



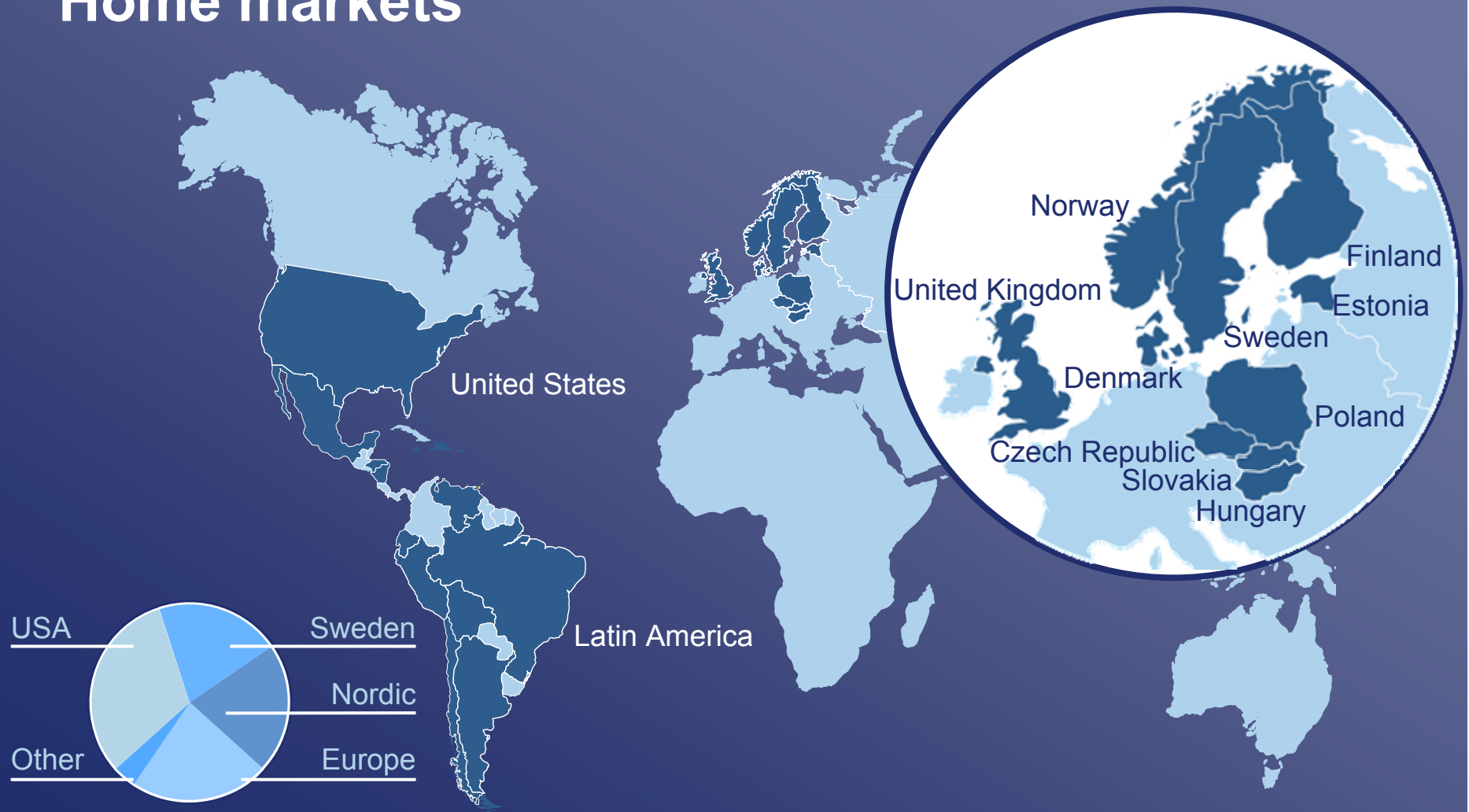
Skanska's strategy

Stuart Graham, President and CEO
Skanska AB

One Group

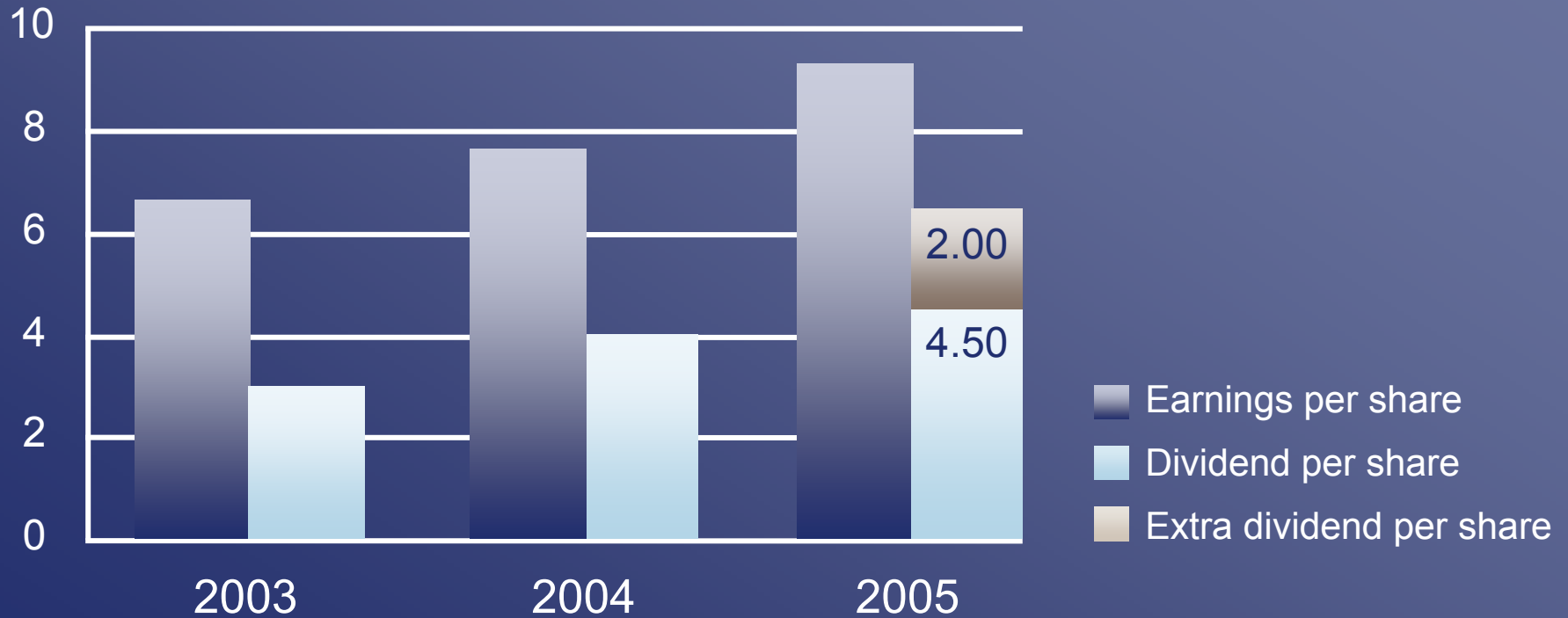


Home markets

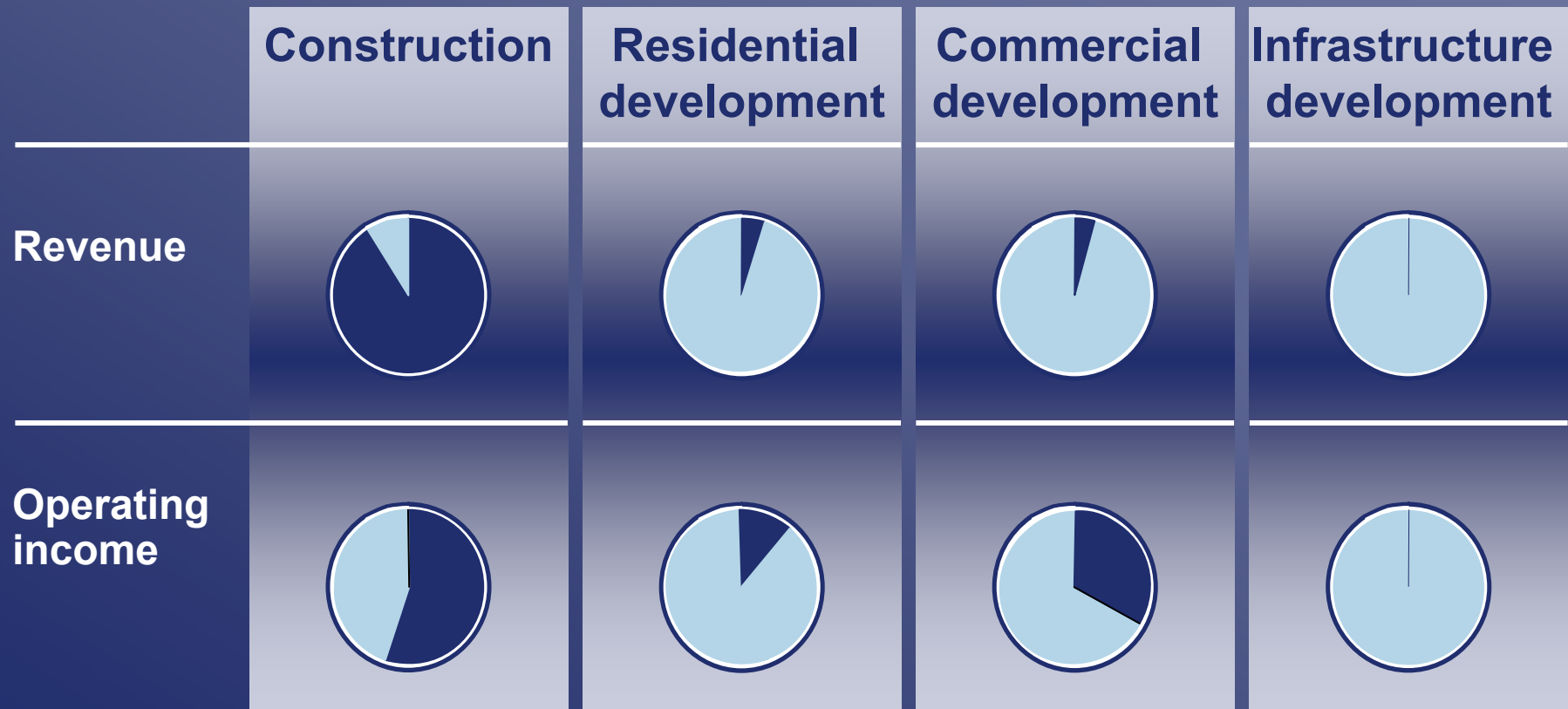


Earnings and dividend per share

SEK



Business streams



▼ Share of group

The Skanska Group

Group staff units

Senior Executive Team

Skanska Financial Services

Skanska Project Support

Construction

Skanska Sweden

Skanska Norway

Skanska Denmark

Skanska Finland

Skanska Poland

Skanska Czech Republic

Skanska UK

Skanska USA Building

Skanska USA Civil

Skanska Latin America

Residential Development

Skanska Residential Development Nordic

Commercial Development

Skanska Commercial Development Nordic

Skanska Commercial Development Europe

Infrastructure Development

Skanska Infrastructure Development

“Outperform” targets

	Construction	Residential development	Commercial development	Infrastructure development	Group
Operating margin	3.3%	10%			
Return on capital employed		18%	15%	16%	
Return on equity					18%



Outperform... all the time

Yelena Isinbayeva – 18 World records 2003–2005

Qualitative targets – the four “Zeros”

Zero loss-making projects



Zero environmental incidents



Zero work site accidents



Zero ethical breaches



The future of Skanska



Market outlook

Construction



Residential development



Commercial development



Infrastructure development





The third development stream

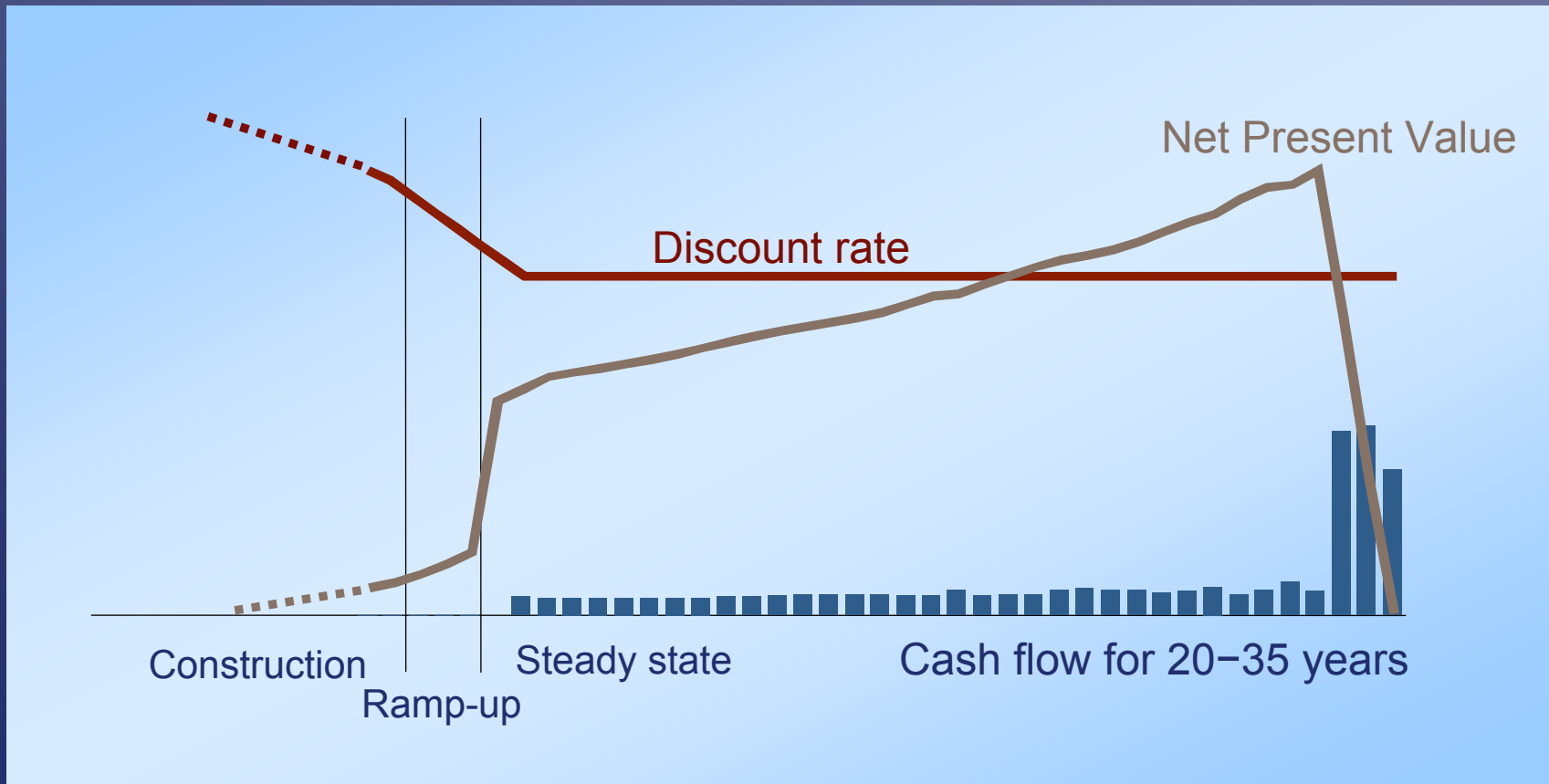
Infrastructure Development

- Infrastructure Development develops and invests in privately financed infrastructure projects such as roads, hospitals and power generation plants
- Focus on creating new potential for projects in markets where Skanska has construction business units

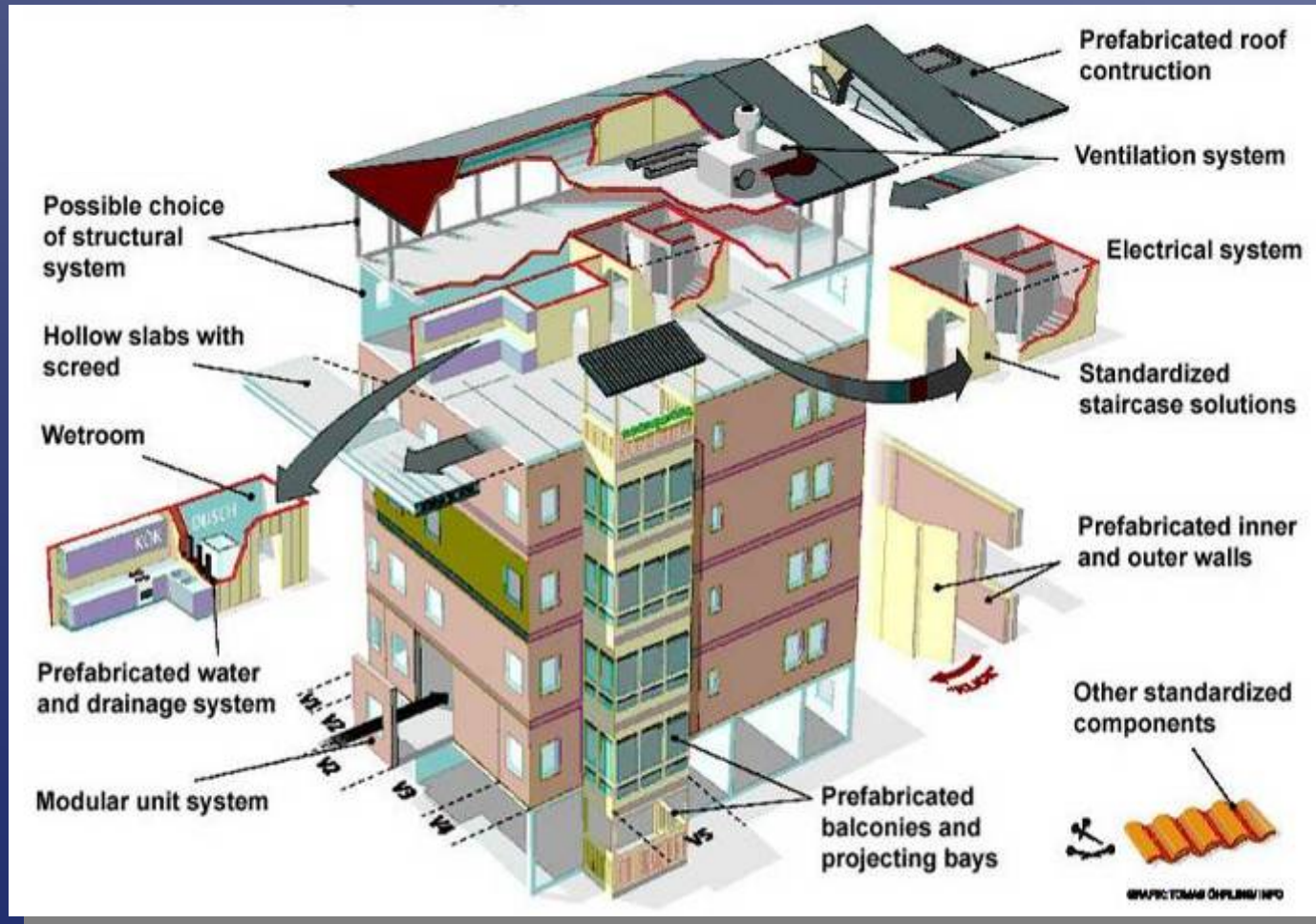
– Invested capital	SEK 2.5 bn
– Estimated market value	SEK 5.2 bn
– Unrealized development gain	SEK 2.7 bn

Infrastructure development

Value creation



Industrialization

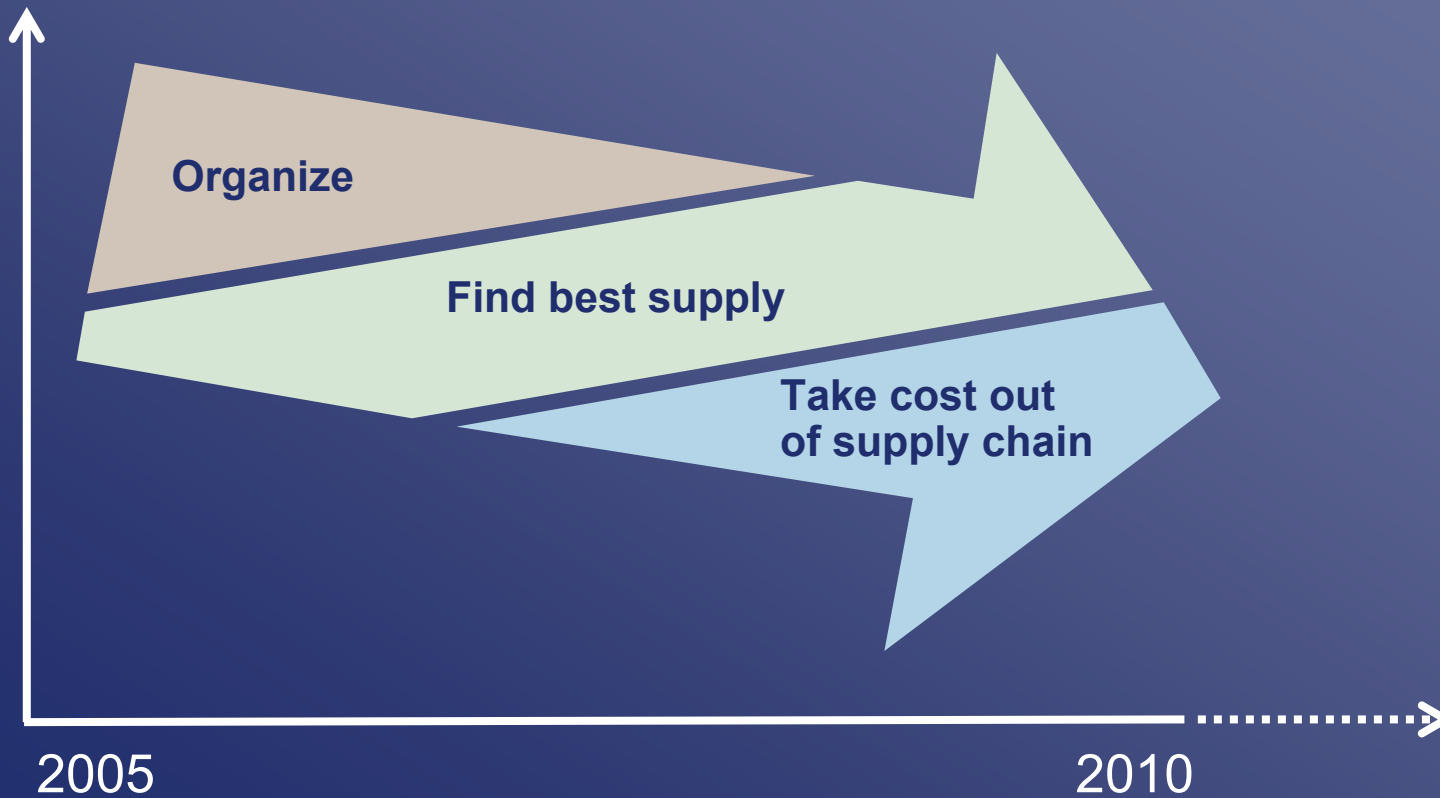


“Modern houses” – interior



Purchasing

Cost



2006 strategy – the same

- “Outperform” targets
- 4 zeros
- People development

Synergies between construction and development businesses

- Relationships
- More efficient processes
- Procurement & standardization efforts

SKANSKA