Cloetta

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Presentation

Jacob Broberg
Good morning and welcome to Cloetta Q1 Conference Call. My name is Jacob Broberg, Head of Investor Relations. With me today I have Henri de Sauvage – he is the new CEO of Cloetta and also Danko Maras, CFO. So, I hand over to Henri to start. Please go ahead, Henri.

Henri de Sauvage

Yes, thank you Jacob. I must say that we have had a challenging quarter in Q1. The net sales have declined, but the profit for the period has improved. If we look at the reported sales, we saw a decline of 0.8%, but the most important factor is the underlying organic growth, which went down with 2%. That does not sound good, and I'll come back to that, where that came from. The operating profit amounted to SEK93 million, but the profit for the period has improved to SEK59 million. The operating profit adjusted came to SEK110 million. Cash flow was lower than last year, but still very positive, and Danko will explain a bit more where that came from. And there was, of course, an important moment for the future, which was that we signed an agreement with Candyking to acquire them on 17th February. And I'll talk a little bit more about that as well.

If we then go into our markets and our sales, we could see that the confectionary markets in general, where we operate, have a negative development. The organic sales of Cloetta decreased with 2%, and I must say that has my full attention. It's the number one priority for the company and all the people working in Cloetta. Our sales grew or was unchanged in the Netherlands, in UK, in Denmark, in Norway and in the export markets. I left out Finland, because we saw a strong volume recovery in Q1, much above the normal levels, and that was, of course, due to the abolishment of the confectionary tax, which we saw in – well, we saw the negative impact in December last year. Then we come to Sweden, and in Sweden we saw a shortfall in the Pick & Mix area, and that was largely due to the Easter effect. We saw that Easter, which fell this year in April, had very good sales, but of course in Q1 we saw a negative effect of that. It's also important to mention that the – as we call it – non-Pick & Mix business, so all our packed business, grew in Sweden. So, there's no underlying issue in that sense. And next to that there was a decline in contract manufacturing. But the main shortfall in the quarter, I would like everybody to understand, is the Pick & Mix business in Sweden, to a large extent because of Easter. Danko will now tell us a little bit more about the financials. So, Danko, over to you.

Danko Maras

Thank you very much, Henri, and good morning everyone. Yes, a bit of a challenging quarter that I will go the financials with. So, let me just start by coming back to the net sales, 1.347 billion. That is a negative growth of 0.8%. I'll come back a little bit to the composition of those in the next chart, but let me just go straight into the operating profit for the quarter, 93 million versus 108 million last year.

That difference of about 15 million is a composition of two main reasons: 1) the fact that we have lost turnover and lost gross profit due to that turnover loss, it's about 7 million of that; and another part is that we have had higher G&As spent in the quarter compared to prior year, and that we will be addressing. It's approximately 6 million. So, the lion's share of the composition of the decline in profitability is related to the gross profit loss from the sales and from the indirect spend that we've had in the quarter, that we will address going forward.

You can see that if you go up and look at the operating profit adjusted, there's an equal difference of there of approximately 15-16 million. It's the same reasons on the operating profit adjusted. The reason to why it's higher is simply because we're having, coincidentally, the same restructuring amounts last year as we're having this year. And I'll come back to the restructuring costs or the items affecting comparability in a short while.

When you look at the gross margin, you see a slight improvement. The fact is that because of the mix effect, we do have a slight improvement. We're selling more of the non-Pick & Mix and less of the actual Pick & Mix. That affects our margin slightly. But in addition to that, there is one more component that masks a little bit the effect when you look at gross profit. 505 million versus 506 million looks good, but there is a retranslation benefit there. And that retranslation benefit is approximately 7 million, which is offset in the cost side of about 7 million. So, in total, the operating profit is unaffected by retranslation issues, but you see an uplift in the gross profit that masks a little bit the loss we did on the lost sales. So, again, the overall issues that we are addressing is profitable growth, in the sense of getting back the revenue growth, but also addressing our indirects, which we will do going forward.

On the other hand, the positive here, you can see our net financial items, we are down to 12 million in the quarter, versus 46 million last year. So, now we are getting the full effect of the refinancing of our debt levels. Our debt levels are also on an all time low, the 2.3 billion. So, of course, both capital cost and the debt levels are lower, and we have a significant benefit in the quarter. And that actually turns around the loss on operating profit into a profit before tax of 81 million versus 62.

We have slightly higher tax rate in the quarter, 27%. Some might say it's more than slightly. Well, it is predominantly because there are non-tax-deductible items related to the Candyking acquisition, that we had to book in the quarter, that relates to the acquisition. So, that means that when we come down to the profit for the period, we're at 59 million, which is an improvement versus last year's 44 million. So, good to see the impact on net financial items.

If we then move to the page again and look at the net sales a little bit, this organic growth, the minus 2%, is what affects the loss of gross profit, of course. But you can see that the euro continues to be strong and has been for almost three years now, if I recall it right. Looking backwards you can always see. Last year we had a positive impact of 40 points, but we're at 9.50 versus 9.34, and that has in the retranslation benefit in top line of 1.2%. One other thing that you can see here is that we don't have any M&A growth. Last year's 2.2% related to the Lonka acquisition, but please be aware that from Q2 onwards now, you're going to have a significant growth in those structural changes related to the Candyking acquisition. If you visualise this a little bit, you can see the step increase development we have between the quarters and years. And of course, we are not happy to see the decline in organic growth affecting the total, and also the operating profit is not coming through the way we were expecting, but we will address that.

Moving on to cash flow, which is another component, there is good cash flow, but compared to last year's significantly smaller. And what is that due to? Well, look at the 62 million versus 121. One key component of that relates to a tax settlement in Italy, which you can read more about – we disclosed in our annual report. It is positive for us, that we have settled this, and there is a temporary cash out in the first quarter that will be recovered in the next 12 months. The total amount is approximately 34 million. We have already started to get money back from the tax authorities, but that's just simply the way it works in Italy. We have to do a cash out in the first quarter, and then we will get it back in the next 12 months. And the reality is that it will have a slightly positive cash effect for us. So, we are not concerned about the decline in the cash flow due to this. The other point is, of course, the operating profit being 50 million lower. And the third part, which is perhaps important, and that I didn't cover enough is the items affecting comparability. Last year's effect on those exceptionals were an accrual only. It related to the earn-out adjustment of The Jelly Bean Factory. This year are actually cash outs, that we have done in relation to predominantly the Candyking acquisitions on transaction costs. So, the total impact of that is the difference between – those three items is the difference between those operating activities last year and this year.

On working capital movements, we do have a slightly less positive impact than last year. But in total, when we look at working capital as a percent of sales, we are at 9.4%, well within target. Our target level is 10%. And if you look below, you can see that capital expenditure is 34 million in the quarter versus 38. That is also well within the strategic level of 3% of sales. So, we will address cash flows as everything else we do going forward, but please bear in mind that we had some one-off issues in the operating activities that we need to recover and will recover. And we already have started to get that recovery coming through.

So, visually, you recognise this chart perhaps, those of you who have been with us for a while. You can now see that we are having a financial objective of 2.5 times net debt/EBITDA, and we are now at 2.34, which is our all time low in our history. On the other hand, please also then be aware that we have paid a little bit more than 200 million in dividend on, I believe it was 11th April, and we also have a slight payment to do here at the end of the month, which relates to the Candyking acquisition. And so for that reason, what we're doing here is paying both the dividend and doing acquisitions, and that's still within – well within the limits for what we can do on our net debt/EBITDA target levels.

So, with those messages, tough quarter, we are addressing the three items in here. And with that, I give the word back to Henri.

Henri de Sauvage

Thank you, Danko. In-focus areas for me, Group Management and the Board, is the profitable growth. And it's profitable organic growth, which is of course most important. And we also have to focus even more on consumers and customers, where we bring the money into the company. The next one is the closure of the Candyking deal, which will happen at the end of April. We're all prepared for that. And then the important work of the integration will start, where we will welcome the Candyking people into Cloetta. We have a fully staffed integration team, which indeed is ready to start work after the closure. And then of course we're working as well on the strategic review of Cloetta Italy. There's a lot of work going on, but today there is no news. I must say personally, I'm impressed with the work which the Italian management team is doing to help us in that strategic review. So, those are the four – or actually three areas: organic growth; Candyking; and the strategic review of Italy.

Then, we make our money by selling products to consumers. Just a few examples, and I picked out Polly and Kick, it's a co-branding. So, we have Polly as a famous brand. We have Kick as a famous brand. And we bring those two together. And then another one is the whole notion of teenagers, who like to both eat at special occasions but also more sour products. And you can see that both in Denmark, there's '*Sure*', which means 'sour mix'. You can see in the Netherlands, the Red Band '*Zure*', a little bit different spelt, with the same occasion for the same kind of teenagers, so both more sour products for teenagers. And then, in Finland, the Perjantai means actually 'Friday', and again teenage-related mix after the big success we have with the Saturday mix. These are our bread and butter. This is what we sell. This is where the money comes into the company.

With that, having said, I would like to open for questions, and I give the word back to the moderator.

Q&A

Operator

Ladies and gentlemen, if you have a question for the speakers, please press 01 on your telephone keypad, and that was 01 on your telephone keypad. There will be a brief pause while questions are being registered.

Our first question comes from Mikael Löfdahl from Carnegie. Please go ahead, your line is now open.

Mikael Löfdahl

Yes, thanks. Hi guys. First, on Sweden and the sales decline in Sweden, is it possible to try to strip out the Easter effect and look at how the volumes have performed year-on-year apart from Easter, i.e. exclude that from last year's numbers?

Henri de Sauvage

Yes, well, what we can say is that we had a very good Easter sale in April, so that over the months March to April, we see the Easter effect, well, disappearing or being nullified.

Mikael Löfdahl

And the months ahead of Easter last year, I mean, if you look at the January, February, for instance, is there negative year-on-year trend or is it all about the Easter and also the Pick & Mix volumes that you –

Henri de Sauvage

We should focus on the big things. So, the big thing is Easter. March to April we see that there was a clear Easter effect, negative in March, positive in April. And let's also not forget that the non-Pick & Mix business, which is the majority of the sales in Sweden, was positive in the quarter. And of course, you could also think that there's a little bit of negative Easter effect over there as well.

Mikael Löfdahl

Okay, and the ramp-up volumes for the two big Pick & Mix contracts that boosted last year's Q1, is it possible to quantify that?

Henri de Sauvage

No.

Mikael Löfdahl

Not possible or you don't want to?

Henri de Sauvage

Well, I don't have the information over here. But I think also that goes into so much detail that we would also give too much information out to our competitors on that.

Mikael Löfdahl

Okay, and is it too much to ask for how the year-on-year performance has been year-to-date, when we then include Easter in both comparables?

Henri de Sauvage

Well, then you're asking me on Q2 update, which I think would be not so wise to do. We'll come back to that when we do the Q2 call in due course.

Mikael Löfdahl

Okay, but there's no underlying trend here that we should be aware of in the negatives, it's fairly as it used to be.

Henri de Sauvage

Easter sales in April were good, and March in Pick & Mix in Sweden was not good.

Mikael Löfdahl

Okay. Regarding Candyking then, is it possible to give any more information on when you will announce further details regarding synergies and restructuring costs and so on?

Danko Maras

Yes, hi Mikael, it's Danko here. We will close the deal on Friday next week. I have said already in the first announcement that it – the fact that we're still competitors we haven't been able to fully get all the material that we would have liked to. This is just the way it is. But we feel confident about the calculations that we've done so far. What we need to do is close the transaction, and then we will go in and validate everything that we have done in our preparatory phase. And we will come back to you. And prior to that, please be a little bit more patient, if you can; we will come back to you when we have some more to share with you. And we will do so as soon as we can.

Mikael Löfdahl

So, we should expect some sort of press release or telephone conference or something within a month or so?

Danko Maras

I'm not saying, Mikael, a month. I don't know. But we will come back to you separately and give more indications about both the costs that will be incurred – please remember I mentioned we had a little bit of cash outs because of the transaction costs. There will be both synergies and costs. And all of that, we want to be very comfortable with, when we're communicating to you. We're committed to the 14% EBIT margin. That, we feel, is a commitment on our side. But the details of it, let us get our hands dirty and do the review and secure it, and then we'll come back to you.

Mikael Löfdahl

Okay, I was just – so that we don't have to wait until, like, the Q2 report or anything. There will be a separate announcement, once you feel ready that you have more details to come with.

Danko Maras

That's absolutely the ambition.

Mikael Löfdahl

Yeah, okay. And is it possible to say anything more on Italy, give some sort of update on the interest and so on? I mean, you mentioned before that you received a lot of incoming calls from different potential buyers and that you had been focusing on the Candyking deal obviously, and then now, once that is closed, you can shift focus to Italy. But could you give some sort of update on the interest or where you are in that process and also on the operational side, Italy in Q1, how the performance was, and how it affected the total numbers for the Group?

Henri de Sauvage

Yes, so I can only say that we are still in progress on the strategic review. You are right that of course Candyking has also taken management attention, but the strategic review is not finished yet. And when we have finished that, of course we will communicate that to the markets. And you're also right that of course when we said we are going to do a strategic review, that we have been contacted by several parties who say, 'Hey, you know, if the outcome would be something, then we would be interested to talk to you.' And, of course, we have noted down these interested parties. The Italian business is actually managed well by the team, and it's continuing on the kind of levels of last year and where you would expect it to be. So, the conclusion is, we'll come back when the strategic review is done and finalised and we've taken a decision on the course we want to take.

Mikael Löfdahl

Okay. And finally then on the financial side, could you give any guidance on the tax rate that you expect to report for 2017?

Danko Maras

I'm almost in the position of saying I'm not entirely sure anymore because of the acquisition that we are doing now. The underlying corporate tax rate of 22% in Sweden is impacted, as I said, in this quarter of acquisition costs. So, we are up to 27%. There might be more of those non-tax-deductibles that will impact the actual tax rate in the 2017, depending on course of actions that Henri was also mentioning. So, all of that, it's difficult to give a clear answer on it. It would be in that range, probably 24-25 underlying normal operations. Italy has some non-tax-deductible items as well in the quarter, and that continues to be the one that drives away the tax rate for us. We should be somewhere around 24-25% underlying, and I will do everything I can to explain to you if there will be other items affecting it, given the acquisition that we have in front of us.

Mikael Löfdahl

Okay, thanks.

Operator

And our next question comes from Mikael Holm from Danske Bank. Please go ahead, your line is now open.

Mikael Holm

Hi, a follow-up then on the sales development in the quarter, just on this decline in contract manufacturing, how large part of sales is contract manufacturing today, and what was the magnitude in this quarter? And should we then expect this year-on-year effect for the coming three quarters as well? That's the first question.

Henri de Sauvage

It's a small part of Cloetta's business, and the majority of the shortfall of Q1 was the Pick & Mix business in Sweden. But in full transparency, there was also a contract which expired in Q2 last year, a tactical contract. So we had it for one quarter in the comparator in this year, and as from Q2 that will be gone. But that didn't help in the first quarter.

Mikael Holm

And just then to try to understand the magnitude of this problem in the Pick & Mix business, I mean, when you took the Coop contract, you mentioned 200 million per year, so roughly 50 per quarter. And now you report a decline of 27 million organically in one quarter, which you don't say is mainly related to the Pick & Mix. I mean, it seems like the decline due to Easter should have been, like, 20-25%. Is that a fair assumption?

Danko Maras

Yes, Mikael, I think what we are saying very clearly, and I think this is important – that we are seeing a recovery of the decline we had in the Easter effect in March, coming through in April. So, in terms of magnitude, on Easter, it's not that material at all. And that's the positive news that we were conveying, that we can see significant impact. And maybe we have to get used to that a little bit more going forward, that we are having seasonal effects with Pick & Mix, and we have to be able to explain that very clearly to yourselves and others. But the implication of Pick & Mix can have a substantial impact, because of seasonals that we're having, as well as the fact that you have comparators. So, we did a lot of sell-ins with, as you know with Bergendahls and ÖB in the year before there. So, you can say, is it a double digit decline? Yes, it was, in March. Is it a double-digit increase in April? Yes, it was.

Mikael Holm

Yes, okay. And on the cost savings from the restructuring of the Lonka business you acquired, what is the impact of this 35 million? What is the run rate of that currently?

Danko Maras

Yes, the fact is that you're right, the whole Lonka acquisition and the in-sourcing of our production in Slovakia from the factory closure in Dieren, is on a full run rate this year. And the 35 million is in our numbers on the full-year basis. So in fact, when we look at the total impact in Q1, I would not be too focused on the component of that in the first quarter. What I reassure is that we are seeing the savings coming through, with the 35 million in the full run rate in 2017. We're very pleased with the way they've executed this whole closure of the factory, done in a very professional way. And also, they've ramped up really well in Slovakia. So, you'll see that coming through. And we will also explain it for you going forwards, so that you can see it coming through in the margin. It's not that visible in the first quarter.

Mikael Holm

Okay. And just on the CEO statement in the report about increasing the focus on organic growth and investments-related. Is it possible to give any examples of what you intend to do which the company hasn't done before?

Henri de Sauvage

Yes, I think, I mean, that is mainly my task of course, to really get the whole company to think in the commercial area, to really focus even more on consumers and customers and also look much more at cross-border, yes, potential, when we're looking at international brands or product platforms which we can get to travel across borders, based on the same kind of consumer insights. And you will see more of that also in Q2, when there will be a launch called Crazy Face, which is going to go across all core markets and the UK under different brands, same product, same execution. There we will try to leverage consumer insights across our core markets.

Mikael Holm

Okay, thanks.

Operator

And our next question comes from Nick Fhärm from SEB. Please go ahead, your line is now open.

Nicklas Fhärm

Thanks, Operator. I would like to ask you at the start if you could comment a little bit on the financial net, in terms of interest costs. Is the current, sort of, run rate is that – would it be mostly accurate to analyse that as a forecast for the full year? And the reason why I'm asking is that I think it was slightly lower cost than I expected, please.

Danko Maras

Hi, Nicklas. There are two components to – sorry – two components to the financial net there. If you look at it there is a table that we've introduced, so you can see the items of it. The effective interest cost we had in the quarter was somewhat lower than I would expect. Please remember again, we are paying dividend, and we are acquiring a company. So, the absolute debt level will go up. I've made a reference to an approximate effective interest rate of about 1%. What we have communicated to you in 2016, I think, was an effective interest rate of 2.38%. So, you gradually are reducing it. And the last 12 months, including the first quarter now, has an effective interest rate of 2%. But, we are declining, because we're getting out of the increase that we had – well, not the increase, the higher cost that we had last year. So, very low debt levels, slightly below our ambition level, and of course that will then have an impact on the run rate. So, it's a little bit lower than expected in the first quarter, will go slightly up a bit. Use the 1% as the effective interest rate for the debt levels.

Nicklas Fhärm

That's very clear thanks. Could I go back to the commentary on, sort of, posting organic growth going forward, but from the other side of – from the other perspective, from the cost side? If you look at SG&A to sales ratios, they are admittedly impacted by currency fluctuations as well, but if you look at, say, cost per tonne production or some similar operating metrics, what are your thoughts as a new CEO, coming into the company, Henri, on, sort of, cost management? And what could be the main areas of, sort of, revisiting to lower cost management? Sorry, to improve cost management control, please.

Henri de Sauvage

Yes, of course, there's one very important one in here, which is volume, yes? So, we say organic growth, we want to have profitable volume growth, to be more specific, because volume in our manufacturing network gives us our many scale advantages and driving the conversion cost down, yes? That's of course an easy one. Next to that the supply chain is working on structural improvements to take conversion costs down, like we have been doing in the last five to six years. So, that is work ongoing. So, that is one I would say, and the other one is the indirects in the, yes, non-supply chain. There we are looking at, can we find savings, in particular to invest behind our brands in order to get the organic growth up? And there we have started to look at that with a small team, no limits. Where can we find cost savings in the SG&A area like Danko was already alluding to.

Nicklas Fhärm

Thanks for that. And if I could raise a similar question, just – I understand – I was a bit late into the conference call, but I understand that you will come back to us, updating us on more specific synergy potentials from integrating Candyking. But it would be meaningful, in order for me to think about it, if you could give us, sort of, the main areas, both in terms of top line synergies and cost synergies, where you expect, sort of, integration to bolster bottom line from that acquisition.

Danko Maras

It's a good question, but it's a difficult question to answer now. There are three core areas that are important for us to look at when we go forward. One is what we call the front end of the business, which is in fact developing the Pick & Mix concept together now, with Candyking's skills. That will be a fantastic opportunity for us also in Cloetta to learn from each other and actually establish ourselves as regional player in the Pick & Mix area. That will drive top line of course. So, we have a lot of hopes for what we can do in developing that concept.

The other point, which is the one that comes to mind many times when we talk with you guys who are investing, is the cost synergies, of course. There are two components here that are important to remember. And one is, of course, we will have to look at the indirects, and we will do so, and making sure that we can optimise that. But more importantly, the fact that we are having opportunities to utilise our manufacturing network in a much better way. The point that Henri was mentioning, if you're adding more volumes to our factory, the cost per unit comes down. So, those three core areas will help us drive a successful business. And I would say, the emphasis is more on the front end of the business, make sure that we develop this concept together and establish ourselves in a positive way.

Nicklas Fhärm

Alright, of course, so I understand. The main synergy potential is on the top line. And then you're saying basically that secondly it's probably the manufacturing volume aspect of integration. And then thirdly maybe, you know, revisiting indirect costs as well. Is that correct?

Danko Maras

No, that's not what I said. It's an interpretation perhaps of how I'm expressing myself. All three are important, all three of them.

Nicklas Fhärm

Okay.

Danko Maras

And we look at this as a great business opportunity. And you'll see the benefits and the way we are rationalising around it in due time and hopefully as soon as possible. But give us the time to come back to you, and we will give you more specific on it.

Nicklas Fhärm

Alright, thank you very much.

Operator

And our next question comes from Klaus Kehl from Nykredit Markets. Please go ahead. Your line is now open.

Klaus Kehl

Yes, hello, Klaus Kehl from Nykredit Markets. Just one question related to this sales trend here in Q1 and also this Easter impact. Would it be fair to say that sales are more or less in line with the, yes, expected numbers as of today or are you in fact falling behind schedule? That would be my question.

Henri de Sauvage

Yes, I would say that we are in line. But I also want to make sure that we talk about Q1 right now, and we don't start to speculate on Q2.

Klaus Kehl

Okay, and okay, so you don't have any comments too, if we – it's just in order to get this, yes, quarterly impact from the Easter out of the numbers. But okay, you won't comment on that one.

Henri de Sauvage

No.

Klaus Kehl

Okay, fair enough. Okay, and so what you're saying is that this Q1 is then more or less in line with what you expected on top line.

Henri de Sauvage

No, we were thinking higher. And as Danko was saying, we're probably still learning to a certain extent in the Pick & Mix business, and the impact Easter has on Pick & Mix. It's much more hefty, you could say, than we expected. So, if we say this is a disappointing or challenging quarter, it also means that our own ambitions were higher than what we have actually achieved, and that we're not proud of that. So, it's – but also we grow in Sweden in the packed business, which is a very profitable business, a very big part of the business, but we lost a lot in the Pick & Mix business in Sweden in Q1.

Danko Maras

Perhaps just to say that, as you know, we don't do forward-looking statements, and it is one of the first times where we're actually indicating April, Easter effect and this notion of understanding how to – better work with understanding our Pick & Mix business. We felt it was important to mention to you that what we lost in March we recovered in April. And that's why we're talking about a period from January to April, when we are both giving you Q1 and the Pick & Mix sales for the Easter effect in

April. For the rest of it, we want to be a bit more restrictive. We don't want to continue to do forward-looking statements on any other business, because that's not our principle.

Klaus Kehl

Okay, I get it. Thank you very much.

Operator

And our next question comes from Magnus Bernet from Direkt News. Please go ahead, your line is now open.

Magnus Bernet

Yes, hello. I wanted to go back to the CEO comment about organic growth. Part of my question has been answered, but what I was wondering about – you're stating that your key focus for the coming years will be the organic growth. And so, then I wonder, when do you think we can see effect of the initiatives you were talking about earlier? And what is a reasonable level for organic growth going forward?

Henri de Sauvage

Yes, I think Danko already answered your question. We never give forward-looking statements on expectations. But of course, my certain ambition is that we get organic growth up by focusing even more on consumers and customers. And also, I've started eight weeks ago. I interviewed a lot of people in the different commercial markets. And I see a lot of pockets of excellence and good ideas, which could travel from one country to the other. And if we could have consumer insights and products which come from one country to be brought to another, that should help to give us organic growth. And I realise that it is, of course, a challenge, but we're going to focus ourselves on the organic growth, and on the Candyking acquisition. And those are the two big things for 2017, probably early 2018, to get right.

Magnus Bernet

Thank you.

Operator

And as a reminder, ladies and gentlemen, if you do wish to ask a question, please press 01 on your telephone keypad now.

There are currently no further questions registered at this time. Please go ahead, speakers.

Jacob Broberg

Okay, thank you very much for listening and asking questions. Speak to you next time. Have a good day. Thank you and goodbye.