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**Q1 2014 results – 25 April 2014**

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# Q1 highlights

## Continued sales growth

- Net sales of SEK 1,193m (1,127)
- Underlying EBIT of SEK 77m (91)
- Items affecting comparability of SEK -21m (-33)
- Operating profit (EBIT) of SEK 52m (58)
- Cash flow from operating activities was SEK 91m (-16)
- Factory restructurings nearing completion
- Acquisition of Alrifai Nutisal AB completed on 8 January
- Net debt/underlying EBITDA 4.4x (4.7)

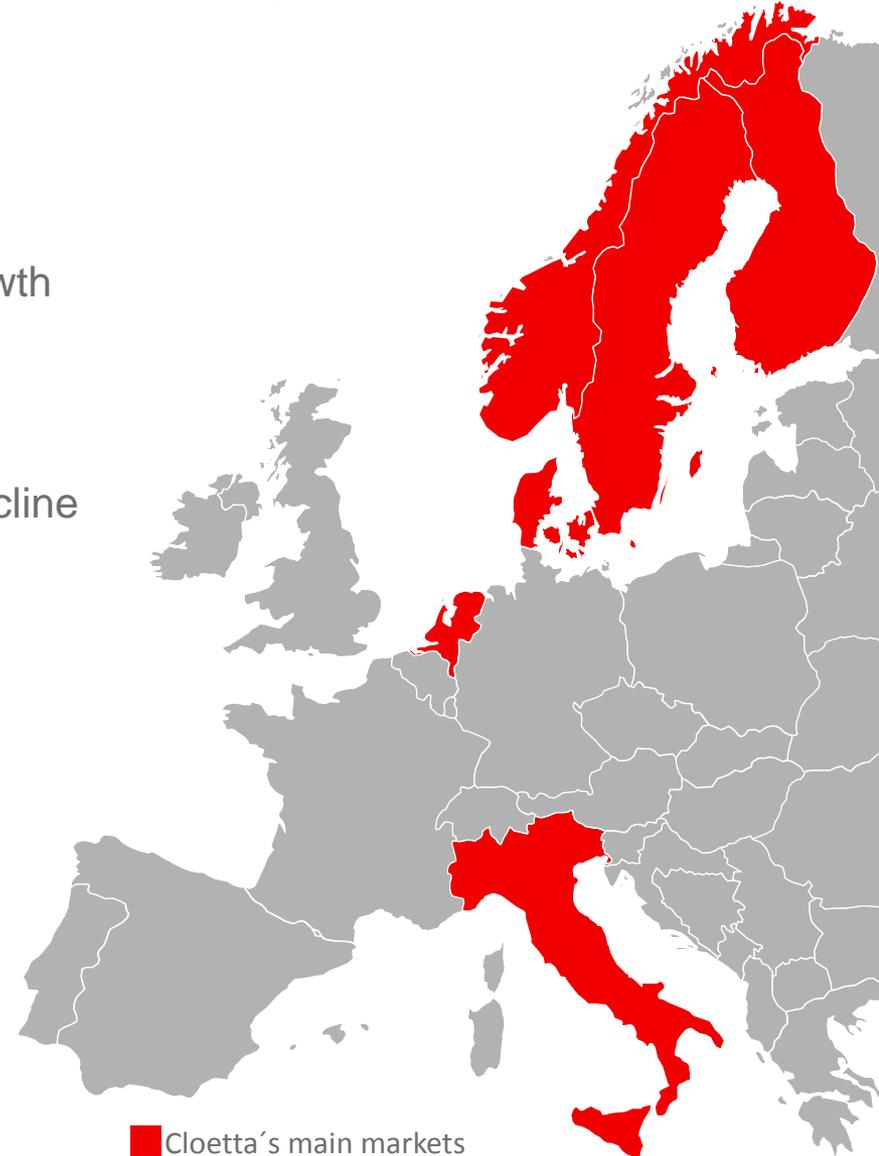
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# Overall market and sales development

## Sales growth of 5.9 per cent

- Overall sluggish markets
- Third consecutive quarter with organic growth
- Growth in 6 of 9 markets
- Strong growth in Denmark and Germany
- Sales declined in Italy driven by market decline
- Decline in contract manufacturing



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# Q1 Net sales and EBIT

SEKm	Jan-Mar 2014	Margin %	Change %	Jan-Mar 2013	Margin %
Net sales	1,193		5.9	1,127	
Underlying EBIT <sup>1)</sup>	77	6.7	-15.4	91	8.1
Operating profit (EBIT)	52	4.4	-10.3	58	5.2
Profit for the period	-12		n/a	36	

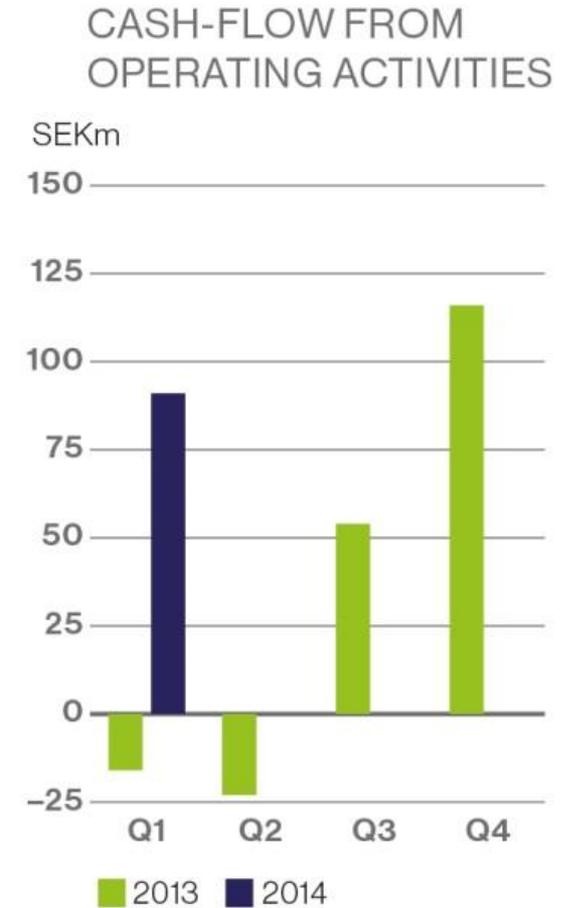
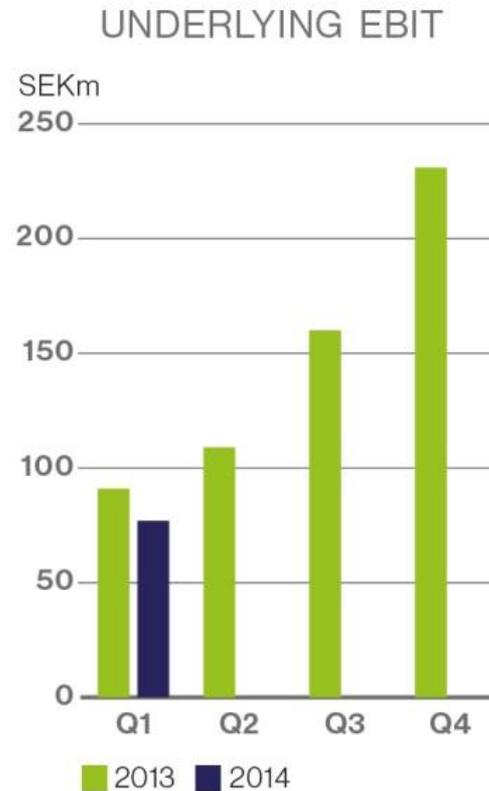
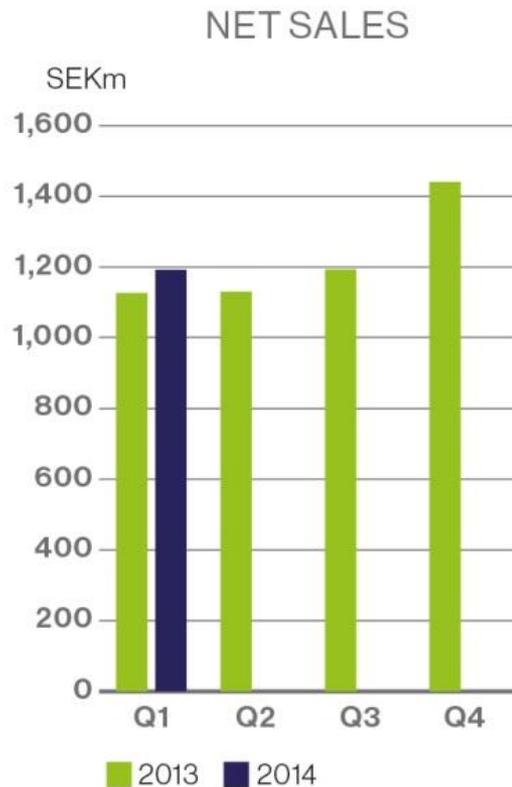
1) Based on constant exchange rates, the current Group structure, excluding acquisition of Nutisal and items affecting comparability related to restructurings.

Changes in net sales, %	Jan-Mar 2014
<b>Total</b>	<b>5.9%</b>
Changes in exchange rates	2.3%
Structural changes	3.0%
Organic growth	0.6%

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# Net Sales, Underlying EBIT and Cash Flow



# Q1 cash flow

SEKm	Jan-Mar 2014	Jan-Mar 2013
Cash flow from operating activities before changes in working capital	-1	20
Cash flow from changes in working capital	92	-36
<b>Cash flow from operating activities</b>	<b>91</b>	<b>-16</b>
Cash flows from investments in property, plant and equipment and intangible assets	-36	-54
Other cash flow from investing activities	-107	31
<b>Cash flow from investing activities</b>	<b>-143</b>	<b>-23</b>
<b>Cash flow from operating and investing activities</b>	<b>-52</b>	<b>-39</b>

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# Integration of Nutisal

- Nutisal was acquired on 8 January 2014
- A significant step into a new Munchy Moment in Cloetta home markets
- 1 April Cloetta's Swedish sales organisation took over sales responsibility
- Nutisal was launched in Finland through Cloetta's sales organisation
- Integration of processes and systems according to plan

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# Factory restructuring program

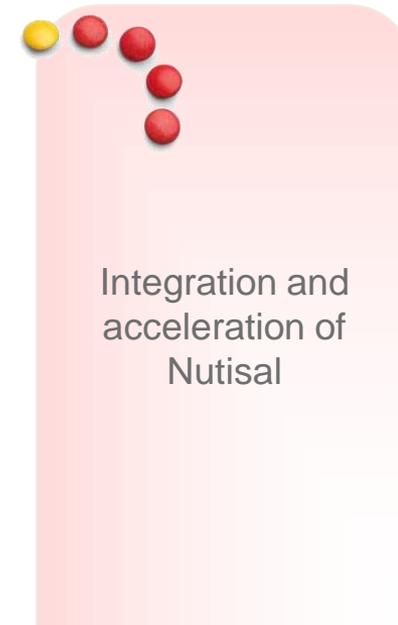
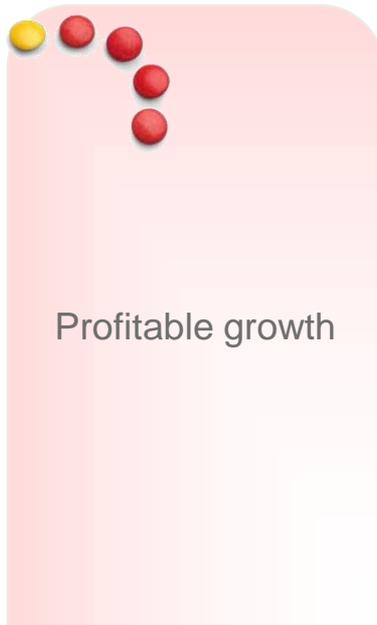
## Progress

- Factory restructurings nearing completion
  - Production was terminated in the factory in Gävle at year end 2013
  - Relocation of equipment during Q1 2014
  - Ramp-up of production in Levice and Ljungsbro towards full capacity ongoing
  - Savings will be fully realised towards the end of 2014
- Tupla insourcing to Ljungsbro proceeding according to plan
  - Expected to be finalised Q3 2014



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# In focus



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# Q1 selection of product launches

ITALY



Galatine Soft

FINLAND



Center Nougat  
Center Toffee

NETHERLANDS



Venco Drops Exotic  
Venco Drops Salmiak  
Sportlife Peppermint  
Sportlife Dropmint  
Sportlife Sweetmint



DENMARK



Läkero! Raspberry Lemongrass  
Skipper's Pipes Seasalt

NORWAY



Chewits  
Powerbreak 2  
Läkero! Raspberry Lemongrass  
Viva Lakrits Calabria

SWEDEN



Kexchoklad Yoghurt  
Powerbreak 2  
Läkero! Raspberry Lemongrass  
Viva Lakrits Calabria



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**Q&A**

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