

Considerable investments are planned in our Laundry & Home Care and Beauty Care business sectors for optimizing and expanding production in the Africa/Middle East, Latin America, and Eastern Europe regions. In our Adhesive Technologies business sector, the focus in 2013 will be on further expanding our capacities for products for the construction industry in Eastern Europe to enable us to expand in new regional markets. Investment activity in the emerging markets of Asia-Pacific will focus on further consolidation of our production sites. In addition, investments in IT infrastructure will contribute substantially to optimizing our processes.

#### **Net debt, financing and acquisitions**

We plan to reduce our net debt to zero in fiscal year 2013 and to convert it into a net asset. In doing so, we will continue to support our financial flexibility by maintaining adequate holdings of cash and credit lines for securing our commercial paper program.

When assessing potential acquisitions, we will continue to endeavor not to jeopardize our target ratings of "A flat" (Standard & Poor's) and "A2" (Moody's) over the long term.

#### **Post-2013 outlook**

We announced our new strategy and financial targets for 2016 in November 2012. We are confident that, by rigorously implementing our strategic priorities, we will be able to continue our growth trend in sales and profits in 2014. We plan to advance cash flow from operating activities in line with sales. Capital expenditures are scheduled to remain high. Net debt development will be influenced by our acquisition activity. We will publish specific financial targets for 2014 in our 2013 annual report.

## **Subsequent events**

Effective January 10, 2013, we sold Chemofast Anchoring GmbH, Willich, Germany. As at December 31, 2012, the assets and liabilities of the company were reported as "held for sale."