

President & CEO Hans Stråberg

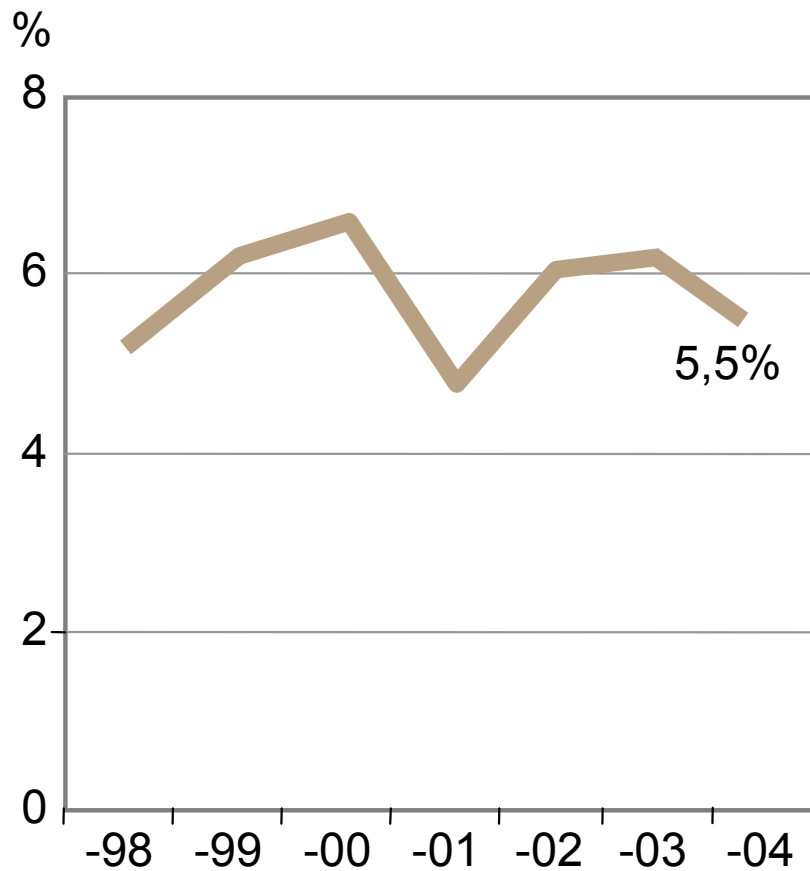


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Results 2004

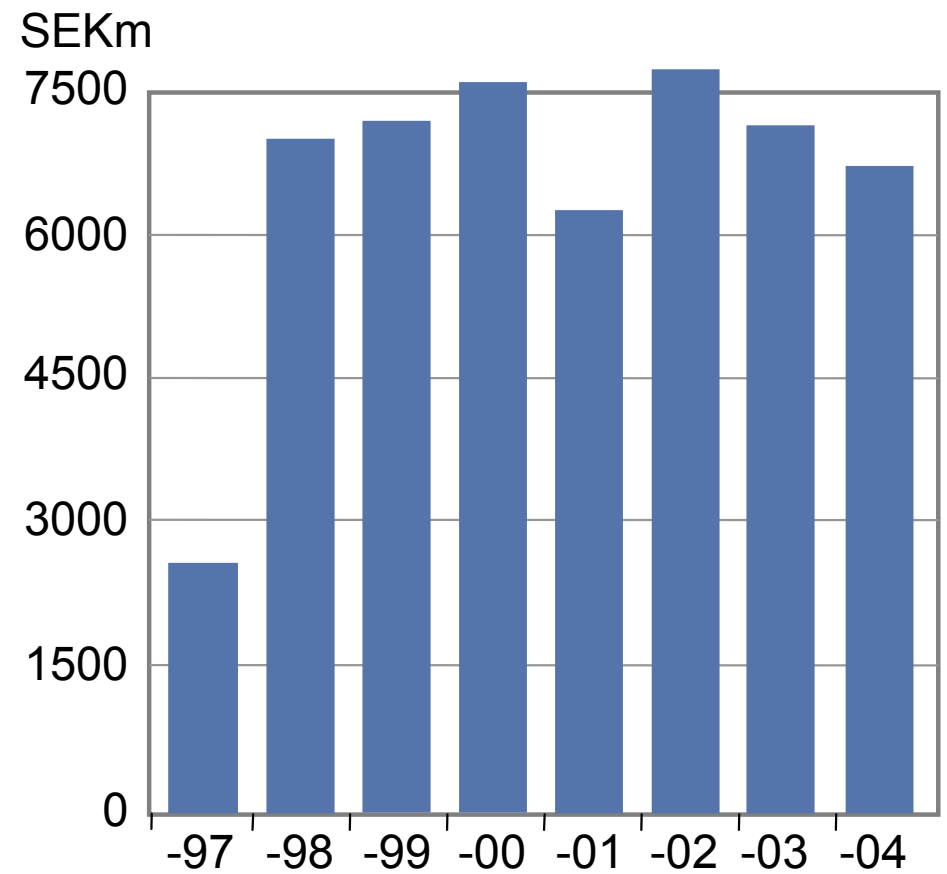


Operating margin



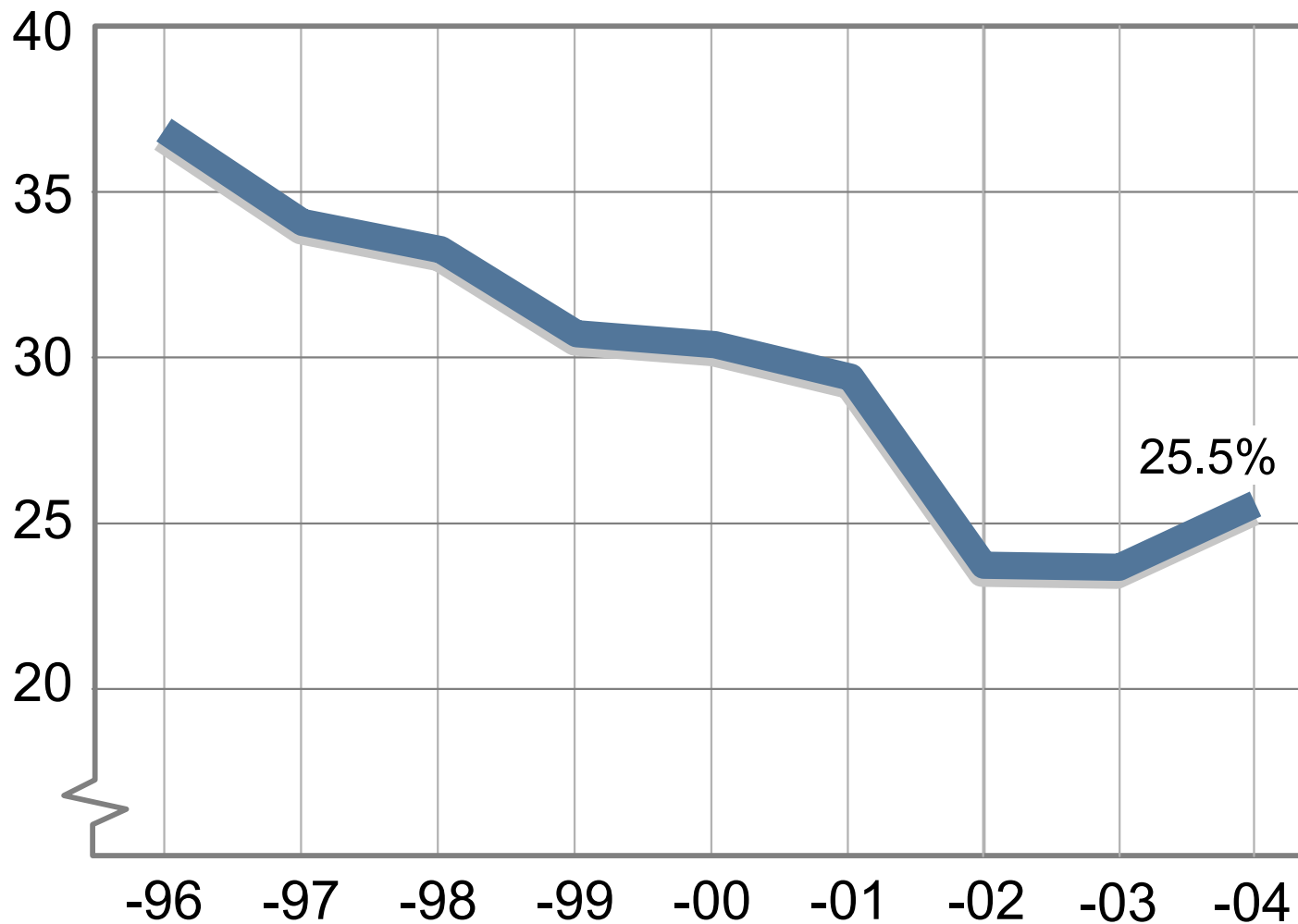
Excluding items affecting comparability

Operating income

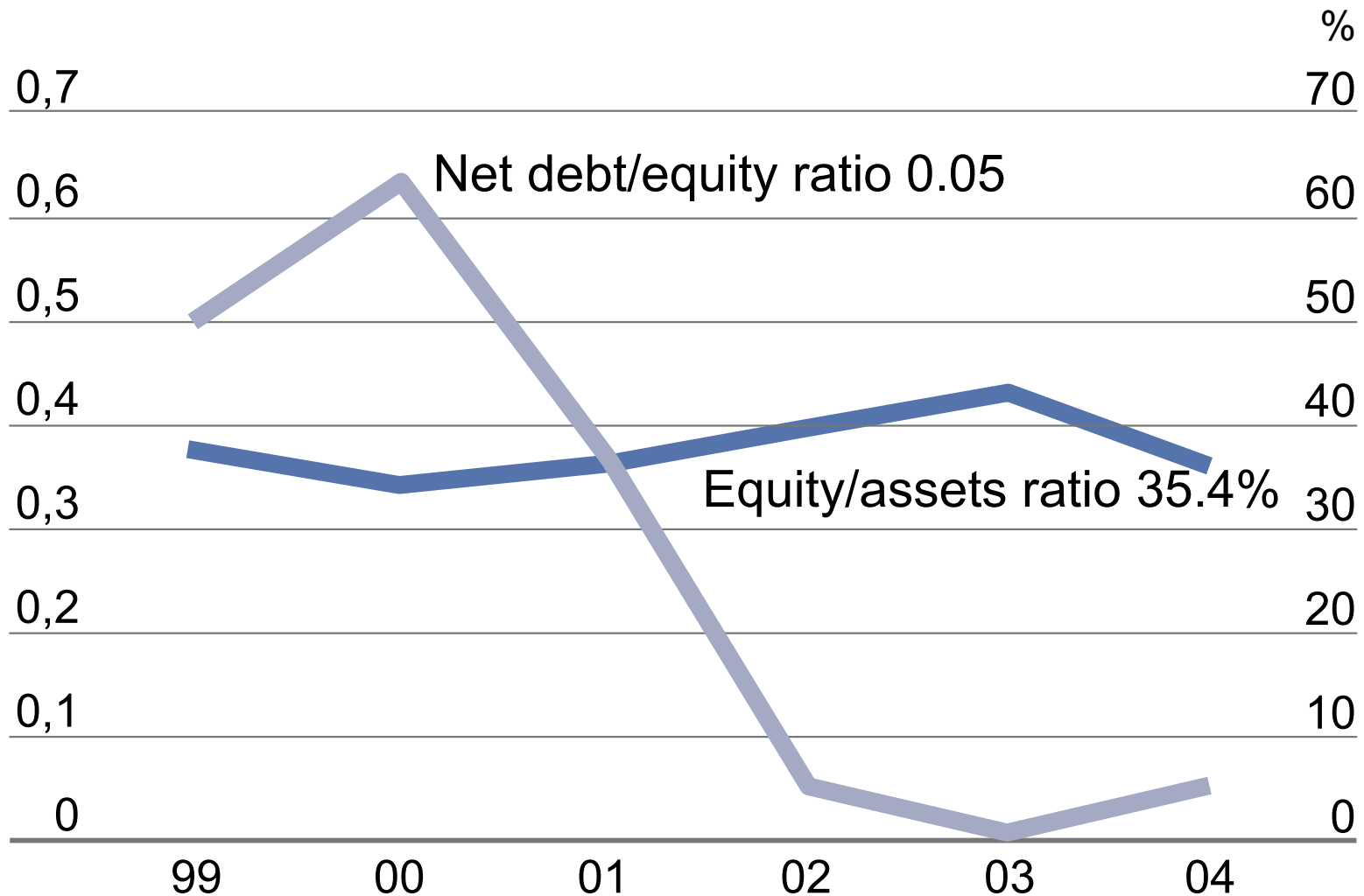


Less capital tied up creates value

Net assets as a percentage of net sales



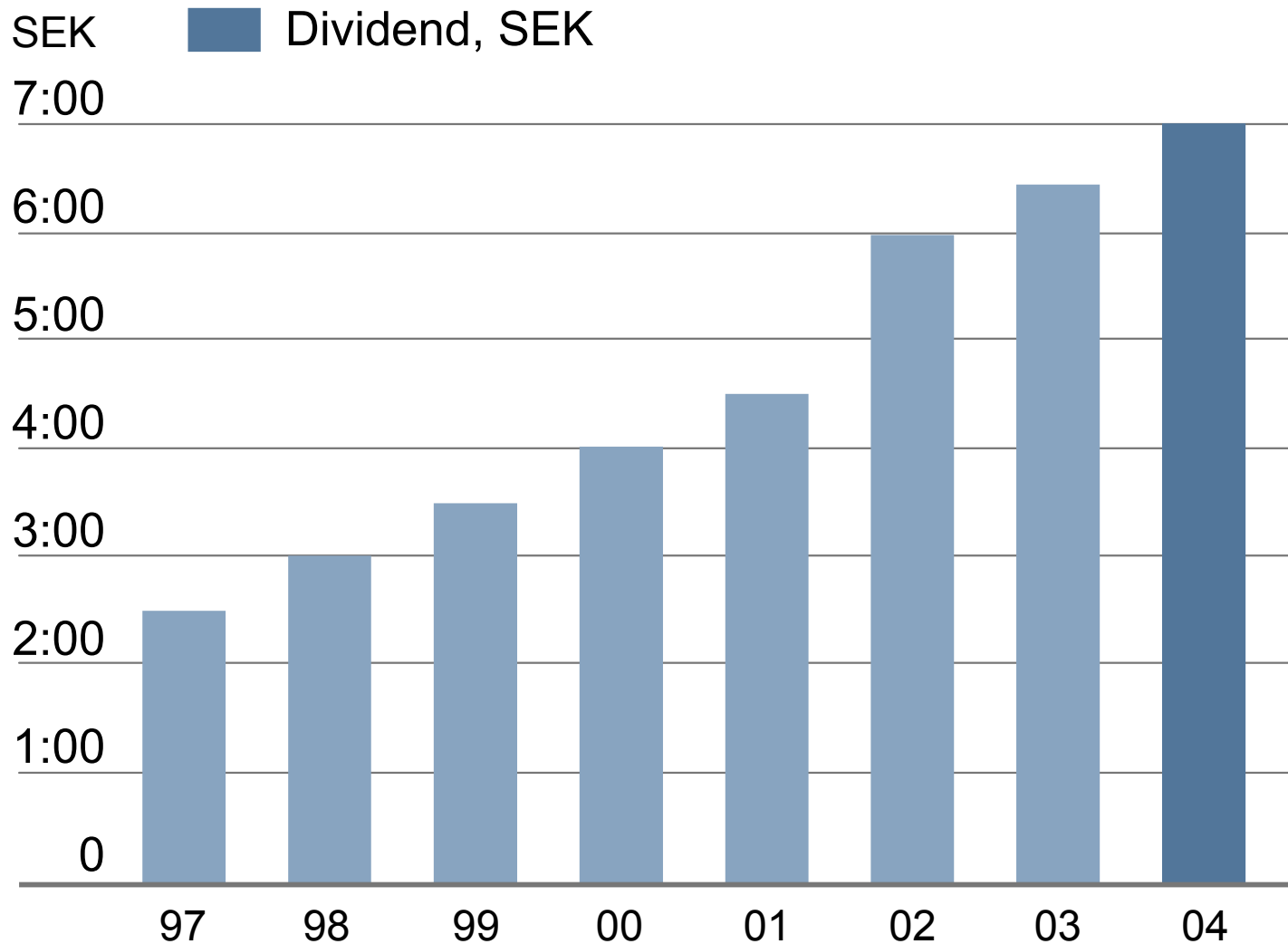
Equity/assets ratio and net debt/equity ratio



Value creation 2004

= Operating results (EBIT)	6 674 SEKm
– Cost of net assets	3 696 SEKm
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= Value creation	2 978 SEKm

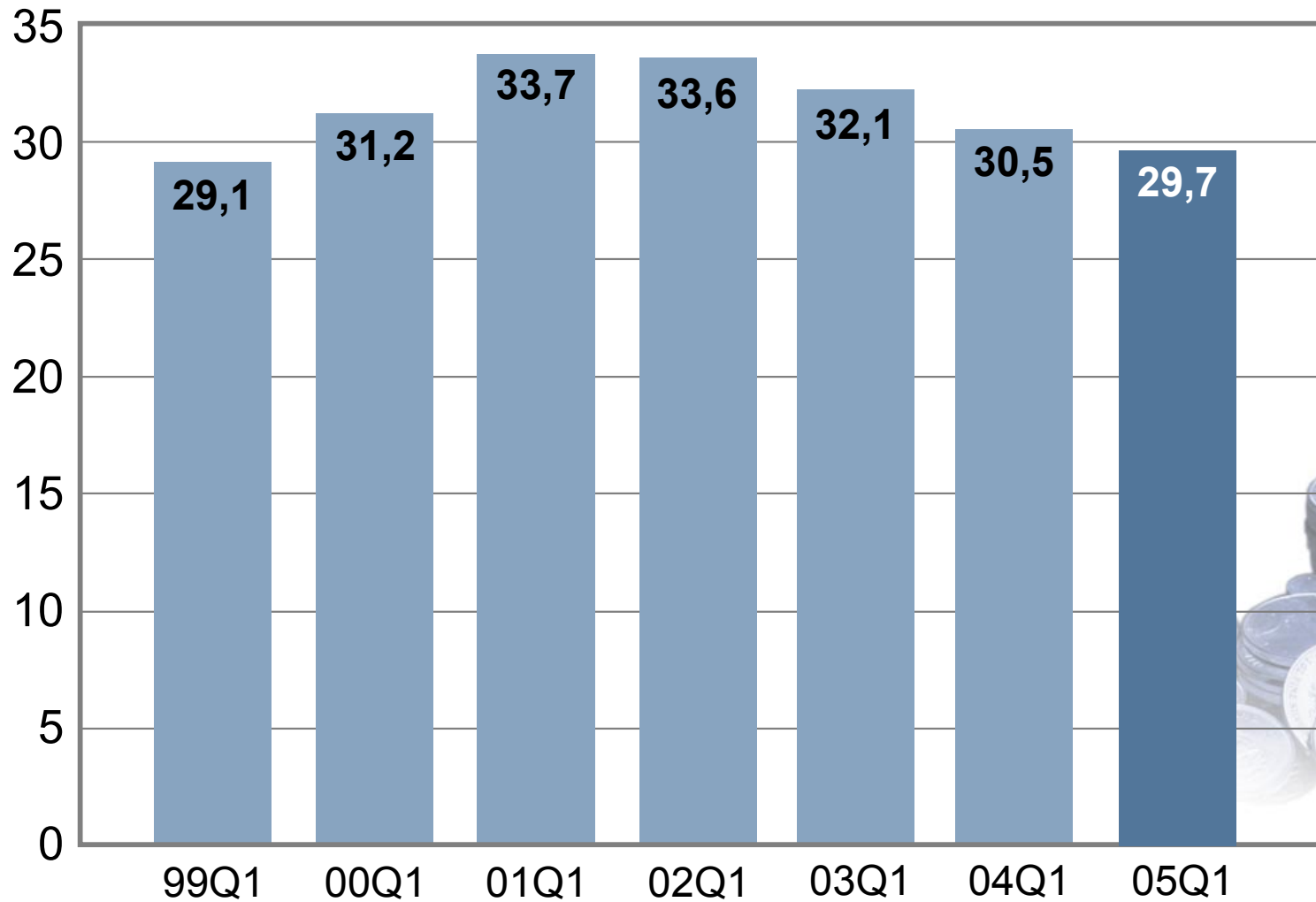
Dividend 1997 - 2004



Sales first quarters 1999-2005

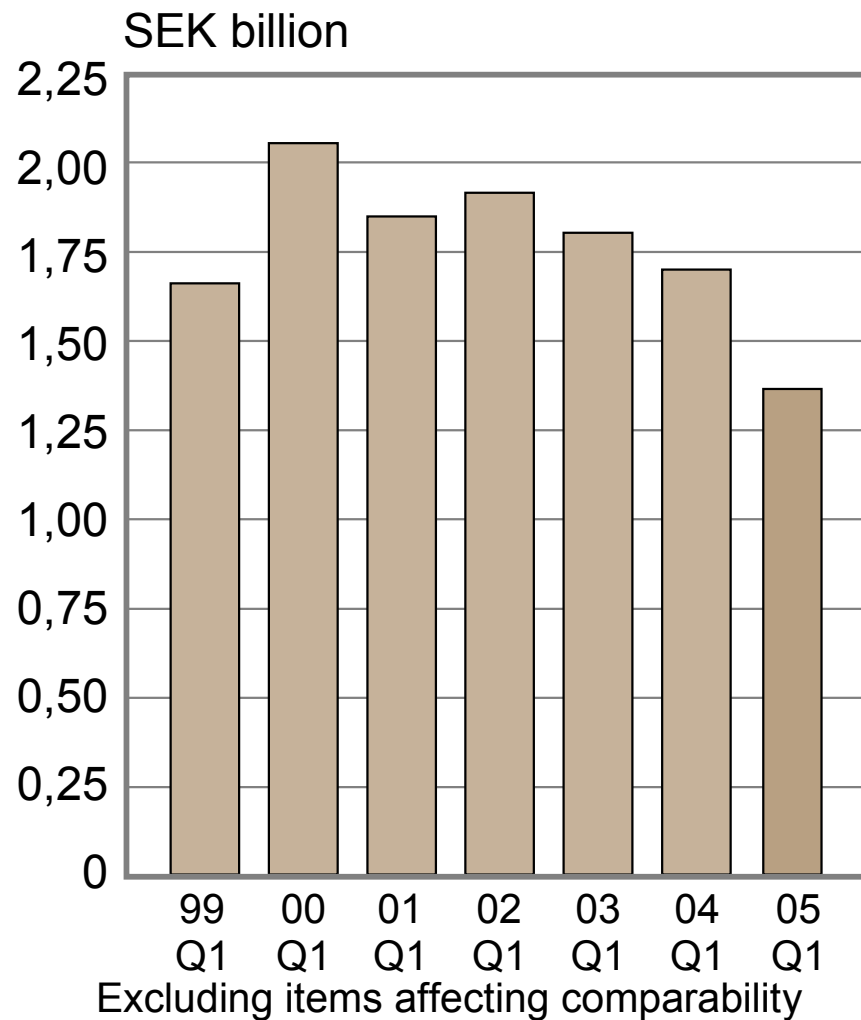


SEK billion

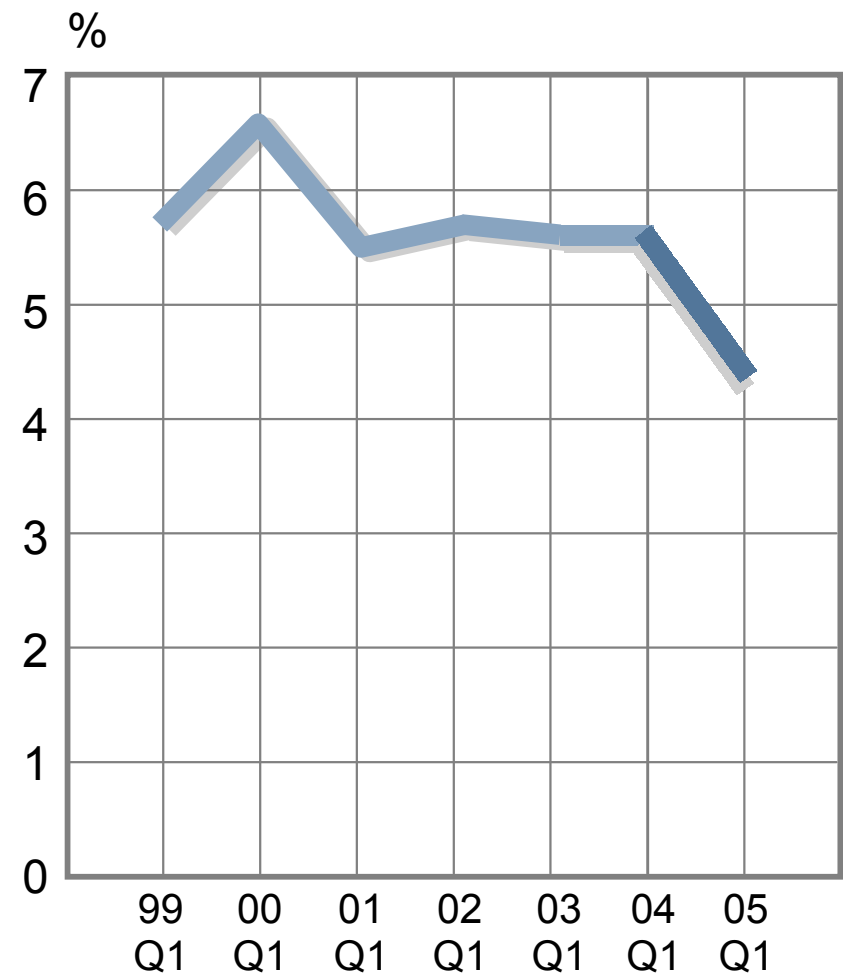


First quarters 1999-2005

Operating income



Operating margin



Outdoor products spin-off

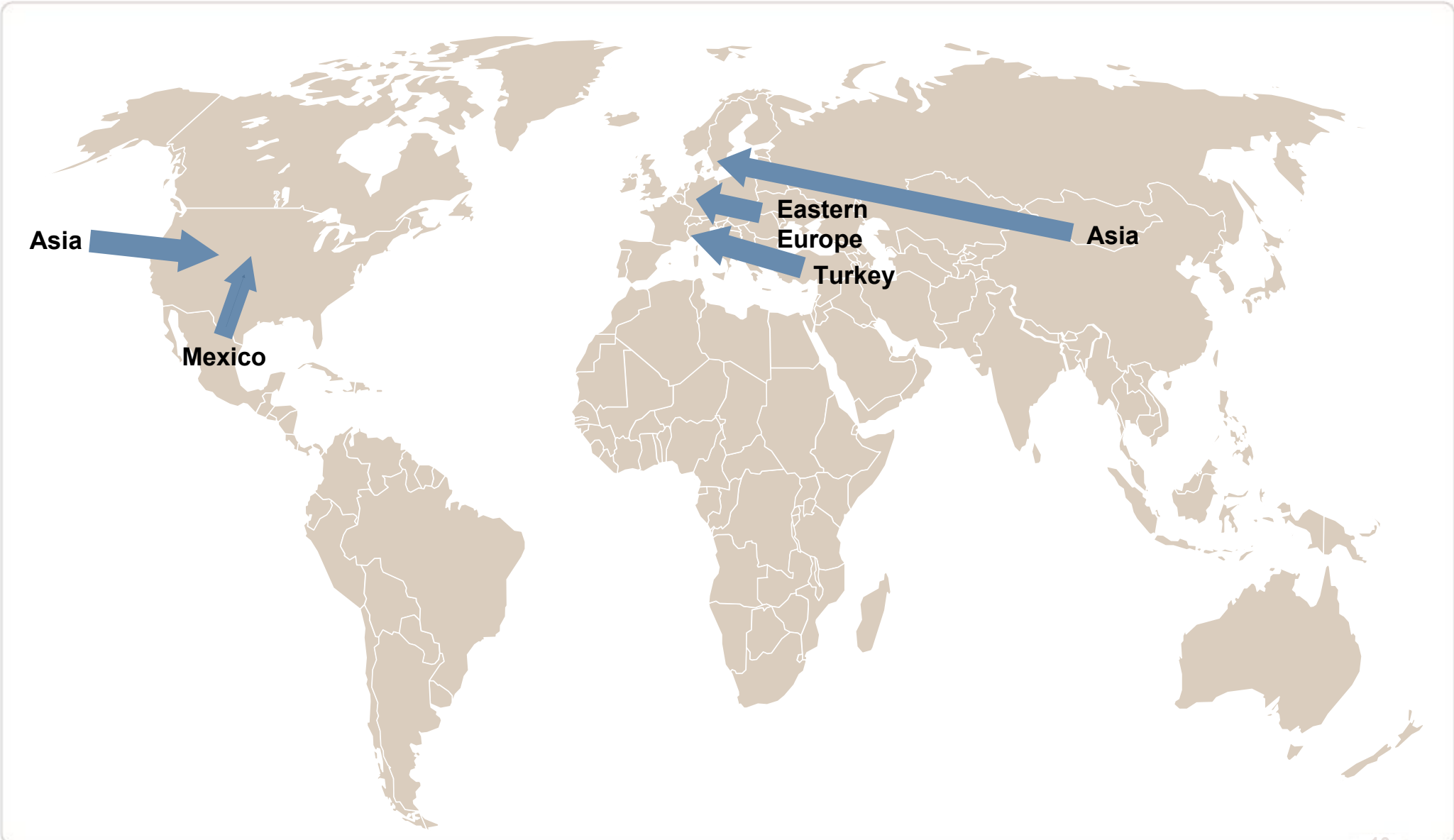
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- Limited synergies
- Different strategic challenges
- Put value in the spotlight
- Both parts benefit

 **Husqvarna**



Sourcing and manufacturing in countries with low cost base



Restructuring within production decided during 2004



Plant	Shut-down date	Cost SEKm	No. of employees
▪ Refrigerator plant, Greenville, MI, USA	2005	1.100	2.700
▪ Cooker plant, Reims, France	2005	289	240
▪ Production of hoods, Adelaide, Australia*	2005	205	550
▪ Production of refrigerators & freezers, Orange, Australia*	2005		
▪ Motor plant, Adelaide, Australia	2005		
▪ Cooker factory, Christchurch, New Zealand	2005		
▪ Vacuum cleaner plant, Västervik, Sweden	2005	220	500
▪ Vacuum cleaner plant, El Paso, TX, USA	2004	153	
▪ Outsourcing of components, El Paso, TX, USA	2005		850
▪ Tumble dryer plant, Tommerup, Denmark	2006	49	180

* Part of plant

Restructuring during the coming four years

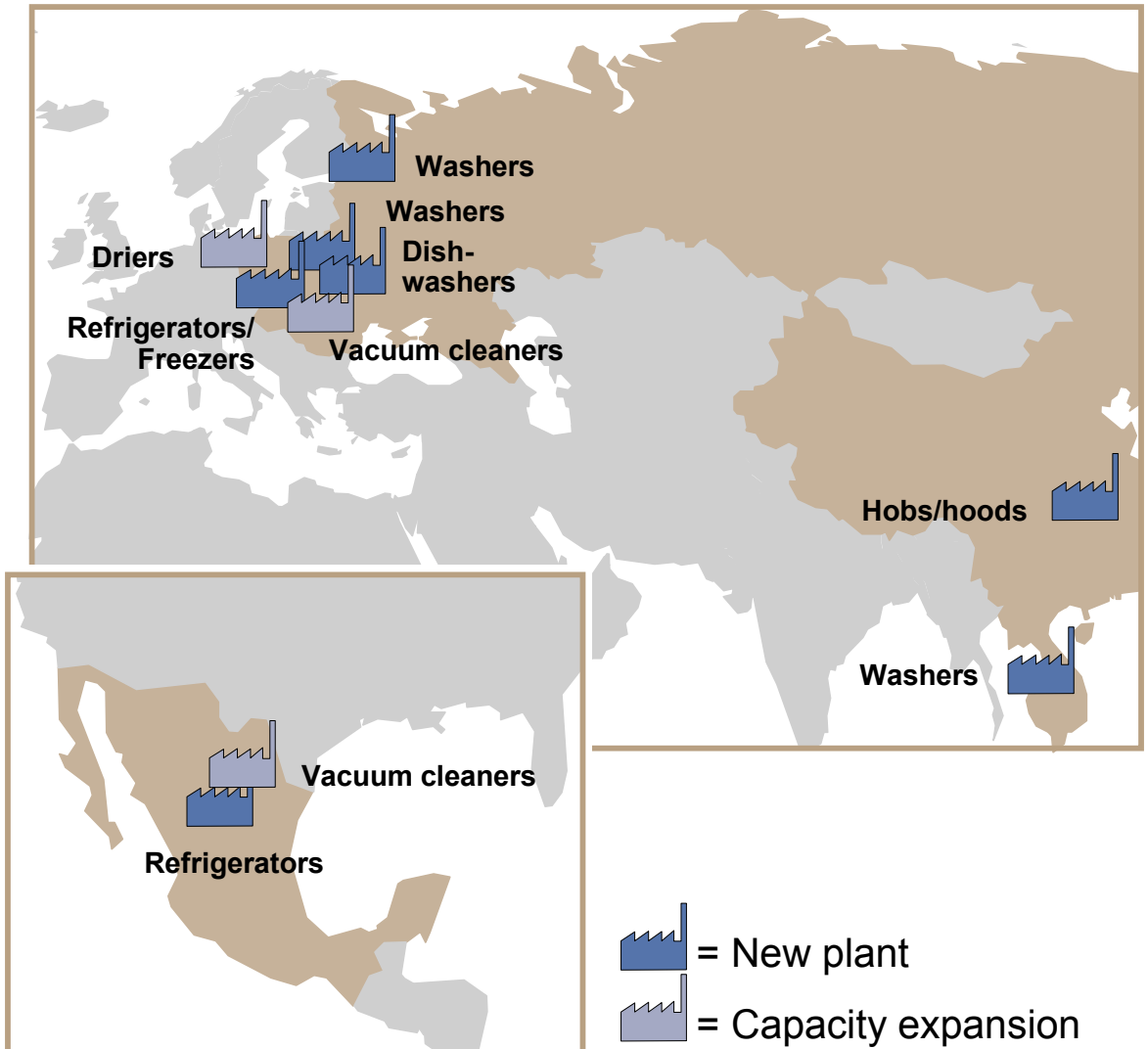


- Total costs 8 - 10 billion SEK
- Annual savings of 2,5 - 3,5 billion SEK from year 2009
- May affect approx. half of the white goods plants in "high-cost" countries



Investments in new plants

Category	Country	Investment SEKm	Start-up
Refrigerators*	Mexico	1,200	05-06
Refr/Freezers*	Hungary	600	05
Washers	Russia	80	04-05
Dryers	Poland	270	06
Washers	E Europe	500	05-06
Dishwashers	Poland	275	05-06
Washers	Thailand	80	03
Hobs/hoods	China	54	05



* Consolidation, production of vacuum cleaners

Global generation plans

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Dishwashers

Washing machines

Cookers

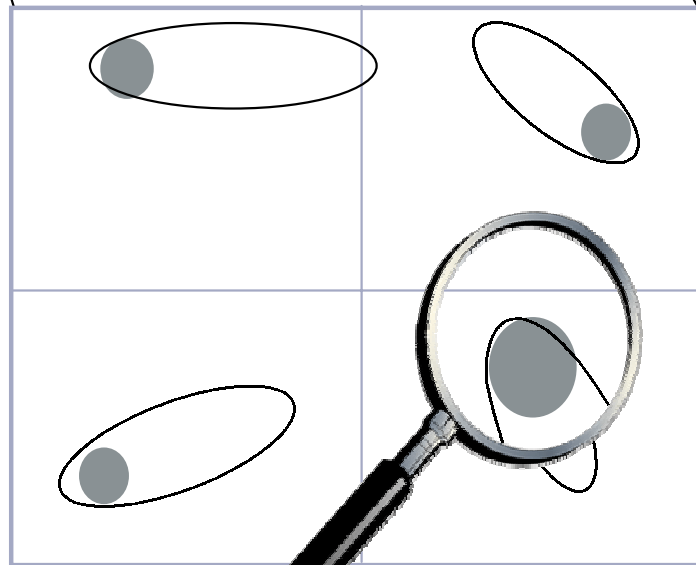
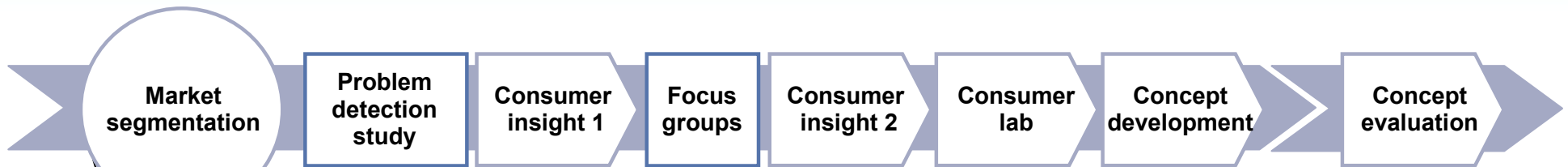
Air conditioning

Refrigeration



Product development with greater precision

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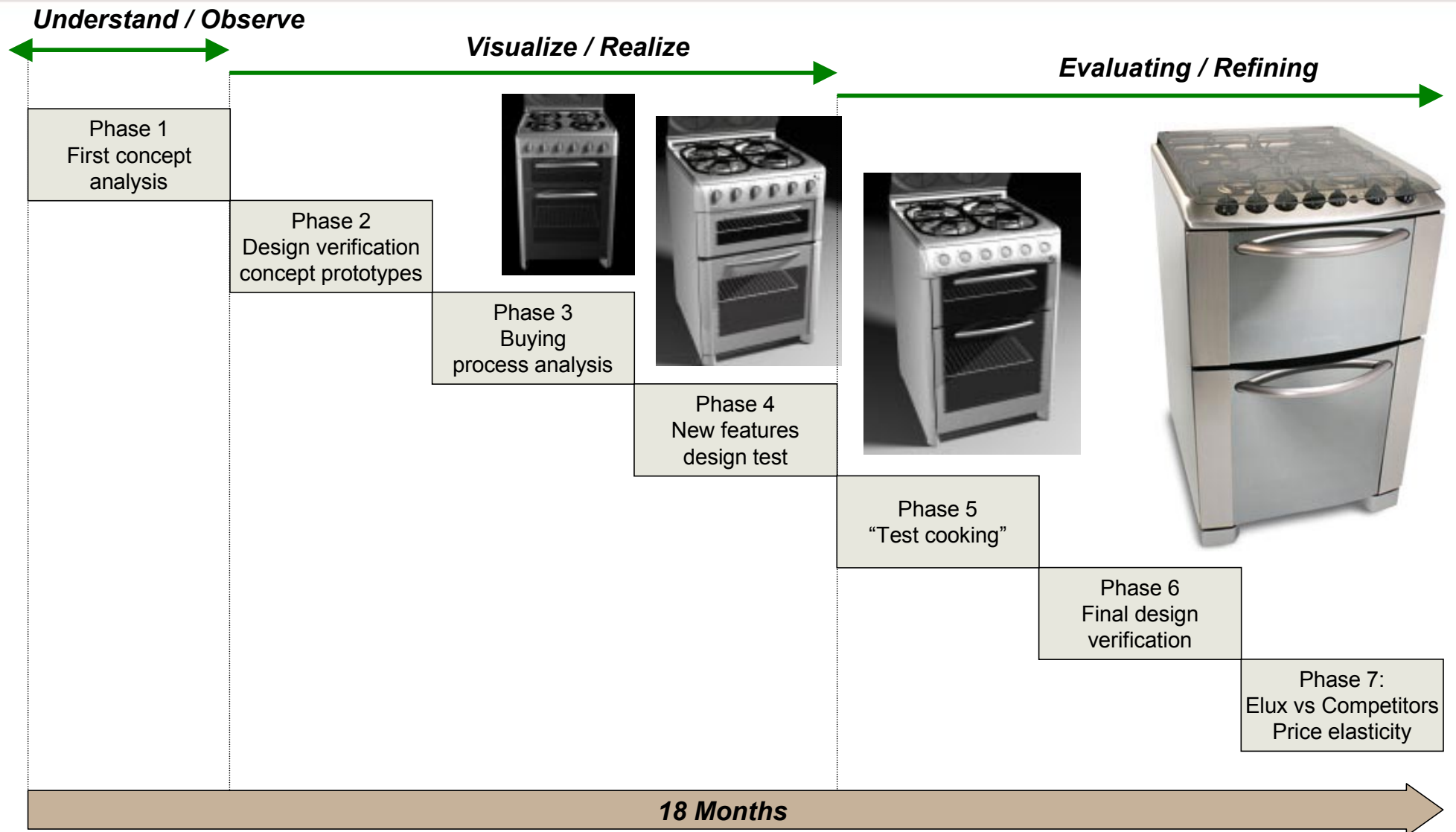


Identify the profitable growing segments



Using consumer insight - including home observation - to develop new products

The steps towards a successful product – Brazil's Revolux



Frost-free freezer

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Ergorapido

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New products 2005

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Electrolux Libero-line for smaller restaurants

New products 2005

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Husqvarna ProFlex 21AWD – the first garden tractor with four wheel drive

New products 2005

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90 cm wide dishwasher

New products 2005

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A new cooker generation

New products 2005

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Visi dishwasher

New products 2005

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1m wide cooker with double ovens and grill hob

New products 2005

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Electrolux ICON outdoor grill for Europe and North America

New products 2005

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Electrolux wine cooler



Electrolux side-by-side for Europe

New products 2005

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Gas hobs



Cookers



Double ovens



The leading global brand

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Double branding Italy Rex-Electrolux

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Nome Rex. Cognome Electrolux.

Rex: il prestigio di una marca storica italiana, N. 1 del mercato, famosa per innovazione e il design da suoi elettrodomestici. Electrolux: la garanzia del nome svedese, N. 1 mondiale degli elettrodomestici, da sempre sensibile alle tematiche ambientali e sociali. Due grandi nomi per la prima volta insieme, uniti in un'unica firma. Come testimoni, tre prodotti d'eccezione. Jetsty la speciale lavabiancheria ad asse inclinato, Izzi la lavastoviglie che ha fatto scendere la tecnologia. Vivo il grande frigo-congelatore elettronico, dal design morbido e ventilazione integrale.



REX
Electrolux


REX È PER VOI CHE VOLETE IL MEGLIO



Double branding AEG-Electrolux

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AEG
 **Electrolux**

PRODUKTE **SERVICE** **KONTAKT**

SUCHE ▶


INDUKTIONS-KOCHFELDER
Die Neuerfindung des Kochens:
präzise, komfortabel, sicher und
schnell.
▶ **Jetzt einsteigen**


AEG KOCHZEIT
Wir laden Sie ein, mit uns zu
kochen.
▶ **Klicken Sie hier**

Willkommen bei AEG-Electrolux.

**WÄSCHE-
PFLEGE** **GESCHIRR-
SPÜLEN** **KOCHEN** **KÜHLEN UND
GEFRIEREN** **BODENPFLEGE** **KLEINGERÄTE**

VERKAUFSBERATER
Sie benötigen Rat bei der
Auswahl ihres Hausgerätes?
▶ **Wir helfen Ihnen gerne**

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PERFEKT IN FORM UND FUNKTION 

Strong campaign in Australia



Electrolux
DownUnder
Special Commemorative Edition
Winter 2004

Electrolux "Accelerates" Downunder

Renewed focus on branding and innovative products

Australia and New Zealand have joined the Electrolux global campaign to combat international competition with a renewed focus on new high end product development and a major new brand marketing campaign. This is leading the local charge against mounting international competition from household appliance brands, particularly from Japan, China and Korea (see stories inside).

Message from MD Trevor Carroll

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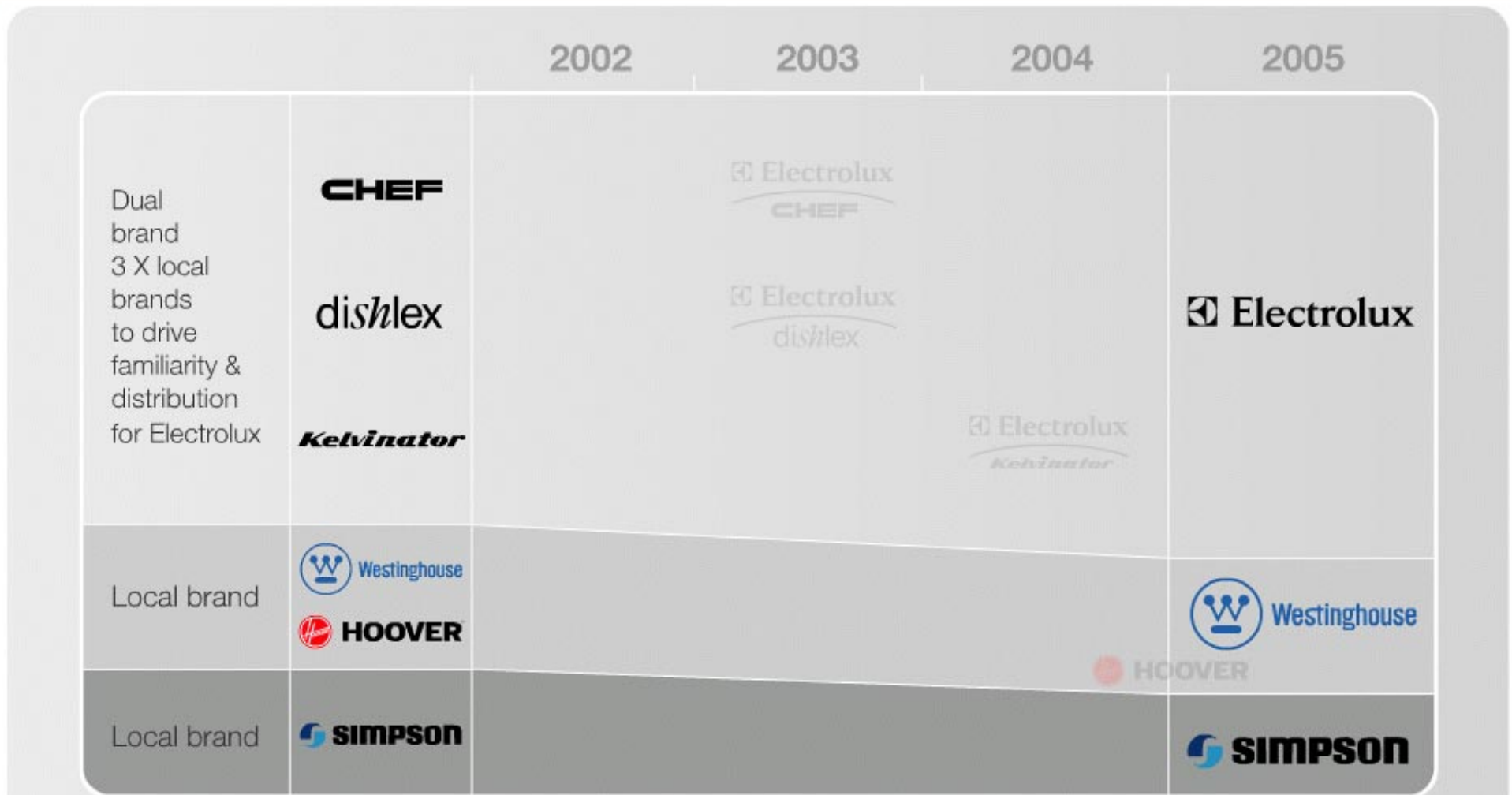
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Electrolux Home Products
Westinghouse
CHEF
Ariens
dishlex
SIMPSON
HOOVER

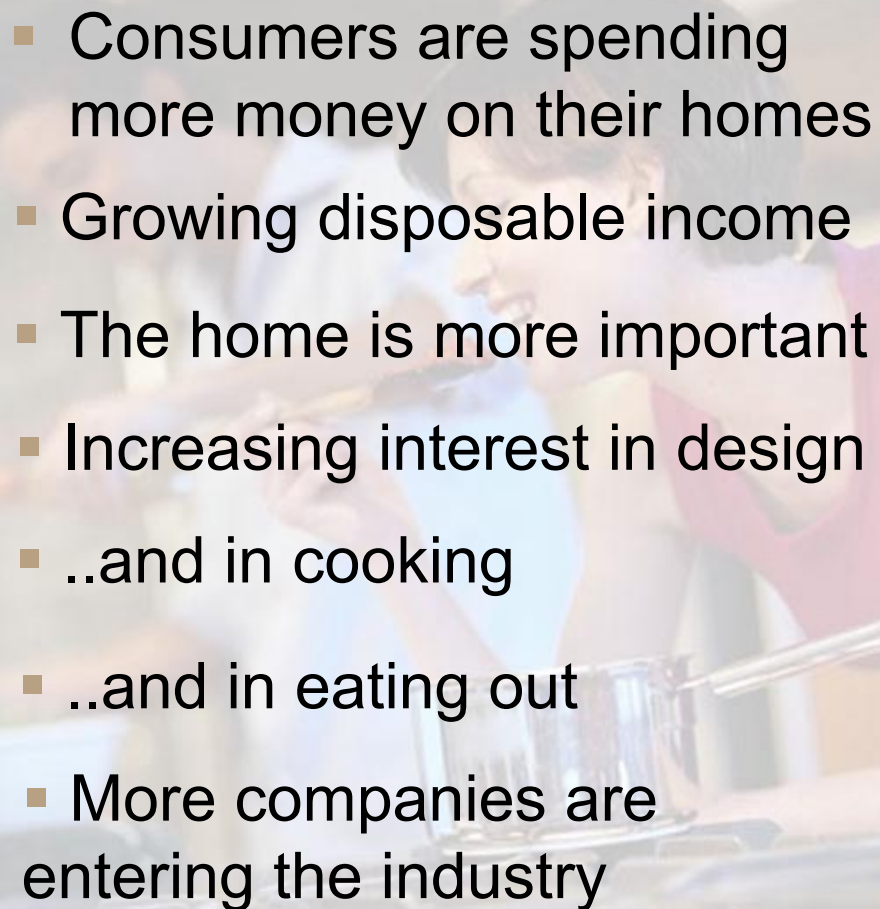
Australia: From seven to three brands

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Endorsement

From the Electrolux Group. The world's No.1 choice.

- 
- Consumers are spending more money on their homes
 - Growing disposable income
 - The home is more important
 - Increasing interest in design
 - ..and in cooking
 - ..and in eating out
 - More companies are entering the industry



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