



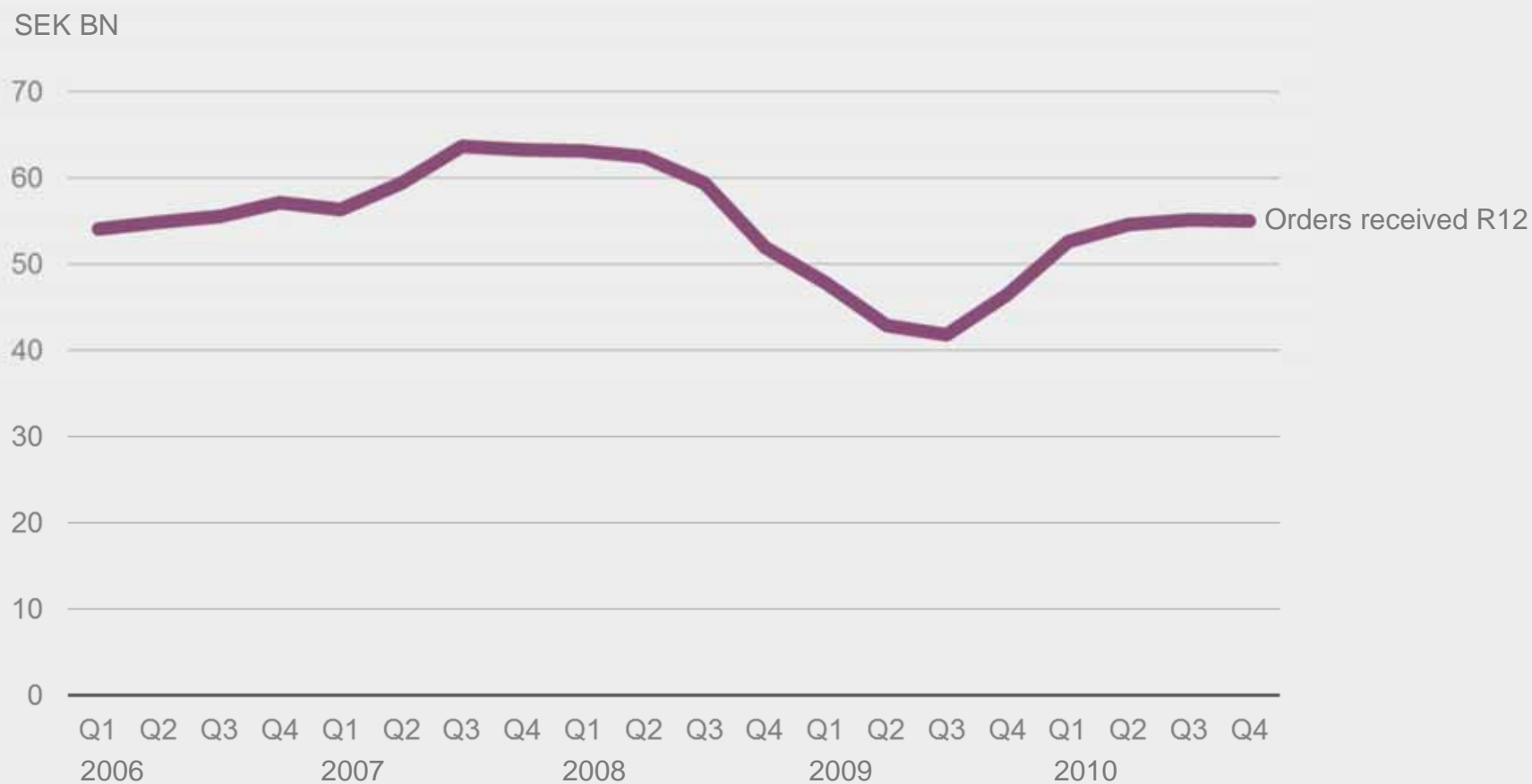
2011 Annual General Meeting

Olle Ehrlén
CEO

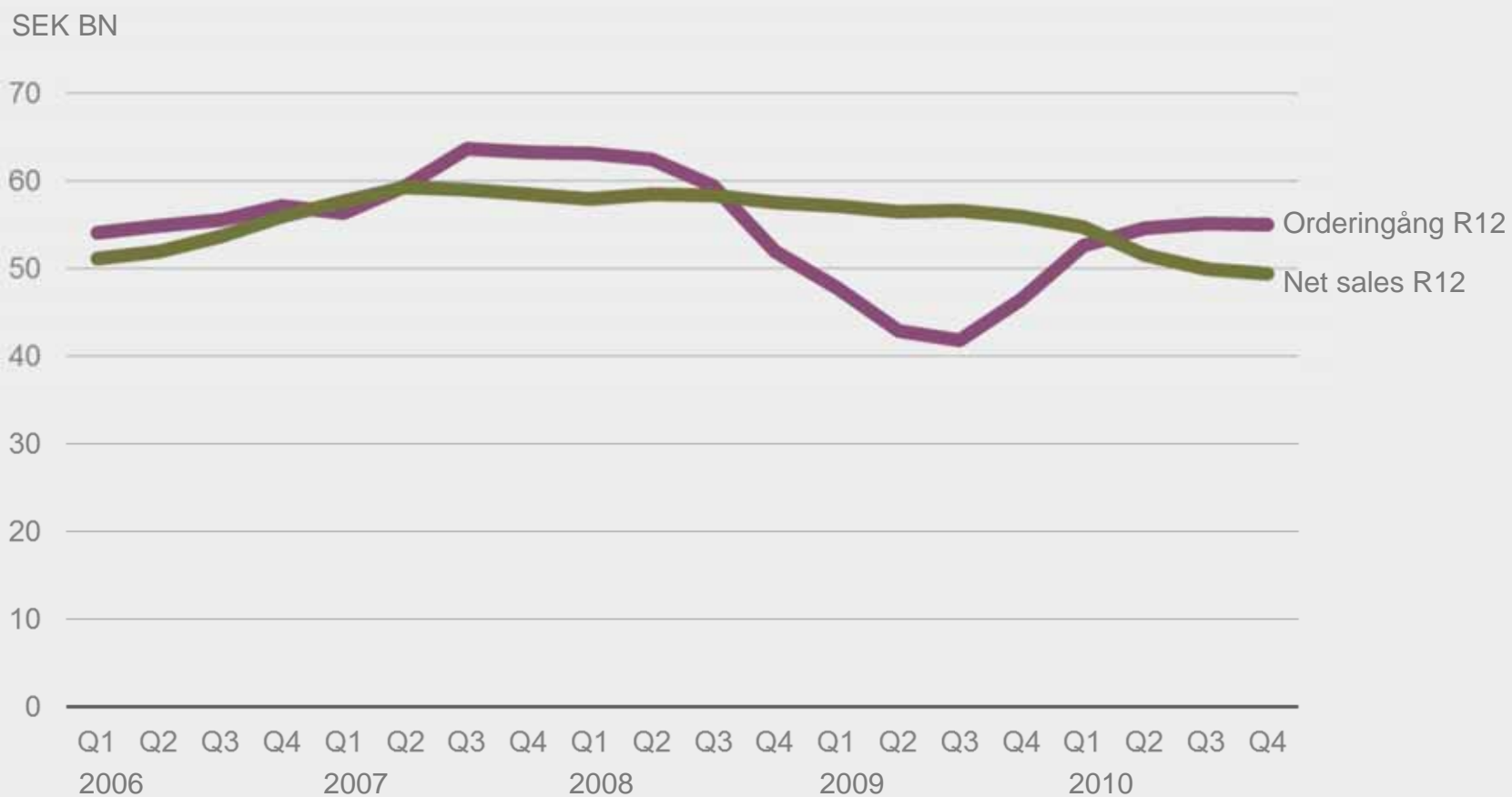
2010 – one of our most successful years



Increase in orders received

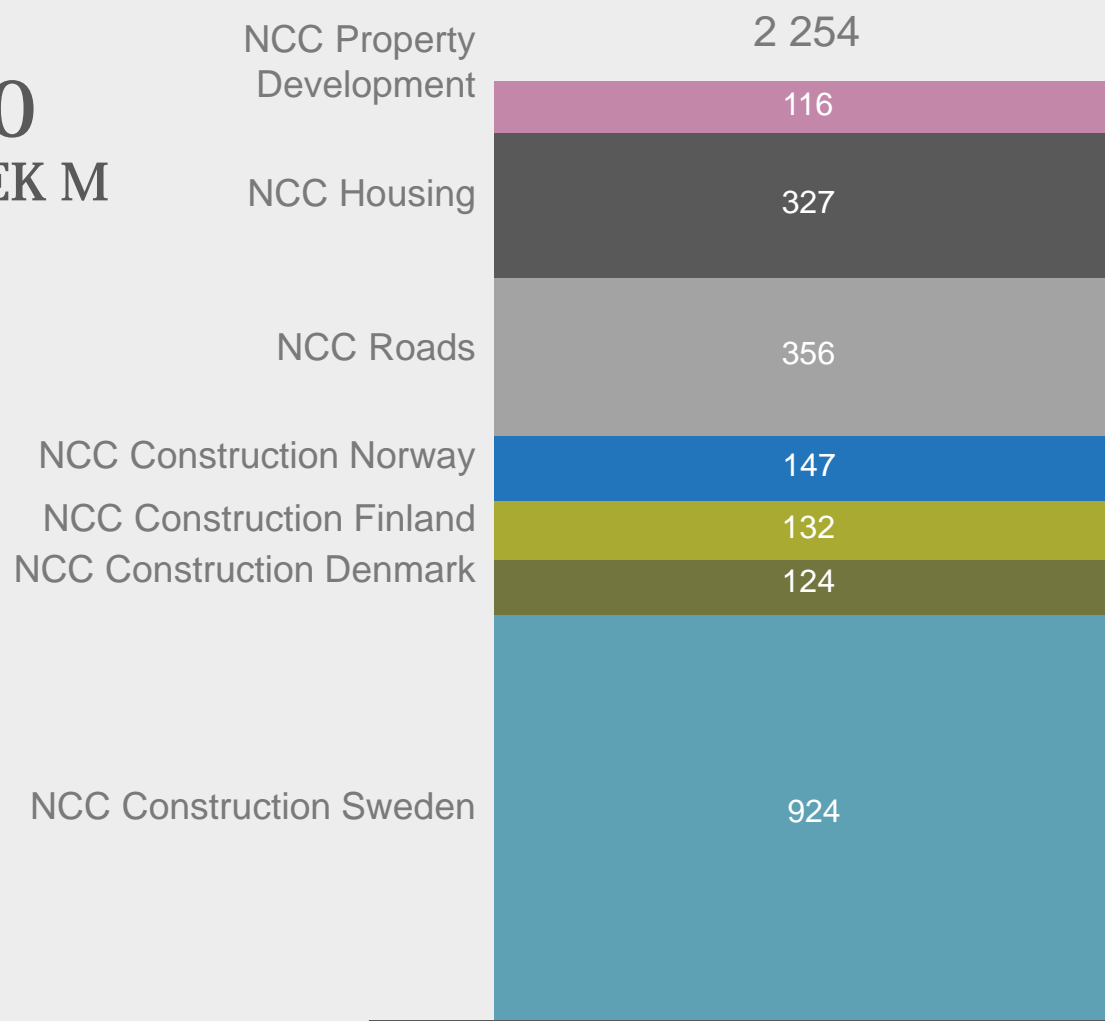


Decrease in sales



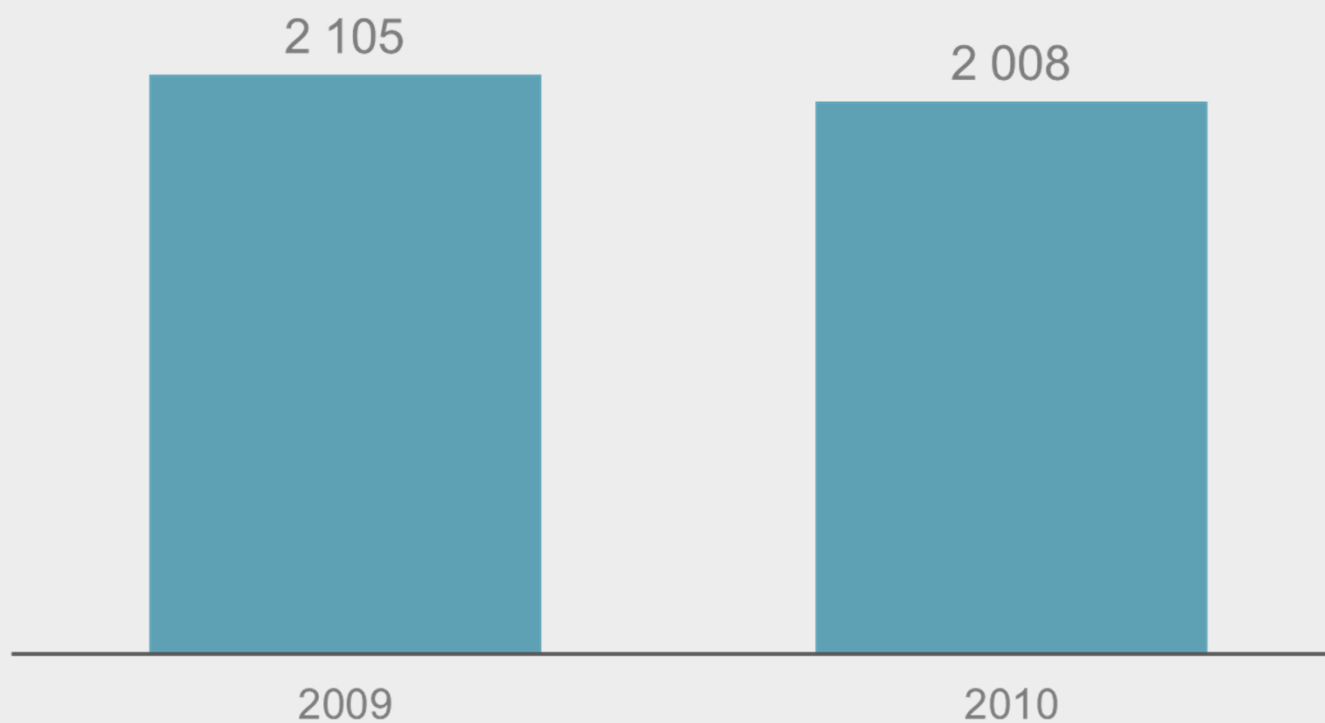
Excellent earnings 2010

Operating profit, SEK M

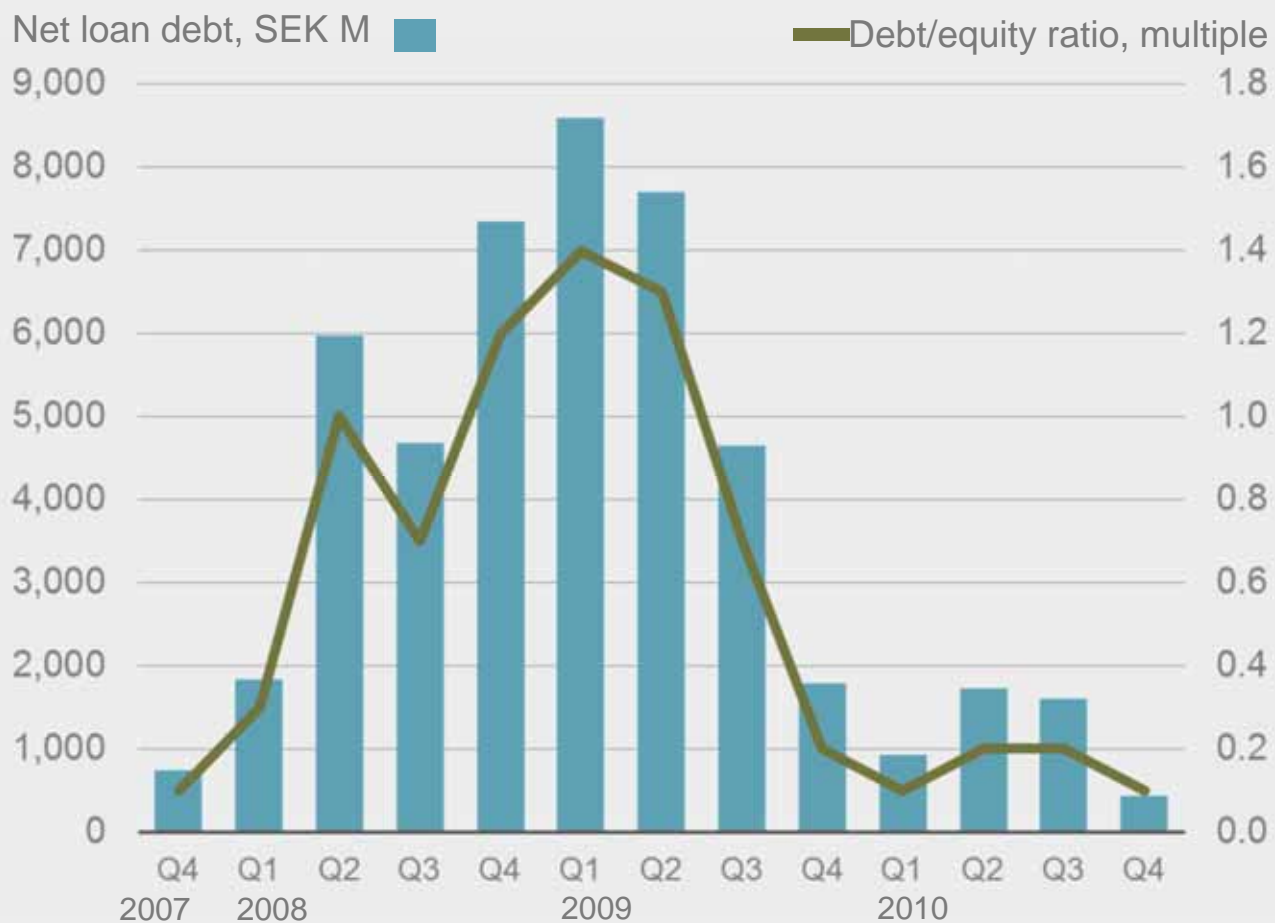


Earnings nearly on a par with 2009

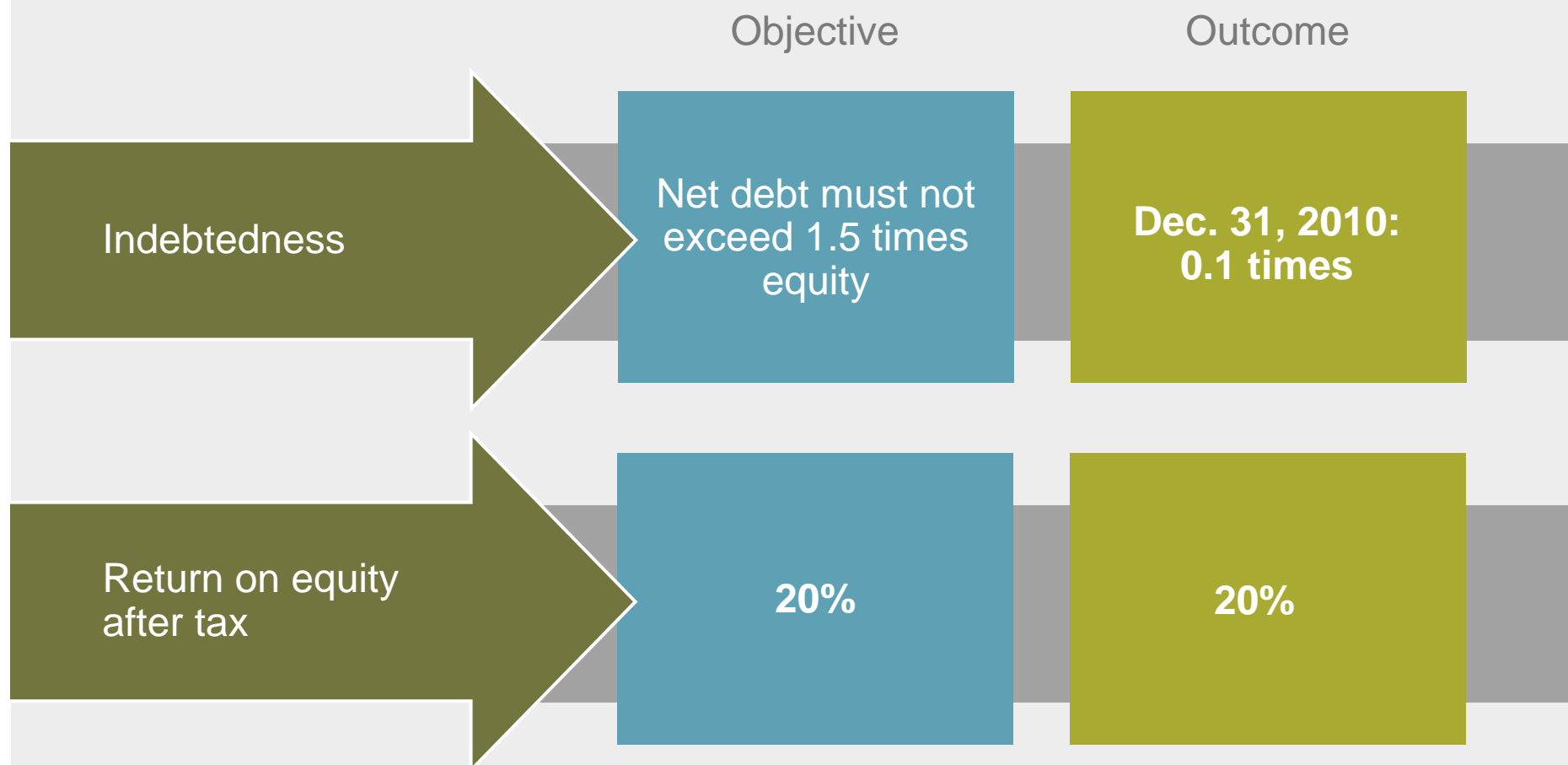
Profit after net financial items, SEK M



Very low net debt



Financial objectives



Earnings per share and dividend SEK

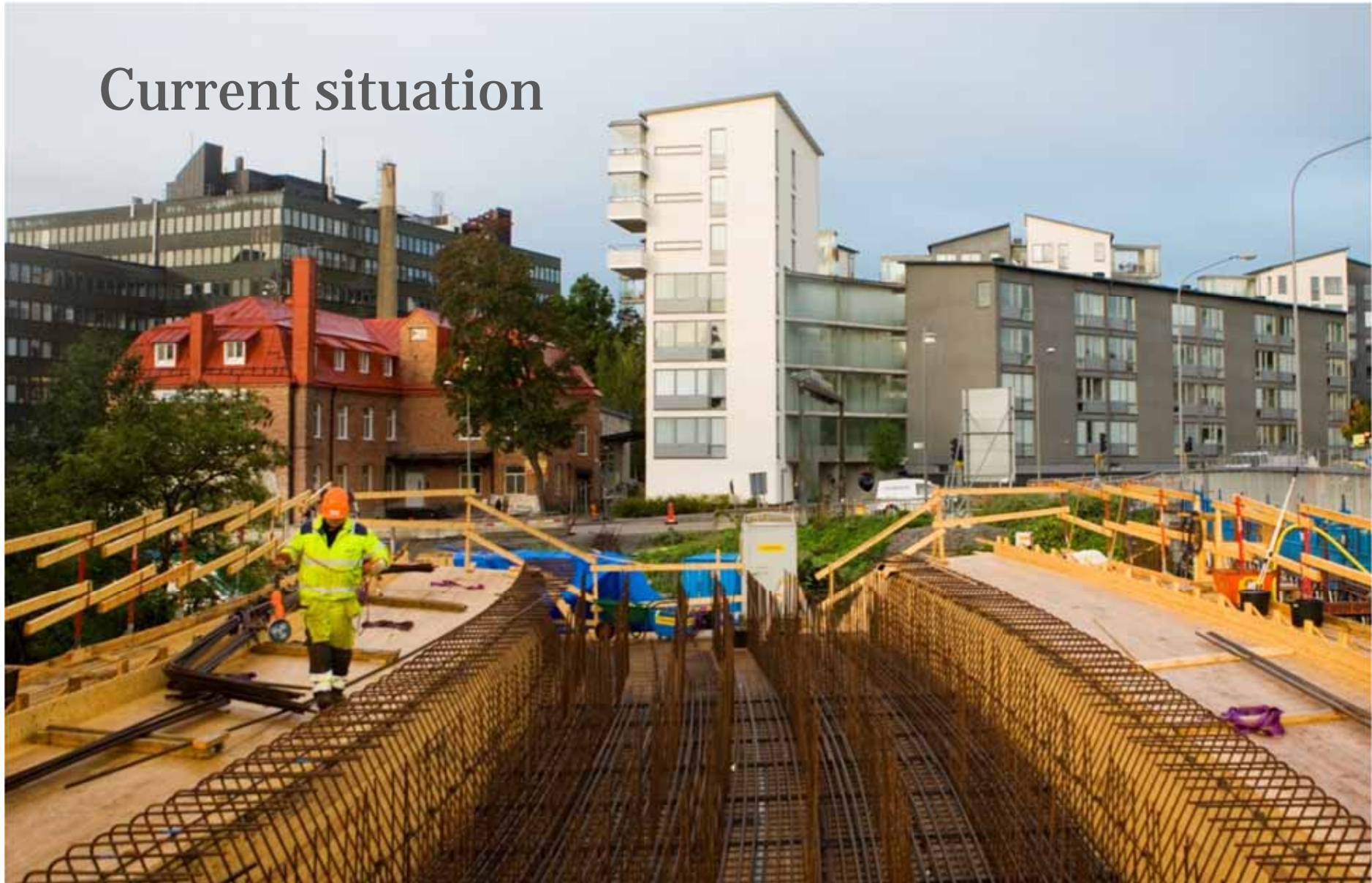


Total return 2010 SEK



Total return
(share-price trend +
dividend) 30%

Current situation



Destia's asphalt and paving operations



NCC strengthens its position in Finland

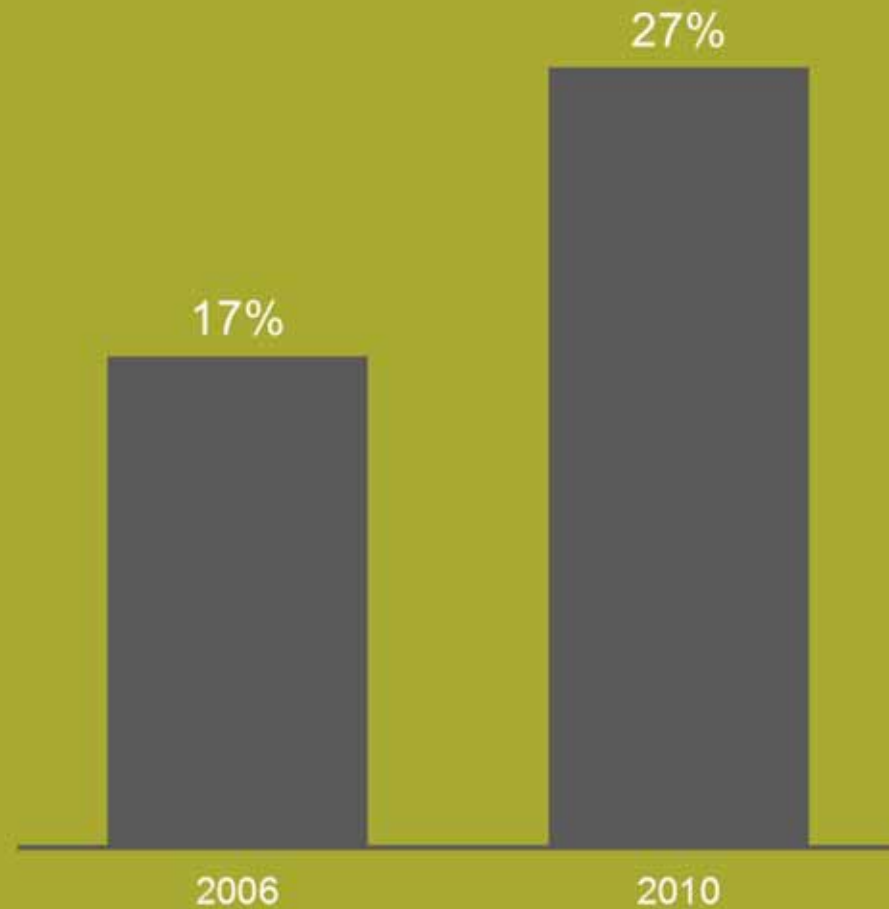
Long-term strategy



NCC Partnering

- More satisfied customers
- Better projects
- More stable profitability

Partnering
– portion of worked-up revenue,



Tunnel E6 , Trondheim



Vildtbanegården, Ishøj



Climate renovation of 600 apartments

Plaza Business Park, Helsingfors



Office project with a green profile

Runby och Sigma i Upplands Väsby



Enhancing the energy efficiency of
Sweden's "million-homes program"

Film about green transactions



Long-term strategy



Costs

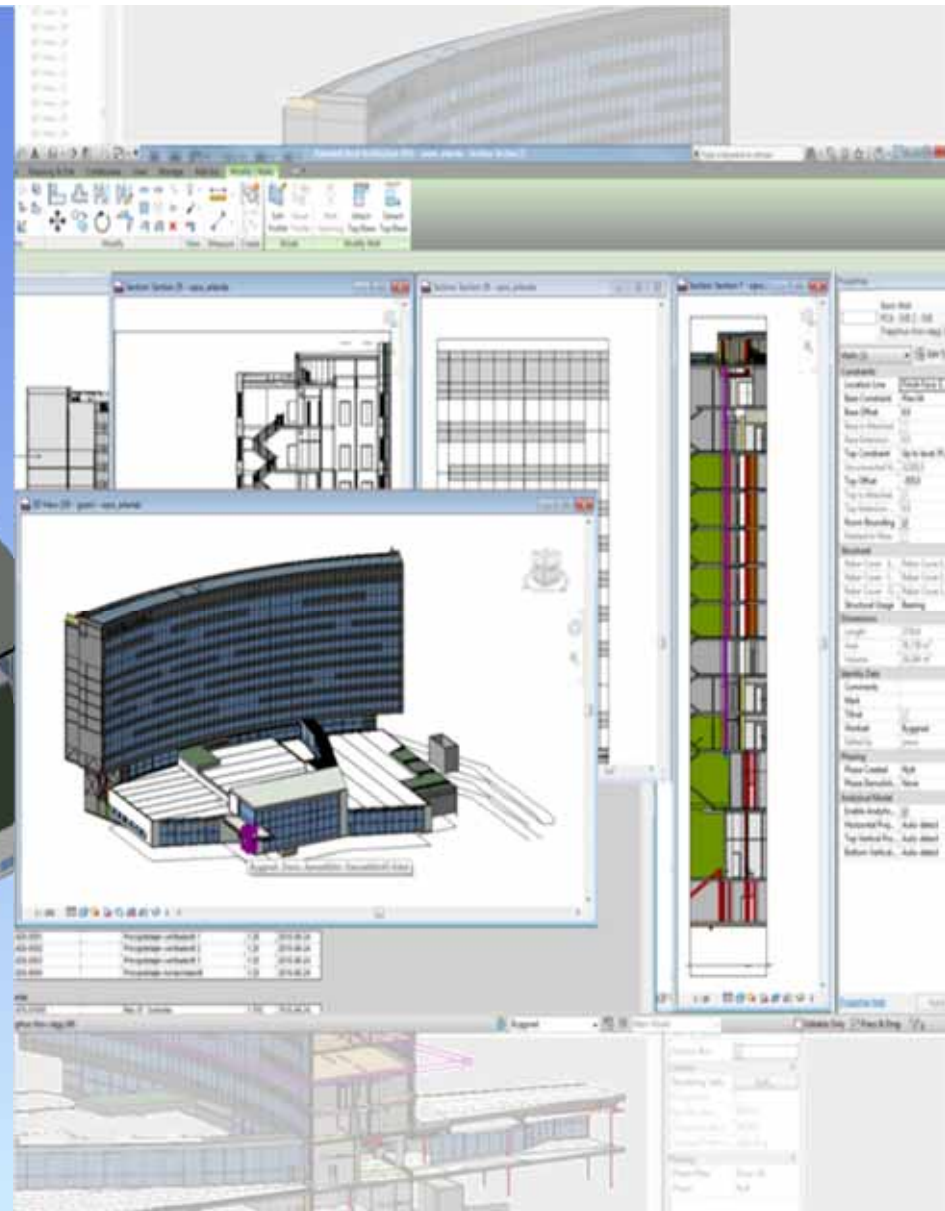
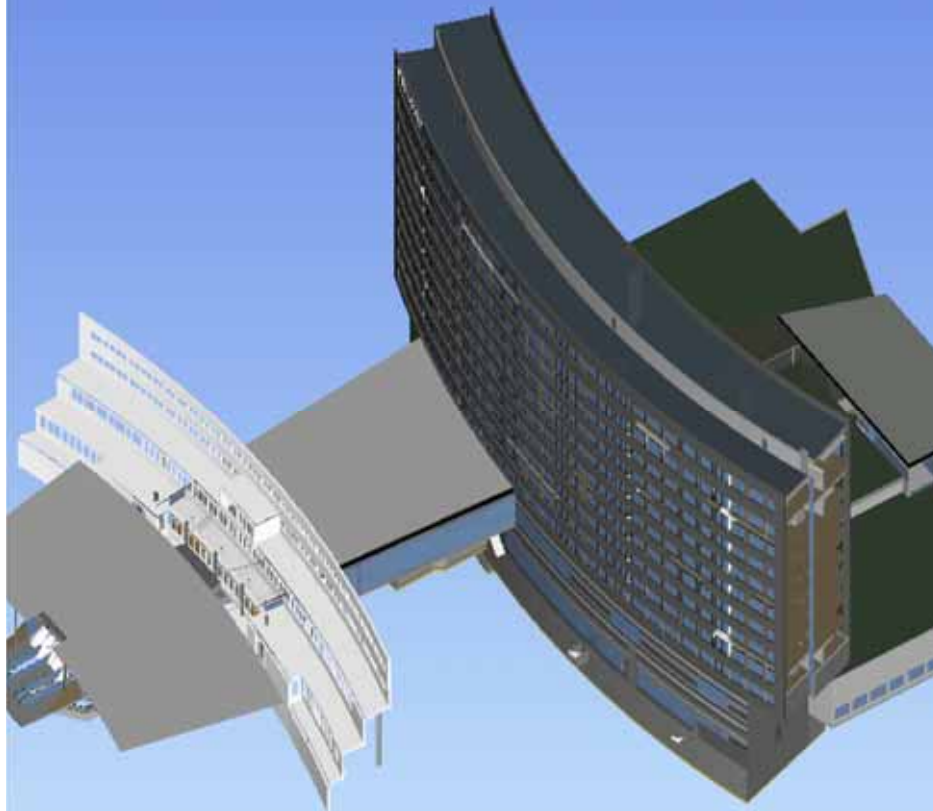
- Purchasing – 2/3 of costs
- Control over the supply of reinforcing rods
 - Increased volume
 - Structural price reduction



Industrialization



Virtual construction



Competency



Triangeln, Malmö



Long-term strategy



Think safe.
Work safe.
Be safe.



Proud to work at NCC



A fantastic journey





