

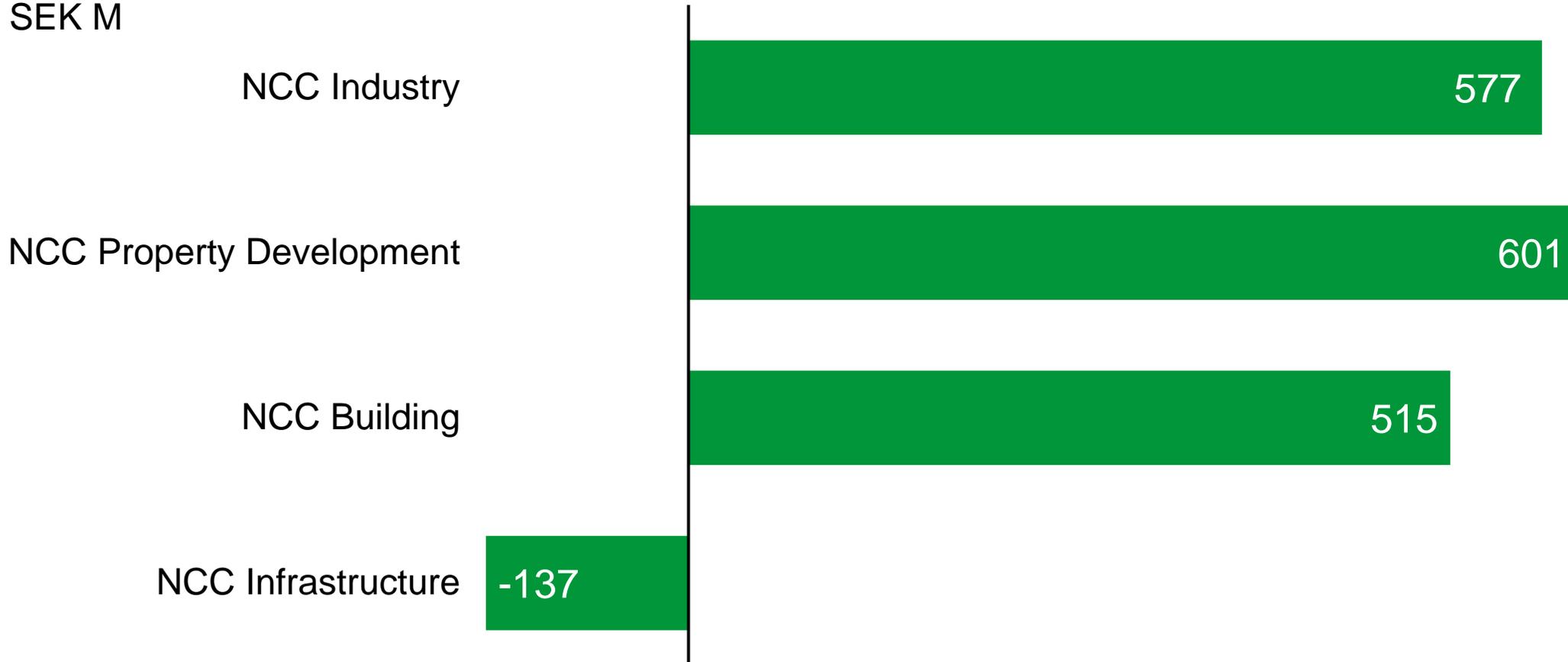
Annual General Meeting 2018

Håkan Broman,
Acting President and CEO

Profitability

Operating profit/loss per business area 2017

SEK M





Kenneth Nilsson

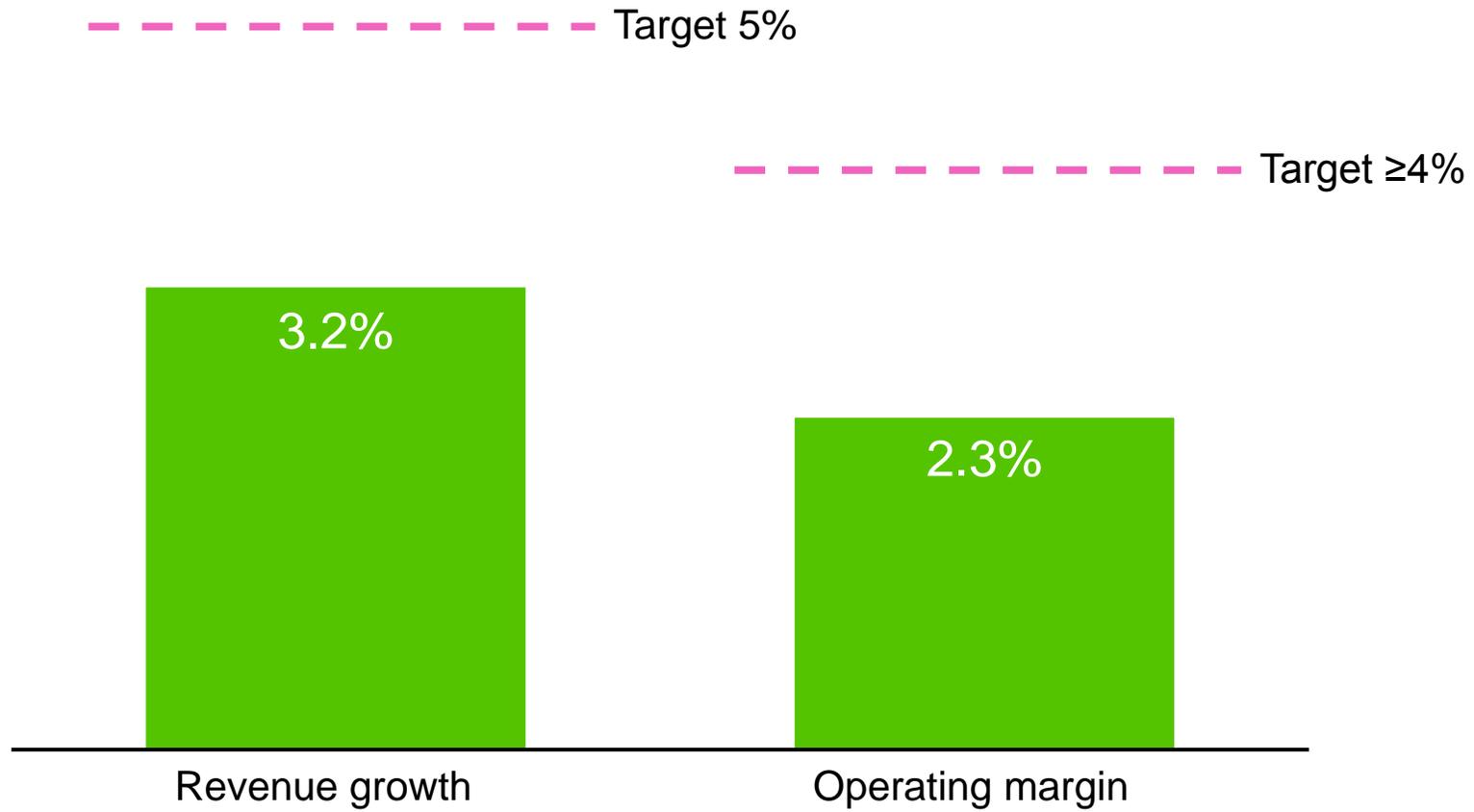


Tomas Carlsson

Safety



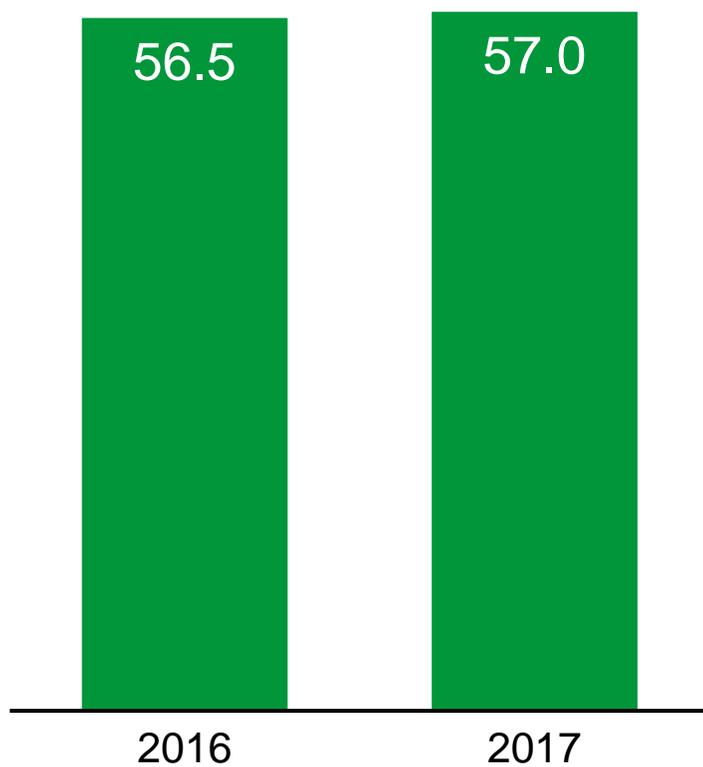
Targets 2017



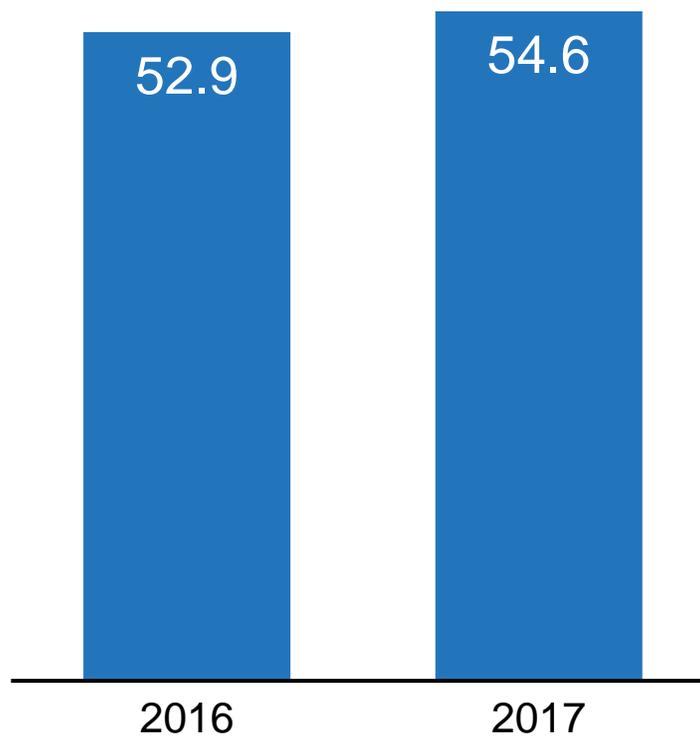
Increased orders received and sales

SEK billion

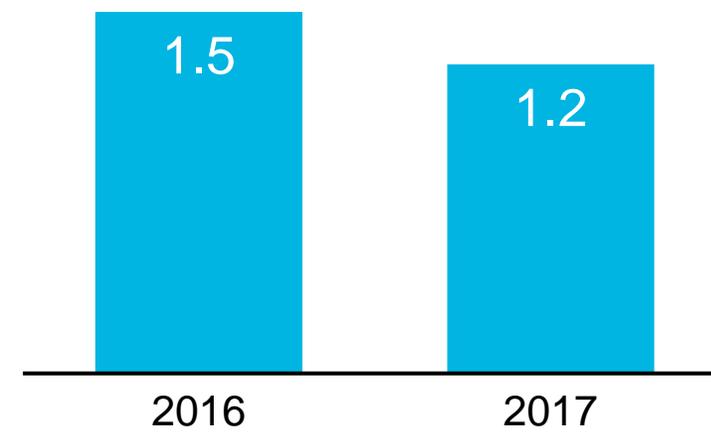
Orders received



Net sales

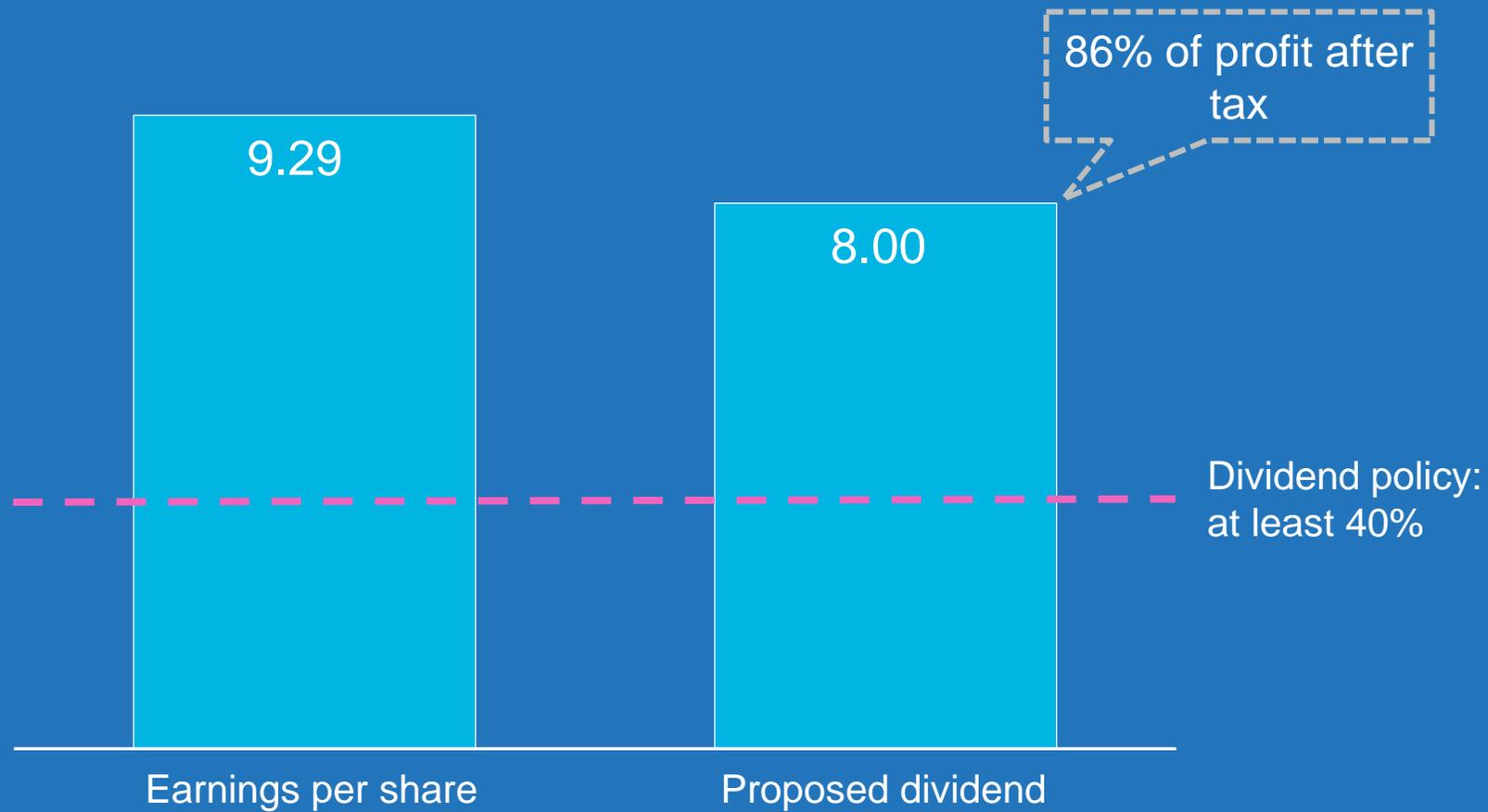


Operating profit



Earnings per share and dividend 2017

SEK

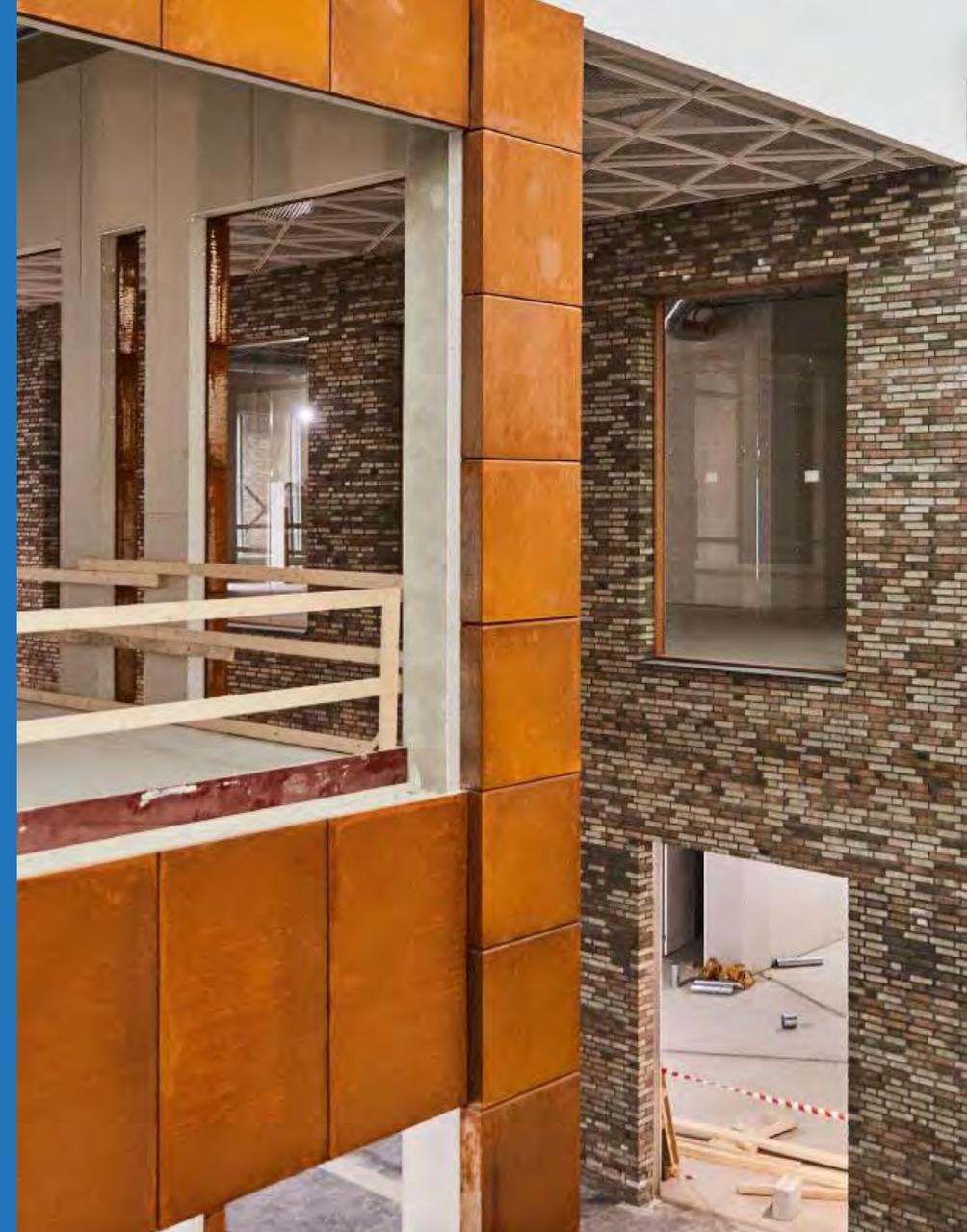


Dividend to be paid on two payment occasions

Proposed record days

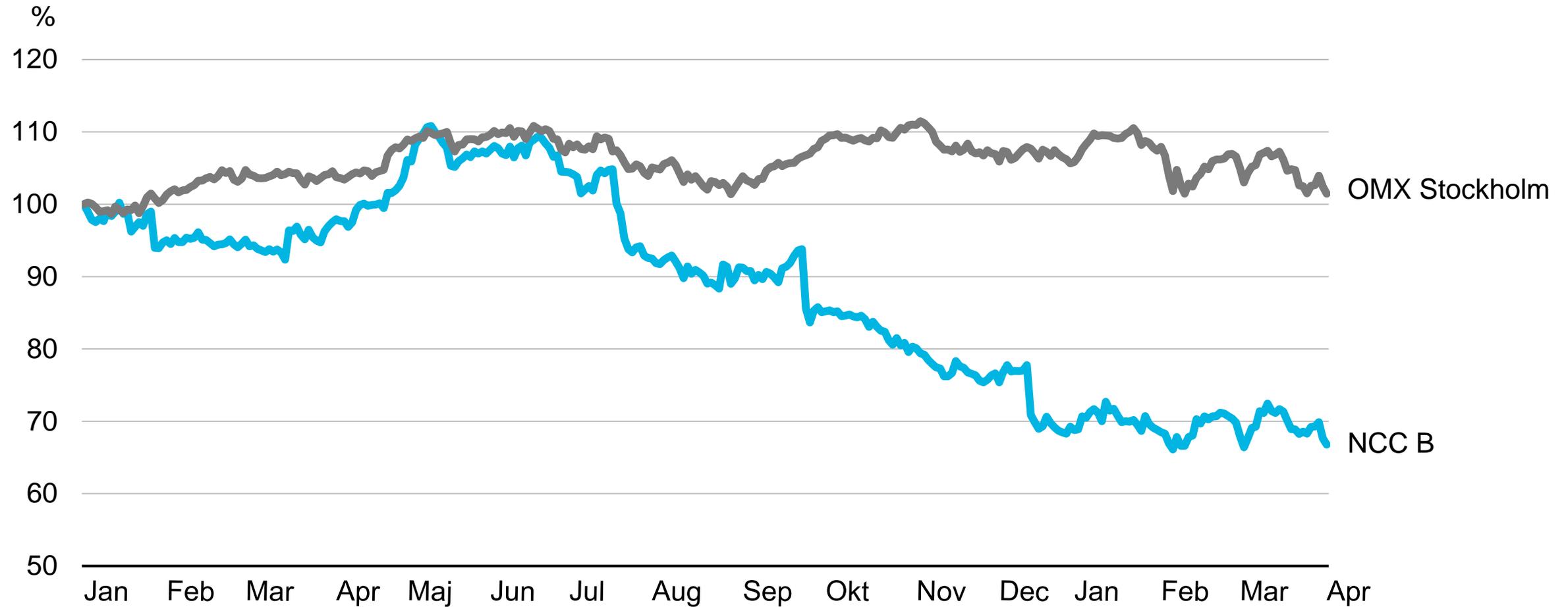
SEK 4 on April 13, 2018

SEK 4 on November 5, 2018

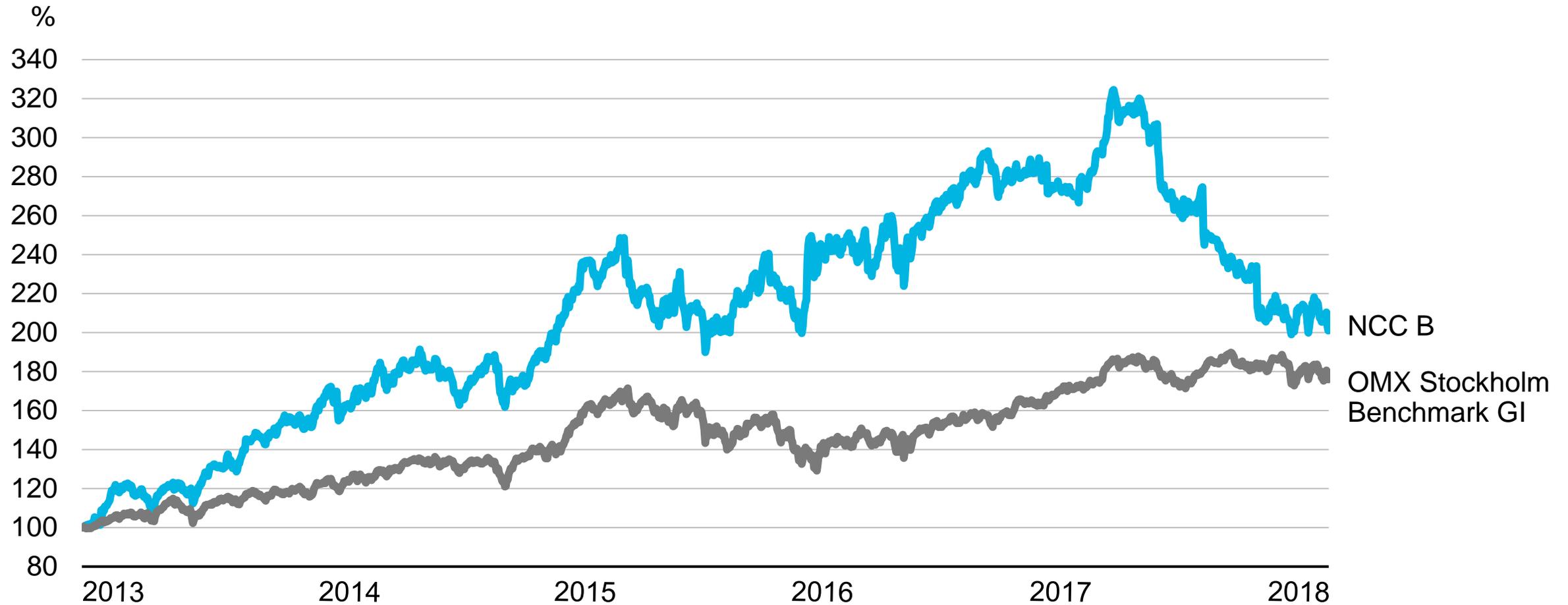


NCC share

Share performance in 2017



NCC share Total return



Financial objectives outcome 2017

Operating
margin

2.3%

(Target $\geq 4\%$)

Sales
growth

3.2%

(Target 5%)

Return on
equity

18.4%

(Target $> 20\%$)

Net
indebtedness
/ EBITDA

Net cash

(<2.5 times)

Equity/
assetsratio

20%

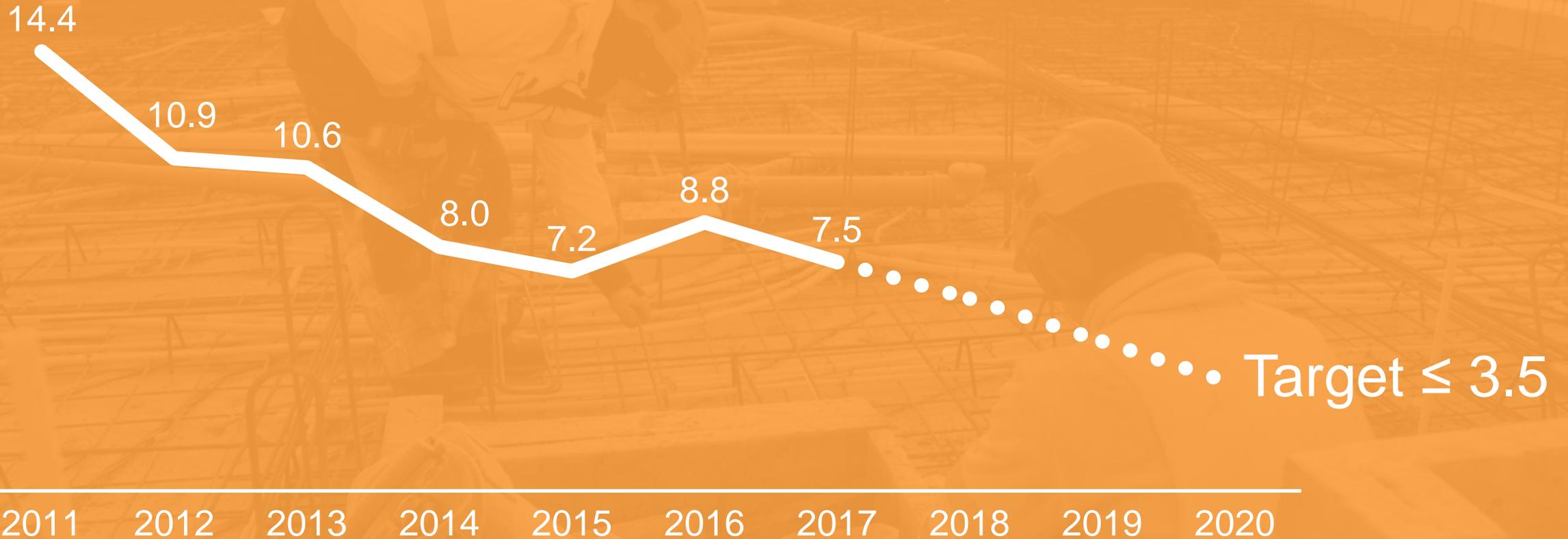
(Target 20%)



0vision

Focus on safety

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



Safety barriers



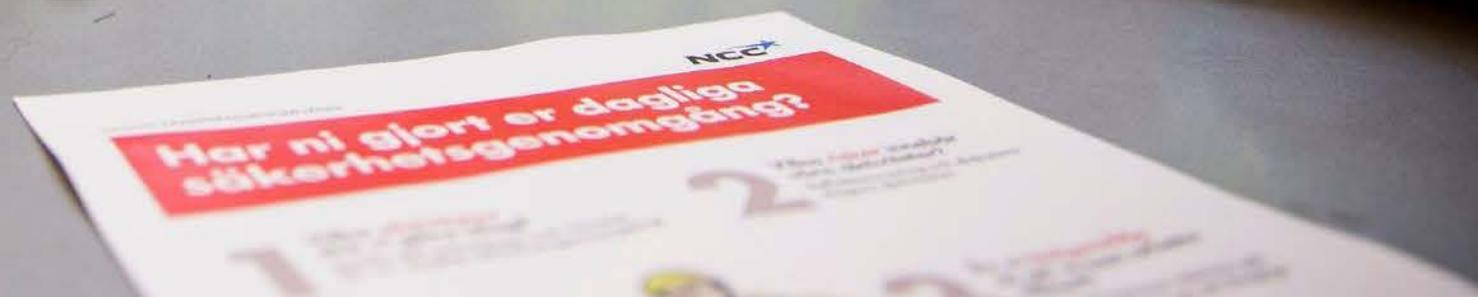
Health and Safety Week



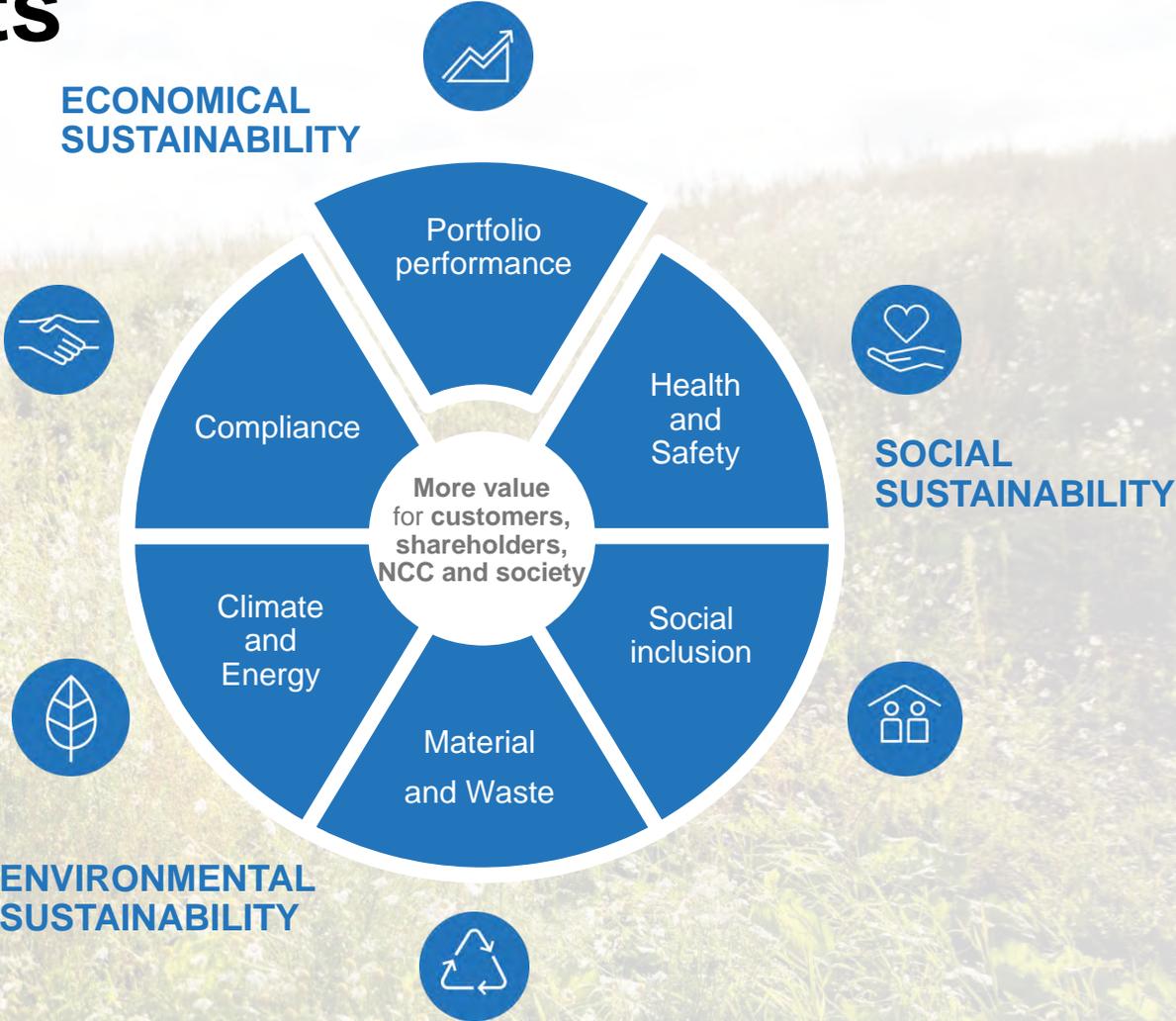
Awareness Day – laying the foundation for safe workplaces



Daily safety briefing



NCC's sustainability targets



Sustainability targets



50% reduction in CO₂ emissions by 2020 compared with 2015

2017: **-19%**



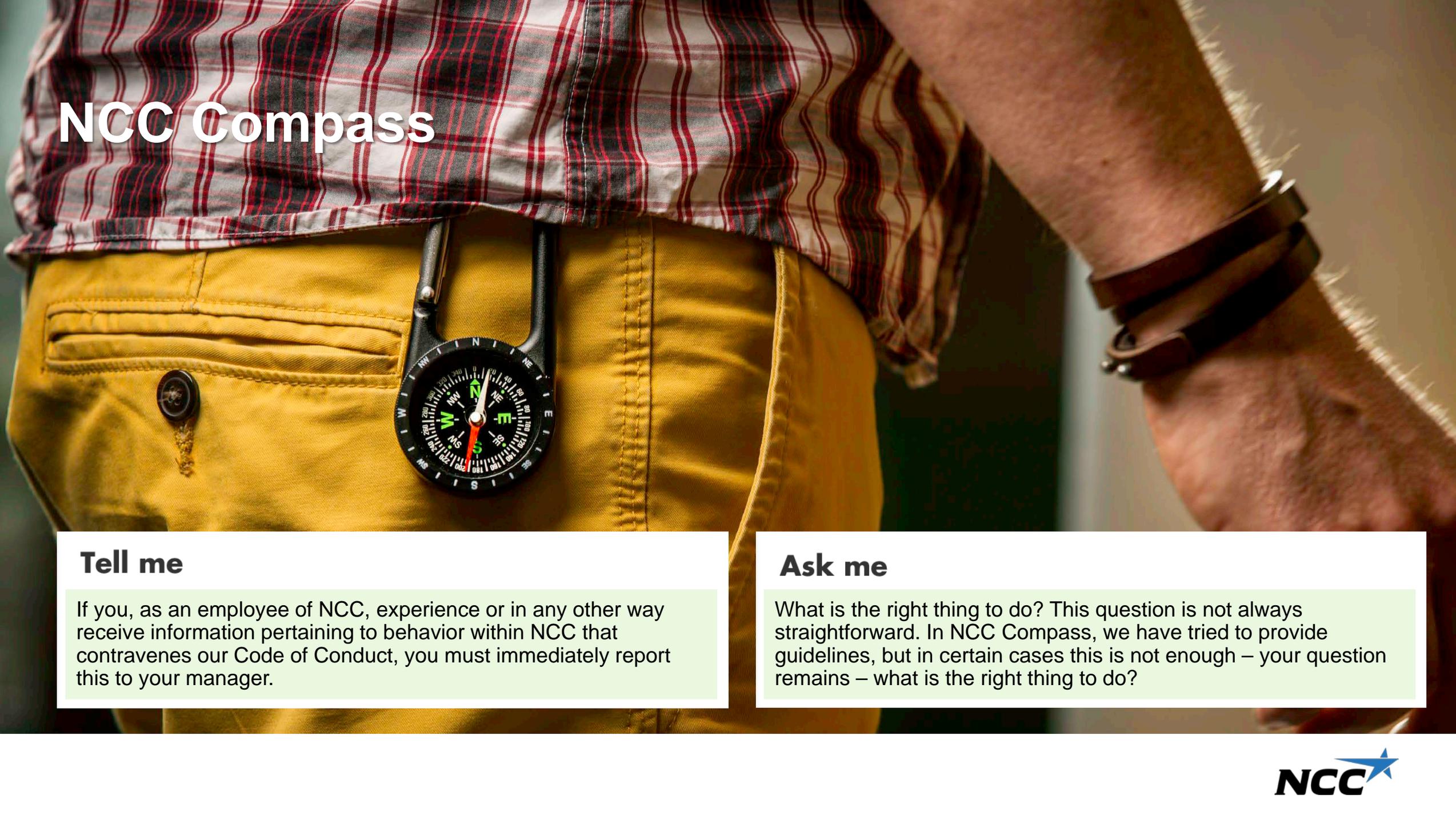
70% of building and construction waste will be reused or material recycled by 2020

2017: **45%**

Code of Conduct



NCC Compass



Tell me

If you, as an employee of NCC, experience or in any other way receive information pertaining to behavior within NCC that contravenes our Code of Conduct, you must immediately report this to your manager.

Ask me

What is the right thing to do? This question is not always straightforward. In NCC Compass, we have tried to provide guidelines, but in certain cases this is not enough – your question remains – what is the right thing to do?

Responsibility for what we do



Live



Refurbishment – Sorgenfri, Copenhagen



Sustainable refurbishment – Stockholm



Work



Järva Krog



NCC's new headquarters



Travel



Road tunnels, Faroe Islands



eRoad Arlanda





Care



Digital planning hospitals



Teaching





Everything must work



NCC Service center



NCC's digital business is being incorporated



Including more people in the company



Why NCC Nystart?

- Huge recruitment need, lacking of qualified engineers in the construction industry
- There is "new" labor force in Sweden that is not used today - foreign born, new arrivals.
- It is a part of NCC's strategy to increase diversity and inclusion at NCC's workplaces





Site Manager program



PEPP – mentorship program



NCC Children's Construction School





Profitability and safety



