

Capital Market Day

November 25 2014

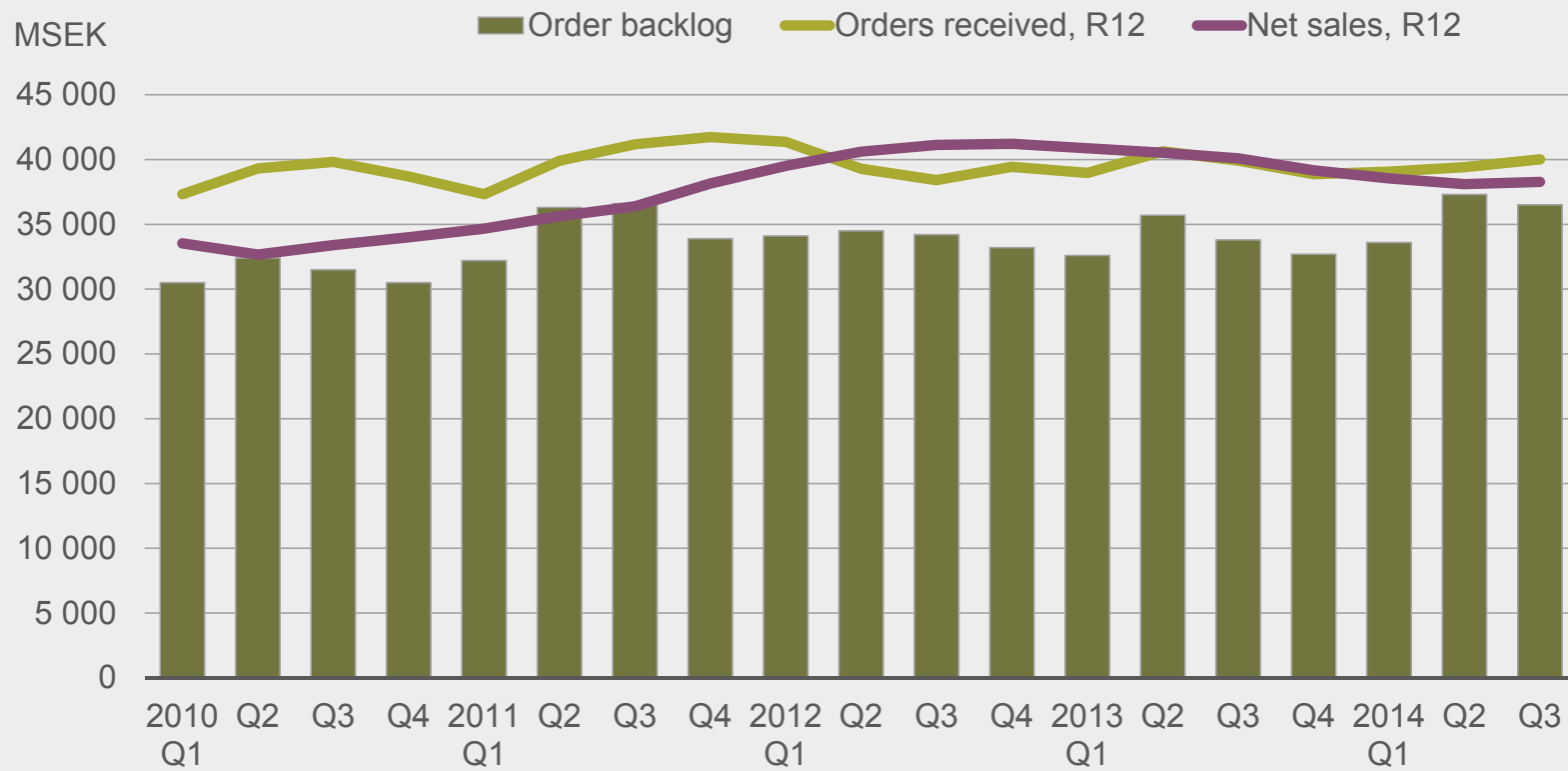
Peter Wågström
CEO

January-September 2014 in brief

- **Improved orders received**
SEK 42,910 M (42,617)
- **Order backlog on a high level**
SEK 54,609 M (51,065)
- **Net sales**
SEK 38,106 M (36,749)
- **Profit after financial items**
SEK 1,217 M (929)

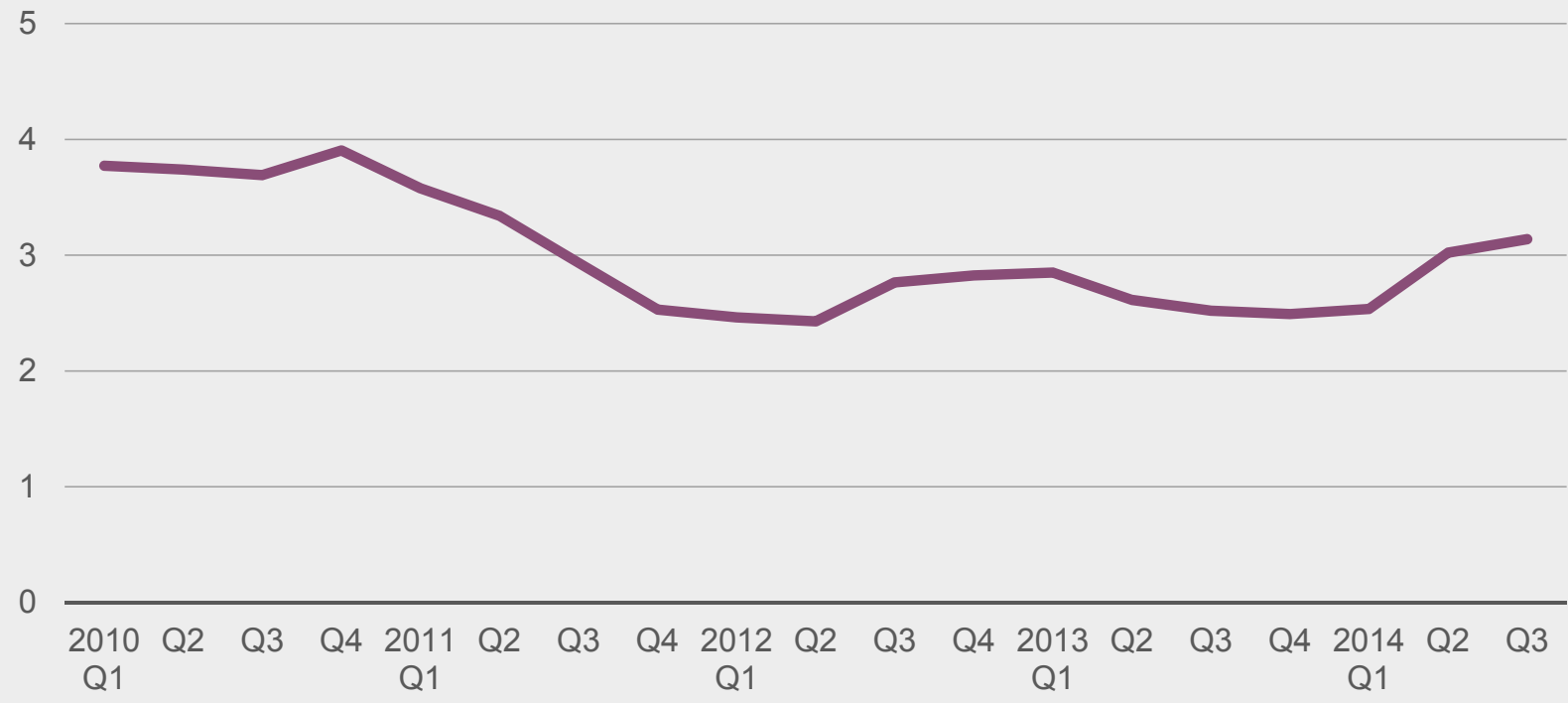
NCC Construction Units

Increased orders received will have a positive effect on net sales



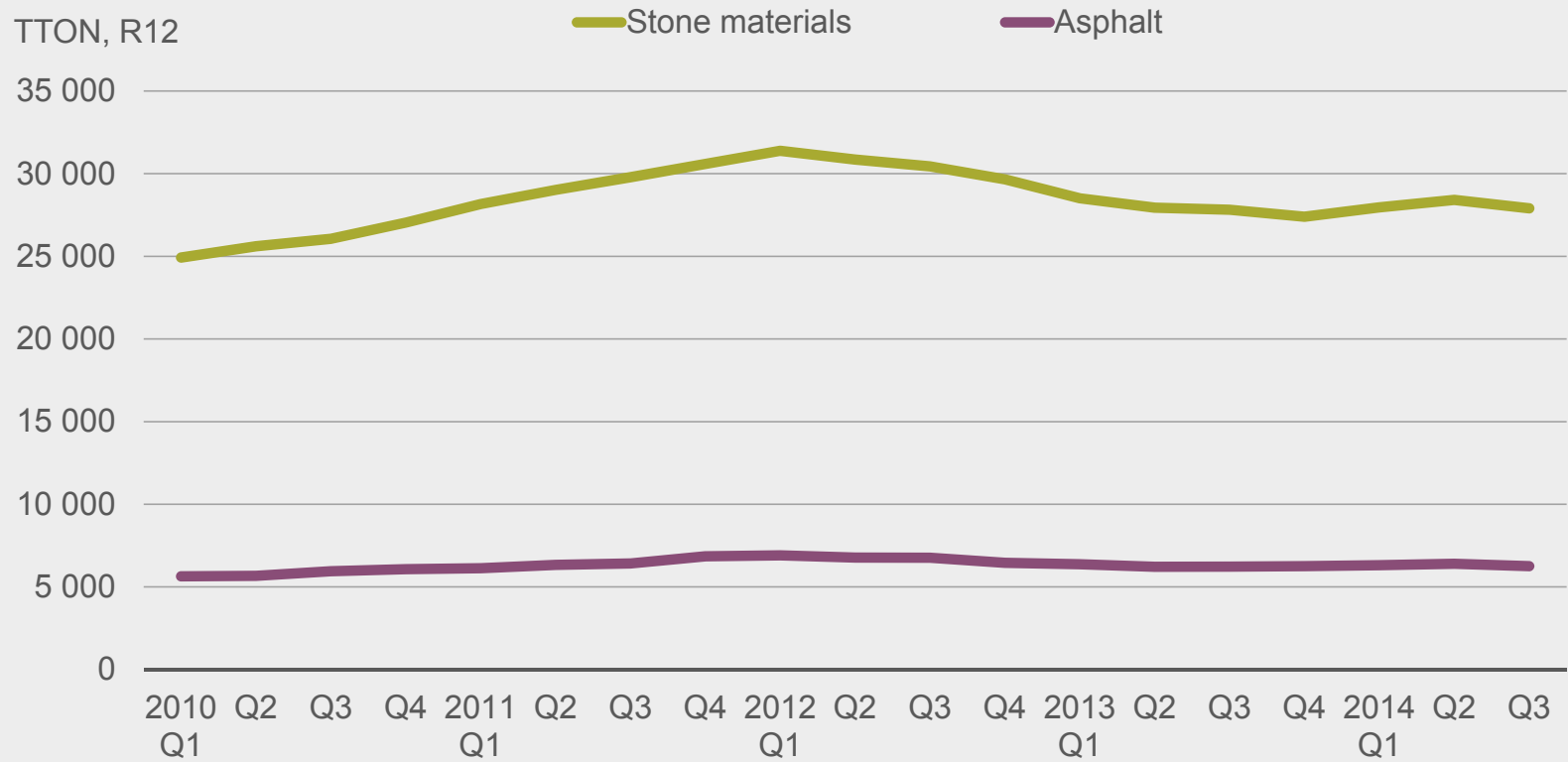
NCC Construction Units EBIT margin – more to do

EBIT %, R12



NCC Roads

Stable volumes



NCC Housing

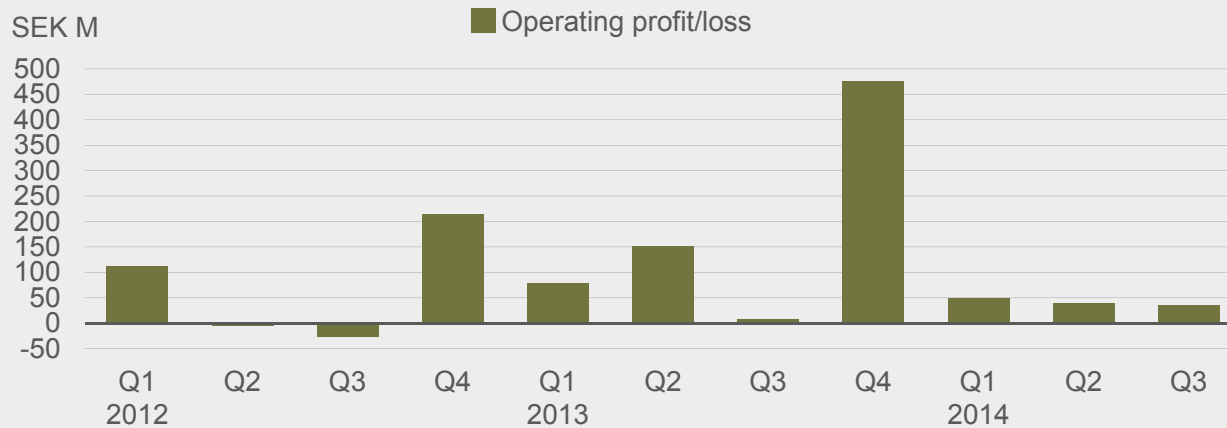
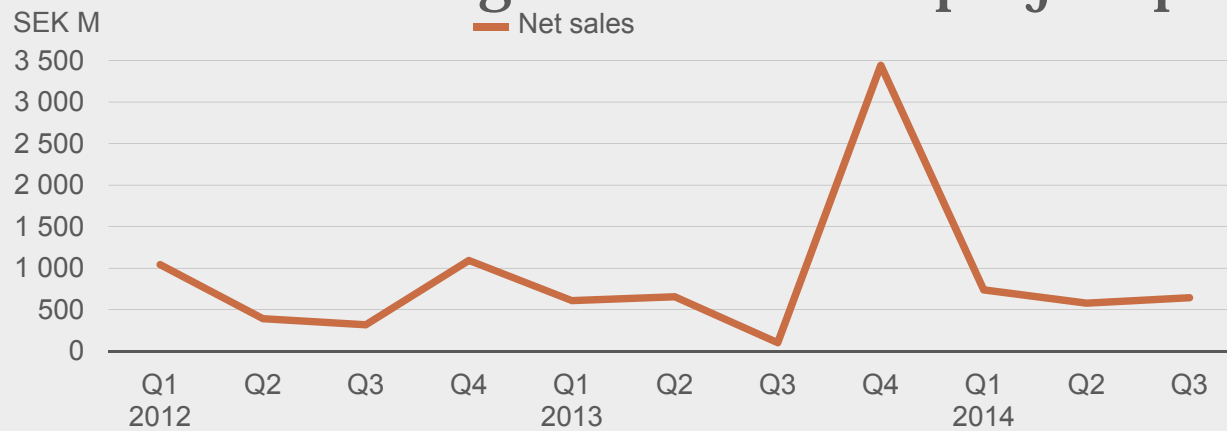
Increased level units of recognized in profit

Units recognized in profit R12



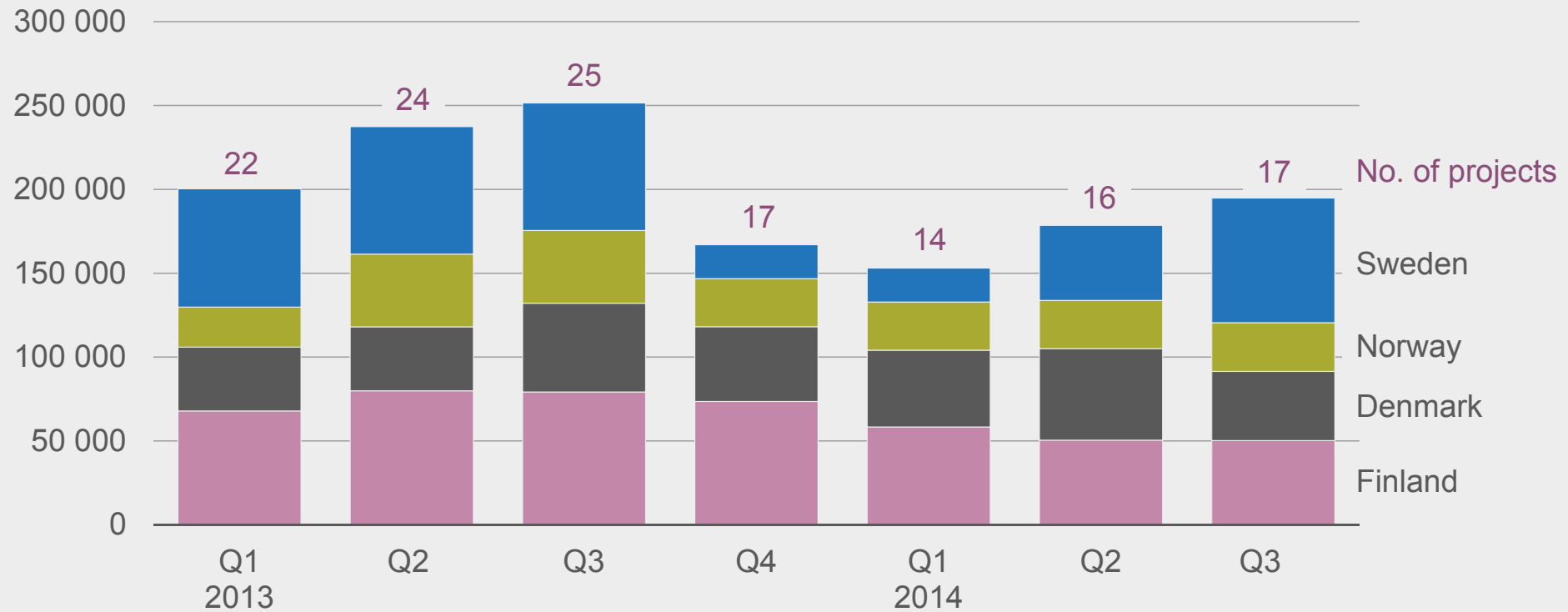
NCC Property Development

Sales and earnings linked to the project portfolio



Increased portfolio – Sweden a larger part

Leasable space, m², in ongoing or completed projects not recognized in profit



Market environment



Good market positions in all three businesses

Industrial



Construction and civil engineering



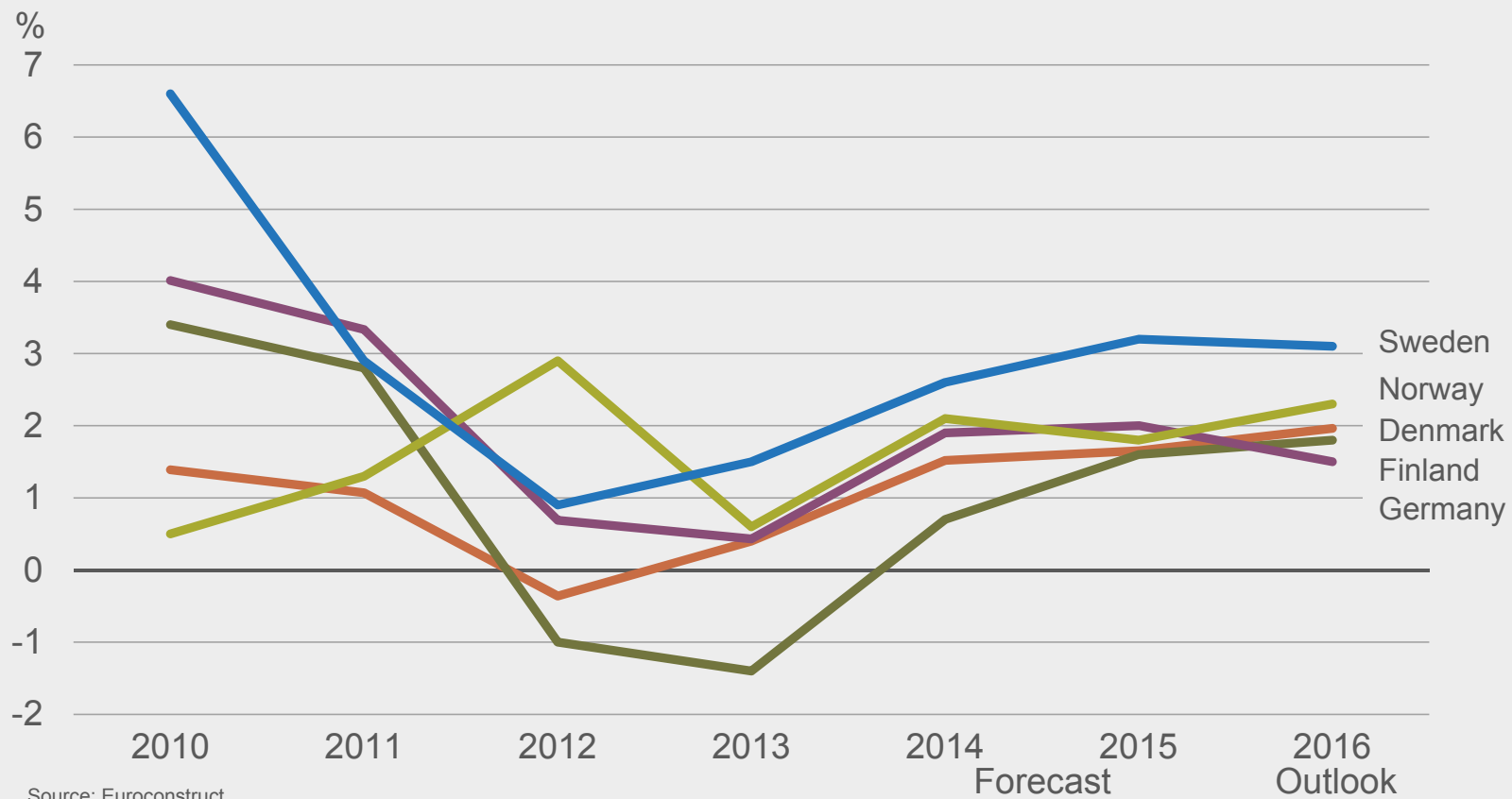
Development



Market Outlook 2015

Stone material, asphalt and road service	Construction and civil engineering	Housing development		
<ul style="list-style-type: none">• Higher demand for stone material• Potential for growth in asphalt	<p>Nordic market growth – stronger in Sweden and Norway, challenging in Finland</p>	<ul style="list-style-type: none">• Good demand – especially in Sweden and Germany• Weak demand in Finland <tr><th data-bbox="1444 970 2072 1107">Property development</th></tr> <tr><td data-bbox="1444 1112 2072 1319"><ul style="list-style-type: none">• Stable interest for Nordic properties</td></tr>	Property development	<ul style="list-style-type: none">• Stable interest for Nordic properties
Property development				
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Construction normally follows GDP



Source: Euroconstruct



This strategy period

Mega trends



Urbanization



Climate change



Globalization



War for talent



New technology



What have we achieved so far?

Strategy 2012–2015

Profitable growth

Customer focus	Market leader	Costs	One NCC	Housing	Sustainability
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Industrial



≥ double GDP growth rate

Construction and civil engineering



≥ double GDP growth rate

Development



≥ 7,000 housing units

Strategy 2012 – 2015 *Profitable growth*

We focus on three strategic growth priorities



Growth in Norway within all business areas



Establishing a presence in the civil engineering market in Finland



Expansion of the housing development business in all markets

Our vision

To *renew* our industry and provide
superior sustainable solutions

Our values

Honesty

Respect

Trust

Pioneering spirit

New strategy 2016-2020 based on current strategy

Will be communicated autumn 2015
and implemented January 1, 2016

A yellow rectangular sign with a red border and the text 'Work in progress' in bold black letters. In the background, a worker in a high-visibility yellow uniform is holding a similar triangular warning sign depicting a person digging. The scene is outdoors with trees and a utility vehicle visible.

**Work in
progress**

The Construction Denmark Case

NCC Construction Denmark
2010 – R12, Q3 2014

- Net sales 2,906 → 4,136 MSEK
- EBIT 124 → 249 MSEK

