



# NCC Infrastructure

## The start of a major infrastructure player in the Nordic region

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NCC Infrastructure

# We will be...

...the main civil engineering company in the Nordic region...



...with strong and profitable local operations



# Offerings – Projects



Roads



Railways



Trams and Subways



Industry

# Civil Engineering Division – business logic

## LOCAL

- Mainly public sector customers and investments
- Local presence and local competition

## LARGE

- Specialization required
- Shared central expertise
- International competition

# Offerings – concepts and services

Groundworks



Landscaping



Road and Railway Services



Piping & Relining



Environmental Treatment



Industrial Services



Sustainable Day Water



Protection and Safety



# Infraservices Division – business logic

## Infraservices

- Small and medium-sized projects
- Groundworks, products and services
- High degree of repetition
- Substantial customer diversity
- Shorter business cycle
- Long-term service contracts
- Local expertise and presence





# A full-range infrastructure provider

Design



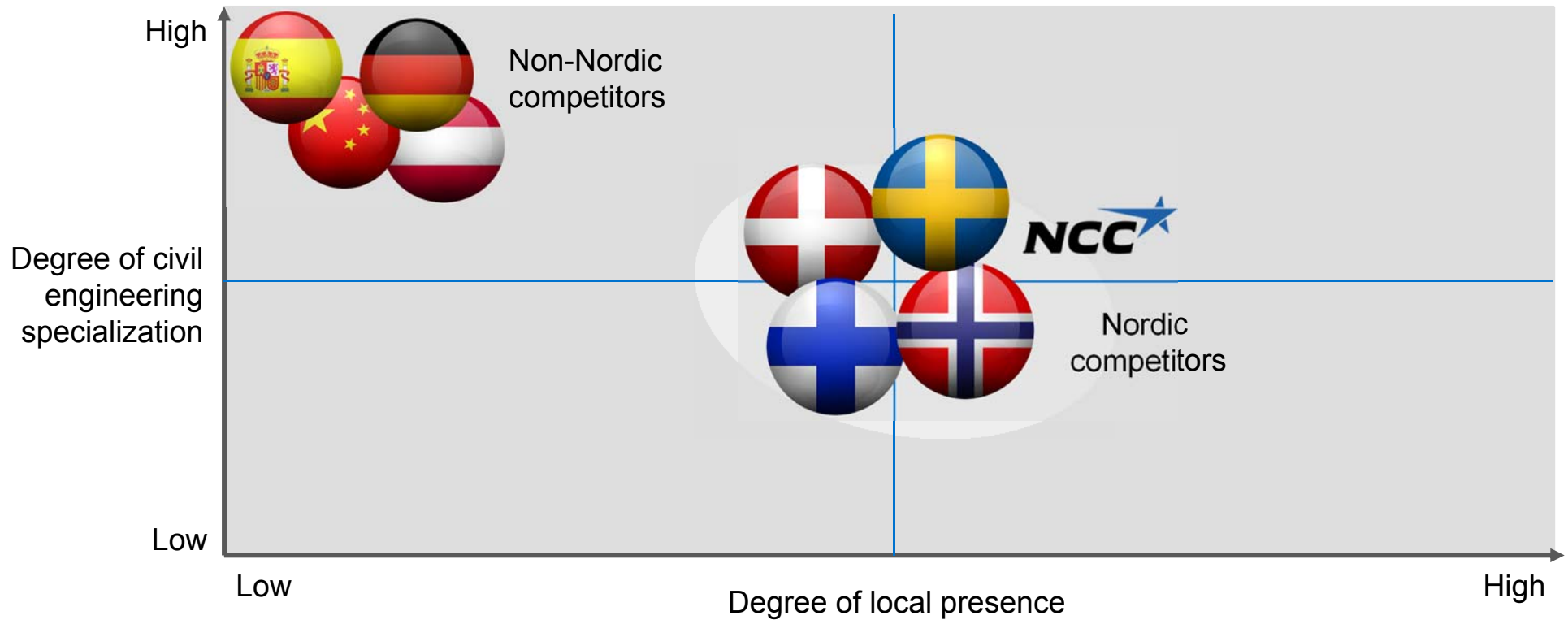
Production



Service



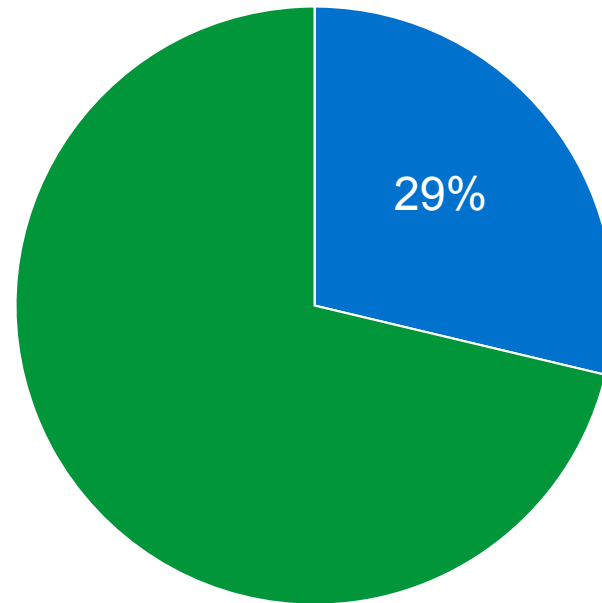
# Desired future position



Source: NCC



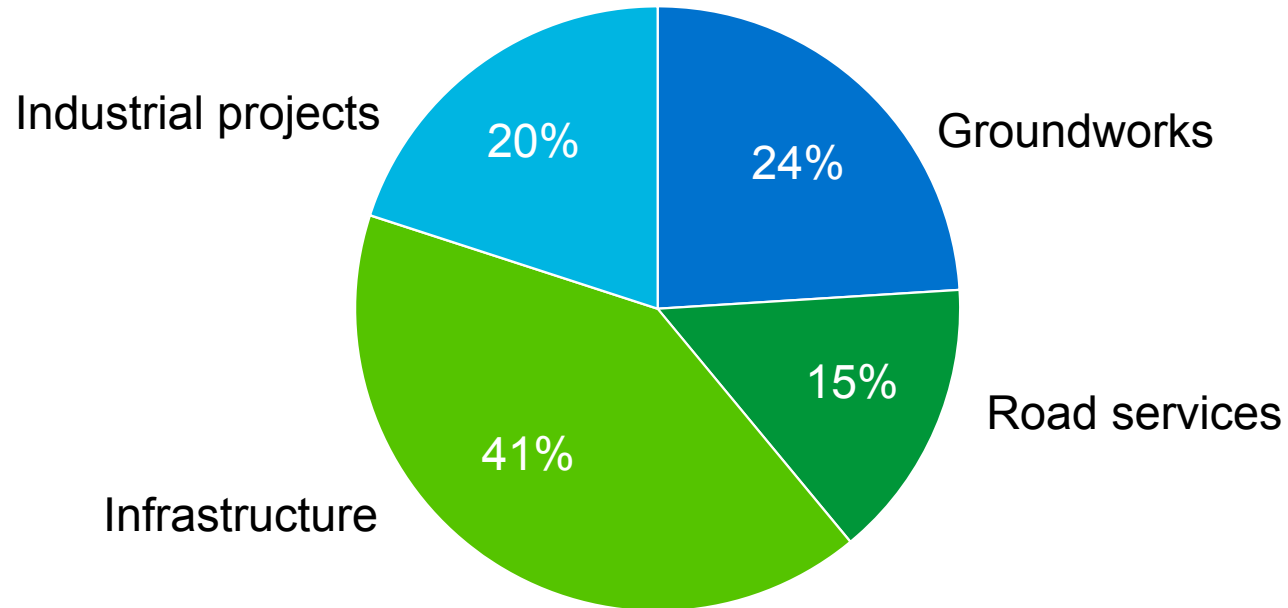
# NCC Infrastructure – net sales 2014



NCC Infrastructure  
SEK 15.4 BN

Share of NCC's total net sales  
excl. Housing

# Product mix 2014 – share of net sales

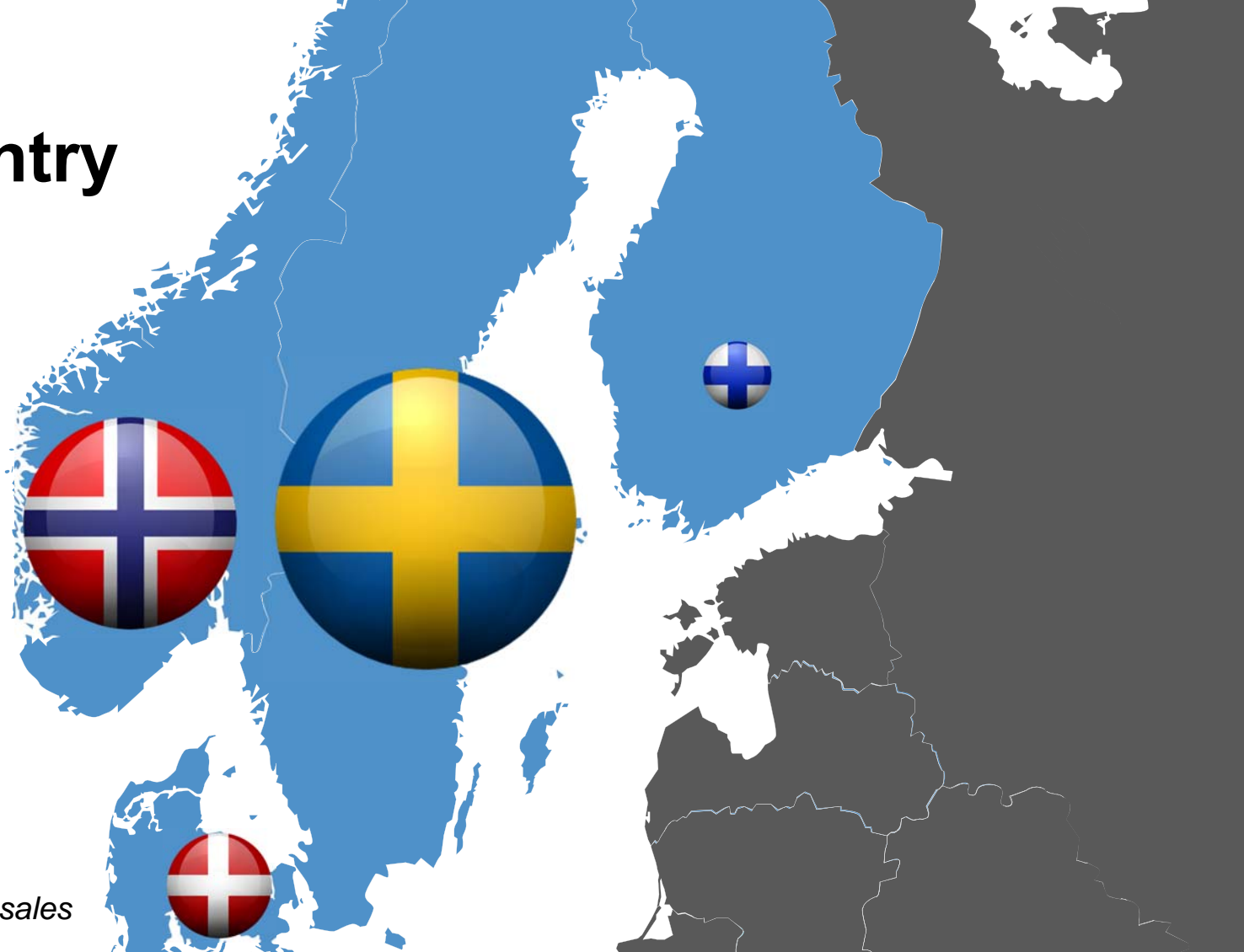


# Net sales by country

Strong positions in Sweden and Norway

Base position in Denmark

Start position in Finland



*Size of country flag relative to net sales*

# Financial objectives – NCC Business Areas 2016-2020

## Industry



### NCC Industry

Average yearly  
ROCE > 10%  
EBIT > 4%

## Construction and Civil Engineering



### NCC Infrastructure



### NCC Building

EBIT > 3.5%

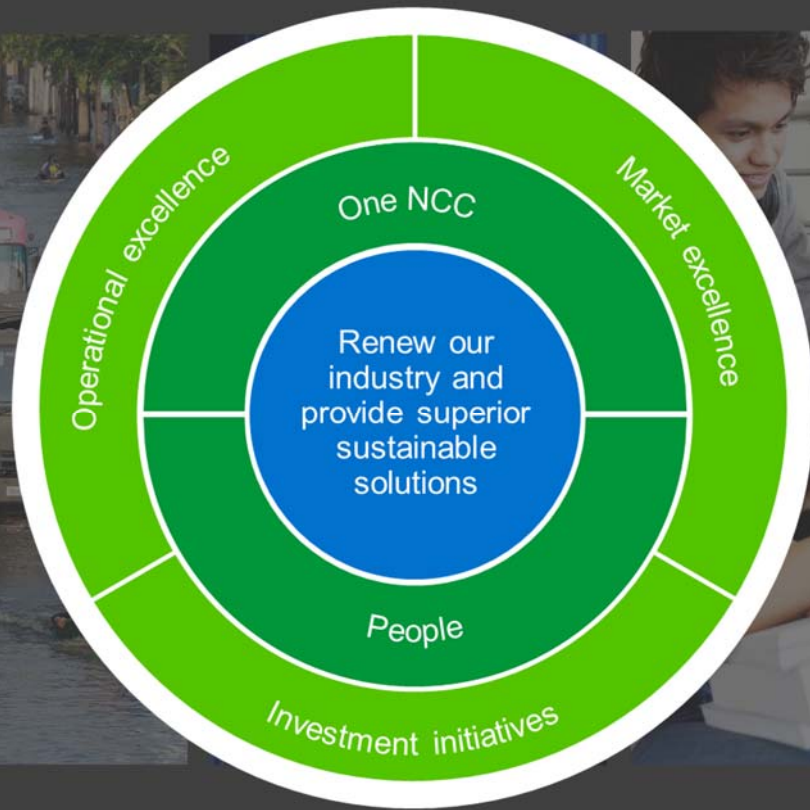
## Development



### NCC Property Development

Average yearly  
ROCE > 10%  
EBIT > 10%

# NCC Infrastructure – Strategy for profitable growth



Must win battle:

# Operational Excellence

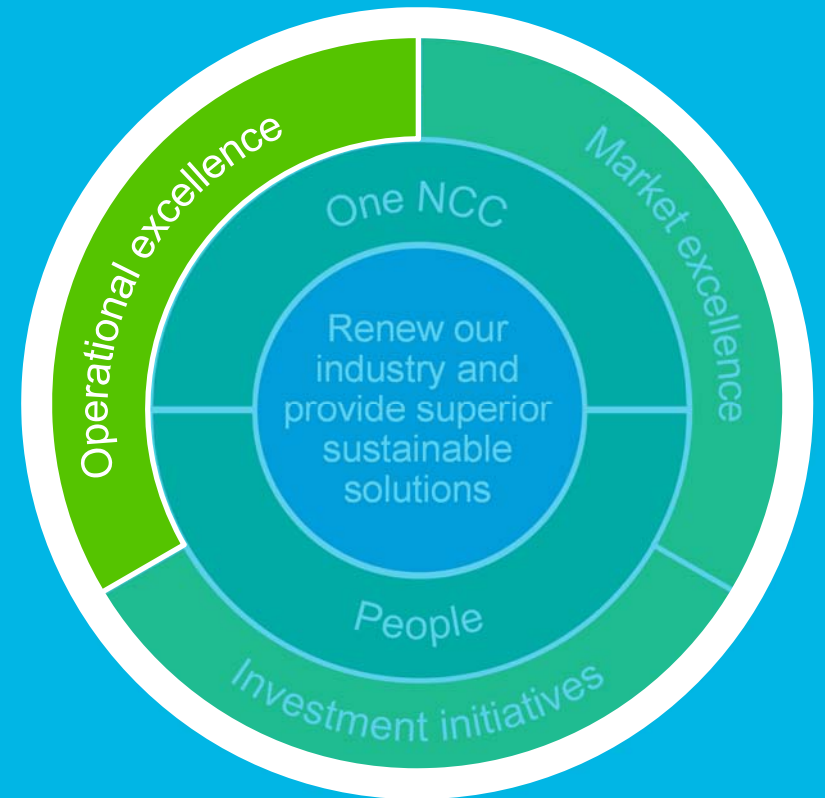
Engineering capability

Coordinated purchasing

Learn and share

Digitalization/VDC

Standardize



Example:

# Operational Excellence



## NCC drone capability

- Ability to build 3D models from aerial images
- Visualization
- Planning
- Design
- Inspection
- Terrain modeling

Example:

# Operational Excellence

## Project Portal

- Digitalized support
- Reuse of information
- Transparent, standardized and efficient



# Example: Operational Excellence

Strängnäs-Härad

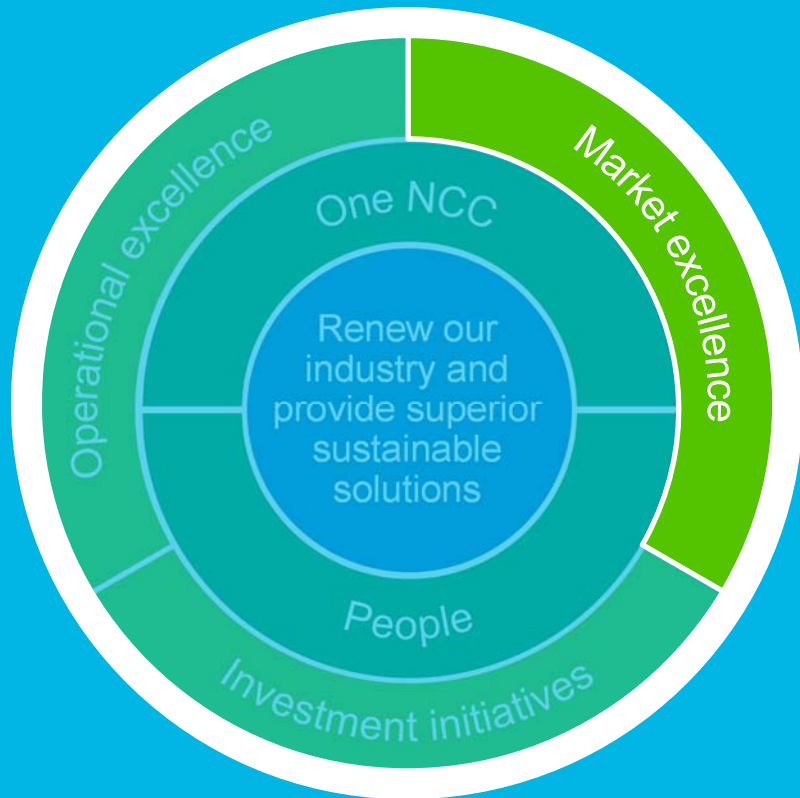


Engineering capability

- Design and build contracts including BEST
- In-house design
- Cost-efficient production
- Environment and safety in focus

Must win battle:

# Market Excellence



Value Delivery

Sustainability

Customer collaboration

Example:  
**Market Excellence**



## Via Safe

Package of services for designing and establishing safety precautions for roadwork projects

# Example: Market Excellence

## Smart Execution Rotebro

- New bridge used as a temporary bypass
- Financial, time and environmental impact
- Constant traffic flow



# Must win battle: Market Excellence



## Customer collaboration

- Strategic partnering
- Performance-based contracts
- ECI

The core:

# It's all about People



- Developing skills in the existing organization
- Recruiting the right people
- Diversity and mobility for better delivery

Talents' first choice

# Market potential



# National plan for transportation systems Sweden

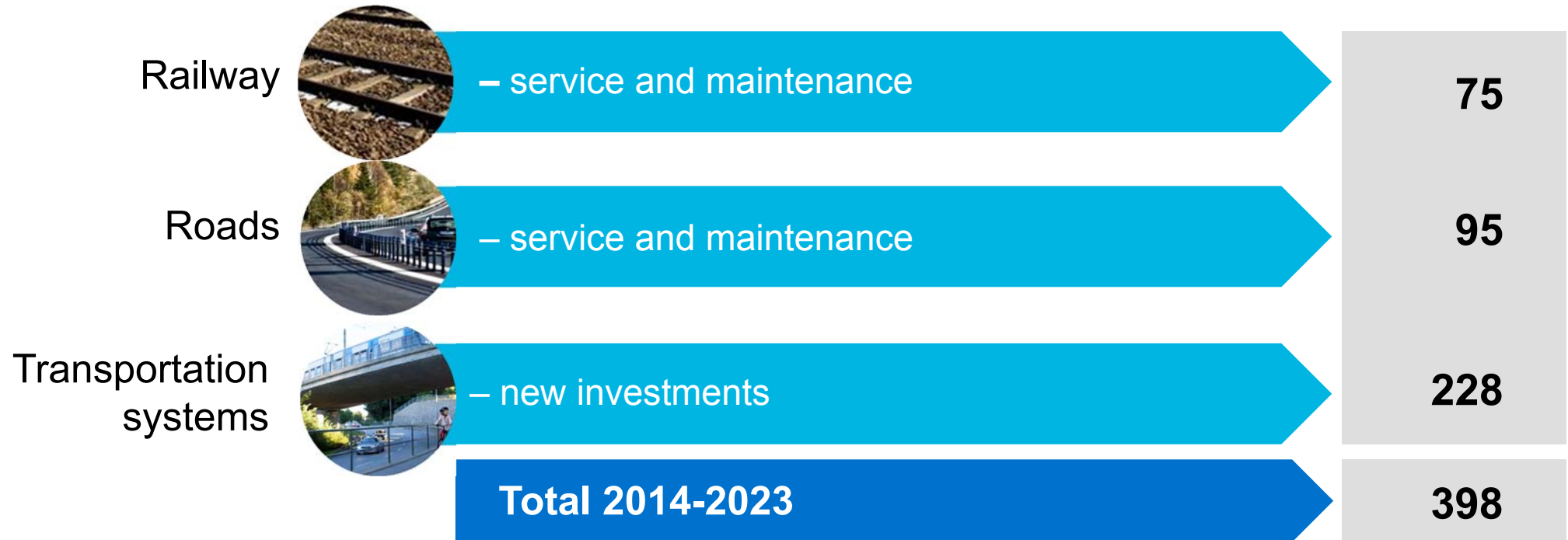
2014-2025, SEK BN





# National plan for transportation systems Norway

2014-2023, NOK BN



# Shift in customer behavior

More design and  
build contracts

Larger  
projects

Long-term involvement  
with customers

Multi-discipline  
projects

# Competitive advantages

Nordic mindset and local presence

Full-range provider – customer offers across the entire value chain

Wide range of sustainable solutions

Customer collaboration

Engineering capability

# Svante's agenda

6 months

- Customer focus
- Organize tender activity
- Risk assessment and control

# Desired status in 2020

The main  
infrastructure  
player in the  
Nordic region

Customers'  
first choice

The leader in  
sustainable  
solutions

Talents'  
first choice

# We're on our way!



