Annual General Meeting 2015

Peter Wågström,
President and CEO
Housing – *highest sales figures ever*

More than 6,000 housing units in 2014!
Crucial for our business

Profitability of construction operations

Purchasing

Platforms and concepts

Cooperation with customers
Crucial for our business

Satisfied customers

Safety at work

Sustainability
Vision

To renew our industry and provide superior sustainable solutions.
Vision – *high awareness and commitment*

Awareness 75  
Commitment 66

HKI, employee survey for 2014
Orders received, sales and earnings

Orders received
SEK 61.4 billion (57.0)
+8%

Net sales
SEK 56.9 billion (57.8)
-2%

Operating profit
SEK 2.6 billion (2.7)
-3%

Norsborg Depot, Stockholm
Earnings per share for 2014 and dividend

SEK

17.01

71% of profit after tax

12.00

Dividend policy at least 50%

Earnings per share

Proposed dividend

Proposed dividend

71% of profit after tax

Dividend policy at least 50%
Total return for 2014

NCC B
OMX Stockholm
Benchmark GI

Percent

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
Total return

183%  89%

NCC B  OMX Stockholm Benchmark GI

5 years
## Financial objectives

<table>
<thead>
<tr>
<th>Outcome 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return on equity after tax</td>
</tr>
<tr>
<td>Net indebtedness – restriction (times equity)</td>
</tr>
</tbody>
</table>
### Sustainability target

**Climate and energy**

<table>
<thead>
<tr>
<th>Target 2013-2015</th>
<th>Outcome 2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce CO$_2$ emissions</td>
<td>-20,000 tons</td>
</tr>
</tbody>
</table>
### Sustainability target
**Choice of chemicals and sustainable materials**

<table>
<thead>
<tr>
<th>Minimize the use of hazardous materials</th>
<th><strong>Target 2015</strong></th>
<th><strong>Outcome 2014</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>At least 400</td>
<td>447</td>
</tr>
<tr>
<td></td>
<td>Nordic Swan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ecolabeled housing units in production</td>
<td></td>
</tr>
</tbody>
</table>
### Sustainability target

Increase resource efficiency, recycling and waste reduction

<table>
<thead>
<tr>
<th>Target 2015</th>
<th>Outcome 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce amount of waste from construction sites</td>
<td></td>
</tr>
<tr>
<td>– <em>landfill</em></td>
<td>10%</td>
</tr>
<tr>
<td>– <em>mixed waste</em></td>
<td>27%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase the proportion of recycled asphalt</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>at least 16%</td>
<td>16.5%</td>
</tr>
</tbody>
</table>
Zero vision regarding occupational accidents
Reduction in occupational accidents

The number of worksite accidents resulting in one day or more of absence from work per million worked hours.
Profitable growth
Growth objective
– *Industries*

**Trend in 2012-2014**

- Sales  + 3.3%
- Target 2 x GDP + 5.1%
Growth objective
– Construction and civil engineering

Trend in 2012-2014
• Sales + 0.8%
• Target 2 x GDP + 5.1%
Growth objective
– Development

Trend in 2012-2014
• 7,687 units in ongoing production
• Target: 7,000 apartments
SCA Hygien Head Office
Mölndal
Three growth areas

Expand in Norway
Hålogaland Bridge
Three growth areas

Civil engineering market in Finland
Three growth areas

Expand the housing development business
NCC Montage
New solutions
Dome of Visions
Best in the world at Partnering

Strategic Partnering Achievement Award

NCC & Telge Fastigheter AB
The Silent Book

Säkerhet
Sikkerhet
Turvalisuus
Sikkerhed
Sicherheit
Техника Безопасности
Bezpieczeństwo
Turvalisuus
Seguridad
Saugumas
Sécurité
Drošība
Safety
Bertta
Permavej
The Skandion Clinic
26 Mars 2015
Nurture, Inspire, Empower Girls for Tech

#IGEday2015
Site Manager’s program for women
Awareness Day

Zero vision regarding occupational accidents
Great awareness about occupational health and safety

Awareness of risks

81

Commitment to workplace safety

82

HKI, employee survey for 2014