



# Skanska in brief

## Construction

Revenue, SEK M 115,955  
Share of group 91%



Operating income, SEK M 2,871  
Share of group 55%



Construction refers to building construction (both non-residential and residential) and civil construction. It is Skanska's largest business stream in terms of revenue and employees.

The Construction business stream operates through ten business units in selected home markets – Sweden, Norway, Denmark, Finland (and Estonia), the Czech Republic (and Slovakia), the United Kingdom, the United States and Latin America.

## Residential Development

Revenue, SEK M 6,113  
Share of group 5%



Operating income, SEK M 611  
Share of group 12%



The Residential Development business stream (formerly Residential Project Development) develops residential projects for sale. Housing units are tailored for selected customer categories.

Skanska is one of the leading residential developers in the Nordic countries and also has a sizable presence in the Czech Republic and in St. Petersburg, Russia. The business stream operates through a special Nordic business unit and as part of Construction in the Czech Republic.

## Commercial Development

Revenue, SEK M 5,075  
Share of group 4%



Operating income, SEK M 1,740  
Share of group 33%



Commercial Development (formerly Commercial Project Development) initiates, develops, leases and divests commercial property projects, with a focus on office buildings, shopping malls and logistics properties.

The business stream works through two business units: Skanska Commercial Development Nordic – Stockholm, Gothenburg, Öresund (Malmö and Copenhagen) and Skanska Commercial Development Europe – Warsaw, Wrocław, Prague and Budapest.

## Infrastructure Development

Revenue, SEK M 53  
Share of group 0%



Operating income, SEK M -9  
Share of group 0%



In Infrastructure Development (formerly BOT), Skanska develops and invests in privately financed infrastructure projects such as roads, hospitals, schools and power generating plants.

The business stream focuses on creating new potential for projects in markets where Skanska has construction business units. It works through the Skanska Infrastructure Development business unit.

## HIGHLIGHTS

	SEK M	EUR M
Revenue	124,667	13,434
Operating income	5,000	539
Income after financial items	5,120	552
Earnings per share, SEK/EUR	9.27	1.00
Return on equity, %	22.4	22.4
Return on capital employed, %	23.3	23.3
Order bookings <sup>1</sup>	116,553	12,559
Order backlog <sup>1</sup>	128,572	13,692

<sup>1</sup> Refers to Construction operations.

## REVENUE BY GEOGRAPHIC AREA

	%
Sweden	20
Other Nordic countries	21
Other European countries	23
United States	32
Other markets	4



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### An extract from Skanska Annual Report

This document is in all respects an extract from Skanska Annual Report which is a translation of the Swedish original Annual Report. In the event of any differences between this translation and the Swedish original, the latter shall prevail.



#### Cover:

Skanska Sweden's Göran Karlsson uses proper personal protection equipment in his work. The Skanska Code of Conduct emphasizes the importance of good job-related health and safety standards in all projects.



## Comments by the President and CEO

In 2005 we began to realize the potential envisioned in the “Outperform” strategy. Some, but not all, business units achieved improvement in margins and returns in line with the year 2007 targets. The earnings potential when all of Skanska “Outperforms” is exciting.

The benefit of organizing operations in four distinct business streams – Construction, Residential Development, Commercial Development and Infrastructure Development – is evident. Not only is focus clearly sharper, but we are also able to vary specific strategic levers among the business streams. For example, we continue to focus on reducing risk and increasing margins rather than growth in Construction while pursuing growth in the Residential and Infrastructure Development business streams. But in every business the primary objective is to deliver higher profitability, measured by margin and/or return on capital employed. And in all businesses we target the Skanska 4 zeros (zero loss-making projects, zero work place accidents, zero environmental incidents and zero ethical breaches) aimed at further strengthening our brand among employees, customers and the public. Skanska’s Outperform strategy also applies to sustainable development. Through a balance of economic progress, social responsibility and environmental considerations, we are building a robust foundation for continued prosperity. This is a sound approach not only for Skanska as a company, but also for the communities where Skanska is active.

### Initiatives

Skanska continues to take initiatives to enhance our three primary assets: our brand, our financial strength and our people. In 2005 we developed a concept for industrialization and standardization of apartment houses. Based on lessons learned in this sector we will transfer the knowledge to other types of construction. The idea is to move construction off-site and into factories and to standardize processes and components resulting in faster completion, better quality and lower cost.

We have also taken further steps in the global procurement initiative. We are sourcing new lower cost markets and consolidating procurement rather than buying on the traditional project-by-project basis. The opportunity and the challenges are significant.

### Skanska people

All of our business streams are project-based. Each project is a discreet business unto itself. We have streamlined operations and introduced and implemented controls, but the single most important difference between success and failure is our people. Strategy is important, but execution is more important – and execution depends on thousands of managers spread across Europe and the Americas. This is why the number one priority is to have the right people for the job. In 2005 we strengthened our management development; in 2006 we will redouble the effort.

Without doubt the Outperform strategy is right for Skanska and it is succeeding because of the hard work of my 54,000 colleagues.

Thank you all for your enthusiastic commitment to our great company.

Solna, March 2006

STUART E. GRAHAM  
President and CEO

# Sustainable development

Skanska regards sustainable development as an important business aspect that influences both risks and opportunities. 'The four zero visions' – zero loss-making projects, zero work place accidents, zero environmental incidents and zero ethical breaches – are fundamental driving forces.



"By balancing economic progress, social responsibility and environmental considerations, we are building a robust foundation for continued prosperity."

Stuart Graham



Economic progress



Social responsibility



Environmental considerations

Skanska defines its approach to sustainable development as integrating social and environmental dimensions into its day-to-day business process. The challenge is to build a robust and sustainable way of working in a decentralized and integrated organization – Skanska has 54,000 employees and an even larger number of subcontractors in 12,000 projects. Its business units engage employees in corporate strategies for sustainable development through training, targets and follow-ups.

Skanska has a Code of Conduct and, among other commitments, has signed the UN Global Compact and the World Economic Forum's Partnership Against Corruption Initiative. Dialogues that are conducted with employees, customers and local residents help assure that local needs are met.

During 2005, the task of integrating certified/registered management systems continued. Skanska is among the few international construction companies to have implemented environmental, quality and occupational health and safety management systems in most of its operations. Other activities in 2005 included a successful Groupwide Safety Week, the first Social Accountability 8000 certification and increased attention to management development.

During 2006, the focus will continue to be on day-to-day

operational issues such as health and safety and business ethics as well as on strategic, long-term questions regarding climate change and biodiversity. Engaging in these priorities will help create a more sustainable market.

## Driving forces for sustainability

A number of internal and external driving forces influence Skanska's approach and plans for the future:

**Customers** – In the same way as the product's location, quality and price, sustainable development provides value-added that strengthens Skanska's capacity to build long-term customer relationships. In 2005, there were again numerous projects with environmental criteria exceeding compliance levels (see table to the left).

**Shareholders** – The market for ethical investments is increasing. Skanska is among the most frequently invested construction sector companies in Europe, according to 2005 research. Four percent of Skanska's total shares are held by ethical funds.

**Internally-driven** – A sense of pride in, and trust for, Skanska values are preconditions for recruiting and low employee turnover. Employees and subcontractors need to feel confident that Skanska is doing its utmost to ensure their health and safety.

**Cost-consciousness** – Financial benefits include reduced operating costs, especially in risk management and improved productivity. Lower project expenditures are achieved through improved resource management and by sharing best practices.

**Legal and other requirements** – Skanska actively engages in the development of a range of tools geared towards continual improvements. Both EU directives on energy efficiency and management of hazardous substances as well as tools for environmental design, such as LEED in the U.S., contribute to the development of Skanska strategies.

### Order value of projects with higher environmental standards

USD M	2005	2004	2003	2002	2001
Total	8,377	7,627	8,335	6,250	7,163

The Global Reporting Initiative 2002 Sustainability Reporting Guidelines have served as an inspiration for Skanska's sustainability reporting. More information regarding work with sustainable development is available at: [www.skanska.com/sustainability](http://www.skanska.com/sustainability).



## Some recognition during 2005

- For the seventh consecutive year, Skanska qualified for the **Dow Jones Sustainability Index**.
- **FTSE4Good** and **Storebrand SR** are among the leading ethical funds and analysts that include Skanska in their indexes.
- The **Global 100 Most Sustainable Corporations**, launched at the World Economic Forum in 2005, listed Skanska as its sole construction sector representative.
- The **Czech Top 100 Association** ranked Skanska Czech Republic among the five most admired companies in the country.
- Skanska UK received three Gold Awards from the **Considerate Constructor's Scheme**, for keeping public disruption to a minimum at specific projects in the UK.
- The Goathill North Rock Pile Mitigation project, operated by Nielson Skanska, received the **Excellence in Reclamation Award** in 2005 from the New Mexico Energy, Minerals and Natural Resources Department and the Mining and Minerals Division.
- The Danish organization **Key2Green** awarded Skanska Denmark with a prize for its forward-thinking approach to caring for the local environment.



## BEST IN CLASS

environmental and social performance

STOREBRAND SRI



## Organized responsibility

A number of corporate units support Skanska's line organization. Group Staff Unit Sustainability directs the Group's sustainable development efforts and conducts dialogues with relevant stakeholder groups. This unit has special responsibility in the fields of the environment, work-related health and safety issues as well as business ethics.

Skanska's business units have operational responsibility and combine their competencies with corporate-level development projects such as Best Practice Groups. In 2005, Best Practice projects evaluated issues regarding health, safety and environmental strategies as well as energy performance in buildings.

## Code of Conduct

The Skanska Group's Code of Conduct is an important policy document governing how all employees are expected to conduct their activities and approach issues relating to sustainability. The Skanska Code of Conduct outlines responsibilities toward employees and business partners, the environment as well as society in general. It helps develop and maintain an economically viable and prosperous business.

The Code of Conduct contains three sections: employee relations, business ethics and concern for the environment. It is also accompanied by a compliance guideline for implementation.

Through the Code of Conduct, Skanska adopts a proactive stand in regard to human rights, fundamental ILO conventions and business ethics. One aspect of the Code of Conduct is its emphasis on good working environment. It also underlines the importance of preventive action in environmental work, conserving resources and avoiding projects that present unacceptable risks.

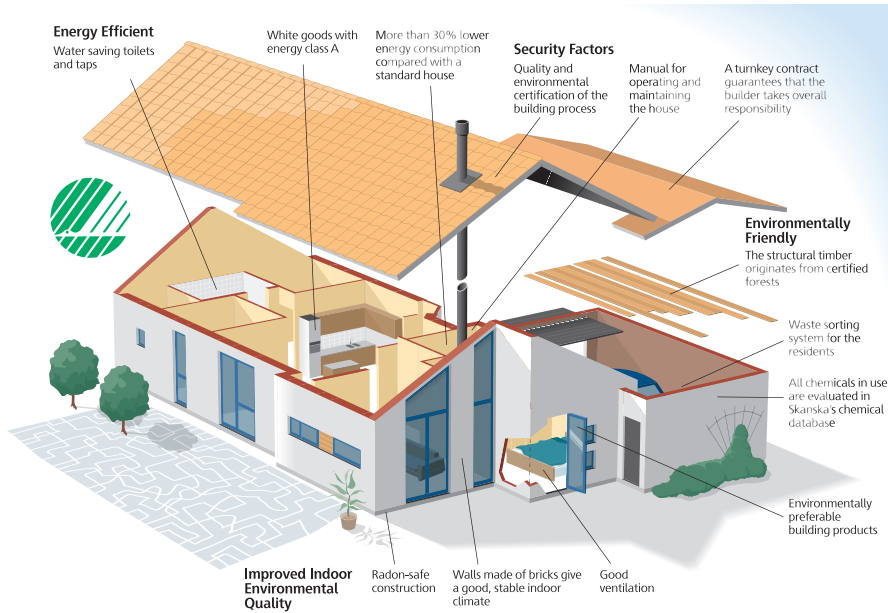
The importance of communicating this approach to suppliers and subcontractors is of great importance. During 2005 approximately 9,100 suppliers and subcontractors were informed of the content of the Code of Conduct, compared to approximately 6,200 in 2004. Skanska has engaged more than 31,000 subcontractor and supplier employees in its environmental and health and safety training during 2005. At present, a small share of Skanska's purchasing is coordinated on a global level. The volume is, however, expected to grow, thereby heightening the need for supplier evaluations.

A 2005 internal follow-up of the Code of Conduct indicates high levels of acceptance and compliance with the Code throughout the organization. This conclusion is supported by internal auditors who specialize in quality, environmental and health and safety issues. Meanwhile these auditors emphasize that it is a major challenge to benchmark results in a project-based business, where many factors are unique to a specific project.

## Skanska's key stakeholders



Skanska Sweden's Göran Karlsson uses proper personal protection equipment in his work. The Skanska Code of Conduct emphasizes the importance of good job-related health and safety standards in all projects.



Uniqhus, a housing concept developed by Skanska, was the first residential project to obtain Nordic Swan certification. In addition to environmentally sound materials and production methods, the building has a lower life-cycle cost thanks to reduced energy consumption.

## Environmental management

Most of Skanska's environmental direct impact occurs at the local level and all operations are controlled by environmental management systems. Through a life-cycle perspective, the environmental impact of a building can be improved during its entire life span.

Operational planning and targets for continual improvement are defined through management systems. Skanska monitors progress at both unit and project levels. Internal and external audits identify possible non-conformities that are then addressed. Skanska has certified/registered all units according to the ISO 14001 international standard for environmental management.

In recent years, customer interest in eco-design has increased and Skanska has therefore developed specialized expertise to meet this demand. Skanska USA Building currently employs 30 LEED-accredited professionals for environmentally sound design. This provides new project opportunities and attracts potential clients.

### Training

By the end of 2005, approximately 80 percent of Skanska's 54,000 employees had undergone basic environmental training conducted at unit level. In addition, 31,000 supplier and subcontractor employees were either informed or trained in environmental issues. Meanwhile, Skanska has provided advanced in-service training for environmental specialists and other key personnel.

### From design to finished product

In cases where a product is designed from a life-cycle perspective, its entire environmental impact can be controlled – from design to completion and its subsequent use. In the U.S. and U.K., LEED

and BREEAM are tools used to evaluate environmental criteria, primarily to assess water consumption, energy efficiency, choice of material and indoor climate. During 2005, they were applied to approximately 115 Skanska projects, primarily in the U.S., the U.K. and Finland, where customers have seen the value-added provided by this investment.

### Energy efficiency in buildings

Climate change is probably the greatest global environmental challenge. The construction industry has an important contribution to make in addressing this since a considerable share of the world's total energy use is related to buildings. Skanska can help reduce emissions of greenhouse gases mainly by persuading customers to improve the efficiency of energy use in buildings. The priorities are heating, air conditioning and electricity use. The user phase is responsible for approximately 85 percent of a building's total energy consumption during its life cycle. The remaining share is connected to materials and building construction.

### Focus on construction materials

Reducing the use of hazardous substances is necessary for both environmental reasons and to ensure work site safety and health. It also has a positive influence on the final product and avoids the generation of hazardous waste. The handling of chemicals is often





Skanska's FDR Drive Rehabilitation Project, which extends along the East River in the New York City borough of Manhattan, must adhere to the rule "no noise at night, no taking out lanes during the daytime." As is the case for many large or sensitive projects within Skanska, a special community liaison officer has been linked to the FDR Drive project to manage contacts and encourage dialogue with local constituents and residents.

regulated in detail through national legislation. Many Skanska business units go beyond these regulation and other demands by developing their own programs for phasing out hazardous substances, despite the fact that they are still permitted in the market.

There are more than 3,900 chemical products with accompanying safety data sheets listed on one of Skanska's databases. To date, more than 10,900 chemical products and 2,900 construction materials have been assessed at Skanska for their environmental and health impacts. This can be compared to approximately 10,300 products and 1,500 construction material evaluations up to the end of 2004.

### Noise, dust and other local impacts

Construction activities can cause local environmental impacts, such as noise and dust from transporting materials to and from the site. Carefully designed measures reduce local impacts, especially with regard to residents near the site.

### Biodiversity

Most projects are carried out in already exploited urban areas. This is why Skanska focuses on indirect impacts on biodiversity that occur through its supply chain. Responsible procurement of wood products contributes to the protection of biodiversity. Avoiding wood products from illegally harvested timber and actively seeking FSC-certified products are shared priorities in this strategy.

### Monitoring and reporting

Skanska's global operations are certified/registered according to ISO 14001. Each business unit is responsible for ensuring that on-site work in their projects is monitored. Follow-ups are further

supported by a reporting system at the corporate level. A large number of internal environmental audits are conducted and their results are addressed through management reviews. These internal audits are also supported by external audits. During 2005 one major non-conformity was reported. The incident involved an under-sized, temporary sewage treatment system that was immediately remedied once identified.

#### Environmental training at Skanska, number of employees

	2005	2004	2003	2002	2001
Specialist training	6,748	2,936	2,689	2,730	1,254
Auditor training	255	122	261	318	393

#### Number of materials evaluated

	2005	2004	2003	2002	2001
Chemical products	10,909	10,299	8,693	7,588	4,749
Construction materials	2,938	1,543	1,783	1,402	-

#### Environmental audits

	2005	2004	2003	2002	2001
Internal	1,146	1,282	1,568	1,753	1,431
External	191	241	143	204	185

#### Energy use in Skanska Commercial Development Nordic's properties

	2005	2004	2003	2002	2001
kWh/m <sup>2</sup>	100	100	118	131	143
Kg CO <sub>2</sub> /m <sup>2</sup>	8.6	10.4	11.8	12.9	14.6

#### Female employees<sup>1</sup>

% by job category	2005	2004
Skilled workers	3	4
White collar employees	23	22
Skanska AB Board <sup>2</sup>	22	22
Managerial positions	7	6
<b>Total employees</b>	<b>11</b>	<b>11</b>

1 These employee figures are based on annual averages and may differ somewhat from the figures from the end of 2004 presented in last year's Sustainability Report.

2 Refers to members elected by the Annual Meeting. If employee representatives are included, women account for 27 (20) percent.



More women are needed at all levels in the Company, especially in line positions.

## Social responsibility

As an international company with a number of home markets, Skanska has a key role in promoting local and global improvements in such areas as working environment, quality and business ethics.

In order to credibly assume social responsibility, Skanska has introduced a number of policies and rules to guide employees in their day-to-day work. This creates clarity and trust in both internal and external relations. Attaining and maintaining a leading market position is entirely dependent on the Group's employees: on making sure that they know what they should do, possess the proper skills for their work and feel a sense of participation and dedication. Skanska is an international company and its work force reflects this. Diversity is an asset, ensuring a richer variety of talents, backgrounds and perspectives.

### Employees

As the needs of customers increase and change, greater demands are being placed on Skanska. The organization must be adaptable to every situation. This requires a great deal from employees, who must be knowledgeable as well as flexible in order to live up to new demands. The Company must become better at hiring both high-level managers and knowledgeable skilled workers. Such measures as job rotation, employee surveys and leadership training at all levels are key elements in the Company's strategic talent management. Increased customer satisfaction, improved productivity and cost-effectiveness will also be important factors when Skanska crafts future leadership programs. At the same time, Skanska is putting large resources into the in-service training of our largest knowledge bank – the skilled workers who account for 62 percent of all employees.

The construction industry is traditionally male-dominated. Today eleven percent of Skanska employees are women, most of them in white collar positions. Female representation in management positions remains low, although it rose from six to seven percent between 2004 and 2005. This increase is a positive sign that efforts to heighten the focus on equal opportunity programs in Skanska's business units are paying off. However, Skanska needs to recruit more diversity at all levels, especially in line positions.

The key to this is to generate more interest among individuals in the target groups for activities such as project operations, which lay the groundwork for career advancement.

### Absence due to illness

Reducing absences due to illness (sick leave) is an important goal if the Company is to be sustainable in the long term. There are large differences between geographic regions in the reasons for sick leave. These problems must consequently be dealt with in somewhat different ways within the Group. In Skanska's Swedish units, overall sick leave fell from 4.9 percent in 2004 to 4.5 percent in 2005. The decline between 2003 and 2004 was 0.2 percentage points. This favorable trend is partly an effect of various steps that Skanska has taken. The most important is increased involvement during the period of illness through regular contact, personal dialogue and positive rehabilitative efforts. Skanska also encourages employees to work proactively with their health through various forms of exercise.

### Health and safety

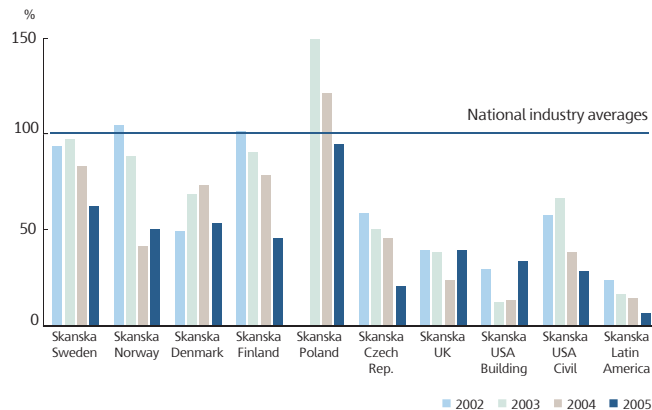
Accidents do not happen, they are caused – Skanska's vision is to create a working environment without work site accidents. By adopting this approach, occupational safety and health issues become a clear priority.

Skanska's health and safety strategy is based on the Code of Conduct and OHSAS 18001 international management guidelines. Close to 70 percent of Skanska's 54,000 employees underwent basic job health and safety training and some 20,500 employees underwent some type of further training in this field during 2005.

Fifty-seven percent of Skanska's employees are currently included in third party certified/registered occupational health and safety management programs as in accordance with OHSAS 18001. Projects emphasize the importance of identifying site-spe-



**Skanska accident rate, 2002–2005, compared to national industry averages**  
Industry averages from 2004 have been used where information from 2005 is not available



cific risks. A list of mandatory personal protection equipment and safety routines is posted at all construction sites, and occupational safety instructions are distributed to all personnel.

Monitoring and internal audits are priority areas. Targets and their implementation are evaluated by the business units and their boards of directors. The Group's incentive systems are tied, among other things, to reducing the number of work site accidents. Unfortunately, eight Skanska employees and five subcontractor employees lost their lives during 2005 due to work site-related accidents. This underscores the importance of further improvements in the fields of safety and working environment.

### Business ethics

Skanska manages its work with business ethics through the Code of Conduct and the principles of the World Economic Forum's Partnership Against Corruption Initiative and the UN Global Compact. Employees gain insights into the principles of business ethics by undergoing training programs based on various dilemmas that individuals may encounter in everyday job-related situations. Working against corruption is a key imperative for construction industry members and stakeholders alike. In 2005, Skanska continued to be active in promoting the anti-corruption principles it launched together with 19 other companies at the World Economic Forum.

### Skanska in the community

Through engagement in various local and global community activities, Skanska gains insight into various stakeholders' work with general and specific sustainability-related issues. In these forums, Skanska also has the opportunity to both communicate its own way of working and strengthen relationships with various

cultures, traditions and stakeholders. This also increases constituents' understanding of Skanska's operations. Corporate citizenship programs are primarily conducted at the local level, where the need for Skanska's expertise is most in demand. Local social issues are particularly relevant in Latin America. Skanska Latin America has therefore attained certification/registration according to Social Accountability 8000, a voluntary standard for managing social issues.

By providing financial, human and other resources, Skanska participated in 2005 in a range of activities including:

- ISO 26000 Guidance on Social Responsibility
- Establishment of the Swedish chapter of Transparency International
- The UN Global Compact Nordic Network
- The World Business Council for Sustainable Development

### Quality and research

Quality is ensured among other means through the international quality standard ISO 9001: 72 percent of Skanska's operations are certified and registered, an increase from 65 percent in 2004. Focus areas include design, moisture and mold, as well as project management. Research and development comprise about 0.4 percent of Skanska's sales. In addition to approximately 50 employees who have already earned doctorates, Skanska has access to six employees with the rank of professor and some 15 doctoral students. Their efforts are channeled into projects both via external networks and internal Best Practice Groups.

## Economic progress

**Skanska's operations have a positive economic impact and provide tangible assets to society.**

Skanska has many roles in society – for example as a taxpayer, an employer and a creator of infrastructure and buildings.

Skanska also contributes to society by serving as an economic engine. For example, new types of public-private partnership projects are becoming increasingly common in a number of Skanska's markets. Skanska Infrastructure Development is the Group's business unit that invests in and develops social and physical infrastructure such as hospitals, schools and highways.

Skanska donated a total of USD 1,000,000 for emergency relief efforts following the December 2004 tsunami in South East Asia, Hurricane Katrina in September, and the Pakistan/India earthquake in October, 2005. Half of these donations were channeled through SOS Barnbyar, the Swedish chapter of SOS-Kinderdorf International.

**7,000,000 = 6**  
work hours accidents

### Skanska's 2005 Safety Week

Following up its successful Safety Day in 2004, Skanska carried out a Safety Week in October 2005 on a Groupwide basis. Training and communication increased awareness of how important it is to prioritize safety.



# More information about Skanska

## Worldwide

The Skanska Group publishes the magazine Worldwide, containing features and news items from the Group's operations around the world. The magazine appears in English four times per year. A subscription is free of charge and can be ordered at the following address:

Skanska Worldwide c/o Strömberg Distribution  
SE-120 88 Stockholm, Sweden  
Telephone: +46 8 449 88 00,  
Fax: +46 8 449 88 10  
E-mail: [worldwide@strd.se](mailto:worldwide@strd.se)



## The Hub

The Hub is a news service that offers personalized news about Skanska, its competitors and its industry. It provides brief, fast news items, often linked to additional information on the Internet. You can subscribe to receive them via e-mail, mobile phone (SMS) or fax. They are available in English and Swedish. You can subscribe via The Hub's website: [www.skanska.com/thehub](http://www.skanska.com/thehub)



## More information about Skanska's business streams

Further information about Skanska's Residential Development and Commercial Development business streams can be downloaded from Skanska's website ([www.skanska.com](http://www.skanska.com)), click "Investors" followed by "Reports" and the name of each report. The reports can also be ordered in hard copy from Skanska AB, Investor Relations.



## Skanska's Annual Report and Skanska's Annual Review

The Annual Report and Skanska's Annual Review 2005 can be ordered from: Strömberg Distribution  
SE-120 88 Stockholm, Sweden  
Phone: +46 8 449 88 16  
Fax: +46 8 449 88 10  
E-mail: [skanska@strd.se](mailto:skanska@strd.se)  
It is also possible to download the Reports Skanska's website: [www.skanska.com](http://www.skanska.com).



## Financial information

The Skanska Group's interim reports for 2006 will be published on the following dates:

Six Month Report	July 27, 2006
Nine Month Report	November 2, 2006
Year-end Report	February 15, 2007

Only the Annual Report will be printed and distributed. The quarterly reports will be available via Skanska's website, [www.skanska.com](http://www.skanska.com), and can also be ordered from Skanska AB, Investor Relations.

In case of questions, please contact:  
Skanska AB, Investor Relations  
SE-169 83 Solna, Sweden  
Telephone: +46 8 753 88 00  
Fax: +46 8 730 41 69  
E-mail: [investor.relations@skanska.se](mailto:investor.relations@skanska.se)

More information about the Skanska Group is available at:  
[www.skanska.com](http://www.skanska.com)





**SKANSKA**