

To become a global winner

Global brands and rapid launches of new innovative products will be necessary to achieve a market-leading position. Other crucial factors include cost-efficient production and leveraging global economies of scale. To become a global market leader, Electrolux must continue to be an innovative consumer-focused company with a strong brand and a competitive cost position.

Industry forces

- Supplier & retailer consolidation
- Global brands & products ▶ 40
- Increasingly global & regional scale benefits
- Market polarization
- Volatile raw-material prices ▶ 50
- LCA competition
- More stringent environmental legislation

Consumer trends

- Growing global middle class
- Increasing scarcity of resources ▶ 58
- Aging population & smaller families
- Focus on health & well-being
- Greater requirements for service & quality
- More interest in food & interior decorating
- Increasing brand significance ▶ 38
- Internet – main source of information

Financial goals

The financial goals set by Electrolux aim to strengthen the Group's leading, global position in the industry and assist in generating a healthy total yield for Electrolux shareholders. The objective is growth with consistent profitability. Key ratios are excluding items affecting comparability. ▶ 46

Operating margin of 6% or greater over a business cycle.

Capital-turnover rate of 4 or higher.

Return on net assets of at least 25%.

Average annual growth of 4% or more.

> 6% > 4 > 25% > 4%