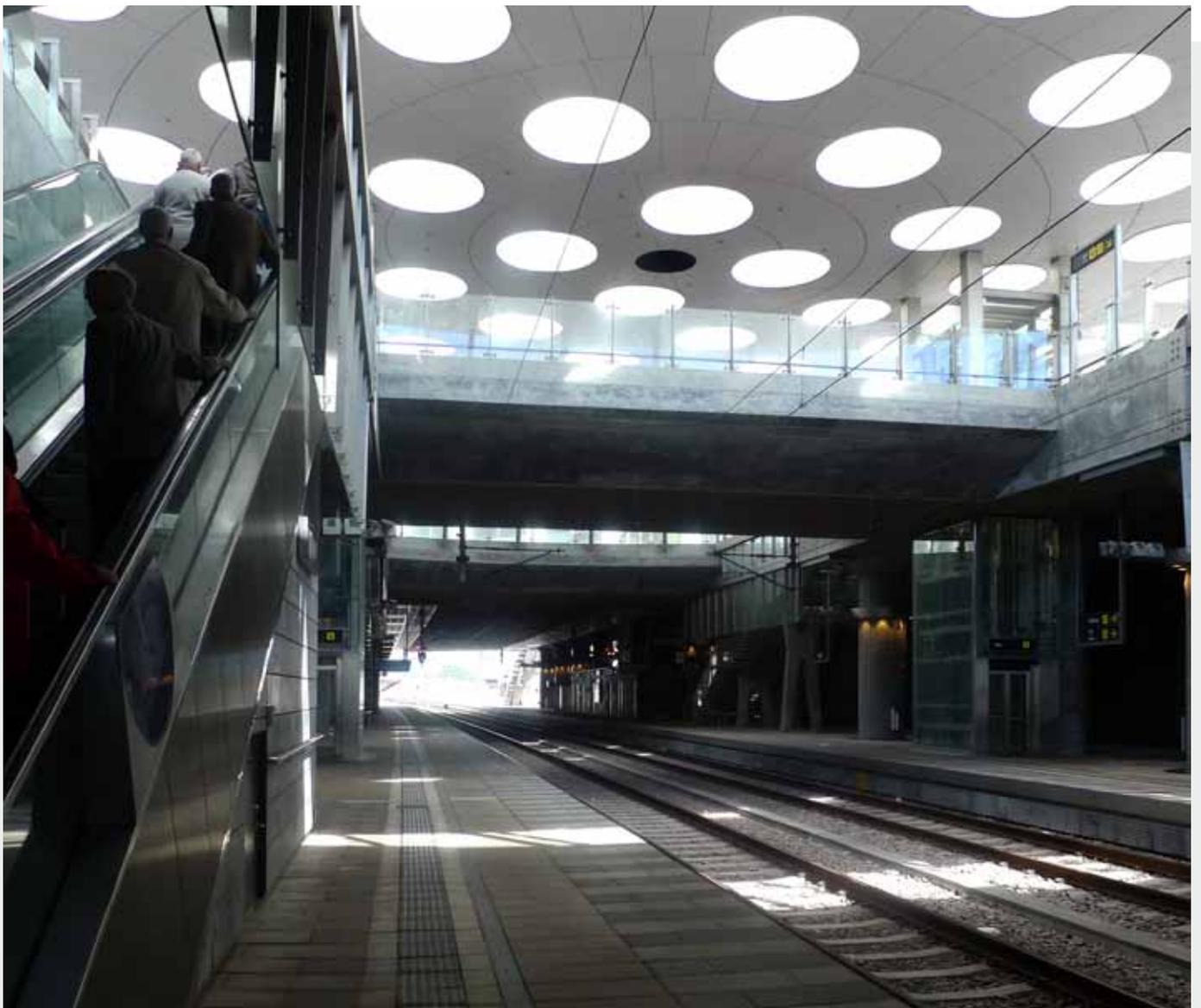


# SECTOR REVIEW

DECEMBER 2011 ●

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 2010 and 2010/2011.



Svenska Teknik &  
Designföretagen

● almeqa

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



# Contents

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Foreword	5				
<b>THE SWEDISH MARKET</b>	<b>6</b>	<b>THE NORDIC MARKET</b>	<b>23</b>	<b>THE INTERNATIONAL MARKET</b>	<b>45</b>
Weaker global demand also affects the service sector in Sweden	6	The 100 largest architectural groups in the Nordic area	24	International development	46
Sector development – 2010 and 2011	8	FRI – The Danish market	26	The world's 10 largest groups	46
Swedish corporate events	12	Denmark's 100 largest groups	29	Listed consultancies in the West – a comparison	47
Key business ratios for the largest Swedish consulting firms	14	RIF – The Norwegian market	31	Europe's 50 largest architectural groups	48
The 50 largest architectural groups	16	Norway's 100 largest groups	34	Europe's 300 largest groups	49
The 50 largest groups in industrial engineering	17	FRV & FSSA – The Icelandic market	36		
Sweden's 300 largest groups	18	Iceland's 18 largest groups	38		
		SKOL – The Finnish market	39		
		ATL – The Finnish architect market	41		
		Finland's 100 largest groups	43		

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All the photos are taken from nominations to the Stora Samhällsbyggarpriset (Major Built Environment Prize) 2011. According to the regulations the prize shall be awarded for a building or facility of high quality that is worthy of acclaim and is the outcome of cooperation between the various players in the built environment process. The winner of the Stora Samhällsbyggarpriset 2011 was the City Tunnel in Malmö, one of the largest infrastructure projects in Sweden.

Other nominations were Projekt 50-11 i Skåne, the upgrading of 50 railway stations in Skåne, Bromma Blocks, a commercial centre project on the outskirts of Stockholm, and the Emergency and Infection Block at Skåne's University Hospital in Malmö, a planning process that is both successful and worthy of acclaim.

Facts and information on Stora Samhällsbyggarpriset and the nominated contributions can be found at: [www.samhallsbyggardagen.se](http://www.samhallsbyggardagen.se).

**Front cover:**

Hyllie Station, City Tunnel (photo by Pehr-Mikael Sällström).

**Back cover:**

Top: Emergency and Infection Block at Skåne's University Hospital in Malmö (photo by Jørgen True).

Centre: Hyllie Station, City Tunnel (photo by Klas Andersson).

Bottom: Projekt 50-11, Båstad (photo by Berne Svensson).

# The Sector Review

The Sector Review has been published by the Swedish Federation of Consulting Engineers and Architects (STD) since 1995. It is a compilation of the architectural, engineering consultancy and industrial consultancy sectors in Sweden, the Nordic countries and Europe. The Review presents ranking lists of the largest corporate groups on the respective markets, interesting key business ratios, news about structural transactions and information on the development and economy within the sector over the past year.

Since 2005, STD-företagen's counterparts in the neighbouring Nordic countries have contributed to the Review. STD-företagen represents architects, engineering consultants and industrial engineering consultants, whereas the Nordic organisations only represent engineering consultants and, in certain cases, industrial engineering consultants. In Finland and Iceland, architectural firms also take part in collaboration on the Sector Review. The organisations that participate in this cooperation are FRI in Denmark, RIF in Norway, SKOL & ATL (architects) in Finland and FRV & FSSA (architects) in Iceland.

The corporate information in the Review has been acquired via the databases Soliditet (Sweden) and Dow Jones Companies & Executives (Europe), from the Nordic organisations, direct from companies or via the companies' home pages. The monitoring covers some 1 500 companies in Sweden, the Nordic Area and Europe. Collecting the information is an extensive and time-consuming task, and in some cases it is impossible to obtain reliable information. In those cases, we use the most recent material we can find. Consequently, all companies that appear in – or should appear in – the Review are requested to contact STD-företagen and to submit their details in order to make sure that the information published on them is correct.

Swedish Federation of Consulting Engineers and Architects

# Foreword

Svenska Teknik&Designföretagen (the Swedish Confederation of Consulting Engineers and Architects), or STD, is a sectoral and employers' organisation for some 730 architectural, engineering and industrial consulting firms in the construction and industrial sectors. With a total of some 30 500 employees, STD represents a little over two-thirds of the sector's overall resources. STD's member firms are undergoing development, and play an important role in the development of society with respect to all types of building and urban 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.

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 310 billion per year. As a consequence, the sector influences the development of some 10 % of the country's GNP and STD's member companies are involved in creating lasting values.

Last year, the STD firms – with their predecessors SKIF, SPA and AI-företagen – celebrated their 100-year anniversary. We are now entering a new era, accompanied by numerous opportunities and challenges. In particular, globalisation is influencing companies with the potential for increased service exports. But at the same time it imposes challenges on the domestic market, with greater competition from abroad.

In its Economic Report for October/November, Almega assesses that the turbulence on the financial markets, and thus the uncertain political situation, will during the course of the year lead to a flagging economy towards the end of the year and substantially weaker growth over the next two-three years. It is primarily the declining prospects for the export industry which could also mean that the investments made by industry in services will probably be postponed. It remains to be seen how our sector will be affected by the willingness of banks to invest in view of the new capital coverage demands.

We will also be facing new challenges when it comes to both the recruitment of employees as well as procurement and project forms. Competition, and in particular international competition, is increasing and the rationalisation of all forms of production is a decisive factor. The sector must focus on customer benefit and improve the efficiency of its cooperation with the market players. Consulting firms thus have an important part to play in the continued growth of both the community development sector and industry. Through their knowledge, consultants contribute to both R&D as well as to rationalisation activities. The work of the STD firms is focused on encouraging the sector to increase its efforts to create a society that is sustainable in the long term.

The Sector Review 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.

Inger Lindberg Bruce

Scheiwiller Svensson Arkitektkontor AB

Chairman of the Swedish Federation of Consulting Engineers and Architects



# Weaker global demand also affects the service sector in Sweden

Almega anticipates a marked downswing in growth within all parts of the business sector towards the end of 2011, which is expected to continue to affect the Swedish economy throughout 2012. A significant slowdown is expected in Swedish exports, corporate investments and household consumption during 2012, coupled with uncertainties about how to solve crises in connection with government debts – primarily within the EMU. Questions concerning how the USA will cope with budget cuts and the country’s high national debt are also leading to increased caution among households and companies, both in Sweden and abroad. For Sweden, a number of the debt-laden countries are among the most important export markets for Swedish products and services.

During the period 2010-2011, the Swedish economy enjoyed considerably stronger growth than many other developed economies, but according to Almega’s assessment figures (from October 2011), the Swedish economy will not be so prominent in the coming year. In its latest assessment of the economy, Almega estimates that the Swedish GNP will only increase by 0.9 per cent during 2012 and by 2.5 per cent in 2013.

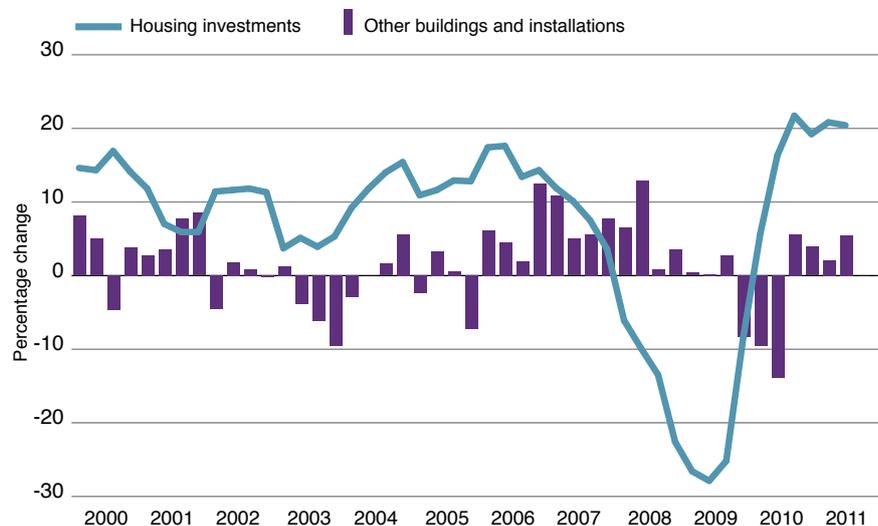
Last summer saw a break in the demand from the export market, but a repetition of the collapse in exports of the kind experienced over the period 2008-2009 is not foreseen. The export market is expected to expand next year, although at a clearly slower rate than during the recent period of recovery. Service production within the business community is expected to experience a downturn during the fourth quarter this year, from the high production peak in the third quarter. 2012 is expected to be a year spent waiting for the demand to gradually recover, which presupposes that the national debt problems in, above all Greece and Italy, are resolved and that a new financial crisis is avoided with the aid of economy-related rescue measures.

During the financial crisis in recent years, demand in Sweden has been stimulated by tax reductions, investments in infrastructure and substantial

cuts in interest rates made by the Swedish Central Bank. In its latest autumn budget, the Government announced its intention to make further investments in the infrastructure, i.e. in road and rail projects, which will help to improve the situation for engineering consultancy and building operations. On the other hand, there was no mention of a fifth labour tax deduction, and thus no further encouragement for household consumption. Neither is a lower VAT rate for restaurants from 2012 onwards likely to have any significant effect on unemployment levels and household

consumption since other factors are expected to weigh more heavily, such as greater uncertainty about the economy and the risk of rising unemployment. The Central Bank also has significantly less scope to lower the key interest rates. The repo rate is assumed to remain at the current level of 2 per cent until the end of next year, but an interest cut of let us say one percentage point would provide a certain amount of encouragement for GNP growth and employment (see Almega’s report on the economy, October 2011).

**Fixed gross investments, percentage change compared with corresponding period last year, fixed prices, result up to and including the second quarter 2011**



Source: SCB, Macrobond

The service sector will also be affected by weaker global demand in the months ahead, on the one hand due to a slowing down in service exports per se but also as a result of a weaker demand for corporate services from the export industry. A weaker demand from households will also force down the services market. A decrease in demand for services will in turn reduce the demand for company services in the service sector.

Almega's forecast for gross investments in the Swedish economy is now more pessimistic than the forecasts made by other assessment bodies. Behind the new figures lies the assumption that the companies will change their earlier more expansive investment plans and postpone them, pending signs of an economic recovery. The investments may also be limited by growing difficulty in securing loans from banks as a result of the EU's new demands for a higher level of capital cover. Almega believes that the investment rate next year will slow down both within industry as well as in the service sector. The growth in housing investments is also expected to slow down next year, from an increase of 16 per cent in 2011 to only one per cent in 2012, and by approximately 1.5 per cent in 2012.

The employment level in Sweden has continued to increase sharply in 2011. The major part of this increase during the recovery has stemmed from the private service sector, but during 2010 employment figures also began to increase within industry and the building sector. Behind this increase in the service sector lies above all various types of corporate services, in which engineering consultancies and architects are also included. The open unemployment has, however, remained at a high level. Almega reckons that unemployment during 2011 will be on an average level of 7.5 per cent, and that it will drop slowly to 7.4 per cent in 2012.

The fact that unemployment levels are falling so slowly is in part due to the large number of people now entering the labour market, but is also the result of historically poor matching between supply and demand on the labour market. It is mainly a question of an increased demand for highly qualified personnel in a number of knowledge-intensive service sectors and an inadequate supply of this type of competence on the Swedish labour market.

Next year, employment levels are expected to fall within industry, and the increase in the service sector will be significantly lower, approximately 12 000, compared with the powerful upswing over the period 2007-2010, when employment in the private service sector rose by as much as 108 000. In the longer term, the service sector is expected to continue as the sector responsible for the highest level of employment growth in Sweden. This is linked with the continued specialisation within all sectors. A good example of this is the building industry, which is generating a growing number of jobs in the service sector. The building industry is at present characterised by a greater service content than was the case previously, and purchases a growing proportion of knowledge-intensive services for its production. This also requires a higher level of training and competence among the labour force, which must be able to cope with the increasingly complex and service-focused development that is taking place within the building sector.

Lena Hagman  
Senior Economist, Almega  
November 2011



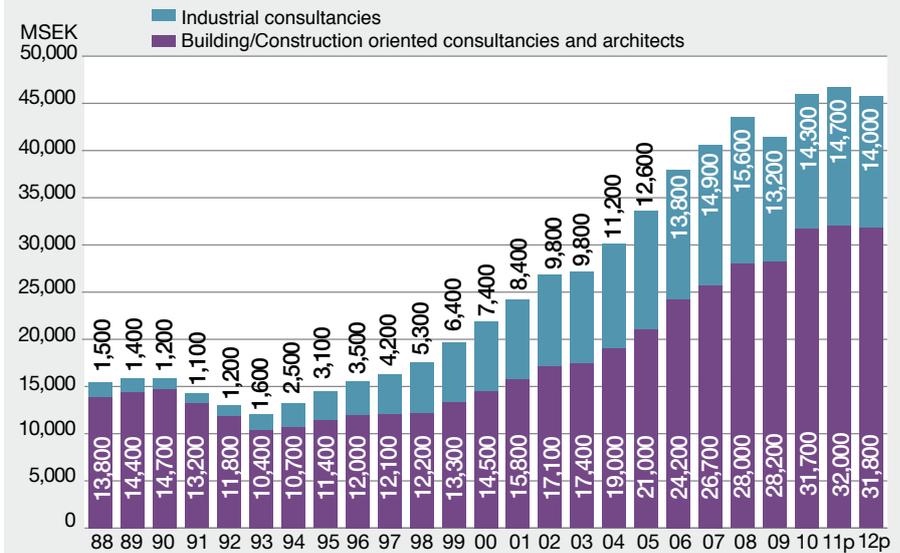
# Sector development – 2010 and 2011

The integrated figures in this review combined with the graphs showing the outlook for the future illustrate different aspects of the sector. The profit margin for the 300 largest groups was 7.9 % in 2010, compared with 5.6 % in 2009. At the same time, the curves that predict the anticipated volume of incoming orders in the future point downwards. Following the substantial recovery during 2010 and 2011, the market is expected to slow down in 2012 as a consequence of the concern occasioned by the debt crisis in the world around us.

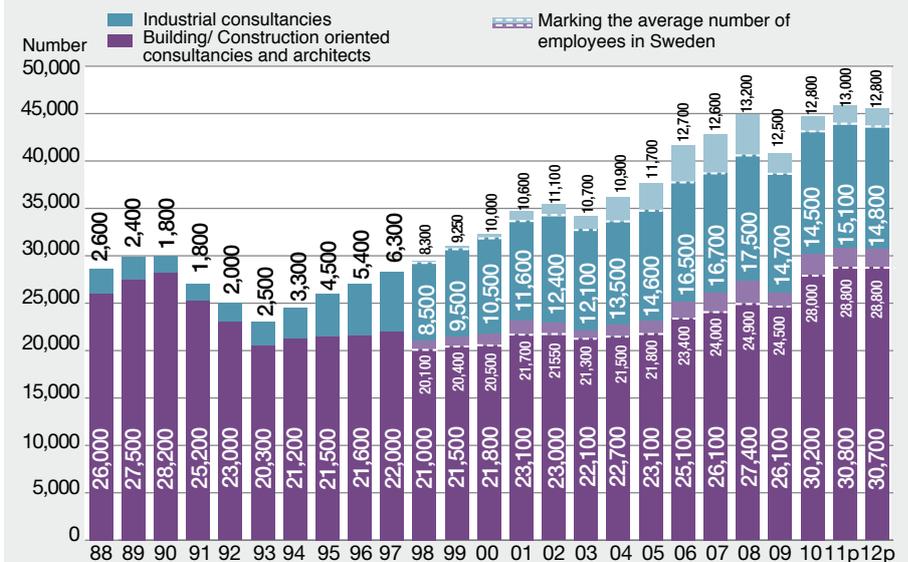
**Recovery changes into slow-down**  
 During 2010 and 2011, the market for architectural services, engineering consultancy and industrial engineering consultancy has experienced sound recovery across the board. At the same time as infrastructure investments in the stimulus packages that were launched in the recession over the period 2008-2009 helped to maintain the volume of incoming assignments in the subsector, the building sector began to recover in 2010 and 2011. Housing construction in particular began to increase again, but investments in public and commercial premises also began to grow. There was also a significant improvement in the volume of incoming orders and levels of profitability among industrial consultants during 2010 as a result of the increasing production and export levels in the manufacturing industry. Extensive investments in power and energy facilities throughout Northern Europe have also contributed to the positive trends.

The improvement in profitability is largely attributable, of course, to the increase in incoming orders. To a certain extent, the companies have also been able to raise their prices. At the same time, the improved profit margins can be largely explained by the high billing levels that are reported by the companies.

**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 & Mijö.
- 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.
- 6) 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

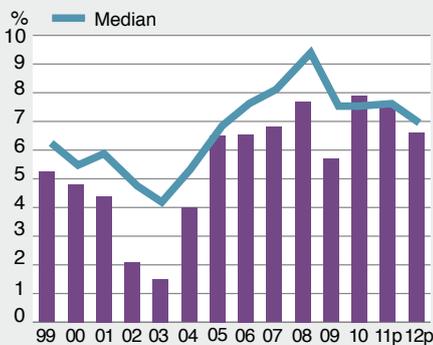
	Turnover per employee, SEK thousand											Result after financial items per employee, SEK thousand											
	03	04	05	06	07	08	09	10	11p	12p	03	04	05	06	07	08	09	10	11p	12p			
The top 300 <sup>1)</sup> groups	865	928	962	970	1,021	1,034	1,036	1,068	1,073	1,049	13	37	60	63	69	77	56	85	82	69			
of which																							
building construction oriented	871	952	992	1,034	1,102	1,139	1,083	1,111	1,106	1,094	37	45	69	79	98	104	83	103	102	91			
of which																							
architect firms	888	941	962	986	1,046	1,093	1,069	1,087	1,048	1,050	39	55	71	88	102	103	88	83	71	60			
engineering consultancies	867	955	999	1,042	1,114	1,148	1,091	1,116	1,119	1,103	37	43	69	78	97	104	82	107	108	97			
industrial consultancies	854	889	910	888	915	884	942	994	1,015	970	-25	28	44	39	32	38	10	54	48	30			

<sup>1)</sup> until 2002 the 200 largest companies

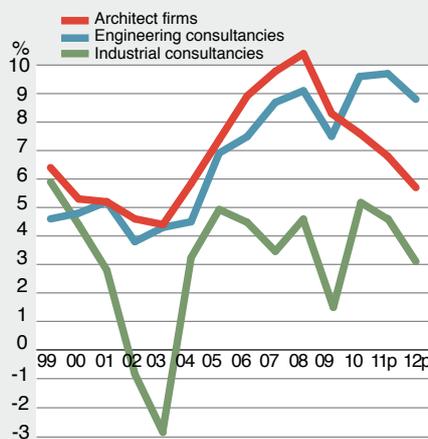
from 2004 when available, according to IFRS

Source: The Swedish Federation of Consulting Engineers and Architects

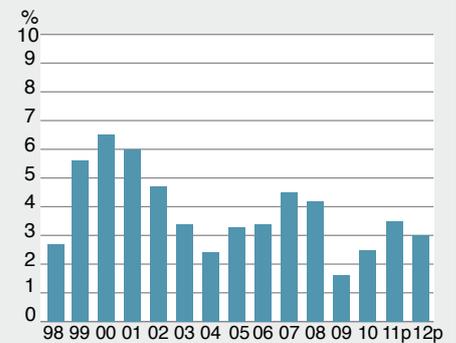
### Result margins in the top 300 groups



### Result margins



### Payroll cost/employee (fte)



Source: The Swedish Federation of Consulting Engineers and Architects

During the summer/beginning of the autumn, however, the wind changed and grey clouds began to sweep up over Sweden from Southern Europe. This has led to a greater sense of uncertainty within this sector too. During the autumn, the construction industry slowed down and the belief of the companies in the future received a nasty blow. Many of the companies report that assignments have been either postponed or cancelled as a result of financial fears. The year 2011 finishes in roughly the same way as 2010 began, that is with a general feeling of uncertainty. There are clear signs of a slow-down in 2012 – the question is how extensive it will be.

### Size of the sector and key business ratios

A comprehensive review of the sector was made during the spring, whereby the figures relating to the size of the sector – measured in terms of number of employees and turnover – have been

revised. The sector consists of some 13 000 firms, and of these approximately 50 have 100 or more employees. 11 000 firms have between zero and two employees.

The distribution according to size is as follows:

No. of employees	No. of firms
501 –	14
101 – 500	35
51 – 100	38
21 – 50	135
11 – 20	247
3 – 10	1,600
0 – 2	11,000

Together, the sector has a turnover of some SEK 46 billion and approximately 44 700 employees. The turnover per employee in the sector as a whole is SEK 1 029 000. The 300 largest firms in the sector, which are presented in the list on page 16, represent a large part of the whole sector. Together, they had a

### 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

turnover in 2010 of approximately SEK 38.3 billion and some 37 750 employees, which corresponds to some 85 % of the entire sector.

The total operating profit for the 300 largest firms was SEK 3 086 billion in 2010, compared with just over SEK 2 billion in 2009, which gives an operating margin of 8.1 %. The corresponding figure for profit after financial items was SEK 3 015 billion, which gives a profit margin of 7.9 %, which is a substantial increase compared with 5.6 % during

2009. The average turnover per employee for the 300 largest firms was SEK 1 068 000. In the case of architectural firms the figure was SEK 1 087 000, for engineering consultancies SEK 1 116 000 and for industrial consultancies SEK 994 000.

However, the level of profitability failed to improve for all three operational areas (architects, engineering consultants and industrial consultants) during 2010. The profit margin among architectural firms dropped to 7.6 % (8.3 % in 2009). The profit margin among engineering consultancies increased to 9.6 % (9.1 % in 2009) and among the industrial consultancies to 5.4 %, from 1.1 % the previous year.

The financial strength among the 300 largest firms was on average 45 %, which is a small increase compared with the year before, when it was barely 44 %. The value added per employee was SEK 681 000, compared with SEK 690 000 in 2009. Billing levels among the listed companies remained at approximately 73 %, the same level as in 2009, but increased somewhat during the first half of 2011 to just over 74 %. Smaller firms have in general a higher billing level, partly due to different measuring methods but also because it is easier for them to reach full employment levels. In measurements performed among STD member firms, the billing level among architectural firms dropped after the summer at the same time as it continued to increase among engineering and industrial consultancies.

### Investments within the sector

Building investments increased by 4 % in 2010, and it was above all the investments in housing that increased, by 16 % to SEK 105 billion. Investments in infrastructure also increased, by 1 % to SEK 74 billion. The investments in industry, however, remained unchanged at SEK 42 billion. However investment levels are expected to increase during 2011 by approximately 17 %. Building investments are also expected to increase during 2011, and again primarily on the housing side but also for industrial buildings and other premises. Nevertheless, a slow-down in the building sector is anticipated in 2012. Investments in the infrastructure are expected to begin slowing down in 2011, probably with a reduction of some 1 %. On the other hand, they will probably increase again somewhat in 2012 as a consequence of new stimulus packages in the area.

### Age and gender structure

The number of personnel employed by STD member firms is approximately 31 000, which corresponds to 70 % of the entire sector. According to the Confederation of Swedish Enterprise salary statistics, 27.8 % of all employees in STD member firms are women – a somewhat higher proportion than during 2009, when the figure was 27.6 %. There has also been a slight increase in the proportion of women with leading positions and representation on boards of directors. The proportion of women with leading positions was 27.6 % in 2010 compared with 25.7 % in 2009.

The proportion of women who were board members in 2010 was 19.8 %, compared with 17.7 % in 2009. The average age among employees increased from 42 to 44 in 2009 and 2010. Only persons aged up to 64 are included in the salary statistics, which means that the average age is probably higher.

### Anticipated future development

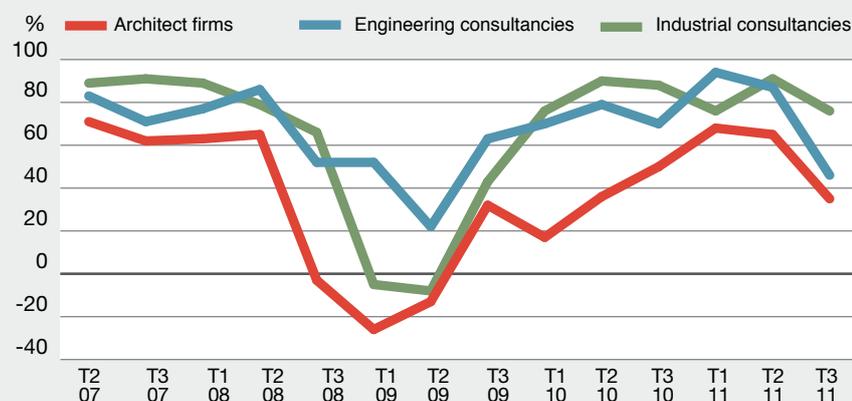
In the latest survey carried out by STD member firms in September 2011, the order-levels was strong throughout the sector. What has changed is the belief in how the order-levels will develop in the future – over the next six to twelve months. From a situation in which a majority of firms believed before the summer in growing development over the coming months, the majority of the firms believed in September that the situation would remain unchanged during the coming six-month period, at the same time as more firms had negative expectations. It is expected that the economy will slow down generally in Sweden and that growth will come to a standstill in 2012, and that this trend will also be experienced in our sector.

If we compare the situation today with how it was in the last financial crisis, things are far calmer today among the STD member companies. Apart from the engineering consultancies, the last recession proved to be shorter than it was expected to be. Stimulus packages, lower interest rates and a generally strong Swedish economy helped to balance the negative effects at the time. The Swedish economy remains sound – the government has announced its plans for new stimulus packages and has indicated the capacity for more, and the Central Bank of Sweden is judged to have the capacity to lower the repo interest rate again if it proves necessary.

### Architectural firms

The incoming order index among architectural firms has fluctuated during the course of the year. The order situation in September was relatively strong, but the growing volume of incoming orders is expected to slow down during the first six months of 2012. The expectations of the firms for the future have been dampened somewhat and few people now believe that the order situation will improve during 2012. The building sector is expected to slow down in

### 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.

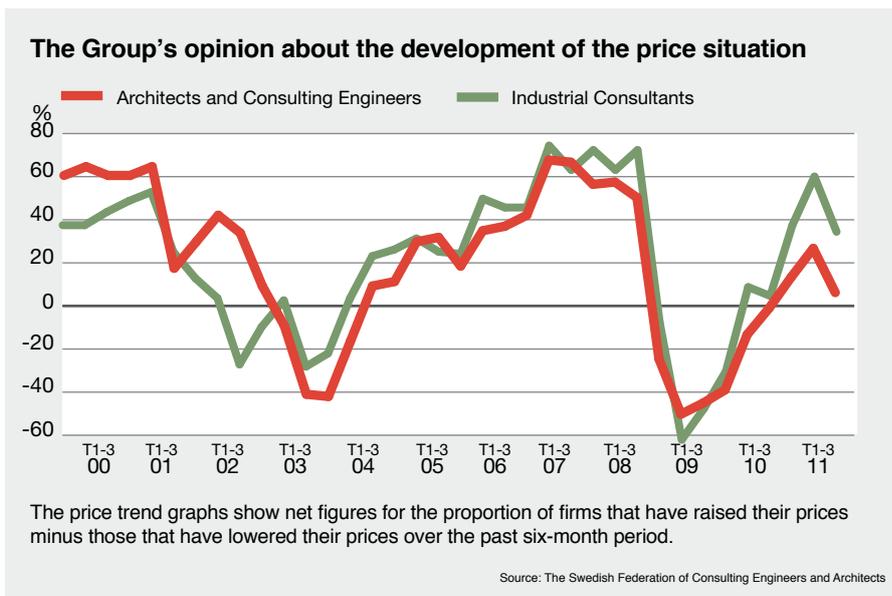
Source: The Swedish Federation of Consulting Engineers and Architects

2012. The strong development trend on the housing side will slow down a little at the end of 2011 and continue to slip back throughout 2012. The investments in other buildings are expected to slow down in 2012 when it comes to private clients, but to increase somewhat for clients in the public sector, and this is largely thanks to continued investments in hospitals and care institutions.

### Engineering consultancies

The incoming order index among engineering consultancies has increased somewhat during the course of the year. The order situation is still strong and the mood fairly positive. However, it is possible to detect a certain amount of caution and uncertainty this autumn compared with the situation previously. The number of firms that believe in an improved order situation has decreased at the same time as those who believe in a negative development trend has increased. In other words, still generally positive but with a wider distribution and a growing number who believe that the situation will remain unchanged.

For the two most important areas, in terms of turnover, other buildings and infrastructure, the situation remains positive. The assignments for other buildings are expected to decrease for private clients and increase for public sector clients. Assignments in the infrastructure segment can be expected to increase again in 2012 and 2013, when the government has announced



new stimulus packages for the area. So an anticipated slow-down in the sector could instead mean continued strong development when planned projects are brought forward.

### Industrial consultancies

The recovery among industrial consultancies has continued during 2011. Admittedly, the incoming order index decreased somewhat, but the order situation continued to be relatively strong in September. The backlog of orders has decreased somewhat compared with the beginning of the year. The expectations for the future have, however, changed during the autumn. Fewer companies believe that there will be an improve-

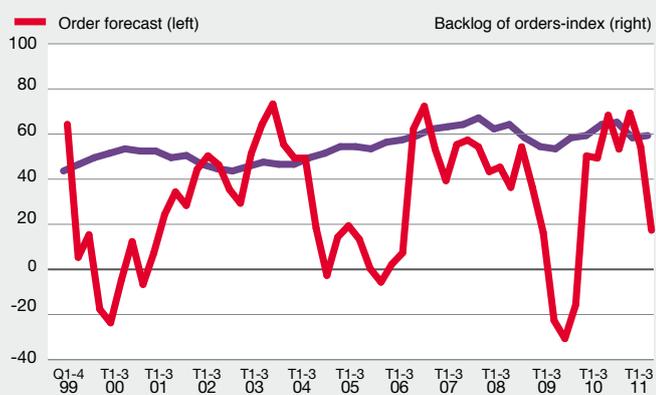
ment in the volume of incoming orders but more companies believe that the situation will become worse. However, most of them believe that the order situation will remain the same during the first six months of 2012. A growing uncertainty regarding the demand on the export markets is admittedly spreading to the industrial consultancies. Some firms have already had projects postponed or completely cancelled, and the feeling is that they will increase in number.

### Price level trends

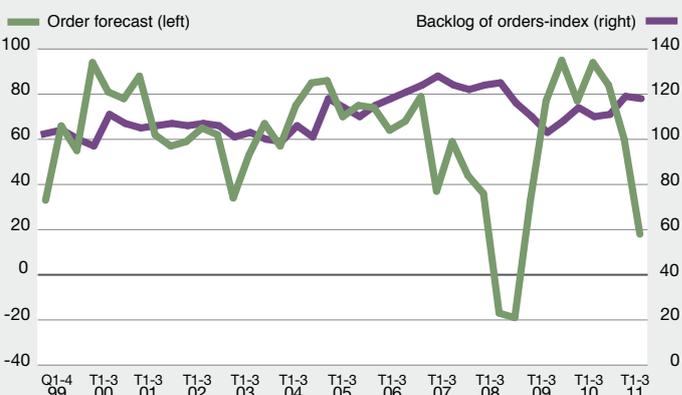
Price level recovery has come to a standstill. Towards the end of 2010, there began to be a recovery after the pres-

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

#### Architects and Consulting Engineers weighted togeth



#### Industrial Consultants

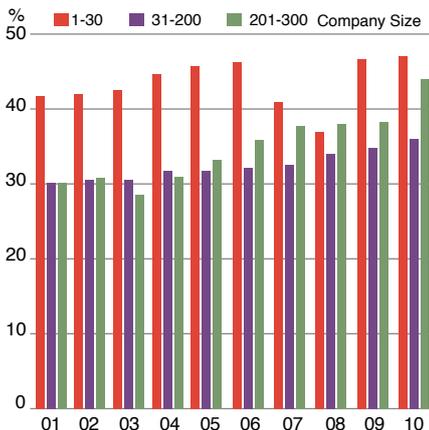


The order backlog index is based on questionnaire surveys among STD member firms, and is calculated by weighing between the orders in hand per employee and the order level in 2, 3, 6 and 12 months' time. The confidence

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.

Source: The Swedish Federation of Consulting Engineers and Architects

## Equity ratio, %



Source: The Swedish Federation of Consulting Engineers and Architects

sure on prices that accompanied the last recession. However, the prices have not increased at the same rate as they did every year before the financial crisis in 2008, and they do not follow the cost increases which are primarily driven by salary increases. The price scenario differs depending on the client and sub-sector. In the case of public sector clients there is considerable pressure on prices and a high level of competition. In the case of private clients there is greater potential for other business models, which permit a different price structure. However, all the signs indicate that a total price stop or decreasing price trends can be expected during the coming year.

### Swedish structural business

Corporate transactions have increased in volume again and there have been a considerable number of acquisitions and mergers during the course of the year. The consolidation trend, by which the large companies become even larger while the small ones merge, has become popular again. Swedish companies are also expanding internationally, particularly in the Nordic and Baltic countries, at the same time as an increasing number of foreign companies are establishing themselves on the Swedish market, often through acquisitions. Accounts are given below of some of the structural transactions that have taken place during the year as well as other information concerning the largest projects and orders.

#### ÅF

ÅF has during 2011 acquired the Czech engineering consultancy CityPlan. With

## The top 30 Swedish groups

	Turnover per employee, kSEK								Result after fin. items/employee, kSEK							
	04	05	06	07	08	09	10	04	05	06	07	08	09	10		
	The top 30 groups	918	956	949	1,009	1,016	1,030	1,057	32	61	54	58	69	50	84	
of which																
building/ construction oriented	939	1,010	998	1,106	1,101	1,087	1,105	36	81	75	87	101	81	10		
industrial	839	902	905	908	912	950	984	26 <sup>1)</sup>	41	34	28	34	7	53		

<sup>1)</sup> 13 kSEK before IFRS

Source: The Swedish Federation of Consulting Engineers and Architects

some 70 employees in Prague and an estimated turnover of SEK 30 million for 2011, ÅF has strengthened its position as one of the leading engineering consultancies in the country. In Lithuania, ÅF has merged the two companies AF-Enprima UAB and AF-TSP UAB under the joint name of AF-Consult UAB, which has thereby become the largest energy consultancy in the country.

During 2011, ÅF was appointed as senior engineering consultant for the construction of a new biofuel-fired combined heat and power plant in Tolkinen, Finland. The client is Porvoon Energia Oy (Borgå Energi AB) and the order is worth EUR 3 million. At the same time, a two-year contract worth just over SEK 25 million has been signed with FMV in the field of monitoring and management system integration. Here too, ÅF has been appointed as senior engineering consultant.

ÅF has during the course of the year won an important supplementary order for an ongoing hydro power project, Nant de Drance in Switzerland (the main order was worth EUR 27 million) which is to become operational in 2017. The value of the supplementary order amounts to EUR 15 million. In the UK, ÅF has been commissioned to serve as senior engineering consultant for investments in a biofuel-fired boiler at the board mill in Workington. The total investment, which amounts to SEK 1.1 billion, is being made by Holmen-owned Iggesund Paperboard. The plant, with a total power output of 150 MW, will mean that the mill's fossil-based carbon dioxide emissions will be largely eliminated.

### SWECO growing at home and abroad

During 2011, Sweco has opened new offices and made a number of acquisitions. During the year, Sweco acquired companies with over 400 employees in Russia, Poland, Norway and Sweden. In Karlskrona, the firm's 19th architectural office will be opened, and Sweco's IT consultants will set up operations in Gävle and Växjö, where they will be cooperating with the Sweco office that already exists in the town. Sweco is also setting up operations in Skövde with the acquisition of AxroConsult AB, with 35 employees and cutting-edge competence within installation engineering for the care sector.

Sweco is also growing in the field of building design with the acquisition of building design firm Metrix AB with ten employees. With the purchase of K-Konsult Elteknik AB in Gävle AB, Sweco has strengthened its position within electricity consulting services in both the private and public sectors in the counties of Gävleborg and Uppsala. The acquisition of PROWS AB, Industriell Process and VVS, with 25 employees, means that Sweco has a wider range of services to offer its industrial clients in Central Sweden. This complements the already advanced competence that the company offers within industrial engineering.

The acquisition of Stockholms Stads Utrednings- och Statistikkontor (USK), which is now part of SwecoEurofutures, means that Sweco will become one of the largest private companies that is capable of supplying the country's local authorities with qualified analysis services.

**WSP** is expanding and strengthening its position on the industrial and energy side with the establishment of WSP Process. The new unit offers consulting services and advanced advice within the areas of energy, process engineering and testing to industrial and energy companies in Sweden and abroad. The acquisition of software company Natlikan strengthens WSP's efforts to be able to offer its clients web-based solutions for effective updating, inspection and reporting of environmental and sustainability-related information. A full range of services can now be offered to industrial and energy clients with the acquisition of process engineering consultancy S.E.P. WSP has also acquired the Gävle-based company Akela, with seven employees and active in the field of project and construction management. Akela will gradually be integrated into WSP System's operations in Gävle.

WSP won Sida's framework agreement following a procurement process for infrastructure services. The contract is worth some SEK 100 million distributed over four years. It means that all Sida's assignments in the areas of transport, energy, water and urban planning will be channelled in the first instance to WSP-Konsortiet which, among other firms, includes Vectura.

**Vectura** has, in addition to its framework agreement with SIDA, been commissioned through WSP-Konsortiet, to come up with an effective infrastructure solution to transport iron ore products

from the area around Kaunisvaara/Pajala. On behalf of the Swedish Transport Administration (Trafikverket), a feasibility study, construction schedule and construction documents are to be prepared for a value of SEK 11.4 million. The company has also won a procurement that is part of the Mälars Line Project, worth SEK 170 million, comprising the design of earth- and railway engineering works for the stretch of line between Barkarby and Kallhäll.

### Semcon continues to expand in Germany

In January, **Semcon** opened a new office in Sindelfingen, Germany, thereby strengthening its presence in the vicinity of its client Daimler Personvagnar. The unit will work under the Stuttgart office, where the company already has 80 employees. Altogether, Semcon has just over 900 employees in Germany.

In October, the company won an important order with a vehicle manufacturer from outside Europe, worth EUR 22 million, to provide a "facelift" for one of its existing cars. The purpose of the project is to improve the level of safety in order to meet future safety requirements. Semcon has also further strengthened its position in the engine and transmission area with a German order worth approximately SEK 80 million. The project involves an optimisation of the engines for various car models and will for the most part be carried out by Semcon's Swedish organisation

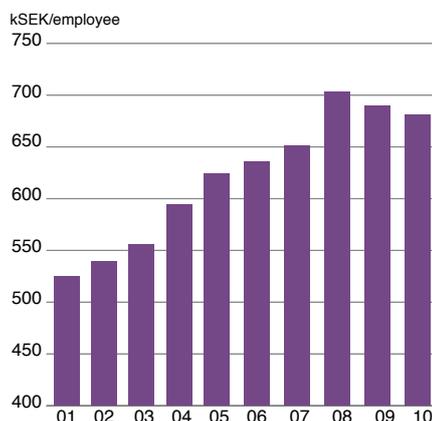
and its partners in Sweden. During the course of the year, a number of other deals have been made with German car manufacturers that are together worth some SEK 55 million.

### Rejlers continues to expand according to plan

**Rejlers Ingenjörer** has acquired Ramböll Finland's consulting operations in the energy and industrial sectors as well as within automation and electricity. The acquired operations have a total turnover of EUR 5.5 million in 2011 and employ 70 staff. The transaction also includes activities that Ramböll Finland acquired from Jyvästek Oy. The procurement will be completed on 1 February 2012. Rejlers Oy in Finland has also acquired the remaining 45 % of Insinööritoimisto Lausamo Oy and now owns all the shares in the company. Lausamo has offices in Vantaa as well as operations in Russia, through its subsidiary LLC Lausamo Project. Lausamo has a total of 50 employees and an estimated annual turnover of EUR 3.7 million.

Rejlers is in the process of finalising its acquisition of 49 per cent of the Norwegian firm Nettkonsult, which also incorporates Oslo Elprosjektering AS, acquired by Nettkonsult. Through the acquisition, Rejlers Norway supplements its operations within the areas of electrical power and electricity networks to include clients within the construction and property sectors. Oslo Elprosjektering has eight employees and a turnover of approximately NOK 9 million.

### Added value for the 300 largest groups



Source: The Swedish Federation of Consulting Engineers and Architects

### Turnover/employee

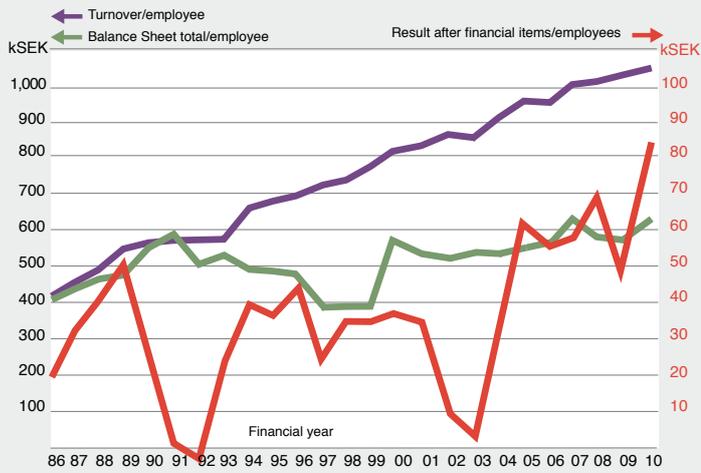
(in SEK thousand)	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
Management consultants	1,880	1,890	2,015	2,075	1,800	1,820	1,720	1,630	1,600	1,490
IT consultants (adm.)	1,480	1,290	1,270	1,440	1,135	1,170	1,140	1,000	1,130	1,040
Lawyers' offices	1,770	1,690	1,730	1,750	1,655	1,595	1,485	1,485	1,480	1,610
Market surveyors	1,445	1,295	1,355	1,280	1,085	1,070	985	895	900	990
Public relations and communication	1,235	1,260	1,320	1,285	1,265	1,170	1,120	1,020	1,020	1,050
Auditors *)	1,280	1,275	1,230	1,250	1,250	1,135	1,050	970	880	920
and as per our table on page 9										
Industrial engineering consultants	980	941	912	908	905	902	893	866	823	824
Architects/building engineering consultants	1,040	1,084	1,101	1,106	998	1,010	939	850	897	835

\*) based on the major 10 alone

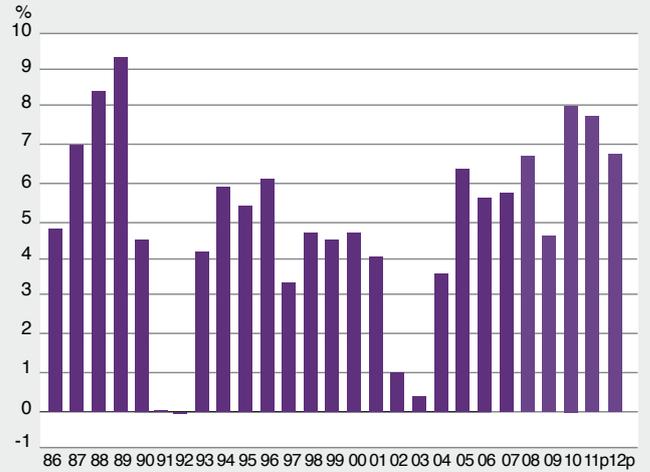
It is interesting to make a comparison with other knowledge sectors with highly qualified staff. The following comparative figures from 30-50 largest companies in several sectors are taken mainly from the magazines Affärsvärlden.

Source: The Swedish Federation of Consulting Engineers and Architects

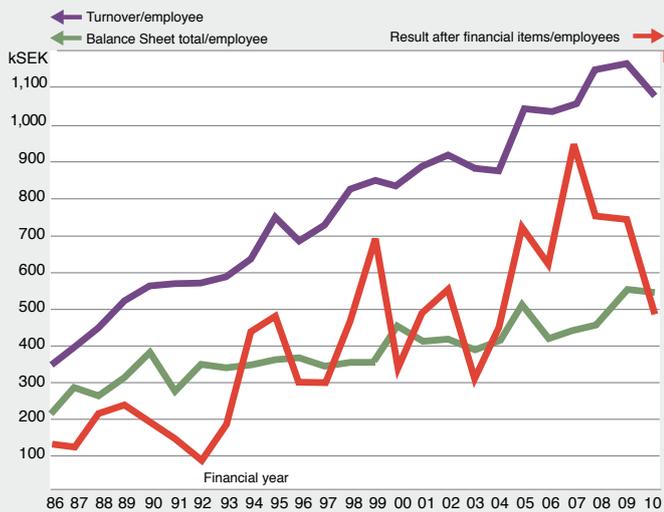
### The top 30 Swedish groups



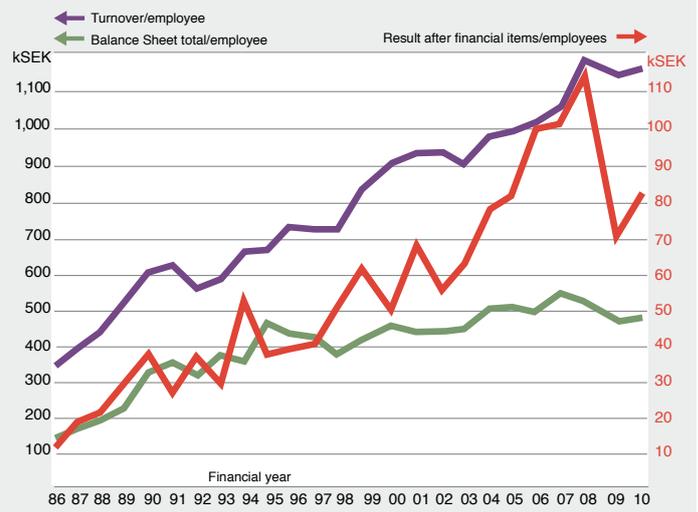
### Result margins in the top 30 groups



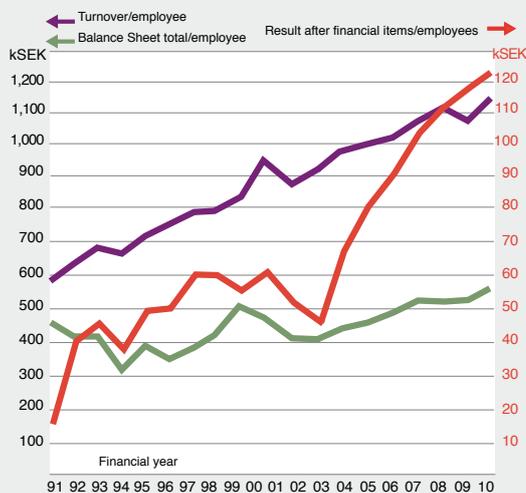
### Group no. 31-50



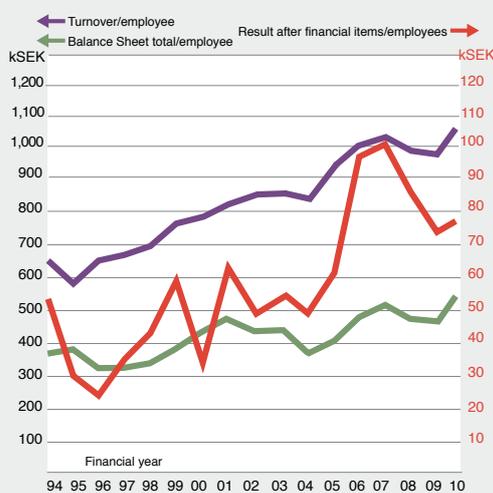
### Group no. 51-100



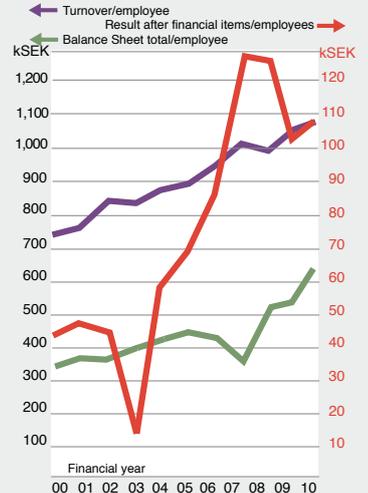
### Group no. 101-150



### Group no. 151-200



### Group no. 201-300



Source: The Swedish Federation of Consulting Engineers and Architects

Rejlers has also acquired Nitek, a company that is actively engaged as consultants for ventilation in mines, tunnels and other challenging environments. The company, with its offices in Luleå, has 7 employees and a turnover of some SEK 7 million. With Nitek, Rejlers now has approximately 25 employees in Luleå

Rejlers will continue as appointed suppliers to Neste Jacobs throughout the period 2011-2012, and will also continue as priority supplier to Vattenfall, with a framework agreement that runs over the period 2011-2013, with an option for 2014.

**Epsilon** is cooperating with the leading world player in the field of advanced sensor technology, the Japanese firm DENSO in Gothenburg, where tomorrow's safety technology within the vehicle industry is being developed. Also in the vehicle engineering industry, Epsilon Skövde has won a major order worth SEK 30 million. The 10-man team will be responsible for the entire process of developing a complete assembly line 25 times 10 m in size and, together with a number of local subsuppliers, will supply equipment that is fully tested and ready for production in April 2012.

Framework agreements have been entered into with Volvo Personvagnar AB and the Region of Western Götaland (Västra Götalandsregionen) for the supply of IT and IT consultancy services. The agreements are a result of Epsilon's investments in the IT sector.

In October, Epsilon signed a three-year framework agreement for services in the field of electrical instruments and mechanical processes with the Danish company DONG (Dansk Olje og Naturgas), one of the foremost energy companies in Northern Europe. The energy sector is undergoing a period of marked expansion. Major investments are being made in energy, among other areas in wind power and oil prospecting in the North Sea. DONG Energy has a leading position within the area, and the agreement between DONG and Epsilon sharpens their joint technical skills in readiness for future requirements.

**White Arkitekter** won the competition for Denmark's new major hospital in Odense, which will be the largest building in the area and a milestone

in the area of Danish medical care. As a whole, the award signifies a definite breakthrough on the Danish construction market. White has two offices in Denmark, one in Copenhagen and the other in Naestved, Zealand.

The Municipality of Täby's architectural competition to create a sustainable and living district in the western part of Roslags Näsby was won by White Arkitekter. The concept is based on a helicopter perspective with a long horizon, namely 2040.

Etteplan unites corporate names in Sweden by changing LUTAB AB, Cool Engineering AB and Innovation Team Sweden AB, Swedish subsidiaries of the Finnish company Etteplan Oy, to Etteplan. The companies' name change is in line with the creation of a uniform business and company name in Etteplan's most important areas, namely Sweden, Finland and China. At present, Etteplan has some 500 employees in Sweden, 1000 in Finland and 160 in Kina. The operations in Sweden at the Etteplan Engineering and Etteplan Technology divisions were merged on 1 February under the new Managing Director Mikael Vatn, and constitute an important part of the new division Etteplan Operations.

#### **XDIN AB celebrates its 20th birthday!**

In November, **XDIN** celebrated 20 years as an engineering consultancy. The firm was founded on 6 November 1991 in Gothenburg and provides services in the fields of mechanical design and product development. Since 2008, XDIN has been a member of the Franska Alten Group, and this link will be strengthened when the logotype is updated. The company also acquired a new managing director during the course of the year with the appointment of Fredrik Nyberg, who took over from Tomas Ångkulle who had held the post of MD for 10 years and was one of the original founders of the company. In January, expansion continued when new offices were opened in Malmö and Lund.

**Pöyry** is extending its energy activities in Sweden by purchasing part of Vattenfall's engineering and consultancy operations from Vattenfall Power Consultant AB. These operations, which will be

organised under a newly established company in Sweden called SwedPower AB, will be focused on three segments: hydro power, wind power and electricity networks, as well as combined heat and power plants. The operations are primarily centred in the Nordic countries with the emphasis on Sweden. The company will have some 360 personnel, the majority of whom will be based in Sweden. During 2010, these business activities generated a pro forma turnover of SEK 480 million.

The European Football Championships for women will be held in Sweden in the summer of 2013 and **Bengt Dahlgren** has been commissioned to design the installations for pipes, air conditioning, and control and regulation installations on behalf of the proprietors Botrygg AB.

Bengt Dahlgren is also designing the water supply, heating and sanitary installations, sprinkler system, cooling, control and monitoring systems and fire protection for the Triple Tower at the Swedish Trade Fair in Gothenburg. The firm is also responsible for energy coordination and calculations.

After several years on the Norwegian energy and environment market, Bengt Dahlgren has now applied for and been awarded "sentral godkjenning av foretak i Norge" (central approval for companies in Norway) for assignments relating to environmental coordination, energy and climate calculations. The permit enables the company to broaden its operations in Norway, where there is considered to be great potential.

**Faveo Projektledning AB** has qualified as a priority supplier, or so-called A-supplier, to Vattenfall AB's electricity production units for the period 2011-2013. This entails supplying services within project management, construction management and specialist surveys. Faveo will provide professional project management for Vattenfall's investments, which aim at modernising and improving the efficiency of hydro power, increasing the safety and efficiency of nuclear power and increasing the capacity of wind power.

#### **HIFAB, TENGBOM**

**Hifab International AB** has signed a contract worth SEK 20 million with the EU to run for a period of 24 months

## The top 50 architectural groups

2010/11	09/10	Group	Annual Report	Turnover MSEK	(previous year)	Em- ployees
STD 1	1	White Arkitekter AB	10	503.2	520.1	442
STD 2	2	SWECO Architects	10	423.7	494.2	345
STD 3	3	Tengbom	10	316.8	221.0	272
STD 4	4	Temagruppen Sverige AB	10	148.7	137.3	142
STD 5	5	Wingårdh-koncernen	10	135.4	108.4	121
STD 6	6	NYRÉNS Arkitektkontor AB	10	98.0	106.8	98
STD 7	7	FOJAB Arkitekter AB (group)	09/10	92.2	139.1	69
STD 8	9	Liljewall Arkitekter AB	10	77.0	74.8	75
STD 9	10	Arkitekterna Krook & Tjäder AB	10	76.2	63.1	68
STD 10	14	AIX Arkitekter AB	10/11	71.4	64.9	66
STD 11	11	Link Arkitektur AB	10	71.0	62.3	71
STD 12	26	Thomas Eriksson Arkitektkontor AB	10/11	67.2	34.7	41
STD 13	20	Semrén & Månsson Arkitektkontor AB	10/11	65.9	43.4	60
STD 14	13	Brunnberg & Forshed Arkitektkontor AB	10	65.9	58.7	56
STD 15	8	SAMARK Arkitektur & Design AB	10	61.9	79.1	31
	16	15 Wester+Elsner Arkitekter AB	10/11	60.6	50.5	45
STD 17	12	ÅWL Arkitekter AB	10/11	59.0	61.6	56
STD 18	16	Reflex Arkitekter	10/11	50.6	47.0	36
	19	23 Strategisk Arkitektur Fries & Ekeröth AB	10	46.7	36.6	41
STD 20	37	BBH Arkitekter & Ingenjörer AB	10	44.0	24.6	19
STD 21	17	Total Arkitektur & Urbanism AB (former Mondo&FRS Ark)	10	42.1	43.9	51
STD 22	22	Anders Bergkrantz Arkitekter AB	10	39.8	38.5	17
STD 23	18	BSK Arkitekter AB	10	39.5	43.4	37
STD 24	41	Berg Arkitektkontor/Arkitektfirmaet C.F. Möller	10	39.2	32.4	28
STD 25	19	Arkitekthuset Monarken AB	10/11	39.2	41.3	38
STD 26	26	SYD ARK Konstruera AB	10/11	37.1	35.2	38
STD 27		Cedervall Arkitekter	10	34.6	32.5	31
STD 28	27	AG Arkitekter AB	10	34.5	34.2	34
STD 29	31	Archus Arosia Arkitekter AB	10	33.4	29.4	35
STD 30	36	BSV Arkitekter & Ingenjörer AB	10	31.1	26.1	33
STD 31	21	BAU Arkitekter AB	10	29.9	40.5	35
STD 32	28	MAF Arkitektkontor AB	09/10	29.4	33.6	25
STD 33	24	Equator Stockholm AB	10	28.3	36.2	33
STD 34	29	AQ Arkitekter i Eskilstuna AB	10/11	27.0	30.5	27
STD 35	34	Arkitektbyrån AB i Göteborg	10	26.8	26.6	21
STD 36	58	Ahqvist & Almqvist Arkitekter AB	10/11	26.5	16.0	24
STD 37	39	Erséus Arkitekter AB	10	26.2	23.3	22
STD 38	41	Pyramiden Arkitekter i Göteborg AB	10	25.4	22.7	24
STD 39	42	Arkitektgruppen G.K.A.K AB	10	24.8	22.6	23
STD 40	35	Ettelva Arkitekter AB	10	24.6	26.6	22
STD 41	32	Carlstedt Arkitekter AB	10	23.8	27.8	26
STD 42	30	Scheiwiller Svensson Arkitektkontor AB	10/11	23.8	30.4	29
	43	45 ABAKO Arkitektkontor AB	10	23.8	21.5	29
STD 44	46	Murman Arkitekter AB	10	23.6	21.3	29
STD 45	47	Lund & Valentin Arkitekter AB	10/11	23.2	21.2	29
	46	33 A&P Arkitekter AB	10	23.2	26.8	24
STD 47	54	Fredblad Arkitekter AB	10/11	22.3	17.9	23
STD 48	44	Arkitema DOT (former FL Ark. Arkitema May 2011)	10	21.9	22.0	22
STD 49	50	Consultec Arkitekter & Konstruktörer AB	09/10	20.2	20.3	20
STD 50	43	METRO Arkitekter AB	10/11	20.0	22.3	25

STD = Member of the Swedish Federation of Consulting Engineers and Architects. The 50 largest architectural groups in 2010/11 had a turnover of SEK 3,370 million (previous year SEK 3,122 million). The average number of employees was 2993 (2889) and the turnover per employee SEK 1,126,000 (1,081,000). The list only contains those groups in which architectural activities dominate.

Source: The Swedish Federation of Consulting Engineers and Architects

in order to assist the government in its ongoing efforts to reduce unemployment in Kosovo. In Kirgizistan, a project has been implemented in the fields of vocational training and competence development with the Asian Development Bank as financier. The principal goal of the project is to help Kirgizistan to reform the vocational training system for a value of approximately USD 7 million. In Uganda, Hifab is directing an electrification project financed by the African Development Bank, with a project period of 32 months. The purpose of the project is to extend and improve the national electricity grid by building new connections and reconstructing existing installations.

The Malmö office has been awarded a new assignment on behalf of Vägverket Skåne Region as construction manager for upgrading of the E6 to motorway standard between Trelleborg and Vellinge. The project comprises 10 km of motorway with three new interchanges at a cost of some SEK 400 million. The project is expected to be completed by the end of 2013.

During the course of 2011, **Tengbom** has made a number of acquisitions and further strengthened its position. In Stockholm and Gothenburg, it has acquired Bjurström & Brodin Arkitekter and Lund & Valentin Arkitektur Design AB. In Halmstad, the architectural office Arket has been acquired and becomes the firm's ninth office in Sweden. With the take-over of Creacon AB, Tengbom now has approximately 420 employees.

Tengbom has, together with Veidekke, won a competition for a new housing area in Helsingborg for Helsingborgshem, consisting of some 83 apartments and 8 terraced houses. The project was expected to start in 2011.

Tengbom is also designing the new arena in Partille, and the project is planned to be completed by the end of 2014, beginning of 2015.

### VBK Konsult acquires Piab

Since its foundation in 1970, PIAB has been an independent consulting firm in the construction sector with a focus on building design and its operations in Gothenburg and Skövde with ap-

## The top 50 groups within industrial engineering

2010/11	09/10	Group	Annual Report	Turnover MSEK	(previous year)	Employees
STD 1	1	ÅF-divisioner (Energy, Engineering, Technology)	10	3,215.1	2,606.0	2,667
STD 2	2	Semcon AB	10	2,090.9	2,281.1	2,474
STD 3	3	Epsilon AB	10	1,193.9	965.9	1,186
STD 4		Inspecta Sweden	10	606.1	588.6	562
STD 5	6	Rejlerkoncernen AB	*10	585.0	432.9	640
STD 6	24	WSP Systems	10	584.5	50.0	470
STD 7	4	SWECO Industry	10	536.6	762.3	579
	8	Xdin AB	10	466.0	347.8	668
STD 9		Dekra Sweden proforma (Dekra-Automotive + Industrial, former ÅF-kontroll)	10	398.9	388.3	368
STD 10	5	Etteplan Sverige (proforma)	10	276.2	445.3	383
STD 11	9	COWI AB	10	240.0	200.0	270
STD 12	14	Knightec AB	10/11	223.9	159.2	248
STD 13	13	Avalon Enterprise AB	10	189.0	167.0	231
	14	Altran Technologies	10	184.3	176.3	184
STD 15		i3tex AB (former Etteplantech)	10	182.6	126.2	227
STD 16	15	Consat Engineering AB	10	156.9	143.1	150
STD 17	17	Eurocon Consulting AB	10	132.6	103.3	136
	18	PRC Engineering AB	10	113.5	70.4	72
STD 19	10	Infotiv AB	10	111.8	193.3	136
STD 20	32	Condesign AB	10	106.2	113.3	153
STD 21	22	Rücker Nord AB	10	94.9	65.4	84
STD 22	19	IKG – koncernen	10/11	89.4	84.1	116
STD 23	18	Automations Partner AB	10	88.0	98.6	56
	24	FS Dynamics AB	10/11	79.8	52.4	75
STD 25	23	HRM Engineering AB	10/11	72.2	40.4	68
STD 26	28	Goodtech Solutions Karlstad (former Wermtec)	10	64.1	46.2	41
STD 27	20	Fasitet PDE AB	10	61.8	76.2	55
STD 28	16	Creator Teknisk Utveckling AB	10	59.6	114.3	57
STD 29	26	Centaur Segula Tech AB (Groupe Segula Techn. SA )	10	54.8	49.8	74
STD 30	35	Cross Design i Göteborg AB	10	53.9	36.9	62
	31	Ergonomidesign AB	09/10	53.0	47.8	48
STD 32	31	AcobiaFlux AB	10	51.2	43.6	41
STD 33	29	Citec Engineering AB (former KPA )	10	46.5	44.7	55
STD 34	30	Engineeringpartner Automotive Nordic AB	10	42.0	44.5	54
STD 35	40	Fagerström Industrikonstult AB	10/11	40.4	29.3	22
STD 36		Dacat AB	10	39.5	32.3	31
	37	Solvina AB	09/10	39.5	40.9	37
STD 38		Tüv Nord Sweden AB	10	37.3	42.3	16
STD 39		Ingenjörprojekt i Karlshamn	10/11	36.2	35.7	34
	40	TKG Teknikkonsultgruppen AB	10	34.5	29.7	22
	41	Camatec Industriteknik AB	10/11	34.2	25.8	38
STD 42	42	Prows AB, Industriell Process & VVS (Annual Report 18 months)	10	33.2	25.5	23
STD 43	38	Konsultgruppen i Bergslagen AB	10/11	32.4	29.7	15
STD 44	38	Pidab Instrumentdesign AB	10/11	28.1	30.8	27
STD 45	34	Järnvågen AB (Bergström. BEKAB, Indautomat m fl)	09/10	27.0	33.3	24
STD 46		Tecnet Nordic AB	10/11	25.8	18.8	21
STD 47	36	Koteko AB	10	25.0	31.3	26
STD 48	44	Devellum Design & Development AB	10	23.6	24.3	17
STD 49		KLT Konsult AB	10	23.1	20.6	29
STD 50	46	Rördesign i Göteborg AB	10/11	22.2	18.5	27

STD = Member of the Swedish Federation of Consulting Engineers and Architects. The 50 largest groups within industrial engineering 2010/11 had a turnover of SEK 13,007 million (previous year SEK 10,943 million). The average number of employees was 13,079 (11,610 ) and the turnover per employee SEK 995,000 (943,000).

Source: The Swedish Federation of Consulting Engineers and Architects

proximately 20 employees. Following its take-over of PIAB, VBK is a stronger and more comprehensive company with just over 75 employees in the fields of building design and project administration.

### Projektengagemang AB acquires ARIA Consulting

In January 2011, Projektengagemang AB acquired ARIA Consulting AB, an engineering consultancy offering services in the areas of building administration, real estate documentation and architecture with cutting-edge skills in, among other areas, contract works inspection and 3D laser scanning. With its acquisition of ARIA Consulting, Projektengagemang further consolidates its already strong market position in Örebro. ARIA Consulting, with 20 employees, will be a wholly-owned subsidiary of Projektengagemang.

### Dekra + ÅF-kontroll = Dekra Industrial

During 2010, ÅF-Kontroll AB was acquired by German-owned DEKRA AG, and the new Swedish subsidiary was named DEKRA Industrial. The company specialises in the inspection and non-destructive testing of materials (ONP), especially within the energy and process industries. DEKRA Industrial AB has approximately 430 employees and is represented in 27 towns and cities in Sweden and has subsidiaries in Norway, the Czech Republic and Lithuania.

The two firms **Mondo** and **FRS** joined forces and on 1 October to become **TOTAL Arkitektur och Urbanism**. TOTAL reflects the capacity to take on entire projects from the planning stage to qualified conversion via new construction and landscape architecture.

The US consultancy URS Scott Wilson has in cooperation with ÅF Consult won two out of four procurements advertised by the Swedish Transport Administration for the Stockholm Outer Bypass for the design of tunnels and road interchanges in Akalla and Häggvik. For URS, the project is worth EUR 8 million.

## The top 300 Swedish consulting engineering and architectural groups

2011	10	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 (November 2011)	
STD	1	1	SWECO AB (Axro Consult, Feb 2011) proforma	MD	10	5,272.4	5,338.7	4,966	423.70	689	2,968.4	Mats Wäppling
STD	2	2	ÅF-koncernen	MD	10	4,334.1	4,677.9	3,966	798.10	777	3,950.4	Jonas Wiström
STD	3	4	WSP Sverige AB	MD	10	2,337.8	2,234.8	2,106	208.30	734	1,545.4	Rikard Appelgren
STD	4	3	Semcon AB	I	10	2,090.9	2,281.1	2,474	-6.10	564	1,130.6	Kjell Nilsson
STD	5	5	Rambøll AB	MD	10	1,406.6	1,322.0	1,229	106.30	803	801.5	Bent Johannesen
STD	6	7	Epsilon AB	I	10	1,193.9	965.9	1,186	87.43	634	609.8	Mats Boström
STD	7	6	Vectura	CE	10	1,156.0	1,083.0	1,061	7.00	670	597.0	Jan Colliander
STD	8	10	Tyréns AB	CE,PM	10	959.9	825.0	847	53.60	745	426.2	Ulrika Francke
	9	8	Vattenfall Power Consult AB	Enr,E,CE	10	947.9	965.5	700	104.92	929	352.6	Magnus Hemmingsson
STD	10	9	Rejlerkoncernen AB	E,I	10	898.9	774.5	1,038	49.26	544	539.6	Peter Rejler
STD	11	11	Grontmij Sverige AB	MD	10	770.0	804.3	703	36.00	757	329.0	Leif Bertilsson
STD	12	12	COWI AB	MD	10	726.4	761.3	736	11.10	606	376.4	Anders Rydberg
STD	13		Inspecta Sweden	I	10	606.1	588.6	562	52.40	719	377.5	Nils-Olof Hagberg
STD	14	13	White Arkitekter AB	A,PM,Env	10	503.2	520.1	442	23.53	702	233.0	Monica von Schmalensee
	15	16	Xdin AB	I	10	466.0	347.8	668	52.30	547	186.7	Fredrik Nyberg
STD	16	14	Hifab Group AB	PM	10	423.6	477.2	348	8.73	634	163.6	Jan Skoglund
STD	17		Dekra Sweden proforma (Dekra-Automotive + Industrial. former ÅF-kontroll)	I	10	398.9	388.3	368	20.29	656	212.6	Jörgen Backersgård (Industrial) & Frank Schubert (Automotive)
STD	18	21	Tengbom	A,IA	10	316.8	221.0	272	25.78	677	123.3	Magnus Meyer
STD	19	19	Structor – Gruppen	CE,PM	10	305.3	248.6	243	40.81	177	126.1	Jan Stråth, Per Fladvad, Olof Hulthén(SO)
STD	20	17	Pöyry Sweden AB	MD,I	10	280.4	270.5	256	1.99	635	89.8	Håkan Wessel
STD	21	18	Bengt Dahlgren AB	M,Enr,Env	10/11	278.9	261.8	285	16.70	744	111.2	Åke Rautio
STD	22	15	Etteplan Sverige (proforma)	I	10	276.2	445.3	383	4.58	552	138.1	Niclas Gråns
STD	23	22	Norconsult AB	CE,Env,A	10	257.8	204.5	222	9.02	643	122.6	Ljot Strömseng
STD	24	20	Faveo Projektleddning AB	PM	10	256.2	225.5	144	12.50	952	77.5	Patric Ramberg
STD	25	24	VA-Ingenjörerna AB	Env	10	225.2	197.5	59	2.53	761	77.6	Anders Haarbo
STD	26	33	Knightec AB	I	10/11	223.9	159.2	248	17.90	657	70.0	Dimitris Gioulekas
STD	27		Sigma Kudos AB	I	10	223.0	207.0	290	24.00	538	140.0	Carl Vikingsson
STD	28	35	Atkins Sverige AB	CE	10/11	215.3	150.4	142	9.95	727	78.1	Johannes Erlandsson
STD	29	32	Projektengagemang AB (purchased ARIA Consulting, Jan 2011)	MD	10	208.7	160.8	161	26.40	788	91.7	Per-Arne Gustavsson
STD	30	28	Reinertsen Sverige AB	CE	10	207.0	171.1	196	4.85	670	100.5	David Hellström
STD	31	33	Niras AB (proforma)	PM	10	189.1	202.9	131	-4.38	653	164.4	Jan Leife
STD	32	29	Avalon Enterprise AB	I	10	189.0	167.0	231	-3.00	-4	147.0	Peter Mattisson
	33	27	Altran Technologies	I	10	184.3	176.3	184	6.86	707	108.2	Hans Johansson
STD	34		i3tex AB (former Etteplantech)	I	10	182.6	126.2	227	-4.96	497	82.9	Ulf Aiff
STD	35	30	Bjerking AB	CE,M,A	10	181.8	163.8	182	3.10	657	91.8	Anders Wärefors
STD	36	31	ELU Konsult AB	CE	10/11	172.4	160.6	128	20.08	982	65.8	Sten-Åke Torefeldt
STD	37	39	Golder Associates AB	CE,Env	10	165.4	135.0	117	-1.28	667	81.1	Jan Hermansson
STD	38	37	Consat Engineering AB	I	10	156.9	143.1	150	2.81	648	66.0	Jan Bertil Johansson
STD	39	38	Temagruppen Sverige AB	A,PM	10	148.7	137.3	142	6.28	663	45.9	Håkan Persson
	40	36	EBAB i Stockholm AB	PM	10	147.9	149.5	102	13.61	778	38.1	Lennart Berg
	41	34	Forsen Projekt AB	PM	10	142.8	156.0	118	12.38	783	59.3	Jan Thelander
STD	42	42	Wingårdh-koncernen	A	10	135.4	108.4	121	16.73	803	85.0	Gert Wingårdh
STD	43	45	Eurocon Consulting AB	I	10	132.6	103.3	136	14.15	669	76.6	Peter Johansson
STD	44	40	Midroc Engineering AB	CE,I	10	128.5	117.6	92	4.52	716	70.6	Stefan Kronman
	45	59	PRC Engineering AB	I(S)	10	113.5	70.4	72	5.30	657	38.0	Peter Bräck
STD	46	25	Infotiv AB	I	10	111.8	193.3	136	7.03	588	48.8	Alf Berntsson
STD	47	94	Condesign AB	I,E	10	106.2	113.3	153	-2.73	536	32.0	Fredrik Bromander
STD	48	50	TM-Konsult AB	CE,I	10/11	105.7	90.91	96	11.41	608	94.7	Kennet Holmbom
STD	49	48	Nitro Consult AB	CE	09/10	104.6	97.3	71	13.50	812	124.1	Donald Jonson
STD	50	43	NYRÉNS Arkitektkontor AB	A	10	98.0	106.8	98	4.68	648	47.0	Mats Norrbom
STD	51	60	Rücker Nord AB	I	10	94.9	65.4	84	6.41	655	51.3	Wolfgang Rücker
	52	44	URS Nordic AB	Env	10	94.1	106.4	51	0.83	500	40.0	Jesper Kildsgaard
STD	53	52	Projektbyrå Stockholm AB	PM	10/11	93.1	82.5	50	12.96	1,059	36.0	Jonas Hellström
STD	54	49	FOJAB AB (group)	A	09/10	92.2	139.1	69	2.48	663	49.6	Daniel Nord
STD	55	51	IKG – koncernen	I	10/11	89.4	84.1	116	5.04	619	39.8	Mathias Ohlson
	56	46	FVB Sverige AB	Enr	10	88.6	99.1	99	4.48	621	42.1	Leif Breitholtz
STD	57	47	Automations Partner AB	I	10	88.0	98.6	56	3.40	598	24.0	Urban Widén
STD	58	54	INCOORD AB	M	10	87.9	81.8	66	13.42	885	29.7	Olle Edberg
STD	59	56	Geosigma AB	CE,Env	10	83.0	75.3	72	5.11	710	26.1	Camilla Sjöstrand
	60	73	FS Dynamics AB	I	10/11	79.8	52.4	75	7.76	708	30.0	Ulf Mårtensson

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 61	81	HJR Projekt-el AB	E	10	79.6	47.3	76	1.60	498	27.2	Lennart Harging
STD 62	68	Bergsäker AB	CE	10	77.9	58.7	54	-0.49	653	24.0	Göran Karlsson
STD 63	57	Liljewall Arkitekter AB	A	10	77.0	74.8	75	5.28	707	33.9	Per-Henrik Johansson
STD 64	62	Arkitekterna Krook & Tjäder AB	A	10	76.2	63.1	68	5.53	673	26.4	Mats Bergstrand
STD 65	58	Riba koncernen AB	M,Enr	09/10	72.8	85.7	62	3.06	543	28.2	Micael Andersson
STD 66	70	HRM Engineering AB	I	10/11	72.2	40.4	68	1.11	608	29.2	Mats Rogbrandt
STD 67	69	AIX Arkitekter AB	A	10/11	71.4	64.9	66	11.93	760	25.7	Gunilla Persson
STD 68	64	Link Arkitektur AB	A	10	71.0	62.3	71	2.30	593	21.5	Linda Marend
STD 69	61	VBK Konsult (purchased PIAB Oct 2010) proforma	CE	10/11	69.4	65.2	68	1.08	694	31.2	Ulf Kjellberg
STD 70	116	Thomas Eriksson Arkitektkontor AB	A	10/11	67.2	34.7	41	2.32	596	14.4	Thomas Eriksson
STD 71	98	Semrén & Månsson Arkitektkontor AB	A	10/11	65.9	43.4	60	0.16	601	39.2	Magnus Månsson
STD 72	67	Brunnberg & Forshed Arkitektkontor AB	A	10	65.9	58.7	56	7.25	819	27.0	Bengt Hellström
STD 73	74	Kadesjös Ingenjörbyrå AB	CE,M	10/11	65.7	52.2	50	8.90	844	33.6	Birgitta Lindblad
STD 74	84	Goodtech Solutions Karlstad (former Wermtec)	I	10	64.1	46.2	41	2.26	626	35.7	Anders Larsson
STD 75	73	PQR Consult AB	M,E	10/11	64.0	50.1	57	4.90	785	15.8	Karl-Fredrik Liljestrand
STD 76	63	Byggnalys AB	PM	10	63.8	62.8	53	3.60	721	29.5	Anders Kivijärvi
STD 77	55	SAMARK Arkitektur & Design AB	A	10	61.9	79.1	31	13.20	982	12.1	Stefan Bergkvist
STD 78	53	Fasitet PDE AB	I	10	61.8	76.2	55	-2.54	437	40.9	Ingrid Bergqvist
STD 79	94	Wester+Elsner Arkitekter AB	A	10/11	60.6	50.5	45	10.31	857	20.7	Lars Wester
STD 80	41	Creator Teknisk Utveckling AB	I	10	59.6	114.3	57	10.43	718	76.1	Allan Salåker
STD 81	65	ÅWL Arkitekter AB	A	10/11	59.0	61.6	56	7.07	706	23.2	Jacob Haas
STD 82		Envac AB	Env	10	58.4	60.2	20	0.07	886	306.1	Christer Öjdemark
STD 83	66	BERGAB Berggeologiska Undersökningar AB	CE	10	57.4	59.2	37	4.15	826	25.7	Örjan Wolff
STD 84	82	Integra Engineering AB	PMCE	10	55.0	47.2	66	2.10	592	21.6	Anders Skoglund
STD 85	78	Centaur Segula Tech AB (Groupe Segula Techn. SA )	I	10	54.8	49.8	74	0.58	562	22.3	Peter Fihn
STD 86	77	Brandskyddslaget AB	M	10	53.9	50.1	35	8.46	909	29.7	Martin Olander
STD 87	110	Cross Design i Göteborg AB	I	10	53.9	36.9	62	2.57	454	21.1	Tommy Bergh
STD 88	87	Vega-Energi AB (16 months)	Enr,M,I	10	53.4	44.9	34	-3.05	655	12.8	Max Jansson
STD 89	80	Ergonomidesign AB	I	09/10	53.0	47.8	48	2.79	673	37.0	Kristel Torszell
STD 90	92	AcobiaFlux AB	I	10	51.2	43.6	41	2.39	635	19.1	Mikael Nilsson
STD 91	71	HOAB-gruppen AB (proforma)	PM	10	50.9	53.0	41	4.19	663	24.7	Per Olsson, Th. Liljeborg, L. Turesson, R.Nordin. m fl
STD 92	83	Reflex Arkitekter AB	A	10/11	50.6	47.0	36	8.86	880	26.9	Johan Linnros
STD 93	79	AB Teknoplan	E	10/11	50.4	49.3	43	9.22	852	20.4	Svante Lundqvist
STD 94	86	TQI koncernen	M	10/11	47.6	45.1	43	7.45	619	17.1	Kenneth Thunvall
STD 95	111	Strategisk Arkitektur Fries & Ekeroth AB	A	10	46.7	36.6	41	0.38	596	13.1	John Lydholm
STD 96	88	Citec Engineering AB (former KPA )	I	10	46.5	44.7	55	2.50	576	17.0	Hans Paulsson
STD 97	192	BBH Arkitekter & Ingenjörer AB	A,CE	10	44.0	24.6	19	1.95	753	10.9	Rolf Nilsson
STD 98	103	Wikström VVS-Kontroll AB	M	10/11	44.0	39.1	40	2.87	698	18.0	Stefan Pettersson
STD 99	106	Helenius Ingenjörbyrå AB	M	10	43.7	38.7	31	5.44	781	17.7	Arne Wallström
STD 100	90	LEB Consult AB (group)	M	10/11	42.3	44.1	39	6.97	751	20.0	Lars Mohlin
STD 101	91	Total Arkitektur & Urbanism AB (former Mondo&FRS Ark)	A	10	42.1	43.9	51	1.15	545	15.7	Kjell Arne Wahlström
STD 102	134	Mats Strömberg Ingenjörbyrå AB	E	10	42.1	28.5	35	8.94	776	16.8	Mats Strömberg
STD 103	89	Engineeringpartner Automotive Nordic AB		10	42.0	44.5	54	4.26	548	17.2	Fredrik Blomberg
STD 104	96	Brandkonsulten Kjell Fallqvist AB	M	10	41.9	41.4	25	4.77	1,202	18.1	Kjell Fallqvist
STD 105	105	InstallationVision AB	M	10/11	41.8	38.5	48	3.95	601	27.6	Olle Källman
STD 106	95	Projektledarhuset i Stockholm AB	PM	10/11	41.3	41.9	28	3.10	905	17.4	Örjan Kjellström
STD 107	114	Projektgaranti AB	PM	10/11	40.5	41.1	35	6.64	907	24.5	Michael Walmerud
STD 108	132	Fagerström Industrikonsult AB	I	10/11	40.4	29.3	22	1.56	650	19.5	Per Fagerström
STD 109		Cool Engineering	M	10	40.2	25.5	52	1.83	529	13.2	Arvo Siösteen
STD 110	117	Konkret Rådgivande Ingenjörer AB	CE	10	40.2	34.5	33	7.35	809	17.1	Olle Norrman
STD 111	136	Centerlöf & Holmberg AB	CE	10	40.1	40.1	43	3.20	675	28.6	Bengt Andersson
STD 112	108	Anders Bergkrantz Arkitekter AB	A	10	39.8	38.5	17	1.82	639	8.4	Anders Bergkrantz
STD 113	104	KNSS Gruppen AB	CE,E,M	10/11	39.7	39.0	36	2.90	765	18.5	Denny Sandberg
STD 114	93	BSK Arkitekter AB	A	10	39.5	43.4	37	0.74	534	26.4	Ulf Mangefors
STD 115		Dacat AB	I	10	39.5	32.3	31	-0.30	834	8.7	Kenneth Magnusson
STD 116	99	Solvina AB	I	09/10	39.5	40.9	37	8.04	853	22.4	Niclas Krantz
STD 117	166	Berg Arkitektkontor/ Arkitektfirmaet C.F. Möller	A	10	39.2	32.4	28	4.39	668	14.5	Jan-Erik Mattsson/ Lars Kirkegaard (CFM)
STD 118	97	Arkitekthuset Monarken AB	A	10/11	39.2	41.3	38	5.74	607	24.7	Per Sandkvist
STD 119	147	Rockstore Engineering AB	CE	10	38.7	26.5	22	3.94	1,004	13.1	Johnny Samuelsson
STD 120	100	FLK Sverige AB (group)	M	10	38.0	38.0	55	3.13	528	26.0	Nils Zinn

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STD 121	102	Andersson & Hultmark AB	M	10	38.0	39.8	45	6.60	665	20.6	Tobias Bodén
STD 122	119	VAP VA-Projekt AB	Env	10/11	37.4	34.1	32	6.49	831	34.2	Mikael Melin
STD 123		Tüv Nord Sweden AB	I	10	37.3	42.3	16	5.30	1,081	18.4	Anders Egerbo
STD 124	115	SYD ARK Konstruera AB	A,CE	10/11	37.1	35.2	38	6.83	700	26.0	Ulf Larsson
STD 125		Ingenjörprojekt i Karlshamn	I	10/11	36.2	35.7	34	10.50	802	11.1	Anders Johansson
STD 126	161	Projektbyggaren i Blekinge AB	PM,A	10	36.1	28.9	21	5.30	933	21.4	Christer Lennartsson. Mats Persson (SO)
STD 127		Cedervall Arkitekter	A	10	34.6	32.5	31	1.72	529	10.8	Björn Stillefors
STD 128	118	AG Arkitekter AB	A	10	34.5	34.2	34	5.36	770	14.0	Anders Gunnedal
	129	TKG Teknikkonsultgruppen AB	I,E	10	34.5	29.7	22	4.70	790	11.8	Annika Nylund
STD 130	113	BK Beräkningskonsulter AB	CE,I	10/11	34.4	35.7	34	1.49	734	15.3	Tomas Carlsång
	131	Camatec Industriteknik AB	I	10/11	34.2	25.8	38	3.52	566	11.9	Peter Mikael Wigarthsson
STD 132	130	Archus Arosia Arkitekter AB	A	10	33.4	29.4	35	3.20	643	18.4	Johnnie Pettersson
STD 133	152	Prows AB. Industriell Process & VVS	I,M	10	33.2	25.5	23	1.21	968	7.3	Kjell S. Andersson
STD 134	126	Konsultgruppen i Bergslagen AB	I	10/11	32.4	29.7	15	2.17	962	9.7	Ove Larsson
STD 135	155	Alteco AB	E	10	32.0	25.3	23	3.40	743	14.5	Andreas Lundström
STD 136	149	BSV Arkitekter & Ingenjörer AB	A,CE	10	31.1	26.1	33	3.20	624	10.7	Johnny Grauegaard
STD 137	140	Creacon AB	A,PM,Env	10	31.1	27.2	35	0.34	611	12.4	Gunilla Haglund
STD 138	135	EVU Energi & VVS Utveckling AB	Enr,M	10	30.6	28.5	35	0.79	602	12.8	Per-Otto Bengtsson
STD 139	129	Sören Lundgren Byggkonsult AB	CE,PM	10/11	30.1	29.5	21	3.06	872	13.1	Anders Harlin
STD 140	131	P O Andersson Konstruktionsbyrå AB	M	10	30.1	29.4	20	9.83	1,157	35.3	Arne Berggren
STD 141	101	BAU Arkitekter AB	A	10	29.9	40.5	35	1.57	535	17.1	Per-Eric Sundby
	142	KFS Anläggningskonstruktörer AB	CE,PM	09/10	29.7	29.7	23	3.58	869	19.4	Patrik Pålsson
STD 143	120	MAF Arkitektkontor AB	A	09/10	29.4	33.6	25	2.91	724	14.9	Mats Jakobsson
STD 144		DHI Sverige AB	Env,M	10	29.3	34.1	31	-1.69	561	8.5	Cecilia Wennberg
STD 145	107	TEAM TSP Konsult AB	E	10	28.8	38.7	22	9.89	922	19.8	Göran Berg
	146	Hedström & Taube Projektledning AB	PM	10	28.5	23.4	15	8.06	1,345	11.7	Göran Melin
STD 147	112	Equator Stockholm AB	A	10	28.3	36.2	33	0.03	547	10.9	Annica Carlsson
STD 148	189	Inhouse Tech Gruppen	PM,CE	10	28.2	18.7	19	5.30	874	16.0	Fredrik Thunström / Anders Sundberg
STD 149	122	Pidab Instrumentdesign AB	I	10/11	28.1	30.8	27	-0.80	726	10.8	Björn Magnusson
STD 150		Installation & Kraftkonserterna i Borås AB	M,CE,Enr	10	27.9		31	3.17	620	10.1	Stefan Svan
	151	Ågrenkonsult Sverige AB	PM		27.8	28.0	18	4.89	1,038	11.8	Anders Röstlund
	152	PB-Teknik AB	M	10/11	27.1	28.0	29	1.93	564	14.0	Patrik Bergström
STD 153	124	AQ Arkitekter i Eskilstuna AB	A	10/11	27.0	30.5	27	3.15	644	12.3	Claes-Göran Åsbrink
STD 154	109	Järnvägen AB (Bergström, BEKAB, Indautomat m fl)	I	09/10	27.0	33.3	24	0.72	587	11.8	Tord Hägglund (SO)
STD 155		Profu – Projektinriktad Forskning o Utveckling i Göteborg	Enr,Env	10/11	26.8	24.5	15	7.50	1,233	11.2	Håkan Sköldberg
STD 156	144	Arkitektbyrå AB i Göteborg	A	10	26.8	26.6	21	-0.18	648	8.3	Jan Åkerblad
STD 157	160	K-Konsult Elmiljö AB	E	10	26.6	24.3	31	4.10	642	15.7	Leif Ulmgren
STD 158	209	Ahlqvist & Almqvist Arkitekter AB	A	10/11	26.5	16.0	24	3.07	618	7.6	Britt Almqvist
STD 159	165	Erséus Arkitekter AB	A	10	26.2	23.3	22	2.18	733	9.8	Peter Erséus
STD 160	139	Electro Engineering koncernen AB	E	10/11	26.0	27.5	24	4.30	791	17.3	Bo Andersson
	161	Creanova AB	M,Enr	10/11	25.9	25.4	22	4.40	781	12.6	Göran Olsson
STD 162	85	SweRoad AB	CE	10	25.9	45.4	18	-9.72	342	33.5	Gunnar Tunkrans
STD 163		Tecnet Nordic AB	I	10/11	25.8	18.8	21	2.89	915	9.1	Göte Nordmark
STD 164	71	ISS Fastighetsutveckling (ISS Facility Services)	MD	10	25.7		24		851		Isabella Andersson, Lars Tüber, ISS Sverige
STD 165	167	Pyramiden Arkitekter i Göteborg AB	A	10	25.4	22.7	24	2.34	737	9.6	Dan Nyström
	166	HillStatik AB	S,CE	10	25.1	30.7	17	7.44	1,068	9.9	Conny Höggren
STD 167	121	Koteko AB	I	10	25.0	31.3	26	-0.90	540	8.8	Lars Nyström
STD 168		Evomatic AB	E	10/11	24.9	7.6	19	1.17	746	19.3	Jonas Persson
STD 169	168	Arkitektgruppen G.K.A.K AB	A	10	24.8	22.6	23	0.86	584	9.1	Bo Johansson
STD 170	146	Ettelva Arkitekter AB	A	10	24.6	26.6	22	2.04	653	8.6	Anders Lindh
STD 171	154	ACNL Eliteknik AB	E	10	24.4	25.4	27	0.98	544	11.3	Kenneth Eriksson
STD 172	163	STIBA AB	CE	10	24.3	23.7	21	6.10	1,005	15.3	Rune Dalmyr
STD 173	137	Carlstedt Arkitekter AB	A	10	23.8	27.8	26	1.27	600	13.6	Kerstin Eken
STD 174	125	Scheiwiller Svensson Arkitektkontor AB	A	10/11	23.8	30.4	29	-0.46	436	12.5	Ari Leinonen
	175	ABAKO Arkitektkontor AB	A	10	23.8	21.5	29	-0.57	515	10.6	Olof Hallberg (SO)
STD 176	159	Devellum Design & Development AB	I	10	23.6	24.3	17	1.08	611	6.8	Tomas Wild
STD 177	174	Murman Arkitekter AB	A	10	23.6	21.3	29	1.41	533	9.3	Hans Murman
STD 178	176	Lund & Valentin Arkitekter AB	A	10/11	23.2	21.2	29	-0.93	501	4.6	Bo Karlberg
	179	A&P Arkitekter AB	A	10	23.2	26.8	24	-0.69	468	10.6	Per Ahrbom, Gunnar Hellman

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

2011	10	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 (November 2011)
STD 180	150	CA consult gruppen	PM	10	23.2	26.0	25	1.97	598	14.8	Lennart Olsson
STD 181	145	CreaCO Halmstads Konsult AB	CE	10	23.1	26.6	27	0.85	592	9.8	Göran Feldt
STD 182		KLT Konsult AB	I	10	23.1	20.6	29	0.60	547	10.5	Jonas Kroll
183	175	Ferax Projektledning AB	PM	10	22.9	21.2	2	12.25	9,595	30.9	Stefan Svensson
184	148	Kemakta Konsult AB	Env	10	22.6	26.5	18	-0.35	701	7.7	Bertil Grundfelt
STD 185	171	Alfakonsult AB	PM,MA	10	22.5	22.0	20	-0.45	716	6.8	Henning Jensen
STD 186	197	Fredblad Arkitekter AB	A	10/11	22.3	17.9	23	5.52	650	11.2	Leif Jönsson
STD 187	203	Elektrotekniska Byrån i Karlstad AB	E,I	10/11	22.3	17.1	21	1.08	676	9.7	Jonas Bjuresäter
STD 188	182	Rördesign i Göteborg AB	I,M	10/11	22.2	18.5	27	0.69	632	11.0	Jan Karlsson
STD 189		Arkitema DOT (former FL Ark. Arkitema May 2011)	A	10	21.9	22.0	22	1.47	665	11.9	Urban Blomberg
STD 190	157	Deva Mecaneyes AB	I	10	21.9	24.6	26	0.40	590	11.9	Magnus Welén
STD 191		Devport AB	I	10	21.2	11.9	22	1.25	589	13.8	Bertil Nordenberg
192	183	Clinton Mätkonsult AB	CE	09/10	21.2	20.3	23	0.32	519	7.2	Johan Nyström
STD 193	205	Prodex AB	I	10/11	21.1	17.0	20	0.78	615	6.7	Johannes Walfridsson
STD 194	181	Mekaniska Prövningsanstalten MPA AB	M	10	20.8	20.4	13	1.93	1,105	9.2	Torbjörn Ohlsson
STD 195		Co-Pilot Bygge & Projektledning AB	CE	09/10	20.8	19.8	13	0.32	908	10.3	Nils Johansson
STD 196	180	GMKI Elkonsult AB	E,Enr	10	20.3	20.4	26	-0.27	582	7.0	Magnus Andersson
STD 197	182	Consultec Arkitekter & Konstruktörer AB	A,CE	09/10	20.2	20.3	20	2.01	633	7.6	Allan Forslund
STD 198	186	Knut Jönsson Ingenjörbyrå AB (proforma)	CE	10/11	20.2	21.5	19	5.62	814	52.0	Per Arne Näsström
STD 199	169	METRO Arkitekter AB	A	10/11	20.0	22.3	25	0.42	502	9.0	Claes R. Jansson
STD 200		Crabat AB	CE	10/11	19.9	4.7	15	2.23	979	7.7	Martin Lundström
STD 201		Jelmtech Produktutveckling AB	I	10/11	19.9	15.4	19	1.97	686	8.5	Staffan Viebke
202	208	Brandgruppen i Sverige AB	M	10/11	19.7	16.1	14	0.97	878	9.9	Johan Renvall
STD 203	200	Fire Safety Design AB	M	10	19.6	17.5	21	0.81	641	7.1	Richard Nilsson
STD 204	185	JOLIARK AB (Johanson Linnman Arkitekter)	A	10/11	19.6	13.3	19	2.51	699	7.6	Malin Olsson
STD 205		Svenska Teknikingenjörer AB	I	09/10	19.5	13.7	10	0.96	692	5.9	Per Sikström
STD 206	142	Knut Jönsson Byggadministration-gruppen	PM	09/10	19.5	26.9	12	1.49	772	5.6	Kent Sterby
STD 207	214	Atrio Arkitekter i Kalmar AB	A	10	19.3	15.5	21	2.96	661	11.6	Olof Utterback
208	188	MRM Konsult AB	CE,Env	09/10	18.9	19.2	19	0.47	536	8.4	Mikael Nilsson
STD 209		Markstyrkan AB	CE	10/11	18.5	15.5	9	3.85	1,050	7.8	Thomas Wolf
210	238	Megaron Arkitekter AB	A	10	18.4	11.8	11	3.64	790	7.6	Anders Högberg
STD 211		KWD Automation & Engineering AB	I	10	18.3	19.5	11	0.06	696	7.9	Dan Nilsson
212	221	Svea Teknik AB	I	10	18.3	13.8	17	3.83	849	11.9	Johan Lindberg
213	204	Visby Arkitektgrupp AB	A,CE	10	18.0	17.0	19	0.52	613	5.8	Annalena Mosséen (SO)
214	177	Rundquist Arkitekter AB	A	10	18.0	20.7	13	3.64	835	9.0	Henrik Rundquist
STD 215	215	Henrik Jais-Nielsen & Mats White Arkitekter AB	A	10/11	17.9	15.3	17	4.68	821	12.4	Nils-Erik Landén
STD 216	216	HMXW Arkitekter AB	A	10	17.8	14.9	19	2.92	659	7.4	Ragnar Widegren
STD 217	184	Vatten och Samhällsteknik AB	Env	10/11	17.8	20.1	18	0.89	1,081	8.3	Stefan Ljung
STD 218	178	Contekton Arkitekter Fyrstad AB	A	09/10	17.7	20.5	18	4.96	831	14.9	no CEO
STD 219	193	Umeå Industri & Kraft Konsult AB	I,E	10	17.6	18.4	15	0.62	798	6.9	Bertil Rönnlund
STD 220	196	Marktema AB	CE	09/10	17.4	17.0	14	1.01	699	8.5	Johan Gréen
STD 221	223	Kåver & Mellin AB	CE	10	17.3	13.7	15	3.10	893	11.4	Anders Hedberg
STD 222		Provab AB	CE	09/10	17.2	15.5	15	-1.11	326	3.5	Ulf Andersson
STD 223		Akila Konsulting AB	CE	10	16.9	17.9	21	6.46	536	61.4	Tor Ökvist
STD 224	190	Wickenberg Bygganalys AB	PM	10	16.9	18.6	9	3.96	994	7.1	Peter Widding
STD 225	199	Relitor AB (proforma)	I	10	16.8	17.6	15	-0.99	444	7.7	Mikael Nilsson
226	187	Uulas Arkitektkontor AB	A	10	16.5	19.2	17	2.86	666	8.4	Jerker Edfast
STD 227	195	Rosenbergs Arkitekter AB	A	10	16.4	18.0	20	0.45	574	11.2	Inga Varg
STD 228	202	Rolf Tellstedt i Göteborg AB	CE	10	16.4	17.3	20	1.64	538	24.2	Björn Tellstedt. Thomas Östergren
STD 229	259	ELE Engineering AB (16 months)	E	10/11	15.9	10.5	21	0.33	496	6.2	Henrik Eriksson
STD 230	218	Pantektor AB / SKAPI Projektutveckling AB	A,CE,PM	10	15.6	14.5	11	0.99	696	9.5	Bertil Hägg
STD 231		Komab Industriteknik AB	I	10/11	15.6	11.3	9	1.64	766	7.2	Tommy Olsson
232	251	Thorbjörnsson+Edgren Arkitektkontor AB	A	10	15.6	11.1	14	2.56	726	6.5	Ulf Thorbjörnsson
STD 233	247	Lindberg Stenberg Arkitekter AB	A	10	15.5	11.2	14	2.10	792	9.6	Annette Lindberg
234	210	Projektidé i Uppsala AB	PM	09/10	15.5	16.0	11	0.92	752	7.6	Henrik Billing (SO)
STD 235	207	Lomar Arkitekter AB	A	10	15.5	16.3	17	-0.12	523	5.1	Pontus Lomar
STD 236	201	Vinga Elprojektering AB	E	10/11	15.4	17.4	19	-0.58	652	4.9	Mats Svengård
STD 237	228	Arkitekthuset Jönköping AB	A	10/11	15.1	13.2	15	3.16	765	7.8	Thomas Hultegård
STD 238	245	KUB Arkitekter AB	A	10/11	15.0	11.2	14	1.99	711	7.1	no CEO
STD 239	230	Storköksbyrån i Stockholm AB	S	10/11	15.0	13.0	1	4.68	6,611	22.4	Peggie Ulle
240	212	Arkitekterna Engstrand och Speek AB	A	09/10	14.8	15.7	13	2.78	790	9.0	Olle Dahlkild

## The top 300 Swedish consulting engineering and architectural groups

2011	10	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 (November 2011)	
STD 241	179	Neste Jacobs AB	I	10	14.8	20.5	18	-0.68	633	14.9	Staffan Lindberg	
STD 242		Atumo AB	CE	10	14.5	10.3	14	0.90	662	5.5	Michael Marklund	
STD 243	248	Johan Celsing Arkitektkontor AB	A	10	14.3	11.2	13	1.27	681	5.3	Johan Celsing	
STD 244	224	Projectpartner AB	PM	10	14.3	13.6	10	2.49	946	8.4	Tommy Backman	
STD 245		Greencon Energi & Miljö AB	Enr	10/11	14.3	13.9	14	3.80	776	8.8	Magnus Hedin	
	246	232	Teknikfunktion G Clemensson AB	CE	10/11	14.3	12.3	10	2.34	1,017	6.6	Gösta Clemensson
STD 247		Ingenjörfirman Rörkraft AB	I	10/11	14.3	8.8	19	1.32	512	4.4	Clas Wollberg	
STD 248	211	TIBI Stockholm AB	PM	09/10	14.3	15.9	12	2.18	700	7.7	Per Eriksson	
STD 249		Addiva Engineering	E,I	09/10	13.8	5.6	16	-0.22	593	4.7	Timo Tirkkonen	
STD 250	219	Seveko VVS Konsult AB	M	10	13.7	14.1	15	1.84	731	5.3	Henrik Sandén	
STD 251	233	Vcon VVS-Konsult AB	M	10/11	13.6	12.3	15	3.46	722	13.5	Nicklas Andersson	
STD 252		Ingenjörbyrå Forma	I	09/10	13.4	19.8	20	-0.76	530	6.5	Anders Grahm	
STD 253		Müller-BBM Scandinavia AB	CE	10	13.3	7.3	12	-3.77	334	5.9	William Easterling	
STD 254		Landskapsgruppen AB	CE	09/10	13.0	14.0	16	0.50	572	6.8	Tomas Hagström	
STD 255	222	AGERA VVS-Design AB	M	10	12.9	13.7	15	1.51	609	4.5	Matthias Larsson	
STD 256	287	Yngve Lundh Arkitekt AB	A	10	12.9	8.8	9	1.40	644	7.8		
STD 257	287	Yngve Lundh Arkitekt AB	A	10	12.9	8.6	9	1.39	693	7.8	B.Glamheden (SO)	
	258	234	Lincona Byggekonsult AB	CE	10/11	12.9	12.3	15	2.32	695	7.4	Dan Johansson
STD 259	231	TH-Konsult AB	M	09/10	12.8	12.4	10	0.04	604	4.1	Bo Lindberg	
STD 260	239	Ahlsénarkitekterna AB	A	10	12.7	11.6	8	1.00	821	5.5	Mats Hallén	
STD 261		Optronic i Norden AB	I	10/11	12.7	12.2	7	-13.97		49.6	Joacim Lindström	
STD 262	235	Landskapslaget AB	A	10	12.7	12.3	14	0.64	587	3.9	Tomas Saxgård	
STD 263		Arkitektlaget i Skåne AB	A	10	12.7	12.4	12	2.28	607	4.7	Jan Tellving	
	264	261	Procema Energi & Miljöteknik	I	10	12.6	10.3	10	0.75	702	4.7	Lars Ingvar Olsson
STD 265	206	Sjögren Arkitekter AB (former Frening & Sjögren)	A	10/11	12.5	16.4	15	1.05	584	5.3	Sven Magnus Sjögren	
STD 266	225	Södergruppen Arkitektkontor AB	A	10	12.5	13.6	14	-0.22	505	4.4	Jens Deurell	
STD 267	286	Larsson Arkitekter i Stockholm AB	A	10/11	12.5	8.7	8	1.98	1,198	9.7	Jerker Larsson	
	268	254	Mårtensson & Håkanson Byggrådgivare AB	PM	10/11	12.4	10.7	9	1.56	872	5.9	no CEO
	269		Acad International AB	CE	09/10	12.3	9.4	9	2.59	963	6.9	Anders Schönbeck
STD 270	241	EPG Konsult Samordnad VVS-Teknik AB	M	10/11	12.2	11.5	12	0.60	502	4.4	Gillis Wendt	
	271	246	SamCon AB	CE,PM	10/11	12.2	11.2	13	1.76	703	8.9	Stefan Ramström
STD 272	244	Enter Arkitektur i Jönköping AB (former A-Gruppen Flensborns)	A	10	12.1	11.2	13	0.00	640	4.6	Per Bäckström	
	273	242	Epsilon Byggekonsult AB	CE	09/10	12.1	11.3	13	0.84	675	5.1	Jimmy Bredstenslien
STD 274		Saltech Consultants AB	I	10	12.0	11.8	8	2.14	1,005	6.3	Olov Lindström	
STD 275	249	Danewids Ingenjörbyrå AB	CE	10/11	12.0	11.1	9	2.30	831	7.7	Göran Bäckström	
STD 276		Bygghöjnings Fastighetsteknik i Stockholm AB		10	11.9	9.9	13	0.91	667	5.2	Andreas Andersson	
STD 277		Sonny Svenson Konsult AB	E	10	11.9	12.1	10	1.50	659	5.1	Sonny Svenson	
STD 278	213	Ingenjörgruppen Ståhkloo AB	M	10	11.8	14.2	15	-0.62	413	3.5	Torbjörn Pettersson	
	279	236	Comarc Projektering AB	CE,A	09/10	11.8	12.3	8	1.39	1,036	5.2	Peter Nygren
STD 280		Midvatten AB		10	11.7	13.5	9	1.65	745	7.1	Per-Arne Rytter	
STD 281		Österjäm AB	CE	09/10	11.7	8.8	12	1.69	618	5.2	Tommy Johansson	
STD 282		Prevecon Brand & Riskkonsult AB	CE	09/10	11.6	12.7	14	0.72	542	4.0	Fredrik Hellgren	
STD 283		mCUB AB	I	09/10	11.5	11.9	18	1.01	498	3.4	Marcus Blomberg	
	284	258	Sprängkonsult i Göteborg AB	CE	10	11.5	10.5	9	0.95	644	4.5	Thomas Dahl
STD 285	277	Landström Arkitekter AB	A	10/11	11.4	9.3	8	1.81	696	6.1	Anders Landström	
STD 286	280	Tikab Strukturmekanik AB	CE	10	11.2	9.2	12	0.27	715	6.9	Per Stribeck	
	287		Otec Elkonsult AB	CE,PM	10	11.2	11.7	10	3.74	946	14.2	Peter Olin
STD 288	264	Metator VVS-Konsult AB	M	10/11	11.1	9.9	10	1.56	760	5.1	Lars Olof Olsson (SO)	
STD 289	256	Lindstam Broman Elgström arkitekt AB	A	10	11.1	10.7	12	1.78	654	9.3	Mats Elgström	
	290	250	Siljeströms AB	A	09/10	11.1	10.2	13	0.63	573	2.6	Anders Siljeström
STD 291	253	Zuez Arkitekter AB	A	09/10	10.9	11.0	9	0.92	639	4.0	Maria Grunditz	
STD 292	257	Jan Lundqvist Arkitekter AB	A	10	10.8	10.6	10	1.93	709	4.9	Jan Lundqvist	
STD 293		Rekogit AB	CE	09/10	10.7	9.3	9	1.31	763	3.3	Sven Åsling	
STD 294		Hans Suominen Arkitektur i Fokus AB	A	10	10.6	8.3	15	3.38	541	6.6	Hans Suominen	
	295	274	ENT Energiteknik AB	E	10	10.6	9.4	12	1.24	665	5.7	Elmer Wiklund (SO)
STD 296	243	CH Arkitekter	A	10	10.5	11.3	12	1.41	631	6.7	Per Seiving	
	297	262	Bergfjord & Ivarsson Arkitekter AB	A	10/11	10.4	10.2	9	4.10	914	9.0	no CEO
STD 298		Creo Arkitektkontor	A	10/11	10.3	11.9	10	2.51	773	8.8	Stefan Sjölander	
	299	240	Geosystem i Sundsvall AB	CE	10/11	10.2	12.2	12	-0.59	483	4.2	Mats Olsson
STD 300		BBK Teknik & Miljökonsult AB	CE,M	10	10.2	10.3	8	0.85	739	3.4	Tony Johansson	

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# The Nordic market ●



# 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 18 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

	2010/11	09/10	Group	Annual Report	Country	Employees	(Previous year)	Turnover
STD	1	1	White Arkitekter AB	10	SE	442	434	503.2 MSEK
STD	2	2	SWECO Architects AB	10	SE	345	353	423.7 MSEK
STD	3	4	Tengbom	10	SE	272	235	316.8 MSEK
	4	3	Arkitektfirmaet C.F. Møller	10	DK	262	270	239.2 MDKK
	5	8	Henning Larsen Architects	*09/10	DK	165	120	145.7 MDKK
	6	5	Arkitema K/S	10	DK	163	157	168.5 MDKK
	7	6	LINK Signatur Gruppen	10	NO	147	156	181.0 MNOK
STD	8	7	Temagruppen Sverige AB	10	SE	142	147	148.7 MSEK
	9	9	DARK Gruppen Arkitekter AS	*10	NO	129	120	197.0 MNOK
	10	14	Narud-Stokke-Wiig A/S	*10	NO	121	95	140.0 MNOK
STD	11	11	Wingårdh-koncernen	10	SE	121	101	135.4 MSEK
	12	10	Schmidt, Hammer & Lassen Architects K/S	10	DK	113	110	88.6 MDKK
	13	15	Snøhetta AS	*10	NO	105	90	53.9 MNOK
STD	14	13	NYRÉNS Arkitektkontor AB	10	SE	98	96	98.0 MSEK
	15	12	Årstiderne Arkitekter A/S	*09/10	DK	97	100	105.0 MDKK
	16	20	BIG / Bjarke Ingels Group	10	DK	96	65	78.9 MDKK
STD	17	16	Liljewall Arkitekter AB	10	SE	75	78	77.0 MSEK
	18	23	3XNielsen A/S	09/10	DK	75	63	69.3 MDKK
	19	31	JJW Arkitekter A/S	10	DK	75	55	37.7 MDKK
	20	35	Creo Arkitekter A/S	*10	DK	75	53	65.0 MDKK
STD	21	18	FOJAB Arkitekter AB	09/10	SE	69	69	92.2 MSEK
STD	22	19	Arkitekterna Krook & Tjäder AB	10	SE	68	69	76.2 MSEK
	23	21	KPF Arkitekter A/S	10	DK	67	65	41.4 MDKK
STD	24	22	AIX Arkitekter AB	10/11	SE	66	64	71.4 MSEK
	25	24	Mangor & Nagel Arkitektfirma A/S	09/10	DK	62	62	40.3 MDKK
STD	26	40	Semrén & Månsson Arkitektkontor AB	10/11	SE	60	50	65.9 MSEK
	27	39	Tegn3 AS (Reinertsen)	10	NO	59	52	48.0 MNOK
ATL	28	27	Arkkitehtitoimisto Larkas & Laine Oy	10	FIN	58	58	4.9 MEUR
	29	25	Erik Møller Arkitekter A/S	10/11	DK	56	61	63.0 MDKK
FRI	30	26	DAI Gruppen A/S	10	DK	56	61	42.9 MDKK
STD	31	29	Brunnberg & Forshed Arkitektkontor AB	10	SE	56	55	65.9 MSEK
STD	32	37	ÅWL Arkitekter AB	10/11	SE	56	52	59.0 MSEK
ATL	33	30	Innovarch Architects Oy (4 months)	10	FIN	55	55	5.8 MEUR
	34	43	Lpo Arkitekter As	10	NO	53	47	53.1 MNOK
	35	32	Medplan AS arkitekter	10	NO	51	55	57.3 MNOK
	36	33	BGO Arkitekter AS	10	NO	51	55	57.3 MNOK
STD	37	38	Total Arkitektur & Urbanism (former MONDO & FRS Ark)	10	SE	51	52	42.1 MSEK
	38	34	Dissing + Weitling Arkitektfirma A/S	*09/10	DK	50	54	29.0 MDKK
	39	41	Vilhelm Lauritzen AS	10	DK	50	50	28.7 MDKK
FRI	40	68	AI-Gruppen A/S	10	DK	50	35	41.4 MDKK

## The top 100 Nordic architectural groups

2010/11	09/10	Group	Annual Report	Country	Employees	(Previous year)	Turnover		
	41	44	Aarhus Arkitekterne A/S	10/11	DK	48	45	54.0	MDKK
	42	36	Niels Torp AS Arkitekter	10	NO	47	53	59.6	MNOK
	43	47	Arkitektkontoret Hille+Melbye A/S	10	NO	46	43	50.2	MNOK
	44	52	Wester+Elsner Arkitekter AB	10/11	SE	45	38	60.6	MSEK
ATL	45	45	Arkkitehtitoimisto Pekka Helin & Co Oy	10	FIN	44	44	4.4	MEUR
	46	46	CUBO Arkitekter A/S	*10/11	DK	44	44	56.5	MDKK
	47	79	Solem Hartmann Arkitekter AS	10	NO	44	34	34.6	MNOK
STD	48	48	Thomas Eriksson Arkitektkontor AB	10/11	SE	41	40	67.2	MSEK
ATL	49	49	Arkkitehtitoimisto SARC Oy	09/10	FIN	41	40	3.3	MEUR
	50	51	Strategisk Arkitektur Fries & Ekeroth AB	10	SE	41	39	46.7	MSEK
	51	75	Lund Hagem Arkitekter AS	10	NO	40	35	45.3	MNOK
	52	74	Lund & Slaatto Arkitekter AS	10	NO	39	35	35.6	MNOK
STD	53	60	SYD ARK Konstruera AB	10/11	SE	38	35	37.1	MSEK
STD	54	76	Arkitekthuset Monarken AB	10/11	SE	38	34	39.2	MSEK
STD	55	54	BSK Arkitekter AB	10	SE	37	37	39.5	MSEK
ATL	56	55	Arkkitehtitoimisto Sigge Oy	10	FIN	37	37	2.6	MEUR
STD	57	53	Reflex Arkitekter AB	10/11	SE	36	37	50.6	MSEK
	58	56	Gottlieb & Paludan A/S Arkitekter	*10	DK	36	36		MDKK
	59	17	PLH Arkitekter AS	10	DK	35	75	43.2	MDKK
STD	60	58	BAU Arkitekter AB	10	SE	35	35	29.9	MSEK
	61	62	Peter Jahn & Partnere A/S	09/10	DK	35	35	19.7	MDKK
	62	63	Arkitektfirmaet Kjaer & Richter A/S	09/10	DK	35	35	22.1	MDKK
	63	65	Lundgaard & Tranberg Arkitekter A/S	09/10	DK	35	35	23.8	MDKK
	64	66	KHR Arkitekter AS	10	DK	35	35	33.6	MDKK
	65	69	Gehl Architects A/S	*09/10	DK	35	35	26.4	MDKK
	66	70	Hou & Partnere A/S	10	DK	35	35	22.1	MDKK
	67	71	RUMarkitekter A/S	10/11	DK	35	35		MDKK
	68	72	Tegnestuen Vandkunsten ApS	10	DK	35	35	20.7	MDKK
	69	80	WITRAZ Arkitekter K/S	*10	DK	35	33	26.3	MDKK
STD	70	82	Archus Arosia Arkitekter AB	10	SE	35	31	33.4	MSEK
	71	85	GPP Arkitekter A/S (former Gjørtz, Pank & Partnere)	10	DK	35	31	30.5	MDKK
	72		TNT Arkitekter A/S	10	DK	35	28	14.0	MDKK
	73	57	Rørbaek og Møller Arkitekter ApS	10/11	DK	34	36	26.6	MDKK
STD	74	61	AG Arkitekter AB	10	SE	34	35	34.5	MSEK
ATL	75	87	Pes-Arkkitehdit Oy (Pekka Salminen)	10	FIN	34	30	2.8	MEUR
STD	76	59	Equator Stockholm AB	10	SE	33	35	28.3	MSEK
STD	77	89	BSV Arkitekter & Ingenjörer AB	10	SE	33	29	31.1	MSEK
	78	81	Kullegaard Arkitekter A/S	09/10	DK	32	32	16.2	MDKK
	79	78	SAHL Arkitekter A/S	*10/11	DK	31	34		MDKK
	80	86	Ramböll (Aros) Arkitekter AS	10	NO	31	31	30.1	MNOK
ATL	81		LPR Architects	10	FIN	31	31	2.3	MEUR
STD	82		Cedervall Arkitekter	10	SE	31	30	34.6	MSEK
	83	91	Arkitektkontoret Børve og Borchsenius	10	NO	31	29	33.6	MNOK
STD	84	94	SAMARK Arkitektur & Design AB	10	SE	31	28	61.9	MSEK
ATL	85	88	Uki Arkkitehdit Oy	10	FIN	30	30	1.9	MEUR
	86	99	AMB Arkitekter AS	30	NO	30	28	32.4	MNOK
	87	114	Arcasa Arkitekter AS	10	NO	30	25	35.7	MNOK
	88	42	Aart A/S	10	DK	29	48	21.2	MDKK
STD	89	77	Scheiwiller Svensson Arkitektkontor AB	10/11	SE	29	34	23.8	MSEK
STD	90	83	Lund & Valentin Arkitekter AB	10/11	SE	29	31	23.2	MSEK
	91	90	ABAKO Arkitektkontor AB	10	SE	29	29	23.8	MSEK
STD	92	97	Murman Arkitekter AB	10	SE	29	28	23.6	MSEK
	93	100	Heggelund & Koxvold Arkitekter AS	10	NO	29	28	22.6	MNOK
	94	109	Solheim + Jacobsen Arkitekter AS	10	NO	29	26	28.8	MNOK
	95	127	Eliassen og Lambertz-Nilssen Ark. AS	10	NO	29	22	54.6	MNOK
ATL	96	120	Eriksson Arkkitehdit Oy	10	FIN	28	23	2.1	MEUR
	97	101	Arkitekterne Astrup & Hellern AS	10	NO	28	28	33.6	MNOK
STD	98	93	AQ Arkitekter i Eskilstuna AB	10/11	SE	27	28	27.0	MSEK
ATL	99	103	Arkkitehtitoimisto Hkp Oy	10	FIN	27	27	3.0	MEUR
	100	104	DOMUS arkitekter A/S	*10	DK	27	27	15.3	MDKK

**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 380 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 framework conditions and legislation affecting market conditions in the industry.



Henrik Garver, FRI



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

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Increasing residential, corporate and public investments in 2011 and 2012 is expected to create general growth in the coming years. In 2011 and 2012 the industry expects an improvement in backlogged orders reflected by an estimated increase in workforce. 27 % of the companies expects and increase in workforce, while only 2 % expects a decrease. The industry estimates an increase in the profit margin to around 5-6 %. There is however a great degree of uncertainty concerning the long term growth for the consulting engineering industry in the Danish market, while export and growth in the international markets are expected to be of increasing importance for overall earnings.

**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 15 % and 10 % of industry revenue respectively.

**Advancing public investments**

The newly elected Danish government plans to kick-start the Danish economy by advancing public investment amounting to DKK 17.5 billion over the next two years, with DKK 10 billion in 2012 and another DKK 7.5 billion in 2013. A majority of these funds will be allocated to areas with strong affiliation the consulting engineering industry, such as the renovation of schools and public housing, improving the infrastructure, coastal protection and green energy. This advancement of public investments will likely have a positive short term effect on the Danish consultancy industry.

**Renovation and improving energy efficiency in buildings**

With ambitious goals for improved energy efficiency and reduced CO<sup>2</sup> emissions, the Danish government is now looking to ESCO's (Energy Service Company) to help accelerate the energy renovations of public buildings. In under a year, the number of municipalities planning ESCO-cooperation has doubled, leading to further investment

**Slight decline in the domestic market outweighed by international growth**

The 2010 total gross revenue for the Danish consulting engineering firms equals DKK 11 billion. This is a decline of 1 % compared to 2009. The export revenue accounted for 18 % of the total revenue in 2010, which is the same percentage as in 2009. Internationally Danish consultants employ approx. 10,500 people in subsidiaries. The international subsidiaries generated additional revenue of DKK 6.56 billion in 2010 compared to DKK 5.44 billion in 2009.

The major current challenge facing the industry is the continued decrease in profit margin. From 5.8 % in 2008, it fell to 4.6 % in 2009 and declined even further to 4.0 % in 2010. The decreasing profit margin can be attributed to the economic slowdown in Denmark and abroad.

**Outlook**

The Danish government has downgraded the expected growth in GDP for 2011 from 1.9 % to 1.3 %. In 2012 the projected growth in GDP is estimated to reach 1.8 %. In 2012, residential investments are set to grow by 3 % and corporate investments by 6.6 %. The uncertain economic growth and unpredictable global growth prospects, creates growing uncertainty in the Danish market for the consulting engineering industry.

in energy renovations. Additionally the government, as part of the new plan to kick-start the economy, has allocated DKK 5.5 billion from Landsbyggefonden to renovate social housing in the coming years. While the economic crisis has had a dramatic effect on the construction industry, the decline seems to have leveled somewhat, and the consultancy industry estimates a slight growth in the building sector.

### Declining growth in the environmental sector

Despite investments in environmental protection and the increasing demand for climate adaptations, the environmental sector has seen negative growth for the past year. Large scale projects such as the new initiative for water planning, with a total investment of DKK 6.9 billion have helped reduce the negative growth, but future prospects for this sector are limited.

### Improving the infrastructure and public transport

After a period of significant growth in infrastructure, the industry is looking forward to less new growth. The advancement of public investment and several large infrastructure projects on the horizon should provide a boost to infrastructure investments. The most notable projects are the Fehmarn Belt link between Denmark and Germany as well as the City Circle Metro in Copenhagen. Other significant projects include the newly agreed upon Aarhus Light Rail and the highspeed railway between Copenhagen and Ringsted, which are part of the governments focus on public transport improvements.

### Rambøll signs major contract with The Skolkovo Foundation

In 2010, Rambøll managed to create profitable growth in a market which is continuously characterized by fierce global competition. Despite a tough market, Rambøll achieved an all-time high revenue during the first six months of 2011. During the past year, 855 new employees have joined the company, and Rambøll now employs 9,600 people.

In September 2010 Rambøll signed a contract with The Skolkovo Foundation. Skolkovo is a new scientific technological complex near Moscow for developing and commercializing new technologies. This deal further cements Rambølls strong presence in Russia. In May Rambøll also won a large contract to develop a new landmark in Oslo City Centre. Rambøll acquired several companies during 2010. The largest acquisition was the British engineering consultancy, Gifford, with approx. 500 employees to create one of the UK's strongest and broadest engineering and consultancy groups. Rambøll in the UK now has a total of close to 1,000 employees. This acquisition has strengthened the multidisciplinary capabilities of Rambølls UK operations to provide a complete service offering both domestically, and internationally. In Finland, Rambøll acquired all shares in Magnus Malmberg Consulting Engineers Ltd. As a result of the transaction, Rambøll will become one of the biggest and strongest structural engineering companies on the Finnish market. In addition, the takeover of 110 staff from DONG Energy in Denmark has strengthened Rambøll with expertise in large power plants and not least in the conversion from coal to renewable energy production. In 2010 the first prize in the annual EFCA competition for engineering excellence among Young Professionals went to Rambøll's Senior consultant Peter Bønløkke Adamsen.

### COWI to design world's 4th longest suspension bridge in record time

Despite the global economic crisis, 2010 brought yet another year of growth for COWI. An ambitious investment programme and breakthroughs in four new high-growth areas means that COWI expects even greater growth in both turnover and earnings in the coming years.

In September COWI signed the contract for detailed design of the Izmit Bay Bridge in Turkey in cooperation with the Japanese contractor IHI. The bridge, which is part of a new, extended highway system which links the two Turkish metropolises Izmir and Istanbul,

will be the world's fourth longest suspension bridge upon completion. Earlier in the year COWI was selected to supervise the construction of Uganda's longest highway, and to prepare a remediation strategy and action plan for the redevelopment of 74 ha of track area in Georgia's capital Tbilisi for urban use. In February 2011 COWI was selected as Engineer to examine project's documents and conduct an independent design assessment before construction begins on the 19-metre diameter Orlovski Tunnel in St Petersburg. 2011 was also the year when COWI strengthened their consultancy in regards to breweries. The new brewery group will be part of COWI's Industry and Energy business unit, which has 250 employees in Denmark.

### NIRAS wins large offshore wind farm project in Belgium

During 2010 NIRAS achieved significant improvement in financial performance and implemented substantial changes designed to enable NIRAS to benefit from future opportunities. Services related to large scale infrastructure, public utilities, environment and, not least, development planning contributed to this improvement. In September NIRAS, in a joint venture with Danish LIC Engineering, secured the contract to design a large offshore wind farm project, 40 km off the coast of Belgium. September was also the month where NIRAS won a contract for engineering consultancy services in the station district belonging to Carlsberg City in Copenhagen. Earlier in the year NIRAS was selected to support the implementation of the 30 million Euro Programme for Agriculture and Livelihoods in Western Communities in Kenya (PALWECO).

### Grontmij | Carl Bro is now Grontmij

After 4 years of being Grontmij | Carl Bro 2011 saw the name changed to Grontmij. On the project side Grontmij won the project for designing a new terminal at Frankfurt Airport. The project will start in November 2011 and will last until August 2016. The investment volume for the first construction phase of the terminal building is approximately

€ 420 million. In October Grontmij won the assignment for modernizing world famous Paris Longchamp race course, and in March Grontmij won the contract to advise Banedanmark in the preliminary phase of Denmark's first highspeed railway.

#### **ALECTIA to build Novo Nordisk's new HQ**

ALECTIA is going to be the consulting engineer on a new corporate centre for new Novo Nordisk headquarters in Denmark. The new energy-efficient corporate centre with a total floorage of 50,500 m<sup>2</sup> and will cost around 1 billion Danish kroner. In 2011 ALECTIA strengthened their logistical competencies through the acquisition of the Danish consulting company LOGISYS. 2011 was also the year when ALECTIA assisted Tibet Tiandi Green Beverage Development CO., Ltd. with the establishment of a new, sizeable greenfield brewery in Lhasa, Tibet 3600 meters above sea level.

#### **Orbicon expands in Greenland**

In 2011 Orbicon established a permanent office in Greenland. Orbicon also won a contract to produce the first part of the EIA report on The Kvanefjeld in Greenland before any mining activity may begin. In 2011 Orbicon also started mapping natural habitats in the North Sea together with GEUS (The National Geological Survey for Denmark and Greenland), in a project to find natural resources to be used in the concrete industry as well as coastal protection along the west coast of Jutland.

#### **Atkins Danmark comes out stronger**

The financial year 2010/11 showed financial improvement for Atkins Danmark A/S and the Nordic subsidiaries. Compared to the financial year 2009/2010 the total turnover saw an increase by 25 %. Parallel to this, the total number of employees in Scandinavia went from 480 to 540. In August 2011 The European Environmental Agency (EEA) informed that they had chosen Atkins Danmark as supplier of it-consultancy on integration of sensor observation services on Near Real-Time Data from European countries. Atkins

Danmark also won the feasibility study and design of 7 new bridges and the extension of 9 existing bridges in connection with the extension of the Køge Bugt Motorway south of Copenhagen.

#### **Moe & Brødsgaard and the largest shopping centre in Denmark**

Moe & Brødsgaard will be the client consultant on Odense CityCentre, the largest citycentre in Denmark at a total of 42,000 m<sup>2</sup> with 100 stores and 1,700 parking spaces. Moe & Brødsgaard will also be responsible for 1/3 of the engineering project, Gødstrup Hospital. The hospital is a completely new hospital and includes approximately 136,000 m<sup>2</sup> buildings at a total construction cost of DKK 2.7 billion.

#### **Careful optimism among architects**

In 2010 and 2011 Danish architects won several high profile projects abroad. 3XN is going to design Swedbank's new international HQ, a building which will house up to 2500 employees. Bjarke Ingels Group (BIG) has won the competition for the 27.000 m<sup>2</sup> Mosque and Museum of Religious Harmony in Tirana, Albania. Henning Larsen Architects won the competition for the rebuilding of the Siemens Headquarters in Munich. The industry as such is still suffering from the effects of the global economic crisis, with high unemployment, especially among young architects and a continuing negative growth in turnover. The decline does however seem to be leveling out and fewer firms expect a negative growth and layoffs for the coming year.

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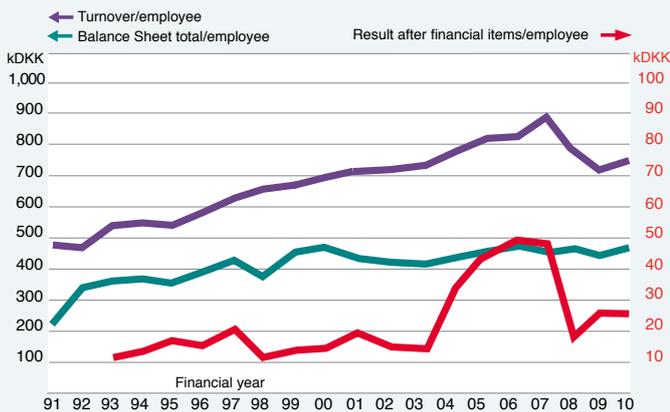
## The top 100 Danish consulting engineering and architectural groups

10/11	09/10	Group	Services	Annual Report	Turn over MDKK	(Previous year)	Average number of employees	Tot. Balance sheet MDKK	CEO/Managing director (November 2011)	
FRI	1	1	Rambøll Gruppen A/S	MD	10	6,074.9	5,510.6	8,970	3,619.6	Flemming Bligaard Pedersen
FRI	2	2	COWI koncernen	MD	10	4,461.5	3,993.3	6,031	2,946.0	Lars-Peter Søbye
FRI	3	3	Grontmij Carl Bro A/S	MD	10	1,076.8	1,182.6	1,091	711.4	Søren Larsen
FRI	4	4	NIRAS-gruppen A/S	MD	10	757.6	950.6	883	476.0	Carsten Toft Boesen
FRI	5	5	Alectia	CE,PM	10	488.8	528.1	750	324.2	Ingelise Bogason
	6	6	Orbicon A/S	MD	10	410.0	379.2	472	225.0	Jesper Nybo Andersen
FRI	7	7	Atkins Danmark A/S	MD	10/11	333.0	299.2	364	183.8	Palle Beck Thomsen
	8	9	Arkitektfirmaet C.F. Møller	A	10	239.2	231.8	262	103.5	Susanne T Nielsen
FRI	9	8	Moe & Brødsgaard A/S	MD	10	236.4	236.5	323	137.2	Christian Listov-Saabye
	10	10	Arkitema K/S	A,PM	10	168.5	157.7	163	78.8	Peter Hartmann Berg
	11	12	Henning Larsen Architects	A	*09/10	145.7	148.1	165	78.0	Mette Kynne Frandsen
FRI	12	11	ISC Rådgivende Ingeniører A/S	MD	10	126.7	158.0	150	148.4	Kjeld Thomsen
FRI	13	14	EKJ Rådgivende Ingeniører AS	MD	10	125.2	135.9	172	112.2	Jørgen Nielsen
FRI	14	15	O.B.H-Gruppen A/S	MD	10	123.3	131.9	161	135.8	Børge Danielsen
	15	17	Midtconsult A/S	MD	*10/11	120.0	100.0	140		Jens Lauritsen
	16	20	Årstiderne Arkitekter A/S	A	*09/10	105.0	85.0	97	48.2	Per Laustsen
FRI	17	18	Balslev Rådgivende Ingeniører A/S	MD	09/10	98.5	94.5	128	77.5	Benny Andersen
FRI	18	21	Bascon Arkitekt-og Ingeniørfirma A/S	PM,CE,A.	10/11	96.6	78.7	101	44.2	Lars Svenningsen
	19	16	Schmidt, Hammer & Lassen Architects K/S	A	10	88.6	87.7	113	68.8	Bente Damgaard
	20	0	BIG / Bjarke Ingels Group	A	10	78.9	42.1	96	28.6	Sheela Maini Søgaard (CEO)
FRI	21	13	NRGI Rådgivning A/S	Enr,E,I	10	76.8	144.9	101	89.5	Ulf Christensen
FRI	22	22	Søren Jensen A/S Rådgivende Ingeniører	MD	09/10	74.9	68.4	94	51.7	Erik V. Jensen
	23	19	3XNielsen A/S	A	09/10	69.3	88.2	75	32.3	Bo Boje Larsen
FRI	24	25	ÅF Hansen & Henneberg. København A/S	PM	10	67.7	54.9	67	35.5	Per Seidelin
	25	23	Creo Arkitekter A/S	A	*10	65.0	57.1	75	29.1	Hans Tolsvig Larsen
	26	27	Erik Møller Arkitekter A/S	A	10/11	63.0	52.8	56	29.4	Kirsten Anker Sørensen
	27	36	CUBO Arkitekter A/S	A	*11/10	56.5	44.6	44	14.1	Peter Dalsgaard
FRI	28	28	Brix & Kamp A/S	CE,E,I	*10	55.4	51.6	75	27.7	Bent Vanggaard
	29	29	Kuben Management A/S	PM	*10	54.0	48.8	70	31.6	Carsten West
	30	43	Aarhus Arkitekterne A/S	A	10/11	54.0	40.0	48	32.1	Tommy Falch
	31	61	ProInvent Gruppen A/S	I	10/11	50.0	32.0	32	9.3	Leif Dalum
FRI	32	56	Domina AS. Rådgivende Ingeniører	CE,E,M,PM	10	47.8	34.7	43	22.4	Kjeld Christiansen
FRI	33	35	DGE Dansk Geo-Servex A/S	Env	10	46.1	45.1	54	17.4	Poul Erik Jensen
FRI	34	47	Oluf Jørgensen Gruppen	M,E,Enr	09/10	45.1	38.0	48	31.6	Brian Th. Andreasen
FRI	35	32	Dines Jørgensen & Co A/S	CE,M,PM	09/10	43.8	47.0	54	21.8	Ole Rasmussen
	36	24	PLH Arkitekter AS	A	10	43.2	56.0	35	23.8	Torben Hjortsø. Jan Sander Fredriksen
FRI	37	31	DAI Gruppen A/S	A,MD	10	42.9	47.6	56	18.2	Jørgen H. Therkelsen
	38	40	KPF Arkitekter A/S	A	10	41.4	38.9	67	37.1	Michael Reventlow-Mourier
FRI	39	68	AI-Gruppen A/S	A,CE	10	41.4	34.2	50	18.9	Jan Bruus Sørensen
	40	42	Mangor & Nagel Arkitektfirma A/S	A	09/10	40.3	40.2	62	24.7	Torben Nagel
	41	26	JJW Arkitekter A/S	A	10	37.7	44.5	75	17.0	Anders Holst Jensen
FRI	42	46	Hundsbaek & Henriksen A/S	MD	09/10	36.5	38.2	50	15.1	Niels Lerbech Sørensen
	43	54	C&W Arkitekter A/S (Clausen & Weber )	A	*09	35.0	35.0	23		Michael Petersen
	44	49	KHR Arkitekter AS	A	10	33.6	37.6	35	30.3	Henrik Danielsen
FRI	45	41	Skude & Jacobsen A/S	MD	10	32.0	40.3	48	17.3	Peter Islev
FRI	46	44	Hansen, Carlsen & Frølund A/S	CE	09/10	31.2	38.8	37	10.8	Rene Almind
FRI	47	55	Wissenberg A/S	CE	10	31.1	34.7	36	10.7	Lars Bendix Christensen
	48	50	GPP Arkitekter A/S	A	10	30.5	36.1	35	20.9	Lars Pank
FRI	49	34	Wessberg A/S Rådgivende Ingeniører	CE,M,E	10	30.2	45.5	35	42.8	Stig Wessberg
	50	58	Dissing + Weitzling Arkitektfirma A/S	A	*09/10	29.0	33.9	50	32.0	Lars Søndergaard
	51	33	White Arkitekter A/S	A	*10	29.0	45.7	41	11.6	Claus Jørgensen, Frans Andersen
	52	66	Vilhelm Lauritzen AS	A	10	28.7	28.1	50	29.4	Søren Daugbjerg
FRI	53	45	Sloth-Møller Rådgivende Ingeniører A/S	CE	10	28.4	38.5	60	20.7	Jørn Plauborg
FRI	54	72	Ingeniørfirmaet P.A. Pedersen A/S	E,Enr,I,PM	09/10	28.4	25.7	29	11.7	Lars Otto Kjaer
FRI	55	64	Lyngkilde A/S Rådgivende Ingeniørfirma A/S	CE	09/10	27.5	29.0	32	18.1	Claus H. Larsen
	56	84	Emcon A/S	PM,CE	10	27.5	22.5	17	10.9	Niels Anker Jørgensen
	57	39	SWECO Architects A/S	A,PM	10	26.9	40.8	35	9.8	Lone Busk
	58	59	Rørbaek og Møller Arkitekter ApS	A	10/11	26.6	32.2	34	17.0	Lars Møller
	59	74	Gehl Architects A/S	A	*09/10	26.4	25.6	35	13.7	Jan Gehl
	60	68	WITRAZ Arkitekter K/S	A	*10	26.3	27.2	35		Per Zwinge
FRI	61	62	Esbensen Rådgivende Ingeniører A/S	CE,Enr,E,M	10	26.1	31.6	35	72.1	Torben Esbensen
	62		LIC Engineering A/S	I,S	10	25.8	23.7	23	22.9	Niels-Erik Ottesen Hansen
FRI	63	70	Viegand & Maagøe Aps	I	10	25.5	26.6	22	11.8	Jan Viegand/Peter Maagøe Petersen
FRI	64	82	Lemming & Eriksson Rådgivende Ingeniører A/S	CE	10/11	25.1	24.3	35	12.0	Knud Bay
FRI	65	79	Henrik Larsen Rådgivende Ingeniører A/S	CE	10	25.0	24.5	34	11.2	Henrik Larsen

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

10/11	09/10	Group	Services	Annual Report	Turn over MDKK	(Previous year)	Average Tot. Balance sheet MDKK	number of employees	CEO/Managing director (November 2011))	
FRI 66		NTU			10	24.2	9.0	40	Lars Bentzen	
	67	Lundgaard & Tranberg Arkitekter A/S	A	09/10	23.8	37.7	35	36.1	Lene Tranberg	
FRI 68	71	Nielsen & Risager A/S	MD		10	23.6	26.0	34	Ib Rasmussen	
FRI 69	78	Tri-Consult A/S	MD	09/10	23.2	24.9	38	12.5	Søren Ibsen	
FRI 70	87	Consia Consultants A/S	Env		10	22.5	21.7	12	Erling Rask	
	71	Arkitektfirmaet Kjaer & Richter A/S	A	09/10	22.1	44.2	35	16.8	Arne Egeskjold	
	72	Hou & Partnere A/S	A		10	22.1	25.5	35	Ib Jensen Hou	
	73	Aart A/S	A		10	21.2	20.3	29	Anders Strange	
	74	AK 83 Arkitektkontoret A/S	A		10	20.8	30.0	15	Lars Levin Madsen	
	75	Tegnestuen Vandkunsten ApS	A		10	20.7	22.1	35	Steffen Kragh	
FRI 76		Viborg Ingeniørerne A/S			10	20.1	15.6	22	Erik S. Damgaard	
	77	Peter Jahn & Partnere A/S	CE,A	09/10	19.7	48.7	35	12.5	Peter Jahn. Claus Dam	
FRI 78	86	Henneby Nielsen Rådgivende Ingeniører A/S	CE	*10	18.7	21.9	35	6.1	Jörn Henneby Nielsen	
	79	AN Group A/S	I		10	18.7	29.6	22	Ole Okkels. Aksel Nielsen	
FRI 80	93	Damgaard Rådgivende Ingeniører A/S		*09	18.3	18.3	35		Mogens Damgaard Nielsen	
	81	Claus Bjarrum Arkitekter A/S	A	*10	18.0	18.0	14		Claus Bjarrum	
FRI 82	92	Ingeniørerne A/S			10	17.9	19.1	20	Finn Moe Bojsen	
FRI 83		K2 Management A/S	PM	09/10	17.4	15.6	14	6.8	Henrik Stamer	
FRI 84	83	Stokvad & Kerstens Rådgivende Ingeniører A/S		09/10	16.2	22.5	19	6.2	Jakob Byskov	
	85	Kullegaard Arkitekter A/S	A	09/10	16.2	35.2	32	17.9	Thomas Kullegaard	
	86	DOMUS arkitekter A/S	A,PM		10	15.3	25.3	27	Jørgen Skaaning Trolle	
	87	Hvidt Arkitekter A/S	A	*10	15.2	15.2	23	6.6	Henrik Hvidt	
	88	RUMarkitekter A/S	A	10/11	14.1	24.4	35	11.3	Anders Johansen	
FRI 89		Holmsgaard a/s Rådgivende Ingeniører (Eibye & Holmsgaard ApS)	CE,PM,E,M		10	14.0	27.2	23	Henrik Holmsgaard	
	90	TNT Arkitekter A/S	A,PM,CE,Env		10	14.0	14.7	35	Flemming Dahl m.fl	
	91	Juul Frost Arkitekter A/S	A		10	14.0	28.3	20	8.2	Helle Juul. Fleming Frost
FRI 92		Øllgaard Rådgivende Ingeniører A/S			10	14.0	14.7	15	8.3	Birgit. Øllgaard
	93	2C A/S	I		10	13.9	16.7	15	9.3	Christian Caspersen
FRI 94		Danakon A/S	Enr	09/10	13.7	15.8	16	6.6	Peter Halkjaer	
	95	Arkitektfirmaet Friborg og Lassen A/S	A,PM		10	13.7	12.2	15	6.6	Karl Huggenberger
FRI 96		Torkil Laursen ApS Rådgivende Ingeniørfirma	CE,PM	09/10	13.6	15.2	17	10.0	Per Mohr Thygesen	
FRI 97		Johansson & Kalstrup A/S	MD	09/10	13.5	15.9	24	8.7	Henrik Ladefoged	
FRI 98		Aksel V Jensen Rådgivende Ingeniører A/S	CE	*09/10	13.0	12.6	16		John Jensen	
FRI 99		Bang & Beenfeldt A/S Rådgivende Ingeniører	CE		10	12.1	6.4	7	4.5	Anders Bang Olsen
	100	SLA Arkitekter A/S	A	*10	12.0	11.0	15	3.5	Lene Damand Lund	

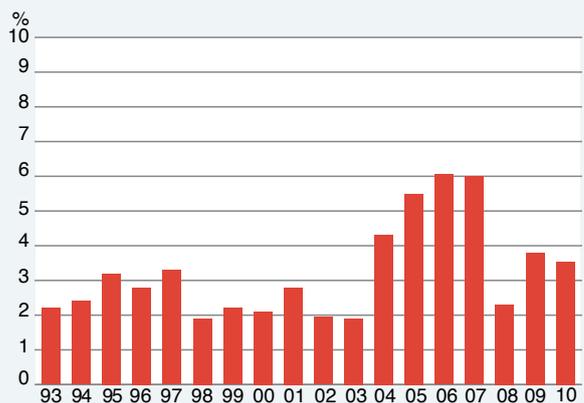
The top 30 Danish groups



Generally speaking, it is 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 2010 decreased by 18 % to approximately DKK 1,783 million (DKK 2,167 million in 2009). The number of employees dropped by 20 % to 2,300 (2,483). The turnover per employee consequently decreased to DKK 775,000 (DKK 872,000). The profit before tax decreased to DKK 21,000 per employee (DKK 31,000). Calculated in terms of profit margin, this gives 2.7 % (3.6%). The average balance per employee was approximately DKK 482,000 (DKK 471,000).

Result margins



Key business ratio 30 largest groups (previous year)

Turnover per employee	DKK 749,000	DKK 715,000
Profit after financial items per employee	DKK 26,000	DKK 26,000
Balance sheet total per employee	DKK 468,000	DKK 440,000

The turnover for the 30 largest groups increased by 4 % to approximately DKK 15,992 million (DKK 15,376 million in 2009). Using the same method of calculation, the average number of employees decreased by 1 % to 21,337 (21,495). The profit before tax was DKK 26,000 per employee (DKK 26,000 the previous year). The profit margin for the 30 largest groups in 2010 dropped to 3.5 % (3.8 %).

### RIF Rådgivende Ingeniørers Forening

RIF Rådgivende Ingeniørers Forening 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 2011 RIF has 230 membership companies employing a total of approximately 8000 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.



Clas Svantesson, RIF

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

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In 2010 the building and construction sector experienced a notable after-effect of the 2008 financial crisis, with a fall in production of 7 % from 2007-2010, which also had an effect on consulting engineers. This trend has reversed in 2011 with a corresponding increase, and as of October 2011 the branch forecasts that continued growth in the market and employment figures will continue into 2012. This apparently optimistic assessment of the market could rapidly reverse if the national debt crises in a number of OECD countries are allowed to develop further, and one experiences a second wave depression. Uncertainty has risen in step with the problems in the Euro Zone. We cannot ignore the fact that investments in the private sector, in particular those in exporting industries, can be effected.

With an anticipated price rise of 1.6 % in 2012, low unemployment (3.3 %), and an increase in BNP for mainland Norway (3.1 %), Norway has good premises for continued growth in the economy and investments. A high level of activity in the Oil and Gas sector with good, stable prices over a number of years has resulted in substantial profits on exports, with the forecast for 2011 currently at NOK 390 billions. This indicates that levels of activity in the Norwegian economy and for Norwegian consulting engineers will continue to be satisfactory well into 2012.

In order to counteract excessively high cost levels and to moderate domestic consumption, Norway established an oil fund, (The Global State Pension Fund) in the 1990s for future generations. The market value of this fund in 2011 is forecast to be NOK 3100 billions.

It is expected that the market for consulting engineers will continue its positive development in 2012. The premise is that the global economy does not enter into a new depression resulting from the debt crisis in the Euro Zone. The forecast for the construction and building sector for 2012 is an increase in building activities of 6 % and an increase in the construction market linked to public infrastructure and energy projects of 12 %. Consulting engineers have seen activity levels change from a very high level of

## Things are going well, but are we moving towards a new depression?

Unlike many other western countries Norway does not find itself in a national debt crisis with low real economic growth. The financial crisis in the autumn of 2008 and the National Debt Crisis in the Euro Zone in 2010 – 2011 have thus far not had a major effect on Norway's real economy. The country has a better record than most others, with growth in private and public consumption. Political priorities have concentrated on state and municipal employment rather than investment, which has had a negative effect on some parts of the economy. This applies in particular to land-based industries that are exposed to foreign competition.

activity in 2008 to zero growth in 2010. From the second half of 2010 we saw renewed growth in the level of activity that has now reached a very satisfactory level. We expect to see some growth in 2012. However, the new nervousness in international financial markets makes accurate forecasting difficult.

### National priorities – forecast growth in 2012

Economic freedom of action means that current national priorities will be continued throughout 2012-2014 and that policies will be based on justice and the common good. National priorities in 2012-2014 are to ensure continued low unemployment in Norway and to reinforce efforts in the fields of health, social care, schools and pre-schools/kindergartens. Differences in living standards are to be levelled out. Investments in public transport, the environment, development and research will increase. These efforts are continued and concretised in the budgets for 2012. For consulting engineers the budgets indicate a moderate increase in levels of activity in public building, with a marked increase in investments in public infrastructure.

Total investments in the building market in 2011 are expected to be 6 % higher than in 2010. A further 6 % increase is forecast for 2012, with an additional 3 % upward turn in 2013.

Housing (+ 30 %) contributes most to the growth in building activities in 2011 and 2012. Public building relating to education, health and administration will remain stable. Activities in connection with private commercial building for industry, office/commerce buildings, hotels and retailing will show a moderate increase in 2011 and 2012.

Investments in the plant construction market will increase by 4 % in 2011 and 12 % in 2012. The increase in investments is first and foremost linked to public investments in roads, rail and other infrastructure. The same applies to plant in other energy sectors related to hydroelectric plant, power line construction and other renewable/sustainable forms of energy. New oil and gas finds together with the relatively high prices for oil, gas and energy prices in general

are expected to contribute to that investments in oil, gas and the energy sector remain at a high, stable level. The expected phasing out of nuclear power in a number of European countries also contributes to a high level of investment in the energy sector.

### Economic freedom of action – but maintenance lagging far behind

The Norwegian State has large and growing assets. At the same time major deficiencies in maintenance and the need for new investments in buildings and key social infrastructure are reported on an almost daily basis. The question is whether these assets to be kept for future generations or should the country invest more in real capital such as new building and maintenance of infrastructure, water, sewage and energy plants.

In March 2010 RIF published a Norwegian State of the Nation (SotN) based on the format used for similar reports published in the USA, Finland, Denmark and Great Britain. Railways and drainage/sewage plant were awarded a '2' in the report, which means that both are in such an extremely poor state of repair that functionality is under threat. In the mid-zone, with 3 points, we find municipal buildings, health institution buildings, national/county roads, municipal roads and water supply infrastructure. The report was followed up in 2011 and it transpires that there is an increase in will on the part of the authorities and developers to increase investments in these sectors. Public transport came out as a "budget winner" in 2011 and 2012. RIF takes some of the credit for this because we made the political powers that be aware in no uncertain terms of the enormous challenges this lack of maintenance have resulted in. RIF is now experiencing pressure from the authorities for renewed dialogue and co-operation in practical areas such as lack of capacity and expertise and for increased efficiency in the implementation of projects.

### A number of exciting projects

Road and Rail: The largest individual projects in public transport in the years ahead will be the railway running to the

south from Oslo, the so-called Follo Railway. Together with similar projects running west and the refurbishment of existing railways, major investments will be made in Norway's railways over the coming 10 – 20 years. The authorities and the branch are now intensively engaged in work to increase capacity and improve expertise to meet these challenges. In addition, investments are being made in tramways and rail tracks with the objective of improving punctuality and increase capacity in order to better serve an increasing population in and around the major towns and cities.

A number of major motorway projects in and around the major towns and cities are also in the planning stage, with focus on major road, bridge and tunnel projects designed to link regions and reduce threats posed by avalanches and land/rock slides.

Energy: The need to develop trade and industry, increased energy prices and the demand for sustainable renewable energy has resulted in that several exciting projects are in the planning phase. Investments are being made in new water supply plant; elderly generating plant is being refurbished and new microgeneration plant is being constructed. Grid capacity for the transport of power is being increased. Several alternative energy projects are being planned, including offshore wind, onshore wind, Biogas and power and thermal solar plants.

The new Oslo – Gardermoen airport terminal is in the planning stage. Necessary expansion of capacity at the airport requires the planning and construction of a new terminal building, taxiways and aircraft stands and the accompanying technical infrastructure, together with access roads, front traffic area, Parking facilities and technical infrastructure.

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 under 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, the new Buskerud Hospital and other hospitals are in the planning phase.

International projects. An attractive domestic market with lower ethical and commercial risks has resulted in that Norwegian consulting engineering companies have changed their strategies with regard to international activities. This has in turn resulted in that international activities have turned away from mainly aid-related projects and are now focussed more investments in the more developed countries and on purely commercial projects with a low risk profile. Activities abroad have a particular focus on energy projects such as hydroelectric power developments and oil and gas. The export share in 2004 was around 10 %, but is forecast to be in the region of 5 % in 2011.

#### Concentration and restructuring in the branch

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. These developments have resulted in that we now have an extremely intense concentration in the branch around 6 major consultancy companies. These now have over 70 % of all employees in RIF.

#### Of acquisitions and mergers in 2011 we can mention:

In 2011, Norconsult AS, which is the largest consultancy company in Norway with a total turnover of more than NOK 2.3 billions acquired the companies Geovest-Haugland AS, Myklebust AS, Jørstad RI AS, Elplan AS, Elektroplan AS, Energi&Miljø Consult AS (EMCON), StavsengsIngeniørfirma AS, ElektroTeam AS, ASK Rådgivning AS and Palm & Bratlie AS. In Sweden the company acquired Mark & Marin Ingenjørsbyrå AB. In South Africa Norconsult also acquired the consulting company Lyanda Power Technologies.

In 2011 Multiconsult AS took over the companies Hydpro AS and Barlindhaug Consult AS.

In 2011 Rambøll Norge AS purchased the companies arkitektene Arken AS, Viken Prosjektstyring, Prosjektpartner Bodø AS and Per Andre Hansen landskapsarkitekter AS.

SWECO Norge AS purchased the companies KildeAkustikk AS, OpplandBygg Consult AS and Hans Olav Lie Taksering AS in 2011.

In May of this year Cowi AS purchased Tønning&Lieng

AsplanViak AS purchased the companies I-KON AS, Petter Nome AS and Urbanet Analyse.

In November 2011 the companies A.L Høyer AS and Finseth rådgivende ingeniører AS merged, and from January 1st will operate under the name HøyerFinseth AS. The company has about 90 employees in building and plant engineering, fire prevention consulting and project administration.

*Clas Svantesson, RIF*

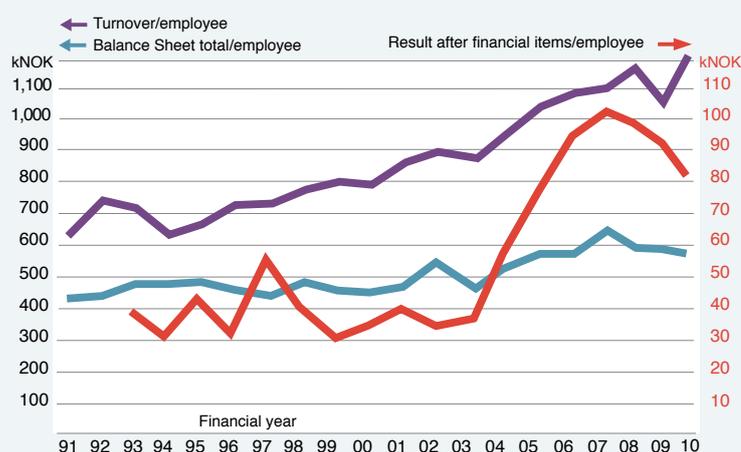
## The top 100 Norwegian consulting engineering and architectural groups

10/11	09/10	Group	Services	Annual Report	Turn over MNOK	(Previous year)	Average number of employees	Tot. Balance sheet MNOK	CEO/Managing director (December 2011)	
RIF	1	1	Norconsult AS-koncernen	MD	10	2,233.7	2,012.6	1,498	1,242.2	John Nyheim
RIF	2	2	Multiconsult	MD	10	1,256.6	1,159.6	1,173	767.7	Sverre Quale
RIF	3	5	Rambøll Norge AS	MD	10	1,090.2	960.1	1,129	528.1	Ole Petter Thunes
RIF	4	4	SWECO Norge AS	MD	10	1,089.4	1,061.3	1,000	618.6	Vibecke Hverven
	5	3	Reinertsen Engineering	MD	10	1,019.7	1,029.6	931		Erik Reinertsen
RIF	6	6	COWI AS	MD	10	899.5	791.7	800	477.6	Terje Bygland Nikolaisen
RIF	7	7	Asplan Viak koncernen	CE,Env,A	10	585.8	551.7	652	294.3	Øyvind Mork
RIF	8	8	Dr. Ing. Aas-Jacobsen A/S – group	CE,PM	10	314.0	263.4	117	134.5	Trond A. Hagen
RIF	9	11	Faveo Prosjektledelse (PTL. Prosjekt- og Teknologiledelse AS)	PM	10	251.6	181.5	160	76.6	Sven Erik Nørholm (CEO) Thorbjørn Overholt
RIF	10	9	Hjellnes Consult AS	MD	10	203.0	196.2	147	106.3	Geir Knudsen
	11	17	DARK Gruppen Arkitekter AS * (proforma)	A	10	197.0	127.0	129	80.0	Kjell Östlie
	12	12	LINK Signatur Gruppen	A,PM	10	181.0	168.4	147	82.8	Siri Legernes
	13	13	Techconsult AS	PM,I	10	165.3	154.2	87	52.2	Ronny Meyer
	14	15	OEC Consulting AS	Enr,I,PM	10	144.8	142.8	67	66.8	Knut Hegge
	15	10	Optimo Prosjekt as	PM	10	144.2	181.8	19	82.3	Bjørn Grepperud
	16	20	Narud-Stokke-Wiig A/S (group) proforma	A	10	140.0	114.4	121	57.0	Jon Arne Bjerknes/Ole Wiig/ Narud Jörn
	17	16	OPAK A/S	PM,Env,Enr,E	10	135.6	132.4	132	37.2	Jan-Henry Hansen
RIF	18	18	ÅF Norge bolagen	M,E,Enr,I	10	131.5	125.0	115	63.6	Ove Guttormsen
	19	24	Kongsberg Devotek AS (co-owner by Semcon AB )	I	10	103.8	90.7	99	38.4	Olav Weider
RIF	20	19	Dr. techn. Olav Olsen A.S	CE,Enr,Env,PM	10	101.5	116.2	76	50.6	Olav Weider
RIF	21	23	Barlindhaug Consult AS (konsultbolaget)	MD	10	97.6	92.5	89	52.2	Arnor J. Jensen
RIF	22	26	HolteConsulting AS	PM,CE,Enr	10	97.5	79.6	54	31.7	Trygve Sagen
RIF	23	25	Erichsen & Horgen A/S	M	10	94.5	84.1	84	48.2	Leif Öie
	24	21	Teleplan Consulting AS	E	10	91.5	111.1	42	53.6	Mette Solstrand
RIF	25	28	ViaNova Plan og Trafikk AS	CE,PM	10	84.9	72.7	50	47.7	Per Skotte
RIF	26	22	Agder Energi Nettkonsult AS	Enr	10	82.0	99.5	64	83.0	Kjell Myrann
	27	34	Rambøll Oil & Gas AS (dt Rambøll Danmark)	Enr,I	10	78.1	52.4	37	55.0	Henning Flingtorp
RIF	28	29	Myklebust AS	CE,PM	10	74.5	64.4	64	38.5	Børge Bertelsen
	29	30	Niels Torp AS Arkitekter	A	10	59.6	59.3	47	43.9	Niels A. Torp
	30	33	Kåre Hagen konsernen	PM	10	59.5	55.1	45	24.9	Arne Surén
	31	37	BGO Arkitekter AS	A	10	57.3	47.7	51	30.9	Sverre Svendsen
	32	38	Medplan AS arkitekter	A	10	57.3	47.7	51	30.9	Randi Mandt
RIF	33	35	ECT AS	E,PM	10	55.1	50.7	65	25.4	Jan Henning Quist
	34	66	Eliassen og Lambertz-Nilssen Ark. AS	A	10	54.6	25.8	29	24.7	Borghild Marie Rambech
	35	14	Snøhetta AS	A	10	53.9	145.6	105	19.4	Line Bull
RIF	36	31	A.L. Høyer AS	PM,CE	10	53.6	58.0	46	23.5	Liv Odden
	37	40	Lpo Arkitekter As	A	10	53.1	43.3	53	25.5	Lisbeth Halseth
	38	32	Hille Melbye Arkitekter AS	A,PM	10	50.2	57.4	46	19.0	Melvin Eiesland
	39	42	Lund Hagem Arkitekter AS	A	10	45.3	38.7	40	17.7	Svein Lund
RIF	40	46	RG-prosjekt AS	CE,Env,PM	10	43.5	36.2	39	17.3	Atle Romstad
RIF	41	43	Sjåtil & Fornæss AS	CE,A,PM	10	41.4	38.3	31	15.8	Dag Fornæss
RIF	42	56	Dimensjon Rådgivning AS	Env,CE,PM	10	39.4	29.8	35	15.5	Jon Halvar Eiane
	43	36	Arkitektfirmaet C.F. Møller Norge AS	A	10	39.2	50.6	36	13.6	Lars Kirkegaard
RIF	44	58	Finseth Rådgivende Ingeniører AS	CE	10	38.5	28.8	46	16.9	Kåre Solberg
	45	60	Arcasa Arkitekter AS	A	10	35.7	27.3	30	13.8	Per Erik Martinussen
	46	39	Lund & Slaatto Arkitekter AS	A	10	35.6	47.3	39	14.7	Pål Bjørnstad
RIF	47	52	Brekke & Strand AS	Env	10	35.0	32.9	27	14.4	Ingjerd Elise Aaraas
	48	64	HRTB AS (Arkitekter)	A	10	34.9	26.7	27	20.7	Ola Mowe
	49	51	Solem Arkitektur AS	A	10	34.6	33.3	44	15.7	Roger Snustad
RIF	50	45	Pabas Arkitekter Og Rådgivende Ingeniører AS	CE,PM,A	10	33.8	37.0	14	18.7	Ketil Bakkejord
	51	41	Arkitekterne Astrup & Hellern AS	A	10	33.6	39.2	28	17.8	Åke Letting
	52	59	Arkitektkontoret Børve og Borchsenius	A,PM,CE	10	33.6	27.5	31	18.3	Jan Olav Horgmo
	53	44	AMB Arkitekter AS	A	10	32.4	37.2	30	12.3	Michael Bowe
RIF	54	55	Bygganalyse AS	PM	10	32.1	30.0	26	19.0	Frank Henry Roberg
RIF	55	57	Nordplan AS	CE,A	10	31.2	29.7	41	12.7	Svein Rotevatn
	56	50	Poyry Forest Industry AS	I	10	31.2	33.8	34	13.3	Espen Christian Huth
	57	54	Rambøll (Aros) Arkitekter AS	A	10	30.1	26.7	31	16.1	Ingeborg Hovland
	58	84	Solheim + Jacobsen Arkitekter AS	A	10	28.8	21.2	29	15.2	Anne Sudbø
	59	47	Techni AS	I	10	28.5	34.9	32	11.1	Dag Almar Hansen
RIF	60	73	Ingeniør Per Rasmussen AS	E	10	28.3	24.2	19	16.5	Per H. Rasmussen
RIF	61	62	Prosjektutvikling Midt-Norge AS	PM,CE,E,M	10	28.2	27.1	25	13.8	Odd J. Tillerli
	62	53	IndustriConsult AS	I,MD	10	27.9	30.5	17	16.7	Steinar Spydevold
RIF	63	75	Planstyring AS	PM,CE	10	27.8	23.7	26	11.9	Reidar Grande
RIF	64	49	F.Holm A.S (del av NEAS ASA sedan Nov 2007)	PM	10	27.3	33.9	22	7.3	Thorbjörn Graarund
	65	81	Abo Plan & Arkitektur As	A	10	27.3	21.8	20	13.3	Lars Christensen
	66	77	L2 Arkitekter AS (former Lunde & Lovseth arkitekter A/S )	A	10	27.1	22.6	16	13.4	Jon Flatebø

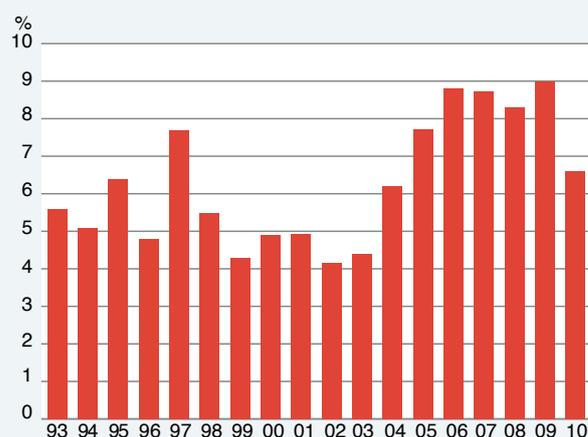
RIF = Member of RIF, the Association of Consulting Engineers, Norway (\*) = lack of conforming figure/proforma/assumed – = missing figure PM = Project Management, A = Architecture, CE = Civil/Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial,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

10/11	09/10	Group	Services	Annual Report	Turn over MNOK	(Previous year)	Average number of employees	Tot. Balance sheet MNOK	CEO/Managing director (December 2011))	
	67	70	Arkitektgruppen CUBUS A/S	A	10	26.5	24.9	23	11.0	Erik Wald-Jacobsen
RIF	68	69	Itech AS	M,E	10	26.4	25.2	14	10.1	Håvard Olsen Wiger
	69	92	Halvorsen & Reine AS (Arkitekterne)	A	10	26.0	19.6	18	21.2	Kjell Reine
RIF	70	68	Sørlandskonsult AS	MD	10	25.4	25.3	24	11.5	Vidar Valen
	71	61	PKA – Per Knudsen Arkitektkontor AS	A	10	25.3	27.2	26	8.9	Reidar Klegseth
	72	94	A-Tek AS Ingeniørfirma	Enr,I, M	10	24.7	19.5	18	12.5	Jonny Edvardsen
	73	112	Space Group Arkitekter A/S	A	10	24.7	16.3	18	19.1	Gary Bates
RIF	74	98	Geovest Haugland	CE	10	24.3	18.6	24	8.5	Hilde Aspås
	75	151	Voll Arkitekter AS	A	10	23.8	12.5	25	10.5	Sigbjørn Berstad
RIF	76	76	Staerk & Co AS	PM	10	23.6	23.3	24	11.8	Jan Lindland
RIF	77	89	Karl Knudsen As	PM,CE	10	23.5	20.0	16	9.3	Arnstien Garli
RIF	78	85	ViaNova Kristiansand AS	CE	10	22.8	21.0	14	9.1	Trygve Håland
	79	110	4B Arkitekter AS	A	10	22.7	16.4	24	11.3	Ole Stoveland
	80	48	Heggelund & Koxvold AS	A,PM	10	22.6	34.4	29	13.6	Jon Heggelund
RIF	81	90	Stavsengs Ingeniørfirma AS	PM,CE	10	22.5	19.9	17	18.1	Svein Inge Stavseng
	82	103	Dyrvik Arkitekter A/S	A	10	21.5	17.4	27	11.6	Halvor Bergan
	83	113	Arkitektkontoret GASA AS	A	10	21.5	16.2	19	8.8	Per Christian Monsen
	84	72	Ingeniørfirmaet Malnes Og Endresen AS	E	10	21.4	24.3	25	8.5	Roger Malnes
RIF	85	71	Artec Prosjekt Team As	CE,PM	10	21.1	24.6	22	10.1	Per Steffen Reigstad
	86	83	Meinich Arkitekter AS	A	10	21.0	21.5	20	7.3	Kristian Fodstad
RIF	87	80	Siv.ing Stener Sørensen AS	CE	10	21.0	21.9	23	14.3	Bo Gunsell
	88	86	HLM Arkitektur & Plan AS	A	10	20.7	20.4	13	6.6	Marie Louise Lekven
RIF	89	88	ElectroNova AS	E	10	20.6	20.2	15	16.2	Trond Einar Kristiansen
RIF	90	102	SBV Consult AS	CE	10	20.3	17.4	19	11.5	Per Arne Sögård
	91	87	Kristiansen & Bernhardt Arkitektur Interiør AS	A	10	20.2	20.4	24	11.3	Thorvald Veire Bernhardt
	92	91	Ottar Arkitekter AS	A	10	20.1	19.83	17	9.5	Geir Egil Paulsen
RIF	93	104	Unionconsult Boro Vvs Og Miljø As	M	10	19.8	17.3	17	11.8	Odd Einar Andersen
RIF	94	196	Sinus AS	CE,Env	10	19.8	18.18	18	9.0	Tønnes Andreas Ognedal
	95	78	ØKAW AS Arkitekter	A	10	19.7	22.6	22	9.5	Oystein Mitdbø
	96	108	Eggen Arkitekter AS	A	10	19.5	16.5	22	12.4	Iver Corneil
RIF	97	63	A.L. Høyer Skien AS	PM,CE	10	19.5	26.8	14	7.2	Jörn Einar Lindgren
RIF	98	79	Techno Consult Møre AS (Required by Norconsult AS 2010)	M,E,Env,PM	10	19.2	22.1	5	20.4	Einar Meisfjord
	99	65	Atkins Norge AS (former Poyry Energy AS)	Enr	10	19.2	26.5	9	10.1	Erik Dambo
	100	95	Stormorken & Hamre AS	CE	10	18.9	19.1	8	8.3	Jan Kristoffer Slåtten

### The top 30 Norwegian groups



### Result margins



Generally speaking, it is 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 2010 increased by 2.9 % to approximately NOK 2,117 million (NOK 2,058 million in 2009). The number of employees grew by 11.4 % to 1,934 (1,736). The turnover per employee consequently decreased to NOK 1,095,000 (NOK 1,185,000). The profit before tax increased to NOK 93,000 per employee (NOK 86,000). Calculated in terms of profit margin, this gives 8.5% (7.3%). The average balance per employee was approximately NOK 524,000 (NOK 586,000).

#### Key business ratio

Key business ratio	30 largest groups	(previous year)
Turnover per employee	NOK 1,222,000	NOK 1,053,000
Profit after financial items per employee	NOK 81,000	NOK 92,000
Balance sheet total per employee	NOK 582,000	NOK 594,000

The turnover for the 30 largest groups increased by 20.6 % to approximately NOK 11,208 million (NOK 9,292 million in 2009). Using the same method of calculation, the average number of employees grew by 4 % to 9,175 (8,821). The profit before tax was NOK 81,000 per employee (NOK 92,000 the previous year). The profit margin for the 30 largest groups in 2010 dropped to 6.6 % (9.0 %).

### The Association of Consulting Engineers, FRV

The Association of Consulting Engineers (FRV) is the trade and employers' organisation for consulting engineering firms in Iceland. FRV is a negotiating body that engages in negotiations with engineering and technicians' labour unions. FRV's member firms number 25 with a total of around 950 employees. FRV represents about 85% of the available resources in the sector. FRV aims to support its member firms by contributing to the improvement of its members' general business and working conditions and by improving the profile of the industry and its recognition in general. FRV attempts to increase the visibility of engineering consultants and keep attention focused on the importance of good consultancy and quality design.

FRV is working to improve the working conditions of engineering consultants by having influence on standard agreement terms, insurance, etc., as well as disseminating information to the member companies.

FRV is a member of FIDIC (Fédération Internationale des Ingénieurs-Conseils).



Magnús Baldursson, FRV

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### The Trade and Employers' Organisation for Architectural Firms, FSSA

FSSA is the trade and employers' organisation for architectural firms in Iceland. FSSA is a negotiating body that engages in negotiations with the architects' labour union. FSSA's member firms number 28. FSSA represents about 80% of the available resources in the sector.

FSSA's aim is to support its member firms by contributing to the improvement of its members' general business, increase the visibility of the member firms and improve the profile of the industry and its recognition in general. FSSA works in close relation with FRV. The Associations share office space and FRV services the Association on a daily basis.

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## The Icelandic market is slowly recovering

The condition of the Icelandic economy appears to be recovering, slowly but surely, after the collapse of the banks in 2008 and the deepest recession that has ever hit Icelandic society. A lot of effort has gone into restructuring the banks and businesses over the last two years. Public and private sector debt is high and new lending limited. Investments have therefore remained low.

The International Monetary Fund's involvement in Iceland's economic affairs formally ended in 2011. Economic stability has therefore been implemented. It also looks as if the claims of Britain and the Netherlands against Iceland based on the so-called Icesave bank accounts will be settled on behalf of the old Landsbanki's bankruptcy estate. Despite this the Government is still facing great difficulties, particularly because of reduced turnover in the Icelandic economy. The international economic outlook is not helping in this regard. The government's aim is to make ends meet by reducing costs instead of general tax increases, which have nevertheless been hefty the last three years. However, many see signs of better times over the next several months and years, particularly through increased foreign investment. Economic

growth in 2011 registered higher than expected, or up to 4%.

Iceland has applied for membership to the European Union and discussions are undergoing. If an agreement is reached between the EU and Iceland there will be a national referendum on the issue. The referendum could be in about two years time, in the year 2013, if everything goes as planned. Whether membership will be approved depends, among other things, on the outcome of discussions on fisheries. The fishing industry is very important to Icelanders because of its weight in the national economy. Whether Iceland becomes a member of the EU or not, the government has to set a policy regarding Iceland's currency. The Icelandic króna is probably one of the smallest, if not the smallest, currency in the world. Therefore the Króna is generally sensi-

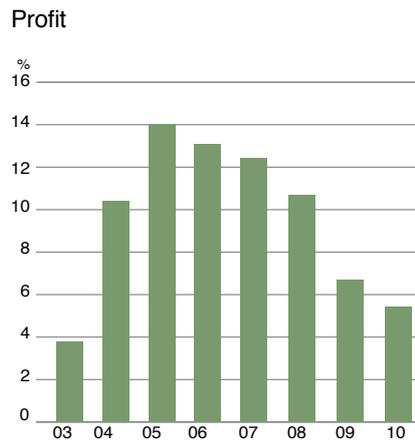
tive to increased international financial market unrest, even when sheltered by capital controls (restrictions on capital movements) as is presently the case. The current plan is to liberalise capital movements in the near future which could result in some exchange rate volatility. According to forecasts the real exchange rate will appreciate gradually in coming years, as it is currently very low in an historical context and probably below its long-term equilibrium level.

Unemployment is currently 7.2 %, which is perhaps not very high in comparison with many other European countries. On the other hand, unemployment in Iceland was between 1-3 % for a very long time. The current rate is therefore very high historically. Unemployment is expected to be 6 % in 2012. Inflation in 2011 was about 3.9 % but is projected to be about 3.7 % in 2012.

Icelandic consultancy firms have had to adapt to changed circumstances the last three years. Many of them have had to cut the number of employees substantially. Many of them have pursued new markets abroad, and some have had positive results. The turnover from engineering consultancy abroad has increased considerably the last several years – from being 3-5 % of total turnover to about 11-12 % of total turnover today. There are no comparable figures for architecture firms.

It also appears that the recession is not affecting the larger engineering consultancy firms as much as the smaller ones. This outcome can probably be attributed to the larger companies providing consultancy in the field of industry and energy production more than the smaller firms. Projects have been ongoing in heavy industry even though they have been slowed down because of general global recession. Landsvirkjun, an energy company owned by the State, recently tendered the design of two geothermal power stations in Northeast Iceland, each of them 90 MW. Two Icelandic engineering firms, Mannvit hf. and Verkís hf. got the project. The same companies have also sought projects abroad, individually and jointly. These efforts include geothermal energy projects in Kenya and hydroelectric power

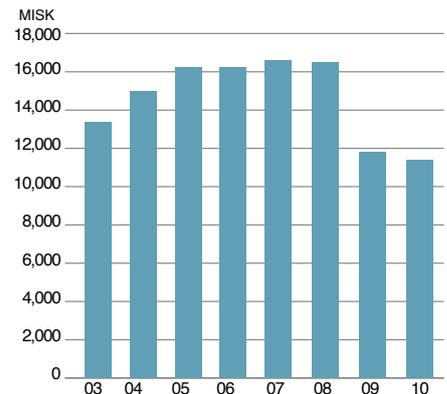
### FRV memberfirms



stations in Georgia and Greenland. Efla Consulting Engineers is also working on a geothermal energy project in Croatia. Other engineering firms in Iceland have landed smaller projects in other countries, mainly in Norway, and this has had a positive impact on their operations during the economical difficulties.

On average the recession has been worse for the architecture firms in Iceland than the engineering firms since the general building and infrastructure industry has been nearly at a standstill for three years. There has not been much investment and build-up in either the private or the public sector. Regarding larger domestic projects, however, the design of a new hospital in Reykjavik is undergoing, where Icelandic architecture firms are part of the design team. The number of architecture firms decreased over the period 2008-2010, but the situation has been fairly stable since then. A survey conducted by FSSA amongst its member companies in October 2011 showed that the number of their employees increased slightly, by about 3 %, since the end of 2010/beginning of 2011. The survey showed that 76 % of the firms believed that the number of their employees over the next six months would either remain the same or increase. The survey also showed that the financial status

### Total turnover (estimated)



of 90 % the architecture firms was either not a problem or would have little effect on their operations. It can therefore be expected that the status of architecture firms will be acceptable, professionally and operationally, for coping with increased workloads when demand for services increases again.

### Operating performance of FRV's member companies in 2010

According to a survey carried out by FRV, preliminary results show that the total turnover for 2010 was MISK 10,870, a decrease from the year before, and almost a 41% decrease compared to 2008. The average profit among member firms was 5.4 % of turnover for 2010, as opposed to 6.7 % in 2009. No similar survey is made by FSSA for the architecture firms.

*Magnús Baldursson, FRV*

## The top 18 Icelandic consulting engineering and architectural groups

10/11	09/10	Group	Services	Turnover	(Previous year)	Average number of employees	Balance	Managing Director	
FRV	1	1	Mannvit hf.	MD	6,051	3,838	355	4,324	Eyjólfur Árni Rafnsson
FRV	2	2	Verkís hf.	MD	3,043	3,105	293	1,884	Sveinn I. Ólafsson
FRV	3	3	Efla hf.	MD	2,495	2,970	172	1,218	Guðmundur Þorbjörnsson
FRV	4	4	Almenna verkfræðistofan hf.	MD	576	654	61	169	Helgi Valdimarsson
FRV	5	5	VSÓ Ráðgjöf ehf.	MD	410	500	50	347	Grímur Már Jónasson
FSSA	6	16	Batterið ehf.	A	240	112	23	25	Guðmundur Ósvaldsson
FRV	7	6	Hnit hf.	PM,CE,Enr,E,Env	238	307	31	89	Harald B. Alfreðsson
FSSA	8	7	THG Arkitektar	A,PM	172	252	15	165	Haldór Guðmundsson
FRV	9	13	Ferill ehf., verkfræðistofa	CE,PM,M,Env	170	130	23	35	Ásmundur Ingvarsson
FRV	10	11	VJI ehf.	E,Enr,I,PM	155	150	17	58	Magnús Kristbergsson
FRV	11	8	Verkfræðistofa Suðurnesja ehf.	PM,CE,Enr,E,Env	134	179	15	107	Brynjólfur Guðmundsson
FSSA	12	12	Arkís ehf.	A,PM	130	148	14	42	Þorvarður Lárus Björgvinsson
FSSA	13	9	Tark – Teiknistofan ehf.	A	126	175	15	50	Ivon Stefán Cíllia
FRV	14	10	VSJ verkfræðistofa ehf.	CE,M,PM,E,Enr,Env	119	160	18	4	Björn Gústafsson
FSSA	15	14	ASK arkitektar ehf.	A,PM	110	125	14	32	Páll Gunnlaugsson
	16	15	Verkfræðistofa Norðurlands	MD	98	113	12	43	Eiríkur Jónsson
FSSA	17	17	Gláma Kím	A	89	60	9	95	Árni Kjartansson
FSSA	18	18	VA arkitektar	A	52	50	8	3	Heba Hertervig

### Key business ratio 18 largest groups (previous year, 20 groups)

Turnover per employee	12.59 MISK	11.05 MISK
Profit after financial items per employee	0.96 MISK	0.59 MISK
Balance sheet total per employee	7.6 MISK	4.2 MISK

The total turnover for the top 18 firms was 14,400 MISK (13,100 MISK previous year, then 20 largest) and the average number of employees was 1,145 (1,187). The profit margin was 7.59 % (5.34 %).

**SKOL in brief**

SKOL is the sector and employers' organization for independent and private consulting companies, and has a membership of 215 consulting engineering and architectural firms. The member companies have approximately 13 600 employees in Finland and their foreign subsidiaries employ some 8000 personnel abroad. Many SKOL members belong to international groups, which together employ over 50 000 staff all over the world.

SKOL aims to promote professional and independent engineering consultancy, to improve the preconditions for consulting and to monitor the interests of its members, both in Finland and abroad. The principal goals are to guarantee a high level of quality and to develop efficiency, profitability and solidity. The Association quotes quality as being the main criterion in consultant selection.

The strategic themes of the SKOL action plan are that:

- SKOL members are competent, well-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, and.
- SKOL member companies are competitive, progressive and profitable.

During the action plan period, which runs from 2011-2013, SKOL aims to:

- strengthen the business conditions for SKOL members
- invest in knowledge, responsibility and customer value in consulting sector communications
- support the renewal of individual member firms and the sector in general, and
- help foresee future challenges and opportunities

SKOL member firms must act impartially in commercial, manufacturing and contracting interests, and shall have participated in independent engineering, architectural



Timo Myllys, SKOL

assignments or other forms of consulting for at least a year. The executives and foremost consultants of a member firm must be full-time consultants and have an adequate educational background and experience in their specific fields.

SKOL capacity represents two thirds of the total consulting engineering capacity in Finland. Currently, the yearly invoicing among SKOL's member firms is in the region of EUR 1 150 million. Building construction accounts for 44 %, municipal engineering for 28 % and industrial projects for 25 % of domestic works. About 22 % of the turnover comes from foreign operations. Finnish consulting engineers have reference projects in more than 100 countries on all continents.

Personnel in SKOL member firms have a high level of educational ability. Some 70 % of all employees in the member firms have a university or technical college degree. The 23 largest firms with over 100 employees have a total staff of 10 500, another 24 medium-sized firms with between 30 and 100 employees have 1 300 staff, and 168 small firms with less than 30 staff employ another 1 800 people.

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The economic results achieved by SKOL member firms plummeted in 2009 and remained at the same low level in 2010. Last year, the profit level among SKOL member companies was 5.2 % and the operating margin ratio 6.9 %. The overall result was mainly held down by the growing salary expenses and the decrease in financial income.

The total turnover of SKOL member firms in 2010 was EUR 1150 million. Domestic turnover amounted to EUR 900 million, which represented a decline of eight %, and foreign turnover was approximately EUR 250 million, which was a decline of some ten %.

Domestic turnover was mainly generated by building sector companies invoicing EUR 390 million and industrial sector engineers billing a total of EUR 230 million. The civil engineering sector recorded domestic billing of EUR 250 million. The remaining income, EUR 30 million, came from education, management consulting and other business segments.

### Sweden and Russia principal export countries in 2010

The foreign turnover of EUR 250 million was mainly generated by industrial consulting engineering companies invoicing an impressive EUR 160 million, which represented a 65 % share of the total. Building engineering firms conducted foreign assignments worth EUR 20 million and civil engineering works represented a total value of some EUR 30 million. The remaining foreign income – EUR 35 million – came from development projects in education, health, social sector and other areas.

European countries, including Russia, accounted for some 55 % of all foreign turnover, and Asian countries 24 %. Projects financed by Finnida (Finnish International Development Agency) generated revenues of EUR 27 million instead of the EUR 22 million of the previous year. The five most important export markets were Sweden, Russia, China and the United Kingdom.

## Slow decline among SKOL members in 2010

The results in the turnover of SKOL member firms in 2010 show a four % decrease compared to 2009. Furthermore, the decline in relation to 2008 was as much as 14 %. The number of staff employed by SKOL member firms totalled 13 600 in spring 2011, which was one % higher than the year before.

### SKOL member firms recover during 2011

SKOL's trend report in October 2011 shows that Industrial design projects abroad, together with an increase in domestic infrastructure and building sector projects over the past 12 months, have led to an increase of 22 % in the volume of orders among SKOL member companies in the space of a year. The total order volumes have returned to near-normal levels and represent an average of almost six months' work.

The order volume among consulting engineers in the housing and infrastructure sectors are clearly higher than a year ago. A higher volume of new projects has been available compared to last year. Unfortunately, increased price competition – particularly in public procurement – has slowed down the growth of order volumes and weakened profitability.

Consulting engineers working on industrial projects have more than doubled their export orders from the rock-bottom level recorded a year ago. Export orders have risen to almost normal levels. Instead, domestic orders have decreased slightly. The total order volume for the industrial sector is still lower than it was before the recession in 2008. More than half the total backlog of orders consists of export projects.

### Market outlook for 2012 worrying

During autumn 2011, the Finnish consulting engineering market appears to be weakening. The domestic market outlook balance figure dropped to a negative level of 40 %, while in the spring it was still 35 % in the black. The basic problem is declining domestic investments in industry, building construction and the infrastructure sectors.

Half the industrial consulting engineers, a third of all infrastructure planners and a quarter of all building engineering companies predict that the domestic market will weaken over the coming six-month period.

And foreign markets do not appear to be that much brighter. Almost half the industrial consulting engineers and a fifth of the building sector firms expect the export market to weaken. Only ten % of

infrastructure sector engineering firms anticipate a growth in foreign business.

### Finland predicts 3 % growth in GDP for 2011

Growth during the year 2011 will remain subdued due to weakened international demand. The high level of output during the beginning of the year will nevertheless generate a 3 % growth in GDP for the year as a whole.

The weakness in the international economy began to make itself felt in exports in the second quarter. This is in turn having an impact on investment and consumption through consumer confidence. The economy is expected to pick up next year in the wake of strengthening export demand.

Exports for 2011 as a whole are expected to remain at last year's level due to a substantial decline in service exports, even though the exports of goods will increase by 4 %.

Alongside economic growth, the demand for labour has increased and the unemployment rate will fall to 7.9 % in 2011 compared to last year's 8.4 %. New jobs are being created, especially in service sectors. In the public sector, financial problems restrict the opportunities for employment.

The 2011 investment survey conducted by the Confederation of Industries (EK) projects growth in investment in several industries in 2011. Many companies still have idle capacity from the period prior to the financial crisis. Private investment is nevertheless expected to increase this year by close to 6 %. In 2012, the growth rate will slow down to 2.5 %.

### Housing investment decreases

According to the Confederation of Finnish Construction Industries, RT, the total volume of construction in Finland will undergo further growth of 4 % this year. However, in 2012 it will probably remain at this year's level. Although the overall economic situation has already become weaker, and fears of a new recession have mounted, such factors have a delayed impact on construction. Construction operations will thus remain at a reasonable level during the first half of next year, due mainly to

construction projects that have already been initiated.

It is estimated that in 2011, work will start on the construction of 30 000 new residential units in Finland. In 2012, the number of new construction start-ups is expected to drop to as few as 27 000. Increased consumer caution and the increase in the supply of new housing will put the brakes on residential start-ups. The number of market-financed residential start-ups will probably remain unchanged in the next few months, but there will be a significant decline in state-supported housing production.

The construction of business premises in Finland will see moderate growth in 2011, but the number of start-ups is expected to decrease next year. There is a demand for new business premises, especially in the growth centres, and several new projects entailing the construction of commercial buildings are in the pipeline. The weakening of consumer confidence will most likely be felt in the number of commercial building start-ups, as it has become more difficult to find tenants for pending projects.

The total volume of infrastructure construction in Finland is expected to decline by about 3 % in 2011, but to enjoy a slight increase next year. The market situation for rock engineering will probably remain good in 2012, as demand is maintained by greater mining activity and underground excavation work in the growth centres. A number of new road and railway projects will also be launched in 2012. The building construction market has a particular impact on the demand for geotechnical engineering works, concrete products and mineral aggregates. The weak finances currently affecting cities and municipalities are now being made clearly evident by the decline in basic road maintenance.

*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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### Growth in construction appears to stagnate

The Confederation of Finnish Construction Industries RT predicts that the volume of construction will continue to grow in 2011, but stagnate in 2012. In 2011 the number of building starts remains at the same level as in the previous year at 38 million cubic metres.

Growth forecasts for this and the next year have been downgraded as a result of current developments in the world economy. Early next year construction will continue at a fairly active level, however, thanks to projects already underway.

The number of building starts in 2011 is expected to reach 30,000 housing units, down 10 % on the previous year. Shaken consumer confidence has had an adverse impact on low-rise construction in particular. While the effects of the stimulus package launched in autumn 2008 are still felt in government-subsidised housing production, other building starts have clearly declined in number. In 2012 subsidised housing production is expected to decrease by another 10 %, with the total number of building starts falling to 27,000 units.

### Zero growth expected in industrial, commercial and office construction

Year 2007 looks to remain the peak year in industrial, commercial and office building construction. The 2011 volume is lagging behind by about one third. The current level of activity may be deemed close to normal. Some growth may take place in commercial construction as a result of several major new projects.

### Worsening prospects for housing production

Although housing production has for the past few years been the major force sustaining financial performance by architects' offices, prospects took a turn for the worse towards the end of 2011. According to the business cycle report published by the Finnish construction industry, housing production forecasts are bleaker than before. This despite the fact that interest rates remain relatively low; there is strong interest in home-buying; population growth continues;

## Overview of the 2011 market for architectural design in Finland

Focus on residential building design and construction of public buildings.

Approximately 1,900 persons were employed by the 248 member firms of The Association of Finnish Architect's Offices (ATL) at the end of 2011. The turnover generated by the member offices in Finland in 2010 fell by over 3 % year-on-year to €133.2 million.

immigration is on the rise; migration within the country is brisk; households of 1 to 2 people are growing in number; the shortage of small dwellings remains acute; rents are rising; and the number of finished homes being offered for sale is still quite low.

Housing production is highly sensitive to business cycles and slows down quickly when consumer confidence weakens. In particular, this is reflected in the prices of existing dwellings that have levelled off.

According to the construction industry report, a slight recovery is discernible in areas other than housing production. Commercial construction has remained relatively steady in terms of volumes, and major wholesale & retail chains are investing in a few large projects.

Office construction is showing modest growth, the vacancy rate has levelled off at around 15.5, and rents have stabilised. A new development giving a boost to the markets is strong demand for energy-efficient premises.

#### **Public construction remains relatively steady**

Several new projects to build streets, car parks and underground parking facilities have been launched in growth centres and the Helsinki area in particular. Additionally, work is underway to build a new ring rail track and extend the westbound metro line in Helsinki. Other public construction too has remained relatively stable and there is a clear increase in construction volumes in the field of health care facilities and nursing homes.

#### **Industrial, commercial and office construction recovering from the 2010 dip**

A number of new projects to build industrial warehousing facilities are in the planning stage and postponed projects are being resumed. It is worth noting, however, that the substantial increase in warehousing cubage is primarily due to two new extensive building projects.

#### **Renovation and refurbishment continue to expand**

While renovation and building repairs figure large in the public debate, it is not yet reflected in the statistics to the extent suggested by all the talk. According to Statistics Finland, the share of renovation in the net sales of the leading Finnish construction companies grew by 3 % in 2010.

#### **Architects' confidence in the future shows signs of being shaken**

While nearly 70 % of the respondents to the business cycle survey conducted by The Association of Finnish Architects' Offices in autumn 2011 believe that their firms' prospects remain unchanged, the percentage of those who expect the domestic market to weaken has grown considerably and, conversely, the share of those who expect the prospects to improve has been halved. As far as exports are concerned, 92 of the respondents, or over 90 %, expect the market to remain the same. While the respondents do not foresee any need for layoffs, the number of part-time employees is expected to grow.

#### **Architects' future hinges upon greater appreciation of impartial expertise**

Completely new and increasingly complex services related to building and the built environment in general call for more specialised and versatile plans. Design has been forced to develop into a process that involves genuine cooperation between several specialists. In these new circumstances, the architect's input is bound to increase in value because the significance of the structured and preserved information contained in the plans will only multiply over the course of the life cycle of buildings. As a result, it will become necessary to profoundly re-evaluate the question of how design is directed and managed, and by whom. Even amidst the new challenges, it is indispensable for construction projects to have an impartial expert in and defender of practicality, sustainability and beauty.

*Vesa Juola*

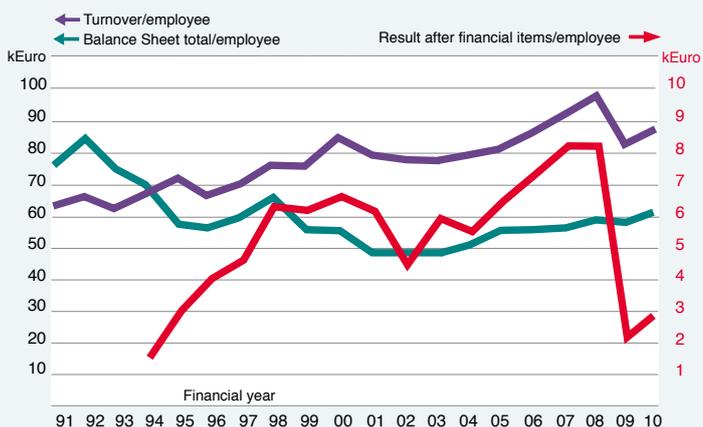
## The top 100 Finnish consulting engineering and architectural groups

10/11	09/10	Group	Services	Annual Report	Turn over MEUR	(Previous year)	Average number of employees	Tot. Balance sheet MEUR	CEO/Managing director (December 2011)	
SKOL	1	1	Pöyry Group	MD	10	682.6	673.5	6,801	532.50	Heikki Malinen
	2		Inspecta Oy	I	10	150.0		1,400		Kari Aulasmaa (April, 2012)
SKOL	3	3	Etteplan Oy	I	10	106.0	98.7	1,569	67.65	Matti Hyttiäinen
SKOL	4	4	Ramböll Finland	MD	10	84.1	80.9	1,106	35.78	Markku Moilanen
SKOL	5	2	Neste Jacobs group (former Rintekno)	I	10	74.1	101.4	624	45.26	Jarmo Suominen
SKOL	6	7	FCG Finnish Consulting Group	MD	10	66.6	42.9	532		Ari Kolehmainen
SKOL	7	5	FMC Group (Finnmap Consulting Group )	CE,S,E,M	10	64.9	73.2	944	50.66	Markku Varis
SKOL	8	6	SWECO Group (Industry, PM. Paatela)	I,MD	10	38.8	52.5	558	28.61	Kari Harsunen
SKOL	9	8	Destia Group		10	35.0	34.4	342		Hannu Kulju
SKOL	10	9	SITO Group Oy	CE,Env,PM	10	30.6	31.2	347	13.50	Kimmo Fischer
SKOL	11	15	Citec Group (proforma)	I,Env	10	30.1	24.4	290	17.80	Martin Strand
SKOL	12	12	WSP Group Finland (proforma)	MD	10	30.0	26.9	332	12.11	Kirsi Hautala
SKOL	13	18	Vahanen Oy	CE	10	29.5	20.6	326	5.49	Veijo Komulainen
SKOL	14	14	Deltamarin Oy	I	10	28.6	25.9	265	17.29	Mika Laurilehto
SKOL	15	13	Ingenjörbyrå Olof Granlund	E,M	10	28.0	26.6	362	16.46	Pekka Metsi
SKOL	16	10	ÅF Consult Finland	I,Enr	10	27.5	29.8	178	16.70	Sami Kangasharju
SKOL	17	11	Elomatic Group Oy	I,MD	10	27.3	28.6	502	28.34	Olli Manner
SKOL	18	16	A-Insinöörit Group	S,CE,PM	10	25.5	23.6	323	9.01	Seppo Raiski
SKOL	19	20	Dekra Industrial Oy (Polartest 2008)	Enr	10	19.6	18.7	189	8.08	Matti Andersson
SKOL	20	17	Rejlers Finland Oy	I,E,M,Env	10	17.6	21.5	290	5.47	Seppo Sorri
SKOL	21	19	ISS Group	MD	10	16.6	19.1	172		Harri Väänänen, Ari Tuutti
	22	21	Insinööritoimisto Comatec Group	I,PM	10	14.3	17.4	294	10.94	Aulis Asikainen
SKOL	23	22	Suomen Talokeskus Oy	MD	10	12.7	12.9	107	15.20	Jani Saarinen
	24	25	Raksystems Oy	PM,CE,S	10	10.2	9.0	100	2.60	Marko Malmivaara
SKOL	25	33	FM-International Oy	CE	10	9.7	6.2	30	24.90	Timo Sääsä
SKOL	26	23	CTS Engtec Oy	I,CE	10	9.5	9.7	147	5.02	Antti Lukka
SKOL	27	28	Ahma Insinöörit Oy	PM	10	9.0	7.7	94	4.59	Jyri Mäkelä
SKOL	28	27	Optiplan Oy	MD	10	8.9	7.9	135	4.64	Tommi Vaisalo
SKOL	29	24	Protaccon konsernen Oy	I,E,PM	10	8.0	9.6	83	3.42	Timo Akselin
SKOL	30	29	Indufor Oy	I	10	7.7	6.6	24		Suvi Antilla
SKOL	31	31	Projectus Team Oy	E,M	10	7.1	6.5	97		Juha Pihlajamäki
SKOL	32	35	Golder Associates Oy	Enr	10	6.4	5.6	52	2.54	Kim Brander
SKOL/ATL	33	128	Innovarch Architects Oy	A	10	5.8	1.0	55	5.54	Pentti Hakamäki
	34	43	Rakennuttajatoimisto HTJ Oy	PM	10	4.9	3.7	40	1.99	Martti Reijonen
ATL	35	46	Arkkitehtitoimisto Larkas & Laine Oy	A	10	4.9	3.4	58	2.16	Harri Laine
SKOL	36	36	Saanio & Riekkola Oy	CE,Env	09/10	4.8	4.9	40	1.99	Reijo Riekkola
SKOL	37	38	AX-Konsultit Oy	Env,Enr,I,E,M	10	4.8	4.7	70	2.93	Urpo Koivula
SKOL	38	41	Rapal Oy	PM	10	4.6	3.9	42	3.11	Tuomas Kaarlehto
SKOL	39	26	Chematur Ecoplanning Oy	I	10	4.6	8.7	10	8.90	Timo Kuusisto
SKOL	40	37	Oy Ornitele AB	PM(tele)	10	4.5	4.8	41	2.58	Tomi Paatsila
SKOL	41	45	Insinööritoimisto Ylimäki & Tinkanen OY	CE	10	4.5	3.4	54	3.70	Harri Tinkanen
ATL	42	39	Arkkitehtitoimisto Pekka Helin & Co Oy	A	10	4.4	4.4	44	2.69	Pekka Helin
SKOL	43	42	NIRAS Finland Oy (NIRAS Group A/S)	Env	10	4.2	3.7	22	4.45	Tor Lundström
SKOL	44	40	Magnus Malmberg Oy	CE,S	10	4.1	4.3	60	3.37	Tapio Aho
SKOL	45	54	Kontermo Oy	E,M	10	3.5	2.8	41	1.96	Jukka Hyttinen
ATL	46	34	Arkkitehtitoimisto SARC Oy	A	09/10	3.3	5.7	41	4.20	Sarlotta Narjus
	47	32	Insinööritoimisto Enmac Oy	I	10	3.2	3.3	20	1.21	Martti Ala-Vainio
SKOL	48	50	Hepacon Oy	M,E	09/10	3.2	3.0	35	1.49	Matti Remes
SKOL	49	58	Insinööritoimisto Lausamo Oy	E	10	3.2	2.5	45	2.10	Timo Tenninen
ATL	50	100	Arkkitehtitoimisto HKP Oy	A	10	3.0	1.5	27	1.18	Mikko Suvisto
SKOL	51	49	Insinööritoimisto Pontek Oy	CE	09/10	2.8	3.2	27	2.01	Keijo Saloviin
ATL	52	47	Pes-Arkkitehdit Oy (Pekka Salminen)	A	10	2.8	3.3	34	1.42	Jarkko Salminen
	53	55	Indepro Oy	PM,CE	10	2.8	2.8	20	2.45	Seppo Kivilaakso
SKOL	54	59	Hifab Oy		10	2.8	2.4	10	1.78	Juhani Antikainen
SKOL	55	30	Finnmap Infra Oy	CE	10	2.7	6.6	69	2.52	Harri Linna
SKOL	56	44	Kalliosuunnittelu Oy (Rockplan Ltd)	CE	10	2.7	3.4	34		Jarmo Roinisto
SKOL	57	51	YSP-Consulting Engineers Oy	E,I	10	2.7	2.9	24	1.99	Juha Pykälinen
ATL	58	61	Arkkitehtitoimisto Sigge Oy	A	10	2.6	2.3	37	3.57	Pekka Mäki
SKOL	59	48	TSS Group Oy	E	09/10	2.5	3.2	48	1.36	Kari Kallio
SKOL	60	57	Insinööritoimisto Grundteknik (Pohjateknikka Oy)	CE	10	2.5	2.5	35	1.62	Seppo Mämö
SKOL	61	87	Contria Oy	CE	10	2.5	1.8	28	0.51	Tom Eriksson
SKOL/ATL	62	72	KS OY Arkkitehtuuria	A	10	2.4	2.1	26		Timo Meuronen
SKOL	63	52	RAMSE Consulting Oy	PM	10	2.4	2.9	30	0.77	Mikko Horto
SKOL	64	85	Insinööritoimisto Akukon Oy	CE	10	2.4	1.8	20	0.74	Seppo Helin
ATL	65	69	Arkkitehtitoimisto Hannu Jaakkola Oy	A	10	2.3	2.1	18	1.74	Hannu Jaakkola
ATL	66	56	LPR Architects	A	10	2.3	2.7	31	2.51	Mikko Pulkkinen
SKOL	67	64	Carement Oy	CE	09/10	2.2	2.2	34	0.64	Alpo Mänttari

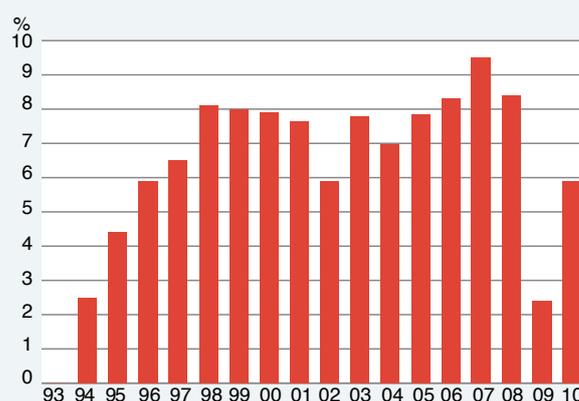
SKOL = Member of SKOL, the Finnish Association of Consulting Firms (\*) = lack of conforming figure/proforma/assumed – = missing figure PM = Project Management, A = Architecture, CE = Civil/Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial,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

	10/11	09/10	Group	Services	Annual Report	Turn over MEUR	(Previous year)	AverageTot. Balance sheet number of employees MEUR	CEO/Managing director (December 2011)	
SKOL	68	62	Yhtyneet Insinöörit Oy	Enr,E	10	2.2	2.3	28	0.94	Keijo Mäkinen
SKOL	69	63	Asitek Oy	E	10	2.2	2.3	18	1.41	Rauno Mäkelä
ATL	70	102	K2S Architects	A	10	2.2	1.4	20	1.35	Kimmo Lintula
SKOL	71	66	Insinööritoimisto Lauri Mehto Oy	CE	10	2.1	2.2	22		Simo-Pekka Valtonen
SKOL	72	68	Geounion Oy	CE	10	2.1	2.1	31	0.82	Matti Mäntysalo
SKOL	73	73	Geopalvelu Oy	CE	10	2.1	2.0	28	1.13	Toivo Ali-Runikka
ATL	74	75	Arkkitehdit Tommila Oy	A	10	2.1	2.0	25	4.70	Mauri Tommila
ATL	75	94	Eriksson Arkkitehdit Oy	A	10	2.1	1.7	28	0.79	Patrick Eriksson
SKOL	76	91	Insinööritoimisto Srt Oy	CE	09/10	2.0	1.7	19	0.71	Pauli Oksman
SKOL	77	67	Maaskola Oy	M	10	2.0	2.2	22	0.98	Kari Seitaniemi
SKOL	78	86	Roadscanners Oy	CE	10	2.0	1.8	18	1.35	Timo Saarenketo
ATL	79	125	Arkkitehtitoimisto Lahdelma & Mahlamäki Oy	A	10	2.0	1.1	20	0.67	Rainer Mahlamäki
ATL	80	80	Uki Arkkitehdit Oy	A	10	1.9	1.8	30	0.95	Mikko Heikkinen
ATL	81	83	Arkkitehtuuritoimisto B & M Oy	A	10	1.9	1.8	20	0.75	Jussi Murole
SKOL	82	65	Plaana Oy	Env	10	1.9	2.2	27	1.63	Pekka Mosorin
SKOL	83	74	Arkins Suunnittelu Oy	M	10	1.9	2.0	24	0.54	Mika Kaitonen
SKOL	84	71	Strafica Oy	CE	10	1.8	2.1	17	0.98	Hannu Pesonen
SKOL	85	78	Ingenjörbyrå Oy Avecon	PM,M,CE	10	1.8	1.9	25	0.53	Peter Jakobsson
SKOL	86	84	Insinööritoimisto Tauno Nissinen Oy	E,Enr	10	1.8	1.8	25	0.61	Antti Danska
SKOL	87	92	Insinööritoimisto Äyräväinen Oy	CE	10	1.8	1.7	22		Mikko Äyräväinen
SKOL/ATL	88	111	Arkkitehtitoimisto CJN Oy	A	10	1.8	1.4	17	0.86	Eero Valtiala
ATL	89	79	Arkkitehtitoimisto Helamaa & Heiskanen OY	A	10	1.8	1.9	21	1.29	Keijo Heiskanen
SKOL	90	60	Geotek Oy	Env	10	1.7	2.3	31	1.36	Matti Huokuna
SKOL	91	95	Geobotnia Oy	CE	10	1.7	1.7	15	1.57	Olli Nuutilainen
ATL	92	104	Arkkitehtiryhmä A6 Oy	A	10	1.7	1.4	19	0.63	Eija Karimaa
SKOL	93	121	EP-Logistics Oy	CE,PM,A	10	1.7	1.2	16	0.50	Pekka Korpiharju
ATL	94	96	Arkkitehtitoimisto JKMM Oy	A	10	1.6	1.6	17	0.37	Juha Mäki-Jyllilä
ATL	95	77	Arkkitehdit NRT Oy (Nurmela, Raimoranta.Tasa)	A	10	1.6	2.0	26	0.79	Teemu Tuomi
ATL	96	81	Arkkitehtitoimisto Davidsson & Tarkela Oy	A	10	1.6	1.8	20	0.80	Aki Davidsson
SKOL	97	82	Kva Arkkitehdit Oy	A,PM	10	1.6	1.8	21	0.55	Jean Andersson
SKOL	98	88	Insinööritoimisto Mittatyö Suomi Oy	CE	10	1.6	1.8	18	0.70	Jukka Holopainen
ATL	99	89	Sisustusarkkitehdit Gullstén & Inkinen Oy	A	10	1.5	1.7	24	3.03	Jari Inkinen
SKOL	100	93	Intertek ETL Semko Oy		10	1.5	1.7	16	0.95	Petri Lehtinen

The top 30 Finnish groups



Result margins



Generally speaking, it is 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 2010 dropped by 1 % to approximately €188 million (€190 million in 2009). The number of employees dropped by 4 % to 2,073 (2,159). The turnover per employee consequently increased to €91,000 (€88,000). The profit before tax dropped to €11,200 per employee (€14,100). Calculated in terms of profit margin, this gives 12.3 % (15.4 %). The average balance per employee was approximately €60,600 (€59,500).

Key business ratio	30 largest groups (excl. Pöyry)	Previous year (excl. Pöyry)
Turnover per employee	€90,500 (€84,800)	€87,200 (€79,000)
Profit after financial items per employee	€2,900 (€4,600)	€2,200 (€2,500)
Balance sheet total per employee	€61,400 (€48,900)	€58,400 (€45,300)

The turnover for the 30 largest groups increased by 8 % to approximately €1,672 million (€1,551 million in 2009). Using the same method of calculation, the average number of employees grew by 4 % to 18,466 (17,775). The profit before tax was €4,600 per employee (€2,200 the previous year). The profit margin for the 30 largest groups in 2010 was 3.3 %.

## The International market ●



# International development

The profit margins for the 300 largest European firms within the sector increased somewhat during 2010. During 2009, the average profit margin for the 300 firms was 5.3 %, with a mean value of 3.2 %. For 2010, the corresponding figures are 5.5 %, with a mean value of 3.5 %.

Profitability figures, however, have not been available for all firms, but the signs indicate that the profitability among firms within the sector in Europe increased somewhat. The consolidation trend within the sector continued in 2011 with a greater volume of structural transactions. The US giants continue to acquire companies and thereby expand in Europe.

## Structural events

### Altran Technologies changes MD

In line with the agreement signed in April, Altran has announced that sales of their Brazilian subsidiary Altran Do Brasil Holding and its sub-divisions TCBR (Infrastructure Project Consulting), ACT (Technical Studies and Engineering Consulting) and Arthur D. Little (Strategy Consulting) have been completed. It has also been pointed out that Altran's Brazilian departments have been losing money since 2009.

At the Annual General Meeting in June, it was announced that the Altran Group was planning to change its chairman and managing director. The newly appointed managing director and chairman of the board will be Philippe Salle.

Altran has been commissioned by APTS, a unit within the Dutch industrial group VDL, to develop an innovative and safe management system for a new virtually guided bus. The bus will function in the same way as a railcar and follow a predetermined route with the aid of magnets embedded in the road.

### Ws Atkins buys and sells, and changes its MD

WS Atkins has, during the course of the year, acquired Pöyry's oil and gas division with a staff of 130. The deal cost EUR 17.25 million and strengthens Atkins' position within the energy sector. In Scotland, the consultants and technical support personnel attached to TSS (Technical Services Scotland) were acquired with 29 specialists in the fields of electrical and process engineering. By acquiring PBSJ, Atkins strengthens its position on the North American market. The purchase sum amounted to USD 280 million and included 3 500 employees distributed in 80 offices all over the country. Last year, PBSJ had a turnover of approximately USD 800 million.

November saw the sale of UK Asset Management to the French firm Sodexo for a sum of GBP 5.5 million. In June,

it was announced that Keith Clarke was resigning as CEO after 8 years and being replaced by Dr Uwe Krueger.

In November, the Dutch company **ARCADIS** completed its acquisition of the UK firm EC Harris, which now forms a new operative unit within the ARCADIS Group. The year has also witnessed acquisition of the remaining shares in ARCADIS Logos in Brazil. ARCADIS already owned 51 % of the company. With some 2 100 employees and a turnover of over EUR150 million in 2011, it gives ARCADIS a good opportunity to take advantage of the growing Brazilian market. During the course of the year, a number of major assignments in the fields of water supply, the environment and wastewater systems have been entered into for a total value of over USD 150 million. The assignments are spread over a number of states, namely the Columbia, Virginia and New Jersey. In addition, ARCADIS has been entrusted with the task of modernising two ageing harbour docks in conformance with the LEED (Leadership in Energy and Environmental Design) Standard, worth USD 22 million.

### FUGRO buys

The Dutch firm Fugro plans to acquire JDR Cable Holdings Netherlands BV and JDR Cable Systems BV with some 110 employees and an annual turnover of approximately EUR 25 million. With this acquisition, the firms will change their name to De Regt Marine Cables. April saw the acquisition of Bluestone Offshore Pte Ltd with subsidiary from Reef Subsea AS, specialists in geotechnical engineering in South-East Asia and Australia. The company, with some 40 employees and a turnover of USD 20 million, will be integrated with existing operations in Singapore. Australian TSMarine Group Holdings Pty Ltd (TSM) with subsidiaries and its head office in Perth and a turnover of AUD120 million was also acquired during the year. TSM specialises in underwater design, repair and inspection and will become part of Fugros Subsea Services. Fugro also purchased the US firm AOA Geophysics, based in Houston, with 14 employees and a turnover of USD

## The World's top 10

10/11	09/10	Group	Country	Annual Report	Average number of employees	(Last year)	Turnover M USD
1	2	URS Corporation	USA	10	47,000	45,000	9,177.1
2	1	AECOM	USA	10/11	45,000	48,100	8,037.4
3	4	SNC-Lavalin Group	Canada	10	23,900	21,900	6,129.8
4	3	CH2M Hill Companies. Inc.	USA	10	23,000	23,500	5,422.8
5	6	WS Atkins plc	England	10/11	17,522	15,601	2,415.5
6	5	Altran Technologies	France	10	17,038	17,149	1,919.3
7	7	Arcadis Group	Netherlands	10	14,963	14,287	1,820.5
8	8	Parsons Brinckerhoff (Balfour Beatty, 2009)	England	10	14,000	14,000	2,484.6
9	9	Fugro N.V	Netherlands	10	13,463	13,482	3,048.9
10	10	Mott MacDonald Group	England	10	13,013	13,060	1,598.3

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.

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

Group		Market value 2011-11-09 MEUR	Last Annual Report	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/ss
Semcon	SE	50.1	101231	55.8	219.1	2,474	88.6	-0.6	-0.3	-0.3%	22.6		0.21
ÅF AB	SE	332.4	101231	473.6	454.2	3,966	114.5	83.6	21.1	18.4%	119.4	54.02	0.68
SWECO AB	SE	501.2	101231	501.4	552.6	4,966	111.3	44.4	8.9	8.0%	101.0	120.05	0.93
Rejlerkoncernen AB	SE	66.0	101231	64.3	94.2	1,038	90.8	5.2	5.0	5.5%	62.0	126.68	0.59
Eurocon Consulting AB	SE	14.0	101231	9.2	13.9	136	102.2	1.5	10.9	10.7%	67.3	58.67	0.84
Hifab Group AB	SE	10.9	101231	13.5	44.4	348	127.6	0.9	2.6	2.1%	38.7	141.07	0.28
Pöyry Group Oy	FIN	371.5	101231	540.0	681.6	6,801	100.2	4.3	0.6	0.6%	79.4	125.57	0.60
Etteplan OY	FIN	43.4	101231	55.3	104.8	1,569	66.8	5.8	3.7	5.5%	35.2	9.58	0.45
WS Atkins plc	UK	723.6	110331	817.1	1,824.0	17,522	104.1	106.1	6.1	5.8%	46.6	7.70	0.35
Waterman Group	UK	18.1	110630	16.0	97.1	1,207	80.4	-5.9	-4.9	-6.1%	13.2	0.11	
White Young Green	UK	45.1	110615	9.6	141.7	2,148	66.0	-33.4	-15.6	-23.6%	4.5		
WSP Group	UK	162.3	101231	264.3	824.3	9,060	91.0	22.4	2.5	2.7%	29.2	11.80	0.25
RPS Group	UK	456.7	101231	583.6	458.6	4,372	104.9	49.5	11.3	10.8%	133.5	11.78	1.03
Mouchel Group plc	UK	16.4	110731	75.7	643.0	8,645	74.4	-75.6	-8.7	-11.8%	6.8		0.02
Aukett Fitzroy Robinson plc	UK	5.5	100930	6.4	9.2	146	63.3	-0.9	-6.3	-10.0%	43.6		0.39
Hyder Consulting plc	UK	160.9	110331	163.0	338.5	3,695	91.6	21.2	5.7	6.3%	44.1	7.69	0.46
Ricardo plc	UK	227.9	110630	245.4	229.1	1,590	144.1	18.0	11.3	7.8%	154.3	13.66	1.02
Cyril Sweett Group plc	UK	15.9	110331	29.5	84.9	1,213	70.0	2.7	2.2	3.2%	24.3	10.81	0.32
Arcadis	NL	951.1	101231	1,251.0	1,374.7	14,963	91.9	112.0	7.5	8.1%	83.6	11.17	0.62
Fugro	NL	3219.9	101231	5,005.7	2,302.3	13,463	171.0	358.7	26.6	15.6%	371.8	13.96	1.32
Grontmij	NL	148.6	101231	368.9	841.3	9,898	85.0	19.1	1.9	2.3%	37.3	19.32	0.24
Bertrandt AG	D	421.4	100930	441.4	438.4	6,523	67.2	44.6	6.8	10.2%	67.7	9.89	0.81
Rücker AG	D	88.7	101231	105.6	157.1	2,188	71.8	6.7	3.1	4.3%	48.3	15.76	0.42
Alten Group	FR	621.8	101231	785.9	916.6	12,678	72.3	86.6	6.8	9.4%	62.0	9.07	0.74
Altran Group	FR	455.5	101231	467.5	1,449.4	17,038	85.1	-11.4	-0.7	-0.8%	27.4		0.39
Assystem S.A.	FR	248.1	101231	265.3	636.5	8,560	74.4	38.3	4.5	6.0%	31.0	6.93	0.45
S II A.A.	FR	88.0	110331	111.8	222.1	3,402	65.3	13.4	3.9	6.0%	32.9	8.36	0.45
Sogecclair S.A.	FR	25.7	101231	15.4	72.0	881	81.7	3.5	4.0	4.9%	17.4	4.38	0.28
AKKA Technologies S.A.	FR	191.7	101231	181.1	400.3	5,710	70.1	29.0	5.1	7.2%	31.7	6.25	0.56
Soditech Ingénierie S.A.	FR	3.0	101231	4.1	8.8	154	56.9	0.0	0.0	0.0%	26.7		0.37
INYPESA	ES	28.8	101231	51.4	63.2	406	155.7	0.2	0.4	0.2%	126.7	342.95	0.50
<b>Average Europe</b>							<b>92.8</b>		<b>5.6</b>	<b>6.1%</b>	<b>133.1</b>		<b>0.52</b>
URS Corp.	US	2092.3	101231	2,572.0	6,929.8	47,000	147.4	388.0	8.3	5.6%	54.7	8.78	1.09
Michael Baker Corp.	US	147.6	101231	224.1	377.1	2,517	149.8	18.6	7.4	4.9%	89.0	15.92	0.35
Tetra Tech. inc.	US	1047.0	101003	999.8	1,102.7	12,000	91.9	92.9	7.7	8.4%	83.3	14.24	0.66
TRC Companies. Inc.	US	80.6	110630	131.3	184.8	2,300	80.4	-6.3	-2.7	-3.4%	57.1		0.44
Hill International. Inc	US	154.0	101231	186.9	341.1	2,445	139.5	11.7	4.8	3.4%	76.4	21.17	0.35
AECOM Technologies. Inc.	US	1712.0	110930	2,536.4	6,069.2	45,000	134.9	290.1	6.4	4.8%	56.4	11.58	0.29
SNC-Lavalin. Inc.	CAN	5570.7	101231	6,616.8	4,628.8	23,900	193.7	418.7	17.5	9.0%	276.9	21.56	1.09
Stantec. Inc.	CAN	839.7	101231	930.3	898.7	10,700	84.0	98.8	9.2	11.0%	86.9	12.85	0.77
<b>Average North America</b>							<b>140.8</b>		<b>9.0</b>	<b>6.4%</b>	<b>97.3</b>		<b>0.63</b>
Coffey International Ltd	AU	35.3	110630	55.3	459.4	1,600	287.2	-39.3	-24.6	-8.6%	34.6		0.10
Cardno Group	AU	393.8	110630	297.8	576.1	4,342	132.7	58.4	13.5	10.1%	68.6	7.35	0.71

Source: Dow Jones Companies & Executives/Factiva och Euroinvestor

## The top 50 European architectural groups

2011	2010	Group	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR
1	1	AEDAS Architects Group	England	*10	2,031	2,031	171.3
2	2	RMJM Hillier Group	England	10	939	1,168	94.7
3	3	Foster & Partners Ltd	England	09/10	794	794	156.3
4	8	Gmp Von Gerkan Marg U. Partner Architekten	Germany	*10	500	400	
5	4	Broadway Malyan Ltd	England	10/11	496	612	47.7
6	5	Archial Group (Ingenium Group, Canada)	England	09	457	457	39.5
7	7	ATP Architects and Engineers Group	Austria	10	450	420	45.0
8	6	White Architects AB	Sweden	10	442	434	52.7
9	12	RKW Architekten & Co. KG	Germany	*09	350	350	54.1
10	13	Benoy Architects Ltd	England	10	339	325	30.7
11	15	PRP Architects Ltd	England	10/11	308	292	21.6
12	27	HKR Architects	Ireland	*10	300	200	
13	29	Herzog & de Meuron Architekten AG	Switzerland	*10	300	200	
14	23	Tengbom	Sweden	10	272	235	33.2
15	16	Stride Treglown Group Ltd	England	10	264	276	16.3
16	20	Burckhardt+Partner AG Architekten Generalplaner	Switzerland	10	263	260	
17	17	Arkitektfirmaet C.F.Møller	Denmark	10	262	270	32.1
18	26	HENN Architekten GmbH	Germany	10	260	220	28.7
19	21	Sheppard Robson	England	10	250	250	
20		Barton Willmore Group	England	10	248		27.3
21	10	Chapman Taylor LLP	England	10	247	354	21.9
22	25	Allies and Morrison Architects Ltd	England	*10	247	220	26.8
23	18	Nightingale Associates	England	10	224	267	21.4
24	24	Austin Smith Lord Architects Ltd	England	09/10	223	223	19.2
25	9	3DReid Architects Ltd	England	10/11	209	367	17.1
26	33	HPP Hentrich-Petschnigg & Partner GmbH	Germany	*10	200	180	22.0
27	42	Heinle, Wischer und Partner	Germany	*10	200	140	17.6
28	30	Devereux Architects (PM Group)	England	09	200	200	16.3
29	22	Scott Brownrigg Architects	England	10	195	241	19.6
30	19	Keppie Design	Scotland	*09/10	191	266	8.6
31	14	INBO Architects/Consultants	Netherlands	10	188	239	20.0
32	35	Llewelyn-Davies -Yeang Ltd	England	*09/10	170	170	
33	36	JSK Architekten GmbH	Germany	*09	170	170	15.4
34	46	Henning Larsen Architects	Denmark	09/10	165	120	5.8
35	37	Arkitema K/S	Denmark	10	163	159	6.7
36	34	Purcell Miller Tritton	England	10	158	180	12.2
37	44	HLM Architects	England	*10	150	130	
38	41	Lewis & Hickey Architects	England	10	149	142	7.8
39	38	Link Arkitektur AS	Norway	10	147	225	22.6
40	31	Aukett Fitzroy Robinson plc	England	10	146	195	9.2
41	40	Temagroup Sweden AB	Sweden	10	142	147	15.6
42	32	Rogers Stirk Harbour & Partners (fd Rickard Rogers)	England	10	136	186	21.1
43	43	O.M.A. Office for Metropolitan Architecture	Netherlands	10	130	132	24.6
44	47	Dark Group Architects	Norway	10	129	120	24.6
45	50	Wingårdh-koncernen	Sweden	10	121	101	14.2
46	45	Henry J. Lyons & Partners Architects	Ireland	*10	120		
47	49	Schmidt, Hammer & Lassen K/S	Denmark	10	113	120	11.9
48		Snøhetta AS	Norway	10	105	90	6.7
49	48	Atelier Jean Nouvel S.A	France	09	99	118	47.2
50		Årstederna Arkitekter	Denmark	09/10	97	100	14.1

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

2.5 million. AOA is a geotechnical engineering consultancy in the oil and gas sector. They have also completed the acquisition of Sial Geosciences Consulting and Engineering Şti in Turkey as well as Kelman Technologies in Canada.

FUGRO Geoconsulting Ltd has entered into a framework agreement for a period of five years with Smart Wind (a consortium between Mainstream and Siemens Project Ventures and Mainstream Renewable Power). The agreement is worth approximately GBP £60 million and is the first of its kind in the wind power industry. A new agreement for long-term saturation diving has been entered into with Otto Candies for Petrobras. The contract is worth EUR100 million and runs over five years with an option for another five years, and comes into effect at the beginning of 2012.

In January, Mott MacDonald's North American division, Hatch Mott MacDonald, acquired Gibson Engineers PC in North Carolina, specialists in transport and infrastructure, and Richard P Arber Associates, based in Colorado with a focus on water supply, wastewater and water recycling services. October saw the acquisition of Mouchel's department for gas pipeline services, with 50 employees in Leicester.

**MottMacDonald** has been commissioned by the government to upgrade the Adelaide Oval sports arena in South Australia, worth AUD 450 million. In Guilin, China, MottMacDonald is designing a 145 000 m<sup>2</sup> mixed-use development for Hua Yang Nian Properties with a value of GBP 237 million. The commission is the Group's first large-scale project in China and experts are being allocated from the firm's offices in Hong Kong and Singapore. Together with Grontmij, they have been awarded the GBP145 million assignment on behalf of the Highways Agency in England. The project involves determining how to develop the capacity of the strategic road network over a period of four years.

The French company **Aten** has acquired 100 % of the shares in the US- and India-based CALSOFT LABS, and

# The European top 300 consulting engineering and architectural groups

2011	10	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 11)
1	2	WS Atkins plc	MD	England	10/11	17,522	15,601	1,823.8	Uwe Kreuger
2	1	Altran Technologies	I	France	10	17,038	17,149	1,449.4	Philippe Salle
3	3	Arcadis Group	MD	Netherlands	10	14,963	14,287	1,374.7	Harrie L. J. Noy
4	39	PB Parsons Brinckerhoff (Balfour Beatty, 2009)	MD	England	10	14,000	2,438	1,876.2	George J Pierson
5	4	Fugro N.V	CE	Netherlands	10	13,463	13,482	2,302.3	Klaas S. Wester
6	5	Mott MacDonald Group	MD	England	10	13,013	13,060	1,207.0	Keith Howells
7	6	Alten Group	I	France	10	12,678	11,293	916.6	Simon Azoulay
8	12	Groupe Egis	MD	France	10	11,000	8,370	627.0	Nicolas Jachiet
9	16	Grontmij Group	MD	Netherlands	10	9,898	6,335	841.3	Sylvo Thijsen (w co directors)
10	7	ARUP Group	MD	England	10	9,852	10,346	1,036.9	Philip Dilley
11	31	Oranjewoud group (Member of Anthea Group)	MD	Netherlands	10	9,171	3,012	694.9	Menno Smits, Rob van Dongen (co CEO)
12	9	WSP Group plc	MD	England	10	9,060	9,551	824.3	Christopher Cole
13	10	Rambøll Group	MD	Denmark	10	8,970	8,758	815.8	Flemming Bligaard Pedersen
14	8	Mouchel Group	MD	England	10/11	8,645	10,210	642.9	Grant Rumbles
15	11	Assystem Group S.A	I	France	10	8,560	8,539	636.5	Dominique Louis
16	51	URS Scott Wilson Europe (proforma) *	MD	England	10	7,500	1,700	518.9	Simon Hindshaw
17	18	Segula Technologies Engineering Group	I	France	*10	7,000	5,500	400.0	Franck Ghrenassia
18	15	Pöyry Group	MD	Finland	10	6,801	6,667	682.6	Heikki Malinen
19	20	Bertrandt AG	I	Germany	10/11	6,523	5,431	438.4	Dietmar Bichler
20	17	COWI Group	MD	Denmark	10	6,031	6,000	599.1	Lars Peter Söbye
21	21	AKKA Technologies S.A	I	France	10	5,710	5,423	400.3	Maurice Ricci
22	23	Sener Group	MD	Spain	10	5,094	4,943	1,066.0	Jorge M. Sendagorta
23	22	SWECO AB	MD	Sweden	10	4,966	5,082	552.6	Mats Wäppling
24	19	DHV Group	MD	Netherlands	10	4,650	5,500	469.0	Bertrand M. van Ee
25	13	Halcrow Group Ltd	MD	England	10	4,617	5,480	385.4	Peter G. Gammie
26	24	RPS Group plc	Env	England	10	4,372	4,254	458.6	Alan S. Hearne
27	25	ÅF-Group	I,E,M,Enr	Sweden	10	3,966	4,182	454.2	Jonas Wiström
28	26	Hyder Consulting Group Ltd	MD	England	10/11	3,695	4,180	338.5	Ivor Catto
29	32	S II S.A	I	France	10/11	3,402	2,923	222.1	Bernard Huvé
30	29	Tractebel Engineering A.S. (GDF Suez)	MD	Belgium	*10	3,300	3,300	460.0	Georges Cornet
31	28	Royal Haskoning Group	MD	Netherlands	10	3,293	3,420	335.0	Erik Oostwegel (chairman)
32	30	Capita Symonds	MD	England	10	2,966	3,018	249.5	Jonathan Goring
33	34	SNC-Lavalin Europe SA	MD	France	10	2,900	2,800	740.0	Jean Claude Pingat / Jean-Paul Vettier
34	33	Mace Group Ltd	PM	England	10	2,781	2,815	992.3	Stephen Pycroft
35	65	Grupo Ayesa	MD	Spain	10	2,776	1,263	216.0	José Luis Manzanares Japón
36	37	Tebodin. Consultants & Engineers	MD	Netherlands	10	2,699	2,700	209.9	Pieter Koolen
37	27	EC Harris LLP	MD	England	10	2,679	3,500	285.7	Philip Youell
38	42	Turner & Townsend Group	PM,QS	England	10/11	2,600	2,182	275.2	Vincent Clancy
39	64	Artelia (fusion Coteba & Sogreah)	PM	France	10	2,597	1,300	300.7	Alain Bentéjac. Jacques Gaillard
40	35	AECOM Ltd (former FaberMaunsel Ltd)	MD	England	10	2,559	2,794	238.6	John M Dionisio
41	36	Semcon AB	I	Sweden	10	2,474	2,791	219.1	Kjell Nilsson
42	38	SYSTRA Group	MD	France	10	2,470	2,510	257.8	Philippe Citroën
43	40	IDOM Group	MD	Spain	10	2,441	2,403	231.0	Luis Rodriguez Llopis; Fernando Querejeta
44	44	Rücker AG	I	Germany	10	2,188	2,130	157.1	Wolfgang Rücker. J. Vogt
45	46	AEDAS Architects Group	A	England	*10	2,031	2,031	171.3	James Handley, Brian Johnson, Peter Oborn, Keith Griffin (Chairman)
46	41	Davis Langdon & Seah International LLP	PM,QS	England/ Switzerland	10	1,985	2,213	331.1	John Lewis (Director) Alastair Collins
47	52	SETEC Group	MD	France	10	1,900	1,662	200.0	Gérard Massin
48	47	TYPSA Group	MD	Spain	10	1,889	1,880	172.5	Pablo Bueno Sainz (president), Pablo Bueno Tomás (CEO)
49	56	Dorsch Gruppe	MD	Germany	10	1,800	1,600		Olaf Hoffmann
50	53	ILF Group	MD	Germany/Austria	10	1,757	1,670	168.0	Klaus Lässer
51	57	TPF Group	MD	Belgium	10	1,700	1,600	115.7	Thomas Spitaels
52	58	MWH Europe	MD,Env	England	10	1,661	1,573	168.4	Ken Farrer
53	45	EPTISA Grupo EP	MD	Spain	10	1,650	2,100	152.0	Luis Villarroya Alonso
54	54	PM. Project Management Group	PM,MD	Ireland	10	1,635	1,650	208.7	Pat McGrath
55	62	Fichtner Group	Enr,MD	Germany	*10	1,600	1,361	143.4	George Peter Fichtner
56	43	White Young Green	MD	England	10	1,587	2,148	141.7	Paul Hamer
57	50	Etteplan Oy	I	Finland	10	1,569	1,765	106.0	Matti Hyytiäinen
58	59	Ricardo plc	I	England	10/11	1,530	1,530	229.1	Dave Shemmans
59	48	Kema Group BV	Enr	Netherlands	10	1,528	1,822	245.3	P.J.J.G Nabuurs
60	63	Movares Group BV	CE,E	Netherlands	*10	1,515	1,491	168.5	Johan van den Elzen
61	49	Norconsult AS	MD	Norway	10	1,498	1,770	279.0	John Nyheim

PM = Project Management, A = Architecture, CE = Civil-/S = Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary - (\*) = lack of conforming figure/proforma/assumed

## The European top 300 consulting engineering and architectural groups

2011	10	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 11)
62	60	Ingérop S.A	MD	France	10	1,437	1,502	158.8	Yves Metz
63	76	Lahmeyer International GmbH	Enr	Germany	10	1,400	1,051	109.0	Dr. Bernd Kordes
64		Inspecta OY	I	Finland	10	1,400		150.0	Kari Aulasmaa (from April 2012)
65	89	Cyril Sweett Group	PM	England	10	1,213	800	84.9	Dean Webster
66	67	Waterman Group plc	MD	England	10/11	1,207	1,207	86.4	Nicholas Taylor
67	55	Prointec S.A	MD	Spain	10	1,200	1,600	90.0	Pres. Cesar Cañedo-Argüelles, CEO Alonso Domínguez
68	69	RLE International Gruppe GmbH	I,PM	Germany	10	1,200	1,200	85.0	Ralf Laufenberg
69	238	Olajterv Group	CE,Enr	Hungary	*10	1,200	184		János Pakucs
70	61	Buro Happold	MD	England	10	1,190	1,445	116.6	Paul Westbury
71	75	Epsilon Group	I	Sweden	10	1,186	1,066	125.1	Mats Boström
72	74	Multiconsult-group	MD	Norway	10	1,173	1,100	156.9	Sverre Quale
73	72	Tauw Group bv	MD	Netherlands	10	1,156	1,166	117.1	Wim Kox
74	103	Obermeyer Planen+Beraten GmbH	MD	Germany	10	1,153	646	105.0	Maximilian Grauvogl
75	77	Drees & Sommer-Gruppe	PM	Germany	10	1,125	1,050	146.5	Hans Sommer
76	80	Vectura	CE	Sweden	10	1,061		121.2	Jan Colliander
77	82	Rejler Group	E,I	Sweden	10	1,038	939	94.2	Peter Rejler
78	81	Gleeds	PM	England	*10	1,000	1,000		Richard Steer
79	88	ABMI-groupe S.A	I	France	*10	950	800	70.0	Philippe Chatron
80	79	FMC Group (Finnmap Consulting Group)	CE,S,E,M	Finland	10	944	1,029	64.9	Markku Varis
81	216	GFA Consulting Group	MD	Germany	*11	940	200	70.9	Heiko Weissleder, Klaus Altemeier, Hans-Christoph Schaefer-Kehnert
82	71	RMJM Hillier Group	A,CE	England	10	939	1,168	94.7	Peter Morrison
83	84	Reinertsen Engineering	MD	Norway	10	931	881	127.3	Erik Reinertsen
84	73	BDP Building Design Partnership	MD	England	10	926	1,146	92.9	Peter Drummond
85	83	Golder Associates Europe Ltd	Env,CE,PM,Enr	England	10	900	900		Pietro Jarre
86	66	NIRAS Group A/S	MD	Denmark	10	883	1,223	101.7	Carsten Toft Boesen w co-managers
87	85	Sogclair SA	I	France	10	881	852	72.0	Phillippe Robardey
88	84	Witteveen+Bos Consulting Engineers	MD	Netherlands	10	869	815	104.5	Henricus Webers
89	94	Tyréns AB	CE,PM	Sweden	10	847	775	100.6	Ulrika Francke
90	105	PCG-Profabril Consulplano Group	MD	Portugal	10	834	608	61.3	Ildio de Ayala Seródio
91	101	SLR Group (SLR Management)	Env	England	09/10	833	659	78.5	David Richards (MD&CEO); Neil Penhall (MD)
92	68	Safège Consulting Engineers	Env,S,CE	France	10	800	1,200	99.0	Benoît Clocheret
93	91	Foster & Partners Ltd	A	England	09/10	794	794	156.3	Mouzhan Majidi
94	93	Payma Cotas. S.A. (dt Bureau Veritas)	CE,S	Spain/France	09	775	775	61.4	Carlos Blay
95	95	Alectia Group	MD	Denmark	10	750	752	65.6	Jens Moberg
96	102	IV-Groep b.v.	MD	Netherlands	10	747	647	91.2	Rob van de Waal
97	92	Pell Frischmann Group	MD	England	10	731	792	41.2	Sudho Prabhu
98	97	RSK Group	Env	England	10	729	741	64.2	Alan Ryder
99	99	Vattenfall Power Consult AB	Enr,E,CE	Sweden	10	700	710	99.3	Magnus Hemmingsson
100	107	Gruner-Gruppe AG	MD	Switzerland	10	700	592		Flavia Casanova
101	106	Bonifica Group	MD	Italy	09	700	600	38.4	Romina Boldrini
102	115	Xdin AB	I	Sweden	10	700	499	48.9	Thomas Ångkulle. Magnus Liljeqvist
103	100	IBV Ingenieurbüro H. Vössing GmbH	MD	Germany	*10	682	682	51.0	Hans-Theo Kühn, F. Thiessen
104	108	Asplan Viak Group	MD	Norway	10	652	573	73.2	øyvind Mork
105	96	Neste Jacobs Group	I	Finland	10	624	743	74.1	Jarmo Suominen, Tom Främling
106	114	Amstein + Walthert AG	E,M	Switzerland	10	550	500		Christian Appert
107	86	FCG Finnish Consulting Group	MD	Finland	10	532	843	66.6	Ari Kolehmainen w co-directors
108	90	Noble Denton Group Ltd	I,E	England	10	528	799		Lutz Hugo Otto Wittenberg
109	111	Elomatic Group Oy	I,MD	Finland	10	502	526	27.3	Olli Manner
110	119	Fairhurst	MD	Scotland	*10	500	450		Robert Mc Cracken
111	132	Gmp Von Gerkan Marg U. Partner Architekten	A	Germany	*10	500	400		Meinhard von Gerkan. Volkwin Marg
112	152	Deerns Consulting Engineers BV	E,M,PM,I	Netherlands	10	500	333	44.0	Jan Karel Mak
113	122	Basler & Hofmann AG	MD	Switzerland	*10	500	445		Dominik Courtin
114	123	BG Bonnard & Gardel Groupe SA	MD	Switzerland	10	500	441		Jean-Daniel Marchand (Chairman), Laurent Vulliet (CEO)
115	104	Broadway Malayan Ltd	A	England	10/11	496	612	47.7	Gary Whittle
116	116	Hoare Lea & Partners	E,M,Enr	England	10	482	482	51.1	Gary Tucker w co-directors
117	117	NET Engineering S.p.A	MD	Italy	10	462	480	47.3	Giovanni Battista Furlan
118	118	Archial Group (Ingenium Group, Canada)	A	England	09	457	457	39.5	Christopher Littlemore
119	113	SKM Europe (Sinclair Knight Merz) former Enviros	Env,Enr	England	10	456	500		Peter MacKellar
120	225	INROS LACKNER Group	MD	Germany	10	456	433	36.0	Uwe Lemcke
121	113	Sinclair Knight Merz Europe	MD	England	10	456	315	47.6	Peter MacKellar
122	120	Emch + Berger Gruppe	MD	Switzerland	*10	450	450		Urs Schneider
123	127	ATP Architects and Engineers Group	A,CE,PM	Austria	10	450	420	45.0	Christoph M. Achammer

2011	10	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 11)
124	125	White Architects AB	A,PM,Env	Sweden	10	442	434	52.7	Monica von Schmalensee
125	124	Auditorias E Ingenierias Sa	MD	Spain	09	419	419		Quer Cumsille, Joan Lluís
126	136	Wardell Armstrong LLP	MD	England	10	417	394	25.8	Colin W. Brown
127	130	Consulgal Group, SA.	MD	Portugal	10	406	409	34.4	Rogério Monteiro Nunes
128	126	INYPISA Informes y Proyectos SA	MD	Spain	10	406	422	63.2	J. Franciso Lazcano Acedo (chairman), Jairo González Monje (CEO)
129	131	Iberinsa. Ibérica de Estudios e Ingeniería S.A (Acciona)	MD	Spain	10	402	402	61.7	Jesus Contreras Olmedo
130	190	Amberg Group	CE,S,PM	Switzerland	*10	400	250		Felix Amberg
131	135	ABT Holding BV	MD	Netherlands	10	397	397	41.0	Frans van Herwijnen. Walter Spangenberg
132	121	Cundall Johnston & Partners	CE,S,Env	England	09/10	391	446	31.6	David Dryden
133	137	Ebert-Ingenieure GdbR.mbH	E,M,Env,Enr	Germany	09	390	390		Ernst Eber and directors
134	138	Peter Brett Associates	MD	England	09/10	376	376	33.4	Stephen Capel-Davies w co-directors
135	140	Antea S.A	Env	France	10	371	371	50.9	Jean-Philippe Loiseau
136	228	High-Point Rendel Group	CE,S,PM	England	*09/10	366	193	27.1	Kelvin W. T. Hingley
137	143	HPC AG (Harress Pickel Consult)	Env,PM,CE	Germany	10	365	360	35.6	Andreas Kopton. Josef Klein-Reesink Bernhard Berger
138	151	RAPP-Gruppe AG. Ingenieure+Planer	MD	Switzerland	10	364	336		Bernhard Berger
139	144	Mannvit hf. (merger of Hönnun-VGK hf in 2007)	MD	Iceland	10	355	360	34.7	Eyjólfur Árni Rafnsson
140	161	Moe & Brødsgaard A/S	MD	Denmark	10	350	315	31.9	Christian Listov-Saabye
141	167	FAVEO Projektleidelse	PM	Norway	*10	350	286	53.0	Sven-Erik Norholm
142	148	RKW Architekten & Co. KG	A	Germany	*09	350	350	54.1	Wojtek Grabianowski, Friedel Kellerman, Hans G. Wawrowski
143	133	Hifab Group	PM	Sweden	10	348	400	44.4	Jan Skoglund
144	180	CSD Group	Env,PM,CE,S	Switzerland	10	348	307		Jean-Pascal Gendre
145	154	Krebs und Kiefer Beratende Ingenieure	CE,S,PM	Germany	*10	347	329		Hans- Gerd Lindlar m.fl
146	156	SITO Group Oy	CE,Env,PM	Finland	10	347	326	30.6	Kimmo Fischer
147	139	Pick Everard Ltd	MD	England	*10	340	375		David Brunton
148	150	CDM Gruppe (part of CDM Group)	CE	Germany	09	340	340	34.9	Martin Gaus (Peter Jordan)
149	158	Benoy Architects Ltd	A	England	10	339	325	30.7	Nick Lamb
150	128	GETINSA S.A	CE,Env,PM	Spain	09	339	420	31.3	Pedro D. Gomez
151	176	PBR Planungsbüro Rohling AG Architekten u Ingenieure	MD	Germany	10	339	274	31.7	Heinz Eustrup
152	145	Steer Davies Gleave Ltd	CE	England	10/11	337	357	36.7	Hugh Jones. Steve Hewitt
153	109	INOCSA Ingenieria. S.L.	MD	Spain	09*	335	550		Antonio Lorente
154	110	Italconsult S.p.A	PM	Italy	10	331	541	25.5	Giovanni A. Torelli ; Enrico Salza
155	166	Vahanan Oy	CE	Finland	10	326	287	29.5	Veijo Komulainen (CEO); Risto Vahanan (Chair)
156	162	A-Insinöörit Group	S,CE,PM	Finland	10	323	315	25.5	Seppo Raiski MDM (Petri Laurikka)
157	189	Ernst Basler & Partner Ltd	MD	Switzerland	*10	320	250		Bruno Basler; Hansjoerg Hader
158	173	D'Appolonia S.p.A	MD	Italy	10	319	278	41.7	Roberto Carpaneto (MD)
159	159	Assmann Beraten + Planen	MD	Germany	09	315	315	34.8	Jochen Scheuermann
160	157	FASE-Estudios e Proyectos S.A	MD	Portugal	10	315	326	16.1	Manuel Quinaz
161	163	Bartels Engineering B.V.	CE,S,PM	Netherlands	10	313	313	22.7	Pieter van Boom
162	165	PRP Architects Ltd	A	England	10/11	308	292	21.6	Andy von Bradsky, Roger Battersby
163	155	DRI Investment Management, Company for Development of Infrastructure Ltd (DDC)	PM	Slovenia	10	301	327		Rajko Siročić
164	217	HKR Architects	A	Ireland	*10	300	200		Jerry Ryan
165	222	Herzog & de Meuron Architekten AG	A	Switzerland	*10	300	200		Pierre de Meuron; Jacques Herzog
166	153	Insinööritoimisto Comatec Group	I,Enr	Finland	10	294	331	14.3	Aulis Asikainen
167	175	Verkís hf.(merger VST. Fjarhitun, Fjölhönnun in 2008, Combined figures)	MD	Iceland	10	293	275	17.5	Sveinn Ingi Ólafsson
168	168	Dolsar Engineering Ltd	MD	Turkey	10	291	285	27.6	H. İrfan Aker
169	182	Citec Group (proforma)	I,Env	Finland	10	290	267	30.1	Martin Strand, CEO (Rune Westergård, Founder)
170	149	GPO Ingeniería. S.A.	MD	Spain	10	289	339	24.1	Alvaro Palao Llopis
171	169	Bengt Dahlgren AB	M,Enr	Sweden	10/11	285	282	29.2	Åke Rautio
172	171	Steinbacher-Consult GmbH	CE. PM	Germany	*10	280	280		Stefan Steinbacher
173	227	Technital SpA	CE	Italy	10	280	194	57.2	Alberto Scotti
174	187	Müller-BBM GmbH	MD	Germany	10	279	254	32.5	H. Gass. B. Grözinger, Dr. C. Hantschk, Dr. E. Schorer, N. Suritsch
175	172	JMP Consultants Ltd	CE	England	09/10	278	278	25.0	Gordon Baker
176	177	AEPO S.A Ingenieros Consultores (Acciona)	MD	Spain	09	272	272	27.8	David Ortega Vidal
177	198	Tengbom Achitects	A	Sweden	10	272	235	33.2	Magnus Meyer
178	174	Stride Treglown Group Ltd	A	England	10	264	276	16.3	Robert Whittington
179	185	Burckhardt+Partner AG Architekten Generalplaner	A	Switzerland	10	263	260		Guy Emmenegger, Peter Epting
180	179	Arkitektfirmaet C.F.Møller	A	Denmark	10	262	270	32.1	Susanne T Nielsen

PM = Project Management, A = Architecture, CE = Civil/S = Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary – (\*) = lack of conforming figure/proforma/assumed

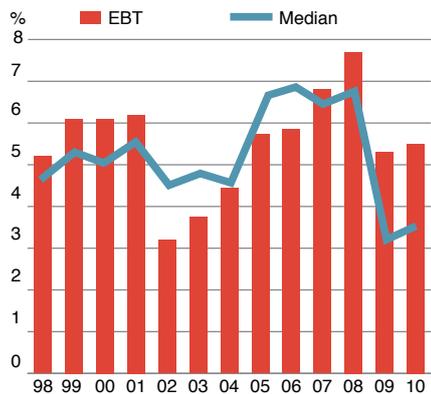
## The European top 300 consulting engineering and architectural groups

2011	10	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 11)
181	186	Deltamarin Oy	I	Finland	10	262	260	29.1	Mika Laurilehto
182	178	Gauß Gruppe	MD	Germany	*10	260	271	30.0	Gerhard H. Gauß
183	208	HENN Architekten GmbH	A	Germany	10	260	220	28.7	Gunter Henn
184	134	A.R.E.P. Groupe	MD	France	10	253	400	39.0	Jean-Marie Duthilleul
185	188	Sheppard Robson	A	England	10	250	250		Andrew German
186	170	Temelsu International Engineering Services Inc.	MD	Turkey	*10	250	280		Demir İnözü
187	191	DSSR Consulting Engineers (form Donald Smith Seymour & Rooley)	E,M	Scotland	*09	250	250		Hugh Currie, Bill Chalmers
188	192	DIWI-Consult GmbH	MD	Germany	09	250	250		William V. H. Foyle; Peter Winkler
189	210	Knightec AB	I	Sweden	10/11	248	218	23.5	Dimitris Gioulekas
190	268	Barton Willmore Group	A,PM	England	10	248		27.3	Ian Mellor; Simon Prescott
191	146	Chapman Taylor LLP	A	England	10	247	354	21.9	Chris Lanksbury with co-directors (Clare Dobson)
192	199	Pragoprojekt a.s	CE	Czech Republ.	10	247	234	21.9	Marek Svoboda
193	207	Allies and Morrison Architects Ltd	A	England	*10	247	220	26.8	Bob Allies
194	147	Olof Granlund group	E,M	Finland	10	245	353	20.1	Pekka Metsi
195	214	HR Wallingford Group Ltd	CE,Env,I	England	09/10	245	205	27.8	Dr Jane Smallman MD (Stephen W. Huntington)
196	197	SC Metroul S.A.	MD	Romania	*09	244	236		George Rozorea
197	205	Structor Group	CE,PM	Sweden	10	243	225	12.1	Jan Stråth. Per Fladvad. Olof Hulthén
198	193	Transprojekt Gdanski Spolka	A,CE	Poland	*10	240	250		Marek Piotr Rytlewski (Director) (Andrzej Michal Luty)
199	202	Goudappel Coffeng B.V	MD	Netherlands	10	239	229	26.9	Jos van Kleef
200	181	JG Ingenieros SA	M,E	Spain	10	235	268	15.5	Josep Túnica Buira
201	201	Dopravoprojekt. a.s.	CE,S,A,PM	Slovakia	10	233	233		Gabriel Koczkás
202	225	Avalon Innovation AB	I	Sweden	10	231	197	7.5	Peter Mattisson
203	196	JBA Consulting (Jeremy Benn Associates Ltd)	CE,Env	England	10	230	240	14.2	Jeremy Benn
204	195	Kling Consult Ingenieur GmbH	CE	Germany	10	229	241	20.3	Markus Daffner
205	204	Baurconsult (Baur. Kitz. Kuhn)	MD	Germany	*09	225	225	14.5	Andreas Baur m.fl
206	183	Nightingale Associates	A	England	10	224	267	21.4	Richard Harrington. Executive Chairman
207	206	Austin Smith Lord Architects Ltd	A	England	09/10	223	223	19.2	Niel Musgrove, Alistar Sunderland m fl
208	203	IBE Consulting Engineers	MD	Slovenia	10	221	227		Uroš Mikoš
209	200	Advin B.V. - Adviseurs en Ingenieurs	MD	Netherlands	10	216	233	28.7	John Walraven
210	211	Uvaterv Engineering Consultants Ltd	MD	Hungary	*10	210	210		Gyula Bretz
211	141	3DReid Architects Ltd	A	England	10/11	209	367	17.1	Charles Graham-Marr
212	209	Adviesbureau Peutz & Associés B.V	Env,CE,I	Netherlands	10	208	220	17.4	J.F.W. Koopmans
213	213	Frankham Consultancy Group	MD	England	10/11	202	207	17.2	S J Frankham
214	219	ETV-Eröterv Rt	Enr,CE,PM	Hungary	09	200	200	12.0	József Dénes
215	243	HPP Hentrich-Petschnigg & Partner GmbH	A	Germany	*10	200	180	22.0	Joachim Faust, G. Feldmeyer
216	220	Aveco de Bondt BV	CE	Netherlands	10	200	200	12.3	Gerrit Paalman
217	221	Scholze Ingenieur GmbH	E,M,I,Enr,PM	Germany	09	200	200	22.0	Gerd Scholze
218	223	O.T.E. Ingénierie SA (Omnium Technique Européen)	MD	France	08/09	200	200	15.9	Jean-Georges Bernhart
219	277	Heinle, Wischer und Partner	A,PM	Germany	*10	200	140	17.6	Dr. Alexander Galakoy/ Monica Wurfbaum (MD)
220	194	Scott Brownrigg Architects	A	England	10	195	241	19.6	Jonathan Hill
221	242	Consitrans S.R.L.	CE,S,Env,PM	Romania	10	193	181		Eduard Hanganu. President, Valentin Robert Urgan, CEO
222	184	Keppie Design	A	Scotland	09/10	191	266	8.6	Martin English
223		INBO Architects/Consultants	A,PM	Netherlands	10	188	239	20.0	Bert van Breugel
224	239	Metroprojekt Praha A.S	MD	Czech Republ.	10	188	184	16.1	Jiri Pokorny
225	245	Leonhardt. Andrä und Partner Beratende Ing. GmbH	S	Germany	10	187	188	15.5	Hans Peter Andrä
226	231	Hulley & Kirkwood Consulting Engineers Ltd	E,M	Scotland	10	184	190		Sommerville Telfer
227	240	Planungsgruppe M+M AG, PGMM	E,M,PM,Enr	Germany	*09	183	183	13.4	Willie Kienzle, Hermann Ott
228	241	PDM Group	I	Netherlands	09	182	182	18.7	H.J.P.M. Mesterom
229	250	Bjerking Ingenjörbyrå AB	CE,M	Sweden	10	182	172	7.2	Anders Wårefors
230	237	Curtins Group	CE,PM	England	10	181	185	13.4	Rob Melling
231	272	DGMR Raadgevende Ingenieurs BV	Env	Netherlands	09/10	180	146	15.6	P.J. van Bergen. Hans van Leuwen
232	247	Prokon Engineering Ltd	MD	Turkey	*10	179	179		Hasan Özdemir, Ismail Salici
233	249	SD Ingénierie Holding SA	MD	Switzerland	09	173	173		J. D. Girard
234	251	EKJ Rådgivende Ingeniører A/S	MD	Denmark	10	172	172	5.0	Jørgen Nielsen
235	229	Efla hf	MD	Iceland	10	172	192	14.3	Guðmundur Þorbjörnsson (MD)
236	230	GOPA-Consultants Group	PM,I,Env	Germany	*10	170	190	49.5	Martin Güldner, Robert Gaertner. Hans Otto
237	252	Llewelyn-Davies -Yeang Ltd	A,IA	England	09/10	170	170		Stephen Featherstone
238	253	JSK Architekten GmbH	A	Germany	*09	170	170	15.4	Helmut W. Joos

2011	10	Group	Services	Country	Annual Report	Average number of employees	(Last year)	Turnover MEUR	CEO/President Managing Director (December 11)
239	300	Henning Larsen Architects	A	Denmark	09/10	165	120	5.8	Mette Kynne Frandsen
240	262	Arkitema K/S	A,PM	Denmark	10	163	159	6.7	Peter Hartmann Berg
241	258	Clarke Bond Group Ltd	S,CE,Env,PM	England	09	162	162	12.1	David Harding
242	248	Opus Joynes Pike	CE,S,Env	England	*10	161	177		Hubertus Schneider, CEO. Gerhard Lorisika, President
243	257	O.B.H-Group	MD	Denmark	10	161	219	4.9	Borge G Danielsen
244		Projektengagemang gruppen	PM	Sweden	10	161	138	8.3	Per-Arne Gustavsson
245	259	The BWB Partnership	CE,S,Env	England	09	160	160	21.1	Steven Wooler
246	232	S&G Consulting SA	MD	Luxemburg	*10	160	190		Laurent NILLES
247	278	B+S Ingenieur AG	MD	Switzerland	*10	160	140		Walter Schaufelberger (May 2011)
248	246	Purcell Miller Tritton	A	England	10	158	180	12.2	Mark Goldspink
249	264	Soditech Ingenerie S.A	I	France	10	154	153	8.8	Maurice Caillé
250	294	SINA Group (dt ASTM Group)	CE,MD	Italy	10	153	126	48.2	Agostino Spoglianti
251	235	Condesign AB	I	Sweden	10	153	186	4.2	Fredrik Bromander
252	215	ISC Group	MD	Denmark	10	150	200	5.0	Kjeld Thomsen
253	289	HLM Architects	A	England	*10	150	130		Christopher Liddle
254	254	Consat Engineering AB	I	Sweden	10	150	169	6.2	Jan Bertil Johansson
255	280	Politecnica- Ingegneria e Architettura Soc. Coop	MD	Italy	10	150	140	14.2	Gabriele Giacobazzi
256	265	WTM Engineers	MD	Germany	09	150	150	20.0	Karl Morgen, Stefan Ehmman, Ulrich Jäppelt
257		Teleplan Consulting AS	E	Norway	10	150	150	11.4	Mette Solstrand
258	288	Mogens Balslev Rådgivende Ingeniører A/S	MD	Denmark	10	150	131	3.8	Benny Andersen
259	274	Lewis & Hickey Architects	A,PM	England	10	149	142	7.8	Paul Miele
260	263	Link Arkitektur AS	A	Norway	10	147	225	22.6	Siri Legernes
261	270	Transprojekt- Warszawa Sp. Z o. O	CE	Poland	09	147	147		Tadeusz Suwara
262	276	Hjellnes Consult AS	MD	Norway	10	147	141	25.4	Geir Knudsen
263	226	Aukett Fitzroy Robinson plc	A	England	10	146	195	9.2	J. Nicholas Thompson
264	273	Cauberg-Huygen	CE,Env	Netherlands	10	145	145	12.7	Frank Roex m.fl
265	244	Troup Bywaters + Anders	E,M	England	10	142	167	14.0	Neil Weller
266	271	Temagroup Sweden AB	A,PM	Sweden	10	142	147	5.9	Håkan Persson
267	269	CTS Engtec Oy	I	Finland	10	141	144	13.0	Antti Lukka
268	285	Midtconsult A/S	MD	Denmark	10/11	140	135	4.7	Jens Lauritsen
269	283	IPROPLAN Planungs GmbH	MD	Germany	09	139	139	7.6	Jörg Thiele (President)
270	255	Centroprojekt a.s	MD	Czech Republ.	10	139	153	9.9	Vladimir Kudela
271	282	Studio Altieri S.p.A	CE,A	Italy	10	139	140	19.0	Everardo Altieri
272	284	Punch Consulting Engineers	S,CE,Env,PM	Ireland	*10	137	137	8.0	John Pollock
273	236	Rogers Stirk Harbour & Partners	A	England	10	136	186	21.1	Rickard Rogers
274	212	Infotiv AB	I	Sweden	10	136	207	11.7	Alf Berndtsson
275		Eurocon Consulting AB	I	Sweden	10	136	120	13.9	Peter Johansson
276	293	Optiplan Oy	MD	Finland	10	135	128	8.9	Tommi Vaisalo
277	234	WRc plc	Env	England	10/11	134	188	7.8	Ron Chapman; Roberto Zocchi
278		C.Lotti & Associati – Soc. di Ingegneria SpA	MD	Italy	10	132	80	17.8	Patrizia Lotti
279	286	O.M.A. Office for Metropolitan Architecture	A	Netherlands	10	130	132	24.6	Victor van der Chijs. Rem Koolhaas, Ellen van Lom
280		Clancy Consulting	MD	England	10/11	130	110	9.5	Alan Bramwell
281	287	OPAK AS	PM,Enr,E,M	Norway	10	130	132	16.9	Jan Henry Hansen
282	281	Technip EPG B.V.	MD	Netherlands	10	130	140	10.1	Cornelis Plantiga (Thierry Pilenko (April 2011))
283	279	TCPM (TC Project Management B.V)	I	Netherlands	10	129	140	9.5	Rudie Veenendaal
284		Dark Group Architects	A	Norway	10	129	120	24.6	Kjell Eek Østlie
285	291	Uticon Dynatherm	I,Env,PM	Netherlands	*10	128	128	8.5	Simon Bruijnooge
286	292	UtiberTransport Consulting Management Ltd	CE,PM	Hungary	09	128	128	14.0	György Lányi
287	297	Verebus Engineers B.V	MD	Netherlands	10	128	124	19.9	Kees Aling
288	295	ELU Konsult AB	S,CE	Sweden	10/11	128	125	18.1	Sten Åke Torefeldt
289	260	JJM Sp Z O O	PM,I	Poland	10	125	160		Marek Poncy/ljusz
290		Wingårdh-koncernen	A	Sweden	10	121	101	14.2	Gert Wingårdh
291		Henry J. Lyons & Partners Architects	A	Ireland	*10	120			Paul O'Brian
292		Price & Myers	S	England	09/10	120	104	9.5	Jonathan Darnell, Paul Batty m.fl
293		Proger SpA	MD	Italy	10	118	83	38.1	Umberto Sgambati
294	298	Forsen Projekt AB	PM	Sweden	10	118	124	15.0	Jan Thelander
295	290	Geodata S.p.A	CE	Italy	10	117	130	25.0	Andrea Della Corte
296		IKG AB	I	Sweden	10	116	109	9.4	Mathias Ohlson
297		Schmidt. Hammer & Lassen K/S	A	Denmark	10	113	120	11.9	Bente Damgaard
298		CES Consulting Engineers Salzgitters GmbH	MD	Germany	*09	107	107	11.8	Ralf Meyerhoff
299		Suomen Talokeskus Oy	MD	Finland	10	107	92	12.7	Jani Saarinen (from June 2009)
300		Snohetta AS	A	Norway	10	105	90	6.7	Line Bull

PM = Project Management, A = Architecture, CE = Civil-/S = Structural Engineering, Env = Environment, Enr = Energy, E = Electrical, M = Mechanical/HEVAC, I = Industrial, MD = Multi Disciplinary – (\*) = lack of conforming figure/proforma/assumed

## Result margin: European top 300



Source: The Swedish Federation of Consulting Engineers and Architects

has thereby strengthened its offshore activities to the benefit of European projects, at the same time as ALTEN has acquired a more stable platform on the American, Indian and Asiatic markets. In 2010, CALSOFT LABS had a turnover of USD 22 million and a staff of some 600 engineers.

**The Arup Group** has opened its first office in Taipei, Taiwan, where it has been involved since the 1980s in the country's urbanisation development. A new office has also been opened in Adelaide, Australia in order to better follow the flourishing infrastructure development in South Australia.

Arup has during the year entered into partnership with Skanska regarding the commercial housing market in Great Britain. Together with Mott MacDonald, Arup has also been commissioned to provide consulting services for the planning and design of the first-stage development of Hong Kong's international airport

**The Mouchel Group** has been awarded a major infrastructure project in Saudi Arabia for two industrial estates. In England, together with the Thales Group, Mouchel has signed a seven-year

contract with the Highways Agency to operate and develop National Traffic Information Services (NTIS), worth GBP 57 million. Richard Cuthbert leaves the company after 8 years as MD and is succeeded by Grant Rumbles.

**WSP's** Australian division has acquired 50 % of the shares in the engineering firm TWP Australia Pty Ltd, which together make up the new company TWSP Pty Ltd and will work in the mining industry. With its head office in Perth and 90 employees, the company will rapidly review the potential for expansion in both South Australia and Queensland, and in the longer term also in Peking, Shanghai, Schenzen, Manila, Singapore and Bangkok.

### Assystem is expanding

Assystem acquired the family-owned engineering firm of MHP with 1000 employees and a turnover EUR 90 million, and secured its position in the rapidly-growing energy sector, thereby increasing its ability to also serve clients from outside France. In Germany, the acquisition of Berner&Mattner, with a turnover in 2010 of EUR 28 million, increased Assystem's German operations to some EUR 100 million and 1 100 employees. New offices have also been opened in Chennai, India where some 50 engineers will be employed.

**Groupe EGIS** has strengthened its position on the Brazilian railway market through the acquisition of a majority shareholding in VEGA.

### Americans continue to buy in Europe

At the end of September, the Board of the Halcrow Group announced the acquisition of the company by the US engineering and design firm CH2M HILL, with its head office in Englewood, Colorado. The acquisition is estimated to cost GBP 124 million and has been approved by the company's shareholders and the highest UK court.

At the end of 2010, URS Corporation purchased the UK firm Scott Wilson and thereby strengthened its European operations. URS has its head office in San Francisco and is one of the largest engineering consultancies in the world.

### Grontmij (nearly) 100 years old!

In February, it was announced that the two companies Roger Preston & Partners and landscape architects Whitelaw Turkington, which were acquired in 2008, will be incorporated into the Grontmij Group. The merger further extends the range of services offered by Grontmij and is a welcome development to mark the firm's 100-year celebrations.

**SEGULA** Technologies is joining forces with GENIVI Alliansen, which is concerned with the integration of consumer electronics in vehicles.

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



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STD-företagen wishes to promote high quality, sound development, a high level of profitability and modern working conditions within the member companies.

Our activities are based on three areas of focus:

- profiling
- consultancy business
- competence provision

since we judge these areas to be especially valuable for continued development. Procurement/purchasing and salary conditions/terms of employment are also important features, and within these areas we conduct development based on a long-term plan.

STD-företagen is part of Almega, which is the organisation that represents service companies in Sweden. Almega is the largest federation in the Confederation of Swedish Enterprises. STD-företagen is also a member of both the European (EFCA) and the international (FIDIC) consulting organisations. On the employer side, Almega is a member of UNICE.

## Svenska Teknik & Designföretagen

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