



FDR Drive, NY



Airside Terminal E, Tampa, FL



Hospital, San Antonio, TX

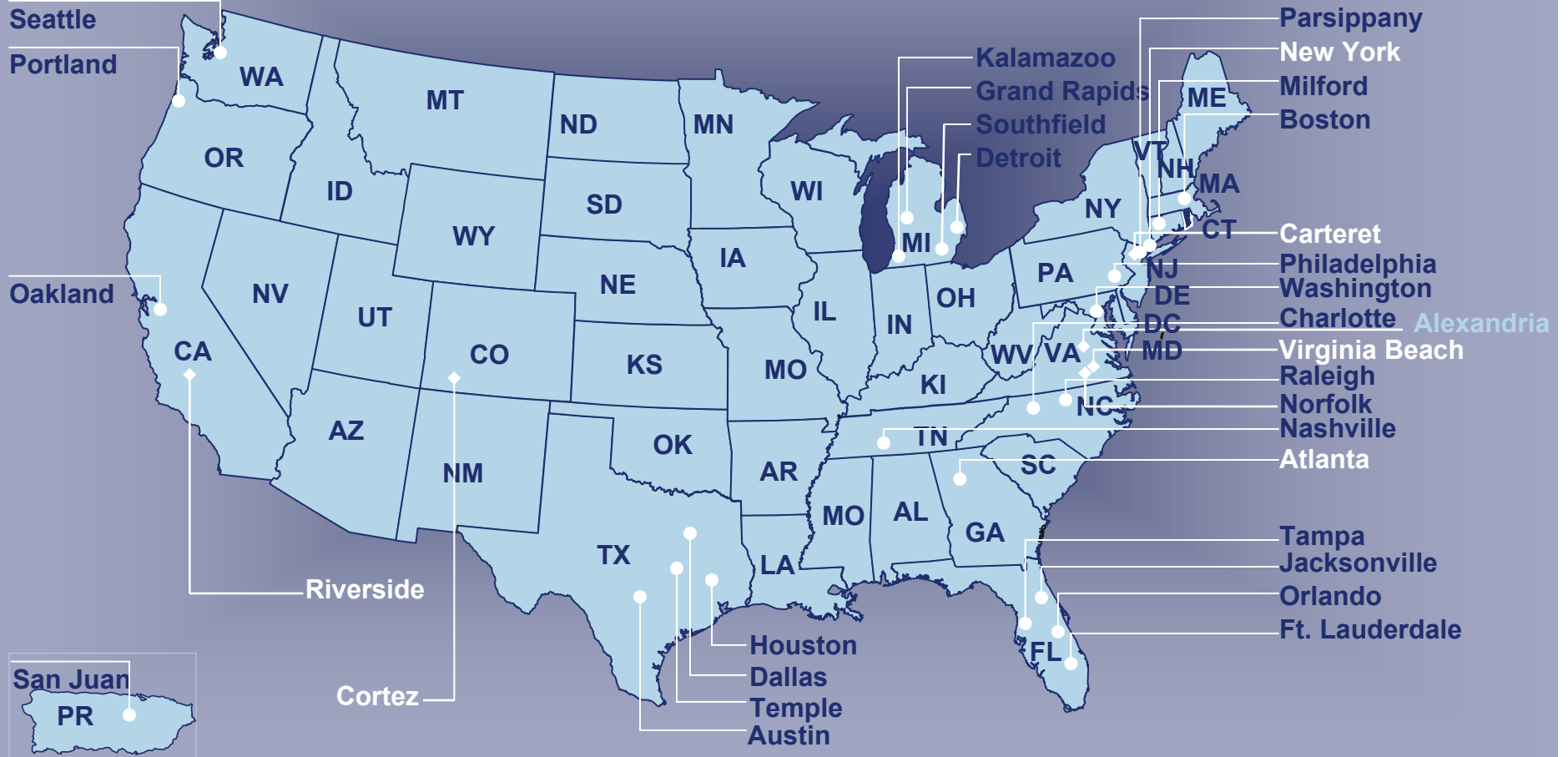
**Skanska USA**

**Johan Karlström**  
**Executive Vice President, Skanska AB**

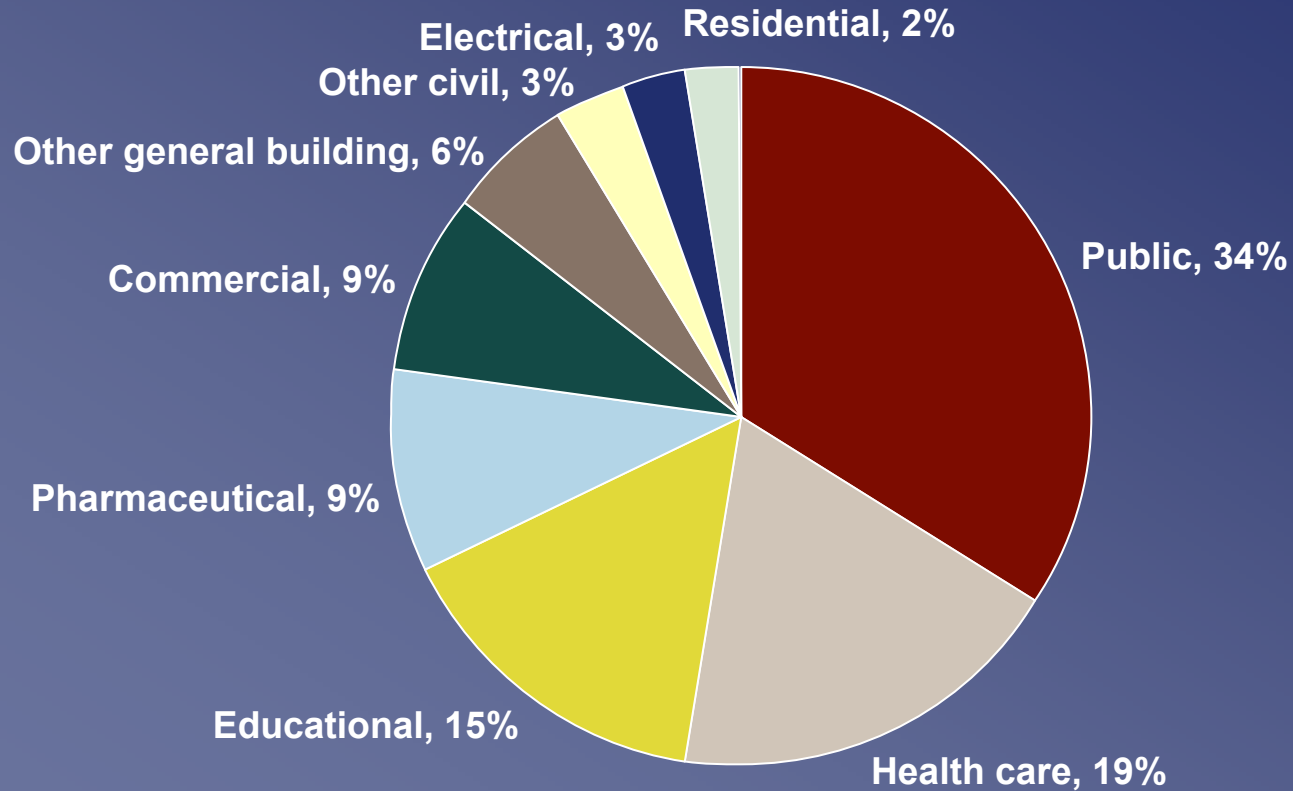
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# Skanska USA – locations

Civil  
Building  
ID



# Revenue by market sector, 2006

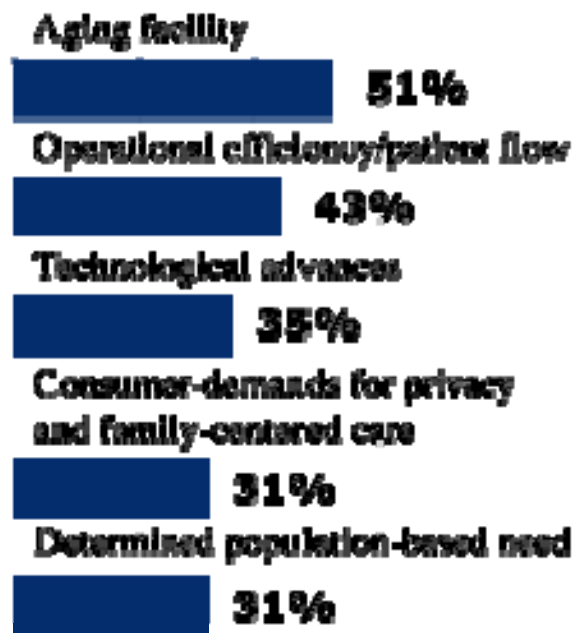


# U.S. Healthcare Market

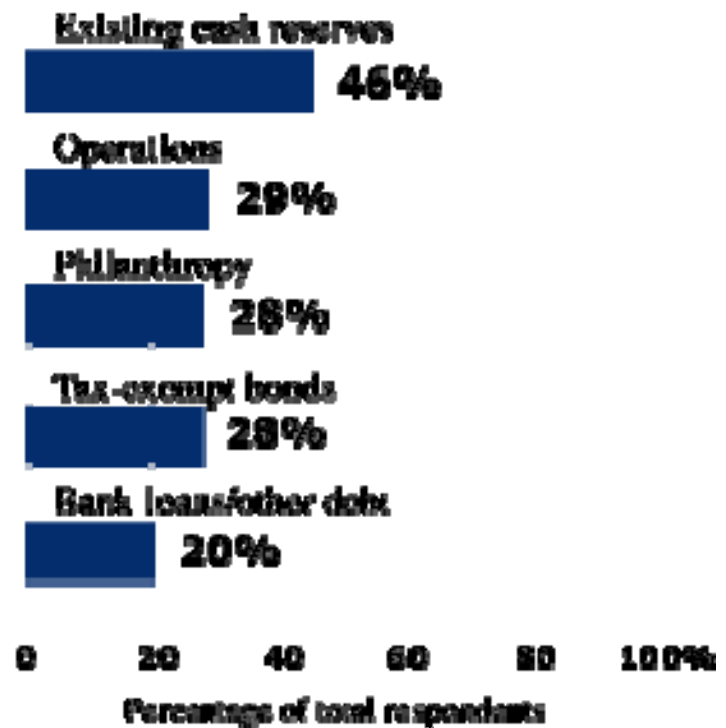
- Construction boom: 15% increase annually year 2004 – 2009
- USD 43 bn new construction starts planned in 2007
- 35% growth in starts over next 2 years
- 91 hospitals

# Industry Characteristics

## Why hospitals say they are building



## How organizations are financing construction projects



## Large contracts 2007 to date

- Croton Water Filtration Plant – SEK 7.2 bn
- New Meadowlands Stadium– SEK 7 bn
- UN Refurbishment – SEK 6.9 bn
- Mohegan Sun – SEK 2.4 bn
- Cancer Hospital Florida – SEK 1 bn
- Shopping complex – SEK 925 M
- 2nd Avenue Subway– SEK 885 M
- Casino in Snoqualmie – SEK 840 M
- Road project in California – SEK 790 M

# No visible effects from financial turmoil

- No impact to date
  - Low exposure to Residential segment
  - High proportion of business in public and semi public sectors
- Order intake and selections remain robust
- Order bookings only after financing is in place

## Strategies going forward

- Increase profitability
  - Selective CM projects
  - Design Build Projects
- Procurement
- Green Strategy
- Robust Management Development



# Skanska USA Building

## Design-Build

- High margin business
- Requires additional skills
  - Design management
- Formed a Center of Excellence
- Secured several projects
  - Meadowlands stadium
  - Utility Plant Sacramento



## Strategies going forward

- Keep segments and geography
- Focus on high margin opportunities
- Develop Large Project Group
- Robust Management Development

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