



Capital Market Day

May 27, 2010

Olle Ehrlén
President and CEO



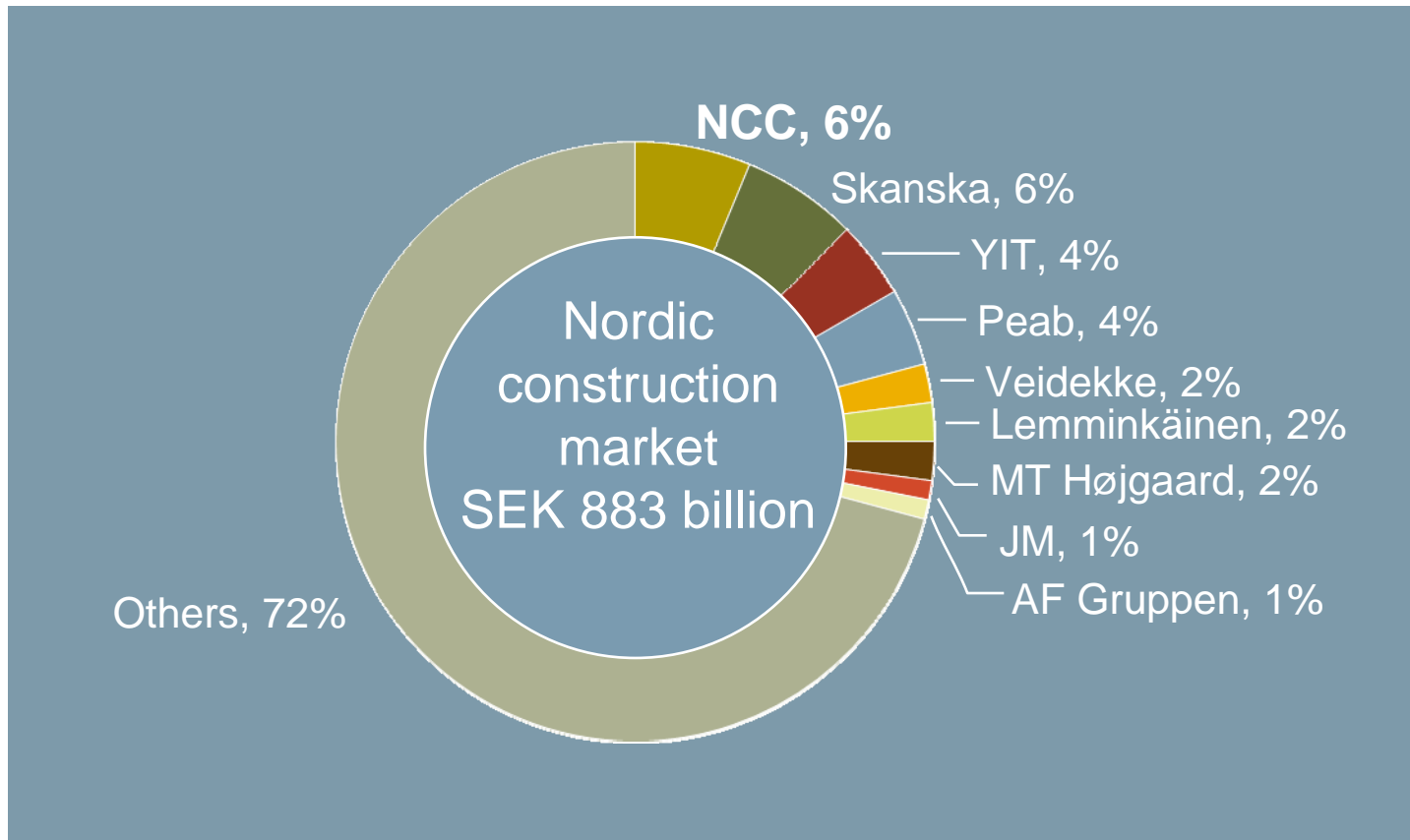
Creating future environments for working, living and communication

- Sales of SEK 56* billion in 2009
- 18,000 employees
- Domestic markets in the Nordic region, Germany, the Baltic countries and St. Petersburg
- Thousands of projects, both large and small

*Values recalculated according to IFRIC 15

Fragmented construction market in the Nordic region

Market share in terms of sales in 2009



Source: Euroconstruct

NCC's operations

Operating sectors



Business areas

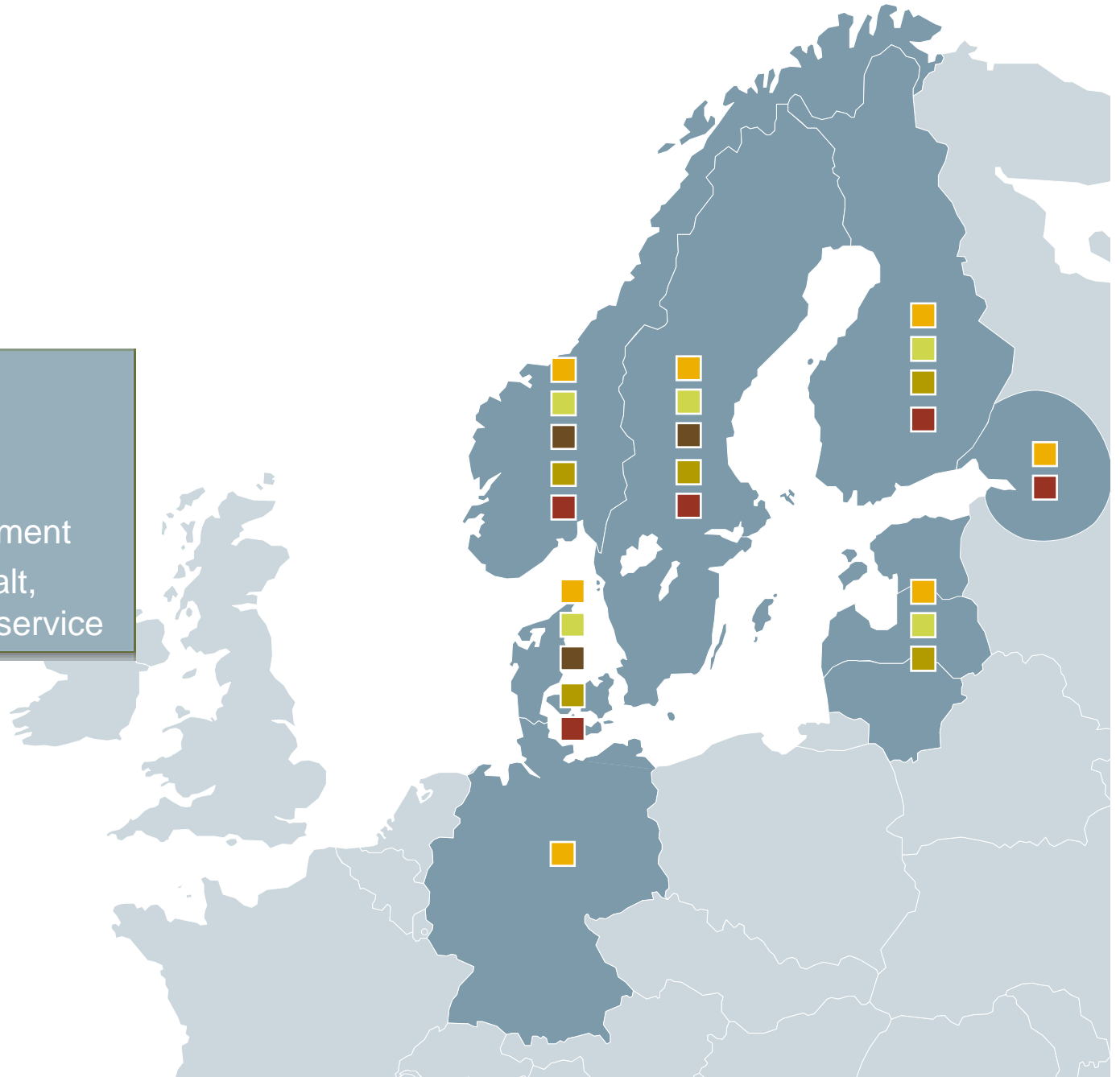
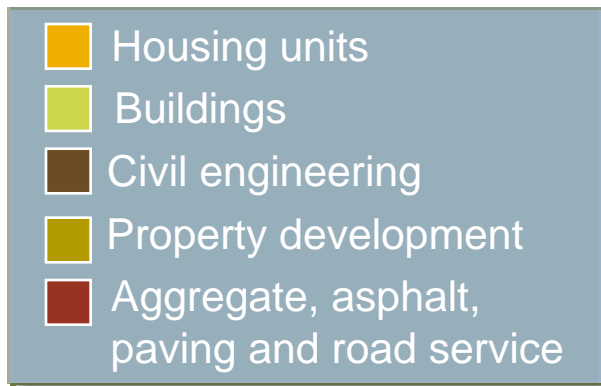


Sales share*:



*Values recalculated according to IFRIC 15

Markets

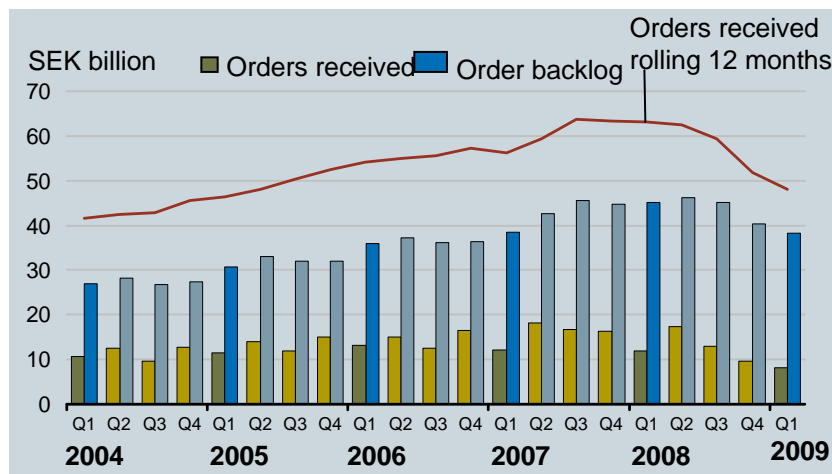


A photograph of a paved walkway with a stone curb and a black lamp post. The walkway is made of dark asphalt and is bordered by a low, curved wall made of light-colored stone blocks. A black lamp post with a white globe is in the foreground. In the background, there is a green building and a grassy area.

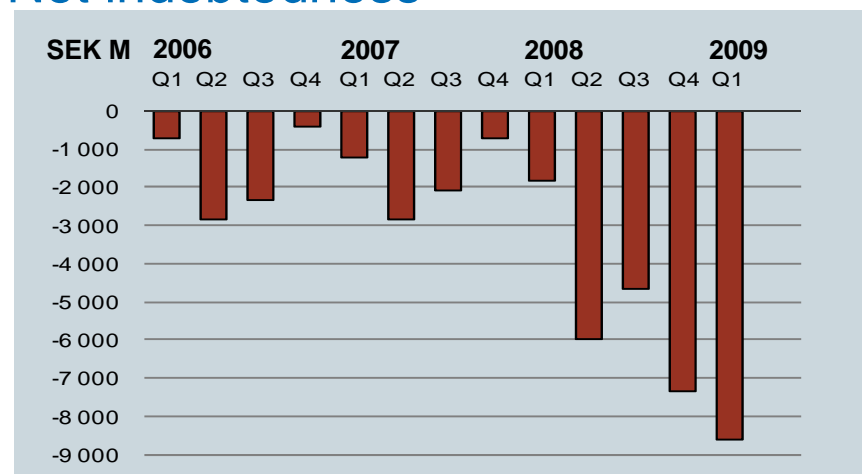
Review Q1 2009

NCC – current status Q1 2009

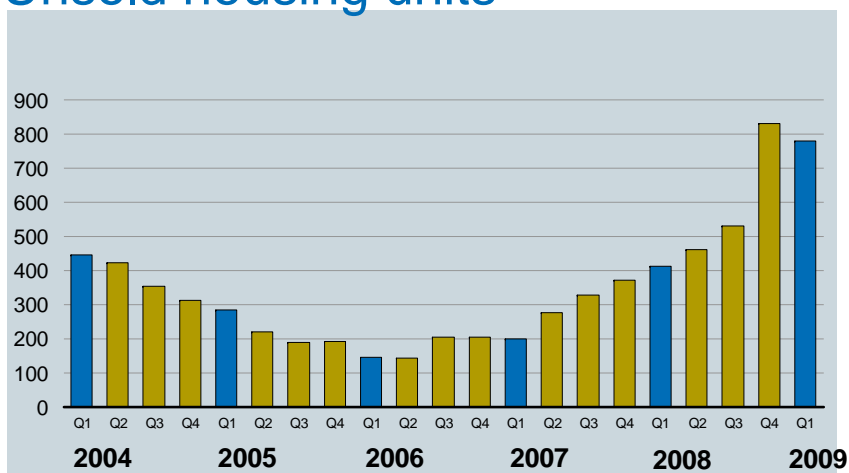
Orders received



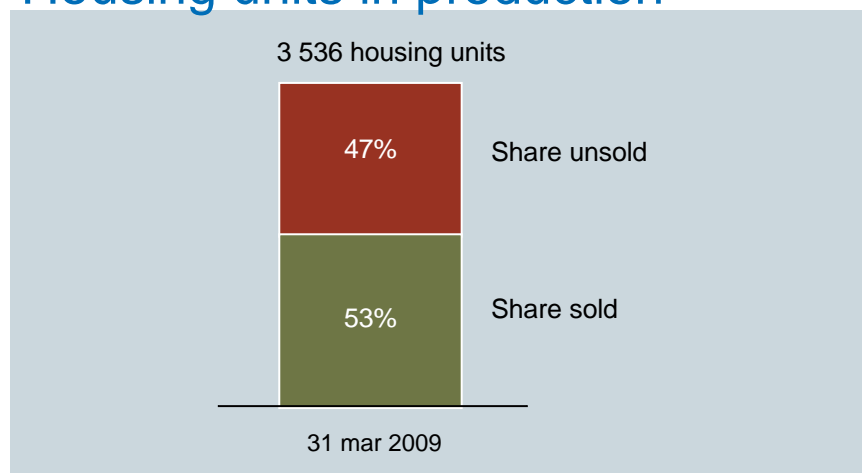
Net indebtedness



Unsold housing units



Housing units in production

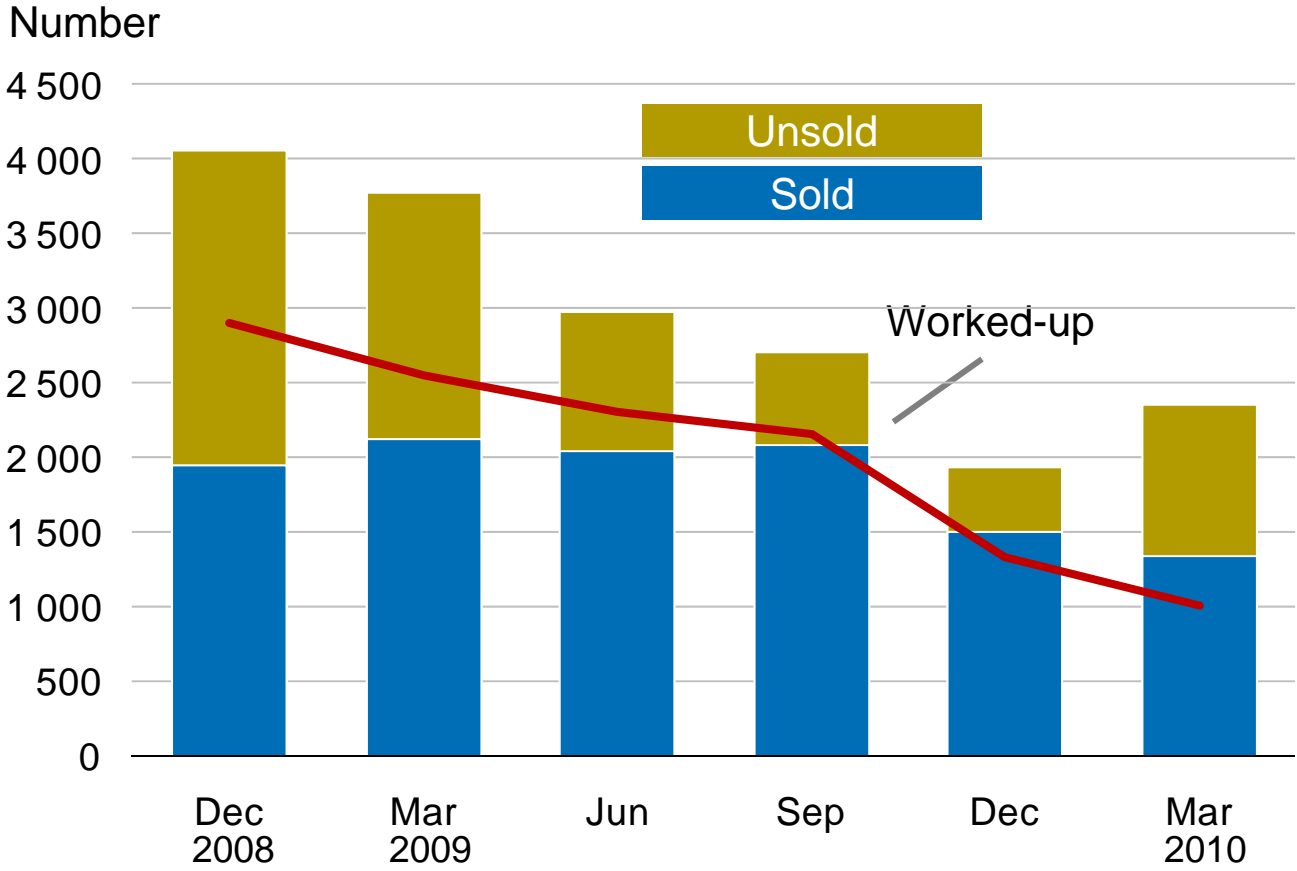




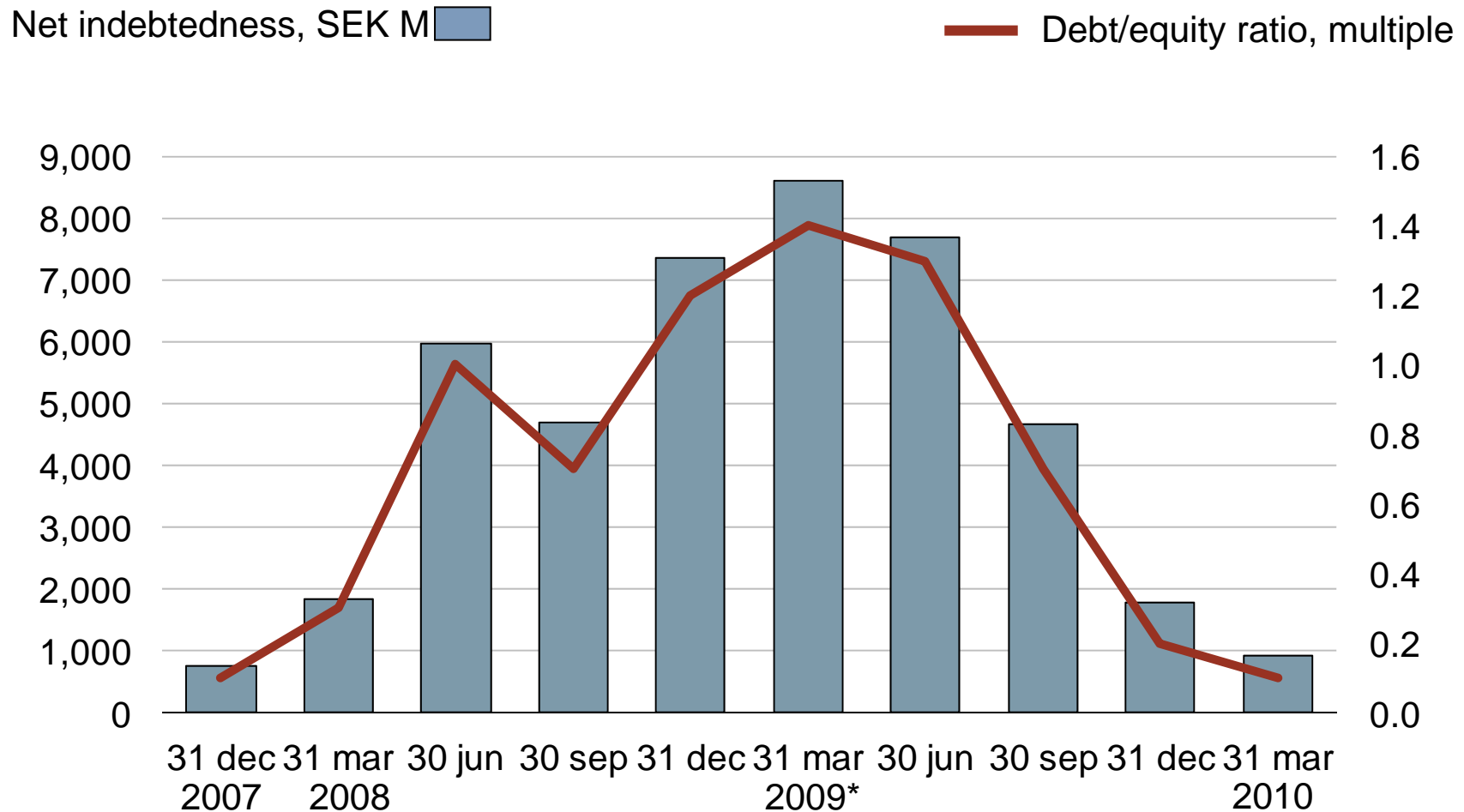
Today, the situation
is different

Balanced risk

Risk profile of ongoing projects

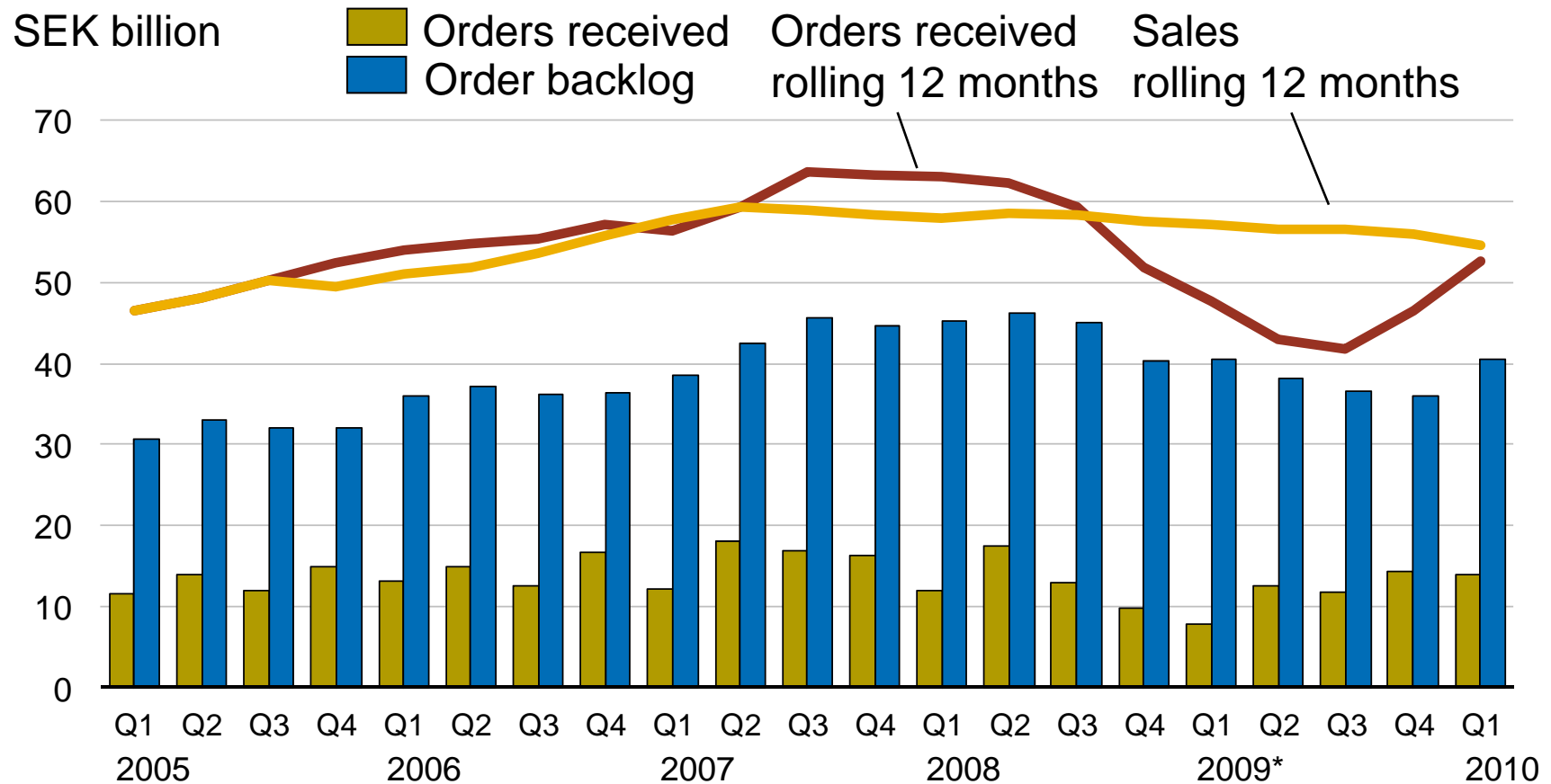


Healthy cash flow and low net indebtedness



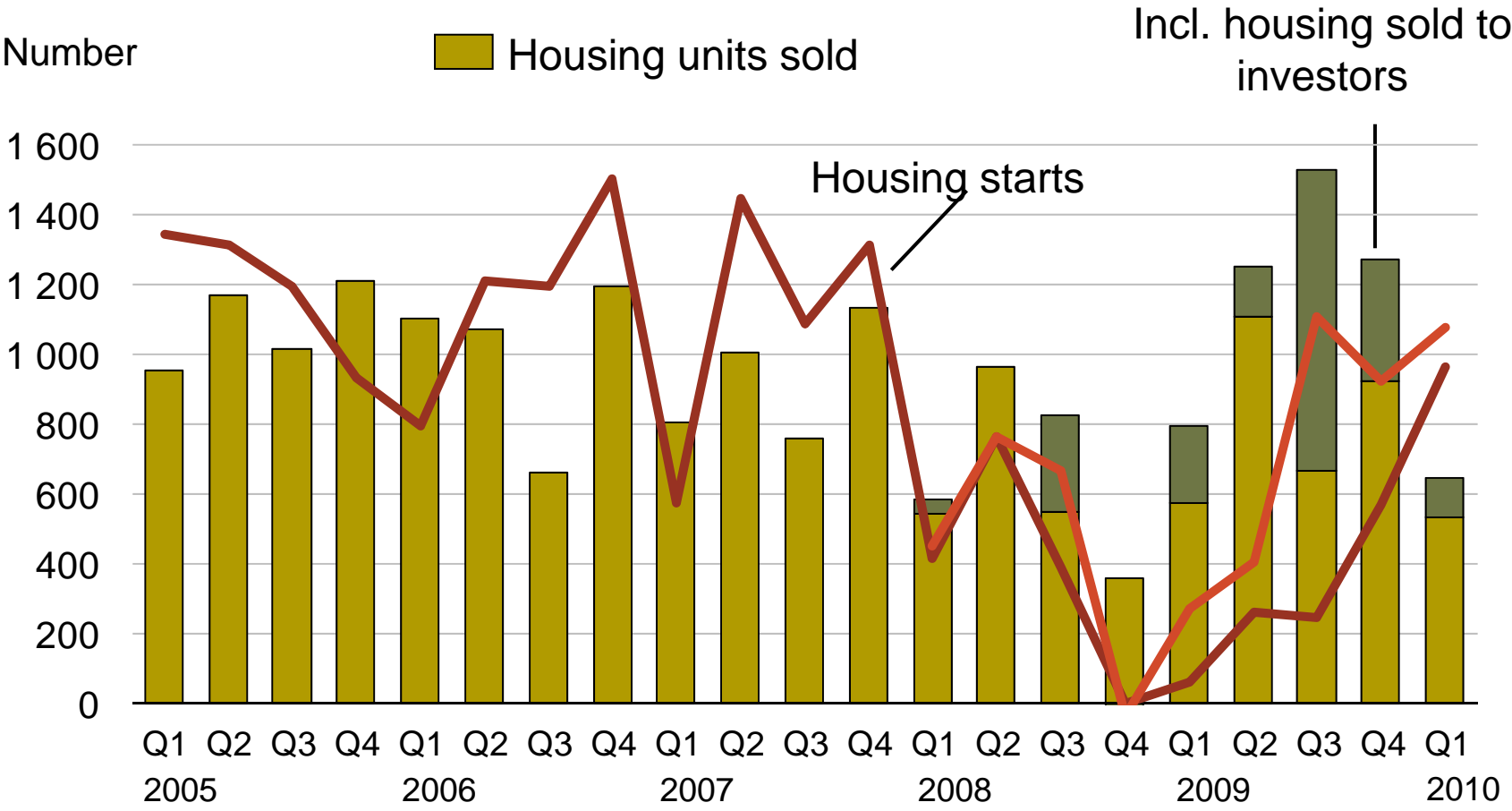
*Values for 2009 recalculated according to IFRIC 15

Orders received and order backlog

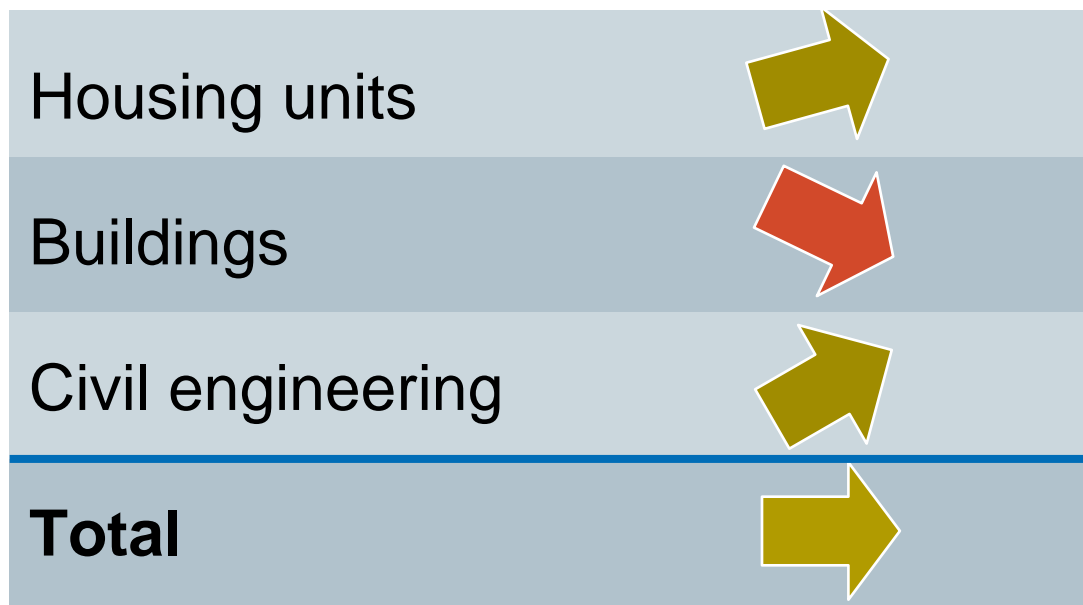


*Values for 2009 recalculated according to IFRIC 15

Increase in number of housing starts

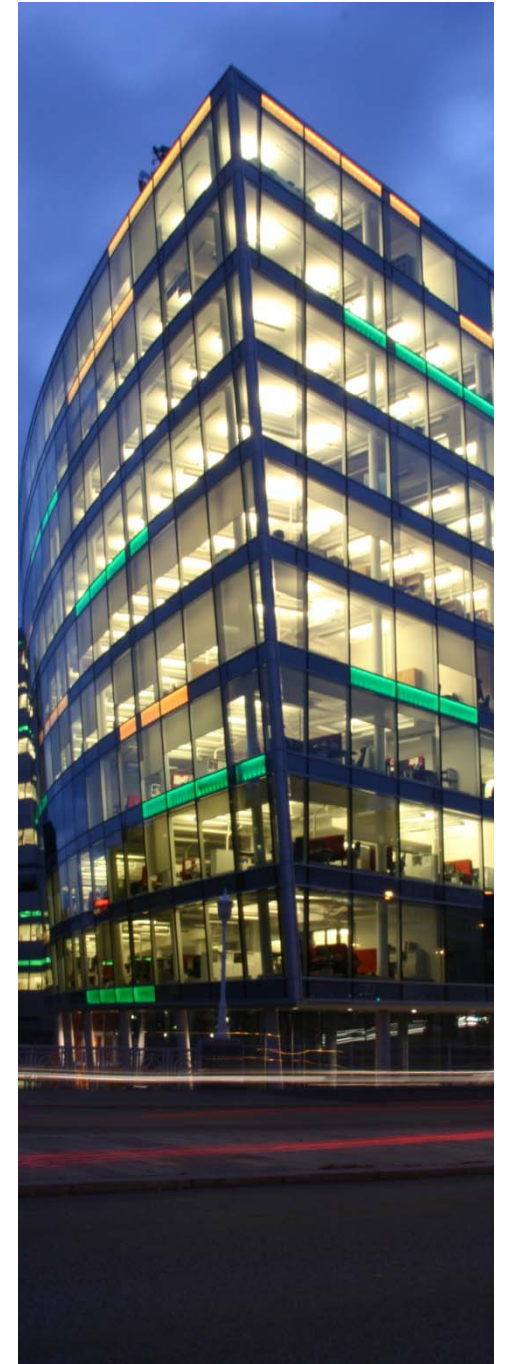


Construction market in the Nordic region 2010



Management focus 2010

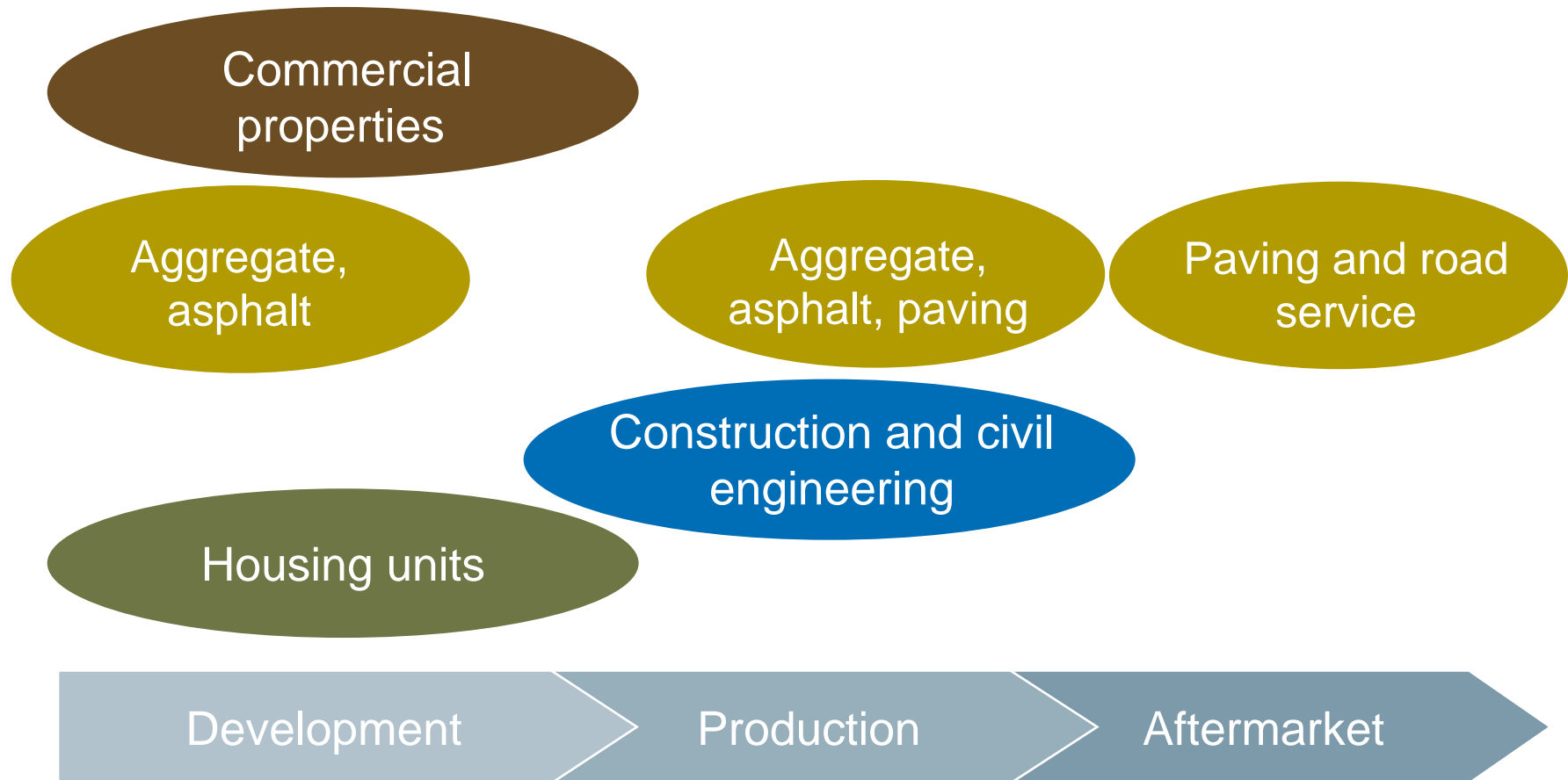
- Maintain high margins
 - Costs
 - Attractive offerings
- Profitability before volume
- Strong financial position facilitates project starts



Strategy



NCC's operating sectors



Triangeln in Malmö

Exemple of co-operation

NCC is to develop a mall, offices, housing units in central Malmö



Long-term strategy



Clients

NCC Partnering



Function contracts



Sustainable development



Green tenders



Expenses

Purchasing



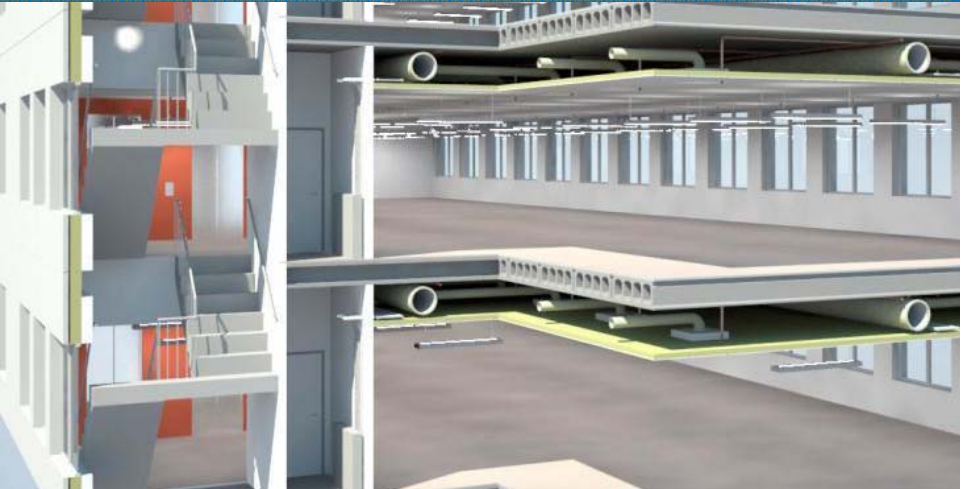
Platforms



Project engineering



Virtual construction



Expertise

Business focus



NCC Infra



Sales focus



Best company to work for





NCC and sustainable development

Sustainable development



Financial

- Sustainable profits

Environmental

- Create healthy developed environments
- Reduce climate impact
- Reduce use of hazardous substances
- Contribute to recycling

Social

- Work environment
- Responsibility

Abyen, Vejle, Denmark

Abyen, Vejle, Denmark

WHAT WE DO IS WHAT COUNTS



Business areas



Business areas

NCC
CONSTRUCTION

NCC ROADS

NCC HOUSING

NCC PROPERTY
DEVELOPMENT

NCC Construction
Sweden

NCC Construction
Denmark

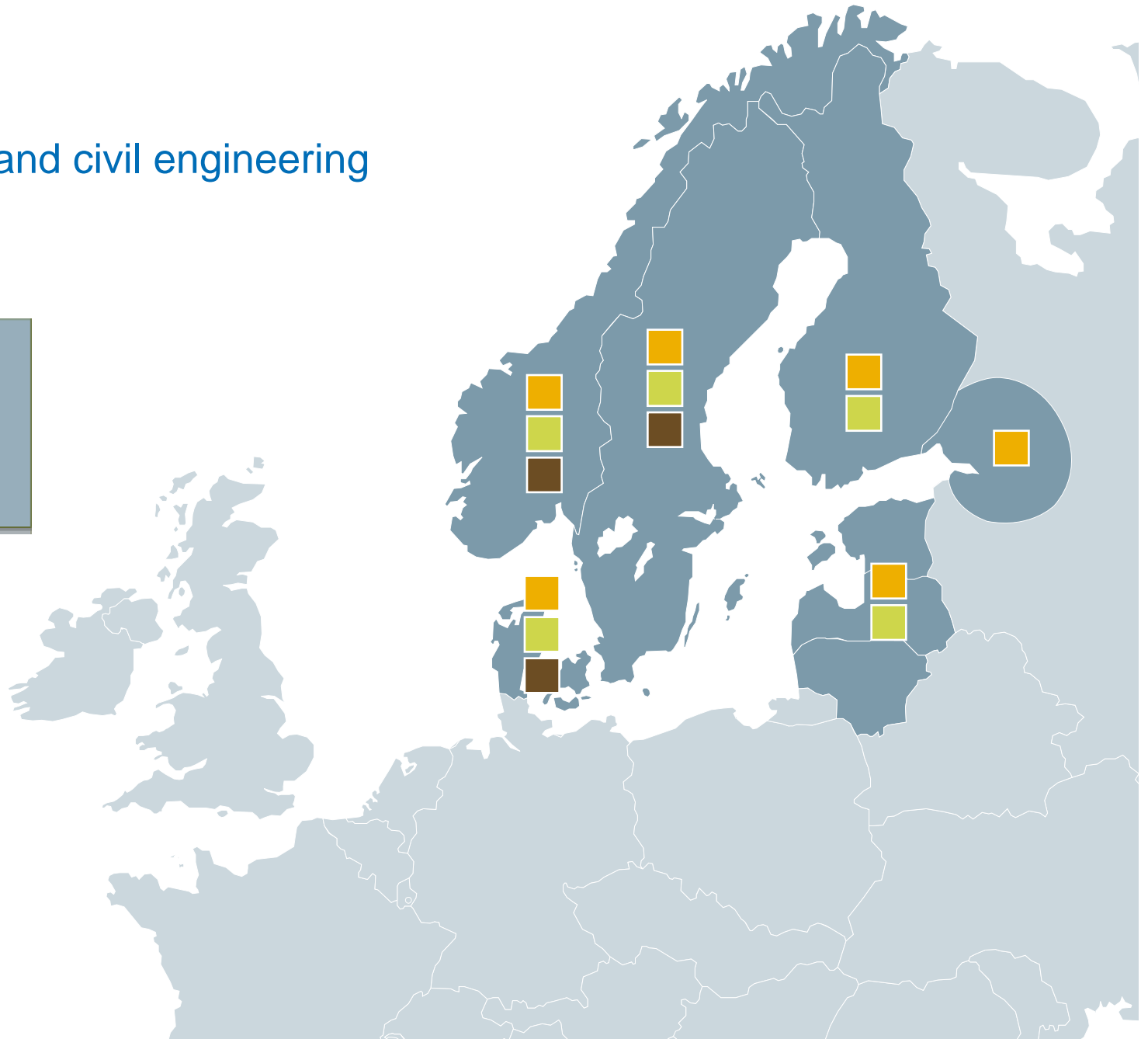
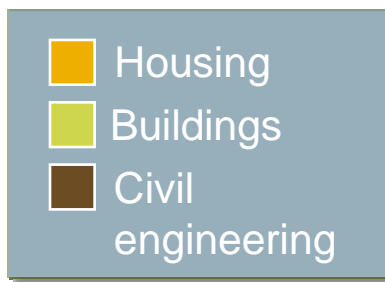
NCC Construction
Finland

NCC Construction
Norway



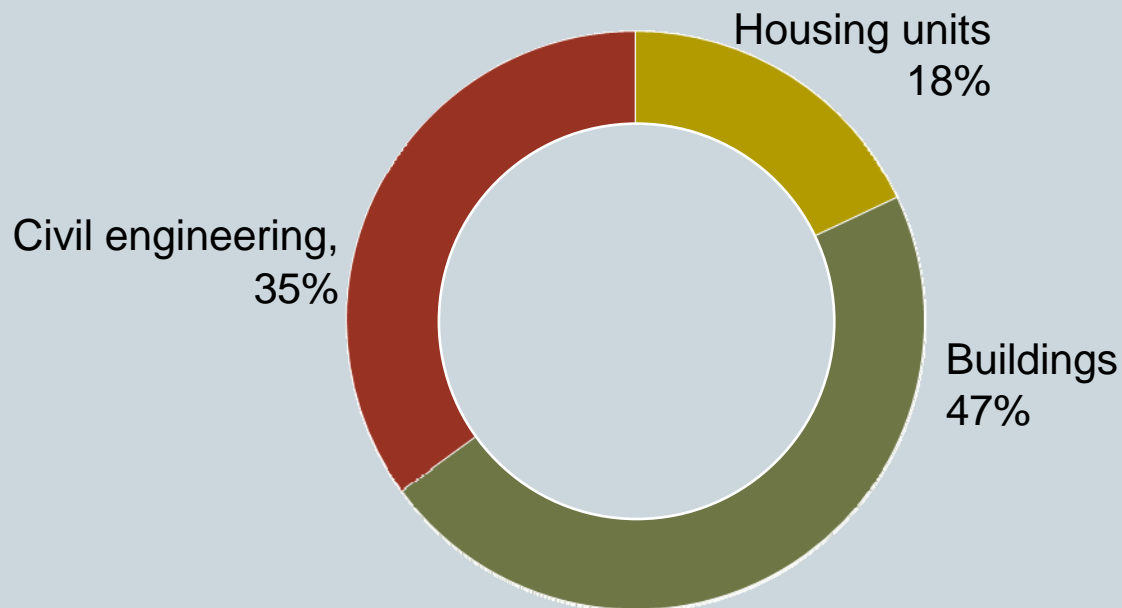
Markets

Construction and civil engineering



Product mix

Worked-up sales construction and civil engineering, 2009



Product mix

Construction and civil engineering incl. NCC Roads, 2009

