

Divestment of NCC Industry



NCC becomes a focused contracting company

2026-10-07



The transaction in brief

- NCC divests NCC Industry, including all operations in stone materials and asphalt
- Enterprise value: SEK 8.2 billion
- Cash flow of: ~SEK 7 billion
- One transaction with two buyers: Heidelberg Materials and CRH
- Transaction is subject to regulatory approvals
- Closing expected in the second half of 2027



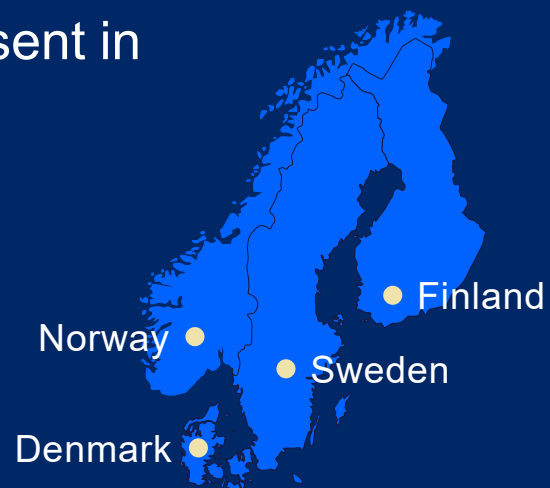
NCC Industry

2025

Net sales:
SEK 12.9 Bn

EBIT:
SEK 876 M

Present in



Leading position
in the Nordics in
asphalt and
aggregates



~230
production
units



2,600
employees



Storebæltsbroen, Denmark

NCC Group: A more focused and asset light company

Contracting
focus

Asset light

Increased
financial flexibility

Rationale; different operating models

Industry

- Standardized products
- Primarily fixed production facilities
- Defined geographies
- Higher capital intensity

Contracting

- More of a service
- Each project has unique characteristics
- Shifting geographies
- Limited or no capital tied-up

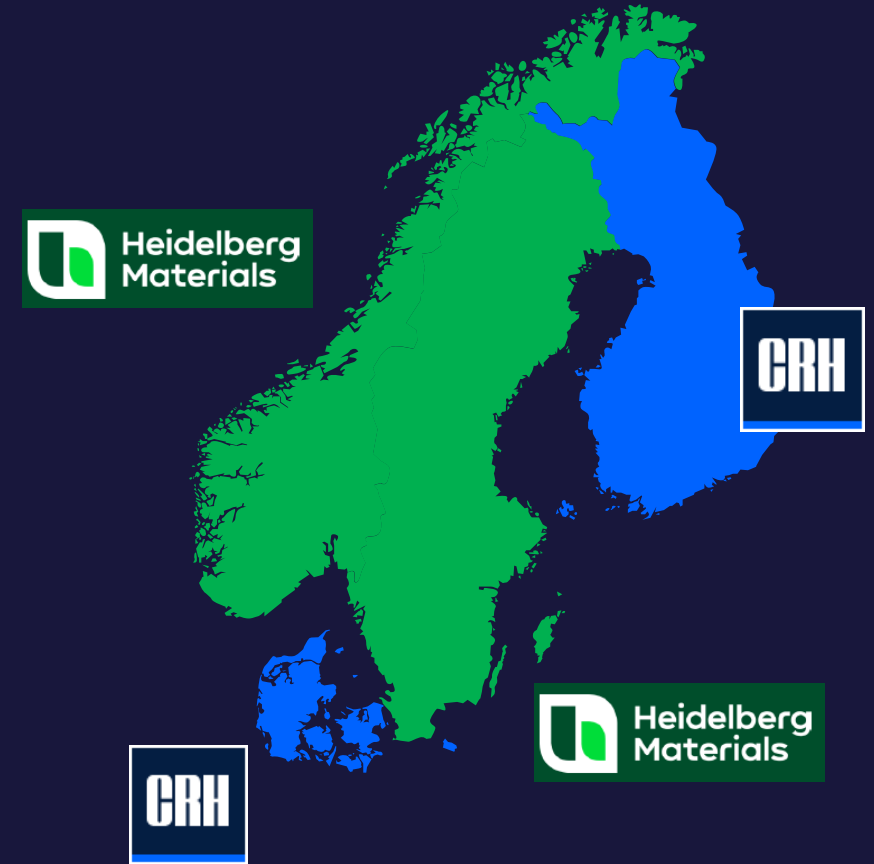
Financial impact on NCC

- Enterprise value of SEK 8.2 bn
- Expected positive cash flow of approximately SEK 7 bn
- Purchase price to be settled in cash at closing
- NCC will continue to recognize earnings from Industry until closing
- The business will be reported as discontinued operations from Q3 2026



Benefits for NCC Industry

- New owners with extensive experience in asphalt and stone materials
- Sold operations will become important in the buyers' respective markets
- Clear ambition to further develop the businesses
- Strong foundation for employees, customers and business partners



Timeline



Until closing, Industry will continue to operate as usual and remain part of NCC

A specialized
construction
company with
high potential for
further value
creation



