

Vision and strategy

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Electrolux is a leading, global manufacturer in the appliance sector, commanding strong positions in all regions, and the only company to offer complete solutions for both consumers and professional users. But this is not enough. The vision of Electrolux is to become the best appliance company in the world as measured by customers, employees and shareholders.

Customers' perception of Electrolux is based on the products the Group sells and the service it provides. The pace of innovation and the number of product launches have increased in recent years while the demands placed on products have become more rigorous. A new product may only be launched if at least 70% of the consumers

in a test group have expressed a preference for it above similar alternatives in the market.

Electrolux aims to be perceived as the best appliance company in the world by its employees. One of the Group's key tools to measure this is the Employee Engagement Survey (EES), which gauges such factors as motivation and engagement among employees.

The financial goals of Electrolux are intended, for example, to enable the creation of shareholder value. Through the combination of continuous growth, high profitability and a small but efficient capital base, Electrolux shareholders are to receive a high total return. In 2012, the total return on the Electrolux share was 63%.

Electrolux vision

We will be the best appliance company in the world, as measured by our customers, employees and shareholders.

Financial goals over a business cycle

Average growth of at least 4% annually

Operating margin of at least 6%

Capital turnover rate of at least four times

Return on net assets of at least 20%

Strategy

Profitable growth

Innovation

- Products and services
- Brand and design
- Sustainability

Operational excellence

People and Leadership

Values

Core values

Passion for Innovation

Customer Obsession

Drive for Results

Foundation

Respect and Diversity

Ethics and Integrity

Safety and Sustainability

Vision

The vision of Electrolux is to become the best appliance company in the world as measured by customers, employees and shareholders.

Financial goals over a business cycle

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 return for Electrolux shareholders. ▶▶36

Strategy

With innovative products under strong brands and by leveraging the Group's global strength and scope, Electrolux aims to create a platform for profitable growth. Dedicated employees with diverse backgrounds and a leadership in sustainability are necessary for Electrolux to achieve its vision. ▶▶38-57

Values

The Electrolux foundation of guiding business principles in combination with a strong set of values forms the core of the Group's operations. Read more on pages ▶▶48-49 and 52-53.

The Corporate Governance report and Sustainability report also cover this area.