

Faster rate of
innovation based
on global strength

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Three key targets 2015



Reduce the time
from innovation
to launch by

-30%

Reduce the number
of product variants
by 20% as a result
of modularization

-20%

Increase investments
in the development
of advanced
technology by


20%

Modularization
= Part number
reduction =
Complexity reduction

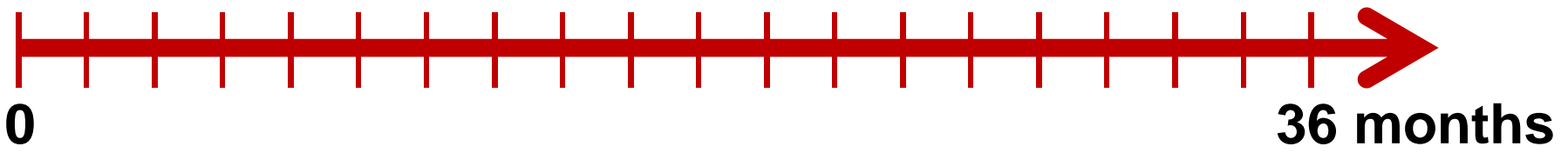


Module plans almost completed



	Food preparation	Food preservation	Dish care	Fabric care
 Cross product line	Accessories & Consumables			
	Electrics & Electronics ✓			
	Packaging			
Product line specific, but similar	Door ✓			
	✓	Body	✓	✓
Product line specific	Cavity ✓	Interior ✓	Tub ✓	Drive train ✓
	Cooling system ✓	Internal air flow s. ✓	Basket/Racks ✓	Hydraulics ✓
	Hob ✓	Cooling system ✓	Hydraulics/Filtration ✓	Wash group ✓
	Lid ✓	Ice and water	Spray system ✓	Work top ✓
	Compartment ✓			Heat pump
	Control II ✓			Drying group
	11 module areas	9 module areas	9 module areas	11 module areas

Modularization overview... so far



350 people from all sectors, product lines and functions



33 module-area books completed.... Covering 85% of Direct Material spend



>1,000 activities identified as a result of the modularization process

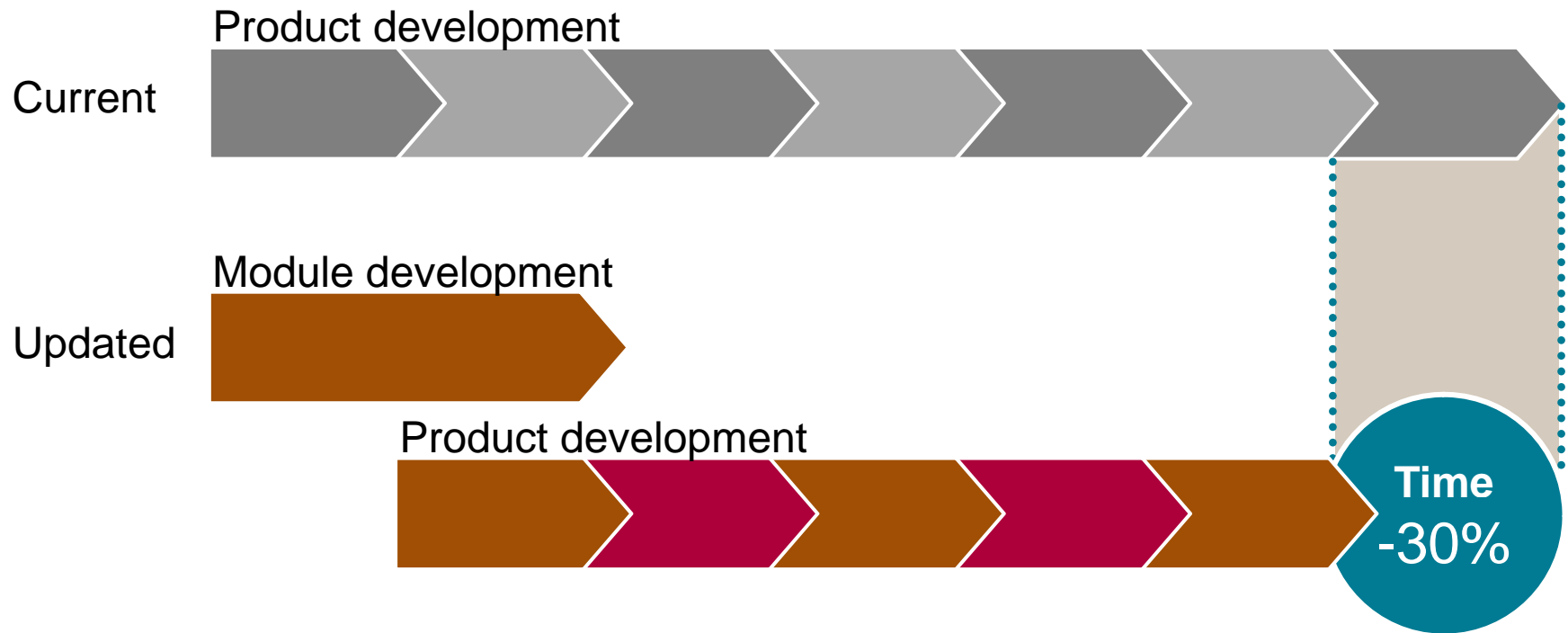
Time-to-market
reduction

-30%

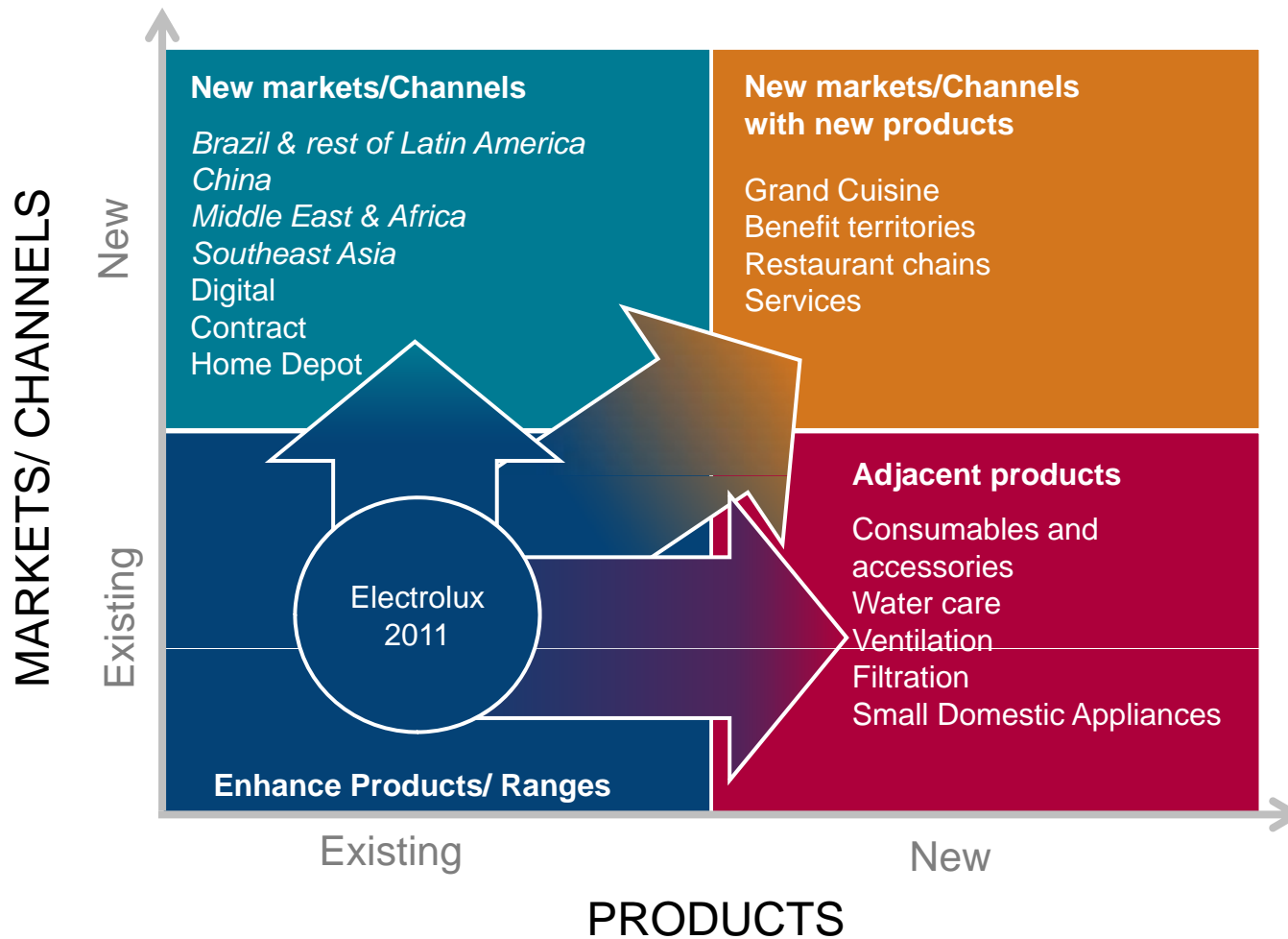
Modularization reduces time-to-market by 30%



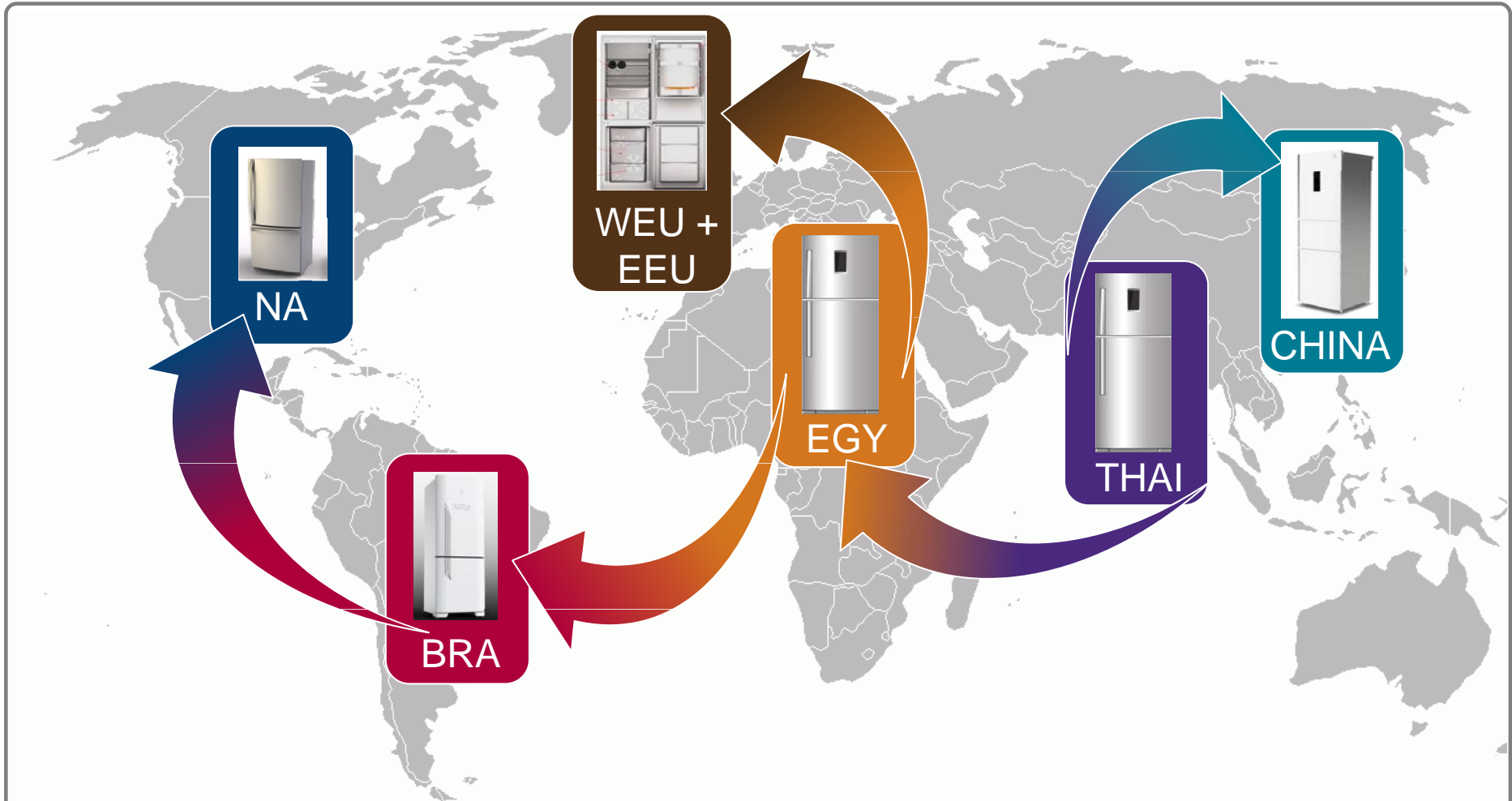
Product development process



Increase of speed to market in core and growth areas



Rapid global product development in Food Preservation

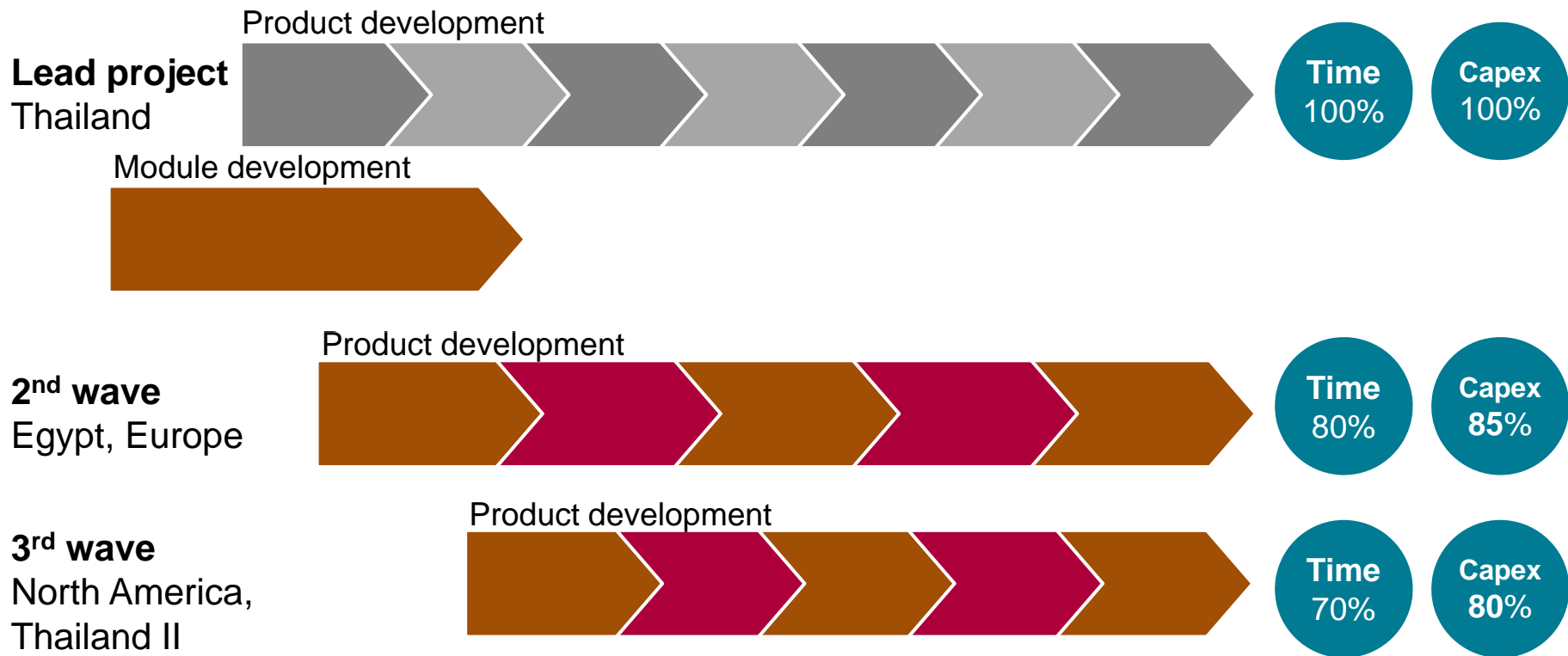


5 million units developed in 3 years in 6 core and growth regions.
Top- and bottom freezers with same product architecture, same manufacturing principles, same modular exterior and interior concepts, differentiated dimensions, design and offer line-up.

Modularization improves time-to-market and capital efficiency



Examples: Top- and bottom freezers, global



Investment in
advanced technology
development



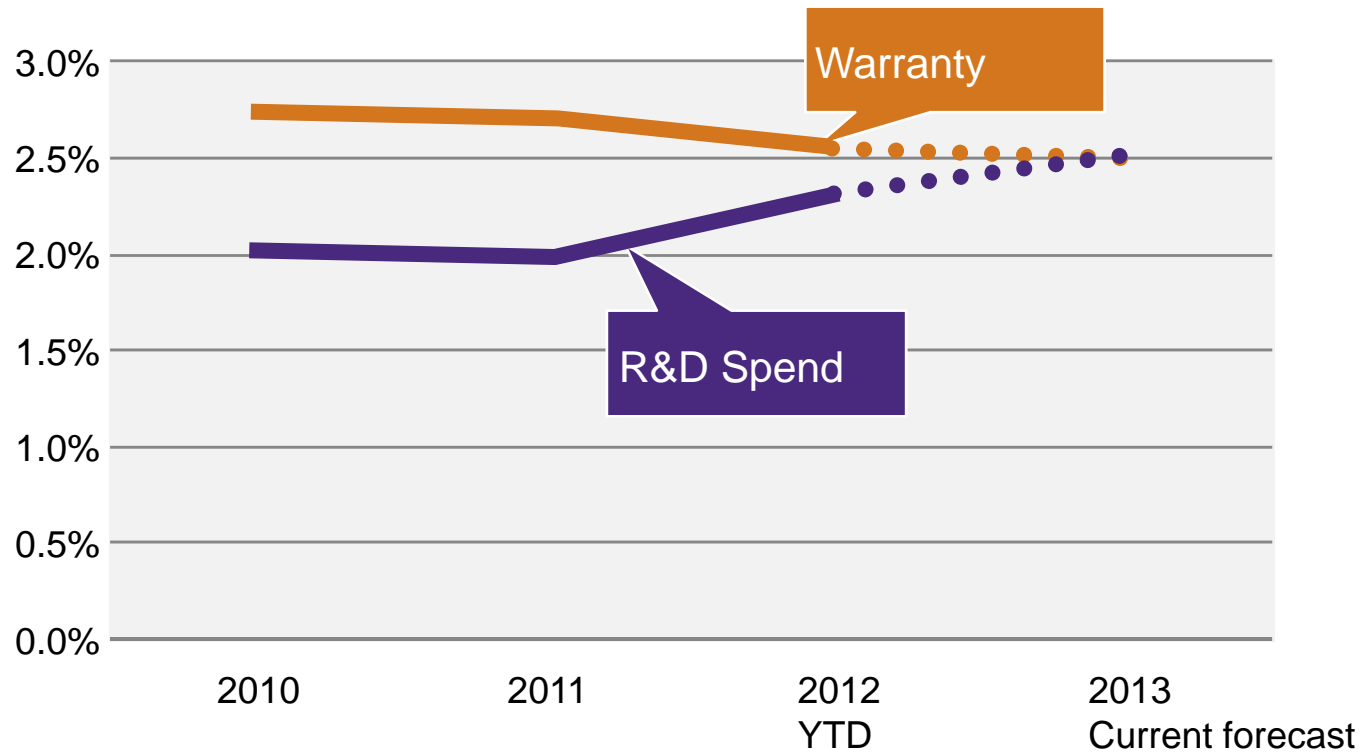
+25%

Investment in Innovation and Growth – R&D spend...

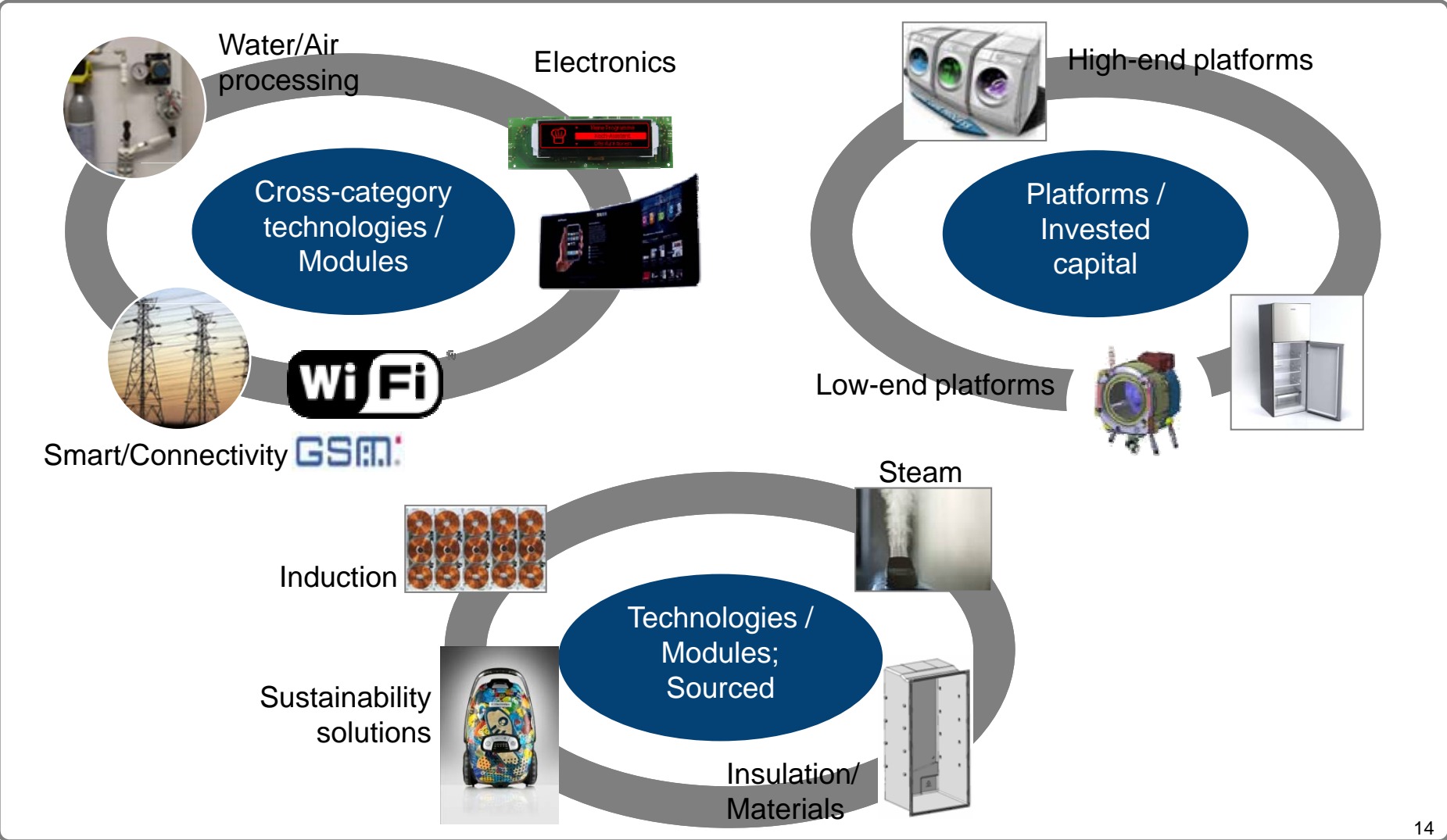
2010
SEK 2.1bn

2013
SEK 3bn

Warranty and R&D spend in % of Net sales



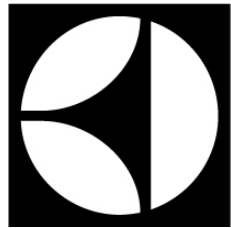
Core innovation areas



Share of globally integrated product-development activities (Major Appliances)

2010
<10%

2013
35%



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