

Annual General Meeting 2012

Peter Wågström
CEO



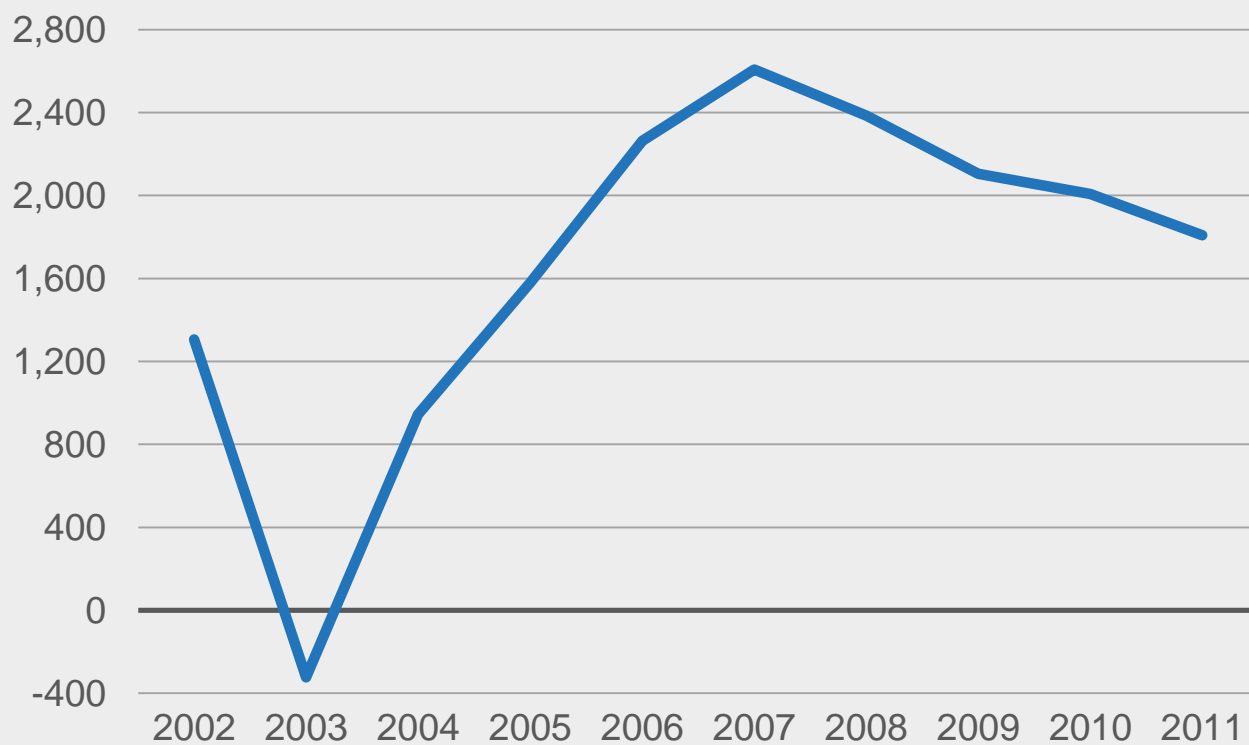


Sustainability

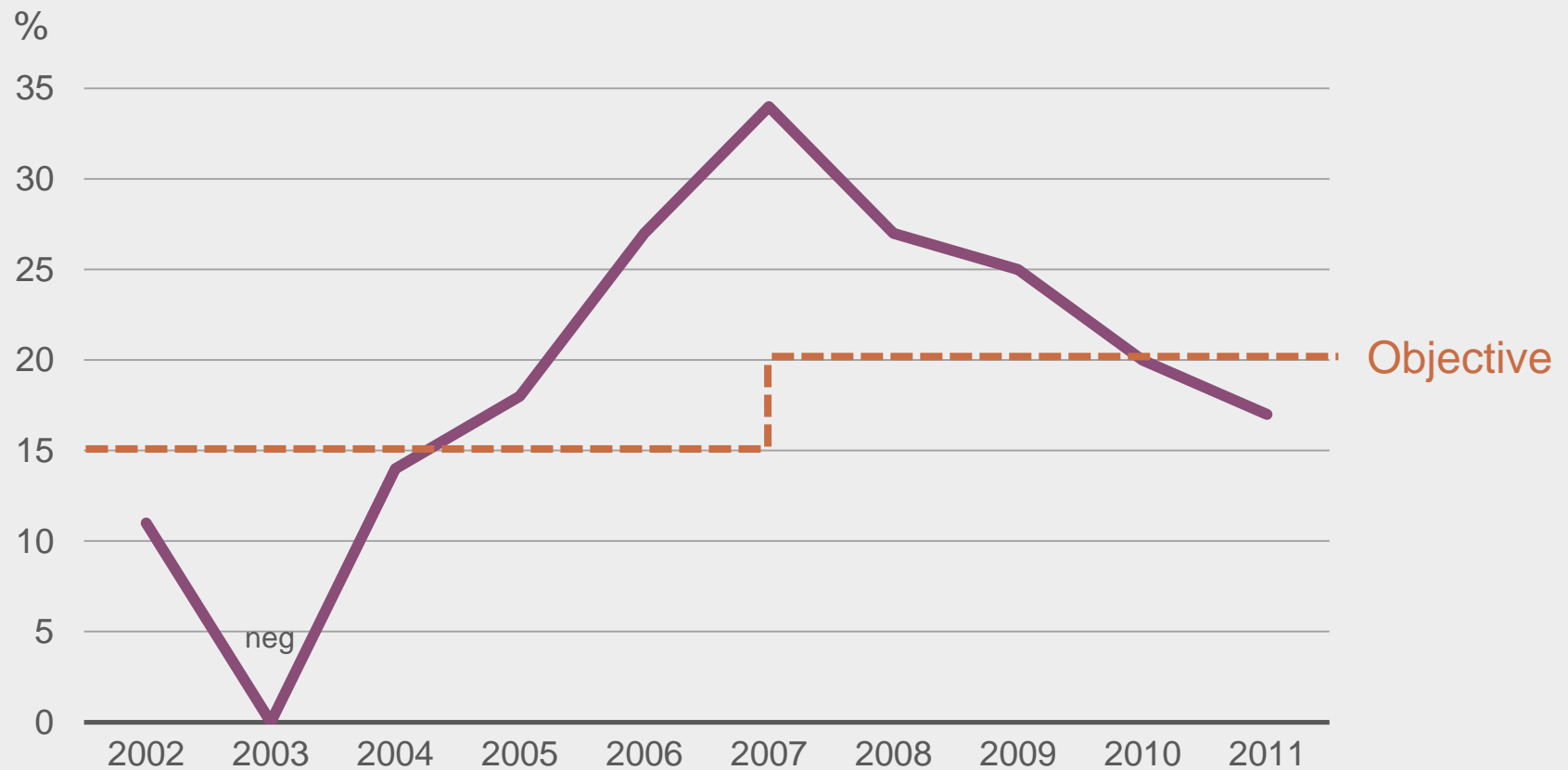


Earnings in the past 10 years

Profit after net financial items
SEK M

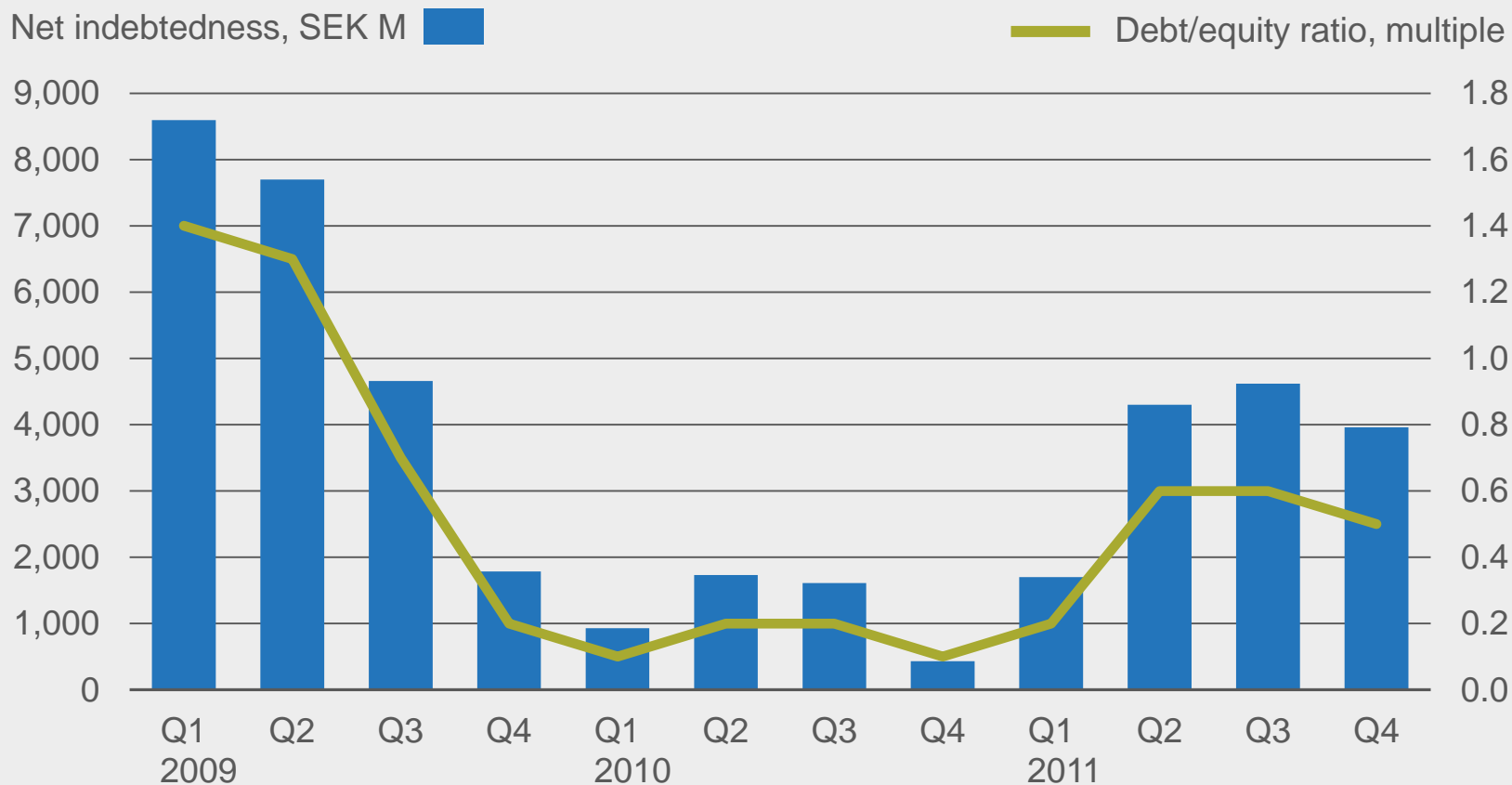


Return on shareholders' equity

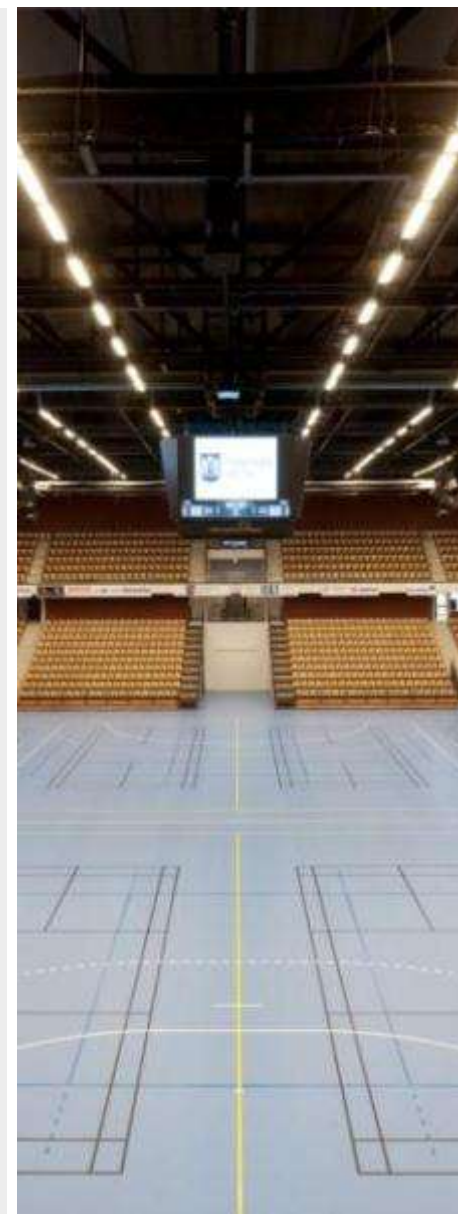




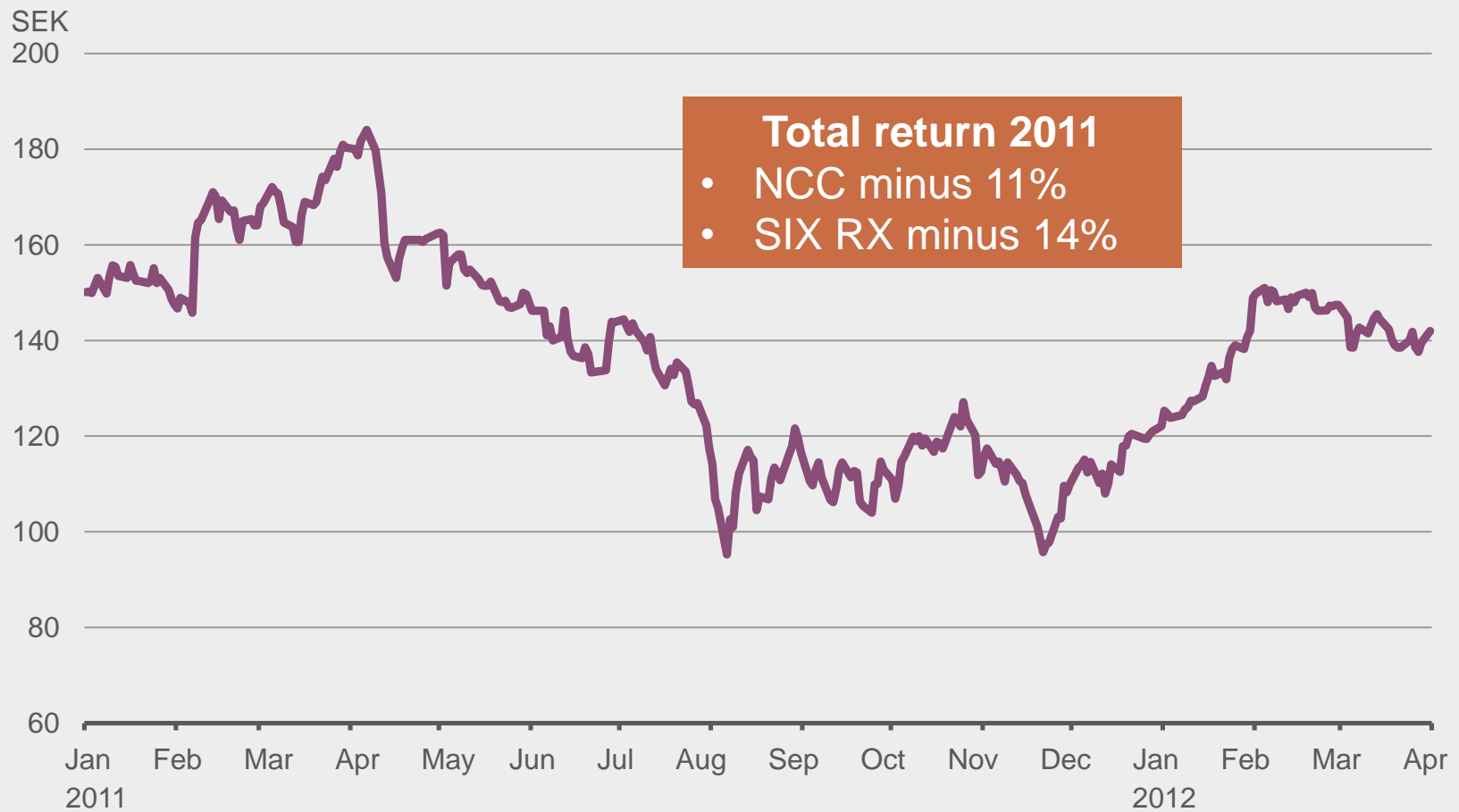
Balanced net indebtedness



Earnings per share and dividend SEK



NCC share

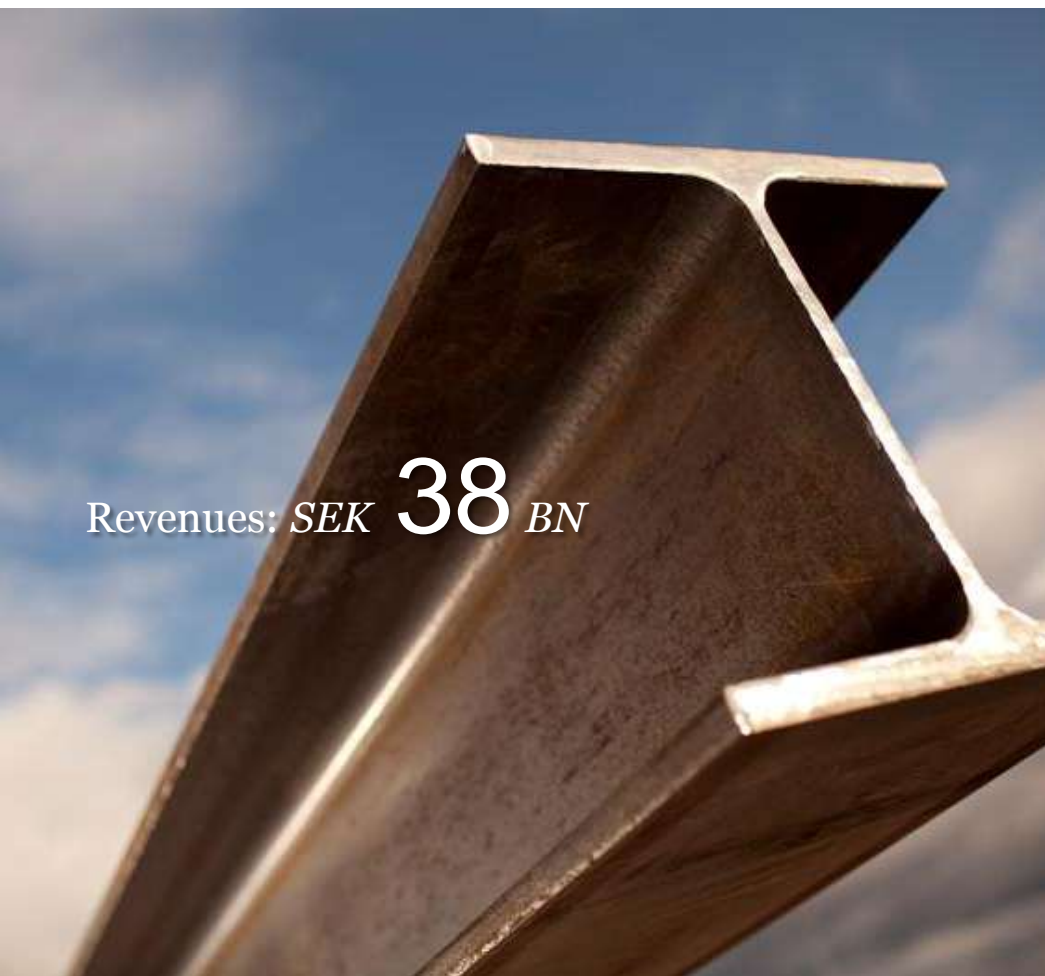


NCC's operations

Industries




Construction and civil engineering



Development

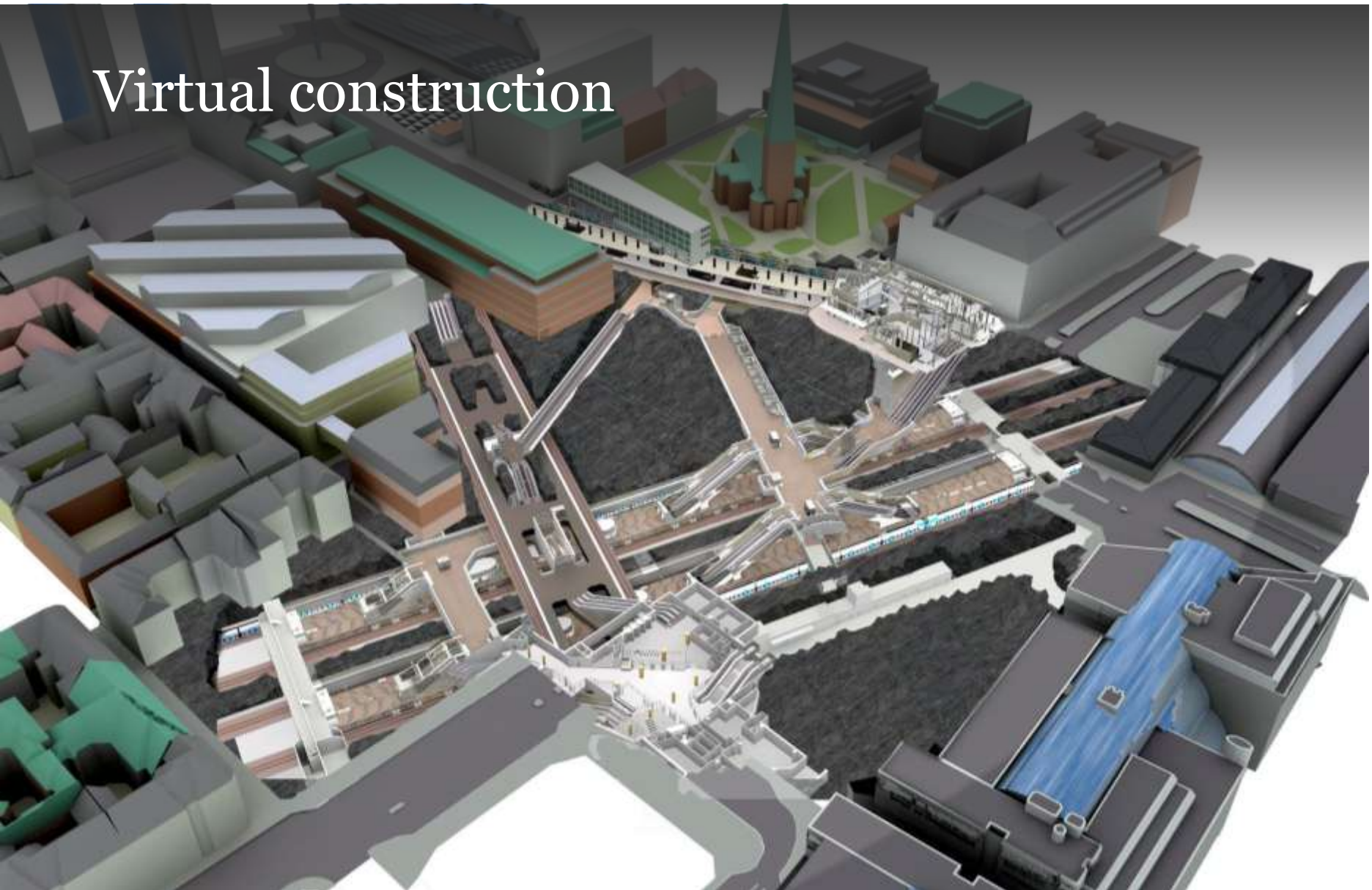


5,400 *housing units in production*



23 *commercial property projects*

Virtual construction



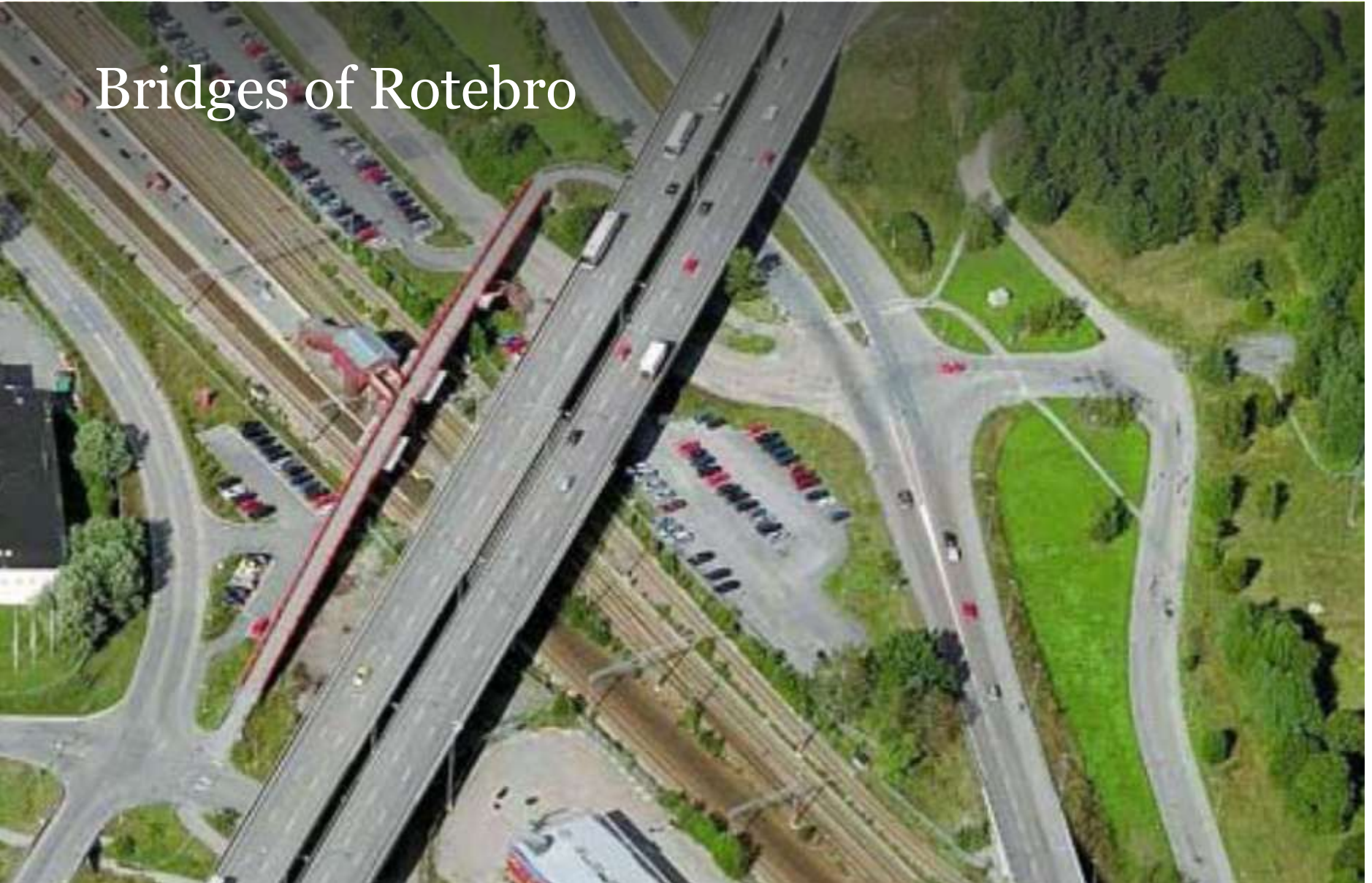
City Hall property block in Kristianstad





Green Tenders

Bridges of Rotebro

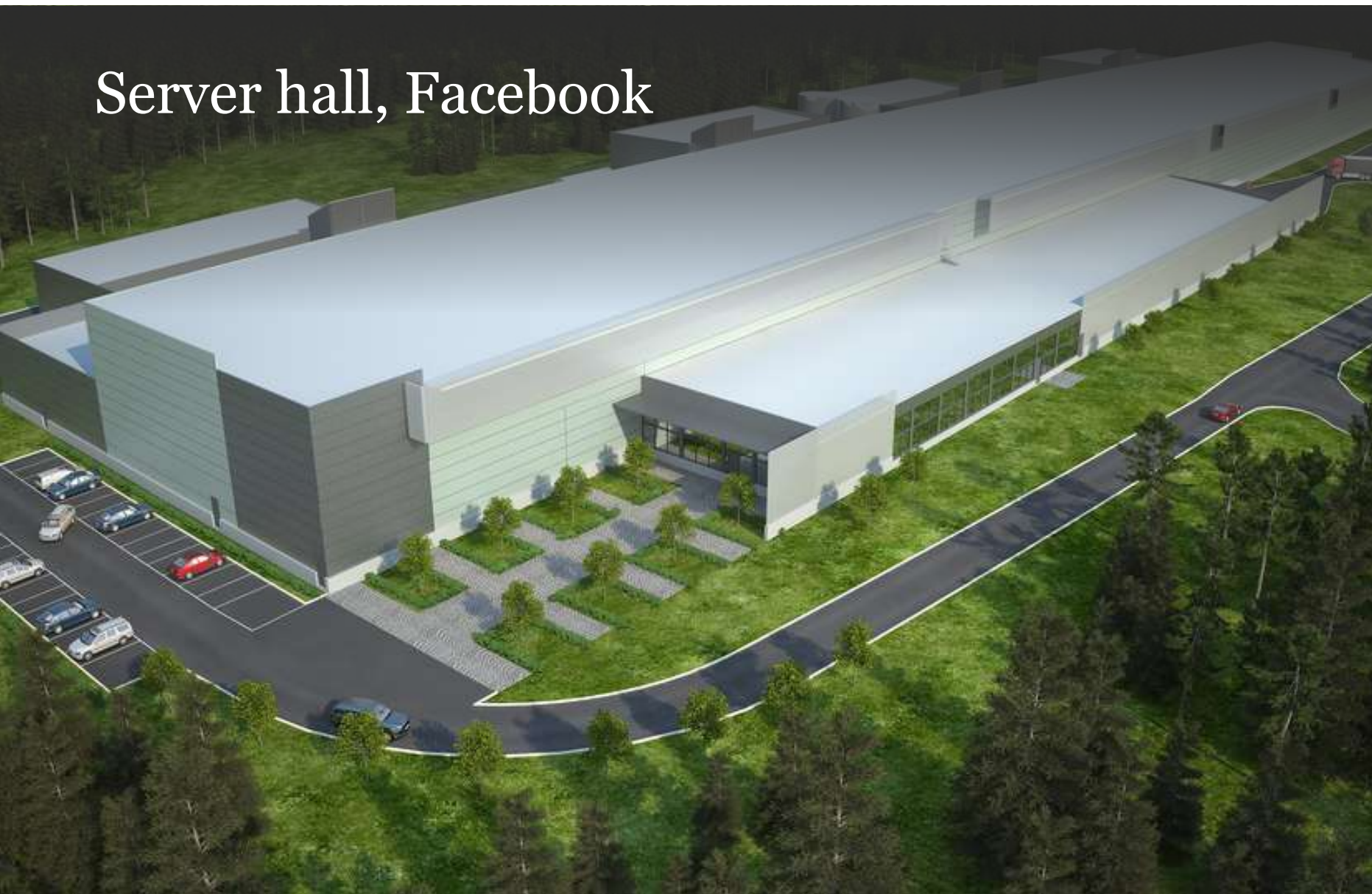


CEEQUAL eco-classification





Server hall, Facebook

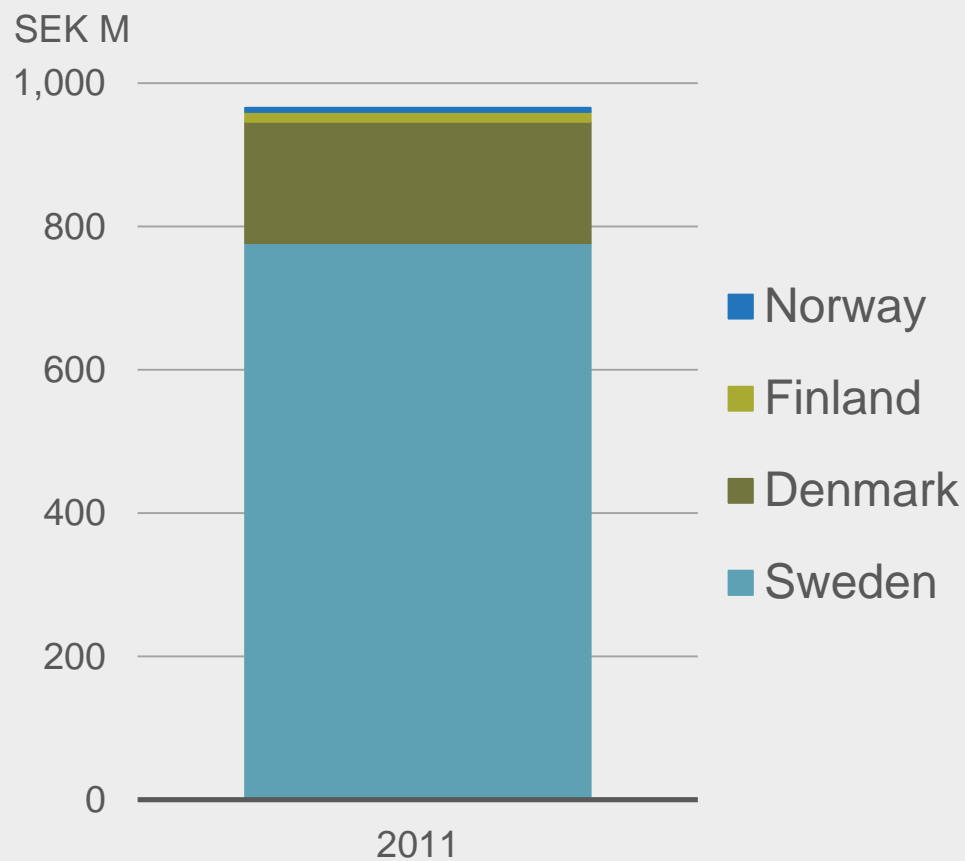


Server hall, Facebook



NCC Construction units

Operating profit



Bella Sky Hotel

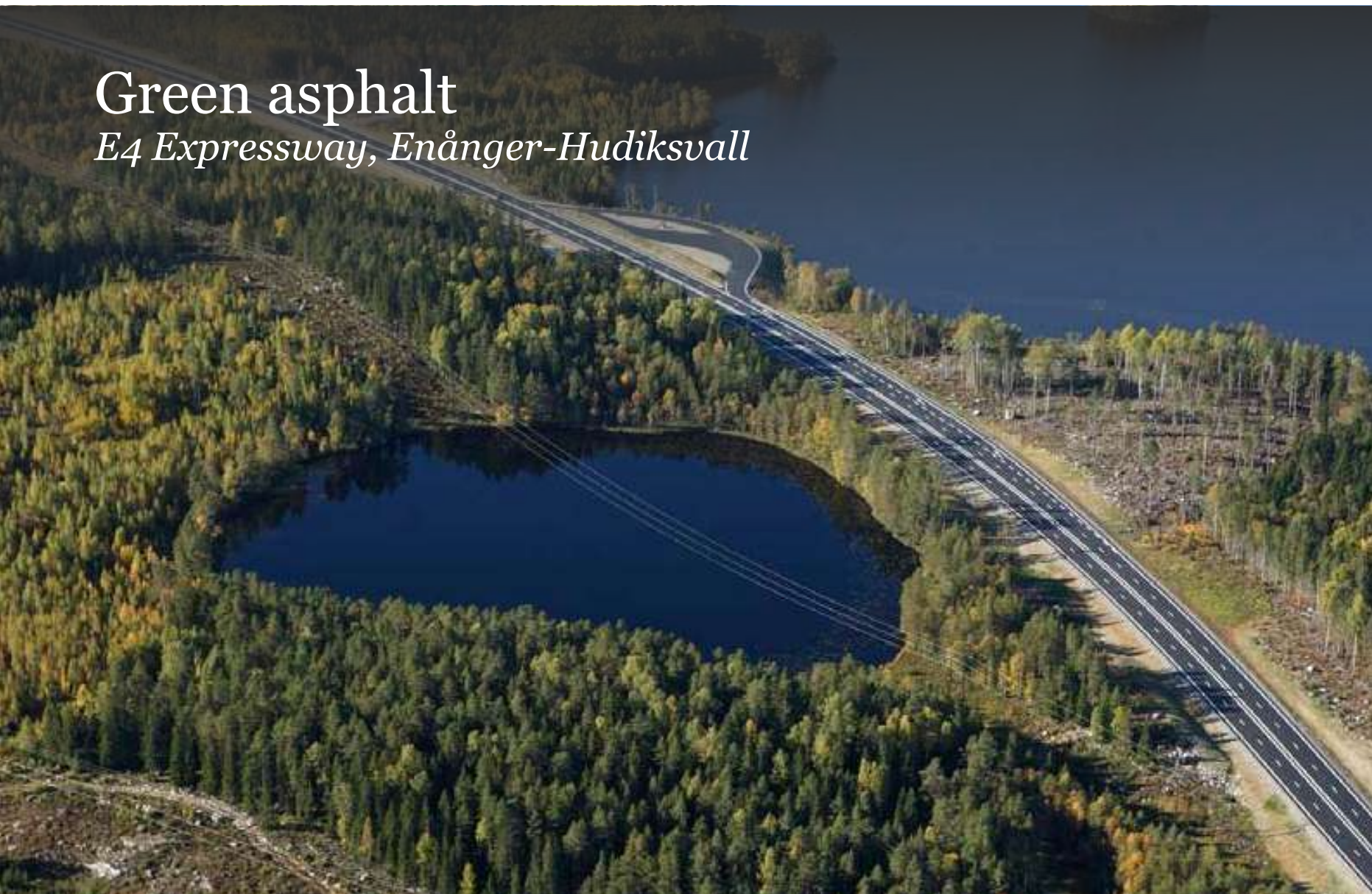


NCC Roads

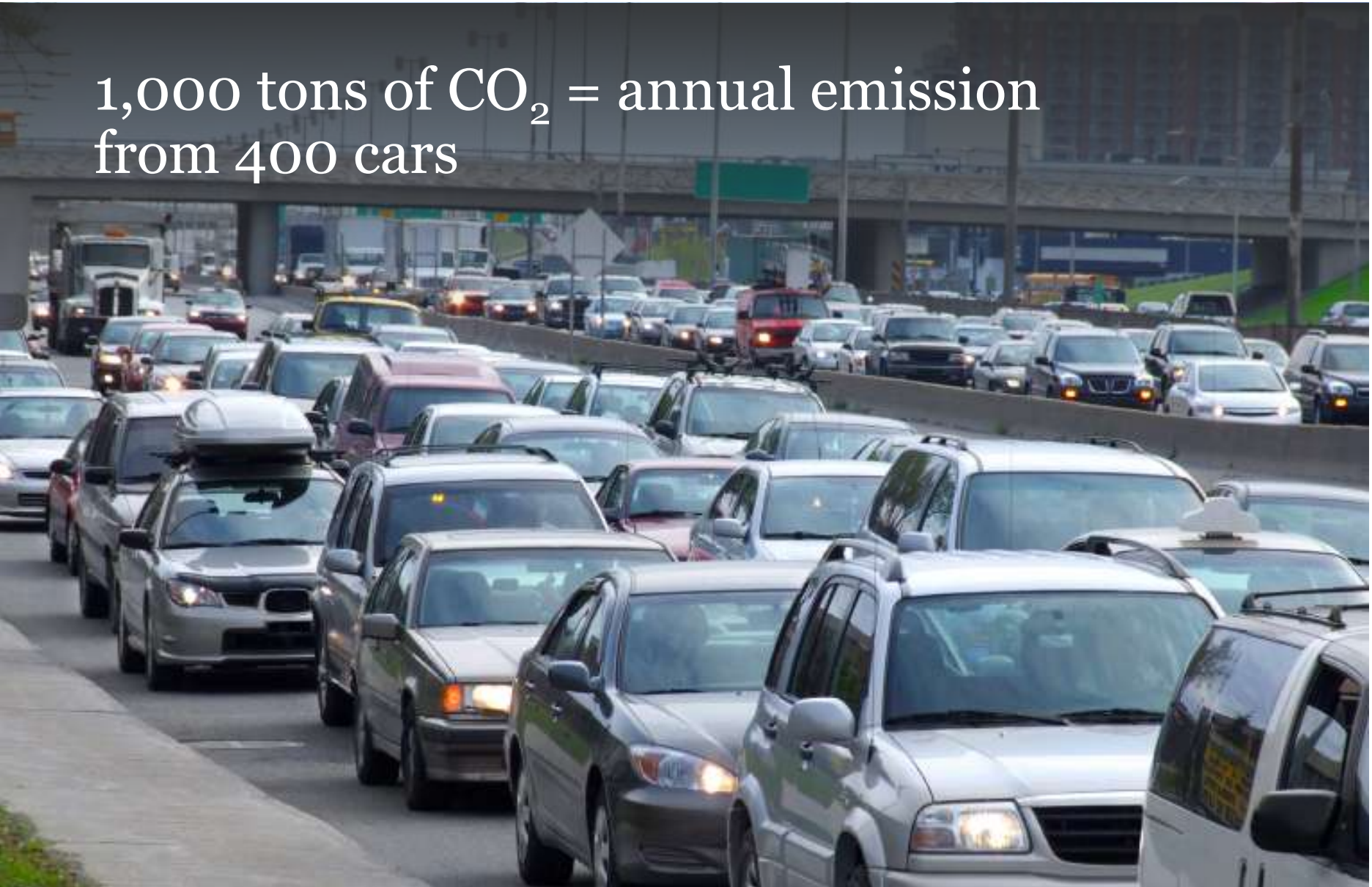


Green asphalt

E4 Expressway, Enånger-Hudiksvall



1,000 tons of CO₂ = annual emission
from 400 cars

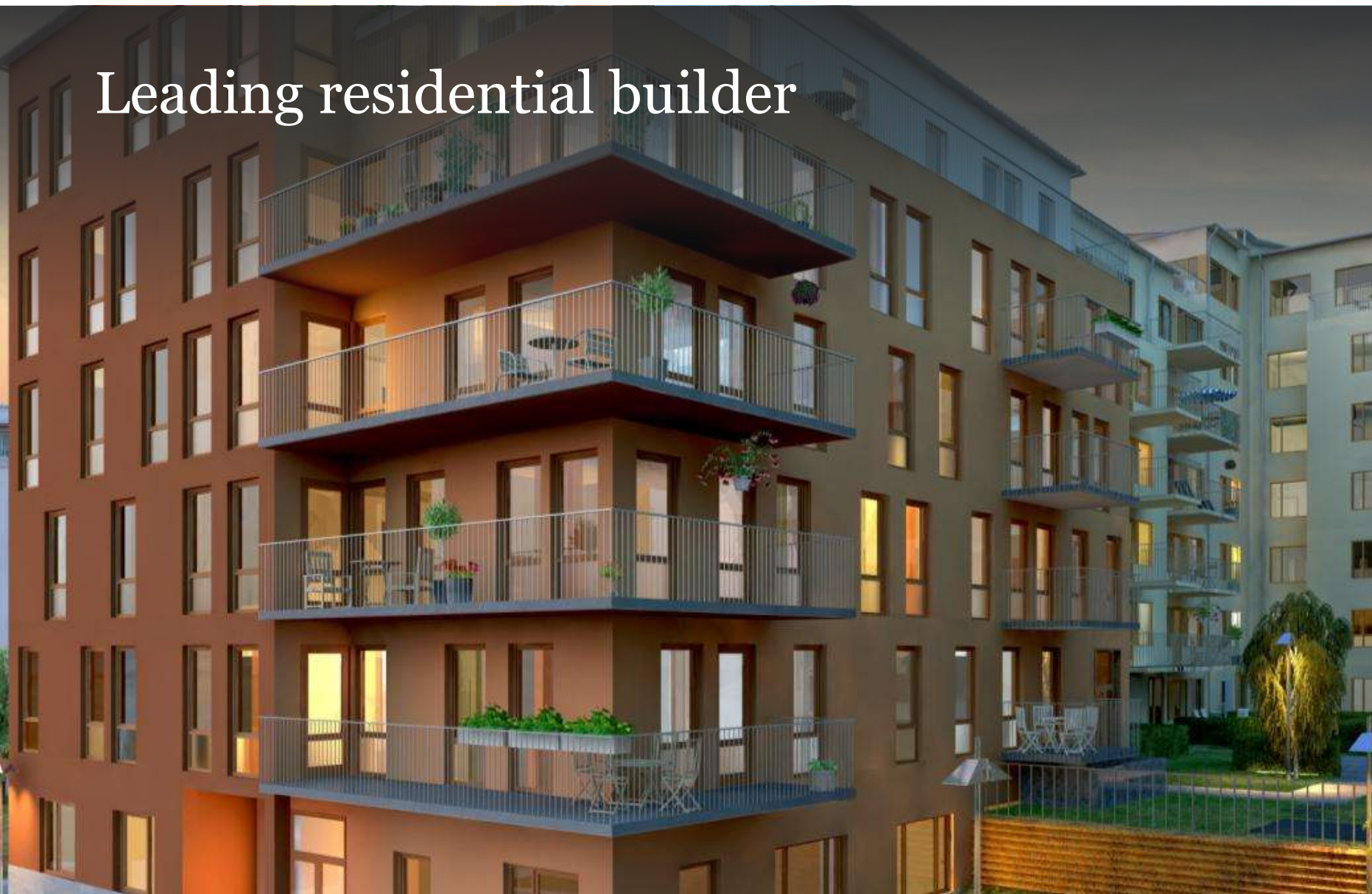


NCC Recycling

- 30 new recycling facilities

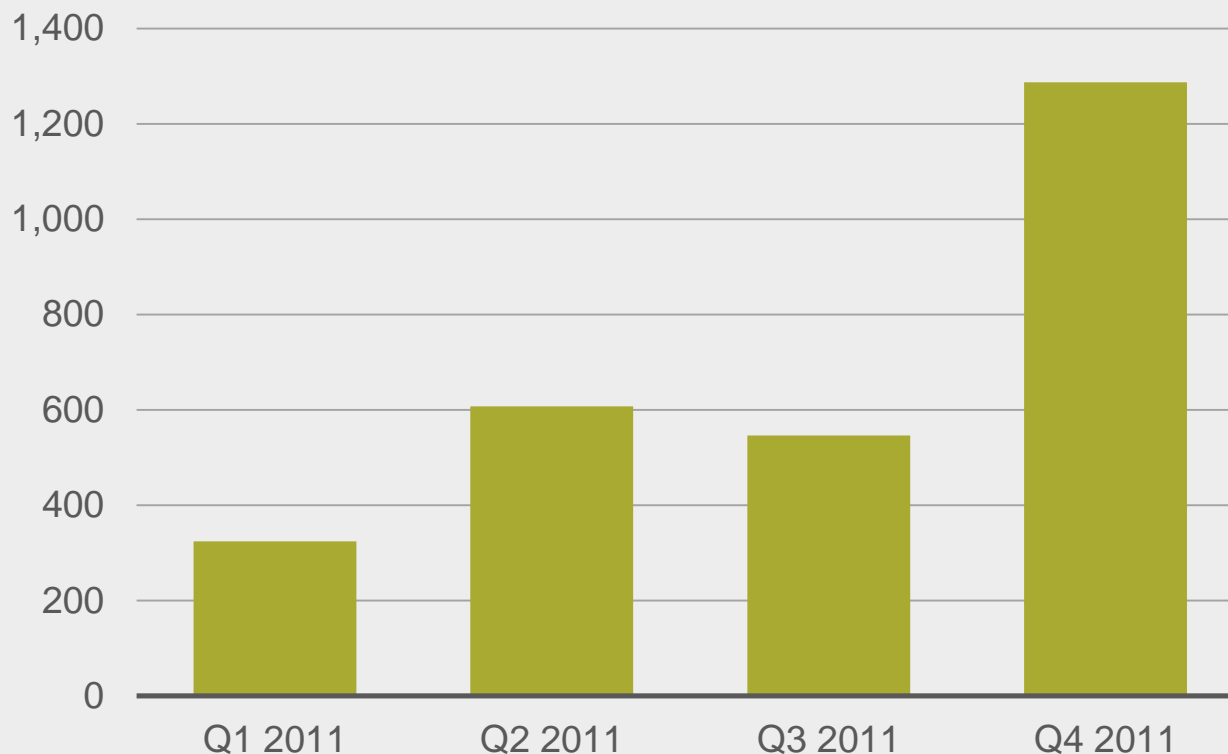


Leading residential builder



Housing for private customers recognized in profit

Number of housing units



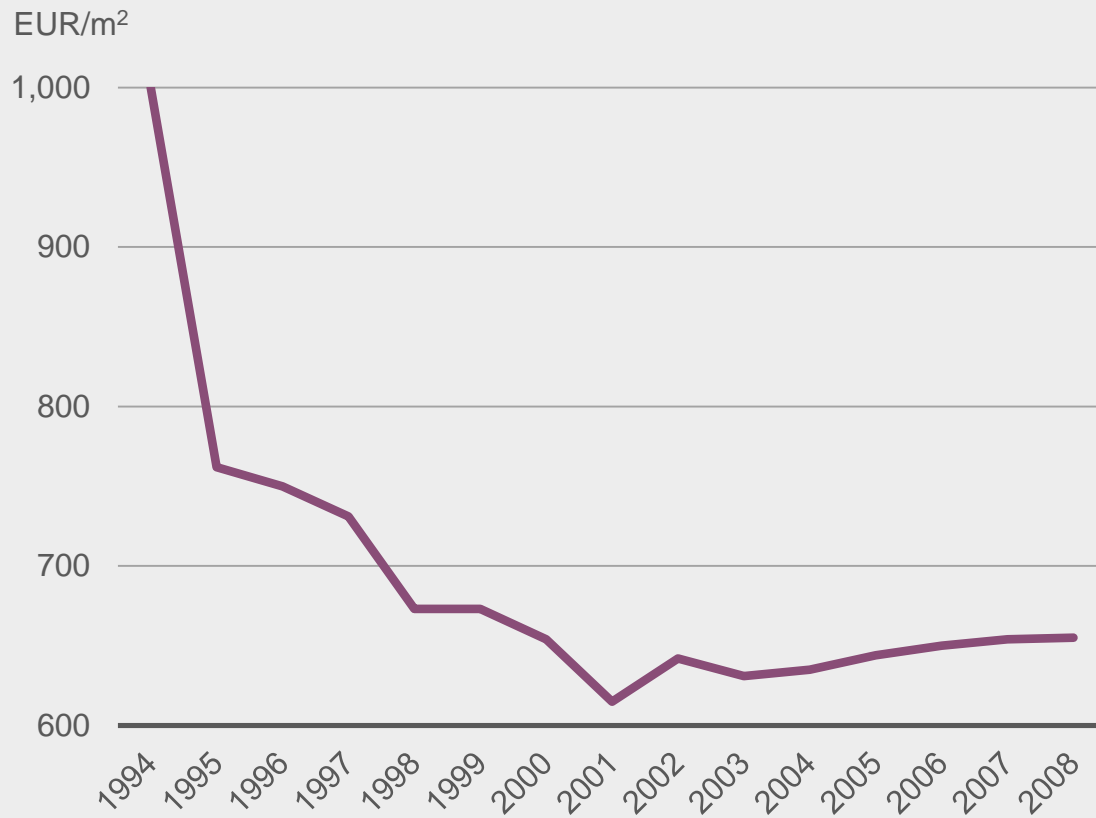
Increased interest in rental apartments



Industrial construction system in Germany



Production costs – Germany



Construction system, P303



Projekt Öland St. Petersburg



12 project starts in 2011



Torsplan, Stockholm

Sustainable society builder

NCC's values

Honesty

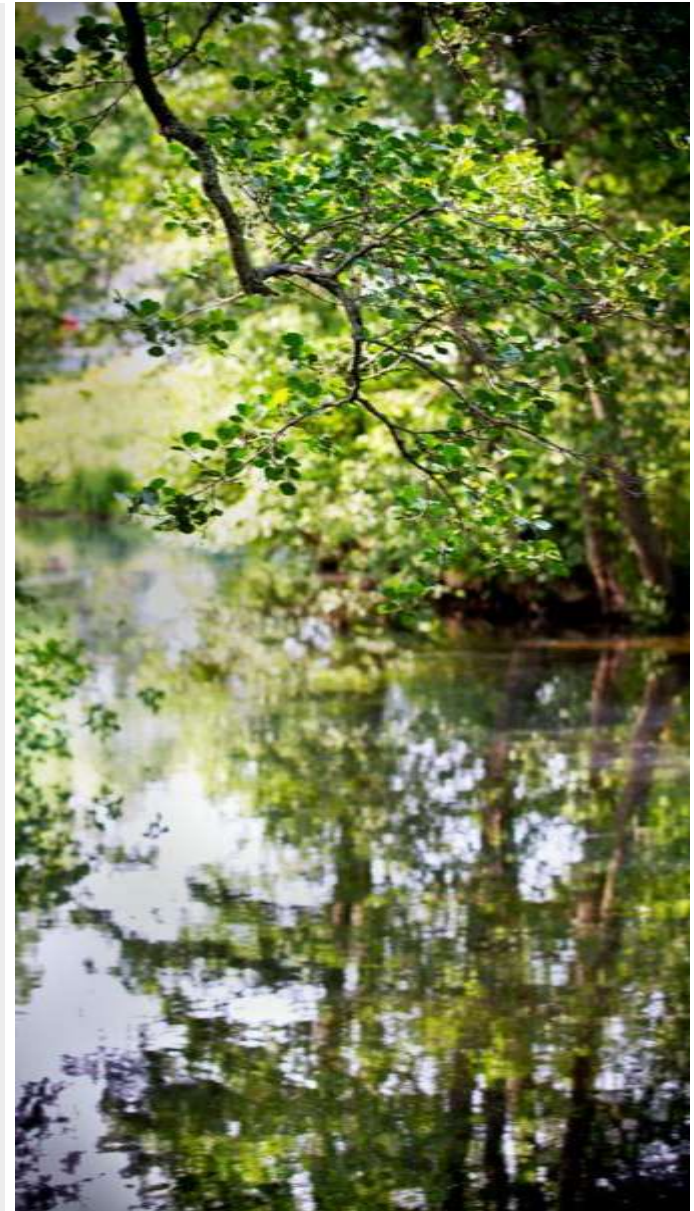
Respect

Trust

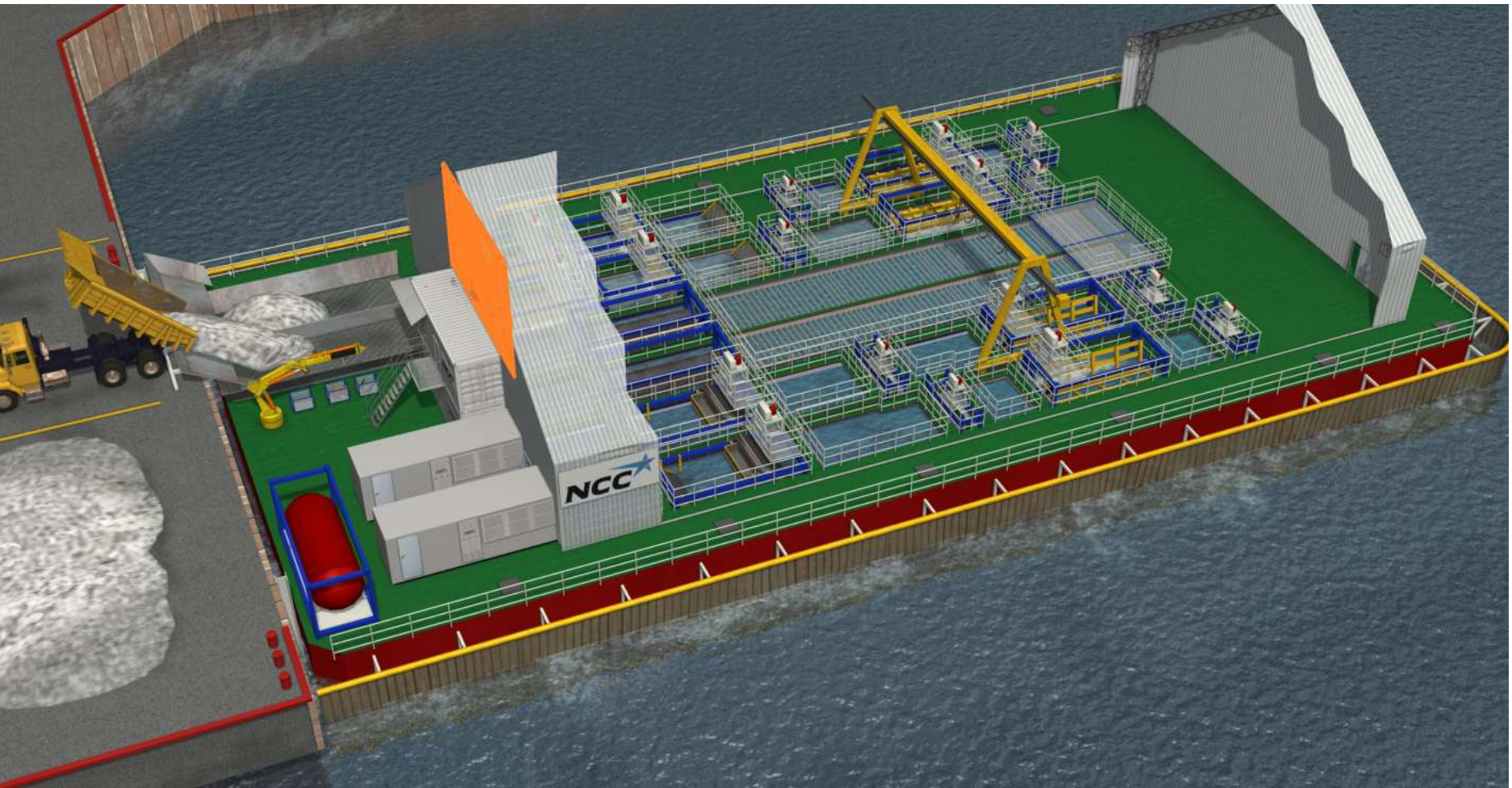


Environment – prioritized areas

- Climate and energy
- Chemicals and sustainable material selection
- Eco-classification system for buildings and civil engineering
- Waste and recycling



Melting and cleaning snow in Oslo





Safety first

Awareness day

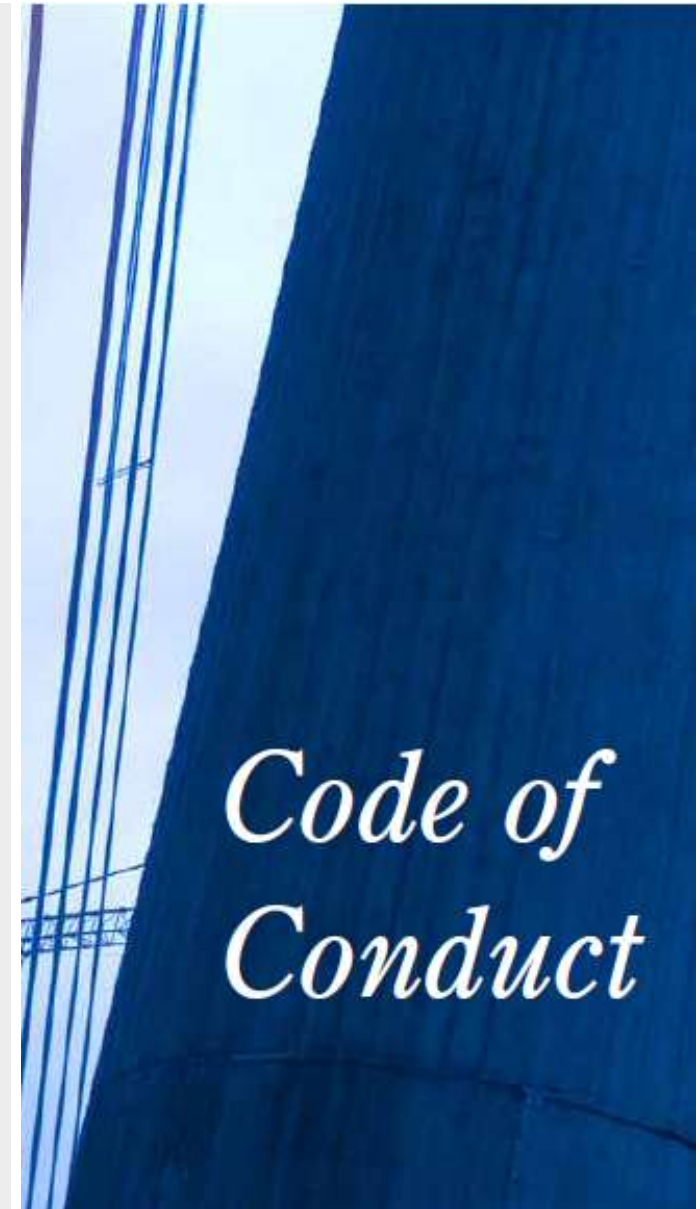


Think safe. Work safe. Be safe.



NCC is a value-controlled company

- Very distinct regulations that cannot be misinterpreted
- 3,000 managers trained in competition law and business ethics
- Following this unfortunate event, NCC has supplemented the training package, reviewed the processes and focused more on pursuing its values



Strategy for *profitable growth 2012-2015*

Overall objective

NCC's overall objective is to generate value for customers and shareholders.

NCC aims to be a leading player in the markets in which it is active, offer sustainable solutions and be the customer's first choice.

A stronger NCC in 2015



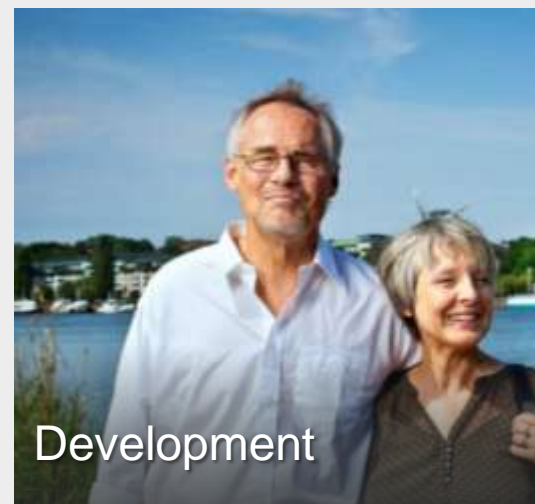
Three businesses – objectives



≥ double GDP growth



≥ double GDP growth



- ≥ 7,000 housing units
- Commercial property development – same level as today

We prioritize three growth areas

- Norway
- Finland
- Housing development business

Growth in Norway



Civil engineering and infrastructure in Finland



Increase housing production





