Annual General Meeting
2014

Peter Wågström
President & CEO

Copenhagen Port Company House
• Swedish construction business
• International purchasing strategy
• Road service
• Work environment and safety
• Sustainability
• Cooperation with the customer
Increased sales and profit

*SEK M*

**Net sales**
- 2012: 57,227
- 2013: 57,823
  - Increase: +1%

**Operating profit**
- 2012: 2,519
- 2013: 2,679
  - Increase: +6%
Financial objectives

Return on shareholders’ equity after tax
- Target: 20%
- Outcome 2013: 26%

Indebtedness
- Target: Net debt no higher than 1.5 times equity
- Outcome 2013: 0.7 times
Earnings per share and dividend

**SEK**

- **Earnings per share**: 18.40
- **Proposed dividend**: 12.00

- **65% of profit after tax**
- **Dividend policy**: at least 50%
NCC share – total return 2013

Index

NCC B +64%

OMX Stockholm Benchmark GI +28%

Jan Feb Mar Apr May Jun Jul Aug Sep Okt Nov Dec
Profitable growth
Growth target – Industry

Target 2012-2015

2 times GDP

Status 2013

2% (2xGDP = 1.7%)
Growth target – *Construction operation*

**Target 2012-2015**

2 times GDP

**Status 2013**

2.7%  
(2xGDP = 1.7%)
Growth target – Development

**Target 2012-2015**
No fewer than 7,000 housing units in ongoing production

**Status 2013**
6,383
Three growth areas
Three growth areas

Growth in Norway
Hålogaland bridge
Highway 4 Norway
Three growth areas

- Growth in Norway
- Civil engineering in Finland
Three growth areas

- Growth in Norway
- Civil engineering in Finland
- Housing development business
Customers’ first choice
Customers’ first choice
Customers’ first choice
Vision

To renew our industry and provide superior sustainable solutions.
Values

Honesty
Respect
Trust
Pioneering spirit
Vision

To renew our industry and provide superior sustainable solutions.
Fittja People’s palace

Swedish competition sustainable renovation
Koggen 2 – Malmö

BREEAM certified property

Best 2013
Rotebro bridge

2013 Green Award

Periodical Betong
Snow melting SS Terje
PermaVej
NCC in Germany

Swedish Business Award 2013
Sustainability

Economy

Social responsibility

Environment

Compliance and Code of Conduct
NCC’s environmental goals

- Climate and energy
- Chemicals and sustainable material choices
- Resource efficiency, recycling and waste minimization
- Environmental classification of buildings and civil engineering structures
Environmental certified projects

No. of projects, completed and ongoing

0 20 40 60 80 100 120 140 160

2010 2011 2012 2013
Plus energy house – Halmstad
Greenhouse – Malmö
Student apartments – KTH Stockholm
Lonaparken – Bergen
Dome of Visions
Responsible and sustainable purchasing
Industrialization
Platforms and concepts
Competent and motivated employees
Equality
Goal – increased proportion of women in Swedish construction operations

- Women to account for at least 40% of trainees
- Women to account for at least 40% of competence builders
- Women to account for at least 30% of management teams

Increase the number of female site managers and project managers by 3-5 per department by the end of 2015
Integration project in Helsinki
Project Sumak – Drömmarnas hus, Rosengård
Zero-accident target
“The Silent Book”
Awareness day
Awareness day
Safety

Number of occupational accidents resulting in one day or more of absence from ordinary work per million working hours

<table>
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<th>Year</th>
<th>Occurrences</th>
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<tr>
<td>2011</td>
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<tr>
<td>2012</td>
<td>10.8</td>
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<tr>
<td>2013</td>
<td>10.6</td>
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</table>
Zero-accident target
Employee satisfaction at NCC

Index
80
60
40
20
0

NCC total

NCC 2013
EEI Benchmark
Vision

To renew our industry and provide superior sustainable solutions.