



PRESS RELEASE

Gothenburg, December 16, 2003

New Head of Investor Relations at Nobel Biocare

As of January 5, 2004 Suha Demokan (37) will join Nobel Biocare as the Head of Investor Relations. The Investor Relations function will be enhanced to address the increasing needs of stock exchanges, shareholders, investors, financial analysts and the media. This function will report directly to the Chief Executive Officer Heliane Canepa.

Suha Demokan has been with Centerpulse AG in various financial positions for over 13 years, most recently as Head of Investor Relations. He will be located in Zurich, while Gunilla Ekholtz remains in Investor Relations in Gothenburg, Sweden, reporting to Suha Demokan.

The shares of Nobel Biocare Holding AG are listed on the SWX Swiss Exchange in Zurich and on the Stockholm Stock Exchange, Sweden.

NOBEL BIO CARE HOLDING AG

Heliane Canepa
President & CEO

Nobel Biocare is the world leader in innovative esthetic dental solutions with the brands Brånemark System[®], Replace[®] Select and Procera[®].

Nobel Biocare has around 1,300 employees and, in 2002 net sales totaled EUR 311.2 million. Global headquarters are located in Gothenburg, Sweden, while production takes place at four production sites in Sweden and the USA. Nobel Biocare has its own sales organizations in 28 countries.

www.nobelbiocare.com