nobia

Capital Markets Day

Stockholm, 28 November 2007

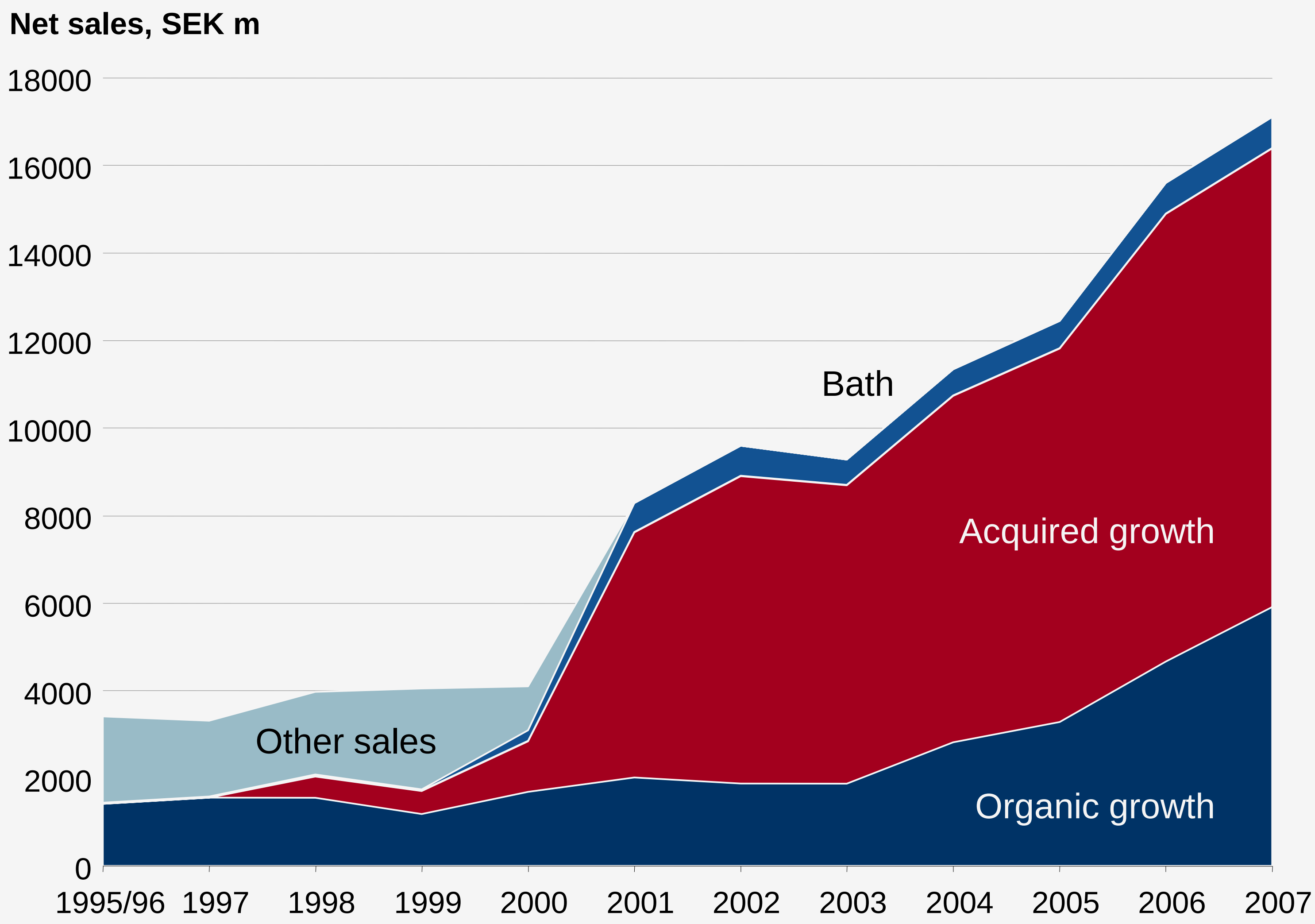
Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market	Fredrik Cappelen, CEO
	Nobia January-September 2007	
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Increased focus on retail	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

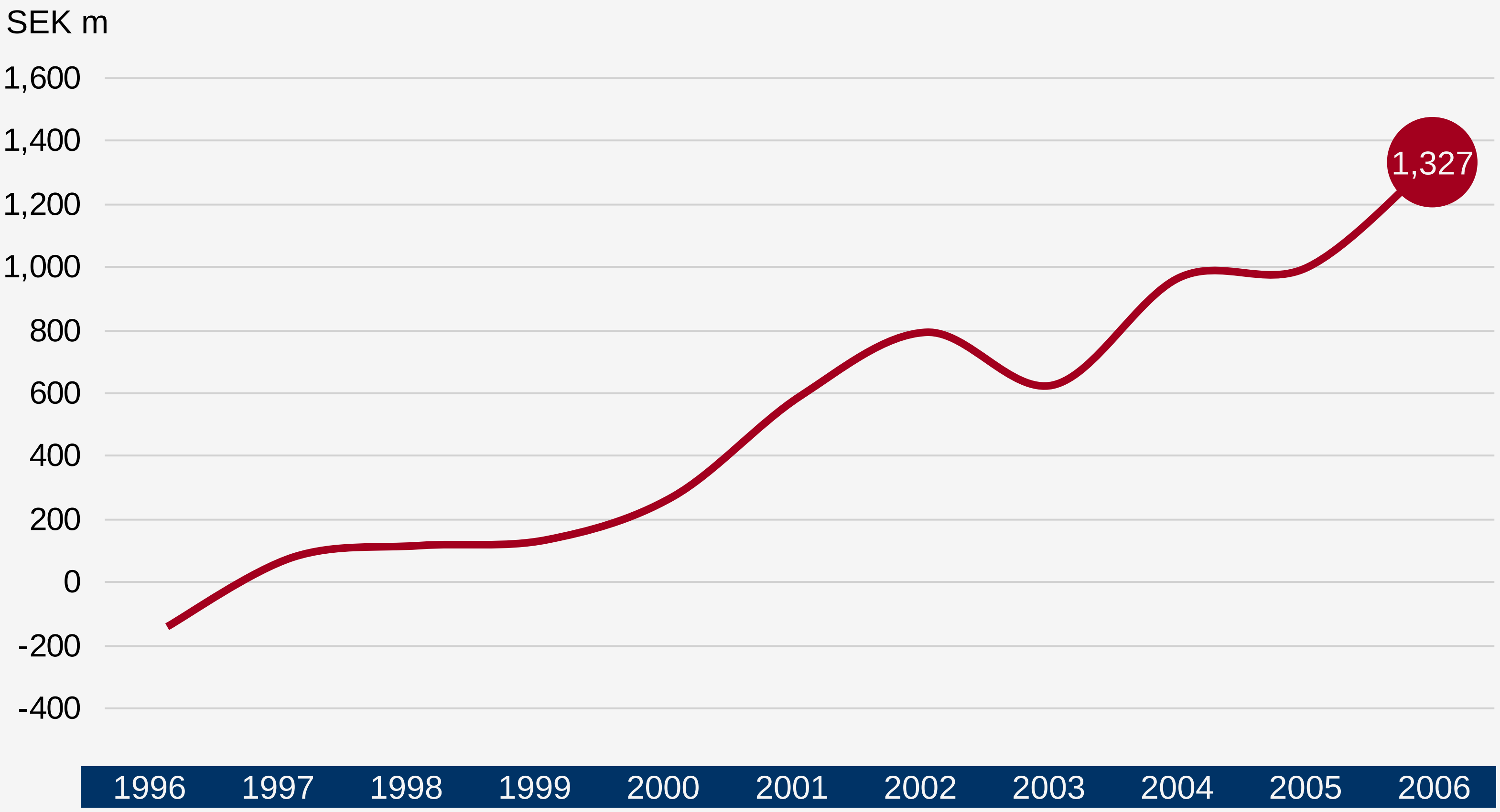
Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market	Fredrik Cappelen, CEO
	Nobia January-September 2007	
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Increased focus on retail	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Five-fold increase in Nobia's net sales in 10 years



Operating profit (EBIT) from negative to plus SEK 1.3 bn



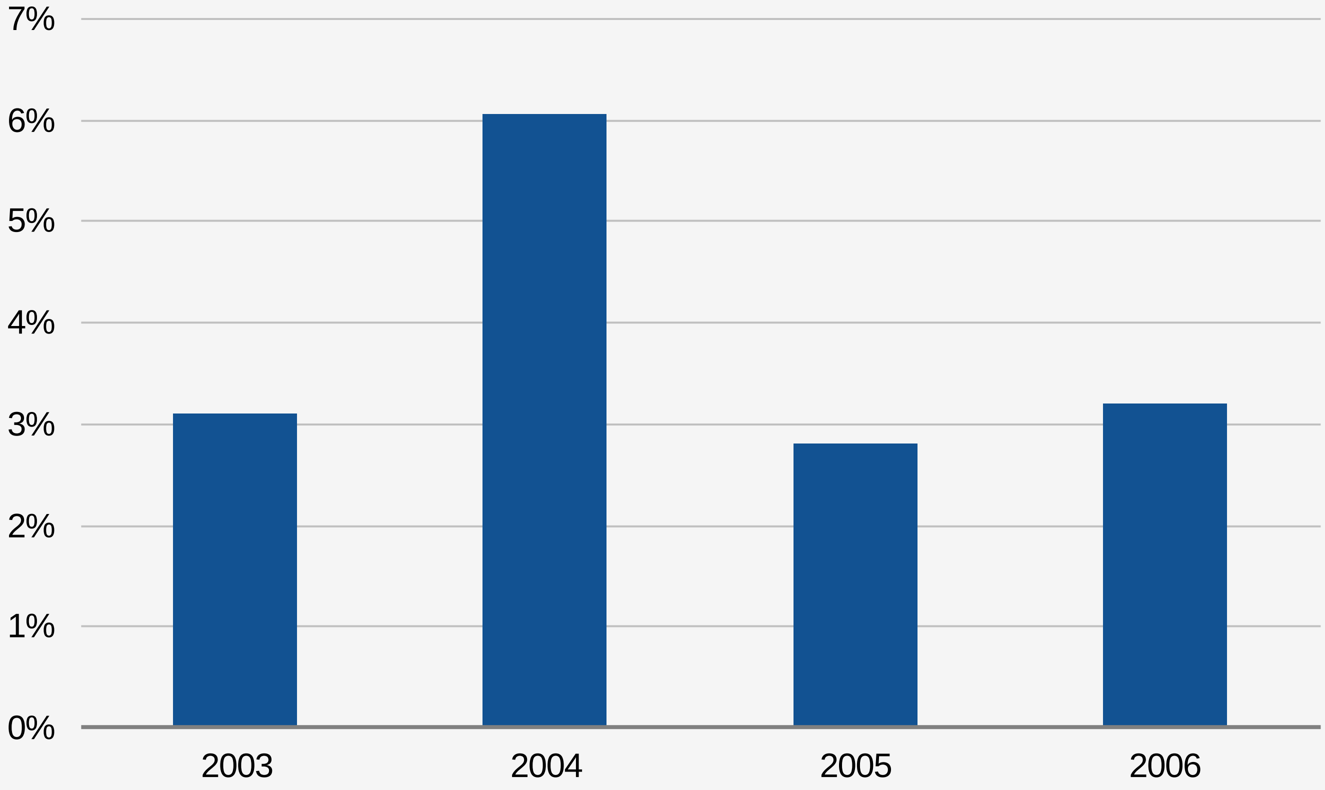
Nobia is the leading kitchen company in Europe

	Net sales EUR bn	Business model	Segment	Countries	Ownership
Nobia	1.8	Integrated	Low to high	Nordics, UK, Germany, France, Austria, Switzerland, Netherlands	Public
Mandemakers	1.0 (Kitchens 0.7)	Retail	Low to high	Netherlands + Culinoma 50%	Private
Galiform	1.0	Integrated	Low to middle	UK	Public
MFI	0.8	Retail	Low	UK	Private equity
Alno	0.6	Production	Low to high	Germany and exports to bordering countries	Public
Nobilia	0.6	Production	Low to middle	Germany and exports to bordering countries	Private
SALM (Schmidt, Cuisinella)	0.25	Integrated	Low to high	France, Germany	Private
Fournier (Mobalpa)	0.25	Integrated	Low to high	France	Private
Ballingslöv (Kvik)	0.25	Integrated	Low to high	Nordics and UK	Public

IKEA not included due to lack of official statistics. We estimate their retail sales to be approx. EUR 2 billion.

Mature market with steady growth

Annual volume growth in the European kitchen market



Source: CSIL

Driving forces in the market

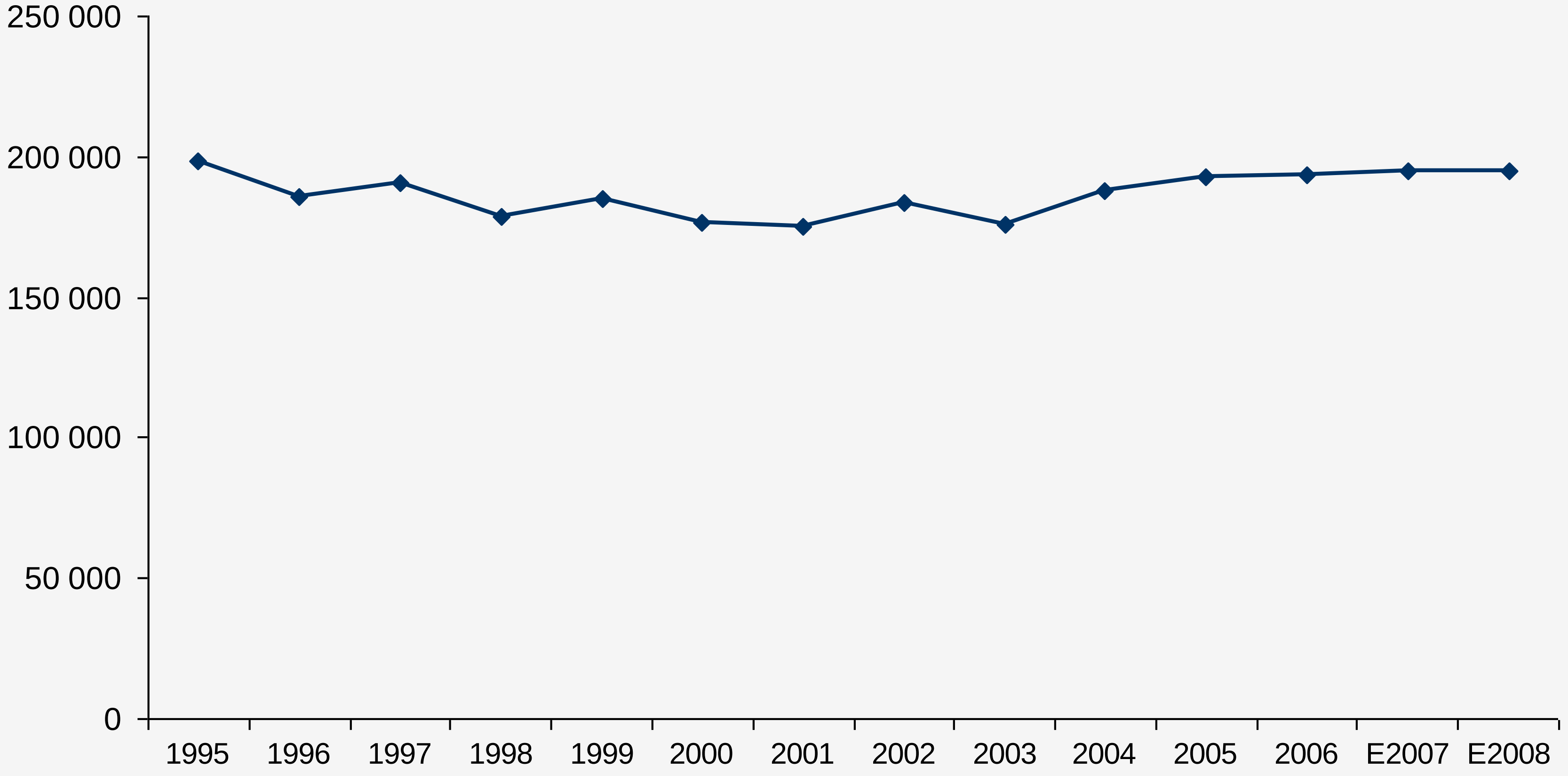
Economic factors

- Consumer confidence
- New-build and renovation
- Interest rates

Needs and desires

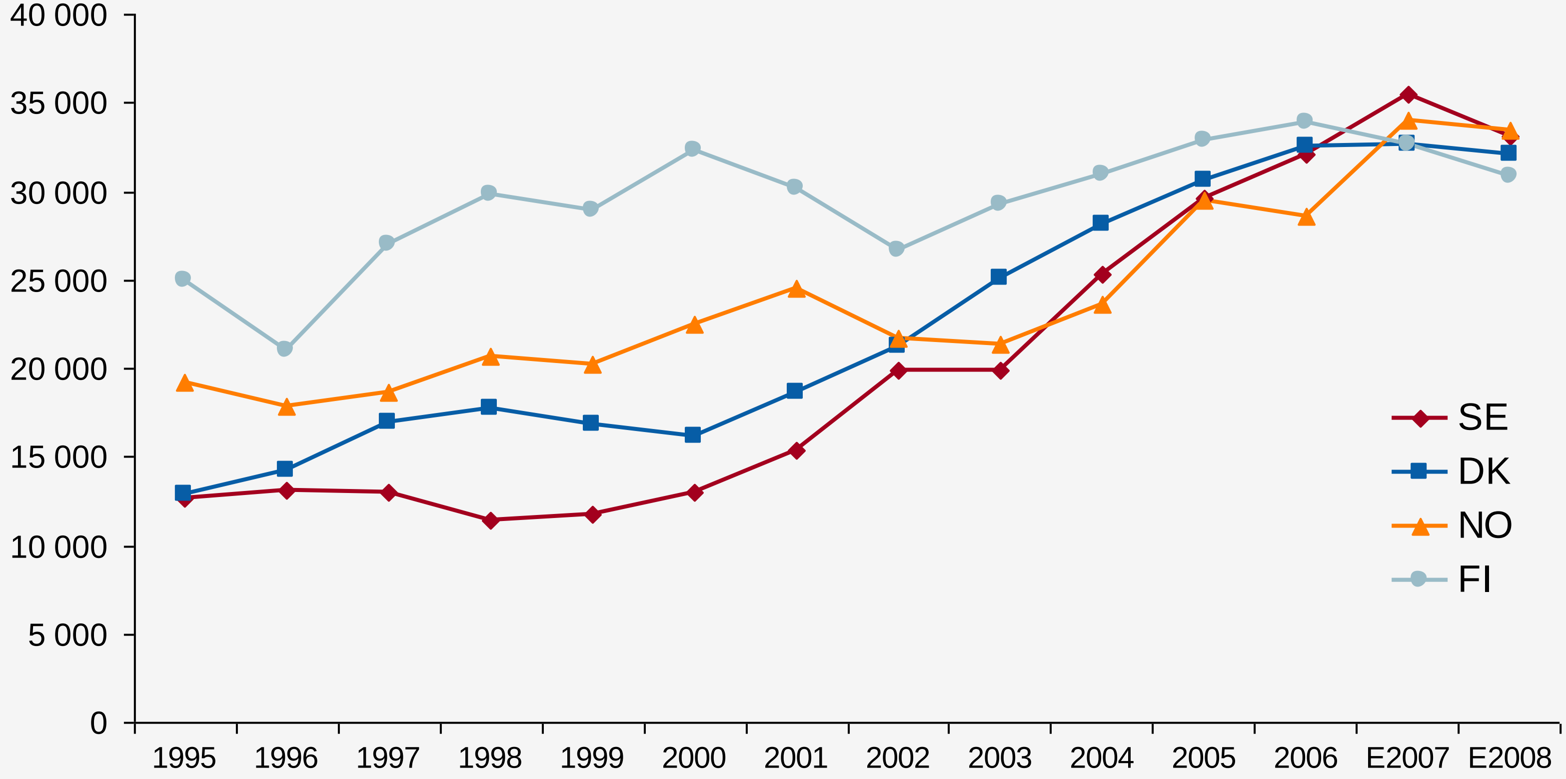
- Kitchens don't break – you ***want*** a new one

Housing completions – UK region



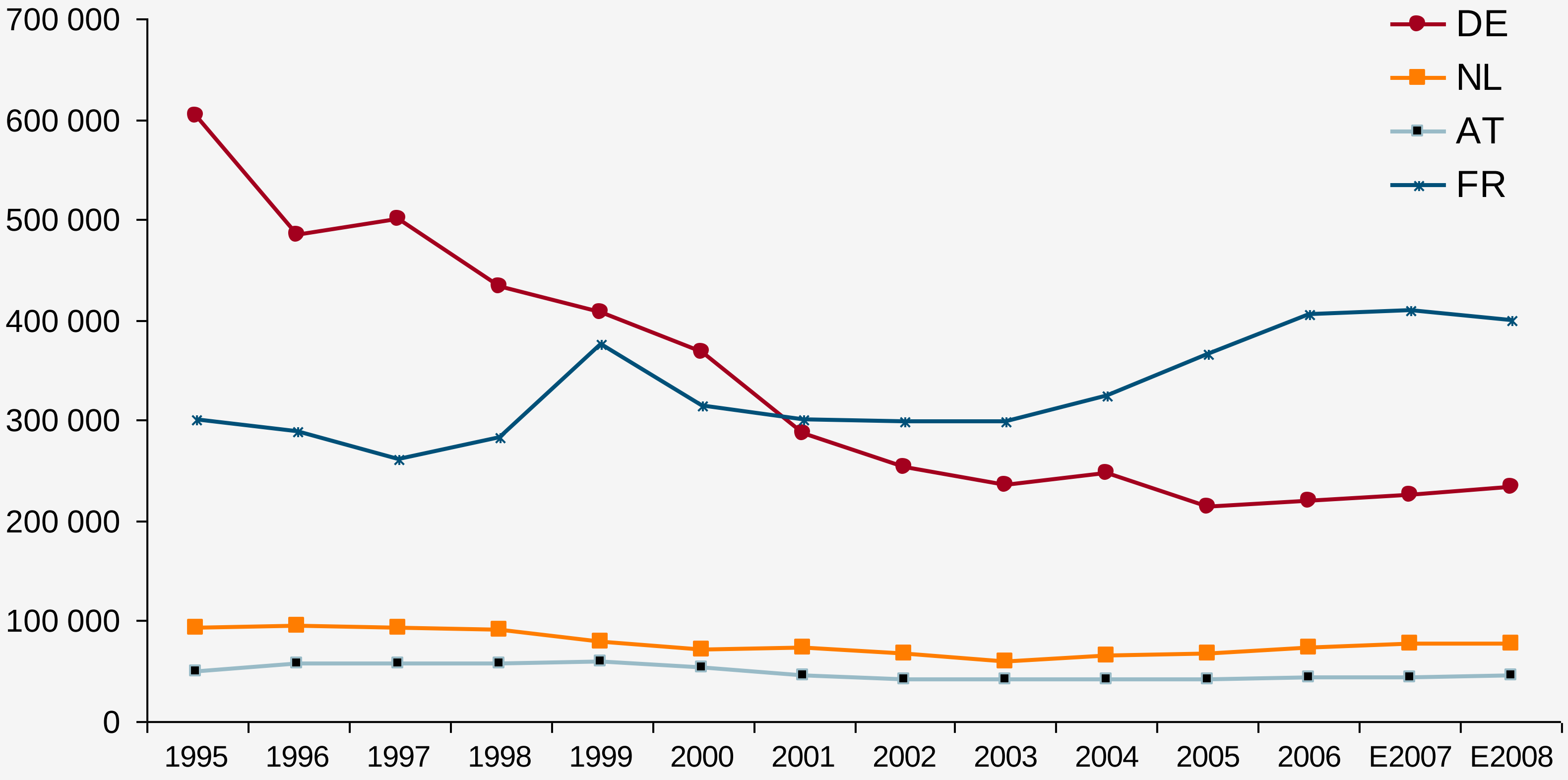
source: Prognoscentret

Housing completions – Nordic region



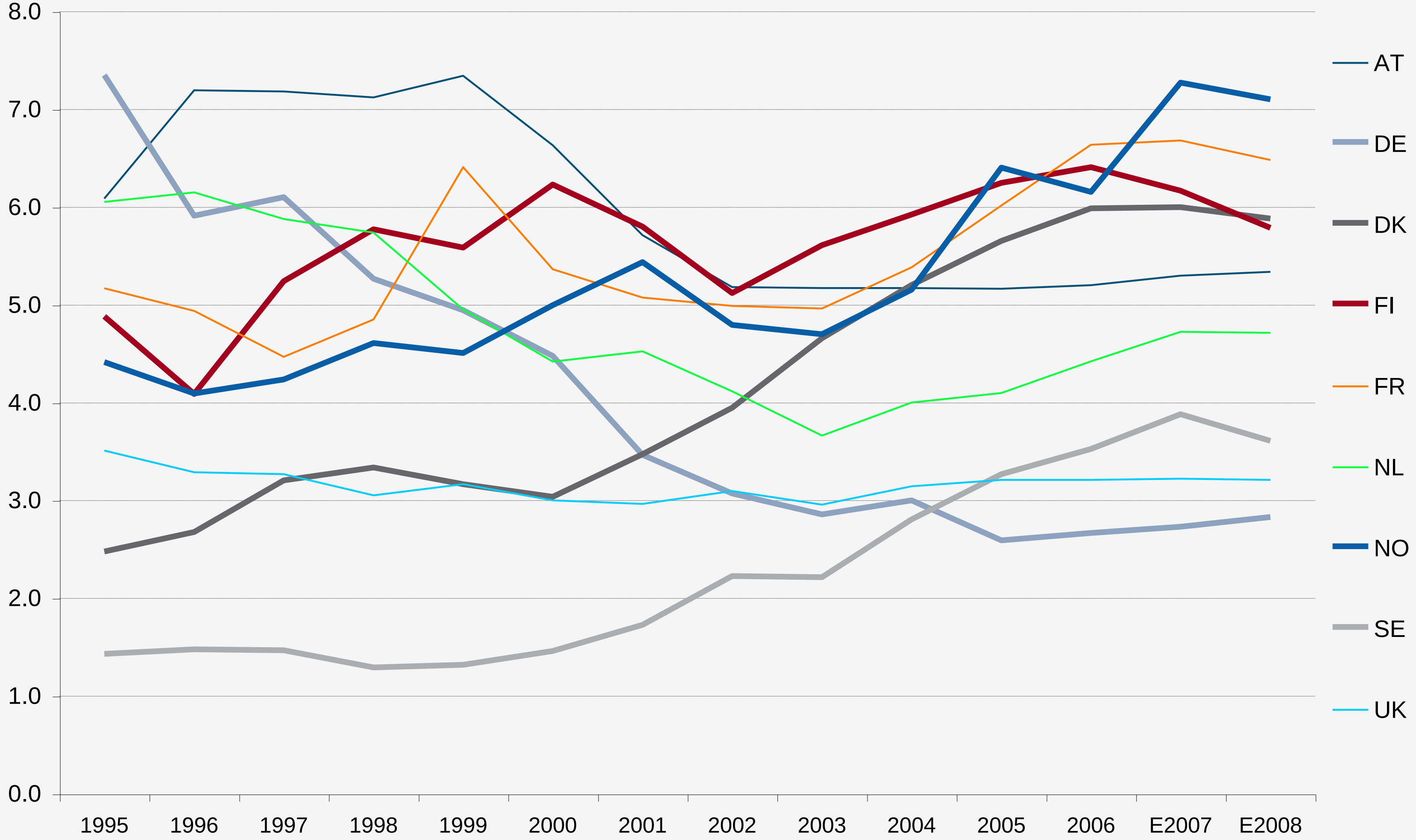
source: Prognoscentret

Housing completions – Continental European region



source: Prognoscentret

Housing completions per capita



source: Prognoscentret

Driving forces in the market

Economic factors

- Consumer confidence
- New-build and renovation
- Interest rates

Needs and desires

- Kitchens don’t break – you ***want*** a new one

nobia

Trends in the European kitchen market

- Strong interest in interior decorating
- Kitchens largely a consumer product
- Fashion and design influence choice of materials and rate of replacement

Kitchen design increasingly international

Consumer trends

Larger, more individualised kitchens with designed white goods and accessories

Larger portion of disposable income spent on the kitchen, resulting in rising average order values

Consumers more demanding – store location, store environment – want a shopping experience!

Consumer trends

Growth in demand for complete kitchens expected to continue

Cabinets & fronts
Worktops

Accessories

White goods

Installation and services

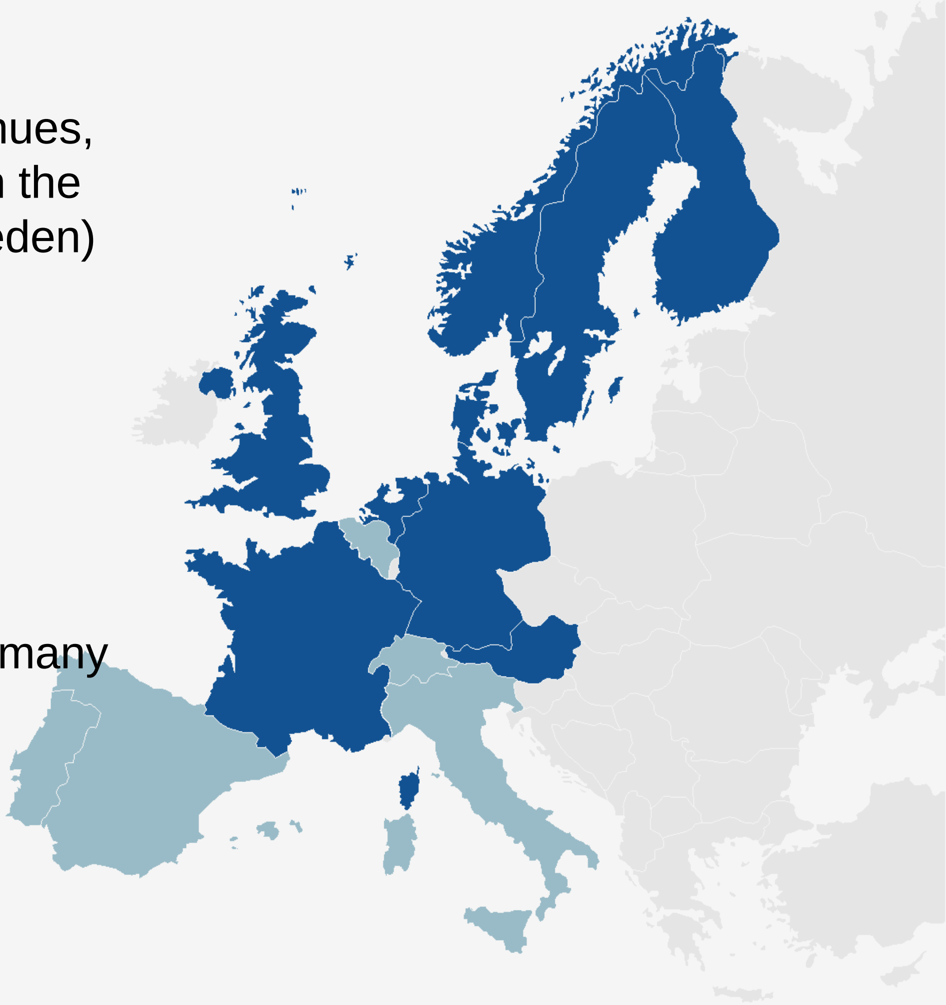
Customer offer package

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market	Fredrik Cappelen, CEO
	Nobia January-September 2007	
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Increased focus on retail	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Market situation November 2007

- **Nordic region**
  - The favourable market trend continues, although with a slight weakening in the new-build segment (excluding Sweden)
- **UK region**
  - Market remains stable
- **Continental European region**
  - Mixed picture with a decline in Germany and Netherlands

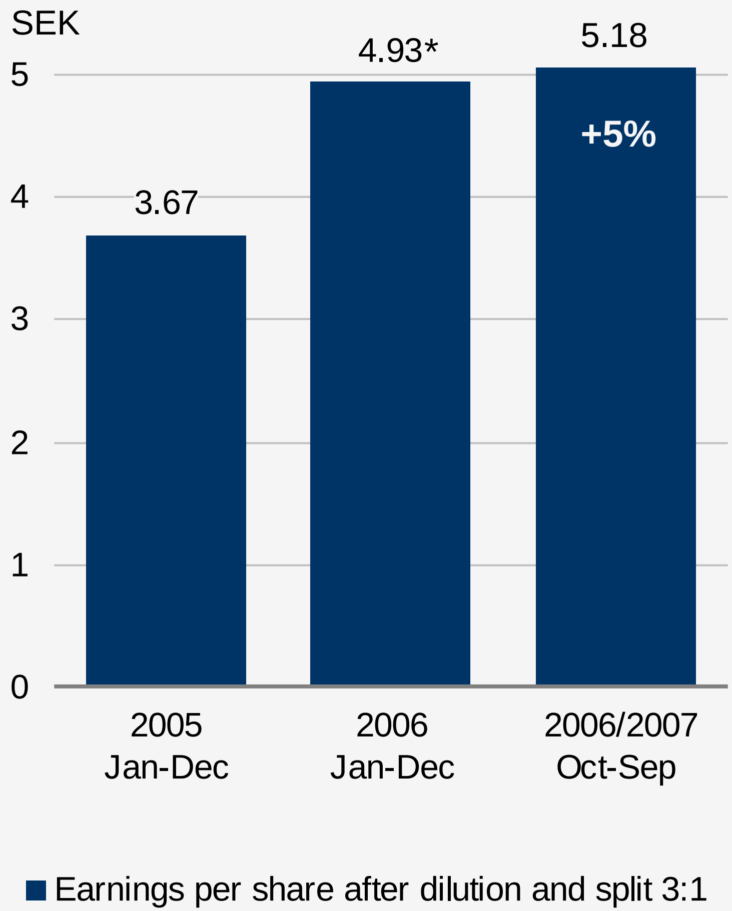


Performance by region January-September

SEK m	Net sales Jan-Sep		Operating profit Jan-Sep		Operating margin Jan-Sep	
	2007	Change	2007	Change	2007	2006
UK	4,541	9%	387	27%	8.5%	7.3%
Nordic	4,289	7%	528	-7%	12.3%	14.1%
Continental Europe	3,580	4%	188	-10%	5.3%	6.1%
Other Group adjustments	-86		-99			
Group	12,324	7%	1,004*	2%	8.1%	8.5%

** Hygena joined the Group Mid February 2006*

Earnings per share



*) Earnings per share were SEK 4.72 in 2006 for comparable units.

Nobia's goal for profit growth:

Earnings per share shall increase over a business cycle by an average of 12 per cent annually.

Average increase 2001-2007 is 15%

Financial position

SEK m	2007 Jan-Sep	2006 Jan-Sep
Investments	446	342
Operating cash flow	853	737

SEK m	2007 30 Sep	2006 30 Sep
Net debt	2,261	2,635
Net debt/equity, %	59	73

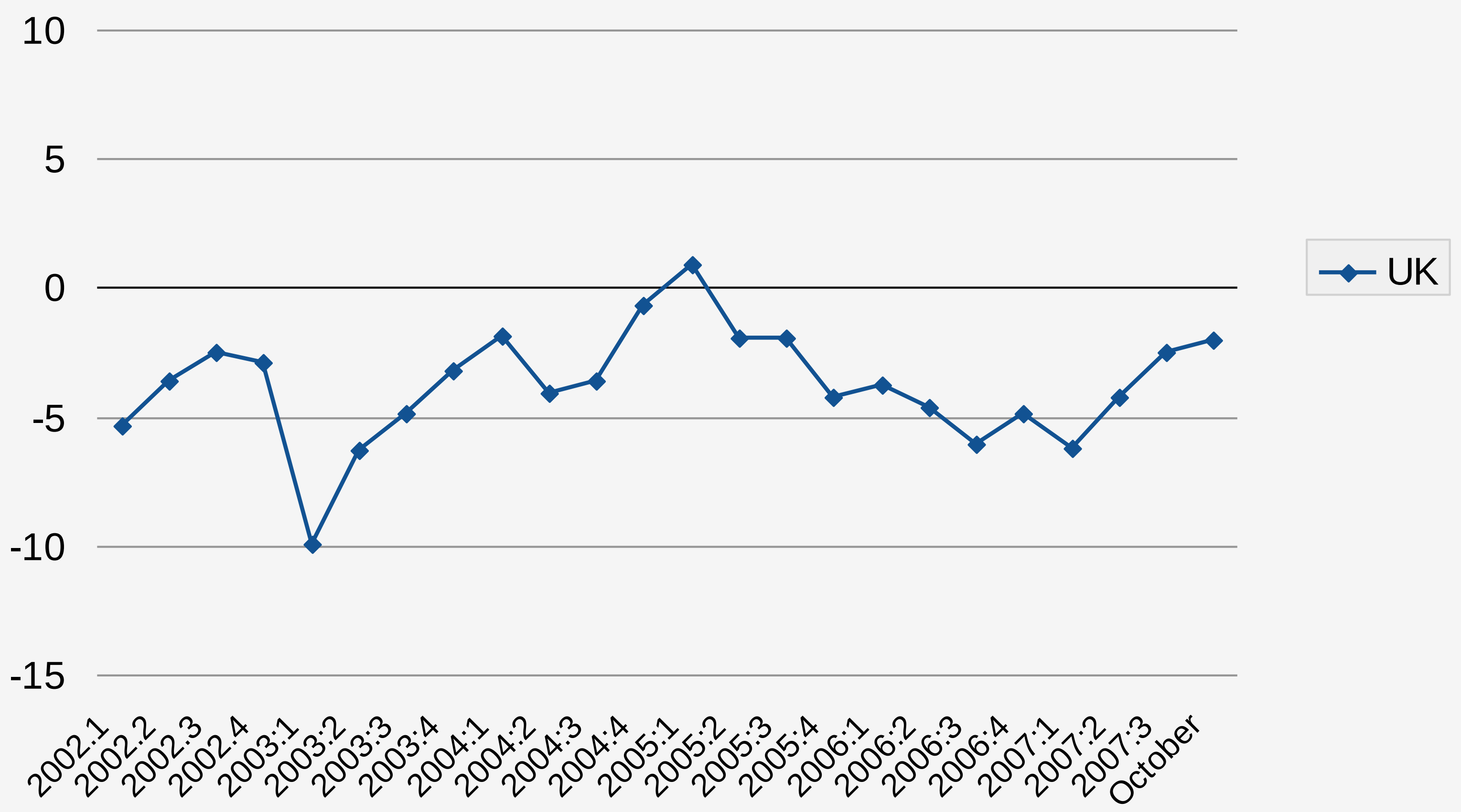
Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market	Fredrik Cappelen, CEO
	Nobia January-September 2007	
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Increased focus on retail	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Presentation topics

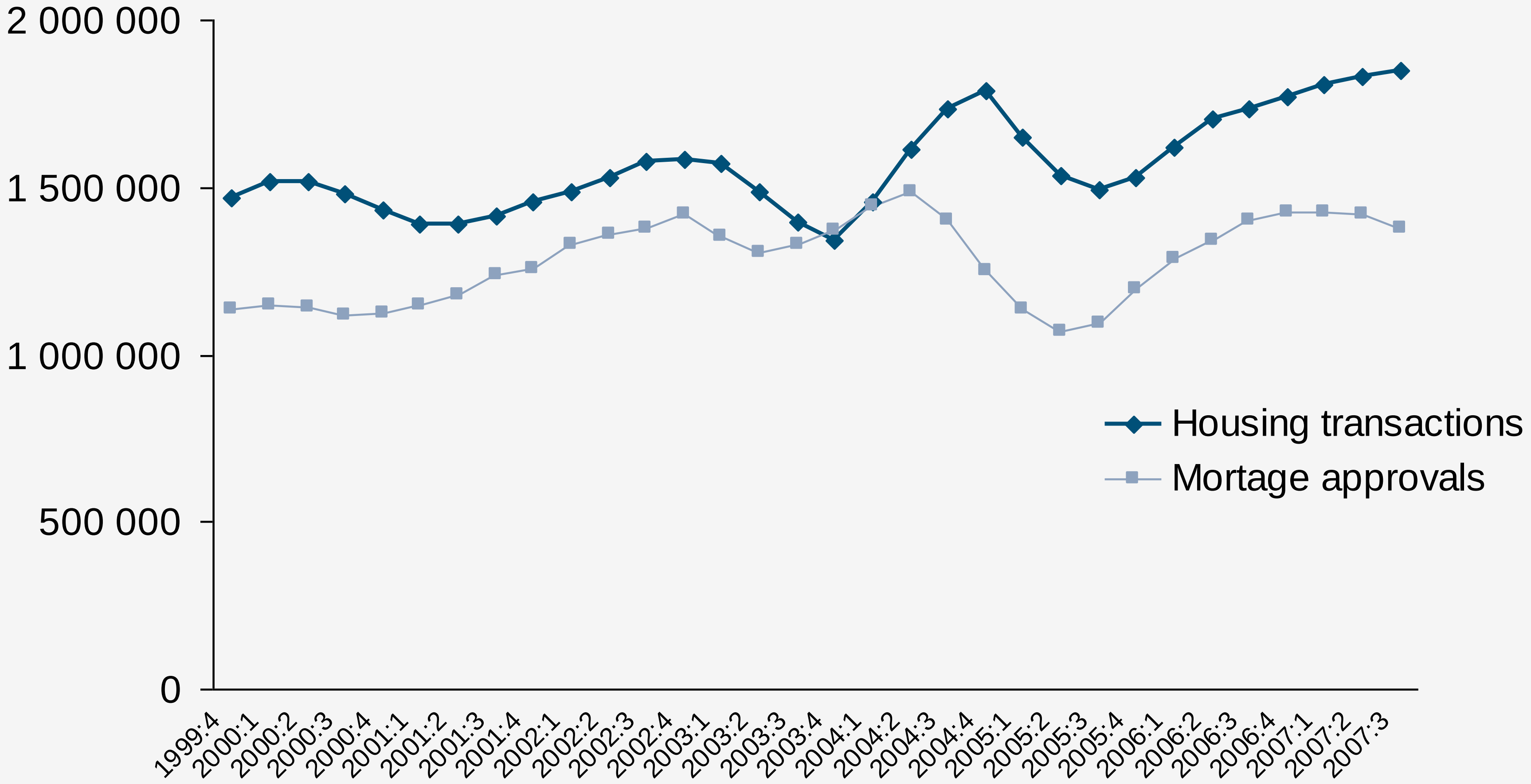
- Market indicators
- Risk management
- Nobia’s exposure to the new-build segment
- Structure of product costs
- Financial position

Consumer confidence in the UK



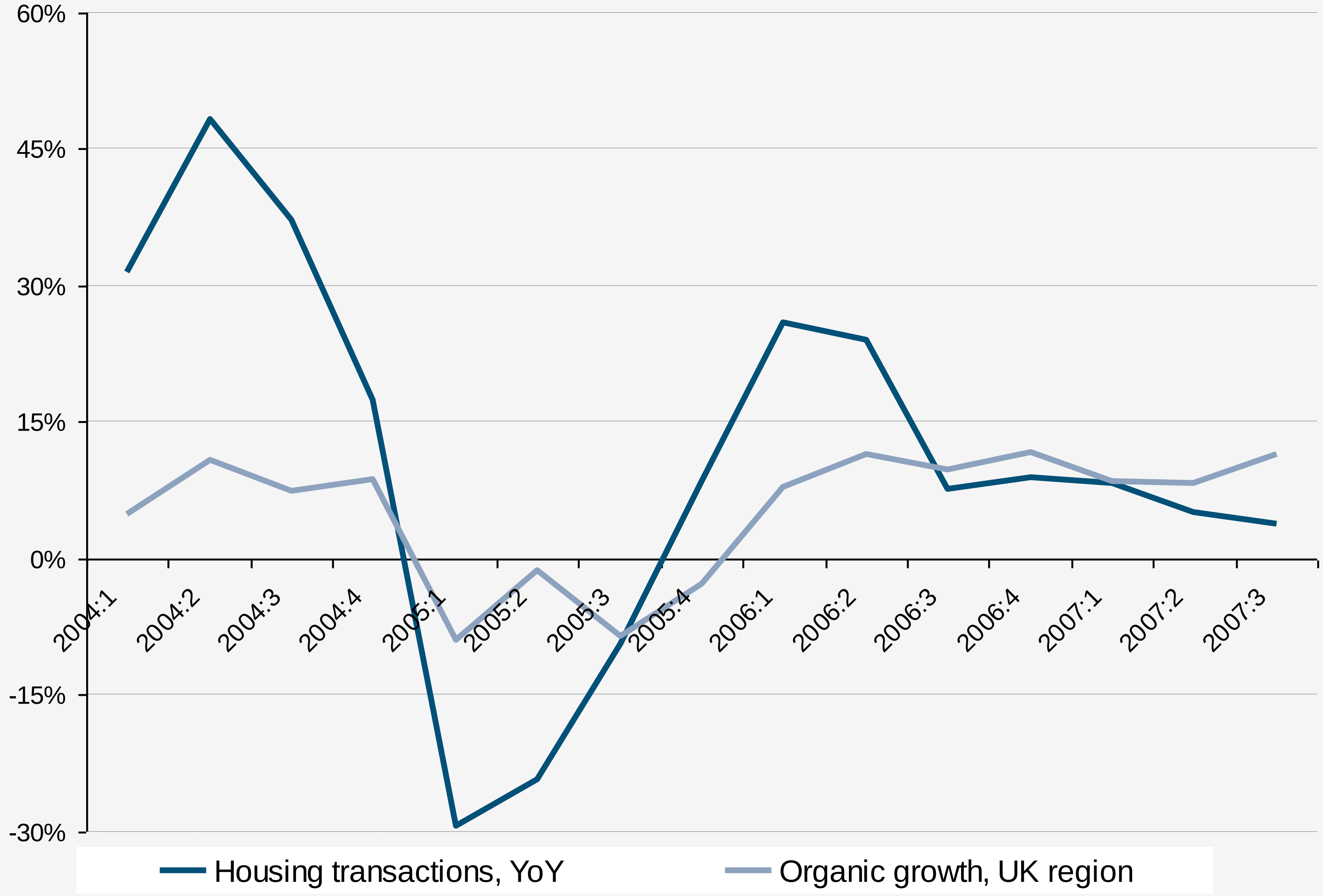
source: Prognoscentret

Housing transactions in the UK (rolling 4q)

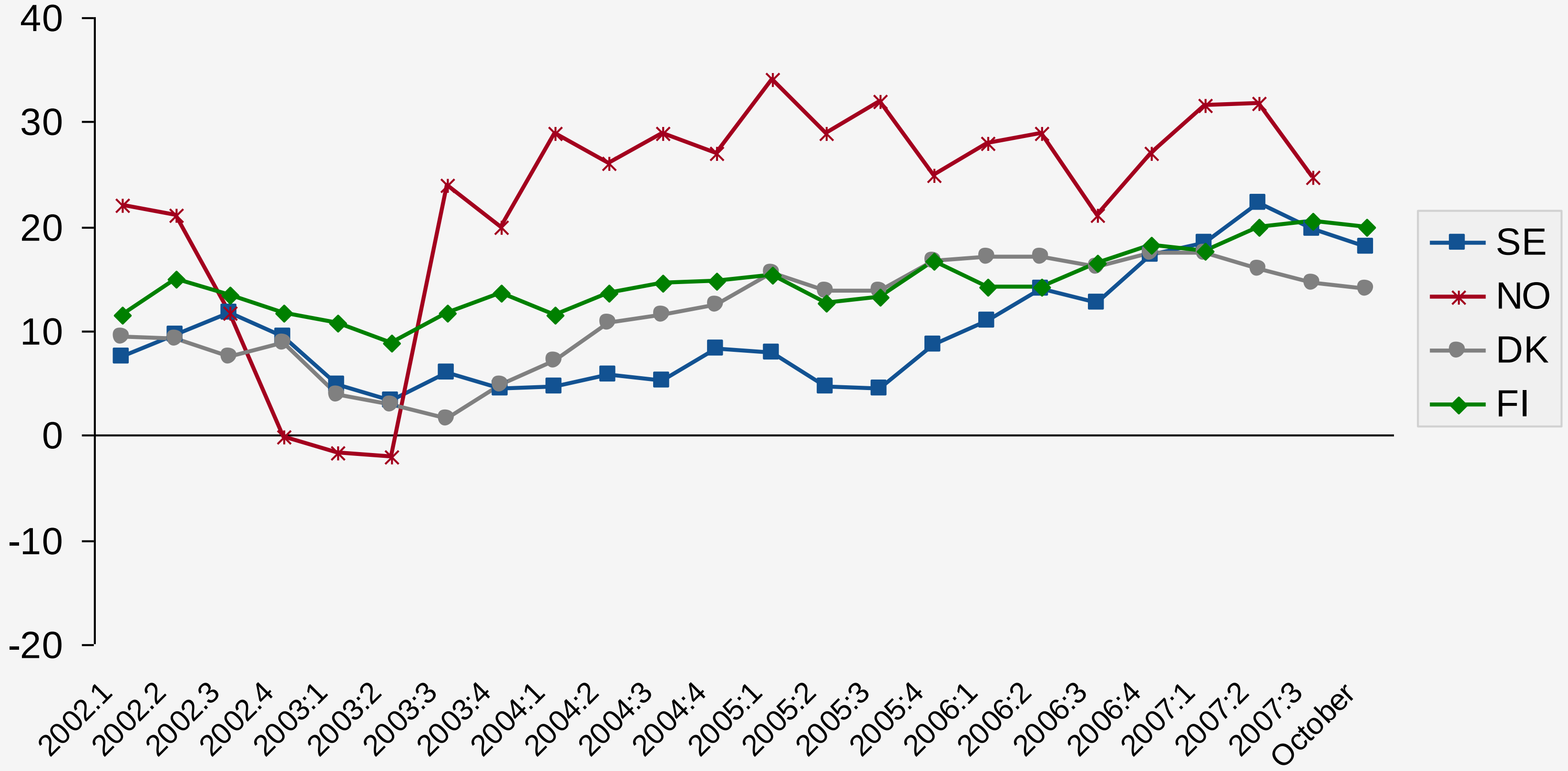


source: Prognoscentret, BoE

UK housing transactions vs. Nobia's organic growth

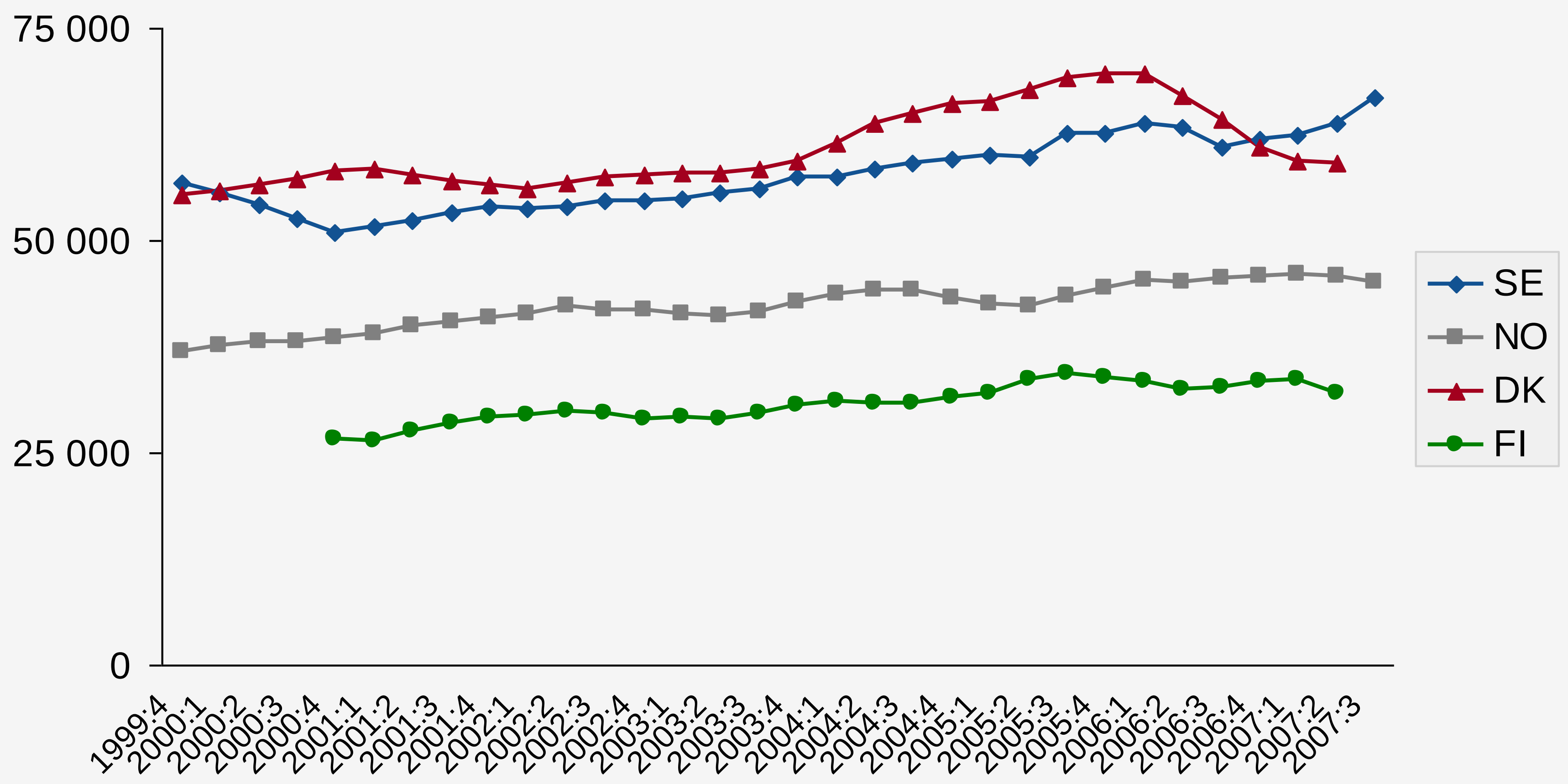


Consumer confidence in the Nordics



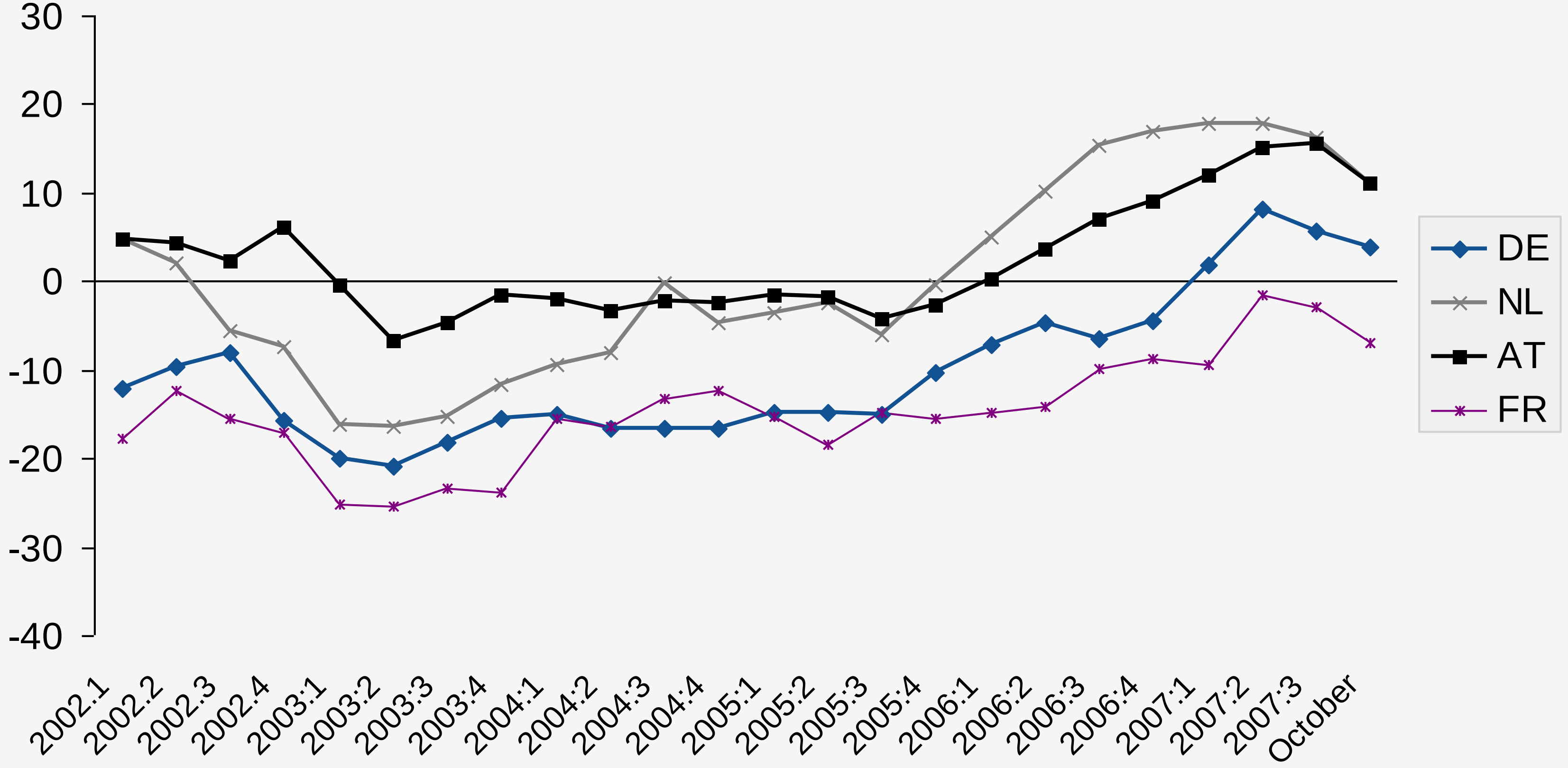
source: Prognoscentret

Housing transactions in the Nordics (rolling 4q)



source: Prognoscentret

Consumer confidence in Continental Europe



source: Prognoscentret

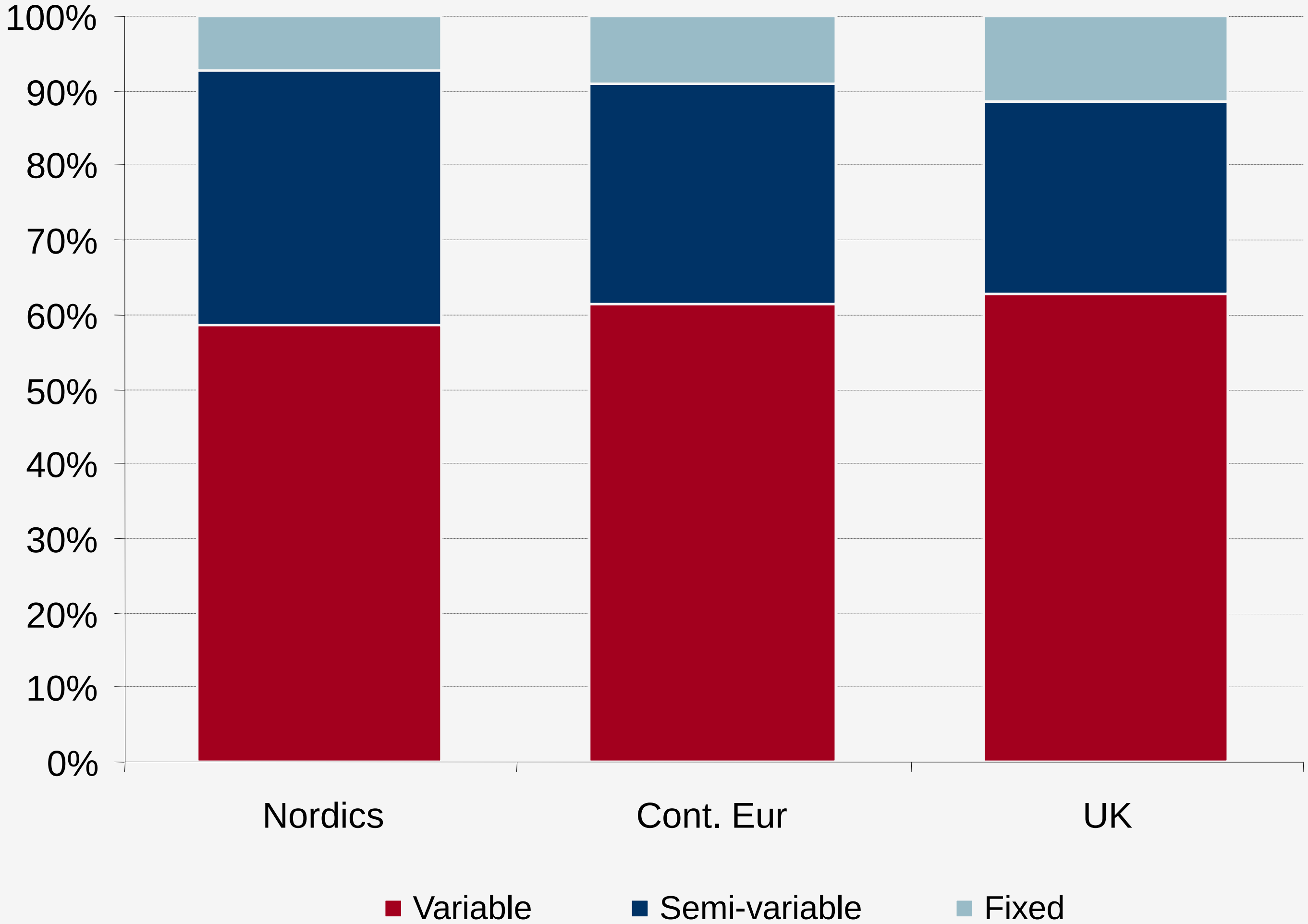
nobia

Nobia's risk management focus

- Operating risks
  - Raw material prices
  - Market development
  - Competitor activity
  - Currency effects

- Financial risks
  - Commercial exposure
  - Financial exposure
  - Pensions
  - Funding risks

Operational leverage – cost allocation



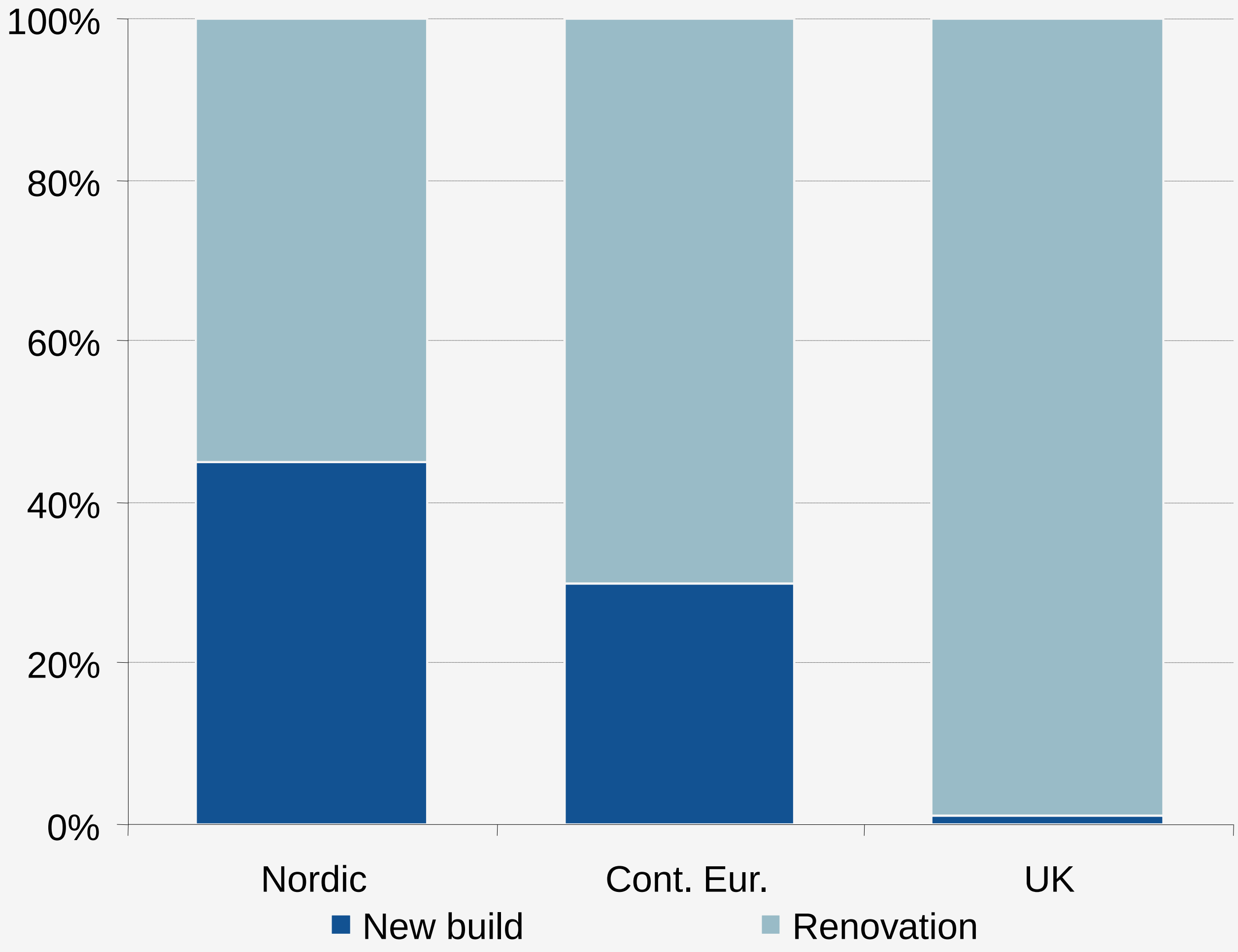
Examples

Depreciation
Rent & rates
Insurance

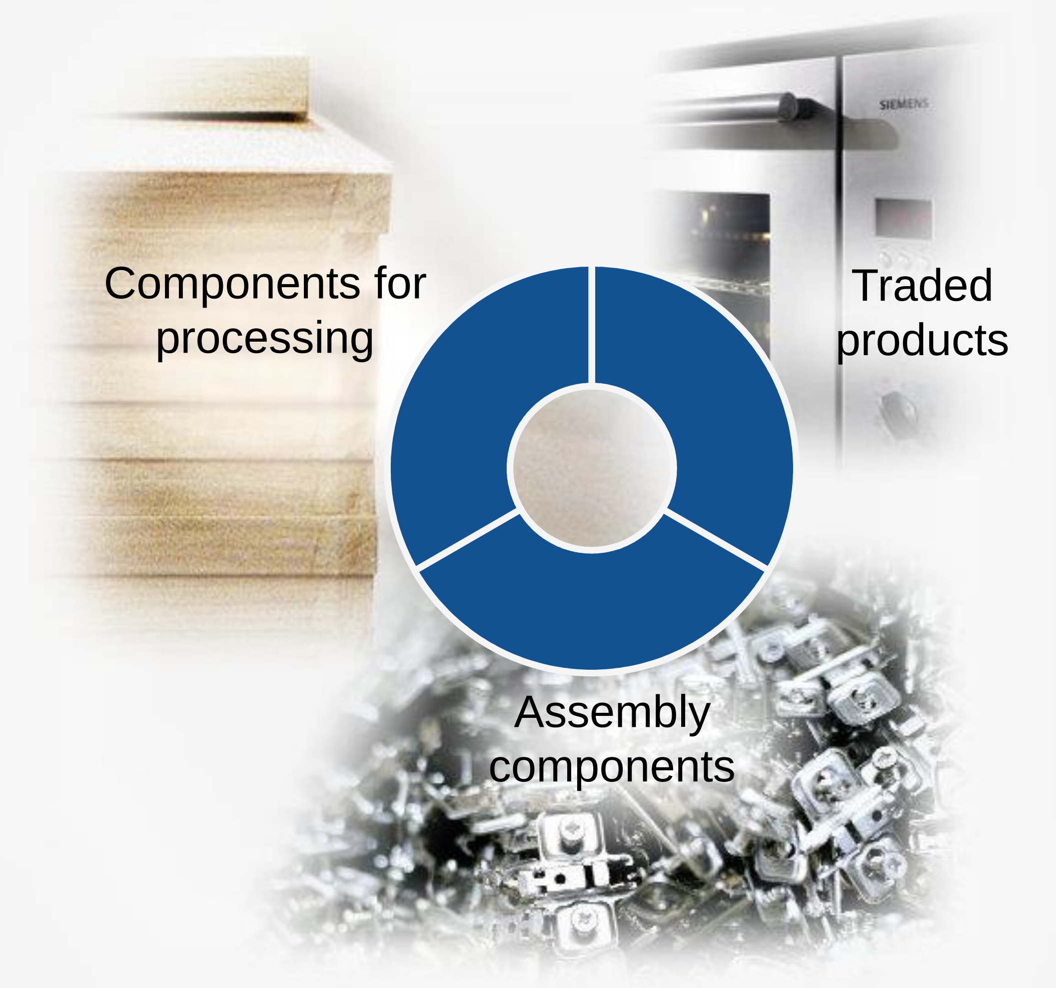
Salaries/wages
Marketing
Maintenance

Material
Freight
Bonuses

Nobia's sales to the new-build segment differ by region



Structure of purchasing costs divided into thirds



Directly operated stores as of 30 September

	No. stores	No. of employees	Approx. size (m^2)	Consumer sales
Hygena: Retail park	112	~4	380	100%
Hygena: Mall store	28	~4	150	100%
Magnet: Retail	30	~4	500	100%
Poggenpohl	27	~4	250	~95%
Magnet: Mixed	134	~5	1,200	~50%
Magnet: Trade	31	~6	1,100	0%
Norema	20	~5	360	~35%

Sales through directly operated stores amount to roughly 40% of Nobia’s sales

Strong financial position

SEK m	Jan-Sep		Jan-Dec 2006
	2007	2006	
Operating cash flow	853	737	881
In % of sales	6.9	6.4	5.7

SEK m	Sep 2007	Dec 2006
Net debt	2,261	2,460
Equity	3,833	3,734
Net debt/equity	59%	66%
Available funds	4,701	4,653

Solid platform for further growth

- Decentralised organisation in close proximity to local markets
- Strong presence in the main channels in most markets
- Healthy spread of geographical risk
- Favourable visibility in the new-build segment
- Continuous coordination of supply to support competitiveness

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market Nobia January-September 2007	Fredrik Cappelen, CEO
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage - Magnet from 200 to 300 stores - Hygena expands in France and enters Spain	 Preben Bager, EVP Operations UK Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany - Increased focus on retail - Spotlight on Culinoma - Poggenpohl ready to expand	 Fredrik Cappelen, CEO Fredrik Cappelen, CEO Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Nobia's business direction 2008-2012
Continuation of set strategy

A. Organic growth through increased market focus and new and better stores. Nobia will achieve organic growth within existing operations and by opening new stores with focused and scalable concepts.

B. Internal efficiency will increase through coordinated supply and simplified structures.

C. Nobia will also continue to grow through acquisitions.

A. Structuring customer offers to improve EBIT margins

Main principles:

- Continue to develop selected competitive concepts and strong market positions in Europe
- Prioritise customer-friendly and attractive concepts with strong influence on the offer
  - Wholly owned stores and strong franchise concepts
  - Scalable
- Direct concepts and brands towards distinct price and style segments, as well as sales channels

This approach aims to support the reduction of assortment, improve market communication and reduce costs.

Nobia’s main principles for kitchen offers

Under development

Scalable complete kitchen offers

Local/regional complementary brands or channels

The range matrix – a tool to optimise the brand portfolio

Under development

Style

Style / Price	Young	Contem-porary	Basic	Classic	Traditional
High					
Medium					
Economy					

Price

Nobia's business direction 2008-2012
Continuation of set strategy

A. Organic growth through increased market focus and new and better stores. Nobia will achieve organic growth within existing operations and by opening new stores with focused and scalable concepts.

B. Internal efficiency will increase through coordinated supply and simplified structures.

C. Nobia will also continue to grow through acquisitions.

B. Reduced product costs a key issue

- Continue to coordinate supply
- Target supply and production towards more co-ordinated assortments
- Rationalise production

The supply chain aims to become less dependent of channels and brands.

C. Acquired growth is part of our strategy

This applies to both Nobia and Culinoma.

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market Nobia January-September 2007	Fredrik Cappelen, CEO
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage - Magnet from 200 to 300 stores - Hygena expands in France and enters Spain	 Preben Bager, EVP Operations UK Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany - Increased focus on retail - Spotlight on Culinoma - Poggenpohl ready to expand	 Fredrik Cappelen, CEO Fredrik Cappelen, CEO Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Presentation topics

A. From purchasing to efficient supply chain – measures taken 2005-2007

B. Strategic direction 2008-2012

Past acquisitions have led to a large assortment

Example: fronts (cabinet doors)

- Nobia sources and manufactures more than 13 million fronts per year
- Nobia has a total of 1,049 types
- Top 10 in volume represent 15% of the total volume




Product cost is 65* per cent of Nobia's total sales

- The single largest cost within Nobia
- Products becoming more pan-European due to harmonisation of consumer preferences

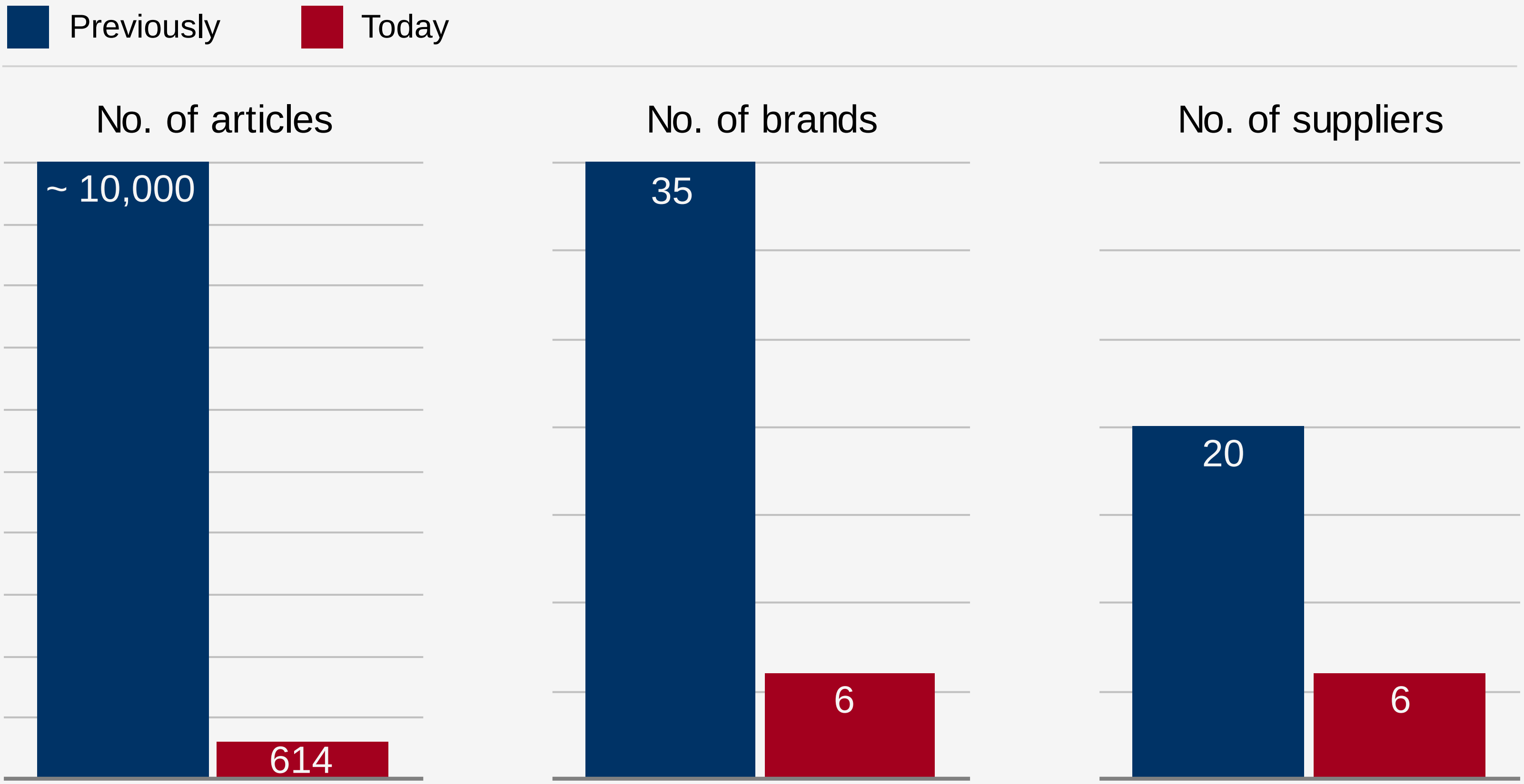
* Direct materials and production costs

From purchasing to supply chain management since 2005

From	*To*
No central product database and information system	Central product database including classifications and technical information
Decentralised product development and assortment management	Group-wide product life cycle (PLC) process. Coordinated product development. Core-range products. Centrally coordinated assortment.
Few products / suppliers on central contracts. Local purchasing with local suppliers.	Central strategic sourcing on defined product categories. First-tier suppliers.
Purchasing focused on “price”	Central resourses managing a focused cost-improvement process. Analysing all cost drivers (TCO) including design, logistics, etc.
Local Supplier Quality Process (SQP)	Group wide SQP with defined process for supplier selection, product evaluation and supplier performance.

Sourcing and product management has become less complicated

Example: White goods



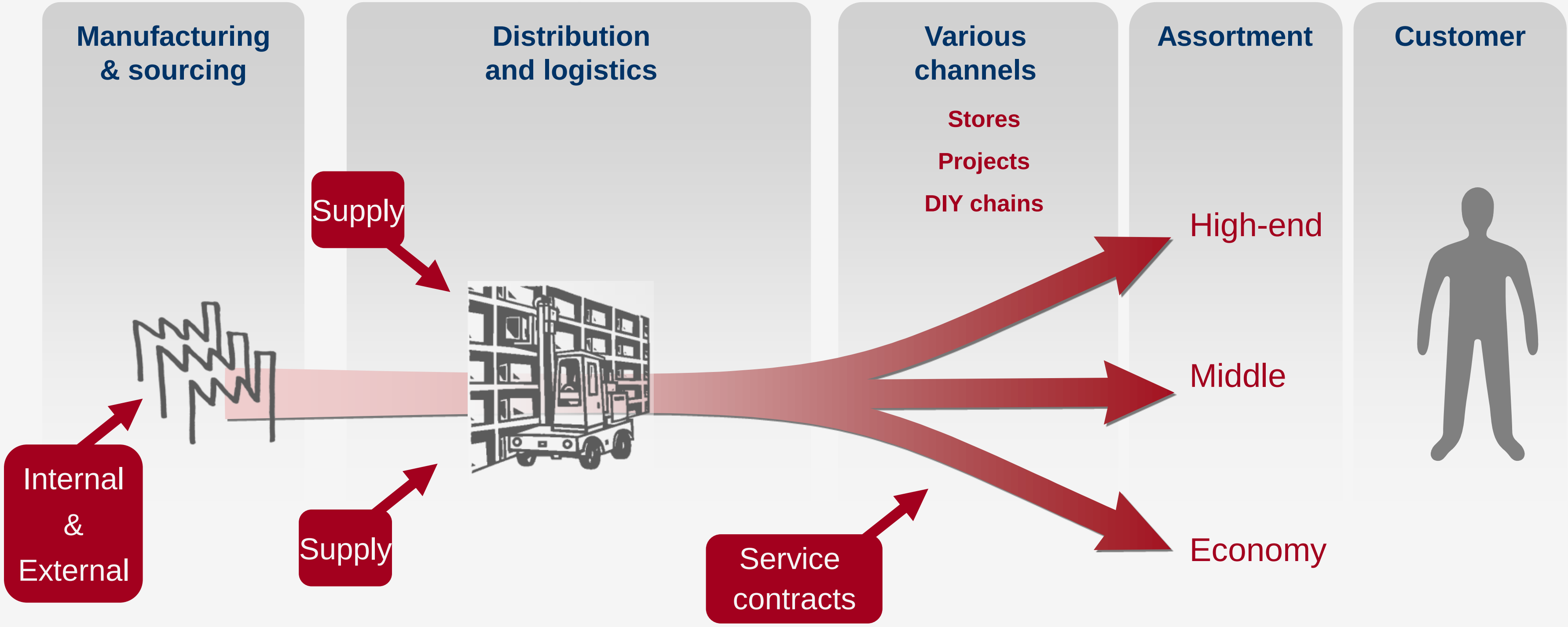
Creation of core range reduced the number of active articles, brands and suppliers

Presentation topics

A. From purchasing to efficient supply chain – measures taken 2005-2007

B. Strategic direction 2008-2012

Towards a brand- and channel-independent supply chain



Examples of existing co-ordinated supply chain

EWE/FM in Austria

- Two separate supply organisations merged into one
- Assortment and channel segmentation between brands (EWE, FM)
- Same carcass standard for all brands
- Supply chain optimised to supply several brands and channels within a defined geographical area (EWE, FM, project market, Nobia internal components)

Novart in Finland

- One supply organisation
- Assortment and channel segmentation between brands (Parma, A la Carte, Petra)
- Same carcass standard for all brands
- Supply chain optimised to supply several brands and channels within a defined geographical area (project market)

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market Nobia January-September 2007	Fredrik Cappelen, CEO
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.15	Lunch	
13.15-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Shifting positions: from manufacturer to retailer	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

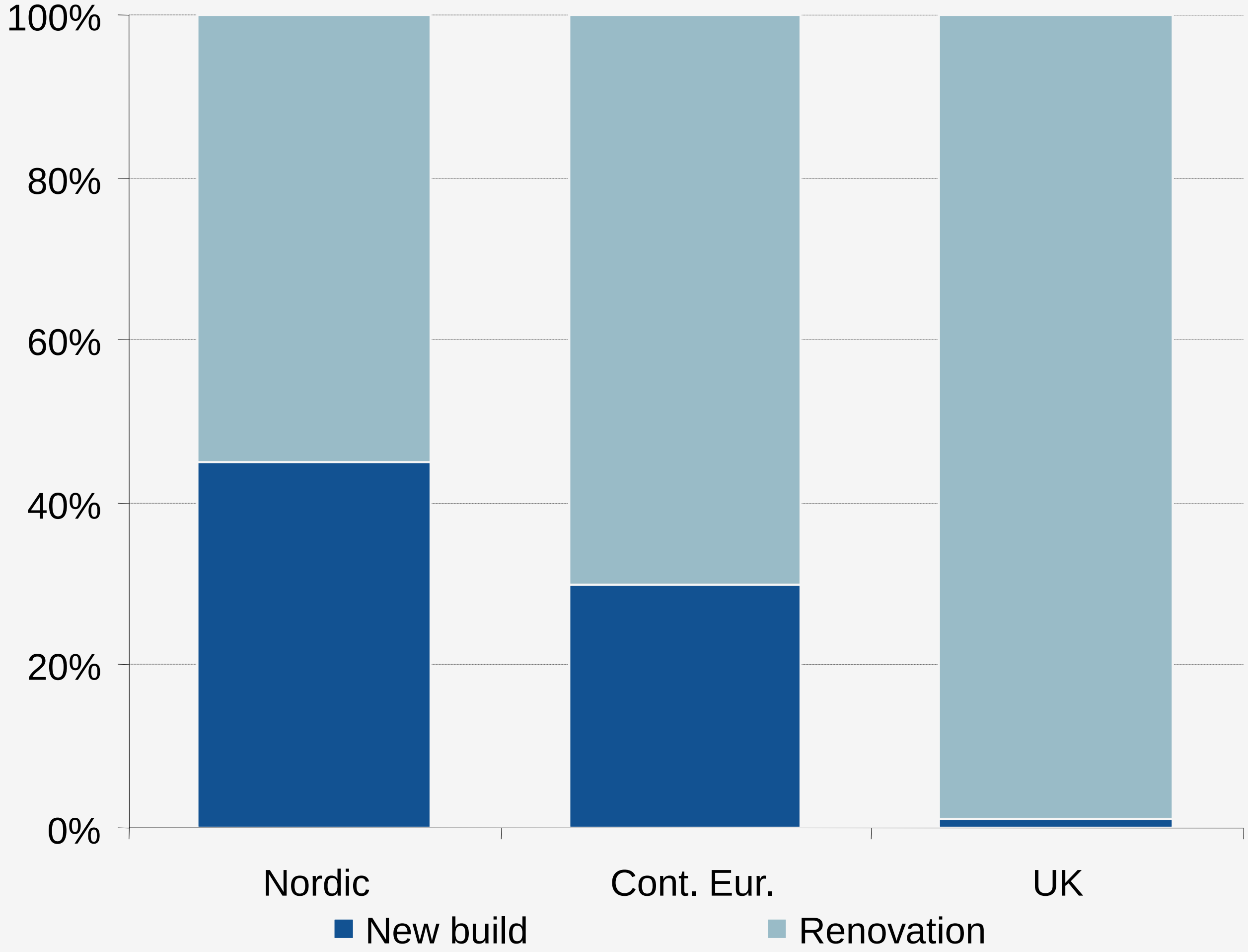
Organic growth through scalable, proven concepts

As reported in Q2:
Better market coverage by expanding Magnet network in UK and Hygena network in France. Enter Spain with Hygena concept in 2008.

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market Nobia January-September 2007	Fredrik Cappelen, CEO
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Increased focus on retail	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Nobia's sales to the new-build segment differ by region

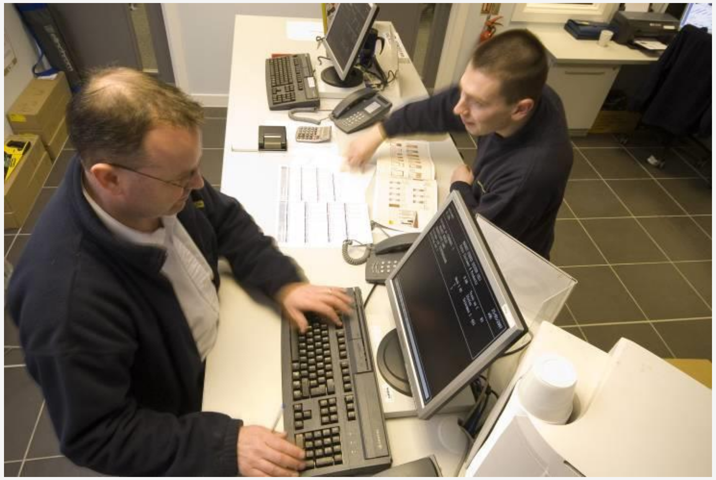


Two brands
serving two different customer groups

Magnet

Magnet TRADE

Upper/middle market consumers



Small, local builders

Two brands with two different service offerings

Full service offering: design, home delivery & installation

Price-led, in stock

Two brands
and two strategies for growth

Magnet

Magnet TRADE

Refurbish the outdated showroom network

Investment in people to grow the customer base

Our objective for retail

- The best showroom in town
- Appropriate investment for the location & catchment area

Crawley

Before

Doncaster

After

Doncaster


Before
Eastleigh

After

Eastleigh

Before

Loughborough

After

Loughborough

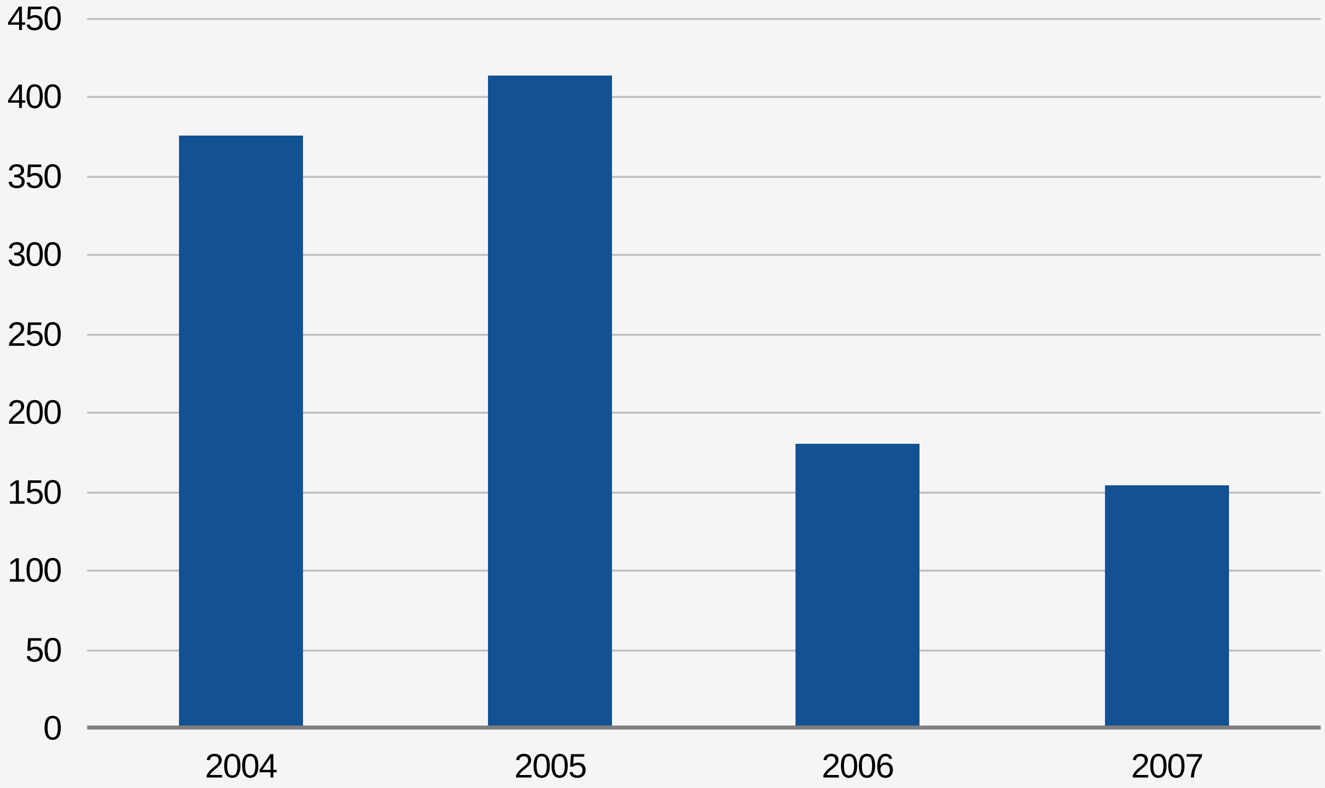

Before
Magnet
kitchens
bedrooms
What happens in your kitchen?
Kidderminster

After

Kidderminster

Reducing the cost of refurbishment

Average capex spend £000s



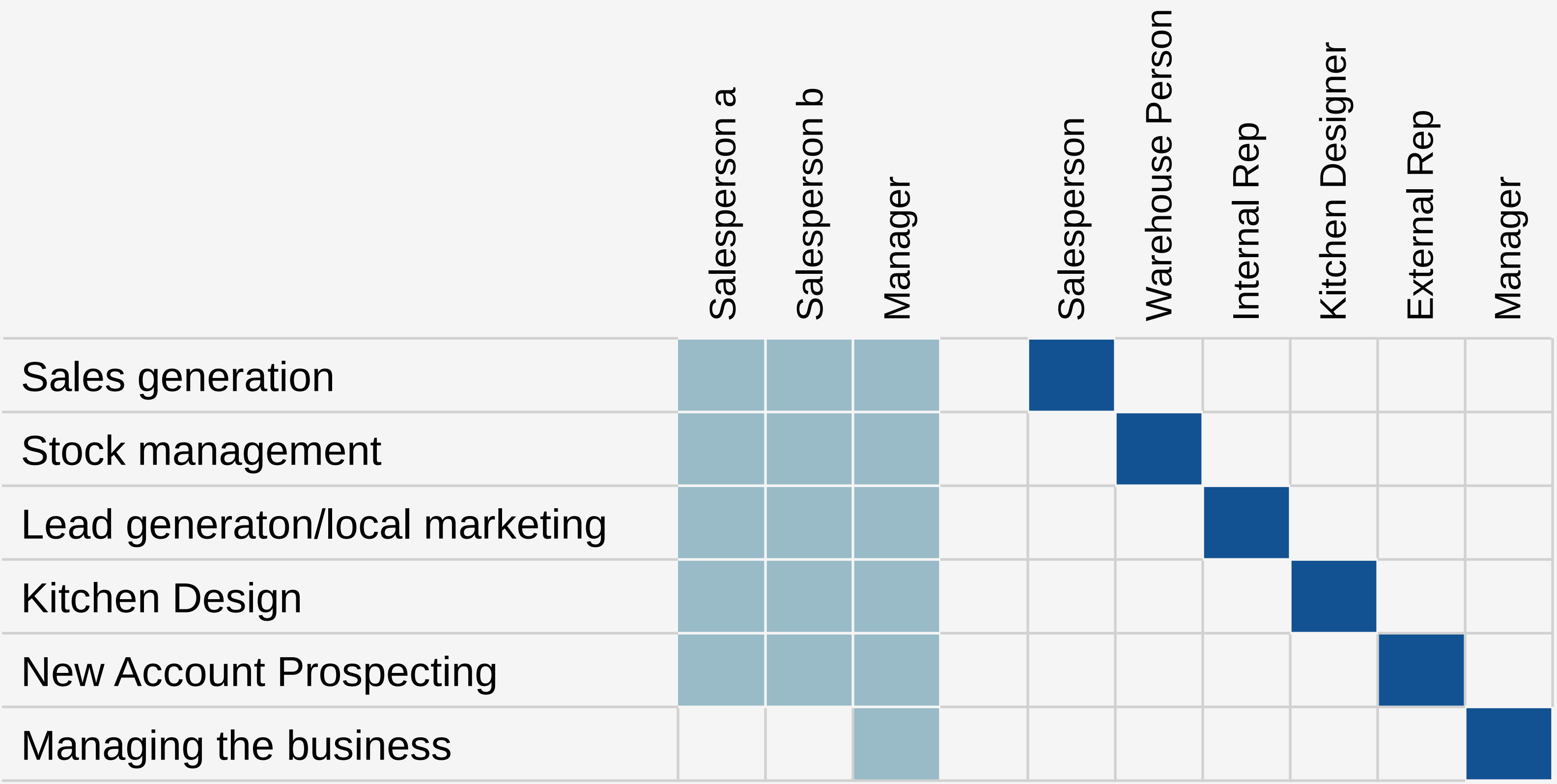
Store refurbishment programme follow-up

▪ Current status	94 branches refurbished
– By Christmas	20
– Plan for 2008	31
Total	145

Our objective for Trade

- Investment in new colleagues to grow and service our trade account base
- (Not just that though)
  - The right products available from stock
  - Pricing to suit the local market
  - Competitive advantage
  - Central and local marketing

From generalists to specialists

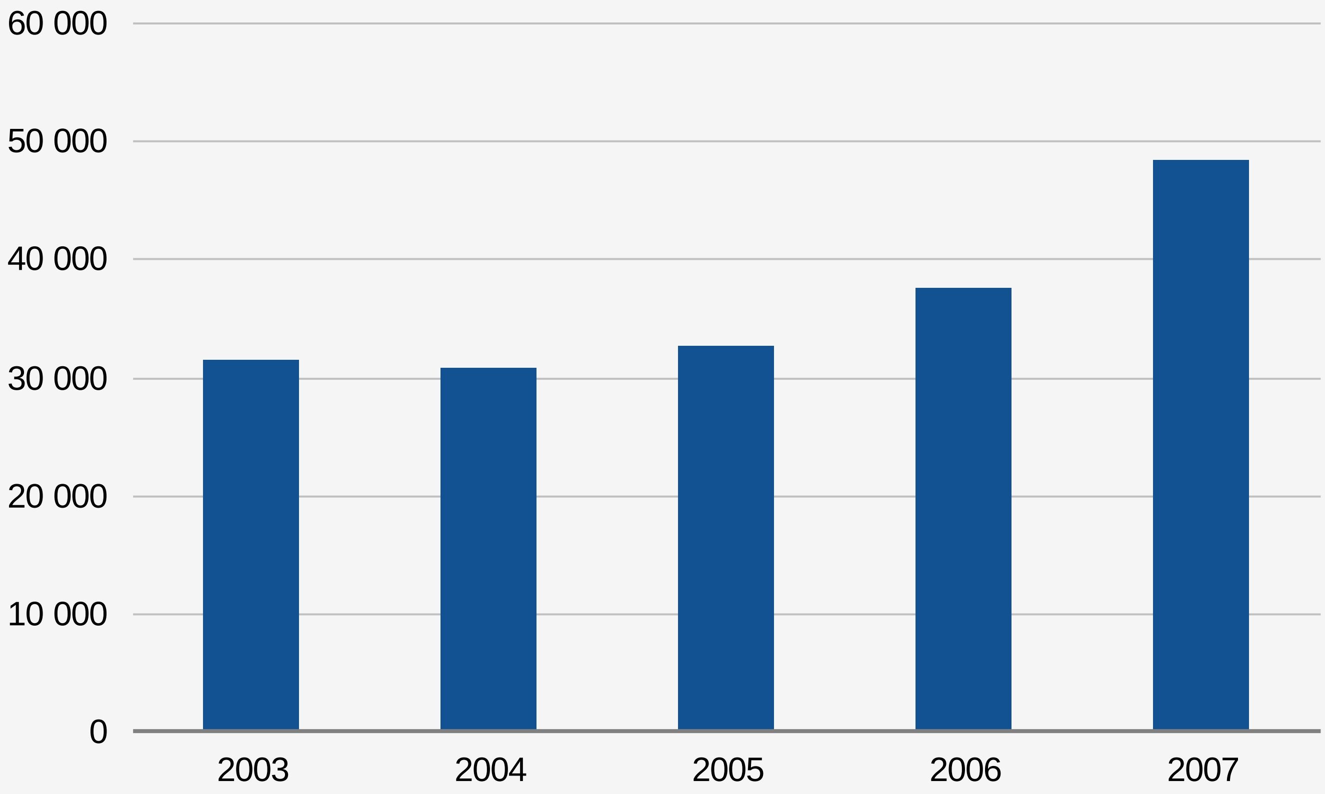


All focused on servicing and developing the account base





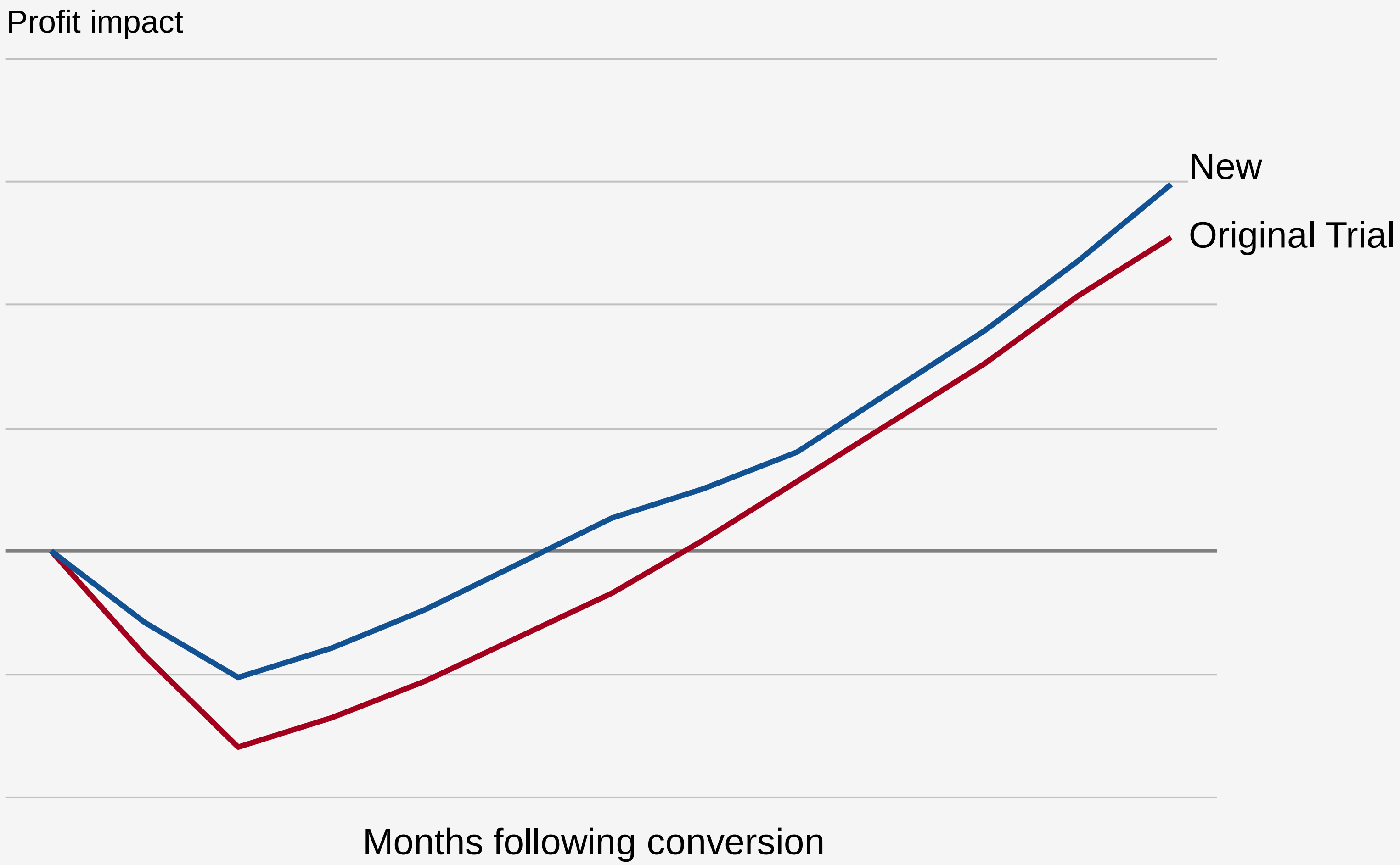
12 month active accounts



Minimising the profit dip

- Dip in profit caused by immediate increase in overheads
  - more colleagues
  - higher branch operating costs (marketing, reps costs etc)
- Initial unfavourable product mix
- Sales growth slowest in the first few months

Minimising the profit dip



Current store network

New stores

Currently 195 Magnet branches

- 30 Retail solus
- 31 Trade solus
- 134 Mixed sites (Retail & Trade under one roof)

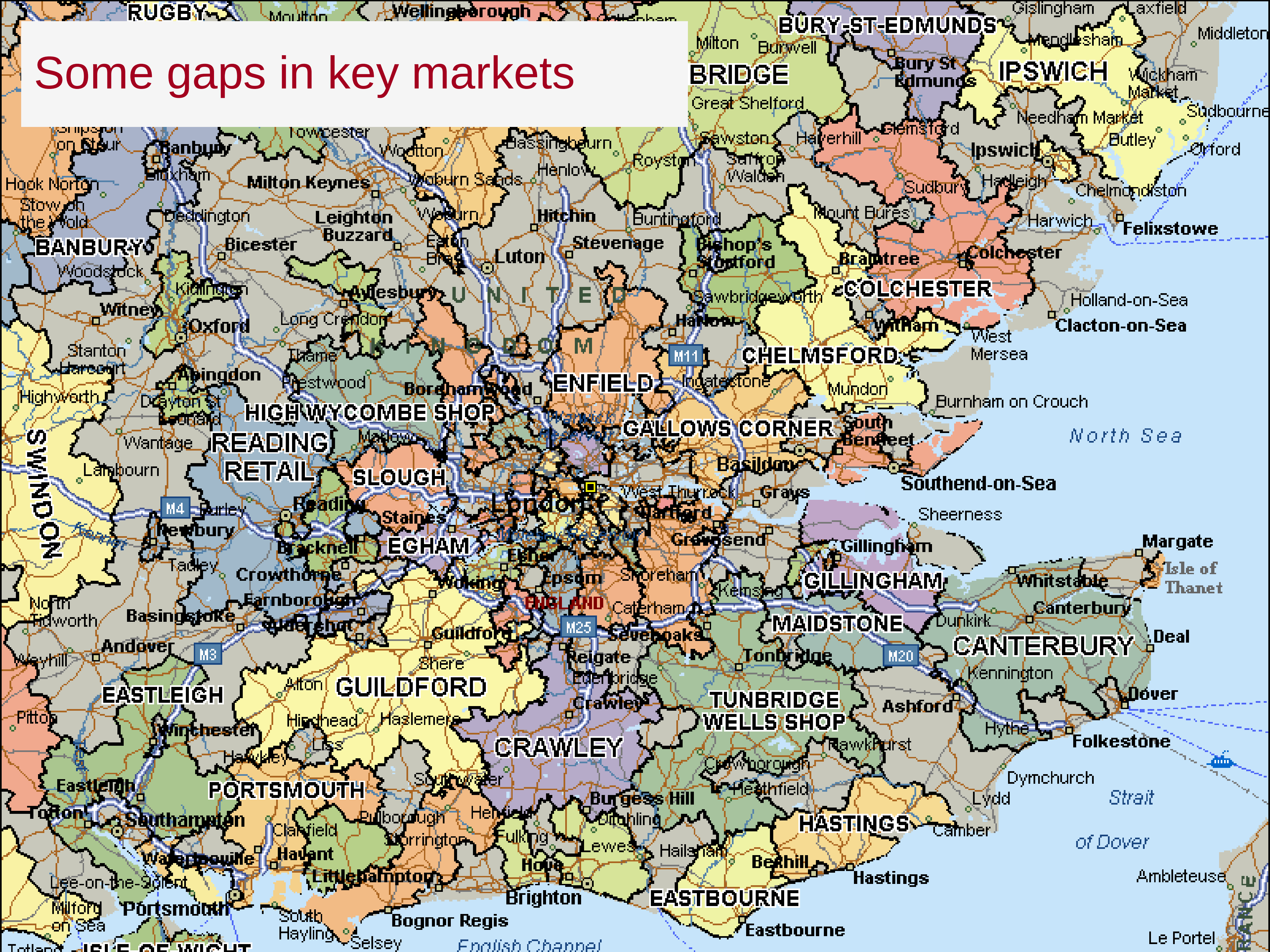
So far in 2007

- 1 unprofitable store closed
- 8 branches opened
- 3 further branches to open before Christmas

Gaps in key markets

- Maximise usage of national media advertising
- Enable more small local builders to access Magnet Trade

Some gaps in key markets



Our objective:
300 branches

4 different types of branches in the future

Each split by target market

A. Trade Solus

B. Mixed site

C. Retail Solus

D. Trade+

A. Trade Solus

Industrial estate/trade park

Approx. 10,000 sq ft

£60k-£80k pa rent

Trade counter, very basic showroom

May already have a successful retail business but no trade presence

Further opportunity within a large city where another retail-facing branch may not be desirable

B. Mixed site

Solus location

Approx. 15,000 sq ft

- 2,000 sq ft showroom minimum
- 10,000 sq ft warehouse

£100k-£150k pa rent but appropriate to town

No current Magnet branch in town or relocation of existing site

Limited availability due to planning consents

C. Retail Solus

Retail park/High Street

2,000-5,000 sq ft

£60k-£120k pa rent

Size appropriate to opportunity

May already have a successful trade solus/trade-based business but no/minimal retail presence

D. Trade +

Industrial estate/trade park

Trade counter plus trade showroom showcasing trade kitchen offer to the *builder's customer*.

About 6 sets on display, mainly trade ranges

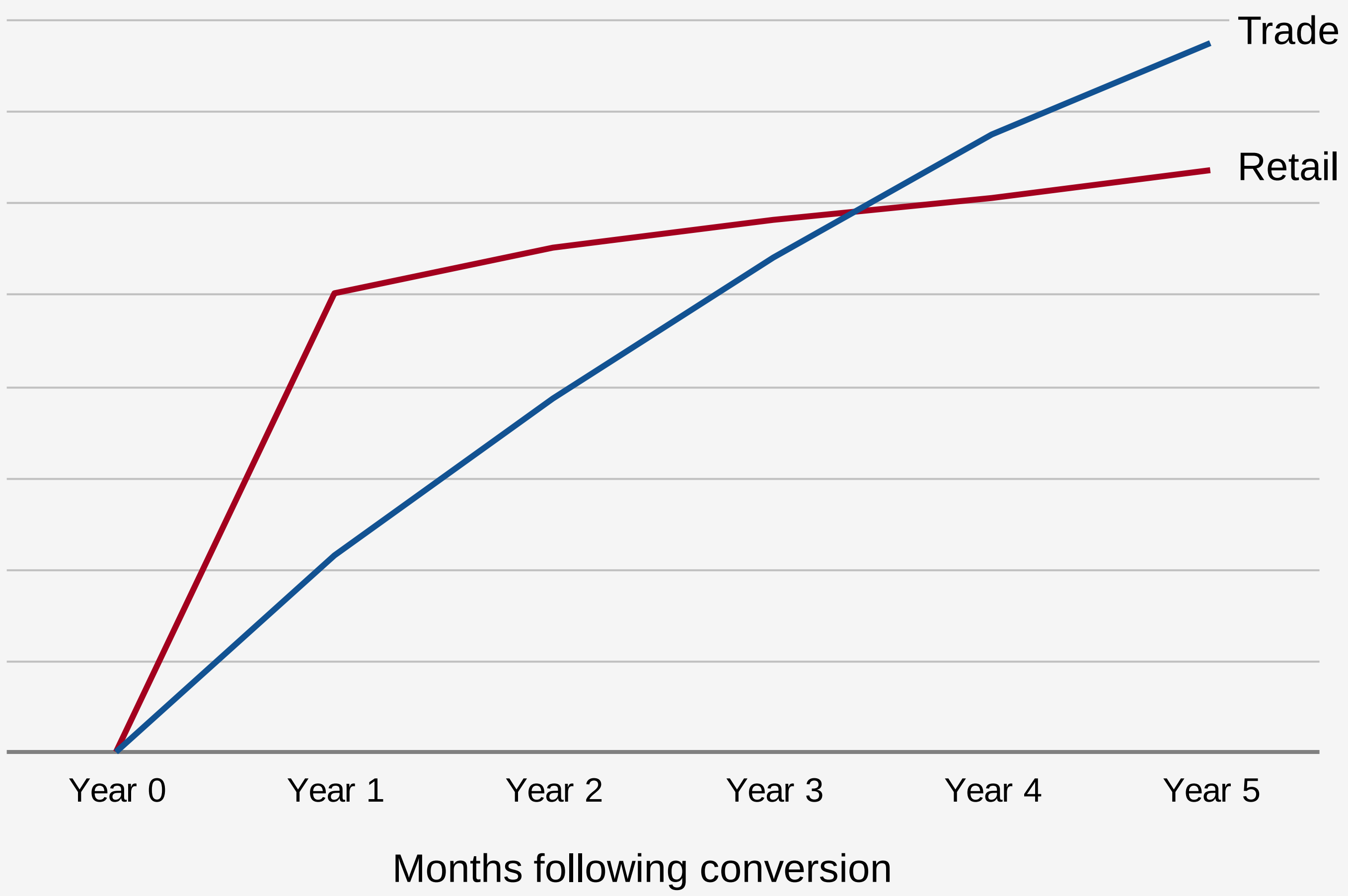
Approx. 12,000 sq ft, 60,000-80,000 pa rent

Trade-only with consumer sales via the builder

No Magnet retail or trade presence in town

Large population but not economically strong enough to support full retail presence

Sales growth from new sites



Magnet retail development

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market Nobia January-September 2007	Fredrik Cappelen, CEO
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Increased focus on retail	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Hygena

Kitchen Retail Business

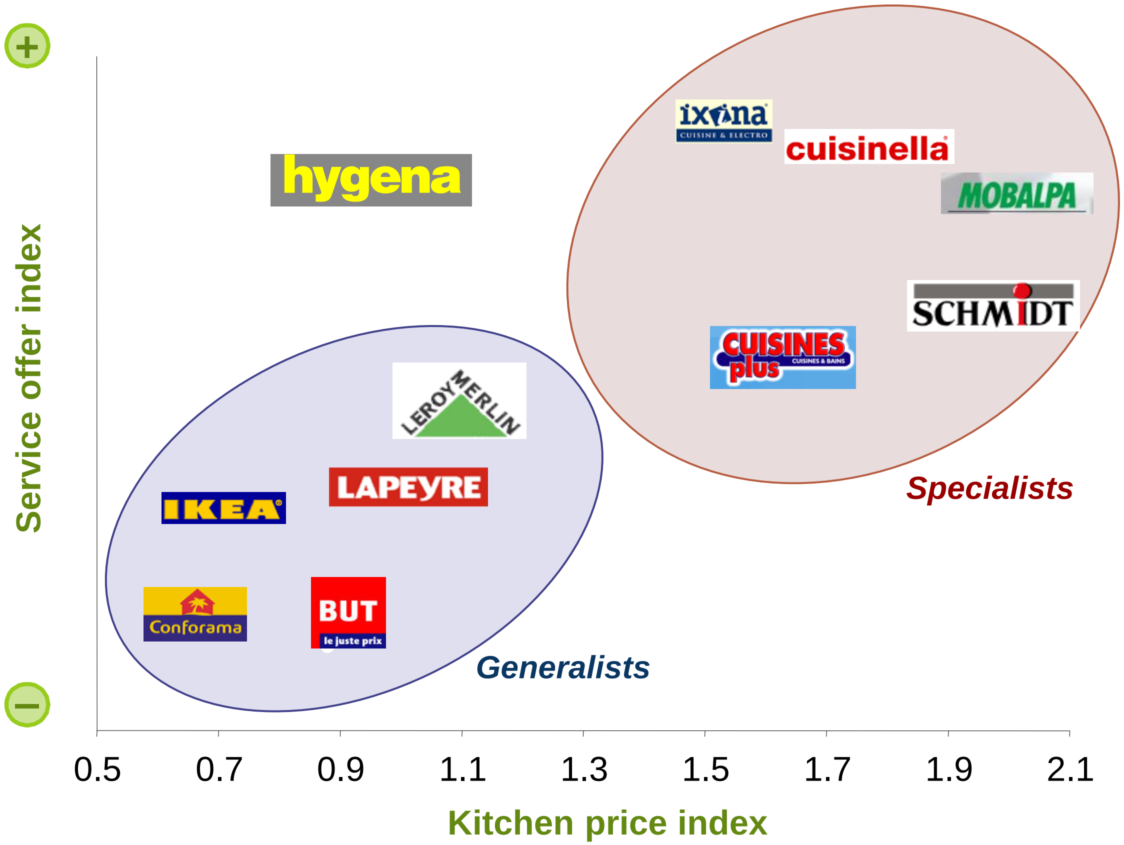
les Cuisines, l´Electroménager
et les Salles de Bains

hygena

Hygena in brief

DSO

A competitive environment in a fragmented market



Source: Market Audit - June 2005 and Company information

Unique positioning

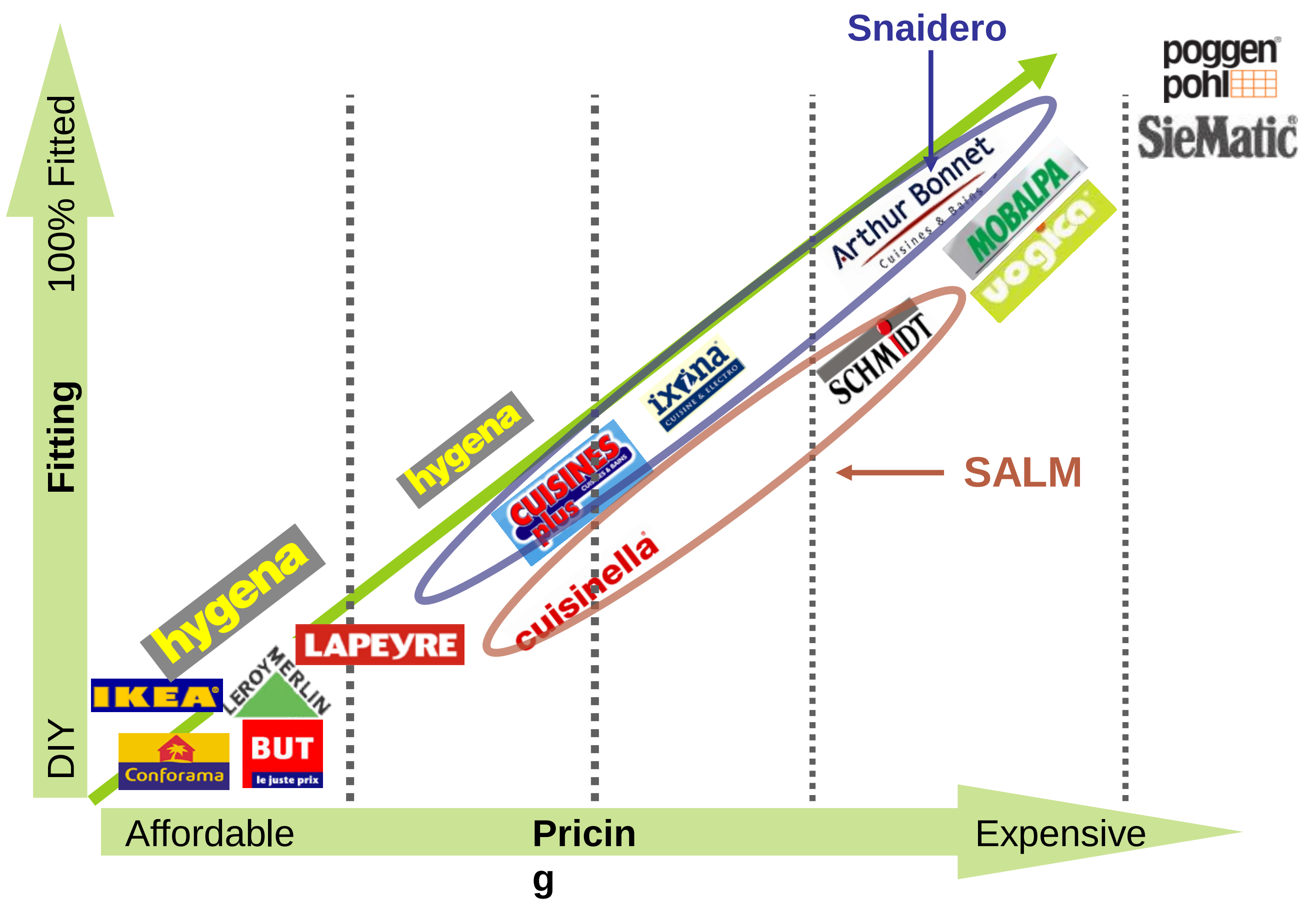
dedicated services + **affordable prices** = hygena

DSO

Vital stats

- Hygena was formed 27 years ago by MFI UK
- In the beginning it was a pure cash-and-carry furniture business
- Now it is a business with 142 stores, EUR 220 m selling more than 60,000 kitchens a year
- Number 1 in volume in France, number 3 in sales

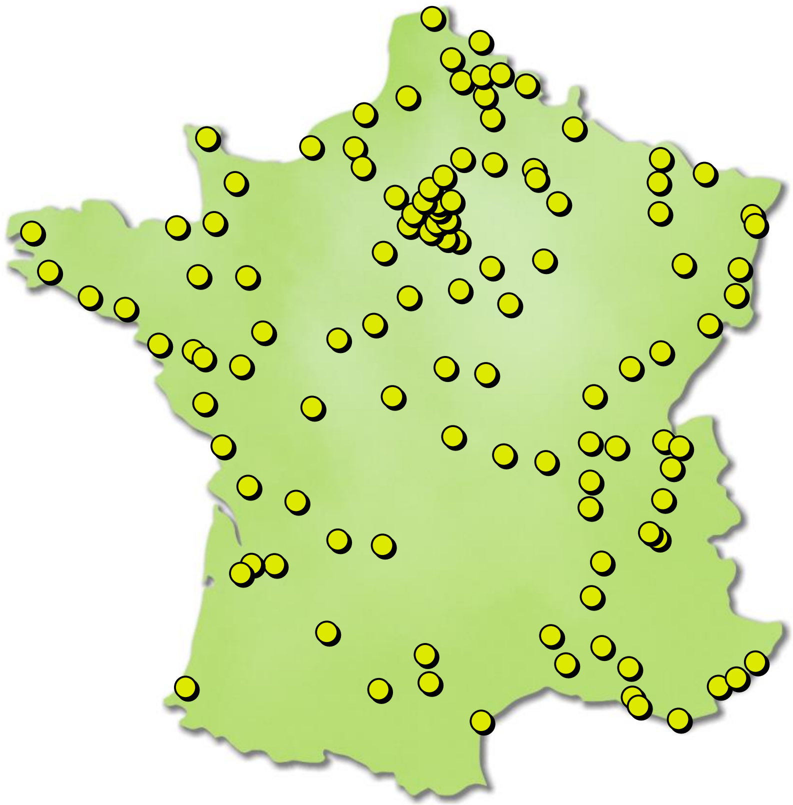
A strong competitive position



Hygena's unique hybrid business model increases freedom of maneuver and limits vulnerability to the competition.

DSO

Current geographic coverage of Hygena



- 142 stores
  - 32 stores in shopping malls
  - 110 stores in retail parks
- 142 stores
  - 18 in Ile de France
  - 124 outside Ile de France

Hygena covers only 56% of the French population and is absent from Paris intra-muros

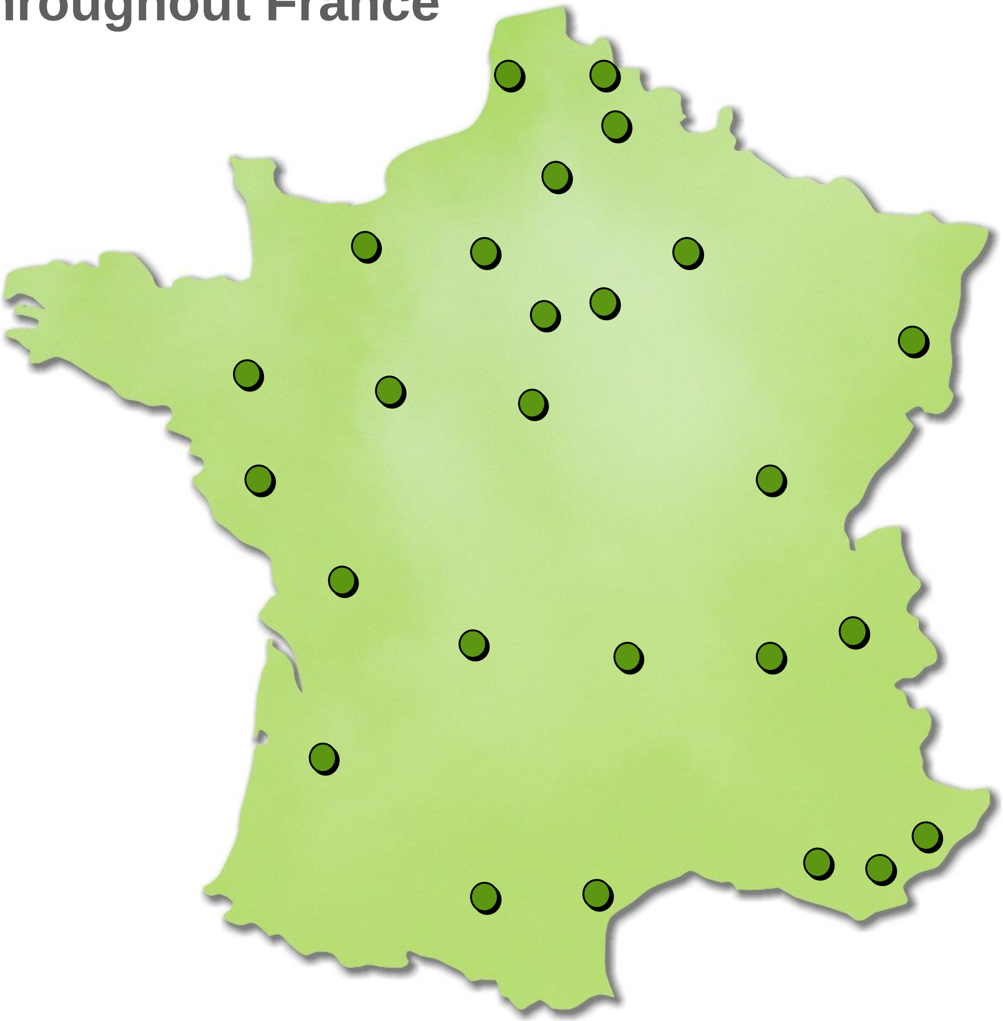
What happened since we joined Nobia February 2006?

- We adjusted our sales organisation
- We started to move from external sourcing to internal (70% of products transferred to date)
- We started to revisit our overall supply chain
- We started to revisit our product range
- We reduced the number of depots
- We launched Spain entry

hygena

Hygena logistics organisation

26 depots throughout France



hygena

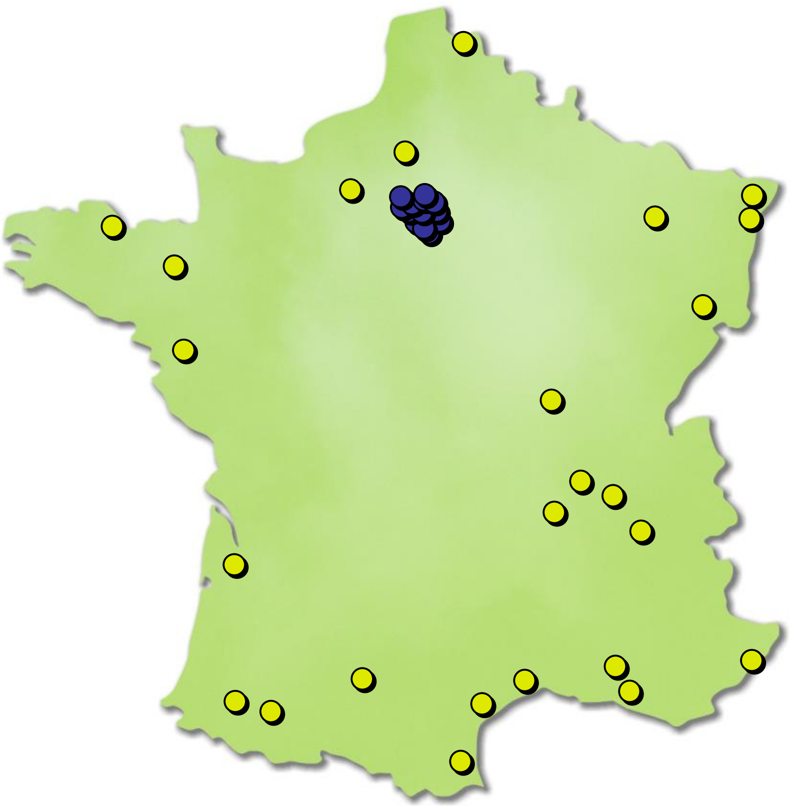
Business vision and customer service objectives for the next 3 years

Maintain and strengthen our current marketing mix in order to grow our market share in France and enter new export markets by:

- Extending our store network in France and Spain
- Simplifying and securing our order fulfillment processes in order to :
  - Reach 98% customer service ratio
- Revisiting our procurement processes in order to:
  - Deliver a range of present products on stock
  - Deliver a range of present products within 3 weeks lead time
  - Deliver a range of present products within 6 weeks lead time

Extend our store network in France by 50-75 new stores in 3 years

- 35 identified locations outside Paris region
- 15 identified locations in greater Paris region
- 10 identified locations in downtown Paris

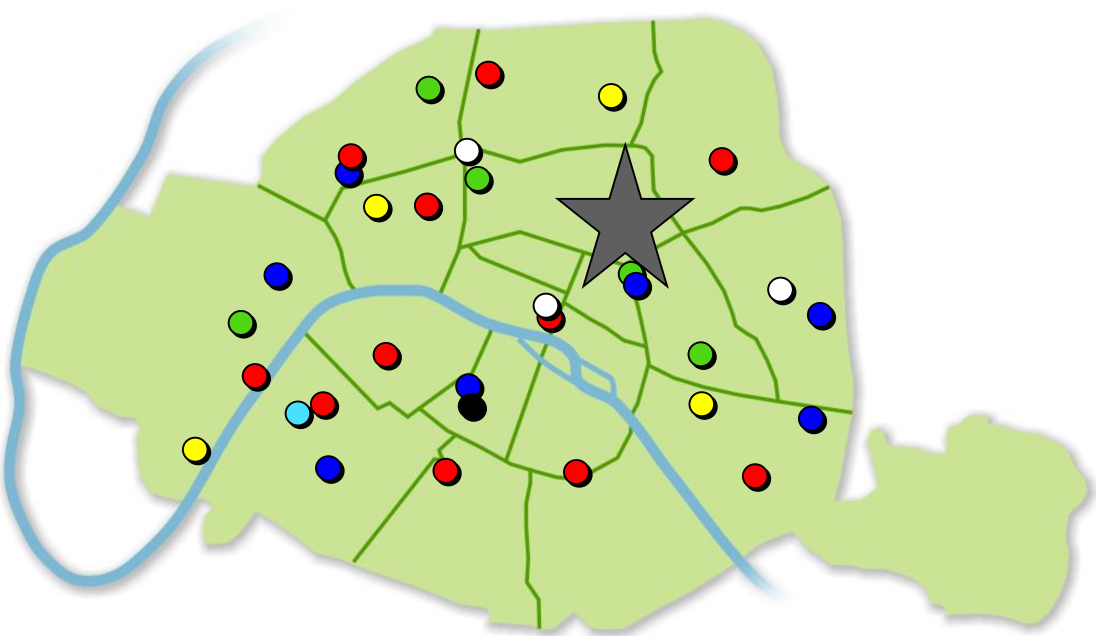


DSO

Our first high-street store in Paris is a success

Paris: an important market where Hygena has just mad an imprint in 2007!

- 2 million inhabitants (20% of the population of Ile de France)
- Total Paris region population : 10 million inhabitants
- A potential market of EUR 120 million only for downtown Paris



- Chabert Duval
- Mondial Kit
- Arthur Bonnet
- Lapeyre
- Schmidt
- Mobalpa
- Vogica

No. of stores	
Mobalpa	13
Arthur Bonnet	6
Schmidt	4
Chabert Duval	5
Independent kitchen stores	70

DSO

hygena

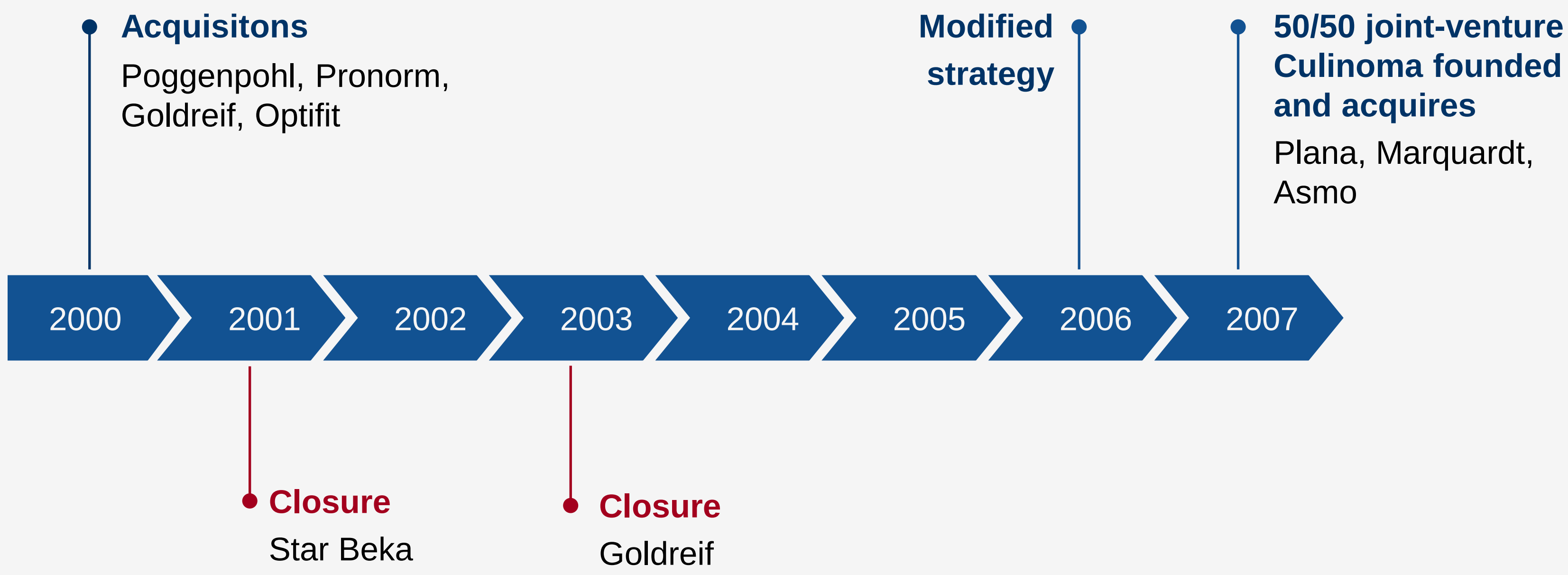
Entering Spain 2008

- Traditional route to market is changing from small joineries to specialised retail. Retail industry is booming in Spain.
- French retail community is rather strong in Spain. This gives us good opportunities for opening stores and hiring.
- Our marketing mix seems to be very competitive compared with local suppliers.

Agenda CMD 28 November 2007

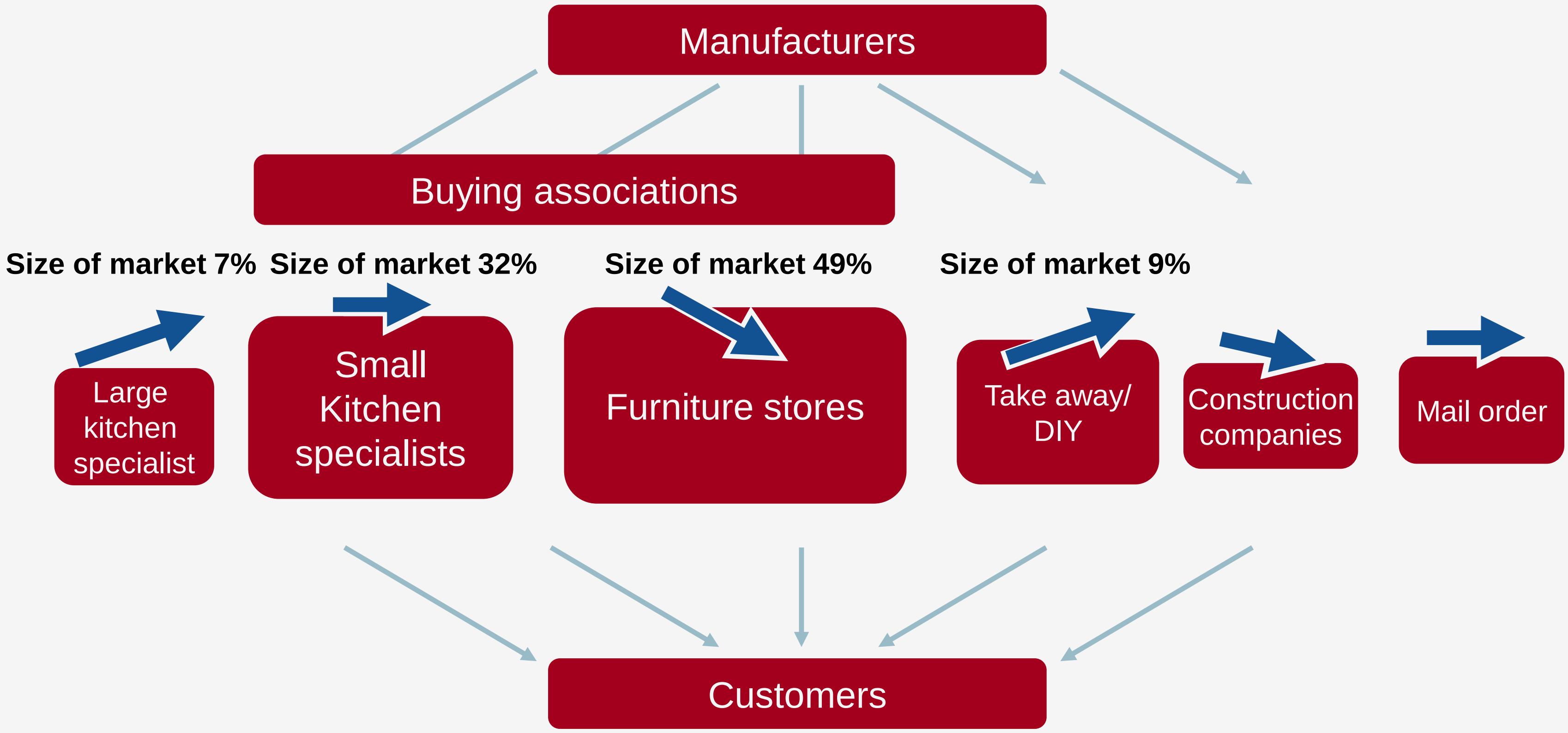
09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market Nobia January-September 2007	Fredrik Cappelen, CEO
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage - Magnet from 200 to 300 stores - Hygena expands in France and enters Spain	 Preben Bager, EVP Operations UK Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany - Increased focus on retail - Spotlight on Culinoma - Poggenpohl ready to expand	 Fredrik Cappelen, CEO Fredrik Cappelen, CEO Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

From manufacturing to retail focus



From CMD 2006

Specific for the German market



Buying associations play a dominant role in distribution with about 70-80% of total kitchen sales.

Strategic decision Oct 2006

CE regional objectives

- **A** Improve and develop present business and strengthen the overall organisation and structure
- **B** Increase total sales turnover and develop margins by acquiring kitchen retailers and kitchen manufacturers with controlled distribution

Gradually changing our German business units

From	To
Optifit doing many things for many customers	Specialised production of kitchens for the economy segment, primarily internal Nobia customers
Pronorm both producing and supporting marketing activities for many	Focus on producing kitchens for the middle segment, primarily for few, large and strategic customers
Poggenpohl producing and selling worldwide through both project sales and independent dealers	Poggenpohl to intensify sales in directly operated stores with a clear concept

When targeting increased sales and improved margins, top-notch supply is more vital than own manufacturing.

Culinoma: an essential part of the retail strategy

Fragmented retail ➔ Consolidated business by

1. Co-ordinating the assortment/concept
2. Co-ordinating back-office
3. Common supply chain
4. Improve the store network

Scalable business

That can grow organically and attract more dealers to join.

Further growth through acqusitions…

Culinoma is a strategic 50/50 joint venture for kitchen retail

- Joint forces improve potential synergies in supply, marketing, logistics and distribution in Germany
- Jointly managed, leverage of both parties' know-how
- High level of retail know-how in DMG

nobia

DMG
KEUKENS · MEUBELEN · SANITAIR

50/50

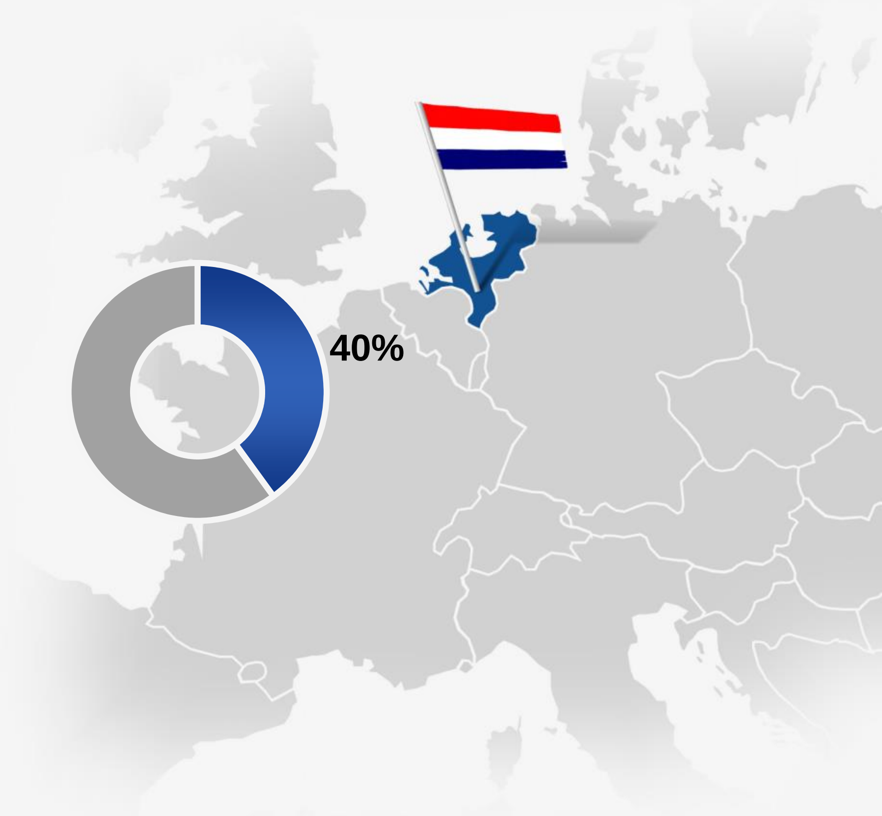
CULINOMA

DeMandemakersGroep in brief

- The leading Dutch kitchen, furniture and bathroom retailer
- Headquartered in Waalwijk, Netherlands
- Privately owned by Ben Mandemakers, president and CEO

40% market share in the Dutch kitchen retail market

- Strong and well-known retail brands in the Dutch kitchen market
- Approx. 4,500 employees
- Approx. 200 kitchen and bathroom stores
- The total sales of Ben Mandemakers' companies is approx. EUR 1 billion



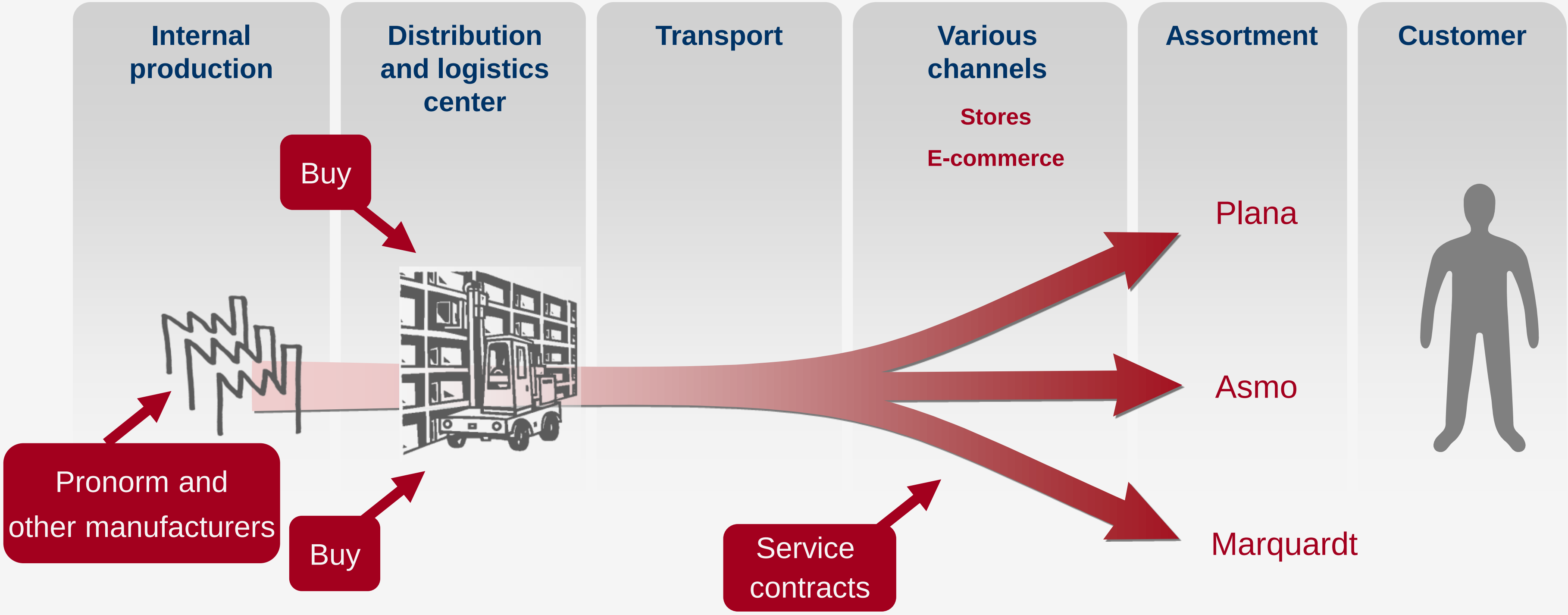
Culinoma leads the kitchen retail sector

Culinoma, founded in February 2007, currently operates 77 kitchen stores from north to south with retail annual sales of approximately EUR 180 million.

A closer view of Culinoma

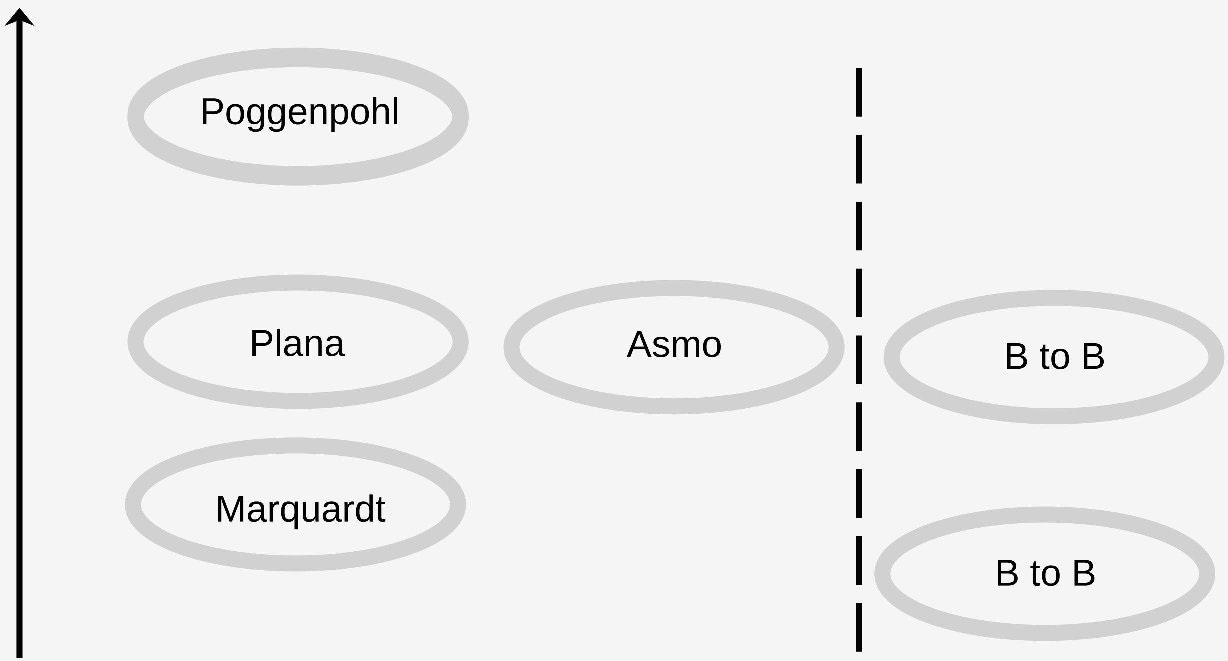
- Plana
- Marquardt
- Asmo

Culinoma's channel- and brand-independent supply chain



Nobia’s customer offering in Germany

In principle



Scalable, complete kitchen offers

Local/regional complementary kitchen offers

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market	Fredrik Cappelen, CEO
	Nobia January-September 2007	
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Increased focus on retail	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Presentation topics

1.	**Poggenpohl: Well-positioned in the premium segment**	**PAST**
2.	**Recent development: Co-branding with Porsche Design**	**PRESENT**
3.	**Outlook: Expansion of own store network**	**FUTURE**

7 years of preparation

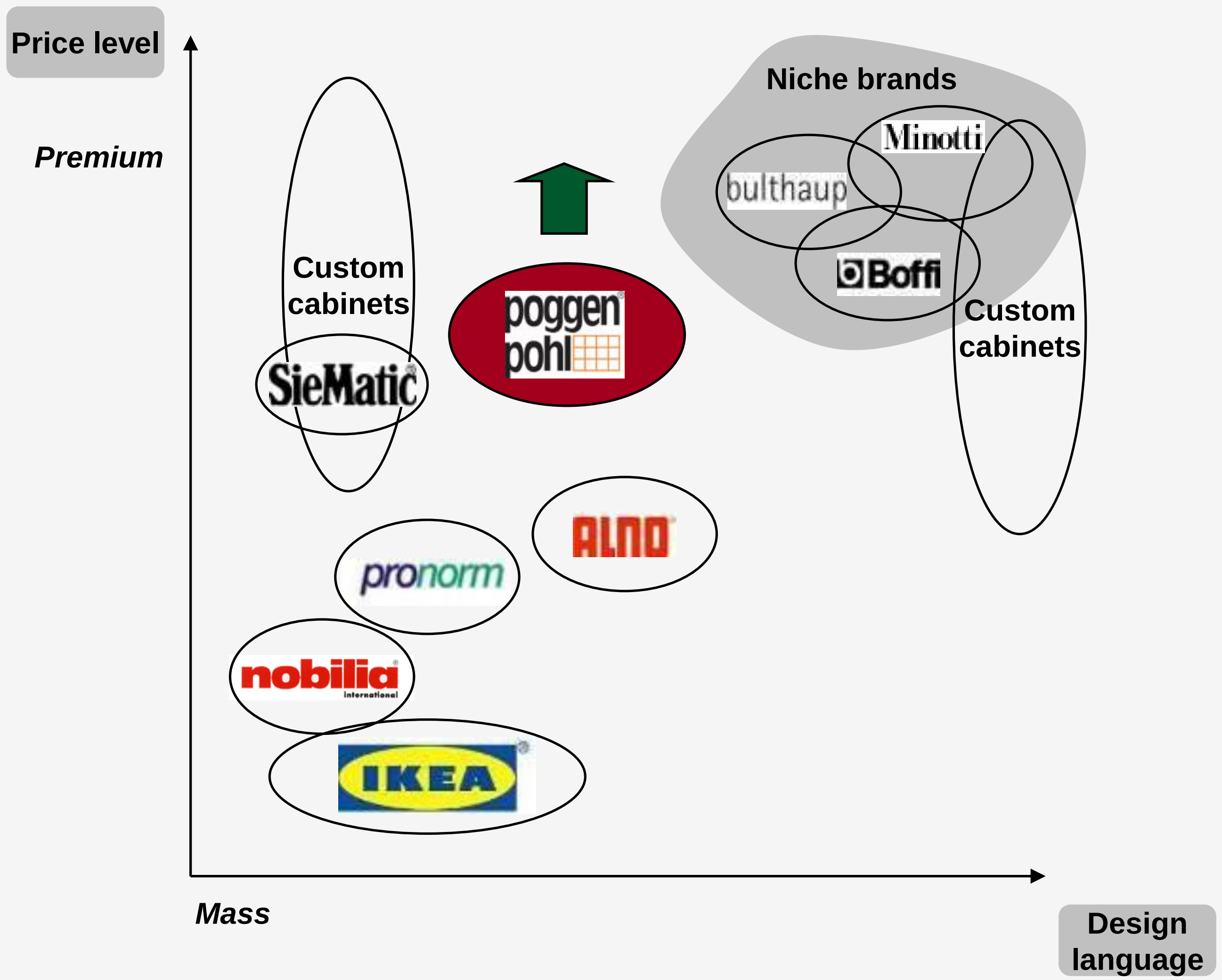
- We have redesigned our **product portfolio**
  - Two distinctive design languages: modern purism and modern classic
  - Three **innovative modern design concepts** that are the recipients of numerous awards

➡ Solid **basis for growth**: **differentiating**, **modern** and appealing for a **large number of premium customers**

- We have introduced a consistent **design concept** for all our studios worldwide (+Studioconcept)
- We have significantly **reduced the total number of stores** and thereby achieved a consistent high-class PoS-appearance throughout the world
- We have continuously **increased the number of own stores** and now run 27 own stores
- Continuous **improvements** in both **sales and earnings** performance

Now Poggenpohl is **ready for** a more substantial **take-off**

Poggenpohl is well positioned for growth



Poggenpohl offers three award-winning modern design concepts

+SEGMENTO

+INTEGRATION

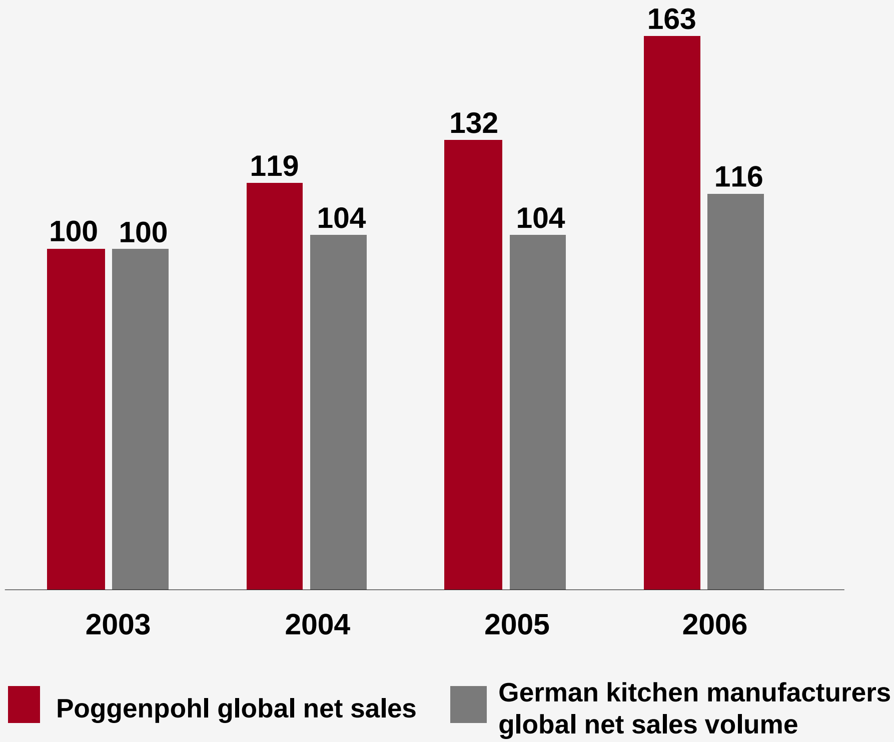
PLUSMODO

Increasingly successful in the project business

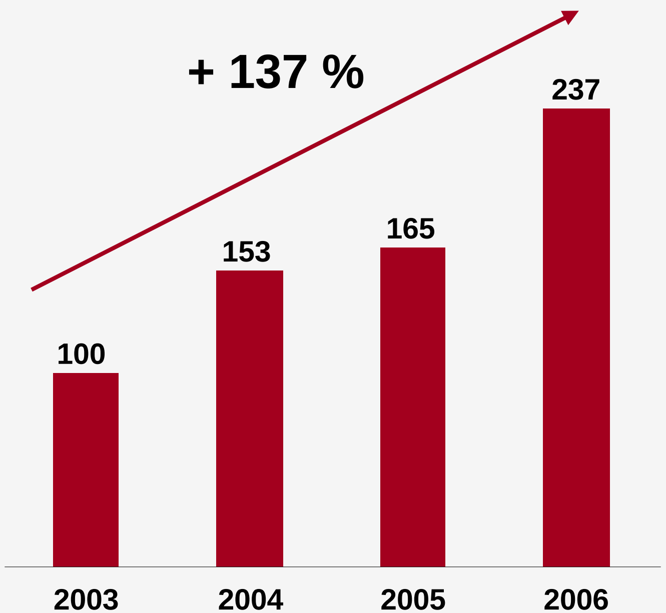
Poggenpohl will supply 1,600 luxury kitchens for the **City of Arabia** in Dubai

Poggenpohl combines growth and investments

- Net sales performance
  (Indexed, 2003 = 100)



- Earnings performance
  (Indexed, 2003 = 100)



2002: Earnings = 0

Source: Verband der Deutschen Küchenmöbelindustrie, Statistisches Bundesamt, HDM/ VDM, own calculations

1. Poggenpohl: Well-positioned in the premium segment PAST
2. **Recent development: Co-branding with Porsche Design** PRESENT
3. Outlook: Expansion of own store network FUTURE

Poggenpohl goes one step further

Poggenpohl lifts the kitchen to a new level and triggers a lot of attention.

poggenpohl + PORSCHE DESIGN = PORSCHE DESIGN KITCHEN P'7340

Unveiling in Leipzig 13 September 2007

First press reactions overwhelmed us

Bild-Zeitung

Das ist sie – die Männerküche

Monitor für TV-Programm

Spüle in Alu-Optik

Backofen mit Sensortechnik

Superschneller Induktionsherd

Design und Ausstattung der neuen High-Tech-Küche sollen besonders das starke Geschlecht ansprechen

Welt am Sonntag

Die Küche für den Mann

Möbel Kultur

VORSPRUNG MIT 500 PS

Sie ist die erste Küche im Porsche-Design und nimmt explizit die Zielgruppe „Mann“ ins Visier. Mit diesen PS-starken Attributen schickt Poggenpohl jetzt seine „P'7340“ ins Rennen. Denn die Innovation soll für die

derStandard

Ein Porsche kam in die Küche

Kein Witz: Der Trend holt angeblich immer mehr Essen in die Küche - Deshalb gibt's jetzt eine Ko Design und Poggenpohl

Handelsblatt

POGGENPOHL UND PORSCHE DESIGN haben in Leipzig eine Premiumküche vorgestellt, die mit der alten Rollenverteilung im Haushalt aufräumen soll

Der reiche Mann, seine Luxusküche, seine Lieblingsfrau und ihr Auto

ARTIN ROOS | LEIPZIG

Aus aller Welt sind sie in das Leipziger Porsche-Kundenzentrum gereist – über 200 Poggenpohl-Küchen-Händler, höchst festlich gekleidet für den Abend, der die Welt der Luxusküchen revolutionieren soll: ein Poggenpohlprodukt im Porsche-Design steht unter Tuch verhangen auf der Bühne vor ihnen.

Gerade, als ihnen das letzte Spinat- … serviert im Duett von Bunt- … froren, sogar die kleinen Dampfkartoffeln scheinen zu erkalten. Natürlich ist die scheinbare Ketzerei nichts als Koketterie. Wie Poggenpohl hat auch Porsche tief verinnerlicht, dass Luxusgüter eine Frage der Ästhetik sind. Sie verschönern das Leben und machen den Stil aus.

Vor zwei Jahren haben sich die Poggenpohl Möbelwerke in Herford, eine Tochter des schwedischen Nobia-Konzerns, und die Porsche Design Group die mehrheitlich der Por-

Der Vorhang hebt sich. Begrüßt vom „Ahh“ und „Ohh“ und dem Applaus der Händler steht sie da, die Poggenpohl Porsche Küche Nr. 7340: ziemlich puristisch, viele dunkle Glasfronten, mal Aluminium, mal Holz, Furnier gebürstet, dezente Farbtöne, ein Rechteck bildet die Basis.

Eine moderne Küche halt, funktional und in der Form spartanisch. Ist kühl also gleich männlich? Und was ist dann daran Porsche? Ihre „Schönheit“, wie Poggenpohl-Chef Elmar … den technisch zu kurz gekommen. Manche Gäste hätten heute Abend doch gerne einen Spoiler am Ofen, ein wenig Porsche-Sound-Design an der Abzugshaube oder auch tiefergelegte Arbeitsflächen gesehen: Einem Kunden aus Tokio ist die Küche für Japaner tatsächlich zu hoch konzipiert. Der Einwand ist wohl nicht entscheidend. Vor allem Kunden aus Dubai und den USA sollen die Küche kaufen. Das Porsche-Spezielle, meint Designboss Heiler, sei, dass die … hen sich selbstständig in die endgültige Position.

Ob das allein den reichen Schei… hinterm Ofen hervorlockt, an de… Herd zurückführt und die Lieblings… frau aus der Küche verdrängt, di… dann die Flotte seiner Luxuskaros… sen fahren darf, ist fraglich. Die ers… ten Küchen werden ab Frühjahr 200… zu kaufen sein. Mit welchem Absat… Poggenpohl rechnet, ist unbekannt.

Dass Porsche kräftig am Verka… partizipieren wird, ist sicher.

Poggenpohl Porsche Design Kitchen P‘7340

“Kitchen for men”: The exclusive co-branding between Poggenpohl and Porsche

1.	Poggenpohl: Well-positioned in the premium segment	PAST
2.	Recent development: Co-branding with Porsche Design	PRESENT
3.	**Outlook: Expansion of own store network**	**FUTURE**

Organic growth of a proven concept

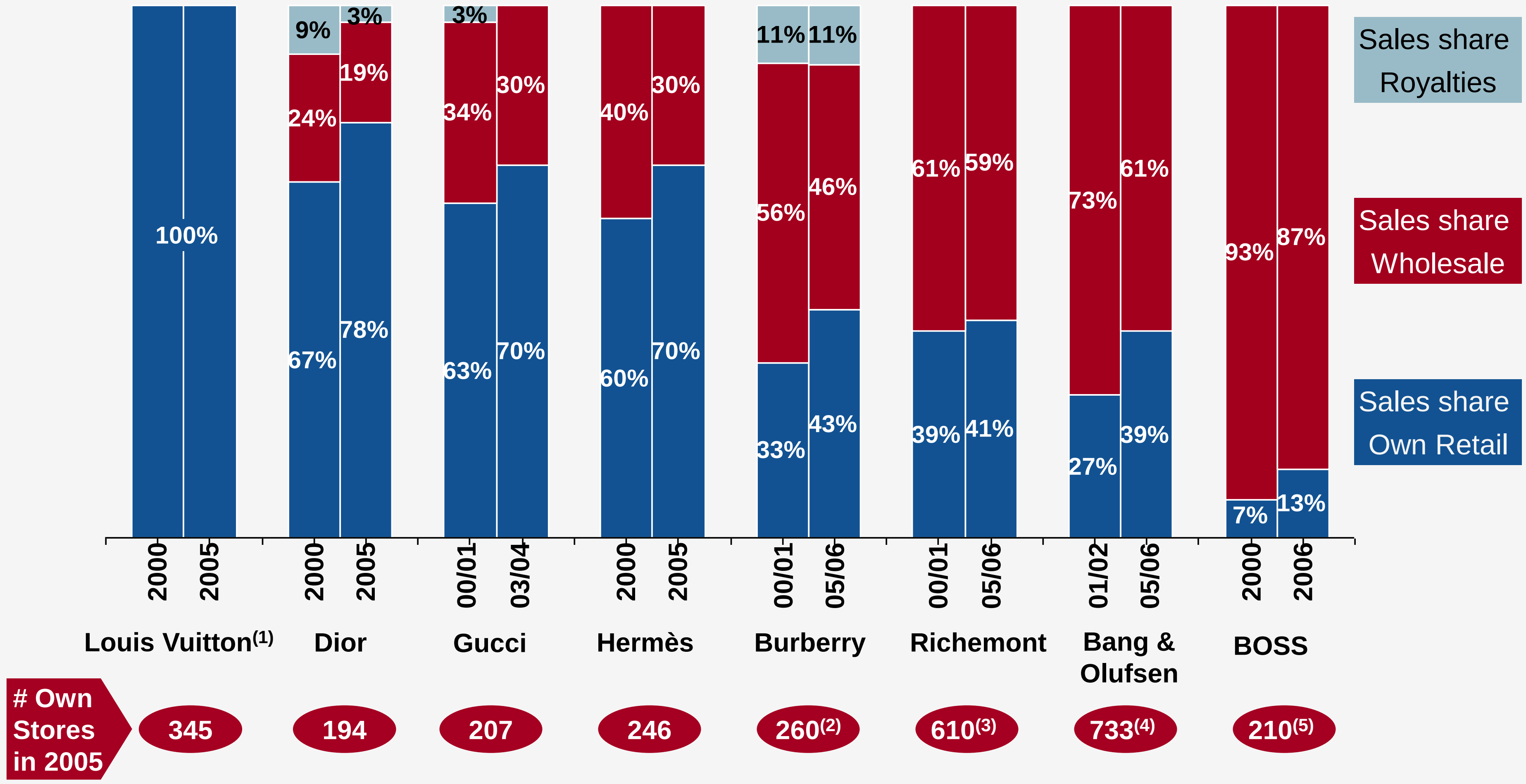
40-60 new wholly owned stores will be opened by 2011

Reasons for vertical integration

- Access to the end consumer
- Better control over customer interaction
- Possibilities to display the full product range
- Increased growth potential
- Flagship stores create lighthouse effects

Why focus on expanding our own store network? Some best-practice examples:

Own stores are a clear trend in premium goods

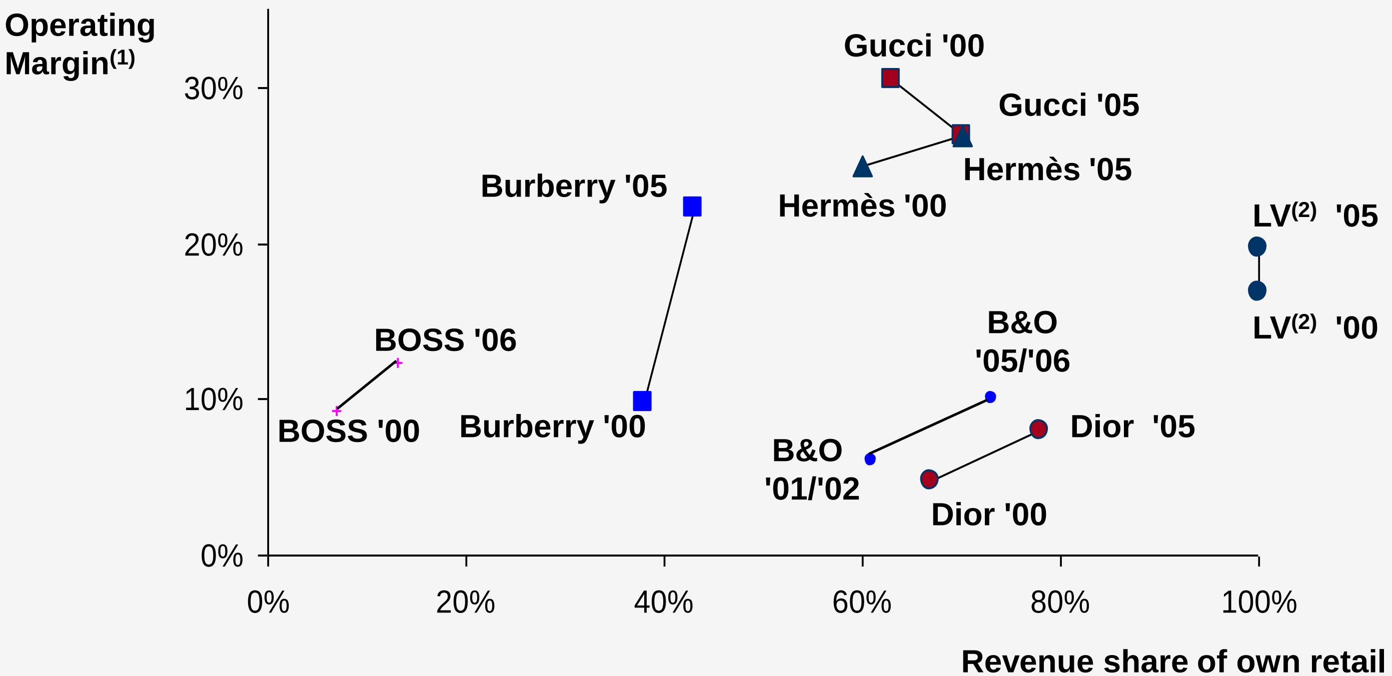


(1) Including Eluxury.com (2) Status 31.03.2006; 65 Stores, 165 Concessions and 30 Outlets (3) Status 31.03.2006, excl. Hacket und Old England (4) Status annual report 2006 (5) Status annual report 2006

Source(s): JP Morgan - The Luxury Goods Handbook (2000); Mintel - Luxury Goods Retailing; Retail Intelligence (2004) und (2006); Annual reports of companies; BCG analysis

Often coincides with increasing margins

(Sample premium-goods manufacturers)

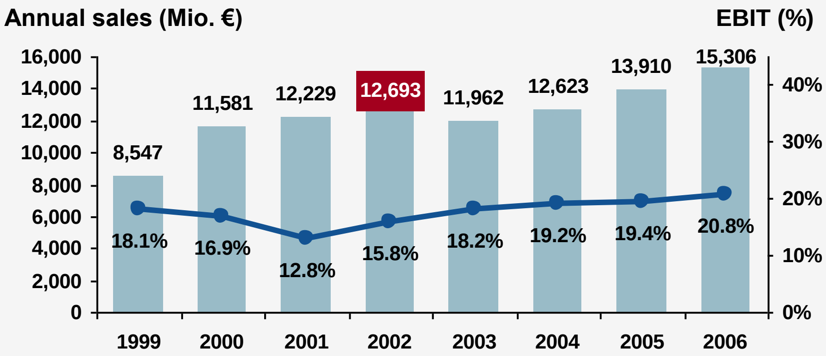


(1) Operating Margin = Operating income/net sales (%) (2) Including Eluxury.com; # own stores und share Own Retail of Louis Vuitton, Operating Margin of LVMH
Source: JP Morgan - The Luxury Goods Handbook (2000); Mintel - Luxury Goods Retailing, Retail Intelligence (2004) und (2006); Companies' annual reports; BCG analysis

Higher margins through wholly owned stores

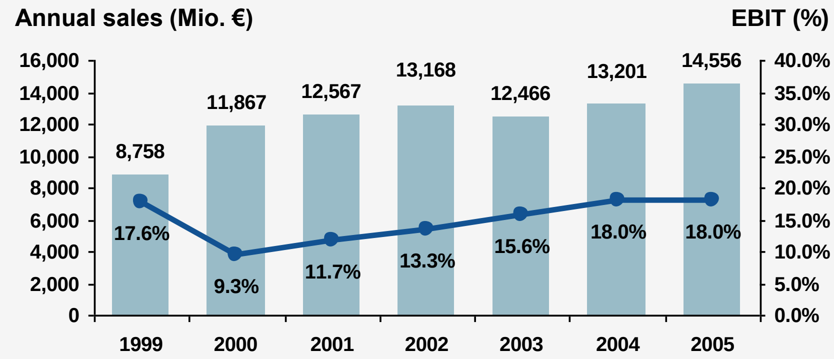
LVMH

CAGR: 8.7%



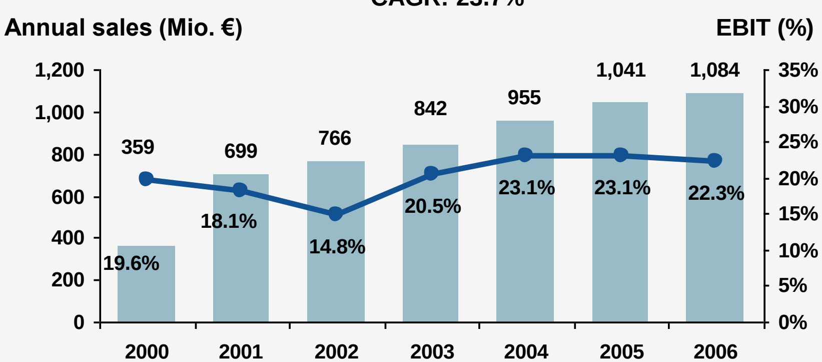
Dior

CAGR: 8.8%



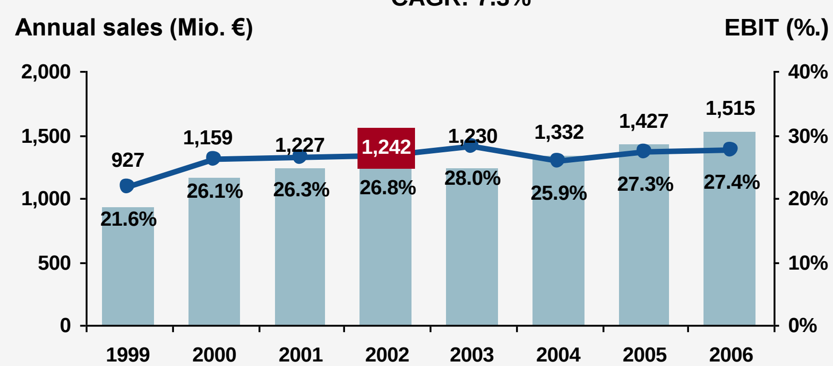
BURBERRY

CAGR: 23.7%



HERMÈS

CAGR: 7.3%



Source(s): Thomson Financial Datastream; Bloomberg; Company Information, Annual Reports; BCG analysis

Flagship mission: staging the brand

Apple, NYC	Gucci Flagship Ginza Road, Tokyo	Louis Vuitton, Shanghai	Nokia, NYC

Apple, NYC

Gucci Flagship Ginza Road, Tokyo

Louis Vuitton, Shanghai

Nokia, NYC

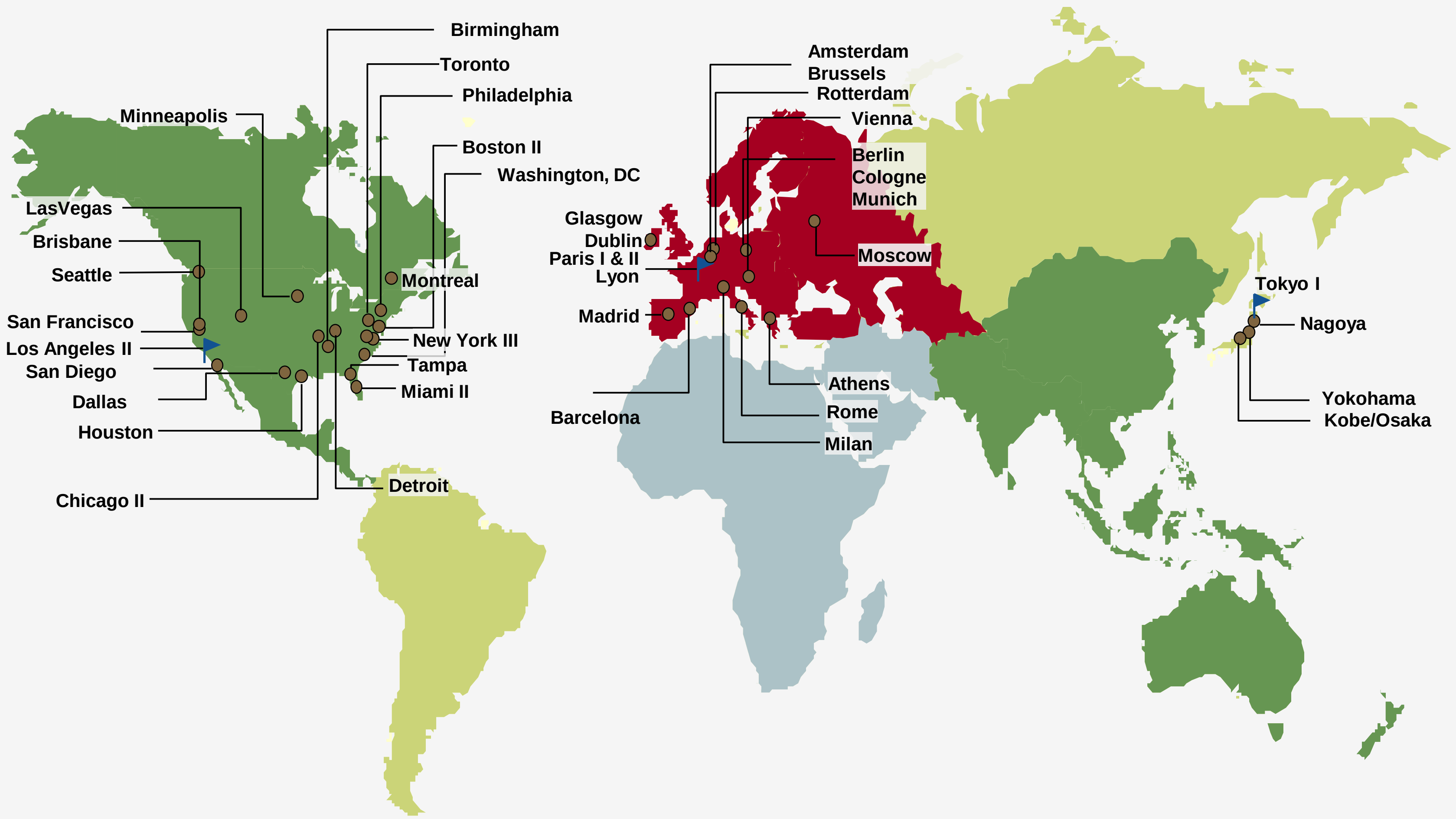
Flagships also inspire the independent retail partners

- Brand experience
- Visual merchandising
- Customer service concept
- Assortment breadth

The Poggenpohl path to own store expansion

Identified potential locations for own stores by 2011

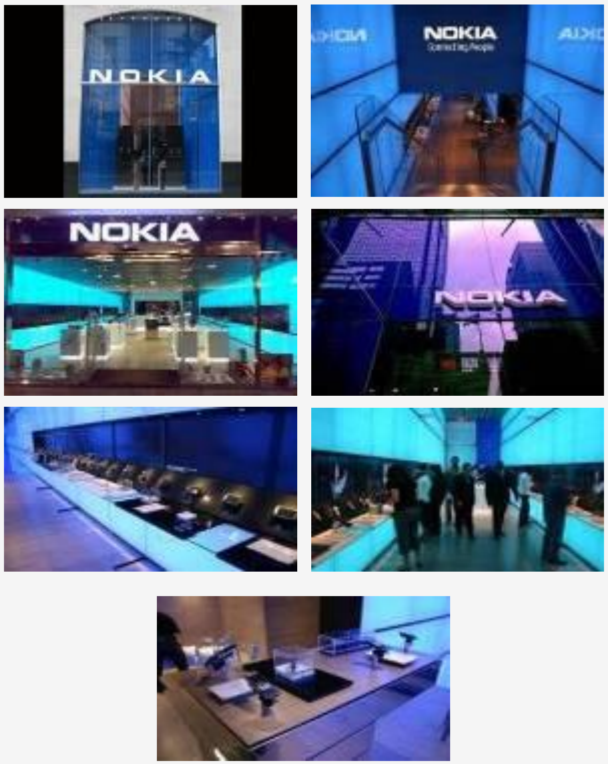
40-60 new own stores, 45% in Europe



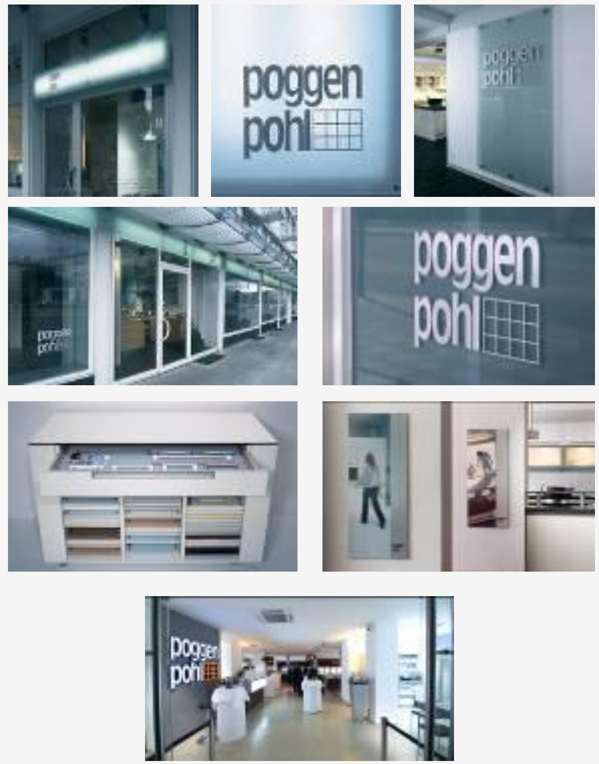
 nobia

Consistent store design a key success factor

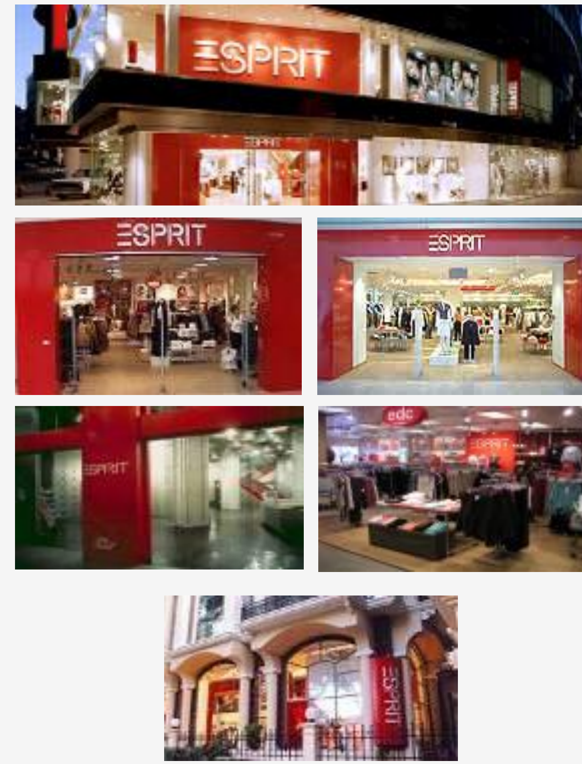
Nokia



Poggenpohl



Esprit



Blue color combined with large plasma screens

Light colors combined with materials of glass & steel

White logo on red surface, combined with light wooden floor

A closer look at Poggenpohl

Stuttgart & Düsseldorf

The rocket has lifted –
now we will start the second rocket stage

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market Nobia January-September 2007	Fredrik Cappelen, CEO
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage	
	- Magnet from 200 to 300 stores	Preben Bager, EVP Operations UK
	- Hygena expands in France and enters Spain	Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany	
	- Increased focus on retail	Fredrik Cappelen, CEO
	- Spotlight on Culinoma	Fredrik Cappelen, CEO
	- Poggenpohl ready to expand	Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	

Nobia's business direction 2008-2012
Continuation of set strategy

A. Organic growth through increased market focus and new and better stores. Nobia will achieve organic growth within existing operations and by opening new stores with focused and scalable concepts.

B. Internal efficiency will increase through coordinated supply and simplified structures.

C. Nobia will continue to grow through acquisitions.

Agenda CMD 28 November 2007

09.00-09.15	Welcome!	Fredrik Cappelen, CEO
09.15-10.15	The European kitchen market Nobia January-September 2007	Fredrik Cappelen, CEO
10.15-10.45	Cost structure and risk management	Jan Johansson, CFO
10.45-11.15	Break	
11.15-11.45	A more coordinated kitchen offer…	Fredrik Cappelen, CEO
11.45-12.15	… with a more coordinated supply	Bo Johansson, EVP Supply Chain
12.15-13.30	Lunch	
13.30-14.30	Store expansion to reach full potential with better market coverage - Magnet from 200 to 300 stores - Hygena expands in France and enters Spain	 Preben Bager, EVP Operations UK Daniel Souissi, BU Manager, Hygena
14.30-15.00	Break	
15.00-16.00	Nobia in Germany - Increased focus on retail - Spotlight on Culinoma - Poggenpohl ready to expand	 Fredrik Cappelen, CEO Fredrik Cappelen, CEO Elmar Duffner, BU Manager, Poggenpohl
16.00-16.30	Q & A session and wrap-up	
16.30-17.30	Cocktail hour	