



Q&A & Summary

The Strategy Remains – Focus on Execution

Sustainable profitability

- Over 6% EBIT profitability in all Business Areas
- Continuous mix improvement and portfolio management
- Cost reduction and increased productivity – Global leverage

Targeted growth

- Consumer experience innovation and ownership solutions
- Focus categories and brands
- Emerging markets and Professional

Cash flow

- Earnings and Balance Sheet efficiency
- Focus on RONA and shareholder value