


Agenda

| | |
|--|---|
| Strategy for growth and efficiency, essentials for Nobia going forward | Morten Falkenberg, CEO |
| Financial implications | Mikael Norman, CFO |
| Short break | |
| Streamlined range supporting brand differentiation | Björn Block, Range and Grace Pardy, Marketing |
| Coffee break |  |
| Purchasing and production potentials | Ingemar Tärnskär, Production and Logistics |
| Commercial initiatives | Morten Falkenberg, CEO |
| Retail and Professional sales, Nordic | Henrik Karup Jørgensen |
| B2B Retail in UK and Continental Europe | Christian Rösler |
| Short break | |
| Magnet Retail and Trade in UK | Anjum Ahmed |
| Hygena in France | Per Kaufmann |
| Short break | |
| Summing up | Morten Falkenberg, CEO and Mikael Norman, CFO |
| Q & A session | |
| | |



Morten Falkenberg, CEO
Strategy for growth and efficiency



What I will share...

- Our strategic framework
- Our direction and priorities
- Our mindset



Group Management



President and CEO
Morten Falkenberg



CFO
Mikael Norman



Change program & IT
Jonas Hård



Production and Logistics
Ingemar Tärnskar



Group Marketing
Grace Pardy



CE Retail
Per Kaufmann



UK Retail
Peter Kane



Nordic Retail and
professional
Henrik Karup Jørgensen



CE and UK Professional
Christian Rösler

What does it take to be a winner?

A winner must excel across the value chain

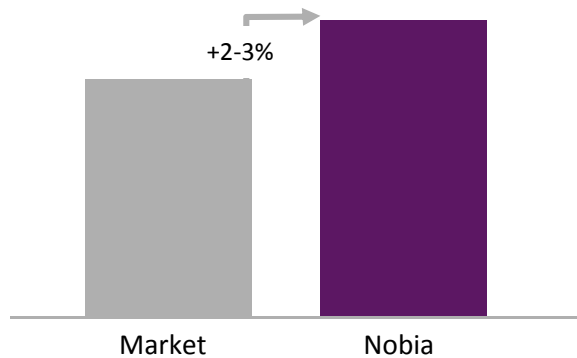


It's all about strong brands

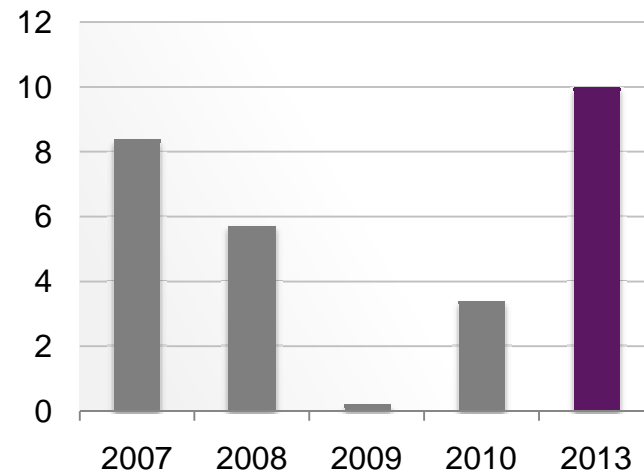


Growth and efficiency will lead us to 10% EBIT

YoY Growth above market



EBIT %

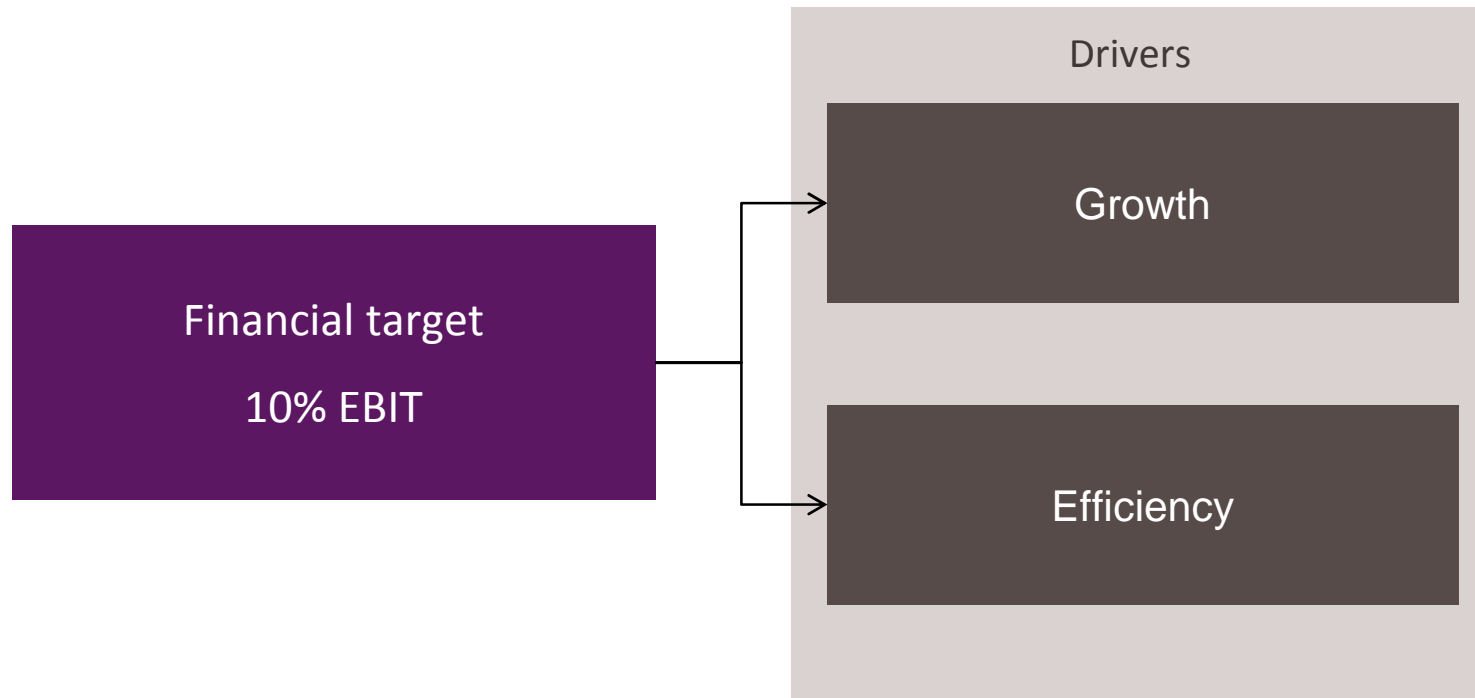


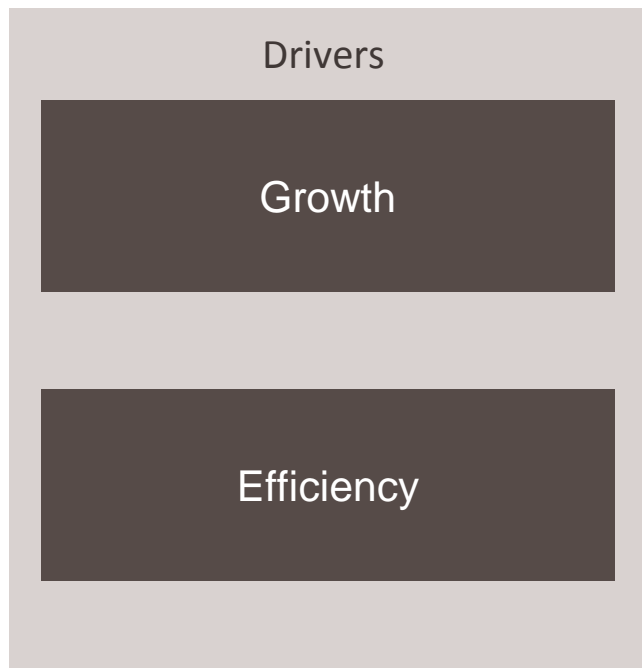
Goals

To grow 2-3% more than the market

EBIT margin above 10% on Group level

The drivers that will help us reach our financial target



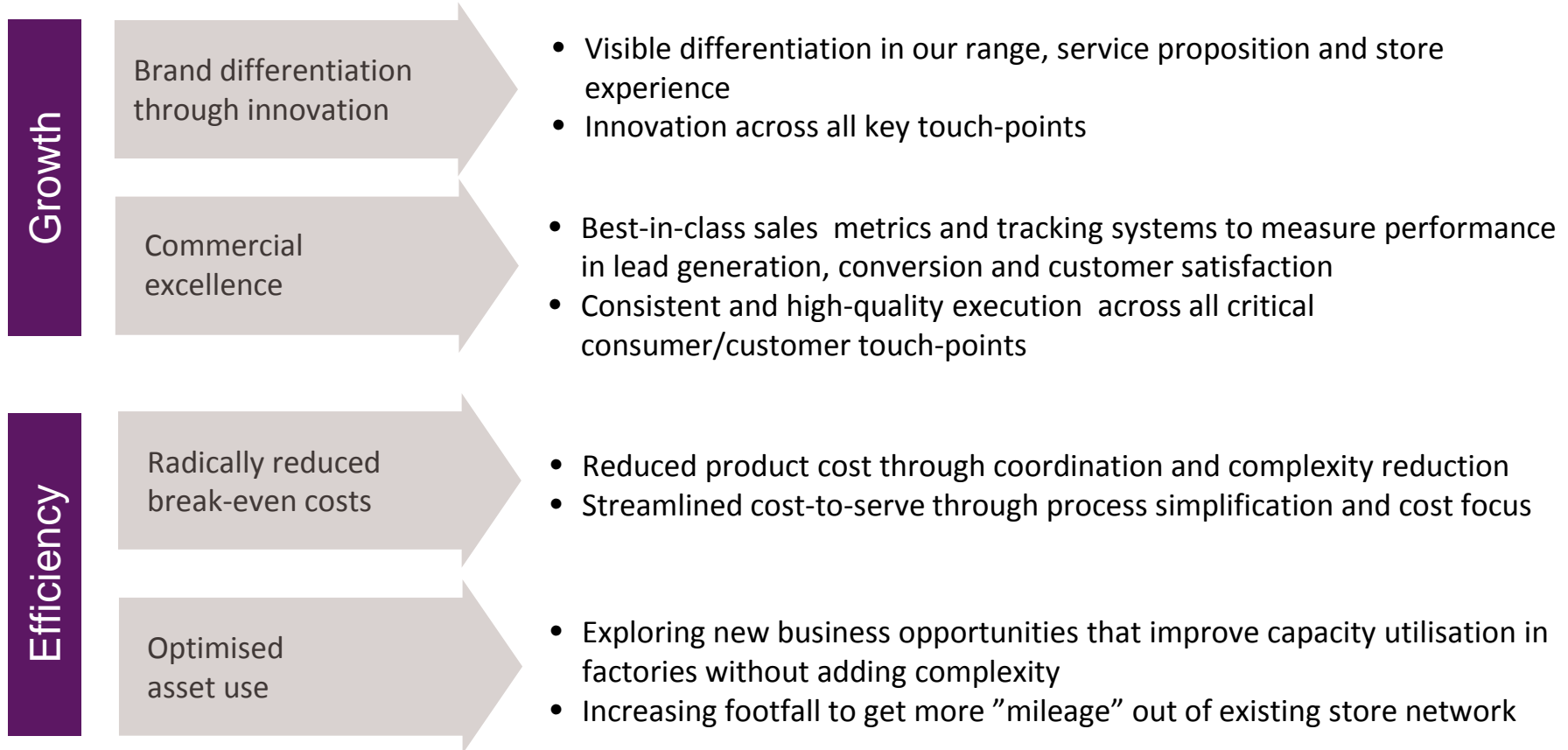


4 strategic themes

Brand differentiation through innovation
Commercial excellence

Radically reduced break-even cost
Optimised asset use

Bringing our strategic themes to life



Our strategic mindset



We will earn the right to grow outside our current core.



We will treat our people as our most important asset, recognising and rewarding high performance.

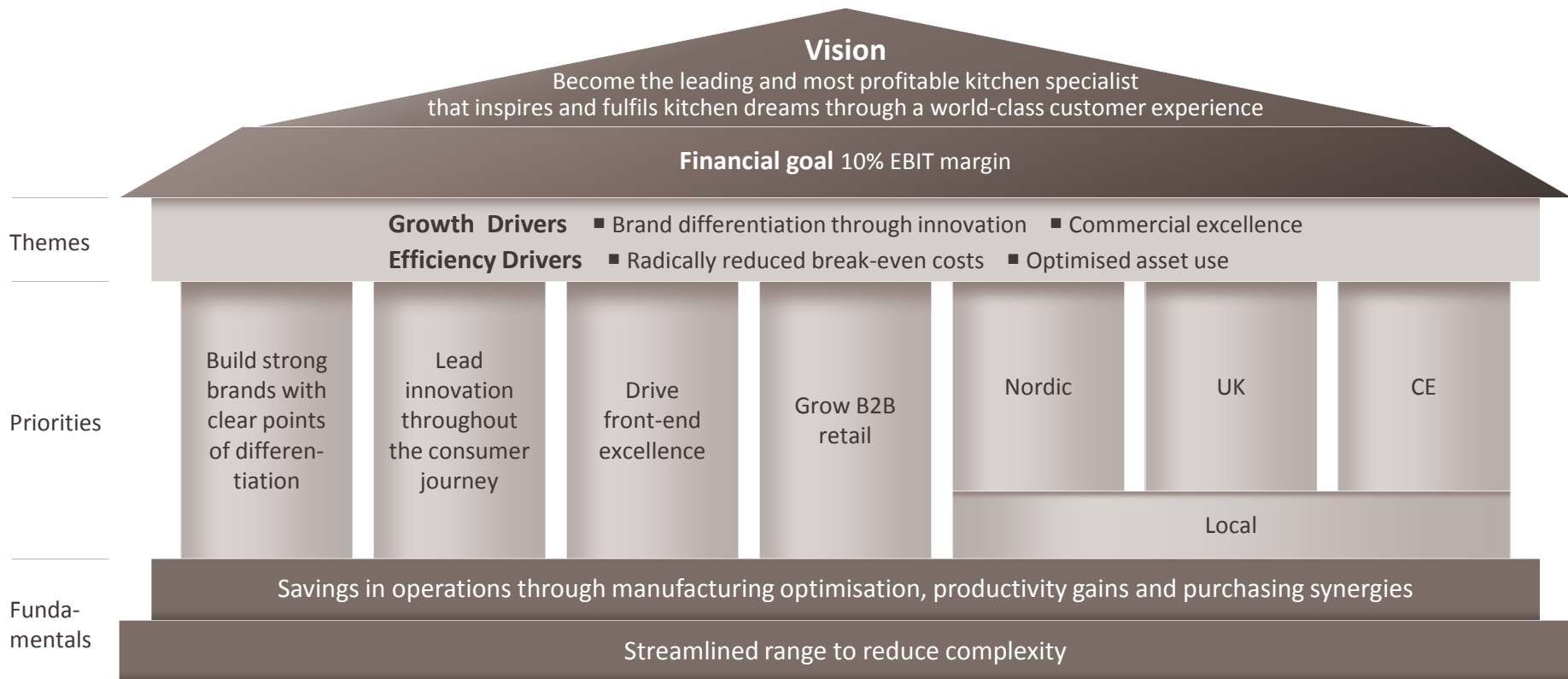


We will focus on our strongholds – key brands, categories, channels/customers.



We will be a customer and innovation driven business with simultaneous, relentless focus on cost and operational excellence.

Strategy for growth and efficiency



What does it mean?

Strategic principles



What does it mean?

- We will prioritize organic growth and only invest in new stores when we have satisfactory performance in the existing network.
- We don't enter new markets or channels/customers until we have satisfactory performance in our current business



- We will focus our limited resources and management capacity on the opportunities that really “move the needle”
- We will abandon non-core categories (such as bathrooms) if financial or business logic is lacking and we will not invest in brands, channels/ customers that have no potential to meet our Group financial targets



- We see attraction, development and retention of great people in all parts of our business as a key success factor
- We will recognise and reward high performing individuals who embrace the core values of Nobia, passion, customer focus and commitment to change



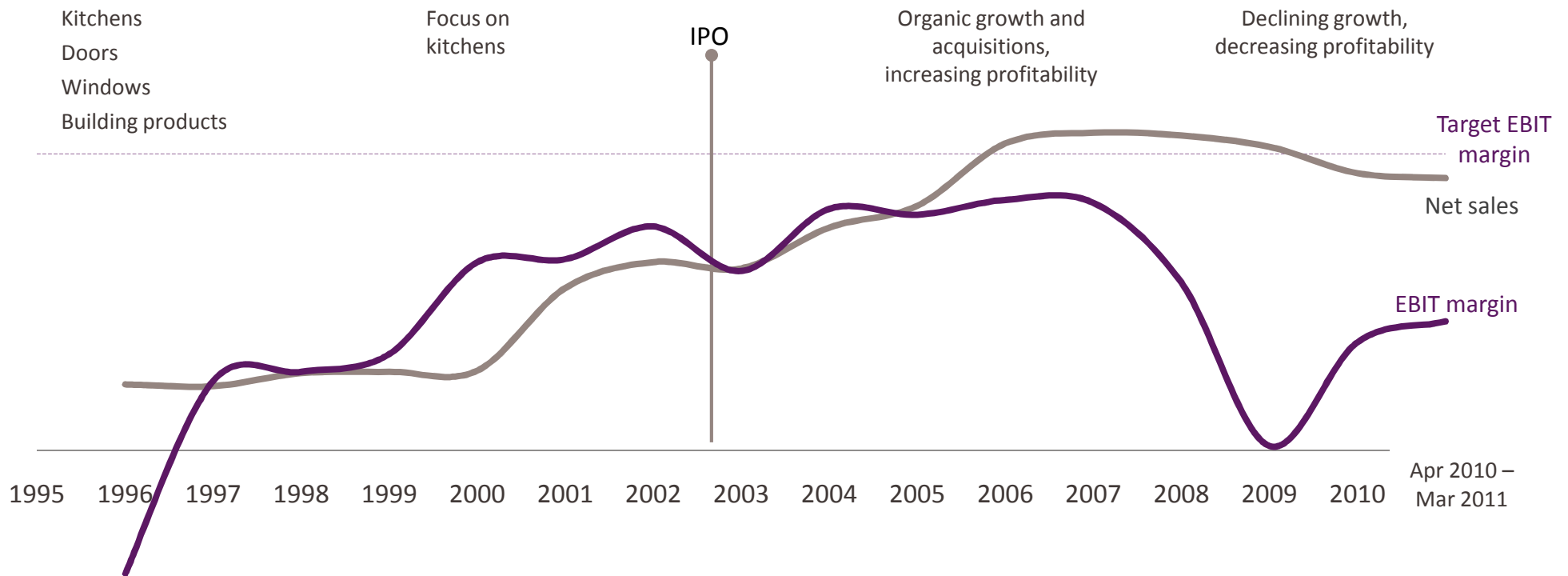
- We will drive innovation from deep customer understanding and make decisions across the entire value chain based on the value it brings to the customer
- We will be top-tier in back-end efficiency by leveraging our scale
- We will practice financial discipline in everything we do and we will know exactly where we make and lose money
- We will strive for excellence in all key areas to increase brand desirability, improve conversion rates, lift average order value and drive customer loyalty



Mikael Norman, CFO
Financial implications



Today's reality



Our plan to reach the 10% EBIT margin target

| | Run-rate EBIT impact SEK m | Run-rate EBIT margin impact | Timeframe to run-rate | One-time costs SEK m | Comment |
|--------------------------|----------------------------------|---|--------------------------|-------------------------|--|
| Range/ Purchasing | 150 – 250 | 1.0 – 1.6% | ~ 3 years | 100 | Net purchasing benefit including expected raw materials increases |
| Production restruct. | 250 – 300 | 1.6 – 2% | 3 – 4 years | 500 – 700 | Will extend into 2014 |
| Hygena turnaround | 200 – 300 | 1.3 – 2% | 2 – 3 years | Minor | Store refurbishment program largely complete by end of 2012. Investment ~SEK 250m |
| Front-end initiatives | 250 – 350 | 1.6 – 2.2% | 2 – 3 years | Minor | Store efficiency, pricing strategy, CRM etc |
| Cost-out program | 100 – 125 | 0.6 – 0.8% | < 1 year | Taken | SEK 244m EBIT charge taken in Q4 2010 |
| Total | 1,000 – 1,300 | 6 – 8% EBIT margin improvement | | 600 – 800 | Pay-back in less than one year |

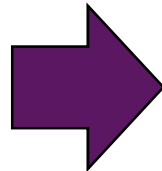
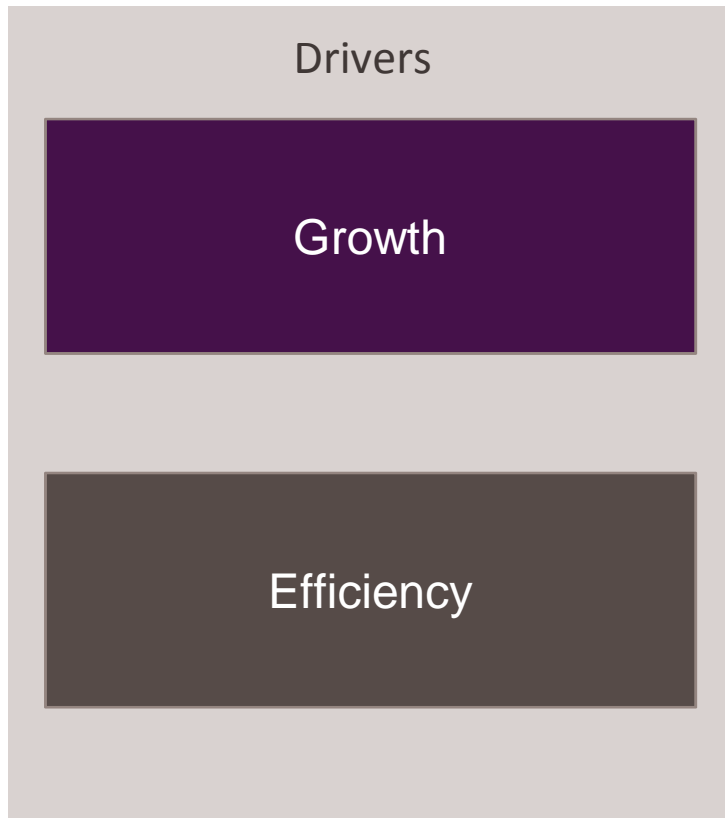
nobia

Brand strategy

Grace Pardy

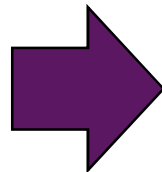


4 key strategic themes



Strategic Themes

- Brand differentiation through innovation
- Commercial excellence



- Radically reduced break-even cost
- Optimised asset use



A brand is more than just a logo

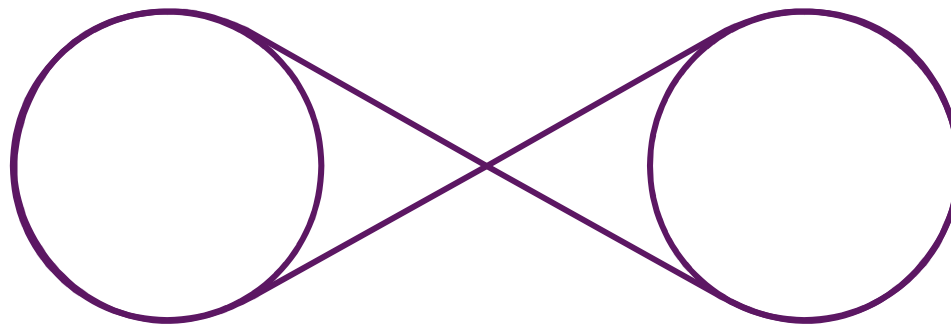


A brand is a set of human experiences

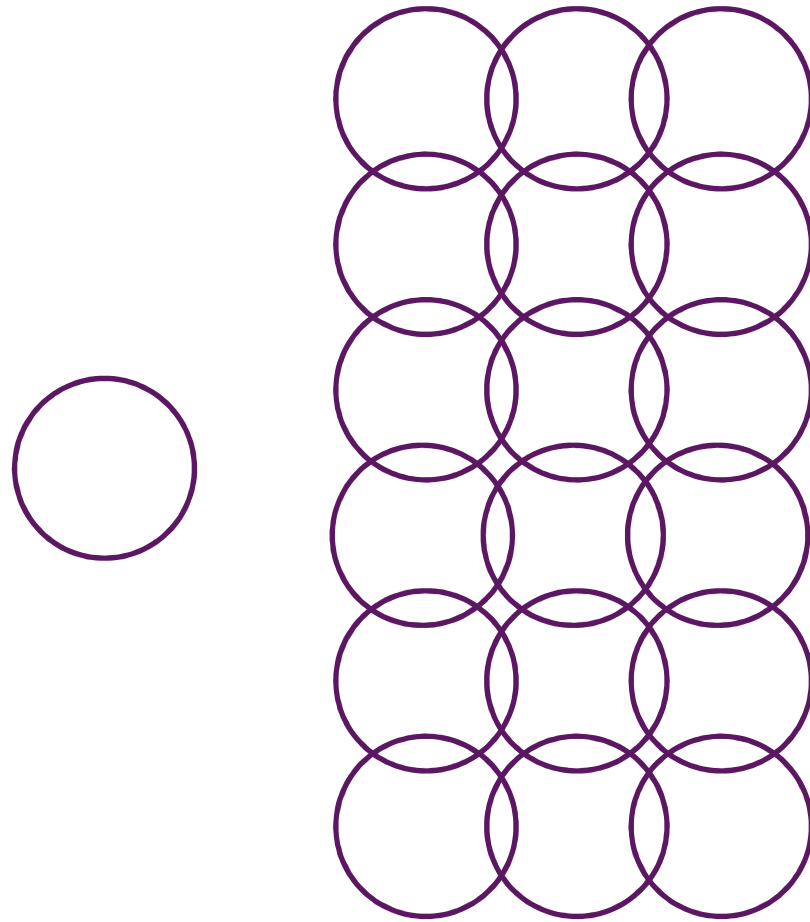


A BRAND

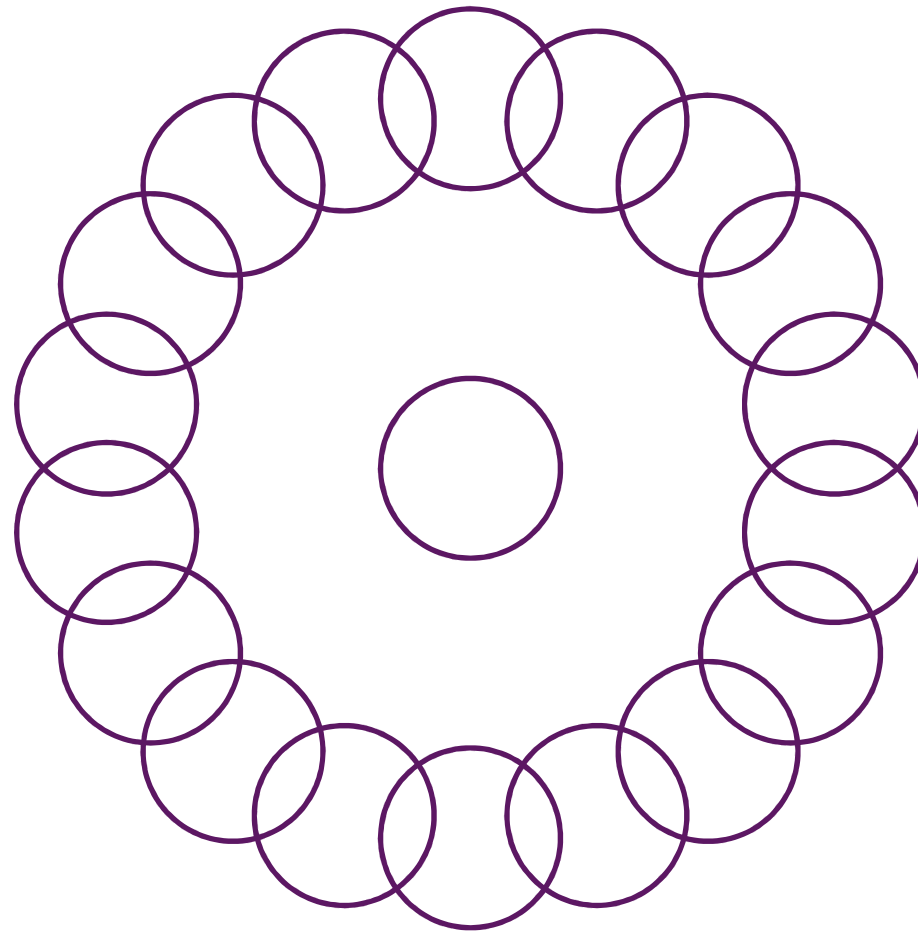
A CONSUMER



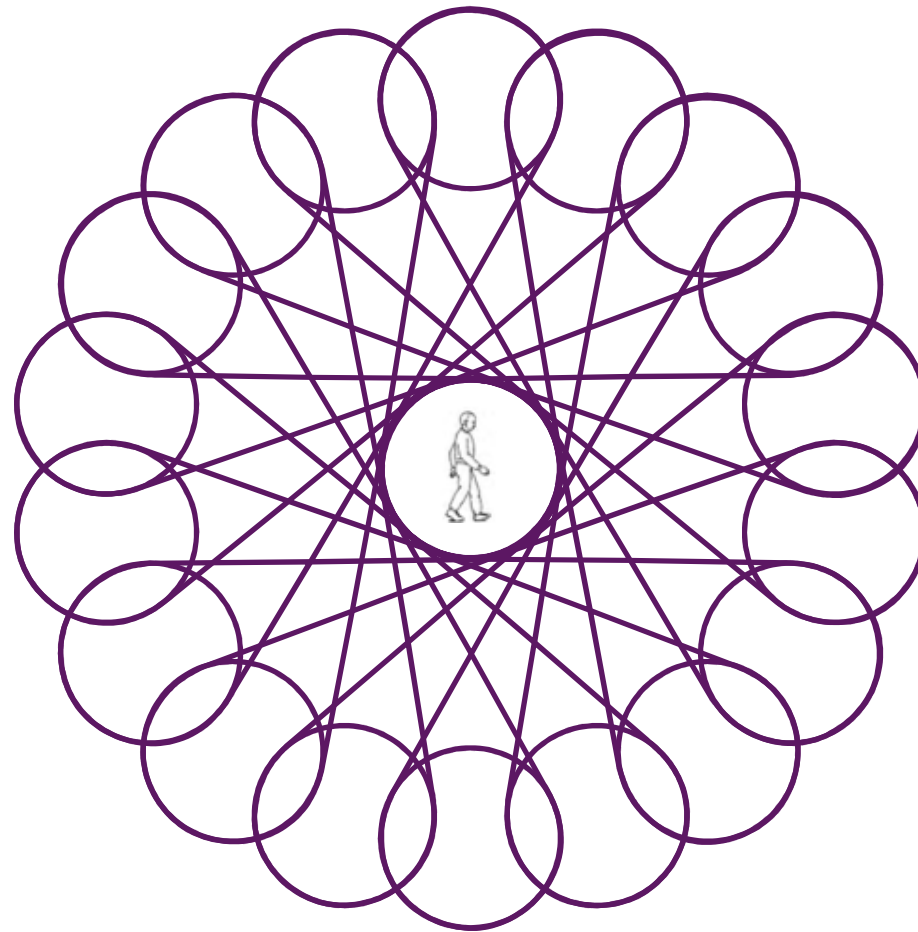
Where they touch we have a connection or touchpoint



There are many contact moments between a brand and a consumer



These contact moments form a loop from first contact to sharing experiences and advocate purchase



The touch points also form a loop and support the consumer through the journey

Our brands are our most valuable assets

Our goal:
Increase the value of our
brands profitably



We need to organize our brands to capitalize on opportunities more effectively

AlCorte
KEITTIÖT

FM
DIE KÖCHE ZUM LEBEN

GÖR DET SELV **HTH**

netto
KEITTIÖT

**OPTI
FIT**
Die Küche · Das Bad

hygena

INVITA

Marbodal

**poggen
pohl**

KEITTIÖMAAILMA

uno form

Gower

Magnet

NOREMA

sigdal

PETRA
KEITTIÖT

HTH

**Interior
Solutions**

Magnet TRADE

NOVART Oy

ewe
... und niedrigste Preise

MARLIN

PARMA
KEITTIÖT

myresjökök

INTUO

Consumer insight

STARTING POINT

Different levels of consumer and brand understanding



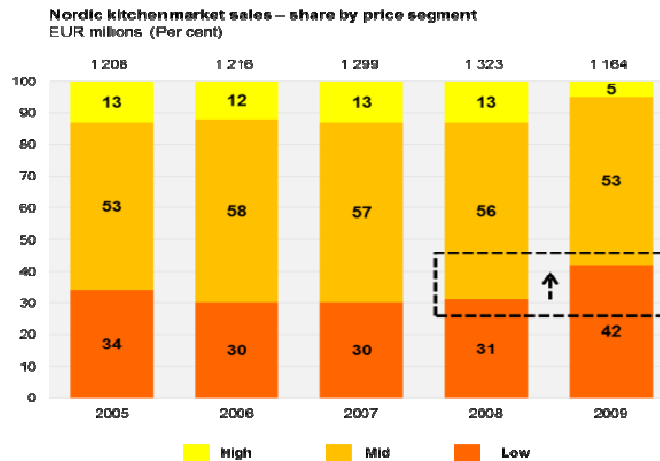
RESEARCH CONDUCTED

- Brands Phase one: Magnet, Hygena, HTH, Marbodal, Norema, Sigdal
- 500 respondents in 5 markets
- Screening criteria:
 - Have bought a kitchen during the last 2 years
 - Planning to buy a kitchen and have started the process
- 60 items tested with consumer



Key analysis – Category perspective

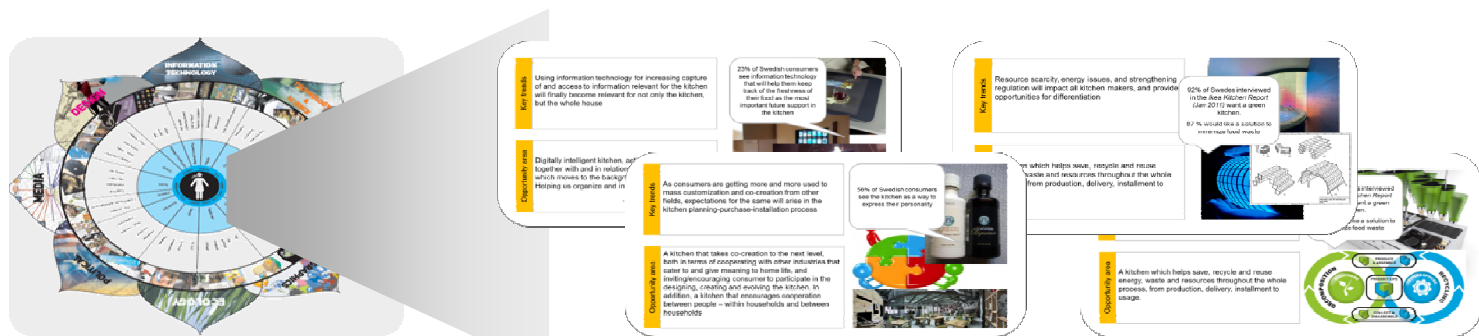
Category dynamics



35%

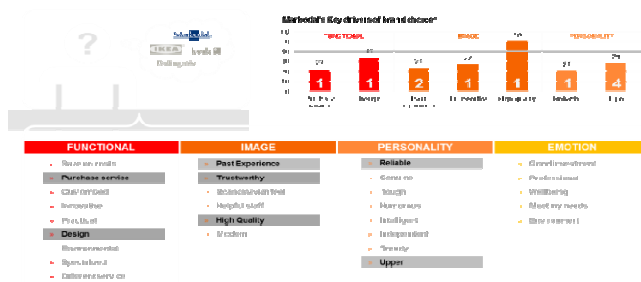
The overall sales decreased during the recession, but the low price business segment increased both in relative (35%) and absolute (19%) terms

Trends

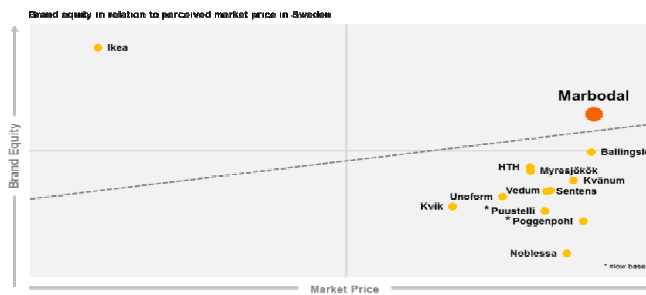


Key analysis – Brand perspective

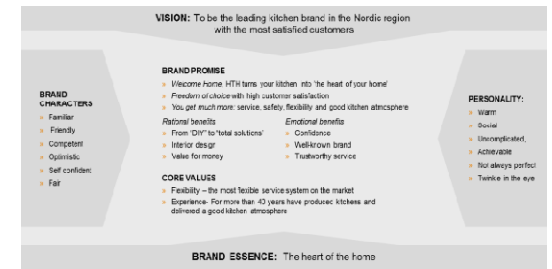
Drivers behind brand choice



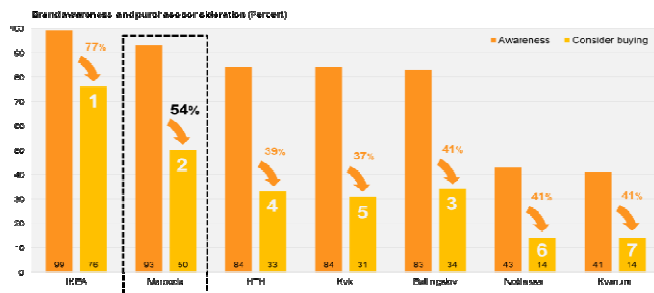
Price/equity equation



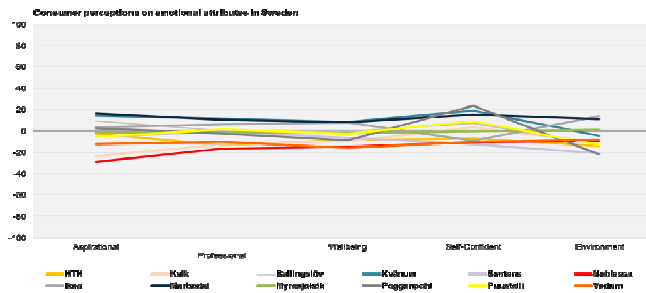
Brand platform



Brand Funnel analysis



Brand perception analysis



Brand Heritage





Nobia is best equipped to capitalize on key opportunities and lead in changing the game in our industry



Differentiation in an undifferentiated category



Breaking the 15 year cycle

1980's



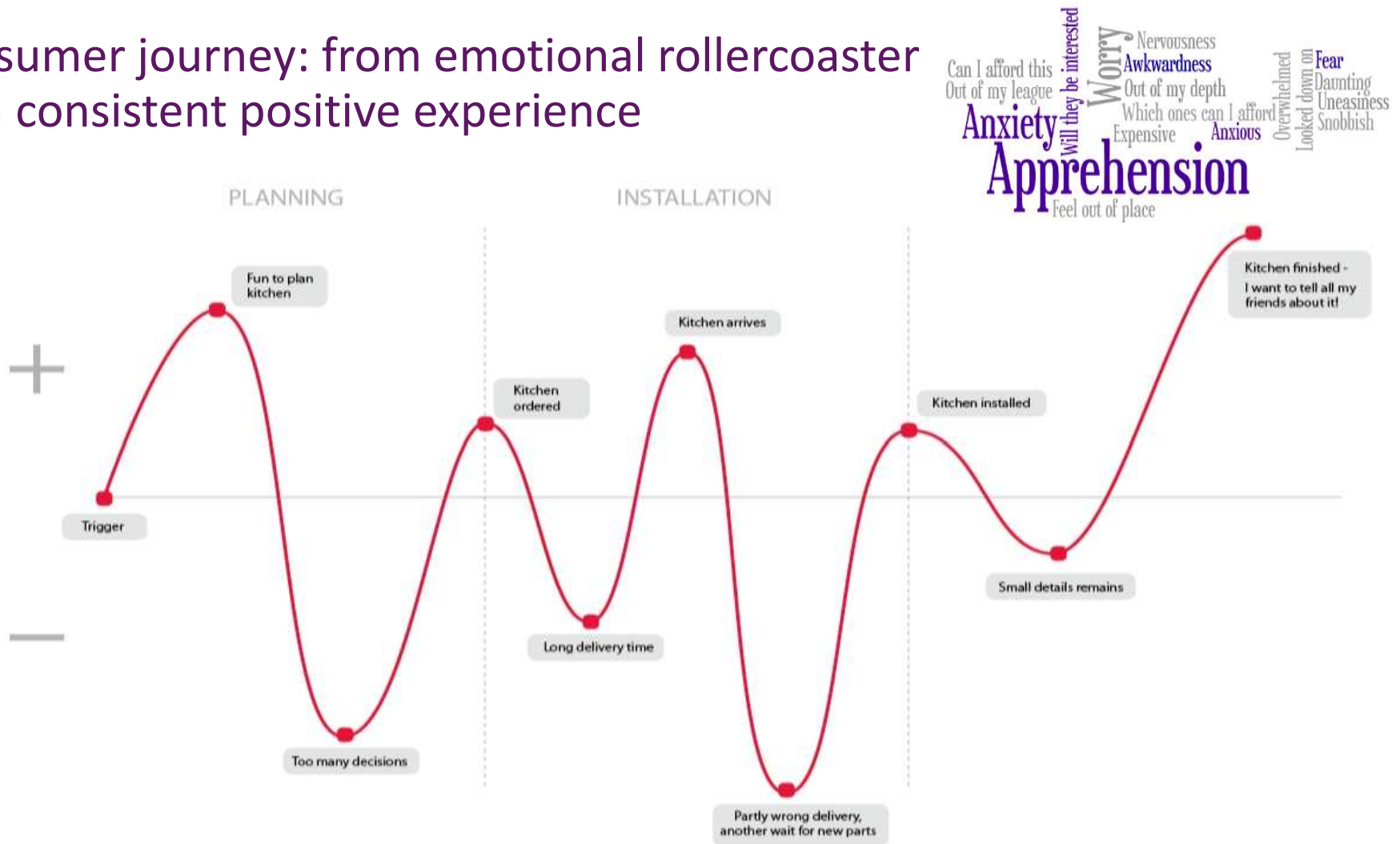
Every 8 years

2000's



Every 4 years

Consumer journey: from emotional rollercoaster to a consistent positive experience



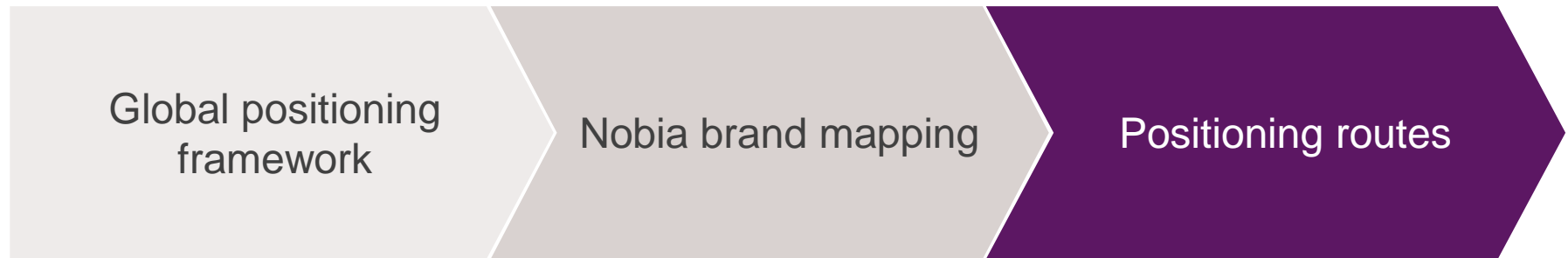


nobia

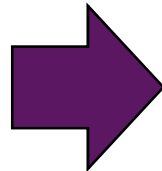
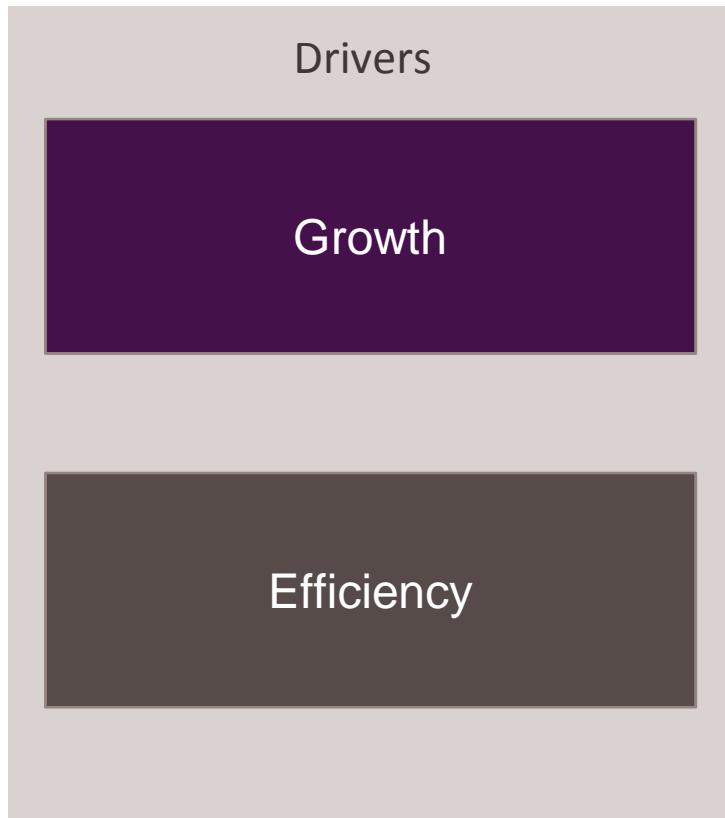
We are establishing strong and differentiating platforms for our brands



Group brand framework processes

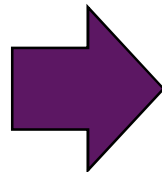


4 key strategic themes



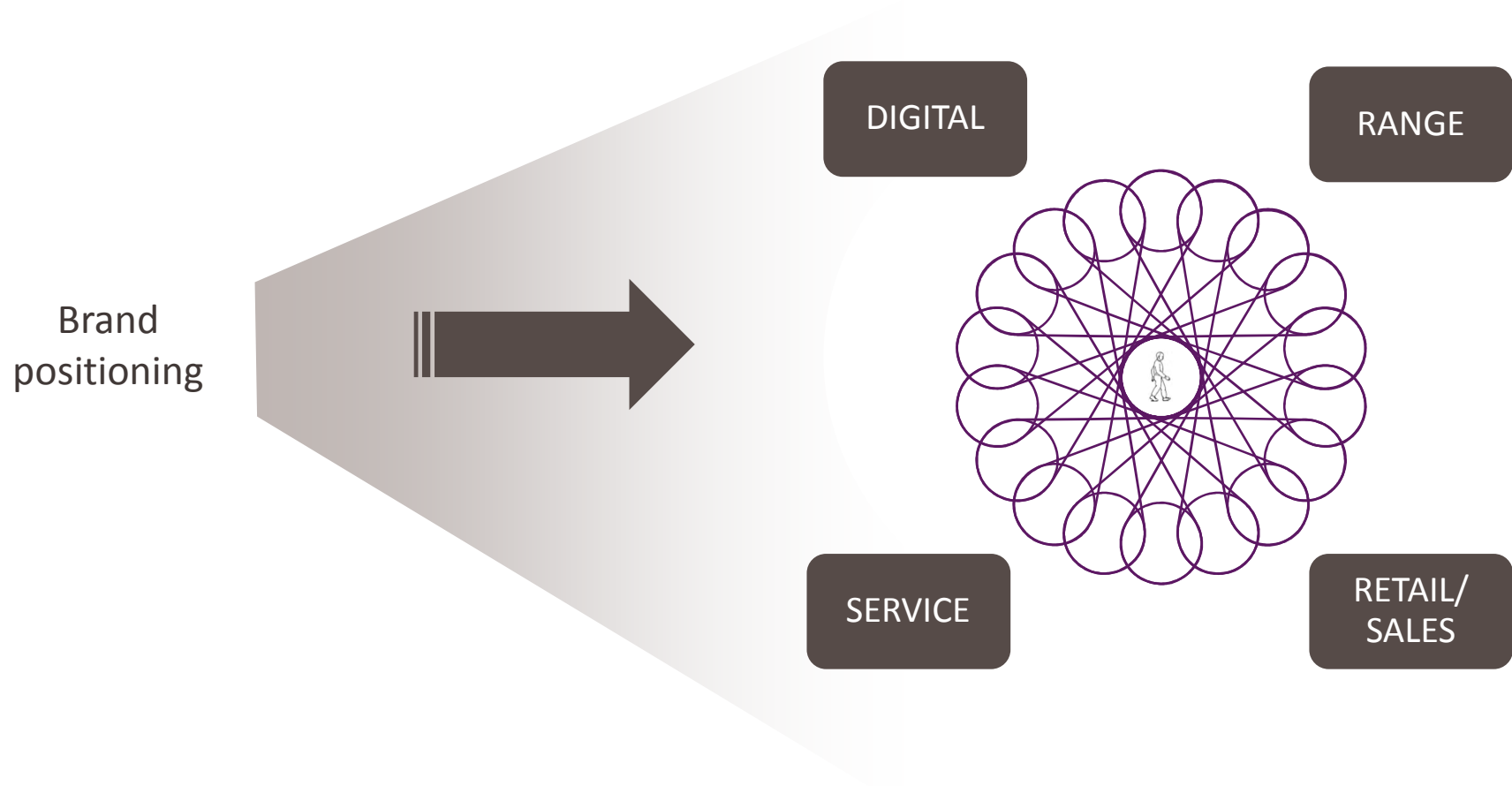
Strategic Themes

- Brand differentiation through innovation
- Commercial excellence



- Radically reduced break-even cost
- Optimised asset use

Innovation driven by brand positioning across key consumer touchpoints

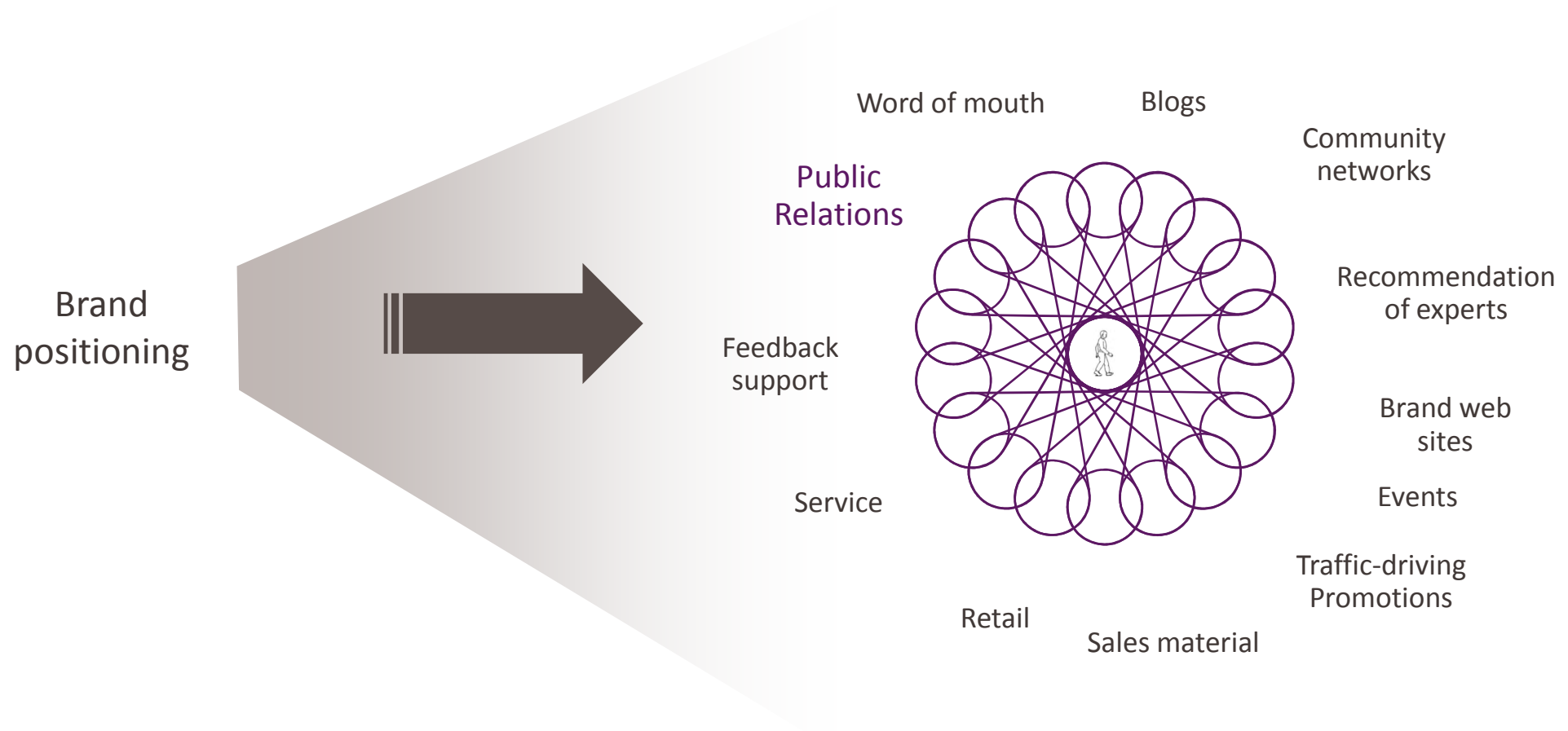


nobia

Positions drive all our activities going forward



Relevant and consistent Activation



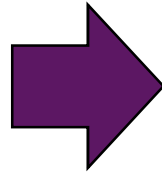
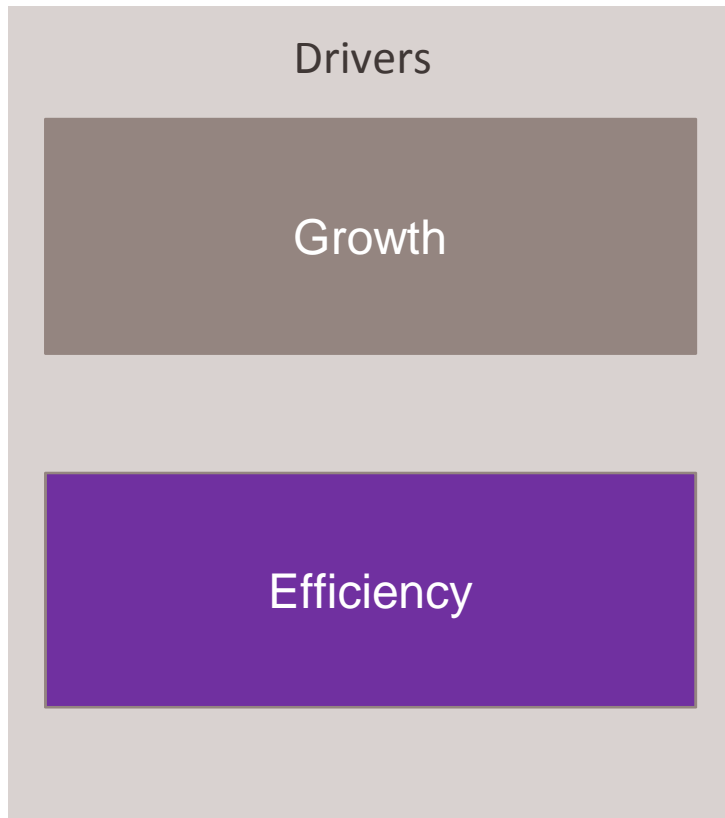


Potential in production and purchasing

Ingemar Tärnskär

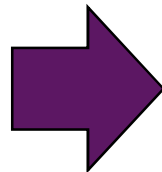


4 key strategic themes



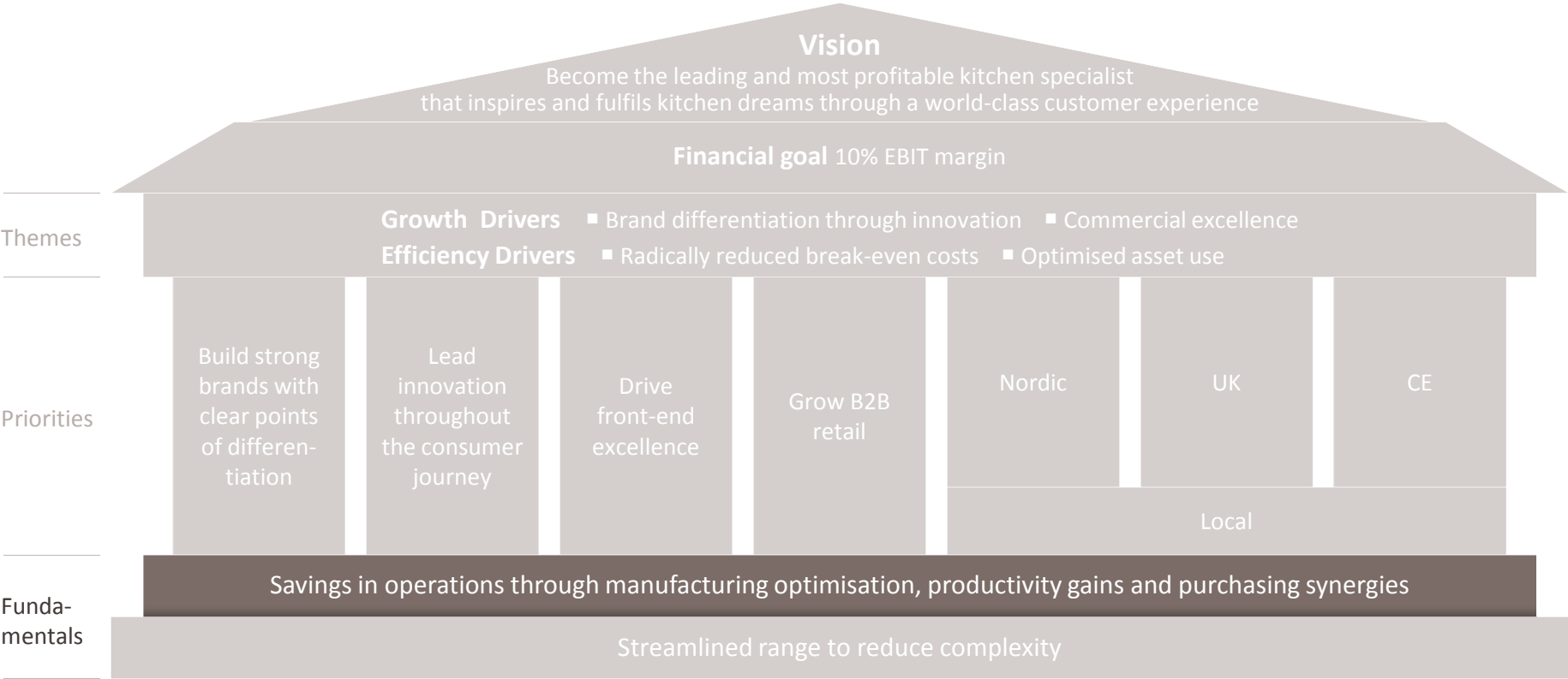
Strategic Themes

- Brand differentiation through innovation
- Commercial excellence



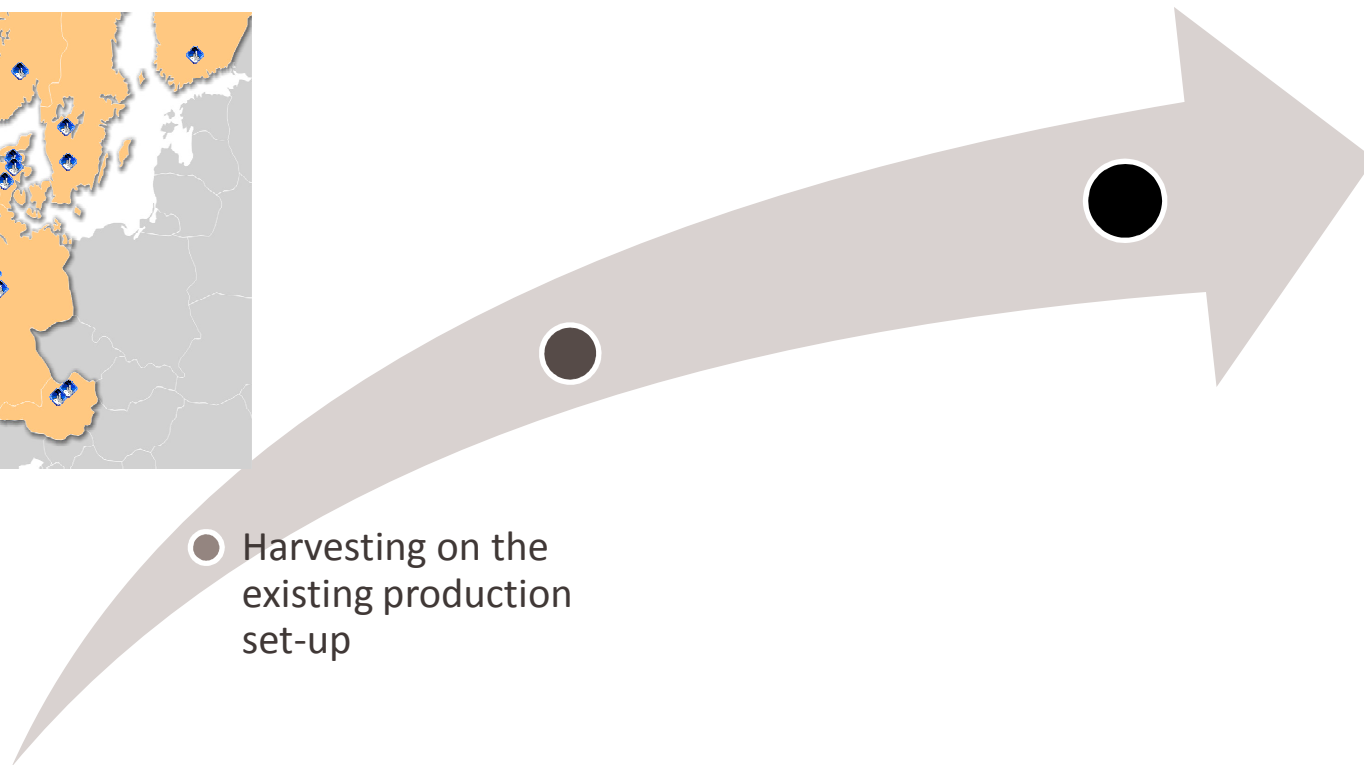
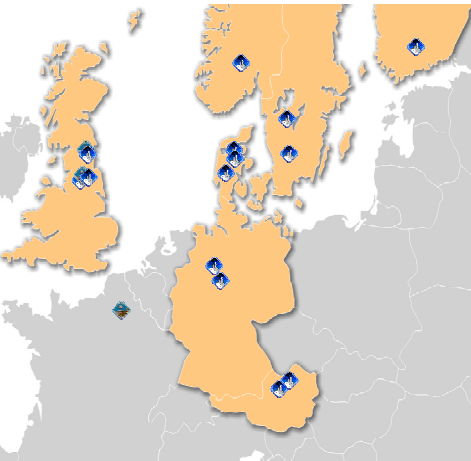
- Radically reduced break-even cost
- Optimised asset use

Strategy for growth and efficiency



Nobia Production roadmap

From local production to brand-independent best-in-class service



● Harvesting on the existing production set-up

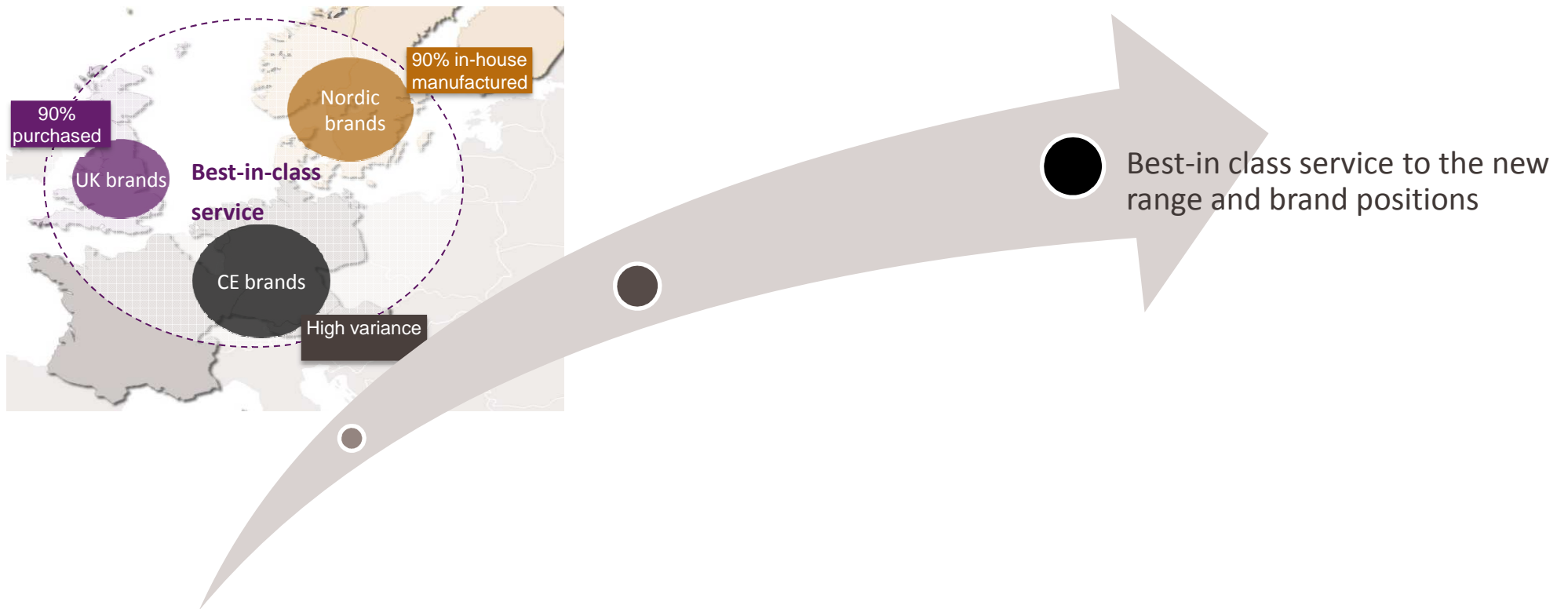
Nobia Production roadmap

From local production to brand-independent best-in-class service

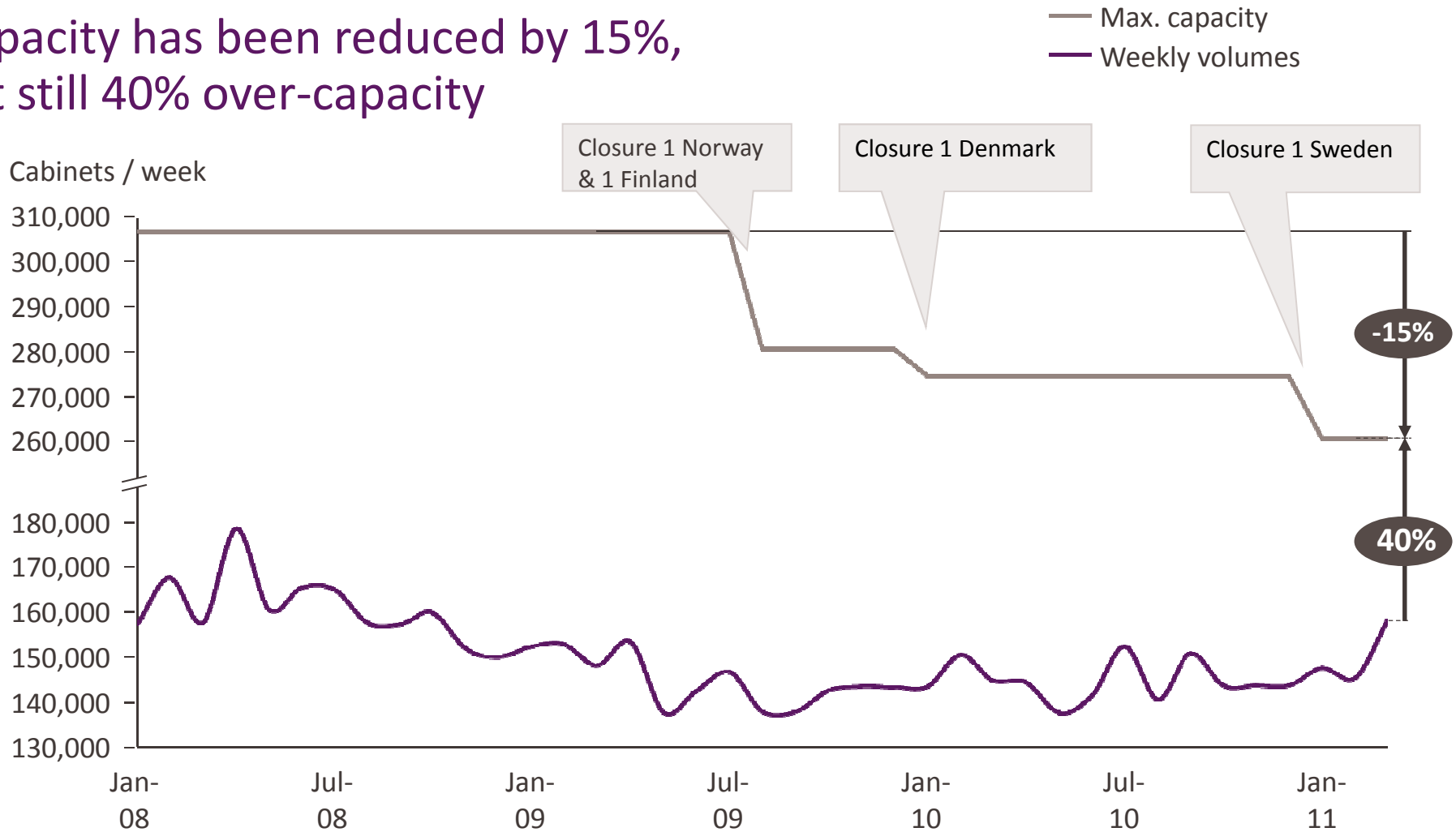


Nobia Production roadmap

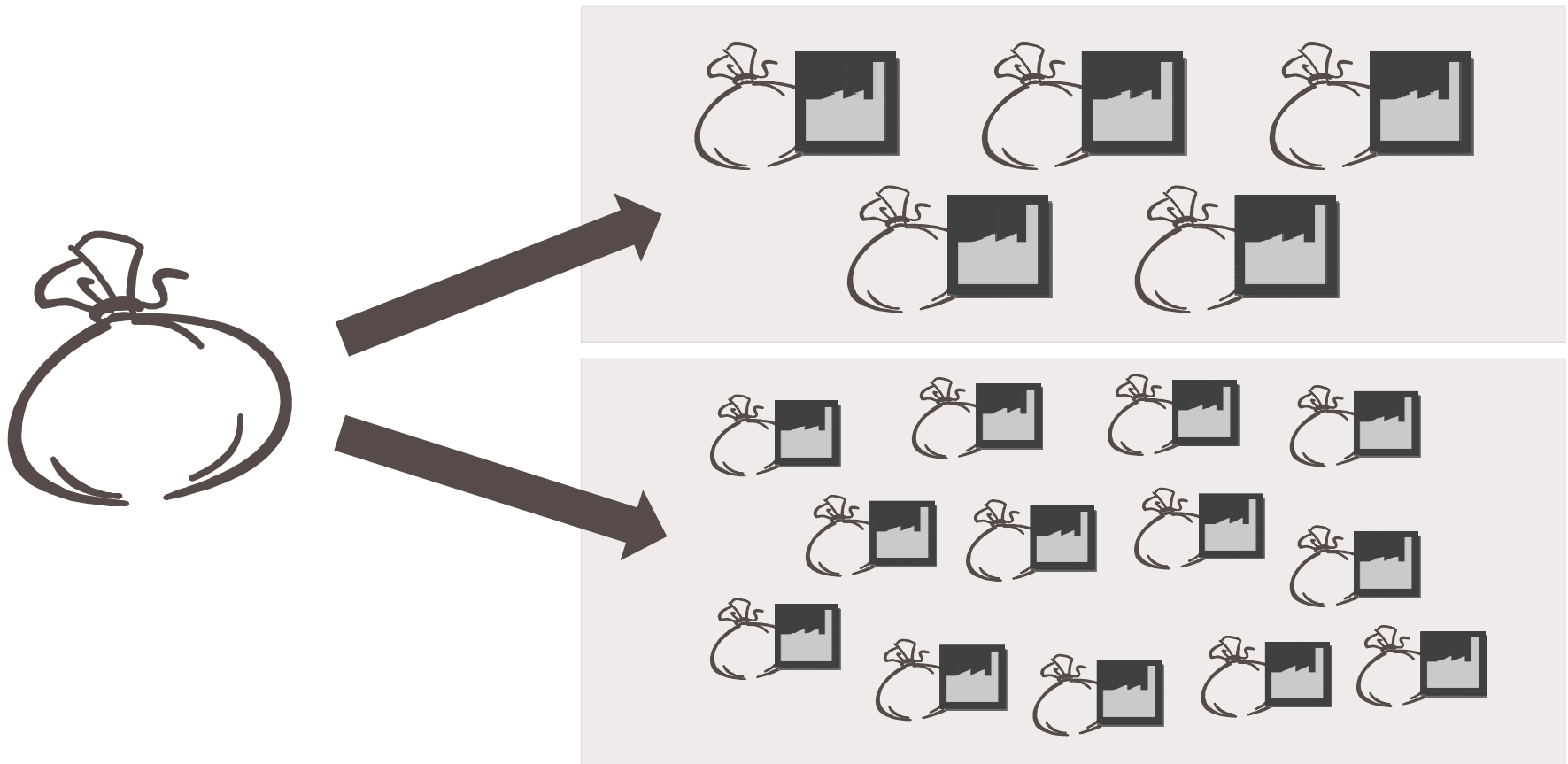
From local production to brand-independent best-in-class service



Capacity has been reduced by 15%, Yet still 40% over-capacity



More focused investments

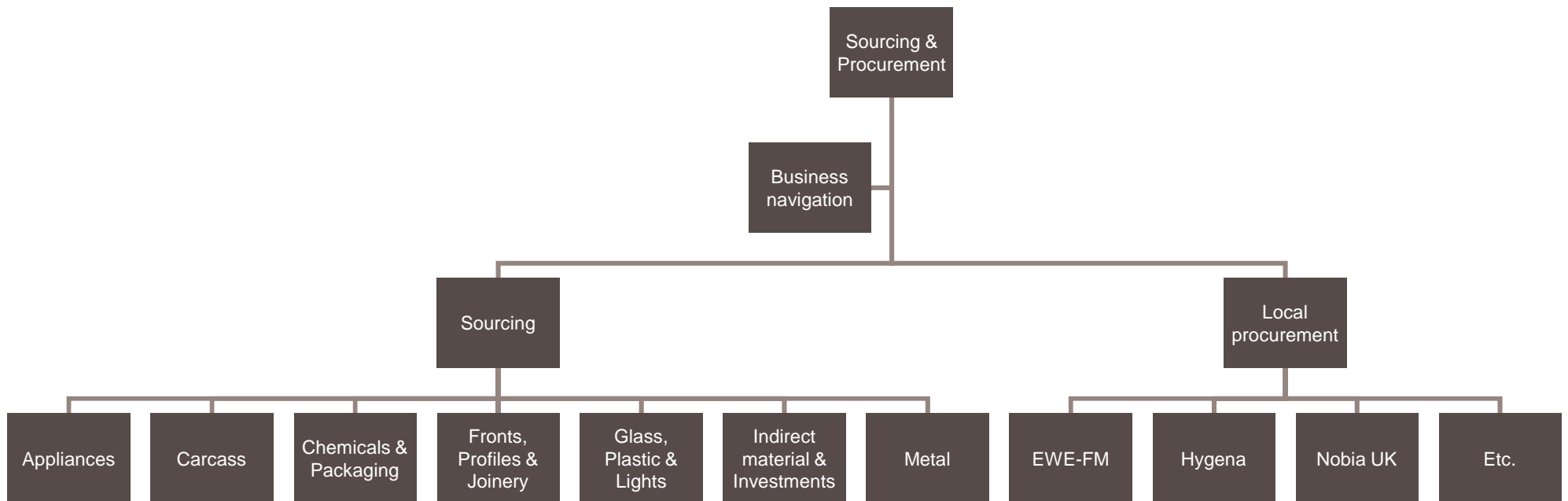


nobia

Potentials in Purchasing



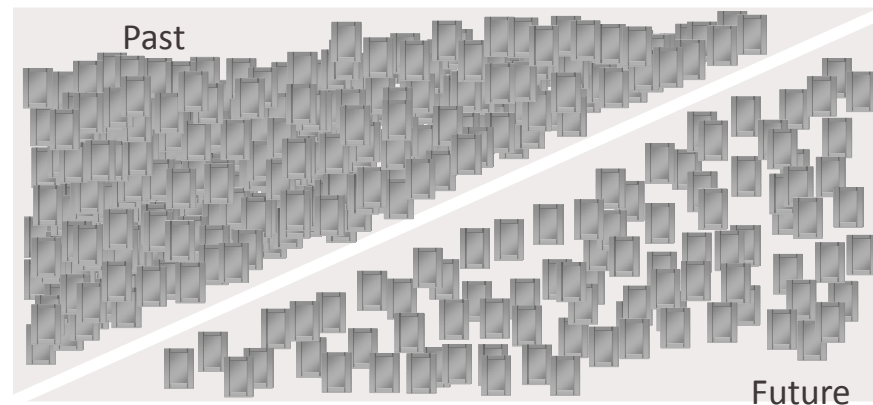
New Purchasing organisation enables **category** expertise



Streamlined range creates economy of scale in purchasing



Well-balanced product specifications from Commercial, Range, Purchase and Production perspectives already on the drawing-board

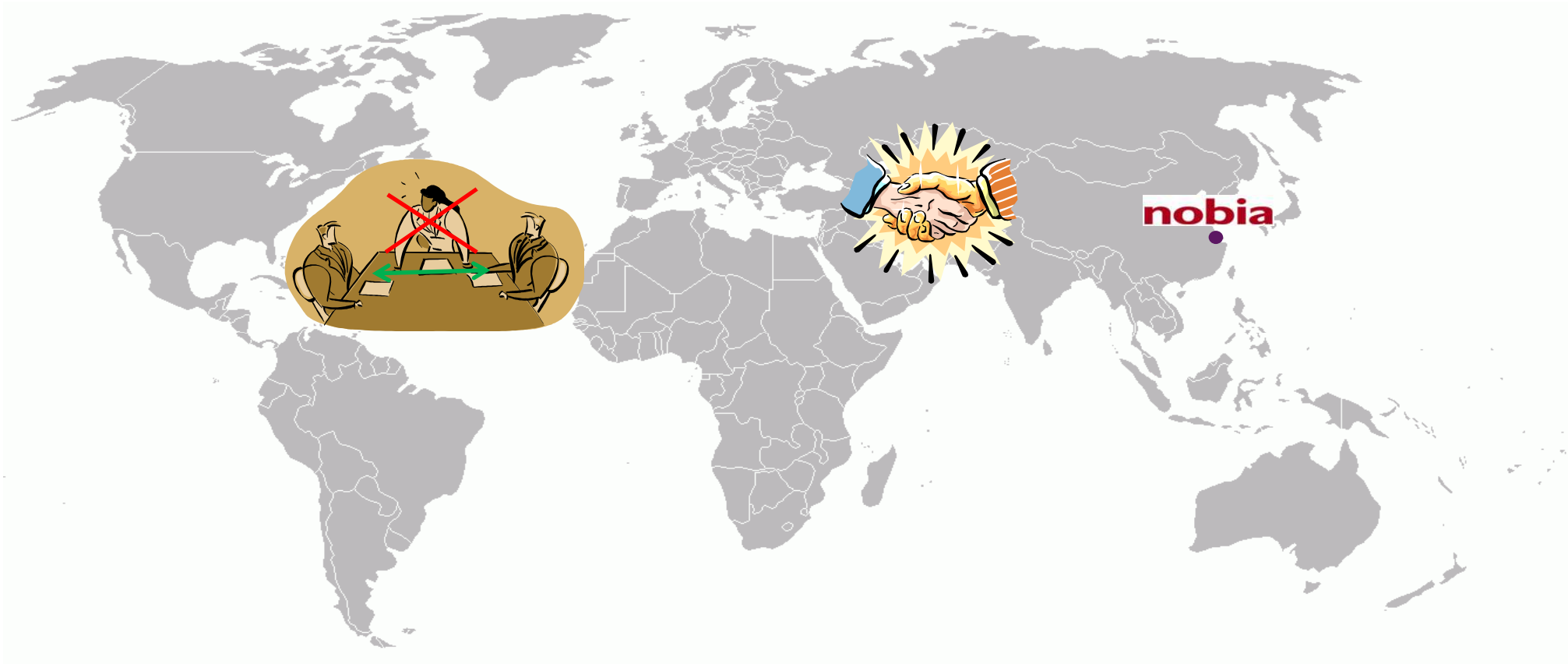


Fewer article numbers in higher volumes



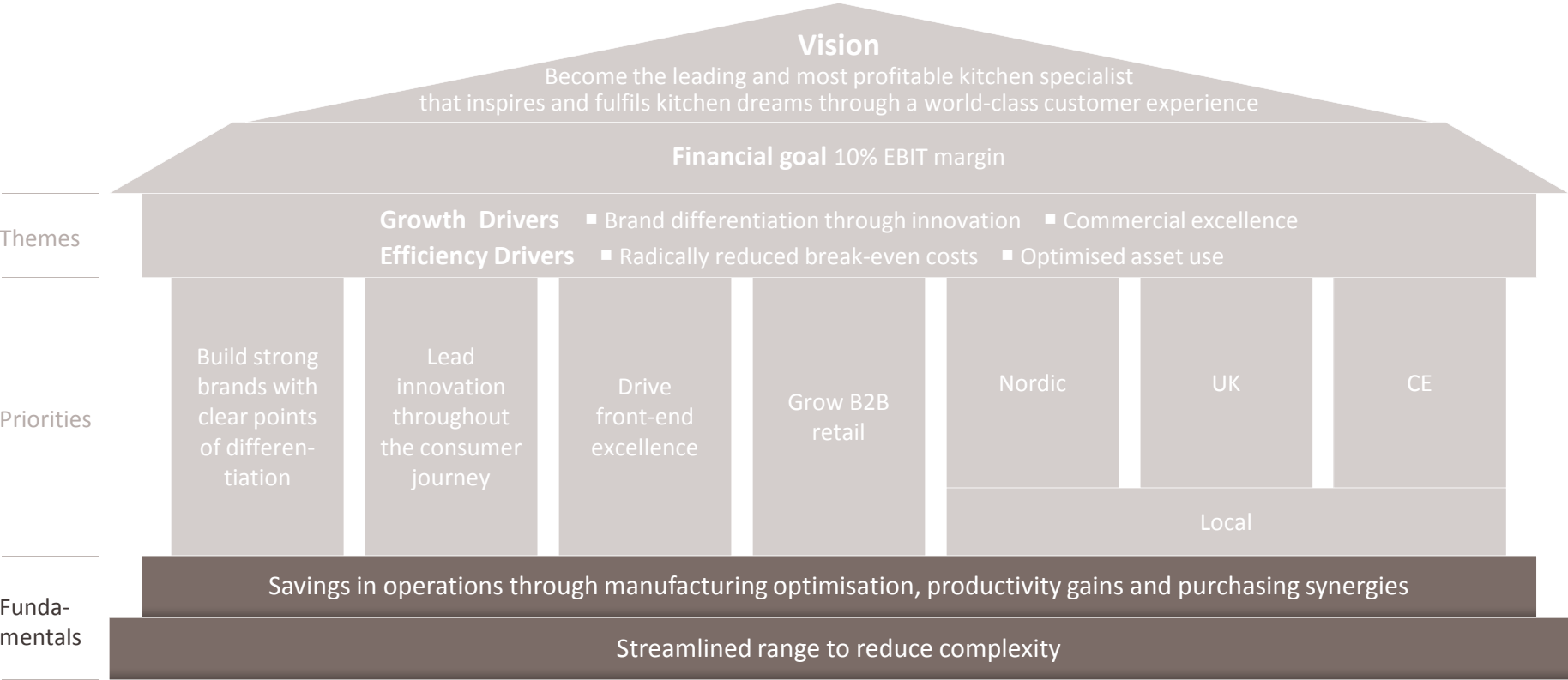
Fewer suppliers means strategic relationships with key suppliers

Lower purchasing cost by increasing and improving LCC sourcing



- Review alternatives for increased sourcing from Asia and other low cost countries e.g. in Eastern Europe
- Review agent set-up to increase proportion of direct LCC sourcing

2.6-3.6 % EBIT margin improvement

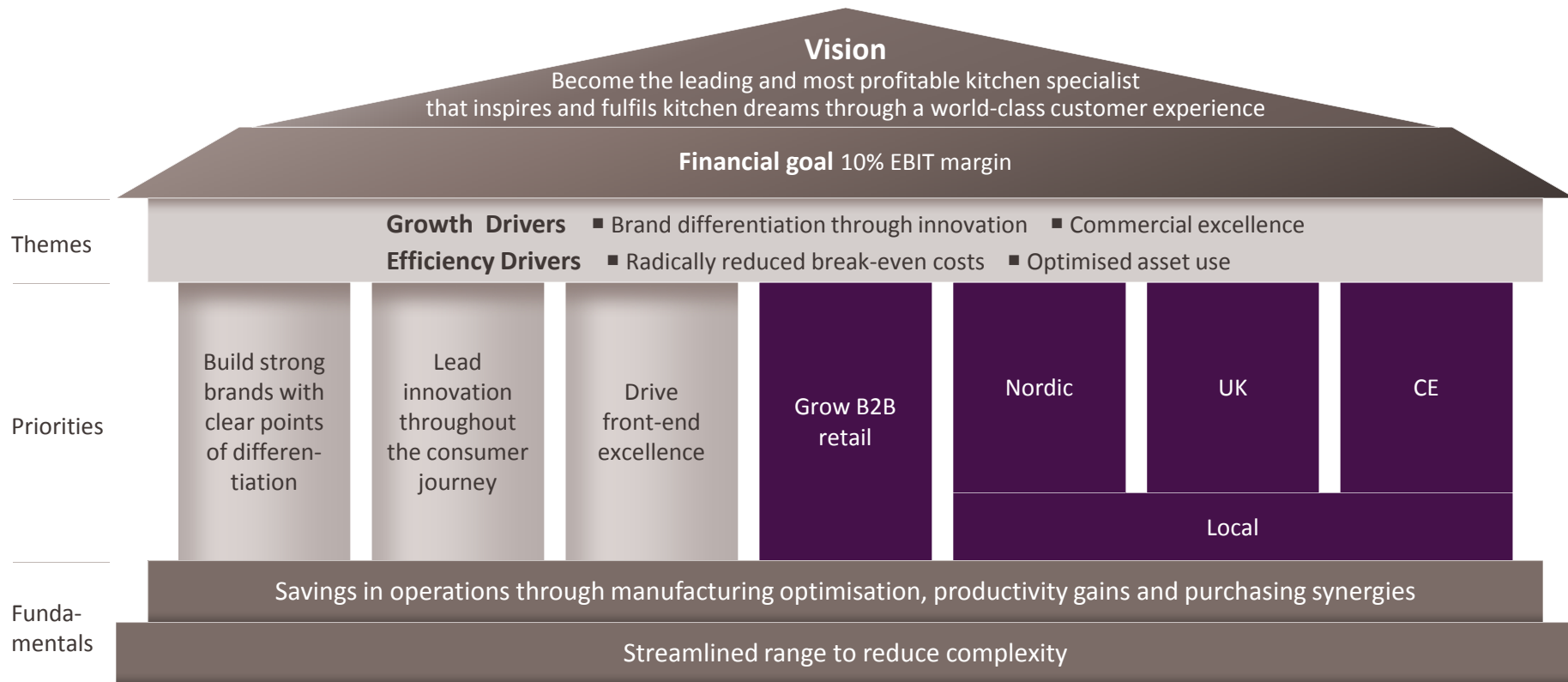




Morten Falkenberg, CEO
Commercial initiatives



Strategy for growth and efficiency



Commercial initiatives

1. Retail and Professional sales, Nordic
2. B2B Retail UK and Continental Europe
3. Magnet Retail and Trade in UK
4. Hygena in France

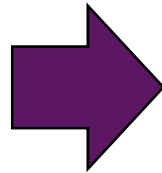
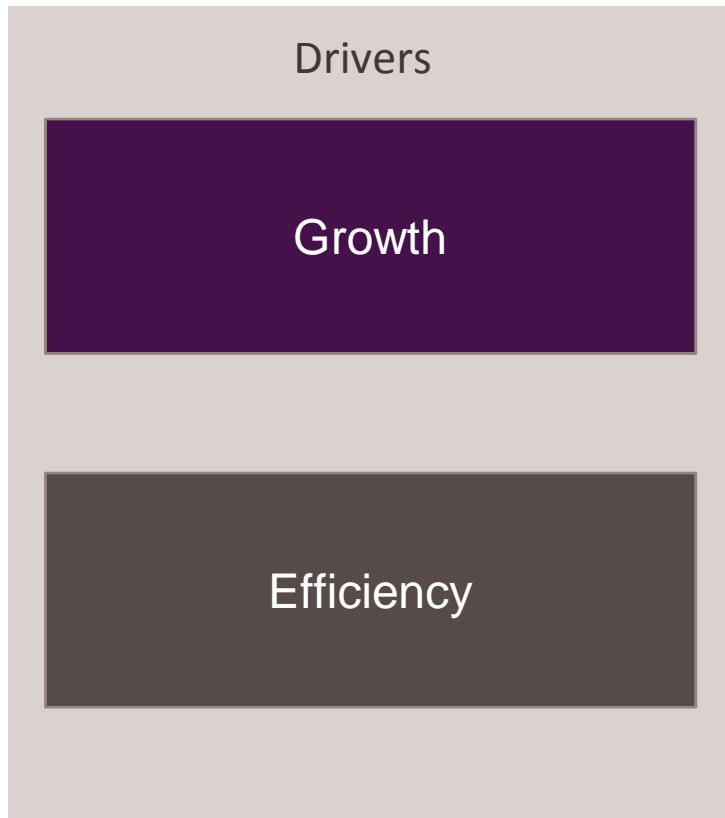


Henrik Karup Jørgensen,
Retail and Professional, Nordic region

Market update and how we will further improve margins

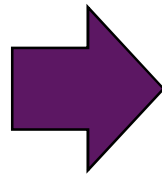


4 key strategic themes



Strategic Themes

- Brand differentiation through innovation
- Commercial excellence



- Radically reduced break-even cost
- Optimised asset use

Strong market development primarily driven by the recovering professional segment

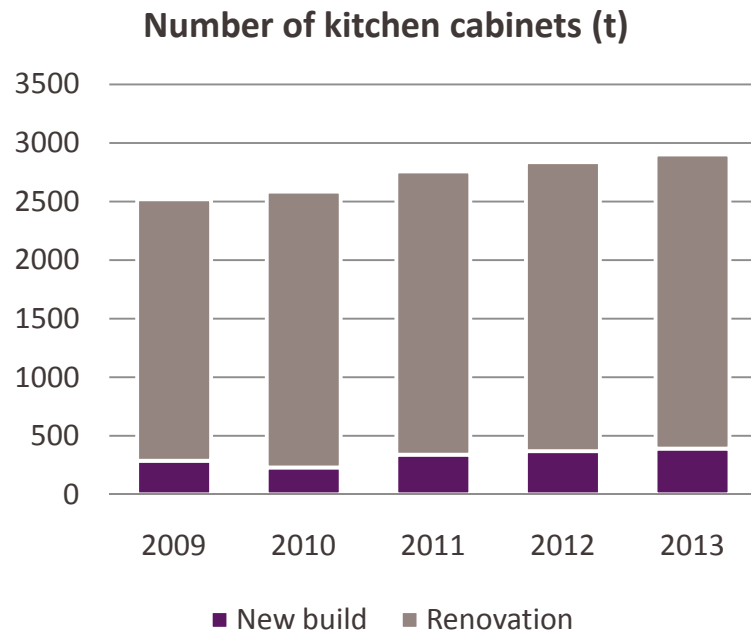
- Positive new build development
- Renovation growing; partly driven by government subsidies (e.g. ROT)
- Strong market shares
 - Sweden 31%
 - Norway 48%
 - Finland 25%
 - Denmark 35-40%
- Positive trend which also reflects in the financials; in Q1 EBIT has grown to 5,9% (1,4%) with a organic growth of 14%



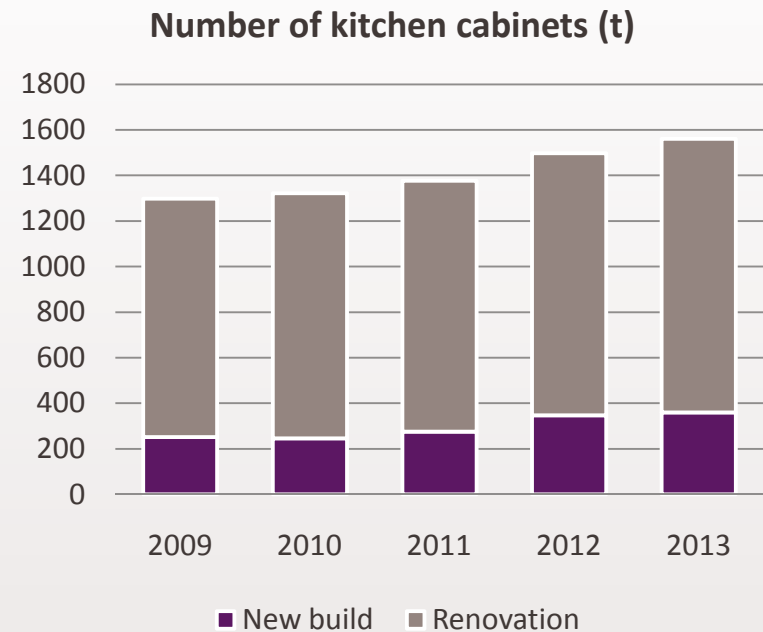
Source: Prognoscentret, IFKA, Nobia analysis.

Looking forward, the kitchen market is likely to continue developing positively in Sweden and Norway

Sweden



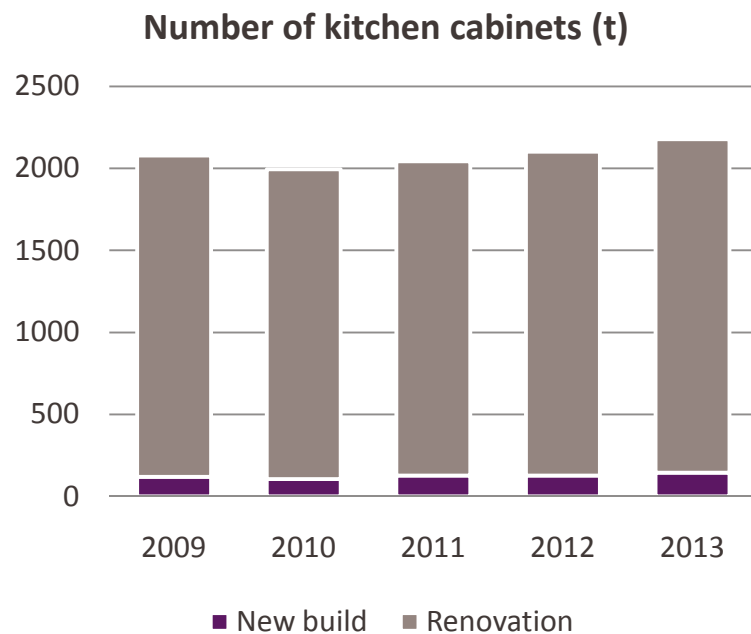
Norway



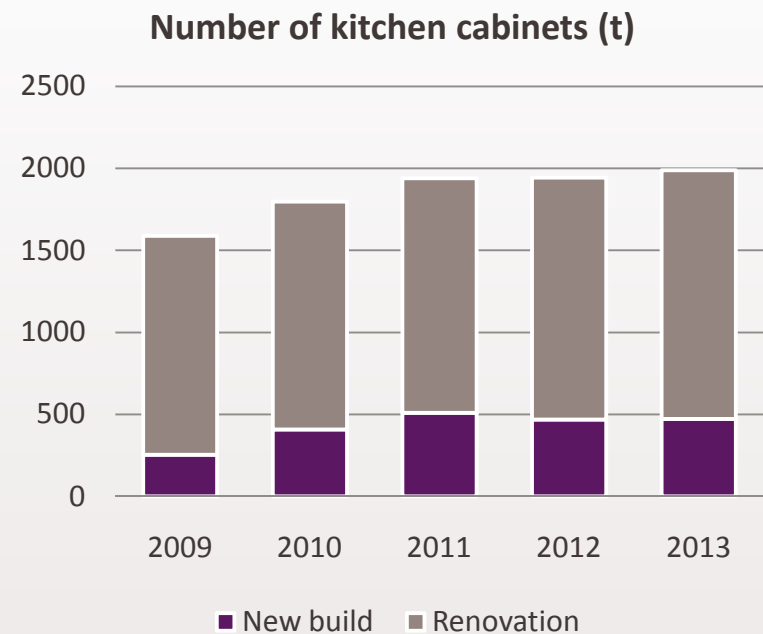
Source: Prognoscentret

After a few tough years in Denmark the market is likely to slowly catch up.
The Finnish market forecast to stabilise in 2012

Denmark



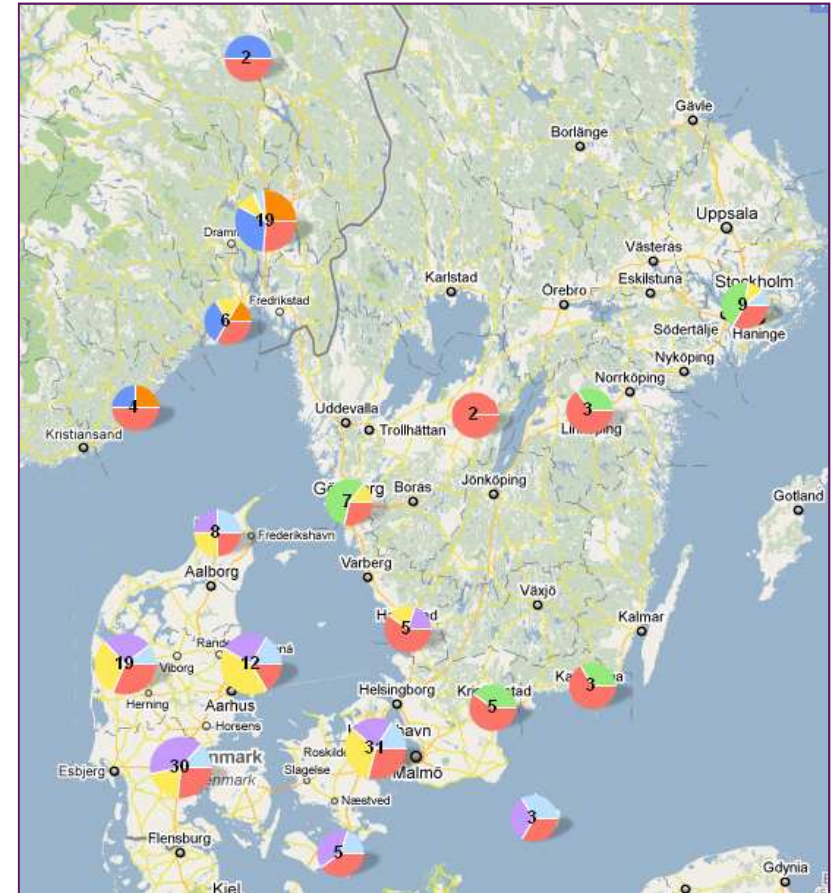
Finland



In the Nordic, Nobia has about 300 own and franchise stores in total

Number of O&C stores and size (Apr 2011)

| Market | Number of stores | Size (m²) |
|--------------|------------------|----------------|
| Denmark | 107 | 89 000 |
| Finland | 69 | 14 000 |
| Norway | 66 | 26 000 |
| Sweden | 47 | 32 000 |
| Export | 17 | 2 500 |
| Total | 306 | 167 000 |



Al Costa
KEITTIÖT

PARMA
KEITTIÖT

PETRA
KEITTIÖT

netto
KEITTIÖT

HTH

INVITA

uno form®

GÖR DET SELV HTH

Marbodal®

myresjökök

NOREMA

sigdal



Moving forward, the Nordic has two clear strategic priorities to increase profitability

1. Develop our offer towards the professional segment to become an even better partner
2. Enhance the customer experience in our stores – we are the kitchen specialist



Conclusion

- Leading brands
- Growth from a strong base
- Strong positions in all sales channels

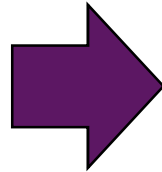
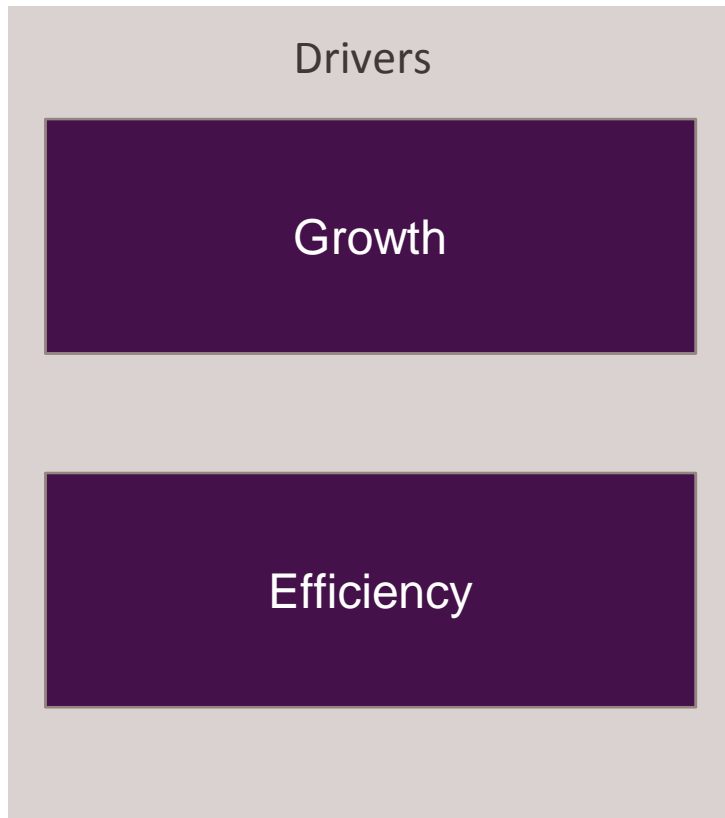




Christian Rösler,
B2B Retail in UK and Continental Europe

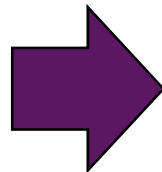


4 key strategic themes



Strategic Themes

- Brand differentiation through innovation
- Commercial excellence



- Radically reduced break-even cost
- Optimised asset use

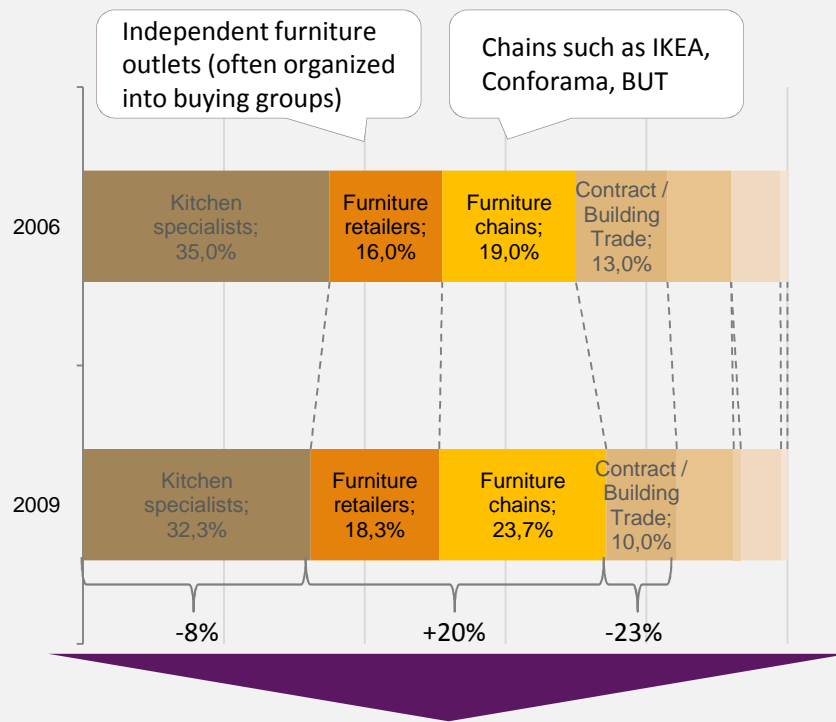
Asset utilization

- We have the knowledge
- We have the capability
- We have the capacity in manufacturing
- Exploring geographic virgin territory
- Align our approach to the market



New B2B retail opportunities for Nobia

Channel shift



The B2B retail channels are increasing in importance, and furniture chains and retailers have increased their marketshare by 20% between 2006 and 2009

New entrants



B2B Customer groups

- Large Scale Retailers
- Purchasing Associations working cross border
- Independent kitchen dealers

Current position and key initiatives for ewe/FM

- High market share
- Strong brands with a clear profile
- Private label as option
- 100% Professional sales via multiple channels
- Growth potential - domestic and export
- Customized category management
- New show room/competence center in Linz

Conclusion

- Growth area, lean and existing business model
- Low risk
- High potential
- Share knowledge across the Group



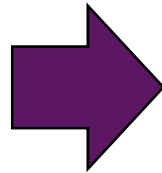
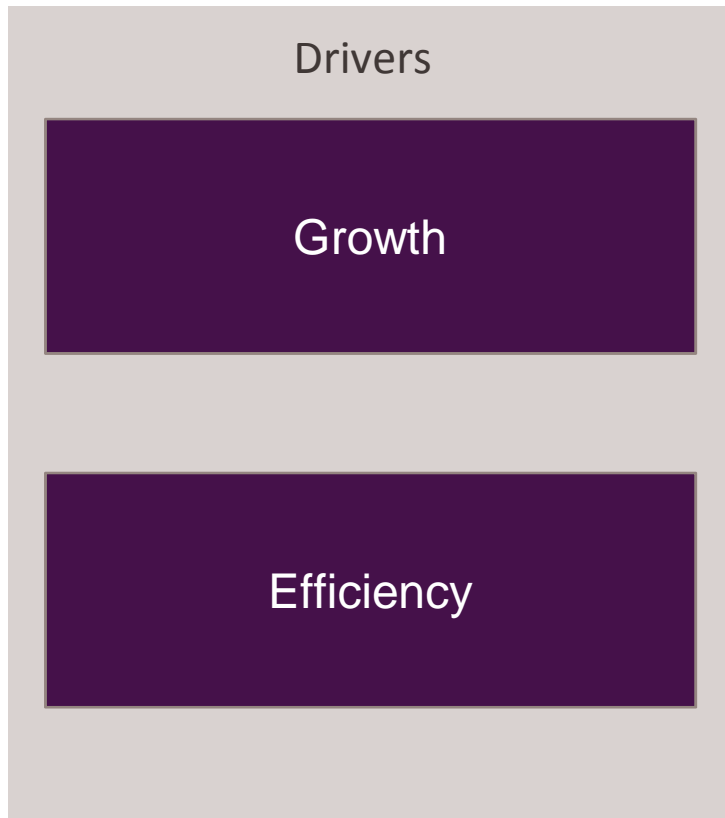


Magnet Retail and Trade in UK

Anjum Ahmed

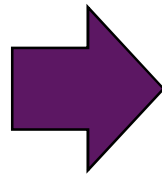


4 key strategic themes



Strategic Themes

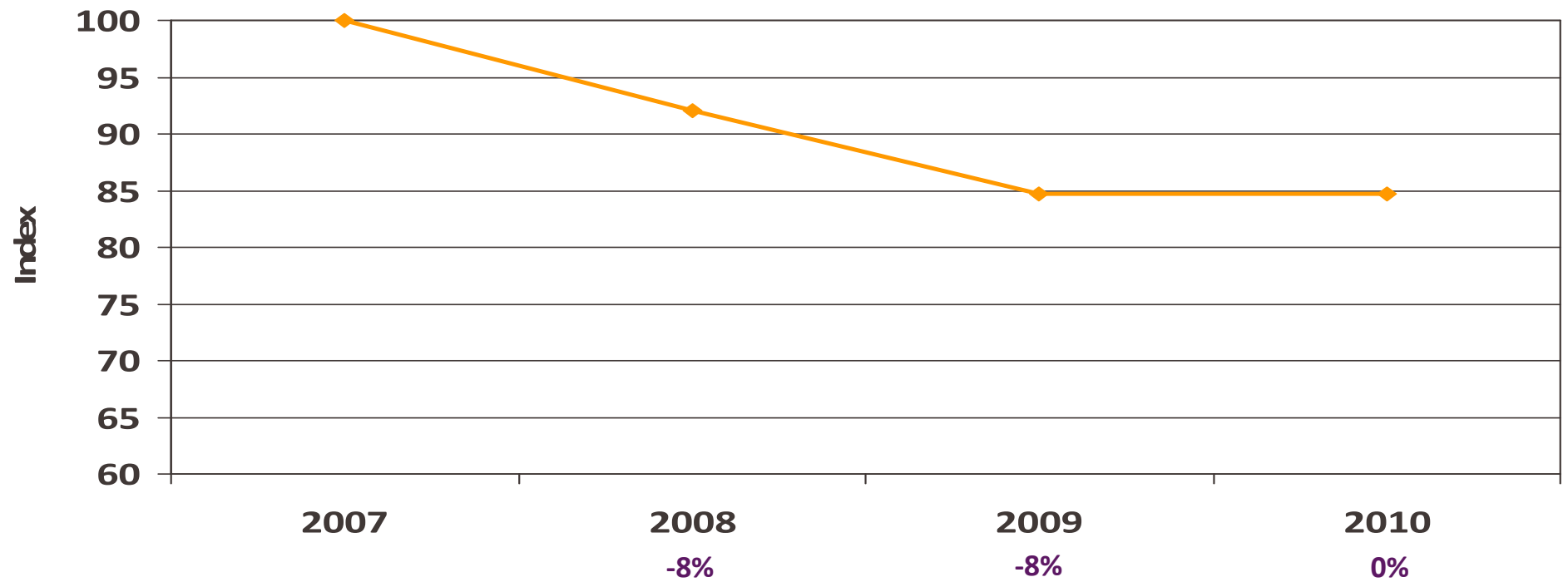
- Brand differentiation through innovation
- Commercial excellence



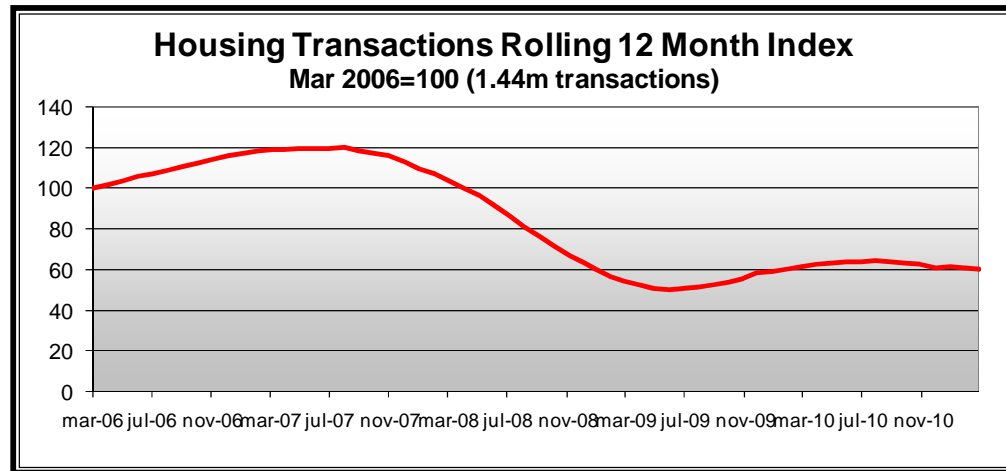
- Radically reduced break-even cost
- Optimised asset use

UK Kitchen Market

Indexed 2007 = 100 (£3,066m)



Housing Transactions



- Housing transactions still 53% down on the 2007 market peak.
- Personal uncertainty and lack of mortgage availability hampers recovery

HOUSEPRICES BLOG

Mortgage data reveals a sharp drop in house sales

Buyers hold tight to their purses as inflation continue to rise and spending cuts begin to bite

Jill Insley
guardian.co.uk, Friday, 11 March 2011 11:21 GMT
[Article History](#)

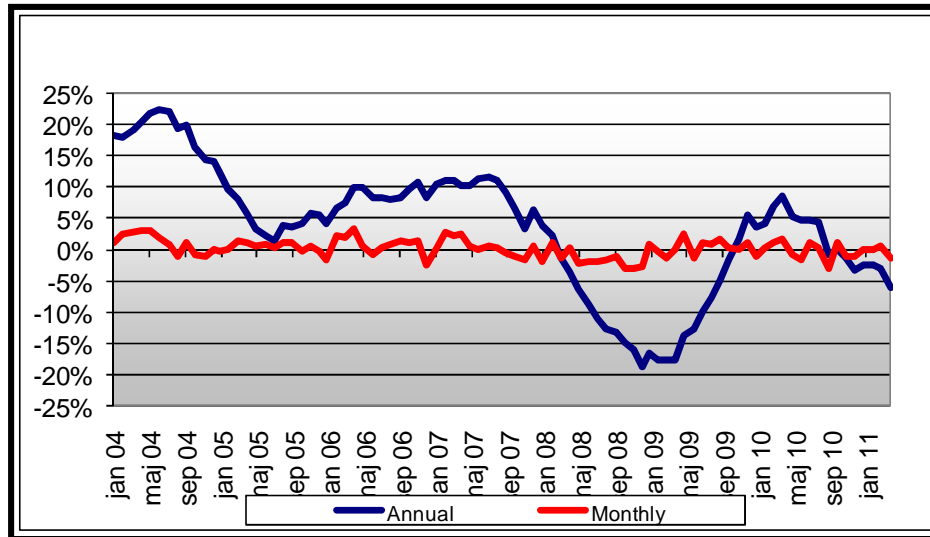


Mortgage lending remains sluggish as fewer people are opting to buy property.
Photograph: Rui Vieira/PA

A 29% fall in house sales in January compared to December is being blamed on inclement weather, rising inflation and government spending cuts.

The Council of Mortgage Lenders, which has collated the data, said an "unusual combination of factors" have led to the extreme drop, which is "greater than seasonal factors alone would explain".

House Prices



Friday 25 March 2011

The Telegraph

HOME NEWS SPORT **FINANCE** COMMENT CULTURE TRAVEL LIFESTYLE FASHION

Budget 2011 Companies Comment Personal Finance Markets Your Business Olympiad

TSAs Money-Saving Tips Investing Savings Gold Mortgages Pensions Video

Mortgages

House prices drop by £45,000 since start of credit crisis

House prices have dropped more than £45,000 since the beginning of the credit crisis, new research reveals.

HOUSEPRICES BLOG

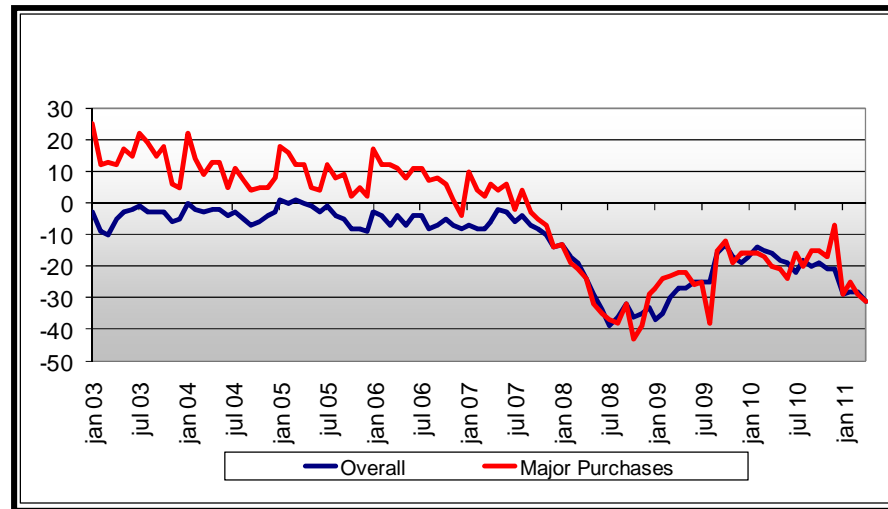
House prices fall for the eighth consecutive month

Experts predict prices will continue to fall as fewer people are getting loans and many are falling behind repayments.

Twitter 79 / Show 22 Comments (177)

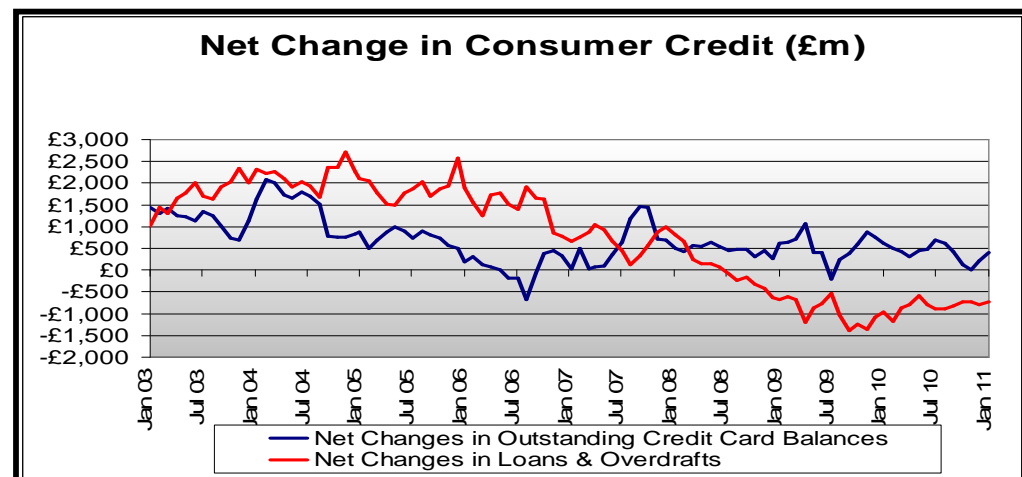
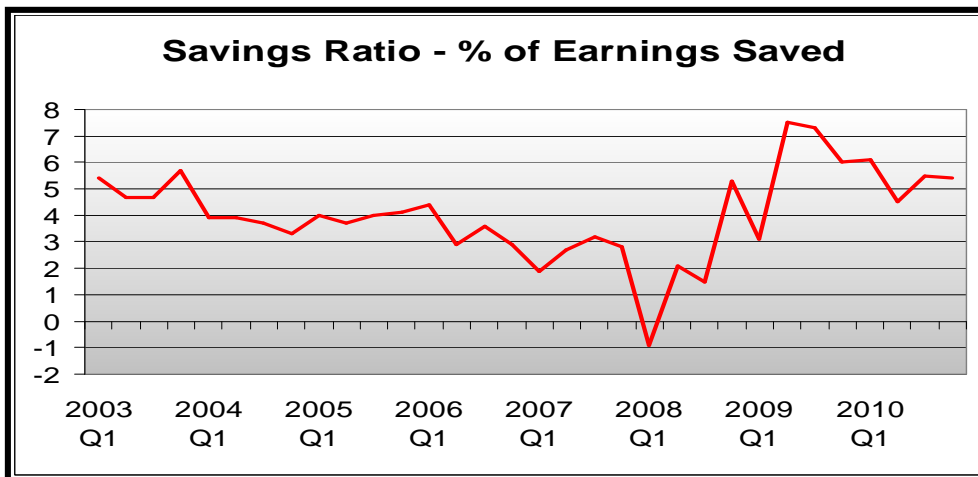
- House price recovery in H2 2009 and H1 2010 is being eroded as prices fall
- 2011 Prices Fall 5%
- Oversupply

Consumer Confidence



- Consumer confidence continues to fall in 2011,
- Index -31 is now lowest point since 2008

Savings Ratio and Consumer Credit Measures



- UK Consumer is untypically saving more and reducing debt

Responding to market downturn

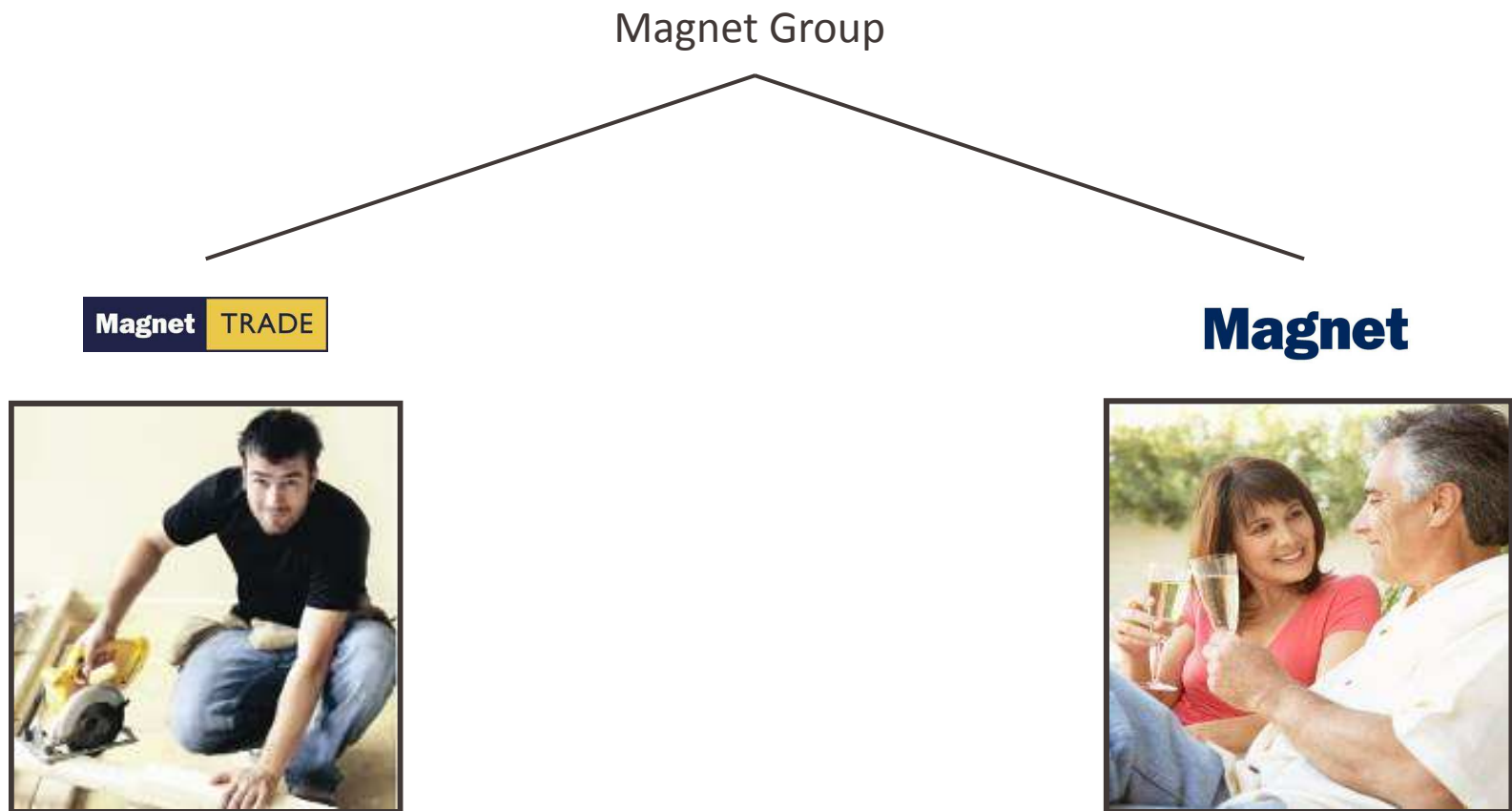
Control Costs

- Closing unprofitable stores
- Rent Negotiations
- Managing Productivity
- Re-negotiating utility contracts
- Reducing subsidy on consumer finance
- Reducing bad debt

Increasing customer appeal to a wider market

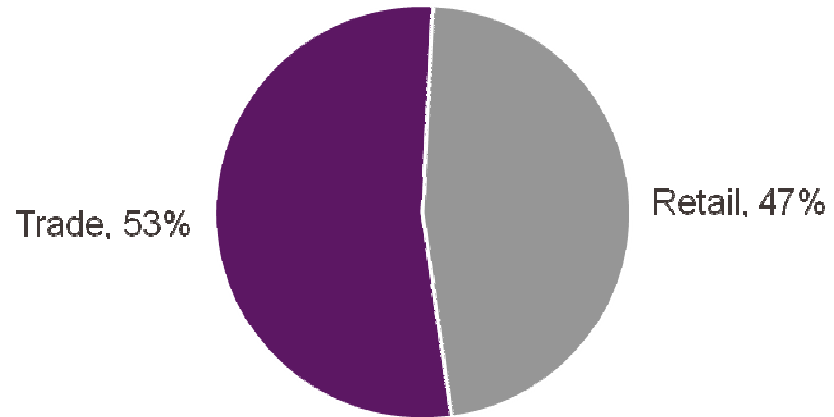
Maintain Retail Discipline

Background



Background

2010 sales breakdown



113 stores

34 retail solus



133 mixed sites



46 trade solus



Magnet TRADE

Target Customer: Small Local Builder

- Generalist tradesmen
- They are price sensitive and do not easily become loyal
- Demand is driven by customer recommendations



Easy to install,
time saving
products

Good
Counter
Service

Products
Available in
Stock

Quality Product
to help their
reputation

Meeting the customer's need

Products



Service

Magnet



7 reasons why Magnet Trade gives you The Edge

- 1** **Constantly low prices and great offers**
Saving you money on the products you need
- 2** **A name your customers know and desire**
More profit potential for you with no extra cost for materials
- 3** **More highly trained staff**
A specialist team to support your business
- 4** **Free design and planning service**
The professional touch that helps you win more orders
- 5** **Top quality kitchens and joinery**
Satisfying customers and enhancing your reputation
- 6** **Everything in stock from timber and sheet to kitchens**
Less time wasted looking for materials
- 7** **More branches throughout the UK**
Wherever you are, we're not far away

**MAGNET TRADE
GIVING YOU
THE EDGE**

KPIs

New Account Openings

Account Conversion

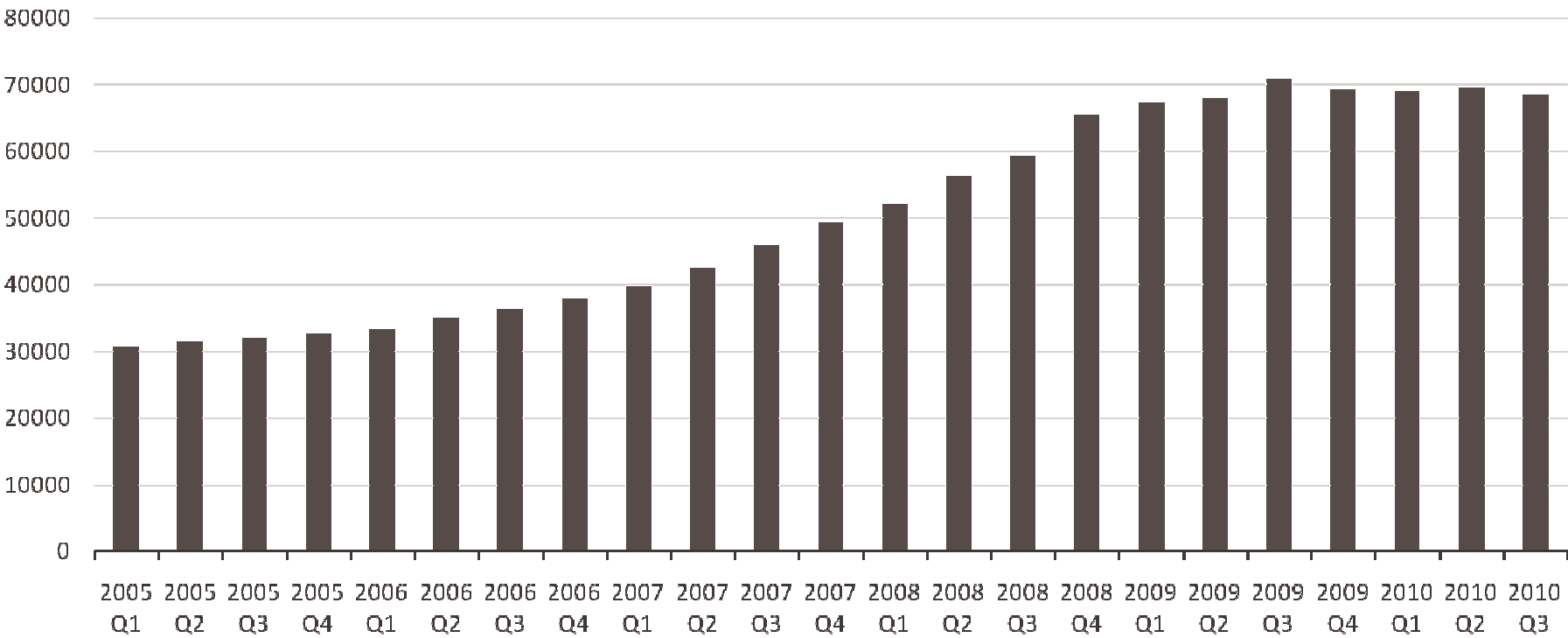
Account Base Growth

Average Spend per Account

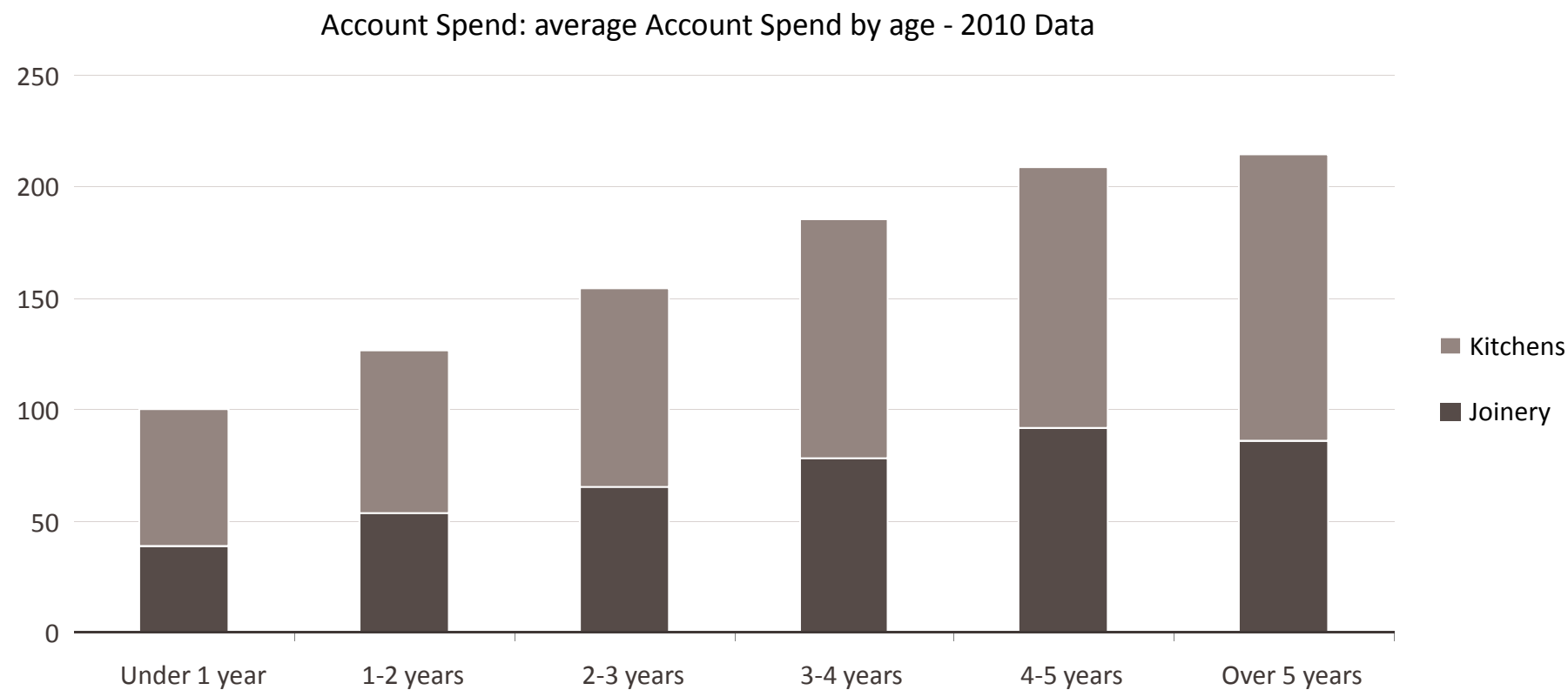
Sales / Visit Frequency / Average Order Value

Trade

Account Base by Qtr 2005 to date



Average Account Spend by Age



Indexed to compare older accounts versus those under 1 year
Under 1 year index = 100

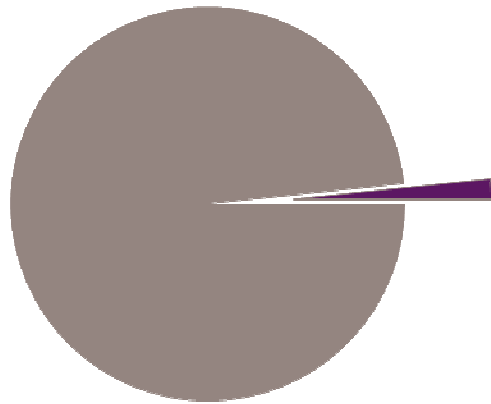
Introducing CRM



powering a greater customer experience

Growth opportunities through Social Housing and Private Developers

UK Contract Kitchen Market
is worth £545m per annum



Magnet Share = 1.7%

Private
Developers



Social Housing



Utilising Existing Resources to Develop Contract Channel

Utilise Existing
Store Network



Utilise Existing
Logistics



Utilise Existing
Product



Small dedicated sales
team to win contracts
to be serviced by the
store network



Magnet

Who are our retail customers?

- Appeal to customers spending in the region of £5k to £15k
- Self Expressionists
- They demand quality product and service
- Like variation
- Like recognition
- Household income £50k to £75k+



The Retail Proposition

Best Showroom in Town



Measurable KPIs



Full Circle Service (FCS)

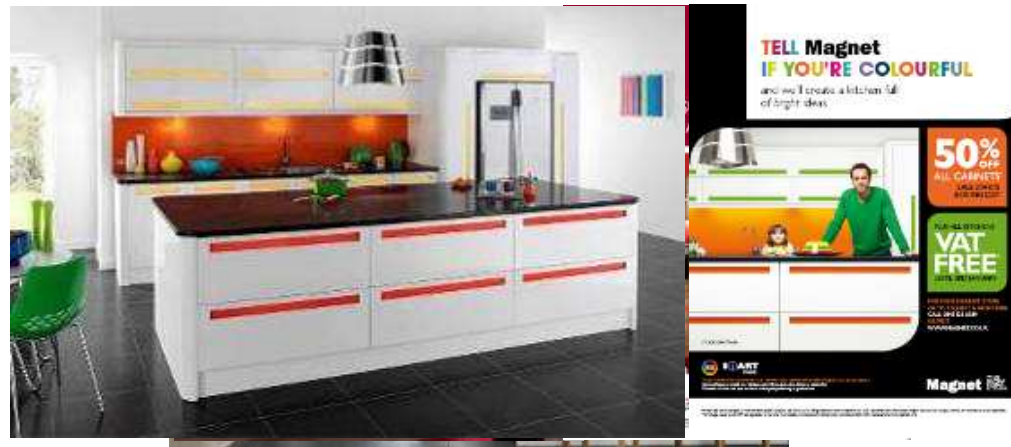


Inspirational Products



Widening the appeal of the Magnet brand

PURELY MAGNET
ENT UNIQUELY
GN MAGNET



£3k £5k £15k

Increase product differentiation between collections



ESSENTIALLY
MAGNET



PURELY
MAGNET



UNIQUELY
MAGNET



Value Conscious Ranges

+ Enhanced cabinet options
+ Enhanced colour options
+ design innovations

+ Enhanced cabinet options
+ Enhanced colour options
+ Timber Drawer boxes
+ Built in Storage as standard

Summary of Magnet Focus

- Tough UK market
- Maintain core retail principles
- Control costs
- Widen brand appeal
- Provide a reason to buy
- Stronger service





Hygena in France – Turnaround

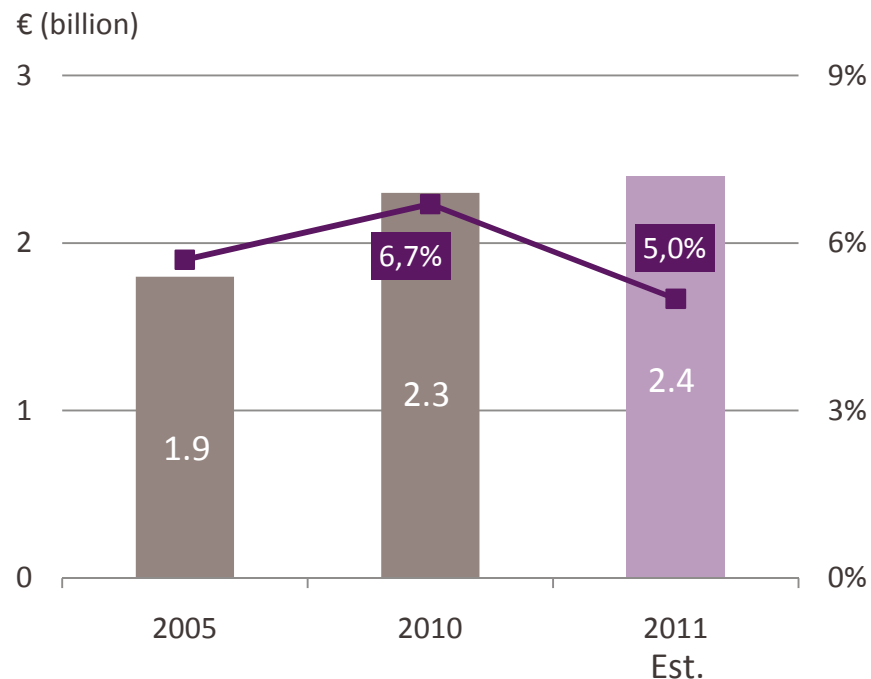
Per Kaufmann



The French Kitchen Retail Market

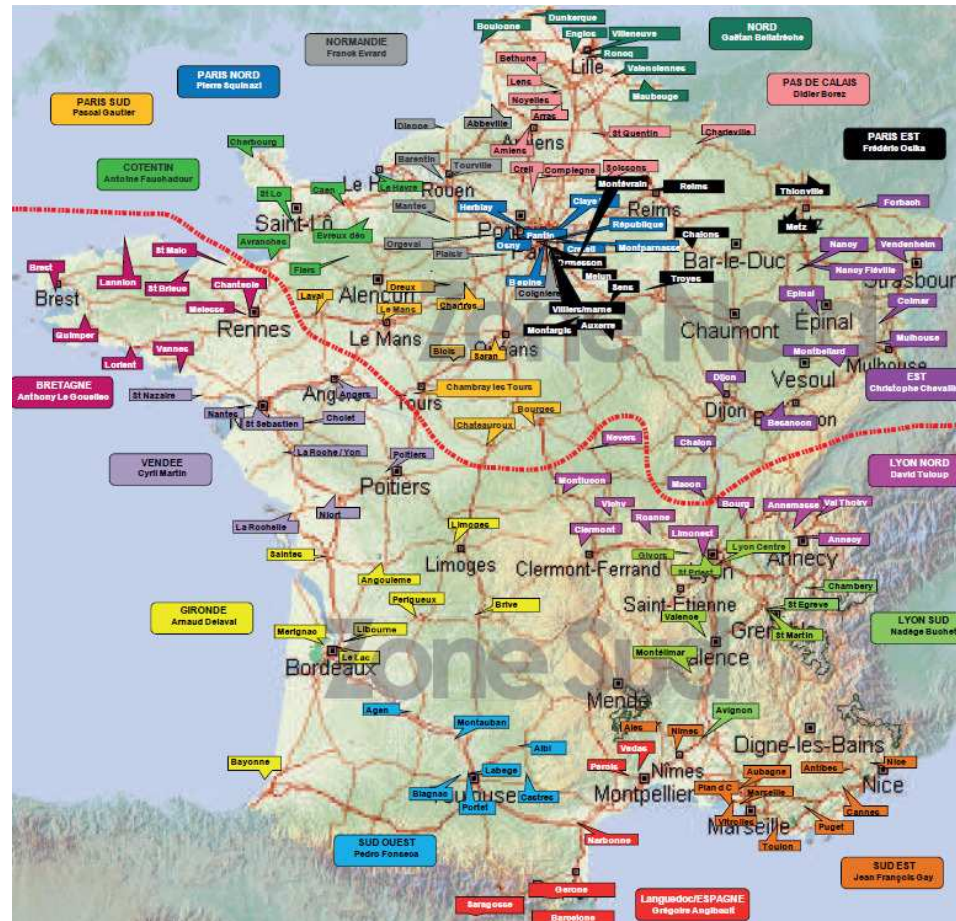


The French kitchen market – growing with potential

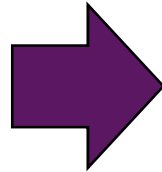
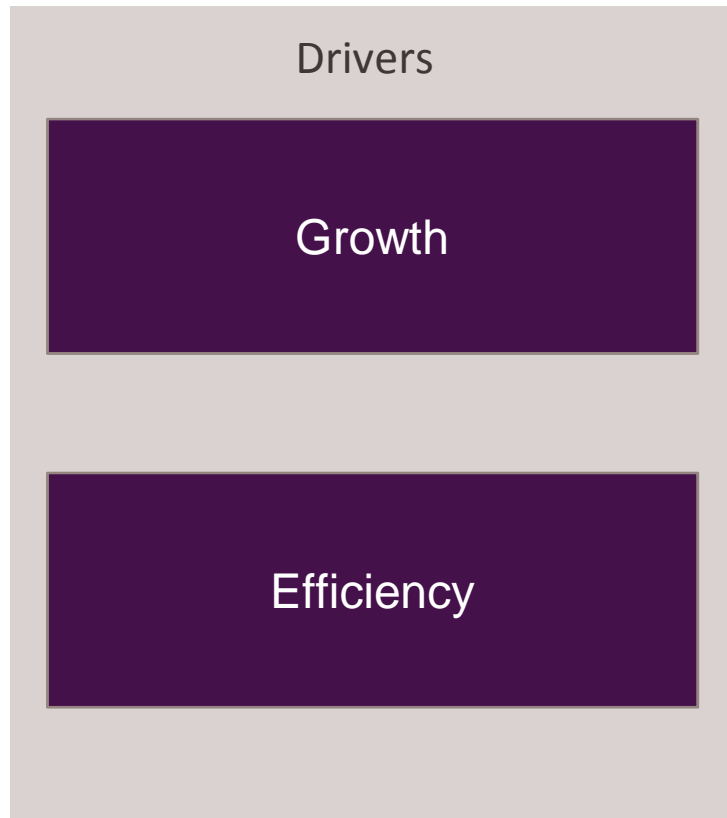


- Built in appliances kitchen specialist (GFK source) : +4.2% Vs 2010
(Invoices, end of feb)
- IPEA kitchen specialist panel : +10 % Vs 2010 (orders, end of Feb 2011)
- Only 60% of French kitchens are equipped compared to 80% in Germany and even higher in Scandinavia.
- Between 2005 and 2010, the market growth is +26% and the selling surface growth is +25%.

140 stores covering all of France

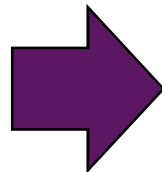


4 key strategic themes



Strategic Themes

- Brand differentiation through innovation
- Commercial excellence



- Radically reduced break-even cost
- Optimised asset use

Growth – Value-added kitchens

- New product introductions
- New store concept
- Increase sales personnel competence
- Put content into the brand



Growth - New product introductions – A wider range



Growth - New product introductions – New best-sellers

The Nova door



Growth – New product introductions - New worktops

High gloss
worktops



Growth - A new store concept



Growth - A new store concept

- Circular layout
- Design Studio
- 19 kitchens
- 6 Vendor boxes



- Circular layout
- Design Studio
- Kitchen
- Vendor Boxes

Growth - A new store concept - Design studio



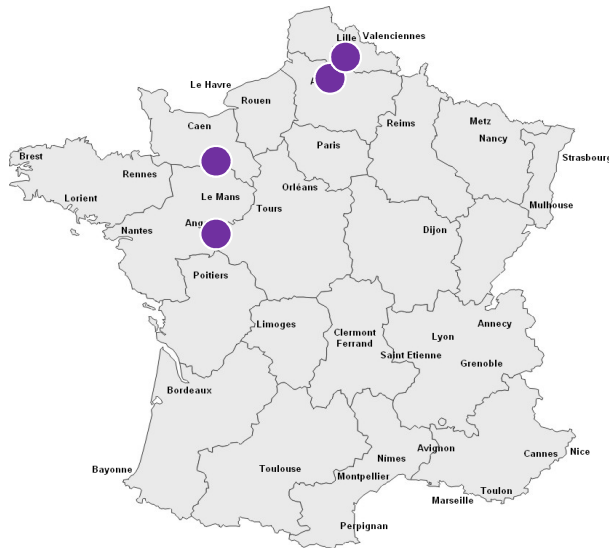
Growth - A new store concept – More value added



Growth - A new store concept – More value added



Growth - A new store concept – Estimated roll-out plan



| | | |
|------|------------------------|---------|
| 2010 | Dec | 2 |
| 2011 | Apr – May Nov - Dec | 3 20 |
| 2012 | May-Dec | 84 |
| 2013 | Apr – May | 31 |



Growth - A new Store concept – Customer Research

| Does this store make you want to buy a kitchen? | After | Before |
|---|-------|--------|
| Yes, very much | 66% | 46% |
| Yes | 30% | 28% |
| A little | 4 % | 19% |
| Does not comment | - | 7% |

| Why does this store make you want to buy? | After | Before |
|---|-------|--------|
| Kitchen presentation/expo | 87% | 49% |
| The choice of kitchens/variety of models | 52% | 44% |
| The style | 47% | 30% |
| The quality of the kitchens | 24% | 19% |
| Sales person advice | 20% | 20% |
| Functionality of the kitchens | 14% | 19% |
| Easiness to compose oneself | 13% | 10% |
| The promotions | 11% | 27% |
| Proposed services | 3% | 4% |
| The prices | 2% | 13% |
| The Shopping windows | 1% | 4% |

Growth - Increase sales staff competence

Recruitment Process

Test each new recruit after two months.

-> Starts in June

More attractive remuneration

More attractive remuneration for performers

-> Negotiations with unions

Technical use of drawing system

Training for all people in sales

-> June to September

Drawing better kitchens

Technical, functional and emotional kitchens training programs

-> 2011-12

Efficiency – Diminish our costs

- Closures of stores and Delivery platforms
- Redundancies
- Daily operations
- Costs of Failures



Efficiency - Diminish our costs

Closures

10 stores
2 delivery platforms

Redundancies

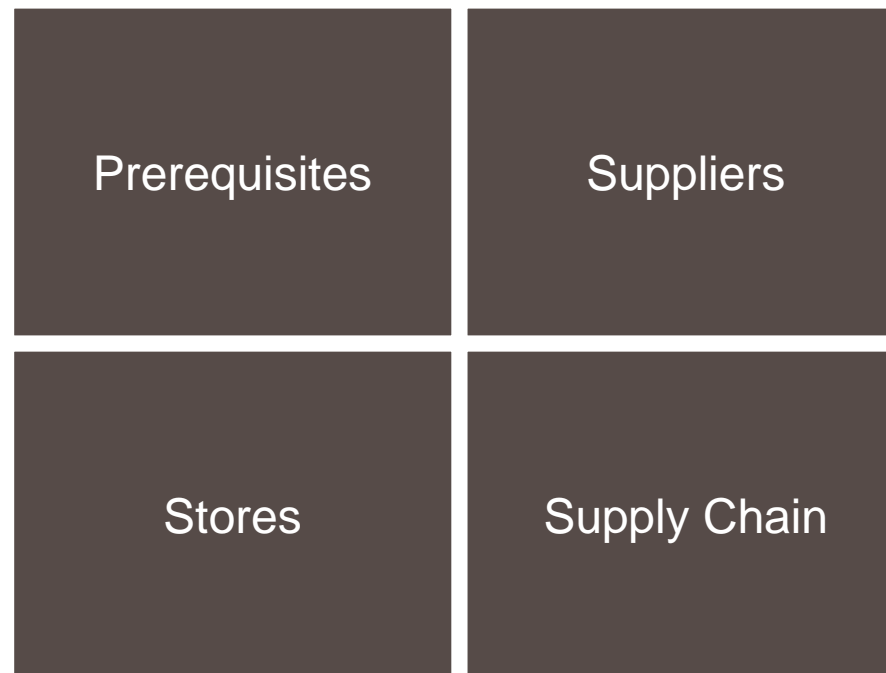
109
- HQ: 40
- Store: 40
- Central WH: 21
- Deliv. agencies: 8

Daily Operations

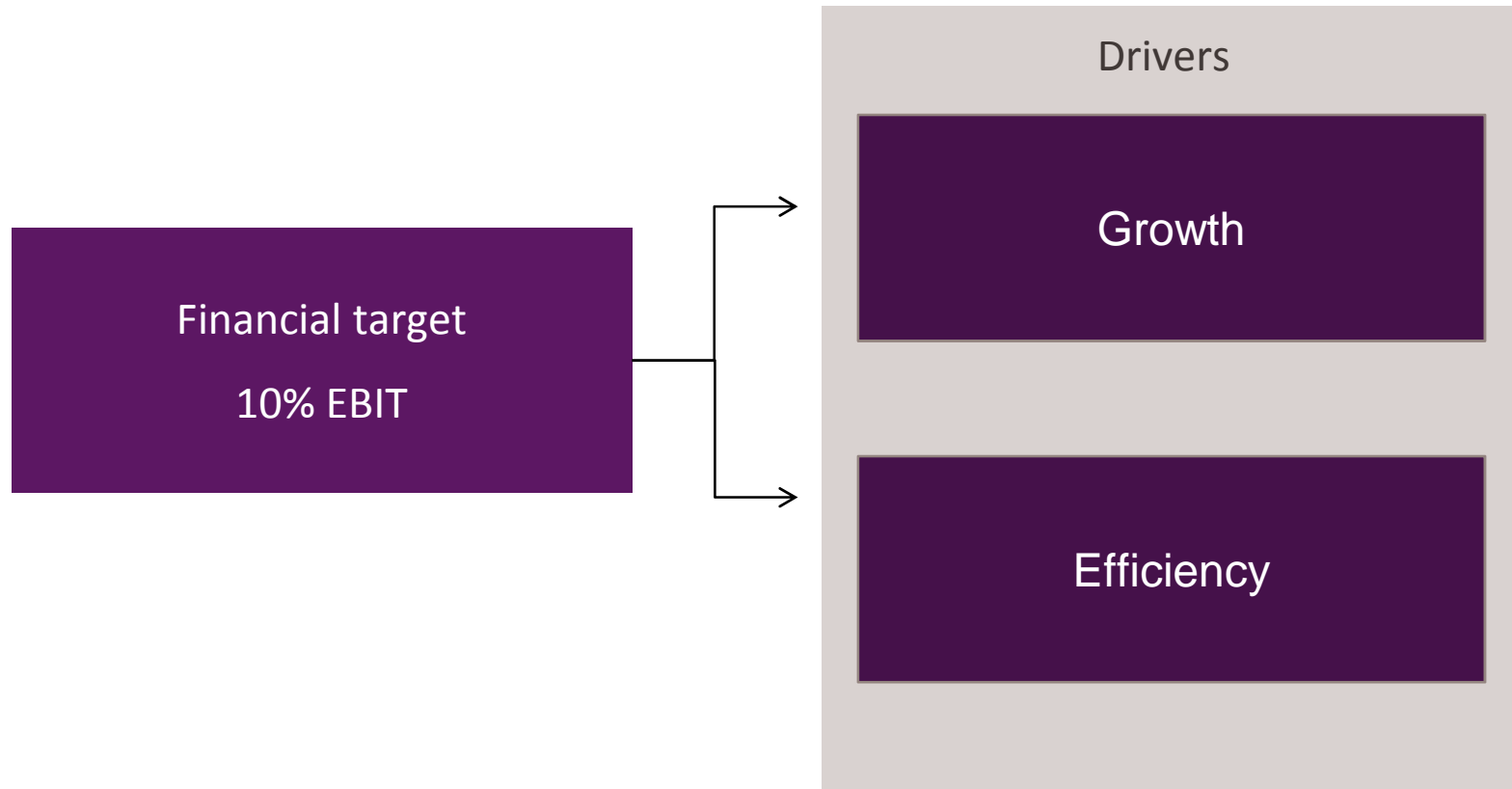
Energy
Cleaning
Supplies
Etc.

Efficiency - Diminish our costs

Cost of failure



The drivers that will help us reach our financial target

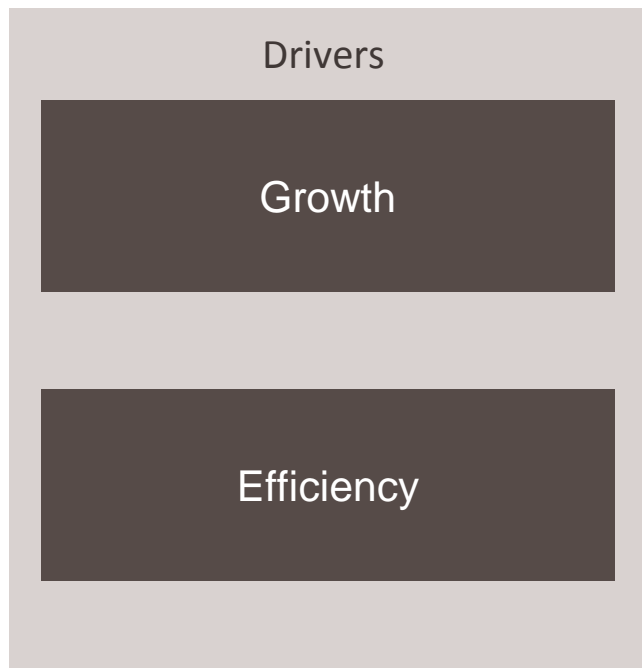




Morten Falkenberg, CEO

Summing up





4 strategic themes

Brand differentiation through innovation
Commercial excellence

Radically reduced break-even cost
Optimised asset use

Q and A



www.nobia.com

Highlighted features



The screenshot shows the Nobia website homepage. At the top, the Nobia logo is in red, followed by the stock price "THE NOBIA SHARE -0.30 47.90 SEK". To the right is a search bar with "Svenska" and a magnifying glass icon. Below this is a navigation bar with links: ABOUT NOBIA, BRANDS, INVESTOR RELATIONS, CORPORATE GOVERNANCE, CAREERS, and MEDIA. The main banner features a modern kitchen with a purple overlay containing the text "Nobia is Europe's kitchen specialist" and "We develop, manufacture and sell kitchens through some 20 strong brands". Below the banner is a row of brand logos: we, FM, Gower, HTH, hygena, INTUO, and INVIT, with a "Show all brands" button. The footer is divided into four sections: PRESS RELEASES (with links for March 1 and February 11, 2011), GROUP-WIDE NEWS (with links for March 29 and February 9, 2011), Q1 2011 (with links for Report, Presentation, and Webcast), and CAREER AT NOBIA (with a photo of two employees).

nobia THE NOBIA SHARE -0.30 47.90 SEK Svenska Search

ABOUT NOBIA BRANDS INVESTOR RELATIONS CORPORATE GOVERNANCE CAREERS MEDIA

Nobia is Europe's kitchen specialist
We develop, manufacture and sell kitchens through some 20 strong brands

we **FM** **Gower** **HTH** **hygena** **INTUO** **INVIT** Show all brands

PRESS RELEASES
1 March 2011
[Nobia Group management appointed](#)
11 February 2011
[Organic growth 6 per cent](#)

GROUP-WIDE NEWS
29 March 2011
[Poggenpohl wins red dot award](#)
9 February 2011
[Four-fold Nobia presence at Living Kitchen in Cologne](#)

Q1 2011
[Report](#)
[Presentation](#)
[Webcast](#)

CAREER AT NOBIA

www.nobia.com

Highlighted features

- Improved search function



The screenshot shows the Nobia website homepage. At the top, the Nobia logo is on the left, followed by the stock price "THE NOBIA SHARE -0.30 47.90 SEK". To the right is a search bar with "Svenska" and a search icon. Below the header is a navigation menu with links: ABOUT NOBIA, BRANDS, INVESTOR RELATIONS, CORPORATE GOVERNANCE, CAREERS, and MEDIA. The main banner features a modern kitchen image with a purple overlay containing the text "Nobia is Europe's kitchen specialist" and "We develop, manufacture and sell kitchens through some 20 strong brands". Below the banner is a row of brand logos: we, FM, Gower, HTH, hygena, INTUO, and INVIT, with a "Show all brands" button. The footer is divided into four sections: "PRESS RELEASES" with links for March 1 and February 11, 2011; "GROUP-WIDE NEWS" with links for March 29 and February 9, 2011; "Q1 2011" with links for Report, Presentation, and Webcast; and "CAREER AT NOBIA" with a photo of two employees.

nobia THE NOBIA SHARE -0.30 47.90 SEK Svenska Search

ABOUT NOBIA BRANDS INVESTOR RELATIONS CORPORATE GOVERNANCE CAREERS MEDIA

Nobia is Europe's kitchen specialist
We develop, manufacture and sell kitchens through some 20 strong brands

we **FM** **Gower** **HTH** **hygena** **INTUO** **INVIT** Show all brands

PRESS RELEASES
1 March 2011
[Nobia Group management appointed](#)
11 February 2011
[Organic growth 6 per cent](#)

GROUP-WIDE NEWS
29 March 2011
[Poggenpohl wins red dot award](#)
9 February 2011
[Four-fold Nobia presence at Living Kitchen in Cologne](#)

Q1 2011
[Report](#)
[Presentation](#)
[Webcast](#)

CAREER AT NOBIA

www.nobia.com

Highlighted features

- Improved search function
- Investor portal

nobia THE NOBIA SHARE -0.30 47.90 SEK Svenska

ABOUT NOBIA BRANDS INVESTOR RELATIONS CORPORATE GOVERNANCE CAREERS MEDIA

The Nobia share
How we create share value
Financial reports and presentations
Financial data
Ownership structure
Insider Register
2010 in summary
Capital Markets Day
Risks and risk management
Definitions
Calendar
Subscribe and follow
IR contacts

Investor relations

Start / Investor relations

Financial information about Nobia and current and historical share development. Download annual reports, interim reports and presentations and compare financial data in HTML or Excel. Keep track of Nobia by subscribing to our press releases and reports by e-mail, text message or RSS. You can also follow us in social media.

Press releases

| | |
|--|------------------|
| Nobia Group management appointed | 1 March 2011 |
| Organic growth 6 per cent | 11 February 2011 |

Group-wide news

| | |
|---|-----------------|
| Poggenpohl wins red dot award | 29 March 2011 |
| Four-fold Nobia presence at Living Kitchen in Cologne | 9 February 2011 |

Calendar

| | |
|----------------------------------|--------------|
| Capital Markets Day | 26 May 2011 |
| Silent period, 18 June - 18 July | 18 June 2011 |
| Q2 2011 | 19 July 2011 |

Latest updated: 22 March 2011

THE NOBIA SHARE

-0.30 47.90 SEK 25.05.11

IR CONTACT

Ingrid Yllmark
Investor Relations Officer
ingrid.yllmark@nobia.com
+46 8 440 16 07
+46 708 65 59 00

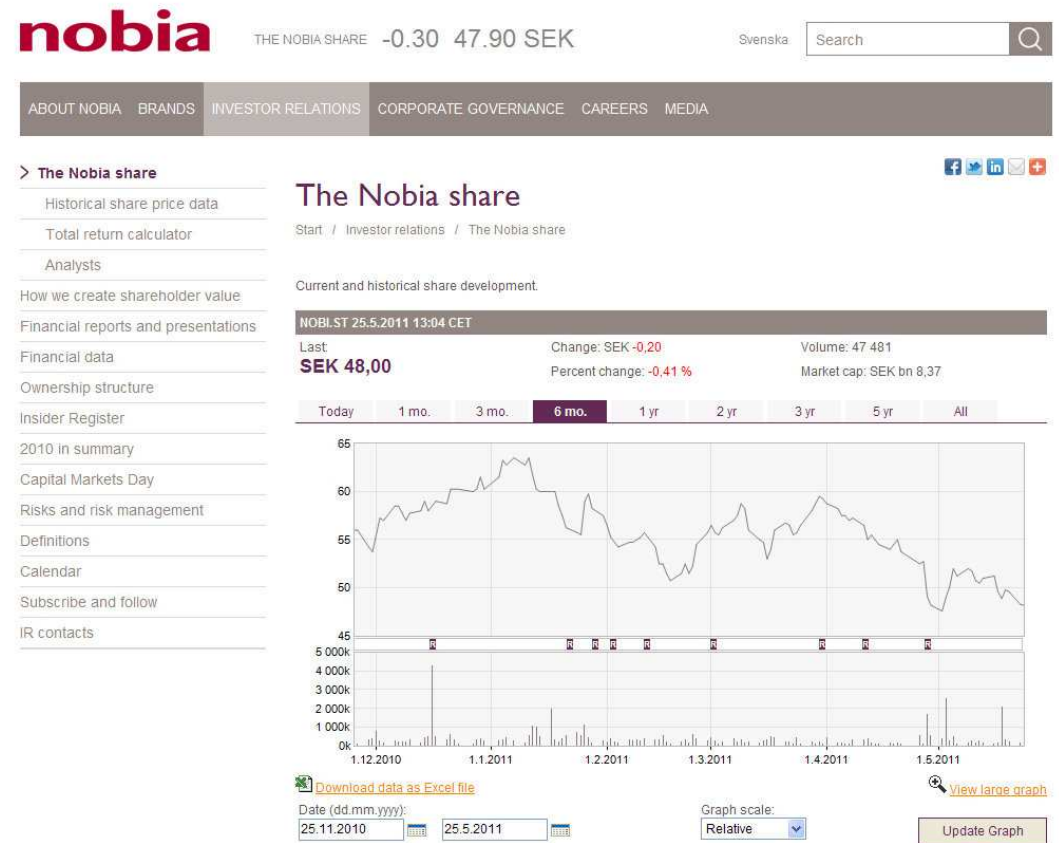
ANNUAL REPORT 2010

[Report](#)

www.nobia.com

Highlighted features

- Improved search function
- Investor portal
 - Current and historical share development



www.nobia.com

Highlighted features

- Improved search function
- Investor portal
 - Current and historical share development
 - Reports and presentations at one place

The screenshot displays the Nobia investor portal. At the top, the Nobia logo is followed by the share price: "THE NOBIA SHARE -0.30 47.90 SEK". A search bar with the text "Svenska" and a magnifying glass icon is on the right. Below the header is a navigation bar with links: "ABOUT NOBIA", "BRANDS", "INVESTOR RELATIONS", "CORPORATE GOVERNANCE", "CAREERS", and "MEDIA".

On the left side, there is a sidebar menu with the following items: "The Nobia share", "How we create shareholder value", "Financial reports and presentations" (highlighted with a greater-than sign), "Financial data", "Ownership structure", "Insider Register", "2010 in summary", "Capital Markets Day", "Risks and risk management", "Definitions", "Calendar", "Subscribe and follow", and "IR contacts".

The main content area is titled "Financial reports and presentations". Below the title, it says "Start / Investor relations / Financial reports and presentations". A paragraph follows: "Financial reports including related information such as webcasts and presentation slides. Also presentations from our Capital Markets Days."

The content is organized by year:

- 2011**
 - Q1 2011: PDF, PPT, PPTX
- 2010**
 - Capital Markets Day: PDF
 - Q3 2010: PDF, PPT, PPTX
 - Q2 2010: PDF, PPT, PPTX
 - Q1 2010: PDF, PPT, PPTX
 - Q4 2010: PDF, PPT, PPTX
 - Annual Report 2010: PDF
- 2009**
 - Annual Report 2009: PDF
 - Q4 2009: PDF, PPT, PPTX
 - Q3 2009: PDF, PPT, PPTX
 - Q2 2009: PDF, PPT, PPTX
 - Q1 2009: PDF, PPT, PPTX
- 2008**
 - 5. Lannebo funder: 9 814.000, 5.60, +814.000, +8.67

On the right side, there is a "SUBSCRIBE" box with the text "Subscribe to Nobias pressreleases and reports".

www.nobia.com

Highlighted features

- Improved search function
- Investor portal
 - Current and historical share development
 - Reports and presentations at one place
 - View and compare financial data in HTML and Excel

The screenshot displays the nobia investor portal. At the top, the nobia logo is followed by 'THE NOBIA SHARE -0.30 47.90 SEK'. A search bar with 'Svenska' and a magnifying glass icon is on the right. Below the header is a navigation bar with links: ABOUT NOBIA, BRANDS, INVESTOR RELATIONS, CORPORATE GOVERNANCE, CAREERS, and MEDIA. The main content area is titled 'Financial data' and includes a breadcrumb trail: Start / Investor relations / Financial data. A sidebar on the left lists various links: The Nobia share, How we create shareholder value, Financial reports and presentations, > Financial data (highlighted), Ownership structure, Insider Register, 2010 in summary, Capital Markets Day, Risks and risk management, Definitions, Calendar, Subscribe and follow, and IR contacts. The main content area shows a table for 'Income Statement' with columns for 'All Columns', '2010', and '2009'. The table lists various financial metrics such as Net sales, Costs of goods sold, Gross profit, and Profit after tax. A 'Compare' dropdown menu is set to 'Income Statement, year'.

Financial data

Start / Investor relations / Financial data

View and compare financial data in HTML and Excel.

> Yearly Key Figures > Quarterly Key Figures

Income Statement Balance Sheet Cash Flow Keyfigures 10 Year Statement Restated Cash Flow

Compare Income Statement, year Select

| Select all | All Columns | 2010 | 2009 | |
|---|-------------|--------|--------|----|
| <input checked="" type="checkbox"/> Net sales* | | 14,085 | 15,418 | 1 |
| <input type="checkbox"/> Costs of goods sold | | -8,740 | -9,976 | -1 |
| <input type="checkbox"/> Gross profit* | | 5,345 | 5,442 | |
| <input type="checkbox"/> Selling and administrative expenses* | | -5,287 | -5,482 | - |
| <input type="checkbox"/> Other operating income/expenses | | -44 | 80 | |
| <input type="checkbox"/> Share in profit of associated companies | | -8 | -2 | |
| <input type="checkbox"/> Operating profit | | 6 | 38 | |
| <input type="checkbox"/> Net financial expenses | | -85 | -75 | |
| <input type="checkbox"/> Profit after financial items | | -79 | -37 | |
| <input type="checkbox"/> Income tax | | 25 | 35 | |
| <input type="checkbox"/> Profit after tax from continuing operations | | -54 | -2 | |
| <input type="checkbox"/> Loss from divested operations, net after tax | | -35 | -77 | |
| <input type="checkbox"/> Profit after tax | | -89 | -79 | |
| <input type="checkbox"/> Profit after tax attributable to: | | | | |
| <input type="checkbox"/> Parent Company shareholders | | -89 | -79 | |
| <input type="checkbox"/> Non-controlling interests | | 0 | 0 | |
| <input type="checkbox"/> Profit after tax | | -89 | -79 | |

www.nobia.com

Highlighted features

- Improved search function
- Investor portal
 - Current and historical share development
 - Reports and presentations at one place
 - View and compare financial data in HTML and Excel
 - Our ownership structure

The screenshot displays the nobia investor portal. At the top, the nobia logo is followed by the text 'THE NOBIA SHARE -0.30 47.90 SEK'. To the right is a search bar with the text 'Svenska' and a search icon. Below this is a navigation bar with links: ABOUT NOBIA, BRANDS, INVESTOR RELATIONS, CORPORATE GOVERNANCE, CAREERS, and MEDIA. The main content area is titled 'Ownership structure' and includes a 'Show date:' dropdown menu set to '29 April 2011'. A table lists the shareholders, their share counts, percentages, and changes. The table has five columns: Shareholder, No. of shares, %, Change, pcs, and %. The shareholders listed are Saki AB, Nordstjärnan AB (D), Swedbank Robur funds, IF Skadeförsäkring AB, and Lannebo funds. The Swedbank Robur funds are further broken down into various Robur funds.

The Nobia share

How we create shareholder value

Financial reports and presentations

Financial data

> **Ownership structure**

By shareholder spread

By country

Insider Register

2010 in summary

Capital Markets Day

Risks and risk management

Definitions

Calendar

Subscribe and follow

IR contacts

Ownership structure

Start / Investor relations / Ownership structure

Show date: 29 April 2011

| | Shareholder | No. of shares | % | Change, pcs | % |
|----|--------------------------------------|---------------|-------|-------------|-------|
| 1. | Saki AB | 22,000,000 | 12.55 | 0 | 0 |
| | Saki AB (direct registered) | 22,000,000 | 12.55 | 0 | 0.0 |
| 2. | Nordstjärnan AB (D) | 18,227,563 | 10.40 | 0 | 0 |
| 3. | Swedbank Robur funds | 15,141,549 | 8.64 | -26,647 | -0.18 |
| | Swedbank Robur Exportfond | 3,808,420 | 2.17 | 0 | 0.0 |
| | Swedbank Robur Sverigefond | 1,534,612 | 0.88 | -26,647 | -1.7 |
| | Swedbank Robur Sverigefond Mega | 1,485,681 | 0.85 | 0 | 0.0 |
| | Swedbank Robur Stella Sverige | 1,245,643 | 0.71 | 0 | 0.0 |
| | Swedbank Robur Småbolagsfond Sverige | 1,193,501 | 0.68 | 0 | 0.0 |
| | Swedbank Robur Kapitalinvest | 1,084,064 | 0.62 | 0 | 0.0 |
| | Swedbank Robur Aktiefond Pension | 913,878 | 0.52 | 0 | 0.0 |
| | Swedbank Robur Allemansfond III | 861,441 | 0.49 | 0 | 0.0 |
| | Swedbank Robur Ip Aktiefond | 704,748 | 0.40 | 0 | 0.0 |
| | Swedbank Robur Allemansfond IV | 658,591 | 0.38 | 0 | 0.0 |
| | Swedbank Robur Allemansfond II | 459,090 | 0.26 | 0 | 0.0 |
| | Swedbank Robur Allemansfond V | 443,606 | 0.25 | 0 | 0.0 |
| | Swedbank Robur Allemansfond I | 400,774 | 0.23 | 0 | 0.0 |
| | Swedbank Robur Förbundsfond | 347,500 | 0.20 | 0 | 0.0 |
| 4. | IF Skadeförsäkring AB | 14,555,221 | 8.30 | 0 | 0 |
| 5. | Lannebo funds | 9,814,000 | 5.60 | +614,000 | +6.67 |

www.nobia.com

Highlighted features

- Improved search function
- Investor portal
 - Current and historical share development
 - Reports and presentations at one place
 - View and compare financial data in HTML and Excel
 - Our ownership structure
 - Add Nobia events to your calendar

The screenshot displays the Nobia investor portal. At the top, the Nobia logo is followed by the text "THE NOBIA SHARE -0.30 47.90 SEK". A search bar with the text "Svenska" and a magnifying glass icon is on the right. Below the header is a navigation bar with links: ABOUT NOBIA, BRANDS, INVESTOR RELATIONS, CORPORATE GOVERNANCE, CAREERS, and MEDIA. The main content area is divided into two columns. The left column contains a list of links: "The Nobia share", "How we create shareholder value", "Financial reports and presentations", "Financial data", "Ownership structure", "Insider Reports", "2010 in summary", "Capital Markets Day", "Risks and risk management", "Definitions", "> Calendar", "Subscribe and follow", and "IR contacts". A mouse cursor is pointing at the "Ownership structure" link. The right column features a "Financial calendar" section with a sub-header "Start / Investor relations / Calendar". Below this is a text box stating: "To add a Nobia event to your private calendar, click on the icon to the right of the event, choose 'Open' and save it to your calendar." Underneath is a table of "Upcoming events":

| Event | Date |
|----------------------------------|--------------|
| Capital Markets Day | 26 May 2011 |
| Silent period, 18 June - 18 July | 18 June 2011 |
| Q2 2011 | 19 July 2011 |

Below the table is a "Latest update" section for "Capital Markets Day" with fields for "Plats:", "Starttid:", "Sluttid:", and "Hela dagen". The "Starttid:" field is set to "to 2011-05-26 12:00" and the "Sluttid:" field is set to "to 2011-05-26 18:00". The "Hela dagen" checkbox is unchecked. Below these fields is a text box containing the text: "<h3>Nobia's Capital Markets Day 2011 will be held on 26 May at Ambassadeur, Kungsgatan 18 i". On the far right, there is a "SILENT PERIOD" section with text: "Nobia observes a silent period during 30 days prior to the publication of Interim Reports and Year-End Reports. During this period no meetings are held with analysts, investors or financial media."

www.nobia.com

Highlighted features

- Improved search function
- Investor portal
 - Current and historical share development
 - Reports and presentations at one place
 - View and compare financial data in HTML and Excel
 - Our ownership structure
 - Add Nobia events to your calendar
 - Follow us

The screenshot shows the Nobia investor portal. At the top, the Nobia logo is on the left, followed by the text 'THE NOBIA SHARE -0.30 47.90 SEK'. To the right is a search bar with the text 'Svenska' and a search icon. Below this is a navigation bar with links: ABOUT NOBIA, BRANDS, INVESTOR RELATIONS, CORPORATE GOVERNANCE, CAREERS, and MEDIA. The main content area is divided into two columns. The left column contains a list of links: The Nobia share, How we create share value, Financial reports and presentations, Financial data, Ownership structure, Insider Register, 2010 in summary, Capital Markets Day, Risks and risk management, Definitions, Calendar, > Subscribe and follow, and IR contacts. The right column is titled 'Subscribe and follow' and contains sections for 'Alerts via email or text message', 'RSS feeds', and 'Social media'. A mouse cursor is pointing at the 'Subscribe and follow' section. At the bottom, it says 'Latest updated: 24 May 2011'.

nobia THE NOBIA SHARE -0.30 47.90 SEK Svenska Search

ABOUT NOBIA BRANDS INVESTOR RELATIONS CORPORATE GOVERNANCE CAREERS MEDIA

The Nobia share
How we create share value
Financial reports and presentations
Financial data
Ownership structure
Insider Register
2010 in summary
Capital Markets Day
Risks and risk management
Definitions
Calendar
> **Subscribe and follow**
IR contacts

Subscribe and follow
Start / Investor relations / Subscribe and follow

Alerts via email or text message
You can subscribe to Nobia's press releases and financial reports via email or sms. If you wish to unsubscribe to an existing subscriptions, this is also the place.

- [Subscribe to press releases and financial reports via email or sms](#)
- [Unsubscribe to an existing subscription](#)

RSS feeds
You can subscribe to Nobia's press releases, financial reports, calendar events and job openings via RSS. Click on the links below to set up a subscription that you are interested in.

- [Press releases via RSS](#)
- [Group-wide news via RSS](#)
- [Calendar events via RSS](#)
- [Job openings via RSS](#)

Social media
You can currently follow Nobia on Twitter, Slideshare and Youtube.

- [Follow Nobia on Twitter](#)
- [Follow Nobia on Slideshare](#)
- [Follow Nobia on Youtube](#)

Latest updated: 24 May 2011

www.nobia.com



m.nobia.com

Press releases, news, reports, calendar events, subscriptions and contact information

nobia THE NOBIA SHARE -0.30 47.90 SEK Svenska Search

ABOUT NOBIA BRANDS INVESTOR RELATIONS CORPORATE GOVERNANCE CAREERS MEDIA

The Nobia share
How we create share value
Financial reports and presentations
Financial data
Ownership structure
Insider Register
2010 in summary
Capital Markets Day
Risks and risk management
Definitions
Calendar
> **Subscribe and follow**
IR contacts

Subscribe and follow
Start / Investor relations / Subscribe and follow

Alerts via email or text message
You can subscribe to Nobia's press releases and financial reports via email or sms. If you wish to unsubscribe to an existing subscriptions, this is also the place.

[Unsubscribe to an existing subscription](#)

RSS feeds
You can subscribe to Nobia's press releases, financial reports, calendar events and job openings via RSS. Click on the links below to set up a subscription that you are interested in.

- [Press releases via RSS](#)
- [Group-wide news via RSS](#)
- [Calendar events via RSS](#)
- [Job openings via RSS](#)

Social media
You can currently follow Nobia on Twitter, Slideshare and Youtube.

- [Follow Nobia on Twitter](#)
- [Follow Nobia on Slideshare](#)
- [Follow Nobia on Youtube](#)

Latest updated: 24 May 2011

www.twitter.com/nobiagroup
[#nobiacmd11](#)



Thank you

