

# Annual General Meeting 2015

Peter Wågström,  
President and CEO

Krøyers Plads, Copenhagen, MIPPIM Award 2015 – Best Residential Development

# Housing – *highest sales figures ever*



More than  
**6,000**  
housing units  
in 2014!

# Crucial for our business

Profitability  
of construction operations



Purchasing



Platforms and concepts



Cooperation with  
customers



# Crucial for our business

Satisfied customers



Safety at work



Sustainability



# Vision

*To renew our industry and provide superior sustainable solutions.*

# Vision – *high awareness and commitment*

Awareness

---

75

Commitment

---

66

2014



# Orders received, sales and earnings

*Orders received*

SEK 61.4 billion  
(57.0)

**+8%**

*Net sales*

SEK 56.9 billion  
(57.8)

**-2%**

*Operating profit*

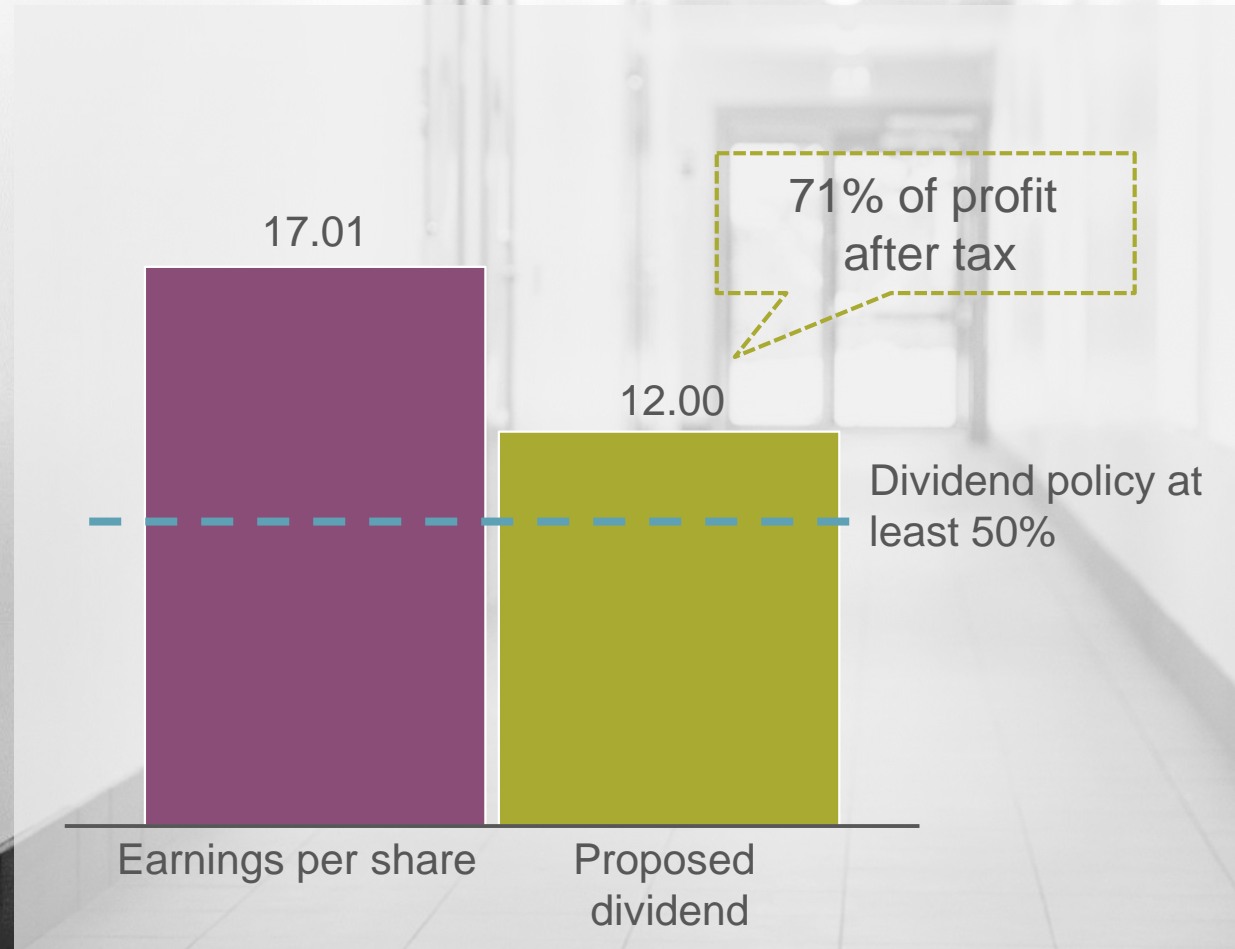
SEK 2.6 billion  
(2.7)

**-3%**



# Earnings per share for 2014 and dividend

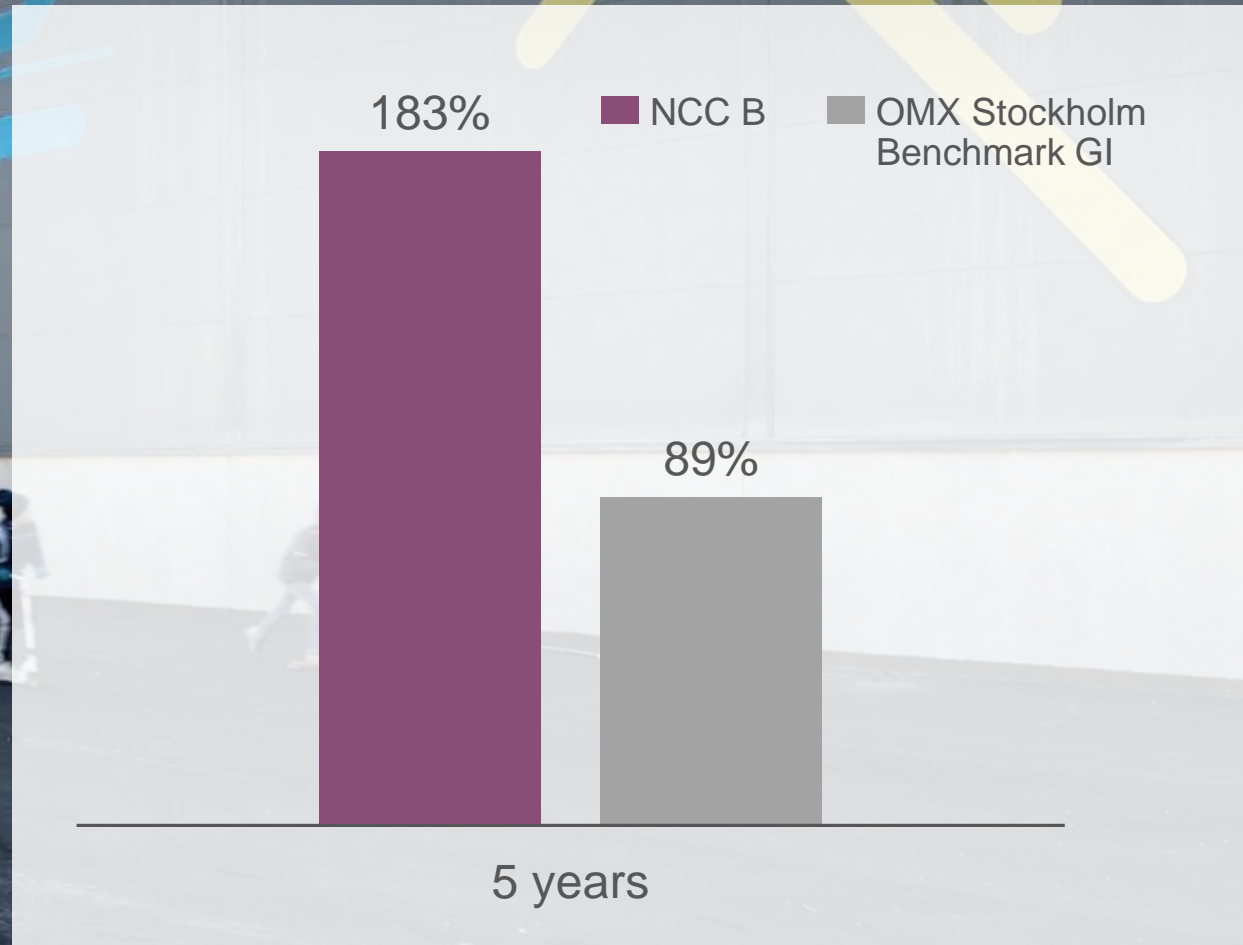
*SEK*



# Total return for 2014



# Total return



# Financial objectives

*Outcome 2014*

Return on equity  
after tax

20%

22%

Net indebtedness  
– restriction  
(times equity)

1.5 times

0.8 times

*Sustainability target*  
**Climate and energy**

*Target 2013-2015*

*Outcome 2013-2014*

---

**Reduce CO<sub>2</sub> emissions**

**-20,000 tons**   **-15,365 tons**

---

*Sustainability target*

# Choice of chemicals and sustainable materials

	<i>Target 2015</i>	<i>Outcome 2014</i>
Minimize the use of hazardous materials	At least <b>400</b> Nordic Swan Ecolabeled housing units in production	<b>447</b>

*Sustainability target*

# Increase resource efficiency, recycling and waste reduction

*Target 2015*

*Outcome 2014*

Reduce amount of waste  
from construction sites

– *landfill*

– *mixed waste*

max **10%**  
max **30%**

**10%**  
**27%**

Increase the proportion of  
recycled asphalt

at least **16%**

**16.5%**

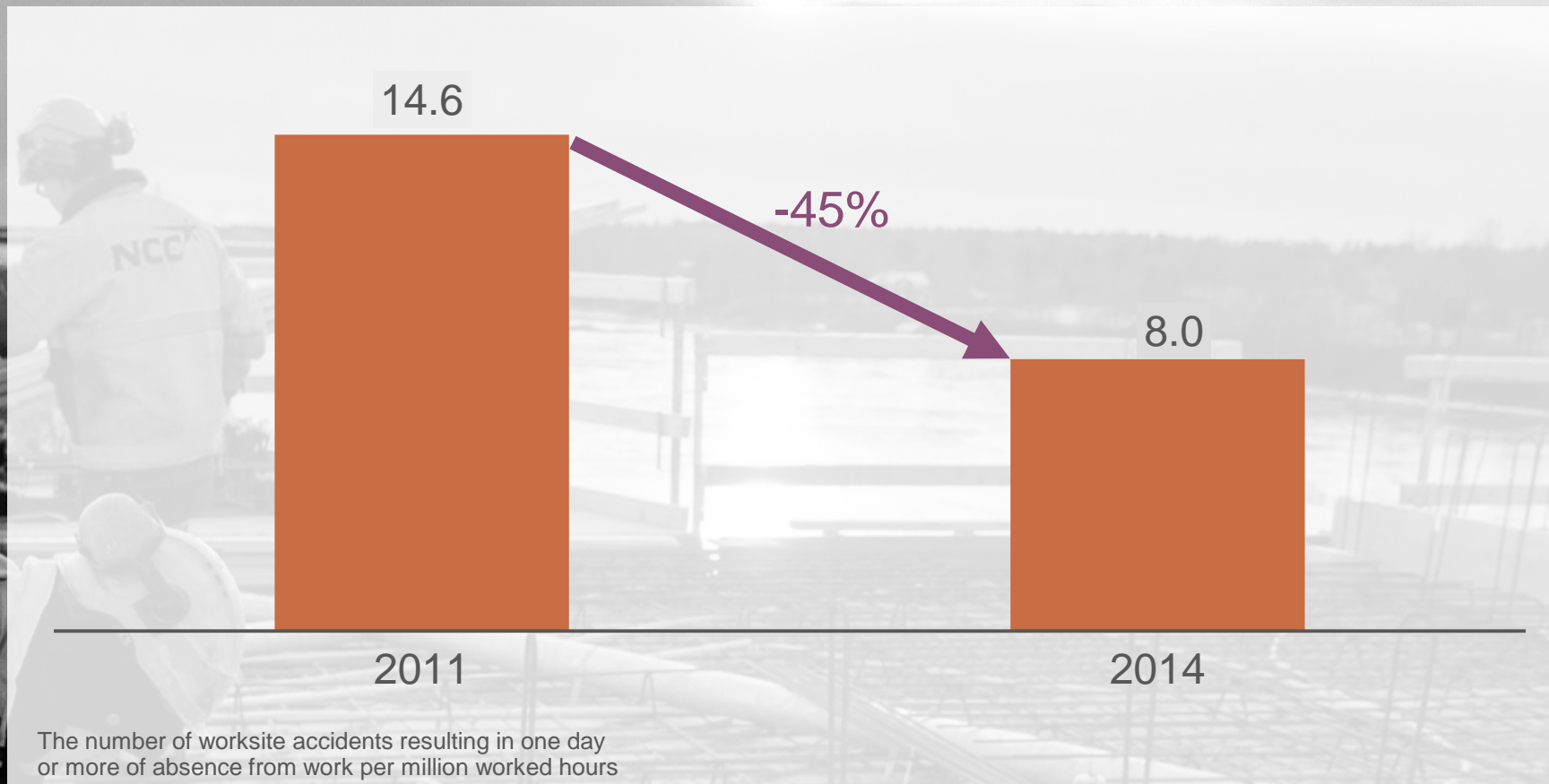


0

Zero vision  
regarding  
occupational  
accidents



# Reduction in occupational accidents



# NCC Compass



# Profitable growth

# Growth objective

– *Industries*

## Trend in 2012-2014

- Sales + 3.3%
- Target 2 x GDP + 5.1%

# Growth objective

– *Construction and civil engineering*

## Trend in 2012-2014

- Sales + 0.8%
- Target 2 x GDP + 5.1%

# Growth objective

– *Development*

## Trend in 2012-2014

- 7,687 units in ongoing production
- Target: 7,000 apartments

# SCA Hygien Head Office

*Möln dal*

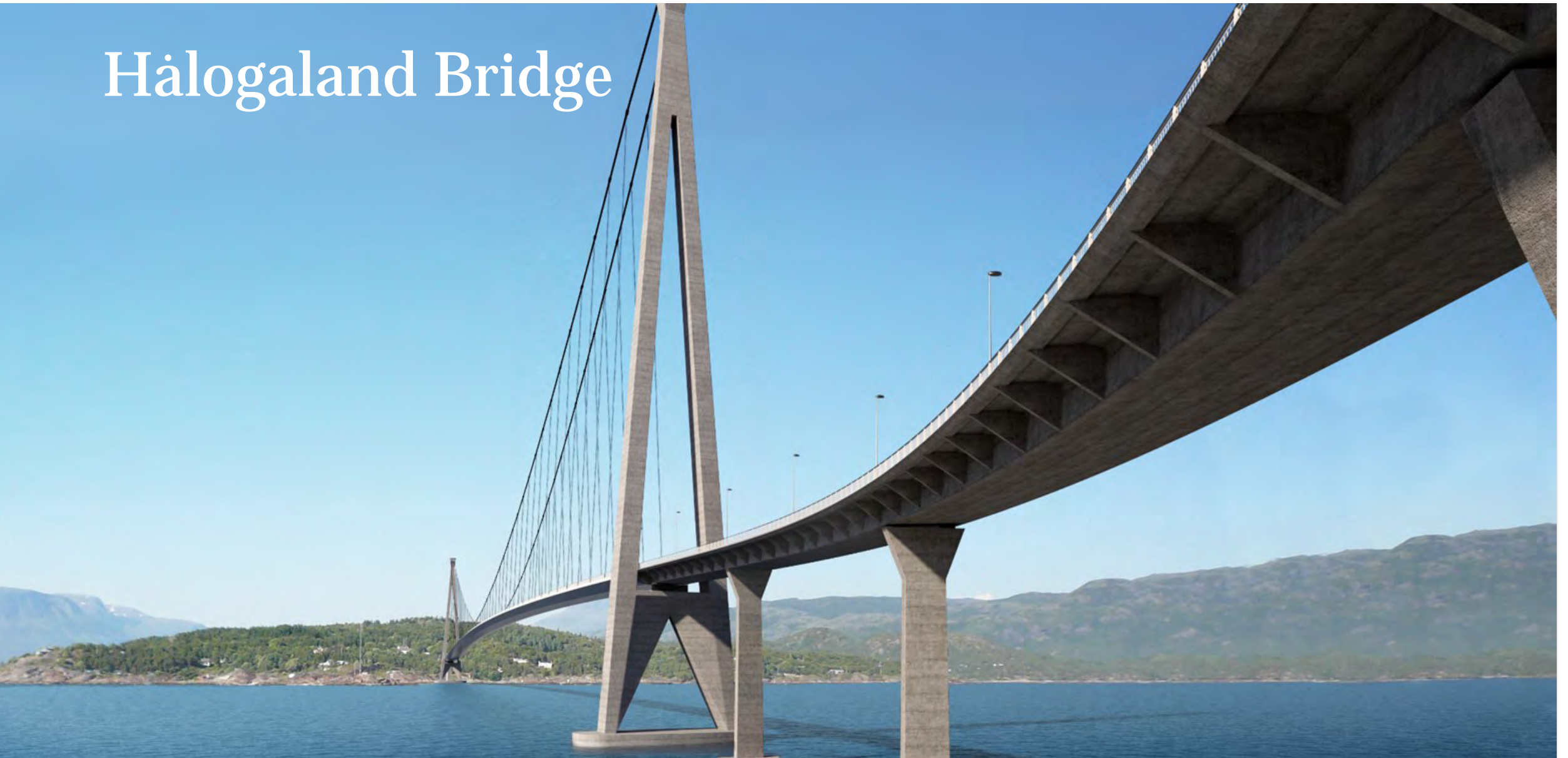


*Three growth areas*  
**Expand in Norway**

Kongens Gate, Narvik



# Hålogaland Bridge



*Three growth areas*

# Civil engineering market in Finland



*Three growth areas*

# Expand the housing development business

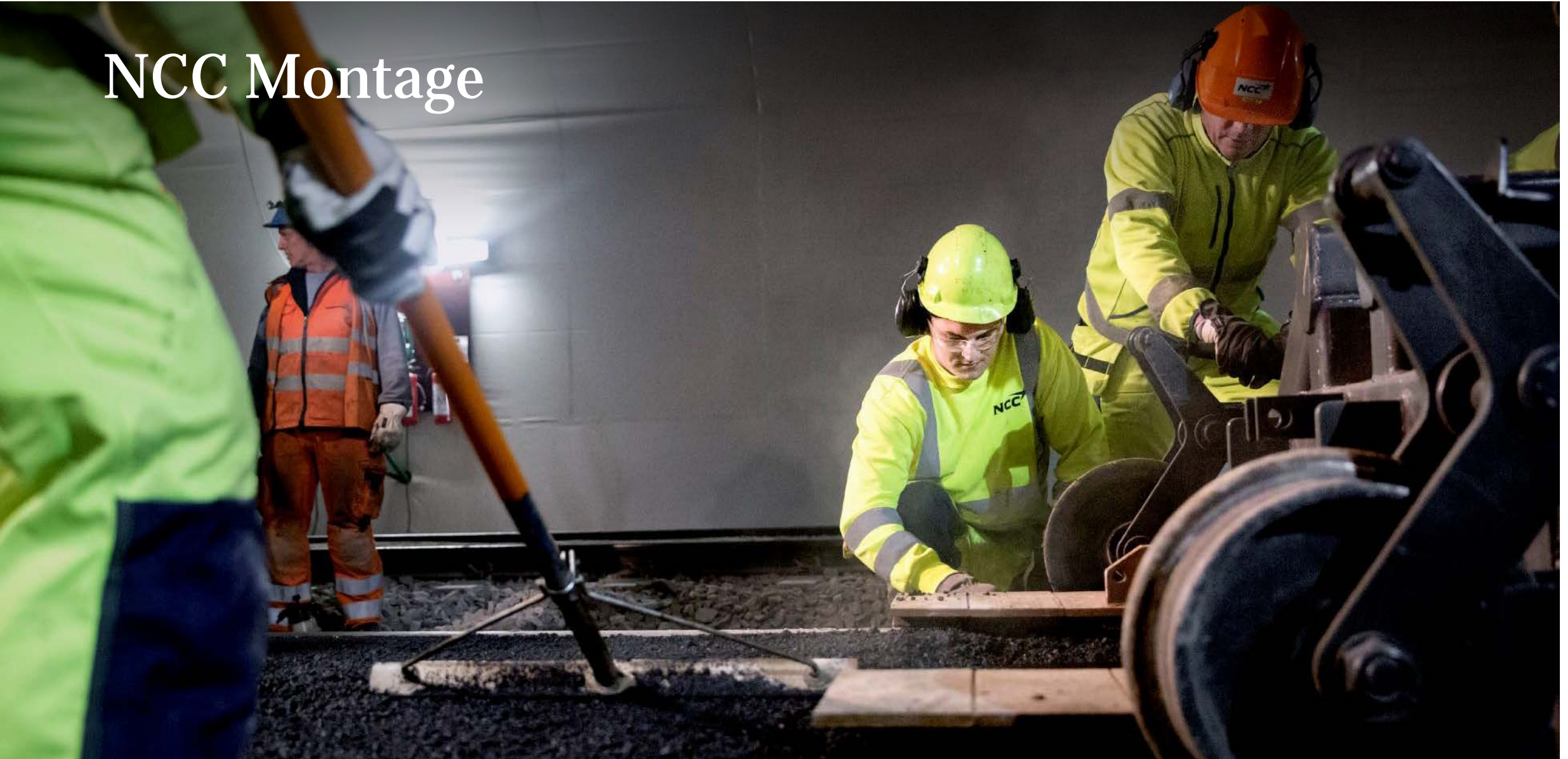


Hürth-Stotzheim, Cologne

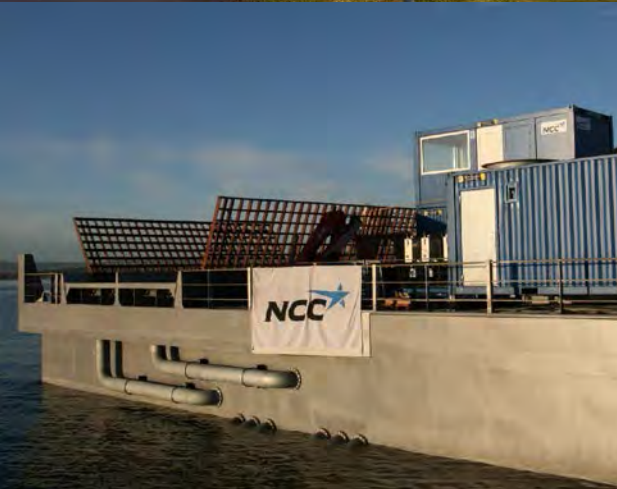
# Recycling



# NCC Montage



# New solutions



# Dome of Visions



# Dome of Visions





# Best in the world at Partnering

*Strategic Partnering  
Achievement Award*

NCC & Telge Fastigheter AB



# The Silent Book



# Bertta

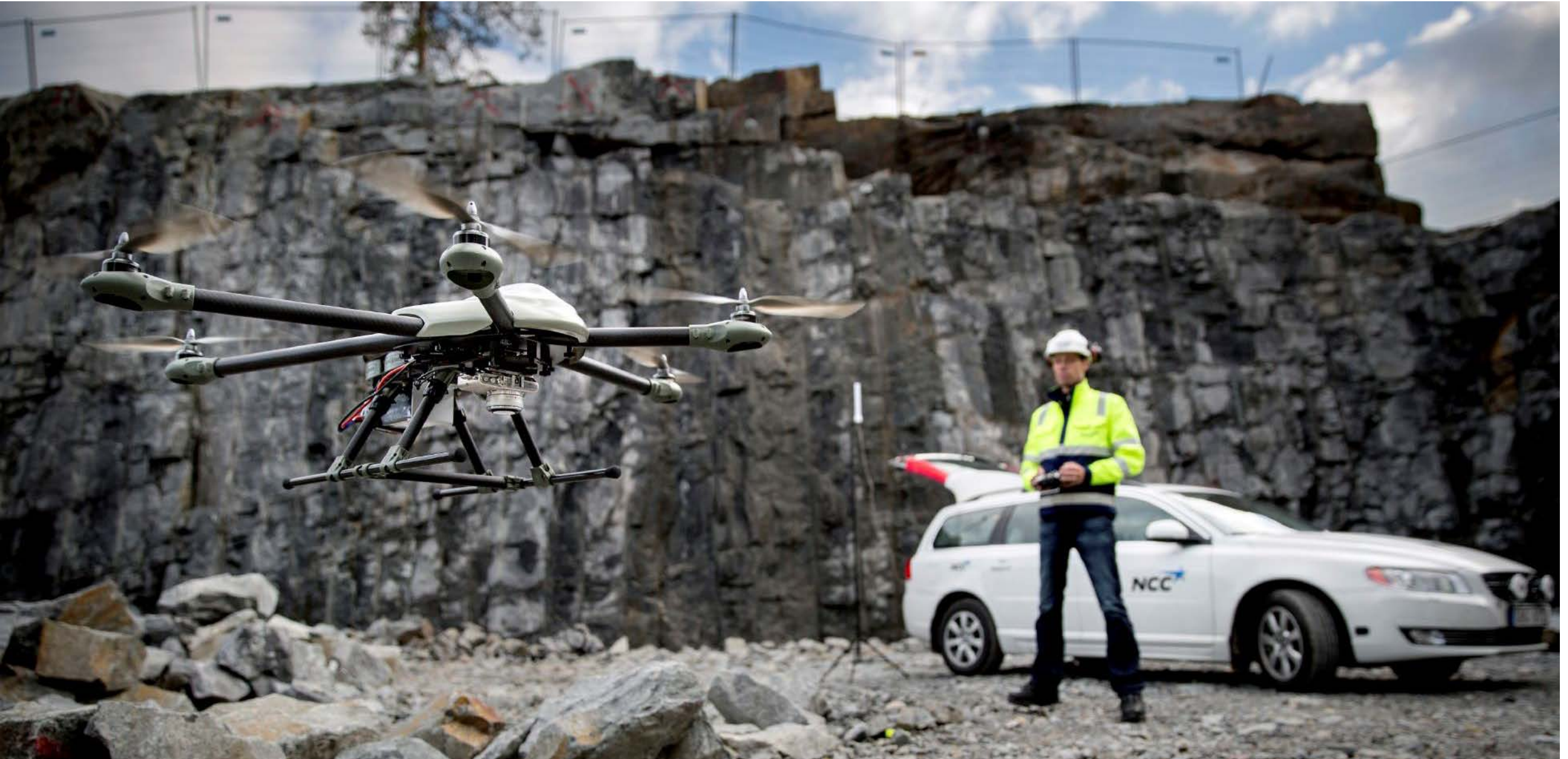


# Permavej



# The Skandion Clinic









**26 Mars 2015**  
Nurture, Inspire, Empower Girls for Tech





# Site Manager's program for women



# Awareness Day

O

Zero vision  
regarding  
occupational  
accidents





# Great awareness about occupational health and safety

Awareness  
of risks

81

Commitment to  
workplace safety

82





Vallda Heberg

