

Annual General Meeting 2017

Peter Wågström
President and CEO





BONAVA

Four specialized Nordic business areas



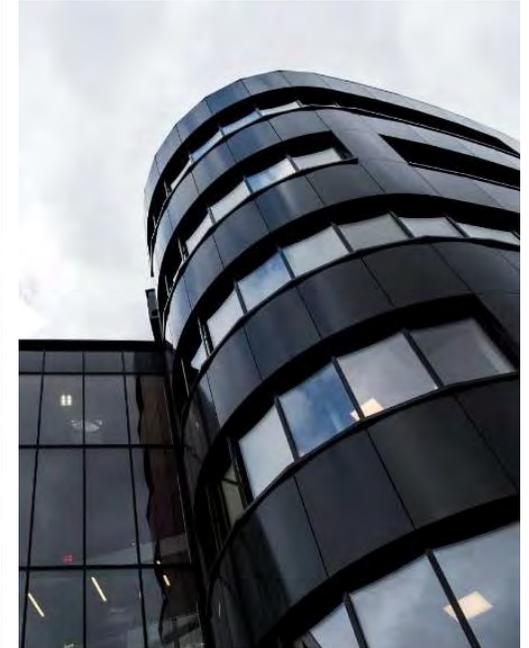
NCC Industry



NCC Infrastructure



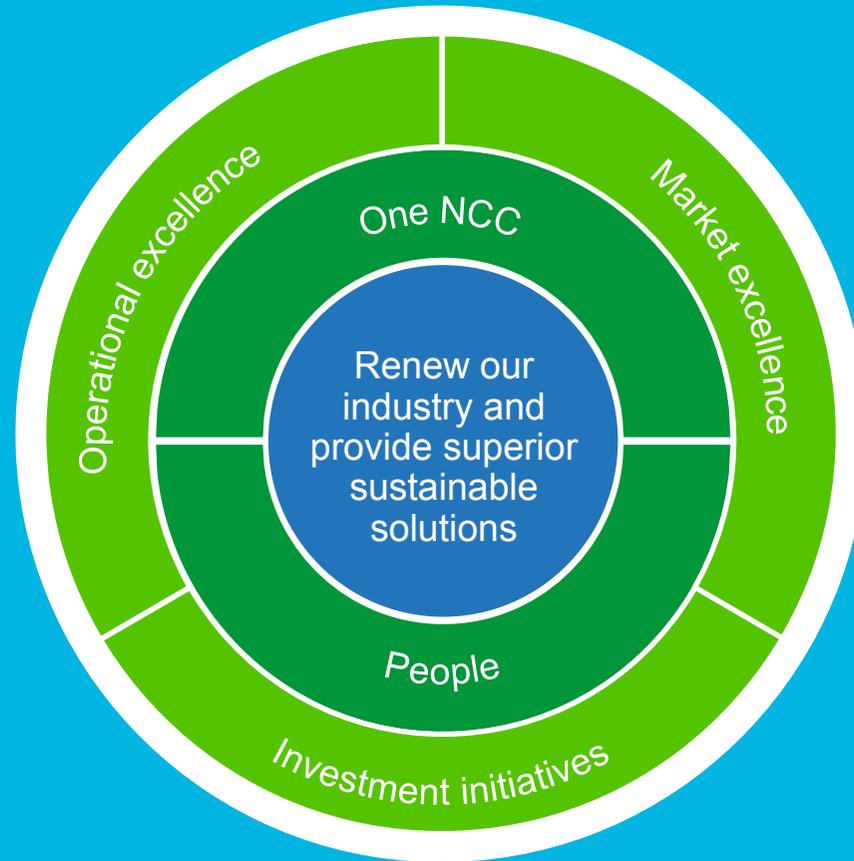
NCC Building



NCC Property
Development

Strategy 2016 – 2020

Profitable growth



Orders received, sales and earnings

Orders received

SEK 56.5 billion
(51.5)

Net sales

SEK 52.9 billion
(53.1)

Operating profit

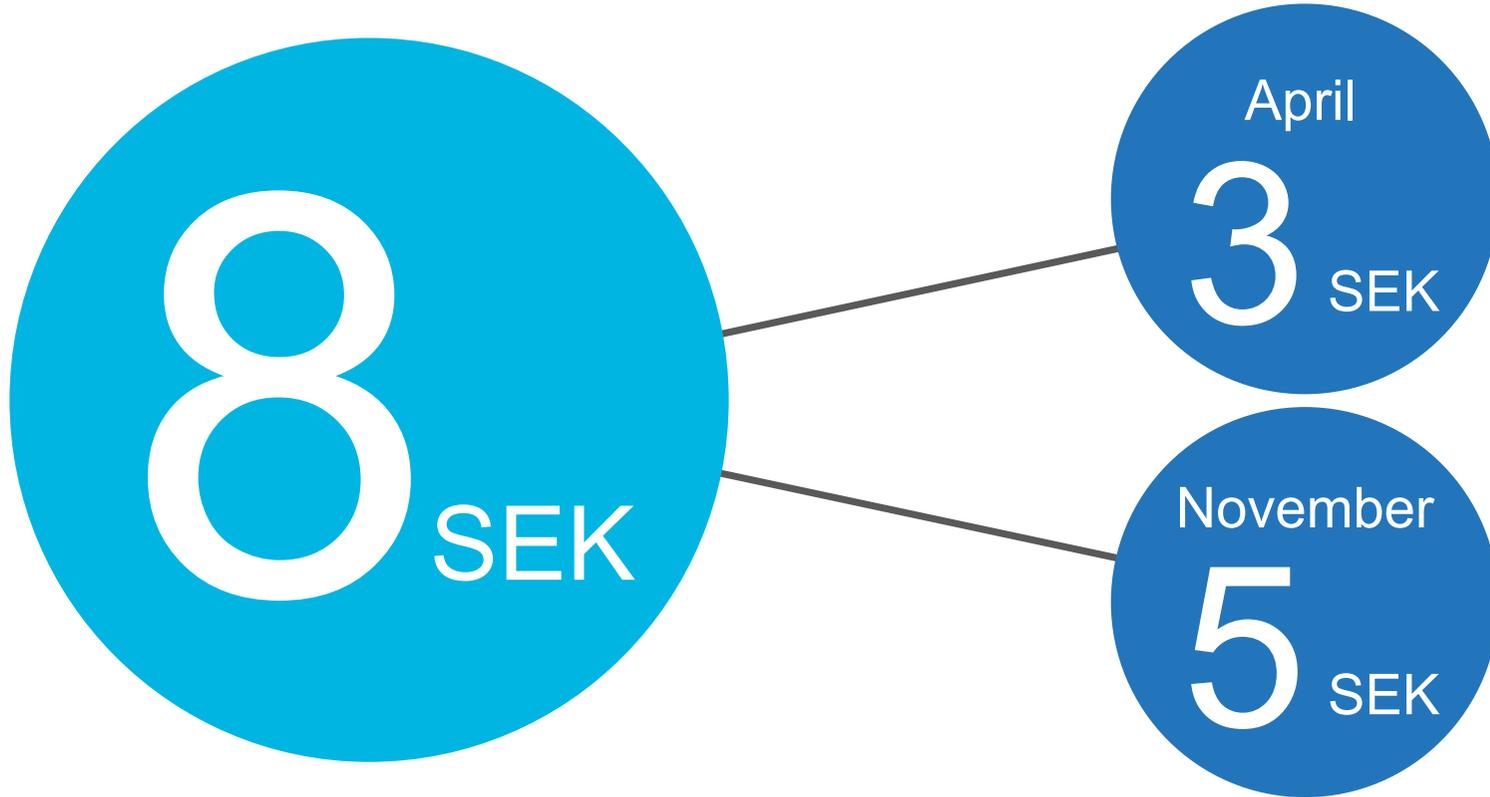
SEK 1.5 billion
(1.6)

Earnings per share
2016
SEK

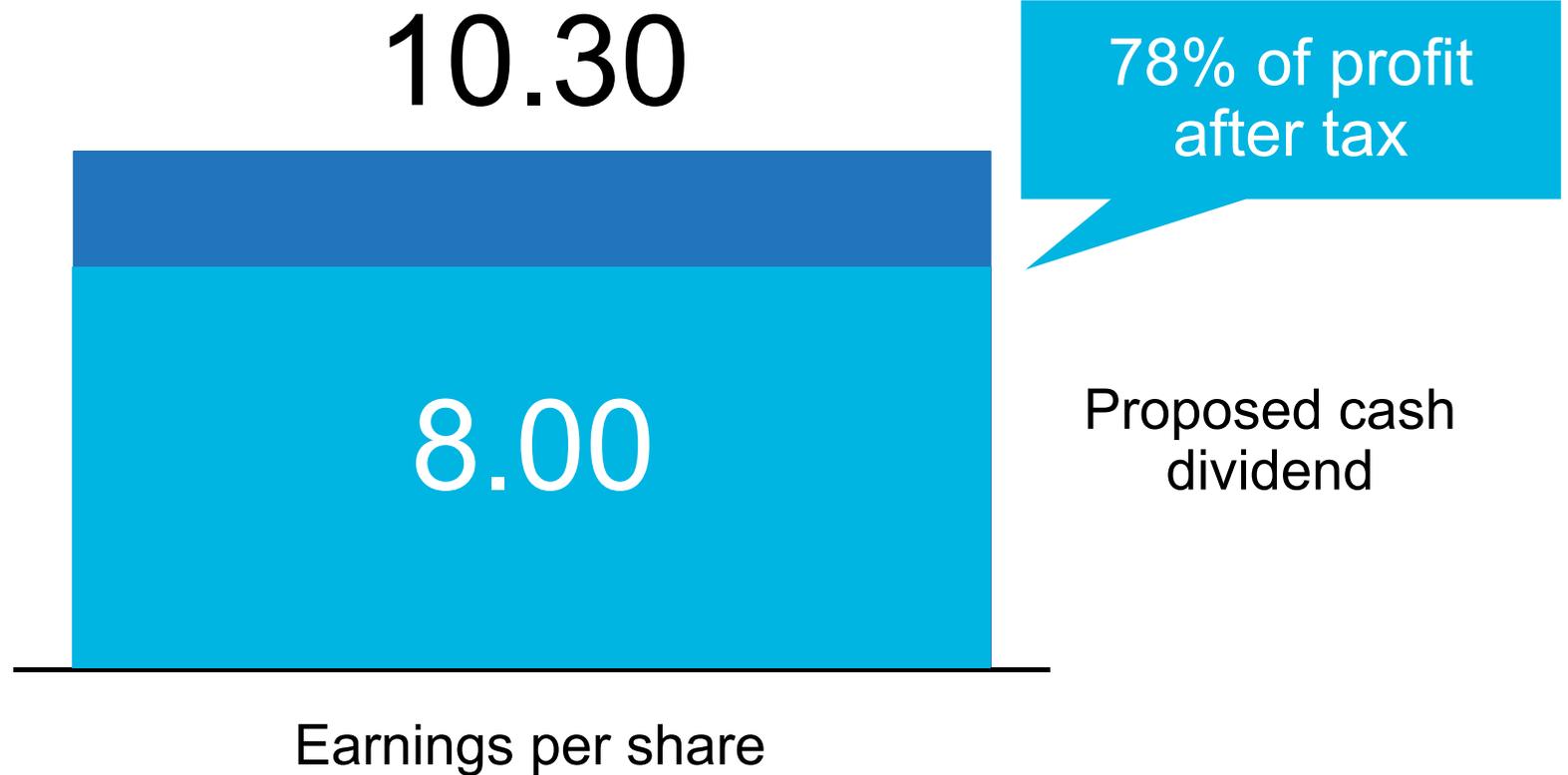
10.30

Proposed cash dividend

SEK

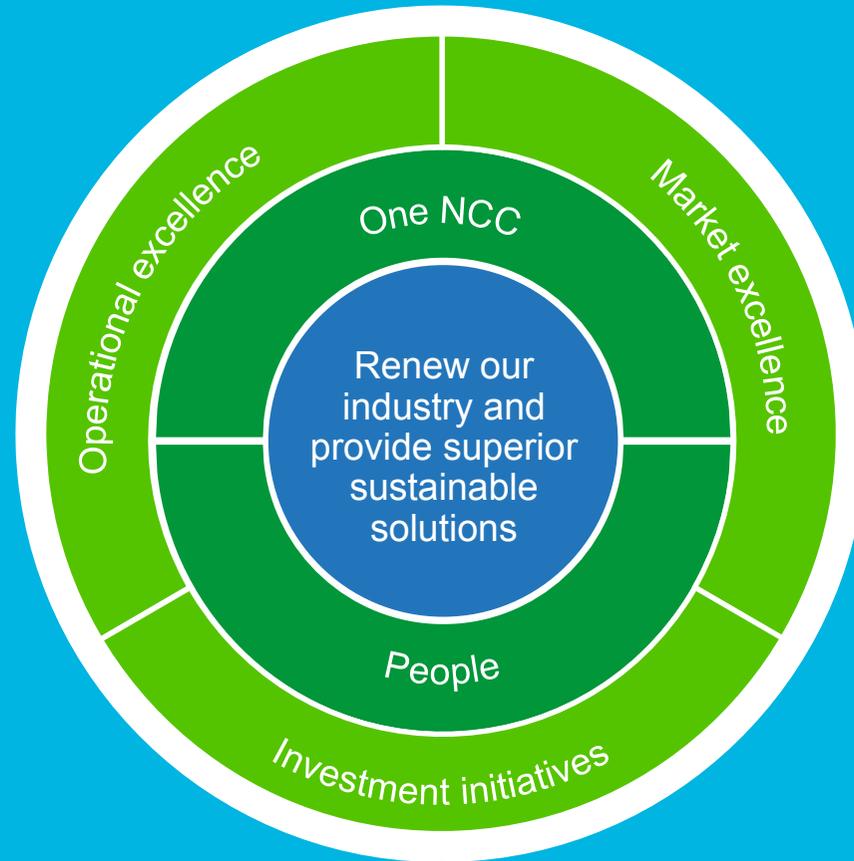


Earnings per share for 2016 and dividend SEK



Strategy 2016 – 2020

Profitable growth



Financial objectives 2016-2020



Operating margin

$\geq 4\%$

Growth

Average annual sales growth $\geq 5\%$

Annual return on equity

$\geq 20\%$

Net indebtedness

< 2.5 times EBITDA

Equity/assets ratio

$> 20\%$

NCC's dividend policy is to distribute at least 40% of after-tax profit for the year to the shareholders.

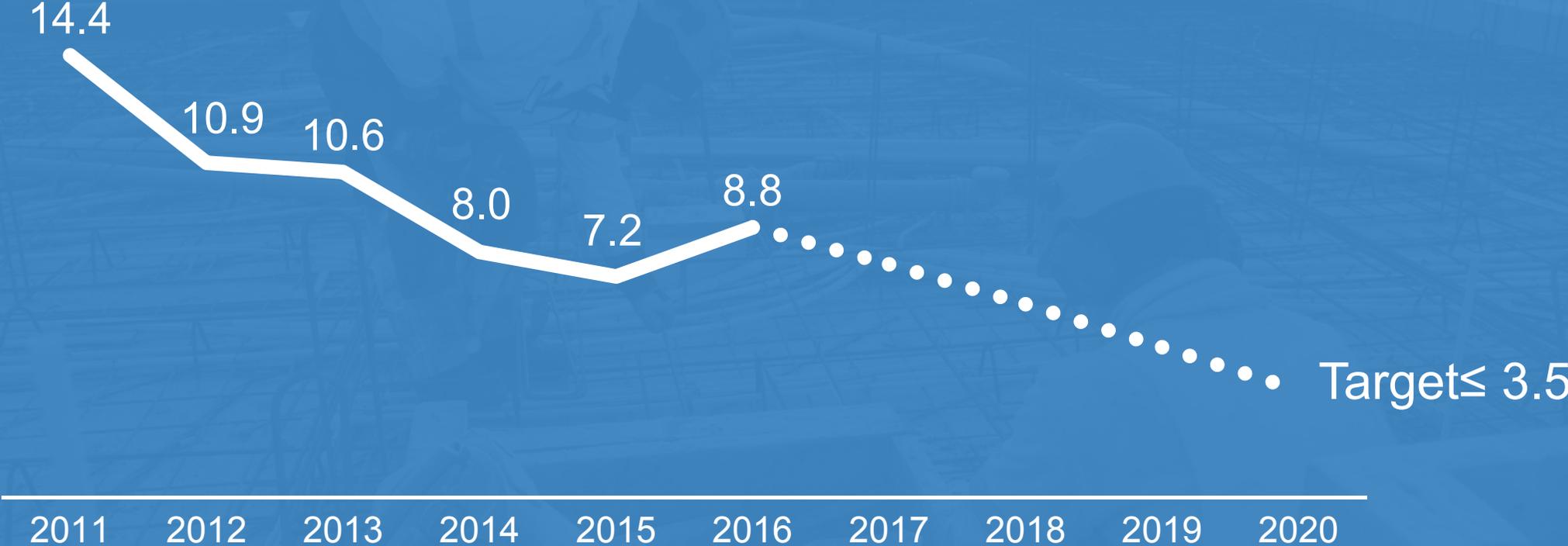


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Zero vision
for workplace
accidents

Worksite accidents

Worksite accidents resulting in one day or more of absence from work per million worked hours.





Health and Safety Week

May 8-12, 2017

Awareness Day 2016



Time out





Sustainability targets

50% reduction in CO₂ emissions by 2020, compared with 2015

Outcome
2016

14%
reduction

70% of NCC's building and construction waste is to be reused or materials recycled by 2020.

The number of tons of building and construction waste per SEK M of sales is to be reduced.

Outcome
2016:

48%

Code of Conduct



NCC Compass

VÄLKOMMEN TILL NCC COMPASS

I NCC avspeglas själva fundamentet i vår verksamhet i [våra värderingar](#) och vi lever efter vår [uppförandekod](#). Visst kan det ibland vara knepigt att förstå hur man ska tillämpa uppförandekoden i en specifik situation. Därför har alla affärsområden gemensamt utvecklat NCC Compass, ett verktyg som är till för att göra det enklare för NCC-anställda att fatta rätt beslut och att veta hur de ska bete sig i enlighet med detta.

NCC Compass ger dig specifik vägledning inom några viktiga områden av NCC:s uppförandekod.



> Ask me

> Tell me

NCC Compass
Utbildning



Mega-trends



Urbanization



Globalization



Sustainability



Digitalization



Competition
for talent

Housing units



Sustainable refurbishment



Sustainable refurbishment



Hospital

– Järvenpää, Finland



Globalization



Eysturoy and Sandoy tunnels

Faroe Islands





Stockholm City Line



Sustainability



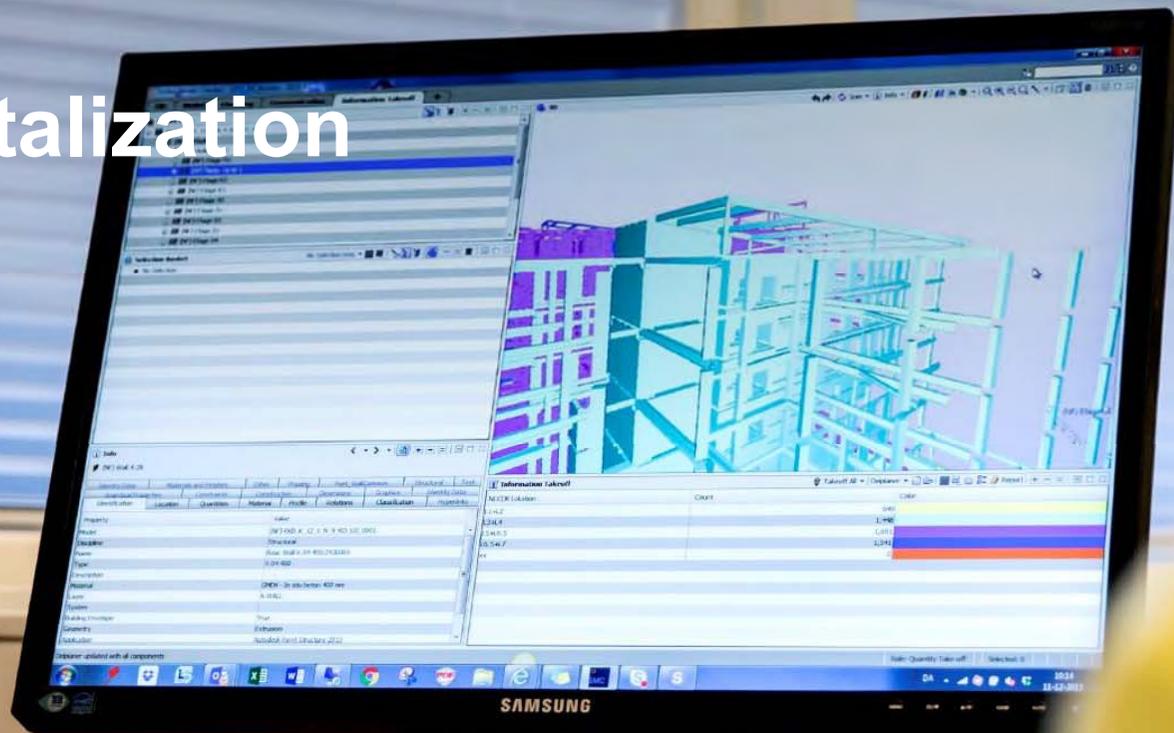
Valle Hovin, Oslo

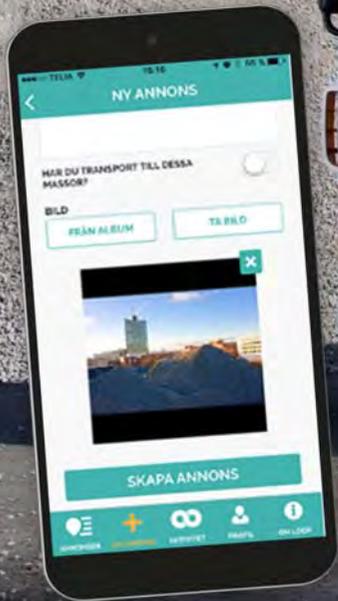


Torsplan 2



Digitalization





Competition for talent





Inclusive City Academy





Site Manager program



Job School, Denmark



NCC Nystart



Satisfied and loyal employees



Dome of Visions



