Profitability
Operating profit/loss per business area 2017

<table>
<thead>
<tr>
<th>Business Area</th>
<th>SEK M</th>
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<tbody>
<tr>
<td>NCC Industry</td>
<td>577</td>
</tr>
<tr>
<td>NCC Property Development</td>
<td>601</td>
</tr>
<tr>
<td>NCC Building</td>
<td>515</td>
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<tr>
<td>NCC Infrastructure</td>
<td>-137</td>
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</tbody>
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Safety
Targets 2017

- Revenue growth: 3.2%
- Operating margin: 2.3%
- Target 5%
- Target ≥4%
Increased orders received and sales

SEK billion

Orders received
- 2016: 56.5
- 2017: 57.0

Net sales
- 2016: 52.9
- 2017: 54.6

Operating profit
- 2016: 1.5
- 2017: 1.2
Earnings per share and dividend 2017
SEK

- Earnings per share: 9.29
- Proposed dividend: 8.00

Dividend policy: at least 40% of profit after tax
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

OMX Stockholm

NCC B
NCC share

Total return

OMX Stockholm Benchmark GI

NCC B
Financial objectives outcome 2017

- **Operating margin**: 2.3% (Target ≥4%)
- **Sales growth**: 3.2% (Target 5%)
- **Return on equity**: 18.4% (Target >20%)
- **Net indebtedness / EBITDA**: Net cash (<2.5 times)
- **Equity/assets ratio**: 20% (Target 20%)
Focus on safety

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


14.4 10.9 10.6 8.0 7.2 8.8 7.5

Target ≤ 3.5
Safety barriers
Health and Safety Week
Awareness Day
– laying the foundation for safe workplaces
Daily safety briefing
NCC’s sustainability targets

- Portfolio performance
- Health and Safety
- Social inclusion
- Material and Waste
- Climate and Energy
- Compliance

More value for customers, shareholders, NCC and society
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
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.

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