



## ÅRSREGNSKAPET FOR REGNSKAPSÅRET 2021 - GENERELL INFORMASJON

### Enheten

Organisasjonsnummer: 943 049 467  
Organisasjonsform: Aksjeselskap  
Foretaksnavn: SKANSKA NORGE AS  
Forretningsadresse: Lakkegata 53  
0187 OSLO

### Regnskapsår

Årsregnskapets periode: 01.01.2021 - 31.12.2021

### Konsern

Mørselskap i konsern: Ja  
Konsernregnskap lagt ved: Ja

### Regnskapsregler

Regler for små foretak benyttet: Ja  
Benyttet ved utarbeidelsen av årsregnskapet til selskapet: Regnskapslovens alminnelige regler  
Benyttet ved utarbeidelsen av årsregnskapet til konsernet: -

### Årsregnskapet fastsatt av kompetent organ

Bekreftet av representant for selskapet: Anders Daae  
Dato for fastsettelse av årsregnskapet: 27.06.2022

### Grunnlag for avgivelse

År 2021: Årsregnskapet er elektronisk innlevert  
År 2020: Tall er hentet fra elektronisk innlevert årsregnskap fra 2021

*Det er ikke krav til at årsregnskapet m.v. som sendes til Regnskapsregisteret er undertegnet. Kontrollen på at dette er utført ligger hos revisor/enhetens øverste organ. Sikkerheten ivaretas ved at innsender har rolle/rettighet for innsending av årsregnskapet via Altinn, og ved at det bekreftes at årsregnskapet er fastsatt av kompetent organ.*

Brønnøysundregistrene, 07.07.2023



## Resultatregnskap

Beløp i: NOK	Note	2021	2020
<b>RESULTATREGNSKAP</b>			
<b>Inntekter</b>			
Salgsinntekt	1	11 050 323 000	9 553 335 000
<b>Sum inntekter</b>		<b>11 050 323 000</b>	<b>9 553 335 000</b>
<b>Kostnader</b>			
Endring i beholdning av varer under tilvirkning og ferdig tilvirkede varer		2 002 826 000	704 717 000
Varekostnad		5 051 728 000	5 444 201 000
Lønnskostnad	2,14	2 344 067 000	2 178 135 000
Avskrivning på varige driftsmidler og immaterielle eiendeler	10	181 023 000	167 668 000
Annen driftskostnad		896 981 000	778 005 000
<b>Sum kostnader</b>		<b>10 476 625 000</b>	<b>9 272 726 000</b>
<b>Driftsresultat</b>		<b>573 698 000</b>	<b>280 609 000</b>
<b>Finansinntekter og finanskostnader</b>			
Inntekt på investering i datterselskap og tilknyttet selskap		303 116 000	789 320 000
Annen finansinntekt		34 221 000	52 952 000
<b>Sum finansinntekter</b>		<b>337 337 000</b>	<b>842 272 000</b>
Annen finanskostnad		7 703 000	16 429 000
<b>Sum finanskostnader</b>		<b>7 703 000</b>	<b>16 429 000</b>
<b>Netto finans</b>		<b>329 634 000</b>	<b>825 843 000</b>
<b>Ordinært resultat før skattekostnad</b>		<b>903 332 000</b>	<b>1 106 452 000</b>
Skattekostnad på ordinært resultat	15	185 623 000	163 313 000
<b>Ordinært resultat etter skattekostnad</b>		<b>717 709 000</b>	<b>943 139 000</b>
<b>Årsresultat</b>		<b>717 709 000</b>	<b>943 139 000</b>
<b>Overføringer og disponeringer</b>			
Overføringer til/fra annen egenkapital		717 709 000	943 139 000
<b>Sum overføringer og disponeringer</b>		<b>717 709 000</b>	<b>943 139 000</b>



## Balanse

Beløp i: NOK	Note	2021	2020
<b>BALANSE - EIENDELER</b>			
<b>Anleggsmidler</b>			
<b>Immaterielle eiendeler</b>			
<b>Sum immaterielle eiendeler</b>		<b>0</b>	<b>0</b>
<b>Varige driftsmidler</b>			
Tomter, bygninger og annen fast eiendom	10	36 298 000	39 175 000
Maskiner og anlegg	10	674 663 000	524 427 000
<b>Sum varige driftsmidler</b>		<b>710 961 000</b>	<b>563 602 000</b>
<b>Finansielle anleggsmidler</b>			
Investering i datterselskap	7	917 113 000	978 306 000
Investeringer i tilknyttet selskap		117 291 000	127 299 000
Investeringer i aksjer og andeler			5 000 000
Andre fordringer	9	1 492 497 000	1 083 504 000
<b>Sum finansielle anleggsmidler</b>		<b>2 526 901 000</b>	<b>2 194 109 000</b>
<b>Sum anleggsmidler</b>		<b>3 237 862 000</b>	<b>2 757 711 000</b>
<b>Omløpsmidler</b>			
<b>Varer</b>			
Varer	6	733 679 000	548 099 000
<b>Sum varer</b>		<b>733 679 000</b>	<b>548 099 000</b>
<b>Fordringer</b>			
Andre fordringer	5	1 906 916 000	1 819 088 000
<b>Sum fordringer</b>		<b>1 906 916 000</b>	<b>1 819 088 000</b>
<b>Investeringer</b>			
<b>Sum investeringer</b>		<b>0</b>	<b>0</b>
<b>Bankinnskudd, kontanter og lignende</b>			
Bankinnskudd, kontanter og lignende	4,11	2 940 306 000	2 987 348 000
<b>Sum bankinnskudd, kontanter og lignende</b>		<b>2 940 306 000</b>	<b>2 987 348 000</b>
<b>Sum omløpsmidler</b>		<b>5 580 901 000</b>	<b>5 354 535 000</b>



## Balanse

Beløp i: NOK	Note	2021	2020
<b>SUM EIENDELER</b>		<b>8 818 763 000</b>	<b>8 112 246 000</b>
<b>BALANSE - EGENKAPITAL OG GJELD</b>			
<b>Egenkapital</b>			
<b>Innskutt egenkapital</b>			
Selskapskapital	16	274 251 000	274 251 000
Overkurs	16	44 840 000	44 840 000
Annen innskutt egenkapital		0	0
<b>Sum innskutt egenkapital</b>		<b>319 091 000</b>	<b>319 091 000</b>
<b>Opptjent egenkapital</b>			
Annen egenkapital	16	1 776 446 000	1 857 838 000
<b>Sum opptjent egenkapital</b>		<b>1 776 446 000</b>	<b>1 857 838 000</b>
<b>Sum egenkapital</b>		<b>2 095 537 000</b>	<b>2 176 929 000</b>
<b>Gjeld</b>			
<b>Langsiktig gjeld</b>			
Utsatt skatt		644 437 000	550 076 000
<b>Sum avsetninger for forpliktelser</b>		<b>644 437 000</b>	<b>550 076 000</b>
<b>Annen langsiktig gjeld</b>			
Obligasjonslån	13		28 371 000
Langsiktig konserngjeld		7 000 000	7 000 000
<b>Sum annen langsiktig gjeld</b>		<b>7 000 000</b>	<b>35 371 000</b>
<b>Sum langsiktig gjeld</b>		<b>651 437 000</b>	<b>585 447 000</b>
<b>Kortsiktig gjeld</b>			
Leverandørgjeld	19	69 403 000	77 171 000
Betalbar skatt	15	174 853 000	124 318 000
Skyldige offentlige avgifter		238 665 000	296 721 000
Annen kortsiktig gjeld	12	5 588 867 000	4 851 334 000
<b>Sum kortsiktig gjeld</b>		<b>6 071 788 000</b>	<b>5 349 544 000</b>
<b>Sum gjeld</b>		<b>6 723 225 000</b>	<b>5 934 991 000</b>



## Balanse

<b>Beløp i: NOK</b>	<b>Note</b>	<b>2021</b>	<b>2020</b>
<b>SUM EGENKAPITAL OG GJELD</b>		<b>8 818 762 000</b>	<b>8 111 920 000</b>



## Brønnøysundregistrene

### ÅRSREGNSKAP FOR REGNSKAPSÅRET 2021 - GENERELL INFORMASJON

Journalnummer: 2022 776770

#### Enheten

Organisasjonsnummer: 943 049 467  
Organisasjonsform: Aksjeselskap  
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Benyttet ved utarbeidelsen av  
årsregnskapet til konsernet: -

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Brønnøysundregistrene, 03.08.2022



Organisasjonsnr: 943 049 467  
SKANSKA NORGE AS

## RESULTATREGNSKAP

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<b>RESULTATREGNSKAP</b>			
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<b>Sum inntekter</b>		<b>11 050 323 000</b>	<b>9 553 335 000</b>
<b>Kostnader</b>			
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<b>Driftsresultat</b>		<b>573 698 000</b>	<b>280 609 000</b>
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Organisasjonsnr: 943 049 467  
SKANSKA NORGE AS

## BALANSE

Beløp i: NOK	Note	2021	2020
<b>BALANSE - EIENDELER</b>			
<b>Anleggsmidler</b>			
<b>Immaterielle eiendeler</b>			
Sum immaterielle eiendeler		0	0
<b>Varige driftsmidler</b>			
Tomter, bygninger og annen fast eiendom			
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<b>Egenkapital</b>			
<b>Innskutt egenkapital</b>			
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<b>Langsiktig gjeld</b>			
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Organisasjonsnr: 943 049 467  
SKANSKA NORGE AS

NOTEOPPLYSNINGER - SELSKAP - alle poster oppgitt i hele tall

## Note

1

### Regnskapsprinsipper

Generelt Skanska Norge AS' regnskap er utarbeidet i henhold til norsk regnskapslovgivning og god regnskapsskikk. Det er unnlatt å utarbeide konsernregnskap med hjemmel i regnskapsloven § 3-7. Resultatperioden er 1/1-31/12 og balansetidspunktene er 31/12. Vurderings- og klassifiseringsprinsipper Omløpsmidler og kortsiktig gjeld Omløpsmidler og kortsiktig gjeld omfatter normalt poster som forfaller til betaling innen ett år etter balansedagen. I tillegg inkluderes poster knyttet til produksjonskretsløpet, som vedrører oppdrag som strekker seg over mer enn ett år. Selskapet inngår i konsernets konsernkontoordning og bankbeholdning er klassifisert som bankinnskudd i balansen og kontantstrømpstillingen. Inntektsavregning Selskapet benytter løpende avregning av prosjektene som inntektsføringsprinsipp. Estimert fortjeneste inntektsføres i takt med fremdriften av prosjektene. Et prosjekts fortjeneste defineres som inntekter minus henførbare kostnader. Henførbare kostnader omfatter materialer, personalkostnader, underentreprenører, maskinleie og lokal administrasjon. Løpende avregning av prosjekter i arbeid innebærer i mange tilfeller usikkerhet og skjønsmessige vurderinger. Det endelige resultat for de enkelte prosjekter vil derfor kunne avvike fra det som er reflektert i regnskapene i mellomliggende år. Fullføringsgraden i prosjektene fastsettes basert på medgått kostnad i forhold til totale estimerte kostnader. For prosjekter som forventes å gi et samlet tap, er det totale estimerte tap i sin helhet kostnadsført. Beholdninger Beholdninger av utstyr på anlegg og sentrale lagre er vurdert til det laveste av kostpris og realiserbar verdi. Småutstyr innkjøpt i året er betraktet som kostnader og utgiftsført. Krav fra/mot byggherre I entreprenørbransjen kan det for enkelte prosjekter erfaringsmessig oppstå uenighet med byggherre blant annet om tolking av kontraktsvilkår. I denne forbindelse fremsettes krav og motkrav som vanligvis avgjøres gjennom forhandlinger, rettsak eller voldgift. I regnskapet er det tatt hensyn til slike krav ut fra beste estimat og er klassifisert under kortsiktig gjeld. Dette er en del av den ordinære virksomheten og inngår i den løpende prosjektvurderingen. Omtvistede krav inntektsføres først når det er inngått avtale med byggherre eller rettslig avgjørelse. Avsetning utestående fordringer Avsetning til tap på krav gjøres på grunnlag av en individuell vurdering av den enkelte fordring. I tillegg gjøres en generell delkredereavsetning. Forskudd fra kunder Mottatte forskudd fra kunder vises som kortsiktig gjeld. Fakturaer til kunder på avtalte forskudd (forskuddsfakturaer) som ikke er betalt pr. balansedagen, er eliminert. Investeringer i datterselskap og tilknyttede selskap. Investeringer i datterselskap er vurdert etter kostmetoden, og investeringer i tilknyttede selskap er vurdert etter egenkapitalmetoden. Konsernbidrag inntektsføres samme år som det er opptjent. Aksjeutbytte inntektsføres det året pengene utbetales. Valuta Eiendeler og gjeld i utenlandsk valuta er ført til kurser pr. balansedagen. Garantiavsetning Garantiavsetning for avsluttede prosjekter der garantitiden løper, er belastet driftsresultatet og vises under kortsiktig gjeld. Avsetningen er i hovedsak beregnet ut fra kontraktsvolum for avsluttede prosjekter i garantiperiode pr. 31.12 sett i forhold til historisk medgått garantiarbeid. . Garantiperioden er opp til tre år. Varige driftsmidler Varige driftsmidler er oppført i balansen til historisk anskaffelseskost, fratrukket nedskrivninger og lineære avskrivninger. Satsene for beregning av lineære avskrivninger er fastsatt ut fra en vurdering av de enkelte anleggsmidlers antatte økonomiske og tekniske levetid. Selskapet avhender



regelmessig driftsmidler som en del av den løpende utskiftingen av maskiner og utstyr. Gevinst og tap som oppstår i denne forbindelse, klassifiseres som ordinære driftsinntekter og -kostnader. Immaterielle eiendeler/goodwill er oppført til historisk kostnad minus av- og nedskrivninger. Leasing Operasjonell leasing blir bokført som ordinær driftskostnad. Leasingkontrakter hvor samlet leiebeløp utgjør mer enn 90% av verdien blir normalt klassifisert som finansiell leasing. Vedlikehold Som hovedregel kostnadsføres alt vedlikehold når kostnaden påløper. Oppgradering og utskifting av driftsmidler betraktes som investeringer og balanseføres. Forsknings- og utviklingskostnader Forsknings- og utviklingskostnader kostnadsføres løpende. Skatter Skattekostnaden er knyttet til det regnskapsmessige resultat og består av summen av betalbare skatter og endring i utsatt skatt. Utsatt skatt i balansen beregnes etter nominell skattesats på grunnlag av midlertidige forskjeller mellom regnskapsmessige og skattemessige verdier. Pensjoner Selskapet har pensjonsordninger som gir de ansatte rett til avtalte fremtidige pensjonsytelser hvor ytelsene er basert på antall opptjeningsår og lønnsnivå ved pensjonsalder. Pensjonsforpliktelsene er vurdert til nåverdien av de fremtidige pensjonsytelsene som er opptjent på balansedagen. Fremtidige pensjonsytelser er beregnet med utgangspunkt i forventet lønn på pensjonstidspunktet. Pensjonsmidler er vurdert til markedsverdi på balansedagen. Pensjonsforpliktelsene fratrukket pensjonsmidlene er vist netto i balansen. Skanska Norge AS inngår i det globale entreprenørselskapet Skanska. Konsernet implementerte IFRS for rapportering av pensjoner 1/1-2004. Skanska fører estimatendringer direkte mot egenkapital og utsatt skatt i tråd med IAS 19 og NRS 6A. Øvrige forhold Kontantstrømpoppstilling Kontantstrømpoppstillingen er utarbeidet etter den indirekte metoden. Kontanter og kontantekvivalenter omfatter kontanter og bankinnskudd som umiddelbart og med uvesentlig kursrisiko kan konverteres til kjente kontantbeløp og med forfallsdato kortere enn tre måneder fra anskaffelsesdato. Andeler i arbeidsfelleskap Ved utførelse av entreprenørproppdrag i samarbeid med andre entreprenører, opprettes det arbeidsfelleskap.

## Note

1

Er det usikkerhet om fortsatt drift?: Nei

## Note

### Antall årsverk i regnskapsåret

2343.00

## Note

### Spesifisering av resultatregnskapet

#### Lønnskostnader

<u>Lønn</u>	<u>Årets</u>	<u>Fjorårets</u>
	1860161000.00	1802298000.00
<u>Folketrygdavgift</u>	<u>Årets</u>	<u>Fjorårets</u>
	269965000.00	225495000.00
<u>Pensjonskostnader</u>	<u>Årets</u>	<u>Fjorårets</u>
	128653000.00	96631000.00
<u>Andre ytelser</u>	<u>Årets</u>	<u>Fjorårets</u>



85288000.00 53711000.00

<u>Sum lønnskostnader</u>	<u>Årets</u>	<u>Fjorårets</u>
	2344067000.00	2178135000.00

## Note

### Ekstraordinære inntekter og kostnader

<u>Sum</u>	<u>Beløp</u>
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<u>Balanseført verdi 31.12.</u>	<u>Varige driftsmidler</u>	<u>Immaterielle eiend.</u>
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## Konsernregnskap

### Morselskapet sitt navn

### Forretningskontor for morselskapet

### Begrunnelse for at datterselskap er utelatt fra konsolideringen

### Konsern, tilknyttet selskap m.v. - fordringer og gjeld

#### Fordringer

<u>Samlet beløp - tilknyttet selskap</u>	<u>Årets</u>	<u>Fjorårets</u>
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<u>Samlet beløp - foretak i samme konsern</u>	<u>Årets</u>	<u>Fjorårets</u>
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<u>Samlet beløp - foretak i samme konsern</u>	<u>Årets</u>	<u>Fjorårets</u>
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<u>Samlet beløp - felles kontrollert virksomhet</u>	<u>Årets</u>	<u>Fjorårets</u>
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<u>Pantstillelse</u>	<u>Beløp</u>
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<u>Beholdning av egne aksjer</u>	<u>Antall</u>	<u>Pålydende</u>	<u>Andel av aksjek.</u>
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## Note

5

### Lån og sikkerhetsstillelse til medlemmer



Er det gitt lån eller sikkerhetsstillelse til ledende personer: Nei

Opplysninger om:

Medlemmer av:

Mer om lån og sikkerhetsstillelse



## Skanska Norge AS

Årsregnskap og årsberetning for 2021



Statsautoriserte revisorer  
Ernst & Young AS

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Medlemmer av Den norske Revisorforening

## UAVHENGIG REVISORS BERETNING

Til generalforsamlingen i Skanska Norge AS

### Konklusjon

Vi har revidert årsregnskapet for Skanska Norge AS som består av balanse per 31. desember 2021, resultatregnskap og kontantstrømoppstilling for regnskapsåret avsluttet per denne datoen og noter til årsregnskapet, herunder et sammendrag av viktige regnskapsprinsipper.

Etter vår mening oppfyller årsregnskapet gjeldende lovkrav og gir et rettviseende bilde av selskapets finansielle stilling per 31. desember 2021 og av dets resultater og kontantstrømmer for regnskapsåret avsluttet per denne datoen i samsvar med regnskapslovens regler og god regnskapsskikk i Norge.

### Grunnlag for konklusjon

Vi har gjennomført revisjonen i samsvar med International Standards on Auditing (ISA-ene). Våre oppgaver og plikter i henhold til disse standardene er beskrevet nedenfor under *Revisors oppgaver og plikter ved revisjonen av årsregnskapet*. Vi er uavhengige av selskapet i samsvar med kravene i relevante lover og forskrifter i Norge og *International Code of Ethics for Professional Accountants* (inkludert internasjonale uavhengighetsstandarder) utstedt av International Ethics Standards Board for Accountants (IESBA-reglene), og vi har overholdt våre øvrige etiske forpliktelser i samsvar med disse kravene. Innhentet revisjonsbevis er etter vår vurdering tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon.

### Øvrig informasjon

Øvrig informasjon omfatter informasjon i selskapets årsrapport bortsett fra årsregnskapet og den tilhørende revisjonsberetningen. Styret og daglig leder (ledelsen) er ansvarlig for den øvrige informasjonen. Vår konklusjon om revisjonen av årsregnskapet dekker ikke den øvrige informasjonen, og vi attesterer ikke den øvrige informasjonen.

I forbindelse med revisjonen av årsregnskapet er det vår oppgave å lese den øvrige informasjonen med det formål å vurdere om årsberetningen inneholder de opplysninger som skal gis i henhold til gjeldende lovkrav og hvorvidt det foreligger vesentlig inkonsistens mellom den øvrige informasjonen og årsregnskapet eller kunnskap vi har opparbeidet oss under revisjonen, eller hvorvidt den tilsynelatende inneholder vesentlig feilinformasjon. Dersom vi konkluderer med at den øvrige informasjonen inneholder vesentlig feilinformasjon eller ikke inneholder de opplysninger som skal gis i henhold til gjeldende lovkrav, er vi pålagt å rapportere det.

Vi har ingenting å rapportere i så henseende, og vi mener at årsberetningen er konsistent med årsregnskapet og inneholder de opplysninger som skal gis i henhold til gjeldende lovkrav.

### Ledelsens ansvar for årsregnskapet

Ledelsen er ansvarlig for å utarbeide årsregnskapet og for at det gir et rettviseende bilde i samsvar med regnskapslovens regler og god regnskapsskikk i Norge. Ledelsen er også ansvarlig for slik intern kontroll som den finner nødvendig for å kunne utarbeide et årsregnskap som ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller feil.

Ved utarbeidelsen av årsregnskapet må ledelsen ta standpunkt til selskapets evne til fortsatt drift og opplyse om forhold av betydning for fortsatt drift. Forutsetningen om fortsatt drift skal legges til grunn for årsregnskapet med mindre ledelsen enten har til hensikt å avvikle selskapet eller virksomheten, eller ikke har noe annet realistisk alternativ.

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Perneo Dokumentnr: EYZZ-Y408N-ZUVJL-JMGCS-FXBVO-1AH3S



Building a better  
working world

## Revisors oppgaver og plikter ved revisjonen av årsregnskapet

Vårt mål er å oppnå betryggende sikkerhet for at årsregnskapet som helhet ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller feil, og å avgi en revisjonsberetning som inneholder vår konklusjon. Betryggende sikkerhet er en høy grad av sikkerhet, men ingen garanti for at en revisjon utført i samsvar med ISA-ene, alltid vil avdekke vesentlig feilinformasjon. Feilinformasjon kan skyldes misligheter eller feil og er å anse som vesentlig dersom den enkeltvis eller samlet med rimelighet kan forventes å påvirke de økonomiske beslutningene som brukerne foretar på grunnlag av årsregnskapet.

Som del av en revisjon i samsvar med ISA-ene, utøver vi profesjonelt skjønn og utviser profesjonell skepsis gjennom hele revisjonen. I tillegg:

- identifiserer og vurderer vi risikoen for vesentlig feilinformasjon i årsregnskapet, enten det skyldes misligheter eller feil. Vi utformer og gjennomfører revisjonshandlinger for å håndtere slike risikoen, og innhenter revisjonsbevis som er tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon. Risikoen for at vesentlig feilinformasjon som følge av misligheter ikke blir avdekket, er høyere enn for feilinformasjon som skyldes feil, siden misligheter kan innebære samarbeid, forfalskning, bevisste utelatelser, uriktige fremstillinger eller overstyring av intern kontroll.
- opparbeider vi oss en forståelse av den interne kontrollen som er relevant for revisjonen, for å utforme revisjonshandlinger som er hensiktsmessige etter omstendighetene, men ikke for å gi uttrykk for en mening om effektiviteten av selskapets interne kontroll.
- evaluerer vi om de anvendte regnskapsprinsippene er hensiktsmessige og om regnskapsestimaterne og tilhørende noteopplysninger utarbeidet av ledelsen er rimelige.
- konkluderer vi på om ledelsens bruk av fortsatt drift-forutsetningen er hensiktsmessig, og, basert på innhentede revisjonsbevis, hvorvidt det foreligger vesentlig usikkerhet knyttet til hendelser eller forhold som kan skape betydelig tvil om selskapets evne til fortsatt drift. Dersom vi konkluderer med at det eksisterer vesentlig usikkerhet, kreves det at vi i revisjonsberetningen henleder oppmerksomheten på tilleggsopplysningene i årsregnskapet, eller, dersom slike tilleggsopplysninger ikke er tilstrekkelige, at vi modifiserer vår konklusjon om årsregnskapet og årsberetningen. Våre konklusjoner er basert på revisjonsbevis innhentet frem til datoen for revisjonsberetningen. Etterfølgende hendelser eller forhold kan imidlertid medføre at selskapet ikke kan fortsette driften.
- evaluerer vi den samlede presentasjonen, strukturen og innholdet i årsregnskapet, inkludert tilleggsopplysningene, og hvorvidt årsregnskapet gir uttrykk for de underliggende transaksjonene og hendelsene på en måte som gir et rettviseende bilde.

Vi kommuniserer med styret blant annet om det planlagte omfanget av og tidspunktet for revisjonsarbeidet og eventuelle vesentlige funn i revisjonen, herunder vesentlige svakheter i den interne kontrollen som vi avdekker gjennom revisjonen.

Oslo, 28. juni 2022  
ERNST & YOUNG AS

*Revisjonsberetningen er signert elektronisk*

Asbjørn Ler  
statsautorisert revisor

Uavhengig revisors beretning - Skanska Norge AS 2021  
A member firm of Ernst & Young Global Limited

Permeo Dokumentnr: EYXZZ-Y408N-ZUVJL-JMGCS-FXBYO-1AH35



## ÅRSBERETNING 2021

Skanska Norge AS

### VIRKSOMHETENS ART

Skanska Norges virksomhet er innenfor bygg og anlegg som leverandør av tradisjonelle entreprenørtjenester, utvikling og salg av boligprosjekt, eiendomsutvikling, prosjektledelse og som leverandør av produkter og spsjaltjenester. Skanska Norge AS leverer primært entreprenørtjenester. Virksomheten i Norge er landsdekkende. Hovedkontoret er i Oslo.

### FORTSATT DRIFT - HENDELSER ETTER BALANSEDAGEN.

Årsoppgjøret er avlagt under forutsetning om fortsatt drift, og styret og administrasjonen bekrefter at alle forutsetninger for fortsatt drift er til stede.

Krigen i Ukraina har gitt utslag i priser og råvaretilgang i Norge og Europa. Situasjonen og omfanget av krigen er uoversiktlig, men krigen har innvirkning på selskapets drift på linje med resten av samfunnet. Selskapet vil tilpasse driften etter rådene fra sentrale myndigheter og føringer fra konsernet. Det er vanskelig å estimere de finansielle følgene av krigen. .

### ARBEIDSMILJØ OG PERSONALE

Det er stort fokus på arbeid med helse, miljø og sikkerhet i Skanska Norge AS. Selskapets overordnede målsetting er «et positivt og sikkert arbeidsmiljø som gjør at ingen blir syke eller skadet av å jobbe på våre prosjekter». Målbevisst arbeid for å forebygge arbeidsulykker lokalt i Norge og i Skanska på verdensbasis har redusert antall og alvorlighet av skader gjennom mange år. Læring etter alvorlige ulykker spres i alle land og alle prosjekter involveres i diskusjoner om hvordan slike ulykker kan forebygges.

Selv om vi fortsatt har arbeidsulykker med fravær var det i 2021 kun 12 av våre ca. 200 prosjekter som hadde arbeidsulykke som medførte fravær. Dette er ca. det samme som i 2020 hvor tallet var 11. Det vil si at de fleste av våre prosjekter gjennomføres uten fraværsskader.

Tallene for 2021 er 6 fraværsskader på egne ansatte som ga en ulykkes frekvens, H1-verdi (antall fraværsskader pr million timeverk) på 0,91. Dette er en liten økning fra 2020 hvor tallene var 5 fraværsskader og H1-verdi på 0,75. Tall for skader inkluderer Skanskas datterbedrifter.

Alvorlighetsgraden (A-verdien) for egne ansatte ved ulykkene viste en markant økning i 2021 sammenlignet med 2020. A-verdien, definert som gjennomsnittlig antall fraværsgener per H2-skade, var på 4,02 for 2021, mens den i 2020 var på 1,19. I absolutte tall resulterte arbeidsulykkene på egne ansatte i 374 fraværsgener i 2021, mot 82 i 2020.

Vi ser for 2021 også en økning i antall fraværsskader hos underentreprenører på våre prosjekter, fra 6 i 2020 til 8 i 2021.

Tabellen under viser tall for 2021 for egne ansatte, hos våre kontraktspartnere (UE) og samlet for vår aktivitet i prosjekter. Selv om vi 2021 ikke hadde dødsulykker i selskapet, hadde vi 17 hendelser med kritisk potensial. Dette er fem flere enn i 2020.



Tall for 2021 som også inkluderer kontraktspartnere ser slik ut:	Skanska	UE	Skanska+ UE
H1-verdi	0,91	0,81	0,85
H2-verdi	14,13	8,66	9,11
H1 skader (Fraværsskader)	6	8	14
H2 skader (H1+Legebehandlet eller tilrettelagt arbeid)	93	57	150
Alvorlighetsgrad (A-verdi)	4,02	2,77	3,55
Fraværst dager som følge av arbeidsulykker	374	158	532
Dødsulykker	0	0	0

Sykefraværet for 2021 endte på 5,06 % mot 5,82 % i 2020 (inkl. datterbedrifter). Gode rutiner for tett oppfølging av sykemeldte og avtale om Inkluderende Arbeidsliv bidrar til å holde sykefraværet såpass lavt. Som bidrag i det forebyggende helsearbeidet foretas det løpende målrettede helseundersøkelser, og det iverksettes ulike tiltak for å forebygge arbeidsbetinget sykdom hos utvalgte grupper.

Som konkrete virkemidler i det forebyggende arbeidet er rapportering av uønskede hendelser (RUH) fortsatt i fokus, for å sikre læring av hendelser og derved unngå alvorlige ulykker. I 2021 ble det registrert 14 900 RUH. Det ble også gjennomført et stort antall risikoanalyser, deriblant 2 744 Sikker Jobbanalyser (SJA). Ledelsen viste sitt engasjement blant annet ved å gjennomføre 1 016 Ledelsens Prosjektbesøk i 2021. Det ble også i 2021 gjennomførte en rekke kurs i egenregi for å sikre at hver enkelt tar personlig ansvar og har høy, relevant kompetanse.

Gjennomføring av sikkerjobb analyser (SJA) er en sentral aktivitet i prosjektenes løpende risikohåndtering ved farlige arbeidsoperasjoner. SJA gjennomføres i et stort antall, men med varierende kvalitet og derfor er det besluttet at «god kvalitet i sikker jobb analyse» er tema for Skanska sin Sikkerhetsuke i 2022.

## MILJØRAPPORTERING

Skanska skal være et foregangsselskap innen Bærekraft. Vi er en del av felleskapet og ønsker å gjøre en forskjell. Vi bygger for et bedre samfunn. Dette er dypt forankret i Skanskas satsning både i Norge og internasjonalt. Dette forplikter oss til å bidra og drive utviklingen fremover for økte miljøkvaliteter og bærekraft i det bygde miljø, i tett samarbeid med kunder og samarbeidspartnere.

Skanska er ISO14001 sertifisert, det sikrer vårt fundament for å drive effektiv miljøstyring i alle våre prosesser, og for å levere miljøriktige produkter. Utviklingen i miljøprestasjonene i Skanska samt resultatene fra ulike revisjoner viser at miljøstyringssystemet er et effektivt og tilrettelagt verktøy for vår virksomhet og våre prosjekter.

Den sentrale ISO-revisjonen utført av KIWA i juni 2021 gav *ingen avvik*. Det systematiske arbeidet vil fortsette.

Vi fortsetter å levere BREEAM sertifiserte bygg til det norske markedet. Alle våre egenutviklede boligprosjekter BREEAM-sertifiseres. Skanska har overlevert flere miljøsertifiserte anleggsprosjekter også. Sist overlevert i 2021 er deler av E16 Åsbygda – Olum.

Skanska Norge har siden 2008 målt og rapportert klimagassutslipp for vår virksomhet. Dette utføres i henhold til Greenhouse Gas (GHG) Protocol. Skanska Norge skal redusere sitt klimagassutslipp med 70% (Scope1 og 2) innen 2030. For egenutviklede prosjekter skal vi også redusere 50 % for Scope 3. I 2045 skal Skanska Norge være klimanøytral. Referanseår er satt til 2015 for Scope1 og Scope2 og 2020 for Scope 3. Dette er i henhold til Skanska AB's målsetning. I 2021 ble Skanska AB's målsetning godkjent av «Science based Target Initiative». I 2021 hadde Skanska AB redusert sine globale utslipp (Scope1 og Scope2) med 46%.

Skanska AB fremlegger årlig selskapets bærekraftsprestasjoner i årsrapporten og til CDP (tidligere Carbon Disclosure Project). I 2021 ble vi gitt score A- for vårt arbeid (Climate change 2021).



Powerhouse-alliansen er et samarbeid om utvikling av klimabygg hvor Skanska Norge er en av partnerne. Energieffektivisering, fornybar energiproduksjon, byggeskikk og klimavennlige byggematerialer står høyt på agendaen. I 2021 ble to Powerhouse Telemark (2020) og Powerhouse Brattørkaia (2019) utstilt på COP26 som forbildeprosjekter.

Flere innovasjon og FoU prosjekter fortsatte i 2021. I 2021 fikk vi støtte fra Forskningsrådet for bl.a SirkBygg som skal planlegge og bygge nybygg som er egnet som gode donorbygg i et fremtidig lavkarbonsamfunn og Hybridene som skal utvikle kunnskap, konsepter, teknologier og strategier for hybrid ventilasjon i bygninger.

## RESULTAT, INVESTERINGER, FINANSIERING OG LIKVIDITET

Selskapet hadde en omsetning i 2021 på 11.050,3 (9.553,3 mill. kr i 2020). Resultat før skatt ble 903,3 millioner kroner (1.106,5)

Resultat finans i 2021 var 329,6 millioner (825,8). Selskapet mottok aksjeutbytte og konsernbidrag fra datterselskap på 298,6 mill (754,0). Likviditeten er god. Ordreserven er høyere enn ved utgangen av 2020.

Årets investeringer i varige driftsmidler samt aksjer og andeler var 492,8 (153,7). Selskapets innskudd på konsernkonto 31.12.2021 var kr 2.940,3 millioner kroner (2.987,3), og rentebærende gjeld var 0 (28,4 millioner kroner i 2020).

Selskapet har normalt sesongsvingninger i likviditetsutviklingen gjennom året, hvor september/oktober markerer bunnpunktet.

Totalkapitalen var ved utgangen av året 8.818,7 millioner kroner, sammenlignet med 8.112,2 millioner kroner året før.

Egenkapitalandelen pr 31.12.21 var 23,8%, sammenlignet med 26,8% i 2020

Kontantstrøm fra operasjonelle aktiviteter var 922,7 millioner kroner i 2021 mot 1.508,4 millioner kroner i 2020

## FINANSIELL RISIKO

Selskapet er utsatt for kreditt og motpartsrisiko, renterisiko, likviditetsrisiko og valutarisiko i dets ordinære forretningsvirksomhet, og styrer mot å ta akseptabel risiko innenfor disse områdene. Det gjøres løpende kredittsjekk av kunder, leverandører og samarbeidspartnere, og engasjementer sikres delvis ved finansiell garantistillelse fra tredjepart.

Selskapet deltar i et felles konsernkontosystem for Skanskas norske foretak. Overskuddslikviditeten plasseres kortsiktig hos banker og kredittinstitusjoner med høy kredittverdighet. Eventuelt behov for likviditet ivaretas sentralt i Skanskakonsernet via ekstern finansiering og trekkrettigheter. Kontrakter og avtaler med oppgjør i fremmed valuta sikres mot norske kroner ved avtaleinngåelse.

## LIKESTILLING OG DISKRIMINERING

I Skanska legger vi til grunn lovens brede tilnærming til arbeidet med mangfold. I tråd med lov om likestilling og forbud mot diskriminering skal Skanska aktivt jobbe for å fremme likestilling, hindre diskriminering på grunn av kjønn, graviditet, permisjon ved fødsel og adopsjon, omsorgsoppgaver, etnisitet, religion, livssyn, funksjonsnedsettelse, seksuell orientering, kjønnsidentitet, kjønnsuttrykk, eller kombinasjoner av disse grunnlagene. Videre søker Skanska å hindre trakassering, seksuell trakassering og kjønnsbasert vold i tråd med bestemmelsene om aktivitetsplikten i lov om likestilling og forbud mot diskriminering §26.



Arbeidet skal blant annet omfatte områdene rekruttering, lønns- og arbeidsvilkår, forfremmelse, utviklingsmuligheter, tilrettelegging og mulighet for å kombinere arbeid og familieliv. Herunder skal det undersøkes om det finnes risiko for diskriminering eller andre hindre for likestilling basert på grunnlagene listet opp ovenfor. Årsakene til identifiserte risikoer skal analyseres og det er pålagt å iverksette tiltak som er egnet til å motvirke diskriminering, og bidra til økt likestilling og mangfold i virksomheten. Resultatene av arbeidet skal vurderes.

#### Faktisk tilstand for kjønnslikestilling, midlertidig ansatte, deltid og foreldrepermisjon:

Den lovpålagte redegjørelsesplikten i likestillings- og diskrimineringslovens §26a fokuserer på kjønnsperspektivet i mangfoldsarbeidet, herunder skal Skanska redegjøre for den faktiske tilstanden når det gjelder kjønnslikestilling i virksomheten.

I Skanska-selskapene i Norge jobbet det pr 31.12.2021, 3747 personer. 1640 av disse er funksjonærer, de øvrige 2107 er fagarbeidere. Totalt var det 384 kvinner som jobbet i selskapet ved årsskiftet, 44 av disse var fagarbeidere. På nivå 1 og 2 i karrieremodellen i selskapet (rådgiver og seniorrådgiver er 303 av de ansatte kvinner).

#### Kartlegging av lønnsforskjeller i selskapet:

Skanska er videre pålagt gjennom lovens §26(2)(a) å kartlegge lønnsforhold fordelt etter kjønn og bruken av ufrivillig deltidsarbeid.

Skanska har gjennomført en kartlegging av lønnsforhold fordelt etter kjønn for 2021 i tråd med det lovpålagte kravet i lovens §26(2)(a). Herunder har vi sett på lønnsforskjeller på ulike stillingsnivå/grupper, lønnsforskjell totalt i virksomheten og med bakgrunn i en vurdering av «likt arbeid av lik verdi».

I flere av stillingsnivåene/gruppene som er kartlagt er det under 5 kvinner som er ansatt og av personsensitive hensyn blir det kun generert resultater på et overordnet/gjennomsnittlig nivå og det blir ikke gitt opplysninger om funn her (markert med X i oversiktstabell under).

Stillingsnivå	Kvinner	gj.lønn	Menn	Gj. lønn
Fagarbeidere	44	482 946	2 063	554 075
Nivå 1 funksjonær	177	681 530	558	661 321
Nivå 2 funksjonær	126	820 994	516	855 619
Nivå 3 funksjonær	33	1 108 076	175	1 167 740
Nivå 4 funksjonær	X	X	43	1 617 000
Nivå 5 funksjonær	X	X	7	2 215 714

Den totale oversikten av kartleggingen er ikke vedlagt i årsrapport, men kan etterspørres ved behov for innsyn.

Av våre ansatte er 29 registrert som midlertidig ansatte og 46 ansatte er registrert i deltidsstillinger. Av de deltidsansatte er 14 kvinner.

Styret i Skanska Norge bestod i 2021 av 6 menn og 1 kvinne.

Vi har pr. 31.12.21 ingen tall på ansatte som jobber ufrivillig deltid.



## Virksomhetens arbeid for å oppfylle aktivitetsplikten:

Skanska gjennomførte i 2019 en intern analyse i selskapet av situasjonen knyttet til inkludering og mangfold. En del av denne kartleggingen viste også funn knyttet til utfordringer for likestilling i selskapet.

Akkurat som i byggenæringen generelt, har også Skanska en synlig mannsdominert sammensetning blant de ansatte. Det er også få kvinnelige ledere på de øverste nivåene i organisasjonen. Det kom også fram at det må skapes en enda større forståelse for hvorfor inkludering og mangfold er en god forretningsmessig investering.

Med bakgrunn i dette har Skanska i 2021 tatt et strategisk grep rundt arbeidet med inkludering og mangfold (likestilling er en viktig del av dette arbeidet), og ansatte i juni 2021 en egen leder for inkludering og mangfold. Arbeidet er organisert under Skanska Norge sin HR-avdeling. Det er nedsatt en egen arbeidsgruppe for inkludering og mangfold som sammen med leder for arbeidet skal jobbe med tiltak på området.

Skanska skal jobbe for å styrke og videreutvikle en inkluderende kultur for å skape et enda større rom for mangfold. Det er også et et viktig tiltak for å øke kvinneandelen blant de ansatte å øke fokus på å skape en inkluderende kultur.

Inkludering og mangfold er sett på som en av de avgjørende faktorene for å levere i henhold til våre ambisjoner og mål, og er ansett som lønnsomt for oss fordi:

- Vi må reflektere mangfoldet i samfunnet og hos våre kunder
- Det vil øke vår attraktivitet som selskap
- Det vil sikre fremtidig konkurranseevne
- Det vil sikre fremtidig lønnsomhet
- Det vil øke medarbeidertilfredsheten, arbeidsmiljø og kultur, og sikre lavere uønsket turnover

For å sikre dette er det viktig å engasjere og skape eierskap til våre ambisjoner for inkludering og mangfold, og en rekke tiltak er iverksatt og skal iverksettes i 2022.

Gjennomførte tiltak 2021 er:

- Gjennomført en kartlegging av status på inkludering og mangfold i selskapet
- Inkludering og mangfold som fast punkt på Onboarding av nyansatte, program for young professionals og på lederutviklingsprogrammer internt i Skanska.
- Nedsatt arbeidsgruppe for inkludering og mangfold med eget mandat
- Nedsatt referansegruppe for inkludering og mangfold
- I gang med et prosjekt i samarbeid med eksterne selskaper for å kartlegge hvilke rekrutteringstiltak som kan bidra til økt mangfold og redusert diskriminering
- Startet arbeidet med en kommunikasjonsplan for å øke synlighet og betydningen av arbeidet
- Arbeidet med inkludering og mangfold er tydelig forankret i toppledelsen
- Månedlige møter og tett samarbeid med ledelse og hovedtillitsvalgte
- I tillegg arbeider vi systematisk for å sikre at tiltak som gjøres lokalt, støtter oppunder konsernets mål for inkludering og mangfold.

Funn av risiko for diskriminering eller andre hindre for likestilling 2021:

- Inkludering og mangfold er preget av fokus på synlig mangfold (kjønn, hudfarge) og en mannsdominert kultur.
- Bekymring for om vi vil kunne beholde ansatte og tilegne oss nye, nødvendige ferdigheter.
- Vi har for høy turnover på kvinnelige ansatte og må gjøre en nærmere analyse av potensielle risikoer for uønsket turnover.
- Fremtidig rekruttering av kvinnelige ansatte. Tydelige tegn på at nyutdannede ikke velger entreprenørene, men går til konsulentbransjen.



- I rekrutteringsprosesser tar ledere ofte det "trygge valget" basert på hvem som ligner sin egen eller teamets bakgrunn
- Lite kommunikasjon om inkludering og mangfold - vi kan lære av hvordan vi kommuniserer bærekraft og sikkerhet for å skape fart i arbeidet. Det bør skapes en felles forståelse av hvorfor inkludering og mangfold er en god næringsinvestering

Planlagte tiltak for 2022:

- Gender Gap- rapportering til Skanska AB (som del av et større prosjekt for å kartlegge lønnsforskjeller i Skanska Globalt)
- Iverksetting av et arbeid for å forhindre trakassering, mobbing, uønsket adferd og holdninger
- Lage et eget e-læringskurs i mangfoldsledelse og påfølgende fasilitering av refleksjonsarbeid i ledergrupper
- Kompetanseheving gjennom foredragsvirksomhet intern i selskapet og eksternt i norsk arbeidsliv
- Med bakgrunn i lønnskartleggingen for 2021 må vi jobbe med å analysere eventuelle lønnsgap og forsøke finne grunnene til evt. lønnsforskjeller i selskapet, slik at vi på sikt kan jobbe med å tette lønnsgap. Dette arbeidet vil gjøres i samarbeid med de tillitsvalgte.
- Planlagt å nedsette et nettverk for kvinner i Skanska
- Det er også behov for å sette konkrete mål for å fremme en inkluderende, verdibasert og mangfold kultur i Skanska. Det vil i løpet av 2022 også bli satt KPI'er på kort og lengre sikt for
  - antall kvinnelige ledere på de øverste nivåene i selskapet
  - forskjeller i lønn.
  - Excellent leader indeks

Det er for tidlig å si noe om effekten av igangsatte og planlagte igangsatte tiltak.

I Skanska sine etiske retningslinjer fremgår det at alle skal gis lik behandling og like muligheter uten hensyn til utseende, etnisk opprinnelse, nasjonalitet, religion eller tro, kjønn, seksuell legning, kjønnsidentitet eller uttrykk, alder, funksjonshemming, sivil status, familiestatus eller andre egenskaper som beskyttes av lover og regler. Videre skal de etiske retningslinjene hindre diskriminering og trakassering. Skanska aksepterer ikke noen former for respektløs atferd, mobbing, diskriminering, trakassering eller uønsket seksuell oppmerksomhet. Det oppfordres til å rapportere uønskede hendelser og det er etablert et tydelig system for varsling på nett eller via telefon.

Skanska har også etablert et Etisk råd som skal;

- gi veiledning når medarbeidere har etiske spørsmål og dilemmaer
- undersøke anklager og rapporter om mistenkte brudd på retningslinjene våre i enheten
- gjennomgå saker og gi anbefalinger til ledelsen på grunnlag av funnene og konklusjonene etter undersøkelser av mistenkte brudd på retningslinjene

Videre er hensynet til likestilling og ikke-diskriminering inkludert i den øvrige personpolitikken.

Årlig gjennomfører Skanska medarbeiderundersøkelse hvor det bl.a. kartlegges forhold knyttet til mobbing og trakassering, balanse mellom arbeid og privatliv og barrierer på arbeidsplass. Resultatet av undersøkelsen er basis for tiltaksplaner på selskapsnivå og i de enkelte enheter.

## STYREFORSIKRING

Det er tegnet ansvarsforsikring overfor styremedlemmene og administrerende direktør.



## UTSIKTER FOR 2022

Farten i norsk økonomi er høy til tross for usikkerhetene grunnet krigen i Ukraina. Det er rekordlav arbeidsledighet og Fastlands-BNP er ventet å vokse med 3,7 % i 2022 i følge SSB. Ledigheten innen bygg og anleggsnæringen er også på rekordlave nivåer og det meldes om knapphet på arbeidskraft. Høy etterspørsel etter pandemien sammen med ubalanser i verdikjedene har bidratt til økning i byggekostnadene. Dette har blitt forsterket av krigen i Ukraina. Økt usikkerhet og de høye byggekostnader vil kunne medføre at private byggherrer velger å utsette prosjekter. I tillegg er det signaler om at det offentlige vil holde igjen på investeringer for å ikke fyre opp under den høye aktiviteten i økonomien. Prognosene viser at det offentlige yrkesbyggmarkedet vil gå ned i år. Private yrkesbygg ventes å øke noe mens private boliger vil gå noe ned. Anleggsmarkedet er i stor grad offentlige kunder, og til tross for signaler om utsettelse av prosjekter, så ventes produksjonen å vokse i 2022. Samlet ventes det at bygg og anleggsmarkedet vil øke noe i 2022; byggmarkedet vil gå noe ned mens anleggsmarkedet vil vokse.

## ÅRSRESULTAT OG DISPONERINGER

Styret vil på generalforsamlingen foreslå følgende disponering av årets resultat:

Årsresultat etter skatt 717.708

Overført til annen egenkapital

Oslo 27. juni 2022

Ståle Rød  
Styreleder og Adm.dir

Kristin Holthe  
Styremedlem

Olav Inge Beisland  
Styremedlem

Gunnar Lauritz Garred  
Styremedlem

Frank Heine Jensen  
Styremedlem

Stein Ivar Hellestad  
Styremedlem

Bjarte Finnesand  
Styremedlem



**Resultatregnskap**

**Skanska Norge AS**

Alle beløp i 1000 NOK

	Note	2021	2020
Salgsinntekter	1	11 050 323	9 553 335
<b>Sum driftsinntekter</b>		<b>11 050 323</b>	<b>9 553 335</b>
Underentreprenører		5 051 728	5 444 201
Materialer		2 002 826	704 717
Lønnskostnad	2,14	2 344 067	2 178 135
Avskrivning varige driftsmidler	10	181 023	167 668
Annen driftskostnad		896 981	778 005
<b>Sum driftskostnader</b>		<b>10 476 626</b>	<b>9 272 726</b>
<b>Driftsresultat</b>		<b>573 697</b>	<b>280 609</b>
Resultat tilknyttet selskap	8	4 484	35 275
Inntekt fra investering i datterselskap	7	298 632	754 045
Finansinntekter	3	34 221	52 952
Finanskostnader	3	7 703	16 429
<b>Resultat finans</b>		<b>329 634</b>	<b>825 843</b>
<b>Ordinært resultat før skattekostnad</b>		<b>903 331</b>	<b>1 106 452</b>
Skattekostnad på ordinært resultat	15	185 623	163 313
<b>Ordinært resultat</b>		<b>717 708</b>	<b>943 138</b>
<b>Årsresultat</b>		<b>717 708</b>	<b>943 138</b>
<b>Anvendelse av årsresultat</b>			
Overført annen egenkapital		717 708	943 138



## Balanse

### Skanska Norge AS

		Alle beløp i 1000 NOK	
	Note	2021	2020
<b>Eiendeler</b>			
<b>Anleggsmidler</b>			
<b>Variige driftsmidler</b>			
Tomter, bygninger og annen fast eiendom	10	36 298	39 175
Maskiner og driftsløsøre	10	674 663	524 427
<b>Sum variige driftsmidler</b>		<b>710 961</b>	<b>563 602</b>
<b>Finansielle anleggsmidler</b>			
Investeringer i datterselskap	7	917 113	978 306
Investeringer i aksjer og andeler		0	5 000
Investeringer i tilknyttet selskap	8	117 291	127 299
Langsiktige fordringer	9	39 364	36 084
Pensjonsmidler	14	1 453 133	1 047 420
<b>Sum finansielle anleggsmidler</b>		<b>2 526 901</b>	<b>2 194 110</b>
<b>Sum anleggsmidler</b>		<b>3 237 863</b>	<b>2 757 711</b>
<b>Omløpsmidler</b>			
Egenregi prosjekter	6	733 679	548 099
Fordringer	5	1 906 916	1 819 088
Innestående på konsernkonto	4,11	2 940 306	2 987 348
<b>Sum omløpsmidler</b>		<b>5 580 900</b>	<b>5 354 535</b>
<b>Sum eiendeler</b>		<b>8 818 763</b>	<b>8 112 246</b>

**Balanse****Skanska Norge AS**

		Alle beløp i 1000 NOK	
	Note	2021	2020
<b>Egenkapital og gjeld</b>			
<b>Egenkapital</b>			
Aksjekapital	16	274 251	274 251
Overkursfond	16	44 840	44 840
<b>Sum innskutt egenkapital</b>		<b>319 091</b>	<b>319 091</b>
<b>Opptjent egenkapital</b>			
Annen egenkapital	16	1 776 446	1 857 838
<b>Sum opptjent egenkapital</b>		<b>1 776 446</b>	<b>1 857 838</b>
<b>Sum egenkapital</b>		<b>2 095 537</b>	<b>2 176 929</b>
<b>Gjeld</b>			
<b>Langsiktig gjeld</b>			
Utsatt skattegjeld	15	644 437	550 076
Annen rentebærende gjeld	13	0	28 371
Annen langsiktig gjeld		7 000	7 000
<b>Sum annen langsiktig gjeld</b>		<b>651 437</b>	<b>585 447</b>
<b>Kortsiktig gjeld</b>			
Garantiavsetning	19	69 403	77 171
Betalbar skatt	15	174 853	124 318
Skyldige offentlige avgifter		238 665	296 721
Forskudd fra kunder		2 525 792	2 355 667
Annen rentefri kortsiktig gjeld	12	3 063 075	2 495 994
<b>Sum kortsiktig gjeld</b>		<b>6 071 789</b>	<b>5 349 870</b>
<b>Sum gjeld</b>		<b>6 723 226</b>	<b>5 935 317</b>
<b>Sum egenkapital og gjeld</b>		<b>8 818 763</b>	<b>8 112 246</b>

Oslo, 27.06.2022  
Styret for Skanska Norge ASStåle Rød  
Styreleder og Adm.dirFrank Heine Jensen  
StyremedlemGunnar Lauritz Garred  
StyremedlemStein Ivar Hellestad  
StyremedlemEjarte Finnesand  
StyremedlemKristin Holthe  
StyremedlemClav Inge Beisland  
Styremedlem



## Kontantstrømoppstilling 01.01-31.12

(Alle tall i NOK 1000)

Skanska Norge As

Kontantstrømmer fra operasjonelle aktiviteter	Note	2021	2020
Resultat før skatt		903 331	1 106 452
- Periodens betalte skatt		-123 901	-21 822
-/+ Gevinst/tap ved salg av anleggsmidler		-10 417	-17 424
+ Av- og nedskrivninger		181 023	167 669
- Resultat tilknyttet selskap		-4 484	-35 275
+/- Endring i beholdninger og egenregi for salg		-177 846	48 777
+/- Endring i kundefordringer		-173 268	-224 318
+/- Endring i rentefri leverandørgjeld		133 941	57 973
+/- Endring av andre tidsavgrensingsposter		232 045	498 988
+/- Pensjon, forskjell kostnadsført/betalt		-37 757	-72 612
Netto likviditetsendring fra virksomheten		<u>922 667</u>	<u>1 508 408</u>
<b>Kontantstrømmer fra investeringsaktiviteter</b>			
+ Innbetalinger ved salg av varige driftsmidler		23 227	40 190
- Utbetalinger ved kjøp av varige driftsmidler		-345 793	-151 363
+ Innbetalinger ved salg av aksjer og andeler		0	5 100
- Utbetalt ved kjøp av aksjer og andeler		-137 023	-2 334
- Fusjon med datterselskap - innløst gjeld		-24 394	-106 016
Netto likviditetsendring fra investeringer		<u>-483 983</u>	<u>-214 423</u>
<b>Kontantstrømmer fra finansieringsaktiviteter</b>			
+ Innbetaling ved nedbetaling langsiktig fordring		3 440	18 182
- Utbetaling økt langsiktig fordring		-6 720	0
- Utbetalt utbytte til morselskap		-899 983	-399 969
+/- Innbetaling/utbetaling langsiktig gjeld		-28 371	-104 254
+ Innbetaling konsernbidrag/egenkapital fra datterselskap og tilknyttet selskap		445 908	575 412
+ Innbetaling langsiktig gjeld		<u>0</u>	<u>0</u>
Netto likviditetsendring fra finansiering		<u>-485 726</u>	<u>89 371</u>
Netto endring i likvider i året		-47 042	1 383 356
<b>Innestående konsernsernkonto per 01.01</b>		<b>2 987 348</b>	<b>1 603 992</b>
<b>Innestående konsernsernkonto per 31.12</b>		<b>2 940 306</b>	<b>2 987 348</b>



## Regnskapsprinsipper

### Generelt

Skanska Norge AS' regnskap er utarbeidet i henhold til norsk regnskapslovgivning og god regnskapsskikk. Det er unnlatt å utarbeide konsernregnskap med hjemmel i regnskapsloven § 3-7. Resultatperioden er 1/1-31/12 og balansetidspunktene er 31/12.

### Vurderings- og klassifiseringsprinsipper

#### Omløpsmidler og kortsiktig gjeld

Omløpsmidler og kortsiktig gjeld omfatter normalt poster som forfaller til betaling innen ett år etter balansedagen. I tillegg inkluderes poster knyttet til produksjonskrets løpet, som vedrører oppdrag som strekker seg over mer enn ett år.

Selskapet inngår i konsernets konsernkontoordning og bankbeholdning er klassifisert som bankinnskudd i balansen og kontantstrømpstillingen.

#### Inntektsavregning

Selskapet benytter løpende avregning av prosjektene som inntektsføringsprinsipp. Estimert fortjeneste inntektsføres i takt med fremdriften av prosjektene. Et prosjekts fortjeneste defineres som inntekter minus henførbare kostnader. Henførbare kostnader omfatter materialer, personalkostnader, underentreprenører, maskinleie og lokal administrasjon.

Løpende avregning av prosjekter i arbeid innebærer i mange tilfeller usikkerhet og skjønnsmessige vurderinger. Det endelige resultat for de enkelte prosjekter vil derfor kunne avvike fra det som er reflektert i regnskapene i mellomliggende år. Fullføringsgraden i prosjektene fastsettes basert på medgått kostnad i forhold til totale estimerte kostnader.

For prosjekter som forventes å gi et samlet tap, er det totale estimerte tap i sin helhet kostnadsført.

#### Beholdninger

Beholdninger av utstyr på anlegg og sentrale lagre er vurdert til det laveste av kostpris og realiserbar verdi. Småutstyr innkjøpt i året er betraktet som kostnader og utgiftsført.

#### Krav fra/mot byggherre

I entreprenørbransjen kan det for enkelte prosjekter erfaringsmessig oppstå uenighet med byggherre blant annet om tolking av kontraktvilkår. I denne forbindelse fremsettes krav og motkrav som vanligvis avgjøres gjennom forhandlinger, rettsak eller voldgift.

I regnskapet er det tatt hensyn til slike krav ut fra beste estimat og er klassifisert under kortsiktig gjeld. Dette er en del av den ordinære virksomheten og inngår i den løpende prosjektvurderingen.

Omtvistede krav inntektsføres først når det er inngått avtale med byggherre eller rettslig avgjørelse.

#### Avsetning utestående fordringer

Avsetning til tap på krav gjøres på grunnlag av en individuell vurdering av den enkelte fordring. I tillegg gjøres en generell delkredereavsetning.

#### Forskudd fra kunder

Mottatte forskudd fra kunder vises som kortsiktig gjeld. Fakturaer til kunder på avtalte forskudd (forskuddsfakturaer) som ikke er betalt pr. balansedagen, er eliminert.

#### Investeringer i datterselskap og tilknyttede selskap.

Investeringer i datterselskap er vurdert etter kostmetoden, og investeringer i tilknyttede selskap er vurdert etter egenkapitalmetoden.

Konsernbidrag inntektsføres samme år som det er opptjent. Hvis datterselskap har besluttet utbytte før regnskapet til Skanska Norge AS er avsluttet blir det inntektsført – ellers blir aksjeutbytte inntektsført det året pengene utbetales.

#### Valuta

Eiendeler og gjeld i utenlandsk valuta er ført til kurser pr. balansedagen.



## Garantiavsetning

Garantiavsetning for avsluttede prosjekter der garantitiden løper, er belastet driftsresultatet og vises under kortsiktig gjeld. Avsetningen er i hovedsak beregnet ut fra kontraktsvolum for avsluttede prosjekter i garantiperiode pr. 31.12 sett i forhold til historisk medgått garantiarbeid. . Garantiperioden er opp til tre år.

## Varige driftsmidler

Varige driftsmidler er oppført i balansen til historisk anskaffelseskost, fratrukket nedskrivninger og lineære avskrivninger. Satsene for beregning av lineære avskrivninger er fastsatt ut fra en vurdering av de enkelte anleggsmidlers antatte økonomiske og tekniske levetid.

Selskapet avhender regelmessig driftsmidler som en del av den løpende utskiftingen av maskiner og utstyr. Gevinst og tap som oppstår i denne forbindelse, klassifiseres som ordinære driftsinntekter og -kostnader. Immaterielle eiendeler/goodwill er oppført til historisk kostnad minus av- og nedskrivninger.

## Vedlikehold

Som hovedregel kostnadsføres alt vedlikehold når kostnaden påløper. Oppgradering og utskifting av driftsmidler betraktes som investeringer og balanseføres.

## Forsknings- og utviklingskostnader

Forsknings- og utviklingskostnader kostnadsføres løpende.

## Skatter

Skattekostnaden er knyttet til det regnskapsmessige resultat og består av summen av betalbare skatter og endring i utsatt skatt. Utsatt skatt i balansen beregnes etter nominell skattesats på grunnlag av midlertidige forskjeller mellom regnskapsmessige og skattemessige verdier.

## Pensjoner

Selskapet har pensjonsordninger som gir de ansatte rett til avtalte fremtidige pensjonsytelser hvor ytelsene er basert på antall opptjeningsår og lønnsnivå ved pensjonsalder. Pensjonsforpliktelsene er vurdert til nåverdien av de fremtidige pensjonsytelsene som er opptjent på balansedagen. Fremtidige pensjonsytelser er beregnet med utgangspunkt i forventet lønn på pensjonstidspunktet. Pensjonsmidler er vurdert til markedsverdi på balansedagen. Pensjonsforpliktelsene fratrukket pensjonsmidlene er vist netto i balansen.

Skanska Norge AS inngår i det globale entreprenørselskapet Skanska. Konsernet implementerte IFRS for rapportering av pensjoner 1/1-2004. Skanska fører estimatendringer direkte mot egenkapital og utsatt skatt i tråd med IAS 19 og NRS 6A.

## Øvrige forhold

### Kontantstrømoppstilling

Kontantstrømoppstillingen er utarbeidet etter den indirekte metoden. Kontanter og kontantekvivalenter omfatter kontanter og bankinnskudd som umiddelbart og med uvesentlig kursrisiko kan konverteres til kjente kontantbeløp og med forfallsdato kortere enn tre måneder fra anskaffelsesdato.

### Andeler i arbeidsfellesskap

Ved utførelse av entreprenøroppdrag i samarbeid med andre entreprenører, opprettes det arbeidsfellesskap.



## Note 1 Driftsinntekter

(Alle tall i NOK 1000)

	2021	2020
<b>Pr. virksomhetsområde</b>		
Bygg	6 092 378	5 305 255
Anlegg	4 957 945	4 248 080
<b>Sum</b>	<b>11 050 323</b>	<b>9 553 335</b>
<b>Geografisk fordeling</b>		
Norge	11 044 349	9 539 959
Utland	5 974	13 376
<b>Sum</b>	<b>11 050 323</b>	<b>9 553 335</b>

## Note 2 Lønnskostnader mv.

(Alle tall i NOK 1000)

Lønnskostnader	2021	2020
Lønninger	1 860 161	1 802 298
Arbeidsgiveravgift	269 965	225 495
Pensjonskostnader	128 653	96 631
Andre ytelser	85 288	53 711
<b>Sum</b>	<b>2 344 067</b>	<b>2 178 135</b>

Gjennomsnittlig antall ansatte i regnskapsåret 2 343 2 320

Alle ansatte får tilbud om å være med i aksjesparingsprogrammet SEOP. Dette er et spare- og lojalitetsprogram i regi av Skanska AB (konsernet). Ansatte kan på frivillig basis spare ved å investere i aksjer i det svenske morselskapet. Programmet gir en tilleggsaksje for hver fjerde som blir kjøpt, videre får man tilleggsaksjer dersom oppjeningsmålsetning blir nådd. Det er satt betingelser med 3 års opptjeningsstid hvor tilleggsaksjer for år 1 tildeles i år 4 og for år 2 i år 5 osv.

Det er krav om fortsatt ansettelse i i tildelingsåret.

I 2021 er det ikke utbetalt honorar til styret. Revisjonshonoraret for 2021 utgjør 2.069.000,- eks mva for lovpålagt revisjon og kr 240.489,- for tjenester utenfor revisjon til Skanska Norge AS.

Til administrerende direktor er det utbetalt lønn og annen godtgjørelse for 2021 med 6.623.445,-. I tillegg er det betalt 194.638,- i pensjonspremie.

Administrerende direktor har 6 måneders oppsigelsestid. Ved oppsigelse fra selskapets side har han krav på lønn i 12 måneder frem til fylte 50 år og etter fylte 50 18 måneder. Dette gjelder også ved egen oppsigelse hvis det skjer organisatoriske endringer og tilsvarende forhold som ikke gjør det naturlig at han forsetter.

Administrerende direktor har en bonusavtale basert på de enkelte års resultat og resultatmargin begrenset opp til 100% av fast årslønn.

## Note 3 Finansposter

(Alle tall i NOK 1000)

Inntekter	2021	2020
Gevinst salg aksjer	-	4 478
Renteinntekter	30 847	39 201
Andre finansinntekter	3 374	9 273
<b>Sum finansinntekter</b>	<b>34 221</b>	<b>52 952</b>
<b>Kostnader</b>	<b>2021</b>	<b>2020</b>
Tap salg aksjer	193	0
Rentekostnader	930	1 875
Andre finanskostnader	6 580	12 895
<b>Sum finanskostnader</b>	<b>7 703</b>	<b>14 770</b>

## Note 4 Bundne bankinnskudd

Selskapet har stillet bankgaranti for skatterekk.

## Note 5 Fordringer og tap på fordringer

(Alle tall i NOK 1000)

	2021	2020
Byggherrefordringer	158 714	440 477
Utført, ikke fakturert produksjon	550 337	280 106
Innstående hos byggherrer	784 581	591 680
Fordringer konsern	401 853	495 346
Andre kortsiktige fordringer	20 007	19 286
Delkredereavsetning	-8 576	-7 807
<b>Sum</b>	<b>1 906 916</b>	<b>1 819 088</b>
	<b>2021</b>	<b>2020</b>
Delkredereavsetning 1.1	-8 576	7 807
Endring delkredere	0	0
Delkredereavsetning 31.12	-8 576	7 807

Skanska Norge AS fakturerer i hovedsak etter ordinære bransjebetingelser, dvs. månedlig med 30 dagers betalingsfrist. Fakturering skjer normalt i takt med fremdrift, men avvikende betalingsplaner forekommer. Utført ikke fakturert produksjon blir normalt utfakturert i påfølgende måned. Innstående hos byggherre er fordringer som iht. kontrakt er tilbakeholdt av byggherren som sikkerhetstiltale for oppfyllelse av kontrakt.



## Note 6 Bygg i egenregi for salg

(Alle tall i NOK 1000)

	2021	2020
Tomter for utbygging og salg	733 679	548 099
Prosjekter under utførelse		0
<b>Sum</b>	<b>733 679</b>	<b>548 099</b>

## Note 7 Investering i datterselskaper

Selskap	Forretn.kontor	Selskapets aksje-kapital (1000)	Antall aksjer (1000)	Pålydende (kroner)	Eier-andel	Bokført verdi (1000)	Andel egenkapital	Res etter skatt 2021
Bjørndalen Landhandleri II AS	Oslo	30	-	1 000	100 %	30	30	-13
Brævannskleiva 3 AS	Oslo	30	-	1 000	100 %	30	307	-449
Dikkedokken AS	Bergen	120	-	1 000	100 %	96 082	5 590	55
Entreprenørservice AS	Skedsmo	10 000	10	1 000	100 %	30 000	180 368	953
GML Drammensveie 227 Eiendom AS	Oslo	31	-	1 000	100 %	23 047	7 559	1 411
Hovikhaugen AS	Oslo	1 100	11	100	100 %	137 023	22 112	-403
Hålogalandsvegen AS	Oslo	30	-	1 000	100 %	30	30	-13
Ing. Per Fossum AS	Oslo	750	-	5 000	100 %	39 977	2 352	-562
Marthinsen & Duvholt AS	Sandefjord	2 400	2	1 000	100 %	136 400	122 871	59 922
Skanska Eiendomsutvikling AS	Oslo	62 500	63	1 000	100 %	100 000	599 223	175 586
Skanska Husfabrikken AS	Steinkjer	500	-	10 000	100 %	-	74 225	-7 580
Skanska Industrial Solution AS	Oslo	35 000	1	25 000	100 %	10 800	66 706	-12 516
Skanska Utvikling 19 AS	Oslo	30	-	1 000	100 %	30	30	-12
Skanska Utvikling 20 AS	Oslo	30	-	1 000	100 %	30	30	-12
Utleiecompagniet AS	Oslo	5 000	5	1 000	100 %	35 000	269 657	109 031
Vassbakk & Stol AS	Karmøy	360	1	1 000	100 %	58 631	231 572	60 349
Økem Park AS	Oslo	11 500	-	115 000	100 %	250 003	37 539	8 800
						<b>917 113</b>	<b>1 590 211</b>	<b>394 539</b>

## Note 8 Investering i tilknyttede selskaper

Selskap	Forret. kontor	Eierandel	Anskaffelseskost	Resultat for skatt 2021	Andel egenkapital
Ranheimsfjæra DA	Oslo	50 %	-2 103	4 003	785
Ranheimsfjæra Utbyggingsselskap II AS	Oslo	50 %	1 001	-22	566
Vækeroveien 203 ANS	Oslo	75 %	98 458	-134	6 149
JV Skanska-Strabag Ulrikken ANS	Oslo	50 %	-	0	0
JV Skanska-TT Anlegg ANS	Oslo	50 %	-	2 050	-156
Simenergi AS		33 %	5 000	-552	1 722
Ditio AS		50 %	11 308	-861	1 988
<b>Sum investering i tilknyttet selskap</b>			<b>113 664</b>	<b>4 484</b>	<b>11 054</b>

## Note 9 Langsiktige fordringer

(Alle tall i NOK 1000)

	2021	2020
Forskudd tomte kjøp	30 450	30 450
Skanska pensjonskasse, ansvarlig lån	5 634	5 634
Andre langsiktige fordringer	3 280	0
<b>Sum</b>	<b>39 364</b>	<b>36 084</b>

## Note 10 Varige driftsmidler og immaterielle eiendeler

(Alle tall i NOK 1000)

Varige driftsmidler	Maskiner-inventar	Eide Drifts-eiendommer	Tomter	Sum 2021	Sum 2020
Anskaffelseskost pr 01.01.	1 414 361	72 065	6 871	1 493 297	1 442 514
Tilgang kjøp	333 912	0	0	333 912	151 363
Tilgang fusjon	0	7 734	0	7 734	206 508
Reklassifisering (Egenregiprojekter)	0	7 734	0	7 734	206 518
Avgang salg -utrangering	72 362	0	0	72 362	100 580
Anskaffelseskost 31.12.	1 675 911	72 065	6 871	1 754 847	1 493 297
Akkumulerte av- og nedskrivninger 01.01.	889 934	39 761	0	929 695	838 424
Tilgang fusjon	0	0	0	0	51 985
Av- og nedskrivninger	177 989	3 034	0	181 023	167 668
Reklassifisering (Egenregiprojekter)	0	257	0	257	55 046
Avgang salg -utrangering	66 675	0	100	66 775	73 336
Akkumulerte avskrivninger 31.12.	1 001 248	42 538	100	1 043 886	929 695
<b>Balansført verdi pr. 31.12.</b>	<b>674 663</b>	<b>29 527</b>	<b>6 771</b>	<b>710 961</b>	<b>563 602</b>
Ordinære avskrivningssatser	10- 30%	2 - 4%			
Tomter er kun relatert til selskapets drifts- og forretningseiendommer.					



## Note 11 Driftskreditter

Selskapet inngår i avtale om konsernkontoordning hvor Skanska Financial Services AB som eier av konsernkontoordningen har avtale og direkte mellomværende med banken. Inntøstende og trekk på konsernkontoordningen er for selskapet å anse som mellomværende med eier av konsernkontoordningen. Skanska Norge konsernets samlede kredittramme er 50 mnok, og netto inntøstende for Skanska Norge konsernet per 31. desember 2021 var 1.252,8 mnok.

## Note 12 Annen rentefri kortsiktig gjeld

(Alle tall i NOK 1000)

	2021	2020
Leverandørgjeld	828 773	622 048
Feriepenger	197 091	189 483
Gjeld konsern	27 202	25 701
Annen rentefri kortsiktig gjeld	2 010 009	1 658 762
Sum	3 063 075	2 495 994

## Note 13 Rentebærende gjeld

(Alle tall i NOK 1000)

	2021	2020
Sigrun og Torjus Bygland	0	28 371
Andre langsiktig gjeld	0	0
Sum	0	28 371

## Note 14 Pensjoner

Skanska Norge AS har kollektive pensjonsordninger for sine ansatte. Ordningen er i hovedsak finansiert gjennom egen pensjonskasse. I tillegg finansieres pensjonsutbetalingene til enkelte tidligere ansatte gjennom livsforsikrings-selskap eller direkte over driften.

Selskapet innførte innskuddspensjon for nyansatte fra 1/9-2017. Ansatte pr 1/9-2017 fikk valget om å fortsette med ytelsepensjon eller endre til innskuddspensjon. Skanska Norge AS er underlagt lov om obligatorisk tjenstepensjon og tilfredstiller kravene i denne loven.

Forpliktelsene omfatter:

Ansatte	1 364	
Pensjonister	1 587	
Sum	2 951	
	2021	2020
Sammensetning av årets pensjonskostnad:		
Innskuddspensjon	32 453	24 930
Nåverdi av årets pensjonsopptjening	114 371	104 029
+ Rentekostnad av pensjonsforpliktelsen	72 460	83 432
- Forventet avkastning på pensjonsmidler	-90 631	-115 760
= Netto pensjonskostnad	128 653	96 631

Selskapet har både sikrede og usikrede ordninger, men viser samlet netto pensjonsmidler i balansen. Pensjonsmidlene er avsatt til dekning av fremtidige pensjonsutbetalinger. Overfinansieringen i pensjonskassen vil forrentes og gi lavere årlige pensjonskostnader. Totalkostnad for alle rettigheter (TBO) overstiger pensjonsmidlene.

Avstemning av bokførte pensjonsforpliktelser mot ordningens finansielle status

	2021	Sikrede Ordninger	Usikrede Ordninger	Sum
Brutto pensjonsforpliktelser		-4 153 462	-153 788	-4 307 250
- Estimert verdi pensjonsmidler		5 580 811		5 580 811
Netto pensjonsforpliktelser		1 427 349	-153 788	1 273 561
Periodisert arbeidsgiveravgift		201 256	-21 684	179 572
<b>Balansført pensjonsmidler inkl arbeidsgiveravgift</b>		<b>1 628 605</b>	<b>-175 472</b>	<b>1 453 133</b>
Totalkostnader for alle rettigheter pr 31.12.2021		5 704 497	153 787	5 858 284
	2020	Sikrede Ordninger	Usikrede Ordninger	Sum
Brutto pensjonsforpliktelser		-3 862 269	-155 397	-4 017 666
- Estimert verdi pensjonsmidler		4 935 651		4 935 651
Netto pensjonsforpliktelser		1 073 382	-155 397	917 985
Periodisert arbeidsgiveravgift		151 346	-21 911	129 435
<b>Balansført pensjonsmidler inkl arbeidsgiveravgift</b>		<b>1 224 728</b>	<b>-177 308</b>	<b>1 047 420</b>
Totalkostnader for alle rettigheter pr 31.12.2020		5 463 848	144 086	5 607 934

Aktuarmessige beregninger er foretatt basert på de økonomiske forutsetningene som er vist nedenfor.



	2021	2020
Diskonteringsfaktor	1,90 %	1,80 %
Forventet avkastning	1,90 %	1,80 %
Forventet lønnsregulering	2,50 %	2,25 %
Forventet G-regulering	2,50 %	2,25 %
Forventet pensjonsregulering	1,75 %	1,50 %

Skanska Norge AS er datterselskap av Skanska AB og rapporterer løpende til Sverige i tråd med IAS. Hosten 2005 avga Norsk regnskapsstiftelse en revidert regnskapstandard for pensjon. Denne åpner for at selskap som rapporterer etter IAS 19 kan benytte samme prinsipper i det norske årsregnskapet.

## Note 15 Skatt

(Alle tall i NOK 1000)

### Utsatt skatt

Utsatt skatt er beregnet av midlertidige forskjeller og underskudd til fremføring.

	2021	2020
Omlopsmidler/kortsiktig gjeld	1 645 574	1 511 766
Anleggsmidler/langsiktig gjeld	1 283 686	988 580
Underskudd til fremføring	0	0
Sum grunnlag utsatt skatt	2 929 260	2 500 346
Utsatt skattefordel/gjeld	-644 437	-550 076
Skattesats	22 %	22 %

Forklaring til hvorfor årets skattekostnad ikke utgjør 22% av resultat før skatt:

	2021	2020
22 % skatt av resultat før skatt	198 733	243 419
Permanente forskjeller (22%)	-12 710	-79 756
For mye/lite avsatt tidligere år	-400	-350
Beregnet skattekostnad	185 623	163 313

## Note 16 Egenkapital

(Alle tall i NOK 1000)

	Aksje-kapital	Overkurs fond	Annen EK	Sum
EK pr 31.12.2020	274 251	44 840	1 857 838	2 176 929
Estimatavvik pga justering pensjoner i konsernet			272 203	272 203
Fusjonstap			-180 308	-180 308
Konsernbidrag fra soterselskap			8 988	8 988
Utbytte til eier			-899 983	-899 983
Årets resultat			717 708	717 708
Egenkapital pr 31.12.2021	274 251	44 840	1 776 446	2 095 537

Aksjenes pålydende er kr 12,50

Skanska Kraft AB, Stockholm, Sverige eide 31/12-2021 100% av aksjene i Skanska Norge AS.

Konsernspiss er Skanska AB som utarbeider konsernregnskap. Kontakt Skanska Norge AS hvis konsernregnskap ønskes utlevert.

## Note 17 Kausjonsansvar

(Alle tall i NOK 1000)

	2021	2020
Kausjonsansvar ansatte	0	0
Kausjonsansvar andre	0	0
Sum	0	0

## Note 18 Leie av driftsmidler

(Alle tall i NOK 1000)

Skanska Norge AS har inngått avtale om leie av driftseiendommer. Selskapet eier maskiner og annet utstyr. Årlige leiebeløp er som følger:

	Drifts-eiendommer
2022	68 180
2023	61 184
2024	59 638
2025	58 066
2026	59 227
Utover 2026	91 034
Sum	397 329



## Note 19 Avsetninger

Skanska Norge AS foretar avsetninger for garantiansvar som følger av alminnelig avtalerett. Avsetningene foretas etter beste estimat og reversering av avsetningene foretas når sannsynlighetsovervekt bortfaller eller garantitid er utløpt.

	2021	2020
Garantiavsetning for kontraktsfestet garantitid	36 938	77 171
Sum	36 938	77 171

## Note 20 Prosjekter under utførelse

(Alle tall i NOK 1000)

	2021	2020
Totalt inntektsført på uavregnede prosjekter	11 337 765	9 400 290
Kostnader utført på uavregnede prosjekter	10 613 356	8 656 454
Anleggsbidrag	724 409	743 836
Gjenværende produksjon tåpsprosjekter	42 600	102 965

Skanska Norge AS avgir og mottar garantier i prosjekter som følge av lov og avtaler.

## Note 21 Opplysninger om finansiell markedsrisiko

Selskapet er utsatt for kreditt- og motpartsrisiko, renterisiko, likviditetsrisiko og valutarisiko i dets ordinære forretningsvirksomhet, og styrer mot å ta akseptabel risiko innenfor disse områdene. Det gjøres løpende kredittsjekk av kunder, leverandører og samarbeidspartnere, og engasjementer sikres delvis med finansiell garantiinstitusjon fra tredjepart. Selskapets rentebærende gjeld består av balanseførte leieavtaler, og er som sådan ikke utsatt for svingninger i renten. Selskapet deltar i et felles konsernkontosystem for Skanskas norske foretak. Overskuddslikviditet plasseres kortsiktig hos banker og kredittinstitusjoner med høy kredittverdighet. Eventuelt behov for likviditet ivaretas sentralt i Skanskakonsernet via ekstern finansiering og trekkrettigheter. Kontrakter og avtaler med oppgjør i fremmed valuta sikres mot norske kroner ved avtaleinngåelse.

## Note 22 Transaksjoner med nærstående

Alle transaksjoner med nærstående skjer basert på avtale og basert på prising og betingelser etter armlengdeprinsippet. Med armlengdeprinsippet forstås de priser og betingelser som basert på selskapets størrelse og forhandlingsstyrke ville kunne oppnå i et eksternt uavhengig marked. Når et marked ikke eksisterer brukes metoder for å esnimere og fordele kostnader, ofte en kost pluss metode.

Informasjon om transaksjoner over 1 mill kroner

Selskap	Tilknytning	Kjøp fra	Salg til	Kommentar
Skanska Industrial Solution AS	Datterselskap	27 339	9 541	Asfalt og asfaltering. Faktuert husleie etc
Utleiecompagniet AS	Datterselskap	233 627	39 729	Leie maskiner og kraner. Entreprise, faktuert husleie etc
Skanska Eiendomsutvikling AS	Datterselskap	628	719 903	Fakturert entrepriser og husleie
Entreprenørservice AS	Datterselskap	221 565	25 637	Kjøp av underentrepriser. Faktuert leie av maskiner
Vassbakk & Stol AS	Datterselskap	448 172	55 672	Kjøp/salg av underentrepriser. Faktuert leie av maskiner
Martinsen & Duvholt AS	Datterselskap	199 757	44 658	Kjøp/salg av underentrepriser. Faktuert leie av maskiner
Skanska Husfabrikken AS	Datterselskap	3 391	22 770	Salg entrepriser
Skanska AB	Morselskap	17 865		Management fee konserntjenester
Ranheimsfjæra utbyggingselskap DA	Konsernselskap		2 204	Fakturert entrepriser
Ranheimsfjæra utbyggingselskap II AS	Konsernselskap		1 613	Fakturert entrepriser
Lørenveien Næring AS	Konsernselskap		8 132	Fakturert entrepriser
Hedmarksvegen AS	Konsernselskap		22 976	Vedlikehold av vei.
Orkdalsvegen AS	Konsernselskap		41 946	Fakturert entrepriser og vedlikehold av vei
JV Skanska-TT Anlegg ANS	Konsernselskap			Viderefakt kostnader
Skanska Commercial Development Norway AS	Konsernselskap		1 719	Salg tjenester og husleie
Skanska Sverige AB	Konsernselskap	1 157	2 182	Kjøp underentrepriser og viderefakturert kostnader
Skanska IT Nordic Sweden AB	Konsernselskap	29 732	2 581	Kjøp av IT tjenester.
Skanska Financial Services AB	Konsernselskap	5 384		Management fee finansielle tjenester
Skanska USA INC	Konsernselskap	10 362		Kjøp IT-lisenser

Øvrige noteopplysninger om nærstående finnes i følgende separate noter

Konsernforhold, eierandel i datterselskaper er i note 7

Opplysninger om tilknyttede foretak er i note 8

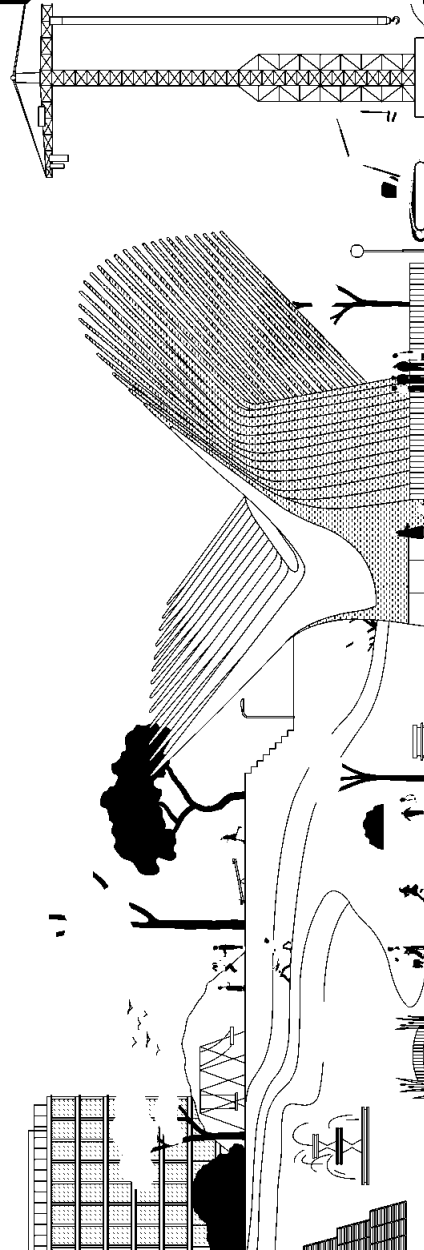
Opplysninger om garantier på vegne av konsernselskaper er i note 11 og 17

Opplysninger om ledende ansatte er i note 2



**SKANSKA**

**Annual and Sustainability  
Report 2021**





<b>Group overview</b>	<b>Operations</b>	<b>Corporate governance</b>	<b>Financial information</b>	<b>Sustainability</b>
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Comments by the President and CEO ..... 6	Consolidated statement of comprehensive income ..... 102	The 2021 Annual and Sustainability Report 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 formal annual report consists of the Report of the Directors and financial reports on pages 37–46, 59–65 and 67–193 and has been audited by Skanska's external auditors. Pages 67–94 include Skanska's statutory sustainability report, according to the Swedish Annual Accounts Act. Skanska is reporting in accordance with the Global Reporting Initiative's (GRI) "core" sustainability reporting guidelines. 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. Further information about Skanska's sustainability efforts can be found at: group.skanska.com/sustainability.
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# We build for a better society

For 135 years we have been shaping societies around the world. And as the world continues to evolve, so do we – firmly rooted in our purpose and core values. We know that what is good for people, society and our environment is good for business, too.

Moving forward, our exceptional teams, leading knowledge and foresight and outstanding performance will provide the backbone for us to advance in creating a stronger relationship with customers, informed by a full understanding of their challenges and needs – championing a culture of improvement across the organization to deliver smarter solutions, and capitalizing and scaling innovations.

We will expand our offering within sustainability by refining our position as a responsible business, partnering to innovate on climate solutions and ultimately helping customers build sustainable buildings and infrastructure. Longer term, we see an opportunity to combine climate and social impact to design and build healthy, resilient places for all.

These are the fundamental building blocks for shaping a built environment that is more sustainable, creating long-term value for shareholders and society at large.

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# A solid foundation

As a values-based organization, our future direction is firmly linked to our core beliefs. Our values not only guide us – they are integral to our success, living up to our purpose of building for a better society, and delivering industry-leading shareholder return.

## Our values

### Care for life – Protecting people and planet

The health and safety of people and our environment lies at the very heart of what we do. In situations that are physically or psychologically unsafe, we refuse to be bystanders. We are change-makers and action-takers. This applies to the environment and climate change, too. We advocate for sustainable solutions and operate in this spirit, holding each other accountable for the legacy that we leave for future generations.

### Act ethically and transparently – Being a role model

Each of us honors our individual responsibility to lead by example and to act with the highest degree of integrity and transparency. We encourage different perspectives, foster a space in which people can speak freely, and live by our Code of Conduct. Short cuts are unacceptable.

### Be better together – Teaming up

Everything we do, we do better together. We listen and learn with curiosity to strive forward as a team, generously sharing knowledge along the way. We champion an inclusive culture of openness, fairness, trust and respect where all people feel a sense of belonging – regardless of who you are or where you come from. We innovate and deliver the best solutions by leveraging our own diversity together with that of our customers, partners and the communities where we operate.

### Commit to customers – Having a customer-first mindset

Our customers' success is our success. We always listen closely to understand their needs and those of their customers, so that we can provide the tools they both need to reach their goals. Together, we look ahead to create smarter and more sustainable solutions that bring their visions to life.

## 2021 in brief

### Key ratios (SEK M, unless otherwise stated)

	2021	2020
Revenue	147,576	158,606
Operating income	9,832	11,860
Profit for the period	8,188	9,274
Earnings per share, SEK	19.80	22.46
Operating cash flow from operations	4,185	14,450
Interest-bearing net receivables(+)/net debt(-)	12,598	7,280
Adjusted interest-bearing net receivables(+)/net debt(-)	17,719	15,962
Operating margin, Construction, %	3.8	2.5
ROCE in Project Development, %	11.8	12.2
Return on equity, %	20.0	26.0
Order bookings, SEK bn	153.6	149.8
Order backlog, SEK bn	207.0	178.9
Number of employees	30,051	32,463

Certified commercial buildings share of total divestments

**84%**

> Read more on page 73.

Carbon emissions

**-46%**

> Read more on page 71.

Energy reduction in new office buildings

**-30%**

> Read more on page 75.

Revenue per segment, 2021



■ Construction, 84%  
 ■ Residential development, 9%  
 ■ Commercial Property Development, 7%

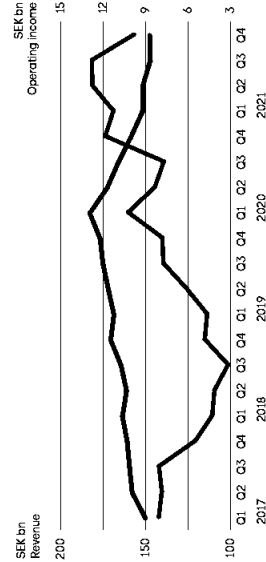
Operating income per segment, 2021



■ Construction, 49%  
 ■ Residential development, 19%  
 ■ Commercial Property Development, 32%

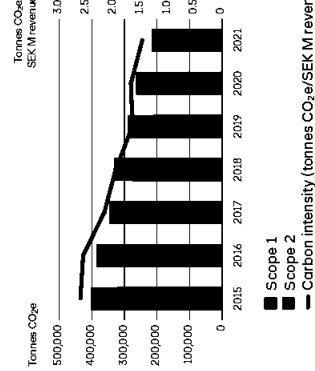
> Read more about Streams on pages 22–34.

Revenue and operating income



— Revenue, rolling 12 months  
 — Operating income, rolling 12 months

Carbon emissions in Skanska's own operations



■ Scope 1  
 ■ Scope 2  
 — Carbon intensity (tonnes CO<sub>2</sub>e/SEK M revenue)

# Showing strength in times of uncertainty

We entered 2021 with a solid financial position that allowed us to increase our investments in smarter, more sustainable projects. With stability and strong performance in our Construction and Project Development streams, I am confident that we have a good platform for growth.

Our markets were impacted by the pandemic during the year, although activity has gradually been picking up. With more momentum in the economy, we have also seen price increases in certain materials and bottlenecks in the supply chain. With our selective bidding approach, strong commercial management and home-market strategy that leverages our local expertise, we have been successful in managing these challenges.

With a strong balance sheet, solid operational steering and skilled teams, we are well-positioned to meet our customers' needs today and tomorrow. We launched a new strategic direction for the Group, a direction that will capitalize on the strengths and knowledge we have developed in our 135 years of activity, and sharpen the solutions needed to help our customers navigate an ever-changing future.

**A commercial foundation for steady growth**  
In 2021 all Construction units improved profitability, Residential Development increased both volumes and profitability in all our markets, and Commercial Property Development started sizeable high-quality developments at record levels and realized attractive gains.

Overall for the year, operating income amounted to SEK 9.8 billion (11.9). In our Construction stream, where all business units were strong, the operating margin was 3.8 percent (2.5), exceeding our target of at least 3.5 percent. Return on capital employed in Project Development was 11.8 percent (12.2), exceeding our target of at least 10 percent. Our return on equity was 20.0 percent (26.0), well above our target of at least 18 percent. Based on our robust financial position,





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## “Our new strategic direction gives us the building blocks to continue creating healthy, sustainable places that will deliver value well beyond our lifetime.”

Earnings per share

# 19.80 SEK

Operating margin – Construction

# 3.8%

ROCE – Project Development

# 11.8%

Skanska's Board of Directors proposes a dividend of SEK 10.00 (9.50) per share, of which 7.00 (6.50) per share as ordinary dividend and SEK 3.00 (3.00) per share as extra dividend.

We will continue to expand our Commercial Property Development operations, be a leading residential developer and further improve profitability with responsible growth in our Construction operations. In 2022 we will introduce a new business stream within the Group, Investment Properties. This will further strengthen our commercial foundation through additional value creation and stable cash flows, building up a portfolio of Swedish office properties over time.

**Expanding our sustainable impact**  
We also took some important steps forward on our journey to eliminate carbon emissions across our business and value chain. We joined the Leadership Group for Industry Transition (LeadIT), a partnership of companies and countries committed to the Paris Agreement. Additionally, we sharpened our climate target, which became scientifically validated by the Science Based Targets Initiative (SBTI) to be in line with the Paris Agreement.

By 2030, we aim to reduce our own carbon emissions (scope 1 and 2) by 70 percent and our scope 3 emissions by 50 percent in our Project Development operations, to reach net-zero across our value chain by 2045. To date we have reduced our own carbon footprint by 46 percent since 2015. Our sustainability work is aligned with the UN Sustainable Development Goals, and we remain committed to the universal sustainability principles defined by the UN Global Compact.

However, if we are to help our customers achieve their climate targets and build resilience in the built environment going forward, we will need to do more. The value chain is a big piece of the puzzle. Transformation will require innovation, partnerships and industry collaboration.

**The next chapter in our history**  
With our proven ability to adjust operations to current and future demands, empowered by our purpose and values, integrated business model and outstanding teams, I am confident that we are entering this next phase in a strong position.

Experience has shown me that the best projects in our portfolio do three things: they exceed customer needs, they are commercially successful and they positively impact society. I am fully confident that our new strategic direction sets out the building blocks to help continue to create these leading examples of healthy, sustainable places that will deliver value to the people they serve well beyond our lifetimes. This will enable us to continue to provide industry-leading shareholder returns.

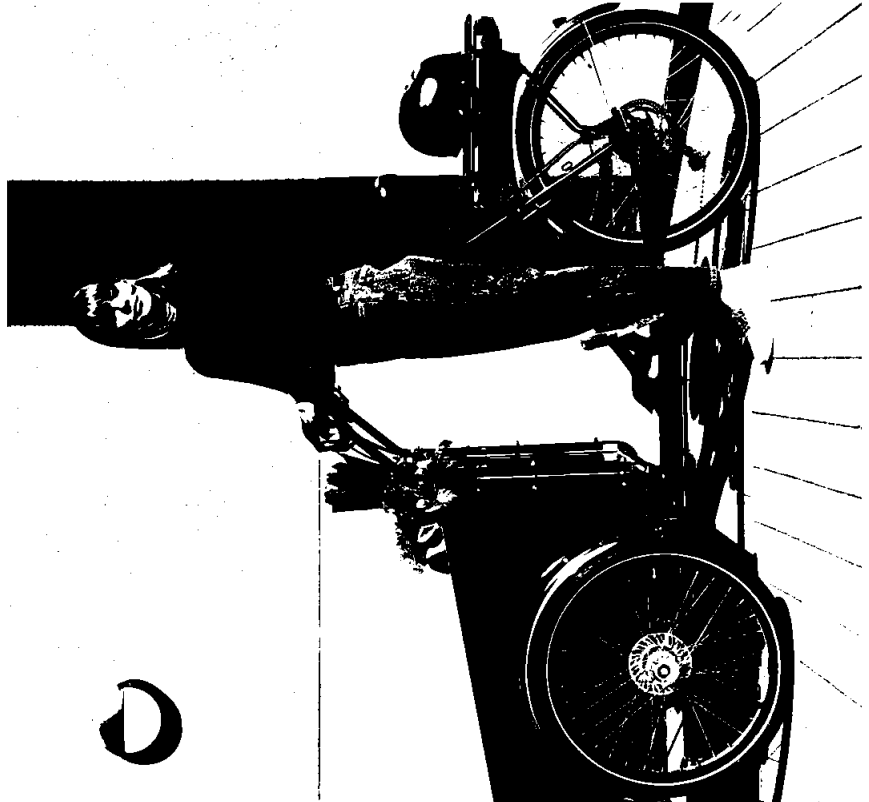
I am proud of everything we have achieved this year in the midst of a changing landscape. This would not have been possible without the support and contribution of our teams, partners, customers and shareholders. Thank you for joining us on this journey, and I look forward to shaping this next chapter with you.

Anders Danielsson  
President & CEO



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# Global trends



No business operates in isolation. Social and demographic trends, changes in capital markets and environmental concerns influence progress. Megatrends such as urban growth, digitalization and the need for climate-smart solutions all impact our business.

Covid-19 triggered a temporary global economic downturn, the long-term effects of which are not yet known. When the wider world presents complex challenges, we see opportunities to guide customers and positively shape society through our work.

**Economic and political development**  
The Nordics and Central Europe have seen construction sector growth in recent years, thanks to expanding economies and public spending.

In the USA, increased public spending has supported growth. The outlook is for growth to continue in most markets over the longer term.

**Urbanization and evolving demographic dynamics**  
Urbanization has shaped the world over the past four decades. More than half of the

planet's population now lives in urban areas, with forecasts indicating that this figure will increase to 70 percent by 2050.<sup>1</sup>

Global increases in urban density accelerate the need for efficient and flexible transportation, affordable housing and local engagement to shape healthy, green and inclusive urban communities. Substantial investments are being made in mass transit, energy and water systems and other infrastructure, as well as in offices, homes, schools and hospitals.

The climate crisis and pandemic have highlighted the potential vulnerabilities of urban environments, such as structural inequalities<sup>2</sup> and inadequate infrastructure. Many cities are responding by planning a range of investments in sustainable and resilient infrastructure, aimed at linking economic progress and job opportunities with environmental

1 <https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>  
2 <https://www.utoronto.ca/sites/default/files/2021-12/01-ETU%20BM2021-Small.pdf> Chapters 4 & 7



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sustainability. Emphasizing urban mobility and energy efficiency, we can achieve a stronger, more circular economy.

**Climate change and the evolving sustainability agenda**  
The impact of climate change and the need to mitigate its effects are high on the agenda for business leaders and governments. The latest report from the intergovernmental Panel on Climate Change (IPCC)<sup>1</sup> emphasizes the need for rapid action. Climate change will be a key business-defining factor in the coming decade. The built environment accounts for nearly 40 percent of global energy-related carbon emissions, so expectations on our sector from policy makers, investors and customers to limit carbon emissions will be high.<sup>2</sup>

Urban areas will need to be more resilient so that buildings and infrastructure can withstand the increased frequency and severity of extreme weather. National and regional regulations are being written with this goal in mind, which creates business opportunities for us to support climate adaptation and a more resilient society.

Recent years have seen a sharp rise in investors' sustainability requirements on companies to address environmental, social and governance (ESG) issues. The EU Taxonomy, European Green Deal and the focus on an inclusive and green economic recovery from the pandemic are all examples of this. This trend is expected to continue in the coming years.<sup>3</sup>

There is also growing demand for connected solutions focused on quality, functionality and design. With digitalization, the construction and development industry is taking a holistic approach to buildings' life cycle and impact, taking end-user design needs into account

**Digitalization**  
In a world exposed to climate change, digitalization can accelerate positive transformation. Modern technologies, innovations and improved products are playing an increasingly significant role, offering the potential to fundamentally improve productivity, efficiency and the construction sector's sustainability performance across the entire business – from operations, compliance and communication to transparent disclosure and finance.<sup>4</sup> Two such examples are data collection and management of complex information to improve decision making, and resource optimization to improve productivity and efficiency.

Many of these partnerships require cross-sectoral cooperation and dialogue with representatives across the value chain, from public entities and business partners to suppliers and private individuals. Working together, complex challenges can be solved and ambitious goals achieved.

**Partnering for innovation**  
Innovation and the development of energy-positive buildings are changing ideas about what a building can do and what it contributes to the urban ecosystem. This stimulates collaboration initiatives in the construction and project development industry in areas such as affordable housing and living concepts, sustainable solutions, city planning and the creation of safe and healthy working environments.

1 [https://www.un.org/climatechange/?gclid=EAlaQobChMI17Oh7rH9ANVwo1oCR3L\\_gZUEAAAYAAEGJITD\\_BwE](https://www.un.org/climatechange/?gclid=EAlaQobChMI17Oh7rH9ANVwo1oCR3L_gZUEAAAYAAEGJITD_BwE)  
 2 <https://www.unep.org/news-and-stories/press-release/building-sector-emissions-hit-record-high-low-carbon-pandemic>  
 3 <https://www.bloomberg.com/professional/blog/esg-assets-may-hit-53-trillion-by-2025-a-third-of-global-aum/>  
 4 <https://www.weforum.org/reports/sb-framework-for-the-future-of-real-estate>



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Skanska Annual and Sustainability Report 2021



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## STAKEHOLDER DIALOGUE

At Skanska, we are committed to working with partners to tackle global challenges and build a better society. In the Nordic business units, Skanska Sweden and Commercial Property Development Nordic, we apply our Sustainability collaborative model to identify sustainable development and construction solutions. We spoke with Klas Åkerbäck, external member of Sustainability, COO at Trophi Fastighets AB and former senior international portfolio manager at Swedish public pension fund AP3, about how innovation and sustainability go hand in hand.

# A structured model to scale innovation



Klas Åkerbäck, COO,  
Trophi Fastighets AB

With the Sustainability initiative, Skanska works with partners using a structured model to proactively develop and scale sustainable innovation. Mr. Åkerbäck has been a member of the innovation council since its start in 2020, providing an external perspective on Skanska's innovation processes. "At Sustainability, we examine Skanska's ideas about doing new business in a new area to see if the idea is viable and, if so, to win support," he explains.

Sustainability is designed to spur innovation and development by focusing on new business and producing new scalable sustainable solutions, rather than developing what already exists. "Sustainability underlies all ideas brought to the innovation council. For a high emission industry, I believe there are major business

opportunities in finding new ways to emit less CO<sub>2</sub>," Mr. Åkerbäck continues.

Speaking about the future of the construction industry, Mr. Åkerbäck has a positive outlook and says, "Historically there's been a lack of focus on innovation, but now plenty of opportunities are there for the taking."

As an example, the idea for Biochar soil conditioner was pitched to the innovation council, showcasing the compatibility of climate efforts and business opportunities.

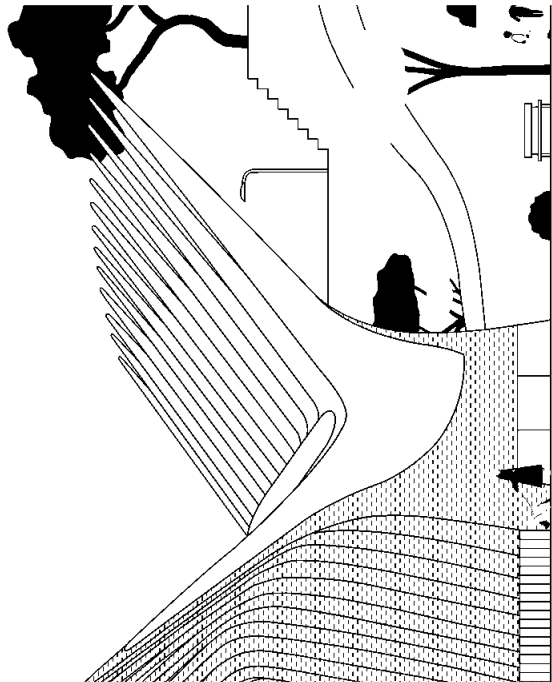
Skanska is supported by three external people on the innovation council, including Klas. "With my background in finance and property development, I help Skanska assess the financial viability of ideas presented to

the council," Mr. Åkerbäck explains. "I also believe that external members are important for providing an outside perspective on aspects such as market opportunities. And because we are unaware of potential internal constraints, we can think on a wider spectrum."

"Skanska's process for innovation is unusually well structured, which is a real strength when it comes to scaling an idea to product," Mr. Åkerbäck continues. The innovation council sifts out the best ideas and helps the innovator to scale by providing guidance and funding. "Because Skanska has put so much work into having a structured process, the work we do within Sustainability can be scaled to the group's other markets" Mr. Åkerbäck concludes.

## Skanska's targets

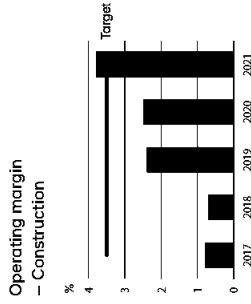
Skanska's targets reflect the ambition to remain industry-leading – operationally, financially and within sustainability.



### Operating margin – Construction

Target **≥3.5%**  
Outcome 2021 **3.8%**

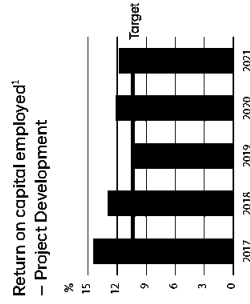
Performance in the Construction operations remained solid. Profitability improved in 2021 despite lower revenues. To continue this improvement trend, we remain focused on our strategy of selective bidding with an emphasis on commercial management.



### Return on capital employed<sup>1</sup> – Project Development

Target **≥10%**  
Outcome 2021 **12%**

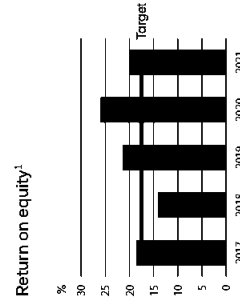
The Project Development operations continued to perform well. Commercial Property Development had yet another strong year of development gains and a record high level of new development starts. Performance in Residential Development was strong, with increased volumes and profitability in all of our markets.



### Return on equity<sup>1</sup>

Target **≥18%**  
Outcome 2021 **20%**

Strong performance in all of our business streams resulted in a return on equity well above the 18 percent target.



<sup>1</sup> According to segment reporting.

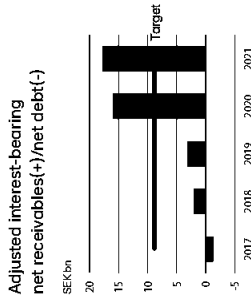
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## Adjusted net debt(-)/net cash(+)<sup>1</sup>

Limit  
**-9** SEK bn

Outcome 2021  
**+18** SEK bn

Strong cash generation through focus on working capital from Construction operations and divestments from Project Development.



## Climate target

Target 2030  
**-70%**

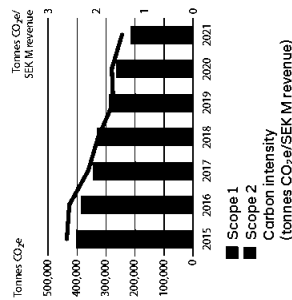
Outcome 2021  
**-46%**

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

Since 2015 we have reduced our own carbon emissions by 46 percent and carbon intensity by 44 percent.

> Read more about Skanska's climate target on page 71.

Carbon emissions in Skanska's own operations (scope 1 and 2)



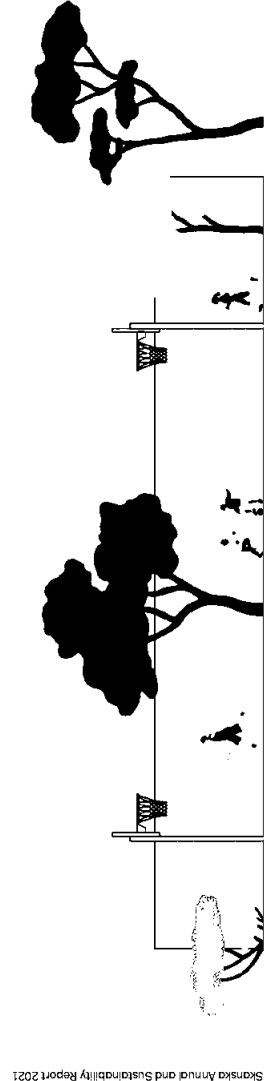
**Financial targets 2022**  
 Skanska has launched a new business stream – Investment Properties – and revised financial targets for the Group as from 2022.

### Financial targets over time

- Construction stream:  
 Operating margin  $\geq 3.5\%$  (previously  $\geq 3.5\%$ )
- Project Development streams:  
 Return on capital employed  $\geq 10\%$  (previously  $\geq 10\%$ )
- Investment Properties:  
 Return on capital employed  $\geq 6\%$  (previously N/A)

- Group:  
 Return on equity  $\geq 18\%$  (previously  $\geq 18\%$ )
- Group:  
 Adjusted net debt(-)/cash(+) SEK -10 bn (previously SEK -9 bn)
- Group:  
 Pay-out ratio 40–70% (previously 40–70%)

<sup>1</sup> Interest-bearing net receivables/net debt excluding restricted cash, lease liabilities and interest-bearing net pension liabilities.



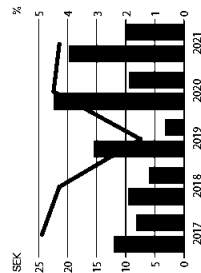
# Skanska share data

Skanska's Series B shares are quoted and traded on Nasdaq Stockholm. Skanska's market capitalization was SEK 98 billion on December 31, 2021.

# 10.00

Proposed dividend per share, SEK, 2021

Earnings, dividend and dividend yield (2017–2021)



<sup>1</sup> Earnings per share according to segment reporting divided by number of shares outstanding.  
<sup>2</sup> Dividend as a percentage of respective year-end share price.

## Share price performance in 2021

Skanska share price (SKAB)<sup>1</sup> increased 12 percent in 2021. The OMX Stockholm Index increased 35 percent and the DJ Construction & Materials Titans Index increased 25 percent during the same period. The closing price of Skanska's B share was SEK 234.20. The highest price paid in 2021 was SEK 259.40 on July 23 and the lowest was SEK 197.15 on January 7. The total shareholder return for Skanska's B share for the year was 17 percent, compared to 38 percent

<sup>1</sup> Bloomberg ticker SKAB:SS, Reuters quote SKAB:ST.

for OMX Stockholm Index and 28 percent for DJ Construction & Materials Titans Index.

## Dividend and dividend policy

Pursuant to Skanska's dividend policy, 40–70 percent of profit for the year is paid out as dividends to shareholders, provided that the company's overall financial condition is stable and satisfactory. For the 2021 financial year the Board proposes a dividend of SEK 10.00 (9.50) per share, of which SEK 7.00 (6.50) per share as ordinary dividend and

SEK 3.00 (3.00) per share as extra dividend, representing a pay-out ratio of 51 percent and corresponding to SEK 4,122 M (3,917).

No dividend is paid out for the Parent Company's holdings of Series 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 employee ownership program, Seqop.

## Skanska share history

	2021	2020	2019	2018	2017
Year-end market price, SEK	234.20	209.70	211.70	141.00	170.00
Year-end market capitalization, SEK bn	98.3	86.5	87.1	57.8	69.5
Number of shares for the year, million <sup>1</sup>	412.2	412.3	411.5	409.7	408.9
Highest share price during the year, SEK	259.40	238.90	216.00	179.70	226.60
Lowest share price during the year, SEK	197.15	146.00	140.85	134.85	170.00
Yield, % <sup>2</sup>	4.3	4.5	1.5	4.3	4.9
Earnings per share, SEK <sup>3</sup>	19.80	22.46	15.46	9.55	12.01
Dividend per share, SEK	10.00 <sup>4</sup>	9.50	3.25	6.00	8.25
Dividend pay-out ratio, % <sup>5</sup>	51	42	21	63	69

<sup>1</sup> Average number of shares outstanding at year end.  
<sup>2</sup> Dividend as a percentage of respective year-end share price.  
<sup>3</sup> Earnings per share for the period according to segment reporting divided by number of shares outstanding.  
<sup>4</sup> Based on the dividend proposed by the Board.  
<sup>5</sup> Dividend as a percentage of earnings per share.

## Index and ranking

In addition to indexes directly linked to Nasdaq Stockholm, Skanska is also included in other indexes and rankings.

### Ratings:

- CDP Climate A-
- MSCI AA

### Indexes:

- OMX Stockholm 30 ESG Responsible Index
- FTSE4Good

## Shareholder structure

67 percent of the share capital is owned by investors registered in Sweden and 33 percent by foreign investors. The USA and the UK account for the highest percentage of shareholders registered outside Sweden. At year end, the Parent Company (Skanska AB) held 7,655,488 Series B treasury shares, corresponding to 1.8 percent of the capital stock.

## Liquidity

In 2021, total trading in the Skanska share amounted to 655 million shares (437) at a total value of SEK 148 billion (83), corresponding to an average daily turnover of 2.6 million shares (1.9) or SEK 0.6 billion per trading day.

## Ownership per country



## Shareholder structure

Holding	No. of shareholders	No. of shares	Capital (%)	Votes (%)
1-1,000	94,012	21,371,553	5.1	3.6
1,001-10,000	14,068	39,193,723	9.3	6.9
10,001-20,000	670	9,579,694	2.3	1.8
20,001-	666	285,902,117	68.1	76.9
Anonymous holding		63,855,985	15.2	10.7
<b>Total</b>	<b>109,416</b>	<b>419,903,072</b>	<b>100</b>	<b>100</b>

## Share distribution

	Class A	Class B	Total
Number of registered shares	19,661,632	400,241,440	419,903,072

In 2021, 22,932 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 596,857,760.

Source: Modular Finance Holdings, Euroclear, December 31, 2021.

## Largest shareholders in Skanska AB by voting power, December 31, 2021

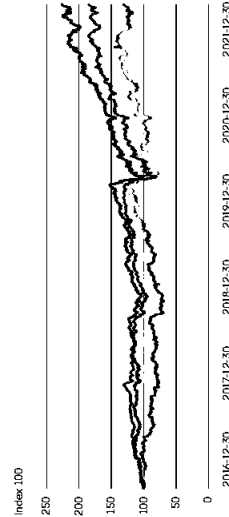
Shareholders	% of votes	% of capital
Industrivärden AB	24.3	7.4
Lundberg Group	13.2	5.8
AMF Insurance & Funds	4.0	5.7
Skanska employees through Seop <sup>1</sup>	3.3	4.7
BlackRock	2.0	2.8
SHB Funds & Life Insurance	2.0	2.8
Vanguard	1.8	2.6
Swedbank Robur Funds	1.6	2.2
Norges bank	1.1	1.6
Carnegie funds	1.2	1.8
<b>10 largest shareholders in Skanska</b>	<b>54.8</b>	<b>37.7</b>
other shareholders in Skanska	45.2	62.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

of which, shareholders in Sweden

of which, shareholders abroad

<sup>1</sup> Parent Company's (Skanska AB) holdings of Series B treasury shares. Not treated as a unified ownership group.

## Total return on Skanska's B share compared to indexes



— OMX Stockholm GI Index  
 — DJ Construction & Materials Titans Total Return Index  
 — SBI - total return  
 — Skanska B

<sup>1</sup> Strategic Benchmark Index (SBI) consists of listed companies which, taken together, reflect Skanska's operations.

# Funding

Our strong balance sheet allows us to increase our investments in new development projects.

Skanska Group and business units are ensured funding through the group-wide Skanska Financial Services (SFS) function, which is responsible for managing the Group's debt. Centralized financial management operations and expertise at SFS produce economies of scale and improves control of financial and commercial risks.

Skanska has several funding programs – committed bank credit facilities as well as market funding programs – which provide good flexibility for temporary fluctuations in liquidity and help ensure long-term funding.

The central debt portfolio amounted to SEK 3.3 billion at year end. Unused credit facilities of SEK 6.6 billion combined with available liquidity of SEK 10.9 billion ensure that we have sufficient financial capacity.

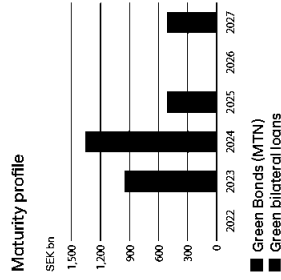
All outstanding corporate bonds – amounting to SEK 0.5 billion – were in the form of green bonds. A revolving credit facility of EUR 600 M maturing in 2024 serves as a back-up facility for Skanska's funding requirements.

## Green bonds stimulate sustainable development

At year end 2021, 100 percent of our central debt portfolio consisted of green bilateral loans or green bonds earmarked for green projects in accordance with Skanska's Green Bond Framework.

Skanska's Green Bond Framework is third-party verified and deemed strong and trustworthy by CICERO (the Center for International Climate Research), internationally recognized as a leading provider of independent reviews of green bond frameworks. Skanska also produces an impact report twice a year, with results made available to our stakeholders.

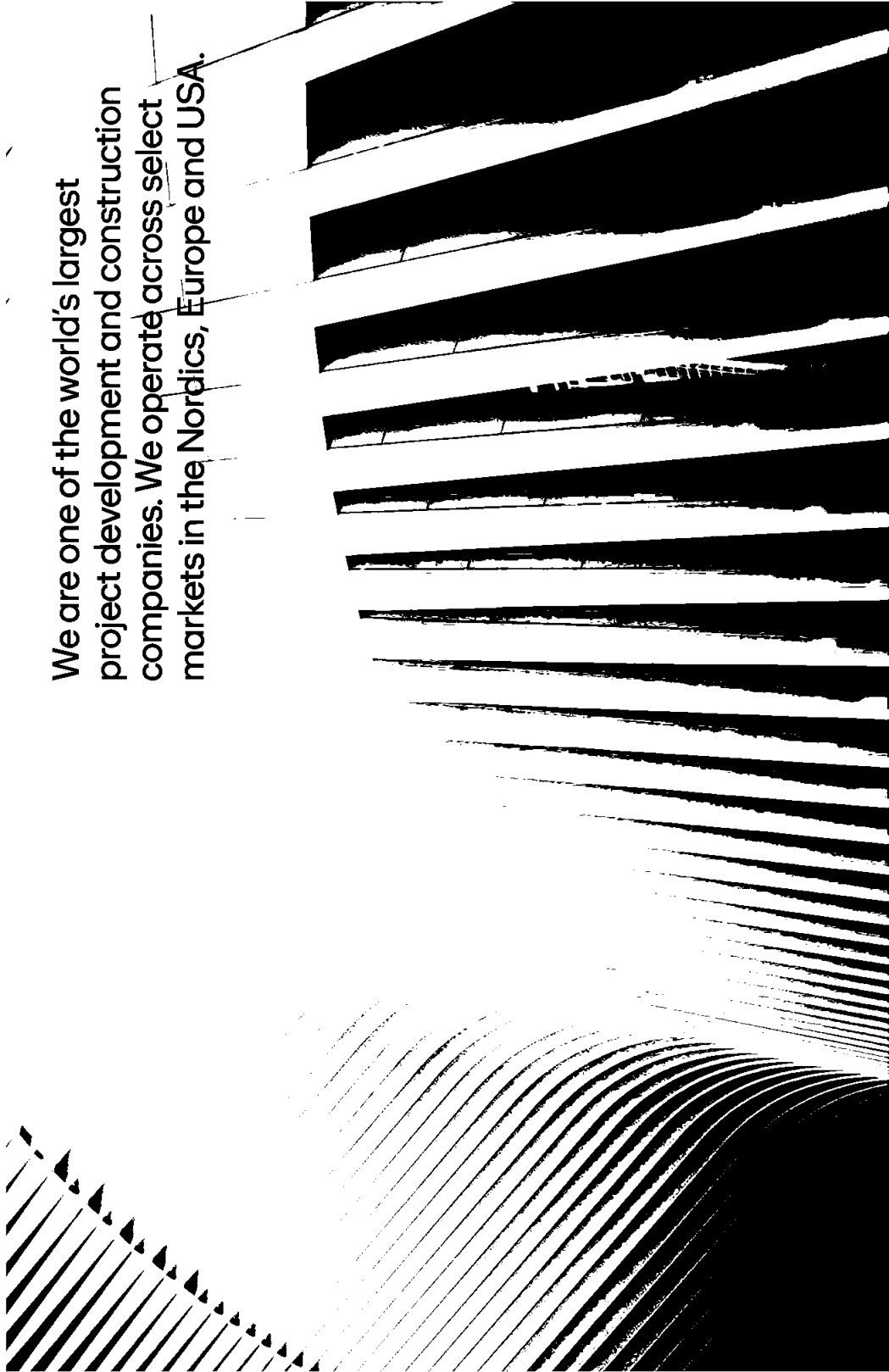
Central funding, SEK 3.3 bn





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



# Skanska's strategy

With our purpose and values, integrated business model, excellent people and trusted brand, we have a solid foundation to continue providing industry-leading total shareholder return.

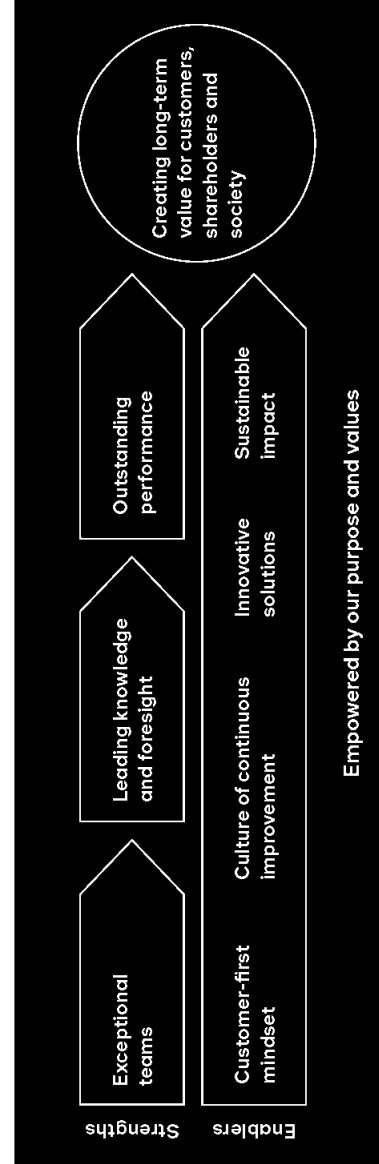
### New strategic direction

A series of initiatives were implemented in 2018 to improve profitability and revise governance structure. Collectively, these measures stabilized our Construction business and strengthened our organizational governance and balance sheet.

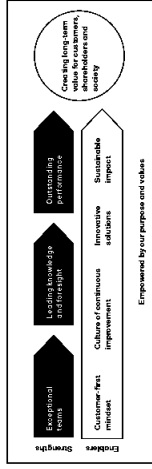
During 2021, we further developed our strategy and we launched a revised strategic direction at the end of the year.

### 2022 and beyond

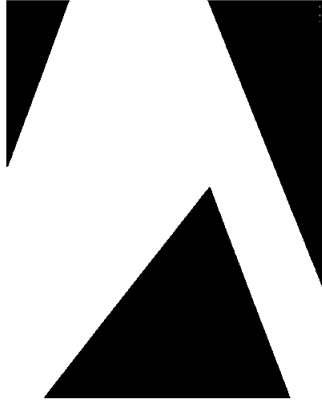
Our long-term strategy involves selective bidding, a strong commercial focus, controlled expansion of Commercial Property Development and increased cost efficiency in Construction. We want to be a leading residential developer, offering quality sustainable homes. To further capture commercial value and sharpen our customer offering, we are implementing a new business stream as of 2022, Investment Properties. It will further strengthen our commercial foundation through additional value creation and durable cash flow by building up a portfolio of Swedish office properties over time.



## Reinforcing our competitive advantage



To shape a future in which we and future generations will want to live, we will leverage our strengths as a business: developing people to their fullest potential, deepening our knowledge, continually improving performance.



Our strengths build on each other and drive continuous progress and commercial leverage. Together, they form a foundation for sustainable business opportunities, customer success and shareholder value.

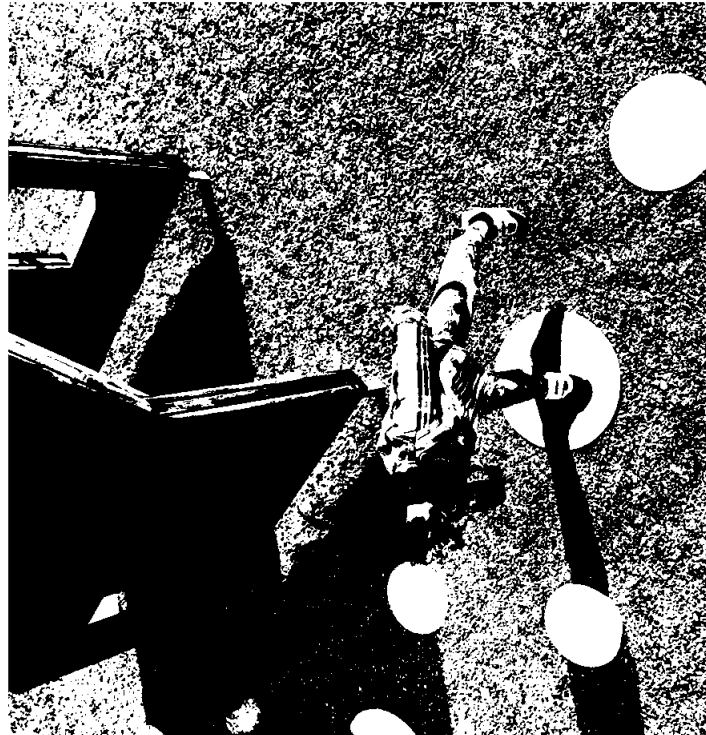
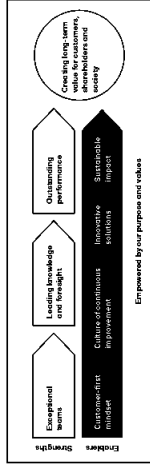
**Exceptional teams**  
We invest in our people to develop tomorrow's leaders and change-makers, and to empower our business, customers and shareholders to thrive. By offering continuous opportunities for development and learning, we provide our people with the right skills to pave a path for future success.

**Leading knowledge and foresight**  
Our integrated business model captures operational and financial synergies. Using cutting-edge digitalization, we put foresight, innovation and sustainability into action to help customers realize their full potential, and ultimately create shareholder value.

**Outstanding performance**  
We deliver projects to satisfied customers using effective operational steering and smarter, more sustainable solutions – solutions that allow projects to deliver value throughout the entire life cycle, as well as profitable returns on investment. This helps us improve our own health and safety standards and people's quality of life and work. Every decision, idea and project presents us with an opportunity to listen, learn and advance.

## Enabling greater value creation

To drive our business forward, we will focus on four key performance enablers that harness our strategic strengths. Together, these areas will support us in delivering sustainable impact.



### Customer-first mindset

Having a customer-first mindset is about partnering up with customers throughout their entire business journey to ensure success for them and their own customers.

By systematically incorporating our customer knowledge and insights, we continuously improve our product offering and customer relationship approach to strengthen our commercial value proposition.

### Culture of continuous improvement

A culture of continuous improvement enables us to put our values into action. Achieving this involves developing our foundation of inclusive leadership and building on the skills, experience and insights of our diverse teams. A continuous improvement culture strengthens our capacity to develop leaders and team members fit for the future, makes us a stronger partner to our customers and enables us to innovate for smarter, more sustainable solutions.

### Innovative solutions

Innovative solutions are achieved by developing an environment that nurtures new ways of thinking and applying an approach of solving challenges, which drives innovation in projects, products and processes in our operations. To scale up innovation, we focus on taking leadership in sustainable solutions, responding to customer needs in our offering and using our experience and insights across the Group, including data and digitalization capabilities to increase site productivity and resource efficiency.

### Sustainable impact

We deliver sustainable impact by leading as a responsible business for people and planet, by creating transformative solutions for climate-smart built environments, and by developing healthy resilient places for inclusive communities and peoples' well-being.

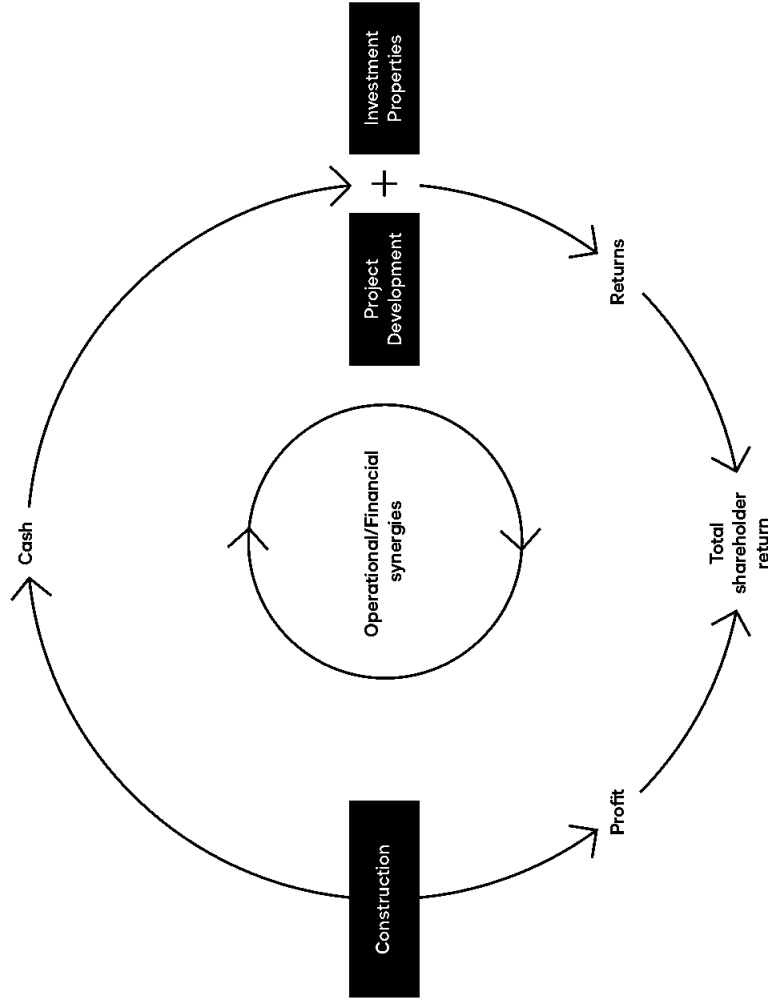
> Read more about our sustainable impact areas in the Sustainability report on pages 67–94.

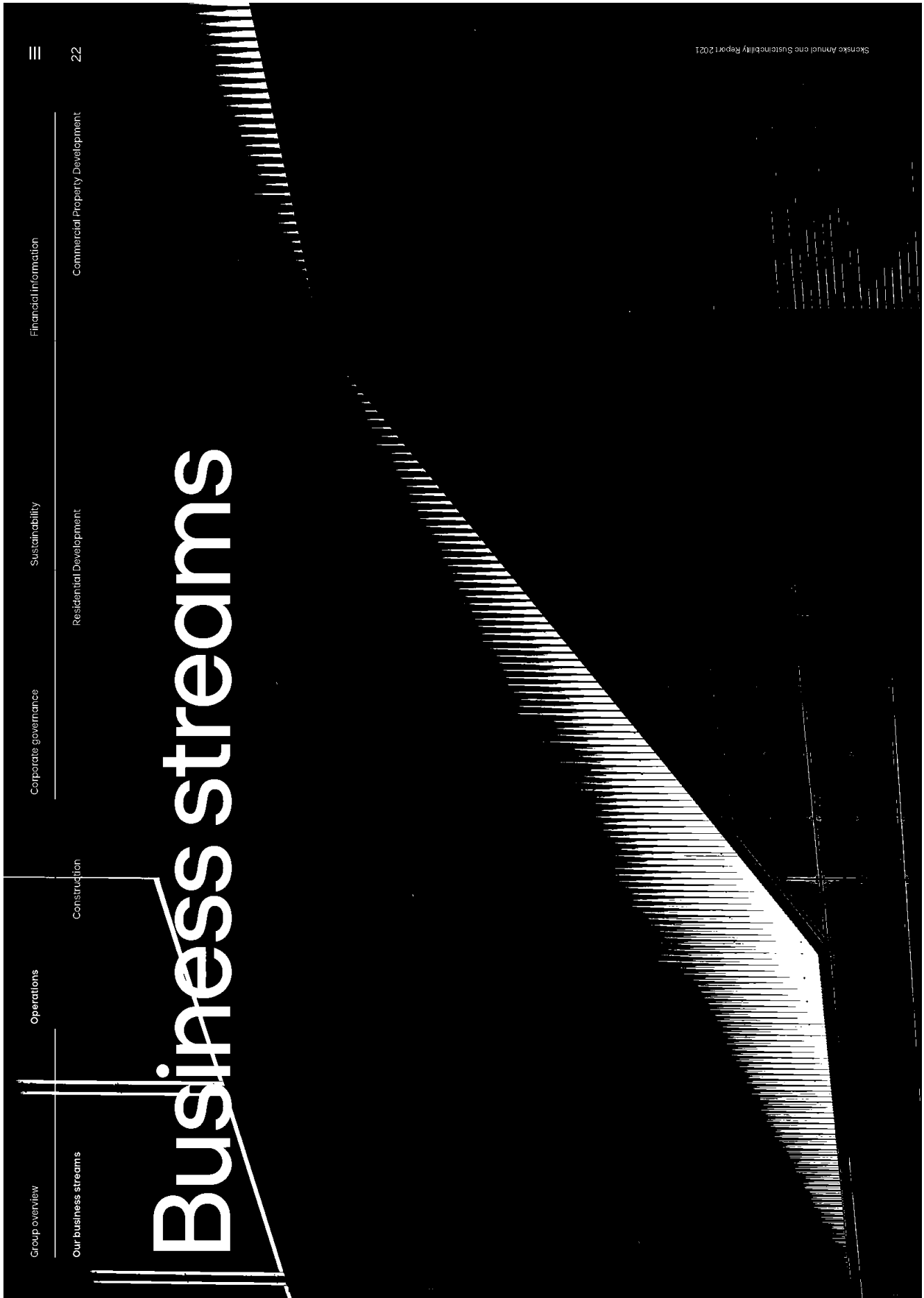
# Business model

Our integrated business model together with our global reach and local expertise create operational and financial synergies across the Group. This maximizes market opportunities, improves cost control and further strengthens our financial position, enhancing returns. These synergies sustain our ability to deliver for our customers and generate greater value for our shareholders.

**Operational synergies**  
Our global reach and local expertise generate operational synergies. Collaboration across the Group leverages our resources and capabilities to share best practices. Development projects bring Construction and Project Development units together, which reinforces a strong customer focus and optimizes the use of the Group's collective technical and financial resources.

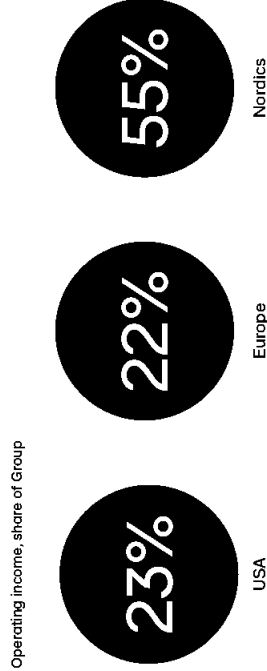
**Financial synergies**  
Free working capital from our Construction business stream with profits generated by our operations, along with the capacity for external funding, mean that we can finance our own project development operations and thereby generate attractive return on invested capital. These investments also create new contracts for the Construction stream, generating further profits.





# Our business streams

Our operations are focused in the business streams: Construction, Residential Development and Commercial Property Development. Each stream collaborates and shares resources with the others. To further capture commercial property value and durable cash flow and to enhance our competitiveness and customer offering, we will implement a new business stream in 2022: Investment Properties.



## Construction

Profitable, stable and sustainable.



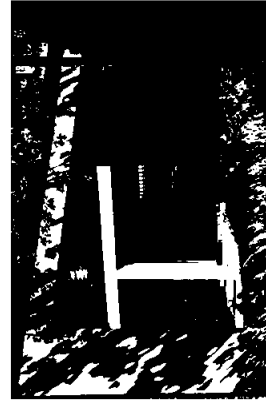
## Residential Development

Best-in-class homes across our markets.



## Commercial Property Development

Boosting investments for healthy spaces.

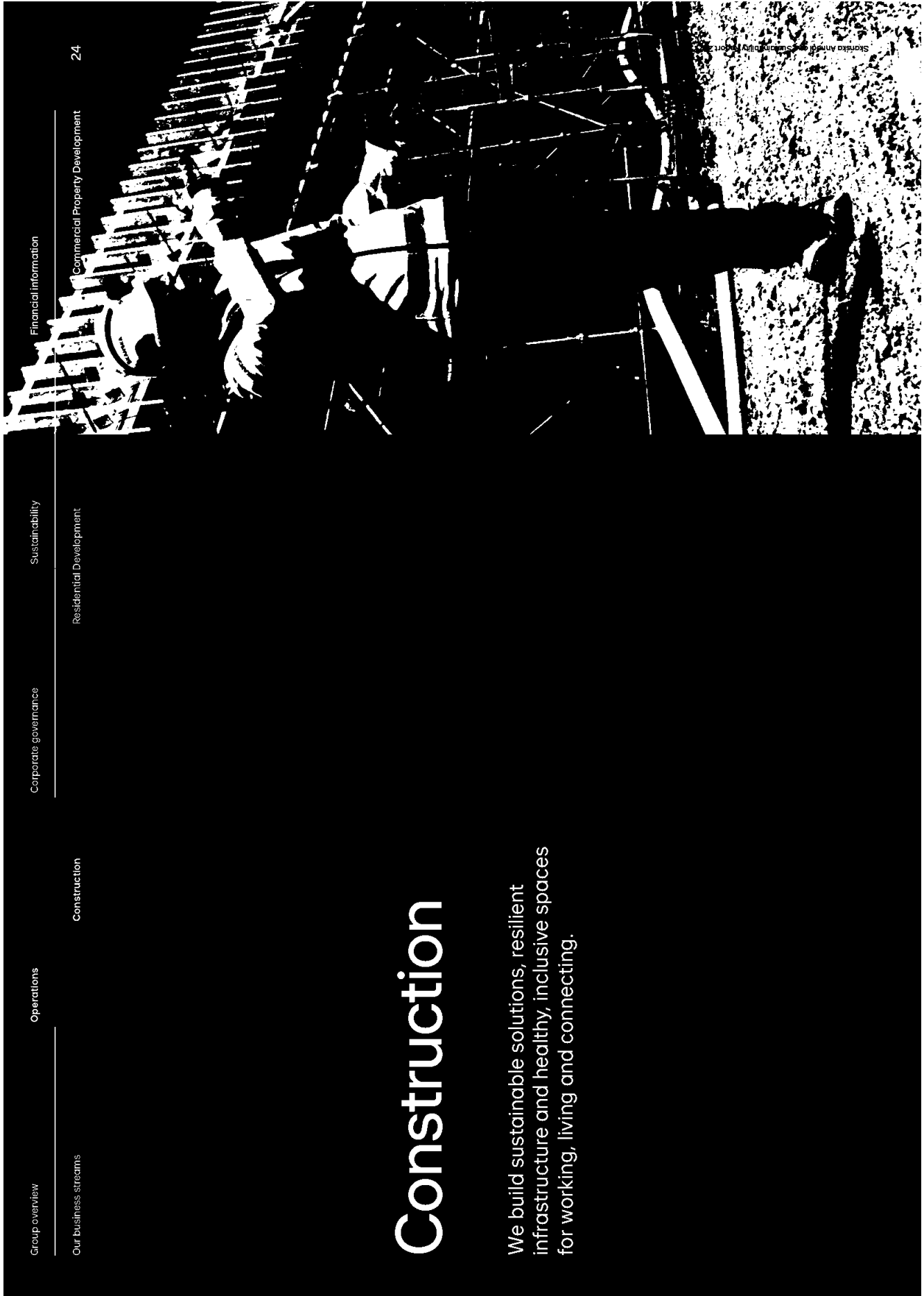


## Investment Properties

Managing high-class sustainable real estate.



New business stream as of 2022.



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# Construction

We build sustainable solutions, resilient infrastructure and healthy, inclusive spaces for working, living and connecting.

Storvik Anlegg og Sjøfartsbyggeri AS

## Construction

### Commercial direction

- Improve profitability
- Grow volume responsibly
- Seize opportunities in a sustainable recovery
- Innovative solutions and digitalization to advance
- Sharpen our offering and solutions to meet customer needs of tomorrow.

### Performance 2021

Performance in the Construction business stream continued to improve across our operations and the operating margin reached 3.8 percent (2.5).

Revenue in the Construction business stream decreased 6 percent and amounted to SEK 132.6 billion (140.5). The lower revenue is mainly related to Covid-19 disruptions, especially in Europe and the USA, and decisions by customers to postpone ramp-up of new projects. But it is also a continuing impact of the strategic actions to focus operations and be more selective in bidding in order to improve profitability. Operating income increased 42 percent and amounted to SEK 5,013 M (3,528). The business units either maintained strong profitability or improved profitability. Operating income in Europe includes a gain of SEK 370 M related to divestment of the

infrastructure services business in the UK. Operating income in the Swedish operations includes payments of surpluses totaling SEK 160 M within the collectively bargained AGS group sickness policy.

### Market outlook 2022

The negative impact from the pandemic is still present in our markets, but activity is picking up as uncertainty starts to decrease. Price increases for certain materials and bottlenecks in the supply chain can be seen across our markets. Non-residential construction, which has been impacted most by the pandemic, is improving slightly and residential construction is stable. Public spending on infrastructure and social infrastructure is holding up relatively well, despite the postponement of some decisions. Funding may be a challenge, as public budgets are decreasing due to lower tax

revenue and are being consumed to fight the pandemic and stimulate economies. At the same time, ambitious investment plans are under development in many of our markets, although lead times are expected to be long.

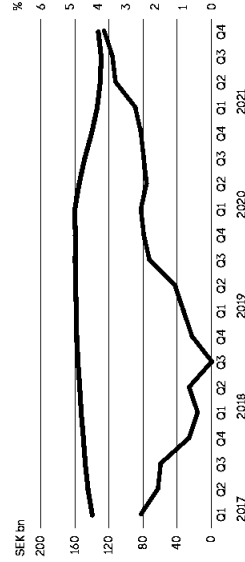
### Operations 2022

As economic activity picks up in the wake of the pandemic, we expect to see gradual recovery in volumes. We are anticipating growth in selected markets and segments where performance has previously been steady. We will be embracing a sustainable approach to the recovery. We see opportunities for helping our customers build climate-smart solutions, resilient infrastructure and healthy, accessible and inclusive spaces for working, living and connecting across all our markets.

### Key data

SEK M (unless otherwise stated)	2021	2020	2019	2018	2017
Revenue	132,587	140,483	159,579	157,894	150,050
Operating income	5,013	3,528	3,772	1,099	1,205
Operating margin, %	3.8	2.5	2.4	0.7	0.8
Free working capital, SEK bn	291	25.7	26.4	25.6	21.8
Operating cash flow	7,022	6,451	4,849	3,275	2,136
Order bookings, SEK bn	153.6	149.8	145.8	151.7	151.8
Order backlog, SEK bn	207.0	178.9	185.4	192.0	188.4
Number of employees	28,557	30,944	33,225	37,006	39,002

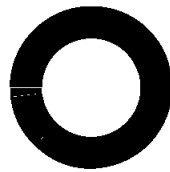
### Revenue and operating margin



— Revenue, SEK bn, rolling 12 months  
 — Operating margin, %, rolling 12 months

## Construction

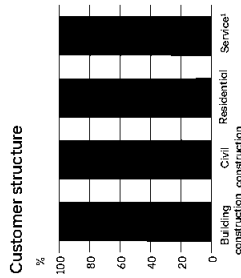
Order backlog, total SEK 2.07 bn



### Type of product

- Building construction, 45%
- Civil construction, 42%
- Residential, 11%
- Service<sup>1</sup>, 2%

<sup>1</sup> Facilities management or maintenance contract.



### Customer structure

- Public customer
- Private customer

Revenue, total SEK 132.6 bn



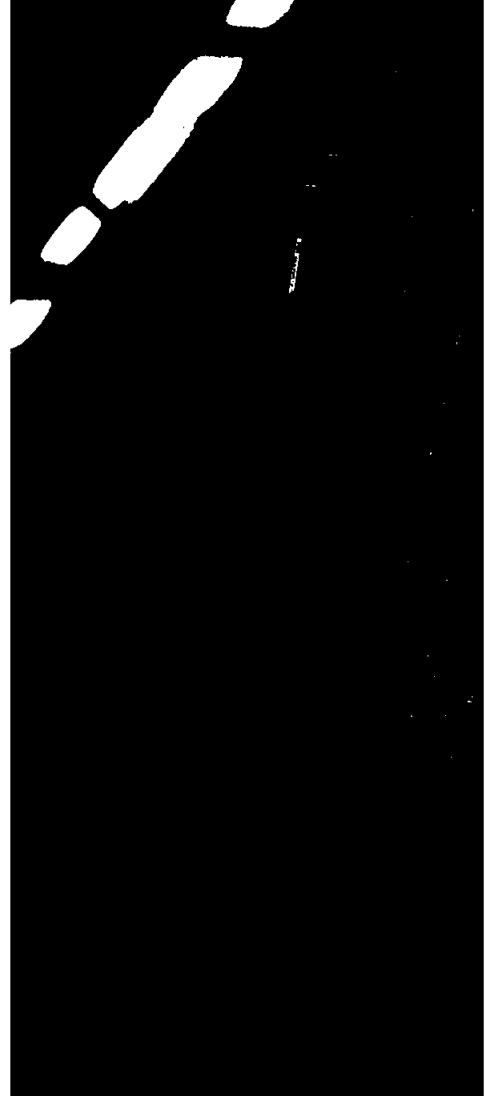
Countries: Sweden, Norway, Finland, Poland, Czech Republic, Slovakia, UK, USA

## Increasing value creation in Construction

Our focus within Construction is to further improve profitability. Selective bidding and an improved focus on commercial management and cost efficiency are the main drivers for improving profitability. We aim to further improve the operational and resource efficiencies, safety, and sustainable solutions in our customer offering. To do this, we will share knowledge and foresight, develop innovative solutions and fully exploit the benefits of digitalization.

### Market drivers:

- GDP growth
- Public investment in infrastructure
- Urbanization



## IN FOCUS

# Smart ground connections at San Francisco International Airport

At San Francisco International Airport (SFO) – one of the USA’s busiest airports – we understand travelers’ time is precious. We are proud to have helped improve airport connectivity and efficiency with the SFO AirTrain.

To improve the airport experience for its millions of travelers, SFO needed to expand and streamline ground connections between the airport’s heavily trafficked areas. We provided design-build services for this USD 172 million project, which included two brand-new AirTrain stations. Today, the AirTrain provides seamless connectivity throughout the airport, enabling efficient travel between all airport terminals, all connected parking garages, the on-airport hotel, the BART station and the rental car center.

In addition to ensuring new levels of connectivity and efficiency for one of the USA’s busiest airports, the project also met high sustainable construction standards and reduced SFO’s environmental impact. As an example, the extended AirTrain guideways are expected to eliminate around 950,000

kilometers of shuttle bus trips to and from long-term parking each year.

Working closely with SFO, we prioritized sustainable design and construction elements at every stage of the project. Results of this collaboration include a large solar photovoltaic system with 2,700 PV panels generating around 40 percent of the AirTrain stations’ annual power needs on site; new water-efficient fittings and fixtures that reduce water use by around 40 percent; and recycling over 75 percent of construction and demolition waste.

The two brand-new AirTrain stations have been awarded LEED Gold certifications, showcasing our focus on sustainable design and construction. The certification also highlights the facilities’ environmental performance, especially in terms of lower

operational carbon footprint, water and energy efficiency, waste reduction and well-being of occupants. The project was recently selected as one of the best regional airport/transit projects in Northern California.

This project demonstrates that the implementation of green building standards is essential for creating a healthy, sustainable and resource-efficient built environment, and we are proud to have provided our expertise.





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# Residential Development

In close cooperation with our Construction business stream, we develop and build high-quality, energy-efficient and sustainable homes in different segments – both owned and rented – with a focus on shaping attractive and inclusive urban spaces.

## Residential Development

### Commercial direction

- Business growth
  - Maintain or grow in selected Nordic markets
  - Expand in Central Europe
  - Grow BoKlok in Norway and Finland
- Landbank strategy
  - Ramp up BoKlok in the UK
  - Buy strategic land
  - Drive permitting and landbank management
  - Improve efficiency.

### Performance 2021

Project performance remained strong in 2021, with strong profitability and increased revenue.

The housing market remains solid. During the year, 4,363 (3,807) homes were started and 4,084 (3,991) were sold. Sales of 334 (675) rental apartments in Sweden totaling about SEK 800 M (1,500), are included. Operating income amounted to SEK 1,980 M (1,543). The operating margin was 13.8 percent (11.8), with solid performance for all business units.

### Market outlook 2022

Low interest rate policies to support economic recovery are improving affordability, which strengthens consumer confidence. Despite an increasing activity among developers, the housing market is experiencing a shortage of homes as new developments have been lagging behind demand. The risk of higher unemployment and/or interest rate levels may have a negative impact on demand. A structural shortage of housing in many of our markets may balance this to some extent.

### Operations 2022

Supported by our solid landbank, we will meet demand for housing by developing and building homes that put people and the environment first. Our strong financial position allows us to seize opportunities in all our markets. There is a solid demand in Sweden and increased activity in Norway and Central Europe. We also see exciting potential in BoKlok's UK expansion.

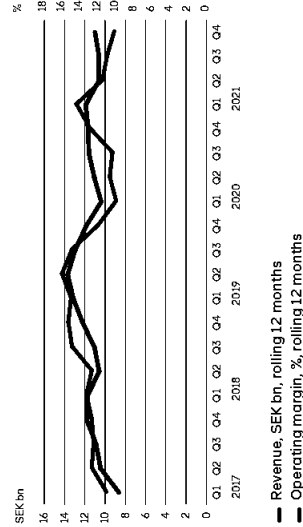
### Key data

SEK M (unless otherwise stated)	2021	2020	2019	2018	2017
Revenue	14,377	13,070	12,483	10,739	13,237
Operating income	1,980	1,543	1,195	1,505	1,716
Operating margin, %	13.8	11.8	9.6	14.0	13.0
Investments	-11,488	-10,419	-9,437	-10,542	-11,093
Divestments	10,766	11,710	11,793	12,446	11,773
Operating cash flow from business operations <sup>1</sup>	718	164	2,702	1,154	1,229
Capital employed, average, SEK bn	14.4	13.6	13.0	13.6	12.7
Return on capital employed <sup>2</sup> , %	14.1	12.8	9.8	11.4	15.4
Homes started	4,363	3,807	3,407	4,480	4,318
Homes sold	4,084	3,991	3,853	3,653	4,385
Number of employees	582	571	551	542	482

<sup>1</sup> Before taxes, financing activities and dividends.

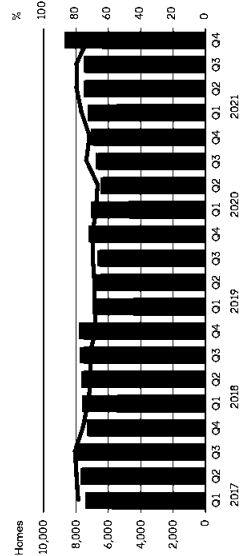
<sup>2</sup> A definition is provided in Note 43.

Revenue and operating margin

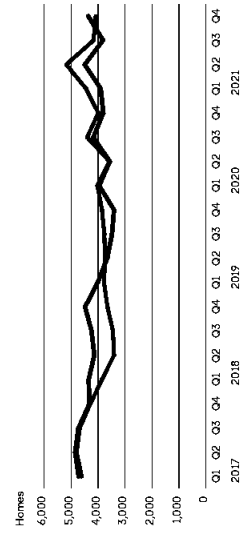


## Residential Development

Homes under construction and unsold completed



Homes sold and started



Revenue, total SEK 14,4 bn



13% Europe  
87% Nordics

Countries: Sweden, Norway, Finland, Poland, Czech Republic, the UK

## Increasing value creation in Residential Development

We will focus on improving capital and operational efficiency by actively managing the landbank and collaborating with the Construction stream for innovative solutions. As a customer-centric business, we will improve the experience for homebuyers by using digital solutions throughout the entire sales process. This means more immersive interactions, including 3D visualizations. It also means using digital tools and platforms that help the customer make customized choices suiting their needs. Using customer data and marketing automation will help us become the preferred digital

helping hand throughout the customer's entire experience: pre-, mid- and post-purchase.

### Market drivers:

- Household confidence indicator
- Urbanization
- Shortage of housing

There is an increased emphasis on providing energy-efficient, high-quality and sustainable homes in different segments – both owned and rented. Our priority is to continue to shape attractive and inclusive communities. There will also be a focus on reduced climate impact throughout the entire building life cycle, including the development of energy-positive buildings.

# IN FOCUS

## Scilla: Setting new standards in net-zero energy homes

As lifestyles change and people demand more sustainable choices, we are innovating to provide solutions for living with the long-term footprint in mind. In Sweden, we are using cutting-edge renewable energy solutions to develop a neighborhood that generates the majority of its annual electricity needs.



Nowadays, environmental consciousness goes beyond the cars we drive or the food we buy. Today's conscious consumers are also looking for sustainable homes. To meet this demand we are building Scilla, a net-zero energy apartment building in the new Täby Park district, north of Stockholm, that generates most of the energy it uses annually for heating, cooling, hot water and property electricity.

The building will have a total of 187 apartments that will all benefit from the solar cell system covering 1,400 square meters of the roof. These solar cells are expected to

generate 270 kilowatt hours annually, covering more than 60 percent of the property's annual electricity needs. We are also investing to expand a solar cell plant in Karlskrona, which will enable us to achieve our net-zero energy target.

Meeting and exceeding our customers' high expectations is important to us. With this always in mind, we go the extra mile to ensure buildings not only have smart energy solutions, but also meet the highest sustainability standards and provide options for sustainable living. We impose strict environmental requirements for building materials used in this

property. Through our good cooperation with our suppliers and subcontractors, we ensure that all building materials and chemicals used during construction are carefully controlled.

No hazardous substances or chemicals are used in paint, adhesives, sealants, varnishes or other materials. We use low-carbon concrete, which has a much lower climate impact than ordinary concrete. All waste generated during construction is recycled or completely reused. Thanks to these measures, Scilla has been awarded the Nordic Swan Ecolabel (Svanen), confirming that the homes are built to allow for low energy consumption and with

carefully selected materials to ensure minimal harm to the environment and peoples' health.

Close to public transport and with a car and bicycle pool, the neighborhood is also designed to encourage sustainable transport choices. Scilla's environmental performance far exceeds the performance of many other environmentally certified homes – to the benefit of the environment and, most importantly, to the people and families who will spend their future in these homes and enjoy sustainable living.



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# Commercial Property Development

We develop new projects, with a strong focus on offices, implementing innovative and sustainable solutions. Collaborating with our Construction business stream, we create smarter places for people to work and connect in an environment that enhances health and well-being.

## Commercial Property Development

### Commercial direction

- Significant increase in investments compared with 2016–2020
  - Expand in USA, Finland and Norway
- Develop pipeline, backlog landbank and progress zoning
- Opportunities in logistics, multifamily and life science
- Strong sustainability focus
- Tenant focus
  - Future-proof office concept and pandemic-secure design to boost leasing
  - Synergies with our new business stream, investment properties, as of 2022.

### Performance 2021

The business stream delivered yet another strong year of development gains and a record high level of new development starts. In the Commercial Property Development business stream, divestments worth SEK 10.3 billion (13.8), were made in 2021. Operating income amounted to SEK 3,264 M (3,897) and includes gains from property divestments totaling SEK 3,928 M (4,750). The comparable period was positively impacted by divestment of the Solna United project and the 2+U project. By the end of the year, Skanska had 36 ongoing projects. 21 new projects were started, spread across all our markets. During the year, new leases were signed for 196,000 square meters (233,000).

### Market outlook 2022

The uncertainty following the pandemic has impacted market activity, pushing some development starts forward and turning investor interest to lower risk investments. Investor appetite for high quality developments is expected to be solid at about current yield levels supported by stable credit market and good availability to capital. The leasing market is still relatively hesitant, but leasing activity picked up as pandemic restrictions were halted. The reinstatement of restrictions due to the recent increase in virus infection rates is however for the time being slowing the recovery somewhat.

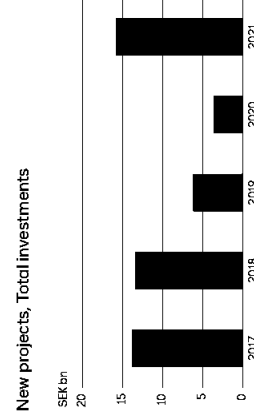
### Operations 2022

By actively managing our landbank and closely cooperating with our Construction stream to align production, we aim to improve capital efficiency. Backed by a strong financial position, we stand ready to seize opportunities to further build our portfolio, ensuring successful business and value creation for many years to come.

### Key data

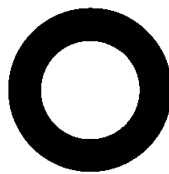
SEK M (unless otherwise stated)	2021	2020	2019	2018	2017
Revenue	11,102	14,983	17,850	16,271	11,440
Operating income	3,264	3,897	3,287	3,069	2,714
of which, gain from divestments of properties <sup>1</sup>	3,928	4,750	4,275	4,005	2,879
Investments	-7,344	-9,777	-12,946	-11,452	-10,716
Divestments	9,961	16,988	13,713	15,275	9,341
Operating cash flow from business operations <sup>2</sup>	2,168	5,281	1,063	3,984	-3,119
Capital employed, SEK bn	32.7	30.9	34.5	26.7	24.5
Return on capital employed, % <sup>3</sup>	10.8	11.9	10.5	12.8	15.5
Number of employees	431	445	427	414	389
1 Additional gain included in Eliminations was	239	359	240	321	197

<sup>2</sup> Before taxes, financial activities and dividends.  
<sup>3</sup> A definition is provided in Note 43.

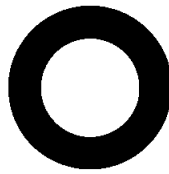


## Commercial Property Development

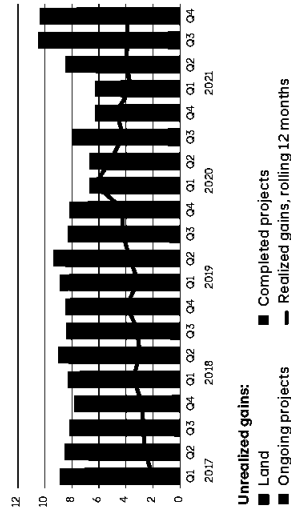
Capital employed, total SEK 33 bn



Leasing, total 196,000 sq m



Unrealized and realized gains SEK bn



Revenue, total SEK 11.1 bn



Countries: Sweden, Norway, Finland, Denmark, Poland, Czech Republic, Hungary, Romania, USA

## Increasing value creation in Commercial Property Development

In Commercial Property Development, the aim is to increase investment activity, leveraging our solid project pipeline and landbank. We will begin new customer- and investor-friendly developments, with a heavy focus on offices, in all our markets across the Nordics, Europe and the USA.

A crucial step moving forward will be the implementation of innovative and sustainable solutions throughout the entire building life cycle that are people- and climate-centric, such as the development of energy-positive buildings. We will continue to shape places in attractive locations to allow people to work and connect in an environment that promotes health and well-being.

### Market drivers:

- Economic Growth
- Urbanization
- Cost-efficient location
- Attractive investment

# IN FOCUS

## Taking healthy sustainable office space to new heights

Not only is Generation Park Y in Warsaw our first skyscraper ever built in Central Europe, it is also considered the city's most sustainable building.



Generation Park Y is admired as Warsaw's most sustainable building, and for good reason. With its WELL and LEED Platinum certification, the building showcases our attention to detail and well-being in designing the space. We also anticipate receiving Building without Barriers certification.

At Generation Park Y, we put people and their everyday needs at the forefront. As an example, the attractive green spaces between the buildings are ideal spots for taking a break or co-working outdoors in one of the pergolas. The lobby's green wall has more than 6,000 plants (330 square meters) selected for their unique properties – in terms of air purification, oxygen production and the absorption of volatile organic compounds.

The buildings of the complex are surrounded by concrete paving that reduces smog levels in the air, thanks to its catalytic properties, and is self-cleaning during rainfall. This technology will also be used for the public square between buildings.

By applying innovative solutions, Generation Park Y sets new standards for resource efficiency. With responsible management and conscious use of the building structure, and by equipping it with a grey- and rainwater recovery system, drinking water consumption can be reduced up to 60 percent. The daily greywater accumulation capacity is as much as 20,000 liters. Outdoor vegetation has been designed to require no tap water. With its tight façade, high-performance glazing, rooftop

solar reflecting material and energy-efficient devices, Generation Park Y is equipped to use much less energy than other office buildings that meet national building code requirements.

The Generation Park complex has three office buildings with a total leasable area of 88,000 square meters, including office and retail space. Generation Park Y, the third phase of the complex, was completed in early 2021 and has a leasable area of 47,600 square meters. PZU Group, a Polish insurance company, has leased 100 percent of the office space for a 10-year period – to date our largest ever office lease agreement in terms of square meters.

In December 2021, the Generation Park Y complex was sold to HANSAINVEST Real Assets for EUR 285 M (SEK 2.9 billion). The two other buildings, Generation Park X and Z, were sold in 2018 and 2020, respectively.

> Read more about our cooperation with PZU Group and Generation Park Y on page 36.

## STAKEHOLDER DIALOGUE

PZU Group, one of Central and Eastern Europe's largest insurance groups, was looking for new office space for its headquarters and found Generation Park Y in Warsaw, Poland. PZU will lease the entire high-rise building in the heart of Warsaw's business district – representing Skanska's largest-ever lease. We spoke with Wojciech Demczuk, Planning and Space Management Manager at PZU, about the new office and their partnership with Skanska.

# "Skanska allowed us to improve our employees' well-being"



Wojciech Demczuk  
Planning and Space Management  
Manager, PZU

In early 2020 PZU was looking for a new office space for its 4,600 employees to thrive. In addition to size and central location, PZU prioritized well-being and sustainability, areas in which Skanska meets PZU's high standards.

"Skanska is helping us implement our new strategy, in which well-being and sustainability are core values," Mr. Demczuk says. Generation Park Y fits perfectly into the new strategy. "Not only does it reduce our carbon footprint, it also allows us to improve our employees' well-being," he continues. "Our new office will have a variety of different work areas – quiet spaces and spaces for collaboration as well as places to go and rest. We

believe this will make our daily work much more comfortable."

The way people work has changed in the wake of the pandemic. "This new office will provide us with connected spaces where we can have hybrid meetings, where some people are in the office and others are working from home. This is essential to give our employees the flexibility to work from home and continue to collaborate efficiently," Mr. Demczuk explains.

On what distinguishes this project from others, Mr. Demczuk highlights the opportunity for PZU employees and future occupants to visit the construction site. "These site visits have made our change management project

very easy, as people are getting used to the building," he says. This is a big move for PZU Group, and Mr. Demczuk emphasizes the importance of employees having the opportunity to understand what the building will look and feel like.

"For PZU this project is the biggest office move so far. Thanks to Skanska's high standards and execution, our cooperation is great," he concludes.

The new Generation Park Y high-rise building comprises 47,600 square meters of office, retail, service and warehouse space, as well as 325 parking spaces.

> Read more about Generation Park Y on page 35.



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Stansko Anrud and Sustainability Report 2021

# 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, society and employees. Corporate governance describes how rights and responsibilities are distributed among corporate bodies according to applicable laws, rules and regulations as well as internal rules and processes. The purpose of corporate governance is also to ensure oversight by the Board of Directors (the "Board") and management, guide our employees in good business conduct and ensure a sound risk culture.

This corporate governance report for 2021 has been reviewed by Skanska's external auditors in accordance with Chapter 9, Section 31 of the Swedish Companies Act. The report contains information as required by Chapter 6, Section 6 of the Annual Accounts Act.

## Corporate governance principles

Skanska is one of the world's largest project development and construction companies. We operate across select markets in the Nordics, Europe and USA. Supported by strong trends in urbanization and demographics, and by aiming to be in the forefront of sustainability, Skanska offers competitive solutions. Driven by Skanska's purpose, values and business model, Skanska helps create sustainable futures for customers and communities as well as create value for shareholders. The parent company of the Group is Skanska AB (the "Company"), with a registered office in Stockholm, Sweden.

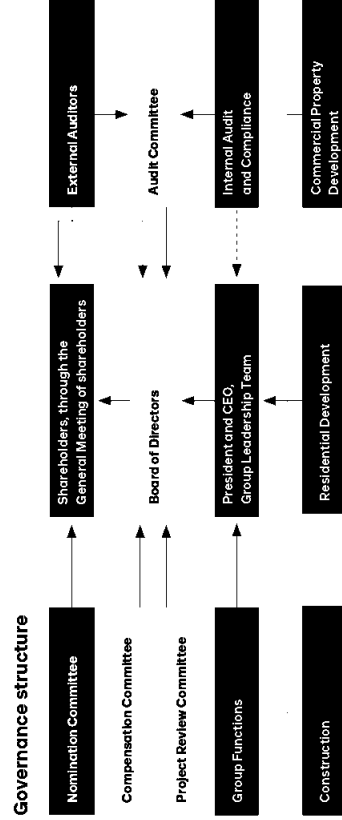
**all business units and functions in the Group.** Skanska's ethical and sustainability endeavors are an integral part of the business, and the Board discusses these issues on a regular basis.

Skanska has no deviations from the Swedish Corporate Governance Code (the "Code") to report for the financial year 2021. 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 2021.

Further information about Skanska's corporate governance is available on the Group's website: [group.skanska.com/corporate-governance/](http://group.skanska.com/corporate-governance/).

## Shares and shareholders

Skanska's Series B shares are listed on Nasdaq Stockholm in the Large Cap



## 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
- EU Market Abuse Regulation
- International Financial Reporting Standards (IFRS) and other accounting rules
- Non-Financial Reporting Directive (NFRD)
- Global Reporting Initiative (GRI) Standards.

## Key internal governing documents

- Articles of Association, which are available on the Group's website
- Procedural Rules for the Board and its Committees
- 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
- Skanska's Code of Conduct, which is available on the Group's website.

segment. The share capital at the end of 2021 amounted to SEK 1,259,709,216 consisting of a total of 419,903,072 shares, of which 19,661,632 were Series A shares and 400,241,440 were Series B shares. Series A shares entitle the holders to ten votes per share and Series B shares entitle the holders to one vote per share. There are no other restrictions in the Articles of Association on the number of votes each shareholder may cast at a General Meeting. Series A shares and Series B shares entitle the holder to the same dividend.

At the end of 2021, Skanska had a total of 109,416 shareholders, according to statistics from Euroclear Sweden AB. The ten largest shareholders held 54.8 percent of the votes and 37.7 percent of the capital. AB Industrivärden's holding amounted to 24.3 percent of the votes and Lundberg Group's holding to 13.2 percent. More information about the Skanska share and shareholders, including the Company's holdings of Series B treasury shares, is available on pages 14–15.

#### 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"), the shareholders decide on key issues, such as adoption of income statements and balance sheets; the dividend; the composition of the Board; discharging the members of the Board and the President and CEO from liability; and election of external auditors. Skanska's financial year is from January 1 to December 31, and the AGM is to be held

within six months of the end of the financial year. The date and venue for the AGM is communicated no later than the publishing of the third quarter interim report on the Group's website. The notice convening the meeting is published in Post- och Inrikes Tidningar (the Official Swedish Gazette) and on the Group's website. An announcement of the notice convening the meeting is published in Dagens Nyheter and in at least one more Swedish daily newspaper. All documents relating to the AGM are published on the Group's website in both Swedish and English. Shareholders listed in the register of shareholders on the record date and who notify the Company of their intention to participate in the meeting are entitled to attend it either personally or by proxy through a representative. According to the Articles of Association, the Board may decide that shareholders shall be entitled to exercise their voting rights by post before 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.

#### Annual General Meeting 2021

The AGM 2021 was held on March 30, 2021, in Stockholm. A total of 786 shareholders, representing approximately 60.4 percent of the total number of votes, were represented at the AGM. Due to the risk of the spread of Covid-19 and the authorities' regulations and advice, the AGM was carried out solely through advance voting pursuant to temporary legislation. The AGM was thus carried out without the possibility for shareholders to attend physically, in person or by proxy, and



#### Annual General Meeting 2022

Skanska's AGM 2022 will be carried out on Tuesday March 29, 2022, through advance voting (so-called postal voting) pursuant to temporary legislation. No meeting with the possibility to attend physically will take place. Further information is available on the Group's website: [group.skanska.com/corporate-governance/shareholders-meeting/agma-2022/](http://group.skanska.com/corporate-governance/shareholders-meeting/agma-2022/).

the shareholders exercised their voting rights by voting in advance, so-called postal voting. As communicated by the Swedish Corporate Governance Board in a press release in March and December 2020, this is not to be considered a deviation from the Code. Pre-recorded presentations by the Chairman of the Board and the President and CEO were made available on the Group's website before the AGM.

Among other matters, the meeting resolved to re-elect Hans Björck, Pär Boman, Jan Gurander, Fredrik Lundberg, Catherine Marcus, Jayne McGivern and Åsa Söderström Winberg as members of the Board. Hans Björck was re-elected as Chairman of the Board. The employees were represented on the Board by Ola Fält, Richard Hörstvedt and Yvonne Stenman as members, with Hans Reinholdsson and

Anders Rättgård as deputy members. The AGM also resolved to pay a dividend to the shareholders of SEK 9.50 per share, of which SEK 6.50 per share as ordinary dividend and SEK 3.00 per share as extra dividend; re-elect Ernst & Young AB as external auditor; approve the Board's remuneration report for 2020 and the Board's motion on amendments to the Articles of Association; and to authorize the Board, during the period up to the AGM 2022, to resolve on acquisitions of not more than 1,200,000 own Series B shares in Skanska on Nasdaq Stockholm to secure delivery of shares to participants in the Skanska employee ownership program resolved by the AGM 2019 (Seop 5).

Complete information on the AGM 2021 and the minutes of the meeting are available on the Group's website: [group.skanska.com/corporate-governance/shareholders-meeting/](http://group.skanska.com/corporate-governance/shareholders-meeting/).

## The Nomination Committee

The AGM 2018 gave the Chairman of the Board a mandate to allow each of the four largest shareholders in terms of voting power to appoint a representative to join the Chairman on the Nomination Committee. In determining which are deemed to be the largest shareholders in terms of voting power, the list of shareholders registered with and categorized by Euroclear Sweden AB as of the last business day in August each year is to be used.

### The Nomination Committee's mandate includes:

- Evaluating the composition of the Board and its work
- Preparing proposals to submit to the AGM regarding the election of board members and the Chairman of the Board
- Working with the Board's Audit Committee to prepare proposals to submit to the AGM regarding the election of auditors
- Preparing a proposal to submit to the AGM on fees to the Chairman of the Board and to the other AGM-elected board members for board work and for work in the committees of the Board, as well as fees to the auditors
- Preparing a proposal to submit to the AGM regarding a Chairman for the AGM
- When applicable, preparing a proposal on changes to the principles for appointing the next Nomination Committee.

Information on how shareholders can submit proposals to the Nomination Committee is available on the Group's website.

## Nomination Committee for the AGM 2022

The Nomination Committee for the AGM 2022 has the following composition:

- Helena Stjernholm, AB Industrivärden (24.3 percent of votes<sup>1</sup>), Chairman of the Nomination Committee
- Mats Guldbrand, Lundsberg Group (13.2 percent of votes<sup>1</sup>)
- Dick Bergqvist, AMF (4.2 percent of votes<sup>1</sup>)
- Malin Björkmo, Handelsbanken Funds (2.1 percent of votes<sup>1</sup>)
- Hans Björck, Chairman of the Board, Skanska AB.

This information was announced on the Group's website and published in a press release on September 16, 2021. According to the Code, the majority of the Nomination Committee's members are to be independent in relation to the Company and its senior executives and at least one member is also to be independent in relation to the largest shareholders in the Company in terms of voting rights. All of the appointed members are independent in relation to the Company and its senior executives and three are independent in relation to the largest shareholders in the Company in terms of voting rights.

In preparation for the AGM 2022, the Nomination Committee held seven meetings at which minutes were kept. No fees have been paid out for Nomination Committee duties. To perform its work, the Nomination Committee has taken part of the internal evaluation of the Board's work, the Chairman's account of board duties and the Company's strategy. The Nomination Committee has also interviewed

an individual member of the Board. Furthermore, Skanska's President and CEO and CFO have attended a meeting for presentation of the Company's operations and strategies.

For the composition of the Board, the Nomination Committee has applied the rules on the composition of the Board that are found in the Code. The Nomination Committee has applied rule 4.1 of the Code as diversity policy. The objectives of the diversity policy is that the Board is to have a composition appropriate to the Company's operations, phase of development and other relevant circumstances, that the board members elected by the General Meeting are collectively to exhibit diversity and breadth of qualifications, experience, background and need for renewal, and that a gender balance on the Board is to be strived for. The Nomination Committee considers that such a diversity and breadth is represented among the proposed board members. Three out of eight of the proposed board members are women. The gender balance is therefore 38 percent women and 62 percent men, which, in the opinion of the Nomination Committee, is consistent with the gender balance requirement. The Nomination Committee further assess that those fields of competence and experience considered important to Skanska are well represented in the proposed Board and that the composition and size of the proposed Board is appropriate to meet Skanska's needs. The Nomination Committee has also assessed that the proposed board members will be able to devote the necessary time required to fulfill their tasks as board members in Skanska.

The Nomination Committee has assessed that the proposed Board meets the requirements in the Code relating to board members' independence. The Nomination Committee's proposals, work report and information on proposed board members are published on the Group's website, group.skanska.com/corporate-governance/shareholders-meeting/agm-2022/, in connection with the notice convening the AGM 2022.

## 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 ten members. The Board has overall responsibility for Skanska's organizational structure and management, and the Board's main duty is to safeguard the interests of the Company and the shareholders. The Board thus makes decisions regarding the Group's strategy, 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 Chairman 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.

During the period January 1, 2021 to August 31, 2021, the Board consisted of seven members elected by the AGM and three members and two deputy members appointed by the trade unions. As communicated by Skanska in a press release on August 31, 2021,

<sup>1</sup> Based on shareholding as of August 31, 2021.

Jayne McGivern resigned as a member of the Board effective as of that day.

According to the Code, the majority of the Board's AGM-elected members are to be independent in relation to the Company and its senior executives, and at least two members are to also be independent in relation to the largest shareholders in the Company. All of the board members elected by the AGM 2021 are independent in relation to the Company and its senior executives. Of these, five members are also independent in relation to the Company's largest shareholders. The composition of the Board and an assessment of the independence of each member are presented in more detail on pages 48–49.

### The work of the Board in 2021

The work of the Board follows an annual agenda established in the Board's Procedural Rules. In preparation for each board meeting, the Board receives reports and documentation compiled according to established procedures. The purpose of this is to ensure that the Board has the relevant information and documentation on which to base decisions. In 2021 the Board held seven meetings, including its statutory meeting. For attendance at board meetings, see the table on page 42. 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, strategic review of Skanska, as well as internal control, risk management, compliance

matters, and sustainability, including climate and health and safety, related issues. The Board further decided on the introduction of a new business stream, investment Properties, revised financial targets for the Group starting 2022, and Skanska's business plan for 2022–2024. The Board received regular updates on the impact of the Covid-19 pandemic on the Group's business and the markets where Skanska is active.

### 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 Chairman of the Board is responsible for the evaluation and

for presenting the findings to the Board and the Nomination Committee. In 2021 an evaluation was carried out in the form of a questionnaire and individual conversations between the Chairman and each member of the Board, but also through discussion at board meetings. The Chairman was also evaluated through a written questionnaire and discussion with the Board without the Chairman present; the board meeting on this occasion was chaired by another member appointed for the purpose. The outcome of the 2021 evaluation was that the work of the Board was deemed to be functioning well.

### Board fees

The AGM 2021 resolved in accordance with the Nomination Committee's proposal on fees to the Chairman of the Board and to the other board members as well as fees for work in the Board's committees. Total fees to the AGM-elected board members not employed by Skanska were thus approved by the AGM 2021 in the amount of SEK 9,171,000.<sup>3</sup> The Chairman of the Board received SEK 2,175,000 and the other board members not employed by Skanska received SEK 725,000 each. In addition, the Chairman of the Audit Committee received SEK 260,000 and the other members of the committee SEK 185,000 each, the Chairman of the Compensation Committee received SEK 112,000 and the other members of the committee SEK 107,000 each, and the Chairman of the Project Review Committee and the other members of the committee received SEK 215,000 each. For more detailed information, see Note 37, Remuneration to senior executives and board members, on pages 168–171.

### The members and the deputy members of the Board

Member	Position	Elected, year	Audit Committee	Compensation Committee	Project Review Committee	Independent in relation to the Company and GLT	Independent in relation to major shareholders
Hans Blörck	Chairman	2016	■	■	■	Yes	Yes
Pär Boman	Member	2015	■	■	■	Yes	No
Jan Gurander <sup>1</sup>	Member	2019	■	■	■	Yes	Yes
Fredrik Lundberg	Member	2011			■	Yes	No
Catherine Marcus	Member	2017			■	Yes	Yes
Jayne McGivern <sup>2</sup>	Member	2015		■	■	Yes	Yes
Åsa Söderström Winberg	Member	2020		■	■	Yes	Yes
Ola Fält	Employee Representative	2018				–	–
Richard Hörstet	Employee Representative	2007				–	–
Yvonne Sierman	Employee Representative	2018				–	–
Hans Reinholdsson	Employee Representative (Deputy)	2020				–	–
Anders Röttgränd	Employee Representative (Deputy)	2017			■	–	–

■ = Chairman    ■ = Member

<sup>1</sup>Member of the Compensation Committee from September 15, 2021.

<sup>2</sup>Until August 31, 2021.

<sup>3</sup>In light of that Jayne McGivern resigned as a member of the Board effective as of August 31, 2021, and Jan Gurander was appointed as a new member of the Compensation Committee effective as of September 15, 2021, the total board fees for 2021 have been revised downwards to SEK 8,701,000.

## The Board's committees

The Board is ultimately responsible for the organization of Skanska'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 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 members of the committees are appointed annually at the statutory meeting of the Board. In light of that Jayne McGivern resigned as a member of the Compensation Committee, effective

as of August 31, 2021, Jan Gurander was appointed as a new member of the Compensation Committee at a board meeting on September 15, 2021, effective as of that date. The Board's Procedural Rules specify which duties and decision-making powers have been delegated to the committees. The Chairman 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 financial reporting, reporting procedures and accounting principles, and to monitor the auditing of the accounts for the Company

and the Group. The committee also evaluates the quality of the Group's reporting, internal auditing and risk management, and reviews the reports and opinions of Skanska's external auditors. The committee monitors the external auditors' assessment of their impartiality and independence, and that there are routines in place stipulating which non-audit services they provide to the Company and the Group. The committee also monitors compliance with the rules on auditor rotation. The external auditors are present at committee meetings. At least once a year the Audit Committee meets the auditors without senior executives being present.

In 2021 the Audit Committee consisted of Pär Boman (Chairman), Hans Blörck, Jan Gurander and Åsa Söderström Winberg. The composition of the committee meets the requirements in the Code relating to audit committee members' independence. At least one member has accounting or auditing skills. The Committee held six meetings in 2021. Important matters addressed during the year

Member	Board	Audit Committee	Compensation Committee	Project Review Committee
Hans Blörck	7	6	6	12
Pär Boman	7	6	6	12
Jan Gurander <sup>1</sup>	7	6	4	11
Fredrik Lundberg	7			11
Catherine Marcus	7			12
Jayne McGivern <sup>2</sup>	4		2	8
Åsa Söderström Winberg	6	5		11
Ola Fält	7			
Richard Hörstedt	7			
Yvonne Stenman	7			
Hans Reinholdsson	7			
Anders Rättgård	7			12

<sup>1</sup> Member of the Compensation Committee from September 15, 2021. <sup>2</sup> Until August 31, 2021.

members, and on incentive programs. The committee also examines the outcomes of variable remuneration components.

In 2021 the Compensation Committee consisted of Hans Blörck (Chairman), Pär Boman, Jan Gurander and Jayne McGivern. The Code requirements regarding independence, according to which the Chairman of the Board is permitted to be the Chairman of the Compensation Committee and other AGM-elected members are to be independent in relation to the Company and its senior executives, have therefore been met. The committee held six meetings in 2021. Important matters addressed during the year were 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 2020 as well as the existing remuneration structures and levels in the Company, and review of senior executives' other assignments. The committee further reviewed and prepared, for resolution by the Board, proposals to the AGM 2022 on a remuneration report for 2021, detailing paid and outstanding remuneration that is covered under the above-mentioned remuneration guidelines, and on a Skanska long-term employee ownership program for the financial years 2023, 2024, and 2025 (Seop 6).

### Project Review Committee

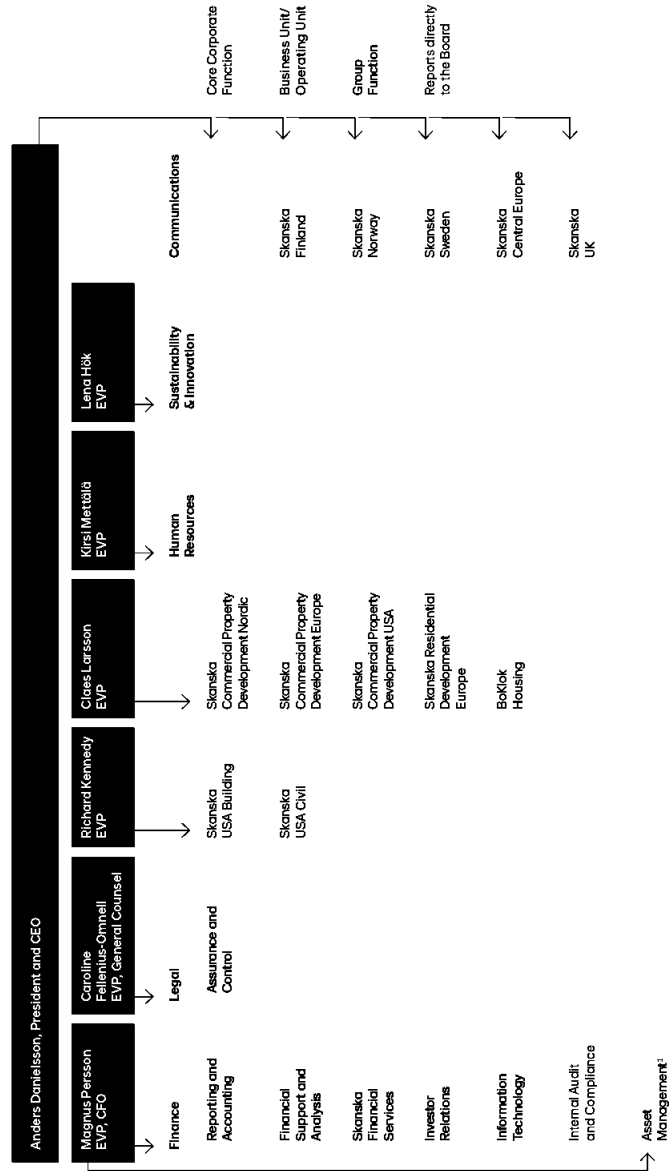
The Project Review Committee takes decisions on individual projects within the Construction, Residential Development and Commercial Property Development business streams and on certain project financing

packages. Projects above a certain monetary threshold or that involve especially high or unusual risks or other special circumstances may be referred to the Board for a decision. The committee consists of all AGM-elected board members and employee representative Anders Rättgård, with employee representative Richard Hörstedt as deputy member for Anders Rättgård. The committee held twelve meetings in 2021.

### External auditors

According to the Articles of Association, the Company shall have one or two authorized auditors and no more than two deputy auditors. A registered accounting firm may be appointed as the Company's external auditor. At the AGM 2021, Ernst & Young AB was re-elected as external auditor, until the close of the AGM 2022. Authorized Public Accountant Hamish Mabon is the auditor in charge. The external 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 external auditor has also attended five meetings of the Board's Audit Committee. The independence of the external auditor is guaranteed by the Audit Committee having determined the principles for allowing non-audit services to be provided by the auditor and pre-approving non-audit services. For information on fees and other remuneration to the external auditor for audit-related and other services, see Note 38, Fees and other remuneration to auditors, on page 172.

### Skanska's management structure Group Leadership Team



1 Portfolio of PPP assets.

## Operational management and internal governance

Skanska operates with a decentralized governance model that recognizes the local characteristics of the construction and development markets, empowering the business units to develop their business and deliver according to plan, while retaining the profit and loss responsibility. Skanska's strategy and targets are set at Group level to ensure effective financial capacity and conduct proper follow-up on business unit performance and compliance. In the decentralized governance structure operated, as a rule, what is required is established at Group level, while the business units are responsible for how requirements are met. Each business unit is headed by a President and has its own administrative functions and other resources to conduct its operations effectively. Aside from day-to-day operations managing projects, the business units deal with matters such as their strategic development, business plans, investments, divestments and organization. Information on Skanska's business model and our business streams is available on pages 21–34.

### The President and CEO and the Group Leadership Team

The President and CEO is appointed by the Board and runs the Company and the Group in accordance with the instructions adopted by the Board. The President and CEO is responsible for the day-to-day management of the operations of the Company and the Group and is supported by the other members of the Group Leadership Team. The work of the President and CEO is

evaluated at one board meeting each year at which no senior executives are present. The President and CEO has no business dealings of any significance with the Company or its Group companies. Lena Hök was appointed Executive Vice President Sustainability & Innovation and new member of the Group Leadership Team from November 1, 2021. Information on the President and CEO and the other members of the Group Leadership Team can be found on pages 50–51.

### Core corporate functions and Group functions

Core corporate functions and Group functions are based at Skanska's headquarters in Stockholm. The Core corporate functions and Group functions assist the President and CEO and the Group Leadership Team

on matters relating to corporate functions, coordination and oversight. They also provide support to the business units. The head of each Group function reports directly to a member of the Group Leadership Team. The head of the Internal Audit and Compliance reports directly to the Board by way of the Audit Committee. A presentation of the Core corporate functions and Group functions can be found on page 43.

### Remuneration to senior executives

The AGM 2020 adopted guidelines for salary and other remuneration to senior executives in accordance with the Board's proposal, which are valid until the AGM 2024. The guidelines and information about salary and other remuneration to senior executives, as well as outstanding share award and

share-related incentive programs, are found in Note 37, Remuneration to senior executives and board members, on pages 168–171. 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 remuneration report available on pages 53–57.

### Purpose and values

While creating shareholder value, Skanska's purpose is to build for a better society. This reflects the Group's role in society, a position that enables Skanska to create shareholder value. Fundamental to Skanska's success are four values: Care for life; Act ethically and transparently; Be better together; and Commit to customers. They serve as a moral

### Skanska's reporting structure

Operating units	Construction		Business Streams	
	Operating unit	External reporting	Operating unit	External reporting
Member				
Sweden	■		■	
Norway	■		■	
Finland	■		■	
Commercial Property Development Nordic				
Central Europe	■			
United Kingdom	■			
Commercial Property Development Europe				
Residential Development Europe				
USA Civil	■			
USA Building	■			
Commercial Property Development USA				
BoKlok <sup>1</sup>				

■ = Operating unit □ = External reporting

<sup>1</sup> BoKlok has operations in Sweden, Norway, Finland and the UK. In the external reporting BoKlok is divided and included in the Nordic cluster, of which Sweden, and Europe.



foundation and compass, and Skanska continuously drives the need for every employee to strongly live these values. Further information on Skanska's values is available on page 4.

Skanska provides innovative and sustainable solutions to create a sustainable future for its employees, customers, shareholders and communities. This is demonstrated through continued commitment to the sustainability impact areas Climate, Resilience and Responsibility outlined on page 69. Furthermore, sustainability at Skanska is grounded in the Group's purpose and values. Skanska's sustainability report can be found on pages 67–94.

#### Code of Conduct

Skanska's Code of Conduct is based on the Skanska values and sets the standard for the daily behavior of employees on how Skanska does business. It is reviewed regularly by the Group Leadership Team and updates are approved by the Board. It defines Skanska's commitments in the workplace, in the market and to society. It covers such topics as health and safety, diversity and inclusion; data protection; environment; confidentiality; conflicts of interest; fraud; fair competition; anti-bribery and corruption; and insider information and market abuse. All Skanska employees are required to uphold the principles and requirements contained in the Code of Conduct. All employees are asked to complete Code of Conduct training every two years, and new employees within one month of starting with Skanska. This requirement applies equally to members of the Board.

The Code of Conduct is supplemented by the Supplier Code of Conduct which must be adhered to by all subcontractors, suppliers, consultants, intermediaries and agents. It is included in agreements with these parties and outlines the expectations that Skanska put on those Skanska does business with. The Supplier Code of Conduct covers topics such as fair working conditions; discrimination and harassment; anti-bribery and corruption; and fair competition. The Code of Conduct and the Supplier Code of Conduct can be found on the Group's website: [group.skanska.com/about-us/our-code-of-conduct/](http://group.skanska.com/about-us/our-code-of-conduct/).

Skanska's 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 Skanska's Code of Conduct. The hotline is managed by an independent third-party service provider and is a supplement to the internal reporting channels that all employees have access to.

#### Governance framework

The Group governance framework is set at Group level. The Group Leadership Team and the Core corporate functions and Group

#### Group policies

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

functions are responsible for following up on its implementation and effective operation in the business units. The Group governance framework consists of three categories of steering documents: Group policies and Group procedures and standards, which are mandatory, as well as non-mandatory guidelines for the Group.

A clear framework of policies, procedures and standards reduces risks and increases effectiveness, it also makes it easier to live by Skanska's Code of Conduct and the Skanska values. The Group governance framework steering documents define how Skanska's operations are run, controlled and organized, which standards and processes to work according to, how to manage risks, at what levels decisions are made and what is mandatory for the Skanska business units. The governance framework is applicable to the Company, all Skanska business units and all Skanska 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 operations. Business units' governance systems, such as business units' policies and

#### 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.

management systems, should complement and add local, practical detail to the steering documents in the Group governance framework. The Business Unit President is responsible for implementation of the Group governance framework in the respective business unit.

The Procedural Rules for the Board and its Committees state which items of business will be decided upon by the Board, by the President and CEO, by the Group Leadership Team, or at the business unit level. In addition to the Board's Procedural Rules, and Skanska's Code of Conduct and Supplier Code of Conduct, Skanska's Group policies include:

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

#### Group guidelines

A non-binding document containing guidance for the organization.

## Internal control

This description includes the most important elements of Skanska's internal control and risk management systems in connection with financial and sustainability reporting. A description of Skanska's sustainability reporting principles is set out on page 94.

### Control environment

The Board has overall responsibility for ensuring that Skanska 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 and regulations and internal rules are complied with. The Board's Procedural Rules ensure a clear division of roles and responsibilities for the purpose of ensuring effective management of business risks. 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's Enterprise Risk Management Policy and the Group Governance Procedure. The Group Leadership Team reports regularly to the Board according to established routines. The Audit Committee also presents reports on its work. The Group Leadership Team is responsible for the system of internal controls required to manage material operational risk. This includes a clear decision-making structure and the Group framework of policies, standards/procedures and guidelines. The Group function Assurance and Control supports the Group Leadership Team in monitoring the system of internal control.

## Risk assessment and control activities

Skanska has identified the material risks in its operations that may, if not managed correctly, lead to errors in financial reporting and/or have an impact on the Company's performance results. The Group Headquarters has subsequently ensured that the Group has rules in place to guarantee that these risks are managed. The Group Leadership Team and the Core corporate functions and Group functions are responsible for managing general risks relating to strategy, macroeconomics and regulatory frameworks, while the main tasks relating to operational risk and opportunities are carried out at the local level within the business units. A detailed description of the identified enterprise risks and how they are managed is found on pages 59–65.

Skanska uses a Group-wide procedure for identifying and managing risks associated with construction contracts and project development. 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. The final decision is made by the Skanska Tender Board, which consists of the Group Leadership Team, and, in certain cases, the Project Review Committee, which consists of board members.

Risks and opportunities for improvement are both greatest during the actual execution phase of the projects, and thus 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 and client. During execution, projects over a set threshold must adhere to the Skanska Project Review and Reporting Procedure to ensure consistent project reviews, including a process to make sure that deviations from planned performance are detected and acted upon early. All business units 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 and sustainability reporting are updated regularly. There are several information channels to the Group Leadership Team and the Board for important information. For its external communication, the Group has an 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 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 Group Leadership Team'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

The Group function Internal Audit and Compliance is responsible for monitoring and evaluating risk management and internal control processes. The work is planned in consultation with the Audit Committee and reporting takes place directly to the Board through the committee. Matters relating to internal audit are also communicated on an ongoing basis to Skanska's external auditors. In 2021, 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 100 audits were conducted during the year within all business units. There was a particular focus on the business operations of commercial development investments and supply chain resilience for the construction units. The audits were performed in accordance with a uniform audit method.

# IN FOCUS

## Building a net-zero future in Europe's biggest infrastructure project



We believe that a collaborative approach is what makes any project successful, particularly within sustainability. Our work for the London tunnels section of the high-speed rail project HS2 Phase One is not limited to the project itself. Together with our joint venture partners and our client, we are addressing challenges facing the entire industry.

Working in the Skanska Costain STRABAG joint venture, we are responsible for the full detailed design and construction of the London tunnels section of HS2 Phase One. As part of the biggest infrastructure project in Europe, we can develop and implement new construction techniques that deliver a step-change and long-lasting benefits for the industry. Collaborating with our partners and supply chain, we are able to test and use new technologies and processes to reduce our carbon emissions. For example, we are trialling a 100 percent diesel-free project,

replacing the diesel with hydrotreated vegetable oil (HVO) and avoiding approximately 250 tonnes CO<sub>2</sub>e.

We are using several new technologies on sites across the country, including the UK's first electric forklift and the world's first solar and hydrogen-powered portable cabins for site staff. We are also trialling innovative solutions across sites, including a low-carbon concrete that significantly reduces carbon emissions. And a new carbon and cost estimating solution, powered by artificial

intelligence, allows us to visualize, precisely measure and compare carbon emissions and the environmental impact of construction so we can design a more sustainable solution.

Beyond our actual project work as part of the Skanska Costain STRABAG joint venture – building 21-kilometer-long tunnels at depths of up to 50 meters from the London terminus at Euston station to West Ruislip – we are involved in several initiatives to support local communities in overcoming local challenges. Across the whole HS2 route, training and job

initiatives to empower local communities include social mobility programs, creating jobs for 52 previously unemployed people and virtual school outreach to support young people with career advice. We want to do what we can to boost economic growth and improve community cohesion where we work.

This project is a testament to the importance of collaboration. Working closely with HS2, our joint venture and supply chain partners adds highly valued expertise to our operations.

## Board of Directors



**Hans Blårock**

Chairman

Sweden, 1951

2016

25,000 B shares through privately owned company

December 31, 2021



**Pär Boman**

Board member

Sweden, 1961

2015

1,000 B shares



**Jan Gurander**

Board member

Sweden, 1961

2019

5,000 B shares



**Fredrik Lundberg**

Board member

Sweden, 1951

2011

6,032,000 A shares and 16,050,000 B shares through L E Lundbergföretagen AB, 1,150,000 B shares through privately owned company, 5,376 A shares and 1,100,000 B shares privately

### Other board assignments

– Chairman, Trelleborg AB

– Board member, Handelsbanken AB

– Chairman, Essity AB

– Chairman, Svenska Cellulosa Aktiebolaget SCA

– Vice Chairman, AB Industrivärden

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

– Master of Science in Business and Economics, Stockholm School of Economics

– Chairman, AB Industrivärden

– Chairman, Holmen AB

– Chairman, Hufvudstaden AB

– Vice Chairman, Handelsbanken AB

– Board member, L E Lundbergföretagen AB

– 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

– President and CEO, L E Lundbergföretagen AB

– Board member, The Association of Swedish Engineering Industries

– Master of Science in Business and Economics, Stockholm School of Economics

– Deputy CEO, AB Volvo (since 2018)

– 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

– Independent in relation to the company and its executive management

– Independent in relation to major shareholders

– Chairman, Handelsbanken AB

– Chairman, Essity AB

– Chairman, Svenska Cellulosa Aktiebolaget SCA

– Vice Chairman, AB Industrivärden

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

– President and CEO, Handelsbanken AB

– Chief Financial Officer, Skanska AB

– Chief Financial Officer, Autoliv AB

– Chief Financial Officer, Esselte AB

– Independent in relation to the company and its executive management

– Independent in relation to major shareholders

– Independent in relation to the company and its executive management

– Independent in relation to major shareholders

– Independent in relation to the company and its executive management

– Independent in relation to major shareholders

– Deputy CEO, AB Volvo (since 2018)

– 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

– Independent in relation to the company and its executive management

– Independent in relation to major shareholders

– Independent in relation to the company and its executive management

– Independent in relation to major shareholders

– Independent in relation to the company and its executive management

– Independent in relation to major shareholders



**Catherine Marcus**

**Position** Board member

**Born** USA, 1965

**Elected** 2017

**Shareholding in Skanska, December 31, 2021** 0 shares



**Åsa Söderström Winberg**

**Position** Board member

**Born** Sweden, 1957

**Elected** 2020

**Shareholding in Skanska, December 31, 2021** 2,500 B shares through privately owned company, 800 B shares through related person

**Other board assignments**

- Board member, NCREIF PREA Reporting Standards Board (Private)

**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**

- Global Chief Operating Officer, 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

**Board members and deputies appointed by the trade unions<sup>1</sup>**



**Ola Fält**

**Born:** Sweden, 1966

**Skanska Industrial Solutions:** appointed by SEKO in 2018

**Board member**

**Shareholding in Skanska:** 1.313 B shares



**Anders Rättgård**

**Born:** Sweden, 1961

**Region Hus Göteborg:** appointed by Unionen in 2017

**Deputy Board member**

**Shareholding in Skanska:** 4,159 B shares



**Richard Hörstedt**

**Born:** Sweden, 1963

**Region Hus Syd:** appointed by Byggnads in 2007

**Board member**

**Shareholding in Skanska:** 0 shares



**Yvonne Stenman**

**Born:** Sweden, 1959

**Region Hus Stockholm Nord:** appointed by Ledarna in 2018

**Board member**

**Shareholding in Skanska:** 0 shares



**Hans Reinholdsson**

**Born:** Sweden, 1972

**Region Hus Göteborg:** appointed by Byggnads in 2020

**Deputy board member**

**Shareholding in Skanska:** 816 B shares

**Auditors**

**Ernst & Young AB**

**Auditor in charge since 2016:** Hamish Mabon, Stockholm, born 1965, Authorized public accountant.

<sup>1</sup> Shareholding in Skanska as of December 31, 2021.

## Group Leadership Team



**Anders Danielsson**  
 President and Chief Executive Officer (since 2018)  
 Responsible for business units/Core Corporate Function  
 – Skanska Finland  
 – Skanska Norway  
 – Skanska Sweden  
 – Skanska Central Europe  
 – Skanska UK  
 – Communications



**Caroline Feillettus-Omnell**  
 Executive Vice President, General Counsel (since 2017)  
 Responsible for Core Corporate Function/ Group Function  
 – Legal  
 – Assurance and Control



**Lena Håk**  
 Executive Vice President (since 2021)  
 Responsible for Core Corporate Function  
 – Sustainability & Innovation



**Richard Kennedy**  
 Executive Vice President (since 2018)  
 Responsible for business units  
 – Skanska USA Building  
 – Skanska USA Civil

<b>Born</b>	1966	1972	1966
<b>Joined Skanska in</b>	1991	2017	2004
<b>Shareholding in Skanska, December 31, 2021</b>	143,177 B shares	3,456 B shares	32,748 B shares
<b>Awarded but unvested share awards under Skanska's long-term share saving program (Seopl), December 31, 2021<sup>1</sup></b>	110,390 B shares	13,788 B shares	93,107 B shares
<b>Board assignments</b>	– Board member, The Swedish Association of Listed Companies	– Chair of the Swedish Sustainability Committee, International Chamber of Commerce (ICC)	– Building Trades Employers Association, NY, USA

<b>Education</b>	– M.Sc. Engineering, Royal Institute of Technology, Stockholm – Advanced Management Program, Harvard, Boston MA	– Bachelor of Social Science, Uppsala University and Maastricht University – GEM Management Program, Stockholm School of Economics Executive 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
<b>Work experience</b>	– Executive Vice President, Skanska AB – President, Skanska Sweden – President, Skanska Norway	– Group General Counsel, Tele2 AB – Group General Counsel, Sidel – General Counsel Europe, Tetra Pak AB – Corporate Counsel, AB Electrolux	– President and CEO, Skanska USA Building – Chief Operating Officer, Skanska USA Building – General Counsel, Skanska USA Building

<sup>1</sup> Share awards awarded during 2019–2021. In order for the shares to vest, an additional three years of service from each award date are required. Share awards for 2021 are further preliminary. The Board will determine the outcome for 2021 in the first quarter of 2022 after reviewing operational performance.



**Claes Larsson**  
Executive Vice President (since 2006)  
Responsible for business units  
– Skanska Commercial Property Development Nordic  
– Skanska Commercial Property Development Europe  
– Skanska Commercial Property Development USA  
– Skanska Residential Development Europe  
– BoKlok Housing



**Kirsi Miettala**  
Executive Vice President (since 2018)  
Responsible for Core Corporate Function  
– Human Resources



**Magnus Persson**  
Executive Vice President, Chief Financial Officer (since 2018)  
Responsible for Core Corporate Function/ Group Functions/Operating unit  
– Finance  
– Reporting and Accounting  
– Financial Support and Analysis  
– Skanska Financial Services  
– Investor Relations  
– Information Technology  
– Internal Audit and Compliance  
– Asset Management

**Business Unit Presidents**  
Gunnar Hagman, Skanska Sweden  
Ståle Rød, Skanska Norway  
Tuomas Särkilahti, Skanska Finland  
Michal Jurko, Skanska Central Europe  
Greg Craig, Skanska UK  
Paul Hewins, Skanska USA Building  
Don Fusco, Skanska USA Civil  
Jonas Spangenberg, BoKlok Housing  
Björn Mattsson, Skanska Residential Development Europe  
Jan Odellström, Skanska Commercial Property Development Nordic  
Katarzyna Zawodna-Bijoch, Skanska Commercial Property Development Europe  
Robert Ward, Skanska Commercial Property Development USA

**Senior Vice Presidents, Group Functions**  
Katarina Bjlund, Reporting and Accounting  
Karolina Cederhage, Communications  
Anders Göransson, Internal Audit and Compliance  
Mark Lemon, Assurance and Control  
André Löfgren<sup>1</sup>, Investor Relations  
Antonia Junellind<sup>2</sup>, Investor Relations  
Therese Tegner, Skanska Financial Services  
Anders Candell, Information Technology (IT)  
Sanna-Mari Pöyhönen, Financial Support and Analysis

<sup>1</sup> Until February 3, 2022.  
<sup>2</sup> From February 4, 2022.

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<b>Position</b>	<b>Claes Larsson</b> Executive Vice President (since 2006) Responsible for business units – Skanska Commercial Property Development Nordic – Skanska Commercial Property Development Europe – Skanska Commercial Property Development USA – Skanska Residential Development Europe – BoKlok Housing	<b>Kirsi Miettala</b> Executive Vice President (since 2018) Responsible for Core Corporate Function – Human Resources	<b>Magnus Persson</b> Executive Vice President, Chief Financial Officer (since 2018) Responsible for Core Corporate Function/ Group Functions/Operating unit – Finance – Reporting and Accounting – Financial Support and Analysis – Skanska Financial Services – Investor Relations – Information Technology – Internal Audit and Compliance – Asset Management
<b>Born</b>	1965	1963	1976
<b>Joined Skanska in</b>	1990	1994	2006
<b>Shareholding in Skanska, December 31, 2021</b>	205,202 B shares	29,814 B shares	24,767 B shares
<b>Awarded but unvested share term share saving program (Soop), December 31, 2021<sup>1</sup></b>	56,823 B shares	28,126 B shares	41,312 B shares
<b>Board assignments</b>	– M.Sc. Engineering, Chalmers University of Technology – MBA, Chalmers University of Technology and University of Gothenburg	– Chairperson, Nomination Committee, FIBS (Finnish Business Society) – Board member, Stockholm School of Economics, Advisory Board – Bachelor of Business Administration, Högskola Helsingfors, Uppsala University – eMBA, Adito Executive Education	– Ph.D. in Business Economics, Uppsala University – Master of Science in Business Economics, Uppsala University

<b>Education</b>	– M.Sc. Engineering, Chalmers University of Technology – MBA, Chalmers University of Technology and University of Gothenburg	– Chairperson, Nomination Committee, FIBS (Finnish Business Society) – Board member, Stockholm School of Economics, Advisory Board – Bachelor of Business Administration, Högskola Helsingfors, Uppsala University – eMBA, Adito Executive Education	– Ph.D. in Business Economics, Uppsala University – Master of Science in Business Economics, Uppsala University
<b>Work experience</b>	– President, Skanska Commercial Property Development Nordic – President, Skanska Fastigheter Göteborg	– Senior Vice President, HR and Communications, Skanska Finland – Senior Vice President, HR Development, BU Skanska Finland – HRD manager, Skanska Finland – HR specialist, Skanska Finland	– Chief Financial Officer, Skanska Sweden – Senior Vice President, Investor Relations, Skanska AB – Group Manager, Corporate Finance, Skanska AB – Head of Research & Analysis, Skanska Financial Services AB

<sup>1</sup> Share awards awarded during 2019–2021. In order for the shares to vest, an additional three years of service from each award date are required. Share awards for 2021 are further preliminary. The Board will determine the outcome for 2021 in the first quarter of 2022 after reviewing operational performance.

IN FOCUS

# Developing healthy, inclusive, climate-resilient places for all

Parkview – an office building in the heart of Prague’s Pankrác district – is one of the greenest buildings in Eastern Europe. With WELL Gold and LEED Platinum certifications, Parkview meets strict criteria for environmental protection and the highest interior quality.



Parkview is the latest piece in Richard Meier’s vision for the Pankrác area as the Czech capital’s top business location. With 16,000 square meters of prime office space in a sought-after location in Prague, the nine-floor building immediately catches the eye with its beautiful white façade and balconies providing stunning views of the adjacent park, which gave the project its name.

From day one, the project was designed to embody our approach to sustainability. Renewable energy was used throughout the construction phase. Parkview’s advanced technologies include LED lighting, motion

sensors, an efficient cooling and heating system, installation of chilling beams, elevators with energy recuperation mechanisms and shading elements in the façade. We also slashed freshwater consumption using water-saving fixtures and fittings. Rainwater is collected and used to water the building’s plants and gardens.

According to LEED calculations, these technologies reduce Parkview’s energy and potable water consumption up to 50 percent. With the highest environmental score in the Czech Republic (97 points), Parkview is LEED Platinum certified.

The building is designed to enhance the health and well-being of its users. Its many features include high quality fresh air, daylight for more than 90 percent of workstations and use of cooling beams rather than fan coils. The quality of Parkview’s work environment has been confirmed by third-party WELL Gold certification, which focuses on health and well-being. Parkview also achieved WELL Health-Safety Rating for interiors.

Sustainable commuting options are another of Parkview’s features. Located near several public transport stops, there is also a public electric car charging station next to the build-

ing and a full-service facility for cyclists – bike racks, lockers, modern changing rooms and showers with free towel service.

In January 2021 we sold the Parkview office complex to investment company Deka Immobilien for EUR 77 M (SEK 770 M).

# Remuneration report

## Introduction

This remuneration report for 2021 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") on March 26, 2020, have been applied in 2021. 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.

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 168–171 in the annual and sustainability report 2021. 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 2021 is set out in the corporate

governance report available on pages 37–46 in the annual and sustainability report 2021.

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 170 in the annual and sustainability report 2021.

The AGM on March 30, 2021 resolved to approve the Board's remuneration report for 2020. No opinions were expressed on the remuneration report.

## Key developments 2021

The President and CEO, Anders Danielsson, summarizes Skanska's overall performance in 2021 in his statement on pages 6–7 in the annual and sustainability report 2021.

## The 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 total 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 insurance benefits 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 determines the outcome of the variable cash remuneration and are clearly linked to the business strategy and the Company's sustainability agenda.

The applicable Remuneration Guidelines adopted by the AGM 2020 are found in Note 37 on pages 168–169 in the annual and sustainability report 2021. During 2021, the Company has complied with the Remuneration Guidelines. No deviations from the Remuneration Guidelines have been made and no derogations from the decision-making process that according to the guidelines is to be applied to determine, review and implement the guidelines have been made. 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](http://group.skanska.com/corporate-governance/remuneration). No remuneration has been reclaimed.

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 2020 have worked well in 2021, 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 have concluded that the Remuneration Guidelines should not be revised. The Remuneration Guidelines adopted by the AGM 2020 are valid until the AGM 2024. No changes are proposed to the Remuneration Guidelines, and therefore no shareholder approval of remuneration guidelines will be required at the AGM 2022.

The Compensation Committee have further concluded that the ongoing and during the year ended programs 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.

The Board has, upon recommendation from the Compensation Committee, resolved to propose to the AGM 2022 for approval a long-term share-related incentive program for the financial years 2023, 2024 and 2025

“Seop 6”). The Board's complete proposal for resolution by the AGM 2022 on Seop 6 is available on the Group's website: [group.skanska.com/corporate-governance/shareholders-meeting/agsm-2022/](https://group.skanska.com/corporate-governance/shareholders-meeting/agsm-2022/).

Table 1 – Total remuneration of the President and CEO in 2020 and 2021<sup>1</sup>

Name and position	Fixed remuneration		Variable remuneration			Total remuneration	Proportion of fixed and variable remuneration <sup>7</sup>
	Financial year	Base salary <sup>2</sup>	Other remuneration and benefits <sup>3</sup>	One-year-variable remuneration <sup>4</sup>	Multi-year variable remuneration <sup>5</sup>		
Anders Danielsen, President and CEO	2021	13,125	160	9,844	8,050	35,772	50/50
	2020	12,500	123	9,375	8,027	34,399	49/51

1 Except for multi-year variable remuneration, the table reports remuneration earned in 2020 and 2021. 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 2021 include company car, fuel, medical insurance and tax return assistance.  
4 One-year variable cash remuneration relating to the 2021 financial year is preliminary and will be finally determined and disbursed after the outcome is established in the first quarter of 2022. This calculation is further preliminary insofar as any deductions as a consequence of non-financial targets have not yet been taken into account. The variable cash remuneration agreement includes a general clause stipulating that the Board and the Compensation Committee are entitled to wholly or partly reduce 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 2020 in the table refers to actual disbursements for the 2020 financial year.  
5 The value stated for 2021 refers to a preliminary award of performance shares for 2021's invested saving shares, at the share price on December 30, 2021 (SEK 234.2). The President and CEO will receive an estimated 34,372 performance shares. The Board will determine the outcome after reviewing the operational performance in the first quarter of 2022. In order to receive performance shares, an additional three years of service are required. For 2021, the President and CEO invested in 5,729 saving shares, equivalent to SEK 1,342, calculated based on the share price on December 30, 2021 (SEK 234.2). No matching of performance shares related to saving shares in 2018 have vested under Seop 4 during 2018 have vested as the fulfillment of the 2018 Group outperform target for Seop 4 was 0 percent and no matching shares were awarded to the President and CEO for 2018.  
6 The President and CEO is covered by an individual occupational pension insurance scheme, including health insurance (Sv. sjukförsäkring). The occupational pension insurance scheme is a defined contribution scheme and the total premiums for the occupational pension insurance scheme, 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 4" and "Seop 5") have been implemented in the Company. Seop 4 and Seop 5 give present and future employees the opportunity of becoming shareholders of the Company and is offered to permanent employees in the Skanska Group. The President and CEO participates in Seop 4 and Seop 5.

Subject to the participant having made an own investment in shares in the Company (saving shares), the participant may be awarded matching and/or performance shares. Matching 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 result-related performance conditions. The performance conditions used to assess the outcome of Seop 4 and Seop 5 consist of

financial targets at Group, business unit and/or business unit cluster level. The financial target applicable at Group level, which apply for the President and CEO and the other members of the Group Leadership Team, is growth in earnings per share ("EPS target"). The 2021 preliminary outcome of the EPS target can be found in Table 3 (b). Information on the starting point and outperform target for the EPS target 2021 and on the financial targets applicable for participants in Seop 5 in the different business streams can be found in Note 37 on page 171 in the annual

and sustainability report 2021. No matching shares are awarded to the President and CEO under Seop 5.

Further information on Seop 4 and Seop 5, including the conditions which the outcome depends on, is available on the Group's website: [group.skanska.com/corporate-governance/remuneration/incentive-programs](http://group.skanska.com/corporate-governance/remuneration/incentive-programs). Information on costs of the programs, dilution effects etc. is available in Note 37 on page 171 in the annual and sustainability report 2021.

Table 2 – Remuneration of the President and CEO in shares

The main conditions of the share programs

Information regarding the reported financial year<sup>1</sup>

Name and position	Name of program	Performance period <sup>2</sup>	Award period <sup>3</sup>	Vesting period <sup>4</sup>	End of retention period <sup>5</sup>	Opening balance		During the year		Closing balance		
						Shares awarded held at the beginning of the year	Shares held at the end of the year	Awarded	Vested	Subject to performance condition	Awarded and unvested at year end	Shares subject to retention period <sup>6</sup>
Anders Danielsen, President and CEO	Seop 4	2017–2019	2017–2019	2020–2022	2020–2022	37,741	0	0	0	-	37,741	-
	Seop 5	2020–2022	2020–2022	2023–2025	2023–2025	38,277	34,372 <sup>6</sup>	0	0	-	72,649	-
<b>Total</b>						<b>76,018</b>	<b>34,372</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>110,390</b>	<b>-</b>

1 Each Seop program is divided into three annual programs, with an annual performance period. Seop 4 is divided into annual program 2017 with performance period 2017, annual program 2018 with performance period 2018 and annual program 2019 with performance period 2019. 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. Vesting of performance shares is conditional upon satisfaction of a number of result-related 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 4 comprises the financial year 2017 in respect of the annual program 2017, the financial year 2018 in respect of the annual program 2018, and the financial year 2019 in respect of the annual program 2019. 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. In connection with each monthly acquisition of saving shares, future matching and/or performance shares are awarded.

3 Matching 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 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 and performance shares under Seop 4 is estimated to occur monthly during the financial year 2020 in respect of the annual program 2017, during the financial year 2021 in respect of the annual program 2018, and during the financial year 2022 in respect of the annual program 2019. Vesting of 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.

4 No matching or performance shares related to saving shares invested under Seop 4 during 2018 have vested as the fulfillment of the 2018 Group outperform target for Seop 4 was 0 percent and no matching shares were awarded to the President and CEO for 2018. Under Seop 5, the President and CEO was preliminarily awarded 34,372 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, matching or performance shares after acquisition/vesting.

6 Value: NSEK 6,050, calculated based on the share price on December 30, 2021 (NSEK 234.2) multiplied by the number of preliminary awards (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 2021 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 the 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 activity-based targets related to, among other things, work site safety and 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 with up to 50 percent if the non-financial targets are not met. Information on Skanska's climate target is available on pages 70–75 and 90–91 in the annual and sustainability report 2021.

**Table 3 (a) – Performance of the President and CEO in 2021: variable cash remuneration**

Name and position	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	a) Measured performance <sup>1</sup> and b) actual award/remuneration outcome
Anders Danielsson, President and CEO	Income after financial items 2021 <sup>2</sup>	100%	a) SEK 9,4 billion b) SEK 9,844 <sup>3</sup>

1 Starting point and outperform target can be found in Note 37 on page 169 in the annual and sustainability report 2021.

2 The income excludes eliminations at the Group level and the operating unit. Asset Management (portfolio of PPP assets).

3 Outcome relating to the 2021 financial year is preliminary and will be finally determined and disbursed after the outcome is established in the first quarter of 2022. This calculation is further preliminary insofar as any deductions as a consequence of non-financial targets have not yet been taken into account. The variable cash remuneration agreement includes a general clause stipulating that the Board and the Compensation Committee are entitled to wholly or partly reduce 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 2021: share-based Incentives**

Name and position	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	a) Measured performance <sup>1</sup> and b) actual award/remuneration outcome
Anders Danielsson, President and CEO	Earnings per share 2021 <sup>2</sup>	100%	a) SEK 198 b) SEK 8,050 <sup>3</sup>

1 Starting point and outperform target can be found in Note 37 on page 171 in the annual and sustainability report 2021.

2 Profit for the period attributable to equity holders, divided by the average number of outstanding shares during the year.

3 The value stated refers to a preliminary award of performance shares for 2021's invested saving shares, at the share price on December 30, 2021 (SEK 234.2). The President and CEO will receive an estimated 34,372 performance shares. The Board will determine the outcome after reviewing the operational performance in the first quarter of 2022. In order to receive performance shares, an additional three years of service are required.

## Comparative information on the change of remuneration and company performance

Table 4 – Change of remuneration and company performance over the last five reported financial years

Annual change <sup>1</sup>	2016	2017	2018	2019	2020	2021
<b>Executive remuneration (kSEK)</b>						
President and CEO remuneration (Anders Danielsen) <sup>2</sup>	-	-	16,868	32,347 (+91.8%)	34,399 (+6.3%)	35,772 <sup>3</sup> (+4.0%)
President and CEO remuneration (Johan Karlström) <sup>4</sup>	39,618	21,248 (-46.4%)	-	-	-	-
<b>Skanska Group's performance</b>						
Income after financial items (SEK bn) <sup>5</sup>	8.0	5.7 (-29.7%)	4.9 (-12.9%)	7.8 (+57.5%)	11.6 (+48.9%)	9.7 <sup>6</sup> (-16.4%)
Earnings per share (SEK) <sup>7</sup>	15.9	12.0 (-24.5%)	9.5 (-20.8%)	15.5 (+63.2%)	22.5 (+45.2%)	19.8 (-12.0%)
Carbon emissions (tonnes) <sup>9,9</sup>	386,000	347,000	332,000	291,000	265,000	216,000
<b>Average remuneration on a full-time equivalent basis of employees<sup>10</sup> of the Company (kSEK)<sup>11</sup>:</b>						
Employees <sup>12</sup> of the Company	-	-	-	-	1,455 <sup>13</sup>	1,603 <sup>13</sup> (+10.2%)

1 The table reports actual outcome and annual change in percentage.

2 President and CEO from 1 January 2018.

3 Total remuneration in 2021 as set out in Table 1.

4 President and CEO until 31 December 2017.

5 The income excludes eliminations at the Group level.

6 The table reports the income excluding eliminations at the Group level, but including the operating unit Asset Management (portfolio of PPP assets). In Table 3 (a), the income after financial items is reported excluding both eliminations at the Group level and the operating unit Asset Management. Variable cash remuneration to the President and CEO for 2021 has been related to financial items excluding eliminations at the Group level and the operating unit Asset Management, as set forth in Table 3 (a).

7 Profit for the period attributable to equity holders, divided by the average number of outstanding shares during the year.

8 Scope 1 (direct) and Scope 2 (indirect - market based). More information can be found on page 90 in the annual and sustainability report 2021.

9 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 Sustainability information on pages 89–94 in the annual and sustainability report 2021.

10 Excluding members of the Group Leadership Team.

11 Comparative information on the change of remuneration is not included in the table for 2016–2019. 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 years 2016–2019.

12 In the remuneration report for 2020, the reported average remuneration on a full-time equivalent basis of employees of the Company was kSEK 1,439. The average remuneration for 2020 has been updated since the correct average number of full-time equivalent basis employees of the Company in 2020 is one less than the number in the calculation for the remuneration report 2020 was based on.

13 Average remuneration for the Company's other employees includes payments of remuneration and benefits made in 2021. For one-year variable cash remuneration the amount included in the table is however preliminary variable cash remuneration related to the 2021 financial year which will be finally determined and disbursed after the outcome is established in the first quarter of 2022. 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 Seeop 5) refers to a preliminary award of matching and performance shares for 2021's invested saving shares, at the share price on December 30, 2021 (SEK 234.2). The Board will determine the outcome of the share saving program after reviewing the operational performance in the first quarter of 2022, in order to receive matching and performance shares, an additional three years of service are 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 has decreased from 91 in 2020 to 81 in 2021 which affects the average remuneration on a full-time equivalent basis of employees of the Company. The average base salary increase for the employees of the Company was 2.5% in the 2021 salary review.

**STAKEHOLDER DIALOGUE**

Vornado Realty Trust owns, manages and develops office and retail assets in the USA, with a focus on New York City. Owning and managing over 2,500,000 square meters of LEED certified buildings, Vornado is considered a real estate industry leader in sustainability policy. We spoke with Barry Langer, Executive Vice President of Development and Co-Head of Real Estate, about the importance of partnership, sustainability goals and quality for tenants.

# Partnering up to deliver on sustainability goals and quality for customers



Barry Langer, EVP of Development and Co-Head of Real Estate, Vornado Realty Trust

"In New York right now, our biggest project is the Penn District. It's the area around and sitting on top of Penn Station, the largest transportation hub in North America," Mr. Langer explains. When the State of New York designated Vornado as master developer, including overseeing construction of the new Moynihan Train Hall, finding a suitable partner became crucial. Mr. Langer emphasizes, "On this project we knew we needed a contractor that knew how to do public sector work, how to work with the railroad, had public sector experience and someone with high ESG (Environmental, Social and Governance) ambitions. Skanska became the logical choice."

The project involves construction of an additional entrance to Penn Station to ease

congestion and improve the passenger experience for 650,000 daily commuters. Speaking about the importance of great partnerships Mr. Langer says, "While Covid-19 threw us a curve ball, the Skanska team – the tradesmen and women who worked on the project – kept working through the entire pandemic. Working together, we delivered that train hall project on time in December 2020." He highlights Skanska's ability to mobilize and self-perform, which he believes allowed the project to stay on schedule: "A skill and a quality that I think is unique to Skanska in New York."

Speaking about future challenges, Mr. Langer highlights ESG goals and delivering value to customers – the tenants. "In terms of achieving our ESG goals, what we look for in

a contractor is someone who understands that our mission in greening our buildings is complicated," he says. "Solving the challenge of how to renovate old existing buildings that are occupied by tenants, tenants that want to continue to run their businesses, is the biggest challenge we face in achieving our sustainability goals."

98 percent of Vornado's portfolio is LEED certified, and the Moynihan Train Hall has achieved LEED Silver. Mr. Langer points out, "This is the first transportation project in North America to achieve that."



# Risk and opportunity management

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

Established by the Board, Skanska's Enterprise Risk Management Policy (ERMP) sets out the framework and responsibilities for risk management across the organization. Its overall purpose is to ensure that risk is managed systematically and as efficiently as possible, and is assigned the correct priorities to assist in achieving our business objectives and goals.

### Enterprise risk management

Skanska applies 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 Skanska Group Leadership Team is ultimately responsible for risk management and implementation of the ERMP. Business units are responsible for managing risk in their respective business operations within the framework established by the ERMP. They also report to the Group Leadership Team on relevant risk management matters.

### Enterprise-wide risk management approach

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. Business units retain ownership of their risks. Business unit ERRs are then collated, sorted, reviewed and consolidated at Group level to create the Group ERR from which top risks are identified, and Group level risk controls are reviewed and modified as necessary. 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 Group policies according to our Governance Framework, please see page 45.

All risks in the business units' enterprise risk registers are categorized using the Skanska Risk Universe. This 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.

### Strategic risks

Relates to our purpose, long-term objectives and goals.

### Operational risks

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

### Financial risks

Threatens our financial strength and financial assets.

### Regulatory risks

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



tion measures are assessed and corrected as required. The table below presents enterprise risks weighed together with risks identified in stakeholder dialogues and materiality analyses. The risks are examples of significant risks to Skanska divided in distinct but overlapping risk categories – a risk may fit into more than one category.

**Skanska's risk universe and identified top risks**  
An annual review of Skanska's enterprise risk environment is conducted based on all business units' enterprise risk registers. This process includes outlining existing risks, identifying and responding to potential new risks, and reviewing the status of risk management activities. The review, which is presented to the Board, ranks various types of enterprise risk. For each of the main risks, the appropriateness and effectiveness of management and mitigation measures are assessed and corrected as required.

**Mitigation measures/activities**

**Potential impact**

**Risk area and description**

**Strategic risks**

**Changes in market demand**

Failure to understand or meet customer demand and/or adapt to market dynamics, including the demand for sustainability.

- Lost business opportunities
- Financial and non-financial consequences for projects
- Project losses and investment write-downs
- Damaged reputation and inability to meet project commitments.

Early Contractor Involvement (ECI) or partnering and taking part in larger societal conversations allow us to work more closely with our customers. This is essential to better understand their evolving needs, as well as market trends and government priorities. Understanding global trends can create new business opportunities for us and enable us to adjust our offering to meet our customers' expectations.

-> Read more about global trends on pages 8–10.

**Climate risks**

Physical incidents caused by the adverse impact of climate change, such as extreme weather conditions. Failure to adapt to new climate regulations and demands from investors and customers.

- Operational cost increases or project delays due to extreme weather conditions
- Project losses and investment write-downs
- Increased cost of carbon (e.g., carbon taxes)
- Damaged reputation and inability to meet project commitments
- Fines, penalties, lawsuits.

Our climate target of achieving net-zero carbon emissions by 2045 guides our work on reducing the climate impact of our operations. We are focused on increasing the demand for climate-smart solutions and seeking out partnerships for sustainability innovation. We provide sustainable solutions for the future and integrate climate resiliency into project development to help cities and communities prepare for and respond to the changing conditions that are an effect of the climate issue.

-> Read more about our climate adaptation and carbon reduction work on pages 70–77.

**Diversity and inclusion risks**

Employment discrimination based on gender, age, ethnicity, family situation, educational background or work experience. 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 expertise
- Lower employee engagement and productivity due to non-inclusive behaviors and experiences
- Financial and non-financial consequences for projects
- Damaged reputation and inability to meet project commitments
- Fines, penalties, lawsuits.

Fostering a diverse and inclusive culture enables us to achieve stronger outcomes together. The embrace of diversity is integrated into employee attraction and recruitment initiatives, employee performance review processes and leadership development programs. Targets including appropriate action plans for embracing diversity have been part of all business units' business plans since 2015, and the annual Group-wide employee survey ensures that we continue to make positive progress.

-> Read more about our work on embracing diversity on page 86.

**Lack/loss of key employees**

Inability to attract, recruit and retain a skilled, diverse and committed workforce.

- Difficulties attracting, recruiting and/or retaining employees with the necessary skills and expertise
- Financial and non-financial consequences for projects
- Lower employee engagement and productivity due to non-inclusive behaviors and experiences
- Damaged reputation and inability to meet project commitments.

We have a well-implemented and solid process for performance and talent management, including robust and fact-based succession planning, structured resource planning and a transparent performance review process based on diversity and inclusion. Seop, the Skanska employee ownership program, provides employees with the opportunity to invest in Skanska and creates incentives to contribute to Skanska's performance through matching shares and shares based on business unit performance.



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Risk area and description	Potential impact	Mitigation measures/activities
<b>Strategic risks</b>		
<b>Leadership or management failure in strategy execution</b>		
Lack of control of performance and poor implementation of corrective actions, or failure by management to implement or adopt strategies to changing circumstances.	<ul style="list-style-type: none"> <li>Operational inefficiency, increasing costs and decreasing profits</li> <li>Project losses and investment write-downs</li> <li>Reduced ability to deliver for customers and inability to meet project commitments</li> <li>Pursuing and winning the wrong projects</li> <li>Damaged reputation.</li> </ul>	The Governance Framework provides clarity on the business units' decision making and accountability. 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.
<b>Operational risks</b>		
<b>Loss-making projects/Investment</b>		
Misjudgment of contract risk, ineffective application or management of contracts, poor administration of claims, Poor project execution including systematic underestimation of cost schedule, scope and risk, or selection of wrong projects or customers, or teams without the right expertise.	<ul style="list-style-type: none"> <li>Margin fade, operational inefficiency, increasing costs and decreasing profits</li> <li>Project losses and investment write-downs</li> <li>Reduced ability to deliver for customers and inability to meet project commitments</li> <li>Damaged reputation</li> <li>Fines, penalties, lawsuits.</li> </ul>	Improved project reporting and review procedures with additional risk management activities, including continual risk monitoring throughout the course of a project so that problems can be solved and improvements made earlier, and project costs reduced. Increased employee training and an inclusive working environment to create teams with diversified skills to fully capitalize on expertise, innovation and best practices across the company. Proactive efforts relating to capital at risk, pre-leasing and pre-sales requirements, as well as an increased focus on management of claims and litigation, all contribute to improved project execution.
<b>Supply chain risks</b>		
Suppliers, or subcontractors, not following Skanska's Supplier Code of Conduct, or performance risk associated with each supplier's financial position and ability to procure and manage materials and labor. Supply chain disruption and shortages resulting in financial and non-financial consequences for projects.	<ul style="list-style-type: none"> <li>Margin fade or financial loss due to increased project costs or lower productivity</li> <li>Environmental or safety incidents, or breaches of human rights throughout the supply chain</li> <li>Decreased ability to deliver for customers and inability to meet project commitments</li> <li>Damaged reputation if suppliers and subcontractors act in ways not consistent with Skanska's values</li> <li>Fines, penalties, lawsuits.</li> </ul>	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 continually conduct risk-based diligence vetting, monitoring and auditing of all contractual counterparties, including daily sanction screening of all suppliers with the Dow Jones global database. > Read more about Skanska's responsible supply chain work on pages 83–84.



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Risk area and description	Potential impact	Mitigation measures/activities
<b>Operational risks</b>		
<b>Health and safety risks</b>		
<p>Injuries, accidents, fatal accidents and ill-health affecting people at our sites, or people affected by our operations.</p>	<ul style="list-style-type: none"> <li>Fatal accidents, life-changing injuries, and injuries and long-term ill-health that reduce life expectancy or quality of life</li> <li>Fines, penalties, lawsuits</li> <li>Damaged reputation and loss of trust as a responsible company.</li> </ul>	<p>It is mandatory for all business units to be certified to the ISO 45001 standard and incidents are followed up and investigated. Our Sustainability Policy and Group Health and Safety Standard specify expected behavior for all Skanska workplaces and cover aspects that include training, incident management, risk assessment and instructions for proper safety management on site. Employee training in proper health and safety practices has been further developed. Plans have been developed in all business units to assess and improve safety performance according to the hierarchy of control in the safety pyramid model. To be more proactive and achieve continuous improvement, safety performance is reviewed on a regular basis by the Group Leadership Team and the Board of Directors.</p> <p>-&gt; Read more about our safety work on pages 81–82.</p>
<b>Environmental risks</b>		
<p>Major environmental incidents in operations or in the supply chain, or pollution or other negative environmental impacts.</p>	<ul style="list-style-type: none"> <li>Harm to people and ecosystems</li> <li>Negative environmental impact</li> <li>Margin fade, operational inefficiency, increasing costs and decreasing profits</li> <li>Inability to meet project schedules</li> <li>Damaged reputation and loss of license to operate</li> <li>Fines, penalties, lawsuits.</li> </ul>	<p>Mandatory ISO 14001 certification ensures a systematic approach to managing environmental risk and issues, including follow-up and investigation of environmental incidents. Environmental specialists at Group and business unit levels secure compliance with our Sustainability Policy and related standards, which go beyond compliance and include retaining ISO 14001 certification. We engage with suppliers to minimize risks of supply chain environmental breaches and conduct employee training in proper environmental practices.</p> <p>-&gt; Read more about our environmental work on page 85.</p>
<b>Resource efficiency</b>		
<p>Inefficient or wasteful use of energy, materials, waste and water.</p>	<ul style="list-style-type: none"> <li>Negative environmental impact</li> <li>Margin fade, operational inefficiency, increasing costs and decreasing profits</li> <li>Inability to meet project schedule</li> <li>Failure to reach climate targets</li> <li>Damaged reputation and loss of license to operate</li> <li>Fines, penalties, lawsuits.</li> </ul>	<p>Circularity and resource efficiency are linked to operational efficiency and reduced environmental impact. Most of our emissions come from the production of materials such as concrete, steel and asphalt. Close cooperation with suppliers and customers and enhanced digital capabilities are increasingly important in encouraging innovation, increasing productivity, reducing emissions and waste and creating new business opportunities. The Skanska Sustainability Policy and standards, our climate target and climate plans drive development, innovation and improvements on circularity and resource efficiency. Performance and emissions related to waste, energy, fuels and materials are followed up on quarterly basis on business unit and Group level.</p> <p>-&gt; Read more about our circularity and resource efficiency work on pages 75 and 85.</p>
<b>IT systems and information</b>		
<p>Cyber security breach.</p>	<ul style="list-style-type: none"> <li>Social engineering</li> <li>Ransomware/Malware</li> <li>Unauthorized access</li> <li>Cyber fraud</li> <li>Hacking.</li> </ul>	<p>Our Information Classification Standard and Security Standard both aim to protect us from cyber risks and achieve 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, and provide relevant training and updates on security awareness to all users. We also ensure and verify that suppliers' handling Skanska information mitigate cyber risks in line with our minimum requirements.</p>



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Risk area and description	Potential impact	Mitigation measures/activities
<b>Financial risks</b>		
<b>Macroeconomic instability</b>		
Economic slowdown or increasing protectionism with trade protection measures in the political landscape.	<ul style="list-style-type: none"> <li>Financial and non-financial consequences for projects, e.g., decrease in productivity due to increased regulation</li> <li>Decrease and/or postponement of new projects, both public and private customers</li> <li>Decrease in competition could present new business opportunities for Skanska</li> <li>Shift in preference to companies with a strong financial position and/or long-term relationship</li> <li>Increase in landbanking opportunities due to lower competition, stressed sellers.</li> </ul>	<p>We are constantly monitoring, studying and evaluating market trends to anticipate changes in the business environment in the form of political decisions and amended regulations in areas that are of importance to our operations. In all of our home markets we take an active part in the public debate and engage with governments at the local and national levels, as well as customers, partners and other stakeholders, to advance solutions that benefit society in multiple ways and to drive a more ambitious stance on, e.g., climate issues.</p> <p>&gt; Read more about macro trends with significance for Skanska's operations on pages 25–34.</p>
<b>Increased competition</b>		
Increased competition, including low-cost actors new to the market, major market downturn or lack of projects.	<ul style="list-style-type: none"> <li>Below-cost pricing, decreased margins</li> <li>Lost business opportunities.</li> </ul>	<p>A focus on the core business with sweet spot analysis in all Construction business units and early engagement with customers provide important opportunities to improve competitiveness. Our strategy to improve performance, reduce costs and risks and strengthen our balance sheet enables us to adjust our operations to meet demands, needs and opportunities.</p>
<b>Increased cost inflation</b>		
Unpredictable increases in construction market prices (e.g. labor, materials, subcontractors, forex, insurance).	<ul style="list-style-type: none"> <li>Financial and non-financial consequences for projects, e.g., decrease in productivity due to increased regulation</li> <li>Decrease and/or postponement of new projects, both public and private customers</li> <li>Margin fade, operational inefficiency, increasing costs and decreasing profit</li> <li>Selective bidding.</li> </ul>	<p>Disruptions to the supply chain caused or exacerbated by the Covid pandemic, political instability, and logistics bottlenecks as well as increasing energy prices are putting pressure on construction costs. Skanska is well prepared to manage these inflationary risks by being very selective about the projects we take on – putting profitability before volume, and with our ongoing focus on commercial management through the project lifecycle. Our long-established Project Scrutiny and Approval Procedure and associated steering documents, in combination with the Limits of Authorization, set out the governance of bidding, assessing risk and estimating prices. In response to current risks we have an increased focus on securing contractual protection against price inflation, securing prices from suppliers before bidding, and ensuring sufficient contingency in bid prices; we then continue to monitor the financial stability and performance of suppliers during project execution.</p>
<b>Financial risks</b>		
In addition to business risk, Skanska is exposed in its operations to various types of financial risk such as credit risk, liquidity risk and market risk.	<ul style="list-style-type: none"> <li>Loss of access to the financial market and financing on favorable terms</li> <li>Breach of financing agreements</li> <li>Reduction in positive cash flow, reduction in negative capital employed</li> <li>Downgrading or bankruptcy of banks.</li> </ul>	<p>In Skanska's Financial Policy, the Board of Directors has established guidelines, objectives and limits with respect to financial management and financial risk management. Our target of an adjusted net debt not exceeding SEK –9 billion, as well as limits on capital at risk and capital employed in the development streams, 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.</p> <p>&gt; Read more about Skanska's financial risks in Note 6, Financial instruments and financial risk management, on pages 124–132.</p>



## Risk area and description Potential impact Mitigation measures/activities

### Regulatory risks

#### Ethical breach, corruption and bribery

<p>Breach of bribery and corruption laws (e.g., UK Bribery Act, US Foreign Corrupt Practices Act, money laundering, proceeds of crime), breaches of EU competition law, US antitrust law or other public procurement law.</p>	<ul style="list-style-type: none"> <li>Damaged reputation and loss of trust as a responsible company</li> <li>Delisting from public procurement</li> <li>Fines, penalties, civil lawsuits and criminal charges</li> <li>Decreased ability to deliver for customers and inability to meet project commitments.</li> </ul>	<p>Skanska's Code of Conduct, Anti-Corruption Policy, Supplier Code of Conduct and Skanska's Values provide clear direction to employees for appropriate and ethical conduct. All employees are required to undergo Code of Conduct training on a continual basis. 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. Higher risk cases are reported to the Group Leadership Team and the Board of Directors. Confirmed breaches may result in disciplinary action.</p> <p>-&gt; Read more about our focus on ethics, including anti-corruption, bribery and human rights, on pages 83–84.</p>
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#### Human rights violations

<p>Human rights violations, such as unfair working conditions, modern slavery and child labor, or environmental violations at workplaces/sites and by sub-contractors or suppliers in our supply chain.</p>	<ul style="list-style-type: none"> <li>Harm to people and environment</li> <li>Damaged reputation and loss of trust as a responsible company</li> <li>Fines, penalties, civil lawsuits and criminal charges.</li> </ul>	<p>We support 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 this. Human rights are integrated into Skanska's Code of Conduct and Supplier Code of Conduct. Reported deviations may have consequences such as termination of agreements.</p> <p>-&gt; Read more about our responsible supply chain work on pages 83–84.</p>
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#### Political risk

<p>Any act, decision or ruling by a government, regional or local decision maker, public authority or similar.</p>	<ul style="list-style-type: none"> <li>Negative impact on projects or business unit.</li> </ul>	<p>To ensure compliance with legal and regulatory requirements and the high standards that we set for ourselves, we have adopted internal governance rules for the Group, as well as processes for monitoring compliance with external and internal rules by all business units and departments within the organization. Ethical and sustainability endeavors are an integral part of the business and are regularly included in the Board's discussions.</p> <p>-&gt; Read more about Skanska's governance in the corporate governance report on pages 38–46.</p>
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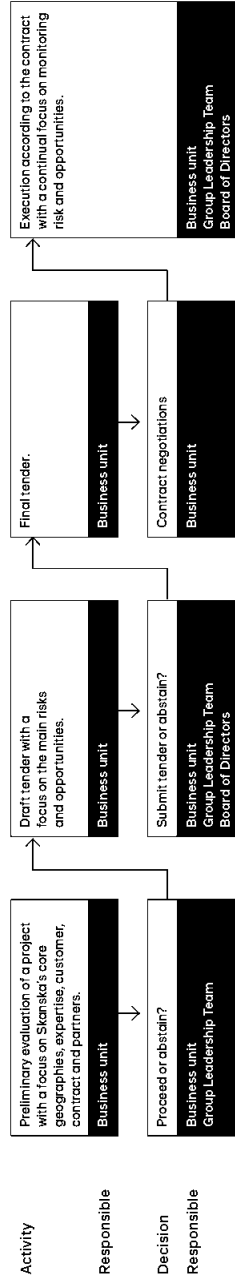
#### Covid-19 pandemic and related risks

<p>In 2020, the large-scale disruption caused by the pandemic was a strategic risk due to significant uncertainties about the degree and duration of its effect on our business, employees, stakeholders and society in general. The picture is much clearer one year later and, although uncertainties remain, we can focus on the risks we have identified as direct consequences of the pandemic.</p>	<ul style="list-style-type: none"> <li>Macro-economic downturn</li> <li>Unexpected, rapid, or reactionary macro-political events (including changes in legislations and regulations)</li> <li>Supply chain disruptions or shortages</li> <li>Unpredictable increase of construction price</li> <li>Large-scale employee disruption</li> <li>Inability to attract and retain people, market-level shortages</li> <li>Cyber-security breach.</li> </ul>	
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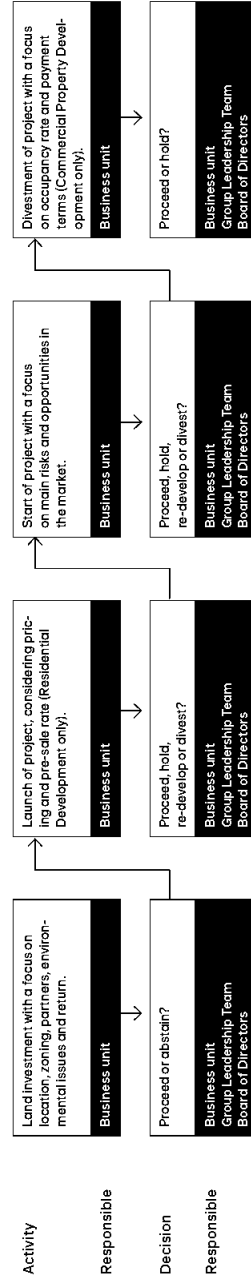
**Operational risk management** were implemented throughout the Group. According to these procedures, as well as the Limits of Authorization appended to the Procedural Rules, proposed construction and development projects exceeding heat map thresholds pass through the Business Unit Project Board, Skanska Tender Board at the Group level and the Board's Project Review Committee for scrutiny and approval. the Skanska Investment Approval Procedure and the Skanska Tender Approval Procedure

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

**Skanska Tender Approval Procedure: Construction**



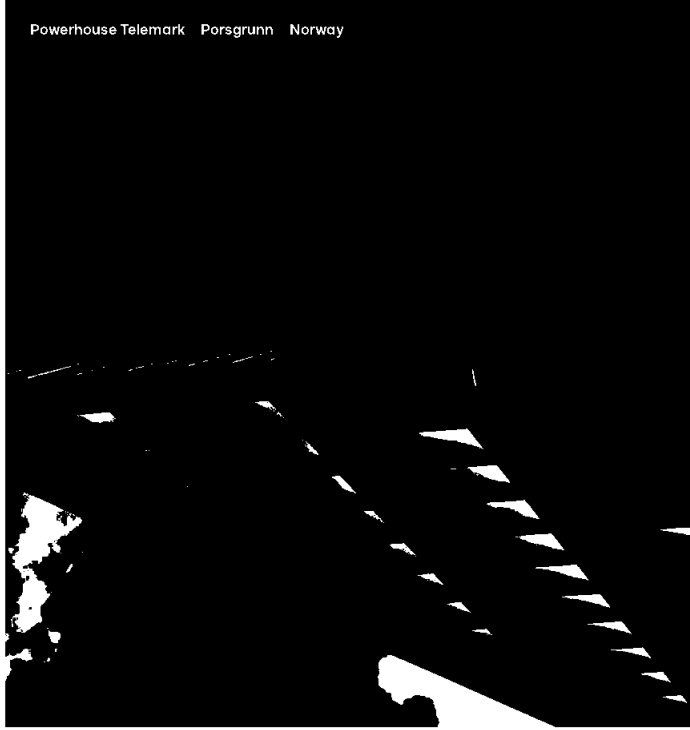
**Skanska Investment Approval Procedure: Commercial Property Development and Residential Development**



IN FOCUS

# The plus-energy Powerhouse – an urban power plant

Sailing up the Porsgrunn River in Norway, you can't miss the Powerhouse Telemark – a new 11-storey landmark visible from both land and water. We are proud to have been part of the project, constructing one of the world's most energy-efficient and sustainable buildings.



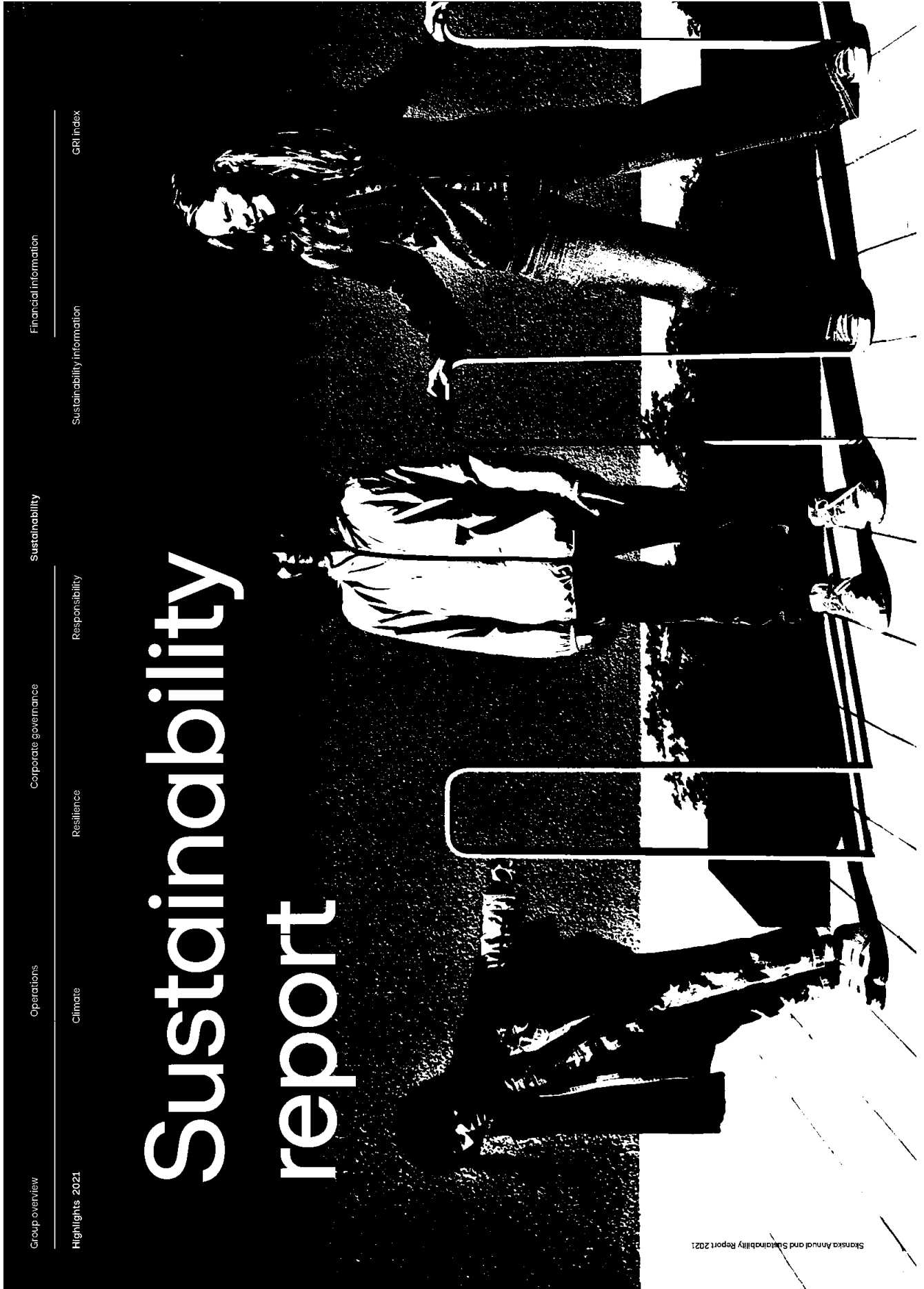
What makes the Powerhouse Telemark special? Could it be the combination of extreme energy efficiency, renewable energy produced by integrated solar panels, and the use of low-carbon building materials? Our specialists at Skanska Norway were integral in the development and utilization of technical solutions to make all this possible. With our previous experience developing Powerhouse projects, we drew on the accumulated skills and expertise of our internal experts.

The Powerhouse collaboration develops climate buildings, with the objective of being the most climate-ambitious player in the construction sector. A Powerhouse building must be a net supplier of electricity, producing more renewable, locally produced energy than it uses. It also needs to produce enough renewable energy to cover the energy consumed during production and in the transport of building material used over the building's lifetime. Powerhouse Telemark is the fourth Powerhouse project Skanska has completed.

Powerhouse Telemark uses solar cells to optimize energy efficient electricity production. Large areas of the building's façade and roof are covered with these cells, which will produce as much as 248,000 kWh annually – making Powerhouse Telemark a small power plant in its own right, delivering surplus energy back to the grid. The building is also equipped with an innovative LowEx heating and cooling system, which uses water loops in the border zones of each floor to store energy for winter heating and summer cooling.

Not only will the building generate more energy than it consumes during its lifetime, it also sets a new standard for comfort and functionality. Powerhouse Telemark's net energy consumption is up to 66 percent lower than that for ordinary new buildings.

We are proud that Powerhouse Telemark has been awarded BREEAM-NOR "Excellent" certification.



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# Sustainability report

Skanska Annual and Sustainability Report 2021

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## Sustainability highlights

Code of Conduct training	CDP Climate score	MSCI Rating	Science-based target
<b>98%</b>	<b>A-</b>	<b>AA</b>	
Completion rate. Code of Conduct training during first month of employment.	Score for CDP Climate rating.	Score for MSCI rating.	Our climate target is approved as a Science-based target. > Read more on page 71.
Reduction of carbon emissions	Women in senior positions	Sustainability award	Executive Safety Site Visits
<b>-46%</b>	<b>24%</b>		<b>7,377</b>
Reduction of carbon emissions from our own operations (scope 1 and 2) since 2015.	Including the four most senior levels below the CEO.	Dagens Industri, Aktuell Hållbarhet and Lunds universitet award.	Site safety visits performed by senior managers.
<b>United Nations Sustainable Development Goals</b>			
We actively support the United Nations Sustainable Development Goals (SDGs) and their subtargets. We have identified seven relevant SDGs, and our performance within these areas is referenced in the GRI Content and SASB Index on pages 200–203.			



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# Our sustainable impact areas

## Responsibility

A responsible business for people and planet

- Health & safety
- Fair & ethical
- Environment
- Diversity

## Resilience

Healthy, resilient places for all

- Urban spaces
- Community
- Partnering

We see a future with healthier, more resilient places for all. Where sustainability is simply built into living. A future that we all shape together.

Realizing our vision will take determination and bold thinking. Within the challenges lie great opportunities, and we will continue to

work with customers and partners to capture them. Together, we can create new possibilities – designing low-carbon solutions that open fresh avenues of prosperity and drive business success.

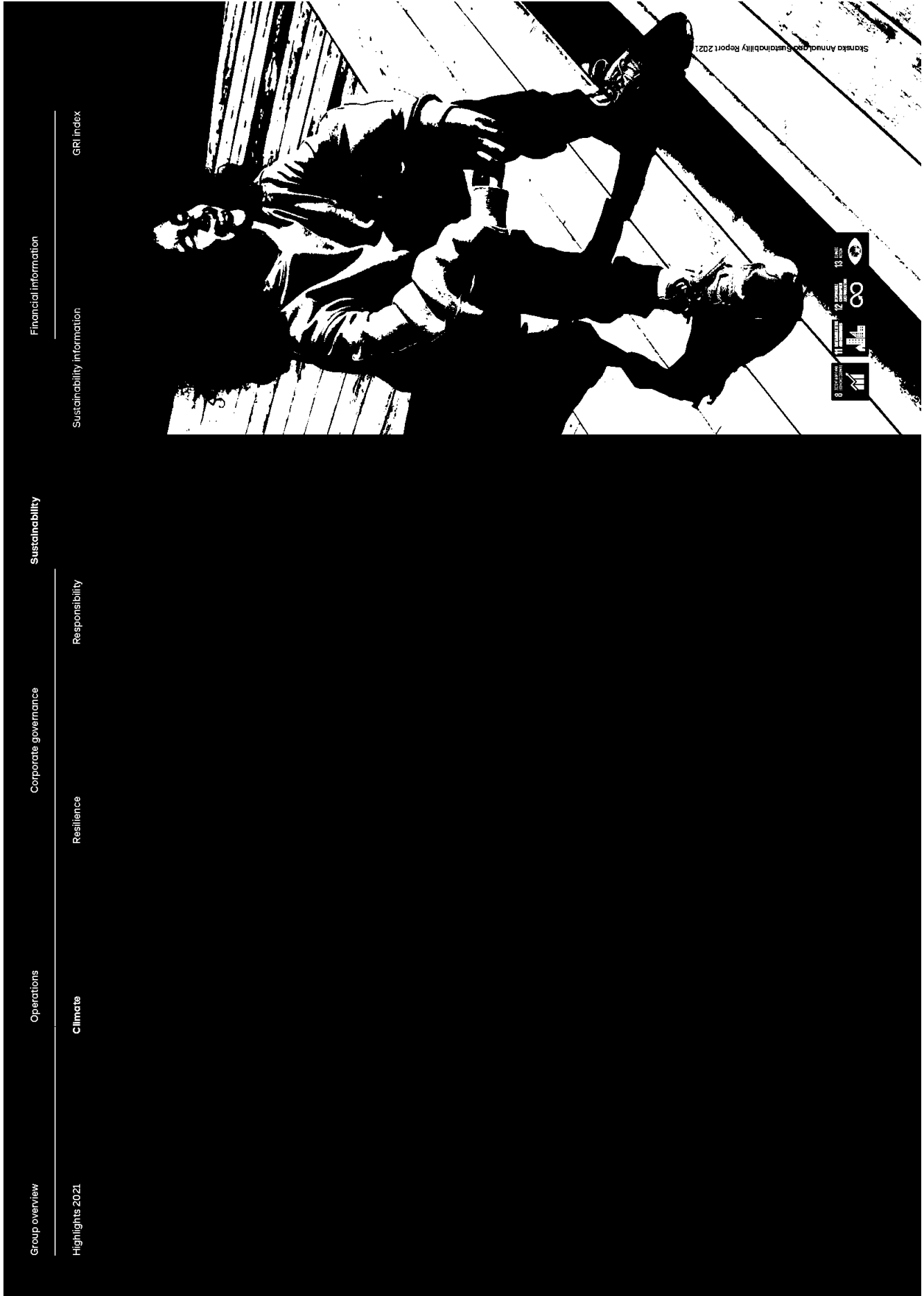
At the heart of our vision a strong goal unites us: To achieve net-zero carbon emissions

by 2045. Our foundation as a responsible business gives us the strength we need to accomplish this and our license to operate as a trusted partner.

But it will also require innovation, foresight and knowledge. It will take true collaboration – all of our strategic industry alliances, our

customers and our committed people – to co-create the healthy, prosperous places we envision. When we work together our business has the people, know-how and relationships to shape sustainable places to support healthy living well beyond our lifetime.

Our main sustainability priorities were identified in the materiality assessment we conducted in 2020. Read more about the materiality assessment on page 89. "Sustainability performance" pertains to Environmental, Social and Governance performance, often referred to as ESG.



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Climate target (own)

# -70%

2030 reduction of own carbon emissions since 2015.

Climate target (project development value chain)

# -50%

2030 reduction of carbon emissions from our project developments value chain since 2020.

## Develop and use insights for climate action

We develop, leverage and share insights through cross-industry collaborations for net-zero solutions within the built environment. Encouraging sustainable public procurement, financial models, transparency on climate emissions, and digital tools will drive actions to reduce carbon footprints.

### We want to be part of the solution

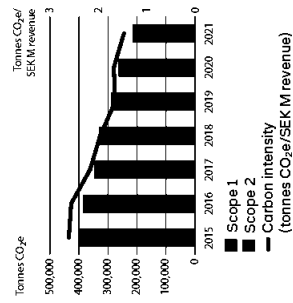
The built environment accounts for about 40 percent of global energy-related carbon emissions (IEA, 2019). The message from the Intergovernmental Panel on Climate Change (IPCC report 2021) was clear: Society must make further efforts to significantly reduce carbon emissions. Skanska is increasing the pace by tightening our own interim carbon target – from a 50 percent to 70 percent

emissions decrease in our own operations by 2030. As for our project development value chain emissions, we have an interim target to halve emissions by 2030. Our long-term target is still to achieve net-zero carbon emissions in our own operations and value chain by 2045. This is in line with the Paris Agreement, and the climate target is approved as a Science Based Target.

### Carbon emissions in our value chain

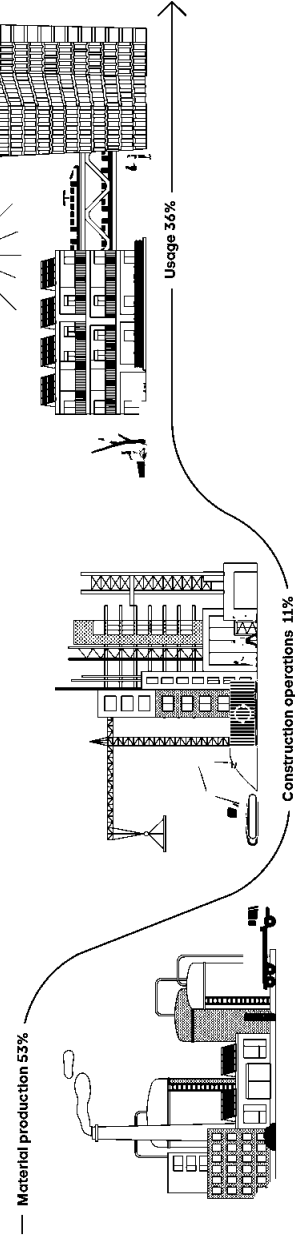
Carbon emissions in our value chain originate from the supply chain, construction operations and the operational phase of our buildings and infrastructure. Large portions of these carbon emissions originate from materials and energy used to operate the buildings. We discuss low-carbon solutions with our suppliers and encourage them to deliver carbon information, such as EPDs or fuel data, on their products and services.

footprint within projects, giving our employees knowledge and insight about embodied carbon to support early low-carbon decisions. From 2021 all our new development projects in the USA use the EC3 tool.



Through our carbon reduction initiatives, we have reduced carbon emissions in our own operations by 46 percent compared with base year 2015.

### Carbon emissions in our value chain



## How do we work to reach our climate target?

Climate is at the top of the global agenda. Major stakeholders in business, finance, politics and science agree that it is time to turn words into action.

For us in the construction and development industry, reducing our climate impact is a responsibility as well as a business opportunity. We developed our Climate Plan to guide our actions as a change-maker for a sustainable society and steer our way to net-zero by 2045. All business units implemented the Climate Plan during 2021.

## ACT on Climate

Our Climate Plan, ACT, has three building blocks with subareas that encompass all vital elements of our business, designed to connect actions and performance on all business levels.

The building blocks are:

- Awareness – of sustainable construction and development
- Customer success – with low-carbon solutions
- Transformation – to climate-smarter operations.

This plan was developed to deliver on our ambitious climate target and is based on market research, benchmarks and data analysis.

## Insight through international collaboration

In line with the recommendations from the Task-force on Climate-related Financial Disclosures (TCFD), we have begun to apply climate-based scenario analysis to gain insight into how a changing climate may affect us as a business. Since 2019 we have co-operated with World Business Council for Sustainable Development (WBCSD) and other leading companies to implement TCFD and business-centric climate scenario analysis.

During 2021 this work included the development of a catalogue of publicly available, high-quality climate scenarios, including over 400 variables. Through workshops with business units and Group functions, we explore and analyze the implications of climate change and assess our strategic resilience. This work is ongoing and continues during 2022.

Together with the WBCSD and other partners we also contributed to a report on the business case for circular buildings, presented during COP26 – this year's UN Climate Change Conference in Glasgow. Understanding the obstacles our industry needs to overcome, as well as the business case for circular buildings, is crucial for the transition to a circular construction process.

During 2021 Skanska joined the Leadership Group for Industry Transition (LeadIT), in partnership with leading corporations and the governments of Sweden, the USA, the UK, Finland, Germany and India. This is an arena for public-private collaboration on the innovation and new technologies that are necessary for a successful industry transition.

We have continued our partnership with the Exponential Roadmap Initiative, which gathers a wide range of corporations taking action in line with 1.5 Celsius. Skanska has also joined the UN-led Race to Zero campaign.

With our expertise and innovative solutions, we played an active role at COP26 in Glasgow. Conference highlights include our collaboration with World Green Building Council (WGBC) for networking and dialogue with stakeholders from our industry's entire value chain.

## Skanska represented in sustainability indexes

Skanska is listed in the OMX Stockholm 30 ESG Responsible Index and FTSE4Good sustainability indexes.

## EU Taxonomy

Under the 2021 mandatory EU Taxonomy reporting requirements, we will report the proportion of our business activities that are eligible Taxonomy activities. Next year we will be reporting the proportion aligned with Taxonomy activity criteria.

> Read more on page 91.

## Green bonds

All external funding for our own project development meets the sustainability requirements of our lenders or of our own Green Bond Framework. In this way we leverage our sustainability expertise and performance. Our high set ambitions within sustainability in our own project development operations enable us to utilize green financing in addition to internally generated capital.

## Partner to innovate net-zero solutions

We bring all our knowledge to the table in collaborations to create net-zero solutions to take us, our customers and partners into a net-zero future. Doing this transfers expertise and scales impact. We take a holistic approach to designing and building, keeping the project's entire life cycle in mind. By innovating with partners, we continue to exceed standards set by leading environmental authorities and regulatory bodies, pushing the industry forward and creating best-in-class examples in the process.

Key components in our customer offerings for sustainable solutions include low-carbon products, energy efficiency solutions, smart design and digital tools, and certifications. We know from experience the value created when we partner up and develop new sustainable solutions for the future, as we have done with our energy positive Powerhouses in Norway, our NetCO<sub>2</sub>-certified Hylle Terrasse project in Sweden, and the Living Building Challenge-certified Kendeda Building project in the USA.

### Scaling up innovations

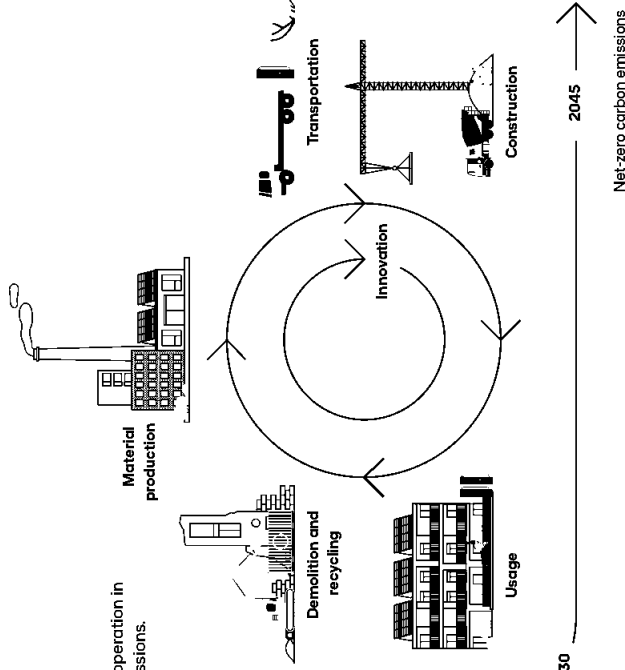
As a large construction and project development group spanning several markets, we have the capacity to scale our sustainability solutions and innovations. To achieve scale throughout the Group, we need to share knowledge and apply a structured approach. In the Nordic business units, Skanska Sweden and Commercial Property Development Nordic, we have a concept and structure in place for scaling up sustainable solutions and innovations: Sustainovation.

> Read more about Sustainovation on page 11.

### Partnerships within sustainability



Our climate target has a lifecycle perspective, with cooperation in the value chain and innovations to reach net-zero emissions.



### Certification makes sustainability performance comparable

Investors and customers expect comparable disclosures on sustainability performance and we continue to offer our customers excellent certified projects using well-established certifications schemes such as Living Building Challenge, LEED, WELL, BREEAM and CEEQUAL, as well as national certifications such as NetCO<sub>2</sub>, Miljøbyggnad, Nordic Swan Ecolabel and RTS.

Certified commercial buildings, share of total divestments

# 84%

Share of total value, corresponding to SEK 6.1 billion, of divested offices in the Commercial Property Development business stream certified by WELL, LEED (Platinum or Gold) or BREEAM (Excellent).

## Transform to low-carbon construction

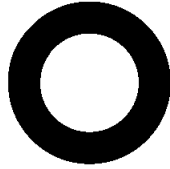
To succeed, we need to rethink the way we build. Significantly cutting carbon in the construction industry can be accomplished by reexamining energy, processes and materials. We take a holistic approach to designing and building low-carbon projects, incorporating resource efficiency, recycling, renewable energy, electrification and digitalization. A key factor will be innovation in production and use of materials to reduce embodied carbon.

Our low-carbon concrete reduces carbon emissions up to 52 percent compared with standard concrete, and we are focused on transforming our operations to incorporate more circular processes. In the Czech Republic we produce concrete that entirely replaces natural aggregates with recycled concrete. With this circular approach, new buildings are constructed using material

recycled from other buildings at the end of their life cycle. In Sweden we produce BioZero, a near-zero carbon asphalt. This is achieved by using a bio binder, a high percentage of re-used asphalt and renewable energy, making the final product nearly climate neutral.

Scope 1 emissions account for approximately 90 percent of our own emissions, and scope 2 emissions for 10 percent. Diesel, which currently accounts for approximately half of our scope 1 emissions, is used primarily for on-site machinery and also for electric generators. We have great potential to reduce our scope 1 emissions using more efficient transport, replacing ordinary diesel with biofuels and, in time, electrifying our fleet.

Scope allocation



**Carbon emission scopes**

- Scope 1, 10%
- Scope 2, 1%
- Scope 3, 89%

->Read more on page 90.

Allocation between scope 3 categories



**Scope 3 categories**

- Purchased goods and services, 56%
- Use of sold products, 41%
- Fuel- and energy-related activities, 3%
- Waste generated in operations, 1%
- Business travel, 0.3%

->Read more on page 90.

### What gets measured gets done

Measuring and following up on climate performance is essential for developing solutions to reduce emissions. We have been measuring and reporting carbon emissions since 2008, and currently measure and report scope 1, 2 and 3 emissions. 2015 is our base year for scope 1 and 2. In recent years we have expanded and improved the quality of our scope 3 data, with 2020 serving as the base year for scope 3 emissions. Carbon performance follow-up is carried out by the Group Leadership Team and the Board of Directors on a quarterly basis.

### Emission-free excavators in Norway

Starting out with the goal of rebuilding a diesel-powered crawler excavator for emission-free operation, we now have eight electric machines in operation at our Norwegian construction sites. Three of these come from the Zero Emission Digger (ZED) innovation project, developed with financial and research support from the Research Council, Innovation Norway and ENOVA. The project was made possible through a

collaboration between Oslo municipality, NASTA, Skanska and organizations specializing in environment, digitalization, research and machinery supply. When powered with renewable electricity, these ZED excavators reduce emissions up to 98 percent versus a conventional diesel-powered excavator. This is a prime example of how we can transform towards low-carbon construction by electrifying machinery on-site.

The allocation between scopes is shown in the above diagram, with scope 3 accounting for most of our carbon emissions. Scope 1 relates to fuels and scope 2 to electricity usage. Skanska's predominant scope 3 categories are also presented above. Our largest categories are "Purchased goods and services", which includes our four most prevalent materials (concrete, cement, bitumen and steel) and "Use of sold products", which includes projects' energy use over expected life cycle. These two large categories account for approximately 96 percent of our scope 3 emissions, which represent 86 percent of our total carbon emissions.

**Actions to reduce carbon emissions**  
 The actions we take to reduce carbon emissions differ based on project and the impact of decisions taken throughout the project phase, ranging from design and planning to construction or demolition. Our early decisions have a major impact. Reducing the use of carbon-intensive materials and creating low-energy solutions greatly reduces the project's total carbon emissions. Emissions are also reduced by using innovative design, digital tools, efficient transport systems, renewable energy, and electric vehicles and machinery.

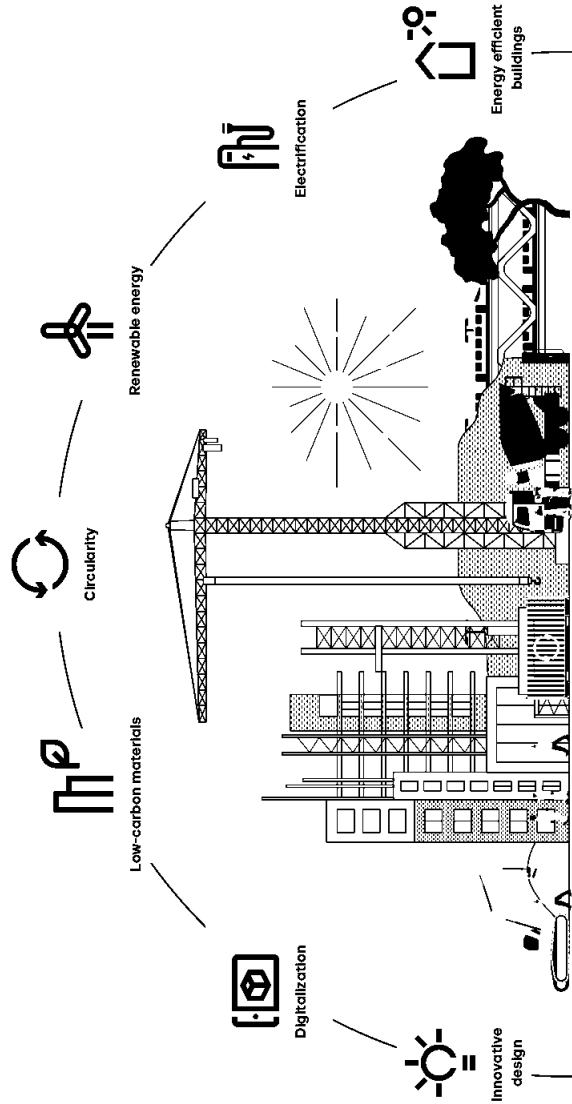
**Improving efficiency and circularity**  
 We continuously improve the way we design and construct buildings and infrastructure projects, focusing on material choices, resource efficiency and opportunities to increase circularity to minimize environmental impact. Key factors in reducing our own emissions are transitioning to renewable fuels, increasing our use of electricity from renewable sources, applying efficient transport solutions, and making greater use of electrification and automation. We have reduced our own energy usage 29 percent since 2015, and increased our use of renewable electricity from 36 to 78 percent since 2019.

Energy reduction in new office buildings

# -30%

Annual expected energy reduction in divested office buildings developed by Commercial Development Nordics, Europe and USA, in relation to the LEED certification system's established baseline.  
 ->Read more on page 94.

### Actions to reduce carbon emissions



### IN FOCUS

#### Hydrotreated vegetable oil across UK sites

In the UK market, we are in the process of switching from high emission fuels to hydrotreated vegetable oil (HVO) across all our UK projects. HVO will power all site plant and equipment, an important step to reduce emissions in our own operations. Together with our supply chain partners, we ensure the availability of Green D+ biofuel, which is certified under the International Sustainability and Carbon Certification scheme. This fuel is generated exclusively from waste or secondary renewable source material. In total, this fuel switch will correspond to a 90 percent reduction in CO<sub>2</sub>e and is a prime example of how low-carbon initiatives can be scaled across the business.



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# Resilience

## Healthy resilient places for all

Many of today's buildings and spaces are not designed for the challenges faced by modern society – challenges such as extreme weather, air pollution, energy shortages and water scarcity. They also may not be designed for changes in social patterns, such as rising urban population density and changing living habits. Our vision of offering healthy, inclusive and resilient places involves forming partnerships with local communities to cultivate social value, designed to meet long-term needs. We

combine social sustainability and environmental perspectives to leverage the sustainability impact we deliver through our business. Through collaboration, we harness the benefits of our scale, insight and foresight and create real rewards for our business, industry, the climate and society. We envision a world where sustainability is simply built into living – and a future filled with healthier, more sustainable, more resilient urban spaces. Places shaped together. For all.



# Create healthy, inclusive and climate-resilient urban spaces

We create spaces with the end user in focus, where the environment inspires healthy living. Working with our customers, we apply our expertise to develop insights and help mitigate the risks associated with climate change. Meeting society's challenges, we design and build spaces and infrastructure to provide value beyond our lifetime.

## Design for social resilience

We envision a future where sustainability is simply built into living, in healthier, more resilient societies. We can impact this by offering healthy, inclusive and resilient developments. To deliver buildings that enhance tenants' health and well-being, we certify commercial development projects with third-party WELL certification. We apply this certification for developments in several of our markets. In Central Europe, all of our developments are WELL certified.

## Resilient solutions to mitigate climate risk

The effects of climate change put pressure on society, with an increased frequency of storms, flooding, drought, heat waves, forest fires and water scarcity. We assess climate risks as a part of our risk evaluation process for larger projects, allowing us to mitigate potential risks at an early stage.

## IN FOCUS

### Developing scalable solutions for flood resilience along the Elizabeth River, USA

Along the Elizabeth River in Virginia, USA, our Skanska Integrated Solutions team has been chosen to oversee the design and construction of a resilience lab project. Using multiple solutions, resilience is built into every aspect of the project to prepare the buildings to stand the test of time. These solutions not only make the facilities ready for the future, they can be shared with and scaled for local homeowners and small companies in an area particularly vulnerable to future flooding.

#### Scalable solutions include:

- Enabling water to flow through buildings' lower levels – currently used as storage but will be underwater in the future.
- Floating foundations for storage buildings – certain sections able to float if flooded.
- A living shoreline – plants on the sloping shoreline strengthen the soil, making it more resistant.
- Site paving absorbs water from rain and floods, strengthening drainage.
- Storage tanks under the building to manage storm water, which can be used later for toilet flushing and irrigation.





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# Design for long-term community needs

We work in communities with individuals and organizations whose lives and livelihoods may be affected by the places we shape, with foresight and consideration for long-term needs. This involves designing sustainable, affordable homes and areas that are inclusive and encourage activity.

### We want to have positive social impact

Using our core business as a tool while listening to community needs, we create solutions that have a positive social impact.

Sweden and the USA both apply a social impact approach to some of their land allocation, local procurement, and building permit processes for new development and refurbishment areas.

With this in mind, we can build for a better society while also improving our business opportunities, by offering products and services that provide sustainable solutions, improve health and well-being, or contribute to social equity in local communities.

Industry partnerships are essential for creating social value. Low-cost sustainable homes are in high demand in many of our markets. We have partnered with IKEA to operate

BokLok, which provides quality sustainable homes at affordable prices, enabling more people to enjoy a comfortable home. All of BokLok's homes are made of wood, and all apartment projects in Sweden are now being equipped with solar panels. Surrounding spaces are designed to be inclusive, healthy

and encourage recreational activity. BokLok completed and delivered nearly 800 homes in 2021. With its launch in the UK, BokLok has 135 affordable homes in production.

# Partner for social value

With our partners, we explore ways that the places we shape can bring positive change for the local area, its residents and our customers to prosper. As a major actor, we work in communities and with customers who share similar challenges. We use our know-how and experience to create opportunities for people and communities to develop and grow.

### Women- and minority-owned businesses

Several cities and public customers in the USA require that a portion of construction contracts be awarded to women- or minority-owned businesses. In 2006, we established the Construction Management Building Blocks Training Program (CMBB) to promote

this field of small companies. The program introduces potential partners and provides training, knowledge sharing forums and assistance to small companies to spur their development.

After many years of engaging with small and diverse US businesses, more than 800 companies have graduated from the program and contracts representing over USD 250 M have been awarded to program graduates. Due to the pandemic, parts of the program went virtual and focused on addressing the specific pandemic-related challenges that participants are experiencing as leaders.

Through this successful collaboration, we make the most of our scale, innovation, insight and foresight, and create real rewards for our business, industry and society.

### Measurable social impact

There is a lack of sector consensus on definitions for and tools to measure, quantify and compare social impact. Even so, international certification schemes for buildings and infrastructure are increasingly adding social topics to their social impact disclosures.

WELL has a strong focus on tenant health and well-being, and LEED has introduced social equity pilot credits designed to reduce

disparities by recognizing projects that extend the benefits of green building to communities. CEEQUAL and Envision are certification tools for infrastructure projects, recognizing projects that engage in activities and programs to expand the project's positive social impact on the community. At Skanska we are exploring the use of social equity pilot credits, including LEED in US commercial buildings, WELL in Central Europe and CEEQUAL in Norway.

## STAKEHOLDER DIALOGUE

We always aim to meet our customers' high expectations for homes that allow them to live more sustainably. We spoke with apartment owners Ami Ekman and Magnus Olsson, who both purchased apartments in Brf Klöver, part of the new Täby Park district in Sweden, about what they look for in a home.

# Homes for sustainable, healthier living

"Sustainability is important because it's about our future," says Ms. Ekman. Both Ms. Ekman and Mr. Olsson say they feel better knowing that they live in a building where sustainability has gone into every detail.

In Mr. Olsson's opinion, sustainable homes are constructed with sustainable materials, ensuring that the building will stand the test of time. Materials should be recyclable or reusable and the interior should be built without using toxic materials to ensure a healthy indoor environment. "It's very important to me that my home is free from toxic materials," explains Mr. Olsson.

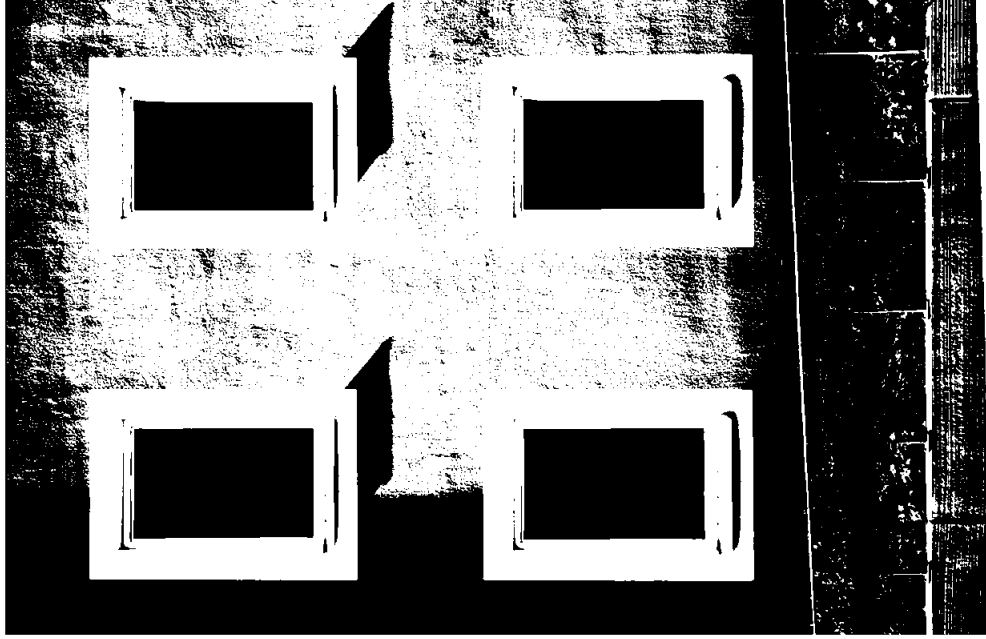
Speaking about her home, Ms. Ekman highlights the importance of enabling residents to use resources such as water and electricity efficiently, as well as the importance of social sustainability. "I think it's great that for Brf Klöver, Skanska chose to use contractors

based in the neighborhood, like the welding company from Täby. This not only benefits the local community, it also minimizes transports," she says.

Mr. Olsson is also very positive about his new home in Brf Klöver and highlights the way it improves his everyday life. "I think a lot about my CO<sub>2</sub> footprint and try to do what I can to lower it. I'm glad that the design of my new home makes this easier for me – I can use Klöver's carpool, for example, so I don't need to own a car," he says.

Ms. Ekman also mentions that it's important to her that her home has achieved the Nordic Swan Ecolabel (Svanen). "I have allergies, so I'm used to buying Svanen products. I'm happy that I could also buy a home that I know I'll be able to live in without suffering from allergies," she says.

> Read more about Täby Park on page 31.





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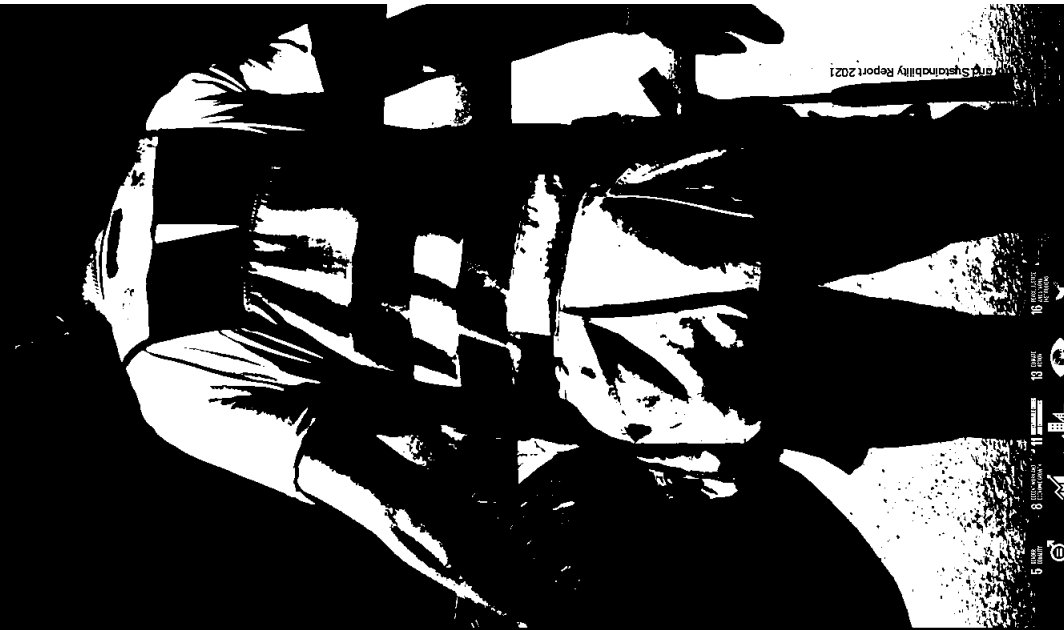


# Responsibility

## A responsible business for people and planet

Being a responsible business, inside and out, means having a strong and committed health and safety approach that protects lives and people' well-being. It means using our full potential by embracing diversity and creating inclusive environments. It means acting fairly and ethically, exercising integrity in all decisions, and being a trusted business partner with respect to

the supply chain. It means operating with care for local environments and communities. As a responsible business, we are guided by the UN Sustainable Development Goals and Global Compact principles. We continuously follow up and drive improvements. We are transparent about our sustainability direction and disclose our performance.



Ernst & Young Sustainability Report 2021



100%

13

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## Ensure health and safety for all

The safety of our people and subcontractors is our highest priority. We set safety standards designed to protect all and minimize workplace incidents. We partner up to develop innovative technical solutions, and design construction processes and work methods to reduce health and safety risks on construction sites and in operations.

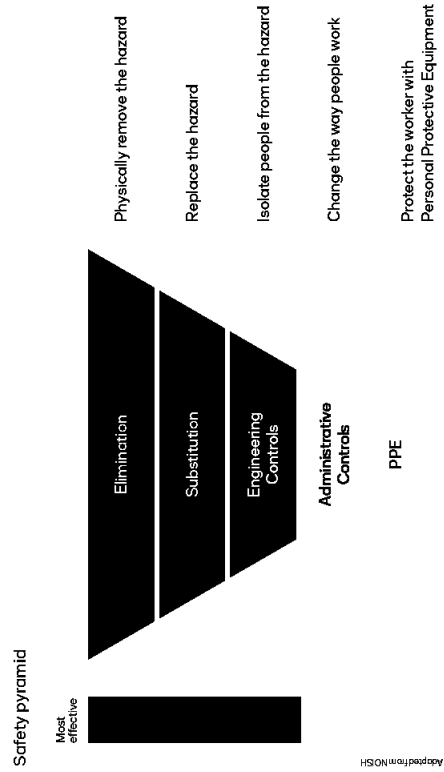
Noise, working in traffic, vibration and hazardous materials are everyday factors in our work and can be dangerous, causing lasting health problems if not managed properly. Our work environment is complex and ever-changing. At Skanska, we address our health and safety objectives with industry-leading standards and safety solutions, coupled with an inclusive culture and leadership focused on systematic performance monitoring and targeted actions.

We are strongly committed to providing a work environment where everyone feels encouraged to speak up, to ensure that we work safely or not at all.

### Focus and strategic actions

The safety pyramid with hierarchy of controls illustrates the transition from a reactive to a proactive approach when addressing safety risks. Our safety management systems include all stages of the safety pyramid. The greatest impact on safety is achieved in the early phases, such as design and planning, where risks can be effectively eliminated. For the past two years we have focused on developing and implementing safety solutions higher up in the safety hierarchy.

After analyzing years of our safety performance data, we know that the greatest and most frequent safety risks are associated with activities that include lifting, loading and lowering. Our focus on improving practices in these specific areas has resulted in a 33 percent decrease in potential lifting, loading and lowering accidents. In 2021 we continued working on our initiative, launched in 2020, to develop safety action plans within all business units. These plans include actions on all levels of the safety pyramid to minimize the risk of accidents. During 2021 we focused on improving control of and limiting lifting, loading and lowering activities and we are planning the next step, in which logistics and innovative technological solutions will play a key role in ensuring safer construction sites.



### IN FOCUS

## Our flying factories create safer work environments

Portable factories – also known as “flying factories” – make work environments safer, removing most high-risk lifting operations by increasing prefabrication. Our flying factory concept delivered by the Skanska UK business unit enables off-site lean manufacturing and industrialization, using temporary and versatile factories. Not only does this make the work environment much safer, it significantly improves efficiency.

Flying factories entail early planning and elimination of site risk, increasing our focus on the upper levels of the safety pyramid. By transferring work that was traditionally completed in its final location to a more secure work environment, we can deliver higher quality workmanship and provide more sustainable solutions, altogether lowering costs, speeding up delivery and reducing emissions.

## Driving higher standards, together

We continuously strive to achieve higher industry standards in all our markets by involving our partners. In most markets, our Group Health and Safety Standards are significantly more stringent than local regulations.

Our Group Health and Safety Standards are mandatory and include sixteen principles. They cover aspects 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. All business units are certified by the ISO 45001 health and safety management system. Each business unit undertakes a mandatory annual review of health and safety performance. This review includes identifying risks, describing control measures and establishing a plan of targeted activities for the coming year. Each business unit also manages occupational health programs for

its own employees. Business units have either an internal occupational health service or use a contracted service.

## Reducing risk through leadership awareness

We are convinced that a highly engaged workforce reduces risk and improves health and safety. Skills training, leadership awareness and a proactive safety culture all help to ensure greater engagement and safer work sites. Strong safety leadership is part of our leadership programs, and includes values as well as procedures. We provide various safety training programs, focusing on specific areas of risk or safety culture, to employees and subcontractors alike.

We monitor our employees' opinions about Skanska as a company, our safety efforts and management's commitment in the annual employee survey. The 2021 employee survey

shows that 86 percent of employees think we do a good job of monitoring and improving safety in the workplace, which is 5 percentage points above the industry norm.

## Monitoring health and safety performance

At Skanska we monitor safety performance using the indicators; lost time accident rate (LTAR), near misses that could have resulted in potentially fatal accidents, executive safety site visits (ESSV), total case accidents (TCA), severity rate of accidents, and business units' delivery on improvement plans. Our business units also have local indicators that include training and auditing. Executive safety site visits (ESSV) promote clear and visible leadership. Monthly safety performance follow-up is carried out by the Group Leadership Team and by the Board.

Lost time accident rate (LTAR)

# 3.2

Employee and subcontractor lost time accident rate.

Executive Safety Site Visits (ESSV)

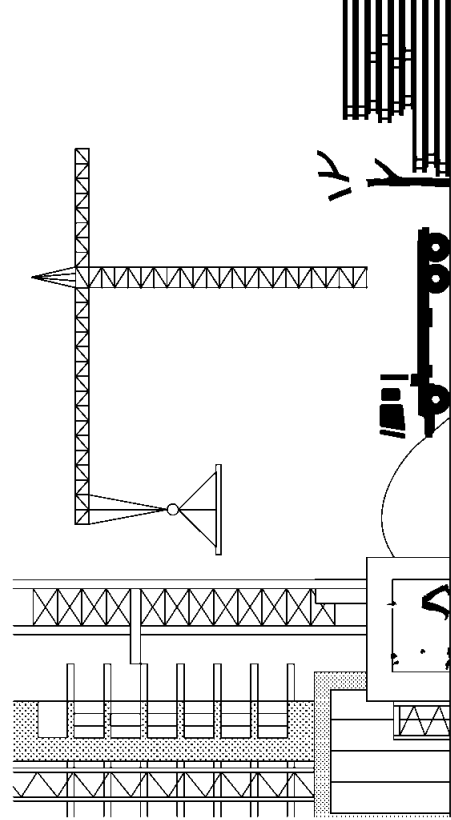
# 7,377

Site safety visits performed by senior managers.

## IN FOCUS

### Innovative automation increases capacity and reduces risk at BoKlok's modern prefabrication factory

At the BoKlok factory in Gullringen, Sweden, we made a significant investment in groundbreaking automation to increase efficiency in production as well as reduce risk in the construction process and work higher up in the safety pyramid model. Automation is uncommon in the construction industry, and we are creating one of Europe's most modern module factories for construction prefabrication. The facilities have been updated with new factory buildings, robots and machines to enable this new level of automation and digitalization, which sets a new standard for the construction industry and improves safety, capacity and productivity. Lean Production principles are guiding construction of the new assembly hall and installation of a new production line, which will increase production capacity nearly 50 percent.





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# A fair and ethical business, inside and out

We act fairly and transparently in our business and decision making, aiming for a culture where everyone working with us can speak up for fair and ethical behavior. We strive for environmentally and socially sustainable supply chains that ensure safe and fair conditions for all. We have zero tolerance for corruption, bribery and any other kind of unethical behavior.

## Our Code of Conduct

A comprehensive Code of Conduct specifies how all employees should work and interact with each other, with customers and with partners. It covers topics ranging from anti-corruption, fair competition and financial crime to discrimination, fair working conditions, environmental and safety responsibility, and human rights.

The Code of Conduct strengthens our company by connecting the entire Skanska Group with our values. The Code of Conduct is reviewed annually by our Board to ensure it remains up-to-date and relevant. Code of Conduct training is required for all new employees during their first month of employment. In 2021, 98 percent of new employees completed this training within the specified deadline. Mandatory refresher training is undertaken by all employees on a two-year rolling basis. The completion rate in 2021 was 99 percent.

Formal Code of Conduct training is supplemented by ethical stand-ups, local dilemma discussions and value moments in all busi-

ness units. These promote awareness of the principles expressed in the Code of Conduct and enable more effective decision making when difficult situations arise.

## Supplier Code of Conduct in our contracts

Our Code of Conduct is supplemented by the Supplier Code of Conduct, which all our subcontractors, suppliers, consultants, intermediaries and agents must adhere to. The Supplier Code of Conduct is included in our agreements with these parties and outlines the expectations we have for the partners we do business with. It also requires that the same principles flow down the suppliers' own supply chains. This enables us to continuously monitor and carry out audits where applicable. We also include the option of terminating the agreement in the event of a major breach of our Supplier Code of Conduct.

## Ensuring trustworthy partners

For certain categories of suppliers or where deemed necessary, we conduct a risk-based assessment followed by due diligence.

Mandatory ethical due diligence is carried out for intermediaries, joint venture partners and sellers or buyers of land or real estate assets. We gather information on third parties' ethical standards and culture, as well as information on any past legal violations, possible trans-action-related conflicts and other indicators of risk. We ensure that we also know the ultimate beneficial owners of the parties we do business with. We use a global database for sanctions screening, which automatically checks all active suppliers every 24 hours.

**Supply chain responsibility**  
Skanska cooperates with many regional and local suppliers, which creates long and complex supply chains. Our supply chain comprises suppliers of goods, materials and services as well as professional consultants and subcontractors performing work on our project sites.

We prioritize working with all partners across the supply chain to implement a shared commitment to sustainability issues such as human rights, labor rights, environment, ethics and safety, and sustainable procurement. We always aim to ensure fair working conditions where we operate. We have zero tolerance for any form of human trafficking or forced or child labor. Human rights and social sustainability go hand in hand with environmental sustainability, safety and labor rights, as acknowledged in the European Union's definition of human rights.

During 2021 we reviewed how we work with supply chain responsibility across all business units. Our focus was on defining best practice, sharing knowledge, and continuously improving structures and processes for risk assessments, action plans, transparency and follow-up of supply chain risks.

Code of Conduct training

# 98%

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.



### Identifying and mitigating ethical risks

The complexity associated with large projects, long value chains and a mix of public and private customers increases the risk of bribery and corruption. 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 training is available for all employees, with extra focus on employees in more "at risk" roles. Ethics Risk Assessments are conducted every second year, most recently in 2021. All business units held workshops with participants drawn from a variety of roles and levels of seniority. More than 265 employees took part in the workshops. The results show an increased focus on risks related to supply chain responsibility and modern slavery. Practical measures have been implemented to address the identified ethics risks, and are monitored and followed up on a regular basis.

### We want all to feel able to speak up

Fostering a speak-up culture, in which employees feel empowered to talk about any issue, is essential for us. The 2021 employee survey showed that 86 percent felt free to express concerns without fear of negative consequences, compared with the industry benchmark of 64 percent. Our no retaliation policy encourages the reporting of possible ethical breaches and offers protection for individual employees.

### Enabling whistleblowing through our Code of Conduct Hotline

Individuals who wish to report a concern or incident can report directly to a business unit's local reporting line or ethics committee. Individuals wishing to remain anonymous can use our whistleblowing channel, Skanska's Code of Conduct Hotline, which is operated by a third party and is open to employees and external stakeholders. Cases that are identified as higher risk are reported to the Group

Leadership Team and the Board. Confirmed breaches of the Code of Conduct may result in disciplinary action, including termination of employment for serious breaches. A substantiated breach by a supplier may result in termination of their contract.

In 2021 a total of 118 reports were received via the Code of Conduct Hotline. We categorize cases in line with our Code of Conduct topics. In 2021 the largest number of reports, 46, concerned workplace behavior including discrimination, bullying and harassment. Reports in the anti-corruption, fraud and money laundering categories are much less common. In 2021, Skanska dealt with six cases which were specifically classified as anti-corruption and two cases that were classified as fraud. A breach was identified in two related anti-corruption cases that were considered relatively low risk, and disciplinary action was taken against two employees.

Felt free to express concerns

# 86%

Felt free to express concerns without fear of negative consequences.

## IN FOCUS

### Due diligence through third-party cooperation

With long, complex and varying supply chains, managing and monitoring supply chain risks in construction projects is an industry challenge. We make continuous improvements in this area to develop our capacity to secure the work environment in our projects. In Norway and the UK we work with third-party partner Achilles for pre-qualification, audits, due diligence, verifications and monitoring software.

In the UK each of our supply chain partners undergoes Achilles's rigorous pre-qualification assessment before being cleared to work with Skanska. We conduct annual audits of our top 250 partners and pre-qualify potential partners using the industry's newly formed Common Assessment Standard. The audit assesses our partners' sustainability policies and internal procedures, determining how effectively the policies flow down through their supply chains.

In Norway all suppliers performing work at our sites are pre-qualified through the digital StartBANK tool provided by Achilles. With StartBANK, we monitor payment of taxes, VAT and whether employees have the required insurance coverage.

In Sweden we have developed our own tool, KULA, to monitor digital pre-registration of our suppliers at construction sites.

### Our global commitments

Skanska has been a signatory of the United Nations Global Compact since 2001 and continues to support its ten principles, relating to human rights, labor, environment and anti-corruption. This Sustainability Report constitutes our Communication on Progress (COP) for 2021.

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. Skanska also follows the guiding policies of Transparency International and applies the Precautionary Principle.

## Safeguard the environment

Our industry impacts the local environments where we operate. Construction of buildings and infrastructure consumes large amounts of resources, including materials, water and energy. We are committed to protecting the environments wherever we build, reducing our environmental footprint and ensuring the mindful use of materials.

We monitor and ensure the overall sound environmental management of all our sites. Cautious use of resources and safe handling of chemicals and substances on our projects is central to our way of working. This includes avoiding use of chemicals listed in our

restricted substance standard. We have been monitoring major environmental incidents for several years, and these are all reported to the Group. Our business units are certified according to the ISO 14001 environmental management system.

### Waste management, circularity and resource efficiency

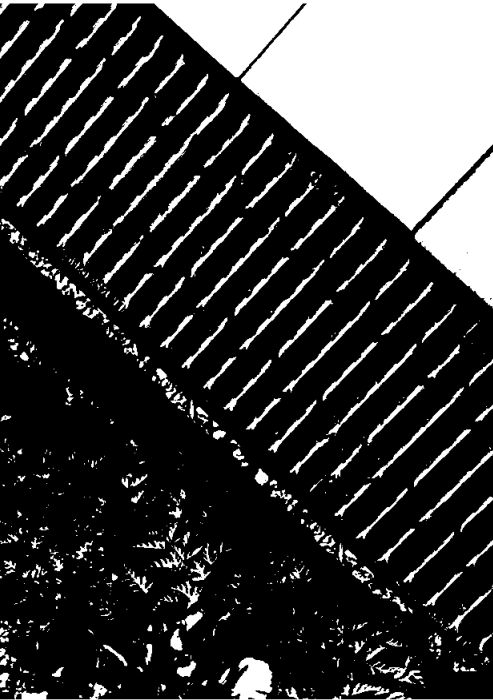
We focus on increasing circularity and resource efficiency by reusing and recycling materials and products. We reduce waste and improve efficiency with smarter design, planning, procurement and logistics. This often goes hand in hand with reduced cost.

We have been tracking self-generated waste to landfill since 2008, and during the past year we initiated a more granular measurement in preparation for monitoring the EU Taxonomy "do no significant harm" criteria for waste. To date we have successfully reduced waste generation to 4.3 percent going to landfill, which is below our target of less than 5 percent.

### Sustainable water management

For Skanska, improving water efficiency is a key factor in minimizing our impact on the surrounding environment. As a construction company we have a major impact on water usage during construction and when the

building is in use. We have promoted more sustainable water usage by integrating innovative water-efficiency solutions into projects, such as substituting potable water with alternative quality grades. In the Czech Republic the Certív Vršek Residential Development project is using a cutting-edge water solution for grey water management, reducing potable water consumption over 25 percent by using collected rainwater and treated water from washbasins, bathtubs and showers to flush toilets.



### IN FOCUS

## Concrete structure reuse in Norway

In Norway our Oslo Storbylegevakt project showcases the huge potential presented by circular construction and working with partners to identify synergies. Reusing carbon-intensive products delivers impressive climate benefits. We are seeing growing demand for product reuse, particularly for concrete structures.

Working with partners, Skanska has successfully reused 39 concrete hollow decks from one project to another, reducing carbon emissions 93 percent per hollow deck and eliminating 98 tons of waste. The main challenge in doing this lies in ensuring the quality of the hollow decks, as there are currently no standards in place for reused building structures. Together with partners Contiga and Omsorgsbygg, we developed a new process and control system to document the properties of these materials.

The construction site is also entirely fossil free, and the building is designed to be passive and certified according to BREEAM Excellent.

## Embrace diversity

Women in senior positions

# 24%

Four most senior levels below the CEO.

Women on Skanska's Board of Directors

# 43%

Women elected to Skanska's Board of Directors.

As the construction and development industries evolve and require greater innovation capabilities, we need to leverage the full potential of diverse teams with different backgrounds and competencies. As part of this, we are committed to attracting, recruiting and advancing more women, to enlarge our talent pool in a traditionally male-dominated industry. We do not tolerate discrimination, regardless of gender, age, ethnicity or sexual orientation and we strive for a workplace free from harassment and bullying.

Diverse and inclusive teams outperform homogenous and non-inclusive ones. They also foster an environment of creativity and innovation and us help achieve our business objectives.

Skanska is committed to being an equal opportunity employer, attracting and developing a diverse workforce and providing inclusive workplaces where all people feel a sense of belonging. All business units are required to set their own diversity targets and develop and track action plans.

### We monitor and measure progress

According to our annual employee survey, the overall trend for inclusion is positive. Survey results show that 88 percent of respondents agree that people care for each other and treat each other fairly in their workplace, 12 percentage points above the industry benchmark. Ensuring an inclusive workplace is important to us, and 91 percent of respondents agree that their "workplace is free from bullying and harassment".

### We want more women in construction

We know that the construction industry has traditionally been dominated by men, and we aim to change this. Increasing the number of women in leadership positions and throughout our company is a long-term priority. We see a slow but steady increase in the number of female employees. Currently

19 percent of our employees are female. The percentage of women in senior positions (levels 3–6, the four most senior levels below the CEO) is 24 percent. Three out of seven of our elected board members were women. Gender ratios also vary between professional groups, business streams and business units. Craft worker employees account for the most skewed gender ratio, with 96 percent men and 4 percent women. As a first step, our business unit in Sweden launched a female-only apprenticeship initiative that has been running since 2019. All 37 participants were hired through this program, and 59 percent are still employed at Skanska.

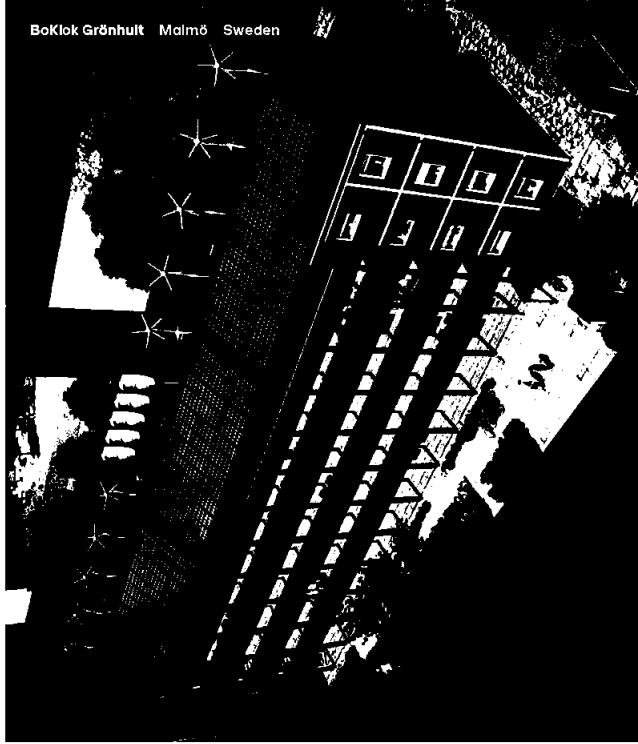
In the Commercial Property Development and Residential Development business units, male/female ratios are about even. Other aspects of diversity, such as ethnicity, disability or age, are tracked by business units rather than at the Group level, as definitions, legal requirements and restrictions differ from country to country.



# IN FOCUS

## Boklok's full-scale test lab in sustainable housing

If you have ever wondered what future sustainable homes will be like, take a look at the Boklok Grönhult pilot project in Sweden. The apartment building is designed with sustainable buffer solutions regarding electricity, heating and water, allowing residents to minimize their climate footprint.



Located in Sege Park in Malmö, Sweden, Boklok's first energy-plus building will test a range of new sustainable solutions and evaluate them in practice. Boklok's design includes all aspects – material usage, construction process and living – making it a unique, full-scale test lab in sustainable housing.

Like all Boklok buildings, the new building will be made of wood – which has significantly lower climate impact of the average newly built home.

The 20-unit building's solar cells, hybrid panels and wind turbines will meet a substantial part of residents' electricity needs. The hybrid panels will produce both electricity and heating, with surplus heat returned to geothermal boreholes for improved efficiency.

With an electricity storage battery, the self-produced electricity can be used when it is most needed. The apartments will have extra energy-efficient windows and two-layer walls with extra insulation. Total energy use is estimated to be around 90 percent lower than national regulations.

The goal is to reduce water consumption by at least 60 percent, without affecting residents' lifestyle, by installing water-efficient faucets and showerheads and low-flush toilets and by recycling rainwater.

Residents will be able to monitor energy and water consumption to reduce their impact. The building's climate and environmental impact will also be monitored to maximize the benefit of lessons learned when developing future homes.

Experiences and solutions from the Boklok Grönhult project have the potential to become standard in all new Boklok homes, allowing us to address two important societal challenges: access to housing for people with ordinary incomes, and the transition to more sustainable living.

## STAKEHOLDER DIALOGUE

Skanska is proud to be part of the High Speed Two (HS2) project, which will improve the UK rail system with a new high-speed railway linking London, the Midlands, the North and Scotland. We discussed this significant development with Mark Thurston, CEO of HS2 Limited, the government company responsible for developing and promoting the UK's new high speed rail network.

# The benefits go beyond just improving the transport network



Mark Thurston,  
CEO of HS2 Limited

Referring to HS2 as the new spine and backbone of the UK rail system, Mr. Thurston emphasizes the major benefits it will bring – what he calls “the three Cs”: “First, it’s capacity. HS2 is adding much needed capacity to our rail system. Second, it’s connectivity. Better connected cities create better growth and better prosperity for the whole country,” he explains. “The third C is carbon. We know that in a world where we are trying to decarbonize our economies, getting people on trains and out of planes and cars is the way to decarbonize our transport system, which will remove carbon from our economy.”

HS2 will serve over 25 stations, including eight of the UK’s ten largest cities, connecting around 30 million people. By adding capacity to the rail system, HS2 allows more freight

to be shipped via existing lines and removes cars and trucks from the roads.

“This has much wider societal benefits than just improving the transport network,” Mr. Thurston says. Because of the project’s longevity – already underway for ten years and expected to continue for another 20 – there is opportunity to invest in skills, training, technology and innovation. Mr. Thurston explains HS2’s aim to create a diverse workforce and the importance of Skanska and other partners in this endeavor.

“The reality is that Skanska will be hiring a lot more people on this project than I will, so I’m looking to my partners to embrace those principles and create that rich diverse workforce that will not only deliver this project, but

will leave a skills legacy behind for the future,” he explains.

“We’ve done a lot of sharing and learning within the HS2 family and we work together in a very seamless way. Skanska is a strong partner for us today and I think the longer this project goes on, the more ingrained the relationships with our partners become,” he continues. This is key in maintaining the project’s momentum, putting more and more people to work, ensuring everyone is kept safe, and ultimately delivering the UK’s next generation rail system.

As part of the Skanska Costain STRABAG joint venture, we are delivering the full detailed design and construction of the London tunnels section of HS2 Phase One.

> Read more about HS2 on page 47.

# Sustainability information

**Sustainability governance**  
 The management of sustainability follows the Group Governance Framework and internal audit procedures, see page 45. The Group Governance Framework is determined by the Board. The business units are responsible for complying with Group policies, procedures and standards. The framework for sustainability is established by the Code of Conduct, Supplier Code of Conduct, Anti-Corruption Policy, Sustainability Policy, Health and Safety Standard, Health and Safety Reporting Procedure, Green Reporting Procedure, Restricted Substance Standard, Health and Safety Road Map Standard, Procedure of the Code of Conduct Program, Community Investment and Sponsorship Standard and Diversity and Inclusion Procedure.

To strengthen Skanska's sustainability ambitions in relevance to business, the Skanska Sustainability Business Forum has operated since 2018 as a body for anchoring strategic decisions. As of November 2021, the EVP Sustainability & Innovation has been an integral part of the Group Leadership Team. The governance structure for green bonds is established in the Skanska Green Bond Framework prepared by the Green Bond Committee, which is headed by the EVP Sustainability & Innovation. Other committee members include the EVPs of the Development business units and the VP of Skanska Treasury.

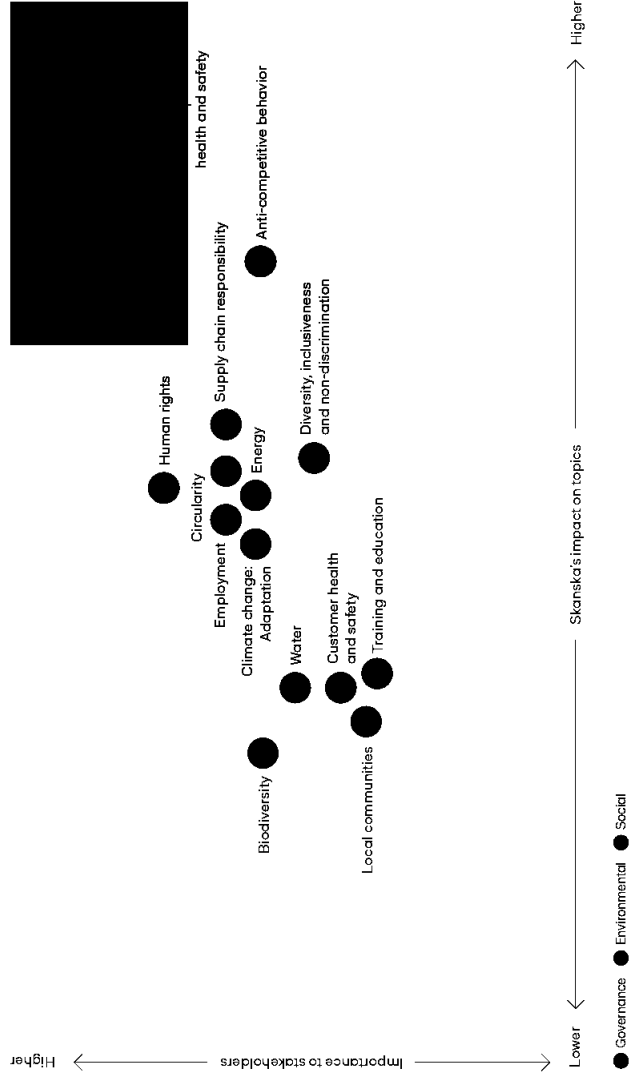
Sustainability performance is assessed via key performance indicators and the annual Group-wide employee survey. Employees are evaluated annually on their performance and capacity to drive sustainability. Sustainability, through climate and health and safety parameters, is included in incentive programs for the CEO and the business unit management teams.

**Materiality assessment**

Listening to and acting on the views and expectations of Skanska's stakeholders is crucial to our day-to-day operations and long-term planning. As part of regular operations, we continuously solicit feedback from stakeholders in a variety of ways – from project meetings with customers to consultations with local communities. We also conduct a materiality assessment every two years, most recently during fall 2020. This process includes receiving valuable input from stakeholders on what they consider to be Skanska's most important focus issues. In 2020 we received input from over 400 stakeholders through a survey and structured interviews. We selected respondents and interviewees to represent the views of the wide range of stakeholders that make up our value chain. The survey was also open to the public on Skanska's website.

- Selected respondents include:
- Investors and shareholders
  - Customers
  - Employees
  - Suppliers and subcontractors
  - Society and local communities
  - Academia and NGOs.

**Materiality graph**



The input received from stakeholders was compiled and Skanska's relative impact on the various topics was analyzed. Climate change in general has become more important since the 2018 materiality assessment, which mirrors the public and industry discussion and focus. Anti-corruption, health and safety and climate change are clearly identified as the most material sustainability areas for Skanska. Human rights/Supply chain responsibility are considered increasingly significant by important stakeholder groups such as customers and investors/shareholders. It is also worth noting that

the customer group ranked both biodiversity and circularity as being of considerably higher than average importance. The materiality assessment results, presented in the graph above, show significant alignment between Skanska and our stakeholders. This analysis provides valuable input regarding our stakeholders' views and expectations – and guides us in shaping our sustainability agenda and our reporting. The next materiality assessment will be conducted in 2022.

## Climate

**The Skanska Group climate target**  
Skanska aims to achieve net-zero carbon emissions in its own operations and its value chain (scope 1, 2 and 3) by 2045.

**2030 interim targets**  
For Skanska Development streams, the interim target is a 70 percent decrease of own (scope 1 and 2) carbon emissions by 2030 and a 50 percent decrease of value chain (scope 3) carbon emissions.

For Skanska's Construction stream, projects with external clients, the interim target is a 70 percent reduction of own (scope 1 and 2) carbon emissions by 2030.

The base year is 2015 for scope 1 and 2 and 2020 for scope 3.

To achieve the interim targets, scope 1 and 2 emissions must see an average annual decrease of 4.7 percentage points.

The scopes are defined according to the Greenhouse Gas Protocol:

- Scope 1 emissions include direct emissions from sources owned or controlled by Skanska, such as boilers, furnaces and vehicles
- Scope 2 includes indirect emissions from the generation of electricity, heating and cooling purchased and consumed by Skanska
- Scope 3 includes indirect greenhouse gas emissions from sources not owned or directly controlled by the organization.

See Reporting Principles, page 94.

**Carbon emissions (CO<sub>2</sub>e)<sup>1,2</sup>**  
Scope 1, 2 and 3 emissions (CO<sub>2</sub>e) and biogenic emissions (Outside of scope) generated in Skanska's operations.

Tons CO <sub>2</sub> e	2021	2020	2019	2018	2015
Scope 1	194,000	193,000	213,000	275,000	322,000
Scope 2 <sup>3</sup>	35,000	38,000	43,000	37,000	43,000
Scope 3	22,000	72,000	78,000	57,000	80,000
Change since base year (scope 1 and 2), %	-4.6	-3.4	-2.8	-1.7	-
Greenhouse gas emission intensity <sup>4</sup>	1.46	1.67	1.64	1.95	2.60
Scope 3	1,706,000	1,945,000 <sup>6</sup>			
Change since base year (scope 3), %	-12				
Outside of scope <sup>5</sup>	22,000	17,000	20,000	7,000	

<sup>1</sup> The base year is 2015 for scope 1 and 2 and 2020 for scope 3.

<sup>2</sup> Due to rounding, some totals may not correspond with the sum of the separate figures.

<sup>3</sup> The market-based method is used when using scope 2 in calculations.

<sup>4</sup> Scope 1 and 2 (market-based)/SEK M revenue, according to segment reporting.

<sup>5</sup> The direct carbon dioxide (CO<sub>2</sub>) impact of burning biomass and biofuels is reported Outside of scope and is included in our Science-based target.

<sup>6</sup> Value has been updated with improved data quality.

### Skanska's scope 3 reported categories

Category according to Greenhouse Gas Protocol	2021	2020
Purchased goods and services (limited to cement, concrete, steel and bitumen)	950,000	987,000
Capital goods		
Fuel- and energy-related activities (not included in scope 1 or 2)	45,000	45,000
Upstream transportation and distribution	12,000	20,000
Waste generated in operations		
Business travel (limited to air travel)	5,000	4,000
Employee commuting		
Upstream leased assets		
Downstream transportation and distribution		
Processing of sold products		
Use of sold products	695,000	890,000 <sup>1</sup>
End-of-life treatment of sold products		
Downstream leased assets		
Franchises		
Investments		

<sup>1</sup> Value has been updated with improved data quality.



## Climate, cont.

### Total energy usage

Total energy usage generated in Skanska's operations.

MWh	2021	2020	2019	2018	2017
Fuel usage	834,000	821,000	898,000	1,091,000	1,091,000
Non-renewable	696,000	699,000	716,000	1,022,000	1,023,000
Renewable	138,000	123,000	182,000	70,000	68,000
Renewable, %	17	15	20	6	6
Electricity usage	226,000	300,000	331,000	241,000	273,000
Non-renewable	49,000	180,000	212,000	115,000	154,000
Renewable	177,000	121,000	120,000	127,000	119,000
Renewable, %	78	40	36	53	43
District heating usage	25,000	24,000	12,000	10,000	12,000
District cooling usage	1,600	2,000	37,000	600	1,000
Total energy usage	1,087,000	1,148,000	1,278,000	1,344,000	1,378,000
Non-renewable	771,000	904,000	976,000	1,147,000	1,191,000
Renewable	316,000	243,000	302,000	197,000	187,000
Renewable energy (excl. heating and cooling), %	29	21	24	15	14
Energy intensity <sup>1</sup>	736	724	723	788	857

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

### Certified commercial buildings, share of total investments

Share of total value, corresponding to SEK 6.1 billion, of divested offices in the Commercial Property Development business stream, certified with WELL, LEED (Platinum or Gold) or BREEAM (Excellent).

%	2021	2020	2019
Certified commercial buildings, share of total investments	84	98	90

### EU Taxonomy reporting

Skanska is identifying share of EU Taxonomy eligible activities based on materiality, according to a structured process. For Commercial Property and Residential Development streams 100 percent of the revenue is considered eligible to the Taxonomy, activities 71 and 72. Construction of new buildings as absolute majority and a smaller part of renovation.

For Construction stream, Taxonomy eligibility assessment is based on materiality from a revenue perspective, following existing processes, and is carried out for Skanska's large construction projects, covering the majority of the construction revenue. The activities of significance are 4.1, 4.2, 4.3, 4.5, 5.1, 5.3, 6.14, 6.16, 7.1, 7.2 and 7.6, where the majority of revenue comes from activities concerning new construction and infrastructure for rail transport. This adds up to a total Taxonomy eligible share of revenue of 56 percent.

For CapEx, 100 percent of investment in Commercial Property and Residential Development streams is

	Share of activities eligible to EU Taxonomy (%)	Share of activities not eligible to EU Taxonomy (%)
Revenue	56	44
OpEx	N/A	N/A
CapEx	90	10
<b>Total</b>	<b>144,000</b>	<b>44</b>

eligible as it is related to activity 71 and 72. CapEx in Construction stream is negligible. OpEx is negligible for all business streams.

Taxonomy eligible activities in Skanska are defined as construction and development projects related to economical activities fulfilling technical screening criteria for substantially contribution to the delegated acts adopted pursuant to Article 10(3), Article 11(3), of Regulation (EU) 2020/852.

No disaggregation of economical activities is done. A project is considered eligible if the larger part of the revenue is an activity eligible to the EU Taxonomy. This is in line with Skanska's materiality-based process. Contextual information: 2021 is the base year of Taxonomy eligibility reporting, no changes can be reported. Key drivers to increase EU Taxonomy eligible and aligned revenue is specified in the climate plan ACT and actions pages 70-75. Also see the GRI index on pages 200-203. Reporting is done in accordance with IFRS.

## Responsibility

### Number of lost time accidents

Total number of lost time accidents.

	2021	2020	2019	2018	2017
Lost time accidents	452	504	566	712	730
Skanska employees	175	231	252		
Subcontractors	277	273	314		

### 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.

	2021	2020	2019	2018	2017
LTAR	3.2	3.1	3.1	3.5	3.4
Skanska employees	2.8	3.4	3.5		
Subcontractors	3.5	3.0	3.0		

### Total case accidents

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

	2021	2020	2019	2018	2017
Total case accidents	1,235				
Skanska employees	560				
Subcontractors	675				

### Fatal accidents

Number of fatal accidents on Skanska worksites.

	2021	2020	2019	2018	2017
Fatal accidents	3	2	4	5	3
Skanska employees	1	1	2		
Subcontractors	2	1	2		

### Executive Site Safety Visits (ESSV)

Site safety visits performed by senior managers.

	2021	2020	2019	Target 2021
Executive Site Safety Visits	7,377	2,522	4,034	6,800

### 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.

	Industry norm	2021	2020	2019	2018	2017
%						
My business unit does a good job of monitoring and improving the safety of my workplace	81	86	89	88	88	87

### ISO 45001 certification

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

	2021	2020
Major non-conformities	3	0

### Code of Conduct training

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

	2021	2020	2019	Target
%				
First month of employment	98	97	94	100
Updated training every second year	99	99	98	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.

	Industry norm	2021	2020	2019	2018	2017
%						
I can freely express my concerns without fear of negative consequences (e.g. safety, discrimination, ethical matters, etc.)	64	86	84	83	82	79

### Code of Conduct Hotline

Number of reports reported to the Code of Conduct Hotline.

	2021	2020	2019
Number of reports	118	152	190

### Significant environmental incidents

Significant environmental incidents with potential level of impact according to the Skanska Green Reporting Procedure.

	2021	2020	2019	2018	2017
Significant environmental incidents	1	1	3	2	1

## Responsibility, cont.

### ISO 14001 certification

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

Major non-conformities	2021	2020	2019	2018	2017
	2	3	0	0	1

### Self-generated waste

Self-generated waste from projects sent to landfill.

%	2021 <sup>1</sup>	Target
	4.3	5

### Self-generated waste to landfill

<sup>1</sup>The definition of this indicator is subject to change as it is currently under review to improve alignment with relevant frameworks and standards. Accordingly, only data for 2021 is provided here.

## Embrace diversity

### Employees by gender, year end

Employees by gender and management level.

Category	2021		2020		2019		2018		2017	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Skanska AB Board of Directors <sup>1</sup>	57	43	57	43	43	57	43	57	50	50
Senior executives (Group Leadership Team, level 7)	57	43	67	33	67	33	67	33	67	33
Business Unit Presidents (level 6)	92	8	92	8	92	8	92	8	93	7
Group Senior Vice Presidents (level 6)	50	50	44	56	33	67	44	56	62	38
Senior positions (level 3-6) <sup>2</sup>	76	24	75	25	75	25	78	22	78	22
All employees	81	19	82	18	82	18	83	17	83	17

<sup>1</sup>Elected by the Annual General Meeting.

<sup>2</sup>Level 6 employees are Business Unit Presidents and Group Senior Vice Presidents, level 5 are business unit management teams, level 4 reports directly to level 5, level 3 reports directly to level 4.

### Employees by business unit, 2021<sup>1</sup>

Business unit	Total number of employees (headcount)		Average headcount		% of total number of employees (headcount)
	Of which, women	Of which, men	% of total number of employees (headcount)	% of total number of employees (headcount)	
Sweden	7966	1,660	21%	6,305	79%
Norway	3,682	373	10%	3,309	90%
Finland	2,219	410	18%	1,809	82%
Central Europe	4,103	815	20%	3,288	80%
United Kingdom	3,740	960	26%	2,780	74%
USA Civil, USA Building and Skanska Inc.	8,796	1,195	14%	7,600	86%
Commercial Development Europe	185	110	59%	75	41%
Commercial Development Nordic	111	55	50%	57	51%
Commercial Development USA	75	37	49%	39	52%
BoKlok	408	137	34%	271	66%
Residential Development Europe	134	71	53%	63	47%
Headquarters	112	67	60%	45	40%
<b>Total</b>	<b>31,531</b>	<b>5,990</b>	<b>19%</b>	<b>25,641</b>	<b>81%</b>

<sup>1</sup>The definition is described under Reporting Principles, page 94, and differs from Note 36.

### Diversity and inclusion 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.

	Industry norm	2021	2020	2019	2018	2017
My manager makes the most of the diversity in our team to achieve stronger performance together	78	77	76	74	73	70
My workplace is free from bullying and harassment	-	91	88	86	86	85
In my workplace, people care for each other and treat each other fairly	76	88	86	84	83	82

## Reporting principles

Skanska is reporting in accordance with the GRI Standards Core sustainability reporting guidelines. 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, 2021 to December 31, 2021.

Sustainability disclosures are reported from the business units quarterly or monthly using the I360 sustainability reporting database, unless otherwise indicated. Five years of data are normally reported, unless such data is unavailable or unless otherwise indicated.

### TCFD alignment

The process of aligning Skanska's sustainability reporting is ongoing. Governance: Definitions and procedures to follow up on carbon emissions are defined in the Governance Framework. Carbon emission performance is followed up by the Group Leadership Team and the Board of Directors on a quarterly basis, as well as by business unit presidents.

Strategy: To meet the carbon reduction target, mitigate risks and address business opportunities, climate plans have been developed in all business units. Climate is part of the incentive program for the CEO and President, and was extended to business unit presidents in 2021. See more on page 56 and Note 57.

Risk management: Sustainability risks are part of ERM processes and project-specific risk assessments, and further integration is ongoing.

Targets and metrics: Skanska has a long track record of measuring and reporting on carbon emissions, including limited assurance. The Group climate target was established in 2019.

### 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, assumptions

and estimates or data as reported by suppliers. Energy conversions use publicly available conversion factors and emission factors are sourced from databases such as the IEA (2020), BEIS (2021), ICE 3.0 and the AIB's European Residual Mixes 2020. Greenhouse gases included in the reported carbon inventory are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). Biogenic emissions of CO<sub>2</sub> from the combustion of biofuel and biomass are reported separately from the gross direct (scope 1) GHG emissions as Outside of scope. The GWPs used in the calculation of CO<sub>2</sub>e are based on the IPCC Fourth Assessment Report (AR4) over a 100-year period, with the exception of scope 2 calculations applying emission factors from the IEA, which are based on AR5. Skanska applies the financial control approach. 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 Group'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 the 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 projects and commercial buildings

Certified projects are reported manually to Skanska headquarters.

### Energy reduction in new office buildings developed by Commercial Property Development business units

This figure is calculated as all office properties divested in 2021 developed by business units Commercial Development Europe, Commercial Development Nordic and Commercial Development USA, all of which are either WELL-, LEED- (Platinum or Gold) or BREEAM-certified (Excellent). This calculation is made according to international standards, such as ASHRAE. The expected annual consumption of energy is determined through two models, proposed and baseline, to determine the energy efficiency of current projects.

**Compliance with ISO 14001 and ISO 45001 management systems**  
If a third-party auditor identifies a major non-conformity in their review, it is to be reported through the I360 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 cases accidents include all accidents requiring medical treatment; lost time accidents are a subset of reportable accidents and are therefore included in this number. 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 hence subject to inherent uncertainty.

### Annual employee survey (YVOS)

The annual employee web survey was conducted during fall 2021. All employees are included with the exception of craft 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 business units' HR functions and entered into the Skanska common reporting system. The business units report as non-compliance any new employees who have not participated in Code of Conduct training within one month of starting work. 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 business units. 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.

### Waste to landfill

The indicator for waste is defined as the amount of self-generated waste to landfill. Self-generated by Skanska means materials brought into the project which were not used in the production of the project 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. 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.

### Human resources

The HR statistics are reported manually by the business units' HR functions through the Skanska Common Analytics data entity 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 report between 2020 and 2021

- Limited assurance of energy and waste performance
  - SASB disclosed in GRI Index
  - EU Taxonomy reporting disclosed
  - Updated climate target
  - Data relating to energy and greenhouse gas emissions have been rounded off.
- New data disclosed
- Total case accidents
  - Scope 3 also including waste
  - Scope 3. Use of solid products, reported by total Commercial and Residential Development business streams
  - Scope 3 data for 2020 has been updated.



Group overview	Operations	Corporate governance	Sustainability	Financial information	Press releases
Financial analysis	Consolidated results	Auditor's report	Auditor's sustainability report	APM's investors calendar	
Notes			Quarterly information		
<h1>Financial information</h1>					



Group overview	Operations	Corporate governance	Sustainability	Financial information
Financial analysis	Consolidated results	Auditor's report	Auditor's Sustainability report	AGM & investors calendar
	Notes		Quarterly information	Addresses

## Financial analysis

Both revenue and operating income decreased in SEK and in local currency according to both segment reporting and IFRS compared to the previous year. The lower revenue in Construction is mainly related to Covid-19 disruptions, especially in Europe and the USA, and decisions by customers to postpone ramp-up of new projects. It is also a remaining impact of the strategic actions to focus the operations and be more selective in bidding in order to improve profitability. The operating margin during the year was 3.8 percent, with all construction units contributing through their strong profitability. During the year market activity gradually increased, which meant that order bookings were up on the previous year and amounted to SEK 153.6 billion. The order backlog in Construction at the end of the year amounted to SEK 207.0 billion, which is equivalent to 18 months of production. The Residential Development business stream showed improved profitability in all of Skanska's markets and there was a high level of activity, with increasing numbers of homes sold and started during the year. Demand remains good and the sales rate is high in ongoing production. Skanska is continuing to develop a strong landbank to bring even more profitable, sustainable and energy-efficient projects to the market. For example, Skanska is currently developing and building Sweden's first climate neutral townhouses. Commercial Property Development delivered yet another profitable year with respect to divestments in all three markets. In 2021, the Nordics, Central Europe and USA divested properties for SEK 10.3 billion with divestment gains of SEK 3.9 billion reported according to segment reporting. Investor interest in Skanska's high-quality commercial developments that have ambitious environmental standards remains strong. At the end of the year, Commercial Property Development had 36 ongoing projects. Skanska leased 196,000 square meters during the year, with leasing activities picking up towards the end of the year as restrictions were eased. The reinstatement of restrictions due to an increase in virus infection rates has slowed the recovery somewhat, however. During the year Skanska further developed its strategy and at year-end launched a strategic direction whereby Skanska will continue to expand within Commercial Property Development, will be a leading residential developer and will

further improve profitability with responsible growth within Construction. Skanska will also introduce a new business stream, Investment Properties, with a portfolio of Swedish office properties.

### Market outlook

*Construction*  
The negative impact of the pandemic is still present in our markets but activity is picking up as the uncertainty decreases. Price increases for certain materials and bottlenecks in the supply chain can be seen across all our markets. Non-residential construction has been impacted the most by the pandemic but is slowly improving, while the outlook for residential construction is stable. Public sector investment in social infrastructure and other infrastructure remains at a relatively good level, even though certain decisions have been postponed. Financing could become a challenge, since many public budgets are decreasing due to lower tax revenue and being consumed to fight the pandemic and to stimulate the economies. At the same time, ambitious investment plans are being developed in many of our markets – but lead times are expected to be long.

### Residential Development

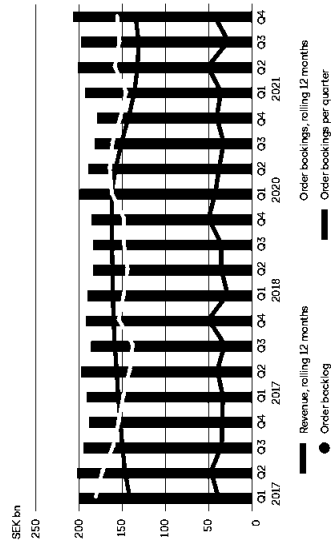
Low interest rate policies to support economic recovery are increasing affordability, which strengthens the consumer confidence. The housing market is experiencing a shortage of homes as new developments have been lagging behind demand, even though activity among developers is increasing. The risk of higher unemployment and/or interest rate levels could potentially have a negative impact on demand. A structural shortage of homes in many of our markets could mitigate this situation to some extent.

In 2021, 4,084 (3,991) homes were sold and construction on 4,363 (3,807) homes was started, of which Bokloak has sold 974 (1,037) homes and started 1,018 (826) homes. At the end of the year there were 8,673 (6,948) homes under construction and 73 percent (72) of these were sold.

*Commercial Property Development*  
The uncertainty following the pandemic has impacted market activity, pushing some development starts forward and turning investor interest to lower risk investments. Investors' interest in high-quality development projects is expected to stabilize at around the current level in terms of yield requirements, supported by a stable credit market and good availability of capital. The leasing market is relatively hesitant, but activity picked up as pandemic restrictions were lifted. The reinstatement of restrictions due to the recent increase in virus infection rates has, however, slowed the recovery somewhat for the time being.

At the end of the year, Commercial Property Development had 36 ongoing projects, representing leasable space of 755,000 square meters.

## Order bookings, order backlog and revenue in Construction



**Order bookings**  
Order bookings amounted to SEK 153.6 billion (14.98) (an increase of 6 percent in local currency). The increase was mainly driven by higher order bookings in the USA, but order bookings also increased somewhat in Sweden. Order bookings in the previous year included SEK 13.9 billion for a high-speed rail project in the UK. Order bookings in SEK were 16 percent higher than revenue during the year, compared to 7 percent higher order bookings than revenue the previous year.

## Order bookings and order backlog

SEK M	Order bookings		Order backlog	
	2021	2020	2021	2020
Nordics	60,439	59,254	69,711	63,514
of which Sweden	31,966	30,502	33,756	34,558
Europe	27,290	40,147	39,630	37,680
USA	65,860	50,401	97,690	77,729
<b>Total</b>	<b>153,590</b>	<b>149,802</b>	<b>207,031</b>	<b>178,924</b>

## Order backlog

The order backlog increased by 16 percent when compared to the previous year and amounted to SEK 207.0 billion (178.9). The order backlog is equivalent to 18 (16) months of production.

The US, Nordic and European operations accounted for 47, 34 and 19 percent respectively of the order backlog.

## Segment reporting and IFRS

The Group reports its Residential Development and Commercial Property Development business streams according to a method described in Note 1. The differences between the two methods of reporting revenue and operating income are summarized in the tables below.

Revenue	2021	2020
<b>SEK M</b>	<b>2021</b>	<b>2020</b>
<b>Revenue by business stream according to segment reporting</b>		
Construction	132,587	140,483
Residential Development	14,377	13,070
Commercial Property Development	11,102	14,983
Central and Eliminations	-10,490	-9,931
<b>Total revenue according to segment reporting</b>	<b>147,576</b>	<b>158,606</b>
Difference in accounting principles	-3,712	1,738
<b>Total revenue in accordance with IFRS</b>	<b>143,865</b>	<b>160,344</b>

Revenue in accordance with IFRS decreased by 10 percent (decreased 7 percent in local currency) to SEK 143.9 billion (160.3).

Revenue according to segment reporting decreased by 7 percent (decreased 4 percent in local currency) to SEK 147.6 billion (158.6). In the Construction business stream, revenue decreased in SEK by 6 percent. This is mainly related to Covid-19 disruptions, especially in Europe and the USA, and decisions by customers to postpone ramp-up of new projects. SEK 10.1 billion (9.8) of revenue in Construction, equivalent to 8 percent (7), was generated by the Group's Project Develop-

ment operations. Of the SEK 14,377 M (13,070) in Residential Development revenue, SEK 247 M (594) is from joint ventures and this has been included line by line according to the proportional method in segment reporting.

Operating income	2021	2020
<b>SEK M</b>		
<b>Operating income by business stream according to segment reporting</b>		
Construction	5,013	3,528
Residential Development	1,980	1,543
Commercial Property Development	3,264	3,897
Central	-415	2,830
Eliminations	-9	62
<b>Operating income according to segment reporting</b>	<b>9,832</b>	<b>11,860</b>
Difference in accounting principles	-1,539	773
<b>Operating income in accordance with IFRS</b>	<b>8,293</b>	<b>12,633</b>

Operating income according to IFRS decreased by 34 percent (decreased 33 percent in local currency) to SEK 8,293 M (12,633).

Operating income according to segment reporting amounted to SEK 9,832 M (11,860). Impairment losses on current and non-current assets were charged to operating income in the amount of SEK -298 M (-393), mainly attributable to impairment losses on current-asset properties and goodwill.

## Construction

In the Construction business stream, operating income increased and amounted to SEK 5,013 M (3,528). The operating margin was higher than in the previous year and amounted to 3.8 percent (2.5), with all of the business units either improving or maintaining their strong profitability. Operating income in Europe includes a gain of SEK 370 M related to the divestment of the infrastructure services business in the UK. Operating income in the Swedish construction operations includes a payout of surplus funds from the collectively bargained AGS group sickness policy of SEK 160 M.

**Residential Development according to segment reporting**  
Operating income in Residential Development amounted to SEK 1,980 M (1,543). The operating margin for the business stream was 13.8 percent (11.8), with stable profitability in all of the business units. Impairment losses on current assets in Residential Development were charged to earnings in the amount of SEK -37 M (-45).

**Commercial Property Development according to segment reporting**  
Operating income in the Commercial Property Development business stream amounted to SEK 3,264 M (3,897). Properties were sold during the year for a value of SEK 10,289 M (13,827), generating divestment gains of SEK 3,928 M (4,750) and income from joint ventures of SEK 93 M (-8). Impairment losses on current-asset properties in Commercial Property Development were charged to earnings in the amount of SEK -170 M (-279).

**Central**  
Central amounted to SEK -415 M (2,830), of which SEK 230 M (3,734) is attributable to the PPP (public-private partnerships) portfolio, where divestment of the 50 percent ownership stake in Elizabeth River Crossings in Virginia, USA, had a positive effect in the previous year. During the year there were impairment losses of SEK 0 M (-61).

**Elimination of intra-Group profits**  
Elimination of profits on internal projects amounted to SEK -9 M (62). At the Group level, this included 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 20.0 percent (26.0) and return on capital employed in Project Development operations amounted to 11.8 percent (12.2) according to segment reporting.

**Income in accordance with IFRS**

SEK M	2021	2020
Operating income	8,293	12,633
Financial income	105	120
Financial expense	-273	-349
Financial items	-168	-229
Income after financial items	8,125	12,404
Taxes	-1,238	-2,507
Profit for the period	6,887	9,897

Financial items amounted to SEK -168 M (-229) net, including interest expense from lease liabilities of SEK -209 M (-244). Tax expense for the year amounted to SEK -1,238 M (-2,507), representing a tax rate of 15 percent (20).

Investments/divestments	2021	2020
<b>SEK M</b>		
Operations – investments	-103	-133
Intangible assets	-1,834	-1,487
Property, plant and equipment	-731	-18
Shares	-18,277	-20,047
Current-asset properties	-11,013	-10,299
of which Residential Development		
of which Commercial Property Development	-7,264	-9,748
<b>Operations – investments</b>	<b>-20,945</b>	<b>-21,685</b>
<b>Total investments</b>	<b>-20,945</b>	<b>-21,685</b>
Operations – divestments	5	8
Intangible assets	307	289
Property, plant and equipment	20	5,470
Shares	20,268	28,426
Current-asset properties	10,766	11,548
of which Residential Development		
of which Commercial Property Development	9,502	16,878
<b>Operations – divestments</b>	<b>20,600</b>	<b>34,193</b>
<b>Strategic divestments</b>	<b>732</b>	<b>732</b>
Scale of operations		
<b>Strategic divestments</b>	<b>732</b>	<b>732</b>
<b>Total divestments</b>	<b>21,331</b>	<b>34,193</b>

Total net divestments(+)/ investments(-)	2021	2020
Total net divestments(+)/ investments(-)	386	12,508
Depreciation/amortization, non-current assets	-2,669	-2,945

The Group's investments amounted to a total of SEK -20,945 M (-21,685). Divestments amounted to SEK 21,331 M (34,193), and the Group's net divestments amounted to SEK 386 M (12,508).

Net divestments in current-asset properties amounted to SEK 1,991 M (8,379). In Residential Development investments in current-asset properties amounted to SEK -11,013 M (-10,299), of which SEK -2,715 M (-2,499) was for land, equivalent to 4,368 (4,328) building rights. Homes were handed over for a volume of SEK 10,766 M (11,548). Net investments in current-asset properties in Residential Development amounted to SEK -247 M (1,249).

In Commercial Property Development investments in current-asset properties amounted to SEK -7,264 M (-9,748), of which SEK -617 M (-2,752) was for land. Divestments of current-asset properties amounted to SEK 9,502 M (16,878). Net divestment of current-asset properties in Commercial Property Development amounted to SEK 2,238 M (7,130).

### Consolidated operating cash flow

SEK M	2021	2020
Cash flow from business operations	5,314	4,104
Change in working capital	3,986	607
Net investments(-)/divestments(+)	-345	12,508
Accrual adjustments	-23	-355
<b>Cash flow from business operations before taxes paid</b>	<b>8,931</b>	<b>16,865</b>
Taxes paid in business operations	-3,861	-1,481
<b>Cash flow from business operations including taxes paid</b>	<b>5,070</b>	<b>15,384</b>
Net interest and other financial items	-1,150	-1,334
Taxes paid in financing activities	264	400
<b>Cash flow from financing activities</b>	<b>-885</b>	<b>-934</b>
<b>Cash flow from operations</b>	<b>4,185</b>	<b>14,450</b>
Strategic net divestments(+)/investments(-)	732	

### Consolidated operating cash flow, cont.

SEK M	2021	2020
Dividend etc. <sup>1</sup>	-4,172	-1,443
<b>Cash flow before change in interest-bearing receivables and liabilities</b>	<b>745</b>	<b>13,007</b>
Change in interest-bearing receivables and liabilities	-9,729	-1,335
<b>Cash flow for the year</b>	<b>-8,984</b>	<b>11,672</b>
Cash and cash equivalents, January 1	19,508	8,745
Exchange rate differences in cash and cash equivalents	423	-909
<b>Cash and cash equivalents, December 31</b>	<b>10,947</b>	<b>19,508</b>
1 Of which repurchases of shares	-242	-88

Cash flow for the year amounted to SEK -8,984 M (11,672).

Cash flow from operations amounted to SEK 4,185 M (14,450), the main reasons for the change in cash flow being lower net divestments in Project Development and taxes paid. Taxes paid in business operations amounted to SEK -3,861 M (-1,481). The increase is mainly related to taxes paid on divestment gains realized in the USA in late 2020.

Cash flow for the year of SEK -8,984 M (11,672) combined with translation differences of SEK 423 M (-909) decreased cash and cash equivalents, which amounted to SEK 10,947 M (19,508).

Commercial Property Development assets sold but not yet transferred as of December 31, 2021 will have a positive effect on cash flow of SEK 6.2 billion in 2022 and 2023.

### Financing and liquidity

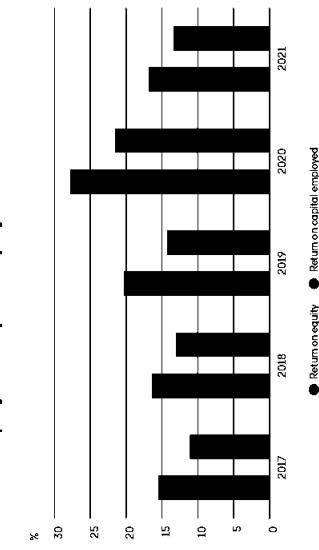
At the end of 2021 the Group had interest-bearing net debt amounting to SEK 12.6 billion (-7.3), including SEK 7.0 billion (7.2) in lease liabilities in accordance with IFRS 16.

At the end of the year, cash and cash equivalents and unutilized confirmed credit facilities amounted to SEK 17.5 billion, of

which SEK 14.7 billion is available within one week. The Group's total assets increased by SEK 13.4 billion and amounted to SEK 139.0 billion (125.6).

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 equity holders amounted to SEK 45,682 M (38,620). Apart from comprehensive income for the year of SEK 10,834 M, the change in equity is mainly explained by dividends of SEK -3,917 M and share-based payments in connection with long-term employee ownership programs (Seop) totaling SEK 388 M.

Return on equity decreased to 16.8 percent (27.8).

Capital employed at year-end amounted to SEK 66,729 M (61,129). Return on capital employed amounted to 13.4 percent (21.5).

### Equity/assets ratio and debt/equity ratio

The net debt/equity ratio amounted to -0.3 (-0.2) and the equity/assets ratio amounted to 32.9 percent (30.8).

For additional financial information see Note 6 and Note 14.

Group overview	Operations	Corporate governance	Sustainability	Financial information
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## Parent Company

The Parent Company carries out administrative tasks and includes the Group Leadership Team and Group Functions.

Profit for the year amounted to SEK 10,400 M (2,976) and mainly consisted of dividends from subsidiaries. The average number of employees was 87 (96).

## Senior executive remuneration

For information about the most recently approved guidelines for determining salaries and other remuneration for the CEO and other senior executives, see Note 37.

## Skanska employee ownership program (Seop)

The purpose of the Seop is 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 program provides employees with the opportunity to invest in Skanska shares while receiving incentives in the form of possible allotment of additional shares. This allotment is predominantly performance-based.

Shares are only allotted after a three-year vesting period. To earn matching shares and performance shares, a person must be employed during the entire lock-up period and have retained the shares purchased within the framework of the program.

In 2021, costs related to the Seop program amounted to SEK 388 M. See also Note 26 and Note 37.

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

## Research and development (R&D)

Through R&D activities Skanska identifies, develops and applies new and improved products, services and processes in order to offer its customers innovative and climate-smart solutions. R&D thus not only enables us to improve operational efficiency, but also supports our ability to add value for our shareholders over the long term.

Skanska's business units head up our R&D initiatives and activities. This allows us to flexibly and easily make the best possible use of our R&D to meet the needs of our business. Our various internal networks and communication platforms facilitate knowledge sharing throughout the Group to drive our efforts forward.

## Digitalization and sustainability

Digitalization, innovation and sustainability are clear focus areas in our research activities. Based on this, and combined with structured R&D work, we can create the conditions to reach our climate goals and contribute to the financial targets.

It is possible to reduce carbon emissions by half using existing technology, methods and business models, but achieving climate neutrality depends entirely on finding new paths forward. Innovation and R&D are therefore crucial to solve sustainability challenges.

New technology, innovations and improved products are playing an increasingly important role, with greater demand for digitalized solutions and for quality, functionality and design.

To read more about Skanska's innovative sustainability solutions, see the Sustainability report.

## Importance of R&D partnerships

Alongside our own efforts it is equally important for us to increase our R&D collaboration with external partners. Partnerships with representatives from throughout the value chain – from decision-makers, business partners

and suppliers to private individuals – are key for success in sustainable development. Together we are driving progress on important initiatives in the construction and infrastructure sector, including those focusing on reasonably priced housing, climate smart production, sustainable growth and urban planning.

R&D partnerships are also important for reaching the target of zero carbon emissions by 2045; a target that guides Skanska's efforts to reduce climate impact within its operations.

We have come a long way on our development and innovation journey – a journey we are on with employees, subcontractors, customers, consultants and other partners. Digitalization of our tools as well as smart work methods and processes is in the end about how we are going to live up to Skanska's high ambitions in the areas of security, inclusion and sustainability.

## Information on shares

To ensure allotment of shares to the participants in Skanska's employee ownership programs, the 2021 Annual General Meeting authorized the Board to repurchase treasury shares. According to this decision the company may buy a maximum of 1,200,000 Series B shares to ensure allotment of shares to participants in Seop 5.

During the year, Skanska repurchased a total of 1,048,500 shares at an average price of SEK 230.59. The average price of all repurchased shares is SEK 141.85. 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 242 M. During the year 1,009,686 shares were allotted to the employees participating in the employee ownership program. The quota value of these shares is SEK 3.00 per share, totaling SEK 3.0 M, and the shares represent 0.2 percent of the total share capital. The number of treasury shares held as of December 31, 2021 amounted to 7,655,488. The quota value of these shares is SEK 3.00 per share, totaling SEK 23.0 M, and the shares represent 1.8 percent of the total share capital. The cost of acquiring the shares amounted to SEK 1.1 billion.



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## Proposed dividend

The Board proposes that the Annual General Meeting on March 29, 2022 resolves on a dividend for 2021 of SEK 10.00 per share (9.50), of which SEK 7.00 per share (6.50) as ordinary dividend and SEK 3.00 per share (3.00) as extra dividend. The Board proposes Thursday March 31, 2022, as the record date for receiving dividend, if the meeting resolves in accordance with the proposal, the dividend is expected to be distributed by Euroclear Sweden AB on Tuesday April 5, 2022. The proposed dividend amounts to a total of SEK 4,122 M (3,917). No dividend is paid for the Parent Company's holding of Series B treasury shares. The total dividend amount may change by the record date, depending on repurchases of Series B treasury shares and the transfer of Series B shares to participants in Skanska employee ownership programs.

## The Board's justification for its proposed dividend

The Board hereby issues the following reasoned statement in accordance with Chapter 18, Section 4 of the Swedish Companies Act due to the dividend proposal.

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 situation as of December 31, 2021, and which accounting principles are applied to valuing assets and liabilities are stated in this Annual and Sustainability Report. The proposed dividend reduces the Parent Company's equity/assets ratio from 97.2 percent to 96.4 percent and the Group's equity/assets ratio from 32.9 percent to 30.8 percent, calculated on December 31, 2021.

In the Board's assessment, after the dividend has been paid, the financial strength of the Parent Company and the Group will continue to be good in relation to the industry in which the Parent Company and the Group operate and, even taking into account Covid-19, will remain fully sufficient to enable the Parent Company and the Group to fulfil their obligations in the short and long term. In the Board's assessment, the Parent Company and the Group are well prepared to handle any changes in 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 withstand potential losses. The Parent Company's and the Group's ability to make commercially motivated investments in accordance with the strategy of the Board will not be adversely affected by the dividend.

The proposed dividend is deemed by the Board to be justifiable in view of what is required in terms of the size of the Parent Company's and the Group's equity, as well as the Parent Company's and the Group's consolidation requirements, liquidity and position in general, based on the nature, scale and risks of the operations. In making this assessment, the Board has considered, among other things, the Parent Company's and the Group's historical development and expected development, as well as the economic situation.

With reference to the above and based on what has otherwise come to the Board's attention, and after an assessment of the financial position 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

## Consolidated statement of comprehensive income

SEK M	Note	2021	2020
Revenue	8, 9	143,865	160,344
Cost of sales	10	-128,156	-143,457
<b>Gross income</b>		<b>15,709</b>	<b>16,887</b>
Selling and administrative expenses	11	-7,865	-8,269
Income from joint ventures and associated companies	20	449	4,015
<b>Operating income</b>	10, 12, 13, 22, 36, 38, 40	<b>8,293</b>	<b>12,633</b>
Financial income		105	120
Financial expense		-273	-349
<b>Financial items</b>	14, 15	<b>-168</b>	<b>-229</b>
<b>Income after financial items</b>		<b>8,125</b>	<b>12,404</b>
Income taxes	16	-1,238	-2,507
<b>Profit for the year</b>		<b>6,887</b>	<b>9,897</b>
Profit for the year attributable to Parent Company equity holders		6,864	9,875
Non-controlling interests		23	22
Earnings per share, SEK	26, 43	16.64	23.97
Earnings per share after dilution, SEK	26, 43	16.52	23.84
Proposed regular dividend per share, SEK		7.00	6.50
Proposed extra dividend per share, SEK		3.00	3.00
<b>Other comprehensive income for the year</b>		<b>10,863</b>	<b>6,839</b>
Translation differences attributable to equity holders		1,808	-2,120
Translation differences attributable to non-controlling interests		7	-7
Hedging of exchange rate risk in foreign operations		40	-19
Effect of cash flow hedges		2	35
Share of other comprehensive income of joint ventures and associated companies		113	-176
Tax on items that have been or will be reclassified to profit for the period		-3	21
<b>Items that have been or will be reclassified to profit or loss for the period</b>		<b>1,966</b>	<b>-2,266</b>
<b>Other comprehensive income after tax</b>		<b>3,977</b>	<b>-3,058</b>
<b>Comprehensive income for the year</b>		<b>10,834</b>	<b>6,824</b>
Comprehensive income for the year attributable to Parent Company equity holders		10,834	6,824
Non-controlling interests		30	15
Effects of social insurance contributions including special employer's contribution are included		311	-143

See also Note 26.



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## Consolidated statement of financial position

SEK M	Note	Dec 31, 2021	Dec 31, 2020	SEK M	Note	Dec 31, 2021	Dec 31, 2020
<b>ASSETS</b>				<b>EQUITY</b>	26		
<b>Non-current assets</b>				Share capital		1,260	1,260
Property, plant and equipment	17	7,279	6,816	Paid-in capital		3,715	3,327
Property, plant and equipment, right-of-use assets	40	3,314	3,930	Reserves		2,866	906
Goodwill	18	3,934	3,713	Retained earnings		37,842	33,127
Other intangible assets	19	676	771	<b>Equity attributable to equity holders</b>		<b>45,682</b>	<b>38,620</b>
Investments in joint ventures and associated companies	20	2,185	1,689	Non-controlling interests		114	97
Non-current financial assets	21	3,875	1,931	<b>TOTAL EQUITY</b>		<b>45,797</b>	<b>38,717</b>
Deferred tax assets	16	1,984	1,803	<b>LIABILITIES</b>			
<b>Total non-current assets</b>		<b>23,247</b>	<b>20,653</b>	<b>Non-current liabilities</b>			
<b>Current assets</b>				Non-current financial liabilities	27	3,359	3,247
Current-asset properties	22	49,745	44,948	Lease liabilities	40	6,040	6,217
Current-asset properties, right-of-use assets	40	3,289	2,980	Pensions	28	5,936	7,360
Inventories	23	1,090	1,100	Deferred tax liabilities	16	1,215	928
Current financial assets	21	18,810	8,492	<b>Total non-current liabilities</b>		<b>16,560</b>	<b>17,752</b>
Tax assets	16	1,247	950	<b>Current liabilities</b>			
Contract assets	9	5,451	4,599	Current financial liabilities	27	4,780	4,663
Other operating receivables	24	25,212	22,401	Lease liabilities	40	920	1,016
Cash and bank balances	25	10,947	19,508	Tax liabilities	16	417	1,884
<b>Total current assets</b>		<b>115,791</b>	<b>104,979</b>	Current provisions	29	11,239	10,326
<b>ASSETS</b>		<b>139,039</b>	<b>125,631</b>	Contract liabilities	9	22,664	19,462
of which interest-bearing non-current financial assets		3,638	1,884	Other operating liabilities	30	36,642	31,812
of which interest-bearing current assets		29,694	27,808	<b>Total current liabilities</b>		<b>76,662</b>	<b>69,162</b>
		33,531	29,692	<b>TOTAL LIABILITIES</b>		<b>93,242</b>	<b>86,914</b>
				<b>EQUITY AND LIABILITIES</b>		<b>139,039</b>	<b>125,631</b>
				of which interest-bearing financial liabilities		14,997	15,052
				of which interest-bearing pensions and provisions		5,936	7,360
						20,933	22,412

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



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## Consolidated statement of changes in equity

SEK M	Equity attributable to equity holders							Total equity capital
	Share capital	Paid-in capital	Translation reserve	Cash flow hedge reserve	Retained earnings	Total	Non-controlling interests	
<b>Equity, December 31, 2019/Equity, January 1, 2020</b>	1,260	3,027	3,551	-386	25,472	32,924	97	33,021
Profit for the year					9,875	9,875	22	9,897
Other comprehensive income for the year			-2,139	-120	-792	-3,051	-7	-3,058
Dividend					-1,340	-1,340	-15	-1,355
Repurchase of 460,000 Series B shares					-88	-88		-88
Change in share-based payments		300				300		300
<b>Equity, December 31, 2020/Equity, January 1, 2021</b>	1,260	3,327	1,412	-506	33,127	38,620	97	38,717
Profit for the year					6,864	6,864	23	6,887
Other comprehensive income for the year			1,847	112	2,010	3,970	7	3,977
Dividend					-3,917	-3,917	-13	-3,930
Repurchase of 1,048,500 Series B shares					-242	-242		-242
Change in share-based payments		368				368		368
<b>Equity, December 31, 2021</b>	1,260	3,715	3,259	-594	37,842	45,682	114	45,797

See also Note 26.



Group overview	Operations	Corporate governance	Sustainability	Financial information
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## Consolidated cash flow statement

SEK M	2021	2020	SEK M	2021	2020
<b>Operating activities</b>			<b>Financing activities</b>		
Operating income	8,293	12,633	Net interest	117	113
Adjustments for items not included in cash flow	-2,979	-8,529	Other financial income and expense	-220	-139
Income tax paid	-3,830	-1,452	Borrowings	3,565	8,821
<b>Cash flow from operating activities before change in working capital</b>	<b>1,483</b>	<b>2,652</b>	Repayment of debt excluding lease liabilities	-3,546	-7,612
<b>Cash flow from change in working capital</b>			Total cash outflow for leases	-1,062	-1,324
Investments in current-asset properties	-18,420	-20,424	Dividend	-3,917	-1,340
Divestments of current-asset properties	20,388	28,448	Repurchase of treasury shares	-242	-88
Change in inventories and operating receivables	-2,259	2,417	Dividend to non-controlling interests	-13	-15
Change in operating liabilities	6,245	-1,809	Income tax paid	264	400
<b>Cash flow from change in working capital</b>	<b>5,953</b>	<b>8,632</b>	<b>Cash flow from financing activities</b>	<b>-5,053</b>	<b>-1,183</b>
<b>Cash flow from operating activities</b>	<b>7,436</b>	<b>11,284</b>	<b>Cash flow for the year</b>	<b>-6,984</b>	<b>11,672</b>
Investing activities			Cash and cash equivalents, January 1	19,508	8,745
Acquisition of business	-103	-132	Translation differences in cash and cash equivalents	423	-909
Investments in intangible assets	-1,825	-1,487	<b>Cash and cash equivalents, December 31</b>	<b>10,947</b>	<b>19,508</b>
Investments in property, plant and equipment	-731	-19			
Investments in shares	-9,977	-3,666	<b>Change in interest-bearing net receivables/net liabilities</b>		
Increase in interest-bearing receivables	732	8	<b>SEK M</b>	<b>2021</b>	<b>2020</b>
Sale of operations	5	289	<b>Interest-bearing net receivables/net liabilities, January 1</b>	<b>7,280</b>	<b>-4,917</b>
Divestments of intangible assets	298	5,470	Cash flow from operating activities	7,436	11,284
Divestments of property, plant and equipment	20	1,137	Cash flow from investing activities excluding change in interest-bearing receivables	-1,634	4,100
Divestments of shares	244	-29	Cash flow from financing activities excluding change in interest-bearing liabilities	-5,072	-2,393
Decrease in interest-bearing receivables	-30	1,571	Remeasurement of pension liabilities	2,274	-860
Income tax paid	-11,368	1,571	Net receivable/net liability acquired/divested	286	
<b>Cash flow from investing activities</b>	<b>-11,368</b>	<b>1,571</b>	Translation differences	1,340	-1,067
			Other	688	1,133
			<b>Interest-bearing net receivables/net liabilities, December 31 (+/-)</b>	<b>12,598</b>	<b>7,280</b>

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	2021	2020	SEK M	2021	2020
<b>Construction</b>			Total cash flow from operating activities	5,314	4,104
Cash flow from business operations	6,783	6,258	Total change in working capital	3,986	607
Change in working capital	1,787	1,382	Total net divestments(+)/investments(-)	-345	12,508
Net divestments(+)/investments(-)	-1,548	-1,188	Total accrual adjustments <sup>1</sup>	-23	-355
<b>Total Construction</b>	<b>7,022</b>	<b>6,451</b>	<b>Total cash flow from business operations before taxes paid</b>	<b>8,931</b>	<b>16,865</b>
<b>Residential Development</b>			Taxes paid in business operations	-3,861	-1,481
Cash flow from business operations	-599	-434	<b>Cash flow from business operations including taxes paid</b>	<b>5,070</b>	<b>15,384</b>
Change in working capital	2,039	-693	Net interest, other financial items and repayment of lease liabilities	-1,150	-1,334
Net divestments(+)/investments(-)	-722	1,291	Taxes paid in financing activities	264	400
Accrual adjustments <sup>1</sup>			<b>Cash flow from financing activities</b>	<b>-885</b>	<b>-934</b>
<b>Total Residential Development</b>	<b>718</b>	<b>164</b>	<b>Cash flow from operations</b>	<b>4,185</b>	<b>14,450</b>
<b>Commercial Property Development</b>			Strategic net divestments(+)/investments(-)	732	
Cash flow from business operations	-462	-1,088	Dividend etc. <sup>2</sup>	-4,172	-1,443
Change in working capital	37	-487	<b>Cash flow before change in interest-bearing receivables and liabilities</b>	<b>745</b>	<b>13,007</b>
Net divestments(+)/investments(-)	2,617	7,211	Change in interest-bearing receivables and liabilities excluding lease liabilities	-9,729	-1,335
Accrual adjustments <sup>1</sup>	-23	-355	<b>Cash flow for the period</b>	<b>-8,984</b>	<b>11,672</b>
<b>Total Commercial Property Development</b>	<b>2,168</b>	<b>5,281</b>	Cash and cash equivalents, January 1	19,508	8,745
<b>Central and Eliminations</b>			Translation differences in cash and cash equivalents	423	-909
Cash flow from business operations	-407	-631	<b>Cash and cash equivalents, December 31</b>	<b>10,947</b>	<b>19,508</b>
Change in working capital	122	406			
Net divestments(+)/investments(-)	-693	5,194			
<b>Total Central and Eliminations</b>	<b>-978</b>	<b>4,969</b>			

<sup>1</sup> Refers to payments made during the reporting year related to divestments/investments in prior years, and unpaid divestments/investments related to the reporting year.  
<sup>2</sup> Of which shares repurchased

See also Note 35.



## Parent Company income statement

SEK M	Note	2021	2020
Revenue	45	636	675
<b>Gross income</b>		<b>636</b>	<b>675</b>
Selling and administrative expenses		-543	-523
<b>Operating income</b>	48, 49, 61	<b>93</b>	<b>152</b>
Income from holdings in Group companies	46	10,330	2,857
Interest expense and similar items	46	-22	-28
<b>Income after financial items</b>		<b>10,401</b>	<b>2,981</b>
Tax on profit for the year	47	-1	-5
<b>Profit for the year<sup>1</sup></b>		<b>10,400</b>	<b>2,976</b>

<sup>1</sup> Coincides with comprehensive income for the year.



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## Parent Company balance sheet

SEK M	Note	Dec 31, 2021	Dec 31, 2020	SEK M	Note	Dec 31, 2021	Dec 31, 2020
<b>ASSETS</b>							
Intangible non-current assets	48	3	8	<b>EQUITY AND LIABILITIES</b>			
Property, plant and equipment	49	0	0	Equity	54	1,260	1,260
Plant and equipment				Share capital		598	598
<b>Total property, plant and equipment</b>		<b>0</b>	<b>0</b>	<b>Restricted equity</b>		<b>1,858</b>	<b>1,858</b>
<b>Non-current financial assets</b>	50			Retained earnings		5,068	5,818
Holdings in Group companies	51	11,783	11,477	Profit for the year		10,400	2,976
Holdings in joint arrangements	52	3	3	<b>Unrestricted equity</b>		<b>15,468</b>	<b>8,794</b>
Receivables in Group companies	62	5,669	384	<b>Total equity</b>		<b>17,326</b>	<b>10,652</b>
Deferred tax assets	47	65	60	<b>Provisions</b>	55	167	164
Other non-current receivables	50	107	107	Provisions for pensions and similar obligations	56	84	76
<b>Total non-current financial assets</b>		<b>17,627</b>	<b>12,031</b>	<b>Total provisions</b>		<b>251</b>	<b>240</b>
<b>Total non-current assets</b>		<b>17,630</b>	<b>12,039</b>	<b>Non-current interest-bearing liabilities</b>			
<b>Current receivables</b>	62	42	34	Liabilities to Group companies	62	134	1,211
Current receivables in Group companies				<b>Total non-current interest-bearing liabilities</b>		<b>134</b>	<b>1,211</b>
Tax assets		10	13	<b>Current liabilities</b>	57		
Other current receivables		116	102	Trade accounts payable		23	13
Prepaid expenses and accrued income	53	18	15	Liabilities to Group companies		3	5
<b>Total current receivables</b>		<b>186</b>	<b>164</b>	Other liabilities		2	3
<b>Total current assets</b>		<b>186</b>	<b>164</b>	Accrued expenses and prepaid income		77	79
<b>ASSETS</b>	58	<b>17,816</b>	<b>12,203</b>	<b>Total current liabilities</b>		<b>105</b>	<b>100</b>
				<b>EQUITY AND LIABILITIES</b>		<b>17,816</b>	<b>12,203</b>

## Parent Company statement of changes in equity Parent Company cash flow statement

SEK M	Share capital	Statutory reserve	Unrestricted equity	Total equity	SEK M	2021	2020
<b>Equity, January 1, 2020</b>	1,260	598	6,930	8,788	<b>Operating activities</b>	93	152
Repurchase of 460,000 Series B shares			-88	-88	Operating income	20	17
Compensation from subsidiaries for shares issued under employee ownership programs			16	16	Adjustments for items not included in cash flow	-7	-13
Dividend			-1,340	-1,340	<b>Cash flow from operating activities before change in working capital</b>	106	156
Share-based payments			300	300	<b>Cash flow from change in working capital</b>	-26	-1
Profit for the year <sup>1</sup>			2,976	2,976	Change in operating receivables	17	-34
<b>Equity, December 31, 2020/Equity, January 1, 2021</b>	1,260	598	8,794	10,652	<b>Cash flow from change in working capital</b>	-9	35
Repurchase of 1,048,500 Series B shares			-242	-242	<b>Cash flow from operating activities</b>	97	121
Compensation from subsidiaries for shares issued under employee ownership programs			45	45	<b>Investing activities</b>		
Dividend			-3,917	-3,917	Increase in interest-bearing receivables	-5,285	-66
Share-based payments			388	388	Sale of intangible assets	2	
Profit for the year <sup>1</sup>			10,400	10,400	<b>Cash flow from investing activities</b>	-5,283	-66
<b>Equity, December 31, 2021</b>	1,260	598	15,468	17,326	<b>Financing activities</b>		
					Net interest	-22	-28
					Dividends received	10,330	2,857
					Repayment of debt	-1,077	-1,605
					Dividend	-3,917	-1,340
					Repurchase of shares	-242	-88
					Income tax paid	5	6
					Payments from subsidiaries for employee ownership programs	109	143
					<b>Cash flow from financing activities</b>	5,186	-55
					<b>Cash flow for the year</b>	0	0
					Cash and cash equivalents, January 1	0	0
					<b>Cash and cash equivalents, December 31</b>	0	0

See also Note 60.



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## Notes, including accounting and valuation principles

Amounts in millions of Swedish kronor (SEK M) unless otherwise specified.  
 Income is reported in positive figures and expense in negative figures.  
 Both assets and liabilities are 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.

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## 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 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 there may be rounding differences 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 on February 2, 2022. 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 March 29, 2022.

### Conditions when preparing the Group's financial reports

The functional currency of the Parent Company is Swedish crowns or kronor (SEK), which is also the reporting currency of the Parent Company and of the Group. The financial reports are therefore presented in Swedish kronor. All amounts are rounded off to the nearest million, unless otherwise stated.

Preparing the financial reports in accordance with IFRS requires management to make judgments and estimates, and to make 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 judgments.

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 by management when applying IFRS with a substantial impact on the financial reports and estimates that may lead to significant adjustments in the financial reports 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 reports, 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 standards and interpretations

The Group applies the amendments in IFRS 9 Financial Instruments, IFRS 7 Financial Instruments: Disclosures and IFRS 16 Leases attributable to the Interest Rate Benchmark Reform – Phase 2. The amendments relate to financial reporting issues that arise when financial instruments are altered and these changes are attributable to the Interest Rate Benchmark Reform. The amendments provide practical relief from certain requirements in the standards. Their introduction has had no significant impact on the Group's financial reporting. See Note 6 for a more detailed description.

Skanska has decided to expand the operating segment by introducing a new business stream, Investment Properties, starting from the 2022 financial year. The new business stream will own and manage properties with the aim of generating rental income and increases in value. For accounting principles that will be applied see IAS 40 Investment Property and IFRS 16 Leases later in this note.

### Early adoption of new or revised IFRS and interpretations

There has been no early adoption of new or revised IFRS or interpretations.

### 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 property, plant and equipment used in construction and property management. Changes in the fair value of derivatives related to operations are recognized in operating income.

Selling and administrative expenses include customary administrative expenses, technical expenses and selling expenses, as well as depreciation of machinery and equipment that have been used in selling and administrative processes. Goodwill impairment losses are also reported as selling and administrative expenses.

Profit/loss from joint ventures and associated companies, after tax, is recognized separately in the income statement and is included in operating income.

Financial income and expenses are recognized divided into two items: "Financial income" and "Financial expense." Among items recognized under financial income are interest income, dividends and other financial items. Financial expense includes interest expense and other financial items. Changes in the fair 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 are allocated between current assets and non-current 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.

Cash and cash equivalents consist of cash and immediately available deposits at banks and equivalent institutions, plus short-term liquid investments with a maturity from the acquisition date of less than three months that are subject to only an insignificant risk of fluctuation in value. Checks that have been issued reduce cash and cash equivalents only when cashed. Cash and cash equivalents that cannot be used freely are reported as current assets (current receivables) if the restriction will cease within 12 months from the closing day. In other cases, cash and cash equivalents are reported as non-current assets. Cash and cash equivalents belonging to joint operations are cash and cash equivalents with restrictions if they are only permitted to be used to settle the joint operations' debts.

Assets that meet the requirements in IFRS 5 Non-current Assets Held for Sale and Discontinued Operations are accounted for as a separate item among current assets.

Note 31 shows the allocation between interest-bearing and non-interest-bearing assets.

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.

### 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 equity. Proceeds from the divestment of shares are recognized as an increase in equity. Any transaction costs are recognized directly in equity.

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*Note 1. Consolidated accounting and valuation principles, cont.*

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 are allocated between current liabilities and non-current liabilities. Recognized as current liabilities are 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, non-interest-bearing liabilities, such as trade accounts payable and accrued employee 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 can be 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 company 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. 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. Under IFRS 10, a controlling interest exists when the investor has power over the business, or when it has rights to or is exposed to variable returns from its involvement with the investment holding and has the ability to affect those returns through its power over the investment holding. If, on the acquisition date, a subsidiary meets the conditions to be classified as held for sale in accordance with IFRS 5, it is reported according to that accounting standard.

The sale of a portion of a subsidiary is recognized as a separate equity transaction when the transaction does not result in a loss of controlling interest. If control of an operating Group company ceases, any remaining holding is to be recognized at fair value. Non-controlling interests may be recognized as a negative amount if a partly-owned subsidiary is operating at a loss.

Acquired companies are consolidated from the quarter within which the acquisition takes place. In a corresponding manner, divested companies are consolidated up to and including the final quarter before the divestment date. Intra-Group receivables, liabilities, revenue and expenses are eliminated in their entirety when the consolidated financial statements are prepared.

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 losses do not correspond to an impairment loss.

Goodwill attributable to foreign operations is expressed in local currency. Translation to SEK is in accordance with IAS 21. Information on goodwill is provided in Note 18.

**IFRS 3 Business Combinations**

This accounting standard deals with business combinations, which are mergers of separate entities or operations. If the acquisition does not relate to business operations, as is normally the case when acquiring 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.

Acquisitions of businesses, regardless of whether the acquisitions are of holdings in another company or a direct acquisition of assets and liabilities, are recognized according to the purchase method of accounting. If the acquisition is of holdings in a company, the method involves regarding the acquisition as a transaction through which the Group indirectly acquires the assets of the subsidiary and assumes its liabilities and contingent liabilities. The cost of the acquisition recognized in the consolidated accounts is determined by means of an acquisition analysis in conjunction with the business combination transaction. The analysis establishes both the cost of the holdings or the business and the fair value of acquired identifiable assets plus the liabilities and contingent liabilities assumed. The difference between the cost of acquiring holdings in a subsidiary and the net fair value of acquired assets and of the liabilities and contingent liabilities assumed is goodwill on consolidation. If non-controlling interests remain after the acquisition, goodwill is normally calculated based only on the Group's stake in the acquired business.

Transaction costs relating to business combinations are expensed immediately. In the case of step acquisitions, previous holdings are remeasured at fair value and recognized in profit or loss when a controlling interest is achieved. Contingent consideration is recognized on the acquisition date at fair value. If the amount of the contingent consideration changes in subsequent financial statements, the change is recognized in profit or loss.

Goodwill is carried at cost less accumulated impairment losses. Goodwill is allocated among cash-generating units and subject to annual impairment testing in accordance with IAS 36.

In the case of business combinations where the cost of acquisition is below the net value of acquired assets and the liabilities and contingent liabilities assumed, the difference is recognized directly in profit or loss.

**IAS 21 The Effects of Changes in Foreign Exchange Rates**

Foreign currency transactions are translated into an entity's functional currency at the exchange rate in effect on the transaction date. Monetary assets and liabilities in foreign currency are translated to the functional currency at the exchange rate in effect on the closing day. Exchange rate differences that arise in remeasurement are recognized in profit or loss. Non-monetary assets and liabilities recognized at historic cost are translated at the exchange rate in effect on the transaction date.

Functional currency is the currency of the primary economic environment where the companies in the Group conduct their business.

**Financial statements of foreign operations**

Assets and liabilities in foreign operations, including goodwill and other consolidated surpluses and deficits, are translated to Swedish kronor at the exchange rate in effect on the closing day. Revenue and expenses in foreign operations are translated to Swedish kronor at the average exchange rate.

**Net investment in foreign operations**

Translation differences that arise in connection with translation of a foreign net investment are recognized under "Other comprehensive income." Foreign currency loans and currency derivatives for hedging of translation exposure are carried at the exchange rate on the closing day. Exchange rate differences are recognized, taking into account the tax effect, under "Other comprehensive income."

Hedging of translation exposure reduces the exchange rate effect when translating the financial statements of foreign operations to Swedish kronor. Any forward contract premium is accrued until maturity and is recognized as interest income or interest expense.

When divesting a foreign operation, the related accumulated translation differences and accumulated exchange rate differences from any currency hedges are transferred to the Group's profit or loss.

**IFRS 5 Non-current Assets Held for Sale and Discontinued Operations**

Discontinued operations constitute a portion of an entity's operations that represents a separate line of business or major operations in a geographical area and which is part of a single coordinated plan to dispose of a separate line of business or major operations in a geographical area, or constitute a subsidiary acquired exclusively with a view to resale.

Classification as discontinued operations occurs upon divestment, or at an earlier date when the operations meet the criteria to be classified as held for sale. A disposal group that is to be shut down can also qualify as discontinued operations if it meets the above criteria.

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.

No depreciation or amortization of a non-current asset takes place as long as it is classified as held for sale.

Non-current assets classified as held for sale, disposal groups and liabilities attributable to them, and discontinued operations are recognized separately in the statement of financial position.



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### IAS 28 Investments in Associates and Joint Ventures

Companies in which the Skanska Group exercises a significant but not a controlling influence, which is presumed to be the case when the Group's holding is between 20 and 50 percent of the voting power, are reported as associated companies. In addition, it is presumed that this ownership is one element of a long-term connection and that the holding will not be reported as a joint arrangement.

Associated companies are recognized according to the equity method, as are joint ventures. See IFRS 11 on joint ventures.

#### The equity method

From the date when Skanska gains a significant influence in an associated company, or a joint controlling interest in a joint venture, holdings in associated companies and joint ventures are recognized in the consolidated financial statements according to the equity method. Any difference upon acquisition between the cost of the holding and Skanska's share of the net fair value of the associated company's or joint ventures identifiable assets, liabilities and assumed contingent liabilities is recognized in accordance with IFRS 3. Under the equity method, the recognized carrying amount of the Group's interest in associated companies and joint ventures is equivalent to the Group's share of the associated company's equity, as well as goodwill on consolidation and any other remaining consolidated surpluses and deductions of internal profits. The Group's share of the associated company's or joint venture's income after tax is recognized as "income from joint ventures and associated companies" in the income statement. Any depreciation, amortization and impairment losses on acquired surpluses are taken into account. Dividends received from an associated company or joint venture reduce the carrying amount of the investment. 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 share of ownership 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 control over the holding. Note 20 B provides information about associated companies and joint ventures.

#### IFRS 11 Joint Arrangements

A joint arrangement exists when the co-owners are bound by a contractual arrangement, and the contractual arrangement gives those parties joint control of the arrangement. The joint arrangement may be either a joint operation or a joint venture. A joint operation exists where the co-owners have rights to the assets of the arrangement and obligations for the liabilities of the arrangement. A joint arrangement that is not structured through the formation of a separate company is a joint operation. Contracting projects executed in cooperation 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. Classification of a joint arrangement requires a determination of its legal form, the terms of the contractual arrangement between the co-owners and other circumstances.

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 include either holdings in or subordinated loans to a joint venture. Both are treated in the accounts as shares 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 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. A contract modification involves a change to the scope or price (or both) of a contract that has been approved by the contracting parties. A contract modification exists when the parties approve a change that either creates new or changes existing rights and responsibilities for the contracting parties. A contract modification is treated as a separate contract when the scope of the contract increases due to the addition of promised goods or services which are distinct and where the price of the contract is raised by an amount reflecting the company's stand-alone selling price for the additional goods or services promised. If the parties have not approved a contract modification the entity is to continue applying the standard for the existing contract until such time as the contract modification is approved.

Step two involves identifying the separate performance obligations in the contract. A performance obligation is a promise to the customer to transfer goods or services that are distinct, or a series of distinct goods or services that are essentially the same and follow the same model for transfer to the customer. Goods or services are distinct if the customer can benefit from the goods or services either on their own or in combination with other resources that are readily available to the customer and if the entity's promise to transfer the goods or services to the customer is separately identifiable from the other promises in the contract. Skanska's customer contracts are usually of the type that do not require categorization into two or more performance obligations.

In step three the transaction price is determined. This determination involves establishing a fixed agreed price, variable consideration, any contingent considerations, bonuses and penalties. If there is variable consideration, an estimate is made of the highest amount of revenue that will likely not require a reversal of accumulated revenue in later reporting periods. If the contract includes a significant financing component, the transaction price is to be adjusted for the effect of the time value of money. Changes to and supplementary orders in contracts that have not yet been approved by the customer do not require an increase in the transaction price in the project's estimated income upon completion. Where there is a non-cash consideration, this is measured at fair value. If a customer defers goods or services, an assessment is made as to whether it has gained control of these; if this is the case, they are recognized as non-cash revenue received from the customer.

The revenue/transaction price is allocated in step four over the separate performance obligations in the contract if more than one obligation exists. The allocated transaction price for each individual obligation is to reflect the consideration that the company is expecting to have the right to in exchange for the transfer of the promised goods or services to the customer, based on a relative, stand-alone selling price.



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Note 1. Consolidated accounting and valuation principles, cont.

Revenue is recognized in step five when the performance obligation is satisfied, either over time or at a specific point in time, and when the customer obtains control of the asset. Revenue is recognized over time when the customer simultaneously receives and consumes the benefits provided through the entity's performance, when the entity's performance creates or enhances an asset that the customer controls, or when the entity's performance does not create an asset with an alternative use for the entity and the entity also has the right to payment for its performance completed to date. If a performance obligation is not satisfied over time as stated above, the entity fulfills the obligation at a certain point in time. This takes place at the point when the customer gains control of the promised asset. Indicators for determining control can be that the entity has the right to receive payment for the asset, the customer has the legal right of ownership of the asset, the entity has transferred the physical possession of the asset, the customer has the material risks and rewards associated with ownership of the asset or the customer has accepted the asset.

Costs relating to obtaining a contract, i.e., costs the entity would not have had if it had not won the contract, are recognized as an asset only if the entity is expecting to have those expenses covered. Expenses to complete a contract that does not fall under a standard other than IFRS 15 are recognized as an asset if the expenses have a direct link to a contract or to an expected contract, if the expenses create or enhance resources that will be used to fulfill the performance obligation in the future and are also expected to be recovered. These "Assets arising from expenses to obtain or complete a contract with a customer" are included in the line item "Contract assets" and are reported in Note 9.

Contract assets and contract liabilities are recognized net of revenue recognized and invoiced amounts per project. Construction contracts often allow for invoicing in advance. Once an amount has been invoiced, a trade account receivable is recognized.

Loss contracts are expensed immediately and provisions for losses are made for the remaining work to be done and recognized in accordance with IAS 37. As stated under the heading "Segment reporting compared with IFRS reporting", a different principle is used to establish when revenue is recognized in segment reporting for the Residential Development and Commercial Property Development business streams.

The Construction business stream builds and renovates buildings, industrial facilities and infrastructure. It also executes service-related assignments, in areas such as construction services and facility operations and maintenance. This business serves both public and private customers.

A combination of contracts happens rarely, but contract modifications, such as 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 are 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 of 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.

The Residential Development business stream develops and sells new residential units, including rental units. Its customers are mainly private individuals. The basis for recognizing revenue is usually an agreement to sell a specific unit, such as a residential apartment. Contract modifications are rare, but are included in the original contract if they do occur.

The performance obligation in the Residential Development business stream is the handing over of an apartment 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 buyer. In other words, it is recognized when the buyer has taken possession of the apartment 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 work completed to date. This is due to the fact that sales contracts contain clauses that allow the buyer in certain situations to withdraw from the contract during construction without reimbursing Skanska in the manner required for the recognition of revenue over time.

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 influence 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 influence. Homes not yet transferred are recognized as current-asset properties.

In the Commercial Property Development stream Skanska initiates, develops and leases out investment holdings in the form of commercial properties, and also sells these to real estate investors.

Within this business stream the performance obligation to the customer (the property investor) is to deliver an investment holding in the form of a commercial property, usually with tenants. If legal ownership is transferred prior to the commencement of construction work, 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.

The combination of contracts rarely occurs. In some cases, Skanska also assisted the investor with renting 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 contract with the customer 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 work performed to date. Revenue is therefore normally recognized at the point in time when the property is handed over to the customer.

It is considered appropriate to recognize the sale of 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.

The PPP-portfolio includes development of hospitals, airports, roads and other necessary social structures. The accounting of these projects complies with IFRIC 12 Service Concession Arrangements, which in turn recognizes revenue in accordance with IFRS 15.

### IFRS 16 Leases

#### Skanska as a lessee

Leases, with the exception of leases with a term of 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 as well as 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 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. 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. Where the lease is not considered to exist since Skanska does not have control over the specific asset.

The lease term is the non-cancelable period of the lease, taking into consideration any extension or termination option for the contract and whether it is reasonably certain that this option will be exercised. 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



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*Note 1. Consolidated accounting and valuation principles, cont.*

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 reduction of the outstanding liability. Payments relating to rights of use 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.

In the case of sale and leaseback transactions, the seller only recognizes the gain that relates to the rights transferred to the buyer, while a right of use is recognized for the rights retained.

*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. Leases in the form of property leases are mainly entered into by Commercial Property Development. Starting from the 2022 financial year the new business stream, Investment Properties, will also generate rental income.

**IAS 16 Property, Plant and Equipment**

Property, plant and equipment are recognized as assets if it is probable that future economic benefits from them will flow to the Group and the cost of the assets can be reliably calculated. Property, plant and equipment are recognized at cost minus accumulated depreciation and any impairment losses.

Cost includes the purchase price plus expenses directly attributable to the asset in order to bring it to the location and condition to be used in the intended manner. Examples of directly attributable expenses are delivery and handling costs, installation, ownership, documents, consultant fees and legal services. Borrowing costs are included in the cost of property, plant and equipment produced by the Group. Impairment losses are applied in accordance with IAS 36.

The cost of property, plant and equipment produced by the Group includes expenditures for materials and remuneration to employees, plus other applicable manufacturing costs that are considered attributable to the asset.

Further expenditures are added to cost only if it is probable that the Group will derive future economic benefits from the asset and the cost can be reliably calculated. All other further expenditures are recognized as expenses in the period when they arise.

The decisive factor in determining when a further expenditure is added to cost is whether the expenditure is related to replacement of identified components, or parts thereof, at which time such expenditures are capitalized. In cases where a new component is created, this expenditure is also added to cost. Any undepreciated carrying amounts for replaced components, or parts thereof, are disposed of and recognized as an expense at the time of replacement. If the cost of the removed component cannot be determined directly, its cost may be estimated as the cost of the new component adjusted by a suitable price index to take into account inflation. Repairs are recognized as expenses on a continuous basis.

Property, plant and equipment that consist of parts with different useful lives are treated as separate components of property, plant and equipment. Depreciation occurs 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. Office buildings are divided into foundation and frame, with a depreciation period of 50 years, installations of 35 years, and non-weight-bearing parts of 15 years. In general, industrial buildings are depreciated over a 20-year period without allocation into different parts. 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 different parts. For other buildings and equipment, division into different components occurs only if major components with different useful lives can be identified. For other machinery and equipment, the depreciation period is normally between three and 10 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, divested, or when no further economic benefits are expected from the use or divestment of the asset.

**IAS 38 Intangible Assets**

This accounting standard deals with intangible assets. Goodwill that arises upon acquisition of companies is recognized in accordance with the rules in IFRS 3.

An intangible asset is an identifiable non-monetary asset without physical substance that is used for producing or supplying goods or services or for leasing and administration. To be recognized as an asset, it is necessary both that it be probable that future economic benefits attributable to the asset will flow to the entity and that the cost can be reliably calculated. It is especially worth noting that expenditures recognized directly in prior annual or interim reporting periods may not subsequently be recognized as an asset.

Research expenses are recognized in the income statement as they arise. 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 expensed directly. Expenses for regular maintenance and modifications of existing products, processes and systems are not recognized as development expenses. Nor is work performed on behalf of a customer recognized as development expenses.

Intangible assets other than goodwill are recognized at cost minus accumulated amortization and impairment losses. Impairment losses are applied in accordance with IAS 36.

Amortization is recognized in the income statement 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. Acquired customer contracts are amortized at the pace of completion and patents are amortized over 10 years. Investments in major computer systems are amortized over a maximum of seven years.

Further expenditures for capitalized intangible assets are recognized as an asset only when they increase the future economic benefits of the specific asset to which they are attributable.

**IAS 36 Impairment of Assets**

Assets covered by IAS 36 are tested on every closing day for indications of impairment. Exempted assets, for example inventories (including current-asset properties), assets arising when construction contracts are carried out and financial assets included within the scope of IFRS 9, are measured in accordance with the respective accounting standard.

Impairment losses are determined on the basis of the recoverable amount of assets, which is the higher of fair value less cost to sell and value in use. In calculating value in use, future cash flows are discounted using a discounting factor that takes into account risk-free interest and the risk associated with the asset. Estimated residual value at the end of the asset's useful life is included as part of value in use. For assets that do not generate cash flows that are essentially independent of other assets, the recovery value is calculated for the cash-generating unit to which the asset belongs. A cash-generating unit is the smallest group of assets that generates cash inflows that are independent of other assets or groups of 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.

Impairment of assets attributable to a cash-generating unit is allocated mainly to goodwill. After that, a proportionate impairment loss is applied to other assets included in the unit.

Goodwill impairment is not reversed. A goodwill-related impairment loss recognized in a previous interim report is not reversed in a later full-year report or interim report.

Impairment losses on other assets are reversed if there has been a change in the assumptions on which the estimate of the recoverable amount was based. An impairment loss is reversed only to the extent that the carrying amount of the asset after the reversal does not exceed the carrying amount that the asset would have had if no impairment loss had occurred, taking into account the amortization that would then have occurred.

**IAS 23 Borrowing Costs**

Borrowing costs are capitalized provided that it is probable that they will result in future economic benefits and 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

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*Note 1. Consolidated accounting and valuation principles, cont.*

When expenditures included in acquisition cost have 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.

**IAS 12 Income Taxes**

Income taxes consist of current tax and deferred tax. Income taxes are recognized in the income statement except when the underlying transaction is recognized directly under "Other comprehensive income," in which case the accompanying tax effect is also recognized there. Current tax is tax to be paid or received that is related to the year in question, applying the tax rates that have been decided or have effectively been decided as of the closing day; this also includes adjustment of current tax attributable to earlier periods.

Deferred tax is calculated according to the balance sheet method based on temporary differences arising between reported and fiscal values of assets and liabilities. The amounts are calculated based on how the temporary differences are expected to be settled and by applying the tax rates and tax rules that have been decided or announced as of the closing day. The following temporary differences are not taken into account: for a temporary difference that has arisen upon initial recognition or goodwill, the initial recognition of assets and liabilities that are not business combinations and which, on the transaction date, affect neither recognized profit nor taxable profit. Also not taken into account are temporary differences attributable to shares in subsidiaries and associated companies that are not expected to be reversed in the foreseeable future. Offsetting of deferred tax assets against deferred tax liabilities occurs when there is a right to settle current taxes between companies.

Deferred tax assets related to deductible temporary differences and loss carryforwards are recognized only to the extent it is likely that they can be utilized. The value of deferred tax assets is reduced when it is no longer considered probable that they can be utilized.

**IAS 2 Inventories**

Aside from customary inventories of goods, the Group's current-asset properties are also encompassed by this accounting standard. Both current-asset properties and inventories of goods are measured item by item in accordance with the lowest cost principle, which means that a property or item is measured either by its acquisition 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.

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 expenditures that have arisen from 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.

Except for properties that are used in Skanska's own business, 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 the shares have been taken over by Skanska.

Current-asset properties are divided up between Commercial Property Development and Residential Development. They are also categorized as "Development properties," "Properties under construction" or "Completed properties."

Note 22 provides information about these properties.

Before impairment losses, properties both completed and 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 4.5.

Information on customary inventories of goods is provided in Note 23.

**IAS 37 Provisions, Contingent Liabilities and Contingent Assets**

**Provisions**  
A provision is recognized when the Group has a legal or informal obligation as a result of a past event, and it is probable that an outflow of economic resources will be required to settle the obligation and a reliable estimate of the amount can be made.

Skanska makes provisions for future expenses relating to warranty obligations according 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.

Loss 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.

Provisions for restructuring charges are recognized when a detailed restructuring plan has been adopted and the restructuring has either begun or been publicly announced.

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**

Contingent liabilities are possible obligations arising from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more future events not wholly within the control of the company. Also reported as contingent liabilities are obligations arising from past events that have not been recognized as a liability because it is not likely that an outflow of resources will be required to settle the obligation, or the size of the obligation cannot be estimated with sufficient reliability.

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. Tax cases, court proceedings and arbitration are not included in contingent liability amounts. Instead, a separate description is provided.

In connection with contracting assignments, security 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.

**Contingent assets**

Contingent assets are possible assets arising from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the company.

In the Group's construction operations, claims for additional compensation from the customer are not uncommon. If the right to additional compensation is confirmed, this affects the valuation of the project when reporting in accordance with IFRS 15. As for claims that have not yet been confirmed, it is not practicable to provide information about these, unless there is an individual claim of substantial importance to the Group.

**Assets pledged**

Shares in joint ventures within the PPP-portfolio business stream are reported as assets pledged when the shares in the project company, which may be directly owned by Skanska or owned via an intermediate holding company, are pledged as collateral for loans from banks or lenders other than the co-owners.

Note 33 provides information about assets pledged.

**IAS 19 Employee Benefits**

This accounting standard makes a distinction between defined-contribution and defined-benefit pension plans. Defined-contribution pension plans are defined as plans in which the company pays fixed contributions into a separate legal entity and has no obligation to pay further contributions, even if the legal entity does not have sufficient assets to pay all employee benefits relating to their service until the closing day. Other pension plans are defined-benefit plans. 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 to be calculated according to the projected unit credit



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method. The purpose is to recognize expected future pension disbursements as expenses in a way that yields more uniform expenses over the employees 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 the income statement refer to the pension expense and return estimated on January 1. The return on plan assets is calculated using the same interest rate as is used to discount the pension obligations. Any differences compared to actual pension expense and actual return, as well as effects of changed assumptions, together constitute remeasurement and are reported in "Other comprehensive income."

If the terms of a defined-benefit plan are significantly amended, or the number of employees covered by a plan is significantly reduced, a curtailment occurs. Obligations are recalculated according to the new conditions. The effect of the curtailment is recognized in profit or loss.

When there is a difference between how pension expense is determined in a legal entity and the Group, a provision or receivable is recognized for the difference for taxes and social insurance contributions based on the company's pension expenses. The provision or receivable is not calculated at present value, since it is based on present-value figures. Deferred taxes and social insurance contributions on remeasurements are recognized under "Other comprehensive income."

Obligations related to contributions to defined-contribution plans are recognized as expenses in the income statement as they arise.

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.

A provision is recognized in connection with termination of employees' employment only if the company is obligated through its own detailed formal termination plan – and there is no realistic possibility of annulling the plan – to end employment before the normal date, or when benefits are offered in order to encourage voluntary resignation. In cases where the company terminates employees' employment, the provision is calculated on the basis of a detailed plan that includes at least the location, function and approximate number of employees affected, as well as the benefits for each job category or position and the time at which the plan will be implemented.

Only an insignificant percentage of the Group's defined-benefit pension obligations were financed by premiums to the retirement insurance company

Alecta. Since the required figures cannot be obtained from Alecta, these pension obligations are reported as a defined-contribution plan. Since the same conditions apply to the AFP plan in Norway, this is also reported as a defined-contribution plan.

**IFRS 2 Share-based Payment**

The Sep 4 and Sep 5 employee ownership programs are recognized as share-based payment 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) and expected fulfillment of targets. This value is allocated over the respective vesting period. After the fair value is established, there is no reappraisal 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.

**Social insurance contributions**

Social insurance contributions that are payable in connection with share-based payments are reported in accordance with statement IFR 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 Report of the Directors 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.

**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 Sep 4 and Sep 5 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 24 Related Party Disclosures**  
According to this accounting standard, information must be provided about transactions and agreements with related companies and physical persons. In the consolidated financial statements, intra-Group transactions fall outside this reporting requirement. Notes 36, 37 and 39 provide disclosures in accordance with the accounting standard. With respect to the Parent Company, this information is provided in Notes 61 and 62.

**IAS 40 Investment Property**

Starting from the 2022 financial year the Group will own investment properties that will be covered by this reporting standard.

Investment properties are properties that are owned for the purpose of generating rental income and increases in value.

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 reported net on a separate line in the income statement.

A previous current-asset property or a property used in the Group's own operations will be 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 9 Operating Segments**

According to this standard, an operating segment is a component of the Group carrying out business operations whose operating income is evaluated regularly by the Group's highest executive decision-maker and about which separate financial information is available.

Skanska's operating segments consist of its business streams: Construction, Residential Development and Commercial Property Development.

The Group Leadership Team is the Group's highest executive 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. 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

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*Note 1. Consolidated accounting and valuation principles, cont.*

ventures within Residential Development operations 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 Group Leadership Team 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. Acquisition goodwill has been reported in the operating segment to which it relates.

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.

In addition to information about operating segments, Note 4 provides disclosures on external revenue for the entire Group and disclosures on the allocation of certain assets divided by countries with more than 10 percent of the Group's total items.

**IAS 10 Events After the Reporting Period**

Events after the end of the reporting period may, in certain cases, confirm a situation that existed on the closing day. Such events are taken into account when the financial reports are prepared. Information is provided about other events that occur after the closing day and before the financial report is signed if the omission of such information would affect the ability of a reader to make an accurate assessment and a sound investment decision.

Such information is provided in Note 41.

**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. A regular way purchase or sale of financial assets is recognized in and derecognized from the statement of financial position using trade date accounting. A financial asset is derecognized from the statement of financial position when the contractual rights to cash flows from the financial asset expire or when the entity transfers the contractual rights to receive cash flows from the financial asset or retains the contractual rights to receive cash flows, but assumes a contractual obligation to pay cash flows to one or more recipients. A financial liability is derecognized from the statement of financial position only when the contractual obligation is fulfilled, canceled or expires.

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 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 as 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; and  
 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 as contingent consideration is thereafter measured at fair value with changes recognized through profit or loss).

An entity is only entitled to reclassify all relevant financial assets when the entity changes its business model for managing financial assets. Reclassification of financial liabilities is not permitted.

Financial assets and liabilities are initially measured at fair value plus or minus transaction costs upon acquisition of a financial asset or financial liability, for a financial asset or financial liability that is not measured at fair value through profit or loss. Trade receivables that do not contain a significant financing component are measured upon initial recognition, financial assets are measured at amortized cost, fair value through other comprehensive income or fair value through profit or loss. Subsequent measurement of financial liabilities is at amortized cost or fair value through profit or loss.

An entity is to apply the impairment requirement to expected credit losses on financial assets and a loss provision for these is to be recognized as a deduction from the asset. On every closing day the loss provision is to be equivalent to an amount reflecting the expected credit losses for the remaining time until maturity if the credit risk has increased significantly since it was initially recognized. If the credit risk has not increased significantly since it was first recognized, the loss provision is to be equivalent to 12 months of expected credit losses. For trade receivables, contractual assets and lease receivables, the loss provision is always to be at an amount equivalent to the remaining time to maturity. An entity is to 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. A derivative that is measured at fair value through profit or loss can be identified as a hedging instrument. A financial asset or liability that is not a derivative measured at fair value through profit or loss can be identified as a hedging instrument unless it is a financial liability identified as measured at fair value through profit or loss for which the amount of the change in fair value arising from changes in credit risk for the liability is recognized in other comprehensive income. In hedge accounting, only contracts with an external party outside the Group can be identified as hedging instruments. A hedged item may be a recognized asset or liability, an unrecognized binding commitment, a highly likely forecast transaction or a net investment in foreign operations. A hedging relationship only qualifies for hedge accounting when the following criteria have been met: the hedging relationship consists only of eligible hedging instruments and eligible hedged items; there is a formal designation and documentation for the hedging relationship and the entity's risk management objective and strategy for undertaking the hedge; and the effectiveness requirement for the hedge has been met. The effectiveness requirement is met when there is an economic relationship between the hedged item and the hedging instrument, the effect of credit risk does not dominate the value changes that result from the economic relationship, and the hedge ratio of the hedging relationship is the same as the ratio between the quantity of the hedged item that the entity actually hedges and the quantity that the entity actually uses to hedge that quantity of hedged items.

Skanska uses hedge accounting for cash flow hedging 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

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## Note 1. Consolidated accounting and valuation principles, cont.

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.

A cash flow hedge is recognized as follows:

- the separate component in equity, cash flow hedge reserve, which is linked to the hedged item is to be adjusted to the lower of the following: the cumulative gains or losses from the hedging instrument from the date the hedge was entered into, or the cumulative change in fair value for the hedged item from the date the hedge was entered into;
- the portion of the gain or loss for a hedging instrument that has been determined to be an effective hedge is recognized in other comprehensive income;
- the remaining gain or loss for the hedging instrument is hedging ineffective-ness that is to be recognized through profit or loss;
- the amount accumulated in the cash flow hedge reserve derived from the cash flow hedged in accordance with a) is to be recognized as follows:
  - if a hedged forecast transaction subsequently leads to recognition of a non-financial asset or liability, or a hedged forecast transaction for a non-financial asset or liability becomes a binding commitment for which hedge accounting of fair value is used, the entity is to deduct this from the reserve originating from the cash flow hedge and include it directly in the initial cost or other recognized value for the asset or liability;
  - for all cash flow hedges except those covered by i) this amount is to be reclassified from the reserve originating from the cash flow hedge to profit or loss as a reclassification adjustment in the same period or periods during which the hedged expected future cash flows affect profit or loss;
  - if this amount is a loss and an entity is expecting all or part of the loss not to be recovered during one or more future periods, the amount not expected to be recovered is to be immediately reclassified to profit or loss as a reclassification adjustment.

Hedging of net investments in foreign operations, including a hedge of a monetary item that is recognized as part of a net investment, is to be recognized in a similar way to cash flow hedges: the portion of the gain or loss for the hedging instrument that is determined to be an effective hedge is to be recognized through other comprehensive income, and the remainder is to be recognized through profit or loss. The cumulative gain or loss for the hedging instrument that is attributable to the effective portion of the hedge and that has accumulated in the currency translation reserve is to be reclassified from equity to profit or loss upon disposal or partial disposal of the foreign operations.

### IFRS 7 Financial Instruments: Disclosures

The company provides disclosures that enable the evaluation of the significance of financial instruments for its financial position and performance. The disclosures also enable an evaluation of the nature of financial instruments and risks associated with them to which the company has been exposed during the period and is exposed to at the end of the reporting period. These disclosures also provide a basis for assessing how these risks are managed by the company. This standard supplements the principles for recognizing, measuring and classifying financial assets and liabilities in IAS 32 and IFRS 9. The standard applies to all types of financial instruments, with the primary exception of holdings in subsidiaries, associated companies and joint

ventures, as well as obligations for employee benefit plans in accordance with IAS 19, such as pension plans. The disclosures that are provided thus include accrued interest income, deposits and accrued interest expense. Accrued income relating to contracting assignments is not a financial instrument.

The disclosures provided are supplemented by reconciliation with other items in the income statement and in the statement of financial position.

Disclosures in accordance with this accounting standard are presented in Note 6.

### IAS 20 Accounting for Government Grants and Disclosure of Government Assistance

"Government assistance" refers to action by the government designed to provide an economic benefit specific to one company or a category of companies that qualify based on certain criteria. Government grants are assistance from the government in the form of transfers of resources to a company in return for past or future compliance with certain conditions relating to its operations.

Government grants are recognized as prepaid income or a reduction of an investment when there is reasonable assurance that the grants will be received and that the Group will meet the criteria for receiving the grant.

### 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 employees.

Disclosures on the number of employees, gender distribution and distribution among countries are provided in Note 36. The 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 Notes 36 and 37.

In addition to board members and the 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 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.

The Saop 4 and Saop 5 employee ownership programs are recognized as share-based payment 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.

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## Note 2. Key estimates and judgments

### Key estimates and judgments

The Group Leadership Team has discussed with the Board and the 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.

Some important accounting-related estimates that were made when applying the Group's accounting principles are described here.

#### Covid-19

Covid-19 and its effects on real economies are creating uncertainty and risks that will last for a while. Skanska acted quickly and resolutely to protect the employees, the company and the balance sheet. Despite the pandemic the Construction and Project Development operations remained stable in 2021. Skanska does not believe that Covid-19 will affect the Group's ability to operate in the future; in other words, the Group is still presumed to be a going concern.

#### Goodwill impairment testing

When calculating the recoverable amount of cash-generating units to determine if there is any goodwill impairment, several assumptions about future conditions and estimates of parameters have been made. These are presented in Note 18. As understood from the description in this note, important changes in the basis for these assumptions and estimates might have a substantial effect on the value of goodwill.

#### 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 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

Although management's best judgment is used in reporting disputed amounts, the actual future outcomes may deviate from the judgment made. See Note 33 and Note 29.

### Investments in the PPP-portfolio

The estimated investment amounts are presented in Note 20 B. Estimated market value is based on discounting anticipated cash flows for each respective investment. Estimated yield requirements on investments of this type have been used as discount rates. Changes in anticipated cash flows, which in a number of cases extend 20–30 years into the future, and/or changes in yield requirements, may materially affect both estimated values and carrying amounts for each investment. The risk of a significant impact is gradually reduced as the number of projects declines.

### Current-asset properties

The stated combined market value in Note 22 is calculated on the basis of prevailing price levels in the respective location of the individual properties. Changes in the supply of similar properties, as well as changes in demand due to changed yield requirements, may materially affect both estimated market values and carrying amounts for each property.

In Commercial Property Development, the estimated market value for ongoing projects is assessed for each property once it is completed and fully occupied. In Residential Development the supply of capital and the price of capital for financing home buyers' investments are critical factors. The market 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. The accounting principle applied to the sale of properties via the divestment of companies is stated in Note 1.

### 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 human resources 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 the changes in accounting principles have been reported for the year or for the comparative year.

## Note 4. Operating segments

Skanska's operations consist of Construction, Residential Development and Commercial Property Development and these constitute Skanska's operating segments. These business streams coincide with Skanska's operational organization used by the Group Leadership Team to monitor operations. The Group Leadership Team is also Skanska's chief operating decision maker.

Each business stream carries out distinct types of operations associated with different risks. 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. The construction assignments are performed by construction units in the Construction business stream in each respective market.

Commercial Property Development initiates, develops, leases and divests commercial property projects. Project Development focuses on office buildings, retail and logistics properties. Construction assignments are performed in most markets by Skanska's Construction segment. Construction assignments are performed by the construction units where Skanska has construction operations. Intra-Group pricing between operating segments occurs on market terms.

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.

### Revenue and expenses by operating segment

Each business stream has operating responsibility for its income statement down through "operating income."

### Assets and liabilities by operating segment

Each business stream has operating responsibility for its capital employed. The capital employed by each business stream consists of its total assets minus tax assets and intra-Group 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.

Acquisition goodwill has been reported in the business stream to which it belongs.

Cash flow by segment is presented as a separate statement. Consolidated operating cash flow statement and change in interest-bearing net receivables.



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Note 4. Operating segments, cont.

2021	Construction	Residential Development	Commercial/Property Development	Total operating segments	Central Eliminations	Total segments	Difference in accounting principles	Total IFRS
External revenue	122,355	14,377	10,631	147,363	213	147,576	-3,712	143,865
Revenue from internal customers	10,232	471	10,703	395	-11,097			
<b>Total revenue</b>	<b>132,587</b>	<b>14,377</b>	<b>11,102</b>	<b>158,066</b>	<b>608</b>	<b>147,576</b>	<b>-3,712</b>	<b>143,865</b>
Cost of sales	-121,901	-11,670	-7,147	-140,717	-621	-130,258	2,102	-128,156
<b>Gross income</b>	<b>10,687</b>	<b>2,707</b>	<b>3,955</b>	<b>17,349</b>	<b>-13</b>	<b>17,318</b>	<b>-1,609</b>	<b>15,709</b>
Selling and administrative expenses	-5,709	-727	-784	-7,220	-645	-7,865		-7,865
Income from joint ventures and associated companies	35	93	128	356	8	379	70	449
<b>Operating income</b>	<b>5,013</b>	<b>1,980</b>	<b>3,264</b>	<b>10,256</b>	<b>-415</b>	<b>9,832</b>	<b>-1,539</b>	<b>8,293</b>
of which depreciation/amortization	-2,469	-23	-86	-2,578	-90	-2,669		-2,669
of which impairment losses/reversals of impairment losses								
Goodwill	-53			-53		-53		-53
Other assets	-34	-36	-175	-245		-245		-245
of which gains from sale of commercial properties			3,928	3,928	239	4,167	-661	3,506
of which gains from sales from PPP-portfolio					4	4		4
Personnel	28,557	582	431	29,570	481	30,051		
Gross margin, %	8.1	18.8						
Selling and administrative expenses, %	-4.3	-5.1						
Operating margin, %	3.8	13.8						
Assets, of which								
Property, plant and equipment	9,872	54	409	10,335	260	10,593		10,593
Intangible assets	4,127	322	17	4,466	144	4,610		4,610
Investments in joint ventures and associated companies	287	355	122	763	1,427	2,185		2,185
Current-asset properties	57	20,371	33,272	53,700	-666	53,033		53,033
Capital employed	-7,875	14,385	32,721	39,231	27,499	66,729		66,729
Investments	-1,850	-11,488	-7,344	-20,683	-720	-20,945		-20,945
Divestments	1,034	10,766	9,961	21,762	27	21,331		21,331
<b>Net investments</b>	<b>-816</b>	<b>-722</b>	<b>2,617</b>	<b>1,079</b>	<b>-693</b>	<b>386</b>		<b>386</b>
<b>Reconciliation from segment reporting to IFRS</b>								
Revenue according to segment reporting – upon signing of contracts	132,587	14,377	11,102	158,066	608	147,576		
Plus properties sold before the period		13,868	6,012	19,880		19,880		
Less properties not yet occupied by the buyer on closing day		-17,328	-6,393	-23,721		-23,721		
Plus revenue of joint ventures in Residential Development		-247		-247		-247		
Exchange rate differences		326	52	377		377		
<b>Revenue in accordance with IFRS – handover</b>	<b>132,587</b>	<b>10,995</b>	<b>10,772</b>	<b>154,354</b>	<b>608</b>	<b>143,865</b>		
Operating income according to segment reporting – upon signing of contracts	5,013	1,980	3,264	10,256	-415	9,832		
Plus properties sold before the period		1,982	692	2,675	61	2,736		
Less properties not yet occupied by the buyer on closing day		-2,863	-1,332	-4,195	-92	-4,287		
Plus operating income of joint ventures in Residential Development		-20		-20		-20		
New intra-Group profits				0		0		
Exchange rate differences		56	10	67		67		
<b>Operating income according to IFRS – handover</b>	<b>5,013</b>	<b>1,135</b>	<b>2,635</b>	<b>8,783</b>	<b>-415</b>	<b>8,293</b>		

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<b>2020</b>									
External revenue		130,301	13,057	14,900	158,258	348	158,606	1,738	160,344
Revenue from internal customers		10,182	13	83	10,278	22	0		0
<b>Total revenue</b>		<b>140,483</b>	<b>13,070</b>	<b>14,983</b>	<b>168,536</b>	<b>370</b>	<b>158,606</b>	<b>1,738</b>	<b>160,344</b>
Cost of sales		-131,140	-10,892	-10,282	-152,314	-283	-142,236	-1,221	-143,457
<b>Gross income</b>		<b>9,343</b>	<b>2,178</b>	<b>4,701</b>	<b>16,222</b>	<b>86</b>	<b>16,370</b>	<b>517</b>	<b>16,887</b>
Selling and administrative expenses		-5,852	-635	-796	-7,283	-986	-8,269		-8,269
Income from joint ventures and associated companies		37		-8	29	3,730	3,759	256	4,015
<b>Operating income</b>		<b>3,528</b>	<b>1,543</b>	<b>3,897</b>	<b>8,968</b>	<b>2,830</b>	<b>11,860</b>	<b>773</b>	<b>12,633</b>
of which depreciation/amortization		-2,759	-27	-74	-2,860	-85	-2,945		-2,945
of which impairment losses/reversals of impairment losses									
Other assets		-7	-44	-282	-333	-63	-393		-393
of which gains from sale of commercial properties				4,750	4,750	359	5,109	868	5,977
of which gains from sales from PPP-portfolio						4,054	4,054		4,054
Personnel		30,944	571	445	31,961	502	32,463		
Gross margin, %		6.7	16.7						
Selling and administrative expenses, %		-4.2	-4.9						
Operating margin, %		2.5	11.8						
Assets, of which									
Property, plant and equipment		9,999	70	457	10,526	227	10,746		10,746
Intangible assets		3,985	301	16	4,301	182	4,484		4,484
Investments in joint ventures and associated companies		263	475	218	956	745	1,689		1,689
Current-asset properties		56	17,385	31,055	48,496	-569	47,927		47,927
Capital employed		-5,270	13,608	30,906	39,244	21,885	61,129		61,129
Investments		-1,503	-10,420	-9,777	-21,699	-89	-21,685		-21,685
Divestments		314	11,710	16,988	29,013	5,296	34,193		34,193
<b>Net investments</b>		<b>-1,189</b>	<b>1,291</b>	<b>7,211</b>	<b>7,314</b>	<b>5,208</b>	<b>12,508</b>		<b>12,508</b>
<b>Reconciliation from segment reporting to IFRS</b>									
Revenue according to segment reporting – upon signing of contracts		140,483	13,070	14,984	168,537	369	158,606		160,344
Plus properties sold before the period			9,285	9,285	22,805	-30	22,775		22,775
Less properties not yet occupied by the buyer on closing day			-13,868	-6,012	-19,880		-19,880		-19,880
Plus revenue of joint ventures in Residential Development				0	-594	23	-571		-571
Exchange rate differences			-466	-119	-586		-586		-586
<b>Revenue in accordance with IFRS – handover</b>		<b>140,483</b>	<b>11,661</b>	<b>18,138</b>	<b>170,282</b>	<b>369</b>	<b>160,344</b>		<b>160,344</b>
Operating income according to segment reporting – upon signing of contracts		3,528	1,543	3,897	8,968	2,830	11,860		12,633
Plus properties sold before the period			2,001	1,492	3,493	35	3,528		3,528
Less properties not yet occupied by the buyer on closing day			-1,982	-692	-2,675	-61	-2,736		-2,736
Plus operating income of joint ventures in Residential Development			23	23	23	23	23		23
New intra-Group profits						24	24		24
Exchange rate differences			-71	-18	-89	24	-65		-65
<b>Operating income according to IFRS – handover</b>		<b>3,528</b>	<b>1,514</b>	<b>4,678</b>	<b>9,721</b>	<b>2,830</b>	<b>12,633</b>		<b>12,633</b>

Note 4. Operating segments, cont.

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Note 4. Operating segments, cont.

### External revenue in accordance with IFRS by geographical area

	Sweden		UK		USA		Norway		Other <sup>1</sup>		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Construction	27,280	28,030	14,123	16,864	53,438	59,697	13,873	12,475	13,642	13,259	122,355	130,325
Residential Development	5,240	5,964					1,697	1,086	4,058	4,597	10,995	11,648
Commercial Property Development	2,743	5,142			2,359	8,231	6	17	5,193	4,636	10,301	18,025
Central and Eliminations	177	308			36	39					213	347
<b>Total operating segments</b>	<b>35,440</b>	<b>39,444</b>	<b>14,123</b>	<b>16,864</b>	<b>55,833</b>	<b>67,967</b>	<b>15,576</b>	<b>13,578</b>	<b>22,893</b>	<b>22,492</b>	<b>143,865</b>	<b>160,344</b>

<sup>1</sup> No geographical area with revenue accounting for 10 percent or more of the Group's total revenue is included.

The Group has no customers that account for 10 percent or more of its revenue.

### Non-current assets and current-asset properties by geographical area

	Property, plant and equipment		Intangible assets		Investments in joint ventures and associated companies		Current-asset properties	
	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020
Norway	2,749	2,278	1,293	1,204	40	51	4,256	3,923
Czech Republic	723	707	89	101	80	83	1,678	1,406
Poland	157	198	3	5			1,536	1,488
Sweden	2,404	2,687	778	876	1,214	1,391	16,097	13,613
UK	1,118	1,317	1,364	1,229	48	23	2,581	1,659
USA	2,565	2,567	537	533	673	134	10,556	8,935
Other <sup>1</sup>	877	992	545	536	130	6	16,329	16,904
	<b>10,593</b>	<b>10,746</b>	<b>4,610</b>	<b>4,484</b>	<b>2,185</b>	<b>1,489</b>	<b>53,034</b>	<b>47,928</b>

<sup>1</sup> No geographical area with revenue accounting for 10 percent or more of the Group's total items is included.

### 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 2021 or 2020. At the end of both 2021 and 2020, there were no non-current assets that under IFRS 5 are to be recognized as current assets and specified as assets held for sale.

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## 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.

Skanska's contract assets and contract liabilities are not recognized as a financial instrument and the risk associated with these receivables and liabilities is thus not reported in this note either.

Risks in partly-owned joint venture companies in the PPP-portfolio are managed within each respective joint venture company. Skanska's aim is to ensure that financial risk management within these companies is equivalent to that which applies 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 company. This risk is managed using long-term interest rate swaps. These holdings are recognized according to the equity method of accounting. As a result, the financial instruments in each joint venture company are included under the item "Income from joint ventures and associated companies." Disclosures on financial instruments in joint ventures and associated companies are not included in the following disclosures.

### Financial risk management

Through its operations, aside from business risk, Skanska is exposed to various financial risks such as credit risk, liquidity risk and market risk. These risks are associated with the Group's reported financial instruments such as cash and cash equivalents, interest-bearing receivables, trade accounts receivable, trade accounts payable, borrowings and derivatives.

### Objectives and policy

The Group endeavors to achieve a systematic assessment of both financial and 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 Group Leadership Team, Skanska Financial Services (Skanska's Group Function for financial services) and the business units.

Within the Group, Skanska Financial Services has operational responsibility for securing Group financing and for managing liquidity, financial assets and financial liabilities. A centralized financial unit enables Skanska to take advantage of economies of scale and synergies.

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 is risk relating to trade accounts receivable.

**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 bank account balances 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. As of the end of the year the surplus funds were primarily invested with larger banks with a global presence, mainly from the Nordic region, Europe, USA and Japan, and in short-term interest-bearing instruments and money market funds. Skanska currently uses around 10 banks for derivative transactions.

Maximum exposure is equivalent to the fair value of the assets and amounts to SEK 31,500 M (28,827).

The average maturity of interest-bearing assets amounted to 0.3 years (0.1) as of December 31, 2021. The Group's financial interest-bearing assets as of December 31, 2021, 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 provision for these assets is based on 12 months of expected credit losses.

Interest-bearing assets and derivatives	Dec 31, 2021	Dec 31, 2020
Maximum exposure in outstanding receivables	31,500	28,827
of which derivatives	63	197
Less adjustment from fair value	-33	-1
Loss provision for expected credit losses in accordance with IFRS 9	-11	-36
<b>Carrying amount</b>	<b>31,457</b>	<b>28,790</b>

Change in impairment losses on interest-bearing assets and derivatives	2021	2020
January 1	36	21
Adjustment less provision in accordance with IFRS 9	-25	15
<b>December 31</b>	<b>11</b>	<b>36</b>

**Customer credit risk – risk in trade accounts receivable**  
Customer credit risk is managed using the Skanska Group's common 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 accounts receivable 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.

The impairment loss on trade accounts receivable amounts to SEK 324 M (363), of which SEK 115 M (129) is for the loss provision for expected credit losses according to IFRS 9.

Trade accounts receivable	Dec 31, 2021	Dec 31, 2020
Outstanding receivables	15,187	13,642
Impairment losses	-324	-363
<b>Carrying amount</b>	<b>14,863</b>	<b>13,279</b>

### Change in impairment losses, trade accounts receivable

	2021	2020
January 1	363	379
Impairment losses for the year	10	95
Reversals of impairment losses	-48	-34
Impairment losses settled	-11	-58
Exchange rate differences	10	-19
<b>December 31</b>	<b>324</b>	<b>363</b>

### Risk in other operating receivables including shares

Other financial operating receivables consist of receivables for properties divested, accrued interest income, deposits etc.

On the closing day no operating receivables were past due and there were no impairment losses.

Holdings with less than 20 percent of voting power in a company are reported as shares. Their carrying amount is SEK 37 M (43).

Other financial operating receivables are reported by time interval with respect to when the amounts fall due in the future.

	Dec 31, 2021	Dec 31, 2020
Due within 30 days	9	99
Due in over 30 days but within one year	186	10
Due after one year	10	109
<b>Total</b>	<b>206</b>	<b>109</b>



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Note 6. Financial instruments and financial risk management, cont.

**Liquidity and refinancing risk**

Liquidity and refinancing 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.

**Funding**

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 2021 two bilateral backup facilities of SEK 500 M and EUR 50 M respectively matured, both having a maturity of one year with the option to extend for a further year. The option to extend was not exercised.

A bilateral loan of USD 65 M from Svensk Exportkredit matured during the year. Due to the strong liquidity situation, the maturing loan was not refinanced.

At the end of the year the central debt portfolio amounted to SEK 3.3 billion (3.7). The unutilized credit facilities of SEK 6.6 billion (7.5) in combination with interest-bearing net receivables excluding cash and cash equivalents with restrictions, lease liabilities and net pension liabilities of SEK 17.7 billion (16.0) ensure that the Group has sufficient financial capacity.

Company	Maturity	Currency	Limit in currency	Dec 31, 2021		Dec 31, 2020	
				Limit in SEK	Utilized	Limit in SEK	Utilized
<b>Market funding programs</b>							
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		8,000	500
			14,000	14,000		14,000	500
<b>Committed credit facilities</b>							
Syndicated bank loan							
	2024	SEK/EUR/USD/GBP	EUR 600 M	6,143		6,033	
	2021	SEK	SEK 500 M			500	
	2021	EUR	EUR 50 M			503	
	2021	USD	USD 65 M			533	533
	2023	USD	USD 50 M	453		409	409
	2024	USD	USD 50 M	453		409	409
	2024	USD	USD 100 M	905		818	818
	2025	EUR	EUR 50 M	511		502	502
	2027	EUR	EUR 50 M	511		502	502
			448	9,424		433	3,174
				2,833		10,642	

At year-end the Group's unutilized confirmed credit facilities amounted to SEK 6,591 M (7,468).

**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 confirmed credit facilities amounted to SEK 18 billion (27), of which SEK 15 billion (23) is, or is expected to be, available within one week.

The Group's policy is for the central borrowing 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, 2021 the average maturity of the borrowing portfolio was 2.5 years (3.1), 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 following table. For lease liabilities the future payments are in undiscounted amounts.

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Note 6. Financial instruments and financial risk management, cont.

## Dec 31, 2021

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	8,622	8,878	16	4,828	3,495
Derivatives: Currency forward contracts		-10,688	-9,959	-729	
Derivatives: Interest rate swaps	131	10,811	10,074	737	
		-2	-1	-1	
	1	3		3	
Lease liabilities	6,960	26,748	284	733	2,697
Trade accounts payable	12,426	12,426	12,426		
Other operating liabilities	367	367	261	83	23
<b>Total</b>	<b>28,507</b>	<b>48,543</b>	<b>13,101</b>	<b>5,654</b>	<b>6,215</b>

## Dec 31, 2020

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	8,417	8,651	19	4,701	3,317
Derivatives: Currency forward contracts		-4,180	-3,534	-569	-77
Derivatives: Interest rate swaps	88	4,268	3,618	569	81
		3	1	1	1
Lease liabilities	7,233	25,972	299	807	2,883
Trade accounts payable	9,649	9,649	9,649		
Other operating liabilities	531	531	429	59	43
<b>Total</b>	<b>25,920</b>	<b>44,894</b>	<b>10,481</b>	<b>5,568</b>	<b>6,248</b>

The average maturity for interest-bearing liabilities and unutilized committed credit facilities was 1.8 years (2.1).

### 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 foreign 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 taxes. For interest rate risk related to pensions, see Note 28.

The Group's cash flow risk must not exceed SEK 150 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 at year-end, an average increase in the market interest rate of one percentage point from the level at the end of the year would result in an estimated positive effect on the Group's financial items of around SEK 143 M (190) for the coming 12-month period. The deviation as of December 31, 2020 is an approved temporary effect due to receipts from the sale of two large project holdings in the USA, 2-U and Elizabeth River Crossings, at the end of the year.

The average fixed interest period for all of the Group's interest-bearing assets was 0.2 years (0.03), taking derivatives into account. The interest rate for these was 0.22 percent (0.1) at year-end. Of the Group's total interest-bearing financial assets, after taking into account derivatives, 72 percent (49) carry fixed interest rates and 28 percent (51) 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 0.0 (0.2) years. The interest rate for interest-bearing liabilities amounted to 1.42 (1.43) percent at year-end. Taking into account derivatives, the interest rate was 0.49 (1.09) percent. Of total interest-bearing financial liabilities, after taking into account derivatives, 4 (7) percent carry fixed interest rates and 96 (93) percent variable interest rates.

As of December 31, 2021 there was one outstanding interest rate swap contract amounting to a nominal SEK 300 M (500), which was entered into in order to swap part of the Group's borrowing from variable to fixed interest. In addition, there were five outstanding interest rate swap contracts amounting to a nominal SEK 4,500 M (0), which were entered into in order to swap parts of the Group's investments from variable to fixed interest.

Hedge accounting is applied for interest rate swaps with terms that match the hedged loan with respect to nominal amounts, reference interest rate, 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, 2021 Skanska has no outstanding interest rate swap contracts for which hedge accounting is applied. The fair value of interest rate swaps for which hedge accounting is not applied totaled SEK -1M (-3) on December 31, 2021. For these interest rate swaps, changes in fair value are recognized through profit or loss.

There were also interest rate swap contracts in partly owned joint venture companies and hedge accounting is applied for all of these.

### Interest Rate Benchmark Reform (IBOR reform)

Skanska has continually monitored the reform work and has projects in progress to manage the transition to alternative reference interest rates. This work has included identifying which products, contracts and IT systems are affected, the impact on risk measurement and measurement of financial instruments, and also which measures need to be taken.

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*Note 6. Financial instruments and financial risk management, cont.*

As of December 31, 2021 Skanska has three outstanding bilateral loans totaling USD 200 M with USD LIBOR as the reference interest rate, of which USD 50 M matures before USD LIBOR ends. For the other two loans it is planned that the transition to a risk-free reference interest rate (SOFR) will take place in conjunction with publication of the cessation of USD LIBOR. The effects of changes in contractual cash flows as a result of USD LIBOR being replaced by the risk-free reference interest rate are not expected to impact the financial reporting.

Skanska is applying the relief rules in IFRS 9 relating to the IBOR reform in respect of hedging relationships in which interest rate swaps are used to obtain fixed interest on variable borrowing. As of December 31, 2021, all outstanding hedging relationships with exposure to benchmark interest rates that are directly affected by the reform are in partly owned joint venture companies. In these hedging relationships the Group has exposure to the STIBOR rate.

**Foreign exchange rate risk**

Foreign exchange rate risk is defined as the risk of a negative impact on the Group's 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.

**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 risks, 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 exchange rates. The main tool for this purpose is currency forward contracts.

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, 2021 foreign exchange rate risk accounted for SEK 9 M (4) of transaction exposure before tax, which would affect other comprehensive income in the amount of SEK 7 M (3) after tax.

Skanska hedges foreign currency flows by matching critical terms such as nominal amount, currency and maturity date. A qualitative evaluation 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. The fair value of these hedges totaled SEK -27 M (-47) on December 31, 2021. The hedges fulfill

effectiveness requirements, which means that unrealized gains or losses are recognized in other comprehensive income. As of December 31, 2021 the fair value of currency hedges for which hedge accounting is not applied totaled SEK 4 M (-39), 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 in the table "Impact of financial instruments on the consolidated income statement, other comprehensive income and equity" in Note 26.

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, 2021	The Group's contracted net foreign currency flows			Hedging of foreign currency flows		
	2022	2023	2024 and later	2022	2023	2024 and later
SEK M <sup>1</sup>						
PLN	-1,534	-208		1,519	208	
EUR	-846	-76	-3	812	19	
CZK	-525	-145		502	147	
HUF	-132			98		
RON	-1		-3	7		
USD	58	-16		-58	16	
Other currencies	-10	-2		26		
<b>Total equivalent value</b>	<b>-2,990</b>	<b>-447</b>	<b>-6</b>	<b>2,906</b>	<b>390</b>	<b>0</b>

<sup>1</sup> 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.

Dec 31, 2020	The Group's contracted net foreign currency flows			Hedging of foreign currency flows		
	2021	2022	2023 and later	2021	2022	2023 and later
SEK M <sup>1</sup>						
PLN	-1,424	-319	-8	1,427	311	0
EUR	-474	-44	0	487	27	0
HUF	-116	-109		149	63	
CZK	-161	-41		151	40	
RON	-18	-20		4		
USD	24			-23		
Other currencies	1	-1		1		
<b>Total equivalent value</b>	<b>-2,167</b>	<b>-534</b>	<b>-8</b>	<b>2,196</b>	<b>441</b>	<b>0</b>

<sup>1</sup> 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. Financial instruments and financial risk management, cont.

## Hedging of net investments outside Sweden

Currency	Dec 31, 2021			Dec 31, 2020			Net Investments, % <sup>2</sup>	Net Investments, % <sup>2</sup>
	Net Investments	Hedges <sup>1</sup>	Hedged portion, %	Net Investments	Hedges <sup>1</sup>	Hedged portion, %		
CZK	2,688			2,435			6	2,435
DKK	1,501			801			3	801
EUR	4,059			4,215			9	4,215
GBP	1,883	-85	5	843	-78	9	4	765
NOK	5,272			4,797			12	4,797
PLN	277			90			1	90
USD	14,209			13,470			31	13,470
Other foreign	-6			-6			0	-6
<b>Total foreign currencies</b>	<b>29,884</b>	<b>-85</b>	<b>0</b>	<b>26,646</b>	<b>-78</b>	<b>0</b>	<b>65</b>	<b>26,567</b>
SEK and eliminations				15,883			35	12,052
<b>Total</b>				<b>45,682</b>			<b>100</b>	<b>38,620</b>

1. Hedged amount before subtracting tax portion.

2. After subtracting hedged portion.

Hedge accounting is applied in cases where hedging of net investments takes place outside Sweden. 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 in the table "Impact of financial instruments on the consolidated income statement, other comprehensive income and equity" in Note 26.

See also Note 34.

## Significance of financial instruments for the Group's financial position and income

The table below 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 "Other operating 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 re-measuring 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.

All fair value items in the table below have been measured at the second level above, except for shares and participations and a portion of the liabilities for the contingent considerations which are measured at fair value according to level three. Further, the fair value for the portion of the assets relating to bonds has been measured according to level one. In calculating fair value in the borrowing 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, 2021, Skanska had no instruments with option elements.

The fair value of financial instruments recognized at amortized cost, cash and bank balances, trade accounts receivable, other operating receivables, trade accounts payable and other operating liabilities, is considered the same as the carrying amount.



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Note 6. Financial instruments and financial risk management, cont.

Assets	Dec 31, 2021	At fair value through profit or loss	At fair value through other comprehensive income	At amortized cost	Total carrying amount	Total fair value	Dec 31, 2021	Dec 31, 2020
Financial instruments	Hierarchy level							
<b>Interest-bearing assets and derivatives</b>								
Financial assets <sup>1</sup>	1, 2	63	20,447	20,510	20,553		46,563	42,222
Cash and bank balances	-	63	0	31,394	31,457	31,500	11,869	11,300
<b>Trade accounts receivable<sup>2</sup></b>								
<b>Other operating receivables including shares and participations</b>								
Shares and participations <sup>3</sup>	3	37	37	206	243	243	2,185	1,689
Other operating receivables <sup>2,4</sup>	-	0	37	206	243	243	2,138	1,098
<b>Total financial instruments</b>		<b>63</b>	<b>37</b>	<b>46,463</b>	<b>46,563</b>	<b>46,722</b>	<b>49,745</b>	<b>44,948</b>
<b>Assets</b>								
<b>Dec 31, 2020</b>								
<b>Financial instruments</b>								
<b>Interest-bearing assets and derivatives</b>								
Financial assets <sup>1</sup>	2	197	9,086	9,282	9,319		10,143	9,013
Cash and bank balances	-	197	0	28,594	28,790	28,827	10,143	9,013
<b>Trade accounts receivable<sup>2</sup></b>								
<b>Other operating receivables including shares and participations</b>								
Shares and participations <sup>3</sup>	3	43	43	109	152	152	1,090	1,100
Other operating receivables <sup>2,4</sup>	-	43	43	109	152	152	5,451	4,599
<b>Total financial instruments</b>		<b>197</b>	<b>43</b>	<b>41,982</b>	<b>42,222</b>	<b>42,388</b>	<b>139,039</b>	<b>125,631</b>

1 In the consolidated statement of financial position, SEK 25,212 M (22,401) was reported as other operating receivables. See Note 24. Of this amount, trade accounts receivable accounted for SEK 14,863 M (13,279). These are reported as financial instruments. The remaining amount is SEK 10,349 M (9,122) and breaks down as SEK 206 M (109) for financial instruments and SEK 10,143 M (9,013) for non-financial instruments. The amount reported as financial instruments includes accrued interest in 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 employee-related receivables.

2 The carrying amount of financial assets excluding shares and participations, totalling SEK 20,510 M (9,282), is presented in Note 21.

3 See Note 24.

4 In the consolidated statement of financial position, SEK 25,212 M (22,401) was reported as other operating receivables. See Note 24. Of this amount, trade accounts receivable accounted for SEK 14,863 M (13,279). These are reported as financial instruments. The remaining amount is SEK 10,349 M (9,122) and breaks down as SEK 206 M (109) for financial instruments and SEK 10,143 M (9,013) for non-financial instruments. The amount reported as financial instruments includes accrued interest in 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 employee-related receivables.



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Note 6. Financial instruments and financial risk management, cont.

Liabilities	Hierarchy level	At fair value through profit or loss	At amortized cost	Total carrying amount	Total fair value	Reconciliation with statement of financial position	Dec 31, 2021	Dec 31, 2020
<b>Financial Instruments</b>						<b>Equity and liabilities</b>		
Interest-bearing liabilities and derivatives						Financial instruments	21,548	18,687
Financial liabilities <sup>1</sup>	2, 3	561	8,193	8,754	8,822	Other liabilities	45,797	38,717
<b>Operating liabilities</b>						Equity	5,936	7,360
Trade accounts payable	-	-	12,426	12,426	12,426	Pensions	6,960	7,233
Other operating liabilities <sup>2</sup>	-	-	367	367	367	Tax liabilities	1,632	2,812
<b>Total financial instruments</b>		<b>0</b>	<b>12,794</b>	<b>12,794</b>	<b>12,794</b>	Provisions	10,654	9,728
<b>Liabilities</b>		<b>561</b>	<b>20,987</b>	<b>21,548</b>	<b>21,616</b>	Contract liabilities	22,664	19,462
<b>Dec 31, 2020</b>		<b>483</b>	<b>8,025</b>	<b>8,508</b>	<b>8,560</b>	Other operating liabilities <sup>1</sup>	23,848	21,632
<b>Financial Instruments</b>						<b>Total equity and liabilities</b>	<b>139,039</b>	<b>125,631</b>
Interest-bearing liabilities and derivatives						1. Other financial operating liabilities, totalling SEK 12,794 M (10,179), are reported in the statement of financial position together with trade accounts payable of SEK 12,426 M (9,649) and other financial instruments of SEK 3,67 M (531). The total item in the statement of financial position amounts to SEK 36,642 M (31,812). 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 employee-related liabilities. Operating liabilities are measured at amortized cost.		
<b>Operating liabilities</b>								
Trade accounts payable	-	-	9,649	9,649	9,649			
Other operating liabilities <sup>2</sup>	-	-	531	531	531			
<b>Total financial instruments</b>		<b>0</b>	<b>10,179</b>	<b>10,179</b>	<b>10,179</b>			
		<b>483</b>	<b>18,204</b>	<b>18,687</b>	<b>18,739</b>			

1 The carrying amount for financial liabilities totalling SEK 8,754 M (8,508) is reported in the statement of financial position along with financial liabilities of SEK 8,169 M (7,910) from Note 27 and contingent consideration of SEK 585 M (598) from Note 27. Contingent consideration is included in financial liabilities measured at fair value at SEK 430 M (392) and in financial liabilities measured at amortized cost at SEK 155 M (206). During the year SEK 4,64 M (4,4) of the contingent consideration was paid out and SEK 38 M (39) accrued as interest expense. An additional SEK 0 M (12) accrued as contingent consideration and an amount of SEK 5 M (0) has been released.

2 Other financial operating liabilities, totalling SEK 12,794 M (10,179), are reported in the statement of financial position together with trade accounts payable of SEK 12,426 M (9,649) and other financial instruments of SEK 3,67 M (531). The total item in the statement of financial position amounts to SEK 36,642 M (31,812). 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 employee-related liabilities. Operating liabilities are measured at amortized cost.

Note 6. Financial instruments and financial risk management, cont.

	Dec 31, 2021		Dec 31, 2020	
	Financial assets	Financial liabilities	Financial assets	Financial liabilities
<b>Disclosures concerning offsetting of financial instruments</b>				
Gross amount	46,563	21,548	42,222	18,687
Amounts offset				
<b>Recognized in balance sheet</b>	<b>46,563</b>	<b>21,548</b>	<b>42,222</b>	<b>18,687</b>
Amounts covered by netting arrangements	-37	-37	-27	-27
<b>Net amount after netting arrangements</b>	<b>46,526</b>	<b>21,511</b>	<b>42,195</b>	<b>18,660</b>
<b>Impact of financial instruments on the consolidated income statement, other comprehensive income and equity</b>				
<b>Revenue and expenses from financial instruments recognized in the income statement</b>			<b>2021</b>	<b>2020</b>
<b>Recognized in operating income</b>				
Interest expense on financial liabilities measured at cost			-2	
Cash flow hedges removed from equity and recognized in the income statement			152	155
<b>Total income and expenses in operating income</b>			<b>150</b>	<b>155</b>
<b>Recognized in financial items</b>				
Interest income on assets measured at fair value			40	52
Interest income on assets measured at amortized cost			8	18
Interest income on cash and bank balances			20	48
Changes in market value of financial assets measured at fair value through profit or loss			1	
Changes in market value of financial liabilities measured at fair value through profit or loss			3	2
Reversal of impairment losses attributable to any future credit losses			24	
Net exchange rate differences			10	
<b>Total income in financial items</b>			<b>105</b>	<b>120</b>
<b>Revenue and expenses from financial instruments recognized in the income statement</b>			<b>2021</b>	<b>2020</b>
Interest expense on financial liabilities measured at fair value through profit or loss			-9	-6
Interest expense on financial liabilities measured at amortized cost			-169	-188
Changes in market value of financial assets measured at fair value through profit or loss			-2	-1
Changes in market value of financial liabilities measured at fair value through profit or loss			-3	-4
Impairment losses attributable to any future credit losses				-15
Net exchange rate differences				-7
Expenses for borrowing programs			-16	-18
Bank-related expenses and other			-29	
<b>Total expenses in financial items</b>			<b>-228</b>	<b>-239</b>
<b>Net income and expenses from financial instruments recognized in the income statement</b>			<b>-125</b>	<b>36</b>
of which interest income on financial assets not measured at fair value through profit or loss			28	66
of which interest expense on financial liabilities not measured at fair value through profit or loss			-171	-188

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Note 6. Financial instruments and financial risk management, cont.

	2021	2020
<b>Reconciliation with financial items</b>		
Total income from financial instruments in financial items	105	120
Total expense from financial instruments in financial items	-228	-239
Net interest on pensions	-70	-61
Interest expense for lease liabilities	-209	-244
Capitalized interest expense	234	195
<b>Total financial items</b>	<b>-168</b>	<b>-229</b>
See also Note 14.		
<b>Income and expenses from financial instruments recognized in other comprehensive income</b>		
Cash flow hedges recognized directly in equity	-37	-296
Cash flow hedges removed from equity and recognized in the income statement	152	165
Translation differences	1,802	-2,135
Resolved translation differences for companies divested	6	15
Hedging of exchange rate risk in foreign operations	40	-19
<b>Total</b>	<b>1,963</b>	<b>-2,280</b>
of which recognized in cash flow hedge reserve	115	-141
of which recognized in translation reserve	1,847	-2,139
	<b>1,963</b>	<b>-2,280</b>

#### Collateral

The Group has provided collateral (assets pledged) in the form of financial receivables amounting to SEK 979 M (934). Also see 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 accounts receivable in the form of guarantees issued by banks and insurance companies and, in some cases, in the form of guarantees from the parent companies of customers.



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## Note 7. Business combinations

No business combinations took place during the financial year or in the comparable 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 143,939 M (159,310) and rental income from leases amounted to SEK 926 M (1,054). As for other types of revenue, dividends and interest income are recognized in financial items. See Note 14.

Revenue by business stream	2021	2020
Construction	132,587	140,483
Residential Development	10,995	11,661
Commercial Property Development	10,772	18,138
Other		
Central	608	369
Eliminations, see below	-11,097	-10,307
<b>Total</b>	<b>143,865</b>	<b>140,344</b>
Reported in Eliminations		
Intra-Group construction for		
Construction	-85	-252
Residential Development	-4,971	-4,511
Commercial Property Development	-5,171	-5,280
Intra-Group property divestments	-457	-117
Other <sup>1</sup>	-413	-148
<b>Total</b>	<b>-11,097</b>	<b>-10,307</b>

<sup>1</sup> Construction includes SEK 2,536 M (4,643) in Intra-Group construction for joint ventures in the PPP-portfolio. Elimination does not occur since this revenue consists of incomes issued to joint ventures, which are recognized according to the equity method of accounting.

**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 and the Report of the Directors.

### Information from the income statement

Revenue accrued during the year amounts to SEK 115,034 M (130,747).

Information from the statement of financial position	Dec 31, 2021	Dec 31, 2020
Contract assets	5,451	4,599
Contract liabilities	22,664	19,462
<b>Contract assets</b>	<b>2021</b>	<b>2020</b>
January 1	4,599	5,898
Revenue accrued during the year, not yet invoiced	3,041	3,754
Revenue accrued during the year, invoiced during the year	32,787	31,895
Invoiced revenue	-35,647	-36,629
Reclassification	355	100
Exchange rate differences for the year	316	-419
<b>Carrying amount, December 31</b>	<b>5,451</b>	<b>4,599</b>

Assets arising from expenses to obtain or complete a contract with a customer are included in contract assets and amount to SEK 0 M (0).

Depreciation amounted to SEK 0 M (0) and impairment losses, which are charged to the project, to SEK 0 M (0).

Contract liabilities	2021	2020
January 1	19,462	20,419
Invoiced revenue	82,183	95,908
Revenue accrued during the year, invoiced during the year	-71,265	-84,428
Revenue accrued during the year, invoiced in previous year	-7,940	-10,670
Revenue adjustment	-480	-99
Reclassification	-503	-100
Exchange rate differences for the year	1,207	-1,568
<b>Carrying amount, December 31</b>	<b>22,664</b>	<b>19,462</b>

Future revenue for remaining performance obligations breaks down between the following years.

### Expected revenue recognition for remaining performance obligations in 2021

	2022	2023	2024	2025	≥2026	Total
Construction	104,969	52,775	28,022	12,743	8,522	207,031
Residential Development	8,812	7,936	580			17,328
Commercial Property Development	4,769	1,624				6,393
<b>Total</b>	<b>118,550</b>	<b>63,335</b>	<b>28,602</b>	<b>12,743</b>	<b>8,522</b>	<b>230,752</b>

### Expected revenue recognition for remaining performance obligations in 2020

	2021	2022	2023	2024	≥2025	Total
Construction	91,857	50,711	21,305	9,995	5,056	178,924
Residential Development	6,923	5,741	1,204			13,868
Commercial Property Development	4,907	1,105				6,012
<b>Total</b>	<b>103,687</b>	<b>57,557</b>	<b>22,509</b>	<b>9,995</b>	<b>5,056</b>	<b>198,804</b>

## Note 10. Operating expenses by category of expense

In 2021 revenue decreased by SEK 16,479 M to SEK 143,865 M (160,344). Total costs decreased by SEK 12,139 M to SEK -135,572 M (-147,711). Operating income decreased by SEK 4,340 M, to SEK 8,293 M (12,633).

	2021	2020
<b>Revenue</b>	<b>143,865</b>	<b>160,344</b>
Personnel expenses <sup>1</sup>	-27,952	-29,442
Depreciation	-2,669	-2,945
Impairment losses <sup>2</sup>	-298	-332
Carrying amount of current-asset properties divested	-14,202	-18,427
Income from joint ventures and associated companies	449	4,015
Income from property, plant and equipment sold	140	134
Other operating expenses <sup>3</sup>	-91,040	-100,714
<b>Total expenses</b>	<b>-135,572</b>	<b>-147,711</b>

**Operating income** 8,293 12,633

<sup>1</sup> Note 3/6. Personnel describes what is included in personnel expenses.

<sup>2</sup> Excluding impairment losses/reversals in joint ventures and associated companies which are included in the item "Income from joint ventures and associated companies" and amount to SEK 0 (-61) M.

<sup>3</sup> Other operating expenses includes purchased materials, machinery rentals and subcontractors.

## Note 12. Depreciation

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 40.

### Depreciation/amortization by asset class and business stream

2021	Construction	Residential Development	Commercial Property Development	Central and Eliminations	Total
<b>Intangible assets</b>	-142	-2	-2	-60	-205
<b>Property, plant and equipment</b>					
Property (buildings and land)	-80	-1	-5	-5	-86
Plant and equipment	-1,435	-1	-21	-12	-1,469
<b>Property, plant and equipment, right-of-use assets</b>					
Property (buildings and land)	-20				-20
Offices	-511	-5	-58	-12	-585
Cars	-154	-1	-6	-1	-161
Plant and equipment	-96				-96
Other	-33	-13			-46
<b>Total</b>	<b>-2,469</b>	<b>-23</b>	<b>-86</b>	<b>-90</b>	<b>-2,669</b>

## Note 11. Selling and administrative expenses

Selling and administrative expenses are recognized as one item. See Note 1.

	2021	2020
<b>Selling and administrative expenses</b>	<b>-7,865</b>	<b>-8,269</b>
Construction	-5,709	-5,852
Residential Development	-727	-634
Commercial Property Development	-784	-797
Central expenses <sup>1</sup>	-645	-986
<b>Total</b>	<b>-7,865</b>	<b>-8,269</b>

<sup>1</sup> Including eliminations.



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## 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.

Impairment losses/reversals of impairment losses are presented below by business stream.

For further information on impairment losses/reversals of impairment losses, see Note 17, Note 18, Note 19, Note 22 and Note 40.

### Impairment losses/reversals of impairment losses by asset class and business stream

2021	Construction	Residential Development	Commercial Property Development	Central and Eliminations	Total
<b>Recognized in operating income</b>					
<b>Intangible assets</b>					
Goodwill	-53				-53
Other intangible assets					0
<b>Property, plant and equipment</b>					
Property (buildings and land)	-10		-1		-10
Plant and equipment	-6				-7
<b>Property, plant and equipment, right-of-use assets</b>					
Site leaseholds					0
Offices	-16		-4		-20
Cars					0
Plant and equipment					0
<b>Investments in joint ventures and associated companies</b>					0
<b>Current-asset properties</b>					
Commercial Property Development			-170		-170
Residential Development	-1	-36			-37
<b>Current-asset properties, right-of-use assets</b>					
Commercial Property Development					0
Residential Development	-87	-36	-175	0	-298
<b>Total</b>					



Note 13. Impairment losses/reversals of impairment losses, cont.

### Impairment losses/reversals of impairment losses by asset class and business stream

2020	Construction	Residential Development	Commercial Property Development	Central and Eliminations	Total
<b>Recognized in operating income</b>					
<b>Intangible assets</b>					
Goodwill					0
Other intangible assets	18				18
<b>Property, plant and equipment</b>					
Property (buildings and land)	-1				-1
Plant and equipment	1			-2	-1
<b>Property, plant and equipment, right-of-use assets</b>					
Site leaseholds					0
Offices					-24
Cars					0
Plant and equipment					0
<b>Investments in joint ventures and associated companies</b>					
					-61
<b>Current-asset properties</b>					
Commercial Property Development			-282	3	-279
Residential Development	-1	-44			-45
<b>Current-asset properties, right-of-use assets</b>					
Commercial Property Development					0
Residential Development					0
<b>Total</b>	<b>-7</b>	<b>-44</b>	<b>-282</b>	<b>-60</b>	<b>-393</b>

## Note 14. Financial items

	2021	2020
<b>Financial income</b>		
Interest income	68	118
Change in fair value	3	2
Net exchange rate differences	10	
Reversal of impairment losses attributable to any future credit losses	24	
<b>Financial expense</b>	<b>105</b>	<b>120</b>
Interest expense	-178	-194
Interest expense for lease liabilities	-209	-244
Net interest on pensions	-70	-61
Capitalized interest expense	234	195
Change in fair value	-5	-5
Net exchange rate differences		-7
Impairment losses attributable to any future credit losses		
Other financial items	-45	-18
<b>Total</b>	<b>-273</b>	<b>-349</b>

Information on how large a portion of income and expense in financial items comes from financial instruments is presented in Note 6.

## 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 around 1.5 (1.6) percent.

	2021	2020	2021	2020
Capitalized interest during the year	234	195	374	309
Current-asset properties	234	195	374	309
<b>Total</b>				

Total accumulated capitalized interest included in cost

## Note 16. Income taxes

Income taxes are reported in accordance with IAS 12 Income Taxes. See Note 1.

Tax expense	2021	2020
Current taxes	-1,709	-2,287
Deferred tax expense from change in temporary differences	441	-85
Deferred tax expense from change in loss carryforwards	13	-161
Change in provision for tax risk	17	26
<b>Total</b>	<b>-1,238</b>	<b>-2,507</b>

### Tax items recognized under other comprehensive income

	2021	2020
Deferred taxes attributable to cash flow hedges	-3	21
Deferred taxes attributable to pensions	-575	211
<b>Total</b>	<b>-578</b>	<b>232</b>

### Relationship between taxes calculated after aggregating nominal tax rates and recognized taxes

The Group's recognized tax rate is 15 percent (20).

The Group's aggregated nominal tax rate has been estimated at 22 percent (23).

The average nominal tax rate in Skanska's home markets in Europe is 20 percent (20) and in the USA just over 27 percent (27), depending on the distribution of income between the different states there.

The relationship between taxes calculated after aggregating nominal tax rates of 22 percent (23) and recognized tax of 15 percent (20) is explained in the table below.

	2021	2020
Income after financial items	8,125	12,404
Tax according to aggregation of nominal tax rates, 22 percent (23)	-1,787	-2,853
<b>Tax effect of:</b>		
Property divestments <sup>1</sup>	335	574
Utilized loss carry-forwards	153	
Other	61	-228
<b>Recognized tax expense</b>	<b>-1,238</b>	<b>-2,507</b>

1 In a number of the countries where Skanska operates, the sale of real estate projects via the divestment of companies is tax-free.

Income taxes paid in 2021 amounted to SEK 3,596 M (1,081).

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Note 16. Income taxes, cont.

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.

The table below shows a breakdown by country of income taxes paid:

	2021	2020
<b>Income taxes paid</b>		
USA	2,422	743
Poland	327	112
Sweden	217	86
Finland	179	49
Norway	166	45
Other	285	46
<b>Total</b>	<b>3,596</b>	<b>1,081</b>

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.

	Dec 31, 2021	Dec 31, 2020
<b>Deferred tax assets and deferred tax liabilities</b>		
Deferred tax assets according to the statement of financial position	1,984	1,803
Deferred tax liabilities according to the statement of financial position	1,215	928
<b>Net deferred tax assets(+), deferred tax liabilities(-)</b>	<b>769</b>	<b>875</b>

**Deferred tax assets and deferred tax liabilities, cont.**

	Dec 31, 2021	Dec 31, 2020
Deferred tax assets for loss carryforwards	238	214
Deferred tax assets for other assets	436	362
Deferred tax assets for pension provisions	1,587	1,785
Deferred tax assets for ongoing projects	632	552
Other deferred tax assets	1,333	1,240
<b>Total before net accounting</b>	<b>4,226</b>	<b>4,153</b>
Net accounting of offsettable deferred tax assets/tax liabilities	-2,242	-2,350
<b>Deferred tax assets according to the statement of financial position</b>	<b>1,984</b>	<b>1,803</b>

	Dec 31, 2021	Dec 31, 2020
Deferred tax liabilities for non-current assets	301	280
Deferred tax liabilities for ongoing projects	1,639	1,746
Deferred tax liabilities for other current assets	187	96
Other deferred tax liabilities	1,330	1,156
<b>Total before net accounting</b>	<b>3,457</b>	<b>3,278</b>
Net accounting of offsettable deferred tax assets/tax liabilities	-2,242	-2,350
<b>Deferred tax liabilities according to the statement of financial position</b>	<b>1,215</b>	<b>928</b>

**Change in net deferred tax assets(+)/liabilities(-) deferred tax**

	2021	2020
Net deferred tax assets, January 1	875	817
Divestments	8	30
Recognized under other comprehensive income	-578	232
Deferred tax income/expenses	471	-220
Exchange rate differences	-7	16
<b>Net deferred tax assets, December 31</b>	<b>769</b>	<b>875</b>

Deferred tax assets other than loss carryforwards 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 a 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 loss on 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 IAS19, 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 a 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 attributable to investments in Group companies, branches, associated companies and joint ventures for which deferred tax liabilities were not recognized amount to SEK 0 M (0). In Sweden and a number of other countries, investments of holdings in limited companies are tax-exempt under certain circumstances. Temporary differences thus do not normally exist for the shareholdings of the Group's companies in these countries.

Deferred tax liabilities for future dividends from subsidiaries amount to SEK 0 M (0) because dividends from subsidiaries in the markets where Skanska is currently active do not have any consequences with respect to taxes.

**Temporary differences and loss carryforwards that are not recognized as deferred tax assets**

	Dec 31, 2021	Dec 31, 2020
Loss carryforwards that expire within one year	207	513
Loss carryforwards that expire in more than one year but within three years	634	1,085
Loss carryforwards that expire in more than three years	2,542	2,297
<b>Total</b>	<b>3,383</b>	<b>3,895</b>

Skanska has loss carryforwards in a number of countries. In some of these countries the likelihood that a loss carryforward will be able to be used is difficult to assess, and therefore no deferred tax asset is recognized.



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### 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. Machinery and equipment are recognized as a single item.

#### Property, plant and equipment by asset class

	Dec 31, 2021	Dec 31, 2020
Property (buildings and land)	1,503	1,358
Plant and equipment	5,644	5,338
Property, plant and equipment under construction	132	120
<b>Total</b>	<b>7,279</b>	<b>6,816</b>

#### Depreciation of property, plant and equipment by asset class and function

	Selling and administration			
	Cost of sales		Total	
	2021	2020	2021	2020
Property (buildings and land)	-58	-45	-38	-83
Plant and equipment	-1,402	-1,488	-101	-1,588
<b>Total</b>	<b>-1,460</b>	<b>-1,533</b>	<b>-139</b>	<b>-1,671</b>

#### Impairment losses/reversals of impairment losses on property, plant and equipment

In 2021 impairment losses/reversals of impairment losses in the net amount of SEK 18 M (-2) were recognized. Impairment losses/reversals of impairment losses were recognized in USA and Poland during the year. In the comparative year, impairment losses/reversals of impairment losses were recognized in Poland and Sweden. Impairment losses/reversals of impairment losses were recognized as cost of sales in the amount of SEK 16 M and selling and administrative expenses in the amount of SEK 2 M.

#### Impairment losses/reversals of impairment losses

	Property (buildings and land)				Plant and equipment			
	2021		2020		2021		2020	
Impairment losses	-10	-2	-7	-3	-18	-5	-5	
Reversals of impairment losses	1	2	2	3				
<b>Total</b>	<b>-10</b>	<b>-1</b>	<b>-7</b>	<b>-1</b>	<b>-18</b>	<b>-2</b>	<b>-2</b>	

#### Amount of impairment losses/reversals of impairment losses based on

	Property (buildings and land)				Plant and equipment			
	2021		2020		2021		2020	
Fair value less selling expenses/costs of disposals	-9	-9	-1	-1	-9	-1	-1	
Value in use	-1	-1	-7	-8	-8	-1	-1	
<b>Total</b>	<b>-10</b>	<b>-1</b>	<b>-7</b>	<b>-1</b>	<b>-18</b>	<b>-2</b>	<b>-2</b>	



Note 17. Property, plant and equipment, cont.

## Information about cost, accumulated depreciation and accumulated impairment losses

**Other**  
Information about capitalized interest is presented in Note 15. For information on finance leases, see Note 40. Skanska has obligations to acquire property, plant and equipment in the amount of SEK 0 M (0).  
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.

	Property (buildings and land)		Plant and equipment		Property, plant and equipment under construction	
	2021	2020	2021	2020	2021	2020
<b>Accumulated cost</b>						
January 1	2,913	3,614	21,563	27,475	120	68
Investments	85	44	1,736	1,396	13	54
Divestments	-36	-29	-692	-450	-1	-3
Reclassifications	15	-486	-167	-5,349		1
Exchange rate differences for the year	182	-229	1,098	-1,508		
	<b>-3,158</b>	<b>2,913</b>	<b>23,539</b>	<b>21,563</b>	<b>132</b>	<b>120</b>
<b>Accumulated depreciation according to plan</b>						
January 1	-1,333	-1,782	-16,073	-21,107		
Divestments and disposals	23	4	511	308		
Reclassifications	5	430	28	5,251		
Depreciation for the year	-86	-83	-1,469	-1,588		
Exchange rate differences for the year	-80	99	-797	1,062		
	<b>-1,471</b>	<b>-1,333</b>	<b>-17,800</b>	<b>-16,073</b>		
<b>Accumulated impairment losses</b>						
January 1	-222	-302	-152	-224		
Divestments	4	4	2	10		
Reclassifications	52	67	68	55		
Impairment losses for the year	-10	-2	-7	-3		
Reversals of impairment losses		1		2		
Exchange rate differences for the year	-9	10	-5	8		
	<b>-185</b>	<b>-222</b>	<b>-94</b>	<b>-152</b>		
<b>Carrying amount, December 31</b>	<b>1,503</b>	<b>1,358</b>	<b>5,644</b>	<b>5,338</b>	<b>132</b>	<b>120</b>
Carrying amount, January 1	1,358	1,530	5,338	6,145	120	68

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## Note 18. Goodwill

Goodwill is recognized in accordance with IFRS 3 Business Combinations. See Note 1. For key judgments, see Note 2.

Goodwill amounted to SEK 3,934 M (3,713). In 2021 goodwill increased by SEK 221 M net due to impairment losses and 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 business streams 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 10 years, which is the period used in models for measurement of other types of assets, for example commercial projects. When 10-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 10-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 10-year period.

### Goodwill impairment losses

The Group reported goodwill impairment losses during the year of SEK 53 M (0). Changed market conditions for the operations in the Sweden and Central Europe have resulted in decisions on impairment of goodwill.

Impairment losses are based on a calculation of value in use and reported as selling and administrative expenses in the income statement.

### Goodwill amounts by cash-generating units

	Dec 31, 2021	Dec 31, 2020	Change during the year	Of which impairment losses	of which exchange rate differences
<b>Construction</b>					
Sweden	17	51	-34	-35	1
Norway	969	903	66		66
Finland	449	440	9		9
Central Europe	533	518	15	-18	33
UK	1,244	1,138	106		106
USA Building	368	333	35		35
USA Civil	33	30	3		3
<b>Residential Development</b>					
Norway	311	290	21		21
Finland	10	10	0		0
<b>Total</b>	<b>3,934</b>	<b>3,713</b>	<b>221</b>	<b>-53</b>	<b>274</b>
		<b>Norway</b>	<b>Finland</b>	<b>Central Europe</b>	<b>UK</b>
Recoverable amount, 100		100	100	100	100
Carrying amount		31	n/a	n/a	n/a
Carrying amount, previous year <sup>1</sup>		37	n/a	n/a	n/a
Interest rate, percent (WACC), before taxes		11	9	11	10
Interest rate, percent (WACC), after taxes		9	7	9	8
Expected growth, %		2	2	2	2
Interest rate, percent (WACC), previous year (before taxes)		12	10	12	11
Interest rate, percent (WACC), previous year (after taxes)		9	8	9	9
Expected growth, %, previous year		2	2	3	1
Carrying amount in relation to recoverable amount, 100 in case of increase in interest rate by					
+1 percentage point		36	n/a	n/a	n/a
+5 percentage points		62	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		44	n/a	n/a	n/a
+5 percentage points		79	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 and the UK, the carrying amount was negative due to negative working capital exceeding the value of non-current assets.

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## Note 19. Intangible assets

Intangible non-current assets are recognized in accordance with IAS 38. See Note 1.

### Intangible assets and useful life applied

	Dec 31, 2021	Dec 31, 2020	Useful life applied
Intangible assets, externally acquired	265	317	3–10 years
Intangible assets, internally generated	411	454	3–7 years
<b>Total</b>	<b>676</b>	<b>771</b>	

Internally generated intangible assets consist of business systems. Externally acquired intangible assets include acquired software in the USA, Sweden and Finland, and licenses and right-of-use assets in Sweden.

Business systems are amortized over a maximum of seven years. Customer contracts are amortized as projects progress to completion and patents are amortized over 10 years.

Amortization of other intangible assets by function

All intangible assets are amortized as they have a limited useful life.

Amortization by function	2021	2020
Cost of sales	-92	-115
Selling and administration	-113	-113
<b>Total</b>	<b>-205</b>	<b>-228</b>

### Impairment losses/reversals of impairment losses on other intangible assets

In 2021 impairment losses/reversals of impairment losses in the net amount of SEK 0 M (18) were recognized. Reversals of impairment losses were recognized in the comparative year in Poland.

### Information about cost, accumulated depreciation and accumulated impairment losses

	Intangible assets, externally acquired		Intangible assets, internally generated <sup>1</sup>	
	2021	2020	2021	2020
<b>Accumulated cost</b>				
January 1	1,528	1,638	924	841
Investments	35	38	68	94
Acquisitions of companies				
Divestments	-23	-25	-1	-8
Reclassifications	-4	7	6	-3
Exchange rate differences for the year	90	-130		
	<b>1,627</b>	<b>1,528</b>	<b>998</b>	<b>924</b>
<b>Accumulated amortization</b>				
January 1	-1,033	-1,030	-470	-361
Divestments	4	17		
Amortization for the year	-89	-110	-116	-117
Reclassifications	5	9	-1	8
Exchange rate differences for the year	-61	81		
	<b>-1,173</b>	<b>-1,033</b>	<b>-587</b>	<b>-470</b>
<b>Accumulated impairment losses</b>				
January 1			0	0
Divestments	-178	-223		
Impairment losses for the year				
Reversals of impairment losses		18		
Reclassifications		10		
Exchange rate differences for the year	-10	17		
	<b>-188</b>	<b>-178</b>	<b>0</b>	<b>0</b>
<b>Carrying amount, December 31</b>				
Carrying amount, January 1	265	317	411	454
	317	385	454	480

<sup>1</sup> Internally generated intangible assets consist of business systems.

### Other

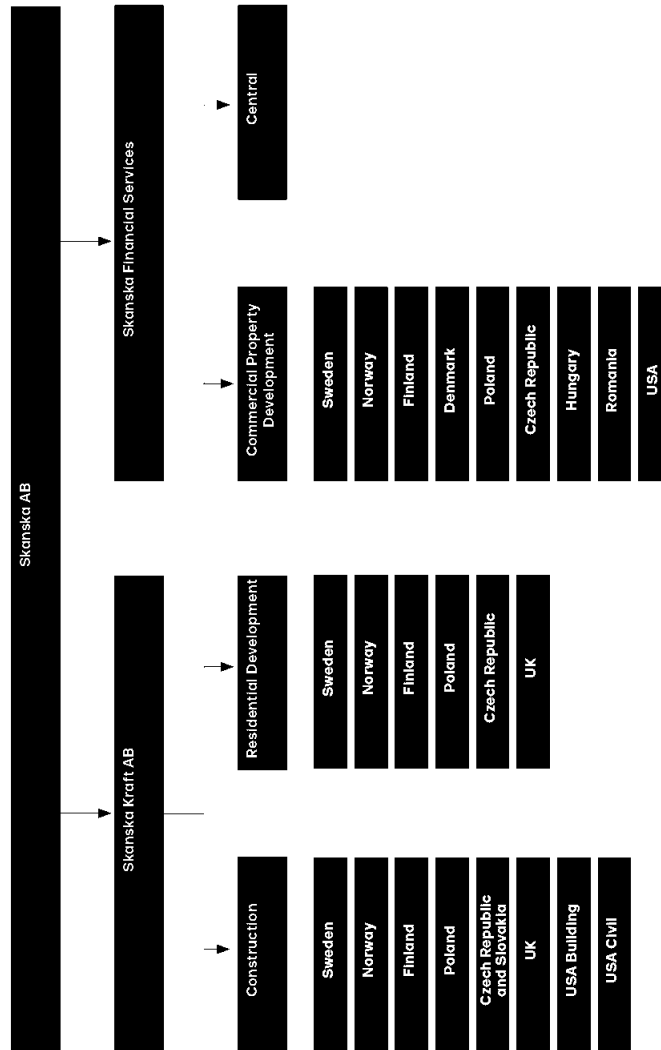
Information about capitalized interest is presented in Note 15. Direct research and development expenses amounted to SEK 40 M (51).

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## 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. For the location of the registered office of the companies, see Note 51 in the Parent Company notes.

### Skanska's Corporate Structure



According to Note 26, there are only minor interests in non-controlling interests.

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Note 20B. Investments in joint ventures and associated companies, cont.

## 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, 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 is presented in the following table.

	2021	2020
Share of income in joint ventures according to the equity method	444	22
Share of income in associated companies according to the equity method	1	
Divestments of joint ventures	4	4,054
Impairment losses in joint ventures		-61
<b>Total</b>	<b>449</b>	<b>4,015</b>

**Joint ventures**  
 Joint ventures are recognized in accordance 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 2,145 M (1,668).  
 The PPP-portfolio includes carrying amounts in joint ventures totaling SEK 1,424 M (741).

**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 58 years and the portions owned in the current portfolio are between 32 and 50 percent. At this time the PPP-portfolio has investments in Sweden, the UK and the USA.

The carrying amount according to the statement of financial position and the change that occurred can be seen in the following table.

	2021		2020	
	Joint ventures	Associated companies	Total	Associated companies
January 1	1,668	21	1,689	23
New acquisitions	718	12	730	17
Divestments	-18		-18	-1,334
Re-classifications	-43	4	-39	648
Exchange rate differences for the year	5	3	8	-48
Change in fair value of derivatives	112		112	-16
Impairment losses for the year				-61
The year's change in share of income in joint ventures and associated companies after subtracting dividends received	-297	40	-257	-957
<b>Carrying amount, December 31</b>	<b>2,145</b>	<b>40</b>	<b>2,185</b>	<b>21</b>

### Specification of major holdings of shares and participations in joint ventures

Company	Business stream	Country	Percentage of share capital	Percentage of votes	Consolidated carrying amount <sup>1</sup>		of which cash flow hedges	
					Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020
AB Sydsten	Construction	Sweden	50	50	159	151		
UNIASFALT s.r.o.	Construction	Slovakia	50	50	45	44		
Botkyrka Södra Porten Holding AB	Construction	Sweden	50	50	99	99		
Nacka 13:79 JV AB	Residential Development	Sweden	50	50	30	30		
Sjöstadsbo AB	Residential Development	Sweden	50	50	23	167		
Järvastaden AB	Residential Development	Sweden	50	50	165	166		
Kista Park AB	Residential Development	Sweden	50	50	18	20		
Kista Valley AB	Residential Development	Sweden	50	50	34	36		
Tappsound Exploatering AB	Residential Development	Sweden	50	50	66			
BCal SCD Property LP <sup>2</sup>	Commercial Property Development	USA	10	10		111		
Ranheimsfjæra Utbyggingsselskap DA	Residential Development	Norway	50	50	1,424	741	-232	-337
Joint ventures in the PPP-portfolio					82	78		
Other joint ventures <sup>3</sup>					2,145	1,668	-232	-337
<b>Total joint ventures, Group</b>					<b>2,145</b>	<b>1,668</b>	<b>-232</b>	<b>-337</b>

<sup>1</sup> Consolidated carrying amounts represent the Group's share of equity including results achieved, Group adjustments and deductions for dividends provided.

<sup>2</sup> Holding divested in 2021.

<sup>3</sup> Carrying amounts for joint ventures in the PPP-portfolio are affected by cash flow hedges. The value of these cash flow hedges amounts to -232 (-337). 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 rebalanced against income.

Note 20B. Investments in joint ventures and associated companies, cont.

### Unrealized development gain in the PPP-portfolio

SEK bn	Dec 31, 2021	Dec 31, 2020
Present value of cash flow from projects	2.5	2.2
Present value of remaining investments	-0.6	-1.0
<b>Present value of projects</b>	<b>1.9</b>	<b>1.2</b>
Carrying amount before cash flow hedging	-1.4	-0.7
<b>Unrealized development gain</b>	<b>0.5</b>	<b>0.5</b>
Cash flow hedge	0.2	0.3
Effect in unrealized equity <sup>1</sup>	<b>0.7</b>	<b>0.8</b>

<sup>1</sup> Tax effects not included.

### 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	
	2021	2020	2021	2020	2021	2020
Revenue	7,526	9,161	1,581	2,731	9,107	11,892
Depreciation		-161	-12	-32	-12	-193
Other operating expenses	-7,352	-9,659	-1,195	-2,281	-8,547	-11,940
<b>Operating income</b>	<b>174</b>	<b>-659</b>	<b>374</b>	<b>418</b>	<b>548</b>	<b>-241</b>
Interest income	1,104	1,104	2	6	1,106	1,110
Interest expense	-767	-1,104	-117	-17	-884	-1,121
Financial items		124	124	304	124	304
<b>Income after financial items<sup>1</sup></b>	<b>511</b>	<b>-659</b>	<b>383</b>	<b>711</b>	<b>894</b>	<b>52</b>
Taxes	-33	134	-16	-18	-49	116
<b>Profit for the year</b>	<b>478</b>	<b>-525</b>	<b>367</b>	<b>693</b>	<b>845</b>	<b>168</b>
<b>Comprehensive income for the year</b>	<b>478</b>	<b>-525</b>	<b>367</b>	<b>693</b>	<b>845</b>	<b>168</b>

<sup>1</sup> The amount includes impairment losses in the consolidated accounts.

Note 20B. Investments in joint ventures and associated companies, cont.

Statement of financial position	PPP-portfolio		Other joint ventures		Total all joint ventures	
	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020
Non-current assets	44,593	41,103	388	395	44,981	41,498
Current assets	1,692	2,186	8,558	11,113	10,250	13,299
Cash and bank balances	2,983	3,798	828	1,253	3,811	5,051
<b>Total assets</b>	<b>49,268</b>	<b>47,087</b>	<b>9,774</b>	<b>12,761</b>	<b>59,042</b>	<b>59,848</b>
Equity attributable to equity holder <sup>1</sup>	3,276	1,675	3,837	5,449	7,113	7,124
Non-current financial liabilities	42,313	40,505	285	626	42,598	41,131
Other non-current liabilities			128	187	128	187
Current financial liabilities	3,679	4,907	4,225	5,864	7,904	10,771
Other current liabilities			997	635	997	635
<b>Total equity and liabilities</b>	<b>49,268</b>	<b>47,087</b>	<b>9,774</b>	<b>12,761</b>	<b>59,042</b>	<b>59,848</b>

Skanska received the following dividend<sup>2</sup>

	171	261	571	717	742	978
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### Reconciliation with participations in joint ventures

Equity attributable to the investors in joint ventures, 100%	3,276	1,675	3,837	5,449	7,113	7,124
Less equity attributable to investors other than Skanska	-2,102	-1,245	-3,114	-4,326	-5,216	-5,571

### Skanska's portion of equity in joint ventures, adjusted for surplus value and goodwill

+ Losses recognized as provisions	1,174	430	723	1,123	1,897	1,553
- Impairment losses	250	372	3	2	253	374
+/- Elimination of intra-Group profit		-61	0	0	0	-61
<b>Carrying amount of Skanska's holdings</b>	<b>1,424</b>	<b>741</b>	<b>721</b>	<b>927</b>	<b>2,145</b>	<b>1,668</b>

of which cash flow hedges

	-232	-337	0	927	-232	-337
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<sup>1</sup> Equity includes subordinated loans from the owners.

<sup>2</sup> 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 1,424 M (741).

**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 are financed 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 amounts to SEK 1,924 M (1,789), of which Skanska has remaining obligations to invest SEK 595 M (1,120) in infrastructure in the form of equity holdings and loans. The remaining portion is expected to be financed mainly in the form of bank loans or bonds 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 283 M (357).

### 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 40 M (21).

### Information on the Group's share of revenue, income, assets, liabilities and equity in associated companies

	2021	2020
Revenue	1	20
Profit	1	0
Assets	40	24
Equity <sup>1</sup>	40	21
Liabilities	40	24

<sup>1</sup> Reconciliation between equity and carrying amount of holdings, in accordance with the equity method of accounting.

	Dec 31, 2021	Dec 31, 2020
Equity in associated companies	40	21
<b>Carrying amount</b>	<b>40</b>	<b>21</b>

### 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.



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## 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	Type	Country	Percentage of share capital
Skanska Balfour Beatty	Campus area	USA	50
Skanska Costain Strabag Joint Venture	Railway	UK	34
Hoffman Skanska	Airport	USA	50
Regional Connector Constructors	Public transit	USA	63
Skanska Ecco III	Highway/bridge	USA	70
Skanska/Walsh	Airport	USA	70
Skanska-Taylor-Shea Joint Venture	Public transit	USA	50
Skanska Corman McLean Joint Venture	Bridge	USA	65
Skanska-Granite-Lane Joint Venture	Highway/bridge	USA	40
Mid-Coast Transit Constructors	Railway	USA	33

There are 95 other small joint operations in the above countries, as well as in Sweden and the Czech Republic.



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## 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.

	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020
<b>Non-current financial assets</b>						
<b>Non-current financial assets at fair value through profit or loss</b>						
Derivatives	4	4			63	193
<b>Non-current financial assets at fair value through other comprehensive income</b>						
Shares and participations <sup>1</sup>	37	43			63	193
<b>Non-current financial assets</b>	<b>41</b>	<b>47</b>			<b>126</b>	<b>386</b>
<b>Current financial assets</b>						
<b>Current financial assets at fair value through profit or loss</b>						
Derivatives			21	10		
Receivables from joint ventures			472	611		
Restricted cash and cash equivalents			1,207	165		
Other interest-bearing receivables			1,700	786		
<b>Current financial assets at amortized cost</b>			<b>3,875</b>	<b>1,931</b>		
Other			2,138	1,098		
Net assets in funded pension plans			3,875	1,931		
<b>Current financial assets</b>			<b>7,747</b>	<b>3,929</b>		
<b>Total</b>			<b>118,810</b>	<b>118,810</b>		
of which interest-bearing non-current financial assets			3,838	1,884		
of which non-interest-bearing non-current financial assets			37	47		
of which interest-bearing current financial assets			18,747			
of which non-interest-bearing current financial assets			63			
<b>Total carrying amount, financial assets</b>			<b>22,685</b>	<b>10,423</b>		
of which financial assets excluding shares and pensions			20,510	9,282		

<sup>1</sup> Shareholdings were affected by impairment losses of SEK-1 M (0) during the year.

## 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, 2021	Dec 31, 2020
Commercial Property Development	29,691	27,906
Residential Development	20,054	17,041
<b>Total</b>	<b>49,745</b>	<b>44,948</b>

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.

### Impairment losses/reversals of impairment losses

Current-asset properties are valued in compliance with IAS 2 Inventories, and are thus carried at cost or net realizable value, whichever is lower. Adjustment to net realizable value via an impairment loss is recognized, as are reversals of previous impairment losses, in the income statement 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
	2021	2020	2021	2020	
Commercial Property Development	-170	-279	-170	-279	-279
Residential Development	-37	-47	2	-37	-45
<b>Total</b>	<b>-207</b>	<b>-326</b>	<b>0</b>	<b>2</b>	<b>-324</b>

### Carrying amounts

	Completed properties		Properties under construction		Development properties		Current-asset properties	
	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020
Commercial Property Development	9,142	6,575	9,466	9,759	11,084	11,592	29,691	27,906
Residential Development	314	648	10,605	7,843	9,135	8,550	20,054	17,041
<b>Total</b>	<b>9,456</b>	<b>7,223</b>	<b>20,071</b>	<b>17,582</b>	<b>20,219</b>	<b>20,142</b>	<b>49,745</b>	<b>44,948</b>

	Commercial Property Development		Residential Development		Total current-asset properties	
	2021	2020	2021	2020	2021	2020
January 1	27,906	29,708	17,041	16,665	44,948	46,373
Investments	7,271	9,751	11,013	10,302	18,285	20,053
Carrying amount of properties divested	-5,720	-9,350	-8,482	-9,097	-14,202	-18,427
Impairment losses	-170	-279	-37	-47	-207	-326
Reversals of impairment losses					2	2
The year's provision for intra-Group profits in contracting work	-248	-289	-174	-163	-422	-452
Reclassifications	-389	-152	258	104	-130	-48
Exchange rate differences for the year	1,040	-1,503	434	-725	1,474	-2,228
<b>December 31</b>	<b>29,691</b>	<b>27,906</b>	<b>20,054</b>	<b>17,041</b>	<b>49,745</b>	<b>44,948</b>

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, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020	
Commercial Property Development	28,963	27,832	727	74	29,691
Residential Development	19,933	16,803	121	238	20,054
<b>Total</b>	<b>48,896</b>	<b>44,635</b>	<b>848</b>	<b>312</b>	<b>49,745</b>

Note 22. Current-asset properties/Project Development, cont.

**Difference between fair value and carrying amount for current-asset properties**

SEK bn	Surplus value Dec 31, 2021	Surplus value Dec 31, 2020	Notes
Commercial Property Development			
Completed projects	3.5	2.1	
Development properties	1.5	0.7	
Ongoing projects <sup>1</sup>	6.8	4.3	
<b>Total</b>	<b>11.8</b>	<b>7.1</b>	

Residential Development	Dec 31, 2021	Dec 31, 2020
Undeveloped land and development properties	4.0	2.8
<b>Total</b>	<b>15.8</b>	<b>9.9</b>

<sup>1</sup> 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.

Skanska has committed to investing SEK 3,214 M (2,565) in current-asset properties.

**Note 23. Inventories**

Inventories are reported in accordance with IAS 2 Inventories. See Note 1.

	Dec 31, 2021	Dec 31, 2020
Raw materials and supplies	312	318
Products being manufactured	74	101
Finished products and merchandise	704	681
<b>Total</b>	<b>1,090</b>	<b>1,100</b>

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. Other operating receivables**

Non-interest-bearing business receivables are reported as "Other operating receivables." Other operating receivables are part of the Group's operating cycle and are recognized as current assets.

	Dec 31, 2021	Dec 31, 2020
Trade accounts receivable, joint ventures	3	
Trade accounts receivable, others	14,860	13,279
Other operating receivables	6,456	5,812
Prepaid expenses and accrued income	3,893	3,308
<b>Total</b>	<b>25,212</b>	<b>22,401</b>

Of which financial instruments reported in Note 6.

Trade accounts receivable

Other operating receivables including accrued interest income

	206	109
	15,069	13,388
	10,143	9,012

Of which non-financial instruments

**Note 25. Cash and bank balances**

"Cash and bank balances" consists of cash and available funds at banks and equivalent financial institutions, as well as short-term investments. Cash and bank balances amount to SEK 10,947 M (10,508). On the closing day the Group's short-term investments amounted to SEK 575 M. The Group had no short-term investments on the previous year's closing day.

**Note 26. Equity/earnings per share**

Equity in the Group is allocated between equity attributable to equity holders (shareholders) and non-controlling interests (minority interests).

Non-controlling interests account for 0.2 percent of total equity.

Equity changed during the year as follows:

	2021	2020
January 1	38,717	33,021
of which non-controlling interests	97	97
<b>Comprehensive income for the year</b>		
Profit for the year attributable to		
Equity holders	6,864	9,875
Non-controlling interests	23	22

**Other comprehensive income**

Items that will not be reclassified to profit or loss

Remeasurement of defined-benefit pension plans<sup>1</sup>

Tax on items that will not be reclassified to profit or loss for the period

	2,585	-1,003
	-575	211
<b>Total</b>	<b>2,010</b>	<b>-792</b>

**Items that have been or will be reclassified to profit or loss for the period**

Translation differences attributable to equity holders<sup>2</sup>

Translation differences attributable to non-controlling interests

Hedging of exchange rate risk in foreign operations<sup>2</sup>

Effect of cash flow hedges<sup>3</sup>

Tax on items that have been or will be reclassified to profit or loss for the period

	1,808	-2,120
	7	-7
	40	-19
	115	-141
	-3	21
<b>Total</b>	<b>1,966</b>	<b>-2,266</b>

<sup>1</sup> Remeasurement of defined-benefit pension plans SEK 2,585 M (-1,003), together with tax SEK -575 M (21), totalling SEK 2,010 M (-792), constitutes the Group's total effect on other comprehensive income of remeasurement of pensions recognized in accordance with IAS 19 and is recognized in retained earnings.

<sup>2</sup> Translation differences attributable to equity holders SEK 1,808 M (-2,120), plus hedging of exchange rate risk in foreign operations SEK 40 M (-19), totalling SEK 1,848 M (-2,139), constitute the change in the Group's translation reserve.

<sup>3</sup> The effect on cash flow hedges SEK 115 M (-141), together with taxes SEK -3 M (21), totalling SEK 112 M (-120), constitutes the change in the Group's cash flow hedge reserve.



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Note 26. Equity/earnings per share

	2021	2020
<b>Other comprehensive income after tax</b>	<b>3,977</b>	<b>-3,058</b>
<b>Comprehensive income for the year</b>	<b>10,863</b>	<b>6,839</b>
of which attributable to equity holders	10,834	6,824
of which attributable to non-controlling interests	30	15
<b>Other changes in equity not included in comprehensive income for the year</b>	<b>-3,917</b>	<b>-1,340</b>
Dividend to shareholders	-13	-15
Effects of share-based payments	388	300
Shares repurchased	-242	-88
<b>Total</b>	<b>-3,784</b>	<b>-1,143</b>
<b>Equity, December 31</b>	<b>45,797</b>	<b>38,717</b>
of which non-controlling interests	114	97
<b>Equity attributable to equity holders is allocated as follows:</b>	<b>Dec 31, 2021</b>	<b>Dec 31, 2020</b>
Share capital	1,260	1,260
Paid-in capital	3,715	3,327
Reserves	2,866	906
Retained earnings	37,842	33,127
<b>Total</b>	<b>45,683</b>	<b>38,620</b>
<b>Paid-in capital</b>		
Paid-in capital in excess of quota (par) value from historical issues of new shares is recognized as "Paid-in capital."		
The change in 2021 and 2020 was attributable to share-based payments and amounted to SEK 388 M (300).		

	2021	2020
<b>Reconciliation of reserves</b>	<b>2021</b>	<b>2020</b>
<b>Translation reserve</b>	<b>1,412</b>	<b>3,551</b>
Translation reserve, January 1	1,412	3,551
Translation differences for the year	1,808	-2,120
Hedging of exchange rate risk in foreign operations	40	-19
<b>Translation reserve, December 31</b>	<b>3,259</b>	<b>1,412</b>
<b>Cash flow hedge reserve</b>	<b>-506</b>	<b>-386</b>
Hedge reserve, January 1	-506	-386
<b>Cash flow hedges recognized in other comprehensive income</b>	<b>-37</b>	<b>-296</b>
Hedges for the year	-37	-296
Transferred to the income statement	152	155
Taxes attributable to hedging for the year	-3	21
<b>Hedge reserve, December 31</b>	<b>-394</b>	<b>-506</b>
<b>Total reserves</b>	<b>2,866</b>	<b>906</b>
<b>Translation reserve</b>		
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 amount to SEK 1,808 M (-2,120) and consist of positive translation differences mainly in USD.		
In 2021 the translation reserve was affected by exchange rate differences of SEK 40 M (-19) due to currency hedging. The accumulated translation reserve totaled SEK 3,259 M (1,412).		
<b>Cash flow hedge reserve</b>		
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 amounts to SEK 112 M (-120), which is explained by changes in exchange rates where forward contracts have been entered into for future transactions in foreign currencies and hedge accounting is applied, as well as the fact that interest rate swaps have matured and been realized, which to a certain extent is offset by changes in market interest rates. The reserve at year-end amounted to SEK -394 M (-506).		

	2021	2020
<b>Retained earnings</b>		
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."		
<b>Remeasurement of defined-benefit pension plans</b>		
Equity was affected by remeasurement of defined-benefit pension plans in the amount of SEK 2,010 M (-729) after taking into account social insurance contributions and taxes. Remeasurement of pension obligations amounted to SEK -83 M (-2,306). Remeasurements of plan assets were made in the amount of SEK 2,357 M (1,446) as the actual return on the assets exceeds the estimated return. See also Note 28.		
<b>Remeasurement of pension obligations</b>	<b>-83</b>	<b>-2,306</b>
Difference between expected and actual return on plan assets	2,357	1,446
Social insurance contributions including special payroll tax	311	-143
Taxes	-575	211
<b>Total</b>	<b>2,010</b>	<b>-792</b>
<b>IFRS 2 Share-based Payment</b>		
The employee ownership programs introduced in 2017 and 2020 are recognized as share-based payment settled with equity instruments, in accordance with IFRS 2. This means that fair value is calculated on the basis of estimated fulfillment of established performance targets during the measurement period. After the end of the measurement period the fair value is established. This value is allocated over the three-year vesting period. 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 fulfilled.		
<b>Dividend</b>		
After the closing day, the Board has proposed a dividend for 2021 of SEK 10.00 per share (6.50), of which SEK 7.00 per share (6.50) as ordinary dividend and SEK 3.00 per share (3.00) as extra dividend. The proposal is equivalent to a dividend payout totaling SEK 4,122 M (3,917). No dividend is paid for the Parent Company's holding of Series B treasury shares. The Board has proposed Thursday March 31, 2022, as the record date for receiving the dividend. The total dividend amount may change by the record date, depending on repurchases of Series B treasury shares and the transfer of Series B shares to participants in Skanska employee ownership programs. The decision on dividends to shareholders for 2021 will be made by the AGM on March 29, 2022.		

Note 26. *Equity/earnings per share*

### Shares

Information on the number of shares as well as earnings and equity per share is presented in the table below.

	2021	2020
Number of shares at year-end	419,903,072	419,903,072
of which Series A shares	19,661,632	19,684,564
of which Series B shares	400,241,440	400,218,508
Average price, repurchased shares, SEK	141.85	138.45
of which repurchased during the year	1,048,500	460,000
Number of Series B treasury shares, December 31	7,655,488	7,616,674
Number of shares outstanding, December 31	412,247,584	412,286,398
Average number of shares outstanding	412,387,142	411,993,869
Average number of shares outstanding after dilution	415,491,861	414,304,017
Average dilution, %	0.75	0.56
Earnings per share, SEK	16.64	23.97
Earnings per share after dilution, SEK	16.52	23.84
Equity per share, SEK	110.81	93.67
<b>Change in number of shares</b>	<b>2021</b>	<b>2020</b>
Number on January 1	412,286,398	411,508,593
Number of Series B shares repurchased	-1,048,500	-460,000
Number of shares transferred to employees	1,009,686	1,237,805
<b>Number on December 31</b>	<b>412,247,584</b>	<b>412,286,398</b>

### Dilution effect

In the employee ownership programs introduced in 2017 and 2020 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 1,752 M, allocated over the three-year vesting period, equivalent to 5,946,057 shares. The maximum dilution at the end of the vesting period is estimated at 1.42 percent.

In 2021 the cost of both programs amounted to SEK 388 M, excluding social insurance contributions. Share awards earned but not yet allotted by the end of 2021 totalled 3,104,719 shares. The dilution effect up to and including 2021 amounted to 0.75 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 inhouse 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 is a measure of how well the capital provided by the shareholders and lenders is being used.

The target for 2021 is a return on the Group's equity of at least 18 percent, an operating margin within Construction of at least 3.5 percent and a return on capital employed, calculated jointly for the business streams within Project Development, of at least 10 percent. 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.

Non-current financial liabilities	Dec 31, 2021	Dec 31, 2020
<b>Financial liabilities at fair value through profit or loss</b>		
Derivatives	6	
<b>Financial liabilities at amortized cost</b>		
Liabilities to credit institutions	2,834	2,641
Other liabilities	555	599
<b>Total</b>	<b>3,389</b>	<b>3,247</b>

of which interest-bearing non-current financial liabilities	3,389	3,240
of which non-interest-bearing non-current financial liabilities	6	6

Current financial liabilities	Dec 31, 2021	Dec 31, 2020
<b>Financial liabilities at fair value through profit or loss</b>		
Derivatives	131	85
<b>Financial liabilities at amortized cost</b>		
Construction loans, cooperative housing associations	4,644	4,045
Liabilities to credit institutions	533	553
Other liabilities	4	1
<b>Total</b>	<b>4,780</b>	<b>4,663</b>

of which interest-bearing current financial liabilities	4,649	4,578
of which non-interest-bearing current financial liabilities	131	85
<b>Total carrying amount for financial liabilities</b>	<b>8,169</b>	<b>7,910</b>

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## Note 28. Pensions

Pension provisions are recognized in accordance with IAS 19 Employee Benefits. See Note 1.

**Pension liability according to the statement of financial position**  
According to the statement of financial position, interest-bearing pension liabilities amounted to SEK 5,936 M (7,360) and interest-bearing pension receivables amounted to SEK 2,138 M (1,098). The net amount of interest-bearing pension liabilities and interest-bearing pension receivables was SEK 3,798 M (6,262).

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 61 M (46) due to the limit in the ceiling rule.

On the closing day the pension obligations amounted to SEK 29,832 M (28,173). During the year pension obligations were affected by remeasurements. The discount rate and inflation assumption for all three countries have been raised resulting in a small net change in obligations. The remeasurements are included in other comprehensive income in a net amount of SEK -83 M (-2,306). Pension obligations were also affected by the cost of vested pensions and interest expense exceeding pensions paid. The pension obligations increased due to higher exchange rates for NOK and GBP.

The plan assets amounted to SEK 26,034 M (21,911). The plan assets were affected during the year by remeasurements, since the actual return on the assets was higher than the estimated return. The remeasurements are included in other comprehensive income in the amount of SEK 2,357 M (1,446). The plan assets increased due to higher exchange rates for NOK and GBP.

The return on plan assets recognized in the income statement amounted to SEK 330 M (424), while the actual return amounted to SEK 2,687 M (1,870). The higher return is attributable to the pension plans in all three countries.

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) Series B shares. There is also 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.

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 2021 amounted to SEK 2 M (3). At the end of 2021, the collective funding ratio of defined-benefit plans in Alecta totaled a preliminary 172 percent (448). 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 Pensjonskassa pension fund. This plan covered almost all employees of Skanska in Norway and the pension is based on final salary and number of years of employment with Skanska. The pension obligations are secured through assets in the pension fund. The Skanska Norge Pensjonskassa 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. 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 liability related to employee benefits, defined-benefit plans

	Dec 31, 2021	Dec 31, 2020
Pension obligations, funded plans, present value, December 31	29,832	28,173
Plan assets, fair value, December 31	-26,034	-21,911
<b>Net liability according to statement of financial position</b>	<b>3,798</b>	<b>6,262</b>

### Pension obligations and plan assets by country

	Sweden	Norway	UK	Total
<b>2021</b>				
Pension obligations	11,999	5,237	12,596	29,832
Plan assets	-6,063	-6,843	-13,128	-26,034
<b>Net liability according to statement of financial position</b>	<b>5,936</b>	<b>-1,606</b>	<b>-532</b>	<b>3,798</b>
<b>2020</b>				
Pension obligations	11,902	4,626	11,645	28,173
Plan assets	-4,988	-5,724	-11,199	-21,911
<b>Net liability according to statement of financial position</b>	<b>6,914</b>	<b>-1,098</b>	<b>446</b>	<b>6,262</b>

Note 28. Pensions, cont.

Interest-bearing pension liability, net		2021	2020	Breakdown of pension obligations and average duration by country		
				Sweden	Norway	UK
Net pension liability, January 1		6,262	5,321			
Pension expenses		580	551	44%	43%	5%
Benefits paid by employers		-260	-248	27%	16%	56%
Funds contributed by employers		-359	-313	29%	41%	39%
Remeasurements <sup>1</sup>		-2,274	860			
Curtailments and settlements		-69	-8			
Exchange rate differences		-82	99			
<b>Net liability according to statement of financial position</b>		<b>3,798</b>	<b>6,262</b>			
<sup>1</sup> See also Note 26, which shows the tax portion and social insurance contributions recognized in other comprehensive income.						
Pension obligations		2021	2020	Plan assets not included in carrying amount due to the limit in the ceiling rule		
				Sweden	Norway	UK
January 1		28,173	27,115			
Pensions earned during the year		516	496			
Interest on obligations		400	485			
Benefits paid by employers		-260	-248			
Benefits paid from plan assets		-439	-442			
Remeasurements:						
- Actuarial gains(-)/losses(+), changed financial assumptions		20	2,442			
- Actuarial gains(-)/losses(+), changed demographic assumptions		-224	-236			
- Experience-based changes		287	100			
Curtailments and settlements		-69	-8			
Exchange rate differences		1,428	-1,531			
<b>Pension obligations, present value</b>		<b>29,832</b>	<b>28,173</b>			
				20 years	19 years	20 years
				43%	47%	4%
				26%	17%	55%
				31%	36%	41%
				21 years	20 years	20 years
				43%	47%	4%
				26%	17%	55%
				31%	36%	41%
				21 years	20 years	20 years
				43%	47%	4%
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				31%	36%	41%
				21 years	20 years	20 years
				43%	47%	4%
				26%	17%	55%



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Note 28, Pensions, cont.

Total plan assets by asset class	Dec 31, 2021		Dec 31, 2020		Actuarial assumptions			2020		
	Dec 31, 2021	Dec 31, 2020	Dec 31, 2021	Dec 31, 2020	Sweden	Norway	UK	Sweden	Norway	UK
<b>Equities and mutual funds</b>										
Swedish equities and mutual funds	655	640	Discount rate, January 1	1.10%	1.80%	1.40%	Discount rate, January 1	1.50%	2.50%	2.00%
Norwegian equities and mutual funds	1,037	848	Discount rate, December 31	1.60%	1.90%	1.60%	Discount rate, December 31	1.10%	1.80%	1.40%
UK equities and mutual funds	875	1,327	Estimated return on plan assets for the period	1.10%	1.80%	1.40%	Estimated return on plan assets for the period	1.50%	2.50%	2.00%
Global mutual funds	4,084	4,258	Expected pay increase, December 31	3.25%	2.50%	3.50%	Expected pay increase, December 31	3.00%	2.25%	3.25%
<b>Total equities and mutual funds</b>	<b>6,651</b>	<b>7,073</b>	Expected inflation, December 31	2.00%	1.75%	3.25%	Expected inflation, December 31	1.50%	1.50%	3.00%
<b>Interest-bearing securities</b>										
Swedish bonds	1,699	1,464	<b>Demographic assumptions</b>				<b>Demographic assumptions</b>			
Norwegian bonds	1,195	926	Life expectancy after age 65, men	23 years	22 years	22 years	Life expectancy after age 65, men	23 years	21 years	22 years
UK bonds	6,350	4,081	Life expectancy after age 65, women	25 years	25 years	24 years	Life expectancy after age 65, women	25 years	25 years	24 years
Bonds in other countries	4,870	2,865	Life expectancy table	DUS14	K2013	S3 2020	Life expectancy table	PRI	K2013	S3 2019
<b>Total interest-bearing securities</b>	<b>14,114</b>	<b>9,336</b>								
<b>Alternative investments:</b>										
Hedge funds	469	303								
Property investments	2,144	1,639								
Projects in the PPP-portfolio	602	1,503								
Other	2,054	2,057								
<b>Total alternative investments</b>	<b>5,269</b>	<b>5,502</b>								
<b>Total plan assets</b>	<b>26,034</b>	<b>21,911</b>								

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.

80 percent of total plan assets have a quoted price on an active market.

Note 28, Pensions, cont.

### Sensitivity of pension obligations to changes in assumptions

	Sweden	Norway	UK	Total <sup>1</sup>
Pension obligations, December 31, 2021	11,999	5,237	12,596	29,832
Discount rate increase of 0.25%	-600	-250	-600	-1,450
Discount rate decrease of 0.25%	600	250	600	1,450
Increase of 0.25% in expected pay increase	175	125	0	300
Decrease of 0.25% in expected pay increase	-175	-125	0	-300
Increase of 0.25% in expected inflation	450	125	300	875
Decrease of 0.25% in expected inflation	-450	-125	-300	-875
Life expectancy increase of 1 year	525	250	450	1,225

<sup>1</sup> 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 about 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 <sup>1</sup>
Plan assets, December 31, 2021	6,063	6,843	13,128	26,034
Return increase of 5%	300	350	650	1,300
Return decrease of 5%	-300	-350	-650	-1,300

<sup>1</sup> If the actual return exceeds the estimated return by 5 percent, the gain upon remeasurement is expected to amount to SEK 1,300 M. If the actual return falls below the estimated return by 5 percent, the loss upon remeasurement is expected to amount to SEK 1,300 M.

The sensitivity analyses are based on existing circumstances, assumptions and populations. Application at other levels may produce different effects of changes.

### 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.

	2021	2020
<b>Total pension expenses in the income statement for defined-benefit plans and defined-contribution plans</b>		
Defined-benefit pension plans vested during the year	-516	-496
Less: Funds contributed by employees	6	6
Interest on obligations	-400	-485
Estimated return on plan assets	330	424
Curtailments and settlements	69	1
<b>Pension expenses, defined-benefit plans</b>	<b>-511</b>	<b>-550</b>

Pension expenses, defined-contribution plans	-1,786	-1,834
Social insurance contributions, defined-benefit and defined-contribution plans <sup>1</sup>	-168	-177
<b>Total pension expenses</b>	<b>-2,465</b>	<b>-2,561</b>

<sup>1</sup> Refers to special payroll tax in Sweden and employer contribution in Norway.

### Allocation of pension expenses in the income statement

	2021	2020
Cost of sales	-1,915	-2,007
Selling and administrative expenses	-480	-493
Financial items	-70	-61
<b>Total pension expenses</b>	<b>-2,465</b>	<b>-2,561</b>

## 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.

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.

	Dec 31, 2021	Dec 31, 2020
Current provisions	11,239	10,326
Non-interest-bearing	11,239	10,326
<b>Total</b>	<b>11,239</b>	<b>10,326</b>

	Reserve for legal disputes		Provision for warranty obligations		Other provisions		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
January 1	1,786	1,501	3,514	3,076	5,444	10,326	10,021	10,021
Divested provisions					-18	-18		
Provisions for the year	888	940	1,402	1,913	721	3,011	3,592	3,592
Provisions utilized	-228	-427	-638	-829	-607	-1,473	-2,198	-2,198
Utilized amounts that were reversed, change in value	-115	-152	-448	-496	-240	-226	-874	-874
Exchange rate differences	79	-78	115	-172	107	-238	300	-487
Reclassifications	3	-53	-53	22	-54	249	-104	272
<b>December 31</b>	<b>2,413</b>	<b>1,786</b>	<b>3,892</b>	<b>3,514</b>	<b>4,935</b>	<b>5,026</b>	<b>11,239</b>	<b>10,326</b>

## Specification of "Other provisions"

	Dec 31, 2021	Dec 31, 2020
Provisions for restructuring measures	210	240
Employee-related provisions	316	256
Environmental obligations	124	124
Provision for social insurance contributions for pensions and share-based payments	1,554	1,663
Contingent considerations <sup>1</sup>	585	598
Provisions for commitments in joint ventures	253	374
Provisions for leases	678	694
Provisions for completed projects	662	649
Damage restoration	129	112
Tax and VAT (other than corporate tax)	121	93
Other provisions	303	223
<b>Total</b>	<b>4,935</b>	<b>5,026</b>

<sup>1</sup> Acquisitions of current-asset properties. These are reported as financial instruments. See Note 6.

## Note 30. Other operating liabilities

Non-interest-bearing liabilities in business operations are recognized as "Other operating liabilities." Such liabilities are part of the Group's operating cycle and are recognized as current liabilities.

	Dec 31, 2021	Dec 31, 2020
Trade accounts payable	12,426	9,649
Other operating liabilities to associated companies	11	9
Other operating liabilities <sup>1</sup>	7,242	6,603
Accrued expenses and prepaid income	16,963	15,551
<b>Total</b>	<b>36,642</b>	<b>31,812</b>

Of which financial instruments reported in Note 6 Financial instruments and financial risk management

	Dec 31, 2021	Dec 31, 2020
Trade accounts payable	12,426	9,649
Other operating liabilities including accrued interest expense	367	531
<b>Total</b>	<b>12,794</b>	<b>10,179</b>
Of which non-financial instruments	23,848	21,633

<sup>1</sup> "Other operating liabilities" includes SEK 259 M (423) for checks issued but not yet cashed, mainly in the USA. See Note 1.

The normal cycle time for "Other provisions" is one to three years.

Provisions for legal disputes are provisions in the Construction business stream for projects that have been completed, as well as 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 in 2021 was mainly related to Construction. Provisions for the year for restructuring measures mainly consist of items related to Poland and the USA, 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 31. Specification of interest-bearing net receivables/net liabilities per asset and liability**

	Dec.31, 2021		Dec.31, 2020		Total
	Interest-bearing	Non-Interest-bearing	Interest-bearing	Non-Interest-bearing	
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	7,279		7,279	6,816	6,816
Property, plant and equipment, right-of-use assets	3,314		3,314	3,930	3,930
Goodwill	3,934		3,934	3,713	3,713
Other intangible assets	676		676	771	771
Investments in joint ventures and associated companies	2,185		2,185	1,689	1,689
Non-current financial assets	3,838	37	3,875	47	1,931
Deferred tax assets	1,984		1,984	1,803	1,803
<b>Total non-current assets</b>	<b>3,838</b>	<b>19,409</b>	<b>23,247</b>	<b>18,769</b>	<b>20,653</b>
<b>Current assets</b>					
Current-asset properties		49,745	49,745	44,948	44,948
Current-asset properties, right-of-use assets		3,289	3,289	2,980	2,980
Inventories		1,090	1,090	1,100	1,100
Current financial assets	18,747	63	18,810	192	8,492
Tax assets		1,247	1,247	950	950
Contract assets		5,451	5,451	4,599	4,599
Other operating receivables		25,212	25,212	22,402	22,402
Cash and bank balances	10,947		10,947	19,508	19,508
<b>Total current assets</b>	<b>29,694</b>	<b>86,098</b>	<b>115,791</b>	<b>77,170</b>	<b>104,979</b>
<b>TOTAL ASSETS</b>	<b>33,531</b>	<b>105,507</b>	<b>139,039</b>	<b>95,939</b>	<b>125,631</b>



Note 31. Specification of interest-bearing net receivables/net liabilities per asset and liability, cont.

	Dec 31, 2021		Dec 31, 2020		
	Interest-bearing	Non- interest-bearing	Interest-bearing	Non- interest-bearing	Total
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Non-current financial liabilities	3,389		3,241	6	3,247
Lease liabilities	6,040		6,217		6,217
Pensions	5,936		7,360		7,360
Deferred tax liabilities		1,215		928	928
<b>Total non-current liabilities</b>	<b>15,365</b>	<b>1,215</b>	<b>16,818</b>	<b>934</b>	<b>17,752</b>
<b>Current liabilities</b>					
Current financial liabilities	4,649	131	4,780	85	4,663
Lease liabilities	920		1,016		1,016
Tax liabilities		417	417	1,884	1,884
Current provisions	11,239		11,239	10,326	10,326
Contract liabilities	22,664		22,664	19,462	19,462
Other operating liabilities	36,642		36,642	31,812	31,812
<b>Total current liabilities</b>	<b>5,569</b>	<b>71,093</b>	<b>76,662</b>	<b>63,568</b>	<b>69,162</b>
<b>TOTAL LIABILITIES</b>	<b>20,933</b>	<b>72,308</b>	<b>93,242</b>	<b>64,502</b>	<b>86,914</b>
Total equity			45,797		38,717
<b>EQUITY AND LIABILITIES</b>			<b>139,039</b>		<b>125,631</b>
Interest-bearing net receivables/ net liabilities (+/-)	12,598		7,280		



**Note 32. Expected recovery periods for assets and liabilities**

Amounts expected to be recovered	Dec.31, 2021		Dec.31, 2020	
	Within 12 months	After 12 months	Within 12 months	After 12 months
<b>ASSETS</b>				
<b>Non-current assets</b>				
Property, plant and equipment <sup>1</sup>	1,555	5,724	1,671	5,145
Property, plant and equipment, right-of-use assets <sup>1</sup>	908	2,406	1,046	2,884
Goodwill		3,934		3,713
Other intangible assets <sup>1</sup>	205	471	228	543
Investments in joint ventures and associated companies <sup>2</sup>		2,185		1,689
Non-current financial assets		3,875		1,931
Deferred tax assets <sup>3</sup>		1,984		1,803
<b>Total non-current assets</b>	<b>2,668</b>	<b>20,579</b>	<b>2,945</b>	<b>17,708</b>
<b>Current assets</b>				
Current-asset properties <sup>4</sup>	19,900	29,845	20,900	24,048
Current-asset properties, right-of-use assets <sup>4</sup>	400	2,889	400	2,580
Inventories	1,002	88	993	107
Current financial assets	18,810		8,492	
Tax assets	1,247		950	
Contract assets <sup>5</sup>	4,140	1,311	3,967	632
Other operating receivables <sup>5</sup>	19,570	5,642	17,248	5,153
Cash and bank balances	10,947		19,508	
<b>Total current assets</b>	<b>76,016</b>	<b>39,775</b>	<b>72,458</b>	<b>32,520</b>
<b>TOTAL ASSETS</b>	<b>78,684</b>	<b>60,354</b>	<b>75,403</b>	<b>50,228</b>

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 within one year is based on an historical assessment of the past three years. For right-of-use assets the assessment is based on the implementation of IFRS 16 on January 1, 2019.

5 Current receivables that fall due in more than 12 months' time are part of the operating cycle and are thus recognized as current.



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Note 32. Expected recovery periods for assets and liabilities, cont.

	Dec 31, 2021			Dec 31, 2020		
	Within 12 months	After 12 months	Total	Within 12 months	After 12 months	Total
<b>LIABILITIES</b>						
<b>Non-current liabilities</b>						
Non-current financial liabilities		3,389	3,389		3,247	3,247
Lease liabilities	275	6,040	6,040		6,217	6,217
Pensions <sup>1</sup>		5,661	5,936	274	7,086	7,360
Deferred tax liabilities		1,215	1,215		928	928
<b>Total non-current liabilities</b>	<b>275</b>	<b>16,305</b>	<b>16,580</b>	<b>274</b>	<b>17,478</b>	<b>17,752</b>
<b>Current liabilities</b>						
Current financial liabilities	3,016	1,764	4,780	2,643	2,020	4,663
Lease liabilities	920		920	1,016		1,016
Tax liabilities	417		417	1,884		1,884
Current provisions	5,403	5,836	11,239	3,766	6,560	10,326
Contract liabilities	18,047	4,617	22,664	15,545	3,917	19,462
Other operating liabilities	33,715	2,927	36,642	28,605	3,207	31,812
<b>Total current liabilities</b>	<b>61,518</b>	<b>15,144</b>	<b>76,662</b>	<b>53,459</b>	<b>15,704</b>	<b>69,162</b>
<b>TOTAL LIABILITIES</b>	<b>61,793</b>	<b>31,449</b>	<b>93,242</b>	<b>53,733</b>	<b>33,182</b>	<b>86,914</b>
Total equity			45,797			38,717
<b>EQUITY AND LIABILITIES</b>			<b>139,039</b>			<b>125,631</b>

<sup>1</sup> "Within 12 months" refers to expected benefit payments (payments from funded plans are not included).

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## Note 33. Assets pledged, contingent liabilities and contingent assets

Assets pledged	Dec 31, 2021		Dec 31, 2020	
	1,424	979	741	934
Shares and participations				
Receivables	1,424	979	741	934
<b>Total</b>	<b>2,402</b>	<b>1,675</b>		

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 intermediary holding companies – are provided as security for loans from banks or lenders other than the co-owners.

Assets pledged for liabilities	Dec 31, 2021		Dec 31, 2020	
	1,424	979	741	934
Other obligations	1,424	979	741	934
<b>Total</b>	<b>2,402</b>	<b>1,675</b>		

Assets pledged for other liabilities, SEK 1.0 billion (0.9), 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.

Contingent liabilities, excluding obligations for partners' future performance in joint operations, amounted to SEK 1,359 M (1,311). This amount is mainly related to joint ventures and tenant-owners' associations within the Commercial Property Development and Residential Development operating segments.

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 amounts to SEK 55,874 M (56,610). 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 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.

In 2017 Skanska Finland was notified that the prosecutor requested a corporate fine in connection to a bribery investigation involving a former real estate manager in another company and concerning certain sports sponsorship payments that Skanska Finland made before 2013. Skanska Finland's manager was also a defendant in the case. Skanska has actively cooperated with the prosecutor and police since the start of the investigation. In 2019 the Helsinki District Court dismissed the charges against Skanska Finland and Skanska Finland's manager as well as the demand for a corporate fine. In 2020 the prosecutor appealed the decision. The main hearing in the Helsinki Court of Appeal took place in March–July 2021. A court of appeal judgment is expected by the end of March 2022.

The Brazilian competition authority, the Administrative Council of Economic Defense ("CADE"), and the Comptroller General of the Union ("CGU") initiated in 2015 administrative procedures 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. Other authorities in Brasil have initiated legal proceedings relating to the same transactions. In

2016 the Attorney General of the Union ("AGU") commenced a lawsuit against seven companies including Skanska Brasil. The charges focused on claims of inappropriate payments by a joint venture partner. Both courts of first and second instance rejected the claim against Skanska Brasil. AGU appealed to the Superior Court, which in 2020 decided to uphold the lower court's decision to reject the claim against Skanska Brasil. AGU has appealed to the Superior Court for reconsideration, which is pending.

The Federal Audit Court ("TCU") is an authority auditing public contracts, including those of Petrobras, and Skanska Brasil has some contracts under TCU review. In 2020 TCU decided in principle that damages for overpricing in all contracts entered into 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 April 2021, based on the econometric damage calculation, to start an investigation regarding this overpricing. A final decision by TCU is expected during 2022.

In 2006 tax authorities in Argentina started investigating about 120 companies, including Skanska S.A. in Argentina, for use of fake invoices. Skanska cooperated with the authorities and corrected its tax returns. The Appeal Court found in 2011 no evidence of wrongdoings and no convictions were made. However, the Federal Criminal Court decided in 2017 to once again indict a large number of individuals including nine former Skanska employees. A trial date has not been set. 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. See Note 1.

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## 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. See Note 1.

### Exchange rates

The Swedish krona fluctuated during the year against currencies in countries in which the Group does business.

Currency	Country	Average exchange rate			Change, %	
		2021	2020	2019	2020-2021	2019-2020
CZK	Czech Republic	0.396	0.397	0.412	0	-4
DKK	Denmark	1.364	1.407	1.418	-3	-1
EUR	EU	10.146	10.488	10.584	-3	-1
GBP	UK	11.800	11.809	12.071	0	-2
NOK	Norway	0.998	0.979	1.075	2	-9
PLN	Poland	2.222	2.362	2.463	-6	-4
USD	USA	8.580	9.212	9.457	-7	-3

Currency	Country	Closing day exchange rate			Change, %	
		2021	2020	2019	2020-2021	2019-2020
CZK	Czech Republic	0.409	0.384	0.410	7	-6
DKK	Denmark	1.377	1.352	1.399	2	-3
EUR	EU	10.239	10.054	10.446	2	-4
GBP	UK	12.195	11.154	12.240	9	-9
NOK	Norway	1.025	0.956	1.059	7	-10
PLN	Poland	2.230	2.219	2.453	0	-10
USD	USA	9.060	8.193	9.329	11	-12

### Income statement

In 2021 the average exchange rate of the SEK strengthened against all of the Group's other currencies. The total exchange rate effect on the Group's revenue was SEK -4,603 M (-3,983), equivalent to -2.9 (-2.3) percent. The total exchange rate effect on the Group's operating income was SEK -201 M (-163), equivalent to -1.6 (-2.2) percent. See the table to the right.

	2021						2020						Total
	Revenue	Operating income	Income after financial items	Profit/loss for the year	USD	EUR	GBP	NOK	CZK	PLN	Other	Total	
	-4,195	-174	-445	-405	-4,195	-455	-10	289	-13	-218	-1	-4,603	
	-34	-29	-25	0	-34	-1	15	-1	-1	-11	5	-201	
	-445	-445	-405	0	-445	-1	16	-1	-1	-10	3	-467	
	-405	-405	-405	0	-405	-1	12	-1	-1	-12	3	-428	
	-1,819	-77	-145	-383	-1,819	-145	-5	-1,280	-214	-143	1	-3,983	
	-16	-69	-16	-4	-16	-5	-58	-12	-12	-3	8	-163	
	-15	-51	-15	-4	-15	-4	-61	-12	-2	-2	9	-154	
	-11	-51	-11	-4	-11	-4	-46	-11	-2	-2	10	-115	



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Note 34. Foreign exchange rates and effect of changes in foreign exchange rates, cont.

### Consolidated statement of financial position by functional currency

Consolidated total assets increased by SEK 13.4 billion, from SEK 125.6 billion to SEK 139.0 billion. The effect of changes in foreign exchange rates was SEK 6.4 billion. The closing exchange rate of the Swedish krona strengthened against all currencies in countries in which the Group does business.

Dec 31, 2021, SEK bn	USD	GBP	EUR	NOK	CZK	PLN	DKK	Other foreign currencies <sup>1</sup>	Hedges of foreign currency <sup>2</sup>	SEK	Total
<b>Assets</b>											
Property, plant and equipment	1.8	0.4	0.5	2.3	0.5	0.1	0.0	0.1		1.6	7.3
Property, plant and equipment, right-of-use assets	0.7	0.7	0.4	0.5	0.2	0.1	0.0	-0.1		0.8	3.3
Intangible assets	0.6	1.4	0.6	1.2	0.1	0.0	0.0	-0.1		0.8	4.6
Shares and participations	0.7	0.0	0.1	0.0	0.1	0.0	0.0	0.1		1.2	2.2
Interest-bearing receivables	34.5	4.8	4.0	5.5	2.5	1.7	0.0	-41.2		10.7	22.5
Current-asset properties	8.3	2.6	14.4	4.2	1.6	1.4	1.5	0.1		15.6	49.7
Current-asset properties, right-of-use assets	2.2	0.0	0.4	0.0	0.0	0.1	0.0	0.1		0.5	3.3
Non-interest-bearing receivables	16.1	3.0	3.1	3.8	1.6	0.9	0.0	0.0		6.6	35.1
Cash and cash equivalents	1.6	0.0	0.1	0.1	0.1	0.0	0.0	0.0		9.1	11.0
<b>Total</b>	<b>66.5</b>	<b>12.9</b>	<b>23.6</b>	<b>17.6</b>	<b>6.7</b>	<b>4.3</b>	<b>1.5</b>	<b>-41.0</b>	<b>0.0</b>	<b>46.9</b>	<b>139.0</b>
<b>Equity and liabilities</b>											
Equity attributable to equity holders <sup>3</sup>	14.2	1.8	4.1	5.2	2.7	0.3	1.5	0.0	-0.1	15.9	45.6
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	24.0	4.0	12.6	3.3	0.2	1.3	0.0	-41.4	0.1	16.9	21.0
Non-interest-bearing liabilities	28.3	7.1	6.9	9.1	3.7	2.7	0.0	0.4		14.1	72.3
<b>Total</b>	<b>66.5</b>	<b>12.9</b>	<b>23.6</b>	<b>17.6</b>	<b>6.7</b>	<b>4.3</b>	<b>1.5</b>	<b>-41.0</b>	<b>0.0</b>	<b>46.9</b>	<b>139.0</b>

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 forward currency contracts. See also Note 6. Hedging of net investments through foreign currency loans, mainly in GBP amounts to SEK 85 M.

3. The respective currencies are calculated including goodwill on consolidation and the net amount of Group surpluses after deducting deferred taxes.

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Note 34. Foreign exchange rates and effect of changes in foreign exchange rates, cont.

## 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 explained below.

Dec 31, 2020, SEK bn	USD	GBP	EUR	NOK	CZK	PLN	DKK	Other foreign currencies <sup>1</sup>	Hedges of foreign currency <sup>2</sup>	SEK	Total
<b>Assets</b>											
Property, plant and equipment	1.8	0.4	0.5	1.8	0.5	0.1				1.7	6.8
Property, plant and equipment, right-of-use assets	0.7	0.9	0.5	0.5	0.2	0.1				1.0	3.9
Intangible assets	0.6	1.2	0.5	1.1	0.1		0.1			0.9	4.5
Shares and participations	0.1			0.1	0.1					1.4	1.7
Interest-bearing receivables	29.4	2.4	3.6	4.7	1.7	1.8	0.1	-2.9		-3.6	10.2
Current-asset properties	6.8	0.1	10.0	0.8	1.4	1.4	2.6	8.6		13.2	44.9
Current-asset properties, right-of-use assets	2.1	1.6	3.9	3.1		0.1		-8.2		0.4	3.0
Non-interest-bearing receivables	15.8	2.9	2.9	3.1	1.3	0.5		-0.1		6.7	31.1
Cash and cash equivalents	6.8	0.1	0.2	0.1	0.1	0.1		-0.1		12.2	19.5
<b>Total</b>	<b>62.1</b>	<b>9.6</b>	<b>22.1</b>	<b>15.3</b>	<b>5.4</b>	<b>4.1</b>	<b>2.7</b>	<b>-29.6</b>	<b>0.0</b>	<b>33.9</b>	<b>125.6</b>
<b>Equity and liabilities</b>											
Equity attributable to equity holders <sup>3</sup>	13.5	0.8	4.2	4.8	2.4	0.1	0.8	-0.5	-0.1	12.2	38.6
Non-controlling interests					0.1						0.1
Interest-bearing liabilities	22.8	3.4	11.5	2.9	0.4	1.5	1.5	-2.9	0.1	8.0	22.4
Non-interest-bearing liabilities	25.8	5.4	6.4	7.6	2.5	2.5	0.4	0.2		13.7	64.5
<b>Total</b>	<b>62.1</b>	<b>9.6</b>	<b>22.1</b>	<b>15.3</b>	<b>5.4</b>	<b>4.1</b>	<b>2.7</b>	<b>-29.6</b>	<b>0.0</b>	<b>33.9</b>	<b>125.6</b>

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 forward currency contracts.

See also Note 6. Hedging of net investments through foreign currency loans, mainly in GBP, amounts to SEK 78 M.

3 The respective currencies are calculated including goodwill on consolidation and the net amount of Group surpluses after deducting deferred taxes.

## Information about interest and dividends

	2021	2020
Interest income received during the year	68	114
Interest paid during the year	281	289
Dividend received during the year	742	1,010

## 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 2021 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 the Swedish krona, - indicates a strengthening of the Swedish krona).

SEK bn	+/-10%	USD +/-10%
Revenue	+/-10.9	+/-5.7
Operating income	+/-0.5	+/-0.2
Equity	+/-3.0	+/-1.4
Net receivables/net liabilities	+/-1.0	+/-1.2

## Other

For information on the change in the translation reserve in equity, see Note 26.

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Note 35: Cash flow statement, cont.

## Cash and cash equivalents

Cash and cash equivalents in the cash flow statement consist of cash and bank balances as well as short-term investments. The definition of cash and bank balances in the statement of financial position can be found in Note 1. 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. Only amounts that can be used without restrictions are recognized as cash and bank balances.

	Dec 31, 2021	Dec 31, 2020
Cash and bank balances	10,947	19,508
<b>Total</b>	<b>10,947</b>	<b>19,508</b>

**Other**  
At year-end, the Group's unutilized credit facilities amounted to SEK 6,591 M (8,812).

## Relationship between the consolidated operating cash flow statement and the consolidated cash flow statement

The difference between the consolidated operating cash flow statement and the consolidated cash flow statement in accordance with IAS 7 Statement of Cash Flows 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  
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 in accordance with IAS 7, "business operations" also includes net investments, which are regarded as an element of business operations, together with tax payments on these. Such net investments are net investments in property, plant and equipment and intangible non-current 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 as well as taxes paid on these. 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.

The consolidated operating cash flow statement recognizes net investments divided into net investments in operations and strategic net investments as follows.

	2021	2020
<b>Investments/divestments</b>		
<b>Operations – Investments</b>		
Intangible assets	-103	-132
Property, plant and equipment	-1,834	-1,487
Shares	-731	-19
Current-asset properties	-18,277	-20,047
of which Residential Development	-11,013	-10,299
of which Commercial Property Development	-7,264	-9,748
<b>Operations – divestments</b>	<b>-20,945</b>	<b>-21,685</b>
Intangible assets	5	8
Property, plant and equipment	307	289
Shares	20	5,470
Current-asset properties	20,268	28,426
of which Residential Development	10,766	11,548
of which Commercial Property Development	9,502	16,878
	<b>20,600</b>	<b>34,193</b>

Net divestments (+)/investments (-) in operations

Strategic divestments

Divestments of businesses

Net strategic divestments

**Total net divestments(+)/investments(-)**

The change in interest-bearing liabilities belonging to financing activities is presented in the following table.

**Interest-bearing liabilities**

	2021	2020
January 1	15,052	16,051
Items affecting cash flow from financing activities	1,436	-3,820
Other change in leases	347	185
Reclassification	231	231
Exchange rate differences	-1,839	2,405
<b>December 31</b>	<b>14,996</b>	<b>15,052</b>

**Cash flow for the year**

	2021	2020
Cash flow from business operations including taxes paid according to operating cash flow	5,070	15,384
Less net investments in property, plant and equipment and intangible assets	2,336	-4,129
Less tax payments on property, plant and equipment and intangible assets divested	30	29
<b>Cash flow from operating activities</b>	<b>7,436</b>	<b>11,284</b>

Cash flow from strategic investments according to operating cash flow

Net investments in property, plant and equipment and intangible assets

Increase and decrease in interest-bearing receivables

Taxes paid on property, plant and equipment and intangible assets

**Cash flow from investing activities**

Cash flow from financing activities according to operating cash flow statement, including change in interest-bearing receivables and liabilities excluding lease liabilities

Increase and decrease in interest-bearing liabilities

Dividend etc.<sup>1</sup>

**Cash flow from financing activities**

**Cash flow for the year**

1. Of which shares repurchased.

**Relationship between the Group's investments in the cash flow statement and investments in the 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.

Net investments in operating activities

Net investments in investing activities

Less accrual adjustments, cash flow effect of investments

**Total net divestments(+)/investments(-)**

2021

	2021	2020
Cash flow from financing activities	-10,614	-2,270
Increase and decrease in interest-bearing liabilities	9,734	2,529
Dividend etc. <sup>1</sup>	-4,172	-1,443
<b>Cash flow from financing activities</b>	<b>-5,053</b>	<b>-1,183</b>
<b>Cash flow for the year</b>	<b>-8,984</b>	<b>11,672</b>
	242	88

2021

2,014

-1,604

**409**

-23

**386**

2020

8,734

4,129

**12,863**

-355

**12,508**



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## Note 36. Personnel

### Wages, salaries, other remuneration and social insurance contributions

	Dec 31, 2021	Dec 31, 2020
<b>Wages, salaries and other remuneration</b>		
Board members, CEOs, Executive Vice Presidents and other executive team members <sup>1,2</sup>	587	618
Other employees	20,398	21,607
<b>Total wages, salaries and other remuneration</b>	<b>20,985</b>	<b>22,225</b>
Social insurance contributions <sup>3</sup>	5,637	5,979
<b>Non-monetary remuneration<sup>4</sup></b>	<b>942</b>	<b>938</b>
<b>Share-based payments</b>	<b>388</b>	<b>300</b>
<b>Total</b>	<b>27,952</b>	<b>29,442</b>

1 This amount is for the Board, CEOs, Executive Vice Presidents and other executive team members in all Group companies.

2 The amount includes remuneration to former board members, CEOs and Executive Vice Presidents.

3 Of which SEK 222 M (203) in variable remuneration.

4 The item "non-monetary remuneration" includes health insurance expenses.

### Average number of employees

Personnel is calculated as the average number of employees. See Note 1.

	2021		2020		2020		2020	
	of which men	of which women	%	%	of which men	of which women	%	%
Sweden	8,077	1,909	76	24	8,778	6,848	78	1,930
Norway	3,780	384	90	10	3,783	3,402	90	381
Denmark	21	7	67	33	24	15	63	9
Finland	2,164	372	83	17	2,211	1,851	84	360
UK	4,231	1,058	75	25	5,294	4,030	76	1,264
Poland	1,642	580	65	35	1,921	1,279	67	642
Czech Republic	2,133	334	84	16	2,219	1,872	84	347
Slovakia	567	66	88	12	522	450	86	72
USA	7,323	1,189	84	16	7,575	6,354	84	1,221
Other countries	114	50	56	44	136	78	57	58
<b>Total</b>	<b>30,051</b>	<b>5,949</b>	<b>80</b>	<b>20</b>	<b>32,463</b>	<b>26,179</b>	<b>81</b>	<b>6,284</b>

The number of employees at the end of the year was 28,699 (31,517).

### Men and women on Boards of Directors and in executive teams on the closing day

	Dec 31, 2021		Dec 31, 2020	
	of which men, %	of which women, %	of which men, %	of which women, %
Number of board members	59	41	75	25
Number of CEOs and members of executive teams of business units	72	28	73	27
<b>Other</b>				
No loans, assets pledged or contingent liabilities have been provided for the benefit of any board member or CEO within the Group.				

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## 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 2021 of seven persons, including the President and CEO, of which three women and four men. Information on the President and CEO and the other members of the Group Leadership Team can be found on pages 50-51.

### Preparation and decision-making processes

The Board's Compensation Committee prepares proposals for resolution by the Annual General Meeting on guidelines for salary and other remuneration to senior executives when significant modifications of the guidelines become necessary, however at least every fourth year. Salary and other benefits for the President and CEO are established by the Board of Directors (the "Board") following proposals from the Compensation Committee. The Compensation Committee sets salaries, variable remuneration and other benefits for the Group Leadership Team. The President and CEO regularly informs the Compensation Committee about the salaries, variable remuneration and other benefits of the heads of Group Functions and business units. In 2021 the Compensation Committee consisted of the Chairman of the Board, Hans Blörck, and the board members Pär Boman, Jayme McGivern<sup>1</sup> and Jan Gunderud<sup>2</sup>. The Compensation Committee held six meetings in 2021. The Annual General Meeting resolves on fees to the Board and remuneration for work in the committees of the Board following proposals submitted by the Nomination Committee.

### Senior executive remuneration

**Guidelines for salary and other remuneration to senior executives**  
The Annual General Meeting on March 26, 2020, adopted the Board's proposal on guidelines for salary and other remuneration to senior executives. The guidelines are intended to remain valid for a period of four years until the Annual General Meeting 2024.

Senior executives include the President and CEO and other members of the Group Leadership Team. 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 Annual General Meeting 2020. The guidelines do not apply to any remuneration decided by the Annual General Meeting, including any long-term share related incentive plans.

### The guidelines' promotion of the company's business strategy, long-term interests and sustainability

A prerequisite for the successful implementation of Skanska AB's (the "company") business strategy and safeguarding of its long-term interests, including sustainability, 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 sustainability. 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 business strategy, and the company's sustainability agenda. The variable cash remuneration is further described in the section "Variable cash remuneration".

<sup>1</sup> Until August 31, 2021.

<sup>2</sup> From September 15, 2021.

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 the 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/strategy/](http://group.skanska.com/about-us/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 insurance benefits and other benefits. Additionally, the Annual 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 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 business strategy and long term interests, including sustainability, by for example being clearly linked to the business strategy or sustainability. The non-financial targets shall 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 remuneration to the President and 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 President and 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 President and CEO.

### Pension and insurance

For the President and CEO, pension benefits, including health insurance, shall be defined-contribution schemes. Variable cash remuneration shall not qualify for pension benefits. The pension premiums to defined-contribution schemes shall amount to not more than 35 percent of the fixed annual cash salary. For other senior executives, pension benefits, including health insurance, shall be defined-contribution schemes. Variable cash remuneration shall not qualify for pension benefits, except when it follows from rules under a general pension plan (like the Swedish ITP plan). The pension premiums for defined-contribution pension shall amount to not more than 30 percent of the fixed annual cash salary. If the variable cash remuneration qualify for pension benefits, the pension premiums for defined-contribution pension on the variable cash remuneration shall amount to not more than 30 percent of the fixed annual cash salary.

### Other benefits

Other benefits may include, for example, medical insurance, housing, home travel, tax compensation, parking and company cars. Such benefits may amount to not more than 15 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.



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**Long-term share saving programs**  
Long-term share saving programs, Skanska Employee Ownership Programs ("Seop 4" and "Seop 5") have been implemented in the company. Such plans have been resolved by the Annual General Meeting and are therefore excluded from these guidelines. New plans may also be resolved by the Annual General Meeting. Seop 4 and Seop 5 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 sustainability. The performance criteria consist of financial targets at Group, Business Unit and/or Business Unit Cluster level. 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 Cluster level vary depending on which business stream the relevant Business Unit or Business Unit Cluster belongs to, as set out in the table below.

**Commercial Property Development**

<b>Construction</b>	<b>Residential Development</b>	<b>Commercial Property Development</b>
EBIT <sup>1</sup>	EBIT	EBIT
ROCE <sup>2</sup>	ROCE <sup>2</sup>	Leasing square meters
		Leasing on capital employed.

1 Earnings before interest and taxes.  
2 Return on capital employed.

Seop 4 and Seop 5 are further conditional upon the participant's own investment and three-year holding and employment period. For more information on Seop 4 and Seop 5, including the criteria which the outcome depends on, please see the company's website: [group.skanska.com/4922a2/steassets/corporate-governance/annual-general-meeting/2019/item-47-the-board-of-directors-proposal-on-a-long-term-employee-ownership-program-seop-5.pdf](http://group.skanska.com/4922a2/steassets/corporate-governance/annual-general-meeting/2019/item-47-the-board-of-directors-proposal-on-a-long-term-employee-ownership-program-seop-5.pdf)

**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 Annual 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 Annual 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 development of the gap between the remuneration to senior executives and remuneration to other employees will be disclosed in the remuneration report.

**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 senior executive remuneration. The Board shall prepare a proposal for new guidelines at least every fourth year and submit it to the Annual General Meeting. The guidelines shall be in force until new guidelines are adopted by the Annual General Meeting. The Compensation Committee shall also monitor and evaluate programs for variable remuneration to senior executives, the application of the guidelines for senior executive remuneration 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 President and 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 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, 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.

**Targets and performance relating to variable remuneration**

Variable remuneration consist of two parts: annual variable cash remuneration and the long-term share program, which provides compensation in the form of shares. The long-term share program is described in the sections "Long-term share programs" and "Previous long-term share programs" in this note.

**Financial targets for variable cash remuneration 2021**

Group	Measure of earnings			Starting point	Outperform	Outcome	Percentage fulfilled?
	Income after financial items, SEK bn <sup>1</sup>	Operating margin, %	Operating income, SEK bn				
<b>Construction</b>				4.8	7.0	9.4	100%
				3.1	4.2	5.0	98%
				2.3	3.1	3.5	99%
<b>Residential Development</b>				0.9	1.3	2.0	100%
				7	10	14	98%
				2.8	4.4	4.1	67%
<b>Commercial Property Development</b>				1.0	2.1	3.3	100%
				5	7	11	100%
				69	237	199	78%

1 The income excludes eliminations at the Group level and the operating unit Asset Management (portfolio of PPP-assets). The outperform target at the Group level constitutes 95 percent of the business streams' total outperform target and the starting point target constitutes 105 percent of the business streams' total starting point target.

2 Percentage fulfilled is based on the outcomes for the respective business units, which are weighed together. As the amount fulfilled per business unit cannot be less than 0 percent, negative earnings fulfilled by the business units may affect the comparison with the business streams' total outcome.

3 Encompasses the Commercial Property Development business units in the Nordic region, Europe and USA.

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## Pension benefits

The retirement age for members of the Group Leadership Team is 65 years. Employees in Sweden are entitled to pension benefits according to the ITP occupational pension plan. Employees outside Sweden are covered by local pension plans. The contribution to the defined contribution ITP 1 pension plan is 4.5 percent of gross cash salary up to 7.5 base amounts of income per year and 30 percent of gross cash salary above that.

The President and CEO is covered by an individual occupational pension insurance scheme. The occupational pension insurance scheme is a defined contribution scheme and the total premiums for the occupational pension insurance scheme amount to 35 percent of the fixed annual cash salary.

## Severance pay

The notice period for the members of the Group Leadership Team, in the case of termination by the company, is six months with retention of fixed salary and benefits, excluding variable cash remuneration. After the notice period, severance pay is disbursed for 12 to 18 months. When payments are disbursed after the notice period other income must normally be deducted from the amount payable. 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, severance pay is disbursed for 12 months. When payments are disbursed after the notice period other income must normally be deducted from the amount payable.

## Remuneration and benefits recognized as expenses in 2021

The Annual General Meeting 2021 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 Annual General Meeting not employed by Skanska should be paid in the total amount of kSEK 9,171 (8,815) including fees for work in the committees of the Board.

As communicated by Skanska in a press release on August 31, 2021, Jayne McGivern resigned as a member of the Board effective as of that day. In light of that, Jayne McGivern resigned as a member of the Board, and thus also as a member of the Board's Compensation Committee. Jan Gurander was appointed as a new member of the Compensation Committee at a board meeting on September 15, 2021, effective as of that date. This implies that the total board remuneration for 2021 has been revised downwards to kSEK 8,701. For more detailed information on board fees, see table to the left.

## Board of Directors

kSEK	Director's fee		Audit Committee		Compensation Committee		Project Review Committee		Total fees	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>Chairman of the Board</b>										
Hans Blörck	2,175	2,100	185	165	112	110	215	210	2,687	2,585
<b>Other board members</b>										
Fredrik Lundberg	725	700	0	0	0	0	215	210	940	910
Per Borman	725	700	260	230	107	105	215	210	1,307	1,245
Jayne McGivern	363	700	0	0	54	105	108	210	524	1,015
Catherine Marcus	725	700	0	0	0	0	215	210	940	910
Jan Gurander	725	700	185	165	54	0	215	210	1,179	1,075
Åsa Söderström Winberg	725	700	185	165	0	0	215	210	1,125	1,075
<b>Total</b>	<b>6,163</b>	<b>6,300</b>	<b>815</b>	<b>725</b>	<b>326</b>	<b>320</b>	<b>1,398</b>	<b>1,470</b>	<b>8,701</b>	<b>8,815</b>

## Group Leadership Team

kSEK	Base salary		Variable cash remuneration <sup>1</sup>		Awarded value, employee ownership programs <sup>2</sup>		Other remuneration and benefits		Pension expense		Total remuneration	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>President and CEO</b>												
Anders Danielsson	13,125	12,500	9,844	9,375	8,050	8,027	160	123	4,594	4,375	35,772	34,399
<b>Other members of the Group Leadership Team</b>												
(6 individuals) <sup>3</sup>	29,840	29,606	23,355	23,150	18,589	18,999	1,263	1,228	9,263	8,561	82,308	81,534
<b>Total</b>	<b>42,965</b>	<b>42,106</b>	<b>33,198</b>	<b>32,525</b>	<b>26,639</b>	<b>27,015</b>	<b>1,422</b>	<b>1,351</b>	<b>13,856</b>	<b>12,936</b>	<b>118,080</b>	<b>115,934</b>

1 Variable cash remuneration relating to the 2021 financial year is preliminary and will be finally determined and disbursed after the outcome is established for the first quarter of 2022. 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 2020 in the table above refer to actual disbursements for the 2020 financial year.

2 The value stated refers to a preliminary award of performance shares for the 2021 financial year. The Board will determine the final outcome after reviewing the operational performance in the first quarter of 2022, in order to receive performance shares. The Board will determine the final outcome after reviewing the operational performance in the first quarter of 2022, in order to receive performance shares, an additional three years of services are 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". For 2021, the Group Leadership Team invested in 18,957 (21,471) saving shares, equivalent to kSEK 4,440 (4,503), calculated based on the share price on December 30, 2021 (kSEK 234.2). No shares related to saving shares were awarded to the President and CEO for the financial year 2021. The other members of the Group Leadership Team have, after a three-year lock-up period as part of the previous employee ownership program Seop 4, received 3,886 (13,428) shares, equivalent to kSEK 910 (2,816), calculated based on the share price on December 30, 2021 (kSEK 234.2), for shares awarded during the 2018 financial year. Shares transferred to the other members of the Group Leadership Team are matching shares. No performance shares have been awarded to the other members of the Group Leadership Team related to the financial year 2018.

3 During the period January 1-October 31, 2021, and during 2020, other members of the Group Leadership Team consisted of five individuals.

## Chairman of the Board

During the financial year the Chairman of the Board, Hans Blörck, received a director's fee totaling kSEK 2,687 (2,585), of which kSEK 512 (465) 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 remuneration 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

In 2021 the President and CEO, Anders Danielsson, received a fixed salary of kSEK 13,125 (12,500) plus estimated variable cash remuneration of kSEK 9,844 (9,375). The President and CEO is also participating in the Group's ongoing employee ownership program, Seop 5, which involves allotment of performance shares. See the section under the heading "Long-term share programs" in this note. Within the framework of Seop 5, Anders Danielsson acquired 5,729 (6,379) Skanska Series B shares, which is expected to result in the allotment of 34,372 (38,277) performance shares with a value of kSEK 8,050 (8,027) as the outperform targets were preliminarily 100 percent (100) fulfilled. The amount stated is based on the share price on December 30, 2021 (kSEK 234.2). Variable cash remuneration and the outcome of performance shares for 2021 are preliminary. The final outcome will be established after a review of the operational performance in the first quarter of 2022. Disbursement of the variable cash remuneration normally occurs in May of the year following the performance year. The pension premiums for 2021 amounted to kSEK 4,594 (4,375).

## Other members of the Group Leadership Team

At the end of 2021 the other members of the Group Leadership Team consisted of six individuals.



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The Group Leadership Team have a fixed salary and estimated variable cash remuneration. In addition, the Group Leadership Team were covered by the Group's ongoing employee ownership program, Seop 5, involving allotment of performance shares. See the section under the heading "Long-term share programs" in this note. Within the framework of Seop 5, other members of the Group Leadership Team acquired 13,229 (15,092) Skanska Series B shares, which is expected to result in the allotment of 79,372 (90,552) performance shares with a value of kSEK 18,589 (18,939) as the outperform targets were preliminarily 100 percent (100) fulfilled. The amount stated is based on the share price on December 30, 2021 (SEK 234.2). Variable cash remuneration and the outcome of performance shares for 2021 are preliminary. The final outcome will be established after a review of the operational performance in the first quarter of 2022. Disbursement of the variable cash remuneration normally occurs in May of the year following the performance year. The pension cost for 2021 for other members of the Group Leadership Team amounted to kSEK 9,263 (8,563).

All above-mentioned remuneration and benefits were charged to Skanska AB, except for kSEK 26,285 (28,394) for other members of the Group Leadership Team, which was charged to other Group companies.

**Pension obligations to current and former senior executives**  
Outstanding pension obligations in 2021 for the President and CEO and former CEOs amount to kSEK 165,893 (155,150). Outstanding obligations to other current and former members of the Group Leadership Team amount to kSEK 119,117 (118,999).

**Long-term share programs**  
**Share saving program – Skanska employee ownership program, Seop 5 (2020–2022)**

The Annual General Meeting on March 28, 2019, resolved in accordance with the Board's proposal on the Seop 5 long-term employee ownership program for employees of the Group. This is essentially an extension of the earlier Seop 4 employee ownership program that ran from 2017 to 2019. The terms and conditions are the same in all material respects as those of the earlier Seop 4 program. Under the terms of Seop 5, however, executives cannot receive any matching shares. The maximum number of performance shares that may be awarded to the participants in each subcategory of executives has instead been increased by one 1 share to 16, 20 and 24 respectively for each four saving shares acquired.

The program is aimed at about 32,000 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 Series B shares during a given financial year – to receive Skanska Series B shares from Skanska free of charge. For each four Series B saving shares purchased, the employees and key employees will be entitled, after a three-year lock-up period, to receive one Skanska Series B shares share free of charge ("matching share"). In addition, after the lock-up period, the employees, key employees and executives will be able to receive additional Skanska Series B shares free of charge contingent upon the fulfillment of certain result-related performance conditions during the acquisition period ("performance shares").

The acquisition period covers the years 2020–2022 and the lock-up period runs for three years from the month in which the saving shares are 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 be employed within the Group throughout the lock-up period and must have retained his or her saving shares during this lock-up period.

The program has two cost ceilings. The first ceiling depends on the extent to which financial Seop-specific outperform targets are met, which limits Skanska's total cost per year to SEK 225–700 M, related to fulfillment of the financial Seop-specific outperform targets at the Group level. The first cost ceiling is adjusted in accordance with the Consumer Price Index, with 2019 as the base year for Seop 5. The other cost ceiling is that Skanska's total cost per year may not exceed 15 percent of EBIT at the Group level. The actual cost ceiling will be the lower of these two cost ceilings. The cost for the outcomes of stock purchase programs from previous years is included in annually established performance targets. In addition to the cost ceilings, the number of shares that may be repurchased as part of the three-year program is also limited to 12,000,000 shares. The number of issued shares will not change; instead the matching and performance shares will be allotted from repurchased shares.

The table below shows the preliminary Seop 5 target fulfillment in 2021 for each business stream.

In the Skanska Group, a total of around 41 percent (37) of permanent employees participated in Seop 5 in 2021.

Excluding social insurance contributions, the total cost of Seop 5 for investments in 2021 is preliminarily estimated to be around SEK 973 M, of which

**Financial targets for the employee ownership program, Seop 5, 2021<sup>1</sup>**

Group	Measure of earnings		Starting point	Outperform	Outcome	Percentage fulfilled <sup>2</sup>
	Earnings per share, SEK <sup>3</sup>	Operating income, SEK bn				
Construction	3.8	4.7	15.6	16.3	19.8	100%
Residential	1.2	1.4	3.8	4.7	5.0	70%
Development	6	10	1.2	1.4	2.0	100%
Commercial Property	2.1	2.6	6	10	17	100%
Development	69	237	2.1	2.6	3.3	100%
			69	237	199	78%

1 For further information, see the table "Financial targets for variable cash remuneration 2021" in Note 37 on page 169.

2 Percentage fulfilled is based on the outcomes for the respective business units, which are weighed together. As the amount fulfilled per business unit cannot be less than 0 percent, negative earnings from the business units may affect the comparison with the business stream's total outcome.

3 Profit for the period attributable to equity holders divided by the average number of outstanding shares during the year.

4 Encompasses the Residential Development business units in Central Europe and Baktok.

5 Encompasses the Commercial Property Development business units in the Nordic region, Europe and USA.

SEK 81M was expensed in 2020 while the cost for 2021 amounts to around SEK 258 M. The remaining cost of Seop 5 up to and including 2025 is estimated at about SEK 634 M.

The dilution effect through 2021 of Seop 5 for the 2021 program is estimated at 1,369,457 shares or 0.33 percent of the number of Skanska Series B shares outstanding. Maximum dilution for the program in 2021 is expected to be 3,832,029 shares or 0.92 percent.

The number of issued shares will not change; instead the matching and performance shares will be distributed from repurchased shares. Repurchasing 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 4 (2017–2019)**

Shares for the previous Skanska employee ownership program, which ran from 2017 to 2019, were distributed in 2021. These were shares that were related to 2018, 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. Excluding social insurance contributions, the cost of Seop 4 is estimated to amount to around SEK 779 M, of which SEK 601 M was expensed in 2017–2020, while the cost for 2021 amounts to around SEK 130 M. The remaining cost of Seop 4 up to and including 2022 is estimated at about SEK 48 M.

The dilution effect through 2021 for Seop 4 is estimated at 1,735,261 shares or 0.42 percent of the number of Skanska Series B shares outstanding. The maximum dilution for the program at the end of the vesting period in 2022 is expected to be 2,114,038 shares or 0.51 percent.

**Local incentive programs**

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 annual salary plus variable remuneration based on financial targets reached.

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## Note 38. Fees and other remuneration to auditors

2021	2020
54	54
1	
5	3
1	1
<b>61</b>	<b>58</b>

For the Parent Company, fees for audit assignments during the year amounted to SEK 5 M and audit work in addition to the audit assignment amounted to SEK 1 M.

"Audit assignments" refers 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" refers 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 outstanding balances are provided according to IAS 24. See Note 1. For information on investments in Skanska's joint ventures and associated companies, see Note 20.B. Transactions with these related parties are reported below.

2021	2020
976	4,700
112	58
742	978
50	31

Transactions with associated companies

2021	2020
37	1
11	9

For information on remuneration and transactions with senior executives, see Note 37. Other than the information provided in Note 37, no transactions with related party physical persons have taken place.

Fredrik Lundberg, including companies and spouse, has a controlling interest in L E Lundbergföretagen AB, the parent company of the Lundberg Group. Skanska Fastigheter Göteborg AB, a wholly owned subsidiary of the Parent Company, has acquired a block of development properties in Gårda, Gothenburg, for around SEK 220 M from Fastighets AB L E Lundberg.

In 2021, L E Lundbergföretagen AB gave Skanska construction contracts amounting to SEK 3 M (0). Sales in 2021 amounted to SEK 1 M (0) and the total order backlog on the closing day was SEK 2 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. In 2021, no transactions took place with Skanska's pension 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. 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 Commercial Property Development business stream.

### A. Skanska as a lessee

Right-of-use assets by asset class	Dec 31, 2021	Dec 31, 2020
Property (buildings and land)	97	99
Offices	2,782	3,132
Cars	287	331
Machinery	99	286
Other	48	82
<b>Total right-of-use assets, non-current<sup>1</sup></b>	<b>3,314</b>	<b>3,930</b>
Right-of-use assets, ground leases	3,289	2,980
<b>Total right-of-use assets, current<sup>1</sup></b>	<b>3,289</b>	<b>2,980</b>

<sup>1</sup> Short-term leases and leasing of assets of low value are not included as these are expensed immediately.

The cost of short-term leases amounts to SEK 556 M (492) and the cost of leasing assets of low value amounts to SEK 796 M (669).

For information on depreciation/amortization, see Note 12.

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Note 40. Leases, cont.

**Impairment losses/reversals of impairment losses on right-of-use assets**  
 In 2021 impairment losses/reversals of impairment losses in the net amount of SEK -20 M (-24) were recognized. Impairment losses/reversals of impairment losses were recognized in Poland and the UK during the year. In the comparative year, impairment losses were recognized in Poland and the USA.  
 Impairment losses/reversals of impairment losses were recognized within cost of sales and selling and administrative expenses.

**Carrying amount**

	Property (buildings and land)		Offices		Cars		Machinery		Other right-of-use assets, non-current		Right-of-use assets, current	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
January 1	99	3,132	3,596	331	405	286	386	82	110	2,980	3,980	
New leases	13	10	194	408	175	180	79	9	29	85	37	
Remeasurement	3	-9	66	54	-41	-53	-1	1	4	283	12	
Leases sold			-41	-2	-9	-7	-9			-285	-728	
Acquisitions of companies			-91	-18		-170				-62		
Depreciation	-20	-20	-585	-650	-161	-180	-96	-135	-46			
Impairment losses			-20	-33								
Reversals of impairment losses			9									
Reclassifications			-45	-2								
Exchange rate differences for the year	1	-2	173	-249	10	-15	13	-25	2	-2	225	
<b>December 31</b>	<b>97</b>	<b>99</b>	<b>2,782</b>	<b>3,132</b>	<b>287</b>	<b>331</b>	<b>99</b>	<b>286</b>	<b>48</b>	<b>82</b>	<b>3,289</b>	<b>2,980</b>

**Lease liabilities**  
 Lease liabilities amount to SEK 6,960 M (7,233). For a maturity analysis of the undiscounted liabilities, see Note 6.  
 For information on interest expense, see Note 14.  
 The cost of variable lease payments that are not included in the measurement of the lease liability amounts to SEK 0 M (0).  
 For total lease payment cash flow, see the consolidated cash flow statement.

Future undiscounted cash flows not reflected in lease liabilities amount to SEK 874 M (755). 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 7 M (8).  
 There were no sale and leaseback transactions in 2021. In 2020 Skanska CDUS sold 95 percent of the property 24-U to Hana Alternative Asset Management and Hana Financial Group. Skanska is leasing back a small part of the office area for seven years starting from December 2020. Profit after elimination of these sale and leaseback transactions amounted to SEK 1,706 M. The effect on cash flow amounted to SEK 5,808 M.  
 There are no leases containing special restrictions or special terms and conditions.

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## Note 42. Five-year Group financial summary

### Income statements, in accordance with IFRS

	2021	2020	2019	2018	2017
Revenue	143,865	160,344	172,846	171,730	157,877
Cost of sales	-128,156	-143,457	-156,540	-157,465	-145,103
<b>Gross income</b>	<b>15,709</b>	<b>16,887</b>	<b>16,306</b>	<b>14,265</b>	<b>12,774</b>
Selling and administrative expenses	-7,865	-8,269	-9,469	-9,473	-9,851
Income from joint ventures and associated companies	449	4,015	591	855	1,655
<b>Operating income</b>	<b>8,293</b>	<b>12,633</b>	<b>7,428</b>	<b>5,647</b>	<b>4,578</b>
Financial items	-168	-229	-88	39	45
<b>Income after financial items</b>	<b>8,125</b>	<b>12,404</b>	<b>7,340</b>	<b>5,686</b>	<b>4,623</b>
Taxes	-1,238	-2,507	-1,286	-1,092	-512
<b>Profit for the year</b>	<b>6,887</b>	<b>9,897</b>	<b>6,054</b>	<b>4,594</b>	<b>4,111</b>

Profit for the year attributable to

Equity holders	6,864	9,875	6,031	4,571	4,095
Non-controlling interests	23	22	23	23	16

### Other comprehensive income items that will not be reclassified to profit or loss for the period

Remeasurement of defined-benefit pension plans	2,585	-1,003	-895	-478	-399
Tax on items that will not be reclassified to profit or loss for the period	-575	211	166	59	69
	<b>2,010</b>	<b>-792</b>	<b>-729</b>	<b>-419</b>	<b>-330</b>

Note 40. Leases, cont.

### B. Skanska as lessor

Finance leases  
Skanska USA Civil and Skanska Central Europe have external leases that are subleased. These are recognized as a financial receivable of SEK 47 M (16).

### Operating leases

Operating leases in the form of property leases are mainly entered into by the Commercial Property Development business stream. These properties are recognized as current assets in the statement of financial position. See Note 22.

Lease income for Commercial Property Development in 2021 amounted to SEK 795 M (94).

The Group's variable lease income for operating leases for the year amounts to SEK 198 M (222), 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:

	2021	2020
<b>Income, due</b>	<b>2,066</b>	<b>2,910</b>
Within one year	743	772
Later than one year but within five years	2,709	3,299
Later than five years	2,066	2,910
<b>Total</b>	<b>5,519</b>	<b>6,982</b>

## Note 41. Events after the reporting period

There were no events after the end of the reporting period.



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Note 42. Five-year Group financial summary, cont.

Income statements, in accordance with IFRS, cont.	2021	2020	2019	2018	2017
<b>Items that have been or will be reclassified to profit or loss for the period</b>					
Translation differences attributable to equity holders	1,808	-2,120	672	1,299	-599
Translation differences attributable to non-controlling interests	7	-7	3	3	8
Hedging of exchange rate risk in foreign operations	40	-19	4	-183	-125
Effect of cash flow hedges	2	35	31	-30	138
Share of other comprehensive income of joint ventures and associated companies	113	-176	-41	272	83
Tax on items that have been or will be reclassified to profit or loss for the period	-3	21	-10	7	-25
	<b>1,966</b>	<b>-2,266</b>	<b>659</b>	<b>1,368</b>	<b>-520</b>
<b>Other comprehensive income after tax</b>	<b>3,977</b>	<b>-3,058</b>	<b>-70</b>	<b>949</b>	<b>-850</b>
<b>Comprehensive income for the year</b>	<b>10,863</b>	<b>6,839</b>	<b>5,984</b>	<b>5,543</b>	<b>3,261</b>
Comprehensive income for the year attributable to Equity holders	10,834	6,824	5,958	5,517	3,237
Non-controlling interests	30	15	26	26	24
<b>Cash flow</b>					
Cash flow from operating activities	7,436	11,284	6,038	9,454	2,846
Cash flow from investing activities	-11,368	1,571	-1,214	-2,367	1,590
Cash flow from financing activities	-5,053	-1,183	-6,898	-3,509	-2,817
<b>Cash flow for the year</b>	<b>-8,984</b>	<b>11,672</b>	<b>-2,074</b>	<b>3,578</b>	<b>1,619</b>



Note 42. Five-year Group financial summary, cont.

## Income statement, in accordance with Segment Reporting

	2021	2020	2019	2018	2017
<b>Revenue</b>					
Construction	132,587	140,483	159,579	157,894	150,050
Residential Development	14,377	13,070	12,483	10,739	13,237
Commercial Property Development	11,102	14,983	17,850	16,271	11,440
Central and Eliminations	-10,490	-9,931	-13,130	-14,410	-13,904
<b>Group</b>	<b>147,576</b>	<b>158,606</b>	<b>176,782</b>	<b>170,494</b>	<b>160,823</b>
<b>Operating income</b>					
Construction	5,013	3,528	3,772	1,099	1,205
Residential Development	1,980	1,543	1,195	1,505	1,716
Commercial Property Development	3,264	3,897	3,287	3,069	2,714
Central	-415	2,830	-388	-780	-19
Eliminations	-9	62	-38	-66	-112
<b>Operating income</b>	<b>9,832</b>	<b>11,860</b>	<b>7,828</b>	<b>4,827</b>	<b>5,504</b>
Financial items	-172	-236	-103	36	45
<b>Income after financial items</b>	<b>9,660</b>	<b>11,624</b>	<b>7,725</b>	<b>4,863</b>	<b>5,549</b>
Taxes	-1,472	-2,349	-1,353	-934	-615
<b>Profit for the year</b>	<b>8,188</b>	<b>9,274</b>	<b>6,372</b>	<b>3,929</b>	<b>4,934</b>
Earnings per share, segment, SEK	19,80	22,46	15,46	9,55	12,01
Earnings per share after dilution, segment, SEK	19,65	22,33	15,39	9,49	11,94



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Note 42. Five-year Group financial summary, cont.

Statement of financial position	Dec 31, 2021	Dec 31, 2020	Dec 31, 2019	Restated Jan 1, 2019 <sup>4</sup>	Dec 31, 2018	Restated Jan 1, 2018 <sup>5</sup>	Restated Dec 31, 2017 <sup>6</sup>
<b>ASSETS</b>							
<b>Non-current assets</b>							
Property, plant and equipment	7,279	6,816	7,742	7,563	7,645	6,874	6,874
Property, plant and equipment, right-of-use assets	3,314	3,930	4,616	4,762	4,324	4,554	4,554
Goodwill	3,934	3,713	4,057	4,324	4,324	4,554	4,554
Intangible assets	676	771	865	975	975	962	962
Investments in joint ventures and associated companies	2,185	1,689	3,442	3,288	3,288	3,314	3,314
Non-current financial assets <sup>1,3</sup>	3,875	1,931	2,528	2,345	2,345	2,276	2,276
Deferred tax assets	1,894	1,803	1,862	1,948	1,933	1,797	1,757
<b>Total non-current assets</b>	<b>23,247</b>	<b>20,653</b>	<b>25,112</b>	<b>25,005</b>	<b>20,510</b>	<b>19,777</b>	<b>19,737</b>
<b>Current assets</b>							
Current-asset properties <sup>2</sup>	49,745	44,948	46,373	42,391	42,391	39,010	39,010
Current-asset properties, right-of-use assets	3,289	2,980	3,980	2,865	2,865	1,058	1,058
Inventories	1,090	1,100	1,128	1,256	1,256	1,058	1,058
Current financial assets <sup>3</sup>	18,810	8,492	6,899	7,135	7,117	6,641	6,671
Tax assets	1,247	950	670	396	396	1,188	1,188
Contract assets	5,451	4,599	5,898	6,661	6,661	6,997	6,997
Other operating receivables	25,212	22,401	27,213	27,194	27,243	27,628	27,778
Cash and bank balances	10,947	19,508	8,745	10,722	10,722	6,998	6,998
<b>Total current assets</b>	<b>115,791</b>	<b>104,979</b>	<b>100,906</b>	<b>98,620</b>	<b>95,786</b>	<b>89,520</b>	<b>89,700</b>
<b>TOTAL ASSETS</b>	<b>139,039</b>	<b>125,631</b>	<b>126,018</b>	<b>123,625</b>	<b>116,296</b>	<b>109,297</b>	<b>109,437</b>
of which interest-bearing	35,531	29,692	18,000	20,089	20,071	15,770	20,071
1 Of which shares	37	43	44	41	41	42	42
2 Current-asset properties							
Commercial Property Development	29,691	27,906	27,708	25,829	25,829	23,615	23,615
Residential Development	20,054	17,041	16,665	16,562	16,562	15,395	15,395
	49,745	44,948	44,373	42,391	42,391	39,010	39,010
3 Items related to non-interest-bearing unrealized changes in the value of derivatives/securities are included as follows:							
Non-current financial assets		4	1	2	2	6	6
Current financial assets	63	193	127	70	70	97	97
4 Restated due to implementation of IFRS 16.							
5 Restated due to implementation of IFRS 9.							
6 Restated due to implementation of IFRS 15.							

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Note 42. Five-year Group financial summary, cont.

Statement of financial position, cont.

	Dec 31, 2021	Dec 31, 2020	Dec 31, 2019	Restated Jan 1, 2019 <sup>2</sup>	Dec 31, 2018	Restated Jan 1, 2018 <sup>3</sup>	Restated Dec 31, 2017 <sup>4</sup>
<b>EQUITY</b>							
Equity attributable to equity holders	45,682	38,620	32,924	29,183	29,250	26,924	27,064
Non-controlling interests	114	97	97	97	97	121	121
<b>TOTAL EQUITY</b>	<b>45,797</b>	<b>38,717</b>	<b>33,021</b>	<b>29,280</b>	<b>29,347</b>	<b>27,045</b>	<b>27,185</b>
<b>LIABILITIES</b>							
<b>Non-current liabilities</b>							
Non-current financial liabilities <sup>1</sup>	3,389	3,247	2,565	3,632	3,912	3,857	3,857
Lease liabilities	6,040	6,217	7,843	6,953	5,669	5,603	5,603
Pensions	5,936	7,360	6,866	5,669	5,669	5,603	5,603
Deferred tax liabilities	1,215	928	1,045	711	711	1,235	1,235
<b>Total non-current liabilities</b>	<b>16,580</b>	<b>17,752</b>	<b>18,319</b>	<b>16,965</b>	<b>10,292</b>	<b>10,695</b>	<b>10,695</b>
<b>Current liabilities</b>							
Current financial liabilities <sup>1</sup>	4,780	4,663	4,617	7,308	7,310	7,624	7,624
Lease liabilities	920	1,016	1,078	816	615	312	312
Tax liabilities	417	1,883	564	615	615	9,131	9,131
Current provisions	11,239	10,326	10,021	9,922	9,922	16,266	16,266
Contract liabilities	22,664	19,462	20,419	20,738	20,738	38,224	38,224
Other operating liabilities	36,642	31,812	37,979	37,981	38,072	71,557	71,557
<b>Total current liabilities</b>	<b>76,662</b>	<b>69,162</b>	<b>74,678</b>	<b>77,380</b>	<b>76,657</b>	<b>109,297</b>	<b>109,437</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>139,039</b>	<b>125,631</b>	<b>126,018</b>	<b>123,625</b>	<b>116,296</b>	<b>16,926</b>	<b>16,296</b>
of which interest-bearing	20,933	22,412	22,917	24,327	16,840	16,926	16,296
1 Items related to non-interest-bearing unrealized changes in the value of derivatives/securities are included as follows:							
Non-current financial liabilities		6	2	3	3	21	21
Current financial liabilities	131	85	50	48	48	137	137
2 Restated due to implementation of IFRS 16.							
3 Restated due to implementation of IFRS 9.							
4 Restated due to implementation of IFRS 15.							



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Note 42. Five-year Group financial summary, cont.

## Financial ratios<sup>1</sup>

	Dec 31, 2021	Dec 31, 2020	Dec 31, 2019	Restated Jan 1, 2019 <sup>4</sup>	Dec 31, 2018	Restated Jan 1, 2018 <sup>5</sup>	Restated Dec 31, 2017 <sup>6</sup>
Order bookings <sup>2</sup>	153,590	149,802	145,818		151,719		151,811
Order backlog <sup>2</sup>	207,031	178,924	185,370		192,042		188,411
Average number of employees	30,051	32,463	34,756		38,650		40,759
Regular dividend per share, SEK <sup>3</sup>	7.00	6.50	3.25		6.00		8.25
Extra dividend per share, SEK <sup>3</sup>	3.00	3.00					
Earnings per share, SEK	16.64	23.97	14.68	11.17	11.17	10.00	10.00
Earnings per share after dilution, SEK	16.52	23.84	14.62	11.11	11.11	9.94	9.94
Capital employed	66,729	61,129	55,938	53,607	46,187	43,971	44,111
Interest-bearing net receivables/net liabilities	12,598	7,280	-4,917	-4,238	3,231	-1,156	-1,126
Equity per share, SEK	110.81	93.67	80.01		71.40		66.22
Equity/assets ratio, %	32.9	30.8	26.2	23.7	25.2	24.8	24.8
Debt/equity ratio	-0.3	-0.2	0.1	0.1	-0.1		0.0
Interest cover	71.4	84.4	100.6		-245.8		288
Return on equity, %	16.8	27.8	20.3	16.5	16.4	15.5	15.5
Return on capital employed, %	13.4	21.5	14.3	12.7	13.0	11.1	11.1
Return on equity, segment, %	20.0	26.0	21.4	14.1	14.1	18.6	18.6
Return on capital employed in Project Development units, segment, %	11.8	12.2	10.3	11.9	12.0	13.6	13.6
Operating margin, %	5.8	7.9	4.3		3.3		2.9
Operating margin, Construction, %	3.8	2.5	2.4		0.7		0.8
Cash flow per share, SEK	1.81	31.57	3.26		9.51		-2.44
Number of shares at year-end	419,903,072	419,903,072	419,903,072		419,903,072		419,903,072
of which Series A shares	19,661,652	19,684,564	19,704,715		19,725,759		19,755,414
of which Series B shares	400,241,440	400,218,508	400,198,357		400,177,313		400,147,658
Average price, repurchased shares	141.85	138.45	137.54		137.54		137.31
Number of Series B shares repurchased during the year	1,048,500	460,000			435,000		2,350,000
Number of Series B treasury shares, December 31	7,655,488	7,616,674	8,394,479		10,224,634		11,190,028
Number of shares outstanding, December 31	412,247,584	412,286,398	411,508,593		409,678,438		408,713,044
Average number of shares outstanding	412,387,142	411,993,869	410,720,937		409,130,770		409,447,407
Average number of shares outstanding after dilution	415,491,861	414,304,017	412,585,074		411,415,278		411,905,245
Average dilution, %	0.75	0.56	0.45		0.56		0.60

1 For definitions, see Note 43.

2 Refers to Construction.

3 Proposed by the Board of Directors: Regular dividend of SEK 7.00 per share and an extra dividend of SEK 3.00 per share.

4 Restated due to implementation of IFRS 16.

5 Restated due to implementation of IFRS 9.

6 Restated due to implementation of IFRS 15.

## Note 43. Definitions

**Return on equity**  
Profit attributable to equity holders as a percentage of average visible equity attributable to equity holders.

**Return on equity, segment, SEK M**  
Profit attributable to equity holders as a percentage of average equity attributable to equity holders. 8,165 / 40,928 = 20.0%

**Return on capital employed, consolidated**  
Operating income plus financial income as a percentage of average capital employed.

**Return on capital employed, business streams, markets and business/ reporting units**  
Operating income, financial income minus interest income from Skanska's treasury unit (internal bank) and other financial items as a percentage of average capital employed. For the Residential Development and Commercial Property Development segments, capitalized interest is removed from operating income so that the return reflects the return before mortgages.

**Return on capital employed in Residential Development segment, SEK M**  
1,980  
83

Operating income  
+ capitalized interest expense  
+/- financial income and other financial items  
- interest income from internal bank

Adjusted profit	2,063
Average capital employed <sup>1</sup>	14,678
Return on capital employed in Residential Development	14.1%

Q4 2021	14,385	x 0.5	7,192
Q3 2021	14,503		14,503
Q2 2021	14,862		14,862
Q1 2021	15,350		15,350
Q4 2020	13,608	x 0.5	6,804
			<b>58,711 / 4</b>
			<b>14,678</b>

## Return on capital employed in Commercial Property Development segment, SEK M

Operating income  
+ capitalized interest expense  
+/- financial income and other financial items  
- interest income from internal bank

Adjusted profit	3,351
Average capital employed <sup>1</sup>	31,139
Return on capital employed in Residential Development	10.8%

Q4 2021	32,721	x 0.5	16,360
Q3 2021	31,585		31,585
Q2 2021	30,056		30,056
Q1 2021	31,100		31,100
Q4 2020	30,906	x 0.5	15,453
			<b>124,555 / 4</b>
			<b>31,139</b>

**Return on capital employed in Project Development units, segment, SEK M**  
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.

Total return on capital employed in Residential Development and Commercial Property Development

Adjusted profit	2,063	Capital employed, average	14,678	Return on capital employed	14.1%
3,351	5,414	31,139	45,817	10.8%	11.8%

**Gross income**  
Revenue minus cost of sales.

**Gross margin**  
Gross income divided by revenue.

**Equity per share**  
Visible equity attributable to equity holders divided by the number of shares outstanding at year-end.

**Financial items**  
The net of interest income, financial net pension cost, interest expense, capitalized interest expense, change in fair value and other financial items.

**Free working capital**  
Non-interest-bearing receivables less non-interest-bearing liabilities excluding taxes.

Q4 2021	-29,086	x 0.5	-14,543
Q3 2021	-26,337		-26,337
Q2 2021	-26,215		-26,215
Q1 2021	-25,388		-25,388
Q4 2020	-25,748	x 0.5	-12,874
			<b>-105,357 / 4</b>
			<b>-26,339</b>

**Selling and administrative expenses, %**  
Selling and administrative expenses divided by revenue.

**Average equity attributable to equity holders, SEK M**  
Calculated on the basis of five measurement points.

Q4 2021	45,682	x 0.5	22,841
Q3 2021	42,116		42,116
Q2 2021	41,031		41,031
Q1 2021	38,416		38,416
Q4 2020	38,620	x 0.5	19,310
			<b>163,714 / 4</b>
			<b>40,928</b>

**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 binding agreement 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.

**Adjusted equity attributable to equity holders, SEK bn**

Equity attributable to equity holders	45.7
Unrealized surplus value in land, Residential Development	4.0
Unrealized development gains, Commercial Property Development	11.8
Effect on unrealized equity in PPP-portfolio	0.7
Less standard corporate tax, 10%	-1.6
<b>Adjusted equity</b>	<b>60.6</b>



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### Cash flow per share

Cash flow before change in interest-bearing receivables and liabilities divided by the average number of shares outstanding.

### 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 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.

### 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 debt/venture loans), interest on repayments of subordinated loans, as well as dividends to and from the project company. Today all investments except New Karolinska Södra are denominated in currencies other than Swedish kronor, and there is thus also an exchange rate risk.

Estimated values have in part been calculated in cooperation with external appraisers and are stated in Note 20 B.

### Net divestments/investments

Total investments minus total divestments.

### Cash flow from operations

Cash flow from business operations including taxes paid and cash flow from financing operations. See also Note 35.

### 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 and Commercial Property Development.

### Order bookings in relation to revenue in Construction, rolling 12-month basis

Order bookings divided by revenue in Construction, rolling 12-month basis.

### Unrealized development 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.

### Order backlog

Contracting assignments: The difference between order bookings for the period and accrued revenue (accrued project costs 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 financial items.

### Earnings per share, segment

Profit for the period, segment, attributable to equity holders divided by the average number of shares outstanding.

### Earnings per share

Profit for the period attributable to equity holders divided by the average number of shares outstanding.

### Earnings per share after dilution

Profit for the period attributable to equity holders divided by the average number of shares outstanding after dilution.

### Interest-bearing net receivables/net liabilities

Interest-bearing assets minus interest-bearing liabilities.

### 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.

### Interest cover

Operating income and financial income plus depreciation/amortization divided by net interest.

### Operating income

Revenue minus cost of sales, selling and administrative expenses and income from joint ventures and associated companies.

### Operating income, segment

Revenue minus cost of sales, selling and administrative expenses and income from joint ventures and associated companies, according to segment reporting and where Residential Development uses the proportional method for joint ventures.

### Operating income, rolling 12-month basis

Revenue minus cost of sales, selling and administrative expenses and income from joint ventures and associated companies, on a rolling 12-month basis.

### Operating margin

Operating income divided by revenue.

### Debt/equity ratio

Interest-bearing net liabilities divided by equity including non-controlling interests.

### Equity/assets ratio

Equity including non-controlling interests as a percentage of total assets.

### 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.



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Note 43, Definitions, cont.

**Capital employed, markets, business streams and business/ reporting units**

Total assets less tax assets, deposits in Skanska's treasury unit (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 Residential Development, SEK M**

Total assets	23,027
– tax assets	-335
– deposits in internal bank	-34
– pension receivables	-28
– non-interest-bearing liabilities (excluding tax liabilities)	-8,151
– capitalized interest expense	-94
	<b>14,385</b>

**Capital employed Commercial Property Development, SEK M**

Total assets	36,705
– tax assets	-699
– deposits in internal bank	-110
– pension receivables	0
– non-interest-bearing liabilities (excluding tax liabilities)	-2,895
– capitalized interest expense	-281
	<b>32,721</b>

**Comprehensive income**

Change in equity not attributable to transactions with owners.

**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.

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## 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 notes to the consolidated financial statements: Note 1, Note 6 and financial risk management.

Financial instruments in the balance sheet	Dec 31, 2021	Dec 31, 2020
<b>Assets</b>		
Non-current receivables in Group companies	5,669	384
Current receivables in Group companies	42	34
<b>Total financial instruments, assets</b>	<b>5,711</b>	<b>418</b>
<b>Liabilities</b>		
Non-current liabilities to Group companies	134	1,211
Trade accounts payable and current liabilities to Group companies	26	18
<b>Total financial instruments, liabilities</b>	<b>160</b>	<b>1,229</b>

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 "Carried at amortized cost." No assets have been carried at fair value through profit or loss. All financial liabilities belong to the category "Carried at amortized cost."

Reconciliation with the balance sheet	Dec 31, 2021	Dec 31, 2020
<b>Assets</b>		
Financial instruments	5,711	418
<b>Other assets</b>		
Property, plant and equipment and intangible assets	3	8
Holdings in Group companies, joint ventures and other securities	11,786	11,480
Other non-current receivables	107	107
Tax assets	75	73
Other current receivables and accrued receivables	134	117
<b>Total assets</b>	<b>17,816</b>	<b>12,203</b>
<b>Equity and liabilities</b>		
Financial instruments	160	1,229
<b>Other liabilities</b>		
Equity	17,326	10,652
Provisions	251	240
Other current liabilities and accrued liabilities	79	82
<b>Total equity and liabilities</b>	<b>17,816</b>	<b>12,203</b>

Impact of financial instruments on the Parent Company income statement in financial items	2021	2020
Interest income on receivables	4	2
Interest expense on financial liabilities measured at amortized cost	-26	-30
<b>Total</b>	<b>-22</b>	<b>-28</b>

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.

### Credit risk

The carrying amount of financial instruments, assets, corresponds to the maximum credit exposure on the closing day. There were no impairment losses on financial instruments as of the closing day. No reserves for future credit losses under IFRS 9 are made, as the Parent Company's trade accounts receivable – with only one small exception – are Group company receivables over which Skanska AB exercises control. The credit risk is therefore minimal.

### Note 45. Revenue, Parent Company

The Parent Company's revenue consists mainly of amounts billed to Group companies. The amount includes SEK 635 M (660) in sales to subsidiaries. For other transactions with related parties, see Note 62.

### Note 46. Financial items, Parent Company

2021	Income from holdings in Group companies	Interest expense and similar items	Total
Dividend	10,330		10,330
Interest income		4	4
Interest expense		-26	-26
<b>Total</b>	<b>10,330</b>	<b>-22</b>	<b>10,308</b>
2020	Income from holdings in Group companies	Interest expense and similar items	Total
Dividend	2,857		2,857
Interest income		2	2
Interest expense		-30	-30
<b>Total</b>	<b>2,857</b>	<b>-28</b>	<b>2,829</b>

**Dividends**  
The amount for dividends consists of dividends in accordance with a decision by the Annual General Meeting, SEK 10,400 M (5,000) and Group contributions received, SEK -70 M (-143).

**Net interest**  
Of interest income, SEK 4 M (2) relates to Group companies. Of interest expense, SEK -26 M (-30) relates to Group companies.

## Note 47. Income taxes, Parent Company

	2021	2020
Current taxes	-5	-1
Tax due to changed taxation	-1	
Deferred tax expense/income from change in temporary differences	5	-4
<b>Total</b>	<b>-1</b>	<b>-5</b>

The Swedish tax rate of 20.6 percent in relation to taxes recognized is explained in the table below.

	2021	2020
Income after financial items	10,401	2,981
Tax at tax rate of 20.6 percent (21.4)	-2,143	-638
<b>Tax effect of:</b>		
Dividends from subsidiaries	2,142	642
Non-deductible expenses	0	-9
<b>Recognized tax expense/income</b>	<b>-1</b>	<b>-5</b>

Non-deductible expenses refers mainly to employee-related costs and costs for the Group's foreign operations.

	Dec 31, 2021	Dec 31, 2020
<b>Deferred tax assets</b>		
Deferred tax assets for employee-related provisions	65	60
<b>Total</b>	<b>65</b>	<b>60</b>

	2021	2020
<b>Change in deferred taxes in balance sheet</b>		
Deferred tax assets, January 1	60	64
Deferred tax expense/income	5	-4
<b>Deferred tax assets, December 31</b>	<b>65</b>	<b>60</b>

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

Intangible assets are recognized in accordance with IAS 38 Intangible Assets. See Note 1. Amortization of intangible assets for the year according to plan amounts to SEK -3 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	
	2021	2020
<b>Accumulated cost</b>		
January 1	27	27
Disposals/divestments	-5	
<b>Accumulated amortization according to plan</b>	<b>22</b>	<b>27</b>
January 1	-19	-16
Depreciation for the year	-3	-3
Disposals/divestments for the year	3	
<b>Accumulated impairment losses</b>	<b>-19</b>	<b>-19</b>
January 1	0	0
<b>Carrying amount, December 31</b>	<b>0</b>	<b>0</b>
Carrying amount, January 1	3	8
Carrying amount, January 1	8	11

## 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 amounts to SEK 0 M (0).

	Plant and equipment	
	2021	2020
<b>Accumulated cost</b>		
January 1	7	7
<b>Accumulated amortization according to plan</b>	<b>7</b>	<b>7</b>
January 1	-7	-7
Depreciation for the year	0	0
<b>Carrying amount, December 31</b>	<b>0</b>	<b>0</b>
Carrying amount, January 1	0	0



## Note 51. Holdings in Group companies, Parent Company

Skanska AB owns shares in two subsidiaries. The subsidiary Skanska Kraft AB is a holding company that owns the Group's shareholdings in Skanska Group operating companies. Skanska Financial Services AB is the Group's treasury unit (internal bank).

Company	Corp. ID No.	Registered office	No. of shares	Carrying amount
			2021	2020
<b>Swedish subsidiaries</b>				
Skanska Financial Services AB	556106-3834	Stockholm	500,000	67
Skanska Kraft AB	556118-0943	Stockholm	4,000,000	11,410
<b>Total</b>			<b>11,783</b>	<b>11,477</b>

Both subsidiaries are 100-percent owned by the Parent Company.

## 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
			2021	2020
<b>Swedish joint arrangements</b>				
Sundlink Contractors HB	969620-7134	Malmö	37	3
<b>Total</b>			<b>3</b>	<b>3</b>

The company has no operations other than fulfilling guarantee undertakings.

## Note 53. Prepaid expenses and accrued income, Parent Company

The Parent Company has prepaid expenses and accrued income of SEK 18 M (15). This amount consists of SEK 1 M (1) in prepaid insurance premiums and SEK 17 M (14) 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.

The equity of the Parent Company was allocated among SEK 1,260 M (1,260) in share capital, SEK 598 M (598) in the statutory reserve, SEK 5,067 M (5,818) in retained earnings and SEK 10,400 M (2,976) in profit for the year.

The Board is proposing a dividend for 2021 of SEK 10.00 per share (9.50), consisting of a regular dividend of SEK 7.00 per share (6.50) and an extra dividend of SEK 3.00 per share (3.00).

The proposal is equivalent to a dividend payout totaling SEK 4,122 M (3,917).

No dividend is paid for the Parent Company's holding of Series B treasury shares. The Board proposes Thursday, March 31, 2022 as the record date to receive the dividend. The total dividend amount may change by the record date, depending on repurchases of Series B treasury shares and the transfer of Series B shares to participants in Skanska's long-term employee ownership programs.

Number of shares	2021	2020
<b>Average number of shares outstanding</b>		
after share repurchase transactions and conversion	412,387,142	411,993,869
after share repurchase transactions, conversion and dilution	415,491,861	414,304,017
<b>Total number of shares</b>	<b>419,903,072</b>	<b>419,903,072</b>

The number of shares amounted to 419,903,072 (419,903,072), divided into 19,661,632 (19,684,564) Series A shares and 400,241,440 (400,218,508) Series B shares.

During the year 22,932 (20,151) Series A shares were converted into the same number of Series B shares. A total of 1,048,500 (460,000) Series B shares were repurchased. After distribution of 1,009,686 (1,237,805) shares, there were 7,655,488 (7,616,674) Series B treasury shares remaining.

The quota value per share amounts to SEK 3.00 (3.00). All shares are fully paid up.

Each Series A share carries 10 votes and each Series B share carries one vote.

Series 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.

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## 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	
	2021	2020	2021	2020
January 1	164	173	76	81
Provisions for the year	20	6	62	59
Provisions utilized	-17	-15	-54	-64
<b>December 31</b>	<b>167</b>	<b>164</b>	<b>84</b>	<b>76</b>

"Other provisions" consists of employee-related provisions.

The normal cycle time for "Other provisions" is about one to three years.

Employee-related provisions includes such items as social insurance contributions for employee ownership 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, 2021	Dec 31, 2020
Interest-bearing pension liabilities <sup>1</sup>	115	116
Other pension obligations	52	48
<b>Total</b>	<b>167</b>	<b>164</b>

<sup>1</sup> Liabilities in compliance with the Pension Obligations Vesting Act.

	Dec 31, 2021	Dec 31, 2020
The company's total pension obligations	832	819
Less pension obligations secured through pension funds	-665	-655
<b>Provisions for pensions and similar obligations<sup>1</sup></b>	<b>167</b>	<b>164</b>

<sup>1</sup> Of which, SEK 9 M (8) is secured through credit insurance. Other pension obligations are largely secured through pledged endowment policies.

Of the company's total pension obligations SEK 605 M (591) is for ITP plans.

No payments to pensions funds are expected to be made in 2022.

### Reconciliation, provisions for pensions

	2021	2020
January 1	116	117
Pension expenses	7	29
Benefits paid	-8	-30
<b>Provisions for pensions according to the balance sheet</b>	<b>115</b>	<b>116</b>

## 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 77 M (79). This relates to accrued vacation pay of SEK 25 M (25), accrued special payroll tax on pensions of SEK 27 M (29), accrued social insurance contributions of SEK 9 M (8) and other accrued expenses of SEK 16 M (17).



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## Note 58. Expected recovery periods for assets, provisions and liabilities, Parent Company

	Dec 31, 2021		Dec 31, 2020		Total
	Within 12 months	After 12 months (liabilities)	Within 12 months	After 12 months (liabilities)	
Amounts expected to be recovered	3	0	3	5	8
Intangible non-current assets <sup>1</sup>					
Property, plant and equipment <sup>1</sup>	0	0	0	0	0
<b>Non-current financial assets</b>					
Holdings in Group companies and joint arrangements <sup>2</sup>	11,786	11,786	11,480	11,480	11,480
Receivables in Group companies <sup>1</sup>	5,669	5,669	384	384	384
Other non-current receivables	107	107	107	107	107
Deferred tax assets	65	65	60	60	60
	<b>17,627</b>	<b>17,627</b>	<b>12,031</b>	<b>12,031</b>	<b>12,031</b>
<b>Current receivables</b>					
Current receivables in Group companies	42	42	34	34	34
Tax assets	10	10	13	13	13
Other current receivables	116	116	102	102	102
Prepaid expenses and accrued income	18	18	15	15	15
	<b>186</b>	<b>186</b>	<b>164</b>	<b>164</b>	<b>164</b>
<b>TOTAL ASSETS</b>	<b>189</b>	<b>17,627</b>	<b>167</b>	<b>12,036</b>	<b>12,203</b>

<sup>1</sup> In case of amounts expected to be recovered within 12 months, expected depreciation/amortization has been recognized.

<sup>2</sup> No portion of the amount is expected to be recovered within 12 months.

<sup>3</sup> No portion of the amount is expected to be recovered within 12 months, since the lending is considered to be non-current.



## Note 60. Cash flow statement, Parent Company

### Adjustments for items not included in cash flow

	2021	2020	Notes
Depreciation	3	3	
Capital gain	-1		
Cost of Seop. employee ownership programs	18	14	
<b>Total</b>	<b>20</b>	<b>17</b>	
<b>Taxes paid</b>			
Total taxes paid in the Parent Company during the year amount to SEK -2 M (-7).			

### Information about interest and dividends

	2021	2020
Interest income received during the year	4	2
Interest paid during the year	26	30

The change in interest-bearing liabilities belonging to financing activities is presented in the following table.

	2021	2020
January 1	1,211	2,816
Items affecting cash flow from financing activities	-1,077	-1,605
<b>December 31</b>	<b>134</b>	<b>1,211</b>

## Note 61. Wages and salaries, Parent Company

### Wages, salaries, other remuneration and social insurance contributions

SEK M	2021		2020	
	Salaries and remuneration	Pension expense	Salaries and remuneration	Pension expense
Board of Directors, CEO and other senior executives <sup>1,2</sup>	66.3	13.4	60.4	12.5
Other employees	103.1	80.4	110.7	85.5
Less indemnification from pension fund		-86.3		-69.0
<b>Total</b>	<b>169.4</b>	<b>7.5</b>	<b>171.1</b>	<b>29.0</b>
Social insurance contributions including pension expenses	73.8		91.0	
<b>Total</b>	<b>243.2</b>		<b>262.1</b>	

1 Of which variable remuneration

2 Of which severance-related compensation

For disclosures of individual remuneration to each board member and the CEO, see Note 37. For board members appointed by the employees, 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 2021, bonuses paid to the CEO and other senior executives amounted to SEK 20.4 M (19.2).

In 2021, an allotment of shares occurred under the employee ownership program, Seop 4. The value of shares allotted amounted to SEK 2.7 M (5.0), of which SEK 0.6 M (2.0) was for board members, the CEO and other senior executives.

In 2021, Skanska's Swedish pension funds reimbursed Skanska AB in the amount of around SEK 86.3 M (69.0).

The company's outstanding pension obligations to the CEO including former CEOs amounted to SEK 165.9 M (155.1). The company's outstanding pension obligations to other members of the Group Leadership Team (Executive Vice Presidents) and former other members of the Group Leadership Team amount to SEK 97.1 M (98.4).

The cost in 2021 for defined-contribution pension plans was SEK 29.4 M (28.4) excluding indemnification.

### Average number of employees

Personnel is calculated as the average number of employees. See Note 1.

	2021		2020	
	of which men	of which women	of which men	of which women
Sweden	87	53	96	58

### Men and women on the Board of Directors and Group Leadership Team on the closing day

	Dec 31, 2021		Dec 31, 2020	
	of which men	of which women	of which men	of which women
Number of board members and deputy members	11	27%	12	67%
CEO and other senior executives	7	57%	6	67%



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## Note 62. Related party transaction disclosures, Parent Company

Disclosures on related parties, transactions with related parties and outstanding balances are provided according to IAS 24 Related Party Disclosures. See Note 1.

For information on remuneration to senior executives and board members, see Note 61 and Note 37. Other than the information provided in Note 61 and Note 37, no transactions with related party physical persons have taken place. The Parent Company is a related party to its subsidiaries. See Note 20A. Intra-Group transactions are presented below:

	2021	2020
Sales to Group companies	635	660
Purchases from Group companies	-134	-139
Interest income from Group companies	4	2
Interest expenses for Group companies	-26	-30
Dividends from Group companies	10,330	2,857
Non-current receivables in Group companies	5,669	384
Current receivables in Group companies	42	34
Non-current liabilities to Group companies	134	1,211
Current liabilities to Group companies	3	5
Contingent liabilities on behalf of Group companies	127,289	118,064

All transactions were completed on market terms.

## Note 63. Disclosures in compliance with the Annual Accounts Act, Chapter 6, 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, 2021 was 419,903,072, divided into 19,661,632 Series A shares with 10 votes each and 400,241,440 Series 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. On December 31, 2021, AB Industrivärden's holding amounted to 24.3 percent of total voting power in the company and the Lundberg Group's holding to 13.2 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. There are no restrictions on the number of votes each shareholder may cast at an Annual General Meeting.

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 on March 30, 2021, voted in favor of the proposal by the Board of Directors to authorize the Board to decide on acquisitions of Skanska's Series B treasury shares on the following conditions:

A. Skanska Series B shares may only be acquired on Nasdaq Stockholm.  
 B. The authorization may be used on one or more occasions until the 2022 Annual General Meeting.

C. A maximum of 1,200,000 Skanska Series B shares may be acquired to secure the allotment of shares to participants in the Skanska employee ownership program decided on by the Annual General Meeting on March 28, 2019 (Seop 5).

D. Skanska Series B shares on Nasdaq Stockholm may only be acquired at a price within the applicable price interval on Nasdaq Stockholm at any given time, meaning the interval between the highest purchase price and lowest selling price.

9. Skanska AB 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 Skanska AB 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 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, Swedish corporate identity number 556000-4415, 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  
 112 74 STOCKHOLM, Sweden  
 Tel: 010-448 00 00  
 group.skanska.com

For questions concerning financial information, please contact  
 Skanska AB, Investor Relations, SE-112 74 STOCKHOLM, Sweden  
 Tel: +46 10 448 00 00  
 email: investor.relations@skanska.se

## Note 65. Events after the reporting period, Parent Company

There are no material events to report for the Parent Company during the period.



## Note 66. Allocation of earnings

The Board of Directors and the CEO propose that the profit for 2021, SEK 10,400,230,954, plus the retained earnings of SEK 5,067,097,261 carried forward from the previous year, totalling SEK 15,467,328,215, be allocated as follows:

A dividend to the shareholders of <sup>1</sup>	SEK 10.00 per share	4,122,475,840
Of which regular dividend	SEK 7.00 per share	2,885,733,088
Of which extra dividend	SEK 3.00 per share	1,236,742,752
To be carried forward		11,344,852,375
<b>Total</b>		<b>15,467,328,215</b>

<sup>1</sup>Based on the total number of shares outstanding on December 31, 2021. The total dividend amount may change by the record date, depending on repurchases of Series B treasury shares and the transfer of Series B shares to participants in Skanska's long-term employee ownership programs.



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## The Board's assurance

The consolidated annual accounts and the annual accounts have been prepared in compliance 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 generally accepted accounting principles, and provide a true and fair view of the position and results of the Group and the Parent Company. The Report of the Directors 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.

Stockholm, February 2, 2022

Hans Björck  
Chairman

Paar Boman  
Board member

Åsa Söderström Winberg  
Board member

Fredrik Lundberg  
Board member

Catherine Marcus  
Board member

Richard Hörstedt  
Board member

Yvonne Stenman  
Board member

Ola Fålt  
Board member

Jan Gurander  
Board member

Anders Danielsson  
President and Chief Executive Officer

Our Auditor's Report was submitted on March 7, 2022  
Ernst & Young AB

Hamish Mabon  
Authorized Public Accountant

Anders Kriström  
Authorized Public Accountant

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## 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 (publ) for the year 2021 except for the statutory sustainability report on pages 67–94. The annual accounts and consolidated accounts of the company are included on pages 37–52 and 59–193 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 31st, 2021 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 31st, 2021 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. A corporate governance statement has been prepared. Our opinions do not cover the statutory sustainability report on pages 67–94.

The statutory administration report and the corporate governance statement are consistent with the other parts of the annual accounts and consolidated accounts, and the corporate governance statement is in accordance with the Annual Accounts Act.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the income statement and the statement of financial position of 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.

#### A. Revenue recognition over time in Construction contracts

**Description**  
The main portion of the company's income relates to construction contracts. For 2021 the revenues from construction contracts amount to MSEK 132,587. Usually a performance obligation 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/expenditure 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



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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".

### B. Valuation of investments in project development

#### Description

The book value of investments in project development, which constitute current asset properties, amounts to MSEK 49,745 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.

### C. Litigations and legal matters

#### Description

The provision for legal disputes amounts to MSEK 2,413. 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, the Group Leadership Team and the

Audit Committee. 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 1-36, 53-58 and 194-207. 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

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in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with 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 scepticism 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.

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, related safeguards.

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.



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## Report on other legal and regulatory requirements

### 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 (publ) for the year 2021 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated 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 scepticism 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 2021.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the ESEF report #[checksum]\* 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



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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 ISQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and other Assurance and Related Services Engagements* and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with professional ethical requirements, professional standards and 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 technical validation of the Esef report, i.e. if the file containing the Esef report meets the technical specification set out in the Commission's Delegat-

ed Regulation (EU) 2019/815 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 Esef report has been marked with iXBRL which enables a fair and complete machine-readable version of the consolidated statement of financial performance, financial position, changes in equity and cash flow.

**The auditor's opinion regarding the statutory sustainability report**

The Board of Directors is responsible for the statutory sustainability report on pages 67–94, and that it is prepared in accordance with the Annual Accounts Act.

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 March 30, 2021 and has been the company's auditor since the 2016.

Stockholm March 7, 2022  
Ernst & Young AB

Harnish Mabon  
Authorized Public Accountant

Anders Kriström  
Authorized Public Accountant

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## Auditor's limited assurance report on skanska ab's greenhouse gas, health and safety, energy, and waste reporting<sup>1</sup>

To Skanska AB, corp id 556000-4615

### Introduction

We have been engaged by Skanska AB to perform a limited assurance engagement, as defined by international Standards on Assurance Engagements (ISAE), on the information specified below (the "Subject Matters") in Skanska AB's 'Annual and Sustainability Report 2021':

- Greenhouse gas emissions (p. 70–75, 90)
  - Direct GHG emissions (Scope 1)
  - Energy indirect GHG emissions (Scope 2)
  - Other indirect GHG emissions (Scope 3)
- Health and safety (p. 80–82, 92)
  - Lost Time Accident Rate (LTAR)
  - Total number of Accidents
  - Fatal Accidents
- Executive Site Safety Visits (ESSV)
- Energy (p. 70–75, 91)
- Waste (p. 85, 93)
- Reporting principles (p. 94)

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

### Responsibilities of the Board and Executive Management

Skanska AB's management is responsible for selecting the criteria, and for presenting the Subject Matters in accordance with those criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matters, such that they are free from material misstatement, whether due to fraud or error. In preparation of the Subject Matters, Skanska AB applied the Greenhouse Gas Protocol, Global Reporting Initiative (GRI) Standard 403: *Occupational health and safety*, Global Reporting Initiative (GRI) Standard 302: *Energy*, and Global Reporting Initiative (GRI) Standard 306: *Waste* (hereinafter: Criteria).

### Responsibilities of the auditor

Our responsibility is to express a conclusion on the presentation of the Subject Matters based on the evidence we have obtained. Our engagement is limited to historical information presented in this document and does therefore not include future oriented information.

We conducted our engagement in accordance with the *ISAE 3000 Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, which require that we obtain limited assurance about whether, in all material respects, the Subject Matters is presented in accordance with the criteria, and that we issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

The audit firm applies ISQC 1 (International Standard on Quality Control) and accordingly maintains a comprehensive system of quality control including documented policies and 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.

A limited assurance engagement is different from and substantially less in scope than a reasonable assurance conducted in accordance with IAASB's Standards on Auditing and other generally accepted auditing standards in Sweden. A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the greenhouse gas, health and safety, energy, and waste reporting and related information, and applying analytical and other appropriate procedures.

We gained an understanding of the part of the company's internal control that is relevant for our limited assurance to design procedures that are appropriate in the circumstances, but not to express a conclusion on the internal control.

We included the following procedures:

- Conducted interviews with Skanska personnel to understand the business and the reporting process
- Conducted interviews with key personnel to understand the process for collecting, collating and reporting the Subject Matters during the reporting period
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the criteria
- Undertook analytical review procedures to support the reasonableness of the data
- Tested, on a sample basis, underlying source information to check the accuracy of the data

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

### 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 31 December 2021 is not, in all material aspects, prepared in accordance with the specified criteria.

Stockholm 7 mars, 2022  
Ernst & Young AB

Hamish Mabon  
Auktoriserad revisor

Anders Kriström  
Auktoriserad revisor

Ingrid Cornander  
Specialist, Climate Change and Sustainability Services

Skanska Annual and Sustainability Report 2021

<sup>1</sup> This is a translation of the Swedish original.



# GRI index

GRI Standard	Disclosure	Page	Omission/Comments
<b>General Disclosures</b>			
GRI 102: General Disclosures 2016	102-1 Name of the organization	Cover, Note 64	
	102-2 Activities, brands, products, and services	22–34, Note 4	
	102-3 Location of headquarters	Note 64	
	102-4 Location of operations	23, 26, 30, 34	
	102-5 Ownership and legal form	14–15, 37–46, Notes 63–64	
	102-6 Markets served	22–34	
	102-7 Scale of the organization	13, 16, 23, 25–26, 29–30, 33–34, Note 36	
	102-8 Information on employees and other workers	92–94	The type of employment is not reported.
	102-9 Supply chain	83–84	
	102-10 Significant changes to the organization and its supply chain	23	
	102-11 Precautionary Principle or approach	84	
	102-12 External initiatives to which the organization subscribes, or which it endorses	73	
	102-13 Membership of associations	73	A selection of memberships are reported.
	102-14 Statement from senior decision-maker	6–7	
	102-16 Values, principles, standards, and norms of behavior	3–4, 6–7, 38, 44–46, 68–69	
	102-18 Corporate Governance	37–46	
	102-40 List of stakeholder groups	89	
	102-41 Collective bargaining agreements	–	The data is not reported at Group level.
	102-42 Identifying and selecting stakeholders	89	
	102-43 Approach to stakeholder engagement	89	
	102-44 Key topics and concerns raised	69, 89	
	102-45 Entities included in the consolidated financial statements	44	
	102-46 Defining report content and topic boundaries	89	
	102-47 List of material topics	69, 89	
	102-48 Restatements of information	–	
	102-49 Changes in reporting	94	
	102-50 Reporting period	January 1, 2021 – December 31, 2021	
	102-51 Date of most recent report	March 9, 2021	
	102-52 Reporting cycle	Annual	
	102-53 Contact point for questions regarding the report	Lena Håk, EVP Sustainability & Innovation Antonia Junelind, SVP Investor Relations	
	102-54 Claims of reporting in accordance with the GRI Standards	Content page	
	102-55 GRI Index	200–203	
	102-56 External assurance	194–199	

GRI Standard	Disclosure	Page	Omission/Comments	SASB	SDG	UN Global Compact
<b>Material Topics</b>						
<b>Climate</b>						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	59-65, 70-75		IF-EN-160a.2		<b>Principle 7, Environment:</b> Businesses should support a precautionary approach to environmental challenges.
	103-2 The management approach and its components	44-46, 59-65, 70-75, 89		IF-EN-160a.2 IF-EN-410a.1		
	103-3 Evaluation of the management approach	46, 70-75		IF-EN-160a.2		<b>Principle 9, Environment:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	91, 94	Steam is not reported.			
	302-2 Energy consumption outside of the organization	91				
	302-3 Energy intensity	91				
	302-4 Reduction of energy consumption	91, 94				
	302-5 Reductions in energy requirements of products and services	91, 94				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	90, 94				
	305-2 Energy indirect (Scope 2) GHG emissions	90, 94				
	305-3 Other indirect (Scope 3) GHG emissions	90, 94				
	305-4 GHG emissions intensity	90, 94				
	305-5 Reduction of GHG emissions	90, 94				

GRI Standard	Disclosure	Page	Omission/Comments	SASB	SDG	UN Global Compact
<b>Responsibility</b>						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	59-65, 80-88		IF-EN-160a.2		<b>Principle 1, Human rights:</b> Businesses should support and respect the protection of internationally proclaimed human rights.
	103-2 The management approach and its components	44-46, 59-65, 80-86, 89		IF-EN-160a.2; IF-EN-510a.3; IF-EN-410a.2		
	103-3 Evaluation of the management approach	46, 80-86		IF-EN-160a.2	Subtargets: 5.1	
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	45, 83-84			5.5	<b>Principle 2, Human rights:</b> Businesses should make sure that they are not complicit in human rights abuses.
	205-3 Confirmed incidents of corruption and actions taken	84	Not broken down by employee category, business partner or region.	IF-EN-510a.2		<b>Principle 3, Labor:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	84		IF-EN-510a.2	Subtargets: 8.5	
GRI 304: Waste 2020	306-1 Waste generation and significant waste-related impacts	85			8.7	
	306-2 Management of significant waste-related impacts	85, 94			8.8	
	306-4 Waste diverted from disposal	93-94	Limited to % of self-generated waste to landfill. Hazardous waste is not reported.			<b>Principle 4, Labor:</b> Businesses should uphold the elimination of all forms of forced and compulsory labor.
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	92		IF-EN-160a.1	Subtargets: 11.6	
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	83-84	The percentage of screened suppliers is not reported.			<b>Principle 5, Labor:</b> Businesses should uphold the effective abolition of child labor.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	81-82			12.4	<b>Principle 6, Labor:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.
	403-2 Hazard identification, risk assessment, and incident investigation	81-82			12.5	<b>Principle 8, Environment:</b> Businesses should undertake initiatives to promote greater environmental responsibility.
	403-3 Occupational health services	81-82				
	403-4 Worker participation, consultation, and communication on occupational health and safety	81-82				
	403-5 Worker training on occupational health and safety	81-82				
	403-6 Promotion of worker health	81-82				
	403-7 Prevention and mitigation of occupational health and safety impacts directly related to business relationships	81-82				
	403-8 Workers covered by an occupational health and safety management system	81-82, 92				<b>Principle 10, Anti-corruption:</b> Businesses should work against corruption in all its forms, including extortion and bribery.
	403-9 Work-related injuries	81-82, 92, 94	The number of hours is not reported.	IF-EN-320a.1	Subtargets: 16.1 16.3 16.5	

GRI Standard	Disclosure	Page	Omission/Comments	SASB	SDG	UN Global Compact
<b>Responsibility cont.</b>						
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	40–41, 86, 93	Age groups are not reported.			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	45, 83–84, 86	Number and type of action are not reported.			
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	83–84				
GRI 412: Human rights assessment 2016	412-2 Employee training on human rights policies or procedures	83–84	Number of hours is not reported.			
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	83–84	The number and definition are not reported. The disclosure refers to the Supplier Code of Conduct.			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	83–84	The percentage of screened suppliers is not reported.			

Sustainable Industry	103-1	103-2	103-3	SoD-1
GRI 103: Management Approach 2016	Explanation of the material topic and its Boundary	The management approach and its components	Evaluation of the management approach	Value of certified commercial buildings
	59–65, 70–79	44–46, 59–65, 70–79	46, 70–79	73
Skanska's own disclosure				IF-EN-410a.1



Subtargets:  
9.1  
9.4



Subtargets:  
11.1  
11.2  
11.3  
11.6  
11.7

**Unmapped SASB metrics**

IF-EN-250a.1-2; IF-EN-410b.2-3; IF-EN-000.A-B	No Group level disclosure
IF-EN-410b.1	page 91
IF-EN-510a.1	Zero
IF-EN-000.C	Note 42

## Quarterly information

In accordance with IFRS	2021				2020				In accordance with IFRS	2021				2020			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1		Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
<b>SEK M</b>	<b>42,314</b>	<b>26,581</b>	<b>49,760</b>	<b>34,935</b>	<b>39,840</b>	<b>31,781</b>	<b>36,908</b>	<b>41,274</b>									
<b>Order bookings</b>																	
<b>Profit/loss</b>																	
Revenue	41,114	33,897	36,210	32,644	42,625	36,678	40,701	40,340									
Cost of sales	-36,337	-30,833	-31,561	-29,425	-37,659	-33,214	-35,802	-36,781									
<b>Gross income</b>	<b>4,777</b>	<b>3,064</b>	<b>4,650</b>	<b>3,219</b>	<b>4,966</b>	<b>3,463</b>	<b>4,899</b>	<b>3,559</b>									
Selling and administrative expenses	-2,263	-1,796	-1,915	-1,890	-2,414	-1,824	-1,895	-2,136									
Income from joint ventures and associated companies	99	189	45	116	3,851	70	35	59									
<b>Operating income</b>	<b>2,612</b>	<b>1,457</b>	<b>2,780</b>	<b>1,444</b>	<b>6,403</b>	<b>1,709</b>	<b>3,038</b>	<b>1,482</b>									
Interest income	21	14	16	17	11	19	24	64									
Interest expense	-60	-45	-54	-64	-71	-85	-79	-69									
Change in fair value	-2	0	0	1	1	0	-2	-1									
Other financial items	-20	8	2	-1	4	5	-7	-41									
<b>Financial items</b>	<b>-62</b>	<b>-23</b>	<b>-36</b>	<b>-47</b>	<b>-56</b>	<b>-61</b>	<b>-65</b>	<b>-47</b>									
<b>Income after financial items</b>	<b>2,550</b>	<b>1,434</b>	<b>2,743</b>	<b>1,397</b>	<b>6,348</b>	<b>1,648</b>	<b>2,973</b>	<b>1,435</b>									
Taxes	-335	-229	-438	-237	-1,412	-345	-514	-236									
<b>Profit for the year</b>	<b>2,216</b>	<b>1,206</b>	<b>2,306</b>	<b>1,160</b>	<b>4,935</b>	<b>1,303</b>	<b>2,460</b>	<b>1,199</b>									
Profit for the period attributable to Equity holders	2,210	1,197	2,296	1,161	4,933	1,295	2,451	1,196									
Non-controlling interests	6	9	9	-1	2	9	9	2									
<b>Other comprehensive income items that will not be reclassified to profit or loss for the period</b>																	
Remeasurement of defined-benefit pension plans	856	-713	813	1,629	549	-1,681	250	-121									
Tax on items that will not be reclassified to profit or loss for the period	-202	125	-154	-344	-120	337	-58	52									
	<b>654</b>	<b>-588</b>	<b>659</b>	<b>1,285</b>	<b>429</b>	<b>-1,344</b>	<b>192</b>	<b>-69</b>									
<b>Comprehensive income for the period attributable to Equity holders</b>	<b>3,507</b>	<b>1,063</b>	<b>2,585</b>	<b>3,678</b>	<b>4,313</b>	<b>-485</b>	<b>1,298</b>	<b>1,698</b>									
Non-controlling interests	9	9	11	1	1	8	5	1									
<b>Order backlog<sup>1</sup></b>	<b>207,031</b>	<b>197,623</b>	<b>201,279</b>	<b>193,443</b>	<b>178,924</b>	<b>182,905</b>	<b>188,969</b>	<b>199,020</b>									
Capital employed	66,729	64,060	62,008	60,588	61,129	59,626	59,657	58,823									
Interest-bearing net receivables/net liabilities	12,598	8,566	8,124	8,793	7,280	-1,329	-1,376	-3,243									
Debt/equity ratio	-0.3	-0.2	-0.2	-0.2	-0.2	0.0	0.0	0.1									
Return on capital employed, %	13.4	19.8	20.5	21.1	21.5	15.8	16.0	14.6									
<b>Cash flow</b>																	
Cash flow from operating activities	3,818	1,487	-1,659	3,791	4,786	2,039	2,230	2,229									
Cash flow from investing activities	-3,149	-236	-912	-7,071	1,796	832	-820	-237									
Cash flow from financing activities	-804	-240	-3,999	-10	-1,194	-1,187	-86	1,284									
<b>Cash flow for the period</b>	<b>-135</b>	<b>1,011</b>	<b>-6,570</b>	<b>-3,290</b>	<b>5,388</b>	<b>1,684</b>	<b>1,324</b>	<b>3,276</b>									

<sup>1</sup> Refers to Construction.



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Quarterly information, continued

Business streams In accordance with IFRS	2021				2020				2020							
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1				
<b>SEK M</b>	<b>42,314</b>	<b>26,581</b>	<b>49,760</b>	<b>34,935</b>	<b>39,840</b>	<b>31,781</b>	<b>36,908</b>	<b>41,274</b>	<b>42,314</b>	<b>26,581</b>	<b>49,760</b>	<b>34,935</b>	<b>39,840</b>	<b>31,781</b>	<b>36,908</b>	<b>41,274</b>
<b>Order bookings</b>																
Construction	42,314	26,581	49,760	34,935	39,840	31,781	36,908	41,274	42,314	26,581	49,760	34,935	39,840	31,781	36,908	41,274
<b>Total</b>	<b>42,314</b>	<b>26,581</b>	<b>49,760</b>	<b>34,935</b>	<b>39,840</b>	<b>31,781</b>	<b>36,908</b>	<b>41,274</b>	<b>42,314</b>	<b>26,581</b>	<b>49,760</b>	<b>34,935</b>	<b>39,840</b>	<b>31,781</b>	<b>36,908</b>	<b>41,274</b>
<b>Revenue</b>																
Construction	37,618	33,252	32,362	29,354	34,189	34,442	35,914	35,939	37,618	33,252	32,362	29,354	34,189	34,442	35,914	35,939
Residential Development	3,953	2,422	2,446	2,174	3,555	2,436	3,744	1,926	3,645	2,053	4,170	4,509	3,506	4,763	1,402	3,400
Commercial Property Development	3,189	657	3,733	3,193	7,319	1,979	3,506	5,333	6,699	556	1,243	2,605	8,746	901	577	4,759
Central and Eliminations	-3,646	-2,435	-2,331	-2,078	-2,437	-2,179	-2,463	-2,858	-3,596	-2,435	-2,381	-2,078	-2,441	-2,156	-2,402	-2,931
<b>Total</b>	<b>41,114</b>	<b>33,897</b>	<b>36,210</b>	<b>32,644</b>	<b>42,625</b>	<b>36,678</b>	<b>40,701</b>	<b>40,340</b>	<b>44,365</b>	<b>33,427</b>	<b>35,395</b>	<b>34,390</b>	<b>44,000</b>	<b>37,949</b>	<b>35,491</b>	<b>41,166</b>
<b>Operating income</b>																
Construction	1,585	1,196	1,510	722	1,113	1,049	777	589	1,585	1,196	1,510	722	1,113	1,049	777	589
Residential Development	444	214	176	302	486	266	674	87	419	318	573	669	475	481	194	394
Commercial Property Development	772	114	1,203	545	1,535	494	1,634	1,016	1,723	84	391	1,066	1,692	1,011	-9	2,112
Central	-189	-37	-85	-104	3,170	-98	-121	-121	-189	-37	-85	-104	3,170	-98	-121	-121
of which PPP sales	75	85	33	37	3,741	1	-2	-5	75	85	33	37	3,741	1	-2	-5
Eliminations	0	-30	-25	-21	100	-2	74	-90	88	-20	-52	-27	138	-7	4	-73
<b>Total</b>	<b>2,612</b>	<b>1,457</b>	<b>2,780</b>	<b>1,444</b>	<b>6,403</b>	<b>1,709</b>	<b>3,038</b>	<b>1,482</b>	<b>3,627</b>	<b>1,542</b>	<b>2,338</b>	<b>2,327</b>	<b>6,588</b>	<b>1,526</b>	<b>845</b>	<b>2,901</b>

## Annual General Meeting

The Annual General Meeting (the "Meeting") of Skanska AB (publ) (the "Company") will be held on Tuesday March 29, 2022. In light of the risk of the spread of Covid-19, the Board of Directors (the "Board") has decided that the Meeting, pursuant to temporary legislation, will be conducted without physical presence, by shareholders exercising their voting rights only by postal voting.

Information about the decisions made by the Meeting will be published on March 29, 2022, as soon as the outcome of the postal voting has been finally compiled.

### Right to participate and notice of participation

- A person who wishes to participate in the Meeting, through postal voting, must be listed as a shareholder in the presentation of the share register prepared by Euroclear Sweden AB regarding the conditions on Monday March 21, 2022; and
- give notice of intent to participate to the Company no later than on Monday March 28, 2022, by submitting its postal vote in accordance with the instructions under the heading *Postal voting* below, so that the postal vote is received by Euroclear Sweden AB no later than that day at 11:59 pm CET.

In order to be entitled to participate in the Meeting, a shareholder whose shares are registered in the name of a nominee must, in addition to giving notice of participation in the Meeting by submitting its postal vote, register its shares in its own name so that the shareholder is listed in the presentation of the share register as of Monday March 21, 2022. Such re-registration may be temporary (so-called voting rights registration), and request for such voting rights registration shall be made to the nominee, in accordance with the nominee's routines, at such a time in advance as required by the nominee. Voting rights registrations that have been made by the nominee no later than Wednesday March 23, 2022, will be taken into account in the presentation of the share register.

### Postal voting

Shareholders exercise their voting rights at the Meeting only by voting in advance using postal voting in accordance with the Act on temporary exceptions to facilitate the execution of general meetings in companies and other associations that entered into force as of March 1, 2022. A special form must be used for postal voting, available on the Company's website [www.group.skanska.com/](http://www.group.skanska.com/), under the heading "Corporate Governance/Shareholders' Meeting/AGM 2022", and at the Company's offices, Warfvinges väg 25, SE-112 74 Stockholm, Sweden. No separate registration shall be made; a completed and signed postal voting form is valid as notice to participate in the Meeting. The completed and signed postal voting form must be received by Euroclear Sweden AB no later than on Monday March 28, 2022, at 11:59 pm CET.

Shareholders may sign the form electronically by verifying with BankID via Euroclear Sweden AB's website, <https://anmalan.vpc.se/euroclearproxy>. The completed form may also be sent by e-mail to the Company via General-MeetingServices@euroclear.com or be posted to the Company via address to Skanska AB (publ), "Årsstämman", c/o Euroclear Sweden AB, Box 191, SE-101 23 Stockholm, Sweden. If the shareholder votes by post through a proxy, a power of attorney must be enclosed with the form see below under the heading *Voting by proxy*. If the shareholder is a legal entity, proof of registration or other authorization document must be enclosed with the form.

Shareholders may not assign specific instructions or conditions to the postal vote. The postal voting form will be deemed to be invalid in its entirety in such case. Additional instructions and conditions are provided in the postal voting form.

### Voting by proxy

Shareholders who vote by post through a proxy must issue a written and dated power of attorney for the proxy signed by the shareholder. Proxy forms can be found on the Company's website [www.group.skanska.com/](http://www.group.skanska.com/) under the heading "Corporate Governance/Shareholders' Meeting/AGM 2022". If the postal vote takes place with the support of a power of attorney, the power of attorney must be attached to the postal voting form. If the shareholder is a legal entity, a copy of a valid registration certificate or equivalent authorization documents must also be attached to the postal voting form.

The power of attorney is valid for a maximum of one year from the date of issue, unless the power of attorney states a longer period of validity, however, for a maximum of five years from the time of issue.

### Shareholders' right to receive information

If requested by a shareholder and the Board deems that it can take place without causing significant damage to the Company, the Board and the President and CEO shall provide information about circumstances that may affect the assessment of an item on the agenda and circumstances that may affect the assessment of the Company's or its subsidiaries' financial position and the Company's relation to other companies within the Group. Requests of such information must be submitted in writing to the Company no later than ten days before the Meeting, i.e. no later than Saturday March 19, 2022, to the address Skanska AB (publ), c/o the General Counsel, Warfvinges väg 25, SE-112 74 Stockholm, Sweden, or via e-mail to [arsstamma@skanska.se](mailto:arsstamma@skanska.se). The information is provided by the Company by being kept available on the Company's website [www.group.skanska.com/](http://www.group.skanska.com/), under the heading "Corporate Governance/Shareholders' Meeting/AGM 2022", and at the Company's offices on the address stated above no later than Thursday March 24, 2022. The information will be sent to shareholders having requested it and stated their address.

### Dividend and record date

The Board proposes a dividend for 2021 of SEK 10.00 (0.50) per share, of which SEK 7.00 (6.50) per share as ordinary dividend and SEK 3.00 (3.00) per share as extraordinary dividend. The Board proposes Thursday March 31, 2022, as the record date for receiving dividend. If the Meeting resolves in accordance with the Board's proposal, the dividend is expected to be distributed by Euroclear Sweden AB on Tuesday April 5, 2022. The proposed dividend totals SEK 4,122 M (3,917). No dividend is paid for the Parent Company's holding of Series B treasury shares. The total dividend amount may change up to the time of the record date, depending on the repurchase of own Series B shares and transfer of Series B shares to participants in the Company's long-term share saving programs.

The Notice to attend the Meeting is available at the Company's offices, Warfvinges väg 25, SE-112 74 Stockholm, Sweden, and on the Company's website [www.group.skanska.com/](http://www.group.skanska.com/), under the heading "Corporate Governance/Shareholders' Meeting/AGM 2022".

## Investors

**Calendar**  
The Group's interim reports will be published on the following dates:

<b>Three Month Report</b>	May 4, 2022
<b>Six Month Report</b>	July 21, 2022
<b>Nine Month Report</b>	October 26, 2022
<b>Year-end Report</b>	February 5, 2023

### Distribution and other information

The interim reports and annual reports can be read or downloaded on Skanska's website [group.skanska.com/investors](http://group.skanska.com/investors).

Those wishing to order the printed Annual Report can easily use the order form found on the above website, or contact Skanska AB, Investor Relations.

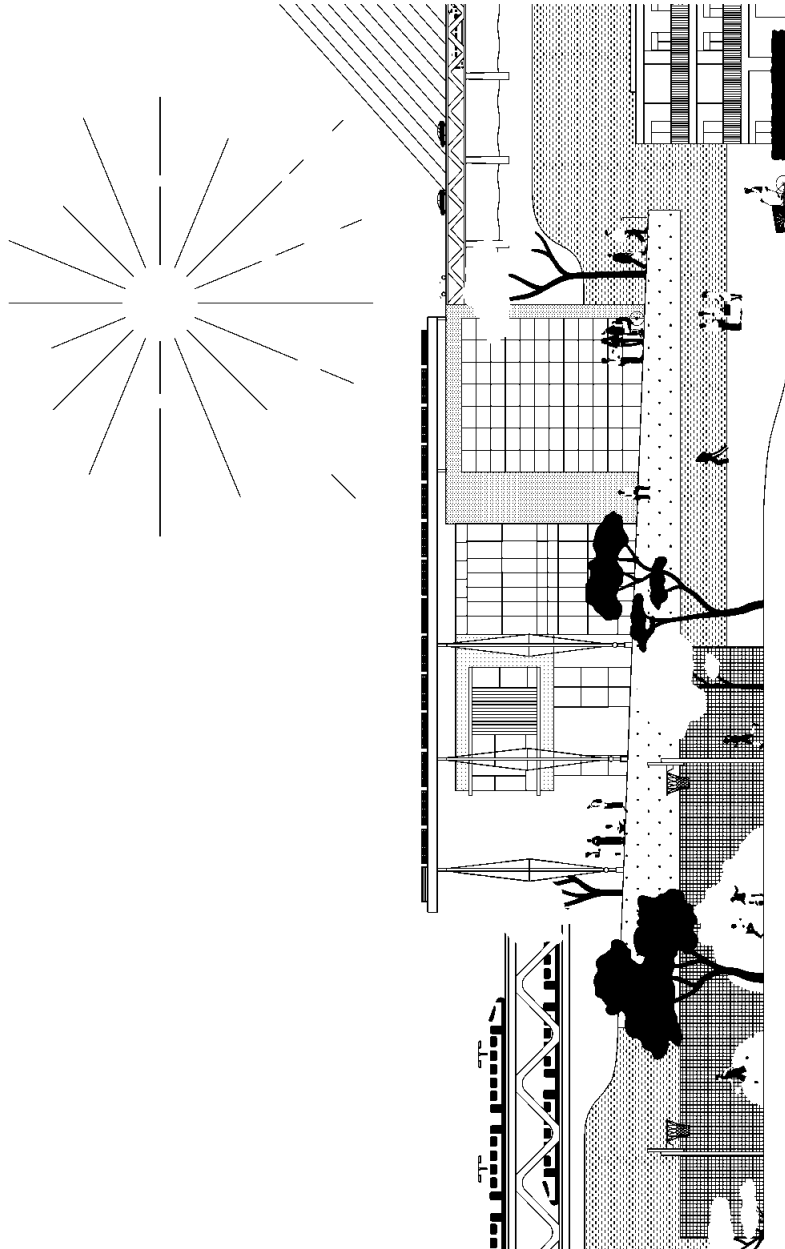
The website also contains an archive of interim reports and annual reports.

[facebook.com/skanska](http://facebook.com/skanska)  
[linkedin.com/company/skanska](http://linkedin.com/company/skanska)  
[twitter.com/skanslagroup](http://twitter.com/skanslagroup)

### If you have questions, please contact:

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