2011 Annual General Meeting

Olle Ehrlén
CEO
2010 – one of our most successful years
Increase in orders received
Decrease in sales

SEK BN

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
2006 2007 2008 2009 2010

Orderingång R12
Net sales R12
Excellent earnings 2010
Operating profit, SEK M

NCC Property Development: 2 254
- NCC Property Development: 116
NCC Housing: 924
- NCC Housing: 327
NCC Roads: 124
- NCC Roads: 356
NCC Construction Norway: 147
- NCC Construction Norway: 147
NCC Construction Finland: 132
- NCC Construction Finland: 132
NCC Construction Denmark: 124
- NCC Construction Denmark: 124
NCC Construction Sweden: 924
Earnings nearly on a par with 2009
Profit after net financial items, SEK M

<table>
<thead>
<tr>
<th>Year</th>
<th>Profit (SEK M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>2,105</td>
</tr>
<tr>
<td>2010</td>
<td>2,008</td>
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</tbody>
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Very low net debt
Financial objectives

- **Indebtedness**: Net debt must not exceed 1.5 times equity.
  - Objective: Net debt must not exceed 1.5 times equity.
  - Outcome: Dec. 31, 2010: 0.1 times.

- **Return on equity after tax**: 20%
  - Objective: 20%
  - Outcome: 20%
Earnings per share and dividend
SEK

Earnings per share: 14.05
Proposed dividend: 10.00

Dividend policy at least 50% of net profit after tax
Total return 2010
SEK

Total return (share-price trend + dividend) 30%
Current situation
Destia’s asphalt and paving operations

NCC strengthens its position in Finland
Long-term strategy

Customers:
Most attractive customer offering

Costs:
Highest production efficiency

Competency:
Best company to work for

Sustainable development
NCC Partnering

- More satisfied customers
- Better projects
- More stable profitability

Partnering – portion of worked-up revenue,

- 2006: 17%
- 2010: 27%
Tunnel E6, Trondheim
Vildtbanegården, Ishöj

Climate renovation of 600 apartments
Plaza Business Park, Helsingfors

Office project with a green profile
Runby och Sigma i Upplands Väsby

Enhancing the energy efficiency of Sweden’s “million-homes program”
Film about green transactions
HÄR PÅGÅR GRÖNT BYGGANDE

www.ncc.se
Long-term strategy

Customers: Most attractive customer offering

Sustainable development

Competency: Best company to work for

Costs: Highest production efficiency
Costs

- Purchasing – 2/3 of costs
- Control over the supply of reinforcing rods
  - Increased volume
  - Structural price reduction
Industrialization
Virtual construction
Competency
Triangeln, Malmö
Long-term strategy

Customers: Most attractive customer offering

Sustainable development

Costs: Highest production efficiency

Competency: Best company to work for
Think safe. Work safe. Be safe.
Proud to work at NCC
A fantastic journey