



# Annual General Meeting 2009

Olle Ehrlén  
Chief Executive Officer

Hudälvbron, Bohuslän, Sweden

# Challenging year



Norrströmstunneln, Stockholm, Sweden

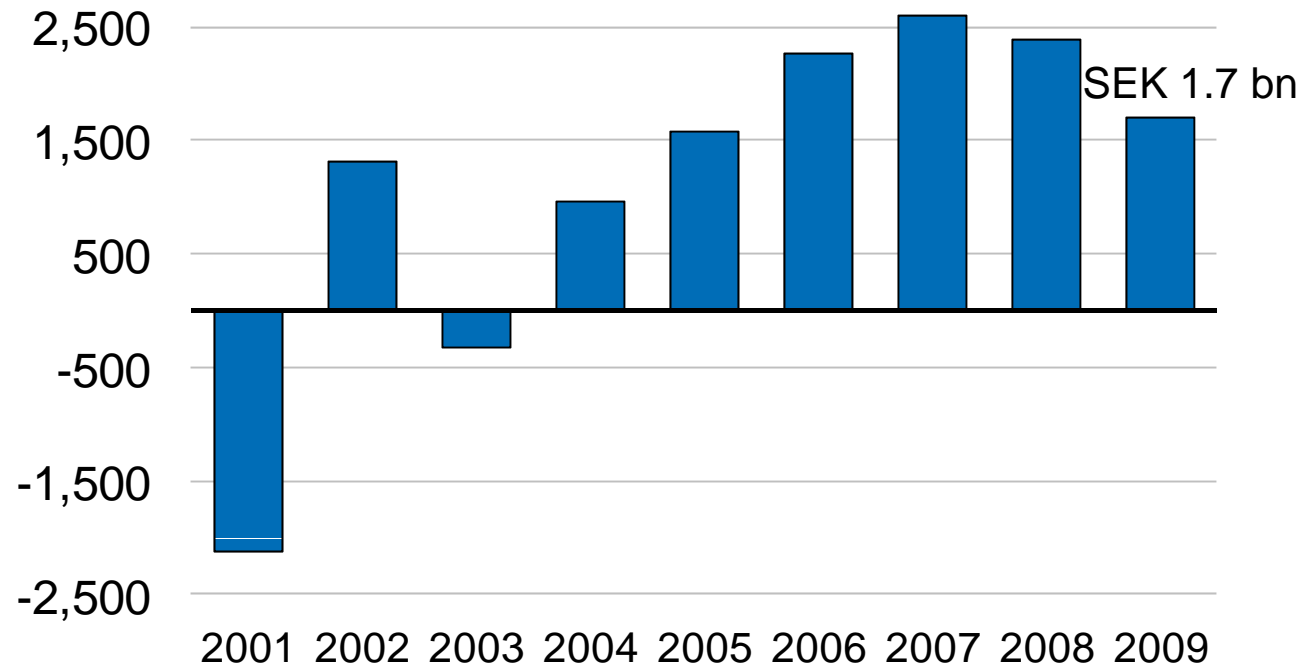
# Momentum from external sources

- Support and stimulus packages
- Low interest rates
- Infrastructure investments
- Support for rebuilding and renovation

# Earnings impacted by economic conditions

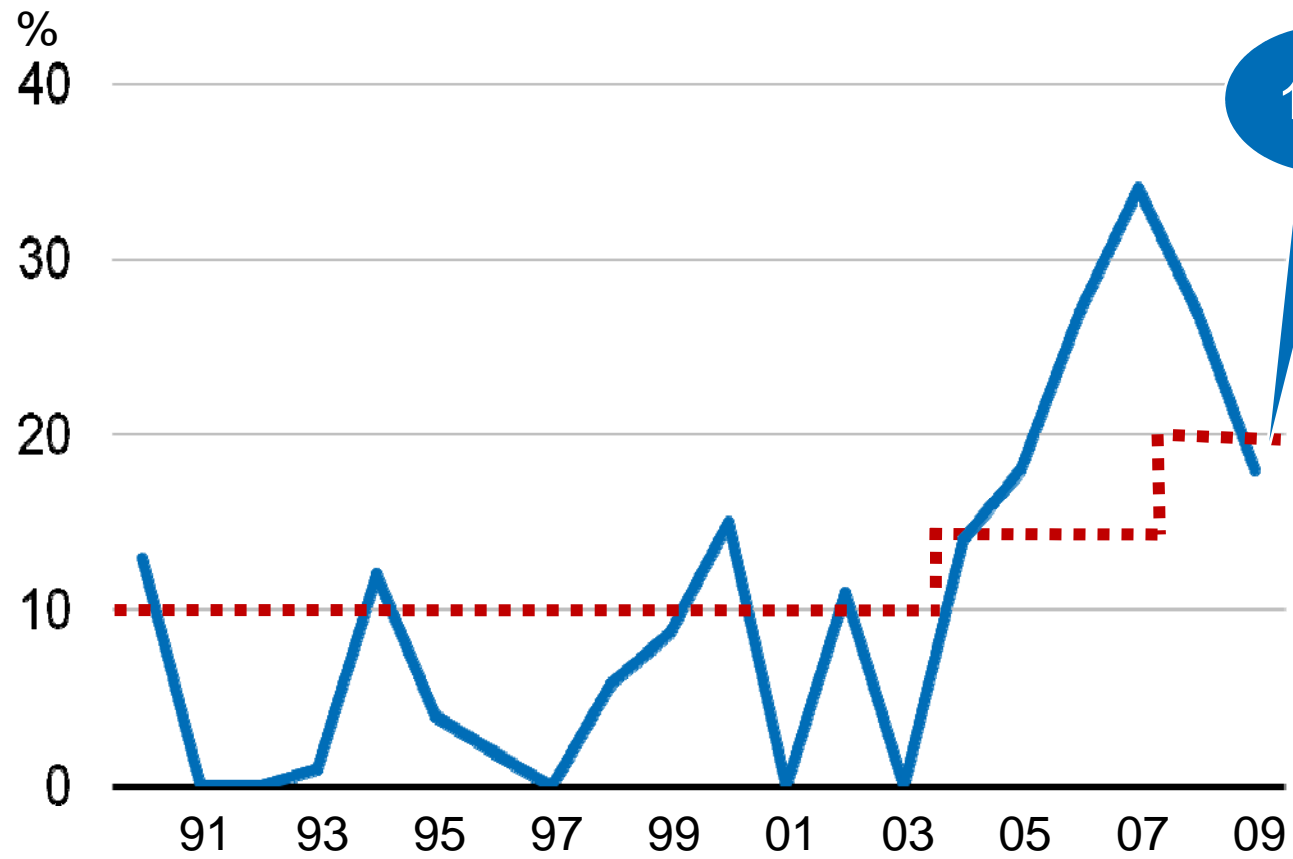
Profit after financial items

SEK M



LKAB, Kiruna, Sweden

# Return on equity



18%

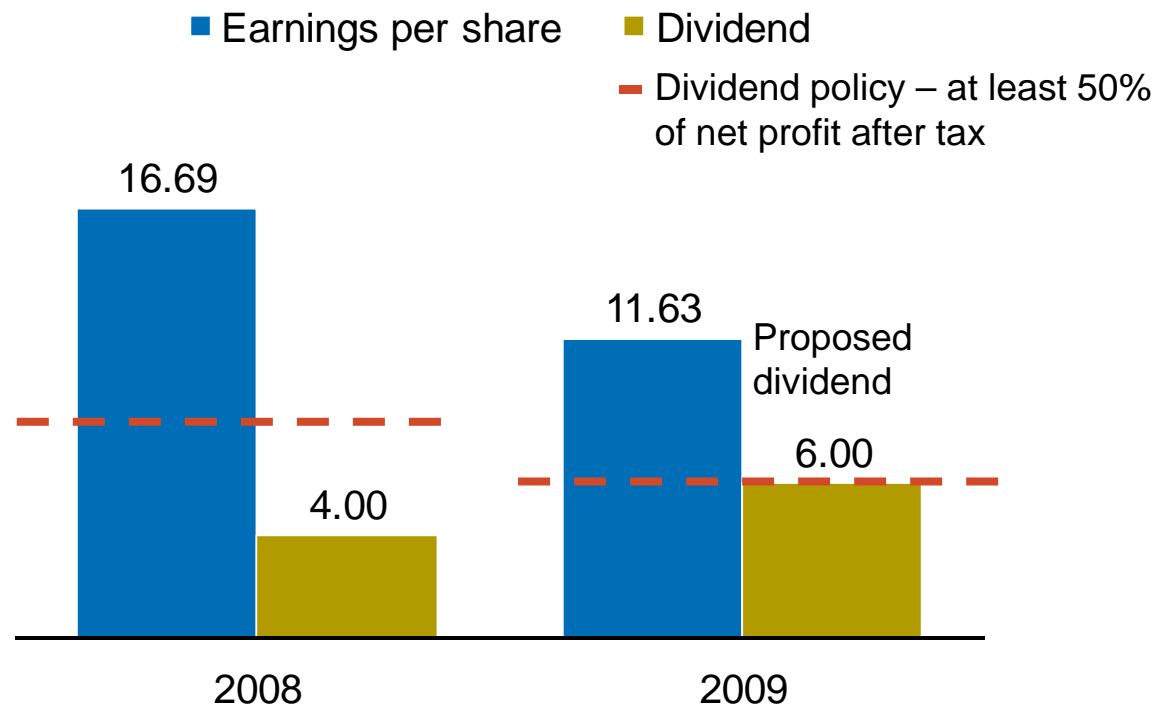
**OBJECTIVE**  
20%



# Financial objectives 2009

	Objective	Outcome
Return on equity after tax	20%	18%
Indebtedness	Net debt must not exceed shareholders' equity	Dec 31, 2009: <b>0.1 times</b>
Cash flow before investments	Positive	Positive

# Dividend according to policy SEK



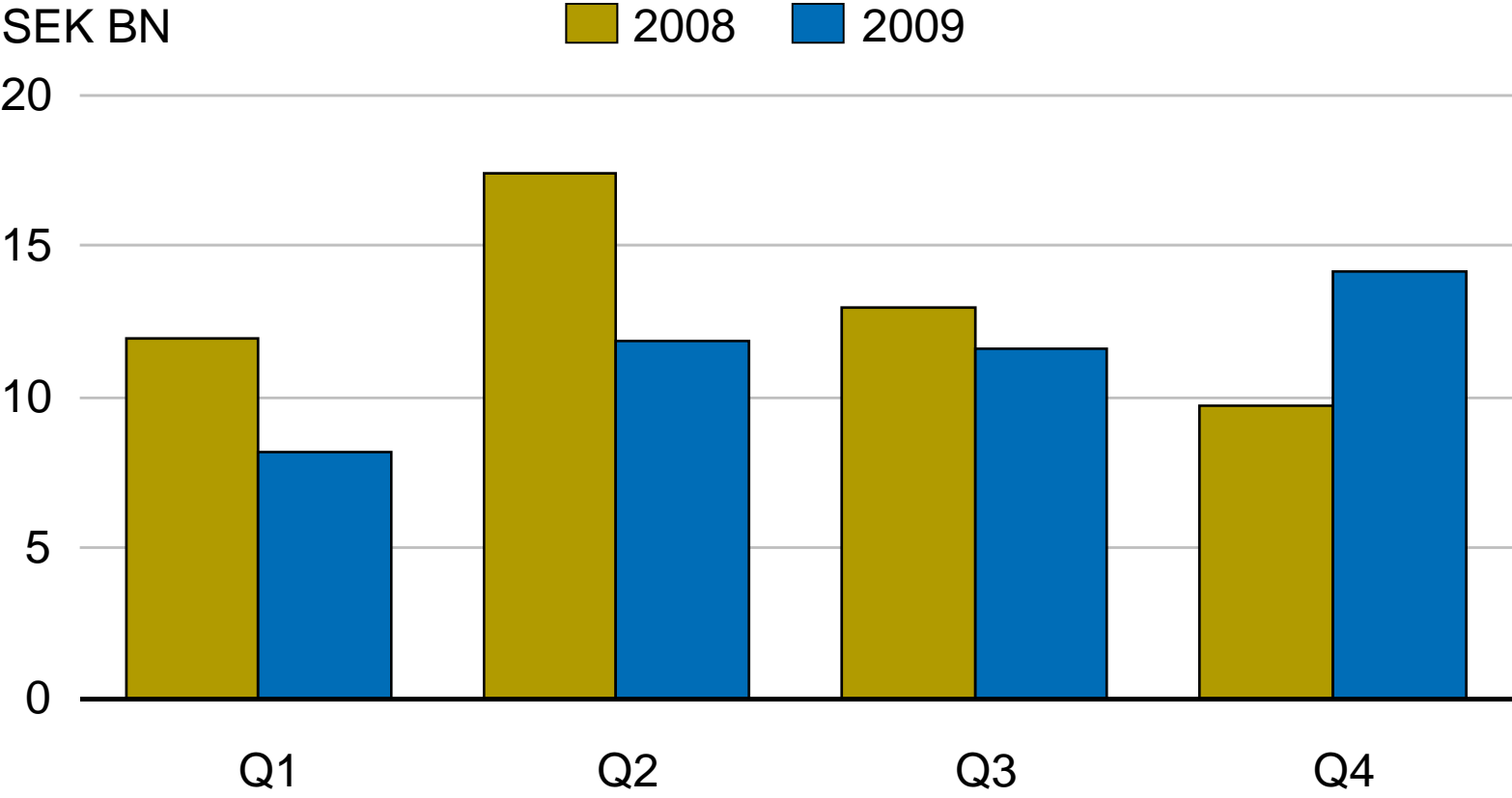
Tehuset, Borås, Sweden

# Total return 2009



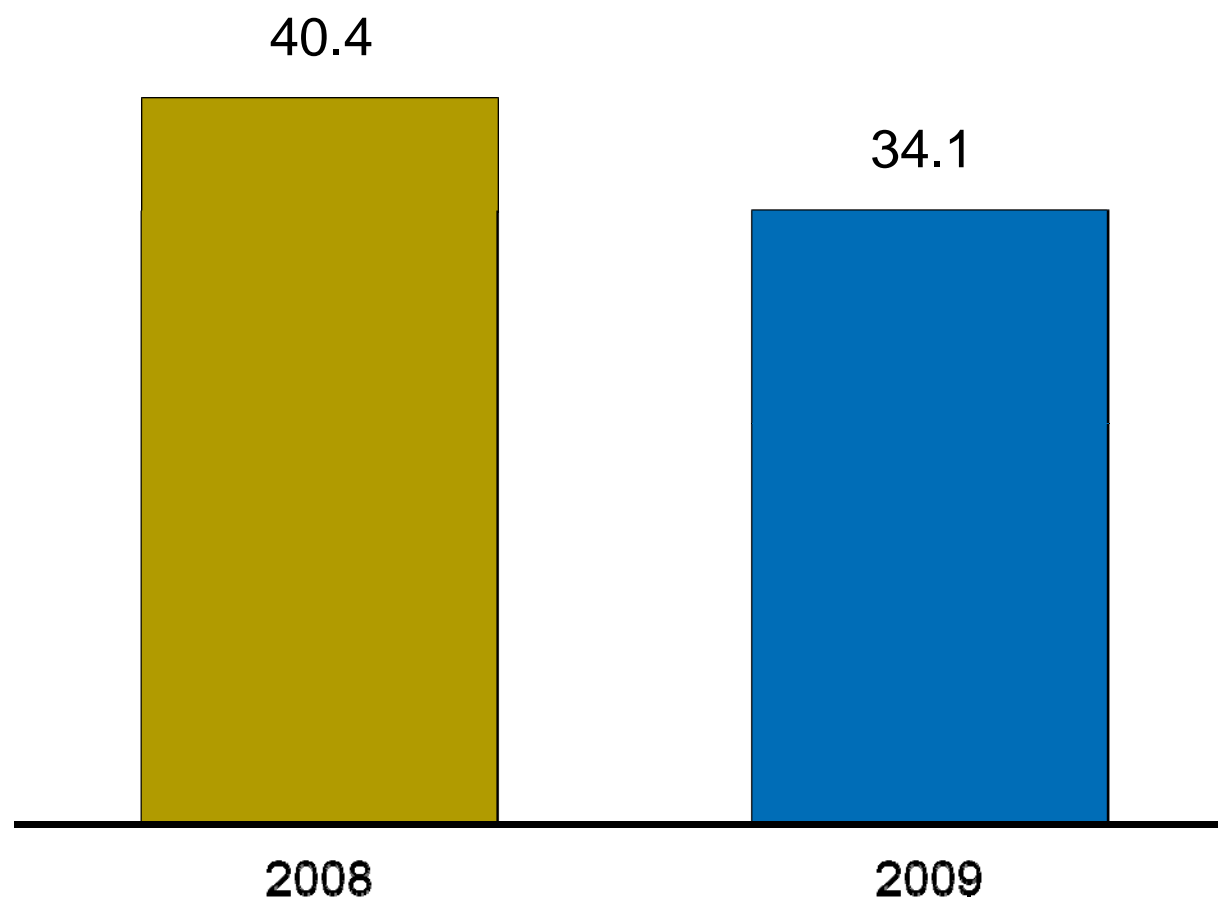


# Decline in orders received in first six months



# Order backlog 16 percent down

SEK BN

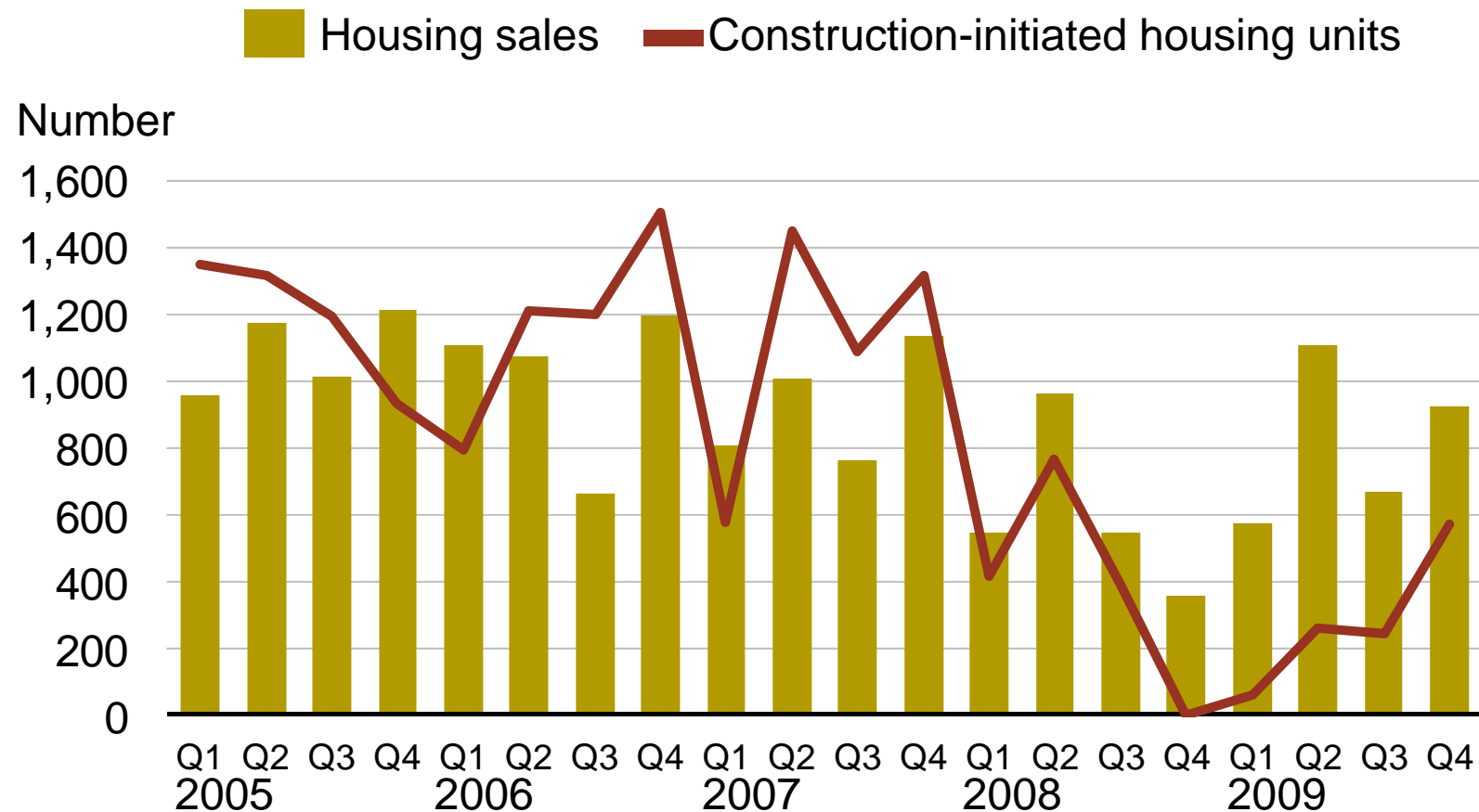


# Actions to counter a declining market

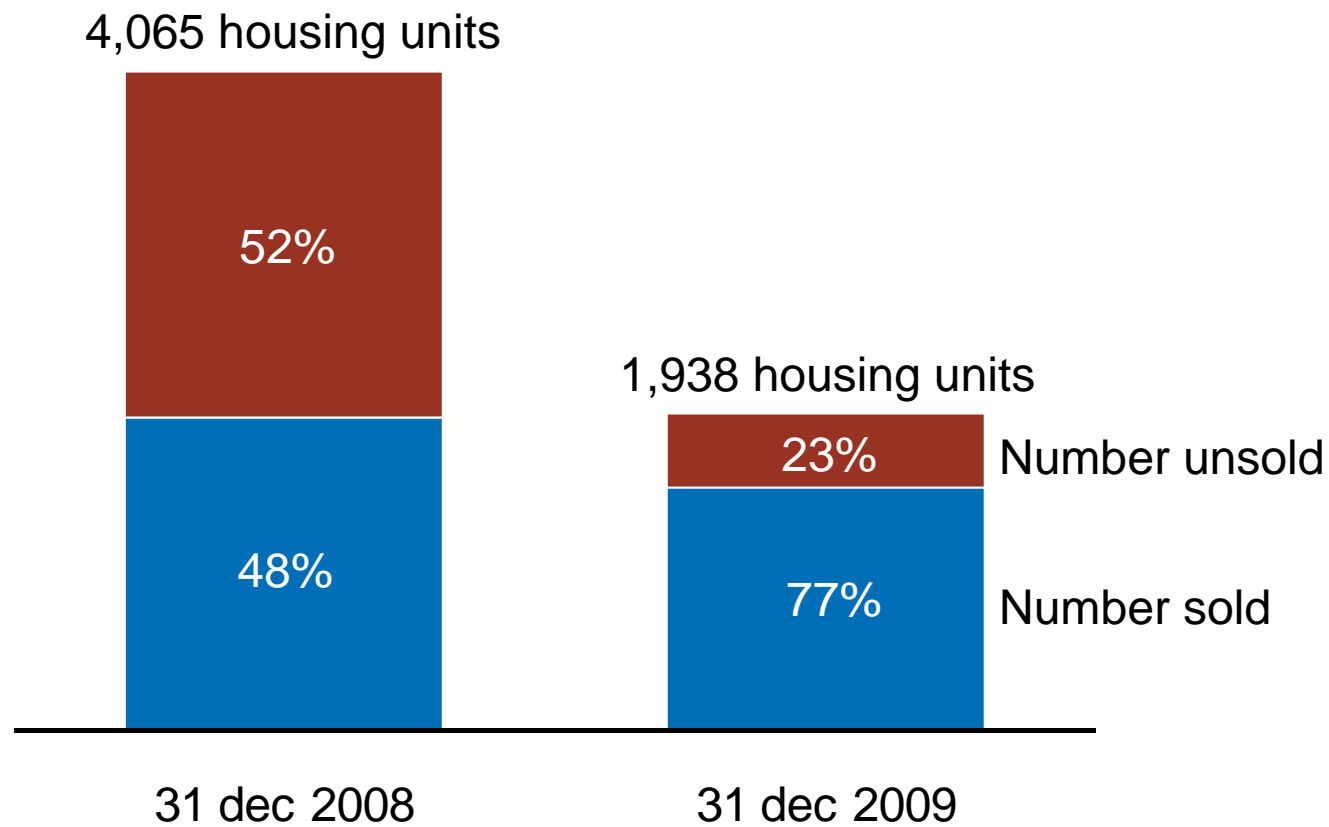
- Secured credits
- Housing development business concentrated in NCC Housing
- Suspension of initiated housing projects
- Workforce cutbacks
- Specialist infrastructure competencies concentrated in NCC Infra
- Housing projects sold to end-consumers and investors



# Proprietary housing sales exceeded housing starts



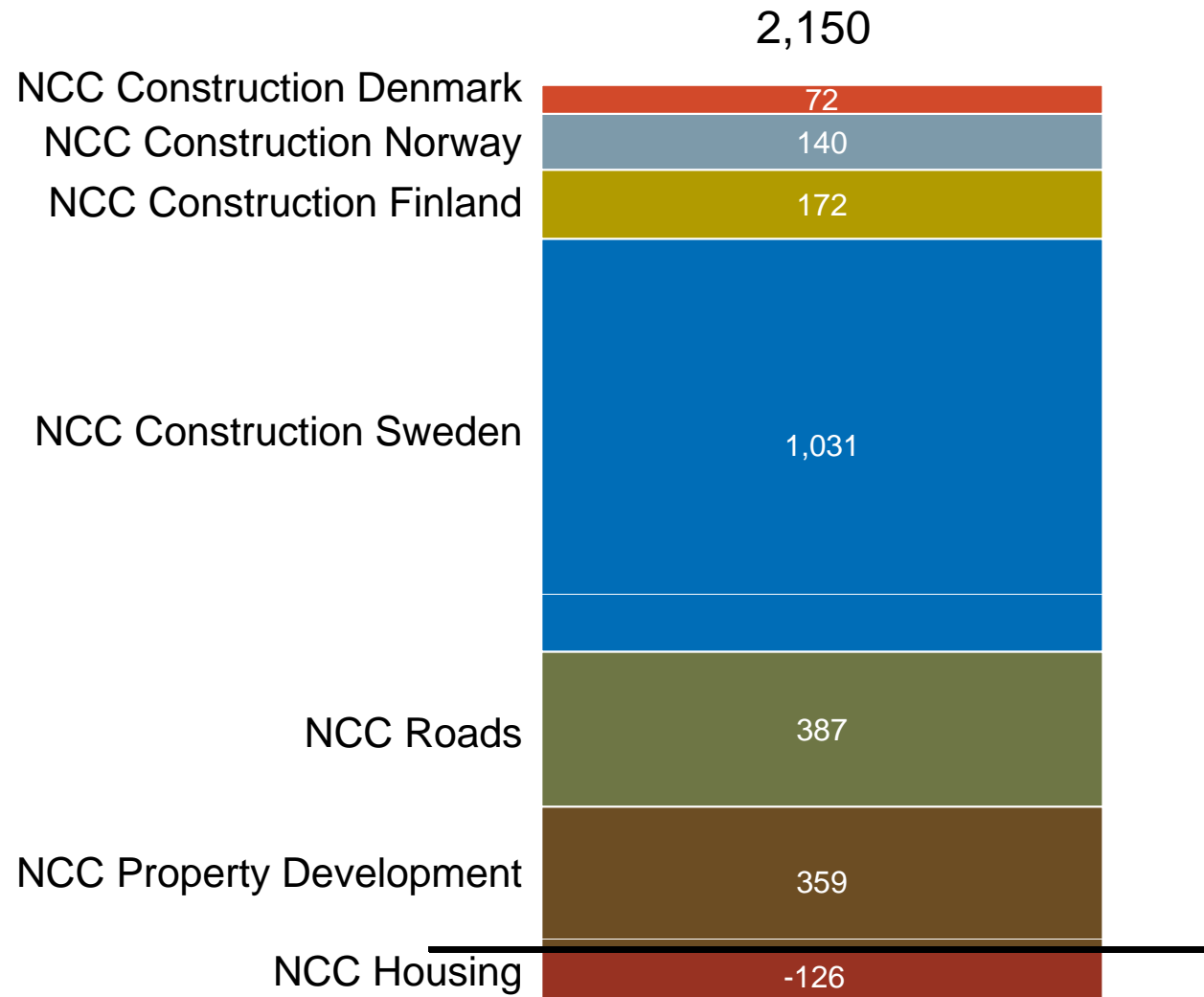
# Lower risk in housing business



Abyen, Vejle, Denmark

# Operating profit almost in line with 2008

SEK M



# A strong year – despite major challenges

- Relatively high earnings
- Retained margins
- Positive cash flow
- Lower indebtedness

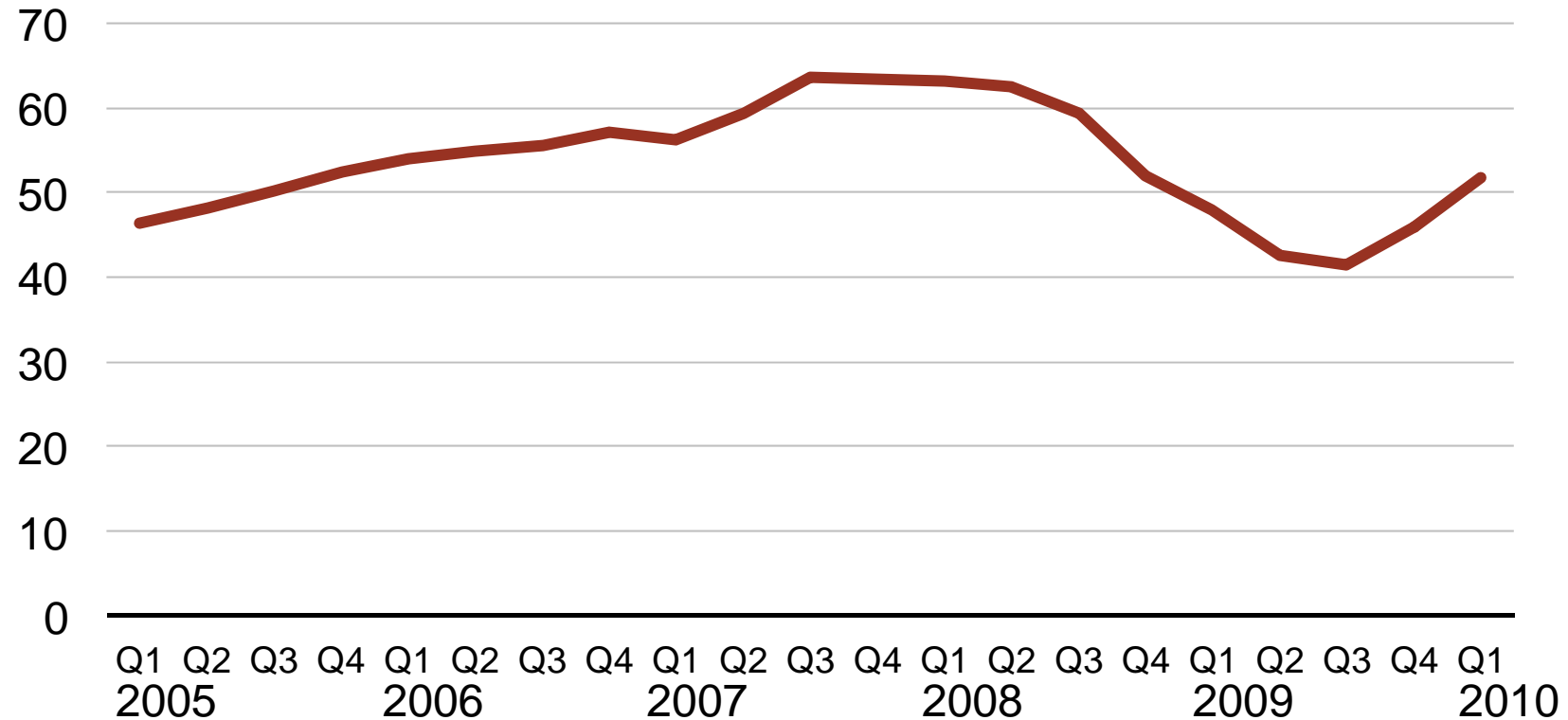
- Competition-infringement fees increased
- Quality issues

# Current status

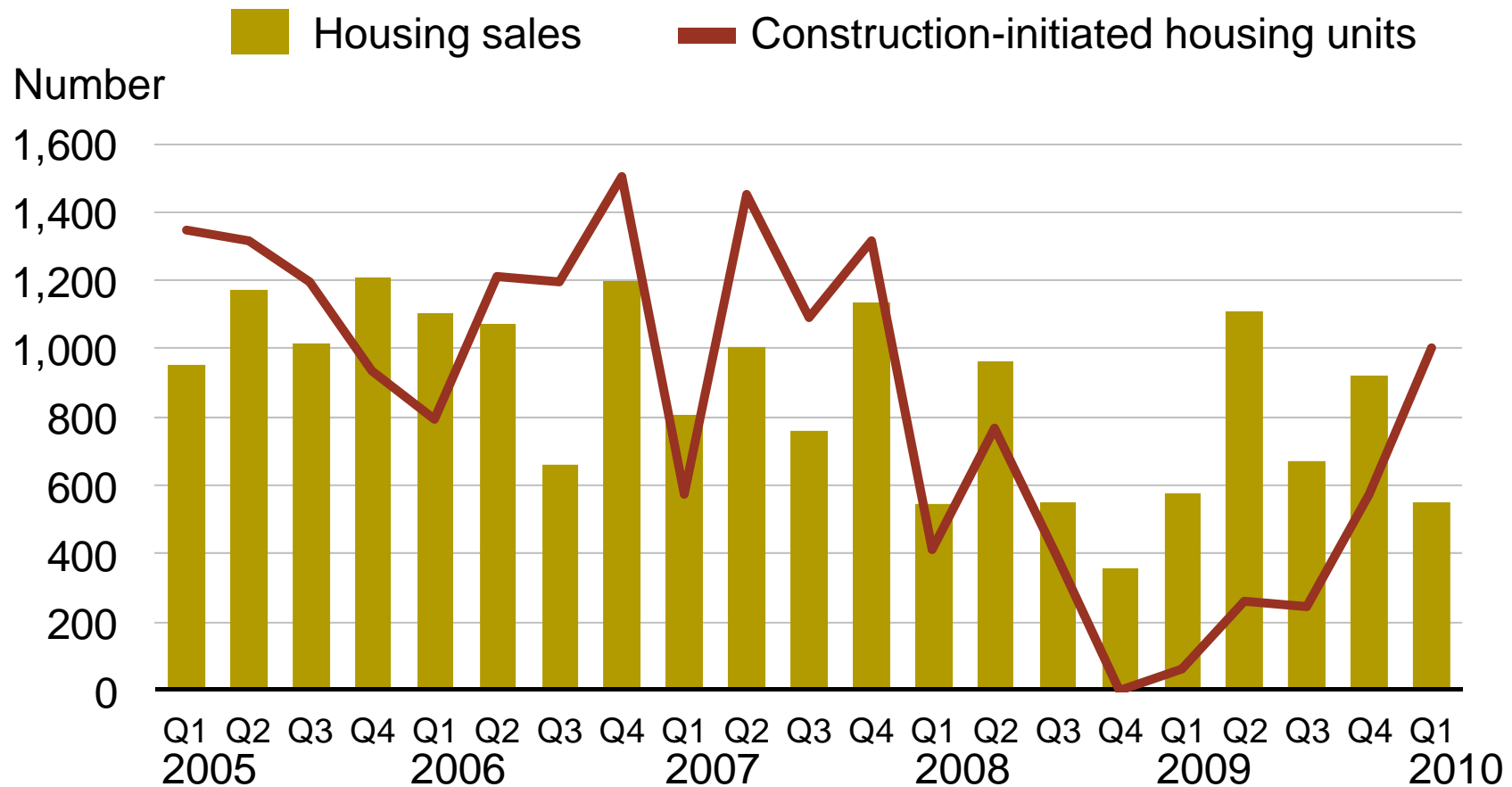


# Orders received

SEK BN, rolling 12 months

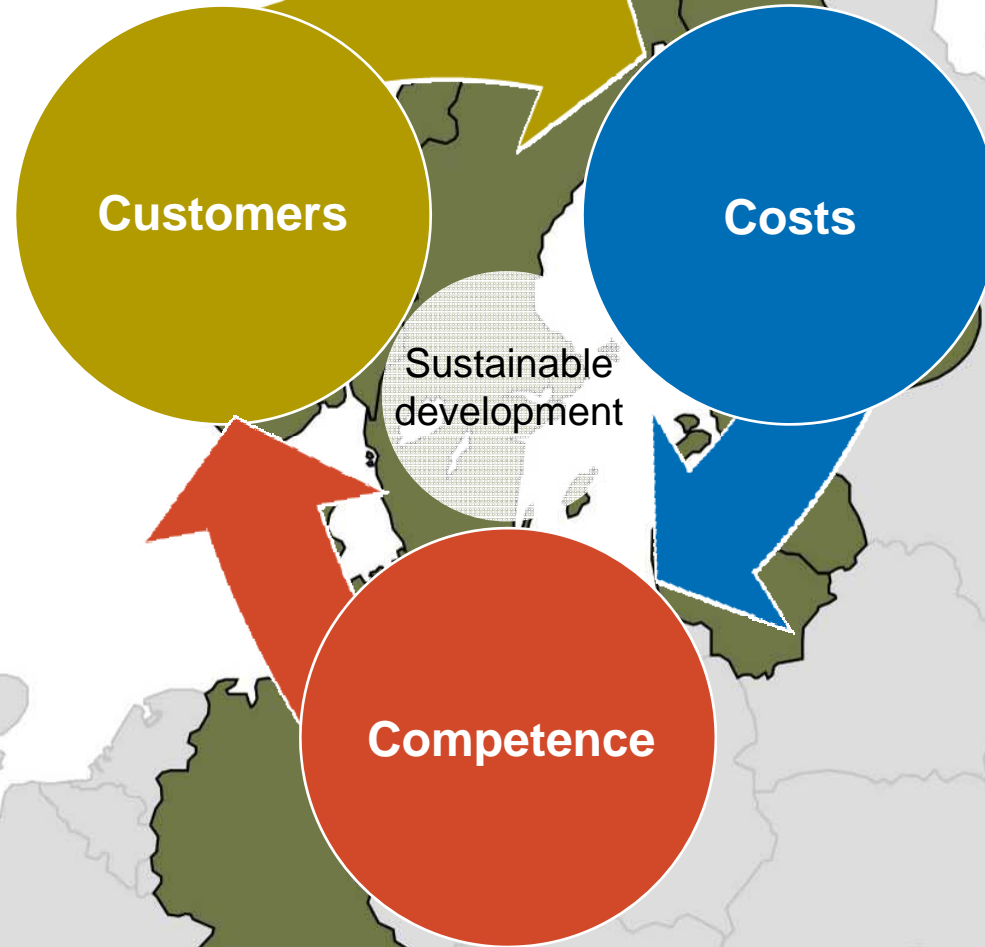


# Increase in proprietary housing starts from a low level





# Long-term strategy



# NCC Partnering



- Lower total cost
- More satisfied customers
- Stable margin
- Higher share in 2009  
– SEK 10 BN

Hospital, Västerås, Sweden

# Function contracts

Total-package undertaking including multi-year production and maintenance contract

Norrrosleden, Stockholm, Sweden

# Sustainable development

Energy-efficiency offering  
– passive buildings

Beckomberga, Stockholm, Sweden

# Passive buildings benefit the environment and the economy



The school of Vargbro, Storfors, Sweden



# Commercial development projects

- GreenBuilding – 25% reduction in energy consumption
- Lifecycle approach
- BREEAM environmental classification system

Västerport, Stockholm, Sweden

# Green tenders

- NCC Construction Sweden submits green tenders in addition to all tenders of more than SEK 50 M
- More than 1,000 climate-neutral alternative tenders per year



# Purchasing



Tehuset, Borås, Sweden

# Platforms

- Lower costs
- Higher quality

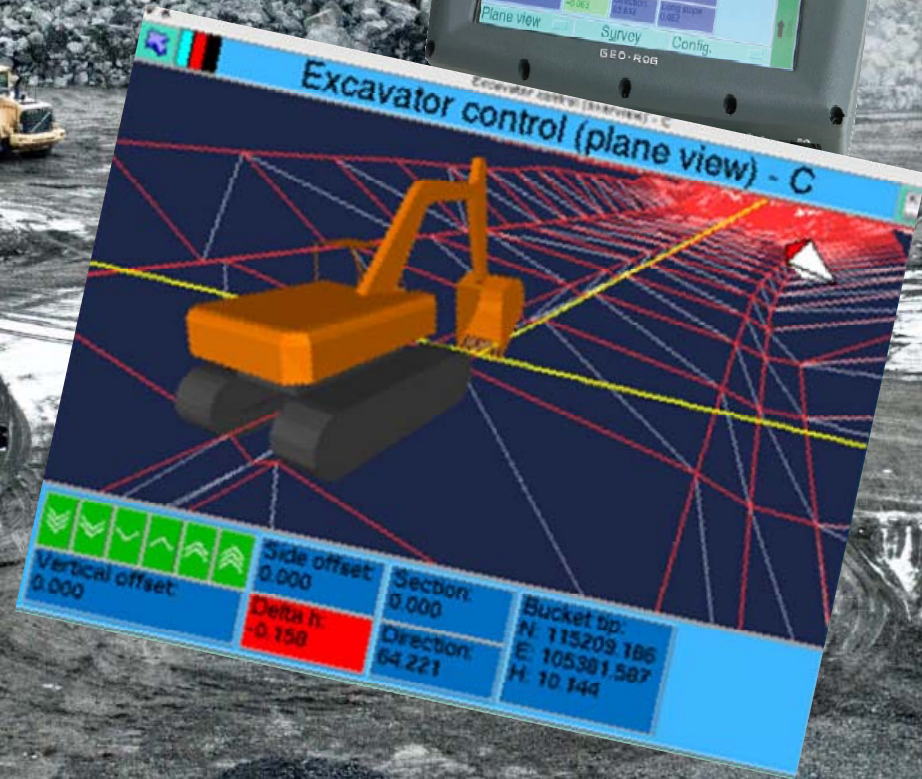
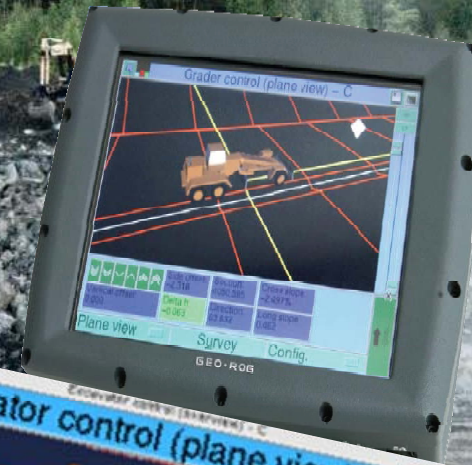
Bollhall, Haninge, Sweden

# Virtual construction



- NCC is a leader in virtual construction
- 3D and 4D designs
- More efficient project engineering and implementation

We don't stand idle



# Professional

NCC säljer de två första etapperna av Lempola Retail Park, Lohja Finland, för cirka 170 MSEK

NCC säljer mark och bostadsentreprenad i Finland för 590 MSEK



A screenshot of a website. The main headline reads 'JUST NU! ETT RUM PÅ KÖPET.' with the NCC logo. Below the headline is a photograph of a modern, bright interior room with a white sofa, a dining table, and a red beanbag chair. To the right of the photo, there is a section titled 'SETT PÅ TV' with a small portrait of a man and the text 'Jag tänkte jag skulle ge TVS en chans. Jag tänkte fel. Se dagens tv-tablå här'. Below that is another section titled 'DÄRIFRÅN REJIR TVÄ STJÄRNIG' with a small photo of a man and the text 'Mathias Dahlgrens Matsalen i Stockholm blir Sveriges andra tvåstjärniga restaurang i Guide Michelin. Läs mer'. At the bottom, there is a link 'Läs mer om Michelinguiden här' and a section titled 'SPRIT OCH SMIT GER HUSEN VÄRME'.

# NCC Infra formed to meet the Swedish Transport Administration

- Specialist unit in Sweden
- Expertise for increasing number of turnkey and function contracts



# Highway 50 Mjölby – Motala in Sweden

Order value SEK 1.3 BN



- 28 km road
- 39 bridges
- Operation and maintenance for 20 years



Focus on health, environment and safety

The team that built Hamnhuset in Sweden



“I’m proud of working at NCC”

# Focus 2010



# Financial objectives 2010

Indebtedness

Net debt not higher than 1.5 times shareholders' equity

Return on equity after tax

20%

Dividend policy

At least half of net profit for the year after tax to be distributed as dividends

# Focus 2010

- Cooperation, synergies, cost efficiency
- Investing without taking financial risks
- Sustainable development
- Trend, tempo, timing

A local  
world-class company

