ENABLING SUSTAINABLE SOCIETIES

WWW.RAMBOLL.COM/COMPANY-PROFILE
Passion for engineering and contributing to society guided Ramboll’s founders, B. J. Rambøll and J. G. Hannemann, when they established the company in 1945. Whilst Ramboll has evolved to encompass new disciplines and serve international markets, these values and our Nordic roots remain the cornerstones of the company today.

Responsible business behaviour coupled with global expertise and local experience has proven to be a successful and sustainable business approach for Ramboll. Foundation ownership enables us to take a long-term perspective and provide advice to customers that is independent of external or personal interests. Over the last five years, the Foundation has donated EUR 800,000 to fund a range of technical research and support relief efforts for natural disasters worldwide.

The world today faces far-reaching challenges that affect us all. Complex megatrends such as climate change, urbanisation and economic uncertainty all require holistic solutions.

As a leading engineering consultancy and provider of management services, Ramboll is dedicated to working with customers and partners to meet these challenges by combining local knowledge with the global multidisciplinary expertise of close to 10,000 professionals.

We continually strive to be at the forefront of delivering innovative, inspiring and sustainable solutions that set new standards and make a genuine difference to our customers, the environment and society as a whole.

With an annual revenue of EUR 1 billion, Ramboll today holds a leading position in the Nordic market and serves customers globally through a network of 190 offices across 21 countries.
The value of local experience can never be underestimated. After all, there are significant differences in culture, requirements, traditions and language throughout the world. As consultants, we need to be present locally in order to understand the specific needs of our customers. At the same time, we must be able to draw on our specialist knowledge across disciplines and national borders.

A global presence in Europe, Asia, Africa, Arctic, and North America coupled with a common company-wide approach to project management ensures that Ramboll can work closely with customers to deliver the very best results.
MAKING A WORLD OF DIFFERENCE

Global trends such as urbanisation, demographic changes and environmental issues shape the way we live and the way we do business. These challenges call for a renewed focus on sustainable societies, liveable cities and scarce natural resources - driving demand for the world-class capabilities that Ramboll has developed over several decades.

DEVELOPING SUSTAINABLE SOCIETIES

A truly sustainable society must be able to accommodate the needs of both current and future generations. Ramboll understands sustainability as balancing the economic, social, environmental and climatic effects of projects, which we achieve by combining specialist knowledge of management and strategy with in-depth technical expertise. This enables us to set the public agenda on issues affecting societal development and provide qualified consultancy on all types of projects to ensure long term value to our customers and society at large.

www.ramboll.com/sustainable-society

MAKING SUSTAINABLE SOCIETIES A REALITY

01. The ambitious Chicago Lakeside project is taking sustainability-focused urban development in the US to new levels. Visualisation: Skidmore, Owings & Merrill LLP/MIR.
02. Ramboll has provided strategic management services to the City of Stockholm for almost a decade with a specific focus on creating value for citizens. Image: Johner
03. Undertaking a comprehensive environmental study and impact assessment for a proposed ruby mine in western Greenland. Image: Dancimb.

CREATING LIVEABLE CITIES

Liveable cities are healthy, safe places in which people can thrive, communities can grow, and the environment can flourish. Copenhagen, Stockholm and Oslo are global role models recognised by political and urban planners from New York to Beijing for their dedication to reducing greenhouse gas emissions and improving the lives of residents while maintaining economic growth and social equality. Having played a central role in developing the building, transport, energy and water infrastructure in these cities, Ramboll provides expert advice to customers worldwide on making sustainable and liveable urban settings a viable reality.

www.ramboll.com/cities

RESPONSIBLE ARCTIC DEVELOPMENT

The Arctic is experiencing unprecedented interest from international companies looking to extract minerals and oil, which is fuelling the economic and social development of countries straddling the region. Ramboll is the leading consultancy in the Arctic with over 30 years’ experience designing and implementing projects, as well as 400 experts located across 21 offices in the region. Working with customers on mining, oil & gas, transport, buildings, energy, water, waste, and society-building initiatives, Ramboll combines multi-disciplinary engineering and management services with a strong commitment to delivering environmentally and socially responsible outcomes.

www.ramboll.com/resource-scarcity
By providing an integrated multidisciplinary service across six markets, Ramboll offers world class technical capabilities, innovative thinking, and service excellence. This ensures that customers receive fully optimised solutions and the most value for money.

Bishan-Ang Mo Kio Park, Singapore
62 hectares of parkland in the heart of Singapore have been redesigned to make room for nature and new recreational spaces. A utilitarian concrete water channel has been transformed into a 3.2km naturalised river that functions as an effective water drainage system and a vibrant attraction that brings local communities together.
**BUILDINGS**

Buildings form a fundamental part of our lives by shaping our communities and daily activities.

For these reasons, Ramboll’s design philosophy is to always make room for the human experience. As one of Europe’s top three buildings designers with decades’ of experience in the global market, we create visionary, sustainable, and award-winning buildings that improve life for users and enhance the surrounding landscape.

**DESIGNING 10 MILLION M² PER YEAR FOR 10,000 BUILDINGS PROJECTS**

01. KAROLINSKA HOSPITAL, SWEDEN

One of the largest and most ambitious hospital projects in the world will enable highly qualified specialist care and create a world-class research environment. Ramboll has worked with a team headed by Skanska to deliver this public-private partnership project.

02. TATE MODERN 2, UK

This landmark extension will increase Tate Modern’s display area by 40% to cater for the increasing number of visitors. Ramboll developed the engineering design to accommodate the building’s structural specifications and realise the architect’s visions. Image: Hayes Davidson and Herzog de Meuron.

03. HARPA CONCERT HALL, ICELAND

The spectacular shape of Reykjavik’s unique new attraction was made possible using one of the world’s largest 3D models to develop the architectural and engineering designs – saving time and money. Harpa won the prestigious Max van der Rohe architectural award in 2013. Image: Nic Lehoux.

**TRANSPORT**

Mobility fuels economic and social development and with 53% of the world’s population now living in urban areas, efficient and reliable transport systems are essential.

To meet this need, Ramboll has been working on some of the world’s largest, most innovative infrastructure projects and is the leading consultancy in the Nordic market. We create value for transport authorities, contractors and local authorities by providing multidisciplinary technical excellence and minimising resource usage. Our comprehensive service offering covers the planning, design, construction and maintenance of world class roads, railways, ports, airports and tunnels.

01. FEHMARNBELT FIXED LINK, DENMARK (GERMANY)

The world’s longest immersed road and rail tunnel, will connect and increase ties between Scandinavia and Central Europe. Ramboll is applying two decades of tunnel engineering expertise to help produce the outline design. The tunnel length alone makes it impossible to provide power from the ground and Ramboll has invented special elements to create the space needed for electrical installations. Image: Femern A/S.

02. FORTH REPLACEMENT CROSSING, UK

Both Scotland’s and Northern Europe’s largest bridge construction project comprises a 2.7km dual carriageway crossing that will expand the transport network and safeguard a vital road link. Ramboll is lead designer for the Forth Crossing Bridge Constructors consortium. The project team has made the entire initiative cost effective and presented a more economical and aesthetic solution for the deck of the cable-stayed bridge than the original proposal.

03. E18, NORWAY AND FINLAND

For this international road connection across Northern Europe, Ramboll is responsible for 80% of the engineering on the 38km section between Grimstad and Kristiansand in Norway as well as the detailed design for construction of the Koskenkylä - Käräa section in Finland.
Industrial development, the extraction of natural resources and extreme weather events all call for sustainable and responsible environmental solutions.

As the leading environmental consultancy in Northern Europe and one of the top-20 globally, Ramboll’s environment experts help customers across the water, buildings, transport, energy, oil & gas and mining markets to address these issues. By covering the entire project value chain and providing an integrated service, we take a comprehensive view of each project to optimise every step of the process and deliver solutions that are technically resilient, environmentally sustainable, and valuable to society.

01. COPENHAGEN DISTRICT HEATING SYSTEM, DENMARK
One of the world’s largest integrated systems supplies low carbon heat to a city of one million residents and is central to Copenhagen’s ambition of becoming carbon neutral by 2025. For over 25 years, Ramboll has been the Metropolitan Copenhagen Heating Transmission Company’s lead consultant, providing assistance during all stages from planning and design to operation and maintenance of the system. Image: Kim Nilsson.

02. CAPE WIND, USA
The first offshore wind farm to be developed, permitted and built in the USA. The project comprises the erection of 130 turbines providing a total power capacity of 468 MW. As the leading partner of a consortium, Ramboll performs the detailed design of the steel monopile foundations.

03. AVEDØRE POWER PLANT, DENMARK
Ramboll is assisting DONG Energy as the owner’s engineer in converting power units from coal to biomass and ensuring highly efficient combined heat and power production as well as low CO2 emissions.

01. JEDDAH ENVIRONMENTAL AND SOCIAL MASTERPLAN, SAUDI ARABIA
Jeddah is seeking to become a model city for environmental and social improvement by 2030. Ramboll is developing a masterplan to accommodate rapid urbanisation, improve living conditions, and promote sustainable development in Saudi Arabia’s second largest city.

02. HANNUKAINEN MINE, FINLAND
To facilitate production of iron concentrate, gold and copper, Ramboll is conducting environmental impact assessment reporting, and land-use planning for the whole life cycle of the mine.

03. CLOUDBURST MITIGATION PLAN, DENMARK
Ramboll is working with local authorities in Copenhagen to establish waterways that can transport storm water into ports or lakes while creating an attractive living environment. The recreational solutions above ground will save approximately EUR 134 million compared to the construction of an underground storm water pipe.

Security of supplies, climate change, energy efficiency and resource scarcity are top priorities on the global agenda. Ramboll is at the forefront of addressing these issues as the global market leader in offshore wind, waste-to-energy and district heating consulting and the leader in Scandinavia for large-scale thermal power consulting. Ramboll has worked on waste-to-energy projects in 40 countries and designed 60% of the world’s offshore wind turbine foundations. We also have a specialist competence in power transmission masts based on many years’ global leadership in telecom mast design.

ENVIRONMENT

45 YEARS’ EXPERIENCE DELIVERING ENERGY SOLUTIONS
To make it in today’s fast paced and competitive oil and gas market, companies depend on advanced technical solutions that combine economic efficiency with stringent health, safety, and environmental (HSE) safeguards during the production and distribution processes.

These elements form an integral part of Ramboll’s independent and multidisciplinary consultancy service. Our services cover the entire project cycle from concept and feasibility over detailed design and modifications to procurement and construction/INSTALLATION. We excel in offshore engineering and have designed structures for industry giants since the 1970s. Our clients include Maersk Oil, Statoil, Hess, DONG Energy, Eni, Qatar Petroleum, Shell and Nord Stream AG. Our operations have expanded to encompass Denmark, Norway, Russia, India and the Middle East giving us a unique understanding of the industry.

01. Gassco gas receiving facility, Germany
After more than 30 years of operation, Gassco’s Norwegian gas terminal in Emden needed refurbishing to maintain safe and reliable gas transportation. This EUR 0.5 billion project involved a major front-end engineering design study for new receiving, gas heating, utilities and process facilities, which Ramboll successfully delivered on schedule. Image: Gassco.

02. Al Shaheen, Arabian Gulf
Al Shaheen is one of the highest producing oil fields in the region, and amongst the world’s largest and most complex offshore oil and gas projects. Working as an integrated part of Maersk Oil’s organisation over a seven year period, Ramboll was assigned to carry out the brown field design modifications to ensure a smooth tie-in between the new platforms and the existing installations.

03. Polarled pipeline, Norwegian North Sea
This unprecedented 481 km offshore pipeline will connect new fields in the Norwegian Sea with existing infrastructure to secure future energy supply to Europe. Drawing on extensive knowledge of subsea pipeline design and state of the art software, Ramboll specialists are delivering an optimised, innovative, and cost effective solution.

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National, regional and local authorities are responsible for issues that affect us all; from labour market issues, education and day care to strategic planning of infrastructure and climate initiatives. Drawing on 500 management experts, Ramboll acts as a trusted partner to public administrations, creating the insights needed to make informed strategic decisions that promote stronger societies.

With unprecedented levels of competition in the global economy, Ramboll focuses on empowering private sector customers with expertise and powerful management tools. This enables efficient processes, strong leadership skills, improved business competitiveness and measurable results – saving our customers time and money.

01. Rail signalling programme, Denmark
– Denmark will become the first European country to upgrade its entire rail signalling system, enabling seamless international travel. In parallel with leading the consortium that is planning and designing the system, Ramboll is responsible for the programme management to support the required organisational transformation of Rail Denmark. Image: Morten Larsen.

02. Leadership development, global
Working with industry giant, MAN Diesel & Turbo, to develop its leaders and create a common understanding of leadership across borders and cultures, Ramboll has run a comprehensive training programme for five consecutive years. Image: MAN.

03. Society building, Greenland
To help the Greenlandic government in prioritising the country’s limited investment funds to areas that represent the best value for society, Ramboll is performing socio-economic impact assessments and cost-benefit analyses on the expansion of the container harbour in Nuuk and increasing capacity in the education sector.
### Key Figures and Financial Ratios 2012

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<tr>
<td>Income statement, DKK million</td>
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<tr>
<td>Revenue</td>
<td>1,013.8</td>
<td>7,552.5</td>
<td>6,891.2</td>
<td>6,074.9</td>
<td>5,510.6</td>
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<tr>
<td>EBITA</td>
<td>54.4</td>
<td>405.6</td>
<td>356.0</td>
<td>393.7</td>
<td>320.4</td>
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<tr>
<td>Operating profit (EBIT)</td>
<td>39.0</td>
<td>290.3</td>
<td>312.4</td>
<td>296.7</td>
<td>236.6</td>
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<tr>
<td>Profit before tax</td>
<td>37.2</td>
<td>277.1</td>
<td>294.7</td>
<td>275.9</td>
<td>212.6</td>
</tr>
<tr>
<td>Profit for the year</td>
<td>22.6</td>
<td>168.5</td>
<td>204.1</td>
<td>174.7</td>
<td>124.7</td>
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<td>Total assets</td>
<td>572.9</td>
<td>4,268.4</td>
<td>3,749.5</td>
<td>3,619.6</td>
<td>3,077.3</td>
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<tr>
<td>Shareholders' equity</td>
<td>225.0</td>
<td>1,676.3</td>
<td>1,499.7</td>
<td>1,320.6</td>
<td>1,070.8</td>
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<tr>
<td>Net interest bearing cash / (debt)</td>
<td>50.0</td>
<td>372.2</td>
<td>270.9</td>
<td>187.4</td>
<td>108.1</td>
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<tr>
<td>Public sector revenue, %</td>
<td>41</td>
<td>42</td>
<td>41</td>
<td>45</td>
<td>40</td>
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<tr>
<td>Private sector revenue, %</td>
<td>59</td>
<td>58</td>
<td>59</td>
<td>55</td>
<td>60</td>
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The figures in EUR have been translated from DKK using an exchange rate of 7.45.
Customer expectations about service standards are higher than ever – meaning that service excellence must be augmented with added value. Ramboll has nurtured enduring and productive relationships with customers based on mutual trust and a complete understanding of the markets in which they operate. For these reasons, we have worked with each of our top ten customers for an average of 50 years.

We are fully committed to understanding our customers’ needs and meeting changing local and global market demands. To help achieve this, we conduct a global customer satisfaction survey with a view to optimising service delivery. In 2012, the survey revealed a very high overall customer satisfaction level with a score of 4.2 on a scale of 1 to 5.

We understand that a consultancy company’s ultimate asset is its collective and shared knowledge. By employing a common approach to project management across Ramboll, customers benefit from consistent project delivery excellence and access to the very best specialist expertise regardless of project size or complexity.

For our customers, this means consistently achieving cutting edge, integrated and sustainable solutions built on technical excellence and successful partnerships.

**CUSTOMER PERSPECTIVES**

Competent staff, good insights, good dialogue.
Jan Flyvholm, Maersk Drilling

Ramboll delivers proactive people who take responsibility and make a difference.
Bo L. Seligmann, Novo Nordisk China

High level competencies, delivered on time.
Lars Nilsson, E.ON

**RAMBOLL CUSTOMER SATISFACTION**

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<tr>
<th>Feature</th>
<th>Negative</th>
<th>Neutral</th>
<th>Positive</th>
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<tbody>
<tr>
<td>Ramboll’s ability to cooperate</td>
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<td>Likelihood of contacting Ramboll for future projects</td>
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<tr>
<td>The competences of the people involved</td>
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<tr>
<td>Satisfaction with Ramboll in relation to the project</td>
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<td>Ramboll’s ability to understand your needs</td>
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<tr>
<td>Ramboll’s ability to deliver on schedule</td>
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Results based on customer satisfaction survey responses between January 2012 and December 2012.