

Giles Giggins.

Talk, listen, make sense

Telling stories, engaging audience
through inspiring presentations

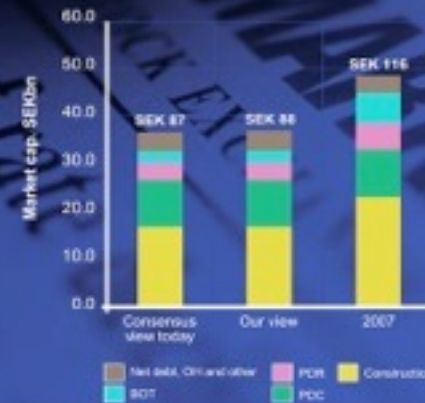
BOT V&LUE CREA+ION

} A step change in
shareholder value
April 5, 2005

SKANSKA | BOT AB

BOT V&LUE CREA+ION

> Solid performance...



BOT VALUE 6.5bn
+3X
Market Cap. +33%

SKANSKA | BOT AB

BOT V&LUE CREA+ION

but we can achieve

{ so much
more

SKANSKA | BOT AB

BOT V&LUE CREA+ION

+
what brings V&LUE to shareholders?

Growth
Earnings
Bridging value-gaps
Competitive edge
High standards

SKANSKA | BOT AB

BOT V&LUE CREA+ION

markets

SKANSKA | BOT AB

BOT V&LUE CREA+ION

SKANSKA BOT AND THE USA

SKANSKA | BOT AB

BOT V&LUE CREA+ION

Creating new value through partnership

SKANSKA

Infrastructure Development

Creating new value through partnership

The picture today

Investments committed	Market value (est) ¹
3.1 SEKbn	15 SEKbn
Construction	EBIT (c.5%)
55 SEKbn	2.75 SEKbn
Operating contracts	EBIT (c.7%)
1 SEKbn p.a.	70 SEKm p.a.

1 Estimated MV 2015 going concern. No exits included

SKANSKA

Infrastructure Development

Creating new value through partnership

Rising market interest in PPP = further increase in portfolio value



SKANSKA

Infrastructure Development

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.

SKANSKA

Infrastructure Development

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

Infrastructure Development

Creating new value through partnership

Ways of winning

Business Review

with Steve Sams

It starts with me



Business Plan

Business Plan
Project Development
Asset Management
Winning Team
Financial Performance Summary

1-4 Ultimate Express Lanes
Florida, USA

At a glance

- NPV (including fees) SEK120M
- Skanska Construction USD 90M (40% of USD 2.3B)
- Investment partner John Laing (60%)

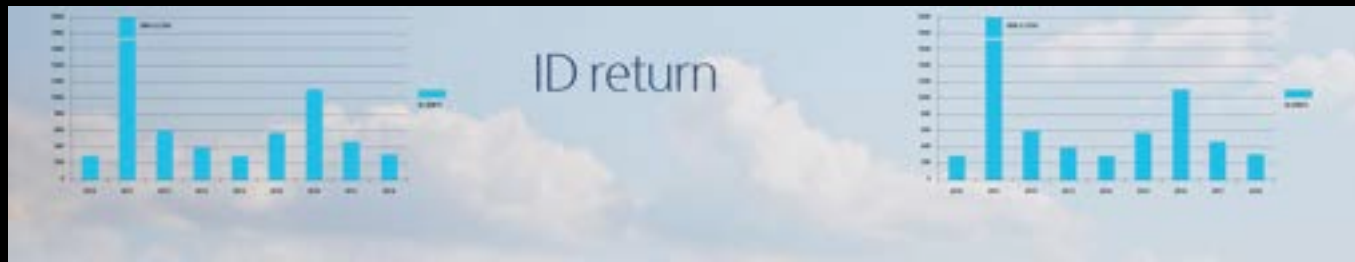
ID's operating structure

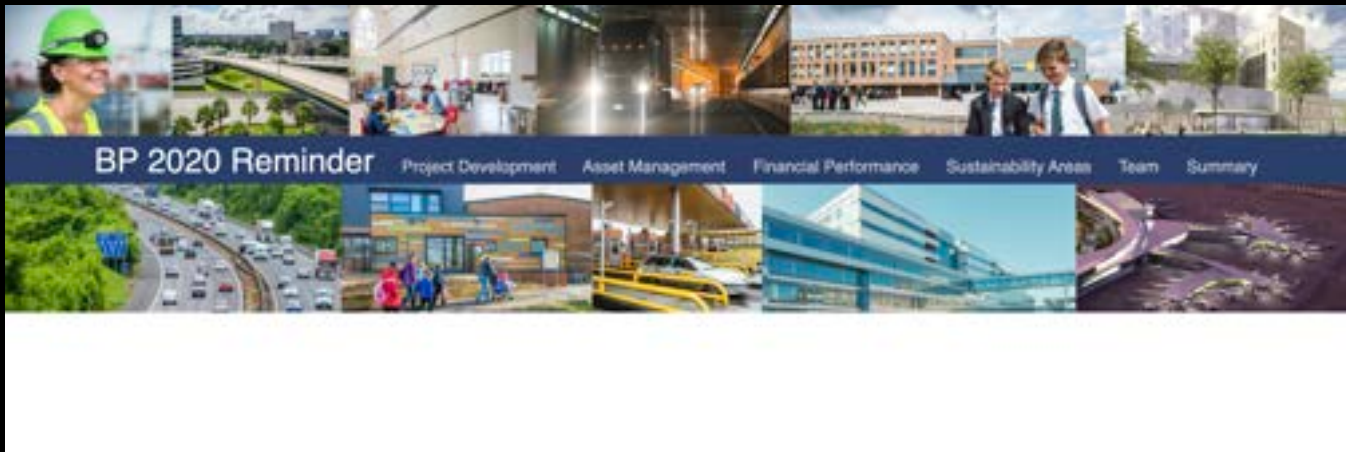
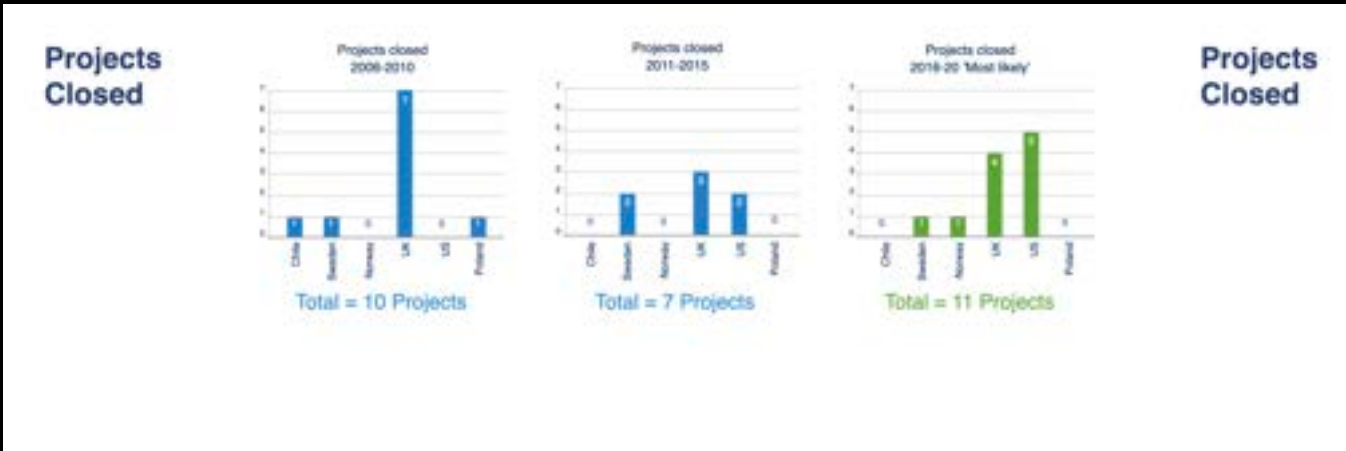
Item	Value
Total fixed costs (contracted)	100%
Project Development	10%
Asset Management	10%
Financial Performance	10%
Other	10%
Skanska ID	100%

Ecotricity UK

At a glance

- NPV SEK 200 – 500M
- Skanska Construction GBP 90 – 180M (50% of GBP 180 – 360M)
- Investment partner Ecotricity (50%)





Markets

- Nordics
- UK
- US

Sectors

- Transportation
- Accommodation / Social
- Utilities

Overview P&L

2016 M	2017	2018	2019	2020	2021
Total fixed costs (contract)	1,185	1,115	1,115	1,115	1,115
Project Development	80	75	75	75	75
Management fees/contract fees/contract recovery	1,105	1,040	1,040	1,040	1,040
Costs for selling	175	140	140	140	140
Total Project Development	1,360	1,260	1,260	1,260	1,260
Asset Management	80	80	80	80	80
Management fees/contract fees for project and in NPV	75	75	75	75	75
Cost for Asset Management	5	5	5	5	5
Total Asset Management	155	155	155	155	155
Net Running Costs	1,515	1,415	1,415	1,415	1,415
Share of participation	1,281	1,212	1,212	1,212	1,212
Share of income (20%)	254	243	243	243	243
Interest from joint ventures (20%)	74	73	73	73	73
EBIT	1,382	369	369	369	369



Selected home markets

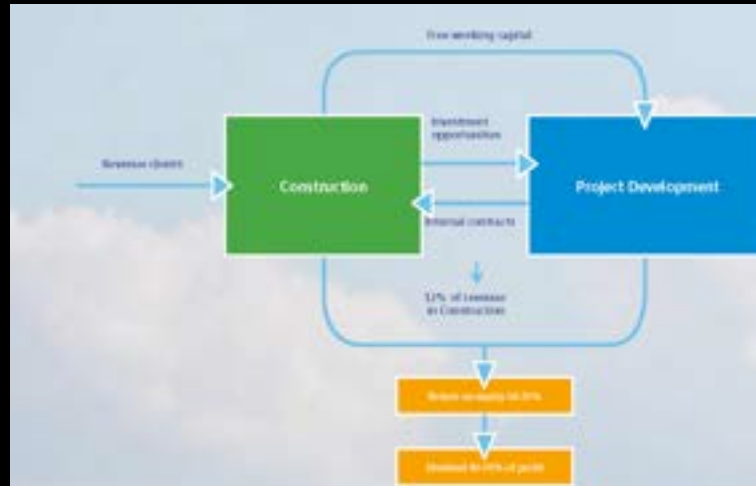


541 hospitals in 10 years

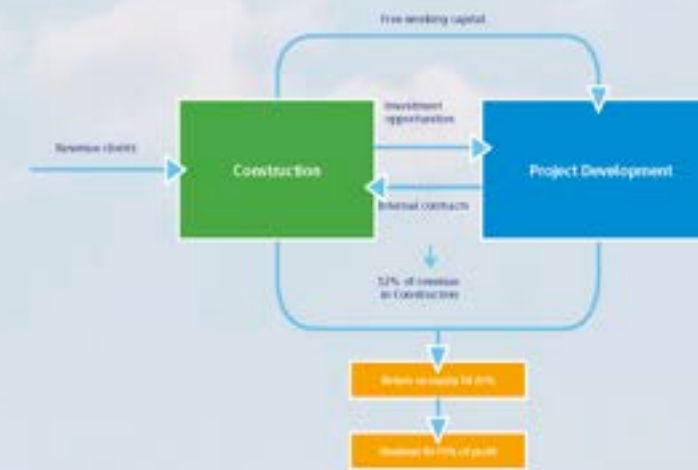


33 ongoing Commercial Development projects



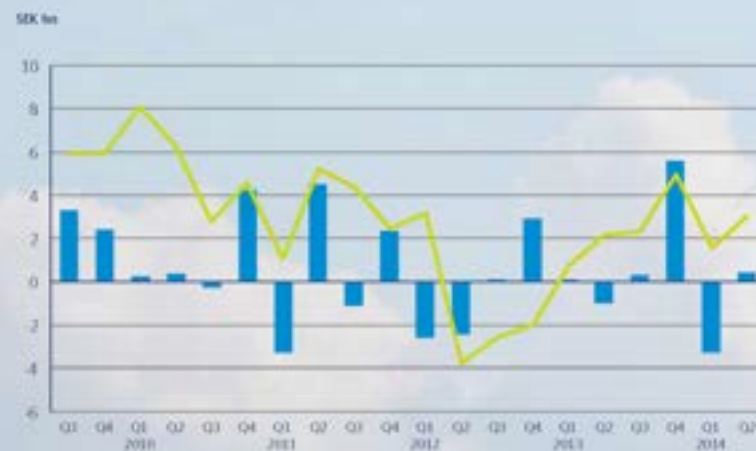


Our financial synergies business model



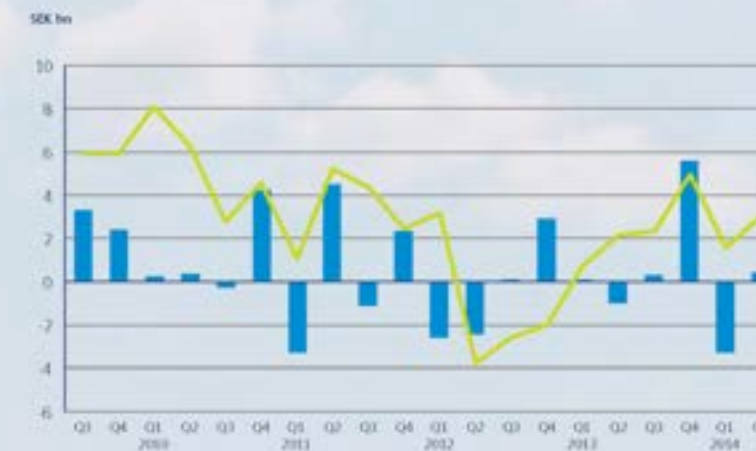
Investments and Capital Employed in Project Development

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?



The benefits of portfolio optimisation



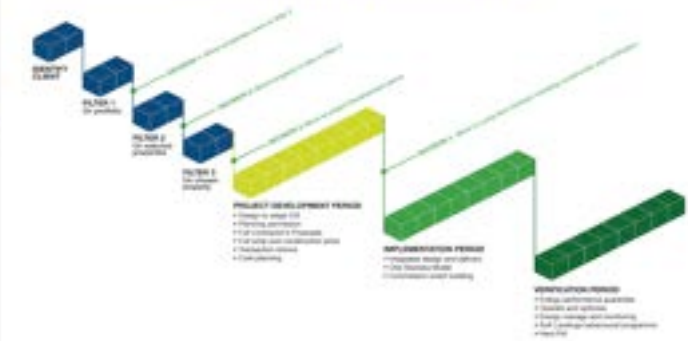
Portfolio strategy



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 AcetMap
- 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



Sixty seconds heads up The new way

We always build them the same way.
We always use them the same way.
Now, after putting up with poor performance for so long, it's time for something new.
Not improved, not slightly different but **game-changing** new.
A building that outperforms the performance of its peers.
A process that informs the development appraisal.
A process that guarantees performance in use.
A process that is integral. So really different it will change the way we design, deliver and use buildings for years to come.
We evaluate all of the options and forecast how they can improve the building's performance. We look this to the development appraisal and the projected return on investment. We produce a fully integrated working design and deliver the project according to it. We offer a full suite of post-construction managed services and...
We guarantee performance in use.

Green Refurbishment Process Map



Why build green? Building green saves money

Of course better materials and building green may cost more. However, in the long term the cost savings will pay for this additional expenditure, and, these savings will increase as energy costs and tax savings rise.

We can demonstrate the effect to the market value in the short term, on balance sheets, and as a business differentiator:

- The cost per square foot for buildings seeking BRE A+ certification falls into the existing range of costs for buildings not certified
- An upfront investment of 2% in green building design, on average, results in lifecycle savings of 20% off the total construction costs - more than ten times the initial premium!
- Building sale prices for energy efficient buildings are as much as 10% higher per square foot than conventional buildings!
- Real estate and construction professionals underestimate the costs of green building by 300%!

1. Green Building Council (GBC) - GreenSource developed the GreenSource GreenSource Index of GreenSource Index in the region of Greater London
2. GreenSource (2010) - GreenSource GreenSource Index of GreenSource Index in the region of Greater London
3. GreenSource (2010) - GreenSource GreenSource Index of GreenSource Index in the region of Greater London
4. GreenSource (2010) - GreenSource GreenSource Index of GreenSource Index in the region of Greater London

Grade A shortages are forecast, it's crunch time for existing building stock



What is different? Performance guarantee

We provide simple unequivocal guarantees that underwrite all of the works we carry out and all the valuation appraisal of the building. All we ask in return is that we are involved as early as possible and throughout the life cycle of the service agreement.

This is a new way of thinking about the design and delivery of improvements to buildings. It is a simple premise, though, in order to deliver a high performing building and to underwrite its performance, clients, designers, service providers and contractors work in collaboration from as early in the process as is practically possible.

We must not, however, forget the end user. We will guide and advise the landlord/owner on how to write green leases, engage with the tenant and ensure all stakeholders optimise the building's performance to provide the best possible environment in which to work.

Skanska is determined to be the leading green project developer/contractor



What is different? Services we offer

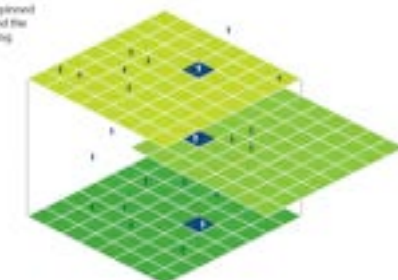
This is a full service agreement. A true turnkey approach underpinned by a strategic partnership between the sustainable design and the sustainable contractor of the year and one of the world's leading technology providers.

- Transaction advice, financial modelling
- Integrated design and build services, BIM
- In-use performance guarantees
- Post construction verification services
- Soft landing tenant behavioural programme
- Building energy management services
- Carbon calculation, LCA, SCC

We build smart innovative solutions to complex problems.

- We design to cost and deliver on our commitment
- Price point promise
- Accurate budget information
- Active budget management
- Full value based analysis

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



SKANSKA

Using our mental muscle: enhancing ID Way

Continuous Improvement

High performance

Projects



SKANSKA

Joining our synapses:

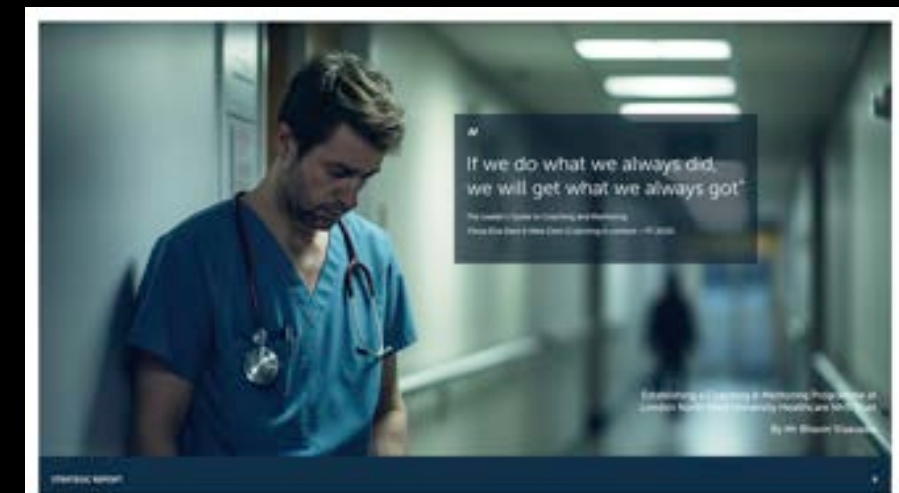
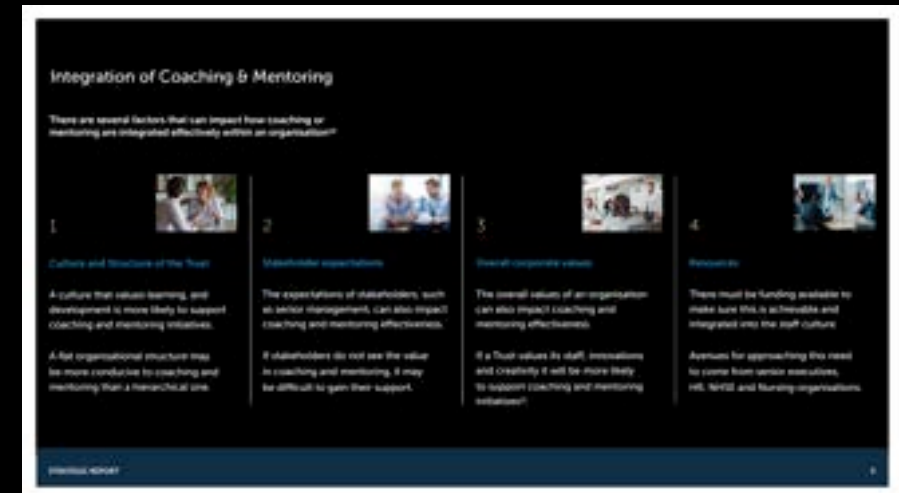
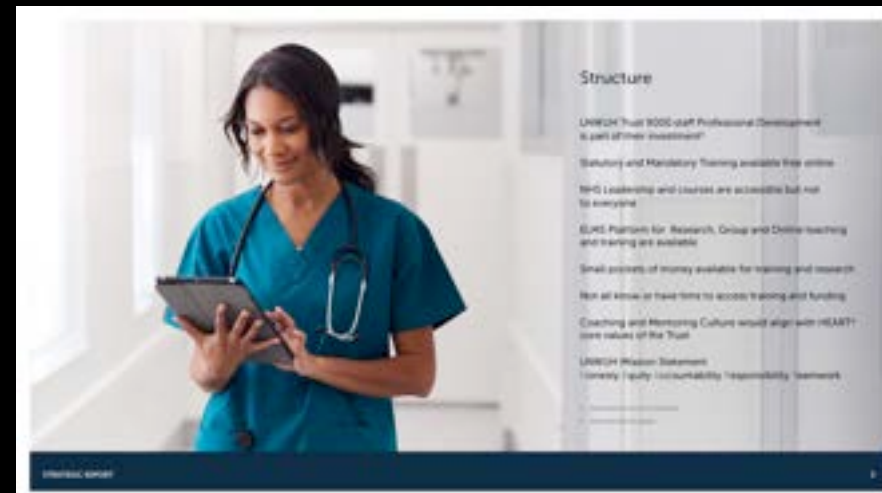
ID's collaboration tools



SKANSKA

The smarter way to deliver P3







Proven technology driving
a world beyond fossil fuels

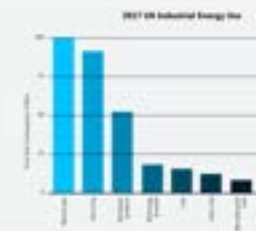
The problem today

Energy intensive industries are facing a dual sustainability challenge

1. Decarbonisation of operations and reduction of GHG emissions
2. The shift to zero waste as part of a circular economy

Unlike electricity, there is an absence of equivalent technology for decarbonising heat

Without viable solutions, large industry cannot achieve a meaningful GHG emissions reduction



"There is a solution to decarbonise electricity. We are using solutions to do that.
The challenge we have is to decarbonise fossil fuels"

HSG Pilkington

The problem tomorrow

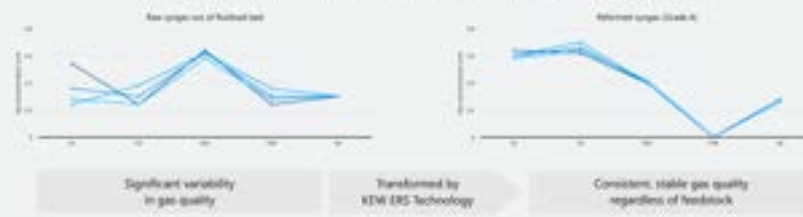
By 2050, the world must

- Redesign and decarbonise its energy system
- Unlock the hydrogen economy through viable technologies
- Replace fossil fuels with sustainable alternatives



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

Example:
A CNR Vale nickel refinery in Wales has constant energy demand for:



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



Addressable market: XTF² Pathway to hydrogen economy



Go to market strategy



Market focus & development



> Smart partnerships with Netatmo

» GET UP AND INTO THE CONNECTED HOME



Europe's market leader

2011: 1st

2013-15: 1st in Europe

100+ people

Consumer products for the Internet of Things
 - Weather station
 - Welcome
 - Thermostat for Smartphone
 OEM products for smart class leader
 Capital injection in Q4 2013
 Accelerated global growth and communication



Source: Strategy Analytics, 2014. Netatmo is the market leader in Europe for smart thermostats. Netatmo is the market leader in Europe for smart thermostats. Netatmo is the market leader in Europe for smart thermostats.

Multiple sources of added value

New customers deeper engagement

"We need platforms for engaged discussions but don't have product development expertise. Netatmo's Thermostat is brilliant for putting concepts into action." - [Logo]



New services

Potential to move into vertical integration

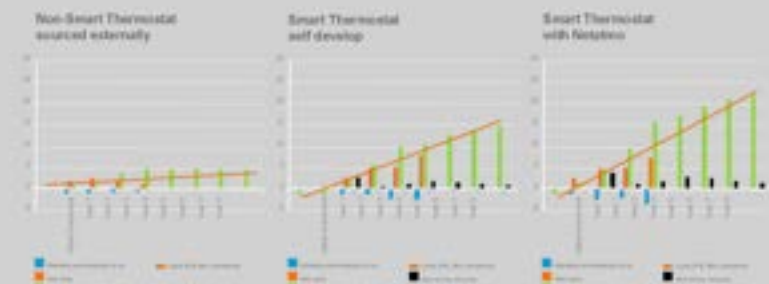


Our market leading partnership model



- » Helps you capture added value
- » Open data sharing
- » A dedicated partnership and channel management team
- » Marketing support through the B2B2C model
- » Flexible terms depending on volumes
- » A clear series of ROI possibilities
- » A portfolio of connected home products
- » A world-class development team

Higher returns for longer with Netatmo



Adaptable partnership models

Complementary approaches for different products and market structures

- » Netatmo branded / Co-branded product or OEM
- » Fast market access / Indirect market access or installer network
- » Consumer retail distribution / Distribution via industry partners
- » Consumer devices / Built-in features
- » Add-on path / Retrofits or original equipment

A combination of Netatmo and co-branded developments



A development partnership with Vaillant

- » One of the top boiler manufacturers
- » First time partner with Internet-startup
- » Selected Netatmo to develop an OEM version of its Thermostat
- » Super-fast development: 1st time and cost in half
- » Product launched September 15, optimized for Vaillant range
- » Helps installers capture added value
- » Netatmo: new permanent partner for all Vaillant apps



Contact : Julien Metzger - julien.metzger@netatmo.com - +33 7 82 02 12 98

Adding Value via Capital Investment + Business Advisory

Robert Oxlome
James Leng
May 2021



ValueStep

ValueStep – The 'A' Game



ValueStep

- ValueStep is an incorporated boutique company offering Business Advisory and Investment Services
- Headed by an experienced, committed, entrepreneurial leadership team with extensive contacts throughout the UK, EU and USA
- Disciplined and proven 'Gateway Review' approach to assess requirements, the impact our involvement would make and the value we would add
- Track record of successful intervention in distressed businesses and growth situations
- Wide industry experience
- Senior operational and commercial expertise to transform the businesses we invest in
- High levels of attention and engagement deliver increased profitability and value
- Determined to make time-sensitive decisions
- Access to a range of financial resources with individual, corporate equity, and debt through strong business banking relationships
- Both invest in and work alongside existing management teams (though will address gaps as required) and have the ability to deliver operationally as well as plan strategically

Our Track Record



ValueStep

- Business Advisory Company
 - Founders, Growth, Exit
- DE Industry Technology Company
 - Investment and Executive Management
- Performance Automotive Company
 - Executive Leadership, Restructure, Growth, Exit
- Biological Consulting Company
 - Strategic Planning and Advisory to Founder
- High Net Worth Private Investor
 - Prospecting, Investment Assessments and Advisory
- Executive Leadership Training
 - Co-Banking Strategy and Advisory Support
- Renewables Maintenance Provider
 - Investment, Commercial Strategy, Leadership
- Manufacturing Company
 - Turnaround, Restructure, Executive Management, Sales/Operations Advisory
- Professional Advisory Company
 - Founders, Investment

Our High Five



ValueStep

- ValueStep provides private investment, commercial expertise and hands-on advisory / executive leadership / senior management support to transform and grow SME businesses
- Working together with business owners, investors and management teams, we focus on driving improved performance and delivering results
- We are more than just advisory or finance, we provide key executive resources to secure the Value Step step
- We operate across a range of industry segments, including manufacturing, engineering, construction, professional services, automotive and aerospace in businesses with UK and international footprints
- We focus our interventions on businesses valued at entry between £5m - £25m

Our Contacts



ValueStep

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Disclaimer



ValueStep

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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**





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.

Caroline Thomas, Marketing Services Manager summarizes how she and her team started their journey, what they wanted to achieve and what they did to successfully embed Salesforce into their operations.

- Where we were and why change was needed
- Our journey
- How we are using Salesforce
- Benefit realisation



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

All enquiries coming in from entire Partnerships (and everywhere else) were handled by Outlook email.

- using lots of separate folders
- and the largest inbox that Outlook had seen
- resulting in the system crashing on an hourly basis



22 day turnaround for responses
to an initial email query.

- couldn't keep track of all the various chase emails
- Partners realised the only way to get things done was to ring up and chase ... and those with loudest voice got dealt with first

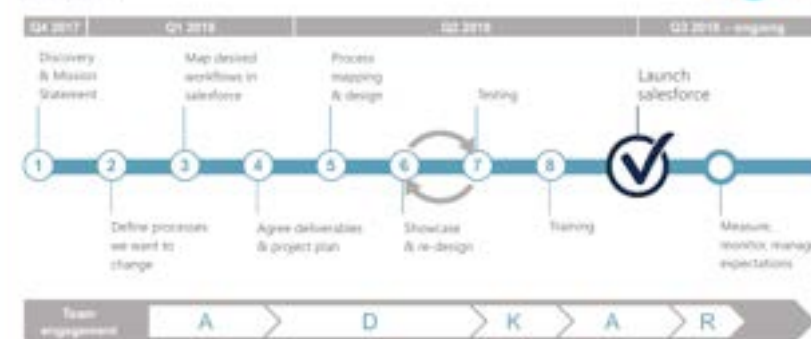


a WE effect on suicide

The team felt constantly battered from every angle and morale was in a bad place.



MARKETING SERVICES – OUR SALESFORCE JOURNEY



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

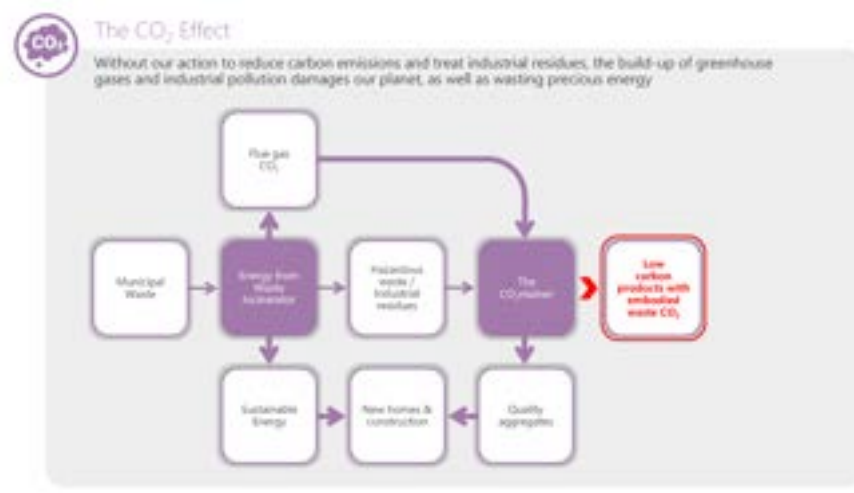


QUESTIONS AND ANSWERS

[illegible]

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 move 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.





The EBC Wiki

Unlocking knowledge for a stronger business



Team members

- Ray Creamer
Project manager
- Gary Rosenfeld
Business analyst
- Timea Kristof
Usability analyst



Benefits

- Accessible knowledge
= more effective change programmes
= a stronger business



Cost effective delivery

- A thorough review and gap analysis
- Building on existing knowledge
- An agile and participative content development methodology



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

Joanna McGhee
Senior Manager, Communications
22.06.2021



Our people are our strength

Meet Aicha

In her language it means alive and well. She certainly is.

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.



Through continuous learning and development, mentoring and feedback I am now helping to provide my community and communities across Nigeria with mobile communications infrastructure. This helps offer millions of people the chance to communicate and play in town, educate themselves, do business and access health services.
To discover how I've become a Tower of Strength watch my video [here](#)



Our systems and processes are our strength

Looking to the future

As the sun rises in Nigeria, Aicha gets ready for another busy day.

Today Aicha will meet up with some of her team. They will carry out some tower maintenance and servicing which might include releasing some of the local wild life. Birds love to nest on our towers. It is great for them, but not so good for our service.

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



Our sustainability is our strength

Enhancing our reach

Aicha's story of mobile in emerging markets, and therefore our story, is still in its early days. We fully expect IHS Towers to play a vital role in the future development and continued growth of these important markets.

IHS Towers focuses on three areas in order to operate greener, more reliable towers than its peers:

Planning for a sustainable future
Pioneering alternative energy supplies, investing in the communities around us, attracting, training and retaining the best talent from emerging markets – building a sustainable, efficient business that's equipped for tomorrow's challenges and opportunities.

As mobile phones become increasingly important to people, businesses and communities throughout emerging markets, so does mobile reliability. Our towers are some of the most reliable throughout emerging markets and we strive to continue improving our performance.

emerging markets, costs must come down. Through consistent investment in green energy solutions and R&D, IHS Towers is successfully enabling network expansion which helps to make services more affordable for the end user.

Building the reliability emerging markets need



Driving down costs
For mobile to fulfil its promise throughout

IHS strength in numbers

30,207 towers in our existing portfolio	9 operating countries across three continents	19 acquisitions completed since 2015	20 years of experience
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