

SECTOR REVIEW

DECEMBER 2010 ●

**The Consulting Engineering and Architectural Groups.
A Swedish and International survey.**

The charts published in this Sector Review relate to figures from Annual Reports for 2009 and 2009/2010.



Svenska Teknik & Designföretagen

● almega

The Swedish Federation of Consulting Engineers and Architects

IN CO-OPERATION WITH



The Danish Association of Consulting Engineers



Association of Consulting Engineers, Norway



The Icelandic Association of Consulting Engineers



The Finnish Association of Consulting Firms



The Association of Finnish Architects' Offices

The Swedish Federation of Consulting Engineers and Architects celebrates a hundred years



A hundred years ago, five engineering firms joined forces to form the Swedish Association of Consulting Engineers and Architects (SKIF) and the term consulting firm was minted. Today, the association is called the Swedish Federation of Consulting Engineers and Architects (STD) and unites 730 architectural, engineering and industrial consulting firms with a total of 30,500 employees, thereby representing the interests of two thirds of the sector's resources.

STD offers service and advice in employer and sector-related matters. We focus on a number of important key areas (profiling, procurement and consulting matters, salary and employment conditions, and competence provision) in order to create the conditions necessary for our member firms to serve as both professional partners and employers.

A large part of our work is conducted regionally. We have eight active regional boards that unite the member firms in driving important issues on a local basis. Consequently, it was appropriate to conduct our 100-year celebrations out in the regions and to celebrate locally with our member firms, their clients and local decision-makers. STD developed a basic structure for the festivities, which included an exhibition showing a hundred years of social development and built environment, as well as a number of joint seminars. In addition, the regional boards have been responsible for the content of the respective events. Common aspects of all the celebrations were interesting lectures, seminars and discussions on future social development and built environment. Together we will create a sustainable society – this is our task for the next 100 years!

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All pictures on the front and back cover are from the nominations to the Community Development Prize (Stora Samhällsbyggarpriset) 2010. The nominees are: Limnologen, a housing-project in Växjö. The kindergarten Ugglan, in Botkyrka outside Stockholm. Sandgrundsparken, a park in Karlstad. For further information on projects and the Community Development Prize, see: www.samhallsbyggardagen.se

Front cover:

Top left: Limnologen (photo Martin Johansson). Top right: Limnologen (photo Ole Jais). Middle: kindergarten Ugglan (photo Kasper Dudzic). Bottom: Sandgrundsparken (photo Kasper Dudzic).

Back cover:

Top: Limnologen (photo Martin Johansson). Middle: kindergarten Ugglan (photo Kasper Dudzic). Bottom: Sandgrundsparken (photo Åke Eson Lindman).

Foreword

It was in 1910 when five enthusiastic engineering firms joined forces to establish Sveriges konsulterande ingenjörers förening, SKIF (the Swedish Association of Consulting Engineers and Architects). This was the beginning of what is today Svenska Teknik&Designföretagen, STD (the Swedish Confederation of Consulting Engineers and Architects) with 730 architectural, engineering and industrial engineering firms operating in the construction and industrial sectors. With a total of 30 500 members, STD represents almost two thirds of the sector's resources.

STD's 100-year anniversary was celebrated on the theme of "When Light came to the City" – a fascinating presentation of a society and a sector during a century of development.

Over a period of a hundred years, Sweden has changed radically from an agricultural and rural society into an industrial and urban society. Rapidly increasing urbanisation is being experienced not only in Sweden but all over the world, and over two thirds of the world's population now live in urban areas. In Europe alone, this represents 80 % of the population. Urbanisation imposes tremendous demands on the ability of society to adapt to the growing population. The demand for competence and resources, which are represented by STD's member companies, has naturally contributed in many ways to this development. Architects and engineers have played, and continue to play, an important role in the development of society with respect to all types of building and townscape development. This applies in particular to those segments that are of particular importance to society, namely the infrastructure, environment and climate systems, energy and nature, as well as new products and processes for the manufacturing industry, etc. Our members are concerned with innovations, the construction of new buildings and structures, conversion works, maintenance and efficiency improvement schemes. STD's member companies create lasting values.

Project managers, architects, engineering and industrial consultants investigate, plan, design and participate on the Swedish market in the development of fixed investments and products worth approximately SEK 300 billion per year. As a consequence, the sector influences the development of some 10 % of the country's GNP.

The decline in the sector during recent years as a result of the global financial crisis has been significant, but the situation now seems to be slowly but surely stabilising. The recovery during 2010 from a weak 2009 was delayed somewhat, but today many member companies are flagging for somewhat more positive future prospects, and financial reports indicate a gradual upswing. The recovery probably entails a necessary paradigm shift in the sector, where STD has an important role to play. At the same time, we can see that individual events in the financial world can lead to significant setbacks in the recovery. We will be forced to face new challenges in terms of both the recruitment of new employees as well as in the forms of procurement and project implementation. Competition, and in particular international competition, is increasing, and the rationalisation of all production is a decisive factor. The sector must focus on client benefit and more effective co-operation with market players. Consulting firms thus have an important part to play in the continued development of both the social structure and industry. Through their knowledge, consultants contribute towards research, development and rationalisation work. STD endeavours to assist the sector in its efforts to create a society that is sustainable in the long term.

The publication you are holding is a new Sector Review. It is an eagerly-awaited presentation of developments within the sector that have also taken place during the 100 year history of the member companies. It is distributed to the member companies of STD as well as to the other companies that take part in the survey. It is also distributed to influential client companies, journals, economic forecasters, corporate analysts, etc. as well as to Swedish embassies and export offices. This English version of the review is distributed to other Nordic organisations and to those foreign companies that take part in our survey, as well as to international development banks, development organisations and administrations within the EU and to international journals.

The Sector Review is dependent for its existence on participation from a large number of companies both within and outside Sweden. We should therefore like to especially thank all those contributors who have helped to make this review possible.

Bent Johannesson

Managing Director of Ramböll Sverige AB
Chairman of the Swedish Federation of Consulting Engineers and Architects



The service sector is supporting Sweden's growth

During the next few years, Almega anticipates that the growth in Sweden's GNP will be stronger than in many other countries, even given a decrease per year in GNP of approximately 3 per cent over the period 2011-2012. Sweden's growth rate is judged to be twice as strong as, for example, that of the Euro area.

In Almega's opinion, it is above all continued vigorous domestic consumption coupled with a recovery in investments that will contribute to the growth in GNP in Sweden. Behind a more favourable development than in many other countries lies above all the fact that Sweden has had, and continues to have, sufficient scope for an expansive financial policy. On the other hand, other countries now have to give up their incentive measures to reduce unsustainably large budget deficits and national debts that have accumulated during the financial crisis.

Sweden's strong domestic demand has favoured production and employment levels in the private service sector, which is larger than in many other countries. In Sweden, it accounts for half the GNP and is assumed to be the largest single contributor to the growth in GNP over the period 2011-2012. A vigorous domestic need is supporting the demand for both household and corporate services. On the other hand, net exports are expected to make a significantly lower contribution to growth in GNP since import levels will be forced up by the continued increase in domestic demand. At the same time, exports are expected to slow down somewhat in 2011-2012 coupled with a relatively slow recovery in Sweden's major export markets.

The fact that the service sector was especially favoured by Sweden's expansive monetary and financial policy is reflected on the labour market. During the financial crisis, employment levels also rose in the private service sector and, not least, within corporate services. While the export industry needed fewer corporate services, there was an increase in the demand for these services from the service sector itself. Furthermore, service exports coped relatively well during the financial crisis and hardly decreased at all during 2009, when the export of commodities plummeted by 17 per cent.

Almega expects Sweden's employment level to increase by almost 140 000 during the period 2010-2012, of which almost 75 per cent will be attributable to the private service sector. Although the employment level is expected to increase to such a large extent, unemployment levels are only expected to drop very slowly, to 8.1 per cent of the total labour force in 2012. This is because considerably more people are now seeking jobs on the labour market and because there is an inadequate match between the supply of manpower and the demand on the part of companies for competence.

During 2010, there has been an increase in demand among practically all segments of the service sector. At the same time, there is a growing shortage of personnel, a situation that has occurred unusually quickly in, above all, sectors with a relatively large proportion of highly qualified personnel, for example among engineering consultants, architects, IT consultants and manning firms. In the construction industry, there have been shortages among above all experienced supervisory staff, or in

other words among highly qualified, often university-educated personnel.

Sweden's somewhat divergent development, with higher growth levels and relatively strong domestic demand, has also meant that the Swedish Central Bank, Riksbanken, began to raise the repo rate in June 2010, while the key interest rates in many other countries are expected to remain at record low levels during 2011, as in the USA, Great Britain and the Euro area. This is explained by the fact that the recovery rate is expected to be slower in these areas and that the inflation rate is expected to remain low.

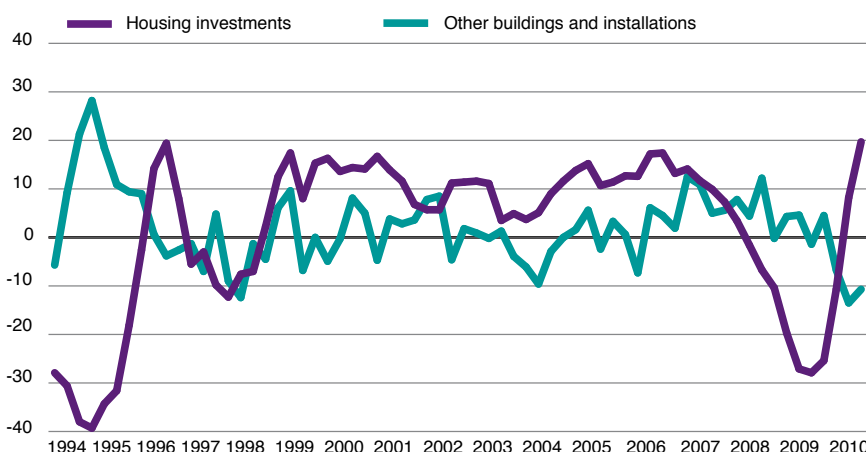
In October, the Central Bank raised the key interest rate still further to 1.00 per cent. At the same time, the Central Bank's interest line was adjusted downwards somewhat to stop at 3.4 per cent in the fourth quarter of 2013. Almega anticipates a further adjustment of the repo rate in December 2010 to 1.25, but that this will be followed by a pause, lasting for at least the first six months of next year.

Despite the fact that primarily variable short-term mortgage rates were at the end of November almost double those at the beginning of the year, when they were approximately 1.5 per cent, housing investments are expected to increase by 15 per cent in 2010, from a decrease of over 23 per cent during 2009. The largest increase has been in connection with housing conversions. In conjunction with the continued relatively vigorous domestic demand in Sweden, Almega calculates that building investments will increase in total by an average of some 6 per cent per year over the period 2011-2012. It is above all housing investments, which are expected to increase by 8 per cent per year that will contribute to the increase. Civil engineering construction is expected to increase somewhat from 2011 onwards, from approximately the same level that was achieved in 2009, when they rose by 7 per cent.

In other words, the prospects for the Swedish economy look good compared with many other old industrial countries. Sweden's better public finances and large service sector – with a greater focus on knowledge-intensive sectors than in many other countries – is supporting our growth. However, the situation could have been even brighter if there had been greater access to the kind of competence that is needed in the fields of engineering consultancy, architecture, the construction industry and other segments.

Lena Hagman
Senior Economist, Almega, November 2010

Fixed gross investments – percentage change in volume compared with the same period last year up to and including the 3rd quarter of 2010



Fixed gross investments, percent volume change compared to corresponding period previous year, up until 3rd quarter 2010.

Source: SCB, Statistics Sweden

Sector development in 2009 and 2010

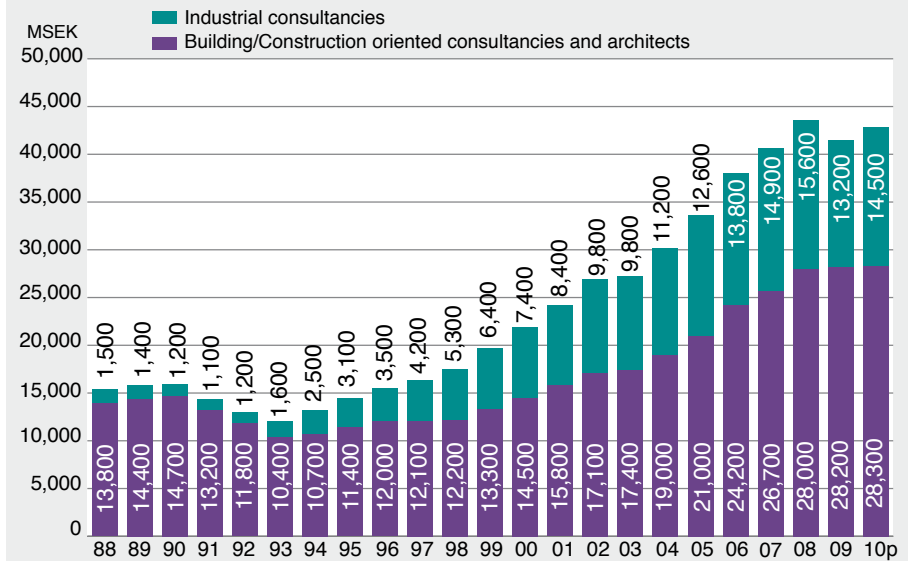
The recession is reflected in the figures. The profit margins for the 300 largest firms dropped from 7.4 % in 2008 to 5.6 % in 2009. Those companies worst affected were the industrial engineering consultants, who reported a mean profit margin of 1.1 %. During 2010, however, we have begun to see a recovery and the prospects for the future look good.

A slow recovery is expected

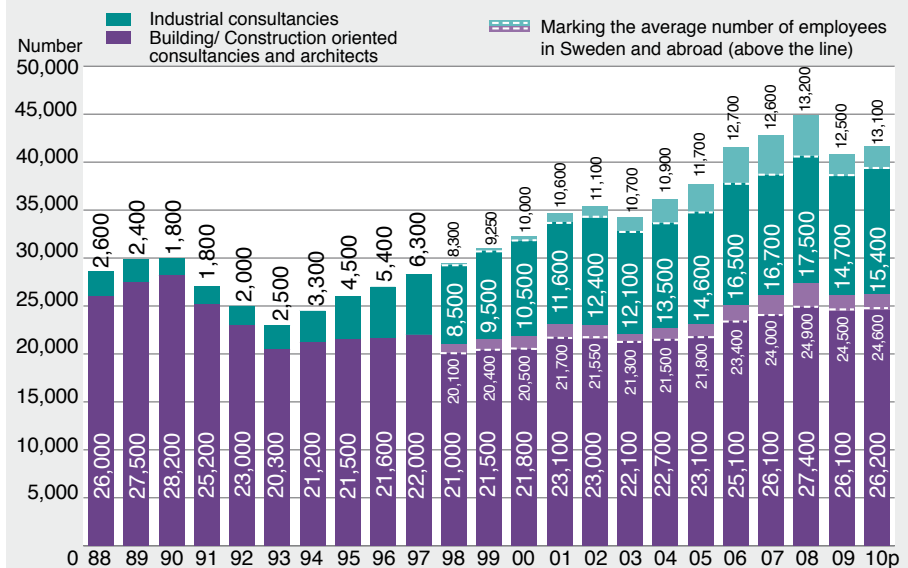
The record years experienced by the sector in 2007 and 2008 were brought to an abrupt halt by the financial crisis in 2008, which marked the start of a deep recession in large parts of the western world. It also entailed a fragmentation of the sector in Sweden, where the recession affected companies in different ways, depending on the focus of their operations. During the years leading up to autumn 2008, business was going well for practically all the firms in the sector, and curves indicating their order development and expectations looked the same, irrespective of their direction or segment. During the recession, the curves for industrial consultants, architects and engineering consultants have moved in different directions. The industrial consultancies were affected immediately during the autumn of 2008 by the sudden decrease in demand on the export markets, and in particular those consultants who provide services for the motor vehicle industry. Assignments in the construction sector decreased during spring 2009, above all those connected with housing projects but also those associated with industrial buildings, offices and activity buildings. On the other hand, there was an increase in infrastructure assignments as a result of the extensive package of incentives that was introduced as well as within energy and power facilities, and environmental projects. Firms with their operations focused on these sub-sectors have not been affected by the recession to the same extent as other companies.

The downswing continued in 2009 in the sub-sectors affected, with heavy pressure

Turnover in the Sector, MSEK



Average number of employees in the Sector



Source: The Swedish Federation of Consulting Engineers and Architects

- ¹⁾ Contribution with some 900 man-years with Teleca acquiring AU-system.
- ²⁾ Reduction with some 900 man-years (in Norway and Finland) after Rambølls acquiring Scandiaconsult AB.
- ³⁾ Contribution with some 1100 man-years after SWECO acquiring PIC Engineering and ÅFs acquisition of CTS Engineering.
- ⁴⁾ Contribution with over 100 man-years after ÅFs acquisition of Fortum Teknik & Miljö.
- ⁵⁾ Contribution with over 300 man-years after SWECO acquiring Statkraft Grøner
- ⁶⁾ Contribution with some 100 man-years after Rejler Group acquiring remaining shares of Rejlers Invest Oy.
- ⁷⁾ Contribution with some 500 man-years after Teleca's acquisition of Russian Telma and part of ÅF:s acquisition of Enprima.
- ⁸⁾ Contribution from among others part of ÅF:s acquisition of Enprima and SWECO's acquisitions in the Baltic States.
- ⁹⁾ Contribution from among others with some 800 man-years after Semcon acquiring IVM Automotive. Reduction after Teleca's divesting AU System with some 400 man-years abroad and 900 in Sweden.
- ¹⁰⁾ Contribution with over 300 man-years after SWECO's purchase in the Baltic States and Czech Republic as well as White acquiring Danish hs.ark A/S (2006).

The development within the Sector

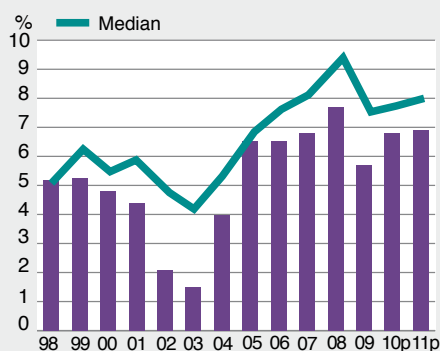
	Turnover per employee, SEK thousand										Result after financial items per employee, SEK thousand									
	02	03	04	05	06	07	08	09	10p	11p	02	03	04	05	06	07	08	09	10p	11p
The top 300 groups	869	865	928	962	970	1,021	1,034	1,036	1,032	1,018	18	13	37	60	63	69	77	56	70	70
of which																				
building construction oriented	906	871	952	992	1,034	1,102	1,139	1,083	1,068	1,039	37	37	45	69	79	98	104	83	96	94
of which																				
architect firms	878	888	941	962	986	1,046	1,093	1,069	1,076	1,048	40	39	55	71	88	102	103	88	97	95
engineering consultancies	912	867	955	999	1,042	1,114	1,148	1,091	1,067	1,038	35	37	43	69	78	97	104	82	95	94
industrial consultancies	819	854	889	910	888	915	884	942	960	960	-7	-25	28	44	39	32	38	10	20	21

^{*)} until 2002 the 200 largest companies

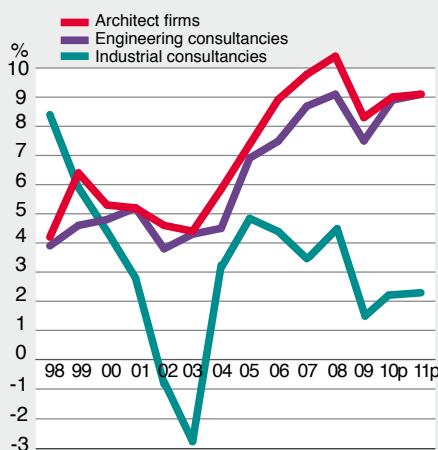
from 2004 when available, according to IFRS

Source: The Swedish Federation of Consulting Engineers and Architects

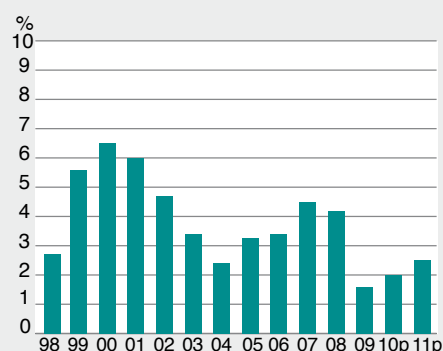
Result margins in the top 300 groups



Result margins



Payroll cost/employee (fte)



Source: The Swedish Federation of Consulting Engineers and Architects

on prices and a reduction in incoming orders, and during autumn 2009 there was considerable uncertainty regarding the future. During previous years, the volume of orders in hand meant that firms could look forward to 12 months' full capacity; now the horizon was much shorter. At the beginning of 2010, however, firms began to signal that there was an end in sight to the negative development. They began once again to believe in a growing number of incoming orders and a relaxation in price pressure. During late spring, summer and autumn 2010, these signals have turned into reality and the economy has begun to recover. During 2010, Sweden has had a stronger growth in GNP than was originally expected, thanks largely to an increasing demand on the export markets. Furthermore, the recession in Sweden did not turn out to be as serious as many had feared, mainly because the growing service sector coped with the situation relatively well. At the

beginning of 2011, the sector finds itself in a recovery phase. Business has picked up during the year for industrial consultants, the building sector has begun to improve again and housing construction has increased, and is expected to continue to increase during the coming years. The companies continue to send out positive signals and the curves are pointing in the right direction. At the same time, the growth in GNP is not expected to be quite as strong in Sweden during 2011 and 2012. The stocks have been topped up, which means that the demand on the export markets will not be so large. Perhaps the infrastructure sector will not develop quite so strongly as the incentive packages are gradually phased out. The situation in other countries is still shaky, with the financial crises affecting the PIIGS countries and the high level of unemployment all over Europe, which Sweden can hardly isolate or protect itself from. Consequently, we believe that the

Sensitivity analysis

With all other factors remaining unchanged, the profit before tax is changed by:

Capacity utilisation	+/-	1%-unit	SEK 12-13,000/employee
Price	+/-	1%	SEK 10,000/employee
Payroll cost	+/-	1%	SEK 7,000/employee

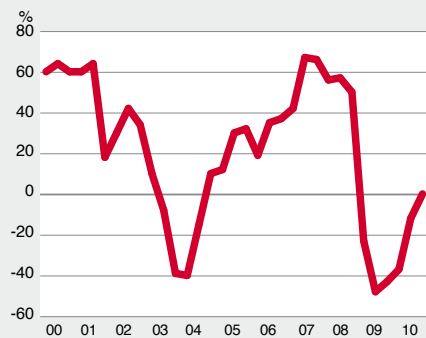
recovery within the sector will take place slowly over a period of two to three years, with minor fluctuations here and there, but with the curves pointing in the right direction.

Size of the sector

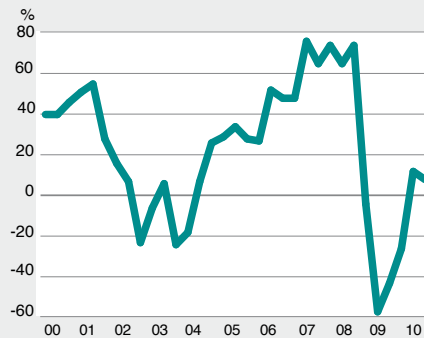
The turnover in the sector is estimated to be approximately SEK 41.5 billion during 2009 and the number of employees 41 000, compared with almost SEK 44 billion in turnover and 45 000 employees in 2008. The 300 largest firms in the

The Group's opinion about the development of the price situation

Architects and Consulting Engineers



Industrial Consultants



The price trend graphs show net figures for the proportion of firms that have raised their prices minus those that have lowered their prices over the past six-month period.

Source: The Swedish Federation of Consulting Engineers and Architects

sector represent a large part of the overall sector. Together they have a turnover of approximately SEK 36 billion and almost 35 000 employees, which is equivalent to some 85 % of the entire sector.

Key business ratios

The total operating profit for the 300 largest firms was SEK 2 billion in 2009 compared with almost SEK 3.3 billion during 2008. This corresponds on average to SEK 56 000 per employee. The average profit margin, the result after financial items, dropped from 7.4 % in 2008 to 5.6 % in 2009. The profit margin among architectural firms decreased from 9.4 % to 8.3 %. The profit margin for engineering consultancies was 9.1 % during 2008 and 7.5 % in 2009. Industrial consulting firms reported a significant reduction from 4.3 % to 1.1 %.

The turnover per employee, both for the sector as a whole and for the 300 largest firms, is just over SEK 1 000 000. Divided between the various sub-sectors this amounts to SEK 1 069 000 for the architectural firms, SEK 1 091 000 for the engineering consultancies and SEK 942 000 for the industrial consultancies. The profit per employee after financial items is on average SEK 56 000 which, divided between the sub-sectors, amounts to SEK 88 000 for architects, SEK 82 000 for engineering consultants and SEK 10 000 for the industrial consultants.

The billing level among the listed companies decreased from approximately 76 % during 2008 to just under 73 % in 2009. During 2010, it has increased somewhat to approximately 74 %. The smaller firms often have a somewhat higher billing level. In September, the STD member firms recorded billing levels of approximately 79 % for industrial consultants, 78 % for architects and 77 % for engineering consultants.

Investments

Investments in the building sector dropped from SEK 261 billion in 2008 to SEK 252 billion in 2009, according to figures from Statistics Sweden, SCB. The investments on the housing side decreased from SEK 98 billion to 91 billion, and for industrial buildings from SEK 8 billion to 5 billion. The investments in infrastructure amounted to SEK 73 billion during 2009, compared with SEK 72 billion in 2008 and 64 billion in 2007. Investments are expected to increase by approximately 3 % in 2010.

The investments made by industry in machinery and equipment decreased by as much as 28 % from SEK 58 billion during 2008 to SEK 42 billion in 2009. Investments in the industrial sector are expected to increase by up to 15 % during 2010 and by 5-10 % in 2011.

Age and gender structure

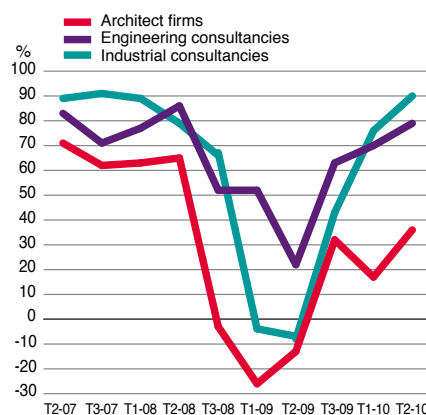
The average age of employees in the sector according to figures from the Confederation of Swedish Enterprise salary statistics, which are based on data from STD member firms, is just under 42. It must, however, be remembered that the statistics only apply for employees between the ages of 18 and 64. In other words, employees over the age of 64 fall outside the statistics. There are, of course, many employees within the sector who are over 64 years old, which means that the real average age is somewhat higher.

The salary statistics show that the proportion of women among employees in the sector amounted to 27.6 % during 2009. The corresponding figure for 2008 was 27.4 %, and 26.0 % in 2007. The proportion of women holding key positions amounted to 19 % and the proportion of female board members was 18.6 %.

Expectations concerning development

In our market surveys, the member firms register positive or very positive expectations for incoming orders within the different sub-sectors in the coming years. According to the forecasts made by architectural firms and engineering consultancies, the building sector will continue to develop in a positive way, above all for assignments related to housing and other buildings (offices, shops, hospitals, etc.). Development forecasts continue to be very positive for energy and power facilities, and for environmental projects. Infrastructure projects will also increase, but at a slower rate than before. In the case of industrial consultancies, development trends continue to be very good in all sub-sectors and client segments. It must be remembered, however, that the industrial consultancies have a worse starting point after the recession and, viewed in terms of orders in hand, it will be a long time before order levels are the same as they were before the financial crisis.

Manpower development



The expectations regarding how manpower will develop show net figures between the proportion of firms which believe their working force will increase minus those who believe it will decrease over the coming six-month period.

Source: The Swedish Federation of Consulting Engineers and Architects

The order book index for industrial consultants, engineering consultants and architects has turned upwards in 2010 as a result of the increase in orders in hand after the recession. During the latest market survey, which was conducted in September, this development trend continued, even with the exception of industrial consultancies, who reported a temporary (?) downturn. Their expectations regarding order development over the coming six-month period indicate, however, that the downturn is temporary. In general, the firms indicate their expectations of an increase in incoming orders during the winter and spring.

The recovery is accompanied by a greater need for recruitment. Many firms have continued to recruit personnel during the recession, whereas others have been forced to let staff go. Now there is a widespread need for recruitment throughout the entire sector, and the lack of available competence will once again be a problem – a problem that will only increase during the coming years. The number of employees going into retirement is considerable, at the same time as the incoming flow of architects and engineers is insufficient. This poses a threat to the development of the sector, since the lack of competence could mean that firms fail to fulfil their capacity, which could in turn impede productivity.

Architectural firms

The recovery in the building sector during 2010 has continued, which has often had a positive impact on the demand for architectural services. There was an upswing in housing investments during 2010. Development has also been positive since May in the sub-sector “other buildings” (offices, shops, hospitals, etc.), which is so important for architectural firms. It is above all in connection with assignments for offices and public premises that firms are reporting an improved order situation, but they are also reporting an improved or unchanged order situation within the commercial and activity segments (hotels, concert halls, theatres, etc.).

Engineering consultancies

The engineering consultancy firms within building, installation and civil engineering report continued sound development. Expectations concerning the development of incoming orders continue to be positive and the firms are continuing to recruit new personnel. The strongest development is anticipated within the sub-sectors housing, other buildings, and energy and power facilities. The prospects are also extremely good for environmental projects and surveys/investigations. Within the all-important sub-sector infrastructure, expectations continue to be positive, although to a smaller extent than previously. A downturn is perhaps beginning to be noted in the infrastructure investments

that accompanied the incentive packages during the recession, at the same time as the building sector is experiencing an upswing.

Industrial consultancies

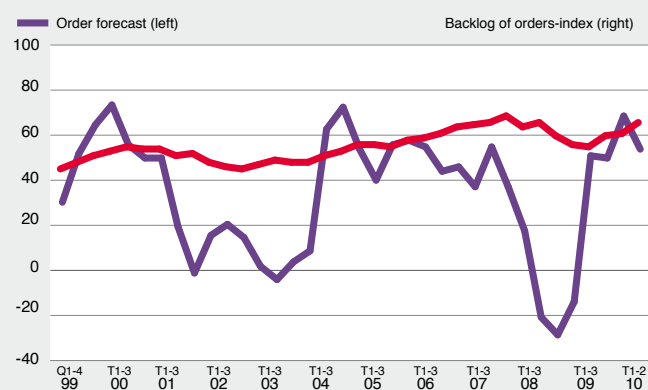
As far as the industrial consultancies are concerned, the recovery is continuing with a temporary (?) downturn in the incoming order index curve. This is partly a consequence of the summer months, with a lower level of activity, and the fact that the companies are again recruiting new staff, which distributes the orders more thinly per employee. In the short term, there has been an increase in the level of employment, but it has decreased somewhat in the longer term. However, expectations regarding the incoming order situation are extremely positive, so the recovery will continue into 2010. All sub-sectors and client segments are expected to develop in a positive direction during the winter and spring.

Price level development

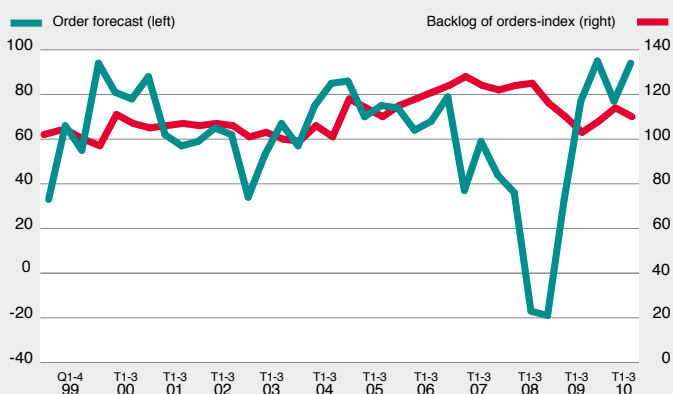
Following pressure on prices over the entire sector since autumn 2008, it seems as though price levels have begun to stabilise during the spring and summer 2010, and have even increased somewhat for the industrial consultancies. However, this is not really surprising in that extremely low prices are no longer tenable now that the economic situation within industry is slowly recovering. The position of the

Backlog of orders – index compared with orderforecast in six month's time

Architects and Consulting Engineers weighted together



Industrial Consultants



Källa: Svenska Teknik&Designföretagen

The order backlog index is based on questionnaire surveys among STD member firms, and is calculated by weighing between the orders in hand per employee and the order level in 2, 3, 6 and 12 months' time. The confidence

curve represents net figures for the proportion of firms that anticipate an improved order situation minus those that expect a worse order situation in 6 months' time.

Equity ratio, %



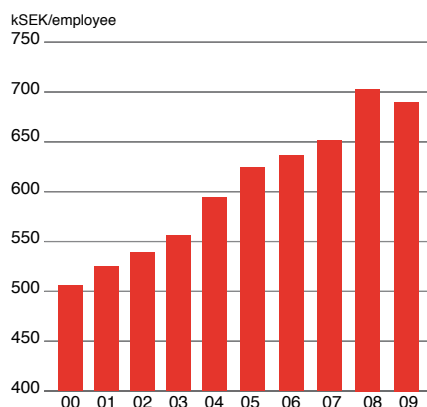
Source: The Swedish Federation of Consulting Engineers and Architects

industrial consultants will become somewhat stronger and the increase in demand means that a certain increase in prices will be possible. Even though the price increases have been moderate between January and September, it is a further factor which indicates that the worst of the recession is over. It is a very important factor for the strained profitability in the industrial sector.

Swedish structural business

The volume of corporate transactions has begun to increase again following the recession, which led to a somewhat lower consolidation rate. A number of acquisitions have been made, mainly in the latter half of 2010. A presentation is given below of some of these transactions together with other information of interest.

Added value for the 300 largest groups



Source: The Swedish Federation of Consulting Engineers and Architects

The top 30 Swedish groups

	Turnover per employee, kSEK								Result after fin. items/employee, kSEK							
	03	04	05	06	07	08	09	03	04	05	06	07	08	09		
The top 30	857	918	956	949	1,009	1,016	1,030	3	32	61	54	58	69	50		
groups of which																
building/																
construction																
oriented	850	939	1,010	998	1,106	1,101	1,087	29	36	81	75	87	101	81		
industrial	902	839	902	905	908	912	950	-31	26 ¹⁾	41	34	28	34	7		
1) 13 kSEK before IFRS																

¹⁾ 13 kSEK before IFRS

Source: The Swedish Federation of Consulting Engineers and Architects

ÅF reorganises its operations and sets a target of 1 billion Euro

ÅF's Infrastructure Division will be divided into two divisions in October – Infrastructure and Technology – the second of which will focus on industrial technology. At the same time, ÅF's Engineering Division will change its name to Industry. ÅF's four divisions will subsequently consist of Energy, Infrastructure, Industry and Technology. The company's vision is to achieve a turnover of EUR 1 billion in 2015. The growth is planned to be realised to fifty per cent organically and fifty per cent through acquisitions. There has been an active acquisition strategy during the course of the year. A presentation is given below of the acquisitions made during 2010.

ÅF has acquired the Czech consultancy Meacont in a deal worth approximately SEK 46 million. With 90 employees and a turnover of SEK 80 million, ÅF has

strengthened its position in the Czech Republic and increased its resources there to 120 consultants.

ÅF is in the process of acquiring the engineering consultancy Energo AB, from Bure AB, for some SEK 260 million. Energo, with a turnover of SEK 300 million and 300 employees, will further strengthen ÅF's competence in the areas of energy, electrical power and technical installations, as well as IT and Telecom. The 180 employees within Installation are being incorporated into ÅF's Infrastructure Division, which will subsequently have a little over 850 consultants. The personnel from business area Energy and Electrical Power will strengthen ÅF's Industry Division and complement its competence in the fields of hydro power and electricity networks. The IT and Telecom operations will become part of ÅF's Technology Division. ÅF is also acquiring the engineering consultancy Platom AB,

Turnover/employee

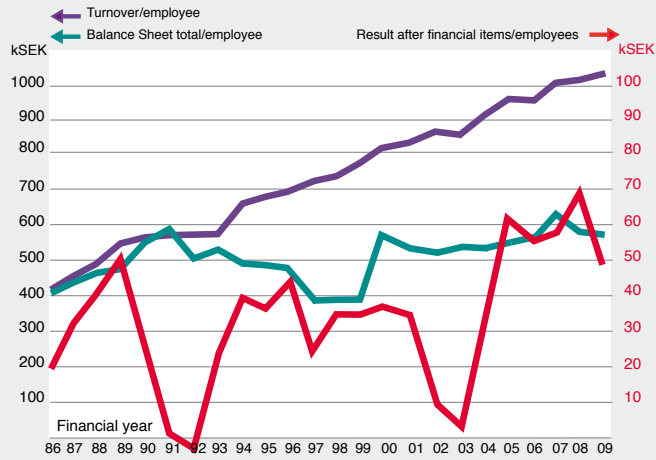
(in SEK thousand)	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Management consultants	1,890	2,015	2,075	1,800	1,820	1,720	1,630	1,600	1,490	1,825
IT consultants (adm.)	1,290	1,270	1,440	1,135	1,170	1,140	1,000	1,130	1,040	1,020
Lawyers' offices	1,690	1,730	1,750	1,655	1,595	1,485	1,485	1,480	1,610	1,300
Market surveyors	1,295	1,355	1,280	1,085	1,070	985	895	900	990	1,035
Public relations and communication	1,260	1,320	1,285	1,265	1,170	1,120	1,020	1,020	1,050	1,350
Auditors ¹⁾	1,275	1,230	1,250	1,250	1,135	1,050	970	880	920	890
and as per our table on page 7										
Industrial engineering consultants	941	912	908	905	902	893	866	823	824	779
Architects/building engineering consultants	1,084	1,101	1,106	998	1,010	939	850	897	835	823

¹⁾ based on the major 10 alone

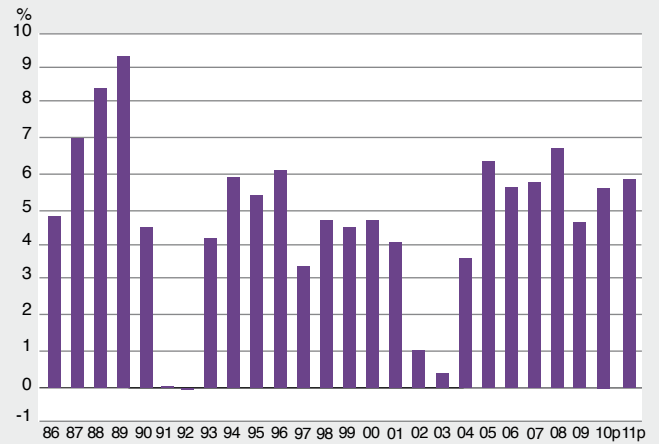
It is interesting to make a comparison with other knowledge sectors with highly qualified staff. The following comparative figures from 30-50 largest companies in several sectors are taken mainly from the magazines Affärsvärlden and Veckans Affärer.

Source: The Swedish Federation of Consulting Engineers and Architects

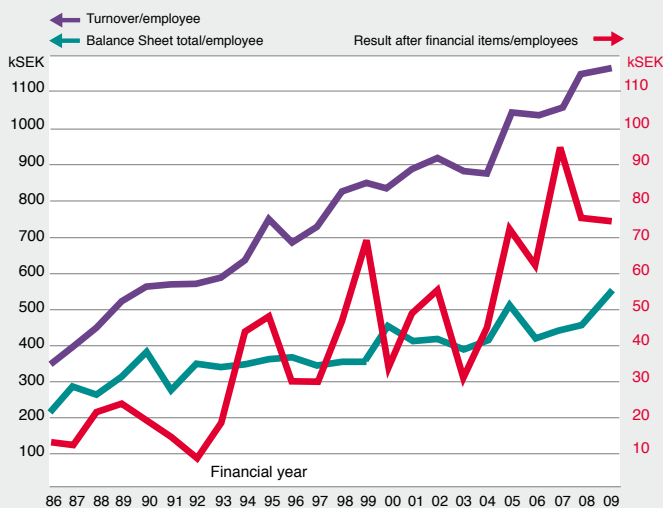
The top 30 Swedish groups



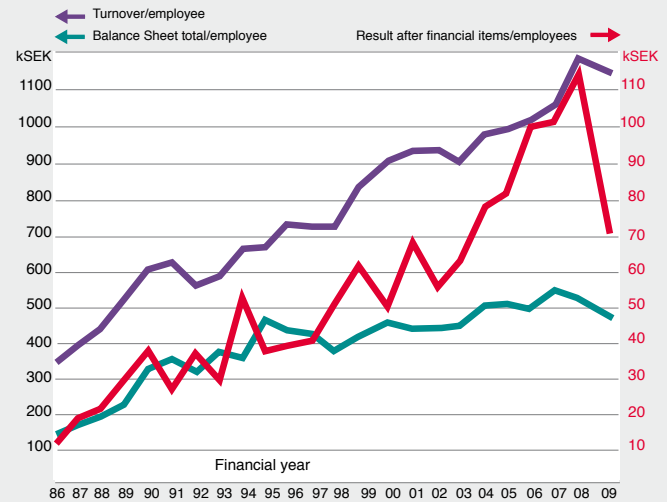
Result margins in the top 30 groups



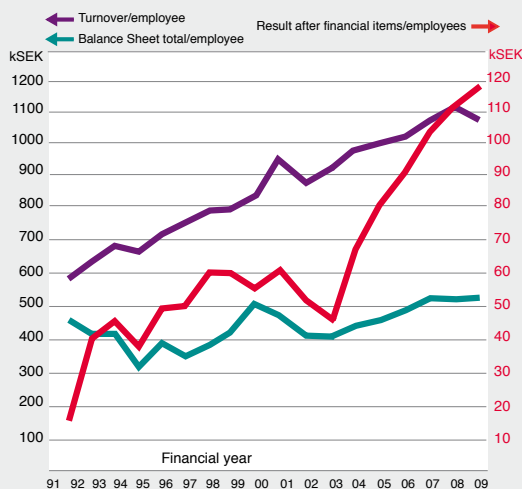
Group nr 31-50



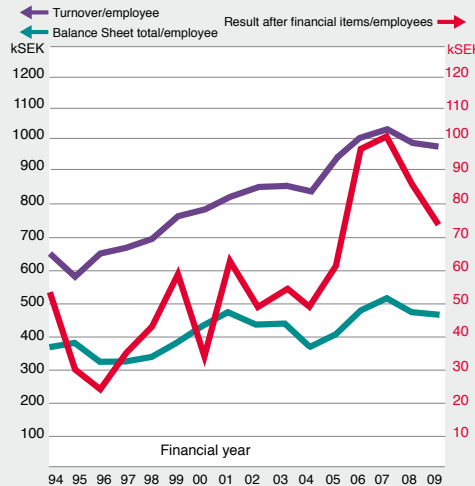
Group nr 51-100



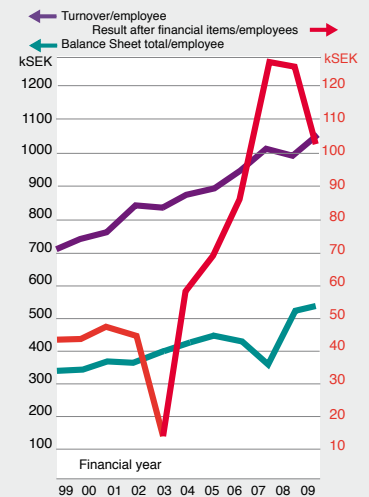
Group nr 101-150



Group nr 151-200



Group nr 201-300



Source: The Swedish Federation of Consulting Engineers and Architects

The top 50 groups within industrial engineering

09/10	08/09	Group	Annual Report	Turnover MSEK	(previous year)	Em- ployees
STD 1	2	ÅF-divisions (Energy&Engineering)	09	2,606.0	2,478.0	2,089
STD 2	1	Semcon AB	09	2,281.1	3,298.8	2,791
STD 3	3	Epsilon AB	09	965.9	1,158.1	1,066
STD 4	5	SWECO Industry	09	762.3	993.2	782
STD 5	6	Etteplan Sweden (proforma)	09	445.3	753.8	587
STD 6	9	Rejlerkoncernen AB (parts of, incl Råbe) proforma	09	432.9	265.9	440
	7	Xdin AB	09	347.8	412.5	499
STD 8	8	Pöry Sweden AB	09	270.5	341.9	286
STD 9	11	COWI AB	09	240.0	200.0	250
STD 10	12	Infotiv AB (18 months)	09	193.3	179.8	207
STD 11	18	Elator AB	09	178.0	100.2	141
	12	Altran Technologies	09	176.3	194.7	182
STD 13	10	Avalon Enterprise AB	09	167.0	214.3	197
STD 14	13	Knightec AB	09/10	159.2	165.7	218
STD 15	14	Consat Engineering AB	09	143.1	160.5	169
STD 16	24	Creator Teknisk Utveckling AB	09	114.3	68.8	92
STD 17	16	Eurocon Consulting AB	09	103.3	143.2	120
STD 18	25	Automations Partner AB	09	98.6	67.5	37
STD 19	23	IKG - koncernen	09/10	84.1	78.0	109
STD 20	21	Fasitet PDE AB	09	82.3	85.1	53
	21	PRC Engineering AB	09	70.4	86.6	57
STD 22	19	Rücker Nord AB	09	65.4	93.8	80
	23	HRM/Ritline AB	08/09	55.1	79.5	69
STD 24	26	WSP Systems	09	55.0	55.0	55
	25	FS Dynamics AB	09/10	52.4	37.7	67
STD 26	17	Centaur Segula Tech AB	09	49.8	107.9	103
	27	Ergonomidesign AB	08/09	47.8	52.7	45
STD 28	31	Goodtech Solutions Karlstad (former Wermtec)	09	46.2	45.1	41
STD 29	48	Citec Engineering AB	09	44.7	21.2	59
STD 30		Engineeringpartner Automotive Nordic AB (18 months)	09	44.5	14.8	41
STD 31	30	AcobiaFlux AB	09	43.6	47.0	43
STD 32	15	Condesign AB (4 months)	09	42.1	147.2	186
	33	Solvina AB	08/09	40.9	35.9	38
STD 34	36	Järnvågen AB (Bergström. BEKAB, Indautomat m fl)	09/10	37.1	41.8	36
STD 35	33	Cross Design i Göteborg AB	09	36.9	37.9	52
STD 36	32	Koteko AB	09	31.3	36.4	27
STD 37	38	Pidab Instrumentdesign AB	09/10	30.8	29.2	28
STD 38	45	Konsultgruppen i Bergslagen AB	09/10	29.7	23.6	15
	39	TKG Teknikkonsultgruppen AB	09	29.7	24.9	18
STD 40	39	Fagerström Industriconsult AB	09/10	29.3	28.5	23
	41	Camatec Industriteknik AB	09/10	25.8	27.2	32
STD 42	37	Prows AB. Industriell Process & VVS	08/09	25.5	31.6	22
STD 43	43	Deva Mecaneyes AB	09	24.6	25.5	30
STD 44	46	Devellum Design & Development AB	09	24.3	22.4	15
STD 45		Rintekno AB	09	20.5	18.2	20
STD 46	47	Rördesign i Göteborg AB	09/10	18.5	21.3	26
STD 47	49	Umeå Industri & Kraft Konsult AB	09	18.4	20.6	15
STD 48	50	Relitor AB (prel)	09	17.6	19.3	18
STD 49		Elektrotekniska Byrån i Karlstad AB	08/08	17.1	17.1	18
STD 50		Prodelox AB	09/10	17.0	14.2	16

STD = Member of the Swedish Federation of Consulting Engineers and Architects. The 50 largest groups within industrial engineering 2009/10 had a turnover of SEK 10,943 million (previous year SEK 13,456 million). The average number of employees was 11,610 (14,524) and the turnover per employee SEK 943,000 (SEK 923,000).

Source: The Swedish Federation of Consulting Engineers and Architects

with 10 employees in Oskarshamn and Västerås, which will strengthen its competence in nuclear power. From Vattenfall, the company has purchased VPC Technical Design in Skellefteå, with 10 employees, offering qualified engineering services for the mining industry.

In Gothenburg, ÅF has acquired consulting operations in Göteborgs Gatuaktiebolag, with 100 employees, for SEK 26 million. The company performs survey, design and project management services for new and existing infrastructure facilities.

ÅF has signed a four-year strategic co-operation agreement with Vattenfall for the areas of nuclear power, hydro power and wind power, which will mean a greater need for recruitment in the energy area.

Rejler Group reaches 1000 employees and sets its sights on 2015

In conjunction with its stock market listing in 2003, Rejlers declared its goal to be 1000 employees by 2010. This goal was achieved with the acquisition of Råbe Industriconsult. Now the company has set a new goal: to have 2 015 employees by 2015. This will be achieved by means of new acquisitions and by making recruitments primarily in the Nordic and Baltic areas.

Råbe Industriconsult has 70 employees. The company offers a number of services to, primarily, the nuclear power industry, and will complement the existing competence in Sweden and Finland. In Finland, Rejlers has also acquired a majority shareholding in Lausamo Oy, which offers consulting services in the fields of electricity, automation and telecom. Lausamo has a total of 45 employees and an annual turnover of approximately EUR 3.5 million. In Norway, Rejlers has purchased from Statoil Norge a further 50 % of the shares in APAS Energiteknikk AS, which is expected to have total sales of NOK10 million in 2010. Rejlers now has a 65 % holding in the company, which is part of the strategic investments in energy and environment.

Semcon is continuing to invest in the built-in systems segment by acquiring Tritech Technology AB's operations in Örebro with 17 employees in a so-called assets and liabilities deal, which means that Semcon will in May take over all

The top 50 architectural groups

09/10	08/09	Group	Annual Report	Turnover MSEK	(previous year)	Employees
STD 1	1	White Architects AB	09	520.1	495.8	434
STD 2	2	SWECO Architects AB (purchased AROS Arkitekter, Oct 2010) proforma	09	409.5	494.2	353
STD 3	3	Tengbom	09	221.0	174.2	235
STD 5	4	Temagruppen Sweden AB	09	137.3	165.5	147
STD 6	5	Wingårdh-koncernen	09	108.4	139.2	101
STD 7	7	NYRÉNS Arkitektkontor AB	09	106.8	104.1	96
STD 8	6	FOJAB Arkitekter AB (group)	09/10	92.2	139.1	69
STD 9	35	SAMARK Arkitektur & Design AB	09	79.1	27.5	28
STD 10	10	Liljewall Arkitekter AB (NFR Ark, March 2010) Proforma	09	74.8	66.9	78
STD 11	8	Arkitekterna Krook & Tjäder AB	09	63.1	76.5	69
STD 12	33	Link Arkitektur AB	09	62.3	29.7	68
STD 13	13	ÅWL Arkitekter AB	09/10	61.6	60.2	52
STD 14	9	Brunnberg & Forshed Arkitektkontor AB	09	58.7	71.6	55
STD 15	12	AIX Arkitekter AB	09/10	56.8	65.6	64
	16	Wester+Elsner Arkitekter AB	09/10	50.5	44.6	38
STD 17	17	Reflex Arkitekter AB	09/10	47.0	44.9	37
STD 18	24	Mondo Arkitekter AB (fusion with FRS Arkitekter March 2009)	09	43.9	35.9	52
STD 19	14	BSK Arkitekter AB	09	43.4	59.0	37
STD 20	22	Arkitekthuset Monarken AB	09/10	41.3	37.3	34
STD 21	21	Semrén & Månsson Arkitektkontor AB	09/10	41.1	43.4	50
STD 22	23	BAU Arkitekter AB	09	40.5	37.6	35
STD 23	20	Anders Bergkrantz Arkitekter AB	09	38.5	40.6	15
	24	Strategisk Arkitektur Fries & Ekeröth AB	09	36.6	55.8	39
STD 25	16	Equator Stockholm AB	09	36.2	47.1	35
STD 26	28	SYD ARK Konstruera AB	09/10	35.2	32.3	35
STD 27	32	Thomas Eriksson Arkitektkontor AB	09/10	34.7	29.9	40
STD 28	27	AG Arkitekter AB	09	34.2	32.6	35
STD 29	31	MAF Arkitektkontor AB	08/09	33.6	29.9	26
STD 30	26	AQ Arkitekter i Eskilstuna AB	09/10	30.5	34.2	28
STD 31	19	Scheiwiller Svensson Arkitektkontor AB	09/10	30.4	41.0	34
STD 32	30	Archus Arosia Arkitekter AB	09	29.4	30.3	31
STD 33	45	Carlstedt Arkitekter AB	09	27.8	22.3	25
	34	A&P Arkitekter AB	09	26.8	21.6	25
STD 35	29	Arkitektbyrå AB i Göteborg	09	26.6	32.0	28
STD 36	34	Ettelva Arkitekter AB	09	26.6	28.6	21
STD 37	39	BSV Arkitekter & Ingenjörer AB	09	26.1	24.7	29
STD 38	43	BBH Arkitekter & Ingenjörer AB	09	24.6	22.7	17
STD 39	37	Landskapsgruppen Göteborg AB	08/09	24.0	27.0	24
STD 40	38	Erséus Arkitekter AB	09	23.3	25.1	22
STD 41	25	Berg Arkitektkontor AB	09	23.2	34.7	27
STD 42		Pyramiden Arkitekter i Göteborg AB	09	22.7	23.6	26
STD 43	42	Arkitektgruppen G.K.A.K AB	09	22.6	23.0	25
STD 44	49	METRO Arkitekter AB	09/10	22.3	20.2	28
STD 45		FL Arkitektgrupp i Borås AB	09	22.0	18.1	21
	46	ABAKO Arkitektkontor AB	09	21.5	23.5	29
STD 47	46	Murman Arkitekter AB	09	21.3	21.8	28
STD 48	36	Lund & Valentin Arkitekter AB	09/10	21.2	27.5	31
	49	Rundquist Arkitekter AB	09	20.7	10.6	13
STD 50	48	Contekton Arkitekter Fyrstad AB	08/09	20.5	20.8	20

STD = Member of the Swedish Federation of Consulting Engineers and Architects. The 50 largest architectural groups in 2009/10 had a turnover of SEK 3,122 million (previous year SEK 3,294 million). The average number of employees was 2 889 (2 991) and the turnover per employee SEK 1,081,000 (SEK 1,101,000). The list only contains those groups in which architectural activities predominate.

Source: The Swedish Federation of Consulting Engineers and Architects

personnel and associated transactions allocated to Örebro.

In the automotive sector, Semcon continues to focus on Germany. The company has been selected by a German car manufacturer as a partner in the development of a new car model in an order worth SEK 150 million. Following a turbulent period, Semcon is now signalling an increase in enquiries for new vehicle projects.

Epsilon has won a record order from the vehicle industry. The assignment, which is in robot technology and is being conducted in co-operation with German partner ThyssenKrupp System Engineering, is worth almost SEK 100 million.

Epsilon continues to expand in the energy sector. A new framework agreement has been entered into with Westinghouse, the world's leading supplier of nuclear power technology and nuclear fuel – to the Swedish nuclear power plants, among others. Through this agreement, Epsilon will be one of Westinghouse's chosen main suppliers in the areas of technical development and project management. The company has been appointed by Vattenfall as an A-supplier for engineering consultancy services in an agreement covering the period 2011-2013 with the option for a further year.

PTL + Swepro = FAVEO Project Management

During 2009, PTL and Swepro announced a planned merger to form the largest project management firm in the Nordic area. In 2009, they had a total turnover of approximately NOK 370 million and together had just under 300 employees. During 2010, the merger took place and a new name has been chosen for the group: FAVEO Project Management. The word Faveo is Latin and means help or support. The head office is located in Trondheim with Swepro's former managing director, Miguel Guirao, as CEO.

In January, Vectura acquired the environmental engineering firm Geo Innova, with a focus on land environment and water. The firm, which operates in Gothenburg and Linköping, had a turnover of SEK 12 million in 2008/09 and 9 employees. With the acquisition, Vectura strengthens its competence in environmental issues within the field of transport infrastructure.

**A comparison between some international listed Consultancies.
Key ratios per latest reported fiscal year.**

Group		Market value 2010-11-22 MEUR	Market value MEUR	Market value last annual report, MEUR	Turn- over MEUR	Average number of employees	Turnover/ employee kEUR	Result before tax MEUR	Result before tax/ employee kEUR	Result margin %	Market value/ employee kEUR	P/e	P/s
Semcon	SE	53.3	091231	53.0	237.9	2,791	85.2	-26.8	-9.59	-11.3%	19.0		0.25
ÅF AB	SE	419.4	091231	327.9	487.9	4,182	116.7	39.3	9.40	8.1%	78.4	15.81	0.88
SWECO AB	SE	466.7	091231	446.0	556.8	5,082	109.6	46.3	9.10	8.3%	87.8	17.13	0.98
Rejlerkoncernen AB	SE	60.3	091231	54.3	80.8	939	86.0	4.2	4.48	5.2%	57.8	23.18	0.86
Avalon Innovation AB	SE	5.1	091231	6.4	17.4	197	88.4	-2.8	-14.44	-16.3%	32.4		0.28
Eurocon Consulting AB	SE	7.4	091231	5.9	10.8	120	89.8	0.8	6.61	7.4%	49.1	15.4	0.63
Hifab Group AB	SE	12.5	091231	12.0	49.8	400	124.4	0.7	1.83	1.5%	30.0	26.32	0.28
Pöyry Group Oy	FIN	501.0	091231	654.5	674.3	6,530	103.3	12.4	1.90	1.8%	100.2	77.73	0.77
Etteplan OY	FIN	53.2	091231	54.6	99.0	1,544	64.1	-4.3	-2.79	-4.4%	35.4		0.46
WS Atkins plc	UK	849.1	100331	723.1	1,616.9	15,601	103.6	112.5	7.21	7.0%	46.3	9.35	0.53
Waterman Group	UK	18.3	100630	15.9	97.0	1,207	80.3	-5.9	-4.86	-6.1%	13.2		0.19
White Young Green	UK	22.6	100630	38.6	257.0	2,148	119.7	-25.5	-11.86	-9.9%	17.9		0.04
WSP Group	UK	285.2	091231	204.1	842.6	9,551	88.2	29.6	3.10	3.5%	21.4	18.94	0.35
RPS Group	UK	557.2	091231	544.6	436.1	4,254	102.5	56.6	13.31	13.0%	128.0	14.27	1.26
Mouchel Group plc	UK	115.2	100731	163.6	737.0	10,210	72.2	-17.2	-1.68	-2.3%	16.0		0.16
Aukett Fitzroy Robinson plc	UK	5.1	090930	7.4	17.4	195	89.3	-2.2	-11.23	-12.6%	38.1		0.45
Hyder Consulting plc	UK	173.4	100331	114.0	359.5	4,180	86.0	15.7	3.75	4.4%	27.3	13.44	0.49
Ricardo plc	UK	171.0	100630	164.1	189.7	1,530	124.0	12.6	8.22	6.6%	107.3	14.3	0.9
Cyril Sweet Group plc	UK	22.5	100331	17.1	76.4	750	101.9	2.5	3.29	3.2%	22.8	13.18	0.33
Arcadis	NL	1,085.2	091231	1,052.6	1,217.6	14,287	85.2	114.5	8.01	9.4%	73.7	13.71	0.82
Fugro	NL	4,143.7	091231	3,122.3	2,073.4	13,482	153.8	347.5	25.77	16.8%	231.6	15.62	2.05
Grontmij	NL	265.8	091231	316.6	799.8	6,335	126.3	28.0	4.42	3.5%	50.0	13.11	0.41
Bertrandt AG	D	484.2	090930	178.4	396.8	5,431	73.1	33.6	6.18	8.5%	32.9	19.68	1.19
Rücker AG	D	108.7	091231	49.4	136.8	2,130	64.2	2.1	0.97	1.5%	23.2	76.9	0.75
Alten Group	FR	733.9	091231	610.8	857.1	11,293	75.9	32.0	2.83	3.7%	54.1	40.55	0.85
Altran Group	FR	437.9	091231	534.5	1,408.4	17,149	82.1	-91.6	-5.34	-6.5%	31.2		0.31
Assystem S.A.	FR	265.2	091231	156.1	613.1	8,539	71.8	3.1	0.36	0.5%	18.3		0.43
S II A.A.	FR	83.7	100331	76.4	190.2	2,923	65.1	7.1	2.44	3.7%	26.1	21.86	0.48
Sogecclair S.A.	FR	11.9	091231	8.9	69.3	852	81.3	1.7	2.03	2.5%	10.4	8.64	0.17
AKKA Technologies S.A.	FR	152.5	091231	120.1	332.7	5,110	65.1	12.5	2.45	3.8%	23.5	12.4	0.42
Soditech Ingénierie S.A.	FR	4.4	091231	4.4	9.2	208	44.3	-0.1	-0.38	-0.9%	21.1	17.59	0.53
INYPESA	ES	52.1	091231	72.8	70.1	422	166.2	0.4	0.97	0.6%	172.4	137.83	0.73
Unweighted mean Europe							94.1		4.63	4.9%	62.1		0.58
URS Corp.	US	2,522.8	100131	2,846.9	6,983.1	45,000	155.2	353.7	7.86	5.1%	63.3	12.09	0.37
Michael Baker Corp.	US	220.9	091231	278.4	336.1	2,135	157.4	28.5	13.37	8.5%	130.4	11.94	0.62
Tetra Tech, inc.	US	1,083.6	101003	988.0	1,102.5	12,000	91.9	92.9	7.74	8.4%	82.3	18.78	0.98
TRC Companies, Inc.	US	41.1	100630	45.8	180.9	2,100	86.1	-15.7	-7.46	-8.7%	21.8		0.23
Hill International, Inc	US	160.4	091231	185.0	318.4	2,001	159.1	18.7	9.34	5.9%	92.5	11.15	0.48
AECOM Technologies. Inc.	US	2,279.3	100930	2,112.2	4,942.1	48,100	102.7	257.5	5.35	5.2%	43.9	12.76	0.47
SNC-Lavalin, Inc.	CAN	6,091.6	091231	5,963.5	4,462.4	21,900	203.8	349.0	15.94	7.8%	272.3	23.32	1.39
Stantec, Inc.	CAN	904.7	091231	1,016.4	909.0	9300	97.7	67.0	7.21	7.4%	109.3	22.17	1.04
Unweighted mean North America							134.9		8.10	6.0%	94.3		0.7
Coffey International Ltd	AU	92.3	100630	85.2	529.4	4000	132.4	13.8	3.45	2.6%	21.3	9.66	0.17
Cardno Group	AU	305.7	100630	249.0	328.2	3657	89.8	30.0	8.20	9.1%	68.1	11.26	1.03

Source: Dow Jones Companies & Executives/Factiva and Euroinvestor

Vectura has signed an agreement with Trafikverket, the Swedish Transport Administration, as main consultant for upgrading the stretch of line between Emmaboda and Karlskrona on the Coast-to-Coast Line. The total project cost is SEK 1.4 billion. The project, which will increase the capacity on the line and reduce travel time, will be conducted together with the Transport Administration and a contractor. Vectura has also been commissioned by the Transport Administration to conduct a survey for the first driverless rail taxi line. A study will be made of the preconditions for this type of traffic and where the first line should be built.

In Norway, Vectura is making preparations for installation of the signal system ERMTS (European Rail Traffic Management System), and is designing a road between Oslo and Bergen for approximately NOK 25 million.

During the course of the year, Liljewall Arkitekter acquired NFR Arkitekter. Together, they had a turnover of approximately SEK 75 million in 2009 and employed 78 staff.

MONDO arkitekter and FRS arkitekter merged in 2010 to form a new group which in 2009 had a turnover of SEK 44 million and 52 employees.

Major Danish consultancies continue to expand

At the end of 2009, COWI announced their intended acquisition of Flygfältsbyrå. In January, the deal went through and Flygfältsbyrå, with FB Engineering and FB Management, became COWI AB. In July, COWI also acquired the engineering consultancy Elinvent with 17 employees. The firm has offices in Malmö, Helsingborg and Ystad, and is active in the fields of construction and real estate, and industry. With this acquisition, COWI complements its operations in the south of Sweden.

Ramböller continues to expand in Sweden, not least in Malmö where they have recently opened a new office in Sweden's most energy-efficient building. The energy end use in the building is a full 57 % lower than the current national requirement for office buildings.

Ramböller has been appointed to lead Fortum's two billion kronor investment in

the new combined heat and power plant Brista 2 outside Sigtuna, a project that is worth SEK 80 million and entails responsibility for the entire project, from design to construction and commissioning.

Grontmij's former managing director in Sweden will join the Dutch engineering consultancy's group management at the end of the year. At the same time, a group strategy is due to be launched for 2010-2015, with a focus on growth and greater co-operation across national borders. The new managing director for Swedish operations will be Leif Bertilsson.

White Arkitekter has been awarded a major commission in Great Britain, in which it will be responsible for renewing a run-down problem area in Manchester. The ambition is that the area – West Gorton – will become a benchmark and set an example for sustainable living and built environment throughout England.

White Arkitekter and Tengbom are forming a common team for the design of the new Karolinska University Hospital in Solna.

In November, Tengbom acquired Skanark in Karlstad with 10 employees, which will be the group's eighth office in Sweden. In April, Olli & Dunge in Uppsala was also acquired, which further strengthens the group's presence in the Mälars area.

WSP's managing director on a cycling trip

In 2009, WSP could demonstrate that cycling had increased by 50 % in Stockholm over a period of 10 years. WSP's managing director, Rikard Appelgren, is a keen cyclist. In 2010, he decided to visit all the WSP offices in Sweden in a new way – on his bike. The journey started in April in Helsingborg and by the time he reached the finishing line in September, Rikard had cycled a total of 3 600 km.

WSP has been commissioned by Peab to design the building structures as well as the geotechnical and rock engineering works for the Stockholm Arena – a sports and activities arena located south of the Ericsson Globe, Stockholm with 30 000 seats that is planned to be opened to the public in December 2012. The architect is White arkitekter and the turnkey contractor Peab. WSP has also been involved in acquisitions and has reached an agreement

with Granen Arkitektur & Konstruktion in Sundsvall, with three employees, which will serve to strengthen WSP's competence in building design for industrial and housing construction.

SWECO is expanding, signing agreements and building gingerbread houses

Sweco has together with WSP and Tyréns been commissioned to design construction documents for technical systems and installations in Förbifart Stockholm, the Stockholm Outer Bypass. The client is the Swedish Transport Administration and the project is worth almost SEK 35 million.

Sweco has signed a multi-year co-operation agreement with Vattenfall whereby Vattenfall's access to specialist engineering skills is guaranteed. The agreement means continued expansion in the energy sector and will lead to an increase in the need for recruitment in the energy sector. Sweco has also been appointed for two new hydro power projects worth SEK 32 million, at Hissmofors Hydro Power Plant on behalf of Jämfkraft and at Bergeforsen Hydro Power Plant.

SWECO Architects is undergoing expansion through the acquisition of Aros Arkitekter, with 80 employees and a turnover in 2009 of SEK 71 million. The interior design office Inark has been integrated with Sweco's architectural operations in Malmö. Recently, the World Trade Fair in Shanghai came to an end. SWECO Architects designed the Swedish pavilion, which is estimated to have received some 3.5 million visitors. In the closing ceremony, SWECO Architects was awarded a gold medal by the export organisation BIE in the category of Creativity and design.

In time for the Christmas celebrations, it was also announced that Sweco had been given the prestigious task of designing the City of Malmö's gingerbread house prior to the opening of the City Tunnel. With the help of 750 kg of dough, an impressive and beautiful 120 square metre Scanian gingerbread farm was built, with a winter decoration of 50 kg of icing sugar. Exactly how it tasted has not yet been possible for the editorial staff to determine...

The top 300 Swedish consulting engineering and architectural groups

2010	09	Group	Services	Annual Report	Turnover MSEK	Previous year	Average number of employees	Result after financial items MSEK	Added value/empl. kSEK	Total balance sheet MSEK	CEO/Managing director (December 2010)
STD	1	1	SWECO AB (purchased AROS Arkitekt, Oct 2010) proforma	MD	09 5,409.7	5,522.8	5,152	449.94	683	3,174.1	Mats Wäppling
STD	2	2	ÅF-group (purchased EnergoRetea, Nov 2010), proforma	MD	09 4,956.1	4,569.7	4,450	389.54	659	3,845.6	Jonas Wiström
STD	3	3	Semcon AB	I	09 2,281.1	3,298.8	2,791	-256.70	528	1,264.3	Kjell Nilsson
STD	4	4	WSP Sweden AB	MD	09 2,234.8	2,248.3	2,078	225.60	729	1,459.9	Rikard Appelgren
STD	5	5	Rambøll AB	MD	09 1,322.0	1,311.0	1,214	100.20	756	811.7	Bent Johannesson
STD	6		Vectura	CE	09 (18 mo) 1,083.0		1,013	-4.00	617	589.0	Jan Colliander
STD	7	6	Epsilon AB	I	09 965.9	1,158.1	1,066	41.39	602	431.0	Mats Boström
	8	8	Vattenfall Power Consult AB	Enr, E, CE	09 965.5	914.1	710	112.89	840	407.9	Magnus Hemmingsson
STD	9	10	Rejlerkoncernen AB (purchased Råbe Industri Konsult, Oct 2010) proforma	E, I	09 896.3	797.7	1030	69.68	586	475.8	Peter Rejler
STD	10	11	Tyréns AB	CE, PM	09 825.0	766.0	775	28.23	691	156.5	Ulrika Francke
STD	11	9	Grontmij Sweden AB	MD	09 804.3	823.5	767	72.40	748	357.9	Leif Bertilsson
STD	12	12	COWI AB proforma	MD	09 761.3	746.8	787	19.50	632	363.3	Anders Rydberg
STD	13	14	White Architects AB	A, PM, Env	09 520.1	495.8	434	33.65	724	211.3	Anders Svensson
STD	14	15	Hifab Gruppen AB	PM	09 477.2	440.9	400	-0.27	572	186.0	Jan Skoglund
STD	15	13	Etteplan Sweden (proforma)	I	09 445.3	753.8	587	-39.23	460	143.0	Tom Andersson
	16	16	Xdin AB	I	09 347.8	412.5	499	23.53	491	163.0	Thomas Ångkulle
STD	17	17	Pöyry Sweden AB	MD, I	09 270.5	341.9	286	-12.43	571	78.7	Håkan Wessel
STD	18	19	Bengt Dahlgren AB	M, Enr, Env	09/10 261.8	257.4	282	4.10	677	95.1	Åke Rautio
STD	19	20	Structor - Group	CE, PM	09 248.6	244.2	225	26.30		108.0	Jan Stråth, Per Fladvad, Olof Hulthén (chairman)
STD	20	22	Faveo Projektledning (former SWEPRO) Swedish division after fusion with Norwegian PTL	PM	09 225.5	186.7	137	15.28	953	70.2	Patric Ramberg, Miguel Guirao (group)
STD	21	25	Tengbom	A, IA	09 221.0	174.2	235	14.99	599	96.0	Magnus Meyer
STD	22	29	Norconsult AB	CE, Env, A	09 204.5	164.1	210	4.11	609	115.1	Ljot Strömseng
STD	23	41	Niras AB	PM	09 202.9	129.5	131	3.28	761		Jan Leife
STD	24	23	VA-Ingenjörerna AB	Env	09 197.5	182.5	57	0.46	721	78.1	Anders Haarbo
STD	25	24	Infotiv AB	I	09 (18 mo) 193.3	179.8	207	-6.02	609	46.7	Alf Berntsson
STD	26	47	Elator AB	I	09 178.0	100.2	141	11.70	561	107.6	Ulf Mill
	27		Altran Technologies		09 176.3	194.7	182	12.91	687	83.6	Hans Johansson
STD	28	33	Reinertsen Sverige AB	CE	09 171.1	149.3	167	10.52	695	77.8	David Hellström
STD	29	21	Avalon Enterprise AB	I	09 167.0	214.3	197	-27.27	506	124.4	Peter Mattisson
STD	30	30	Björking AB	CE, M, A	09 163.8	163.4	172	3.99	613	70.2	Roine Gillberg
STD	31	36	ELU Konsult AB	CE	09/10 160.6	147.1	125	17.59	923	61.0	Sten-Åke Torefeldt
STD	32	40	Projektengagemang gruppen (BJ Konsult Visby)	MD	09 160.0	136.7	150	23.81	695	94.0	Per-Arne Gustavsson
STD	33	27	Knightec AB	I	09/10 159.2	165.7	218	1.57	554	44.8	Dimitris Gioulekas
	34	26	Forsen Projekt AB	PM	09 156.0	169.9	124	20.98	863	76.2	Jan Ahlinder
STD	35	42	Atkins Sverige AB	CE	09/10 150.4	127.3	142	6.09	647	70.4	Johannes Erlandsson
	36	32	EBAB i Stockholm AB	PM	09 149.5	153.4	120	-3.70	523	92.8	Kaarel Lehist
STD	37	31	Consat Engineering AB	I	09 143.1	160.5	169	-5.27	547	52.4	Jan Bertil Johansson
STD	38	28	Temagruppen Sverige AB	A, PM	09 137.3	165.5	147	5.44	637	43.8	Håkan Persson
STD	39	34	Golder Associates AB	CE, Env	09 135.0	148.2	116	4.08	683	86.7	Jan Hermansson
STD	40	44	Midroc Engineering AB	CE, I	09 117.6	107.8	101	6.26	708	38.0	Stefan Kronman
STD	41	61	Creator Teknisk Utveckling AB	I	09 114.3	68.8	92	24.46	824	93.9	Allan Salåker
STD	42	38	Wingårdh-koncernen	A	09 108.4	139.2	101	5.86	711	69.7	Gert Wingårdh
STD	43	45	NYRÉNS Arkitektkontor AB	A	09 106.8	104.1	96	12.26	715	52.5	Mats Norrbom
	44	129	URS Nordic AB (Nordic countries)	Env	09 106.4	102.4	47	-0.80	416	33.6	Jesper Kildegaard
STD	45	52	Nitro Consult AB	CE	09/10 104.6	97.3	71	13.57	874	124.1	Donald Jonson
STD	46	37	Eurocon Consulting AB	I	09 103.3	143.2	120	7.61	605	67.1	Peter Johansson
	47	46	FVB Sverige AB	Enr	09 99.1	102.0	108	8.75	647	49.7	Leif Breitholtz
STD	48	62	Automations Partner AB	I	09 98.6	67.5	37	2.71	724	25.6	Magnus Lindvall
STD	49	39	FOJAB Arkitekter AB (group)	A	09/10 92.2	139.1	69	2.48	662	49.6	Björn Wigelius
STD	50	69	TM-Konsult AB	CE, I	09/10 90.9	92.9	91	5.40	571	90.1	Kennet Holmbom
STD	51	55	IKG - koncernen	I	09/10 84.1	78.0	109	7.00	633	37.4	Mathias Ohlson
	52	53	Projektbyrå Stockholm AB	PM	09/10 82.5	80.8	49	10.70	952	28.1	Jonas Hellström
STD	53	51	Fasitet PDE AB	I	09 82.3	85.1	53	0.45	461	31.7	Anders Ivarsson
STD	54	57	INCOORD AB	M	09 81.8	76.3	62	14.44	901	29.6	Olle Edberg
STD	55	149	SAMARK Arkitektur & Design AB	A	09 79.1	27.5	28	11.30	978	21.4	Stefan Bergkvist

STD = Member of the Swedish Federation of Consulting Engineers and Architects. (*) = lack of conforming figure/proforma/assumed -- = missing figure

PM = Project Management, A = Architecture, CE = Civil/Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary

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	STD	56	59	Geosigma AB	CE,Env	09	75.3	72.1	69	3.85	672	25.9	Bo Eliasson
	STD	57	63	Liljewall Arkitekter AB (NFR Ark, March 2010), proforma	A	09	74.8	66.9	78	4.54	604	27.6	Per-Henrik Johansson
	STD	58	50	Riba koncernen AB	M,Enr	09/10	72.8	85.7	62	3.06	543	28.2	Björn Thelning
		59	49	PRC Engineering AB	I (S)	09	70.4	86.6	57	-2.79	568	43.3	Peter Bräck
	STD	60	48	Rücker Nord AB	I	09	65.4	93.8	80	3.33	203	41.6	Wolfgang Rücker
	STD	61	75	VBK Konsult	CE	09/10	65.2	54.6	55	3.59	702	20.5	Ulf Kjellberg
	STD	62	56	Arkitekterna Krook & Tjäder AB	A	09	63.1	76.5	69	2.72	574	27.6	Mats Bergstrand
	STD	63	67	Bygganalys AB	PM	09	62.8	64.2	53	3.67	727	29.0	Anders Kivijärvi
	STD	64	135	Link Arkitektur AB	A	09	62.3	29.7	68	0.59	577	16.4	Linda Marend
	STD	65	70	ÅWL Arkitekter AB	A	09/10	61.6	60.2	52	7.95	844	23.5	Jacob Haas
	STD	66	68	BERGAB Berggeologiska Undersökningar AB	CE	09	59.2	61.2	39	4.58	773	25.6	Örjan Wolff
	STD	67	60	Brunnberg & Forshed Arkitektkontor AB	A	09	58.7	71.6	55	4.81	789	25.0	Bengt Hellström
	STD	68	72	Bergsäker AB	CE	09	58.7	58.8	52	-4.68	520	24.7	Göran Karlsson
	STD	69	66	AIX Arkitekter AB	A	09/10	56.8	65.6	64	2.95	687	20.4	Erik Källström
		70	81	HRM/Ritline AB	I	08/09	55.1	79.5	69	-6.23	431	25.7	Jan Ulriksson (chairman)
	STD	71	76	ISS Fastighetsutveckling	MD	08	54.2	54.2	44		0		Janne Svensson
		72	101	HOAB-gruppen AB	PM	09	53.0	54.0	42	4.82	662	25.0	Per Olsson, Th. Liljeborg, L. Turesson, R.Nordin
		73	106	FS Dynamics AB	I	09/10	52.4	37.7	67	4.90	536	16.0	Ulf Mårtensson
	STD	74	65	Kadesjös Ingenjörbyrå AB	CE.M	09/10	52.2	65.7	50	6.83	699	24.7	Håkan Kadesjö
		75	90	Wester+Elsner Arkitekter AB	A	09/10	50.5	44.6	38	8.80	946	17.1	Lars Wester
	STD	76	73	PQR Consult gruppen	M.E	09/10	50.1	56.7	52	1.09	612	14.6	Mikael Bisther
		77	82	BrandInvest (from Brandskyddslaget AB)	M	09	50.1	47.7	32	8.54	969	28.0	Martin Olander
	STD	78	43	Centaur Segula Tech AB	I	09	49.8	107.9	103	-16.47	330	19.6	Peter Fihn
		79	78	Teknoplan	E	09/10	49.3	51.6	42	11.61	905	20.5	Bengt-Erik Brorsson
		80	77	Ergonomidesign AB	I	08/09	47.8	52.7	45	7.66	823	38.1	Krister Torsell
	STD	81	83	HJR Projekt-el AB	E	09	47.3	47.3	45	0.25	550	16.8	Lennart Harging
	STD	82	80	Integra Engineering AB	PM.CE	09	47.2	49.0	54	5.19	630	22.5	Anders Skoglund
	STD	83	88	Reflex Arkitekter AB	A	09/10	47.0	44.9	37	5.19	720	25.4	Johan Linnros
	STD	84	87	Goodtech Solutions Karlstad (former Wermtec)	I	09	46.2	45.1	41	3.21	627	19.3	Anders Larsson
	STD	85	58	SweRoad AB	CE	09	45.4	76.2	31	-10.53	514	38.3	Gunnar Tunkrans
	STD	86	94	TQI koncernen	M	09/10	45.1	42.6	40	5.72	675	18.7	Kenneth Thunvall
	STD	87	89	Vega-Energi AB	Enr	08/09	44.9	44.9	40	2.20	665	12.5	Max Jansson
	STD	88	186	Citec Engineering AB (former KPA)	I	09	44.7	21.2	59	2.72	534	18.2	Hans Paulsson
	STD	89		Engineeringpartner Automotive Nordic AB	I	09							
					(18 mo)	44.5	14.8	41	2.95		10.9		
	STD	90	86	LEB Consult AB (group)	M	09/10	44.1	46.9	40	6.01	734	20.5	Lars Mohlin
	STD	91	111	Mondo Arkitekter AB (fusion with FRS Arkitekter, March 2009)	A	09	43.9	35.9	52	0.71	542	14.3	Åke Nygren
	STD	92	85	AcobiaFlux AB	I	09	43.6	47.0	43	1.04	596	19.6	Mikael Nilsson
	STD	93	71	BSK Arkitekter AB	A	09	43.4	59.0	37	1.06	545	27.4	Ulf Mangefors
	STD	94	35	Condesign AB	I.E	09							
					(4 mo)	42.1	147.2	186	0.52	167	47.9	Nils-Olov Johnson	
	STD	95	131	Projektledarhuset i Stockholm AB	PM	09/10	41.9	30.0	21	3.34	968	16.7	Örjan Källström
		96	99	Brandkonsulten Kjell Fallqvist AB	M	09	41.4	40.7	25	8.04	1234	22.3	Kjell Fallqvist
	STD	97	103	Arkitekthuset Monarken AB	A	09/10	41.3	37.3	34	7.34	691	18.5	Gunnar Grönlund
	STD	98	102	Semrén & Månsson Arkitektkontor AB	A	09/10	41.1	43.4	50	3.60	611	27.7	Magnus Månsson
		99	79	Solvina AB	I	08/09	40.9	35.9	38	12.65	845	40.1	Niclas Krantz
	STD	100	92	FLK Sverige AB (group)	M	09	40.8	44.1	54	2.93	556	22.5	Nils Zinn
	STD	101	107	BAU Arkitekter AB	A	09	40.5	37.6	35	8.02	805	20.9	Per-Eric Sundby
	STD	102	96	Andersson & Hultmark AB	M	09	39.8	41.6	44	4.94	624	20.4	Tobias Bodén
	STD	103	120	Wikström VVS-Kontroll AB	M	09/10	39.1	33.4	40	1.71	681	16.3	Stefan Pettersson
	STD	104	93	KNSS Gruppen AB	CE.E.M	09/10	39.0	42.6	38	2.22	630	20.9	Denny Sandberg
	STD	105	95	InstallationVision AB (former VVS-Vision AB)	M	09/10	38.8	42.6	46	4.35	593	26.8	Olle Källman
	STD	106	116	Helenius Ingenjörbyrå AB	M	09	38.7	34.1	26	4.95	776	17.1	Arne Wallström
	STD	107	119	TEAM TSP Konsult AB	E	09	38.7	33.3	25	9.74	1122	27.1	Göran Berg
	STD	108	100	Anders Bergkrantz Arkitekter AB	A	09	38.5	40.6	15	0.79	623	8.8	Anders Bergkrantz
	STD	109	118	Järnvägen AB (Bergström, BEKAB, Indautomat)	I	09/10	37.1	41.8	36	0.68	592	19.2	Tord Hägglund (chairman)
	STD	110	105	Cross Design i Göteborg AB	I	09	36.9	37.9	52	0.66	411	21.7	Tommy Bergh
		111	74	Strategisk Arkitektur Fries & Ekeröth AB	A	09	36.6	55.8	39	-0.67	522	13.2	John Lydholm
	STD	112	84	Equator Stockholm AB	A	09	36.2	47.1	35	1.50	639	14.5	Annica Carlsson
	STD	113	112	BK Beräkningskonsulter AB	CE.I	09/10	35.5	35.2	33	3.05	792	17.9	Tomas Carlsång

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STD 114	93	Projektgaranti AB	PM	09/10	35.4	44.3	37	1.93	853	12.2	Michael Walmerud
STD 115	123	SYD ARK Konstruera AB	A,CE	09/10	35.2	32.3	35	5.17	668	23.1	Ulf Larsson
STD 116	133	Thomas Eriksson Arkitektkontor AB	A	09/10	34.7	29.9	40	3.09	501	13.8	Thomas Eriksson
	117	Konkret Rådgivande Ingenjörer AB	CE	09	34.5	36.0	29	7.21	836	15.9	Olle Norrman
STD 118	122	AG Arkitekter AB	A	09	34.2	32.6	35	4.50	727	13.9	Anders Gunnedal
STD 119	121	VAP VA-Projekt AB (VAP Invest II AB)	Env	09/10	34.1	33.0	31	6.12	720	28.6	Mikael Melin
STD 120	132	MAF Arkitektkontor AB	A	08/09	33.6	29.9	26	5.91	676	13.2	Mats Jakobsson
STD 121	104	Koteko AB	I	09	31.3	36.4	27	2.56	674	11.8	Lars Nyström
STD 122	128	Pidab Instrumentdesign AB	I	09/10	30.8	29.2	28	1.00	708	10.8	Björn Magnusson
	123	HillStatik AB	S,CE	09	30.7	25.9	17	8.81	1099	16.5	Conny Höggren
STD 124	115	AQ Arkitekter i Eskilstuna AB	A	09/10	30.5	34.2	28	4.15	684	11.0	Claes-Göran Åsbrink
STD 125	98	Scheiwiller Svensson Arkitektkontor AB	A	09/10	30.4	41.0	34	2.61	646	13.3	Inger Lindberg Bruce
STD 126	171	Konsultgruppen i Bergslagen AB	I	09/10	29.7	23.6	15	2.02	938	8.3	Ove Larsson
	127	TKG Teknikkonsultgruppen AB	I, E	09	29.7	24.9	18	3.42	728	9.7	Johan Persson
	128	KFS Anläggningskonstruktörer AB	CE,PM	08/09	29.7	24.7	23	4.94	876	19.1	Patrik Pålsson
STD 129	137	Sören Lundgren Byggkonsult AB	CE, PM	09/10	29.5	29.6	21	3.40	1005	13.3	Anders Harlin
STD 130	130	Archus Arosia Arkitekter AB	A	09	29.4	30.3	31	3.05	677	18.9	Johnnie Pettersson
STD 131	126	P O Andersson Konstruktionsbyrå AB	M	09	29.4	31.0	18	8.64	1086	31.5	Arne Berggren
STD 132	143	Fagerström Industrikonsult AB	I	09/10	29.3	28.5	23	0.14	537	11.8	Per Fagerström
	133	PB-Teknik AB	M	09/10	29.3	28.0	30	4.59	633	14.3	Patrik Bergström
STD 134	141	Mats Strömberg Ingenjörbyrå AB	E	09	28.5	28.8	24	1.54	800	10.0	Mats Strömberg
STD 135	169	EVU Energi & VVS Utveckling AB	Enr, M	09	28.5	23.8	35	0.21	566	11.2	Per-Otto Bengtsson
STD 136	113	Centerlöf & Holmberg AB	CE	09	27.9	35.3	36	1.47	534	19.0	Bengt Andersson
STD 137	178	Carlstedt Arkitekter AB	A	09	27.8	22.3	25	3.09	682	14.5	Kerstin Eken
	138	Ågrenkonsult Sverige AB	PM	09/10	27.7	28.0	18	4.89	1115	11.8	Anders Röstlund
STD 139	159	Electro Engineering group AB	E	09/10	27.5	25.6	23	5.71	869	17.4	Bo Andersson
STD 140	156	Creacon AB	A,PM,Env	09	27.2	26.2	30	2.78	645	12.4	Gunilla Haglund
STD 141	145	AxRo Consult AB	M	09/10	27.1	28.0	37	0.32	546	6.9	Lars Ohlin
STD 142		Knut Jönsson Byggadministration-group	PM	09/10	26.9	25.9	15	3.75	876	7.7	Kent Sterby
	143	A&P Arkitekter AB	A	09	26.8	21.6	25	4.55	664	10.6	Per Åhrbom (chairman)
STD 144	124	Arkitektbyrå AB i Göteborg	A	09	26.6	32.0	28	-1.99	484	8.9	Jan Åkerblad
STD 145	127	Creacon Halmstads Konsult AB	CE	09	26.6	31.0	35	0.00	484	10.6	Göran Feldt
STD 146	142	Ettelva Arkitekter AB	A	09	26.6	28.6	21	1.76	585	9.8	Anders Lindh
STD 147	154	Rockstore Engineering AB	CE	08/09	26.5	26.5	24	3.34	777	11.1	Johnny Samuelsson
	148	Kemakta Konsult AB	Env	09	26.5	20.8	20	1.02	769	7.3	Bertil Grundfelt
STD 149	164	BSV Arkitekter & Ingenjörer AB	A, CE	09	26.1	24.7	29	1.56	587	6.1	Johnny Grauegaard
STD 150	117	CA consult gruppen	PM	09	26.0	33.6	27	1.93	559	15.4	Lennart Olsson
	151	Camatec Industriteknik AB	I	09/10	25.8	27.2	32	2.25	561	7.3	Peter Mikael Wigarthsson
STD 152	125	Prows AB. Industriell Process & VVS	I,M	08/09	25.5	31.6	22	-2.32	694	8.0	Kjell S. Andersson
	153	CreaNova AB	M, Enr	09/10	25.5	24.2	21	4.87	804	11.1	Göran Olsson
STD 154	158	ACNL Elteknik AB	E	09	25.4	25.8	27	0.81	535	10.8	Kenneth Eriksson
STD 155	170	Alteco AB	E	09	25.3	23.6	20	2.37	673	11.5	Andreas Lundström
	156	Per Schönbeck Elprojekt AB-group	E	09	25.0	26.4	32	0.78	596	17.7	Roger Johansson
STD 157	160	Deva Mecaneyes AB	I	09	24.6	25.5	30	1.40	589	11.9	Magnus Welén
STD 158	174	BBH Arkitekter & Ingenjörer AB	A,CE	09	24.6	22.7	17	1.60	716	7.5	Rolf Nilsson
STD 159	177	Devellum Design & Development AB	I	09	24.3	22.4	15	1.04	705	6.0	Peter Wallin
STD 160	200	K-Konsult Elmiljö AB	E	09	24.3	17.5	27	5.96	714	12.6	Leif Ulmgren
STD 161	138	Projektbyggaren i Blekinge AB	PM,A	09	24.1	29.1	19	3.70	874	12.4	Christer Lennartsson, Mats Persson (chairman)
STD 162	152	Landskapsgruppen Göteborg AB	A	08/09	24.0	27.0	24	4.17	600	15.2	Tomas Hagström
STD 163	176	STIBA AB	CE	09	23.7	22.4	21	7.17	975	15.3	Rune Dalmyr
	164	Hedström & Taube Projektledning AB	PM	09	23.4	29.8	12	4.19	1103	8.1	Göran Melin
STD 165	161	Erséus Arkitekter AB	A	09	23.3	25.1	22	2.17	736	8.6	Peter Erséus
STD 166	114	Berg Arkitektkontor AB	A	09	23.2	34.7	27	0.08	506	12.2	Svante Berg
STD 167	195	Pyramiden Arkitekter i Göteborg AB	A	09	22.7	23.6	26	2.02	608	8.0	Dan Nyström
STD 168	173	Arkitektgruppen G.K.A.K AB	A	09	22.6	23.0	25	0.20	505	8.3	Bo Johansson
STD 169	192	METRO Arkitekter AB	A	09/10	22.3	20.2	28	1.68	544	9.5	Claes R. Jansson
	170	MUM Projektbyggarna AB	OM, CE	09/10	22.0	19.8	13	5.45	1347	23.7	Mikael Barkestam
STD 171	109	Alfakonsult AB	PM, MA	09	22.0	36.1	21	-1.53	588	6.6	Tomas Attenstedt
STD 172	201	FL Arkitektgrupp i Borås AB	A	09	22.0	18.1	21	2.04	700	12.3	Karl Blomberg
	173	ABAKO Arkitektkontor AB	A	09	21.5	23.5	29	0.80	527	10.4	no CEO
STD 174	181	Murman Arkitekter AB	A	09	21.3	21.8	28	1.44	573	7.5	Hans Murman
	175	Ferax Projektledning AB	PM	09	21.2	26.4	18	3.51	918	9.1	Michael Lundblad

STD = Member of the Swedish Federation of Consulting Engineers and Architects. (*) = lack of conforming figure/proforma/assumed – = missing figure
PM = Project Management, A = Architecture, CE = Civil/Structural Engineering, Env = Environment, Enr = Energy, E = Electrical,
M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary

2010	09	Group	Services	Annual Report	Turnover MSEK	Previous year)	Average number of employees	Result after financial items MSEK	Added value/empl. KSEK	Total balance sheet MSEK	CEO/Managing director (December 2010)
STD 176	148	Lund & Valentin Arkitekter AB	A	09/10	21.2	27.5	31	-2.85	456	6.0	Bo Karlberg
177	271	Rundquist Arkitekter AB	A	09	20.7	10.6	13	2.07	678	8.2	Henrik Rundquist
STD 178	187	Contekton Arkitekter Fyrstad AB	A	08/09	20.5	20.8	20	4.68	778	15.4	no CEO
STD 179	198	Rintekno AB	I	09	20.5	18.2	20	2.22	742	16.2	Staffan Lindberg
STD 180	147	GMKI Elkonsult AB	E, Enr	09	20.4	27.7	32	-4.10	398	8.2	Magnus Andersson
STD 181	167	Mekaniska Prövningsanstalten MPA AB	M	09	20.4	24.5	13	2.11	1077	3.0	Torbjörn Ohlsson
STD 182	180	Consultec Arkitekter & Konstruktörer AB	A,CE	08/09	20.3	21.9	20	2.80	667	6.9	Allan Forslund
183	191	Clinton Måtkonsult AB	CE	09/10	20.3	20.4	23	0.39	523	5.7	Johan Nyström
STD 184	202	Vatten och Samhällsteknik AB	Env	09/10	20.1	17.4	20	1.19	1036	8.5	Stefan Ljung
STD 185	282	JOLIARK AB (Johanson Linnman Arkitekter)	A	09/10	19.7	13.3	19	2.51	700	7.6	Malin Olsson
STD 186	184	Knut Jönson Ingenjörbyrå AB (prel)	CE	*09/10	19.6	21.3	18	5.26	784	49.9	Per Arne Näsström
187	209	Uulas Arkitektkontor AB	A	09	19.2	17.0	15	4.48	883	10.4	Jerker Edfast
188	220	MRM Konsult AB	CE,Env	08/09	18.9	15.7	20	0.94	571	8.6	Mikael Nilsson
STD 189		Inhouse Tech Gruppen	PM,CE	09	18.7	17.4	15	4.46	785	12.8	Thunström / Sundberg
STD 190	197	Wickenberg Byggnalys AB	PM	09	18.6	19.2	11	3.28	931	10.1	Peter Widding
191	179	ARIA Consulting AB	MD	09	18.6	22.2	25	-1.98	416		Alf Fredell
STD 192	185	Rördesign i Göteborg AB	I.M	09/10	18.5	21.3	26	0.38	556	9.2	Jan Karlsson
STD 193	189	Umeå Industri & Kraft Konsult AB	I.E	09	18.4	20.6	15	1.93	832	8.2	Bertil Rönnlund
STD 194	140	Projektteamet Västsvenska AB	CE	09	18.1	28.9	19	-0.08	634	6.2	Lars Howander (chairman)
STD 195	175	Rosenbergs Arkitekter AB	A	09	18.0	22.5	21	1.18	597	11.3	Inga Varg
STD 196	208	Marktema AB	CE	09/10	18.0	18.0	13	2.80	1223	8.0	Johan Green
STD 197	210	Fredblad Arkitekter AB	A	09/10	17.9	16.9	21	5.25	696	11.9	Leif Jönsson
STD 198	190	PIAB PI i Göteborg AB	CE	09	17.8	20.5	25	0.04	498	7.2	Stefan Bengtsson
STD 199	196	Relitor AB	I	*09	17.6	19.3	18	-2.37	367	7.7	Mikael Nilsson
STD 200	182	Fire Safety Design AB	M	09	17.5	21.8	22	-0.90	560	7.4	Richard Nilsson
STD 201	219	Vinga Elprojektering AB	E	09/10	17.4	16.2	22	-0.36	634	5.5	Mats Svengård
STD 202	203	Rolf Tellstedt i Göteborg AB	CE	09	17.3	17.3	24	1.27	515	23.0	Björn Tellstedt Thomas Östergren
STD 203	206	Elektrotekniska Byrån i Karlstad AB	E.I	08/08	17.1	17.1	18	1.95	749	8.0	Jonas Bjuresäter
204	194	Visby Arkitektgrupp AB	A,CE	09	17.0	19.6	19	0.40	568	5.5	Annalena Mosséen (chairman)
STD 205	232	Prodelox AB	I	09/10	17.0	14.2	16	0.59	591	5.5	Johannes Walfridsson
STD 206	218	Frenning & Sjögren Arkitekter AB	A	09/10	16.4	15.8	15	3.11	703	6.7	Sven Magnus Sjögren
STD 207	199	Lomar Arkitekter AB	A	09	16.3	18.2	15	1.33	591	5.3	Pontus Lomar
208	216	Brandgruppen i Sverige AB	M	09/10	16.1	16.3	13	1.33	795	7.9	Johan Renvall
STD 209	193	Ahlqvist & Almqvist Arkitekter AB	A	09/10	16.0	16.5	15	0.12	572	5.2	Britt Ahlqvist
210	227	Projektidé i Uppsala AB	PM	08/09	16.0	15.2	11	1.72	851	7.1	Henrik Billing (chairman)
STD 211	231	TIBI Stockholm AB	PM	08/09	15.9	14.5	11	2.38	749	8.9	Per Eriksson
212	205	Arkitekterna Engstrand och Speek AB	A	08/09	15.7	17.2	15	1.78	680	9.6	Olle Dahlkild
STD 213	223	Ingenjörgruppen Ståhlkloo AB	M	09	15.6	15.6	22	0.24	509	4.3	Torbjörn Pettersson
STD 214	221	Atrio Arkitekter i Kalmar AB	A	09	15.5	15.7	20	0.75	497	9.8	Olof Utterback
STD 215	229	Henrik Jais-Nielsen & Mats White Arkitekter AB	A	09/10	15.3	14.7	13	3.01	880	8.4	Nils-Erik Landén
STD 216	212	HMXW Arkitekter AB	A	09	14.9	16.6	17	0.69	594	4.2	Ulf Widegren
217	259	Uppsala Elkonsult AB	E	09	14.5	11.2	13	0.09	540	3.2	Ingemar Åblad
STD 218	204	Pantektor AB / SKAPI Projektutveckling AB	A,CE,PM	09	14.5	17.3	12	0.68	661	9.1	Bertil Hägg
219	215	Seveko VVS Konsult AB	M	09	14.1	16.3	13	2.56	775	6.3	Henrik Sandén
220	276	Bjurström & Brodin Arkitekter AB	A	08/09	13.9	10.2	12	1.55	710	4.4	Bertil Brodin
221	214	Svea Teknik AB	I	09	13.8	16.3	14	0.97	686	7.8	Johan Lindberg
STD 222	242	AGERA VVS-Design AB	M	09	13.7	12.4	15	0.51	649	4.6	Matthias Larsson
STD 223	257	Kåver & Mellin AB	CE	09	13.7	11.3	13	3.16	743	7.7	Anders Hedberg
STD 224	234	Projectpartner AB	PM	09	13.6	13.8	10	2.41	913	8.5	Joachim Öhman
STD 225	213	Södergruppen Arkitektkontor AB	A	09	13.6	17.0	1.2	0.02	511	4.8	Jens Deurell
STD 226	238	MIAB Mikaelsson Ingenjörbyrå AB	E	08/09	13.5	13.5	10	3.74	1027	6.3	Åke Larsson
227	254	Fe Arkitekter AB	A	08/09	13.5	11.5	10	2.37	831	5.2	Ove Bergström
STD 228	241	Arkitekthuset Jönköping AB	A	09/10	13.2	12.4	14	2.85	734	6.6	Thomas Hultegård
STD 229	258	Malmström & Edström Arkitektkontor AB	A	09/10	13.0	11.2	14	0.59	559	5.4	Christer Malmström
STD 230	233	Storköksbyrå i Stockholm AB	S	09/10	13.0	14.0	1	3.33	4928	20.0	Peggie Ulle
STD 231	247	TH-Konsult AB	M	08/09	12.4	12.1	11	0.93	613	4.0	Bo Lindberg
232	264	Teknikfunktion G Clemensson AB	CE	09/10	12.3	11.1	9	1.43	952	5.8	Gösta Clemensson
STD 233	240	Vcon VVS-Konsult AB	M	09/10	12.3	12.8	13	3.42	720	13.3	Nicklas Andersson
234	294	Lincona Byggekonsult AB	CE	09/10	12.3	9.2	15	1.32	617	5.1	Dan Johansson
STD 235		Landskapslaget AB	A	09	12.3	13.2	13	0.26	592	3.7	Tomas Saxgård
236	265	Comarc Projektering AB	CE,A	08/09	12.3	10.9	10	2.23	812	5.1	Peter Nygren
STD 237	235	Sundell Arkitekter AB	A	09	12.1	13.7	15	0.45	481	5.4	Mats Lennfalk

The top 300 Swedish consulting engineering and architectural groups

2010	09	Group	Services	Annual Report	Turnover MSEK	Previous year	Average number of employees	Result after financial items MSEK	Added value/empl. kSEK	Total balance sheet MSEK	CEO/Managing director (December 2010)
238	237	Megaron Arkitekter AB	A	09	11.8	13.6	10	0.63	475	5.0	Anders Högberg
STD	239	Ahlsénarkitekterna AB	A	09	11.6	14.6	8	1.05	770	5.1	Mats Hallén
	240	Geosystem i Sundsvall AB	CE	08/09	11.5	11.5	12	0.49	510	4.0	Mats Olsson
STD	241	EPG Konsult Samordnad VVS-Teknik AB	M	09/10	11.5	9.4	12	1.80	568	4.8	Gillis Wendt
	242	Epsilon Byggekonsult AB	CE	08/09	11.3	11.3	13	0.65	607	3.8	Jimmy Bredstenslien
STD	243	CH Arkitekter	A	09	11.3	12.3	13	1.26	612	5.7	Per Seiving
STD	244	A-Gruppen Flensborns Arkitektkontor AB	A	09	11.2	11.7	12	1.18	725	3.3	Per Bäckström
STD	245	KUB Arkitekter AB	A	09/10	11.2	15.3	14	0.08	564	4.8	ingen vd
	246	SamCon AB	CE,PM	09/10	11.2	10.7	12	1.45	693	8.5	Stefan Ramström
STD	247	Lindberg Stenberg Arkitekter AB	A	09	11.2	13.1	11	0.61	681	6.3	Dag Lindberg
STD	248	Johan Celsing Arkitektkontor AB	A	09	11.2	11.7	11	0.25	625	2.4	Johan Celsing
STD	249	Danewids Ingenjörbyrå AB	CE	09/10	11.1	9.8	8	2.43	937	6.4	Göran Bäckström
STD	250	A.Siljeström Arkitektkontor AB	A	09/10	11.1	10.2	13	0.63	573	2.6	Anders Siljeström
	251	Thorbjörnsson+Edgren Arkitektkontor AB	A	09	11.1	15.0	13	0.40	566	5.7	Ulf Thorbjörnsson
STD	252	Arkitektgruppen i Malmö AB	A	09	11.0	10.6	11	4.12	828	13.1	Lars Karud
STD	253	Zuez Arkitekter AB	A	09/10	10.9	11.0	9	0.92	639	4.0	Maria Grunditz
	254	Mårtensson & Håkanson Byggrådgivare AB	PM	09/10	10.7	9.5	8	0.76	848	5.0	no CEO
	255	VVS och Energi i Borås AB	M	08/09	10.7	10.7	11	2.98	735	6.0	Gerhard Englund
STD	256	Lindstam Broman Elgström arkitekt AB	A	09	10.7	11.9	12	1.08	610	9.6	Mats Elgström
STD	257	Jan Lundqvist Arkitekter AB	A	09	10.6	9.6	11	1.34	615	1.6	Jan Lundqvist
	258	Sprängkonsult i Göteborg AB	CE	09	10.5	12.4	8	0.37	710	4.7	Thomas Dahl
STD	259	ELE Engineering AB	E	09/10 (16 mo)	10.5	13.8	13	0.15	561	3.7	Henrik Eriksson
	260	Ekg Elkonsultgruppen i Karlstad AB	E.I	08/09	10.3	10.3	12	0.84	571	4.2	Per-Ola Eriksson (chairman)
	261	Procema Energi & Miljöteknik	I	09	10.3	11.1	10	1.04	622	3.9	Lars Ingvar Olsson
	262	Bergfjord & Ivarsson Arkitekter AB	A	08/09	10.2	10.2	9	2.53	870	8.1	no CEO
STD	263	Bertrandt Sweden AB	I	08/09	10.1	26.9	18	-3.07	254	10.9	Stefan Erlbacher
STD	264	Metator VVS-Konsult AB	M	09/10	10.1	9.9	10	1.51	637	4.4	Lars Olof Olsson (chairman)
	265	Arkitektgruppen i Gävle AB	A	09	10.1	12.3	9	0.73	692	3.5	Christina Lundberg (chairman)
	266	Cross Technology Solutions AB	I	09	9.8	16.0	13	0.15	542	5.7	George Sioustis
	267	Allmänna VVS-Byrån AB	M	08/09	9.8	9.8	5	1.63	1055	5.1	no CEO
STD	268	CondoConsult AB	CE	09	9.7	9.1	8	0.61	820	3.8	Bengt Erik Gustafsson
	269	Prosweco AB	I	08/09	9.7	8.1	7	-0.45	636	5.3	Per Eric Eriksson
STD	270	Rådhuset Arkitekter AB	A	09	9.7	8.4	12	1.05	613	4.8	Carin Trägårdh (chairman)
STD	271	K-Konsult Installation Sörmland AB	E	08/09	9.6	8.0	11	1.31	639	2.2	Kjell Carlsson
STD	272	Energiprojekt E&S AB	Enr	09	9.5	6.1	7	1.62	814	4.5	Bo Edberg
STD	273	ATM Engineering AB	I	09/10	9.4	9.5	9	1.75	934	10.7	Thomas Lindsjö
	274	ENT Energiteknik AB	E	09	9.4	11.1	10	0.91	693	5.2	Elmer Wiklund (chairman)
STD	275	IMEK VVS Rådgivande Ingenjörer AB	M	09	9.4	15.6	8	-0.51	424	3.4	Tomas Kvistmo
	276	Ingemar Johanssons Ingenjörbyrå AB	M	08/09	9.4	8.1	9	0.57	788	5.8	Ove Hultdt
STD	277	Landström Arkitekter AB	A	09/10	9.3	6.5	7	1.72	707	5.7	Rolf Hasselström
STD	278	Gajd Arkitekter AB	A	09/10	9.3	10.3	12	-0.13	508	4.9	Mikael Nådele
	279	Inelko AB	I	09/10	9.2	9.0	10	0.78	624	2.9	Steve Olsson
STD	280	Tikab Strukturmekanik AB	CE	09	9.2	11.7	12	0.91	568	6.5	Per Stribeck
STD	281	FIGURA arkitekter AB	A	08/09	9.0	9.2	10	0.76	601	4.0	Richard Nilsson
	282	Ellsinger Arkitektkontor AB	A	08/09	8.9	8.0	5	1.42	736	3.7	Niklas Vilborg
STD	283	Knut Jönson Ingenjörbyrå i Sigtuna AB		09	8.8	8.4	8	1.92	863	3.6	Johan Berggren
STD	284	Rotstein Arkitekter AB	A	09	8.8	7.8	8	0.86	469	6.2	Rickard Rotstein
	285	Logiksystem i Skövde AB	E.I	09	8.7	8.6	8	0.47	598	5.4	Ulf Nilsson
STD	286	Larsson Arkitekter i Stockholm AB	A	09/10	8.7	10.2	8	-0.60	729	6.5	Jerker Larsson
STD	287	Yngve Lundh Arkitekt AB	A	09	8.6	8.1	10	1.82	677	6.5	B.Glamheden (chairman)
	288	Thulin Projektledning AB	PM	09/10	8.4	8.3	3	0.49	731	2.5	Tomas Thulin
STD	289	CEAK VVS-Konsult AB	M	09/10	8.4	8.1	8	1.64	822	4.0	Karl-Erik Andersson
	290	Kjellander & Sjöberg AB	A	09/10	8.3	7.5	13	0.08	413	2.3	
STD	291	K-Konsult Energi Stockholm AB (K-konsultgroup in Stockholm)	Enr	09	8.2	6.8	7	0.54	716	4.6	Saga Ekelin
STD	292	ELK i Göteborg AB	E	09/10	8.1	7.5	10	0.65	510	3.6	Tommy Gustafsson
STD	293	GHAB Arkitekter & Ingenjörer AB	A,CE	09	8.1	7.9	8	0.77	591	2.6	Hans Jonsson
STD	294	Magasin A Arkitekter AB	A	08/09	8.0	6.7	7	0.85	640	2.6	Leif Arnsby
STD	295	Nordprojektering i Luleå VVS AB	M	09	7.9	6.8	7	1.64	800	4.9	Mikael Fredriksson
STD	296	LPS Konstruktörer AB	CE	09	7.9	15.4	12	0.30	452	3.0	Gösta Holgersson
STD	297	Eltekniska Ingenjörbyrån i Sundsvall	E	09/10	7.8	8.6	8	0.69	572	4.2	Mats Eriksson
STD	298	Johan Skoog Arkitektkontor AB	A	09/10	7.8	6.1	11	0.25	521	4.8	Johan Skoog
	299	Coordia Consult AB	CE, PM	09/10	7.7	9.2	7	0.31	732	2.7	Jan Eriksson
STD	300	AROS Industri konsult AB	I	08/09	7.7	7.7	8	0.59	786	3.5	no CEO

The Nordic market ●



The Nordic section of the Sector Review is produced in co-operation with our colleagues in Finland, Norway, Denmark and Iceland. FRI gives an account of developments on the Danish market and RIF developments on the Norwegian market. SKOL presents the Finnish market for engineering consultancies and ATL gives an account of the Finnish architectural market. The Icelandic market is presented jointly by FRV and the architects' organisation FSSA.

A presentation is given below of the 100 largest architectural groups in the Nordic area. They comprise companies and groups that have architecture as their main focus or which have separate architectural units in a larger group – such as Sweco Architects, for example. For each Nordic country, an account is also given of the 100 largest engineering consultancies and architectural firms (the 20 largest in the case of Iceland). As far as the domestic firms are concerned, the review gives the total figures for the group, including foreign operations. In the case of the foreign firms, only figures corresponding to operations inside the country are reported.

The top 100 Nordic architectural groups

	09/10	08/09	Group	Report	Country	Annual Employees	Previous year)	Turnover
STD	1	1	White Architects AB	09	SE	434	466	520.1 MSEK
STD	2	2	SWECO Architects AB (purchased AROS Arkitekter, Oct 2010) proforma	09	SE	353	368	409.5 MSEK
	3	3	Arkitektfirmaet C.F. Møller	09	DK	270	313	231.8 MDKK
STD	4	6	Tengbom	09	SE	235	182	221.0 MSEK
	5	5	Arkitema K/S	*09	DK	157	250	186.6 MDKK
	6	4	LINK Signatur Gruppen	09	NO	156	250	168.4 MNOK
STD	7	7	Temagruppen Sverige AB	09	SE	147	157	137.3 MSEK
	8	9	Henning Larsen Architects	09/10	DK	120	121	148.1 MDKK
	9	11	DARK Gruppen Arkitekter AS	08	NO	120	120	127.0 MNOK
	10	13	Arkitekterne Schmidt, Hammer & Lassen K/S	08	DK	110	110	123.5 MDKK
STD	11	12	Wingårdh-group	09	SE	101	116	108.4 MSEK
	12	8	Årstiderne Arkitekter A/S	*08/09	DK	100	155	85.0 MDKK
STD	13	17	NYRÉNS Arkitektkontor AB	09	SE	96	91	106.8 MSEK
	14	19	Narud-Stokke-Wiig A/S (group)	09	NO	95	81	114.4 MNOK
	15	16	Snøhetta AS	09	NO	90	99	145.6 MNOK
STD	16	31	Liljewall Arkitekter AB (NFR Ark, March 2010) Proforma	09	SE	78	60	74.8 MSEK
	17	15	PLH Arkitekter AS	*09	DK	75	100	56.0 MDKK
STD	18	22	FOJAB Arkitekter AB (group)	09/10	SE	69	79	92.2 MSEK
STD	19	18	Arkitekterna Krook & Tjäder AB	09	SE	69	85	63.1 MSEK
	20	39	BIG / Bjarke Ingels Group	09	DK	65	50	24.3 MDKK
	21	26	KPF Arkitekter A/S	09	DK	65	65	40.5 MDKK
STD	22	29	AIX Arkitekter AB	09/10	SE	64	62	56.8 MSEK
	23	10	3XNielsen A/S	*08/09	DK	63	150	88.2 MDKK
	24	34	Mangor & Nagel Arkitektfirma A/S	*08/09	DK	62	55	40.2 MDKK
	25	38	Erik Møller Arkitekter A/S	09/10	DK	61	61	52.8 MDKK
FRI	26	20	DAI Gruppen A/S	09	DK	61	81	47.6 MDKK
ATL	27	30	Arkkittehtitoimisto Larkas & Laine Oy	09	FIN	58	62	3.4 MEUR
STD	29	32	Brunnberg & Forshed Arkitektkontor AB	09	SE	55	59	58.7 MSEK
ATL	30	41	Innovarch Architects Oy (4 month)	09	FIN	55	50	1.0 MEUR
	31	23	JJW Arkitekter A/S	*09	DK	55	75	54.1 MDKK
	32	51	Medplan AS arkitekter	09	NO	55	42	47.7 MNOK
	33		BGO Arkitekter AS	09	NO	55		47.7 MNOK
	34	25	Dissing + Weitling Arkitektfirma A/S	08	DK	54	70	33.9 MDKK
	35	24	Creo Arkitekter A/S	09	DK	53	61	57.1 MDKK
	36	35	Niels Torp AS Arkitekter	09	NO	53	52	59.3 MNOK
STD	37	43	ÅWL Arkitekter AB	09/10	SE	52	47	61.6 MSEK

	09/10	08/09	Group	Report	Country	Annual Employees	Previous year)	Turnover
STD	38	50	Mondo Arkitekter AB (fusion with FRS Arkitekter, March 2009)	09	SE	52	42	43.9 MSEK
	39	54	Tegn3 AS (former Selberg Arkitekter)	09	NO	52	40	54.7 MNOK
STD	40	64	Semrén & Månsson Arkitektkontor AB	09/10	SE	50	39	41.1 MSEK
	41		Vilhelm Lauritzen AS	*09	DK	50	42	28.1 MDKK
	42		Aart A/S	*09	DK	48		20.34 MDKK
	43	65	Lpo Arkitekter As	09	NO	47	39	43.3 MNOK
	44	40	Aarhus Arkitekterne A/S	*08/09	DK	45	50	40.0 MDKK
ATL	45	33	Arkkitehtitoimisto Pekka Helin & Co Oy	09/10	FIN	44	56	4.4 MEUR
	46	75	CUBO Arkitekter A/S	*08/09	DK	44	34	44.6 MDKK
	47	37	Arkitektkontoret Hille+Melbye A/S	09	NO	43	50	57.4 MNOK
STD	48	83	Thomas Eriksson Arkitektkontor AB	09/10	SE	40	31	34.7 MSEK
ATL	49	46	Arkkitehtitoimisto SARC Oy	08/09	FIN	40	45	5.7 MEUR
	51	36	Strategisk Arkitektur Fries & Ekeröth AB	09	SE	39	50	36.6 MSEK
	52	67	Wester+Elsner Arkitekter AB	09/10	SE	38	37	50.5 MSEK
STD	53	44	Reflex Arkitekter AB	09/10	SE	37	47	47.0 MSEK
STD	54	52	BSK Arkitekter AB	09	SE	37	41	43.4 MSEK
ATL	55	79	Arkkitehtitoimisto Sigge Oy	09	FIN	37	33	2.3 MEUR
	56	58	Gottlieb & Paludan A/S Arkitekter	*09	DK	36	40	36.0 MDKK
	57		Rørbaek og Møller Arkitekter ApS	09/10	DK	36	27	32.2 MDKK
STD	58	49	BAU Arkitekter AB	09	SE	35	42	40.5 MSEK
STD	59	55	Equator Stockholm AB	09	SE	35	40	36.2 MSEK
STD	60	72	SYD ARK Konstruera AB	09/10	SE	35	34	35.2 MSEK
STD	61	81	AG Arkitekter AB	09	SE	35	32	34.2 MSEK
FRI	62		Peter Jahn & Partnere A/S	*08/09	DK	35	30	48.7 MDKK
	63	61	Arkitektfirmaet Kjaer & Richter A/S	08/09	DK	35	40	44.2 MDKK
	65	78	Lundgaard & Tranberg Arkitekter A/S	*08/09	DK	35	33	37.7 MDKK
	66	27	KHR Arkitekter AS	09	DK	35	65	37.6 MDKK
	67		Hvidt Arkitekter A/S	*09	DK	35		32.2 MDKK
FRI	68		AI-Gruppen A/S	09	DK	35	40	27.6 MDKK
	69	60	Gehl Architects A/S	08/09	DK	35	40	25.6 MDKK
	70		Hou & Partnere A/S	09	DK	35	30	25.5 MDKK
	71	57	RUMarkitekter A/S	09/10	DK	35	40	24.4 MDKK
	72	87	Tegnstuen Vandkunsten ApS	*08	DK	35	31	22.1 MDKK
	73		Triarc A/S Arkitekter	08	DK	35	18	19.7 MDKK
	74	56	Lund & Slaatto Arkitekter AS	09	NO	35	40	47.3 MNOK
	75		Lund Hagem Arkitekter AS	09	NO	35	29	38.7 MNOK
STD	76	48	Arkitekthuset Monarken AB	09/10	SE	34	42	41.3 MSEK
STD	77	68	Scheiwiller Svensson Arkitektkontor AB	09/10	SE	34	37	30.4 MSEK
	78	77	SAHL Arkitekter A/S	*08/09	DK	34	33	36.0 MDKK
	79	71	Solem Hartmann Arkitekter AS	09	NO	34	35	33.3 MNOK
	80	70	WITRAZ Arkitekter K/S	*09	DK	33	37	27.2 MDKK
	81	45	Kullegaard Arkitekter A/S	08/09	DK	32	46	35.2 MDKK
STD	82	88	Archus Arosia Arkitekter AB	09	SE	31	30	29.4 MSEK
STD	83	73	Lund & Valentin Arkitekter AB	09/10	SE	31	34	21.2 MSEK
ATL	84		Arkkitehtitoimisto LPR, Laiho-Pulkkinen-Raunio Oy	09	FIN	31	26	2.7 MEUR
	85	86	GPP Arkitekter A/S (fd Gjörtz, Pank & Partnere)	*09	DK	31	31	36.1 MDKK
	86	85	Ramböll (Aros) Arkitekter AS	09	NO	31	31	30.1 MNOK
ATL	87		Pes-Arkkitehdit Oy (Pekka Salminen)	09	FIN	30	25	3.3 MEUR
ATL	88	82	Uki Arkkitehdit Oy	09	FIN	30	32	1.8 MEUR
STD	89	89	BSV Arkitekter & Ingenjörer AB	09	SE	29	30	26.1 MSEK
	90	96	ABAKO Arkitektkontor AB	09	SE	29	29	21.5 MSEK
	91	101	Arkitektkontoret Børve og Borchsenius	09	NO	29	29	27.5 MNOK
	92	100	Per Knudsen Arkitektkontor AS	09	NO	29	29	27.2 MNOK
STD	93	105	AQ Arkitekter i Eskilstuna AB	09/10	SE	28	27	30.5 MSEK
STD	94		SAMARK Arkitektur & Design AB	09	SE	28	25	79.1 MSEK
STD	95	69	Arkitektbyrå AB i Göteborg	09	SE	28	37	26.6 MSEK
STD	96		METRO Arkitekter AB	09/10	SE	28	21	22.3 MSEK
STD	97		Murman Arkitekter AB	09	SE	28	26	21.3 MSEK
	98	74	C&W Arkitekter A/S (Clausen & Weber)	*09	DK	28	34	35.0 MDKK
	99	66	AMB Arkitekter AS	09	NO	28	38	37.2 MNOK
	100	84	Heggelund & Koxvold Arkitekter AS	09	NO	28	31	34.4 MNOK

About FRI

The Danish Association of Consulting Engineers (FRI), founded in 1904, is a trade association for Danish consultancy firms providing independent consultancy services on market terms. FRI is a part of the Confederation of Danish Industries (DI).

Approximately 400 firms are members of FRI and they employ together more than 22,000 people in Denmark and abroad. The association is the only trade association for independent technical consultants in Denmark.

The objective of FRI is to support its member firms by contributing to improving their business conditions, strengthening the industry's framework conditions, profiling the industry and increasing its recognition on the national and international levels.

FRI is an association for firms. It focuses on business matters and has established good liaisons with authorities and other partners. The association attempts as far as possible to gain influence on the drafting of



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framework conditions and legislation affecting market conditions in the industry.

Internationally, the association is a member of FIDIC and, in Europe it is a member of EFCA.

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Outlook

The Danish government expects GDP to grow by 1.4 % in 2010 and by 1.8 % in 2011. The government forecasts a decline for 2010 of 8.2 % in residential investments and of 8.2 % in corporate investments. In 2011, residential investments are set to grow by 1.5 % and corporate investments by 5 %. As the government forecasts economic growth in the Danish economy and as positive developments in the global economy are expected, a moderate growth in the Danish consulting engineering industry can be foreseen.

The forecasts for 2010 regarding earnings and revenue in the Danish consultancy industry indicate that revenue will grow by 3 % on the previous year and that the average profit margin will rise to about 6 % (EBIT). The state of the market seems to be improving slowly and the order books are at the highest levels since April 2008 with an expected further growth in the course of the next 6-12 months. Public sector building and commercial building seem to slowly emerge from the shadow of the financial crisis, while the housing sector has experienced yet another downturn. The current market drivers remain the infrastructure sector as well as energy and the export of consulting engineering services.

Declining public investments – housing sector initiatives in the pipeline

The liberal-conservative government of Mr. Lars Løkke Rasmussen is currently following a program, which contains areas of particular interest to the consulting engineering industry: The government has committed itself to present a roadmap and a strategy to free Denmark from fossil fuels, and the government has invested substantially in infrastructure, particularly with focus on national railways. Whereas the government has launched a massive boost in public investments in 2010 in schools, kindergartens and hospitals to kick-start the building sector, the prospects for 2011 are less optimistic: public investments are set to decline by 13.5 %. However, the recently agreed fiscal consolidation agreement for 2011 contains initiatives to boost the activity level in the housing sector, which has been most welcomed by the industry.

Domestic and international growth in 2009 hampered by severe reductions in the industry's profit margin

The consulting engineering industry experienced a growth in gross revenue of 5 % in 2009 corresponding to industry revenue of DKK 11.2 billion. It is estimated, that total industry gross revenue will grow to DKK 11.5 billion in 2010. In 2009, the export revenue for the members of FRI was DKK 2.0 billion, or equal to 18 % of total revenue. In addition to the export revenue, Danish consultants generated a total revenue in foreign subsidiaries of DKK 5.4 billion. Compared to 2008, the industry recorded a decline in export revenue of 8.5 %, while the revenue generated in foreign subsidiaries increased by 15 %. The reduced export revenue may thus be explained by an increased consolidation abroad through subsidiaries.

The price for the continued growth has been severe reductions of the industry's profit margin, which fell from 5.8 % in 2008 to 4.6 % in 2009. The reduced

profit margin can be explained by the global economic slowdown as well as the fact that the industry has sustained a high level of employment throughout the economic crisis.

In 2009 and throughout 2010 growth in the domestic market has been particularly strong within the infrastructure, energy and export sectors, while the housing sector continues its downturn. Commercial and public building sectors are currently experiencing progress, however the market remains unstable.

Sector market performance

The performance of the Danish consultancy industry shows that its traditional sectors Building and Infrastructure combined account for 59 % of revenue. Other distinctive sectors are Environment and Energy, accounting for 16 % and 12 % of industry revenue respectively.

Important infrastructure projects

With severe reductions of public investments lurking on the horizon the industry can benefit from a number of important infrastructure projects, which are already resolved and will create a long term foundation for sustained growth. The Danish government has launched a major investment initiative for infrastructure, which focuses on improvement of public transport and the handling of traffic congestions in and around the major cities in Denmark. This investment should be seen in addition to other significant initiatives: the agreement between the Danish and the German government, to establish a fixed link across the Fehmarn Belt, a link close to 20 km long between Rødby, Denmark, and Puttgarten, Germany and the City Circle Metro Project in Copenhagen.

Internationalisation and Company News 2010

Danish consultancy firms have in the last decades increased their presence internationally through the ownership of foreign subsidiaries and a permanent presence in the markets close to Denmark. The presence is particularly focused on the Nordic region and Europe and on the global growth markets in Asia and in particular the Middle East, which remains the second most valuable region for Danish consulting engineers, after the European Economic Area (EEA).

Rambøll redevelops Pulkovo Airport

Rambøll delivered a strong financial performance in 2009 reflecting that the company has managed to adapt to the difficult market conditions. During the first half of 2010 Rambøll defied tough market conditions and emerged with strengthened revenue and profit. And, with significant projects within airports, hotels, hospitals and a science campus in the pipeline Rambøll anticipates growth in 2010.

In September 2010 Rambøll acquired the Norwegian rail company Rail-X, a company which delivers rail consultancy services. Through the acquisition Rambøll aims at playing a major role in delivering rail design and project management in Norway. In 2010 Rambøll Norway acquired several companies including Studio

4 Architects, Polarplan AS, Ingeniørservice AS and SBV- Consult. In June 2010, Rambøll was appointed lead design consultant on the complete redevelopment of Pulkovo Airport, St. Petersburg, which is one of the largest ongoing aviation projects in Europe. In September 2010, Rambøll won four projects in the MENA region which include a military hospital in Sharjah and a five star Hilton hotel overlooking the Dead Sea. Another significant project announced in September, is that Rambøll is part of the consortium developing a science city at the University of Copenhagen. The consortium includes the winner of the idea competition, COBE Architects, and DS Landscape Architects, Asplan Viak Engineer, Architect Kerstin Höger, GMBH Zürich and Copenhagen Capacity. Finally, the Rambøll-Arup-TEC Joint Venture is still in the running to link the Danish and German sides of the Fehmarnbelt.

COWI wins prizes in bridge engineering

COWI A/S emerged from 2009 with an operating profit in line with the expectations. The result was based on a 14 per cent growth in turnover, a strong organic growth and the largest corporate acquisition ever, the Sweden-based Flygfältsburån.

In the first half of 2010 COWI Sweden boosted its activities within hydrogeology with the acquisition of Aqualog AB, and within electrical/installation engineering with the acquisition of Elinvent AB. In addition to the acquisitions by COWI Sweden, COWI Norway acquired FB Engineering and Sørlandskonsult AS.

In January 2010, COWI took up its leadership of a consortium that for four years will support fast and efficient development of infrastructure in the Western Balkan. The consortium is made up of COWI, WYG International and WYG Engineering, as well as Greece's HCL Consultants. In July 2010 COWI signed the contract with the mayor of the Chinese city of Zhangjiagang on the development of a Chinese eco-city.

In April 2010, COWI's position as an international market leader in bridge engineering gained further momentum as the Sutong Bridge in China, where

COWI served as international consultant, was named this year's Outstanding Engineering Achievement Award by the American Society of Engineers. And as part of the design and build team behind Hong Kong's Stonecutters Bridge COWI took two awards at the prestigious Structural Awards in London on 5 November. Other COWI landmarks in the field of bridge engineering includes the Messina Strait Suspension Bridge, where the construction of the bridge is expected to kick off during Christmas 2010, and the Fehmarnbelt fixed link where COWI is part of the consultancy consortium which has produced the conceptual design for a cable-stayed bridge.

NIRAS wins major natural resource project in Kenya

At the end of 2009 NIRAS employed 1,233 employees of whom 25% work abroad. In 2010 NIRAS continued to expand its presence in Sweden as the sixth Swedish office opened in Uppsala. In December 2009 and throughout 2010 NIRAS won several projects in developing countries, which inter alia includes the preparation of a master plan for water resources on Mauritius and new water projects in Africa and the Caribbean. In Kenya, the Government and Danida / Ministry of Foreign Affairs have jointly developed a Natural Resource Management Programme (NRMP), and NIRAS has recently won the contract to be responsible for the technical assistance package. The project starts in January 2011 and runs for four years. Danida grants for the whole programme are DKK 375 million with approx. DKK 26 million allocated for NIRAS governed technical assistance.

ALECTIA looks forward after difficult year – Atkins acquires bridge specialists

The global economic crisis hit ALECTIA in 2009 and the company was not able to escape unharmed. During the first half of 2010 ALECTIA experienced a volume of orders on the increase and in September ALECTIA was announced as part of the winning team of the prestigious competition for the construction of Navitas Park on the new waterfront in Aarhus, which will be the largest low-energy building in Denmark. In July 2010 ALECTIA

strengthened its competencies and capabilities in the Chinese market as ALEC-TIA announced its co-operation with the Chinese company Suobel Engineering Consultants Ltd. in Guangzhou, China.

As of 1 November 2010 Atkins Denmark has taken over the engineering consultants and renowned bridge specialists Gimsing og Madsen. The acquisition adds a new market area in bridge engineering to Atkins. In October 2010 Atkins Denmark was announced winner of the project to design a new masterplan for Luanda, the capital of Angola.

Grontmij | Carl Bro appoints new country managing director

In February 2010 Grontmij | Carl Bro announced that Søren Larsen is appointed as new country managing director. Søren Larsen succeeds Birgit W. Nørgaard who left Grontmij | Carl Bro in January 2010 as GRONTMIJ aligned its structure to growth markets and restructured from six geographic regions to three business lines.

On the project side Grontmij | Carl Bro won two major wind farm projects in late November 2009.

Grontmij | Carl Bro will work as client consultant for the next 6-7 years on two wind farm projects in the Gulf of El-Zayt, Egypt and Lam Thakong, Thailand. In Denmark, Grontmij | Carl Bro is announced as consultants on the complete makeover of Nørreport Station in Copenhagen, the busiest transport hub in Denmark, where Grontmij | Carl Bro are consultants to activities above ground as well as underground.

Moe & Brødsgaard, Esbensen remains active in Norway

With COWI and Rambøll as the pioneers, Danish consulting engineers have gained a strong footing on the Norwegian market. In 2009, Moe & Brødsgaard and Esbensen followed and established Oslo-based offices, and later in 2009 Moe & Brødsgaard expanded by acquiring the Norwegian consulting engineering company PolyPlan. Together with the architects GASA AS and Askim/Lantto AS in Oslo, Esbensen won the competition for planning a new exhibition building in Stavanger, thereby underlining their grip on the Norwegian market for building installations, indoor climate and ventilation.

Esbensen is also part of the winning team of the International Criminal Court in The Hague, where Esbensen contributed with strategies for energy savings.

Orbicon | Leif Hansen consultant named EFCA YP of the year

In May, Thomas Jensen of Orbicon | Leif Hansen was announced the winner of the 2010 EFCA competition for engineering excellence among Young Professionals. In a high-level contest, with 23 entries from 8 countries, the jury selected Thomas Jensen for his creativity in developing new working methods and solutions in the field of environment, waste water treatment, and the optimisation of processes and energy efficiency at Orbicon | Leif Hansen.

An increase in foreign owned companies in Denmark – Pöyry shuts down activities

In the last couple of years, more foreign consultants have established a presence in the Danish market. The two most recent are Vectura of Sweden and the German consultants Drees and Sommer, which employs 1.100 people worldwide. In August 2010, Finnish consultants Pöyry announced that they are shutting down their Copenhagen office due to the implementation of a new global strategy for the company.

Decreased international turnover for architects in 2009

In 2009 and 2010 Danish architects continued to win spectacular projects abroad.

C. F. Møller Architects has won the competition for the new Kristiansund Opera and Culture Centre. In collaboration with consulting engineers Buro Happold, Henning Larsen Architects has won the international competition for the new Aghobili Hotel in the Georgian town of Abastumani, located in one of the largest national parks in Europe. Schmidt hammer lassen architects has won the prestigious competition for the design of the new permanent premises of the International Criminal Court (ICC) in The Hague, The Netherlands. In 2009 the Danish architects experienced a significant decrease in foreign projects. From 2008 to 2009 the foreign turnover decreased by more than 12 per cent to 55 EUR million. As in 2008 14 per cent of

the total turnover derives from projects abroad. Europe is undisputed the largest market for exports of Danish architecture and accounts for approx. 87 percent of the foreign market.

*Thomas Overgaard Jensen and
Henrik Garver, FRI*

The top 100 Danish consulting engineering and architectural groups

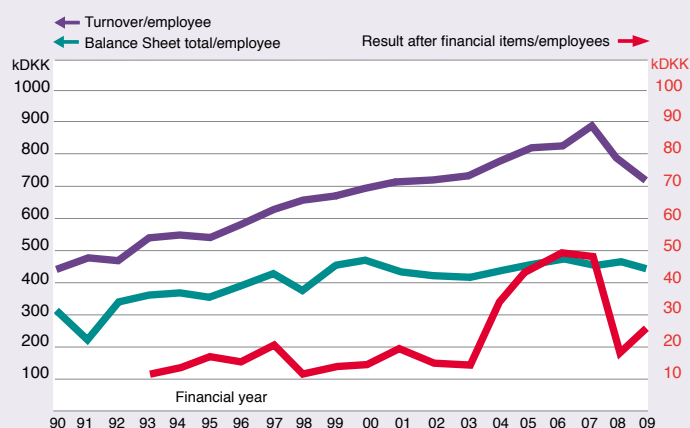
	09/10	08/09	Group	Services	Annual Report	Turn over MDKK	(Previous year)	Average number of employees	Tot. Balance sheet MDKK	CEO/Managing director (December 2010)	
	FRI	1	1	Rambøll Gruppen A/S	MD	09	5,510.6	5,639.8	8,758	3,077.3	Flemming Bligaard Pedersen
	FRI	2	2	COWI Group	MD	09	3,993.3	3,498.0	6,000	2,754.6	Lars-Peter Søbye
	FRI	3	3	Grontmij Carl Bro A/S	MD	09	1,182.6	1,237.3	1,140	759.2	Søren Larsenn
	FRI	4	4	NIRAS-group A/S	MD	09	950.6	911.0	1,223	491.3	Carsten Toft Boesen
	FRI	5	5	Alectia	CE,PM	09	528.1	584.4	752	364.6	Ingelise Bogason
		6	7	Orbicon A/S (fusion with FLH May 2009)	MD	09	379.2	271.6	513	269.2	Jesper Nybo Andersen
	FRI	7	6	Atkins Danmark A/S	MD	09	299.2	391.1	346	168.1	Palle Beck Thomsen
	FRI	8	9	Moe & Brødsgaard A/S	MD	09	236.5	221.0	315	152.2	Christian Listov-Saabye
		9	8	Arkitektfirmaet C.F. Møller	A	09	231.8	260.3	270	121.8	Lars Kirkegaard, Mads Mølle
		10	10	Arkitema K/S	A,PM	*09	186.6	206.3	157		Peter Berg
	FRI	11	12	ISC Rådgivende Ingeniører A/S	MD	09	158.0	176.0	200	113.0	Kjeld Thomsen
		12	14	Henning Larsen Architects	A	09/10	148.1	126.9	120	78.3	Mette Kynne Frandsen
	FRI	13		NRGi Rådgivning A/S	Enr,E,I	09	144.9	174.8	110	150.6	Ulf Christensen
	FRI	14	16	EKJ Rådgivende Ingeniorer AS	MD	09/10	135.9	128.2	172	115.7	Jørgen Nielsen
	FRI	15	13	O.B.H-Gruppen A/S	MD	09	131.9	172.2	164	63.9	Steen Hansen
		16	17	Arkitekterne Schmidt. Hammer & Lassen K/S	A	08	123.5	123.5	110		Bente Damgaard
		17	20	Midtconsult A/S	MD	*08/09	100.0	100.0	135	36.8	Jens Lauritsen
	FRI	18	21	Mogens Balslev Rådgivende Ingeniører A/S	MD	08/09	94.5	93.9	131	93.5	Benny Andersen
		19	19	3XNielsen A/S	A	*08/09	88.2	104.4	63	41.5	Bo Boje Larsen
		20	18	Årstiderne Arkitekter A/S	A	*08/09	85.0	62.2	100	54.7	Per Laustsen
	FRI	21	23	Bascon Arkitekt-og Ingeniørfirma A/S	PM,CE, A	09/10	78.7	78.9	93	31.8	Lars Svenningsen
	FRI	22	25	Søren Jensen A/S Rådgivende Ingeniører	MD	08/09	68.4	68.8	88	47.9	Erik V. Jensen
		23	26	Creo Arkitekter A/S	A	09	57.1	58.1	53	20.9	Hans Tolsvig Larsen
		24	22	PLH Arkitekter AS	A	*09	56.0	92.0	75	34.6	Torben Hjortso, Jan Sander Fredriksen
	FRI	25	37	ÅF Hansen & Henneberg, København A/S	PM	09	54.9	41.8	65	32.2	Per Seidelin
		26	30	JJV Arkitekter A/S	A	*09	54.1	54.1	55	23.2	Anders Holst Jensen
		27	35	Erik Møller Arkitekter A/S	A	09/10	52.8	50.6	61	30.6	Kirsten Anker Sorensen
	FRI	28	39	Brix & Kamp A/S	CE,E,I	*09	51.6	39.8	80	34.4	Bent Vanggaard
	FRI	29	40	Kuben Management A/S	PM	09	48.8	39.7	35	31.0	Carsten West
	FRI	30	50	Peter Jahn & Partnere A/S	CE, A	*08/09	48.7	36.0	35	14.8	Peter Jahn. Claus Dam
	FRI	31	31	DAI Gruppen A/S	A, MD	09	47.6	50.9	61	18.0	Jørgen H. Therkelsen
	FRI	32	27	Dines Jørgensen & Co A/S	CE, M, PM	08/09	47.0	53.7	53	22.0	Ole Rasmussen
		33	24	White Arkitekter A/S	A	09	45.7	72.2	58	20.9	Claus Jørgensen, Frans Andersen
	FRI	34	46	Jørgen Wessberg A/S Rådgivende Ingeniører	CE,M,E	*09	45.5	37.2	33	41.0	Sören Erik Andreasen
	FRI	35	36	DGE Dansk Geo-Servex A/S	Env	09	45.1	41.9	54	21.2	Poul Erik Jensen
		36	53	CUBO Arkitekter A/S	A	*08/09	44.6	35.8	44	17.1	Peter Dalsgaard
		37	77	Arkitektfirmaet Kjaer & Richter A/S	A	08/09	44.2	25.0	35	17.2	Dan Christensen
		38	55	Dansk Teknologi A/S	I	*09	41.4	35.1	25	18.6	Thomas Lund
		39	42	SWECO Architects A/S	A, PM	09	40.8	38.8	35	13.7	Lone Busk
		40	28	KPF Arkitekter A/S	A	09	40.5	41.0	65	30.7	Michael Reventlow-Mourier
	FRI	41	38	Skude & Jacobsen A/S	MD	09	40.3	40.7	46	36.5	Peter Islev
		42	43	Mangor & Nagel Arkitektfirma A/S	A	*08/09	40.2	38.7	62	20.1	Torben Nagel
		43	56	Aarhus Arkitekterne A/S	A	*08/09	40.0	35.0	45	27.4	Tommy Falch
	FRI	44	86	Hansen. Carlsen & Frølund A/S	CE	08/09	38.8	23.1	34	11.5	Rene Almind
	FRI	45	44	Sloth-Møller Rådgivende Ingeniører A/S	CE	08	38.5	38.5	60		Jørn Plauborg
	FRI	46	33	Hundsbaek & Henriksen A/S	MD	08/09	38.2	45.4	53	20.4	Niels Lerbech Sørensen
	FRI	47	81	Oluf Jørgensen Gruppen	M,E,Enr	08/09	38.0	24.2	37	26.2	Kaj Møller
		48	78	Lundgaard & Tranberg Arkitekter A/S	A	*08/09	37.7	25.0	35	39.7	Lene Tranberg
		49	32	KHR Arkitekter AS	A	09	37.6	50.2	35	28.5	Henrik Danielsen
		50	82	GPP Arkitekter A/S (former Gjørtz. Pank & Partnere)	A	*09	36.1	24.0	31	19.3	Lars Pank
		51	48	Gottlieb & Paludan A/S Arkitekter	A, PM, CE	*09	36.0	36.0	36	11.3	Jesper Gottlieb
		52	51	SAHL Arkitekter A/S	A	*08/09	36.0	36.0	34		Michael B. Hylleborg
		53	52	Kullegaard Arkitekter A/S	A	08/09	35.2	36.0	32	16.2	Thomas Kullegaard
		54	47	C&W Arkitekter A/S (Clausen & Weber)	A	*09	35.0	36.0	28		Michael Petersen
	FRI	55	66	Wissenberg A/S	CE	09	34.7	30.4	34	21.5	Lars Bendix Christensen
	FRI	56	65	Dominia AS. Rådgivende Ingeniører	CE, E, M, PM	09	34.7	30.6	38	24.0	Kjeld Christiansen
		57	57	Dansk Miljørådgivning A/S	Env	*08/09	34.6	34.6	46		Mikael E. Nielsen
		58	58	Dissing + Weitzing Arkitektfirma A/S	A	08	33.9	33.9	54		Lars Søndergaard
		59		Rørbaek og Møller Arkitekter ApS	A	09/10	32.2	30.1	36	22.6	Lars Møller
		60		Hvidt Arkitekter A/S	A	*09	32.2		35	11.1	Henrik Hvidt
		61	34	ProlInvent Gruppen A/S	I	*08/09	32.0	43.4	45	16.5	Leif Dalum
	FRI	62	61	Esbensen Rådgivende Ingeniører A/S	CE, Enr E, M	09	31.6	31.6	41	68.9	Torben Esbensen
	FRI	63		OSK -Ship Tech A/S		08/09	30.8		26	13.2	Anders Hansen
	FRI	64	63	Lyngkilde A/S Rådgivende Ingeniørfirma A/S	CE	08/09	29.0	30.9	37	22.0	Claus H. Larsen
		65	74	Juul Frost Arkitekter A/S	A	*08	28.3	26.0	20		Helle Juul, Fleming Frost

FRI = Member of FRI, the Danish Association of Consulting Engineers (*) = lack of conforming figure/proforma/assumed – = missing figure PM = Project Management, A = Architecture, CE = Civil/Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary

The top 100 Danish, cont.

	09/10	08/09	Group	Services	Annual Report	Turn over MDKK	(Previous year)	Average Tot. Balance sheet number of employees MDKK	CEO/Managing director (December 2010)
	66	54	Vilhelm Lauritzen AS	A	*09	28.1	35.8	50	Søren Daugbjerg
FRI	67	62	AI-Gruppen A/S	A,CE	09	27.6	31.4	35	Jan Bruus Sørensen
	68	72	WITRAZ Arkitekter K/S	A	*09	27.2	27.3	33	Per Zwinge
FRI	69		Eibye & Holmsgaard ApS	CE,PM,E,M	09	27.2		35	Henrik Holmsgaard
FRI	70		Viegand & Maagøe Aps	I	09	26.6		21	Jan Viegand/ Peter Maagøe Petersen
FRI	71	71	Nielsen & Risager A/S	MD	09	26.0	28.2	34	Ib Rasmussen
FRI	72	88	Ingeniørfirmaet P.A. Pedersen A/S	E,Enr,I,PM	08/09	25.7	22.5	32	Lars Otto Kjaer
FRI	73		Arbejdsmiljøcentret A/S		09	25.7		44	Tommy Gilkou
	74	75	Gehl Architects A/S	A	08/09	25.6	25.6	35	Jan Gehl
	75	91	Hou & Partnere A/S	A	09	25.5	21.5	35	Ib Jensen Hou
	76	59	DOMUS arkitekter A/S	A, PM	*09	25.3	33.2	27	Jørgen Skaaning Trolle
	77	79	Cebra Arkitekter A/S	A	*09	25.0	25.0	24	Mikkel Frost
FRI	78	64	Tri-Consult A/S	MD	08/09	24.9	30.8	35	Søren Ibsen
FRI	79	94	Henrik Larsen Rådgivende Ingeniører A/S	CE	09	24.5	20.0	28	Henrik Larsen
	80	41	RUMarkitekter A/S	A	09/10	24.4	39.3	35	Anders Johansen
	81	45	BIG / Bjarke Ingels Group	A	*09	48.7	38.0	104	Sheela Maini Søgaard
FRI	82	76	Lemming & Eriksson Rådgivende Ingeniører A/S	CE	09/10	24.3	25.0	31	Knud Bay
FRI	83	68	Stokvad & Kerstens Rådgivende Ingeniører A/S		09/10	22.5	30.0	21	Jakob Byskov
	84	83	Emcon A/S	PM,CE	*09	22.5	24.0	15	Niels Anker Jørgensen
	85	96	Tegnestuen Vandkunsten ApS	A	*08	22.1	19.3	35	Steffen Kragh
FRI	86	90	Henneby Nielsen Rådgivende Ingeniører A/S	CE	*08	21.9	21.9	35	Jörn Henneby Nielsen
FRI	87	89	Consia Consultants A/S	Env	08	21.7	22.2	12	Erling Rask
	88		Aart A/S	A	*09	20.3		48	Anders Strange
FRI	89		Gimsing & Madsen A/S Rådgivende Ingeniører	CE	09	20.2		21	Martin Svenning Nielsen
	90	95	Triarc A/S Arkitekter	A	08	19.7	19.7	35	Thomas Hvass
	91	73	Develco A/S	I	09/10	19.6	27.1	25	Kresten Nørgaard Christensen
FRI	92		Ingeniørne A/S (Frits Nielsen)		09	19.1		20	Finn Moe Bojsen
FRI	93		Damgaard Rådgivende Ingeniører A/S		*09	18.3	15.8	35	Mogens Damgaard Nielsen
	94		Dorte Mandrup Arkitekter A/S	A	*08/09	18.3	14.1	23	Dorte Mandrup-Poulsen
	95	80	Arkitektfirmaet TKT A/S	A	*08/09	18.0	25.0	16	Søren Vestergaard
	96	99	Claus Bjarrum Arkitekter A/S	A	*09	18.0	18.7	16	S. Heegaard
	97		Fogh & Følner Arkitektfirmaet A/S	A	*08	17.6	14.0	15	Johan Fogh
	98	60	AK 83 Arkitektkontoret A/S	A	09/10	17.5	24.2	19	Lars Levin Madsen
	99	97	LB-Consult A/S	CE,M,E	09	17.5	18.9	15	Lars Bager
	100		Casa Arkitekter A/S	A	09	17.4		13	Birgit Rasmussen

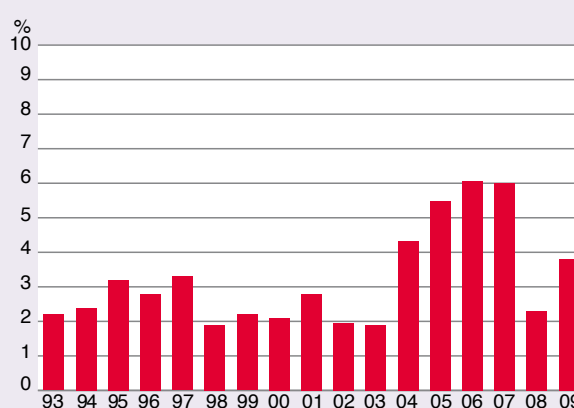
The top 30 Danish groups



Generally speaking, it is a risky business making direct comparisons between key business ratios for the largest firms and corresponding figures for the medium and small-sized firms. In the case of the latter firms, the extensive efforts of the often many partners has a relatively significant impact on the companies' turnover and profit level per employee.

For firms 31-100 in the above list, turnover in 2009 increased by 0.5 % to approximately DKK 2,167 million (DKK 2,157 million in 2008). The number of employees dropped by 3.9 % to 2,483 (2,583). The turnover per employee consequently increased to DKK 872,000 (DKK 835,000). The profit before tax decreased to DKK 31,000 per employee (DKK 33,000). Calculated in terms of profit margin, this gives 3.6 % (3.9 %). The average balance per employee was approximately DKK 471,000 (DKK 425,000).

Result margins



Key business ratio	30 largest groups	(previous year)
Turnover per employee	DKK 715,000	DKK 792,000
Profit after financial items per employee	DKK 26,000	DKK 18,000
Balance sheet total per employee	DKK 440,000	DKK 466,000

The turnover for the 30 largest groups increased by 0.6 % to approximately DKK15,376 million (DKK 15,290 million in 2008). Using the same method of calculation, the average number of employees increased by as much as 11.3 % to 21,495 (19,310). The profit before tax was DKK 26 000 per employee (DKK 18,000 the previous year). The profit margin for the 30 largest firms increased in 2009 to 3.8 % (2.3 %).

RIF Rådgivende Ingeniørers Forening

RIF is the branch organization for authorised consulting companies in Norway. RIF member companies encompass both consulting engineers and other professions, and members' activities are chiefly associated with the building and construction market. In 2010 RIF has 250 membership companies employing a total of approximately 7500 employees and represents approximately 70 % of the independent consultant engineer branch in Norway.

RIF works to ensure that member companies have the best possible framework conditions. RIF shall promote the interests of consultants and consulting companies in the public arena, with policymakers, public authorities and public and private employers.

RIF's activities are based on the following principles:

- To improve the framework conditions for competition, contracting and purchasing for the branch.
- To establish a presence through active participation in the media and in social debate.
- Be represented in important decision-making processes with customers and co-operating partners.

- To increase recruitment and attract young consultants to the branch.
- To contribute to the development of skills and expertise and revitalisation.

RIF is a member of EFCA and FIDIC.

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Clas Svantesson, RIF

this fund in 2010 is forecast to reach NOK 3100 billions.

Economic development is expected to improve in 2011, with growth in the Norwegian economy and in the business sector as a whole. It is thought that the Norwegian economy will maintain its current balance in 2013. The building and construction sector is expected to see an increase in construction activity of 2 % in 2011, and in the case of building and construction in public infrastructure projects and the energy sector that the rise will be 4 %. Activity for consulting engineers has changed from an extremely high level in 2008 to a forecast zero growth in 2010. We expect to see some growth in activity in 2011.

National priorities

Economic freedom to manoeuvre means that the social-democratic government that was re-elected in 2009 for a new 4-year period, is in a position to able to support common solutions and to continue policies that are founded on fairness and a sense of community. National priorities in the period 2010-2014 are to secure continued low levels of unemployment in Norway and to support the healthcare sector, schools and pre-school/day care centres. Differences in living standards will be evened out. Efforts in respect to communications, environmental issues, research and development will intensify. These plans have been concretised in the budgets for 2010 and will mean a further growth in publicly financed infrastructure.

Total investments in the building market in 2010 are expected to be 4 % lower than in 2009. A rise of 2 % is expected in 2011, with a further rise of 3 % in 2012.

The construction of new dwellings will contribute to growth in the building and construction industry in 2011 and 2012. Public works in the fields of education, health and administration facilities will remain stable. Activities in private commercial buildings encompassing industry, commerce, hotels and the retail/wholesale sectors will continue to show a slow fall in 2011 and 2012.

Investments in construction projects will increase by 4 % in 2011 and 3 % in 2012. Investments in major oil and gas plant are

Domestic growth in 2009 and 2010

In common with other countries, Norway has experienced a downturn with a decline in the real economy during the last year. The financial crisis in the autumn of 2008 and the National Debt crises in the Euro Zone in 2010 are affecting the real economy. All this notwithstanding, Norway has managed its affairs better than the majority of countries, with growth in both public and private consumption. The political priority has been on growth in employment in the public sector rather than investment, a fact that has negatively affected growth in certain other areas in the economy. The last applies in particular to competitively vulnerable land-based industry and the building and construction sectors, both of which have seen a decline in production of 7 % from 2007-2010. Norwegian consulting engineers have seen a comparable rise in activity for the same period.

Given the forecast price increase (1.5 %), low unemployment (3.5 %), an increase in BNP for mainland Norway (3.1 %) Norway has thus far steered a successful course through the global recession. A high level of activity in the oil and gas sector with stable and high prices over several years has led to a large export surplus, which in 2010 is expected to surpass NOK 300 billion. This indicates a continued satisfactory level of activity in the Norwegian economy and for Norwegian consulting engineers into 2011.

In order to counteract excessively high cost levels and to moderate domestic consumption, Norway established the Government Pension Fund (The Global State Pension Fund) in the 1990s for future generations. The market value of

nearing the final phase, while public investments in road, rail and other infrastructure will increase noticeably in 2010, 2011 and 2012. The same applies to plant in other energy sectors such as hydroelectric power, power transmission lines (the National Grid) and other forms of renewable energy. The new national transport plan, presented in 2009, is progressive and budget appropriations along with income from toll collection fees will result in an increase in the level of activity after 2012. With regard to investments in oil and gas, investments in major land based plant will be drastically reduced, but upgrading and several smaller offshore development projects will contribute to that total investments will show a marked increase in the years ahead. These investments are closely linked to good and increasing prices for oil and gas and the need to extend the production lifespan of older oil and gas fields.

State of the Nation

There is an active and ongoing debate in Norway concerning what the Kingdom should be considering using its large and increasing oil revenues for. Should these be put aside for future generations or should the nation invest more in real capital such as new construction and maintenance of infrastructure, water and drainage and energy plant.

In March 2010 RIF published a Norwegian State of the Nation (SotN) based on the format used in similar reports published in USA, Finland, Denmark and Great Britain. The report was launched at Byggedagene 2010 before a gathering of representatives of the branch, leading politicians and the media, and was the subject of massive attention in the media and the public domain. SotN shows the status, development trends and future securing of municipal buildings, health institution buildings, the railways, national/county and municipal roads, airports, water, drainage/sewage, refuse handling, energy production and energy distribution. Norway achieved an average mark of 3 on a scale of 1 to 5. This means that building and construction has an acceptable, but not good standard.

Railways and drainage/sewage plant achieved the mark 2, which means that the plant is in such poor condition that

functionality is threatened. In the mid-area, 3 we find municipal buildings, health institution buildings, national and county roads, municipal roads and water supply plant. Airports, refuse handling, energy production and energy distribution all score 4, which shows that Norway also has some good plant.

The report also revealed that maintenance has fallen way behind, in particular in the case of drainage/sewage works, railways and municipal buildings. The estimated total investment necessary to achieve acceptable levels here is more than NOK 800 billions. RIF took the initiative to the report because decisions concerning investments must be based on knowledge of the actual state of the buildings and plant, and the degree to which they meet with current and future requirements. It is therefore with great pleasure that we note that SotN has achieved status as a reference work for the media, politicians and other organisations. It is amongst other things often quoted in connection with proposals for the national budget for 2011 and in a public report published in November on how climate change is affecting the Norwegian infrastructure. RIF plans to update the report a few years down the line.

A number of exciting projects

Cultural buildings: Major investments are being made in new cultural buildings. The new National Museum in Oslo, key cultural buildings in Kristiansand, Stavanger and in other towns and cities are in the course of planning and construction.

Hospitals: New construction and rehabilitation of hospitals in all health regions in Norway. The largest projects in this sector are Haukeland Hospital in Bergen, Nordlands Hospital in Bodø, the new Østfold Hospital and other hospitals are under planning.

Roads and railways: Several motorway projects in and around larger towns and cities. Further expansion of the motorway network in the Eastern Region and bridge/tunnel projects in order to link regions more effectively and to reduce avalanche hazards. Upgrades and construction of railways, in order to improve punctuality and to increase capacity.

Energy: Norwegian energy and power production has traditionally been based on hydroelectric power. Several challenging and exciting projects are under way, investments are being made in several new hydroelectric plants, older generating plants are being refurbished to increase generating capacity and a number of new mini power stations are under construction. The capacity of the transmission network (the National Grid) is to be increased. In addition to this, many new and exciting projects in the field of alternative energy forms such as offshore wind power, onshore wind power, biogas and power and thermal solar cell generating and storage plant. Major investments will depend on the implementation of the EU Directive on Renewable Energy and the further development of the framework for green certificates.

The new airport terminal at Oslo – Gardermoen is under planning. A terminal building, taxiways and aircraft parking stands with the accompanying technical infrastructure, together with the public access side that encompasses access roads, traffic courtyards, indoor parking facilities and technical infrastructure

International projects: There is a great deal of competition and major economic and ethical risk associated with foreign aid projects. This issue, along with the increasingly global scope of aid and Norwegian foreign aid authorities' framework agreements with other public enterprises, research institutions and ministries that are exempt from competition, has meant that Norwegian consulting engineer companies have altered their strategy for their international enterprises.

These changes have led to a move away from pure aid projects, towards involvement in investments in more developed countries and in purely commercial projects involving lower risk. The export share in 2004 was close to 10 %; however it is expected to be around 5 % in 2010.

Restructuring in the domestic market continues – where to now?

Major restructuring in the consultancy branch is currently taking place in the Nordic Region and Europe – with a trend towards the creation of increasingly larger

international enterprises. We see the same trend in Norway.

The situation in Norway is that more than 40 % of the branch is now wholly or partially owned by other Nordic enterprises, and more than 70 % of employees in the branch work for the 6 largest companies.

Restructuring of the Norwegian market is characterised by the fact that large companies purchase smaller local enterprises to serve a local market and to create an inter-disciplinary resource base “in-house”, in order to meet the manpower requirements of major national projects. We have not seen the same clear international strategy from major Norwegian consulting enterprises. One tends to view the Nordic Region as the domestic market and has strategies for this. Apart from acquisitions in the Nordic Region, little is happening.

Norconsult AS - which is the largest consultancy company in Norway, with an expected turnover of NOK 2.0 billion – purchased Techno Consult Møre AS in March. In September and October the landscape architect company VEST landskap AS in Sogndal and Hardanger Consult AS were acquired. At the same time the company Pro Teknologi AS was acquired.

In January Multiconsult AS took over the company IndustriPlan.

Also in January, Rambøll Norge acquired the company SBV-Consult. In May the company bought Ingeniørservice AS in Rogaland and Polarplan in Finnmark. A little later the company also acquired Rail X, one of Norway’s leading centres of expertise in rail transport.

In 2010 SWECO purchased the company Effekt RI in Northern Norway

Cowi acquired the company Sørlandskon-sult in June, and in the same month purchased 30 % of Aviaplan AS, a company engaged in airport planning.

In April Asplan Viak entered into an agreement with Agenda Kaupang on strategic co-operation in the areas of expertise social analyses and social planning. Asplan Viak also purchased the company KanEnergi.

The company PTL changed its name to Faveo as a result of the merger with the Swedish company Swepro.

Clas Svantesson, RIF

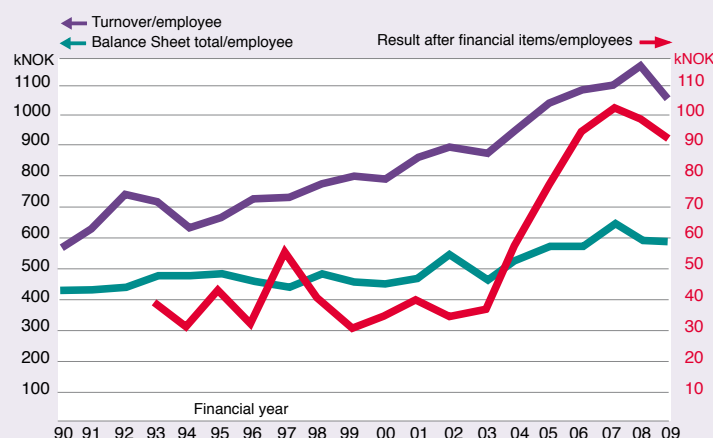
The top 100 Norwegian consulting engineering and architectural groups

	09/10	08/09	Group	Services	Annual Report	Turn over MDKK	(Previous year)	Average number of employees	Tot. Balance sheet MNOK	CEO/Managing director (December 2010)	
	RIF	1	1	Norconsult AS-koncernen	MD	09	2,012.6	1,911.4	1,770	1,029.4	John Nyheim
	RIF	2	3	Multiconsult (IndustriPlan, Jan 2010) proforma	MD	09	1,189.8	1,104.1	1,089	737.1	Sverre Qual
	RIF	3	4	SWECO Norge AS	MD	09	1,061.3	988.5	906	566.9	Vibecke Hverven
		4	2	Reinertsen Engineering	MD	*09	1,029.6	1,107.8	881		Erik Reinertsen
	RIF	5	5	Rambøll Norge AS	MD	09	960.1	897.1	999	396.8	Ole Petter Thunes
	RIF	6	6	COWI AS	MD	09	791.7	737.6	681	409.5	Treje Byglad Nikolaisen
	RIF	7	7	Asplan Viak koncernen	CE,Env,A	09	551.7	540.6	573	274.5	Øyvind Mork
	RIF	8	12	Faveo Management AS (fusion PTL & SWEPRO from Sweden) proforma	PM	09	370.0	179.3	286	97.8	Sven Erik Nørholm (Norge), Miguel Guirao (CEO group)
	RIF	9	9	Dr. Ing. Aas-Jacobsen A/S - group	CE, PM	09	263.4	248.0	113	120.6	Trond A. Hagen
	RIF	10	13	Hjellnes Consult AS	MD	09	196.2	171.8	141	108.2	Geir Knudsen
		11	10	LINK Signatur Group	A, PM	09	168.4	186.7	156	76.7	Siri Legernes
		12	14	Techconsult AS	PM,I	09	154.2	167.6	81	46.3	Ronny Meyer
		13	8	Snøhetta AS	A	09	145.6	316.9	90	67.3	Ole E. Gustavsen
		14	18	OEC Consulting AS	Enr,I,PM	09	142.8	125.9	56	62.3	Knut Hegge
		15	15	OPAK A/S	PM,Env,Enr,E	09	132.4	138.6	132	38.9	Jan-Henry Hansen
		16	17	DARK Gruppen Arkitekter AS	A	08	127.0	112.0	120		Kjell Fek Østlie
	RIF	17	21	ÅF Norge bolagen	M,E,Enr, I	09	125.0	112.4	116	53.6	Ove Guttormsen
	RIF	18	11	Dr. techn. Olav Olsen A.S	CE, Enr,Env, PM	09	116.2	186.7	91	58.1	Tor Ole Olsen
		19	16	Narud-Stokke-Wiig A/S (group)	A	09	114.4	130.2	95	42.0	Ole Wiig
		20	20	Teleplan Consulting AS	E	09	111.1	114.5	53	61.1	Asgeir Myhre
	RIF	21	23	Agder Energi Nettkonsult AS	Enr	09	99.5	100.0	63	92.6	Kjell Myrann
	RIF	22	24	Barlindhaug Consult AS	MD	09	92.5	90.0	88	56.4	Arnor J. Jensen
		23	22	Kongsberg Devotek AS (co-owned by Semcon AB, Sweden)	I	09	90.7	101.9	87	29.2	Per Håvard Kleven
	RIF	24	25	Erichsen & Horgen A/S	M	09	84.1	80.2	79	47.8	Jon Kåre Beisvåg
	RIF	25	26	Holte Consulting As	PM,CE,Enr	09	79.6	80.2	55	41.8	Are Strøm
	RIF	26	28	ViaNova Plan og Trafikk AS	CE,PM	09	72.7	63.9	48	40.2	Tor Erik Saltnes
	RIF	27	27	Myklebust AS	CE, PM	09	64.4	64.5	64	35.4	Børge Bertelsen
		28	30	Niels Torp AS Arkitekter	A	09	59.3	62.0	53	40.0	Niels A. Torp
	RIF	29	37	A.L. Høyer AS	PM, CE	09	58.0	48.2	46	26.8	Liv Odden
		30	31	Arkitektkontoret Hille+Melbye A/S	A,PM	09	57.4	59.5	43	18.5	Melvin Eiesland
		31	47	Kåre Hagen konsernen	PM	09	55.1	39.8	42	22.7	Arne Surén
		32	19	Rambøll Oil & Gas AS (dt Rambøll Danmark)	Enr,I	09	52.4	125.8	54	78.2	Henning Flingtorp
	RIF	33	45	ECT AS	E,PM	09	50.7	41.1	49	22.5	Jan Henning Quist
		34	33	Arkitektfirmaet C.F. Møller Norge AS	A	09	50.6	54.3	40	17.6	Solveig Anette Erdahl
		35		BGO Arkitekter AS	A	09	47.7	63.3	55	24.3	Sverre Svendsen
		36	29	Medplan AS arkitekter	A	09	47.7	63.3	55	24.3	Randi Mandt
		37	43	Lund & Slaatto Arkitekter AS	A	09	47.3	43.0	35	20.5	Bjarne Bjørnstad
		38	39	Lpo Arkitekter As	A	09	43.3	46.7	47	17.4	Lisbeth Halseth
		39	38	Arkitekterne Astrup & Hellern AS	A	09	39.2	48.1	28	20.8	Åke Letting
		40	40	Lund Hagem Arkitekter AS	A	09	38.7	46.0	35	18.0	Svein Lund
	RIF	41	48	Sjåtil & Fornæss AS	CE,A,PM	09	38.3	39.1	34	14.1	Dag Fornæss
		42	36	AMB Arkitekter AS	A	09	37.2	49.2	28	12.4	Michael Bowe
	RIF	43	69	PABAS Ingeniør P.A. Bakkejord A.S	CE,PM,A	09	37.0	26.1	16	17.0	Ketil Bakkejord
	RIF	44	49	RG-prosjekt AS	CE,Env, PM	09	36.2	38.3	38	13.8	Atle Romstad
		45	67	Techni AS	I	09	34.9	27.2	32	18.1	Dag Almar Hansen
		46	41	Heggelund & Koxvold Arkitekter AS	A, PM	09	34.4	44.3	28	19.0	Jon Heggelund
	RIF	47	46	F.Holm A.S	PM	09	33.9	40.0	23	8.9	Gregers Barfod
		48	34	Poyry Forest Industry AS	I	09	33.8	51.3	32	16.0	Espen Chr. Huth
		49	51	Solem Hartmann Arkitekter AS	A	09	33.3	33.1	34	19.3	Lars Meland
	RIF	50	55	Brekke & Strand AS	Env	09	32.9	30.7	25	13.0	Ingjerd Elise Aaraas
		51	44	IndustriConsult AS	I,MD	09	30.5	41.5	17	15.0	Jørgen E. Andersen
		52	56	Ramböll (Aros) Arkitekter AS	A	09	30.1	26.6	31		Ingeborg Hovland
	RIF	53	58	Byggsanalyse AS	PM	09	30.0	29.6	24	17.6	Frank Henry Roberg
	RIF	54	70	Dimensjon Rådgivning AS	Env, CE, PM	09	29.8	25.4	28	12.9	Njål Erland
	RIF	55	61	Nordplan AS	CE,A	09	29.7	27.3	36	8.8	Svein Rotevatn
	RIF	56	57	Sivilingeniør Knut Finseth AS	CE	09	28.8	29.8	30	13.7	Pål Jevanord
		57	60	Arkitektkontoret Børve og Borchsenius	A, PM,CE	09	27.5	28.7	29	18.5	Jan Olav Horgmo
		58	32	Arcasa Arkitekter AS	A	09	27.3	54.9	25	10.5	Per Erik Martinussen
		59	53	Per Knudsen Arkitektkontor AS	A	09	27.2	32.8	29	11.7	Nina Kjølland
	RIF	60	64	Prosjektutvikling Midt-Norge AS	PM,CE,E,M	09	27.1	27.3	22	13.3	Odd J. Tillerli
	RIF	61	68	A.L. Høyer Skien AS	PM, CE	09	26.8	26.7	15	7.5	Jörn Elinar Lindgren
		62	52	HRTB A/S Arkitekter	A	09	26.7	33.0	20	18.9	Ola Mowe
		63	42	Poyry Energy AS	Enr	09	26.5	43.5	12	11.1	Per A. Sjursæther
		64	66	Eliassen og Lambertz-Nilssen Ark. AS	A	09	25.8	27.3	22	21.4	Anne Guri Grimsby
	RIF	65	92	EIC Engineering	PM. E	09	25.5	19.1	9	5.8	Erik Mortensen

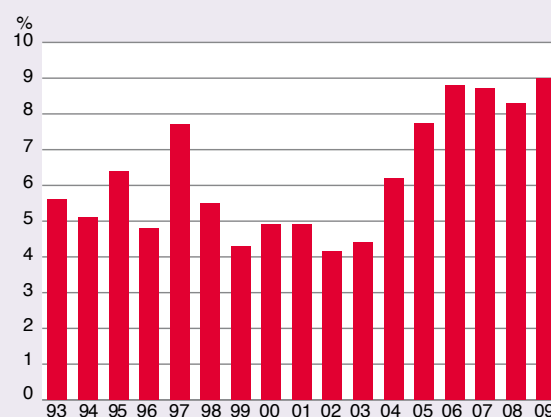
RIF = Member of RIF, the Association of Consulting Engineers, Norway (*) = lack of conforming figure/proforma/assumed – = missing figure PM = Project Management, A = Architecture, CE = Civil/Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary

09/10	08/09	Group	Services	Annual Report	Turn over MDKK	(Previous year)	Average number of employees	Tot. Balance sheet MNOK	CEO/Managing director (December 2010)
RIF 66	61	Sørlandskonsult AS	MD	09	25.3	28.2	26	11.4	Vidar Valen
RIF 67	72	Itech AS	M,E	09	25.2	23.8	19	10.5	Håvard Olsen Winger
68	97	Arkitektgruppen CUBUS A/S	A	09	24.9	18.4	27	10.8	Erik Wald-Jacobsen
RIF 69	50	Artec Prosjekt Team AS	CE, PM	09	24.6	34.1	26	10.4	Per Steffen Reigstad
70	73	Ingeniørfirmaet Malnes Og Endresen AS	E	09	24.3	23.1	22	8.7	Roger Malnes
RIF 71	77	Ingeniør Per Rasmussen AS	E	09	24.2	22.3	15	18.0	Per H. Rasmussen
RIF 72	75	Gcon AS	CE	09	23.7	22.5	13	8.3	Lasse Grødum
RIF 73	78	Planstyring AS	PM, CE	09	23.7	22.2	23	10.4	Reidar Grande
RIF 74	89	Staerk & Co AS	PM	09	23.3	19.6	20	1.3	Jan Lindland
75	59	L2 Arkitekter AS (former Lunde & Løvseth arkitekter A/S)	A	09	22.6	28.9	16	13.5	Jon Flatebø
76	95	øKAW AS Arkitekter	A	09	22.6	18.6	20	9.7	Else Wehler
RIF 77	54	Techno Consult Møre AS	M, E, Env, PM	09	22.1	26.9	5	9.8	Einar Meisfjord
RIF 78	74	Siv.ing Stener Sørensen AS	CE	09	21.9	22.6	23	16.1	Bo Gunsell
79	79	Abo Plan & Arkitektur As	A	09	21.8	22.1	20	10.1	Lars Christensen
80		Arkitektgruppen Lille Frøen AS	A	09	21.8	19.6	15	13.6	Hanne Bauck
81	85	Meinich Arkitekter AS	A	09	21.5	21.0	13	6.7	Are Meinich
82	71	Solheim + Jacobsen Arkitekter AS	A	09	21.2	24.2	26	13.9	Anne Sudbø
RIF 83	87	ViaNova Kristinasand AS	CE	09	21.0	20.0	14	8.0	Tore A. Hals
84		HLM Arkitektur & Plan AS	A	09	20.4	14.4	13	7.4	Marie Louise Lekven
85	84	Kristiansen & Bernhardt Arkitektur Interiør AS	A	09	20.4	21.1	25	9.7	Thorvald Veire Bernhardt
RIF 86	91	ElectroNova AS	E	09	20.2	19.1	14	15.3	Trond Einar Kristiansen
RIF 87	90	Sivilingeniør Karl Knudsen As	PM, CE	09	20.0	19.5	18	6.8	Arnstien Garli
RIF 88		Stavsengs Ingeniørfirma AS	PM,CE	09	19.9	18.0	17	13.9	Svein Inge Stavseng
89	96	Ottar Arkitekter AS	A	09	19.83	18.5	17	8.8	Tom Hauland Ottar
90	76	Arkitekterne Halvorsen & Reine AS	A	09	19.6	22.4	21	17.1	Karin Aarstrand Reine
91		Reiulf Ramstad Arkitekter A/S	A	09	19.6	12.4	12	11.2	Reiulf Daniel Ramstad
92	83	A-Tek AS Ingeniørfirma	Enr, I, M	09	19.5	21.1	17	9.8	Jonny Edvardsen
93		Stormorken & Hamre AS	CE	09	19.1	13.8	10	10.6	Jan Kristoffer Slåtten
94		Kristin Jarmund Arkitekter AS	A	09	18.8	16.2	15	5.4	Ola Helle
95		Arkitektkontoret Nils Tveit AS	A	09	18.6	15.6	10	11.8	Nils Tveit
RIF 96		Geovest Haugland	CE	09	18.6	16.5	19	7.9	Hilde Aspås
97	80	Brandsberg-Dahl's Arkitektkontor AS	A	09	18.1	22.1	17	12.0	Hans Jørgen Mo
RIF 98	93	Roar Jørgensen AS	PM,CE	09	17.8	19.1	21	8.9	Roar Jørgensen
RIF 99		CoNova AS	CE	09	17.8	17.6	10	9.3	Arne H. Winther
RIF 100	94	SBV Consult AS	CE	09	17.4	18.8	19	9.7	Per Arne Søgård

The top 30 Norwegian groups



Result margins



Generally speaking, it is a risky business making direct comparisons between key business ratios for the largest firms and corresponding figures for the medium and small-sized firms. In the case of the latter firms, the extensive efforts of the often many partners has a relatively significant impact on the companies' turnover and profit level per employee.

For firms 31-100 in the above list, turnover in 2009 increased by 2.6 % to approximately NOK 2,058 million (NOK 2,112 million in 2008). The number of employees increased by 1.4 % till 1,736 (1,712). The turnover per employee consequently decreased to NOK 1,185,000 (previous year 1,234). The profit before tax decreased to NOK 86,000 per employee (NOK 142). Calculated in terms of profit margin, this gives 7.3 % (11.5 %). The average balance per employee was approximately NOK 586,000 (NOK 560,000).

Key business ratio	30 largest groups	(previous year)
Turnover per employee	NOK 1,053,000	NOK 1,169,000
Profit after financial items per employee	NOK 92,000	NOK 98,000
Balance sheet total per employee	NOK 594,000	NOK 599,000

The turnover for the 30 largest groups decreased by 4.1 % to NOK 9,292 million (NOK 9,687 million in 2008). Using the same method of calculation, the average number of employees increased by 6.5 % to 8,821 (8,284). The profit before tax was NOK 92,000 per employee (NOK 98,000 the previous year). The profit margin for the 30 largest firms increased in 2009 to 9.0 % (8.3 %).

The Association of Consulting Engineers, FRV

The Association of Consulting Engineers (FRV) is the trade and employers' association for consulting engineering firms in Iceland. FRV is a negotiating body that engages in negotiations with the labour unions that represent the interests of engineers and technicians. The current wage agreements were to expire at the end of April 2009, but as a result of the economic crisis they have been extended with no changes for the time being. FRV has 25 member firms with a total of approximately 950 employees, and represents some 85% of the available resources in the sector. FRV aims to support its member firms by contributing to the improvement of their general business and working conditions, and by improving the profile of the industry and its recognition in general. FRV is attempting to increase the visibility of engineering consultants and to keep attention focused on the importance of good consultancy and quality design. The primary condition for membership of the association is that the member firms have a certain minimum number of employees with the stipulated expertise and experience in consultancy.

FRV endeavours to improve the working conditions of engineering consultants by maintaining an influence on the terms of standard agreement, insurance, etc. and by disseminating information to the member companies.



Magnús Baldursson, FRV

FRV is a member of FIDIC (Fédération Internationale des Ingénieurs-Conseils) and EFCA (the European Federation of Engineering Consultancy Associations).

FRV's homepage: www.frv.is.

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The Trade and Employers' Organisation for Architectural Firms, FSSA

FSSA is the trade and employers' association for architectural firms in Iceland, and is a negotiating body that engages in negotiations with the architects' labour union. The current wage agreement for architectural firms was due to expire at the end of February 2009, but due to the state of the economy it has been extended with no changes for the time being. FSSA has 28 member firms which have decreased drastically in size because of the economic crisis in Iceland. FSSA represents some 80% of the available resources in the sector.

FSSA aims to support its member firms by contributing to the improvement of their general business operations, increasing their visibility and by improving the profile of the industry and its recognition in general.

FSSA works in close co-operation with FRV. The associations share office space and FRV services the association on a daily basis.

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Deep recession on the Icelandic market

Since October 2008, the Icelandic economy has been in a deep recession. The adaptation of businesses and households to a new reality has been, and will be, difficult. Decreased value of assets, pay cuts and lost jobs is the reality for many. Domestic demand dropped more in 2009 than ever before in the history of the Icelandic State (independent in 1944). Private consumption is projected to rise in 2011, but remains low while households take on more debt and less income. The value of the currency has stayed low throughout 2010, thereby stimulating exports. A stronger global economy has also had a positive effect on the export of goods and services. It is predicted that the economic growth rate will be back on the positive side from 2011 onwards.

There has been a substantial decrease in the operations of consulting firms, in

architecture and engineering, in Iceland during 2009 and 2010. They have had to lay off many employees over the past 12 months, and many of the smaller firms are down 30-50% in size. The larger engineering companies appear to be managing better than the small or medium sized companies. The larger firms, with 200-400 staff, are more involved in industrial projects that are ongoing, and have also been able to gain a stronger foothold in foreign markets at the same time as the Icelandic State, municipalities and most of the private sector have almost come to a standstill as far as new projects are concerned. The ongoing design of a new hospital in Reykjavik is one of very few exceptions.

Some of the plans for projects in energy-intensive industrial projects and energy production projects that were on the

drawing board in 2009 have been delayed, while new projects in this area are already at the design stage.

Architectural firms were badly hit by the financial crisis in the autumn of 2008. There was almost a total stop in residential and office building projects. The firms have decreased substantially in size and some architectural firms have gone bankrupt. Because of overcapacity in the building sector it is foreseen that the architectural firms will still be facing problems in 2011 and 2012, although the situation will slowly improve over the next few years.

Operating performance of FRV's member firms in 2009

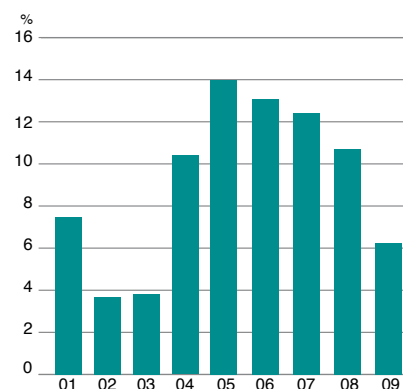
According to a survey carried out by FRV, the total turnover for 2009 was ISK 11.147 million, a decrease of more than

36% from the previous year. The average profit among member firms was 6.7% of the turnover for 2009, as opposed to 10.7% in 2008. The average profit and total turnover for the past several years can be seen from the graphs below. No similar survey has been made by FSSA for the architectural firms.

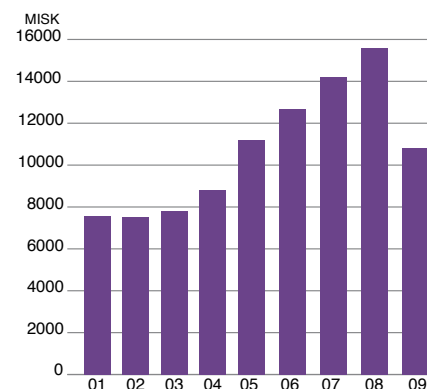
Magnús Baldursson, FRV

FRV memberfirms

Profit



Total turnover (estimated)



The top 20 Icelandic consulting engineering and architectural groups

Figures in million Icelandic Krónas. Yearmedium 2009; 100 ISK = 0,5678 EUR

09/10	08/09	Group	Services	Turnover	(Previous year)	Average number of employees	Balance	Managing Director
FRV	1	1 Mannvit hf	MD	3,838	6,500	360		Eyjólfur Árni Rafnsson
FRV	2	2 Verkis hf.	MD	3,105	4,116	275	1,943	Sveinn I. Ólafsson
FRV	3	3 Efla hf.	MD	2,970	3,429	192	1,438	Guðmundur Þorbjörnsson
FRV	4	4 Almenna verkfræðistofan hf.	MD	654	994	62	380	Helgi Valdimarsson
FRV	5	5 VSÓ Ráðgjöf ehf.	MD	500	840	50	310	Grimur Már Jónasson
FRV	6	7 Hnit hf.	PM, CE, Enr	307	577	36	129	Harald B. Alfreðsson
FSSA	7	6 THG Arkitektar	A, PM	252	608	17	217	Halldór Guðmundsson
FRV	8	10 Verkfræðistofa Suðurnesja ehf.	CE, Enr, PM, E	179	288	19	132	Brynjólfur Guðmundsson
FSSA	9	15 Tark - Teiknistofan ehf.	A	175	251	17	72	Ivon Stefán Cilia
FRV	10	9 VSB verkfræðistofa ehf.	CE, M, PM, E, Enr.	160	420	24	53	Stefán Veturliðason
FRV	11	17 VJI ehf.	E, Enr, I, PM	150	208	17	10	Magnús Kristbergsson
FSSA	12	8 Arkís ehf.	A	148	501	21	3	Þorvarður Lárus Björgvinsson
FRV	13	14 Ferill ehf., verkfræðistofa	CE, PM	130	260	21	30	Ásmundur Ingvarsson
FSSA	14	12 ASK arkitektar ehf.	A	125	278	12	45	Páll Gunnlaugsson
	15	18 Verkfræðistofa Norðurlands	MD	113	164	13	59	Eiríkur Jónsson
FSSA	16	11 Batterið ehf.	A, PM	112	283	20	2	Guðmundur Ósvaldsson
FSSA	17	20 Gláma Kím	A, PM	60	120	8	30	Árni Kjartansson
FSSA	18	13 VA arkitektar	A	50	269	8	31	Heba Hertervig
FSSA	19	19 Arkþing ehf.	A, PM	47	152	7	18	Hjörtur Pálsson
FSSA	20	16 Arkitektur.is	A	32	237	8	82	Helga Benediktsdóttir

Key business ratio

30 largest groups

(previous year)

Turnover per employee	11.05 MISK	13.55 MISK
Profit after financial items per employee	0.59 MISK	1.19 MISK
Balance sheet total per employee	4.20 MISK	6.68 MISK

The total turnover for the top 20 groups was 13,100 MISK (20,500 MISK previous year) and the average number of employees was 1,187 (1,512). The profit margin was 5.34 % (8.72 %).

SKOL in brief

SKOL is a professional and employers' association for independent and private consulting firms with a membership of 223 consulting engineering and architect firms. SKOL member firms employ some 13 500 personnel in Finland and their foreign subsidiaries employ some 8000 people abroad. Many SKOL members belong to international groupings, which together employ over 55 000 staff all over the world.

SKOL aims to promote professional and independent consulting engineering, to improve the preconditions for consulting and to monitor the interests of the members both in Finland and abroad. The principal goals are to guarantee high quality and to develop efficiency, profitability and solidity. The association highlights quality as being the main criterion in the selection of consultants.

The strategic themes in the SKOL action plan for 2010 are:

- SKOL members have skilled, educated and developing resources.
- The SKOL sector is visible, appreciated and has a good image.
- Consulting engineering markets are functional and competition is fair.
- Labour markets and conditions are flexible and encouraging.
- SKOL member firms are competitive, progressive and profitable.

As a consequence of the economic recession, special consideration is given to proactive measures in the market changes and working environment, as well as to flexible employment conditions and the use of resources.

SKOL is a member of the International Federation of Consulting Engineers, FIDIC. The association adheres to the principles of FIDIC, and the members of SKOL are required to meet the standards of codes and practices as well as the membership qualifications of FIDIC. SKOL is also a member of the European Federation of Engineering Consultancy Associations, EFCA, and cooperates with consultancy associations in neighbouring countries within Scandinavia and the Baltic area.



Timo Myllys, SKOL

SKOL member firms must act impartially in commercial, manufacturing and contracting operations, and must have practised independent engineering, architecture or some other form of consulting for at least a year. The executives and senior consultants of a member firm must be full-time consultants and have adequate education and experience in their special fields.

SKOL capacity represents two thirds of the total consulting engineering capacity in Finland. Currently, the annual invoicing of SKOL's member firms amounts to approximately EUR 1200 million. Building construction accounts for 38 per cent, municipal engineering for 27 per cent and industrial projects for 32 per cent of domestic works. Approximately 23 per cent of all turnover comes from foreign operations. Finnish consulting engineers have references in more than 100 countries on all continents.

The 13 500 personnel employed in SKOL member firms have a high level of education. Some 70 per cent of them have a university or technical college degree. The 25 largest firms, with over 100 employees, have a total staff of 10 000, another 24 medium-sized companies with between 30 and 100 employees have 1 500 staff and 174 small firms with fewer than 30 employees employ about 2000 staff.

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A quarter of the firms expect domestic markets to increase next year, and half of them anticipate a growth in exports. A few firms still expect a decrease in both domestic and export markets. The most pessimistic expectations are reported in domestic infrastructure.

Turnover is forecast to remain this year on a level of EUR 1,200 million, as in 2009. The building sector may experience minor growth and the industrial sector a minor decline.

Russia still number one for exports in 2009

Foreign turnover of EUR 280 million came mainly from companies active in the industrial sector, which invoiced EUR 190 million – or 70 per cent of the total. Building engineering firms had foreign work worth EUR 25 million and civil engineering firms work valued at EUR 30 million. The remainder of the foreign income, EUR 35 million, came from development projects in education, health, the social sector and other sources.

European countries, including Russia, accounted for approximately 65 per cent of foreign turnover and Asian countries for 19 per cent. Finnida development-financed projects generated EUR 22 million in exports compared to the EUR 18 million of the previous year. The five most important export countries were Russia, Germany, Sweden, China and the USA.

Results achieved by SKOL member firms down in 2009

The results in turnover achieved by SKOL member firms in 2009 show a 14 per cent decrease compared with 2008. The number of personnel employed by SKOL members totalled 13,500 in spring 2010, which was seven per cent lower than the year before.

The economic results in fact declined by as much as two thirds compared with the previous year's high level. In 2009, the operating profit made by SKOL member firms was 5.3 per cent and the operating margin was 7.1 per cent. The overall result was reduced mainly by the growing manpower expenses and the decrease in financial income.

The total turnover generated by SKOL member firms in 2009 was EUR 1 200

SKOL members anticipate low growth

According to SKOL forecasts, the sector is gradually moving in the direction of growth, especially in the building sector. The volume of orders in hand among consulting engineering firms has increased by four per cent since spring 2010. By October 2010, the total order volume for all sectors represented on average five months' work instead of the four month volume reported in April. Although

domestic orders for infrastructure have decreased since April 2010, exports have grown. The building sector appears to have recovered already, and the domestic market seems to be slowly expanding from a rock-bottom level. Export industries are still in recession with approximately four months of orders in hand, but expectations for an expanding market are good.

million, which represents a 14 per cent decrease from the previous year. Domestic turnover amounted to EUR 920 million, which is a decline of eight per cent, and foreign turnover was approximately EUR 280 million, which is equivalent to a decrease of some 30 per cent.

The domestic turnover of EUR 920 million came mainly from building sector firms, which invoiced EUR 350 million, and from engineering firms in the industrial sector, which invoiced EUR 290 million. The civil engineering sector generated EUR 245 million in domestic invoicing, with the remaining EUR 35 million coming from education, management consulting and other sources.

A 3 % growth in GDP for 2010 but 8 % unemployment

Finland's economy has picked up during the course of the year. If the recent growth rate were to continue until the end of the year, Finland's GDP would grow by as much as 4 % and industrial output by 14 %. Construction volumes and revenues have also begun to recover, and the demand for construction products has picked up. The Ministry of Finance raised its GDP forecast for this year to 2 per cent and to 3 per cent for next year.

As with industrial output, the turnaround in foreign trade is also strong. Imports and exports fell during the recession, and now both are growing again at the same time. Trade surpluses diminished, but at no stage did the value of imports exceed the value of exports.

Economic recovery and the fiscal policy measures adopted to support recovery will help the employment situation in 2011. The number of jobs will rise in both industry and services. Even though the total number of unemployed is falling, the number of long-term unemployed may rise if there is a mismatch between the labour supply, on the one hand, and the need for labour in different regions and industries, on the other.

The unemployment rate will decrease to 8.2 % from over 9 %. The employment situation will improve further in 2011. Unemployment and employment rates will revert almost to the exceptionally strong figures seen in 2008, with the

possible exception of long-term unemployment.

No increase in public investment

Public investment as a proportion of total investment in Finland is less than 15% and falls below 3% of total domestic demand. Central government investment consists mainly of civil engineering investment, whereas most of the investment from local government goes into non-residential building construction. The local government sector accounts for two-thirds of public investment.

In 2010, public investment will be depressed primarily by the fact that investment by employment pension funds is expected to return to normal levels from the exceptionally high figures last year. The value of state investment increased by 17% from 2007 to 2009, and it is projected that investment will continue to remain at this level throughout next year.

Six new transport projects will be launched in 2011. The largest ongoing public investment projects are the Western Metro Extension and the Ring Rail Line. Local government investment is expected to fall somewhat in 2010 due to the tighter economic situation. However, over the next few years it is anticipated that investment will remain at its current high level because of necessary renovation works, increasing service needs in population growth centres and ongoing structural reforms.

Inventory investment in decline

In manufacturing, the value of finished products inventories fell by almost 15 % in the space of one year. Inventories of raw materials and intermediate products declined more sharply than finished products inventories. The decline in inventories was most noticeable in the forest industry and traditional metal industry. In the chemical industry, the value of finished products inventories started rising towards the end of the year.

The value of new orders received in industry has risen, thus improving the outlook for industrial output. The recovery in demand will probably persuade industries to prepare for growing demand, among other ways by increasing their inventories. Consequently, it is assumed that the value

of raw materials and intermediate products inventories will no longer fall this year. The development of finished products inventories will depend above all on the development of final demand, but it is unlikely that the projected upturn in demand will significantly increase the impact of inventories on total output growth.

Construction output is slowly increasing

In 2010, construction output will return to growth driven by the increase in housing construction. According to the Business Tendency Survey, the situation in the construction sector remains weaker than normal, but output is on the increase and recruitment is up. Furthermore, it is projected that the recovery will continue during the latter part of the year. The volume of new building construction is expected to rise significantly during the year. The number of new housing starts during the current year is estimated to be between 28,000 and 30,000, and the figure is expected to remain within this range throughout the forecast period.

The main focus of production will shift to market-financed housing, but with the incentive measures still in place interest in state-subsidized housing production will also remain strong. The forecast for 2010 is that work will be started on some 10,000 state-subsidized housing units, including intermediate rental housing units. State-subsidized production will fall appreciably next year following the withdrawal of incentives.

Non-residential building construction will be low during 2010 because there is no shortage of space and new jobs are only being created slowly. New industrial and warehouse construction is suffering from the low level of economic activity and will continue to decline this year. The annual figure for the number of planning permits is still no more than 7 %. Planning permits for public service premises reflect a continued growth trend. Despite the turnaround this year, the volume index for other building construction is expected to continue to fall.

Residential renovation work is steadily increasing on the back of incentive measures. It appears that working hours for renovation work as a proportion of

total working hours in building construction have begun to decrease. Renovations of other buildings are still on the decline. The civil engineering outlook in 2010 remains weak, even though there have been some signs of improvement. It is expected that the decline in infrastructure development will come to an end during the current year. The marked rise in new housing starts is boosting the amount of site preparation work, which will experience a further upswing when production-related construction turns around.

A number of major projects are underway in the southern parts of the country and gearing up for an active period over the next few years. Rail projects, waterborne traffic and mining developments are all on a growth curve, whereas the development of road and energy networks is declining. Local government infrastructure investment may be limited by economic stringency in some municipalities.

Output expectations for 2011 are on the rise and the improving economic outlook will begin to feed through into non-residential building construction. Construction output will accelerate to two per cent next year with the growth of the whole construction sector. Work on large business premises, which is not yet reflected in the statistics, will continue during 2011, and several other similar projects will be launched once the uncertainty over economic development subsides. Civil engineering output will accelerate as non-residential building construction kicks into gear. The recovery in construction will improve employment figures and thereby reinforce the upward spiral in the whole national economy. In 2012, construction will continue to grow at more or less the same rate, but already growth has begun to slow in all other sectors apart from civil engineering, where new rail and road projects are progressing with full employment rates.

Timo Myllys

ATL in brief

The Association of Finnish Architects' Offices (ATL) is an independent organisation monitoring and promoting the interest of the architectural industry. Its mission is to develop architectural services and thus improve the quality of construction and the environment. The professional membership requirements of the association are strict.

An ATL member office is professional. To be accepted as a member, the management of the office must have the highest professional architectural training and solid experience of working in the industry. The management is required to work full-time in planning, design or related consultation.

An ATL member office is experienced. Prior to applying for membership, the office is expected to have provided independent designing and consultation services for a minimum of three years. To further guarantee professional competence, the chief designers of the company must have a minimum of seven years' experience in the field.

An ATL member office is committed. The office leaders are required to own a majority of the company and act as the responsible management.

Construction has become an increasingly complicated industry, having to meet increasingly demanding challenges. Because of the long supply chains, it takes intense effort to secure the quality of the end result. This is why competent leadership is vital for construction and building design. The member companies of the Association of Finnish Architect's Offices have demonstrated through their training, experience



Vesa Juola, ATL

and professional ethics that they have the as necessary competence and resources to meet these new challenges.

Construction and building design deserve skilled and professional management.

The medium size of ATL member office is 7,5 employees. Quite normal is that offices have more than one partner. The average amount of partners per office is 1,6 person. In 100 offices there are more than one partner.

ATL in numbers:

240	amount of members
1800	amount of people employed by members
EUR 145,2 m	total invoicing in the year 2008

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Market situation for architecture in Finland, 2010

The market for architectural services focuses on the design of residential buildings and the construction of public buildings.

The market has remained steady as a result of government incentive measures.

Over 1,800 personnel were employed at the 245 member offices of the Association of Finnish Architect's Offices (ATL) at the end of 2010. The domestic turnover of the member offices in 2009 was approximately EUR137.6 million, whereas in the previous year it was EUR 135.20 million. Export invoicing totalled EUR 4.1 million in 2009, compared with EUR 10 million in 2008. The export share of architect office invoicing stagnated in

2009 and reverted to the low 3-5% levels of preceding years. Despite the critical state of the public sector economy, a sector-by-sector analysis of commissions in 2009 reveals that public building projects still account for the largest share, at 39% of total domestic invoicing (27% in 2008).

Housing construction accounts for a further 27%, while retail construction makes up 22%. The share of land planning work was 8%, industrial construction 2%, interior design 1% and other categories of work accounted for 1%. Commissions for architectural work are distributed as follows: 42% derive from the public sector, 34% have municipal origins and an additional 8% come from the state.

The most common method of payment was time-rate pay, used for 52% of work, with 49% using it for individual groups. A fixed total pay rate was used for 42% of all work.

The volume of commissions for export remains quite modest, with foreign billing from ATL member offices accounting for approximately EUR 4.1 million in 2009, or about 3% of the total billing for the year. The significance of Asian markets is growing alongside Russian, Nordic and European ventures.

The overall state of the construction industry

The cubic metre volume of residential buildings covered by building permits increased by 30% compared to the previous year. In residential blocks of flats in particular, the cubic metre volume covered by permits increased by 40%, while detached homes saw an increase of 30%. The cubic metre volume covered by permits for public sector service buildings increased by 25% compared with

the situation in August of the previous year. Permits for industrial and warehouse buildings, on the other hand, decreased by approximately a quarter.

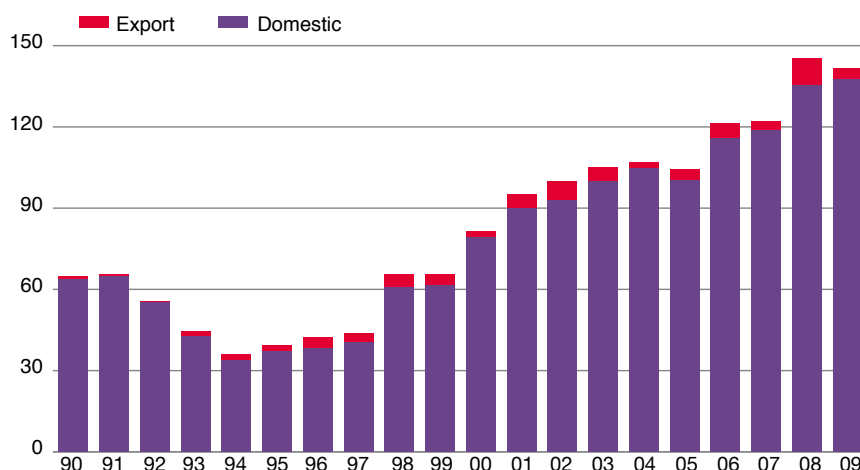
According to Statistics Finland, the number of building permits between January and August grew by 8% from the previous year. The number of permits for residential buildings in particular increased by 51%. The cubic metre volume covered by permits for public buildings increased by a quarter compared with the same period the previous year. This healthy number of granted building permits could indicate that the construction industry has weathered the recessionary storm relatively well.

Government incentives specifically targeting the residential building sector have had a beneficial effect. It became apparent a year ago that when demand regained its momentum, projects would once again commence at a rapid pace. This has been the case in housing production, and has led to an almost overheated

situation in the capital city region. This is also clear from the almost 65% increase in the volume of rush building projects over the previous year. In August 2010, the constant-price value, or volume of ongoing building production, was up by nearly 30% year-on-year compared to the previous year. In addition to the government incentives, this growth can be attributed to the exceptionally low volume of residential building in 2009. There was continued strong growth in residential building, especially in the volume of terraced and linked house construction. In this area, growth in August was up by 138% from the same month the previous year. The construction volume for residential blocks of flats and detached houses also increased strongly in the early months of 2010 compared with the same time period a year earlier.

The construction of buildings other than residential buildings has diminished; a trend that has continued since the autumn of 2008. In August 2010, however, the situation reversed and there was a 5.5% increase in volume compared to the previous year.

ATL members' invoicing 1991-2009, EUR m



Industrial and office building construction has not recovered

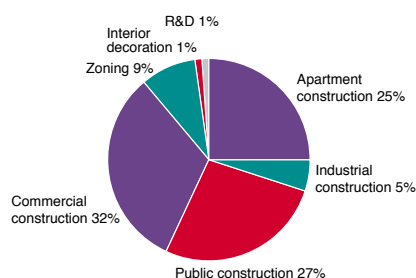
The construction of office and industrial buildings fell by over 20% from August 2009. Warehouse construction also decreased by 8% from the previous year.

The share of renovation and refurbishment continues to expand

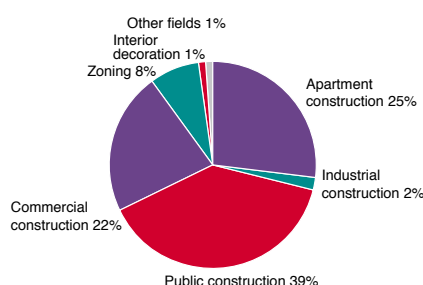
The share of design devoted to renovation and refurbishment has stabilised in larger architectural offices, reverting to the same level as in 2009. In smaller offices with less than ten employees, however, the share has increased to almost 60% of awarded commissions.

Home market, invoicing per segment

2008



2009



The winds of change

The design of our built environment as we know it is going through many major changes. On the one hand, it is clear that increased specialisation is needed in the practice of design, while at the same time it has become clear that customers are growing even more demanding. The entire construction and real estate sector is facing a new scenario: we must be able to plan and build better, know more, and directly meet the real needs of our clients.

The design of the built environment has become like a game in which the players seek to ensure that their own interests will prevail. The opinions and actions of the various stakeholders involved are strategic moves – often unpredictable and startling, as befits the nature of the game. The game itself has become difficult and the results can be haphazard. This is because in the complex society of today, no one can see clearly what their true long-term interests may be. Yet the understanding of what is in one's best interests may change as more knowledge is acquired. For this reason, the game field needs a plan drawn up by the architects which serves the interests of everyone involved. Those who can successfully identify and meet their end users' real needs, including those that are not communicated to them directly, will be the winners in this scenario.

Mastering new information is becoming increasingly important

One can keep abreast of new developments in many ways. Continued training to learn the new developments in the field has become mandatory. Cooperative group work has changed from an option into a necessity, just as main design considerations are turning towards climate change, multi-cultural diversity and the preservation of our social welfare system. Considerations of this type are gradually evolving into a massive business area of their own, requiring a new kind of competence from the practice of architecture and design.

A new challenge for the future will be working with customers who are increasingly knowledgeable of their needs. How can we successfully take the end user's ideas and requests into account and translate them to benefit the entire project? Discussion is also centred on the basic nature of human-beings: can designers appropriately discern humans as being self-directed creatures that are able to alter their environment to suit their needs?

Architects as discoverers of possibilities

The role of regulation was also considered. Should society create legislation that imposes strict limitations on construction? Or should regulations be relaxed in order to allow designers the freedom to use new

methods or come up with innovative solutions for our built environment?

The role of the architect has morphed from the generator of technical drawings to the discoverer of possibilities, capable of abstract thought at a moment's notice – something that is not feasible without an advanced knowledge of the apex of the field. Charting true need in concert with the end user and successfully utilising the innovations that result from these efforts is destined to become a central component of architecture in the future. These kinds of design challenges can best be met by architectural offices, architects and architectural researchers who are willing to bravely face new developments head on. After all, learning is a two-way process.

Vesa Juola

The top 100 Finnish consulting engineering and architectural groups

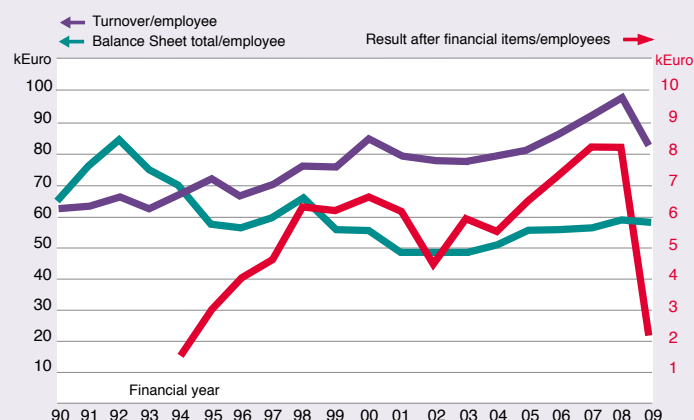
	09/10	08/09	Group	Services	Annual Report	Turn over MDKK	(Previous year)	AverageTot. number of employees	Balance sheet MEUR	CEO/Managing director (December 2010)
SKOL	1	1	Pöyry Group	MD	09	673,5	828,3	6,667	515,4	Heikki Malinen
SKOL	2	3	Neste Jacobs group (former Rintekno)	I	09	101.4	108.5	743	36.6	Tom Främling
SKOL	3	2	Etteplan Oy	I	09	98.7	161.6	1,765	64.5	Matti Hyttiäinen
SKOL	4	6	Ramböhl Finland	MD	09	80.9	74.6	1,070	34.2	Markku Moilanen
SKOL	5	4	FMC Group (Finnmap Consulting Group)	CE,S,E,M	09/10	73.2	76.7	1,029	61.6	Markku Varis
SKOL	6	7	SWECO Group (Industry. PM. Paatela)	I,MD	09	52.5	69.6	687	31.5	Kari Harsunen
	7	5	FCG Finnish Consulting Group	MD	09	42.9	79.4	843		Paul Paukku
SKOL	8	8	Destia Group		09	34.4	44.6	362		Hannu Kulju
SKOL	9	15	SITO Group Oy	CE, Env, PM	09	31.3	24.3	326		Kimmo Fischer
SKOL	10	16	ÄF Consult Finland	I, Enr	09	29.8	23.9	223	16.1	Sami Kangasharju
SKOL	11	9	Elomatic Group Oy	I, MD	09	28.6	41.5	526	29.4	Olli Manner
SKOL	12	13	WSP Group Finland	MD	09	26.9	25.8	332	11.0	Matti Mannonen
SKOL	13	11	Ingenjörbyrå Olof Granlund group	E,M	09	26.6	27.8	353	15.5	Pekka Metsi
SKOL	14	18	Deltamarin Oy	I	09	25.9	21.8	260		Mika Laurilehto
SKOL	15	10	Citec Group (proforma)	I, Env	09	24.4	32.8	267	15.8	Rune Westergård (chairman)
SKOL	16	14	A-Insinöörit Group	S,CE, PM	09	23.6	25.0	315	7.2	Petri Laurikka
SKOL	17	20	Rejlers Finland Oy	I, E, M, Env	09	21.5	19.5	298	8.0	Seppo Sorri
SKOL	18	12	Vahanen Oy	CE	09	20.6	19.4	287		Veijo Komulainen
SKOL	19	22	ISS Group	MD	09	19.1	18.6	182	8.1	Vesa Pitsinki. Vesa Tiilikka
SKOL	20	19	Dekra Industrial Oy	Enr	09	18.7	20.4	188		Matti Andersson
	21	17	Insinööritoimisto Comatec Group	I, PM	09	17.4	23.4	331	3.2	Aulis Asikainen
SKOL	22	24	Suomen Talokeskus Oy	MD	09	12.9	11.5	92	14.5	Jani Saarinen
SKOL	23	23	CTS Engtec Oy	I,CE	09	9.7	13.8	148		Antti Lukka
SKOL	24	25	Protaccon concnern Oy	I, E, PM	09	9.6	10.5	81		Timo Akselin
	25	28	Raksystems Oy	PM, CE, S	09	9.0	10.2	50	2.2	Marko Malmivaara
SKOL	26	30	Chematur Ecoplanning Oy	I	09	8.7	9.0	11		Pentti Kivikoski
SKOL	27	29	Optiplan Oy	MD	09	7.9	9.8	128		Tommi Vaisalo
SKOL	28	26	Ahma Insinöörit Oy	PM	09	7.7	10.5	115	5.4	Ari Näättänen
SKOL	29	32	Indufor Oy	I	09	6.6	7.0	24		Tapani Oksanen
SKOL	30		Finnmap Infra Oy	CE	09	6.6	4.8	71	2.7	Harri Linna
SKOL	31	35	Projectus Team Oy	E,M	09	6.5	6.4	93		Juha Pihlajamäki
	32	38	Insinööritoimisto Enmac Oy	I	09	6.5	6.1	100		Martti Ala-Vainio
SKOL	33		FM-International Oy	CE	09	6.2	6.0	30		Timo Sääski
ATL	34	51	Arkkitehtitoimisto SARC Oy	A	08/09	5.7	3.3	40	5.8	Sariotta Narjus
SKOL	35	36	Golder Associates Oy		09	5.6	6.4	50		Kim Brander
SKOL	36	42	Saario & Riekkola Oy	CE, Env	08/09	4.9	4.5	49	2.1	Reijo Riekkola
SKOL	37	31	Oy Omnitele AB	PM(tele)	09	4.8	7.5	46	2.9	Timo Mustonen
SKOL	38	34	AX-Konsultit Oy	Env,Enr,I,E,M	09	4.7	6.5	77		Urpo Koivula
ATL	39	37	Arkkitehtitoimisto Pekka Helin & Co Oy	A	09/10	4.4	6.2	44	2.5	Pekka Helin
SKOL	40	41	Magnus Malmberg Oy	CE, S	09	4.3	5.0	62	3.4	Tapio Aho
SKOL	41	45	Rapal Oy	PM	09	3.9	3.7	43	3.4	Tuomas Kaarlehto
SKOL	42	33	NIRAS Finland Oy (NIRAS Group A/S)	Env	09	3.7	6.8	20		Tor Lundström
	43	48	Rakennuttajatoimisto HTJ Oy	PM	09	3.7	3.5	28	1.5	Martti Reijonen
SKOL	44	47	Kalliosuunnittelu Oy (Rockplan Ltd)	CE	09	3.4	3.5	37	2.1	Jarmo Roinisto
SKOL	45	49	Insinööritoimisto Ylimäki & Tinkanen OY	CE	09	3.4	3.5	47	2.9	Rauli Ylimäki
ATL	46	39	Arkkitehtitoimisto Larkas & Laine Oy	A	09	3.4	5.5	58		Harri Laine
ATL	47	83	Pes-Arkkitehdit Oy (Pekka Salminen)	A	09	3.3	2.0	30	1.7	Jarkko Salminen
SKOL	48	43	TSS Group Oy	E	09/10	3.2	4.0	49	1.4	Kari Kallio
SKOL	49	64	Insinööritoimisto Pontek Oy	CE	08/09	3.2	2.8	27	2.0	Keijo Saloviini
SKOL	50	54	Hepacon Oy	M,E	09/10	3.0	3.1	34	1.4	Matti Remes
SKOL	51	62	YSP-Consulting Engineers Oy	E,I	09	2.9	2.8	24	1.9	Juha Pykälinen
SKOL	52	53	RAMSE Consulting Oy	PM	09	2.9	3.1	32		Mikko Paalasmaa
SKOL	53	55	Tuomi Yhtiöt Oy		09	2.9	3.0	38	1.1	Jarmo Piirainen
SKOL	54	56	Kontermo Oy	E,M	09	2.8	3.0	43	2.3	Jukka Hyttinen
	55	63	Indepro Oy	PM, CE	09	2.8	2.8	22	2.0	Seppo Kivilaakso
ATL	56	73	Arkkitehtitoimisto LPR. Laiho-Pulkkinen-Raunio Oy	A	09	2.7	2.2	31	2.5	Mikko Pulkkinen
SKOL	57	67	Insinööritoimisto Grundteknik AB (Pohjateknikka Oy)	CE	09	2.5	2.6	35		Christer Sundman
SKOL	58	46	Insinööritoimisto Lausamo Oy	E	09	2.5	3.6	37		Timo Tenninen
SKOL	59		Hifab Oy		09	2.4	1.5	10	1.3	Juhani Antikainen
SKOL	60	61	Geotek Oy	Env	09	2.3	2.8	22		Matti Huokuna
ATL	61	66	Arkkitehtitoimisto Sigge Oy	A	09	2.3	2.6	37	2.7	Pekka Mäki
SKOL	62	80	Yhtyneet Insinöörit Oy	Enr,E	09	2.3	2.0	27		Keijo Mäkinen
	63	52	Asitek Oy	E	09	2.3	3.2	18		Rauno Mäkelä
SKOL	64		Carement Oy		09/10	2.2	2.4	34	0.6	Alpo Mänttari
SKOL	65	85	Plaana Oy	Env	09	2.2	2.0	26	1.2	Aini Sarkkinen
SKOL	66	88	Insinööritoimisto Lauri Mehto Oy	CE	09	2.2	1.8	21	1.1	Simo-Pekka Valtonen
SKOL	67	69	Maaskola Oy	M	09	2.2	2.4	22	1.0	Jukka Sainio

SKOL = Member of SKOL, the Finnish Association of Consulting Firms (*) = lack of conforming figure/proforma/assumed – = missing figure PM = Project Management, A = Architecture, CE = Civil/Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary

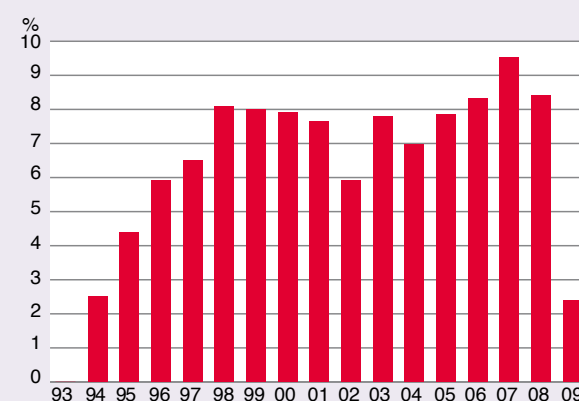
The top 100 Finnish, cont.

	09/10	08/09	Group	Services	Annual Report	Average over MDKK	(Previous year)	Tot. Balance number of employees	sheet MEUR	CEO/Managing director (December 2010)
SKOL	68	59	Geounion Oy	CE	09	2.1	2.9	32		Matti Mäntysalo
ATL	69	70	Arkkitehtitoimisto Hannu Jaakkola Oy	A	09	2.1	2.3	18	1.7	Hannu Jaakkola
ATL	70	75	Arkkitehtitoimisto Tuomo Siitonen Oy	A	09	2.1	2.2	20	3.4	Tuomo Siitonen
SKOL	71	90	Strafica Oy	CE	09	2.1	1.8	16	1.0	Hannu Pesonen
SKOL/ATL	72	50	KS OY Arkkitehtuuria	A	09	2.1	3.4	26	1.5	Timo Meuronen
SKOL	73	58	Geopalvelu Oy	CE	09	2.0	2.9	30		Toivo Ali-Runkka
SKOL	74	82	Arkins Suunnittelu Oy	M	09	2.0	2.0	22		Mika Kaitonen
ATL	75	68	Arkkitehdit Tommila Oy	A	09	2.0	2.5	25		Mauri Tommila
ATL	76		Arkkitehtitoimisto Ala Oy	A	09	2.0	1.3	19	1.1	Janne Teräsvirta
ATL	77	87	Arkkitehdit Nrt Oy (Nurmela, Raimoranta, Tasa)	A	09	2.0	1.9	23	0.9	Teemu Tuomi
SKOL	78	44	Ingenjörssbyrå Oy Avecon	PM, M, CE	09	1.9	3.8	28		Peter Jakobsson
ATL	79	78	Arkkitehtitoimisto Helamaa & Heiskanen OY	A	09	1.9	2.2	21	1.0	Keijo Heiskanen
ATL	80	77	Uki Arkkitehdit Oy	A	09	1.8	2.2	30	0.9	Mikko Heikkinen
ATL	81		Arkkitehtitoimisto Davidsson & Tarkela Oy	A	09	1.8	1.5	20	0.6	Aki Davidsson
SKOL	82	76	KVA Architects Ltd	A, PM	09	1.8	2.2	22	0.6	Jean Andersson
ATL	83	95	Arkkitehtuuritoimisto B & M Oy	A	09	1.8	1.7	20		Jussi Murole
SKOL	84	89	Insinööritoimisto Tauno Nissinen Oy	E, Enr	09	1.8	1.8	24	0.6	Antti Danska
SKOL	85	98	Insinööritoimisto Akukon Oy	CE	09	1.8	1.6	21		Uli Jetzinger
SKOL	86		Roadscanners Oy	CE	09	1.8	1.4	24	0.7	Timo Saarenketo
SKOL	87		Contra Oy	CE	09	1.8		26		Tom Eriksson
SKOL	88		Insinööritoimisto Mittatyö Suomi Oy	CE	09	1.8	1.4	16	0.8	Jukka Holopainen
ATL	89	74	Sisustusarkkitehdit Gullstén & Inkinen Oy	A	09	1.7	2.2	24		Jari Inkinen
ATL	90	94	Arkkitehtitoimisto Jukka Turtiainen	A	08	1.7	1.7	16	2.1	Jukka Turtiainen
SKOL	91	96	Insinööritoimisto Srt Oy		09/10	1.7	1.7	19	0.7	Pauli Oksman
SKOL	92		Insinööritoimisto Äyräväinen Oy	CE	09	1.7	1.5	17		Mikko Äyräväinen
SKOL	93		Intertek ETL Semko Oy		09	1.7	1.5	16		Petri Lehtinen
ATL	94	99	Eriksson Arkkitehdit Oy	A	09	1.7	1.5	23		Patrick Eriksson
SKOL	95		Geobotnia Oy		09	1.7	2.1	13	1.6	Olli Nuutilainen
ATL	96		Arkkitehtitoimisto JKMM Oy	A	09	1.6	0.9	17	1.4	Juha Mäki-Jyllilä
SKOL	97		Sähköinsinööritoimisto Matti Leppä Oy	E	09	1.5	1.3	20	1.1	Jarmo Harju
SKOL/ATL	98	93	Parviainen Arkkitehdit Oy	A	09	1.5	1.8	19	0.9	Juha Posti
SKOL	99	97	Insinööritoimisto Controlteam Oy	PM, CE, S	09	1.5	1.6	22		Petri Seppänen
ATL	100		Arkkitehtitoimisto Hkp Oy	A	09	1.5	1.5	27		Mikko Suvisto

The top 30 Finnish groups



Result margins



Generally speaking, it is a risky business making direct comparisons between key business ratios for the largest firms and corresponding figures for the medium and small-sized firms. In the case of the latter firms, the extensive efforts of the often many partners has a relatively significant impact on the companies' turnover and profit level per employee.

For firms 31-100 in the above list, turnover in 2009 decreased by as much as 12 % to approximately EUR190 million (EUR 216 million in 2008). The number of employees decreased by 0.4 % till 2,159 (2,259). The turnover per employee consequently decreased to EUR 88,000 (previous year EUR 96,000). The profit before tax dropped to EUR 14,100 per employee (EUR 15 000). Calculated in terms of profit margin, this gives 15.4 % (16.8 %). The average balance per employee was approximately EUR 59,500 (EUR 56,100).

Key business ratio	30 largest groups (excl. Pöyry)	(previous year (excl. Pöyry))
Turnover per employee	EUR 87,200 (EUR 79,000)	EUR 98,200 (EUR 91,900)
Profit after financial items per employee	EUR 2,200 (EUR 2,500)	EUR 8,200 (EUR 6,800)
Balance sheet total per employee	EUR 58,400 (EUR 43,500)	EUR 59,200 (EUR 45,300)

The turnover for the 30 largest groups decreased by as much as 17.9 % to EUR 1,551 million (EUR 1,890 million in 2008) and the number of employees decreased by 7.7 % to 17,775 (19,250). The profit before tax was EUR 2,200 per employee (EUR 8,200 the previous year). The profit margin for the 30 largest firms decreased in 2009 to 2.4 % (8.4 %). The average balance per employee was approximately EUR 58,400 (EUR 59,200).

The international market ●



International development

As expected, the profit margins dropped for the 300 largest European firms in the sector. During 2008, the average profit margin for this group was 7.7 %, with a median of 6.8 %. For 2009, the corresponding figures are 5.3 %, with a median of 3.2 %.

The profitability figures have not, however, been available for all firms, but all the signs indicate that the level of profitability for European firms in Europe dropped. The consolidation within the sector has improved following the financial crisis. During the second half of 2010 in particular, a fairly large number of corporate transactions have taken place in Europe. One clear trend is that the US giants are setting up operations in Europe by means of acquisitions.

European structural business

A presentation is given below of some of the structural transactions that have taken place during the year together with brief details of some of the largest assignments.

Altran restructures

Altran announced the adoption of a new organisation structure at the AGM in June as part of the company's strategic plan to strengthen relations with clients, take on a higher number of larger global projects and supply a comparable level of quality

in all projects. The geographical departments will be retained at the same time as five industrial departments will be created: Vehicles and Transport, Aviation Industry and Defence, Energy and Manufacture, Financial Services and Governance and Telecom and Media. At the same time, five solution-oriented departments were set up: Innovation Management, Mechanics, Built-in and Critical Systems, Information Systems and Corporate Performance. The task of these departments will be to guarantee an even quality in offers and solutions which meet the challenges that are set by the industrial departments.

In November, Atkins acquired the Danish consulting firm Gimsing & Madsen A/S, which specialises in bridge and structural design. The acquisition strengthens Atkins' competence in the bridge and tunnel area at the same time as they will be in a better position to work on the Nordic road and rail markets. October saw the acquisition of the US engineering consultancy PBSJ Corporation, with just over 3000 employees distributed over 80 offices throughout the USA. The deal is said to have cost Atkins USD 280 million, and strengthens the company's presence on the North American continent.

The Dutch engineering consultancy Arcadis is relocating its international headquarters to Amsterdam, near Schiphol Airport, as part of its efforts to become a global supplier of engineering services. In June, Arcadis purchased Dutch real estate consultants Plan & Projectpartners, with 28 employees and a turnover of ap-

proximately EUR 3 million. The acquisition strengthens Arcadis' service-offer towards health care properties. In August, Arcadis' subsidiary RTKL purchased the Chinese, Peking-based architectural firm AHS International, which specialises in hospitals, laboratory and medical buildings. The subsidiary also has offices in Shanghai and a total of 43 employees.

Arcadis has signed three major contracts in Brazil during the course of the year worth approximately USD 150 million. One is for project management services for the development of a new nuclear power plant and two are project management assignments for the mining industry.

Mott MacDonald sets up operations in Australia

During the year, UK engineering consultants Mott MacDonald opened offices in Australia, in the states of South Australia, Victoria and New South Wales. At the same time, the company acquired the Canberra-based consultancy Hughes Trueman, with 150 employees. The establishment in Australia is a step in the company's strategy to expand in South-east Asia and Oceania. They have also strengthened their position in the Balkans by opening an office in Belgrade, Serbia, which will provide services in Serbia, Croatia, Montenegro, Macedonia and Bosnia Herzegovina.

Fugro makes acquisitions

The Dutch firm Fugro has made several acquisitions during the course of the year. December saw the purchase of the Norwegian firm Riise Underwater Engineering AS, which offers underwater, ROV (Remotely Operated Vehicle) and diving services to the oil and gas industry. The company has 25 permanent employees, approximately 100 personnel employed on a contract basis and a turnover of EUR 30 million. In August, it acquired Edinburgh-based ERT (Scotland) Ltd, with a turnover of GBP 2.6 million. The company has 25 employees and offers services to, among other players, the energy industry. In October, Fugro purchased the remaining 30 per cent holding in Fugro Jacques Geo Surveys in St. John's, Newfoundland, Canada, with a turnover of USD 15 million and 80 employees. Fugro has also opened a new

The World's top 10

09/10	08/09	Group	Country	Annual Report	Average number of employees	(Last year)	Turnover M USD
1	2	AECOM	USA	09/10	48,100	32,000	6,545.8
2	1	URS Corporation	USA	09	45,000	50,000	9,249.1
3	4	CH2M Hill Companies, Inc.	USA	09	23,500	18,000	5,499.3
4	6	SNC-Lavalin Group	Canada	09	21,900	18,200	5,910.1
5	3	Altran Technologies	France	09/10	17,149	18,522	1,865.4
6	5	WS Atkins plc	England	09/10	15,601	17,849	2,494.9
7	8	Arcadis Group	Netherlands	09	14,287	13,977	1,612.7
8		Parsons Brinckerhoff	USA	09	14,000	9,000	2,700.0
9	7	Fugro N.V	Netherlands	09	13,482	12,977	2,746.2
10	9	Mott MacDonald Group	England	09	13,060	12,664	1,826.8

In the case of the European firms the average number of employees per year is reported, whereas for the North American firms it is the total number of employees that is reported. Therefore, although the figures are not fully comparable, they at least give an idea of how the European groups stand in a global perspective.

The top 50 European architectural groups

09/10	08/09	Group	Country	Average Annual number of Reportemployees	(Last year)	Turnover M EUR
1	1	AEDAS Architects Group	England	*09 2,031	1,900	152.6
2	2	RMJM Hillier Group	England	08/09 1,168	1,125	142.0
3	3	Foster & Partners Ltd	England	09/10 794	1,036	156.1
4	5	Broadway Malyan Ltd	England	08/09 612	605	60.0
5	4	Archial Group (SMC Group) plc	England	09 457	631	39.5
6	7	White Architects AB	Sweden	09 434	466	54.2
7	9	ATP Architects and Engineers Group	Austria	09 420	420	47.6
8	10	gmp-Architekten von Gerkan, Marg und Partner	Germany	*09 400	400	44.0
9	13	3DReid Architects Ltd	England	08/09 367	367	21.2
10	6	Chapman Taylor LLP	England	09 354	510	45.0
11	12	SWECO Architects AB	Sweden	09 353	368	42.7
12	30	RKW Architekten & Co, KG	Germany	*09 350	220	54.1
13	8	Benoy Architects Ltd	England	09 325	441	30.5
14	16	INBO Architects/Consultants	Netherlands	08 308	308	30.2
15	11	PRP Architects Ltd	England	09/10 292	383	23.8
16	17	Stride Treglown Group Ltd	England	09 276	295	18.1
17	15	Arkitektfirmaet C.F.Møller	Denmark	09 270	313	31.1
18	18	Nightingale Associates	England	09 267	318	20.3
19	19	Keppie Design	Scotland	08/09 266	273	16.2
20	21	Burckhardt+Partner AG Architekten Generalplaner	Switzerland	*09 260	263	55.9
21	22	Sheppard Robson	England	09 250	250	
22	27	Scott Brownrigg Architects	England	08/09 241	232	23.3
23	36	Tengbom	Sweden	09 235	182	23.1
24		Austin Smith Lord Architects Ltd	England	09/10 223	194	19.2
25	31	Allies and Morrison Architects Ltd	England	07/08 220	220	26.2
26	35	HENN Architekten GmbH	Germany	09 220	190	37.7
27	23	HKR Architects	Ireland	*09 200	250	
28	20	Murray O'Laoire Architects Ltd	Ireland	*09 200	270	
29	32	Herzog & de Meuron Architekten AG	Switzerland	09 200	200	26.4
30		Devereux Architects (PM Group)	England	09 200	200	16.3
31	29	Aukett Fitzroy Robinson plc	England	08/09 195	228	17.4
32	34	Rogers Stirk Harbour & Partners	England	08/09 186	199	32.2
33	24	Arkitektbüro HPP Hentrich-Petschnigg & Partner GmbH	Germany	09 180	250	22.0
34	37	Purcell Miller Tritton	England	08/09 180	179	13.1
35	33	Llewelyn-Davies -Yeang Ltd	England	*09/10 170	200	0.0
36	40	JSK Architekten GmbH	Germany	*09 170	170	15.4
37	26	Arkitema K/S	Denmark	09 159,0	224	16.3
38	25	LINK Signatur Group	Norway	09 156	234	21.0
39	14	Barton Willmore Group	England	*08/09 150	343	
40	43	Temagroup Sweden AB	Sweden	09 147	157	14.3
41	41	Lewis & Hickey Architects	England	08/09 142	171	9.3
42	42	Heinle, Wischer und Partner	Germany	09 140	160	17.6
43	28	O.M.A. Office for Metropolitan Architecture	Netherlands	09 132	228	21.8
44	39	HLM Architects	England	08/09 130	170	
45		Henry J. Lyons & Partners Architects	Ireland	*09 125	125	
46		Henning Larsen Architects	Denmark	08/09 120	121	19.9
47		Dark Group Architects	Norway	08 120	120	15.8
48	49	Atelier Jean Nouvel S.A	France	*08 118	140	54.3
49		Schmidt, Hammer & Lassen K/S	Denmark	08 110	110	16.6
50		Wingårdh-koncernen	Sweden	09 101	116	11.3

The chart is somewhat incomplete since we haven't been able to collect information from all the well known groups.

office in Brazil, in Rio das Ostras, in order to meet the growing demand on the Brazilian market.

DownerMouchel, a joint-venture between the British Mouchel Group and the Sydney-based firm Downer EDI Works, has won a contract for the maintenance of the Perth road system in a so-called ISA (Integrated Service Agreement) worth somewhere in the region of GBP 200 million over five years, with the possibility for an extension.

Oranjewoud has purchased 100 % of the shares in the Colombian firm GeoIngeniería S.A, one of the foremost engineering consultancies in the country, with a strong focus on the oil, gas and mining industries. Oranjewoud has also purchased the Dutch firm Strukton Groep N.V. from NS Groep N.V. for EUR 168.1 million, which strengthens Oranjewoud in the infrastructure sector. However, the groups do not intend to merge but will for the time being function as separate organisations.

Egis and Iosis establish new French giant

The French firms Egis and Iosis plan to merge in Januari 2011 and form a new group that will use the name Egis. The group will be established to meet client needs in France and internationally. The firms complement each other and will in the new constellation offer building, civil engineering, infrastructure and industrial services globally.

The Spanish firm Sener has acquired the remaining 60 % of the Mexican consultancy III, S.A. and now has a 100 % holding in the company. The companies founded an alliance in 2005, which allowed Sener to access the Mexican market with the support of one of the most important engineering consultancies. In 2007, Sener acquired the first 40 per cent of III with the promise that it would purchase the remaining shares in 2010. Sener and Masdar, Abu Dhabi, announced in March that they had entered into a joint venture – Torresol Energy – for the purpose of building and operating solar energy installations (CSP plants, Concentrating Solar Power) in the world's sunniest regions. Sener will own 60 % of the shares in the firm and will begin the co-operation with

The European top 300 consulting engineering and architectural groups

2010	09	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 2010)
1	1	Altran Technologies	I	France	09	17,149	18,552	1,408.4	Yves de Chaisemartin
2	2	WS Atkins plc	MD	England	09/10	15,601	18,017	1,616.9	Keith Clarke
3	3	Arcadis Group	MD	Netherlands	09	14,287	13,977	1,217.6	Harrie L. J. Noy
4	4	Fugro N.V	CE	Netherlands	09	13,482	12,977	2,073.4	Klaas S. Wester
5	5	Mott MacDonald Group	MD	England	09	13,060	12,664	1,183.9	Keith Howells
6	6	Alten Group	I	France	09	11,293	12,000	857.1	Simon Azoulay
7	10	ARUP Group	MD	England	08/09	10,346	8,929	1,035.4	Terry Hill
8	7	Mouchel Group	MD	England	09	10,210	11,121	737.0	Richard Cuthbert
9	8	WSP Group plc	MD	England	09	9,551	10,596	842.6	Christopher Cole
10	11	Rambøll Group	MD	Denmark	09	8,758	7,758	740.2	Flemming Bligaard Pedersen
11	9	Assystem Group S.A	I	France	09	8,539	9,470	613.1	Dominique Louis
12	15	Groupe Egis	MD	France	09	8,370	7,300	563.0	Nicolas Jachiet
13	14	Halcrow Group Ltd	MD	England	09	7,107	7,309	590.1	Peter G. Gammie
14	17	Scott Wilson Ltd plc	MD	England	09	7,107	6,498	590.1	Hugh Blackwood
15	12	Pöyrö Group	MD	Finland	09	6,667	7,702	673.5	Heikki Malinen
16	13	Grontmij Group	MD	Netherlands	09	6,335	7,327	799.8	Sylvo Thijsen
17	24	COWI Group	MD	Denmark	09	6,000	4,475	536.4	Lars-Peter Søbye
18	16	Segula Technologies Engineering Group	I	France	*09	5,500	6,500		Denis Leblond
19	21	DHV Group	MD	Netherlands	09	5,500	5,320	481.0	Bertrand M. van Ee
20	18	Bertrandt AG	I	Germany	08/09	5,431	5,543	369.8	Dietmar Bichler
21	22	AKKA Technologies S.A	I	France	09	5,110	5,400	332.7	Maurice Ricci
22	19	SWECO AB	MD	Sweden	09	5,082	5,433	556.8	Mats Wäppling
23	20	Sener Group	MD	Spain	09	4,900	5,375	937.0	Jorge M. Sendagorta
24	25	RPS Group plc	Env	England	09	4,254	4,438	436.1	Alan S. Hearne
25	28	ÅF-Group	I,E,M,Enr	Sweden	09	4,182	3,948	487.9	Jonas Wiström
26	23	Hyder Consulting Group Ltd	MD	England	09/10	4,180	4,643	359.5	Ivor Catto
27	32	EC Harris LLP	MD	England	08/09	3,500	3,019	356.7	Philip Youell
28	30	Royal Haskoning Group	MD	Netherlands	09	3,420	3,378	356.3	Jan Bout
29	43	Tractebel Engineering A.S. (GDF Suez)	MD	Belgium	09	3,300	3,200	451.0	Georges Cornet
30	26	Capita Symonds	MD	England	09	3,018	4,000	234.4	Jonathan Goring
31	35	Oranjewoud group	MD	Netherlands	09	3,012	2,846	401.2	Gerard Sanderink
32	41	S II S.A	I	France	09/10	2,923	2,448	190.2	Bernard Huvé
33	47	Mace Group Ltd	PM	England	09	2,815	1,914	845.9	Stephen Pycroft
34	36	SNC-Lavalin Europe SA	MD	France	09	2,800	2,650	508.0	Jean Claude Pingat Jean-Paul Vettier
35	34	AECOM Ltd (former FaberMaunsel Ltd)	MD	England	09	2,794	2,883	230.2	Ken Dalton
36	29	Semcon AB	I	Sweden	09	2,791	3,631	237.9	Kjell Nilsson
37	33	Tebodin, Consultants & Engineers	MD	Netherlands	09	2,700	2,914	206.7	Pieter Koolen
38	39	SYSTRA Group	MD	France	09	2,510	2,499	252.6	Philippe Citroën
39	42	PB Parsons Brinckerhoff Ltd (Europe)	MD	England	09	2,438	2,411	291.9	Gregory R. Ayres; Eric C. Burton
40	37	IDOM Group	MD	Spain	09	2,403	2,589	297.0	Luis Rodriguez Llopis; Fernando Querejeta
41	27	Davis Langdon & Seah International (LLP)	PM, QS	England/ Switzerland	08/09	2,213	2,135	154.0	Alastair Collins; Paul Dring Morell
42	40	Turner & Townsend Group	PM,QS	England	08/09	2,182	1,286	271.4	Vincent Clancy
43	31	White Young Green	MD	England	09/10	2,148	3,185	257.0	Paul Hamer
44	38	Rücker AG	I	Germany	09	2,130	2,532	136.8	Wolfgang Rücker, J. Vogt
45	44	EPTISA Grupo EP	MD	Spain	09	2,100	2,216	166.0	Luis Villarroya Alonso
46	48	AEDAS Architects Group	A	England	*09	2,031	1,900	152.6	James Handley, Brian Johnson, Peter Oborn
47	51	TYPSA Group	MD	Spain	09	1,880	1,819	159.4	Pablo Bueno Sainz
48	56	Kema Group BV	Enr	Netherlands	09	1,822	1,648	256.2	P.J.J.G Nabuurs
49	57	Norconsult AS	MD	Norway	09	1,770	1,610	251.0	John Nyheim
50	45	Etteplan Oy	I	Finland	09	1,765	2,188	98.7	Matti Hyytiäinen
51	54	URS Europe Ltd (dt URS Corporation)	MD	England	08	1,700	1,700	138.3	Christine Wolff
52	63	SETEC Group	MD	France	09	1,662	1,513	188.4	Gérard Massin
53	59	ILF Group	MD	Germany/Austria	09	1,660	1,600	176.0	Klaus Lässer
54	52	PM, Project Management Group	PM, MD	Ireland	09	1,650	1,800	266.3	Pat McGrath
55	60	Prointec S.A	MD	Spain	*09	1,600	1,572	104.0	Pres. Cesar Cañedo-Argüelles ; CEO Alonso Domínguez
56	55	Dorsch Gruppe	MD	Germany	09	1,600	1,650	75.0	Olaf Hoffmann
57	80	TPF Group	MD	Belgium	09	1,600	1,000	82.1	Thomas Spitaels
58	50	MWH Europe	MD, Env	England	09	1,573	1,854	182.9	Ken Farrer
59	53	Ricardo plc	I	England	09/10	1,530	1,799	189.7	Dave Shemmans
60	61	Ingérop S.A	MD	France	*09	1,502	1,538	157.6	Yves Metz

PM = Project Management, A = Architecture, CE = Civil-/S = Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary

2010	09	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 2010)
61	58	Buro Happold	MD	England	08/09	1,445	1,600	148.3	Gavin Thompson
62	68	Fichtner Group	Enr, MD	Germany	*09	1,361	1,184	109.0	George Peter Fichtner
63	66	Movares Group BV	CE,E	Netherlands	09	1,300	1,222	166.5	Johan van den Elzen
64	64	COTEBA Groupe	PM	France	09	1,300	1,300	180.0	Alain Bentejac
65	77	Grupo Ayasa	MD	Spain	09	1,263	1,047	107.1	José Luis Manzanares Japón
66	71	NIRAS Group A/S	MD	Denmark	09	1,223	1,124	127.7	Carsten Toft Boesen
67	46	Waterman Group plc	MD	England	0910	1,207	2,114	97.0	Nicholas Taylor
68	95	Safege Consulting Engineers	Env,S,CE	France	09	1,200	1,200	92.0	Benoît Clocheret
69	67	RLE International Gruppe GmbH	I, PM	Germany	09	1,200	1,200	95.0	Ralf Laufenberg
70	75	Sogreah Consultants	MD	France	09	1,185	1,050	108.0	Jacques Gaillard
71	70	RMJM Hillier Group	A,CE	England	08/09	1,168	1,125	142.0	David Pringle, Tony Kettle, Hazel Wong
72	79	Tauw Group bv	MD	Netherlands	09	1,166	1,871	119.0	Wim Kox
73	65	BDP Building Design Partnership	MD	England	08/09	1,146	1,225	115.6	Peter Drummond
74	81	Multiconsult-group	MD	Norway	09	1,089	997	148.4	Sverre Qual
75	73	Epsilon Group	I	Sweden	09	1,066	1,094	100.7	Mats Boström
76	82	Lahmeyer International GmbH	Enr	Germany	09	1,051	977	99.8	Bernd Kordes
77	76	Drees & Sommer-Gruppe	PM	Germany	09/10	1,050	1,050		Hans Sommer
78	72	IOSIS Group	MD	France	09	1,045	1,122	162.6	Bernard Boyer & Bernard le Scour
79	74	FMC Group (Finnmap Consulting Group)	CE, S, E, M	Finland	09/10	1,029	1,060	73.2	Markku Varis
80		Vectura	CE		09	1,013			Jan Colliander
81	62	Gleeds	PM	England	*09	1,000	1,400		Richard Steer
82	83	Rejler Group	E,I	Sweden	09	939	893	80.8	Peter Rejler
83	84	Golder Associates Europe Ltd	Env,CE, PM,Enr	England	09	900	876	93.2	Pietro Jarre
84	88	Reinertsen Engineering	MD	Norway	09	881	805	128.4	Erik Reinertsen
85	86	Sogecclair SA	I	France	09	852	844	69.3	Phillippe Robardey
86	85	FCG Finnish Consulting Group	MD	Finland	09	843	859	42.9	Paul Paukku
87	90	Witteveen+Bos Consulting Engineers	MD	Netherlands	09	815	766	103.9	H. A. A. M. Webers
88	89	ABMI-groupe S.A	I	France	09	800	800	62.0	Jean-Pierre Bregeon
89	93	Cyril Sweett Group	PM	England	09/10	800	750	76.4	Dean Webster
90	113	Noble Denton Group Ltd	I,E	England	09	799	528	125.2	David Sutton
91	78	Foster & Partners Ltd	A	England	09/10	794	1,036	156.1	Mouzhah Majidi
92	69	Pell Frischmann Group	MD	England	09	792	1,150	48.9	Sudho Prabhu
93	97	Payma Cotas, S.A. (dt Bureau Veritas)	CE,S	Spain/France	09	775	682	63.4	Carlos Blay
94	98	Tyréns AB	CE,PM	Sweden	09	775	679	86.0	Ulrika Francke
95	92	Alectia Group	MD	Denmark	09	752	757	70.9	Ingelise Bogason
96	114	Neste Jacobs Group	I	Finland	09	743	519	101.4	Tom Främling
97	87	RSK Group	Env	England	09/10	741	809	70.7	Alan Ryder
98	91	Gifford Partnership LLP	MD	England	09	712	763	49.0	Mark Stevenson
99	99	Vattenfall Power Consult AB	Enr,E, CE	Sweden	09	710	661	100.7	Mikael Lundin
100	102	IBV Ingeniörbüro H.Vössing GmbH	MD	Germany	09	682	643	51.0	Hans-Theo Kühr, F. Thiessen
101	149	SLR Group	Env	England	08/09	659	340	63.4	David Richards (MD&CEO); Neil Penhall (MD)
102	100	IV-Groep b.v.	MD	Netherlands	09	647	694	91.1	Rob van de Waal
103	105	Obermeyer Planen+Beraten GmbH	MD	Germany	08	646	622	92.3	Maximilian Grauvogl
104	107	Broadway Malyan Ltd	A	England	08/09	612	605	60.0	Peter Crossley
105	104	PCG-Profabril Consulplano Group	MD	Portugal	09	608	628	60.1	Ilidio de Ayala Seródio
106	109	Bonifica Group	MD	Italy	08	600	600	30.3	Romina Boldrini
107	111	Gruner-Gruppe AG	MD	Switzerland	09	592	550	64.9	Flavio Casanova
108	110	Asplan Viak Group	MD	Norway	09	573	565	68.8	øyvind Mork
109	120	INOCSA Ingeniera, S.L. (Aecom, May 2010)	MD	Spain	*09	550	500	47.4	Antonio Lorente
110	150	Italconsult S.p.A	PM	Italy	09	541	340	37.0	Giovanni A. Torelli ; Enrico Salza
111	106	Elomatic Group Oy	I,MD	Finland	09	526	605	28.6	Olli Manner
112		Orbicon A/S	MD	Denmark	09	513	320	50.9	Jesper Nybo Andersen
113	119	SKM Europe (Sinclair Knight Merz) fd Enviro	Env,Enr	England	*09	500	500	29.5	Peter MacKellar
114	133	Amstein + Walthert AG	E,M	Switzerland	09	500	400	33.1	Christian Appert
115	122	Xdin AB	I	Sweden	09	499	490	36.3	Thomas Ångkulle
116	94	Hoare Lea & Partners	E,M,Enr	England	*08/09	482	750	60.8	Gary Tucker
117	129	NET Engineering S.p.A	MD	Italy	09	480	420	52.8	Giovanni Battista Furlan
118	103	Archial Group (SMC Group) plc	A	England	09	457	631	39.5	Christopher Littlemore
119	118	Fairhurst	MD	Scotland	09	450	500		Robert Mc Cracken
120	124	Emch + Berger Gruppe	MD	Switzerland	09	450	450	46.8	Urs Schneider
121	126	Cundall Johnston & Partners	CE,S,Env	England	08/09	446	425	37.1	Dave Dryden
122	145	Basler & Hofmann AG	MD	Switzerland	09	445	370	59.2	Dominik Courtin
123	165	BG Bonnard & Gardel Groupe SA	MD	Switzerland	09	441	300	57.4	Jean-Daniel Marchand (Chairman), Laurent Vulliet (CEO)

The European top 300 consulting engineering and architectural groups

2010	09	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 2010)
124	123	White Architects AB	A, PM, Env	Sweden	09	434	466	54.2	Anders Svensson
125	131	INROS LACKNER Group	MD	Germany	09	433	409	32.0	Uwe Lemcke
126	130	INYPISA Informes y Proyectos SA	MD	Spain	09	422	412	70.1	J. Franciso Lazzcano Acedo (chairman), Jairo González Monje (CEO)
127	128	ATP Architects and Engineers Group	A, CE, PM	Austria	09	420	420	47.6	Cristoph M. Achammer
128	172	GETINSA S.A.	CE, Env, PM	Spain	09	420	350	38.0	Pedro D. Gomez
129		Auditorias E Ingenierias Sa	MD	Spain	09	419	264	39.5	Joan Lluís Quer Cumsille
130	121	Consulgal Group, SA.	MD	Portugal	09	409	491	29.1	Rogério Monteiro Nunes
131	143	Iberinsa, Ibérica de Estudios e Ingeniería S.A (Acciona)	MD	Spain	08	402	373	38.4	Jesus Contreras Olmedo
132	134	gmp-Architekten von Gerkan, Marg und Partner	A	Germany	*09	400	400	44.0	Meinhard von Gerkan, Volkwin Marg
133	127	Hifab Group	PM	Sweden	09	400	421	49.8	Jan Skoglund
134		Arep Groupe	MD	France	09	400		43.5	Jean-Marie Duthilleul
135	141	ABT Holding BV	MD	Netherlands	09	397	375	62.2	Ton Boerhof, Frans van Herwijnen, Walter Spangenberg
136	137	Wardell Armstrong LLP	MD	England	08/09	394	394	31.1	Colin W. Brown
137	163	Ebert-Ingenieure GdbR.mBH	E, M, Env, Enr	Germany	*09	390	300		Ernst Eber and directors
138	108	Peter Brett Associates	MD	England	09/10	376	600	33.3	Stephen Capel-Davies
139	142	Pick Everard Ltd	MD	England	09	375	375		David Brunton
140	132	Antea S.A (acquired by Orangewood NV october 2009)	Env	France	09	371	400	47.0	Jean-Philippe Loiseau
141	146	3DReid Architects Ltd	A	England	08/09	367	367	21.2	Charles Graham-Marr
142		Destia Group		Finland	09	362	454	34.4	Hannu Kulju
143	202	HPC HARRESS PICKEL CONSULT Group	Env, PM, CE	Germany	09	360	230	36.3	Andreas Kopton, Josef Klein-Reesink
144	136	Mannvit hf.	MD	Iceland	09	360	396	21.8	Eyjólfur Árni Rafnsson
145	140	Steer Davies Gleave Ltd	CE	England	09/10	357	376	40.7	Stephen Crouch
146	116	Chapman Taylor LLP	A	England	09	354	510	45.0	John Oldridge with co-directors
147	151	Olof Granlund group	E, M	Finland	09	353	340	26.6	Pekka Metsi
148	210	RKW Architekten & Co, KG	A	Germany	*09	350	220	54.1	Friedel Kellerman, Hans G. Wawrowski
149	152	GPO Ingeniería, S.A.	MD	Spain	09	340	340	29.4	Emilio Vidal
150	156	CDM Gruppe (part of CDM Group)	CE	Germany	09	340	306	34.9	Peter Jordan
151	155	RAPP-Gruppe AG, Ingenieure+Planer	MD	Switzerland	*09	336	323	37.5	Mathias Rapp ; Urs Sandmeier
152	144	Deerns Consulting Engineers BV	E, M, PM, I	Netherlands	09	333	371	36.3	Jan Karel Mak
153	174	Insinööritoimisto Comatec Group	I, Enr	Finland	09	331	282	17.4	Aulis Asikainen
154	170	Krebs und Kiefer Beratende Ingenieure	CE, S, PM	Germany	*09	329	289		Albert Krebs
155	157	DDC Consulting & Engineering Ltd	PM	Slovenia	09	327	336		Ljubo Znidar
156	176	SITO Group Oy	CE, Env, PM	Finland	09	326	277	31.3	Kimmo Fischer
157	173	FASE-Estudios e Proyectos S.A	MD	Portugal	09	326	283	17.4	Manuel Quinaz
158	125	Benoy Architects Ltd	A	England	09	325	441	30.5	Graham Cartledge
159	159	Assmann Beraten + Planen	MD	Germany	09	315	311	34.8	Jochen Scheuermann
160	171	Sinclair Knight Merz Europe	MD	England	08/09	315	284	29.5	Peter McKellar
161	168	Moe & Brødsgaard A/S	MD	Denmark	09	315	293	31.8	Christian Listov-Saabye
162	180	A-Insinööri Group	S, CE, PM	Finland	09	315	273	23.6	Petri Laurikka
163	199	Bartels bv	CE, S, PM	Netherlands	09	313	233	24.7	Frank Lekkerkerker
164	162	INBO Architects/Consultants	A, PM	Netherlands	08	308	308	30.2	Dirck Ringeling
165	139	PRP Architects Ltd	A	England	09/10	292	383	23.8	Andy von Bradsky, Roger Battersby
166	229	Vahanen Oy	CE	Finland	09	287	200	20.6	Risto Vahanen
167	288	FAVEO Management (PTL fusion with SWEPRO)	PM	Norway	09	286	138	46.1	Miguel Guirao
168	184	Dolsar Engineering Ltd	MD	Turkey	09	285	265	10.8	H. İrfan Aker
169	186	Bengt Dahlgren AB	M, Enr	Sweden	09/10	282	259	27.3	Åke Rautio
170	175	Temelsu International Engineering Services Inc.	MD	Turkey	08	280	280	20.8	Demir İnözü
171	244	Steinbacher-Consult GmbH	CE, PM	Germany	09	280	180		Stefan Steinbacher
172	161	JMP Consultants Ltd	CE	England	09/10	278	309	24.9	Ian Cameron
173	243	D'Appolonia S.p.A	MD	Italy	09	278	181	40.8	Alessandro Vaccaro
174	167	Stride Treglown Group Ltd	A	England	09	276	295	18.1	Robert Whittington
175	153	Verkís hf	MD	Iceland	09	275	339	17.6	Sveinn Ingi Ólafsson
176	177	PBR Planungsbüro Rohling AG Architekten u Ingenieure	MD	Germany	09	274	245	28.2	Heinrich Eustrup
177	187	AEPO S.A Ingenieros Consultores (Acciona)	MD	Spain	09	272	256	27.8	David Ortega Vidal
178	117	Gauß Gruppe	MD	Germany	09	271	500	22.5	Gerhard H. Gauß
179	160	Arkitektfirmaet C.F.Møller	A	Denmark	09	270	313	31.1	Lars Kirkegaard, Mads Møller

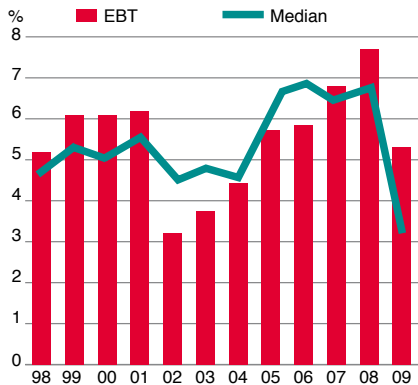
PM = Project Management, A = Architecture, CE = Civil-/S = Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary

2010	09	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 2010)
180	181	CSD Group	Env, PM, CE, S	Switzerland	*08	270	270		Bernhard Matter
181	147	JG Ingenieros SA	M, E	Spain	*09	268	350	16.3	Josep Túnica Buira
182	115	Citec Group (proforma)	I, Env	Finland	09	267	510	24.4	Rune Westergård
183	169	Nightingale Associates	A	England	09	267	318	20.3	Richard Harrington, Executive Chairman
184	179	Keppie Design	A	Scotland	08/09	266	273	16.2	David Stark
185	185	Burckhardt+Partner AG Architekten Generalplaner	A	Switzerland	*09	260	263	55.9	Peter Epting
186	188	Deltamarin Oy	I	Finland	09	260	251	25.9	Mika Laurilehto
187		Müller-BBM GmbH Dr. C. Hantschk, Dr. E. Schorer, N. Suritsch	MD	Germany	09/10	254	226	29.0	H. Gass, B. Grözinger,
188	189	Sheppard Robson	A	England	09	250	250		Andrew German
189	164	Ernst Basler & Partner Ltd	MD	Switzerland	09	250	300	13.3	Hansjoerg Hader
190	203	Amberg Group	CE, S, PM	Switzerland	*09	250	230	43.2	Felix Amberg
191	222	DSSR Consulting Engineers (form Donald Smith Seymour & Rooley)	E, M	Scotland	*09	250	200	8.2	Gordon Meikle
192	228	DIWI-Consult GmbH	MD	Germany	09	250	200		William V. H. Foyle; Peter Winkler
193	194	Transprojekt Gdanski Spolka	A, CE	Poland	*09	250	250	16.1	Andrzej Michal Luty
194	201	Scott Brownrigg Architects	A	England	08/09	241	232	23.3	Jonathan Hill
195		Kling Consult Ingenieur GmbH	CE	Germany	09	241	301	21.6	Markus Daffner
196	216	JBA Consulting	CE, Env	England	08/09	240	232	14.2	Jeremy Benn
197	195	SC Metroul S.A.	MD	Romania	08	236	244	9.1	George Rozorea
198	241	Tengbom	A	Sweden	09	235	182	23.1	Magnus Meyer
199	198	Pragoprojekt a.s	CE	Czech Republ.	08	234	234	22.8	Marek Svoboda
200	208	Advin B.V. - Adviseurs en Ingenieurs	MD	Netherlands	09	233	227	30.4	John Walraven
201	204	Dopravoprojekt, a.s.	CE, S, A, PM	Slovakia	09	233	228		Gabriel Koczkás
202	290	Goudappel Coffeng B.V	MD	Netherlands	09	229	135	26.3	P.H.J. Van der Mede
203	197	IBE Consulting Engineers	MD	Slovenia	09	227	233	20.8	Uroš Mikoš
204	183	Baur Consult GbR	MD	Germany	09	225	270	14.5	Andreas Baur
205	221	Structor Group	CE, PM	Sweden	09	225	206	25.9	Jan Stråth, Per Fladvad, Olof Hulthén
206	276	Austin Smith Lord Architects Ltd	A	England	09/10	223	194	19.2	Richard Pullen
207	212	Allies and Morrison Architects Ltd	A	England	07/08	220	220	26.2	Bob Allies
208	237	HENN Architekten GmbH	A	Germany	09	220	190	37.7	Jörg Thiele
209	234	Adviesbureau Peutz & Associés B.V	Env, CE, I	Netherlands	09	220	205	19.5	W.J.F.W. Koopmans
210	231	Knightec AB	I	Sweden	09/10	218	200	16.6	Dimitris Gioulekas
211	196	Uvaterv Engineering Consultants Ltd	MD	Hungary	09	210	234	7.5	Gyula Bretz
212	207	Infotiv AB	I	Sweden	08/09	207	228	20.2	Alf Berndtsson
213	258	Frankham Consultancy Group	MD	England	09/10	207	165	19.3	S J Frankham
214	158	HR Wallingford Group Ltd	CE, Env, I	England	*09/10	205	196	23.8	Stephen W. Huntington
215	236	ISC Group	MD	Denmark	09	200	190	21.2	Kjeld Thomsen
216	135	GFA Consulting Group	MD	Germany	*08	200	400	55.0	Heiko Weissleder; Klaus Altemeier; Hans-Christoph Schaefer-Kehnert
217	190	HKR Architects	A	Ireland	*09	200	250		Jerry Ryan
218	182	Murray O'Loire Architects Ltd	A	Ireland	*09	200	270		Calbhac O'Carroll
219	211	ETV-Eröterv Rt.	Enr, CE, PM	Hungary	09	200	220	12.0	József Dénes
220	238	Aveco de Bondt BV	CE	Netherlands	*09	200	183		Gerrit Paalman
221	225	Scholze Ingenieur GmbH	E, M, I, Enr, PM	Germany	09	200	200	22.0	Gerd Scholze
222	226	Herzog & de Meuron Architekten AG	A	Switzerland	09	200	200	26.4	Pierre de Meuron; Jacques Herzog
223	230	O.T.E. Ingénierie SA	MD	France	08/09	200	200	15.9	Jean Ernest Keller
224	245	Roughton Group	MD	England	09	200	200	17.0	Michael A Ross; John Saunbury
225	209	Avalon Enterprise AB	I	Sweden	09	197	222	17.4	Peter Mattisson
226	206	Aukett Fitzroy Robinson plc	A	England	08/09	195	228	17.4	J. Nicholas Thompson
227	240	Technital SpA	CE	Italy	09	194	182	63.7	Alberto Scotti
228	239	High-Point Rendel Group	CE, S, PM	England	08/09	193	182	27.0	Kelvin W. T. Hingley
229	214	Efla hf.	MD	Iceland	09	192	216	16.9	Guðmundur Þorbjörnsson
230	242	GOPA-Consultants Group	PM, I, Env	Germany	*09	190	181	56.2	Martin Güldner, Robert Gaertner, Hans Otto
231	250	Hulley & Kirkwood Consulting Engineers Ltd	E, M	Scotland	09	190	176	15.2	Sommerville Telfer
232	274	SGI Consulting SA	MD	Luxemburg	*09	190	150		Laurent NILLES
233	252	Dekra Industrial Oy (Polartest)	Enr	Finland	09	188	174	18.7	Matti Andersson
234	219	WRc plc	Env	England	09/10	188	207	12.1	Ron Chapman; Roberto Zocchi
235	215	Condesign AB	I	Sweden	09	186	214	4.4	Nils-Olov Johnson
236	233	Rogers Stirk Harbour & Partners	A	England	08/09	186	199	32.2	Rickard Rogers
237	224	Curtins Group	CE, PM	England	09	185	200	13.9	Rob Melling
238	217	Olajterv Group	CE, Enr	Hungary	09	184	210	17.4	János Pakucs
239	246	Metroprojekt Praha A.S	MD	Czech Republ.	09	184	188	13.7	Jiri Pokorny
240	253	Planungsgruppe M+M AG, PGMM	E, M, PM, Enr	Germany	*09	183	170	13.4	Willie Kienzle, Hermann Ott
241	200	PDM Group	I	Netherlands	09	182	232	18.7	H.J.P.M. Mesterom

The European top 300 consulting engineering and architectural groups

2010	09	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 2010)
242	227	Consitrans S.R.L.	CE,S,Env,PM	Romania	08	181	200	7.5	Eduard Hanganu, President; Valentin Robert Urian, CEO
243	192	Arkitektbüro HPP Hentrich-Petschnigg & Partner GmbH	A	Germany	09	180	250	22.0	Joachim Faust, G. Feldmeyer
244	223	Troup Bywaters + Anders	E,M	England	09	180	200		Neil Weller
245	247	Leonhardt, Andrä und Partner Beratende Ing. GmbH	S	Germany	*09	180	180	18.0	Holger S. Svensson
246	248	Purcell Miller Tritton	A	England	08/09	180	179	13.1	Mark Goldspink
247	280	Prokon Engineering Ltd	MD	Turkey	*09	179	145		Hasan Özdemir, Ismail Salici
248	249	Joynes Pike Group	CE,S,Env	England	08/09	177	177	17.4	Hubertus Schneider, CEO, Gerhard Lorisika, President
249	261	SD Ingénierie Holding SA	MD	Switzerland	09	173	161	20.2	J. D. Girard
250	267	Bjerkning Ingenjörbyrå AB	CE,M	Sweden	09	172	157	17.1	Roine Gillberg
251	268	EKJ Rådgivende Ingeniører A/S	MD	Denmark	09/10	172	157	18.3	Jørgen Nielsen
252	232	Llewelyn-Davies -Yeang Ltd	A,IA	England	*09/10	170	200		Stephen Featherstone
253	256	JSK Arkitekten GmbH	A	Germany	*09	170	170	15.4	Helmut W. Joos
254	255	Consat Engineering AB	I	Sweden	09	169	170	14.9	Jan-Bertil Johansson
255	260	Centropjekt a.s	MD	Czech Republ.	08	165	165	15.5	Vladimir Kudela
256	257	Bureau D' études Greisch	CE,S,A,PM	Belgium	09	165	168	16.1	Clément Counasse
257	220	O.B.H-Group	MD	Denmark	09	164	206	17.7	Steen Hansen
258	235	Clarke Bond Group Ltd	S,CE,Env,PM	England	09	162	191	12.1	David Harding
259	272	The BWB Partnership	CE,S, Env	England	09	160	150	21.0	Malcolm Wright Steven Wooler
260	283	JJM Sp Z O O	PM,I	Poland	08	160	140	3.1	Marek Poncyljusz
261	265	Transprojekt Krakowskie Biuro Sp. Z o. O	A, CE	Poland	*08	160	160	8.4	Leszek Chelminski
262	191	Arkitema K/S	A,PM	Denmark	09	159	224	16.3	Peter Hartmann Berg
263	193	LINK Signatur Group	A	Norway	09	156	234	21.0	Siri Legernes
264	218	Soditech Ingénierie S.A	I	France	09	153	208	9.2	Maurice Caillé
265	279	WTM Engineers	MD	Germany	09	150	145	20.0	Karl Morgen, Stefan Ehmann, Ulrich Jäppelt
266		Projektengagemang group	PM	Sweden	09	150	114	16.7	Per-Arne Gustavsson
267		EBAB i Stockholm	PM	Sweden	09	150	97	15.6	Kaarel Lehist
268	148	Barton Willmore Group	A,PM	England	*08/09	150	343		Ian Tant
269	269	CTS Engtec Oy	I	Finland	09	148	156	9.7	Antti Lukka
270	278	Transprojekt- Warszawa Sp. Z o. O	CE	Poland	09	147	147	9.6	Tadeusz Suwara
271	266	Temagroup Sweden AB	A,PM	Sweden	09	147	157	14.3	Håkan Persson
272	282	DGMR raadgevende ingenieurs BV	Env	Netherlands	09	146	144	15.3	P.J. van Bergen
273	277	Cauberg-Huygen	CE, Env	Netherlands	09	145	148	15.7	J.J.M. Cauberg
274	259	Lewis & Hickey Architects	A,PM	England	08/09	142	171	9.3	Paul Miele
275		Elator AB	I	Sweden	09	141	62	10.5	Ulf Mill
276	293	Hjellnes Consult AS	MD	Norway	09	141	132	19.4	Geir Knudsen
277	262	Heinle, Wischer und Partner	A,PM	Germany	09	140	160	17.6	Gunter Henn
278	285	B+S Ingenieur AG	MD	Switzerland	*09	140	140		Urs Ochsner
279	281	TC Project Management B.V	I	Netherlands	09	140	145	10.4	Rudie Veenendaal
280		Politecnica- Ingegneria e Architettura Soc. Coop	MD	Italy	09	140	100	15.2	Gabriele Giacobazzi
281		Technip EPG B.V.	MD	Netherlands	09	140	140	10.1	Cornelis Plantinga
282		Studio Altieri S.p.A	CE; A	Italy	09	140	105	19.1	Everardo Altieri
283	213	IPLAN PLANINGS GmbH	MD	Germany	09	139	220	7.6	Trevor Crawley
284	271	Punch Consulting Engineers	S,CE,Env,PM	Ireland	*08/09	137	152	16.8	John Pollock
285	291	Midtconsult A/S	MD	Denmark	08/09	135	135	13.4	Jens Lauritsen
286	205	O.M.A. Office for Metropolitan Architecture	A	Netherlands	09	132	228	21.8	Victor van der Chijs, Rem Koolhaas, Ellen van Lom
287	292	OPAK AS	PM,Env,E,M	Norway	09	132	133	16.5	Jan Henry Hansen
288		Mogens Balslev Rådgivende Ingeniører A/S	MD	Denmark	08/09	131	110	12.7	Benny Andersen
289	254	HLM Architects	A	England	08/09	130	170		Christopher Liddle
290	297	Geodata S.p.A	CE	Italy	09	130	130	20.2	Andrea Della Corte
291	299	Uticon Dynatherm	I,Env, PM	Netherlands	09	128	127	9.3	Simon Bruijnooge
292	287	UtiberTransport Consulting Management Ltd	CE,PM	Hungary	09	128	139	14.2	Auth Gyorgyi
293		Optiplan Oy	MD	Finland	09	128	140	7.9	Tommi Vaisalo
294		SINA Group (dt ASTM Group)	CE,MD	Italy	09	126	120	46.6	Agostino Spoglianti
295		ELU Konsult AB	S,CE	Sweden	09/10	125	113	16.7	Lars-Olov Karlberg
296		Henry J. Lyons & Partners Architects	A	Ireland	*09	125	125		Paul O'Brian
297	296	Verebus Engineers B.V	MD	Netherlands	09	124	131	18.0	Kees Aling
298		Forsen Projekt AB	PM	Sweden	09	124	117	16.3	Jan Ahlinder
299		Campbell Reith Hill	CE,S,Env	England	08/09	122	123	11.1	Mark Kaminski
300		Henning Larsen Architects	A	Denmark	08/09	120	121	19.9	Mette Kynne Frandsen

Result margin: European top 300



Source: The Swedish Federation of Consulting Engineers and Architects

three plants in Spain for a total value of EUR 800 million.

Irish architects Murray O'Laoire have closed after going into liquidation in April 2010 after 30 years of business.

US giants purchase European engineering consultancies

In October, the American URS Corporation acquired UK Scott Wilson Group plc, for a price of 290 pence per share, corresponding to GBP 218 million. The deal strengthens URS' global presence with 80 offices all over the world and over 5 500 employees. During Scott Wilson's latest financial year, the turnover amounted to EUR 340 million and the profit after tax was EUR 13. 6 million. Scott Wilson's operations will be integrated into URS' infrastructure and environment department.

The world's largest engineering consultancy, Aecom, is continuing to expand as a result of several acquisitions in Europe. In October, Aecom acquired global engineering consultants Davis Langdon, with 2 800 employees in Europe, Australia, New Zealand, the Middle East and the USA. Subsequently operations were also acquired in South Africa. In total,

the transactions amounted in value to USD 324 million. The Asiatic operations, Davis Langdon & Seah, will continue to be independent but will co-operate with Aecom. Aecom also acquired the technical consultancy Inocsa Ingenieria S.L., based in Madrid and with offices in Rumania and Bosnia. In all, Inocsa has 550 employees. Aecom's European operations will be directed by Steve Morriss from the Mouchel Group, and will have over 5 000 employees in 21 countries.

David Cramér

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Statistics, corporate information and market rates have been obtained with the help of DowJones Companies&Executives/Factiva, Euroinvestor.co.uk, Creditsafe, Soliditet, corporate websites and through direct correspondence with companies.

The Swedish Federation of Consulting Engineers and Architects, STD, works in the best interests of its member firms with the aim of strengthening their competitiveness and long-term profitability.

The Federation strives to achieve a high standard of quality, sound development, a high level of profitability and good working conditions among its member firms.

Our operations are based on four main areas of focus:

- profiling
- procurement and consulting operations
- salary and employment conditions
- competence provision

STD is part of Almega – an organisation for service companies in Sweden. Almega is the largest group of employees' associations in the Confederation of Swedish Employees.

STD is a member of the global engineering consultancy organisation FIDIC, its European counterpart EFCA and – on the employers' side through Almega – UNICE.

● www.std.se

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