

Annual General Meeting

Stockholm, March 28, 2019

Anders Danielsson

President
and CEO



Group Leadership Team



Anders Danielsson
President and
Chief Executive Officer



Magnus Persson
Executive Vice President,
Chief Financial Officer



Caroline Fellenius-Omnell
Executive Vice President,
General Counsel



Richard Kennedy
Executive Vice President



Claes Larsson
Executive Vice President



Kirsi Mettälä
Executive Vice President,
Human Resources

The Group Revenue and profit

SEK bn	2018	2017
Revenue	170.5	160.8
Profit for the year	3.9	4.9

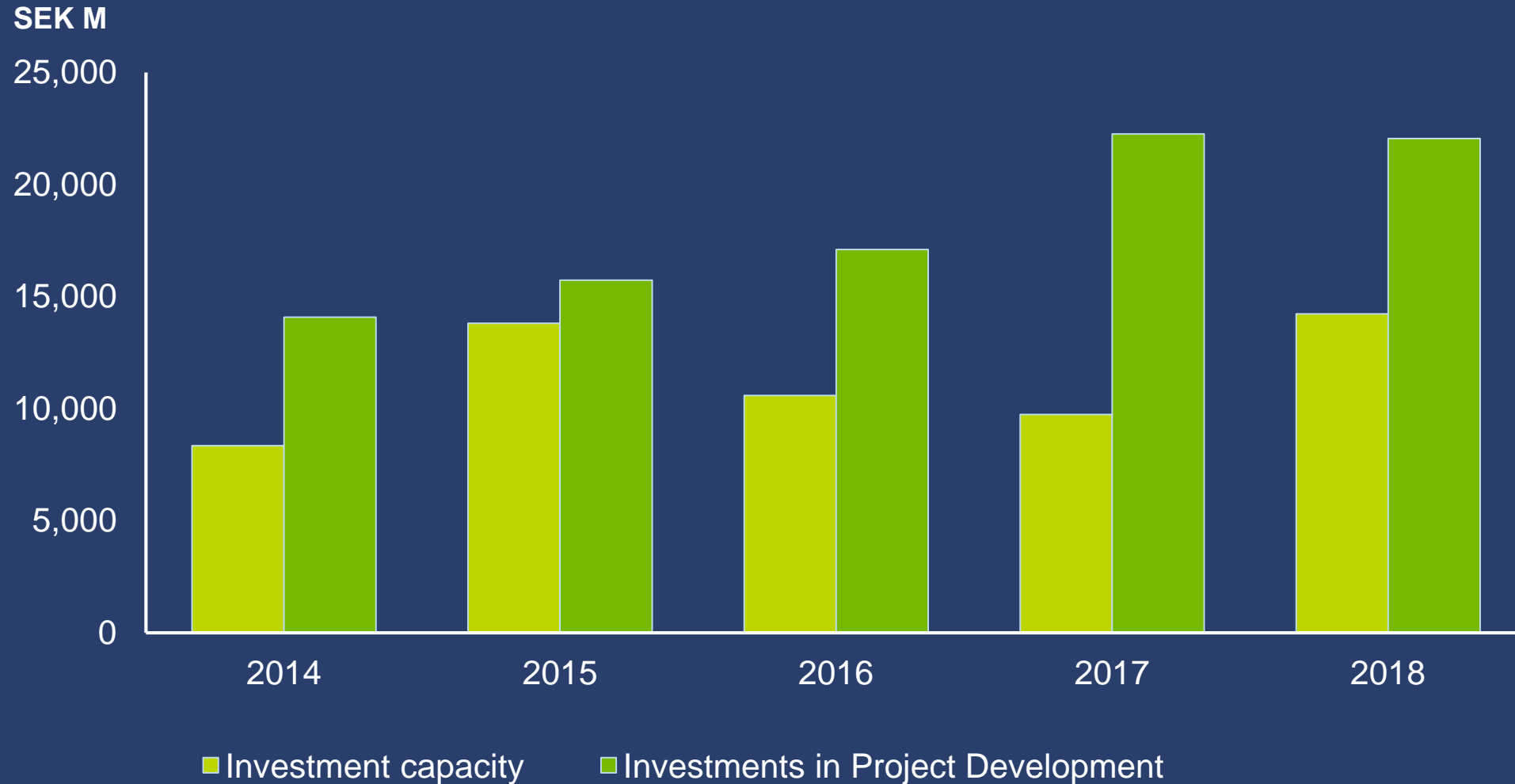
Financial targets 2016–2020

	Target	Outcome 2018
Project Development		
Return on capital employed	$\geq 10\%$	13.0%
Construction		
Operating margin	$\geq 3.5\%$	0.7%
Group		
Financial strength, SEK bn	can be negative	14.2
Return on equity	$\geq 18\%$	14.1%

Financial targets 2016–2020

	Target
Project Development	
Return on capital employed	$\geq 10\%$
Construction	
Operating margin	$\geq 3.5\%$
Group	
Financial strength, SEK bn	Adjusted net debt not below SEK -9 bn
Return on equity	$\geq 18\%$

A strong balance sheet



Our business

Construction

Heimdal High School, Trondheim, Norway



Project Development

Residential Development

Björk
Norra
Djurgårdsstaden
Stockholm
Sweden



Commercial Property Development

121 Seaport Boulevard
Boston, USA



Infrastructure Development

Rv3
Løten to Elverum
Norway



Residential Development



BoKlok Glasörten, Bunkeflostrand, Malmö, Sweden

Residential Development

SEK bn	2018	2017
Revenue	10.7	13.2
Operating income	1.5	1.7
Operating margin, %	14.0	13.0
Return on capital employed, %	11.4	15.4



Residential Development Market outlook 2019

Nordics



Europe



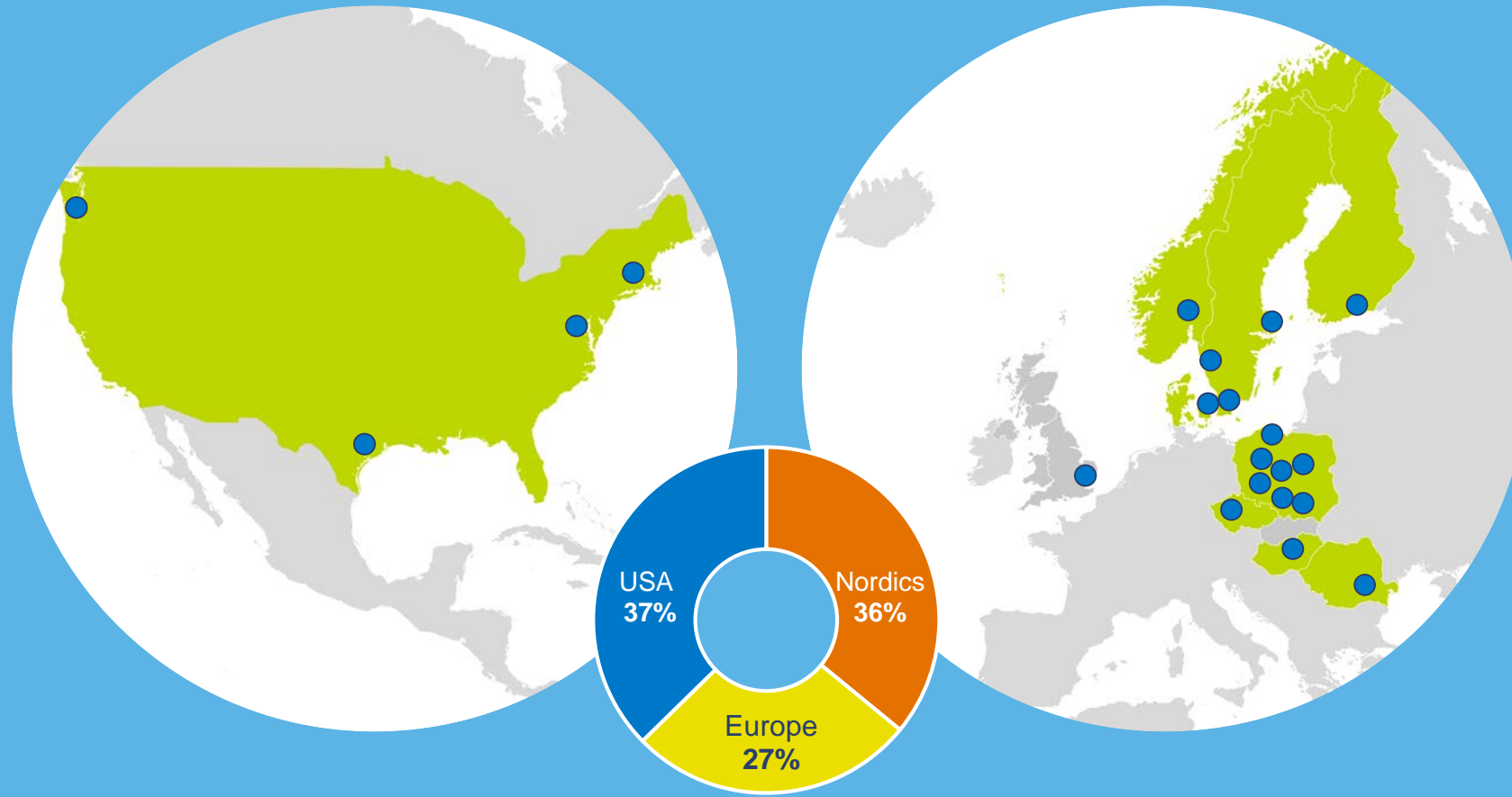
Commercial Property Development



Spark, Warsaw, Poland

Commercial Property Development

Our markets



Capital employed SEK **26.7 bn**

Total
53 ongoing projects¹
Investments SEK **33.8 bn**

Nordics
30 ongoing projects

Europe
17 ongoing projects

USA
6 ongoing projects

¹ As of Dec 31, 2018

Commercial Property Development

SEK bn	2018	2017
Investments	11.5	10.7
Ongoing projects		
Number of projects	53	46
Total investments	33.8	27.6
New leases, sq m (000)	511	477
Estimated surplus value	8.6	7.9



Capitol Tower, Houston, USA

Commercial Property Development

SEK bn	2018	2017
Revenue	16.3	11.4
Operating income	3.1	2.7
of which gain on sale	4.0 ¹	3.5 ¹
Return on capital employed ² , %	12.8	15.5

1 Inclusive joint ventures

2 Adjusted



Juvelen, Uppsala, Sweden

Commercial Property Development Market outlook 2019

Nordics



Europe



USA



Sthlm New, Stockholm, Sweden

Infrastructure Development



Elizabeth River Tunnels, Virginia, USA

Infrastructure Development

Project portfolio, SEK 3.6 bn in Net Present Value



Infrastructure Development

SEK bn	2018	2017
Operating income	0.0	0.9
of which gain on sale	0.1	1.0



Construction



Construction

SEK bn	2018	2017
Order bookings	151.7	151.8
Book-to-Build, %	96	101
Order backlog	192.0	188.4



Waterloo Station, London, UK

Construction

SEK bn	2018	2017
Revenue	157.9	150.1
Operating income	1.1	1.2
Operating margin, %	0.7	0.8
Free working capital	-25.6	-21.8



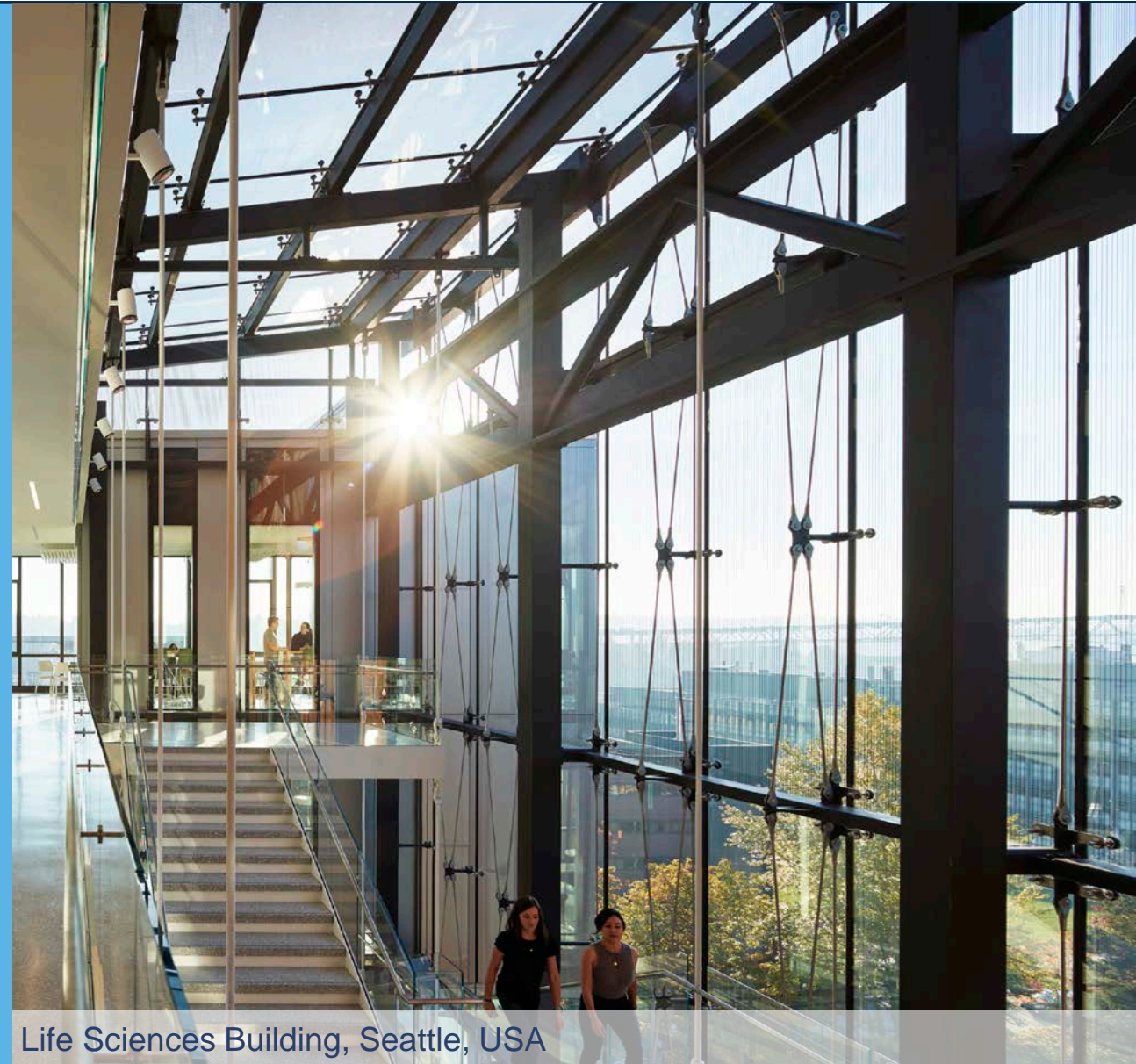
Electric Site, Göteborg, Sweden

Construction Market outlook 2019

Nordics 

Europe 

USA 



Life Sciences Building, Seattle, USA

Strategic initiatives

- Restore profitability within Construction
- Maximize the potential of our successful development operations
- Create a more efficient and productive Skanska



Prioritized areas

- Continue to improve the profitability and reduce the risks in Construction
- Achieve controlled growth in Commercial Property Development
- Align Residential Development to the market situation
- Focus Infrastructure Development on the management of existing assets



Follow up Business Plan 2020

Skanska
Values



Profit with
Purpose





We build for a better society.
121 Seaport Boulevard, Boston, USA