

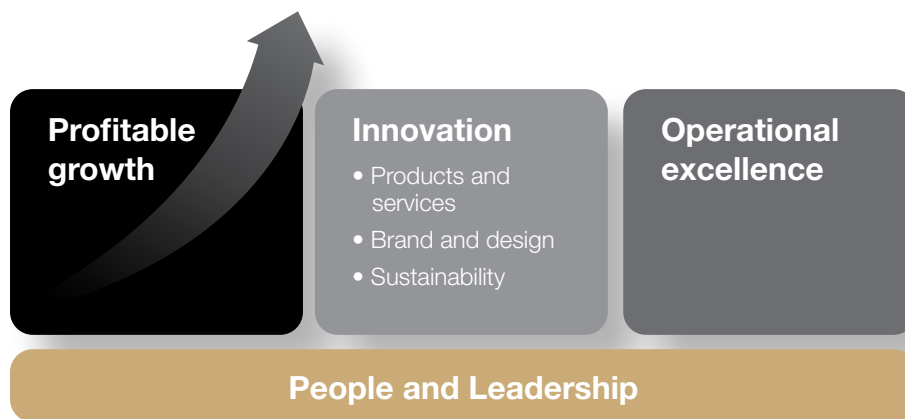
# Electrolux strategy

## Strategy for profitable growth

*The Electrolux strategy remains intact. With innovative products under strong brands and by leveraging the Group's global strength and scope, Electrolux creates the conditions for profitable growth.*

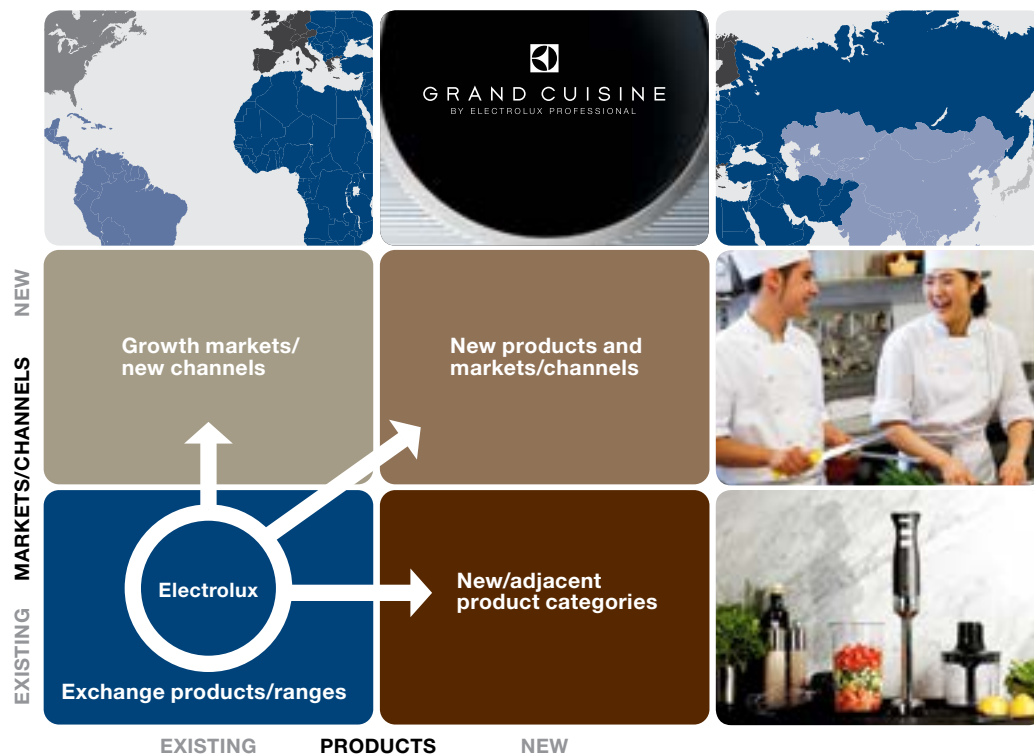
The development that took place in 2012 is an excellent example of the effectiveness of the Electrolux strategy. The successful integration of the acquired appliance manufacturers in Egypt and Chile, combined with extensive product launches and accelerated measures to leverage the Group's global strength and breadth, yielded profitable growth and higher market shares. The R&D, marketing and design functions currently enjoy close cooperation throughout the product development process in all sectors, but with even

greater focus on customers and sustainable innovations. The goal to develop products faster, more efficiently and that more consumers will prefer is on the verge of being realized. Furthermore, efforts are continuing in all parts of the Group to improve working capital and release resources for further investments in growth activities. The success of work to realize the strategy is attributable to all of the strong and dedicated managers and employees.



To outperform market growth and simultaneously enhance profitability in the Group, a number of strategic initiatives are under way. The focus is primarily on increasing the share of sales in growth regions, strengthening the position in Electrolux core markets and in the global premium segment, expanding in rapidly growing prod-

uct categories, developing service and aftermarket operations and reducing complexity and costs in manufacturing. In addition to organic growth, Electrolux also sees the potential to increase the pace of implementation of the growth strategy by way of acquisitions.



**Exchange products/ranges**

Electrolux is speeding up product innovation and increasing the speed to market for new products to expand market shares. In 2012, a wide range of new products were launched across Electrolux markets.

**Growth markets/new channels**

Entering new channels with a competitive product offering is a key priority. Electrolux also aims to increase market shares and capture growth when prosperity rises in growth regions such as Southeast Asia, Latin America and China.

**New products and markets/channels**

Electrolux is continuously expanding its product offering. Now, for the first time, Electrolux is introducing professional cooking systems to the world's most exclusive homes under the Electrolux Grand Cuisine brand. ▶▶ 46

**New/adjacent product categories**

Adjacent product categories, such as air care, water heaters, accessories and small domestic appliances, are growth areas with great potential. To capitalize on these opportunities, the Group's offerings in these product categories have increased substantially in recent years.

Electrolux growth initiatives within different product categories and markets are also described under Electrolux products and markets on pages 6 to 33.