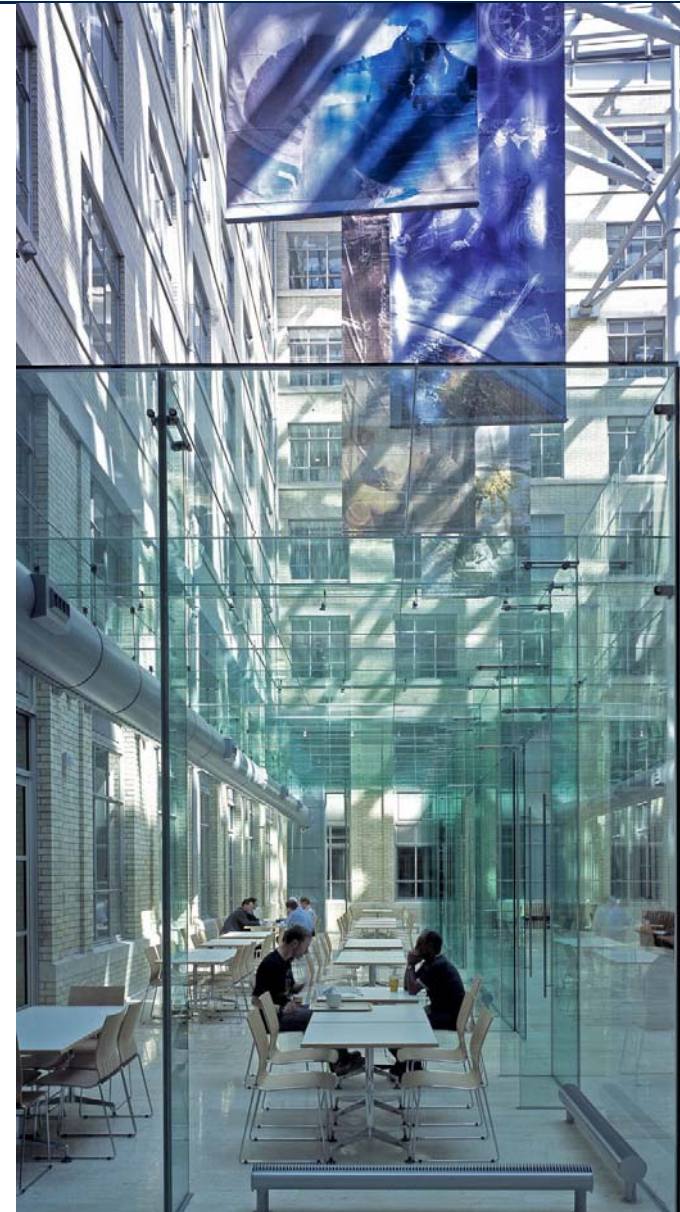


Closing remarks

Johan Karlström, President and CEO

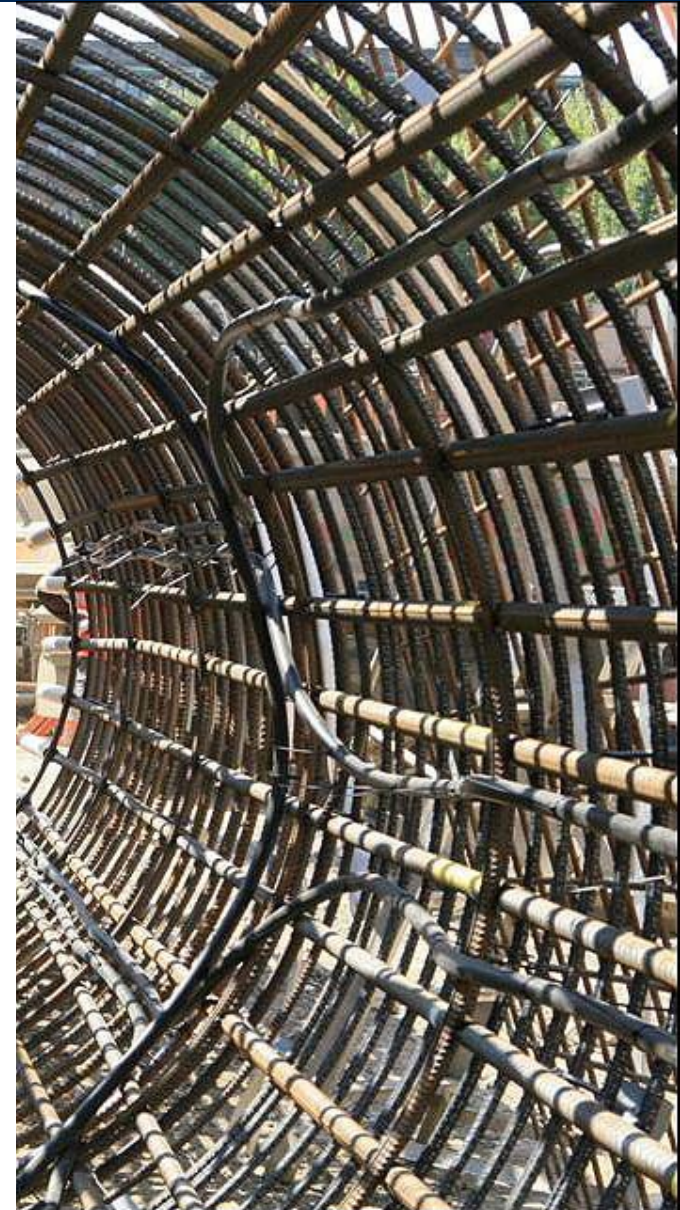
New Opportunities in Business Plan

- Launch Green refurbishment of commercial offices
- Grow healthcare business in home markets and potentially elsewhere as well
- Enter Residential Development in the UK



New Opportunities in Business Plan

- Enter Residential Development in Poland
- Expand BoKlok business
- Enter Commercial Property Development in Norway
- Enter the waste to energy sector in the UK, Construction and Infrastructure Development



Priorities in Construction

- Grow USA Civil, Nordics and Poland
- Large complex projects
- Improve operational efficiency
- Maintain strong capital efficiency
- Use Skanska's financial strength and combined experience



Priorities in Project Development

- Grow
- Residential Development
 - Become a proven consumer business
 - Focus on Nordics first, then rest of Europe
- Commercial Property Development
 - Move from mostly Swedish to full Nordic business
 - Expand Central Eastern Europe and the U.S.
 - Build on skills in the Nordics



Priorities in Project Development

- Infrastructure Development
 - A steady pipeline of investments and divestments
 - Synergies with Construction



Priorities Skanska Group

- Execute Business plan
- Risk management
- People
- Safety
- Green
- Ethics



Business Plan challenges

- Market conditions
- Balance risks and opportunities
- Get the right people on board and into the Skanska system

Business Plan opportunities

- Strong financial and operational platform
- Strong brand
- One Skanska



Q&A