Annual and Sustainability Report 2024

SKANSKA

Portland International Airport | Portland, Oregon, USA
The eye-catching Portland International Airport represents a revolution in airport design and construction. As part of a major redevelopment project, we and our partner Hoffman Construction Company have transformed the terminal. Among the most notable features of the first phase, which opened in 2024, is the 36,400 square meter mass timber roof over the entire terminal and the extensive use of natural elements throughout, inspired by the landscapes of the Pacific Northwest. It brings in nature to create a more pleasing experience for travelers using increased natural daylight and green spaces, including real trees and foliage throughout the terminal. Phase 1 of the redevelopment includes enhancing resilience against earthquakes, increasing capacity and adding new space for shops and restaurants to deal with growing passenger numbers. Phase 2 is scheduled for completion in 2026.

Cover photo: Ema Peter Photography

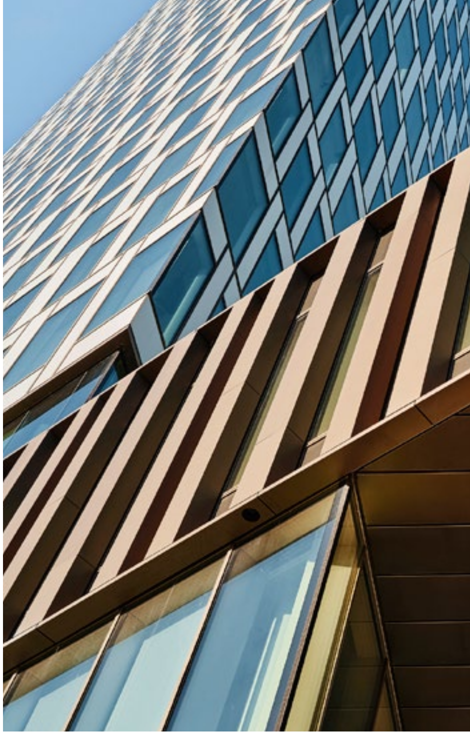
Contents

☰ This symbol will navigate to this page, Contents.
Ilı This symbol will navigate to Financial information, page 108.

● Board of Directors' report

Skanska's business streams – Construction, Residential Development, Commercial Property Development and Investment Properties – represent the Group's operating segments. The point at which revenue is recognized differs between segment and IFRS reporting for Residential Development and Commercial Property Development. In this report, revenue and earnings for these business streams on pages 2–67 refer to segment reporting, unless stated otherwise. The financial reports, including the statement of financial position and cash flow, have been prepared in accordance with IFRS unless stated otherwise.

Skanska's Annual and Sustainability Report 2024 is submitted by the Board of Directors and the President and CEO of Skanska AB (publ) to describe the operations of both the company and the Group. The statutory annual report consists of the Board of Directors' Report and the financial reports, including notes and accounting and valuation principles on pages 68–113 and 114–205. Skanska's external auditors have audited the statutory annual report consisting of the Board of Directors' Report and the financial reports excluding the statutory sustainability report according to the opinion on pages 200–204. Skanska's external auditors have also issued a limited assurance report on Skanska AB's greenhouse gases, health and safety, energy and waste reporting. Pages 68–83 include Skanska's statutory sustainability report, prepared according to the previous wording in the Swedish Annual Accounts Act that applied before July 1, 2024.



We build for a better society

We are one of the world's largest construction and project development companies, operating across select markets in the Nordics, Europe and the USA.

A unique combination of global experience, local expertise and financial strength empowers us to take on the most complex construction projects in the world. Our ability to understand the needs of local communities makes us a trusted partner for large commercial and residential projects that require our presence across the entire value chain, from project development and construction to property asset management.

By leveraging our expertise and foresight, we are strengthening our leadership in sustainable solutions. Together, we are building for a better society, creating long-term value for our customers and shareholders.

Modřanský Cukrovar | Residential Development
A former industrial site transformed into a vibrant residential neighborhood. Read more on page 33.

Portal North Bridge | Construction
Innovative methods are improving efficiency and safety on this vital infrastructure project. Read more on page 29.

Citygate | Investment Properties
First acquisition of an office property in Gothenburg for the Investment Properties portfolio. Read more on page 41.

E16 highway | Construction
Our work on the E16 highway east of Oslo, Norway, is creating a safer, less polluted way to travel. Read more on page 23.

Explore more projects

AI and digitalization | Group
Digitalization is cutting costs and increasing value. Read more on page 15.

Data centers | Construction
Our expertise is helping power the new digital age. Read more on page 19.

Studio B | Commercial Property Development
Great office building in the best location. Read more on page 37.

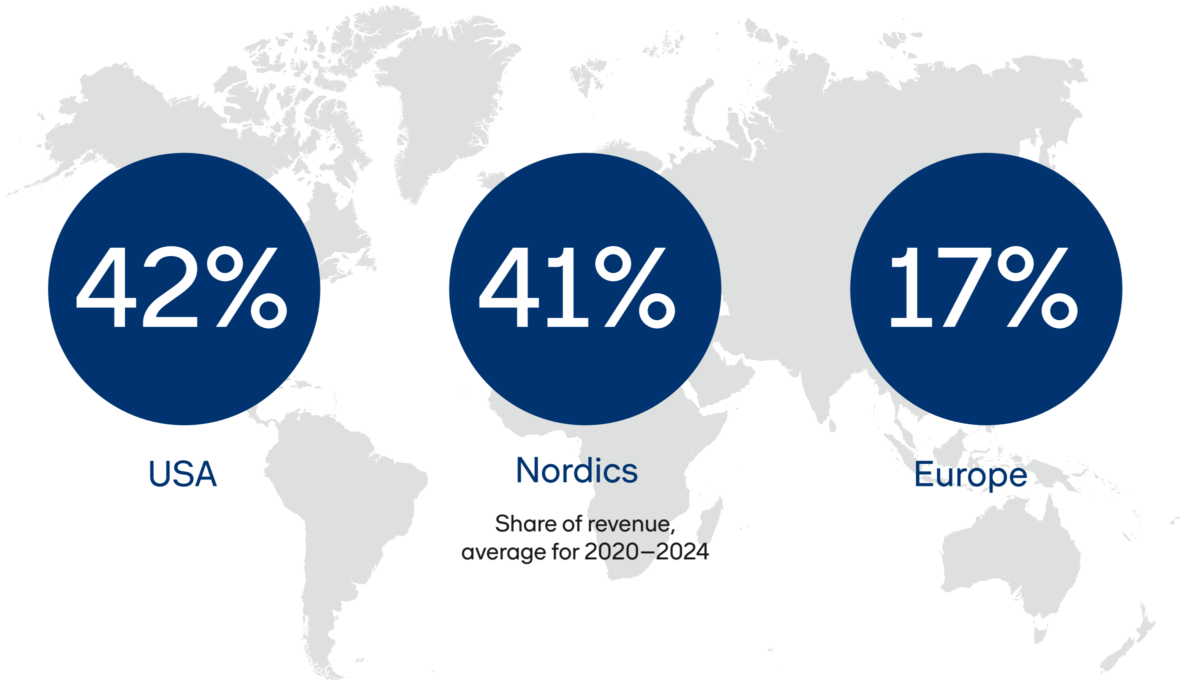
Energy efficiency | Investment Properties Our property portfolio is a test bed for innovations. Read more on page 55.

Climate resilience | Construction
Helping communities withstand extreme weather. Read more on page 59.

Mitigating risks | Construction
Smart thinking safeguards lives. Read more on page 67.

Global experience, local expertise

Together with our customers and partners, and with the expertise of our 26,300 employees, we create innovative and sustainable solutions that support living beyond our lifetime.



Operations across the value chain in four business streams

Construction

We construct resilient buildings and infrastructure.

Read more on page 26.

Residential Development

We develop and build attractive and energy-efficient homes.

Read more on page 30.

Commercial Property Development

We shape sustainable and energy-efficient places where people can work and connect.

Read more on page 34.

Investment Properties

We actively invest in and manage high-quality properties in Sweden.

Read more on page 38.

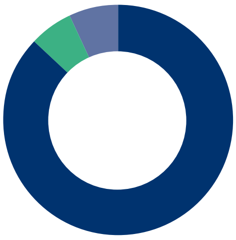
Purpose and values

The way we conduct business remains firmly grounded in our purpose of building for a better society, and in our values

- **Commit to customers**
  Having a customer-first mindset
- **Be better together**
  Teaming up
- **Care for life**
  Protecting people and planet
- **Act ethically and transparently**
  Being a role model

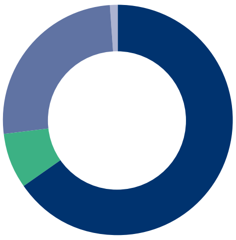
Read more about our strategy on page 16.

Share of revenue, average for 2020–2024



- Construction, 88%
- Residential Development, 6%
- Commercial Property Development, 6%
- Investment Properties, 0%

Share of operating income, average for 2020–2024



- Construction, 66%
- Residential Development, 8%
- Commercial Property Development, 25%
- Investment Properties, 1%

2024 in brief

Construction

- The Construction operations delivered solid results and an operating margin in line with the long-term target. A strong order intake resulted in an order backlog at a new record high.

Robust financial position

- We maintain a strong financial position.
- The Board of Directors proposes a dividend of SEK 8.00 per share, corresponding to a payout ratio of 57 percent.

Property operations

- Sales volumes in our Project Development (Residential Development and Commercial Property Development) increased in gradually recovering property markets.
- Investment Properties continued to build up the portfolio with two acquisitions during the year. The portfolio now consists of seven high-quality properties in the three main cities of Sweden.

Sustainability

- 61 percent reduction of carbon emissions from our own operations (scope 1 and 2) compared to the base year of 2015.

Revenue

SEK 177 billion

Operating income

SEK 7.1 billion

CO_2-emissions reduction*

-61%

* Reduction of carbon emissions from our own operations (scope 1 and 2) compared to 2015.

Key ratios

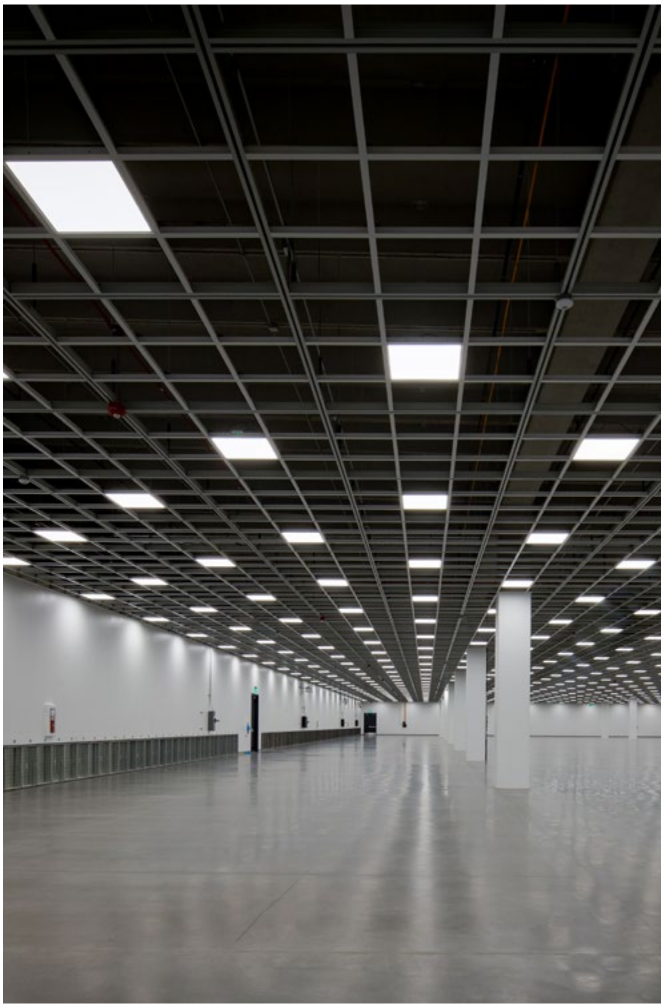
SEK M (unless otherwise stated)	2024	2023
Revenue[1]	177,208	157,052
Operating income[1]	7,087	3,231
Profit for the period[1]	5,835	3,272
Earnings per share, SEK[1]	14.12	7.89
Operating cash flow from operations	6,763	1,148
Adjusted interest-bearing net receivables(+)/net debt(-)	11,976	10,363
Operating margin, Construction, %	3.5	3.5
ROCE in Project Development, %[1]	2.6	-3.7
ROCE in Investment Properties, %[1]	4.6	-1.6
Return on equity, %[1]	10.0	5.8
Order bookings, SEK bn	207.9	165.8
Order backlog, SEK bn	285.0	229.6
Average number of employees	26,276	27,256

1 According to segment reporting.

Highlights of the year

SEK 208 billion

Order bookings for the year, with a book to build ratio of 123 percent.



Growing Investment Properties portfolio
Office buildings Citygate in Gothenburg and Oas in Malmö, in Sweden, were acquired by the Investment Properties business stream in 2024. The portfolio now consists of seven high-quality properties with a total property value of SEK 8.2 billion.

SEK 8.2 billion

SEK 285 billion

Successful positioning in the US market resulted in an order backlog at a new historic high.

Divestments
For 2024, 11 properties were divested in Commercial Property Development, of which two were divested internally to the Investment Properties business stream.

#1

The single largest lease in Skanska's history
Skanska signed the single largest lease in the company's history, in terms of value, for the office building The Eight in Seattle, USA.

Global leader
For the third year running, Skanska was named by Forbes Magazine as one of the World's Best Employers, based on employee assessments.

Solid performance and strong financial position

The Construction business delivered solid results and achieved the strongest order backlog in our history. In Project Development we have increased sales in gradually recovering markets, and in Investment Properties we have grown our high-quality office property portfolio. We continue to develop our customer value proposition by leveraging our experience from being active in the entire value chain, offering products and knowledge for a sustainable transformation of the built environment.

Strong Construction delivery
The Construction business delivered yet another year with solid results and performance in line with the long-term target. Project execution with good control and a high-quality order backlog enables a solid delivery. We have been acting on market opportunities in our core geographies, segments and sectors, which has resulted in a strong order intake for the year, achieving a book to build ratio of 123 percent. The US operations have grown, currently representing half of the Construction business. Macroeconomy and federal funding programs have been supportive of the US construction market. We have kept to the selective bidding strategy and been disciplined in our bidding activities to ensure quality of the backlog. Success in securing large and long projects has extended the duration of the backlog.

Gradually recovering Project Development markets
Sales have improved in Residential Development and Commercial Property Development over the year as market activity has slowly returned to the housing and commercial property markets. Results turned to positive during the year, but profitability is unsatisfactory as a result of low capital efficiency, and churning the portfolio remain a priority going forward. Long-term demand for high-quality properties remains and is a good match with our portfolio of modern and sustainable projects. Diversifying the portfolio and prioritizing project starts in the right locations will drive performance in this business over time.

Growing a high-quality office property portfolio
Over the year, we added two more properties to the Investment Properties portfolio, growing the total property portfolio value by 59 percent. We hold a well-performing portfolio of high-quality properties in the three main cities of Sweden.

Group financials
Revenue for the Group increased 13 percent and operating income was SEK 7.1 billion (3.2). Construction delivered a solid margin in line with the long-term target of 3.5 percent (3.5). Project Development return on capital employed came in below the 10 percent target at 2.6 percent (-3.7), improving compared to last year but remained impacted by slowly recovering markets. Group return on equity was 10.0 percent (5.8). Cash generation in the Group was good and the financial position remains robust. The adjusted net cash position is SEK 12.0 billion (10.4), well above our limit of SEK -10 billion adjusted net debt. Considering performance, the state of the market and our financial strength, the Skanska's Board of Directors propose a dividend of SEK 8.00 per share (5.50).

Sustainability performance
As a responsible business, our work is aligned with the UN Sustainable Development Goals, and we remain committed to the universal sustainability principles defined by the UN Global Compact. Sustainable impact is a core enabler of our business strategy and customer offering. Our self-developed properties in Project Development are designed for energy efficiency and to meet high sustainability standards. In Construction, we work together with customers, using our competence and solutions, to contribute to their climate ambitions.

We are committed to the target of reaching net zero carbon emissions in our own operations and the value chain by 2045. In 2024, carbon emissions in our own operations, scope 1 and 2, were 61 percent lower than the benchmark year 2015 and carbon emissions in the value chain, scope 3, were 37 percent lower than the benchmark year 2020.

I am pleased to see that our strategic long-term health and safety work continues to deliver improved performance. Building on decades of experience and expertise, we are implementing actions and practices to eliminate risks, but are also linking safety to efficiency for enhanced business value. A strong commitment in leadership, data analysis and a structured way of working have and will continue to improve our capacity to deliver wanted and expected safety results.

Strong foundation for value creation
In Construction we are committed to the strategy of selective bidding and focus on commercial management that has rendered stable performance. Our operations target a diverse range of geographies, segments and sectors which offers resilience and growth opportunities. For Project Development our priority is churning the property portfolio: divesting completed projects and starting new ones. Market recovery is difficult to predict but we will use our financial strength and collective experience to continue to navigate the dynamic markets. Our strong financial position and performance mean that we are we are well positioned to act on market opportunities as they arise.

I am proud of what we achieved this year and of all Skanska colleagues for executing on our strategy. We have delivered high-quality projects to our customers and created value for our shareholders. I want to thank colleagues, customers, business partners and shareholders for your cooperation and trust. I am looking forward to continuing the collaboration.

Anders Danielsson
President and CEO

Earnings per share, SEK

14.12

Operating margin – Construction

3.5%

ROCE – Project Development

2.6%

ROCE – Investment Properties

4.6%

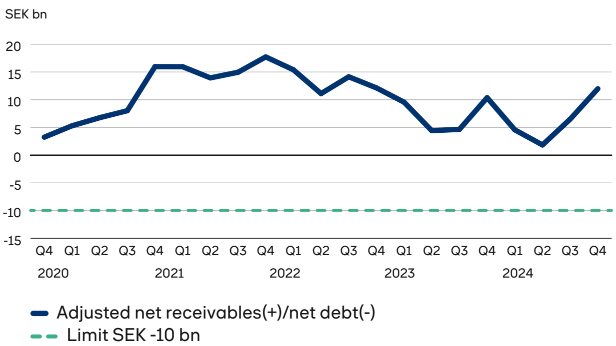
THE GLOBAL COMPACT
WE SUPPORT

Investing in Skanska

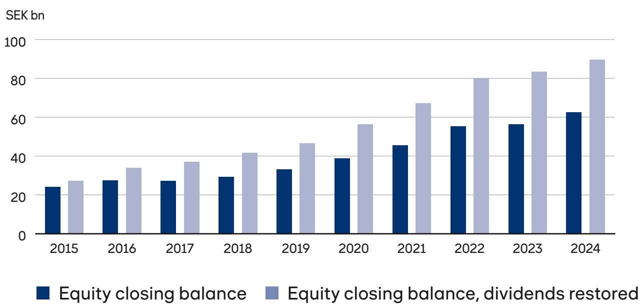
We are creating long-term value for our shareholders, customers and society at large. Using our global reach and expertise gained working across the value chain, we deliver attractive and sustainable buildings and infrastructure that contribute to a better society for current and future generations.

Investing in Skanska makes you an owner of a global leader in construction, project development (residential and commercial development) and property asset management. We benefit from long-term trends such as urbanization and the shift towards a more sustainably built environment. We have a robust financial position, deliver a compelling customer offering, and integrate the entire value chain across our four business streams. Diversification is achieved through our exposure across business streams, with operations in various market segments, sectors and geographies in the Nordics, Europe and the USA. We are committed to creating a built environment with a lower climate impact and driving positive change in the industry with improved resource and energy efficiency.

Adjusted net receivables(+)/net debt(-)



Growth in equity including dividend: CAGR[1] of 14%



1 Compound annual growth rate.

Global reach

We are a leader in construction and project development, operating in select markets across the Nordics, Europe and the USA. We benefit from long-term trends such as urbanization and the transformation to a more sustainably built environment, which support demand for our products and services over time. Knowledge and expertise in the entire value chain gives us a competitive advantage and a diversified business with exposure to various geographies, segments and sectors provide stability over time.

Strong financial position

We maintain a strong financial position with a balance sheet that provides flexibility and allows us to act on market opportunities when they arise. We have several funding programs – committed credit facilities as well as market funding programs – which provide us with good flexibility and solid long-term financing. Read more about our funding in Note 6 on pages 137–144.

Compelling customer offering

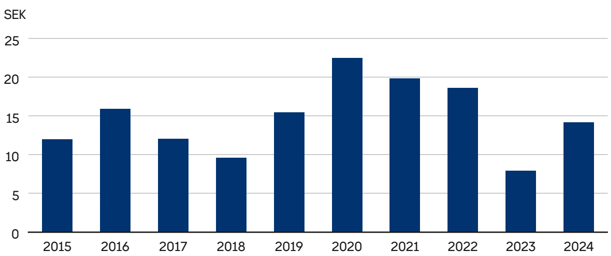
With almost 140 years of knowledge and foresight we have delivered solutions for critical and complex infrastructure and buildings to our customers. We have a unique offering, integrating the entire value chain from project development to construction and property asset management. Sustainable impact is a core enabler in our business strategy. By working together with customers, suppliers and business partners, we create new possibilities, designing sustainability solutions, driving business success and continuously improving our product offering and commercial value proposition.

Creating shareholder value

We generate shareholder value by:

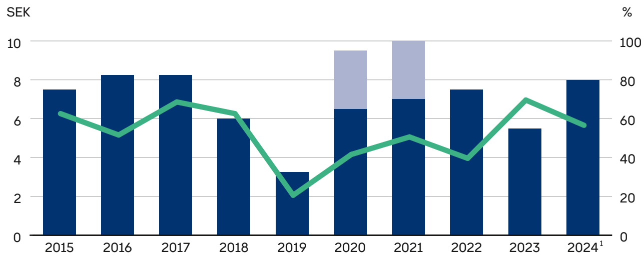
- Generating stable profits and cash flow in Construction
- Developing commercial and residential projects with the most attractive and sought-after qualities and locations in the markets
- Generating value growth and stable cash flow from active property asset management
- Providing shareholders with solid returns through distributions of 40–70 percent of profit for the year in line with our dividend policy.

Earnings per share



■ Earnings per share, SEK

Dividend and payout ratio



■ Ordinary dividend, SEK ■ Extra dividend, SEK
— Payout ratio[2], %

1 Based on the dividend proposed by the Board of Directors.
2 Dividend as a percentage of earnings per share.

Strategic direction

George Washington Bridge New York USA

Global trends

For more than a century, we have delivered quality housing, attractive and flexible offices and commercial spaces, and social and civil infrastructure. Investing in and reshaping urban communities and increased focus on low-carbon solutions are driving forces in our industry. Digitalization and smarter technologies provide opportunities for increased efficiency and productivity.

Reshaping of cities and urban communities

Urban areas require continued investments in infrastructure, healthcare, housing, offices and education. The need for infrastructure renewal, foremost in the USA, but also in Europe, has resulted in a growth of infrastructure investment supported by federal and regional funding programs. The US Infrastructure Investment and Jobs Act (IIJA), for example, has sparked historic investment in transportation and traditional infrastructure projects.

Demand for efficient and flexible transportation is increasing. Substantial investments are being made in mass transit, energy and water systems and other civil infrastructure, as well as in social infrastructure such as education and healthcare facilities.

Skanska plays an important role in building sustainable urban communities. Our diversification across segments and markets enables us to contribute to the shaping of cities, ranging from community-oriented residential areas, flexible offices and social infrastructure buildings such as hospitals and universities to complex, large-scale infrastructure projects.

Climate change and the need for transition

In a global context, addressing climate change involves scaling innovations in decarbonized construction and digital solutions. Through strategic partnerships, we collaborate to exchange knowledge and insights, to find net-zero carbon solutions for the built environment.

Legislation and market forces across home markets are stimulating a transition to lower-emission construction. This creates business opportunities for Skanska in climate-related areas such as clean energy and efficiency, construction of infrastructure for public transport, renovation and energy efficiency of buildings, materials with lower carbon emissions and resilient solutions.

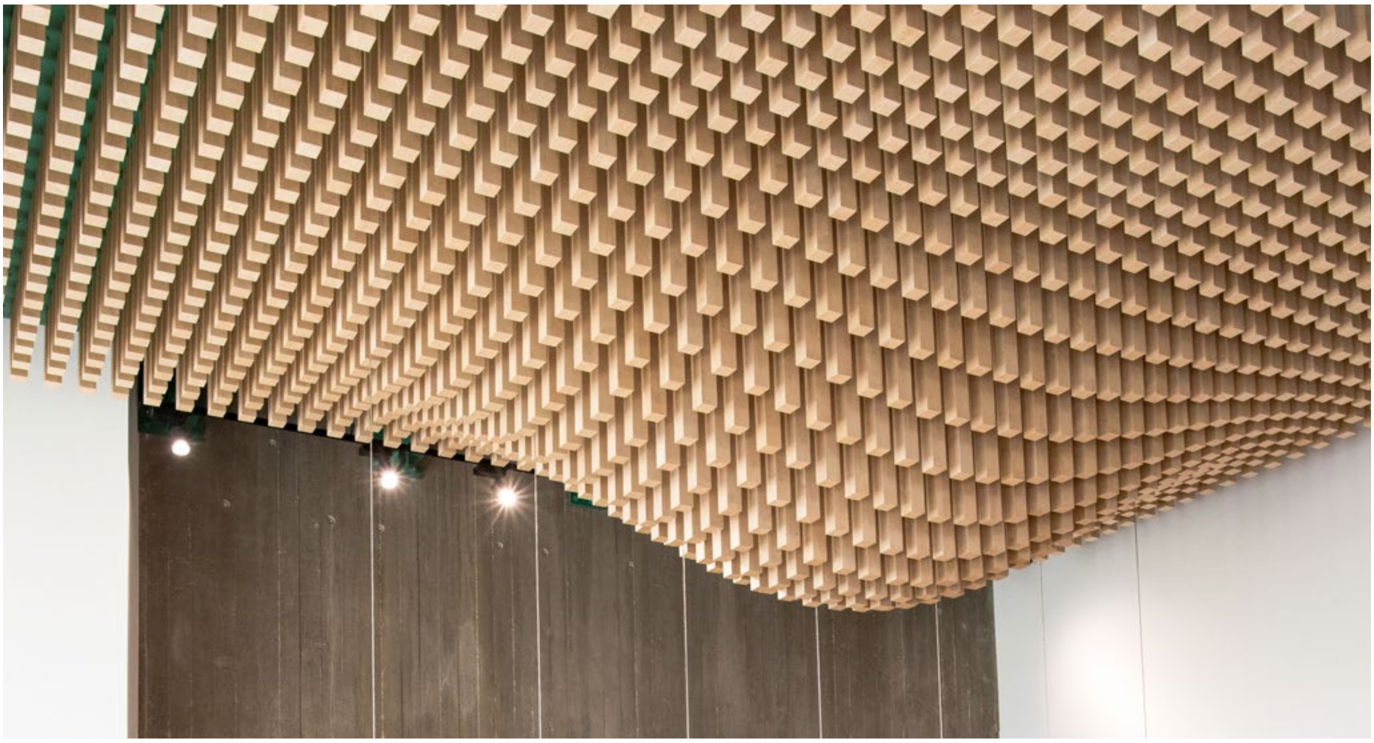
In many of our home markets, there is a growing demand for refurbishment to increase energy efficiency, driven by regulations and legislation aimed at reducing energy consumption in properties, resulting in a significant increase in refurbishment and retrofitting.

Climate change has exposed a need to address and improve the climate resilience of urban areas. Many buildings and public spaces were not designed for the kind of environmental challenges we are experiencing, such as extreme weather conditions, energy shortages and water scarcity. We recognize an increased need for climate adaptation solutions to protect the built environment against climate-related events.

Advancements in technology

Smarter technologies allow us to rethink how we work, from operations, compliance and communication, through to disclosure, safety and finance. In procurement and design of new projects, for example, smarter use of digital environmental product declarations opens the way for calculating and reporting the carbon impact of projects. Developing and implementing new technologies and tools can create opportunities to increase productivity, enhance cost efficiency and reduce carbon emissions.

Society is rapidly digitalizing, and with it, the need to store increasing amounts of information is accelerating. Data centers are essential infrastructure for critical emerging technologies including cloud services and artificial intelligence (AI). While data center construction has been a strong market area for some years, a surge in awareness of — and investment in — AI technologies in recent years significantly increased demand. Skanska's proven market expertise and reputation for delivering data centers quickly and efficiently, position us to continue winning work in this strong growth sector. Read more on data centers on page 19.



IN FOCUS | AI and digitalization

AI and digitalization create opportunities for our business and customers

Technological advances in AI and digitalization may enable us to work more efficiently, cut carbon emissions and boost safety on many of our projects.

Advancements are happening rapidly and we are exploring how technological advancements and new methods could benefit our business and our customers.

Our commercial development units are using digital twins technologies to improve the performance of buildings. Furthermore, our building service business in the UK has developed a web-based platform to collect, analyze and act upon real-time data to ensure building management is optimized. Changes can be carried out on-site or remotely, to meet various goals, such as lowering running costs or cutting carbon.

Similarly, new technologies can also help us lower our embodied carbon emissions. In the USA, Skanska launched the Embodied Carbon in Construction Calculator (EC3) in 2019, a database-driven tool, available to the industry, that calculates and compares carbon emissions embodied in materials, such as concrete, steel and gypsum, based on environmental product declarations (EPDs). To date, EC3 has around 150,000 valid EPDs with users from 5,000 companies in 78 countries used for open-source climate calculations.

EC3 is frequently used in many of our projects in the USA, both within construction and in commercial development operations. Savings can be substantial: in our Norton Rose Fulbright Tower office development in Houston, we used EC3 to deliver reductions in embodied carbon in materials spanning aluminum, roofing material, carpeting and ceiling tiles.

The foundation of the building used a concrete mix in which 55 percent of the cement was replaced by fly ash. The result was a 34 percent reduction in carbon emissions from materials.

In the USA, Skanska developed PlanIt, an automated, paperless, web-based risk-assessment construction planning tool to improve construction safety performance. Project teams in the USA are using the tool to create and manage site-specific safety plans, daily hazard analysis, safety data sheets and training records. PlanIt uses iterative data analysis and integrated AI functionality to help predict optimized operational and safety outcomes.

Together, these tools offer a glimpse of how new technologies and tools can benefit our business and our customers. We will continue to explore opportunities as new methods emerge to find new ways to deliver value to customers.

Our strategy

We have been shaping societies around the world for more than a century. Our reputation as a trusted partner is built on our experience and knowledge. Our Group strategy – our blueprint – is guiding us to create long-term value for customers, shareholders and society.

Our strategy, and the way we conduct business, remains firmly grounded in our purpose and values. To drive our business forward, we focus on four key enablers that harness our strengths into long-term, sustainable business opportunities that generate growth and long-term value.

Reinforcing our competitive edge
We make the most of our strengths as a business: developing our people to their fullest potential, deepening our knowledge and foresight, and continuously improving performance. Our strengths build on each other, driving continuous progress and commercial advantage. Together, they form a solid foundation for sustainable business opportunities and customer success.

Strengthening our value proposition
With a customer-first mindset, incorporating our knowledge and expertise in close collaboration with our customers, we continuously improve our product offering and our commercial value proposition. We use our experience and insights, including by harnessing data and digitalization capabilities.

Clear commercial direction to create value
Within each business stream, we have clearly defined commercial directions to maximize value creation and adapt our products and services to market drivers, industry and market trends as well as local market characteristics and competition. This approach allows us to be agile and focus on long-term value creation. Read more about each business stream's commercial direction on pages 24–41.

Managing risks and opportunities
Proactive and structured risk management at all levels increases our resilience to risks and enhances our ability to ensure risks are managed systematically and efficiently. This ensures that we set the right priorities to help us achieve our business objectives and goals. Read more about our risk management on pages 85–91.

Strong financial position
A solid balance sheet makes us a reliable and attractive partner for customers, subcontractors, suppliers and other business partners, and enables us to take action on market opportunities when they arise.

Skanska Group strategy

Our business model

Our integrated business model is based on making the best use of financial and operational synergies created in a large multinational business that operates across the value chain. These synergies allow us to deliver on our strategy and drive our business forward generating value for our customers and shareholders.

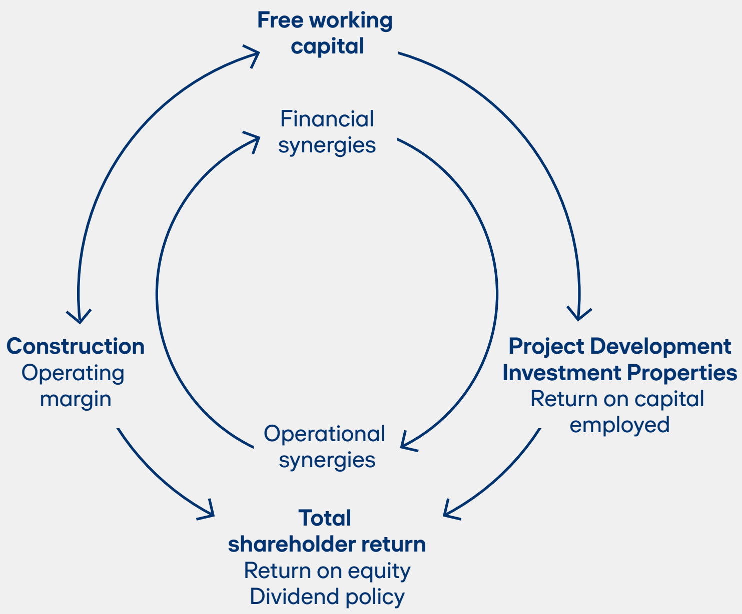
Skanska's four business streams cover Project Development (both Residential Development and Commercial Property Development), Construction operations in building and civil infrastructure, and long-term asset management in Investment Properties. Our Construction business generates stable profits and positive cash flow. Together with external funding we invest in Project Development and Investment Properties. This allows us to generate attractive return on invested capital, and provide new contracts to the Construction stream, resulting in further profits. By growing Investment Properties, we will increase the proportion of stable, cash flow-generating operations within the Group.

Strong financial position creates flexibility
Our stable and robust financial position makes us a reliable business partner. It provides us with the flexibility we need and allows us to focus on long-term value creation. This enables us to undertake large, complex projects, launch our own development projects at our own pace, and capitalize on new business opportunities.

Global reach and local understanding
Projects are the core of our operations, managed locally with an understanding of our markets, customers and suppliers. Backed by the Skanska brand and financial strength, along with our Group-wide expertise and knowledge-sharing, we are a company with both global reach and a strong local presence.

In our own project development operations, we have high ambitions when it comes to sustainable and solutions and other attractive features in our offerings. Managing a portfolio with high-quality office properties with the highest sustainability certifications allow us to develop new solutions to improve our customer offering and strengthen our competitiveness.

Skanska's business model



Our approach to sustainability

Sustainable impact is an enabler for our business strategy, and a key component of success for us and our customers. Our sustainability strategy focuses on the areas of Responsibility, Climate and Resilience, where we know we have the greatest impact.

Responsibility

A responsible business for people and planet

- Health and safety
- Ethics
- Environment
- Inclusion and diversity
- Supply chain

Climate

Solutions for a low-carbon built environment

- Design for efficiency
- Materials
- Energy

Resilience

Healthy, resilient places for all

- Urban spaces
- Community needs
- Partnering

Responsibility – Taking responsibility to protect people, their well-being, and the local environment. Acting fairly, ethically and with integrity, and embracing inclusion and diversity.

Climate – Developing solutions for a low-carbon built environment drives our business towards our target of net-zero emissions by 2045.

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

Read more about our work within sustainability on pages 42–67.

Sustainability in our business streams

Construction
We help our customers create and implement climate solutions that are low in carbon, circular and resilient across our markets.

Residential Development
We offer attractive homes and high-quality housing for our customers, with an increased emphasis on energy, water and resource efficiency.

Commercial Property Development
We shape energy-efficient, buildings with strong sustainability features, and develop new solutions to deliver greater value for customers.

Investment Properties
We invest and actively manage high-quality, sustainable office properties. These properties serve as a test bed for solutions to be implemented in new developments.

→ Read more on pages 24–41

IN FOCUS | Data centers

Paving the way for a more intelligent world

Rapidly growing demand for data centers are needed to supply the required computing power for AI. In the USA, a string of successful project has been delivered.

Society is digitalizing rapidly and with it, the need to store increasing amounts of information is accelerating. Today, cloud computing – networks of computers housed in data centers – has largely replaced on-premises data storage and processing. While data center construction has been a strong market area for some time, a surge in awareness of – and investment in – AI technologies has significantly increased demand. As Skanska USA Building Senior Vice President Kevin Connor puts it: "October 2023 was a tipping point where AI became the main driver for data centers. There was a heavy investment in AI that just blew the doors off of everything and increased demand."

Across 2024, Skanska delivered a number of new data centers to major customers and booked new orders totaling close to SEK 23 billion in the USA. At the end of 2024, we had 15 projects in the USA that were either under construction or preparing to enter construction.

While heavy demand has played a role, much of Skanska's success in the market has come down to preparedness for the boom and having the ability to meet customers' demands, particularly with regard to time constraints. For data center projects, schedule is especially important: the sooner they are constructed, the sooner they can be put to use and become profitable. This means fast delivery is required on every project.

Data centers have very specific requirements around their mechanical, electrical and plumbing (MEP) and power systems, and special skills are required to produce them efficiently. Skanska in the USA has a large network of professionals with recent mission-critical experience who can be deployed rapidly to take on new projects. This includes subject matter experts in areas such as fiber optics and data cabling.

Unlike many construction projects where commissioning occurs at the end of construction, commissioning is ongoing throughout data center builds. To accommodate this unique demand, Skanska in the USA has developed a large team responsible for quality control and ongoing commissioning.

We are also building and fitting out data centers in other markets, for example Gromstul in Skien municipality, Norway, and Telehouse in London, UK. The team in the USA has been sharing its significant experience in the sector with other teams around the Skanska world.

Targets and outcome

Our targets reflect our ambition to remain an industry leader – operationally, financially and within sustainability.

Operating margin – Construction

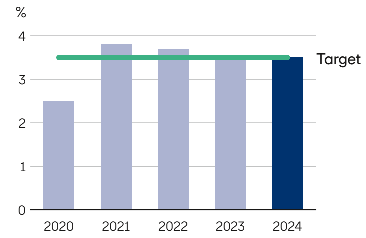
Target

≥3.5%

Outcome 2024

3.5%

Profitability in our Construction operations was strong. Operating margin for 2024 was in line with our long-term target.



Return on capital employed[1] – Project Development

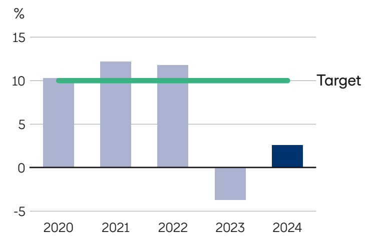
Target

≥10%

Outcome 2024

2.6%

Performance in Project Development improved to a positive result during the year with increased sales in gradually recovering property markets. In Residential Development, sales volumes came up, but remain weak in comparison to a normal market. Commercial Property Development divested 11 properties, of which two were divested internally to the investment Properties business stream.



Return on capital employed[1] – Investment Properties

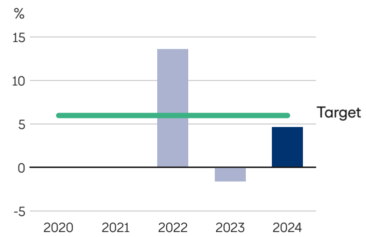
Target

≥6%

Outcome 2024

4.6%

Performance in the Investment Properties business stream was solid in 2024. During the year, Investment Properties has continued to grow the portfolio by acquiring two office properties from Commercial Property Development. At year-end, the portfolio consisted of seven office properties with a total property value of SEK 8.2 billion.



Adjusted net debt(-)/net cash(+)[2]

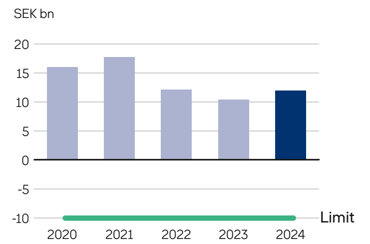
Limit

-10 SEK bn

Outcome 2024

+12.0 SEK bn

We have a strong financial position and adjusted net cash was SEK 12.0 billion at the end of 2024, compared to our adjusted net debt limit of SEK -10 billion.



1 According to segment reporting.
2 Interest-bearing net receivables/net debt excluding restricted cash, lease liabilities and interest-bearing net pension liabilities.

Return on equity[1]

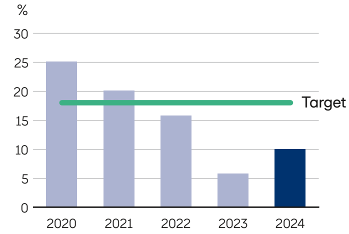
Target

≥18%

Outcome 2024

10.0%

Improved performance in the Project Development businesses resulted in a higher return on equity outcome in 2024 compared to 2023, but we did not achieve our long-term target.



Pay-out ratio

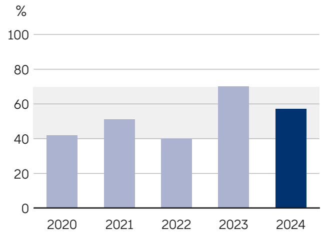
Target

40–70%

Outcome 2024

57%

The Board of Directors proposes a dividend of SEK 8.00 (5.50) per share, corresponding to a pay-out ratio of 57 percent.



Climate target – Skanska's own emissions

Target 2030

-70%

Outcome 2024

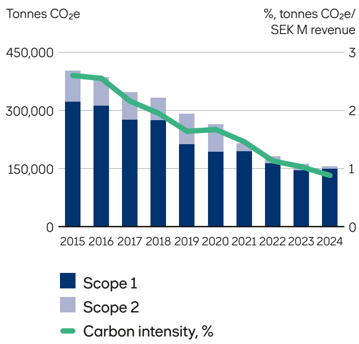
-61%

Target 2045

Net zero

Since 2015 we have reduced our own carbon emissions (scope 1 and 2) by 61 percent and improved our carbon intensity to 0.88 from 2.60.

> Read more on page 50 and 53.



Climate target – Skanska's value chain emissions[2]

Target 2030

-50%

Outcome 2024

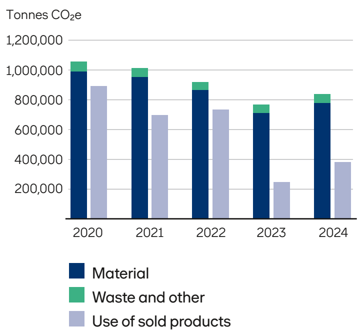
-37%

Target 2045

Net zero

Compared to 2020, we have reduced emissions in the value chain by 37 percent. The outcome in a specific year will vary with the development activity in Project Development.

> Read more on page 50 and 53.



1 According to segment reporting.
2 See definition and limitation on pages 70–71.

"The new section of the E16 highway will result in better connectivity across the region, reduced pollution, and safeguarding of natural resources."

E16 Bærum-Hole Oslo Norway

IN FOCUS | E16, Bærum-Hole, Norway

Giving Oslo room to grow

In Norway, our work on a new section of the E16 highway west of Oslo is creating a safer, faster, less-polluted way to travel. That's good news for both residents and drivers using the highway – as well as for the local salmon.

The population of Norway's capital city, Oslo, is growing rapidly – and with it the need for more housing in the surrounding region. When Norwegian authorities decided to upgrade an accident-prone stretch of the E16 highway west of Oslo to improve connectivity and help commuter communities to grow, they turned to Skanska.

Our ongoing work involves building 8.4 kilometers of four-lane highway bordering the municipalities of Bærum and Hole. While the old road was characterized by steep climbs through the mountains, the new route will have a maximum grade of 5 percent, meaning far less pollution, especially from heavy trucks transporting freight. That is great news for people whose homes are nearby. To help achieve this, we have created twin tunnels, one stretching 3.4 kilometers and the other 800 meters. We have also constructed a new double bridge over Isievla – the last remaining salmon-spawning river connected to the Oslo Fjord.

The project is notable not only for its focus on sustainability and benefits for people, but also for pioneering a new way of working with our customer, the Norwegian Public Roads Administration. Our 2021 agreement with the administration represented the biggest design-and-build contract in its history, putting pressure on us to prove we could devise a highly effective solution and deliver it safely, on time and on budget.

Key design solutions have included using excavated rock from tunneling to construct highway crossings, dramatically reducing the amount of concrete required. The project has also used a data-driven approach to managing and transporting the 3.5 million cubic meters of material excavated. We logged and tracked the movement of excavators and dump trucks, finding more efficient ways of operating logistics that reduced fuel use.

With much of the project adjacent to or underneath nature reserves, we have worked hard to reduce the amount of nitrogen released into waterways. Under a pilot project, run-off from parts of the site is filtered twice before release.

To protect the fish in the Isievla river, we carried out demolition of the old bridge crossing it outside of peak salmon migration periods and carefully covered the water below. In 2025, we will also remove an existing dam upstream from the bridge. With this obstacle removed, salmon will be able to swim an additional 8 kilometers up the river.

Our formwork scaffolding for the new twin bridges was reused multiple times, enhancing safety, while reducing cost and the need for materials. The end result will be better connectivity across the region, reduced pollution, and the safeguarding of precious natural resources.

Operations

Skellefteå Droneport Skellefteå Sweden

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

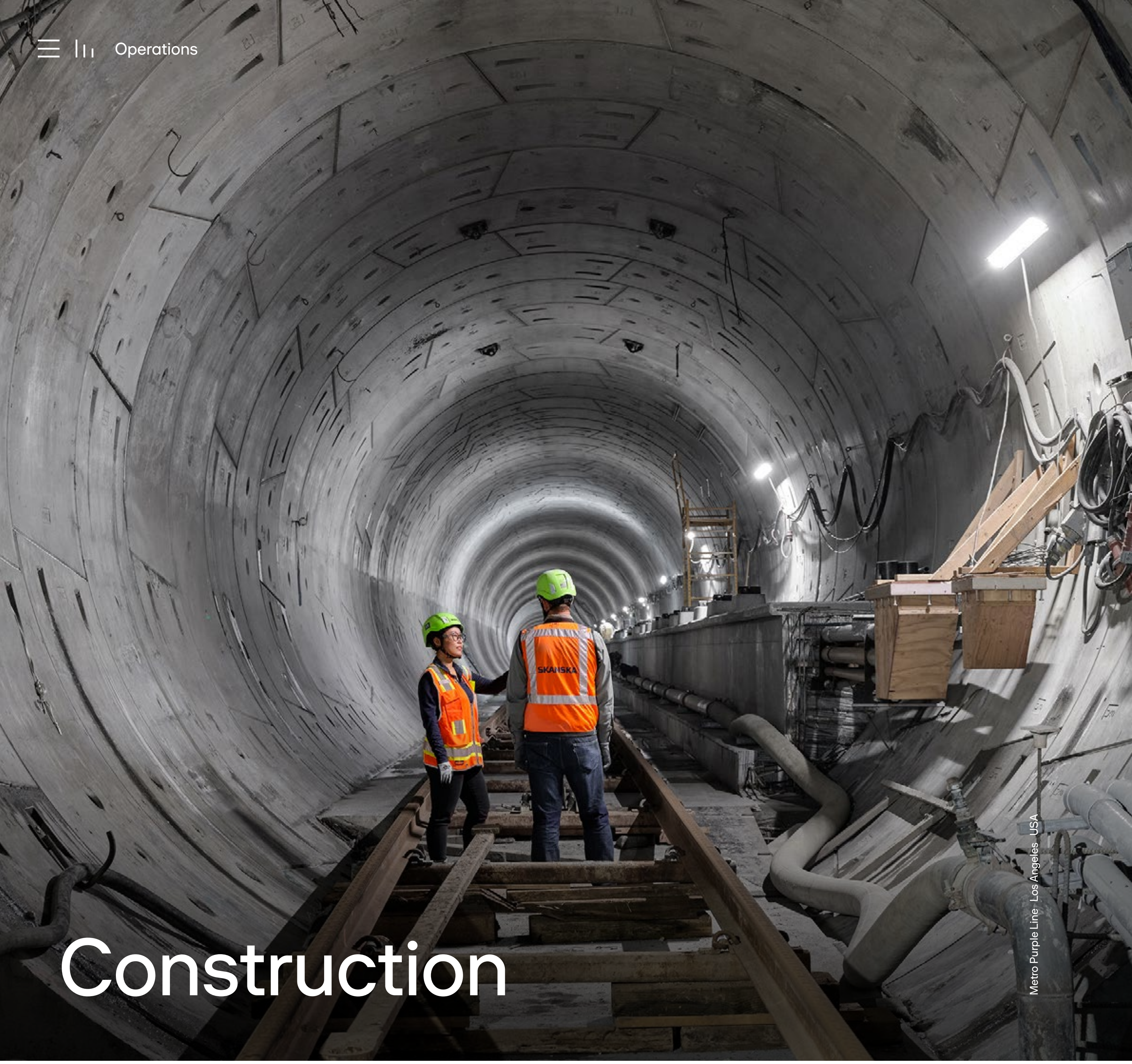
Attractive and energy-efficient homes.

Commercial Property Development

Attractive and flexible buildings.

Investment Properties

Managing high-quality office buildings.



Construction

Metro Purple Line, Los Angeles, USA

We construct resilient buildings and infrastructure, for working, living and connecting. The projects we deliver range from public and commercial premises, housing and offices to infrastructure for travel and transport.

Commercial direction

- Selective bidding, prioritizing stable profits and strong cash flow generation
- Growth in core market segments in established markets
- Seize opportunities in the transition to a sustainably built environment
- Improve productivity by focusing on digitalization, innovation and new technology
- Sharpen offering and solutions to meet customer needs of tomorrow

The Construction business stream had good performance in 2024, with robust operating margin and order intake. Operating margin was 3.5 percent (3.5), in line with our long-term target. Strong order intake resulted in an order backlog at a historic high.

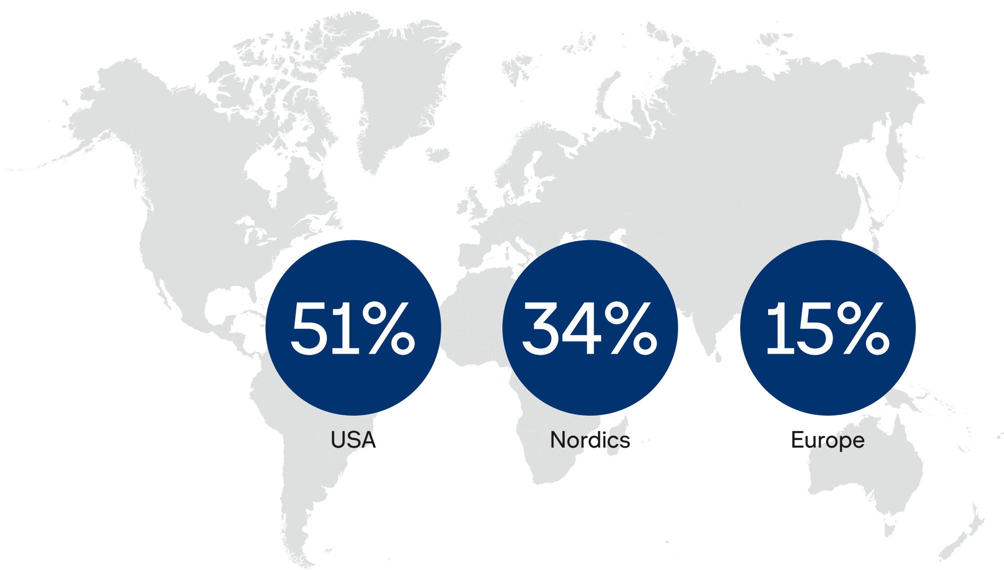
Performance 2024

Revenue in Construction increased by 5 percent and amounted to SEK 168.6 billion (160.6). Operating income increased by 4 percent and amounted to SEK 5,854 M (5,632); adjusted for currency effects, operating income increased by 5 percent. Order bookings were strong and amounted to SEK 207.9 billion (165.8). The order backlog amounted to SEK 285.0 billion (229.6) at year-end, corresponding to 20 months of production. The book-to-build ratio was 123 percent (103) for the year.

Market outlook 2025

The market outlook for Construction encompasses a strong outlook for the US market, supported by economic growth and federal funding programs for investments in civil infrastructure and the built environment. The building markets in Europe and the Nordics are weak, still affected by lower activity, whereas the civil market is mostly stable. Going forward, interest rate cuts will stimulate the European building market and the housing market in particular, but it will take time to materialize.

Revenue, total SEK 169 bn



Countries: Sweden, Norway, Finland, Poland, Czechia, Slovakia, Hungary, Romania, UK, USA

Key data

SEK M (unless otherwise stated)	2024	2023	2022	2021	2020
Revenue	168,554	160,636	156,004	132,587	140,483
Operating income	5,854	5,632	5,770	5,013	3,528
Operating margin, %	3.5	3.5	3.7	3.8	2.5
Free working capital, SEK bn	34.5	29.1	28.9	29.1	25.7
Operating cash flow	9,709	6,653	4,871	7,021	6,451
Order bookings, SEK bn	207.9	165.8	162.7	153.6	149.8
Order backlog, SEK bn	285.0	229.6	229.8	207.0	178.9
Average number of employees	25,140	25,826	26,892	28,557	30,944

Value creation in Construction

Construction – our largest business stream in terms of revenue and people – execute building and civil projects. We have a balanced backlog of construction projects with operations in a broad array of segments, sectors and geographies. We have a diverse customer base with both public and private customers.

In keeping with our business model, construction also takes on contracting assignments for our own project development operations – a collaboration that captures synergies, and drives innovative solutions and product development within the Group.

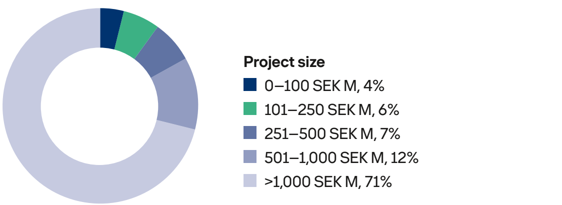
Selective bidding, a clear focus on commercial management and cost efficiency are the main drivers for solid profitability and cash flow generation. When growing the business we are targeting core market segments in established geographies and building on our proven selective bidding strategy. We aim to further improve operational and resource efficiencies, safety and the sustainable solutions in our customer offering. To do this, we share knowledge and expertise, develop innovative solutions and explore the benefits of digitalization.

Products and services:
- Social infrastructure such as schools, hospitals, healthcare and life science
- Mass transit such as rail, subways and airports
- Infrastructure such as highways, bridges and tunnels
- Data centers, and advanced tech manufacturing buildings/facilities
- Energy
- Defense
- Offices, manufacturing and other commercial buildings
- Residential multifamily buildings

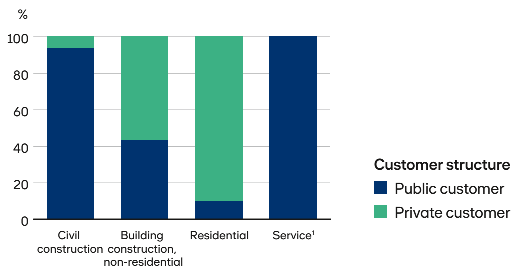
Market drivers:
- GDP growth
- Urbanization
- Public investments in infrastructure
- AI and digitalization

Industry/market trends:
- Focus on climate and safeguarding the environment, and increasing awareness of the need to build with reduced climate impact
- Focus on resilience and mitigating impacts of climate change, such as extreme weather
- Digitalization and technology development to improve productivity and increase efficiency
- Focus on industrialization and automation

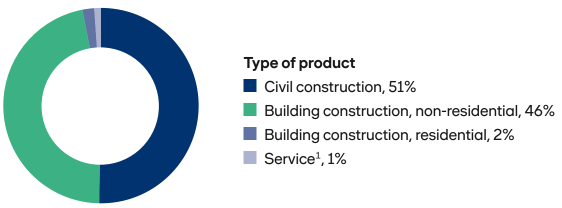
Order backlog, total SEK 285 bn



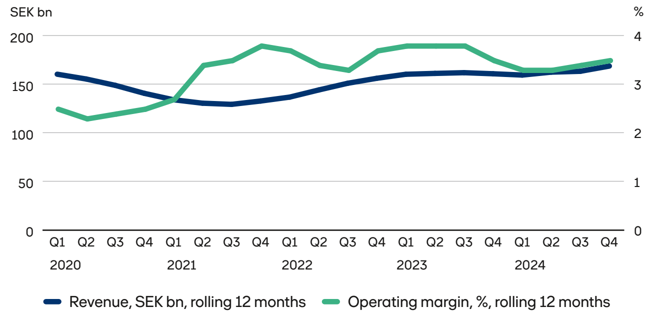
Customer structure in order backlog



Order backlog, total SEK 285 bn



Revenue and operating margin



1 Facilities management or maintenance contract.

IN FOCUS | Portal North Bridge

Lifting bridges and standards at Portal North

Over recent months, onlookers have marveled as three massive arches floated their way around New York City.

Across our construction portfolio, few sites are being watched as closely as the replacement of the Portal North Bridge in New Jersey. As many as 450 trains a day carrying 200,000 passengers[1] pass the site, making it one of the busiest rail lines in the USA.

"It is a focal point for us, and New York looks at it that way too," says Dan Payea, Senior Vice President of Operations for Skanska USA Civil.

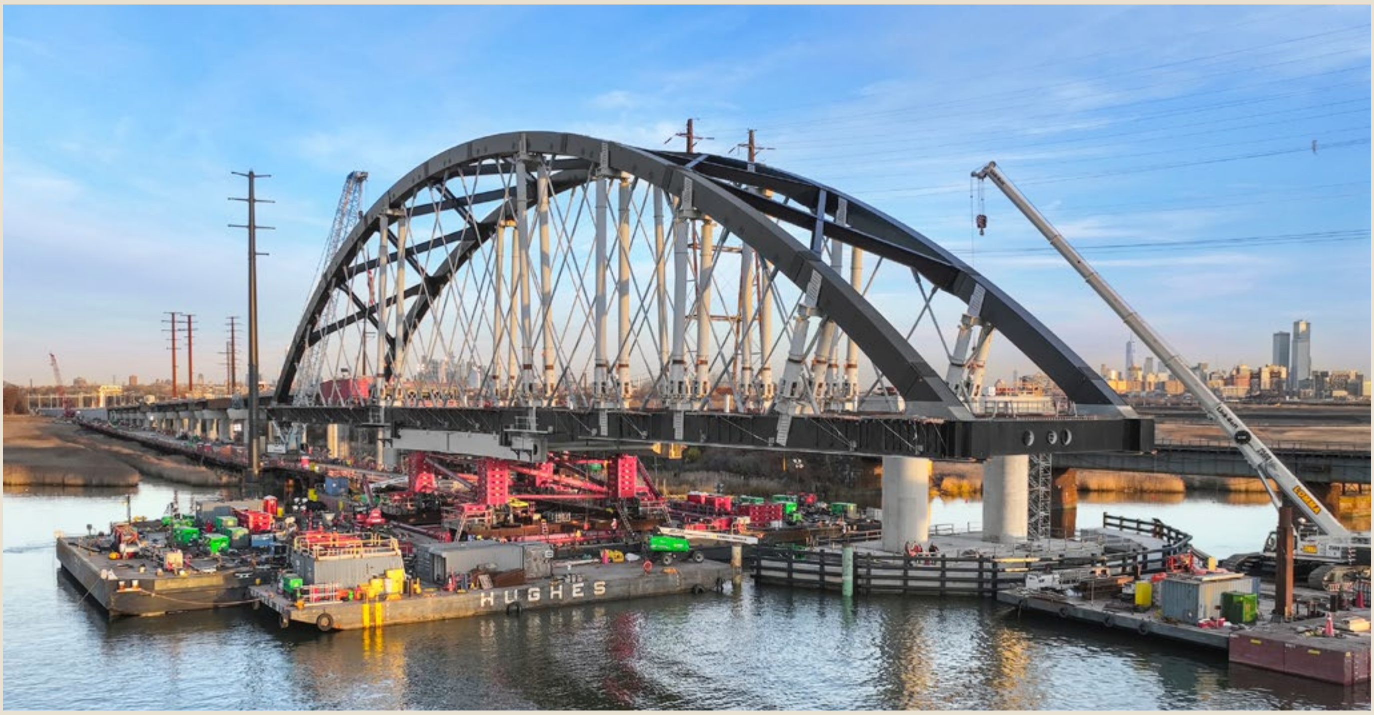
Skanska completed the approaches to the bridge in late 2024 and over recent months floated three bridges, each measuring 122 meters long by 15 meters wide on barges down the Hudson River from where they were built about 240 kilometers north of the site (see below). Each arch weighing 2,300 metric tons was carefully maneuvered past 19 bridges along the river during its 30-hour journey, and once it reached its destination, it was carefully lifted in place with high precision.

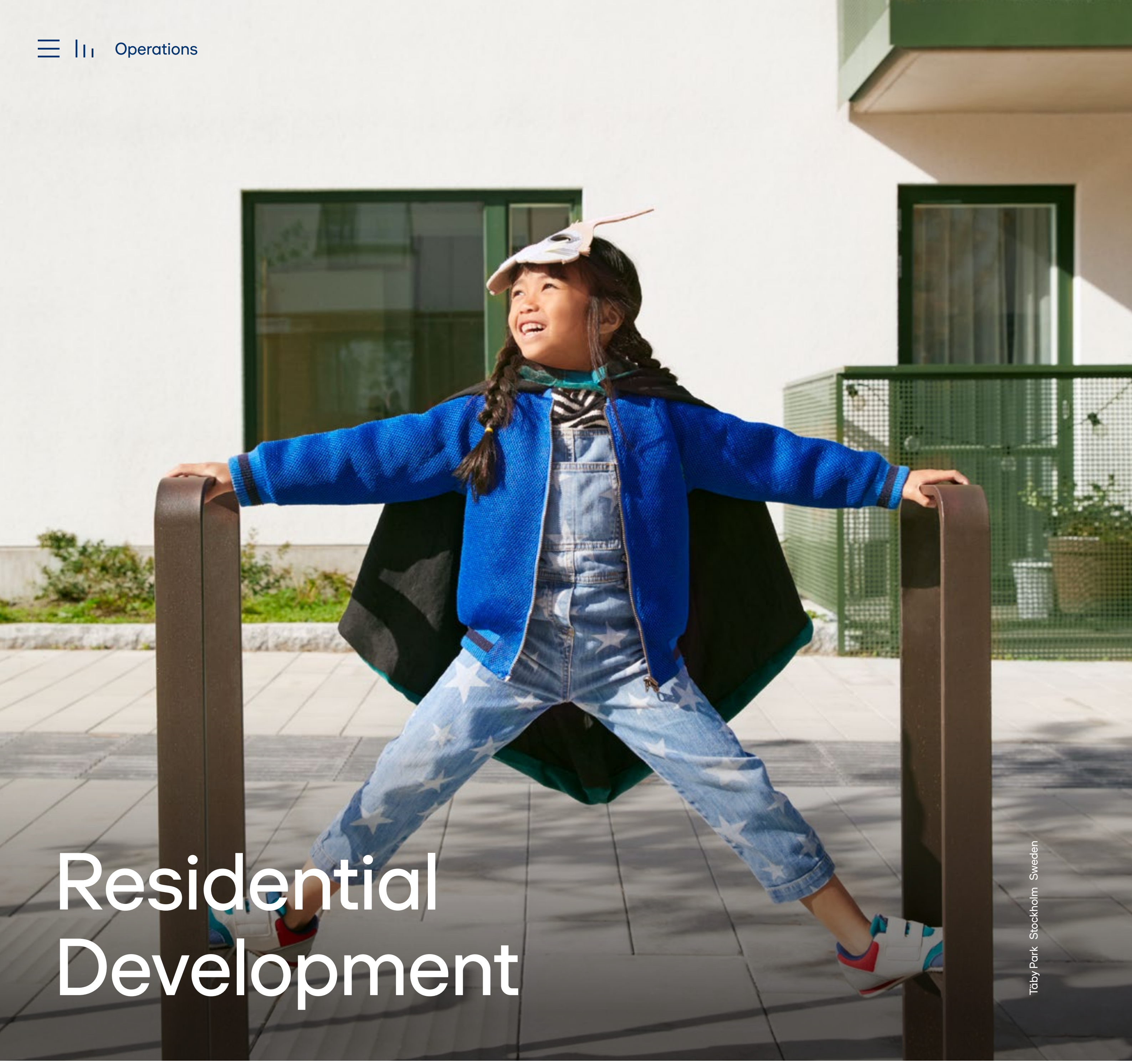
"You cannot close waterways in the USA, which makes going over an active waterway particularly challenging," Dan says. "It was much more economical to build three separate bridges elsewhere, and we installed them on big jacks before lifting them into the final position."

Our unique approach was key to winning the more than SEK 11 billion (USD 1 billion) project bid in 2021. Our team estimated that assembling the arches on land instead of over water would save about SEK 100 M on temporary foundations and falsework along with a savings of 33 percent on labor. In addition to efficiency and labor rate savings of 45 percent, the workforce could operate in a safer, more controlled environment. Read more about the safety aspects of this project on page 67.

The successful transportation and installation of the arches marked an important milestone for the project and brings our customer one step closer to its vision of transforming the Portal North Bridge into an access point that will provide rail passengers with a more reliable commute, and the entire region with economic opportunity.

1 NJ Transit data from 2019 data, the latest figures available.





Residential Development

We develop and build attractive and energy-efficient homes, focusing on shaping urban neighborhoods where people can live, meet and connect.

Commercial direction

- Increasing sales and churning the portfolio
- Project starts in right locations
- Capital efficiency and capital employed
- Further develop concepts around energy-efficient residential projects

The year has been characterized by recovering market activity in the Nordics, and restructuring of the low-price segment BoKlok, and continued strong performance in Central Europe. We started new projects in all our home markets during 2024.

Performance 2024

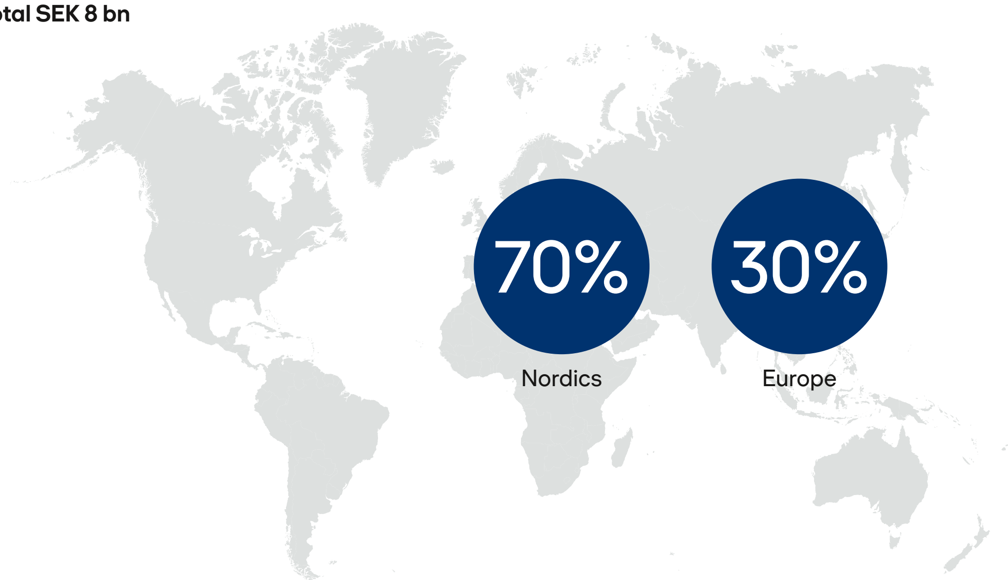
Revenue amounted to SEK 8,302 M (5,013). Improved market activity has increased sales volumes compared to last year but remain weak in comparison to a normal market. Our operations in Central Europe were solid and delivered strong results for the year. Operating income amounted to SEK 53 M (-1,262), including losses in BoKlok of SEK -614 M. Operating income for the comparable year was negatively impacted by property asset and goodwill impairments and operating losses in BoKlok, totaling SEK -1.7 billion.

In 2024, the number of sold homes was 2,056 (1,136) and construction started on 1,302 homes (868). At the end of the year, 2,918 homes were under construction, of which 52 percent were sold. The number of completed unsold homes peaked at 772 homes by end of the first quarter, but has since then come down to 477 at the end of the year.

Market outlook 2025

A gradual housing market recovery is expected for the Nordic countries. Interest rate cuts and reduced uncertainty will stimulate market activity while restrictive bank lending, increased secondhand supply and high construction costs will have a dampening effect on the new-built segment. The housing market in Central Europe maintains a stable outlook and offers good opportunities for project development going forward.

Revenue, total SEK 8 bn



Countries: Sweden, Norway, Finland, Poland, Czechia, UK

Key data

SEK M (unless otherwise stated)	2024	2023[1]	2022[1]	2021[1]	2020
Revenue	8,302	5,013	8,751	13,351	13,070
Operating income	53	-1,262	891	1,866	1,543
Operating margin, %	0.6	-25.2	10.2	14.0	11.8
Investments	-4,577	-9,038	-10,615	-10,296	-10,420
Divestments	9,770	11,442	9,349	10,023	11,710
Operating cash flow from business operations[2]	1,500	1,296	-1,540	1,198	164
Capital employed, average, SEK bn	13.6	14.4	16.3	13.0	13.6
Return on capital employed, %[3]	1.6	-7.0	6.8	14.2	12.8
Homes started	1,302	868	2,805	4,047	2,977
Homes sold	2,056	1,136	2,052	3,750	3,316
Average number of employees	421	524	565	564	571

1 Starting 2023, all residential rental projects are reported in the Commercial Property Development stream. Comparable figures for 2021-2022 have been restated to reflect this reallocation.
2 Before taxes, financing activities and dividends.
3 A definition is provided in Note 43.

Value creation in Residential Development

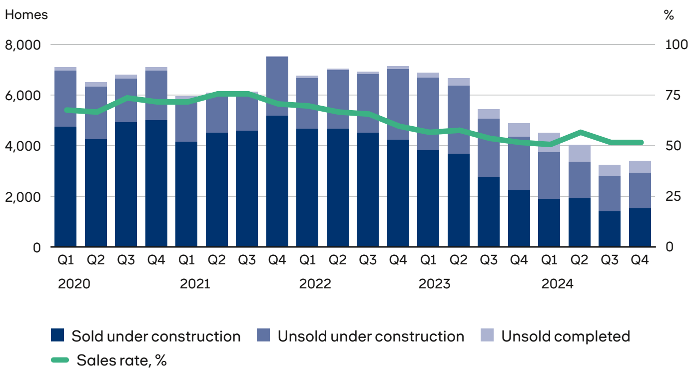
Our Residential Development business buys land, takes it through design and zoning, and sells attractive and energy-efficient homes. We create homes and residential neighborhoods that promote well-being and strong communities. Residential Development is responsible for planning, designing and selling homes, while the construction assignments are performed by our Construction business stream.

Products and services:
- Multifamily and single homes, either owner-occupied or for housing associations

Market drivers:
- Household finances and consumer confidence
- Urbanization and shortage of housing
- Demand for low-price homes
- Increased interest in energy-efficient and sustainable buildings

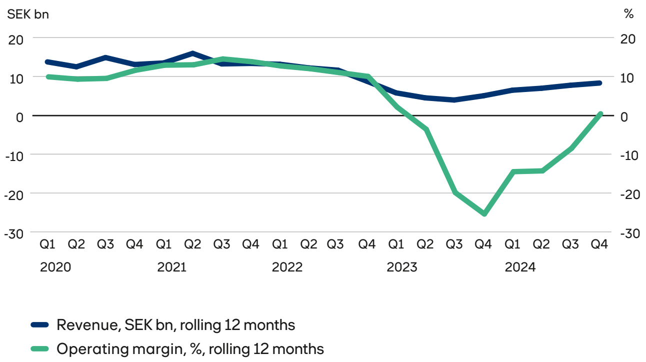
Industry/market trends:
- Increased interest in energy efficiency and sustainability
- Digital and technological development to improve efficiency in construction and operation

Homes under construction and unsold completed



Homes sold and started

Revenue and operating margin



IN FOCUS | Modřanský Cukrovar, Prague, Czechia

Refining a chapter of Prague's history

Two years of consultations with the local community helped us transform Modřanský Cukrovar into a vibrant residential-led neighborhood with a park, boatyards and a public square, sprinkled with local artworks.

A brick chimney overlooking the junction of the Vltava and Berounka rivers is the clearest remaining sign of Modřanský Cukrovar's history as a sugar refinery.

But while factory workers once occupied the 160-year-old post-industrial site in Prague, residents now share a transformed neighborhood with parks, boatyards and a vibrant square featuring local artworks. Almost 90 percent of the homes in the first phase have been sold, 80 percent which have been handed over to homebuyers.

The vibrancy of the site, which will include about 800 homes upon completion, is largely as a result of extensive community engagement before construction began, says Petr Dušta, senior project manager with Skanska Residential Development Europe.

We acquired the site in 2015 and later engaged two years of consultations with the local community to identify the features and facilities people wanted, taking their expectations and concerns into the planning process. Traffic was among the biggest concerns, so we worked with the city to reconstruct local streets to cut congestion. The project includes an array of amenities, reducing the need for car travel.

New projects in Prague often involve lengthy planning processes, so we made the most of this time by offering the site as temporary facilities for local sporting and cultural groups. The community space soon boasted flowerbeds, facilities for a local canoe club and a bike café. The canoe club lives on, after we handed the land used for the club to the city when it was time to begin construction.

Most apartments have windows facing the river and the buildings closer to the riverbank are lower, so as many people as possible can enjoy the view. The project benefits from innovative blue-green infrastructure, using a combination of ponds (blue) to store rainwater, and vegetation (green) on roofs to absorb rainwater.

Residents will save around 50 percent of drinking water, equivalent to 97,000 liters every day, thanks to an innovative water management system. Toilets will be flushed with greywater from baths and showers that has been purified on-site and recirculated. All rainwater can be retained; some of it can drain into 19 storage tanks, which can then be used to water gardens and community areas in the courtyards. In a region facing shortages of drinking water, such smart and innovative solutions do more than sweeten the deal.

Norton Rose Fulbright Tower Houston USA

Commercial Property Development

We shape high-quality and flexible workplaces, in good locations with high sustainability standards and a focus on amenities, where people can work and connect.

Commercial direction

- Capital efficiency and active divestment strategy
- Selective project starts
- Focus on leasing
- Develop future pipeline
- Increased diversification of asset types
- Strong customer offering including sustainability and innovation
- Capture synergies with Investment Properties

In 2024, 11 properties were divested, of which two were internal to Investment Properties. Leasing continued to strengthen throughout the year. Four projects, three office developments and one residential rental project, were started during the year.

Performance 2024

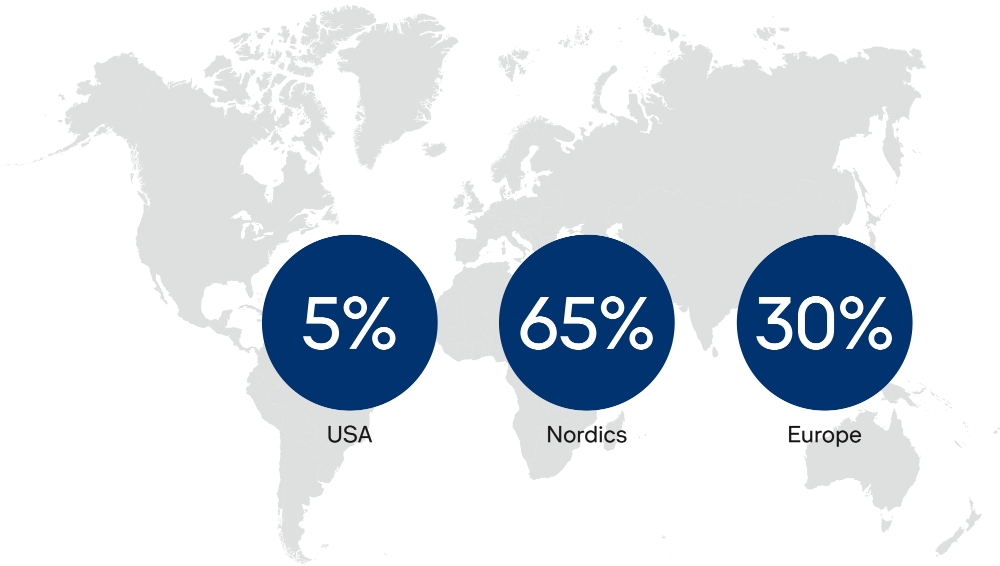
Divestments worth SEK 10.1 billion (4.4) were made in 2024, of which SEK 3.0 billion were to our own Investment Properties business stream. Revenue amounted to SEK 11,225 M (5,331). Operating income amounted to SEK 1,120 M (-1,365), including gains from property divestments totaling SEK 2,064 M (1,014). Operating income for the comparable year was negatively impacted by property asset impairments of SEK -1.7 billion. During the year, new leases were signed for 219,000 square meters (213,000). Leasing activity improved in the US portfolio throughout the year, with highlights including signing the largest lease in Skanska's history for the project The Eight in Seattle, USA.

By the end of the year, we had 15 ongoing projects with a leasable area of 311,000 square meters, of which 12 were commercial office properties and three were residential rental. In 2024, we started four projects. The portfolio of completed projects includes 24 properties with a total leasable area of 494,000 square meters. This portfolio was 65 percent leased.

Market outlook 2025

Reduced macroeconomic uncertainty and improved access to debt markets are gradually improving the real estate investor market activity. As a result, transaction market volumes have come up in Europe, but low market activity remains a restricting factor. The US real estate investor market is lagging Europe. Higher interest rates and increased yield requirements in the USA have a dampening effect on the US transaction market. European leasing activity is mostly stable. The return to office is slowly increasing in the USA, with a clear pick-up in tenant activity for high-quality, flexible buildings with a good service offering. The supply of new-built offices will be low in the coming years following few new project starts.

Revenue, total SEK 11 bn



Countries: Sweden, Norway, Finland, Denmark, Poland, Czechia, Hungary, Romania, USA.

Key data[1]

SEK M (unless otherwise stated)	2024	2023	2022	2021	2020
Revenue	11,225	5,331	14,276	12,128	14,983
Operating income	1,120	-1,365	3,023	3,378	3,897
of which, gains from divestments of properties[2]	2,064	1,014	3,839	4,079	4,750
Investments	-6,167	-10,668	-12,294	-8,536	-9,777
Divestments	7,773	7,999	14,389	10,704	16,988
Operating cash flow from business operations[3]	-198	-3,705	1,267	1,688	5,281
Capital employed, SEK bn	44.1	40.8	38.5	34.1	30.9
Return on capital employed, %[4]	3.0	-2.6	8.7	10.8	11.9
Average number of employees	347	428	437	449	445

1 Starting 2023, all residential rental projects are reported in the Commercial Property Development stream. Comparable figures for 2021–2022 have been restated to reflect this reallocation.

2 Additional gains included in Eliminations were.	106	108	112	239	359

3 Before taxes, financing activities and dividends.

4 A definition is provided in Note 43.

Value creation in Commercial Property Development

Commercial Property Development initiates, develops, leases and divests commercial and residential rental properties built by our Construction business stream. We focus on high-quality and flexible premises in good locations with high sustainability standards and a focus on wellness and amenities where people can work and connect.

Our capacity to invest in new land is key. Our local footprint allows us to identify areas with strong development potential.

We develop dynamic neighborhoods by investing in and developing mixed areas with both workspaces and residential properties.

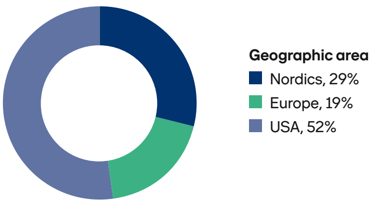
Our portfolio consist of offices, residental rentals, logistics and life-science. We are gradually expanding the diversification of our portfolio by increasing the share of residential rental properties and life-science properties.

Products and services:
- Offices
- Residential rental
- Life-science in Boston, USA
- Logistics and commercial warehouses in Sweden

Market drivers:
- Economic growth
- Increased demand for attractive workplaces in core locations
- Sustainability
- Financial markets and access to funding

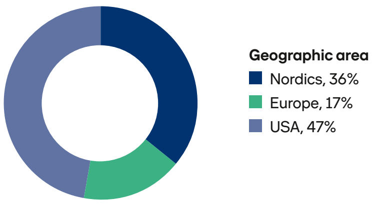
Industry/market trends:
- Flight to quality – increased interest in modern, sustainable and flexible premises with a focus on wellness and amenities
- Continued polarization between highly attractive offices and less modern stock, both in leasing and investor markets
- Tenants demand increased flexibility in product and leasing terms

Capital employed, total SEK 44 bn



Unrealized and realized gains

Leasing, total 219,000 sq m



IN FOCUS | Studio B, Warsaw, Poland

Absolutely in the best location

Stena Real Estate purchased the first phase of the Studio B office project in Warsaw in May 2024, convinced that its desirable location, sustainability credentials and innovative technologies made it a sound investment for the long term.

For Stena Real Estate, one of Sweden's largest private real estate companies, Studio B ticked a lot of boxes.

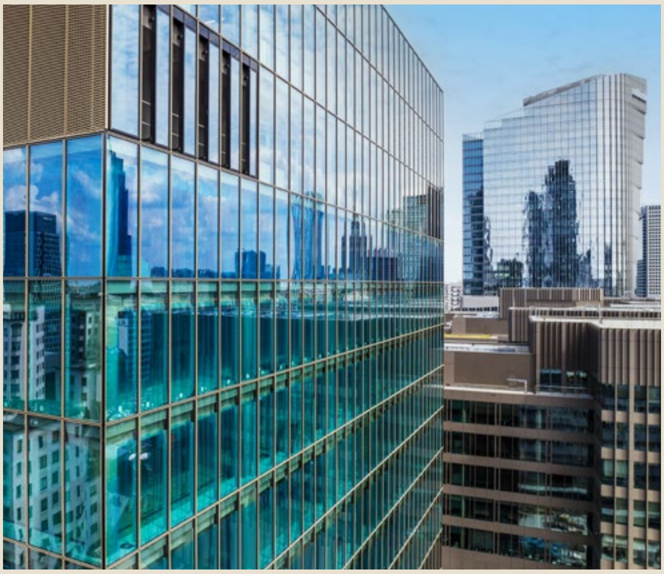
Skanska Commercial Development Europe completed the 17,600 square-meter office building in the fourth quarter of 2023. The property in the desirable Wola district is fully let to tenants including Société Générale Group, the insurance company Unum Życie and Business Link. It is certified according to LEED Core & Shell, Platinum level, as well as SmartScore and WiredScore, and is targeting the WELL Core & Shell and WELL Health & Safety ratings. Skanska divested Studio B for EUR 86 M, about SEK 1 billion.

"The property has the latest technology, the latest sustainability credentials, but also it is absolutely in the best location," says Stena Real Estate Chief Executive Officer Sofia Granlund. "There are plenty of services and a lot of nice restaurants, plus it's close to public infrastructure. We thought it was a good investment."

Like Stena, property investors operating across Western economies are competing for a limited number of prime offices. That often means buildings in the best locations that are designed and built to comply with tightening environmental regulations. Top-tier – or 'grade A' – properties also tend to have a range of amenities; they are designed to boost productivity and enhance modern workstyles.

Studio B uses innovative technologies to reach its high standards. Quiet cooling beams and adiabatic[1] humidifiers keep the air clean and fresh. The building's daylight intensity-control system adjusts the interior lighting to suit the available exterior light.

"For tenants, this translates to healthier, more comfortable and more productive workspaces that enhance work conditions," says Skanska Project Manager Bartosz Dorsz. "For investors, it simplifies selling or leasing the building."



Many companies are eager to boost office attendance to foster company culture and build connections among employees working together. Studio B is connected to the Norblin Factory, a revitalized post-industrial complex that now includes restaurants, the cinema concept KinoGram and a 'BioBazar' that offers products from local farmers and producers. The building itself has green terraces and plenty of shared spaces where tenants can connect.

"The connection to the Norblin Factory provides access to amenities and encourages integration, facilitating meetings and connections among people," says Paulina Strutyńska, Leasing Director at Studio B. "It's the building's location that really stands out – that's what fosters a strong sense of community."

1 Humidifiers that use heat from the air for natural evaporation of water without the addition or loss of heat.

Citygate Gothenburg Sweden

Investment Properties

We are building up and actively managing a portfolio of high-quality Swedish office properties with high environmental standards in attractive locations.

Commercial direction

- Continue to grow the portfolio, targeting a total value of SEK 12–18 billion
- Active asset management
- Stable cash flow generation
- Sustainability and innovation in focus
- Capture synergies with Commercial Property Development

Investment Properties acquired two office properties with a value totaling SEK 3.0 billion during the year, Citygate in Gothenburg and Oas in Malmö. The properties were, on average, leased to 81 percent and have achieved LEED Platinum, the highest level of the LEED sustainability certification.

Performance 2024

Revenue amounted to SEK 363 M (186). Operating income amounted to SEK 311 M (-62). Operating income for the comparable year was impacted by changes in fair market values of SEK -190 M due to weaker property markets. Average valuation yield in the portfolio at year-end was 4.7 percent. At the end of the year, the portfolio held seven high-quality office properties with a property value totaling SEK 8.2 billion. The economic occupancy rate in the portfolio remained high at 87 percent.

Market outlook 2025

Demand for quality space in buildings with high sustainability standards is good despite weaker macroeconomics. Tenants are prioritizing flexibility and move-in-ready offices. The leasing market remains competitive, but rents in class A buildings in Sweden's three largest cities are generally expected to remain stable.

Key data

SEK M (unless otherwise stated)	2024	2023	2022
Revenue	363	186	40
Operating net	264	137	30
Operating income	311	-62	140
Investments	-2,968	-1,575	-3,668
Divestments	0	0	0
Capital employed, average, SEK bn	8,364	5,076	3,733
Property value	8,154	5,141	3,758
Return on capital employed, %[1]	4.6	-1.6	13.6
Net leasing	-7	16	0
Economic occupancy rate, %[1]	87	91	86
Surplus ratio, %[1]	73	74	75

1 A definition is provided in Note 43.

Properties	Leasable area, sq m	Annual rental value SEK M	Economic occupancy rate, %	Property value SEK M	Environmental certification, %
Malmö	47,009	170	92	2,493	100
Stockholm	42,962	188	89	3,067	100
Gothenburg	50,291	186	80	2,594	100
Total	**140,262**	**544**	**87**	**8,154**	**100**

Read more about Investment Properties in Note 40.

Value creation in Investment Properties

We launched the Investment Properties business stream in 2022 with the aim of providing stable cash flow and creating value through long-term asset management of Skanska-developed office properties. We are targeting building up a portfolio with a total value of SEK 12–18 billion.

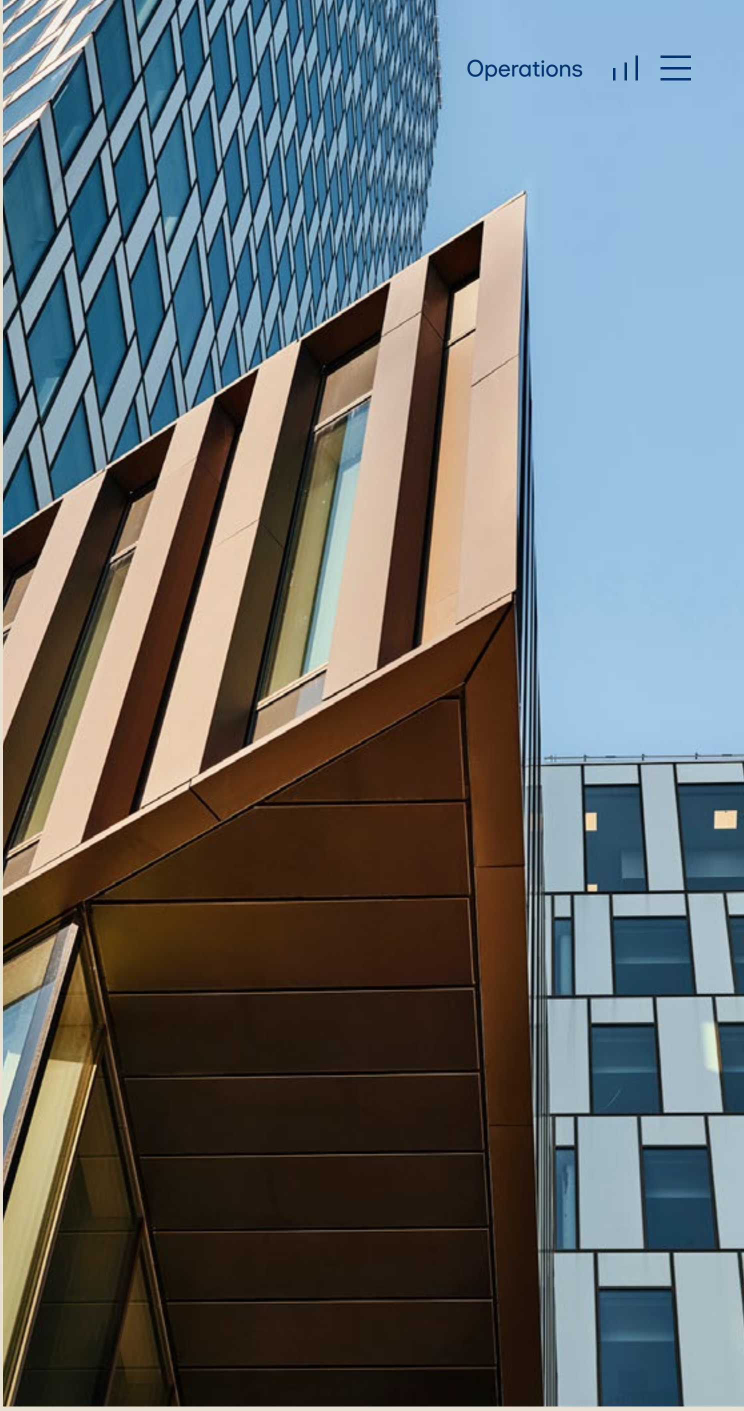
Some of the properties developed by Commercial Property Development will be divested to Investment Properties. Internal transfer is determined on a property by property basis when the project is ready for divestment. Internal transfer requires that the property fulfills specific criteria. Investment Properties will seek to acquire multitenant office projects that are at least 80 percent leased, in attractive locations and with the highest levels of sustainability certification. Our aim is to establish and own a portfolio of quality assets, long-term, in prime locations in Stockholm, Gothenburg and Malmö, creating an additional source of stable cash flow from rental income and increased value over time. Managing a top-quality portfolio allows us to test innovations that will strengthen our competitiveness as a Group.

With Investment Properties, the Group plays a more active role in the whole value chain, and will be a long-term partner for local municipalities through our solid commitment to the areas we build. This is important in our dialogs with key stakeholders, such as municipalities and other public entities, as we explore new areas of land and prospects for project development.

As a real estate investor, we broaden our business scope, improving our customer offering and attractiveness as a brand.

Market drivers:
- Economic growth
- Increased demand for attractive workplaces in core locations
- Sustainability

Industry/market trends:
- Increased interest in modern, sustainable and flexible premises with an increased focus on wellness and amenities
- Continued polarization between highly attractive offices and less modern stock
- Tenants demand for flexibility in product and leasing terms



IN FOCUS | Citygate, Gothenburg, Sweden

More than just a great view

Commercial tenants are looking for high-quality, sustainable office buildings. And so is our Investment Properties business stream. With the acquisitions of Gothenburg's landmark building Citygate and Oas in Malmö in 2024, our investment portfolio has grown to seven buildings worth SEK 8.2 billion.

The view from the top of the Skanska-built Citygate building in Gothenburg is breathtaking. Tenants in the upper floors of the tallest office building in the Nordic region enjoy an attention-grabbing view that stretches across the entrance of Gothenburg Harbor and out to the Kattegat straits.

As impressive as the view is, it was just one of the factors that convinced our Investment Properties business stream to add the 36-story Citygate building to its portfolio of properties in Stockholm, Gothenburg and Malmö.

"If there's one building that we really wanted to own in Gothenburg, then this is it," says Investment Properties Manager Ida Granqvist. "It's a modern, high-end flagship that has a strong focus on the user experience and sustainability. It's also a well-connected, smart building and has multiple tenants."

Launced in 2022, the Investment Properties stream has previously acquired Skanska developments including Epic, Aqua and Hyllie Terrass in Malmö, and Sthlm01 and Sthlm04 in Stockholm. With the stated ambition of building up a long-term portfolio value of SEK 12–18 billion, there is potential for more acquisitions.

Citygate was acquired for SEK 2.5 billion in June 2024 and, like its stablemates in the portfolio, has outstanding sustainability credentials, with LEED Platinum and WELL Gold certifications. Standing 144 meters tall, it boasts more than 43,000 square meters of leasable space and more than 80 percent occupancy, with leading tenants including WSP, Manpower, Sector Alarm and Visma. The building was completed in 2022.

Citygate's focus on people has been a key part of its success in attracting and retaining tenants. The building features a bicycle 'hotel' with lockers and showers to encourage healthy commuting and has a gym for keeping fit. Citygate is also home to conference and co-working facilities, and a restaurant and café. As a landlord, we work to establish a sense of community among tenants through initiatives such as networking events, programs to mentor young people, and assisting local charities.

The tenants-first approach here and elsewhere seems to be working. In 2024, the Swedish industry-wide customer satisfaction index *Fastighetsbarometern* found that our tenants were the most satisfied customers of medium-sized landlords in the country.

Sustainability

Sustainability highlights

-61%

Reduction of carbon emissions from our own operations (scope 1 and 2) since 2015. Target for 2030 is a reduction of 70 percent.

Our climate target is approved to be on the 1.5°C trajectory by the Science Based Targets initiative.

24%

Women in senior positions, the four most senior levels below the President and CEO.

Increasing the number of women in leadership positions and throughout Skanska is a long-term commitment.

Additional green bonds issued

During 2024, we issued green bonds for SEK 1 billion. Total outstanding green bonds amounting to SEK 5.6 billion aim to finance the development of sustainable commercial property projects and other investments in the climate transition.

36%

Share of Group revenue from road, rail and water infrastructure projects.

8%

Share of Group revenue from renovation of existing buildings.

7,575

Executive Safety Site Visits (ESSVs) performed by senior managers.

Skanska recognized as a climate leader

We are listed on the FTSE4Good Sustainability Index and recognized by the Financial Times as a Climate Leader in Europe for the third year in a row.

Our sustainable impact areas

Together with our partners, we are building for a better society, creating innovative and sustainable solutions that support living beyond our lifetime. Sustainable impact is an enabler for our business strategy, and a key component of success for us and our customers. Our sustainability strategy focuses on the areas of Responsibility, Climate and Resilience, where we know we have the greatest impact.

To ensure we focus our sustainability efforts where they are most relevant, we regularly conduct materiality assessments and dialogs with stakeholders across our value chain. The material topics have been grouped to align with our sustainable impact areas. Follow-up on sustainability performance is carried out quarterly by the Board of Directors (the Board), the President and CEO and the Group Leadership Team. A mandatory annual governance review is conducted throughout our operations including climate and environment, health and safety, ethics, inclusion and diversity as well as sustainable supply chain. It includes identifying risks, describing control measures and establishing plans of targeted activities for the coming year. Read about governance and steering on sustainability on pages 69–70.

A responsible business for people and planet
As a responsible business, we have a comprehensive approach to health and safety that protects people's lives and well-being. As a trusted business partner, we are committed to acting fairly, ethically and with integrity. We operate with care for local environments and communities. By embracing inclusion and diversity we capture our full potential. And we collaborate for a sustainable supply chain.

We are also guided by the UN Sustainable Development Goals and Global Compact principles. We follow up and disclose our sustainability performance to continuously drive improvement.

Climate solutions for customers
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.

We partner to share knowledge and to develop and innovate solutions for the built environment. Our goal is to transition to low-carbon construction across our projects, towards meeting our target of net-zero emissions by 2045.

Resilient places
Many of today's buildings and spaces were not designed for the challenges faced by modern society – challenges such as extreme weather, air pollution and water scarcity, as well as changes in social patterns, such as rising urban population density and changing living habits.

We shape resilient places by forming partnerships and working to address community needs. We use our global and local presence to share knowledge and expertise, to create advantages for our business, customers and society.

Responsibility
A responsible business for people and planet

Health and safety
Ethics
Environment
Inclusion and diversity
Supply chain

Climate
Solutions for a low-carbon built environment

Design for efficiency
Materials
Energy

Resilience
Healthy, resilient places for all

Urban spaces
Community needs
Partnering

Scaling up innovations for sustainability

Key drivers for innovation are operational efficiency, climate, and digital and technology transition. Addressing climate change involves scaling innovative solutions in areas such as design for efficiency, materials and energy. Our innovation portfolio is based on areas important for our customers and the market as well as for our operations to reach both our financial and sustainability targets. With our global reach and local market presence, we benefit from being able to share knowledge and expertise within and across markets. By scaling within the Group, we can more efficiently use and implement solutions connected to the focus areas in the innovation portfolio.

We apply climate-based scenario analysis to identify and address climate-related risks and opportunities. Scenario analysis also serves as a cornerstone of our approach to innovation by helping to identify needs and business opportunities. The analysis shows several areas where we have a potential for business while also mitigating climate change. These include areas such as renewable energy, transport infrastructure, retrofitting and energy efficiency of buildings as well as smart building management systems, software and digital tools for construction. Climate change is also leading to an increasing need for resilient solutions in all our markets. Creating solutions within these areas drives our business forward by enabling our customers to succeed in fulfilling their sustainability goals.

Partner for innovation

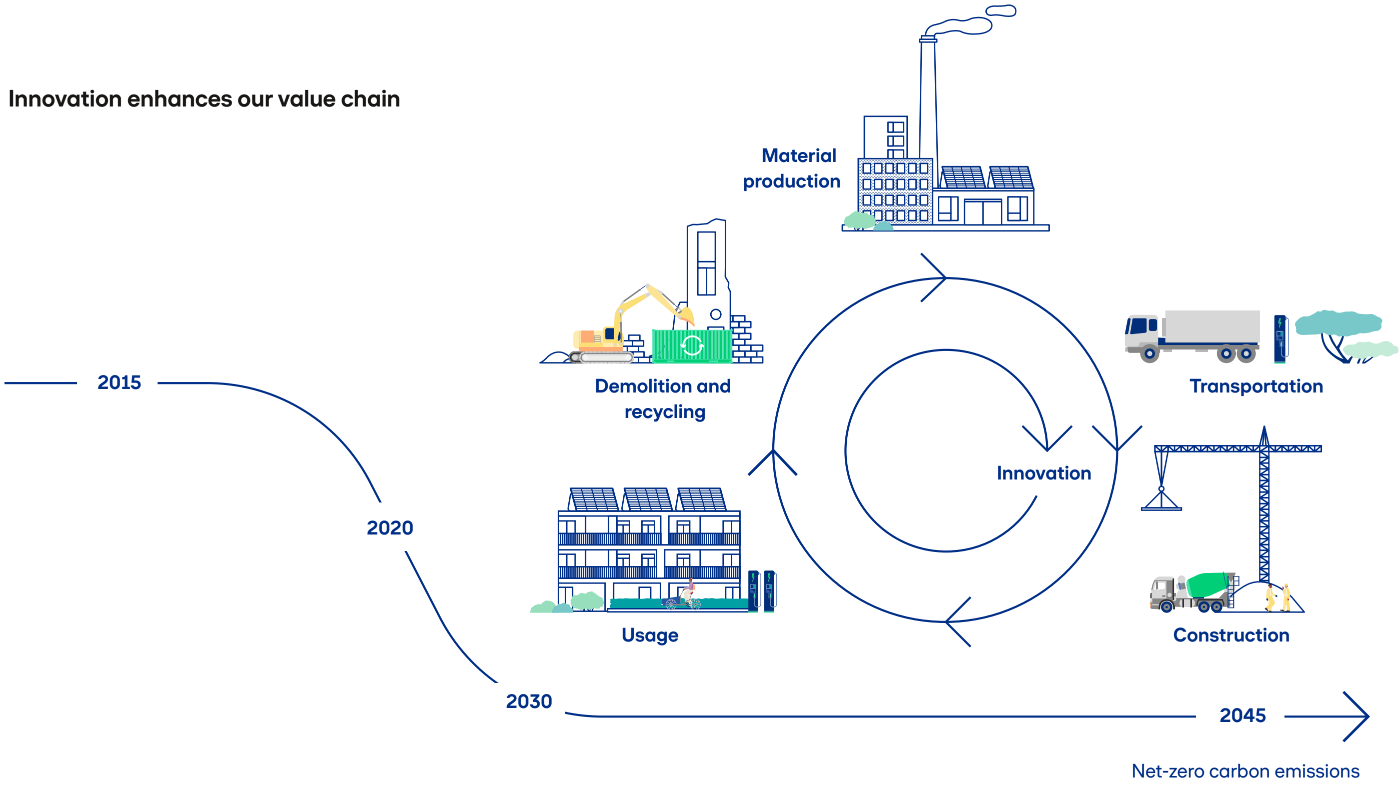
We bring our knowledge and foresight to the table in partnerships to create solutions that drive us, our customers and partners towards net-zero emissions. By innovating with partners, we continue to exceed standards set by regulators, pushing the industry forward and creating best-in-class examples.

Innovation portfolio examples

Decarbonized construction
- Low-carbon concrete
- Mass timber in multistory structures
- Fossil-free construction sites
- Energy-positive buildings and energy storage

Digitalization
- Digital twins
- Data-driven construction sites
- Robots and automation
- Smart building platforms

Innovation enhances our value chain



Our global commitments

We have been a signatory to the United Nations Global Compact since 2001 and continue to support its 10 principles, relating to human rights, labor, the environment and anti-corruption. This Annual and Sustainability Report is the basis for our Communication on Progress (CoP) for 2024.

We actively support the United Nations Sustainable Development Goals (SDGs). We can have the most impact on goal 11: Sustainable cities and communities. Our performance related to the Sustainable Development Goals is referenced in the GRI and SASB indexes on pages 206–209.

We support the rights of all people as described in the Universal Declaration of Human Rights adopted by the United Nations and in the conventions of the International Labor Organization. We also follow the standards of the OECD guidelines of Multinational Enterprises on Responsible Business Conduct and apply the precautionary principle. We continue to develop our supply chain due diligence processes in alignment with the requirements of the EU's Corporate Sustainability Due Diligence Directive (CSDDD).

Identified sub-targets where our business contributes

- 5.1 End discrimination against women and girls
- 5.5 Ensure women's full participation in leadership and decision-making
- 8.4 Improve resource efficiency in consumption and production
- 8.7 End modern slavery, trafficking and child labor
- 8.8 Protect labor rights and promote safe working environments
- 9.1 Develop sustainable, resilient and inclusive infrastructures
- 9.4 Upgrade all industries and infrastructures for sustainability
- 11.1 Safe and affordable housing
- 11.2 Affordable and sustainable transport systems
- 11.3 Inclusive and sustainable urbanization
- 11.6 Reduce the environmental impact of cities
- 11.7 Provide safe and inclusive green and public spaces
- 12.2 Sustainable management and use of natural resources
- 12.4 Responsible management of chemicals and waste
- 12.5 Substantially reduce waste generation
- 13.1 Strengthen resilience and adaptive capacity to climate related disasters
- 16.5 Substantially reduce corruption and bribery

We cooperate across industries through international organizations to influence standards and practice for the transition to a net-zero future.

As a member of the Expert Advisory Group within the **Science Based Targets** initiative, we support the SBTi in developing a pathway to net-zero for buildings. We have influence through our expertise on the industry as well as the knowledge gained in the process of developing our own approved science-based target.

With the **World Green Building Council**, we contribute to policy and industry standard development, including the value chain perspective.

Within the **World Business Council for Sustainable Development** (WBCSD), we are part of the Built Environment Pathway Board. The aim is to contribute to decarbonization of the built environment, by producing policies, carbon accounting standards and industry guidance reports. In 2024, the publication *Achieving Net zero Buildings – Key actions for market transformation* was launched.

We are part of the **Leadership Group for Industry Transition** (LeadIT) together with countries and companies that are committed to action to achieve the Paris Agreement. It is an arena for public-private collaboration on innovation and new technologies necessary for a successful industry transition.

We cofounded **Building Transparency** which provides the Embodied Carbon in Construction Calculator (EC3) to the US market. Skanska holds a position on the board.

We work actively and contribute to **International Chamber of Commerce's** (ICC) guidelines within sustainability such as anti-corruption, circularity and responsible marketing.

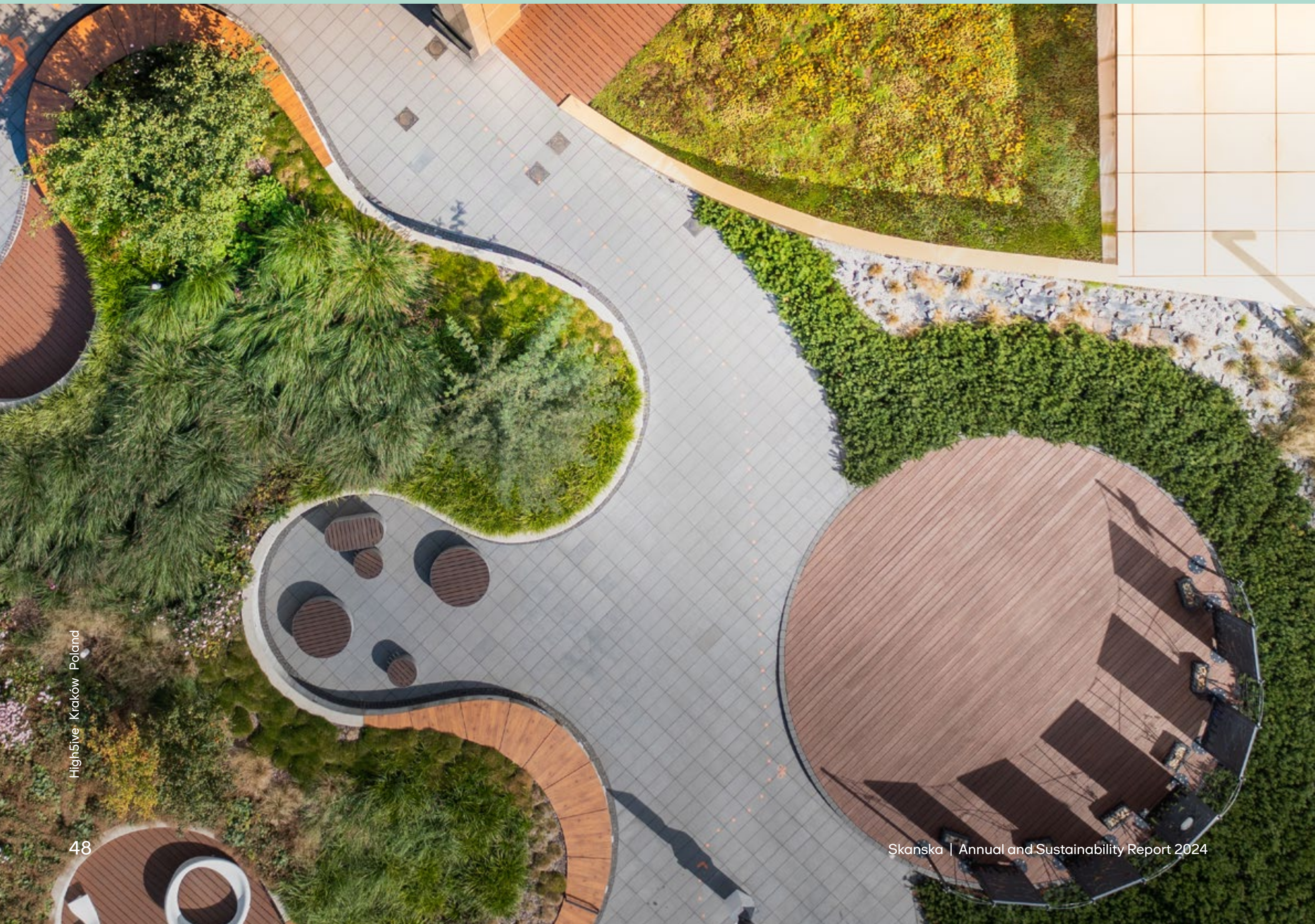
We are part of the United Nations-led **Exponential Roadmap Initiative** with a wide range of corporations leading the way in line with the Paris Agreement's 1.5°C target.

Climate

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.

We partner to share knowledge and to develop and innovate solutions for the built environment. Our goal is to transition to low-carbon construction across our projects, towards meeting our target of net-zero emissions by 2045.



High5ive Kraków Poland

Charting a path to net zero

We share insights and take part in cross-industry collaborations to develop solutions that reduce the climate impact of the built environment. By encouraging public procurement to value sustainable solutions and financial models, transparency around climate emissions, as well as the use of digital tools, we drive action to reduce carbon emissions.

Resource efficiency and emission reduction
The built environment is responsible for a lot of the world's consumption of energy and materials, accounting for about 40 percent of global energy-related carbon emissions according to the International Energy Agency (IEA).

We are determined to do our part by reducing emissions in our operations and also driving change to lower emissions in our value chain. We aim to develop low-carbon, energy- and resource-efficient solutions for our customers, and use our expertise to build resilience into the built environment.

Our Group climate target is to achieve net-zero emissions by 2045 both in our own operations (scope 1 and 2) and across the value chain (scope 3). For our own operations (scope 1 and 2) the interim reduction target is 70 percent by 2030, from the base year of 2015. The interim climate target for our project development streams (Residential Development and Commercial Property Development) is to halve emissions in the value chain by 2030 from the base year 2020.

Certification makes sustainability performance comparable
We continue to offer our customers certified projects using established certification schemes such as Living Building Challenge, LEED, BREEAM and WELL, as well as national certifications.

Certified buildings

100%

Share of total divestment value, corresponding to SEK 7.6 billion, of divested offices in the Commercial Property Development business stream, certified with LEED Platinum, LEED Gold, BREEAM Excellent, or WELL. Includes properties divested to Skanska Investment Properties.

Climate transition plan for net-zero 2045

Our climate transition plan, ACT, is built on three enabling pillars: Awareness, Customer and Transformation. During 2024 we continued to work within this framework to further clarify the business potential of the climate transition. We have established and implemented mandatory climate plans across all markets. They are reviewed and updated annually per market.

The transition plan has three key focus areas through which we deliver on our plan across our organization and projects: Design for Efficiency, Materials and Energy. It steers efforts to transition to low-carbon construction across all our projects, towards meeting our target of net-zero emissions by 2045.

A C T

By promoting **Awareness** we ensure we have the expertise, capabilities and foresight to deliver on the needs of our projects and customers, such as resource efficiency, renewables, low carbon or circular solutions and resilience in the built environment. Key aspects are to use and scale technology and digital tools together with our customers and partners.

By placing our **Customers** at the center of our transition plan, we ensure our transition benefits our customers and society at large while ensuring a commercial approach that also delivers value to shareholders.

Transformation highlights the need for change – placing emphasis on new solutions and innovations while leveraging our present-day strengths and competencies.

Climate targets

Target 2045

Net-zero carbon emissions in our own operations and value chain

Net zero

Target 2030

Skanska's own emissions

-70%

Reduction of our own carbon emissions (scope 1 and 2) compared with 2015.

Target 2030

Skanska's value chain emissions

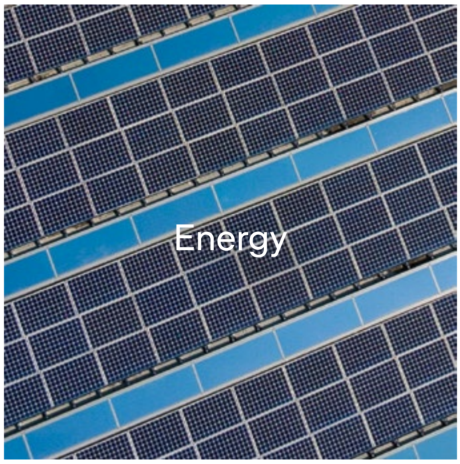
-50%

Reduction of carbon emissions from our value chain (scope 3) in development streams compared with 2020.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The SBTi has approved our near-term science-based emission reduction targets.

Focus areas within the climate transition plan



Design for efficiency

By engaging in the early phases of projects, we can use insights to enhance design and planning processes for development and construction projects. A proactive approach to offering sustainable solutions has the potential to reduce both emissions and costs through a more efficient use of materials and energy.

Enhancing efficiency and insight with digital tools
Digital solutions in our operations enhance efficiency and further reduce emissions through optimized design, planning tools and digital carbon calculation. By using 3D models of buildings and infrastructure projects we improve visualization, coordination and collaboration with customers. This helps identify opportunities and risks early in the design phase, reducing errors and rework during construction and thereby avoiding emissions and use of resources.

We also use project efficiency tools, innovations developed by Skanska and partners such as Takta or Ditio, which allow improved planning, execution, monitoring and reporting in projects. They enable efficient allocation of resources and provide insights into safety management and productivity measures such as material, fuel and energy usage as well as equipment needs, while facilitating collaboration among teams through a shared view of project status.

We offer climate calculations and solutions to achieve sustainability certifications for our customers. In the USA Skanska cofounded Building Transparency which makes its Embodied Carbon in Construction Calculator (EC3) system available to the industry. EC3 has around 150,000 valid environmental product declarations (EPDs) with users from 5,000 companies in 78 countries used for open-source climate calculations.

Materials

The initial construction phases present opportunities for the selection and use of materials. Adopting low-carbon materials and promoting circular economy principles maximizes resource efficiency. We help our customers deliver on their targets by working with product development and innovations such as low-carbon concrete and recycled asphalt.

Developing and choosing low-carbon materials
Materials used in construction such as concrete, steel and asphalt are associated with high levels of carbon emissions. Together with other industry actors we are working on different solutions to reduce emissions. Low-carbon concrete is one solution that cuts emissions by substituting and using lower amounts of limestone cement.

In our industrial solutions operations the majority of our own production of materials and quarries is based in Sweden. In Sweden, 32 (16) percent of the concrete production in 2024 was low-carbon concrete with a lower climate impact than corresponding traditional concrete. Recent focus areas for knowledge sharing within the Group to scale solutions within low-carbon concrete have included cement-free concrete, biochar in concrete and future cement-replacing binders.

One of our asphalt production plants is located in Vällsta, just outside Stockholm, and it has been designed primarily for recycling asphalt. It can reduce carbon emissions by up to 50 percent. In our asphalt production in Sweden, the average amount of reused asphalt in produced asphalt mixes reached 26 (23) percent in 2024.

Advancing circularity and refurbishment
Progressing circularity is a gradual process which requires testing new ways of working. The goal is to retain the value of the circulating resources by creating a system that enables longer life, reuse, refurbishment and recycling. Reuse of construction materials also reduces carbon emissions.

Using existing buildings and infrastructure longer optimizes resource use. We have specialists and expertise in renovations as this is a growing segment. Partial or complete renovation of buildings and infrastructure is increasingly being requested in our markets. 8 percent of Group revenue in 2024 came from renovation of existing buildings.

In Sweden we have several circulation terminals for sorting, crushing and testing stone and rock materials, supplying the local construction market with circular building materials. In the largest fossil-free project in the Nordic region, Stockholm's Slakthusområdet (the Meatpacking District), excavated stone is crushed and processed on-site to be reused within the project. We also participate in several external material reuse initiatives.

Waste management
We aim to reduce waste and improve efficiency with smarter design, planning, procurement and logistics. This often goes hand in hand with reduced costs. In 2024, 6.0 (5.4) percent of generated waste went to landfill, an increase from last year but short of our internal target of less than 5 percent.

79 (79) percent of total waste was recycled, 0.5 (3) percent prepared for reuse and 14 (12) percent for other waste treatments. Concrete, demolition waste, mixed construction waste and asphalt are the four largest waste types.

Energy

Energy plays a vital part in both the construction and operation of Skanska's projects. By focusing on energy efficiency, we can increase productivity and cut emissions and costs throughout a project's life cycle. By increasing electrification and adopting innovative solutions we can reduce emissions and create business opportunities. Skanska brings expertise into developing the built environment, even shaping buildings that generate more energy than they consume.

Increasing electrification
We are transitioning towards electrification while constantly striving for improved efficiency. As a result, 37 (35) of the total sales volume from the quarry sites in Sweden in 2024 has been produced with a partly electrified production line.

Energy efficiency in project development
Within our Residential Development and Commercial Property Development business streams we focus on energy efficiency and greater use of renewable energy to minimize use-phase emissions. We measure, track and optimize the energy performance of our project portfolio and make sure our buildings perform well against current and expected future standards. Our Investment Property business stream, where we manage a portfolio of Skanska-developed high-quality office properties, works as a test bed for new technologies and solutions that will be helpful to our commercial operations and improve our customer offering.

Revenue from renovation

8%

Share of Group revenue from renovation of existing buildings.

Energy reduction in new office buildings

-25%

Annual expected energy reduction in divested office buildings developed by commercial development business units in the Nordics, Europe and the USA compared to market standards.

Read more on page 71.

Measuring what matters

We have measured and reported carbon emissions according to the GHG Protocol since 2008. Categories are described in more detail on page 73.

We have reduced carbon emissions in our own operations, scope 1 and 2, by 61 percent compared to the base year 2015. Compared to 2023 the reduction was 4 percent, which was mainly driven by an increase in renewable energy usage. Our carbon intensity (tonnes CO_2/revenue) for scope 1 and 2 continues to decrease and is now at 0.88 compared to 2.60 in 2015.

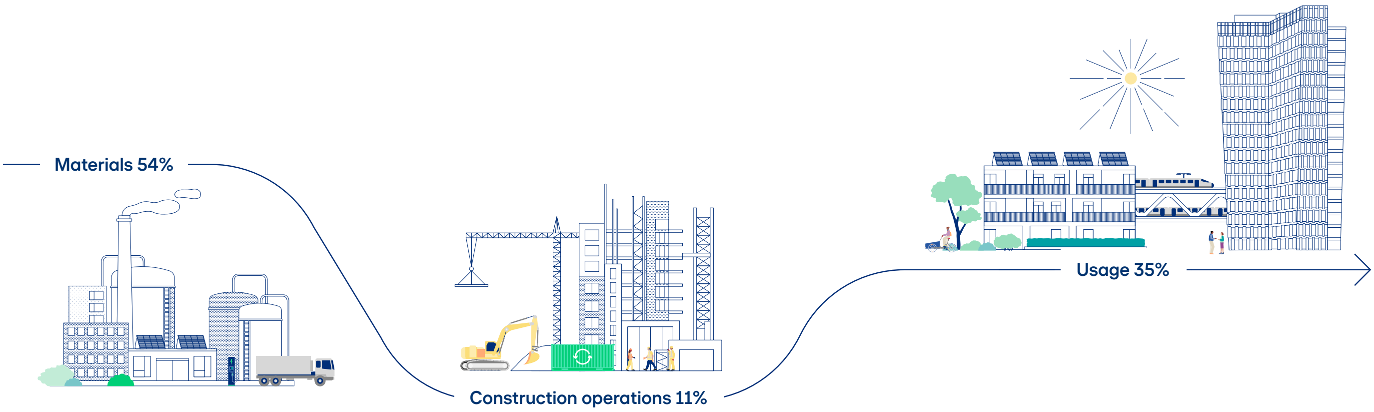
The use of fuels accounts for about 96 percent of our own emissions (scope 1 and 2) while emissions from electricity, heating, and cooling account for 4 percent. Diesel, which currently accounts for approximately 75 percent of our own fuel usage emissions, is used primarily for on-site machinery and electric generators. Key factors in our reduction of fuel-related emissions include efficiency improvements throughout our operations, increased electrification and increased use of biofuels. We have continued to reduce scope 2 emissions as further progress has been made to increase the Group-wide use of renewable electricity. 99 (93) percent of the electricity we consumed in 2024 came from renewable sources.

A vital aspect of our climate plan is actions to improve operational efficiency, leading to a reduction in energy intensity for fuels and electricity (MWh/SEK M revenue) of 38 percent between 2015 and 2024. In 2024, the energy intensity was 6.14 compared to 9.94 in 2015.

The majority of our total carbon emissions stems from the value chain, calculated as scope 3. Compared to 2020, we have reduced emissions in the value chain by 37 percent. These carbon emissions mainly originate from purchased materials as well as the lifetime energy use of divested buildings.

Purchased materials are reported for the main drivers of carbon emissions in the construction industry: concrete, cement, bitumen, asphalt and steel. In Project Development, where we design and develop properties, emissions are reported for the energy used in the operational phase over the property's expected lifetime. This is accounted for at the time of divestment of the property which means that the outcome may fluctuate depending on the number of divestments in a given year.

Average distribution of emissions in our own operations and value chain (2020–2024)



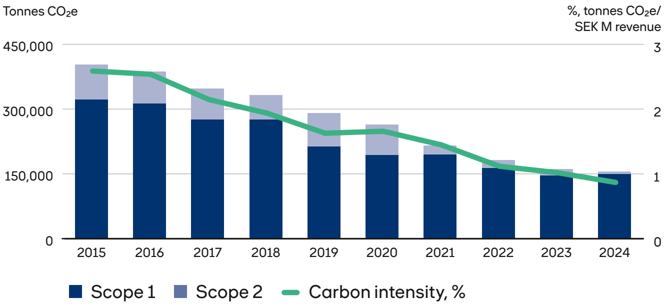
Green funding supports transition

In 2024, we issued additional green bonds of about SEK 1 billion, within our green bond framework that was launched in 2023. Total outstanding bonds within this framework amount to SEK 5.6 billion. The issuance of green bonds is facilitated by our portfolio of sustainable buildings and initiatives to reduce carbon emissions across the value chain.

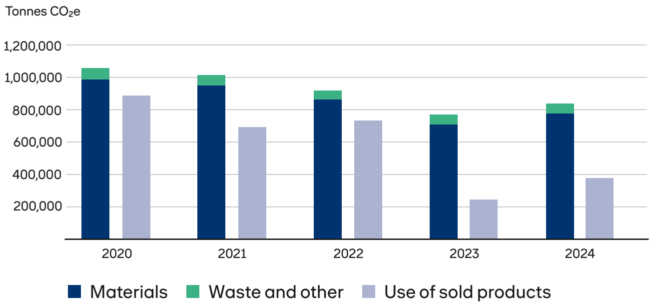
The net proceeds from the green bonds are used to finance or refinance capital expenditure investments that help the transition to low-carbon, climate resilient and sustainable communities. To read more about Skanska's green bonds and how proceeds are used, see Skanska's annual Green Bond Impact Report on the Group website.

Meanwhile, the EU taxonomy for sustainable activities and associated regulations provides an incentive to direct investment towards aligning with its criteria. We are working across Skanska to integrate the taxonomy's criteria into the early stages of our own project development, such as planning and design, thereby increasing alignment and meeting emerging stakeholder expectations. Read more about our EU taxonomy reporting on pages 77–81.

Carbon emissions in our own operations (Scope 1 and 2)



Carbon emissions in our value chain (Scope 3)



IN FOCUS | Energy efficiency

Closer ties power deeper learning

The buildings in our growing Investment Properties portfolio are not just solid financial investments. Directly owning and managing properties provides us with powerful insights into areas such as energy efficiency and tenant experience, helping our commercial development teams design even more efficiently.

The great buildings of tomorrow can be created by looking at our buildings today and asking, 'What could we have done better?'. This long-standing Skanska philosophy has been strengthened further by the establishment of our Investment Properties stream in 2022.

Over the past three years, our Investment Properties stream has acquired a portfolio of seven top-tier Skanska-built and developed office properties in Sweden. When projects are ready for divestment from Commercial Property Development, and fulfill specific criteria, we can decide to retain ownership of the buildings within Skanska through the Investment Properties business stream; we also manage operations and tenant relationships.

As Investment Properties Manager Ida Granqvist explains, this provides a much deeper understanding of how well systems and designs work over a longer period of time.

"When we divest a building, we always work closely with the buyer across the warranty period to optimize the property's functioning and efficiency. But we cannot steer how the property is managed. With our investment properties, though, we are in full control over a long time. We can get the feedback directly from our tenants, which gives us a deeper understanding of things such as energy consumption, ventilation and other systems. That is extremely useful to our commercial development teams for future designs."

The 36-story Citygate office tower in Gothenburg and 12-story Hyllie Terrass office building in Malmö are among the buildings where our direct ownership is resulting in deep data insights.

Ida Granqvist, Investment Properties Manager

Even the best modeling is never 100 percent accurate, and monitoring the energy consumption and thermal energy flows in the buildings is generating data on how they are affected by a range of variables. We can also analyze more closely if some spaces are underutilized and whether specific areas are operating as efficiently as possible.

As a property owner and operator, we can use a building as a test bed for promising new technologies and approaches, such as new ways of managing commercial office spaces or new materials.

Henrik Ahnström, Skanska's Director of Product, Process and Innovation within Commercial Development Nordics, says having this potential to test new technologies is inspiring our development and design teams. "It has sparked more of an innovative mindset in our people, giving them energy to innovate even more and to try new things out."

Lessons learned from our ownership of the properties are being shared across our Group. And that knowledge is used to continuously improve our customer offering, creating value for our customers and empowering them to achieve their own targets within energy efficiency.

Resilience

Healthy, resilient places for all

Many of today's buildings and spaces were not designed for the challenges faced by modern society – challenges such as extreme weather, air pollution and water scarcity or changes in social patterns, such as rising urban population density and changing living habits.

We shape resilient places by forming partnerships and working to address community needs. Through collaboration, we use our global and local presence to transfer knowledge and expertise, to create advantages for our business, customers and society.

Creating climate-resilient urban spaces

Together with our customers and partners, we apply our expertise to design and build spaces and infrastructure meeting society's challenges today and in the future.

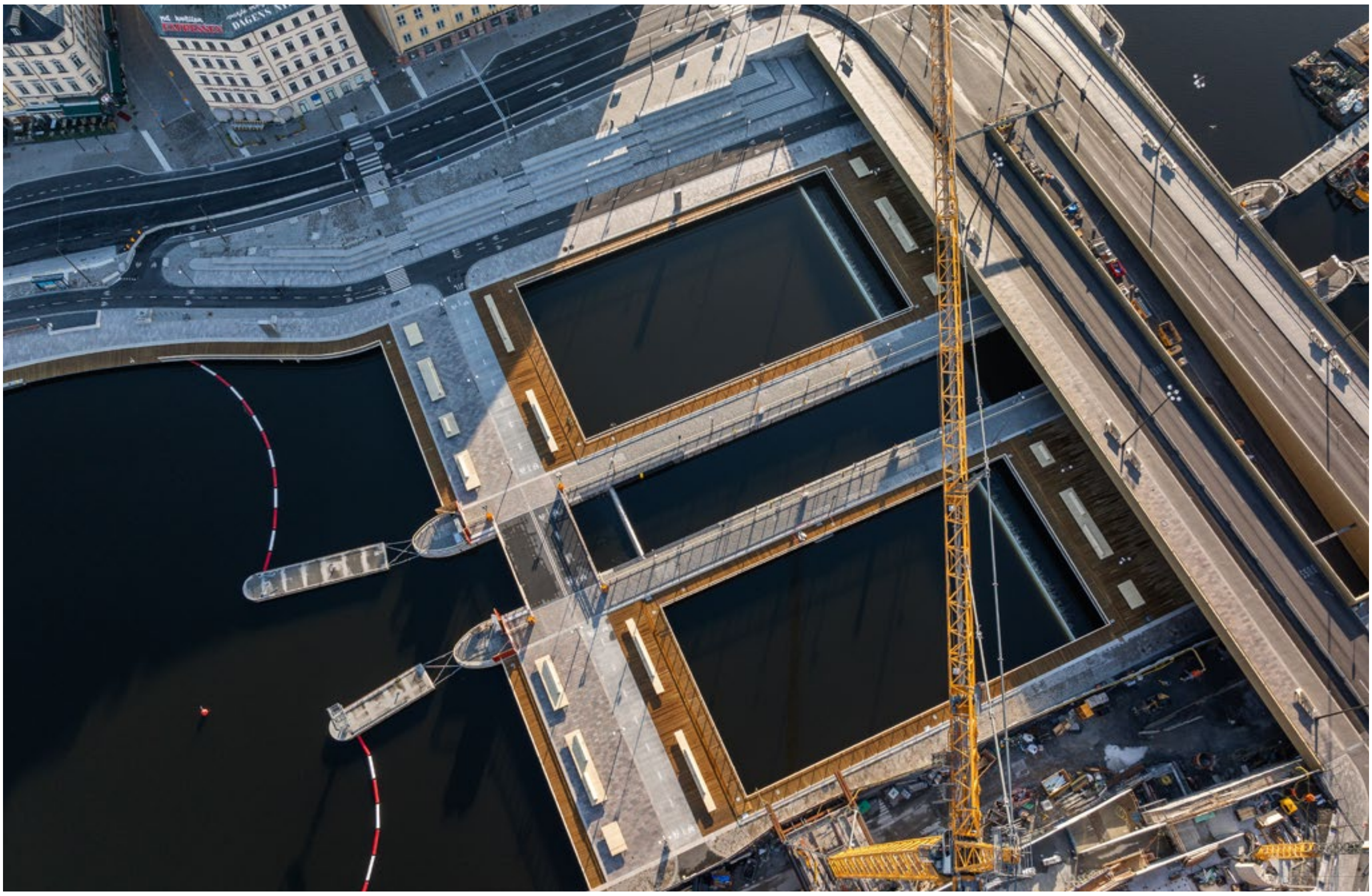
Scenario analysis for resilient solutions
We apply scenario analysis to identify and address material climate-related risks and opportunities, including those created and exacerbated by climate change. We consider a wide range of risks and opportunities, from changes to policy and legal frameworks, to technological advancements, changing market demands and physical effects of a warming climate. Read more about how we make use of climate-based scenario analysis to identify and address business risks and opportunities in our TCFD reporting on pages 82–83.

Mitigating impacts of climate change
The effects of climate change put pressure on society, with more frequent storms, flooding, droughts, heatwaves, wildfires and periods of water scarcity. Urban areas need to be made more resilient so that buildings, infrastructure and society as a whole can withstand the increased frequency and severity of extreme weather events. Countries, regions and cities are drafting regulations with this in mind, which creates business opportunities for us to use our knowledge and experience to deliver projects for climate adaptation and a more resilient urban environment.

We integrate climate risks into our risk management and project scrutiny processes, ensuring that projects mitigate potential physical risks related to climate change. Adaptation measures to mitigate physical risks are evaluated, designed and implemented on a project basis, taking into account the specifics of the risk to be mitigated, as well as the surrounding area.

During 2024 we continued to increase our use of analytical tools to assess physical risks associated with climate change. By addressing these risks, we can implement innovative solutions that increase the resilience of our projects, providing added value to our customers and society.

Solutions that have been used in our projects include ground-level floodproofing, elevation of technical infrastructure, and site paving that absorbs water. Competence within these solutions is being shared across the Group as we foresee a continued increase in demand.



Designing for community needs

We collaborate with people and organizations in communities whose lives and livelihoods may be affected by the places we shape, taking community needs into consideration. This involves designing and building sustainable homes and areas that are inclusive and encourage outdoor activity.

Striving for a positive impact
Listening to community needs and using our core competence, we can create solutions that have a positive social impact. International certification schemes for buildings and infrastructure include social topics in their sustainability assessments. These are often connected to certifications for environmental sustainability. In the Commercial Property Development stream, many of our projects are certified according to WELL, which has a strong focus on tenant health and well-being. In Central Europe all our commercial properties are WELL certified.

Skanska has built up a strong competence within certification schemes for infrastructure projects, such as BREEAM Infrastructure and Envision, recognizing projects that engage in activities and programs to expand their positive social impact on the community.

Partnering
As a major actor, we partner with communities and customers who share our ambition to set new standards in terms of how we build more sustainable and resilient projects.

In the project Slakthusområdet (the Meatpacking District) in Stockholm, Skanska has partnered with Volvo and the customer the City of Stockholm to create a fossil-free construction site by applying innovative solutions. The collaboration is a pilot project to set new benchmarks for sustainable construction and has led to a reduced climate impact.

Community engagement
Within Project Development, placemaking is integrated in the development processes. It involves local community engagement, which helps design places that meet the needs of the inhabitants. This can address how public spaces, parks and common areas can be designed to promote different social values, such as well-being, safety and inclusion.

Our local footprint allows us to identify areas with strong development potential. We develop dynamic neighborhoods by investing in and developing mixed areas with both workspaces and high-quality residential properties. With the Investment Properties business stream, we can be a more long-term partner for local municipalities through our solid commitment to the areas we build. This is important in our dialogs with key stakeholders, such as municipalities and other public entities, as we explore new areas of land and prospects for project development.

Creating opportunities through supplier diversity
In the USA, we have a long history of collaborating with diverse underrepresented groups to support their business growth. This can include small and local businesses owned by ethnic minority groups, women, veterans and people with disabilities, to meet regulatory as well as customer requirements.

Across our US markets, we have created in-house programs designed to equip diverse firms with tools and resources to become successful as contractors and pursue opportunities on large-scale construction projects. Over 800 companies have engaged in Skanska's programs since the start. Through outreach, contracting and curriculums like these, we are creating sustainable opportunities for our business, industry and society.

IN FOCUS | Climate resilience

Protecting against extreme weather

A growing number of our projects are designed to withstand the effects of extreme weather events. We have a long history of building resilience into our projects, overcoming technical challenges as the threats from climate change become more acute.

Skanska's experience in mitigating climate change risks allows us to take on these technical challenges. The Public Health Laboratory in New York City is one of a growing number of projects either specially designed to withstand the effects of our changing climate, or which exist mainly to protect against the effects of extreme weather.

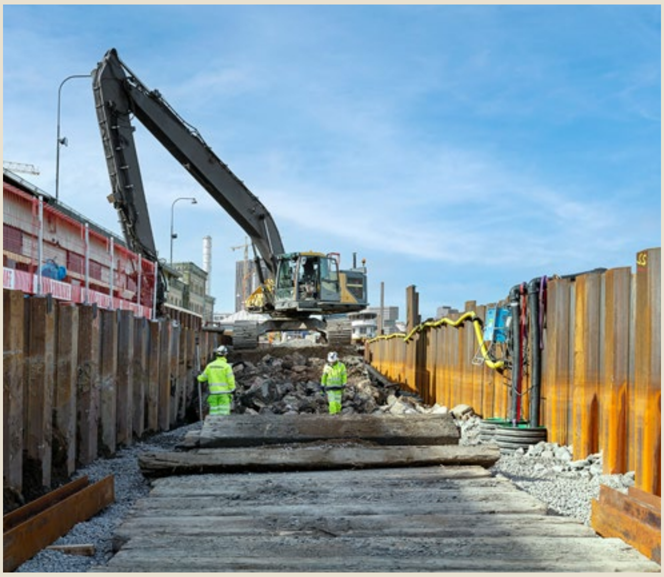
During times of crisis, few buildings in New York City play a role as important as the city's Public Health Laboratory. That's why the new laboratory in Harlem is designed to withstand whatever the elements throw at it.

The 10-story, 3,700 square meter building is due for completion in 2025. It sits just outside New York City's 100-year flood plain, as designated by the Federal Emergency Management Agency (FEMA). Even if the risk of flooding reaching the laboratory is low, it has been designed and built to withstand flood conditions.

The facility has a range of features to improve flood resilience: all life safety systems are located above the flood plain and there are no occupied utility tunnels, basement or crawl spaces. Instead, there is a subterranean, 757,000 liter fuel tank that will be used to power the building in an emergency. The tank is anchored to a concrete pad, designed to withstand flooding.

Another project example is the refurbishment of Packhuskajen, a 150-year old quay in Gothenburg, Sweden, where we completed the second phase in February 2024. The project, in partnership with Gothenburg's Parks and Nature Administration, involved raising the quay two meters above the average water level to withstand potential rises in sea levels. We replaced old wooden piles with new modern steel piles, and used a Skanska-developed structural concrete designed for marine environments.

While many of these projects are designed to protect against the effects of our changing climate years or decades into the future, many locations are being impacted already. Record-breaking rainfall across Central and Eastern Europe triggered flooding in many nations during September 2024 and Poland was severely affected.



Refurbishment of Packhuskajen, measures made to withstand potential rises in sea levels.

In late 2023, we completed a three-year project in partnership with the Polish Water Authority to modernize the flood protection embankments of the river Widawa in Wrocław . The project included 11 kilometers of new flood barriers and the reconstruction of 2 kilometers of existing embankments. This constituted the final phase of the modernization of the Wrocław Water Junction, one of Europe's largest systems of waterways and hydrotechnical structures.

It is all part of our commitment to keeping communities safe, today and for decades to come.

Responsibility

A responsible business for people and planet

As a responsible business, we have a comprehensive approach to health and safety that protects people's lives and well-being. As a trusted business partner, we are committed to acting fairly, ethically and with integrity. We operate with care for local environments and communities.

By embracing inclusion and diversity we capture our full potential. And we collaborate for a sustainable supply chain. We are also guided by the UN Sustainable Development Goals and Global Compact principles. We follow up and disclose our sustainability performance to continuously drive improvement.

Campus Ullevål Oslo Norway

Ensuring health and safety

The safety of our employees and subcontractors is our highest priority. We address our health and safety objectives with industry-leading standards and safety solutions, coupled with an inclusive culture and leadership focused on systematic performance monitoring and targeted actions with high impact.

The construction industry is associated with accidents and lasting health problems, which can arise if risk factors are not managed properly. Noise, working in traffic or at heights, vibration, hazardous materials and lifting operations are risk factors. We create a foundation for safe work through high standards, dedicated leadership and elimination of risks. We are committed to creating a work environment where everyone feels encouraged to speak up, to ensure we work safely or not at all.

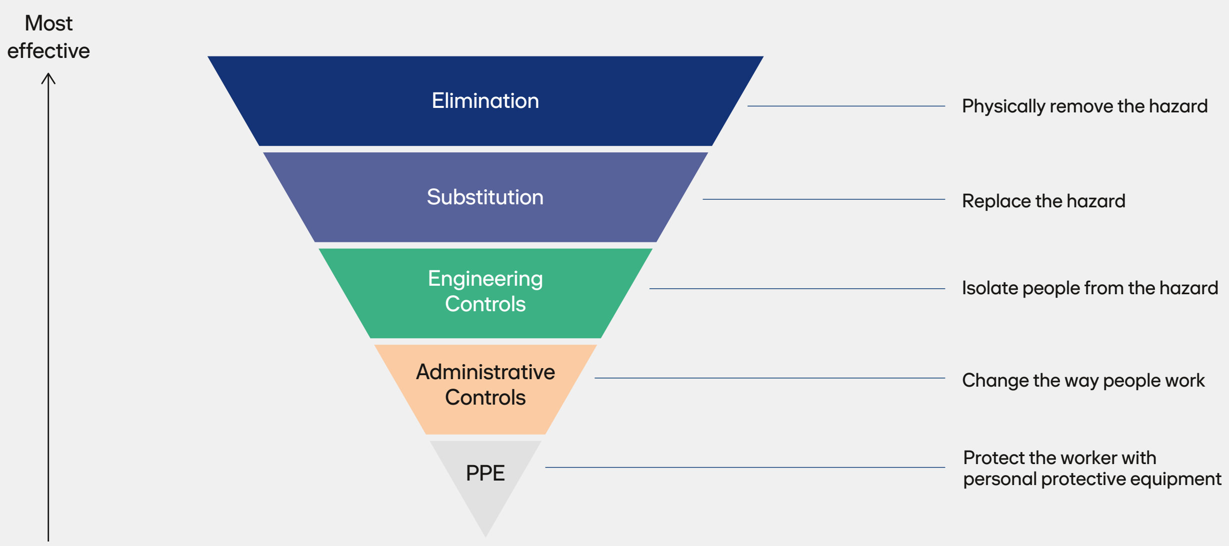
Focus and strategic actions
Our goal is to create safe and healthy workplaces. We partner to develop and innovate technical solutions, designing construction processes and developing ways of working to eliminate health and safety risks in our operations.

A mandatory health and safety road map is established and implemented across all our operations. It is reviewed and updated annually. The road map is built around four focus areas: Hierarchy of Control, Analysis, Subcontractors and Safety Culture. It steers efforts into developing and implementing safety practices that have a high impact. In 2024 high-risk areas were identified across our operations based on high-potential incidents and the management of these risk areas with a clear link to the hierarchy of control.

Analyzing data to mitigate risks
Some of our key indicators for monitoring safety performance are: lost time accident rate (LTAR); high-potential incidents that could have resulted in fatal accidents (serious near misses); Executive Safety Site Visits (ESSV) which promote clear and visible leadership; total case accidents (TCA); severity rate of accidents; and business operations delivery on improvement plans. The lost time accident rate (LTAR) for 2024 was 2.2, a reduction compared to 2.6 in 2023. Local indicators have also been established on actions towards reducing risks within lifting, loading, lowering and logistics, as well as training and auditing. Read more on page 75.

Skanska's greatest safety risks have been connected to lifting, loading, lowering and logistics operations. Our focus on improving practices in these specific areas has resulted in a decrease of reported high-potential incidents. We continue our efforts to mitigate risks connected to these operations and others.

Hierarchy of control
The hierarchy of control illustrates the transition from a reactive to a proactive approach when addressing safety risks. Our safety management systems include all stages of the hierarchy. The greatest impact on safety is achieved in the early stages of design and planning, where risks can be effectively eliminated.



Driving higher standards, together
The Group Health and Safety Standard is mandatory: it is integrated into all our health and safety management systems, and applied in all work locations. It includes requirements within 18 areas such as on-site risk assessment, training, incident management and personal protective equipment (PPE), as well as instructions for the most high-risk construction site work processes. Skanska is certified by the ISO 45001 occupational health and safety management system across our operations, which improves our capabilities to drive continuous improvements.

In the case of a serious accident, we ensure we identify and mitigate risk, and manage and learn from the accident in order to avoid recurrence. Tragically, one fatal accident occurred in 2024. During 2023, we did not have any fatal accidents. When serious accidents or fatalities happen, we take immediate action to understand the root cause, and work purposefully to make sure risks are mitigated as part of our continuous improvement.

Skanska manages occupational health services for our own employees across all markets, either internally or through use of an externally contracted service.

The annual employee survey is an important tool for us to monitor and listen to our employees' opinions about Skanska as a company, our safety efforts and management's commitment to these issues. The 2024 employee survey showed that 87 percent of employees think we do a good job of monitoring and improving safety in the workplace, above the industry norm of 81 percent.

Executive Safety Site Visits (ESSVs)

7,575

Site safety visits performed by senior managers.
Internal target for 2024 was 6,700.

Lost time accident rate (LTAR)

2.2

Employee and subcontractor lost time accident rate.

Health and safety road map focus areas

Hierarchy of control	Analysis	Subcontractors	Safety culture
Aims to eliminate or reduce exposure to risk in the workplace, which allows us to become more proactive in addressing safety risks at an early stage.	Analyze safety data to address key risks and measure the impact of our safety activities.	Involve our subcontractors to secure Skanska standards and create the right conditions for improved safety.	Raise leadership awareness and create a proactive safety culture to ensure greater engagement and safer construction sites.

A fair and ethical business, inside and out

We conduct business fairly and transparently, fostering a culture where everyone can speak up. We do not tolerate unethical behavior and work to ensure it does not occur.

Our Code of Conduct
In 2024, we launched an updated Code of Conduct. It continues to build on our values and sets out principles for how all employees should work ethically and with respect for people, the planet and applicable laws. It covers topics such as health and safety, inclusion and diversity, data protection, environment, confidentiality, conflicts of interest, fraud, fair competition, anti-bribery and corruption, and insider information and market abuse. The Code of Conduct is supported by more detailed policies and procedures. It is reviewed regularly by the President and CEO and the Group Leadership Team, and updates are approved by the Board.

Furthermore, the Group-wide training program was updated to accompany the Code. This is mandatory for all new employees during their first month of employment. Mandatory refresher training is undertaken by all employees on a two-year rolling basis.

Supplier Code of Conduct in our contracts
Our Supplier Code of Conduct has also been refreshed to align with the Employee Code. It is included in our agreements with third parties. It outlines our expectations and requires that the same principles flow down all tiers of our supply chain. It allows for monitoring and auditing with the right to take appropriate measures against non-compliant suppliers. Read more on our work with supply chain responsibility on page 66.

Ensuring trustworthy partners
Mandatory ethical due diligence is carried out on intermediaries, joint venture partners and sellers or buyers of business, land or property assets. This covers ethical standards, culture, any past legal violations, possible transaction-related conflicts and other indicators of risk. Deeper due diligence is carried out when necessary.

We work to ensure we identify the ultimate beneficial owners for all business partners. A global sanctions screening database automatically checks all active suppliers every 24 hours. Product-related sanctions are mitigated through additional due diligence with particular attention given to high-risk suppliers.

Anti-corruption and ethical risks
Our Anti-Corruption Policy sets out our zero-tolerance position for all forms of bribery and specifies the actions we must take in high-risk situations. Anti-corruption is part of our Code of Conduct training which is mandatory for all employees. In-depth education is targeted at employees in more at-risk roles.

Structured ethics risk assessments are conducted every second year, most recently in 2023, to identify specific risks beyond the broader enterprise risk assessments. Plans to mitigate these risks are set up in the operations. In 2024, reviews were carried out to assess progress on planned mitigating activities and best practice was shared across our operations.

Reporting concerns of misconduct
We want everyone at Skanska to feel empowered to raise any issue. This is vital to alert us to risk and to improve the working environment. Our no-retaliation policy promotes reporting possible ethical breaches and protects those who speak up.

Concerns may be reported directly with a local reporting line or ethics committee across our operations. For anonymity, Skanska's Code of Conduct Hotline, operated by a third party, can be used by employees and external stakeholders alike. The Board, the President and CEO and the Group Leadership Team have an overview of all reported cases and their outcomes, and are kept informed of high-risk cases. Investigations are carried out independently from management involved in the allegations. Confirmed breaches of the Code of Conduct result in proportionate disciplinary action, up to termination.

In 2024, a total of 134 reports were received via the Code of Conduct Hotline; 92 of these reports related to workplace concerns including bullying, discrimination, health and safety, and individual employment issues. Breaches were found in a total of 13 cases across all reported categories. Only one report was specifically classified as anti-corruption. The investigation did not find any evidence of bribery.

Code of Conduct training

97%

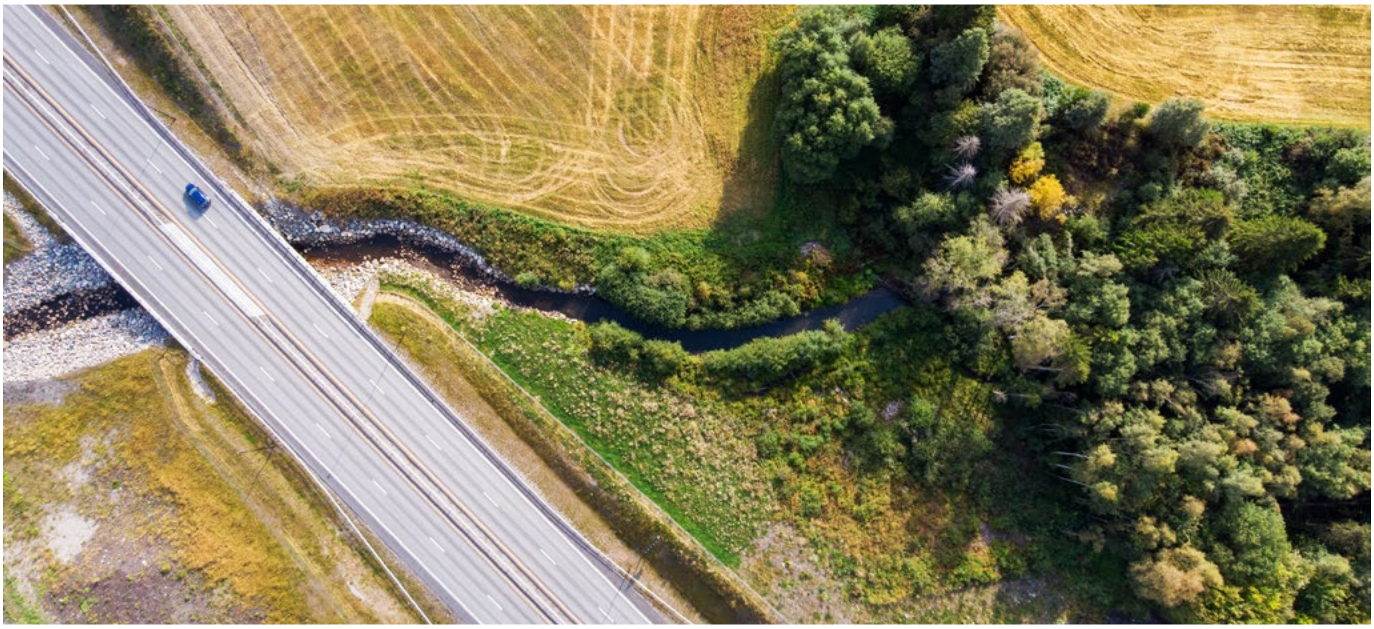
Completion rate, Code of Conduct training during first month of employment.

Code of Conduct refresher training

99%

Completion rate, Code of Conduct refresher training on a two-year rolling basis.

Safeguarding the environment



Our industry impacts the local environment where we operate. Construction consumes large amounts of resources such as materials and energy. At Skanska, we are committed to protecting the environment, reducing our environmental footprint and being mindful of our material usage, which is outlined in our sustainability policy. Skanska is ISO 14001 certified across all operations, ensuring sound environmental management, including avoiding chemicals listed in our restricted substance standard.

Sustainable water management
Improving water efficiency is a key factor for reducing environmental impact. As a construction and project development company, we have an impact on water usage, both during construction and when a building is in use. In Central Europe, we see specific demand for circular water management due to the increased frequency and intensity of drought as a consequence of climate change. We promote sustainable water usage by integrating innovative water efficiency solutions, such as greywater systems, flow control taps, rainwater harvesting and smart irrigation systems. Benefits include reduced use of drinkable water, increased water efficiency and lower operating costs.

Safeguarding biodiversity
Biodiversity refers to the variety and variability of all life on Earth, including ecosystems and species. In 2023 we conducted a Group-wide biodiversity assessment of our operations and value chain, based on tools and resources from ENCORE, World Wildlife Fund and the Science Based Targets Network. The assessment identified our dependencies on nature and biodiversity, for example, nature's ability to regulate the climate and to protect the built environment from floods and storms. It highlighted how biodiversity loss can affect these ecosystem functions and in turn our business operations.

The assessment also outlined potential impacts our operation has on nature and biodiversity, such as impacts on terrestrial and freshwater ecosystems, waste generation and greenhouse gas emissions. However, there are also opportunities for us to enhance biodiversity on our projects.

We address both risks and opportunities during planning and construction to reduce and mitigate our impact. One approach is known as Biodiversity Net Gain (BNG). In the UK, we have been working with the BNG methodology on our projects since 2020. In 2024, it became a legal requirement in the UK for most construction projects to achieve a 10 percent net gain in biodiversity. The biodiversity net gain concept also served as the inspiration for the CLIMB tool, developed by Skanska in partnership with a group of other Swedish companies. The tool assigns values to different types of nature and species, enabling companies to make better informed judgements about how best to protect nature. We use the tool on our projects in Sweden, and with customers, from minimizing impacts on forest in an infrastructure project to helping a municipality calculate how to best protect biodiversity when laying pipes.

We continue to participate in the World Business Council for Sustainable Development's nature-positive workstream. In 2024 this involved supporting the development of a nature metrics tool aligned to reporting standards, such as CSRD, TNFD and GRI. Additionally, we contributed to the report *Exploring Nature-Positive Buildings*.

Embracing inclusion and diversity

We are committed to being an equal opportunity employer, attracting, recruiting and advancing diverse talent to enlarge our talent pool. We do not tolerate discrimination, regardless of social background, ethnicity, disability, gender, gender identity or expression, age, religion, sexual orientation or any other protected characteristic. We strive for a workplace free from harassment and bullying.

More diversity in the workforce
Skanska's Group Diversity and Inclusion Procedure specifies how to work systematically with inclusion and diversity in our operations.

A long-term commitment is to increase the number of women in leadership positions and throughout Skanska. Currently 20 percent of our employees are female. The share of women in senior positions is 24 percent. Three out of nine of the Board members elected by the Annual General Meeting 2024 are women.

Gender ratios vary between professional groups and business streams. Craft worker employees account for the largest gender gap, with 96 percent men and 4 percent women. In the Commercial Property Development and Residential Development business streams, male/female ratios are about even. Other aspects of diversity, such as ethnicity, disability or age, are tracked in line with national legal requirements.

Equal pay for equal work
Skanska recognizes the importance of providing fair and objective compensation which is free from bias. We are committed to the principle of equal pay for equal work. Personal characteristics or background such as gender identity or expression, age, race or ethnicity, sexual orientation, and other characteristics protected by local laws where Skanska does business should never influence compensation decisions. To promote equal pay throughout Skanska, we are focusing on Group-wide compensation procedures.

Creating an inclusive culture
We track perceived inclusion through our annual employee survey, and the overall trend is positive: 88 percent of respondents agree that people care for and treat each other fairly in our workplace, 9 percentage points above the industry benchmark. 78 percent of respondents agreed that their manager makes the most of the diversity in the team to achieve stronger performance together.

Women in senior positions

24%

Four most senior levels below the President and CEO.

Women on Skanska's Board of Directors

33%

Women elected to Skanska's Board of Directors by the Annual General Meeting 2024.

Sustainable supply chain

We work for a sustainable supply chain that minimizes negative impacts, while contributing to positive outcomes for the environment and society. We work with our suppliers and subcontractors to implement that shared commitment to safety, environment, and human and labor rights. Above all we demand safe and fair working conditions wherever we operate, and we have zero tolerance for any form of human trafficking or forced or child labor.

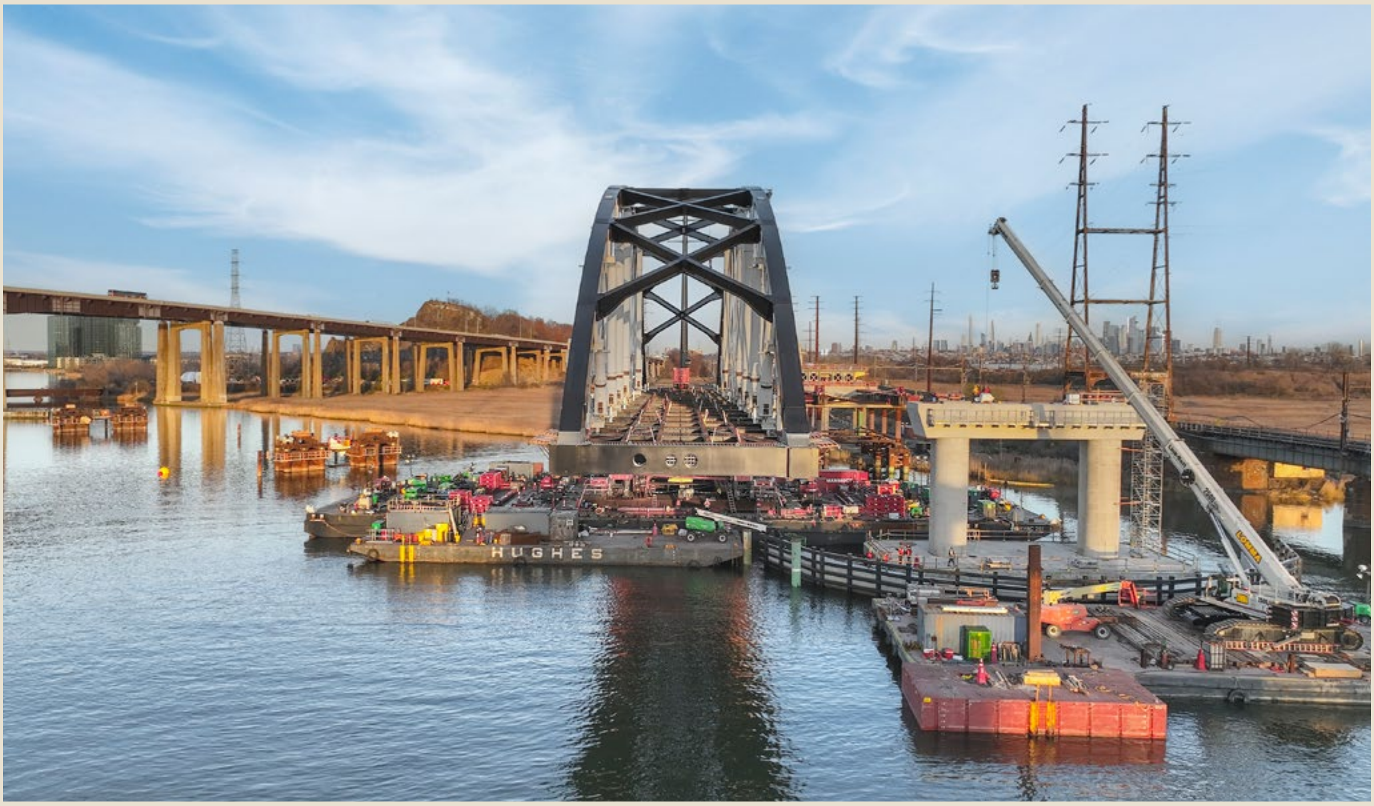
We continue to prepare for the EU Directive on Corporate Sustainability Due Diligence (CSDDD). The directive includes a duty to identify and address a company's adverse impacts on human rights and the environment, in both its own operations and supply chain.

For procurement and supply chain management we have set common ways of working and aligned our approach to due diligence through a Sustainable Supply Chain Guideline. We also have a well-established Sustainable Supply Chain network, with representation from all operations, where we invite external experts, share best practice and discuss topical issues.

Construction is a particularly challenging sector, characterized as it is by long and complex supply chains. We recognize the need to continue to safeguard the subcontractor workforce on our projects as well as seeking to understand potential issues further upstream in the supply of raw materials.

We have strengthened our approach to audits across the business using a third party. This will support us with both reviews of on-site labor practices, through anonymous interviews with workers, and audits of supplier facilities further upstream in our supply chain.

Improving our understanding of the upstream supply chain is an important element of our sustainability due diligence approach. During 2024 we started to map our supply chain to investigate the upstream supply chain in 10 high-risk procurement categories such as aluminum façades, solar panels and quarried stone.



IN FOCUS | Safety

Mitigating risks

Anticipating and mitigating risks early in the construction process is essential to a project's success. Our Portal North Bridge project team applied the hierarchy of control while implementing a unique approach to enhance efficiency and productivity.

The hierarchy of control provides a proactive approach to identify hazards and keep workers safe. The hierarchy prioritizes hazard mitigation by first attempting to eliminate the risk altogether. If that's not possible, the next step is substitution, replacing the hazard with safer alternative, followed by implementing engineering or administrative controls to isolate and reduce exposure to a hazard. The final step is using personal protective equipment to reduce risk of injury.

Early on during the design and planning for the project, the team identified potential hazards to eliminate that not only improved safety and productivity but also reduced schedule pressures. By using cast-in-place concrete forming systems on the project, we eliminated the need to purchase, install and remove 17,700 square meters of deck soffit. Along with similar methods, this enabled us to cut 48,000 work hours from the project.

Assembling key components on the ground and offsite offered additional opportunities to eliminate hazards. Pre-assembling certain components at ground level significantly reduced the amount of work at height. Additionally, by assembling the three steel arches of the bridge off-site, we eliminated the need to work over water and minimized disruption to one of the busiest and most active rail corridors in the United States, showcasing Skanska's expertise in planning and execution.

Successful projects like Portal North provide valuable evidence of how managing risks protects multiple stakeholders and maintains critical operations.

Read more about lifting bridges and standards at Portal North Bridge project on page 29.

Statutory sustainability report

Hyllie Terrass Malmö Sweden

Governance and steering

The Board of Directors (the Board), the President and CEO and the Group Leadership Team set our Group policies, strategies and targets, and follow up on performance and compliance. Skanska has adopted a Group Sustainability Policy, an Innovation Policy and other Group policies, standards, procedures and guidelines to manage and steer sustainability within the Group.

Governance of sustainability

The governance of sustainability follows the Group governance framework and internal control, described in the corporate governance report on pages 92–107. The Group governance framework is set at Group level. The Group governance framework consists of three categories of steering documents: mandatory Group policies, procedures and standards and non-mandatory Group guidelines. The Group governance framework is applicable to the Group and all employees.

The President and CEO, the Group Leadership Team, the core corporate functions and group functions are responsible for following up on implementation and operation in the business on regular basis. The Board is informed quarterly of Skanska's sustainability performance, including climate and health and safety.

Group steering documents for sustainability

The Group policies relevant for sustainability, climate, ethics, health and safety, and innovation include:

- Sustainability Policy – including environmental and health and safety policies
- Innovation Policy
- Code of Conduct
- Supplier Code of Conduct
- Anti-Corruption Policy

Policies are supported by mandatory Group procedures and standards. Procedures are generally detailed step-by-step instructions to achieve a given goal or mandate or descriptions of roles and responsibilities, while standards indicate expected behavior, minimum level of quality or standards that must be adhered to. The following Group procedures and standards are relevant for sustainability:

- Sustainability Reporting Procedure
- Health and Safety Standard
- Health and Safety Road Map Standard
- Climate Plan Standard
- Restricted Substance Standard
- Sanctions Procedure
- Procedure of the Code of Conduct Program
- Diversity and Inclusion Procedure

Materiality assessment

Sustainable impact is an enabler for Skanska's business strategy, a key component for success for us and our customers. We see business opportunities in climate-related areas such as clean energy and efficiency, construction of infrastructure for public transport, renovation and energy efficiency of buildings, materials with lower carbon emissions and resilient solutions. By close collaboration with our customers early in the planning and design phase, we can contribute with our expertise and experience to find solutions that will create value to our customers, shareholders as well as our society at large. In our own project development operations, we have high ambitions when it comes to sustainable and resilient solutions and other innovative features in our offerings. Our Investment Properties business stream serves as a testbed for innovations and new solutions, feeding data back to our development operations. This improves our customer offering and strengthens our competitiveness. Read more about our business model on page 17.

Sustainability impact areas

Our sustainability strategy focuses on the areas of Responsibility, Climate and Resilience. Material sustainability topics according to our materiality assessment are grouped to align with these areas. The topics are as follows:

- **Climate:** Climate change – carbon emissions, energy, circularity including materials, resources and waste.
- **Resilience:** Resilience, public health and safety.
- **Responsibility:** Occupational health and safety, anti-corruption and ethical business, water, biodiversity and ecosystems, inclusion, diversity, human rights in the supply chain.

Process of the materiality assessment

We identified the most significant impacts on the economy, the environment and people from Skanska's operations. We mapped our actual and potential positive and negative impacts, taking into consideration the perspectives of different stakeholders in Skanska's value chain, our own operations and business relationships. Qualitative interviews have been conducted with stakeholders including members of Skanska's Board and Group Leadership Team, industry and employer associations as well as external sustainability experts.

The impact was assessed based on severity of negative impact considering scale, scope and remediability. For positive impacts only scale and scope were considered. For potential impacts, probability was also considered. Topics were prioritized from highest to lowest severity and a threshold was set for each topic to define the material topics for Skanska.

Materiality assessment 2024
We have reviewed the materiality assessment and stakeholder dialog that was conducted in 2022 according to GRI Standards from 2021, and there have been no changes to the material sustainability topics since 2022.

In 2023, we further assessed impacts on biodiversity in a biodiversity value chain risk assessment, and impacts on human rights and environment in the value chain in an assessment in line with OECD Due Diligence Guidance for Responsible Business Conduct. We also collected insights via stakeholder engagement surveys.

Implementing CSRD in 2025
For 2024, Skanska continues to report according to GRI and the materiality assessment conducted in 2022. Skanska will implement CSRD in the Annual and Sustainability Report for 2025. To meet the requirements in the Corporate Sustainability Reporting Directive (CSRD), a double materiality assessment (DMA) has been initiated in 2024 to ensure CSRD-compliant sustainability reporting by 2025.

Sustainability risk and opportunity management
We assess and monitor sustainability risks as part of our Enterprise Risk Management (ERM) process as described in Risk and opportunity management on pages 84–91 and through disclosure according to the Task force on Climate-related Financial Disclosures (TCFD) on pages 82–83. This gives a comprehensive picture of risks and opportunities for Skanska.

Climate and sustainability related risks are integrated into risk management and project scrutiny processes. Where relevant, risks are addressed in tender processes by projects, management teams, the Skanska Tender Board, which consists of the President and CEO and the other members of the Group Leadership Team, as well as the Board's Project Review Committee, which consists of all board members elected by the Annual General Meeting (AGM) and one employee representative. This is aligned with requirements set out by the EU taxonomy and CSRD.

Skanska climate targets
Skanska aims to achieve net-zero carbon emissions in its own operations and its value chain (scope 1, 2 and 3) by 2045. For our Development streams, the interim target is a 70 percent decrease of carbon emissions from our own operations (scope 1 and 2) and a 50 percent decrease of carbon emissions in the value chain (scope 3) by 2030. For our Construction stream the interim target is a 70 percent reduction of carbon emissons from our own operations (scope 1 and 2) by 2030. The base year is 2015 for scope 1 and 2 and 2020 for scope 3. The scopes are defined according to the Greenhouse Gas Protocol. For further information and definitions, see Sustainability reporting principles on page 71.

The full target description approved by the Science Based Targets initiative is available on their website: sciencebasedtargets.org/companies-taking-action.

The AGM 2022 resolved, in accordance with the Board's proposal, to include an emission reduction target in our own operations (scope 1 and 2) in Skanska's long-term share saving program for the financial years 2023–2025 (Seop 6). The aim is to further integrate carbon emission reductions into the business. For the top 400 leaders, up to 15 percent of performance shares in Seop 6 are linked to how well the annual climate target of a 7 percent carbon emission reduction in our own operations is achieved at Group level. In addition, for 2024, the Group Leadership Team has set activity-based sustainability targets, including climate, as part of the short-term incentive programs for all Business Unit Presidents. Activity-based targets, in the short-term incentive program for the President and CEO include, for 2024, targets related to Skanska's climate target. Read more in the Board's remuneration report for 2024 on page 223.

Sustainability reporting principles

Skanska reports in accordance with the GRI Standards for sustainability reporting. Skanska aims to ensure that all information and data is relevant, transparent, consistent, accurate and complete and that it provides an objective picture of the Group's operations. The reporting period is January 1, 2024 to December 31, 2024.

Sustainability disclosures are reported from the business units quarterly or monthly using our sustainability reporting system, unless otherwise indicated. Five years of data, including the base year, are normally reported, unless such data is unavailable or unless otherwise indicated. Due to rounding, some totals in tables may not correspond with the sum of the separate figures.

Greenhouse gases and energy
Skanska calculates and reports greenhouse gas emissions in accordance with the GHG Protocol Corporate Standard. Scope 2 emissions are calculated in accordance with GHG Protocol Scope 2 Guidance applying the market-based and location-based methods. Scope 3 emissions are calculated in accordance with the GHG Protocol Corporate Value Chain (scope 3) Accounting and Reporting Standard. Activity data is based on invoiced data, real-time meters, models, estimates based on historic data or data as reported by suppliers. If activity data for a part of the reporting period is unavailable, accrued data and documented assumptions for each specific indicator are reported. Scope 3 emissions reporting herein refers to total emissions across disclosed Scope 3 categories and does not reflect the limitations imposed by the 2030 interim target. For category 1 (Purchased goods and services) reporting includes, at a minimum, materials used within development streams and own material production within the construction stream. Materials purchased by sub-contractors are included in certain markets. Reporting of this category is under continuous development to better align reporting boundaries with the Group's operational structure and to improve follow up of emissions from suppliers.

Energy conversions use publicly available conversion factors and emission factors are sourced from databases such as the IEA (2024), DEFRA (2024), Inventory of carbon and energy (ICE) 3.0 and the AIB's European Residual Mixes 2023. Greenhouse gases included in the reported carbon inventory are carbon dioxide (CO_2), methane (CH_4) and nitrous oxide (N_2O). Biogenic emissions of CO_2 from the combustion of biofuel and biomass are reported separately from the gross direct (scope 1) GHG emissions as Outside of scope. The Global Warming Potentials used in the calculation of CO_2e are based on the IPCC Fifth Assessment Report (AR6) over a 100-year period.

Skanska applies the financial control approach. In joint ventures the equity share approach is applied. Emissions data is subject to inherent uncertainties due to incomplete scientific knowledge used to determine emission factors and uncertainties in measurement methods, and the resulting effects on measurements and estimations.

Base years for Skanska's climate target have been selected on the basis of data quality. Skanska has measured and reported carbon emissions since 2008. The first year for limited assurance of Skanska's GHG emission data was 2014. The base year is 2015 for scope 1 and 2 emissions and 2020 for scope 3 emissions.

Certified office and commercial buildings
The figure is calculated as the share of total value of divested offices, according to IFRS reporting, in the Commercial Property Development business stream, certified with LEED Platinum, LEED Gold, BREEAM Excellent, or WELL. Certified offices and commercial buildings are reported manually to Skanska's headquarters in Stockholm. Properties divested to Skanska Investment Properties are included from 2023.

Energy reduction in new office buildings developed by commercial development business units
This figure is calculated as all office properties divested, according to IFRS reporting, developed by the business units Commercial Development Europe, Commercial Development Nordic and Commercial Development USA, all of which are certified by LEED Platinum, LEED Gold, BREEAM Excellent, or WELL. This calculation is made in comparison to national NZEB values with the exception of US projects, where ASHRAE is applied. Properties divested to Skanska Investment Properties are included from 2023.

Waste
The indicator for waste to landfill is defined as the amount of self-generated waste to landfill. Self-generated means materials brought into projects by Skanska which were not used in the production of projects but are rather being treated as waste. Excavated materials are not included in the definition. The waste disposal method is based on the organizational defaults of the waste disposal contractor. We have different waste disposal providers in different markets and business units follow up their respective contracts. The waste disposal category prepared for reuse is likely underestimated as it is not captured by the waste disposal providers in many markets.

The waste indicator is measured as the weight of waste sent to landfill divided by the total weight of self-generated waste. Data is based on invoiced data, qualified estimates or data as reported by supplier, and is subject to inherent uncertainties.

Compliance with ISO 14001 and ISO 45001 management systems
If a third-party auditor identifies a major non-conformity in its review, it is to be reported through the sustainability reporting database.

Health and safety
The lost time accident rate (LTAR) represents the number of accidents resulting in an injury that restricts the individual from being able to perform their normally assigned duties for a period of one or more working days, multiplied by 1,000,000 hours and divided by total labor hours. Total Case Accidents (TCA) include all injuries that happen during or in connection with work requiring medical treatment: restricted duty accidents, lost time accidents, and fatal accidents. Accidents traveling to and from work are excluded. The number of fatal accidents refers to the year when the accident occurred. The reported data includes Skanska employees and subcontractor employees working on Skanska jobsites. The data is based on reports from the projects. The LTAR is influenced by national regulations, norms and regional definitions, and is therefore subject to inherent uncertainty.

Annual employee survey (YVOS)
The annual employee web survey was conducted during fall 2024. All employees are included with the exception of craft worker employees at Skanska USA Civil and Skanska USA Building, due to union restrictions. The percentage of favorable scores refers to “Strongly Agree” and “Agree” ratings on the 5-point SA-SD Likert scale. These percentages indicate the proportion of respondents agreeing with the statement presented.

Code of Conduct training
Code of Conduct training statistics are collated by the Group entities’ HR functions and entered into the Skanska common reporting system. Any new employee who has not participated in Code of Conduct training within one month of starting work is reported as non-compliance. Temporary staff and consultants who will be working with Skanska for a medium to long period of time are also required to take the training, normally within three months of starting work, although this time requirement differs between Group entities. Refresher training for all employees is required every two years. Due to differences in reporting, the percentage of employees taking the refresher training within two years may in some cases cover a period of up to 27 months.

Human resources
The HR statistics are reported manually by the Group entities’ HR functions through the Skanska Common Analytics data entry portal. Data is broken down by gender and is reported on a quarterly basis. The headcount reflects the actual number of people directly employed by Skanska at the end of the quarter. All employees count as one, regardless of worktime percentage. The average headcount is calculated as the average over the last four quarters.

Changes in the sustainability reporting between 2023 and 2024
• No changes

New data disclosed
• No changes

Sustainability performance

Climate

Carbon emissions (CO_2e)

Scope 1, 2 and 3 emissions (CO_2e) and biogenic emissions (Outside of scope) generated in Skanska's operations.

Tonnes CO_2e		2024	2023	2022	2021	Base year[1]
Scope 1		149,000	146,000	164,000	194,000	322,000
Scope 2[2]	Location-based method	32,000	35,000	34,000	35,000	43,000
	Market-based method	6,000	16,000	18,000	22,000	80,000
Change since base year (scope 1 and 2), %		-61	-60	-55	-46	–
Carbon intensity[3]		0.88	1.03	1.13	1.46	2.60
Scope 3		1,219,000	1,014,000	1,652,000	1,706,000	1,945,000
Change since base year (scope 3), %		-37	-48	-15	-12	
Outside of scope[4]		55,000	49,000	33,000	22,000	

Skanska's scope 3 reported categories

	CO_2e emissions (tonnes)				
Category according to Greenhouse Gas Protocol[5]	2024	2023	2022	2021	Base year[1]
1. Purchased goods and services (limited to cement, concrete, steel, bitumen and asphalt)	775,000	709,000	864,000	950,000	987,000
2. Capital goods					
3. Fuel- and energy-related activities (not included in scope 1 or 2)	46,000	41,000	42,000	45,000	45,000
4. Upstream transportation and distribution					
5. Waste generated in operations	3,000	3,000	3,000	12,000	20,000
6. Business travel (limited to air travel)	14,000	15,000	9,000	5,000	4,000
7. Employee commuting					
8. Upstream leased assets					
9. Downstream transportation and distribution					
10. Processing of sold products					
11. Use of sold products[6]	380,000	246,000	734,000	695,000	890,000
12. End-of-life treatment of sold products					
13. Downstream leased assets					
14. Franchises					
15. Investments					

1 The base year is 2015 for scope 1 and 2 and 2020 for scope 3.
2 The market-based method is used when using scope 2 in calculations.
3 Scope 1 and 2 (market-based)/SEK M revenue, according to segment reporting.
4 The direct carbon dioxide (CO_2) impact of burning biomass and biofuels is reported as Outside of scope and is included in our science-based target.
5 Category 2, 4, 7–10 and 12–15 is not included in the reporting.
6 A 50-year expected lifetime is applied when calculating lifetime emissions of sold buildings. A 100-year lifetime is applied to infrastructure. From 2024, upon divestment, deductions will be made from a building's lifetime corresponding to the years that the building's operational emissions have been accounted for in scope 2.

Climate, cont.

Total energy usage
Total energy usage in Skanska's operations.

MWh	2024	2023	2022	2021	2020
Fuel usage	780,000	750,000	752,000	834,000	821,000
Non-renewable	581,000	572,000	634,000	696,000	699,000
Renewable	199,000	178,000	118,000	138,000	123,000
Renewable, %	26	24	16	17	15
Electricity usage	258,000	237,000	228,000	226,000	300,000
Non-renewable	2,000	17,000	29,000	49,000	180,000
Renewable	256,000	219,000	199,000	177,000	121,000
Renewable, %	99	93	87	78	40
District heating usage	44,000	56,000	42,000	25,000	24,000
District cooling usage	6,000	2,400	1,400	1,600	2,000
Total energy usage	1,088,000	1,045,000	1,024,000	1,087,000	1,148,000
Non-renewable	634,000	648,000	706,000	771,000	904,000
Renewable	455,000	397,000	318,000	316,000	243,000
Renewable energy (excluding heating and cooling), %	42	38	31	29	21
Energy intensity[1]	6.14	6.66	6.33	7.36	7.24

1 Total energy MWh/SEK M revenue, according to segment reporting.

Certified commercial buildings, share of total divestments value
Share of total divestments value, corresponding to SEK 7.6 billion, of divested offices in the Commercial Property Development business stream, certified with LEED Platinum, LEED Gold, BREEAM Excellent, or WELL. Includes properties divested to the Investment Properties business stream.

%	2024	2023	2022	2021	2020
Certified commercial buildings, share of total divestments value	100	100	100	84	98

Self-generated waste to landfill
Self-generated waste from projects sent to landfill.

%	2024	2023	2022	Target
Self-generated waste to landfill	6.0	5.4	6.8	5

Responsibility

Number of lost time accidents
Total number of lost time accidents.

	2024	2023	2022	2021	2020
Lost time accidents	288	365	430	452	504
Skanska employees	109	144	174	175	231
Subcontractors	179	221	256	277	273

Lost time accident rate (LTAR)
Number of employee and subcontractor lost time accidents multiplied by 1,000,000 hours and divided by total labor hours.

	2024	2023	2022	2021	2020
Lost time accidents	2.2	2.6	2.9	3.2	3.1
Skanska employees	2.1	2.6	2.9	2.8	3.4
Subcontractors	2.3	2.6	3.0	3.5	3.0

Total case accidents
Total number of accidents that happen during or in connection with work.

	2024	2023	2022
Total case accidents	959	1,076	1,159
Skanska employees	419	467	513
Subcontractors	540	609	646

Fatal accidents
Number of fatalities on Skanska worksites.

	2024	2023	2022	2021	2020
Fatal accidents	1	0	5	3	2
Skanska employees	0	0	1	1	1
Subcontractors	1	0	4	2	1

Executive Site Safety Visits (ESSV)
Site safety visits performed by senior managers.

	2024	2023	2022	2021	Target 2024
Executive Site Safety Visits	7,575	7,600	7,921	7,377	6,700

Improving safety in workplaces
Percentage of favorable scores ("Strongly Agree" and "Agree" ratings on the 5-point SA-SD Likert scale). Percentages indicate the proportion of respondents agreeing with the statement.

%	General industry norm	2024	2023	2022	2021	2020
My business unit does a good job of monitoring and improving the safety of my workplace	81	87	86	86	86	89

ISO 45001 certification
Number of major non-conformities identified by accredited third-party auditors.

	2024	2023	2022	2021
Major non-conformities	0	0	0	3

Code of Conduct training
Share of employees who have undergone training in Skanska's Code of Conduct.

%	2024	2023	2022	2021	Target
First month of employment	97	98	96	98	100
Updated training every second year	99	99	99	99	100

Speak-up culture
Percentage of favorable scores ("Strongly Agree" and "Agree" ratings on the 5-point SA-SD Likert scale). Percentages indicate the proportion of respondents agreeing with the statement.

%	General industry norm	2024	2023	2022	2021	2020
I can freely express my concerns without fear of negative consequences (e.g., safety, discrimin-ation, ethical matters, etc.)	68	86	86	86	86	84

Code of Conduct Hotline
Number of reports reported to the Code of Conduct Hotline.

	2024	2023	2022	2021	2020
Number of reports	134	128	140	118	152

Significant environmental incidents
Significant environmental incidents with potential level of impact.

	2024	2023	2022	2021	2020
Significant environmental incidents	0	0	0	1	1

ISO 14001 certification
Number of major non-conformities identified by accredited third-party auditors.

	2024	2023	2022	2021	2020
Major non-conformities	0	0	0	2	3

Responsibility, cont.

Employees by gender, year-end

Employees by gender and management level.

Category, %	2024 Men	2024 Women	2023 Men	2023 Women	2022 Men	2022 Women	2021 Men	2021 Women	2020 Men	2020 Women
Skanska AB Board of Directors[1]	67	33	62	38	62	38	57	43	57	43
Senior executives (Group Leadership Team, level 7)	62	38	62	38	57	43	57	43	67	33
Business Unit Presidents (level 6)	83	17	83	17	92	8	92	8	92	8
Senior Vice Presidents, core corporate functions and group functions (level 6)	50	50	38	62	37	63	50	50	44	56
Senior positions (level 3–6)[2]	76	24	75	25	75	25	76	24	75	25
All employees	80	20	80	20	80	20	81	19	82	18

1 Elected by the Annual General Meeting.
2 Level 6 employees are Business Unit Presidents and Senior Vice Presidents, core corporate functions and group functions. Level 5 are business unit management teams. Level 3 and 4 are management levels below business unit management teams.

Employees by business unit, 2024[1]

	Average headcount				
Business unit	Total number of employees	Of which, women	% of total number of employees	Of which, men	% of total number of employees
Sweden	6,792	1,481	22	5,311	78
Norway	4,362	478	11	3,884	89
Finland	1,629	306	19	1,323	81
Central Europe	3,558	715	20	2,843	80
United Kingdom	3,227	864	27	2,363	73
USA Civil, USA Building and Skanska Inc.	6,839	1,144	17	5,695	83
Commercial Development Europe	164	106	65	58	35
Commercial Development Nordic	120	57	48	63	52
Commercial Development USA	53	26	49	27	51
BoKlok	140	55	39	85	61
Residential Development Europe	119	67	56	53	44
Headquarters	159	77	49	81	51
Total	**27,160**	**5,374**	**20**	**21,786**	**80**

1 The definition is described under Reporting Principles on page 72, and differs from the definition in Note 36.

Inclusion and diversity indicators from annual employee survey

Percentage of favorable scores ("Strongly Agree" and "Agree" ratings on the 5-point SA-SD Likert scale). Percentages indicate the proportion of respondents agreeing with the statement.

%	General industry norm	2024	2023	2022	2021	2020
My manager makes the most of the diversity in our team to achieve stronger performance together	79	78	79	78	77	76
In my workplace, people care for each other and treat each other fairly	79	88	88	88	88	86

EU taxonomy reporting

Skanska 2024 EU taxonomy results
For 2024 Skanska reports according to the EU taxonomy (regulation (EU) 2020/852) the percentage of revenue, CapEx (capital expenditures) and OpEx (operational expenditures) that is eligible for and aligned with the EU taxonomy. 91 (92) percent of revenue is assessed to be eligible for the taxonomy, while 5 (7) percent of revenue is assessed to be aligned with the EU taxonomy. Incorporating EU taxonomy criteria and alignment assessments in ongoing Skanska projects entails a significant change of current sustainability strategies and reporting structures. This is being implemented using a stepwise approach to ensure accuracy and a long-term, strategic development toward increased alignment.

Disclosures accompanying the KPIs

Accounting policy for eligibility
Revenue
The Skanska share of EU taxonomy-eligible activities is identified based on materiality, according to a structured process. 100 percent of the revenue for Commercial Property Development and Residential Development streams is considered eligible under the taxonomy, consisting of construction of new buildings (activity 7.1).

For the Construction stream the eligibility assessment is based on materiality from a revenue perspective and is carried out for Skanska's large construction projects covering the majority of the construction revenue. The eligible construction revenue relates to projects in energy (activities 4.5, 4.9), water and waste water (activities 5.1, 5.3), infrastructure (activities 6.14, 6.15, 6.16) and construction (activities 7.1, 7.2).

CapEx
Eligible CapEx for Skanska according to the EU taxonomy definition includes IAS 16 Property, Plant and Equipment, IAS 38 Intangible Assets, IAS 40 Investment Property (activity 7.7) and IFRS 16 Leases. For information on the year's acquired assets see note 17, 19, 40 and 41.

OpEx
Eligible Opex for Skanska according to the EU taxonomy definition includes costs for R&D and short-term leases. These costs are deemed immaterial for the kind of project-based business Skanska is conducting.

Assessment of compliance with the EU taxonomy
Each project is considered as one economic activity, and it is not split into smaller components. Skanska reports in compliance with regulations as mandated by Article 10(3), Article 11(3), Article 12(2), Article 13(2), Article 14(2) and Article 15(2) of the EU taxonomy.

EU taxonomy framework for environmentally sustainable economic activities

1
Substantially contribute to at least one of the six environmental objectives

+

2
Do no significant harm to any of the other five environmental objectives

+

3
Comply with **minimum safeguards**

Skanska approach 2024

1. Climate change mitigation (CCM) or Climate change adaptation (CCA) as the first objectives in Skanska's stepwise approach to implement the EU taxonomy

+

2. CCM or CCA
3. Sustainable use and protection of water and marine resources
4. Transition to a circular economy
5. Pollution prevention and control
6. Protection and restoration of biodiversity and ecosystems

+

Social and environmental impact assessment
Code of Conduct
Code of Conduct for suppliers
Taxation

Assessment of alignment
When assessing alignment to the EU taxonomy Skanska considers the environmental objectives Climate change adaptation (CCA) and Climate change mitigation (CCM) as the first objectives in Skanska's stepwise approach to implement the EU taxonomy.

A clear majority of the eligible Skanska revenue relates to building and infrastructure projects within four different economic activity categories defined by the EU taxonomy framework, and alignment assessment focuses on these activities.

6.14 Infrastructure for rail transport
6.15 Infrastructure enabling (low carbon) road transport and public transport
7.1 Construction of new buildings
7.2 Renovation of existing buildings

Skanska defines EU taxonomy-aligned activities as commercial and residential development as well as construction projects related to the above economic activities that fulfill technical screening criteria (substantial contribution requirements and do no significant harm requirements) to the delegated acts adopted pursuant to Article 10(3), Article 11(3), of the EU taxonomy.

The share of EU taxonomy-aligned revenue is assessed from a project perspective prioritizing projects with significant revenue and high sustainability performance. Aligned CapEx is calculated as expenditures related to assets that are associated with taxonomy-aligned activities and investments in properties that meet technical screening criteria. Skanska has not set up a CapEx plan.

Double accounting in the allocation of the revenue and CapEx is avoided by following the financial reporting structure. Reporting is done in accordance with International Financial Reporting Standards (IFRS). Skanska's issuance of green bonds is not financing specific identified taxonomy aligned projects so no adjustment of revenues is needed to avoid double accounting.

Minimum safeguards
The minimum safeguards are in place to ensure that activities being labeled as sustainable also appropriately consider human rights, corruption, taxation and fair competition. A majority of the minimum safeguards are covered by international legislation applicable to Skanska. The aspects not directly covered by legislation are assessed to be met through the Skanska Code of Conduct and the Skanska Supplier Code of Conduct, and are informed by the UN Global Compact Principles. Skanska continues to further evolve its work with the minimum safeguards.

Contextual information

2022 is the base year for EU taxonomy alignment reporting. Since the start, reporting instructions have been developed for guiding projects in assessing EU taxonomy alignment. An internal platform on the EU taxonomy has also been developed and will be central in future efforts to inform and increase awareness of the EU taxonomy across the organization. Skanska includes all business in all markets in our EU taxonomy assessment.

Revenue
Skanska does not disaggregate economic activities. A project is considered eligible if a majority of the revenue is eligible under the EU taxonomy; alignment is considered in the same way.

For Skanska's business the eligible revenue mainly relates to construction of new buildings (activity CCM 7.1), infrastructure for rail transport and infrastructure enabling low carbon road transport and public transport (activities CCM6.14 and CCM 6.15), and renovation of existing buildings (activity CCM 7.2). In 2024, 91 percent (92) of revenue was assessed to be eligible for the EU taxonomy, which is in line with the previous year.

The share of EU taxonomy-aligned revenue is assessed from a project perspective and was 5 percent (7) in 2024. The amount of aligned revenues could vary over years, depending on the mix of project types and which project phase they are in. For example, revenues in Skanska´s project development stream are accounted for first when projects are divested.

CapEx
In 2024, 100 percent (100) of CapEx was assessed to be eligible. The share of aligned CapEx was 13 percent (40) of the assessed eligible CapEx. The main categories for aligned CapEx were Acquisition and ownership of buildings (CCM 7.7), Construction of new buildings (CCM 7.1) and Infrastructure enabling low carbon road transport and public transport (CCM 6.15). The decrease in the share of aligned CapEx is mainly explained by lower amount of CapEx in the Investment Property business stream.

OpEx
Eligible OpEx for Skanska according to EU taxonomy definition includes costs for Research and Development and short-term leases. These costs are deemed immaterial for the kind of project-based business Skanska is conducting.

Turnover

Turnover[1]	2024			Substantial contribution criteria						DNSH criteria (Does Not Significantly Harm)									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Economic activities	Code(s)	Turnover	Proportion of turnover, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or - eligible (A.2) turnover, 2023	Category enabling activity	Category transitional activity
		SEK M (IFRS)	%	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Infrastructure for rail transport	CCM 6.14.	8,307	5%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	5%	E	
Infrastructure enabling (low carbon) road transport and public transport	CCM 6.15.	0	0%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	0%	E	
Construction of new buildings	CCM 7.1.	607	0%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	2%		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**8,915**	**5%**	**5%**	**–**	**–**	**–**	**–**	**–**	**-**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**7%**		
Of which enabling		8,307	5%	5%	–	–	–	–	–	-	Y	Y	Y	Y	Y	Y	0%	E	
Of which transitional		0	0%	0%						-	-	-	-	-	-	-	0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Electricity generation from hydropower	**CCM 4.5.**/ CCA 4.5.	211	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Transmission and distribution of electricity	**CCM 4.9.**/ CCA 4.9.	238	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.1.**/ CCA 5.1.	2,637	1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								2%		
Construction, extension and operation of waste water collection and treatment	**CCM 5.3.**/ CCA 5.3.	1,519	1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1%		
Infrastructure for rail transport	**CCM 6.14.**/ CCA 6.14.	14,154	8%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								10%		
Infrastructure enabling (low carbon) road transport and public transport	CCM 6.15./ **CCA 6.15.**	35,118	20%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								15%		
Infrastructure enabling (low carbon) water transport	CCM 6.16./ **CCA 6.16.**	6,739	4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1%		
Construction of new buildings	**CCM 7.1.**/ CCA 7.1.	77,832	44%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								45%		
Renovation of existing buildings	**CCM 7.2.**/ CCA 7.2.	13,245	8%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								10%		
Acquisition and ownership of buildings	**CCM 7.7.**/ CCA 7.7.	363	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**152,056**	**86%**	**86%**	**–**	**–**	**–**	**–**	**–**								**95%**		
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		**160,970**	**91%**	**91%**	**–**	**–**	**–**	**–**	**–**								**92%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		**15,511**	**9%**																
Total		**176,481**	**100%**																

Proportion of turnover/ Total turnover		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
	%	%
CCM	5%	67%
CCA	0%	24%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

1 Turnover corresponds to revenue in Skanska reporting.

CapEx

CapEx	2024			Substantial contribution criteria						DNSH criteria (Does Not Significantly Harm)									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Economic activities	Code(s)	CapEx	Proportion of CapEx, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) CapEx, 2023	Category enabling activity	Category transitional activity
		SEK M (IFRS)	%	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Electricity generation from hydropower	CCM 4.5.	1	0%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	0%		
Transmission and distribution of electricity	CCM 4.9.	1	0%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	0%	E	
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1.	8	0%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	0%		
Construction, extension and operation of waste water collection and treatment	CCM 5.3.	5	0%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	0%		
Infrastructure for rail transport	CCM 6.14.	69	1%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	1%	E	
Infrastructure enabling (low carbon) road transport and public transport	CCM 6.15.	107	2%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	2%	E	
Infrastructure enabling (low carbon) water transport	CCM 6.16.	21	0%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	0%	E	
Construction of new buildings	CCM 7.1.	216	3%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	4%		
Renovation of existing buildings	CCM 7.2.	41	1%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	1%		T
Acquisition and ownership of buildings	CCM 7.7.	387	6%	Y	N	N/EL	N/EL	N/EL	N/EL	-	Y	Y	Y	Y	Y	Y	32%		
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**854**	**13%**	**13%**	**–**	**–**	**–**	**–**	**–**	**-**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**40%**		
Of which enabling		198	3%	3%	–	–	–	–	–	-	Y	Y	Y	Y	Y	Y	3%	E	
Of which transitional		41	1%	1%						-	Y	Y	Y	Y	Y	Y	1%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Electricity generation from hydropower	CCM 4.5.	4	0%	EL	EL	N/EL	N/EL	N/EL	N/EL								0%		
Transmission and distribution of electricity	CCM 4.9.	5	0%	EL	EL	N/EL	N/EL	N/EL	N/EL								0%		
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1.	50	1%	EL	EL	N/EL	N/EL	N/EL	N/EL								1%		
Construction, extension and operation of waste water collection and treatment	CCM 5.3.	29	0%	EL	EL	N/EL	N/EL	N/EL	N/EL								1%		
Infrastructure for rail transport	CCM 6.14.	426	7%	EL	EL	N/EL	N/EL	N/EL	N/EL								9%		
Infrastructure enabling (low carbon) road transport and public transport	CCM 6.15.	666	11%	EL	EL	N/EL	N/EL	N/EL	N/EL								10%		
Infrastructure enabling (low carbon) water transport	CCM 6.16.	128	2%	EL	EL	N/EL	N/EL	N/EL	N/EL								1%		
Construction of new buildings	CCM 7.1.	1,337	21%	EL	EL	N/EL	N/EL	N/EL	N/EL								29%		
Renovation of existing buildings	CCM 7.2.	251	4%	EL	EL	N/EL	N/EL	N/EL	N/EL								7%		
Acquisition and ownership of buildings	CCM 7.7.	2,581	41%	EL	EL	N/EL	N/EL	N/EL	N/EL								1%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**5,476**	**87%**	**87%**	**–**	**–**	**–**	**–**	**–**								**60%**		
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		**6,330**	**100%**	**100%**	**–**	**–**	**–**	**–**	**–**								**100%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities (B)		**0**	**0%**																
Total		**6,330**	**100%**																

OpEx

OpEx	2024			Substantial contribution criteria						DNSH criteria (Does Not Significantly Harm)									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Economic activities	Code(s)	OpEx	Proportion of OpEx, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1)or – eligible (A.2) OpEx, 2023	Category enabling activity	Category transitional activity
		SEK M (IFRS)	%	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	–	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
		–	–	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	–		
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		–	–	**–**	**–**	**–**	**–**	**–**	**–**	-	-	-	-	-	-	-	**–**		
Of which enabling		–	–	–	–	–	–	–	–	-	-	-	-	-	-	-	–	E	
Of which transitional		–	–	–						-	-	-	-	-	-	-	–		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
		–	–	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								–		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		–	–	–	–	–	–	–	–								–		
A. OpEx of Taxonomy-eligible activities (A.1+A.2)		–	–	–	–	–	–	–	–								–		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities (B)		**0**	**–**																
Total		**0**	**0%**																

Nuclear and fossil gas related activities

	Nuclear energy related activities	**YES/NO**
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO

	Fossil gas related activities	
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

Climate risk and opportunity management according to TCFD recommendations

Governance
The Board is provided with quarterly updates on Skanska's progress towards its climate targets. Where relevant, the Board considers project-specific climate risks via its Project Review Committee. To align with Skanska's sustainability targets and integrate carbon emission reductions into the business, the AGM 2022 resolved, in accordance with the Board's proposal, to include an emission reduction target in the the long-term share saving program for the financial years 2023, 2024 and 2025 (Seop 6).

The Board, the President and CEO and the Group Leadership Team set policies, strategies and targets for the Group and follow up on performance and compliance on a quarterly basis. Sustainability and innovation are embedded in our Group strategy. The governance of sustainability follows the Group governance framework and internal control, described in the corporate governance report on pages 92–107. The Group governance framework is set at Group level. For 2024, the Group Leadership Team have set activity-based climate-related targets as part of the short-term incentive programs for Business Unit Presidents. Finally, climate-related risk is addressed on a project level in the tender process. Read more on page 91.

Strategy
Since 2022, Skanska has applied climate-based scenario analysis to identify and address climate-related risks and opportunities.[1] Analysis has been performed with representatives across the organization, representing Skanska's business in all markets and thereby providing a wide range of perspectives. Scenario analysis has served as a cornerstone of our approach to innovation – by helping to identify needs and business opportunities presented under different climate scenarios. In our innovation portfolio, many of the areas are related to sustainability and primarily climate. Read more about this on page 45.

The table on page 83 provides an overview of the risks and opportunities that we have identified, as well as the actions that we have taken to address these. Note that this table is a summary of risks identified and should not be considered exhaustive.

Risk management
Climate risk is an integrated part of our approach to enterprise risk management. See pages 84–91 for a comprehensive description of Skanska's risk and opportunity management.

Climate risks are also an integrated part of Skanska's approach to project-level risk management as project teams are required to identify, assess and mitigate relevant climate risks as part of investment and tender processes.

1 In our work with climate-based scenario analysis, we have applied a wide range of scenarios including the Net Zero 2050, Divergent Net Zero, Below 2°C and Current Policies scenarios from the Network for Greening the Financial System (NGFS); and the Net Zero Energy 2050 and Sustainable Development scenarios from the International Energy Agency (IEA).

Risk area and description	Potential impact	Mitigation measures/activities
Transition **Examples of risks and opportunities associated with the transition to a low-carbon economy**		
Policy and legal • Enhanced reporting and public disclosure requirements, such as CSRD, EU taxonomy • Mandates on energy performance (EU's Energy Performance of Buildings Directive) • Cost of carbon	Current and increasing regulations on areas such as energy performance, public disclosures and carbon pricing can, depending on mitigation measures, lead to both positive and negative implications relating to, for example, operating costs, as well as brand and reputation.	• Skanska aims to strengthen its position in sustainable solutions. The demand for sustainable buildings and infrastructure is expected to increase even under a business-as-usual scenario under which emissions continue to rise • Skanska strives to play an active role in the low-carbon transition, and provides transparent, third-party verified disclosures and ESG data • Construction and project development is a resource intensive industry. However, Skanska's focus on operational efficiency reduces the use of resources and thereby also reduces exposure to increases in the cost of carbon
Technology • New technologies and innovations needed to meet climate targets	The successful transition to a low-carbon economy requires new technologies and innovations, which in turn creates risks and opportunities as companies compete to seize first-mover advantages and capture leadership positions within their industries. Increased demand can also cause supply chain bottlenecks for certain products and materials. Additionally, new products and services could require updated regulations. All of these factors can have both positive and negative implications within e.g., brand and reputation, attractiveness to customers, investments in innovation and R&D, supply chain.	• Skanska leverages a focused approach to innovation, enabling the identification, testing and scaling of targeted and commercially attractive solutions and innovations that can contribute to the low-carbon transition. For example, see page 45 • Skanska engages in active dialogs with regulators and other stakeholders to ensure an effective transition to a low-carbon economy via industry associations, read more on page 47
Market • Changing customer expectations • Changing competitor landscape • New markets and opportunities	Rapidly increasing customer expectations can already be seen and are expected to continue, particularly under 1.5°C and below 2°C scenarios. This also leads to a changing competitor landscape as existing peers shift to meet new expectations and potential new competitors enter the market. Depending on response, these changes to the market can influence revenue and earnings, brand and reputation, as well as competitive positioning.	• With a proven track-record within low-carbon and sustainable solutions, Skanska is well-positioned to meet an expected growing demand • Skanska is part of international partnerships such as WBCSD, WGBC, and Envision, aiming to play an active role in the low-carbon transition • Skanska is exploring potential new opportunities arising from the low-carbon transition. For example, the demand for retrofitting of existing buildings increases significantly across both 1.5°C and 2°C scenarios
Reputation • Increased scrutiny from stakeholders for example, customers, regulators, media, NGOs, investors • Increased stakeholder expectations	Increased scrutiny from stakeholders is already a reality and may continue to increase. Companies can see their brands and reputations damaged if they are seen to be delaying the transition to a low-carbon economy. This is particularly relevant within construction and property development as the built environment is a large contributor to global emissions.	• The Board, the President and CEO and the Group Leadership Team have set emission reduction targets that have been approved by the Science Based Target initiative, lending credibility and trustworthiness • Skanska maintains high standards in sustainability management and reporting, with a strong focus on credibility and with proof-points to back up claims • Skanska has for many years disclosed sustainability data in its Annual and Sustainability Report including third-party limited assurance of carbon data
Physical **Examples of risks and opportunities associated with the physical consequences of climate change**		
Acute • Increased frequency and intensity of extreme weather events	Extreme weather events are already more common in many parts of the world and their frequency and intensity are expected to increase across scenarios, but particularly under business-as-usual scenarios under which emissions continue to rise. Depending on mitigation measures, events could cause disruptions to projects, with potential implications for operating costs and the value of assets, for example.	• Skanska has procedures in place for managing extreme weather events where relevant and limiting their effects on operations including mitigation measures such as flood defenses
Chronic • High average outdoor temperatures • Alterations in sea levels, weather patterns and ecosystems	Average temperatures are expected to increase, especially under business-as-usual scenarios under which emissions continue to rise. Higher temperatures can disrupt outdoor work while other chronic implications include higher sea levels, which can affect the attractiveness of land and existing property, as well as increase demand for infrastructure projects needed to increase resilience.	• High levels of heat are already a reality in some of our markets, where we have procedures in place to ensure safe working conditions. This experience is shared across the Group as the issue becomes relevant in other markets and geographies • There is a visible demand in the market for climate resilient infrastructure and buildings. This is seen increasingly in bids, both in Europe and in the USA • Climate risk analysis is a part of Skanska's project risk management and design processes

Risk and opportunity management

Metro Purple Line Los Angeles USA

Risk and opportunity management

Proactive and structured risk management at all levels provides increased resilience to risks and a greater ability to capture opportunities.

Established by the Board of Directors (the Board), our Group Enterprise Risk Management Policy (ERMP) sets out the framework and responsibilities for risk management across the organization. The overall purpose is to ensure that risk is managed systematically and as efficiently as possible, and is assigned the correct priorities to help us achieve our business objectives and goals.

Enterprise risk management
We apply a top-down and bottom-up approach, using established risk identification and analysis techniques and the COSO (Committee of Sponsoring Organizations of the Treadway Commission) framework for guidance. This approach reflects an integrated and robust approach to enterprise risk management (ERM).

The Board is responsible for the effective management of risk in the Group. The President and CEO is responsible for ensuring that the Group's risks are monitored and controlled. Business units are responsible for managing risk in their respective business operations within the framework set by the ERMP.

From business unit to Group level
The ERMP requires each business unit to create an Enterprise Risk Register (ERR). Business units identify, classify and assess their risks and then develop risk management plans. The business units retain ownership of their risks. Their ERRs are then collated, sorted, reviewed, and consolidated at Group level to create the Group ERR from which top risks are identified. Top risks are reviewed annually from a Group-level perspective by the Group's Risk Advisory Council, which consists of members of the Group Leadership Team and heads of core corporate functions and group functions. The output from this review including adjusted top risks, together with pertinent recommendations, and the status of Skanska's enterprise risk management work is submitted to the President and CEO and the Group Leadership Team via the annual Enterprise Risk Management Report and ultimately presented to the Board's Audit Committee.

Enterprise risks are classified as strategic, operational, financial and regulatory. Most Group-level risk controls are set out in the Group policies, procedures and standards, which in turn are part of the Group Governance Framework. A particular risk may be addressed by more than one policy, procedure or standard. For a list of the Group policies read more in our corporate governance report on page 101.

Strategic risks

Relate to our purpose, long-term objectives and strategy.

Operational risks

Threaten the achievement of our business plan and other short-term objectives and goals, or the efficient use of resources.

Financial risks

Threaten our financial strength and financial assets.

Regulatory risks

Relate to compliance with applicable laws, external regulations, and internal rules.

All risks are categorized using the Skanska Risk Universe, which allows us to work more consistently on enterprise risk. We can quickly and easily collate, analyze and respond to the current main risks in a more dynamic and proactive way. We can also consider whether it is appropriate to develop a risk appetite and risk tolerance for certain key risks. Other benefits include support for our compliance programs and more efficient design, implementation and assurance of internal controls. This clearly links to our governance processes and ultimately enables a more integrated system of governance, risk and control.

Climate risks

Climate risks are an integrated part of our approach to enterprise risk management. Climate risks are also an integrated part of our approach to project-level risk management, as project teams are required to identify, assess and mitigate relevant climate risks as part of investment and tender processes. Since 2022, Skanska has applied climate-based scenario analysis to identify and address climate-related risks and opportunities. Read more about our climate risks and opportunity management according to TCFD recommendation on pages 82–83.

ERM update 2024

Cybersecurity remains a critical risk. Group function IT continues to respond to the evolving landscape of cyber threats by enhancing IT governance. The Group IT Policy was revised to introduce new requirements for business units and the Group to make informed risk-based decisions.

Risk universe and top risks

An annual review of Skanska's enterprise risk environment is conducted by the Group's Risk Advisory Council. This process includes reviewing existing risks, identifying and responding to potential new risks, and updating the status of risk management activities from a Group-level perspective. The review, which is presented to the Board, ranks various types of enterprise risks. For each of the main risks, the appropriateness and effectiveness of management and mitigation measures are assessed and corrected as required. The table that follows presents enterprise risks weighed together with risks identified in stakeholder dialogs and materiality analyses. The risks are examples of significant risks to Skanska divided into distinct but overlapping risk categories – a risk may fit into more than one category.

Risk area and description	Potential impact	Mitigation measures/activities
Strategic risks		
Major disruptive events		
Macroeconomic instability or major disruptive events such as geopolitical tensions, terrorist attacks or epidemics/ pandemics.	• Fewer number and/or postponement of new projects, among both public and private customers • Reduced demand from key customer base or several customer categories • Shift in preference to companies with a strong financial position and/or long-term relationships • Financial and non-financial consequences for projects such as cost increases or project delays	We are monitoring and evaluating key macroeconomic events to anticipate any changes in the business environment that are important to our operations. From past experience, e.g., from the pandemic, we can quickly form teams both in business units and at Group level to monitor, report on and react quickly to developments. Best practice in risk management and new ways of working can be identified and shared. Group temporary instructions for management of critical risks can be issued to reinforce relevant steering documents to protect our cash position and IT systems.
Sustainability and climate risks		
Management and disclosure of sustainability and climate impacts, failure to adapt to new climate regulations and demands from investors and customers. Physical incidents caused by the adverse impact of climate change, such as extreme weather conditions.	• Increased costs, project losses, project delays and investment write-downs • Increased cost of carbon (such as carbon taxes) • Damaged reputation and inability to meet project commitments • Fines, penalties, lawsuits	The Group governance framework including the Group Sustainabilty Policy, Group Climate Plan Standard and Group Sustainability Reporting Procedure sets a clear direction. Our climate target of achieving net-zero carbon emissions by 2045 guides our work on reducing the climate impact of our operations. We create and implement climate solutions to drive our business forward and we assess climate risks as part of our risk evaluation process for larger projects, allowing us to mitigate potential risks at an early stage. We partner to share knowledge and to empower our customers to succeed in meeting their sustainability goals. > *Read more about our Climate Transition Plan and our path to net zero on pages 48–54. Read more about our climate risk and opportunity management according to TCFD (Task force on Climate-related Financial Disclosures) recommendations on pages 82–83.*
Inclusion and diversity risks		
Employment discrimination based on social background, ethnicity, disability, gender, gender identity, age, religion, sexual orientation, or any other protected characteristic. Non-inclusive workplace culture resulting in exclusionary experiences and cases of discrimination and harassment.	• Difficulties attracting, recruiting and/or retaining employees with the necessary skills and experience • Lower employee engagement and productivity due to non-inclusive behaviors and experiences • Damaged reputation and inability to meet project commitments • Fines, penalties, lawsuits	Our Group Diversity and Inclusion Procedure specifies how to work systematically with inclusion and diversity in our operations. We are committed to being an equal opportunity employer attracting, recruiting, and advancing diverse talent to enlarge our talent pool in a male-dominated industry. We do not tolerate discrimination, regardless of social background, ethnicity, disability, gender, gender identity or expression, age, religion, sexual orientation, or any other protected characteristics.
Lack/loss of key employees		
Loss of, failure to identify need for, or failure to recruit key individuals or teams with critical knowledge.	• Difficulties attracting, recruiting and/or retaining employees with the necessary skills and expertise • Lower employee engagement and productivity • Damaged reputation and inability to meet project commitments	We have an established and solid process for performance and talent management, including robust and fact-based succession planning, structured resource planning and a transparent performance review process. Seop, the Skanska employee ownership program, provides employees with the opportunity to invest in the company, and creates incentives to contribute to our performance through matching shares and performance shares based on business unit performance.
Leadership or management failure in strategy execution		
Lack of control of performance and poor implementation of corrective actions, or failure by management to implement or adapt strategies to changing circumstances.	• Increased costs, project losses, project delays and investment write-downs • Pursuing and winning the wrong project • Damaged reputation and inability to meet project commitments	The Group governance framework provides clarity on decision making and accountability in our operations. Greater attention is being paid to management of the design process, commercial terms and changes in project scope, while increased employee training creates teams with the expertise needed to make the right decisions in project planning, procurement, design and execution.
Technology and Innovation		
Investment in and implementation of technology that fails to deliver the intended benefit. Missing out on new technical innovations in the market. Failure to secure and protect intellectual property rights in innovation.	• Inability to operate fundamental business processes such as invoicing and payments • Increased costs, project losses, project delays and investment write-downs • Damaged reputation and inability to meet project commitments	Any implementation of major technology such as Enterprise Resource Planning systems is carefully planned and executed. Business continuity plans are in place and regularly tested to ensure we can continue to operate in the event of a systems outage or failure. The Group Innovation Policy ensures that we have a robust system of governance so we can seize and scale the opportunities whilst managing the risks of innovation and adoption of new technology.

Risk area and description	Potential impact	Mitigation measures/activities
Operational risks		
Loss-making projects/investments		
Poor commercial contract management and systematic underestimating of costs, schedule, scope, quantities and/or selecting the wrong projects or customers including choosing volume over profit or just to find work for a unit.	• Margin fade, operational inefficiency, increasing costs and decreasing profits • Project losses and investment write-downs • Reduced ability to deliver for customers and inability to meet project commitments • Damaged reputation • Fines, penalties, lawsuits	We have an established process to ensure that risks are assessed and understood before any projects are approved. Improved project reporting and review procedures with additional risk management activities include continual risk monitoring throughout a project so that problems can be solved, improvements made earlier, and project costs reduced. Skanska provides increasing employee training and an inclusive working environment to create teams with diversified skills to fully capitalize on expertise, and best practices across the company. Proactive measures relating to capital at risk, pre-leasing and presales requirements, as well as an increased focus on management of claims and litigation, all contribute to improved project execution. *> Read more about our operational risk management on page 91.*
Supply chain risks		
Contracting with counterparties who are (or become) unable to fulfill financial obligations or meet contractual commitments. Interruptions to supply chains and shortages of materials and labor resulting in financial and non-financial consequences for projects.	• Margin fade or financial loss due to increased project costs or lower productivity • Environmental or safety incidents, or breaches of human rights throughout the supply chain • Reduced ability to deliver to customers and inability to meet project commitments • Damaged reputation if suppliers and subcontractors act in ways inconsistent with our values • Fines, penalties, lawsuits	Strategic procurement and early commitment of key subcontractors, as well as prequalification or qualification prior to award of a contract reduce performance risk within projects. Our Supplier Code of Conduct is contractually included in all agreements with suppliers and contractors. We take a risk-based approach to due diligence on third parties. Mandatory ethical due diligence is carried out for certain categories of third parties such as intermediaries and joint venture partners. A global database for sanctions screening is used, which automatically checks all active suppliers every 24 hours. Product-related sanctions risks are mitigated through additional due diligence, with particular attention given to high-risk suppliers. Our procedures have been enhanced as a result of the increasing risks following the war in Ukraine and other global tensions. *> Read more about our sustainable supply chain work on page 66.*
Health and safety risks		
Injuries, accidents, fatal accidents and ill health affecting people at our sites, or people affected by our operations.	• Fatal accidents, life-changing injuries, and other injuries and long-term ill health that reduce life expectancy or quality of life • Fines, penalties, lawsuits • Damaged reputation and loss of trust	To work proactively and achieve continuous improvement, safety performance is reviewed regularly. The Group Sustainability Policy and Health and Safety Standard specify expected behavior for all our workplaces; they cover aspects including training, incident management, risk assessment and instructions for proper safety management on site. The Health and Safety Road Map, which is reviewed and updated annually, steers efforts into developing and implementing safety solutions that have a high impact. It is built around four focus areas: Hierarchy of Control, Analysis, Subcontractors and Safety culture. Skanska is certified by the ISO 45001 occupational health and safety management system across our operations, which improves our capabilities to drive continuous improvements. We partner to develop and innovate technical solutions, design construction processes and ways of working to reduce health and safety risks in our operations. *> Read more about our safety work on pages 61–62.*

Risk area and description	Potential impact	Mitigation measures/activities
Operational risks		
Environmental risks		
Major environmental incidents in operations or in the supply chain, or pollution or other negative environmental impacts.	• Harm to people and ecosystems • Negative environmental impact • Margin fade, operational inefficiency, increasing costs and decreasing profits • Reduced ability to deliver for customers and inability to meet project commitments • Damaged reputation and loss of license to operate • Fines, penalties, lawsuits	Skanska's Sustainability Policy specifies environmental requirements and a systematic way of working with environmental risks in our operations and construction sites. Mandatory ISO 14001 certification ensures systematic management of environmental risks and issues, including investigation of incidents. We work with suppliers to minimize risks of supply chain environmental breaches and conduct employee training in environmental practice.
Cybersecurity and IT systems		
Cybersecurity breach, or major IT system failure or loss of critical IT infrastructure.	• Cyberfraud • Loss of IT (or project-critical) system availability • Data confidentiality breach • Loss of data availability and integrity • Financial loss • Damaged reputation • Fines, penalties, lawsuits	Skanska's Information Classification Standard and Security Standard both aim to protect us from cyber risks and provide a common baseline for security in business-critical processes and/or business-critical information supported by an IT system. In addition to the frequent penetration testing, e-mail filtering and security functions provided by the Microsoft Office 365 platform, we monitor, follow up and investigate all incidents on a regular basis. We also provide relevant training and updates on security awareness to all users. Our Security Operations Center monitors 24/7/365 for cyber threats and can take action to mitigate, remediate and isolate if needed. We also ensure and verify that suppliers handling Skanska information mitigate cyber risks in line with our minimum requirements.

Risk area and description	Potential impact	Mitigation measures/activities
Financial risks		
Funding and other financial risks		
Loss of access to the financial market or funding on favorable terms, reduction in positive cash-flow, or in negative capital employed. In addition, in our operations we are exposed to other financial risks, such as credit risk, liquidity risk and market risk.	• Loss of access to financial market and financing on favorable terms • Breach of financing agreements • Higher costs of funding • Downgrading	In the Group Financial Policy, the Board has established guidelines, objectives and limits with respect to financial management and financial risk management. Our limit of an adjusted net debt not exceeding SEK -10 billion, as well as limits on capital at risk and capital employed in the development streams, help us ensure that our financial position remains strong. We ensure that the Group is well financed and monitor liquidity, financial assets and financial liabilities through active management of financing. *> Read more about our financial risks in Note 6, on pages 137–144.*
Macroeconomic downturn		
Economic downturn including impact from changes in key economic factors such as inflation and interest rates.	• Financial and non-financial consequences for projects such as cost increases or project delays • Fewer number and/or postponement of new projects, among both public and private customers • Reduced demand from key customer base or several customer categories • Shift in preference to companies with a strong financial position and/or long-term relationships • Increase in land-banking opportunities due to less competition and/or financially stressed sellers • Lower property asset market values within Project Development	We are constantly monitoring and evaluating key macro and market trends to anticipate any changes in the business environment that are important to our operations. Our diversified business portfolio – in terms of operations across the value chain, geographies, market sectors and segments, and customers – gives us stability. Our stable and robust financials ensure we are prepared for any market direction allowing us the flexibility to make informed decisions and adapt our business. In all our home markets we play an active role in the public debate and engage with governments at the local and national levels, as well as with customers, partners and other stakeholders, to advance solutions that benefit society in multiple ways and to drive a more ambitious stance on issues including climate. *> Read more on global trends with significance for Skanska's operations on pages 13–14.*

Risk area and description	Potential impact	Mitigation measures/activities
Regulatory risks		
Ethical breaches, corruption and bribery		
Breach of bribery and corruption laws (such as the UK Bribery Act, US Foreign Corrupt Practices Act, money laundering, proceeds of crime), breaches of EU competition law, US antitrust law or related public procurement rules.	• Decreased ability to deliver for customers and inability to meet project commitments • Damaged reputation and loss of trust as a responsible company • Delisting from public procurement • Fines, penalties, civil lawsuits and criminal charges	Skanska's Code of Conduct, Group Anti-Corruption Policy, competition law manuals and values provide clear direction to employees for appropriate and ethical conduct. The Supplier Code of Conduct requires similar standards from third parties. All employees are required to undergo Code of Conduct training on a regular basis. Targeted anti-corruption and competition law training is also conducted for those in relevant roles. Regular ethics risk assessments identify potential issues and enable preventive and detective measures to be implemented. Identifying ethical and transactional risk is part of the project approval process, and due diligence is performed for potential key parties. The Code of Conduct Hotline reporting system, managed by a third party, provides a mechanism to anonymously report breaches or suspected breaches of our Code of Conduct. Credible reports are always investigated, and action taken where appropriate. *> Read more about our focus on ethics, including anti-corruption and bribery on page 63.*
Human rights violations		
Human rights violations, such as unfair working conditions, modern slavery and child labor, or environmental violations at Skanska's workplaces/sites and by subcontractors or suppliers in our supply chain.	• Harm to people and environment • Damaged reputation and loss of trust as a responsible company • Fines, penalties, civil lawsuits and criminal charges	Skanska supports recognized global human rights and fair working conditions for people working on or within the Group's projects, workplaces and supply chain. We have zero tolerance for any form of human trafficking, forced or child labor, and we are vigilant to ensure that no one working on our sites is subjected to any of these. Human rights are integrated into our Code of Conduct and Supplier Code of Conduct. Reported deviations may have consequences such as termination of agreements. *> Read more about our sustainable supply chain work on page 66.*
Violation of sanctions		
Breach of applicable export-control regulations and sanctions in force.	• Negative impact on projects or business units • Contractual implications • Damaged reputation and loss of trust as a responsible company • Fines, penalties, civil lawsuits and criminal charges	Skanska's Code of Conduct, Group Sanction Procedure, Supplier Code of Conduct and values provide clear direction to employees for appropriate conduct. Identifying ethical and transactional risk is part of the project approval process. To facilitate compliance with sanctions, we operate a screening process for counterparties via an external database. Screening is mandatory for certain counterparties while others are screened using a risk-based approach. In addition, we automatically check all active suppliers every 24 hours. A dedicated team assesses the alerts identified in the screening process. We perform sanctions training, awareness campaigns and provide guidance for relevant personnel. *> Read more about our focus on ethics, including anti-corruption, bribery and sanctions, on page 63.*

Operational risk management
Construction and project development operations depend on properly managing risks and opportunities, which are often specific to each project. According to the Group Project Scrutiny and Approval Procedure, the Group Tender Approval Procedure, the Group Investment Approval Procedure and the Board's Procedural Rules, proposed construction and development projects exceeding heat-map thresholds pass through the Business Unit Project Board, the Skanska Tender Board, which consists of the Group Leadership Team and, in certain cases, the Project Review Committee, which consists of board members, for scrutiny and approval.

Ongoing projects
Responsibility for managing project risks rests clearly with the business units' line management. The Group framework for oversight of ongoing projects consists of the Group Project Reporting and Review Procedure and the quarterly reporting/review process. Management of commercial risk in projects is regulated in part by the Group Claims Management Policy.

Skanska Tender Approval Procedure: Construction

Activity	Preliminary evaluation of a project with a focus on our core geographies, expertise, customer, contracts and partners.	Draft tender with a focus on the main risks and opportunities.	Final tender.	Execution according to the contract with a continual focus on monitoring risk and opportunities.
Responsible	**Business unit**	**Business unit**	**Business unit**	
Decision	Proceed or abstain?	Submit tender or abstain?	Contract negotiations	
Responsible	**Business unit President and CEO Group Leadership Team**	**Business unit President and CEO Group Leadership Team Board of Directors**	**Business unit**	**Business unit President and CEO Group Leadership Team Board of Directors**

Skanska Investment Approval Procedure: Commercial Property Development and Residential Development

Activity	Land investment with a focus on location, zoning, partners, environmental issues and return.	Launch of project, considering pricing and presale rate (Residential Development only).	Start of project with a focus on main risks and opportunities in the market.	Divestment of project with a focus on occupancy rate and payment terms (Commercial Property Development only).
Responsible	**Business unit**	**Business unit**	**Business unit**	**Business unit**
Decision	Proceed or abstain?	Proceed, hold, redevelop or divest?	Proceed, hold, redevelop or divest?	Proceed or hold?
Responsible	**Business unit President and CEO Group Leadership Team Board of Directors**	**Business unit President and CEO Group Leadership Team Board of Directors**	**Business unit President and CEO Group Leadership Team Board of Directors**	**Business unit President and CEO Group Leadership Team Board of Directors**

Skanska Investment Approval Procedure: Investment Properties

Activity	Property acquisition with focus on location, product, tenants, operating income and potential future value increase.	Investments in owned properties with a focus on operating net and value increase.	Divestment of a property with focus on potential value increase and return on investment.
Responsible	**Business unit**	**Business unit**	**Business unit**
Decision	Proceed or abstain?	Proceed or abstain?	Proceed or hold?
Responsible	**Business unit President and CEO Group Leadership Team Board of Directors**	**Business unit President and CEO Group Leadership Team Board of Directors**	**Business unit President and CEO Group Leadership Team Board of Directors**


Corporate governance
Boston Seaport Boston USA

Corporate governance report

Good corporate governance ensures that Skanska is managed responsibly, efficiently and in a sustainable way on behalf of all of our stakeholders including but not limited to shareholders, customers, suppliers, employees and society at large. Good corporate governance also ensures oversight across the organization by the Board of Directors (the Board), the President and CEO and the Group Leadership Team, a sound risk culture, robust risk management to effectively identify and control risks, and effective decision-making with clear accountability at all levels of the organization. Furthermore, good corporate governance supports Skanska's strategy, strengthens Skanska's competitiveness and guides employees in good business conduct.

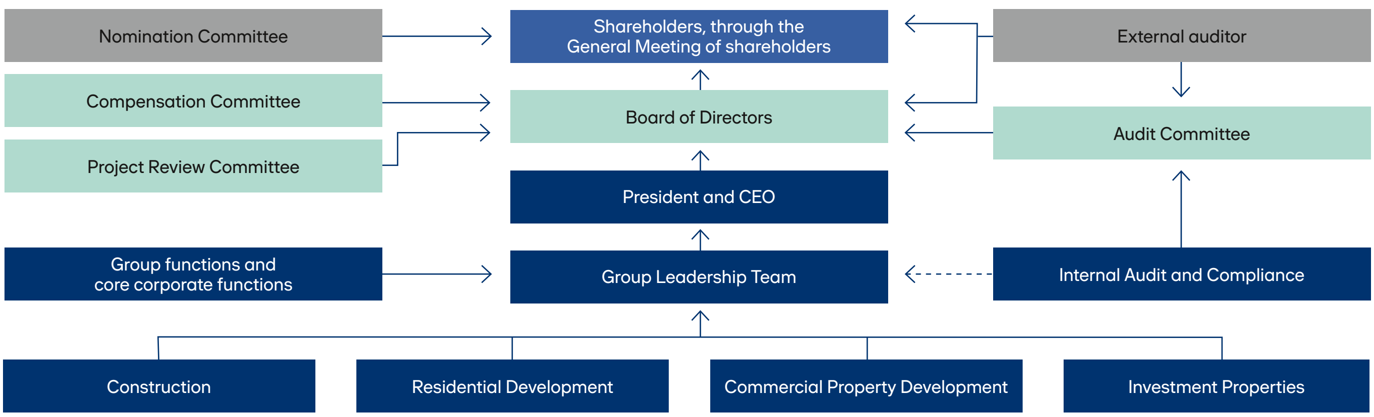
This corporate governance report for 2024 forms part of the Board's report for Skanska's Annual and Sustainability Report 2024. The report has been prepared in accordance with Chapter 6, Section 6 of the Swedish Annual Accounts Act and the Swedish Corporate Governance Code (the Code), and has been reviewed by the company's external auditor.

Skanska's corporate governance
Skanska is one of the world's largest construction and project development companies. Supported by strong trends in urbanization and demographics, Skanska operates across select markets in the Nordics, Europe and the USA. With a focus on strengthening Skanska's leadership in sustainable solutions together with our knowledge and foresight, Skanska builds for a better and more resilient society. With Skanska's purpose and values, strategy, talented employees and trusted brand, Skanska has a solid foundation to continue building long-term value for Skanska's customers and shareholders. The parent company of the Group is Skanska AB (the Company), with a registered office in Stockholm, Sweden.

As a Swedish public limited liability company with shares listed on Nasdaq Stockholm, Skanska is subject to a variety of external laws, rules and regulations that affect Skanska's governance. In addition, to govern the Group and to ensure compliance with applicable legal and regulatory requirements, Skanska has adopted a range of internal rules and processes applicable to all entities and employees in the Group. Sustainable impact is an integral part of Skanska's strategy, and high standards of transparency, integrity and ethical values are guiding principles for the Group's operations. Further information on Skanska's corporate governance is available on the Group website: group.skanska.com/corporate-governance/.

Skanska has no deviations from the Code to report for the financial year 2024. Nor has Skanska been subject to any rulings by Nasdaq Stockholm's Disciplinary Committee or decisions on breach of good practices in the stock market by the Swedish Securities Council in 2024.

Governance structure



Shares and shareholders
Skanska has issued two classes of shares: Class A shares and Class B shares. Skanska's Class B shares are listed on Nasdaq Stockholm in the Large Cap segment. The share capital at the end of 2024 amounted to SEK 1,259,709,216 consisting of a total of 419,903,072 shares, of which 19,552,301 were Class A shares and 400,350,771 were Class B shares. Class A shares carry entitlement to 10 votes, and Class B shares carry entitlement to one vote. In other respects, there are no restrictions in the Articles of Association regarding how many votes each shareholder may cast at a General Meeting. Class A shares and Class B shares carry equal entitlement to dividends.

As of December 31, 2024, Skanska had a total of 115,538 shareholders, according to statistics from Euroclear Sweden AB. The 10 largest shareholders held 56.8 percent of the votes and 40.5 percent of the capital. The three largest shareholders in terms of voting rights were AB Industrivärden with 24.7 percent of the votes, Lundberg Group with 13.3 percent of the votes, and AMF Insurance and Funds with 3.5 percent of the votes. Further information on the Skanska share and shareholders, including the Company's holdings of Class B treasury shares, is available on pages 218–219.

General Meetings of shareholders
The General Meeting is Skanska's highest decision-making body, and it is where shareholders exercise their decision-making rights. At the Annual General Meeting (AGM), which is held within six months after the end of the financial year, decisions are made based on proposals from the Nomination Committee, the Board and, where applicable, shareholders, as well as on other matters that must be addressed by the AGM according to the Swedish Companies Act, the Articles of Association and the Code. The shareholders decide, among other things, on adoption of income statements and balance sheets, the dividend, discharging the members of the Board and the President and CEO from liability, the composition of the Board, board fees, auditor fees and election of auditor. Guidelines for salary and other remuneration to senior executives are adopted by the AGM at least every four years, while the Board's remuneration report is submitted to the AGM yearly for approval.

The date and venue for the AGM are communicated on the Group website no later than in conjunction with the publishing of the third quarter interim report in the preceding year. Shareholders listed in the register of shareholders on the record date and who notify the Company of their participation within the period of time stated in the notice of the AGM are entitled to attend the meeting and exercise the voting rights of their shares, either personally or by proxy through a representative. According to the Articles of Association, the Board may decide that shareholders shall also be entitled to exercise their voting rights by postal voting prior to the AGM. Shareholders have the right to have matters addressed at the AGM if they have submitted a request to the Board no later than seven weeks before the AGM. All documents relating to the AGM are published on the Group website in both Swedish and English.

Annual General Meeting 2024
The AGM 2024 was held on March 27, 2024, in Stockholm. A total of 1,054 shareholders, representing approximately 65.0 percent of the total number of votes, were represented at the AGM. The shareholders also had the opportunity to exercise their voting rights at the AGM by voting in advance, so-called postal voting. At the AGM, among other things, the following resolutions were made:
- Payment of a dividend of SEK 5.50 per share
- Re-election of Hans Biörck, Pär Boman, Jan Gurander, Mats Hederos, Fredrik Lundberg, Catherine Marcus and Åsa Söderström Winberg as members of the Board
- Election of Jayne McGivern and Henrik Sjölund as new members of the Board
- Re-election of Hans Biörck as Chair of the Board
- Re-election of Ernst & Young AB as auditor
- Approval of the Board's remuneration report for 2023
- Authorizations for the Board to, during the period until the AGM 2025, (i) resolve on acquisitions of not more than 2,400,000 own Class B shares on Nasdaq Stockholm to secure delivery of shares to participants in the long-term share saving program for the financial years 2023, 2024 and 2025 resolved by the AGM 2022 (Seop 6); and (ii) resolve on acquisitions of such number of own Class B shares on Nasdaq Stockholm that the Company's holding of own shares after each acquisition amounts to a maximum of one-tenth of the total number of shares in the Company to give the Board increased freedom of action to be able to adapt the

Key external governing documents
- Swedish Companies Act
- Nasdaq Nordic Main Market Rulebook for Issuers of Shares
- Swedish Corporate Governance Code
- Swedish Annual Accounts Act
- Swedish Securities Market Act
- Applicable EU legislation
- International Financial Reporting Standards (IFRS) and other accounting rules
- Global Reporting Initiative (GRI) Standards

Key internal governing documents
- Articles of Association, which are available on the Group website
- Procedural Rules for the Board and its Committees (the Board's Procedural Rules)
- Instructions for the President and CEO
- Group steering documents, including Group policies, standards and procedures, guidelines, and business processes for approval, control and risk management
- The Skanska Code of Conduct, which is available on the Group website

Company's capital structure and thereby contribute to increased shareholder value. The resolutions were supported by shareholders representing at least two-thirds of the votes cast as well as of the shares represented at the meeting.

Complete information on the AGM 2024 and the minutes of the meeting are available on the Group website: group.skanska.com/corporate-governance/shareholders-meeting/agm-2024/.

The Nomination Committee
In accordance with the instruction to the Nomination Committee resolved by the AGM 2018, the Chair of the Board each year asks the four largest shareholders in terms of voting rights that wish to participate in the Nomination Committee to appoint one representative each to serve together with the Chair of the Board as the Nomination Committee ahead of the AGM. In determining which are deemed to be the largest shareholders in terms of voting rights, the list of shareholders registered with and categorized by Euroclear Sweden AB as of the last banking day in August each year is used. The member of the Nomination Committee representing the largest shareholder in terms of voting rights is appointed as Chair of the Nomination Committee. No fees are paid to the members of the Nomination Committee.

The Nomination Committee's tasks include preparing proposals for resolution by the AGM regarding, among other things, election of members of the Board and Chair of the Board, fees to members of the Board elected by the AGM for board work and for work in the Board's committees, fees to the auditor, and, based on a recommendation by the Board's Audit Committee, election of auditor.

The applicable instruction to the Nomination Committee is available on the Group website: group.skanska.com/corporate-governance/shareholders-meeting/nomination-committee/.

Nomination Committee ahead of the AGM 2025
The Nomination Committee ahead of the AGM 2025 consists of Helena Stjernholm, AB Industrivärden, Katarina Martinson, Lundberg Group, Dick Bergqvist, AMF Tjänstepension and AMF Fonder, Malin Björkmo, Handelsbanken Fonder, and Hans Biörck, Chair of the Board of the Company. Helena Stjernholm is the Chair of the Nomination Committee.

Annual General Meeting 2025

Skanska's AGM 2025 will be held on Monday, April 7, 2025 at 10.00 a.m. CEST in Stockholm, Sweden at Sergel Hub, Sveavägen 10A. Shareholders will also have the opportunity to exercise their voting rights by postal voting prior to the AGM. Further information is available on page 225 and on the Group website: group.skanska.com/corporate-governance/shareholders-meeting/agm-2025/.

Information about the composition of the Nomination Committee and how shareholders can submit proposals to the Nomination Committee was announced on October 2, 2024, and has since then been available on the Group website. All members of the Nomination Committee are independent in relation to the Company and its senior executives and three are independent in relation to the Company's largest shareholder in terms of voting rights. The composition of the Nomination Committee thus meets the requirements in the Code relating to Nomination Committee members' independence.

The Nomination Committee has held five meetings at which minutes were kept. All members have attended the meetings and all decisions by the Nomination Committee have been unanimous. The Nomination Committee has familiarized itself with the Board's work and the specific requirements that Skanska's operations and strategy place on the Board's qualifications and composition. The result of the evaluation of the board work, the Board and the Chair of the Board has been presented to the Nomination Committee. The Nomination Committee has also been presented with the Chair of the Board's report on the Board's composition and the board work, including the work in the Board's committees. The Nomination Committee has also interviewed two board members. Skanska's President and CEO as well as the CFO have attended a meeting of the Nomination Committee for a presentation of Skanska's operations. In preparation of the proposal for election of a new board member, the Nomination Committee has created a candidate profile, discussed potential candidates and interviewed the proposed candidate.

Diversity policy
With respect to the proposal for election of Board of Directors, the Nomination Committee has considered, among other things, the experience and qualifications needed in the Board and its committees considering Skanska's operations within construction and project development in an international context and with a focus on the USA, as well as Skanska's focus on sustainability matters. The Nomination Committee has also considered the work and composition of the current Board. The Nomination Committee has applied rule 4.1 of the Code as diversity policy.

It is the Nomination Committee's opinion that the current Board and board work is functioning very well, and that the board members represent a broad spectrum of experience and knowledge. The members have shown significant commitment, with a high attendance rate. Fredrik Lundberg and Jan Gurander have declined re-election to the Board ahead of the AGM 2025 and will therefore leave the Board in connection with the AGM 2025. The Nomination Committee has proposed Martin Lindqvist as new board member. The Nomination Committee is of the opinion that Martin Lindqvist, through his extensive experience in financial, strategic and operational matters from international business, will add valuable expertise and experience to the Board as well as to Skanska.

The Nomination Committee considers that the proposed Board will have a composition appropriate to Skanska's operations, phase of development and other relevant circumstances, characterized by diversity and breadth as to the proposed board members' qualifications, experience and background. Three of the proposed members of the Board are women and five are men, which corresponds to 38 percent women and 62 percent men. The Nomination Committee assesses that all the proposed board members will be able to devote the requisite time and commitment to the board assignment and that the proposed Board meets the requirements in the Code relating to board members' independence.

The Nomination Committee's report on its work, its complete proposals and its motivated statement ahead of the AGM 2025, as well as information on the proposed board members, are available on the Group website: group.skanska.com/corporate-governance/shareholders-meeting/agm-2025/.

Board of Directors

According to the Articles of Association, the Board, with regard to members elected by shareholders at a General Meeting, shall consist of not fewer than five and not more than 10 members. The Articles of Association contain no provisions regarding appointment or dismissal of board members or amendments to the Articles of Association.

The Board has the overall responsibility for the Group's organization and management of the Group's operations, and the Board's main task is to safeguard the interests of the Company and the shareholders. The Board makes decisions, among other things, regarding the Group's strategy, business plan, financial targets, sustainability targets, interim and annual reports, major construction projects, investments and divestments, appointment of the President and CEO, and matters concerning the organizational structure of the Group. The Chair of the Board leads the Board in its work and has regular contact with the President and CEO in order to stay informed about the Group's activities and development.

As of December 31, 2024, the Board consisted of nine members elected by the shareholders at the AGM 2024 in accordance with the Nomination Committee's proposal for the period until the end of the AGM 2025, and three members and three deputy members appointed by the trade unions. The composition of the Board as of December 31, 2024 and the Nomination Committe's assessment of the independence of each AGM-elected board member are presented in the table below. All of the board members elected by the AGM 2024 are independent in relation to the Company and its senior executives. Of these, six members are also independent in relation to the Company's major shareholders. The composition of the Board thus meets the requirements in the Code relating to AGM-elected board members' independence. For a more detailed presentation of the board members, see pages 104–105.

The work of the Board in 2024

The work of the Board follows an annual agenda established in the Board's Procedural Rules, which are reviewed and approved by the Board each year at the statutory board meeting. Among other things, the Board's Procedural Rules outline rules for the distribution of tasks among the Board, the Board's committees and the President and CEO, instructions for the reporting of financial information and sustainability information to the Board, and the routine for dealing with conflicts of interest. The Board's Procedural Rules also outline which matters are to be decided upon by the Board, by the President and CEO, by the Group Leadership Team, or at business unit level.

Members and deputy members of the Board as of December 31, 2024

Member	Position	Elected, year	Audit Committee	Compensation Committee	Project Review Committee	Independent in relation to the Company and its senior executives	Independent in relation to the Company's major shareholders
Hans Biörck[1]	Chair	2016	■ Member	■ Chair	■ Chair	Yes	Yes
Pär Boman[1]	Member	2015	■ Member	■ Member	■ Member	Yes	No
Jan Gurander[1]	Member	2019	■ Chair	■ Member	■ Member	Yes	Yes
Mats Hederos[1]	Member	2022			■ Member	Yes	Yes
Fredrik Lundberg[1]	Member	2011			■ Member	Yes	No
Catherine Marcus[1]	Member	2017			■ Member	Yes	Yes
Jayne McGivern[1]	Member	2024			■ Member	Yes	Yes
Henrik Sjölund[1]	Member	2024	■ Member		■ Member	Yes	No
Åsa Söderström Winberg[1]	Member	2020	■ Member		■ Member	Yes	Yes
Ola Fält[2,3]	Employee representative	2018				–	–
Richard Hörstedt[2,4]	Employee representative	2007			■ Member	–	–
Yvonne Stenman[2]	Employee representative	2018				–	–
Fredrik Norrman[2]	Employee representative (deputy)	2023				–	–
Hans Reinholdsson[2]	Employee representative (deputy)	2020				–	–
Anders Rättgård[2]	Employee representative (deputy)	2017			■ Member	–	–

■ = Chair ■ = Member

1 Nominated by the Nomination Committee ahead of the AGM 2024 and elected by the shareholders at the AGM 2024 for the period until the end of the AGM 2025.
2 Nominated and appointed by the trade unions.
3 Will leave his employment at Skanska no later than April 30, 2025 and thereby leave the assignment as board member (employee representative) no later than this date.
4 Deputy member of the Project Review Committee for Anders Rättgård.

The Board's work is mainly performed within the framework of formal board meetings and through meetings in the Board's committees. To ensure that the Board has the relevant information and documentation on which to base decisions, the Board receives, in preparation for each board meeting, reports and documentation compiled according to established procedures. The President and CEO as well as the CFO participate in board meetings. Other members of the Group Leadership Team, Business Unit Presidents, heads (Senior Vice Presidents) of core corporate functions and group functions, and other employees participate in board and committee meetings by making presentations on specific matters. The General Counsel is secretary to the Board.

In 2024, the Board held seven ordinary meetings, including the statutory board meeting, and one extra meeting. For attendance at the meetings, see the table below. The more important issues dealt with by the Board during the year included monitoring operations, review and approval of the interim reports and year-end report, impairment testing relating to property values, strategic review of the Group, changes in the Group Leadership Team (see page 100), as well as cybersecurity, internal control, risk management, compliance, and sustainability matters, including climate, ethics, and health and safety. The Board received regular updates on the impact of the macroeconomic and geopolitical developments on the Group's business and the markets where Skanska is active, and measures to address these issues.

Evaluation of the work of the Board
The work of the Board is evaluated annually through a structured process aimed at improving work processes, efficiency and collective expertise, and to assess any need for change. The Chair of the Board is responsible for the evaluation and for presenting the result of the evaluation to the Board and the Nomination Committee. In 2024, an evaluation was carried out in the form of an internal questionnaire and individual conversations between the Chair and each member of the Board. The Chair was also evaluated through a written questionnaire and discussion with the Board without the Chair present; the board meeting on this occasion was chaired by another AGM-elected board member appointed for the purpose. The outcome of the 2024 evaluation was that the Board and the work of the Board, including the work in the Board's committees, is very well functioning.

Board fees
The AGM 2024 resolved, in accordance with the Nomination Committee's proposal, that fees to the members of the Board elected by the AGM 2024 be paid as follows: SEK 2,400,000 to the Chair of the Board; SEK 800,000 each to the other board members; SEK 310,000 to the Chair of the Audit Committee and SEK 210,000 each to the other members of the committee; SEK 115,000 to the Chair of the Compensation Committee and SEK 110,000 each to the other members of the committee; and SEK 235,000 each to the Chair of the Project Review Committee and the other members of the committee. Further information is available in Note 37 on pages 180–181.

Attendance at board and committee meetings in 2024

	Board	Audit Committee	Compensation Committee	Project Review Committee
Number of meetings	8[1]	12[2]	9[3]	12
Member				
Hans Biörck	8	12	9	12
Pär Boman	8	11	9	11
Jan Gurander	8	12	9	12
Mats Hederos	8			12
Fredrik Lundberg	8			12
Catherine Marcus	8			12
Ann E. Massey[4]	2			2
Jayne McGivern[5]	6			9
Henrik Sjölund[5,6]	6	9		10
Åsa Söderström Winberg	7	11		12
Ola Fält	8			
Richard Hörstedt[7]	8			1
Yvonne Stenman	8			
Fredrik Norrman[8]	7			
Goran Pajnic[9]	1			
Hans Reinholdsson	8			
Anders Rättgård	7			11

1 Of which one meeting was an extra meeting.
2 Of which the statutory meeting of the Audit Committee was held per capsulam (by unanimous written consent), and six meetings were extra meetings, of which one was held per capsulam.
3 Of which five meetings were extra meetings.
4 Declined re-election as member of the Board ahead of the AGM 2024 and thereby left the Board and the Project Review Committee in connection with the AGM 2024.
5 Elected as new member of the Board by the AGM 2024 and appointed as new member of the Project Review Committee at the statutory meeting of the Board following the AGM 2024.
6 Appointed as new member of the Audit Committee at the statutory meeting of the Board following the AGM 2024.
7 Deputy member of the Project Review Committee for Anders Rättgård.
8 Appointed as new deputy board member (employee representative) as of February 1, 2024 in accordance with a decision by the trade union. Succeeded Goran Pajnic (see Note 9 below).
9 Deputy board member (employee representative) until February 1, 2024 in accordance with a decision by the trade union. Was succeeded by Fredrik Norrman (see Note 8 above).

The Board's committees

The Board is ultimately responsible for the organization and management of the Group's operations. The overall responsibility of the Board cannot be delegated, but the Board may appoint committees to do preparatory work and explore certain issues in preparation for decisions by the Board. The Board may also delegate decision-making authority to such committees, but the Board cannot disclaim responsibility for the decisions made on the basis thereof.

The Board has formed three committees to provide structure, improve efficiency and ensure the quality of its work: (i) Audit Committee, (ii) Compensation Committee and (iii) Project Review Committee. The Chairs and members of the committees are appointed annually at the statutory meeting of the Board following the AGM, except for the Chair of the Audit Committee who is appointed annually at the statutory meeting of the Audit Committee following the statutory meeting of the Board. The Board's Procedural Rules specify which duties and decision-making powers have been delegated to the committees. The Chair of each committee reports orally to the Board at each board meeting and all minutes from the committee meetings are submitted to the Board.

Audit Committee

The main task of the Audit Committee is to assist the Board in overseeing the accounting of the Group, financial reporting processes and sustainability reporting processes of the Group, the audits of the financial statements of the Group and the auditor's review of the sustainability report of the Group, as well as other matters under applicable legislation. Among other things, the committee monitors the quality and integrity of the Group's financial reporting and sustainability reporting, and the effectiveness of the Group's internal control, internal audit and risk management, including with regard to the financial reporting and sustainability reporting. The committee also oversees the Group's compliance with legal and regulatory requirements having a material impact on the financial statements and sustainability report, and the reports from and relationship with the external auditor, including the safeguarding of their impartiality and independence. The committee also ensures that the Group has formalized routines for financial reporting and sustainability reporting and that such reports are produced in compliance with applicable approved principles, legislation, accounting standards and other requirements. Furthermore, the committee reviews and discusses with the external auditor the yearly audit procedures and the major findings during the audit, and establishes guidelines regarding the services other than auditing services and review of the sustainability report provided by the external auditor. At least once a year the committee meets the external auditor without senior executives being present.

In 2024, the Audit Committee consisted of Jan Gurander (Chair)[1], Hans Biörck, Pär Boman[1], Henrik Sjölund[2] and Åsa Söderström Winberg. All of the committee's members are independent in relation to the Company and its senior executives. Of these, three members are also independent in relation to the Company's major shareholders. The composition of the committee thus meets the requirements in the Code relating to audit committee members' independence. All members have accounting or auditing expertise as well as expertise in sustainability matters. The President and CEO as well as the CFO participate in committee meetings.

The committee held six ordinary meetings in 2024, including its statutory meeting which was held per capsulam (by unanimous written consent), and six extra meetings, of which one was held per capsulam. For attendance at the meetings, see the table on page 97. Important matters addressed during the year included capital allocation, financing, pension reporting, external financial reporting, external sustainability reporting, impairment testing, valuation of construction and project development projects, larger disputes, review of the interim reports and year-end report, IT related risks, IT initiatives and systems, internal control, risk management and compliance matters.

Compensation Committee

The main tasks of the Compensation Committee include preparing recommendations for decisions by the Board on share saving programs, the appointment or dismissal of the President and CEO or any of the other members of the Group Leadership Team, and the salary and other remuneration for the President and CEO. The committee resolves on salary and other remuneration for the other members of the Group Leadership Team based on recommendations from the President and CEO. The committee also evaluates the outcomes of variable remuneration components.

In 2024, the Compensation Committee consisted of Hans Biörck (Chair), Pär Boman and Jan Gurander. The Code requirements regarding independence, according to which the Chair of the Board may be the Chair of the Compensation Committee and the other AGM-elected members of the Compensation Committee are to be independent in relation to the Company and its senior executives, have therefore been met. The President and CEO participate in committee meetings.

The committee held four ordinary meetings in 2024 and five extra meetings. For attendance at the meetings, see the table on page 97. Important matters addressed during the year included changes in the Group Leadership Team (see page 100), review of Skanska's variable remuneration programs for the senior executives, review and evaluation of the application of the guidelines for salary and other remuneration to senior executives adopted by the AGM 2023 as well as the existing remuneration structures and levels in the Company, and review of senior executives' other assignments. In relation to review of Seop 6, the committee discussed the outcome for 2024 of the Seop 6 specific performance targets set by the Board. For more information on Seop 6, see Note 37 on pages 178–182 and the

1 Jan Gurander was appointed as new Chair of the Audit Committee at the statutory meeting of the Audit Committee following the statutory meeting of the Board on March 27, 2024. Succeeded Pär Boman, who continued as member of the committee.

2 Appointed as new member of the Audit Committee at the statutory meeting of the Board following the AGM 2024.

Group website: group.skanska.com/corporategovernance/remuneration/incentive-programs/. Furthermore, the committee reviewed and prepared for resolution by the Board, proposals to the AGM 2025 on a remuneration report for 2024 (see pages 220–224) and on a long-term share saving program for the financial years 2026, 2027 and 2028 (Seop 7). The Board's complete proposal to the AGM 2025 on Seop 7 is available on the Group website: group.skanska.com/corporate-governance/shareholders-meeting/agm-2025/.

Project Review Committee

The main task of the Project Review Committee is to review and take decisions on individual projects within the Construction, Residential Development, Commercial Property Development and Investment Properties business streams, that require the Board's approval.

In 2024, the committee consisted of all AGM-elected board members and employee representative Anders Rättgård. The committee held 12 meetings in 2024. For attendance at the meetings, see the table on page 97. The President and CEO as well as the CFO participate in committee meetings.

External auditor

At the AGM 2024, the registered accounting firm Ernst & Young AB was re-elected as the Company's auditor for the period until the end of the AGM 2025. Authorized Public Accountant Rickard Andersson is the auditor in charge. The auditor has attended two board meetings to report on the auditing process of Ernst & Young AB for Skanska and to provide the members of the Board with an opportunity to ask questions without senior executives being present. The auditor has also attended eight meetings of the Audit Committee. Information on fees and other remuneration to the auditor for audit-related and other services is set out in Note 38 on page 183.

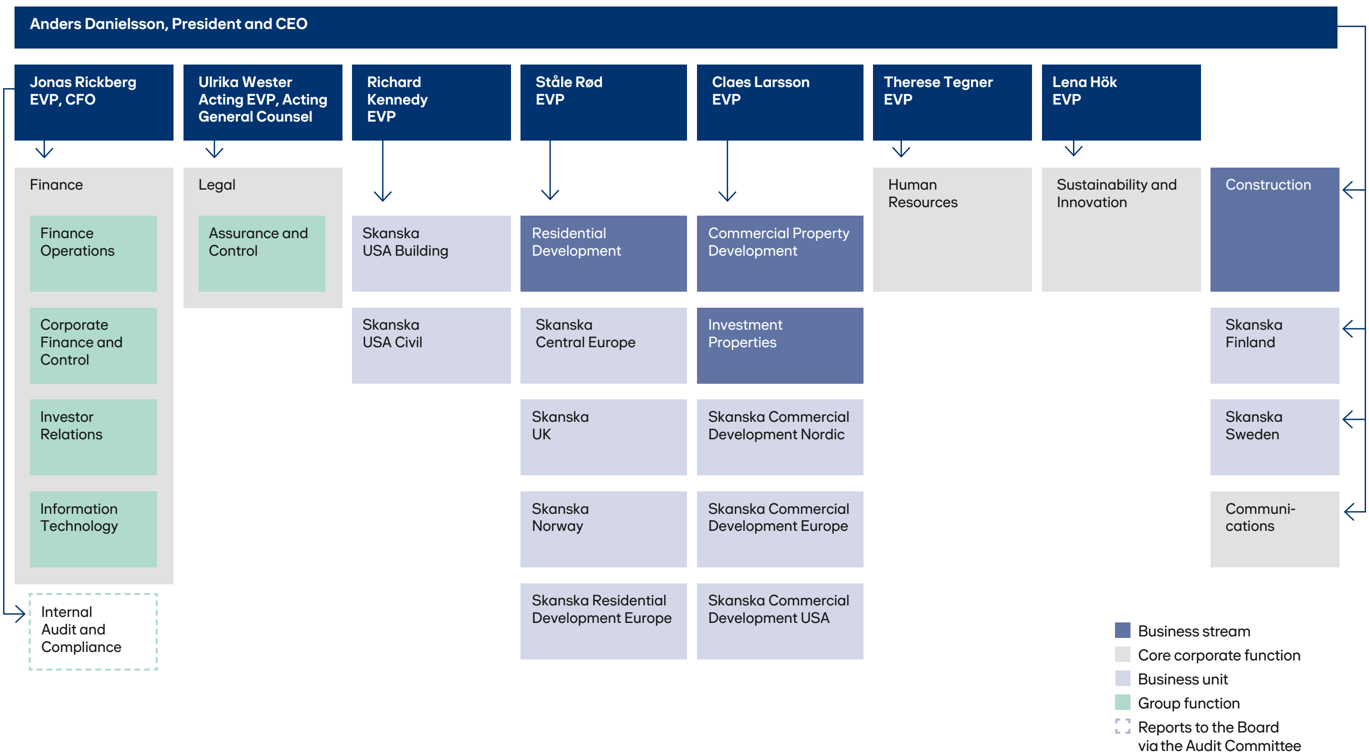
The President and CEO and the Group Leadership Team

The President and CEO is Skanska's chief operating decision maker and leads the operations of the Company and the Group through the Group Leadership Team, which consists of the President and CEO and the other Executive Vice Presidents (EVP) appointed by the Board. The Group Leadership Team meets regularly and as often as required, but a minimum of 10 occasions per year. The President and CEO reports to the Chair of the Board. The other members of the Group Leadership Team report to the President and CEO.

The President and CEO is responsible for the day-to-day management of the operations of the Company and the Group in accordance with the instructions adopted by the Board, and to coordinate the business within the Group in a manner that ensures that the business is in compliance with applicable laws, rules and regulations, as well as the Board's Procedural Rules and resolutions or other instructions and guidelines from the Board. The distribution of responsibilities between the Board and the President and CEO is established in the Board's Procedural Rules, which are reviewed and adopted by the Board each year. Matters pertaining to the current business of the

Skanska's management structure

Group Leadership Team



Company and the Group and that do not require the Board's approval, belong to the decision-making authority of the President and CEO. To achieve an efficient decision-making process, the President and CEO may delegate some of its decision-making authority to other members of the Group Leadership Team. The President and CEO is ultimately responsible and accountable for actions and decisions taken by the Group Leadership Team. The President and CEO keeps the Chair of the Board regularly informed of the Group's operations on a current basis. The work of the President and CEO is evaluated at one board meeting each year at which no senior executives are present.

Information on the President and CEO and the other members of the Group Leadership Team, including information on their respective responsibility, where applicable, for Skanska's business streams, business units, and core corporate functions and group functions, is available on pages 99 and 106–107.

Changes to the Group Leadership Team

As of September 1, 2024, Magnus Persson resigned as Executive Vice President, CFO and member of the Group Leadership Team and was succeeded by Pontus Winqvist, then in the role as acting Executive Vice President, acting CFO and acting member of the Group Leadership Team. As of January 31, 2025, Jonas Rickberg replaced Pontus Winqvist and took office as Executive Vice President, CFO and member of the Group Leadership Team. Pontus Winqvist continued as Senior Vice President Corporate Finance and Control. As of September 13, 2024, Caroline Fellenius-Omnell resigned as Executive Vice President, General Counsel and member of the Group Leadership Team and was succeeded by Ulrika Wester, then in the role as acting Executive Vice President, acting General Counsel and acting member of the Group Leadership Team. Åsa Thunman will replace Ulrika Wester and take office as Executive Vice President, General Counsel and member of the Group Leadership Team no later than July 8, 2025.

Remuneration to senior executives

Guidelines for salary and other remuneration to senior executives shall be adopted by the AGM at least every four years based on a proposal from the Board. Information on the most recently adopted remuneration guidelines, which were adopted by the AGM 2023, as well as information about salary and other remuneration to senior executives and outstanding share award and share-related incentive programs, are found in Note 37 on pages 178–182. Senior executives include the President and CEO and the other members of the Group Leadership Team. Information on remuneration to the President and CEO is also set out in the Board's remuneration report for 2024 available on pages 220–224.

Business streams

Skanska's organizational structure is based on a decentralized business model. Skanska's operations are focused through four business streams: Construction, Residential Development, Commercial Property Development and Investment Properties, which represent the Group's operating segments. The business streams are described in more detail on pages 24–40, and the operating segments in Note 4 on pages 133–136.

Each business stream carries out distinct types of operations associated with different risks, and each business stream has its own targets based on the type of operations. The targets for each business stream are established at Group level and reflect Skanska's ambition to remain an industry leader operationally, financially and within sustainability (read more on pages 20–21). The operations within each business stream are performed by the Group's business units (see page 99). Each business unit is headed by a president (see page 107) with the day-to-day operational responsibility and accountability for managing the business unit's projects and for its operating result, capital and cash flow. Skanska's strategy, which guides us to create long-term value for customers, shareholders and society at large, and the way Skanska conducts business is firmly grounded in our purpose of building for a better society and in our values (see pages 5 and 16). Read more about Skanska's strategic direction, including our strategy, business model, approach to sustainability, and targets on pages 12–21.

The business streams coincide with Skanska's operational organization used by the President and CEO and the Group Leadership Team to monitor the Group's operations, and the business streams are reported on a quarterly basis to the Board. The President and CEO and other members of the Group Leadership Team have responsibility for the business streams as follows: the President and CEO is responsible for the Construction stream, Ståle Rød for Residential Development, and Claes Larsson for Commercial Property Development and Investment Properties. The President and CEO decides on the allocation of resources to each of the business streams. The President and CEO together with other members of the Group Leadership Team with responsibility for business streams and/or business units monitor the business streams' and/or business units' performance, including through quarterly review meetings with the management of each business unit. The Business Unit Presidents report to the member in the Group Leadership Team accountable for their respective operations.

Core corporate functions and group functions
The core corporate functions and group functions assist the President and CEO and the Group Leadership Team. Some of the core corporate functions and group functions are led directly by a member of the Group Leadership Team, the others are led by a Senior Vice President appointed by the Group Leadership Team (see page 107). The Senior Vice Presidents report to the member in the Group Leadership Team accountable for their respective core corporate function or group function, except for the Senior Vice President Internal Audit and Compliance who reports directly to the Board via the Audit Committee. The core corporate functions and group functions are set out on page 99.

Group governance framework
To govern the Group, the Board and the Group Leadership Team have established a number of Group policies, procedures and standards, which are mandatory, as well as non-mandatory Group guidelines. These governing documents are updated regularly to reflect changes in operations and new requirements.

A clear framework of policies, procedures and standards reduces risks and increases effectiveness. It also makes it easier to live by our Code of Conduct and our values. The Group governing documents define how Skanska's operations are run, controlled and organized, which standards and processes to work according to, how to manage risks, and at what levels decisions are made. The governance framework is applicable to the Group and all employees. If not followed, there may be consequences, up to and including dismissal. The business units are required to establish and maintain a robust and well-functioning system of governance within their respective operations within each business stream. Business units' governance systems, such as policies and management systems, should complement and add local, practical or business stream specific details to the governing documents in the Group governance framework.

In addition to the Board's Procedural Rules, the Code of Conduct and the Supplier Code of Conduct, the Group policies include:

- Anti-Corruption Policy
- Claims Management Policy
- Enterprise Risk Management Policy
- Finance Policy
- Human Resources Policy
- Information Policy
- Innovation Policy
- Insider Policy
- IT Policy
- Personal Data Protection Policy
- Sustainability Policy
- Tax Policy

Code of Conduct
The Code of Conduct is based on Skanska's values and sets the standard for the daily behavior of employees and the way Skanska does business. It is reviewed regularly by the Group Leadership Team and updates are approved by the Board. It sets out principles for how employees should work ethically and with respect for the people, the planet and applicable legislation. It covers topics such as health and safety, inclusion and diversity, data protection, environment, confidentiality, conflicts of interest, fraud, fair competition, anti-bribery and corruption, and insider information and market abuse. Employees are required to uphold the principles and requirements contained in the Code of Conduct. All employees are required to complete Code of Conduct training every two years, and new employees within one month of starting work.

The Code of Conduct is supplemented by the Supplier Code of Conduct, which must be adhered to by subcontractors, suppliers, consultants, intermediaries and similar third parties. It is included in agreements with these parties and outlines our expectations on those we do business with. The Supplier Code of Conduct encompasses similar topics as the Code of Conduct ensuring that our supply chain adhere to our standards.

Group policies
Core mandatory operating rules of the group, addressing risks, goals and where corporate governance is required.

Group procedures and standards
Mandatory. Procedures are generally detailed step-by-step instructions to achieve a given goal, while standards indicate expected behavior or a minimum level of quality or a minimum standard.

Group guidelines
A non-binding document containing guidance for the organization.

An updated Code of Conduct and an updated Supplier Code of Conduct were launched in November 2024. Our values and our principles of good business behavior remain the same, but they have been set out slightly differently in the updated Codes of Conduct. The Code of Conduct and the Supplier Code of Conduct can be found on the Group website: group.skanska.com/corporate-governance/our-code-of-conduct/.

The Code of Conduct Hotline provides a mechanism for employees, suppliers' employees and other third parties to anonymously report on breaches or suspected breaches of the Code of Conduct. The hotline is managed by an independent third-party service provider and is a supplement to the numerous speak-up options within the Group which employees and third parties are encouraged to use.

Sustainability
Sustainable impact is an enabler for Skanska's business strategy and a key component of success for Skanska and our customers. Skanska's sustainability strategy focuses on the areas of Responsibility, Climate and Resilience. The Board is informed quarterly of Skanska's sustainability performance within climate and health and safety. Our risk assessment on pages 84–91 and disclosure according to the Task force on Climate-related Financial Disclosures on pages 82–83, assesses sustainability related risks for the organization. Information on Skanska's work within sustainability is available on pages 42–67 and on Skanska's climate targets on page 21. Read our statutory sustainability report on Skanska's progress within the sustainability area on pages 68–83.

To further integrate carbon emission reductions into the Group's business, the AGM 2022 resolved, in accordance with the Board's proposal, to include an emission reduction target in our own operations (scope 1 and scope 2) in Seop 6. For the top 400 leaders, up to 15 percent of performance shares in Seop 6 is linked to how well the annual climate target of a seven percent carbon emission reduction in Skanska's own operations is achieved at Group level. In addition, for 2024, the Group Leadership Team has set activity-based sustainability targets, including climate, as part of the short-term incentive programs for all Business Unit Presidents. Activity-based targets in the short-term incentive program for the President and CEO include, for 2024, targets related to Skanska's climate target. Information on the application of performance criteria for the President and CEO's variable remuneration is available in the Board's remuneration report on page 223.

Internal control
This section includes the most important elements of Skanska's internal control and risk management systems in connection with financial reporting and sustainability reporting. A description of Skanska's financial reporting principles is set out in Note 1 on pages 124–131 and of Skanska's sustainability reporting principles on pages 71–72.

Control environment
The Board has overall responsibility for ensuring that the Company has effective and adequate risk management and internal controls. The purpose is to provide a reasonable assurance that the operations are run appropriately and efficiently, that external reporting is reliable, and that laws, regulations and internal rules are complied with.

The Board's Procedural Rules ensure a clear division of responsibilities between the Board, the Board's committees and the President and CEO for the purpose of ensuring effective management of business risks. The Board's Procedural Rules also outline which matters are to be decided upon by the Board, by the President and CEO, by the Group Leadership Team, or at business unit level. The Board and the Group Leadership Team have also adopted a number of fundamental rules of importance for internal control work, such as the Group Enterprise Risk Management Policy and the Group Procedure on Governance. The President and CEO together with other members of the Group Leadership Team report regularly to the Board according to established routines. The Audit Committee also reports on its work to the Board. The system of internal controls to manage material operational risk includes a clear decision-making structure and the framework of Group policies, standards, procedures and guidelines.

Risk assessment and control activities
Established by the Board, the Group Enterprise Risk Management Policy (ERMP) sets out the framework and responsibilities for risk management across the organization. The overall purpose is to ensure that risk is managed systematically and as efficiently as possible and is assigned the correct priorities to help Skanska achieve its business objectives and goals. The Board is responsible for the effective management of risk in the Group. The President and CEO is responsible for ensuring that the Company's and the Group's risks are monitored and controlled. Business units are responsible for managing risks in their respective business operations, within each business stream, within the framework

set by the ERMP. Business units' risks are collated, sorted, reviewed and consolidated at Group level. Enterprise risks are classified as strategic, operational, financial, and regulatory. Most Group-level risk controls are set out in the Group policies, procedures and standards, which in turn are part of the Group governance framework. A detailed description of the identified enterprise risks and Skanska's risk and opportunity management is available on pages 84–91.

Construction, project development and investment property operations depend on properly managing risks and opportunities, which are often specific to each project. A specialized Group unit, the Skanska Risk Team, examines and analyzes proposals for tenders in construction and land investments, project starts as well as divestments in project development above a certain size. Based on the identified risks and opportunities, the Skanska Risk Team then issues a recommendation on how to proceed. According to the Group Project Scrutiny and Approval Procedure, the Group Tender Approval Procedure, the Group Investment Approval Procedure and the Board's Procedural Rules, proposed construction and development projects exceeding set thresholds pass through the Skanska Tender Board, which consists of the President and CEO and the other members of the Group Leadership Team, and, in certain cases, the Project Review Committee, which consists of all AGM-elected board members and one employee representative, for scrutiny and approval.

Risks and opportunities for improvement are both greatest during the actual execution phase of the projects, and the work focuses heavily on this phase. Since almost every project is unique, risks and opportunities must be analyzed with respect to project type, location, execution phase, contract type and customer. During execution, projects over a set threshold must adhere to the Group Project Reporting and Review Procedure to ensure consistent project reviews, including a process to make sure that deviations from planned performance are detected and acted upon early. Each business unit, within the respective business stream, employ common valuation principles and terminology to ensure conservative project valuation and a high level of performance transparency.

Information and communication

Significant accounting principles, manuals and other documents of importance in financial reporting and sustainability reporting are updated and communicated regularly. There are several information channels to the Board, the Audit Committee, the President and CEO and the Group Leadership Team for important information. For Skanska's external communication, the Board has established a Group Information Policy to ensure that Skanska complies with existing regulations on providing the market with accurate information.

Monitoring

The Board continually evaluates the information provided by the President and CEO, the Group Leadership Team and the Audit Committee. Of particular importance is the result of the Audit Committee's work on monitoring the effectiveness of the Company's internal control processes. This includes ensuring that steps are taken to address the shortcomings revealed in internal and external audits and to implement the proposed actions.

Internal Audit and Compliance

Group function Internal Audit and Compliance is responsible for monitoring and evaluating how risk management and internal control processes have been carried out. The work is planned in consultation with the Audit Committee and reporting takes place directly to the Board via the Audit Committee. Matters relating to internal audit are also communicated on an ongoing basis to the Company's external auditor.

In 2024, Internal Audit and Compliance focused on reviewing the risks identified relating to the Group's projects, business-critical processes and key corporate functions. A total of 76 audits were conducted during the year within all business streams. There was a particular focus on the business operations of commercial development investments and supply chain resilience for the construction business units. Furthermore, IT and cybersecurity processes and controls were reviewed both at Group level and in selected business units. The audits were performed in accordance with a uniform audit method.

Board of Directors

Board members elected by the AGM 2024

Hans Biörck

Chair
Born: Sweden, 1951. Elected: 2016

Shareholding in Skanska (own and closely related persons)[1]:
25,000 Class B shares

Other board assignments[1]:
Board member: Handelsbanken AB

Education: Master of Science in Business and Economics, Stockholm School of Economics

Work experience: CFO, Skanska AB; CFO, Autoliv AB; CFO, Esselte AB

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Independent in relation to major shareholders.

Pär Boman

Board member
Born: Sweden, 1961. Elected: 2015

Shareholding in Skanska (own and closely related persons)[1]:
5,000 Class B shares

Other board assignments[1]:
Chair: Handelsbanken AB, AB Volvo, Pensionskassan SHB Tjänstepensionsförening
Vice Chair: AB Industrivärden

Education: Engineering and Business/Economics degree, Honorary Ph.D. in Economics

Work experience: President and CEO, Handelsbanken AB

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Dependent in relation to major shareholders.

Jan Gurander

Board member
Born: Sweden, 1961. Elected: 2019

Shareholding in Skanska (own and closely related persons)[1]:
5,000 Class B shares

Other board assignments[1]:
Chair: Essity AB

Education: Master of Science in Business and Economics, Stockholm School of Economics

Work experience: Deputy CEO, AB Volvo; Deputy CEO and CFO, AB Volvo; CFO and Senior Vice President Finance, Volvo Car Group; CFO, MAN Diesel & Turbo SE; Group Vice President and CFO, Scania AB

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Independent in relation to major shareholders.

Mats Hederos

Board member
Born: Sweden, 1957. Elected: 2022

Shareholding in Skanska (own and closely related persons)[1]:
2,000 Class B shares

Other board assignments[1]:
Chair: Qarlbo Property AB
Board member: Antilooppi Oy

Education: Master of Science, Royal Institute of Technology, Stockholm; Executive Programme in Resilience Thinking, Stockholm Resilience Center, Stockholm University

Work experience: CEO, AMF Fastigheter; Head of Property, AMF Pension; Transaction Manager, AP Fastigheter (today Vasakronan); Investment Banker, Enskilda Securities, SEB

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Independent in relation to major shareholders.

Fredrik Lundberg

Board member
Born: Sweden, 1951. Elected: 2011

Shareholding in Skanska (own and closely related persons)[1]:
24,637,376 shares, of which 6,037,376 Class A shares and 18,600,000 Class B shares[2]

Other board assignments[1]:
Chair: AB Industrivärden, Holmen AB, Hufvudstaden AB
Vice Chair: Handelsbanken AB
Board member: L E Lundbergföretagen AB

Education: M.Sc. Engineering, Royal Institute of Technology, Stockholm; Master of Business Administration (M.B.A), Stockholm School of Economics; Dr. (Econ.) h.c., Stockholm School of Economics; Dr. (Eng.) h.c., Linköping University; Dr. (Med.) h.c., Karolinska Institutet

Work experience: President and CEO, L E Lundbergföretagen AB (since 1981)

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Dependent in relation to major shareholders.

Catherine Marcus

Board member
Born: USA, 1965. Elected: 2017

Shareholding in Skanska (own and closely related persons)[1]:
0 shares

Other board assignments[1]:
Board member: PREA, Interface Inc., NYU Schack Advisory Board

Education: M.S., Real Estate Investment and Development, New York University; B.S.E. Real Estate Finance and Entrepreneurial Management, Wharton School, University of Pennsylvania

Work experience: Co-CEO and Global COO, PGIM Real Estate (since 2023); Global COO and Head of U.S. Equity, PGIM Real Estate; MBL Life Assurance Corporation

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Independent in relation to major shareholders.

Auditors

Ernst & Young AB
Auditor in charge since 2023:
Rickard Andersson, Authorized Public Accountant.

1 Information regarding board assignments and shareholdings is as of December 31, 2024, unless otherwise stated. Shareholdings include holdings of closely related persons, where applicable.
2 Pertains to own holdings of 1,105,376 shares, of which 5,376 Class A shares and 1,100,000 Class B shares, and closely related legal entities' holdings of 23,532,000 shares, of which 6,032,000 Class A shares and 16,350,000 Class B shares through L E Lundbergföretagen AB and 1,150,000 Class B shares through Lunden Kapitalförvaltning AB.

Jayne McGivern
Board member
Born: United Kingdom, 1960. Elected: 2024

Shareholding in Skanska (own and closely related persons)[1]: 0 shares

Other board assignments[1]: Independent member: NEOM (Oxagon)

Education: Harrogate Ladies College; Fellow of the Royal Institution of Chartered Surveyors

Work experience: CEO, Sport Boulevard Foundation (since 2021); President of Development and Construction, Madison Square Garden Company; Director, Red Grouse; CEO, Multiplex Europe; Managing Director Europe, AEG Company

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Independent in relation to major shareholders.

Henrik Sjölund
Board member
Born: Sweden, 1966. Elected: 2024

Shareholding in Skanska (own and closely related persons)[1]: 5,000 Class B shares

Other board assignments[1]: Board member: Holmen AB, Cepi (the Confederation of European Paper Industries), Svenskt Näringsliv (the Confederation of Swedish Enterprise), Skogsindustrierna (the Swedish Forest Industries Federation), Industriarbetsgivarna (the Swedish Association of Industrial Employers)

Education: Master of Science in Business and Economics, Linköping University

Work experience: President and CEO, Holmen AB (since 2014); CEO, Holmen Paper; Marketing and Sales Manager, Holmen Paper; Sales Manager Nordics, Holmen Paper

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Dependent in relation to major shareholders.

Åsa Söderström Winberg
Board member
Born: Sweden, 1957. Elected: 2020

Shareholding in Skanska (own and closely related persons)[1]: 8,000 Class B shares

Other board assignments[1]: Board member: OEM International AB, Fibo AS, Currentum Group AB

Education: Master of Science in Business and Economics, Stockholm University

Work experience: CEO, Sweco Theorells AB; CEO, Ballast Väst AB; Marketing Manager, NCC Industry; Communications Manager, NCC Bygg AB

Dependency relationship in accordance with the Swedish Corporate Governance Code: Independent in relation to the Company and its executive management. Independent in relation to major shareholders.

Board members and deputies appointed by the trade unions

Ola Fält
Board member[2]
Born: Sweden, 1966

Employed by: Skanska Industrial Solutions
Appointed by: SEKO 2018
Shareholding in Skanska[1]: 2,201 Class B shares

Richard Hörstedt
Board member
Born: Sweden, 1963

Employed by: Region Hus Syd
Appointed by: Byggnads 2007
Shareholding in Skanska[1]: 0 shares

Yvonne Stenman
Board member
Born: Sweden, 1959

Employed by: Region Hus Stockholm Nord
Appointed by: Ledarna 2018
Shareholding in Skanska[1]: 0 shares

Fredrik Norrman
Deputy board member
Born: Sweden, 1967

Employed by: Skanska Sweden AB
Appointed by: SACO/Sveriges Ingenjörers Akademikerförening 2023[3]
Shareholding in Skanska[1]: 1,572 Class B shares

Hans Reinholdsson
Deputy board member
Born: Sweden, 1972

Employed by: Region Hus Göteborg
Appointed by: Byggnads 2020
Shareholding in Skanska[1]: 1,521 Class B shares

Anders Rättgård
Deputy board member
Born: Sweden, 1961

Employed by: Region Hus Göteborg
Appointed by: Unionen 2017
Shareholding in Skanska[1]: 5,167 Class B shares

1 Information regarding board assignments and shareholdings is as of December 31, 2024, unless otherwise stated. Shareholdings include holdings of closely related persons, where applicable.
2 Will leave his employment at Skanska no later than April 30, 2025 and thereby leave the assignment as board member (employee representative) no later than this date.
3 Effective as of February 1, 2024.

Group Leadership Team

Anders Danielsson

President and Chief Executive Officer (since 2018)
Born: 1966. Joined Skanska in: 1991

Responsible for business stream: Construction

Responsible for business units/core corporate function: Skanska Finland, Skanska Sweden, Communications

Shareholding in Skanska (own and closely related persons)[1]: 288,623 Class B shares

Awarded but unvested share awards[2]: 59,488 Class B shares

Board assignments[1]:
Member: The Council of the Stockholm Chamber of Commerce (Stockholms Handelskammares fullmäktige)

Education: M.Sc. Engineering, KTH Royal Institute of Technology, Stockholm; Advanced Management Program, Harvard, Boston MA, USA

Work experience: Executive Vice President, Skanska AB; President, Skanska Sweden; President, Skanska Norway

Lena Hök

Executive Vice President (since 2021)
Born: 1972. Joined Skanska in: 2017

Responsible for core corporate function: Sustainability and Innovation

Shareholding in Skanska (own and closely related persons)[1]: 23,687 Class B shares

Awarded but unvested share awards[2]: 14,624 Class B shares

Board assignments[1]:
Chair: The Swedish Sustainability Committee, International Chamber of Commerce (ICC)
Board member: The Build Environment Board at World Business Council for Sustainable Development

Education: Master of Social Science, Uppsala University; GEM Management Program, Stockholm School of Economics Executive Education

Work experience: Senior Vice President, Sustainability, Skanska AB; Head of Sustainability, Skandia Group; Head of Skandia foundation Ideas for life, Skandia Group; Head of Communication, Skandiabanken and Skandia: Senior Associate, JKL; Management consultant, ERM

Richard Kennedy

Executive Vice President (since 2018)
Born: 1966. Joined Skanska in: 2004

Responsible for business units: Skanska USA Building, Skanska USA Civil

Shareholding in Skanska (own and closely related persons)[1]: 142,427 Class B shares

Awarded but unvested share awards[2]: 43,501 Class B shares

Board assignments[1]: –

Education: Bachelor of Arts, Rutgers College, Rutgers University; Juris Doctor, Seton Hall University School of Law; Master of Laws, London School of Economics and Political Science

Work experience: President, Skanska USA Building; Chief Operating Officer, Skanska USA Building; General Counsel, Skanska USA Building

Claes Larsson

Executive Vice President (since 2006)
Born: 1965. Joined Skanska in: 1990

Responsible for business streams: Commercial Property Development, Investment Properties

Responsible for business units: Skanska Commercial Development Nordic, Skanska Commercial Development Europe, Skanska Commercial Development USA

Shareholding in Skanska (own and closely related persons)[1]: 283,890 Class B shares

Awarded but unvested share awards[2]: 29,947 Class B shares

Board assignments[1]: –

Education: M.Sc. Engineering, Chalmers University of Technology, Gothenburg; MBA, Chalmers University of Technology and University of Gothenburg

Work experience: President, Skanska Commercial Development Nordic; President, Skanska Fastigheter Göteborg

Jonas Rickberg

Executive Vice President, Chief Financial Officer (since 2025)
Born: 1975. Joined Skanska in: 2025

Responsible for core corporate function/group functions: Finance, Finance Operations, Corporate Finance and Control, Investor Relations, Information Technology, Internal Audit and Compliance (reports directly to the Board via the Audit Committee)

Shareholding in Skanska (own and closely related persons)[3]: 3,500 Class B shares

Awarded but unvested share awards[2]: 0 shares

Board assignments[1]: –

Education: Master of Science in Business Administration, Gothenburg School of Economics

Work experience: Executive Vice President and CFO, Scania CV AB; Vice President Finance and Business Control, Sales and Marketing, Scania; CFO, Scania group's commercial operations in Brazil

Ståle Rød

Executive Vice President (since 2023)
Born: 1972. Joined Skanska in: 1997

Responsible for business stream: Residential Development

Responsible for business units: Skanska Norway, Skanska Central Europe, Skanska UK, Skanska Residential Development Europe

Shareholding in Skanska (own and closely related persons)[1]: 41,741 Class B shares

Awarded but unvested share awards[2]: 12,544 Class B shares

Board assignments[1]: –

Education: B.Sc. Civil Engineering, Western Norway University of Applied Sciences; Officers School, Norwegian Army; Advanced Management Program, Harvard Business School

Work experience: Business Unit President, Skanska Norway; Executive Vice President, Skanska Norway; Regional Director, Skanska Norway; Project Director, Skanska Norway

1 Information regarding board assignments and shareholdings is as of December 31, 2024, unless otherwise stated. Shareholdings include holdings of closely related persons, where applicable. Board assignments refer to assignments in companies or organizations outside the Skanska Group.
2 As of December 31, 2024. Pertains to awarded but unvested share awards 2022–2024 under long-term share saving programs. In order for the shares to vest, an additional three years of service from each award date are normally required. Share awards for 2024 are preliminary. The Board will determine the outcome for 2024 after reviewing the operational performance in the first quarter of 2025.
3 Information regarding own shareholdings pertains to the situation known to the Company on March 5, 2025.

Therese Tegner

Executive Vice President (since 2022)
Born: 1968. Joined Skanska in: 2005

Responsible for core corporate function: Human Resources

Shareholding in Skanska (own and closely related persons)[1]:
43,642 Class B shares

Awarded but unvested share awards[2]: 14,981 Class B shares

Board assignments[1]:
Board member: Agne Sandberg Foundation

Education: Master of Laws, Lund University

Work experience: Senior Vice President, Skanska Financial Services; Head of Project Advisory, Skanska Financial Services; Head of Guarantees and Insurances, Skanska Financial Services; Senior Associate, Archibald Lawfirm

Ulrika Wester

Acting Executive Vice President, Acting General Counsel (since 2024)[3]
Born: 1972. Joined Skanska in: 2021

Responsible for core corporate function/group function:
Legal, Assurance and Control

Shareholding in Skanska (own and closely related persons)[1]:
3,042 Class B shares

Awarded but unvested share awards[2]: 4,062 Class B shares

Board assignments[1]:
Chair: The Swedish Competition Committee, International Chamber of Commerce (ICC)

Education: Master of Laws (LL.M.), Law, Lund University

Work experience: Group Compliance Officer, Nordic Entertainment Group; Group Compliance Officer, Modern Times Group MTG AB; Senior Group Legal Counsel, Telefonaktiebolaget LM Ericsson; Manager, Advokatfirman Vinge

Members who have left the Group Leadership Team

Magnus Persson[1]
Caroline Fellenius-Omnell[2]

Business Unit Presidents

Magnus Persson, Skanska Sweden
Stein Ivar Hellestad, Skanska Norway
Tuomas Särkilahti, Skanska Finland
Michal Jurka, Skanska Central Europe
Katy Dowding, Skanska UK
Clay Haden[3], Skanska USA Building
Don Fusco, Skanska USA Civil
Björn Mattsson, Skanska Residential Development Europe
Jan Odelstam, Skanska Commercial Development Nordic
Katarzyna Zawodna-Bijoch, Skanska Commercial Development Europe
Murphy McCullough, Skanska Commercial Development USA

Senior Vice Presidents, core corporate functions and group functions

Pontus Winqvist[4], Corporate Finance and Control
Louise Hallqvist[5], Finance Operations
Karolina Cederhage, Communications
Anders Göransson, Internal Audit and Compliance (reports directly to the Board via the Audit Committee)
Mark Lemon, Assurance and Control
Antonia Junelind[6], Investor Relations
Anders Candell, Information Technology

1 Left the role as Executive Vice President, Chief Financial Officer and member of the Group Leadership Team as of September 1, 2024. Pontus Winqvist served as acting Executive Vice President, acting Chief Financial Officer and acting member of the Group Leadership Team as of September 1, 2024 until January 31, 2025. Jonas Rickberg took office as Executive Vice President, Chief Financial Officer and member of the Group Leadership Team as of January 31, 2025.
2 Left the role as Executive Vice President, General Counsel and member of the Group Leadership Team as of September 13, 2024. Ulrika Wester serves as acting Executive Vice President, acting General Counsel and acting member of the Group Leadership Team as of September 13, 2024. Åsa Thunman will replace Ulrika Wester and take office as Executive Vice President, General Counsel and member of the Group Leadership Team no later than July 8, 2025.
3 As of June 1, 2024. Succeeded Paul Hewins.
4 As of June 1, 2024 until September 1, 2024, and continued in this role as of January 31, 2025 (see Note 1 above). Corporate Finance and Control was created as a new group function as of June 1, 2024.
5 As of June 1, 2024. Finance Operations was created as a new group function as of June 1, 2024.
6 Also served as acting Senior Vice President Corporate Finance and Control during the period as of September 1, 2024 until January 31, 2025 (see Note 4 above).

1 Information regarding board assignments and shareholdings is as of December 31, 2024, unless otherwise stated. Shareholdings include holdings of closely related persons, where applicable. Board assignments refer to assignments in companies or organizations outside the Skanska Group.
2 As of December 31, 2024. Pertains to awarded but unvested share awards 2022–2024 under long-term share saving programs. In order for the shares to vest, an additional three years of service from each award date are normally required. Share awards for 2024 are preliminary. The Board will determine the outcome for 2024 after reviewing the operational performance in the first quarter of 2025.
3 Åsa Thunman will replace Ulrika Wester and take office as Executive Vice President, General Counsel and member of the Group Leadership Team no later than July 8, 2025.

Financial information

Norton Rose Fulbright Tower Houston, USA

Financial analysis

Skanska performance for 2024 was defined by solid delivery in the Construction business and improved performance in our property businesses as a result of gradual recovery in property markets. Group segment revenue increased compared to last year to SEK 177.2 billion with sales increasing in all business streams. Operating income according to segment reporting was SEK 7.1 billion. IFRS operating income was SEK 6.7 billion.

The Construction business stream delivered a solid result for the year and the operating margin for Construction amounted to 3.5 percent for the year, in line with the long-term target. A balanced portfolio with exposure to different markets, segments and sectors, in combination with a clear strategy of selective bidding and a strong commercial focus, have resulted in performance stability. Order bookings were strong for the year and the book-to-build ratio was 123 percent. The year-end order backlog stands at a historic high and amounted to SEK 285.0 billion, which is equivalent to 20 months of production.

Improved market activity increased sales volumes in the Residential Development business stream compared to last year but remain weak in comparison to a normal market. In 2024, 2,056 homes (1,136) were sold and production was started on 1,302 homes (868) . At the end of the year 2,918 homes (4,341) were under construction and 52 percent of these homes were sold. The number of unsold completed homes peaked at 772 units by end of the first quarter but has since then come down, amounting to 477 homes at the end of the year.

Commercial Property Development divested 11 projects during the year for a total value of SEK 10.1 billion, of which two internally to the Investment Properties business stream. At the end of the year, the number of ongoing projects amounted to 15, representing a total leasable area of 311,000 square meters. The number of completed projects amounted to 24 with a total leasable area of 494,000 square meters. This portfolio was on average 65 percent leased at the end of the year. Leasing activity has improved throughout the year and total leasing amounted to 219,000 square meters, of which residential rentals accounted for 69,000 square meters.

The build-up of the Investment Properties portfolio continued with acquisitions of two qualitative office properties during the year. At year-end, the portfolio comprised seven high-performing properties in the three main cities in Sweden, corresponding to a total property value of SEK 8.2 billion. The economic occupancy rate in the portfolio was 87 percent. All properties have the highest sustainability certification, LEED Platinum, and are in attractive locations.

Market outlook

Construction

The market outlook for Construction encompasses a strong outlook for the US market, supported by economic growth and federal funding programs for investments in civil infrastructure and the built environment. The building markets in Europe and the Nordics are weak and still affected by lower activity, whereas the civil market is mostly stable. Going forward, interest rate cuts will likely stimulate the building market and the housing market in particular, but it will take time to materialize.

Residential Development

A gradual housing market recovery is expected for the Nordic countries. Interest rate cuts and reduced uncertainty will stimulate market activity while restrictive bank lending, increased secondhand supply and high construction costs will have a dampening effect on the new-built segment. The housing market in Central Europe maintains a stable outlook and offers good opportunities for project development going forward.

Commercial Property Development

Reduced macroeconomic uncertainty and improved access to debt markets are gradually improving the real estate investor market activity. As a result, transaction market volumes have come up in Europe, but low market activity remain a restricting factor. The US real estate investor market is lagging Europe. Higher interest rates and increased yield requirements in the USA have a dampering effect on the US transaction market. European leasing activity is mostly stable. The return to office is slowly increasing in the USA, with a clear pick-up in tenant activity for high-quality, flexible buildings with a good service offering. The supply of new-built offices will be low in the coming years following few new project starts.

Investment Properties

Demand for quality space in buildings with high sustainability standards is good despite weaker macroeconomics. Tenants are prioritizing flexibility and move-in-ready offices. The leasing market remains competitive, but rents in class A buildings in Sweden's three largest cities are expected to remain mostly stable.

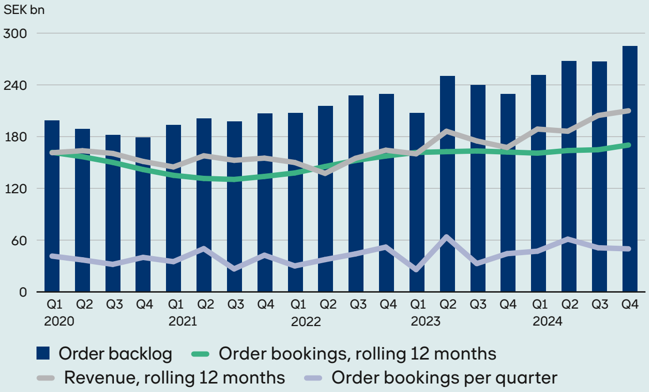
Order bookings
Order bookings were strong for the year and amounted to SEK 207.9 billion (165.8). The increase is due to a stabilizing of the building market. Group order bookings in SEK were 23 percent higher than revenue during the year, compared with 3 percent higher order bookings than revenue the previous year.

Order backlog
The order backlog was historically high and amounted to SEK 285.0 billion (229.6) at year-end. The order backlog corresponded to 20 (18) months of production.

Order bookings and order backlog

	Order bookings		Order backlog	
SEK M	**2024**	**2023**	**2024**	**2023**
Nordics	53,001	63,642	68,646	72,925
of which Sweden	*30,853*	*27,384*	*29,715*	*28,757*
Europe	22,717	19,497	35,001	34,283
USA	132,176	82,656	181,350	122,428
Total	**207,895**	**165,795**	**284,998**	**229,637**

Order bookings, order backlog and revenue in Construction



Segment reporting and IFRS
The Group reports its Residential Development and Commercial Property Development business streams according to segment reporting, the method is described in Note 1. The differences between the segment reporting and IFRS for reporting of revenue and operating income are summarized in the tables that follow.

Revenue

SEK M	2024	2023
Revenue by business stream according to segment reporting		
Construction	168,554	160,636
Residential Development	8,302	5,013
Commercial Property Development	11,225	5,331
Investment Properties	363	186
Central and Eliminations	-11,237	-14,114
Total revenue according to segment reporting	**177,208**	**157,052**
Difference in accounting principles	-727	10,116
Total revenue in accordance with IFRS	**176,481**	**167,168**

Revenue according to IFRS increased 6 percent (6 percent in local currency) to SEK 176.5 billion (167.2).

Revenue according to segment reporting increased 13 percent (increased 13 percent in local currency) to SEK 177.2 billion (157.1). In the Construction business stream revenue increased 5 percent in SEK. SEK 8.3 billion (12.6) of revenue in Construction, equivalent to 5 percent (8), was generated by the Group's Project Development operations. Of the SEK 8,302 M (5,013) revenue in Residential Development, SEK 398 M (80) arose from joint ventures, which has been included line by line according to the proportional method in segment reporting.

Operating income

SEK M	2024	2023
Operating income by business stream according to segment reporting		
Construction	5,854	5,632
Residential Development	53	-1,262
Commercial Property Development	1,120	-1,365
Investment Properties	311	-62
Central	-440	290
Eliminations	188	-3
Total operating income according to segment reporting	**7,087**	**3,231**
Difference in accounting principles	-339	2,051
Total operating income in accordance with IFRS	**6,748**	**5,282**

Operating income according to IFRS increased 28 percent (31 percent in local currency) to SEK 6,748 M (5,282).

Operating income according to segment reporting amounted to SEK 7,087 M (3,231). The comparable year includes impairment of assets and goodwill totaling SEK 3.1 billion due to a weak property market.

Construction
In the Construction business stream, operating income increased and amounted to SEK 5,854 M (5,632). The operating margin for the full year amounted to 3.5 percent (3.5), in line with the long-term target of 3.5 percent.

Residential Development according to segment reporting
In Residential Development, operating income amounted to SEK 53 M (-1,262), including operational losses in BoKlok of SEK -614 M. The higher operating income is due to that sale volume was higher and to that the comparable year was affected by asset impairments.

The business stream's operating margin was 0.6 percent (-25.2), the higher margin is due to improved market activity and increased sales volumes.

Commercial Property Development according to segment reporting

Operating income in the Commercial Property Development business stream amounted to SEK 1,120 M (-1,365). Operating income for the comparable year included impairment of property assets of SEK -1,695 M. Properties were sold during the year for a value of SEK 10,055 M (4,428), generating divestment gains of SEK 2,064 M (1,014) and income from joint ventures of SEK -3 M (-54).

Investment Properties

During the year, two properties with a total value of SEK 2,924 M (1,549) were acquired by the Investment Properties business stream from Commercial Property Development. Operating income amounted to SEK 311 M (-62), of which change in fair market value amounted to SEK 61 M (-190).

Central

Operating income in Central amounted to SEK -440 M (290). This includes income of SEK 245 M (1,280) from the PPP (public-private partnerships) portfolio. Operating income from the PPP portfolio for the comparable period include the divestment of Skanska's ownership of La Guardia Terminal B in the USA of SEK 794 M.

Elimination of intra-Group profits

Elimination of profits on internal projects amounted to SEK 188 M (-3), of which 115 was capitalized interest. At Group level eliminations, inter alia, includes elimination of profits relating to property projects in the Construction business stream. Eliminations are reversed when the projects are divested.

Return on equity and capital employed according to segment reporting

Return on equity according to segment reporting amounted to 10.0 percent (5.8) and return on capital employed in Project Development operations amounted to 2.6 percent (-3.7). Return on capital employed in Investment Properties amounted to 4.6 percent (-1.6).

Income in accordance with IFRS

SEK M	2024	2023
Operating income	**6,748**	**5,282**
Financial income	1,185	754
Financial expense	-517	-145
Net financial items	**667**	**609**
Income after financial items	**7,415**	**5,890**
Income taxes	-1,831	-861
Profit for the year	**5,584**	**5,029**

Financial items amounted to SEK 667 M (609) net, including interest expense from lease liabilities of SEK -277 M (-243). Tax expense for the year amounted to SEK -1,831 M (-861), representing a tax rate of 25 percent (15).

Investments/divestments

SEK M	2024	2023
Operations – Investments		
Investment Properties	-44	-26
Intangible assets	-11	-20
Property, plant and equipment	-2,666	-2,575
Shares	-129	-318
Current-asset properties	-10,602	-19,249
of which Residential Development	*-4,463*	*-8,655*
of which Commercial Property Development	*-6,139*	*-10,595*
Investments	**-13,452**	**-22,189**
Total investments	**-13,452**	**-22,189**
Operations – Divestments		
Intangible assets	4	1
Property, plant and equipment	323	477
Shares	31	1,626
Current-asset properties	14,610	17,871
of which Residential Development	*9,762*	*11,430*
of which Commercial Property Development	*4,848*	*6,441*
Divestments	**14,968**	**19,975**
Strategic divestments		
Divestment of businesses	2	39
Strategic divestments	**2**	**39**
Total divestments	**14,970**	**20,014**
Total net divestments (+)/investments (-)	**1,518**	**-2,175**
Depreciation/amortization, non-current assets	-2,712	-2,747

The Group's investments amounted to a total of SEK -13,452 M (-22,189), while divestments amounted to SEK 14,970 M (20,014), resulting in net divestments of SEK 1,518 M (-2,175).

Net divestments in current-asset properties amounted to SEK 4,008 M (-1,378). In Residential Development, investments in current-asset properties amounted to SEK -4,463 M (-8,655), of which SEK -260 M (-909) was for acquisitions of land, equivalent to 964 (1,578) building rights. Homes were handed over for a volume of SEK 9,762 M (11,430). Net divestments of current-asset properties in Residential Development amounted to SEK 5,299 M (2,775).

In Commercial Property Development investments in current-asset properties amounted to SEK -6,139 M (-10,595), of which SEK -148 M (-705) was for land. Divestments of current-asset properties amounted to SEK 4,848 M (6,441). Net investments in current-asset properties in Commercial Property Development amounted to SEK -1,291 M (-4,154).

Consolidated operating cash flow

SEK M	2024	2023
Cash flow from business operations	6,309	6,406
Change in working capital	517	-217
Net divestments (+)/investments (-)	1,516	-2,214
Accrual adjustments	279	-405
Cash flow from business operations before taxes paid	**8,621**	**3,570**
Taxes paid in business operations	-1,712	-1,733
Cash flow from business operations including taxes paid	**6,910**	**1,837**
Net interest, other financial items and amortization of lease liabilities	-164	-689
Cash flow from financing activities	**-164**	**-689**
Cash flow from operations	**6,745**	**1,148**
Strategic net divestments (+)/investments (-)	2	39
Dividend, etc.[1]	-2,493	-3,611
Cash flow before change in interest-bearing receivables and liabilities	**4,254**	**-2,424**
Change in interest-bearing receivables and liabilities excluding lease liabilities	-3,752	10,373
Cash flow for the year	**502**	**7,949**
Cash and cash equivalents, January 1	17,912	10,014
Exchange rate differences in cash and cash equivalents	11	-50
Cash and cash equivalents, December 31	**18,426**	**17,912**
1 Of which repurchases of Class B shares.	-207	-510

Cash flow from business operations amounted to SEK 6,745 M (1,148). The change in cash flow is mainly due to changes in working capital in Construction stream and net divestments in Project Development. Divestments by Commercial Property Development to Investment Properties generate no positive cash flow, in contrast to external sales. Taxes paid in business operations amounted to SEK -1,712 M (-1,733).

The change in interest-bearing receivables and liabilities, excluding lease liabilities, is primarily explained by increased receivables in placements longer than three months and an inflow of restricted cash.

Cash flow for the year of SEK 502 M (7,949) combined with currency effects of SEK 11 M (-50) increased cash and cash equivalents, which amounted to SEK 18,426 M (17,912).

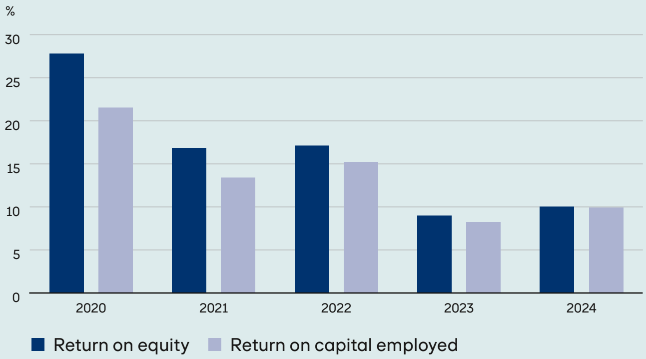
Commercial Property Development projects sold but not yet transferred as of December 31, 2024, will have a positive effect on cash flow of SEK 7.6 billion in the years 2025 to 2027.

Financing and liquidity
At the end of 2024, the Group had interest-bearing net receivables amounting to SEK 15.4 billion (9.0), including SEK 7.1 billion (7.0) in lease liabilities in accordance with IFRS 16.

At the end of the year, cash and cash equivalents and unutilized committed credit facilities amounted to SEK 28.6 billion, of which SEK 21.8 billion is available within one week. The Group's total assets increased by SEK 16.0 billion and amounted to SEK 171.2 billion (155.2).

For financial position, see also Note 6 and Note 14.

Return on equity and capital employed



At the end of the year, equity attributable to shareholders amounted to SEK 62,466 M (56,202). Apart from comprehensive income for the year of SEK 8 367 M, the change in equity was mainly explained by dividends of SEK -2,257 M and share-based payments in connection with long-term share saving programs (Seop) totaling SEK 362 M.

Return on equity increased to 9.6 percent (9.0).

Capital employed at year-end amounted to SEK 84,384 M (77,360). Return on capital employed amounted to 9.9 percent (8.2).

Equity/assets ratio and debt/equity ratio
The net debt/equity ratio amounted to -0.2 (-0.2) and the equity/assets ratio amounted to 36.6 percent (36.3).

For additional financial information see Note 6 and Note 14.

Parent company
The parent company performs administrative tasks and includes the Group Leadership Team, core corporate functions and group functions.

Profit for the year amounted to SEK 7,218 M (10,919) and mainly consisted of dividends from subsidiaries. The average number of employees was 158 (112).

Remuneration to senior executives
The Annual General Meeting (AGM) 2023 adopted the Board of Directors' (the Board) proposal on guidelines for salary and other remuneration to senior executives. Senior executives include the President and CEO and the other members of the Group Leadership Team. The applicable remuneration guidelines adopted by the AGM 2023 and information about salary and other remuneration to senior executives are found in Note 37. Information on remuneration to the President and CEO is also set out in the Board's remuneration report for 2024 available on pages 220–224.

Skanska employee ownership program (Seop)
Seop aims to strengthen the Group's ability to retain and recruit qualified employees and to align them more closely to the company and its shareholders.

The programs provide employees with the opportunity to invest in Skanska shares while receiving incentives in the form of the possible allotment (predominantly performance-based) of additional shares.

Shares are only allotted following a three-year vesting period. To earn matching shares and performance shares, employees must have been employed throughout the entire vesting period and have retained the shares purchased within the program framework.

In 2024, costs related to the Seop program amounted to SEK 362 M (470). See also Note 26 and Note 37.

The accounting principles applied for the share saving programs can be found in Note 1, IFRS 2 Share-based Payment.

Research and innovation
Direct research and development expenses amounted to SEK 145 M (145). To coordinate the work with research and innovation and facilitate knowledge-sharing and scaling across the Group, Skanska has a Group function tasked with creating a Group-wide portfolio of R&D and innovation initiatives. Its focus areas are climate, workplace safety, productivity, digitalization and the customer offering.

Information on shares
The AGM 2023 resolved on authorizations for the Board to, during the period until the AGM 2025, (i) resolve on acquisitions of not more than 2,400,000 own Class B shares on Nasdaq Stockholm to secure delivery of shares to participants in the share saving program for the financial years 2023, 2024 and 2025 resolved by the AGM 2022 (Seop 6); and (ii) resolve on acquisitions of such number of own Class B shares on Nasdaq Stockholm that the company's holding of own shares after each acquisition amounts to a maximum of one-tenth of the total number of shares in the company to give the Board increased freedom of action to be able to adapt the company's capital structure and thereby contribute to increased shareholder value.

During the year, Skanska repurchased a total of 1,036,543 shares at an average price of SEK 199.53. All shares were repurchased to secure delivery of shares to participants in the Seop 6. The average price of all repurchased shares is SEK 148.30. The quota value of the repurchased shares is SEK 3.00 per share, totaling SEK 3.1 M, and the shares represent 0.2 percent of the total share capital. The cost of acquiring the shares amounted to SEK 207 M. During the year 2,368,695 shares were allotted to the employees participating in the share saving program. The quota value of these shares is SEK 3.00 per share, totaling SEK 7.1 M, and the shares represent 0.6 percent of the total share capital. The number of treasury shares held as of December 31, 2024 amounted to 8,381,408. The quota value of these shares is SEK 3.00 per share, totaling SEK 25.1 M, and the shares represent 2.0 percent of the total share capital. The cost of acquiring the shares amounted to SEK 1.2 billion.

Proposed dividend
The Board proposes that the AGM on April 7, 2025 resolves to pay a dividend for 2024 of SEK 8.00 (5.50) per share. The Board proposes Wednesday, April 9, 2025 as the record date for receiving dividend. If the AGM resolves in accordance with the proposal, the dividend is expected to be distributed by Euroclear Sweden AB on Monday, April 14, 2025. The proposed dividend amounts to SEK 3,292 M (2,257) in total. No dividend is distributed for the parent company's holding of Class B treasury shares. The total dividend disbursed may change by the record date, depending on acquisitions of Class B treasury shares and the transfer of Class B shares to participants in the long-term share saving programs.

The Board's justification for its proposed dividend
The Board hereby issues the following reasoned statement pursuant to Chapter 18, Section 4 of the Swedish Companies Act due to the proposed dividend.

The parent company's and the Group's operations, risks in these operations, and governance, processes and mechanisms for managing these risks, the parent company's and the Group's financial positions as of December 31, 2024, and which accounting principles are applied to valuing assets and liabilities are described in this Annual and Sustainability Report. The parent company's equity amounts to SEK 36.1 billion and the net receivable position results in a negative net debt/equity ratio to -0.6.

The Group's equity amounts to SEK 62.6 billion and the net debt/equity ratio to -0.2 calculated as of December 31, 2024. The Group's equity would have been SEK 2.0 billion lower if the financial instruments and investment properties, valued at fair value, had instead been valued at the lower of cost of acquisition and fair value. The proposed dividend reduces the parent company's equity/assets ratio from 97.8 percent to 97.6 percent and the Group's equity/assets ratio from 36.6 percent to 35.3 percent, calculated as per December 31, 2024.

The Board is of the opinion that, after disbursement of the dividend, the financial strength of the parent company and the Group is assessed to continue to be good in relation to the industry in which the parent company and the Group are operating and, also with regard to the macroeconomic and geopolitical developments, to be fully sufficient to enable the parent company and the Group to fulfil its obligations in the short and long term. It is the Board's assessment that the parent company and the Group are well prepared to handle any changes in respect of liquidity, as well as unexpected events. The Board is of the opinion that the parent company and the Group have the ability to take future business risks and also cope with potential losses. The proposed dividend will not negatively affect the parent company's and the Group's ability to make commercially motivated investments in accordance with the strategy of the Board.

It is the opinion of the Board that the proposed dividend is justifiable with reference to the demands that the nature, scope and risks of the parent company's and the Group's operations place on the size of the parent company's and the Group's equity and the parent company's and the Group's consolidation needs, liquidity and position in general. The Board has hereby considered, among other things, the parent company's and the Group's historical development, the expected development and the state of the market.

With referens to above and based on what has otherwise come to the Board's attention, and following an assessment of the financial positions of the parent company and the Group, the Board concludes that the proposed dividend is justifiable taking into account the requirements set forth in Chapter 17, Section 3 of the Swedish Companies Act.

Consolidated income statement

SEK M	Note	2024	2023
Revenue	8, 9	176,481	167,168
Cost of sales	10, 12, 13, 36, 41	-162,001	-153,870
Gross income		**14,480**	**13,297**
Selling and administrative expenses	10, 11, 12, 13, 36, 38, 41	-8,724	-9,386
Change in value, investment properties	40	737	175
Income from joint ventures and associated companies	20	253	1,195
Operating income		**6,748**	**5,282**
Financial income	14	1,185	754
Financial expense	14, 15	-517	-145
Net financial items		**667**	**609**
Income after financial items		**7,415**	**5,890**
Income taxes	16	-1,831	-861
Profit for the year		**5,584**	**5,029**
Profit for the year attributable to			
– the parent company’s equity holders		5,552	4,998
– non-controlling interests		32	31
Earnings per share, SEK	26, 43	13.51	12.17
Earnings per share after dilution, SEK	26, 43	13.40	12.07
Proposed ordinary dividend per share, SEK		8.00	5.50

Consolidated statement of comprehensive income

SEK M	2024	2023
Profit for the year	**5,584**	**5,029**
Other comprehensive income		
Items that will not be reclassified to profit or loss for the year		
Remeasurement of defined-benefit pension plans	1,171	273
Tax related to items that will not be reclassified to profit or loss for the year	-236	-64
	936	**209**
Items that have been or will be reclassified to profit or loss for the year		
Translation differences attributable to the parent company’s equity holders	1,816	-947
Translation differences attributable to non-controlling interests	2	-4
Hedging of exchange rate risk in foreign operations	34	-23
Effect of cash flow hedges	14	-7
Share of other comprehensive income of joint ventures and associated companies	22	-30
Tax related to items that have been or will be reclassified to profit or loss for the year	-7	12
	1,881	**-999**
Other comprehensive income for the year after tax	**2,817**	**-790**
Comprehensive income for the year	**8,401**	**4,239**
Comprehensive income for the year attributable to		
– the parent company’s equity holders	8,367	4,212
– non-controlling interests	34	27

See also Note 26.

Consolidated statement of financial position

SEK M	Note	Dec 31, 2024	Dec 31, 2023
ASSETS			
Non-current assets			
Investment properties	40	8,154	5,141
Property, plant and equipment	17	9,061	8,035
Property, plant and equipment, right-of-use assets	41	2,977	3,082
Goodwill	18	4,082	3,919
Other intangible assets	19	256	348
Investments in joint ventures and associated companies	20	2,214	2,072
Non-current financial assets	21	4,987	4,992
Deferred tax assets	16	2,230	2,518
Total non-current assets		**33,961**	**30,108**
Current assets			
Current-asset properties	22	56,914	58,660
Current-asset properties, right-of-use assets	41	3,771	3,613
Inventories	23	1,064	1,275
Current financial assets	21	13,860	7,498
Tax assets	16	1,371	1,246
Contract assets	9	7,769	7,865
Trade and other receivables	24	34,073	27,012
Cash and cash equivalents	25	18,426	17,912
Total current assets		**137,246**	**125,082**
TOTAL ASSETS	32	**171,207**	**155,189**
of which interest-bearing non-current financial assets	31	*4,917*	*4,954*
of which interest-bearing current assets	31	*32,202*	*25,096*
		37,119	***30,050***

SEK M	Note	Dec 31, 2024	Dec 31, 2023
EQUITY	26		
Share capital		1,260	1,260
Other paid-in capital		5,018	4,656
Reserves		6,388	4,509
Retained earnings		49,800	45,777
Equity attributable to the parent company's equity holders		**62,466**	**56,202**
Non-controlling interests		151	146
TOTAL EQUITY		**62,617**	**56,347**
LIABILITIES			
Non-current liabilities			
Non-current financial liabilities	27	8,790	7,300
Lease liabilities	41	6,123	6,137
Pensions	28	2,603	3,167
Deferred tax liabilities	16	2,424	2,218
Total non-current liabilities		**19,940**	**18,822**
Current liabilities			
Current financial liabilities	27	3,291	3,615
Lease liabilities	41	1,007	909
Tax liabilities	16	685	779
Current provisions	29	10,959	11,087
Contract liabilities	9	26,807	23,220
Trade and other payables	30	45,900	40,410
Total current liabilities		**88,650**	**80,020**
TOTAL LIABILITIES		**108,590**	**98,842**
TOTAL EQUITY AND LIABILITIES	32	**171,207**	**155,189**
of which interest-bearing financial liabilities	31	*19,163*	*17,846*
of which interest-bearing pensions and provisions	31	*2,603*	*3,167*
		21,766	***21,014***

Information on the Group's pledged assets and contingent liabilities can be found in Note 33.

Consolidated statement of changes in equity

	Equity attributable to the parent company's equity holders							
SEK M	Share capital	Paid-in capital	Translation reserve	Cash flow hedge reserve	Retained earnings	Total	Non-controlling interests	Total equity
Equity, January 1, 2023	**1,260**	**4,186**	**5,631**	**-127**	**44,161**	**55,111**	**144**	**55,255**
Profit for the year					4,998	4,998	31	5,029
Other comprehensive income for the year			-970	-25	209	-786	-4	-790
Dividend					-3,081	-3,081	-20	-3,101
Changes in the Group structure							-5	-5
Repurchase of 3,060,000 Class B shares					-510	-510		-510
Share-based payments		470				470		470
Equity, December 31, 2023	**1,260**	**4,656**	**4,661**	**-152**	**45,777**	**56,202**	**146**	**56,347**
Equity, January 1, 2024	**1,260**	**4,656**	**4,661**	**-152**	**45,777**	**56,202**	**146**	**56,347**
Profit for the year					5,552	5,552	32	5,584
Other comprehensive income for the year			1,850	29	936	2,814	2	2,817
Dividend					-2,257	-2,257	-29	-2,286
Repurchase of 1,036,543 Class B shares					-207	-207		-207
Share-based payments		362				362		362
Equity, December 31, 2024	**1,260**	**5,018**	**6,511**	**-123**	**49,800**	**62,466**	**151**	**62,617**

See also Note 26.

Consolidated cash flow statement

SEK M	2024	2023
Operating activities		
Operating income	6,748	5,282
Adjustments for items not included in cash flow/items to be included in cash flow	-722	351
Income tax paid	-1,712	-1,733
Cash flow from operating activities before change in working capital	**4,314**	**3,900**
Cash flow from change in working capital		
Investments in current-asset properties	-10,328	-18,348
Divestments of current-asset properties	14,610	17,871
Change in inventories and operating receivables	-5,063	284
Change in operating liabilities	5,581	-501
Cash flow from change in working capital	**4,799**	**-693**
Cash flow from operating activities	**9,113**	**3,207**
Investing activities		
Investments in investment properties	-44	-26
Investments in intangible assets	-11	-20
Investments in property, plant and equipment	-2,666	-2,575
Investments in shares	-129	-318
Investments in financial assets	-8,374	-3,736
Interest received	1,131	712
Dividends received	313	773
Divestment of businesses	2	39
Divestments of intangible assets	4	1
Divestments of property, plant and equipment	323	477
Divestments of shares	621	1,046
Divestments of financial assets	3,062	9,624
Cash flow from investing activities	**-5,767**	**5,997**
Financing activities		
Borrowings	3,830	9,534
Other financial income and expense	45	-285
Interest paid	-995	-819
Repayment of debt excluding lease liabilities	-2,247	-5,105
Amortization of lease liabilities	-983	-968
Dividend to the parent company's shareholders	-2,257	-3,081
Dividend to non-controlling interests	-29	-20
Repurchase of Class B shares	-207	-510
Cash flow from financing activities	**-2,843**	**-1,255**
Cash flow for the year	**502**	**7,949**
Cash and cash equivalents, January 1	17,912	10,014
Exchange rate differences in cash and cash equivalents	11	-50
Cash and cash equivalents, December 31	**18,426**	**17,912**

Change in interest-bearing net receivables/net liabilities

SEK M	2024	2023
Interest-bearing net receivables/net liabilities, January 1	**9,037**	**10,306**
Cash flow from operating activities	9,113	3,207
Cash flow from investing activities excluding change in interest-bearing receivables	-455	108
Cash flow from financing activities excluding change in interest-bearing liabilities	-4,403	-5,739
Remeasurement of pension liabilities	960	255
Net receivables/net liabilities acquired/divested	-2	21
Translation differences	173	-52
Other	931	931
Interest-bearing net receivables (+)/net liabilities (-) December 31	**15,353**	**9,037**

See also Note 35.

Consolidated cash flow statement, specification

Consolidated operating cash flow statement and change in interest-bearing net receivables/net liabilities

SEK M	2024	2023
Construction		
Cash flow from business operations	8,062	7,954
Change in working capital	3,952	753
Net divestments (+)/investments (-)	-2,305	-2,054
Total Construction	**9,709**	**6,653**
Residential Development		
Cash flow from business operations	-1,005	-996
Change in working capital	-2,630	-69
Net divestments (+)/investments (-)	5,193	2,404
Accrual adjustments[1]	-59	-43
Total Residential Development	**1,500**	**1,296**
Commercial Property Development		
Cash flow from business operations	-570	-579
Change in working capital	-984	-671
Net divestments (+)/investments (-)	1,606	-2,670
Accrual adjustments[1]	-250	215
Total Commercial Property Development	**-198**	**-3,705**
Investment Properties		
Cash flow from business operations	250	129
Change in working capital	32	39
Net divestments (+)/investments (-)	-2,968	-1,575
Accrual adjustments[1]	-2	3
Total Investment Properties	**-2,688**	**-1,404**
Central and Eliminations		
Cash flow from business operations	-428	-102
Change in working capital	147	-268
Net divestments (+)/investments (-)	-10	1,681
Accrual adjustments[1]	590	-580
Total Central and Eliminations	**299**	**731**

SEK M	2024	2023
Total cash flow from business operations	6,309	6,406
Total change in working capital	517	-217
Total net divestments (+)/investments (-)	1,516	-2,214
Total accrual adjustments[1]	279	-405
Total cash flow from business operations before taxes paid	**8,621**	**3,570**
Taxes paid in business operations	-1,712	-1,733
Cash flow from business operations including taxes paid	**6,910**	**1,837**
Net interest, other financial items and amortization of lease liabilities	-164	-689
Cash flow from financing activities	**-164**	**-689**
Cash flow from operations	**6,745**	**1,148**
Strategic net divestments (+)/investments (-)	2	39
Dividend, etc.[2]	-2,493	-3,611
Cash flow before change in interest-bearing receivables and liabilities	**4,254**	**-2,424**
Change in interest-bearing receivables and liabilities excluding lease liabilities	-3,752	10,373
Cash flow for the year	**502**	**7,949**
Cash and cash equivalents, January 1	17,912	10,014
Exchange rate differences in cash and cash equivalents	11	-50
Cash and cash equivalents, December 31	**18,426**	**17,912**
1 Refers to payments made during the reporting year related to divestments/investments in prior years, and unpaid divestments/investments related to the reporting year.		
2 Of which repurchase of Class B shares	-207	-510

See also Note 35.

Parent company income statement

SEK M	Note	2024	2023
Revenue	45	1,365	1,213
Gross income		**1,365**	**1,213**
Selling and administrative expenses	38, 48, 49, 61	-1,174	-1,071
Operating income		**190**	**142**
Income from holdings in Group companies	46	6,150	10,250
Other interest income and similar items	46	936	565
Interest expense and similar items	46	-61	-35
Income after financial items		**7,216**	**10,922**
Income taxes	47	2	-3
Profit for the year[1]		**7,218**	**10,919**

1 Corresponds to comprehensive income for the year.

Parent company balance sheet

SEK M	Note	Dec 31, 2024	Dec 31, 2023
ASSETS			
Non-current assets			
Intangible assets	48	**5**	**6**
Property, plant and equipment	49	**24**	**23**
Non-current financial assets	50		
Holdings in Group companies	51	12,971	12,497
Holdings in joint arrangements	52	3	3
Receivables in Group companies	62	23,356	18,526
Deferred tax assets	47	61	55
Other non-current receivables	50	99	101
Total non-current financial assets		**36,490**	**31,182**
Total non-current assets		**36,519**	**31,211**
Current assets			
Current receivables			
Current receivables in Group companies	62	189	176
Tax assets		7	7
Other current receivables		123	131
Prepaid expenses and accrued income	53	73	184
Total current receivables		**391**	**498**
Total current assets		**391**	**498**
TOTAL ASSETS	58	**36,910**	**31,709**

SEK M	Note	Dec 31, 2024	Dec 31, 2023
EQUITY AND LIABILITIES			
Equity	54		
Share capital		1,260	1,260
Statutory reserve		598	598
Restricted equity		**1,858**	**1,858**
Retained earnings		27,033	18,216
Profit for the year		7,218	10,919
Unrestricted equity		**34,250**	**29,135**
Total equity		**36,108**	**30,993**
Provisions	55		
Provisions for pensions and similar obligations	56	124	128
Other provisions		80	26
Total provisions		**204**	**154**
Non-current liabilities	57		
Liabilities to Group companies	62	3	64
Total non-current liabilities		**3**	**64**
Current liabilities	57		
Trade payables		35	63
Liabilities to Group companies	62	463	344
Other liabilities			6
Accrued expenses and prepaid income		97	85
Total current liabilities		**595**	**498**
TOTAL EQUITY AND LIABILITIES	58	**36,910**	**31,709**

Parent company statement of changes in equity

SEK M	Share capital	Statutory reserve	Unrestricted equity	Total equity
Equity, January 1, 2023	**1,260**	**598**	**21,337**	**23,195**
Profit for the year[1]			10,919	10,919
Dividend to the parent company's shareholders			-3,081	-3,081
Repurchase of 3,060,000 Class B shares			-510	-510
Share-based payments			470	470
Equity, December 31, 2023	**1,260**	**598**	**29,135**	**30,993**
Equity, January 1, 2024	**1,260**	**598**	**29,135**	**30,993**
Profit for the year[1]			7,218	7,218
Dividend to the parent company's shareholders			-2,257	-2,257
Repurchase of 1,036,543 Class B shares			-207	-207
Share-based payments			362	362
Equity, December 31, 2024	**1,260**	**598**	**34,250**	**36,108**

1 Corresponds to comprehensive income for the year.

See also Note 54.

Parent company cash flow statement

SEK M	2024	2023
Operating activities		
Operating income	190	142
Adjustments for items not included in cash flow	23	31
Income tax paid	-4	1
Cash flow from operating activities before change in working capital	**209**	**174**
Cash flow from change in working capital		
Change in operating receivables	108	-337
Change in operating liabilities	11	287
Cash flow from change in working capital	**119**	**-50**
Cash flow from operating activities	**327**	**124**
Investing activities		
Investments in intangible assets	-1	-8
Investments in tangible assets	-11	-30
Interest received	936	565
Dividends received	6,150	10,250
Decrease in interest-bearing receivables	2	
Group contributions paid	-255	-211
Increase in interest-bearing receivables	-4,830	-7,104
Cash flow from investing activities	**1,991**	**3,462**
Financing activities		
Borrowings		
Payments from subsidiaries for employee ownership programs	268	252
Interest paid	-61	-35
Repayment of debt	-61	-212
Dividend to the parent company’s shareholders	-2,257	-3,081
Repurchase of Class B shares	-207	-510
Cash flow from financing activities	**-2,318**	**-3,586**
Cash flow for the year	**0**	**0**
Cash and cash equivalents, January 1	0	0
Cash and cash equivalents, December 31	**0**	**0**

See also Note 60.

Notes including accounting and valuation principles

- Amounts in million Swedish kronor (SEK M) unless otherwise specified.
- Income is reported in positive figures and expense in negative figures.
- Assets and liabilities are both reported in positive figures.
- Interest-bearing net receivables/net liabilities are reported in positive figures if they are receivables and negative figures if they are liabilities.
- Accumulated depreciation/amortization and accumulated impairment losses are reported in negative figures.

Table of contents, notes

Group

Parent company

Note 1. Consolidated accounting and valuation principles

Conformity with laws and standards
In compliance with the ordinance approved by the European Union (EU) on the application of international accounting standards, the consolidated financial statements have been prepared for the financial year ending on December 31, 2024 according to the International Financial Reporting Standards (IFRS®) and International Accounting Standards (IAS), issued by the International Accounting Standards Board (IASB), as well as the interpretations by the IFRS Interpretations Committee and its predecessor, the Standing Interpretations Committee (SIC), to the extent these standards and interpretations have been approved by the EU. In addition, the Swedish Financial Reporting Board's Recommendation RFR 1 Supplementary Accounting Rules for Groups has been applied, as have the Statements of the Swedish Financial Reporting Board.

Amounts in tables and statements do not always accord with the calculated total of related items due to rounding differences. The aim is that each line agrees with the source, and therefore, rounding differences may arise that affect the total when the presented lines are added together.

The parent company applies the same accounting principles as the Group, except in the cases indicated below in the section Parent company accounting and valuation principles.

The parent company's annual accounts and the consolidated annual accounts were approved for issuance by the Board of Directors and the President and CEO on March 6, 2025. The parent company income statement and balance sheet, and the consolidated income statement and statement of financial position will be subject to adoption by the Annual General Meeting on April 7, 2025.

Conditions when preparing the Group's financial statements
The functional currency of the parent company is Swedish kronor (SEK), which is also the presentation currency of the parent company and of the Group. The financial reports are therefore presented in SEK. All amounts are rounded to the nearest million, unless otherwise stated.

The financial statements have been prepared on the going concern basis.

Preparing the financial statements in accordance with IFRS requires making estimates, and assumptions that affect the application of the accounting principles and the recognized amounts of assets, liabilities, revenue and expenses. Actual outcomes may deviate from these estimates and assumptions.

Estimates and assumptions are reviewed regularly. Changes in estimates are recognized in the period the change is made if the change only affects this period, or in the period the change is made and future periods if the change affects both the period in question and future periods.

Judgments made when applying IFRS with a substantial impact on the financial statements and estimates that may lead to significant adjustments in the financial statements of subsequent years are described in more detail in Note 2.

The accounting principles for the Group described in the following have been applied consistently for all periods that are presented in the Group's financial statements, unless otherwise indicated. The accounting principles for the Group have been applied consistently in reporting and consolidation of the parent company, subsidiaries, associated companies and joint arrangements.

New for this year
Amendments have been issued to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures to require specific disclosures about supplier finance arrangements (SFAs).

IAS 1 Presentation of Financial Statements has been amended in terms of the classification of current and non-current borrowings. Concurrently new disclosure requirements apply for borrowings subject to covenants.

Amendments to IFRS 16 Leases apply to the accounting for lease liabilities in sale and leaseback transactions. The amendments could impact the accounting for lease liabilities in conjunction with sale and leaseback transactions that include variable lease payments that do not depend on an index or a rate.

None of these amendments have had any significant effect on Skanska's accounting.

Forthcoming amendments to accounting principles
IFRS 18 Presentation and Disclosure in Financial Statements will replace IAS 1 Presentation of Financial Statements and, subject to endorsement of the standard by the EU, will apply from January 1, 2027.

The new standard entails new requirements for the presentation of income and expenses in the statement of profit or loss, and requires being broken down into five separate categories. Further, two obligatory subtotals are added: Operating income; and Profit or loss before financing and income taxes. The standard also introduces required disclosures pertaining to management-defined performance measures. Finally, the current options for the presentation of the statement of cash flows are removed.

The effects of the new standard are being analyzed.

To date, identified effects entail that Skanska will apply a new presentation of income and expenses in the statement of profit or loss, where:

- Income from joint ventures and associated companies will be moved to after operating income in the statement of profit or loss.
- Income and expenses arising from cash items will be moved higher in the statement of profit or loss and be included in a new subtotal.
- A new subtotal will be introduced in the statement of profit or loss "Profit or loss before financing and income taxes."

Skanska has yet to identify any effects on the statement of financial position, comprehensive income or the statement of changes in equity. The above changes to operating income impact the statement of cash flows. Skanska will disclose information about the management-defined performance measures, but has yet to analyze how this will impact.

Note 1, cont.

IAS 1 Presentation of Financial Statements
Income statement
Items recognized as revenue are: project revenue, compensation for other services performed, divestment of current-asset properties, deliveries of materials and merchandise, rental income and other operating revenue. Revenue from the sale of machinery, equipment, non-current-asset properties and intangible assets is not included, but is instead recognized on a net basis among operating expenses against the carrying amounts of the assets. See Note 10.

Items reported as cost of sales include: direct and indirect manufacturing expenses, loss risk provisions, the carrying amounts of divested current-asset properties, bad debt losses and warranty expenses. Also included is depreciation on non-current assets used in construction and property management. Changes in the market value of derivatives related to operations are recognized in operating income.

Unrealized and realized changes in the value of investment properties are recognized net on a separate line in profit or loss.

Selling and administrative expenses include customary administrative expenses, technical expenses and selling expenses, as well as depreciation of plant and equipment that have been used in selling and administrative processes. Goodwill impairment losses are also reported as selling and administrative expenses.

Income from joint ventures and associated companies, after tax, is recognized separately in profit or loss and is included in operating income.

Among items recognized under financial income are interest income, dividends and other financial income. Financial expense includes, inter alia, interest expense and other financial expenses. Changes in the market value of financial instruments, primarily derivatives linked to financing activities, are recognized as a separate sub-item allocated between financial income and financial expense. The net amount of exchange rate differences and gains/losses on divestments of shares are recognized either as financial income or financial expense. Financial income and expense are described in more detail in Note 6 and in Note 14.

Comprehensive income
Aside from profit for the year, the consolidated statement of comprehensive income includes the items that are included under Other comprehensive income. These include translation differences, hedging of exchange rate risks in foreign operations, remeasurement related to pension-linked assets and liabilities, effects of cash flow hedges and tax on these items.

Statement of financial position
Assets
An asset is regarded as a current asset if it is expected to be realized within 12 months from the closing day or within the company's operating cycle. The operating cycle is the period from the signing of a contract until the company receives cash payment following a final inspection or delivery of goods (including properties). Since the Group executes large contracting projects and project development, the operating cycle criterion means that many more assets are designated as current assets than if the only criterion were within 12 months.

In Note 32, assets are allocated between amounts for assets that are expected to be recovered within 12 months of the closing day and assets that are expected to be recovered later than 12 months from the closing day. The allocation between non-current non-financial assets is based on expected annual depreciation. The division for current-asset properties is mainly based on outcomes during the past three years. This division is even more uncertain than for other assets, since the outcome during the coming year is strongly influenced by the dates when large individual properties are handed over.

Note 31 shows the allocation between interest-bearing and non-interest-bearing assets.

Equity
The Group's equity is allocated between share capital, paid-in capital, reserves, retained earnings and non-controlling interests.

Acquisitions of treasury shares are recognized as a deduction from retained earnings in equity. Proceeds from the divestment of treasury shares are recognized as an increase in equity. Any transaction costs are recognized directly in equity.

Dividends are recognized as a liability once the general meeting of shareholders has approved the dividend.

A description of equity, the year's changes and disclosures concerning capital management are provided in Note 26.

Liabilities
Liabilities recognized as current liabilities comprise liabilities that are either supposed to be paid within 12 months of the closing day or – in the case of business-related liabilities only – are expected to be paid within the operating cycle. Since the operating cycle is taken into account, no non-interest-bearing liabilities, such as trade payables and accrued personnel expenses, are recognized as non-current. Liabilities that are recognized as interest-bearing due to discounting are included among current liabilities, since they are paid within the operating cycle. Interest-bearing liabilities are recognized as non-current even if they fall due for payment within 12 months of the closing day if the original maturity was longer than 12 months and the entity reaches an agreement on long-term refinancing of the obligation before the end of the reporting period. Information on liabilities is provided in Note 27 and Note 30.

In Note 32, liabilities are allocated between amounts for liabilities to be paid within 12 months of the closing day and liabilities to be paid later than 12 months from the closing day. Additionally, Note 31 also provides information about the allocation between interest-bearing and non-interest-bearing liabilities.

IFRS 10 Consolidated Financial Statements
The consolidated financial statements cover the accounts of the parent company and the companies in which the parent company has a direct or indirect controlling interest.

Skanska initiates and enters into agreements with newly formed Swedish cooperative housing associations or Finnish housing corporations for the construction of homes. Under the terms in these agreements Skanska has a controlling interest and thus consolidates the cooperative housing associations and housing corporations during the construction period and until the end-customer takes possession, at which point Skanska no longer has a controlling interest. During the consolidation period, Skanska recognizes the projects in the balance sheet, with the largest items comprising current-asset properties on the asset side and borrowings for cooperative housing associations and housing corporations are recognized as part of the Group's interest-bearing liabilities. Homes not yet transferred are recognized as current-asset properties.

Intra-Group receivables, liabilities, revenue and expenses are eliminated in their entirety in the preparation of the consolidated financial statements.

Gains that arise from intra-Group transactions and that are unrealized from the standpoint of the Group on the closing day are eliminated in their entirety. Unrealized losses on intra-Group transactions are also eliminated in the same way as unrealized gains, to the extent that the loss does not correspond to an impairment loss.

Goodwill attributable to foreign operations is expressed in the functional currency. Translation to SEK is in accordance with IAS 21. Information on goodwill is provided in Note 18.

IFRS 3 Business Combinations
If the acquisition does not relate to business operations, as is normally the case when Skanska acquires properties, IFRS 3 is not applied. In such cases, the acquisition cost is instead allocated among the individual identifiable assets and liabilities based on their fair values on the acquisition date, without recognizing goodwill and any deferred tax assets/tax liability resulting from the acquisition.

IFRS 5 Non-current Assets Held for Sale and Discontinued Operations
If a non-current asset or disposal group is to be classified as held for sale, the asset (disposal group) must be available for sale in its present condition. It must also be highly probable that the sale will occur. In order for a sale to be highly probable, a decision must have been made at management level, and active efforts to locate a buyer and complete the plan must have been initiated. The asset or disposal group must also be actively marketed at a price that is reasonable in relation to its fair value, and it must be probable that the sale will occur within one year. Skanska also applies the principle that with regard to a single non-current asset, its value must exceed EUR 100 M.

Note 1, cont.

IAS 28 Investments in Associates and Joint Ventures
The Group's share of the associated company's or joint venture's income after tax is recognized in profit or loss as income from joint ventures and associated companies. If the Group's share of recognized losses in an associated company or joint venture exceeds the carrying amount of the holdings in the consolidated financial statements, the value of the holding is reduced to zero. Settlement of losses also occurs against long-term unsecured financial assets (subordinated loans), which, in substance, form part of Skanska's net investment in the associated company or joint venture and are thus recognized as shares. Continued losses are only recognized if the Group has provided guarantees to cover losses arising in the associated company or joint venture, and then as a provision.

Elimination of intra-Group profits
When profits arise from transactions between the Group and an associated company or a joint venture, the portion equivalent to the Group's ownership interest is eliminated. If the carrying amount of the Group's holding in the associated company is less than the elimination of internal profit, the excess portion of the elimination is recognized as a provision. If a loss arises from a transaction between the Group and an associated company or a joint venture, the loss is eliminated only if it does not correspond to an impairment loss on the asset.

If a profit or loss has arisen in the associated company or in a joint venture, the elimination affects the income for the transaction year recognized under Income from joint ventures and associated companies. The elimination of the internal profit is reversed in later financial statements based on how the asset is used or when it is divested.

The equity method is applied until the date when the significant influence in an associated company or the joint controlling interest in a joint venture ceases. The sale of an interest in an associated company or in a joint venture is recognized on the date that the Group no longer has significant influence over the holding.

Note 20 B provides information about associated companies and joint ventures.

IFRS 11 Joint Arrangements
Contracting projects executed in collaboration with outside contracting companies, with joint and several liability, are reported by Skanska as joint operations. If the joint arrangement is a separate company but the vast majority of the company's production is acquired by the co-owners and there is no obstacle to its sale to an external party, the joint arrangement is often considered to be a joint operation. In other cases, the arrangement is a joint venture. If the co-owners of the joint arrangement only have rights to the net assets of the arrangement, it is a joint venture.

For joint operations the revenue, costs, assets and liabilities of the joint operation are included line by line in the consolidated financial statements according to Skanska's interest in the joint operation. Joint operations are described in Note 20 C.

The equity method is used for joint ventures when preparing the consolidated financial statements. This method is described under the heading IAS 28.

In connection with PPP projects, the Group's investment may both include holdings in and subordinated loans to a joint venture. Both are treated in the accounts as participations in joint ventures.

Note 20 B provides information about joint ventures and a specification of significant holdings in joint operations is given in Note 20 C.

IFRIC 12 Service Concession Arrangements
IFRIC 12, which affects Skanska's joint ventures within the PPP portfolio, deals with the question of how the operator of a service concession should account for the infrastructure, as well as the rights it receives and the obligations it undertakes under the agreement. The operator constructs or upgrades infrastructure (construction or upgrade services) used to provide a public service and maintains the infrastructure (operation services) for a specified period of time. Construction or upgrade services and operation services are reported in accordance with IFRS 15. The consideration may be rights to a financial asset or an intangible asset. If the operator has an unconditional right to receive cash and cash equivalents in specified or determinable amounts (the consideration model is based on availability through the provision of, for example, a hospital or an airport), a financial asset is recognized. IFRS 9 requires interest to be calculated on this financial receivable. The customer does not pay until the facility is put into operation, and the payment received is then reported as a reduction in the financial receivable. If the operator is instead entitled to charge the users of the public service (the consideration model is based on market risk through, for example, road tolls) an intangible asset is recognized, which is amortized over the life cycle of the project. The road tolls received in payment are recognized as revenue.

IFRS 15 Revenue from Contracts with Customers
Under IFRS 15 revenue is recognized based on a five-step model. Step one involves identifying the contract with a customer. If two or more contracts are entered into with a customer at the same time and the price of one contract is dependent on the other contract, the contracts are combined.

The Construction business stream builds and renovates buildings, industrial facilities and infrastructure. Within the business stream, it also executes service-related assignments, such as construction services, facility operations and maintenance. This business serves both public and private sector customers.

A combination of contracts happens rarely, but contract modifications, such as those related to supplementary orders, are common. In most cases the added goods or services are not distinct and therefore form part of a single performance obligation that is partially met at the time of the contract modification and is reported as being a part of the existing contract.

Most often the contracts within this business stream contain only one performance obligation. Performance obligations in the Construction business stream comprise the construction contract or the service that is to be delivered, for example the construction of a building on the customer's land or the maintenance of existing facilities, such as roads. If an agreement involves operations in different geographical locations, delivered during different time periods or with different risk exposures, the breakdown into several performance obligations may be relevant.

If there is a right to variable remuneration, such as incentive agreements, this is taken into account to the extent that it is highly unlikely it will be reversed at a later date. Revenue is recognized over time in the Construction business stream, when the customer simultaneously receives and consumes the benefits provided through the entity's performance or when Skanska creates or enhances an asset that the customer controls.

Revenue is recognized over time, determined each quarter, on the basis of accumulated project expenses in relation to estimated accumulated project expenses upon completion of the performance obligation.

The Residential Development business stream develops and sells new residential units. Its customers are mainly from the private sector. The basis for recognizing revenue is usually an agreement to sell a specific unit, such as a condominium. Contract modifications are rare, but are included in the original contract if they do occur.

Skanska's performance obligation in the Residential Development business stream is the handing over of a home that is ready for occupation. The transaction price is a fixed price according to the terms of the sales agreement.

Revenue is recognized at the point in time when the keys to the home are handed over to the individual homebuyer. In other words, it is recognized when the homebuyer has taken possession of the home and has full control over it as the owner. This is based on Skanska being deemed not to be entitled to full payment until fulfillment of its contract obligation. Even if a certain advance payment is made by the buyer, for the entire duration of the contract, Skanska is not entitled to full payment for the work completed to date. This is due to the fact that sales contracts contain clauses that allow homebuyers in certain situations to withdraw from the contract during construction without reimbursing Skanska in the manner required for the recognition of revenue over time.

As stated under the heading IFRS 8 Operating Segments later in this Note, Segment reporting compared with IFRS reporting, segment reporting applies a different principle to establish when revenue is recognized for the Residential Development business stream.

In the Commercial Property Development business stream Skanska initiates, develops, leases and sells investment holdings in the form of commercial properties or residential rental units to real estate investors.

Within this business stream the performance obligation to the customer (the real estate investor) is to deliver an investment holding in the form of a commercial property or rental unit, usually with tenants. If legal ownership is transferred prior to the commencement of construction, this is a performance obligation on its own, which means that the construction work becomes a separate performance obligation within the Construction business stream.

The development of commercial projects is a continuous process with a number of clearly defined phases. The average development cycle from the initial project idea to its completion is five to seven years. Divestment normally occurs at the end of the cycle, when a project is completed. The performance obligation is to hand over a fully developed property that usually becomes an investment holding of the customer.

Note 1, cont.

The combination of contracts rarely occurs. In some cases, Skanska also assists the investor with renting out the property, an undertaking that is then deemed to be a separate performance obligation. The transaction price is usually a fixed price according to the terms of the contract.

When the customer contract for the sale of the property is signed, there is no alternative use for the property. If Skanska is entitled to payment for any work performed to date, this would depend on the contractual terms and conditions and on the applicable legislation. Skanska's assessment is, however, that it usually assumes this right only when fulfilling a contract obligation. Prior to the completion of a project, Skanska normally only has the right to an indemnity not equal to accrued expenses. Revenue is therefore normally recognized at the point in time when the property is handed over to the customer.

As stated under the heading IFRS 8 Operating Segments later in this Note, Segment reporting compared with IFRS reporting, segment reporting applies a different principle to establish when revenue is recognized for the Commercial Property Development business stream.

It is considered appropriate to recognize the sale of current-asset properties through divestment of companies in accordance with IFRS 15 and not as divested companies under IFRS 10 as it is an asset that is being divested, not a company with a business.

In the Investment Properties business stream, Skanska owns properties for the purpose of generating rental income and increases in value. Once leases have been signed with tenants, they are considered to essentially contain lease components and rental income is recognized according to IFRS 16. In cases where Skanska also bills the tenant for services, the contract also contains distinct non-lease components. The payment in this case is recognized according to the rules in IFRS 15.

The PPP portfolio includes development of hospitals, airports, roads and other necessary social infrastructure. The accounting of these projects complies with IFRIC 12 Service Concession Arrangements, which in turn recognizes revenue in accordance with IFRS 15.

Contract assets and contract liabilities are recognized net of accrued revenue and invoiced amounts per project. Construction contracts often allow for invoicing in advance. Once an amount has been invoiced, a trade receivable is recognized.

Onerous contracts are expensed immediately and provisions for losses are made for the remaining work to be done and recognized in accordance with IAS 37.

IFRS 16 Leases

Skanska as a lessee

Leases, with the exception of short-term leases (less than 12 months) and leases where the underlying asset is of low value, are recognized in the Statement of financial position as: property, plant and equipment, right-of-use assets; current-asset properties, right-of-use assets; and interest-bearing lease liabilities.

A contract is a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for a consideration. Non-lease components in a contract, such as servicing costs, are separated out and not included in the calculation of the value of the right-of-use asset where it is possible to separate such costs. Contracts with subcontractors are generally considered to be service agreements since Skanska is requesting a service and the contract does not give Skanska control over a specific asset. The hire of tower cranes and scaffolding, which in large construction projects are generally hired for a long period, is reported as leases.

When assessing whether an asset is of low value, the asset is grouped with assets on which it is heavily dependent or with which it is linked.

Current-asset properties right-of-use assets, which are in practice always extended, are considered to be perpetual rights of use and the lease term is then set at 100 years.

Rights of use for property, plant and equipment are depreciated over the lease term except in the case of perpetual rights of use of land, which are not depreciated at all since the remaining lease term is always a constant 100 years. Rights of use for current-asset properties – both those considered to be perpetual and those with a fixed lease term – are not depreciated at all since they are reported in accordance with IAS 2.

When making payments on a lease, the payment is divided between interest expense and a reduction of the remaining liability. Payments relating to right-of-use assets that are not depreciated are recognized entirely as interest expense, since – as mentioned earlier – the liability is unchanged. The interest expense is capitalized during the construction period in the case of rights of use for current-asset properties.

Skanska as lessor

Skanska rents out premises primarily through operating leases. Lease payments received for these leases are recognized as revenue on a straight-line basis over the lease term.

IAS 16 Property, Plant and Equipment

Property, plant and equipment that consist of parts with different useful lives are treated as separate components of property, plant and equipment. Depreciation is performed on a straight-line basis during the estimated useful life, or based on degree of use, taking into account any residual value at the end of the period. The depreciation periods applied for office buildings breaks down as follows: foundation and frame, 50 years; installations, 35 years; and non-weight-bearing components, 15 years. In general, industrial buildings are depreciated over a 20-year period without allocation into separate components. Stone crushing and asphalt plants as well as concrete mixing plants are depreciated over 10 to 25 years depending on their condition when acquired and without being divided into separate components. For other buildings and equipment, division into separate components occurs only if major components with different useful lives can be identified. For other plant and equipment, the depreciation period is normally between three and ten years. Minor equipment is recognized as an expense immediately. Gravel pits and stone quarries are depreciated as materials are removed. Land is not depreciated. Assessments of an asset's residual value and useful life are performed annually.

The carrying amount of a property, plant and equipment item is derecognized from the statement of financial position when it is disposed of or divested, or when no further economic benefits are expected from the use or divestment of the asset.

Repairs are not capitalized and are instead recognized as an expense as they occur.

IAS 38 Intangible Assets

Development expenses, which are expenses for designing new or improved materials, structures, products, processes, systems and services by applying research findings or other knowledge, are recognized as assets if it is probable that the asset will generate future revenue. Other development expenses are recognized directly as an expense. Expenses for regular maintenance and modifications of existing products, processes and systems are not recognized as a development expense. Nor is work performed on behalf of a customer recognized as a development expense.

Amortization is recognized in profit or loss on a straight-line basis, or based on the degree of use, over the useful life of intangible assets, to the extent such a period can be determined. Consideration is given to any residual value at the end of the period. Patents are amortized over 10 years. Investments in major computer systems are amortized over a maximum of seven years.

IAS 36 Impairment of Assets

Impairment losses are determined using the recoverable amounts for the assets. For goodwill, the cash-generating unit is mainly the same as the Group's business unit or other unit reporting to the parent company. If the business unit operates in more than one business stream, the cash-generating unit is no larger than the identified business stream to which goodwill has been allocated. Operations that are not integrated into the business unit's other operations are exempted from the main rule.

In Construction and Residential Development, the recoverable amount of goodwill is based on value in use, which is calculated by discounting expected future cash flows. The discounting factor is the weighted average cost of capital (WACC) applicable to the operation. See Note 18.

IAS 23 Borrowing Costs

Borrowing costs are capitalized provided that it is probable that they will result in future economic benefits and that the costs can be measured reliably. Generally speaking, capitalization of borrowing costs is limited to assets that take a substantial period of time for completion, which in the Group's case mainly means the construction of current-asset properties and properties for the Group's own use (non-current-asset properties). Capitalization occurs when expenditure included in the acquisition cost has arisen and activities to complete the building have begun. Capitalization ceases when the building is completed. Borrowing costs during an extended period when work to complete the building is interrupted are not capitalized. If separate borrowing has occurred for the project, the actual borrowing cost is used. In other cases, the cost of the loan is calculated on the basis of the Group's borrowing cost.

Note 1, cont.

IAS 2 Inventories
Aside from customary inventories of goods, the Group's current-asset properties are also encompassed by this accounting standard. Current-asset properties and inventories of goods are both measured item by item in accordance with the lowest cost principle, which means that a property or item is measured either at cost or net realizable value, whichever is lower. Net realizable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated costs necessary to make the sale.

Except for properties that are used in Skanska's own business and for investment properties, the Group's property holdings are reported as current assets, since these holdings are included in the Group's operating cycle. The operating cycle for current-asset properties is around three to five years.

Acquisitions of properties are recognized in their entirety only upon the transfer of legal ownership, which normally occurs on completion of the purchase. Property acquisitions through purchases of property-owning companies are recognized when ownership of the shares has been transferred to Skanska.

When item-by-item measurement cannot be applied, the cost of inventories is assigned by using the first-in, first-out (FIFO) formula and includes expenditure that has arisen from the acquisition of inventory assets and from bringing them to their present location and condition. For manufactured goods, cost includes a reasonable share of indirect costs based on normal capacity utilization. Materials not yet installed at construction sites are not recognized as inventories, but are included among project expenses.

Current-asset properties are divided up between Commercial Property Development and Residential Development. They are also categorized as Development properties, Properties under construction and Completed properties. Note 22 provides information about these properties.

Before impairment losses, properties, both those completed and those under construction, are valued based on costs paid directly, a reasonable proportion of indirect costs and interest expense during the construction period. Information on market appraisal of properties is provided in Note 43.

Information on customary inventories of goods is provided in Note 23.

IAS 37 Provisions, Contingent Liabilities and Contingent Assets
Provisions
Skanska makes provisions for future expenses relating to warranty obligations pursuant to construction contracts that involve a liability for the contractor to remedy errors and omissions that are discovered within a certain period after the contractor has handed over the property to the customer. Such obligations may also be required by law.

Onerous contracts are recognized in the form of a provision for the remaining work to be done.

A provision is made for disputes related to completed projects if it is probable that a dispute will result in an outflow of resources from the Group.

When accounting for interests in joint ventures and associated companies, a provision is made when a loss exceeds the carrying amount of the holding and the Group has a payment obligation.

Contingent liabilities
The amounts of contract fulfillment guarantees are included until the contracted work has been transferred to the customer, which normally occurs upon its approval in a final inspection. If the guarantee covers all or most of the contract sum, the amount of the contingent liability is calculated as the contract sum minus the value of the portion performed. In cases where the guarantee only covers a small portion of the contract sum, the guarantee amount remains unchanged until the contracted work is handed over to the customer. The guarantee amount is not reduced by being offset against payments not yet received from the customer. Guarantees that have been received from subcontractors and suppliers of materials are not taken into account either. If the Group receives reciprocal guarantees related to external consortium members' share of joint and several liability, these are not taken into account.

In connection with contracting assignments, collateral is often provided in the form of a completion guarantee from a bank or insurance institution. The issuer of the guarantee, in turn, normally receives an indemnity from the contracting company or other Group company. Such indemnities related to the Group's own contracting assignments are not reported as contingent liabilities, since they do not involve any increased liability compared to the contracting assignment.

Note 33 presents information about contingent liabilities.

Assets pledged
Joint ventures within the PPP portfolio are reported as pledged assets when the holdings in the project company – which may be owned directly by Skanska or owned through intermediate holding companies – are provided as security for loans from banks or lenders other than the co-owners.

Note 33 provides information about assets pledged.

IAS 19 Employee Benefits
Calculation of defined-benefit pension plans in accordance with IAS 19 is carried out in a way that often deviates from local rules in each country. Obligations and costs are calculated according to the projected unit credit method. The purpose is to recognize expected future pension disbursements as expenses in a way that yields more uniform expenses over the employee's period of employment. Actuarial assumptions about the discount rate, wage or salary increases, inflation and life expectancy are taken into account in the calculation. Pension obligations for post-employment benefits are discounted to present value. Discounts are calculated for all three countries where Skanska has defined-benefit pension plans using an interest rate based on the market return on high quality corporate bonds including mortgage bonds, with maturities matching the pension obligations. Plan assets in pension funds are recognized at fair value on the closing day. In the statement of financial position, the present value of pension obligations is recognized after subtracting the fair value of plan assets. The pension expense and the return on plan assets recognized in profit or loss refer to the pension expense and return estimated at the start of the year. The return on plan assets is calculated using the same interest rate as is used to discount the pension obligations. Any differences compared to the actual pension expense and actual return, as well as effects of changed assumptions, together constitute remeasurement and are reported in Other comprehensive income.

The Group's net obligation related to other long-term employee benefits, aside from pensions, amounts to the value of future benefits that employees have earned as compensation for the services they have performed during the current and prior periods. The obligation is calculated using the projected unit credit method and is discounted to present value, and the fair value of any plan assets is subtracted. The discount rate is again based on the yield on high quality corporate bonds including mortgage bonds, or government bonds, with a maturity matching the maturity of the obligations. See Note 28.

IFRS 2 Share-based Payment
The Seop 5 and Seop 6 employee ownership programs are recognized as share-based payments settled with equity instruments, in accordance with IFRS 2. This means that the fair value is calculated on the basis of market value at the time of investment (which is the same as the time of allotment according to the standard). After the fair value is established, there is no revaluation during the remainder of the vesting period, except in the case of changes in the number of shares because the condition of continued employment during the vesting period is no longer met and based on expected fulfillment of targets. This value is allocated over the respective vesting period.

Social insurance contributions
Social insurance contributions that are payable in connection with share-based payments are reported in accordance with statement UFR 7 from the Swedish Financial Reporting Board. The cost of social insurance contributions is allocated over the period when the services are performed. The provision that arises is reappraised on each financial reporting date to correspond to the estimated contributions that are due at the end of the vesting period.

IAS 7 Statement of Cash Flows
In preparing its cash flow statement, Skanska applies the indirect method in accordance with the accounting standard. Aside from cash and bank balance flows, cash and cash equivalents are to include short-term investments whose conversion into bank balances may occur in an amount most of which is known in advance. Short-term investments with maturities of less than three months are regarded as cash and cash equivalents. Cash and cash equivalents that are subject to restrictions are reported either as current receivables or as non-current receivables.

In addition to the cash flow statement prepared in accordance with the standard, the Board of Directors' Report presents an operating cash flow statement that does not conform to the structure specified in the standard. The operating cash flow statement was prepared on the basis of the operations that the different business streams carry out.

Note 1, cont.

IAS 33 Earnings per Share
Earnings per share are reported directly below the consolidated income statement and are calculated by dividing the portion of profit for the year that is attributable to the parent company's equity holders (shareholders) by the average number of shares outstanding during the period.

For the Seop 5 and Seop 6 employee ownership programs, the dilution effect is calculated by adding potential ordinary shares to the number of ordinary shares before dilution. The calculation of potential ordinary shares occurs in two stages. First there is an assessment of the number of shares that may be issued when established targets are reached. The number of shares for the respective program year is then determined the following year, provided that the condition of continued employment is met. In the next step, the number of potential ordinary shares is reduced by the value of the consideration that Skanska is expected to receive, divided by the average market price of a share during the period.

IAS 40 Investment Property
Investment properties are properties that are owned for the purpose of generating rental income and increases in value. Note 40 provides information about these properties.

Investment properties are reported at fair value, applying IFRS 13 Level 3 in the fair value hierarchy. An internal valuation is performed for each property in conjunction with the quarterly and annual financial statements. An external valuation of each property is performed annually in collaboration with an independent external appraiser. Fair value is calculated using a yield-based appraisal method based on cash flow analysis. The calculation period is at least 10 years. Unrealized and realized changes in value are recognized net on a separate line in profit or loss.

A previous current-asset property or a property used in the Group's own operations is reclassified as an investment property when the property's area of use has changed. When a current-asset property or a property used in the Group's own operations is reclassified as an investment property, the difference between the property's fair value on the date of transfer and its previous carrying amount is recognized in profit or loss.

A property may be classified as an investment property even if Skanska leases part of the area. In this case, Skanska's part must not amount to a significant proportion of the total area of the property. Otherwise, the property must be classified as a current-asset property or a property used in Skanska's own operations.

If an investment property is reclassified as a current-asset property or a property used in the Group's own operations, the estimated cost in subsequent reporting is the fair value on the date that its area of use changed.

IFRS 8 Operating Segments
Skanska's operating segments are its business streams: Construction, Residential Development, Commercial Property Development, and Investment Properties.

The President and CEO is the Group's chief operating decision maker.

The principle for segment reporting of Residential Development and Commercial Property Development in the income statement deviates from IFRS on two points. In segment reporting, a divestment gain is recognized on the date a sales contract is signed between the buyer and seller. The contract may include clauses under which the buyer in certain situations can withdraw from the contract during construction, in most cases involving reimbursement to Skanska. The risk of withdrawal over time is deemed low. In segment reporting, joint ventures are recognized within Residential Development line by line according to the proportional method of accounting. This means that Construction's revenue from joint ventures within residential development is eliminated in segment reporting. Note 4 presents a reconciliation between segment reporting and the income statement in accordance with IFRS.

Note 4 provides information about operating segments. Financial reporting to the President and CEO focuses on the areas for which each respective operating segment is operationally responsible: operating income in the income statement and capital employed. For each respective operating segment, the note thus reports external and internal revenue, cost of sales, selling and administrative expenses, and capital employed. Capital employed refers to total assets minus tax assets and receivables invested in Skanska's treasury unit (internal bank) less non-interest- bearing liabilities excluding tax liabilities. In the calculation of capital employed, a capitalized interest expense is removed from total assets for the Residential Development and Commercial Property Development segments. Goodwill has been reported in the operating segment to which it relates. For Construction, Residential Development and Commercial Property Development the note also reports on net divestments/investments and depreciation/amortization.

In transactions between operating segments, pricing occurs on market terms.

Certain parts of the Group do not belong to any operating segment. These are reported in Note 4 under the heading Central and Eliminations. Operating segment income includes intra-Group profits and, consequently, these are eliminated during reconciliation with the consolidated income statement and the consolidated statement of financial position.

IAS 32 Financial Instruments: Presentation
Offsetting of financial assets and financial liabilities occurs when an entity has a legal right to offset items against each other and intends to either settle these items on a net basis or simultaneously divest the asset and settle the liability.

Prepaid income and expenses are not financial instruments. Accrued income and expenses that are related to the business are not recognized as financial instruments. Thus, contract assets and contract liabilities are not included under financial instruments. Obligations for employee benefit plans in accordance with IAS 19, such as pension plans, are exempt from IAS 32 and are thus not recognized as financial instruments. Assets and liabilities that are not based on contracts, such as income taxes, are not considered financial instruments.

Information in compliance with the accounting standard is provided mainly in notes 6, 21 and 27.

IFRS 9 Financial Instruments
IFRS 9 Financial Instruments addresses the recognition of financial assets and liabilities. Categories exempt from application in accordance with IFRS 9 include holdings in subsidiaries, associated companies and joint ventures, leases, rights under employment contracts, treasury shares, financial instruments as described in IFRS 2, and rights and responsibilities within IFRS 15 except for the rights in IFRS 15 where an impairment requirement in accordance with IFRS 9 applies. All financial instruments, including derivatives, are recognized as a financial asset or financial liability in the statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

The presentation of financial assets is based on the entity's business model and the contractual cash flows of the asset.

A financial asset is measured at amortized cost if the asset is held within the framework of a business model the objective of which is to hold financial assets in order to collect contractual cash flows, and the cash flows on specified dates are solely payments of principal and interest on the principal amount outstanding.

A financial asset is measured at fair value through other comprehensive income if the asset is held according to a business model the objective of which can be achieved both by collecting contractual cash flows and by selling financial assets, and the cash flows are solely payments of principal and interest on the principal amount outstanding. A financial asset is measured at fair value through profit or loss if it is not measured at amortized cost or at fair value through other comprehensive income.

All financial liabilities are measured at amortized cost with the exception of:

a) financial liabilities measured at fair value through profit or loss (such liabilities, including derivatives that are liabilities, are thereafter to be measured at fair value);
b) financial liabilities arising when a transfer of a financial asset does not meet the criteria for derecognition from the statement of financial position or where a continued commitment is appropriate;
c) financial guarantee contracts;
d) a loan commitment with interest that is below the market interest rate; and
e) a contingent consideration acknowledged by an acquiring party in connection with a business combination covered by IFRS 3 (such contingent consideration is thereafter measured at fair value with changes recognized through profit or loss).

An entity is to apply the impairment requirement to expected credit losses on financial assets and a loss allowance for these is to be recognized as a deduction from the asset. On every closing day the loss allowance is to be equivalent to an amount corresponding to the expected credit losses for the remaining time until maturity if the credit risk has increased significantly since initial recognition. If the credit risk has not increased significantly since initial recognition, the loss allowance is to be equivalent to 12 months of expected credit losses. For trade receivables, contract assets and lease receivables, the loss allowance is always to be at an amount equivalent to the remaining time to maturity. An entity is to

Note 1, cont.

measure expected credit losses taking into account an objective and probability-weighted amount, the time value of money, reasonable and supportable information about past events, current conditions and forecasts of future economic conditions.

The purpose of hedge accounting is so that, in its financial statements, an entity can report the effect of its risk management where financial instruments are used to manage exposure from specific risks that would impact results.

To a limited extent, Skanska uses hedge accounting for cash flow hedges and hedging of net investment in foreign operations. Hedge accounting is used for cash flow hedges when a future cash flow is attributable to a recognized asset or liability or a highly probable future transaction. Hedge accounting for hedging of net investments in foreign operations is applied when the net investment is in line with IAS 21.

The Swedish Financial Reporting Board's recommendation RFR 1 Supplementary Accounting Rules for Groups
The recommendation specifies what further disclosures must be provided in order for the annual accounts to comply with Sweden's Annual Accounts Act. The additional information mainly relates to disclosures on personnel.

Disclosures on the average number of employees, gender distribution and distribution among countries are provided in Note 36. The average number of employees during the year was calculated as an average of the average number of employees during the quarters in the year. In this calculation, part-time employment is equivalent to 60 percent of full-time employment. Employees belonging to operations divested during the year are included up until the date of divestment. Employees of acquired companies are included from the date of acquisition.

Information on the gender distribution among senior executives refers to the situation on the closing day. Senior executives in the various subsidiaries refers to the members of the management teams of the respective business units. This information is provided in Note 36 and Note 37.

In addition to board members and the President and CEO, all other persons in the Group Leadership Team must be included in the group for which a separate account is to be provided of the total amounts of salaries and other remuneration, as well as expenses and obligations related to pensions and similar benefits. Furthermore, the same disclosures must be provided individually for each of the board members and for the President and CEO, as well as individuals previously holding these positions. Employee representatives are exempted.

Note 36 provides information about loans, assets pledged and contingent liabilities from which any board member or CEO within the Group has benefited.

Information is also provided on fees to auditors and the accounting firms where the auditors work. See Note 38.

Note 1. Parent company accounting and valuation principles

The parent company has prepared its annual accounts in compliance with the Annual Accounts Act and the Swedish Financial Reporting Board's Recommendation RFR 2, Accounting for Legal Entities. According to RFR 2, the annual accounts of the legal entity must apply the International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS) issued by the International Accounting Standards Board (IASB), to the extent these have been approved by the EU, as well as the interpretations by the IFRS Interpretations Committee and its predecessor the Standing Interpretations Committee (SIC), as far as this is possible within the framework of the Annual Accounts Act and taking into account the connection between accounting and taxation. A presentation of the various accounting standards can be found in the Group Note 1. The statements of the Swedish Financial Reporting Board must also be applied.

Important differences compared to consolidated accounting principles
In accordance with RFR 2, IFRS 9 is not applied to financial guarantee agreements benefiting subsidiaries, associated companies and joint ventures. Instead, IAS 37 is applied, which normally means that provisions for these measures are not recognized since it is unlikely that an outflow of resources will be required to settle the obligation.

In compliance with RFR 2, IFRS 16 is not applied to leases. Instead lease payments are recognized on a straight-line basis over the term of the lease, unless a different systematic approach better reflects the economic benefit over time.

Group contributions are recognized in accordance with the general rule in RFR 2. Group contributions received from subsidiaries are recognized as financial income. Group contributions issued paid by the parent company to subsidiaries are recognized as increases in holdings in Group companies.

The Seop 5 and Seop 6 employee ownership programs are recognized as share-based payments settled with equity instruments, in accordance with IFRS 2. The portion of the Group's expense for these employee ownership programs that relates to employees of subsidiaries is recognized in the parent company as an increase in the carrying amount of holdings in subsidiaries and an increase in equity. When the amount to be debited to the subsidiary is established, a transfer is made to receivables from subsidiaries. Where compensation from subsidiaries for shares that have been allocated deviates from the previously reported increase in the carrying amount of holdings in subsidiaries, the carrying amount of holdings in subsidiaries is reduced to the portion of the amount that does not exceed the previously reported increase. Any remaining portion of the compensation is recognized directly in equity.

The income statement and balance sheet conform to the presentation formats in the Annual Accounts Act.

Defined-benefit pension plans are reported according to the regulations in the Pension Obligations Vesting Act. Pension obligations secured by assets in pension funds are not recognized in the balance sheet.

Similar to holdings in subsidiaries, holdings in associated companies and joint arrangements are also carried at cost before any impairment losses.

Note 2. Key estimates and judgments

A. Key estimates and judgments
The President and CEO has discussed with the Board and the Board's Audit Committee the developments and disclosures relating to the Group's important accounting principles and estimates, as well as the application of these principles and estimates.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

Pension assumptions
Skanska has defined-benefit pension plans in a number of countries. The plans are recognized in accordance with IAS 19, which means that pension commitments are calculated using actuarial assumptions and that plan assets are measured at market value on the closing day. The effects of changed actuarial assumptions and changes in the market value of plan assets are recognized as remeasurements in other comprehensive income. The remeasurements impact interest-bearing pension liabilities and equity.

The assumptions and prerequisites that provide the basis for recognition of pension liability, including a sensitivity analysis, are presented in Note 28.

Revenue recognition over time
Skanska applies revenue recognition over time in the Construction business stream. This means that, based on projected final project results, income is recognized successively during the course of the project according to its degree of completion. In order to do this, project revenue and project expenses must be able to be reliably determined. This in turn requires that the Group has efficient, coordinated systems for calculation, forecasting and revenue/expense reporting. The method also requires consistent assessment (forecasts) of the final outcome of the project, including analysis of deviations from earlier assessments. This critical assessment is performed at least once every quarter. However, actual future project outcomes may deviate, either positively or negatively, from this assessment.

Disputes
While best judgment is applied in Skanska's reporting of disputed amounts, the actual future outcomes may deviate from the judgment made. See Note 29 and Note 33.

Current-asset properties
Skanska measures current-asset properties at the lower of cost or net realizable value based on the prevailing price levels in the respective location of the individual properties. The assessment of net realizable value is based on a number of assumptions, such as changes in the supply of similar properties, as well as changes in demand, changes in yield requirements and changes in the leasing market. Changes in assumptions made can result in changes in carrying amounts and give rise to impairment losses.

In Commercial Property Development, the estimated net realizable value for ongoing projects is assessed for each property once it is completed after taking into consideration the expected occupancy rate.

In residential development the supply of capital and the price of capital for financing homebuyers' investments are critical factors. The net realizable value assessed here too is the value of the properties once they are completed and taking into account the value that may be added in a normal economic cycle.

Investment properties
For critical assumptions and judgements in connection with measurement of investment properties, see Note 40. Skanska recognizes its investment properties at fair value where realized and unrealized changes in value are recognized in profit or loss. Results may therefore be affected significantly by changes in market price levels and by changes in assumptions when measuring at fair value.

B. Other estimates
Climate-related risks
Climate change includes physical risks such as extreme weather events and transition risks in the transition to a low-carbon economy.

Where appropriate, the Group takes into account climate-related matters in estimates and assumptions, and recognizes climate-related risks and opportunities. Skanska has also assessed that its business model and products will remain commercially viable after the transition to a low-carbon economy. Skanska's current assessment is that the climate-related risks have no material impact on the financial statements, but closely monitors relevant changes and developments, such as new climate-related legislation. The points and considerations that are most directly affected by climate-related matters are:

- Investments in land and right-of-use assets where Skanska recognizes that the physical risks posed by extreme weather conditions, such as flooding, make it important to evaluate the long-term sustainability of its land investments.
- Current-asset and investment properties where all properties maintain a high level of sustainability with low carbon emissions, which enables the long-term sustainability of property values.
- Investments in production machinery and facilities, where the transition to more sustainable fuels and electric power must be taken into consideration when planning and developing facilities and the equipment park.
- Financing, where due to external regulations, the credit market and lenders are setting increasingly stringent requirements with various forms of links between sustainability and the use and cost of capital. The Group's use and cost of capital is not materially affected by this.

Prices of goods and services
In the Skanska Group's operations there are many different forms of contractual mechanisms. The degree of risk associated with the price of goods and services varies greatly depending on the contract type.

Sharp increases in material prices may pose a risk, particularly to long-term projects with fixed-price commitments. A shortage of personnel and certain inputs may also adversely impact operations. Delays in the design phase or changes in design are other circumstances that may adversely affect projects.

Note 3. Effects of changes in accounting principles

No effects due to changes in accounting principles were recognized during the year.

In the comparative year, an amendment was made to the IFRS accounting rules pursuant to IAS 12 Income Taxes. The previous exemption from reporting deferred tax on certain transactions could no longer be applied. See Note 16 for a description of the impact on Skanska's reporting.

Note 4. Operating segments

Skanska's business streams – Construction, Residential Development, Commercial Property Development and Investment Properties – represent the Group's operating segments. These business streams coincide with Skanska's operational organization used to follow up operations. Skanska's chief operating decision maker is the President and CEO, who determines the allocation of resources to the segments. Each business stream, and thus segment, is represented in the Group Leadership Team by a member who is responsible for the business stream: the President and CEO for Construction, Ståle Rød for Residential Development and Claes Larsson for Commercial Property Development and Investment Properties. For more information on Skanska's governance, refer to the Corporate Governance Report on page 92.

Each operating segment carries out distinct types of operations associated with different risks, and each segment has its own goals based on the type of activity.

The outcomes of the targets set for each segment are used by the chief operating decision maker in assessing the performance of the segments. The targets are an operating margin of > 3.5 percent for Construction, a return on capital employed of >10 percent for Residential Development and Commercial Property Development, and capital employed > 6.5 percent for Investment Properties. These are outlined on page 20. The chief operating decision maker receives monthly information on the segments' revenues, certain costs, and certain assets and liabilities.

Construction includes both building construction and civil construction.

Residential Development develops residential projects for immediate sale. Homes are adapted for selected customer categories. The units in this segment are responsible for planning and selling projects.

Commercial Property Development initiates, develops, leases and divests commercial property projects. Project Development focuses on office buildings, life science and logistics properties as well as residential rental units.

Construction assignments for the Residential Development and Commercial Property Development segments are performed in most markets by Skanska's Construction segment. Intra-Group pricing between operating segments occurs on market terms.

The Investment Properties business stream owns and manages properties for the purpose of generating rental income and raising value. Rental income is recognized on a straight-line basis over the lease term. Changes in the value of investment properties are recognized every quarter.

The segment Central includes the cost of Group headquarters, earnings of central companies and operations that are being discontinued. Eliminations consist mainly of profits in Construction operations related to property projects. See also Note 1 on page 124.

Acquisition goodwill has been reported in the operating segment to which it belongs.

Cash flow by operating segment is presented as a separate statement: Consolidated operating cash flow statement and change in interest-bearing net receivables/net liabilities.

Note 4, cont.

2024	Construction	Residential Development	Commercial Property Development	Investment Properties	Total operating segments	Central	Eliminations	Total segments	Difference in accounting principles	Total IFRS
External revenue	160,298	8,293	8,280	327	177,199	10	0	177,208	-727	176,481
Revenue from internal customers	8,256	9	2,945	36	11,246	-1	-11,246	0	0	0
Total revenue	**168,554**	**8,302**	**11,225**	**363**	**188,445**	**9**	**-11,246**	**177,208**	**-727**	**176,481**
Cost of sales	-156,176	-7,644	-9,266	-100	-173,186	12	10,758	-162,417	416	-162,001
Gross income	**12,378**	**658**	**1,959**	**264**	**15,258**	**21**	**-488**	**14,791**	**-311**	**14,480**
Selling and administrative expenses	-6,538	-605	-836	-14	-7,992	-731		-8,724		-8,724
Change in value, investment properties				61	61		676	737		737
Income from joint ventures and associated companies	14		-3		11	270		282	-28	253
Operating income	**5,854**	**53**	**1,120**	**311**	**7,339**	**-440**	**188**	**7,087**	**-339**	**6,748**
of which depreciation/amortization	*-2,525*	*-25*	*-111*		*-2,662*	*-50*		*-2,712*		*-2,712*
of which impairment losses/reversals of impairment losses										
– Goodwill								*0*		*0*
– Other assets	*1*	*-208*	*-346*		*-553*		*13*	*-541*		*-541*
of which gains from sale of commercial properties			*2,064*		*2,064*		*-469*	*1,595*	*-561*	*1,034*
of which gains from sales from PPP portfolio										
Average number of employees	25,140	421	347		25,909	367		26,276		
Gross margin, %	7.3	7.9								
Selling and administrative expenses, %	-3.9	-7.3								
Operating margin, %	3.5	0.6								
Net leasing				-7						
Economic occupancy rate, %				87						
Surplus ratio, %				73						
Assets, of which										
– Investment properties				8,154	8,154			8,154		8,154
– Property, plant and equipment (including right-of-use assets)	11,454	142	381		11,977	61		12,037		12,037
– Intangible assets	4,133	154	18		4,304	34		4,338		4,338
– Investments in joint ventures and associated companies	291	557	148		996	1,225	-7	2,214		2,214
– Current-asset properties (including right-of-use assets)		17,425	43,860		61,285		-600	60,685		60,685
Capital employed	-8,727	13,601	44,076	8,364	57,314	27,069		84,383		84,383
Return on capital employed, %		1.6	3.0	4.6						
Investments	-2,632	-4,577	-6,167	-2,968	-16,344	-33	2,924	-13,452		-13,452
Divestments	327	9,770	7,773		17,869	25	-2,924	14,970		14,970
Net investments	**-2,305**	**5,193**	**1,606**	**-2,968**	**1,526**	**-8**	**0**	**1,518**		**1,518**
Reconciliation from segment reporting to IFRS										
Revenue according to segment reporting – binding contracts	168,554	8,302	11,225	363	188,445	9	-11,246	177,208		
Plus properties sold before the period		7,171	5,297		12,468		-4	12,464		
Less properties not yet occupied by the buyer on closing day		-5,312	-7,589		-12,901		13	-12,888		
Plus revenue of joint ventures in Residential Development		-398			-398			-398		
Exchange rate differences		86	10		95			95		
Revenue in accordance with IFRS – handover	**168,554**	**9,849**	**8,943**	**363**	**187,709**	**9**	**-11,237**	**176,482**		
Operating income according to segment reporting – binding contracts	5,854	53	1,120	311	7,339	-440	188	7,087		
Plus properties sold before the period		1,023	717		1,740		26	1,766		
Less properties not yet occupied by the buyer on closing day		-827	-1,233		-2,060		-13	-2,073		
Plus operating income of joint ventures in Residential Development		-44			-44			-44		
Exchange rate differences		12	2		15		-4	11		
Operating income according to IFRS – handover	**5,854**	**219**	**606**	**311**	**6,990**	**-440**	**198**	**6,748**		

Note 4, cont.

2023	Construction	Residential Development	Commercial Property Development	Investment Properties	Total operating segments	Central	Eliminations	Total segments	Difference in accounting principles	Total IFRS
External revenue	148,002	5,013	3,729	180	156,924	127		157,052	10,116	167,168
Revenue from internal customers	12,634		1,602	6	14,242	236	-14,478	0		0
Total revenue	**160,636**	**5,013**	**5,331**	**186**	**171,166**	**363**	**-14,478**	**157,052**	**10,116**	**167,168**
Cost of sales	-148,213	-5,346	-5,747	-49	-159,354	-608	14,111	-145,851	-8,019	-153,870
Gross income	**12,423**	**-332**	**-416**	**137**	**11,812**	**-244**	**-367**	**11,200**	**2,097**	**13,297**
Selling and administrative expenses	-6,808	-930	-895	-9	-8,641	-744	-1	-9,386		-9,386
Change in value, investment properties				-190	-190		365	175		175
Income from joint ventures and associated companies	17		-54		-38	1,279		1,242	-46	1,195
Operating income	**5,632**	**-1,262**	**-1,365**	**-62**	**2,943**	**290**	**-3**	**3,231**	**2,051**	**5,282**
of which depreciation/amortization	*-2,543*	*-19*	*-100*		*-2,662*	*-87*	*3*	*-2,747*		*-2,747*
of which impairment losses/reversals of impairment losses										
– Goodwill		*-158*			*-158*			*-158*		*-158*
– Other assets	*-17*	*-959*	*-1,695*		*-2,671*	*-119*	*141*	*-2,649*		*-2,649*
of which gains from sale of commercial properties			*1,014*		*1,014*		*108*	*1,122*	*806*	*1,927*
of which gains from sales from PPP portfolio						*830*		*830*		*830*
Average number of employees	25,826	524	428		26,778	478		27,256		
Gross margin, %	7.7	-6.6								
Selling and administrative expenses, %	-4.2	-18.5								
Operating margin, %	3.5	-25.2								
Net leasing				16						
Economic occupancy rate, %				91						
Surplus ratio, %				74						
Assets, of which										
– Investment properties				5,141	5,141			5,141		5,141
– Property, plant and equipment (including right-of-use assets)	10,537	51	359		10,948	169		11,117		11,117
– Intangible assets	4,046	156	18		4,220	47		4,267		4,267
– Investments in joint ventures and associated companies	292	449	146		887	1,193	-7	2,072		2,072
– Current-asset properties (including right-of-use assets)	1	21,104	41,980		63,084		-811	62,273		62,273
Capital employed	-8,055	14,406	40,760	5,076	52,187	25,174		77,360		77,360
Return on capital employed, %		-7.0	-2.6	-1.6						
Investments	-2,531	-9,038	-10,668	-1,575	-23,813	-53	1,678	-22,189		-22,189
Divestments	516	11,442	7,999		19,957	1,619	-1,562	20,014		20,014
Net investments	**-2,015**	**2,404**	**-2,670**	**-1,575**	**-3,856**	**1,566**	**116**	**-2,175**		**-2,175**
Reconciliation from segment reporting to IFRS										
Revenue according to segment reporting – binding contracts	160,636	5,013	5,331	186	171,166	363	-14,478	157,052		
Plus properties sold before the period		13,862	8,871		22,733		-9	22,724		
Less properties not yet occupied by the buyer on closing day		-7,171	-5,302		-12,474		4	-12,470		
Plus revenue of joint ventures in Residential Development		-80			-80			-80		
Exchange rate differences		-60	1		-58			-58		
Revenue in accordance with IFRS – handover	**160,636**	**11,565**	**8,901**	**186**	**181,287**	**363**	**-14,483**	**167,168**		
Operating income according to segment reporting – binding contracts	5,632	-1,262	-1,365	-62	2,943	290	-3	3,231		
Plus properties sold before the period		2,263	1,469		3,732		121	3,852		
Less properties not yet occupied by the buyer on closing day		-1,023	-718		-1,741		-26	-1,767		
Plus operating income of joint ventures in Residential Development		-42			-42			-42		
Exchange rate differences		4			4		4	7		
Operating income according to IFRS – handover	**5,632**	**-60**	**-615**	**-62**	**4,895**	**290**	**96**	**5,282**		

Note 4, cont.

External revenue in accordance with IFRS by geographical area

	Sweden		UK		USA		Norway		Other[1]		Total	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
Construction	27,577	28,048	16,625	17,647	84,650	71,050	19,416	17,228	12,030	14,029	160,298	148,002
Residential Development	3,428	5,768	299	406			2,968	647	3,154	4,738	9,849	11,560
Commercial Property Development	1,249	4,660			509	982	625	25	3,616	1,633	5,998	7,299
Investment Properties	327	180									327	180
Central and Eliminations	1	49		70	9	9					10	127
Total operating segments	**32,582**	**38,705**	**16,923**	**18,123**	**85,168**	**72,041**	**23,009**	**17,899**	**18,800**	**20,400**	**176,481**	**167,168**

1 The Group has no customers that account for 10 percent or more of Group revenue.

Non-current assets and current-asset properties by geographical area

	Investment properties		Property, plant and equipment		Intangible assets		Investments in joint ventures and associated companies		Current-asset properties (including right-of-use assets)	
	Dec 31, 2024	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**
Norway			3,351	3,205	1,058	1,077	528	407	2,661	4,533
Sweden	8,154	5,141	2,289	2,473	608	661	1,102	1,106	12,859	12,980
UK			1,215	1,217	1,507	1,406		7	636	3,890
USA			3,316	2,471	514	484	343	321	22,025	18,072
Other[1]			1,868	1,751	650	640	241	231	22,503	22,799
	8,154	**5,141**	**12,037**	**11,117**	**4,338**	**4,267**	**2,214**	**2,072**	**60,685**	**62,273**

1 No geographical area with revenue accounting for 10 percent or more of the Group's total items is included.

Construction by geographical area

	Revenue		Operating income		Operating margin, %		Net divestments (+)/ investments (-)		Depreciation/amortization	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
Nordics	57,002	58,492	2,025	2,029	3.6	3.5	-1,134	-1,702	-1,576	-1,617
Of which Sweden	29,900	31,720	1,112	1,065	3.7	3.4	-190	-432	-655	-691
Europe	24,497	26,878	442	462	1.8	1.7	-217	-143	-423	-413
USA	87,055	75,266	3,387	3,141	3.9	4.2	-954	-170	-525	-514
Total	**168,554**	**160,636**	**5,854**	**5,632**	**3.5**	**3.5**	**-2,305**	**-2,015**	**-2,525**	**-2,543**

Residental Development by geographical area

	Revenue[1]		Operating income[1]		Operating margin, %[1]		Net divestments (+)/ investments (-)		Depreciation/amortization	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
Nordics	5,816	3,265	-35	-1,186	-0.6	-36.3	4,298	1,971	-14	-9
Of which Sweden	3,191	1,509	-202	-538	-6.3	-35.7	1,810	3,009	-14	-8
Europe	2,487	1,748	88	-76	3.6	-4.4	896	433	-11	-10
Total	**8,302**	**5,013**	**53**	**-1,262**	**0.6**	**-25.2**	**5,193**	**2,404**	**-25**	**-19**

1 According to segment reporting.

Commercial Property Development by geographical area

	Revenue[1]		Operating income[1]		Capital employed		Net divestments (+)/ investments (-)		Depreciation/amortization	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
Nordics	7,358	2,929	1,362	395	12,568	13,403	1,908	1,857	-8	-7
Europe	3,358	1,420	349	-355	8,441	9,373	2,069	-450	-75	-64
USA	509	982	-591	-1,405	23,066	17,984	-2,371	-4,076	-29	-29
Total	**11,225**	**5,331**	**1,120**	**-1,365**	**44,076**	**40,760**	**1,606**	**-2,670**	**-111**	**-100**

1 According to segment reporting.

Note 5. Non-current assets held for sale and discontinued operations

Non-current assets held for sale and discontinued operations are recognized in accordance with IFRS 5. See Note 1. No operations were recognized as discontinued in 2024 or 2023.

At the end of both 2024 and 2023, there were no non-current assets that under IFRS 5 are to be recognized as current assets and specified as assets held for sale.

Note 6. Financial instruments and financial risk management

Financial instruments are recognized in accordance with IFRS 9 Financial Instruments, IAS 32 Financial Instruments: Presentation and IFRS 7 Financial Instruments: Disclosures.

Risks in partly owned joint venture companies in the PPP portfolio are managed within each respective joint venture. Skanska's aim is to ensure that financial risk management within these companies is equivalent to that applied to the Group's wholly owned companies. As the contract period in many cases amounts to decades, management of the interest rate risk in financing is essential in each joint venture. This risk is managed using long-term interest rate swaps. These holdings are recognized according to the equity method of accounting, which entails inclusion of each joint venture's financial instruments under the item Income from joint ventures and associated companies. Information on financial instruments in joint ventures and associated companies is not included in the following disclosures.

Financial risk management
In addition to business risk, Skanska is exposed, through its operations, to various financial risks such as credit risk, liquidity risk and market risk. These risks arise in the Group's reported financial instruments such as cash and cash equivalents, interest-bearing receivables, trade receivables, trade payables, borrowings and derivatives.

Objectives and policy
The Group endeavors to achieve a systematic assessment both of financial and of business risks. To do this a common risk management model is used. The risk management model does not involve avoidance of risk but is instead aimed at identifying and managing the risks.

Through the Group's Financial Policy, each year the Board of Directors establishes guidelines, objectives and restrictions for management of the Group's finances and financial risk. Skanska's Group Governance Framework regulates the distribution of responsibility among Skanska's Board, the President and CEO, the Group Leadership Team, the Group Function Treasury and the business units.

Within the Group, group function Treasury has operational responsibility for securing Group financing and for managing liquidity, financial assets and financial liabilities. A centralized financial unit enables Skanska to leverage synergies and economies of scale.

The objectives and policy for each type of risk are described in the respective sections below.

Credit risk
Credit risk describes the Group's risk from financial assets and arises if a counterparty does not fulfill its contractual payment obligations to Skanska. Credit risk is divided into financial credit risk, which is risk associated with interest-bearing assets and derivatives, and customer credit risk, which refers to the risk from trade receivables and contract assets.

Financial credit risk – risk in interest-bearing assets and derivatives
Financial credit risk is the risk that the Group is exposed to in its relationships with financial counterparties when investing surplus funds and with respect to balances with banks and investments in financial assets. Credit risk in the form of counterparty risk also arises when using derivatives and is the risk that a potential gain will not be realized if the counterparty does not fulfill its part of the contract.

According to the policy, Skanska must limit its exposure to financial counterparties by using banks and financial institutions assigned a high credit rating by rating agencies Standard & Poor's, Moody's or Fitch. The permitted exposure volume per counterparty is dependent on the counterparty's credit rating and the maturity of the exposure. To reduce the credit risk associated with derivative instruments, the Group has also signed standardized netting agreements (ISDA agreements) with all financial counterparties with whom Skanska enters into derivative contracts.

When investing surplus funds, the objective is to always achieve good risk diversification. At year-end, the surplus funds had primarily been invested with larger banks with a global presence, mainly from the Nordics, Europe and the USA, and in short-term interest-bearing instruments and money market funds. Skanska currently uses around ten banks for derivative transactions.

Maximum exposure is equivalent to the fair value of the assets and amounts to SEK 33,526 M (27,223).

The average maturity of interest-bearing assets amounted to 0.1 years (0.2) as of December 31, 2024. The Group's financial interest-bearing assets as of December 31, 2024, primarily consisting of bank balances and investments in short-term debt instruments, were still considered to have a low credit risk as of the closing day as the assets have a high credit rating and thus the loss allowance for these assets is based on 12 months of expected credit losses.

Interest-bearing assets and derivatives

	Dec 31, 2024	Dec 31, 2023
Maximum exposure in receivables outstanding	33,526	27,223
of which derivatives	*115*	*321*
Less adjustment from fair value	11	39
Loss allowance for expected credit losses	-20	-16
Carrying amount	**33,517**	**27,246**

Change in impairment losses on interest-bearing assets and derivatives

	2024	2023
January 1	16	16
Loss allowance for expected credit losses	4	
December 31	**20**	**16**

Customer credit risk – risk in trade receivables and contract assets
Customer credit risk is managed using the Skanska Group's common review and approval procedures for identifying and managing risks: the Skanska Tender Approval Procedure (STAP) and Project Scrutiny and Approval Procedure (PSAP).

Skanska's credit risk with regard to trade receivables has a high degree of risk diversification due to the large number of projects of varying sizes and types with numerous different customer categories – many of which are in the public sector – in a large number of geographical markets.

The portion of Skanska's operations related to construction projects extends only limited credit, since projects are invoiced in advance as much as possible. In other operations, the extension of credit is limited to customary invoicing periods.

Impairment losses on trade receivables amounted to SEK 283 M (284), of which SEK 83 M (78) pertained to the loss allowance for expected credit losses according to IFRS 9. Impairment losses pertaining to the loss allowance for expected credit losses according to IFRS 9 amounted to SEK 36 M (43) for contract assets. See Note 9.

Trade receivables

	Dec 31, 2024	Dec 31, 2023
Receivables outstanding	18,487	14,676
Impairment losses	-283	-284
Carrying amount	**18,204**	**14,392**

Change in impairment losses, trade receivables

	2024	2023
January 1	284	296
Impairment losses for the year	43	30
Reversals of impairment losses	-6	-31
Impairment losses settled	-43	-11
Exchange rate differences	5	1
December 31	**283**	**284**

Note 6, cont.

Risk in trade and other receivables including shares
Other financial operating receivables consist of receivables for properties divested, accrued interest income, deposits, etc.

Of operating receivables, SEK 10 M (9) was past due on the closing day, but there were no impairment losses on operating receivables.

Holdings with less than 20 percent of voting power in a company are reported as shares. Their carrying amount was SEK 39 M (38).

Other financial operating receivables are reported by time interval with respect to when the amounts fall due in the future.

	Dec 31, 2024	Dec 31, 2023
Due within 30 days	89	10
Due in over 30 days but within one year	79	97
Due after one year	40	57
Total	**208**	**164**

Liquidity and refinancing risk
Liquidity and financing risk is defined as the risk of Skanska not being able to meet its payment obligations due to lack of liquidity or due to difficulties in obtaining or rolling over external loans.

The Group uses liquidity forecasting as a means of identifying and managing the fluctuations in short-term liquidity.

Surplus liquidity is, if possible, to be used primarily to repay the principal on loan liabilities.

Financing
Skanska has several borrowing programs, both committed bank credit facilities and market funding programs, which provide good preparedness for temporary fluctuations in the Group's short-term liquidity requirements and ensure long-term funding. Skanska does not have a credit rating.

In 2024, the EUR 571 M syndicated backup facility was extended by one year until 2029, through exercising the remaining option. The credit facilities totaling EUR 250 M that were arranged in 2023 were extended for one year in accordance with the extension option until 2026. During the year, two bilateral loans for a total of USD 150 M matured and were refinanced with respective maturities of two, four and six years. New bonds to a value of SEK 1,000 M were issued with a maturity of three and a half years.

At the end of the year, the central debt portfolio amounted to SEK 10.1 billion (8.8). The unutilized credit facilities of SEK 10.1 billion (9.9) in combination with interest-bearing net receivables excluding cash and cash equivalents with restrictions, lease liabilities and net pension liabilities of SEK 12.0 billion (10.4) ensure that the Group has sufficient financial capacity.

Liquidity reserve and maturity structure
The objective is to have a liquidity reserve of at least SEK 4 billion available within one week in the form of cash liquidity or unutilized committed credit facilities. At year-end, cash and cash equivalents, and unutilized committed credit facilities amounted to SEK 28.6 billion (27.8), of which SEK 21.8 billion (18.7) is, or is expected to be, available within one week.

The Group's policy is for the central loan portfolio's maturity structure to be distributed over time and to have a weighted average residual term of three years, including unutilized committed credit facilities, with authorization to deviate within a two- to four-year interval. On December 31, 2024, the average maturity of the loan portfolio was 3.3 years (3.4), if unutilized credit facilities are taken into account.

Including interest payments, the maturity structure of the Group's financial interest-bearing liabilities, derivatives and lease liabilities is distributed over the next few years according to the table on the next page. For lease liabilities the future payments are in undiscounted amounts.

At year-end the Group's unutilized committed credit facilities amounted to SEK 10,137 M (9,866).

				Dec 31, 2024		Dec 31, 2023	
	Maturity	Currency	Limit in currency	Limit in SEK	Utilized	Limit in SEK	Utilized
Market funding programs							
Commercial paper (CP) program, maturities 0–1 years		SEK/EUR	SEK 6,000 M	6,000		6,000	
Medium-term note (MTN) program, maturities 1–10 years		SEK/EUR	SEK 8,000 M	8,000	5,658	8,000	4,644
				14,000	**5,658**	**14,000**	**4,644**
Committed credit facilities							
Bilateral credit facility	2025	USD	USD 25 M	275		250	
Bilateral credit facility	2026	EUR/USD/SEK	EUR 50 M	574		554	
Syndicated credit facility	2026	EUR/USD/SEK	EUR 200 M	2,297		2,218	
Syndicated credit facility	2029	EUR/USD/SEK/GBP	EUR 571 M	6,564		6,337	
Bilateral loan agreement	2024	USD	USD 50 M			501	501
Bilateral loan agreement	2024	USD	USD 100 M			1,001	1,001
Bilateral loan agreement	2025	EUR	EUR 50 M	574	574	554	554
Bilateral loan agreement	2026	USD	USD 50 M	549	549		
Bilateral loan agreement	2027	EUR	EUR 50 M	573	573	554	554
Bilateral loan agreement	2027	USD	USD 35 M	384	384	350	350
Bilateral loan agreement	2028	USD	USD 35 M	384	384	350	350
Bilateral loan agreement	2028	USD	USD 50 M	549	549		
Bilateral loan agreement	2029	USD	USD 40 M	439	439	400	400
Bilateral loan agreement	2030	USD	USD 40 M	439	439	400	400
Bilateral loan agreement	2030	USD	USD 50 M	548	548		
Other credit facilities				426		508	2
				14,574	**4,438**	**13,977**	**4,111**

Note 6, cont.

Dec 31, 2024

Maturity period		Carrying amount	Future payment amount	Maturity: Within 3 months	After 3 months within 1 year	After 1 year within 5 years	After 5 years
Interest-bearing financial liabilities		12,448	13,668	55	3,473	8,944	1195
Derivatives: Currency forward contracts	Inflow		-12,610	-10,664	-1,920	-26	
	Outflow	49	12,654	10,707	1,921	27	
Lease liabilities		7,130	29,958	320	958	2,490	26,190
Trade payables		15,077	15,077	15,077			
Trade and other payables		469	469	467	2		
Total		**35,172**	**59,216**	**15,962**	**4,434**	**11,435**	**27,385**

Dec 31, 2023

Maturity period		Carrying amount	Future payment amount	Maturity: Within 3 months	After 3 months within 1 year	After 1 year within 5 years	After 5 years
Interest-bearing financial liabilities		11,215	12,144	63	3,854	7,226	1,002
Derivatives: Currency forward contracts	Inflow		-6,450	-6,239	-187	-25	
	Outflow	115	6,549	6,334	188	26	
Lease liabilities		7,047	29,226	307	781	2,779	25,359
Trade payables		13,105	13,105	13,105			
Trade and other payables		369	369	366	1	2	
Total		**31,851**	**54,943**	**13,936**	**4,637**	**10,008**	**26,361**

The average maturity for interest-bearing liabilities excluding lease liabilities and unutilized committed credit facilities was 2.5 years (2.8).

Market risk
Market risk is the Group's risk that the fair value of financial instruments or future cash flows from financial instruments will fluctuate due to changes in market prices. The main market risks in the consolidated accounts are interest rate risk and exchange rate risk.

Interest rate risk
Interest rate risk is the risk that changes in interest rates will adversely affect the Group's financial items and cash flow (cash flow risk) or the fair value of financial assets and liabilities (fair value interest rate risk).

To limit the risk, the interest-rate maturities for financial assets and liabilities are to match to the greatest extent possible in the respective borrowing currencies.

When calculating the Group's sensitivity to changes in interest rates, all interest-bearing assets, liabilities and derivatives are included, with the exception of pensions and lease liabilities. For interest rate risk related to pensions, see Note 28. The analysis is based on the assumption that the position as of December 31, 2024 will remain the same in terms of the size of net debt, the ratio of fixed and variable interest rates, and the percentage of financial instruments in foreign currencies.

Fair value sensitivity is measured using three different scenarios: a base scenario with an interest rate increase of one percentage point across all maturities, or an increase or decrease of the base scenario's slope by half of a percentage point over the term. According to this policy, the change in fair value may not exceed SEK 150 M for any of these interest scenarios.

As of December 31, 2024, the change in fair value estimated using the scenarios above would impact financial items in the range of SEK 35–87 M (21–48) and other comprehensive income by SEK 0 M (0). All amounts are stated before tax. Equity would thus be affected by SEK 28–69 M (17–39) taking tax into account.

The Group's cash flow risk must not exceed SEK 175 M over a 12-month period in the event of an increase of one percentage point in market interest rates. Assuming the volume and fixed interest period are the same as at the year-end, an average increase in the market interest rate of one percentage point from the level at year-end would result in an estimated positive effect on the Group's financial items of around SEK 187 M (136) for the coming 12-month period. The deviation as of December 31, 2024, comprised a temporary effect of late receipt of cash before the year-end.

The average fixed interest period for all of the Group's interest-bearing assets was 0.1 years (0.1), taking derivatives into account. The interest rate for these was 3.42 percent (4.37) at year-end. Of the Group's total interest-bearing financial assets, after taking into account derivatives, 44 percent (42) carry fixed interest rates and 56 percent (58) variable interest rates. The average fixed interest period for all interest-bearing liabilities, taking into account derivatives but excluding lease liabilities and pension liabilities, was 0.1 years (0.2). The interest rate for interest-bearing liabilities amounted to 4.80 percent (6.17) at year-end. Taking into account derivatives, the interest rate was 4.88 percent (6.06). Of total interest-bearing financial liabilities, after taking into account derivatives, 17 percent (0) carry fixed interest rates and 83 percent (100) variable interest rates.

As of December 31, 2024, there were four interest rate swap contracts outstanding amounting to a nominal SEK 2,750 M (1,500), which were entered into to achieve the desired adjustment profile for interest rates.

Hedge accounting is applied for interest rate swaps with terms that match the hedged loan with respect to nominal amounts, reference rates, date of maturity, and the payment and interest rate adjustment date. The effectiveness is evaluated when the hedging relationship is entered into and on an ongoing basis. Ineffectiveness may arise if the creditworthiness of the contracting parties affects fair value changes to the hedge and the hedged loan differently.

As of December 31, 2024, Skanska applied hedge accounting for two of the four interest rate swap contracts outstanding amounting to SEK 1,500 M, which were entered into in order to swap parts of the Group's liabilities from fixed to variable interest. The fair value of these hedges totaled SEK 29 M (34) on December 31, 2024. For these interest rate swaps, changes in fair value are recognized through profit or loss. The change in value of the hedged loan adjusts the loan's carrying amount and is recognized in profit or loss.

There was also an interest rate swap contract arranged in a partly owned joint venture for which hedge accounting is applied.

Foreign exchange rate risk
Foreign exchange rate risk is defined as the risk of a negative impact on the consolidated income statement and statement of financial position due to fluctuations in exchange rates. This risk can be divided into transaction exposure, i.e., net operating and financial (interest/principal payment) flows, and translation exposure related to net investments in foreign subsidiaries.

Note 6, cont.

Transaction exposure
Transaction exposure arises in a local unit when the unit's inflows and outflows of foreign currencies are not matched.

Although the Group has a large international presence, its operations are mainly of a local nature in terms of foreign exchange rate risk, because project revenue and costs are mainly denominated in the same currency. If this is not the case, the objective is for each respective business unit to hedge its exposure in contracted cash flows against its functional currency in order to minimize the effect on earnings caused by shifts in foreign exchange rates. The main tool for this purpose is currency forwards.

The foreign exchange rate risk for the Group may amount to a total of SEK 50 M, with risk calculated as the effect on earnings of a five percentage point shift in exchange rates. As of December 31, 2024, exchange rate risk accounted for SEK 4 M (8) of transaction exposure before tax, which would have an impact of SEK 3 M (6) after tax on other comprehensive income.

Skanska hedges foreign currency flows by matching critical terms such as nominal amount, currency and maturity date. A qualitative assessment of the relationship's effectiveness is made in this way. The effectiveness of a hedge is evaluated when the hedging relationship is entered into and on an ongoing basis. A currency hedge may become ineffective if the timing of the transaction differs from what was initially estimated and if the credit risk associated with the derivative counterparty changes.

Skanska mainly uses hedge accounting to hedge expenses in currencies other than EUR in its European property development operations and in the Swedish Construction business stream. The fair value of these hedges totaled SEK 52 M (9) on December 31, 2024. The hedges fulfill effectiveness requirements, which means that unrealized gains or losses are recognized in other comprehensive income. As of December 31, 2024, the fair value of currency hedges for which hedge accounting is not applied totaled SEK -3 M (2), including the fair value of embedded derivatives. Changes in fair value for these are recognized through profit or loss.

Information on the changes recognized in the consolidated income statement and in other comprehensive income during the period can be found later in this Note in the table Impact of financial instruments on the consolidated income statement, other comprehensive income and equity.

Contracted net flows – as well as hedges for these – in currencies that are foreign to the respective Group company break down into currencies and maturities as shown in the following table.

Dec 31, 2024	The Group's contracted net foreign currency flows			Hedging of foreign currency flows		
SEK M[1]	**2025**	**2026**	**2027 and later**	**2025**	**2026**	**2027 and later**
PLN	-734	-48		734	48	
EUR	-350	-14		350	14	
HUF	-265			265		
CZK	-87	-1		87	1	
GBP	-35			35		
DKK	-15	-7		15	7	
USD	12	-28	-4	-12	28	4
SEK	-12			12		
NOK	-3	-6		3	6	
Total equivalent value	**-1,489**	**-105**	**-4**	**1,489**	**105**	**4**

1 Flows in PLN, CZK and HUF are mainly related to Property Development project expenses. Flows in EUR are mainly attributable to Construction operations in Sweden and Norway.

Dec 31, 2023	The Group's contracted net foreign currency flows			Hedging of foreign currency flows		
SEK M[1]	**2024**	**2025**	**2026 and later**	**2024**	**2025**	**2026 and later**
PLN	-873	-517		664	517	
EUR	-433	-73	-13	433	73	13
HUF	-71	-1		60		
DKK	3	-14	-7		14	7
GBP	-16			16		
RON	13			4		
CZK	31	-11		-38		
USD	42			-42		
Other currencies	-1			1		
Total equivalent value	**-1,305**	**-616**	**-20**	**1,099**	**604**	**20**

1 Flows in PLN, CZK, HUF and RON are mainly related to Property Development project expenses. Flows in EUR are mainly attributable to Construction operations in Sweden and Norway.

Note 6, cont.

Translation exposure
Skanska's policy stipulates that net investments in Commercial Property Development are to be currency-hedged if the intention is to sell these assets over time. These hedges consist of currency forwards and/or foreign currency loans. The positive fair value of the currency forwards amounted to SEK 0 M (2) and their negative fair value to SEK 0 M (0). In 2024, no foreign currency loans were used for hedging.

Net investments in other foreign subsidiaries are not normally hedged, unless the Board of Directors of Skanska AB decides otherwise. At year-end 2024, 0 percent (0) of net investments in foreign currency was currency hedged. A change in the exchange rate where the Swedish krona falls/rises 10 percent against other currencies would have an effect of SEK +/-3.2 billion (2.7) on other comprehensive income after tax and taking hedges into account.

Hedge accounting is applied when hedging of net investments in a foreign operation takes place. The hedges fulfill effectiveness requirements, which means that gains or losses on the hedges are recognized in other comprehensive income until the hedged transaction takes place, at which point the accumulated change in value is transferred to profit or loss.

The effectiveness of the hedge is evaluated on an ongoing basis to ensure that the relationship meets the criteria. Ineffectiveness may arise in connection with a change in net investments and if the credit risk associated with the derivative counterparty changes.

Information on the changes recognized in the consolidated income statement and in other comprehensive income during the period can be found later in this Note in the table Impact of financial instruments on the consolidated income statement, other comprehensive income and equity.

See also Note 34.

Hedging of net investments outside Sweden

	Dec 31, 2024					Dec 31, 2023				
Currency	**Net investments**	**Hedges[1]**	**Hedged portion, %**	**Net investments[2]**	**Net investments, %[2]**	**Net investments**	**Hedges[1]**	**Hedged portion, %**	**Net investments[2]**	**Net investments, %[2]**
CZK	3,178			3,178	5	3,225			3,225	6
DKK	727			727	1	660			660	1
EUR	3,281			3,281	5	3,577			3,577	6
GBP	1,549	-103	7	1,445	2	33	-92	280	-59	0
NOK	6,819			6,819	11	6,036			6,036	11
PLN	929			929	1	709			709	1
USD	16,871			16,871	27	13,677			13,677	24
Other foreign	-883			-883	-1	-1,035			-1,035	-2
Total foreign currencies	**32,471**	**-103**	**0**	**32,367**	**52**	**26,881**	**-92**	**0**	**26,789**	**48**
SEK and eliminations				30,099	48				29,413	52
Total				**62,466**	**100**				**56,202**	**100**

1 Hedged amount before subtracting tax portion.
2 After subtracting hedged portion.

Significance of financial instruments for the Group's financial position
The following table shows the carrying amount and fair value of financial instruments by category, as well as a reconciliation with total assets and liabilities in the statement of financial position.

See also Note 21, Note 24, Note 27 and Note 30.

Fair value relating to hedged transaction exposure is reported under Contract assets/liabilities or under Trade and other receivables/liabilities.

Fair value
There are three different levels for establishing fair value. The first level uses the official price quotation in an active market. The second level, which is used when a price quotation in an active market does not exist, calculates fair value by remeasuring at observable exchange rates and discounting future cash flows based on observable market interest rates for each respective maturity and currency. The third level uses substantial input data not observable in the market.

The fair value items in the following table have been measured pursuant to the three levels stated in this section. Shares and participations and a portion of contingent consideration liabilities are measured at fair value according to level three. The assets relating to bonds have been measured according to level one. All other amounts have been measured according to level two. When calculating fair value in the loan portfolio, Skanska takes into account current market interest rates which include the credit risk premium that Skanska is estimated to pay for its borrowing.

The fair value of financial instruments with option elements is calculated using the Black-Scholes model. As of December 31, 2024, Skanska had no instruments with option elements.

For all financial instruments that are recognized at amortized cost, the fair value is deemed to be largely in line with the carrying amount.

Note 6, cont.

Assets Dec 31, 2024	Hierarchy level	Measured at fair value through profit or loss	Measured at fair value through other comprehensive income	At amortized cost	Total carrying amount	Total fair value
Financial instruments						
Interest-bearing assets and derivatives						
Financial assets[1]	1, 2	115		14,976	15,091	15,100
Cash and cash equivalents	–			18,426	18,426	18,426
		115	**0**	**33,402**	**33,517**	**33,526**
Trade receivables[2]				**18,204**	**18,204**	**18,287**
Trade and other receivables including shares and participations						
Shares and participations[3]	3		39		39	39
Trade and other receivables[2, 4]	–			218	218	218
		0	**39**	**218**	**256**	**256**
Total financial instruments		**115**	**39**	**51,824**	**51,977**	**52,069**

Assets Dec 31, 2023	Hierarchy level	Measured at fair value through profit or loss	Measured at fair value through other comprehensive income	At amortized cost	Total carrying amount	Total fair value
Financial instruments						
Interest-bearing assets and derivatives						
Financial assets[1]	1, 2	321		9,013	9,334	9,311
Cash and cash equivalents	–			17,912	17,912	17,912
		321	**0**	**26,925**	**27,246**	**27,223**
Trade receivables[2]				**14,392**	**14,392**	**14,513**
Trade and other receivables including shares and participations						
Shares and participations[3]	3		38		38	38
Trade and other receivables[2, 4]	–			173	173	173
		0	**38**	**173**	**211**	**211**
Total financial instruments		**321**	**38**	**41,490**	**41,849**	**41,947**

1 The carrying amount of financial assets excluding shares and participations, totaling SEK 15,091 M (9,334), is presented in Note 21.
2 See Note 24.
3 Shares and participations are reported in the consolidated statement of financial position among financial assets. See also Note 21.
4 In the consolidated statement of financial position, SEK 34,073 M (27,012) was reported as trade and other receivables. See Note 24. Of this amount, trade receivables accounted for SEK 18,204 M (14,392). These are reported as financial instruments. The remaining amount is SEK 15,869 M (12,620) and breaks down as SEK 218 M (173) for financial instruments and SEK 15,651 M (12,447) for non-financial instruments. The amount reported as financial instruments includes accrued interest income, deposits, etc. Amounts reported as non-financial instruments include, for example, interim items other than accrued interest, VAT receivables, pension-related receivables and other personnel-related receivables.

Reconciliation with statement of financial position

	Dec 31, 2024	Dec 31, 2023
Assets		
Financial instruments according to the categories in IFRS 9	51,977	41,849
Other assets		
Investment Properties	8,154	5,141
Property, plant and equipment and intangible assets	13,399	12,302
Property, plant and equipment, right-of-use assets	2,977	3,082
Investments in joint ventures and associated companies	2,214	2,072
Net assets in funded pension plans	3,718	3,118
Tax assets	3,600	3,764
Current-asset properties	56,914	58,660
Current-asset properties, right-of-use assets	3,771	3,613
Inventories	1,064	1,275
Contract assets	7,769	7,865
Trade and other receivables[1]	15,651	12,447
Total assets	**171,207**	**155,189**

1 In the consolidated statement of financial position, SEK 34,073 M (27,012) was reported as trade and other receivables. See Note 24. Of this amount, trade receivables accounted for SEK 18,204 M (14,392). These are reported as financial instruments. The remaining amount is SEK 15,869 M (12,620) and breaks down as SEK 218 M (173) for financial instruments and SEK 15,651 M (12,447) for non-financial instruments. The amount reported as financial instruments includes accrued interest income, deposits, etc. Amounts reported as non-financial instruments include, for example, interim items other than accrued interest, VAT receivables, pension-related receivables and other personnel-related receivables.

Note 6, cont.

Liabilities Dec 31, 2024	Hierarchy level	Measured at fair value through profit or loss	Measured at amortized cost	Total carrying amount	Total fair value
Financial instruments					
Interest-bearing liabilities and derivatives					
Financial liabilities[1]	2, 3	464	12,033	12,496	12,496
		464	**12,033**	**12,496**	**12,496**
Operating liabilities					
Trade payables	–		15,077	15,077	15,077
Trade and other payables[2]	–		469	469	469
		0	**15,546**	**15,546**	**15,546**
Total financial instruments		**464**	**27,578**	**28,042**	**28,042**

Liabilities Dec 31, 2023	Hierarchy level	Measured at fair value through profit or loss	Measured at amortized cost	Total carrying amount	Total fair value
Financial instruments					
Interest-bearing liabilities and derivatives					
Financial liabilities[1]	2, 3	530	10,800	11,330	11,406
		530	**10,800**	**11,330**	**11,406**
Operating liabilities					
Trade payables	–		13,105	13,105	13,105
Trade and other payables[2]	–		369	369	369
		0	**13,474**	**13,474**	**13,474**
Total financial instruments		**530**	**24,274**	**24,804**	**24,880**

1 The carrying amount for financial liabilities totaling SEK 12,496 M (11,330) is reported in the statement of financial position along with financial liabilities of SEK 12,081 M (10,915) from Note 27 and contingent considerations of SEK 415 M (415) from Note 29. Contingent considerations are included in financial liabilities measured at fair value at SEK 415 M (415) and in financial liabilities measured at amortized cost at SEK 0 M (0). During the year SEK 0 M (0) of contingent considerations was disbursed and SEK 22 M (31) accrued as interest expense. An additional SEK 0 M (0) was transferred to non-interest-bearing liabilities and a remeasurement performed that amounted to SEK -22 M (-85).

2 Other financial operating liabilities, totaling SEK 15,546 M (13,474), are reported in the statement of financial position together with trade payables of SEK 15,077 M (13,105) and other financial instruments of SEK 469 M (369). The total item in the statement of financial position amounted to SEK 45,900 M (40,410). See Note 30. Accrued interest expense, checks issued but not cashed, liabilities for unpaid properties, etc., are recognized as other financial operating liabilities. Other non-financial operating liabilities are, for example, interim items other than accrued interest, VAT liabilities, pension-related liabilities and other personnel-related liabilities. Operating liabilities are measured at amortized cost.

Reconciliation with statement of financial position

	Dec 31, 2024	Dec 31, 2023
Equity and liabilities		
Financial instruments	28,042	24,804
Other liabilities		
Equity	62,617	56,347
Pensions	2,603	3,167
Lease liabilities	7,130	7,047
Tax liabilities	3,109	2,997
Provisions	10,544	10,672
Contract liabilities	26,807	23,220
Trade and other payables[1]	30,354	26,935
Total equity and liabilities	**171,207**	**155,189**

1 Other financial operating liabilities, totaling SEK 15,546 M (13,474), are reported in the statement of financial position together with trade payables of SEK 15,077 M (13,105) and other financial instruments of SEK 469 M (369). These are reported as financial instruments. The total item in the statement of financial position amounted to SEK 45,900 M (40,410). See Note 30. Accrued interest expense, checks issued but not cashed, liabilities for unpaid properties, etc., are recognized as other financial operating liabilities. Other non-financial operating liabilities are, for example, interim items other than accrued interest, VAT liabilities, pension-related liabilities and other personnel-related liabilities. Operating liabilities are measured at amortized cost.

Note 6, cont.

Disclosures concerning offsetting of financial instruments

	Dec 31, 2024		Dec 31, 2023	
	Financial assets	Financial liabilities	Financial assets	Financial liabilities
Gross amount	51,977	28,042	41,849	24,804
Amounts offset				
Recognized in balance sheet	**51,977**	**28,042**	**41,849**	**24,804**
Amounts covered by netting arrangements	-53	-53	-304	-304
Net amount after netting arrangements	**51,924**	**27,989**	**41,545**	**24,500**

Impact of financial instruments on the consolidated income statement, other comprehensive income and equity

Revenue and expenses from financial instruments recognized in profit or loss

	2024	2023
Recognized in operating income		
Interest expense on financial liabilities measured at cost	1	1
Cash flow hedges removed from equity and recognized in profit or loss	13	63
Total income and expenses in operating income	**14**	**64**
Recognized in financial items		
Interest income on assets measured at fair value	181	144
Interest income on assets measured at amortized cost	613	436
Interest income on cash and bank balances	359	133
Dividends	29	
Changes in market value of financial assets measured at fair value through profit or loss	1	1
Changes in market value of financial liabilities measured at fair value through profit or loss	2	40
Total income in financial items	**1,185**	**754**
Interest expense on financial liabilities measured at fair value through profit or loss	-29	-8
Interest expense on financial liabilities measured at amortized cost	-750	-558
Changes in market value of financial assets measured at fair value through profit or loss	-2	
Changes in market value of financial liabilities measured at fair value through profit or loss	-24	-5
Impairment losses attributable to any future credit losses	-4	
Net exchange rate differences	-5	-7
Expenses for borrowing programs	-35	-28
Bank-related expenses and other	-41	-55
Total expenses in financial items	**-890**	**-660**
Net income and expenses from financial instruments recognized in profit or loss	**295**	**94**
of which interest income on financial assets not measured at fair value through profit or loss	*973*	*570*
of which interest expense on financial liabilities not measured at fair value through profit or loss	*-750*	*-558*

Reconciliation with financial items

	2024	2023
Total income from financial instruments in financial items	1,185	754
Total expense from financial instruments in financial items	-890	-660
Net interest on pensions	22	-11
Interest expense for lease liabilities	-277	-243
Capitalized interest expense	628	768
Total financial items	**667**	**609**

See also Note 14.

Income and expenses recognized under other comprehensive income

	2024	2023
Cash flow hedges recognized directly in equity	23	-100
Cash flow hedges removed from equity and recognized in profit or loss	13	63
Translation differences	1,816	-949
Resolved translation differences for companies divested		2
Hedging of exchange rate risk in foreign operations	34	-23
Total	**1,885**	**-1,007**
of which recognized in cash flow hedge reserve	*35*	*-37*
of which recognized in translation reserve	*1,850*	*-970*
	1,885	**-1,007**

Collateral

The Group has provided collateral (assets pledged) in the form of financial receivables amounting to SEK 867 M (680). See also Note 33.

These assets may be utilized by customers if Skanska does not fulfill its obligations according to the respective construction contract. To a varying extent, the Group has obtained collateral for trade receivables in the form of guarantees issued by banks and insurance companies and, in some cases, in the form of guarantees from the parent companies to customers.

Note 7. Business combinations

No business combinations took place during the financial year or in the comparative year.

Note 8. Revenue

Revenue is recognized according to IFRS 15 Revenue from Contracts with Customers and IFRS 16 Leases. See Note 1. For revenue in accordance with IFRS 15, see also Note 9. Revenue from contracts with customers amounted to SEK 174,951 M (166,065) and rental income from leases amounted to SEK 1,530 M (1,103). As for other types of revenue, dividends and interest income are recognized in financial items. See Note 14.

Revenue by business stream

	2024	2023
Construction[1]	168,554	160,636
Residential Development	9,849	11,565
Commercial Property Development	8,943	8,901
Investment Properties	363	186
Other		
– Central	9	363
– Eliminations, see below	-11,237	-14,483
Total	**176,481**	**167,168**

1 Construction includes SEK 193 M (869) in intra-Group construction for joint ventures in the PPP portfolio. Elimination does not occur since this revenue consists of invoices issued to joint ventures, which are recognized according to the equity method of accounting.

Reported in Eliminations

	2024	2023
Intra-Group construction for		
– Construction	-272	-17
– Residential Development	-3,261	-4,881
– Commercial Property Development	-4,718	-7,732
Intra-Group property divestments	-2,924	-1,562
Other	-62	-291
Total	**-11,237**	**-14,483**

Other
For other transactions with related parties, see Note 39.

Note 9. Contract assets and contract liabilities

Contract assets and contract liabilities are recognized in accordance with IFRS 15 Revenue from Contracts with Customers. See Note 1. For risks in ongoing assignments, see Note 2.

Information from the income statement
Accrued revenue during the year amounted to SEK 148,925 M (149,790).

Information from the statement of financial position

	Dec 31, 2024	Dec 31, 2023
Contract assets	7,769	7,865
Contract liabilities	26,807	23,220

Contract assets

	2024	2023
January 1	7,865	7,772
Accrued revenue during the year, not yet invoiced	5,376	6,062
Accrued revenue during the year, invoiced during the year	43,675	47,210
Invoiced revenue	-48,911	-52,801
Divestments		-1
Reversals of impairment losses	7	
Reclassification	-566	-217
Exchange rate differences for the year	322	-161
Carrying amount, December 31	**7,769**	**7,865**

Contract liabilities

	2024	2023
January 1	23,220	24,059
Invoiced revenue	101,988	95,790
Accrued revenue during the year, invoiced during the year	-87,470	-84,553
Accrued revenue during the year, invoiced in previous years	-12,403	-11,965
Divestments		-4
Reclassification	480	443
Exchange rate differences for the year	992	-549
Carrying amount, December 31	**26,807**	**23,220**

Note 9, cont.

Future revenue for remaining performance obligations is broken down between the following years.

Expected revenue recognition for remaining performance obligations in 2024

	2025	2026	2027	2028	≥2029	Total
Construction	137,346	75,326	47,256	16,097	8,973	284,998
Residential Development	3,740	1,553	20			5,312
Commercial Property Development	3,071	3,998	520			7,589
Total	**144,157**	**80,877**	**47,796**	**16,097**	**8,973**	**297,899**

Expected revenue recognition for remaining performance obligations in 2023

	2024	2025	2026	2027	≥2028	Total
Construction	112,528	60,280	35,546	14,575	6,708	229,637
Residential Development	5,383	1,594	194			7,171
Commercial Property Development	901	1,423	2,978			5,302
Total	**118,813**	**63,297**	**38,718**	**14,575**	**6,708**	**242,111**

Note 10. Operating expenses by category of expense

During the year, revenue increased SEK 9,313 M to SEK 176,481 M (167,168). Total costs increased SEK 7,847 M to SEK -169,734 M (-161,886). Operating income increased SEK 1,466 M to SEK 6,748 M (5,282).

	2024	2023
Revenue	**176,481**	**167,168**
Personnel expenses[1]	-32,485	-31,397
Depreciation and amortization	-2,712	-2,747
Impairment losses[2]	-541	-2,645
Carrying amount of current-asset properties divested	-11,844	-13,999
Income from joint ventures and associated companies	253	1,195
Income from property, plant and equipment sold	122	182
Change in value, investment properties	737	175
Other operating expenses[3, 4]	-123,264	-112,650
Total expenses	**-169,734**	**-161,886**
Operating income	**6,748**	**5,282**

1 Note 36 describes what is included in personnel expenses.
2 Excluding impairment losses/reversals of impairment losses in joint ventures and associated companies, which are included in the item Income from joint ventures and associated companies and amount to SEK 0 M (-162).
3 Other operating expenses includes purchased materials, machinery rentals and subcontractors.
4 An expense of SEK -145 M (-145) has been recognized for research and development expenses and has been included in other operating expenses.

Note 11. Selling and administrative expenses

Selling and administrative expenses are recognized as one item. See Note 1.

	2024	2023
Construction	-6,538	-6,808
Residential Development	-605	-930
Commercial Property Development	-836	-895
Investment Properties	-14	-9
Central expenses[1]	-731	-745
Total	**-8,724**	**-9,386**

1 Including eliminations.

Note 12. Depreciation and amortization

Depreciation and amortization are carried out in accordance with IAS 16 Property, Plant and Equipment, IFRS 16 Leases and IAS 38 Intangible Assets. See Note 1. Depreciation and amortization are presented below by business stream. For further information about depreciation and amortization, see Note 17, Note 19 and Note 41.

Depreciation/amortization by asset class and business stream

2024	Construction	Residential Development	Commercial Property Development	Investment Properties	Central and Eliminations	Total
Intangible assets	-95		-2		-19	-116
Property, plant and equipment						
Property (buildings and land)	-90	-2				-92
Plant and equipment	-1,499	-10	-20		-16	-1,545
Property, plant and equipment, right-of-use assets						
Property (buildings and land)	-18					-18
Offices	-535	-7	-83		-14	-639
Cars	-212	-3	-7			-222
Plant and equipment	-39					-39
Other	-38	-4				-42
Total	**-2,525**	**-25**	**-111**	**0**	**-50**	**-2,712**

2023	Construction	Residential Development	Commercial Property Development	Investment Properties	Central and Eliminations	Total
Intangible assets	-115		-2		-43	-161
Property, plant and equipment						
Property (buildings and land)	-90				-5	-95
Plant and equipment	-1,510	-2	-21		-22	-1,555
Property, plant and equipment, right-of-use assets						
Property (buildings and land)	-25					-25
Offices	-540	-6	-71		-14	-631
Cars	-193	-2	-6			-202
Plant and equipment	-38					-38
Other	-31	-8				-39
Total	**-2,543**	**-19**	**-100**	**0**	**-85**	**-2,747**

Note 13. Impairment losses/reversals of impairment losses

Impairment losses/reversals of impairment losses are recognized in accordance with IAS 36 Impairment of Assets. See Note 1. Impairment losses/reversals of impairment losses on current-asset properties are recognized in accordance with IAS 2 Inventories. For further information on impairment losses/reversals of impairment losses, see Note 17, Note 18, Note 19, Note 22 and Note 41.

Impairment losses/reversals of impairment losses are presented below by business stream.

Impairment losses/reversals of impairment losses by asset class and business stream

2024	Construction	Residential Development	Commercial Property Development	Investment Properties	Central and Eliminations	Total
Recognized in operating income						
Intangible assets						
Goodwill						
Other intangible assets	-1					-1
Property, plant and equipment						
Property (buildings and land)	1					1
Plant and equipment			-1			-1
Property, plant and equipment, right-of-use assets						
Site leaseholds						
Offices	1					1
Cars						
Plant and equipment						
Investments in joint ventures and associated companies						
Current-asset properties						
Commercial Property Development			-345		13	-332
Residential Development		-208				-208
Current-asset properties, right-of-use assets						
Commercial Property Development						
Residential Development						
Total	**1**	**-208**	**-346**		**13**	**-541**

2023	Construction	Residential Development	Commercial Property Development	Investment Properties	Central and Eliminations	Total
Recognized in operating income						
Intangible assets						
Goodwill		-158				-158
Other intangible assets						
Property, plant and equipment						
Property (buildings and land)	-11				-48	-59
Plant and equipment	-5				-71	-76
Property, plant and equipment, right-of-use assets						
Site leaseholds						
Offices	-1					-1
Cars						
Plant and equipment						
Investments in joint ventures and associated companies		-114	-48			-162
Current-asset properties						
Commercial Property Development			-1,647		141	-1,506
Residential Development		-845				-845
Current-asset properties, right-of-use assets						
Commercial Property Development						
Residential Development						
Total	**-17**	**-1,117**	**-1,695**		**22**	**-2,807**

Note 14. Financial items

	2024	2023
Financial income		
Interest income	1,131	712
Net interest on pensions	22	
Dividends	29	
Change in market value	3	41
	1,185	**754**
Financial expense		
Interest expense	-758	-566
Interest expense for lease liabilities	-277	-243
Net interest on pensions		-11
Capitalized interest expense	585	727
Capitalized interest expense from leases	43	41
Change in market value	-26	-5
Net exchange rate differences	-5	-7
Loss allowance for expected credit losses	-4	
Other financial expense	-77	-82
	-517	**-145**
Total	**667**	**609**

Information on how large a portion of income and expense in financial items comes from financial instruments is presented in Note 6.

Net interest
Financial items totaled SEK 667 M (609) net.

Net interest items improved to SEK 746 M (661). Interest income increased to SEK 1,131 M (712).

Interest expense before capitalized interest increased to SEK -1,035 M (-809). During the year, Skanska capitalized interest expense of SEK 628 M (768) in its own ongoing projects.

Interest income was received at an average interest rate of 4.50 percent (3.36). Interest expense, excluding interest on pension liabilities, was paid at an average interest rate of 5.41 percent (4.55) during the year. The average interest rate for lease liabilities was 3.88 percent (3.30).

Net interest on pensions, which is the net amount of interest expense for defined-benefit pension obligations calculated at the beginning of the year, based on the 2023 outcome, and the return on plan assets, increased to SEK 22 M (-11). See also Note 28.

The Group had net interest items of SEK 1 M (1) that were recognized in operating income. See Note 1 Accounting and valuation principles.

Change in market value
Change in market value amounted to SEK -23 M (36).

Other financial items
Other financial items amounted to SEK -56 M (-89) net and related to various charges for credit facilities and bank guarantees, exchange rate differences, dividends as well as loss allowance for expected credit losses in accordance with IFRS 9.

Note 15. Borrowing costs

Borrowing costs related to investments that require a substantial period for completion are capitalized. See Note 1.

Borrowing costs were capitalized during the year at an interest rate of 5.47 percent (5.88).

	Capitalized interest during the year		Total accumulated capitalized interest included in cost	
	2024	2023	2024	2023
Current-asset properties	628	768	1,067	745
Total	**628**	**768**	**1,067**	**745**

Note 16. Income taxes

Income taxes are reported in accordance with IAS 12 Income Taxes.

Tax expense

	2024	2023
Current taxes	-1,511	-2,189
Deferred tax expense from change in temporary differences	-281	1,208
Deferred tax expense from change in losses carried forward	-44	118
Change in provision for tax risk	5	2
Total	**-1,831**	**-861**

Tax items recognized under other comprehensive income

	2024	2023
Deferred taxes attributable to cash flow hedges	-7	12
Deferred taxes attributable to pensions	-236	-64
Total	**-242**	**-52**

Relationship between taxes calculated after aggregating nominal tax rates and recognized taxes
The Group's recognized tax rate is 25 percent (15). The Group's aggregated nominal tax rate has been estimated at 26 percent (24).

The average nominal tax rate in Skanska's home markets in Europe is 21 percent (21) and in the USA just over 30 percent (27), depending on the distribution of income between the different states there.

The relationship between taxes calculated after aggregating nominal tax rates of 26 percent (24) and recognized tax of 25 percent (15) is explained in the table below.

	2024	2023
Income after financial items	7,415	5,890
Tax according to aggregation of nominal tax rates, 26 percent (24)	-1,848	-1,394
Tax effect of:		
Property divestments[1]	121	334
Other	-104	199
Recognized tax expense	**-1,831**	**-861**

1 In a number of the countries where Skanska operates, the sale of property projects via the divestment of companies is tax free.

Income taxes paid in the year amounted to SEK 1,712 M (1,733). Income taxes paid can vary greatly from year to year for the countries where the Group operates. Income taxes are often calculated based on different principles to those that apply to the preparation of the consolidated income statement. If the final income tax is less than the amount provisionally withdrawn in previous years, income taxes paid for the year may be substantially reduced.

Note 16, cont.

The table below shows a breakdown by country of income taxes paid:

Income taxes paid

	2024		2023
USA	1,212	USA	978
Norway	414	Sweden	224
Sweden	-116	Czechia	159
Czechia	130	UK	112
Poland	100	Finland	102
Other	-28	Other	158
Total	**1,712**	**Total**	**1,733**

Tax assets and tax liabilities

	Dec 31, 2024	Dec 31, 2023
Tax assets	1,371	1,246
Tax liabilities	685	779
Netto tax assets (+)/tax liabilities (-)	**686**	**467**

Tax assets and tax liabilities refer to the difference between estimated income tax for the year and preliminary tax paid, as well as income taxes for prior years that have not yet been paid.

Deferred tax assets and deferred tax liabilities

	Dec 31, 2024	Dec 31, 2023
Deferred tax assets according to the statement of financial position	2,230	2,518
Deferred tax liabilities according to the statement of financial position	2,424	2,218
Net deferred tax assets (+)/deferred tax liabilities (-)	**-194**	**300**

Deferred tax assets and deferred tax liabilities

	Dec 31, 2024	Dec 31, 2023
Deferred tax assets for lease liabilities	1,375	1,421
Deferred tax assets for losses carried forward	138	175
Deferred tax assets for other assets	310	404
Deferred tax assets for pension provisions	429	587
Deferred tax assets for ongoing projects	574	734
Other deferred tax assets	2,313	2,007
Total before net accounting	**5,139**	**5,328**
Net accounting of offsetable deferred tax assets/tax liabilities	-2,910	-2,810
Deferred tax assets according to the statement of financial position	**2,230**	**2,518**

	Dec 31, 2024	Dec 31, 2023
Deferred tax liabilities for right-of-use assets	1,358	1,395
Deferred tax liabilities for investment properties	626	425
Deferred tax liabilities for other non-current assets	525	383
Deferred tax liabilities for ongoing projects	1,350	1,330
Deferred tax liabilities for other current assets	280	308
Other deferred tax liabilities	1,195	1,187
Total before net accounting	**5,333**	**5,028**
Net accounting of offsetable deferred tax assets/tax liabilities	-2,910	-2,810
Deferred tax liabilities according to the statement of financial position	**2,424**	**2,218**

Change in net receivables (+)/net debt (-) deferred tax

	2024	2023
Net receivables (+)/net debt (-) deferred tax, January 1	300	-948
Divestments	19	18
Recognized under other comprehensive income	-242	-52
Deferred tax expense	-320	1,328
Exchange rate differences	49	-46
Net receivables (+)/net debt (-) deferred tax, December 31	**-194**	**300**

Deferred tax assets other than for losses carried forward are temporary differences between carrying amounts for tax purposes and carrying amounts recognized in the statement of financial position. These differences arise, for example, when the Group's valuation principles deviate from those applied locally by the Group company. These deferred tax assets are mostly expected to be realized within five years. Deferred tax assets arise, for example, when a recognized depreciation/amortization/impairment of assets becomes tax-deductible only in a later period, when eliminating intra-Group profits, when there are differences with respect to provisions for defined-benefit pensions between local rules and IAS 19, when the required provisions become tax-deductible in a later period and when advance payments for ongoing projects are taxed on a cash basis.

Deferred tax liabilities for other assets and other deferred tax liabilities are temporary differences between carrying amounts for tax purposes and carrying amounts in the statement of financial position. These differences arise, for example, when the Group's valuation principles deviate from those applied locally by the Group company. For the most part, these deferred tax liabilities are expected to be realized within five years. For example, deferred tax liabilities arise when depreciation/amortization for tax purposes in the current period is larger than the required economic depreciation/amortization and when accrued profits in ongoing projects are taxed only when the project is completed.

Temporary differences and losses carried forward (deficits) that are not recognized as deferred tax assets

	Dec 31, 2024	Dec 31, 2023
Losses carried forward that expire within one year	161	661
Losses carried forward that expire in more than one year but within three years	328	372
Losses carried forward that expire in more than three years	3,566	3,498
Total	**4,055**	**4,531**

Skanska has losses carried forward in a number of countries. In some of these countries the likelihood that losses carried forward will be able to be used is difficult to assess, and therefore no deferred tax asset is recognized. The table pertains to the tax base for losses carried forward and not the tax effect.

New rules on global minimum taxation
Skanska is affected by the new rules on global minimum taxation (Pillar Two) that entered force on January 1, 2024. These rules mean that Skanska is considered to be low-taxed in countries where the total effective tax rate (ETR), according to the specific calculation methodology, is lower than 15 percent. In cases where the Group is assessed as being low-taxed, a top-up tax corresponding to the difference must be paid.

Given the extensive nature of the regulatory framework for calculating the ETR, a simplified methodology for such calculations is offered (Safe Harbour) during the transition period 2024–2026. Safe Harbour entails an exemption from top-up tax and reporting under the permanent rules if at least one of three tests concerning turnover and profit, simplified effective tax rate and substance is met in each country. Preliminary calculations show that, in most markets in 2024, Skanska is expected to meet at least one of the three different Safe Harbour tests with a reassuring margin. However, the case for Sweden is still uncertain, so the permanent rules (GloBE) may need to be applied already for 2024. Therefore, in 2024, Skanska started a process of adaptation to GloBE. Our assessment is that, according to GloBE, Skanska has a tax rate in Sweden that is significantly higher than 15 percent. The Pillar II regulations thus mainly entail extensive reporting administration for Skanska, but we do not expect to have to pay top-up tax in any of the countries in which we operate. The first reporting deadline is June 30, 2026.

Note 17. Property, plant and equipment

Property, plant and equipment are reported in accordance with IAS 16 Property, Plant and Equipment. See Note 1.

Office buildings and other buildings used in the Group's operations are recognized as property, plant and equipment. Plant and equipment are recognized as a single item.

Property, plant and equipment by asset class

	Dec 31, 2024	Dec 31, 2023
Property (buildings and land)	1,382	1,394
Plant and equipment	7,583	6,510
Property, plant and equipment under construction	96	131
Total	**9,061**	**8,035**

Depreciation of property, plant and equipment by asset class and function

	Cost of sales		Selling and administration		Total	
	2024	2023	2024	2023	2024	2023
Property (buildings and land)	-44	-56	-47	-39	-92	-95
Plant and equipment	-1,416	-1,438	-129	-117	-1,545	-1,555
Total	**-1,460**	**-1,493**	**-176**	**-157**	**-1,636**	**-1,650**

Impairment losses/reversals of impairment losses on property, plant and equipment
Impairment losses/reversals of impairment losses in the net amount of SEK 0 M (-135) were recognized for the year. Impairment losses/reversals of impairment losses were recognized in Czechia and the USA during the year. In the comparative year, impairment losses/reversals of impairment losses were recognized in Poland, Sweden and the USA. Impairment losses/reversals of impairment losses were recognized as cost of sales in the amount of SEK 0 M (-135) and selling and administrative expenses in the amount of SEK 0 M (0).

Impairment losses/reversals of impairment losses

	Property (buildings and land)		Plant and equipment		Total	
	2024	2023	2024	2023	2024	2023
Impairment losses		-59	-1	-76	-1	-135
Reversals of impairment losses	1				1	
Total	**1**	**-59**	**-1**	**-76**	**0**	**-135**

Amount of impairment losses/reversals of impairment losses based on

	Property (buildings and land)		Plant and equipment		Total	
	2024	2023	2024	2023	2024	2023
Fair value less selling expenses/costs of disposals				-2		-2
Value in use	1	-59	-1	-74	0	-133
Total	**1**	**-59**	**-1**	**-76**	**0**	**-135**

Note 17, cont.

Information about cost, accumulated amortization and accumulated impairment losses

	Property (buildings and land)		Plant and equipment		Property, plant and equipment under construction	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**
Accumulated cost						
January 1	3,396	3,490	26,423	25,264	131	294
Investments	35	55	2,543	2,504	87	99
Divestments and disposals	-17	-86	-742	-883		-3
Reclassifications	-43		169	184	-122	-258
Exchange rate differences for the year	129	-63	445	-647		
	3,501	**3,396**	**28,838**	**26,423**	**96**	**131**
Accumulated depreciation according to plan						
January 1	-1,737	-1,692	-19,734	-19,239		
Divestments and disposals		14	563	626		
Reclassifications			-46	-13		
Depreciation for the year	-92	-95	-1,545	-1,555		
Exchange rate differences for the year	-59	36	-310	447		
	-1,888	**-1,737**	**-21,071**	**-19,734**		
Accumulated impairment losses						
January 1	-266	-209	-180	-105		
Divestments and disposals						
Reclassifications	38		1			
Impairment losses for the year		-59	-1	-76		
Reversals of impairment losses	1					
Exchange rate differences for the year	-5	2	-4			
	-232	**-266**	**-184**	**-180**		
Carrying amount, December 31	**1,382**	**1,394**	**7,583**	**6,510**	**96**	**131**
Carrying amount, January 1	1,394	1,589	6,510	5,920	131	294

Other

Information about capitalized interest is presented in Note 15. For information on finance leases, see Note 41. Skanska has undertakings to acquire property, plant and equipment in the amount of SEK 0 M (1).

Skanska did not receive any significant compensation from third parties for property, plant and equipment that was damaged or lost during the year or in the comparative year.

Note 18. Goodwill

Goodwill is recognized in accordance with IFRS 3 Business Combinations. See Note 1.

Goodwill amounted to SEK 4,082 M (3,919). During the year, goodwill increased SEK 163 M net due to exchange rate differences.

The goodwill recoverable amount is based on value in use. The amounts of goodwill together with other non-current assets, current-asset properties and net working capital are tested annually and also when there is an indication of impairment.

Expected cash flows are based on forecasts for the performance of the residential development and commercial property development projects and the development of construction investments in each market in the countries where the Group has operations. The forecasts are based on the units' two-year forecasts. Future macroeconomic development and changes in interest rates are also important variables. The forecast period is ten years, which is the period used in models for measurement of other types of assets, for example commercial projects. When ten-year models are used it is easier to make assumptions concerning cycles and there is less reliance on residual values. The growth rate used to extrapolate cash flow forecasts beyond the period covered by the ten-year forecasts is the normal growth rate for the industry in each respective country.

Each business unit uses a unique discount factor based on weighted average cost of capital (WACC). Parameters that affect the WACC are interest rates for borrowing, market risks and the ratio between borrowed funds and equity. The WACC is stated both before and after taxes.

The following table shows how the carrying amount relates to the recoverable amount for the respective business units for Skanska's largest goodwill items. The recoverable amount is expressed as 100. The tests are based on an assessment of anticipated development over the next ten-year period.

Goodwill impairment losses
The Group reported goodwill impairment losses during the year of SEK 0 M (-158).

Impairment losses are based on a calculation of value in use and recognized as selling and administrative expenses in profit or loss.

Goodwill amounts by cash-generating units

	Dec 31, 2024	Dec 31, 2023	Change during the year	Of which impairment losses	Of which exchange rate differences
Construction					
Sweden	17	17			
Norway	917	933	-16		-16
Finland	503	486	17		17
Central Europe	593	584	9		9
UK	1,413	1,302	111		111
USA Building	446	406	40		40
USA Civil	40	36	4		4
Residential Development					
Norway	141	144	-2		-2
Finland	11	11			
Total	**4,082**	**3,919**	**163**		**163**

	Norway	Finland	Central Europe	UK
Recoverable amount, 100	100	100	100	100
Carrying amount	25	n/a	n/a	n/a
Carrying amount, previous year[1]	28	n/a	n/a	n/a
Interest rate, percent (WACC), before taxes	14	13	15	15
Interest rate, percent (WACC), after taxes	11	10	12	11
Expected growth, %	2	2	3	2
Interest rate, percent (WACC), previous year (before taxes)	12	11	15	15
Interest rate, percent (WACC), previous year (after taxes)	10	10	13	11
Expected growth, %, previous year	2	2	3	2
Carrying amount in relation to recoverable amount, 100 in case of increase in interest rate by				
+1 percentage point	29	n/a	n/a	n/a
+5 percentage points	48	n/a	n/a	n/a
Carrying amount, previous year, in relation to recoverable amount, 100 in case of increase in interest rate by				
+1 percentage point	32	n/a	n/a	n/a
+5 percentage points	50	n/a	n/a	n/a

1 Value >100 indicates that the recoverable amount is less than the carrying amount and an impairment loss needs to be recognized. For Skanska's operations in Finland, Central Europe and the UK, the carrying amount was negative due to negative working capital exceeding the value of non-current assets.

Note 19. Other intangible assets

Other intangible non-current assets are recognized in accordance with IAS 38. See Note 1.

Intangible assets and useful life applied

	Dec 31, 2024	Dec 31, 2023	Useful life applied
Intangible assets, externally generated	109	136	3–10 years
Intangible assets, internally generated	147	213	3–7 years
Total	**256**	**348**	

Internally generated intangible assets consist of business systems. Externally acquired intangible assets include acquired software and licenses in the USA, Sweden, Finland and the UK.

Business systems are amortized over a maximum of seven years. Customer contracts are amortized as projects progress to completion and patents are amortized over ten years.

All intangible assets are amortized as they have a limited useful life.

Amortization by function

	2024	2023
Cost of sales	-48	-67
Selling and administration	-68	-95
Total	**-116**	**-161**

Impairment losses/reversals of impairment losses on other intangible assets
During the year, impairment losses/reversals of impairment losses in the net amount of SEK -1 M (0) were recognized.

Information about cost, accumulated amortization and accumulated impairment losses

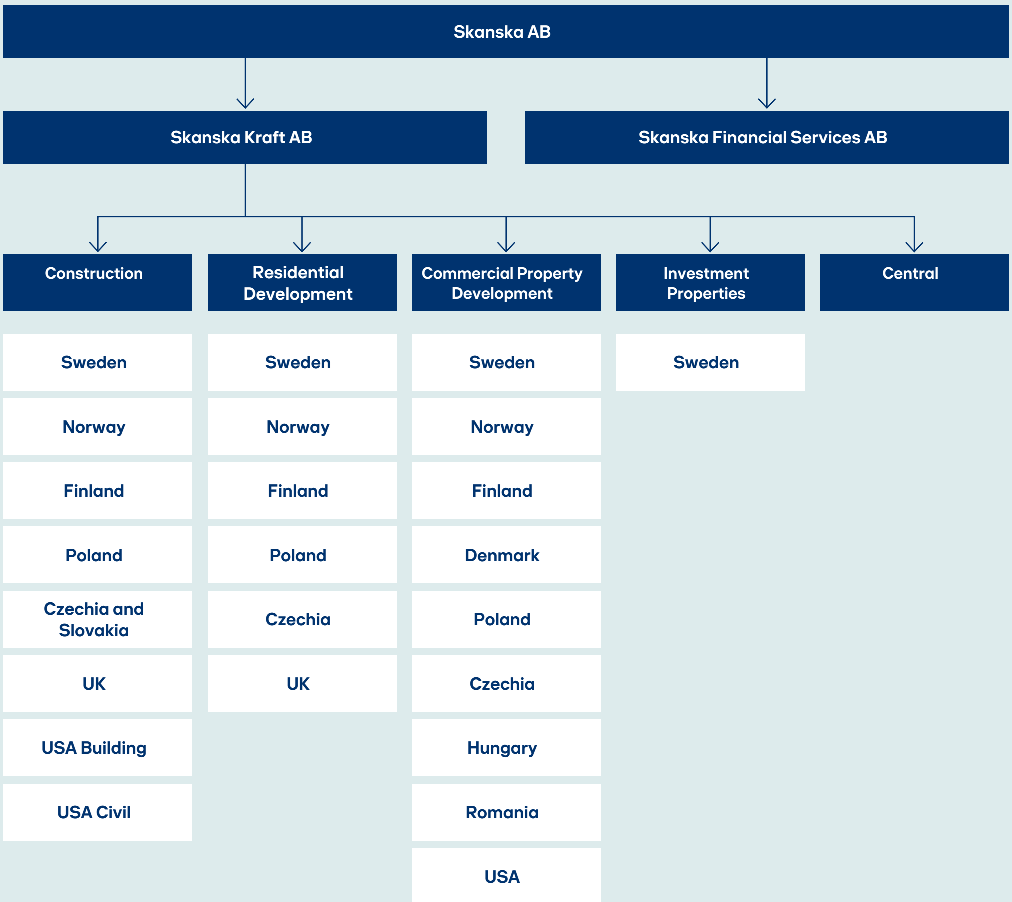
	Intangible assets, externally generated		Intangible assets, internally generated	
	2024	2023	2024	2023
Accumulated cost				
January 1	1,694	1,686	1,010	1,005
Investments	10	17	1	3
Acquisitions of companies				
Divestments and disposals	-1	-1		
Reclassifications	-1		3	
Exchange rate differences for the year	100	-9	9	2
	1,802	**1,694**	**1,023**	**1,010**
Accumulated amortization				
January 1	-1,365	-1,312	-798	-705
Divestments and disposals				
Amortization for the year	-39	-68	-77	-93
Reclassifications				
Exchange rate differences for the year	-80	16	-2	
	-1,484	**-1,365**	**-876**	**-798**
Accumulated impairment losses				
January 1	-194	-188	0	0
Divestments and disposals				
Impairment losses for the year	-1			
Reversals of impairment losses				
Reclassifications	-1			
Exchange rate differences for the year	-13	-6		
	-209	**-194**	**0**	**0**
Carrying amount, December 31	**109**	**136**	**147**	**213**
Carrying amount, January 1	136	187	213	301

Other
Information about capitalized interest is presented in Note 15.

Note 20A. Subsidiaries

The parent company Skanska AB holds 100 percent of the shares in Skanska Financial Services AB and Skanska Kraft AB. Skanska Kraft AB in turn directly or indirectly owns the subsidiaries in the countries in which Skanska has operations. All subsidiaries are independent limited companies, partnerships or equivalent legal forms in each country. Regarding the companies' registered offices, see the parent company notes, Note 51.

Skanska's Corporate Structure



According to Note 26, there are only minor non-controlling interests.

Note 20B. Investments in joint ventures and associated companies

For all joint arrangements an assessment is made of their legal form, agreements between the owning parties and other circumstances. In accordance with IFRS 11 Joint Arrangements, the joint arrangement is reported as a joint venture if the owning parties only have rights to the net assets. See also Note 1.

Investments in joint ventures and associated companies are reported according to the equity method of accounting. Income from joint ventures and associated companies after tax is reported on a separate line in operating income. This income consists of the Group's share of the income in joint ventures and associated companies after tax, adjusted for any impairment losses on consolidated goodwill and intra-Group profits.

Income from joint ventures and associated companies

	2024	2023
Share of income in joint ventures according to the equity method	257	526
Share of income in associated companies according to the equity method	-4	-2
Divestments of joint ventures		833
Impairment losses in joint ventures		-162
Total	**253**	**1,195**

Joint ventures
Joint ventures are recognized in compliance with IAS 28 Investments in Associates and Joint Ventures, see Note 1.

The Group has holdings in joint ventures with a carrying amount of SEK 2,181 M (2,034).

The PPP portfolio includes carrying amounts in joint ventures totaling SEK 1,222 M (1,190).

Income from joint ventures
The share of income in joint ventures, after tax, is recognized in operating income, because these holdings are an element of Skanska's business.

The share of income in joint ventures according to the equity method comes mainly from operations in the PPP portfolio.

PPP portfolio
Public-private partnerships (PPP) are a type of public procurement where a project company owned by private enterprises has overall responsibility for developing, financing, building, operating and maintaining public facilities.

The type of payment for the investments may either be based on market risk, for example road tolls, or based on availability; see also IFRIC 12, Note 1. The concession periods for current investments vary between 30 and 40 years and the ownership interests in the current portfolio are between 32 and 50 percent. The PPP portfolio consists of investments in Sweden and the USA.

Note 20B, cont.

The carrying amount according to the statement of financial position and the change that occurred can be seen in the following table.

	2024			2023		
	Joint ventures	Associated companies	Total	Joint ventures	Associated companies	Total
January 1	2,034	39	2,073	2,863	38	2,901
New acquisitions	111		111	313	6	317
Divestments	-31		-31	-788		-788
Reclassifications	47		47	158		158
Exchange rate differences for the year	25	-1	24	-74	-3	-71
Change in fair value of derivatives	22		22	-30		-30
Impairment losses for the year				-162		-162
The year's change in share of income in joint ventures and associated companies after subtracting dividends received	-26	-5	-30	-246	-3	-249
Carrying amount, December 31	**2,181**	**34**	**2,214**	**2,034**	**39**	**2,072**

Specification of major holdings of shares and participations in joint ventures

					Consolidated carrying amount[1]		of which cash flow hedges	
Company	**Business stream**	**Country**	**Percentage of share capital**	**Percentage of voting power**	**Dec 31, 2024**	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**
AB Sydsten	Construction	Sweden	50	50	135	143		
UNIASFALT s.r.o.	Construction	Slovakia	50	50	51	49		
Botkyrka Södra Porten Holding AB	Construction	Sweden	50	50	99	99		
Järvastaden AB	Residential Development	Sweden	50	50	49	58		
Gartnersletta II Holding AS	Residential Development	Norway	50	50	47			
Nansenløkka Utvikling K3-K6 AS	Residential Development	Norway	50	50	282	266		
Økern Park Holding AS	Residential Development	Norway	50	50	106	89		
Joint ventures in the PPP portfolio[2]					1,222	1,190	-63	-84
Other joint ventures					190	140		
Total joint ventures, Group					**2,181**	**2,034**	**-63**	**-84**

1 Consolidated carrying amounts represent the Group's share of equity including results achieved, Group adjustments and deductions for dividends distributed.
2 Carrying amounts for joint ventures in the PPP portfolio are affected by cash flow hedges. The value of these cash flow hedges amounted to SEK -63 M (-84). When joint ventures where the carrying amount is affected by cash flow hedges are sold, the income from the sale will be affected as the effect of the cash flow hedges is rebooked against income.

Unrealized development gain in the PPP portfolio

SEK bn	**Dec 31, 2024**	**Dec 31, 2023**
Present value of cash flow from projects	1.8	1.9
Present value of remaining investments		
Present value of projects	**1.8**	**1.9**
Carrying amount before cash flow hedges	-1.1	-1.1
Unrealized development gain	**0.7**	**0.8**
Cash flow hedge	0.1	0.1
Effect in unrealized equity[1]	**0.8**	**0.9**

1 Tax effects not included.

Note 20B, cont.

Details of Skanska's joint ventures
Most of Skanska's joint ventures are in the PPP portfolio, which is reported in accordance with IFRIC 12 Service Concession Arrangements. The amounts below correspond to 100 percent of the joint venture's income statement and statement of financial position.

Income statement	PPP portfolio		Other joint ventures		Total all joint ventures	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**
Revenue	954	4,393	971	1,084	1,925	5,476
Depreciation and amortization	0	-844	-18	-20	-18	-864
Impairment losses				-22		-22
Other operating expenses	-925	-1,995	-948	-1,025	-1,872	-3,020
Operating income	**29**	**1,554**	**6**	**16**	**35**	**1,570**
Interest income	1,133	1,220	18	18	1,151	1,238
Interest expense	-555	-1,735	-74	-67	-628	-1,802
Financial items			-9	-4	-9	-4
Income after financial items[1]	**607**	**1,040**	**-59**	**-37**	**549**	**1,002**
Taxes	-66	-141	1	-3	-65	-144
Profit for the year	**541**	**898**	**-57**	**-40**	**484**	**858**
Comprehensive income for the year	**541**	**898**	**-57**	**-40**	**484**	**858**

1 The amount includes impairment losses in the consolidated accounts.

Statement of financial position	PPP portfolio		Other joint ventures		Total all joint ventures	
	Dec 31, 2024	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**
Non-current assets	15,418	15,078	1,552	1,011	16,970	16,088
Current assets	507	509	3,157	2,577	3,664	3,086
Cash and bank balances	1,414	1,289	508	443	1,922	1,732
Total assets	**17,339**	**16,875**	**5,217**	**4,031**	**22,556**	**20,906**
Equity attributable to equity holder[1]	2,444	2,379	2,043	1,842	4,486	4,222
Non-current financial liabilities	14,620	14,305	1,809	798	16,428	15,103
Other non-current liabilities			157	410	157	410
Current financial liabilities			443	127	443	127
Other current liabilities	276	191	765	854	1,041	1,045
Total equity and liabilities	**17,339**	**16,875**	**5,217**	**4,031**	**22,556**	**20,906**
Skanska received the following dividend[2]	266	710	17	61	283	772
Reconciliation with participations in joint ventures						
Equity attributable to the investors in joint ventures, 100%	2,444	2,379	2,043	1,842	4,486	4,222
Less equity attributable to investors other than Skanska	-1,422	-1,390	-1,207	-960	-2,629	-2,350
Skanska's portion of equity in joint ventures, adjusted for surplus value and goodwill	1,022	990	836	882	1,858	1,872
+ Losses recognized as provisions	200	200	120	123	320	323
- Impairment losses				-161		-161
+ Elimination of intra-Group profits			3		3	
Carrying amount of Skanska's holdings	**1,222**	**1,190**	**959**	**844**	**2,181**	**2,034**
of which cash flow hedges	*-63*	*-84*			*-63*	*-84*

1 Equity includes subordinated loans from the owners.
2 Dividends also include interest paid on the subordinated loans.

Assets pledged
Shares in joint ventures pledged as collateral for loans and other obligations amount to SEK 1,222 M (1,190).

Note 20B, cont.

Other
Skanska's joint ventures are owned by Skanska and other investors. They are financed in part by capital from the owning parties, but the majority is financed by loans via banks or credit institutions. The assets of the respective joint ventures are used as collateral for the liabilities. According to agreements with the banks, the ability to access bank account funds from these joint ventures is restricted.

Skanska's portion of the total investment obligations of partly owned joint ventures amounted to SEK 1,131 M (1,110), of which SEK 0 M (0) comprised remaining undertakings to invest in infrastructure in the form of equity holdings and loans. The remaining portion is expected to be financed mainly through bank loans or bonds issued in the respective joint ventures and in the form of participations and loans from other co-owners.

Contingent liabilities for joint ventures amounted to SEK 921 M (907).

Associated companies
Associated companies are recognized in accordance with IAS 28 Investments in Associates and Joint Ventures. See Note 1. The carrying amount of associated companies is SEK 34 M (39).

Information on the Group's share of revenue, income, assets, liabilities and equity in associated companies

	2024	2023
Revenue	0	0
Profit	-4	-2
Assets	**34**	**39**
Equity[1]	34	39
Liabilities		
Equity and liabilities	**34**	**39**

1 Reconciliation between equity and carrying amount of holdings, in accordance with the equity method of accounting.

	Dec 31, 2024	Dec 31, 2023
Equity in associated companies	34	39
Carrying amount	**34**	**39**

Other
The associated companies have no liabilities or contingent liabilities which the Group may become responsible for paying. Nor are there any obligations for future investments.

Note 20C. Joint operations

Skanska executes certain projects with a joint party without a separate legal company being formed for the purpose. These projects are then classified as joint operations in accordance with IFRS 11. Joint operations without the formation of a separate company are found mainly in the USA.

Skanska also executes certain projects with a joint party where a separate company is formed for the purpose. These projects are classified as joint operations provided that the other criteria in IFRS 11 are fulfilled.

Specification of significant holdings in joint operations, according to sales in current year

Name of joint operation	Operations	Country	Percentage of share capital
Skanska Costain Strabag Joint Venture	Railway	UK	34
Skanska Balfour Beatty, a joint venture	Campus area	USA	50
Skanska Traylor PNB JV	Highway/bridge	USA	80
Hoffman Skanska LLC	Airport	USA	50
Skanska-HGR, a joint venture	Schools	USA	51
Skanska-Traylor-Shea a joint venture	Tramline	USA	50
Skanska-Indi Construction, a joint venture	Offices	USA	90
Skanska RJ Industries WWTP JV	Water treatment plant	USA	80
Skanska Halmar JFK joint venture	Road network/transport center at airport	USA	70

There are around 100 other small joint operations in the above countries, as well as in Sweden and Czechia.

Note 21. Financial assets

Financial investments, financial receivables and shareholdings where ownership is less than 20 percent and the Group has no significant influence are recognized as non-current financial assets.

Financial investments and financial receivables are recognized as current financial assets. See also Note 6.

Non-current financial assets

	Dec 31, 2024	Dec 31, 2023
Non-current financial assets measured at fair value through profit or loss		
Derivatives	32	
Other interest-bearing receivables		6
	32	**6**
Non-current financial assets measured at fair value through other comprehensive income		
Shares and participations	39	38
Other interest-bearing receivables	84	103
	122	**141**

Non-current financial assets

	Dec 31, 2024	Dec 31, 2023
Non-current financial assets at amortized cost		
Receivables from joint ventures	89	48
Restricted cash and cash equivalents	984	664
Other interest-bearing receivables	43	1,015
	1,116	**1,727**
Other		
Net assets in funded pension plans[1]	3,718	3,118
Total	**4,987**	**4,992**
of which interest-bearing non-current financial assets	*4,917*	*4,954*
of which non-interest-bearing non-current financial assets	*70*	*38*

1 See Note 28.

Current financial assets

	Dec 31, 2024	Dec 31, 2023
Current financial assets measured at fair value through profit or loss		
Derivatives	83	314
	83	**314**
Current financial assets at amortized cost		
Restricted cash and cash equivalents	8,410	5,106
Receivables from joint ventures		
Other interest-bearing receivables	5,367	2,078
	13,777	**7,184**
Total	**13,860**	**7,498**
of which interest-bearing current financial assets	*13,777*	*7,184*
of which non-interest-bearing current financial assets	*83*	*314*
Total carrying amount, financial assets	**18,847**	**12,490**
of which financial assets excluding shares and pensions	*15,091*	*9,334*

Note 22. Current-asset properties/Project Development

Current-asset properties are recognized in compliance with IAS 2 Inventories. See Note 1.

The allocation of items in the statement of financial position by business stream is presented below.

Business stream	Dec 31, 2024	Dec 31, 2023
Commercial Property Development	39,788	37,991
Residential Development	17,126	20,670
Total	**56,914**	**58,660**

Impairment losses/reversals of impairment losses
Current-asset properties are valued in accordance with IAS 2 Inventories, and are thus carried at the lower of cost or net realizable value. Adjustment to net realizable value via an impairment loss is recognized, as are reversals of previous impairment losses, in profit or loss under Cost of sales. Net realizable value is affected by the type and location of the property, and by the yield requirement in the market.

	Impairment losses		Reversals of impairment losses		Total	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**
Commercial Property Development	-341	-1,506	8		-332	-1,506
Residential Development	-208	-845			-208	-845
Total	**-549**	**-2,351**	**8**		**-541**	**-2,351**

For a further description of the respective business streams, see Note 4. Current-asset properties are divided into completed properties, properties under construction and development properties.

Carrying amounts	Completed properties		Properties under construction		Development properties		Current-asset properties	
	Dec 31, 2024	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**
Commercial Property Development	14,454	9,104	12,560	16,459	12,774	12,428	39,788	37,991
Residential Development	2,567	2,217	4,760	8,467	9,799	9,986	17,126	20,670
Total	**17,021**	**11,321**	**17,320**	**24,926**	**22,573**	**22,414**	**56,914**	**58,660**

	Commercial Property Development		Residential Development		Total current-asset properties	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**
Carrying amount						
January 1	37,991	35,814	20,670	22,660	58,660	58,474
Investments	6,182	10,636	4,463	8,655	10,645	19,291
Carrying amount of properties divested	-3,747	-4,847	-8,097	-9,152	-11,844	-13,999
Impairment losses	-341	-1,506	-208	-845	-549	-2,351
Reversals of impairment losses	8				8	
The year's provision for intra-Group profits in contracting work	-51	-329	-119	-145	-169	-474
Reclassifications	-2,316	-1,053	94	-404	-2,223	-1,458
Exchange rate differences for the year	2,062	-724	323	-99	2,385	-823
December 31	**39,788**	**37,991**	**17,126**	**20,670**	**56,914**	**58,660**

The carrying amount of current-asset properties is allocated between properties carried at cost and properties carried at net realizable value as shown in the following table.

	Cost		Net realizable value		Total	
	Dec 31, 2024	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**	**Dec 31, 2024**	**Dec 31, 2023**
Commercial Property Development	32,041	31,389	7,747	6,602	39,788	37,991
Residential Development	16,488	19,558	639	1,112	17,126	20,670
Total	**48,528**	**50,947**	**8,386**	**7,714**	**56,914**	**58,660**

Note 22, cont.

Difference between fair value and carrying amount for current-asset properties

SEK bn	Surplus value Dec 31, 2024	Surplus value Dec 31, 2023
Commercial Property Development		
Completed projects	2.6	1.9
Development properties	1.0	0.6
Ongoing projects[1]	0.8	3.1
	4.4	**5.7**
Residential Development		
Undeveloped land, development properties and ongoing projects	3.4	3.4
Total	**7.8**	**9.1**

1 Estimated market value. Internal appraisal, with valuation on respective completion dates.

Assets pledged
Current-asset properties pledged as collateral for loans and other obligations amount to SEK 0 M (0). See Note 33.

Other
Information about capitalized interest is presented in Note 15.

Investment commitments relating to undeveloped land and development properties not yet in Skanska's ownership amount to SEK 7.2 billion (7.0).

Note 23. Inventories

Inventories are reported in accordance with IAS 2 Inventories. See Note 1.

	Dec 31, 2024	Dec 31, 2023
Raw materials and supplies	319	414
Products being manufactured	648	97
Finished products and merchandise	96	765
Total	**1,064**	**1,275**

There are no significant differences between the carrying amount for inventories and their fair value.

No portion of inventories was adjusted due to an increase in net realizable value.

No merchandise was used as collateral for loans and other obligations.

Note 24. Trade and other receivables

Non-interest-bearing operating receivables are reported as Trade and other receivables. Operating receivables are part of the Group's operating cycle and are recognized as current assets.

	Dec 31, 2024	Dec 31, 2023
Trade receivables, joint ventures	1	1
Trade receivables, others	18,203	14,391
Other operating receivables	9,483	8,242
Prepaid expenses and accrued income	6,385	4,378
Total	**34,073**	**27,012**
of which financial instruments reported in Note 6.		
– Trade receivables	*18,204*	*14,392*
– Trade and other receivables including accrued interest income	*218*	*173*
	18,422	***14,565***
of which non-financial instruments	*15,651*	*12,447*

Note 25. Cash and cash equivalents

Cash and cash equivalents consists of cash and available funds at banks and equivalent financial institutions, as well as short-term investments. Cash and cash equivalents totaled SEK 18,426 M (17,912), of which short-term investments amounted to SEK 3,832 M (8,478) on the closing day.

Note 26. Equity/earnings per share

Equity in the Group is allocated between equity attributable to the parent company's equity holders and non-controlling interests.

Non-controlling interests account for 0.2 percent of total equity.

Equity changed during the year as follows:

	2024	2023
January 1	**56,347**	**55,255**
of which non-controlling interests	*146*	*144*
Comprehensive income for the year		
Profit for the year attributable to		
– the parent company's equity holders	5,552	4,998
– non-controlling interests	32	31
Other comprehensive income		
Items that will not be reclassified to profit or loss for the year		
Remeasurement of defined-benefit pension plans[1]	1,171	273
Tax related to items that will not be reclassified to profit or loss for the year	-236	-64
Total	**936**	**209**
Items that have been or will be reclassified to profit or loss for the year		
Translation differences attributable to the parent company's equity holders[2]	1,816	-947
Translation differences attributable to non-controlling interests	2	-4
Hedging of exchange rate risk in foreign operations[2]	34	-23
Effect of cash flow hedges[3]	35	-37
Tax related to items that have been or will be reclassified to profit or loss for the year	-7	12
Total	**1,881**	**-999**

1 Remeasurement of defined-benefit pension plans totaled SEK 1,171 M (273), including the effects of social insurance contributions and special payroll tax of SEK 211 M (15). Together with tax of SEK -236 M (-64), this resulted in a total impact on other comprehensive income of SEK 936 M (209), which is recognized in retained earnings in accordance with IAS 19.
2 Translation differences attributable to the parent company's equity holders, SEK 1,816 M (-947), and hedging of exchange rate risk in foreign operations, SEK 34 M (-23), resulted in a total change in the Group's translation reserve of SEK 1,850 M (-970).
3 The effect on cash flow hedges comprised SEK 7 M (-59) in cash flow hedges, SEK 7 M (52) in cash flow hedges reclassified to profit for the year, SEK 16 M (-40) in cash flow hedges for joint ventures and associated companies and SEK 6 M (10) for the corresponding portion reclassified to profit for the year, totaling SEK 35 M (-37). Together with tax of SEK -7 M (12), this resulted in a total change in the Group's cash flow hedge reserve of SEK 29 M (-25).

Note 26, cont.

	2024	2023
Other comprehensive income for the year after tax	**2,817**	**-790**
Comprehensive income for the year	**8,401**	**4,239**
of which attributable to the parent company's equity holders	*8,367*	*4,212*
of which attributable to non-controlling interests	*34*	*27*
Other changes in equity not included in comprehensive income for the year		
Dividend to the parent company's shareholders	-2,257	-3,081
Dividend to non-controlling interests	-29	-20
Changes in the Group structure		-5
Effects of share-based payments	362	470
Repurchase of Class B shares	-207	-510
Total	**-2,131**	**-3,146**
Equity, December 31	**62,617**	**56,347**
of which non-controlling interests	*151*	*146*

Equity attributable to the parent company's equity holders is allocated as follows:

	Dec 31, 2024	Dec 31, 2023
Share capital	1,260	1,260
Other paid-in capital	5,018	4,656
Reserves	6,388	4,509
Retained earnings	49,800	45,777
Total	**62,466**	**56,202**

Other paid-in capital
Paid-in capital in excess of quota value from historical issues of new shares is recognized as Other paid-in capital.

The change in 2024 and 2023 was attributable to share-based payments and amounted to SEK 362 M (470).

Reserves

	Dec 31, 2024	Dec 31, 2023
Translation reserve	6,511	4,661
Cash flow hedge reserve	-123	-152
Total	**6,388**	**4,509**

Reconciliation of reserves

	2024	2023
Translation reserve		
Translation reserve, January 1	4,661	5,631
Translation differences for the year	1,816	-947
Hedging of exchange rate risk in foreign operations	34	-23
Translation reserve, December 31	**6,511**	**4,661**
Cash flow hedge reserve		
Hedge reserve, January 1	-152	-127
Cash flow hedges recognized in other comprehensive income		
Hedges for the year	23	-100
Transferred to the income statement	13	63
Taxes attributable to hedging for the year	-7	12
Hedge reserve, December 31	**-123**	**-152**
Total reserves	**6,388**	**4,509**

Translation reserve
The translation reserve consists of accumulated translation differences from the translation of financial statements for foreign operations. The translation reserve also includes exchange rate differences that have arisen when hedging net investments in foreign operations. The translation reserve was reset at zero upon the transition to IFRS on January 1, 2004.

Translation differences for the year amounted to SEK 1,816 M (-947) and consisted of positive translation differences mainly in USD.

During the year, the translation reserve was affected by exchange rate differences of SEK 34 M (-23) due to currency hedging. The accumulated translation reserve totaled SEK 6,511 M (4,661).

Cash flow hedge reserve
Hedge accounting is applied mainly for the PPP portfolio. Unrealized gains and losses on hedging instruments are recognized in the cash flow hedge reserve. The change during the year amounted to SEK 29 M (-25), which was attributable to changes in exchange rates and market interest rates for hedges of unrealized cash flows as well as to the portion of carried forward provisions realized in the year and therefore being reclassified to profit or loss. The reserve at year-end amounted to SEK -123 M (-152).

Retained earnings
Retained earnings include the profit for the year plus undistributed Group profits earned in prior years. The parent company's statutory reserve is part of retained earnings, along with remeasurements of pension liabilities, which in accordance with IAS 19 are recognized only under Other comprehensive income.

Remeasurement of defined-benefit pension plans
Equity was affected by remeasurement of defined-benefit pension plans in the amount of SEK 936 M (209) after taking into account social insurance contributions and taxes. Remeasurement of pension obligations amounted to SEK 1,137 M (108). Remeasurements of plan assets totaled SEK -177 M (150) as the actual return on the assets was less than the estimated return.
See also Note 28.

	2024	2023
Remeasurement of pension obligations	1,137	108
Difference between expected and actual return on plan assets	-177	150
Social insurance contributions including special payroll tax	211	15
Taxes	-236	-64
Total	**936**	**209**

IFRS 2 Share-based Payment
The share saving programs introduced in 2020 (Seop 5) and 2023 (Seop 6) are recognized as share-based payments settled with equity instruments, in accordance with IFRS 2. This means that fair value is calculated based on the market value at the time of investment (which is the same as the grant date according to the standard). There is no reappraisal after fair value is established during the remainder of the vesting period, aside from changes in the number of shares because the condition of continued employment during the vesting period is no longer met and based on assessed target fulfillment. This value is allocated over the three-year vesting period.

Dividend
After the closing day, the Board of Directors proposed a dividend for 2024 of SEK 8.00 per share (5.50). The proposal is equivalent to a dividend distribution totaling SEK 3,292 M (2,257). No dividend is distributed for the parent company's holding of Class B treasury shares. The Board has proposed Wednesday, April 9, 2025 as the record date to receive the dividend. The total dividend amount may change by the record date, depending on acquisitions of Class B treasury shares and the transfer of Class B shares to participants in Skanska's long-term employee ownership programs. The decision on dividends to shareholders for 2024 will be made by the AGM on April 7, 2025.

Note 26, cont.

Shares
Information on the number of shares as well as earnings and equity per share is presented in the table below.

	2024	2023
Number of shares at year-end	419,903,072	419,903,072
of which Class A shares	*19,552,301*	*19,619,942*
of which Class B shares	*400,350,771*	*400,283,130*
Number of Class B treasury shares, December 31	8,381,408	9,713,560
of which repurchased Class B shares during the year	*1,036,543*	*3,060,000*
Average price, repurchased Class B shares, SEK	199.53	166.82
Number of shares outstanding, December 31	411,521,664	410,189,512
Average number of shares outstanding	410,828,510	410,758,367
Average number of shares outstanding after dilution	414,305,022	414,137,628
Average dilution, %	0.84	0.82
Earnings per share, SEK	13.51	12.17
Earnings per share after dilution, SEK	13.40	12.07
Equity per share, SEK	151.79	137.01

Change in number of shares	**2024**	**2023**
Number on January 1	410,189,512	411,131,141
Number of Class B shares repurchased	-1,036,543	-3,060,000
Number of shares transferred to employees	2,368,695	2,118,371
Number on December 31	**411,521,664**	**410,189,512**

Dilution effect
In the share saving programs introduced in 2020 (Seop 5) and 2023 (Seop 6), the number of potential ordinary shares is calculated during the measurement period based on the estimated number of shares that will be issued upon fulfillment of established targets. After the end of the measurement period, Skanska establishes the number of shares that may be issued provided that the requirement of continued employment is fulfilled. The number of potential ordinary shares thus calculated is then reduced by the difference between the payment Skanska is expected to receive and the average share price during the period.

Excluding social insurance contributions, the cost of both employee ownership programs is estimated at a total of SEK 1,952 M, allocated over the three-year vesting period, equivalent to 7,194,595 shares. The maximum dilution at the end of the vesting period is estimated at 1.72 percent.

For the year, the cost of both programs amounted to SEK 362 M, excluding social insurance contributions. Share awards earned but not yet allotted by the end of 2024 totaled 3,476,512 shares. The dilution effect up to and including 2024 amounted to 0.84 percent.

Capital management
Capital requirements vary between business streams. Skanska's construction projects are mainly based on customer funding. As a result, in its Construction business stream, the company can operate with free working capital (negative). The free working capital in the Construction business stream combined with the profits from the Group's operations, as well as the possibility of increasing borrowing through credit financing, make it possible for Skanska to finance investments in in-house project development.

In light of the Construction business stream's large volumes with differentiated risk in various types of assignments and customer demands for guarantees, such as performance guarantees in publicly procured projects in the US market, the equity requirement is significant. It is also necessary to take into account financing of goodwill and future investments in Project Development.

A number of financial targets have been established that are deemed to best reflect the profitability of the operations and best demonstrate the financial scope for investments and growth. The return on equity and on capital employed are measures of how well the capital provided by the shareholders and lenders is being used.

The target for 2024 is a return on the Group's equity of at least 18 percent, an operating margin within Construction of at least 3.5 percent, a return on capital employed for Investment Properties of at least 6 percent and a return on capital employed calculated jointly for the business streams within Project Development of at least 10 percent. There is also a limit for financial indebtedness, measured as adjusted net debt, to not exceed SEK -10 billion. Skanska's dividend policy is to pay out 40–70 percent of net profit for the year after tax to the shareholders, provided that the company's overall financial situation is stable.

The Board has determined that the Group's equity is at a reasonable level based on what Skanska's financial position and market circumstances require.

Note 27. Financial liabilities

Financial liabilities are allocated between non-current and current liabilities. Normally, a maturity date within one year is required if a liability is to be treated as current. This does not apply to discounted operating liabilities, which are part of Skanska's operating cycle and are therefore recognized as current liabilities regardless of their maturity date.

For information on financial risks and the Financial Policy, see Note 6.

	Dec 31, 2024	Dec 31, 2023
Non-current financial liabilities		
Financial liabilities measured at fair value through profit or loss		
Derivatives	1	1
Financial liabilities at amortized cost		
Liabilities to credit institutions	3,856	2,607
Bonds issued	4,908	4,644
Other liabilities	25	47
Total	**8,790**	**7,300**
of which interest-bearing non-current financial liabilities	*8,790*	*7,298*
of which non-interest-bearing non-current financial liabilities	*1*	*1*
Current financial liabilities		
Financial liabilities measured at fair value through profit or loss		
Derivatives	48	114
Financial liabilities at amortized cost		
Construction loans, cooperative housing associations	1,881	1,965
Liabilities to credit institutions	581	1,504
Bonds issued	750	
Other liabilities	30	32
Total	**3,291**	**3,615**
of which interest-bearing current financial liabilities	*3,243*	*3,501*
of which non-interest-bearing current financial liabilities	*48*	*114*
Total carrying amount for financial liabilities	**12,081**	**10,915**

Note 28. Pensions

Pension provisions are recognized in accordance with IAS 19 Employee Benefits.

Pension liability according to the statement of financial position
According to the statement of financial position, interest-bearing pension liabilities amounted to SEK 2,603 M (3,167) and interest-bearing pension receivables amounted to SEK 3,718 M (3,118), of which SEK 2,954 M (2,309) in Norway and SEK 763 M (809) in the UK. The net amount of interest-bearing pension liabilities and interest-bearing pension receivables was SEK -1,115 M (49).

Skanska has defined-benefit pension plans in Sweden, Norway and the UK. The pension in these plans is mainly based on final salary or average earnings during the term of employment. The plans include a large number of employees, but Skanska also has defined-contribution plans in these countries. Group companies in other countries have pension plans reported as defined-contribution plans.

Defined-benefit plans
The pension plans mainly consist of retirement pensions. Each respective employer usually has an obligation to pay a lifetime pension. Benefits are based on the number of years of employment. The employee must belong to the plan for a certain number of years to earn full retirement pension entitlement. For each year, the employee earns increased pension entitlements, which are reported as pension earned during the period plus an increase in pension obligation.

Pension plans are funded by securing pension obligations with assets in pension funds and provisions in the accounts.

The plan assets in Sweden are smaller than the pension obligations. The difference is therefore recognized as a liability in the statement of financial position. The plan assets in Norway and the UK exceed the pension obligations. The difference is therefore recognized as a receivable. The ceiling rule which, in some cases, limits the value of these assets in the statement of financial position does not apply according to the existing pension foundation statutes, with the exception of one of the plans in Norway and one of the smaller plans in the UK. The carrying amount of the plan assets was reduced by SEK 30 M (33) due to the limit in the ceiling rule.

On the closing day the pension obligations amounted to SEK 21,524 M (21,787). During the year, pension obligations were affected by remeasurements. The remeasurements are included in other comprehensive income in a net amount of SEK 1,137 M (108). Pension obligations were also affected by the cost of vested pensions and interest expense exceeding pensions paid.

The plan assets amounted to SEK 22,639 M (21,738). The plan assets were affected during the year by remeasurements, since the actual return on the assets was less than the estimated return. The remeasurements are included in other comprehensive income in the amount of SEK -177 M (150).

The return on plan assets recognized in profit or loss amounted to SEK 871 M (849), while the actual return amounted to SEK 694 M (999).

The plan assets mainly consist of equities, interest-bearing securities, mutual fund units and investments in properties and PPP projects. No assets are used in Skanska's operations. The number of directly owned shares in Skanska AB totaled 0 (0) Class B shares. However, there is an insignificant percentage of indirectly owned shares in Skanska AB via investments in various mutual funds.

There are various types of risk inherent in the company's defined-benefit pension plans. Pension obligations are mainly affected by the relevant discount rate, pay increases, inflation and life expectancy. The risk inherent in the plan assets is mainly market risk. Overall, these risks may result in volatility in the company's equity and in increased future pension costs and higher than estimated pension disbursements. Skanska continually monitors changes in its pension obligations and updates the most important assumptions every quarter and other assumptions at least once a year.

Pension commitments are calculated by independent actuaries. The company has prepared policy documents for the management of plan assets in the form of investment guidelines regulating permitted investments and allocation frameworks for these. In addition, the company uses external investment advisors who continually monitor development of the plan assets. The long duration of the pension obligations is partly matched by long-term investments in PPP projects and property investments, and investments in long-term interest-bearing securities.

Note 28, cont.

The largest defined-benefit plan for Skanska in Sweden is the ITP 2 plan, in which pensions are based on final salary on retirement. ITP 2 covers salaried employees born in 1978 or earlier. The pension obligations are secured through assets in a pension fund and through insurance with PRI Pensionsgaranti. The pension obligation is lifelong and sensitive to changes in the discount rate, pay increases, inflation and life span.

A small portion of the ITP 2 plan is secured by insurance from the retirement insurance company Alecta. This is a multi-employer insurance plan, and there is insufficient information to report these obligations as a defined-benefit plan. Pensions secured by insurance from Alecta are therefore reported as defined-contribution plans. Contributions paid in 2024 amounted to SEK 17 M (19). At the end of 2024, the collective funding ratio of defined-benefit plans in Alecta totaled a preliminary 162 percent (157). The collective funding ratio consists of assets as a percentage of actuarial obligations.

Within Skanska Norway, the largest defined-benefit pension plan is the Skanska Norge Pensionskassa pension fund. The pension obligations are secured through assets in the pension fund. The Skanska Norge Pensionskassa pension fund has been closed for new members since mid-2018. The pension obligation is lifelong and sensitive to changes in the discount rate, pay increases, inflation and life span.

The largest of Skanska's defined-benefit pension plans in the UK is the Skanska Pension Fund. The plan covers salaried employees and is based on average earnings over the period of employment. The pension is remeasured following changes in inflation (index-linked). The pension obligations are secured through assets in the pension fund. The Skanska Pension Fund has been closed for vesting and new members since the end of the first quarter of 2018. The pension commitment is sensitive to changes in the discount rate, inflation and life span.

Net receivables related to employee benefits, defined-benefit plans

	Dec 31, 2024	Dec 31, 2023
Pension obligations, funded plans, present value, December 31	21,524	21,787
Plan assets, fair value, December 31	-22,639	-21,738
Net liability (+)/net receivables (-) according to the statement of financial position	**-1,115**	**49**

Pension obligations and plan assets by country

2024	Sweden	Norway	UK	Total
Pension obligations	9,120	4,421	7,983	21,524
Plan assets	-6,517	-7,375	-8,746	-22,639
Net liability (+)/net receivables (-) according to the statement of financial position	**2,603**	**-2,954**	**-763**	**-1,115**

2023	Sweden	Norway	UK	Total
Pension obligations	9,264	4,396	8,127	21,787
Plan assets	-6,097	-6,705	-8,936	-21,738
Net liability (+)/net receivables (-) according to the statement of financial position	**3,167**	**-2,309**	**-809**	**49**

Interest-bearing pension receivables, net

	2024	2023
Net pension liability, January 1	49	491
Pension expenses	287	329
Benefits paid by employers	-316	-301
Funds contributed by employers	-143	-274
Remeasurements	-960	-258
Curtailments and settlements	-14	-43
Exchange rate differences	-17	105
Net receivables (-) according to the statement of financial position	**-1,115**	**49**

Pension obligations

	2024	2023
January 1	21,787	21,693
Pensions earned during the year	316	324
Interest on obligations	849	859
Benefits paid by employers	-316	-301
Benefits paid from plan assets	-557	-503
Remeasurements:		
– Actuarial gains (-)/losses (+), changed financial assumptions	-647	-511
– Actuarial gains (-)/losses (+), changed demographic assumptions	-112	-113
– Experience-based changes	-378	516
Curtailments and settlements	-14	-43
Exchange rate differences	-596	-134
Pension obligations, present value	**21,524**	**21,787**

Note 28, cont.

Breakdown of pension obligations and average duration by country

2024	Sweden	Norway	UK
Active members' portion of obligations	32%	39%	4%
Dormant pension rights	29%	15%	47%
Pensioners' portion of obligations	39%	46%	49%
Weighted average duration	17 years	16 years	13 years

2023	Sweden	Norway	UK
Active members' portion of obligations	35%	38%	4%
Dormant pension rights	28%	16%	54%
Pensioners' portion of obligations	37%	46%	42%
Weighted average duration	17 years	16 years	13 years

Plan assets

	2024	2023
January 1	21,738	21,202
Estimated return on plan assets	871	849
Funds contributed by employers	143	274
Funds contributed by employees	7	7
Benefits paid	-557	-503
Difference between actual return and estimated return	-177	150
Curtailments and settlements		
Exchange rate differences	614	-241
Plan assets, fair value	**22,639**	**21,738**

Amounts contributed are expected to total SEK 160 M in 2025.

Plan assets and return by country

2024	Sweden	Norway	UK
Shares	30%	45%	10%
Interest-bearing securities	33%	41%	62%
Alternative investments	37%	14%	28%
Estimated return	3.40%	3.50%	4.60%
Actual return	7.80%	10.40%	-6.90%

2023	Sweden	Norway	UK
Shares	30%	45%	8%
Interest-bearing securities	33%	40%	63%
Alternative investments	37%	15%	29%
Estimated return	3.70%	3.20%	4.70%
Actual return	3.20%	7.40%	4.60%

Total plan assets by asset class

	Dec 31, 2024	Dec 31, 2023
Equities and mutual funds		
Swedish equities and mutual funds	711	659
Norwegian equities and mutual funds	1,134	1,053
UK equities and mutual funds	59	87
Global mutual funds	4,263	3,702
Total equities and mutual funds	**6,167**	**5,501**
Interest-bearing securities		
Swedish bonds	1,840	1,737
Norwegian bonds	1,711	1,162
UK bonds	4,966	5,274
Bonds in other countries	2,115	2,104
Total interest-bearing securities	**10,632**	**10,277**
Alternative investments		
Hedge funds	209	219
Property investments	2,031	1,894
PPP investments	1,151	1,179
Other	2,449	2,668
Total alternative investments	**5,840**	**5,960**
Total plan assets	**22,639**	**21,738**

Equities and mutual funds, interest-bearing securities and hedge funds were measured at current market prices. Property investments and infrastructure projects were measured by discounting future cash flows.

75 percent of total plan assets have a quoted price in an active market.

Note 28, cont.

Actuarial assumptions

2024	Sweden	Norway	UK
Financial assumptions			
Discount rate, January 1	3.40%	3.50%	4.60%
Discount rate, December 31	3.40%	3.80%	5.50%
Estimated return on plan assets for the period	3.40%	3.50%	4.60%
Expected pay increase, December 31	3.25%	3.00%	3.25%
Expected inflation, December 31	1.75%	2.25%	3.50%
Demographic assumptions			
Life expectancy after age 65, men	22 years	22 years	22 years
Life expectancy after age 65, women	24 years	25 years	24 years
Life expectancy table	DUS23	K2013	S3/CMI 2023

2023	Sweden	Norway	UK
Financial assumptions			
Discount rate, January 1	3.70%	3.20%	4.70%
Discount rate, December 31	3.40%	3.50%	4.60%
Estimated return on plan assets for the period	3.70%	3.20%	4.70%
Expected pay increase, December 31	3.25%	2.75%	3.50%
Expected inflation, December 31	1.75%	2.00%	3.00%
Demographic assumptions			
Life expectancy after age 65, men	23 years	22 years	22 years
Life expectancy after age 65, women	25 years	25 years	24 years
Life expectancy table	DUS23	K2013	S3/CMI 2022

All three countries where Skanska has defined-benefit plans have an extensive market for high-grade long-term corporate bonds, including mortgage bonds. The discount rate is established on the basis of the market yield for these bonds on the closing day.

Sensitivity of pension obligations to changes in assumptions

	Sweden	Norway	UK	Total[1]
Pension obligations, December 31, 2024	9,120	4,421	7,983	21,524
Discount rate increase of 0.25%	-350	-150	-250	-750
Discount rate decrease of 0.25%	350	150	250	750
Increase of 0.25% in expected pay increase	150	100	0	250
Decrease of 0.25% in expected pay increase	-150	-100	0	-250
Increase of 0.25% in expected inflation	300	100	150	550
Decrease of 0.25% in expected inflation	-300	-100	-150	-550
Life expectancy increase of 1 year	350	200	200	750

1 Estimated change in pension obligation/pension liability if the assumption is increased or decreased for all three countries. If pension liability increases for all three countries, the Group's equity is reduced by 90 percent of the increase in the pension liability after taking into account deferred tax and social insurance contributions.

Sensitivity of plan assets to changes in estimated return and actual return

	Sweden	Norway	UK	Total[1]
Plan assets, December 31, 2024	6,157	7,375	8,746	22,639
Return increase of 5%	350	350	450	1,150
Return decrease of 5%	-350	-350	-450	-1,150

1 If the actual return exceeds the estimated return by 5 percent, the gain upon remeasurement is expected to amount to SEK 1,150 M. If the actual return is less than the estimated return by 5 percent, the loss upon remeasurement is expected to amount to SEK 1,150 M.

The sensitivity analyses are based on existing circumstances, assumptions and populations. Application at other levels may produce different effects of changes.

Note 28, cont.

Defined-contribution plans
These plans mainly cover retirement pension, disability pension and family pension. The premiums are paid regularly during the year by the respective Group company to separate legal entities, for example insurance companies. The size of the premium is based on salary. The pension expenses for the period are included in the income statement.

Total pension expenses in the income statement for defined-benefit plans and defined-contribution plans

	2024	2023
Defined-benefit pension plans vested during the period	-316	-324
Less: Funds contributed by employees	7	7
Interest on obligations	-849	-859
Estimated return on plan assets	871	848
Curtailments and settlements	14	43
Pension expenses, defined-benefit plans	**-273**	**-286**
Pension expenses, defined-contribution plans	-2,108	-1,896
Social insurance contributions, defined-benefit and defined-contribution plans[1]	-144	-141
Total pension expenses	**-2,525**	**-2,323**

1 Refers to special payroll tax in Sweden and employer contribution in Norway.

Allocation of pension expenses in the income statement

	2024	2023
Cost of sales	-2,034	-1,835
Selling and administrative expenses	-513	-477
Financial items	22	-11
Total pension expenses	**-2,525**	**-2,323**

Note 29. Provisions

Provisions are reported in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets. See Note 1.

Provisions are allocated in the statement of financial position between non-current liabilities and current liabilities. Provisions are both interest-bearing and non-interest-bearing. Provisions that are part of the operating cycle are recognized as current. Interest-bearing provisions that fall due within a year are treated as current.

Current provisions

	Dec 31, 2024	Dec 31, 2023
Non-interest-bearing	10,959	11,087
Total	**10,959**	**11,087**

The change in provisions broken down into reserve for legal disputes, provision for warranty obligations and other provisions is presented in the table below. Regarding the reserve for legal disputes, see also Note 33.

	Reserve for legal disputes		Provision for warranty obligations		Other provisions		Total	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
January 1	2,597	2,644	3,883	3,770	4,606	3,954	11,087	10,368
Provisions for the year	258	488	1,566	1,506	1,355	1,835	3,180	3,829
Provisions utilized	-286	-587	-1,061	-1,106	-1,437	-904	-2,783	-2,597
Unutilized amounts, reversed	-214	-195	-373	-517	-257	-160	-844	-872
Exchange rate differences	-84	228	106	41	100	-19	122	250
Reclassifications	-17	20	28	189	187	-100	198	109
December 31	**2,255**	**2,597**	**4,149**	**3,883**	**4,555**	**4,606**	**10,959**	**11,087**

Note 29, cont.

Specification of Other provisions

	Dec 31, 2024	Dec 31, 2023
Provisions for restructuring measures	108	238
Employee-related provisions	673	551
Environmental obligations	164	137
Provision for social insurance contributions for pensions and share-based payments	451	610
Contingent considerations[1]	415	415
Provisions for commitments in joint ventures	320	323
Loss allowance	604	1,012
Provisions for properties divested	1,057	756
Damage restoration	253	156
Tax and VAT (other than corporate tax)	127	97
Other provisions	382	311
Total	**4,555**	**4,606**

1 Acquisitions of current-asset properties. These are reported as financial instruments. See Note 6.

The normal cycle time for Other provisions is one to three years.

Provisions for legal disputes apply both to disputes pertaining to completed projects in the Construction business stream and to other disputes.

Provisions for warranty obligations are for expenses that may arise during the warranty period and for rent guarantees for properties sold by the Commercial Property Development business stream. Such provisions in Construction are based on individual assessments of each project or average experience-based cost, expressed as a percentage of sales during a five-year period. The expenses are charged to each project on a continuous basis. Provisions for warranty obligations in other business streams are based on individual assessments of each project. The change during the year mainly pertained to Construction.

Provisions for restructuring measures mainly consist of items related to Czechia, Sweden and the discontinuation of operations in Latin America.

Employee-related provisions consist of items such as the cost of profit-sharing, certain bonus programs and other obligations to employees.

Provisions for environmental obligations include the cost of restoring gravel pits to their natural state in Swedish operations.

Note 30. Trade and other payables

Non-interest-bearing liabilities in business operations are recognized as Trade and other payables. Such liabilities are part of the Group's operating cycle and are recognized as current liabilities.

	Dec 31, 2024	Dec 31, 2023
Trade payables	15,077	13,105
Other operating liabilities[1]	9,300	8,045
Accrued expenses and prepaid income	21,523	19,260
Total	**45,900**	**40,410**
of which financial instruments reported in Note 6 Financial instruments and financial risk management		
– Trade payables	*15,077*	*13,105*
– Trade and other payables including accrued interest expense	*469*	*369*
	15,546	***13,474***
of which non-financial instruments	*30,354*	*26,935*

1 Other operating liabilities includes SEK 463 M (361) for checks issued but not yet cashed, mainly in the USA. See Note 1.

Note 31. Specification of interest-bearing net receivables/net liabilities per asset and liability

	Dec 31, 2024			Dec 31, 2023		
	Interest-bearing	Non-interest-bearing	Total	Interest-bearing	Non-interest-bearing	Total
ASSETS						
Non-current assets						
Investment properties		8,154	8,154		5,141	5,141
Property, plant and equipment		9,061	9,061		8,035	8,035
Property, plant and equipment, right-of-use assets		2,977	2,977		3,082	3,082
Goodwill		4,082	4,082		3,919	3,919
Other intangible assets		256	256		348	348
Investments in joint ventures and associated companies		2,214	2,214		2,072	2,072
Non-current financial assets	4,917	70	4,987	4,954	38	4,992
Deferred tax assets		2,230	2,230		2,518	2,518
Total non-current assets	**4,917**	**29,044**	**33,961**	**4,954**	**25,154**	**30,108**
Current assets						
Current-asset properties		56,914	56,914		58,660	58,660
Current-asset properties, right-of-use assets		3,771	3,771		3,613	3,613
Inventories		1,064	1,064		1,275	1,275
Current financial assets	13,777	83	13,860	7,184	314	7,498
Tax assets		1,371	1,371		1,246	1,246
Contract assets		7,769	7,769		7,865	7,865
Trade and other receivables		34,073	34,073		27,012	27,012
Cash and cash equivalents	18,426		18,426	17,912		17,912
Total current assets	**32,202**	**105,044**	**137,246**	**25,096**	**99,985**	**125,082**
TOTAL ASSETS	**37,119**	**134,088**	**171,207**	**30,050**	**125,139**	**155,189**

	Dec 31, 2024			Dec 31, 2023		
	Interest-bearing	Non-interest-bearing	Total	Interest-bearing	Non-interest-bearing	Total
LIABILITIES						
Non-current liabilities						
Non-current financial liabilities	8,790	1	8,790	7,298	1	7,300
Lease liabilities	6,123		6,123	6,137		6,137
Pensions	2,603		2,603	3,167		3,167
Deferred tax liabilities		2,424	2,424		2,218	2,218
Total non-current liabilities	**17,516**	**2,424**	**19,940**	**16,603**	**2,219**	**18,822**
Current liabilities						
Current financial liabilities	3,243	48	3,291	3,501	114	3,615
Lease liabilities	1,007		1,007	909		909
Tax liabilities		685	685		779	779
Current provisions		10,959	10,959		11,087	11,087
Contract liabilities		26,807	26,807		23,220	23,220
Trade and other payables		45,900	45,900		40,410	40,410
Total current liabilities	**4,250**	**84,400**	**88,650**	**4,411**	**75,609**	**80,020**
TOTAL LIABILITIES	**21,766**	**86,824**	**108,590**	**21,014**	**77,829**	**98,842**
Total equity			**62,617**			**56,347**
TOTAL EQUITY AND LIABILITIES			**171,207**			**155,189**
Interest-bearing net receivables (+)/net liabilities (-)	15,353			9,037		

Note 32. Expected recovery periods for assets and liabilities

Amounts expected to be recovered	Dec 31, 2024 Within 12 months	Dec 31, 2024 After 12 months	Dec 31, 2024 Total	Dec 31, 2023 Within 12 months	Dec 31, 2023 After 12 months	Dec 31, 2023 Total
ASSETS						
Non-current assets						
Investment properties		8,154	8,154		5,141	5,141
Property, plant and equipment[1]	1,636	7,424	9,061	1,650	6,385	8,035
Property, plant and equipment, right-of-use assets[1]	959	2,017	2,977	936	2,147	3,082
Goodwill		4,082	4,082		3,919	3,919
Other intangible assets[1]	116	140	256	161	187	348
Investments in joint ventures and associated companies[2]		2,214	2,214		2,072	2,072
Non-current financial assets		4,987	4,987		4,992	4,992
Deferred tax assets[3]		2,230	2,230		2,518	2,518
Total non-current assets	**2,712**	**31,249**	**33,961**	**2,747**	**27,361**	**30,108**
Current assets						
Current-asset properties[4]	14,100	42,814	56,914	16,900	41,760	58,660
Current-asset properties, right-of-use assets[4]	100	3,671	3,771	200	3,413	3,613
Inventories	947	117	1,064	1,167	108	1,275
Current financial assets	13,860		13,860	7,498		7,498
Tax assets	1,371		1,371	1,246		1,246
Contract assets[5]	6,334	1,434	7,769	7,279	585	7,865
Trade and other receivables[5]	27,448	6,626	34,073	21,698	5,313	27,012
Cash and cash equivalents	18,426		18,426	17,912		17,912
Total current assets	**82,584**	**54,662**	**137,246**	**73,901**	**51,180**	**125,082**
TOTAL ASSETS	**85,296**	**85,911**	**171,207**	**76,648**	**78,541**	**155,189**

1 In the case of amounts expected to be recovered within 12 months, the expected annual depreciation/amortization has been recognized.
2 The breakdown cannot be estimated.
3 Deferred tax assets are expected to be recovered in their entirety after 12 months.
4 Recovery of current-asset properties and right-of-use assets within one year is based on an historical assessment of the past three years.
5 Current receivables that fall due in more than 12 months' time are part of the operating cycle and are thus recognized as current.

Amounts expected to be paid	Dec 31, 2024 within 12 months	Dec 31, 2024 after 12 months	Dec 31, 2024 Total	Dec 31, 2023 within 12 months	Dec 31, 2023 after 12 months	Dec 31, 2023 Total
LIABILITIES						
Non-current liabilities						
Non-current financial liabilities		8,790	8,790		7,300	7,300
Lease liabilities		6,123	6,123		6,137	6,137
Pensions[1]	348	2,255	2,603	324	2,843	3,167
Deferred tax liabilities		2,424	2,424		2,218	2,218
Total non-current liabilities	**348**	**19,592**	**19,940**	**324**	**18,498**	**18,822**
Current liabilities						
Current financial liabilities	1,758	1,532	3,291	2,832	783	3,615
Lease liabilities	1,007		1,007	909		909
Tax liabilities	685		685	779		779
Current provisions	4,333	6,626	10,959	5,033	6,054	11,087
Contract liabilities	25,330	1,477	26,807	21,215	2,006	23,220
Trade and other payables	43,143	2,757	45,900	37,673	2,736	40,410
Total current liabilities	**76,256**	**12,393**	**88,650**	**68,441**	**11,579**	**80,020**
TOTAL LIABILITIES	**76,604**	**31,986**	**108,590**	**68,765**	**30,077**	**98,842**
Total equity			**62,617**			**56,347**
TOTAL EQUITY AND LIABILITIES			**171,207**			**155,189**

1 Within 12 months refers to expected benefit payments (payments from funded plans are not included).

Note 33. Assets pledged, contingent liabilities and contingent assets

Assets pledged

	Dec 31, 2024	Dec 31, 2023
Shares and participations	1,222	1,190
Receivables	867	680
Total	**2,089**	**1,869**

Joint ventures within the PPP portfolio are reported as pledged assets when the holdings in the project company – which may be owned directly by Skanska or owned through intermediate holding companies – are provided as security for loans from banks or lenders other than the co-owners.

Assets pledged for liabilities	Shares and receivables	
	Dec 31, 2024	Dec 31, 2023
Own obligations		
Other liabilities	867	680
Total own obligations	**867**	**680**
Other obligations	1,222	1,190
Total	**2,089**	**1,869**

Assets pledged for other liabilities, SEK 0.9 billion (0.7), relate predominantly to financial instruments pledged as collateral to clients in conjunction with contracting work in the USA.

Contingent liabilities
Contingent liabilities are reported in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets. See Note 1.

Tax cases, court proceedings and arbitration are not included in contingent liability amounts. Instead, a separate description is provided.

Contingent liabilities, excluding obligations for partners' future performance in joint operations, amounted to SEK 1,432 M (1,513). This amount is mainly related to joint ventures and tenant-owners' associations within the Commercial Property Development and Residential Development business streams.

Skanska's obligations for partners' future performance in joint operations relate to contracting work within Construction and Project Development. If a partner does not fulfill its part of the contract the other partners have joint and several liability for ensuring that this part of the contract is also fulfilled. Partners' share of future performance in joint operations amounted to SEK 24,427 M (22,865). In the event Skanska takes over part of the completion obligation, Skanska's order backlog will increase correspondingly.

Skanska selectively forms joint operations and joint ventures when this is beneficial in view of project size and/or the type of commitments involved in the project. Combining expertise and resources with other construction companies is then a means of optimizing project planning and execution as well as managing specific project risks. External partners in these joint arrangements are scrutinized in accordance with the tender approval process. For more information regarding joint operations and joint ventures, see Note 20 B and Note 20 C.

The Brazilian competition authority, the Administrative Council of Economic Defense (CADE), and the Comptroller General of the Union (CGU) initiated in 2015 administrative proceedings against Skanska Brasil in relation to certain Petrobras projects. In 2016, CGU decided that Skanska Brasil shall be excluded from public tenders during no less than two years. Skanska Brasil's appeal is still pending. CADE has yet to decide on the cartel case, which currently is suspended pursuant to a court order.

The Federal Audit Court (TCU) is an authority auditing public contracts, including those of Petrobras. Skanska Brasil has some contracts under TCU review. In 2020, TCU decided in principle that damages for overpricing in all contracts signed by members of the Petrobras cartel can be made in accordance with an econometric model. TCU has in an audit report in 2020 recommended application of the model to calculate damages for overpricing in a contract with Petrobras that Skanska Brasil performed in joint venture with others. TCU decided in 2021 to start an administrative process regarding alleged overpricing in the project. Skanska Brasil submitted in 2021 its defense, including a request that the case should be dismissed as it was time-barred. In November 2023, Skanska Brasil filed an appeal to the Federal Supreme Court (STF) requesting that the case shall be considered time-barred. A sole Justice at STF agreed with the request and ordered TCU to dismiss the case against Skanska Brasil, which TCU did in April 2024. TCU have requested that STF (by plenary or the chamber) shall reconsider the decision made by the sole Justice. TCU has requested that the decision by the sole Justice shall be reconsidered by all Justices in STF. The matter is therefore not finally decided.

TCU technical unit completed in 2022 an investigation regarding alleged inaccuracies in two change orders in the above-mentioned project. The investigation alleges that Petrobas wrongfully paid a large amount to the joint venture as compensation for Petrobras delaying the project by three years. TCU has not yet decided whether an administrative process should be started in this case. Skanska considers also this case to be time-barred and requested that the case shall be dismissed. TCU has denied the request and instead decided to commence the administrative proceeding.

In 2006, tax authorities in Argentina started investigating many companies, including Skanska S.A, for use of fake invoices. Skanska cooperated with the authorities and corrected its tax returns. In 2011, the Appeal Court found no evidence of wrongdoings, but the Supreme Court decided in 2015 that indictments could be reopened. In 2017, the Federal Criminal Court decided to once again indict many individuals, including nine former Skanska S.A employees, for paying bribes and participating in procurement fraud. The oral trial commenced in April 2024. It is expected that the trial will continue until end of 2025 and that the court will rule shortly thereafter. Skanska sold its Argentine business in 2015, but is managing the case due to an ongoing obligation to the buyer.

Contingent assets
The Group has no contingent assets of significant importance in assessing the position of the Group.

Note 34. Foreign exchange rates and effect of changes in foreign exchange rates

Exchange rates are dealt with in accordance with IAS 21 The Effect of Changes in Foreign Exchange Rates.

Exchange rates

The SEK exchange rate fluctuated during the year against currencies in countries in which the Group does business.

		Average exchange rate			Change, %	
Currency	**Country**	**2024**	**2023**	**2022**	**2023–2024**	**2022–2023**
CZK	Czechia	0.455	0.478	0.433	-5	11
DKK	Denmark	1.533	1.540	1.429	0	8
EUR	EU	11.435	11.475	10.628	0	8
GBP	UK	13.509	13.196	12.463	2	6
NOK	Norway	0.983	1.005	1.052	-2	-4
PLN	Poland	2.656	2.529	2.269	5	11
USD	USA	10.572	10.613	10.117	0	5

		Closing exchange rate			Change, %	
Currency	**Country**	**2024**	**2023**	**2022**	**2023–2024**	**2022–2023**
CZK	Czechia	0.455	0.449	0.459	2	-2
DKK	Denmark	1.540	1.488	1.490	3	0
EUR	EU	11.487	11.089	11.077	4	0
GBP	UK	13.852	12.760	12.488	9	2
NOK	Norway	0.969	0.986	1.055	-2	-6
PLN	Poland	2.694	2.555	2.364	5	8
USD	USA	10.993	10.012	10.374	10	-3

Income statement

During the year, the average exchange rate for the Swedish krona strengthened against all of the Group's other currencies with the exception of the GBP and PLN. The total exchange-rate effect on Group revenue was SEK -641 M (5,685), equivalent to -0.4 percent (3.4). The total exchange-rate effect on the Group's operating income was SEK -46 M (-104), equivalent to -0.7 percent (-2.0). See the table below.

2024	**USD**	**EUR**	**GBP**	**NOK**	**CZK**	**PLN**	**Other**	**Total**
Revenue	-341	-38	392	-499	-315	159	1	-641
Operating income	-11	-2	-1	-26	-8	10	-8	-46
Income after financial items	-20	0	-1	-32	-21	12	-12	-74
Profit for the period	-17	1	4	-24	-17	10	-13	-56

2023	**USD**	**EUR**	**GBP**	**NOK**	**CZK**	**PLN**	**Other**	**Total**
Revenue	3,565	892	1,003	-837	654	404	4	5,685
Operating income	88	-4	-8	-185	33	26	-54	-104
Income after financial items	139	-32	-6	-29	44	29	-54	91
Profit for the period	140	-35	-3	-20	38	26	-54	92

Note 34, cont.

Consolidated statement of financial position by functional currency
Consolidated total assets increased SEK 16.0 billion, from SEK 155.2 billion to SEK 171.2 billion. The effect of changes in foreign exchange rates was SEK 6.3 billion. The closing exchange rate for the SEK weakened against all currencies except the NOK.

Dec 31, 2024, SEK bn	USD	GBP	EUR	NOK	CZK	PLN	DKK	Other foreign currencies[1]	Hedges of foreign currency[2]	SEK	Total
Assets											
Investment properties										8.2	8.2
Property, plant and equipment	2.6	0.4	0.5	3.0	0.8	0.1	0.0	0.0		1.8	9.1
Property, plant and equipment, right-of-use assets	0.8	0.8	0.4	0.3	0.1	0.1	0.0	0.0		0.5	3.0
Intangible assets	0.5	1.5	0.6	1.1	0.1	0.0	0.0	0.0		0.6	4.3
Shares and participations	0.3	0.0	0.2	0.5	0.1	0.0	0.0	0.0		1.1	2.3
Interest-bearing receivables	58.3	4.4	3.1	7.9	1.9	2.1	0.0	-63.6		4.6	18.7
Current-asset properties	19.3	0.6	14.3	2.7	2.0	1.7	4.0	0.0		12.4	56.9
Current-asset properties, right-of-use assets	2.7	0.0	0.5	0.0	0.0	0.1	0.0	0.0		0.5	3.8
Non-interest-bearing receivables	26.8	3.0	2.8	5.8	2.7	0.8	0.0	0.1		4.7	46.6
Cash and cash equivalents	1.9	0.0	0.1	0.2	0.1	0.0	0.0	0.0		16.1	18.4
Total	**113.2**	**10.7**	**22.3**	**21.6**	**7.7**	**4.8**	**4.0**	**-63.5**	**0.0**	**50.4**	**171.2**
Equity and liabilities											
Equity attributable to the parent company´s equity holders[3]	16.9	1.4	3.3	6.8	3.2	0.9	0.7	-0.8	-0.1	30.1	62.5
Non-controlling interests	0.0	0.0	0.0	0.0	0.2	0.0	0.0	0.0		0.0	0.2
Interest-bearing liabilities	52.7	3.5	13.0	2.4	0.4	1.2	3.0	-63.7	0.1	9.2	21.8
Non-interest-bearing liabilities	43.7	5.8	6.0	12.4	4.0	2.6	0.2	1.0		11.1	86.8
Total	**113.2**	**10.7**	**22.3**	**21.6**	**7.7**	**4.8**	**4.0**	**-63.5**	**0.0**	**50.4**	**171.2**

1 Including elimination of intra-Group receivables and liabilities.
2 Amount refers to hedges before tax deduction. Net investments abroad are currency-hedged to a certain extent through foreign currency loans and currency forwards. See also Note 6. Hedging of net investments through foreign currency loans, mainly in GBP, amounted to SEK 103 M.
3 The respective currencies are calculated including consolidated goodwill and the net amount of Group surpluses after deducting deferred taxes.

Dec 31, 2023, SEK bn	USD	GBP	EUR	NOK	CZK	PLN	DKK	Other foreign currencies[1]	Hedges of foreign currency[2]	SEK	Total
Assets											
Investment properties										5.1	5.1
Property, plant and equipment	1.7	0.4	0.4	2.8	0.7	0.1	0.0	0.0		1.9	8.0
Property, plant and equipment, right-of-use assets	0.8	0.8	0.3	0.4	0.1	0.1	0.0	0.0		0.6	3.1
Intangible assets	0.5	1.4	0.5	1.1	0.1	0.0	0.0	0.0		0.7	4.3
Shares and participations	0.3	0.0	0.1	0.4	0.1	0.0	0.0	0.0		1.1	2.1
Interest-bearing receivables	40.0	3.8	3.4	8.2	2.6	2.3	0.0	-49.9		1.8	12.1
Current-asset properties	15.6	3.9	15.4	4.5	1.9	1.7	3.2	0.0		12.5	58.7
Current-asset properties, right-of-use assets	2.5	0.0	0.5	0.0	0.0	0.1	0.0	0.0		0.5	3.6
Non-interest-bearing receivables	20.9	3.6	2.6	5.7	1.7	0.6	0.1	0.1		5.0	40.2
Cash and cash equivalents	1.3	0.0	0.1	0.1	0.0	0.0	0.0	0.0		16.4	17.9
Total	**83.5**	**14.0**	**23.4**	**23.2**	**7.3**	**4.8**	**3.2**	**-49.8**	**0.0**	**45.5**	**155.2**
Equity and liabilities											
Equity attributable to the parent company´s equity holders[3]	13.7	0.0	3.6	6.0	3.2	0.7	0.7	-1.0	-0.1	29.4	56.2
Non-controlling interests	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0		0.0	0.1
Interest-bearing liabilities	38.0	6.7	13.4	4.6	0.6	1.3	2.3	-49.9	0.1	3.9	21.0
Non-interest-bearing liabilities	31.8	7.3	6.4	12.5	3.4	2.8	0.3	1.1		12.2	77.8
Total	**83.5**	**14.0**	**23.4**	**23.2**	**7.3**	**4.8**	**3.2**	**-49.8**	**0.0**	**45.5**	**155.2**

1 Including elimination of intra-Group receivables and liabilities.
2 Amount refers to hedges before tax deduction. Net investments abroad are currency-hedged to a certain extent through foreign currency loans and currency forwards. See also Note 6. Hedging of net investments through foreign currency loans, mainly in GBP, amounted to SEK 92 M.
3 The respective currencies are calculated including consolidated goodwill and the net amount of Group surpluses after deducting deferred taxes.

Note 34, cont.

Effect on the Group of a change in SEK against other currencies and change in USD against SEK
The following sensitivity analysis, based on the 2024 income statement and statement of financial position, shows the sensitivity of the Group to a unilateral 10-percent change in SEK against all currencies, as well as a unilateral 10-percent change in USD against SEK (+ indicates a weakening of SEK, - indicates a strengthening of SEK).

SEK bn	All currencies +/-10%	of which USD +/-10%
Revenue	+/-14.7	+/-8.8
Operating income	+/-0.6	+/-0.3
Equity	+/-3.2	+/-1.7
Net receivables/net liabilities	+/-0.4	+/-0.8

Other
For information on the change in the translation reserve in Equity, see Note 26.

Note 35. Cash flow statement

Aside from the cash flow statement prepared in accordance with IAS 7 Statement of Cash Flows, Skanska prepares a cash flow statement based on the operations carried out by the respective business streams. This cash flow statement is called the Consolidated operating cash flow statement. The connection between the respective cash flow statements is shown later in this note.

Adjustments for items not included in cash flow/items to be included in cash flow

	2024	2023
Depreciation/amortization and impairment losses/reversals of impairment losses	3,253	5,554
Income from divestments of non-current assets and current-asset properties	-2,913	-4,067
Gain/loss on divested Group companies/operations before deduction of selling expenses		-14
Income after financial items from joint ventures and associated companies	-253	-524
Provision for the year, intra-Group profits on contracting work	169	474
Pensions recognized as expenses but not related to payments	295	275
Pensions paid	-873	-804
Cost of Seop, employee ownership programs	362	470
Change in value, investment properties	-737	-175
Gain/loss on joint ventures divested		-838
Other items that have not affected cash flow from operating activities	-24	2
Total	**-722**	**351**

Cash and cash equivalents
The same rule that was used to determine cash and cash equivalents in the statement of financial position has been used to determine cash and cash equivalents according to the cash flow statement. Cash and cash equivalents in the cash flow statement consist of cash and bank balances as well as short-term investments.

	Dec 31, 2024	Dec 31, 2023
Cash and cash equivalents	18,426	17,912
Total	**18,426**	**17,912**

Other
At year-end, the Group's unutilized credit facilities amounted to SEK 10,137 M (9,866).

Note 35, cont.

Information about assets and liabilities in divested Group companies/businesses

	2024	2023
Assets		
Intangible assets		-1
Property, plant and equipment		-37
Property, plant and equipment, right-of-use assets		-5
Current-asset properties		
Interest-bearing assets	-2	
Non-interest-bearing assets		-32
Cash and cash equivalents		-13
Total	**-2**	**-86**
Liabilities		
Gain/loss on divestments before deduction of selling expenses and exchange rate differences		15
Non-controlling interests		-5
Interest-bearing liabilities		-20
Non-interest-bearing liabilities		-25
Total		**-35**
Consideration	2	51
Exchange rate differences		1
Cash and cash equivalents in divested companies		-13
Effect on cash and cash equivalents, divestment	**2**	**39**

Divested Group companies/businesses resulted in a loss of SEK -2 M (6) after deduction of selling expenses and exchange rate differences. This is recognized under cost of sales.

Relationship between the consolidated cash flow statement according to IAS 7 and the consolidated operating cash flow statement
The difference between the consolidated cash flow statement according to IAS 7 Statement of Cash Flows and the consolidated operating cash flow statement is presented below.

The consolidated cash flow statement prepared in accordance with IAS 7 recognizes cash flow divided into:
Cash flow from operating activities
Cash flow from investing activities
Cash flow from financing activities

The consolidated operating cash flow statement recognizes cash flow divided into:
Cash flow from business operations
Cash flow from financing activities
Cash flow from strategic investments
Dividend, etc.
Change in interest-bearing receivables and liabilities

The consolidated operating cash flow statement refers to Operating activities as Business operations. Unlike the cash flow statement pursuant to IAS 7, Business operations also includes dividends received and net investments, which are regarded as an element of business operations. Such net investments are net investments in shares, investment properties, property, plant and equipment and non-current intangible assets, as well as net investments in the PPP portfolio.

Investments of a strategic nature are recognized under cash flow from strategic investments.

Under cash flow from financing activities, the operating cash flow statement recognizes only interest and other financial items. Dividends are recognized separately. Loans provided and repayment of loans are also recognized separately along with changes in interest-bearing receivables at the bottom of the operating cash flow statement, resulting in a subtotal in that statement that shows cash flow before changes in interest-bearing receivables and liabilities.

Cash flow for the year

	2024	2023
Cash flow from business operations including taxes paid according to operating cash flow	6,910	1,837
Less net investments in shares, property, plant and equipment, and intangible assets (including investment properties)	2,492	836
Less accrual adjustments in investments/divestments of shares, property, plant and equipment, and intangible assets (including investment properties)	-590	580
Less capitalized interest paid and dividends received from joint ventures and associated companies	302	-46
Cash flow from operating activities, according to IAS 7	**9,113**	**3,207**
Cash flow from strategic net divestments (+)/ investments (-) according to operating cash flow	2	39
Net investments in shares, property, plant and equipment and intangible assets (including investment properties)	-2,492	-836
Accrual adjustments in investments/divestments of shares, property, plant and equipment, and intangible assets (including investment properties)	590	-580
Interest and dividends received	1,444	1,485
Increase and decrease in interest-bearing receivables	-5,312	5,888
Cash flow from investing activities, according to IAS 7	**-5,767**	**5,997**
Cash flow from financing activities according to operating cash flow	-164	-689
Capitalized interest paid	-585	-727
Less interest and dividends received	-1,160	-712
Change in interest-bearing receivables and liabilities excluding lease liabilities	-3,752	10,373
Less increase and decrease in interest-bearing receivables	5,312	-5,888
Dividend, etc.[1]	-2,493	-3,611
Cash flow from financing activities, according to IAS 7	**-2,843**	**-1,255**
Cash flow for the year	**502**	**7,949**
1 Of which repurchases of Class B shares	-207	-510

Relationship between the Group's investments in the cash flow statement according to IAS 7 and investments in the consolidated operating cash flow statement
Total net investments are recognized in the cash flow statement divided into operating activities and investing activities, taking into account the settlement of payments for investments and divestments.

Purchases and sales of current-asset properties are recognized under operating activities, while other net investments are recognized under investing activities.

	2024	2023
Net investments in operating activities[1]	3,696	-1,203
Net investments in investing activities	-1,900	-1,377
	1,796	**-2,580**
Less accrual adjustments, cash flow effect of investments	-279	405
Total net divestments (+)/investments (-)	**1,518**	**-2,175**

1 Of which SEK -585 M (-727) comprised capitalized interest, which is included in interest paid.

Note 35, cont.

The consolidated operating cash flow statement recognizes net investments divided into net investments in operations and strategic net investments as follows.

Investments/divestments

	2024	2023
Operations – Investments		
Investment properties	-44	-26
Intangible assets	-11	-20
Property, plant and equipment	-2,666	-2,575
Shares	-129	-318
Current-asset properties	-10,602	-19,249
of which Residential Development	*-4,463*	*-8,655*
of which Commercial Property Development	*-6,139*	*-10,595*
	-13,452	**-22,189**
Operations – Divestments		
Intangible assets	4	1
Property, plant and equipment	323	477
Shares	31	1,626
Current-asset properties	14,610	17,871
of which Residential Development	*9,762*	*11,430*
of which Commercial Property Development	*4,848*	*6,441*
	14,968	**19,975**
Net divestments (+)/investments (-) in operations	**1,516**	**-2,214**
Strategic divestments		
Divestment of businesses	2	39
Strategic divestments	**2**	**39**
Total net divestments (+)/investments (-)	**1,518**	**-2,175**

Change in interest-bearing liabilities pertaining to financing activities

	2024	2023
January 1	17,846	14,699
Items affecting cash flow from financing activities	65	2,185
Divestment of Group companies		-15
Other change in leases	757	957
Reclassification		-48
Exchange rate differences	494	69
December 31	**19,163**	**17,846**

Note 36. Personnel

Wages, salaries, other remuneration and social insurance contributions

	Dec 31, 2024	Dec 31, 2023
Wages, salaries and other remuneration		
Board members, CEOs, Executive Vice Presidents and other executive team members[2]	605	567
Other employees	23,904	23,214
Total wages, salaries and other remuneration	**24,509**	**23,781**
Social insurance contributions including pension expenses[3]	6,448	6,127
Non-monetary remuneration[4]	**1,166**	**1,019**
Share-based payments	**362**	**470**
Total	**32,485**	**31,397**

1 This amount is for the Boards of Directors, CEOs, Executive Vice Presidents and other executive team members in all Group companies.
The amount includes remuneration to former board members, CEOs and Executive Vice Presidents.
2 Of which SEK 161 M (154) in variable remuneration.
3 Of which SEK 2,547 M (2,312) in pension expenses. Of the Group's total pension expenses, SEK 67 M (82) relates to board members, CEOs, Executive Vice Presidents and other executive team members in all Group companies.
The amount includes pension expenses for former board members, CEOs and Executive Vice Presidents.
4 The item Non-monetary remuneration includes health insurance expenses.

Men and women on Boards of Directors and executive teams of all Group companies on the closing day

	Dec 31, 2024		Dec 31, 2023	
	of which men, %	of which women, %	of which men, %	of which women, %
Proportion of board members	62	38	69	31
Proportion of CEOs and other members of executive teams	72	28	71	29

Other
No loans, assets pledged or contingent liabilities have been provided for the benefit of any board member or CEO within the Group.

Average number of employees
Personnel is calculated as the average number of employees. See Note 1.

	2024	of which men	%	of which women	%	2023	of which men	%	of which women	%
Sweden	7,035	5,452	77	1,583	23	7,750	5,838	75	1,912	25
Norway	4,459	3,962	89	497	11	4,177	3,710	89	467	11
Finland	1,383	1,126	81	257	19	1,730	1,409	81	321	19
UK	3,221	2,349	73	872	27	3,424	2,508	73	916	27
Poland	1,213	767	63	446	37	1,363	850	62	514	38
Czechia	1,985	1,646	83	339	17	2,067	1,713	83	355	17
Slovakia	585	513	88	72	12	614	543	88	71	12
USA	6,325	5,164	82	1,161	18	6,033	4,885	81	1,148	19
Other countries	70	41	59	29	41	98	58	60	39	40
Total	**26,276**	**21,020**	**80**	**5,256**	**20**	**27,256**	**21,513**	**79**	**5,743**	**21**

The number of employees at the end of the year was 25,922 (26,543).

Note 37. Remuneration to senior executives and board members

Senior executives include the President and CEO and the other members of the Group Leadership Team. The Group Leadership Team consisted at the end of 2024 of eight persons, including the President and CEO, of which three women and five men. Information on the President and CEO and the other members of the Group Leadership Team can be found on pages 106–107.

Preparation and decision-making processes
The Board of Directors' (the Board) Compensation Committee prepares the Board's proposals for resolution by the Annual General Meeting (AGM) on guidelines for salary and other remuneration to senior executives (the Remuneration Guidelines) when significant modifications of the guidelines become necessary, however at least every fourth year. Salary, variable remuneration and other benefits for the President and CEO are established by the Board following proposals from the Compensation Committee. The Compensation Committee sets salaries, variable remuneration and other benefits for the other members of the Group Leadership Team. The President and CEO regularly informs the Compensation Committee about salaries, variable remuneration and other benefits of the Senior Vice Presidents, Group Functions and Business Unit Presidents. In 2024 the Compensation Committee consisted of the Chairman of the Board, Hans Biörck, and the board members Pär Boman and Jan Gurander. In 2024, the Compensation Committee held five ordinary meetings and four extra meetings. The AGM resolves on board fees and fees for work in the committees of the Board following proposals submitted by the Nomination Committee.

Guidelines for salary and other remuneration to senior executives
The AGM 2023 adopted the Board's proposal on guidelines for salary and other remuneration to senior executives. The complete guidelines are presented below. The guidelines are forward-looking, i.e. they are applicable to remuneration agreed, and amendments to remuneration already agreed, after adoption of the guidelines by the AGM 2023. The guidelines do not apply to any remuneration decided by the AGM, including any long-term share related incentive plans. The shareholders have not expressed any specific views on the guidelines adopted by the AGM 2023.

The guidelines' promotion of the Company's business strategy, long-term interests and sustainability
A prerequisite for the successful implementation of the Company's business strategy and safeguarding of its long-term interests, including its sustainability agenda, is that the Company is able to recruit and retain qualified personnel. To this end, it is necessary that the Company offers competitive remuneration. These guidelines enable the Company to offer the senior executives a competitive total remuneration.

Variable cash remuneration covered by these guidelines shall aim at promoting the Company's business strategy and long-term interests, including its sustainability agenda. This is accomplished through the financial and non-financial targets that determines the outcome of the variable cash remuneration and are clearly linked to the Company's business strategy and sustainability agenda. The variable cash remuneration is further described in the section "Variable cash remuneration" below.

The Company's objectives for having a variable cash remuneration program and a long-term share related incentive plan are to (i) drive behaviors that will support the Company's long and short-term business success and create shareholder value, (ii) make the Company attractive as an employer for top talents, (iii) retain key individuals within the Company, and (iv) increase employees' interest and involvement in the Company's business and development.

For information regarding the Company's business strategy, see the Company's website: group.skanska.com/about-us/how-we-work/strategy/.

Total remuneration
The combined remuneration for each senior executive shall be market-related and competitive in the labor market in which the senior executive is placed, and distinguished performance should be reflected in the total remuneration. The remuneration may consist of the following components: fixed cash salary, variable cash remuneration, pension and other benefits. Additionally, the General Meeting may – irrespective of these guidelines – resolve on, among other things, share-related or share price-related remuneration. Fixed salary and variable remuneration shall be related to the senior executive's responsibility and authority.

Variable cash remuneration

The satisfaction of criteria for awarding variable cash remuneration shall be measured over a period of one or several years. The variable cash remuneration shall be capped and related to the fixed salary, and may amount to not more than 100 percent of the fixed annual cash salary.

The variable cash remuneration shall take into account both financial and non-financial performance. The outcome in relation to predetermined and measurable financial targets shall determine the total (financial) bonus potential, i.e. the financial targets shall be the basis of the total bonus potential. This outcome may be reduced depending on the outcomes of the non-financial targets. The variable cash remuneration must be based on results in relation to established targets and be designed to increase the alignment between the shareholders and senior executives of the Company.

The financial targets for the variable cash remuneration may be related to the Group's earnings before taxes, to relevant business unit's earnings before interest and taxes, etc.

The non-financial targets shall be set to support the Company's business strategy and long-term interests, including its sustainability agenda, by for example being clearly linked to the Company's business strategy or sustainability agenda. The non-financial targets should together represent 50 percent of the total bonus which means that the total bonus outcome may be reduced with up to 50 percent if the non-financial targets are not met.

To which extent the criteria for awarding variable cash remuneration has been satisfied shall be evaluated/determined when the measurement period has ended. The Board is responsible for the evaluation so far as it concerns variable cash remuneration to the CEO. For variable cash remuneration to other senior executives, the Compensation Committee is responsible for the evaluation. For financial objectives, the evaluation shall be based on the latest financial information made public by the Company.

The terms for variable cash remuneration shall be structured so that the Board, if exceptional economic conditions prevail, has the possibility to limit or refrain from paying variable remuneration, if such payment is considered unreasonable and incompatible with the Company's responsibility in general to the shareholders, employees and other stakeholders. There shall also be a possibility to limit or refrain from paying variable remuneration if the Board considers that this is appropriate for other reasons. Further, the Board shall have the possibility to reclaim paid out variable cash remuneration if it is discovered after the payment that the senior executive has violated Skanska's Code of Conduct or other Skanska values, policies, standards or procedures.

Further variable cash remuneration may be awarded in extraordinary circumstances, provided that such extraordinary arrangements are limited in time and only made on an individual basis, either for the purpose of recruiting or retaining senior executives, or as remuneration for extraordinary performance beyond the individual's ordinary tasks. Such remuneration may not exceed an amount corresponding to 100 percent of the fixed annual cash salary and may not be paid more than once each year per individual. Any resolution on such remuneration for the CEO shall be made by the Board based on a proposal from the Compensation Committee. Any resolution on such remuneration for other senior executives shall be made by the Compensation Committee based on a proposal from the CEO.

Pension

Pension benefits shall be defined-contribution schemes except where law or collective agreement require a defined-benefit pension. Variable cash remuneration shall not qualify for pension benefits, except when it follows under law or collective agreement. The pension premiums for defined-contribution pension shall amount to not more than 40 percent of the fixed annual cash salary unless a higher percentage results from the application of law or collective agreement.

Other benefits

Other benefits may include, for example, medical insurance (Sw: sjukvårdsförsäkring), health insurance (Sw. sjukförsäkring), double accommodation, home travel, tax compensation, parking and company cars. Such benefits may amount to not more than 20 percent of the fixed annual cash salary.

For employments governed by rules other than Swedish rules, pension benefits and other benefits may be duly adjusted for compliance with mandatory rules or established local practice, taking into account, to the extent possible, the overall purpose of these guidelines.

Senior executives who are expatriates, i.e. based in another country than their home country, may receive additional remuneration and other benefits to the extent reasonable in light of the special circumstances associated with the expat arrangement, taking into account, to the extent possible, the overall purpose of these guidelines. Such benefits may not in total exceed 50 percent of the fixed annual cash salary.

Note 37, cont.

Long-term share saving programs
Long-term share saving programs, Skanska employee ownership programs (Seop 5 and Seop 6) have been implemented in the Company. Such plans have been resolved by the General Meeting and are therefore excluded from these guidelines. New plans may also be resolved by the General Meeting. Seop 5 and Seop 6 give present and future employees the opportunity of becoming shareholders of Skanska and include permanent employees in the Skanska Group. The performance criteria used to assess the outcome of the plans are clearly linked to the business strategy and thereby to the Company's long term value creation, including its sustainability agenda. The performance criteria consist of financial targets at Group, business unit and/or business unit cluster level and as of Seop 6, also a non-financial target at Group level, related to the Group's reduction of carbon emissions. At present, the financial target applicable at Group level is growth in earning per share (EPS). The financial targets applicable at business unit and/or business unit level vary depending on which business stream the relevant business unit or business unit cluster belongs to, as set out in the table below.

Construction	Residential Development	Commercial Property Development	Investment Properties
EBIT[1]	EBIT[1]	EBIT[1]	EBIT[1]
	ROCE[2]	Leasing square meters	

1 Earnings before interest and taxes.
2 Return on capital employed.

Seop 5 and Seop 6 are further conditional upon the participant's own investment and three-year holding and employment period. For more information on Seop 5 and Seop 6, including the criteria which the outcome depends on, please see the Company's website: group.skanska.com/corporate-governance/remuneration/incentive-programs/.

Termination of employment
In the event of employment termination by the Company, the normal period of notice is six months, combined with severance pay corresponding to a maximum of 18 months fixed cash salary, or, alternatively, a period of notice of maximum 12 months, combined with severance pay corresponding to a maximum of 12 months fixed cash salary. Fixed cash salary during the notice period and severance pay may not together exceed an amount corresponding to the fixed cash salary for two years. When termination is made by the senior executive, the notice period may not exceed 12 months, without any right to severance pay.

Remuneration to board members in addition to board fees
To the extent that a non-employed board member elected by the General Meeting performs work for the Company, besides the board membership, consultant fee and other remuneration may be granted for such work. Decisions on consultant fees and other remuneration to non-employed board members elected by the General Meeting are made by the Compensation Committee.

Salary and employment conditions for employees
In the preparation of the Board's proposal for these Remuneration Guidelines, salary and employment conditions for employees of the Company have been taken into account by including information on the employees' total income, the components of the remuneration and increase and growth rate over time, in the Compensation Committee's and the Board's basis of decision when evaluating whether the guidelines and the limitations set out herein are reasonable.

The decision-making process to determine, review and implement the guidelines
The Board has established a Compensation Committee. The Compensation Committee's tasks include preparing the Board's decision to propose guidelines for salary and other remuneration to senior executives. The Board shall prepare a proposal for new guidelines at least every fourth year and submit it to the General Meeting. The guidelines shall be in force until new guidelines are adopted by the General Meeting. The Compensation Committee shall also monitor and evaluate programs for variable remuneration for the senior executives, the application of the guidelines for salary and other remuneration to senior executives as well as the current remuneration structures and compensation levels in the Company. The members of the Compensation Committee are independent of the Company and its senior executives. The CEO and other members of the senior executives do not participate in the Board's processing of and resolutions regarding remuneration related matters in so far as they are affected by such matters.

Derogation from the guidelines
The Board may temporarily resolve to derogate from the guidelines, in whole or in part, if in a specific case there is special cause for the derogation and a derogation is necessary to serve the Company's long-term interests, including its sustainability agenda, or to ensure the Company's financial viability. As set out above, the Compensation Committee's tasks include preparing the Board's resolutions in remuneration-related matters. This includes any resolutions to derogate from the guidelines.

Description of significant changes compared to the previous guidelines
Pension premiums have previously been restricted to 35 percent of the fixed annual cash salary for the CEO and to 30 percent of the fixed annual cash salary together with up to 30 percent on variable cash remuneration for other senior executives. These guidelines have been changed to a single restriction of 40 percent of the fixed annual cash salary which applies to all senior executives in order to align the cap for pension premiums with prevailing Swedish market practice.

The cap for other benefits has been increased from 15 percent to 20 percent of the fixed annual cash salary. This change has been made to ensure that any senior executives that require for example double accommodation and home travels can be granted such benefits within the limits of these guidelines.

The only further changes are editorial changes primarily following from the implementation of Seop 6.

The shareholders have not expressed any specific views on the guidelines adopted by the Annual General Meeting 2020.

Targets and performance related to variable remuneration
Variable remuneration consist of two parts: annual variable cash remuneration and long-term share saving programs, which provides compensation in the form of shares. The long-term share saving programs are described in the sections under the headings "Long-term share programs" and "Previous long-term share programs" in this note.

The table on page 180 presents, by business stream, the starting point, outperform and outcome for the financial targets for the 2024 variable cash remuneration. In addition to the financial targets, the members of the Group Leadership Team have non-financial targets that may reduce the outcome measured only according to the financial targets. The non-financial targets are set to support the Company's business strategy and long-term interests, including its sustainability agenda, by for example being linked to the business strategy or sustainability agenda. The outcome is reduced in cases where the non-financial targets have not been reached.

Annual variable cash remuneration for the Group Leadership Team, excluding the President and CEO, is based on the Group targets and/or on the business units they are directly responsible for. The preliminary outcome for other members of the Group Leadership Team averaged 65 percent (20) of fixed salary. The Board will determine the final outcome of variable cash remuneration after reviewing the operational performance in the first quarter of 2025. The calculation is further preliminary insofar as any deductions as a consequence of the non-financial targets not yet have been taken into account.

Note 37, cont.

Financial targets for variable cash remuneration 2024

	Measures	Starting point	Outperform	Outcome	Percentage fulfilled[2]
Group	Income after financial items, SEK bn[1]	4.8	8.2	7.5	80%
Contruction	Operating income, SEK bn	3.7	6.0	5.9	76%
	Operating margin, %	2.7	3.6	3.4	75%
Residential Development	Operating income, SEK bn	0.3	0.9	0.1	56%
	Return on capital employed, %	5	9	3	25%
	Units sold, thousands	1.2	2.3	2.1	84%
Commercial Property Development	Operating income, SEK bn	0.6	1.7	1.1	50%
	Return on capital employed, %[3]	5	9	3	29%
	Leasing, thousands of sq m[3]	34	268	208	81%
Investment Properties	Operating income, SEK bn	0.2	0.3	0.3	89%
	Leasing, thousands of sq m	1	8	5	52%

1 The income excludes the operating unit Asset Management (portfolio of PPP-assets).
2 Percentage fulfilled is based on the outcomes for the respective business units, which are weighed together. As the fulfillment per business unit cannot be less than 0 percent or more than 100 percent, outcome below the starting point and/or above the outperform for the business units may affect the comparison with the business stream's total outcome.
3 Encompasses the business units Skanska Commercial Development Nordic, Skanska Commerical Development Europe and Skanska Commercial Development USA.

Targets and performance related to variable cash remuneration for the President and CEO
For the President and CEO, the variable cash remuneration is maximized at 75 percent of fixed salary. The financial targets were the same as the Group targets presented in the table above. The Board has the option of reducing the final outcome of variable cash remuneration measured solely on the financial targets by a maximum of 50 percent, based on the outcome of the non-financial targets. The preliminary outcome for the President and CEO's variable cash remuneration shows an outcome of 60 percent (0) of fixed salary, based on financial targets with a preliminary target fulfillment of 80 percent (0). The Board will determine the final outcome after reviewing the operational performance in the first quarter of 2025. The calculation is further preliminary insofar as any deductions as a consequence of the non-financial targets not yet have been taken into account.

Pension benefits
The President and CEO is covered by an individual occupational pension insurance plan. The occupational pension insurance plan is a defined-contribution plan and the total premiums for the occupational pension insurance plan amount to 35 percent of the fixed salary. Other members of the Group Leadership Team in Sweden are entitled to pension benefits according to the ITP occupational pension plan and a supplementary defined-contribution occupational pension plan. The total old-age pension premiums amount to 35 percent of the fixed salary. The retirement age for members of the Group Leadership Team in Sweden is 65 years. Other members of the Group Leadership Team outside Sweden are covered by local pension plans.

Severance pay
A mutual notice period of 12 months applies between Skanska and the President and CEO, with retention of fixed salary and benefits, excluding variable cash remuneration. After the notice period, in the event of employment termination by the Company, severance pay is disbursed for 12 months. Other income must normally be deducted from the severance pay.

A mutual notice period of six months applies between Skanska and the other members of the Group Leadership Team, with retention of fixed salary and benefits, excluding variable cash remuneration. After the notice period, in the event of employment termination by the Company, severance pay is disbursed for 12 to 18 months. Other income must normally be deducted from the severance pay.

Remuneration and benefits expensed in 2024
Board fees
The AGM 2024 resolved, in accordance with the Nomination Committee's proposal, that fees to the Chairman of the Board and to the other board members elected by the AGM not employed by Skanska should be paid in the total amount of SEK 12,400 thousands (10,750) including fees for work in the committees of the Board. For more detailed information on board fees, see table on page 181.

Chairman of the Board
The Chairman of the Board, Hans Biörck, received board fees totaling SEK 2,960 thousands (2,860), of which SEK 560 thousands (535) was for committee work.

Board members
Members of the Board did not receive any remuneration for their role as board members beyond their regular directors' fees and fees for committee work. For board members appointed by the employees, no disclosures are made concerning salaries and remuneration or pensions as they do not receive these in their capacity as board members. For board members who were employees of the Company before the beginning of the financial year, disclosures are made concerning pension obligations in their former role as employees.

President and CEO
Remuneration to the President and CEO, Anders Danielsson, is presented in the table "Group Leadership Team" on page 181. The President and CEO is participating in the Group's ongoing share saving program, Seop 6, which involves allotment of performance shares, see the section under the heading "Long-term share programs" in this note and the table "Skanska employee ownership program – Group Leadership Team" on page 181.

Other members of the Group Leadership Team
At the end of 2024 the other members of the Group Leadership Team consisted of seven persons. Remuneration to the other members of the Group Leadership Team is presented in the table "Group Leadership Team" on page 181. The other members of the Group Leadership Team are covered by the Group's ongoing share saving program, Seop 6, involving allotment of performance shares, see the section under the heading "Long-term share programs" in this note and the table "Skanska employee ownership program – Group Leadership Team" on page 181.

All remuneration and benefits in the table "Group Leadership Team" on page 181 is charged to Skanska AB, except for SEK 27,736 thousands (20,880) for other members of the Group Leadership Team, which is charged to other Group companies.

Pension obligations to current and former senior executives
Outstanding pension obligations in 2024 for the President and CEO and former CEOs amount to SEK 140,387 thousands (135,056). Outstanding obligations to other current and former members of the Group Leadership Team amount to SEK 98,966 thousands (97,922).

Note 37, cont.

Board of Directors

SEK thousands	Director's fee		Audit Committee		Compensation Committee		Project Review Committee		Total fees	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Chairman of the Board										
Hans Biörck	2,400	2,325	210	195	115	115	235	225	2,960	2,860
Other board members										
Fredrik Lundberg	800	775	0	0	0	0	235	225	1,035	1,000
Pär Boman	800	775	210	280	110	110	235	225	1,355	1,390
Catherine Marcus	800	775	0	0	0	0	235	225	1,035	1,000
Jan Gurander	800	775	310	195	110	110	235	225	1,455	1,305
Åsa Söderström Winberg	800	775	210	195	0	0	235	225	1,245	1,195
Mats Hederos	800	775	0	0	0	0	235	225	1,035	1,000
Ann E. Massey	-	775	-	0	-	0	-	225	-	1,000
Jayne McGivern	800	-	0	-	0	-	235	-	1,035	-
Henrik Sjölund	800	-	210	-	0	-	235	-	1,245	-
Total	**8,800**	**7,750**	**1,150**	**865**	**335**	**335**	**2,115**	**1,800**	**12,400**	**10,750**

Group Leadership Team

SEK thousands	Base salary		Variable cash renumeration[1]		Awarded value, share saving programs[2]		Other remuneration and benefits[3]		Pension expense		Total remuneration	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
President and CEO Anders Danielsson	14,800	14,250	8,885	0	1,517	1,087	135	133	5,180	4,988	30,517	20,458
Other members of the Group Leadership Team (7 persons)[4]	44,434	42,951	27,132	8,716	1,764	2,250	12,605	1,265	8,678	13,851	94,614	69,033
Total	**59,234**	**57,201**	**36,017**	**8,716**	**3,282**	**3,338**	**12,740**	**1,398**	**13,858**	**18,839**	**125,131**	**89,491**

1 Variable cash remuneration relating to the 2024 financial year is preliminary and will be finally determined and disbursed after reviewing the operational performance in the first quarter of 2025. The variable cash remuneration agreements include a general clause stipulating that the Board and the Compensation Committee are entitled to wholly or partly reduce variable cash remuneration. The amounts included under the heading "Variable cash remuneration" for 2023 in the table above refer to actual disbursements for the 2023 financial year.
2 The value stated for 2024 refers to preliminary awards of performance shares for 2024's invested saving shares, calculated based on the share price on December 30, 2024 (SEK 232.70). The Board will determine the final outcome for 2024 after reviewing the operational performance in the first quarter of 2025. In order to receive performance shares, an additional three years of service are normally required. The total cost has not yet been expensed as the cost is distributed over three years in accordance with IFRS 2, see the section under the heading "Long-term share programs" on page 182. See table "Skanska employee ownership program - Group Leadership Team" below for an overview of invested, preliminary awarded and vested shares for the President and CEO and other members of the Group Leadership Team.
3 The value stated for 2024 includes estimated costs for salary, benefits and pension during the notice period and severance pay for one member of the Group Leadership Team who left their position during 2024. These costs are charged to the accounts in 2024 but will be disbursed in 2024–2026.
4 For members of the Group Leadership Team, including acting members, who started in the position or resigned during the year, the table only includes remuneration and benefits received for the period as member of the Group Leadership Team.

Skanska employee ownership program – Group Leadership Team

Number of shares and value of shares SEK thousands	Number of saving shares acquired[1]		Value of saving shares acquired[2]		Number of share awards[3]		Value of share awards[4]		Number of shares vested[5]		Value of shares vested[6]	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
President and CEO Anders Danielsson	7,245	8,560	1,686	1,561	6,521	5,963	1,517	1,087	34,372	38,277	7,998	6,980
Other members of the Group Leadership Team (7 persons)[7]	10,270	17,714	2,390	3,230	7,582	12,340	1,764	2,250	79,788	97,144	18,567	17,714
Total	**17,516**	**26,275**	**4,076**	**4,791**	**14,103**	**18,303**	**3,282**	**3,338**	**114,160**	**135,421**	**26,565**	**24,694**

1 The number of saving shares the President and CEO and the other members of the Group Leadership Team have invested in for the financial year.
2 The value stated for 2024 refers to invested saving shares for the 2024 financial year, calculated based on the share price on December 30, 2024 (SEK 232.70).
3 The number of future performance shares awarded to the President and CEO and the other members of the Group Leadership Team relating to the invested saving shares for the financial year. The number of performance shares relating to the 2024 financial year is preliminary and calculated based on a preliminary outcome of the 2024 performance conditions of 15 percent. The Board will determine the final outcome for 2024 after reviewing the operational performance in the first quarter of 2025. In order to receive performance shares, an additional three years of service are normally required.
4 The value stated for 2024 refers to preliminary awards of performance shares for 2024's invested saving shares, calculated based on the share price on December 30, 2024 (SEK 232.70).
5 The number of shares the President and CEO and the other members of the Group Leadership Team, after a three-year lock-up period, have received as part of the previous share saving program Seop 5.
6 The value stated for 2024 refers to vested shares awarded for the 2021 financial year, calculated based on the share price on December 30, 2024 (SEK 232.70).
7 For members of the Group Leadership Team, including acting members, who started in the position or resigned during the year, the table only includes shares related to the period as member of the Group Leadership Team.

Note 37, cont.

Long-term share programs

Share saving program – Skanska employee ownership program, Seop 6 (2023–2025)

The AGM 2022 resolved, in accordance with the Board's proposal, on a long-term share saving program for the financial years 2023, 2024 and 2025 (Seop 6) for permanent employees of the Group. Seop 6 is essentially an extension of the previous share saving program Seop 5 that ran from 2020 to 2022. The terms and conditions are the same in all material respects as those of the previous program Seop 5. However, to further emphasize Skanska's sustainability focus, the growth in earnings per share target at Group level has been supplemented with a climate target at Group level linked to the Group's reduction of carbon emissions, in line with Skanska's long-term climate target.

The program is aimed at about 27,000 permanent employees of the Skanska Group, of whom approximately 2,000 are key employees and about 300 are executives, including the President and CEO and other members of the Group Leadership Team.

The program offers employees, key employees and executives the opportunity – provided they have made their own investment in Skanska Class B shares during a given financial year (saving shares) – to receive Skanska Class B shares from Skanska free of charge. For each four Skanska Class B shares purchased, the employees and key employees will be entitled, after a three-year lock-up period, to receive one Skanska Class B share free of charge (matching share). No matching shares are allotted to executives. In addition, after the lock-up period, employees, key employees and executives will be able to receive additional Skanska Class B shares free of charge conditional upon the fulfillment of certain performance conditions during the acquisition period (performance shares).

The acquisition period covers the years 2023–2025 and the lock-up period runs for three years from the month in which the saving share is acquired. For each four saving shares purchased, employees may, in addition to one matching share, receive a maximum of three performance shares. For each four saving shares, key employees may, in addition to one matching share, receive a maximum of seven performance shares. For each four saving shares, executives (split into three subcategories) may receive a maximum of 16, 20 or 24 performance shares. The maximum number of saving shares that each employee participating in the program may acquire, through monthly saving, depends on the employee's salary and whether the employee is participating in the program as an employee, a key employee or an executive.

To qualify to receive matching- and/or performance shares, a participant must normally be employed within the Group throughout the lock-up period and must have retained their saving shares during this lock-up period.

The program has two cost limits. The first limit depends on the extent to which the financial target at Group level is met, which limits Skanska's total cost per year to SEK 230–850 M. The first cost limit is adjusted in accordance with the consumer price index, with december 2021 as the base, for Seop 6. The second cost limit is that Skanska's total cost per year may not exceed 15 percent of EBIT at the Group level. The actual cost limit will be the lower of these two cost limits. In addition to the cost limits, the number of shares that may be transferred to participants as part of the three-year program is also limited to 12,000,000 shares.

The table below shows the preliminary Seop 6 target fulfillment in 2024 for each business stream. The outcome is finally established by the Board after reviewing the operational performance in the first quarter of 2025.

In the Skanska Group, a total of around 39 percent (39) of permanent employees participated in Seop 6 in 2024.

The total cost, excluding social insurance contributions, related to Seop 6 for investments in 2023–2024 is preliminarily estimated to amount to SEK 441 M, of which SEK 47 M has been expensed in 2023 while the cost for 2024 amounts to SEK 117 M. The remaining cost for Seop 6 up to and including 2028 is estimated to SEK 277 M.

The average dilution effect through 2024 of Seop 6 for the 2024 program is estimated at 875,925 shares or 0.21 percent of the average number of outstanding Skanska shares. Maximum dilution for the 2024 program is estimated to be 2,386,183 shares or 0.58 percent.

The number of issued shares will not change; instead the matching and performance shares will be distributed from repurchased shares. The repurchases will be evenly distributed over time. There will therefore be essentially no dilution effect.

Previous long-term share programs

Share saving program – Skanska employee ownership program, Seop 5 (2020–2022)

Shares for the previous long-term share saving program, which ran from 2020 to 2022 (Seop 5), were distributed in 2024. These were shares that were related to the 2021 financial year, which, after a three-year lock-up period, were distributed to those who had been employed by the Group throughout the lock-up period and who had retained their saving shares during this lock-up period.

The total cost, excluding social insurance contributions, for Seop 5 is estimated to amount to SEK 1,511 M, of which SEK 1,191 M has been expensed in 2020–2023, while the cost for 2024 amounts to SEK 245 M. The remaining cost for Seop 5 up to and including 2025 is estimated to SEK 75 M.

The average dilution effect through 2024 of Seop 5 is estimated at 2,600,587 shares or 0.63 percent of the average number of outstanding Skanska shares. Maximum dilution for the program at the end of the vesting period in 2025 is estimated to be 4,808,412 shares or 1.16 percent.

Local remuneration

Salaries and other remuneration are established taking into account conditions prevailing in the rest of the construction industry and customary practices in each local market. The Skanska Group applies a remuneration model for the relevant executives and managers that consists of a fixed salary plus variable remuneration based on financial targets reached.

Performance conditions for the share saving program, Seop 6, 2024[1]

	Measures	Starting point	Outperform/ Threshold level[2]	Outcome	Percentage fulfilled[3]
Group	Earnings per share, SEK[4]	20.0	21.0	14.0	0%
	Carbon emissions (CO_2e, thousands of tonnes)[5]		156	155	100%
Contruction	Operating income, SEK bn	6.0	7.7	5.9	23%
Residential Development	Operating income, SEK bn	0.9	1.1	0.1	8%
	Return on capital employed, %[6]	6	10	2	72%
Commercial Property Development	Operating income, SEK bn	1.7	2.3	1.1	28%
	Leasing, thousands of sq m[7]	150	331	208	51%
Investment Properties	Operating income, SEK bn	0.3	0.5	0.3	0%

1 For further information, see the table "Financial targets for variable cash remuneration 2024" on page 180.
2 Carbon emissions are evaluated in relation to a threshold level instead of starting point and outperform.
3 Percentage fulfilled is based on the outcomes for the respective business units, which are weighed together. As the fulfillment per business unit cannot be less than 0 percent or more than 100 percent, outcome below the starting point and/or above the outperform for the business units may affect the comparison with the business stream's total outcome.
4 Profit for the period attributable to the parent company´s equity holders divided by the average number of outstanding shares after dilution during the year.
5 Emissions within scope 1 and scope 2 (market based).
6 Encompasses the business units Skanska Residential Development Europe and BoKlok Housing.
7 Encompasses the business units Skanska Commercial Development Nordic, Skanska Commerical Development Europe and Skanska Commercial Development USA.

Note 38. Fees and other remuneration to auditors

EY	2024	2023
Audit assignments	84	81
Audit work in addition to the audit assignment	2	2
Tax advisory services	9	3
Other services	4	1
Total	**98**	**87**

For the parent company, fees for audit assignments during the year amounted to SEK 7 M and other assignments to SEK 5 M.

Audit assignments refer to the statutory audit of the annual accounts and accounting documents as well as of the administration of the company by the Board of Directors and the CEO, and audit and other review work conducted according to agreements or contracts. This includes other tasks that are incumbent upon the company's auditors as well as advisory services or other assistance required as a result of observations made during such review work or the completion of such other tasks.

Other services refer to advisory services relating to accounting issues, advisory services concerning the divestment and acquisition of businesses, and advisory services relating to processes and internal control.

Note 39. Related party transaction disclosures

Disclosures on related parties, transactions with related parties and balances outstanding are provided according to IAS 24. For information on investments in Skanska's joint ventures and associated companies, see Note 20 B. Transactions with these related parties are reported below.

Transactions with joint ventures

	2024	2023
Sales to joint ventures	155	440
Purchases from joint ventures	126	113
Interest income from joint ventures	69	93
Dividends from joint ventures	283	772
Receivables from joint ventures	90	49

No transactions were conducted by Skanska with its associated companies during the year or the comparative year.

For information on remuneration to senior executives and board members, see Note 37 and Note 62. Other than the information provided in Note 37 and Note 62, no transactions with natural persons that are related parties took place in 2024.

Fredrik Lundberg, member of the parent company's Board of Directors, has a controlling interest in the Lundberg Group. Lundberg Group engaged Skanska for construction contracts valued at SEK 0 M (6). Sales for the year amounted to SEK 0 M (8) and the total order backlog on the closing day was SEK 0 M (0).

Skanska's pension funds own 0 (0) shares in Skanska directly. There is an insignificant percentage of indirectly owned shares via investments in various mutual funds.

Skanska has received reimbursements from the pension funds, and other services performed by Skanska were charged for. For information on Skanska's pension funds, see Note 28.

All transactions were completed on market terms.

Note 40. Investment properties

Investment properties are recognized in accordance with IAS 40 Investment Property and rental income associated with them is recognized in accordance with IFRS 16 Leases. In cases where Skanska invoices tenants for services (non-lease components), this revenue is recognized in accordance with IFRS 15. See also Note 1.

Investment properties are properties that are owned for the purpose of generating rental income and increases in value. Investment properties are recognized at fair value in accordance with IFRS 13, hierarchy level 3. The fair value is based on internal appraisals which are quality-assured through annual external appraisals. Changes in value are recognized in profit or loss.

During the year, two properties were acquired internally (reclassification) and no properties were sold.

Operating net

	2024	2023
Rental income[1]	344	176
Service income	19	10
Total revenue	**363**	**186**
Operating costs	-39	-22
Repairs and maintenance	-4	-2
Property administration	-18	-3
Property tax	-39	-21
Total expenses	**-100**	**-49**
Operating net	**264**	**137**
Surplus ratio, %	73	74
Net leasing	-7	16

1 For more information on operating leases, see Note 41 B. Skanska as lessor.

Property appraisals

Each quarter, internal appraisals are conducted for all properties based on a 10-year cash flow model. Property appraisals are carried out individually by calculating the present value of future cash flows for ten years as well as the residual value in year ten.

Assumptions regarding rent, and operating and maintenance costs are derived from current and budgeted revenue and expenses. Any changes in occupancy rates, rent, investment, and operating and maintenance costs are taken into account.

Rental income is expected to follow inflation due to indexation clauses in existing contracts. On contract expiry, an assessment is made of the current market rent. Vacancies are estimated based on the current vacancy rate, location and condition of the property.

The cash flow calculations include a long-term inflation assumption of 2 percent, see table on the right. The market's yield requirements and assumed interest rates are based on analysis of comparable transactions in the property market. Dialogs have also been conducted with advisors, authorized appraisal bodies and other relevant external sources such as banks to be able to anchor the assumptions in the market appraisals in the current market with few comparable transactions.

The property's geographical location and quality are taken into account and, accordingly, the yield requirement varies from property to property. All properties are appraised by an external authorized appraiser once each year for the purpose of assuring the quality of internal appraisals.

Fair value is an assessment of the most probable price that would be achieved through a sale in the open market. Fair value can only be determined with certainty when a property is actually sold. Some deviations for individual properties are assumed to offset each other in a property portfolio and, accordingly, an estimated reasonable uncertainty range for the property portfolio is +/-5 percent.

The internal appraisal on December 31, 2024, set the carrying amount for investment properties at SEK 8,154 M. The internal appraisal dated December 31, 2024, arrived at a value that was -0.3 percent or SEK 25 M lower than the external appraisal.

Summary of the internal appraisal on December 31, 2024 (December 31, 2023)

Calculation period	Normally 10 years (10)
Inflation assumption	Long-term inflation assumption of 2 percent (2)
Yield at the end of the calculation period	Varies between 4.25 percent (4.6) and 5.0 percent (5.0)
Assumed interest rate	Between 5.2 percent (6.6) and 7.0 percent (7.0)
Long-term vacancy rate	Individual assessment, normally around 5 percent (5)

The average yield requirement at the end of the calculation period was 4.70 percent (4.50).

Change in carrying amount for investment properties

On December 31, 2024, the carrying amount for investment properties was SEK 8.2 billion.

	2024	2023
January 1	5,141	3,758
Investments/reclassifications	2,276	1,207
Change in value[1]	737	175
Fair value, December 31	**8,154**	**5,141**

1 Of which SEK 737 M (391) pertains to the difference between the properties' fair value on the date of transfer (IAS 40) and their previous carrying amount as current-asset properties (IAS 2).

Sensitivity analysis

The table below shows the effect on value of the property portfolio, based on changes in the parameters listed below:

	Base value	Change in assumption	Change in value, SEK M
Rental value	3,877	+/-SEK 100/sq m	+207/-206
Operating costs	341	+/-SEK 25/sq m	+69/-68
Long-term vacancy rate, %	5.0	+/-1 percentage point	+104/-115
Average yield requirement, %	4.7	+/-0.5 percentage points	+980/-788

Property portfolio on the closing day

Property type	Location	Leasable area, sq m	Annual rental value, SEK M	Economic occupancy rate, %	Environmental certification, %
Offices	Malmö	47,009	170	92	100
Offices	Stockholm	42,962	188	89	100
Offices	Gothenburg	50,291	186	80	100
Total		**140,262**	**544**	**87**	**100**

Property investments/reclassifications carried out during the year

Property	Location	Internal appraisal, SEK M	Average external appraisal, SEK M	Deviation, %
Citygate	Gothenburg	2,582	2,663	-3.0
Oas	Malmö	387	386	0.3

Note 41. Leases

Leases are managed in accordance with IFRS 16 Leases. See Note 1.

When Skanska is a lessee, the lease assets are recognized as a right-of-use asset in the statement of financial position, while the future obligation to the lessor is recognized as a liability in the statement of financial position.

As a lessor Skanska has both finance and operating leases.

Skanska is a lessor of finance leases via subleases for external office space.

As an operating lessor, Skanska leases properties to tenants via its Investment Properties and Commercial Property Development business streams.

A. Skanska as a lessee

Right-of-use assets by asset class

	Dec 31, 2024	Dec 31, 2023
Property (buildings and land)	92	99
Offices	2,350	2,469
Cars	431	416
Machinery	61	52
Other	43	46
Total property, plant and equipment, right-of-use assets[1]	**2,977**	**3,082**
Right-of-use assets, ground leases	3,771	3,613
Total current-asset properties, right-of-use assets[1]	**3,771**	**3,613**

1 Short-term leases and leasing of assets of low value are not included as these are expensed immediately. The cost of short-term leases amounted to SEK 1,537 M (756) and the cost of low-value lease assets amounted to SEK 223 M (952).

For information on depreciation and amortization, see Note 12.

Impairment losses/reversals of impairment losses on right-of-use assets
Impairment losses/reversals of impairment losses in the net amount of SEK 1 M (-1) were recognized for the year.
Impairment losses/reversals of impairment losses were recognized in Poland during the year and for the comparative year.

Impairment losses/reversals of impairment losses were recognized within cost of sales and selling and administrative expenses.

Impairment losses/reversals of impairment losses

	Impairment losses		Reversals of impairment losses		Total	
	2024	2023	2024	2023	2024	2023
Property (buildings and land)						
Offices	0	-1	2	1	1	-1
Cars						
Machinery						
Other						
Total property, plant and equipment, right-of-use assets	**0**	**-1**	**2**	**1**	**1**	**-1**
Right-of-use assets, ground leases						
Total current-asset properties, right-of-use assets	**0**	**0**	**0**	**0**	**0**	**0**

Carrying amount

	Property (buildings and land)		Offices		Cars		Machinery		Other right-of-use assets, non-current		Right-of-use assets, current	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
January 1	99	99	2,469	2,735	416	316	52	70	46	37	3,613	3,676
New leases		19	325	304	223	296	22	16	36	49	1	12
Remeasurement	9	7	87	109	-1	8	24	4			10	52
Leases sold			-5	-3	-2	-1					-119	-42
Divestments				-5								
Depreciation and amortization	-18	-25	-639	-631	-222	-202	-39	-38	-42	-39		
Impairment losses				-1								
Reversals of impairment losses			2	1								
Reclassifications			-16	-3								-1
Exchange rate differences for the year	1		127	-35	17		3		3	-1	265	-83
December 31	**92**	**99**	**2,350**	**2,469**	**431**	**416**	**61**	**52**	**43**	**46**	**3,771**	**3,613**

Note 41, cont.

Lease liabilities
Lease liabilities amounted to SEK 7,130 M (7,047). For a maturity analysis of the undiscounted liabilities, see Note 6.

The interest expense amounted to SEK -277 M (-243) and is also presented in Note 14.

The cost of variable lease payments that are not included in the measurement of the lease liability amounted to SEK 0 M (0).

The total cash flow from leases, excluding short-term leases and low-value lease assets, amounted to SEK -1,260 M (-1,211), where SEK -983 M (-968) pertained to the amortization of lease liabilities and SEK -277 (-243) to interest paid.

Future undiscounted cash flows not reflected in lease liabilities amounted to SEK 559 M (965). These relate to options to extend and cancel, and to leases that have not yet started but that Skanska has committed to.

Other
Revenue from subleasing of right-of-use assets consists mainly of leasing of offices and amounts to SEK 21 M (22).

No sale and leaseback transactions were conducted in the year. In the comparative year, Skanska USA Civil sold one building together with associated land to 121 Sampson Creek Road Industrial LLC. Skanska is leasing back a smaller parcel of the land for three years. After elimination of the sale and leaseback transaction, the profit amounted to SEK 47 M. The effect on cash flow of the sale and leaseback transaction amounted to SEK 107 M.

There are no leases containing special restrictions or special terms and conditions.

B. Skanska as lessor

Finance leases
Skanska USA Civil, Skanska Central Europe and Skanska Commercial Property Development Europe have external leases that are subleased. These are recognized as a financial receivable of SEK 61 M (52).

Operating leases
Operating leases in the form of property leases are mainly entered into by the Investment Properties and Commercial Property Development business streams. For information on investment properties, see Note 40 and for current-asset properties, see Note 22.

The rental income for the year amounted to SEK 1,530 M (1,103).

The Group's variable lease income for operating leases for the year amounted to SEK 278 M (96), which is not dependent on an index or an interest rate.

The due dates of future undiscounted payments relating to operating leases break down as follows:

Income, due	2024	2023
Within one year	1,052	998
Later than one year but within five years	4,965	3,251
Later than five years	8,440	4,612
Total	**14,457**	**8,860**

Note 42. Events after the reporting period

There were no significant events after the end of the reporting period to report for the Group.

Note 43. Definitions

Return on equity, %
Profit attributable to the parent company's equity holders as a percentage of average equity attributable to the parent company's equity holders. Measures profitability on invested equity.

Return on equity, segment, %
Profit attributable to the parent company's equity holders as a percentage of average equity attributable to the parent company's equity holders:
5,803 / 57,989 = 10.0%

Measures profitability on invested equity.

Return on capital employed, consolidated, %

Operating income	6,748
+/- financial income	1,185
Adjusted profit	7,932
Average capital employed*	80,165
Return on capital employed, consolidated	9.9%

* Average capital employed

Q4 2024	84,383	x 0.5	42,192	
Q3 2024	80,206		80,206	
Q2 2024	81,104		81,104	
Q1 2024	78,481		78,481	
Q4 2023	77,360	x 0.5	38,680	
			320,662/4	**80,165**

Measures the Group's performance (profitability and capital efficiency).

Return on capital employed, business streams, markets and business/ reporting units, %
Operating income, financial income minus interest income from Skanska's internal bank and other financial items as a percentage of average capital employed. For the Residential Development and Commercial Property Development business streams, capitalized interest is removed from operating income so that the return reflects the return before borrowings.

Measures the performance (profitability and capital efficiency) of business streams, markets and business units/reporting units.

Note 43, cont.

Return on capital employed in Residential Development segment, %

Operating income, segment	53
+ capitalized interest expense	163
+/- financial income and other financial items	17
- interest income from internal bank	
Adjusted profit	233
Average capital employed*	14,743
Return on capital employed in Residential Development	1.6%

* Average capital employed

Q4 2024	13,601	x 0.5	6,801	
Q3 2024	14,132		14,132	
Q2 2024	15,387		15,387	
Q1 2024	15,450		15,450	
Q4 2023	14,406	x 0.5	7,203	
			58,972/4	**14,743**

Measures the performance (profitability and capital efficiency) in Residential Development.

Return on capital employed in Commercial Property Development segment, %

Operating income, segment	1,120
+ capitalized interest expense	153
+/- financial income and other financial items	27
- interest income from internal bank	
Adjusted profit	1,301
Average capital employed*	43,242
Return on capital employed in Commercial Property Development	3.0%

* Average capital employed

Q4 2024	44,076	x 0.5	22,038	
Q3 2024	42,478		42,478	
Q2 2024	43,493		43,493	
Q1 2024	44,581		44,581	
Q4 2023	40,760	x 0.5	20,380	
			172,969/4	**43,242**

Measures the performance (profitability and capital efficiency) in Commercial Property Development.

Return on capital employed in Investment Properties segment, %

Operating income	311
+/- financial income and other financial items	
- interest income from internal bank	
Adjusted profit	311
Average capital employed*	6,798
Return on capital employed in Investment Properties	4.6%

* Average capital employed

Q4 2024	8,364	x 0.5	4,182	
Q3 2024	7,675		7,675	
Q2 2024	7,671		7,671	
Q1 2024	5,126		5,126	
Q4 2023	5,076	x 0.5	2,538	
			27,192/4	**6,798**

Measures the performance (profitability and capital efficiency) in Investment Properties.

Return on capital employed in Project Development segment, %
Calculated as the sum of the adjusted profit in Residential Development and Commercial Property Development divided by the aggregate amount of capital employed, average, for Residential Development and Commercial Property Development.

	Adjusted profit	Capital employed, average	Return on capital employed
Residential Development	233	14,743	1.6%
Commercial Property Development	1,301	43,242	3.0%
	1,533	**57,985**	**2.6%**

Measures the performance (profitability and capital efficiency) in Project Development units.

Gross income
Revenue minus cost of sales. Measures profit generated from projects.

Gross margin, %
Gross income as a percentage of revenue. Measures profitability in projects.

Operating net
Rental income minus operating costs for investment properties (operating expenses, costs for repair and maintenance, property administration and property tax). Measures earnings from property management.

Average equity attributable to the parent company's equity holders, SEK M
Calculated on the basis of five measurement points.

Q4 2024	62,466	x 0.5	31,233	
Q3 2024	57,987		57,987	
Q2 2024	58,128		58,128	
Q1 2024	56,508		56,508	
Q4 2023	56,202	x 0.5	28,101	
			231,956/4	**57,989**

Equity attributable to the parent company´s equity holders, SEK bn, adjusted

Equity attributable to the parent company´s equity holders	62.5
Unrealized surplus value, Residential Development	3.4
Unrealized development gains, Commercial Property Development	4.4
Effect on unrealized equity in PPP portfolio	0.8
Less standard corporate tax, 10%	-0.8
Adjusted equity	**70.2**

Measures financial position adjusted for surplus values in Project Development net of taxes. The standard corporate tax represents an approximation of the average corporate income tax within the Group.

Equity per share, SEK
Equity attributable to the parent company's equity holders divided by the number of shares outstanding at year-end. Measures the share price in relation to the company's book equity per share, excluding non-controlling interests.

Economic occupancy rate, %
Contracted rental income, including supplements less any discounts for the period divided by total rental value for properties owned at the end of the period. Properties owned at the end of the period are restated as if they have been owned during the whole period, while disposed properties are excluded entirely. Measures the efficiency of leasing activity.

Net financial items
The net of interest income, financial net pension cost, interest expense, capitalized interest expense, change in fair value and other net financial items. Measures total net for financial activities.

Free working capital
Non-interest-bearing receivables minus non-interest-bearing liabilities excluding taxes. Measures the funding stemming from the negative working capital.

Note 43, cont.

Free working capital in Construction, average, SEK M
Calculated on the basis of five measurement points.

Q4 2024	-34,497	x 0.5	-17,249	
Q3 2024	-30,974		-30,974	
Q2 2024	-27,990		-27,990	
Q1 2024	-27,406		-27,406	
Q4 2023	-29,107	x 0.5	-14,553	
			-118,171/4	**-29,543**

Measures the funding stemming from the negative working capital generated in Construction.

Selling and administrative expenses, %
Selling and administrative expenses as a percentage of revenue. Measures cost efficiency in selling and administrative expenses.

Rental value
Rental income including supplements for the period plus assessed market rent including supplements for vacant premises. Indicates total potential rental income for fully leased properties.

Environmental certification, %
The proportion of the Investment Properties portfolio that is certified at a minimum level of LEED Gold or the equivalent. Measures the sustainability standard of the property portfolio.

Revenue, segment
Revenue, segment is the same as Revenue, IFRS in all business streams except for Residential Development and Commercial Property Development, where revenue is recognized when a contract is signed for the sale of homes and properties. As segment reporting of joint ventures in Residential Development applies the proportional method, this also affects Revenue, segment. Measures revenue generated in current market environment.

Cash flow per share, SEK
Cash flow before change in interest-bearing receivables and liabilities in relation to the average number of shares outstanding. Shows cash flow per share.

Market appraisal
Commercial Property Development
Note 22 provides the estimated market value of Skanska's current-asset properties. For completed commercial properties and for development properties, the market value for the majority of properties has been calculated in cooperation with independent external appraisers. The value of ongoing projects is measured internally. The calculated market value of ongoing projects refers to each property once it is completed and fully occupied.

Residential Development
In appraising properties in Residential Development, market value is calculated taking into account the value that can be obtained within the usual economic cycle and refers to properties once they are completed.

Investment Properties
Note 40 provides the estimated market value of the investment properties.

PPP portfolio
Skanska obtains an estimated value for the PPP portfolio by discounting estimated future cash flows in the form of dividends and repayments of loans and equity by a discount rate based on country, risk model and project phase for the various projects. The discount rate chosen is applied to all future cash flows starting on the appraisal date. This is based on the most recently updated financial model. This financial model describes all cash flows in the project and serves as the ultimate basis for financing, which is carried out with full project risk and without guarantees from Skanska.

An estimated value is stated solely for projects that have reached contractual and financial close. All flows are appraised: investments in the project (equity and subordinated debenture loans), interest on repayments of subordinated loans, as well as dividends to and from the project company. Today all investments except New Karolinska Solna are denominated in currencies other than Swedish kronor (SEK), and there is thus also an exchange rate risk.

Estimated values have in part been calculated in cooperation with independent external appraisers and are stated in Note 20 B.

Net divestments/investments
Total investments minus total divestments.

Net leasing
Annual rent including supplements of new leases minus annual rent including supplements for agreements that have been served a notice of termination.

Cash flow from operations
Cash flow from business operations including taxes paid and cash flow from financing activities. See also Note 35. Measures total cash flow generated from operations.

Order bookings
Contracting assignments: Upon written order confirmation or signed contract, where financing has been arranged and construction is expected to begin within 12 months. If a previously received order is canceled in a subsequent quarter, the cancellation is recognized as a negative item when reporting order bookings for the quarter when the cancellation occurs. Reported order bookings also include orders from Residential Development and Commercial Property Development, which assumes that a building permit has been obtained and construction is expected to begin within three months.

Services: For fixed-price assignments, upon signing of contract. For cost-plus assignments, order bookings coincide with revenue. For service agreements, a maximum of 24 months of future revenue is included.

No order bookings are reported in Residential Development, Commercial Property Development or Investment Properties.

Book-to-build, rolling 12-month basis, %
Order bookings divided by revenue in Construction, rolling 12-month basis. Measures to which extent new orders are replacing work put in place.

Unrealized gains, Commercial Property Development
Market value minus investment value upon completion for ongoing projects, completed projects, and undeveloped land and development properties. Excludes projects sold according to segment reporting. Measures potential realization of future gains in Commercial Property Development.

Order backlog
Contracting assignments: The difference between order bookings for the period and accrued revenue (accrued project expenses plus accrued project income adjusted for loss provisions) plus order backlog at the beginning of the period.

Services: The difference between order bookings and accrued revenue plus order backlog at the beginning of the period.

The order backlog in the accounts of acquired subsidiaries on the date of acquisition is not reported as order bookings, but is included in order backlog amounts.

Income after financial items
Operating income minus net financial items. Measures profit generated before taxes.

Earnings per share, segment, SEK
Profit for the period, segment, attributable to the parent company's equity holders divided by the average number of shares outstanding. Measures earnings per share, segment.

Earnings per share, SEK
Profit for the period attributable to the parent company's equity holders divided by the average number of shares outstanding. Measures earnings per share.

Earnings per share after dilution, SEK
Profit for the period attributable to the parent company's equity holders divided by the average number of shares outstanding after dilution. Measures earnings per share after dilution.

Interest-bearing net receivables/net liabilities
Interest-bearing assets minus interest-bearing liabilities. Measures financial position.

Note 43, cont.

Interest-bearing net receivables/net liabilities, adjusted
Interest-bearing net receivables/liabilities excluding cash and cash equivalents with restrictions, lease liabilities and interest-bearing net pension liabilities. Measures financial position and investment capacity. The latter is derived from a comparison of adjusted net interest-bearing receivables/liabilities with the limits set by the Board of Directors.

Interest cover
Operating income plus depreciation, amortization, impairment losses and interest income divided by the interest expense.

Operating income	6,748
+ depreciation and amortization	2,712
+ impairment losses	541
+ interest income	1,131
Total	**11,132**
+ interest expense	758
+ interest expense for lease liabilities	277
Total	**1,035**

Interest cover 11,132/1,035 = 10.8

Measured to show the capacity to pay interest on our debt outstanding.

Operating income
Revenue minus cost of sales, selling and administrative expenses, change in value of investment properties, and income from joint ventures and associated companies. Measures profit generated from operations.

Operating income, segment
Revenue minus cost of sales, selling and administrative expenses, change in value of investment properties, and income from joint ventures and associated companies, according to segment reporting, and where Residential Development applies the proportional method for reporting of joint ventures. Measures profit generated from operations in current market environment.

Operating income, rolling 12-month basis
Revenue minus cost of sales, selling and administrative expenses, change in value of investment properties, and income from joint ventures and associated companies, rolling 12 month period. Measures profit generated from operations.

Operating margin, %
Operating income as a percentage of revenue. Measures profitability in operations.

Debt/equity ratio
Interest-bearing net liabilities divided by equity including non-controlling interests. Measures leverage of financial position.

Equity/assets ratio, %
Equity including non-controlling interests as a percentage of total assets. Measures financial position.

Capital employed, average
Calculated on the basis of five measurement points – see Return on capital employed.

Capital employed, consolidated
Total assets minus non-interest-bearing liabilities. 171,207 - 86,824 = 84,383

Capital employed, markets, business streams and business/reporting units
Total assets less tax assets, deposits in Skanska's internal bank and pension receivables, minus non-interest-bearing liabilities excluding tax liabilities. Capitalized interest expense is also deducted from total assets for the Residential Development and Commercial Property Development business streams.

Capital employed Construction, SEK M

Total assets	116,820
- tax assets	-1,459
- deposits in internal bank	-47,083
- pension receivable	-3,667
- non-interest-bearing liabilities (excluding tax liabilities)	-73,339
	-8,727

Capital employed Residential Development, SEK M

Total assets	20,117
- tax assets	- 587
- deposits in internal bank	- 141
- pension receivable	- 50
- non-interest-bearing liabilities (excluding tax liabilities)	-5,534
- capitalized interest expense	- 203
	13,601

Capital employed Commercial Property Development, SEK M

Total assets	50,689
- tax assets	-1,852
- deposits in internal bank	- 620
- pension receivable	
- non-interest-bearing liabilities (excluding tax liabilities)	-3,277
- capitalized interest expense	- 864
	44,076

Capital employed Investment Properties, SEK M

Total assets	8,560
- tax assets	- 42
- deposits in internal bank	
- pension receivable	
- non-interest-bearing liabilities (excluding tax liabilities)	-154
	8,364

Comprehensive income
Change in equity not attributable to transactions with owners.

Leasable area, sq m
Leasable area including garage.

Surplus ratio, %
Operating net for Investment Properties stream as a percentage of rental income. Measures the efficiency of property management.

Other comprehensive income
Comprehensive income minus profit according to the income statement. The item includes translation differences, hedging of exchange rate risk in foreign operations, remeasurements of defined-benefit pension plans, effects of cash flow hedges and tax attributable to other comprehensive income.

Parent company's notes including accounting and valuation principles

The parent company has prepared its annual accounts in compliance with the Annual Accounts Act and the Swedish Financial Reporting Board's Recommendation RFR 2, Accounting for Legal Entities. Accordingly, the parent company applies IFRS/IAS as far as this is possible within the framework of the Annual Accounts Act. See Note 1 Parent company accounting and valuation principles.

Note 44. Financial instruments, parent company

Financial instruments are presented in accordance with IFRS 7 Financial Instruments: Disclosures. This note contains figures for the parent company's financial instruments. See also the note to the consolidated financial statements: Note 6 and financial risk management.

Financial instruments in the balance sheet

	Dec 31, 2024	Dec 31, 2023
Assets		
Non-current receivables in Group companies	23,356	18,526
Current receivables in Group companies	189	176
Total financial instruments, assets	**23,545**	**18,702**
Liabilities		
Non-current liabilities to Group companies	3	64
Trade payables and current liabilities to Group companies	498	407
Total financial instruments, liabilities	**501**	**471**

The fair value of the parent company's financial instruments does not deviate significantly in any case from the carrying amount. All assets belong to the category measured at amortized cost. No assets have been measured at fair value through profit or loss. All financial liabilities belong to the category measured at amortized cost.

Reconciliation with the balance sheet

	Dec 31, 2024	Dec 31, 2023
Assets		
Financial instruments	23,545	18,702
Other assets		
Property, plant and equipment and intangible assets	29	29
Holdings in Group companies, joint ventures and other securities	12,973	12,500
Other non-current receivables	99	101
Tax assets	68	62
Other current receivables and accrued receivables	196	315
Total assets	**36,910**	**31,709**
Equity and liabilities		
Financial instruments	501	471
Other liabilities		
Equity	36,108	30,993
Provisions	204	154
Other current liabilities and accrued liabilities	97	91
Total equity and liabilities	**36,910**	**31,709**

Impact of financial instruments on the parent company income statement

Financial income and expense recognized in financial items

	2024	2023
Interest income on receivables	936	565
Interest expense on financial liabilities measured at amortized cost	-61	-35
Total	**875**	**530**

The parent company has no income or expense from financial instruments that is recognized directly in equity.

Risks attributable to financial instruments
The parent company holds financial instruments almost exclusively in the form of intra-Group receivables and liabilities. All external management of lending, borrowing, interest and currencies is handled by the Group's treasury unit (internal bank), the subsidiary Skanska Financial Services AB. See also Note 6 to the consolidated financial statements.

Note 45. Revenue, parent company

The parent company's net sales consist mainly of amounts billed to Group companies.

The amount includes SEK 1,365 M (1,213) in sales to subsidiaries. For other transactions with related parties, see Note 62.

Note 46. Financial items, parent company

2024	Income from holdings in Group companies	Interest income and similar items	Interest expense and similar items	Total
Dividend	6,150			6,150
Interest income		936		936
Interest expense			-61	-61
Total	**6,150**	**936**	**-61**	**7,025**

2023	Income from holdings in Group companies	Interest income and similar items	Interest expense and similar items	Total
Dividend	10,250			10,250
Interest income		565		565
Interest expense			-35	-35
Total	**10,250**	**565**	**-35**	**10,780**

Income from holdings in Group companies
The amount for dividends consists of dividends as decided by the AGM, amounting to SEK 6,150 M (10,250), less SEK 0 M (0) in Group contributions distributed.

Net interest
Of interest income, SEK 935 M (564) relates to Group companies. Of interest expense, SEK -61 M (-35) relates to Group companies.

Note 47. Income taxes, parent company

	2024	2023
Current taxes	-8	-2
Tax due to changed taxation	4	
Deferred tax expense/income from change in temporary differences	6	-1
Total	**2**	**-3**

The Swedish tax rate of 20.6 percent in relation to taxes recognized is explained in the table below.

	2024	2023
Income after financial items	7,216	10,922
Tax at tax rate of 20.6 percent (20.6)	-1,486	-2,250
Tax effect of:		
Dividends from subsidiaries	1,267	2,112
Non-deductible expenses	4	-1
Group contributions paid/tax effect of net interest received	217	136
Recognized tax expense/income	**2**	**-3**

Non-deductible expenses refer to personnel-related costs and costs for discontinued operations.

Deferred tax assets

	Dec 31, 2024	Dec 31, 2023
Deferred tax assets for employee-related provisions	61	55
Total	**61**	**55**

Change in deferred taxes in balance sheet

	2024	2023
Deferred tax assets, January 1	55	56
Deferred tax expense/income	6	-1
Deferred tax assets, December 31	**61**	**55**

The parent company expects to be able to utilize deferred tax assets to offset Group contributions from Swedish operating subsidiaries.

Note 48. Intangible assets, parent company

Non-current intangible assets are recognized in accordance with IAS 38 Intangible Assets. See Note 1. Amortization of intangible assets for the year according to plan amounted to SEK -2 M (-3) and is included in selling and administrative expenses. In determining the amortization amount, the parent company has paid particular attention to estimated residual value at the end of useful life.

	Intangible assets	
	2024	**2023**
Accumulated cost		
January 1	30	22
Purchases	1	8
	31	**30**
Accumulated amortization according to plan		
January 1	-24	-21
Amortization for the year	-2	-3
	-26	**-24**
Accumulated impairment losses		
January 1	0	0
	0	**0**
Carrying amount, December 31	**5**	**6**
Carrying amount, January 1	6	1

Note 49. Property, plant and equipment, parent company

Property, plant and equipment are reported in accordance with IAS 16 Property, Plant and Equipment. See Note 1. Machinery and equipment owned by the parent company are recognized as property, plant and equipment.

Depreciation on property, plant and equipment for the year according to plan amounted to SEK -10 M (-7).

	Plant and equipment	
	2024	**2023**
Accumulated cost		
January 1	37	7
Purchases	11	30
	48	**37**
Accumulated depreciation according to plan		
January 1	-14	-7
Depreciation for the year	-10	-7
	-24	**-14**
Carrying amount, December 31	**24**	**23**
Carrying amount, January 1	23	0

Note 50. Non-current financial assets, parent company

Holdings and receivables are reported as non-current financial assets. Holdings are allocated between holdings in Group companies and joint arrangements. See Note 51 and Note 52. Receivables are allocated between receivables from Group companies, deferred tax assets and other non-current receivables. Tax assets are described in Note 47. All receivables except deferred tax assets are interest-bearing.

Holdings	Holdings in Group companies		Holdings in joint arrangements		Other non-current holdings of securities	
	2024	**2023**	**2024**	**2023**	**2024**	**2023**
Accumulated cost						
January 1	12,497	12,045	3	3	0	0
Share-based payments to employees of subsidiaries[1]	83	197				
Group contributions paid	390	255				
Share of income			0	0		
	12,971	**12,497**	**3**	**3**	**0**	**0**
Accumulated impairment losses						
January 1	0	0	0	0	0	0
	0	**0**	**0**	**0**	**0**	**0**
Carrying amount, December 31	**12,971**	**12,497**	**3**	**3**	**0**	**0**
Carrying amount, January 1	12,497	12,045	3	3	0	0

1 Equivalent to the portion of the Group's cost for Seop 5 and Seop 6 for employees of subsidiaries and recognized in the parent company accounts as an increase in the carrying amount of holdings in Group companies and an increase in equity. If a decision is made later requiring a subsidiary to compensate the parent company for the value of the shares issued, receivables are transferred to the Group company. The amount for 2024 was thus reduced by SEK 268 M (252).

Receivables	Receivables in Group companies		Other non-current receivables and deferred tax assets	
	2024	**2023**	**2024**	**2023**
Accumulated cost				
January 1	18,526	11,422	156	157
Receivables added/settled	4,830	7,104	4	-1
	23,356	**18,526**	**160**	**156**
Carrying amount, December 31	**23,356**	**18,526**	**160**	**156**
Carrying amount, January 1	18,526	11,422	156	157

Note 51. Holdings in Group companies, parent company

The following list comprises the parent company's directly owned participations and significant indirectly owned participations in Group companies. The subsidiary Skanska Kraft AB is a holding company that owns the Group's participations in Skanska Group operating companies. Skanska Financial Services AB is the Group's treasury unit (internal bank).

Directly owned holdings in Group companies

Company	Corp. ID No.	Registered office	Percentage of capital and votes	Carrying amount Dec 31, 2024	Carrying amount Dec 31, 2023
Group companies					
Skanska Financial Services AB	556106-3834	Stockholm	100	69	70
Skanska Kraft AB	556118-0943	Stockholm	100	12,902	12,427
Total				**12,971**	**12,497**

Participations owned by Group companies

Company	Corp. ID No.	Registered office	Percentage of capital and votes
Group companies			
Skanska USA Building Inc.	22-3752540	USA	100
Skanska Sverige AB	556033-9086	Stockholm	100
Fastighets AB Remulus Holding	556632-7523	Stockholm	100
Skanska USA Civil Inc.	46-0466061	USA	100
Skanska Construction Holdings UK Ltd	4101344	UK	100
Skanska Norge AS	943049467	Norway	100
Skanska a.s.	26271303	Czechia	100
Skanska S.A.	7780001070	Poland	100
Skanska Oy	0102282-6	Finland	100
Skanska Kommersiell Utveckling Norden AB	556825-9344	Stockholm	100
Skanska Förvaltningsfastigheter AB	559342-4533	Stockholm	100
Skanska Central Europe Holding AB	556578-3338	Malmö	100
Skanska USA Commercial Development Inc.	26-1833854	USA	100
Skanska Residential a.s.	2445344	Czechia	100
BoKlok Housing AB	556673-3829	Stockholm	100
Skanska Commercial Development Inc.	556086-6914	Stockholm	100

The Group has a total of 763 subsidiaries. The above subsidiaries are the main source of the Group's revenue and assets.

Note 52. Holdings in joint arrangements, parent company

Holdings in joint arrangements are reported in accordance with IFRS 11 Joint Arrangements. See Note 1.

Company	Corp. ID No.	Registered office	Percentage of capital and votes	Carrying amount Dec 31, 2024	Carrying amount Dec 31, 2023
Swedish joint arrangements					
Sundlink Contractors HB	969620-7134	Malmö	37	3	3
Total				**3**	**3**

The company has no operations other than fulfilling warranty obligations.

Note 53. Prepaid expenses and accrued income, parent company

The parent company has prepaid expenses and accrued income of SEK 73 M (184). This amount consists of SEK 1 M (2) in prepaid insurance premiums and SEK 72 M (182) in other accrued receivables.

Note 54. Equity, parent company

Restricted and unrestricted equity
According to Swedish law, equity must be allocated between restricted and unrestricted equity. Share capital and the statutory reserve constitute restricted equity.

Unrestricted equity consists of retained earnings and profit for the year.

Parent company equity comprised SEK 1,260 M (1,260) in share capital, SEK 598 M (598) in the statutory reserve, SEK 27,032 M (18,216) in retained earnings and SEK 7,218 M (10,919) in profit for the year.

The Board proposes a dividend for 2024 of SEK 8.00 (5.50) per share.

The proposal is equivalent to a dividend distribution totaling SEK 3,292 M (2,257).

No dividend is distributed for the parent company's holding of Class B treasury shares. The Board proposes Wednesday, April 9, 2025, as the record date for receiving the dividend. If the 2025 Annual General Meeting resolves in accordance with the Board's proposal, the dividend is expected to be distributed by Euroclear on Monday April 14, 2025. The total dividend may change by the record date, depending on acquisitions of Class B treasury shares and the transfer of Class B shares to participants in Skanska's long-term share saving programs.

Number of shares	2024	2023
Average number of shares outstanding		
– after share repurchase transactions and conversion	410,828,510	410,758,367
– after share repurchase transactions, conversion and dilution	414,305,022	414,137,628
Total number of shares	**419,903,072**	**419,903,072**

The number of shares amounted to 419,903,072 (419,903,072), divided into 19,552,301 (19,619,942) Class A shares and 400,350,771 (400,283,130) Class B shares.

During the year 67,641 (34,374) Class A shares were converted into the same number of Class B shares. A total of 1,036,543 (3,060,000) Class B shares were repurchased. After distribution of 2,368,695 (2,118,371) shares, there were 8,381,408 (9,713,560) Class B treasury shares remaining.

The quota value per share is SEK 3.00 (3.00). All shares are fully paid up.

Each Class A share carries ten votes and each Class B share carries one vote.

Class B shares are listed on Nasdaq Stockholm.

According to the Articles of Association, Skanska's share capital may not fall below SEK 1,200 M nor exceed SEK 4,800 M.

Note 55. Provisions, parent company

Provisions for pensions and similar obligations are reported according to RFR 2. Other provisions are reported according to IAS 37 Provisions, Contingent Liabilities and Contingent Assets. See Note 1.

	Provisions for pensions and similar obligations		Other provisions	
	2024	**2023**	**2024**	**2023**
January 1	128	134	26	79
Provisions for the year/ remeasurements	13	10	68	15
Provisions utilized	-17	-16	-14	-68
December 31	**124**	**128**	**80**	**26**

Other provisions consist of employee-related provisions.

The normal cycle time for Other provisions is one to three years.

Employee-related provisions include such items as social insurance contributions for share saving programs, bonus programs and other obligations to employees.

Note 56. Provisions for pensions and similar obligations, parent company

Pension liabilities according to the balance sheet

	Dec 31, 2024	Dec 31, 2023
Interest-bearing pension liabilities[1]	105	107
Other pension obligations	19	21
Total	**124**	**128**

1 Liabilities in compliance with the Pension Obligations Vesting Act.

	Dec 31, 2024	Dec 31, 2023
The company's total pension obligations	832	837
Less pension obligations secured through pension funds	-708	-709
Provisions for pensions and similar obligations[1]	**124**	**128**

1 Of which SEK 6 M (7) is secured through credit insurance. Other pension obligations are largely secured through pledged endowment policies.

Of the company's total pension obligations SEK 675 M (666) is for ITP plans.

No transfers to pensions funds are expected to be made in 2025.

Reconciliation, provisions for pensions

	2024	2023
January 1	107	109
Pension expenses	18	16
Benefits paid	-20	-18
Provisions for pensions according to the balance sheet	**105**	**107**

Note 57. Liabilities, parent company

Liabilities are allocated between non-current and current liabilities in accordance with IAS 1 Presentation of Financial Statements. See Note 1.

Accrued expenses and prepaid income
The parent company has accrued expenses and prepaid income of SEK 97 M (85). This relates to accrued vacation pay of SEK 37 M (29), accrued special payroll tax on pensions of SEK 32 M (30), accrued social insurance contributions of SEK 19 M (14) and other accrued expenses of SEK 9 M (12).

Note 58. Expected recovery periods for assets and liabilities, parent company

	Dec 31, 2024				Dec 31, 2023			
Amounts expected to be recovered	**Within 12 months**	**After 12 months**	**After 5 years**	**Total**	**Within 12 months**	**After 12 months**	**After 5 years**	**Total**
Non-current intangible assets[1]	**2**	**3**		**5**	**3**	**3**		**6**
Property, plant and equipment[1]	**10**	**14**		**24**	**7**	**16**		**23**
Non-current financial assets								
Holdings in Group companies and joint arrangements[2]		12,973		12,973		12,500		12,500
Receivables in Group companies[3]		23,356		23,356		18,526		18,526
Other non-current receivables		99		99		101		101
Deferred tax assets		61		61		55		55
		36,490		**36,490**		**31,182**		**31,182**
Current receivables								
Current receivables in Group companies	189			189	176			176
Tax assets	7			7	7			7
Other current receivables	123			123	131			131
Prepaid expenses and accrued income	73			73	184			184
	391			**391**	**498**			**498**
TOTAL ASSETS	**403**	**36,507**		**36,910**	**508**	**31,201**		**31,709**

1 In the case of amounts expected to be recovered within 12 months, the expected depreciation/amortization has been recognized.
2 No portion of the amount is expected to be recovered within 12 months.
3 No portion of the amount is expected to be recovered within 12 months since the lending is considered to be non-current.

	Dec 31, 2024				Dec 31, 2023			
Amounts expected to be paid	**Within 12 months**	**After 12 months**	**After 5 years**	**Total**	**Within 12 months**	**After 12 months**	**After 5 years**	**Total**
Provisions								
Provisions for pensions and similar obligations	17	107		124	16	112		128
Other provisions	56	24		80	14	12		26
	73	**131**		**204**	**30**	**124**		**154**
Liabilities								
Non-current liabilities								
Liabilities to Group companies[1]			3	3			64	64
			3	**3**			**64**	**64**
Current liabilities								
Trade payables	35			35	63			63
Liabilities to Group companies	463			463	344			344
Other liabilities	0			0	6			6
Accrued expenses and prepaid income	97			97	85			85
	595			**595**	**498**			**498**
Total liabilities and provisions	**668**	**131**	**3**	**802**	**528**	**124**	**64**	**716**
Total equity				**36,108**				**30,993**
TOTAL EQUITY AND LIABILITIES				**36,910**				**31,709**

1 Intra-Group non-current interest-bearing liabilities are treated as having a maturity of more than five years from the closing day.

Note 59. Assets pledged and contingent liabilities, parent company

Assets pledged
Assets pledged by the parent company totaled SEK 99 M (100), which relates to assets in the form of non-current receivables.

These assets were pledged as collateral for some of the parent company's pension obligations.

Contingent liabilities
Contingent liabilities are reported in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets. Note 1, section IAS 37, describes the accounting principles.

	Dec 31, 2024	Dec 31, 2023
Contingent liabilities on behalf of Group companies	177,321	132,997
Other contingent liabilities	7,150	15,754
Total	**184,471**	**148,751**

Of the parent company's contingent liabilities on behalf of Group companies, almost SEK 160.4 billion (116.8) relates to obligations for operations in Construction, mainly guarantees provided when Group companies were awarded contracts. The remaining contingent liabilities for Group companies relate to guarantees for borrowing by Group companies from credit institutions, guarantee undertakings in connection with divestment of properties by Group companies, guaranteeing Group company undertakings to contribute capital to their joint ventures and guarantees for Group company pension obligations.

Of other contingent liabilities, SEK 3.9 billion (9.1) relates to liability for external entities' portion of ongoing contracting work. Of the remaining SEK 3.2 billion (6.7), SEK 0.4 billion (0.4) is attributable to guarantees provided for financing of joint arrangements in which Group companies are co-owners and SEK 2.8 billion (6.3) is for guarantees in connection with financing of residential projects in Sweden.

The amounts in the table include SEK 1 M (1) in parent company contingent liabilities relating to joint and several liability for trading company undertakings. The company's contingent liabilities relate to guarantees originating from surety provided or responsibilities as a shareholder in companies.

Note 60. Cash flow statement, parent company

Adjustments for items not included in cash flow

	2024	2023
Depreciation and amortization	12	10
Cost of Skanska Employee Ownership Program (Seop)	11	21
Total	**23**	**31**

Taxes paid
Total tax received in the parent company during the year amounted to SEK -4 M (1).

The change in interest-bearing liabilities belonging to financing activities is presented in the following table.

	2024	2023
January 1	64	276
Items affecting cash flow from financing activities	-61	-212
December 31	**3**	**64**

Note 61. Wages and salaries, parent company

Wages, salaries, other remuneration and social insurance contributions

	2024		2023	
SEK M	Salaries and remuneration	Pension expense	Salaries and remuneration	Pension expense
Board of Directors, President and CEO, and other senior executives[1]	105.0	13.3	66.9	19.0
Other employees	111.2	94.7	104.0	87.8
Less indemnification from pension fund		-89.8		-90.9
Total	**216.2**	**18.2**	**170.9**	**15.9**
Social insurance contributions including pension expenses	100.0		70.0	
Total	**316.2**		**240.9**	
1 Of which variable remuneration	16.9		0.0	

For disclosures of individual remuneration to each board member and the President and CEO, see Note 37. For board members appointed by the trade unions, no disclosures are made concerning salaries and remuneration or pensions since they do not receive these in their capacity as board members. For board members who were employees of the company prior to the beginning of the financial year, disclosures are made concerning pension obligations in their former role as employees.

In 2024, bonuses paid to the President and CEO, and other senior executives amounted to SEK 0.0 M (25.2).

In 2024, an allotment of shares was completed under the employee ownership program, Seop 5. The value of shares allotted amounted to SEK 30.8 M (21.8), of which SEK 20.5 M (16.0) was for board members, the President and CEO, and other senior executives.

In 2024, Skanska's Swedish pension funds reimbursed Skanska AB in the amount of SEK 89.8 M (90.9).

The company's pension obligations outstanding to the President and CEO including former Presidents and CEOs amounted to SEK 140.4 M (135.1). The company's pension obligations outstanding to other members of the Group Leadership Team (Executive Vice Presidents) and to other former members of the Group Leadership Team amount to SEK 87.0 M (86.1).

The cost for the year for defined-contribution pension plans was SEK 32.3 M (35.4) excluding indemnification.

Note 61, cont.

Average number of employees
Personnel is calculated as the average number of employees. See Note 1.

	2024	of which men	of which women	2023	of which men	of which women
Sweden	158[1]	81	77	112	61	51

1 As per January 1, 2024, the IT application team was transferred from Skanska Sweden AB, corresponding to 15 employees, to Skanska AB.
As per June 30, 2024, all employees were transferred from Skanska Financial Services, corresponding to approximately 30 employees, to Skanska AB.

Men and women on the Board of Directors and Group Leadership Team on the closing day

	Dec 31, 2024	of which men, %	of which women, %	Dec 31, 2023	of which men, %	of which women, %
Board members elected by the Annual General Meeting	9	67	33	8	62	38
Board members appointed by the trade unions	3	67	33	3	67	33
President and CEO, and other senior executives	8	62	38	8	62	38

Note 62. Related party transaction disclosures, parent company

Disclosures on related parties, transactions with related parties and balances outstanding are provided in accordance with IAS 24 Related Party Disclosures.

For information on remuneration to senior executives and board members, see Note 37 and Note 61. Other than the information provided in Note 37 and Note 61, no transactions with natural persons that are related parties took place in 2024.

The parent company is a related party to its subsidiaries. See Note 20A. Intra-Group transactions are presented below:

	2024	2023
Sales to Group companies	1,365	1,213
Purchases from Group companies	-311	-426
Interest income from Group companies	935	564
Interest expense for Group companies	-61	-35
Dividends from Group companies	6,150	10,250
Non-current receivables in Group companies	23,356	18,526
Current receivables in Group companies	189	176
Non-current liabilities to Group companies	3	64
Current liabilities to Group companies	463	344
Contingent liabilities on behalf of Group companies	177,321	132,997

All transactions were completed on market terms.

Note 63. Disclosures in accordance with the Annual Accounts Act, Chapter 2, Section 2 a, parent company

Due to the requirements in the Swedish Annual Accounts Act, Chapter 6, Section 2 a concerning disclosures on certain circumstances that may affect the possibility of a takeover of the company through a public takeover bid for the shares in the company, the following disclosures are provided.

1 The total number of shares in the company on December 31, 2024, was 419,903,072, divided into 19,552,301 Class A shares with 10 votes each and 400,350,771 Class B shares with one vote each.
2. There are no restrictions on the transferability of shares based on provisions in the law or the Articles of Association.
3. Of the company's shareholders, only AB Industrivärden and the Lundberg Group directly or indirectly have a shareholding that represents at least one tenth of the voting power of all shares in the company. As of December 31, 2024, AB Industrivärden's holding amounted to 24.7 percent of total voting power in the company and the Lundberg Group's holding to 13.3 percent of total voting power in the company.
4. Skanska's pension fund does not own any shares in Skanska directly. There is however an insignificant percentage of indirectly owned shares via investments in various mutual funds.
5. The Class A shares entitle the holders to ten votes per share and the Class B shares to one vote per share. There are otherwise no restrictions in the Articles of Association on the number of votes each shareholder may cast at a general meeting of shareholders.
6. The company is not aware of any agreements between shareholders that may result in restrictions on the right to transfer shares.
7. The Articles of Association state that the appointment of board members is to take place at the company's Annual General Meeting. The Articles of Association contain no stipulations on dismissal of board members or on amendments to the Articles of Association.
8. The Annual General Meeting 2024 resolved in accordance with the proposal by the Board of Directors (the Board) to authorize the Board to resolve on acquisitions of Class B treasury shares on the following conditions:
   A. Acquisitions of Class B shares may only be effected on Nasdaq Stockholm.
   B. The authorizations may be exercised on one or several occasions, however at the latest before the Annual General Meeting 2025.
   C. A maximum of 2,400,000 Class B treasury shares may be acquired to secure delivery of Class B shares to participants in the Skanska share saving program for the financial years 2023, 2024 and 2025 resolved by the Annual General Meeting 2022 (Seop 6).
   D. A maximum of such amount of Class B treasury shares may be acquired that the parent company's holding of own shares after each acquisition amounts to a maximum of one-tenth of the total number of shares in Skanska to give the Board increased freedom of action to be able to adapt the company's capital structure and thereby contribute to increased shareholder value.
   E. Acquisitions of Class B shares on Nasdaq Stockholm may only be made at a price within the applicable range of prices (spread) on Nasdaq Stockholm at any given time, meaning the interval between the highest purchase price and lowest selling price.
9. The company or its Group companies are not party to any material agreement that will go into effect, be amended or cease to apply if control over the company or Group companies changes as a consequence of a public takeover bid.
10. There are agreements between the company or its Group companies and employees that prescribe remuneration if employment is terminated without reasonable grounds. Such remuneration may not exceed 18 months' fixed salary after the end of the notice period or, in the case of the President and CEO, a maximum of 12 months' severance pay and a maximum of 12 months' fixed salary after the end of the notice period.
11. There are no agreements prescribing termination of employment as a consequence of a public takeover bid for the shares in the company.

Note 64. Supplementary information, parent company

Skanska AB (publ), Swedish corporate identity number 556000-4615, is the parent company of the Group.

The company has its registered office in Stockholm, Stockholm County, Sweden, and is a limited company in compliance with Swedish legislation.

The company's headquarters are located in Stockholm, Stockholm County, Sweden.

Address:
Skanska AB
Warfvinges väg 25
SE-112 74 STOCKHOLM, Sweden
Tel: +46 (0)10 448 00 00
group.skanska.com

For questions concerning financial information, please contact Skanska AB, Investor Relations,
SE-112 74 STOCKHOLM, Sweden
Tel: +46 (0)10 448 00 00
email: investor.relations@skanska.se

Note 65. Events after the reporting period, parent company

There are no significant events after the end of the reporting period to report for the parent company.

Note 66. Allocation of earnings

The Board of Directors and the President and CEO propose that the profit for 2024, SEK 7,217,517,434, plus the retained earnings of SEK 27,032,640,039, totaling SEK 34,250,157,473, be allocated as follows:

A dividend to the shareholders of[1]	SEK 8.00 per share	3,292,173,312
To be carried forward		30,957,984,161
Total		**34,250,157,473**

1 Based on the total number of shares outstanding on December 31, 2024. The total dividend may change by the record date, depending on acquisitions of Class B treasury shares and the transfer of Class B shares to participants in Skanska's long-term share saving programs.

The Board's assurance

The consolidated annual accounts and the annual accounts, respectively, have been prepared in accordance with the international accounting standards referred to in Regulation (EC) No. 1606/2002 of the European Parliament and of the Council of July 19, 2002 on the application of IFRS and with generally accepted accounting principles, and provide a true and fair view of the position and results of the Group and the parent company. The Board of Directors' Report for the Group and the parent company provides a true and fair view of the operations, financial position and results of the Group and the parent company, and describes the principal risks and uncertainties facing the parent company and the companies included in the Group.

The Annual and Sustainability Report was signed by all of the above in Stockholm, March 5, 2025.

Hans Biörck
Chairman

Pär Boman
Board member

Åsa Söderström Winberg
Board member

Jan Gurander
Board member

Mats Hederos
Board member

Richard Hörstedt
Board member

Fredrik Lundberg
Board member

Catherine Marcus
Board member

Jayne McGivern
Board member

Henrik Sjölund
Board member

Yvonne Stenman
Board member

Ola Fält
Board member

Anders Danielsson
President and Chief Executive Officer

Our Auditor's Report was submitted on March 14, 2025

Ernst & Young AB

Rickard Andersson
Authorized Public Accountant

Auditor’s report

This is a translation from the Swedish original. To the general meeting of the shareholders of Skanska AB (Publ), corporate identity number 556000-4615

Report on the annual accounts and consolidated accounts

Opinions
We have audited the annual accounts and consolidated accounts of Skanska AB except for the corporate governance statement on pages 92–107 and the statutory sustainability report on pages 68–83 for the year 2024. The annual accounts and consolidated accounts of the company are included on pages 68–113 and 114–205 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of December 31, 2024, and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of December 31, 2024, and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance statement on pages 92–107 and the statutory sustainability report on pages 68–83. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

Basis for Opinions
We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor’s Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Key Audit Matters
Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor’s responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Revenue Recognition over time in Construction contracts
Description
The main portion of the company’s income relates to construction contracts. For 2024 the revenues from construction contracts amount to SEK 268,554 M. Usually a performance obligation for a construction contract is satisfied over time, which means that revenue should be recognized over time by measuring the progress towards complete satisfaction of that performance obligation. Revenue is recognized on the basis of the company’s efforts to the satisfaction of a performance obligation relative to the total expected efforts. This requires the entity to be able to measure its progress towards complete satisfaction of the performance obligation and determine the transaction price. This in turn requires that the Group has effective, coordinated systems for cost estimation, forecasting and revenue/expense reporting. Also, a consistent process is required to assess the final outcome of the project, including analysis of differences compared with earlier assessment dates. This critical judgment is performed at least once per quarter.

How our audit addressed this key audit matter
Our audit procedures include, among others, analytical procedures of revenue and margins of material projects and data analytics of transactions. We have audited samples of revenue and costs in selected projects, which are of material size or represents a significant risk to the company. We have also had discussions with the company’s controllers and responsible project managers about assessments, assumptions and estimates related to revenue recognition, profit margin and cost allocation.

We have also audited material contracts to identify potential risks for penalties due to any delays in the projects, and we also have continuous meetings with the Company's internal legal representatives. We have audited provisions and other reserves related to projects within Construction based on underlying support and the Company's assessments.

We have continuous meetings and discussions with responsible auditors in each country to identify and cover country-specific risks.

We have assessed the historical accuracy of the company's estimates of the final outcomes of projects through discussions with Group Leadership Team and Audit Committee regarding the actual outcome.

In addition, we have evaluated whether the valuation of revenue in the Company's accounting principles is reasonable and assessed the completeness of the disclosure requirements, which are found in Note 4 "Operating Segments" and Note 9 "Contract assets and contract liabilities"

Valuation of investments in commercial property development
Description
The book value of investments in commercial property development, which constitute current asset properties, amounts to SEK 39,788 M as shown in Note 22 "Current-asset properties/Project development". As shown in Note 22 the current-asset properties are carried at cost or net realizable value, whichever is lower. The company therefore makes calculations of the net realizable value. Potential impairment in development projects under construction and completed projects could have significant impact on the company's net income. Changes in the supply of similar projects, as well as changes in demand may materially affect both estimated market values and carrying amounts for each project. These projects vary in size and the investment cycle could be either short or long.

How our audit addressed this key audit matter
Our audit procedures include assessing budgets and financial projections and reviewing other financial input used to determine the value in use models. We have also audited work performed by external appraisers. We specifically focused on the sensitivity in the difference between the net realizable value/estimated value and book values of the projects, where a reasonably possible change in assumptions could cause the carrying amount to exceed its estimated present value. We also assessed the historical accuracy of the company's estimates of the final outcomes of valuation through discussions with Group Leadership Team and the Audit Committee regarding the actual outcome.

Finally, we evaluated the adequacy of the Company's disclosures included in Note 22.

Litigation and legal matters
Description
The provision for legal disputes amounts to SEK 2,255 M. As outlined in Note 29 "Provisions" of the Annual Report, the Company is exposed to potential legal matters and disputes in the Construction business stream for contracts that have been completed. Legal matters and disputes including any provisions is a key audit matter to our audit because management judgement is required. The assessment process is complex and entails assessing future developments. In addition, some of the matters are in countries where the legal proceedings can stretch out over an extended period of time.

How our audit addressed this key audit matter
We have gained an understanding of the litigations and legal matters through discussions with the responsible persons within the Company and the Group Leadership Team. We have read the internal position papers prepared by the Company. We also obtained lawyers' letters to the extent considered necessary for our audit. For all potentially material legal matters we tested the underlying facts and circumstances considered relevant for the legal advisors to reach their conclusions and assessed the best estimate of outflows and associated provisions as determined by the Company.

Other Information than the annual accounts and consolidated accounts
This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1–67 and 206–228. The other information also includes the remuneration report and were obtained before the date of this auditor's report. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director
The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, to cease operations, or has no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the company's financial reporting process.

Auditor's responsibility
Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the company's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's and the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated accounts. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our opinions.
- Plan and perform the group audit to obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated accounts. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

We must also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or related safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the annual accounts and consolidated accounts, including the most important assessed risks for material misstatement, and are therefore the key audit matters. We describe these matters in the auditor's report unless law or regulation precludes disclosure about the matter.

Report on other legal and regulatory requirements

Report on the audit of the administration and the proposed appropriations of the company's profit or loss

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Skanska AB for the year 2024 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated (loss be dealt with) in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

The auditor's examination of the ESEF report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Skanska AB for the financial year 2024.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 *Examination of the ESEF report*. Our responsibility under this recommendation is described in more detail in the *Auditors' responsibility* section. We are independent of Skanska AB in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors and the Managing Director
The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

Auditor's responsibility
Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

The audit firm applies ISQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or other Assurance or Related Services Engagements* which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with professional ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHTML format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

The auditor's examination of the corporate governance statement
The Board of Directors is responsible for that the corporate governance statement on pages 92–107 has been prepared in accordance with the Annual Accounts Act.

Our examination of the corporate governance statement is conducted in accordance with FAR´s standard RevR 16 *The auditor´s examination of the corporate governance statement*. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2–6 of the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act.

The auditor's opinion regarding the statutory sustainability report
The Board of Directors is responsible for the statutory sustainability report on pages 68–83, and that it is prepared in accordance with the Annual Accounts Act in accordance with the old version in force before 1 July 2024.

My (Our) examination has been conducted in accordance with FAR's auditing standard RevR 12 *The auditor's opinion regarding the statutory sustainability report*. This means that our examination of the statutory sustainability report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

A statutory sustainability report has been prepared.

Ernst & Young AB, Box 7850, 103 99 Stockholm, was appointed auditor of Skanska AB by the general meeting of the shareholders on the March 27, 2024, and has been the company's auditor since the April 6, 2024.

Stockholm March 14, 2025
Ernst & Young AB

Rickard Andersson
Authorized Public Accountant

Auditor's limited assurance report on Skanska AB's greenhouse gas, health and safety, energy, and waste reporting

This is the translation of the auditor´s report in Swedish.
To Skanska AB, corp id 556000-4615

Introduction
We have been engaged by the Board of Directors of Skanska AB (publ) ("Skanska") to undertake a limited assurance engagement of the information specified below (the "Subject Matters") in Skanska´s Annual and Sustainability report 2024. The company has defined the scope of the Subject Matters on page 71–72 in this document.

The Sustainability information reviewed is limited to the following GRI Disclosures:

- Greenhouse gas emissions (p. 46–52, 74)
  – Direct GHG emissions (Scope 1)
  – Energy indirect GHG emissions (Scope 2)
  – Other indirect GHG emissions (Scope 3)
- Health and safety (p. 60–62, 75)
- Energy (p. 74)
- Waste (p. 52, 74)
- Reporting principles related to above areas (p. 71–72)

Our assurance does not extend to any other information in Skanska´s Annual and Sustainability report 2024, and accordingly, we do not express a conclusion on this information.

Responsibilities of the Board and Executive Management
The Board of Directors and the Executive Management are responsible for the preparation of the greenhouse gas, health and safety, energy and waste reporting in accordance with the applicable criteria, as explained on page 78 in Skanska´s Annual and Sustainability report 2024 and that consists of the Greenhouse Gas Protocol, and GRI (Global Reporting Initiative) Standard 403: Occupational health and safety, GRI Standard 302: Energy, and GRI Standard 306: Waste which are applicable to the Subject Matters, as well as the accounting and calculation principles that the company has developed. This responsibility includes the internal control relevant to the preparation of the reporting that is free from material misstatements, whether due to fraud or error.

Responsibilities of the auditor
Our responsibility is to express a conclusion on the presentation of the Subject Matters based on the limited assurance procedures we have performed. Our engagement is limited to historical information presented in this document and does therefore not include future oriented information.

We conducted our limited assurance procedures in accordance with the ISAE 3000 (revised) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of the presentation of the greenhouse gas, health and safety, energy, and waste reporting and related information and applying analytical and other limited assurance procedures. A limited assurance engagement has a different focus and a considerably smaller scope compared to the focus and scope of an audit in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

The audit firm applies ISQM 1 (International Standard on Quality Management), which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We are independent in relation to Skanska AB in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our professional ethical responsibility in accordance with these requirements.

The procedures performed in a limited assurance engagement do not enable us to obtain such assurance that we would become aware of all significant matters that could have been identified if an audit was performed.

The conclusion based on a limited assurance engagement, therefore, does not provide the same level of assurance as a conclusion based on an audit.

Our procedures are based on the criteria defined by the Board and Executive Management as described above. We consider these criteria suitable for the preparation of the Subject Matters.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our conclusion below.

Conclusion
Based on the limited assurance procedures performed, nothing has come to our attention that causes us to believe that the greenhouse gas, health and safety, energy, and waste reporting for the financial year ending on December 31, 2024, is not, in all material aspects, prepared in accordance with the specified criteria.

Stockholm March 14, 2025
Ernst & Young AB

Rickard Andersson	Marianne Förander
Authorized Public Accountant	*Expert member of FAR*

GRI-index

GRI Standard		Disclosure	Page	Omission/Comments
General Disclosures				
GRI 2: General Disclosures 2021	2-1	Organizational details	Note 4, note 64, 219	
	2-2	Entities included in the organization's sustainability reporting	71	No deviation from financial reporting.
	2-3	Reporting period, frequency and contact point	71	Reporting period: January 1, 2024 – December 31, 2024 Date of publication: March 17, 2024 Contact point: Eva Kristensson, Head of Group Sustainability Reporting Antonia Junelind, SVP Investor Relations
	2-4	Restatements of information	71–73	
	2-5	External assurance	1, 205	
	2-6	Activities, value chain and other business relationships	25–41, 46, 63, 66	Supply chain is managed in our local businesses. Ongoing activities on Group level to develop processes for supply chain due diligence and consolidation of data.
	2-7	Employees	72, 76	The type of employment is not reported.
	2-8	Workers who are not employees	–	Managed at BU level and the data is not consolidated at Group level. Subcontractors' accidents are monitored at Group level.
	2-9	Governance structure and composition	93–105	
	2-10	Nomination and selection of the highest governance body	93–99	
	2-11	Chair of the highest governance body	94, 96	
	2-12	Role of the highest governance body in overseeing the management of impacts	93–103, 69–70	
	2-13	Delegation of responsibility for managing impacts	93–103, 69–70	
	2-14	Role of the highest governance body in sustainability reporting	93–103, 69–70	
	2-15	Conflicts of interest	93–103, 63	
	2-16	Communication of critical concerns	63, 69, 75–76	
	2-17	Collective knowledge of the highest governance body	93–105	
	2-18	Evaluation of the performance of the highest governance body	93–103	
	2-19	Remuneration policies	222–224	
	2-20	Process to determine remuneration	222–224	
	2-21	Annual total compensation ratio	223–224, note 37	The data is not disclosed.
	2-22	Statement on sustainable development strategy	9	
	2-23	Policy commitments	46–47, 63, 69–70	
	2-24	Embedding policy commitments	46–47, 63–64, 66, 69–70	
	2-25	Processes to remediate negative impacts	63–64, 66, 69–70	
	2-26	Mechanisms for seeking advice and raising concerns	63	
	2-27	Compliance with laws and regulations	93–94, note 33	
	2-28	Membership associations	47	A selection of memberships are reported.
	2-29	Approach to stakeholder engagement	44, 69–70	
	2-30	Collective bargaining agreements	–	The data is not consolidated at Group level.

Material Topics

GRI Standard		Disclosure	Page	Omission/Comments	SASB	SDG	UN Global Compact
Climate							
GRI 3: Material Topics 2021	3-1	Process to determine material topics	69–70			8 Decent work and economic growth Subtargets: 8.4 13 Climate action Subtargets: 13.1	**Principle 7, Environment:** Businesses should support a precautionary approach to environmental challenges. **Principle 9, Environment:** Businesses should encourage the development and diffusion of environmentally friendly technologies.
	3-2	List of material topics	69				
GRI 302: Energy 2016	3-3	Management of material topics	44, 49–54, 69–71		IF-EN-160a.2 , IF-EN-410a.1, IF-EN-410a.2		
	302-1	Energy consumption within the organization	71, 73–74	Steam and self-generated electricity are not consolidated at Group level.			
	302-2	Energy consumption outside of the organization	71, 73–74	Energy consumption is not disclosed. Expected energy consumption is used to calculate emissions from use of sold products.			
	302-3	Energy intensity	71, 73–74				
	302-4	Reduction of energy consumption	71, 73–74				
	302-5	Reductions in energy requirements of products and services	52, 71				
GRI 305: Emissions 2016	3-3	Management of material topics	44–54, 69–71		IF-EN-160a.2 , IF-EN-410a.1, IF-EN-410a.2		
	305-1	Direct (Scope 1) GHG emissions	71, 73–74				
	305-2	Energy indirect (Scope 2) GHG emissions	71, 73–74				
	305-3	Other indirect (Scope 3) GHG emissions	71, 73–74				
	305-4	GHG emissions intensity	71, 73–74				
	305-5	Reduction of GHG emissions	53–54, 71, 73–74				
Responsibility							
GRI 205: Anti-competitive behavior 2016	3-3	Management of material topics	63, 69–70		IF-EN-510a.3	5 Gender equality Subtargets: 5.1 5.5 8 Decent work and economic growth Subtargets: 8.5 8.7 8.8 11 Sustainable cities and communities Subtargets: 11.6	**Principle 1, Human rights:** Businesses should support and respect the protection of internationally proclaimed human rights. **Principle 2, Human rights:** Businesses should make sure that they are not complicit in human rights abuses. **Principle 3, Labor:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. **Principle 4, Labor:** Businesses should uphold the elimination of all forms of forced and compulsory labor. **Principle 5, Labor:** Businesses should uphold the effective abolition of child labor.
	205-2	Communication and training about anti-corruption policies and procedures	71, 75		IF-EN-510a.3		
	205-3	Confirmed incidents of corruption and actions taken	63, note 33	Not broken down by employee category, business partner or region.	IF-EN-510a.2		
GRI 206: Anti-competitive behavior 2016	3-3	Management of material topics	63		IF-EN-510a.3		
	206-1	New suppliers that were screened using environmental criteria	Note 33		IF-EN-510a.2		
GRI 306: Waste 2020	3-3	Management of material topics	69–70		IF-EN-160a.2		
	306-1	Waste generation and significant waste-related impacts	52, 71				
	306-2	Management of significant waste-related impacts	52, 71				
	306-4	Waste diverted from disposal	74	Limited to percent of self-generated waste to landfill. Hazardous waste is not reported. Ongoing quality assurance for waste data disclosure on Group level.			

GRI Standard		Disclosure	Page	Omission/Comments	SASB	SDG	UN Global Compact
Responsibility, cont.							
GRI 308: Supplier environmental assessment 2016	3-3	Management of material topics	63, 66, 69–70		IF-EN-160a.2	Subtargets: 12.2 12.4 12.5	**Princip 6, Labor:** Businesses should uphold the elimination of discrimination in respect of employment and occupation. **Princip 8, Environment:** Businesses should undertake initiatives to promote greater environmental responsibility. **Princip 10, Anti-corruption:** Businesses should work against corruption in all its forms, including extortion and bribery.
	308-1	New suppliers that were screened using environmental criteria	63	Supply chain is managed in our local businesses. The percentage of screened suppliers is not consolidated at Group level. Ongoing activities on Group level to develop processes for supply chain due diligence and consolidation of data.			
GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics	61–62, 69–70				
	403-1	Occupational health and safety management system	61–62				
	403-2	Hazard identification, risk assessment, and incident investigation	61–62				
	403-3	Occupational health services	62				
	403-4	Worker participation, consultation, and communication on occupational health and safety	61–62, 75–76			Subtargets: 16.6	
	403-5	Worker training on occupational health and safety	61–62				
	403-6	Promotion of worker health	61–62				
	403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	61–63, 66				
	403-8	Workers covered by an occupational health and safety management system	62				
	403-9	Work-related injuries	75	The number of hours and rate of recordable work-related injuries is not reported.	IF-EN-320a.1		
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of material topics	65, 69–70				
	405-1	Diversity of governance bodies and employees	65, 76	Age groups are not reported.			
GRI 406: Non-discrimination 2016	3-3	Management of material topics	63, 65, 69–70				
	406-1	Incidents of discrimination and corrective actions taken	63	Number and type of action are not reported.			
GRI 409: Forced or compulsory labor 2016	3-3	Management of material topics	63, 66 69–70				
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	63, 66				
GRI 414:	3-3	Management of material topics	63, 66 69–70				
Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	63, 66	Supply chain is managed at BU level. The percentage of screened suppliers is not consolidated at Group level. Ongoing activities on Group level to develop processes for supply chain due diligence and consolidation of data.			

GRI Standard	Disclosure	Page	Omission/Comments	SASB	SDG	UN Global Compact
Sustainable industry						
Skanska's own disclosure SoD-1	Value of certified commercial buildings	49		IF-EN-410a.1	9 Industry, innovation and infrastructure Subtargets: 9.1 9.4 11 Sustainable cities and communities Subtargets: 11.1 11.2 11.3 11.6 11.7	

Unmapped SASB metrics	
IF-EN-160a.1; IF-EN-250a.1-2; IF-EN-410b.2-3; IF-EN-000.A-B	No Group level disclosure
IF-EN-410b.1	Page 77–81
IF-EN-510a.1	Zero
IF-EN-000.C	110

Quarterly information

In accordance with IFRS

	2024				2023			
SEK M	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Order bookings	**49,556**	**50,760**	**60,669**	**46,911**	**44,137**	**32,659**	**63,152**	**25,847**
Profit								
Revenue	50,401	44,349	45,051	36,681	46,157	42,244	42,292	36,475
Cost of sales	-45,363	-40,899	-41,426	-34,312	-42,914	-39,284	-37,964	-33,708
Gross income	**5,038**	**3,450**	**3,625**	**2,368**	**3,243**	**2,959**	**4,328**	**2,767**
Selling and administrative expenses	-2,338	-2,104	-2,275	-2,007	-2,509	-2,340	-2,274	-2,262
Change in value, investment properties	56	0	681	0	200	0	-25	0
Income from joint ventures and associated companies	68	54	62	69	739	201	166	90
Operating income	**2,824**	**1,400**	**2,093**	**431**	**1,673**	**820**	**2,194**	**594**
Interest income	317	296	227	291	196	210	148	158
Interest expense	-131	-135	-57	-62	-3	-42	-3	-2
Change in market value	-1	1	-2	-21	35	-1	1	2
Other financial items	-10	-45	-23	22	-53	-13	-12	-10
Financial items	**176**	**117**	**146**	**229**	**175**	**152**	**134**	**147**
Income after financial items	**3,000**	**1,517**	**2,238**	**660**	**1,849**	**973**	**2,328**	**742**
Income taxes	-672	-442	-537	-180	-188	-152	-376	-145
Profit for the period	**2,328**	**1,075**	**1,701**	**480**	**1,661**	**821**	**1,952**	**596**
Profit for the period attributable to								
– the parent company´s equity holders	2,326	1,051	1,696	479	1,659	808	1,941	590
– non-controlling interests	2	25	5	1	1	12	11	6
Other comprehensive income								
Items that will not be reclassified to profit or loss for the period								
Remeasurement of defined-benefit pension plans	549	-215	-144	981	-1,447	404	549	767
Tax related to items that will not be reclassified to profit or loss for the period	-94	39	25	-205	289	-76	-109	-168
	455	**-175**	**-119**	**775**	**-1,158**	**328**	**440**	**599**

In accordance with IFRS

	2024				2023			
SEK M	**Q4**	**Q3**	**Q2**	**Q1**	**Q4**	**Q3**	**Q2**	**Q1**
Items that have been or will be reclassified to profit or loss for the period								
Translation differences attributable to the parent company´s equity holders	1,599	-1,032	4	1,246	-1,750	-447	1,316	-67
Translation differences attributable to non-controlling interests	2	-2	0	2	-7	-9	6	6
Hedging of exchange rate risk in foreign operations	32	-23	-12	37	-39	-7	25	-2
Effect of cash flow hedges	1	29	7	-23	28	-63	11	16
Share of other comprehensive income of joint ventures and associated companies	23	-16	-3	17	-51	18	14	-10
Tax related to items that have been or will be reclassified to profit or loss for the period	0	-1	-2	-3	-5	16	0	1
	1,657	**-1,046**	**-6**	**1,276**	**-1,824**	**-491**	**1,372**	**-56**
Other comprehensive income after tax for the period	**2,111**	**-1,221**	**-125**	**2,051**	**-2,982**	**-163**	**1,813**	**542**
Comprehensive income for the period	**4,440**	**-146**	**1,576**	**2,531**	**-1,321**	**657**	**3,764**	**1,138**
Comprehensive income for the period attributable to								
– the parent company´s equity holders	4,435	-168	1,571	2,528	-1,315	654	3,747	1,126
– non-controlling interests	4	28	4	3	-6	4	18	12
Order backlog[1]	284,998	267,033	267,592	251,357	229,637	239,663	250,303	217,894
Capital employed	84,383	80,206	81,104	78,481	77,360	74,234	75,273	70,727
Interest-bearing net receivables/net liabilities	15,353	9,121	3,243	4,886	9,037	5,061	3,758	8,406
Debt/equity ratio	-0.2	-0.2	-0.1	-0.1	-0.2	-0.1	-0.1	-0.2
Return on capital employed, %	9.9	8.5	7.8	8.0	8.2	11.2	13.9	14.1
Cash flow								
Cash flow from operating activities	6,152	6,825	1,419	-5,283	5,445	891	-1,015	-2,115
Cash flow from investing activities	-2,142	-2,329	-263	-1,033	1,393	982	1,148	2,475
Cash flow from financing activities	-687	-986	-1,976	806	4,007	-1,269	-3,468	-526
Cash flow for the period	**3,323**	**3,510**	**-821**	**-5,510**	**10,846**	**604**	**-3,335**	**-166**

1 Refers to Construction.

Business streams

In accordance with IFRS

SEK M	2024 Q4	2024 Q3	2024 Q2	2024 Q1	2023 Q4	2023 Q3	2023 Q2	2023 Q1
Order bookings								
Construction	49,556	50,760	60,669	46,911	44,137	32,659	63,152	25,847
Total	**49,556**	**50,760**	**60,669**	**46,911**	**44,137**	**32,659**	**63,152**	**25,847**
Revenue								
Construction	46,983	41,784	43,589	36,198	41,612	40,917	40,584	37,524
Residential Development	2,966	2,391	2,373	2,119	3,662	2,727	2,974	2,202
Commercial Property Development	2,804	1,834	3,742	562	5,308	1,463	1,881	248
Investment Properties	114	108	72	70	55	44	45	41
Central and Eliminations	-2,465	-1,769	-4,725	-2,269	-4,480	-2,908	-3,191	-3,540
Total	**50,401**	**44,349**	**45,051**	**36,681**	**46,157**	**42,244**	**42,292**	**36,475**
Operating income								
Construction	2,126	1,517	1,542	669	1,843	1,365	1,391	1,033
Residential Development	297	-113	22	12	-170	-211	402	-81
Commercial Property Development	261	-17	611	-250	-570	-307	406	-144
Investment Properties	74	79	108	50	-129	31	6	30
Central	-127	-94	-159	-60	607	-85	-73	-159
of which PPP sales	57	56	55	77	877	193	138	72
Eliminations	193	27	-31	9	92	26	63	-85
Total	**2,824**	**1,400**	**2,093**	**431**	**1,673**	**820**	**2,194**	**594**

According to segment reporting

SEK M	2024 Q4	2024 Q3	2024 Q2	2024 Q1	2023 Q4	2023 Q3	2023 Q2	2023 Q1
Order bookings								
Construction	49,556	50,760	60,669	46,911	44,137	32,659	63,152	25,847
Total	**49,556**	**50,760**	**60,669**	**46,911**	**44,137**	**32,659**	**63,152**	**25,847**
Revenue								
Construction	46,983	41,784	43,589	36,198	41,612	40,917	40,584	37,524
Residential Development	2,443	1,682	2,150	2,027	1,867	911	1,649	586
Commercial Property Development	3,576	994	6,293	363	2,832	1,375	857	267
Investment Properties	114	108	72	70	56	44	45	41
Central and Eliminations	-2,474	-1,769	-4,725	-2,269	-4,480	-2,900	-3,194	-3,540
Total	**50,641**	**42,799**	**47,378**	**36,389**	**41,886**	**40,348**	**39,940**	**34,878**
Operating income								
Construction	2,126	1,517	1,542	669	1,843	1,365	1,391	1,033
Residential Development	196	-154	-11	23	-502	-494	49	-314
Commercial Property Development	332	-113	1,067	-166	-932	-277	-15	-142
Investment Properties	74	79	108	50	-129	31	6	30
Central	-127	-94	-159	-60	607	-85	-73	-159
of which PPP sales	57	56	55	77	877	193	138	72
Eliminations	149	26	33	-20	69	9	-27	-54
Total	**2,750**	**1,261**	**2,580**	**497**	**957**	**549**	**1,331**	**394**

Five-year Group financial summary

Income statements, in accordance with IFRS

	2024	2023	2022	2021	2020
Revenue	176,481	167,168	163,174	143,865	160,344
Cost of sales	-162,001	-153,870	-146,483	-128,156	-143,457
Gross income	**14,480**	**13,297**	**16,692**	**15,709**	**16,887**
Selling and administrative expenses	-8,724	-9,386	-8,998	-7,865	-8,269
Change in value, investment properties	737	175	1,692	n/a	n/a
Income from joint ventures and associated companies	253	1,195	636	449	4,015
Operating income	**6,748**	**5,282**	**10,021**	**8,293**	**12,633**
Financial items	667	609	290	-168	-229
Income after financial items	**7,415**	**5,890**	**10,312**	**8,125**	**12,404**
Income taxes	-1,831	-861	-2,027	-1,238	-2,839
Profit for the year	**5,584**	**5,029**	**8,284**	**6,887**	**9,565**
Profit for the year attributable to					
– the parent company´s equity holders	5,552	4,998	8,256	6,864	9,543
– non-controlling interests	32	31	28	23	22
Other comprehensive income					
Items that will not be reclassified to profit or loss for the year					
Remeasurement of defined-benefit pension plans	1,171	273	3,818	2,585	-1,003
Tax related to items that will not be reclassified to profit or loss for the year	-236	-64	-792	-575	211
	936	**209**	**3,026**	**2,010**	**-792**
Items that have been or will be reclassified to profit or loss for the year					
Translation differences attributable to the parent company´s equity holders	1,816	-947	2,290	1,808	-2,120
Translation differences attributable to non-controlling interests	2	-4	14	7	-7
Hedging of exchange rate risk in foreign operations	34	-23	81	40	-19
Effect of cash flow hedges	14	-7	108	2	35
Share of other comprehensive income of joint ventures and associated companies	22	-30	178	113	-176
Tax related to items that have been or will be reclassified to profit or loss for the year	-7	12	-19	-3	21
	1,881	**-999**	**2,653**	**1,966**	**-2,266**
Other comprehensive income for the year after tax	**2,817**	**-790**	**5,679**	**3,977**	**-3,058**
Comprehensive income for the year	**8,401**	**4,239**	**13,963**	**10,863**	**6,507**
Comprehensive income for the year attributable to					
– the parent company´s equity holders	8,367	4,212	13,920	10,834	6,492
– non-controlling interests	34	27	43	30	15
Cash flow					
Cash flow from operating activities	9,113	3,207	510	7,156	10,866
Cash flow from investing activities	-5,767	5,997	4,847	-10,528	2,701
Cash flow from financing activities	-2,843	-1,255	-6,530	-5,613	-1,895
Cash flow for the year	**502**	**7,949**	**-1,173**	**-8,985**	**11,671**

Income statement, in accordance with Segment Reporting

	2024	2023	2022	2021	2020
Revenue					
Construction	168,554	160,636	156,004	132,587	140,483
Residential Development	8,302	5,013	8,751	13,351	13,070
Commercial Property Development	11,225	5,331	14,276	12,128	14,983
Investment Properties	363	186	40	n/a	n/a
Central and Eliminations	-11,237	-14,114	-17,469	-10,490	-9,931
Group	**177,208**	**157,052**	**161,602**	**147,576**	**158,606**
Operating income					
Construction	5,854	5,632	5,770	5,013	3,528
Residential Development	53	-1,262	891	1,866	1,543
Commercial Property Development	1,120	-1,365	3,023	3,378	3,897
Investment Properties	311	-62	140		
Central	-440	290	-339	-415	2,830
Eliminations	188	-3	-187	-9	62
Operating income	**7,087**	**3,231**	**9,297**	**9,832**	**11,860**
Financial items	661	601	289	-172	-236
Income after financial items	**7,748**	**3,832**	**9,586**	**9,660**	**11,624**
Income taxes	-1,913	-560	-1,885	-1,472	-2,681
Profit for the year	**5,835**	**3,272**	**7,702**	**8,188**	**8,943**
Earnings per share, segment, SEK	14.12	7.89	18.62	19.80	21.65
Earnings per share after dilution, segment, SEK	14.01	7.82	18.49	19.65	21.53

Statement of financial position

	Dec 31, 2024	Dec 31, 2023	Dec 31, 2022	Dec 31, 2021	Dec 31, 2020
ASSETS					
Non-current assets					
Investment Properties	8,154	5,141	3,758	n/a	n/a
Property, plant and equipment	9,061	8,035	7,803	7,279	6,816
Property, plant and equipment, right-of-use assets	2,977	3,082	3,256	3,314	3,930
Goodwill	4,082	3,919	4,160	3,934	3,713
Other intangible assets	256	348	488	676	771
Investments in joint ventures and associated companies	2,214	2,072	2,901	2,185	1,689
Non-current financial assets[1,3]	4,987	4,992	3,607	3,875	1,931
Deferred tax assets	2,230	2,518	995	1,984	1,803
Total non-current assets	**33,961**	**30,108**	**26,970**	**23,247**	**20,653**
Current assets					
Current-asset properties[2]	56,914	58,660	58,474	49,745	44,948
Current-asset properties, right-of-use assets	3,771	3,613	3,676	3,289	2,980
Inventories	1,064	1,275	1,300	1,090	1,100
Current financial assets[3]	13,860	7,498	14,413	18,810	8,492
Tax assets	1,371	1,246	1,248	1,247	950
Contract assets	7,769	7,865	7,772	5,451	4,599
Trade and other receivables	34,073	27,012	27,726	25,212	22,401
Cash and cash equivalents	18,426	17,912	10,014	10,947	19,508
Total current assets	**137,246**	**125,082**	**124,623**	**115,791**	**104,979**
TOTAL ASSETS	**171,207**	**155,189**	**151,593**	**139,039**	**125,631**
of which interest-bearing	*37,119*	*30,050*	*27,896*	*33,531*	*29,692*
1 Of which shares	39	38	38	37	43
2 Current-asset properties					
Commercial Property Development	39,788	37,991	34,322	29,691	27,906
Residential Development	17,126	20,670	24,152	20,054	17,041
	56,914	**58,660**	**58,474**	**49,745**	**44,948**
3 Items related to non-interest-bearing unrealized changes in the value of derivatives/securities are included as follows:					
Non-current financial assets	32				4
Current financial assets	83	314	99	63	193

Statement of financial position, cont.

	Dec 31, 2024	Dec 31, 2023	Dec 31, 2022	Dec 31, 2021	Dec 31, 2020
EQUITY					
Equity attributable to the parent company´s equity holders	62,466	56,202	55,111	45,351	38,288
Non-controlling interests	151	146	144	114	97
TOTAL EQUITY	**62,617**	**56,347**	**55,255**	**45,465**	**38,385**
LIABILITIES					
Non-current liabilities					
Non-current financial liabilities[1]	8,790	7,300	2,714	3,389	3,247
Lease liabilities	6,123	6,137	6,328	6,040	6,217
Pensions	2,603	3,167	2,891	5,936	7,360
Deferred tax liabilities	2,424	2,218	1,943	1,254	967
Total non-current liabilities	**19,940**	**18,822**	**13,876**	**16,619**	**17,791**
Current liabilities					
Current financial liabilities[1]	3,291	3,615	4,854	4,780	4,663
Lease liabilities	1,007	909	953	920	1,016
Tax liabilities	685	779	388	710	2,176
Current provisions	10,959	11,087	10,368	11,239	10,326
Contract liabilities	26,807	23,220	24,059	22,664	19,462
Trade and other payables	45,900	40,410	41,840	36,642	31,813
Total current liabilities	**88,650**	**80,020**	**82,462**	**76,955**	**69,455**
TOTAL EQUITY AND LIABILITIES	**171,207**	**155,189**	**151,593**	**139,039**	**125,631**
of which interest-bearing	*21,766*	*21,014*	*17,590*	*20,933*	*22,412*
1 Items related to non-interest-bearing unrealized changes in the value of derivatives/securities are included as follows:					
Non-current financial liabilities	1	1			6
Current financial liabilities	48	114	150	131	85

Financial ratios[1]

	Dec 31, 2024	Dec 31, 2023	Dec 31, 2022	Dec 31, 2021	Dec 31, 2020
Order bookings[2]	207,895	165,795	162,665	153,590	149,802
Order backlog[2]	284,998	229,637	229,771	207,031	178,924
Average number of employees	26,276	27,256	28,380	30,051	32,463
Ordinary dividend per share, SEK[3]	8.00	5.50	7.50	7.00	6.50
Extra dividend per share, SEK[3]				3.00	3.00
Earnings per share, SEK	13.51	12.17	20.04	16.64	23.16
Earnings per share after dilution, SEK	13.40	12.07	19.90	16.52	23.03
Capital employed	84,383	77,360	72,845	66,398	60,797
Interest-bearing net receivables/net debt	15,353	9,037	10,306	12,598	7,280
Equity per share, SEK	151.79	137.01	134.05	110.01	92.87
Equity/assets ratio, %	36.6	36.3	36.4	32.7	30.6
Debt/equity ratio	-0.2	-0.2	-0.2	-0.3	-0.2
Interest cover	10.8	14.3	27.6	29.3	36.7
Return on equity, %	9.6	9.0	17.0	16.9	26.9
Return on capital employed, %	9.9	8.2	15.2	13.5	21.5
Return on equity, segment, %	10.0	5.8	15.8	20.1	25.1
Return on capital employed in Project Development units, segment, %	2.6	-3.7	8.1	11.8	12.2
Operating margin, %	3.8	3.2	6.1	5.8	7.9
Operating margin, Construction, %	3.5	3.5	3.7	3.8	2.5
Cash flow per share, SEK	10.36	-5.90	-16.29	1.81	31.57
Number of shares at year-end	419,903,072	419,903,072	419,903,072	419,903,072	419,903,072
of which Class A shares	*19,552,301*	*19,619,942*	*19,654,316*	*19,661,632*	*19,684,564*
of which Class B shares	*400,350,771*	*400,283,130*	*400,248,756*	*400,241,440*	*400,218,508*
Average price, repurchased Class B shares	199.53	166.82	173.40	230.59	190.74
Number of Class B shares repurchased during the year	1,036,543	3,060,000	2,924,000	1,048,500	460,000
Number of Class B treasury shares, December 31	8,381,408	9,713,560	8,771,931	7,655,488	7,616,674
Number of shares outstanding, December 31	411,521,664	410,189,512	411,131,141	412,247,584	412,286,398
Average number of shares outstanding	410,828,510	410,758,367	412,037,581	412,387,142	411,993,869
Average number of shares outstanding after dilution	414,305,022	414,137,628	414,922,620	415,491,861	414,304,017
Average dilution, %	0.84	0.82	0.70	0.75	0.56

1 For definitions, see Note 43.
2 Refers to Construction.
3 Proposed by the Board of Directors: dividend of SEK 8.00 per share (5.50).

Share data

Skanska's Class B shares are quoted and traded on Nasdaq Stockholm. Skanska's market capitalization was SEK 96 billion on December 31, 2024.

Share price performance

The Skanska share price (SKAB)[1] increased 28 percent in 2024. the OMX Stockholm Index increased by 6 percent and the DJ Construction & Materials Titans Index increased by 11 percent during the same period. The closing price of Skanska's Class B share was SEK 232.70. The year high in 2024 was SEK 237.00 on December 16, and the year low was SEK 167.35 on January 19. Total shareholders return for Skanska's Class B share for 2024 was 31 percent compared to 9 percent for the OMX Stockholm Index.

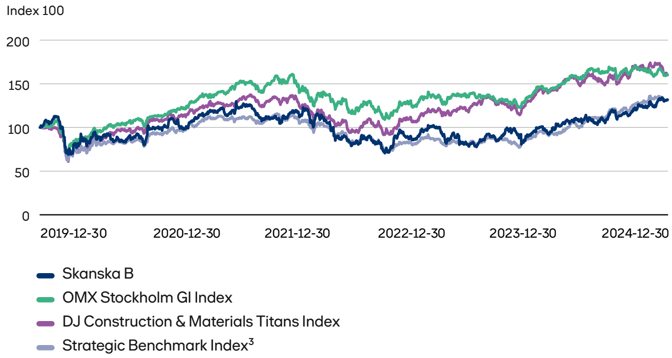
Dividend

Pursuant to our dividend policy, 40–70 percent of profit for the year is paid out as dividends to shareholders, provided that the company's overall financial status is stable and satisfactory.

For the financial year 2024, the Board of Directors proposes a dividend of SEK 8.00 (5.50) per share. This represents a pay-out ratio of 57 percent, corresponding to SEK 3,292 M (2,257). No dividend is distributed for the parent company's holding of Class B treasury shares. The total dividend amount may change by the record date, depending on share repurchases and transfers to participants in Skanska's long-term long-term share saving program.

Proposed dividend per share, SEK, 2024	8.00
Earnings per share[2], SEK, 2024	14.12
Pay-out ratio, %	57

Total return on the Skanska share share compared to indexes



History Skanska share

	2024	2023	2022	2021	2020
Year-end share price, SEK	232.70	182.35	165.00	234.20	209.70
Year-end market capitalization, SEK bn	95.8	75.0	67.9	96.4	86.3
Number of outstanding shares, million[4]	411.5	410.2	411.1	412.2	412.3
Number of Class B shares in Skanska's own custody, million	8.4	9.7	8.8	7.7	7.6
Highest share price during the year, SEK	237.00	195.00	245.00	258.80	238.90
Lowest share price during the year, SEK	167.35	141.60	134.40	203.30	146.00
Yield, %[5]	3.4	3.0	4.5	4.3	4.5
Earnings per share, SEK,[6]	14.12	7.89	18.62	19.80	22.46
Regular dividend per share, SEK	8.00[7]	5.50	7.50	10.00	9.50
Dividend pay-out ratio, %[8]	57	70	40	51	21

1 Bloomberg ticker SKAB:SS, Reuters quote SKAb.ST.
2 According to segment reporting.
3 Strategic Benchmark Index (SBI) consists of listed companies, that, taken together, reflects Skanska's operations.
4 Number of outstanding shares at year-end.
5 Dividend as a percentage of respective year-end share price.
6 Earnings per share according to segment reporting divided by the number of shares outstanding.
7 Based on the dividend proposed by the Board of Directors.
8 Dividend as a percentage of earnings per share.

Shareholder structure

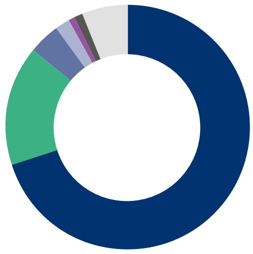
70 percent of the share capital is owned by investors registered in Sweden and 30 percent by foreign investors. The USA and Norway account for the highest percentage of shareholders registered outside Sweden. At year-end, the parent company (Skanska AB) held 8,381,408 own Class B shares, corresponding to 2.0 percent of the capital stock.

Liquidity

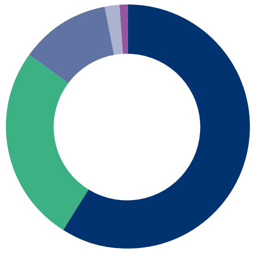
Trading on the primary market, Nasdaq, represents 26 percent of traded volume. Cboe Global markets (Chicago Board Options Exchange) represent 59 percent of trade in the Skanska share, where off-book crosses or block trades and OTC trading stand for the majority of trades.

In 2024, total trading in the Skanska share amounted to 552 million shares (789) at a total value of SEK 110 billion (131), corresponding to an average daily turnover of 2.2 million shares (3.1) or SEK 438 M per trading day.

Ownership per country



Ownership per marketplace



Shareholder structure

Holding	No. of shareholders	No. of shares	Capital (%)	Votes (%)
1–1,000	99,063	21,965,257	5.2	3.7
1,001–10,000	15,055	41,877,235	10.0	7.4
10,001–20,000	699	10,012,570	2.4	1.9
20,001–	721	317,882,077	75.7	82.3
Anonymous holding		28,165,933	6.7	4.7
Total	**115,538**	**419,903,072**	**100**	**100**

Share distribution

Holding	Class A	Class B	Total
Number of registered shares	19,552,301	400,350,771	419,903,072

During 2024, 67,641 Class A shares were converted to Class B shares at the request of shareholders. The total number of votes in the company subsequently amounted to 595,873,781.

Largest shareholders in Skanska AB by voting power, December 31, 2024

Shareholder	% of voting power	% of capital stock
AB Industrivärden	24.7	7.9
Lundberg Group	13.3	5.9
Skanska-employees through Seop[1]	4.1	5.8
AMF Insurance and Funds	3.5	5.0
BlackRock	2.4	3.5
Handelsbanken Funds	2.3	3.3
Vanguard	2.3	3.3
Carnegie Funds	1.8	2.5
Folksam	1.2	1.8
Swedbank Robur Funds	1.1	1.6
10 largest shareholders in Skanska	56.8	40.5
Other shareholders in Skanska	43.2	59.5
Total	**100.0**	**100.0**
of which shareholders in Sweden	78.9	70.1
of which shareholders abroad	21.1	29.9

1 Not treated as a unified ownership group.

Ratings and indexes

In addition to indexes directly linked to Nasdaq Stockholm, Skanska is also included in other indexes and ratings.

- CDP Climate B
- MSCI A
- FTSE4Good Sustainability Index

Remuneration report

Introduction
This remuneration report for 2024 describes how Skanska AB's (the Company) guidelines for salary and other remuneration to senior executives (the Remuneration Guidelines), adopted by the Annual General Meeting (AGM) 2023, have been applied in 2024. The report also provides information on remuneration to the President and CEO and a summary of the Company's outstanding share-related incentive programs. The report has been prepared in accordance with Chapter 8, Sections 53 a and 53 b of the Swedish Companies Act and the *Rules on Remuneration of the Board and Executive Management and on Incentive Programmes* issued by the Swedish Corporate Governance Board and now administered by the Stock Market Self-Regulation Committee (ASK).

Further information on remuneration to senior executives and board members as required by Chapter 5, Sections 40–44 of the Annual Accounts Act is available in Note 37, Remuneration to senior executives and board members, on pages 178–182 in the Annual and Sustainability Report 2024. Senior executives include the President and CEO and the other members of the Group Leadership Team.

The Board of Directors (the Board) has established a Compensation Committee. Information on the work of the Compensation Committee in 2024 is set out in the corporate governance report available on pages 92–107 in the Annual and Sustainability Report 2024.

Remuneration of the Board is not covered by this remuneration report. Such remuneration is resolved annually by the AGM and is disclosed in Note 37 on page 181 in the Annual and Sustainability Report 2024.

The AGM 2024 resolved to approve the Board's remuneration report for 2023. No opinions were expressed by shareholders on the report on either the 2023 remuneration report or the applicable Remuneration Guidelines adopted by the AGM 2023.

Key developments 2024
The President and CEO, Anders Danielsson, summarizes Skanska's overall performance in 2024 in his statement on pages 8–9 in the Annual and Sustainability Report 2024.

Remuneration Guidelines: scope, purpose and deviations
A prerequisite for the successful implementation of the Company's business strategy and safeguarding of its long-term interests, including its sustainability agenda, is that the Company is able to recruit and retain qualified personnel. To this end, it is necessary that the Company offers competitive remuneration. The Remuneration Guidelines enable the Company to offer the members of the Group Leadership Team a competitive total remuneration. Under the Remuneration Guidelines, the combined remuneration for each member of the Group Leadership Team shall be market-related and competitive in the labor market in which the senior executive is placed, and distinguished performance should be reflected in the total remuneration. The remuneration may consist of the following components: fixed cash salary, variable cash remuneration, pension and other benefits. The variable cash remuneration shall aim at promoting the Company's business strategy and long-term interests, including its sustainability agenda. This is accomplished through the financial and non-financial targets that determine the outcome of the variable cash remuneration and are clearly linked to the Company's business strategy and sustainability agenda.

The applicable Remuneration Guidelines adopted by the AGM 2023 are found in Note 37 on pages 178–179 in the Annual and Sustainability Report 2024. During 2024, the Company has complied with the Remuneration Guidelines. In 2024, there were no deviations from the Remuneration Guidelines and no derogations from the decision-making process that according to the guidelines is to be applied to determine, review and implement the guidelines. The auditor's report regarding the Company's compliance with the Remuneration Guidelines is available on the Group's website: group.skanska.com/corporate-governance/remuneration. No remuneration has been reclaimed in 2024.

In addition to remuneration covered by the Remuneration Guidelines, the AGMs of the Company have resolved to implement long-term share-related incentive programs.

The Compensation Committee's evaluation of remuneration
The Compensation Committee considers that the Remuneration Guidelines adopted by the AGM 2023 have worked well in 2024, that remuneration to the Group Leadership Team has been paid in accordance with the guidelines and that the purpose of the guidelines has been achieved. The Compensation Committee has concluded that the Remuneration Guidelines adopted by the AGM 2023 should not be revised. The Remuneration Guidelines adopted by the AGM 2023 are intended to remain valid until the AGM 2027. No changes are proposed to the Remuneration Guidelines, and therefore no shareholder approval of remuneration guidelines will be required at the AGM 2025.

The Compensation Committee has further concluded that the ongoing programs and those that ended during the year, for variable remuneration to the Group Leadership Team, as well as the current remuneration structures and levels in the Company, are appropriate, on market terms and well balanced. Upon evaluation of the ongoing programs for variable remuneration to the Group Leadership Team, the Compensation Committee concluded that these programs efficiently served their purpose to support achieving the Company's strategic business objectives and sustainable long-term interests, as well as to increase the long-term focus of the members of the Group Leadership Team and align their interests with the long-term expectations and the interests of the shareholders.

In 2024, the Compensation Committee prepared, for resolution by the Board, a proposal to the AGM 2025 on a long-term share saving program for 2026, 2027 and 2028 (Seop 7). The main features of the proposal are to continue with the overall program design as in the ongoing program Seop 6 but change the climate target in the program from the current reductions in absolute carbon emissions target, limited to scope 1 and scope 2 (own emissions) to carbon intensity-based, and to add a target covering energy use of buildings within Skanska's project development streams (relating to scope 3, category 11). The Board's complete proposal on Seop 7 is set out in the notice to attend the AGM 2025 available on the Group's website: group.skanska.com/corporate-governance/shareholders-meeting/agm-2025/.

Table 1 – Total remuneration of the President and CEO in 2023 and 2024[1]

SEK thousands	Fixed remuneration			Variable remuneration					
Name and position	Financial year	Base salary[2]	Other remuneration and benefits[3]	One-year variable remuneration[4]	Multi-year variable remuneration[5]	Extra-ordinary items	Pension expense[6]	Total remuneration	Proportion of fixed and variable remuneration[7]
Anders Danielsson, President and CEO	**2024**	14,800	135	8,885	1,517	–	5,180	30,517	66/34
	2023	14,250	133	0	1,087	–	4,988	20,458	95/5

1 Except for multi-year variable remuneration, the table reports remuneration earned in 2023 and 2024. Disbursement may or may not have been made the same year.
2 Vacation allowance is included in the base salary.
3 Other remuneration and benefits for 2024 include company car, fuel, medical insurance, meals and tax return assistance.
4 One-year variable cash remuneration relating to the financial year 2024 will be finally determined and disbursed after reviewing the operational performance in the first quarter of 2025. The calculation is further preliminary insofar as any deductions as a consequence of the non-financial targets have not yet been taken into account. The amount included for 2024 in the table is the maximum outcome for 2024. The variable cash remuneration agreement includes a general clause stipulating that the Board and the Compensation Committee are entitled to wholly or partly reduce the variable cash remuneration. The one-year variable cash remuneration for the President and CEO may amount to not more than 75 percent of the fixed annual cash salary. The amount included for 2023 in the table refers to actual disbursements for the financial year 2023.
5 The value stated for 2024 refers to a preliminary award of performance shares for 2024's invested saving shares, calculated based on the share price on December 30, 2024 (SEK 232.70). The President and CEO is preliminarily estimated to receive 6,521 performance shares. The Board will determine the final outcome for 2024 after reviewing the operational performance in the first quarter of 2025. In order to receive performance shares, an additional three years of service are normally required. For 2024, the President and CEO invested in 7,245 saving shares, equivalent to SEK 1,686 thousands, calculated based on the share price on December 30, 2024 (SEK 232.70). The President and CEO has received remuneration related to the 2021 financial year. After a three-year lock-up period, as part of the previous share saving program Seop 5, the President and CEO received 34 372 shares, equivalent to SEK 7,998 thousands, for performance shares awarded for the financial year 2021. The value has been calculated based on the share price on December 30, 2024 (SEK 232.70).
6 The President and CEO is covered by an individual occupational pension insurance plan, including health insurance (*Sw*: sjukförsäkring). The occupational pension insurance plan is a defined-contribution plan and the total premiums for the occupational pension insurance plan, including health insurance, shall amount to 35 percent of the fixed annual cash salary.
7 Pension expense, which in its entirety relates to base salary and is contribution defined, has been counted entirely as fixed remuneration.

Share based remuneration

Outstanding share-related incentive programs

Long-term share saving programs, Skanska employee ownership programs (Seop 5 and Seop 6) have been implemented in the Company. Seop 5 and Seop 6 give present and future employees the opportunity of becoming shareholders of the Company and are offered to permanent employees in the Group. The President and CEO participates in Seop 5 and Seop 6.

Subject to the participant having made an own investment in shares in the Company (saving shares), the participant may be awarded matching shares and/or performance shares. Matching shares and performance shares are awarded free of charge and are subject to three-year lock-up periods, during which the saving shares must be held, and employment must continue. Vesting of performance shares is also subject to the satisfaction of a number of performance conditions. The performance conditions used to assess the outcome of Seop 5 and Seop 6 consist of financial targets at Group, business unit and/or business unit cluster level. The financial target applicable at Group level, which applies for the President and CEO and the other members of the Group Leadership Team, is growth in earnings per share (EPS target). In Seop 6, the performance conditions applicable at Group level also contain a climate target linked to the Group's reduction of carbon emissions within scope 1 and scope 2 (Climate target), which applies for the President and CEO and the other members of the Group Leadership Team in addition to the EPS target. The weighting of the performance conditions and the 2024 preliminary outcome of the EPS target and Climate target can be found in Table 3 (b). Information on the starting point and outperform target for the EPS target 2024, the threshold level for the Climate target 2024 and on the financial targets applicable for participants in Seop 6 in the different business streams can be found in Note 37 on page 182 in the Annual and Sustainability Report 2024. No matching shares are awarded to the President and CEO under Seop 5 or Seop 6.

Further information on Seop 5 and Seop 6, including the conditions on which the outcome depends, is available on the Group's website: group.skanska.com/corporate-governance/remuneration/incentive-programs. Information on costs of the programs, dilution effects, etc. is available in Note 37 on page 182 in the Annual and Sustainability Report 2024.

Table 2 – Remuneration of the President and CEO in shares

SEK thousands	The main conditions of the share programs					Information regarding the reported financial year[4] – Opening balance	During the year		Closing balance		
Name and position	Name of program	Performance period[1]	Award period[2]	Vesting period[3]	End of retention period	Share awards held at the beginning of the year	Awarded	Vested	Subject to performance condition	Awarded and unvested at year end	Shares subject to retention period[5]
Anders Danielsson, President and CEO	Seop 5	2020–2022	2020–2022	2023–2025	2023–2025	81,376	0	34,372[7]	–	47,004	–
	Seop 6	2023–2025	2023–2025	2026–2028	2026–2028	5,963	6,521[6]	0	–	12,484	–
Total						**87,339**	**6,521**	**34,372**	**–**	**59,488**	**–**

1 Each Seop program is divided into three annual programs, with an annual performance period. Seop 5 is divided into annual program 2020 with performance period 2020, annual program 2021 with performance period 2021 and annual program 2022 with performance period 2022. Seop 6 is divided into annual program 2023 with performance period 2023, annual program 2024 with performance period 2024 and annual program 2025 with performance period 2025. Vesting of performance shares is conditional upon satisfaction of a number of performance conditions during the performance period for each annual program.

2 The investments in saving shares through the Seop programs are normally made by way of monthly salary deductions followed by monthly investments in saving shares, normally the month after the month the salary deduction was made. The acquisition period for Seop 5 comprises the financial year 2020 in respect of the annual program 2020, the financial year 2021 in respect of the annual program 2021, and the financial year 2022 in respect of the annual program 2022. The acquisition period for Seop 6 comprises the financial year 2023 in respect of the annual program 2023, the financial year 2024 in respect of the annual program 2024, and the financial year 2025 in respect of the annual program 2025. In connection with each monthly acquisition of saving shares, future matching shares and/or performance shares are awarded.

3 Matching shares and/or performance shares may normally be vested only after the lock-up period for each annual program, which comprises three years. Vesting of matching shares and/or performance shares to participants within each annual program is estimated to occur monthly three years after the investment in each saving share, meaning that vesting of matching shares and performance shares under Seop 5 is estimated to occur monthly during the financial year 2023 in respect of the annual program 2020, during the financial year 2024 in respect of the annual program 2021 and during the financial year 2025 in respect of the annual program 2022. Vesting of performance shares under Seop 6 is estimated to occur monthly during the financial year 2026 in respect of the annual program 2023, during the financial year 2027 in respect of the annual program 2024, and during the financial year 2028 in respect of the annual program 2025.

4 Performance shares related to saving shares invested under Seop 5 for 2021 have vested, whereupon 34,372 performance shares were transferred to the President and CEO. Under Seop 6, the President and CEO is preliminarily awarded 6,521 future performance shares. Saving shares, in which the President and CEO has invested to become eligible to participate in the programs, are not included in the table.

5 There is no requirement to hold the saving shares, matching shares or performance shares after acquisition/vesting.

6 Value: SEK 1,517 thousands, calculated based on the share price on December 30, 2024 (SEK 232.70) multiplied by the number of future performance shares preliminary awarded (6,521).

7 Value: SEK 7,998 thousands, calculated based on the share price on December 30, 2024 (SEK 232.70) multiplied by the number of performance shares vested (34,372).

Application of performance criteria
The performance criteria for the President and CEO's variable remuneration have been selected to deliver Skanska's strategy and to encourage behavior which is in the long-term interest of the Company and the Group. In the selection of performance criteria, the strategic objectives and short- and long-term business priorities for 2024 have been taken into account. The non-financial performance criteria further contribute to alignment with the sustainability agenda as well as Skanska's purpose and values.

In addition to the financial targets outlined in Table 3 (a), the President and CEO has non-financial targets that may reduce the outcome of the variable cash remuneration. The outcome in relation to the financial targets determines the total (financial) bonus potential, i.e. the financial targets are the basis of the total bonus potential. This outcome may be reduced depending on the outcomes of the non-financial targets. The non-financial targets are set to support the Company's business strategy and long-term value creation, including its sustainability agenda, and are for 2024 activity-based targets related to, among other things, Skanska's climate target. The outcome is reduced in cases where the non-financial targets are not fully reached. The non-financial targets together represent 50 percent of the total bonus which means that the total bonus outcome may be reduced by up to 50 percent if the non-financial targets are not met. Information on Skanska's climate target is available on pages 48–55 and 70–73 in the Annual and Sustainability Report 2024.

Table 3 (a) – Performance of the President and CEO in 2024: variable cash remuneration

Name and position	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	a) Measured performance[1] and b) actual award/remuneration outcome
Anders Danielsson, President and CEO	Income after financial items 2024[2]	100%	a) SEK 7.5 bn b) SEK 8,885 thousands[3]

1 Starting point and outperform target can be found in Note 37 on page 180 in the Annual and Sustainability Report 2024.
2 The income excludes the operating unit Asset Management (portfolio of PPP assets).
3 Outcome relating to the 2024 financial year will be finally determined and disbursed after reviewing the operational performance in the first quarter of 2025. The calculation is further preliminary insofar as any deductions as a consequence of non-financial targets have not yet been taken into account. The amount included in the table is the maximum outcome for 2024. The variable cash remuneration agreement includes a general clause stipulating that the Board and the Compensation Committee are entitled to wholly or partly reduce the variable cash remuneration. The one-year variable cash remuneration for the President and CEO may amount to not more than 75 percent of the fixed annual cash salary.

Table 3 (b) – Performance of the President and CEO in 2024: share-based incentives

Name and position	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	a) Measured performance[1] and b) actual award/remuneration outcome
Anders Danielsson, President and CEO	Earnings per share 2024[2]	85%	a) SEK 14.0 b) SEK 0 thousands[4]
	Carbon emissions (CO_2e) 2024[3]	15%	a) 155,000 tonnes b) SEK 1,517 thousands[4]

1 Starting point and outperform target for the EPS target and threshold level for the Climate target can be found in Note 37 on page 182 in the Annual and Sustainability Report 2024.
2 Profit for the period attributable to equity holders, divided by the average number of outstanding shares after dilution during the year.
3 Emissions within scope 1 and scope 2 (market based). More information can be found on page 73 in the Annual and Sustainability Report 2024.
4 The value stated refers to a preliminary award of performance shares for 2024's invested saving shares, calculated based on the share price on December 30, 2024 (SEK 232.70). The President and CEO is preliminarily estimated to receive 6,521 performance shares in total for both performance criteria. The Board will determine the final outcome after reviewing the operational performance in the first quarter of 2025. In order to receive performance shares, an additional three years of service are normally required.

Comparative information on the change of remuneration and company performance

Table 4 – Remuneration and company performance over the last reported financial years

Annual change[1]	2019	2020	2021	2022	2023	2024
Senior executive remuneration (SEK thousands)						
President and CEO remuneration (Anders Danielsson)	32,347	34,399 (+6.3%)	35,772 (+4.0%)	36,757 (+2.8%)	20,458 (-44.3%)	30,517 (+49.2%)[2]
The Group's performance						
Income after financial items (SEK bn)	7.7	11.6 (+50.5%)	9.7 (-16.9%)	9.6 (-0.8%)	3.8 (-60.0%)	7.7 (+102.2%)[3]
Earnings per share (SEK)[4]	15.5	21.7[5] (+40.0%)	19.8 (-8.8%)	18.6 (-6.1%)	7.9 (-57.5%)	14.1 (+78.5%)[6]
Carbon emissions (tonnes)[7, 8]	291,000	265,000	216,000	182,000	161,000	155,000
Average remuneration on a full-time equivalent basis of employees[9] of the Company (SEK thousands)[10]						
Employees[9] of the Company	–	1,455	1,603 (+10.2%)	1,589 (-0.9%)	1,231 (-22.5%)	1,299 (+5.6%)[11]

1 The table reports actual outcome and annual change in percentage.
2 Total remuneration in 2024 as set out in Table 1.
3 The table reports the income including the operating unit Asset Management (portfolio of PPP assets). In Table 3 (a), the income after financial items is reported excluding the operating unit Asset Management. Variable cash remuneration to the President and CEO for 2024 has been related to income after financial items excluding the operating unit Asset Management, as set forth in Table 3 (a).
4 Profit for the period attributable to equity holders, divided by the average number of outstanding shares during the year.
5 Earnings per share for 2020 in the table has been adjusted in accordance with the correction made in the Annual and Sustainability Report 2023. More information can be found in Note 43, Five-year Group financial summary, on page 191 in the Annual and Sustainability Report 2023.
6 The table reports earnings per share before dilution. In Table 3 (b), earnings per share is reported after dilution. Share-based incentives to the President and CEO for 2024 has been related to earnings per share after dilution, as set forth in Table 3 (b).
7 Scope 1 (direct) and scope 2 (indirect – market based). More information can be found on page 73 in the Annual and Sustainability Report 2024.
8 Carbon emissions are reported in the table without annual change in percentage in accordance with the method used for reporting of sustainability information in the Annual and Sustainability Report available under the heading Statutory sustainability report on pages 68–83 in the Annual and Sustainability Report 2024.
9 Excluding members of the Group Leadership Team.
10 Comparative information on the change of remuneration is not included in the table for 2019. As 2020 is the first financial year for which the reporting obligation exists, the Company does not have readily available the required information for the previous financial year 2019.
11 Average remuneration for the Company's other employees includes payments of remuneration and benefits made in 2024. For one-year variable cash remuneration, the amount included in the table is however preliminary variable cash remuneration related to the financial year 2024 which will be finally determined and disbursed after reviewing the operational performance in the first quarter of 2025. The calculation of the one-year variable cash remuneration is further preliminary insofar as the outcome of the non-financial targets have yet not been taken into account. When calculating the preliminary one-year variable cash remuneration, full outcome of the non-financial targets has consequently been considered. The value included for multi-year variable remuneration (the share saving program Seop 6) refers to preliminary awards of matching shares and performance shares for 2024's invested saving shares, calculated based on the share price on December 30, 2024 (SEK 232.70). The Board will determine the final outcome of the share saving program after reviewing the operational performance in the first quarter of 2025. In order to receive matching shares and performance shares, an additional three years of service are normally required. The average remuneration further includes pensions vested during the year in defined-benefit plans and pension expenses for defined-contribution plans. The average number of full-time equivalent employees in 2024 was 141 (105). The higher number of average full-time equivalent employees during 2024 has affected the average remuneration. The average remuneration for 2024 is further affected by a higher outcome for the one-year variable cash remuneration and the share saving program for 2024 compared to 2023.

Annual General Meeting

Skanska AB's (the Company) Annual General Meeting will be held on Monday, April 7, 2025, at 10.00 am CEST at Sergel Hub, Sveavägen 10A, Stockholm, Sweden. Registration will begin at 9.00 am CEST. Shareholders will also have the opportunity to exercise their voting rights by postal voting prior to the Meeting.

Information on registration and notice of participation, on how shareholders will be able to exercise their voting rights, and on proxies is found in the notice of the Annual General Meeting. Information is also available on the Group website www.group.skanska.com/ under the heading "Corporate Governance/Shareholders' Meeting/AGM 2025".

Dividend and record date
The Board of Directors proposes a dividend for 2024 of SEK 8.00 (5.50) per share and that the record date to receive the dividend is Wednesday, April 9, 2025. If the Annual General Meeting 2025 resolves in accordance with the proposal, the dividend is expected to be distributed by Euroclear Sweden AB on Monday, April 14, 2025. The proposed dividend amounts to SEK 3,292 M (2,257) in total. No dividend is paid for the Company's holding of Class B treasury shares. The total dividend may change up to the time of the record date, depending on the acquisition of own Class B shares and transfer of Class B shares to participants in share saving programs.

Investors

Calendar
The Group's interim reports will be published on the following dates:

Interim report first quarter: May 7, 2025

Interim report second quarter: July 18, 2025

Interim report third quarter: November 6, 2025

Year-end Report: February 6, 2026

Distribution and other information
The interim reports and annual reports can be read or downloaded on the Group website group.skanska.com/investors.

Those wishing to order the printed Annual and Sustainability Report can easily use the order form found on the above website, or contact Skanska AB, Investor Relations.

The website also contains an archive of interim reports and annual reports.

instagram.com/skanskagroup

linkedin.com/company/skanska

x.com/skanskagroup

youtube.com/@SkanskaGroup

If you have questions, please contact:
Skanska AB, Investor Relations
SE–112 74 Stockholm, Sweden
Tel: +46 (0)10 448 00 00
email: investor.relations@skanska.se

Hyllie Terass Mamö Sweden

Addresses

Skanska AB (publ)
SE–112 74 Stockholm
Sweden
Street address: Warfvinges väg 25
Tel: +46 (0)10 448 00 00
group.skanska.com

Skanska Sweden
SE–112 74 Stockholm
Sweden
Street address: Warfvinges väg 25
Tel: +46 (0)10 448 00 00
Customer service: +46 (0)20 30 30 40
skanska.se

Skanska Norway
Postboks 1175 Sentrum
NO-0187 Oslo
Norway
Street address: Lakkegata 53
Tel: +47 40 00 64 00
skanska.no

Skanska Finland
Nauvontie 18
00280 Helsinki
Finland
Tel: +358 20 719 211
skanska.fi

Skanska Poland
Aleja "Solidarności" 173
PL-00-877 Warsaw
Poland
Tel: +48 22 561 30 00
skanska.pl

Skanska Czechia and Slovakia
Křižíkova 682/34a
186 00 Prague 8, Karlín
Czechia
Tel: +420 267 095 111
skanska.cz
skanska.sk

Skanska UK
1 Hercules Way
Leavesden
Watford
WD25 7GS
UK
Tel: +44 (0)1923 776 666
skanska.co.uk

Skanska USA
Empire State Building
350 Fifth Avenue, 37th floor
New York, N.Y. 10118
USA
Tel: +1 917 438 4500
usa.skanska.com

Skanska USA Building
389 Interpace Parkway, 5th floor
Parsippany, NJ 07054
USA
Tel: +1 973 753 3500
usa.skanska.com

Skanska USA Civil
75–20 Astoria Boulevard
Suite 200
Queens, New York, N.Y. 11370
USA
Tel: +1 718 340 07 77
usa.skanska.com

Skanska Commercial Property Development Nordic
SE–112 74 Stockholm
Sweden
Street address: Warfvinges väg 25
Tel: +46 (0)10 448 00 00
skanska.com/property

Skanska Commercial Property Development Europe
SE–112 74 Stockholm
Sweden
Street address: Warfvinges väg 25
Tel: +46 (0)10 448 00 00
skanska.com/property

Skanska Commercial Property Development USA
Empire State Building
350 Fifth Avenue, 37 th floor
New York, N.Y. 10118
USA
Tel: +1 917 438 4514
usa.skanska.com

For other addresses:
group.skanska.com

Production: Skanska AB in partnership with Hallvarsson & Halvarsson
Text: Skanska AB
Photos: Samuel Uneus, Erik Undéhn, Thomas Ärlemo, Frida Marklund, Anton Renborg, Ema Peter, Patrik Olsson, David Huff, Mikkel Walle, Rafal Tomczyk, Sandra Birgersdotter, Catalin Marcu, Jonas Westling AB, Guru Media, Aleksander Malachowski, Alexander Biörsmark, Tobias Ivarsson, Leonid Furmansky, John Timothy.
Illustrations: Hvass & Hannibal
Renderings: Chybik Kristof Architects

Printed by: Åtta45 Tryckeri AB

NORDIC SWAN ECOLABEL
Printed matter
3041 0001

FSC
www.fsc.org
MIX
Packaging | Supporting responsible forestry
FSC® C023277

Skanska AB (publ)
Warfvinges väg 25
SE–112 74 Stockholm, Sweden

Phone +46 (0)10 448 00 00
group.skanska.com