Four central issues

- Understanding the customer’s business
- Sustainability an integral feature
- Comply with our Code of Conduct
- Safe workplace
2012 – one of the best years in NCC’s history
Higher sales and earnings

SEK M

Net sales

<table>
<thead>
<tr>
<th>Year</th>
<th>SEK M</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>52,535</td>
</tr>
<tr>
<td>2012</td>
<td>57,227</td>
</tr>
</tbody>
</table>

Operating profit

<table>
<thead>
<tr>
<th>Year</th>
<th>SEK M</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>2,017</td>
</tr>
<tr>
<td>2012</td>
<td>2,537</td>
</tr>
</tbody>
</table>

+9% and +26% growth respectively.
Earnings vary according to season

Profit/loss after net financial items, SEK M

[Bar chart showing earnings for Q1 to Q4 from 2009 to 2012]
Financial objectives

Return on shareholders’ equity after tax

Objective: 20%
Outcome 2012: 23%

Net indebtedness

Objective: Net indebtedness not higher than 1.5 times shareholders’ equity
Outcome 2012: Dec. 31, 2012: 0.7 times
Earnings per share and dividend

**SEK**

- **Earnings per share**: 17.51
- **Proposed dividend**: 10.00

Dividend policy not less than 50% of profit after tax
Total return

Total return 2012 = 21%
Growth objective
Growth objective
– Industries

Target 2012-2015

2 times GDP

Status 2012

3.8%
(2 x GDP = 1.1%)
Growth objective
– Construction and civil engineering

Target 2012-2015: 2 times GDP

Status 2012: 8% (2 x GDP = 1.1%)
Growth objective
– Development

Target 2012-2015

No fewer than 7,000 housing units in ongoing production

Status 2012

5,768 (increased by slightly more than 400)
Three growth areas

Growth in Norway

Civil engineering in Finland

Expand housing business
4,000 construction projects in progress simultaneously
Offices, Danish organization for the disabled
Offices, Danish organization for the disabled
Accommodation for the elderly, Örestad
Accommodation for the elderly, Örestad
Isbjerget Housing Project, Aarhus
Isbjerget Housing Project, Aarhus
Isbjerget Housing Project, Aarhus
Plaza Business Park
Parliament House, Helsinki
Parliament House, Helsinki
Blomstertunet Project, Bergen
Railway tunnel, Larvik-Porsgrunn
Local hospital, Angered
40,000 m² of offices in central Stockholm
40,000 m² of offices in central Stockholm
Housing collective, Malmö
Forensic facility, Huddinge
Forensic facility, Huddinge
Forensic facility, Huddinge
Road service
Hafenberg, Hamburg
Riedberg, Frankfurt
Swedish Krona, St. Petersburg

5th phase
4th phase
3rd phase
2nd phase
1st phase
Swedish Krona, St. Petersburg
Four central issues

Understanding the customer’s business
Sustainability an integral feature
Comply with our Code of Conduct
Safe workplace
Four central issues

- Understanding the customer’s business
- Sustainability an integral feature
- Comply with our Code of Conduct
- Safe workplace
Understanding the customer’s business
Understanding the customer’s business
Understanding the customer’s business
Understanding the customer’s business
Understanding the customer’s business
Rental apartments, NCC Folkboende
Sports facility
Four central issues

- Understanding the customer’s business
- Sustainability an integral feature
- Comply with our Code of Conduct
- Safe workplace
Sustainability – more than just the environment
Christina Lindbäck
SVP Corporate Sustainability
Asphalt plant fuelled using fish oil and pellets
Energy-efficient buildings – Passive building
Recycling
Four central issues

- Understanding the customer’s business
- Sustainability an integral feature
- Comply with our Code of Conduct
- Safe workplace
Business ethics
Four central issues

Understanding the customer’s business

Sustainability an integral feature

Comply with our Code of Conduct

Safe workplace
Safety
Worksite accidents

Number of worksite accidents resulting in one day or more of absence from work per million worked hours

- 2005: 14.8
- 2006: 16.8
- 2007: 15.0
- 2008: 12.8
- 2009: 11.8
- 2010: 13.3
- 2011: 14.6
- 2012: 10.8
Awareness Day
Awareness Day
Jämställdhet
SVERIGE BEHÖVER FLER INGENJÖRER!

LOVISA ELLIOT FRÅN GÖTEBORG GJORDE SIN PRAKTIK PÅ NCC CONSTRUCTION

Anm: "Ingenjör är ett framtidsyrke. För Sveriges konkurrenskraft är det avgörande att företag kan hitta speciella kompetens i vårt land" - Jan Björklund, utbildningsminister.
Higher employee satisfaction

European Employee Index

- 2009
- 2010
- 2011
- 2012