# SCA Q4 Report Thursday, 24<sup>th</sup> January 2013 13:30 Hrs UK time

Chaired by Joséphine Edwall

# Joséphine Edwall

I'm Joséphine Edwall and I'm Head of Communication of SCA. And today's speaker is, as usual, our CEO, Jan Johansson. And we have also the CFO, Lennart Persson, joining us today. So Jan will go through the report and in the end we will, as usual, have a question and answer session. So, Jan, please go ahead.

#### Jan Johansson

Thank you very much. I will start with some macro trend that we had last year. And to conclude, we were not very much helped by the global GDP development 2012. Overall, we had a growth of 2.5% globally. Western Europe went down by 0.3, and, as you know, that's the bulk of our business. US, slight growth of 2.2. China, good growth, 7.7, but still below the year before.

But looking at some of our business areas, we still saw quite a good momentum in tissue, and particularly in the emerging markets, with a good growth and some growth in Western Europe and a little bit higher in Eastern Europe. Personal care Incontinence is continuing to develop very positive for us. We are gaining market share. We have a good growth in emerging markets. In all our categories in personal care we still have a very good growth in emerging markets.

The business area that are suffering from the weak economy, of course forest products, and we continue to see a decline, and particularly in publication paper, where newsprint went down by 10%, LWC was down by 9% and SC was down by 4%. A stable demand in our sawmills operation, but overcapacity in production was pressing down the prices. We did, however, see an improved market for Kraftliner, with a healthy balance and price increases that we indicated have gone through. So that's the part of forest that has had a positive momentum last year.

Looking at SCA, we of course had a very exciting year with a lot of changes, with divestments of the packaging business, divestments of our newsprint business in the UK, Aylesford, and also signing a contract to sell our operation in Austria, Laakirchen, which is SC paper. On the other hand, we did some acquisitions, Georgia-Pacific, a tissue business in Europe. We went into China with Everbeauty. We increased the shareholding 100% in Chile with PISA.

We also have announced a major restructuring programme, both in hygiene business and in our forest operations. We also had a major new organisation within hygiene, which you didn't see so much of externally, but the purpose of that is to of course increase the process to the performance to our customers and consumers, but also to reduce costs. We removed one layer totally in the system, getting the business, the customer, consumer closer to the top management of the company. We expect Laakirchen to be closed during Q1.

The priorities we have had for the last couple of years is, as you know, efficiency, innovation and growth. Efficiency, we measure in cost, in cash flow and in capital efficiency. And, as you may have seen of the development, in particular maybe Q4 but also the past year, this has been rather successful, in terms at least in cash flow. Innovation, very important to keep profitability, even more important to attract customers and consumers, but also to drive growth. So that is a very important focus area for us. Growth is and will be a culmination of organic and acquired growth.

Looking at the efficiency, as we have communicated, you know this 300 million saving in our hygiene operation, the 125 from synergies from GP and the 1.3 billion from the forest operation. The difference between these cost programmes that we initiated in hygiene and the acquisition of GP is that the bulk of it is in supply chain, which means it will take some longer time to get it into P&L than if it would have been administration or sales or marketing cost. Now, that's also why we have communicated that you will see a slow start and then it will come gradually and with the full effect, as we state at 2015 and 2016.

Innovation, we have introduced a lot of new innovations on the market last year, and that is in all our categories. And that is of course the best way of driving profitability and also driving force. And we continue to improve our performance when it comes to innovation and product development and we have a lot of very interesting things in the pipeline that will enter into the market in the coming one to two years.

Looking at growth, we had a sale growth, a growth of 11% in the group, a high growth in emerging markets. Personal care grew with 22%. Of that, 12% was acquisition. Tissue was growing by 19%, of which 6% was acquisition. And then of course the acquisitions per se include all of that, so all in all it's 11%. But then of course forest was going down during the year, so that's a negative impact of the growth figures.

Looking at the summary, sales growth, as I said, 11%. We have hygiene growth at 15%, and it's volume, it's products, acquisition and also the strong growth in the emerging markets. Of the 11%, all in all, acquisition is 8%. If we take away all adjustments we had a negative impact of the Swedish kroner of 900 million Swedish kroner on sales, so we still have been suffering from the stronger Swedish kroner during 2012. Forest was down 8%. EBIT increase of 17, of which acquisition is 4.5. And also a very healthy development of cash flow, where we did do quite well on the working capital, and particularly in the last quarter.

Looking at these figures, one maybe should highlight the margin, that we are on a yearly basis now about 10% overall in the company. We have increased the profit before tax, with 21%. We have a very strong balance sheet. We have a gearing of 0.55. If we take away the pension obligation the gearing is as low as 0.48. And you may remember that we have a gearing target of 0.70 in the company.

Coming into Q4, we have a healthy sales growth of 21%, of which 16 is acquisition. And of course, volume is coming in there and strong growth in emerging markets. Forest went down by 9%. We had a reduction in sales in publication paper, with 6%, due to the stops we had last quarter. And including Aylesford we are down by 18% in sales in publication paper. But, as you remember, we took some stops in the fourth quarter due to the situation where we couldn't actually getting the volume out on the market.

EBIT increased by 16%, of which 10% is acquisition. Higher volumes, but we also have had some help from the raw material prices during 2012. And we also see cost savings actually coming into the P&L during the year.

Here also, margin above 10%. And we have an improvement of profit before tax of 24%. If you look at that in per share you also have to remember that the lower tax rate in Sweden is impacting that because that came in during Q4, so you can't really compare that with last year.

If we go Q3 to Q4, we continue to grow. Sales growth was 6%, of which three is from acquisition. We improved EBIT by 6%, of which 3.5 is from acquisition. And then of course the positive thing here is that all three business areas are improving profitability compared to Q3.

Going into the different business areas, personal care, with a sales growth of 15%. I like to concentrate on the like for like because of course there is a lot of adjustments in this, but just to have the real comparison between the Q4 and Q4. 15%, of which 9% is from acquisition. And, as you can see, we have a healthy growth in all our categories compared to last year and also a very good growth in emerging markets. We also have an improvement of EBIT of 16%, of which 2.5 is coming from acquisition. Higher volume, lower material costs and cost savings impacting that. And now we are at a margin of 12.6%.

Tissue, a growth of 32%. And of course, Georgia-Pacific is coming in here and giving 27% of the 32 in growth. But also a very good growth in consumer away from home and, in particular, emerging markets. So the bulk of the growth is of course from emerging markets, excluding the acquisitions we did last year. And EBIT improvement of 41%, of which 20% is coming from acquisition. Better volumes, lower raw material costs and costs savings. It's the same development as you see in personal care. And with a margin above 11%, 11.4%. I think we promised in the beginning of the year that we should be above 10% in margin in Tissue.

Then coming into forest, with a sale decrease of 9%. And, as I said, publication paper is impacting that. We have a reasonably stable operation in our solid wood and Kraftliner and pulp, but the hit in volume is mainly in publication. And also, a substantial decrease in the result for last year, lower prices, but also negative impact on currency of 280 million SEK, and then of course the cost of the stops in the publication operation during Q4 is impacting this negatively.

So what we also are proposing is that we should have a dividend increase of 7.1%, from 4.20 to 4.50. And this will then of course be decided by the AGM later this spring.

Summarising, the transformation of the company is continuing. Everything so far is going according to plan, including the efficiency programme that we have launched, initiated. The new organisation is in place and is actually working very well, will help us to improve our competitiveness in the market. Good sales, good earnings in emerging markets. Of course, forest, hit by the weak economy and the stronger Swedish kroner. Cash flow, very strong, and we also increase our dividend.

Looking forward, we do see some headwind coming up. We see raw materials going up. Pulp is coming up. Oil-based material is also coming up. We will, as we always do, offset that over time, even though contractually we will get the price increases sooner than we will have the price increases, as we normally have. From a market perspective, we see good demand for our hygiene products. We see still a good growth in emerging markets.

When it comes to forest operation, there are unfortunately still pressure on the prices when it comes to publication paper, so our assumptions today is that we will continue to see some reduction on prices on that side, but not when it comes to our sawmill operation and our Kraftliner operation. But publications still is in a very, very difficult situation. And, as always, we will have the seasonality impact during Q1.

So with that, ladies and gentlemen, I thank you and we open up the floor for questions. And I ask Lennart to join me.

#### **Questions and Answers**

(Question in Swedish)

#### Jan Johansson

Well, since we are addressing the international public we probably need to answer any question in English. And since we are now just here to comment on the report I will focus on the questions regarding the report.

#### Oskar Lindström - Danske Bank

Hello. This is Oskar Lindström from Danske Bank. A couple of questions. In your personal care division margins declined sequentially, while historically the seasonal pattern has been the opposite, i.e. higher margins in Q4 versus Q3. What is the reason for this pattern or this development that we saw this year?

#### Jan Johansson

Well, we have... first of all, we had, as you know, Christmas, New Year that... with the loss of days without work, so we had less invoicing days. I think it was 2.5% less invoicing days. But we also have increased A&P in Q4 compared to Q3, so those together are the explanation.

Should we follow up on this? Should we expect a smaller sequential decline than usual in Q1 then?

#### Jan Johansson

I mean, I have given my comments on Q1 and you will see a seasonal impact in Q1.

Second question, in the tissue division it appears your raw material costs came down sequentially, so would it be fair to say that your pulp costs bottomed out during this quarter or are there other...?

Pulp cost will increase since the pulp price is going up. And we have a delay of 45 days before we get it into the P&L. But it's quite marginally it's gone up so far.

So you're not looking at trying to increase prices for tissue at this moment?

# Jan Johansson

We will increase prices when raw material cost is increasing.

And income from associates increased to... I think it was 94 million, again higher than what you had in Q3 and significantly higher than what you had during the first half of the year. Is this just a seasonal effect again or should we expect a, sort of, positive development in earnings in these associated companies throughout this year?

#### Jan Johansson

It's mainly coming from Australia, largely, if I remember rightly.

#### **Lennart Persson**

Yes, it is.

#### Jan Johansson

And he is on the board of that company, so maybe...

#### **Lennart Persson**

So therefore it will continue to increase. No, but we had some restructuring costs during the first half of the year, so that is the reason that you have seen it during the second half. So hopefully, if the business is stable, etc, we will continue to see that. And in that line we have also the () earnings from Vinda.

So there was nothing exceptional in the Q4 results for associates that we should expect it different going forward?

#### **Lennart Persson**

It might come up some restructuring costs again, but not so much as we saw in the first.

Right, thank you very much. Those were all my questions.

#### Linus Larsson - SEB Enskilda

Thank you. It's Linus Larsson with SEB Enskilda. You say, Jan, that you expect a slow start to the cost-savings programme. Would you care to comment a bit on the near-term progression? If you look in Q1 versus Q4, should we expect nothing or is there some realised cost savings in the current quarter?

Well, I mean, as we explained when we launched the programme, it is a programme on the supply chain and that means that it will take some time before we have rearranged the supply chain, so it will be rather late. If I used slow it was wrong because it's not slow, it's according to plan. And, according to plan, it will actually come later than sooner in the plan. We do see some saving in Q4.

Of the old programme, we have some 125 million in savings on the 700-million programme. And annualised, we have 500 million on that programme. So that will continue to tick (?). On the 300 that we launched in November, it's, annualised, about 125 because we just started, so it's very little in Q4. And GP is still in the stage of negotiations with unions and planning for the restructuring, so we don't see anything of that in Q4.

And then if I may come back for a second to the margins in personal care, we had this accident in Japan in Nippon Shokubai mill in the autumn of 2012. I wonder how you look at the supply-demand situation in super absorbents. Any price implications, anything... and margin implications for you in the year to come?

#### Jan Johansson

We have our contracts secured and we have a formula for price changes that is related to oil prices. We have not been impacted by that at all.

But do you think you might be impacted when the contracts expire?

#### Jan Johansson

Not as far as we can see today.

And then just finally, you did highlight your strong balance sheet. I wonder, on the M&A side, are you still actively looking for big acquisitions or are you now in a space where you will digest and integrate rather than look for new big acquisitions?

### Jan Johansson

Well, we used some of it to increase dividend, but we are... acquisition is part of our growth. We are looking for growth... for acquisition opportunities. But then of course you have to define what is big and small. But we are looking at that as a possibility.

Thank you.

#### Mikael Jåfs - Cheuvreux

Mikael Jåfs from Cheuvreux. One question on the raw materials and the a couple of housekeeping questions. Since you are talking about or we're all assuming that pulp prices are gradually moving upwards, could you give us a... some colour on how you view the price of pulp developing during the year? We all know it's difficult, but what is your view?

I mean, if you look at the fundamental, there is no driver for pulp increase. I mean, the consumption is not really going up to justify that. We have lots of new products coming in from South America. So, as in the past five, six years, everything depends on China, how they will act in terms of importing or not importing. So it's very difficult to have a very clear view on it, but it's obvious that there is the resistance on the market to price increases in pulp and I think that resistance will continue.

Okay, thank you. And then just a housekeeping question. What tax rate should we use in our models going forward now?

#### **Lennart Persson**

As you can see, we saw some lower now, but I think some 25, 26 is quite okay.

Thank you.

# Lars Kjellberg - Credit Suisse

Lars Kjellberg, Credit Suisse. Would you care to comment about what you're seeing in terms of demand growth in your key markets in 2013?

And also there's been some recent noise about Procter & Gamble, sort of, stepping up and trying to be somewhat more aggressive into the market. You mentioned increased A&T spend sequentially in Q4. Is that something you're seeing continuing or is that happening somewhere else outside your geographies?

#### Jan Johansson

If you look at the... if you take the last question, it's mainly directed to Russia and the Nordic countries, Russia because we want to grow market share and the Nordic countries is to keep Procter out. So from that perspective, you are right and we've been quite successful for quite some years now.

Demand on the market is... I mean, if you look at the tissue demand, and particularly in away from home, it's typically growing with GDP, which means with the low GDP we have it's very slow growth. But we also have an ambition to... even we have the size today to grow the market shares. In our personal care segments we don't see any negative impact of demand due to the financial situation we have on the market. And it's actually up to us to get new innovations out to the market so we can actually improve the profitability. Emerging markets, still growing very good and of course the potential is enormous as long as the country region is growing from an economic point of view. So the only business we really see real impact of the financial situation or the lack of growth is in publication paper.

I mean, if you from organic growth in the hygiene operations, what sort of numbers would you believe, given your geographical mix? And that obviously excludes an impact from acquisitions.

#### Jan Johansson

Well, we have a clear target of five to 7% in personal care and three to four in tissue and we think we could continue with that.

Thank you.

#### Oskar Linström - Danske Bank

Hi. This is Oskar Lindström from Danske Bank again. I just would like to come back to this topic of higher A&P spend in Q4. If I recall correctly, you had also what you described as a higher-than-normal A&P spend in Q1, but said that the full 2012 A&P spend level would be in line with what you'd had, sort of, normally. Should we expect your A&P spend to rise in 2013? Is that something you're going to boost, enable (?), to promote top-line sales or...?

#### Jan Johansson

It is in line with what's expected for the full year, but then of course we have also added Georgia-Pacific with some consumer tissue. And even in away from home we do spend some A&P. So from that perspective it's been growing, but that's because we get new business into the market. But otherwise it's been in line with what we communicated in Q1.

Also a little bit on this topic, could you please comment a little bit on the competitive situation in the European hygiene market? I mean, you consolidated the market. We heard back in... I guess it was November that Kimberly Clark would partially pull out of the European hygiene market where it was present. Has this had any effect on how you perceive the level of competition?

#### Jan Johansson

It's of course a little bit strange situation where the big American companies are leaving Europe, I mean, first Procter in consumer tissue and now Kimberly Clark in baby and tissue. And that is creating opportunity for us, there's no doubt, and we will of course grab those opportunities. What exactly we will do is not 100% clear yet, but, I mean, they are, in practice, just leaving UK, for example, with a substantial market share in baby. And of course we will do something about that, France, Germany, etc. So it's creating opportunities and we are becoming stronger at the same time because one big competitor is out of the market.

All right, thank you.

# Unidentified Male Speaker

Yes, on that note, and obviously you say one big competitor obviously exiting, someone else is picking them up. Is that an issue we should be concerned of, where private equity's coming in or other smaller private companies taking shares in the market?

It's... they will probably sell some of the assets, but not all in all countries, which means that it needs to be filled by something. And that's either a private label or supply with a brand. And we would not go into a country if we don't have the support of the retailers to do that with our brands, but if we do get the support from the retailers we probably would go in with our own brands. And with different countries this will be different solutions. But either way it's a strength for us because we are in both.

Thanks.

# Johan Sjöberg - Carnegie

Yes. Thank you very much. Starting off with the seasonal slowness in... that you'll see now in Q1 this year, I remember last year we were very surprised by this seasonality effect. Could you...? And I remember you also said that you boosted top-line through quite significant A&P spending during the first quarter, which had a negative impact upon margins. Could you give us some more colour what to put into our models there?

#### Jan Johansson

I think... or I think, I know that we are not going to do a similar exercise this year in Q1, so you will not see the, sort of, surprise on the cost side and maybe it's a surprise... positive surprise on the volume side. So it will be more similar to the previous years, because, I mean, if you go five, six, seven, ten year back in time you will always see that you have a slightly lower sales in Q1. And in the report you can see it very clearly from tissue and personal care, that Q4... slightly down in Q1 and then up again. Hopefully we will... this stair will continue up all the time, but still you will have a slightly lower Q1. I'm not... I can't comment on anything of the level, but the normal seasonality.

All right. And if you look at personal care during the fourth quarter you normally see margins coming up on the back of higher deliveries of incontinence products. What...? And now you said that A&P spending increased quite significantly. Would you say that this was a normal quarter when it comes to incontinence, fourth quarter that is?

### Jan Johansson

Well, I mean, except that you have... you had fewer invoice days that clearly impacted all the business.

Okay. And in terms of GP contribution for the fourth quarter, you stated in the third-quarter release that it had an impact of 182 million I think. You mention now a figure after tax. What is the EBIT for Georgia-Pacific for the second half?

#### **Lennart Persson**

I can't comment that. We had somewhat lower EBIT in the fourth quarter, but it is also coming from that we have, what shall we say, been working with acquisition balance. So now we have more finalised... even if it is preliminary, we have a more finalised acquisition balance. So the depreciation level has changed between the quarters here.

Okay, so what is the running quarterly figure now going, you know, into 2013?

### **Lennart Persson**

We... yes, I will say that the quarter has been a bit impacting by the start up the Georgia-Pacific. As you know, the 3rd quarter and from the beginning we had also these fair-value market valuations of the inventories, which has also impacted it. So I will not give you an exact figure for where we are running into the first quarter, but, I mean, it is according to plan.

#### Jan Johansson

Another way of answering that, Johan, is that even if you exclude the synergies from GP acquisition we are not on the level that we will be in the current business since we haven't really been able to do what we want when it comes to working capital, price increases, etc, due to the union negotiations we have.

Final question here, the one-offs during the quarter was quite high, and I know it's Laakirchen, it's the restructuring costs within forest products, but even taking this into consideration it's almost like 0.5 billion higher than what was communicated or, you know, guided for at least through these measures. What are those related to?

#### **Lennart Persson**

Now, it is Laakirchen and then it is restructuring costs relating to the restructuring programmes we have announced.

So these are the... part of the  $\in$ 300 million programme?

#### **Lennart Persson**

Part is from that and part is from the forest programme and also part from the programme we announced in October 2011.

And how much of that programme has now been realised?

#### **Lennart Persson**

Of the 700?

*Yes, of the*  $\in$ 80-million programme.

#### **Lennart Persson**

Annualised, 500 million.

Jan Johansson

Yes, 500. With a run rate of 125 million.

#### Lennart Persson

And on the P&L Q4, 125 million.

So 125. And how much...? Okay, and 2012, how much have these been impacting the result, as such? I mean, you mentioned annualised figure and that... what is the impact on the income statement this year or last year?

#### **Lennart Persson**

Of what?

The 700-million programme.

#### Jan Johansson

We haven't actually split it up to... and communicated that, so that's the figure we are giving.

Okay, cool. Thank you.

#### Jan Johansson

Thank you.

# Celine Pannuti - JPMorgan

Yes. Good afternoon. I wanted my first question to follow up on the different programmes and trying to understand what you mean by your comments on how long it will take for them to be realised. So if we... just on the 700 million you just mentioned, am I correct in understanding that this will be completely finalised by the end of 13?

#### Jan Johansson

Yes.

Good. Then on GP, I understand that you are right now in the negotiation. At which point do you think we can start to... you will be able to start doing what you want to do and start the plan for the savings... the synergies?

# Jan Johansson

The full impact will still be as we communicated when we acquire it, and that is 2016. | Exactly when it will start to run in depends on how fast we can finalise the negotiations with the union.

But you should start this year, this first quarter, second quarter?

# Jan Johansson

I can't say yet.

And then can you...? You made a comment on the  $\in 300$ -million savings. You said you already started something in the fourth quarter. Can you as well give more...? I didn't quite understand what you meant there and what we should expect for 2013.

#### Jan Johansson

What I said, that we have started it and we have an annualised impact of 195 Sweden SEK. But on the Q4 isolated it's very small. It's less than 50.

And then the forest programme that you just announced in December, have you already started working on it and will we have an impact already on 2013?

#### Jan Johansson

We have started to work on it and there will be a positive impact already in 2013. We haven't communicated how much it is, but it is a slightly different programme from the others. You have some low-hanging fruit that will come in a little bit faster. It's not all in supply chain.

Okay, good. Now... and now the second question on the growth rate. So could you give us the growth rate in emerging market for the two divisions, personal care and tissue? And also, I saw that tissue growth accelerated nicely in volume terms in the fourth quarter. Was this all emerging market driven or it there something else behind that?

#### Jan Johansson

It's some growth in the mature market, but not very much, so the bulk of it is in emerging market. And the growth in personal care is 22% in emerging markets, and in tissue, 19%, as I said, of which 12% is acquisition in personal care and 6% in tissue.

12 and six you said?

### Jan Johansson

Yes.

Good.

### Jan Johansson

Yes, acquisition.

Yes. And then raw material, I know there has been some questions already on pulp prices, but if we try to gather everything together, so pulp prices, oil base, energy cost, how shall we try to model your raw material inflation for this year in terms of the magnitude of it and as well the timing of it, H1 versus H2, for instance?

Well, what we have seen so far, it's... the increase in pulp, if I remember rightly (), 2%, something like that, 2.3, 2.4, which of course is not very much. And we don't see any major drivers for price increases. Oil based has gone up a little bit more following the increase in oil prices earlier last year, since we have a six... three to six-month delay over the prices, so when you look at that you have to look at oil price six months ago and then you see what will hit us now. Energy, very difficult to say because it varies so much depending on the temperature, etc, etc, but we don't expect any major increases in energy. It's mainly oil based and pulp. And pulp so far, not very much.

All right, so pricing, you said there's no reason to increase pricing. We've seen a slight deceleration in pricing in tissue. Do you think we could get to negative numbers or are you comfortable with flattish to slightly up?

#### Jan Johansson

I couldn't hear you clearly, but what I said, it's absolutely necessary to increase prices.

Perfect. Thank you so much.

#### Jan Johansson

Thank you.

#### Karri Rinta - SHB

Yes. Thank you. Karri Rinta, Handelsbanken. A follow up on the previous question, if you look at the deviation analysis that you provide every quarter and if you look at the year-on-year trends in price/mix category you see that both in tissue and personal care there was a slight year-on-year decline in this. Is this still small enough to be typical variation minus... down one quarter, maybe up the next quarter, or is this... are there any pricing pressures out there?

#### Jan Johansson

Well, I think the price increase was made the year before and compensating for the price increases in raw material. And this year we haven't had any price increases, as you know, rather prices decreasing in raw material. And I think as we said in Q2 or Q3, I think it was Q2, that we had a few contracts that we needed to take down the prices in the market, but nothing substantial. So I wouldn't be worried about it.

And also, in the same deviation analysis, in the other segment, both in tissue and in personal care there is quite a sizeable negative number. Is this all A&P or is there something else there as well?

# Jan Johansson

It's A&P, but it's also distribution and some other items. And it's also some, referring back to what Lennart said when it comes to depreciation between... after the acquisition of Georgia-Pacific. That's also included in the other.

Okay, thanks. That's helpful. That was helpful.

#### Jan Johansson

Thank you.

#### Peter Eesta - One Investment

Hi. Thank you very much. I just had three short questions, please. One is on the Georgia-Pacific negotiation with the unions. I was wondering if you could give us some colour as to what the obstacle was so we understand the issue better.

#### Jan Johansson

It's absolutely no obstacle whatsoever. It's just the time it takes to follow the rules. So there are no obstacles. We just need to play the rules and that takes some time.

Okay, so you would regard this as within plan?

#### Jan Johansson

### Absolutely

And then on the Capital Markets Day cost-savings plan, do you think that...? You mentioned earlier, sort of, 125 million in a year steps taken. Do you think by the end of 2013 that's the, sort of, run rate you'll be at?

#### Jan Johansson

Well, if I remember rightly we communicated in that meeting that we would have a run rate around  $\in$ 200 million by the end of next year on the  $\in$ 300-million programme.

End of 2013 or ...?

# Jan Johansson

Yes, the run rate.

Yes, run rate, yes. And you're not changing that view?

# Jan Johansson

No.

And the last question was just on the European business in the personal care area where we talked earlier about the people withdrawing. Can you give some, sort of, sense as to whether you think the shelf space which is going free, is it half one 2013 or half two 2013 opportunity?

Well, I mean, once you have declared that you are going to leave a market you have left it, so I... my guess is that it will be sooner than later.

And can you give a sense as to what sort of traction you're seeing in your discussions?

# Jan Johansson

Not really.

All right, thanks very much.

# Jan Johansson

Thank you.

# **Closing Comments**

# Jan Johansson

Okay, thank you very much

# Joséphine Edwall

With this, thank you very much, and then we conclude it.