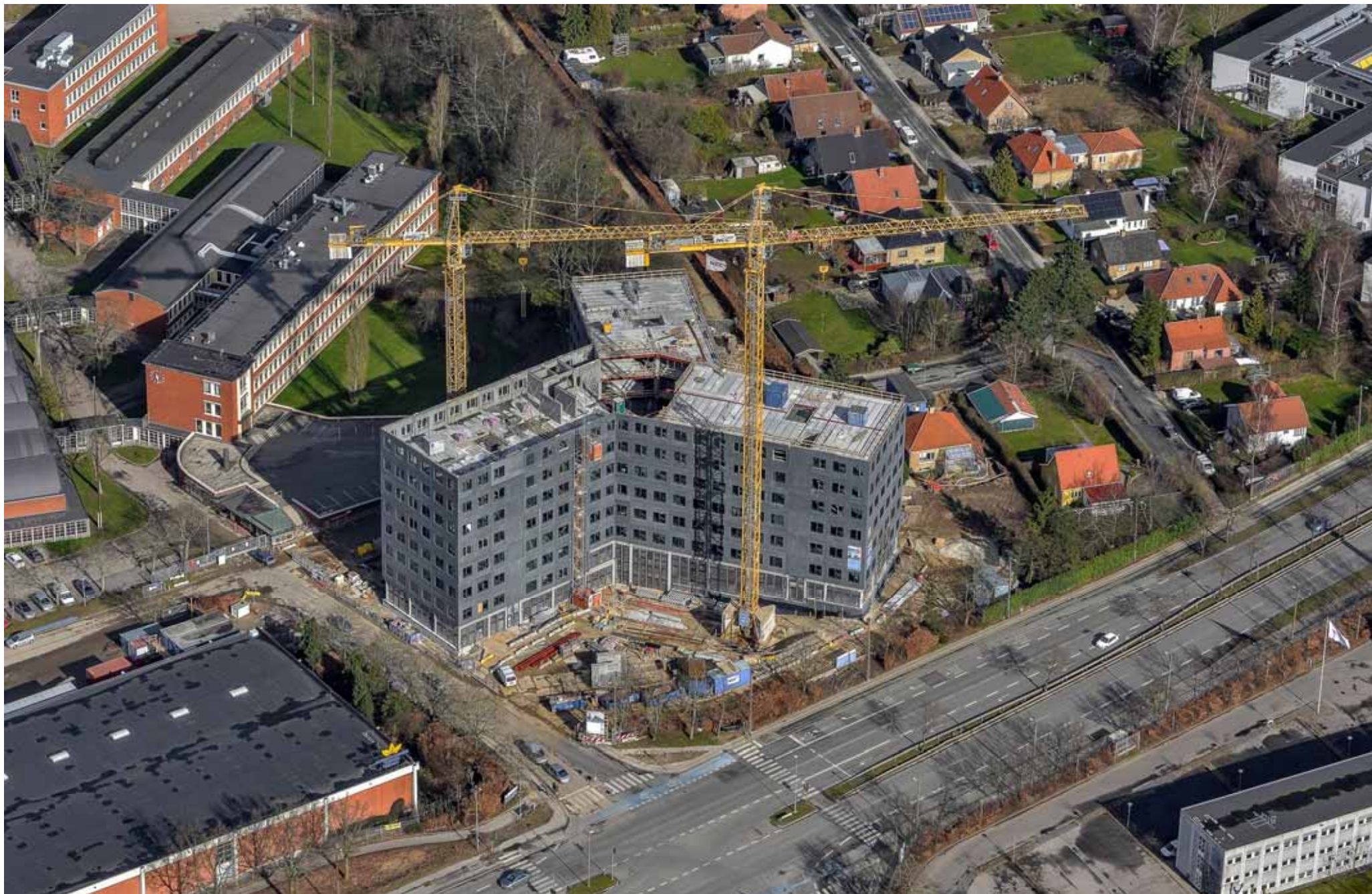


Annual General Meeting 2014



Peter Wågström
President & CEO

Copenhagen Port Company House







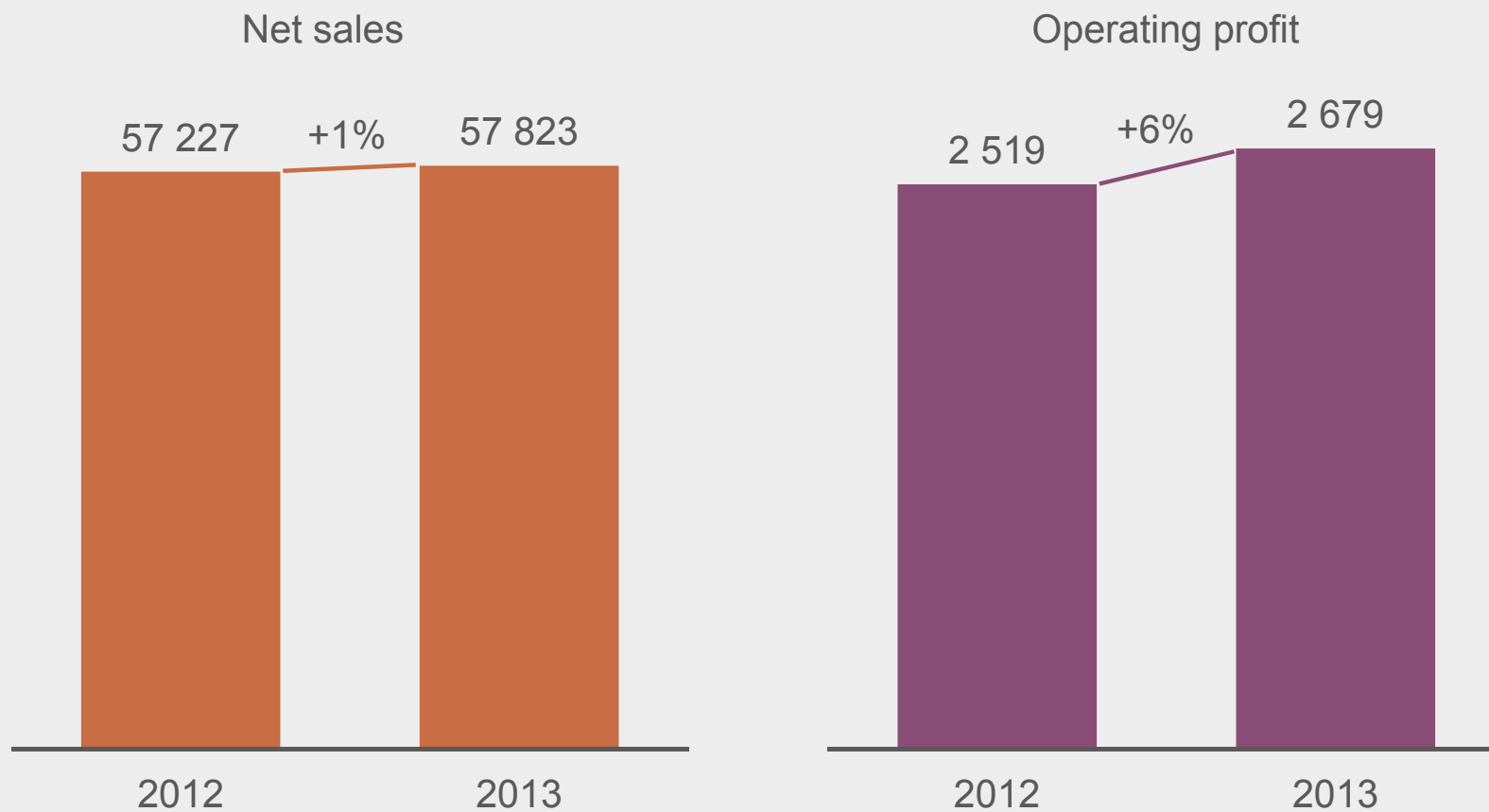
- Swedish construction business
- International purchasing strategy
- Road service
- Work environment and safety
- Sustainability
- Cooperation with the customer



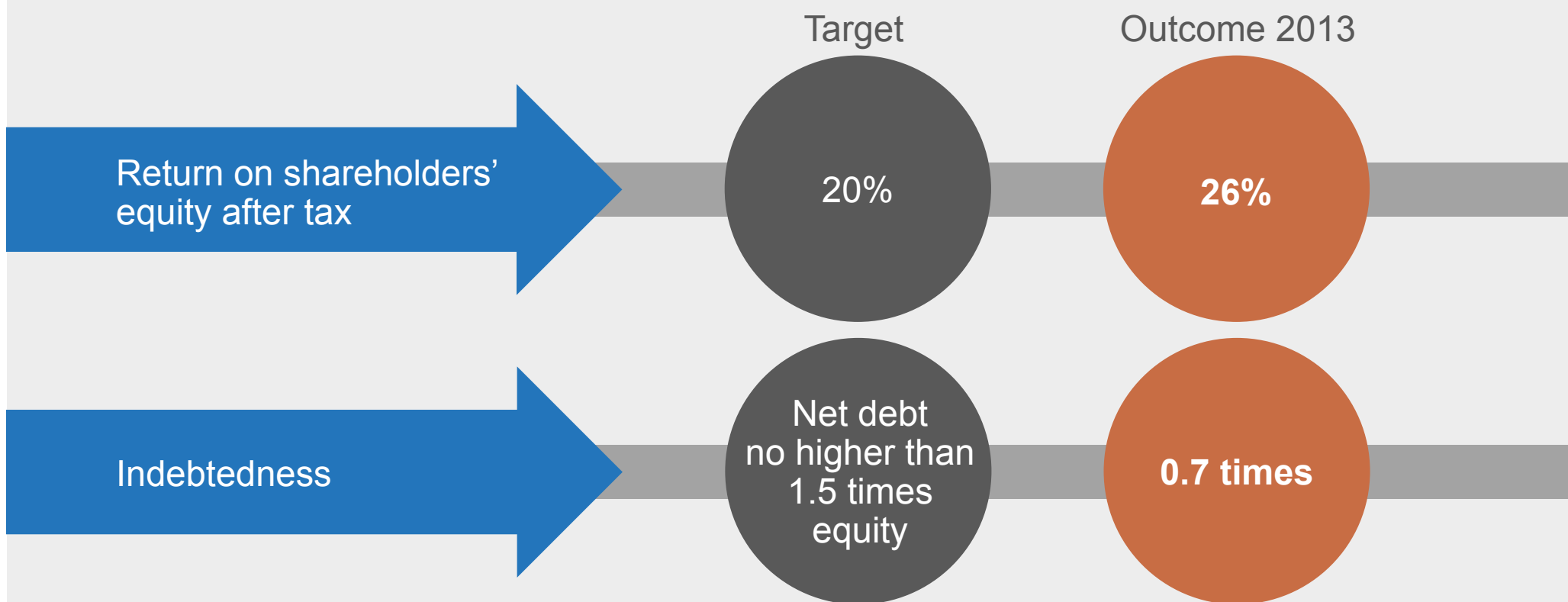


Increased sales and profit

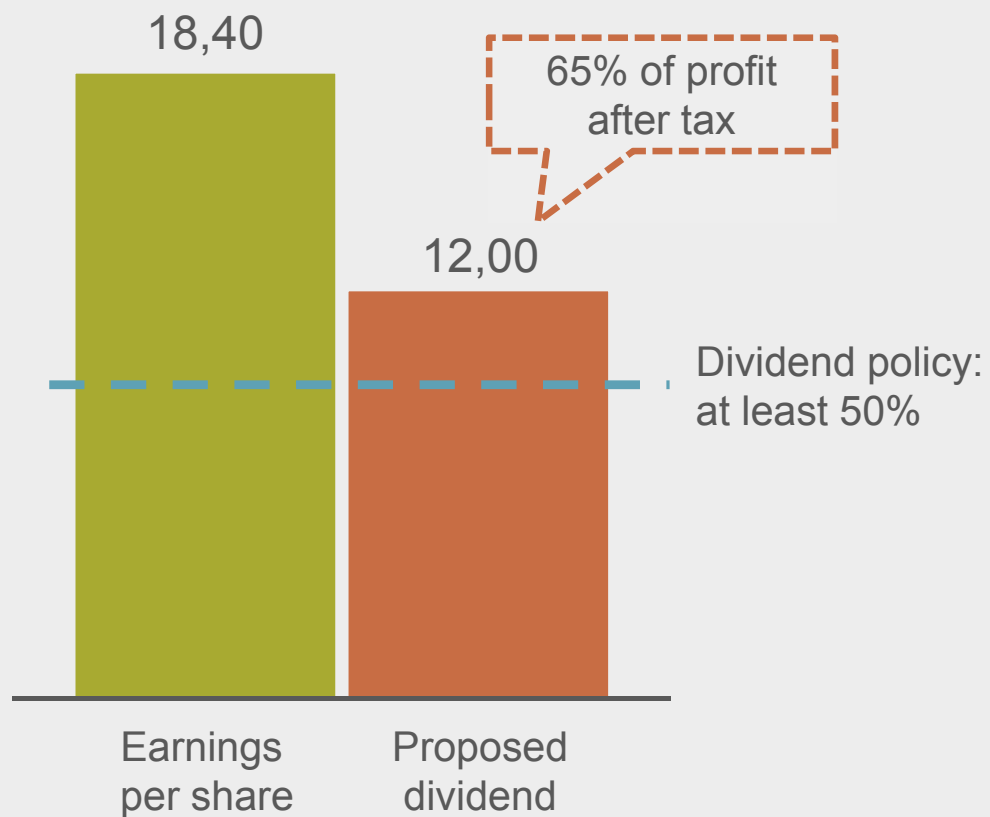
SEK M



Financial objectives



Earnings per share and dividend *SEK*



NCC share – total return 2013



Profitable growth



Growth target – *Industry*

Target 2012-2015

2 times GDP



Status 2013

2%
(2xGDP = 1.7%)



Growth target

– *Construction operation*

Target 2012-2015

2 times GDP

Status 2013

2.7%
(2xGDP = 1.7%)



Growth target – Development

Target 2012-2015

No fewer than 7,000
housing units in ongoing
production



Status 2013

6,383





Three growth areas



Three growth areas

Growth
in Norway

Hålogaland bridge



Highway 4 Norway



Three growth areas

Growth
in Norway

Civil engineering
in Finland

Three growth areas

Growth
in Norway

Civil engineering
in Finland

Housing
development
business

Customers' first choice



Customers' first choice



Customers' first choice



Vision

To renew our industry and provide superior sustainable solutions.

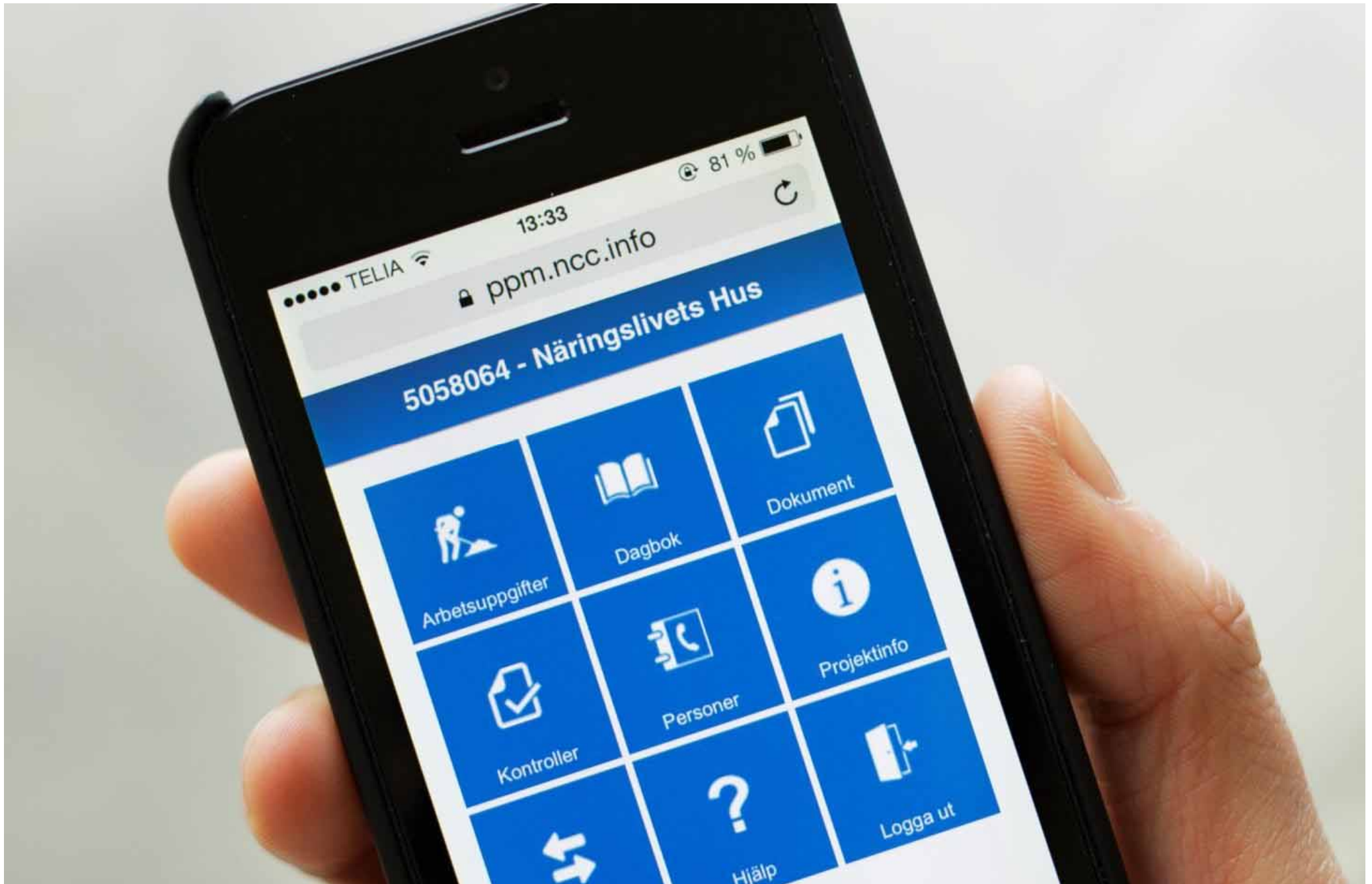
Values

Honesty

Respect

Trust

Pioneering spirit







Vision

To renew our industry and provide superior sustainable solutions.

Fittja People's palace



Nordic Built
Challenge

1

Swedish
competition
sustainable
renovation

Koggen 2 – Malmö



BREEAM
certified property

Best
2013

Rotebro bridge



Snow melting SS Terje



2013
Innovation

Norwegian
Construction
Industry

PermaVej



2013
Innovation

Dansk Byggeri

NCC in Germany



Major
enterprises

Swedish Business
Award 2013

Sustainability



Compliance and Code of Conduct

NCC's environmental goals

Climate and energy



Chemicals and sustainable material choices



Resource efficiency, recycling and waste minimization



Environmental classification of buildings and civil engineering structures



BREEAM®

Environmental certified projects

No. of projects, completed and ongoing



Plus energy house – Halmstad



Greenhouse – Malmö



Student apartments – KTH Stockholm



Lonaparken – Bergen



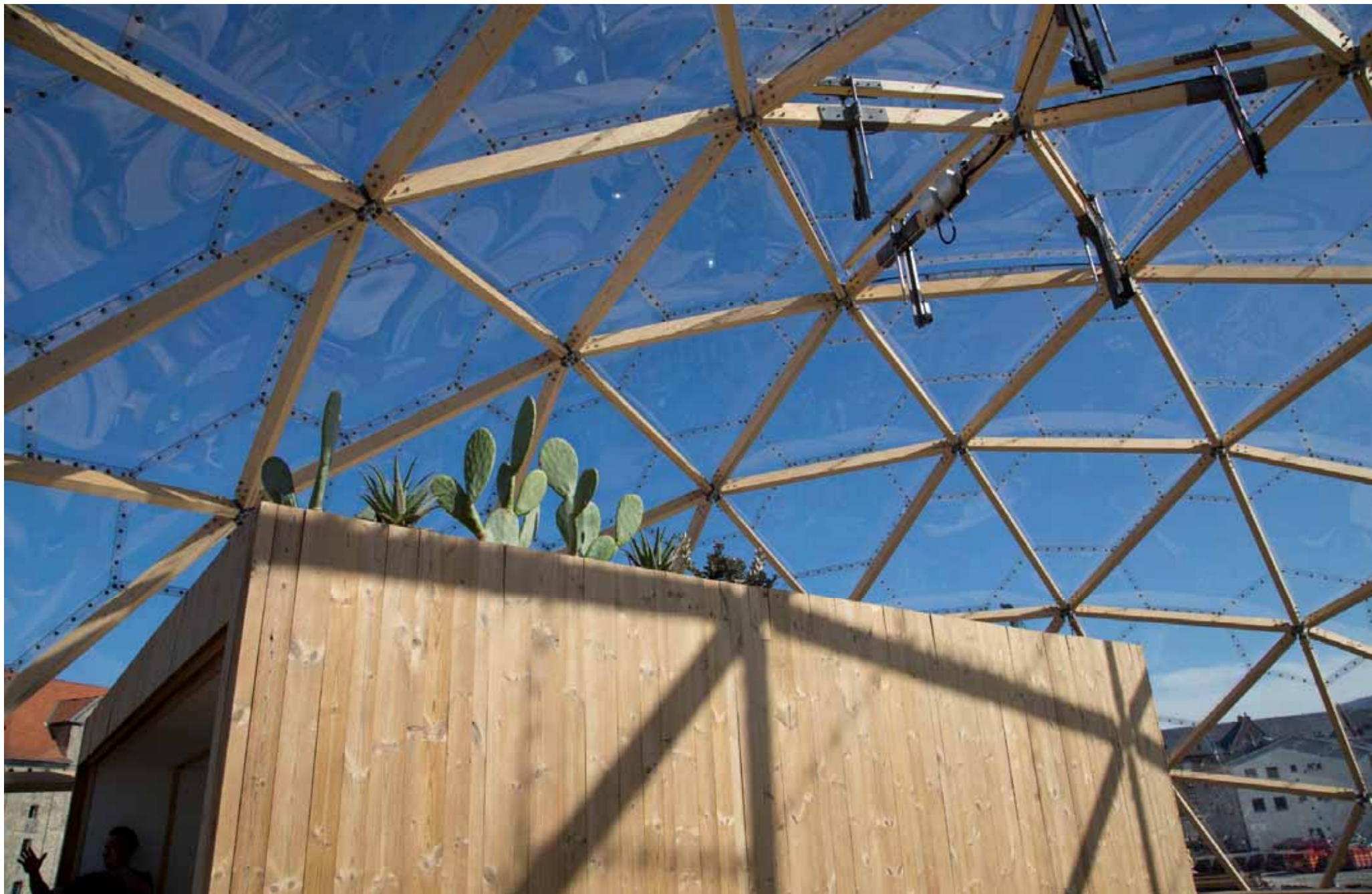
Highway 50 – Motala



Dome of Visions







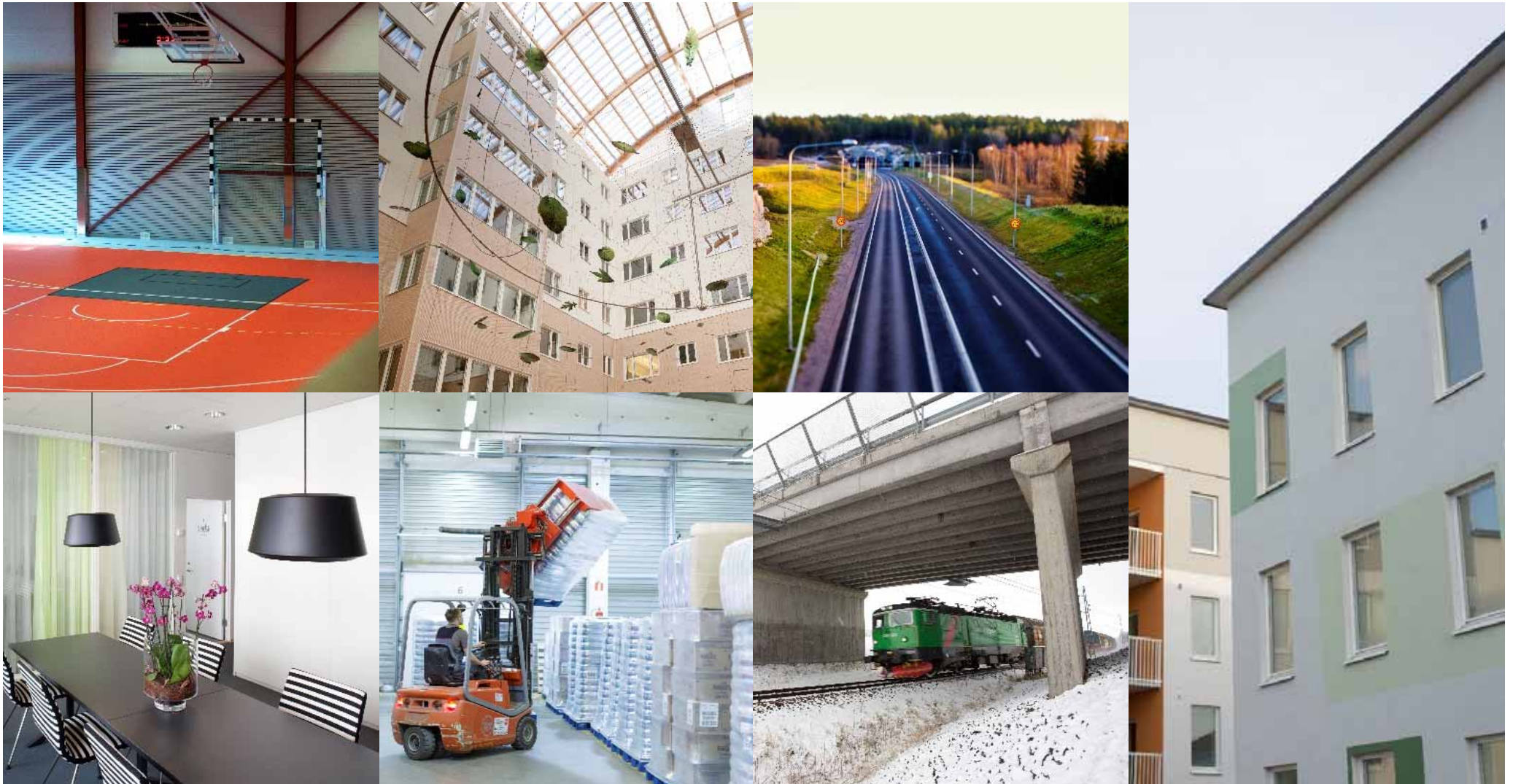
Responsible and sustainable purchasing



Industrialization



Platforms and concepts



Competent and motivated employees



Diversity



Equality



Goal – increased proportion of women in Swedish construction operations



Women to account for at least 40% of trainees



Women to account for at least 40% of competence builders



Women to account for at least 30% of management teams

Increase the number of female site managers and project managers by 3-5 per department by the end of 2015

Integration project in Helsinki

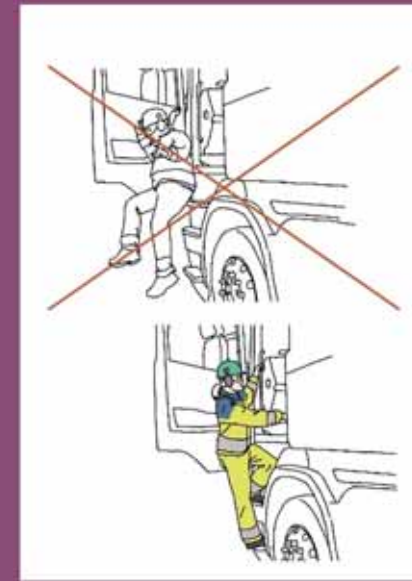
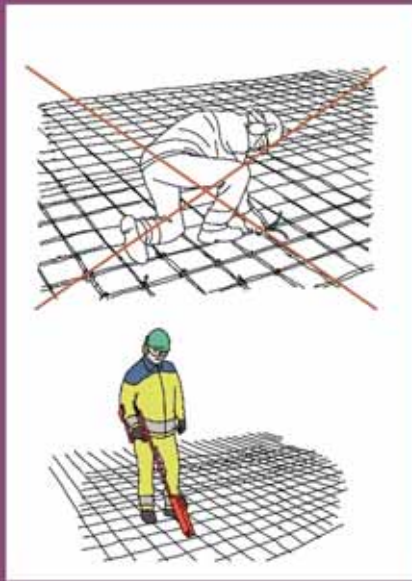


Project Sumak – Drömmarnas hus, Rosengård





“The Silent Book”





Awareness day



Awareness day



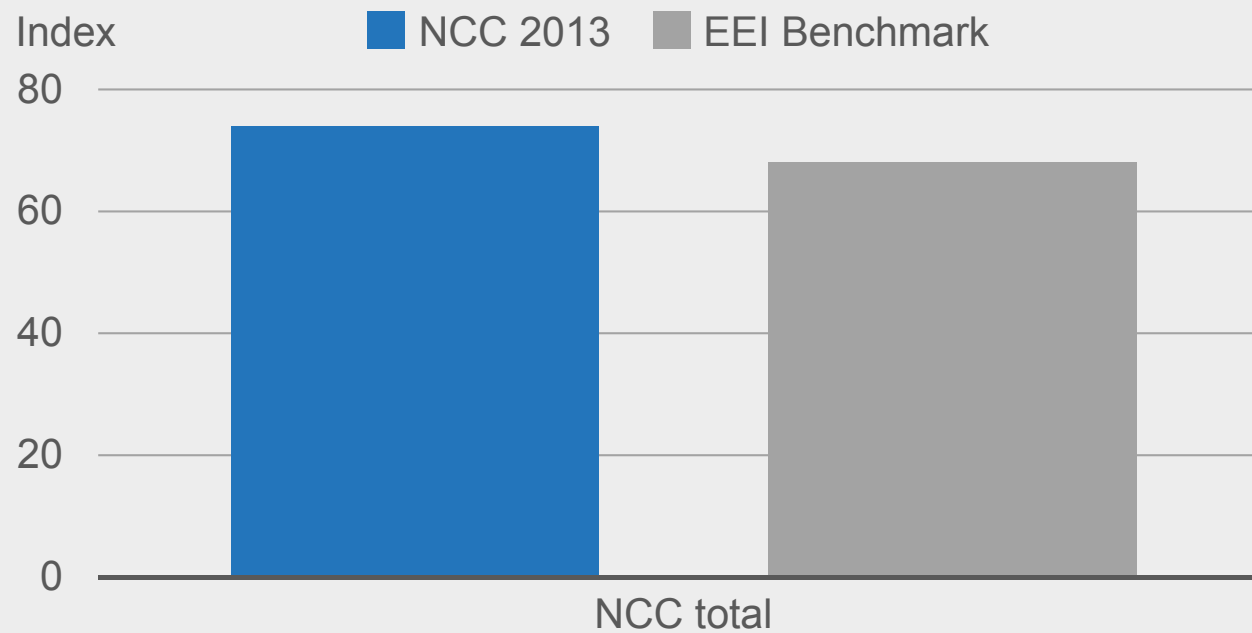
Safety

Number of occupational accidents resulting in one day or more of absence from ordinary work per million working hours





Employee satisfaction at NCC





Vision

To renew our industry and provide superior sustainable solutions.

