

Setting a new baseline for a strong and profitable NCC

Tomas Carlsson
CEO

Our news today

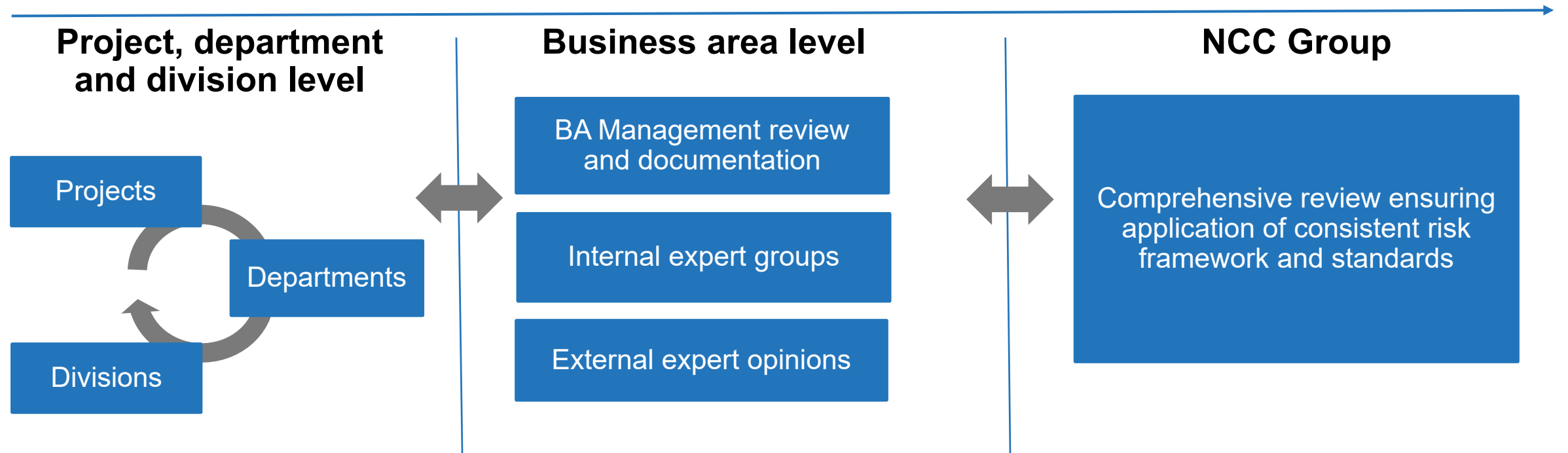
- Business review completed
- Q3 result impacted by revaluations of SEK 1,565 M
- Preliminary Q3 result
 - Net sales SEK 14,269 M (13,075)
 - EBIT SEK -1,108 M (364)
- Action plan initiated

Conclusions

Need for change but healthy core

- Healthy core in NCC
- Uneven performance throughout the group
- Market conditions generally good
- Challenging areas in NCC identified
- Risk reduced across the portfolio
- Low impact on cash flow

Business Review Process from May to September



Projects – properties for development – other assets

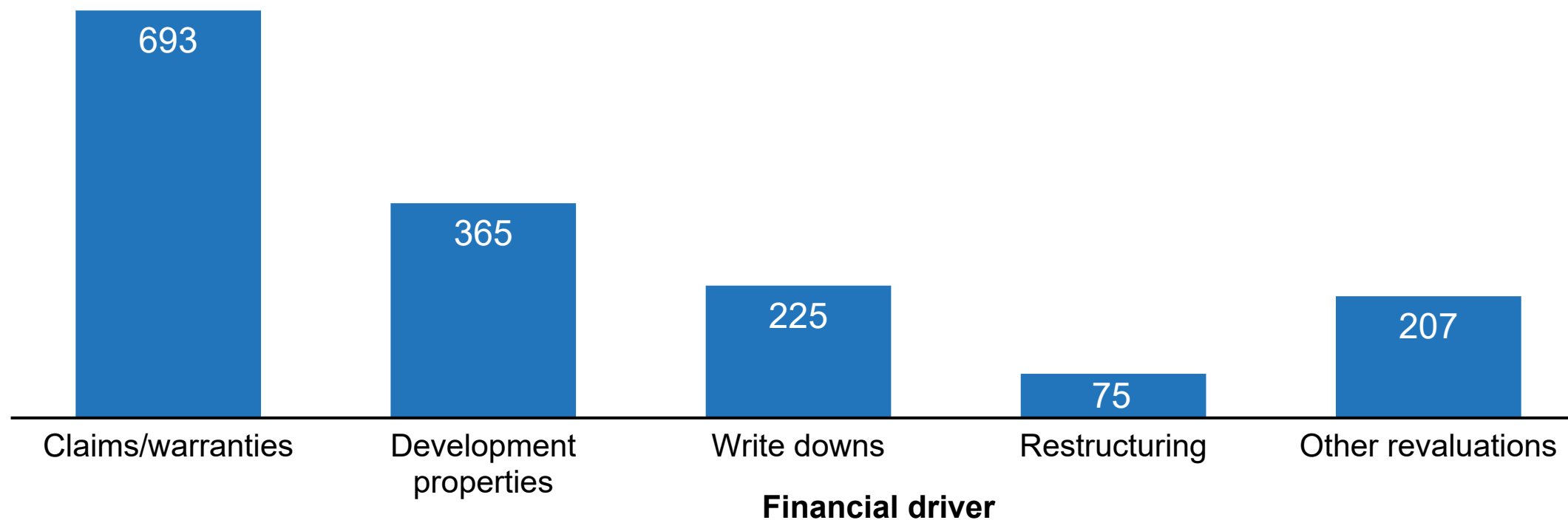
Meeting with teams, customers and other stakeholders to form an opinion

Insights

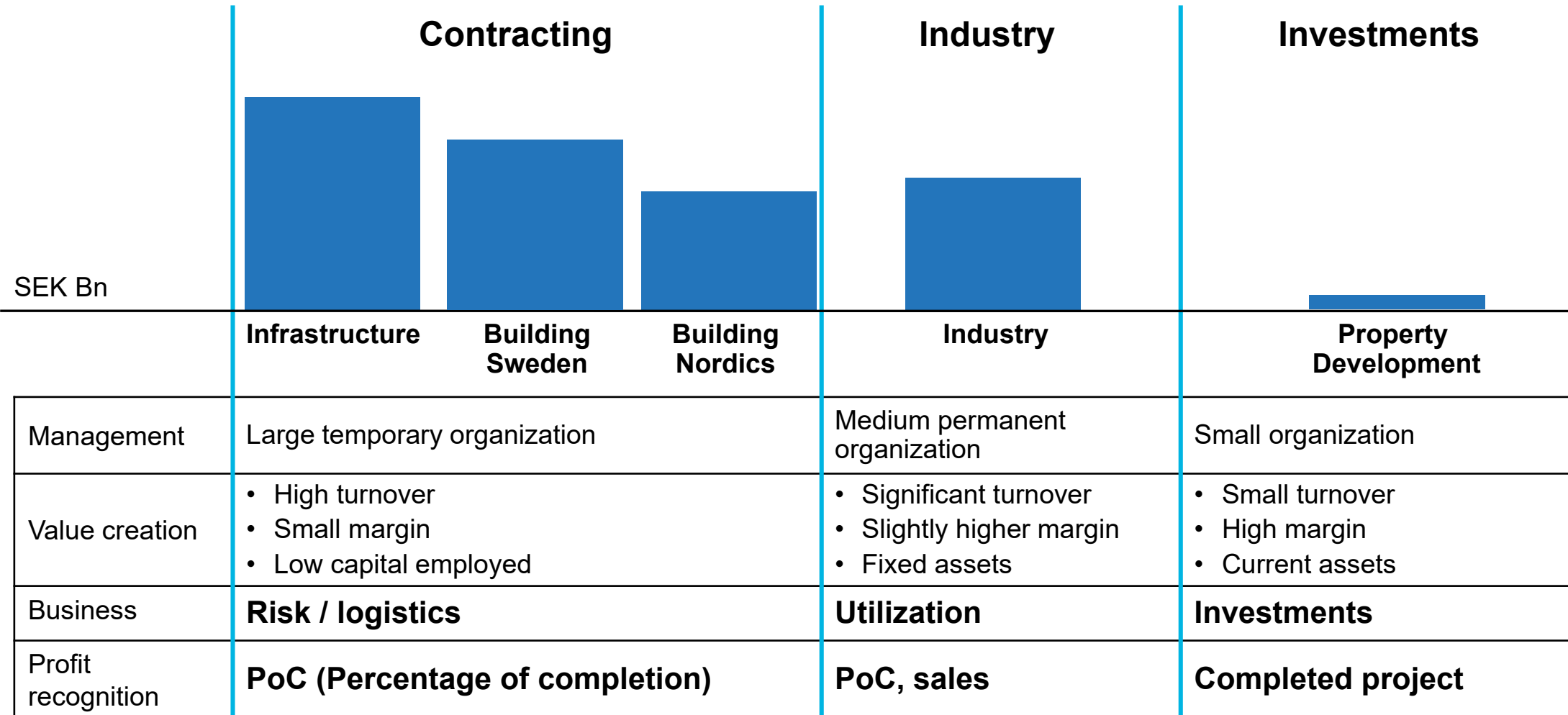
1	Estimations of claim outcomes and warranty provisions	More prudent approach to claims and warranties
2	Revaluation of property assets	Decision to exit segments and markets
3	Risk profile in tendering processes	A lower risk profile and more structured process for estimates and decisions
4	Project management and cost control	Managing identified back-log. Structural initiatives to improve project management and cost control going forward

Revaluations: Financial drivers

SEK M



NCC business



Strong positive drivers in the market

- Large infrastructure projects in Norway and Sweden
- Still a generally strong demand in building
- Demographics drives demand for schools, hospitals and elderly care around our cities
- Growing cities and population growth
- Nordic economies stable with reasonable growth projections