SECTOR REVIEW

November 2002

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 2001 and 2001/2002.

STD Svensk Teknik och Design
ARKITEKT- TEKNIK- OCH INDUSTRIKONSULTFÖRETAGEN I SAMVERKAN
Swedish Federation of Consulting Engineers and Architects

Contents

Cover:

Stäksundsbron (railway bridge)
Structural Consultant: ELU Konsult
Architect: WSP Sweden/Söderblom & Palm
Client: Banverket

Photo: Daniel Hertzel

Foreword

Our sector creates values that last. Our sector has a direct influence on planning, function, economy, technology and aesthetics in some 90% of the physical investments that are made in Swedish urban development. Our sector is playing an increasingly important and far reaching role in the development of industry; not only through planning and design for investments in the process and production apparatus but also as an increasingly important part of the research and development that is taking place within industry.

The purpose of our Sector Review is to reflect this, and to help make our sector – with its architectural firms, engineering consultancies and industrial consultants – more visible. We see a growing number of companies with countries in the Nordic area as their market, or at least with operations in another Nordic country in addition to their own home market. The number of mergers and corporate acquisitions is steadily increasing, both within and outside Sweden. Internationalisation is becoming increasingly evident in our sector too.

With our Swedish, Nordic and international review, we hope that our readers will become more acquainted with our sector and its companies, trends and operations.

It is the goal of our joint trade and employers' organisation, the Swedish Federation of Consulting Engineers and Architects within ALMEGA, to make the sector more visible. Market information of the type you are at present reading is part of organisation's outwardly-directed activities.

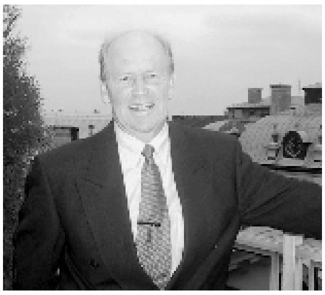
The Sector Review, in successively changing form, is now being published for the 17th year in succession. It is distributed to the member companies of our Federation and to the other companies that have taken part in the survey. It is also distributed to influential client companies, journals, economic forecasters, corporate analysts, etc. in Sweden and the other Nordic countries, as well as to Swedish embassies and export offices. Other recipients include those companies outside the Nordic area that take part in our survey, as well as international development banks, development organisations and administrations within the EU Commission and major 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 like to take this opportunity to thank all those contributors who have helped to make this review possible.

Thomas Erséus, Managing Director of WSP Europe AB

Chairman of the Swedish Federation of Consulting Engineers and Architects

Slow recovery in Sweden



Bengt O. Andreasson
Swedish Federation of Consulting Engineers and Architects (STD)

The Sector

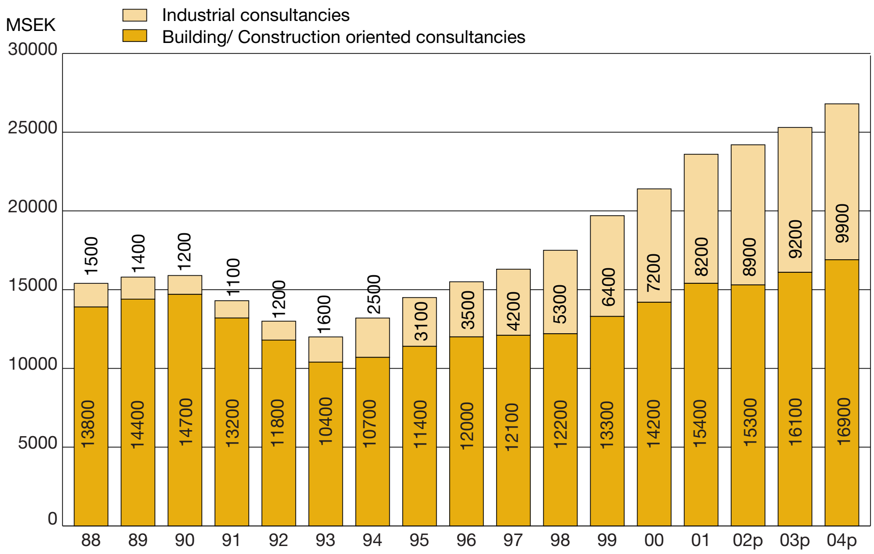
	2001/2002	(2000/2001)
Turnover, billion SEK	23.6	(21.4)
Average number of employees	34700	(32300)
Number of groups	ca 5000 [1)]	(5000)

[1)] last figures from 2000.

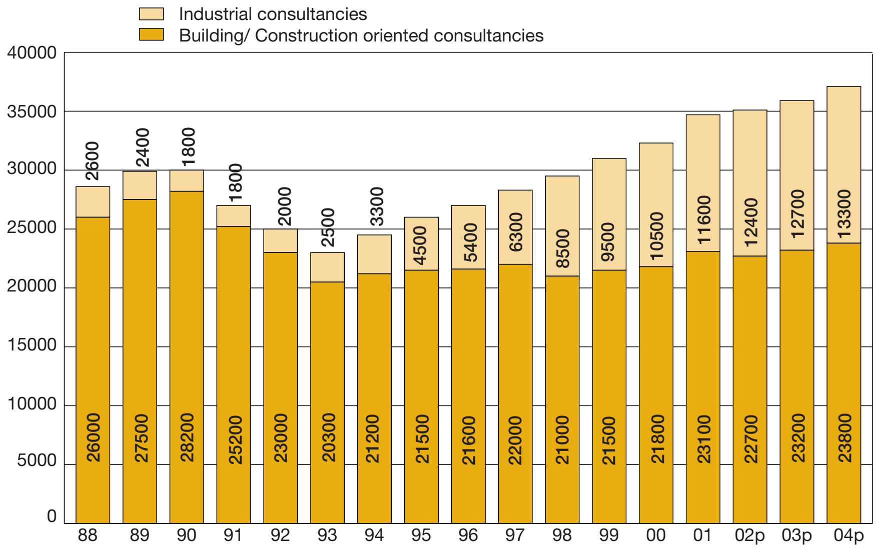
The sector is offering resistance in difficult times

The present market situation is difficult to judge, and we have now been experiencing it for almost eighteen months. As a consequence of various world events we have been tossed backwards and forwards between hope and despondency concerning the world economy and market developments. And the visibility is still somewhat obscured, even though the fog is at last beginning to lift. Ever since the end of the first six months of 2001, the consulting sector has experienced a significant weakening, and is only now – in autumn 2002 – beginning to become more stable. Compared with the forecasts in our Sector Bulletin six months ago and up to and including June, it means a somewhat stronger but above all longer period of uncertainty. For certain parts of the sector, however, the recovery will be felt in the first half of 2003, while other segments will have to wait until after the summer before they can feel solid ground beneath their feet. At the same time, we wish to emphasise the strength of the sector and the strength it has shown in these difficult times. Despite a weakening autumn market, growth in 2001 even proved to be somewhat better than we predicted in our Sector Bulletin for June. We judge that 2002 will be a year in which the volumes are maintained but with a certain drop in profitability. It will be followed by at least two years of growth and a more favourable business climate.

Turnover in the Sector, MSEK



Average number of employees in the Sector



Source: Swedish Federation of Consulting Engineers and Architects (STD)

Sluggish economic development

After three years, 1998-2000, of sound economic development there was a sudden downturn at the end of 2000. The year 2001 had to be rescued by an expansive financial policy, mainly in the USA but also in Europe. Base level has been reached, but a real recovery in the world economy cannot seriously be expected until the end of 2003. The Riksbank, or Swedish Central Bank, has recently lowered the Swedish repo interest rate to 4.00 % (previous rate, 4.25%).

Economic development in general is described on p. 30.

Complex risk factors

With a relatively high and steadily increasing dependence on exports, the Swedish economy is in turn heavily dependent on the international economy. The OECD has largely the same attitude to developments as many domestic observers, and predicts a certain upswing. During 2002, growth in GNP will stop at 1.7% to increase next year by 2.5 % and by 2.8 % during 2004. As far as Sweden is concerned, the "local" risk factors are the trend towards high payroll costs, the increasing number of people on sick

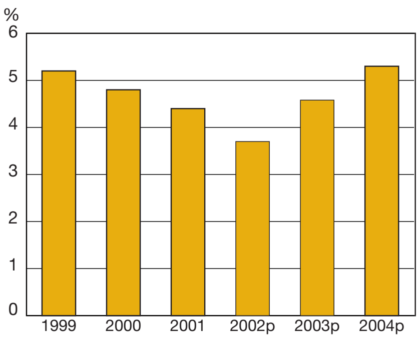
The development within the Sector

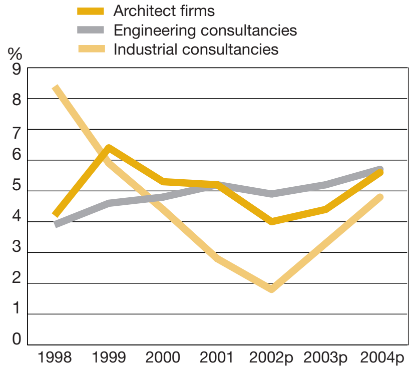
	Turnover per employee, SEK thousand						Result after financial items per employee, SEK thousand					
	1999	2000	2001	2002p	2003p	2004p	1999	2000	2001	2002p	2003p	2004p
The top 200 groups	764	815	843	849	874	905	40	39	37	31	40	48
of witch												
building construction oriented	787	837	856	864	892	921	39	45	45	41	45	52
of which												
architect firms	854	863	900	885	900	925	55	46	47	35	40	52
engineering consultancies	775	832	848	860	890	920	36	40	44	42	46	52
industrial consultancies	747	774	820	825	845	880	44	34	23	15	28	42

(the figures for 2000 - 2002 are excl Alecta/AP)

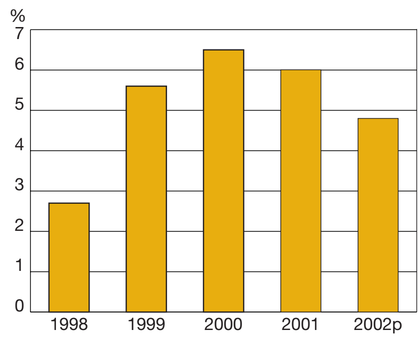
Source: Swedish Federation of Consulting Engineers and Architects (STD)

Result margins in the top 200 groups





Payroll cost/employee



Source: Swedish Federation of Consulting Engineers and Architects (STD)

leave and our tendency to give priority to leisure rather than work, or in other words the latent demand for shorter working hours. And not least, our dependence on investments in telecom and the IT sector. And it is these signs of increasing investment that everyone is looking for. Industrial production has started to recover in the USA and is giving hopes of new investments, even though today's capacity utilisation is low. In other words, a somewhat delayed economic recovery can be expected.

Unexpectedly healthy outcome in 2001

After an initially strong spring, essential parts of the market were radically weakened during the autumn. Despite this, for architects and engineering consulting firms oriented towards the building and civil engineering sector, the year 2001 was a surprisingly good year. The turnover for these segments increased by approximately 8 % and the increase in the number of man-years was 6 %.

Architectural firms alone increased their turnover by approximately 8 %, but the number of man-years decreased by about 2 %. The engineering consultants in turn increased their volumes by 9 % and the number of man-years by 8 %. One or two percentage units of this figure can be attributed to the expansion on the part of subsidiaries in the other Nordic countries.

Despite the downturn in the economy, the industrial consulting firms were also able to report continued healthy expansion with an increase in turnover of approximately 14% and an increase in the number of man-years of approximately 10%. This was possible despite the fact that several companies were forced at the end of the year to make cuts in certain areas.

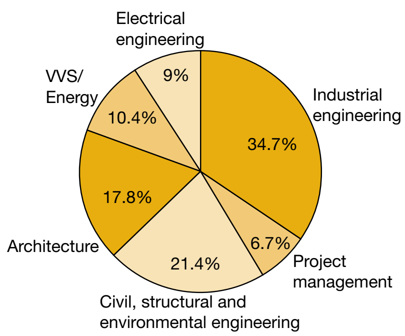
Consolidation in 2002

The present year could be regarded as an interim year during which companies are setting their houses in order. The economy has continued to give ground. In particular, the sector has noted the downswing in commissions incorporating private investments in offices and commercial premises. And the decline has been even more noticeable in the Greater Stockholm area, which experienced a boom within the area over the period 1998-2000. In this part of the market, it is in our sector the architectural firms that have been most tangibly affected by the downturn. During 2001, these firms had some 35 - 40 % of their project portfolio within this area. A gradual adaptation of the resources during the course of the year will result in a further decrease in the number of man-years in these firms by a few per cent.

The engineering consultancies are, of course, also under pressure, but with their wider fields of operation they are expected to hold ground better.

The industrial consultancy segment will report an increase in terms of figures, but this is basically attributable to Teleca's purchase of AU-System. The low point has been reached and the company can now see signs of a cautious recovery, partly as a result of market-oriented measures. However, difficulties in connection with certain base industries, for example SAAB, still pose certain threats.

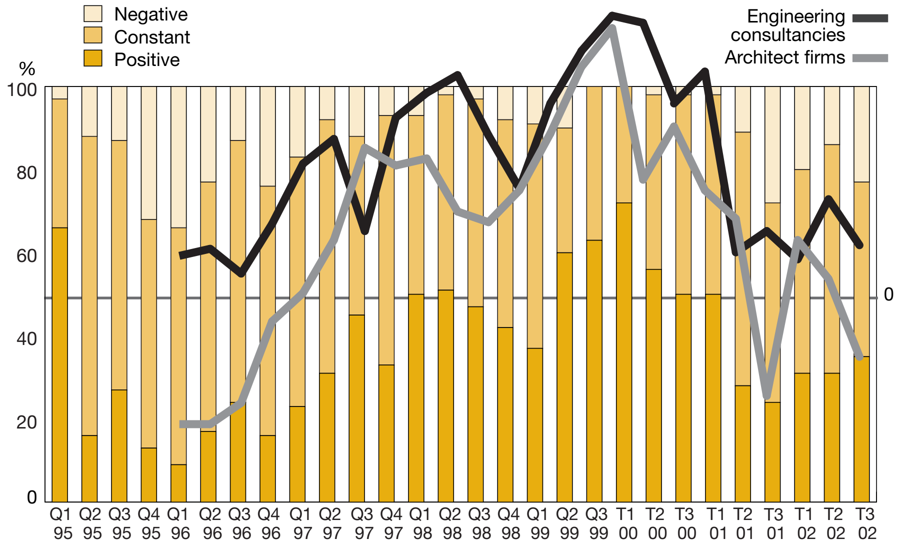
Share of the Sectors turnover within different sub-sectors



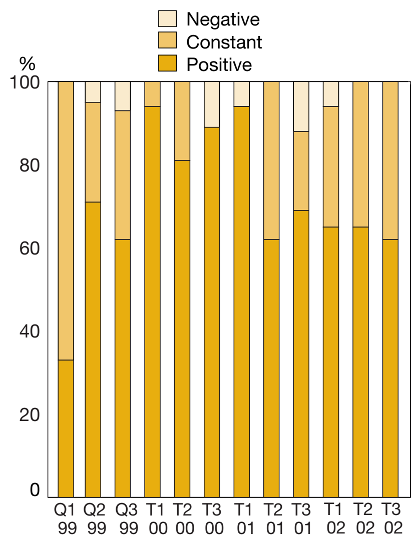
Source: Swedish Federation of Consulting Engineers and Architects (STD)

From the ”Investment Signals” – Order forecast

Architects and engineering consultancies



Industrial consultancies



The bar chart shows the forecasts made by architectural and consulting engineering firms at each measuring point, of what the firm‘s order situation will be in six months‘ time. The confidence curvegraph shows the same forecast, but for the Architects and Consulting Engineers separately. Figures above zero (see the axis to the right) indicates growth.

Source: Swedish Federation of Consulting Engineers and Architects (STD)

The entire sector has during 2002 jointly experienced somewhat greater pressure on prices and a somewhat lower level of billing. And if this may have made a considerable impression on payroll cost trends, the companies will survive the year, despite the circumstances, with only a moderate decrease in profit trends.

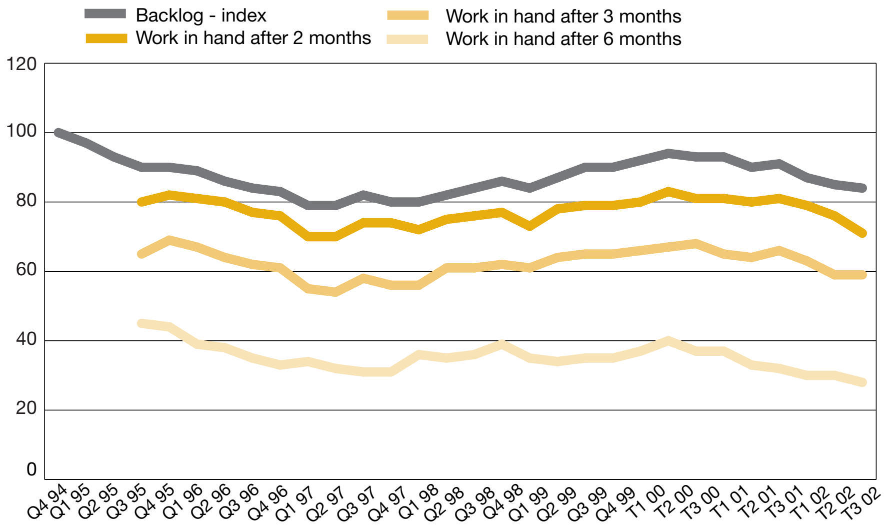
2003 – still worth waiting for

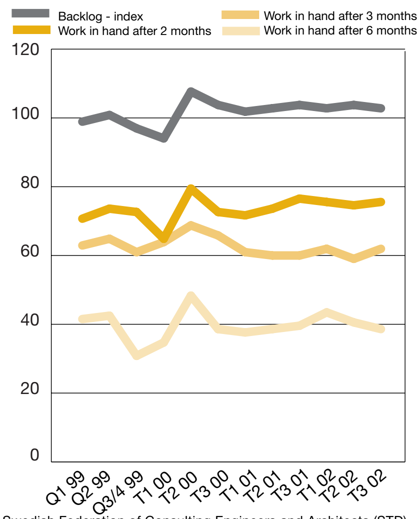
Since the recovery rate for the world economy, and thus also the Swedish economy, is slow, the forecast for our sector must also be more restrained. If we start by studying the development of industry in Sweden, there are as yet no real signs in November of an increase in orders. But a change in the situation may not be far off. On the other hand, it may take time before production reaches the point at which capacity has to be extended. The development of new products should be in the forefront of this scenario. And industry is quick to change course when faced with more positive economic prospects. The somewhat improved situation that industrial consultants have been experiencing this autumn will probably level off somewhat at the beginning of 2003. Later in the spring, however, we expect to receive clearer signals of a recovery. SAAB is an example of a base industry that is bleeding, and which has traditionally been an important client of the industrial consulting firms. As industry makes cuts in its own personnel resources, it is also making cuts among consultants and other suppliers, and sending out signals of a change to more in-house activities.

Break in long-term trend

The consulting sector has over the years become used to this type of turnabout. In our experience, however, it only represents a slight break in a long-term trend in which industry tends to be to carrying out an increasing share of the development work in co-operation with consulting companies and other suppliers. In 2003 too, however, it will mean a period in which engineering consultancies are forced to continue directing their energies towards inner consolidation – or what should perhaps be referred to as offensive consolidation. The volume of outsour-

Backlog of orders – index and work in hand





Source: Swedish Federation of Consulting Engineers and Architects (STD)

cing assignments will probably not increase to any great extent. The risk associated with potential areas like this is that the clients prefer to cut away the operations rather than have them developed. We judge, though, that the business climate for industrial consulting firms will gradually improve over the next few years.

In the construction and civil works-oriented area we judge that the volume of assignments in the office and commercial premises area will decrease further during the spring before stability is reached during the second half of the year. The architectural firms are the players that are feeling this most strongly, but as a result of the ongoing adaptation to resources, we judge that the economies of these firms will during 2003 be nevertheless strengthened somewhat. The volume of assignments for housing design will continue to be positive. The engineering consultancies, with their broader-based activities, will enjoy more favourable economic development during 2003. Within the overall climate of falling investments, a reorientation is under way towards increased conversion and tenant adaptation. We know from experience that this favours the installation consultancies. The volume of work in the infrastructure area is increasing and the engineering consultants also have a market in the growing investments being made in the energy area. The environmental area is also a growing market.

During the course of the future recovery, the restructuring of the sector within the national borders will also begin to regain momentum.

Illogical price structure – with potential

The efforts being made by companies to introduce more active pricing for their services has over the past three years borne fruit. It is above all the most qualified services that should be upgraded. At the same time, it could help to vary the services that are offered. Even though new forms of payment have been discussed during recent years, architects and engineering consultants still remain with 60-65 % of their project volume on some form of variable fee basis and the industrial consultants up to 70 %. In times of a harsher world climate, it is illogically enough the pricing of the most qualified services that the clients are trying to force down. This has also been the case over the past year, but consulting firms now appear to have been able to offer relatively strong opposition. The price structure for architectural and consulting firms in the building and civil works-oriented area has been relatively positive with a high level of client acceptance. The industrial consulting firms have also improved their price structure, but are generally more pressed in connection with the most qualified positions. From today's SEK 800 – 1 000, it should be possible to raise prices by three to four hundred SEK. Our sector will then come closer to the attitude being shown within closely related consulting sectors, which have succeeded better in separating out and marketing excellence, and which do not have our excessively flat price structure.

Profitability developing unevenly

The level of profitability was unexpectedly healthy for architectural firms during 2001, and was expected to have improved among the engineering consultancies. During the autumn, architectural firms had already begun with an adaptation of their resources to the reduced demand for assignments within offices and commercial premises. Although the development in payroll costs was as strong as we had feared, profit margins could be maintained. The result per employee measured in Swedish kronor even increased to certain extent. With greater pressure on prices and a worse order situation during 2002, profitability will be impaired somewhat. During 2003, we again believe in cautious economic recovery among architectural companies.

The engineering consultancies improved their profit margins in 2001, but not to the extent we had originally expected. The reason for this is in the first instance the fact that the development in payroll costs was higher than expected. During 2002, we anticipate a moderate downturn in profits, but profitability will once again recover during 2003. The engineering consultants will thereby return to a positive result in terms of profit trends.

The profitability of the industrial consulting firms was substantially impaired during 2001– although not as much as expected. During 2002, the companies are in the process of changing many of their priorities. As a consequence, we expect the segment as a whole to report a decrease in profitability this year too. However, several industrial consulting firms have now turned the corner in their profit trends and will, with continued expansion, improve their financial result in 2003.

Salary cost trend disturbingly high and flat

During 2001, the sector could only to a certain extent slow down the disturbing payroll cost trend. From having increased by almost 6.5 % during 2000, the increase in payroll costs per employee dropped somewhat to approximately 6 % during 2001. Consideration must be given to payroll costs throughout the whole year, and the change does not necessarily need to be that momentarily reported in a revision of the pay scale. The term payroll cost also includes any result-based payments that have been made as well as any other forms of bonus, structural changes, etc., or in other words all the payroll expenses that affect the company's result. An increase of 6% is in line with our preliminary assessment. Surprisingly enough, however, the engineering consulting firms had the highest payroll cost trend with 6.8%, the architectural firms came second with 6.2% and the industrial consultants ended up with approximately 4.5%.

Salary cost development must be kept down so that the sector profit level is not impaired too much this year and so that next year the sector can be back on track towards long-term positive development. This means that companies must aim more clearly at the nominal agreement level in pay scale revisions. For the sector as a whole, the information we have to hand indicates an increase in payroll costs of approximately 4.5-5 %

Turnover/employee

(in SEK thousand)	2001	2000	1999	1998	1997	1996
Management consultants	**1490**	1825	1830	1600	1380	1200
IT consultants	**1040**	1020	1075	1050	1160	1090
Lawyers' offices	**1610**	1300	1225	1200	1150	1150
Market surveyors	**990**	1035	895	830	860	1070
Public relations and communication	**1050**	1350	1085	990	960	970
Auditors	**920**	885	880	800	750	760
and as per our table on page 10-11						
Industrial engineering consultants	**824**	779	755	726	797	730
Architects/building engineering consultants	**835**	823	768	730	674	680

The table above presents data from the 30 to 50 largest companies in several sectors. The data mainly taken from the business journals Affärsvärlden and Veckans Affärer.

Source: Swedish Federation of Consulting Engineers and Architects (STD)

Building and industrial investments

The companies within the sector are involved at an early stage of the investment cycle, and the direct building or industrial investments follow on average some twelve to eighteen months after the survey and design input. From the “investment signals” presented by STD in October, it can be seen that architectural firms and engineering consultancies continued to be suffering from a weak order situation. Building investments during 2002 will remain largely unchanged compared with the previous year, and will not show any growth until the second half of 2003. The rate of increase (rolling annual growth rate) may by then amount to 4-5 %.

There are brighter areas, however. The order situation for engineering consultants shows that the investments in infrastructure are beginning to increase. Planning activities have also increased substantially since Parliament finally passed the delayed infrastructure bill late last autumn.

The volume of commissions for multi-family housing projects shows continued positive development. We judge that the investments in multi-family blocks – new buildings and conversions combined – will increase by approximately 7 % during 2002 whereas the initial rate for 2003 will be approximately 8-10 %.

On the other hand, the order situation for architects and engineering consultants within the area of “other buildings” has slowed down somewhat since the end of 2000, and this process has speeded up since summer 2001. This year, the decrease is judged to be in the order of 7-9 %. Private investments are decreasing this year by just over SEK 4 billion whereas public sector investments are expected to increase by barely SEK 1 billion. To sum up, a stabilisation is not anticipated until the second half of 2003. At the same time, the relocation of companies and other adaptations to tenant requires increased reinvestments.

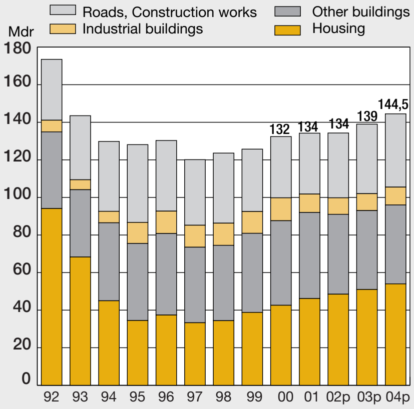
An expectant industry

In a stagnating industrial business cycle, there is nevertheless an increase in the volume of work within product development and in assignments for production and process developments within industry. The positive backlog of orders booked by industry in the spring lost its impetus somehow. For the rapidly changing industry, the time for making new investments is thought to be dependent on the stock market climate. At the same time, important Swedish industrial companies are cutting back on their costs. The most positive developments are to be seen within the chemicals, pharmaceutical and foodstuff areas, as well as in the energy sector.

The investments made by industry in machinery and equipment in Sweden have been steadily decreasing (measured in fixed prices) over a number of years after having more than doubled over the period 1993 - 1996. In addition to the investments reported are increasing investments in energy and power. But above all, there is an added volume of R&D – greater than the investment volume – within which industrial consulting firms are becoming increasingly involved.

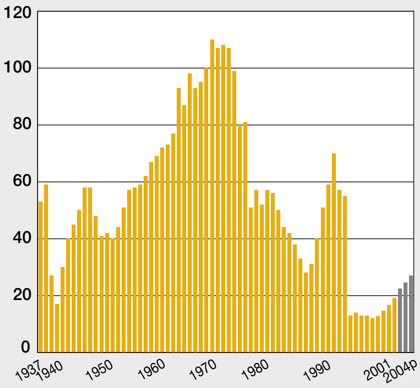
Investments in the construction sector

Billion SEK in 2001 value of money



Source: SCB, Swedish Federation of Consulting Engineers and Architects (STD)

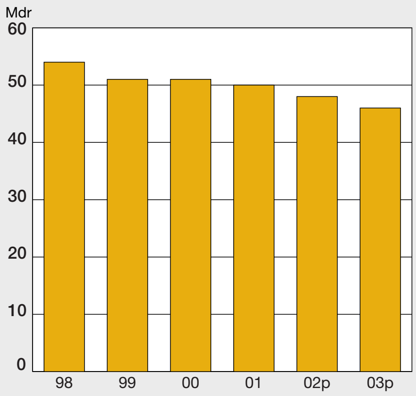
Housing construction in Sweden –thousands of commenced apartments



Source: SCB, Swedish Federation of Consulting Engineers and Architects (STD)

Investments in Machinery and equipment

Billion SEK in 2001 value of money



Source: SCB

for the current year. Our forecasts are also based on companies keeping a check on hours worked, which with only very small changes has a substantial effect on profit trends and the companies’ long-term development potential. The working hours survey ordered by the government has made a proposal for a legislated staged reduction in working hours starting in 2004. This hangs as a latent threat over the Swedish economy, and in particular over our sector and related sectors, for which time is an extremely important production factor. Fortunately, the government now seems to realise that the country’s economic development is not such that shorter working hours is what is required.

Improvement in value added

A company’s added value can in simple terms be stated to be a measure of the customers’ valuation of the company’s services. We have measured the value added as the sum of all salary and other payment and payroll overheads, as well as the operating profit or loss after depreciation as well as goodwill. The weighed average for the 200 largest companies in our survey was for 2001 approximately SEK 525 000 per employee (SEK 505 000 in 2000). Among these 200 companies, architectural firms increased their value added to approximately SEK 545 000 per employee (523´), engineering consultancies to approximately 532 000 per employee (518´) and industrial consulting firms to some SEK 497 000 per employee (460´).

The value added is our service sector’s contribution to the GNP.

A stimulating working environment guarantees less sick leave

Consultants and architects work on assignments in teams. Their everyday work consists of challenging problem-solving activities coupled with exciting meetings and other forms of communication with colleagues in their own and other companies working on the same project. At times like these, when the growing number of people on sick leave is a major subject of discussion – Swedish sick leave figures are the fastest growing and highest in the EU – it feels important to be able to identify one positive occupational area. A survey among sector companies shows that absence from work for reasons of ill health during 2001 was on a level of approximately 2.8-2.9 %, which is significantly below the increasing national figure of approximately 4.5-5 %. As far as the sector is concerned, our sick leave figures are largely the same as they were during a survey carried out in the mid-80s.

Key ratios per 2001-12-31

Group	Market value MSEK	Turn-over MSEK	Average number of employees	Turnover/ employee kSEK	Result after financial items MSEK	Result after financial items/ employee kSEK	Result margin (%)	Market value/ employee kSEK	* P/e	P/s
Epsilon	327	769.6	1063	724	-16.9	-15.9	neg	307.6	neg	0.42
Teleca	2063	1187.8	1243	956	125.9	101.3	10.6	1659.7	12.7	1.74
Semcon	687	1126.6	1585	711	2.4	1.5	0.2	433.4	29.1	0.61
ÅF	816	1962.6	2470	795	88.0	35.6	3.6	330.4	14.3	0.42
SWECO	1103	1927.7	2169	889	206.6	95.3	10.7	508.5	8.2	0.57
Scandiaconsult	944	1519.6	1841	825	127.5	69.3	8.4	512.8	10.1	0.62
J&W	*	1497.0	1884	795	95.2	50.5	6.4	–	–	–
INAC	27	150.8	224	673	-11.3	-50.4	neg	120.5	neg	0.18

* delisted 20th July, 2001 (market value 1050 MSEK)

Source: Swedish Federation of Consulting Engineers and Architects (STD)

A comparision with some international listed Consultancies
Key ratios per 2001-12-31 (1 Euro = 9,419 SEK, 1 USD = 10,667 SEK, 1 CAD = 6,690 SEK)

Group		Market value MSEK	Turn-over MSEK	Average number of employees	Turnover/ employee kSEK	Result after financial items MSEK	Result after financial items/ employee kSEK	Result margin (%)	Market value/ employee kSEK	P/e	P/s
Jaakko Pöyry Group	FIN	2055	3979.0	4584	868	242.3	52.9	6.1	448	*	0.52
Etteplan Oy	FIN	226	311.5	561	555	44.2	78.9	14.2	403		0.72
WS Atkins plc[1)]	UK	8462	13200	15200	868	501.0	33.0	3.8	557		0.64
High-Point plc	UK	169	400.5	360	1112	-19.3	-53.5	neg	423		0.42
Waterman Group	UK	406	606.7	750	809	56.8	75.7	9.4	541		0.67
White Young Green	UK	791	792.0	1028	770	59.8	58.1	7.5	769		1.00
WSP Group	UK	2447	3444.2	4111	838	171.8	41.8	5.0	595		0.71
RPS Group plc	UK	3988	1117.7	1362	821	176.3	129.5	15.8	2928		3.57
Parkman Group plc	UK	856	642.5	1300	494	26.9	20.7	4.2	658		1.33
Arcadis	NL	1747	7348.8	7619	965	333.6	43.8	4.5	229		0.24
Fugro	NL	5893	8384.7	6523	1285	748.0	114.7	8.9	903		0.70
Grontmij	NL	1181	4710.3	4013	1174	197.2	49.1	4.2	294		0.24
Bertrandt AG	D	1676	2007.2	3000	669	57.1	19.0	2.8	559		0.83
Rücker AG	D	508	1227.6	1600	767	7.4	4.6	0.6	318		0.41
Altran Group	FR	42115	11778.0	15000	785	1098.0	73.2	9.3	2807		3.58
Gaudriot SA	FR	552	477.4	590	809	48.4	82.3	10.1	936		1.16
URS Corp.	US	5142	23947.8	16000	1497	1075.9	67.2	4.5	321		0.21
Michael Baker Corp.	US	1249	4163.0	4200	991	212.0	50.7	5.1	297		0.30
Tetra Tech Inc,.	CAN	10969	10055.5	6820	1474	693.8	101.7	6.9	1608		1.09
SNC-Lavalin	CAN	9320	15060.2	9500	1585	461.5	48.6	5.0	981		0.62
Stantec, Inc.	CAN	798	2310.0	3000	770	188.3	62.8	8.2	236	*	0.31

Fiscal year ends for WS Atkins per 31 March, High Point per 31 July, Waterman 31 July, White Young Green 31 July, Parkman 31 March, Tetra Tech 30 Sept.

* In this table result figures are not adjusted for possible differences in the account systems in the different companies. Margins, not to mention p/e-ratios, are therefor not direct comparable without closer analysis.

The financial figures have been converted into Swedish SEK. Some exactitude is lost in the process.

Source: Swedish Federation of Consulting Engineers and Architects (STD)

Of course, the companies in our sector are also aware of the tendency towards long-term sick leave and total mental exhaustion (or burn-out). The above survey showed that there are just as many companies who report a long-term increase in sick leave during recent years as those who say that it has decreased. In both cases, the change is linked to individual persons and the reason is rarely mental exhaustion or burn-out.

More women

A good working environment is probably something that is causing a growing number of women to enter the sector. The fact that it now has a more positive image than before,

The top 30 Swedish groups

	Turnover per employee, kSEK 2001/2002	2000/01	1999/00	1998/99	Result after fin.items/employee, kSEK 2001/2002	2000/01	1999/00	1998/99
The top 30	**833**	805	764	729	**34**	38	34	34
groups of which								
building/construction oriented	**835**	823	768	730	**41**	39	29	23
industrial	**824**	779	755	726	**23**	35	44	61
The top 200	**842**	815	774	735	**40**	39	40	38
groups of which								
building/construction oriented [1]	**856**	837	787	740	**47**	45	39	29
industriteknik	**824**	774	747	724	**26**	34	44	60

[1] Of which the architectural groups had a turnover per employee of SEK 902 000 (863´) and the consulting engineering groups SEK 848 000 (832´). The result after financial items per employee was SEK 47 000 (46´) for the architectural groups and SEK 44 000 (40´) for the consulting engineering groups.

Source: Swedish Federation of Consulting Engineers and Architects (STD)

as well as a stable development trend, is also a contributory factor, of course. In our companies there are plenty of opportunities for people to control their working hours. The situation would be even better if the agreements on working hours were more modern. Women have been well represented in architectural firms for many years, but the changes are now also beginning to be felt within the engineering and industrial consulting areas. In total, the proportion of women in our sector was in 2001 approximately 25 % , which is an increase of about 1 per cent compared with 1999.

Development trends

Globalisation, internationalisation, the broadening of markets to balance fluctuations in business cycles, an increase in shareholder value, dynamics and attention to development are still characteristic aspects of the sector.

The development trends we see today to a large extent reflect changes in client structure – changes which in themselves concern a small proportion of client companies, but which nevertheless represent a substantial volume.

Our sector satisfies classic and fundamental needs. Architectural and engineering consultancy firms investigate, plan and design the scene for our lives, and the industrial engineering consultants are involved in the development of our technical facilities. This is best expressed during times of economic pressure, when cuts are made in many areas not absolutely necessary.

We can see a significant downturn in the work of management consultants. And this is not merely because these operations and those of corporate lawyers are being cut away from the major accountancy firms with the aim of focusing on core business. New companies are admittedly being set up. IT applications will of course continue to be developed, but the burst stock exchange bubble and the successive struggle for survival is devastating for the IT sector. The extensive integration with PR and marketing that followed in the wake of the increase in stock market rates was subsequently the least important area when the time came to again focus on core business areas.

Within our own sector, the demand for project management functions is relatively speaking still on the increase. The clearest example of this is the demand for an upgrading in the form of financial know-how and risk management. The importance of environmental issues is being accentuated and is leading, among other things, to a growing demand for due diligence.

Restructuring on the client side

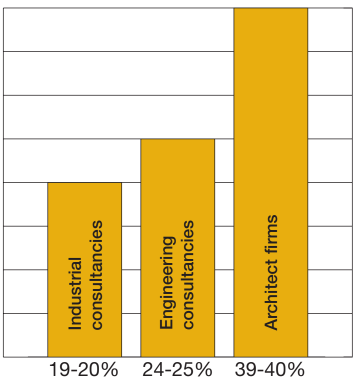
It is above all the restructuring and internationalisation on the client side that is having an effect on the sector. The primary-supplier approach of major industry is also making a growing impression within the real estate and facility management areas. An obvious international concept approach is becoming apparent when, for example, Pharmacia/Pfizer is starting new plants in Sweden. New players are entering the market. When our car manufacturers became foreign-owned, new industrial engineering consultancies quickly appeared on the Swedish market. Now, foreign real estate and facility management companies and funds are investing in Sweden as never before. Most of the project volume will be undertaken on our domestic market, but Swedish companies will have to be prepared to market their services in competition with new consultancies and other partners to the client. A typical example of this type of development is Hifab´s long-term agreement to assume project management responsibility for Jones Lang LaSalle, one of the largest real estate management companies on the Swedish market.

The forest industry, chemicals industry, etc. are being developed along the same lines, but at different rates. Atkins was awarded a typical large-company order at the beginning of the year in the form of an assignment on behalf of Shell worth some GBP 10 million to investigate, design, project manage and inspect construction works for investments at over 5 000 retail outlets in 12 European countries.

Industry is to an increasing extent involving industrial engineering consultancies and other suppliers in their development work. This is the long-term and international trend. But in difficult times there are bound to be slight setbacks. When industry itself is forced to make cuts in its staff and reduce investment and development costs, it is only to be expected that the situation will also affect suppliers. The investments being made by industry in machinery and equipment are decreasing in Sweden, but a growing proportion of the assignments awarded to industrial consultants involve R&D. The 20 largest Swedish industrial companies alone have an R&D budget that is together on a par with the total investments in machinery.

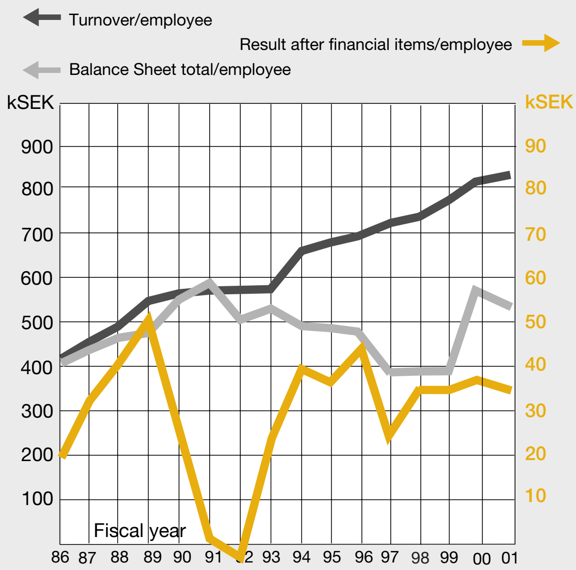
In the long term, another threat can be perceived. How will Ericsson react if the investments in infrastructure are substantially different from those still hoped for? Will they then turn to a service or consultancy role and start competing with today’s consultants? IBM, which was at one time a leading computer manufacturer, is today a company with some 80 000 consultants.

Slight increase in percentage of women

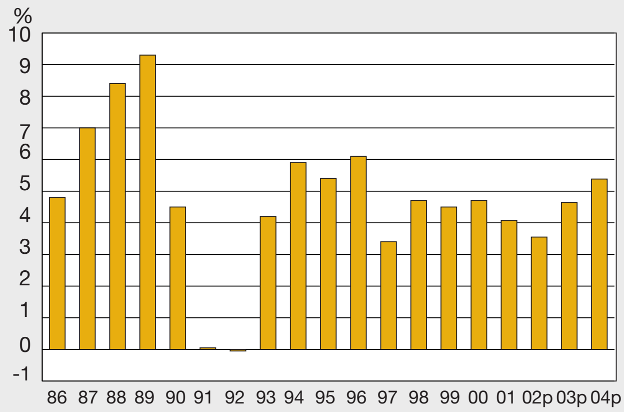


Source: Swedish Federation of Consulting Engineers and Architects (STD)

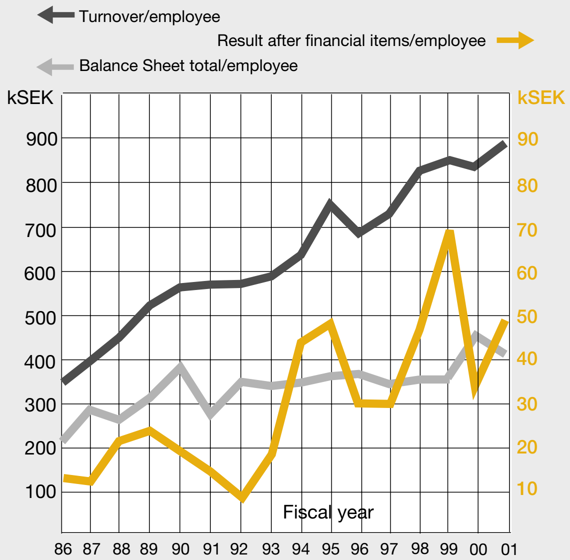
The top 30 Swedish groups



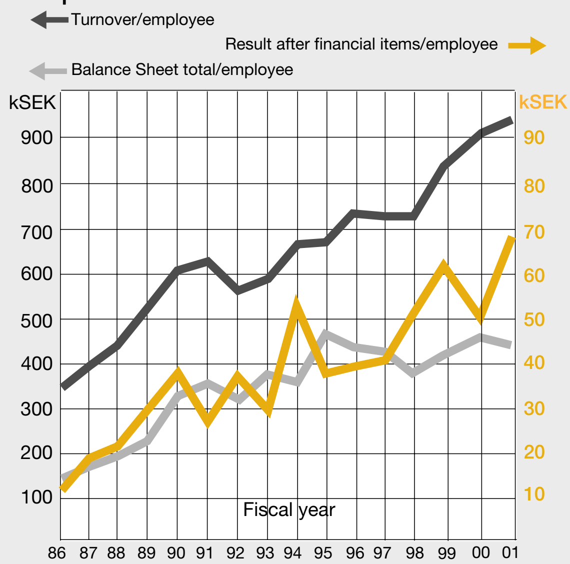
Result margins in the top 30 groups



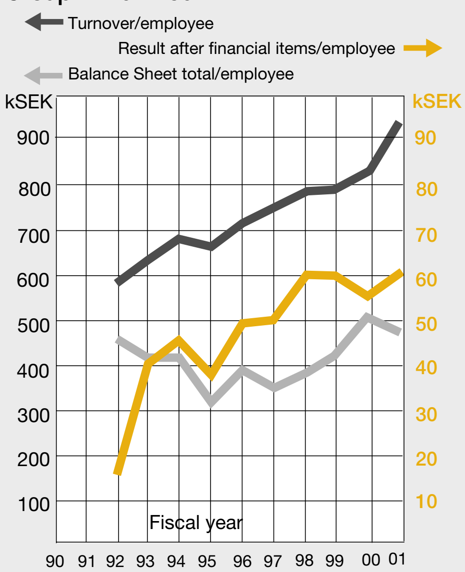
Group nr 31-50



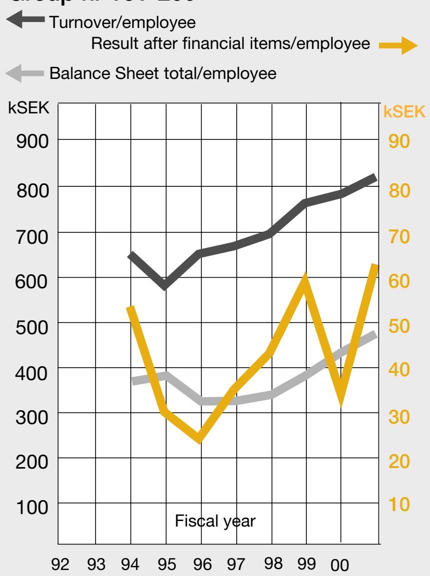
Group nr 51-100



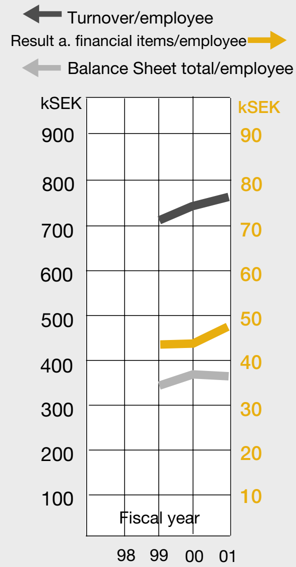
Group nr 101-150



Group nr 151-200



Group nr 201-300



Source: Swedish Federation of Consulting Engineers and Architects (STD)

The top 20 groups within Industrial Engineering

			Group	Annual Report	Turnover MSEK	(previous year)	Em-ployees
STD	1	3	Teleca AB (exkl AU-System)	01	1187,8	932,4	1243
STD	2	1	ÅF-units	01	*1150,0	*1075,0	*1400
STD	3	2	Semcon AB	01	1126,6	1007,2	1585
(STD)	4	4	WM-data Total Design	*01	865,0	710,0	940
STD	5	5	Epsilon AB	01	769,6	626,1	1063
STD	6	7	Xdin AB	01	173,0	139,3	201
STD	7	8	Jaakko Pöyry AB (sv. koncernen)	01	156,7	138,3	213
STD	8	10	Gesab AB	*00/01	160,4	141,3	230
	9	9	Inac Process AB	01	150,8	137,9	224
STD	10	6	WSP Systems	01	*140,0	160,0	*180
STD	11	11	SWECO Industriteknik	01	121,7	124,9	129
STD	12	12	Rejlerkoncernen AB (units)	01	*110,0	*110,0	*150
STD	13	13	Ingemansson Technology AB	01	107,6	105,4	112
STD	14	16	Pro Tang AB	01	101,2	77,4	165
STD	15	15	Wermtec Consult AB	01	90,5	93,5	103
STD	16	18	JA Produktutveckling AB	01	89,0	74,4	136
	17	14	Rücker Nord AB (fd Nord -Consulting AB)	*01	*85,0	95,6	*65
	18	19	Consat Engineering AB	01	66,4	61,7	99
	19	20	Condesign AB	*01	61,2	50,8	101
STD	20	17	IKG IndustriKonsult-Gruppen AB	01/02	57,0	76,8	100

STD = Member of the Swedish Federation of Consulting Engineers and Architects.
In the 2001/2002 the top 20 groups had a turnover of 6770 MSEK (5920), the number of employees was 8440 (7660) and the turnover per employee was SEK 802 000 (773´). Among the multidisciplary Consultancies also Flygfältsbyrån has a considerable volume of industrial engineering.

Source: Swedish Federation of Consulting Engineers and Architects (STD)

Dynamics are important

The restructuring and internationalisation going on within the consulting sector through corporate acquisitions and mergers also has driving forces of a more general nature. Examples of such driving forces include a broadening of markets with a view to balancing fluctuations in the business cycle, an increase in shareholder value and, certainly very important, the dynamics of an expansion. Dynamics provides corporate management with challenges and energy, and creates attentiveness among the companies' own staff, among customers and among those to whom the companies turn for recruitment purposes. And the latter aspect is very important. The struggle to attract a resource in short supply – highly educated technical manpower – is hard, and companies with plans for expansion are finding it increasingly difficult to grow organically.

Major structural deals

Since last autumn, Swedish consulting firms have been involved in one way or another in major corporate transactions in Europe. Bure's purchase of Carl Bro started the chain. It was followed by Carl Bro´s purchase of Sycon. SWECO´s bid for ÅF was a really big deal which for various reasons could not be closed. Teleca ended 2001 by purchasing the listed company AU-System. Then in 2002 came SWECO´s bid for Carl Bro, closely followed by Danish consultant RAMBØLL's involvement in Scandiaconsult. And in the meantime, Danish consultants COWI had acquired Kampsax, also Danish, and now, most recently, the second largest Norwegian consulting firm – the InterConsult Group. SWECO then withdrew its bid for Carl Bro and, at the

The top 20 Project Management groups

			Group	Annual Report	Turnover MSEK	(previous year)	Em-ployees
STD	1	1	HifabGruppen AB	01	425,8	379,1	389
STD	2	2	WSP Management	01	172,1	*176,9	156
STD	3	3	SWECO Projektledning	01	124,4	108,2	111
STD	4	11	Semcon Technology Management	01	106,7	44,5	*120
	5	9	EBAB Byggadministration AB	01	*75,0	*59,6	47
STD	6	5	Tyréns Projektledarna AB	01	72,6	54,0	74
STD	7	8	TP Gruppen AB	01	68,7	51,5	75
STD	8	4	SCC Projektledning	01	63,6	84,8	85
STD	9	7	Scand Pro koncernen AB	01	60,0	52,3	53
	10	10	Temaplan AB	01/02	54,4	49,9	44
STD	11	6	SwePro Engineering AB	00/01	49,9	53,4	41
STD	12	12	Bygganalys AB	01	49,6	39,9	49
	13	16	Forsen Projekt AB	01	38,0	27,9	29
STD	14	13	CA consult-koncernen	01	31,5	37,6	37
	15	15	HOAB-gruppen AB	*01	30,0	29,0	31
STD	16	18	Tema Projektledare	01	29,0	25,3	36
STD	17	21	Projektkompetens AB	01/02	28,9	17,2	26
STD	18	17	Widmark & Platzer AB	*00/01	26,2	19,5	26
	19	19	Alfakonsult AB	01	20,5	20,2	19
	20	24	Cera AB (WSP 2002)	01	16,9	14,5	13

STD = Member of the Swedish Federation of Consulting Engineers and Architects.
In the 2001/2002 the top 20 groups with wide and compared to each other somewhat different fields of services–had a turnover of 1544 MSEK (previous year 1357 MSEK) and the average number of employees was 1461 (1342´). The turnover per employee was SEK 1057 000 (1011´).

Source: Swedish Federation of Consulting Engineers and Architects (STD)

The top 20 groups within electrical, building services installation and energy

			Group		Annual Report	Turnover MSEK	(previous year)	Em-ployees
STD	1	1	ÅF-units	E,M,Enr	01	*650,0	*600,0	*820
STD	2	*	SwedPower AB	Enr;E	01	424,1	360,1	465
STD	3	3	SWECO Theorells	M,Enr,E	01	338,5	293,5	430
STD	4	2	WSP Systems	E,M,Enr	01	*278,1	*320,0	*368
STD	5	4	Carl Bro Sverige Energikonsult	Enr	01	230,4	263,9	309
STD	6	5	Scandiaconsult (units)	E,M,Enr	01	*50,0	*130,0	*200
STD	7	6	Bengt Dahlgren AB	M,Enr,Env	01/02	142,5	126,4	200
STD	8	11	Rejlerkoncernen AB (units)	E,Enr	01	*91,6	*50,0	*132
	9	7	FVB-Fjärrvärmebyrån AB	Enr	01	99,3	88,4	100
STD	10	9	Energo AB	M,E	01	93,3	82,2	94
STD	11	10	PIC Engineering AB	Enr,Env	*00/01	80,1	57,9	120
	12	12	Teleplan AB (ÅF 2002)	E	01	53,2	48,2	55
STD	13	13	INCOORD AB	M	01	46,9	46,0	48
STD	14	15	CLC Installations-consult AB	M,E	01/02	41,8	36,3	57
STD	15	14	Helenius Engineering AB	M	01	38,9	36,9	29
	16	*	Installationsteknik i Svealand AB	E	*01	36,1	12,7	37
	17	18	Per Schönbeck Elprojekt AB	E	01	33,3	27,0	51
STD	18	16	FLK Sverige AB	M	01	32,5	35,7	63
STD	19	23	Ingenjörsbyrån Andersson & Hultmark AB	M	01	30,2	22,4	36
STD	20	17	LEB Consult AB	M	01/02	29,0	28,3	38

STD= Member of the Swedish Federation of Consulting Engineers and Architects.
In the 2001/2002 the top 20 groups had a turnover of 2920 MSEK (2665), the number of employees was 3650 (3430) and the turnover per employee was SEK 800 000 (795´).

Source: Swedish Federation of Consulting Engineers and Architects (STD)

time of going to print, the RAMBØLL-Scandiaconsult transaction has not yet found a solution. These either conceived or completed transactions are, in terms of size, of the highest international calibre. Only a few transactions of the size in question have recently been completed, for example Mott MacDonald's purchase of the Indian company Dalal and the UK company Franklin + Andrews as well as Arcadis´ acquisition of the French company FC International. However, US giant URS´s purchase of EG & G Technical Services stands in a class of its own.

ÅF Group biggest in 2001

ÅF became the largest Swedish engineering and industrial engineering consultancy in 2001. After SWECO´s bid was rejected in 2001, new external Board members were elected to the Board at the beginning of 2002. ÅF's expansion has continued. Towards the end of the year, acquisitions were made of VVS Tema AB of Linköping, Elcontrol i Söderköping AB with some 10 employees and Add IN from Karlstad with about 10 employees. A business co-operation agreement with KSH Consultants within the RWE Group strengthens ÅF's possibilities of offering package solutions within pulp and paper on the European market. In North America, on the other hand, ÅF's competence will be marketed by the two hundred or so consultants at KHS. ÅF is also reaping success with its PX-Control business system, which an increasing number of the larger consulting firms are installing. Through ÅF-Systemdesign, 30 % of the shares in Calvia Datakonsult AB of Gothenburg were acquired with some 50 employees. Late summer saw the acquisition of Communicator AB (formerly Teleplan), with some 100 employees, and 3D Teknik AB. Despite criticism from stock market traders, ÅF's Research Foundation has increased its share of the voting rights in ÅF to 48.1%.

WSP Sweden is from 8 November 2002 onwards the new name of the consulting firm known formerly as J&W. At the end of 2001, the Finnish consulting firm LT-Konsultit Oy was acquired with some 100 employees engaged primarily within, above all, transport, infrastructure and the environment. At approximately the same time, Asplunds Byggkonsulter i Örebro AB was purchased and during spring 2002 the project management firm Cera AB, with a dozen employees, was acquired. The UK WSP Group plc merged in May 2001 with J&W. In a new organisation, WSP Europe has been established, with responsibility for the European operations that fall outside the UK, i.e. Swedish operations, among others.

Major deal failed to be clinched

Autumn's first major item of news in the consulting sector was SWECO's bid for Carl Bro at the beginning of October. A letter of intent had been made with Carl Bro´s owners headed up by majority owner (approximately 51%) Bure Equity. The offer was worth approximately SEK 640 million and was to be financed through a preferential issue to SWECO´s shareholders and guaranteed by the two principal shareholders, the G. Nordström family and Investment AB Latour. However, the deal, which would have created a major new European player with some 5 400 employees, failed to go through. Following extensive due diligence, SWECO announced that they did not intend to go ahead with the purchase. The company stated that the conditions on which the letter of intent had been based could not be verified. The ambition to become a key Nordic or European player remains, however.

Following the acquisition at the end of 2001 of VAI VA-Projekt, SWECO VBB VIAK was divided into two companies: SWECO VIAK for water and the environment, with some 480 employees, and SWECO VBB for transport and civil engineering, with approximately 420 employees. At the beginning of the current year, SWECO Industriteknik purchased Landskrona-based Scanpipe Consulting AB with clients within primarily the food, shipbuilding and energy sectors. In April, SWECO BLOCO made an agreement for the purchase of Byggkonsulter Hans Hansson & Co AB with some 20 employees. SWECO FFNS has been awarded a number of prestigious commissions, including assignments on behalf of AstraZeneca. After winning an architectural competition, FFNS is at present designing a major housing area approximately 120 000 sq m in size on behalf of a Chinese investment company in Peking, the city that will host the 2008 Olympic Games.

Major assignments have been acquired in Eastern and Central Europe. With the aim of increasing its presence on the Baltic market, SWECO VIAK is increasing its ownership of the Lithuanian environmental consulting firm BCG, Baltic Consulting Group, with some 35 employees, to 80% (40%).

An obstruction to stock market trading

The second major item of news reached us at the end of October. After surprisingly short talks between the corporate managements on the preconditions involved, RAMBØLL acquired shares in Scandiaconsult (SCC) from Löntagernes Dyrtidsfond, Si Gef and other Danish institutional owners. In this way, RAMBØLL now controls 35.14 % of the votes in SCC. An industrially interesting business deal has had an unwelcome start without, as yet, a definite solution being reached. Stock market trading in SCC shares is being obstructed by a major shareholder, which is owned by a foundation, and other shareholders are making demands that a bid should be made for all SCC´s shares. The focus of the deal is a major player with over 4000 employees and operations that cover the entire Nordic area as well as extensive international activities. In all likelihood, the companies will solve the situation, probably with the help of another stakeholder. But the solution is urgently awaited.

Scandiaconsult is expanding in Finland as a result, in September 2002, of SCC Viatek's acquisition of Vesihydro Oy, with some 90 employees who are active in the areas of water and environment. In October, SCC in Norway acquired Unico AS with approximately 60 employees specialising in the industrial, building and project development areas. In Norway, Scandiaconsult is responsible for making sure that the much discussed opera house in Oslo will on its inauguration in 2008 have the world's most modern stage equipment and machinery.

During 2001, the Hifab Group took over the project management operations from Skanska Teknik in conjunction with the purchase by Skanska (FM) of Ericsson REM (Real Estate Management). In the summer, Hifab opened an office in Helsinki at the same time as the Group took over some 10 employees from the Finnish company Eltel. In order to increase Hifab´s involvement in the Gulf States, Hifab Middle East Co. Ltd has been set up through equal ownership with the AIMisehal Group, of Saudi Arabia.

White Architects, which celebrated its 50th anniversary in 2001, is showing stable growth. Former subsidiaries within project management and other areas have been decorporatised and merged with the parent company. In August 2001, work started on a new own office block in an attractive location near the water at Skanstull Bridge in Stockholm. The office is planned to be inaugurated in late winter 2003, after which the building will be sold.

Smaller companies active

Expanding consultancy Forsen Projekt AB is purchasing Attender AB and will in this way be given the chance to develop a web-based marketplace for contractors and other suppliers.

The top 50 architectural groups

			Group	Annual Report	Turnover MSEK	(previous year)	Em- ployees
STD	1	1	SWECO FFNS	01	340,7	346,7	349
STD	2	2	White arkitekter AB	01	277,1	265,2	336
STD	3	3	Temagruppen Sverige AB	01	102,7	101,9	145
STD	4	7	Wingårdh-koncernen	*01	79,0	56,4	80
STD	5	6	Tengbomgruppen AB	*01	74,1	64,8	89
STD	6	8	NYRÉNS Arkitektkontor AB	01	65,7	56,0	76
STD	7	5	WSP Arkitektur	01	64,9	*66,1	86
STD	8	9	Brunnberg & Forshed Arkitektkontor AB	01	61,0	51,9	61
	9	4	Sandell Sandberg AB				
STD	10	11	Liljewall Arkitekter AB	01	48,9	38,8	53
STD	11	13	Scheiwiller Svensson Arkitektkontor AB	01/02	47,1	33,3	42
STD	12	31	BSK Arkitekter AB	01	39,1	19,1	25
STD	13	10	AIX Arkitekter AB	01/02	37,7	39,8	51
STD	14	12	Erséus, Frenning & Sjögren Arkitekter AB	*00/01	32,8	41,4	45
STD	15	20	Lund & Valentin Arkitekter AB	01/02	31,5	24,2	38
STD	16	33	FL Arkitekter AB	01/02	30,8	17,8	24
STD	17	14	AROSgruppen Arkitekter AB	*01/02	28,4	30,2	33
STD	18	17	Equator Stockholm AB	01	28,1	26,1	33
(STD)	19	19	FOJAB Arkitekter AB (koncernen)	01/02	26,7	25,3	35
STD	20	27	Arkitekthuset Monarken AB (fd Monarken Luleå)	01/02	26,7	19,1	28
STD	21	25	Åsberg Wångstedt Lotström Arkitekter AB	*01/02	26,1	21,7	21
STD	22	18	Thomas Eriksson Arkitektkontor AB	*01/02	25,8	24,7	27
STD	23	15	Arkitektkontoret Fråne Hederus Malmström AB	01	25,4	26,4	28
STD	24	*	Landskapsgruppen koncernen AB	01/02	25,1	26,2	26
STD	25	28	Archus Arosia Arkitekter AB	01	25,0	20,2	24
STD	26	26	A5 Arkitekter & Ingenjörer AB	01/02	24,8	21,5	33
STD	27	21	Anders Bergkrantz Arkitekter AB	01	24,3	24,1	11
STD	28	23	Arkitektbyrån AB i Göteborg	01	23,4	22,7	32
STD	29	29	HUS&PLAN arkitekterna AB	01	22,7	18,9	27
STD	30	34	Arkitektgruppen GKAK AB	01	21,2	17,6	33
STD	31	37	Berg Arkitektkontor AB	01	20,6	16,7	15
	32	16	Bjurström & Brodin Arkitekter AB	00/01	20,4	19,7	19
STD	33	36	Arkitekturkompaniet SI AB	01/02	20,3	17,1	17
STD	34	51	Reflex Arkitekter AB	00/01	19,9	12,1	17
STD	35	38	BAU Arkitekter AB	01	19,8	16,5	25
STD	36	32	Lindberg Stenberg Arkitekter AB	01	19,6	18,3	25
STD	37	24	SAMARK Arkitektur & Design AB	01	19,4	21,6	26
STD	38	22	AQ Arkitekter i Eskilstuna AB	01/02	18,3	23,1	17
STD	39	30	Rosenbergs Arkitekter AB	01	17,6	19,1	26
STD	40	45	HLLS Arkitekter AB	01/02	17,5	13,8	19
STD	41	46	AG Anders Gunnedal Arkitekter AB	01	17,5	13,8	18
	42	50	ABAKO Arkitektkontor AB	01	16,7	12,3	20
STD	43	42	Semrén & Månsson Arkitektkontor AB	00/01	16,3	14,2	22
STD	44	39	Pyramiden arkitekter i Göteborg AB	01	15,7	15,6	24
STD	45	35	MAF Arkitektkontor AB	01/02	15,1	17,6	16
STD	46	78	Konstruera Arkitekter och Ingenjörer AB	01	14,5	7,6	16
STD	47	43	Studio 1.11 Arkitekter AB	01/02	14,1	14,2	15
STD	48	41	BSV Arkitekter & Ingenjörer AB	01	14,0	14,3	19
	49	47	Södergruppen Arkitektkontor AB	01	13,8	13,2	17
	50	63	Fredblad Arkitekter AB	01/02	13,8	9,8	15

The above chart only covers those groups in which architectural operations predominate. It doesn´t, for example, include the architectural departments within, Carl Bro Sweden, GF Konsult and Creacon, which also are of conseriderable size. In the 2001/2002 the 50 largest groups had a turnover of 2090 MSEK compared with 1930 MSEK the previous year (not identical companies) and the average number of employees was 2325 (previous year 2220). The turnover per employee was SEK 900 000 (previous year SEK 861´).

Source: Swedish Federation of Consulting Engineers and Architects (STD)

Lassen & Co-owned Byggteknik i Skåne AB is taking over SAL Byggkonsult AB, whose operations are being merged with the purchaser and their sister company Emil G. Uddvik in Malmö. In November 2002, Golder Associates AB acquired the environmental unit, and 6 employees, from Danish consulting firm Demex A/S.

AC Engineering, NL Elkonsulter and Alteda Telekonsult are merging to become ACNL Elteknik AB. The new company will have some 25 employees. NVK VVS-Kontroll is now the owner of DELTAte and is enjoying continued success with its in-house designed and developed computerised operation and maintenance company. GF Konsult, celebrating its 50th anniversary, is opening an office in Växjö.

Networking increasingly common

For small and medium-sized companies, international networking has become increasingly common. Bygganalys, for example, is a member of an international network together with some ten cost and project management companies in Europe, Asia and the USA.

Carlstedt Arkitekter has together with Equator Stockholm formed “Equator Health Care Planning” for planning and design work within the health and medical care sector. On a larger scale, there is a major network in the form of Equator European Network with about 150 European architects. New from 2002 in this network is Martin Design Inc. from the USA and MHB Design Ltd of England. Similarly, the architectural firm of Ahlqvist & Almqvist AB is a member of the Perspective network, which consists of some ten or so mainly middle-sized architectural firms and the US Phillips Group.

During 2001, the architectural group GKAK acquired Uhlin & Malm Arkitektkontor AB. The Danish firm KHR gained a foothold in Sweden a few years ago through KHR Rundquist Arkitekter AB. The result of the joint-owned company can be said to be a business partnership for the extension of Stockholm Arlanda International Airport. KHR has also co-operated recently with Uulas Arkitektkontor in Kristianstad on an office for Ericsson in Lund. Contekton in Skaraborg has merged with Heineman Arkitekter. Zuez Arkitekter AB has been formed through a merger between Grunditz Göransson Arkitektkontor and 5ARK i Stockholm AB

In October 2002, Erséus, Frenning and Sjögren Arkitekter AB formed two separate companies: the Stockholm office Erséus Arkitekter AB and the office in Gothenburg, Frenning & Sjögren Arkitekter AB.

IT-Consultant Resco, facing financial problems, has in an MBO sold SandellSandberg to its management and a number of former shareholders. The buyers paid just over SEK 9 million in cash and SEK 4.5 million in the form of a group contribution. When the deal went the other way a few years ago, the value was just over SEK 125 million.

Next consulting firm to be listed

The 60-year-old Rejler Group will be the next Swedish consultancy to be listed on the stock market, or at least that is their ambition. The timing depends on stock market developments. Rejlers has developed well during 2001 and the first half of 2002. The group now has more than 400 employees, including associates Rejlers Invest Oy in Finland. This is owned to 20% and there is a binding option for the purchase of the remaining shares. 2001 also saw the purchase of Malmö-based Kraftkontrollen AB. Rejlers Energitjänster was established through the acquisition of parts of Vattenfall Energimätning.

During 2001, Jaakko Pöyry´s Swedish company acquired the remaining 49 % of the shares in Rigel Consult i Gävle AB.

Semcon has expanded its involvement in Denmark, where at the beginning of 2002 an agreement was entered into with LM Ericsson A/S. Thirty-four employees from Ericsson have been employed at Semcon, who will offer services to Ericsson and its clients. Following this transaction, Semcon Danmark now has over 90 employees. Semcon's project management operations are developing well, partly as a result of a business co-operation agreement with Ericsson through which Semcom takes over some 30 Ericsson employees with competence in the area. In Norway, Semcon is taking over some 30 employees within Ericsson in an out-sourcing agreement that applies until the end of 2003. Another partner agreement has been made with ABB in Sweden concerning, primarily, assignments on behalf of the vehicle industry.

Industrial consultants in major deal

In December 2001, Teleca clinched a major deal through the purchase of listed company AU-System, with some 900 employees. Bure now owns 16 %, which means that its holding is now almost the same as that of previous majority owners Danir Utveckling AB. This gives Teleca over 2 200 employees and strengthens its ambition to become one of Europe's leading consultants within new technology and R&D. A little over 40 % of the turnover comes from operations outside Sweden. The group is making an agreement to take over parts of the telecom company's R&D operations in France. A three-year agreement will affect 190 employees. In Norway, Teleca is taking over Ericsson's development activities within GPRS, which affects about 70 staff. In July, Teleca made an offer for the listed company Pronyx AB, with some 125 employees within industrial IT and automation. The acquisition price was SEK 22 million and Pronyx's operations were integrated with those of Benima. During the autumn, Teleca made an agreement to acquire Geoworks Inc.´s UK operations with a focus on the next generation of mobile applications.

Epsilon is making a major strategic investment in the metropolitan regions and is setting up development centres with a concentration of skills within the group. The efforts are being focused on the areas of Stockholm, Gothenburg and Öresund. For SEK 11 million, in summer 2002 Epsilon purchased Gothenburg-based Nya Perspektiv Design AB which specialises mainly in vehicle design. From Tower Automotive, one of the leading suppliers to the motor industry, Epsilon was in September 2002 awarded a top commission in connection with simulation technology. During autumn 2002, Sigma CadSupport with some 30 employees was purchased from Sigma.

Inac Process AB has strengthened its operational area infrastructure engineering through a business co-operation agreement with the Dutch company Vialis Verkeer & Mobilitet BV. After a difficult year in 2001, the NGM Equity-listed company launched a new share issue with the aim of increasing its financial strength.

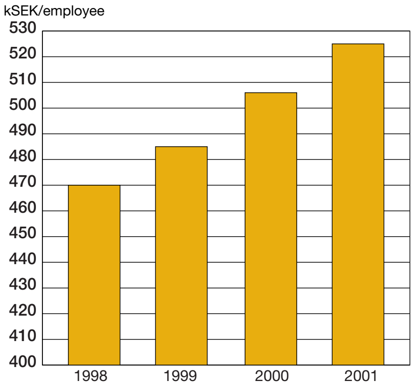
WM-data Industrial Solutions has converted old shipyard premises on Lindholmen in Gothenburg into a major competence centre for development, design and prototype production. The product development operations in Norrland was during the autumn sold to management and employees. The new company, KOMAB, has an initial annual turnover of SEK 35 million and some 40 employees.

Xdin is a so-called hub company within Bure Equity, or in other words a company a round which a number of operations are to be developed. Bure has increased its ownership share to 59%. Xdin has begun a partnership with EADS Matra Datavision with a focus on client training in CAD/CAM. It is worth mentioning that, concurrent with its expanding business operations, Xdin has started a school for homeless children in Kathmandu, Nepal. In co-operation with Nepalese teachers, the school provides basic education in reading writing and mathematics.

During the course of 2001, rapidly expanding ProTang acquired TC Information AB and, at the end of the year following a period of co-operation, some 30 employees were taken over at ABB's project division in Malmö. In 2001, Gesab acquired a 16.6% holding in the design firm Formtec. Gesab, which is heavily engaged in the vehicle industry, is signing a letter of intent for co-operation with German industrial consultants RLE. In 2001, Avalon Technology set up a subsidiary in industrial design.

In January, the Finnish listed company Etteplan Oyj purchased 35 % of J.A. Produktutveckling for EUR 2.2 million with an option to acquire up to 70% within eighteen months. In 2000, Itoma AB was acquired by Etteplan, and during 2001 the company merged with Etteplan Sweden AB.

Added value



Source: Swedish Federation of Consulting Engineers and Architects (STD)

Europe's two largest consulting firms established in Sweden.

In December 2001, WS Atkins opened an office in Malmö with initially 5 employees and their attention focused on the Swedish rail market. The establishment can be seen as a consequence of Atkins' acquisition earlier in 2001 of the Danish firm Scan Rail Consult, which has now been re-christened Atkins Denmark A/S.

French industrial consultants Altran have been established in Sweden for some time as a consequence of their ownership of Neweng. The German firms Bertrandt and Rücker are also on the scene.

As well as the world's largest

US giant URS Corporation has opened an office in Stockholm through URS Nordic AB. In mid-2002, the office had a staff of 4. The company has been attracted to Sweden as a result of the current demand for environmental engineering advice and, in particular, a growing market for due diligence.

The top 300 Swedish consulting engineering and architectural groups

			Group with major subsidiaries/units	Services	Annual Report	Turnover MSEK	(Previous year)	Average number of employees	Result after financial items MSEK	Total balance sheet MSEK	CEO/Managing director per October 2002
STD	1	2	**ÅF-Groups**	I,E,M,Enr	01	1962,6	1746,9	2470	88,0	1276,3	**Jonas Wiström**
			El & Instrument	I,E		579	522	783			–
			Energi, Miljö & Process	Enr,I,Env		521	442	774			–
			VVS	M,Enr		224	191	237			–
			Data, Elektronik & Mekanik	E,IT,I		487	462	423			–
			Kontroll & Besiktning	E, M,I		124	115	143			–
			Utbildning & Management			152	136	68			–
STD	2	1	**SWECO AB**	MD	01	1927,7	1756,7	2169	206,6	1181,5	**Wigon Thuresson**
			SWECO FFNS	A		340,7	346,7	349			Eva Nygren
			SWECO BLOCO	CE		123,5	114,6	147			Hans Olson
			SWECO Theorells	M,Enr,E		338,5	293,5	430			Åsa Söderström Jerring
			SWECO VBB VIAK	CE,Env		829,9	767,0	815			Mats Påhlsson, Per Karlsson
			SWECO Projektledning	PM		124,4	108,2	111			Bo Carlsson
			SWECO Industriteknik	I		121,7	124,9	129			Eva Haegerstrand
			SWECO Energuide	Enr		95,9	90,7	77			Erik Severin
			SWECO Position	CE,GIS		48,1	–	49			Jan Zakariasson
			SWECO Connect	IT		46,5	–	33			Maths Palm
STD	3	3	**Scandiaconsult AB**	MD	01	1519,6	1352,4	1841	127,5	817,4	**Torbjörn Torell**
			Teknisk konsultverksamhet i Sverige	MD		834,2	802,2	928			Torbjörn Torell
			Teknisk konsultverksamhet i Norge	MD		385,5	278,9	429			Jan Ove Holmen
			Teknisk konsultverksamhet i Finland	MD		312,3	261,7	468			Jaakko Heikkilä
STD	4	4	**WSP Sverige AB (fd J&W)**	MD	*01	1497,0	1188,6	1884	95,2	828,0	**Rikard Appelgren**
			WSP Arkitektur	A		64,6	*66,1	86			Åke Nilsson
			WSP Byggprojektering	CE		266,2	*282,8	339			Ulf Erikson
			WSP Environmental	Env		118,4	*101,8	146			Ole W. Paus
			WSP Management	PM		172,1	*176,9	156			Mickey Johansson
			WSP Samhällsbyggnad	CE		435,0	*444,6	505			Eskil Sellgren
			WSP Systems	E,I		418,1	*478,5	548			Lars Janson
			WSP International	MD		*					David Montgomery
STD	5	6	**Teleca AB (exkl AU-System)**	I	01	1187,8	932,4	1243	125,9	1499,7	**Nick Stammers**
STD	6	5	**Semcon AB**	I	01	1126,6	1007,2	1585	2,4	515,9	**Hans Johansson**
			Semcon Industrial Design			507,4	485,4	–			–
			Semcon e-Design			449,5	416,9	–			–
			Semcon Technology Management			106,7	44,5	–			–
(STD)	7	7	**WM-data Total Design**	I	01	865,0	710,0	*940	*30,0	–	**Håkan Frick**
STD	8	8	**Carl Bro Sweden AB (fd Sycon Sverige)**	MD	01	839,1	633,8	1101	-40,3	382,9	**Per-Arne Gustavsson**
			Carl Bro Energikonsult	Enr		230,4	247,8	309			Gunnar Linder
			Carl Bro Teknikkonsult	MD		238,9	245,1	321			Alf Carlsson
			Carl Bro Stockholm Konsult	MD		209,1	*185	212			Janne Svensson
STD	9	9	**Epsilon AB**	I	01	769,6	626,1	1063	-16,9	398,6	**Staffan Andersson**
STD	10	10	**Tyréns Förvaltning AB**	CE,PM	01	456,3	386,2	534	19,1	652,7	**ingen vd**
			Tyréns Byggkonsult AB	CE,PM		215,7	165,6	223			Håkan Blom
			Tyréns Infrakonsult AB	CE		214,3	159,6	247			Jan Colliander
STD	11	11	**HifabGruppen AB**	PM	01	425,8	379,1	389	0,9	179,2	**Anders Nordqvist**
			Hifab Byggprojektledaren AB			240	192	242			Jan Boija
			Hifab International AB			*163	*163	108			Jan Skoglund
			Hifab Development AB			*19,4	*	35			Jan Törner
STD	12	(*)	**SwedPower AB**	Enr, E	01	424,1	360,1	465	-17,4	203,9	**Tomas Mattsson**
STD	13	12	**Flygfältsbyrån AB**	CE,I,E	01	306,0	280,6	380	6,2	137,6	**Anders Rydberg**
STD	14	13	**White arkitekter AB**	A,PM	01	277,1	265,2	336	25,9	237,2	**Magnus Borglund**
STD	15	16	**VA-Ingenjörerna AB**	Env	01	234,0	138,8	79	3,4	53,0	**Per-Olof Karlsson**
STD	16	14	**Rejlerkoncernen AB**	Enr,E,I	01	201,6	169,9	282	8,4	119,6	**Peter Rejler**
STD	17	15	**Xdin AB**	I	01	173,0	139,3	201	-19,1	113,9	**Thomas Ängkulle**
STD	18	*19	**Gesab AB**	I	00/01	160,4	*141,3	230	-9,6	44,5	**Janos Rakai**
STD	19	17	**Jaakko Pöyry AB (sv. koncernen)**	MD	01	156,7	138,3	213	0,8	82,4	**Pekka Eskelinen**
	20	18	**Inac Process AB**	I,E	01	150,8	137,9	224	-11,3	53,6	**Magnus Falkman**
STD	21	20	**Bengt Dahlgren AB**	M,Enr,Env	01/02	142,5	126,4	200	13,4	76,2	**Christer Nyberg**
			Bengt Dahlgren Stockholm AB			24,8	23,2	32			Lars Kjellgren
			Bengt Dahlgren Linköping AB			9,2	8,7	12			Leif Viking
			Bengt Dahlgren Malmö AB			12,0	9,0	14			Håkan Jerkstrand

			Group with major subsidiaries/units	Services	Annual Report	Turnover MSEK	(Previous year)	Average number of employees	Result after financial items MSEK	Total balance sheet MSEK	CEO/Managing director per October 2002
STD	22	22	Ingemansson Technology AB	I (Ak)	01	107,6	105,4	112	2,4	56,9	Klas Brännström
STD	23	24	Temagruppen Sverige AB	A,PM	01	102,7	101,9	145	2,4	47,3	Håkan Persson
			Tema arkitekter			97,0	83,0	97			Laila Strunke
			Tema projektledare			29,0	25,3	36			Gunnar Gedin
STD	24	21	VAI VA-Projekt AB	CE, Env	01	101,8	106,0	108	-9,7	38,9	SWECO VIAK 2002
STD	25	31	Pro Tang AB	I	01	101,2	77,4	165	-3,5	38,6	Tom Andersson
	26	28	FVB-Fjärrvärmebyrån AB	Enr	01	99,3	88,4	100	2,7	35,2	Björn Andersson
	27	27	GF Konsult AB	CE,Env,A	01	98,4	92,4	129	7,8	71,8	Leif Olsson
STD	28	30	Energo AB	M,E	01	93,3	82,2	94	6,9	36,3	Östen Innala
STD	29	26	Wermtec Consult AB	I	01	90,5	93,5	103	-6,4	54,9	Curt Pehrson
STD	30	34	JA Produktutveckling AB (dt Etteplan Oy)	I	01	89,0	74,4	136	4,4	19,5	Ulf Aiff
STD	31	33	ELU Konsult AB	CE	01/02	85,5	76,0	92	8,3	35,6	Lars Olov Karlberg
	32	25	Rücker Nord AB (fd Nord -Consulting AB)	I	*01	*85,0	95,6	*65	–	–	Johanna Hofherr
STD	33	42	PIC Engineering AB	Enr,Env	00/01	80,1	57,9	120	-6,0	34,8	Leif Salenius
STD	34	43	Wingårdh-koncernen	A	01	79,0	56,4	80	9,8	43,5	Gert Wingårdh
STD	35	38	Golder Associates AB	CE, Env	01	79,0	63,4	70	4,6	33,5	Sven Hultsjö
	36	51	EBAB Byggadministration AB	PM	01	*75,0	*59,6	47	*	*	Tommy Werre
STD	37	41	Bjerking AB	CE,M,A	01	74,9	60,6	106	1,5	53,6	Johan Bill
STD	38	36	Tengbomgruppen AB	A,IA	*01	74,1	64,8	89	0,4	47,6	Bo Eiserman
	39	37	SweRoad AB	CE	01	70,3	63,8	57	-0,9	31,4	Roberto G. Baudicco
STD	40	48	TP Gruppen AB	PM	01	68,7	51,5	75	8,4	30,5	Bo Sundberg
	41	40	Consat Engineering AB	I	01	66,4	61,7	99	4,1	22,8	Jan-Bertil Johansson
STD	42	44	NYRÉNS Arkitektkontor AB	A	01	65,7	56,0	76	2,4	28,2	Erik Hovlin
	43	50	Condesign AB	I,E	*01	61,2	50,8	101	4,6	21,8	Kenth Bergström
STD	44	47	Brunnberg & Forshed Arkitektkontor AB	A	01	61,0	51,9	61	1,1	23,6	Bengt Hellström
	45	35	Sandell Sandberg AB	A,Info	01	61,0	70,5	47	13,8	22,1	Joakim Uebel
STD	46	46	Scand Pro koncernen AB	PM	01	60,0	52,3	53	6,3	18,5	Miguel Guirao
(STD)	47	39	Wikmar & Sone Konsult AB	MD	01/02	58,0	62,5	56	3,5	31,4	Rolf Sone
STD	48	32	IKG IndustriKonsultGruppen AB	I	*01/02	57,0	76,8	100	0	12,0	Lars Hellström
STD	49	49	Nitro Consult AB	CE	01	56,2	51,3	59	5,7	41,6	Donald Jonson
	50	52	Temaplan AB	PM	01/02	54,4	49,9	44	3,7	19,4	Andreas Philipson
	51	(-)	Neweng Consulting AB (dt franska Altran)	I,E	01	53,8	*41,2	58	11,6	28,2	Dominique Dándrimont
(STD)	52	76	Eurocon Consulting AB	I	01	53,7	26,6	57	4,9	24,5	Christer Svanholm
	53	53	Teleplan AB	E,I	01	53,2	48,2	55	1,9	19,3	Thomas Ohlsson
STD	54	23	Kadesjös Ingenjörsbyrå AB	CE,M	01/02	50,2	*102,5	42	5,7	31,2	Håkan Kadesjö
STD	55	45	SwePro Engineering AB	PM	00/01	49,9	53,4	41	0,3	21,6	fusion 2002
STD	56	56	Bygganalys AB	PM	01	49,6	39,9	49	1,2	18,9	Anders Kivijärvi
STD	57	58	Liljewall Arkitekter AB	A	01	48,9	38,8	53	3,8	14,2	Leif Blomkvist
STD	58	65	Scheiwiller Svensson Arkitektkontor AB	A	01/02	47,1	33,3	42	3,2	16,8	Inger Lindberg Bruce
STD	59	54	INCOORD AB	M	01	46,9	46,0	48	0,6	22,4	Olle Edberg
	60	*185	Retea AB	E,I	01	43,6	*10,7	46	6,9	17,3	Bengt Lundgren
STD	61	55	VBK	CE	01/02	42,0	45,3	47	2,3	27,3	Leif Gustafson
STD	62	62	CLC Installationsconsult AB	M,E	01/02	41,8	36,3	57	3,3	21,7	Lennart Svantesson
	63	(-)	Creator Teknisk Utveckling AB	I	00/01	40,9	47,0	39	3,9	27,8	Björn Wahlqvist
STD	64	90	Centaur Design AB	I	00/01	40,7	22,7	60	4,6	19,7	Sten Roger Törnqvist
STD	65	110	BSK Arkitekter AB	A	01	39,1	19,1	25	7,2	16,7	Ulf Mangefors
STD	66	61	Helenius Engineering AB	M	01	38,9	36,9	29	1,3	22,9	Herje Wahlberg
	67	73	Forsen Projekt AB	PM	01	38,0	27,9	29	5,1	15,7	Jan Ahlinder
STD	68	57	AIX Arkitekter AB	A	01/02	37,7	39,8	51	2,9	19,9	Erik Källström
	69	159	Installationsteknik i Svealand AB	E	*01	36,1	12,7	37	2,1	12,0	Leif Jalmerud
STD	70	(-)	Fasitet AB	I	01	33,6	23,3	26	2,9	7,8	Mats Bjurefalk
	71	74	Per Schönbeck Elprojekt AB	E	01	33,3	27,0	51	2,8	28,9	Per Schönbeck
STD	72	64	Erséus, Frenning & Sjögren Arkitekter AB	A	*00/01	32,8	41,4	45	1,3	10,4	fission 2002
STD	73	63	FLK Sverige AB	M	01	32,5	35,7	63	1,4	28,1	Anders Thomasson
STD	74	84	Lund & Valentin Arkitekter AB	A	01/02	31,5	24,2	38	3,1	17,1	Bo Karlberg
STD	75	59	CA consult-koncernen	PM	01	31,5	37,6	37	2,8	16,5	Jan Landmark

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

The top 300 Swedish consulting engineering and architectural groups

			Group	Services	Annual Report	Turnover MSEK	(Previous year)	Average number of employees	Result after financial items MSEK	Total balance sheet MSEK	CEO/Managing director per October 2002
	76	60	Evolator Group AB	I	01/02	31,0	37,3	43	-4,0	15,1	Bo Claesson
STD	77	116	FL Arkitekter AB	A	01/02	30,8	17,8	24	2,5	12,9	Christer Eriksson
STD	78	92	Ingenjörsbyrån Andersson & Hultmark AB	M	01	30,2	22,4	36	4,6	14,2	Håkan Elfström
	79	70	HOAB-gruppen AB	PM	01	30,0	29,0	31	–	–	Per Olsson
*STD	80	86	Structor Hulthén-Stråth AB	CE	01	29,6	23,9	38	4,9	12,9	Jan Stråth/ Per Fladvad
STD	81	69	BK Beräkningskonsulter AB	CE,I	*00/01	29,2	29,3	22	3,4	18,9	Sune Andersson
STD	82	71	LEB Consult AB	M	01/02	29,0	28,3	38	4,0	19,7	Lars Mohlin
STD	83	123	Projektkompetens AB	PM	01/02	28,9	17,2	26	0,5	7,7	Anders Borggren
STD	84	68	AROSgruppen Arkitekter AB	A	01/02	28,4	30,2	33	1,0	17,8	Jan-Ove Fogelberg
STD	85	79	Equator Stockholm AB	A	01	28,1	26,1	33	2,4	9,0	Johan Mörling
	86	72	Svea Teknik AB	I	01	27,1	28,2	34	3,5	21,1	Rune Lindberg
STD	87	82	FOJAB Arkitekter AB (koncernen)	A	01/02	26,7	25,3	35	0,3	12,0	Björn Wigelius
STD	88	*99	Arkitekthuset Monarken AB (fd Monarken Luleå)	A	01/02	26,7	19,1	28	*1,9	10,2	Anders Burman, Gunnar Grönlund
STD	89	78	Widmark & Platzer AB	PM	00/01	26,2	19,5	26	1,6	8,8	Peter Hallenius
STD	90	96	Åsberg Wångstedt Lotström Arkitekter AB	A	*01/02	26,1	21,7	21	4,5	18,0	Tomas Åsberg
STD	91	81	Thomas Eriksson Arkitektkontor AB	A	*01/02	25,8	24,6	27	1,4	20,2	Thomas Eriksson
STD	92	(*)	Järnvågen AB (Bergström, BEKAB, Ind.automat. m fl)	I	00/01	25,6	29,7	42	1,4	16,8	Thord Hägglund
STD	93	77	Arkitektkontoret Fråne Hederus Malmström AB	A	01	25,4	26,4	28	1,2	6,2	Björn Malmström
STD	94	87	NVK VVS-Kontroll AB	M	01/02	25,3	23,3	30	1,2	10,4	Stefan Pettersson
STD	95	112	KNSS Gruppen AB	CE,E	01/02	25,2	18,6	27	1,9	14,9	Björn Svensson
STD	96	111	Geosigma AB	CE,Env	01	25,1	19,0	33	0,4	11,6	Bo Eliasson
STD	97	(*)	Landskapsgruppen koncernen AB	A	*01/02	25,1	26,2	26	0,3	–	Bo Wiklund
STD	98	95	Creacon AB	A,PM,Env	01	25,0	21,7	31	1,4	11,5	Torsten Fribert
STD	99	102	Archus Arosia Arkitekter AB	A	01	25,0	20,2	24	3,3	16,0	Johnnie Pettersson
STD	100	75	Knut Jönson Ingenjörsbyrå AB	CE	01/02	24,9	26,8	26	4,0	15,5	Janerik Påsse
STD	101	97	A5 Arkitekter & Ingenjörer AB	A	01/02	24,8	21,5	33	1,8	7,2	Roger Lindvall
STD	102	80	TEAM TSP Konsult AB	E	01	24,5	25,9	27	2,3	20,7	Göran Berg
STD	103	(-)	LUTAB Luthanders Ingenjörsbyrå AB	I	01	24,5	18,2	24	0,3	10,0	Thor Malmberg
STD	104	85	Anders Bergkrantz Arkitekter AB	A	01	24,3	24,1	11	0,4	6,7	Anders Bergkrantz
	105	120	Arne Hill AB	CE	01	24,1	17,5	15	7,3	22,7	Owe Svensson
	106	100	Ergonomi Design Gruppen AB	I	00/01	24,0	21,0	22	3,8	16,8	Krister Torsell
STD	107	91	Arkitektbyrån AB i Göteborg	A	01	23,4	22,7	32	1,0	10,9	Lars Iwdal
	108	*160	AB Teknoplan	E	01/02	23,3	19,1	23	4,5	15,5	Bo Jakobsson
STD	109	67	Bergsäker Konsult AB	CE	01	23,2	30,7	23	0,2	12,1	Göran Karlsson
STD	110	83	TQI Consult AB	M	00/01	23,0	24,8	20	0,9	5,6	Björn Thörnqvist
STD	111	104	HUS&PLAN arkitekterna AB	A	01	22,7	18,9	27	-0,2	9,8	Kurt Axelsson
STD	112	*122	SKAPI Projekt/Pantektor AB	CE,A,PM	01	22,6	20,3	25	1,9	4,8	Bertil Hägg
STD	113	156	Centerlöf & Holmberg AB	CE	01	21,6	18,8	30	2,0	19,1	Bengt Andersson
	114	127	PRC Konsult AB	I (S)	01/02	21,5	16,8	25	-0,3	8,6	Hasse Tingström
STD	115	93	Sören Lundgren Byggkonsult AB	CE	01/02	21,3	22,9	19	2,1	7,8	Kjell Nordin
STD	116	117	Arkitektgruppen GKAK AB	A	01	21,2	17,6	33	-0,6	8,0	Bengt Groschopp
STD	117	98	Svensk Konstruktionstjänst Kervefors AB	I	01	21,0	21,4	21	-0,7	8,8	Lennart Kervefors
STD	118	105	Riba Röringenjörsbyrån AB	M	00/01	20,7	19,7	30	0,2	8,6	Bo Granström
STD	119	130	Berg Arkitektkontor AB	A	01	20,6	16,7	15	0,7	5,3	Svante Berg
STD	120	115	Electro Engineering AB	E	01/02	20,5	17,8	20	2,2	8,2	Arne Hilton
	121	103	Alfakonsult AB	PM, MA	01	20,5	20,2	19	0,1	7,6	Peter Cedergårdh
	122	106	Bjurström & Brodin Arkitekter AB	A	00/01	20,4	19,7	19	0,1	8,3	ingen vd
STD	123	124	Arkitekturkompaniet SI AB	A	01/02	20,3	17,1	*17	6,1	14,6	Bibbi Olsson
STD	124	168	Reflex Arkitekter AB	A	00/01	19,9	12,1	17	2,7	5,3	Johan Linnros
STD	125	131	BAU Arkitekter AB	A	01	19,8	16,5	25	1,7	8,9	Per-Erik Sundby
STD	126	108	IMEK VVS Rådgivande Ingenjörer AB	M	01	19,8	19,4	18	0,8	18,0	Tomas Kvistmo
	127	137	Reinertsen Engineering AB (dt norska Reinertsen)	CE	01	19,7	15,5	27	0,3	7,2	Ljot Strömseng
	128	128	Brandkonsulten Kjell Fallqvist AB	M	01	19,7	16,8	14,5	1,0	8,7	Kjell Fallqvist
STD	129	113	Lindberg Stenberg Arkitekter AB	A	01	19,6	18,3	25	2,0	7,5	Dag Lindberg
STD	130	176	Automations Partner AB	I	00/01	19,6	11,9	10	0,8	10,0	Lennart Sturesson
STD	131	94	SAMARK Arkitektur & Design AB	A	01	19,4	21,6	26	-1,6	10,7	Tomas Walberg
STD	132	(-)	LinPro AB	I	01/02	19,3	19,1	20	0,5	5,4	Hans Karlsson

				Services	Annual Report	Turnover MSEK	(Previous year)	Average number of employees	Result after financial items MSEK	Total balance sheet MSEK	
STD	133	119	VAP VA-Projekt AB	Env	01/02	19,2	17,5	22	1,8	10,7	Mikael Melin
STD	134	114	Rintekno AB (dt Rintekno Oy)	I	01	19,0	17,9	23	0,6	14,9	Lars-Ove Olsson
STD	135	107	TM-Konsult AB	CE,I	01/02	18,9	17,8	32	1,4	16,3	Lars Holmgren
STD	136	149	P O Andersson Konstruktionsbyrå AB	M	01	18,9	13,8	18	0,5	10,1	Arne Berggren
	137	266	Bertrandt Sweden AB (dt tyska Bertrandt)	I	00/01	18,4	7,1	19	3,2	10,7	–
STD	138	88	AQ Arkitekter i Eskilstuna AB	A	01/02	18,3	23,1	17	1,8	11,5	Bengt Strandberg
STD	139	*89	Avalon Technology AB	I	01	18,2	15,8	27	2,2	–	Peter Mattisson
STD	140	139	Industriell Process & VVS, Prows AB	I,M	01/02	18,0	15,2	25	0,8	10,0	Kjell S. Andersson
STD	141	141	Mekaniska Prövningsanstalten MPA AB	M	01	17,9	14,8	16	1,1	8,5	Torbjörn Olsson
STD	142	109	Rosenbergs Arkitekter AB	A	01	17,6	19,1	26	0,7	9,6	Inga Varg
STD	143	126	Mats Strömberg Ingenjörsbyrå AB	E	01	17,6	17,0	14	0,7	5,9	Mats Strömberg
STD	144	148	HLLS Arkitekter AB	A	01/02	17,5	13,8	19	3,5	28,8	Bengt Linder
STD	145	150	AG Anders Gunnedal Arkitekter AB	A	01	17,5	13,8	18	3,0	6,2	Anders Gunnedal
	146	134	IP Industri & Projektconsult AB	I	*00/01	17,2	15,9	24	-0,2	2,4	Anders Holm
STD	147	154	Projektteamet Västsvenska AB	CE	01	17,2	13,3	22	1,7	5,8	Lars Howander (SO)
STD	148	202	Jarl Magnusson AB	M	01/02	16,9	9,2	18	1,3	6,8	Olle Källman
	149	(-)	Cera AB	PM	01	16,9	14,5	13	2,0	13,8	WSP Sverige 2002
STD	150	*136	Rördesign i Göteborg AB	I,M	01/02	16,8	17,8	22	1,7	9,0	ingen vd
	151	166	ABAKO Arkitektkontor AB	A	01	16,7	12,3	20	1,2	5,2	Anders Sandberg
STD	152	129	Svenska Energihuset AB	E,M,Enr	01/02	16,5	16,7	20	1,4	7,1	Torgny Johansson
STD	153	157	Byggkonsulter Hans Hansson & Co AB	CE	01	16,5	12,9	18	1,0	7,6	WSP Sweden 2002
STD	154	144	Semrén & Månsson Arkitektkontor AB	A	00/01	16,3	14,2	22	1,4	14,1	Magnus Månsson
	155	142	Hedström & Taube Projektledning AB	PM	01/02	16,2	14,6	7	1,8	9,0	Erik Taube
STD	156	170	Ingenjörsgruppen Ståhlkloo AB	M	01	16,0	14,0	29	0,1	5,0	Christer Ståhlkloo
STD	157	135	Pyramiden arkitekter i Göteborg AB	A	01	15,7	15,6	24	-0,8	6,6	Dan Nyström
	158	133	Gröner Veritech AB (dt Statkraft Gröner AS)	I	01	15,4	16,1	16	-1,0	7,7	Mikael Utberg
STD	159	175	Lassen & Co AB (Byggteknik i Skåne, Emil G. Uddvik)	CE	01	15,2	11,9	22	0,6	5,1	Christian Lassen
STD	160	217	Velocis AB	I	01	15,1	8,7	28	1,4	5,6	Kjell Bergan
STD	161	118	MAF Arkitektkontor AB	A	01/02	15,1	17,6	16	0,5	5,6	Mats Jakobsson
STD	162	179	SZ Konsult AB	CE	01	14,8	11,7	15	0	8,3	Bertil Ullbrand
STD	163	140	Kjellmans Teknik AB	M,CE	00/01	14,8	10,7	21	0,4	7,2	Pål Kjellman
STD	164	101	Creacon Halmstads Konsult AB	CE	01	14,6	20,6	29	-1,2	9,3	Göran Feldt
STD	165	242	Konstruera Arkitekter och Ingenjörer AB	A,CE	01	14,5	7,6	16	2,1	9,1	Ulf Larssonn
	166	146	Kemakta Konsult AB	Env	01	14,5	14,1	16	-0,2	7,5	Bertil Grundfelt
	167	247	Seveko VVS Konsult AB	M	00/01	14,4	7,5	9	0,8	4,4	Hans Severinsson
STD	168	125	Timatec AB	I	01	14,2	17,1	21	1,1	5,0	Anders Magnusson
STD	169	145	Studio 1.11 Arkitekter AB	A	01/02	14,1	10,7	15	0,2	5,9	Jan Hardenborg
STD	170	(-)	Umeå Industri & Kraft Konsult AB	I,E	01	14,0	12,5	19	0,6	7,8	Bertil Rönnlund
STD	171	132	EKAB Ingenjörer AB	E	01	14,0	16,4	20	–	–	Carl-Olof Wallin
STD	172	143	BSV Arkitekter & Ingenjörer AB	A, CE	01	14,0	14,3	19	0,7	9,7	Kjell Thulin
STD	173	181	Rockstore Engineering AB	CE	00/01	14,0	11,1	11	1,7	5,1	Stig Myhré
STD	174	165	STIBA AB	CE	01	13,9	12,4	17	1,4	9,5	Rune Dalmyr
	175	151	Södergruppen Arkitektkontor AB	A	01	13,8	13,2	17	0,6	6,0	G.Herdevall, H.Bäckström
	176	194	Fredblad Arkitekter AB	A	01/02	13,8	9,8	15	1,3	5,6	Leif Jönsson
STD	177	(*)	N.L. Elkonsulterna AB	E	01	13,7	11,8	19	1,6	5,7	Lennart Gustafsson
STD	178	(-)	Koteko AB	I	01	13,7	13,6	13	1,4	6,5	Lars Nyström
STD	179	162	IBA Ing.byrån Bygginstallationer AB	M	01	13,6	12,5	22	1,6	10,0	Mikael Sundell
STD	180	254	Evotech Engineering AB	I	01	13,6	7,4	18	1,7	5,9	Robert Johansson
	181	121	Projektbyrån Roland Korsén AB	PM	01/02	13,5	17,4	13	0,4	5,6	Jonas Hellström
STD	182	174	Rolf Tellstedt -koncernen AB	CE	01	13,4	11,9	26	-1,5	17,9	Björn Tellstedt, T.Östergren
	183	153	Byggplanering i Norrbotten AB	PM	00/01	13,4	10,5	7	0,5	5,6	Sven Svensson
	184	155	KFS Anläggnings-konstruktörer AB	CE,PM	00/01	13,3	10,4	11	1,0	6,2	Hans Klingenberg

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

The top 300 Swedish consulting engineering and architectural groups

			Group	Services	Annual Report	Turnover MSEK	(Previous year)	Average number of employees	Result after financial items MSEK	Total balance sheet MSEK	CEO/Managing director per October 2002
STD	185	167	Vatten och Samhällsteknik Gotaland AB	Env	01/02	13,3	12,2	14	1,0	7,8	Lars Kylefors
STD	186	(-)	Mecad AB	M,CE	00/01	13,2	9,4	21	0,2	4,6	Nils Grönlund
STD	187	182	PIAB PI i Göteborg AB	CE	01	13,1	10,9	21	1,4	6,0	Stefan Bengtsson
	188	212	MRM Konsult AB	CE,Env	*01/02	12,9	9,5	16	0,3	–	Malin Wallström
STD	189	*205	FRS Arkitekter AB	A	01/02	12,8	12,8	13	1,3	6,5	Bo Svensson
	190	183	Samcon AB	CE	01/02	12,6	10,8	21	0,2	3,9	Cenneth Jonsson
	191	192	Arkitekterna AB Krook & Tjäder	A	01	12,6	10,0	13	0,2	4,1	Bengt Ove Krook
	192	147	Claes Dahlgren Arkitektkontor AB	A	01	12,1	13,9	12	4,2	4,2	Claes Dahlgren
	193	(-)	Ågrenkonsult AB	PM	*00/01	12,0	11,5	7	2,6	4,4	Anders Röstlund
STD	194	158	SISU Stockholm AB	M,E	01	11,8	12,8	16	0,2	9,6	Ronnie Bergman
STD	195	173	Integra Engineering AB	PM,CE	01	11,6	12,0	16	1,7	5,4	Anders Skoglund
STD	196	236	Syd Ark AB	A	01/02	11,6	7,8	9	3,1	6,9	Jan Bergfelt
STD	197	(-)	Elektrotekniska Byrån i Karlstad AB	E,I	*01/02	12,2	11,6	16	1,0	6,0	Lars Lundqvist
	198	152	Strategisk Arkitektur AB	A	01	11,4	13,6	16	0,3	4,5	Göran Ekeroth, Andreas Fries
	199	(*)	VVS och Energi i Borås AB (inkl Metator)	M	01/02	11,4	7,5	15	2,0	4,9	Gerhard Englund
STD	200	238	FRAM Arkitekter AB	A	01	11,4	7,7	8	1,1	2,9	Robert Reuterhäll
STD	201	196	BM Arkitekter AB	A	01/02	11,3	7,7	9	0,3	2,9	Ulla Nordström
STD	202	191	Consultec Arkitekter & Konstruktörer AB	A,CE	01	11,0	10,1	13	0,5	4,8	Allan Forslund
STD	203	171	BLP Arkitekter AB	A	01/02	10,9	12,0	15	1,2	7,1	Jerker Larsson
STD	204	195	LBE arkitekt AB	A	01	10,6	9,7	16	0,6	6,7	Mats Elgström
STD	205	172	Atrio Arkitekter i Kalmar AB	A	01	10,4	11,3	14	0,5	6,1	Olof Utterback
STD	206	225	Torsten Palmqvist AB	M	01	10,4	8,4	9	0,5	3,5	Roger Johansson
	207	233	Cinnober Arkitekter AB	A	01/02	10,3	7,8	16	1,6	4,3	Åke Nygren
STD	208	240	Ahlqvist & Almqvist Arkitekter AB	A	01/02	10,3	7,6	16	0,3	3,0	Bengt Ahlqvist
	209	218	INSTRA Installationskonsult AB	M	01/02	10,3	8,7	13	0,8	4,6	Rolf Y. Karlsson
STD	210	184	CERTUS Elkonsulter AB	E	01/02	10,3	10,7	10	0	4,6	Per-Ove Murstad
STD	211	189	Hans Murman Arkitektkontor AB	A	01	10,2	10,2	15	0,5	7,7	Hans Murman
STD	212	304	Alteco Elkonsult AB	E	01	10,1	5,9	12	1,4	4,0	Andreas Lundström
STD	213	222	Böving & Kinnmark Arkitektkontor AB	A	01	10,1	8,6	11	1,1	4,3	ingen vd
STD	214	215	Vinga Elprojektering AB	E	01/02	10,0	8,8	15	0,4	3,4	Mats Svengård
STD	215	193	Carlstedt Arkitekter AB	A	01	10,0	9,8	15	0	3,8	Kerstin Eken
	216	206	Inelko AB	I,E	01/02	10,0	10,9	14	0,3	3,1	ingen vd
	217	178	Uulas Arkitektkontor AB	A	01/02	10,0	11,8	12	0,7	2,9	Sten Liljedahl
	218	199	ENT Energiteknik AB	Enr,E	01	10,0	9,5	10	1,2	5,6	ingen vd
STD	219	236	Grapenfelt Norr AB	M	01	9,9	7,7	16	-0,2	5,2	Nils Svensson
	220	161	Devellum Design & Development AB '	I	01	9,9	12,7	11	0	3,1	Peter Walin
STD	221	198	BJ-Konsult i Visby AB	CE,A,PM	01	9,8	9,5	18	0,9	11,9	Birger Jörnhammar
	222	281	ARIA Consulting AB	MD	01	9,8	6,6	18	0,7	4,2	Alf Fredell
STD	223	*245	Probeko AB	E	01/02	9,7	9,8	16	0,3	4,3	Stig Johansson
	224	188	Allmänna Maskinkonstruktioner AB	I	01	9,6	10,2	15	1,1	9,1	Bertil Karlsson
STD	225	214	Granlund & Co Ingenjörsbyrå AB	CE	01	9,6	8,8	14	0,9	4,5	Åke Granlund
STD	226	280	K-Konsult Elmiljö AB	E	01	9,6	6,7	12	1,8	6,2	Peter Larsson
	227	201	Allmänna VVS-Byrån AB	M	00/01	9,6	9,5	8	0,3	3,2	ingen vd
STD	228	210	Johan Celsing Arkitektkontor AB	A	01	9,5	8,9	13	0,5	3,4	Johan von Celsing
STD	229	360	Geo Survey Mätteknik AB	CE	00/01	9,5	4,2	10	0	3,9	Thommy Sundqvist
	230	138	Mikael Dunge Arkitektkontor AB	A	01	9,5	15,2	9	0,3	4,9	Mikael Dunge
	231	378	CGC Arkitektkontor AB	A	01/02	9,4	3,5	9	-0,1	2,7	Anders Gustafsson
	232	180	Megaron Arkitekter AB	A	01	9,3	11,2	10	0,2	4,3	Anders Högberg
STD	233	216	AGERA VVS-Design AB	M	01	9,2	8,8	15	0,6	4,9	Christer Ahlinder
STD	234	209	Scanpipe Consulting AB	I	01	9,2	8,9	15	-0,2	4,0	SWECO 2002
STD	235	186	Sundell Arkitekter AB	A	01	9,0	*6,7	12	0	3,5	Jan Sandberg
	236	204	Lars Berggren Konsultbyrå AB	CE	01	8,9	9,1	8	1,3	4,1	Karl-Gustaf Dahlström
STD	237	288	Fagerström Industrikonsult AB	I	01/02	8,8	6,4	16	-0,2	2,7	Per Fagerström
	238	227	Wickenberg Bygganalys AB	M	01	8,8	8,2	10	0,3	4,1	Ulf Karlsson
STD	239	234	EPG Konsult Samordnad VVS-Teknik AB	M	01/02	8,8	7,8	10	0,2	2,9	Gillis Wendt
STD	240	299	Landström Arkitkter AB	A	*01/02	8,8	6,0	8	1,1	2,4	Anders Landström
STD	241	221	Luleå Industriteknik AB	I	01	8,7	8,6	11	0,2	2,4	Hans Ove Johansson
	242	219	Brandgruppen AB	M	01/02	8,7	8,7	9	1,1	–	Olle Norrby
STD	243	235	Gyllenpalm & Sohlman Arkitekter AB	A	*00/01	8,7	7,8	8	1,6	4,8	Ylva Sohlman
STD	244	241	Tekmat AB	I	01	8,6	7,6	14	0,6	3,3	Thomas Quist
	245	232	Sigma Sävab AB	CE,PM	01/02	8,6	7,9	7	0,3	3,6	Lars-G. Öberg

			Group	Services	Annual Report	Turnover MSEK	(Previous year)	Average number of employees	Result after financial items MSEK	Total balance sheet MSEK	CEO/Managing director per October 2002
	246	224	Comarc Projektering AB	CE,A	00/01	8,5	7,7	10	0,1	2,9	Sigvard Svensson
	247	213	Lincona Byggkonsult AB	CE	01/02	8,4	8,8	15	0,1	3,2	Dan Johansson
STD	248	265	GHAB Arkitekter & Ingenjörer AB	A,CE	01	8,4	7,1	10	1,0	5,6	Lars Nlegård
STD	249	211	Arkitekthuset Jönköping AB	A	01/02	8,4	8,9	10	0,8	4,7	Bert Noorlander
STD	250	197	Jan Lundqvist Arkitekter AB	A	01	8,4	9,6	9	1,2	3,9	Jan Lundqvist
STD	251	223	S Wikström VVS-konsulter AB	M	01/02	8,3	8,4	14	0,2	3,6	Tommy Sandström
	252	255	IToMA Konsulterande ingenjörer AB (Etteplan Oy)	I	01	8,3	7,4	13	2,1	6,4	Tommy Mattsson
STD	253	309	Nordstrand och Rung Arkitektkontor AB	A	00/01	8,3	5,5	12	0,5	3,9	Christer Nordstrand
STD	254	316	Jan Lundqvist Arkitekter AB	A	01	8,3	5,3	9	1,2	3,9	Jan Lundqvist
STD	255	207	Holm Arkitekter AB	A	*01/02	8,3	9,1	8	–	–	Birgitta Holm
STD	256	230	ELK i Göteborg AB	E	01/02	8,2	7,9	11,0	1,0	2,9	Tommy Gustafsson
	257	278	Epsilon Byggkonsult AB	CE	00/01	8,1	6,7	13	1,1	2,7	ingen vd
	258	244	Projektplanering Sven Olof Ersmarker	PM, A	01	7,9	7,6	7	1,6	7,2	S O Ersmarker
STD	259	273	MIAB Mikaelsson Ingenjörsbyrå AB	E	00/01	7,7	6,8	9	0,7	4,1	Tommy Mikaelsson
	260	239	Zenit Arkitekt & Ingenjörskontor AB	A,CE	00/01	7,7	6,5	7	0	1,7	Janis Zalamans
	261	229	Axlander & Rosell Konsultbyrå AB	M,Enr	01	7,6	7,9	13	0,1	2,8	Jan Erik Funkqvist
STD	262	285	Origo Arkitekter AB	A	01/02	7,6	6,5	10	0,2	6,3	ingen vd
STD	263	310	Arken Arkitekter AB	A	01/02	7,6	5,4	10	0,1	3,5	Lena Pålsson
STD	264	243	Henrik Jais-Nielsen & Mats White Arkitekter AB	A	00/01	7,6	6,3	10,0	1,5	6,5	ingen vd
STD	265	220	TH-Konsult AB	M	*01/02	7,5	7,6	11	0	2,4	Roger Pernestad
	266	289	Visby Arkitektgrupp AB	A,CE	01	7,5	6,3	10	0,2	3,0	Jon Jonsson
STD	267	228	BZ Bo Zachrisson Arkitekter AB	A	01	7,4	8,1	10	0,9	6,3	Bo Zachrisson
STD	268	190	AROS Industrikonsult AB	I	00/01	7,4	10,2	9	-0,1	2,8	–
	269	253	Akustikon AB	Ak	00/01	7,4	6,1	9	0,5	2,6	Gunnar Widén
STD	270	256	Teldako AB	E	00/01	7,4	6,2	11	0,1	2,1	Ulf Lindström
STD	271	257	Losman Nädele Arkitekter AB	A	00/01	7,4	7,9	8	1,0	7,5	Mikael Nädele
STD	272	356	Arkitektgården Schott AB	A	01	7,3	4,3	9	-0,1	1,6	Güntram Schott
	273	250	Hiensch Engineering AB	M, Enr	01	7,2	7,5	9	0,0	1,8	Lennart Hörnfeldt
	274	262	Fe Arkitekter AB	A	00/01	7,2	7,7	9	0	2,6	Ants Endre
STD	275	323	Danewids Ingenjörsbyrå AB	CE	01/02	7,1	5,2	7	1,1	3,7	Göran Bäckström
	276	251	Arkitektgruppen i Gävle AB	A	01	7,0	7,5	11	-0,5	2,4	ingen vd
STD	277	261	Yngve Lundh Arkitekt AB	A	01	7,0	7,2	9	0,3	3,2	B.Glamheden, R.Börjesson, N.Börjesson
STD	278	*353	Johansson Linnman Arkitekter AB	A	00/01	7,0	4,5	8	0,5	5,6	Hans Linnman
	279	200	Olle Rex Arkitektbyrå AB	A	01	7,0	9,2	6	0,6	2,8	Olle Rex
STD	280	269	Contekton i Jönköping-Skaraborg AB	A	00/01	7,0	7,0	7	0,5	1,6	fusion 2002
STD	281	282	I Control Engineering AB	I	00/01	6,9	6,6	13	0,2	5,2	ingen vd
STD	282	231	Industrikonsult Palmgren & Partner AB	I	01	6,9	7,9	11	-0,1	3,3	Thomas Palmgren
STD	283	208	Cordinor Energi & Miljö AB	Enr,Env	01	6,8	9,0	14	-0,2	1,5	Stefan Vestermark
STD	284	*226	MVM Konsult AB	Env	*01/02	6,8	7,0	11	–	–	Jan Olofsson
STD	285	260	VVS-Konsulterna i Skellefteå AB	M	01/02	6,8	7,2	9	0,3	4,4	Hans Berglund
STD	286	320	Rådhuset Arkitekter AB	A	01	6,6	5,2	10	0,7	2,6	Carl-Axel Hallén
	287	270	Trafimark AB	CE	01/02	6,6	7,0	7	0,5	3,1	Jan-Inge Wallin
	288	307	March One Arkitekter AB	A	01	6,6	5,7	7	0,1	2,9	Hans-Olof Wållgren
	289	292	Mårtensson & Håkansson								
	290		Byggrådgivare AB	PM	01/02	6,6	6,2	6	0,3	2,2	–
	291	258	Västkonsult i Trollhättan AB	CE	00/01	6,5	7,3	16	0,5	2,8	Bo Almén
	292	295	IT-Konsult AB	M	01	6,5	6,1	8	-0,1	3,4	Lars Göran Dahlén
	293	312	Vcon VVS-Konsult AB	M	01/02	6,5	5,4	6	1,2	4,0	Nicklas Andersson
STD	294	286	Magasin Ulf Roos Arkitektgrupp AB	A	00/01	6,5	4,9	7	1,1	2,5	Leif Arnsby
STD	295	317	Hållén Arkitektservice AB	A	01	6,4	5,3	9	0,4	2,7	Nils Hållén
	296	294	Ellsinger Arkitektkontor AB	A	01/02	6,4	6,1	7	1,1	4,7	Ragnar Ellsinger
	297	328	EVU Energi & VVS Utveckling AB	Enr, M	01	6,3	5,1	9	0,5	9,2	Johnny Ragazzo
STD	298	*267	FIGURA Arkitekter AB	A	01/02	6,3	6,2	9	0,3	2,9	Richard Nilsson
	299	376	ABIK, Industrikonstruktioner AB	I	01	6,2	3,8	12	0,0	2,5	Roy Svanlund
	300	306	A-Konsult Arkitekter och Ingenjörer i Helsingborg	A,CE	01	6,1	5,8	7	0,1	2,0	Matts Johansson

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

The Nordic market

Similar economic development

The Nordic economies follow basically the same development pattern. The deviations are smaller in periods with a depressed world economy. In Denmark, Finland and Norway, there is a drop this year in private building investments in offices and commercial premises, as well as in industrial investments. Investments in public building remain the same or are increasing, and the Norwegian investment trend in the infrastructure area is more positive than in Finland and Denmark.

GNP development in line with the OECD Autumn Report

What we can recognise as being characteristic in this identical pattern is that Denmark is more dependent on its domestic consumption than the other countries. Finland is heavily dependent on developments within Nokia and the forest industry. Norway, with its oil and gas resources, overheated labour market, high interest rates and strong krona is experiencing more moderate fluctuations in its economy than the other countries.

Other aspects that may be of relevance in this context are the fact that the EU Commission no longer accepts only Danish companies being allowed to run development projects for Danish development aid. Procurement will now be conducted on the basis of current directives, which will affect the competitiveness of Danish consulting firms. Norway has been awarded its first ppp project (or OPS project as it is called in Norway) where contractors and (other) financiers are now tenderers for a pending road investment in European Highway 39, Klett-Bårdshaug, a stretch of over 21 km.

Major commissions in Denmark

Developments over the past year have involved many turnabouts for Carl Bro. First of all, in autumn 2001 the majority holding in loss-burdened Carl Bro was acquired by the Swedish company Bure Equity, and shortly afterwards Carl Bro in turn purchased the Swedish company Sycon from Sydkraft. Attention was focused on profitability, and reorganisation was initiated. The Danish components of Sycon's operations were integrated into Carl Bro's Danish operations and the Swedish Region became one of five regions in a new organisation. And in October 2002, a letter of intent was received from SWECO in an amount of approximately SEK 640 million. In a somewhat financially strained situation, Bure wanted to expedite its exit from Carl Bro. A new Nordic structural transaction with an international touch is in the offing. SWECO's two largest owners guarantee the new issue, which the acquisition requires. However, on completion of due dilligence studies, SWECO announces that they wish to withdraw their offer. Carl Bro's ownership consists primarily of Bure Equity (50.46%) and Lönemodttagernes Dyrtidsfond (LD), Den Sociale Fond and the company's management group. Within Bure, Carl Bro is a so-called hub company around which a number of transactions are planned to be developed.

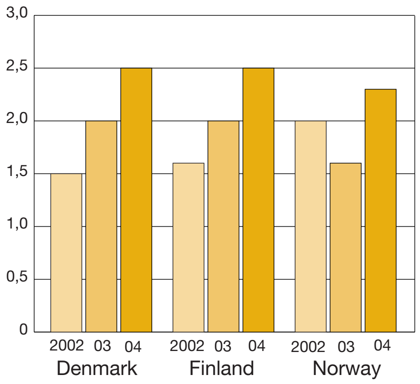
None of the three largest Danish consultancies remain firmly in place within the company.

At the end of June, COWI A/S announced the acquisition of Kampsax with over 400 employees and a turnover of a little over DKK 400 million. This represents an increase in the number of employees at COWI to some 2 800 and a strengthening of the group's position within planning and GIS. Kampsax has subsequently been awarded its largest mapping assignment to date. On behalf of the Ordinance Survey, Kampsax has been commissioned over a five-year period to update digital maps covering most of Great Britain. The assignment could be worth as much as a quarter of a billion Danish kronor. In competition with at least three other consultancies, COWI announced in mid-October an offer for the second largest Norwegian consulting firm, the InterConsult Group with some 650 employees and over NOK 500 million in turnover. It has long been known that ICG´s external owners Statoil, Sinvent, Den norske Bank and Fokus Bank have been interested in disposing of their shares in the company, which is wrestling with profitability problems. COWI would in this way be currently registered as the largest engineering consultancy in the Nordic area, pending the results of ongoing due diligence surveys.

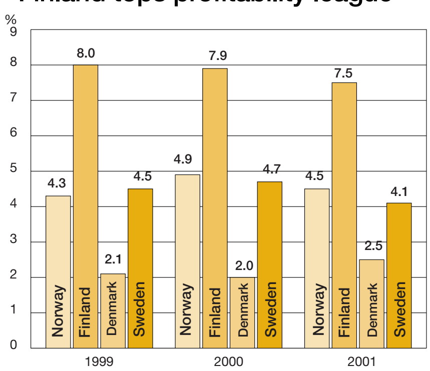
Earlier in the year, COWI strengthened its capability within GIS by purchasing business co-operation partner Helsingör-based Aligraph A/S. In Hungary, COWI has acquired transport planning consultancy Duna-Bit, with15 employees. Previous strategic co-operation has been developed into the establishment by COWI, the UK firm Enviros and Tauw from Holland of the joint-owned company CAT Alliance Ltd for a major investment in environment-oriented due diligence (EDD). During the spring, COWI was also commissioned to conduct a pre-study for what could prove to be the world's fifth largest bridge, between Kuwait City and the development area Subiyah. The assignment will be carried out together with Dissing + Weitling.

The third of the largest Danish consulting firms, RAMBØLL, appears to be the one that has enjoyed most success in business terms during 2001. A net margin of approximately 6.2 %, which is impressive by Danish standards, has been achieved during expansion. Foreign operations account for 23% of the turnover. An office has been set up in Stockholm to monitor market developments. On 28 October, Swedish journal Dagens Industri "disclosed" a "Danish coup" against the Swedish firm Scandiaconsult. Following remarkably short discussions with its con-

BNP growth according to OECD

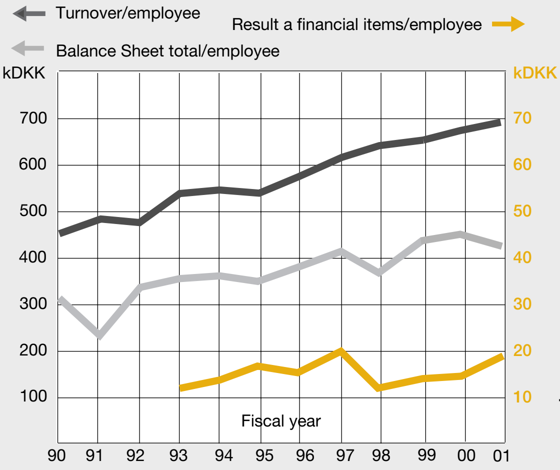


Finland tops profitability league

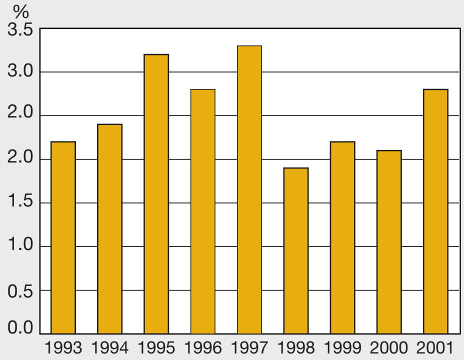


Source: Swedish Federation of Consulting Engineers and Architects (STD)

The top 30 Danish groups



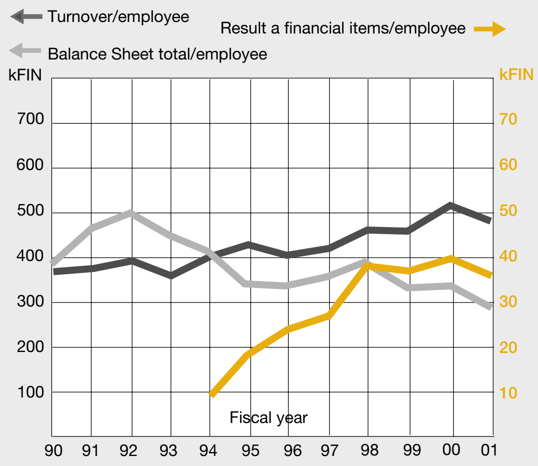
Result margins

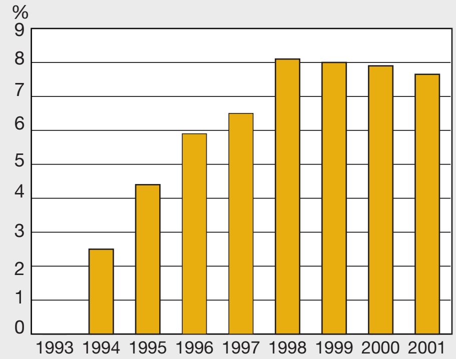


Key figures	for the top 30 groups	(previous year)
Turnover/employee	697´ DDK	675´ DDK
Result after financial items/employee	20´ DDK	14´ DDK
Balance Sheet/employee	425´ DDK	443´ DDK

The total turnover for the top 30 groups increased with some 26% during 2001/2002 (previous year 7%).

The top 30 Finnish groups

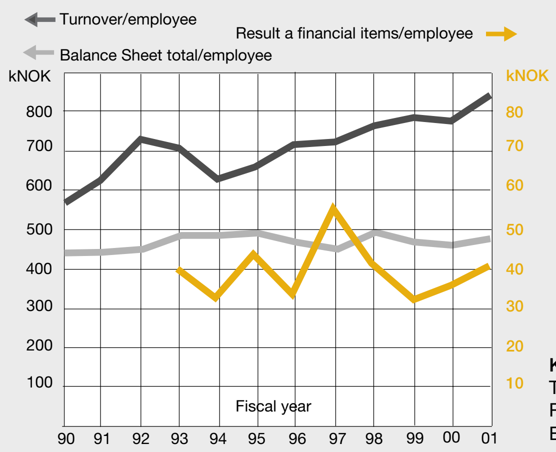


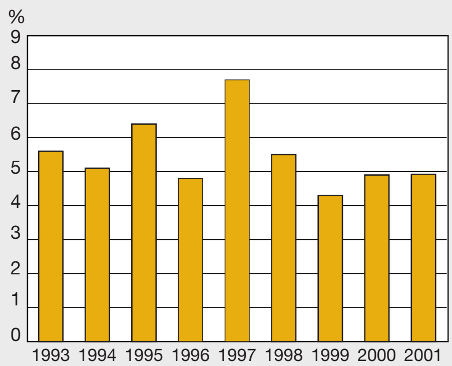


Key figures	for the top 30 groups (excl. JP)		(previous year excl. JP)	
Turnover/employee	478´ FIM	(433´)	505´ FIM	(419´)
Result after financial items/employee	37´ FIM	(40´)	40´ FIM	(39´)
Balance Sheet/employee	294´ FIM	(261´)	334´ FIM	(277´)
Turnover/employee	80370 Euro	(72900)	84900 Euro	(70470)
Result after financial items/employee	6150 Euro	(6730)	6730 Euro	(6560)
Balance Sheet/employee	49440 Euro	(43880)	56175 Euro	(46590)

The total turnover for the top 30 groups increased with some 12% during 2001/02 (previous year 15%). If Jaakko Pöyry Group is excluded the turnover increased with some 15% (previous year 4,5%).

The top 30 Norwegian groups





Key figures	for the top 30 groups	(previous year)
Turnover/employee	823´ NOK	767´ NOK
Result after financial items/employee	40´ NOK	38´ NOK
Balance Sheet/employee	479´ NOK	454´ NOK

The total turnover for the top 30 groups increased with some 12% during 2001/02 (previous year 12%).

Source: Swedish Federation of Consulting Engineers and Architects (STD)

ceived partner, the Board of RAMBØLL decided to purchase the shares in SCC that were owned by the Danish Löntagernes Dyrtidsfond, Si Gef and other Danish institutions. In this way, RAMBØLL now controls 35.14% of the shares in SCC purchased at a rate of SEK 45 per share. Industrially, it would appear to be a strong combination. However, other shareholders immediately voiced demands for a total bid for SCC. Lack of clear signals regarding the real possibilities behind the move are obstructing trading with SCC shares on the Stockholm Stock Exchange.

In Ireland, the group has signed a business co-operation agreement with Cork-based consultants Fehily Timoney & Company, with some 60 employees. The water and environmental operations in HOH Vand & Miljö A/S and Kemic Vand-Rens A/S were acquired. With the aim of strengthening its resources in the areas of gas and oil, RAMBØLL is acquiring 40% of the Norwegian company Future Engineering AS (a previous offshoot from Kvaerner) in Sandefjord with approximately 70 employees and assignments from land-based industry and offshore clients. The purchase will come into effect in January 2003. The company has also taken a step into newer areas of technology. RAMBØLL Telecom is expanding, and in order to clarify the direction it is taking, the company took part in the CeBIT Trade Fair in Hannover. Foreign operations are being gathered under a separate company. Advisory services for developing countries will be the main assignments of the new company Copenhagen Development Consulting A/S. RAMBØLL owns 40% of the company, and the management group the rest.

Birch & Krogboe showed good organic growth with a satisfactory level of profitability, which meant that employees could enjoy a good bonus. Co-operation with UK consultancy Arup has been further developed and is now down at employee level.

In 2001, the DAI Group took over ai-gruppen vest A/S.

NIRAS, with a good year behind them, are expanding their Polish operations. With three offices and 100 employees, the operations will probably be helped by Poland's anticipated increasing growth as a result of its forthcoming EU membership

The top 100 Nordic architectural groups

			Group	Annual Report	Country	Employees	(Previous year)	Turnover
STD	1	1	SWECO FFNS	01	SE	349	361	340,7 msek
STD	2	2	White arkitekter AB	01	SE	336	330	277,1 msek
	3	3	Arkitektfirmaet C.F. Møllers Tegnestue	01	DK	230	185	155,4 mdkk
	4	4	KHR AS Arkitekter	01/02	DK	180	175	114,0 mdkk
STD	5	5	Temagruppen Sverige AB	01	SE	145	143	102,7 msek
	6	9	Arkitektgruppen i Aarhus K/S	01	DK	139	97	90,5 mdkk
	7	6	Arkitekterne Schmidt, Hammer & Lassen K/S	01	DK	121	101	67,1 mdkk
	8	8	Vilhelm Lauritzen AS	01	DK	100	100	56,3 mdkk
	9	7	Dissing + Weitling Arkitektfirmae A/S	01	DK	90	100	67,3 mdkk
STD	10	14	Tengbomgruppen AB	01	SE	89	74	74,1 msek
STD	11	11	WSP Arkitektur	01	SE	86	75	64,9 msek
STD	12	18	Wingårdh koncernen	01	SE	80	63	79,0 msek
	13	20	EVATA Finland Oy	01	FIN	80	58	7,90 meur
	14	12	PLH Arkitekter A/S	01	DK	79	75	52,6 mdkk
STD	15	15	NYRÉNS Arkitektkontor AB	01	SE	76	72	65,7 msek
	16	10	Henning Larsen Tegnestue	01/02	DK	*73	88	77,4 mdkk
	17	16	Niels Torp AS Arkitekter	01	NO	68	71	68,9 mnok
	18	27	Arkitehtitoimisto Helin & Co Oy	01/02	FIN	65	50	7,88 meur
	19	17	Narud-Stokke Wiig A/S	01	NO	65	65	*48,0 mnok
	20	*31	Hvidt & Mølgaard A/S	01	DK	65	55	42,1 mdkk
STD	21	25	Brunnberg & Forshed Arkitektkontor AB	01	SE	61	52	61,0 msek
	22	13	Nielen, Nielsen & Nielen A/S	*01	DK	60	75	*42,0 mdkk
	23	32	LINK Gruppen arkitekter AS	01	NO	60	46	*47,0 mnok
STD	24	29	Liljewall Arkitekter AB	01	SE	53	49	48,9 msek
	25	22	Mangor & Nagel Arkitektfirma A/S	01/02	DK	52	55	31,0 mdkk
	26	23	Friis & Moltke A/S	01	DK	52	55	25,0 mdkk
STD	27	26	AIX Arkitkter AB	01/02	SE	51	51	37,7 msek
	28	24	Sandell Sandberg AB	01	SE	47	54	61,0 msek
	29	30	Erik Møllers Tegnestue	*01	DK	47	47	28,8 mdkk
	30	33	Holm & Grut A/S	01/02	DK	45	45	35,8 mdkk
	31	36	Arkitektkontoret Hille+Melbye A/S	01	NO	45	43	*31,0 mnok
	32	35	DARK Arkitekter AS	01	NO	*45	45	30,0 mnok
STD	33	34	Erséus, Frenning & Sjögren Arkitekter AB	*00/01	SE	45	44	32,8 msek
	34	38	Aarhus Arkitekterne A/S	01	DK	45	39	24,0 mdkk
STD	35	44	Scheiwiller Svensson Arkitektkontor AB	01/02	SE	42	34	47,1 msek
	36	(*)	AA Arkitekter A/S (fd Andresen + APL)	01/02	DK	42	*	25,2 mdkk
	37	(-)	Arkitekter Dall og Lindhardsen A/S	01	DK	41	–	26,9 mdkk
	38	43	Arkkitehditoimisto Larkas & Laine Oy	01	FIN	41	35	3,23 meur
	39	66	Snøhetta AS	01	NO	40	25	35,8 mnok
	40	(*)	tnt nuuk A/S Grönland	01	DK	40	*	27,0 mdkk
STD	41	42	Lund & Valentin Arkitekter AB	01/02	SE	38	35	31,5 msek
	42	19	Årstiderne Arkitekter A/S	01	DK	35	62	*24,0 mdkk
	43	41	Eliassen og Lambertz-Nilssen Arkitekter AS	01	NO	35	35	*26,5 mnok
STD	44	49	FOJAB Arkitekter AB (koncernen)	01/02	SE	35	30	26,7 msek
	45	59	Arkitektfirmaet Kjaer & Richter A/S	01	DK	35	28	14,5 mdkk
	46	39	Arcasa Arkitekter AS	01	NO	33	37	33,0 mnok
STD	47	40	AROSgruppen Arkitekter AB	*01/02	SE	33	36	28,4 msek
STD	48	46	Equator Stockholm AB	01	SE	33	33	28,1 msek
STD	49	56	A5 Arkitekter & Ingenjörer AB	01/02	SE	33	29	24,8 msek
STD	50	83	Arkitektgruppen GKAK AB	01	SE	33	21	21,2 msek
	51	(-)	CUBO Arkitekter A/S	01/02	DK	32	–	22,8 mdkk
STD	52	50	Arkitektbyrån AB i Göteborg	01	SE	32	30	23,4 msek
	53	47	Per Knudsen Arkitektkontor AS	01	NO	30	31	22,0 mnok

			Group	Annual Report	Country	Employees	(Previous year)	Turnover
	54	55	Innovarch Architects Oy	01	FIN	30	30	2,50 meur
	55	81	HRTB A/S Arkitekter	01	NO	28	22	29,7 mnok
STD	56	70	Arkitekthuset Monarken AB	01/02	SE	28	24	26,7 msek
	57	37	Arkkitehdit Tommila Oy	01	FIN	28	42	2,80 meur
STD	58	60	Arkitektkontoret Fråne Hederus Malmström AB	01	SE	28	27	25,2 msek
	59	(-)	Lundgard & Tranberg Arkitekter A/S	01	DK	28	–	*15,0 mdkk
	60	63	Arkitektkontoret Børve og Borchsenius	01	NO	28	27	*16,0 mnok
	61	53	Skaarup & Jespersen A/S	01	DK	28	30	*14,0 mdkk
	62	45	Medplan AS Arkitekter	01	NO	27	34	37,6 mnok
STD	63	61	Thomas Eriksson Arkitektkontor AB	01/02	SE	27	26	25,8 msek
STD	64	67	Hus & Plan arkitekterna AB	01	SE	27	25	22,7 msek
STD	65	*115	Landskapsgruppen koncernen AB	01/02	SE	26	24	25,1 msek
	66	(-*)	Arkitektfirmaet Hou & Partnere A/S	01	DK	26	–	18,6 mdkk
	67	*95	LPO Arkitektur & Design AS	01	NO	26	20	20,9 mnok
STD	68	58	SAMARK Arkitektur & Design AB	01	SE	26	28	19,4 msek
STD	69	71	Rosenbergs Arkitekter AB	01	SE	26	24	17,6 msek
	70	76	Lund & Slaatto Arkitekter AS	01	NO	26	23	16,0 mnok
STD	71	73	BSK Arkitekter AB	01	SE	25	23	39,1 msek
	72	104	BAU Arkitekter AB	01	SE	25	19	19,8 msek
STD	73	62	Lindberg Stenberg Arkitekter AB	01	SE	25	27	19,6 msek
	74	92	WITRAZ Arkitekter A/S	01	DK	25	20	15,7 mdkk
	75	54	David Bretton-Meyer Tegnestue A/S	01	DK	25	30	13,5 mdkk
	76	78	Møller & Grønborg Arkitekter o Planlaeggere AS	01	DK	25	23	13,0 mdkk
	77	51	Arkkitehditoimisto SARC Oy	01/02	FIN	25	30	1,40 meur
STD	78	102	FL Arkitekter AB	01/02	SE	24	19	30,8 msek
STD	79	64	Archus Arosia Arkitekter AB	01	SE	24	26	25,0 msek
	80	82	Heggelund & Koxvold Arkitekter AS	01	NO	24	22	17,6 mnok
STD	81	72	Pyramiden arkitekter i Göteborg AB	01	SE	24	24	15,7 msek
	82	65	Arkitektkontor Nurmela, Raimoranta, Tasa AB	01	FIN	23	26	1,28 meur
	83	(-)	Bornebusch Arkitekter A/S	01	DK	22	–	23,1 mdkk
	84	128	Dyrvik Arkitekter AS	01	NO	22	15	20,5 mnok
	85	52	KRITT Arkitekter AS	01	NO	22	30	*17,0 mnok
	86	(-*)	Jensen, Jörgensen, Wohlfeldt Arkitekter A/S	01/02	DK	22	–	14,0 mdkk
STD	87	117	Semrén & Månsson Arkitektkontor AB	00/01	SE	22	17	16,3 msek
	88	75	DOMUS arkitekter A/S	01	DK	22	23	13,4 mdkk
	89	87	Arkkitehtitoimisto Hanno Jaakkola Oy	01	FIN	22	21	1,71 meur
	90	(-)	Arkkitehditoimisto Helamaa & Heiskanen Oy	01	FIN	22	–	*1,50 meur
STD	91	89	Åsberg Wångstedt Lotström Arkitekter AB	01/02	SE	21	20	26,1 msek
	92	90	Arkitektene Astrup & Hellern AS	01	NO	21	20	20,0 mnok
	93	111	Tegnestuen Vandkunsten ApS	01/02	DK	21	18	14,1 mdkk
	94	85	Parviainen Arkkitehdit Oy	01	FIN	21	20	0 01 meur
	95	94	Bergersen, Gromholt og Ottar AS	01	NO	20	20	16,0 mnok
	96	98	ABAKO Arkitektkontor AB	01	SE	20	20	16,7 msek
	97	(-)	BBP Arkitekter A/S	01	DK	20	20	13,8 mdkk
	98	68	KANT Arkitekter A/S	01/02	DK	20	25	12,2 mdkk
	99	79	Arkkitehtitoimisto KS Oy	01	FIN	20	23	*1,30 meur
STD	100	84	HLLS Arkitekter AB	01/02	SE	19	21	17,5 msek

Included among the limited number of Danish industrial engineering consultants is ProInvent A/S teknologiudveckling, which is expanding through the acquisition of Videometer A/S.

Otherwise, it is worth noting the advances that are being made by the relatively large Danish architectural firms, where a growing number are now represented among the ranking of Europe's 300 largest companies.

Finland

During 2001, Jaakko Pöyry Group broke its long series of years with uninterrupted growth with a decrease in turnover, primarily as a result of the downturn in the world economy for the forest and energy sectors. Electrowatt-Ekono within the Group has purchased Stora Enso´s air measurement laboratory and has at the same time entered into a longer service agreement with Stora. Via JP´s German subsidiary BPI-Consult GmbH, the transport consultancy unit with 55 employees within Heusch/Boesefeldt GmbH has been acquired. During the spring, BPI-Consult was awarded four major rail assignments by Deutsche Bahn. Jaakko Pöyry Infra has some 1 200 employees and, through JP-Transplan Ltd, is the first foreign railway designer to have been commissioned to carry out design work for the Swedish Bothnia Line on a section of line south of Örnsköldsvik. JP is also establishing itself on the market for emissions and "green certificates". Through its subsidiary Electrowatt-Ekono, the Group is purchasing just over 13% of the environmental brokerage firm GreenStream Network Oy. To start with, activities will be conducted in Finland, Sweden and the UK.

During the summer, Canadian forest consultant ABGS (Ajami, Bedard, Gagnion, Sexton, Inc.) was acquired with some 100 employees. An example of the company's entry into growth areas is Electrowatt´s EUR 3 M contract for the upgrading, operation and maintenance of three power plant units in eastern Manilla with the possibility of acquiring similar assignments at another five units. Added to this are similar assignments for four bioenergy plants north-west of Bangkok. With over 10% of the shares in JP, the holding company for the fund management company Fidelity International Ltd has become the second largest owner after Belgian investment company Orbis Investments S.A, with approximately 25%.

Expansive industrial consultants Etteplan continue to set their sights on Sweden. In January 2002, the Group purchased 35% of Swedish industrial consultancy J.A. Produktutveckling AB for a price of EUR 2.2 million. Etteplan has an option, within eighteen months, to increase its share to 70%. In February, Etteplan signed an agreement to purchase 51% (with an option for 70%) of the Italian industrial consultancy Di&Esse Srl. with 15 employees, and in June 2002 the Finnish firm Insinööritoimisto Keskelinja Oy was acquired with some 45 employees. In an outsourcing transaction, Etteplan takes over some 50 employees from Rautaruukki Steel in Oulu, northern Finland. Etteplan and Nextrom Oy (major suppliers to the fibre-optics industry) have entered into a preliminary agreement for a joint venture in which 55 of Nextrom's designers are included. In Germany, Etteplan subsidiary Konette has transferred over 30 designers from Kone GmbH to Konette Design Center, which is owned to 60% by Etteplan and to 40% by Kone.

The staff of Etteplan Oyj, which is listed (hence the j in Oyj) on the Helsinki Stock Exchange, has grown to over 700 employees.

Air-Ix is another example of the Finnish interest in internationalisation, and during 2001 the company opened an office in France in the international R&D complex of Sophia Antipolis. Air-Ix has also been active in Estonia for many years (ESP Engineering) and Russia (Cabix Consulting). The group is also included together with Parviainen Architects and A-Engineers in the network known as Group DeFin for project assignments in Russia, Central Europe and the Baltic countries.

During the spring, the second largest Finnish consulting firm, the PI Group, increased its holding by acquiring the remaining 65% of the part-owned Swedish company PIC Engineering AB. In Brazil, PI has set up co-operation with JP Brasil exclusively for the South American markets. The PI Group, which continued to expand in 2002, now has over 800 employees.

Deltamarin is following up on its numerous design assignments for Chinese shipyards by establishing a representation office in Shanghai, which puts the company in place in one of the world's largest shipbuilding nations.

SCC Viatek is purchasing Vesihydro Oy with some 90 employees.

The expansive Rintekno Group can be claimed to be a relative of the "Swedish" company known formerly as Birka Energi & Miljö, which is now owned by the Finnish company Fortum, which at the same time owns more than a third of Rintekno.

The Finnish architectural firms have been facing fairly difficult times. However, Evata Finland and Arkitektbyrån Helin & Co are among those that are expanding.

Norway

Scandiaconsult's Norwegian operations continue to expand – most recently through the acquisition of Unico AS with some 60 employees within industrial and construction design and Siv. Ing Tom R. Hansen AS in Sandefjord with six employees.

Multiconsult (owned together with the WSP Group) has as a result of two major assignments succeeded in positioning itself within the oil and gas sectors. Major design commissions have been acquired for the Snöhvit development outside Hammerfest and from the German company Linde AG for the extension of Kollsnes landfall facility for gas from Kvitebjörn. Multiconsult, which has a successful year behind it, acquired Landskapsarkitekter AS, JKS-Consult AS in 2001 (specialising in sports facilities) and Arkitekterne Veine og Karlsöen AS. Summer 2002 saw the acquisition of Ingeniörfirma Ringtek A/S in Narvik. At the end of november, an agreement was announced on a merger between Multiconsult and NVK Gruppen AS. NVK, with a specialisation in water and hydraulic engineering, has some 80 employees and approximately 60 % of the company's turnover originates from operations abroad, primarily through Norplan.

As we described under Danish corporate developments, InterConsult AS has been acquired by COWI. Some form of integration with HjellnesCOWI can be expected.

Norconsult, which aspires to the title of the largest consultancy in Norway, has reduced its less profitable project volume, incurred relatively high restructuring costs and is focusing its attention on improving its profitability. At year-end GBS Data AS was acquired in order to strengthen the Group's position on the IKT market. Among the success stories is Norconsult's unit for Management Consulting, which is developing with a satisfactory level of profitability. In a partnership agreement with Armada Eiendom AS in connection with proprietorship functions, the group plans to take part in a housing development scheme called Waldemars Hage (designed by Dark Arkitekter A/S) for some 500 apartments in Oslo.

During 2001, Statkraft Grøner, with a greatly improved profitability level, purchased the remainder of MIAS in the field of water supply and sewerage engineering, and at the same time sold its 50% holding in GBS Data AS.

Alongside its consulting operations, the Barlindhaug Group is building up property development and a certain amount of turnkey contracting.

The Reinertsen Group has for a long time been developing extensive operations concurrent with its consultancy work in Reinertsen Engineering and its subsidiary Selberg Arkitektkontor. The Group is engaged in turnkey supplies within both the industrial and the building sectors, and provides financial solutions for project implementation. In all, the Group has over 1 000 employees and a turnover of approximately NOK 1 200 million.

Snøhetta is among the most expansive and internationally renowned Norwegian architectural firms. This is in part a consequence of several prestigious awards in international competitions, such as recently the museum for the painter William Turner in Margate on the coast south-east of London and the work on the new Opera House in Oslo. Together with Niels Torp Arkitekter, their proposal is among the final entries selected for "Fjordparken" (Tjuvholmen), a major development in Oslo.

During spring 2002, HolteProsjekt Gruppen acquired 75% of the shares in Byggeplandata A/S with some 25 employees. HolteProsjekt has an expanding subsidiary in Spain and has also expressed plans to establish operations in Sweden.

In autumn 2001, PTL, which has grown considerably in recent years, took over Mentor Risk Management AS.

The top 75 Danish consulting engineering and architectural groups

		Group	Services	Annual Report	Turnover MDKK	(Previous year)	Average numbers of employees	Tot. Balance sheet MDKK	CEO/Managing director per October 2002
1	*2	Carl Bro Gruppen A/S – proforma incl Sycon	MD	*01	2189,0	1436,0	3227	1229,0	Jesper Rasmussen
2	*1	COWI koncernen – proforma incl Kampsax	MD	*01/02	2129,2	1537,7	2747	1335,2	Klaus H. Ostenfeld
3	3	Rambøll Group	MD	01	1442,1	1272,5	1981	908,6	Flemming Bligaard Pedersen
4	4	NIRAS A/S	MD	01/02	409,9	358,7	644	183,7	Carsten Toft Boesen
5	6	Birch & Krogboe koncernen	CE,PM	01	313,2	240,3	447	170,6	Lars Holten Petersen
6	(*)	Atkins Danmark A/S	CE	01/02	185,7	200,0	300	–	Preben Olesen
7	7	Arkitektfirmaet C.F. Møllers Tegnestue	A	01	155,4	125,9	230	–	Mads Möller, Lars Kirkegaard
8	8	KHR AS Arkitekter	A	01/02	114,3	120,0	180	75,0	Jesper Lund
9	11	Moe & Brødsgaard A/S	MD	01	91,6	77,8	142	59,1	Christian Listov-Saabye
10	19	Arkitektgruppen Aarhus K/S	A,PM	01	90,5	56,4	139	–	Per Feldthaus
11	9	ISC Rådgivende Ingeniörer A/S	MD	01	84,0	82,0	155	178,0	Kjeld Thomsen
12	12	Henning Larsen Tegnestue	A	01	77,4	76,0	*73	–	Bo Boje Larsen
13	10	Mogens Balslev Rådgivende Ingeniører A/S	MD	01/02	74,1	78,8	135	–	Benny Andersen
14	16	DAI Gruppen A/S	CE,A,Env,PM	01	72,5	64,1	132	42,9	Jörgen Therkelsen
15	15	Bascon Arkitekt-og Ingeniørfirma A/S	CE, PM	01/02	71,8	64,7	114	31,8	Ole Bisgaard
16	14	O.B.H-Gruppen A/S	MD	01	*70,0	65,0	150	–	Börge Danielsen
17	20	Dissing + Weitling Arkitektfirmae A/S	A	01	67,3	57,1	90	31,4	Pouli Hoffgaard Möller
18	17	Arkitekterne Schmidt, Hammer & Lassen K/S	A	01	67,1	59,5	121	33,4	Bjarne Hammer Rasmussen
19	13	Erik K Jørgensen A/S	CE,M,Enr	01/02	67,0	70,8	118	52,8	Henning Puggaard
20	(-)	Midtconsult A/S	MD	01	*62,0	60,0	99	–	–
21	22	Leif Hansen Rådgivende Ingeniører A/S	MD	01	60,2	48,9	70	22,4	Flemming Leif Hansen
22	*21	AN Group ApS	I,E, PM	01/02	56,5	51,4	88	20,7	Aksel Nielsen
23	23	Vilhelm Lauritzen AS	A, PM	01	56,3	48,5	100	40,4	Svend Erik Ladefoged
24	25	PLH Arkitekter AS	A	01	52,6	45,0	79	25,8	Torben.Hjortsø, Jan Sander Fredriksen
25	*40	Hvidt & Mölgaard A/S Arkitektfirma	A	01	42,1	33,7	65	–	Peter Holsoe, Henrik Hvidt
26	27	Sören Jensen A/S Rådgivende Ingeniörer	MD	01	42,0	45,0	62	13,0	Erik V. Jensen
27	33	Nielsen, Nielsen & Nielsen A/S	A	*01	*42,0	30,0	60	–	Kim H. Nielsen, Lars F. Nielsen
28	*50	Semcon Danmark AB (dt Semcon AB)	I,PM	01	40,0	16,6	70	–	Lennard Lat
29	30	Hansen, Carlsen & Frölund A/S	CE	01/02	38,0	36,0	47	–	Rene Almind
30	44	A/S Pentra, Rådgivende Ingeniører	E,I	*01	37,0	37,4	50	–	Mogens Nielsen
31	31	Holm & Grut A/S	A	01	35,8	28,3	45	13,6	Lars Coling
32	28	Dines Jørgensen & Co A/S	CE	01/02	34,8	37,2	56	17,6	Arne Peter Jörgensen
33	34	Mangor & Nagel Arkitektfirma A/S	A	01/02	31,0	30,0	52	16,0	Torben Nagel
34	29	Erik Møllers Tegnestue	A	*01	28,8	36,4	47	15,9	Jens Fredslund
35	(*)	tnt nuuk A/S Grönland	PM,A,CE	01	27,0	22,0	40	7,8	Ole Anstrup
36	(-)	Arkitekter Dall og Lindhardsen A/S	A	01	26,9	–	41	15,1	–
37	32	Hansen & Henneberg, Köbenhavn KBHA/S (ÅF 49%)	PM	01	26,8	33,2	44	14,5	Jens Gudum
38	45	Skude & Jacobsen A/S	CE	01	26,4	19,3	52	26,9	Jørn Hørdum Larsen
39	39	Dominia AS, Rådgivende Ingeniører	MD	01	25,7	24,6	38	13,4	Erik R Bendixen
40	(*)	AA Arkitekter A/S (fd Andresen +APL)	A	01	25,3	18,4	42	20,2	Wilhelm Berner-Nielsen
41	37	Friis & Moltke A/S	A	01	25,0	27,0	52	–	Palle Hurwitz
42	(-)	Al-Gruppen A/S	A,CE	01	25,0	–	46	15,0	Peter Rasmussen
43	*26	Jörgen Wessberg A/S Rådgivende Ingeniörer	CE,M,E	01	*25,0	45,0	37	–	Stig Wessberg
44	41	Hundsbaek & Henriksen A/S	MD	00/01	24,6	23,5	45	13,4	Niels L. Sørensen
45	42	Aarhus Arkitekterne A/S	A	01	24,0	20,0	45	–	Tommy Falch
46	36	Årstiderne Arkitekter A/S	A	01	*24,0	29,0	35	–	Per Lausten
47	(-)	Bornebusch Tegnestue A/S	A	01	23,1	–	22	9,3	–
48	(-)	CUBO Arkitekter A/S	A	01/02	22,8	22,5	32	12,3	Peter Dalsgaard
49	38	Strunge & Hartvigsen, Rådgivende Ingeniörer A/S	MD	01/02	21,1	24,6	38	8,7	Kjeld Hartvigsen
50	43	Nielsen & Risager A/S	MD	01	20,1	19,7	36	13,9	Knud Risager
51	49	Sloth-Moeller A/S	CE	01	20,0	16,9	39	2,3	Jørn Plauborg
52	(-)	Lemming & Eriksson Rådgivende Ingeniörer A/S	CE	*01	20,0	22,0	32	10,1	Bo Sögaard
53	54	DGE Dansk Geo-Servex A/S	Env	01	20,0	16,0	26	6,8	Poul Erik Jensen
54	46	Torkil Laursen ApS Rådgivende Ingeniørfirma	CE,M,PM	01/02	18,9	18,5	30	13,1	Jørgen Dueholm
55	65	Arkitektfirmaet Hou & Partnere A/S	A	01	18,6	14,3	26	–	–
56	52	Wissenberg A/S	CE	01/02	18,0	16,0	36	–	Lars Bendix Christensen
57	55	Ingeniørfirmaet P.A. Pedersen A/S	E,M,Enr,I,PM	01/02	17,8	15,5	27	6,9	Walther Damgaard,
58	(-)	Oluf Jörgensen A/S	M,E,Enr	01/02	17,0	16,5	35	15,0	Oluf Jørgensen
59	80	ProInvent A/S Teknologiudveckling	I	01	16,2	11,5	23	15,2	Leif Dalum
60	47	William Hansen & Co A/S	MD	01/02	16,0	18,1	26	6,9	Kristian Ellersgaard, Lars Lindgaard
61	58	WITRAZ Arkitekter A/S	A	01	15,7	14,8	25	–	P.Wiberg,Ch.Tranberg , A.Andersen, P.Zwinge
62	(-)	Lundgaard & Tranberg Arkitekter A/S	A	01	*15,0	–	28	–	Boje Lundberg, Lene Tranberg
63	56	Peter Jahn & Partnere A/S	CE,A	01	15,0	15,4	27	–	Peter Jahn
64	59	Arkitektfirmaet Kjaer & Richter A/S	A	01	14,5	14,5	35	–	ingen uppgift
65	79	Tegnestuen Vandkunsten ApS	A	01/02	14,1	11,6	21	–	Henning Pröhl
66	57	Skaarup & Jespersen A/S	A	01	*14,0	15,0	28	7,2	Peter Katborg
67	(-)	Jord & Miljø A/S	CE,Env	01/02	14,0	13,8	24	–	Peter Claudi Rasmussen
68	72	Jensen, Jörgensen, Wohlfeldt Arkitekter A/S	A	01/02	14,0	13,0	22	–	–
69	71	BBP Arkitekter A/S	A	01	13,8	13,5	20	–	Torben Bregenhöj
70	51	David Bretton-Meyer Tegnestue A/S	A	01	13,5	16,5	25	7,0	David Bretton
71	70	Byggeplandata A/S (Holteprosjekt, NO 2002)	PM	01	13,4	13,4	26	–	Ole Pedersen
72	61	DOMUS arkitekter A/S	A	01	13,3	14,4	22	–	Jørgen Skaaning
73	(-)	Esbensen Rådgivende Ingeniörer A/S	M, E	01	13,2	–	24	–	–
74	64	Møller & Grønborg Arkitekter o Planlaeggere AS	A,PM,CE	01	13,0	12,5	25	7,2	Poul Hakon Poulsen
75	60	KANT Arkitekter A/S (fd Arkitektgruppen Köpenhamn A/S)	A	01/02	*12,2	14,5	20	–	Klaus Holm Jensen

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

The top 75 Finnish consulting engineering and architectural groups

		Group	Services	Annual Report	Turn over MDKK	(Previous year)	Average numbers of employees	Tot. Balance sheet MEuro	CEO/Managing director per October 2002
1	1	Jaakko Pöyry Group -koncernen	MD	01	431,80	474,50	4783	267,50	Erkki Pehu-Lehtonen
2	2	PI-Consulting Ltd	I,MD	01	50,88	39,29	718	24,09	Lauri Hintikka
3	8	Rintekno Gruppen	MD	01	36,60	16,17	194	11,12	Olli Gerdt
4	6	Etteplan Oy	I	01	33,80	26,17	561	20,00	Heikki Hornborg
5	4	SCC Viatek-koncernen (Scandiaconsult AB)	CE,Env	01	33,75	30,04	468	14,21	Jaakko Heikilä
6	5	Elomatic Group Oy	I	01	28,52	29,18	440	22,36	Olli Manner
7	3	Deltamarin Oy	I	01	26,60	31,00	287	15,90	Jukka Laiterä
8	7	Suunnittelukeskus Oy (PlanCenter Ltd)	Env	01	20,00	16,80	260	25,70	Seppo Mäki
9	9	CTS Engineering Oy	I,CE	01	17,20	15,30	236	8,10	Timo Juvonen
10	11	Finnmap Consulting Oy (inkl Narmaplan Oy)	CE	01	15,60	14,20	256	18,9	Lars-Olav Sebbas
11	10	Ingenjörsbyrå Olof Granlund AB	E,M	01	15,27	14,87	264	7,53	Reijo Hänninen
12	12	Air-Ix Consulting Engineers	Env,M,I,PM	01	12,62	10,97	207	7,30	Jorma Törönen
13	15	A-Insinöörit koncernen	CE	01	9,80	8,40	140	–	Toimi Tarkiainen
14	18	SITO-YHTIÖT Oy	CE	01	7,97	6,35	106	8,64	Erkki Jännes
15	16	EVATA Finland Oy	A	01	7,90	5,80	80	2,10	Vesa Olkkola
16	23	Arkitektbyrå Helin & Co AB	A,CE	01/02	7,88	5,68	65	5,68	Pekka Helin
17	17	Suomen Talokeskus Oy	CE,Enr,E,M	01	7,59	6,54	79	4,44	Markku Salminen
18	19	Polartest Oy	Enr	01	6,98	6,16	94	2,36	Matti Andersson
19	22	Projektikonsultit Oy	PM	01	6,68	5,59	73	4,24	Petri Rignell
20	24	Rejlers Oy	I, E	01	6,30	5,31	108	2,66	Heikki Kilpeläinen
21	13	LT-Konsultit Group Oy (dt WSP/J&W)	MD	01	6,17	7,30	95	2,78	Hans Weckman
22	30	Insinööritoimisto Pöysälä & Sandberg Oy	CE	01	6,10	4,10	91	1,92	Jouni Mörttinen
23	26	Paavo Ristola Consulting Engineeers Ltd	Env	01	5,95	5,00	85	–	Pennti Manninen
24	25	Vahanen Oy	CE	01	5,75	3,99	102	2,14	Risto Vahanen
25	21	Oy Vesi Hydro (SCC 2002)	CE,Env	01/02	5,30	5,60	93	–	Seppo Silvennoinen
26	27	Jyvästek Oy	I,E,PM	01	5,28	5,00	83	2,72	Matti Vuorio
27	20	Enmac Group Oy	I	01	5,00	6,00	79	–	Martti Ala-Vainio
28	36	Ingenjörsbyrån Oy Avecon AB	MD	01	4,66	3,80	74	–	Martti Marjamäki
29	32	Consulting KORTES Group Ltd	CE	01	4,51	3,98	76	3,24	Esko Järvenpää
30	31	Projectus Team Oy	E,M	01	4,39	4,02	75	2,57	Juha Pihlajamäki
31	28	FTP International Oy	PM	01	4,02	4,50	42	4,43	Tapio Järvinen
32	35	AX-Konsultit Oy	Env,Enr,I,E,M	01	4,00	3,83	60	3,30	Börje Hagner
33	14	Oy Omnitele AB	PM(tele)	01	3,69	8,86	42	2,84	Timo Mustonen
34	37	Magnus Malmberg Oy	CE	01	3,61	3,70	65	1,22	Aarne Hollmén
35	29	Aaro Kohonen Oy	CE	01	3,40	4,00	72	–	Risto Siirilä
36	55	Arkitehitoimisto Larkas & Laine Oy	A	01	3,23	1,90	41	1,49	Harri Laine
37	(-)	KPM-Engineering Oy	CE	01/02	3,01	2,90	46	1,64	Matti Mikkola
38	41	Niemi & Co Oy	E,M	01	2,80	2,48	44	2,06	Matti Niemi
39	33	Arkkitehdit Tommila Oy	A	01	2,80	3,95	28	–	Mauri Tommila
40	43	Suomen IP-Tekniikka Oy	PM, Env	01/02	2,76	2,38	37	2,09	Jouko Petäjä
41	42	Geopalvelu Oy	CE	01	2,50	2,44	50	–	Toivo Ali-Runkka
42	34	RAMSE Consulting Oy	Enr,I,PM	01	2,50	3,90	38	–	Juha Lamberg
43	53	Innovarch Architects Oy	A	01	2,50	1,93	30	1,10	Reino Hämäläinen
44	(-)	FT-Engineering Oy	I	01	2,48	2,12	42	0,96	Veijo Lindberg
45	45	LCA Engineering Oy	I,MD	01	2,46	2,12	41	1,53	Vesa Junttila
46	(-)	Insinööritoimisto Keskilinja Oy (Etteplan 2002)	I	01	2,40	–	45	–	Tauno Malinen
47	49	Ininööritoimisto Lausamo Oy	E	01	2,35	2,00	39	1,08	Timo Tenninen
48	47	Hepacon Oy	M,E	01/02	2,20	2,08	33	0,90	Matti Remes
49	44	EP-Logistics Oy	I,PM	01	0 02	2,20	25	–	Jussi Jalanka
50	58	Saanio & Riekkola	CE	01/02	2,14	1,72	25	–	Reijo Riekkola
51	51	AIP-Mittaus Oy	CE	01	*2,10	2,06	25	–	Heikki Parviainen
52	46	YS-Konsult Ab	CE	01	2,06	2,07	41	0,71	Hannu Hilli
53	74	Arkkitehtitoimisto Tuomo Siitonen Oy	A	01	2,05	2,33	18	2,46	Tuomo Siitonen
54	57	Fundus Oy	CE	01	1,88	1,78	25	0,68	Jukka Pöllä
55	59	JanaSystems Oy	I,Enr	01	1,85	1,68	36	1,08	Jarmo Järvinen
56	48	Insinööritoimisto Tauno Nissinen Oy	CE	01	1,80	2,00	35	–	Tauno Nissinen
57	63	Insinööritoimisto Grundteknik AB	CE	01	1,71	1,60	25	–	Christer Sundman
58	73	Arkkitehtitoimisto Hannu Jaakkola Oy	A	01	1,71	1,21	22	0,92	Hannu Jaakkola
59	50	Insinööritoimisto Matti Ollila & Co Oy	CE	01	1,70	1,90	27	–	Matti Haaramo
60	62	Geotek Oy	CE	01	1,60	1,70	25	–	Reino Mäkinen
61	56	Insinööritoimisto Ylimäki & Tinkanen OY	CE	01	1,59	1,80	33	1,03	Rauli Ylimäki
62	(-)	Arkkitehditoimisto Helamaa & Heiskanen OY	A	01	*1,50	–	22	–	Keijo Heiskanen
63	64	Ins. Tampereen Sähkösuunnitelu Oy	Enr,E	*01	1,48	1,48	22	–	Kari Kallio
64	66	Parviainen Arkkitehdit Oy	A	01	1,47	1,40	21	0,80	Juha Posti
65	(-)	YSP-Consulting Engineers Oy	E,I	01	1,46	1,01	18	–	Kari Majala
66	68	Vartola Architects Ltd	A	01	1,45	1,32	16	1,80	Kalle Vartola
67	40	Arkkitehtitoimisto SARC Oy	A	01/02	1,40	2,70	25	2,40	Sebastian Savander
68	67	Suunnittelutoimisto Kompis Oy	CE	01	*1,35	1,34	20	–	Arto Rokkanen
69	61	Arkkitehtitoimisto KSOY Karvala Koskinen & Co	A	01	*1,30	1,50	20	–	Erkki Karvala
70	(-)	Maaskola Oy	CE	01	1,30	1,28	20	–	Jukka Sainio
71	69	Gullichsen Vormala Architects Oy	A	01	*1,30	1,30	19	–	K.Gullichsen, T.Vormala
72	(-)	Yhtyneet Insinöörit Oy	Enr,E	01	1,28	1,18	23	0,63	Keijo Mäkinen
73	71	Arkitektkontor Nurmela, Raimoranta, Tasa AB	A	01	1,28	1,23	23	–	Kari Raimoranta
74	(-)	Arkkitehtitoimisto Hyvämäki-Karhunen-Parkkinen Oy	A	01	1,23	1,12	14	0,12	no MD
75	72	Arkitekturbyrå Pekka Salminen Oy	A	01	1,10	1,20	16	0,89	Jarkko Salminen

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

The top 75 Norwegian consulting engineering and architectural groups

		Group	Ser-vices	Annual Report	Turn over MDKK	(Previous year)	Average numbers of employees	Tot. Balance sheet MNOK	CEO/Managing director per October 2002
1	1	Norconsult AS-koncernen	MD	01	654,4	612,8	800	534,7	John Nyheim
2	2	InterConsult Group ASA	MD	01	523,7	460,3	*749	233,3	Frode Kvaerneng
3	3	Multiconsult - koncernen	MD	01	365,7	316,6	469	255,6	Håkon Sannum
4	5	Scandiaconsult AS - koncernen	MD	01	335,9	270,2	429	–	Jan Ove Holmen
5	4	Statkraft Grøner AS	MD	01	316,5	286,1	349	145,9	Dag M. Solberg
6	6	Asplan Viak koncernen	MD	01	277,1	263,5	370	145,6	Per Arild Garnåsjordet
7	7	Reinertsen Engineering ANS	MD	01	*205,0	205,0	237	–	Erik R Reinertsen,Torkild Reinertsen
8	9	Techpower Gruppen	I,MD	01	165,6	132,0	320	66,2	Erik Devold Eidsvig
9	11	Barlindhaug - gruppen	MD	01	158,4	102,9	120	145,7	Johan Petter Barlindhaug
10	8	Teleplan AS	E	01	141,0	154,7	138	–	Asgeir Myhre
11	10	Hjellnes COWI AS	MD	01/02	127,0	111,1	130	61,8	Ivar O. Schjetlein
12	15	HolteProsjekt - koncernen A/S	PM,CE,Enr	01	105,0	87,4	100	38,0	Jan Helge Oestensen
13	13	Dr. Ing. Aas-Jacobsen A/S - koncern	CE, PM	01	103,6	98,3	93	58,0	Trond A. Hagen
14	14	OPAK A/S	PM,Env,Enr,E	01	97,8	92,0	113	29,0	Hans Jacob Hansen
15	16	Techno Consult AS	M,Enr,I	01	88,2	87,1	99	41,9	Christian Nørgaard Madsen
16	12	NVK Gruppen AS	CE,PM,Enr	01	87,0	101,1	83	53,5	Bo Wingård
17	17	Niels Torp AS Arkitekter	A	01	68,9	61,1	68	–	Niels A. Torp
18	22	PTL, Prosjekt- og Teknologiledelse AS	PM	01	62,0	44,5	64	31,1	Sven Erik Nørholm
19	(-)	Future Engineering A/S (Rambøll 2003)	Enr,I	01	60,0	*55,0	70	–	Heidi M. Petersen
20	18	Erichsen & Horgen A/S	M	01	56,3	51,2	70	31,8	Erik Erichsen
21	19	Unico AS	MD	01	49,7	47,1	59	37,8	Tom Christian Bredesen
22	20	Narud-Stokke Wiig A/S	A	01	*48,0	46,5	65	–	Ole Wiig
23	24	Theorells AS (SWECO)	M	01	47,5	38,8	65	23,0	Øyvind Mork
24	21	LINK Gruppen arkitekter AS	A	01	*47,0	45,9	60	–	Svein K. Halleraker
25	29	Instanes A/S	MD	01	46,5	32,8	48	32,8	Arne Instanes
26	30	A.L. Høyer Gruppen	PM, CE	01	40,0	30,0	55	–	Odd Grøthe
27	26	ViaNova Plan og Trafikk AS	CE,Env,PM	01	39,6	37,5	39	29,4	Stein M Slaatsveen
28	27	Dr. techn. Olav Olsen A.S	CE, PM	01	38,6	36,6	54	22,2	Tor Ole Olsen
29	42	Medplan AS arkitekter	A	01	37,6	21,0	27	12,6	Arvid Ottar
30	43	Snøhetta AS	A	01	35,8	21,6	40	11,4	Ole Gustavsen
31	25	Arcasa Arkitekter AS	A	01	33,0	37,6	33	16,5	Per Erik Martinussen
32	32	Arkitektkontoret Hille+Melbye A/S	A,PM	01	*31,0	29,7	45	–	Melvin Eiesland
33	28	Jaakko Pöyry Norge A/S	I	01	*31,0	36,5	40	–	Otto von Ubisch
34	33	Thunes Partners AS	M, E	01	30,5	29,9	44	17,7	Ole-Petter Thunes
35	31	DARK Arkitekter AS	A	01	30,0	30,0	45		Odd M. Degnaes
36	47	HRTB A/S Arkitekter	A	01	29,7	18,5	28	12,7	Ketil Moe
37	(-)	Kongsberg Devotek AS	I	01	*28,0	28,0	38	–	–
38	34	Eliassen og Lambertz-Nilssen Ark. AS	A	01	*26,5	25,0	35	–	Jens-Johan Boysen
39	(-)	Kåre Hagen Gruppen AS	Enr	01	25,2	25,2	40	–	Arne Surén
40	41	Ingeniørselskapet ALFACON A.S	I,E	01	23,6	21,1	25	12,7	Ole Øiaas
41	36	Myklebust AS	CE, PM	01	23,0	24,1	35	9,4	Börge Bertelsen
42	39	Monstad AS	E	01	22,6	21,3	26	14,8	Oddvar Mjelde
43	45	Lars Myhre AS	M	01	22,1	19,2	23	9,8	Tore Fredriksen
44	38	Per Knudsen Arkitektkontor AS	A	01	*22,0	21,9	30	_	Per Knudsen
45	54	LPO Arkitektur & Design AS	A	01	20,9	14,5	26	9,3	Pål Henry Engh
46	63	Dyrvik Arkitekter A/S	A	01	20,5	13,0	22	8,3	Geir Dyrvik
47	49	Arkitektene Astrup & Hellern AS	A	01	20,0	16,4	21	11,5	Åke Letting
48	46	ÅF- Nielsen og Borge AS	E	01	19,6	18,7	27	14,3	Arnold Risa
49	35	PABAS Ingeniør P.A. Bakkejord A.S	CE,A,PM	01	18,9	24,1	21	–	Ketil Bakkejord
50	37	VBB Samfunnsteknik AS (Sweco)	Env,CE,PM	01	18,4	22,6	27	8,6	ingen vd
51	48	Byggcon AS	CE,Env,PM	01	18,1	18,2	25	9,3	Kjell Alf Nyvold
52	(-)	Svein Søvik A/S	CE,PM	01	*18,0	–	26	–	Svein Søvik
53	40	Vest-Consult A/S	M	01	*18,0	18,0	20	–	Svein Lars Monsen
54	50	Heggelund & Koxvold Arkitekter AS	A, PM	01	17,6	16,3	24	–	Jon Heggelund
55	44	KRITT Arkitekter AS	A	01	*17,0	20,0	22	–	Odvar Johansen
56	54	RG-prosjekt AS	CE,Env,PM	01	16,8	14,9	22	–	Atle Romstad
57	71	IndustriConsult A/S	I,MD	01	16,4	11,1	15	9,2	Karl Erik Kolstad
58	51	Arkitektkontoret Børve og Borchsenius	A, PM,CE	01	16,0	15,3	28	–	Jan Olav Horgmo
59	55	Lund & Slaatto Arkitekter AS	A	01	16,0	14,3	26	–	Pål Biørnstad
60	(-)	Anker Consult AS	I	01	16,0	*16,0	23	–	Tom R. P. Grip
61	(-)	JMC-Group AS	I	01	*16,0	16,4	22	–	Jens Myklebust
62	59	AT Consult AS (fd Anläggningsteknik)	MD	01	15,6	13,6	24	6,8	Borge Klingan
63	(-)	Bergersen Gromholt og Ottar Arkitekter AS	A	01	*15,0	15,0	20	–	Svein H. Bergersen
64	56	13.3 Landskapsarkitekter AS	A	01	14,0	14,2	18	–	Multiconsult 2002
65	(-)	Studio 4 Arkitekter AS	A	01	13,5	13,3	19	–	–
66	(*)	Harsem Projektering AS	Env,M	01	13,0	–	20	–	Lars Petter Leikanger
67	(-)	RIBA Kristiansand AS	CE,Env,PM	01	13,0	12,6	19	–	Edgar Lovik
68	(-)	Sørlandskonsult AS	CE,Env,PM	01	13,0	12,6	19	–	Oddvar Kjellesvik
69	(-)	Sjåtil & Fornaess AS	CE,A,PM	01	*13,0	11,9	19	–	Dag Fornaess
70	(-)	Steark & Co AS	PM	01	*13,0	14,0	16	–	Jan Lindland
71	67	Prosjektutvikling Midt-Norge AS	PM,CE,E	01	12,7	12,1	17	3,6	Steinar Aamo
72	70	Grønstad & Tveito AS	CE	01	12,6	11,1	20	–	Tore Fröyland
73	58	Borg Technology A/S	MD	01	*12,0	14,0	20	–	Jon Aaleskjaer
74	(-)	Intekno AS	M	01	12,6	10,6	16	9,8	Hans Egil Furfjord
75	60	AS Rasmussen & Strand	E	01	11,1	13,4	15	12,4	Jan H. Audestad

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

The international market

Economic trends

After three years, 1998-2000, of sound international development, the end of 2000 marked a sudden downturn. 2001 could be salvaged to a certain extent by expansive financial policies in, primarily, the USA, but also in Europe. During the course of the year, the FED lowered its government key interest rate from 6.50 % to 1.75, and the ECB lowered its key interest rate from 4.75 % to 3.25. For a period after the terror attack in the USA on 11 September, stock markets appeared to recover. We know now that this was only temporary. Events that have attracted world interest such as the Enron scandal and the company's gigantic bankruptcy, serious obscurities in, for example, Tyco and WorldCom, etc. have seriously shaken the investors and their confidence in the stock market. 2002 has been a difficult year with low growth, and the financial weapons that central governments have at their disposal to rectify the situation have become less effective. The recovery in the world economy is taking its time. Put simply, it has become subject to the willingness of American consumers to buy. In order to stimulate this willingness, the FED recently lowered the key interest rate by a further 1.25%, while the ECB allowed its rate to stay at the same level. The OECD recently published its autumn report, with financial forecasts that have had to be adjusted downwards. Although rock bottom has now been reached, the recovery of the world economy will not begin to make itself really felt until the end of 2003. Factors having a negative effect on developments in Europe include the growing budget deficit in two of Europe's financial driving force centres, Germany and France, and structural deadlocks of a financial nature in Germany. In Germany, the entire building sector has been affected by 150-year-old construction giant Philipp Holzmann´s petition for bankruptcy in March. This time, the federal chancellor was unable to persuade the creditors to launch a rescue operation.

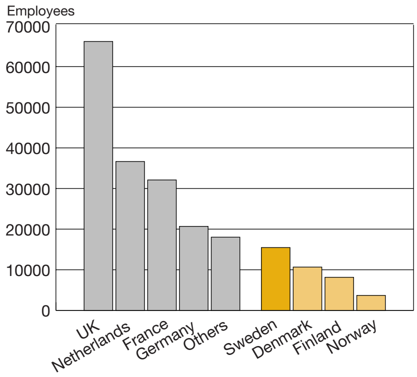
The USA is judged capable of achieving a growth in GNP of approximately 2.3% this year, 2.6% next year and 3.6% in 2004. Japan's relatively locked economy remains complex, but the GNP is expected to show modest growth again in 2003. The GNP trend in the OECD countries is expected to remain at 1.5% this year and to increase by 2.2% next year and 3.0% during 2004. A conflict in Iraq would, of course, change the situation.

Consulting firms all over the world are feeling the effects of the severe economic situation primarily in the same way as in Sweden, in the form of decreasing private investment in office and commercial premises as well as in investments by industry. However, these are markets that will gradually recover.

On Saturday 19 October, the people of Ireland said yes to the EU's so-called Treaty of Nice. This means that work can continue on EU expansion with a total of ten countries from the Baltic area and Central and Eastern Europe, with an anticipated entry at the beginning of 2004. This will probably lead to an increased flow in foreign investment capital to the countries concerned, who already have better economic growth than the EU member states – although on a lower level. In addition to investments in industry and commerce, investments must also be made in the environment and infrastructure. The interest shown in these markets will increase significantly among many European consulting firms.

Growing interest is also being focused on China, with increasing GNP. This is borne out by the enormous investments – sums of USD 20-25 billion have been mentioned – in buildings and infrastructure for, among other projects, the Olympic Summer Games to be held in Peking in 2008. The question is, how is it all to be financed.

Europes top 300 – distribution among countries



Source: Swedish Federation of Consulting Engineers and Architects (STD)

Corporate events in Europe

England

At the end of 2001, Halcrow purchased an energy expert group, the TME Torpy Group with some 120 employees, from the crashed and much-publicised Enron Group. Halcrow has the expressed ambition of doubling turnover over the next five-year period.

White Young Green has strengthened its operations in Ireland by the acquisition of C&S Consultants in Dublin with some 20 employees. WYG has also purchased Fischer Wilson Planning Ltd in London, MCD Consultants, H&ES Ltd, Gemica Ltd and the installation consultancy Cuthbert Associates Ltd.

In spring 2002, Atkins completed a major acquisition in the USA with the purchase of project development consultants Hanscomb Inc. For USD 28.75 million, Atkins acquired a specialised resource of almost 375 employees with its head office in Atlanta, Georgia. Atkins is opening an office in Malmö, Sweden, which is a spin-off from the purchase of the Danish company Scan Rail Consult. At the beginning of the year, Atkins was won a typical example of the kind of orders awarded to large companies in the form of a commission from Shell worth some GBP 10 million to investigate, design and project manage, and inspect building investments in over 5 000 retail outlets in 12 European countries. But at the same time, the company has problems. During the summer and autumn it became apparent that Atkins was facing serious problems with the installation of a new accounting and invoicing system. Substantial problems in connection with the checking of invoices forced the company to report a significant increase in debt-incurrence and a six-month deficit of some SEK 75 million. This has in turn triggered off extensive cost-saving measures.

The expanding company Mott MacDonald is opening a new energy office in New Jersey, USA, and is renewing its efforts on the energy market. In autumn 2001, Mott purchased its former Indian business partner Dalal, with almost 800 employees. On the domestic scene, the company is expanding its potential in the public sector through the acquisition of information strategy and training consultants Public Sector Matters. Another major acquisition was made in May 2002 with the purchase of project manage-

The European top 300 consulting engineering and architectural groups

(Euro per 2001-12-31)

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M Euro	CEO/President Managing Director October 2002
1	2	Altran Technologies	I	France	01	16651	12823	1290	Michel Friedlander, Frederic Bonan
2	1	WS Atkins plc	MD	England	01/02	15000	12843	1307	Michael Jeffries
3	3	Arcadis Group	MD	Netherlands	01	7619	7657	797	Harrie L. J. Noy
4	4	Fugro N.V	CE	Netherlands	01	6523	5492	910	Gert-Jan Kramer
5	5	ARUP Group	MD	England	01	6250	5037	519	Bob Emmerson
6	11	Mott MacDonald Group	MD	England	01	5326	3490	573	T J Thirlwall
7	6	WSP Group plc	MD	England	01	5000	*5000	374	Christopher Cole
8	7	Jaakko Pöyrö Group inkl intressebolag	MD	Finland	01	4584	4717	432	Erkki Pehu-Lehtonen
9	9	Grontmij Group	MD	Netherlands	01	4013	4134	511	Jan W. Hillege
10	8	Groupe Egis	MD	France	01	3700	4500	375	Gilles Leservot
11	14	Alten Group	I	France	01	3550	3012	257	Simon Azoulay
12	15	Babtie Group	MD	Scotland	01	3500	3000	240	William G. Mitchell
13	10	DHV Group	MD	Netherlands	01	3419	3310	300	Hans C. Huis in´t Veld
14	12	Halcrow Group Ltd	MD	England	01/02	*3389	3296	243	Peter Gammie
15	*23	Carl Bro Group proforma incl Sycon	MD	Denmark	*01	3227	2024	294	Jesper Rasmussen
16	16	Bertrandt AG (30 sept)	I	Germany	00/01	3000	2807	218	Dietmar Bichler
17	*20	COWI A/S proforma incl Kampsax	MD	Denmark	*01/02	2747	2203	286	Klaus H. Ostenfeld
18	18	Scott Wilson Ltd	MD	England	01	2660	2487	180	Geoff French
19	17	Hyder Consulting Group Ltd	CE	England	01/02	2568	2538	195	Tim Wade
20	21	ÅF-Group	I,E,M,Enr	Sweden	01	2470	2191	213	Jonas Wiström
21	22	SWECO AB	MD	Sweden	01	2169	2132	209	Wigon Thuresson
22	19	Royal Haskoning Group	MD	Netherlands	01	2128	2025	171	Jan Bout
23	26	Tebodin, Consultants & Engineers	MD	Netherlands	01	2000	2000	140	Hans Hegger
24	27	Rambøll Group	MD	Denmark	01	1981	1822	194	Flemming Bligaard Pedersen
25	25	Oranjewoud group	CE,Env,PM	Netherlands	01	1927	2013	186	Jan Reneman
26	*13	AECOM FaberMaunsell Ltd	MD	England	*01	1875	*3168	131	Ken Dalton
27	35	EC Harris	MD	England	01/02	1863	1400	164	Richard Clare
28	28	Scandiaconsult Group	MD	Sweden	01	1841	1732	165	Torbjörn Torell
29	36	Mouchel Group Ltd	MD	England	01/02	1800	1282	166	Jim Harding
30	34	MWH Montgomery Watson Europe	MD, Env	England	01	1760	1475	86	Richard Wankmuller
31	31	Binnie Black & Veatch	MD	England	01	1718	*1558	133	David Nickols
32	30	Tecnicas Reunidas, S.A	MD,I	Spain	01	1650	1655	–	José Lladó Fernandez-Urrutia
33	29	Rücker AG	I	Germany	01	1600	1427	133	Wolfgang Rücker, J. Vogt, H. Burst
34	33	Semcon AB	I	Sweden	01	1585	1504	122	Hans Johansson
35	32	JacobsGIBB Ltd	MD	England	01	1457	1510	*78	Peter D. Brettell
36	(-)	RPS Group plc	Env	England	01	1362	1060	121	Alan S. Hearne
37	24	PB Parsons Brinckerhoff Ltd (Europe)	MD	England	01	1300	2015	212	David Mc Alister
38	39	SYSTRA Group	MD	France	01	1300	1150	180	Philippe Citroën
39	(-)	IDOM Group	MD	Spain	01	1287	1115	211	Felipe Prósper Mangiano
40	37	Parkman	MD	England	01/02	1246	1040	74	Richard Cuthbert
41	45	Teleca AB	I	Sweden	01	1243	1005	129	Nick Stammers
42	(*)	Holland Railconsult BV	CE,E	Netherlands	01	1238	1297	128	Wim Jol
43	38	URS Europe	MD	England	01	1230	1185	128	Jim Miller
44	44	White Young Green	MD	England	01/02	1197	1033	104	Richard Brayson
45	(-)	Ingérop S.A	MD	France	01	*1100	1100	102	Christian Delage
46	50	Epsilon Group AB	I	Sweden	01	1063	924	84	Staffan Andersson
47	40	Tauw Group	CE,Env	Netherlands	01	1034	1039	79	A. T. de Borst, H.Hengeveld
48	59	Siepe Group							
		(RRI, Agiplan, Schmidt Reuter m fl)	MD	Germany	01	1000	729	100	Karl Heinz Siepe
49	(-)	PM Group	PM	Ireland	01	1000	–	88	Pat Mc Grath
50	42	Obermeyer Planen+Beraten GmbH	MD	Germany	01	*980	1100	–	Leonard Obermeyer
51	58	Waterman Group plc							
		(part time incl Aspen)	MD	England	01/02	960	750	84	Robert H. Cambell
52	41	Sener Grupo de Ingenieria	MD	Spain	01	950	1100	185	Jorge M. Sendagorta
53	66	Turner & Townsend Group	PM,QS	England	01	950	629	75	Timothy G. Wray
54	(-)	FC International SA	CE,S,Env,PM	France	01	950	1000	64	J. E Popelard

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The European top 300 consulting engineering and architectural groups

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M Euro	CEO/President Managing Director October 2002
55	51	WM-data Total design	I	Sweden	01	940	895	94	Håkan Frick
56	48	Gleeds	PM	England	01	931	1000	75	Richard Steer
57	52	Symonds Group	MD	England	01	861	890	–	Cristopher Booy
58	47	Lahmeyer International GmbH	MD	Germany	01/02	850	1000	104	Henning Nothdurft
59	43	PCG-Profabril Consulplano Group	MD	Portugal	01	831	1093	31	Ilidio de Ayala Serõdio
60	46	SETEC Group	MD	France	01	800	1000	110	Gerard Massin, Claude Neraud
61	54	Norconsult AS	MD	Norway	01	800	850	82	Johan Nyheim
62	56	Safege Consulting Engineers	Env,S,CE	France	01	800	800	61	Benoit Lange
63	49	Fichtner Group	MD	Germany	01	782	950	72	George Fichtner
64	57	BDP Building Design Partnership	MD	England	01	778	773	81	Roy Adams
65	78	Pell Frischmann Group	MD	England	*00/01	775	500	34	Wilem W. Frischmann
66	63	InterConsult Group ASA	MD	Norway	01	749	658	66	Frode Kvaerneng
67	68	Coteba Management	PM	France	01	736	610	82	Alain Bentejac
68	62	Buro Happold	MD	England	01	724	680	64	Padriac Kelly
69	65	PI-Consulting Ltd	MD	Finland	01	718	648	51	Lauri Hintikka
70	72	TYPSA, Tecnica y Proyectos S.A	MD	Spain	01	692	573	53	Pablo Bueno Sainz
71	64	Witteveen+Bos Consulting Engineers	MD	Netherlands	01	675	639	63	Jaap van Der Graaf
72	77	Sogreah	MD	France	01	650	500	55	Jacques Gaillard
73	75	NIRAS A/S	MD	Denmark	01/02	644	564	55	Carsten Toft Boesen
74	71	Drees & Sommer	PM	Germany	01	634	590	107	Hans Sommer
75	79	ILF Consulting Engineers Munich & Innsbruck	MD	Germany/Austria	01	610	460	61	Adolf H. Feizlmayr, Pius Lässer
76	69	OTH Omnium Technique	MD	France	01	610	610	–	Pierre Boursican
77	(-)	RLE International GmbH	CE,S,PM,I	Germany	01	606	570	62	Horst A. Siegl
78	70	Franklin + Andrews Ltd	PM	England	01	600	599	–	Guy Leonard
79	(-)	Gaudriot SA	Env	France	01	590	380	52	Pierre-Henri Gaudriot
80	73	H.P.Gauff Ingenieure GmbH & Co	MD	Germany	01	562	557	69	Dieter B. Gauff, Gerhard H. Gauff
81	80	Etteplan Oy	I	Finland	01	561	455	34	Heikki Hornberg
82	74	Foster & Partners Ltd	A	England	01	*555	555	–	Norman Foster
83	67	Owen Williams Group	CE,PM,A,S	England	01	543	622	44	Richard O. Williams
84	126	Prointec S.A	MD	Spain	01	540	*	32	Cesar Canedo-Argüelles
85	60	Knight Piésold Ltd	MD	England	01	534	700	59	Peter Garratt
86	82	Tyréns Group	CE,PM	Sweden	01	534	441	50	Håkan Blom, Jan Colliander
87	113	TPF	MD	Belgium	01	500	320	38	Thomas Spitaels
88	(-)	ACE - Groep B.V	MD	Netherlands	01	496	482	28	–
89	85	Multiconsult-group	MD	Norway	01	469	426	49	Håkan Sannum
90	(*)	SwedPower AB	Enr,CE	Sweden	01	465	467	46	Tomas Mattsson
91	90	Bullen Consultants	CE,S,Env	England	01/02	462	410	23	Richard B. Taylor
92	91	Penspen Ltd	Enr,PM,CE	England	01	448	408	50	David Stanley
93	96	Birch & Krogboe group	CE,PM	Denmark	01	447	380	42	Lars Holten Petersen
94	88	Elomatic Group Oy	I,M,Enr	Finland	01	440	414	28	Olli Manner
95	83	IGH Gruppe	MD	Germany	01	440	440	–	Jürgen R Esser
96	84	RMJM	MD	England	01/02	*440	440	–	David Dolan
97	(*)	Intecsa-Inarsa S.A (fusion)	MD	Spain	01	429	*395	37	Javier Mey Almea
98	86	Hoare Lea & Partners	E,M,Enr, Env	England	01/02	425	425	42	David Walker
99	87	AEDAS AHR Architects Ltd (form. Abbey Holford Rowe)	A	England	01/02	420	420	23	James A. Handley
100	107	Gifford & Partners	MD	England	01	415	341	24	Edmund Hollinghurst, Geoffrey Clifton
101	61	AHT Group	PM,CE,Env,I	Germany	01	407	690	43	Gerardus van Wissen
102	129	Aukett Group plc	A	England	01	400	271	32	Andrew Lett
103	76	CBP Cronauer Beratung Planung GmbH	MD	Germany	01	400	530	–	A.Cronauer, H.Brockmeyer, J.Feix, L.Hofmann, M.Schieg
104	(*)	SNC-Lavalin Europé SA (incl Pingat)	MD	Belgium	01	400	250	–	Guy Davister
105	(*)	EPTISA	MD	Spain	01	400	300	–	–
106	93	RKW Architekten GmbH	A	Germany	01	390	394	30	Friedel Kellerman, Hans G. Wawrowski

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M Euro	CEO/President Managing Director October 2002
107	105	Hifab Group	PM	Sweden	01	389	346	46	Anders Nordqvist
108	(-)	IBV Ingenieurbüro H.Vössing GmbH	MD	Germany	01	382	382	–	–
109	98	W.A.Fairhurst & Partners	MD	Scotland	01	382	376	24	Ken Smith, Neil McNeil
110	95	Assmann Beraten + Planen	MD	Germany	01	381	381	–	Jochen Scheuermann
111	99	Flygfältsbyrån AB	CE,I,E	Sweden	01	380	358	33	Anders Rydberg
112	97	Asplan Viak Group	MD	Norway	01	370	378	35	Per Arild Garnåsjordet
113	89	Broadway Malyan Ltd	A	England	01/02	369	410	37	Peter Crossley
114	106	BGS Ingenieur Gruppe GmbH	CE,Env,PM	Germany	01	367	342	31	F.Steiger,K.Marten, R.Hofmann, E.Franke, R.Schröder, J.ludewig, R.Beinlich
115	101	High-Point Rendel Group plc	CE,S,PM	England	01/02	360	355	44	Kelvin W. T. Hingley
116	109	Peter Brett Associates	MD	England	01/02	358	334	27	Francis Conolly
117	92	Enviros Aspinwall Ltd	Env,PM	England	01	350	400	42	Dave Murphy
118	119	PRC Bouwcentrum B.V	PM	Netherlands	01	350	300	27	D.J. Kras
119	115	M.C.O´Sullivan & Co Ltd	CE,Env	Ireland	01/02	350	306	25	Jerry Grant
120	102	Chapman Taylor	A	England	01	350	350	–	Henry Herzberg
121	100	Statkraft Grøner A/S	MD	Norway	01	349	357	40	Dag M. Solberg
122	125	gmp-Architekten von Gerkan, Marg und Partner	A	Germany	01	340	280	38	Meinhard von Gerkan,Volkwin Marg
123	108	Charles Haswell & Partners	CE	England	01/02	338	339	*26	Malcolm Nunn
124	114	Whitby Bird & Partners Ltd	MD	England	01	336	320	–	Mark Whitby
125	112	White Architects AB	A,PM	Sweden	01	336	330	30	Magnus Borglund
126	104	GKW Group	Env,CE	Germany	01	330	350	*35	Bernd Kordes, Marcus Herrman
127	103	Golder Associates Europe	Env,CE, PM,Enr	England	01	330	350	35	Pietro Jarre
128	*187	ABT Consulting Engineers BV	MD	Netherlands	01	330	290	32	Jacques G. Hulsbergen
129	110	Spiekermann GmbH & Co - Beratende Ingenieure	MD	Germany	01	*330	330	–	H.Wanner, G.Scherrer, M.Borowski, S.Koch
130	149	Baur Consult GbR	MD	Germany	01	325	240	16	Andreas Baur
131	130	Ebert-Ingenieure GdbR.mbH	MD	Germany	01	320	270	–	Ernst Eber
132	124	Techpower Group AS	I, MD	Norway	01	320	280	24	Erik Devold Eidsvig
133	127	CDM Consult AG	CE	Germany	01	311	275	25	Peter Jordan
134	137	Emch + Berger Ingenieure und Planer	MD	Switzerland	01	310	260	*34	Frank Walther
135	123	IV-Groep b.v.	MD	Netherlands	01	305	280	33	R. van de Waal
136	116	Bung Beratender Ingenieure GmbH	PM,CE	Germany	01	300	300	–	Manfred Keuser
137	121	Wardell Armstrong	MD	England	01/02	295	297	18	A Jeffrey Smith
138	(-)	INROS-LACKNER Consulting Group	MD	Germany	01	294	–	20	Otmar Haas, Karl Schnabel
139	122	Krebs und Kiefer Beratende Ingenieure	CE,S,PM	Germany	01	288	283	–	Dr. Kiefer
140	120	Deltamarin Oy	I	Finland	01	287	299	27	Jukka Laiterä
141	144	Rejler Group	E,I	Sweden	01	282	245	22	Peter Rejler
142	128	Dolsar Engineering Ltd	Enr,MD	Turkey	01	279	275	9	H. Îrfan Aker
143	136	Geoconsult	CE,S,PM,Env	Austria	01	270	260	25	Klaus Mussger
144	131	Cameron Taylor Group	S,CE	England	01	269	270	*27	John Horgan
145	169	Deerns Consulting Engineers BV	E,M,PM, Enr	Netherlands	01	268	220	23	Jan Karel Mak
146	164	INYPSA Informes y Projectos SA	MD	Spain	01	267	225	21	Javier Gómez Puyuelo
147	143	Olof Granlund group	E,M	Finland	01	264	247	15	Reijo Hänninen
148	148	Basler & Hofmann AG	MD	Switzerland	01	263	241	30	Alfred J. Hagmann
149	135	INBO Architects/Consultants	A,PM	Netherlands	01	262	260	22	T. E. J. Joosten
150	134	Iberinsa, Ibérica de Estudios e Ingenieria S.A	MD	Spain	01	261	261	–	Jesus Contreras
151	138	Suunnittelukeskus Oy (PlanCenter Ltd)	Env	Finland	01	260	260	20	Seppo Mäki
152	133	PBR Planungsbüro Rohling AG Architekten u Ingenieure	MD	Germany	01	260	263	16	Peter Kaiping, Reinhard Fiedler
153	152	Finnmap Consulting Group	CE	Finland	01	256	240	16	Lars-Olav Sebbas

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The European top 300 consulting engineering and architectural groups

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M Euro	CEO/President Managing Director October 2002
154	161	Eurostudios S.A.	MD	Spain	01	253	228	19	Juan Herrera Fernandez
155	145	Cundall Johnston & Partners	MD	England	01	*250	245	–	–
156	(-)	Amstein + Walthert AG	CE,S	Switzerland	01	250	250	–	–
157	156	Metropolitana Milanese S.p.A	MD	Italy	01	240	236	*96	Giulio Burchi
158	150	Roger Preston International	Enr,E,M	England	01	240	240	–	Derek Tuddenham
159	151	Sheppard Robson	A	England	01	240	240	–	Richard Young
160	118	ETV-Erőterv Rt.	I,PM	Hungary	01	240	300	28	Veikko Anttila
161	147	IBE Consulting Engineers	MD	Slovenia	01	240	243	11	Uros Mikos
162	132	Reinertsen Engineering ANS	MD	Norway	01	237	270	26	Erik R. Reinertsen, Torkild Reinersten
163	158	CTS Engineering Ltd	E,I,M	Finland	01	236	235	17	Timo Juvonen
164	154	IPROPLAN Planungs GmbH	MD	Germany	01	236	240	16	Jörg Thiele
165	139	Dopravoprojekt, a.s.	CE,S,A	Slovakia	01	236	260	6	Dusan Samudovsky
166	163	Ernst Basler & Partner Ltd	MD	Switzerland	01	233	225	29	Hansjörg Hader
167	174	RAPP-Gruppe AG, Ingenieure+Planer	MD	Switzerland	01	231	205	24	Peter Rapp
168	217	Arkitektbüro HPP Hentrich-Petschnigg & Partner GmbH	A	Germany	01	230	160	–	Gerald.Feldmeyer, Carsten Hoffman
169	162	CES Consulting Engineers Salzgitters GmbH	MD	Germany	01	230	226	–	Detlef Hügin
170	165	Brink Group	CE	Netherlands	01	230	225	–	Hans de Jonge
171	192	Arkitektfirmaet C.F.Møllers Tegnestue	A	Denmark	01	230	185	21	Mads Möller, Lars Kirkegaard
172	167	SGI Consulting SA	MD	Luxemburg	01	230	220	17	Michel Nardin
173	*231	Gesab AB	I	Sweden	*00/01	230	204	17	Janos Rakai
174	182	Pick Everard Ltd	CE,A	England	01	229	200	16	David Brunton
175	224	Ewan Associates Ltd	CE,Env	England	01/02	226	152	11	Vincent Ewan
176	172	Inac Process AB	I	Sweden	01	224	207	16	Magnus Falkman
177	*233	HR Wallingford Group Ltd	CE, Env,I	England	01/02	223	*218	25	Stephen W. Huntington
178	146	Temelsu International Engineering Services Inc.	MD	Turkey	01	221	245	11	Demir Inözü
179	166	IFB Dr. Braschel AG	MD	Germany	01	220	220	19	Reinold Braschel
180	183	Kocks Consult GmbH	MD	Germany	01	220	200	–	Jürgen Kocks, M.Leinhos, U.Sprick
181	188	Steer Davies Gleave Ltd	CE	England	01	218	190	25	Jim Steer
182	153	Union Control Ltd	CE	Bulgaria	01	215	240	–	Marin Paskov Bakalov
183	177	Uvaterv Engineering Consultants Ltd	MD	Hungary	01	210	202	12	Gyula Bretz
184	191	Air-Ix Consulting Engineers	E,M,I,PM	Finland	01	207	190	13	Jorma Törönen
185	176	GETINSA S.A	CE, Env, PM	Spain	01	203	203	15	Pedro D. Gomez Gonzales
186	(-)	JJM Ltd Co	PM,I	Poland	01	203	200	5	Jerzy Poncyljusz
187	198	Xdin AB	I	Sweden	01	201	177	19	Tomas Ängkulle
188	(-)	Donald Smith Seymour & Rooley	MD	Scotland	01	200	190	–	Gordon Meikle
189	179	Roberts & Partners Ltd	E,M,PM	England	01	*200	200	–	Merlyn Roberts
190	(-)	S.G.T.E	CE	France	01	200	200	–	Bernard Bodn
191	211	FASE-Estudios e Projectos S.A	MD	Portugal	01	200	167	–	–
192	117	GOPA-Consultants Group	PM,I,Env	Germany	01	200	300	47	Martin Güldner
193	142	HL-Technik AG	MD	Germany	01	200	250	22	Burkhard Feimann
194	204	Barton Willmore Partnership	A,PM,Env	England	01/02	200	170	21	Gareth Capner
195	141	HPC Harress Pickel Consult AG	CE,Env	Germany	01	200	250	20	Andreas Kopton, Josef Klein-Reesink
196	140	Tegema Group	I,PM	Netherlands	01	200	250	18	J.M.M. Van Dyk
197	189	Bengt Dahlgren AB	M,Enr	Sweden	01/02	200	190	15	Christer Nyberg
198	175	Scholze Ingenieur GmbH	E,M,I,Enr	Germany	01	200	205	14	Gerd Scholze
199	178	SEIB Ingenieur-Consult GmbH	MD	Germany	01	200	200	12	Hans Seib, Markus Deml
200	184	Centroprojekt Zlin A.S	MD	Czech Rebubl.	01	200	200	4	Vladimir Kudela
201	185	Gwent Consultancy Ltd	CE	England	01	199	198	10	Graham Cogswell
202	197	Rintekno Group	I,MD	Finland	01	194	179	37	Olli Gerdt
203	(-)	Steinbacher-Consult GmbH	CE	Germany	01	194	200	12	Stefan Steinbacher
204	160	Roughton Group	MD	England	01	191	229	14	Michael A Ross
205	190	EGM architecten bv	A,PM	Netherlands	01	190	190	–	J. Van Middelkoop AvB

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M Euro	CEO/President Managing Director October 2002
206	(-)	Reid Architecture	A	England	01	190	180	13	Geoffrey Reid
207	193	Köhler+Seitz Beraten u Planen GmbH	CE,S,A	Germany	01	188	185	14	Wilhelm Köhler, Günter Seitz
208	205	JMP Consultants Ltd	CE	England	01	185	170	15	John Latchford
209	194	Ferguson & McIlveen	CE,A,Env	England	01/02	185	185	13	Roger Bennett
210	199	Leonhardt, Andrä u Partner Beratende Ing GmbH	S	Germany	01	180	175	17	Holger S. Svensson
211	200	KHR AS Arkitekter	A	Denmark	01/02	180	175	15	Jesper Lund
212	170	E.G.Pettit & Company	MD	Ireland	01	180	215	13	Gerald O´Sullivan
213	196	Weidleplan Consulting GmbH	MD	Germany	01	180	180	–	Behnam Sadeghian
214	(-)	Kuiper Compagnons	A,PM	Netherlands	01	180	160	–	–
215	195	Elektroprojekt Consulting Engineers	MD	Croatia	01	180	180	–	Kruno Galic´
216	203	C.Lotti & Associati - Soc. de Ingegneria SpA	MD	Italy	01	179	170	21	Giuseppe Enrico Montrone
217	171	SRP Schneider & Partner Ing.-Consult GmbH	MD	Germany	01	177	212	10	H.Schneider, H-J.Brandt
218	186	HENN Architekten Ingenieure	A	Germany	01	176	192	–	Gunter Henn
219	214	BG Group	MD	Switzerland	01	176	160	22	Jean-Daniel Marchand
220	206	Metroprojekt Praha A.S	MD	Czech Republ.	01	176	170	11	Jiri Pokorny
221	168	Planungsgruppe M+M AG	E,M,PM, Enr	Germany	01	172	199	15	Guido Irion
222	173	Curtins Group	CE,PM	England	01	172	207	14	Paul N Metcalfe
223	202	ADK Aronis Drettas Karlaftis Consulting Engineers S.A	MD	Greece	01	171	171	*9	Grigoris Drettas
224	222	CSD Holding AG	Env, PM, CE,S	Switzerland	01	170	153	19	Markus Fahrni
225	216	Cheming A.S	CE,I,M,PM	Czeck Republ.	01	170	160	9	Martin Slaby
226	219	IPM GmbH	PM	Germany	01	170	160	–	Michael Hamann, Norbert Mittelstädt
227	210	Sechaud et Metz	MD	France	01	168	168	–	Paul-Frantz Vidal
228	225	DGP Design Group Partnership	MD	England	01	167	150	11	David Platt
229	280	ProTang AB	I	Sweden	01	165	109	11	Tom Andersson
230	212	Heinle, Wischer u Partner	A,PM	Germany	01/02	165	165	14	S.Rieger and partners
231	227	Clarke Bond Group Ltd	MD	England	01	164	150	11	Andrew Whitehead
232	220	Colin Buchanan & Partners	CE	England	01	163	155	–	Malcolm Buchanan
233	180	Cumae Group	MD	Netherlands	01	163	200	11	Joseph M. Kuling
234	213	Architect-Ingenieurie Service B ozen/Bolzano	MD	Italy	01	160	160	–	Paulina Schwartz
235	215	RETEC S.A	I	France	01	160	160	–	J.C.Cardon
236	218	Kantersgroep B.V	MD	Netherlands	01	160	160	–	J.A.M. Kanters
237	(-)	Renardet S.A Ingenieurs Conseils	CE,S,Env,PM	Switzerland	01	157	–	12	Jean Claude Popelard
238	221	ISC Group	MD	Denmark	01	155	155	11	Kjeld Thomsen
239	234	Blyth & Blyth	CE,S	Scotland	01/02	151	142	12	John Ross
240	(-)	RHWL Architects Partnership	A	England	01	150	120	–	Nicholas Thompson
241	229	Müller-BBM Schalltechnisches Beratungsbüro	S,E	Germany	01	150	150	–	R. Michelsen
242	242	O.B.H-Group A/S	MD	Denmark	01/02	150	130	–	Børge Danielsen
243	228	HLM Design Ltd	A,PM	England	01/02	150	160	15	Rod Fraser
244	237	Alatec Proes, SA	MD	Spain	01	150	140	11	Pedro Canacejo Marcos
245	208	Su-Yapi Engineering and Consulting Inc.	MD	Turkey	01	150	170	4	Güven Odabasi
246	(-)	Temid Raadgevende Ingenieurs B.V	MD	Netherlands	01	147	140	8	–
247	239	Raadgevend Technies Buro van Heugten BV	E,M	Netherlands	01	146	137	10	Ir. Frank Sperling
248	(-)	R.W. Gregory Ltd	MD	England	01/02	145	143	13	Michael Roberts
249	232	Temagroup Sweden AB	A,PM	Sweden	01	145	143	11	Håkan Persson
250	258	Moe & Brødsgaard A/S	MD	Denmark	01	142	120	12	Christian Listov-Saabye
251	325	Politecnica s.c.r.l.	MD	Italy	01	142	100	10	Giacobazzi Gabriele
252	261	OTE Ingenerie SA	MD	France	01/02	141	120	11	Jean Ernest Keller
253	235	WPW Ingenieure GmbH	MD	Germany	01	140	140	–	Rolf Petzold, Werner Backes, Markus Ott

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The European top 300 consulting engineering and architectural groups

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M Euro	CEO/President Managing Director October 2002
254	236	Noble Denton Group Ltd	CE,E,M	England	01	140	140	26	R.V. Ahilan
255	241	A-Insinöörit group	CE	Finland	01	140	130	10	Toimi Tarkiainen
256	230	ARCUS Planung+Beratungs GmbH	CE	Germany	01	140	150	*9	D.Werner,J.Ch.Kröhan,H.Siwek
257	302	Arkitektgruppen Aarhus K/S	A,PM	Danmark	01	139	97	12	Per Feldthaus
258	259	JA Produktutveckling AB (partly owned by Etteplan Oy)	I	Sweden	01	136	120	10	Ulf Aiff
259	262	Glanville Consultants Ltd	CE	England	01	135	120	14	Geoffrey Clifton
260	223	Mogens Balslev Consulting Engineers A/S	MD	Denmark	01/02	135	153	10	Benny Andersen
261	(-)	Verebus Engineers B.V	MD	Netherlands	01	135	132	8	–
262	268	DAI Gruppen AS	CE,Env,A,PM	Denmark	01	132	113	10	Jörgen Therkelsen
263	245	Uticon Dynatherm	I,MD	Netherlands	01	132	130	8	–
264	324	Adviesbureau Peutz & Associés B.V	Env,I	Netherlands	01/02	130	80	11	J.H. Granneman
265	243	Burks Green Architects Engineers Ltd	A,CE	England	01/02	130	130	–	–
266	(-)	EPR Group Ltd	A	England	01	130	130	–	Greg Craig
267	246	Nicholas O´Dwyer & Partners	MD	Ireland	01/02	*129	129	–	Richard Crowe
268	248	GF Konsult AB	MD	Sweden	01	129	126	11	Leif Olsson
269	(-)	Nibag B.V	CE,PM	Netherlands	01	127	127	8	–
270	249	Teleplan AS	E	Norway	01	126	126	–	Asgeir Myhre
271	(-)	Austin Smith Lord Architects Ltd	A	England	01	125	125	–	Richard Bullen
272	265	Sinclair Knight Merz Europé	MD	England	01	125	119	19	Steve Solly
273	250	Stavebni geologi-Geotechnika a.s	CE,S,PM	Czech Republ.	01	125	125	5	Alexandr Rozsypal
274	(-)	Dr. Dalem Beratede Ingeniecere GmbH & Co	CE,Env,	Germany	01	123	–	8	Hans W. Dahlem
275	247	NPT Nurden Paxton Tilley Ltd	MD	England	01	123	129	7	Denys Morgan
276	288	Schmidt, Hammer & Lassen K/S	A	Denmark	01	121	101	9	Bbjarne Hammer Rasmussen
277	244	Michael Punch & Partners	CE,S	Ireland	01	120	130	–	Patrick Hanley
278	256	Biuro projektoów Budownictwa Kom.	MD	Poland	01	120	120	–	Ludwik Smogorzewski
279	260	PH McCarthy and Partners	MD	Ireland	01	120	120	–	Michael G. Hawd
280	263	Technital SpA	CE	Italy	01	*120	120	–	Alberto Scotti
281	275	Barlindhaug AS	CE	Norway	01	120	110	20	Johan Petter Barlindhaug
282	312	Benaim Group	CE,S	England	01	120	90	13	Mark Raiss
283	281	PIC Consulting AB	Enr, Env	Sweden	*00/01	120	109	9	Leif Salenius
284	207	Prokon Engineering Ltd	MD	Turkey	01	120	170	3	Hsan Özdemir, Ismail Salici
285	264	Hutní Projekt Ostrava A.S	MD	Czech Republ.	01	119	119	–	Milan Dobiás
286	253	Erik K. Jørgensen A/S	MD	Denmark	01/02	118	121	9	Henning Puggaard
287	269	Kragten B.V	CE	Netherlands	01	118	113	7	P.Keuren,P.R.v Delden, T.Stevens
288	320	Hönnun hf	MD	Iceland	01	115	84	12	Björn Ingi Sveinsson
289	286	Bascon Architects & Consulting Engineers A/S	CE, PM	Denmark	01/02	114	104	10	Ole Bisgaard
290	272	OPAK AS	PM,Enr,E,M	Norway	01	113	110	12	Hans Jakob Hansen
291	252	IBG Ltd	MD	Switzerland	01	112	123	25	Daniel Lavanchy
292	266	Ingemansson Technology AB	I	Sweden	01	112	116	12	Klas Brännström
293	276	Benoy Architects Ltd	A	England	01/02	110	110	–	Graham S Cartledge
294	278	AEPO S.A Ingenieeros Consultores	CE	Spain	01	110	110	–	–
295	289	Wisserodt Ingenieure Group	CE,Env,PM	Germany	01	110	100	8	Wolfgang. Wisserodt, Hans-J Niemeck
296	279	KWI Consultants & Engineers AG	MD	Austria	01/02	110	105	8	Josef Wildburger
297	271	Utiber Ltd	MD	Hungary	01	110	110	3	György Lányi
298	274	VAI VA-Projekt AB	CE,Env	Sweden	01	108	110	11	SWECO 2002
299	282	LDK Consultants S.A.	CE	Greece	01	108	108	5	Leonidas Damiandis
300	305	Bjerking AB	CE,M	Sweden	01	106	93	8	Johan Bill

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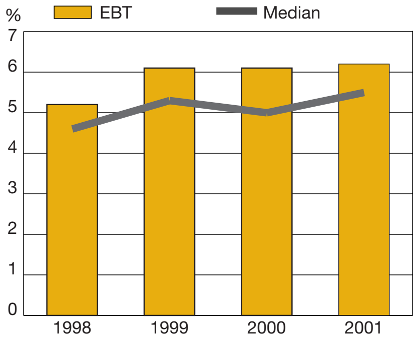
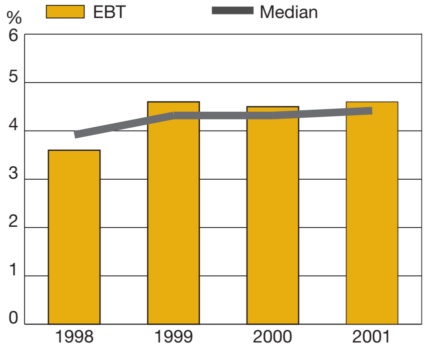
ment consultancy Franklin & Andrews, with over 600 employees. The acquisition gives Mott cutting-edge competence in the financial areas of its investments, active as Mott is in pfi projects.

Arup conducted a spectacular and public test of the alterations that have been made in order to stabilise the swaying of the much discussed Millennium Bridge in London. 2 000 volunteers (many more had shown an interest in taking part) from Arup, from competitors and from neighbouring workplaces crossed the bridge witnessed by a band of reporters and other mass media people and sophisticated technical control systems without noticing any noticeable swaying. Arup has been voted the best civil engineering firm to work for by the employees of British companies.

Result margins: European top 200



Result margins: world top 150



For the larger US companies, changes in the regulations governing depreciation for goodwill (provided that the activities in the purchased company are more or less sound) now mean that they can continue to report increased profit. In other words, they do not need to write off the goodwill items linearly until there is a real reason to do so, i.e. only if the purchase proves to have been less successful.

Source: Swedish Federation of Consulting Engineers and Architects (STD)

WSP Group, with considerable interest in Sweden following the purchase of J&W, is continuing with its run of acquisitions. The company's Nordic market has been enlarged by J&W´s purchase of the Finnish firm LT Konsultit in Finland. The ambition is to extend further into Eastern Europe and the Baltic countries. Among projects that have attracted considerable attention, mention can be made of a five-year contract worth some GBP 30 million for Transport of London. Through its US subsidiary Cantor Seinuk in co-operation with architects Skidmore Owings & Merill (SOM), WSP is also engaged in the planning of the first new development phase of the Word Trade Center area in New York.

Listed environmental and infrastructure consultants RPS Group have continued with their expansion strategy. With the help of a new issue in 2001, acquisitions were made of Ashdown Environmental and Town Planning Consultancy in England, McHugh Consultants in Ireland and Ascor in Holland (where internationally renowned BKH was previously purchased). During 2002, RPS has continued with the purchase of Indepth Surveys Ltd in the water supply and sewerage area and J R Stansfield and Associates Ltd within the nuclear power sector. Through the purchase of Ireland's largest engineering consultancy M C O´Sullivan Ltd (MCOS) for an incentive price-tag of max. GBP 22-23 million, the RPS Group has increased its staff by some 350 employees.

Foster and Partners is an example of an architectural firm that is marketed by major international real estate developers. The most widely discussed areas at present are Albion Riverside (Chelsea), London, planned and designed by Foster, and New Providence Wharf, Docklands, London, which has been planned and designed by US architects SOM. Other impressive building works backed by Foster and Partners include the 180m high Swiss Re Tower in the City of London. During the spring, Foster won an architectural competition for an enormous cultural and entertainment complex in Hong Kong, involving an estimated investment of some USD 3 billion.

In July 2001, the Parkman Group was listed on the London Stock Exchange after a major MBO deal during the previous year. The end of 2001 saw the acquisition of Newbury King & Co Ltd.

In February 2002, Mouchel purchased Metro Consulting with some 140 employees. Through a joint venture with Amey Highways, the Group acquired a share in a giant four-year commission worth a total of some GBP 100 million entailing responsibility for the maintenance of motorways in north-east England. This in combination with several other newly won major contracts places pressure on financing. Following a new issue, Mouchel is traded on the London Stock Exchange from the end of June. The company has acquired Chelstoke Education Consultants.

Similarly, Waterman Group plc recorded the acquisition at the end of 2001 of Aspen Consulting Group, with approximately 280 employees for some SEK 5.5 million. Aspen contributes with a focus on outsourcing agreements within both the public and the private sectors. During summer 2002, the Group purchased 60% of the Australian consulting firm AHW Consulting Engineers Pty Ltd with some 65 employees.

Babtie, which has set up a business partnership with the German company Fichtner, has acquired Rushbrook Consultants in the fire protection sector .

Also Hyder Consulting has been listed on the London Stock Exchange late this autumn.

AECOM has restructured its subsidiaries. AECOM FaberMaunsell has been established through a merger of Oscar Faber, Maunsell Europe and Metcalf & Eddy Europe.

Symonds Group and Ireland's largest consultancy, Project Management Group, are forming a strategic alliance with a focus on infrastructure projects.

Dutch appetite

At the end of 2001, Arcadis strengthened its presence in Brazil by purchasing Hidro Ambiente with some 20 employees active primarily within environmental engineering. In the USA, the company has been awarded two major commissions during spring 2002 (each worth about 20 MUSD) from the army within the area of contaminated land. Another large order has been won in alliance with the IT-service company Logica, comprising evaluation and proposals for a new generation of traffic systems for parts of the Dutch rail network. A major transaction was completed with the purchase of French FC International SA with some 800 permanent employees within primarily the areas of infrastructure and the environment. The purchase price was approximately EUR 12 million. The Spanish company Casta with 140 employees and a bias towards facility management in the care sector has been acquired.

Fugro – constantly expanding and with a high profitability level – has purchased Osiris B.V. with just over 60 employees active in positioning services. In October, Fugro purchased the geotechnical operations from Subsea 7 for approximately USD 22 million.

Deregulation is sweeping across Europe. Since January 2001, Holland Railconsult has been operating as an independent consultancy on the basis of market conditions. The management, personnel, NPM Capital and ABN-Amro were involved in a buy-out from the Dutch national railways. During 2001, the company acquired the Advisegroep voor Verkeer en Vervoer BV (AGV), opened offices in Portugal and initiated co-operation with Spanish consulting firm Prointec.

Grontmij is expanding and has a present turnover of EUR 500 million. Organisational growth dominates, but included among the acquisitions are German environment and infrastructure consultants IHP, with some 35 employees. It represents a step in the direction of building up major resources within Germany. On the stagnating Polish market, the partnership with Ekolog has been wound up, and instead two smaller consulting firms have been acquired.

DHV is developing its international strategy with two strong partners in North America. An advancement of positions within DBO/PPP is one of the reasons for a business co-operation agreement with renowned consultancy CH2M Hill. Operations are directed on the European market for water, environment and infrastructure, with a special focus on DBO. The Americans have come much further than Europe in this field, and CH2M Hill is one of the most successful companies in the area. Furthermore, DHV has acquired a 40% holding in the Canadian Delcan Group, with some 500 employees. DHV is among the major consulting firms that have secured a strong position in China.

In Sweden, we have had a certain amount of contact with another well-known Dutch consultancy, Witteven+Bos, who were involved in drawing up the tender documents for the Göta Tunnel in Gothenburg. The company specialises in participation in large integrated and complex projects, often in co-operation with other major consulting firms.

Deerns Consulting Engineers BV, with an emphasis on installation and energy engineering, has formed an international joint venture with UK multi-disciplinary consultants Roberts & Partners plc. Together, the companies have a resource of almost 600 employees, with a focus on areas such as shopping and entertainment complexes, airports and health and medical-care facilities.

The French now top the European chart

The Altran Group within industrial engineering is now the largest consultancy in Europe. Following an incredible growth in turnover corresponding to almost a doubling over two years, coupled with a high level of profitability, the growth rate is now calmer. The company, which has recently joined the Formula 1 circus in technical co-operation with Renault, is also established in Sweden.

Environmental consultants Gaudriot S.A, listed on the second Noveau Marché on the Paris Stock Exchange in May 2000, has acquired the French consulting firms of JC-Conseils, Geodep and Irmex, as well as the Portuguese company Hidroprojekt. Other acquisitions include Cetec SA and CdF Ingénerie, each with some 70 employees. CdF gives the Group an opening on the Czech and Ukrainian markets.

Germany

As already mentioned, on the tough German construction market, major building giant Philipp Holzmann has been forced to petition for bankruptcy. The German engineering consultancies and architectural firms have also had a difficult time. In the weak German economy, it has been very difficult for consulting firms and other service-providing knowledge companies to effectively compensate for the reductions in working hours that were introduced earlier. They have led to significant cuts. The 600-staff strong project management consultants Drees & Sommer are among those firms that have succeeded in going against the current with a consistently high growth rate and profitability level. The company's international operations are growing, and Poland is the most recent country where they have set up operations.

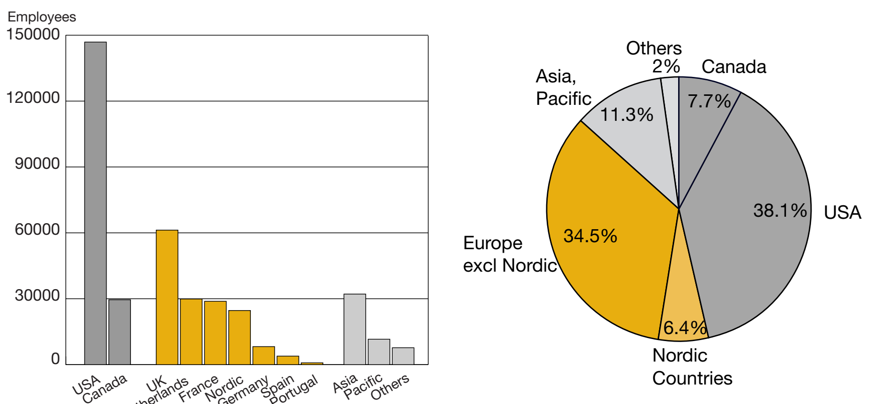
Topographical markets

Different topographical conditions give different market conditions. Consequently, Austria and Switzerland, with their Alps, have rock engineering, geology and hydraulic engineering as proportionally larger areas of operation. Austria's largest engineering consultancy is in fact called Geoconsult, and in Switzerland engineering consultants Emch+Berger AG have important operations in the areas mentioned – with extensive activities in the ongoing driving of the 35 km long Lötschberg Alpine Rail Tunnel (in which building contractors Skanska are also engaged).

North America

At the beginning of 2002, privately-owned Colorado-based MACTEC acquired all the shares in the consulting firm Law with its head office in Atlanta, thereby becoming a player with a turnover of approximately

The world top 150 – distribution among countries



Source: Swedish Federation of Consulting Engineers and Architects (STD)

The World's top 150 consulting engineering and architectural groups

(USD per 2001-12-31)

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M USD	CEO/President Managing Director October 2002
1	3	Altran Technologies	I	France	01	16651	12823	1154	Michel Friedlander, Frederic Bonan
2	1	URS Corporation	MD	USA	01	16000	16000	2319	Martin M. Koffel
3	2	WS Atkins plc	MD	England	01/02	15000	12843	1169	Michael Jeffries
4	4	AECOM	MD	USA	01	13800	12000	1500	Ray Holdsworth
5	5	Parsons Corporation	MD	USA	01	11782	11000	*1300	James F. McNulty
6	6	CH2M Hill Companies, Inc.	MD	USA	01	10500	10494	2338	Ralph R. Peterson
7	9	SNC-Lavalin Group	MD	Canada	*01	9500	8200	1462	Jacques Lamarre
8	7	Parsons Brinckerhoff	MD	USA	01	9280	8670	1348	Thomas J. O´Neill
9	8	Black & Veatch	MD	USA	01	7800	8500	2225	Leonard C. Rodman
10	10	Arcadis Group	MD	Netherlands	01	7619	7657	713	Harrie L. J. Noy
11	14	Tetra Tech, Inc. (sept 30)	PM,Enr,CE	USA	00/01	6820	5400	974	Li-San Hwang
12	13	Fugro N.V	CE	Netherlands	01	6523	5492	814	Gert-Jan Kramer
13	15	ARUP Group	MD	England	01	6250	5037	464	Bob Emmerson
14	12	MWH Montgomery Watson Harza	Env	USA	01	6000	5500	856	Robert B. Uhler
15	25	Mott MacDonald Group	MD	England	01	5326	3490	513	T J Thirlwall
16	16	WSP Group plc	MD	England	01	5000	*5000	334	Christopher Cole
17	17	Jaakko Pöyrö Group incl intressebolag	MD	Finland	01	4584	4717	386	Erkki Pehu-Lehtonen
18	41	MACTEC, Inc. proforma incl LAW Group	MD	USA	01	4300	2300	515	Robert L. Castello
19	22	Michael Baker Corporation	MD	USA	01	4200	3700	403	Donald P. Fusiui
20	20	Grontmij Group	MD	Netherlands	01	4013	4134	457	Jan W. Hillege
21	19	Hatch Group	MD	Canada	01/02	4000	4400	251	Ronald R. Nolan
22	21	The Louis Berger Group, Inc.	MD	USA	01/02	3830	3722	504	Nicholas J. Masucci
23	18	Groupe Egis	MD	France	01	3700	4500	335	Gilles Leservot
24	28	Alten Group	I	France	*01	3550	3012	230	Simon Azoulay
25	31	Babtie Group	MD	Scotland	01	3500	3000	215	William G. Mitchell
26	38	Sinclair Knight Merz Pty Ltd	MD	Australia	01/02	3500	2500	189	Paul P. Dougas
27	23	DHV Group	MD	Netherlands	01	3419	3310	269	Hans C. Huis in´t Veld
28	27	Halcrow Group Ltd	MD	England	01/02	*3389	3296	218	Peter Gammie
29	*48	Carl Bro Group proforma incl Sycon	MD	Denmark	*01	3227	2024	263	Jesper Rasmussen
30	29	HDR, Inc.	MD	USA	01	3110	3000	475	Richard R. Bell
31	26	Camp Dresser & McKee	CE,PM	USA	01	3100	3400	489	Thomas D. Furman, Jr
32	30	Lockwood Greene	MD	USA	01	3000	3000	276	Fred M. Brune
33	33	Stantec Inc.	MD	Canada	01	3000	2800	224	Anthony P. Franceschini
34	32	Bertrandt AG (30 sept)	I	Germany	*00/01	3000	2807	195	Dietmar Bichler
35	58	HNTB Companies	CE,A,Env	USA	01	2950	2760	452	Harvey K. Hammond, jr
36	34	PBS&J	MD	USA	01/02	2800	2775	314	John B. Zumwalt
37	53	Chiyoda Corporation	Enr,Env	Japan	01/02	2800	1964	–	Nobuo Seki
38	*42	COWI A/S (proforma incl Kampsax)	MD	Denmark	*01/02	2747	*2203	256	Klaus H. Ostenfeld
39	39	Scott Wilson Ltd	MD	England	01	2660	2487	161	Geoff French
40	36	Carter+Burgess, Inc.	CE,A	USA	01	2600	2500	381	Jerry Allen
41	35	Hyder Consulting Group Ltd	CE	England	01/02	2568	2538	175	Tim Wade
42	45	ÅF-Group	I,E,M,Enr	Sweden	01	2470	2191	190	Jonas Wiström
43	37	ERM Group, Environmental Recourses Management	Env	USA/England	01/02	2300	2500	299	Peter Regan
44	75	Gutteridge Haskins & Davey Pty Ltd	MD	Australia	01/02	2300	1400	97	Clive Weeks
45	(-)	China United Engineering Corporation	MD	China	01	2300	2300	–	–
46	47	RITES	MD	India	01/02	2213	2030	53	D.C. Mishra
47	46	SWECO AB	MD	Sweden	01	2169	2132	187	Wigon Thuresson
48	40	Royal Haskoning Group	MD	Netherlands	01	2128	2025	153	Jan Bout
49	51	Gensler	A	USA	01/02	2111	2000	305	Edward C. Friedrichs
50	56	Sargent & Lundy LLC	Enr	USA	01	2000	1900	351	Paul L. Wattelet

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

The World's top 150 consulting engineering and architectural groups

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M USD	CEO/President Managing Director October 2002
51	44	Golder Associates Inc.	CE	Canada	01	*2000	2000	232	Frederick W. Firlotte
52	52	Tebodin, Consultants & Engineers	MD	Netherlands	01	2000	2000	125	Hans Hegger
53	(-)	CPG Consultants Pte, Ltd	MD	Singapore	01	2000	2000	–	Khor Poh Hwa
54	57	Rambøll Group	MD	Denmark	01	1981	1822	173	Flemming Bligaard Pedersen
55	49	Oranjewoud group	CE,Env,PM	Netherlands	01	1927	2013	166	Jan Reneman
56	54	Nikken Sekkei Group	MD	Japan	01	1900	1990	333	Kunihiro Misu
57	50	Hellmuth, Obata + Kassabaum, Inc.	A	USA	01	1900	2000	*312	Jerome J. Sincoff
58	55	Gannett Fleming Engineers & Planners	MD	USA	01	1900	1900	*203	Ronald J. Drnevich
59	73	EC Harris	MD	England	01/02	1863	1400	147	Richard Clare
60	59	Dar Al-Handash Consultants (Shair & Partners)	MD	Egypt	01	1850	1850	355	Kamal A. Shair
61	60	Scandiaconsult Group	MD	Sweden	01	1841	1732	147	Torbjörn Torell
62	63	Weston Solutions, Inc.	MD	USA	01	1800	1650	276	William L. Robertson
63	80	Mouchel Group Ltd	MD	England	01/02	1800	1282	149	Jim Harding
64	(-)	Burns and Roe Group	CE,I.PM	USA	01	1700	1700	*243	K. Keith Roe
65	62	Tecnicas Reunidas, S.A	MD,I	Spain	01	1650	1655	–	José Lladó Fernandez-Urrutia
66	64	Nippon Koei Co, Ltd	MD	Japan	01/02	1600	1612	323	Katsuyoshi Wada
67	66	Burns & McDonnell	MD	USA	01	1600	1400	257	Dave G.Ruf, Jr.
68	82	The Dewberry Companies	CE	USA	01	1600	1600	172	John P. Fowler II
69	(-)	ATC Associates, Inc.	Env	USA	01	1600	1600	156	–
70	61	Rücker AG	I	Germany	01	1600	1427	119	Wolfgang Rücker, J. Vogt, H. Burst
71	(-)	China Engineering Consultants Inc.	MD	Taiwan	01	1600	1600	–	Stephen R. Hsu
72	68	Semcon AB	I	Sweden	01	1585	1504	109	Hans Johansson
73	(-)	Sinotech Engineering Consultants Ltd	MD	Taiwan	01	1538	1515	94	Senyuan Chang
74	71	Consulting Engineering Services Ltd	MD	India	01/02	1528	1469	14	S. Ghosh,S.Chakraborty,P.Ghosh
75	77	Kokusai Kogyo Co, Ltd	CE,Env	Japan	01/02	1504	1346	_	Tanaka Kiyotaka
76	65	Pacific Consultants Group	MD	Japan	01	1500	1660	439	Tamio Araki
77	72	Kleinfelder, Inc.	Env, CE, PM	USA	01	1500	1400	*145	Gerald Salontai
78	70	Conell Wagner Pty Ltd	MD	Australia	01	1486	1486	81	Robert Squire
79	67	JacobsGIBB Ltd	MD	England	01	1457	1510	70	Peter D. Brettell
80	(-)	Terracon, Inc.	CE,Env	USA	01	1400	1200	142	David Gaboury
81	69	Development Consultants Private Ltd	MD	India	01	1400	1500	9	Shanta Gosh
82	79	Malcolm Pirnie, Inc.	Env,CE	USA	01	1363	1250	215	Garret P. Westerhoff
83	(-)	RPS Group plc	Env	England	01	1362	1060	108	Alan S. Hearne
84	78	Development Design Consultants Ltd	MD	Bangladesh	01/02	1350	1337	7	A.K.M. Rafiquddin
85	86	Kimley-Horn & Associates, Inc.	CE,SE,Env	USA	01/02	1321	1149	208	Mark S. Wilson
86	113	ICT Intercontinental Consultants & Technocrats Pvt Ltd	MD	India	01/02	1321	900	11	KK Kapila
87	81	STV Group	MD	USA	01	1300	1200	188	Dominick M. Servedio
88	43	ENSR International	Env	USA	01/02	1300	2200	168	Robert C. Petersen
89	85	SYSTRA Group	MD	France	01	1300	1150	161	Philippe Citroën
90	(-)	IDOM Group	MD	Spain	01	1287	1115	188	Felipe Prósper Mangiano
91	96	Dessau-Soprin, Inc.	MD	Canada	01	1263	1012	64	Jean-Pierre Sauriol
92	84	Parkman	MD	England	01/02	1246	1040	66	Richard Cuthbert
93	97	Teleca AB	I	Sweden	01	1243	1005	115	Nick Stammers
94	(*)	Holland Railconsult BV	CE,E	Netherlands	01	1238	1297	115	Wim Jol
95	83	Beca Carter Hollings & Ferner Ltd	MD	New Zealand	01/02	1209	1195	41	Richard H. Aitken
96	(-)	Edwards and Kelcey, Inc.	MD	USA	01	1200	1000	143	Kevin J. MacMahon
97	(*)	OPUS International Consultants Ltd	MD	New Zealand	01	*1200	1200	–	Kevin Thompson
98	76	OYO Corporation	CE	Japan	01	1198	1400	393	Takeshi Ohkubo
99	95	White Young Green	MD	England	01/02	1197	1033	93	Richard Brayson
100	(-)	Herry International, Inc.	A,CE	USA	01	1100	1000	*200	James J. Moyniham
101	139	Brown and Caldwell	MD	USA	01	1100	750	151	Craig Goehring
102	(-)	Ingérop S.A	MD	France	01	1100	1100	91	Christian Delage
103	90	Tecsult Inc.	MD	Canada	01	1100	1100	67	Luc Benoit
104	116	Khatib & Alami	MD	Lebanon	01	1100	900	40	Wail Saadi, Generd Managen

		Group	Services	Country	Annual Report	Number of employees	(Last year)	Turnover M USD	CEO/President Managing Director October 2002
105	74	Africon Engineering International Pty	MD	South Africa	01/02	1100	1400	27	M.P. Cilliers
106	93	Meinhardt Group	MD	Australia	*01	1080	1080	–	Shazad Nasim
107	114	Epsilon Group AB	I	Sweden	01	1063	924	75	Staffan Andersson
108	87	Tauw Group	CE,Env	Netherlands	01	1034	1039	70	A. T. de Borst, H.Hengeveld
109	117	BPR Group, Ltd	MD	Canada	01	*1025	900	–	Paul Lafleur
110	88	Pasco Corporation	CE,S	Japan	01	1007	1300	294	Sadao Ohtake
111	161	Engevix Engenharia S/A	MD	Brazil	01	1001	682	52	Cristiano Kok
112	99	RTKL International Ltd	A,M,E,SE	USA	01	1000	1000	134	David C. Hudson
113	111	Daewoo Engineering, Ltd	MD	Rep. of Korea	01	1000	950	96	Sang-Kook Nam
114	146	Siepe Group (RRI, Agiplan, Schmidt Reuter m fl)	MD	Germany	01	1000	729	89	Karl Heinz Siepe
115	(-)	PM Group	PM	Ireland	01	1000	–	79	Pat Mc Grath
116	112	BKS Group Pty	MD	South Africa	01	1000	950	35	P W B Kruger
117	105	Sabbour Associates	MD	Egypt	01	1000	1000	4,3	Ahmed Zaki Younis
118	94	CTI Engineering Co, Ltd	MD	Japan	01	1000	1070	–	Yumio Ishi
119	91	Obermeyer Planen+Beraten GmbH	MD	Germany	01	*980	1100	–	Leonard Obermeyer
120	108	David Evans and Associates, Inc.	MD	USA	01	980	980	102	David F. Evans
121	137	Waterman Group plc (part time incl Aspen)	MD	England	01/02	960	750	75	Robert H. Cambell
122	135	Jacques Whitford, Inc.	Env,CE,PM	Canada	01	950	756	–	Hector Jacques
123	109	UMA Group Ltd	MD	Canada	01	950	972	–	Jeremy Kon
124	89	Sener Grupo de Ingenieria	MD	Spain	01	950	1100	165	Jorge M. Sendagorta
125	(*)	SmithGroup, Inc.	A	USA	01	950	1100	141	Carl Roeling
126	100	Sear Brown, Inc.	MD	USA	*01	950	1000	89	Michael Triassi
127	171	Turner & Townsend Group	PM,QS	England	01	950	629	67	Timothy G. Wray
128	(-)	FC International SA (2002 dt Arcadis)	CE,S,Env,PM	France	01	950	1000	57	J. E Popelard
129	113	TCE Consulting Engineers Ltd	MD	India	01/02	950	1000	14	P. K. Sarathy
130	119	WM-data Total design	I	Sweden	01	940	895	84	Håkan Frick
131	102	Gleeds	PM	England	01	931	1000	72	Richard Steer
132	155	Team Group	MD	Thailand	01	925	645	22	Prasert Patramai
133	126	Wilbur Smith Inc.	CE,S,PM,Env	USA	01	920	844	109	Robert J. Zuelsdorf
134	125	Skidmore, Owings & Merill LLP	A,CE	USA	01/02	900	850	*222	Kenneth C. Brown
135	11	Dongmeyong Engineering Consultants Co, Ltd	MD	Rep. of Korea	01	*900	900	–	Dong Soo Shin
136	147	NBBJ	A	USA	01	867	710	153	Friedrich K. M. Böhm
137	120	Symonds Group	MD	England	01	861	890	–	Cristopher Booy
138	127	Yachiyo Engineering Co, Ltd	MD	Japan	01	855	840	140	Yoshio Nakagawa
139	121	Leo A Daly	A,S,M,E,CE	USA	01/02	850	880	110	Leo A. Daly III
140	98	Lahmeyer International GmbH	MD	Germany	01/02	850	1000	93	Henning Nothdurft
141	130	The Keith Companies	MD	USA	01	850	800	77	Aram H. Keith
142	92	PCG-Profabril Consulplano Group	MD	Portugal	01	831	1093	28,1	Ilidio de Ayala Serõdio
143	129	Bibb and Associates, Inc.	A,Enr,I	USA	01	800	800	113	Ken Burkhart
144	101	SETEC Group	MD	France	01	800	1000	99	Gerard Massin, Claude Neraud
145	124	Norconsult AS	MD	Norway	01	800	850	73	Johan Nyheim
146	122	SMEC, Snowy Mountain Engineering Corporation	MD	Australia	01	800	874	70	P.G. Busbridge
148	128	Safege Consulting Engineers	Env,S,CE	France		800	800	55	Benoit Lange
149	115	Intercontinental Consultants and Technocrats (P) Ltd	MD	India	*01	800	800	–	Kiran Kumar Kaplia
150	110	Fichtner Group	MD	Germany	01	782	950	64	George Fichtner

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

USD 500 million and almost 4 500 employees distributed over a vast geographical area. A few years previously, the company, which was known at that time as LAWGIBB, sold the British Gibb to Jacobs Engineering.

AECOM Technologies Inc. has postponed its plans to enter the stock market owing to the chilly financial climate.

Environment consultants ENSR International has made strategic inroads into the industrial consultancy segment through the acquisition of McLaren-Hart/Jones. The Group has also purchased Atlantic Geoscience Corporation, and has added "International" to its present title in connection with a management buy-out (MBO) in 2000 from the previous owners, German electricity group RWE.

A financial reconstruction is also under way in ERM (Environmental Recources Management Group) in combination with an MBO at the same time as the European venture capital company 3i Group plc is investing a total of GBP 55 million.

Expanding away from the consulting sector?

A new step in the history of listed company URS was taken with the decision to purchase EG & G Technical Services from the Carlyle Group. EG&G is a form of FM company for US authorities with commissions from NASA, energy and transport authorities and the military to provide flying instruction for pilots. The deal would in one stroke increase URS' annual turnover by USD 850 million and the number of employees would jump to around 26 000. The deal, which makes URS far more dependent on public finances, was not applauded by all analysts. The purchase price is somewhere in the region of USD 330 million. With this new direction, the firm appears to be deserting the definition of a consultant and to be entering the more generally oriented realm of service provider. Previously, URS purchased Lear Siegler Services, Inc. Some of the most important projects over the course of the year are worth mentioning. They include a contract worth USD 93 billion running over a period of 30 years (!) and comprising the administration, operation and maintenance of land, water supply, sewerage and infrastructure for part of the US Army, a contract for environmental assignments on behalf of the US Air Force for a value of up to USD 45 million and a three-year, USD 90 million contract with an environmental bias at Dow Chemical´s installations all over the world.

CH2M Hill, Inc. has acquired Gee & Jensen Engineers-Architects-Planners, Inc. with some 200 employees with in-depth experience of harbour/port planning. CH2M Hill has already purchased DeMil International and the rights to Donovan Blast Chamber – a high-tech company within, above all, the destruction of technical waste from military installations and the defence industry.

At the end of 2001, Parsons acquired bridge consultants Finley McNary Engineers, Inc.

Multi-disciplinary Edwars and Kelcey, Inc. is has increased in size through the acquisition of the TDC Group, with some 140 employees within structural engineering, and Kunde and Sprecher & Associates, with some 45 employees within water supply and sewerage, and infrastructure engineering. Edward and Kelsey are opening an office in Amsterdam and in this way joining the growing number of US consultants who are establishing operations in Europe.

Dewberry & Davis has acquired Beavin Company and Frank C. Cockinos & Associates, Inc.

Kleinfelder, Inc. has purchased GeoSystems Engineering, Inc. Weston Solutions, Inc. is the new name of the company that was formerly Roy F. Weston, which was purchased from the stock exchange through an MBO in 2001.

The Keith Companies, registered on Nasdaq´s NM (New Market) list, acquired during the spring the ALNM Group with some 115 employees and focused primarily on public sector clients.

During the spring, the only listed (AMEX) architectural firm, HLM Design, Inc., with some 500 employees, purchased its UK namesake HLM Design, Ltd with some 150 employees.

Listed (Toronto) Stantec has during 2002 purchased Webster & Simmonds Surveying Ltd with some 40 employees, Cosburn Patterson Mather (CPM) with approximately 165 employees within primarily land development engineering and GKO Engineering with some 200 employees within power, chemicals and pharmaceuticals. All the companies are Canadian. In addition mention can be made of the acquisition of UK Harper Reta Architects in the USA (CA), project management consultants RPA Group with 100 employees and one of the larger architectural firms, Vancouver- based Architectura, with some 90 employees.

During 2001, Nasdaq-listed Tetra Tech made some ten acquisitions, and continued in 2002 by purchasing the Thomas Group with some 300 employees in infrastructure and Hartman & Associates with approximately 150 employees in the field of hydraulic engineering.

Hatch has acquired RS Group in the mining sector. Within the construction and civil engineering segment, operations have for several years been run through Hatch Mott MacDonald (owned to 60% by Mott and to 40% by Hatch).

SNC-Lavalin has strengthened its European operations in that the French subsidiary Pingat Ingénerie has acquired Societé Boplan with approximately 100 employees. This means the company now has some 350 employees and turns over EUR 45 million within primarily the food and manufacturing industries. SNC-Lavalin is renowned for its involvement in the ppp company Highway 407, which since 1999 has a 99-year concession from the authorities in Ontario. During spring 2002, SNC-Lavalin sold 26% of its participation to another subsidiary Cintra of Spain, but retains approximately 16.8 % of its holding in Highway 407. During spring 2002, the Group took over eight power plants in the USA from NEPCO, a subsidiary of Enron.

The Canadian BPR Group is forming a joint-venture in Quebec with US service giant Bechtel focusing on assignments in the aluminium industry and other types of heavy industry.

Golder has purchased Wates, Meiring and Barnard with some 100 employees in South Africa as well as the two US consultancies Labno Environmental and RL&L Environmental Services.

Deregulation creates consulting firms

Opus International Consultants is yet another example of the wave of deregulation that is sweeping across the world. Staff-owned Opus was previously the engineering component of New Zealand's government administration.

The Australian company Sinclair Knight Merz had important assignments on behalf of the proprietors of Sydney´s Olympic facilities. They have now been given a role to play in the design team led by USA-HOK for the main stadium and other facilities for the 2005 China Games.

In a similar way, their colleague GHD was appointed in an initial planning stage to be the main consultant for the Asiatic Games in Doha, Qatar in 2006. GHD was reinforced numerically in spring 2002 by the take-over of the consulting operations of the French company Egis (forely CMPS & F) in Australia.

In South Africa, Stewart Scott (which co-operates with the Dutch company DHV) has acquired Karabo Engineering within primarily the electrical and energy engineering segments.

Swedish Consultants maintain their positions internationally

On our World List there are once again five Swedish consultancies among the 100 largest companies, ranked according to number of employees – ÅF is ranked number 42 (45), SWECO number 47 (46), Scandiaconsult number 61 (60), Semcon number 72 (68) and Teleca number 93 (9). And among the 150 largest there are another two Swedish firms, Epsilon at number 107(114) and WM-data Total Design at number 130(119).

Among Europe's 200 largest consulting firms there are no fewer than 17 Swedish companies, which bears witness to the internationally relatively large and refined Swedish consulting sector. And a further seven Swedish firms are to be found among the 300 largest.

The French Vinci Group remains 2001 the largest construction company in the world with a turnover of approximately USD 15.4 billion, as quoted by the US trade journal ENR in its annual ranking. Skanska has shot up to occupy an impressive 2nd place (9) followed by the French company Bouygues SA (3), Japanese Kajima and the German company Hochtief. NCC was not ranked but should occupy position 25-30 on the list. What is even more impressive is the fact that Skanska is ranked No. 1 if consideration is given only to international operations. Hochtief and Vinci come next on the list.

Grateful thanks to all our contributors

In addition to our members, we have for the purpose of our survey contacted almost 1 000 companies in Sweden and abroad. Most of them have sent us their annual reports or have responded to our questionnaire in some other way. It has also been increasingly possible to obtain financial information from corporate websites. We have also obtained information from other sources, such as journals, etc. We have marked these in our charts with an "*" in front of the information in question. Even though in some cases we may not have exact information, it is our intention to show the main players on the market.

In our presentation, we do not include companies or groups of companies that can be considered as engineering or design units within public authorities or companies, construction companies or industrial conglomerates. With our Nordic definition of a consulting firm, most of the companies' commission volume shall come from others than the principal owner, i.e. the companies operate on the basis of market conditions. We are aware, however, that demarcation is a difficult process.

Finally, we should like to thank everyone who has contributed to our Sector Review and would be grateful for any tips about companies that we may have missed.

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The Swedish Federation of Consulting Engineers and Architects is the trade and employers' organisation for Sweden's architects, engineering consultancies and industrial consulting firms. With over 800 member companies, which together employ almost 21 000 staff, the Swedish Federation of Consulting Engineers and Architects thus represents almost two thirds of the resources available in the sector.

The Swedish Federation of Consulting Engineers and Architects endeavours to create benefits for its member firms on today's free market for knowledge development and the sale of services. Sector and employer issues are coinciding and interacting to an increasing extent. Forms of remuneration and working conditions for members working in the companies are changing, and depend on how the companies' services are valued and priced. In order to achieve strength and the power for development, it is important to maintain a broad perspective as far as the sectoral affiliation of the companies is concerned.

The Swedish Federation of Consulting Engineers and Architects is both a pro-active representative of sectoral policy and a service organisation for the member companies. Operations are focused on the core issues of architectural and consulting firms – visibility, consulting assignments, salary and employment issues, as well as competence development and renewal – and are conducted within three main areas:

- Economic policy/consultancy business
- Employer issues
- Competence development and renewal

The Swedish Federation of Consulting Engineers and Architects is part of ALMEGA, which is the largest group of employers' associations in the Confederation of Swedish Enterprise.

On an international level, the Swedish Federation of Consulting Engineers and Architects is a member of the global engineering consultancy organisations FIDIC (Federation Internationale des Ingenieurs-Conseils), the European counterpart EFCA (European Federation of Engineering Consultancy Associations), together with SAR in the European association for architects ACE (Architects' Council of Europe) and on the employer side through ALMEGA in UNICE (Union of Industrial and Employers' Confederations of Europe).

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