

Annual General Meeting 2016

Peter Wågström
President and CEO







BONAVA



8,800
housing units in production

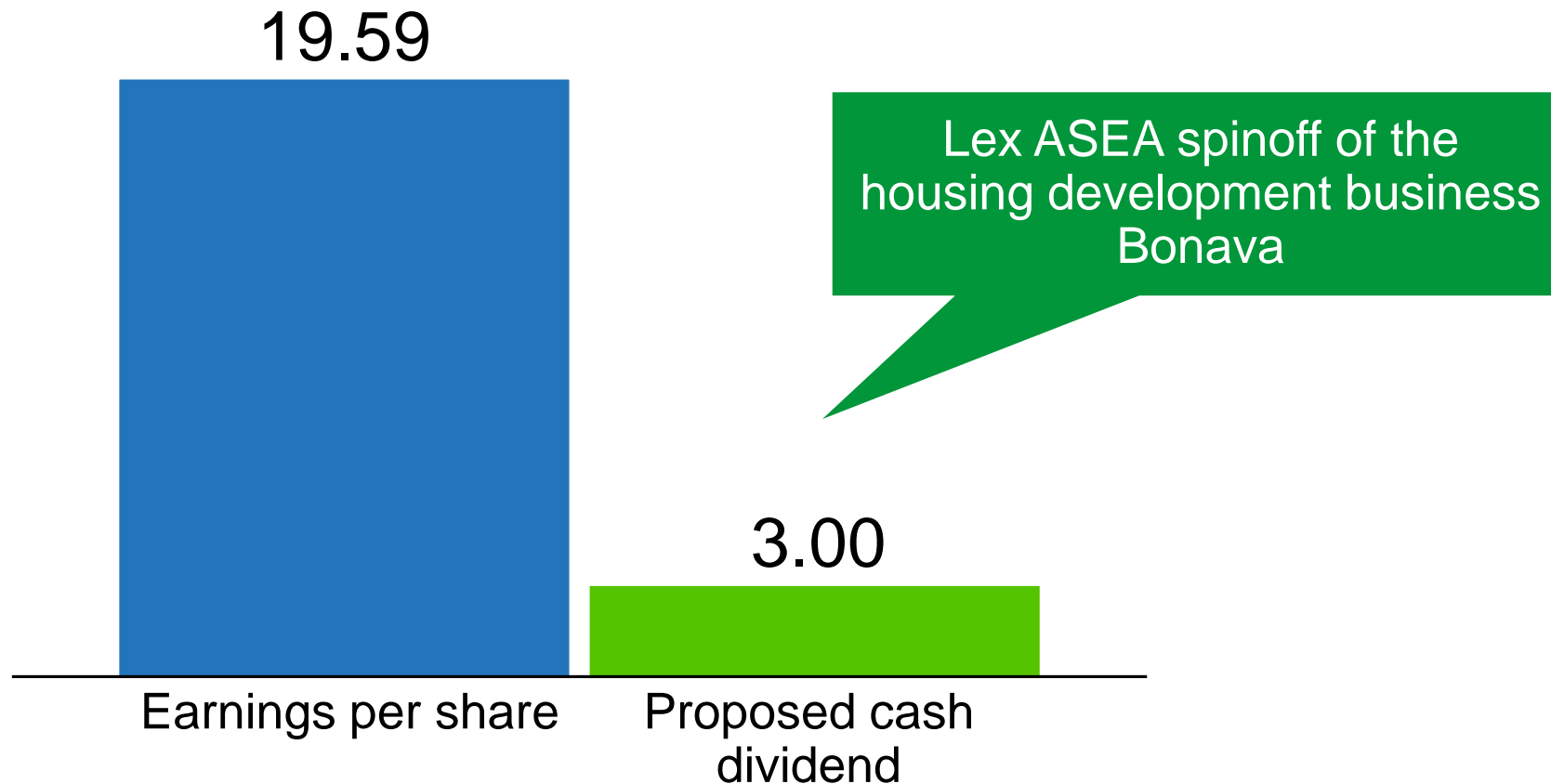
Orders received, sales and earnings

Orders received
SEK 62.5 billion
(61.4)

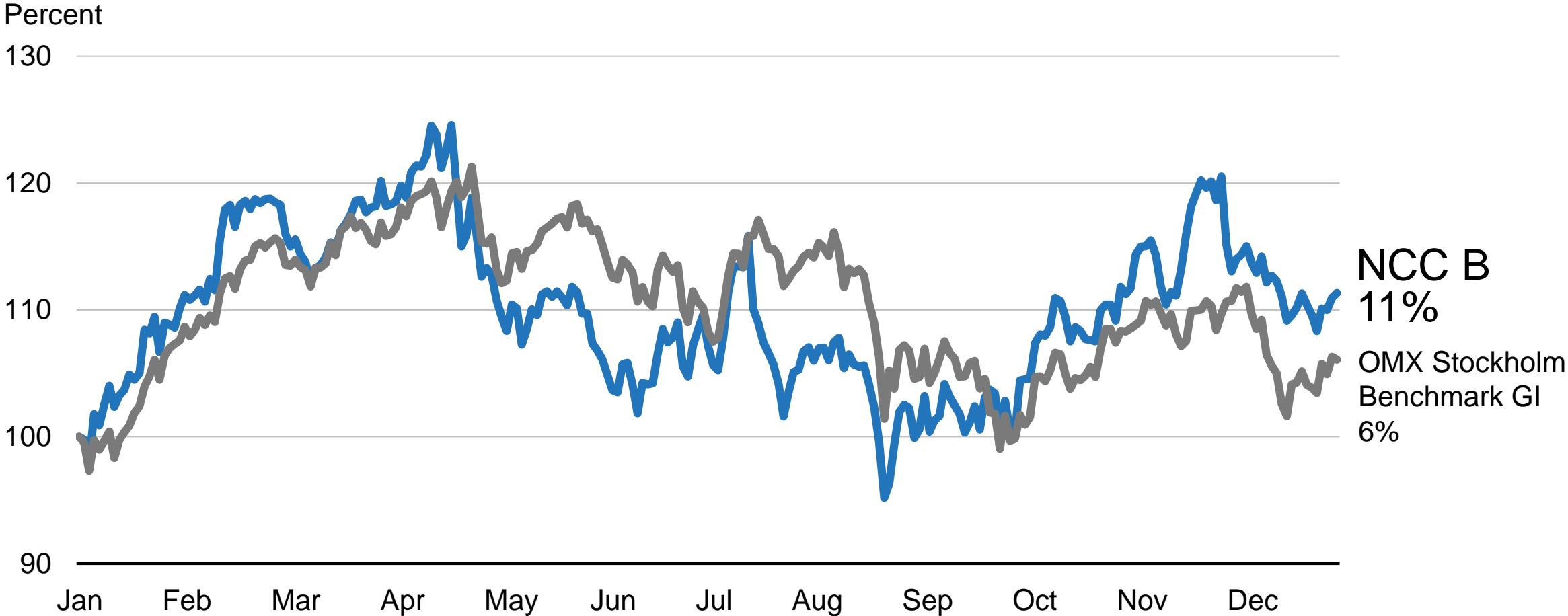
Net sales
SEK 62.5 billion
(56.9)
+10%

Operating profit
SEK 3.0 billion
(2.6)
+17%

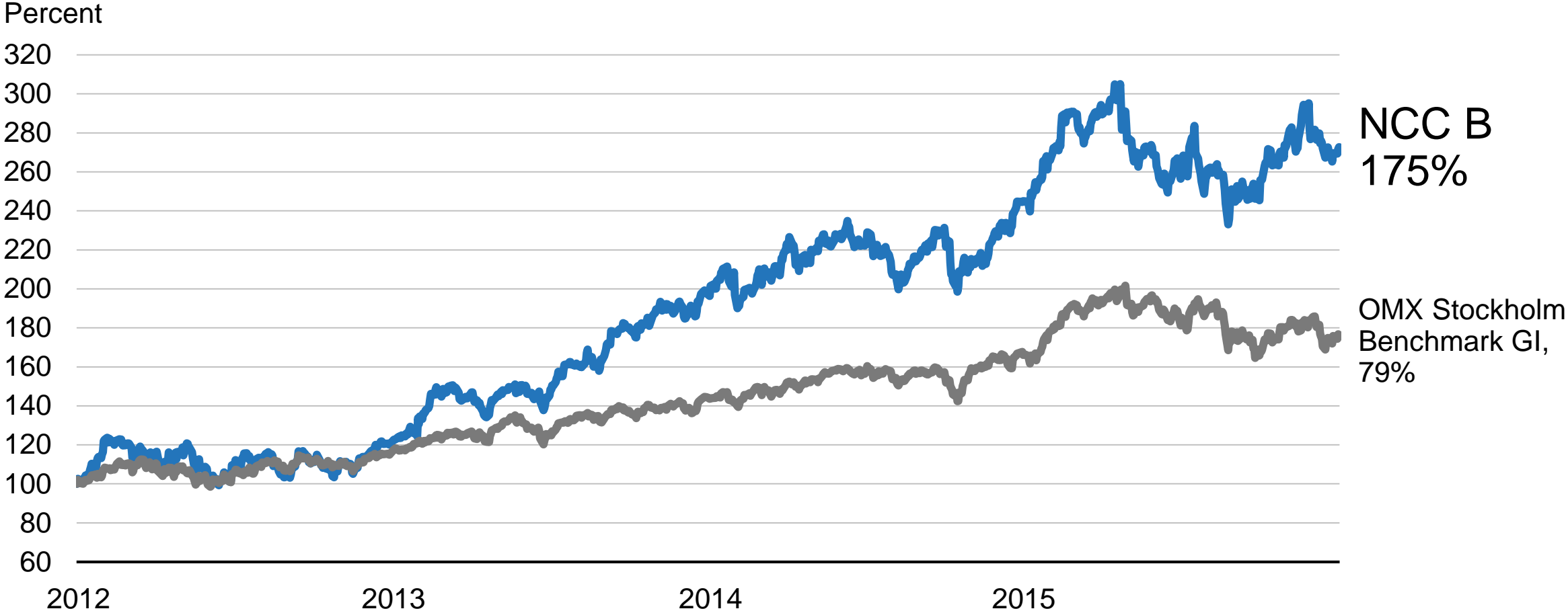
Earnings per share for 2015 and dividend SEK



Total return for 2015

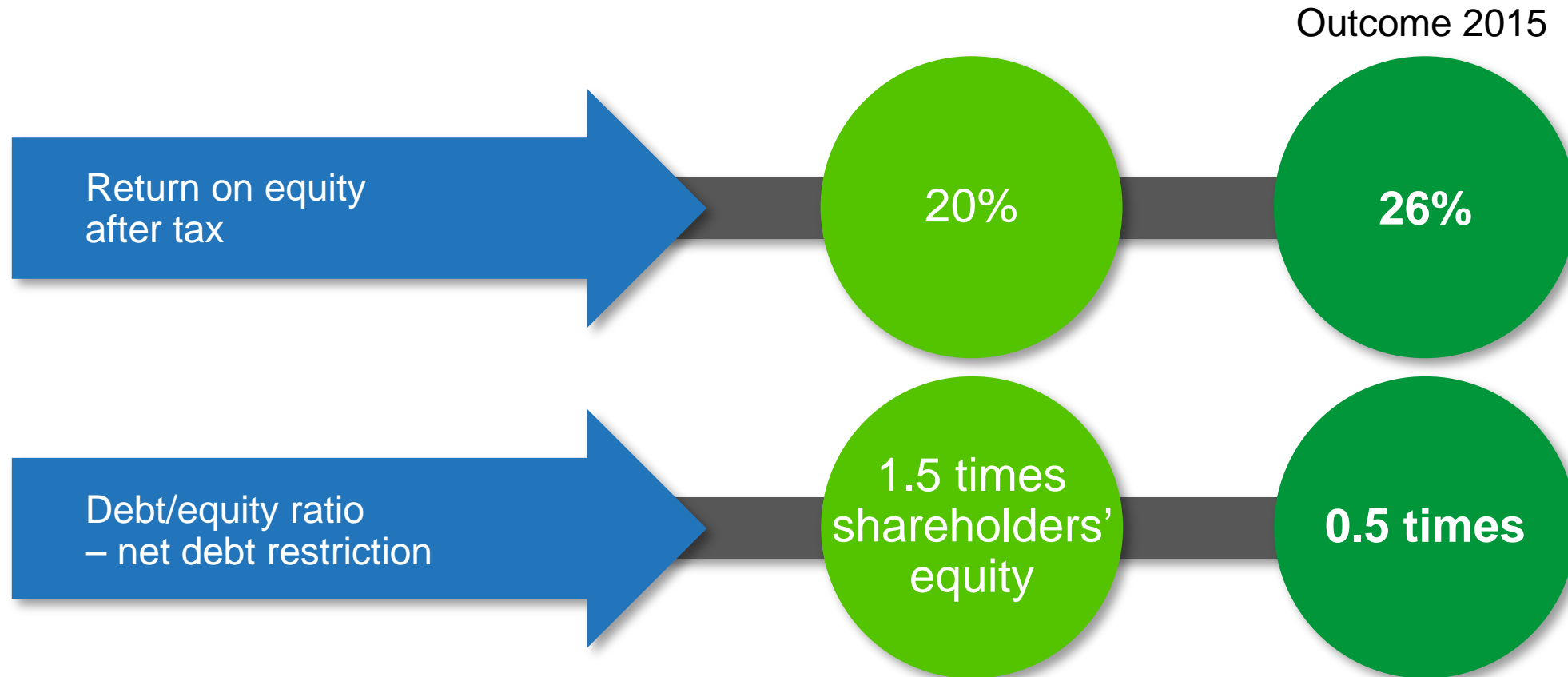


Total return, 4 years





Financial objectives



Sustainability targets

Reduce CO₂
emissions

Target 2013-2015

-20,000 tons

Outcome 2013-2015

-14,000 tons

Target 2016-2020

-50%

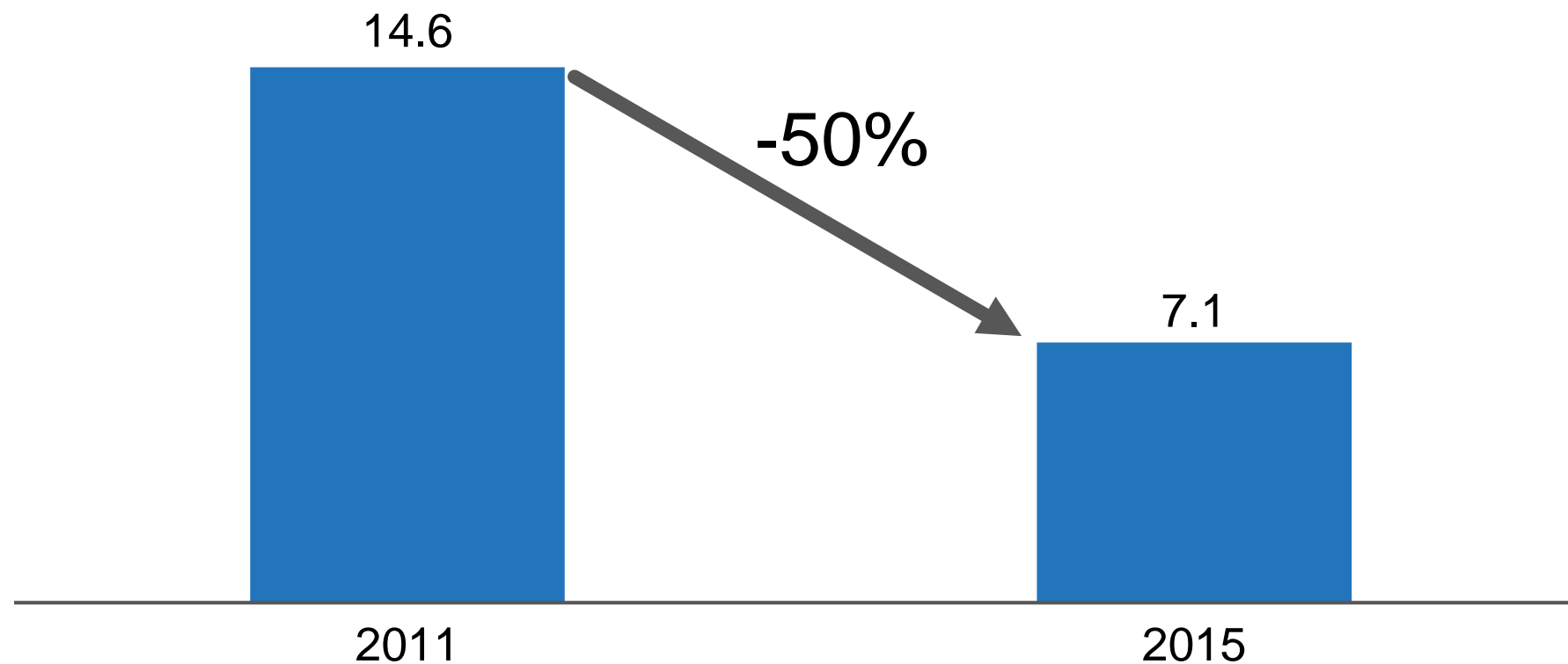


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Zero vision
for workplace
accidents

Workplace accidents decreasing

Number of workplace accidents resulting in one or more day's absence from regular work per one million working hours



Health and Safety Week

May 9-13, 2016

Awareness Day 2015



Tør å si fra

Null ulykker hver dag

La oss hjelpe hverandre! Hvis du mener
at du lever opp til å være en sikker
si - *Tør å si fra* og ta en

1. Si fra hvis du ser en sikkerhetsbrudd
2. Handle selv og varsle om det
3. Ta en Time Out
4. Rapportere sikkerhetsbrudd



Noen vil feire jul
med deg også

Du arbeider vel sikkert?



Sinua tarvitaan
huomennakin

Työskenteletkö turvallisesti?



Någon behöver dig
i morgon också

Du arbetar väl säkert?



Der er også nogen,
der behøver dig i morgen

Du arbejder vel sikkert?

Sustainable business



NCC Compass







Financial objectives 2016-2020

Growth

Average annual
sales growth

5%

Profitability

Operating margin

>4%

Strategy 2016-2020

Profitable growth

Renew our
industry and
provide superior
sustainable
solutions

One NCC

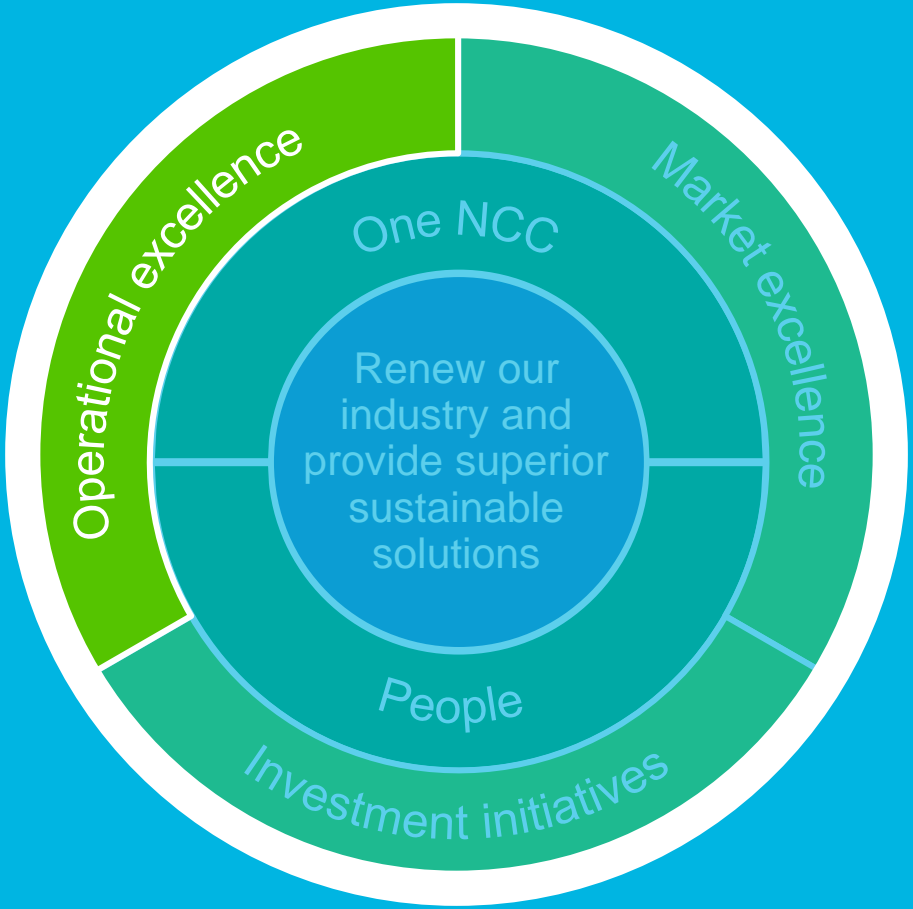


People

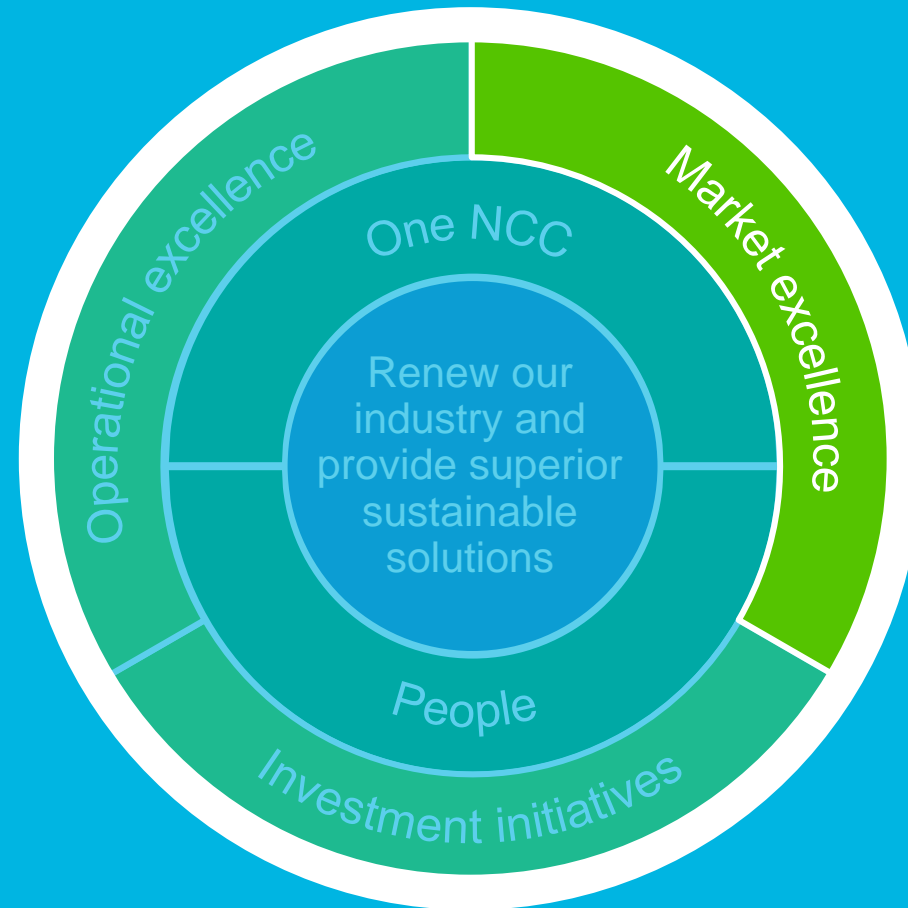


Must win battle:

Operational Excellence



Must win battle:
Market Excellence



Must win battle:

Investment Initiatives



Business areas



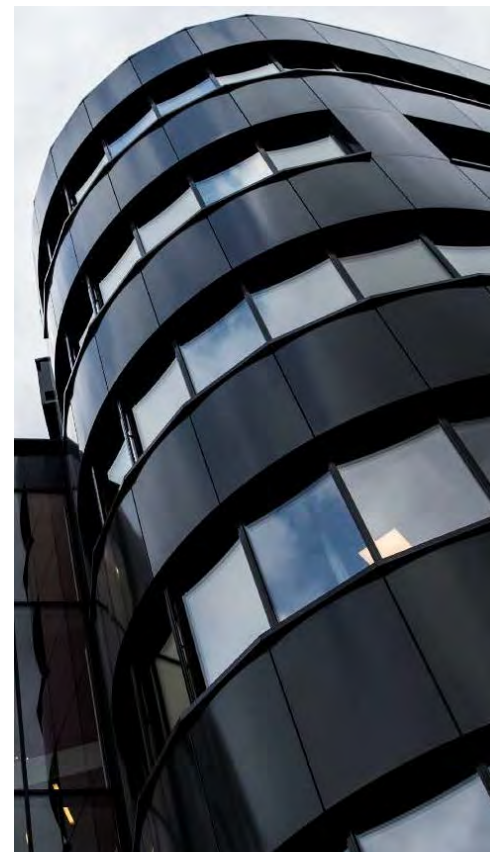
NCC Industry



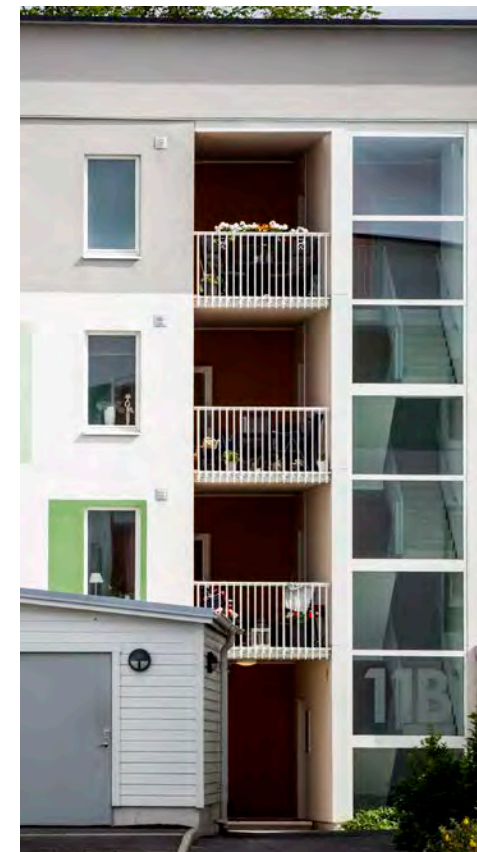
NCC
Infrastructure



NCC Building



NCC Property
Development



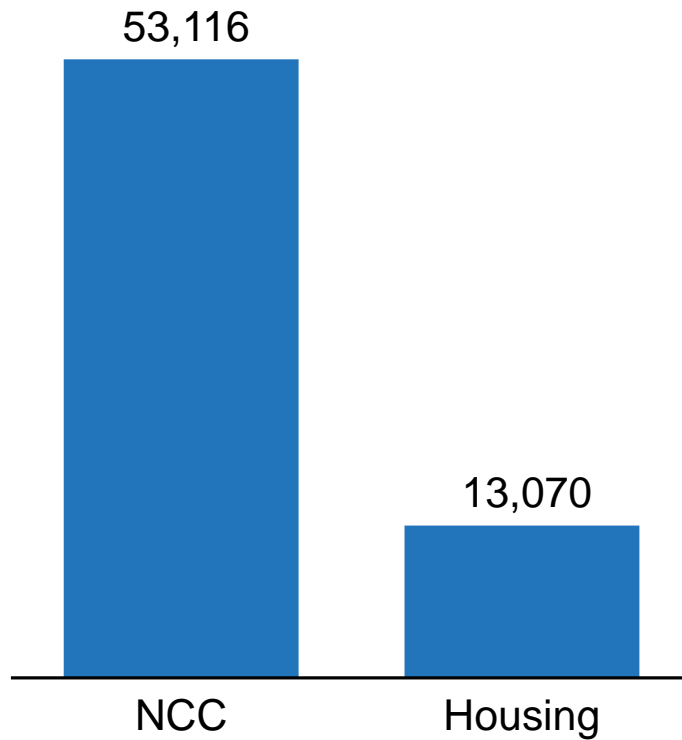
NCC Housing*

*Independent company in 2016

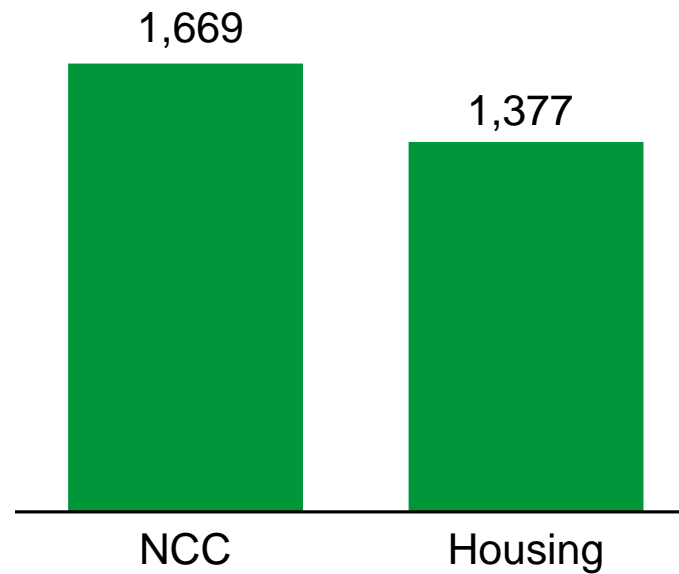
NCC without Housing

2015

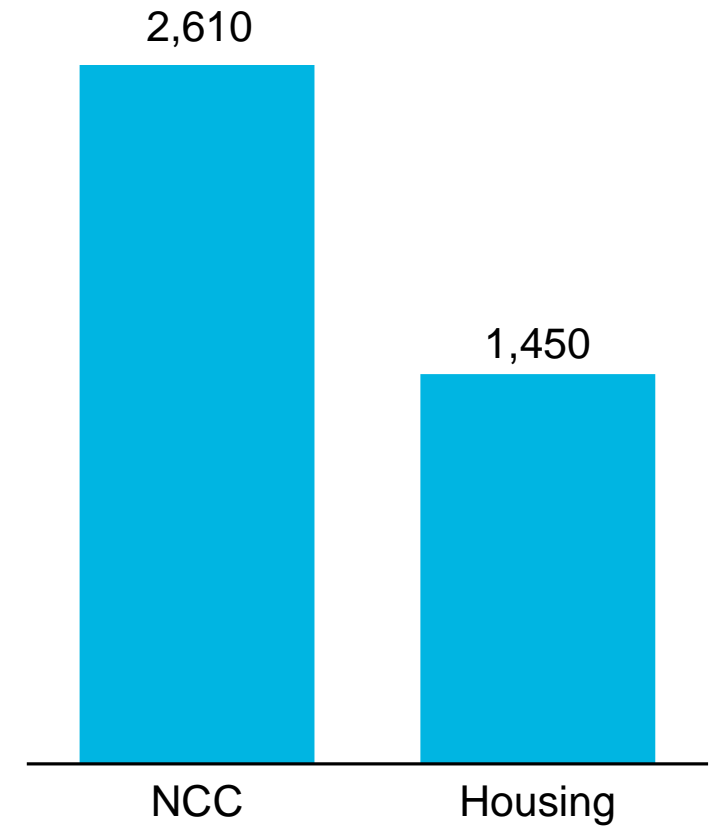
SEK M **Net sales**



Operating profit



Cash flow



Financial objectives 2016-2020

Growth

Average annual sales growth
5%

Profitability

Operating margin
>4%

Return on equity

>20%

Debt/equity ratio

Net indebtedness
<2.5 times EBITDA

Equity/assets ratio

>20%

Dividend policy: as of the 2016 fiscal year, at least **40%** of after-tax profit is to be distributed to shareholders

Rotebro Bridge



Svealand Railway



Refurbishment – Sorgenfri, Copenhagen



Refurbishment Fittja



Refurbishment National Library of Finland



New construction



Kvillebäcken, Gothenburg



Krøyers Plads, Copenhagen

Torsplan 2



Iso Omena Extension Shopping Helsinki



Mölnadal



SCA Hygiene



Mölndals shopping mall



Diversity



Jobskolen, Denmark





Mitt Liv





Fast track to the labor market for new arrivals

- Cooperation between NCC, Kunskapsskolan, Yrkesakademin and the Public Employment Service
- Training alternated with job experience at NCC's worksites

Tekla Technology Festival





26 Mars 2015

Nurture, Inspire, Empower Girls for Tech



Site Manager Program for women





Human Capital Index – HCI



“Terje” snow melting facility in Oslo



Dome of Visions





