

A modern kitchen interior featuring light-colored, minimalist cabinets and a central island. The kitchen has a clean, contemporary design with a mix of solid and glass-fronted upper cabinets. A central island with a dark countertop and a hanging rack for aprons and bags is prominent. The background shows a dining area with a table and chairs, and framed botanical art on the wall.

Investment to build Europe's most modern kitchen manufacturing

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Investment in a highly automatised factory with improved capacity to facilitate growth opportunities and flexibility

- Significantly improve **capacity** to cater for future growth initiatives, in both existing and new markets
- Highly **automated and digitalised** to enable product cost savings and flexibility
- Strong focus on **sustainability** to further drive the industry towards improved environmental standards
- Increased customer benefit with **reduction in lead times and industry leading product flexibility**
- Located in Jönköping, Sweden, for logistics advantages to **reduce lead times, costs and CO2 emissions**



Investment in new factory, facts

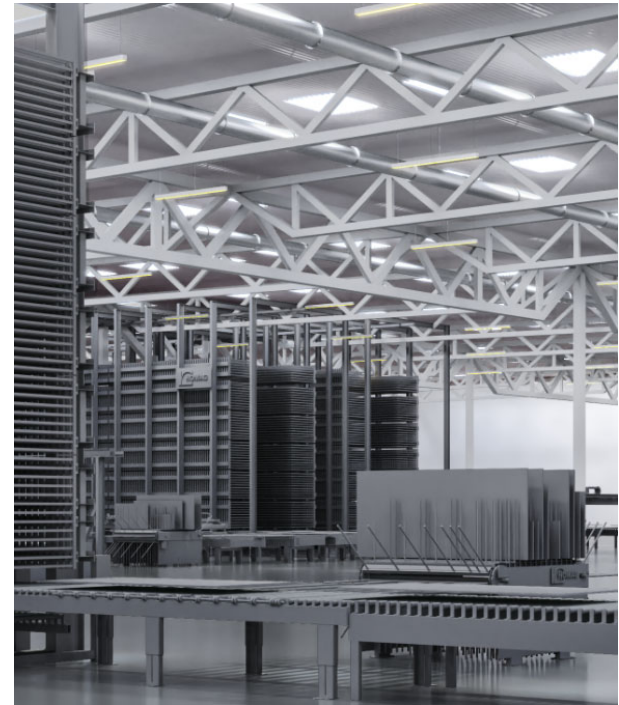
- Construction start Q2 2020, in full operation in 2024
- CAPEX in automation / equipment SEK ~2 bn
 - Debt financed
- Factory building on long term lease
 - Recognised as IFRS 16 leasing asset
- Investment decision is subject to union negotiations



Optimising current structure continues in parallel

- with many opportunities

- Streamlining ways of working, process efficiency
- Optimising the K20 platform (cabinet construction) through value engineering
- Sourcing coordination between brands
- Product range optimisation





With Europe's most modern production facility, Nobia will reinforce its position as the number one kitchen company in Europe

Customer

Lead times for made-to-order manufacturing will be significantly reduced. Quality and delivery reliability will further improve

Capacity

Nobia will have much higher manufacturing capacity with greater flexibility to cater for growth and market share opportunities

Cost

The highly automated and digitalised factory will be more efficient and have a more competitive cost base

Sustainability

An environmentally certified factory with high focus on workplace safety

This investment is a key enabler for the updated strategy



Q & A