On 16 October 2005 the Ramboll Group celebrated 60 years of business in the consultancy sector.

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Editors: Flemming Birkedal Pedersen, Group CEO, Karen Hoby Skanning, GCO

Layout: Eva Toft

Photographer: Morten Larsen

Printers: TrykBureauet A/S

Head office
Ramboll Gruppen A/S
Bredevej 2
DK-2830 Virum
Tel: +45 4598 6000
Fax: +45 4598 6700
www.ramboll.com

Danish CVR No. 10160669
Lyngby-Taarbæk Municipality
Denmark

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5 April 2006

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“Making a joint location of students and staff possible has been a very exciting process for BI. The building in Nydalen offers unique opportunities for new ways of working and cooperating.”

Wenche Nielsen  Head of Organisation and Communication, BI Norwegian School of Management, Norway  (Read more on page 13)

How to read the Annual Review 2005

Knowledge taking people further. That is what Ramboll’s Annual Review 2005 is all about. Our aim is to tell the story of how the knowledge-based results we created for our customers also benefited their customers – or just people in general. We want to illustrate the diversity of the consultancy services Ramboll offers and we want to show how synergies occur across the service areas in our organisation. We have turned our enterprise model upside down to use it as a structure for this publication. We begin by looking into the hardcore economic results and after that we focus on the results we created for our stakeholders. A lot of different consultancy cases then follow and finally we look into the human and structural assets, the strategic processes and the values and leadership that enabled us to perform the way we did.

The Annual Review 2005 is the head of a family of publications that also consists of the Annual Report 2005, which is the financial report, and a number of profile publications that present the activities in Ramboll’s six business units. The online version of the Annual Review on ramboll.com offers access to more background information and many more photos related to our consultancy cases. Together they cover the 14 service areas we operate within. Look out for ramboll.com – annual review 2005 when you go through the following pages.

Enjoy your reading!
Ramboll’s key goals are to fulfil our customers’ expectations and their project objectives, to make a positive impact on society through the projects we carry out and to secure a working environment where employees enjoy contributing to its growth and development.

Economic results---

Invested capital (opening balance), MDKK 2005 2004
Total equity 415 324
Invested liabilities 4 316 312
Provisions for deferred tax 123 116
Provisions for pensions 46 44
Dividend 5 6
Invested capital 1 197 1,041

Economic Profit (EP), MDKK 2005 2004
Profit before tax 15 112 155
Financing costs 27 22
Net profit 2 98 182
Required return on invested capital (10%), reduced 1 104 96
Economic profit 118 78

1 Including short-term borrowings
2 Calculated using new accounting principles

Economic results The value added in Ramboll has increased MDKK 40 or 51% from 2004 to 2005, primarily from a combination of completing more projects for our customers and having a reduced level of short-term borrowings and thereby lower financing costs. The 2005 increase in Economic Profit is considerable compared to that experienced in previous years (2004: MDKK 24; 2003: MDKK 10). Economic Profit in 2006 is expected to reach a similar level as in 2005.
Ramboll’s key goals are to fulfil our customers’ expectations and their project objectives, to make a positive impact on society through the projects we carry out and to secure a working environment where employees enjoy contributing to its growth and development.

### Economic results---

Economic results, MDKK

<table>
<thead>
<tr>
<th>Results criteria</th>
<th>Measuring economic value creation to ensure that economic targets are met.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic results, MDKK</td>
<td></td>
</tr>
<tr>
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<td>2004</td>
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<tr>
<td>0</td>
<td>250</td>
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<td>25</td>
<td>200</td>
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<td>150</td>
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<td>200</td>
<td>25</td>
</tr>
<tr>
<td>225</td>
<td>0</td>
</tr>
</tbody>
</table>

Value added: Economic Profit (EP) is an expression of the economic value added by a company. The model compares the required return on invested capital set in the beginning of the year – in Ramboll the target is currently set at 10% – with the year-end results measured as net profit (profit before tax and financing costs).

### Economic results---

Economic results

The value added in Ramboll has increased MDKK 40 or 51% from 2004 to 2005, primarily from a combination of completing more projects for our customers and having a reduced level of short-term borrowings and thereby lower financing costs. The 2005 increase in Economic Profit is considerable compared to that experienced in previous years (2004: MDKK 24; 2003: MDKK 10). Economic Profit in 2006 is expected to reach a similar level as in 2005.

### Economic results---

<table>
<thead>
<tr>
<th>Invested capital (opening balance), MDKK</th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total equity</td>
<td>415</td>
<td>374</td>
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<tr>
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<tr>
<td>Provisions for deferred tax</td>
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<td>Provisions for pensions</td>
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<tr>
<td>Dividend</td>
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<td>0</td>
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<tr>
<td>Invested capital 1</td>
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<table>
<thead>
<tr>
<th>Economic Profit (EP), MDKK</th>
<th>2005</th>
<th>2004</th>
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</thead>
<tbody>
<tr>
<td>Profit before tax</td>
<td>112</td>
<td>115</td>
</tr>
<tr>
<td>Financing costs</td>
<td>22</td>
<td>27</td>
</tr>
<tr>
<td>Required return on invested capital (10%), reduced</td>
<td>96</td>
<td>104</td>
</tr>
<tr>
<td>Economic profit</td>
<td>116</td>
<td>78</td>
</tr>
</tbody>
</table>

1 Including short-term borrowings
2 Calculated using new accounting principles

### Economic results---

Economic results

The value added in Ramboll has increased MDKK 40 or 51% from 2004 to 2005, primarily from a combination of completing more projects for our customers and having a reduced level of short-term borrowings and thereby lower financing costs. The 2005 increase in Economic Profit is considerable compared to that experienced in previous years (2004: MDKK 24; 2003: MDKK 10). Economic Profit in 2006 is expected to reach a similar level as in 2005.
## Key figures and 5 year result

### Key figures, MDKK

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue, MEUR/MDKK</th>
<th>Operating profit, MEUR/MDKK</th>
<th>Profit before tax, MEUR/MDKK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>471.4</td>
<td>27.4</td>
<td>25.9</td>
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<tr>
<td>2004</td>
<td>3,512.6</td>
<td>204.0</td>
<td>192.7</td>
</tr>
<tr>
<td>2003</td>
<td>3,052.9</td>
<td>23.8</td>
<td>20.9</td>
</tr>
<tr>
<td>2002</td>
<td>2,996.7</td>
<td>177.3</td>
<td>155.1</td>
</tr>
<tr>
<td>2001</td>
<td>2,820.3</td>
<td>117.1</td>
<td>103.6</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross margin, %</th>
<th>Operating margin, %</th>
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</thead>
<tbody>
<tr>
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<td>8.1</td>
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<td>2004</td>
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<td>5.6</td>
</tr>
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<table>
<thead>
<tr>
<th>Year</th>
<th>Return on equity, %</th>
<th>Return on capital employed, %</th>
<th>Return on total capital, %</th>
<th>Equity ratio, %</th>
<th>Number of employees, end of period</th>
<th>Number of full time employee equivalents, period average</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>25.4</td>
<td>26.9</td>
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<td>21.9</td>
<td>10.4</td>
<td>26</td>
<td>4,168</td>
<td>3,963</td>
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</tbody>
</table>

### Income statement, MDKK, pro forma

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue, MEUR/MDKK</th>
<th>Operating profit, MEUR/MDKK</th>
<th>Profit before tax, MEUR/MDKK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>3,512.6</td>
<td>204.0</td>
<td>192.7</td>
</tr>
<tr>
<td>2004</td>
<td>3,052.9</td>
<td>117.1</td>
<td>103.6</td>
</tr>
<tr>
<td>2003</td>
<td>2,996.7</td>
<td>117.1</td>
<td>103.6</td>
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<tr>
<td>2002</td>
<td>2,820.3</td>
<td>117.1</td>
<td>103.6</td>
</tr>
<tr>
<td>2001</td>
<td>2,666.1</td>
<td>117.1</td>
<td>103.6</td>
</tr>
</tbody>
</table>

Consolidated income statement, MDKK

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Project costs</th>
<th>External costs</th>
<th>Staff costs</th>
<th>Depreciation and amortisation</th>
<th>1976</th>
<th>172.9</th>
<th>103.3</th>
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<td>-571.6</td>
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<td>197.6</td>
<td>172.9</td>
<td>103.3</td>
<td>61.2</td>
<td>79.9</td>
</tr>
<tr>
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<td>-498.2</td>
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<td>-85.9</td>
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### Operating profit per employee, TDKK

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of full time employee equivalents, period average</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>4,451</td>
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<td>2004</td>
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<td>2003</td>
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<td>2002</td>
<td>2,132</td>
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<tr>
<td>2001</td>
<td>1,981</td>
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</table>

### Key figures and 5 year result

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue, MEUR/MDKK</th>
<th>Operating profit, MEUR/MDKK</th>
<th>Profit before tax, MEUR/MDKK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>471.4</td>
<td>27.4</td>
<td>25.9</td>
</tr>
<tr>
<td>2004</td>
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<td>155.1</td>
</tr>
<tr>
<td>2001</td>
<td>2,820.3</td>
<td>117.1</td>
<td>103.6</td>
</tr>
</tbody>
</table>

### Consolidated income statement, MDKK

- **Revenue**: 3,512.6 MEUR/MDKK, 3,165.9 MEUR/MDKK, 2,641.4 MEUR/MDKK, 1,496.0 MEUR/MDKK, 1,442.1 MEUR/MDKK
- **Project costs**: -674.8 MEUR/MDKK, -580.3 MEUR/MDKK, -426.1 MEUR/MDKK, -183.1 MEUR/MDKK, -199.5 MEUR/MDKK
- **External costs**: -571.6 MEUR/MDKK, -498.2 MEUR/MDKK, -429.5 MEUR/MDKK, -258.0 MEUR/MDKK, -237.5 MEUR/MDKK
- **Staff costs**: -1,981.1 MEUR/MDKK, -1,828.6 MEUR/MDKK, -1,610.5 MEUR/MDKK, -963.7 MEUR/MDKK, -902.2 MEUR/MDKK
- **Depreciation and amortisation**: -87.5 MEUR/MDKK, -85.9 MEUR/MDKK, -72.0 MEUR/MDKK, -30.0 MEUR/MDKK, -23.0 MEUR/MDKK
- **Other operating income**: 5.9 MEUR/MDKK, 4.9 MEUR/MDKK, -0.5 MEUR/MDKK, 5.5 MEUR/MDKK, 2.8 MEUR/MDKK
- **Income from associated companies**: 0.5 MEUR/MDKK, -0.5 MEUR/MDKK, 5.5 MEUR/MDKK, -24.7 MEUR/MDKK, -29.7 MEUR/MDKK
- **Operating profit**: 204.0 MEUR/MDKK, 177.3 MEUR/MDKK, 108.8 MEUR/MDKK, 64.0 MEUR/MDKK, 79.5 MEUR/MDKK
- **Net financial items**: -11.3 MEUR/MDKK, -22.2 MEUR/MDKK, -27.2 MEUR/MDKK, -16.4 MEUR/MDKK, -10.7 MEUR/MDKK
- **Profit before tax**: 192.7 MEUR/MDKK, 155.1 MEUR/MDKK, 81.6 MEUR/MDKK, 80.4 MEUR/MDKK, 90.2 MEUR/MDKK
- **Tax**: -52.5 MEUR/MDKK, -48.3 MEUR/MDKK, -31.8 MEUR/MDKK, -27.8 MEUR/MDKK, -29.7 MEUR/MDKK
- **Profit for the year**: 140.2 MEUR/MDKK, 106.8 MEUR/MDKK, 49.8 MEUR/MDKK, 55.7 MEUR/MDKK, 60.5 MEUR/MDKK

Note: 2003 and previous years are Rambøll, Hannemann & Højlund A/S figures. Goodwill amortisation of MDKK 27 referring to the acquisition has been assumed to apply each year. No adjustments have been made for synergy effects.
Key figures and 5 year result

Key figures, 2005 2005 2004 2004
Revenue, MEUR/MDKK 471.4 3,512.6 425.5 3,165.9
Operating profit, MEUR/MDKK 27.4 204.0 23.6 177.3
Profit before tax, MEUR/MDKK 25.9 192.7 20.9 151.1
Gross margin, % 8.1 8.2
Operating margin, % 5.8 5.6
Return on equity, % 25.4 25.2
Return on capital employed, % 26.9 27.9
Return on total capital, % 12.3 10.4
Equity ratio, % 35 36
Number of employees, end of period 4,451 4,168
Number of full time employee equivalents, period average 4,224 3,963

Key figures  2005 2005 2004 2004
Revenue, MEUR/MDKK 471.4 3,512.6 425.5 3,165.9
Operating profit, MEUR/MDKK 27.4 204.0 23.6 177.3
Profit before tax, MEUR/MDKK 25.9 192.7 20.9 151.1
Gross margin, % 8.1 8.2
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Return on total capital, % 12.3 10.4
Equity ratio, % 35 36
Number of employees, end of period 4,451 4,168
Number of full time employee equivalents, period average 4,224 3,963

Consolidated income statement, MDKK

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
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</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,442.1</td>
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<td>2,641.4</td>
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<td>3,512.6</td>
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<tr>
<td>Project costs</td>
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<td>-183.1</td>
<td>-426.1</td>
<td>-580.3</td>
<td>-674.8</td>
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<tr>
<td>External costs</td>
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<td>-258.0</td>
<td>-499.5</td>
<td>-498.2</td>
<td>-674.8</td>
</tr>
<tr>
<td>Staff costs</td>
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<td>-1,981.1</td>
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<tr>
<td>Depreciation and amortisation</td>
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<td>-1,635.5</td>
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<tr>
<td>Other operating income</td>
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<td>5.9</td>
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<tr>
<td>Income from associated companies</td>
<td>-</td>
<td>-</td>
<td>5.5</td>
<td>2.8</td>
<td>-0.5</td>
</tr>
<tr>
<td>Operating profit</td>
<td>79.9</td>
<td>61.2</td>
<td>49.8</td>
<td>106.8</td>
<td>192.7</td>
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<tr>
<td>Net financial items</td>
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<tr>
<td>Profit before tax</td>
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<td>79.9</td>
<td>60.5</td>
<td>81.6</td>
<td>155.1</td>
</tr>
<tr>
<td>Tax</td>
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<td>-24.7</td>
<td>-31.8</td>
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<td>-52.5</td>
</tr>
<tr>
<td>Profit for the year</td>
<td>60.5</td>
<td>30.2</td>
<td>28.8</td>
<td>56.8</td>
<td>106.8</td>
</tr>
</tbody>
</table>

Number of full time employee equivalents, period average 4,224 3,963 4,050 2,132 1,981

2003 and previous years are Rambøll, Hannemann & Højlund A/S figures.
Pro forma calculations where Scandiaconsult is assumed to be a fully owned subsidiary each year.
Goodwill amortisation of MDKK 27 referring to the acquisition has been assumed to apply each year.
No adjustments have been made for synergy effects.

Revenue, MDKK

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>3,512.6</td>
<td>3,165.9</td>
<td>2,641.4</td>
<td>2,996.7</td>
<td>3,500.0</td>
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<tr>
<td>Project costs</td>
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<td>-466.6</td>
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<tr>
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<td>-496.1</td>
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<td>-1,821.6</td>
<td>-1,828.6</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
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<td>-1,202.0</td>
<td>-1,202.0</td>
<td>-1,202.0</td>
<td>-1,828.6</td>
</tr>
<tr>
<td>Other operating income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5.9</td>
</tr>
<tr>
<td>Income from associated companies</td>
<td>-</td>
<td>-</td>
<td>5.5</td>
<td>2.8</td>
<td>-0.5</td>
</tr>
<tr>
<td>Operating profit</td>
<td>177.3</td>
<td>106.8</td>
<td>49.8</td>
<td>81.6</td>
<td>225.0</td>
</tr>
<tr>
<td>Net financial items</td>
<td>-</td>
<td>-</td>
<td>16.4</td>
<td>10.7</td>
<td>-22.2</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>155.1</td>
<td>79.9</td>
<td>30.2</td>
<td>56.8</td>
<td>90.2</td>
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<td>-31.8</td>
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<td>Profit for the year</td>
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<td>50.0</td>
<td>60.5</td>
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</table>

Number of full time employee equivalents, period average 4,224 3,963 4,050 2,132 1,981

2003 and previous years are Rambøll, Hannemann & Højlund A/S figures.
Pro forma calculations where Scandiaconsult is assumed to be a fully owned subsidiary each year.
Goodwill amortisation of MDKK 27 referring to the acquisition has been assumed to apply each year.
No adjustments have been made for synergy effects.

Revenue per employee, TDKK

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating profit</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

No adjustments have been made for synergy effects.

Profit before tax by quarter and rolling annual profit before tax excluding items affecting comparability, MDKK

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit before tax</td>
<td>-10</td>
<td>20</td>
<td>40</td>
<td>60</td>
<td>60</td>
<td>80</td>
<td>100</td>
<td>120</td>
<td>140</td>
<td>160</td>
<td>180</td>
<td>200</td>
<td>220</td>
<td>240</td>
<td>260</td>
<td>280</td>
<td>300</td>
<td>320</td>
<td>340</td>
</tr>
<tr>
<td>Rolling annual profit before tax</td>
<td>-</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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Close relations with student communities are important, as we recruit the vast majority of our new knowledge workers from universities. All business units have developed strong links with numerous universities across the Nordic region.

"When I think of Ramboll, I think of a company engaged in interesting projects conducted in an ethical manner. It also appears to be a visionary company for students who wish to pursue an international career."

Gitte Schnipper, student at the Technical University of Denmark

**Stakeholder results---**

Epitomising the foundation for Ramboll's operation is the aim to provide sustainable solutions that improve life for people affected by our results.

**Society results**

Results criteria: Measuring the perception and performance of Ramboll in relation to corporate social responsibility and sustainable development.

**Actions and results 2005** Part of the agenda for Ramboll's planning and operation throughout 2005 has been a general appreciation of the global challenges society is now facing:

- Globalisation of society, people, business competition, production and money
- Steep growth in population, overpopulation, health issues, new diseases and new intensity in old diseases
- Environmental problems: Degradation of ecosystems, scarcity of natural resources like water, energy, food and air
- Failure and deterioration of infrastructure
- Changes in global climate conditions, increased intensity of natural disasters such as hurricanes, floods and earthquakes

Similar to the Ramboll that was established 60 years ago in 1945 as a result of the challenges society then faced in the aftermath of World War II, the Ramboll of 2005 took an active part in its responsibility of facing new global challenges. Many of the services we are currently focussing on help to solve the challenges within the areas of environment, health, natural resources, infrastructure, rebuilding after catastrophes, connecting people etc. In 2005 we have given even greater attention to these challenges, as they contributed - directly or indirectly - to many of the projects we undertook. Through communication and visibility we have also worked on maintaining the positive reputation Ramboll has established as an ethical and responsible organisation providing a desirable working environment. These factors, among others, are essential for Ramboll's success as a leading and expanding knowledge group.
Close relations with student communities are important, as we recruit the vast majority of our new knowledge workers from universities. All business units have developed strong links with numerous universities across the Nordic region.

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A source of inspiration for our employees and a key factor in boosting their job satisfaction, is for them to feel they can make a difference by helping to achieve our customers’ project objectives and ultimately having an impact on our customers’ customer.

Finding the right solution and solving problems are only part of a successful project. Understanding the customers’ project objectives and supporting them in realising these objectives in order to benefit their markets and stakeholders are equally as important.

Employee results

Results criteria: Measuring employee results to evaluate satisfaction and loyalty with a view to identifying areas of exceptional effort.

<table>
<thead>
<tr>
<th>Employee Satisfaction</th>
<th>Response rate %</th>
<th>ESI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Ramboll Group</td>
<td>84</td>
<td>3.7</td>
</tr>
<tr>
<td>Ramboll Denmark</td>
<td>85</td>
<td>3.7</td>
</tr>
<tr>
<td>Ramboll Sweden</td>
<td>78</td>
<td>3.7</td>
</tr>
<tr>
<td>Ramboll Norway</td>
<td>85</td>
<td>3.7</td>
</tr>
<tr>
<td>Ramboll Finland</td>
<td>79</td>
<td>3.6</td>
</tr>
<tr>
<td>Ramboll Management</td>
<td>80</td>
<td>3.6</td>
</tr>
<tr>
<td>Ramboll Informatic</td>
<td>87</td>
<td>3.7</td>
</tr>
</tbody>
</table>

1 The Employee Satisfaction Index (ESI) is based on an anonymous electronic employee survey. The survey contains 15 regular questions about the employee’s work situation. Index figures from the survey are calculated on a scale from 1 to 5, where 1 stands for “very little satisfaction” and 5 stands for “great satisfaction”.

Response rate and ESI

- Employee satisfaction index, ESI: % 3.9
- Employee satisfaction index: % 3.9

Actions and results 2005: In a knowledge-based organisation like Ramboll, job satisfaction and employee commitment are of the greatest importance. To constantly monitor and improve the working environment we measure employee satisfaction once every year. Like in 2004 we had an excellent response rate at more than 80%. The general satisfaction index for 2005 was 3.7 on a scale from 1 to 5, slightly down on the 2004 result of 3.8, but more and new questions have been asked. The survey covers 15 questions ranging from the individual’s satisfaction with his/her day-to-day working arrangements to satisfaction with his/her immediate manager and questions about Ramboll as a whole. A rather uniform picture of employee satisfaction characterises Ramboll. The survey shows that employees are most satisfied (rate 4.0) when they are given greater independence in relation to the tasks and the projects they are responsible for. They also need to feel enthusiastic about their personal contributions to project solutions. In evaluating the enthusiasm of their own department, the common satisfaction rating was 4.0. However, employees are least satisfied with the feedback they receive from their immediate line manager, from colleagues and in the general results of their appraisal interviews. Furthermore, many of the employees would like to see increased cooperation between the different companies in Ramboll.

Customer results

Results criteria: Measuring to evaluate satisfaction and loyalty with a view to constant improvement.

<table>
<thead>
<tr>
<th>Customer satisfaction</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Ramboll</td>
<td>3.9</td>
</tr>
<tr>
<td>Customers interested</td>
<td>98</td>
</tr>
<tr>
<td>Number of implemented</td>
<td>1,243</td>
</tr>
</tbody>
</table>

1 The Customer Satisfaction Index (CSI) is based on surveys containing questions about professional qualifications, commitment and seriousness. Index figures are calculated on a scale from 1 to 5, where 1 stands for “poor” and 5 stands for “excellent.”

Absence

- Absence due to illness: % 2.7
- Total number of working days: 2.8

Customer satisfaction 2005

“Our new network infrastructure gives us a faster connection and easier access to each other’s data, which is crucial in our organisation with more than 100 embassies and diplomatic missions all over the world. We can now communicate with our missions abroad, and all offices gain better access to our central IT system in Copenhagen, including the joint Intranet. Furthermore, the new network will be part of the Ministry’s globalisation strategy, where knowledge sharing and swift exchange of information are significant factors.”

Lars Steen Nielsen, Head of IT, Ministry of Foreign Affairs of Denmark

Ramboll Management has been part of developing the requirement specification and additional tender documents regarding a new network solution for the Ministry of Foreign Affairs and its foreign missions.
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**Employee results**

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**Response rate and ESI**

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</tr>
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<tr>
<td>90</td>
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<td>85</td>
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<tr>
<td>50</td>
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<tr>
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</tr>
<tr>
<td>40</td>
</tr>
</tbody>
</table>

**Absence**

<table>
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</tr>
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**Actions and results 2005**

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<tbody>
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<td>Customer Satisfaction Index</td>
<td>total for Ramboll</td>
</tr>
<tr>
<td>Customers interested in using Ramboll again for similar projects</td>
<td>%</td>
</tr>
<tr>
<td>Number of implemented customer satisfaction surveys</td>
<td></td>
</tr>
</tbody>
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**Actions and results 2005**

Determining project objectives for all stakeholders, follow-up of these objectives during the project lifecycle and evaluation after the project has been completed are all elements of the interaction between Ramboll employees and customer representatives. These relationships are built on direct interfaces and a platform of trust which together provide Ramboll with a strong understanding of how to meet our customers’ expectations. This, combined with measuring customer satisfaction and loyalty through questionnaires, confirms that general customer satisfaction is relatively high, 3.9 on a scale from 1 to 5, and as many as 98% of the customers asked would be interested in using Ramboll again for similar projects. In some parts of Ramboll, measuring customer satisfaction is almost a standard procedure on completion of a project, while in other parts it is conducted as a spot check to confirm the overall impression.

“"Our new network infrastructure gives us a faster connection and easier access to each other’s data, which is crucial in our organisation with more than 100 embassies and diplomatic missions all over the world. We can now communicate with our missions abroad, and all offices gain better access to our central IT system in Copenhagen, including the joint Intranet. Furthermore, the new network will be part of the Ministry’s globalisation strategy, where knowledge sharing and swift exchange of information are significant factors.”

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Consultancy and services---

Consultancy is based on trust. A sense of trust must be the essence of any customer-consultant relationship in order to create maximum project value for everyone. Therefore, building trust is crucial for every single Ramboll consultant.

Enable criteria: Designing and implementing solutions according to customers’ needs and expectations. Optimising business and commercial processes to always provide the customers with the best value for money.

Internationalisation: % 2005 2004

Nordic activities: 82.0 82.1
International activities: 13.0 12.9

Revenue per sector: % 2005 2004

Public sector: 49.0 48.7
Private sector: 50.9 50.3
New customers: 7.7 7.6

Revenue per market area: % 2005

Buildings: 21
Infrastructure, transport and traffic: 22
Water and environment: 5
Energy, oil and gas: 9
Telecommunications: 7
Industry: 4
Waste: 2
Health: 1
International development projects: 7
Facilities management: 2
Architectural/Landscape architecture: 2
Geotechnical and rock engineering: 4
Management: 5
Information technology: 6

Actions and results 2005: In 2005 Ramboll had a clear focus on realising the potential of our in-house expertise improving our market reputation and maintaining good customer relations. With a revenue increase of 11% and only approximately 8% new customers, existing customers generated the majority of the growth. The level of international revenue (revenue outside the Nordic market) was equivalent to 2004. However, international development projects, particularly in Eastern Europe, Asia and Africa, grew from 5% of the total Group revenue in 2004 to 7% in 2005. Ramboll aims to further increase international revenue in the near future, initially in Russia, Lithuania and Latvia. Infrastructure, transport and traffic remains the largest market segment in Ramboll with 22% of the revenue, closely followed by Buildings with 21%. Activities within Energy, oil and gas increased from 7% in 2004 to 9% in 2005 and Telecommunications increased from 3% in 2004 to 7% in 2005. The revenue difference between public and private sector activities is identical to that of 2004, indicating stable growth across both sectors.

Little Parliament Park, Finland: (Above) The citizens of Helsinki and visitors to the city now have a new, centrally located oasis. Ramboll created the landscape architecture to make the Little Parliament Park an attractive retreat.

“The new building is well organised and creates an inspiring educational setting.”

Henrik Gustav Faller, student at BI Norwegian School of Management.
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<th>Designing and implementing solutions according to customers' needs and expectations. Optimising business and commercial processes to always provide the customers with the best value for money.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internationalisation %</td>
<td>2005</td>
</tr>
<tr>
<td>Nordic activities</td>
<td>87.0</td>
</tr>
<tr>
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<td>13.0</td>
</tr>
<tr>
<td>Revenue per sector, %</td>
<td>2005</td>
</tr>
<tr>
<td>Public sector</td>
<td>67.0</td>
</tr>
<tr>
<td>Private sector</td>
<td>33.0</td>
</tr>
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</tr>
<tr>
<td>Industry</td>
<td>4</td>
</tr>
<tr>
<td>Waste</td>
<td>2</td>
</tr>
<tr>
<td>Health</td>
<td>2</td>
</tr>
<tr>
<td>International development projects</td>
<td>7</td>
</tr>
<tr>
<td>Facilities management</td>
<td>2</td>
</tr>
<tr>
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<td>2</td>
</tr>
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</tr>
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Little Parliament Park, Finland (Above) The citizens of Helsinki and visitors to the city now have a new, centrally located oasis. Ramboll created the landscape architecture to make the Little Parliament Park an attractive retreat.
Innovative architectural solutions---

“The new elephant house and the outdoor enclosures provide optimal conditions for Zoo’s world famous group of breeding Asian elephants. But the new facilities also offer our 1.2 million annual visitors a window to the world of endangered species. I suppose that is what it’s all about, really.”

Lars Lunding Andersen, Managing Director, Copenhagen Zoo

Elephant house, the Copenhagen Zoo, Denmark

Visitors to the Copenhagen Zoo will find the elephants enjoying vastly improved facilities when the new elephant house opens in 2007/8. The 4,000 m² outdoor enclosures will offer the public views to a sloping, green landscape with a new riverbed for the elephants.

Sand floors in the stable areas will enhance the animals’ welfare considerably compared to the hard concrete floors, which are standard in many existing elephant houses, and a ventilation concept based on mixed use of natural and mechanical air supply will offer ideal living and breeding conditions for the elephants.

The entire building is sunk into the ground to blend with the landscape. This is a feature that has the added benefit of reducing the building’s energy consumption and keeping the climatic conditions near-constant. Two large glazed domes cover the bull and herd enclosures and bring daylight into the animal areas. Overheating from sunshine is managed through fritting on the glass panes, and trees along the southern rim of the building will shade the building during the summer season.

The new elephant house is designed by the British architect Lord Foster while the landscape design is prepared by the Danish landscape architect Stig L. Andersson.

By using a complete 3D design of the building services and structures, Ramboll has produced the fully integrated engineering design for the building.
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Elephant house will set new standards for animal welfare and husbandry in world zoos.

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Icelandic National Concert and Conference Centre, Iceland

The citizens of Reykjavik will find themselves on the world map of culture when the spectacular concert and conference centre on the Reykjavik harbour front is completed. The large concert hall will seat 1,800 people and may be used for classical and rock concerts alike. Situated on the sea front where the warm steam from the subsoil meets the cold sea means that the centre will be washed in mist and will thus reflect the drama and myth of Iceland and the Icelandic weather. Icelandic-born artist Olafur Eliasson has transformed his personal interpretations of the landscape and weather into designs for parts of the façade that includes a crystalline lattice with glass prisms that reflect the changing colours of the light. The Copenhagen Opera team, consisting of Ramboll, the Danish architect Henning Larsen and Olafur Eliasson, has now become the Reykjavik Concert and Conference Centre team. Such spectacular architectural designs that become aesthetic hallmarks of society are most often conceived through cooperation across consultancy disciplines.

The building is part of a new 100,000 m² city development project on the Reykjavik harbour front and the project is one of many Public Private Partnerships that Ramboll engages in. We are providing all engineering services related to the project.

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Lars Lunding Andersen, Managing Director, Copenhagen Zoo
Improving everyday life---

Kamppi bus terminal, Finland  With the Kamppi bus terminal and shopping centre being a remarkable landmark and meeting place in the city, everyday life has become much easier for commuters in Helsinki. People save time and trouble as the bus connections have been moved to one easily accessible location. The overview of timetables and signposting has been significantly improved as have the conditions for visually disabled travellers, who have had a say in Ramboll’s design process.
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Improving everyday life---

Infrastructure, transport and traffic & Geotechnical and rock engineering
Victoria Falls Bridge, Zambia

The Victoria Falls Bridge across the Zambezi River is supported by a parabolic arch spanning more than 160 metres. The historic bridge connects Zambia and Zimbabwe and epitomises the classic idea of the art of engineering. In order to maintain the bridge for future generations a thorough assessment of the structural integrity of the 100-year-old bridge was required. Cooperation between rock specialists from Ramboll in Norway and our specialists in bridge management and materials technology has led to this technical solution.

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“This has been a complex and challenging job, with many disciplines and use of highly specialised skills. For us it was a prerequisite to have all consulting services delivered with discipline coordination already carried out.”

Odd Halvorsen  Project Coordinator in VKR Group, E39, Norway

Malmö City Tunnel, Sweden  Public transport in the Malmö area will be easier, quicker and more environmentally friendly when the Malmö City Tunnel is completed in 2011. For Ramboll the project is an excellent opportunity to exploit the cross-border cooperation possibilities as the project is being run with employees from both sides of Oresund, representing a mix of specialisations. Ramboll is assisting the contractors consortium MCG and the assignment consists of design for the groundwater lowering system, the mechanical and electrical design and the design of the emergency access routes and ventilation shafts.

Älvsborg Bridge, Sweden  Large trucks transporting heavy cargo in the Gothenburg area in Sweden are bound to enjoy improved traffic conditions when structural assessment work on the Älvsborg Bridge in Gothenburg is completed, presumably in the autumn of 2006. Ramboll consultants from Sweden and Denmark are carrying out the structural assessment and classification of the bridge.

E39, Norway  For the inhabitants of small communities in Southern Norway, such as Feda, the upgraded section of the E39 means flexibility and increased mobility. People in the local community will have more freedom to choose where and when to go shopping or socialise. Less time spent commuting to work is another advantage. The existing road, crossing the mouth of the village river and representing a barrier between the community and the sea, has been relocated to the landscape behind the village. The old bridge will be torn down in order to reopening Feda’s waterfront that once was the reason for the location of the settlement.

Furthermore, drivers in the area save additional minutes with the upgrade of the E39 section between Lyngdal and Flekkefjord, west of Kristiansand. Some 30 km of old standard road has been replaced by a 17.5 km modern dual carriageway meaning a reduction in travelling time of 20 to 30 minutes on the average car journey. The modern road facilities are also believed to limit the number of severe accidents, and furthermore the reduced fuel consumption will benefit the environment.

For Ramboll this has been a large and complex assignment comprising road and landscape design, bridge and retaining wall construction, drainage systems, environmental analyses, geotechnical engineering and interdisciplinary control. 3D modelling was used for some of the design work.
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Precious extra minutes---

“I’ll challenge anyone, and I’ll prove that this solution at any given time is the fastest and most time efficient - for the benefit of our citizens.”

Niels Rygaard  Dept. of Care for the Elderly and Disabled, Municipality of Aalborg

MobileCARE, Denmark: Home carers and visiting nurses in the Danish municipality of Aalborg now have online access to vital information such as journals and medicare schemes when visiting the elderly or disabled. In this way they are able to order medicine instantly, communicate directly with doctors and hospitals, file their observations straightaway and share these with colleagues who will visit the client later the same day. The system offers continuity and consistency in the care of clients and reduces the risk of faulty treatment. Currently, 250 employees in the municipality use the Ramboll Informatik MobileCARE solution.

The MobileCARE solution saves time in more ways than one. The home carers and visiting nurses no longer need to collect their visiting schedules from the central office nor do they have to remember information from each visit to write up on central computers later in the day. Now they can enter information related to their visit on the spot. This means more face-to-face time with the client. Time for a chat or special attention – those precious extra minutes that make such a big difference to the sick or elderly.

Now, a further roll-out of the MobileCARE solution is planned to cover all 2,000 employees in the municipality.

Medication system, Germany: The SRH Zentralklinikum in Suhl, Germany is now using a new patient based medication system which has improved patient safety and allows nurses to spend more time on care. The hospital expects a 15-20% reduction in drug costs and full transparency in the medication process as a result of using the system. An additional benefit is the extra time nurses will be able to re-allocate to attend to patients. Ramboll Management performed an extensive return on investment analysis as well as the final implementation of the Unit-Dose System.

Herning Hospital, Denmark: At Herning Hospital in Denmark, a new mother and child centre has been built with a focus on improved facilities for patients and their relatives, who will now benefit from having all necessary amenities in one place. The paediatric wards and units are placed next to each other in the same building with the added facility of family rooms being made available. Ramboll is carrying out the design and construction management.

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 Precious extra minutes---
Water supply system, Burkina Faso

51,000 people in Burkina Faso will gain increased access to clean drinking water and new sanitary installations with the extension of the existing water system which is planned for eight towns in Burkina Faso. Focus is on a sustainable solution which includes local hygiene education programmes and cooperation to benefit those living in the participating towns. Ramboll is providing technical assistance to the programme and is responsible for the detailed design, tendering and supervision work in one of the towns including a surface-water treatment plant, 10 km of feeder pipeline and an 800 m³ water tower.

Agriculture support programme, Zambia

The prospect of earning a living has improved considerably for small scale farmers in Zambia with the SIDA funded Agriculture Support Programme which will improve the income and food security of 44,000 peasant farmers through development of entrepreneurship and through improved service delivery to the agriculture sector. The programme is part of the Zambian Government’s national objective of poverty reduction.

By increasing capacity the Ministry of Agriculture and Cooperatives (MACO) has improved its service delivery to small scale farmers in Zambia. The capacity of other support entities within the agriculture sector has also improved during the course of the programme. Previously inadequate service delivery and limited access to markets and market information seriously limited optimal use of the resource base in the rural areas of Zambia. Now the farmers under the programme are able to secure their food supplies and to sell their products and thus increase their income potential.

Gas utilisation, Yemen

The natural gas project is part of the Port Cities Development Programme funded by The World Bank to encourage economic growth in Yemen. A significant part of the programme is to replace oil, the main source of energy in Yemen, with natural gas. Among other things, Ramboll has conducted a study estimating the current and future availability of the supply of natural gas until 2025.
Enabling faith in the future---

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Ramboll Natura’s role in the programme is participative planning and active involvement with the farmers as well as increasing the capacity in the agriculture service sector. Ramboll has a long history of implementing natural resources and rural development projects and programmes. The skills of project management, participative planning, action learning, entrepreneurship and enterprise development are all crucial to this programme.

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Communication simplified---
Mobile telephony, Thailand  For every fourth person in the world, the first mobile phone they own is also their very first telephone. It is a revolution that offers the individual owner completely new ways and opportunities for creating contacts, running businesses and receiving information about and from the rest of the world. In Thailand Ramboll is currently conducting a site audit and carries out the rectification of work on a total of 650 mast and tower sites.

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“The recommendations gave us a valuable understanding of the leisure tourist’s profile and of the market. This helped us develop a clear strategy plan, which will meet the actual and future needs of the tourists and the professionals.”

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Enhancing business performance---

Administrative burdens, England  British businesses will thrive and prosper if their administrative burdens are reduced. To make this happen, the British government has hired Ramboll Management and KPMG to measure the administrative burdens imposed on businesses due to tax regulations. The Standard Cost Model (SCM), known as AMVAB in Denmark, will be used to conduct the measurements.

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Tourism strategy, Belgium  In order to attract tourists to the capital and to meet their needs and expectations, Brussels has got a new tourism strategy. This strategic plan suggests that more cooperation and commitment is needed among public and private sector stakeholders in the tourist industry in order to develop a diversity of leisure tourism activities.

Ramboll Management has provided the recommendations for the strategic plan. They conducted a comprehensive study of leisure tourism in Brussels by carrying out a survey on 1,200 tourists in Brussels and an image study outside the country. This image study consists of five films shot in the neighbouring countries with people answering a questionnaire about Brussels. Six workshops were organised with participation of all the Brussels tourist stakeholders in order to allow them to participate in the development of the plan.

The French Community Commission of the Brussels Regional Government initiated the strategy plan and wanted recommendations as to how they could meet the current and future needs of the tourists and the expectations of the tourism professionals, in order to develop the plan.

Part of Ramboll Management’s recommendations are three statements which support the positioning of the city: Brussels as a cultural centre, Brussels as the capital of Europe and Brussels as the essence of "art de vivre" (art of living). The strategic plan will be in use for the next ten years.

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IT architecture, Denmark  The introduction of the Ramboll Baseline method for implementing a service-oriented IT architecture has meant fast and efficient implementation as well as substantial cost reductions for ATP Lifelong Pension. Ramboll Informatik first introduced the method in the organisation in November 2005.
“Though it has been a turbulent and intense process there is no doubt that by involving the users and developing the solution on an ad hoc basis, we have achieved a far better solution - within the same time frame and budget as in a traditional project.”

Jørgen Effersøe the Danish Working Environment Authority

Facilitating extraction of energy---

Windmill park, Norway: New windmill parks along the Norwegian coast will bring more renewable energy to the Norwegian market, and contribute to the fulfillment of Norway’s commitments for reduced climate gas emissions according to the Kyoto protocol. Furthermore, the windmill parks will contribute substantially to local income due to property tax and there will be an increase in the general activity level in the coastal communities during the periods of construction and operation.

So far, there have been only a few parks installed, but a number of energy companies have announced serious ambitions for higher production from renewable sources, and a large number of windmill parks are in the planning stage. However, the market is currently awaiting the necessary governmental arrangements for financing and technical integration against the existing electricity grid.

Ramboll is engaged to assist TrønderEnergi Kraft AS in their procurement of two windmill parks in the coastal area north of Trondheim in Mid-Norway. The work includes conceptual evaluation, project management, preparation of contracts, undertaking of bidding competitions and evaluation of bidders, as well as detailed preparation of contractual documents. As this is a highly international market, with most potential providers located outside of Norway, the tenders have been carried out following the international FIDIC Silver standard.

The Norwegian windmill market is still very young compared to e.g. Denmark. Therefore, Ramboll in Norway is working closely together with their Danish colleagues, who also have massive international experience in offshore wind power facilities. This is a priority for Norwegian project developers and industrial research companies.
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Facilitating extraction of energy---

PARK system, Finland: Everybody wants to feel as safe as possible and not to worry about an emergency happening to them. Rescue operations in Finland have been improved considerably with the new PARK system. If an accident occurs, the rescue operation is handled much more efficiently and preciseness at the most critical point is saved. The PARK system enables rescue authorities to get access to real-time data of buildings in an emergency situation, and the rescue teams are equipped with portable computers enabling them to access this data while they are already on their way to the rescue location.

Facilities management is extremely important in public buildings where many people come and go during the day. Accidents can be prevented beforehand by developing appropriate facilities management and rescue systems and in terms create a safer environment for everybody wherever they are. The PARK project is a development project (Real Estate Data to Rescue Vehicles), led by Ramboll in Finland.

IT user interface, Denmark: The Danish Working Environment Authority has introduced a new user interface developed by Ramboll Informatik for their reporting system, ATIS. This is used by inspection personnel to enter data from their visits to Danish companies. It is then processed for different purposes, including publication on the Danish Working Environment Authority website, using Smiley.

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Windmill park, Norway: Despite the fact that Norway is rich in water and gas, the search for new environmentally friendly energy resources persists. The country has more than 2,500 km of coastline to the North Sea and the North Atlantic, which represents a considerable potential for wind energy production.

Energy, oil and gas
The future oil and gas supply will be safeguarded with the extension of the Tyrihans oil and gas field. The expected reserves to be extracted from Tyrihans have been estimated to 182 million barrels of oil/condensate (29 million m³) and 35 million m³ of gas. For comparison this is the equivalent of four years’ consumption of oil and gas for Denmark. Statoil is the customer and Ramboll in Denmark is in charge of the design and planning of all the pipelines in connection with the extension.
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Torsvik CHP-station, Sweden

The CHP-station will be able to receive 130,000 tons of household waste a year and incinerate 20 tons of waste per hour. This equates to 60 MW – which can supply approx. 15,000 households with heat and electricity.

The plant will create a flexible energy system that shifts focus from dependence on oil as an energy source. Torsvik will produce both heat and electricity from the household waste, but biofuel and natural gas will also be considered when the plant is extended. Also, the increased production of electricity means that less imported electricity will be needed during the colder months.

The plant will also solve the current waste problems in Jönköping. Due to new rules for waste handling from 2005, including the prohibition of disposal of inflammable waste as well as organic waste, the municipality needed to find alternatives for getting rid of and making better use of the waste that is produced in the area.

Ramboll is responsible for part of the consulting, e.g. the project planning of the construction, electricity, heating, water and sanitation, as well as geotechnical analyses. Torsvik will be operational from the end of 2006 and will be linked into the district heating system which will then run the new plant. Kraftvärmeverket Torsvik is owned by the local company, Jönköping Energi.
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Torsvik CHP-station, Sweden

Kraftvärmeverket Torsvik, a new combined heat/power station (CHP-station) in Jönköping, Sweden, which transforms waste into energy, offers a number of benefi ts for local citizens and the municipality alike. The plant will solve the waste problems in the municipality and produce both heat and electricity to households in the surrounding area.

At Lindesnes, on the southern point of Norway, General Electric Healthcare produces a variety of substances for contrast agents. Among these (iodixanol for Visipaque™ is facing significant increase in market interest). To further enhance current capacity, expansions of production facilities were necessary.

A production facility for medical agents is a highly specialised plant requiring the contribution of many different skills to produce state-of-the-art solutions at all levels. Ramboll in Denmark worked as project consultant in close cooperation with Ramboll in Kristiansand. The technical tasks were extremely comprehensive and challenging, and the time perspective called for the involvement of more than 40 Ramboll employees in both countries.

3D modelling was used for construction design and for visualisation of the production facilities providing a fine foundation for the rearrangement and placing of the production equipment.
Protecting the environment---
Those living in Southern Sweden will have their future supply of electricity and heat secured when the capacity of the waste-to-energy facility of SYSAV in Malmö, Sweden, is expanded. For the environmentally conscious citizen it is an optimal solution that the waste produced in your everyday life is turned into the energy and heat that you need.

Among other things, Ramboll is responsible for the planning and design.
Human and structural assets---

Prerequisites for fulfilling our customers’ project objectives are that employees demonstrate job satisfaction, are enthusiastic about their performance and that they cooperate with their global colleagues.

Actions and results 2005  The Ramboll Group Academy was established in 2005 with a focus on training particularly the young professionals employed across Ramboll in topics with a corporate strategic focus which were otherwise not being covered by the business units in their internal training programmes.

An employee satisfaction survey was carried out for all employees across all business units.

The Corporate Competence Council (CCC) continued to operate throughout 2005 advising on changes in corporate Human Resources, IT development and knowledge sharing from an integrated Group perspective.

Facts about employees  The composition of human resources in Ramboll has remained relatively constant other than the total number of staff increasing by about 200. This increase reflects the growth in project portfolio. The increase in recruitment has also been reflected in a decrease in the number of employee appraisal interviews carried out. These appraisals have already been identified as an area of improvement in the employee satisfaction survey. A relatively large change has been the increased representation of women in management from 8 to 11%, equivalent to 10 additional positions. A new analysis of educational background has shown than 73% of all employees within Ramboll have achieved a higher level of tertiary education.

Enabler criteria

Enabler criteria Ensuring that Ramboll provides a positive working environment in order to recruit and retain the best employees. Involving and empowering employees by recognising their achievements. Offering continuous professional development of the necessary skills.

Human assets

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Human assets  31 Dec.

<table>
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<tr>
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<tbody>
<tr>
<td>Number of permanent employees</td>
<td>4,235</td>
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<tr>
<td>Average number of employees</td>
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<tr>
<td>Employees with more than one year’s experience with Ramboll, %</td>
<td>86</td>
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<tr>
<td>Experience in job since tertiary graduation, years</td>
<td>15.1</td>
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<tr>
<td>Average age</td>
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<td>Average age of managers</td>
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<td>Female, %</td>
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<td>Tenure among managers, %</td>
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<td>Staff turnover, %</td>
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<td>Employee appraisal interviews carried out, %</td>
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<td>Educational background, %</td>
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<td>Master’s Degree</td>
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<td>Bachelor’s Degree or Diploma</td>
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<td>Other</td>
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Structural assets

Enabler criteria  Managing technology and information efficiently. Supporting knowledge sharing and innovation.

Information technology, DKK  2005

<table>
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<td>Telecommunication expenses per employee</td>
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ramboll.com – annual review 2005/human and structural assets
Human and structural assets---

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### Human assets

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#### Educational background as of 2005

- PhD or Post Doctorate | 3
- Master’s Degree | 39
- Bachelor’s Degree or Diploma | 31
- Other | 27

### Actions and results 2005

The Ramboll Group Academy was established in 2005 with a focus on training particularly the young professionals employed across Ramboll in topics with a corporate strategic focus which were otherwise not being covered by the business units in their internal training programmes.

An employee satisfaction survey was carried out for all employees across all business units.

The Corporate Competence Council (CCC) continued to operate throughout 2005 advising on changes in corporate Human Resources, IT development and knowledge sharing from an integrated Group perspective.

#### Facts about employees

- The composition of human resources in Ramboll has remained relatively constant other than the total number of staff increasing by about 200. This increase reflects the growth in project portfolio.
- The increase in recruitment has also been reflected in a decrease in the number of employee appraisal interviews carried out. These appraisals have already been identified as an area of improvement in the employee satisfaction survey. A relatively large change has been the increased representation of women in management from 8 to 11%, equivalent to 10 additional positions. A new analysis of educational background has shown than 73% of all employees within Ramboll have achieved a higher level of tertiary education.

### Structural assets

**Enabler criteria**: Managing technology and information efficiently. Supporting knowledge sharing and innovation.

#### Information technology

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunication expenses per employee</td>
<td>6,000</td>
</tr>
</tbody>
</table>

#### Structural assets

- New IT tools have been tested and implemented in a number of areas, including 3D drawings and simulation.

- In technical engineering, IT platform synergies have been pursued, with joint contracts established for a number of construction calculations, work specifications and drawing tools.
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Strategic processes---

Being one company with local representation, working together in an international network and transforming global knowledge to local conditions are all factors that make a difference when providing knowledge solutions for customers.

Enabler criteria

- Developing, communicating, deploying and reviewing strategies and action plans systematically as part of the overall innovation process. Involving employees throughout the process to ensure their understanding and ownership.

<table>
<thead>
<tr>
<th>Cross-border revenue, %</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities in Nordic markets other than home market</td>
<td>11</td>
</tr>
</tbody>
</table>

1. Revenue generated from projects in Nordic markets other than the home market of the business unit, e.g. Ramboll Denmark having projects in Sweden.

Actions and results 2005

An agreed understanding of the strategic focus and development potential in Ramboll has been established through managerial processes of cooperation, meetings and networks among Ramboll’s 300 managers. This, combined with the establishment of technical networks between different specialisations, has increased the cross-border cooperation. Despite the geographical distances, key competences have been identified, virtual project performance has been initiated and project activities have been carried out by colleagues from other local offices.

2005 has been the year in which these cross-border synergies have become more significant to Ramboll’s operation, and it is one of Ramboll’s strategic objectives to strengthen this cooperation even further.

The strategic planning process has been aligned throughout Ramboll, with all business units using the same process model and tools. In some business units these techniques are being utilised by all departments and sub-groups, providing a strong alignment in understanding the strategic processes and objectives.

Local partner – global knowledge---

- 97 offices in the Nordic region
- 27 offices in Denmark
- 36 offices in Sweden
- 15 offices in Norway
- 19 offices in Finland
- 18 permanent offices in the rest of the world
- Projects in more than 100 countries
Strategic processes---

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Cross-border revenue, % 2005

Activities in Nordic markets other than home market 1

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Projects in more than 100 countries

Local partner – global knowledge---
Values and leadership---

The basis for Ramboll’s operations is a commitment to provide applied knowledge services of quality and value to the customers, in a way where the solutions aim to offer better living and working conditions for people and a sustainable development for society.

“We must create a positive atmosphere of support and encouragement for our employees in order to meet our business goals.”

Sari Kaikkonen, Group CFO, Ramboll

What do Ramboll’s values mean to you?

Flemming Bligaard Pedersen (FBP): Values are the core of a company. The glue that binds it together, really. All you’ve got without a common value set is a gathering of people. It’s only when these people start sharing the same values that they together form a company.

Sari Kaikkonen (SK): Yes, and values also guide you in decision making. As a leader you can’t possibly know all the details related to every decision you have to make. But when the value set is in place as the basis for everything you do, it helps a lot.

FBP: Acting in accordance with your company’s values must be determining in leadership. What is right or wrong to do in a given situation must be a gut feeling. It’s crucial for you to sense that. If one day you are no longer in tune with the basic values, it’s time for you to leave.

SK: As a leader you’re a role model. You must live the values, so to speak.

How is that done? How do you live the value of trust for example?

SK: It is not so difficult, actually. The values are thoroughly integrated in Ramboll. Even when you come from the Finnish part of our company, like I do, and move to Denmark to work you soon feel the significance of sharing the same values. I believe it is because the histories of our amalgamated company are so alike. The Finnish recipe for creating trust in our field of business epitomises the Ramboll values rather well: “keep your head cool, your heart warm and your hands clean.”

FBP: Yes, I immediately liked this expression when I first came across it as it is so easy to remember and also sums up the way we want to see ourselves – and be seen by our stakeholders.

Value keywords

<table>
<thead>
<tr>
<th>Trust</th>
<th>Honesty and integrity, openness and cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>Quality and value for the customer</td>
</tr>
<tr>
<td>Innovation</td>
<td>Development, improvement, exploitation and sharing of knowledge</td>
</tr>
<tr>
<td>Commitment</td>
<td>Responsibility, focus, initiative and high motivation</td>
</tr>
<tr>
<td>Empowerment</td>
<td>Decentralisation and delegation of authority</td>
</tr>
</tbody>
</table>

Value keywords

Enabler criteria: Developing Ramboll’s mission, vision and values to ensure common goals, a common direction and mutual understanding. Promoting professional and value-based leadership at all organisational levels.

Leadership assets, %

<table>
<thead>
<tr>
<th>2005</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Managers total no. of permanent employees</td>
<td>7</td>
</tr>
<tr>
<td>Managers who have taken part in management training courses since their appointment</td>
<td>68</td>
</tr>
<tr>
<td>Managerial staff turnover</td>
<td>10</td>
</tr>
<tr>
<td>Internal managerial appointments</td>
<td>75</td>
</tr>
<tr>
<td>External managerial appointments</td>
<td>25</td>
</tr>
</tbody>
</table>

Actions and results 2005: 2005 was a relatively stable year in terms of managerial resources – the ratio of management to employees was the same as in 2004. This implies that managerial resources have increased in line with the increase in employees. With a relatively high managerial staff turnover, there are many new organisational managers. This development provides an inspiring challenge in terms of training, support and mentoring. However, 75% of the new managers have been internally appointed, and as such, there remains a good understanding of the corporate identity, knowledge platform and operational practices.

ramboll.com – annual review 2005/values and leadership
Values and leadership---

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The basis for Ramboll’s operations is a commitment to provide applied knowledge services of quality and value to the customers, in a way where the solutions aim to offer better living and working conditions for people and a sustainable development for society.
What would you like Ramboll’s values to signal to our customers?

FBP: Hopefully, they signal that we constantly strive to be the right business partner. That we are focused on always optimising the benefits and value potential of the services we sell. – And it would be nice if they also signal the particular mix of hardcore professional skills and certain personal characteristics that are so typical in Ramboll.

SK: The values make it possible for us to integrate our employee focus and our profit focus. We must create a positive atmosphere of support and encouragement for our employees in order to meet our business goals.

How could the values be jeopardised?

FBP: If some day we lose the gut feeling I mentioned before, if we forget to always insist on practising the values - and if we do not take proper action, if we neglect them. It’s crucial that all employees get the values under their skin. And it is our leadership responsibility to have a continuous dialogue about the significance of them.

Ramboll is becoming an international company. How do we utilise the dynamics of belonging to different national cultures?

SK: The experience we get from working closely together across the Nordic countries gives us valuable knowledge about differences in culture. At first we may think that we are so alike, but quite significant cultural differences occur when we start working closely together. While learning a lot about discrepancies in culture, we also have some fun in confirming certain stereotypes about our different nationalities. The Swedes want to discuss, the Danes want to discuss matters for a certain length of time, while the Finns want to reach decisions and then discuss the impact of them. When a decision has been made, the Danes want to discuss it further and so on…

FBP: Yes, we discuss a lot at meetings, but we also learn a lot from listening to each other. Our different backgrounds are the reason for our different angles of approach and they are very much a strength when operating in the market. It broadens the perspective of our thinking and it provokes creativity that we have to overcome the differences and reach agreement on how we want to develop Ramboll.

SK: A lot of people in Ramboll have acquired cross-cultural skills through working on projects around the world, but for many of the line management and general staff people it has been a valuable cultural eye-opener to have new colleagues from the neighbouring Nordic countries and from Russia.

What is required of leadership in future?

FBP: As always the future is demanding. You are exposed a lot as a leader today. There is a strong demand for continuously creating results and growth. It takes a lot of courage, determination and empathy to fulfil the role. Not least in a dialogue-based organisation like Ramboll.

SK: You’re right. But it’s also very interesting. Modern employees want many other things from their jobs, not just the money they earn. They want to be professionally challenged and to get enjoyment from their work and they also treasure their personal freedom and time to enjoy other aspects of life.

FBP: To constantly motivate people is so important. It’s the only way to get things done and to develop the organisation. You must be able to attract the best people to your company – and to keep them. As a leader you must be in the forefront of developing a culture that facilitates innovation and innovative thinking. Employees must respect their leaders. You’re not automatically respected because of your position. I believe that in future employees will elect their own leaders, so to speak, on the basis of the personal and professional qualifications they have.

SK: Yes, we will see a change from people being given a leading position to actually earning it.

Could you elaborate on Ramboll’s vision?

FBP: I envisage a company peopled with employees representing a number of different nationalities, holding a number of different academic degrees and working on innovative and creative solutions for our customers wherever in the world they may be.

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Facts---

Profile Ramboll is a leading, Nordic provider of knowledge services with a broad specialisation, operating globally in three main business segments:

- Buildings
- Infrastructure, transport and traffic
- Water and environment
- Energy, oil and gas
- Telecommunications
- Industry
- Waste
- Health
- International development projects
- Facilities management
- Architecture/landscape architecture
- Geotechnical and rock engineering
- Management
- Information technology

Ramboll employs around 4,500 specialists who undertake the complete project life cycle from concept to completion, and further into operation and maintenance. All our solutions reflect our integrity and a strong commitment to sustainable development for people, society and nature.

Mission

We work within the fields of engineering, environment, management and IT in an international context. Based on experience, high expertise, innovation and teamwork, we are committed to provide knowledge-driven services of quality and value to our customers. Our solutions aim at contributing to better living and working conditions for people and a sustainable development for society.

Vision

The Ramboll Group will be a leading international provider of applied knowledge services through proximity to our customers wherever they are.

Ownership

All shares in Ramboll Gruppen A/S are owned by the Ramboll Foundation and by senior managers in Ramboll. The main objective of the Foundation is to be the owner or co-owner of Ramboll Gruppen A/S, and in this way promote the company’s continuity and development. Moreover, the Foundation can grant financial support for research, education and charity. Those of the Foundation’s board members that are elected by the Foundation are preferably elected among present and former managers in the companies in which the Foundation has direct or indirect financial interests.

ramboll.com – annual review 2005/facts

Organization

Ramboll Denmark A/S
MD, Søren Holm Johansen
Ramboll AB (Sweden)
MD, Bent Johannesson
Ramboll Norge AS
MD, Thorleif Mortensen
Ramboll Finland Oy
MD, Jarkko Heikkilä
Ramboll Management A/S
MD, Leif Støy
Ramboll Informatik A/S
MD, Jaakko Heikkilä
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Facts---
Group Management Committee---

Flemming Bliggaard Pedersen
Chief Executive Officer,
Rambøll Gruppen A/S
MSc (Eng), PhD (Eng)
Born in 1948

Sari Kaikkonen
Chief Financial Officer,
Rambøll Gruppen A/S
MSc (Econ)
Born in 1966

Søren Holm Johansen
Managing Director,
Rambøll Danmark A/S
MSc (Econ)
Born in 1955

Bent Johannesson
Managing Director,
Rambøll AB
MSc (Eng)
Born in 1954

Jan Ove Holmen
Managing Director,
Rambøll Norge AS
MSc (Eng), PhD (Eng)
Born in 1949

Jaakko Heikkilä
Managing Director,
Rambøll Finland Oy
MSc (Eng)
Born in 1946

Leif Støy
Managing Director,
Rambøll Management A/S
MSc (Econ)
Born in 1944

Thorleif Mortensen
Managing Director,
Rambøll Informatik A/S
MSc (Eng)
Born in 1958

From left: Jaakko Heikkilä, Sari Kaikkonen, Jan Ove Holmen, Søren Holm Johansen, Flemming Bliggaard Pedersen, Bent Johannesson, Leif Støy, Thorleif Mortensen
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Consultancy and services 12
Human and structural assets 38
Strategic processes 40
Values and leadership 42
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