

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	

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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

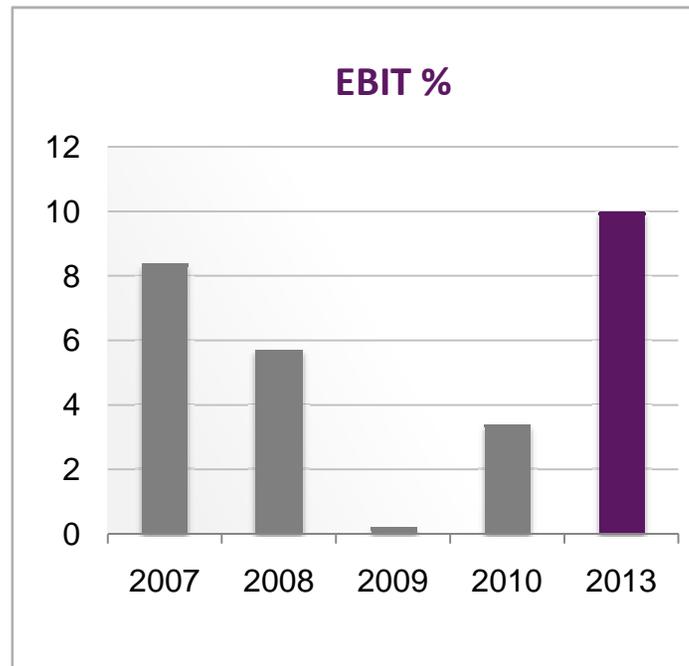


It's all about strong brands



- AlcaCanta KEITTIÖT
- ewe
- FM DIE KÜCHE ZUM LEBEN
- Gower
- GÖR DET SELV HHH
- HH
- hygena
- Interior Solutions
- INTUO
- INVITA
- Magnet
- Marbodal
- MARLIN
- myresjökök
- netto KEITTIÖT
- NOREMA
- OPTI FIT Die Küche - Das Bad
- PARMA KEITTIÖT
- PETRA KEITTIÖT
- poggen pohl
- sigdal
- uno form

Growth and efficiency will lead us to 10% EBIT

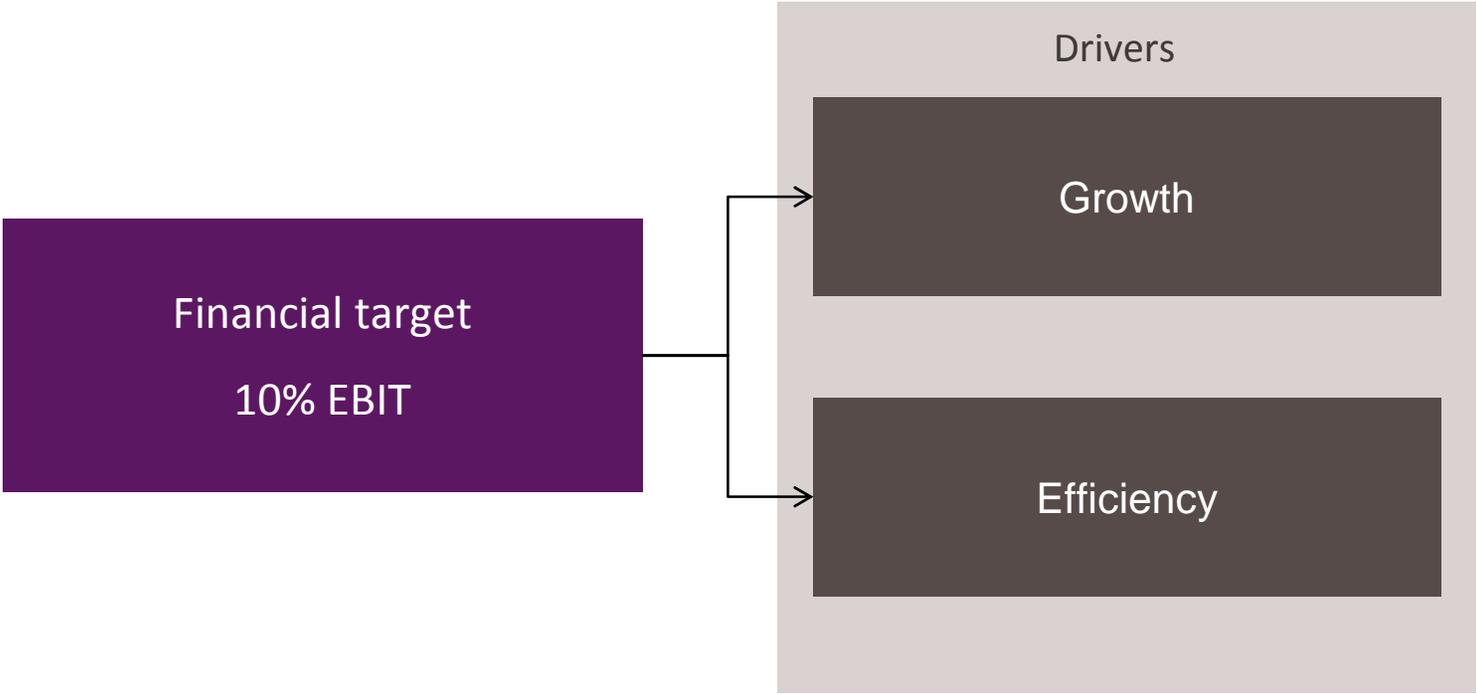


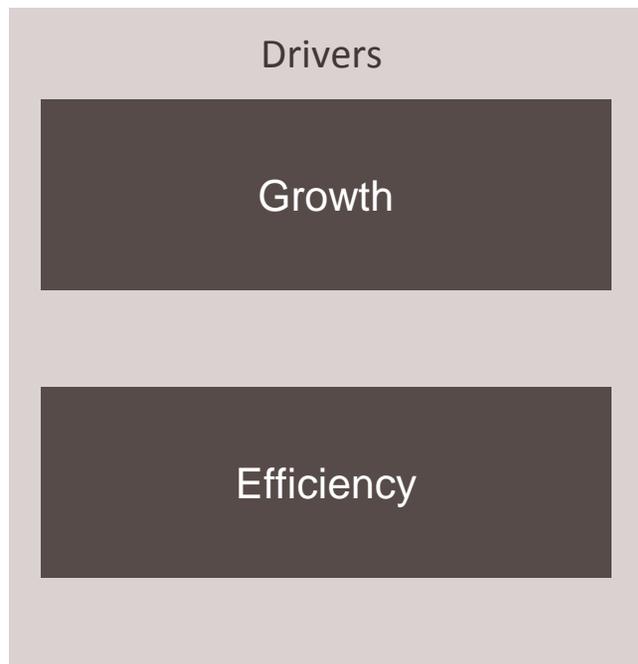
Goals

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



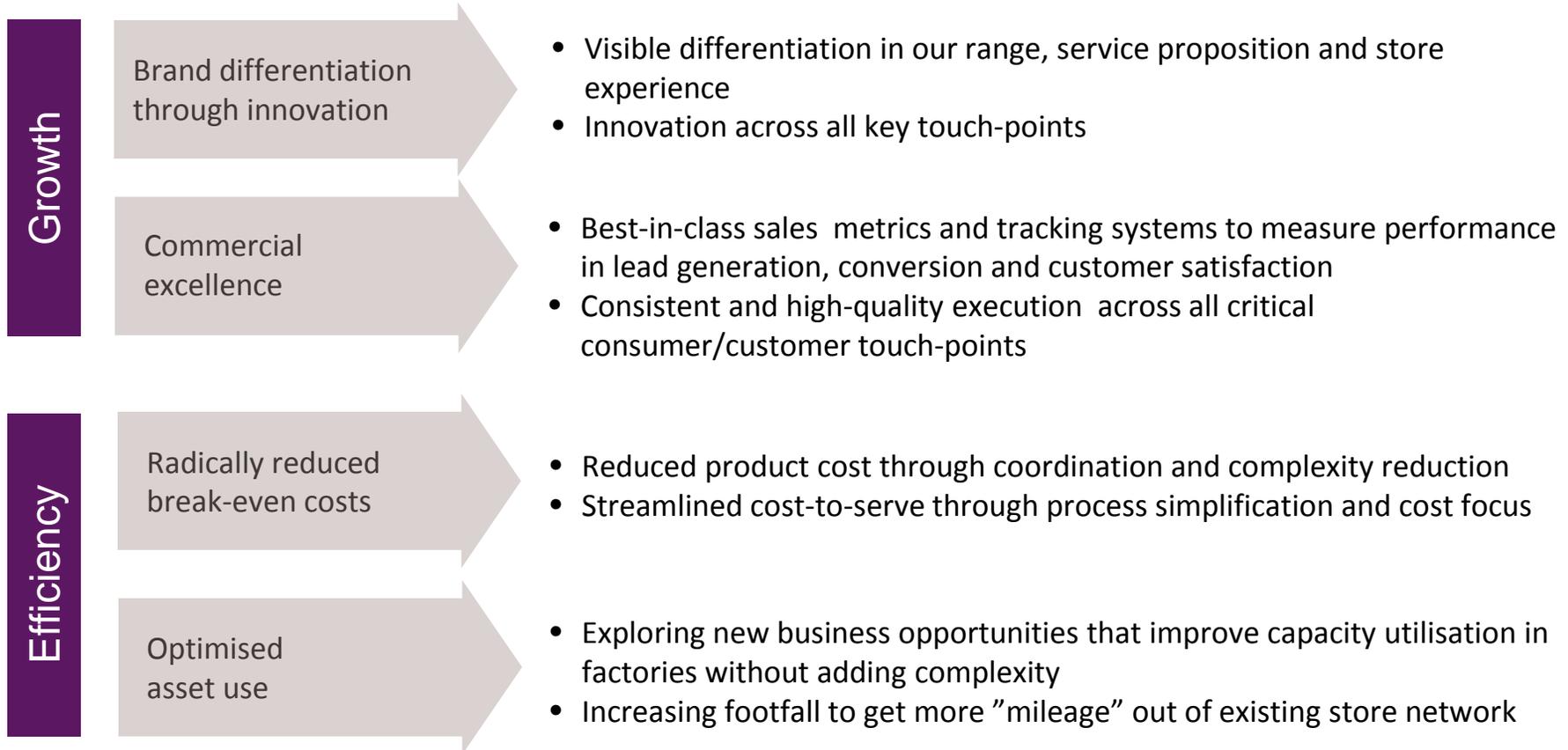


4 strategic themes

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.

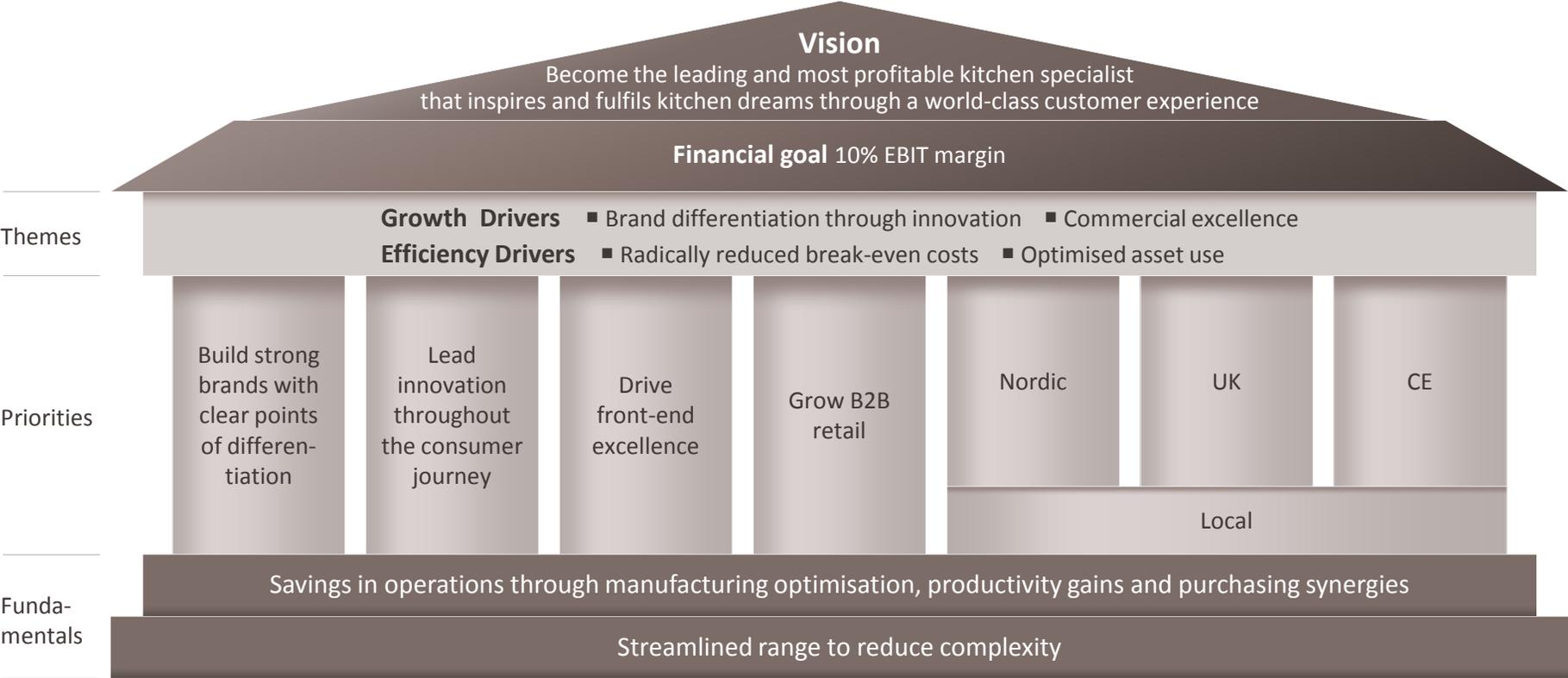


We will focus on our strongholds – key brands, categories, channels/customers.



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



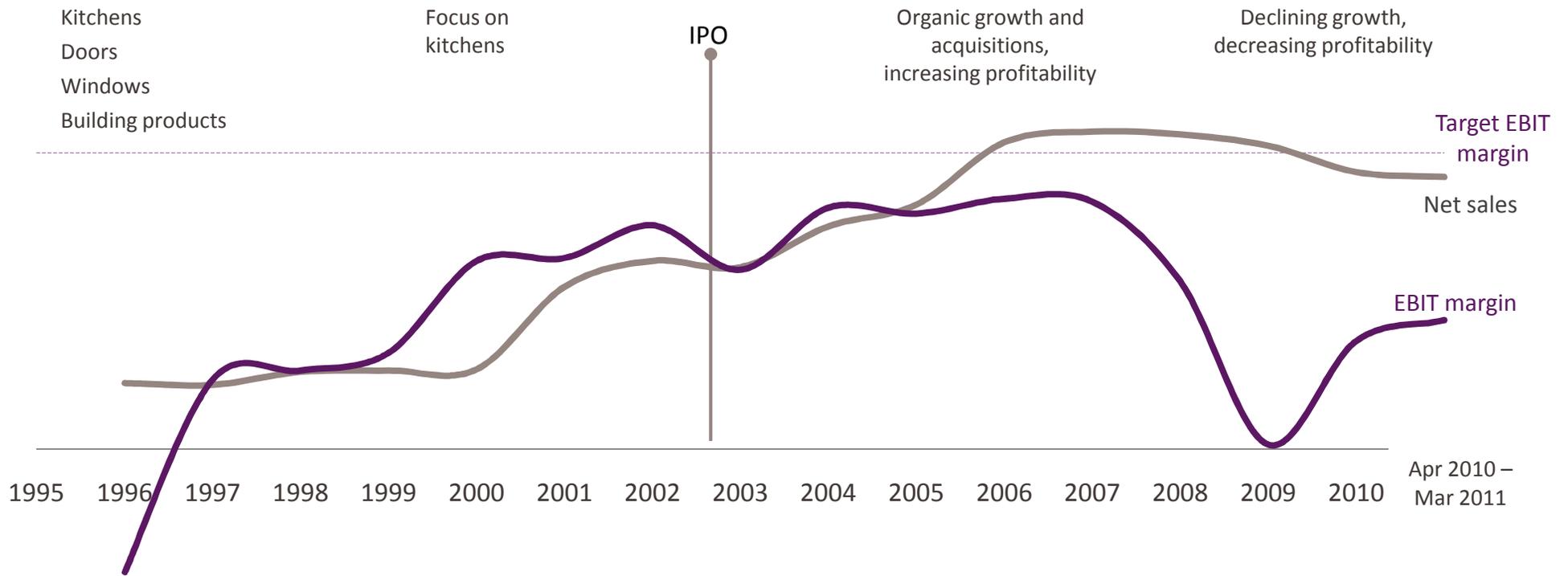
- We will drive innovation from deep customer understanding and make decisions across the entire value chain based on the value it brings to the customer
- We will be top-tier in back-end efficiency by leveraging our scale
- We will practice financial discipline in everything we do and we will know exactly 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

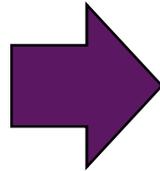
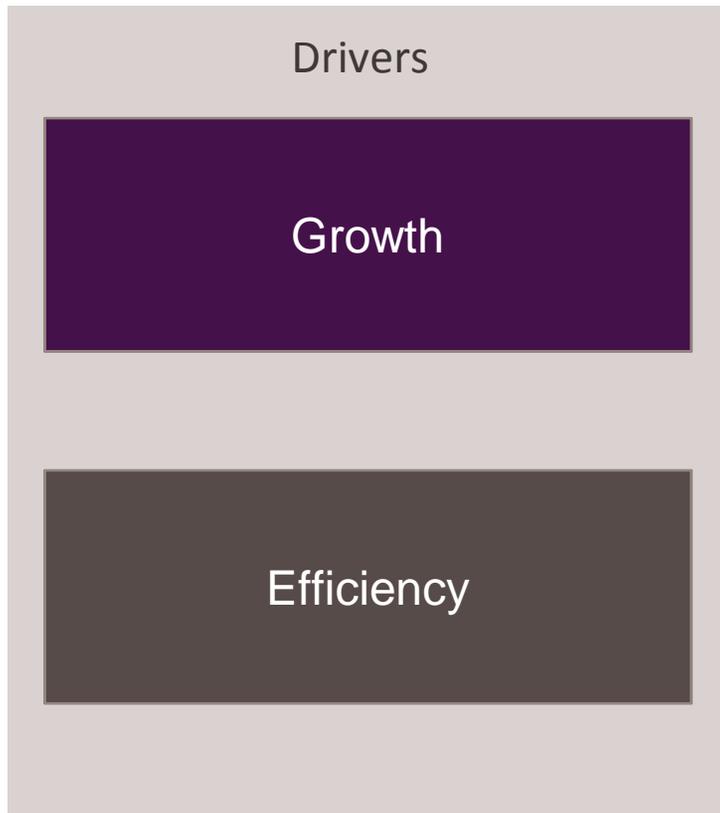
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Brand strategy

Grace Pardy

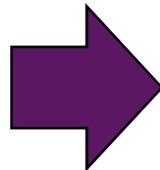


4 key strategic themes



Strategic Themes

- Brand differentiation through innovation
- Commercial excellence



- Radically reduced break-even cost
- Optimised asset use



A brand is more than just a logo

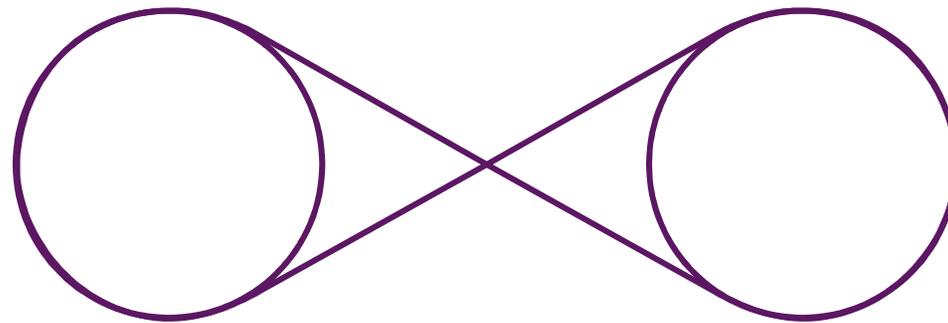


A brand is a set of human experiences

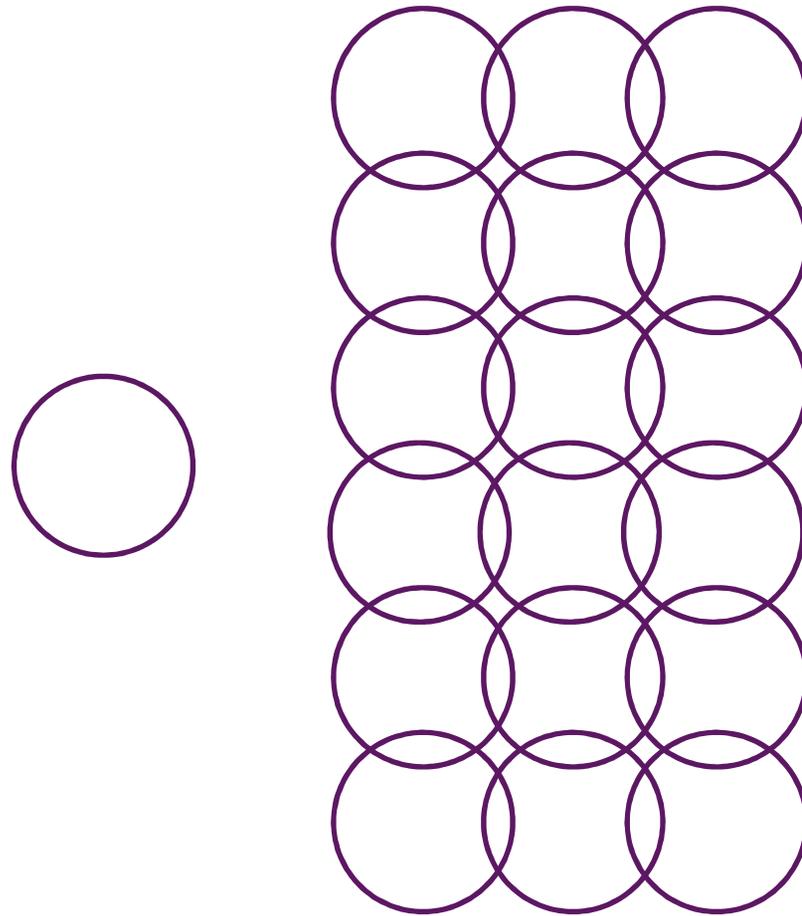


A BRAND

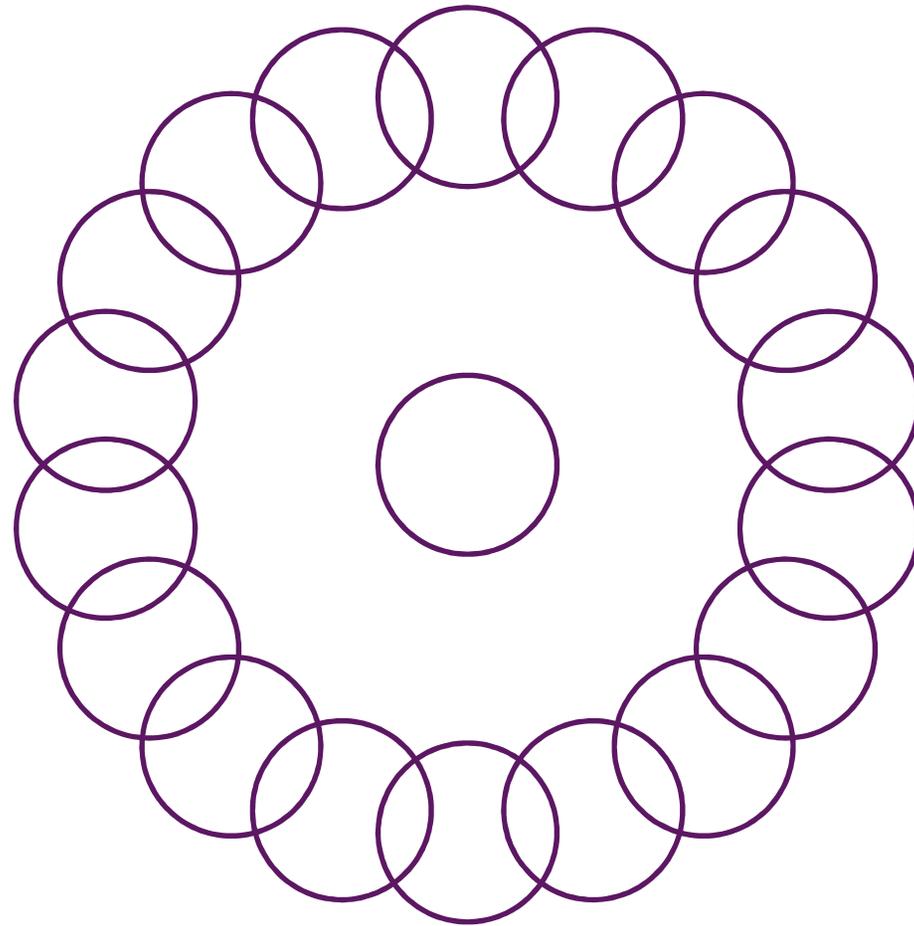
A CONSUMER



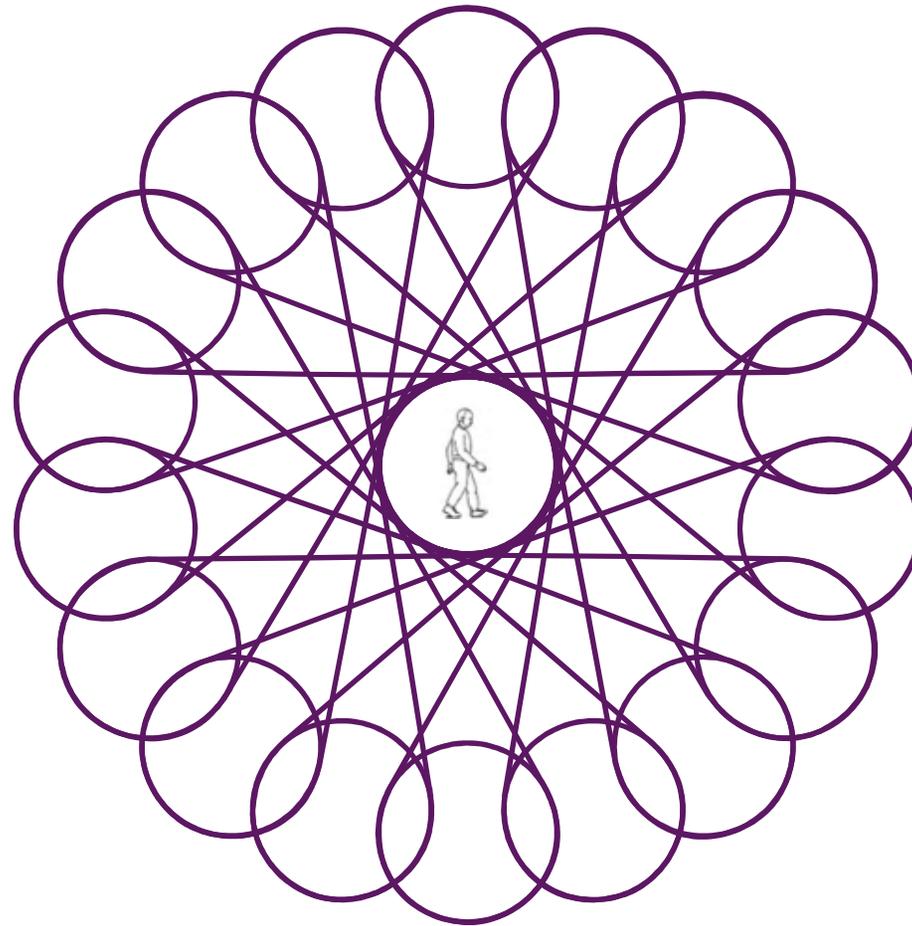
Where they touch we have a connection or touchpoint



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

AlCanta
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

**Interior
Solutions**

ewe
... und nicht irgendeine Küche

MARLIN

PARMA
KEITTIÖT

HTH

Magnet TRADE

NOVART Oy

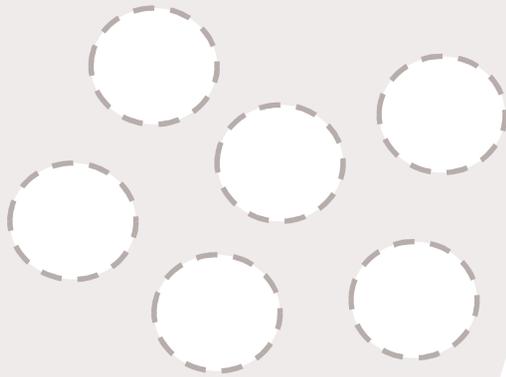
myresjökök

INTUO

Consumer insight

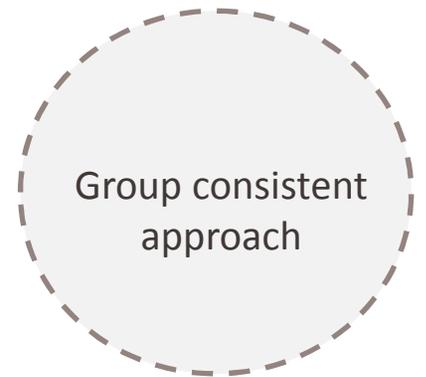
STARTING POINT

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

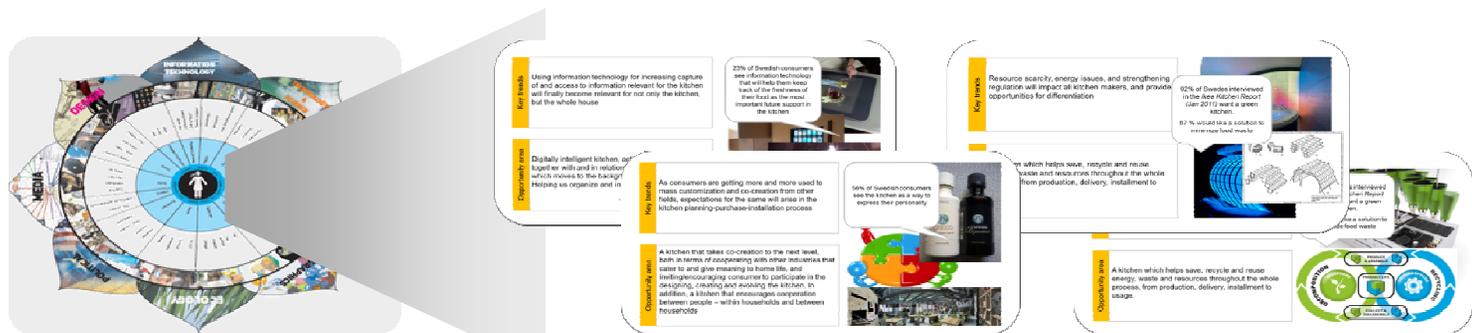
Category dynamics



35%

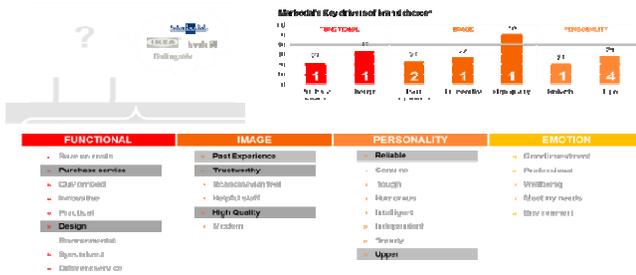
The overall sales decreased during the recession, but the low price business segment increased both in relative (35%) and absolute (19%) terms

Trends

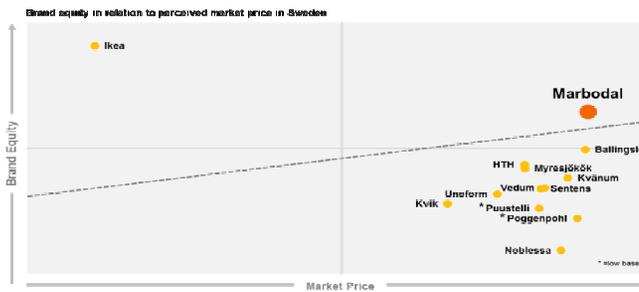


Key analysis – Brand perspective

Drivers behind brand choice



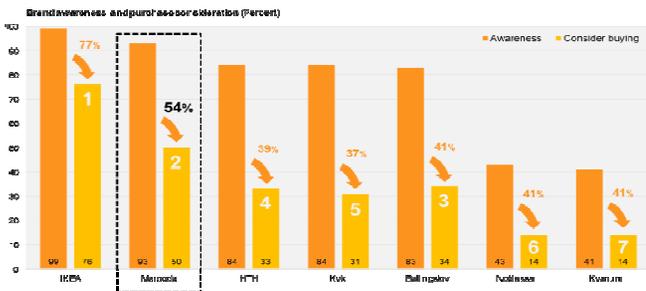
Price/equity equation



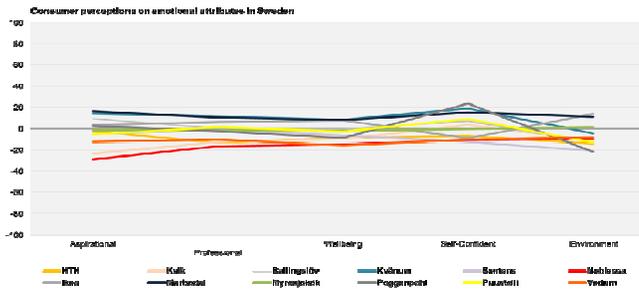
Brand platform



Brand Funnel analysis



Brand perception analysis



Brand Heritage



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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



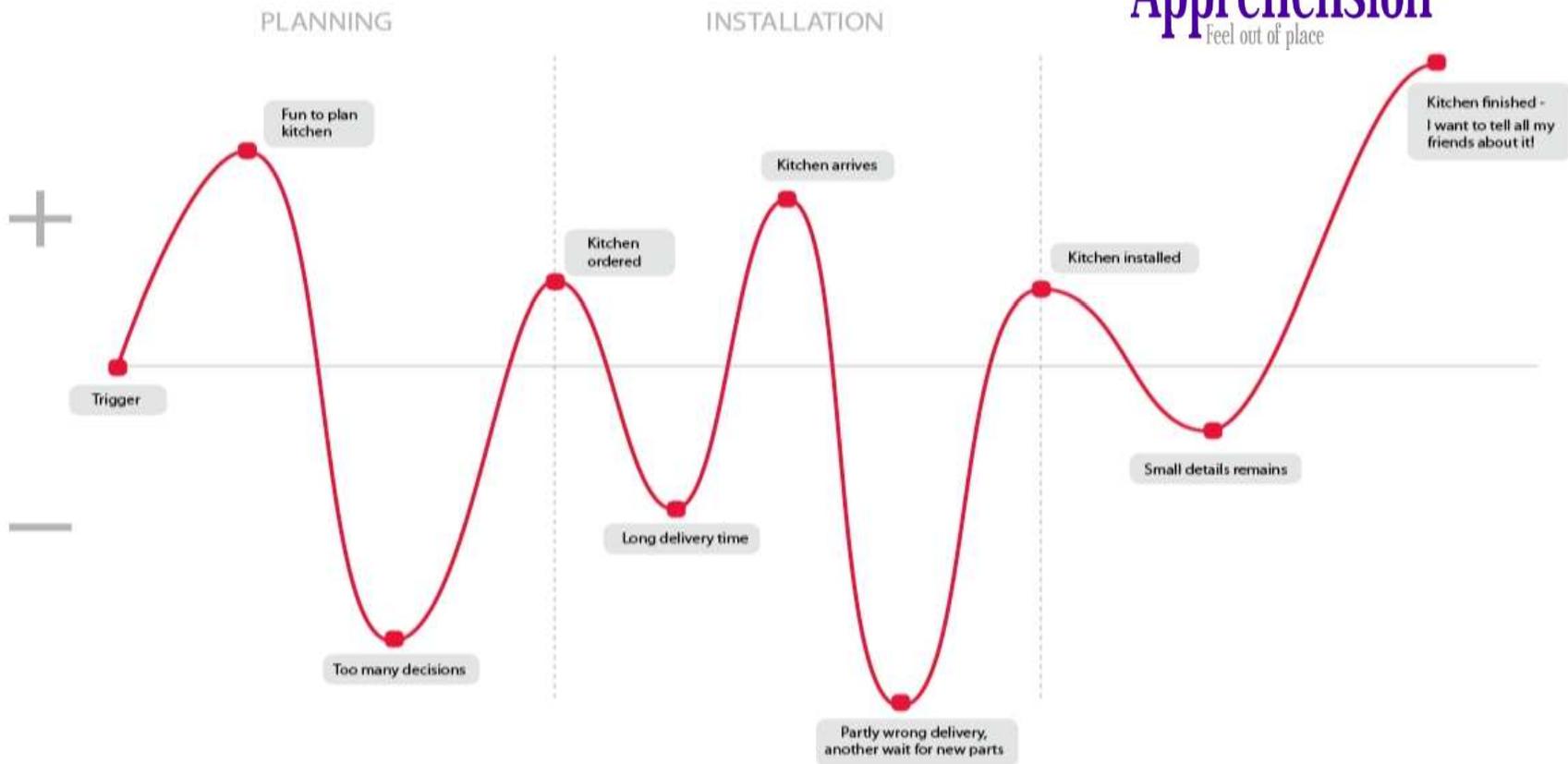
Every 8 years

2000's



Every 4 years

Consumer journey: from emotional rollercoaster to a consistent positive experience



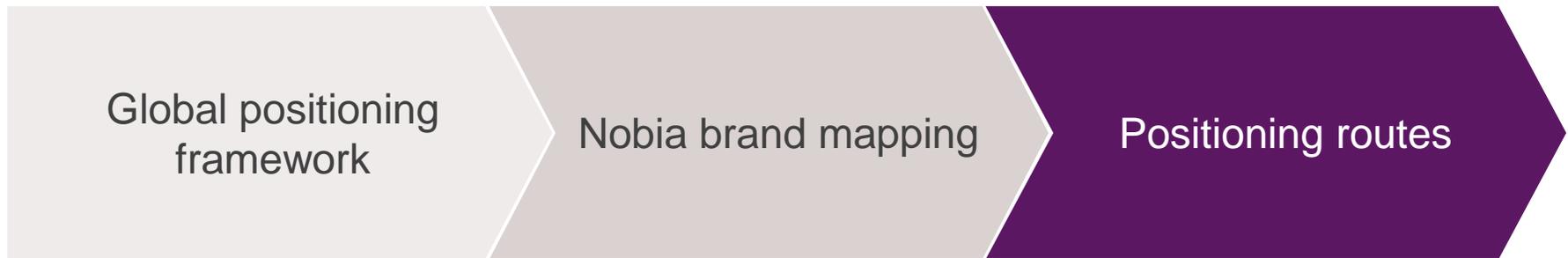


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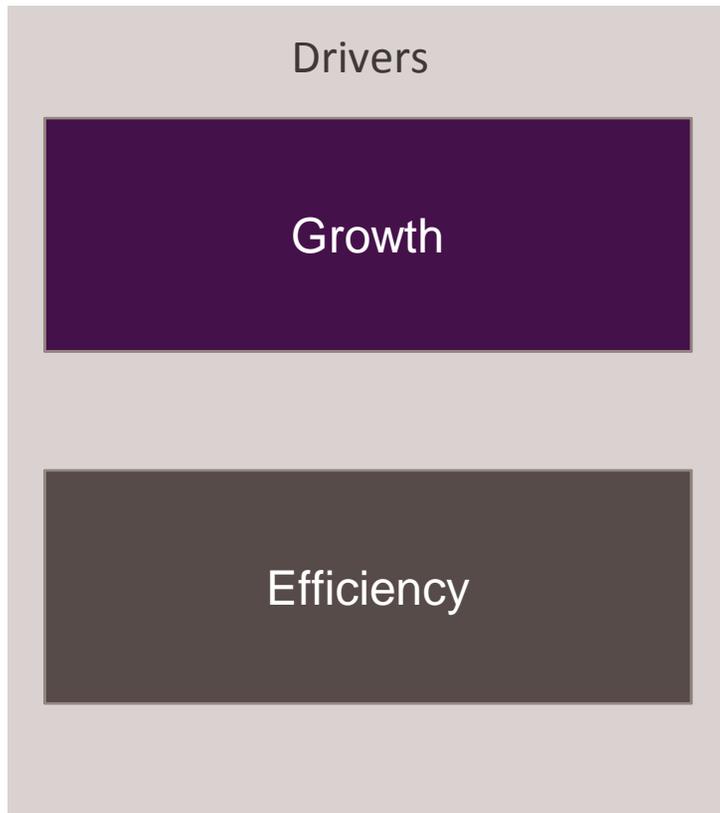
We are establishing strong and differentiating platforms for our brands



Group brand framework processes



4 key strategic themes

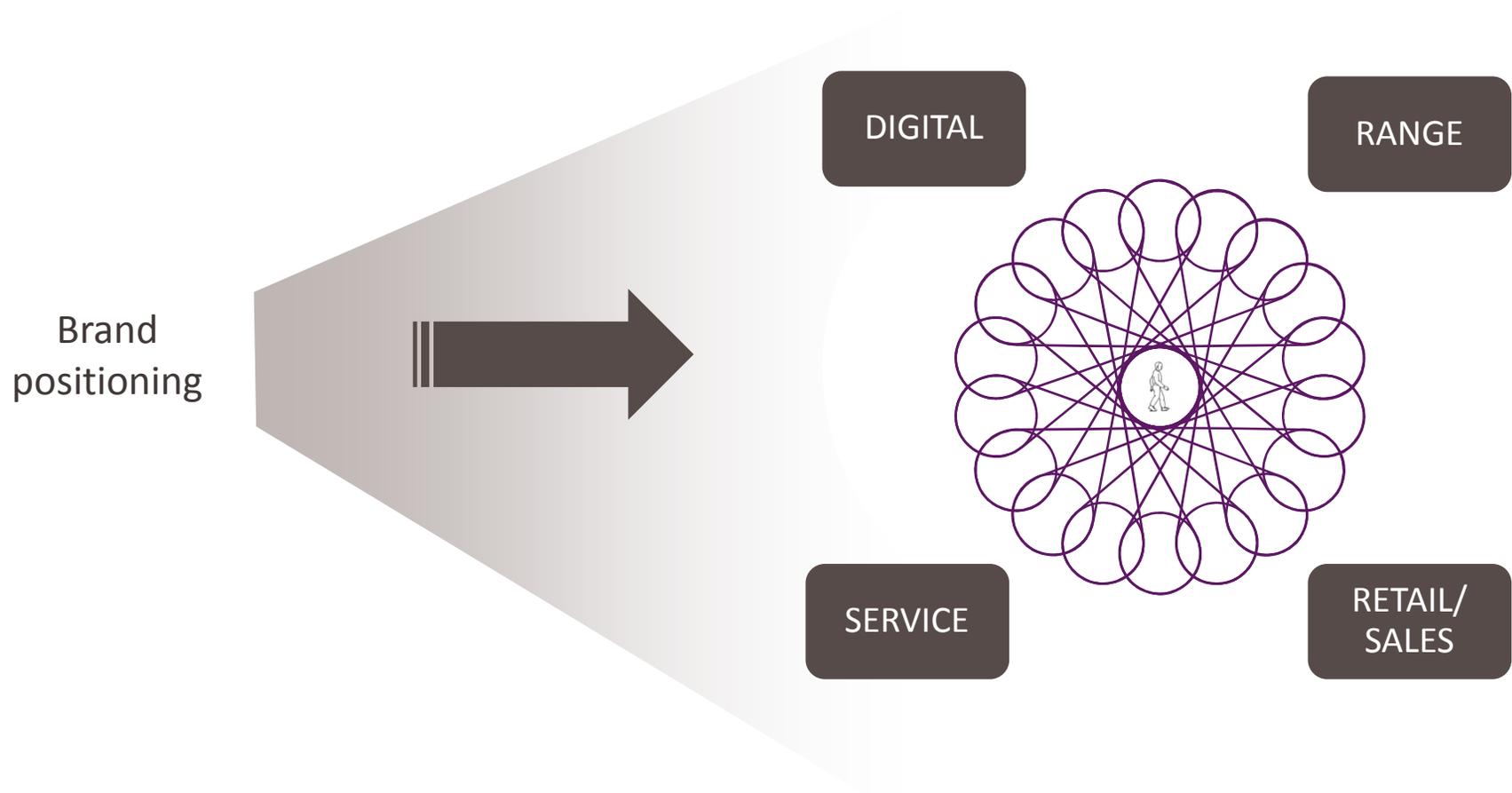


Strategic Themes

- Brand differentiation through innovation
- Commercial excellence

- Radically reduced break-even cost
- Optimised asset use

Innovation driven by brand positioning across key consumer touchpoints

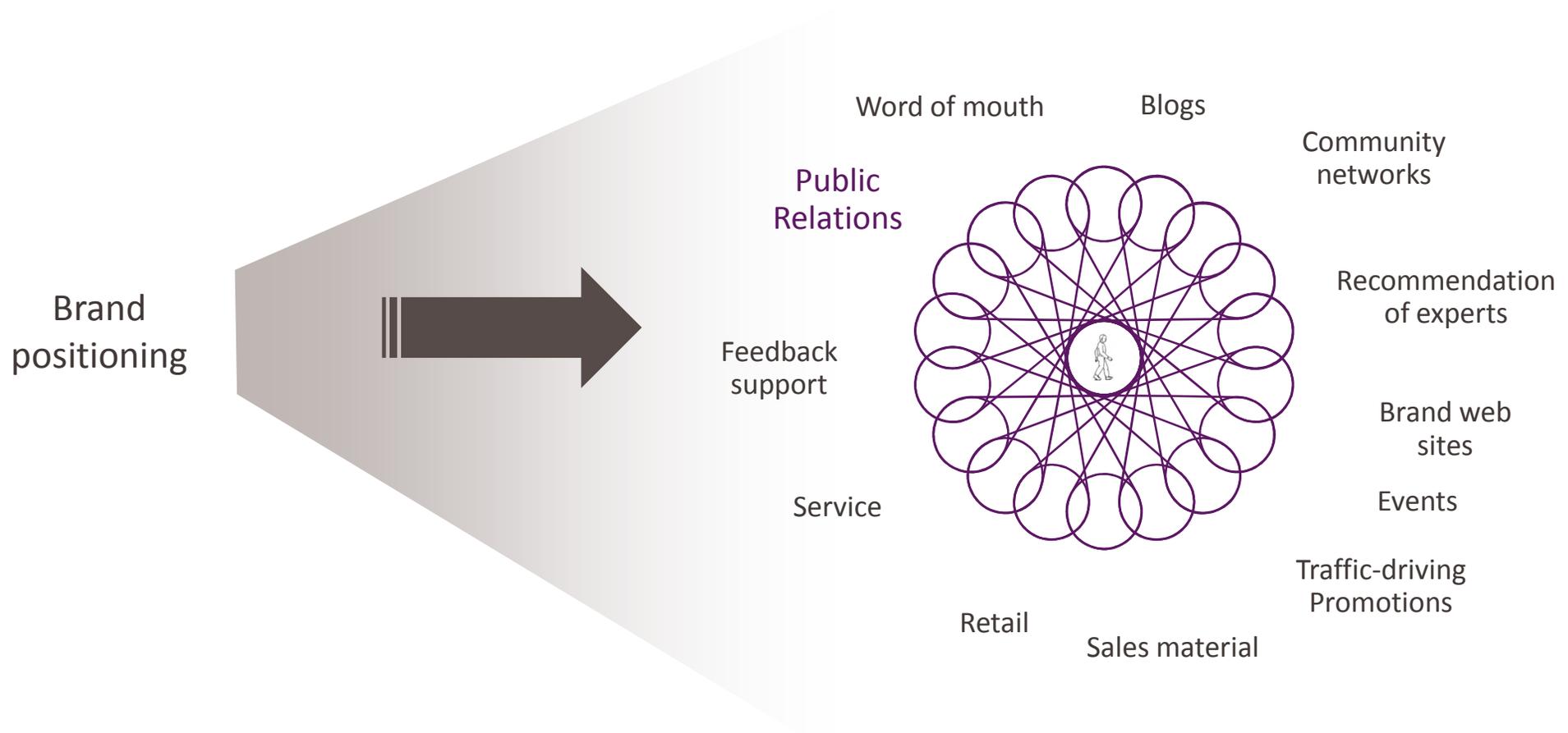


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Positions drive all our activities going forward



Relevant and consistent Activation



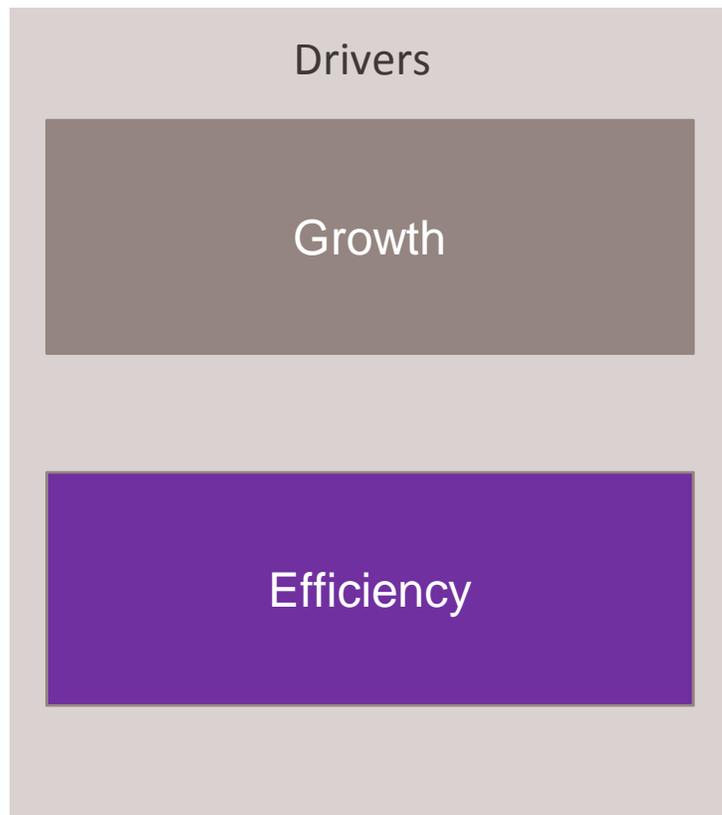
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Potential in production and purchasing

Ingemar Tärnskär



4 key strategic themes

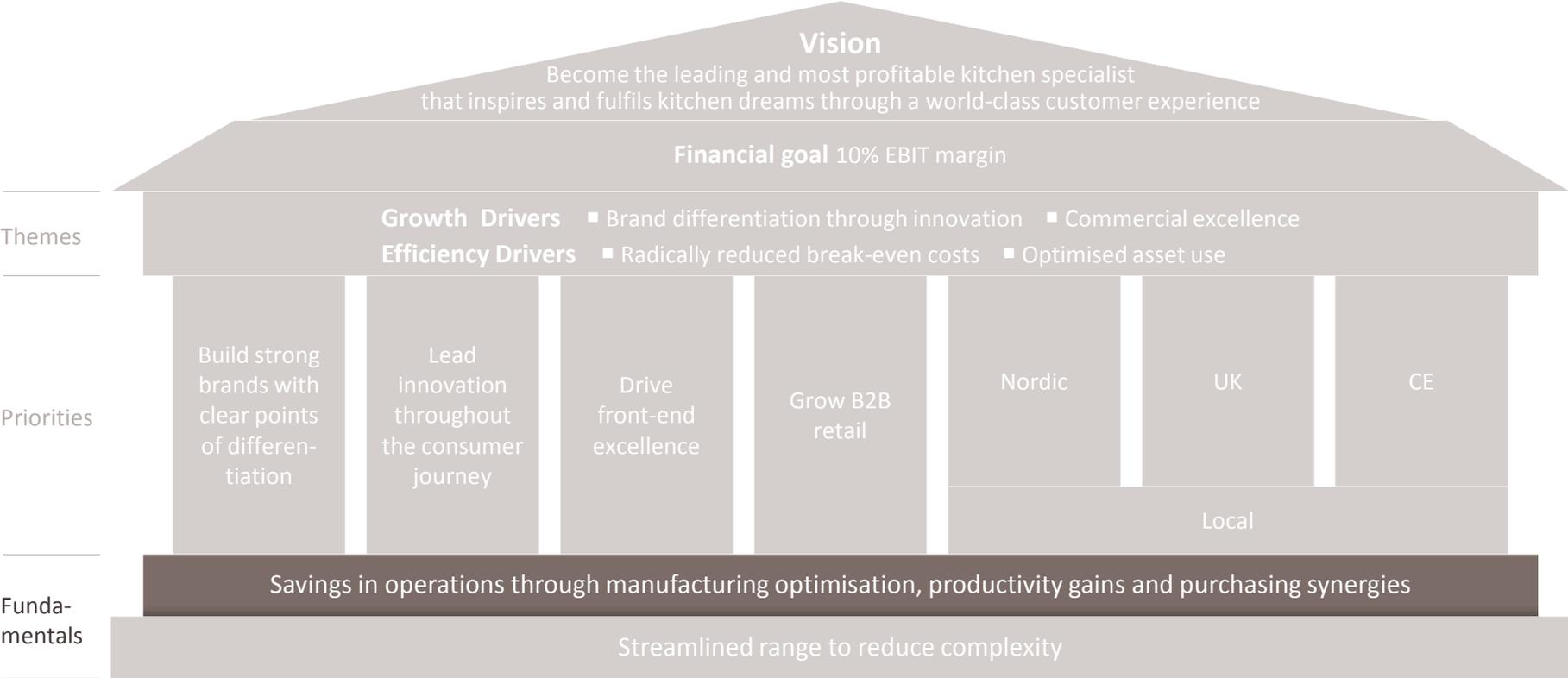


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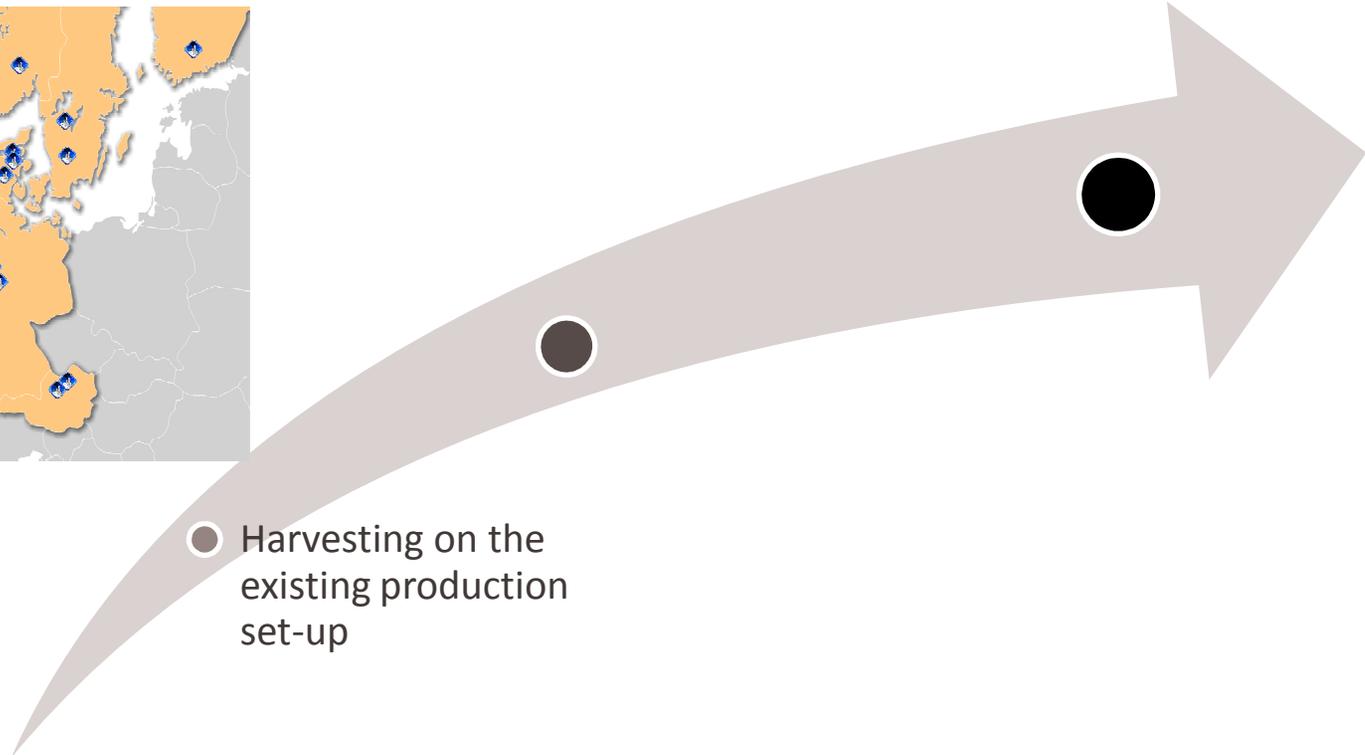
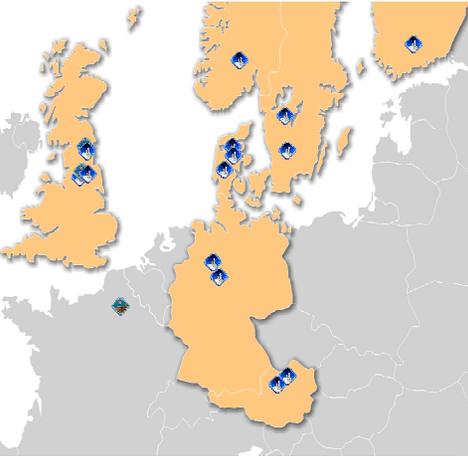
- Radically reduced break-even cost
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Strategy for growth and efficiency



Nobia Production roadmap

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



● Harvesting on the existing production set-up

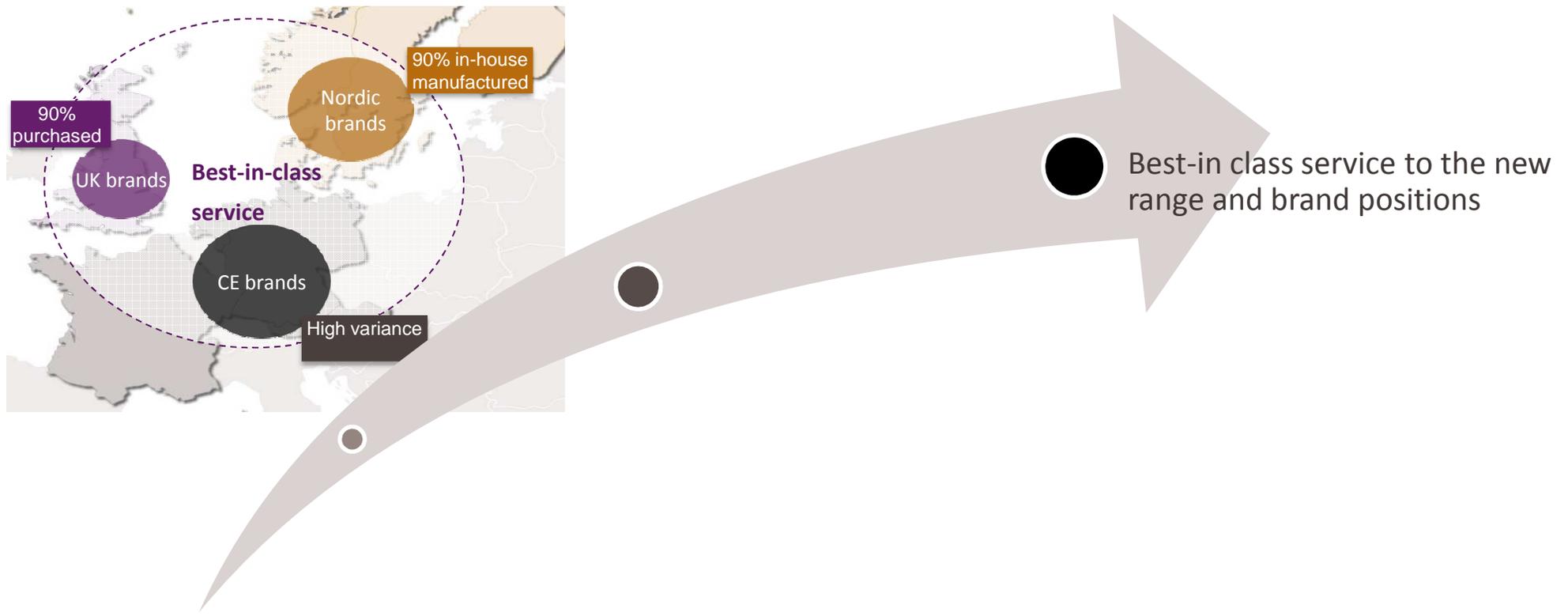
Nobia Production roadmap

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

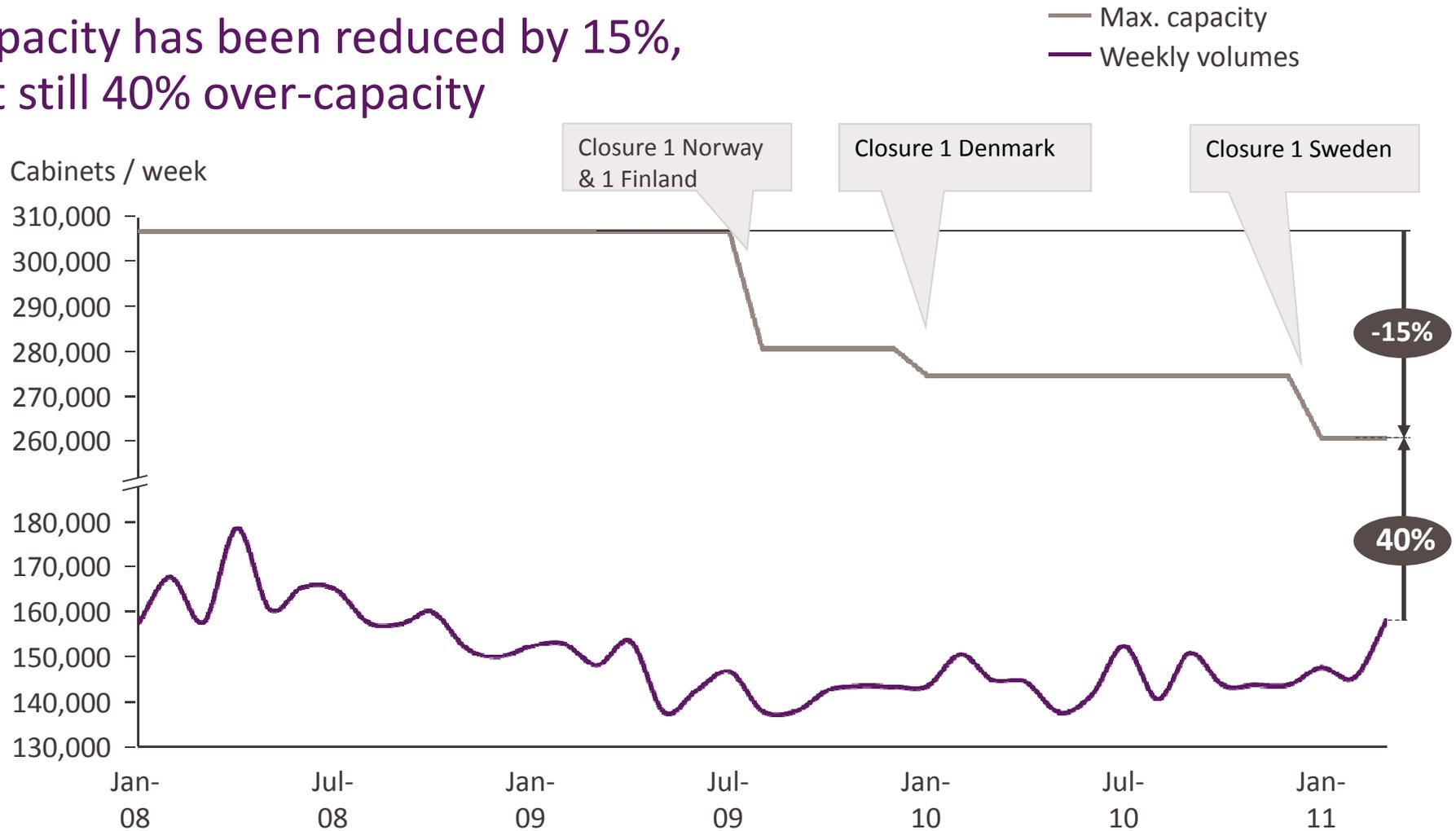


Nobia Production roadmap

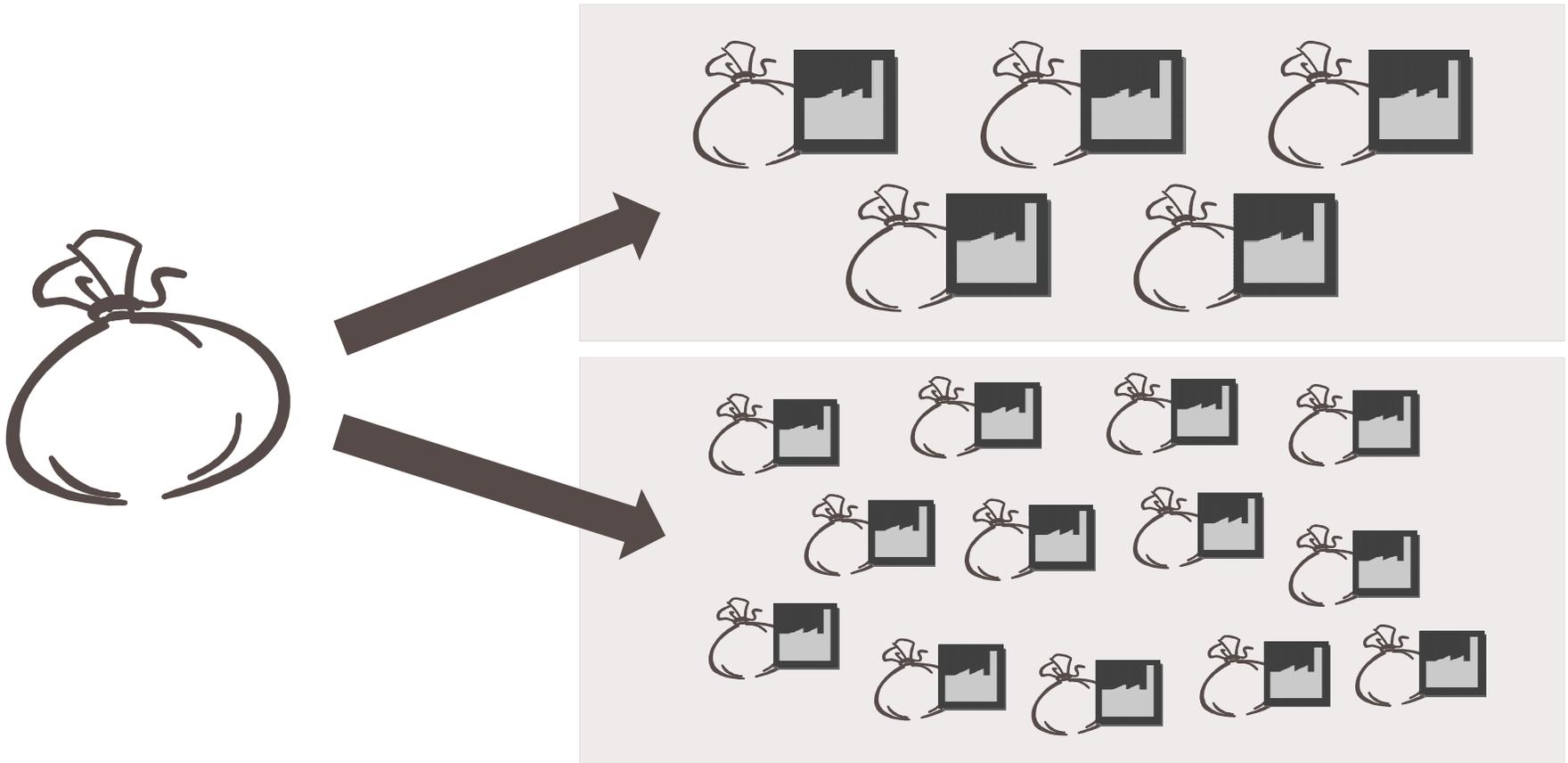
From local production to brand-independent best-in-class service



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



More focused investments

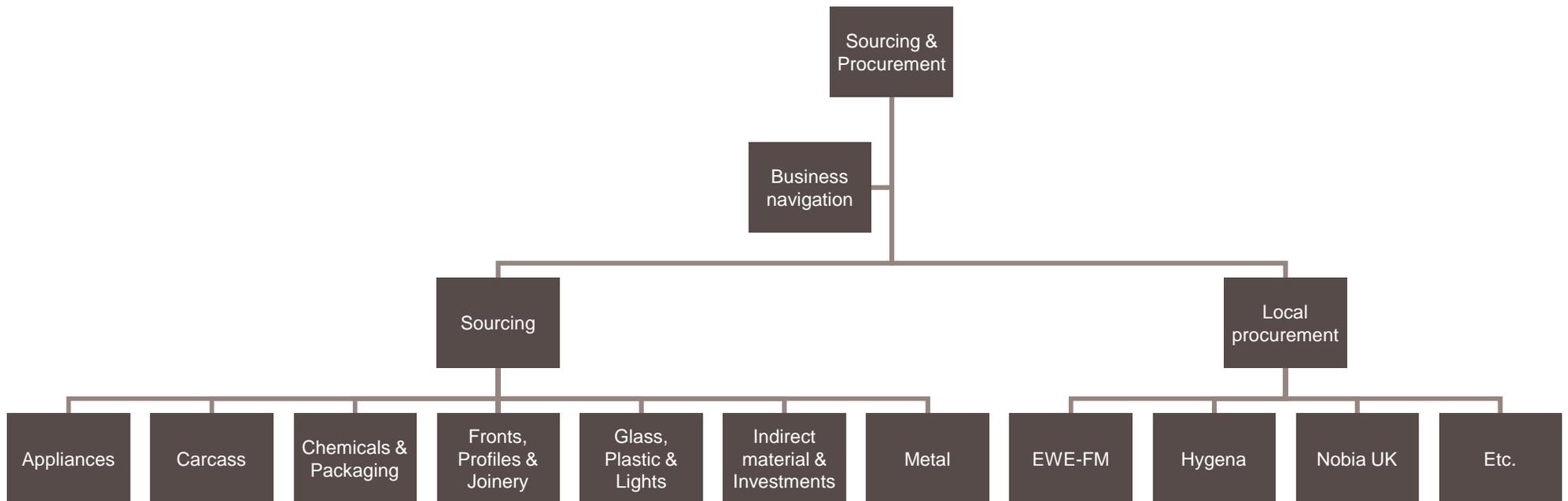


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Potentials in Purchasing



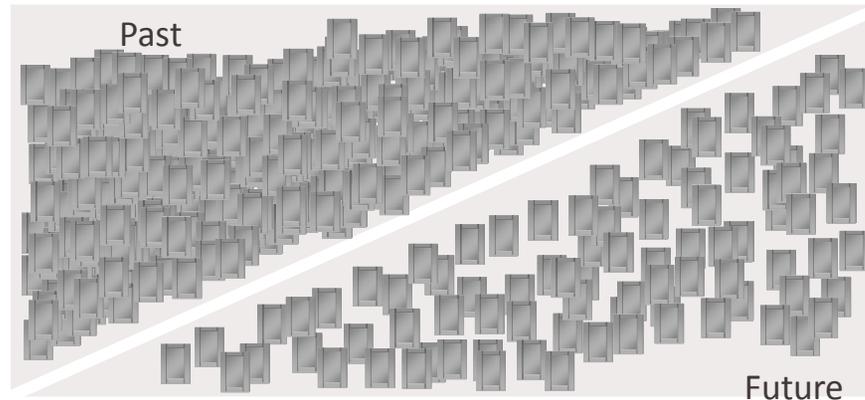
New Purchasing organisation enables **category** expertise



Streamlined range creates economy of scale in purchasing



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

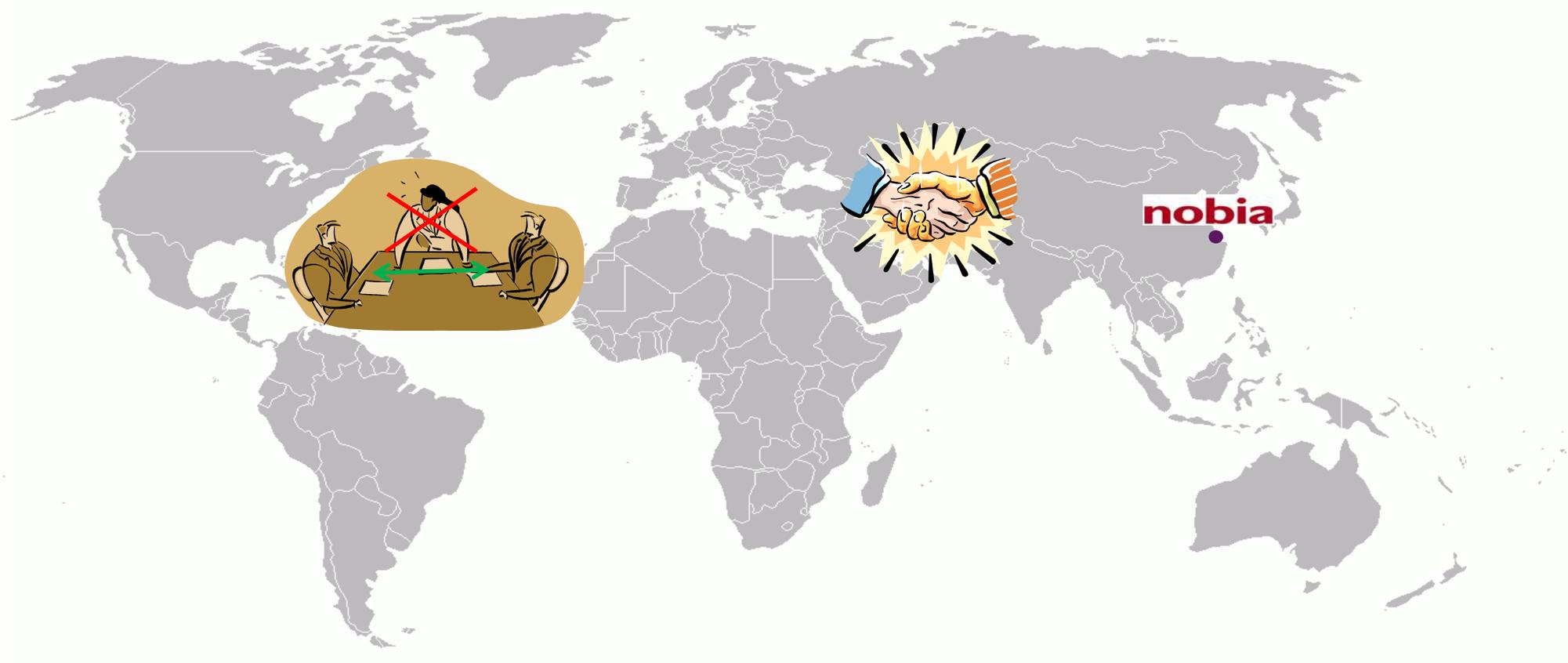


Fewer article numbers in higher volumes



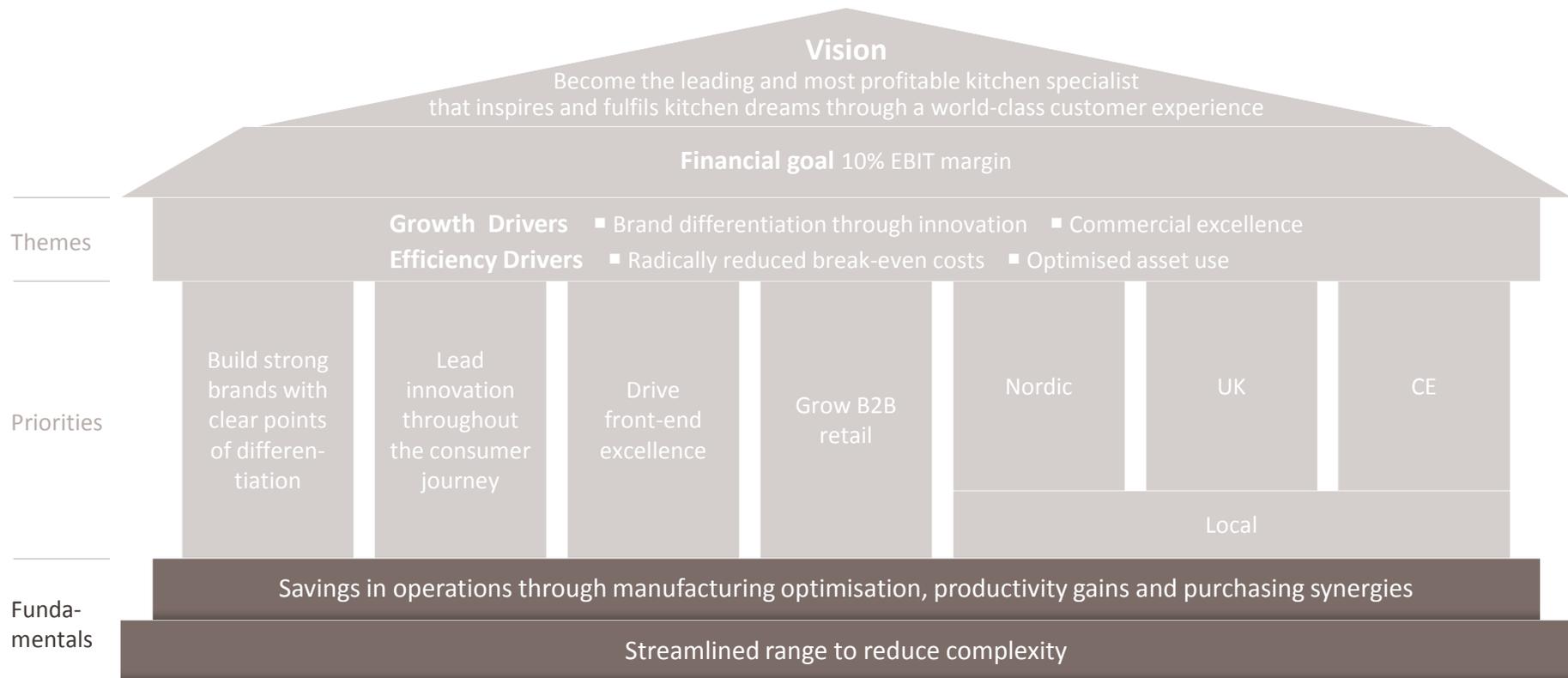
Fewer suppliers means strategic relationships with key suppliers

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

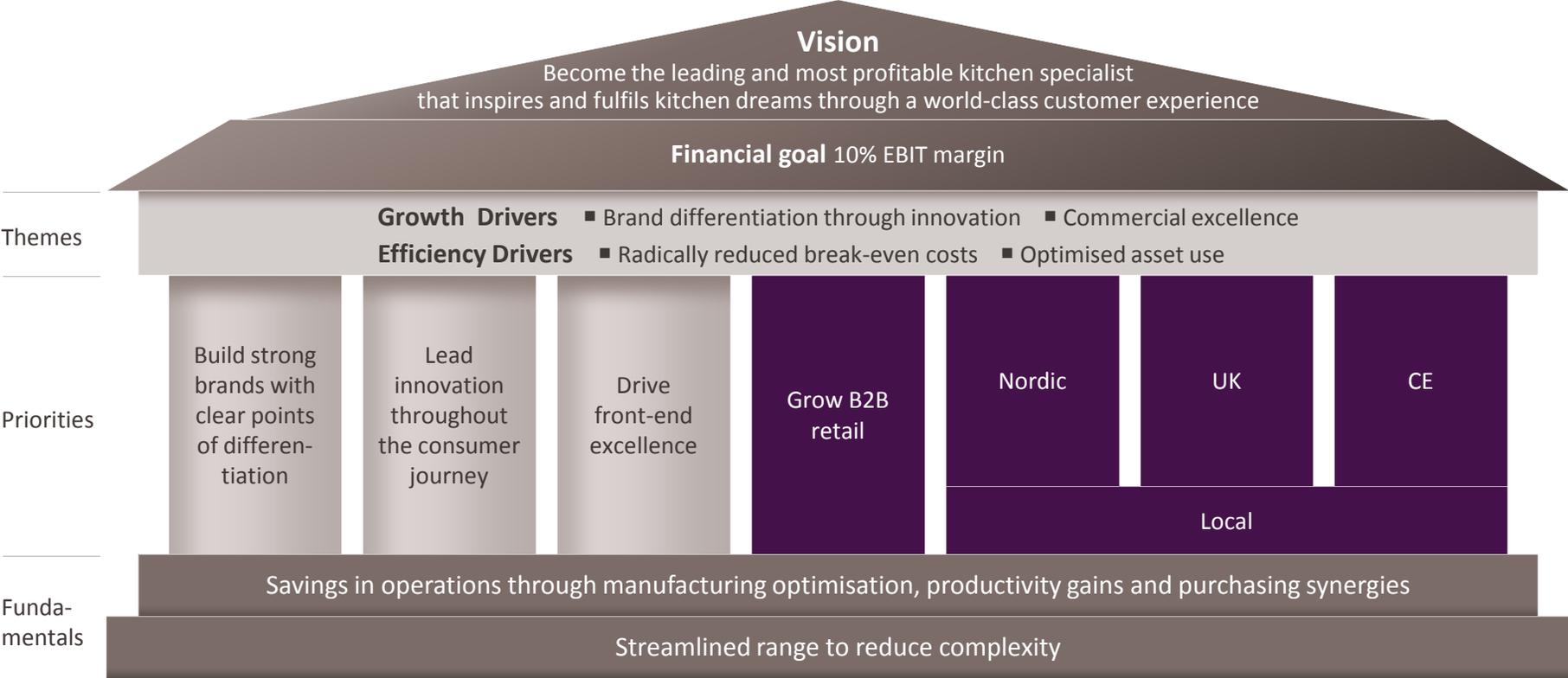




Morten Falkenberg, CEO
Commercial initiatives



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

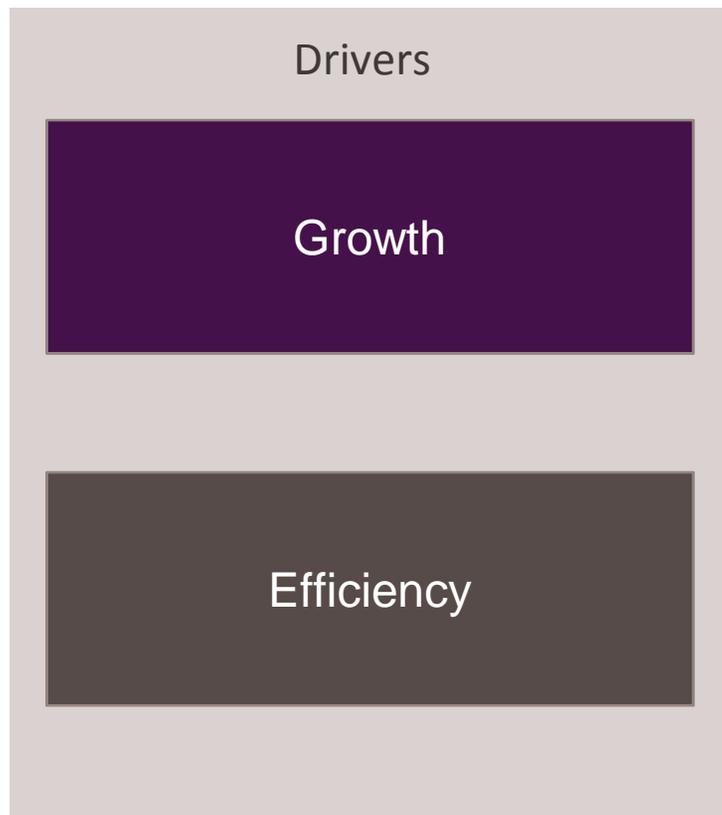


Henrik Karup Jörgensen,
Retail and Professional, Nordic region

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

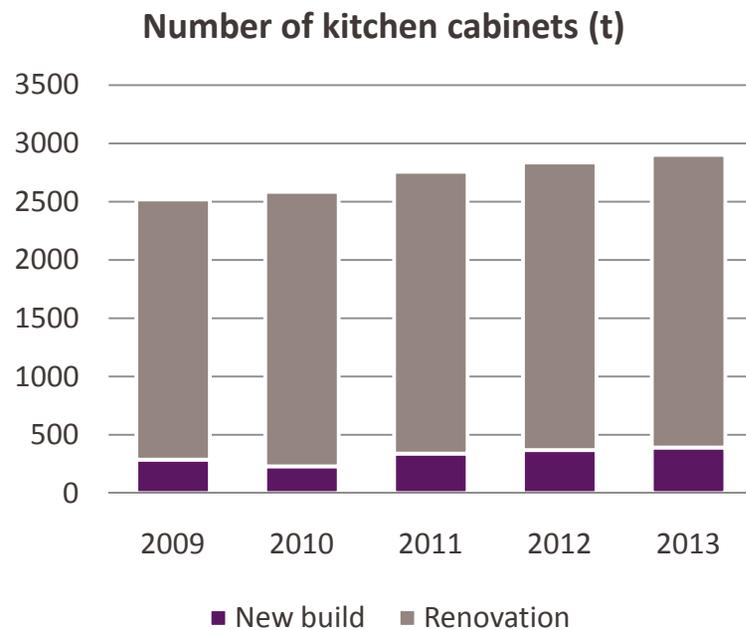
- Positive new build development
- Renovation growing; partly driven by government subsidies (e.g. ROT)
- Strong market shares
 - Sweden 31%
 - Norway 48%
 - Finland 25%
 - Denmark 35-40%
- Positive trend which also reflects in the financials; in Q1 EBIT has grown to 5,9% (1,4%) with a organic growth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



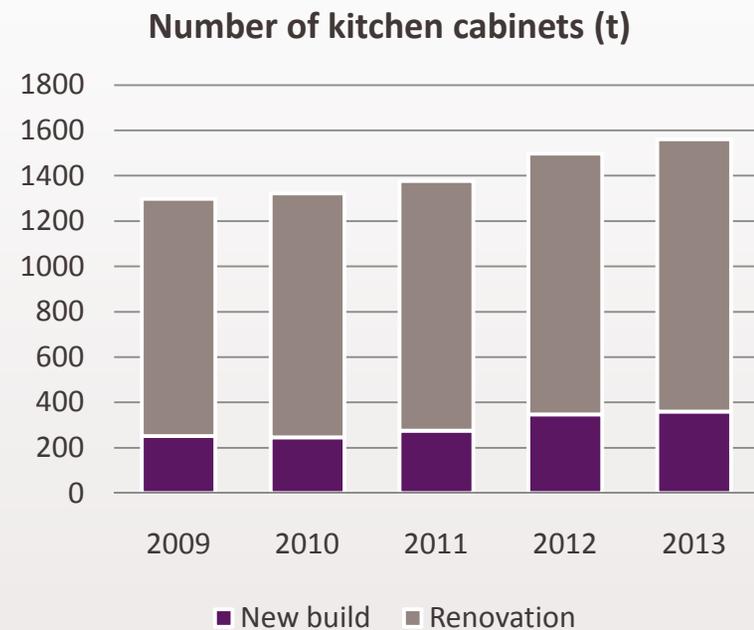
Source: Prognoscentret, IFKA, Nobia analysis.

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

Sweden

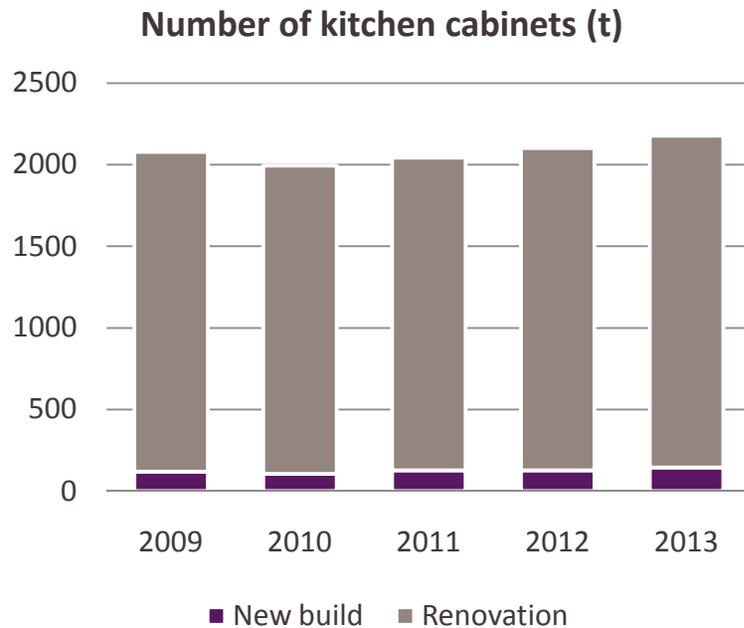


Norway

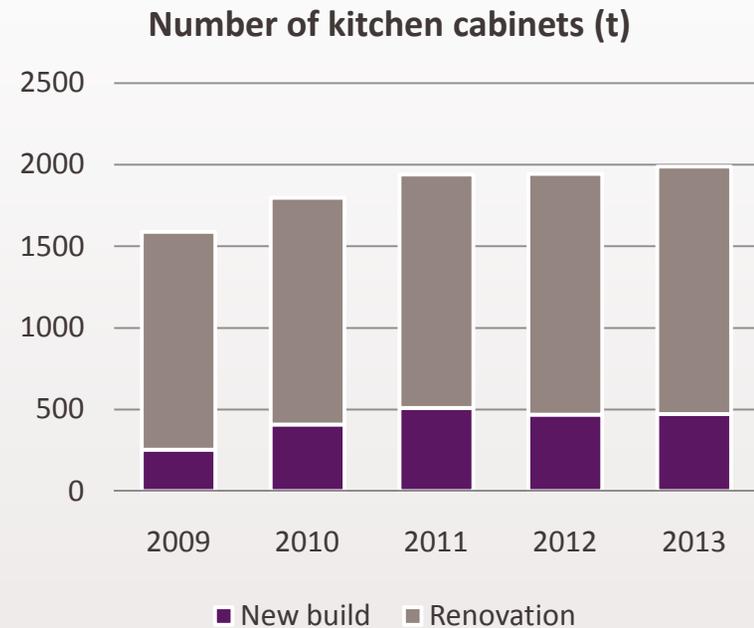


After a few tough years in Denmark the market is likely to slowly catch up.
The Finnish market forecast to stabilise in 2012

Denmark



Finland



AlCanta
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

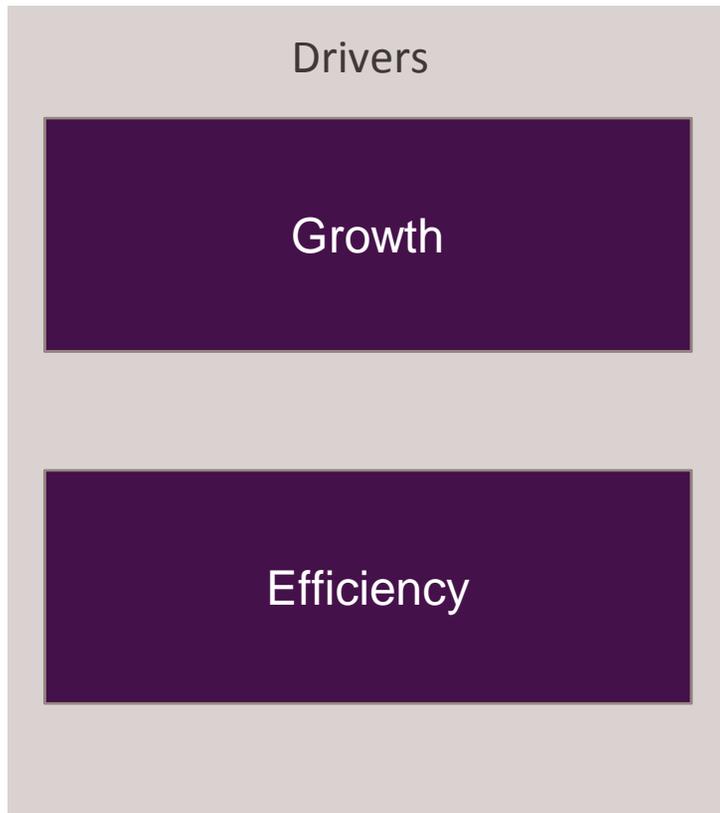


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Christian Rösler,
B2B Retail in UK and Continental Europe



4 key strategic themes



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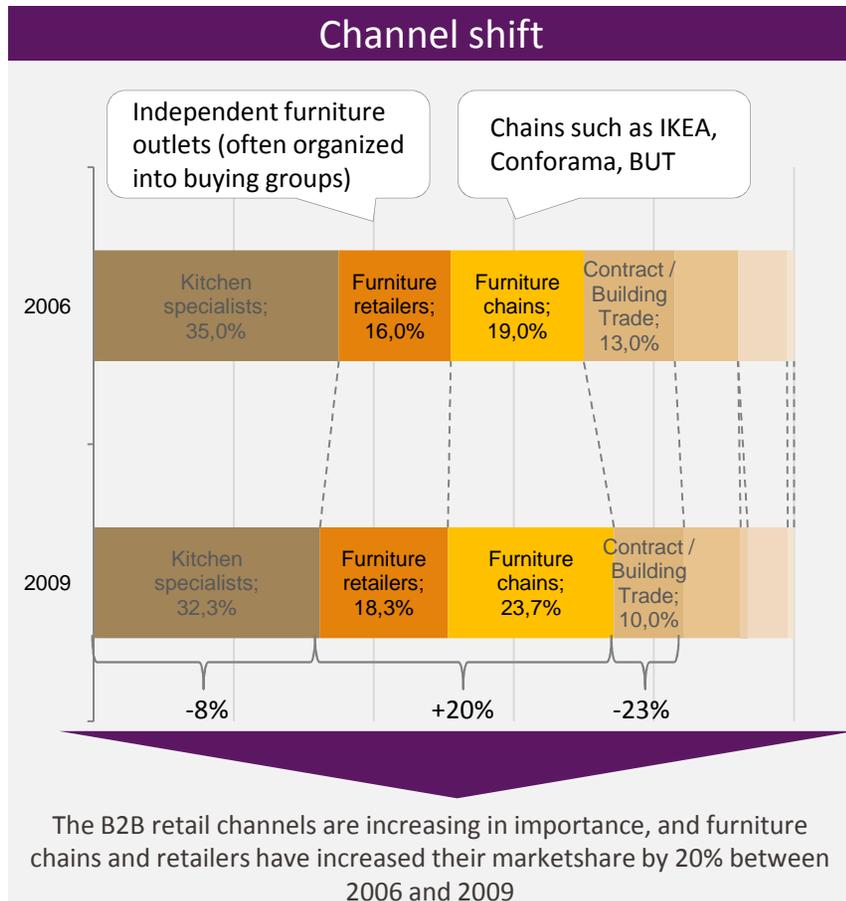
- Radically reduced break-even cost
- Optimised asset use

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



New entrants

Mio + **Marbodal**

BUT + **nobilialia**

GIGANTEN + **epos**
KJØKKEN PÅ HETTET

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



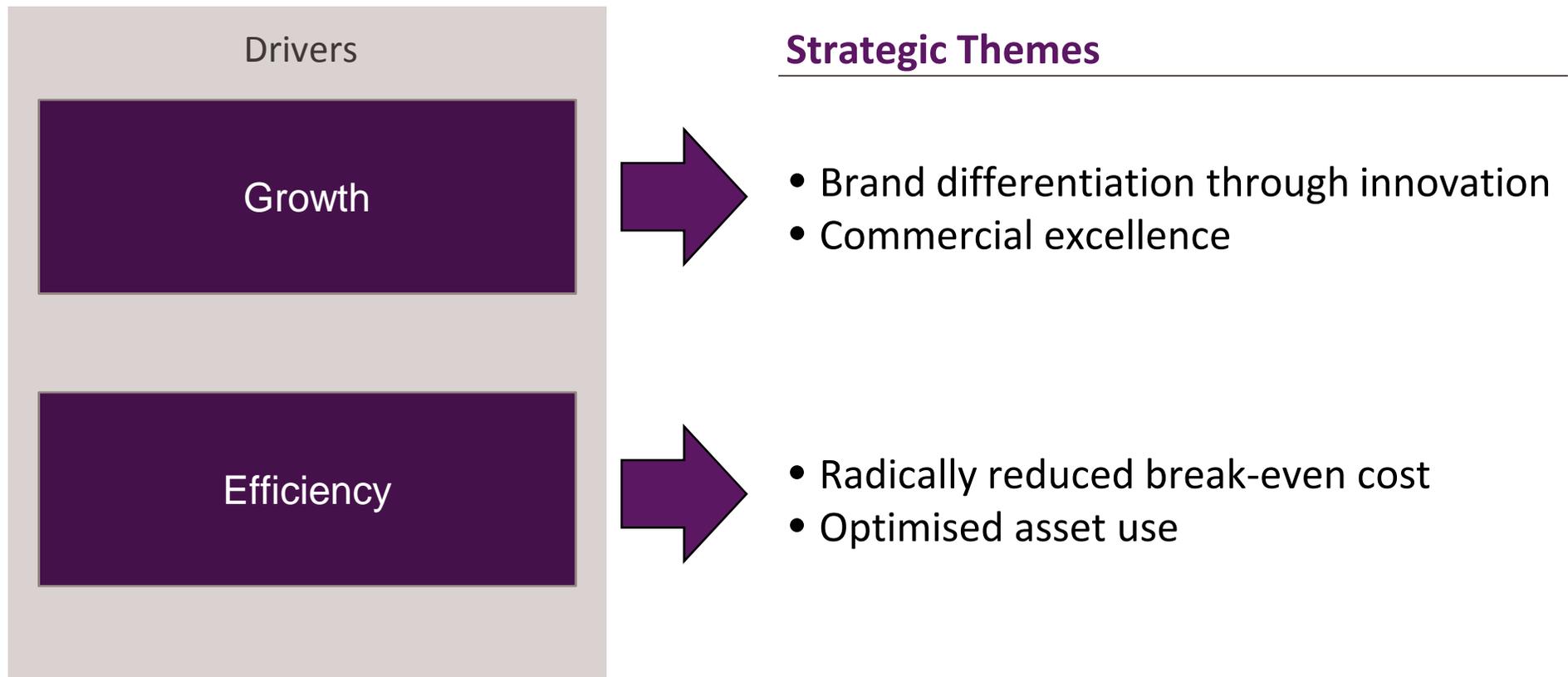
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Magnet Retail and Trade in UK

Anjum Ahmed

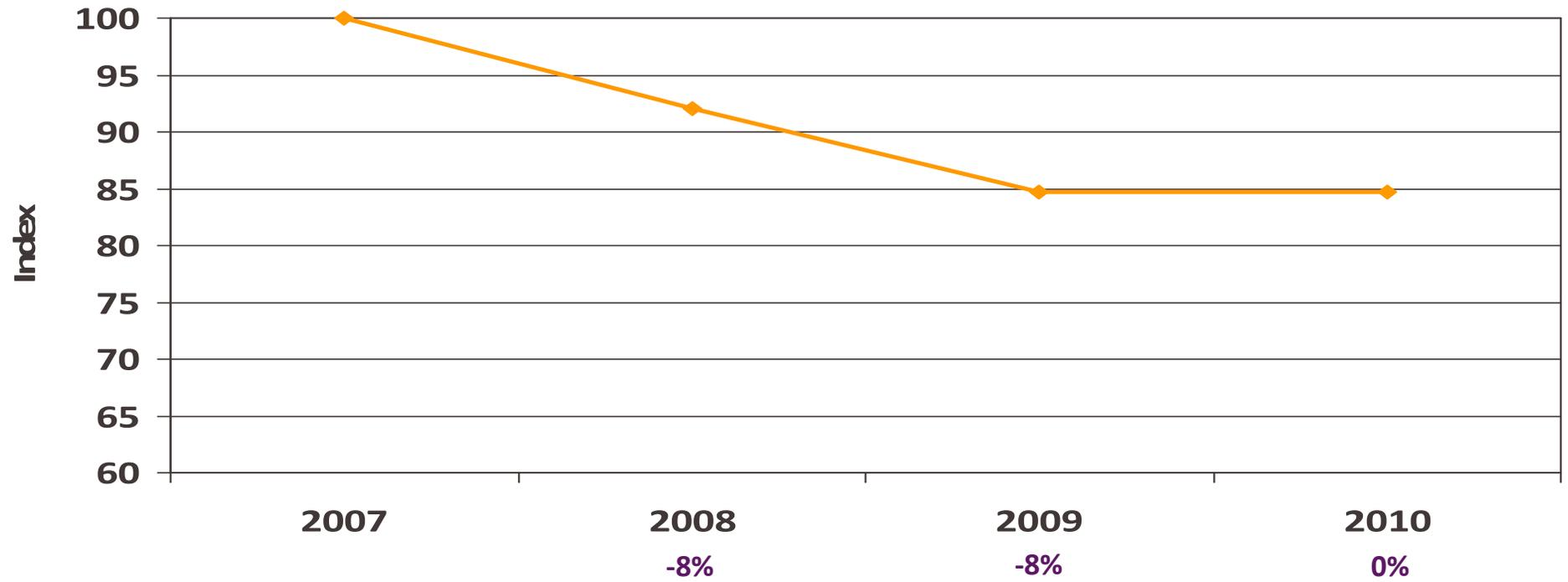


4 key strategic themes

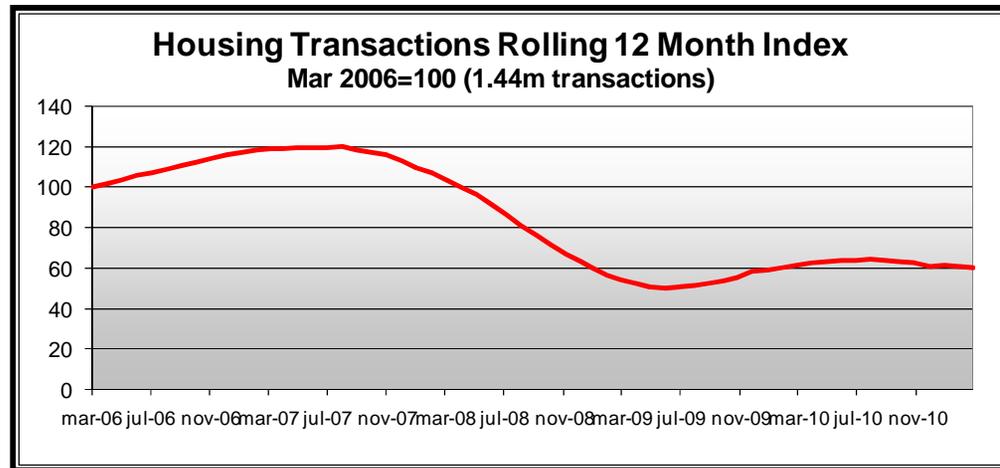


UK Kitchen Market

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

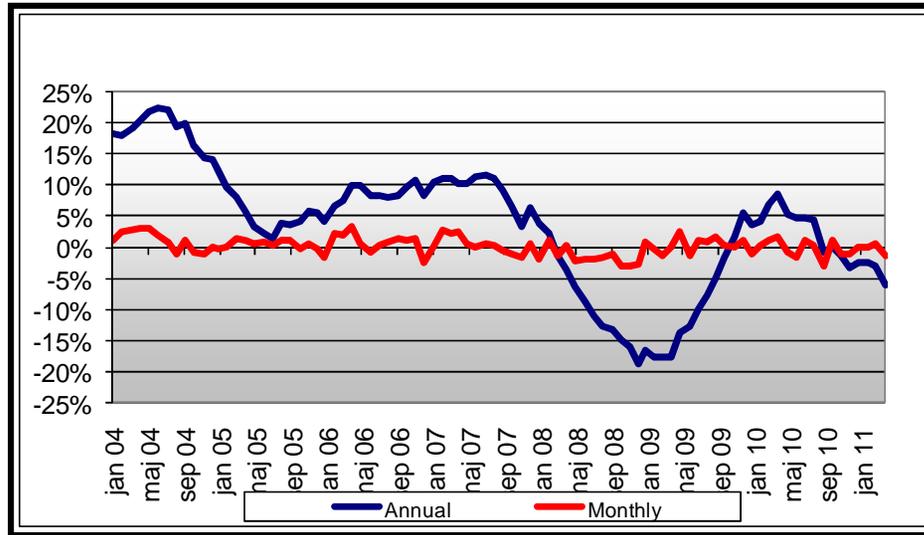
Jill Insley
guardian.co.uk, Friday 11 March 2011 11:21 GMT
[Article history](#)

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

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Budget 2011 Companies Comment Personal Finance Markets Your Business Olympiad

ISAs 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

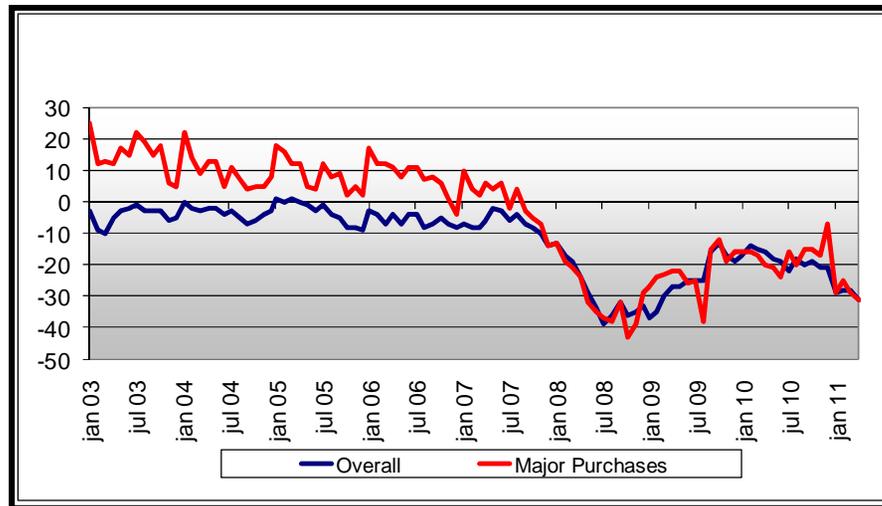
House prices fall for the eighth consecutive month

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)

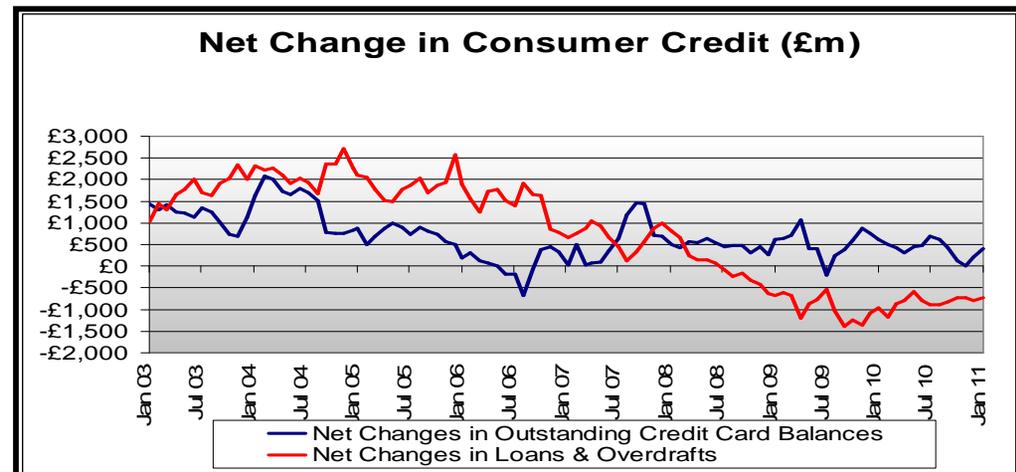
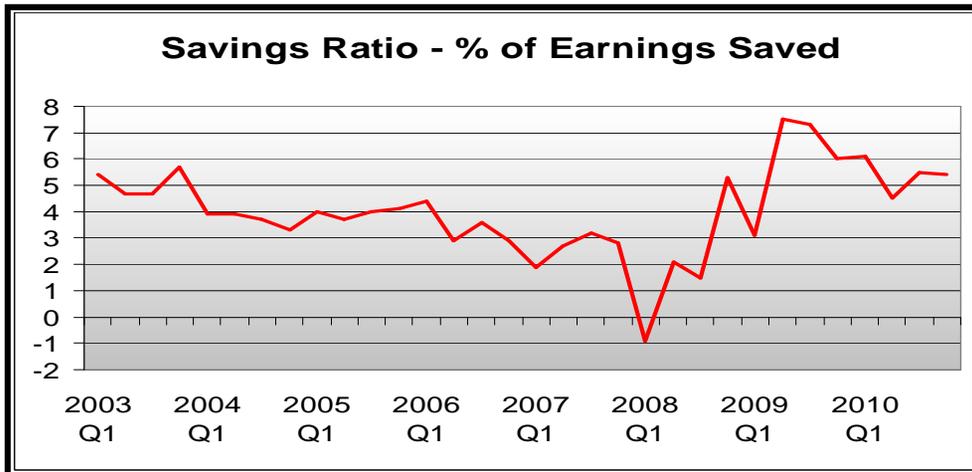
- House price recovery in H2 2009 and H1 2010 is being eroded as prices fall
- 2011 Prices Fall 5%
- Oversupply

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

Magnet Group

Magnet TRADE

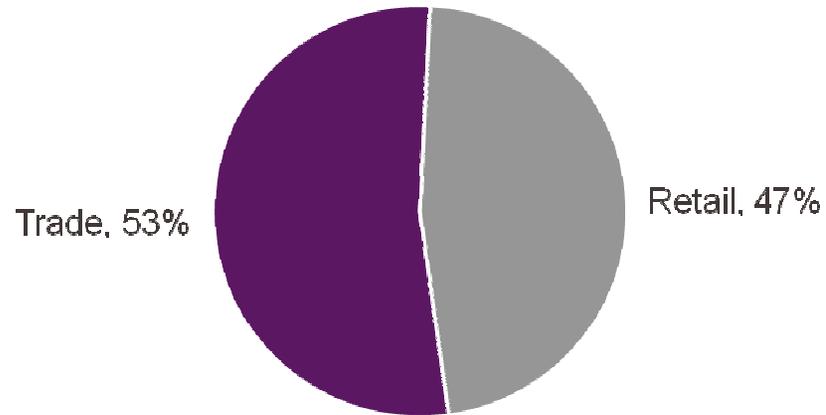


Magnet



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



Service

Magnet

The 'Service' section features three images. The top image shows a staff member working at a computer. The middle image shows a forklift in a warehouse. The bottom image shows a staff member at a counter.

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

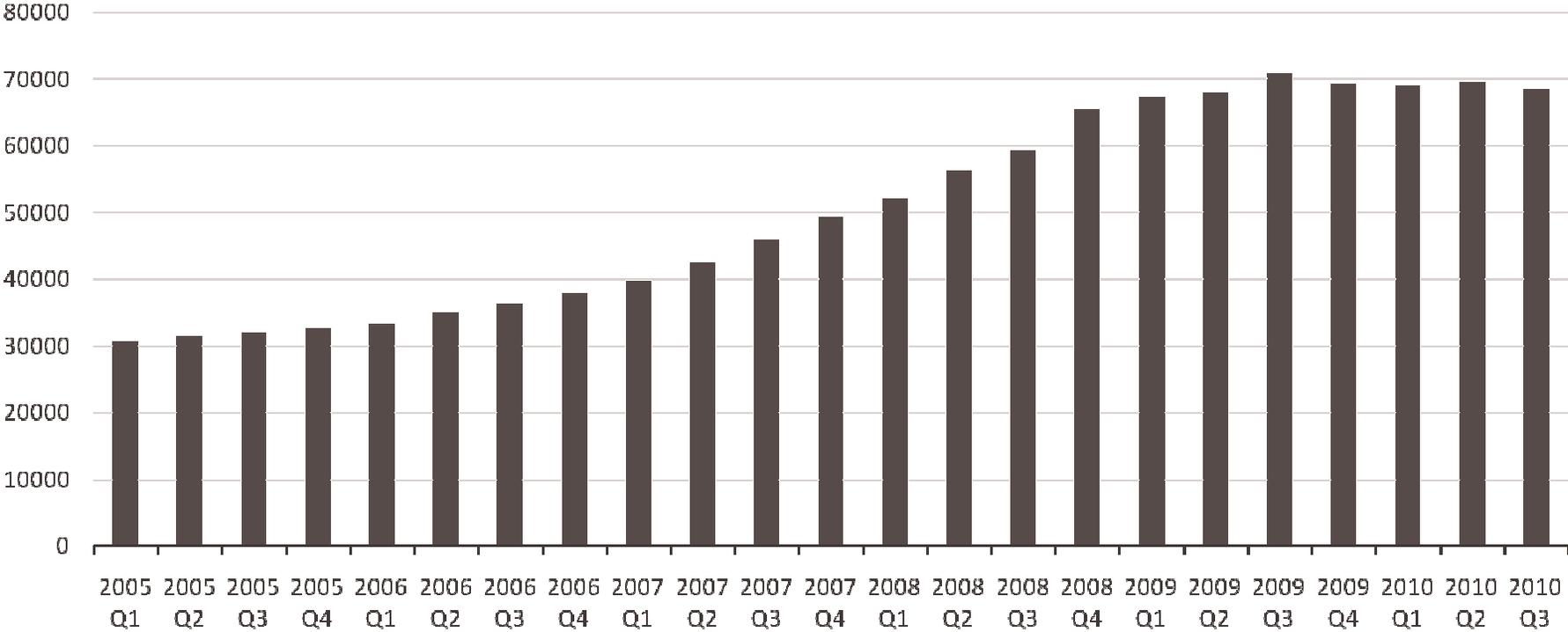
Account Base Growth

Average Spend per Account

Sales / Visit Frequency / Average Order Value

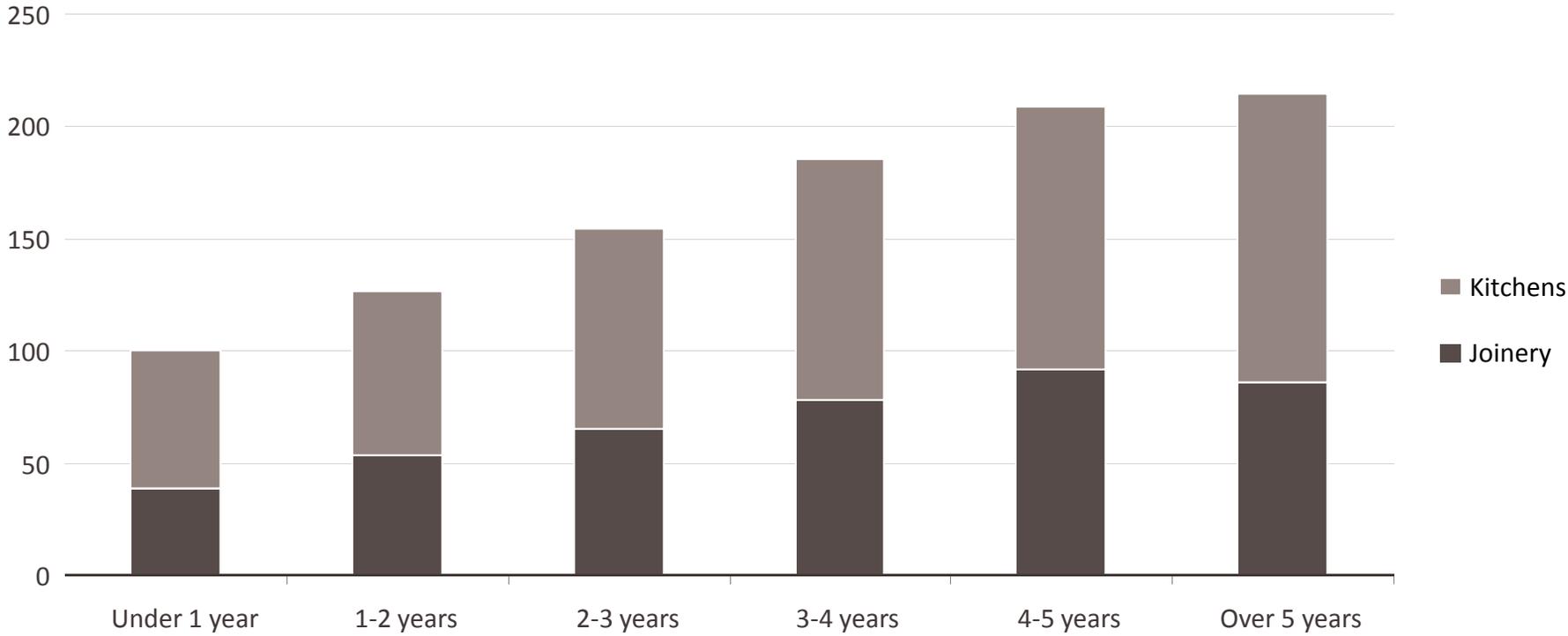
Trade

Account Base by Qtr 2005 to date



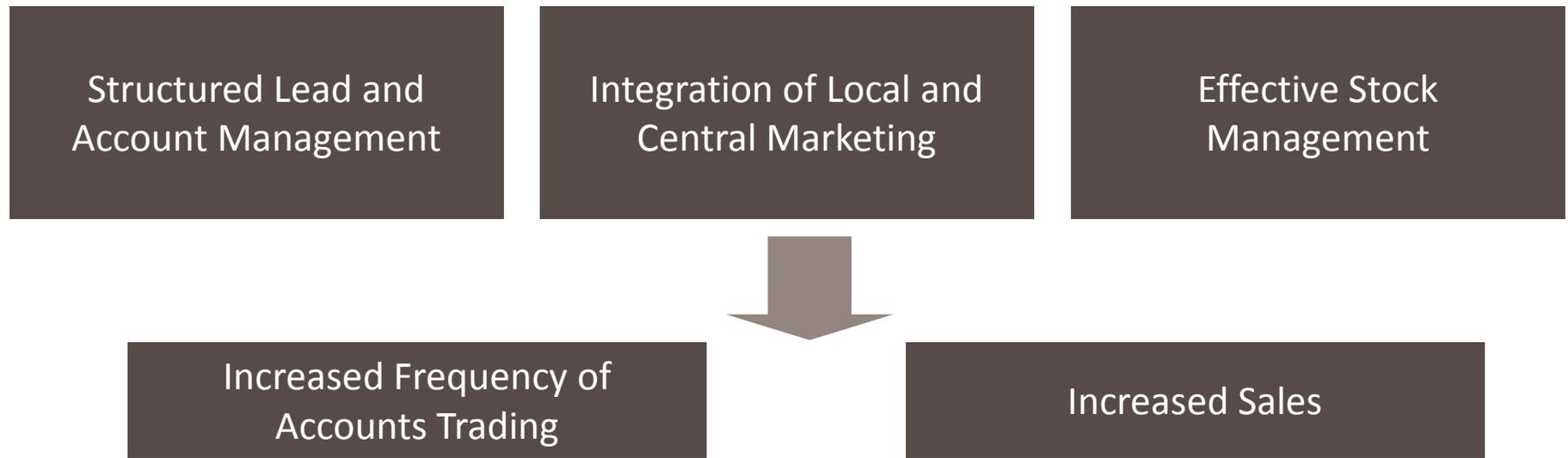
Average Account Spend by Age

Account Spend: average Account Spend by age - 2010 Data



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

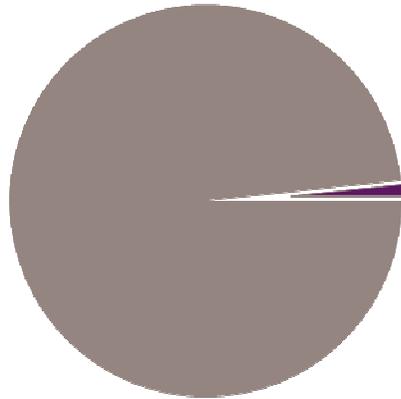
Introducing CRM



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 MAGNET



Increase product differentiation between collections



ESSENTIALLY
MAGNET

TIALLY
JET

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



nobia

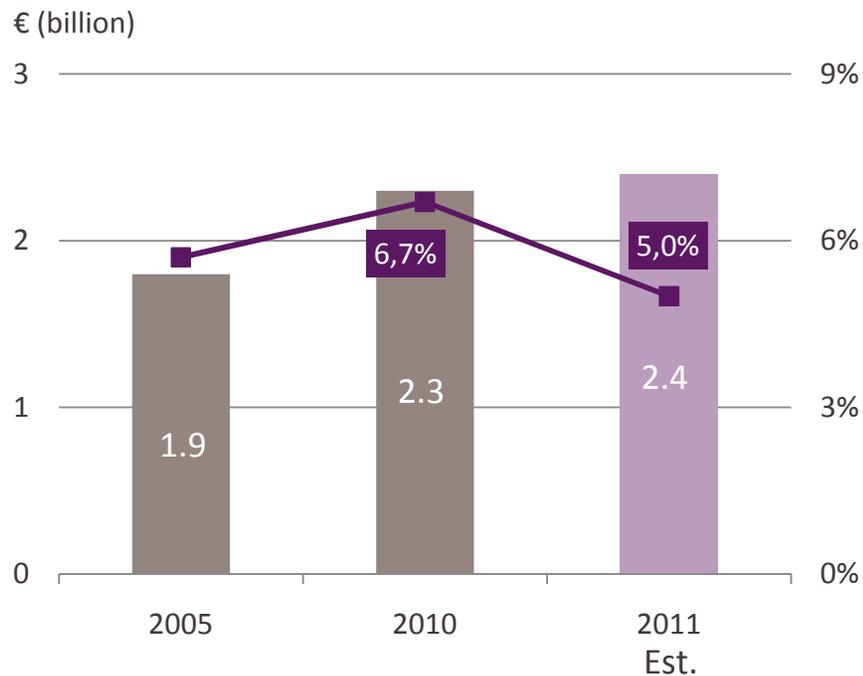
Hygena in France – Turnaround Per Kaufmann



The French Kitchen Retail Market

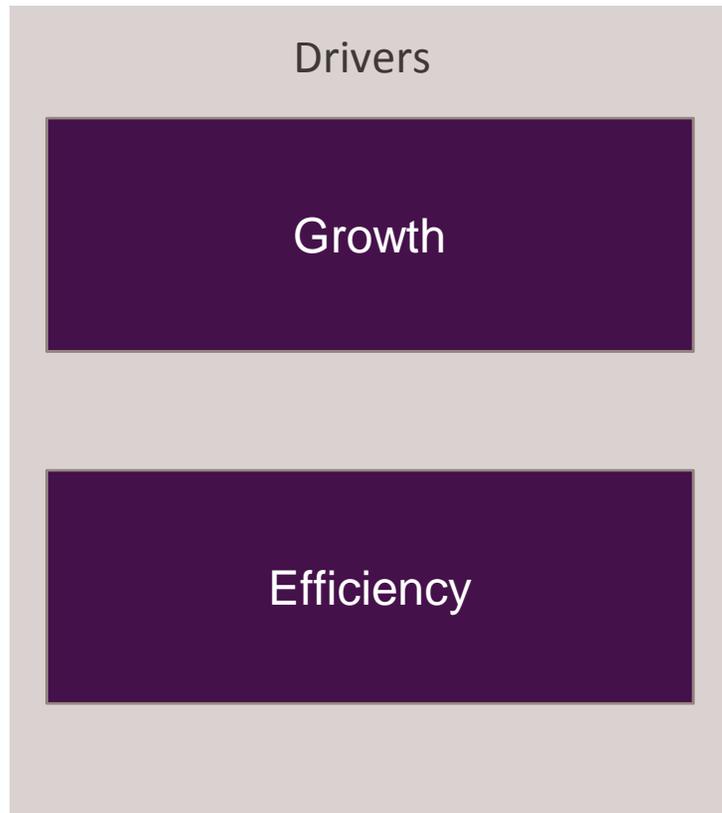


The French kitchen market – growing with potential



- 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%.

4 key strategic themes



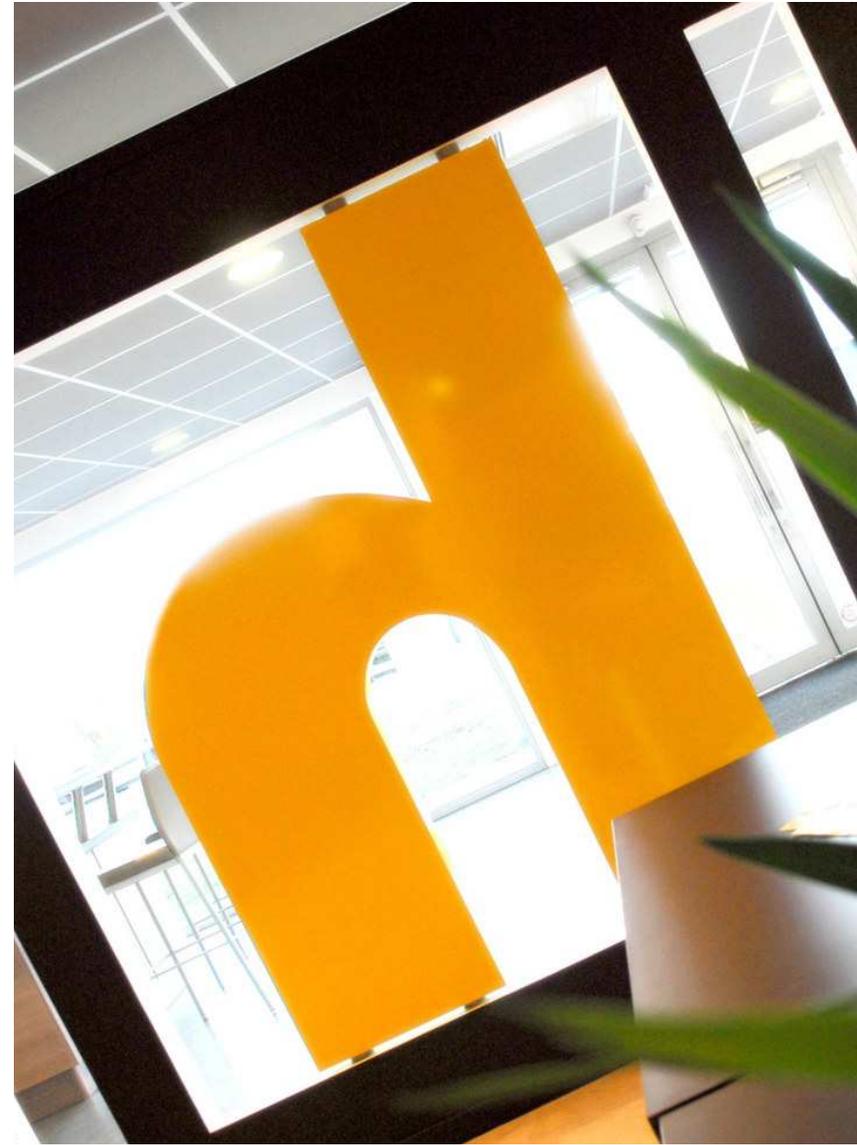
Strategic Themes

- 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



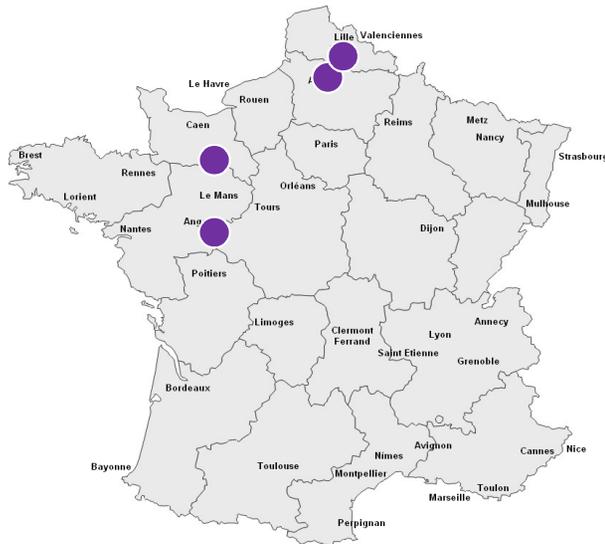
Growth - A new store concept – More value added



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

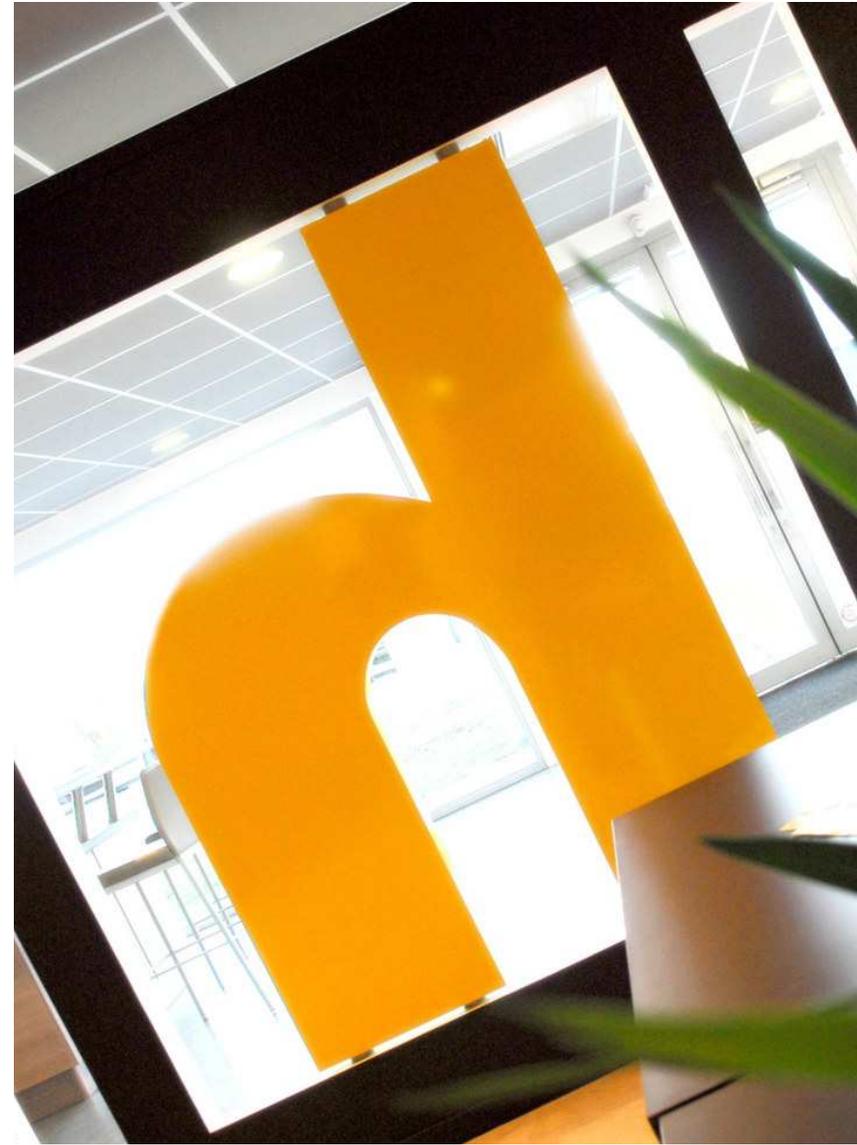
Drawing better kitchens

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

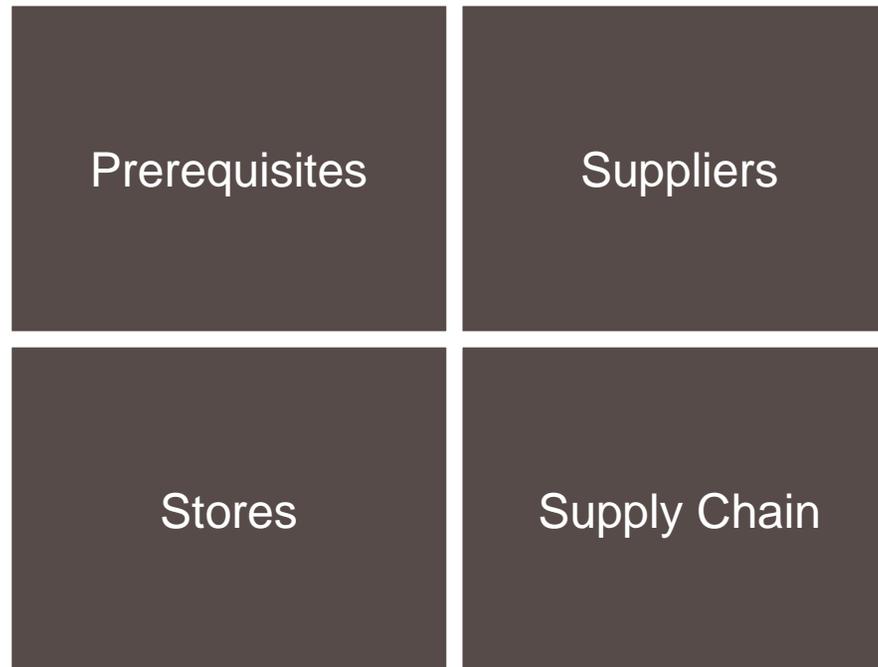
109
- HQ: 40
- Store: 40
- Central WH: 21
- Deliv. agencies: 8

Daily Operations

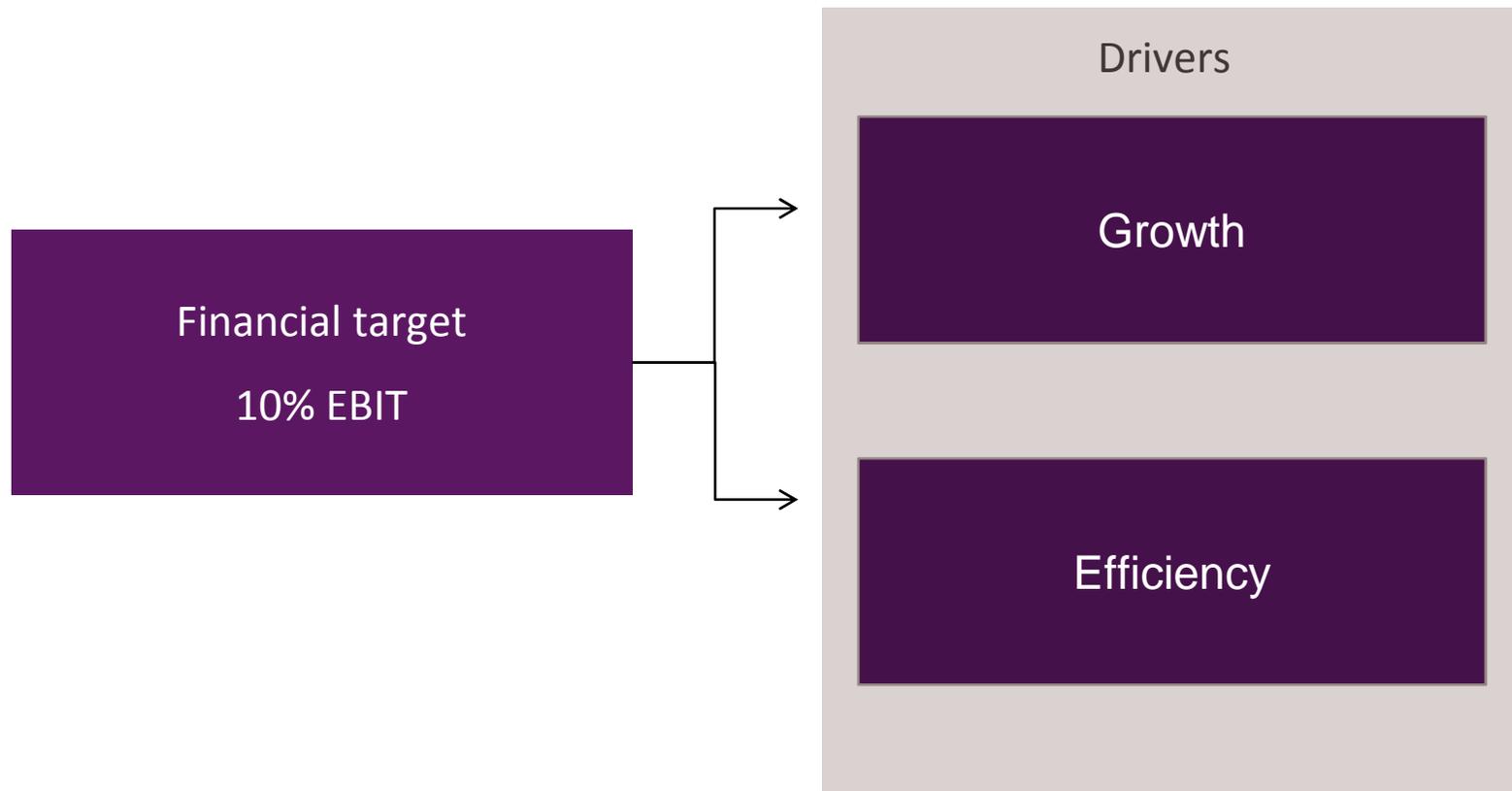
Energy
Cleaning
Supplies
Etc.

Efficiency - Diminish our costs

Cost of failure



The drivers that will help us reach our financial target

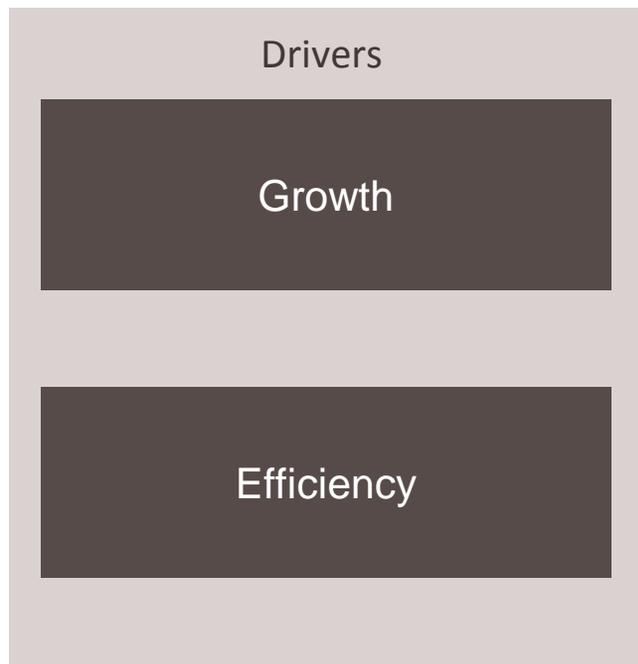


nobia

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 left is the Nobia logo in red. To its right, the text reads "THE NOBIA SHARE -0.30 47.90 SEK". Further right is a search bar with the text "Svenska" and a search icon. Below the logo and share information is a navigation menu with links: "ABOUT NOBIA", "BRANDS", "INVESTOR RELATIONS", "CORPORATE GOVERNANCE", "CAREERS", and "MEDIA". The main content area features a large image of a modern kitchen. Overlaid on this image is a purple box with the text "Nobia is Europe's kitchen specialist" and "We develop, manufacture and sell kitchens through some 20 strong brands". Below the kitchen image is a row of brand logos: "we", "FM", "Gower", "HTH", "hygena", "INTUO", and "INVIT". To the right of these logos is a button that says "Show all brands". Below the brand logos are three columns of news and updates. The first column is titled "PRESS RELEASES" and contains two items: "1 March 2011 Nobia Group management appointed" and "11 February 2011 Organic growth 6 per cent". The second column is titled "GROUP-WIDE NEWS" and contains two items: "29 March 2011 Poggenpohl wins red dot award" and "9 February 2011 Four-fold Nobia presence at Living Kitchen in Cologne". The third column is titled "Q1 2011" and contains three items: "Report", "Presentation", and "Webcast". To the right of these columns is a section titled "CAREER AT NOBIA" with a small image of two people smiling.

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

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Highlighted features

- Improved search function

nobia THE NOBIA SHARE -0.30 47.90 SEK Svenska

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

47.8
47.6
47.4
47.2

IR CONTACT

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+46 8 440 16 07
+46 708 65 59 00

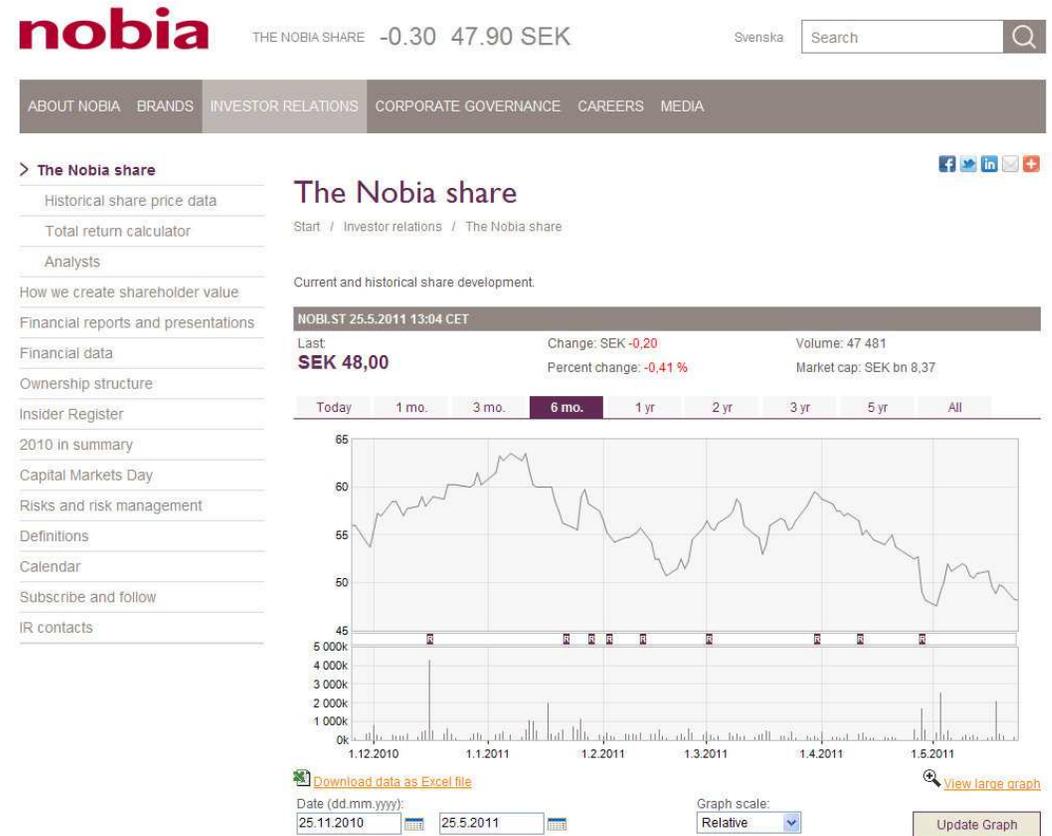
ANNUAL REPORT 2010

[Report](#)

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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 is located on the right. Below the logo is a navigation menu with links for "ABOUT NOBIA", "BRANDS", "INVESTOR RELATIONS", "CORPORATE GOVERNANCE", "CAREERS", and "MEDIA".

The main content area is titled "Financial reports and presentations". It includes a sidebar with a list of links: "The Nobia share", "How we create shareholder value", "Financial reports and presentations" (highlighted), "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 lists reports 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 tunds (9 814.000, 5.60, +814.000, +8.67)

At the bottom right, 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 text "THE NOBIA SHARE -0.30 47.90 SEK". To the right, there is a search bar with the text "Svenska" and a search icon. Below the logo, a navigation menu includes "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". Below this, there is a sub-header "View and compare financial data in HTML and Excel." and a tabbed interface for "Yearly Key Figures" and "Quarterly Key Figures". The "Income Statement" tab is selected, showing a table 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.

	All Columns	2010	2009
<input checked="" type="checkbox"/> Net sales*		14,085	15,418
<input type="checkbox"/> Costs of goods sold		-8,740	-9,976
<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

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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

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 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. Sakt AB	22,000,000	12.55	0	0
Sakt 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

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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 share price: "THE NOBIA SHARE -0.30 47.90 SEK". A search bar is located on the right. Below the logo is a navigation menu with links for "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" (highlighted with a mouse cursor), "Insider Reports", "2010 in summary", "Capital Markets Day", "Risks and risk management", "Definitions", "> Calendar", "Subscribe and follow", and "IR contacts".

The right column features a "Financial calendar" section with the following 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 calendar is a "Latest update" for "Capital Markets Day" with a start time of 12:00 and an end time of 18:00 on 2011-05-26. The text of the update reads: "Nobia's Capital Markets Day 2011 will be held on 26 May at Ambassadeur, Kungsgatan 18".

On the far right, there is a "SILENT PERIOD" box stating: "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."

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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 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'. To the right, there is a search bar with the text 'Svenska' and a search icon. Below the header is a navigation menu with links for 'ABOUT NOBIA', 'BRANDS', 'INVESTOR RELATIONS', 'CORPORATE GOVERNANCE', 'CAREERS', and 'MEDIA'. The main content area is titled 'Subscribe and follow' and includes a breadcrumb trail: 'Start / Investor relations / Subscribe and follow'. A social media sharing bar with icons for Facebook, Twitter, LinkedIn, and Email is visible. The 'Subscribe and follow' section contains three main parts: 1. 'Alerts via email or text message' with a description and two links: 'Subscribe to press releases and financial reports via email or sms' and 'Unsubscribe to an existing subscription'. 2. 'RSS feeds' with a description and four links: 'Press releases via RSS', 'Group-wide news via RSS', 'Calendar events via RSS', and 'Job openings via RSS'. 3. 'Social media' with a description and three links: 'Follow Nobia on Twitter', 'Follow Nobia on Slideshare', and 'Follow Nobia on Youtube'. A mouse cursor is pointing at the 'Unsubscribe to an existing subscription' link. At the bottom, it says 'Latest updated: 24 May 2011'.

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m.nobia.com

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



The screenshot shows the Nobia website's investor relations page. At the top, the Nobia logo is displayed in red, followed by the text "THE NOBIA SHARE -0.30 47.90 SEK". To the right, there is a search bar with the text "Svenska" and a search icon. Below the logo and share price, a navigation menu contains the following items: ABOUT NOBIA, BRANDS, INVESTOR RELATIONS, CORPORATE GOVERNANCE, CAREERS, and MEDIA. The "INVESTOR RELATIONS" item is highlighted. Below the navigation menu, there is a list of links for investor relations: "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", and "IR contacts". The "Calendar" link is highlighted with a right-pointing arrow. To the right of this list, there is a "Subscribe and follow" section. This section includes a "Subscribe and follow" heading, a breadcrumb trail "Start / Investor relations / Subscribe and follow", and a "Social media" section with icons for Facebook, Twitter, LinkedIn, and YouTube. Below this, there is a "Alerts via email or text message" section with a blue Twitter bird icon. The text in this section explains that users can subscribe to Nobia's press releases and financial reports via email or SMS, and provides a link to unsubscribe to an existing subscription. Below this, there is a "RSS feeds" section with a list of links: "Press releases via RSS", "Group-wide news via RSS", "Calendar events via RSS", and "Job openings via RSS". At the bottom of the page, it says "Latest updated: 24 May 2011".

www.twitter.com/nobiagroup
[#nobiagroup](https://twitter.com/nobiagroup)

Thank you



Alca
KEITTIÖT

ewe
and intelligent living

FM
DIE KÜCHE ZUM LEBEN

Gower

GÖR DET SELV

HH

hygena

Interior
Solutions

INTUO

INVITA

Magnet

Marbodal

MARLIN

myresjökök

netto
KEITTIÖT

NOREMA

OPTI
FIT
Die Küche - Das Bad

PARMA
KEITTIÖT

PETRA
KEITTIÖT

poggen
pohl

sigdal

uno form