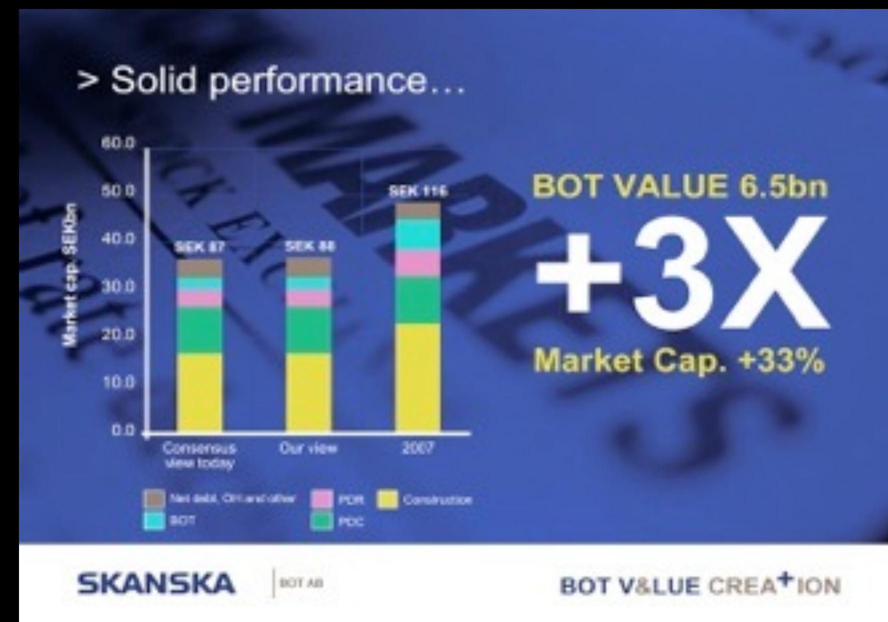
Giles Giggins.

Talk, listen, make sense

Telling stories, engaging audience
through inspiring presentations


BOT V&LUE CREA+ION
A step change in shareholder value
April 5, 2005
SKANSKA
BOT V&LUE CREA+ION


> Solid performance...
SEK 87
SEK 88
SEK 116
Consensus view today
Our view
2007
BOT VALUE 6.5bn
+3X
Market Cap. +33%
SKANSKA
BOT V&LUE CREA+ION


but we can achieve
so much more
SKANSKA
BOT V&LUE CREA+ION


Growth
Earnings
Bridging value-gaps
Competitive edge
High standards
what brings V&LUE to shareholders?
SKANSKA
BOT V&LUE CREA+ION


markets
SKANSKA
BOT V&LUE CREA+ION


SKANSKA BOT
AND THE USA
SKANSKA
BOT V&LUE CREA+ION

Creating new value through partnership
SKANSKA
Creating new value through partnership

The picture today
Investments committed
3.1 SEKbn
Market value (est) 1
15 SEKbn
Construction
55 SEKbn
EBIT (c.5%)
2.75 SEKbn
Operating contracts
1 SEKbn p.a.
EBIT (c.7%)
70 SEKm p.a.
1 Estimated MV 2015 going concern. No exits included
SKANSKA
Creating new value through partnership

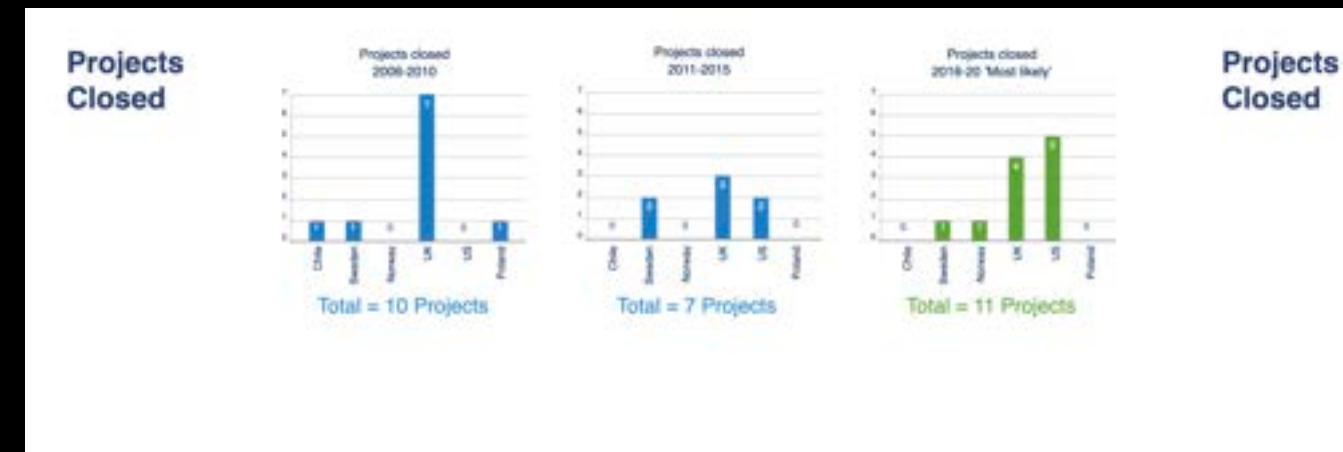
Rising market interest in PPP = further increase in portfolio value
Present portfolio 6.5bn
+3X
Share price today: SEK 98
2007 consensus: +28%
SEK 78
SEK 104
SEK 125
SKANSKA
Creating new value through partnership

Our vision
To be recognised as world leader in the development of sustainable, innovative and high quality PPP schemes
Be an enabler of Skanska's vision to improve the quality of people's lives through the development of social infrastructure for living, travelling and working.
TURN TO CLEAR VISION
SKANSKA
Creating new value through partnership

A new name in this developing market
Many different terms
PFI, PPP, BOT, OPS
can confuse the market
We need a name that reflects what we do:
Skanska Infrastructure Development
SKANSKA
Creating new value through partnership


Ways of winning
Business Review
with Steve Sams
It starts with me
Skanska return
Business Plan
Business Plan
Project Development
Asset Management
Winning Team
Financial Performance
Summary
1-4 Ultimate Express Lanes
Florida, USA
MOBILITY PARTNERS
ID's operating structure
Ecotricity
UK
ID return
Current ID project portfolio


Business Review
with Steve Sams


Projects Closed
Total = 10 Projects
Total = 7 Projects
Total = 11 Projects
Projects Closed


BP 2020 Reminder
Project Development
Asset Management
Financial Performance
Sustainability Areas
Team
Summary


The O2 Arena
Silvertown Tunnel
Silvertown Tunnel
London, UK
At a glance
– NPV SEK 100M
– Skanska Construction GBP 375M (50% of GBP 750M)
– Investment partner: Strabag (50%)


Markets
– Nordics
– UK
– US
Sectors
– Transportation
– Accommodation / Social
– Utilities

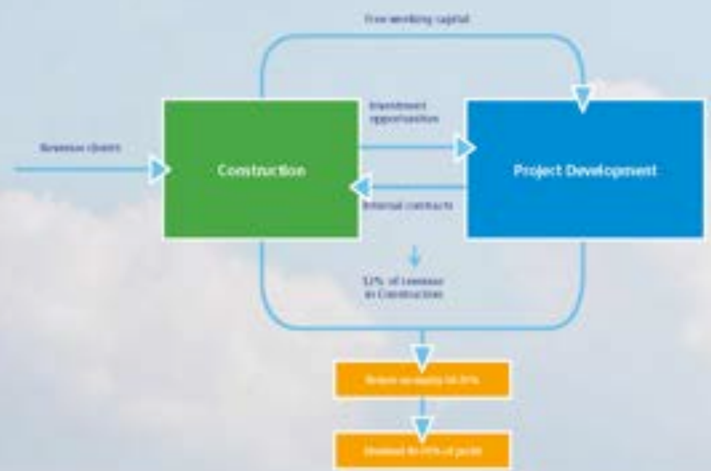

Overview P&L

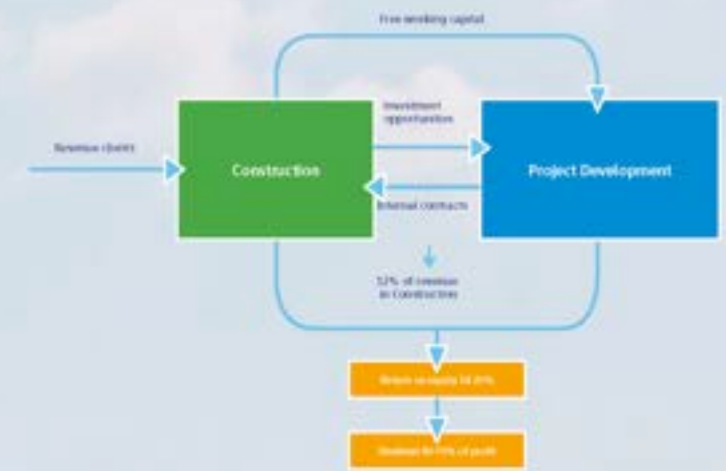
Selected home markets

541 hospitals in 10 years

33 ongoing Commercial Development projects

Our financial synergies business model



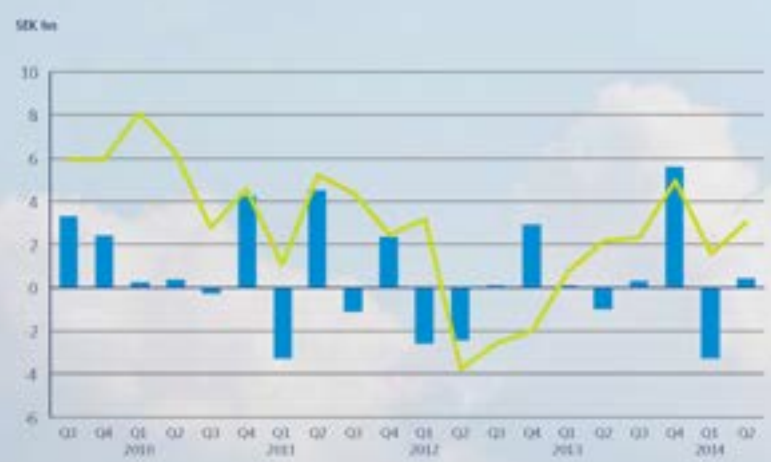


Investments and Capital Employed in Project Development

Investments   Capital Employed

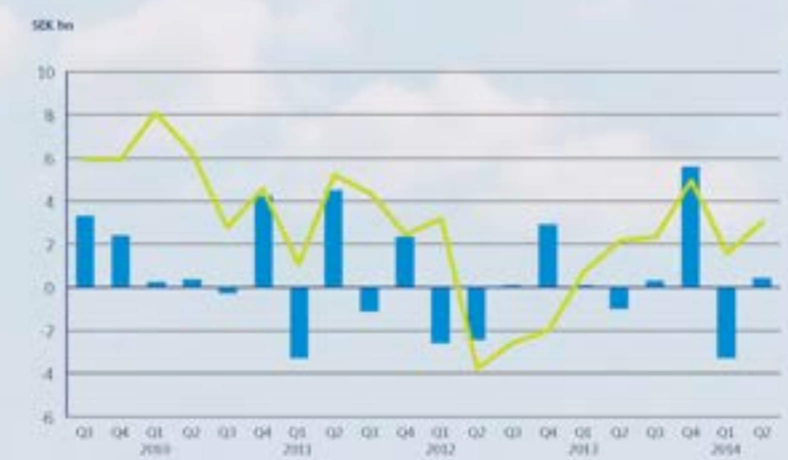
Cash flow

Skanska Group



Cash flow from business operations, quarterly

R-12




Identify and prioritise the buildings in your portfolio that offer the greatest scope for cutting costs through energy saving measures


(for the chosen buildings)
What combination of interventions offers the optimum balance of cost and benefit?
Controls
Optimised facade
Low energy HVAC
Optimised lighting
Optimised IT
Mixed mode
Occupant satisfaction
Optimised revenue
Renewables


The benefits of portfolio optimisation


Portfolio strategy


Final performance
AssetMAP


Green refurbishment process map


Installing and managing green technologies to increase the value of your building and rentable space…


Contents
Sixty seconds heads up
The new way
Why build green?
The opportunity
Building green saves money
How do we do it?
Collaboration
The process
AssetMap
What is different?
Performance guarantee
Innovation
Services we offer
Four phases
Informed decision
Next steps
Make contact
The solution to all your low carbon real estate needs
SHAREHOLDER VALUE


Sixty seconds heads up
The new way
Green Refurbishment Process Map
We guarantee performance in use.


Why build green?
Building green saves money
Guide A shortages are forecast. It's crunch time for existing building stock

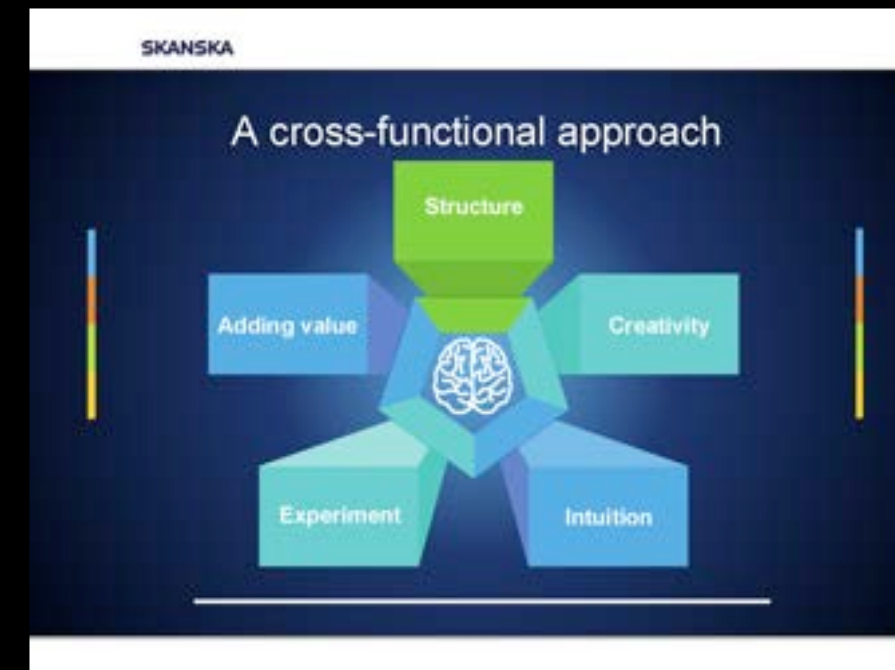

What is different?
Performance guarantee
Skanska is determined to be the leading green project developer contractor

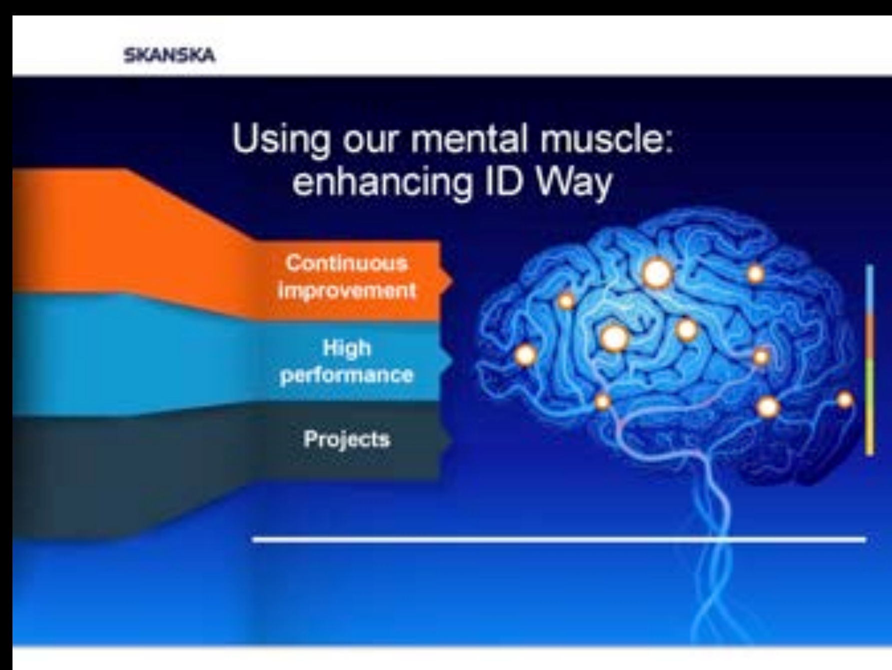

What is different?
Services we offer
Skanska is now taking green construction to the next level

Profit with
Purpose


SKANSKA
Building our brain power
A better head for P3 with ID Way


SKANSKA
P3 projects are
wicked

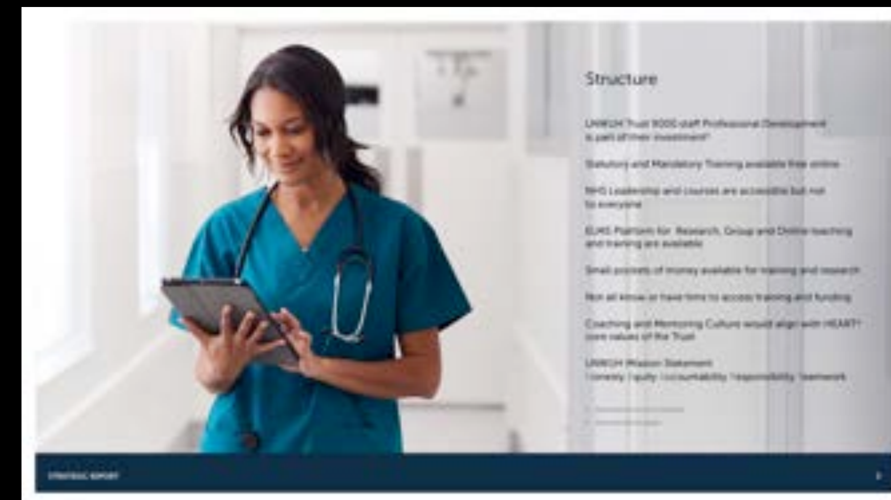

SKANSKA
A cross-functional approach
Structure
Adding value
Creativity
Experiment
Intuition

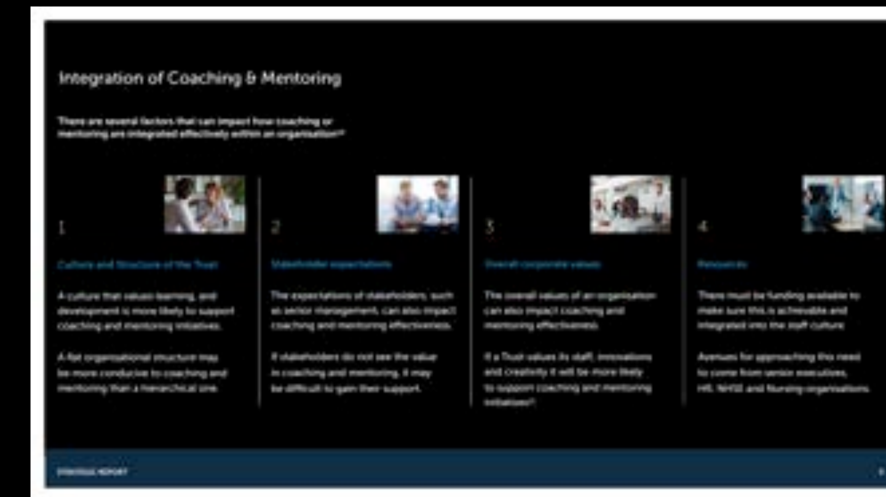

SKANSKA
Using our mental muscle:
enhancing ID Way
Continuous improvement
High performance
Projects

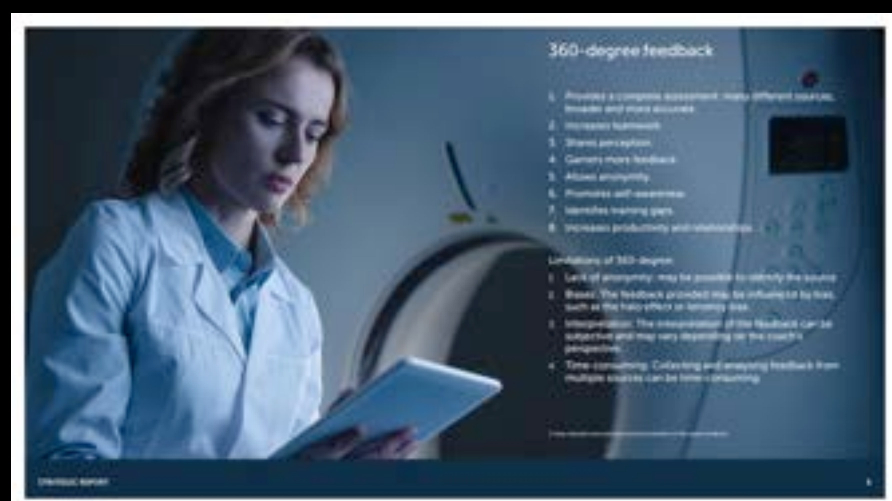

SKANSKA
Lync
Application & Data Sharing
Instant messaging
Joining our synapses:
ID's collaboration tools
Telephony
Audio conferencing
Web conferencing

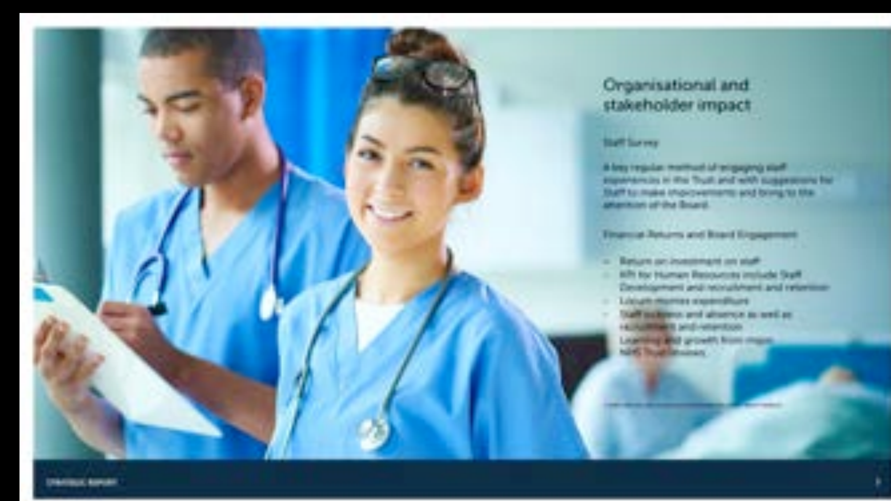

SKANSKA
The smarter way to deliver P3
Enhancing ID way
Combining different thought processes
Will make ID Way the smarter way
Process
People
A community of minds will enable us to work smarter and adapt faster
Program
Lync will enable us to share our global knowledge and best practice
Enhancing ID way

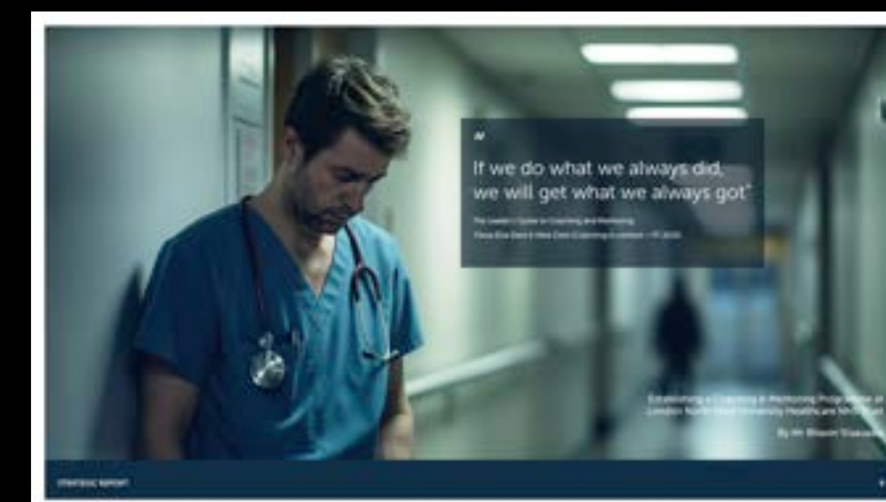

Strategic Report
Establishing a Coaching & Mentoring Programme at London North West University Healthcare NHS Trust
Mr Bhavin Visavadia

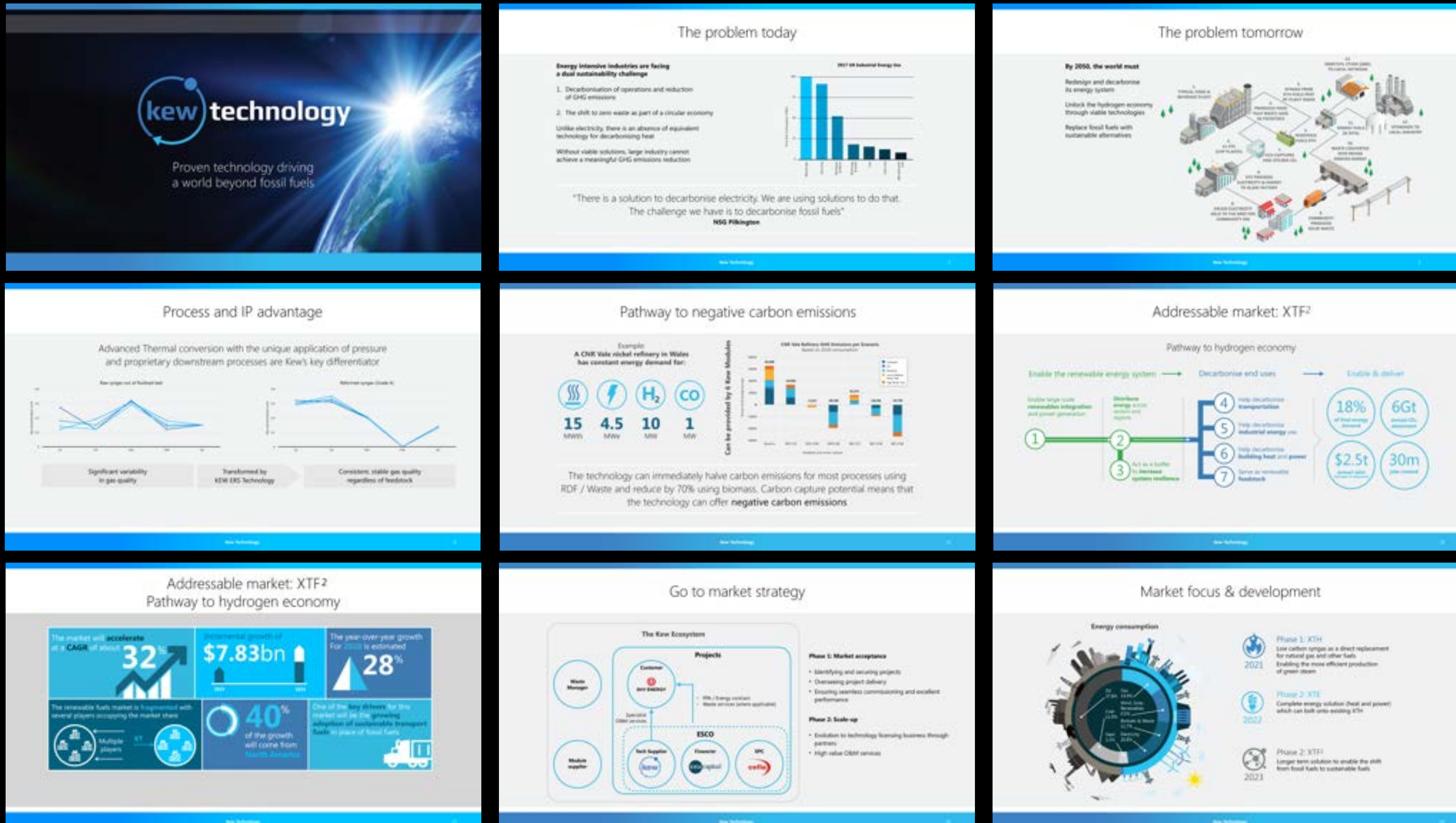

Structure

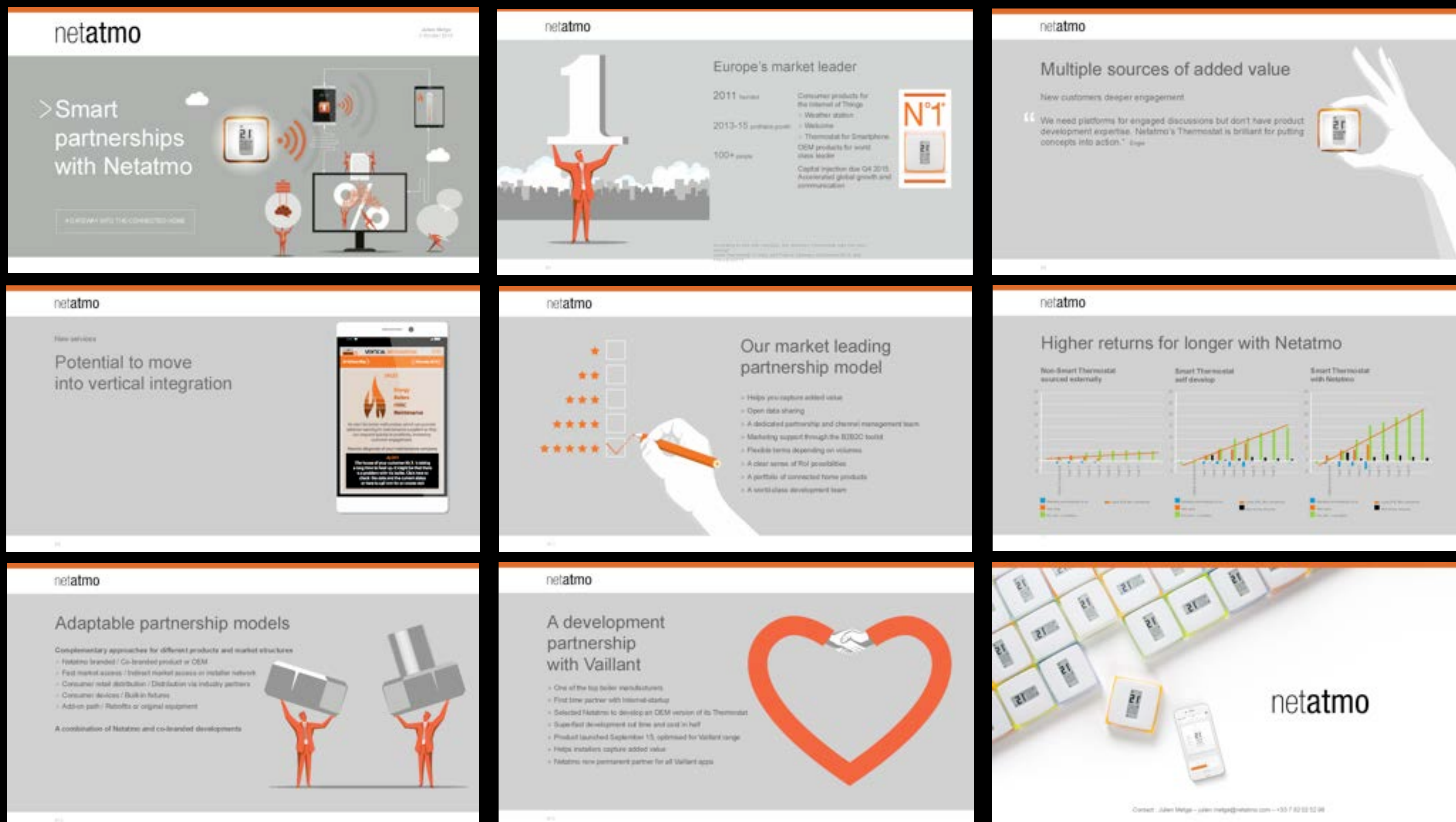

Integration of Coaching & Mentoring
1
2
3
4


360-degree feedback

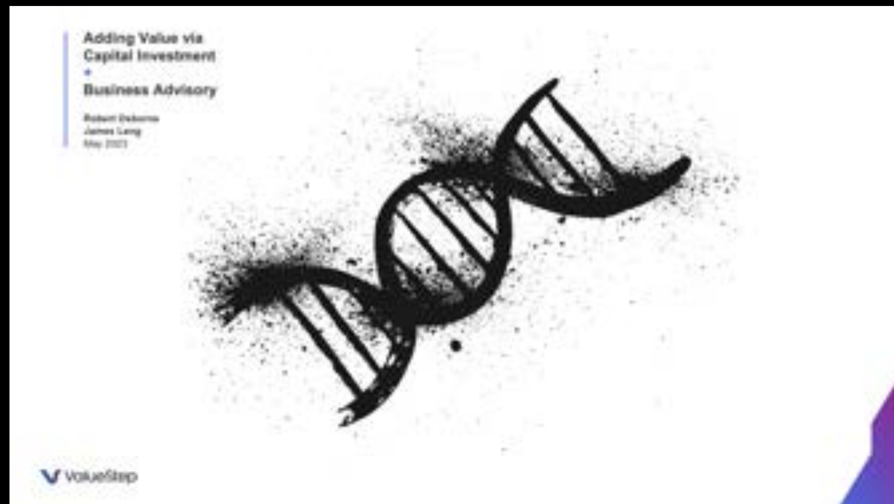

Organisational and stakeholder impact


If we do what we always did, we will get what we always got"


kew technology
Proven technology driving
a world beyond fossil fuels
The problem today
"There is a solution to decarbonise electricity. We are using solutions to do that.
The challenge we have is to decarbonise fossil fuels"
NSG Pilkington
The problem tomorrow
Process and IP advantage
Advanced Thermal conversion with the unique application of pressure
and proprietary downstream processes are Kew's key differentiator
Pathway to negative carbon emissions
15
4.5
10
1
The technology can immediately halve carbon emissions for most processes using
RDF / Waste and reduce by 70% using biomass. Carbon capture potential means that
the technology can offer negative carbon emissions
Addressable market: XTF²
Pathway to hydrogen economy
18%
6Gt
$2.5t
30m
Addressable market: XTF2
Pathway to hydrogen economy
32%
$7.83bn
28%
40%
Go to market strategy
Market focus & development



netatmo
Smart partnerships with Netatmo
Europe's market leader
N°1
Multiple sources of added value
Potential to move into vertical integration
Our market leading partnership model
Higher returns for longer with Netatmo
Adaptable partnership models
A development partnership with Vaillant
netatmo


Adding Value via
Capital Investment
+
Business Advisory
ValueStep


ValueStep


ValueStep


ValueStep


EXPLO
RE
www.valuestep.co.uk
ValueStep

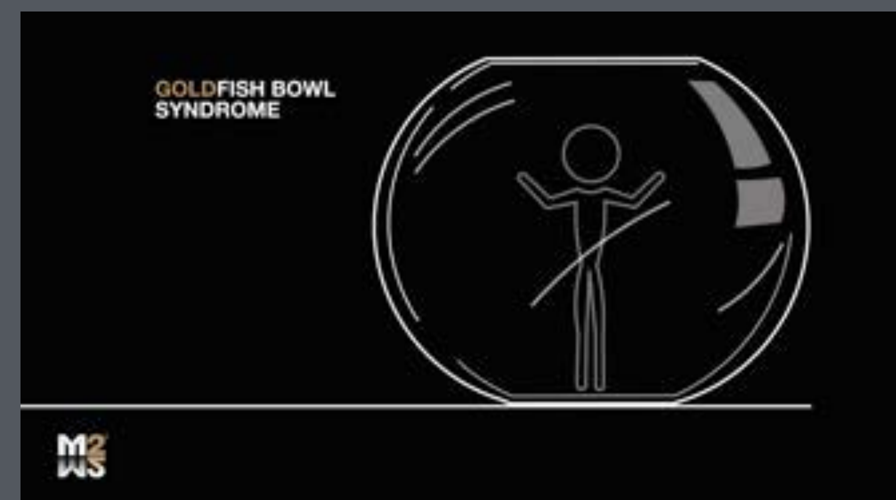

ValueStep


MADE TO MEASURE MENTORING LTD
HELPING INDIVIDUALS AND ORGANISATIONS
BE THE BEST VERSIONS OF THEMSELVES


SEEING THE
BIG
PICTURE
ABOUT COACHING
LEADERSHIP STYLES FOR THE 21ST CENTURY

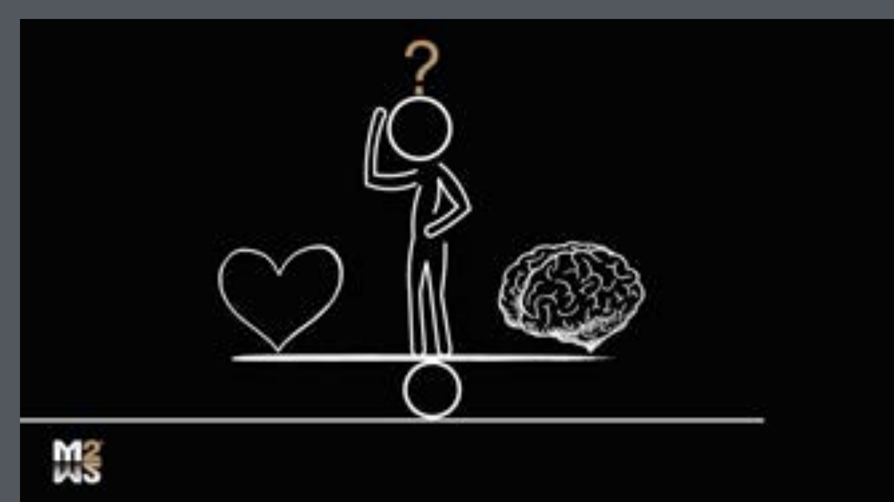

FACTORS OF
FUNDAMENTAL CHANGE

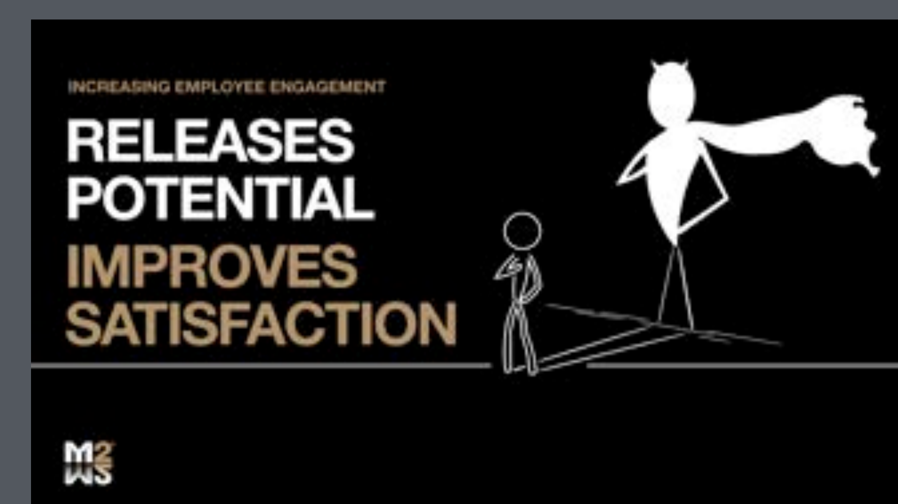

DATA


GOLDFISH BOWL
SYNDROME


DIVERSITY


MORE SUPPORTIVE LEADERS


?

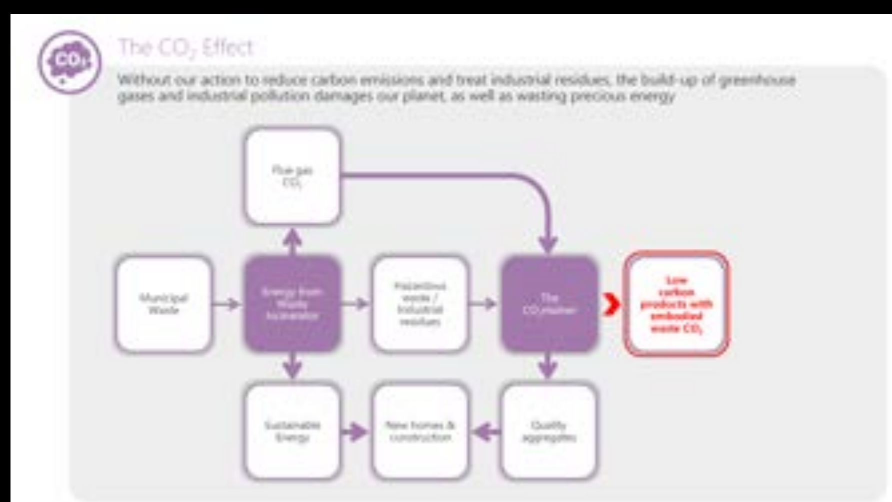

INCREASING EMPLOYEE ENGAGEMENT
RELEASES
POTENTIAL
IMPROVES
SATISFACTION


ST. JAMES'S PLACE
WEALTH MANAGEMENT
salesforce
Case study: Marketing Services
MARKETING SERVICES
Marketing Services were one of the first teams at Cirencester to adopt Salesforce. Their journey began at the end of 2017 as pilots were being considered for Salesforce roll-out.
MARKETING SERVICES
It's important to say that Salesforce is not a quick fix. To get the benefits – and there are many, requires effort up front."
MARKETING SERVICES
Where we were – Q4 2017
MARKETING SERVICES – OUR SALESFORCE JOURNEY
Launch salesforce
A
D
K
A
R
LAUNCH AND ONGOING IMPROVEMENT
LAUNCH AND ONGOING IMPROVEMENT
Benefits achieved
25 day turnaround reduced to 5 days
Urgent cases dealt with 24 hours
Team clearer about day-to-day workload and who is dealing with each case
Gives team more confidence that they can handle work and respond to enquiries
Partner calls (chasing jobs) reduced from 140 per day to >80 per week
Team morale greatly improved
Better measurement of performance and resource forecasting
QUESTIONS AND ANSWERS
AUDIENCE COMMENT / DISCUSSION
We are going toward more standardisation across our procedures – and finding common ground on reporting. We'll end up with more flexibility across the workforce because people can mover more easily between teams as everything is more familiar
At the moment moving teams is like going to a new company – you have to learn everything again.

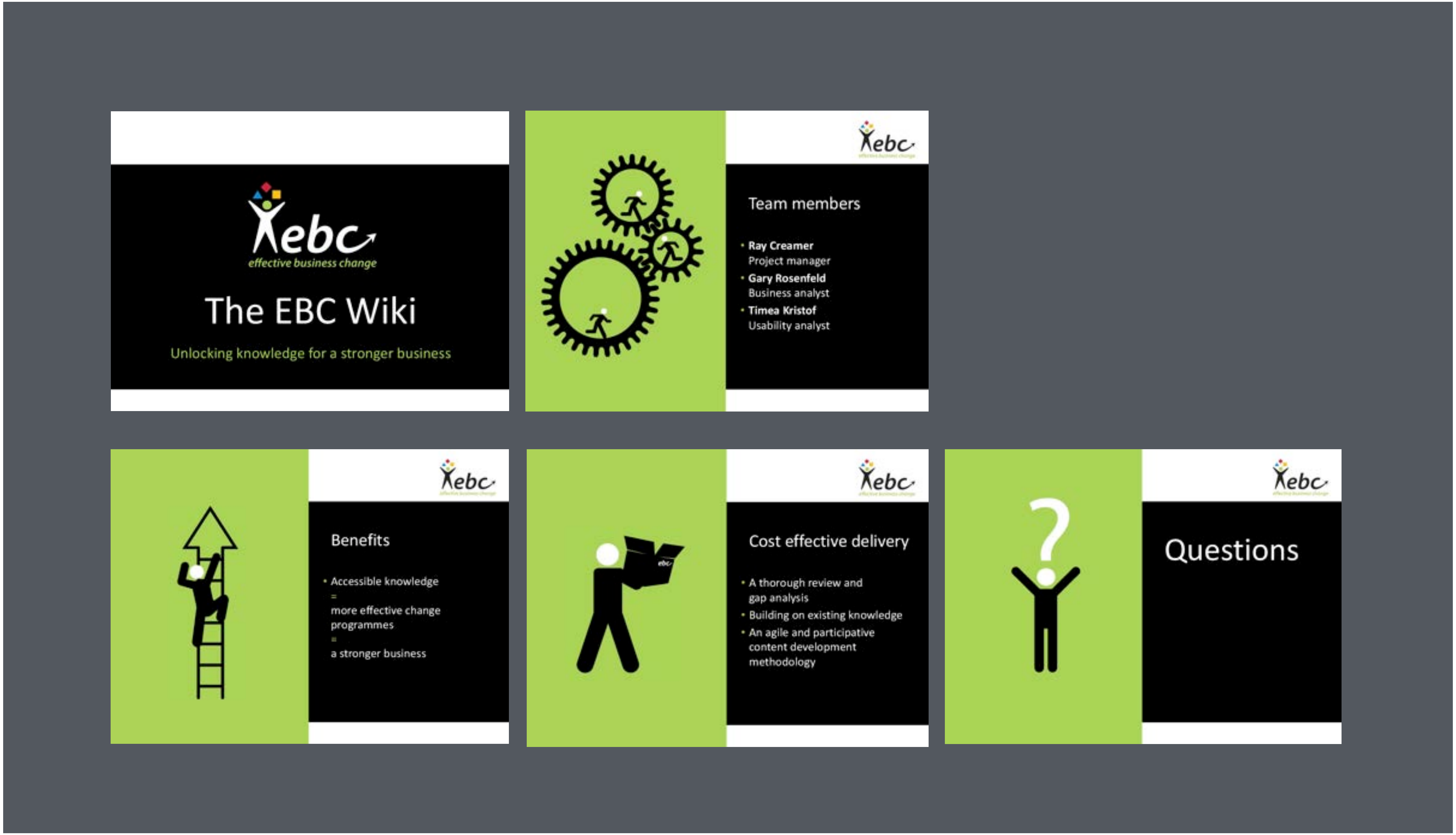

Carbon8


Thinking Differently
Carbon8
The Circular Economy


Without our action to reduce carbon emissions and treat industrial resides, the build-up of greenhouse gases and industrial pollution damages our planet, as well as wasting precious energy
Our approach diverts residues / by-products from landfill, captures CO_2 permanently and creates valuable, low-carbon products replacing natural aggregates and saving energy
Our CO_2ntainer puts our clients at the heart of building the circular economy, making carbon constructive and delivering a low-carbon future
We also help deliver major cost savings on by-product treatment and removal, which offers long-term gains and bottom-line benefits for diverse business and financial models


The CO_2 Effect
Without our action to reduce carbon emissions and treat industrial residues, the build-up of greenhouse gases and industrial pollution damages our planet, as well as wasting precious energy


Carbon8
'Plug and play' on your site



ebc
effective business change
The EBC Wiki
Unlocking knowledge for a stronger business
ebc
Team members
Ray Creamer
Project manager
Gary Rosenfeld
Business analyst
Timea Kristof
Usability analyst
ebc
Benefits
Accessible knowledge
=
more effective change programmes
=
a stronger business
ebc
Cost effective delivery
A thorough review and gap analysis
Building on existing knowledge
An agile and participative content development methodology
ebc
Questions


Rice
Sustainability Strategy
From
Good to Great
Kristin
Hughes
MARS
food


What's on our
menu today?
What does Mars mean
by a 'signature programme'?
What do we already know?
What are we already doing?
What have we learned?
What are the gaps in our understanding?
What questions do we still have?
What don't we know?
Where can we make the greatest impact?
MARS
food


People naturally equate
rice with Mars.
Mars is the game changer.
Greater
reputation…
Elevate the perception of our
rice brands by:
Showing how ethically produced
rice can be a community fixer
Building on our reputation as founder
and leader in the 'rice fields'
Sharing our knowledge
MARS
food

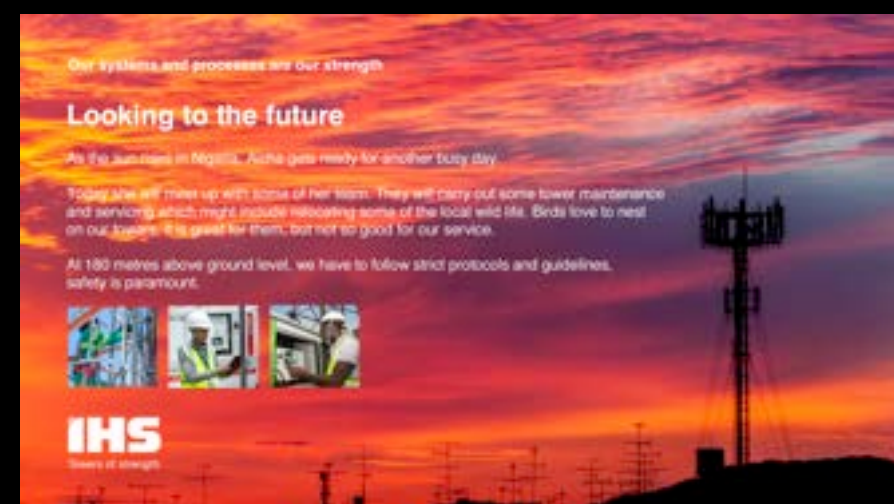

We knew you were
good thinkers.
What's great is that your
thinking is also doing good.
Greater
materiality…
Create relevant and significant change:
Produce new and improved varieties
Ensure the benefits continue long
into the future
Craft sustainable solutions for
People and Planet
Drive scale
Judge on output
MARS
food

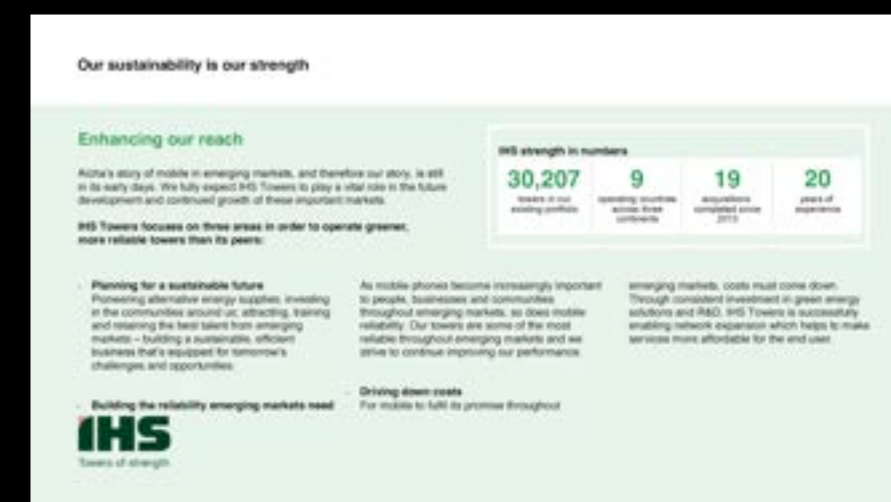

A rice sustainability
verification standard
Create the standard allowing for different
stages of implementation/adoption
(bronze – platinum)
Assess where regions/countries
are currently
Identify the gaps
Craft solutions
Determine where greatest impact
can initially be made
Develop toolkit based on lessons learned
Drive scale
MARS
food


Critical questions
Foods – Business Reality
& Ambition
Activating sustainable agricultural
research & practice
Lasting legacy – New origin
creation is improving smallholder
Farmers Income
Making the external environment
work with & for us
Where can we have the
greatest impact?
MARS
food


Our people are our strength
Positively impacting on people's lives
IHS


Our people are our strength
Meet Aicha
Aicha is pretty much like any other 24-year-old young woman. She works hard during the week and enjoys connecting with her friends at the weekend. But that wasn't always the case. Coming from a poor farming community in Northern Nigeria, her family worked hard but, in a male-dominated culture, it was difficult for women to have an education and achieve their dreams.
IHS


Looking to the future
At 180 metres above ground level, we have to follow strict protocols and guidelines. safety is paramount.
IHS


Our sustainability is our strength
Enhancing our reach
30,207
9
19
20
IHS