

Magnet

Magnet TRADE

Gower

AlaCarta
KEITTIÖT

PARMA
KEITTIÖT

PETRA
KEITTIÖT

netto
KEITTIÖT

HTH

INVITA

uno form

GÖR DET SELV HTH

INTUO

Marbodal

•myresjökök

NOREMA

Asigdal

ewe
...und nicht irgendeine Küche

FM
DIE KÜCHE ZUM LEBEN

**OPTI
FIT**
Die Küche - Das Bad

**poggen
pohl**

hygena

**Interior
Solutions**



Year-end report 2011

14 February 2012



2011

**Maintained full-year earnings
despite difficult market**



Highlights Q4 and 2011

Q4 2011

- Organic growth totalled –10%
- Intensified refurbishment programme in Hygena
- Launch of Group-wide range
- Price increases and cost reductions

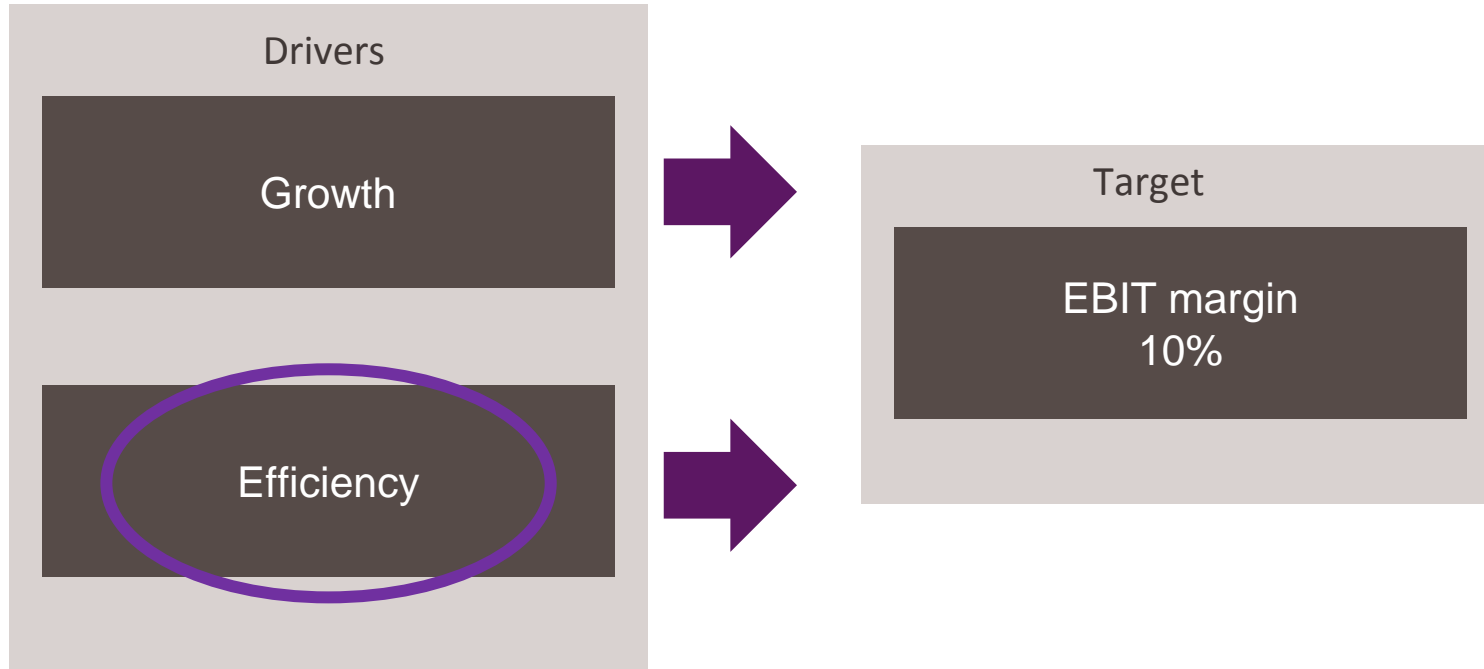
Full year 2011

- Organic growth –2%
- Executing strategy with focus on efficiency
- EBIT margin improved to 3.9%
- Restructuring costs totalled SEK 334 m

Excluding restructuring costs



Drivers that will help us reach our financial target



Hygena renovation programme

- 73 stores refurbished during Q4 for a total of 78
- The new range is partly implemented
- Continuous staff training in refurbished stores
- Marketing activities during first quarter
- Remaining stores will be refurbished during 2012



UK region in Q4

- Weakened demand and lower sales in all segments
- VAT increase previous year
- Gross margin declined due to lower volumes, sales mix and higher raw material prices
- Price increases and cost savings partly offset lower volumes



	2010 Oct-Dec	2011 Oct-Dec
Net sales SEK m	1,291	1,094
Gross margin	39.2%	38.7%
EBIT SEK m	86	46
EBIT margin	6.7%	4.2%

Excluding restructuring costs

Nordic region Q4

- Lower volumes in consumer segment
- Price increases and higher deliveries in the professional segment
- Earnings decline due to cost increases, mainly sales driving activities



	2010 Oct-Dec	2011 Oct-Dec
Net sales SEK m	1,392	1,382
Gross margin	38.0%	39.7%
EBIT SEK m	136	126
EBIT margin	9.8%	9.1%

Excluding restructuring costs

Continental Europe region Q4

- Weaker demand, reduced capacity in France and less project deliveries
- Cost savings and price increases did not compensate the effects of lower volumes on earnings



	2010 Oct-Dec	2011 Oct-Dec
Net sales SEK m	923	766
Gross margin	41.2%	36.4%
EBIT SEK m	11	-59
EBIT margin	1.2%	-7.7%

Excluding restructuring costs

Financials



Q4: Financial highlights

- Net sales SEK 3,239 m (3,605)
- Organic growth -10% (6)
- Gross margin 39.0% (39.3)
- EBIT SEK 80 m (193)
- EBIT margin 2.5 % (5.4)
- Restructuring costs SEK 189 m (281)
- Profit after tax incl. restructuring costs SEK -90 m (-110)
- Operating cash flow SEK -127 m (97)
- Debt/equity ratio 45% (44)

Excluding restructuring costs



Financial position

Operating cash flow

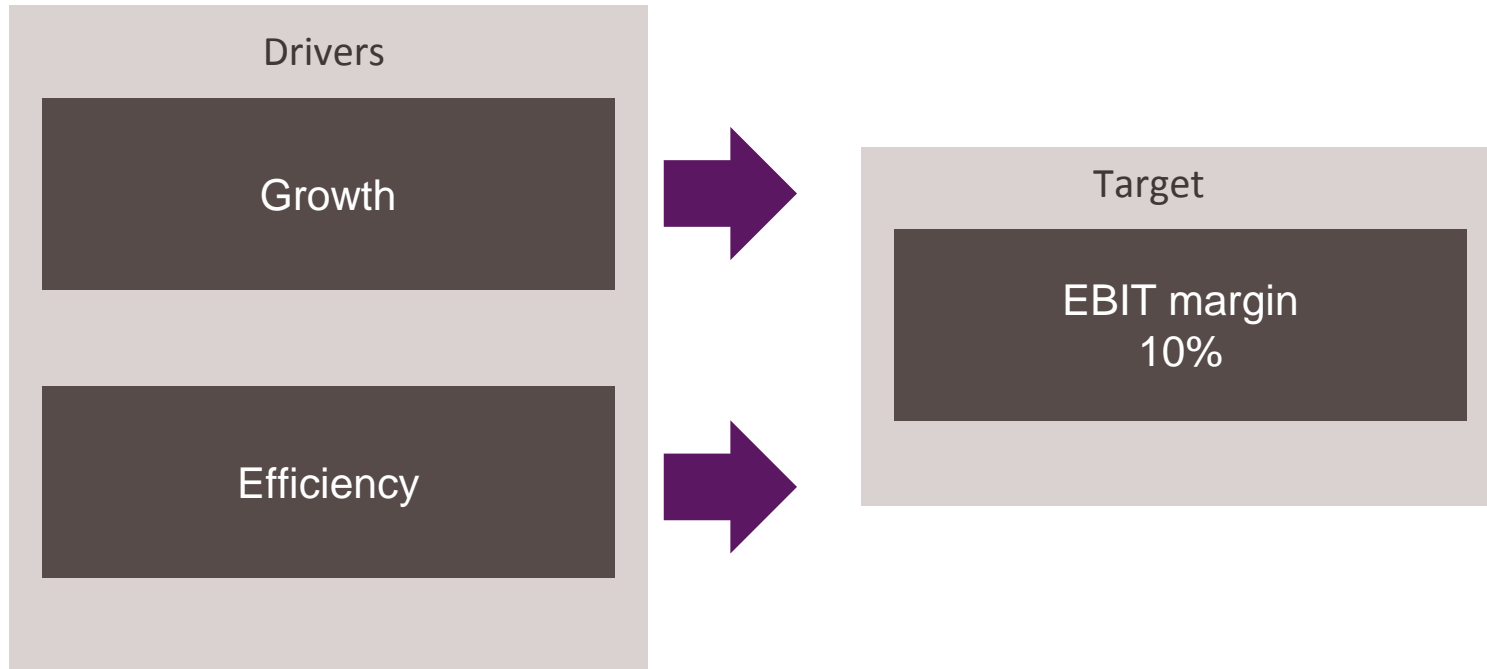
- Higher payments due to structural measures
- Higher investment level
- Lower prepayments

Net debt

- Increased slightly

SEK m	Q4 2010	Q4 2011
Change in working capital	-42	-37
Operating cash flow	97	-127

SEK m	2010 31 Dec	2011 31 Dec
Net debt	1,510	1,586
- of which pensions	587	565
Net debt/equity	44%	45%



Q & A

