

NCC Industry

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Business Area Manager



We are known as...

...the market leading stone and asphalt company in the Nordics



...having a strong focus on superior sustainable solutions



Main Offerings



Stone materials and recycling



Asphalt production



Piling production and foundation works



Paving works

Offerings – Variety of concepts and products

NCC Green Asphalt®



NCC Green Fuels™



Flooding prevention products



Special Asphalts



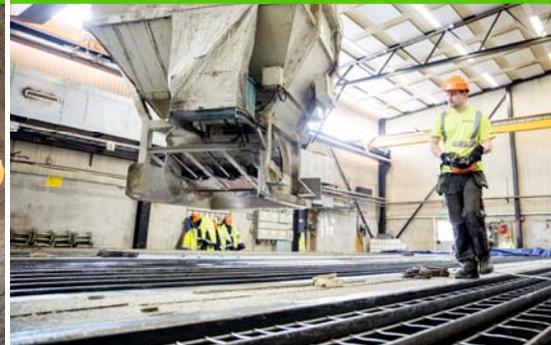
NCC Recycling™



NCC Green Quarry™



Hercules piling

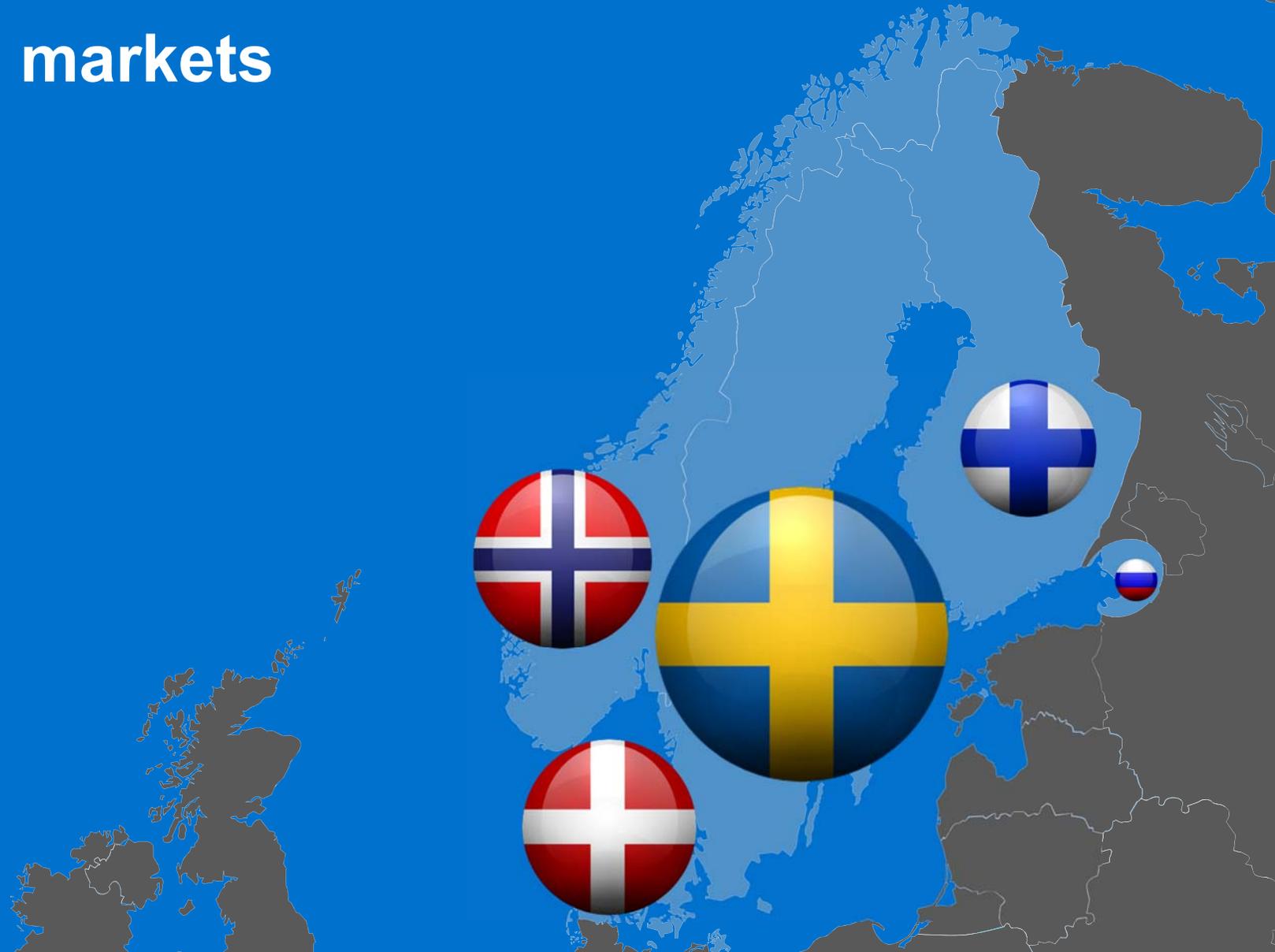


Kielo biodiversity program

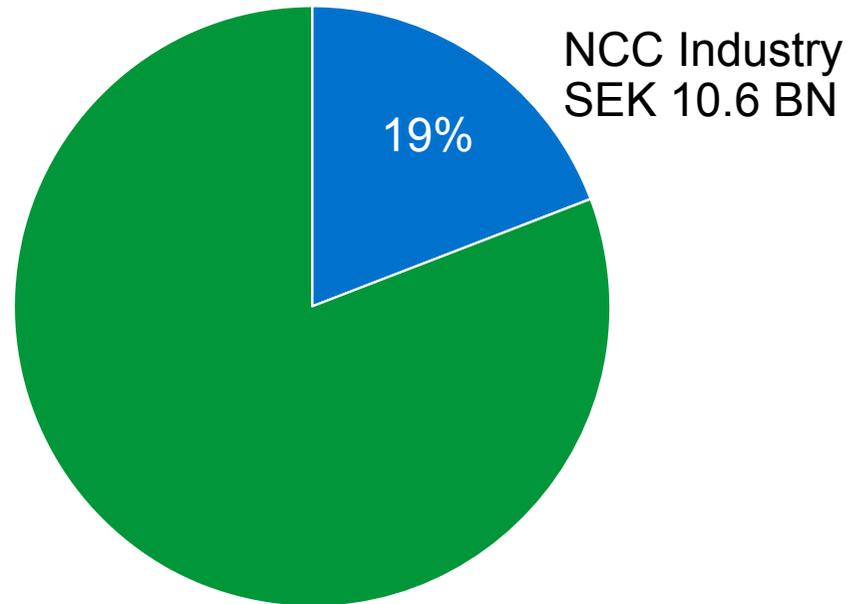


Geographical markets

Industrial, sales 2014

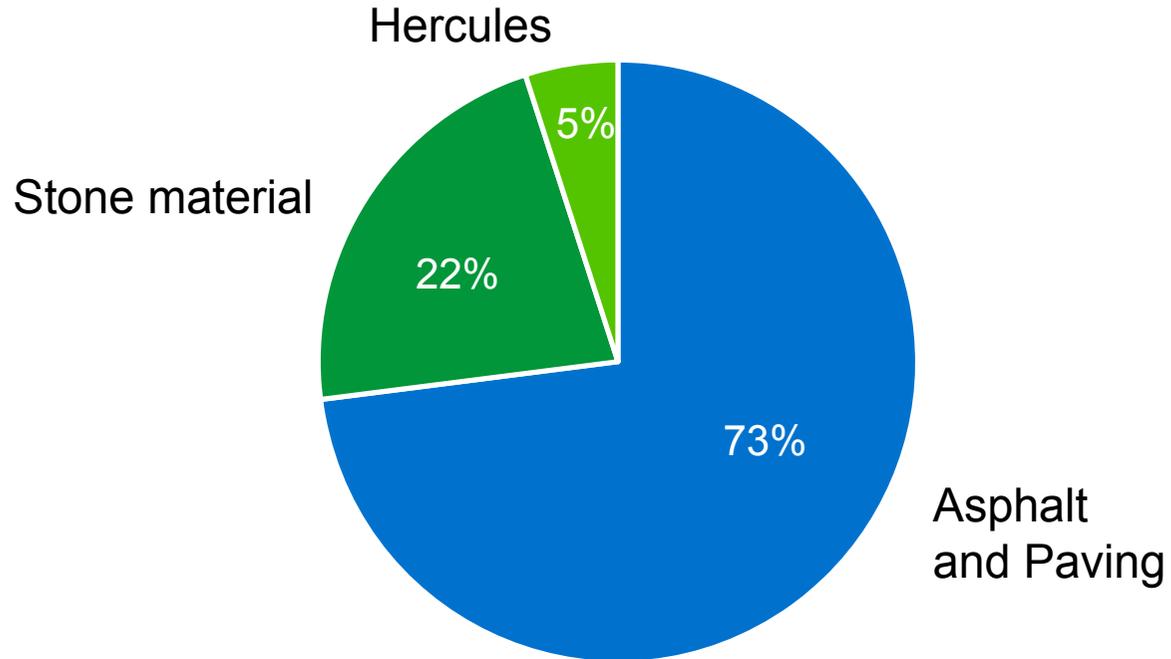


NCC Industry – net sales 2014



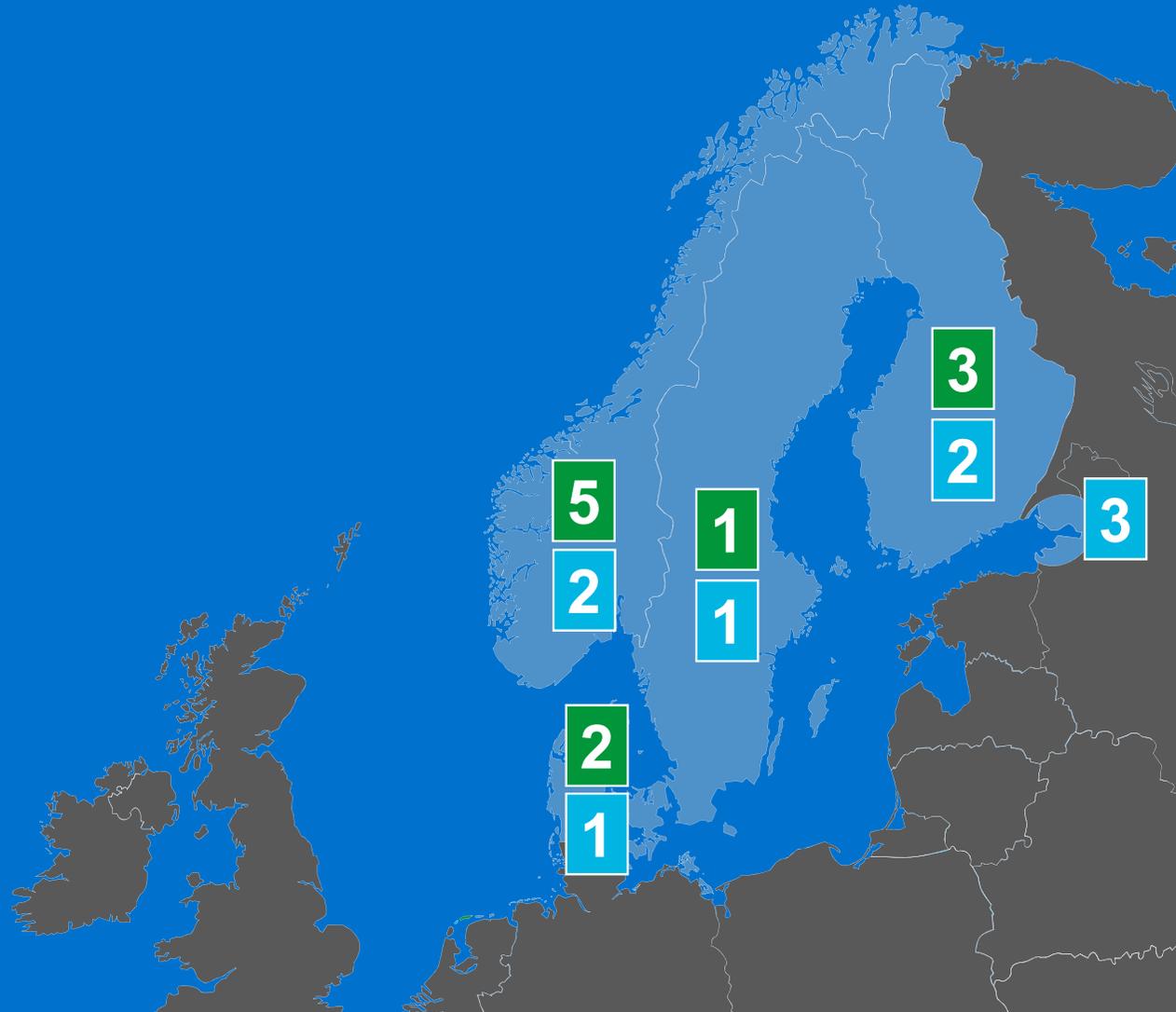
Share of NCC total net sales
excl. Housing

NCC Industry – product mix 2014



Market position today

- Stone materials
– Nordic market leader
- Asphalt and paving
– Nordic market leader



Customers

Private sector

State/municipalities

Internal sales

NCC Industry – Strategy for profitable growth



Urbanization

Sustainability

War for talent

New technology

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%

Must win battle:

Operational Excellence



Operational Excellence

Production process optimization

- Production planning and steering
- Lean principles in production and paving processes
- Sustainable production process e.g. renewable energy and recycling in asphalt production
- Digital solutions



Example: NCC Green Fuels™

Renewing the industry by alternative energy sources, e.g. wood pellets in asphalt production instead of oil

Operational Excellence Digitalization



Operational Excellence

Purchasing

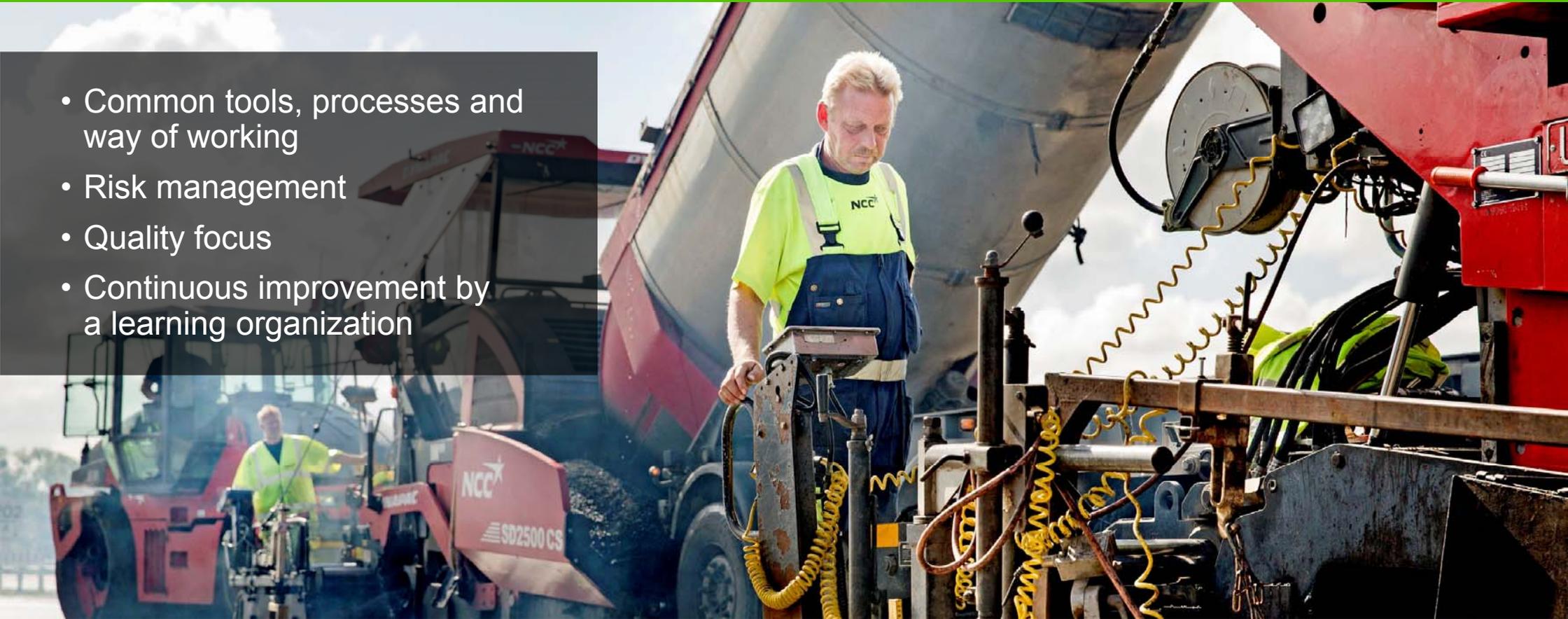
- Energy
- Logistics
- Subcontractors
- Bitumen



Operational Excellence

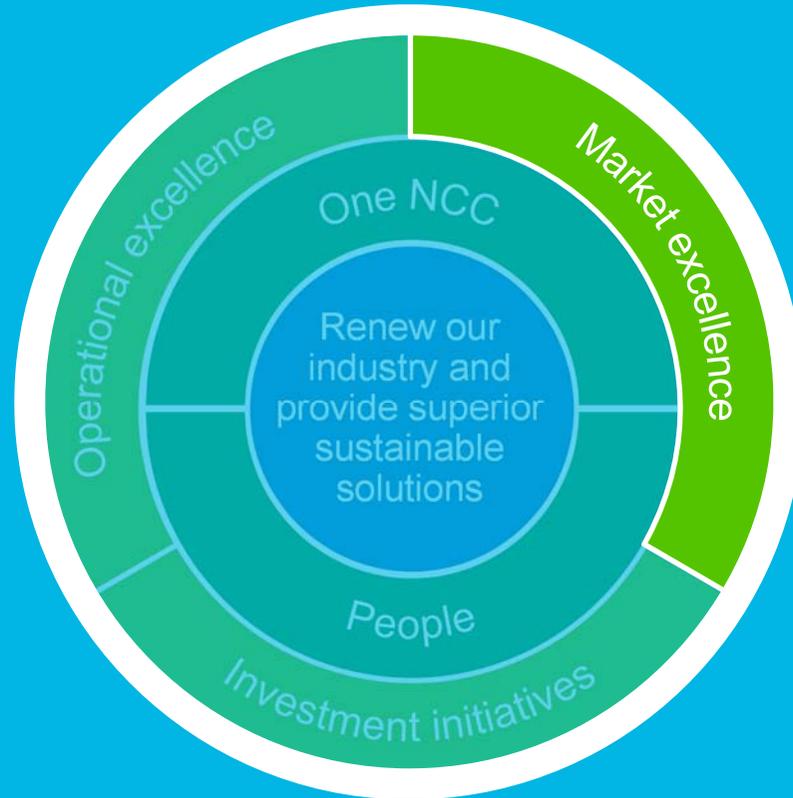
Nordic way of working

- Common tools, processes and way of working
- Risk management
- Quality focus
- Continuous improvement by a learning organization



Must win battle:

Market Excellence



Market Excellence

Strong market position with potential for growth

- Strengthen position in Oslo and Stockholm
- Selected other growth markets
- Secure sustainable stone supply
- NCC Recycling
- Large civil engineering projects



Market Excellence

Value delivery with sustainable customer offers

- Sales driven organization
- Digital solutions
- NCC Green Concept®



NCC Green Concept®

NCC Green Asphalt®

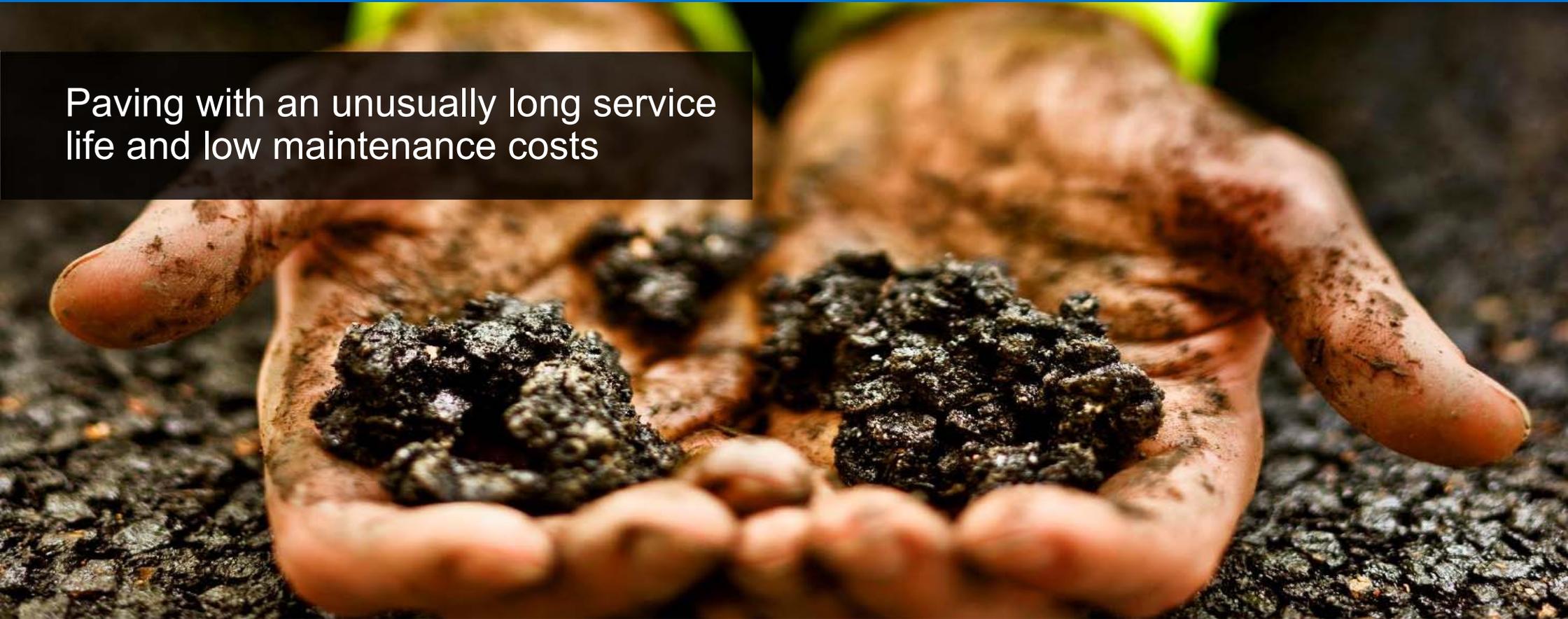
Patented production method
for hot asphalt produced at
lower temperature

NCC Green Road®

Paving for reduced rolling resistance

NCC Viaco™

Paving with an unusually long service life and low maintenance costs



NCC Drænstabil®



Self-draining ballast
that prevents flooding



**... continuing to meet new
environmental challenges**

Our success drivers are

People



One NCC



Summary

Starting point

- Strong market position with further growth potential
- Stable earnings development, however plateaued

Strategic activities

- Operational excellence to improve margins
- Market excellence for profitable growth

