



GLOBAL INNOVATOR IN PERSONAL COMMUNICATIONS

GN Store Nord

Enskilda Securities, Copenhagen, January 19, 2005

President & CEO Jørn Kildegaard

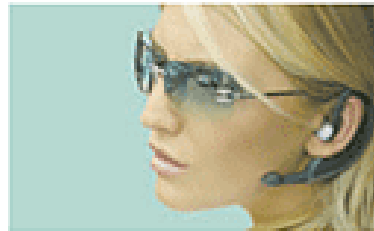


MOBILITY AND LIFE QUALITY

One company – four businesses



Contact Center &
Office Headsets



Mobile
Headsets



Hearing
Instruments



Audiologic
Diagnostics Equipment

GN is among the leading companies within all four businesses



GN – from conglomerate to personal communications

1997	1999	2000	2002	2004
From services/products	over ICT	...and technology	to personal communication	New GN
SONOFON GN Comtext Telegraf-Selskabet GN Elmi Navtel Laser Precision GN Netcom GN ReSound GN Rathdown	SONOFON GN Nettetst GN Netcom GN ReSound	GN Nettetst GN Netcom GN ReSound	GN Netcom GN ReSound NetTest	Contact Center & Office Headsets Mobile Headsets Hearing Instruments Audiologic Diagnostics Equipment
Revenue: DKK 3.5bn	Revenue: DKK 5.4bn	Revenue: DKK 7.0bn	Revenue: DKK 5.5bn	Expected revenue: DKK 5.4bn

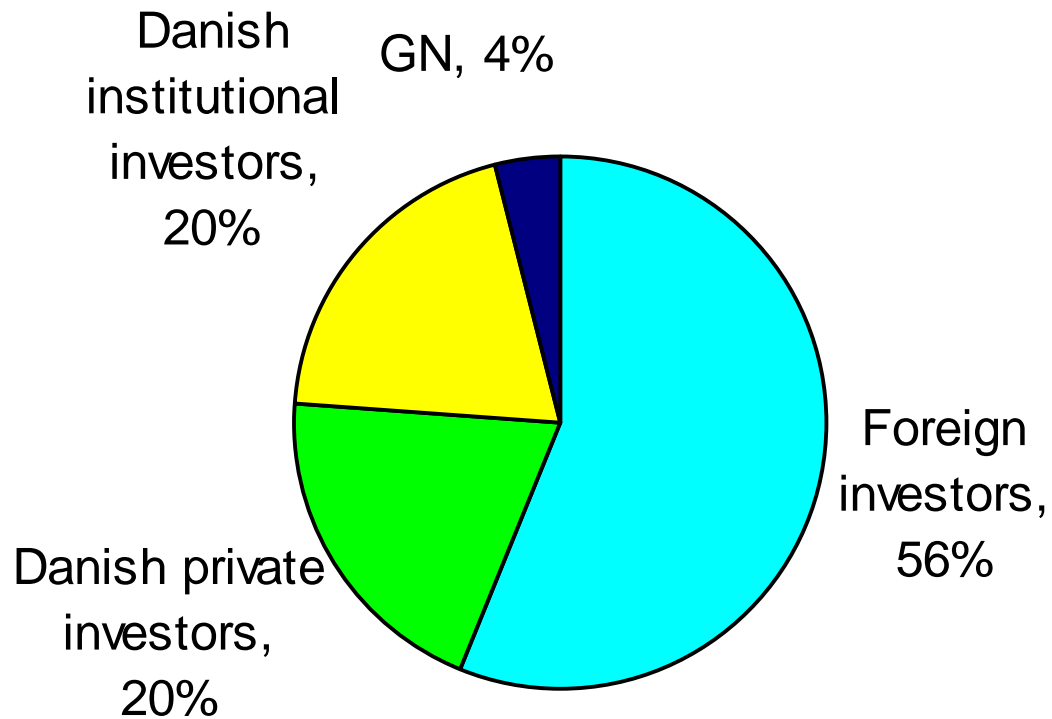


Mission

As an international market leader, GN aims to generate a competitive return for its shareholders by developing, manufacturing and marketing innovative solutions for personal communication, offering users increased mobility and quality of life, and helping our employees respond to challenges and develop responsibility in an environment that combines advanced technology with global sales.

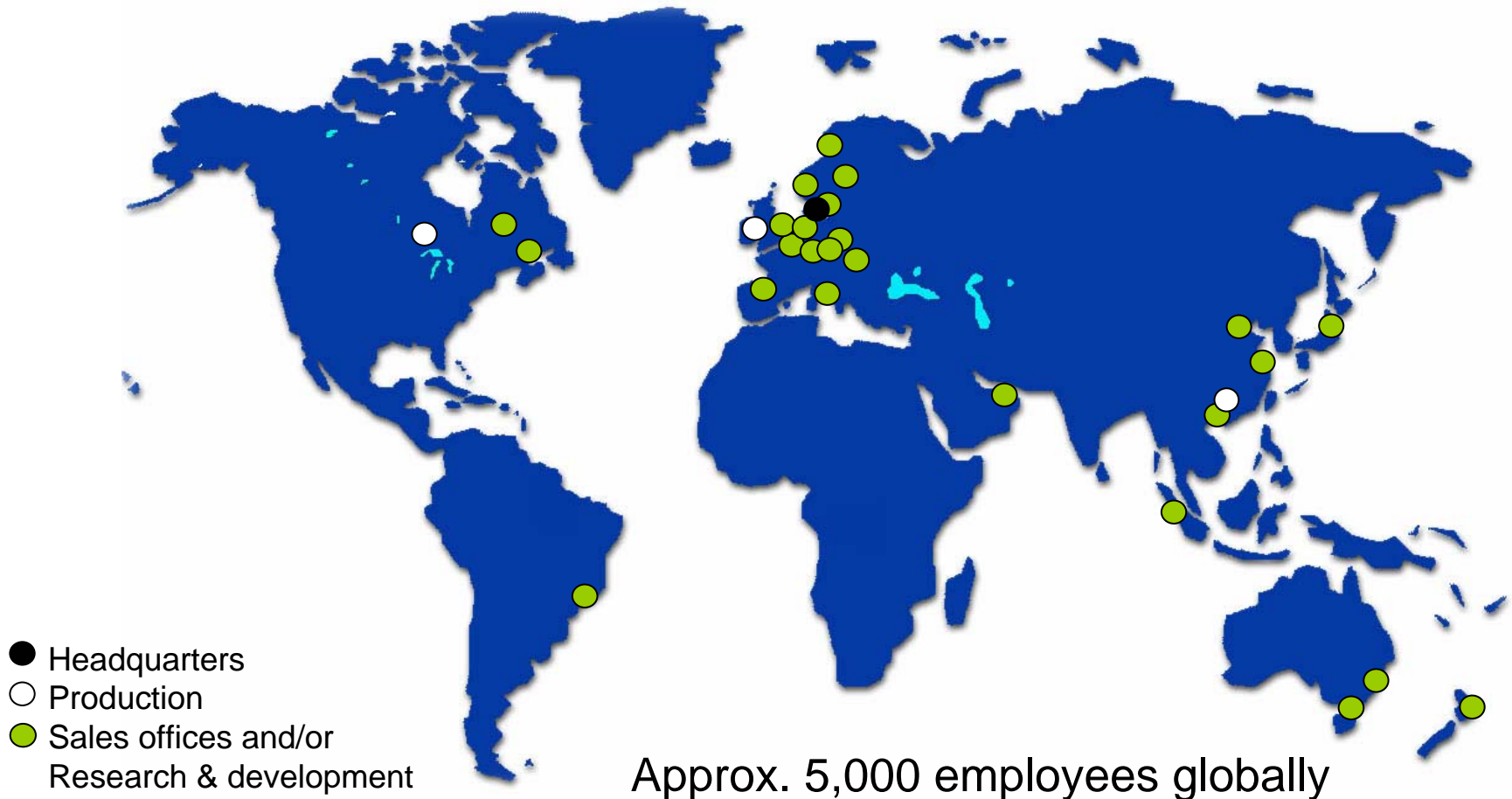


Ownership structure





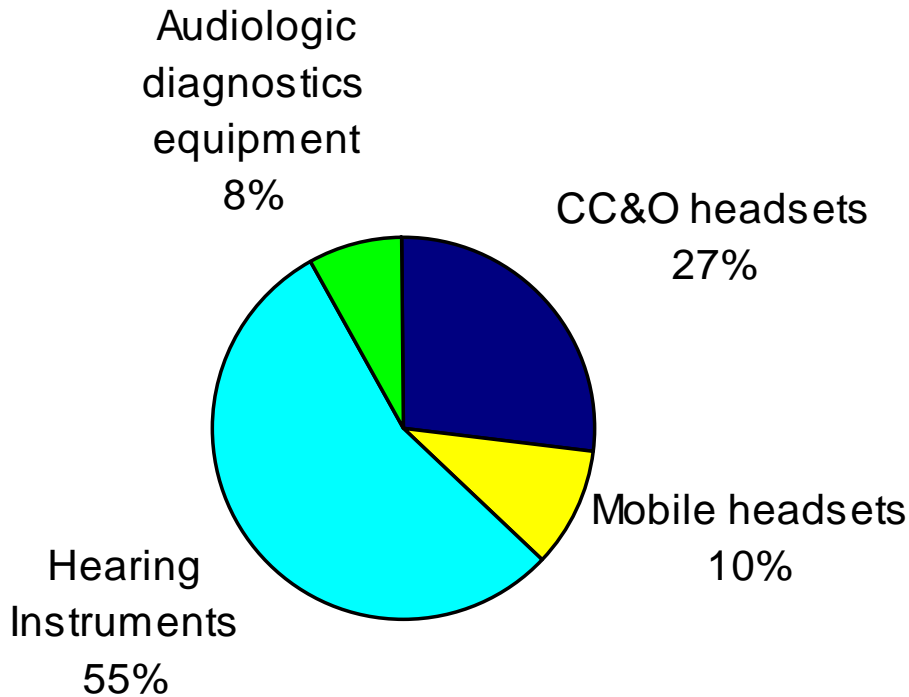
Global presence



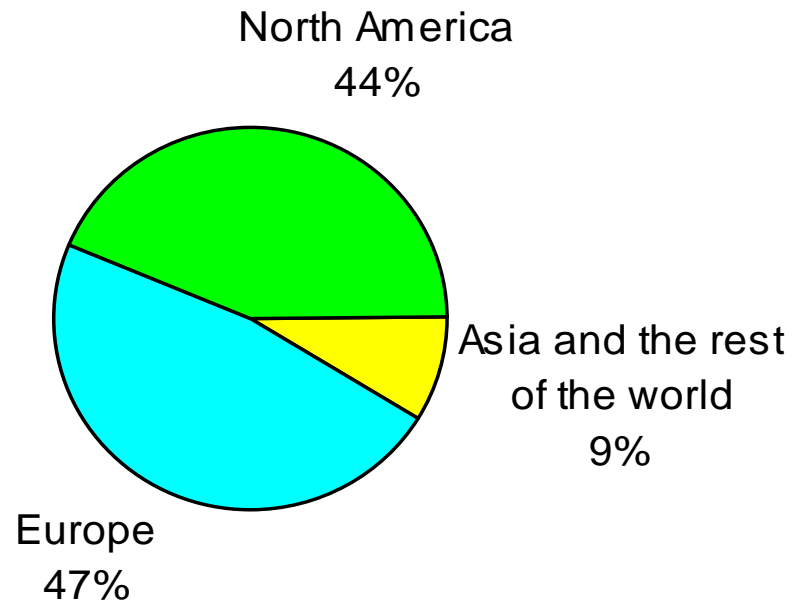


Global sales

Sales by business area 2003



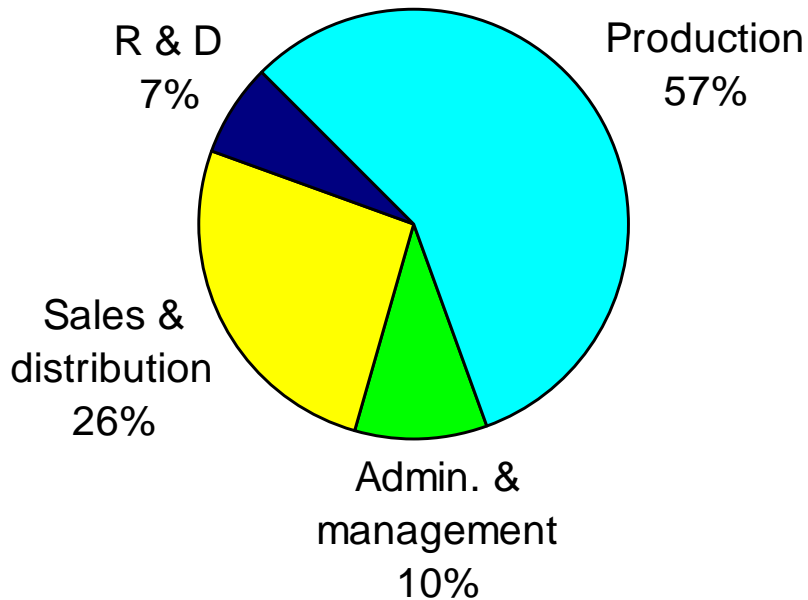
Sales by region 2003



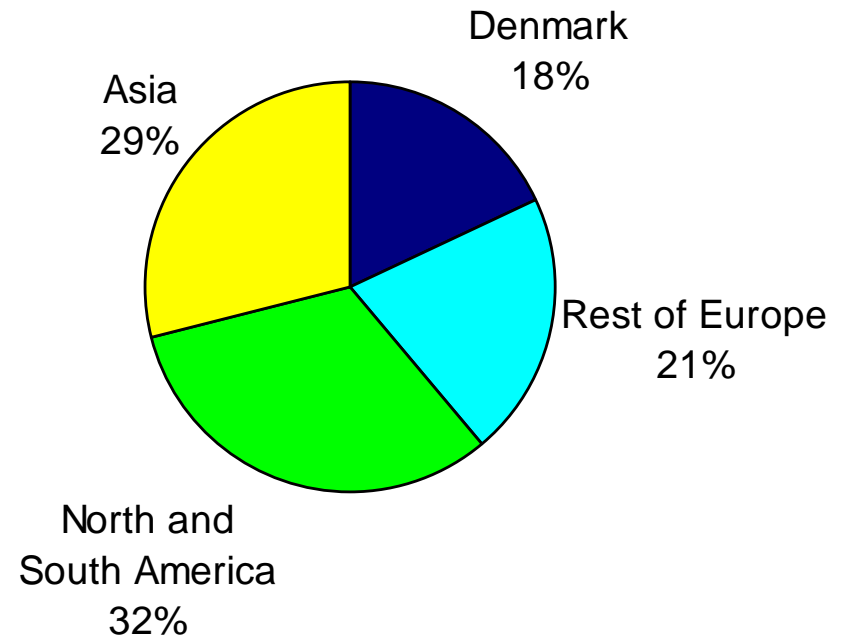


Global organization

Employees by function*



Employees by region*



*As of September 30, 2004



Innovative products



JABRA BT800

- DSP technology
- Display with caller ID
- 6 hours talk time
- 200 hours standby time



ReSoundAIR

- Groundbreaking design
- Advanced noise reduction
- Petite
- User friendly

GN 9120

- Stylish design
- Wireless – range 150 m.
- 12 hours talk time





Trends

Improved comfort

Wireless

Platforms &
complete product lines

Digital
signal processing

Intelligent devices





MOBILITY AND LIFE QUALITY

Production of headsets and hearing instruments in Xiamen



~20% of headsets, 80% of HI and ~100% of "face plates"



The GN agenda 2004-2006

- profitability comes first in 3 out of 4 businesses

Close the margin gap by end 2004

- bring profitability at par with tech position in hearing instruments and ADE

Stay ahead in the Bluetooth race

- expand Asian platform
- critical mass before short term profit

Increase free cash flow

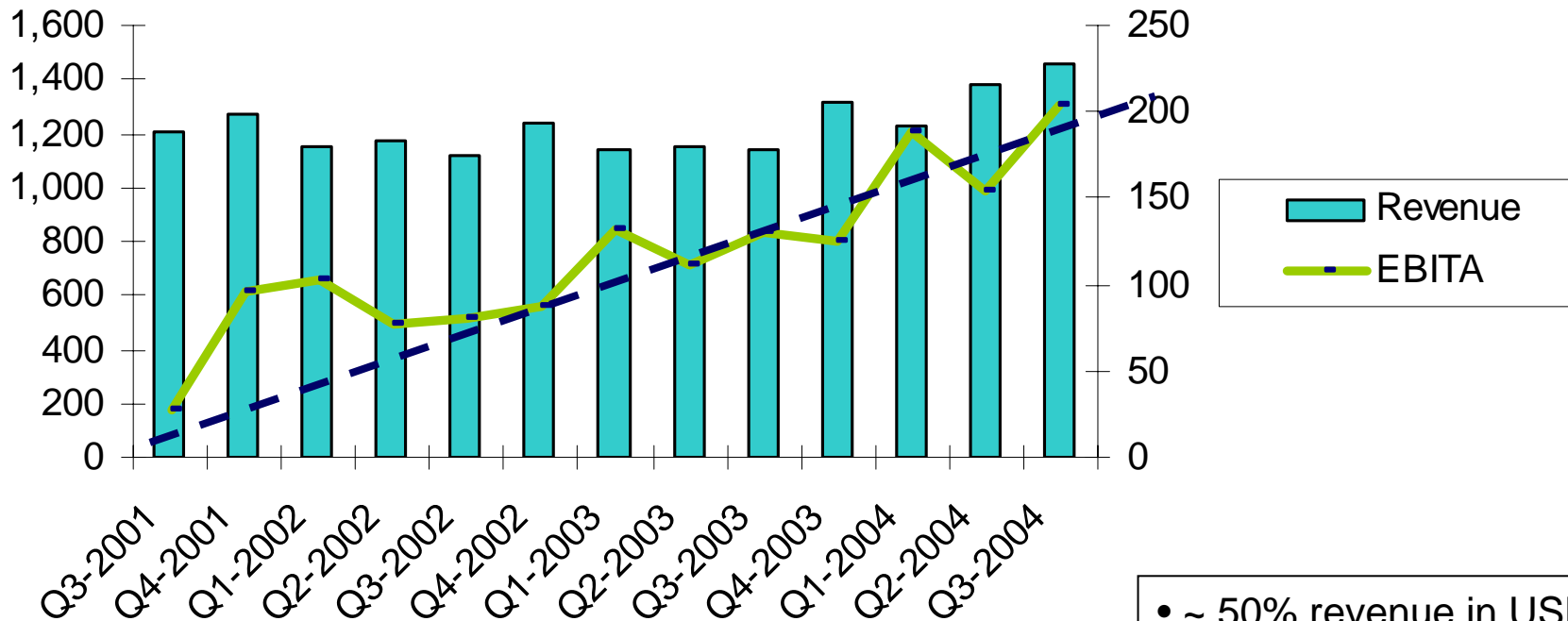
- improve overall earnings
- improve operating working capital management performance



GN – development in revenue and EBITA

DKK millions

DKK millions



- ~ 50% revenue in USD zone
- 20% organic growth H1 2004 vs. H1 2003



The market for headsets

- In contact centers



- In the office



- In the car

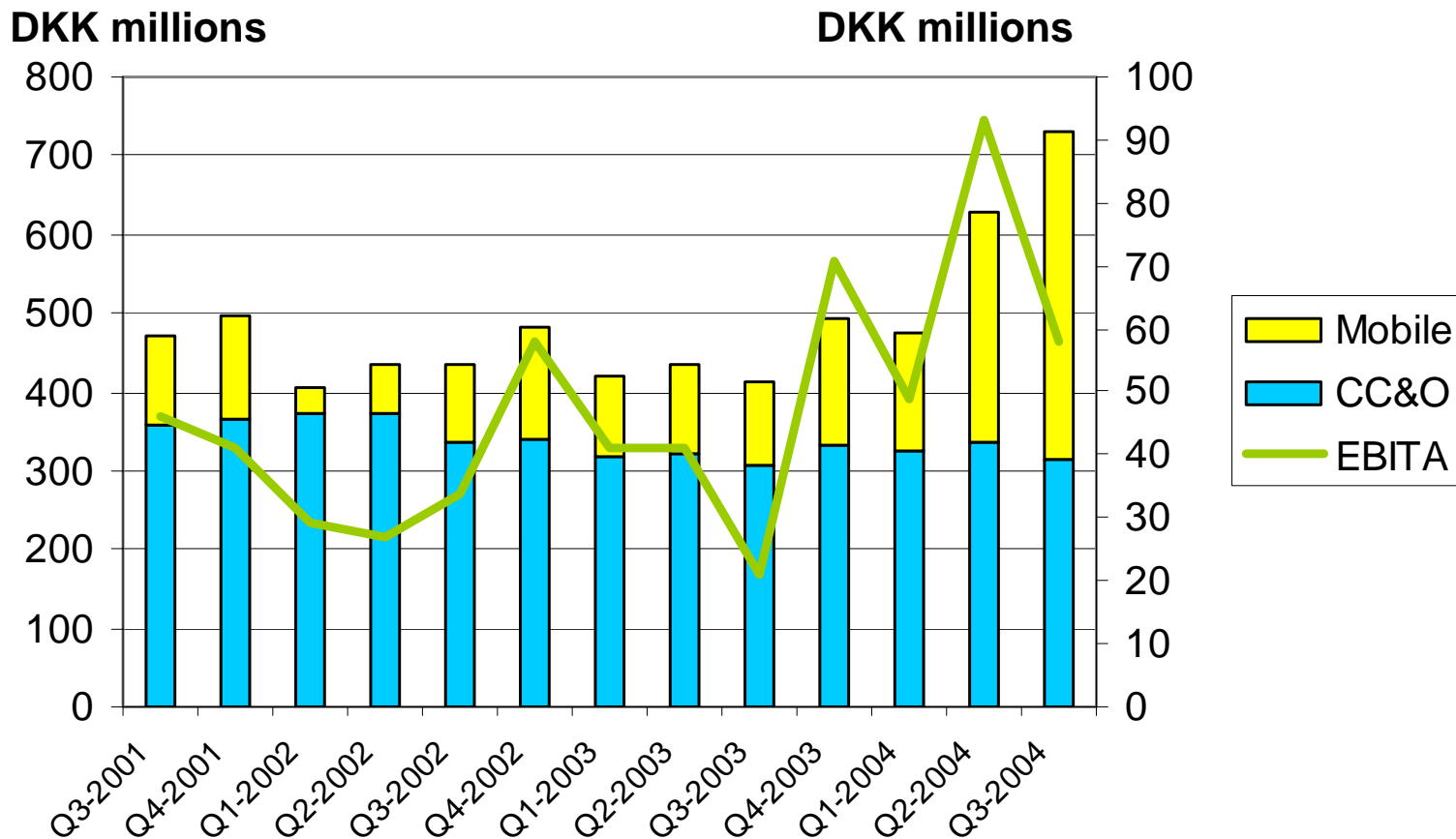


- At home





Headset – revenue and EBITA





Contact Center & Office headsets

DKKm	North America	Europe	APAC/ROW
2001	921	605	74
2002	779	559	81
2003	632	568	80
Q1	144	160	21
Q2	161	151	26
Q3	150	139	25

One-off impact from lost court case

US retail market drives growth:

- GN Q3 organic growth of 6%, Y-o-Y, 7% ex Hello Direct

Office platform still stronger:

- Office outgrows Contact Center
- Stepping up in retail

GN 8120 USB



*Launched January
2005*



Mobile headsets

DKK m	North America	Europe	APAC/ROW
2001	312	18	0
2002	289	46	0
2003	278	197	6
Q1	58	89	3
Q2	158	130	4
Q3	306	106	6

Competition remains fierce in all markets:

- GN Q3 revenue up 300+% org., Y-o-Y
- GN Q3 revenue in OEM far above expectations

Asian expansion takes time!

R&D projects postponed by staff shortage

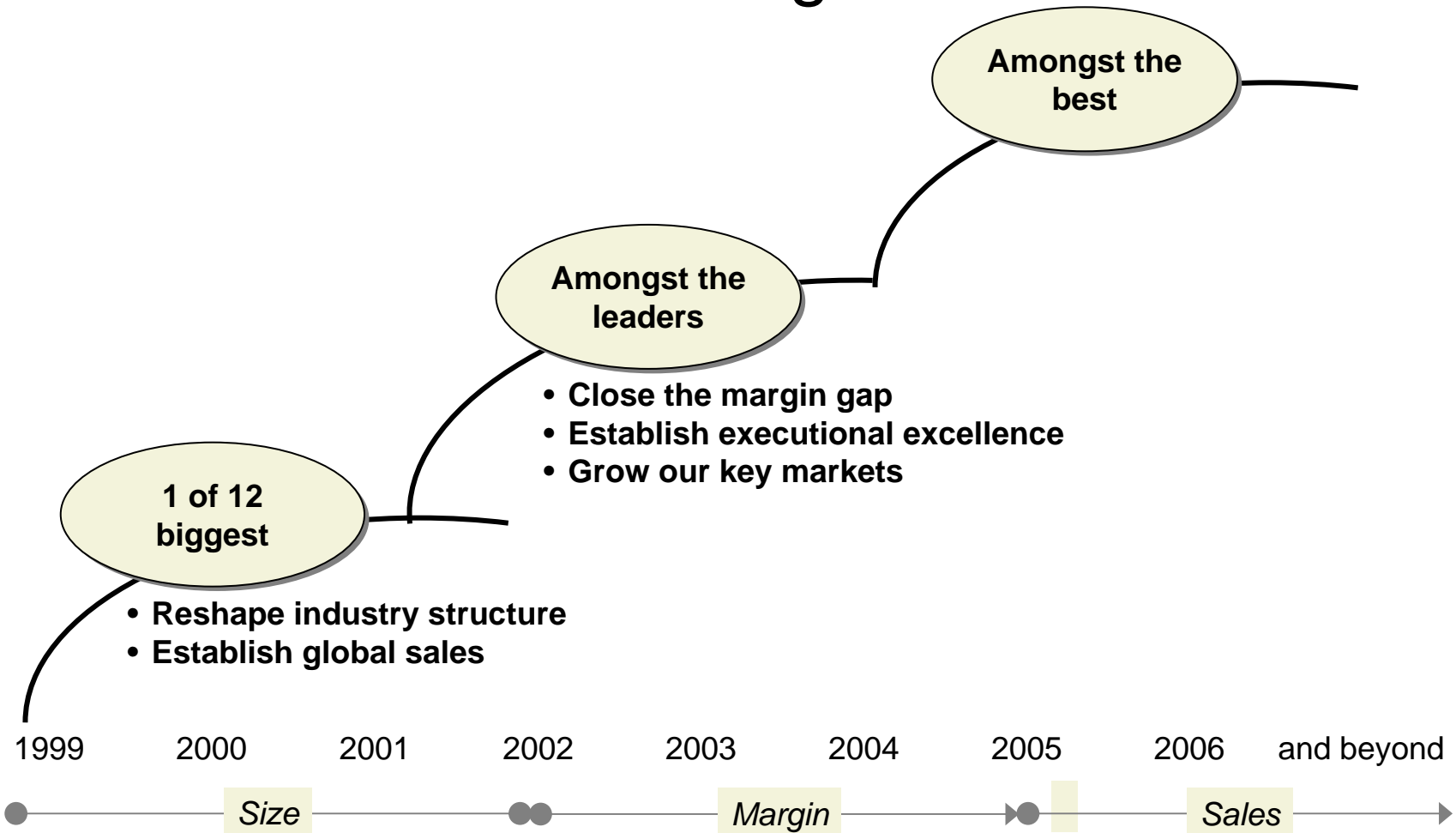
Jabra



**JABRA BT110
launched 2004**



Consolidation - Hearing Instruments

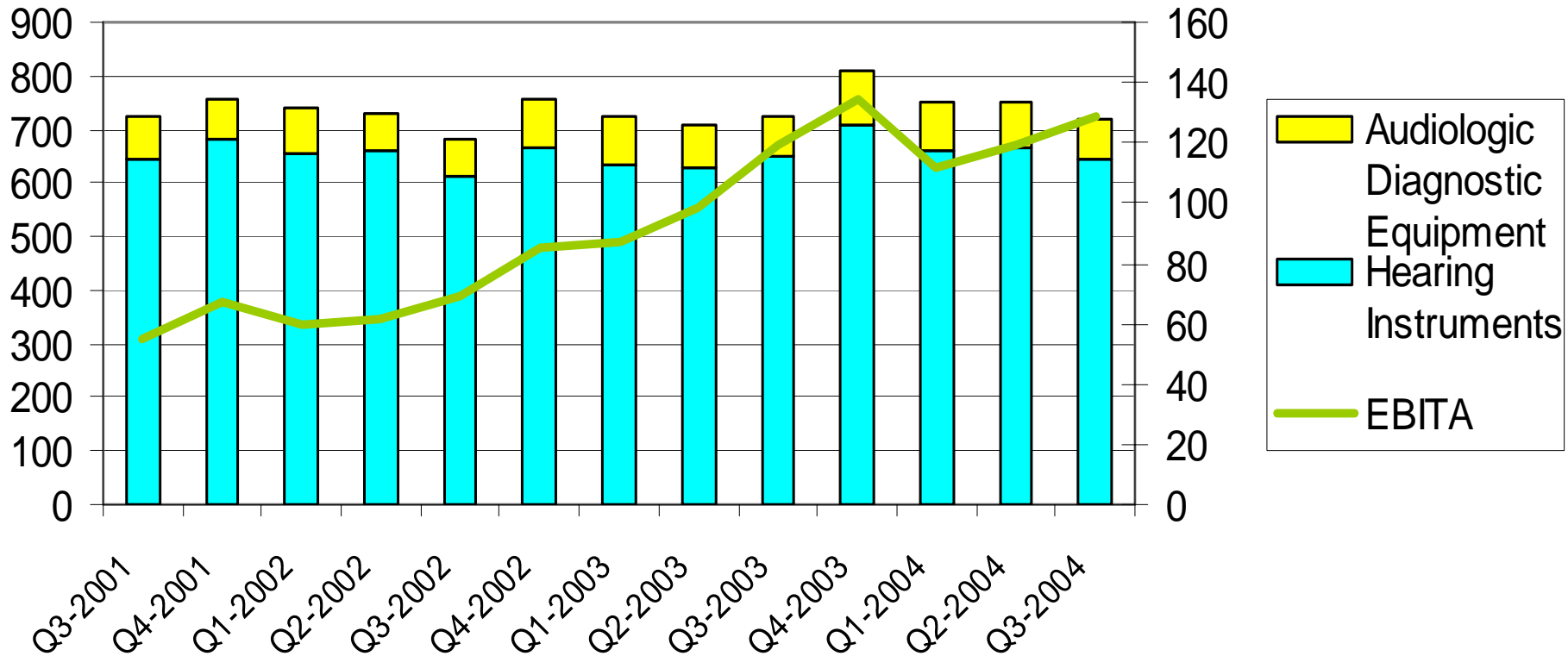




HI and ADE – Revenue and EBITA

DKK millions

DKK millions





Hearing Instruments

DKKm	North America	Europe	APAC/ROW
2001	1,189	1,061	369
2002	1,137	1,134	322
2003	1,089	1,283	245
Q1	256	320	86
Q2	273	299	95
Q3	285	265	93

US softens and Germany remains weak:

- GN Q3 in line with market
- GN Q3 organic growth of 3%, Y-o-Y,

Competition intensifies in low end

ReSoundAIR Plus expands open solutions to 6m people in Western world
US market share increases to 12.2%, units



*ReSoundAIR Plus –
launched October 2004*



Audiologic diagnostics equipment

DKKm	North America	Europe	APAC/ROW
2001	121	135	31
2002	112	161	37
2003	95	229	27
Q1	17	63	10
Q2	29	45	9
Q3	22	49	6

EU picks up:

- GN Q3 organic growth of 6%, Y-o-Y,

Production of subassemblies moved to China

– focus is on earnings!

New head of business as of October 1

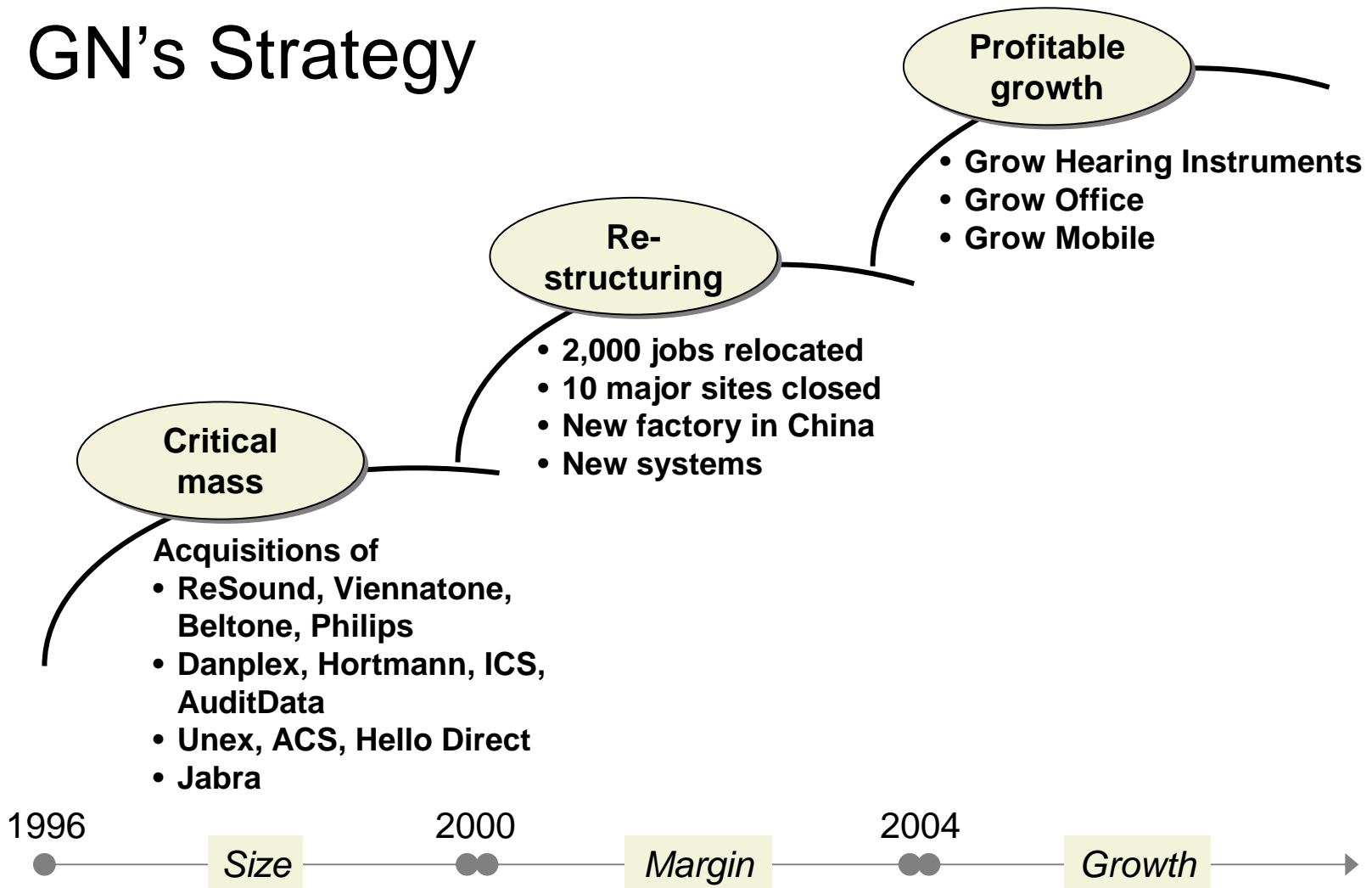
MADSEN OTOflex 100



*Launched
March 2004*



GN's Strategy





2004 outlook

Revenue:	DKK 5.4bn at DKK/USD 6
EBITA:	DKK 725m
EBT:	DKK 525m
CC&O:	EBITA margin 19% on revenue of close to DKK 1.3bn <i>Highest growth in Office</i>
Mobile:	Small EBITA profit on revenue of close to DKK 1.2bn <i>Bluetooth penetration sparks overall demand</i>
Hearing Instruments:	EBITA margin 19% on revenue of approx. DKK 2.65bn <i>Price pressure in low end</i>
Audiologic Diagnostics:	Small EBITA loss on revenue of close to DKK 350m <i>Demand picks up</i>

USD sensitivity: ~50% of sales and <60% of costs are based in the "USD-zone"



THANK YOU FOR YOUR ATTENTION!

QUESTIONS?

The presentation is available at www.gn.com