diversity of our global team, across backgrounds, perspectives, and expertise, is a clear competitive advantage, enabling us to create products that resonate with consumers around the world. We invest in our people at every stage: attracting exceptional talent, rewarding performance, and developing leaders who can operate at the highest level.

We operate with integrity across everything we do. Team members are trained on our ethical business standards to ensure we operate responsibly and set high standards for our supply chain partners.

Innovation extends beyond our own walls to the community. Our signature philanthropy program, *Innovation for Impact*, is designed to empower the next generation of innovators, with a focus on advancing access, opportunity, and possibility. Through our corporate giving and team volunteerism programs, we give back to the communities where we live and work.

2025 ACHIEVEMENTS



TEAM MEMBER ENGAGEMENT

- Launched the SharkNinja Mindset Performance Institute, a first-of-its-kind internal center of excellence grounded in cognitive performance science and elite coaching, designed to elevate how our leaders think, decide, and perform under pressure
- Introduced a new performance and development platform to enable more frequent, meaningful conversations between team members and managers, moving from annual reviews to continuous dialogue
- Launched a bold new careers website showcasing the people, culture, and roles that define life at SharkNinja
- Designed our first-ever global team member engagement survey, laying the foundation for a worldwide listening effort that will roll out in 2026



BELONGING AND INCLUSION

- Launched two new Employee Resource Groups — the Emerging Professionals Network and Shalom@SN — bringing our total to 12 ERGs spanning our global organization
- Piloted new trainings on building confidence to foster personal growth and empowerment



PHILANTHROPY AND COMMUNITY ENGAGEMENT

- Launched the inaugural SharkNinja Innovation Challenge in partnership with MassChallenge, inviting university students and early-career entrepreneurs to solve real-world problems across consumer innovation, sustainability, and universal design, with finalists competing for cash prizes and mentorship support up to \$25,000
- Donated 3,500+ products to nonprofit organizations and schools
- Donated 700+ meals from the Needham Ninja Test Kitchen to organizations addressing food and housing insecurity

2026 GOALS



TEAM MEMBER ENGAGEMENT

Launch our first global engagement survey, and use what we learn to make faster, smarter decisions about how we develop, support, and retain our people worldwide



BELONGING AND INCLUSION

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



PHILANTHROPY AND COMMUNITY ENGAGEMENT

Expand *Innovation for Impact* globally, creating new pathways for the next generation of problem-solvers in the communities where we live and work

DRIVING OUTRAGEOUSLY EXTRAORDINARY PERFORMANCE

At SharkNinja, Outrageously Extraordinary isn't a slogan. It's how we operate. A unique energy characterizes our teams: bold, action-oriented, and relentlessly focused on solving problems others can't or won't. It permeates everything we do, from how we ideate and create to how we communicate and lead.

Fueled by our existential need to be the absolute best at what we do, we continued to strengthen our Outrageously Extraordinary culture in 2025, challenging our teams to question assumptions, explore new ideas, and push beyond conventional approaches. Through the launch of the SharkNinja Mindset Performance Institute (SMPI), we are investing in the mental skills and leadership capabilities that enable our people to perform under pressure and unlock new levels of achievement.






A PROBLEM-SOLVING MINDSET

Problem-solving is not just what we do; it is how we think. Our Problem-Solving Mindset encourages team members to pursue the seemingly impossible and achieve more, faster, tackling everything from design challenges to sustainability opportunities to operational improvements.

We look beyond the surface, rapidly validating, testing, and challenging to get to bold ideas. We view obstacles not as setbacks, but as launchpads. Instead of fearing friction, we chase it, solve it, and grow because of it. It's how we learn, progress, and win together.

SHARKNINJA PROBLEM-SOLVING MINDSET

At SharkNinja, problems are not setbacks — they're launchpads. We have the confidence to see and solve problems. We don't fear friction. We chase it. Solve it. **And grow because of it.**

| | | |
|---|---------------------------------------|---|
|  | SEEK PROBLEMS | Problems lie beneath the surface, requiring us to dig to find them. We know that there are always more problems to solve, and if we can't see the problem, we just haven't found it yet. |
|  | BRING ON THE BAD | Critique isn't conflict — it's how we get smarter and win. We reward team members for spotting problems, not for telling us everything is great. |
|  | SEE RED WHERE OTHERS SEE GREEN | We look beyond the surface. We validate, test, and challenge — even after we get a “yes.” We believe bold ideas are born where most people stop. |
|  | DIVE INTO THE UNKNOWN | We do not get bogged down in analysis and planning. We don't wait for perfect conditions — we start testing early and often. |
|  | OPERATE WITH URGENCY | Progress comes from fast experiments, quick learnings, and decisive pivots. We have the courage to run towards problems, even when we don't know how to solve them yet. |

THE SHARKNINJA MINDSET PERFORMANCE INSTITUTE

In 2025, we launched the SharkNinja Mindset Performance Institute (SMPI), an internal center of excellence grounded in sport and high-performance psychology, designed to elevate how our leaders think, decide, and perform under pressure. Its mission is simple: coach the mental skills that unlock extraordinary performance.

Led by three Certified Mental Performance Coaches® (CMPC), the Institute delivers:

- **1:1 Performance coaching:** Targeted coaching engagements to strengthen cognitive readiness, resilience, and emotional agility
- **Immersive bootcamps:** High-intensity, multi-day experiences that train leaders to act with urgency, iterate fast, and think like explorers
- **Field coaching and on-the-job simulation:** Integrated support that meets leaders in the moment, helping them solve real problems in real time under real pressure
- **Content and curriculum development:** SharkNinja-branded programs, videos, and toolkits built to embed Outrageously Extraordinary principles at scale, from onboarding to executive transitions

Our inaugural cohort of leaders kicked off in November 2025. We also provide weekly Performance Labs for all VP and above talent on topics including leveraging mindfulness, the power of habits, and turning insights into action. We plan to expand the Institute's offerings in 2026, because developing leaders who perform at the highest level is how we maintain our edge.

COACH BIOS:

The SharkNinja Mindset Performance Institute is led by three Certified Mental Performance Coaches® (CMPC). CMPCs specialize in training athletes and elite performers to develop the mental skills necessary for peak performance. Meet our coaches:

- **Steve DeWiggins:** Steve has coached Olympic-track athletes, fighter pilots, and members of the U.S. Special Forces. He brings decades of experience translating cognitive science and resilience training into practical systems that transform stress into focus and distraction into execution. His work has shaped Air Force doctrine, trained more than 25,000 soldiers, and helped high performers sustain execution in the most demanding environments.
- **Corrina Nickerson:** Corrina is a coach and strategy operator with deep expertise in coaching resilience, adaptability, and leadership in high-growth environments. She has scaled coaching operations for startups and trained Olympic swimmers and Fortune 500 leaders on mental performance. She has designed evidence-based frameworks to help individuals and teams thrive under pressure. She is driven by the belief that longevity and self-belief are just as critical to performance as talent and skill.
- **Dr. Simon Crampton:** A performance psychologist with a PhD focused on the characteristics of super-elite performers, Simon brings over 15 years of experience working across professional sport, Olympic sport, and business. He has supported Team GB at five Olympic Games, leading athletes, teams, and senior leaders to perform under pressure, combining scientific insight with real-world application on the global stage. Simon combines deep expertise in performance psychology with system-level thinking to translate mindset into behavior — enabling leaders to sharpen decision-making, strengthen resilience, and build teams that operate with clarity, adaptability, and sustained high performance.



SKILLS DEVELOPMENT

For an industry leader in disruptive innovation, continual skills development is a fundamental building block of success. In 2024, we rolled out new Living Outrageously Extraordinary trainings, under the umbrella of our Built to Lead offerings. 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 otherwise be possible.

Discussions are designed to facilitate engagement, questions and mutual learning through either in-person or virtual learning sessions. In 2025, sessions included:

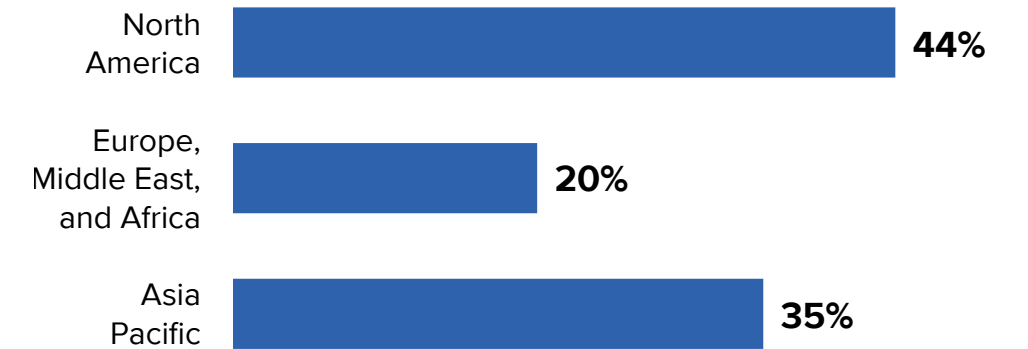
- **Setting the direction & owning others' success:** Setting expectations, providing direction, and ensuring the team's success are key to achieving breakthrough goals.
- **The success multiplier:** Sharing innovative tools and inspiring future leaders helps everyone across our organization succeed beyond what they thought possible.
- **Relentless prioritization:** Exploring battle-tested tactical tools on time management and prioritization.

LISTENING TO OUR GLOBAL TEAM

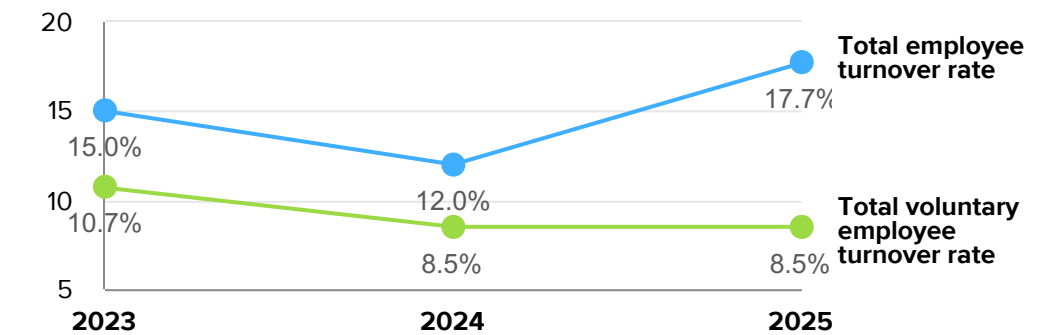
To stay attuned to the voice of our team members, we continue to conduct targeted digital pulse surveys to gather real-time feedback and drive smarter, faster action. To capture additional team member perspectives, we also enhanced our onboarding and exit interviews in North America and EMEA regions in 2025. These surveys, administered at the one-month mark, at the three-month mark, and at team member exit, are designed to ensure feedback loops are in place throughout key milestones of an individual's time at SharkNinja. Common questions assess whether or not a team member is aware of the business goals and strategy and how they contribute to them, and whether or not the team member feels that their role utilizes their knowledge and skills to their full potential.

Our largest 2025 initiative, however, was designing our first global engagement survey, using learnings from 2024's pilot regional engagement surveys. Rollout of our inaugural global engagement survey is planned for 2026. We'll use the findings to make faster market decisions about how to develop, support, and retain our people worldwide.

4,100+ global team members



Turnover rates over time



18%
total employee turnover rate

8.5%
total voluntary employee turnover rate

REWARDING OUTRAGEOUSLY EXTRAORDINARY PERFORMANCE

PERFORMANCE EVALUATION

In 2025 we successfully transitioned to a performance model built on continuous dialogue, moving away from annual reviews toward ongoing conversations between managers and team members that culminate in focused year-end evaluations. To support this shift, we introduced a new performance management platform that streamlines feedback, one-on-one meetings, and year-end reviews in one place. The goal is straightforward: ensure every team member receives timely, constructive feedback and recognition for driving outcomes, not just activity.

RECOGNIZING OUTSIZED IMPACT

To celebrate those who go the furthest, we honor colleagues through our Outrageously Extraordinary Awards, which recognize visionary leaders, Outrageously Extraordinary achievers, and rising stars.

In 2025, we also introduced True-Edge Tuesdays, a weekly public recognition of individuals exemplifying Outrageously Extraordinary performance.

TRUE-EDGE TUESDAY: DR. AGNESE RONDONI

True-Edge Tuesday celebrates team members who go above and beyond, showcasing what it means to reject the status quo and embrace the extraordinary. Agnese was selected for True-Edge Tuesday recognition in 2025 for pioneering AI-led research in the Consumer Insights team. Agnese transformed the way Consumer Insights collects, analyzes, and acts on feedback—making the process faster, deeper, and more impactful than ever before. Her bold ideas and collaborative spirit go beyond traditional research methods to uncover the deeper emotions and motivations behind how people experience beauty.

By advancing AI-powered insights, she has transformed both the speed and depth of consumer understanding across global teams. Through her passion for learning and sharing, Agnese inspires those around her to think differently, move faster, and always keep the consumer at the heart of everything they do.



“For me, my True Edge is about continuously exploring, getting creative, and looking at things from different perspectives.”

Dr. Agnese Rondoni

Consumer Insights Senior Manager

HONORING BREAKTHROUGH PERFORMANCE

Our inaugural Outrageously Extraordinary Awards celebrated the global colleagues making the most outsized impact on our culture and business — recognizing them not just for what they achieved, but for how they achieved it.

VISIONARY LEADER AWARD: Sam Bannister, Design Director, London, U.K., is a true innovator and the driving force behind CryoGlow, our first-ever FDA-cleared medical device. Sam’s unrelenting desire to deeply understand the work is what it truly takes to bring a product like this to market. He didn’t just develop a product — he expanded our capabilities and set the foundation for future innovation in this space. Sam is supportive, assertive, and collaborative — traits we want to see in our leaders.

OUTRAGEOUSLY EXTRAORDINARY ACHIEVER: Angelo Cristo, Manager of Product Development, Needham, MA, is a true game changer. Consistently going above and beyond, Angelo has transformed the way we validate and refine our products. He connected what consumers truly need to what a robot does in a real home and introduced Airbnb-based real-home testing — a groundbreaking approach. His ability to balance consumer focus with technical depth, connect cross functionally, and refuse to settle for “good enough” sets him apart.

RISING STARS: These team members are truly unstoppable team players with a promising future at SharkNinja.

- Raghav Harikrishna, Software Development Engineer Testing, Needham, MA, is already shaping the future of our automation and software innovation, fundamentally changing how we test, optimize, and improve our products.
- Jessica Palmer, Principal, Global Consumer Experience Partner, Leeds, U.K., has had an outsized impact in the beauty category, proving to be an unstoppable force in consumer experience.
- Echo Li, Senior Supply Chain Manager, Suzhou, China, is a maverick in our supply chain operations. Echo has navigated rising costs, supplier challenges, and shifting market conditions without missing a beat.



WINNING IS A TEAM SPORT

Throughout the year, we brought our culture to life through a range of team experiences designed to strengthen connection, celebrate progress, and create shared moments beyond day-to-day work. From company-wide gatherings and learning-focused sessions to family-friendly events, seasonal celebrations, and team outings, these moments gave our people space to recognize one another's contributions, recharge together, and build relationships that extend beyond roles and titles.

Collectively, these experiences reinforce a culture that drives Outrageously Extraordinary outcomes — one that pairs high performance with human connection. By intentionally making time to celebrate milestones, involve families, and come together around holidays and informal moments, we continue to foster an environment where teams feel valued, energized, and inspired to deliver their best work together.



TEAM MEMBER BENEFITS

Our Total Rewards program is designed to be as competitive as the standards we set for our products. More than 90% of our team members globally enroll in our benefits plans — a reflection of a Total Rewards program built around the whole person, not just the job.

Our compensation framework is built on fairness and equity, rewarding individuals for delivering high-impact outcomes. We regularly benchmark peer practice to ensure our package remains competitive, and we are actively working to standardize our approach across geographies as we grow.

Our benefits, which are tailored by geography, are organized around five areas of team member well-being, and may include the following:

- **Health and well-being:** Medical and life insurance, disability assistance, mental and physical health programs, and employee assistance programs
- **Financial wellness:** Retirement savings contributions, an employee stock purchase plan, tax assistance, and legal and financial support
- **Family and life:** Parental and adoption leave, childcare support, identity and cyber protection, travel accident insurance, and pet insurance
- **Community and culture:** Two floating paid days off — one for cultural or religious observance, one for volunteering — plus generous discounts on SharkNinja products
- **Growth and learning:** Up to \$5,250 per year in tuition reimbursement for degrees related to current or desired roles at SharkNinja

CONTINUALLY ENHANCING BENEFITS

We regularly assess and enhance our benefits to ensure they meet the evolving needs of our global team. In 2025, team members told us they wished they could share our Modern Health mental health benefit with their families. We listened. As of 2026, spouses and dependents have access to eight free therapy sessions and eight free coaching sessions, along with Modern Health's full digital library of programs, guided meditations, and provider-led community circles.

We also continued to advance pay equity across our global organization, leveraging findings from our pay equity study to ensure that compensation reflects performance and contribution regardless of gender, race, ethnicity, or any other characteristic.



RECRUITING AND HIRING EXTRAORDINARY TALENT

At SharkNinja, we recruit, hire, and develop talent through the lens of Outrageously Extraordinary performance, seeking daring problem-solvers with the skills and drive to make an outsized impact.

Many of our best hires come from within. In 2025, we formalized our approach to internal hiring with a new promotions policy and dedicated resources to help team members find and pursue new opportunities across the organization.

To recruit new talent, we launched a bold new SharkNinja careers website showcasing our culture and the breadth of roles across our global organization. The platform includes a dedicated Asia-Pacific careers site, extending our recruiting reach into China and Southeast Asia. To ensure we hire the right people, we expanded our Outrageously Extraordinary hiring training to all non-executive hiring managers — sharpening our ability to identify innovative problem-solvers who will thrive in our environment.

ENHANCING EARLY TALENT RECRUITMENT PROGRAMS

In 2025, we welcomed 283 early talent hires from 111 universities across the U.S. and Canada, contributing across 58 functional areas. To accelerate recruitment, we strengthened university partnerships, and moved up our annual outreach program to late August to attract the widest pool of candidates. We also launched flagship programming including orientations, career development workshops, and end-of-term showcases. Early feedback points to stronger engagement and a deeper sense of community among our early talent professionals than in prior years. Looking ahead, we aim to convert more internships into full-time roles by expanding our early talent feeder programs.

283
early talent hires
in North America
in 2025

111
universities
across the
U.S. and Canada

Working across
58
SharkNinja functional
areas or departments

SHOWCASING EARLY TALENT INNOVATION

Our summer interns are gifted problem-solvers chosen for their extraordinary talent and drive. We're investing in the next generation by giving university-level innovators the opportunity to experience work life at SharkNinja and to showcase their contributions and achievements. In 2025, we launched the inaugural Early Talent Innovation Showcase to recognize and share the promising work completed by our summer interns across multiple SharkNinja functions, including product, engineering, marketing, sales, and consumer insights.

Similar to a science fair, SharkNinja leaders and team members engaged with our interns, asking questions and offering feedback on engineering prototypes, product innovations, marketing insights, data-driven strategy initiatives, and more. Work done by our early talent candidates based outside the U.S. was presented virtually.



BELONGING AND INCLUSION

In an Outrageously Extraordinary culture where bold problem-solvers excel, 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. 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 around the world. At SharkNinja, belonging and inclusion aren't just priorities — they're strategic imperatives.

FOSTERING INCLUSIVITY

Belonging starts on day one at SharkNinja. New team members are introduced to our culture of inclusion through onboarding orientations, Employee Resource Groups (ERGs), social events, and volunteer opportunities. We believe our diversity of backgrounds and perspectives is one of our greatest competitive strengths, which is why we also offer global team members a learning series on working and communicating effectively across cultures.

DRIVING LOCAL AND GLOBAL IMPACT

“We have a robust and thriving Latinx team-member base across SharkNinja, from a variety of backgrounds. Through our Latinx ERG, Mi Gente, we celebrate our culture throughout the year, including hosting social events and other programs during Hispanic Heritage Month. To drive impact, we also engage with the local Latinx community. In 2025, we partnered with Chica Project, a local nonprofit focused on empowering girls of color, to put on an interactive product demo at Academia Margarita Muñiz, a Boston-area high school. We further solidified our partnership with Chica Project last year, enabling us to tap into the New England Latinx communities going forward. We look forward to team members of all backgrounds joining us for volunteer service or fun educational science where students maybe dream of becoming an engineer or any kind of STEM professional.

We're also working to help SharkNinja grow, globally. In 2025, we began seeking out opportunities to advise the business on how to expand into new markets in Latin America (LatAm). In addition to tapping into insights from our network of LatAm consumers among our fellow team members, friends, and family, we also sat on a business panel last year to share with team leaders our understanding of nuances between LatAm countries and cultures, traditional family meals, and how we might best serve our LatAm consumers.”

“We're also working to help SharkNinja grow, globally. In 2025, we began seeking out opportunities to advise the business on how to expand into new markets in Latin America.”

Aron Weiner

Senior Financial Analyst

CREATING COMMUNITY FOR YOUNG PROFESSIONALS

“Just starting out in my career, I wanted a way to create community and connect with my fellow interns and other people early in their careers. So, I started to reach out to do just that. We began by having a series of social events — unofficial lunches that turned into bake-offs that turned into trivia events. On National Intern Day last year, we launched the Emerging Professionals Network (EPN) ERG and began putting on official programming, including Q&A panels with early- to mid-career professionals at SharkNinja, as well as résumé workshops.

Our year culminated with the launch of a mentorship program, one that has inspired participation from young professionals up to very senior people at SharkNinja. In quite a short period of time, our ERG has achieved remarkable growth and success, and we’re so proud that our early talent professionals feel comfortable and included. These results speak to how there truly is a place for everybody at SharkNinja.”

“Our year culminated with the launch of a mentorship program, one that has inspired participation from young professionals up to very senior people at SharkNinja.”

Juliette Golden

Associate Program Manager



EMPLOYEE RESOURCE GROUPS

Since 2019, our team members have founded 12 Employee Resource Groups (ERGs), including two brand-new additions in 2025: The Emerging Professionals Network and Shalom@SN. These groups create spaces where team members can celebrate culture, find community, and/or drive business-oriented efforts.

- Black Empowerment Network
- Emerging Professionals Network
- EmpowHER
- InspirASIAN
- Mi Gente
- Boston Rainbow Alliance
- London Rainbow Alliance
- Shalom@SN
- Sustainability Ambassadors
- Veterans ERG
- Boston WeLead
- London WeLead

In 2025, ERG leaders received our new ERG Leadership toolkit on how to successfully run an ERG. The toolkit creates a unified operating model for all ERGs, establishing universal guidelines for setting goals, leadership obligations, and membership engagement.

2 BRAND-NEW ERGS:

- Emerging Professional Network
- Shalom@SN

ENVIRONMENT, HEALTH, AND SAFETY

Wherever we are and whatever we do, the health, safety, and security of team members comes first. Providing a safe and healthy work environment is a foundational requirement for all sites. 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, Safety & Physical Security (EHSS) organization maintains policies and standard operating procedures that are designed to protect team members on our premises, including in our lab and workshops, and cover everything from equipment safety to safe handling of hazardous substances. We regularly review and update these policies and standard operating procedures to ensure they meet the requirements of our global business. In 2025, as we expanded to new locations globally, we developed a unified evacuation strategy anchored in the Single Incident Point (SIP) concept. Through training and drills, team members now share a clear, consistent understanding of how to respond in emergencies — regardless of location. We also conduct third-party health and safety audits of our global sites annually.

EHS TRAINING

Training is a critical component of EHSS management, and we continue to refresh and evolve our offerings. For example, in 2025, to address the growing complexity of our product prototypes, we recognized the need to enhance team members' understanding of electrical safety. We implemented foundational electrical safety training to create a shared baseline of knowledge across engineering and product development teams. The results are safer prototype builds, better quality, and improved operational reliability.

While we continue to do in-person trainings, rolling out digital trainings has become a core innovation in EHSS. These initiatives reflect our commitment to learning fast, scaling safely, and protecting our people as we grow globally. Since 2024, we have been digitizing our EHSS and equipment trainings to make them easily accessible for team members. This is work that will continue in 2026.



Our EHSS team also regularly tackles office-specific projects to increase EHSS performance in our various locations. In 2025, EHSS, IT, and Facilities collaborated to standardize office access controls in our Montreal, Irvine, and NYC offices, upgraded camera systems across multiple regions, and reissued security badges to all of our North America team members.

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 over time*

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Lost time incident rate (LTIR) | 0.12 | 0.00 | 0.05 |
| Days away, restricted, or transferred case rate (DART) | 0.03 | 0.00 | 0.05 |
| Total recordable incident rate (TRIR) | 0.25 | 0.05 | 0.38 |
| Fatalities | 0 | 0 | 0 |

* Rates are calculated using U.S. 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.

ELEVATING WORKPLACE SAFETY

In September SharkNinja celebrated Safety Month, a four-week, company-wide initiative designed to sharpen awareness, build stronger habits, and create a shared sense of responsibility for one another’s well-being. We organized the month around four critical themes — Workplace Safety, Fire Safety, Team & Lab Safety, and Mental Health & Wellness — and paired each with hands-on learning, interactive challenges, and accessible tools that empowered teams to take action.

Team members joined live demonstrations, practiced evacuation and extinguisher skills, refreshed lab protocols, and explored resources to strengthen mental resilience. Our partnership with The Schultz Guest House brought in-office puppy therapy sessions that reinforced an essential truth: safety includes emotional and mental well-being, not just physical precautions. Team members scanned QR codes to track involvement.

By the end of the month, thousands of touchpoints across our locations translated into safer workspaces, more confident teams, and a clearer sense of shared accountability. Safety Month didn’t just raise awareness — it raised our standard for how we take care of each other.



GOVERNANCE AND ETHICS

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, our 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 2025, 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 2025, while others will be updated in 2026.

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 remain top of mind, in 2025, we continued to administer 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 reviewed our gifts and hospitality policy, including limits and disclosure requirements, and will continue to develop and refine the policy in 2026.

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 2025, we continued to take steps to enhance hotline utility and awareness. We have increased the number of languages available on the hotline, as well as the number of dedicated phone lines for multiple countries. Further, we maintain a program of developing materials and methods to promote hotline awareness among team members, and require the posting of hotline materials across all OEMs globally.

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 2025, 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 continue developing risk mitigation strategies to these top risks over the course of 2026, 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. As of the end of 2025, we have over 5,500 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.

38

product sub-categories

5,500+

patents globally

CYBERSECURITY AND PRIVACY

Protecting the company and its consumers from cyberattacks is critical in today's business environment. We operate a cybersecurity and privacy program designed to protect consumer and team member data from unauthorized access and prevent business disruptions. We periodically assess threats to our business and evaluate the maturity of our programs based on the U.S. 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.

CYBERSECURITY AND PRIVACY TRAINING

We invest in cybersecurity and privacy awareness training 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 compliance requirements in all jurisdictions in which we do business, including privacy laws and Internet of Things (IoT) product regulations. In 2025, the company implemented a program to ensure compliance and secure artificial intelligence (AI) adoption. In 2025, there were no significant data privacy or security incidents.

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 and requirements for market entry in various 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 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 the 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.

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 Original Equipment Manufacturers (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 on findings from audit reports, we may require a corrective action plan 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 even termination. We track suppliers' efforts to resolve non-compliances to ensure that corrective actions are taken within specified timeframes. In 2025, we capitalized on our newly integrated Shark and Ninja quality organizations to drive operational efficiencies in both internal and third-party audit quality and consistency to advance OEM social compliance, including launching new SharkNinja auditor training.

Enrollment by OEM supplier facilities in the Sedex Members Ethical Trade Audit (SMETA) protocol continued in 2025. We require all of our OEMs to join Sedex in order to establish a baseline for supplier social compliance. Using Sedex's third-party audits, we're able to review performance across our supplier base to identify strengths and gaps in vendor performance.

In 2025, we continued to partner with a third-party auditing firm to conduct unannounced social compliance audits at designated suppliers. These types of audits demonstrate SharkNinja's seriousness with regard to social compliance and incentivize OEMs to maintain compliance between formal audits. Benefits are at least twofold in that unannounced audits drive sustained supplier vigilance while also generating findings for SharkNinja from unannounced inspections. In 2025, 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 has grown, our geographical footprint has also expanded. 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 have included those inherent in standing up any new manufacturing facility, in integrating with new countries and cultures, and in the speed with which our company has grown. Our quality team is further supported by a senior-level social compliance working group, and an Asia-Pacific leadership team formed by our General Manager of Asia-Pacific, to ensure social compliance standards are met.

SharkNinja proactively manages potential labor agent issues, employing additional standards in geographies where specific human rights risks are more prevalent. We issue clear guidelines to suppliers regarding the legal use of migrant workers in regions where migrant labor is common, including Thailand and Malaysia. In 2025, we introduced training that includes additional compliance requirements and monitoring mechanisms around the legal use of labor agents. We also introduced monthly communications on topics such as the prevention of forced labor and proper wage payment techniques.

SUPPLIER SUMMITS

SharkNinja holds supplier summits to reinforce our expectations of suppliers, provide ongoing training, and gather feedback. Summits are a means of continually raising awareness of and improving social compliance in line with our Supplier Code of Conduct requirements.

EXPANDING SUMMIT SCOPE AND CONTENT

We expanded our supplier summit program in 2025, conducting two global summits for which attendance was mandatory for all OEMs. Held virtually in April and October, our 2025 supplier summits focused on SharkNinja's Supplier Code of Conduct and Ethics requirements, including how to report suspicious ethics findings and the importance of social compliance for SharkNinja's suppliers and supply chain.

Our quality team reviewed audit requirements at the 2025 supplier summits, including ensuring OEM policies align with our Code of Conduct; displaying the Code and Ethics Reporting Hotline visibly within factory premises; and communicating all updates to relevant factory personnel. Internal audit findings and recommended remedies were also presented, along with laws and legal requirements related to the legal use of labor agents in Southeast Asia. We also reiterated our practice of interviewing and reviewing documented responses from migrant labor during audits.

2025 was also the first year that we discussed annual ESG and supplier management reporting at our supplier summits, detailing its relevance for both SharkNinja and our suppliers.

TRACKING ENGAGEMENT AND IMPACT

Through follow-up surveys, we monitor summit engagement and collect valuable feedback from OEMs. We verify attendance, quiz suppliers on topics covered during summits, solicit suggestions for future summits, and actively integrate learnings into future summit planning. In 2025, most OEMs reported increased awareness of social compliance and ESG requirements and a high awareness of our Code of Conduct, while 100% of respondents rated the 2025 summits as having either met or fully met expectations.

PHILANTHROPY AND COMMUNITY ENGAGEMENT

At SharkNinja, we believe our drive to innovate belongs beyond our own walls. That's why we created *Innovation for Impact*, our signature philanthropy program focused on discovering, guiding, and empowering the next generation of problem-solvers in the communities we serve. In 2025, we brought this mission to life through the launch of the inaugural SharkNinja Innovation Challenge, a nationwide competition inviting emerging innovators to compete for mentorship, patent guidance, and cash prizes up to \$25,000.

Throughout 2025, we also invested in the communities where we live and work through product and cash donations, team member volunteering, and matching gifts to nonprofits around the world.

INNOVATION FOR IMPACT

In 2025, we activated *Innovation for Impact* through four strategic partnerships in the greater Boston area, where we are headquartered — MassChallenge, The Possible Zone (TPZ), the National Society of Black Engineers (NSBE) Boston Professionals, and the Massachusetts Science and Engineering Fair (MSEF) — to amplify our impact.

Together with our partners, *Innovation for Impact* is accelerating positive outcomes across three pillars:

- **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

The centerpiece of our 2025 activation was the inaugural SharkNinja Innovation Challenge, a nationwide competition inviting emerging innovators to compete for mentorship, patent guidance, and cash prizes up to \$25,000.

We are building on this platform globally, seeking opportunities to partner with additional organizations that share the same desire to inspire and celebrate a passion for innovation in others — prioritizing partnerships in the communities where we live and work.

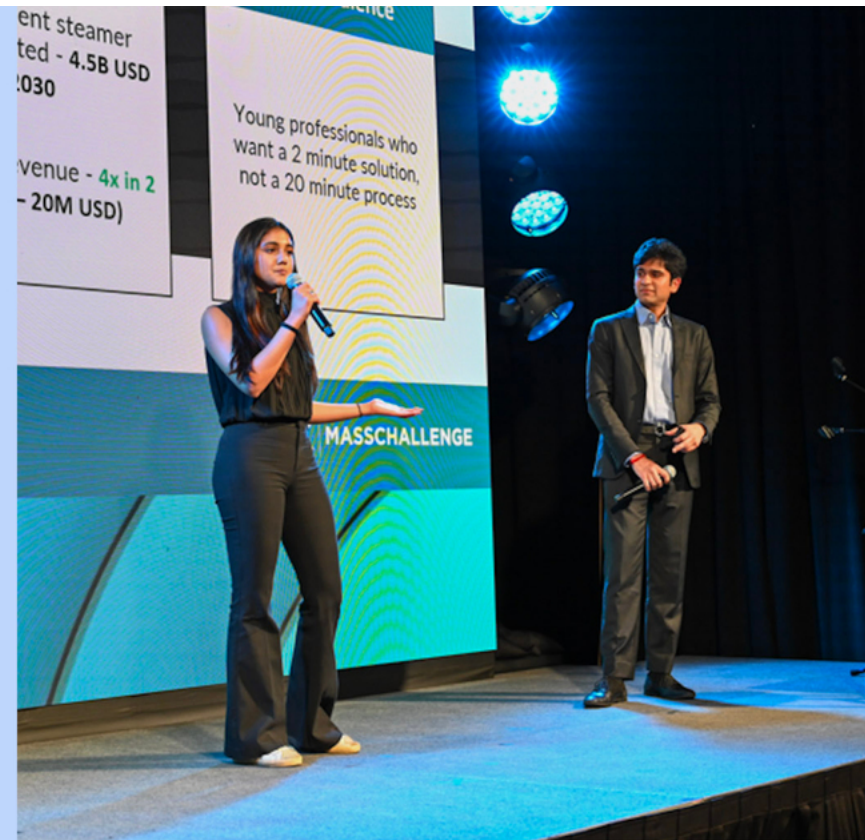


SHARKNINJA INNOVATION CHALLENGE

Launched in partnership with MassChallenge, a global innovation accelerator, the inaugural SharkNinja Innovation Challenge called on young innovators across the U.S. to solve real-world problems and reimagine how to positively impact people’s lives. University students and early-career entrepreneurs, ages 18 to 24, eagerly answered the call. Submitting breakthrough ideas and inventions, applicants proposed solutions to key challenges in the areas of consumer-focused design, sustainability and circularity, and universal design.

After two competitive rounds of judging, seven finalist teams from universities across the U.S. advanced to the live finale pitch event in Boston. To prepare, each finalist team received hands-on mentorship, patent and IP support, and financial assistance to help advance their ideas.

At the live finale event in March 2026, each team presented their inventions to SharkNinja executives and tech ecosystem leaders, with winners receiving significant cash prizes, mentorship, and additional support to fuel their next stage of growth.





INNOVATION FOR IMPACT IN ACTION

In 2025, we worked alongside our signature partners and local university collaborators to put *Innovation for Impact* into practice, connecting our people, products, and expertise with the next generation of innovators, and strengthening the communities we serve.

- **Massachusetts Science and Engineering Fair:** We supported STEM learning through hands-on student engagement at the MSEF Student Symposium at MIT as judges at the 76th High School State Fair. We also awarded two students with G.R.I.T. (Guts, Resilience, Initiative, and Tenacity) awards, which recognized students who exemplify perseverance and determination.
- **The Possible Zone:** We partnered with The Possible Zone and the Chica Project to launch the Food Science in Action Program, introducing students to food science, and volunteered as team leads and judges at their Annual High School Hackathon.
- **The National Society of Black Engineers:** In 2025, we sponsored the 2025 Inspire STEM Gala and awarded scholarships to three local engineering students. In addition, we partnered with NSBE Boston to host professional development events and participated in several volunteer opportunities supporting youth STEM programming.
- **University of Strathclyde:** We partnered with the University of Strathclyde’s Design Manufacturing & Engineering Management department to give students the opportunity to pitch reparability design recommendations to our engineers and product designers.

- **Lilian Baylis Technology School:** We hosted students from the Lilian Baylis Technology School in our Battersea office for a workshop on designing solutions that tackle food waste in school cafeterias.
- **Steps to Success:** We invited Steps’ Work Connections students to participate in workshops at our Needham headquarters to introduce them to career pathways in Industrial Design, Food Science, and Communications.
- **Babson College:** We provided 180 MBA students enrolled in the Babson Entrepreneurial Thought & Action Experience-BETA-X program with guidance on their projects and career advice.

We also support organizations and events that enable extraordinary outcomes for partners and consumers in line with our company brand and values. Recipients in 2025 included the Travis Mills Foundation Army vs. Navy grill-off competition, Arianna Huffington’s Thrive Global Foundation’s Nourish Together campaign, and Wheely Big Dreams’ 12 Days of Giving campaign, which raises funds for adaptive equipment and services for physically disabled individuals.

2025 CORPORATE GIVING

Total cash and in-kind:
\$1,229,000

In-kind (retail value of
donated products):
\$810,000

Cash:
\$419,000

Number of donated products:
~3,500

TEAM MEMBER VOLUNTEERING

Our team members donate their time to help strengthen local communities. Through SharkNinja Cares, we provide one day of paid time off a year for team members to support their chosen nonprofit organization.

Again in 2025, we met our company-wide goal of supporting at least one volunteer event per month. Highlights include:

- Mentoring and encouraging young innovators at U.S. high schools and universities
- Hosting a careers mixer at our SharkNinja Battersea site for London-area secondary school students
- Donating to and organizing a caring and awareness event at a local children's school on World Autism Day in Suzhou
- Running Christmas toy drives at SharkNinja London, Leeds, and Battersea sites for local charities giving to children in hospitals, treatment rooms, and hospice care
- Completing a walkathon and driving additional office fundraising at SharkNinja Leeds for a children's cancer charity
- Preparing and serving meals at a Boston-area daytime shelter for women experiencing poverty and homelessness, performed by the Ninja Test Kitchen team using SharkNinja products

SharkNinja also matches up to \$500 of team members' charitable donations per year.

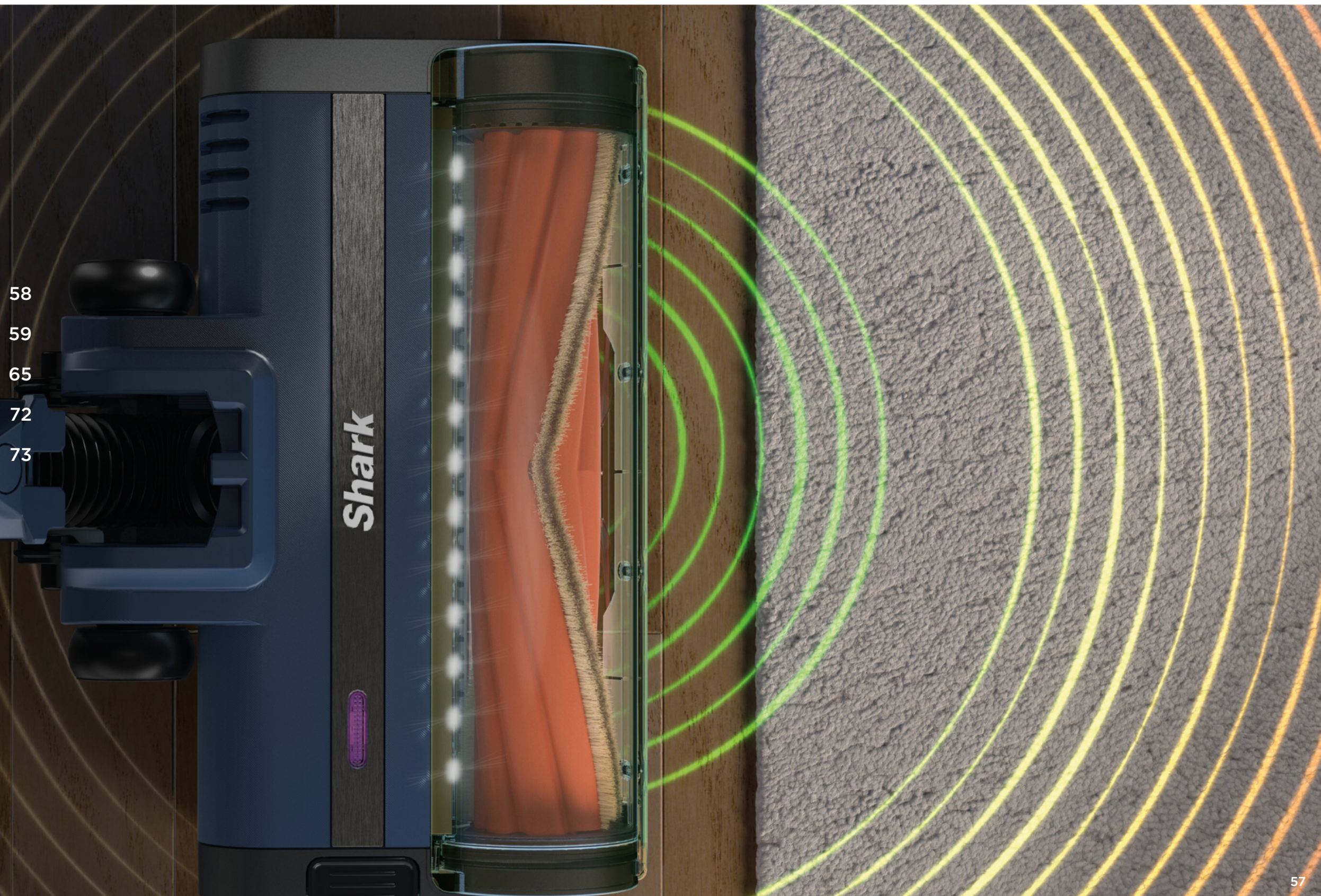
MODELING PRODUCT DEVELOPMENT FOR AREA HIGH-SCHOOLERS

Our partnership with The Possible Zone helps empower future innovators to explore purpose-driven solutions and real-world impact. At the 2nd Annual FastForge Hackathon, organized by The Possible Zone, SharkNinja worked alongside STEM- and art-focused high schoolers in a mock consumer-product launch challenge. More than 50 students turned ideas into market-ready products at the day-long event, including brainstorming concepts, building prototypes, creating brands, and ultimately pitching innovations to event judges. We shared our expertise with enthusiasm, vetting product concepts and contributing to prototype development to help teams succeed. Students rated working with industry experts as a top takeaway from the day.



APPENDICES

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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 2025 outside of a few activities from early 2026. Report content has been reviewed by internal subject matter experts. The report has not been externally audited outside of 2025 Scope 1 and Scope 2 greenhouse gas emissions. Questions or comments on the report may be submitted to sustainability@sharkninja.com.



ESG PERFORMANCE METRICS

GREENHOUSE GAS EMISSIONS (MT CO₂E)

| | 2023 | 2024 | 2025 |
|--------------------------|-----------|-----------|-----------|
| Scope 1 | 507 | 510 | 529 |
| Scope 2 (Marked-based) | 2,670 | — | — |
| Scope 2 (Location-based) | 2,520 | 2,730 | 4,026 |
| Scope 3 | 6,073,796 | 7,550,923 | 7,477,275 |

SCOPE 3 EMISSIONS BY CATEGORY (MT CO₂E)

| | 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 | 2,426,472 | 53,556 | 996 | 27,703 | 52 | 11,188 | 839 | 165,517 | 3,373,884 | 13,589 |
| 2024 | 3,428,595 | 21,906 | 183 | 41,045 | 57 | 15,997 | 969 | 179,592 | 3,845,263 | 17,316 |
| 2025 | 3,213,672 | 20,280 | 301 | 45,646 | 103 | 22,801 | 1,062 | 206,922 | 3,952,811 | 13,677 |

- **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 CO₂, CH₄, N₂O, HFCs and PFCs, were calculated in metric tons of CO₂e 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 within SharkNinja's operational control. For missing primary data, electricity and natural gas consumption and refrigeration leakage were estimated based on floor area and building use-type. Unit (per square foot/meter) consumption were developed based on country specific statistics (e.g., www.gov.uk/government/statistics). Emission factors used to convert electricity and heating activity data into equivalent emissions were primarily sourced from Ecoinvent 3.11, and to a lesser extent from DEFRA, the U.K. Department for Environment, Food & Rural Affairs, which publishes annually reviewed emissions conversion factors. Emission factors used to convert refrigerant leakage data into equivalent emissions were primarily sourced from the IPCC. We procured energy attribute certificates to cover 100% of our global Scope 2 electricity demand.
- **Restatement of 2023 and 2024 data:** In 2025, we continued to enhance our greenhouse gas inventory methodology. Under Use of Sold Products, we updated methods for calculating product energy use to better reflect the diversity of products within each product category. We also improved the data accuracy of Scope 1 emissions generated by our offices and Scope 3 emissions from materials sourcing. We have restated our 2023 to 2025 inventories to reflect these improvements.

SCOPE 3 EMISSIONS INTENSITY (MT CO₂E PER UNIT)

| | 2023 | 2024 | 2025 | % Reduction (2023) |
|--------------------|--------|--------|--------|--------------------|
| Emissions per unit | 0.0869 | 0.0757 | 0.0753 | -13.3% |

- **Methodology:** 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 (excluding hardware like motors, PCBAs, power cords, etc.) and resins used in sold products) and Use of Sold Products (consumer energy use).

ENERGY USE (KWH)

| | 2023 | 2024 | 2025 |
|-----------------------------|-----------|-----------|-----------|
| Electricity consumption | 5,983,449 | 7,229,444 | 9,609,027 |
| Electricity from renewables | — | — | 1,395,920 |
| Heating consumption | 977,027 | 884,687 | 923,547 |

- **Methodology:** See page [59](#).

PACKAGING WEIGHT (LBS)

| | 2023 | 2024 | 2025 |
|---------|-------------|-------------|-------------|
| Paper | 142,916,935 | 200,707,747 | 217,857,098 |
| Plastic | 7,670,808 | 8,954,315 | 9,521,781 |
| Other | 902,102 | 915,889 | 823,917 |

- **Methodology:** In 2025, we continued to improve our data quality through on-site packaging weigh days. For products without complete data, we have extrapolated figures from comparable products or averages have been applied. The updated 2025 figures show that we have been overestimating the percentage of plastic packaging used in our portfolio compared to prior years. We will continue to improve our data over time and have restated the data from prior years accordingly. "Other" includes metals and other non-fiber and non-resin packaging materials.

HEALTH AND SAFETY

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Lost time incident rate (LTIR) | 0.12 | 0.00 | 0.05 |
| Days away, restricted or transferred case rate (DART) | 0.03 | 0.00 | 0.05 |
| Total recordable incident rate (TRIR) | 0.25 | 0.05 | 0.38 |
| Fatalities | 0 | 0 | 0 |

- **Methodology:** Rates are calculated using U.S. 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 | 2025 |
|--------------------|-------|-------|-------|
| Total turnover | 15.0% | 12.0% | 17.7% |
| Voluntary turnover | 10.7% | 8.5% | 8.5% |

- **Methodology:** Calculated using applicable terminations divided by the average headcount starting and ending in fiscal year 2025.

TRAINING HOURS

| | 2025 |
|--|------|
| Average training hours per team member | 3.2 |

- **Methodology:** Includes SharkNinja team members, not contractors and temporary staff.

COMPLIANCE TRAINING

| | 2025 |
|---|-------|
| Team members trained on our code of business conduct and ethics | 4,254 |
| Team members trained on anti-bribery and corruption | 3,182 |
| Team members trained on conflicts of interest | 2,061 |

- **Methodology:** All global team members are required to take training on our code of ethics and business conduct, and anti-bribery and corruption. Select cohorts (namely, Finance, Legal, P&C, Manager and above) are required to take our training on conflicts of interest. Training is administered annually at different periods of the calendar year. Some recent campaigns, such as anti-bribery and corruption, launched in 2025 and concluded in 2026.

ETHICAL SOURCING

| | 2025 |
|---|------|
| OEMs who have received a SEDEX-aligned audit (calendar year) | 95% |
| OEMs who have received a SEDEX-aligned audit in past ~18 months | 100% |
| OEMs who engaged in corrective actions (calendar year) | 100% |

- **Methodology:** All OEM SMETA audit data are tracked in the SEDEX portal.

PHILANTHROPY

| | 2024 | 2025 |
|--|-------------|-------------|
| Total cash and in-kind | \$1,181,000 | \$1,229,000 |
| Cash | \$431,000 | \$419,000 |
| In-kind (retail value of donated products) | \$750,000 | \$810,000 |
| Number of donated products | 11,983 | 3,567 |

GHG LIMITED ASSURANCE STATEMENT



INDEPENDENT ASSURANCE OPINION

To: The Stakeholders of SharkNinja Operating LLC.

Introduction and Objectives of Work

Bureau Veritas Certification North America (Bureau Veritas) has been engaged by SharkNinja Operating LLC. (SharkNinja) to provide a limited level of assurance over its Greenhouse Gas (GHG) emissions data for the 2025 calendar year period, 1 January 2025 through 31 December 2025. This independent assurance opinion applies to the related information included within the scope of work described below.

The purpose of the verification is to provide interested stakeholders with an independent and professional assurance opinion on the related information and data described herein.

Boundaries of the GHG emissions included within this verification

- Operational Control
- Global Operations

Scope of the Verification

The scope of verification is established for the facilities operated by SharkNinja and its consolidated subsidiaries where SharkNinja has operational control worldwide. This includes operations at thirty-nine (39) physical locations spanning over eleven (11) countries.

The greenhouse gases taken into consideration for the emissions inventory are carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs) and hydrochlorofluorocarbons (HCFCs). Emissions verified include:

GHG Emissions Verified:

- Scope 1 Direct Emissions: 529 metric tons of CO₂e
- Scope 2 Indirect Emissions (Location-based): 4,026 metric tons of CO₂e

Reporting Criteria

The information was prepared by SharkNinja with reference to the following standards:

- World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD), The Greenhouse Gas Protocol, A Corporate Accounting and Reporting Standard, Revised Edition

Limitations and Exclusions

Excluded from the scope of our work is verification of any information relating to:

- Activities outside the defined verification period; and
- Other information outside the scope of the verification.

This limited assurance engagement relies on a risk-based selected sample of data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Bureau Veritas Certification North America, Inc.
16800 Greenspoint Park Suite 300s
Houston, TX 77060



Responsibilities

The preparation and presentation of the GHG emissions information are the sole responsibility of the management of SharkNinja.

Bureau Veritas' sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information. Bureau Veritas is responsible for expressing an opinion on the GHG statement based upon the verification activities.

Bureau Veritas was not involved in the drafting of the GHG emissions information or of the Reporting Criteria. Our responsibilities were to:

- obtain limited assurance about whether the GHG emissions have been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the verification procedures performed and evidence obtained; and
- report our conclusions to the management of SharkNinja.

Assessment Standard

Verification was conducted in accordance with the following:

- ISO 14064-3 Second Edition 2019-04: Greenhouse gases — Part 3: Specification with guidance for the verification and validation of greenhouse gas statements.
- ISO/IEC 17029:2019 Conformity assessment — General principles and requirements for validation and verification bodies;
- ISO 14065:2020 General principles and requirements for bodies validating and verifying environmental information

Level of Assurance

- Limited

Summary of Work Performed

As part of its independent verification, Bureau Veritas undertook the following activities:

- Assessed the appropriateness of the Reporting Criteria for the GHG emissions;
- Conducted interviews with relevant personnel of SharkNinja and its consultants;
- Completed detailed review of data provided by SharkNinja and its consultants;
- Reviewed the information systems, and methodology for collection, aggregation, analysis, and quality review of information used to determine GHG emissions;
- Collection and consolidation processes used to compile the GHG emissions, including assessing assumptions made, the data scope and reporting boundaries;
- Reviewed documentary evidence produced by SharkNinja;
- Confirmed a sample of the activity data and GHG emissions to the corresponding source documentation including virtual site visits to Suzhou and Shenzhen, China; Leeds, United Kingdom; and Needham, Massachusetts, United States of America; and
- Re-performed aggregation calculations of the GHG emissions.

Bureau Veritas Certification North America, Inc.
16800 Greenspoint Park Suite 300s
Houston, TX 77060



The data and information reviewed within the verification were historical in nature and in some cases, estimated. A 5% materiality threshold was applied to this verification.

Verification Conclusion

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions,
- and has not been prepared in accordance with the WRI/WBCSD The Greenhouse Gas Protocol, A Corporate Accounting and Reporting Standard, Revised Edition

It is our opinion that SharkNinja has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specializes in quality, environmental, health, safety and social accountability with over 195 years of history. Its assurance team has extensive experience in conducting verification over environmental, social, ethical, and health and safety information, systems and processes. Bureau Veritas operates a certified¹ Quality Management System which complies with the requirements of ISO 9001:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA)² across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behavior and high ethical standards in their day-to-day business activities.

The verification team for this work does not have any involvement in any other Bureau Veritas projects with SharkNinja

Attestation:

John A. Stangline

John A. Stangline, Lead Verifier
Sustainability Business Unit Manager
Bureau Veritas Certification North America
Houston, Texas, USA

Brianna Hardy

Brianna Hardy, Verifier
Program Manager, Sustainability Advisory
Bureau Veritas Certification North America
Houston, Texas, USA

6 April 2026

¹ Certificate available on request

² International Federation of Inspection Agencies – Compliance Code – Third Edition

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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, 2025, to December 31, 2025, with reference to the GRI Standards. | |

| GRI Standard | Disclosure | Location |
|--|--|--|
| GRI 2: General Disclosures 2021 | 2-1 Organizational details | <p>Name of the organization: SharkNinja, Inc.</p> <p>Ownership and legal form: 2025 Form 10-K: Item 1. Business - Corporate Information, page 13; Financial Statements — Notes to Consolidated Financial Statements — 1. Organization and Description of Business, page F-9</p> <p>Location of headquarters: Needham, Massachusetts, U.S.</p> <p>Location of operations: Introduction — About SharkNinja, page 5</p> |
| | 2-2 Entities included in the organization’s sustainability reporting | <p>The report consolidates information for SharkNinja, Inc. and all of its entities.</p> <p>SharkNinja entered into a brand license agreement with JS Global, in which the Company granted to JS Global the non-exclusive rights to obtain, produce and source, and the exclusive rights to distribute and sell, our brands of products in certain international markets in APAC. Data in this report does not include products sold under this licensing agreement.</p> |
| | 2-3 Reporting period, frequency and contact point | <p>Reporting period: Appendices — About This Report, page 58</p> <p>Reporting cycle: Annual</p> <p>Publication date of the report: May 2026</p> <p>Contact point for questions regarding the report: sustainability@sharkninja.com</p> |
| | 2-4 Restatements of information | Appendices — ESG Performance Metrics, pages 59-64 |
| | 2-5 External assurance | Appendices — About This Report, page 58 |

| GRI Standard | Disclosure | Location |
|--------------|--|---|
| | 2-6 Activities, value chain and other business relationships | Introduction — About SharkNinja, page 5 ; ESG Governance and Materiality — Materiality, page 10 ; Product Positive, pages 11-26 2025 Form 10-K : Item 1. Business, pages 1-12 |
| | 2-7 Employees | Introduction — About SharkNinja, page 5 ; People Positive — Rewarding Outrageously Extraordinary Performance — Team member benefits, page 43 2025 Form 10-K : Item 1. Business - Our Growth Strategies - Our Culture and People, pages 6-7 |
| | 2-9 Governance structure and composition | ESG Governance and Materiality — ESG Governance, page 10 ; Appendices — TCFD Index: Governance, page 73 2026 Proxy Statement: Proposal 1 – Appointment of Directors — Information About Continuing Directors and Director Nominees, pages 8-10 ; Corporate Governance — Leadership Structure, page 11 ; Board Committees, pages 12-14 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 | 2026 Proxy Statement: Proposal 1 – Appointment of Directors — Information About Continuing Directors and Director Nominees, pages 8-10 ; Corporate Governance — Leadership Structure, page 11 |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | ESG Governance and Materiality, pages 9-10 Nominating and Corporate Governance Committee Charter |
| | 2-13 Delegation of responsibility for managing impacts | ESG Governance and Materiality, pages 9-10 ; Appendices — TCFD Index: Governance, page 73 2025 Form 10-K : Item 1C. Cybersecurity, pages 62-63 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 |

| GRI Standard | Disclosure | Location |
|--------------|---|---|
| | 2-15 Conflicts of interest | 2026 Proxy Statement: Certain Relationships and Related-Party Transactions — Related Person Transactions Policy, page 42 2025 Form 10-K : 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 — Enterprise Risk Management, page 49 |
| | 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 | 2026 Proxy Statement: Executive Officer Compensation — Compensation Discussion and Analysis, pages 16-24 Corporate Governance Guidelines : IV. Board Compensation, pages 3-4 |
| | 2-20 Process to determine remuneration | 2026 Proxy Statement: Executive Officer Compensation — Compensation Discussion and Analysis, pages 16-24 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, page 49 ; Human Rights and Ethical Sourcing — Supplier code of conduct, page 51 2025 Form 10-K : Item 10. Directors, Executive Officers and Corporate Governance, page 91 Code of Business Conduct and Ethics |

| GRI Standard | Disclosure | Location |
|--------------------------------------|--|---|
| | 2-24 Embedding policy commitments | People Positive — Governance and Ethics, page 49 ; Human Rights and Ethical Sourcing, pages 51-52 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 compliance hotline, page 49 Code of Business Conduct and Ethics |
| | 2-27 Compliance with laws and regulations | 2025 Form 10-K : Item 3. Legal Proceedings, page 64 ; Financial Statements — Notes to Consolidated Financial Statements — 10. Commitments and Contingencies — Legal Proceedings, page F-33 |
| | 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 10 |
| | 3-2 List of material topics | ESG Governance and Materiality — Materiality, page 10 |
| | 3-3 Management of material topics | Introduction — Our ESG Strategy — SharkNinja’s Positive Impact Plan, page 8 ; 2025 ESG Highlights, page 6 ; Product Positive, pages 11-26 ; Planet Positive, pages 27-34 ; People Positive, pages 35-56 2025 Form 10-K : Item 1. Business - Sustainability, page 1; Item 1C. Cybersecurity, pages 62-63 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, page 49 ; Human Rights and Ethical Sourcing, pages 51-52 |
| | 205-2 Communication and training about anti-corruption policies and procedures | People Positive — Governance and Ethics, page 49 ; Human Rights and Ethical Sourcing, pages 51-52 |

| GRI Standard | Disclosure | Location |
|--|--|---|
| GRI 206: Anti-competitive Behavior 2016 | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | In 2025, 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 25 ; Appendices — ESG Performance Metrics — Packaging weight (lbs), page 60 |
| | 301-2 Recycled input materials used | Product Positive — Circular Economy — Designing for circularity — Materials use, page 21 |
| | 301-3 Reclaimed products and their packaging materials | Product Positive — Circular Economy — Product refurbishment, page 24 |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | Appendices — ESG Performance Metrics, pages 59-64 |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | Planet Positive — Climate Change — GHG emissions by Scope, page 29 ; Appendices — ESG Performance Metrics, pages 59-64 |
| | 305-2 Energy indirect (Scope 2) GHG emissions | Planet Positive — Climate Change — GHG emissions by Scope, page 29 ; Appendices — ESG Performance Metrics, pages 59-64 |
| | 305-3 Other indirect (Scope 3) GHG emissions | Planet Positive — Climate Change — Scope 3 emissions: across value chain, page 29 ; Appendices — ESG Performance Metrics, pages 59-64 |
| 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 51 |
| | 308-2 Negative environmental impacts in the supply chain and actions taken | People Positive — Human Rights and Ethical Sourcing — Audits, page 52 |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | People Positive — Rewarding Outrageously Extraordinary Performance — Team member benefits, page 43 ; Appendices — ESG Performance Metrics — Turnover, page 61 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | People Positive — Rewarding Outrageously Extraordinary Performance — Team member benefits, page 43 2025 Form 10-K : Financial Statements — Notes to Consolidated Financial Statements — 12. Shareholders' Equity and Equity Incentive Plan — Employee Stock Purchase Plan, page F-34 ; 14. Employee Benefits, pages F-40-F41 |

| GRI Standard | Disclosure | Location |
|---|--|--|
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | People Positive — Environment, Health and Safety, pages 47-48 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | People Positive — Environment, Health and Safety, pages 47-48 |
| | 403-3 Occupational health services | People Positive — Environment, Health and Safety, pages 47-48 |
| | 403-5 Worker training on occupational health and safety | People Positive — Environment, Health and Safety, pages 47-48 |
| | 403-6 Promotion of worker health | People Positive — Rewarding Outrageously Extraordinary Performance — Team member benefits, page 43 |
| | 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 52 |
| | 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. |
| | 403-9 Work-related injuries | People Positive — Environment, Health and Safety, pages 47-48 Appendices — ESG Performance Metrics — Health and Safety, page 61 |
| | GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee |
| 404-2 Programs for upgrading employee skills and transition assistance programs | | People Positive — Driving Outrageously Extraordinary Performance — Skills development, page 39 |
| 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 51-52 |
| 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 51-52 |
| 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 51-52 |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | People Positive — Philanthropy and Community Engagement, pages 53-56 |

| GRI Standard | Disclosure | Location |
|---|--|---|
| 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 51 |
| | 414-2 Negative social impacts in the supply chain and actions taken | People Positive — Human Rights and Ethical Sourcing — Audits, page 52 |
| 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 17-18 |
| GRI 417: Marketing and Labeling 2016 | 417-1 Requirements for product and service information and labeling | People Positive — Governance and Ethics — Responsible Marketing, page 50 |
| 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 50 |

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 | (1) There was one product recall in 2025. (2) Approximately 1,846,400 units were recalled in the U.S., and approximately 184,240 in Canada. |
| | 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 17-18 |
| 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, pages 21-24 |

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 | <p>Board organization around climate-related risks</p> <p>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.</p> <hr/> <p>Nature of board discussion on climate-related risks</p> <p>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 our long-term sustainability objectives. Additionally, the Audit Committee reviews any material climate-related risks raised through the Enterprise Risk Management process.</p> <hr/> <p>Oversight of disclosed climate-related targets, goals and transition plans</p> <p>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.</p> |
| | 1.1.2 Management's role related to climate-related risks & opportunities | <p>Oversight of disclosed climate-related targets, goals and transition plans</p> <p>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.</p> <p>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.</p> <p>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.</p> |

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 | <p>Principal climate-related risks and opportunities</p> <p>The key climate-related R&Os identified were those that could potentially impact financial performance and financial position of SharkNinja.</p> <p>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.</p> <p>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.</p> <hr/> <p>Time periods by reference to which risks and opportunities are assessed</p> <p>Both transition and physical (acute and chronic) risks were assessed over three-time horizons:</p> <ul style="list-style-type: none"> • 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 |
|---------|---|--|
| | <p>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</p> | <p>Physical and transition scenarios used for risk modeling and scenario analysis</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <hr/> <p>Scenario analysis results</p> <p>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 33 (Managing climate risk, page 33) and include three transition risks and two opportunities.</p> <p>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.</p> |
| | <p>1.2.3 An analysis of the resilience of the business model and strategy of the company, taking into consideration different climate-related scenarios</p> | <p>Analysis of business model and strategy resilience</p> <p>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.</p> <p>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.</p> |

TCFD INDEX: RISK MANAGEMENT

| Section | Subsection | Response |
|---------------------|---|--|
| 1.3 Risk management | 1.3.1 Climate risk and opportunity identification and assessment | <p>Climate risk and opportunity identification and assessment</p> <p>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.</p> <p>When identifying risks, the following risk types were considered:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> |
| | 1.3.2 Prioritization and management of climate-related risks and opportunities | <p>Prioritization and management of climate-related risks and opportunities</p> <p>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.</p> <p>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.</p> |
| | 1.3.3 Integration of climate risks and opportunities into the overall risk management process | <p>Integration of climate risks and opportunities into the overall risk management process</p> <p>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.</p> |

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 29-31 |
| | 1.5.3 Targets used by the organization to manage climate-related risks and opportunities and performance against targets. | See climate change, page 29-31 |



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This ESG report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Statements other than statements of historical or current facts, including statements and images about our strategic priorities, goals, aspirations, commitments and our future progress, and other business plans, initiatives, and objectives are forward-looking statements and are based on SharkNinja management's current assumptions and expectations. These statements are typically accompanied by the words "expect", "seek", "intend", "plan", "believe", "project", "forecast", "estimate", "may", "should", "anticipate" and similar statements of a future or forward-looking nature. Our actual future results, including the achievement of our targets, goals, or commitments, could differ materially from our projected results or any performance or achievements expressed or implied by the forward-looking statements, as the result of a variety of factors, including, but not limited to, changes in circumstances, assumptions not being realized, or other risks, uncertainties, and factors, many of which are outside of our control. Such risks, uncertainties, and factors include the risk factors discussed in "Risk Factors" of our Annual Report on Form 10-K and in any subsequent filings we make with the Securities and Exchange Commission. Unless expressly stated otherwise, any forward-looking statement speaks only as of the date on which it is made, and we do not undertake any obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.