

SKANSKA

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Our purpose:

**We build for
a better society**



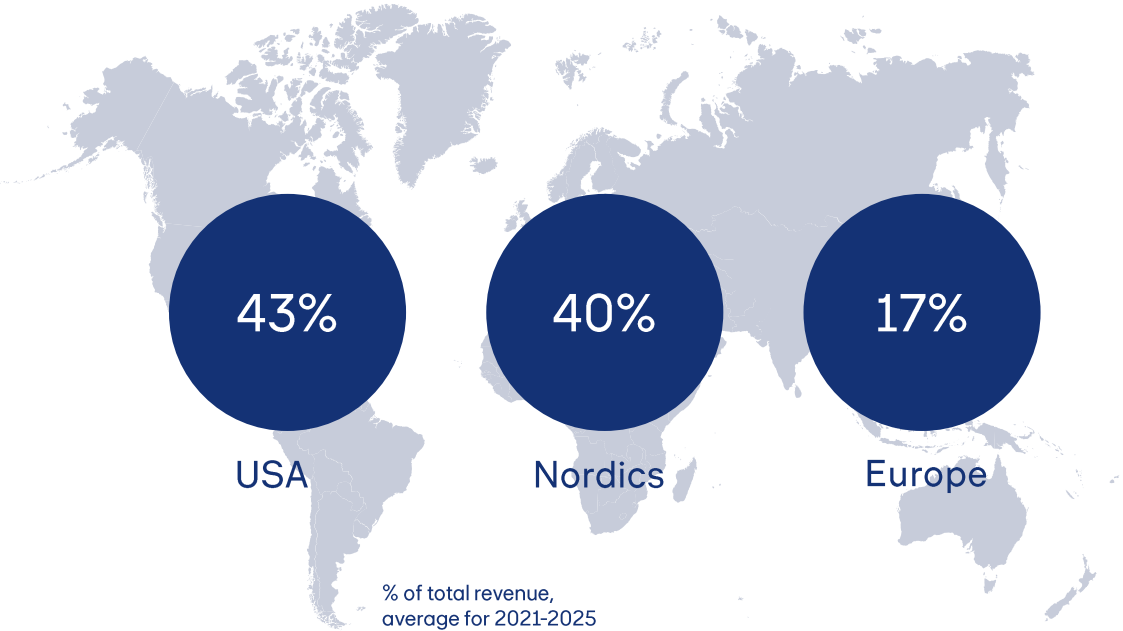
We use
knowledge
and foresight
to shape the
way people
live, work
and connect





139 years in the making,
we're one of the world's
leading construction and
project development groups

One of the world's leading construction and project development groups

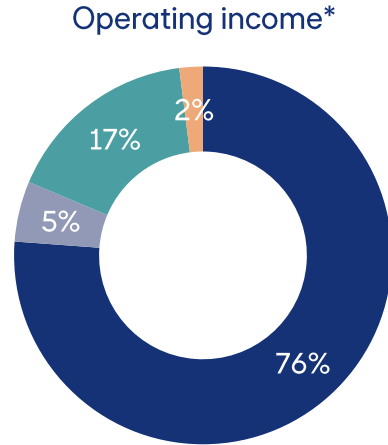
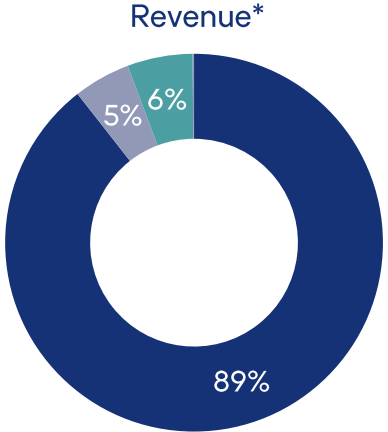


Revenue, SEK
FY 2025

179 bn

Number of
employees

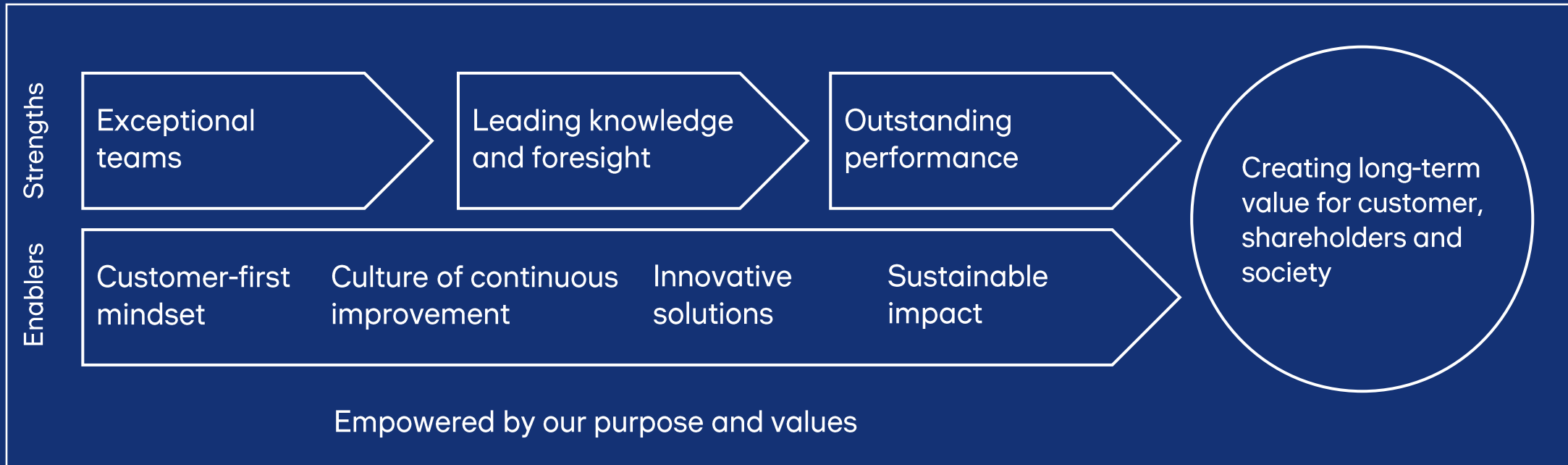
27,000



- Construction
- Commercial Property Development
- Residential Development
- Investment Properties

5-year average, 2021-2025

Group Strategy overview



Group targets and limits

Financial targets over time

Construction stream

Operating margin

Target

≥4%

Outcome 2025

4.1%

Project Development streams

Return on capital employed

Target

≥10%

Outcome 2025

1.8%

Investment Properties

Return on capital employed

Target

≥6%

Outcome 2025

4.7%

Group

Return on equity

Target

≥18%

Outcome 2025

10.2%

Group

Adjusted net debt limit

Limit

SEK -10 bn

Outcome 2025

SEK 11.5 bn

Group

Pay-out ratio

Policy*

40-70%

Outcome 2025

93%

* Dividend policy of 40-70 percent accounts for ordinary dividend

Group sustainability targets

	2030	2045	Outcome 2025
Carbon emissions, own (scope 1 and 2, base year 2015)	-70%	Net Zero	-65%
Carbon emissions, value chain in Project Development (scope 3, base year 2020)	-50%	Net Zero	-39%
Carbon emissions, own and value chain (scope 1, 2 and 3)		Net Zero	

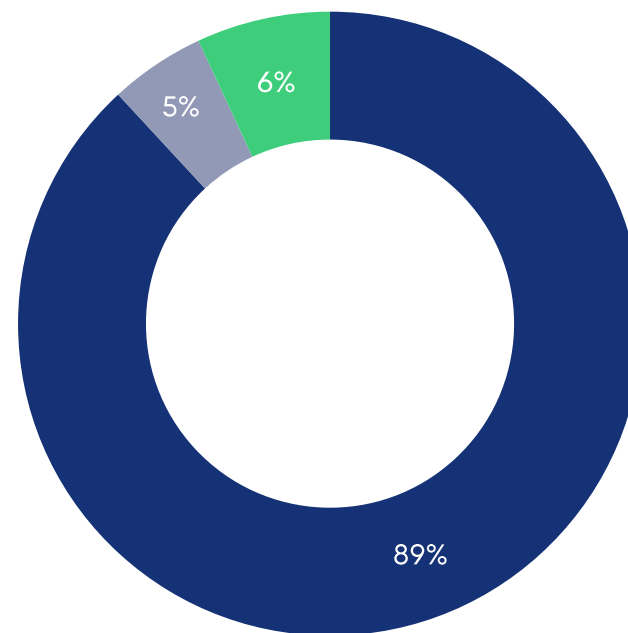
Together with our customers and the collective expertise of over 27,000 teammates, we create innovative and sustainable solutions that support healthy living beyond our lifetime



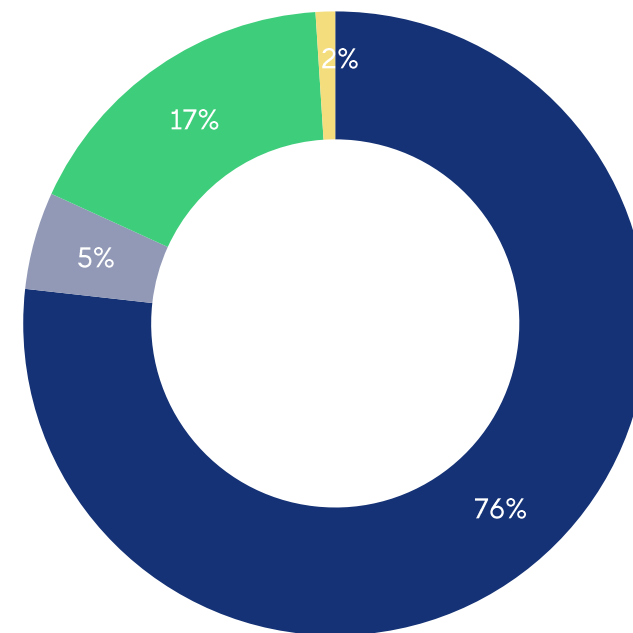
Our business streams



Revenue



EBIT



% of total 2021-2025 average

- | | |
|---------------------------|-----------------------------------|
| ■ Construction | ■ Commercial Property Development |
| ■ Residential Development | ■ Investment Properties |

Our business streams

Skanska's operations are focused through four business streams: Construction, Residential Development, Commercial Property Development and Investment Properties. Competence and knowledge transfer across business streams and home markets reinforce our competitive advantage and create synergies.



Construction

Resilient buildings
and infrastructure



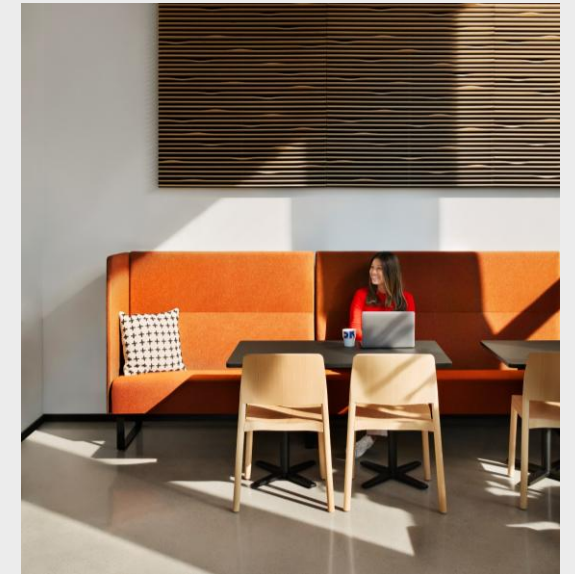
Residential Development

Attractive and energy-
efficient homes



Commercial Property Development

Attractive and flexible
buildings



Investment Properties

High-quality
office buildings

Our business streams



Construction



Residential
Development

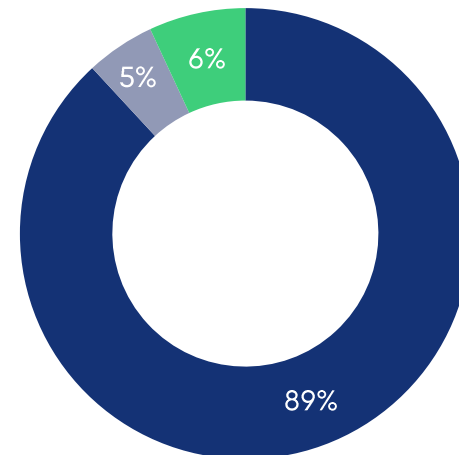


Commercial Property
Development

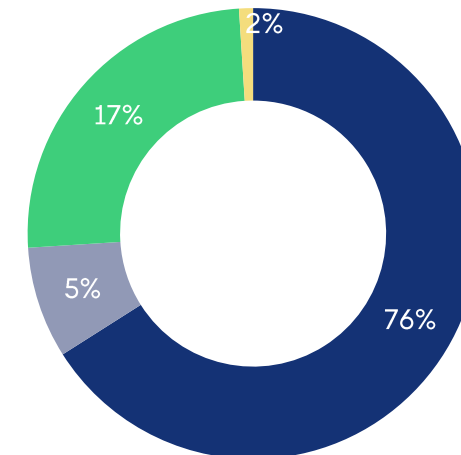


Investment
Properties

Revenue



EBIT



% of total 2021-2025 average

■ Construction
■ Residential Development

■ Commercial Property Development
■ Investment Properties



We build for
a better society

Purpose and values are our foundation

Care for life

Protecting people and planet

Act ethically and transparently

Being a role model

Be better together

Teaming up

Commit to customers

Having a customer-first mindset

Our sustainable
way forward

Sustainable impact areas



Climate



Solutions for a low-carbon built environment



Resilience



Healthy, resilient places for all



Responsibility



A responsible business for people and planet



Solutions for a low-carbon built environment

As we create and implement climate solutions, we drive our operations forward and empower our customers to succeed in meeting their sustainability goals.

We do this by focusing on designing for efficiency, materials and energy.



Average distribution of emissions in our own operations and value chain (2021–2025)



Materials

Concrete, cement, steel, asphalt and bitumen (scope 3)

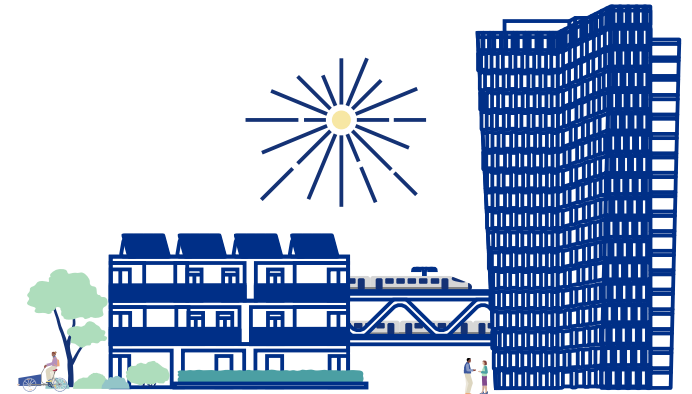
59%



Own operations

10 percent direct use of fuels at our sites (scope 1)
1 percent purchased energy (scope 2)

11%

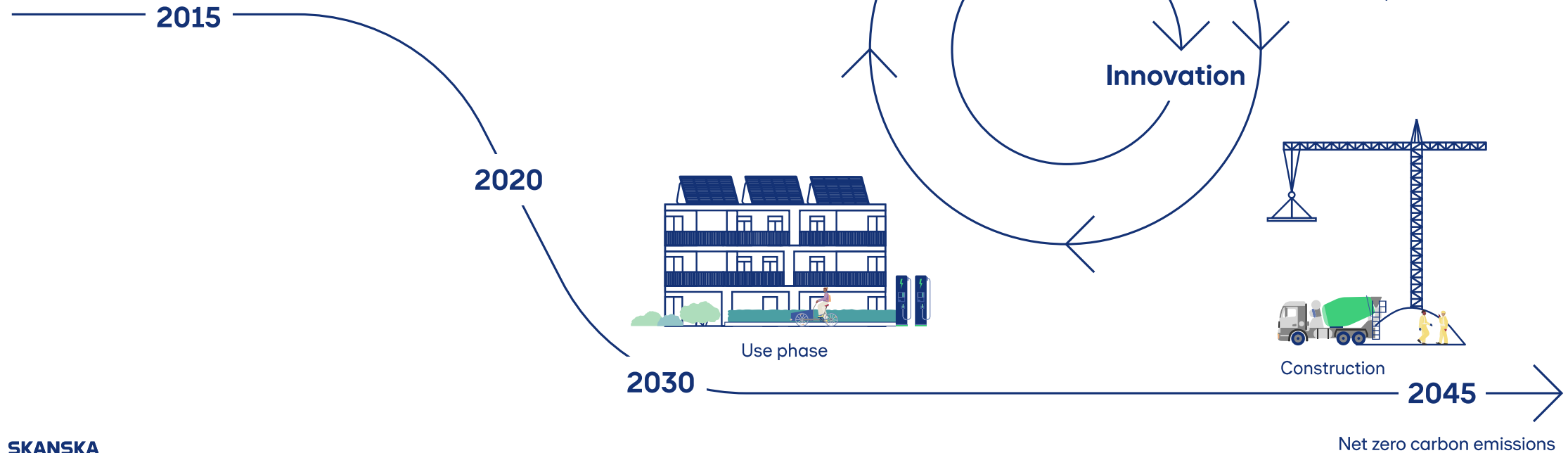


Energy

Energy use in sold buildings (scope 3)

30%

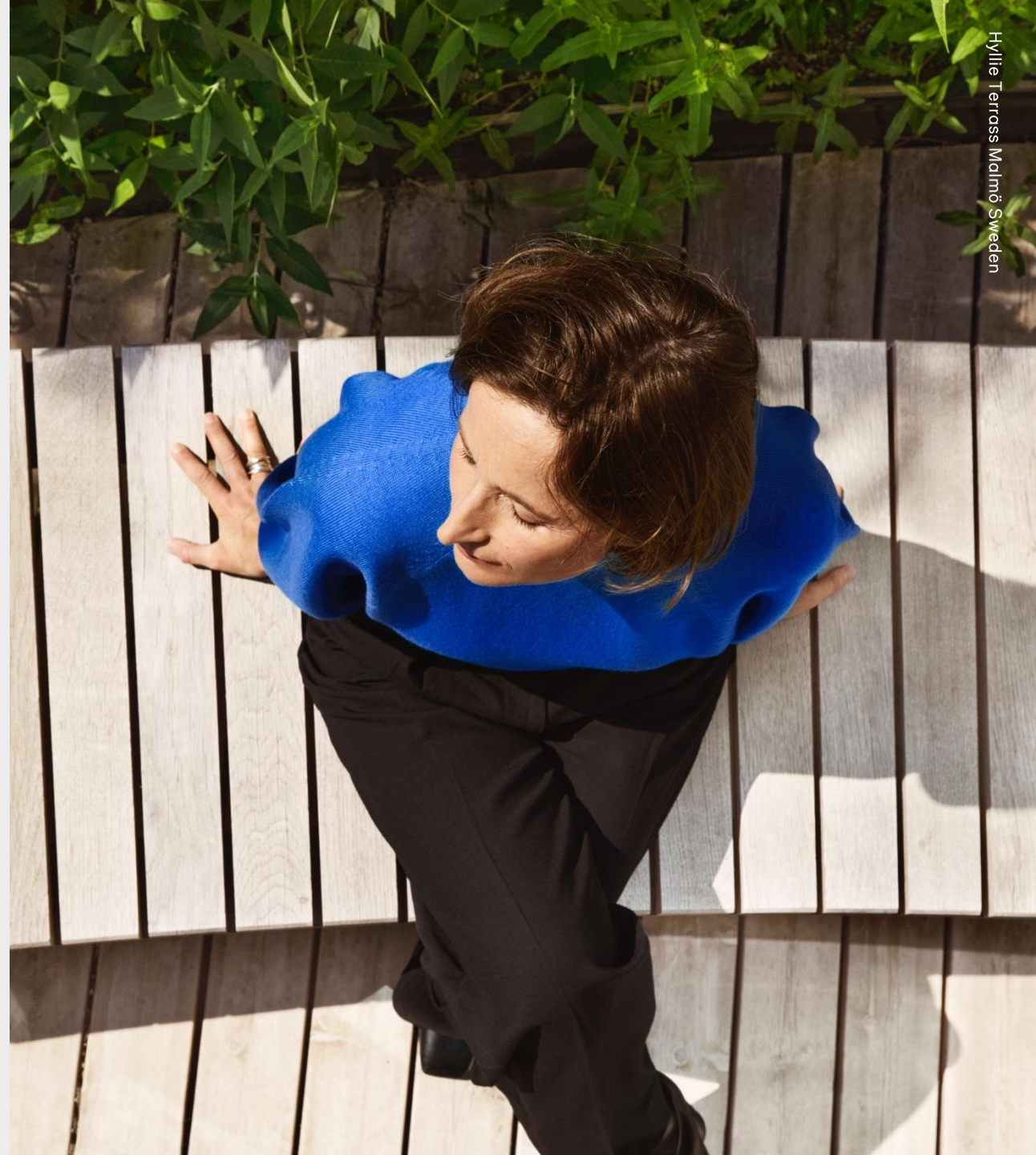
Net-zero by 2045



Resilience

Healthy, resilient places for all

Through experience and expertise, we shape resilient places by forming partnerships and working to address community needs.





Responsibility

A responsible business for
people and planet

Our systematic approach to health and safety protects people. We are committed to ethical conduct and operate with care for the environments in which we work.

We embrace inclusion and diversity and collaborate to build a sustainable supply chain.



On our **Shaping Sustainable Places** podcast, we recognize, encourage and inspire stakeholders in the construction and development industry and beyond to accelerate the transition to a more sustainable, resilient, zero-carbon built environment.

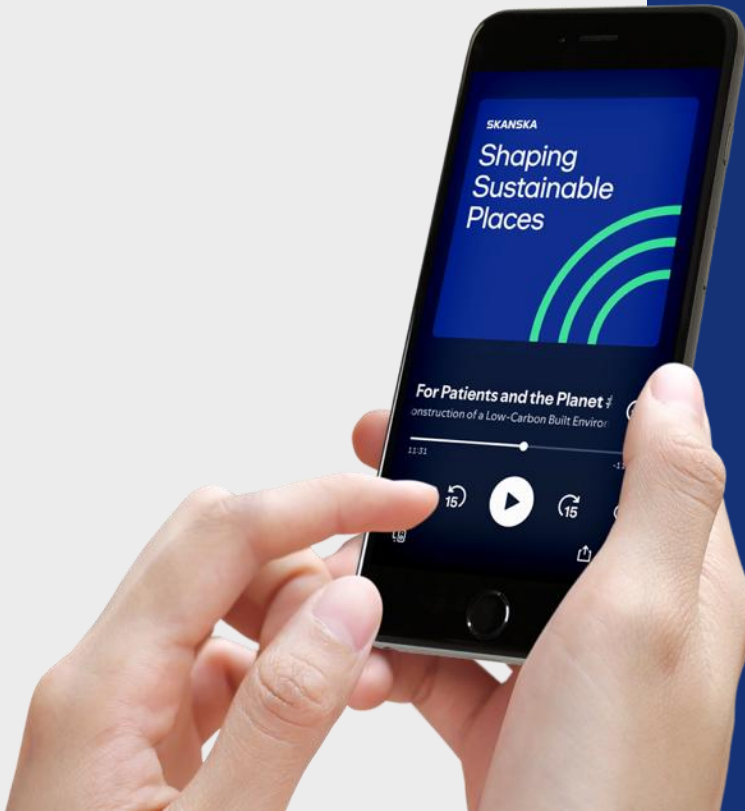


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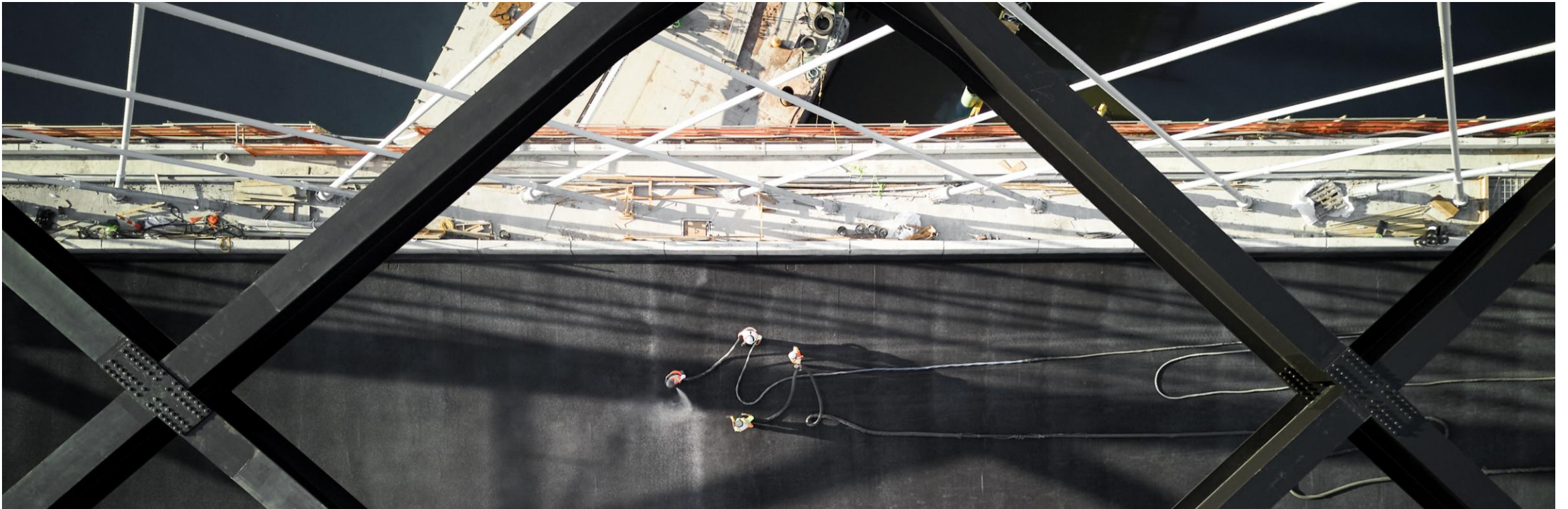
Shaping Sustainable Places



Projects around the world

Creative Construction: Raising bridges, and standards

Delivery of the new Portal North Bridge used off-site assembly and water transport of three arches to cut time, cost and risk. This innovative method marked a key milestone toward creating a more reliable rail connection for hundreds of thousands of daily passengers.



Investment Properties: Developed for people first

Delivery of Citygate added a 144-meter, highly sustainable office landmark to the portfolio, combining strong occupancy with a people-focused approach that drives high tenant satisfaction.



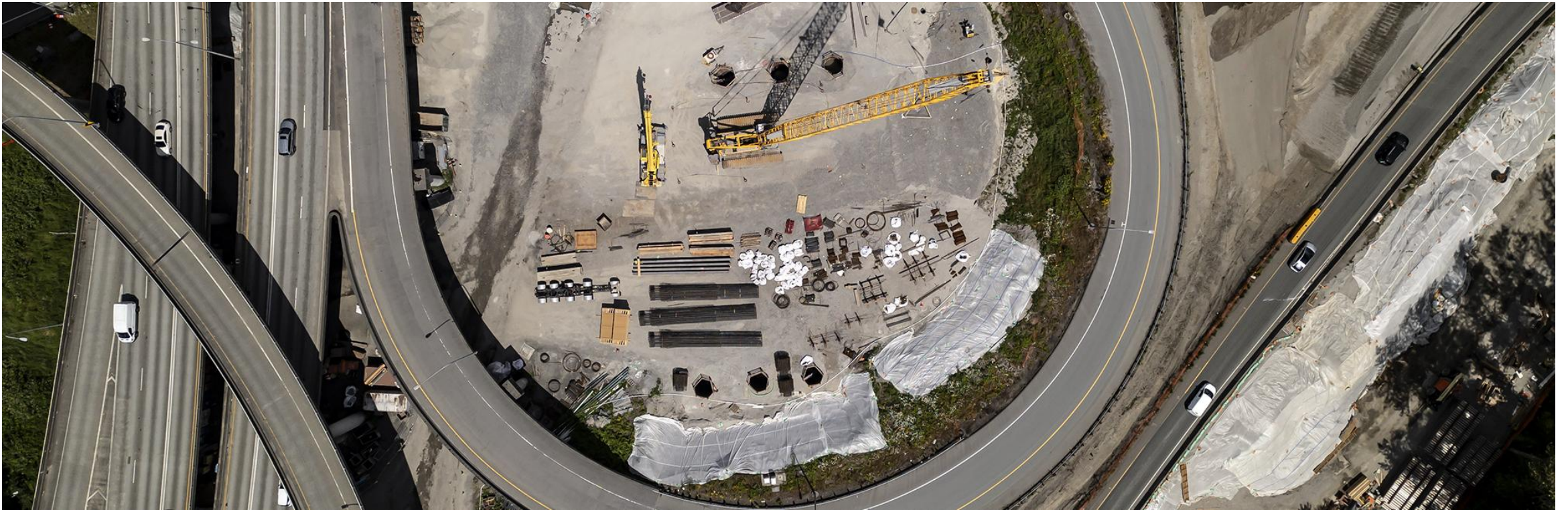
Connects Northern Norway

In the largest infrastructure project delivered by Skanska Norway, we are constructing 82 kilometres of new and upgraded roads above the Arctic Circle to enable safer and more sustainable travel and transport.



Strengthening a Key Transport Corridor in Washington State

Improvement works on the vital I-405 corridor will upgrade transport and public transit connections for communities, industries, and regional growth centres, while also benefiting the environment.



Taking a Page from Nature's Book

Our Holm House 5 project in Warsaw draws inspiration from the 150-year-old oak at the heart of the area, making sustainability part of everyday life for residents and creating comfortable and attractive living environments.



A Full House – a Winning Concept in Budapest

A global company signed a lease for the entire second phase of H2Offices ahead of completion in 2027.



Turning Ownership into Insight – Four Years of Property Management

By owning and managing assets, we build and develop stronger partnerships, smarter projects, and more sustainable urban environments.



Building Resilience into Society's Critical Infrastructure

As climate adaptation becomes essential for buildings and infrastructure, we develop solutions that make a real difference.



Thank you