

The title "Annual Report 2021" is centered in the lower half of the page. It is written in a large, white, bold, sans-serif font. A thin white horizontal line is placed directly beneath the text.

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Annual Report 2021

Management review

Annual review

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Bike bridge Kalvebod Brygge Copenhagen
Photo: jonathanfilskov-photography

Letter from the CEO

Our people and business

What impresses me most when looking back at 2021 is our amazing staff, our proven organisational resilience and our ability to maintain commitment and dedication during the second year of COVID. We have maintained a strong focus on clients and projects and at the same time shown due care for each other and been able to go the extra mile. Social interactions and having fun together have been in short supply and is so much needed now. As an organisation we have drawn on our social capital, but we have nevertheless managed to keep up our good spirits and our collaborative culture. This makes me both proud and humble at the same time and not least very thankful to every single employee - You are NIRAS. During 2021 we have also welcomed an increasing number of employees becoming shareholders of NIRAS and thus consolidating our identity as a Trust & Employee owned company.

Despite COVID most of our markets remained strong. However, our development consulting services have suffered from severe instability and crises first in Myanmar, then Ethiopia and in the beginning of 2022 also in Ukraine. Safety of our employees is of course top priority and in close cooperation with our clients and with support from our embassies we have taken the necessary actions to relocate people, change scope or ultimately terminate assignments and close subsidiaries.

Despite those difficulties even this service line has managed to grow during 2021.

Business wise 2021 was a very good year for NIRAS. We managed to create significant organic growth and maintained profits at a satisfying level. Furthermore we delivered solid progress on our strategic objectives and concluded an important acquisition. Both revenue and own-production came out at high levels of DKK 2.5 and 1.9 billion respectively. Our growth in own-production was 12.9 % - organic growth (6.5 %) and (6.4 %) from our acquisition of the Danish pharma consultancy, Alfa Nordic. The strong team of consultants from Alfa Nordic doubled our size in the pharma sector and significantly expanded our capabilities and expertise. Organic growth is an important strategic objective for NIRAS and the 6.5 % matched our growth target for 2021. Organic growth was delivered across most sectors.

Profits at EBITA level reached DKK 132 million equaling 6.9 % of own-production compared to 6.8 % in 2020. Building, Process Industry and Norway contributed significantly to the strong financial result whereas the Swedish market and parts of the Danish infrastructure market were more challenged.

Sustainability

Sustainability continues to be the keyword of our mission statement. NIRAS's pledge is to become carbon neutral in scope 1 and 2 before 2030 and actively use our procurement policy to reduce our scope 3 impact. Being a consultancy our by far most important opportunity to drive sustainable progress is through our clients' investment projects. Our activities within the business areas development consulting, environment and utilities, together covering 41 % of our net revenue, originate from and are still driven by the sustainability agenda. The 2015 decision to globally pursue the 17 UN sustainability goals is creating strong momentum and commitment to the need for sustainable development across all our sectors. In close cooperation with key-clients and partners we are investing in developing sustainable solutions aimed at improving sustainability across our sectors.

Within pharma and not least the food & beverage sector, more sustainable production and products are rapidly becoming the key success factor. Consumers demand sustainable products and businesses are committed accordingly. Particularly strong examples from NIRAS's portfolio are the new innocent production plant in Rotterdam to be commissioned early 2022, where sustainability was the no. 1 design criterion, the AB InBev decision

to benchmark all production sites according to performance on selected sustainability goals and Novo Nordisk's decision to make certified environmental targets mandatory in their full supply chain. Furthermore, we see brand like Oatly going from niche to mainstream and the investments in the development of plant-based products are booming.

In the construction and real estate industry the development towards more sustainable solutions is in particular driven by the investors and increasingly also by the large infrastructure owners. In close cooperation with clients and partners we have developed expertise and delivered solutions aiming at focusing, quantifying and documenting the sustainability impacts and not least the effect of mitigating actions related to investments and projects. The transformation to sustainable energy supply has really gained momentum in Denmark during 2021 and we are proud to be entrusted with the environmental screening of the Danish North Sea energy island and to be the technical design partner of a strong European team of contractors well positioned for the construction task.

Digitalisation

We invest substantially in digital innovation and digital service delivery. Our guiding objectives are continuous improvements of quality and cost effectiveness.



Photo: Keen Heick-Abildhauge

Our approach is to stay open and curious to technology and generously support and invest in new ideas in partnerships with clients, universities and other partners. During 2021 we have invested in 23 digital innovations across our sectors and developed in-house centers of excellence within key technologies such as IoT, AI, Robotics and drones. The overall results so far are promising – our solutions work and are creating value in our service delivery and some of them are scalable and even have the potential to be genuine digital business models.

Two examples are within rule checking and permitting where AI and RPA based solutions have proven to be both efficient and reliable in reducing errors, improving quality and significantly increasing productivity of authorities, consultants and contractors.

Our majority owner, The NIRAS ALECTIA Trust has generously supported Ph.D. students for years, not least within digitalisation and sustainability. In 2021 the scope of activity was expanded with a large grant dedicated to the creation of the NIRAS Green Tech Hub offering space, advice and a dynamic environment for start-ups within digitalisation and sustainability. Start-ups are screened carefully and offered access to NIRAS's expertise and clients are offered access to the new solutions.

Projects and partnerships

NIRAS's value creation is delivered through projects – projects are how we organise the development of tailor made solutions to realise our clients' visions or solve their problems. We are passionate about projects and organise our people, processes and systems to support our

project delivery process in the best possible way. During 2021 project management was at the core of our talent development program and we decided to expand the ISO certification of our QA-system in NIRAS. Multidisciplinary project delivery across offices and nationalities is becoming increasingly important in order to best serve our clients' needs. Many of our large scale infrastructure projects in Norway are delivered in close cooperation across NIRAS offices in Scandinavia including Oslo, Stavanger, Gothenburg and Allerød. Besides ensuring proper project delivery, the cooperation also provides sharing of knowledge and best practice across Scandinavia and builds networks between our staff. NIRAS believes in partnerships in order to ensure that our clients receive the best available solutions and expertise. Our drinking water purification and cloudburst tunnel projects in Copenhagen designed for HOFOR are strong examples of teaming up with international partners.

Prospects for 2022

The horrifying situation in Ukraine creates uncertainty and is likely to have a negative impact on growth. This may imply elements of economic downturn especially in our more cyclic sectors such as building and process industry. Climate change adaptation and mitigation are however likely to remain high on the agenda and drive increased investments in transfor-

mation of the energy sector away from fossil fuels and protection of land and property from rising sea level and cloud bursts. Transforming the energy sector is likely to become one of the largest societal investments over the years to come and in NIRAS we have decided to double our strategic market- and expertise development budget in order to make NIRAS an even more skilled and attractive partner in the transformation.

We look forward to 2022 and the years to come and NIRAS will do its best to support the transition of society to sustainability and stay relevant for our clients.



Carsten Toft Boesen

Highlights from 2021 delivering our strategy

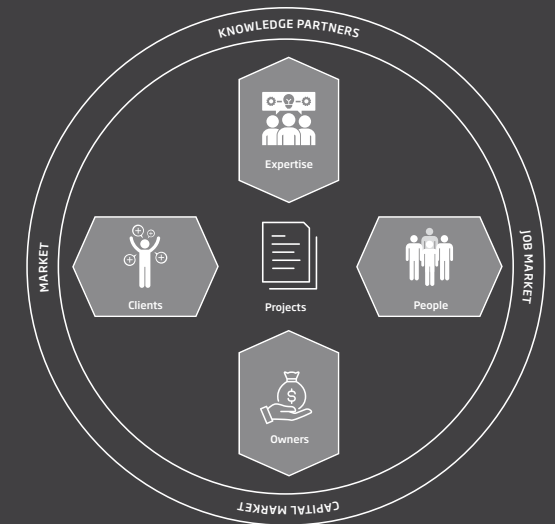
NIRAS is a value-driven, multi-disciplinary engineering consultancy fundamentally committed to sustainable progress and service delivery. NIRAS's business areas include building, energy, water, environment, infrastructure, offshore wind, ports & marine, food & beverage, life science, urban planning, and development consulting.

In Denmark, NIRAS is a market leader in the majority of our business areas, and we have strong niche markets in Northern Europe and Asia-Pacific. We believe that collaboration, creativity, and sharing knowledge, will help create the most value for our clients. NIRAS's strong, professional environments give our clients access to interdisciplinary services and a profound level of expertise.

To NIRAS, it is crucial for us to develop a close and trusting relationship with our customers as we help them realise their sustainable potential. In everything we do, we strive to create value for our customers and have a positive impact on society through sustainable progress and technologies.

NIRAS Fundamentals include our business ecosystem as well as the foundation of the way we work based on our values: Listen, Learn and Deliver.

NIRAS employs highly skilled professionals, and we strive to create a dynamic, professional, and challenging working environment that pays special attention to the work-life balance.



Our core values tie us together across national borders, sectors and professional expertise. Our unique trademark is an inter-disciplinary and innovative approach to projects, and we take pride in transforming clients' visions and challenges and facilitating sustainable progress.

We place a high value on education. In 2021, we invested 2.3% of total staff cost in training. We also developed and completed a new Scandinavian graduate program and invested in a special education fund. Our Trust also funds 6 Ph.Ds.

2021 was the first year of our 3-year strategy in which we place a focus on excellence in project delivery as well as organic growth.

Our strategy has four focus areas:



We aspire for excellence in project delivery across disciplines

Our Net promoter score went from 60 in 2020 to

72 in 2021.

In 2021, we continued to highlight the importance of expectation management, a concept that was also the focus of our talent programme. Our Infrastructure business earned ISO 9001 certification, and QA and risk management continue to be critical factors across the organisation.



We are on a joint venture for sustainable progress of society

We continue to share knowledge across the organisation, building more internal networks to deliver signature projects during the year. Cooperation with universities, including a Ph.D. on sustainability, and our work to position ourselves on the SDG Agenda have been our focus in 2021.



Digital innovation

We have invested in developing four Centres of Excellence and several Ph.D's, and a large number of digital projects were launched in 2021. Digital innovation is integrated in all business strategies and is the focus of further investment in 2022.



Organic growth

6.5%

organic growth without compromising profitability

Key figures

DKK thousand (unless otherwise stated)	2021	2020	2019	2018	2017
Income statement					
Gross revenue	2,521,338	2,205,576	2,278,470	2,204,381	2,125,136
Value of own production	1,924,220	1,704,180	1,774,230	1,742,611	1,646,866
EBITDA	147,964	132,284	89,217	74,564	63,071
EBITA	132,384	116,273	72,237	60,510	50,430
EBIT	106,300	101,013	56,202	46,828	39,378
Net financial items	5,763	- 15,199	630	69	- 11,203
Net profit for the year	83,881	62,249	42,676	33,320	20,327
Balance sheet					
Total assets	1,589,218	1,500,637	1,252,508	1,230,762	1,258,029
Equity	554,715	471,123	423,333	378,924	343,776
Invested capital	42,299	- 40,312	177,186	137,868	126,663
Net current assets	538,694	569,352	446,757	334,742	341,375
Net interest bearing cash/(debt)	559,582	557,449	293,261	285,467	262,207
Cash flow					
Cash flow from operating activities	78,610	330,214	23,262	88,208	- 73,322
Investments in property, plant and equipment current year	- 19,981	6,015	37,794	25,627	9,283
Free cash flow before acquisition of businesses	61,771	297,739	7,990	32,680	- 128,714
Free cash flow	11,911	257,015	7,018	23,260	- 130,638
Total cash flow	- 100,400	326,814	47,701	23,260	- 180,756
Financial ratios					
Gross revenue growth, total (%)	14.3	- 3.2	3.4	3.7	44.2
Own production growth, total (%)	12.9	- 3.9	1.8	5.8	49.0
EBITA/FTE	64	53	31	26	23
EBITDA margin (%)	7.7	7.8	5.0	4.3	3.8
EBITA margin (%) Value of own production	6.9	6.8	4.1	3.5	3.1
EBIT margin (%)	5.5	5.9	3.2	2.7	2.4
Effective tax rate (%)	25.1	27.5	25.1	29.0	27.9
Equity ratio (%)	34.9	31.4	33.8	30.8	27.3
Current ratio (x)	1.6	1.7	1.7	1.4	1.4
Return on invested capital (%)	8,667.6	92.1	27.0	23.8	20.8
Return on equity (%)	16.4	13.9	10.6	9.2	6.4
Proposed dividend	12,500	10,000	-	6,250	-
Non-financial key figures					
Average number of employees FTE	2,306	2,181	2,332	2,355	2,206



Odense light rail
Photo: jonathanfilskov-photography

Financial review from our CFO

We are proud of the efforts from all employees and the entire organisation, which is the main reason for the satisfying 2021 result. We have been able to increase revenue, while keeping our profits at a satisfactory level.

The gross revenue for 2021 amounted to DKK 2.5 billion, an increase of DKK 0.3 billion compared to 2020. Value of own production was DKK 1.9 billion in 2021, corresponding to a growth of 12.9 %, which is on target. The growth was driven by an organic growth of 6.5 % and by successful acquisitions completed in 2020 and 2021.

We saw positive organic growth of the value of own production across most sectors, and especially within development consulting, food & beverage, life science, and environment, where the organic growth was higher than expected. The infrastructure sector in Norway also delivered a strong organic growth of 23.5 %. However, the organic growth for the total business in Sweden and Norway was lower than expected.

EBITA increased to DKK 132.4 million, corresponding to an EBITA margin of 6.9 %, which exceeded the 2021 expectations. The result is based on strong performances in most areas, continuous improve-

ments in efficiency, and a keen focus on costs as well as savings relating to COVID-19. Additionally, we were successful in integrating AlfaNordic, an acquisition within life science consulting that led to strong results within that sector.

The net profit increased to DKK 83.9 million from DKK 62.3 million in 2020, continuing the trend of improved performance year on year. NIRAS increased its investments in digitalisation from 2020 to 2021, and will continue to do so.

The Free cash flow before acquisition of businesses reached DKK 61.8 million which corresponds to 42.0 % of EBITDA. The relatively low free cash flow before acquisition of businesses was impacted by a negative cash flow of DKK 65.6 million coming from changes in working capital, mainly driven by trade receivables in NIRAS A/S and IFP activities in United Kingdom. Total cash flow 2021 was impacted by the cash flow from acquisition of businesses DKK 49.9 million, primarily related to the acquisition of AlfaNordic and the payment of DKK 102.5 million to the Danish Vacation Fond.

The financial ratios show improvement in EBITA per employee compared to 2020 and thereby continues the trend of improvement year on year.

The same trend is seen on return of equity of 16.4 % in 2021, which improved from 13.9 % in 2020 and more than doubled since 6.4 % in 2017.

The high return on invested capital (ROIC) was mainly due to the negative invested capital in 2020. Working capital in 2020 was extraordinarily influenced by COVID-19.

Invested capital in 2021 increased by DKK 82.6 million compared to 2020, mainly explained by the acquisition of AlfaNordic and the development in working capital. NOPAT increased by DKK 28.2 million mainly explained by development in exchange gains and increased EBITA.

The average number of employees in 2021 was 2,306, an increase of 125 compared to 2020. We continue to be a preferred workplace that can attract and retain the best talents within the industry. In 2021, we saw the return of several employees who worked with us previously and appreciated the special workplace culture, which makes us very proud.



Photo: Keen Heick-Abildhauge

Expectations for 2022

We expect the total value of own production to increase by more than 5 % compared to 2021. Particularly strong growth is expected within the areas of food & beverage, life science, environment, utilities and data & analysis, where we expect value of own production to increase by more than 15 %. We will also focus on developing our international presence especially in Sweden, Norway and the United Kingdom. Additionally, we will focus on strategic investments within digitalisation and sustainability. Profits for 2021 were positively affected by savings due to the COVID-19 situation. Despite a strong continuous focus on spending, we expect an increase in cost levels in 2022 due to less impact from COVID-19 restrictions on operations. As a result, we expect to see lower profitability compared to 2021 and we expect the EBITA to be between DKK 100-120 million.

We will continue to focus on being an attractive workplace, bringing the best talent to NIRAS and retaining the excellent employees who already work with us.

Subsequent events

NIRAS has been active in Ukraine for more than 25 years and will be affected by the Russian invasion of Ukraine.

Our main concern is the health and safety of our local employees as all international consultants have been evacuated. Our office in Ukraine has been relocated to Lviv. The financial implication for 2022 is estimated to be between DKK 3.5 - 5.0 million at EBITA level on Ukrainian projects. We are currently managing eight contracts in Ukraine with a total value of DKK 170 million. The projects are continuing, but with a risk that they will be put on hold or cancelled.

In Russia, NIRAS has worked with clients within the food & beverage area for many years, however the current project portfolio is limited, and we do not expect significant financial impact when the projects are stopped due to sanctions or other severe issues due to the war. Given the sanctions imposed on Russia it is impossible for NIRAS to work with Russian clients and we have also decided not to pursue new opportunities.



Tina Hørbye Christensen

Risk management

The group is exposed to a variety of risks and managing them is an integrated part of executive activities. Our risk management framework is based on structured risk identification, analysis and reporting processes providing the basis for risk assessments and subsequent initiation of relevant mitigating actions.

The Board of Directors is responsible for the Group's risk management strategy and overall framework. The Executive Board is responsible for the daily risk management processes and the continuous development of the framework.

The structure of our risk management is based on two processes:

1. Operational risk management: handling of risks related to daily operations
2. Strategic risk management: addressing key risks

The risk framework follows a fixed annual process and the Group uses a risk management system to systematically identify and implement measures to prevent particular risks.

In 2021, six risk areas have been identified which may have a significant impact on the Group's earnings, financial position or achievement of strategic goals.

The six areas, including underlying risk drivers are being documented and assessed with the aim of having a global risk overview, which is assessed by the management and approved by the NIRAS Board.

The six risk areas are:

1. Project delivery
2. IT & data
3. Market & reputation
4. Finance
5. People and facilities
6. Geopolitical

Project delivery risks

The key operational risks of the Group relate to our ability to maintain a high level of activity by securing project inflow and fair earnings on the individual projects through professional project management and our competent and knowledgeable staff. The group operates with a risk model within project delivery where every project is evaluated prior to the signing of the contract based on six risk drivers; Market, Stakeholders and Organisation, Delivery, Contract Terms, Timeline and Project Economy.

As part of NIRAS Fundamentals, all issues and challenges are addressed openly across functions and professions. Identified risks are assessed by the

project owner and project manager, and projects are categorised in four categories, where category four contains projects with the highest risk. At the end of December 2021, 11 projects were categorised as category four projects and 33 projects were categorised as category three.

Risk classification documented in the risk log makes risks and preventive actions transparent and enables the organisation to take calculated risks. The risk assessment for each project is evaluated regularly by the project management and updated in the project file. Projects in category four have an assigned steering committee that meets regularly.

Principles for risk management are applicable for prequalification, bid and contracted projects, and the internal risk log is a central tool in managing the project delivery risks.

IT & Data risks

The Group works extensively to reduce the risks within IT Security, Cyber security and GDPR. Within IT and Cyber security the Group has worked to establish an overall strategy identifying main risks, business impact, threat model and process for continuous focus and improvement. The framework is based on NIST cyber security framework.



The Group has extensive procedures to secure NIRAS against Cyberattack including awareness campaigns, external scanning, penetration tests & reviews, monitoring of infrastructure, control procedures and contingency plans to ensure quick restoration of critical business areas.

GDPR is managed through a GDPR tool, where all policies and data processing agreements are stored, as well as the controls implemented to secure the policies are in effect. Awareness campaigns have been run, and updated policies are implemented.

Market & reputation risks

A central risk driver for the Group's reputation in the market is compliance and integrity management. This is referred to in the next section: Statement on corporate social responsibility.

Financial risks

As a consequence of its operating activities, the Group is exposed to fluctuations in the exchange rates and, to a lesser extent, interest rate with the most significant exchange rate, interest rates, and credit risks being attributable to commercial factors. The Group seeks to minimise exchange rate risks

by issuing invoices and paying costs in the same currency. However, as this is not always possible, operational exchange rate risks exist. No forward exchange contracts were in effect at the end of the financial period.

Other risk drivers within finance are balance sheet exposure, fraud and errors, ERP and related system performance and credit risk. It is Group policy to maximise cash resources and reduce credit risk by receiving prepayments etc., where possible. In 2021, the Group has established new cash management policies with a new treasury function implementing shared cash pool and new hedging strategies.

People and facilities risks

The combination of professional skills and the ability to translate knowledge into relevant solutions are key to the Group's value creation and innovative performance as well as to the continued development of the individual employees. Targeted efforts are made to ensure accumulation and internal sharing of both existing and new knowledge to the benefit of the individual projects, the well-being of employees and, ultimately, customer satisfaction.

We continue our commitment to attract, retain and develop highly skilled employees and to invest in their professional and personal development. Overall, our employees are highly skilled. 52% of our staff have university degrees or higher, and 83% have bachelor degrees or equivalent.

Risks related to travel, working abroad and work environment are assessed as part of the Group's global travel policy and Duty of Care processes. The working environment (HS) is regulated and monitored locally by individual HS-bodies based on local legal requirements. Inspections and incidents are recorded and reported and, if applicable, corrective actions are taken.

Geopolitical

Possible closedown of countries due to pandemics, terror, war or conflict could pose a threat to NIRAS and its employees. The Group monitors the political situation in countries in which we operate. The Group assesses the risk before tendering and contracting any projects and is closely monitoring all project activities in countries perceived as having a higher risk. A Contingency plan, including the use of a Task-force, is implemented and activated if needed.

NIRAS's global presence

NIRAS employs around 2,300 professionals working on more than 7,000 projects globally. NIRAS operates in a number of countries through branches and our experts work in more than 120 countries.

We have our main presence and home markets in Denmark, Norway, Sweden, Finland, the United Kingdom, The Netherlands and Germany, but we also have branches in countries across Europe, Africa, the Asia-Pacific region and in the Americas.



An aerial photograph of a white wind turbine situated on a rocky, sparsely vegetated hillside. The turbine's three blades are visible, extending across the frame. The terrain is rugged and appears to be a coastal or highland area. The lighting suggests a bright, sunny day, casting shadows on the ground.

Building tomorrow's societies in partnership with our clients

Across all NIRAS's sectors, we strive for excellence in our projects - from the Arctic to the tropics. We have selected a wide range of projects from different parts of our business where, in 2021, we have created value for our clients within the private and public sectors through the provision of quality service and innovative approaches. With a strong focus on digitalisation, our experts help our clients across the world realise their sustainable potential and build societies of tomorrow.

Building

As a building consultant, NIRAS delivers a wide range of solutions for public and private clients

In NIRAS we develop future constructions for the benefit of people, the environment, and society. We work across a broad range of disciplines where we deliver sustainable solutions to our clients involving end users to ensure optimal solutions. We have established strong, international partner networks, which enable us to deliver industry-leading expertise to our projects and follow our international clients across borders.



"The real estate and construction industries are currently experiencing a historically good period.

But it is also in a time that requires - and is characterised by - development and innovation. For us, a high level of professionalism is the foundation of our work, and competent project and process management create the framework for a good project. Furthermore, ensuring sustainability is the biggest societal obligation we have."

- Mads Søndergaard, Executive Vice President, Building

High levels of professionalism

In 2021, we continue to invest substantially in professional development. The goal is to maintain our strong competence and ensure this is translated into 'buildability' in the projects. We work closely with Danish universities, where a large number of our talented employees teach and participate in research projects. One of the industry's challenges is to ensure that the certification schemes within fire - structural engineering are adapted and implemented for the benefit of the projects. We take this obligation very seriously and we host two of the largest divisions in Denmark within fire consulting and structural engineering.

PROJECT

Large financial and pension companies get a dynamic shared office in Copenhagen

A large financial company, Nykredit, and a large pension fund, AP Pension, are moving into new headquarters in the North Harbour of Copenhagen.

The construction of the groundbreaking headquarters is based on a new way of thinking about workplaces combined with a strong responsibility towards society.

The ambition of our client, AP Pension, is to build a sustainable office that holds certifications in both architecture and construction. This, for example, sets out requirements for the contractor on the handling of construction waste and also consideration of the urban environment and interaction with the local community. NIRAS has been responsible for all the engineering disciplines.



Svanemølleholm
Photo: MT Højgaard

Better collaboration

Our approach puts “the project in the centre”, and thereby we bring each other’s competencies into play rather than the interests of the individual companies and actors. It also means that we often partner up with foreign peer companies. To ensure good collaboration based on trust, transparency, and commitment throughout the whole project, we focus on early involvement of parties, i.e. contractors and suppliers.

PROJECT

New large multi-purpose hall breaks out of the prison’s old walls

The new multi-purpose hall will have a floor removed to get enough height to slide a box with a large multi-purpose space into the building. It requires calculations to manufacture and set up the large steel structures to replace the load-bearing walls.

The box is designed using modern materials contributing to an original and open expression. The special form of collaboration with integrated construction engages the contractor early in the process, for the client, consultant, contractor and architect to work closely together from the beginning. NIRAS is consulting the client on this project.



Sustainability in our construction projects

During 2021, we have been involved in several projects with a strong focus on sustainability. In addition to having sustainability certified more than 100 buildings, we have worked in areas ranging from measuring embedded CO₂ in building materials and social sustainability in residential buildings to recycling building materials.

Working with sustainability requires knowledge, industry insight, and a holistic approach from all actors.

PROJECT

The world’s first circular kindergarten

A Danish municipality has sanitised and demolished a school to build a new eco-labelled kindergarten built with recycled materials from the old school.

The new kindergarten is the world’s first to be constructed using circular economy principles. It is built with as many materials as possible from the old school. In order to demolish and build sustainably, you need to focus on the amount of waste, limiting CO₂ emissions, the use of new materials, and minimising the use of chemicals and environmentally problematic substances in building materials.

Recycling and reusing building materials is the main principle of circular building. NIRAS is a consultant and engineer on this project.

Data & Digitalisation

Digital development is advancing rapidly. It affects all of our clients, services, and business models as well as the competitive landscape, and is furthermore one of the most crucial elements in the green transition. These conditions are enough to focus on digitalisation and therefore also the reason why it is highly prioritised in our business strategy.

At NIRAS, we help our clients to gather and visualise data in a useful way and apply technology and digital tools to develop new solutions.

Digitalisation enables us to handle ever more complex challenges for the benefit of society and our clients. We have specialists within data science, visualisation, GIS, BIM, software development, machine learning, the internet of things (IoT) and automation. We combine digital competences with our professional expertise within the sectors of infrastructure, supply and building, where we create unique solutions for the benefit of our clients and society.



"NIRAS Digital Strategy is a framework strategy, that focuses on connecting and reinforcing digital innovation initiatives, as well as professional networks, across the organisation. Thus it does not focus on a single digital technology, but rather creates the framework for identifying centers of excellence within eg. BIM, Reality Capture, Robot Process Automation etc. The aim is to encourage the business to engage with their customers, through fast and direct funding of digital innovation projects. The aim is also to develop more efficient ways of working through eg. automation, but also to try and build new services based on different future business models."

- Stig Brinck, Expertise Director, ICT and process development
- Christian Holmegaard Mossing, Vice President, Data, Analytics and Planning
- Claus Birkholm, CIO

Our digital taskforce in NIRAS



Ørstedsparken
Photo: olli0815

Ph.D. PROJECT

Tools that support financial inclusion

As part of a Business Ph.D., NIRAS has developed a tool that supports financial inclusion in developing countries.

The technology is based on combining free satellite data corresponding with free data from Google Open Street maps, thereby creating a model for how cities are developing demographically in emerging markets. Based on the model, one can estimate population density, standard of living based on building types, access to electricity based on night lights among other things. Financial institutions use the model to plan the expansion of financial services to meet the needs of growing populations.

PROJECT

Digital processes in condition assessment of green areas for the Copenhagen municipality

During three months over the summer, NIRAS has had two teams around the municipality's parks, cemeteries and green areas to assess the condition of urban furniture and green elements. Up to 10,000 litter bins and benches, a very large number of green areas and three kilometers of hedges, fences and walls in ten districts were assessed. In total, more than 25,000 locations were visited from May to the end of July.

The data collection and processing were implemented as integrated digital processes from the field records on mobile phones and tablets to the models for calculating the cost of recovery and ongoing maintenance. All reports to the database took place in real time, which made it possible to follow the daily progress, both geographically and in the number of registrations that were continuously matched with the target numbers. The goal was that it should be both representative of the individual element types and representative geographically of the ten districts.

NEWS

NIRAS gets approval to fly drones and test fully autonomous models

At the end of 2021, NIRAS received approval to fly drones in accordance with the new EU drone rules and is today one of the only operators allowed to fly in the specific category.

This means among other things that we can operate with relatively heavy drones in e.g. urban settlements, which opens up a very wide use of drones. 2021 was also the year when NIRAS was one of the first companies in Denmark to test fully autonomous drones that navigate solely by modelling what the drones register using artificial intelligence.



Dronepilot
Photo: NIRAS

At NIRAS, we create sustainable solutions for a better, more equal and stable world

Working across a broad spectrum of areas - such as energy, water, education, employment promotion, and rural and economic development, to name just a few - we deliver tailored, innovative, value-creating and results-driven solutions to enable our clients and partners achieve their goals.

PROJECT

Building alliances between the public, civil and private sectors to promote youth employment

A partnership project between the governments of Serbia and Switzerland, the Education to Employment (E2E) project aims to provide decent job prospects for all young women and men in Serbia regardless of their social status.

At the national level, E2E supports the evidence-based development of youth employment policies, while at the local level it facilitates practical employment and learning opportunities to increase youth employability and create a dynamic, modern and adaptive labour market in Serbia.

The project provides work-based learning (WBL) of labour market skills required by companies. In order to better match private sector needs with the labour supply, E2E cooperates with six local partners - mediators and bridge-builders between training providers, companies and youth - who facilitate the training programmes and offer career guidance and matching services for both young people and companies.



"Reflecting and looking back at 2021, we are extremely proud of the transformative change our experts have delivered in collaboration with partners and clients in close to 400 development cooperation projects around the globe. And yet it has also been a year characterised by unpredictability and some turmoil. The military coup in Myanmar and the security situation in Ethiopia are just two examples that highlight the importance of the work we continue to do in the field of international development, building a safer and more just world in line with the SDGs".

- Markus Davelid, Executive Vice President, Development Consulting



"Education to Employment" project, Milan Aksentijevic

Photo: olli0315



Photo: NIRAS

PROJECT

Enhancing innovation networks and facilitating cross-border collaboration in Southern Africa

The Southern African Innovation Support (SAIS) programme contributes to the growth of new businesses through strengthened innovation ecosystems and sharing of good practice among role-players in innovation in the SADC region.

Combatting poverty in the SADC region requires investment in science and technology as well as improved management of the resources required to bring new or improved products, processes, and services to the market. SAIS is contributing to this process in five countries across the region by specifically focusing on national and regional innovation systems supporting early-stage entrepreneurs. The SAIS Innovation (Challenge) Fund has assisted 26 trans-national projects through matching grants (€50,000-280,000 grant value depending on the project) and offered bespoke training on business planning and investment readiness.

The projects have engaged more than 80 innovation support organisations from 12 countries in validation of new instruments such as accelerators or incubators that, in turn, have assisted more than 2,000 African startups and entrepreneurs to gain new skills, access to finance or a foothold in new markets. In four years, SAIS cross-border innovation competition “BoostUp” has engaged more than 1,000 startups from four countries to learn the art of pitching and improve their product/service offering and business plan.

PROJECT

Land registration: the foundation of sustainable development in Ethiopia

Most of the people in Ethiopia’s rural areas depend on agriculture in some way to survive. For them, the land is the most important asset. It is the main source of livelihood, but also social status and political power are connected to the land.

The Finnish-funded Responsible and Innovative Land Administration of Ethiopia (REILA) created a method to register farmers’ land rights so land can be used

as collateral for loans. The method has been adopted as the national method. REILA has registered over 1 million parcels of land, and other projects that have also applied the REILA method comprise more than 14 million parcels. This means land for over 20 million people. As a result of successful public awareness, today there are more female landholders than male.

Another success of the REILA project has been the creation of the National Land Administration Information System (NRLAIS), which includes all 15 million parcels. NRLAIS processes all changes to the land registry, such as inheritance.

NIRAS plans and designs energy systems and implements renewable energy on a local, regional and national level

We provide advisory services for renewable energy solutions in all the phases of a project – including feasibility studies, environmental impact assessments and strategic environmental assessments, technical design, project management, procurement and supervision of construction sites. We help companies, utilities and municipalities to map and reduce their emission of CO₂ and other greenhouse gasses.

PROJECT

Carbon Capture – City of Copenhagen

Copenhagen has an ambition to become the first carbon neutral capital in 2025. In connection with the City of Copenhagen's involvement in the Carbon Neutral Cities Alliance under the C40 network of cities with climate ambitions, NIRAS has carried out a project to contribute to their ambition and the green energy transition.

The project consists of a technology catalogue for capture, transport, long-term storage and recovery of CO₂. It is presented so that it is suitable for non-technical stakeholders.



City of Copenhagen, Denmark by night

Photo: Jimmy Paillet

The catalogue provides a brief introduction to the technologies and should serve as a tool for large cities to be able to work with Carbon Capture to reduce cities' CO₂ emissions.

PROJECT

Wastewater supplies heat to approximately 3,550 households in Roskilde

A sector-coupling project in the city of Roskilde utilises heat in wastewater for district heating production. This is possible with a new heat pump system, which is a benefit for the environment as well as heating prices.

Wastewater is a multi-resource, from which biogas, agricultural fertiliser and district heating can be produced. Most of the year wastewater is warmer than both seawater and air. Consequently, it is a valuable source of heat. The wastewater treatment plant Bjergmarken in Roskilde has invested in a new heat pump system that can produce district heating.

After the installation, approx. 64,000 MWh/year is now delivered from the utilisation of heat in wastewater. This corresponds to the annual heating needs of approximately 3,550 households.

The new facility was commissioned in March 2021 with NIRAS as advisor all the way from start to finish.



"The world faces an imminent need to implement the technologies of the future in energy sectors across the globe. Carbon reductions, capture, storage and utilisation are focal points in the transition to renewable energy sources. At NIRAS, we contribute with expert knowledge in strategic partnerships - partnerships which I believe to be vital drivers for the successful green transition, as urgently needed as ever."

- Jens Brandt Bering, Senior Vice President, Utilities

PROJECT

District heating company is looking for a collaboration on power-to-X

In collaboration with the district heating company Fjernvarme Fyn, NIRAS has investigated the possibility to capture and utilise CO₂.

For the district heating company Fjernvarme Fyn, NIRAS has carried out an analysis of the possibilities to capture CO₂ and utilise it in a PtX plant. The feasibility studies also included initial explorations about which partners could be relevant in relation to constructing a power-to-X-plant in connection with the district heating plant in Odense.

The analysis includes assumptions, market analysis, framework conditions, constraints and technologies with a focus on interaction with the district heating – so-called sector coupling. The conclusion shows a promising business case for Fjernvarme Fyn in the form of both environmental and economic gains – partly from limiting emitted CO₂ and partly from utilisation of surplus heat as well as the contribution to a potential partner's production of fuels or other secondary products.



Environment & Ecology

NIRAS is a leading environmental consultancy delivering high quality and innovative services

We help protect the environment inside - in private homes, public buildings and companies - as well as outside - in cities, the nature, on land or in water. We have a deep understanding of environmental legislation.

We work with our clients to understand environmental risks, potential impacts and management requirements and ensure that they are compliant with relevant legislation, regulations and best practice.



"We have witnessed a large increase in the demand for our competencies in all types of environmental assessments. We are frontrunners in sustainable solutions and passionate about nature, the environment and the green transition. We conduct several environmental studies and assessments, for instance the Energy Island in the North Sea, to ensure the least possible impact on the environment, we design recycling facilities for ships and offshore structures and we carry out pollution investigations of PFOS. Our mission is to ensure sustainable development for our clients and society in general."

- Tom Heron, Senior Vice President, Environment



A couple of Minke Whales

Photo: atese



PROJECT

Energy Island in the North Sea

Energinet has chosen NIRAS to undertake strategic environmental assessments (SEA) as well as environmental studies of the proposed Energy Island and surrounding offshore wind farms in the North Sea.

Energy Island will be the largest renewable energy project in Denmark and the North Sea to date. The island will get a 3 gigawatt offshore wind farm, with the option for a subsequent expansion to 10 gigawatts.

The preparation of the SEA is primarily based on existing data and information about environmental conditions, including wildlife. Between now and 2024, NIRAS will undertake surveys and analysis of data for marine mammals, fish populations, and avifauna during different times of the year in the area where the proposed Energy Island and offshore wind farm will be located.

PROJECT

Environmental impact assessment of the masterplan for Tangkrogen

A comprehensive plan for Tangkrogen near Aarhus will solve challenges in treating wastewater, expanding Marselisborg Marina and updating traffic and parking conditions.

NIRAS is conducting an environmental assessment of two equivalent alternatives to wastewater treatment plants and marinas. We are also preparing environmental assessments of a new bay pipe, sewage pipes for the new treatment plant and demolition of the existing treatment plants.

We are preparing the project descriptions in close collaboration with the building consultants, their associated consultants and the planning and environmental authorities. The final report will be an environmental impact report.

PROJECT

Success with innovation and handling of new challenges within the PFOS area

NIRAS has prepared a report with the results from pollution investigations at the fire school and the area around the school in Korsør. It is a thorough investigation, which, among other things, includes 29 drillings at the fire school, 24 soil tests in the allotment and a series of samples in the ditch. The samples were analysed for both oily substances and 12 PFAS compounds, of which PFOS is one. NIRAS has previously worked within the PFOS area in Sweden, which has given us a good starting point to be at the forefront of the area.

Food & Beverage

NIRAS consults on investment, project execution and production optimisation at manufacturing facilities in the Food & Beverage industry

We have a deep knowledge of our clients' products and processes. We can transform visions and challenges into sustainable solutions - from the very first idea until the fully operational plant. We focus on best practice, innovation and sustainable solutions which secure our clients the best results and operational reliability.



"Sustainability has become a license to operate in the Food & Beverage industry. In the coming year, we will witness an increased demand for sustainable products such as plant-based foods and drinks and related fermentation. We will also see a rising demand for more sustainable production methods regarding CO₂ emissions, optimal use of resources and utilities such as water, and increased use and recycling of waste products. At NIRAS, our experts are positioned at the forefront of this sustainable revolution of the Food & Beverage industry."

- Thomas B. Olsen, Senior Vice President, Process Industry



The NIRAS-owned British company Integrated Food Projects is helping innocent to create a \$250 million carbon-neutral manufacturing factory in Rotterdam.

Photo: Innocent

PROJECT

The earth's most sustainable healthy drinks factory in Rotterdam

NIRAS has laid the foundations for innocent's new carbon-neutral manufacturing facility.

Manufacturing has started with the first bottled drinks rolling off the production line at 'the blender' in the port of Rotterdam. The earth's most sustainable healthy drinks factory, the blender will produce up to 300 million litres a year.

To meet any further energy needs, the blender will operate its own solar panels and wind turbines. Road miles will be reduced by 20% as a significant proportion of raw materials will arrive by sea in Rotterdam.

PROJECT

New Oatly plant-based factory

NIRAS is building one of the world's largest plant-based factories for the original Swedish oat drink company - Oatly.

The new factory is located in Peterborough in UK and has the capacity to produce an anticipated 450 million litres of oat drink per year. This output will help ensure that plant-based dairy becomes accessible to more consumers, helping them to reduce their own impact on the environment.

Oatly and IFP Construction are committed to ensuring the new factory is designed, built and operated in a sustainable and environmentally friendly way.

PROJECT

BioRefine opens new plant for production of grass protein

The innovative Danish producer of grass protein, BioRefine, chose NIRAS as project leader for its new production plant. The new plant is capable of transforming grass and alfalfa into protein for livestock fodder.

Grass protein can to a certain extent replace the imported soy protein that is normally used for animal nutrition in Danish stables.

This could contribute to making livestock production in Denmark far more sustainable.

The BioRefine plant is located in Nybro in Jutland and is, in many ways, the first of its kind. Due to its innovative features, the company has filed a claim for a patent for certain elements of the process.



Photo: BioRefine

NIRAS plays a prominent role when it comes to sustainable solutions in big infrastructure projects

We cover all stages in these projects, from preparation of master plans and technical and economic analysis, to design and planning, supervision, operation and maintenance. We have a cross-disciplinary specialised knowledge with a guarantee of complete solutions, whether we make 3D-models of a footbridge, plan a motorway, draw a light rail line or design a harbour.

PROJECT

A large climate and coastal protection project in Egypt

The Government of Egypt has hired NIRAS to participate in a comprehensive climate adaptation project to protect and plan the future of one of the world's largest low-lying coastal and delta areas.

The project aims to protect the 1,000-km-long Mediterranean coastline in Egypt and the vast Nile Delta, which is under strong pressure due to climate change leading to coastal erosion and increased risk of flooding of the delta. The project will in the short-term prevent floods by constructing 70 km of nature-based protection at five vulnerable hotspots. NIRAS must prepare a plan for integrated coastal zone management (ICZM), which in the long-term must ensure that

the area can adapt and resist climate change in the best possible way.

PROJECT

One of the largest coastal protection projects in Denmark

Koege Dike has been named an area at risk of floods in accordance with the European Union's Floods Directive. NIRAS and LYTT Architecture have been chosen to carry out the Koege Dike project, which will protect 19,000 citizens along the 11 km long coastline in Koege municipality.

NIRAS performs total consultancy in connection with the preparation of project proposals, retail projects and tenders for EU tenders, in which consultancy is also provided in connection with the assessment of contract tenders and contracting. Koege Dike will reach an altitude of 2.8 meters above sea level. At Koege Port and Marina, and other selected areas, a series of protective tidal walls and mobile solutions will be constructed.



"In a rapidly changing world with immediate demand for climate action, we are committed to and proud of delivering sustainable and resilient solutions. Be it coastal protection in Egypt, energy islands in the North Sea, railway infrastructure in Norway, cycle paths in rural Denmark or improved urban spaces in the inner cities. Based on our vast experience and broad expertise, we strive to help our customers with necessary changes and adaptations in the infrastructure sector."

- Carsten Heine Lund, Senior Vice President, Infrastructure

PROJECT

Passengers' perceptions of fear of crime at train stations influence our mobility patterns

Architect and Ph.D. Sofie Kirt Strandbygaard is NIRAS's new specialist in crime prevention through environmental design (CPTED) and transit-oriented development (TOD). Using a series of strategies and methods, she is focusing on fear reduction and improved social sustainability in mobility planning.

"When you work with security in urban spaces, you work with a series of factors. Factors such as off course lighting and human activity play an important role, but it is also crucial to show that a positive social norm and ownership exists in the urban space. You can achieve this through an attractive design, maintenance and indications of personal ownership," says Sofie Kirt Strandbygaard.

This influences not only mobility patterns but also social sustainability and economic growth in urban areas.



Copenhagen Metro

Photo: PhotographerCW

PROJECT

Together with subconsultant Jacobs, NIRAS has won two large framework agreements with Copenhagen Metro and Greater Copenhagen Light Rail

The framework agreements have a duration of eight-years and include civil works, transport systems and railway techniques.

The projects within the framework agreement can include consulting in relation to the development of new metro and/or light rail lines, design tasks and maintenance of existing lines and other installations. The areas of expertise will include tunnels, geotechnical engineering, alignment, electrical and mechanical installations, stations, railway safety, driving material and environmental issues.

Among the potential future assignments that could form part of the framework agreement are the expansion of the Copen-

hagen Metro at Nordhavn and a new metro line to the projected artificial island of Lynetteholm in the port of Copenhagen.

Pharma & Life Science

When it comes to pharma and life science investments, project implementation, and optimisation of production plants, NIRAS delivers professional results

Based on our in-depth knowledge of pharmaceutical products and processes, we can translate visions and challenges into sustainable solutions - from initial idea to a fully operational, validated plant.

PROJECT

Upgrading project at Fujifilm Manufacturing in Hillerød

NIRAS participates in a cluster of process capacity upgrades at Fujifilm Manufacturing Site Hillerød.

The projects includes new washing and autoclave equipment and optimisation of CIP supply and functionality. The common challenge is to incorporate the changes while the production facilities are in operation.

Detailed modelling of process piping and specification of equipment prepared for paperless documentation are important areas of expertise in this complex collection of projects.



"NIRAS has witnessed tremendous growth within pharma and life science during the last year. With the acquisition of AlfaNordic, we have enhanced our capacities greatly. Consequently, we can now offer a full range of services within planning, project design, project management and consultancy for pharma and life science companies. Likewise, NIRAS Life Science Academy ensures our company and our clients the future talents of the sector."

- Thomas B. Olsen, Senior Vice President, Process Industry



Photo: Morsa Images

PROJECT

New veterinary laboratory for Statens Serum Institut

Statens Serum Institut wants a new veterinary laboratory to tackle serious animal diseases.

The veterinary building has been created for emergency preparedness and research into serious infectious viral diseases in domestic animals, such as Foot and Mouth disease, bird flu, rabies and classical and African swine fever.

The majority of the samples that arrive will be blood samples, swab samples or samples from organs, but the laboratory can also receive dead animals.

The building is 2,700 square meters, has advanced furnishing and is highly secure and very dense. NIRAS has helped with project management and consulting.

Water

NIRAS has engineers and water specialists with profound expertise in all elements of the water cycle

We help our clients to secure the drinking water supply of the future when designing the next generation of water treatment and process plants. We offer consultancy that future-proofs wastewater plants - in relation to climate change, resource recovery and efficiency requirements. We design climate adaptation as integrated urban and nature based solutions, and we build large-scale cloud burst tunnels and all types of pumping stations as well as coastal and flooding protection in close collaboration with our experts from infrastructure.

PROJECT

HOFOR is building a cloudburst tunnel at Kalvebod Brygge

In the years to come, HOFOR (Greater Copenhagen Utility) will construct a number of cloudburst tunnels under the ground in Copenhagen, which will protect the Danish capital against flooding. In the event of massive cloudbursts, this underground tunnel will lead the rainwater to a large pumping station, which will subsequently pump the water into Copenhagen harbour.



This 2½ meter tall plexiglass model is a true copy of the planned pumping station by Kalvebod Brygge in Copenhagen. The purpose of the model is to test that the pumps will work as intended, when the pumping station is constructed in its full size.

Photo: NIRAS

An international team of consultants led by NIRAS has worked to plan Kalvebod Brygge Cloudburst Tunnel. The design phase itself is incredibly important because we must ensure via thorough planning that errors and challenges are handled before excavators and tunnel boring machines get started. Therefore, the advisory team has designed the cloudburst tunnel down to the last detail with advanced 3D models in a building information model.

The tunnel is expected to be completed in 2026.



"As water professionals, we face multiple challenges around the world in our work for more sustainable and climate resilient societies. Our trademark is the cross-cutting approach - we always strive to achieve the optimal solutions working across engineering disciplines. With this mindset, expert consultants from NIRAS help locate groundwater reservoirs in Malaysia, reduce water losses in the Middle East, digitise water distribution networks in Norway and prevent flooding in Danish cities."

- Jens Brandt Bering, Senior Vice President, Utilities

PROJECT

Utility company in Aarhus obtains new knowledge about their wastewater

An innovation project in the city of Aarhus provides new insights into the types of water that run in the sewers. Using sensors, 'data crunching' and machine learning, the project has mapped so-called 'water infiltration' - ground and rain water that unintentionally runs into the sewers.

NIRAS has contributed principally in the final phases of the project where data is entered into a machine learning-model. This makes it possible to find the places in the distribution system where the water is most likely to seep in. In this way, the water infiltration can be divided into sources - e.g. groundwater, rainwater or incorrectly connected water. The local utility company can use the model to plan repairs and maintenance, so as much superfluous water as possible is removed in a cost-effective way.



Photo: NIRAS

NEWS

Laboratory of Fish Ecology becomes part of NIRAS

NIRAS has acquired Laboratory of Fish Ecology - a consulting company with experts specialising in inspection of animal- and plant life in streams and lakes.

In July 2021, Laboratory of Fish Ecology became part of NIRAS.

Now, we can offer our clients a strengthened profile with regard to biodiversity protection, nature inspections and restoration projects in watercourses, lakes and nature areas.

For more than 30 years, Laboratory of Fish Ecology has worked for a better natural and water environment through countless nature restoration projects such as watercourse and lake restorations, but also as nature communicators.

In NIRAS we are rapidly expanding our presence in the Norwegian market and we have had a strong foothold in Norway since 2012. Spread across offices in Oslo, Stavanger, and Drammen, our 60 Norwegian experts provide a wide array of services. Especially within infrastructure, we have several notable projects, where we are heavily involved in delivering railway projects across Norway and thereby contributing to more effective and sustainable mobility.

PROJECT

Large infrastructure project to improve Intercity connections in Eastern Norway

The project will improve capacity for both passengers and freight and provide better rail journeys for the people living in the eastern part of Norway.

The project is part of Bane NOR Intercity upgrade, including 270 km of new double tracks in the South East part of Norway. The project includes 10 km of double tracks and 5 km of tunnel.

The project requires several skills and experience in collaboration and partnership. It involves disciplines such as: Special foundations, groundworks, earthworks, concrete works and of course tunnel blasting works.

The new double track rail line is planned to be fully operational at the end of 2024.

PROJECT

Railway Depot Ski South

The major railway project in Norway: Railway Depot Ski South, concerns the development of preliminary design for a train support facility for 55 trainsets (FLIRT passenger trains) and a new 6 km railway line including roads, bridges, drainage and environmental issues.

The Ski Depot project is critical to the development of the infrastructure in the central part of Østlandet. This is an important project for Bane NOR.

The contract was won because NIRAS and our partners delivered the best offer in terms of technical solutions and competence. In the tender evaluation, the NIRAS team scored maximum points on "Project understanding" and "Competence".

The project helps to ensure the development of NIRAS's office in Norway and at the same time ensure a strong interdisciplinary collaboration between Denmark and Norway.



Photo: NIRAS



"In recent years, NIRAS in Norway has experienced a strong growth, and this is often related to the sheer quality of our work, which is due to the cross-organisational setup that we apply to our infrastructure projects. Two factors in particular have contributed to our success in the Norwegian market. Firstly, there is strong and smooth internal collaboration across NIRAS departments and national borders, where we focus on our clients' projects and joint success. Secondly, we enjoy long-term and trusting collaboration with other consultants, who each contribute with their special competencies, which ensures our clients strong, close-knit teams of advisers."

- Theis Tarp Rasmussen, Managing Director
NIRAS Norway



PROJECT

Large infrastructure projects to improve rail efficiency between Drammen and Kobbervikdalen in Norway

The time spent on travelling will be reduced and the frequency of train departures will increase for one and a half million Norwegians when Bane NOR expands the railway system in south-eastern Norway.

Together with Dr. Techn. Olav Olsen Artelia Group, a structural engineering and marine technology consultancy, NIRAS has been appointed adviser on two major turnkey projects for the construction of a double-track railway line between Drammen and Kobbervikdalen.

NIRAS is responsible for the project management, the overall 3D project models, a rock tunnel, concrete constructions, a cut-and-cover tunnel, drainage, the rerouting of cables, the rerouting of roads and the railway substructure.

The project is expected to be completed in 2024.

Sweden

Our local presence and strong networks in Sweden allow us to offer interdisciplinary solutions that are tailored to the unique needs of our clients. We offer a full range of engineering services in everything from building and project management to infrastructure, process industry, and energy to name a few. Our Swedish offices furthermore offer high-end architectural and corporate real estate services to both private and public clients.



"Overall, 2021 was a positive year for NIRAS in Sweden. Markets started to return to normal after the effects of COVID-19, and we managed to reach a series of our development targets. Our

long-term strategy is to become our clients' preferred partner when it comes to community buildings and a number of service areas. In 2021, we took significant steps in our development towards growth and establishment in more locations. Among other things, we gained new projects and clients within the area of water construction which led to an increase in both our turnover and staff. We also won new municipal clients in both Sweden and Norway where we as part of several other activities support planning and adaptation in relation to torrential rain. We are confident that this positive development will continue in 2022."

- Christian Sandberg, Director NIRAS Sweden

PROJECT

NIRAS has been an advisor to NREP in their largest acquisitions of community properties

Property management company Stenvalvet has sold a portfolio consisting of 13 communal properties located in Stockholm/Mälardalen, Dalarna and Skåne. Altura, part of the real estate group NREP, was the buyer. In total, almost 500 senior apartments are included and NREP acquired the properties at the beginning of February 2022.

In addition to performing technical due diligence, the assignment also included looking at optimisation and energy efficiency, where the recommendation was to install new solar panels and improve the indoor environment by optimising installations for modern and more energy efficient systems.



NREP office



PROJECT

New head office of 4,500 square meters for a large consulting company in Stockholm

NIRAS acts as internal project manager with responsibility for project management to the lessor and handles all questions concerning the project.

Knowit is a large consulting company with 3800 employees that supports companies and organisations in the digital transformation. With a unique combination of competences within it, design, communication and management, they develop innovative and sustainable solutions that contribute to a high business value for their clients.

The new head office for 800 employees will be ready in the summer of 2022.

Learning programmes and collaboration with universities

To help drive sustainable development in collaboration with our clients, our dedicated specialists, project managers and leaders take responsibility and make a difference for our clients. We have a culture with strong responsibility for the individual and an informal and flat management structure that enables our employees to develop both professionally and personally.

For NIRAS, education and continued improvement of skills is a high priority. In 2021, we strengthened our focus on education by dedicating additional funds to this area. Likewise, we continued our cooperation with different universities in a variety of subjects, not least in order to train and attract new graduates. We also worked to enhance our competences within cross-cutting project management as part of our programme for supporting talent. Finally, we offered a series of courses and training for young graduates as part of our different trainee programmes and academies, which include participants from different countries across the world. Thus, we have various initiatives that inspire and enable our employees to develop a high level of competencies.

#4 Quality education

NIRAS actively encourages lifelong learning and promotes collaboration with educational institutions.

This will be insured by:

- **Identifying relevant educational institutions with whom we can engage and promote collaboration internally and externally.**
- **Implementation of a new learning management system (LMS) to support everyday learning in projects.**
- **Introducing a dedicated fund for specific competence development that is not part of the Business Unit's budgets and to which applications can be made. KSU (our Danish employee committee) has approved the application process.**

Lifelong learning will be measured by the Employee Satisfaction Survey in the sections about "Your Development" and "Satisfaction and Motivation", time and money spend on education will be registered as well as number of Ph.D. students.



Photo: NIRAS

NIRAS Scandinavian graduate programme

The graduate programme was launched in October 2021 and is an initiative designed to attract skilled, newly graduated employees to NIRAS in Norway and Sweden within the following sectors: environment, utility and infrastructure. Over 21 months, participants are posted in 1-2 departments in Denmark or Sweden for approximately one year to increase their network and professional competencies across borders. Thereby they will also contribute to strengthening their respective sectors in their home country at the end of the programme.

Talent Programme

This year's 'Project Management' talent programme focuses on project excellence and management of complex projects across disciplines and sectors. The 19 participants come from six different countries and are spread across all of our six sectors.

The programme lasts one year and has seven sessions focusing on specially selected themes. Each of the participants is connected with a highly experienced project manager who will be a mentor for them during the course, both in relation to the topics they are working with and in implementation of their project. During the programme, all participants are divided into smaller groups for discussions and sharing of best practices in relation to the different topics. The participants also work with their own personal development in relation to project management.

NIRAS Life Science Academy

In 2021 we engaged in the 2-year graduate programme that offers young newly graduated candidates in the pharma industry a unique combination of work, further education and coaching.

The participants gain professional experience, where they are equipped to solve the industry's challenges as a specialist, production supporter or project manager in the pharma, life science and food sectors. The young graduates are employed by NIRAS for a period of two years, during which they are sent out as junior consultants to work at a number of Denmark's leading pharma and life science companies. The programme includes a teaching course of eight modules, mentoring, coaching, ongoing development talks and a bootcamp.

NIRAS ALECTIA Foundation

The Foundation primarily focuses on supporting Ph.D. programmes within NIRAS's business areas in the countries where NIRAS is represented. By supporting innovative and sustainable Ph.D. projects, the valuable collaboration with universities and other research environments is promoted, while NIRAS services are able to progress alongside the latest research.

Examples of Ph.D. projects

Optimising the implementation of drinking water softening



Focusing on the quality of drinking water, Camilla Tang investigated how softening technologies can be evaluated and compared. During her project, a set of drinking water indicators were developed, which will enable water utility companies to implement softening based on an economic and scientific foundation.

Operationalising the Sustainable Development Goals



Mia Heide developed an operational method for assessing the sustainability of different industries in relation to both the UN's SDGs and absolute sustainability targets. The intended outcome of the project was to provide the stakeholders involved in building projects with a tool to quantify and document sustainability in an absolute context and in relation to the SDGs across the lifecycle of a building.

HYDROsim



Mathias Busk Dahl is developing a methodological framework that will enable professionals to predict the effects of different groundwater impacts over time. Such impacts for instance include drinking water abstraction, pollution or different extraordinary weather conditions. Furthermore, the project will enable uncertainty estimations, thus giving decision-makers a well-informed foundation on which to base decisions, while taking calculations and their associated uncertainty into account.

Ensuring a healthy and safe work environment

With 2021 being another year marked by COVID-19, we have focused on both the physical and mental health of our employees who had to work from home during lockdown periods.

Furthermore, our projects and in-house operations must be executed in such a manner that we – to the highest possible extent – secure the health, safety and welfare of all stakeholders or any other parties who could come into contact with our activities.

In connection with the performance of the work, it must also be ensured that there is no risk of physical or mental health deterioration as a result of abusive acts, including bullying and sexual harassment, for which special policies have been drawn up in NIRAS.

Our policies on a healthy and safe environment

NIRAS aims to take a holistic approach to the work environment, making space for “the whole person” within a safe and healthy workplace, where employees are satisfied with their jobs and can develop both professionally and personally. We want to minimise stress by focusing on preventive activities. Through early intervention, our goal is to reduce stress-related sick leave although we do not have a high level of stress today.

We have a basic assumption that employees who are affected by stress can return to work fully and completely. We ensure this through personnel management and individual counselling and training and through HR policies and support.

When bidding, planning and designing, NIRAS takes into account the safety and health conditions that may arise during the execution of the specific project as well as subsequent operation and maintenance.

NIRAS has zero tolerance towards sexual harassment or bullying and we have continued our prevention work by carrying out awareness raising and surveys.

Actions and outcome

During lockdown periods, we offered advice on how to create the best possible work spaces and carried out a series of support activities and social online events in order to keep up the spirit among our staff. To the extent it was possible, we held a few physical social events at our office in strict accordance with the recommendations of local health authorities. As part of our prioritisation of staff’s work-life balance, we worked to meet the needs of senior employees by letting them transfer to part-time contracts or less time demanding consultancy roles, if they wished to do so.

#3 Good health and well-being

Employees are NIRAS’s most important resource

NIRAS actively aims to maintain the good mental and physical health of all our employees.

This is ensured by:

- **Offering good physical working environments and work stations**
- **Strengthening efforts to prevent stress, including awareness of possibilities for flexible working hours and working from home.**
- **Continuing to fund and raise awareness about exercise opportunities and social clubs in NIRAS offices.**

The above initiatives are measured by the Employee Satisfaction Survey, where we maintain the group index score of 85% in overall satisfaction. The score for the mental work environment should be maintained at 4.3 (on a 5-point scale) and we aim to achieve a sickness absence rate for long- and short-term illness of 3.5% in 2021-2023.





We have an established health, safety and welfare organisation in accordance with the rules of The Danish Working Environment Authority. Furthermore we established work environment procedures that are in accordance with Danish working environment legislation. The procedures must be known and followed by all employees.

All employees can become a member of a health insurance and pension scheme which also includes insurance in case of death, critical illness and reduced earning capacity.

NIRAS employees are free to join trade unions and enter into collective bargaining with management. All our employees have individual contracts, and the employment conditions comply fully with current national legislation and requirements.

In order to measure and improve NIRAS as a workplace, we carry out our employee engagement survey every other year, which each time has given us very reassuring results on employees' overall satisfaction with NIRAS.

Gender equality

It is our responsibility to ensure that all NIRAS employees are treated equally. This is reflected in our global company policies and the way we conduct our daily business.

Consequently, we focus on equal opportunities and equal pay regardless of gender and based solely on qualifications and experience (i.e. same performance, same pay approach). This is ensured through our employment and contractual policies and annual reviews of payment statistics for men and women.

Actions and outcome

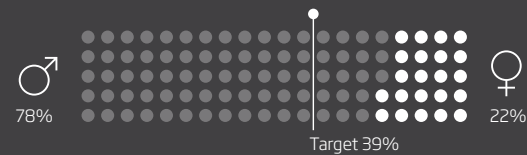
We ensure equal representation of women and men in our talent programme, our academies and other educational activities. We strive to have a representative share of women at management levels that is equal to the number of men and women employed in NIRAS. Likewise, we also promote role models and provide mentor opportunities for women who want to be leaders.

The target for representation of the minority gender in the Board of Directors is 25%. In 2021, the number of women's representation in the Board of Directors was 20%. It has been decided to have general election for the board in 2022. The board will be expanded by an extra female board member which should lead to reaching the goal for the gender distribution of the board.

Employees



Leaders at all levels



Board of Directors



#5 Gender equality

NIRAS's focus is on equal opportunities and payment regardless of gender.

This is ensured by:

- **Reviewing payment statistics for men and women.**
- **Promoting role models and providing mentor opportunities for women who want to be leaders.**
- **Ensuring equal representation of women and men in our talent programmes and other educational activities.**
- **Developing and supporting new forms of management, e.g. shared management.**

Our progress in this area will be measured by a representative share of women at management levels equal to the number of men and women employed in NIRAS as well as the maintenance of equal payment in relation to qualifications and experience.

Global gender equality commitment

As part of our human rights-based approach, gender equality continues to be an area of high priority. In 2021, NIRAS in Indonesia and in Sweden became signatories to the WEPs (Women's Empowerment Principles) established by the UN Global Compact and UN Women to promote gender equality and women's empowerment in the workplace, marketplace and community.

This forms part of our work towards transformative change and gender equality and we are actively working to get more offices to sign the WEPs. During the year, NIRAS carried out approximately 380 development projects in more than 80 countries under the 17 SDGs. We mainstream rights issues into the design and implementation of our programmes, using a human rights-based approach and tools, such as gender mainstreaming, and identifying risks for discrimination to improve the situation for disadvantaged groups thus contributing to SDGs 5, 10 and 16.

We have a Gender and Human Rights Unit which leads gender equality development cooperation projects to, for example, improve women's participation, leadership, and economic empowerment, reduce gender-based violence and ensure gender-responsive national budgets. The unit supports a variety of projects in different sectors to integrate a gender perspective throughout the project lifecycle.



Supporting the EU and Sida on gender

In 2021, NIRAS supported the Swedish International Development Cooperation Agency (Sida) and the European Union by covering a variety of thematic areas and offering broad expertise and human resources support. During the year, we have provided helpdesk assistance within the following areas: gender mainstreaming and a rights-based approach; gender support service to the EU's Gender Action Plan; gender reform for Eastern Partnership countries; global health and sexual and reproductive health rights; peace and human security; and democracy and health rights.

EU for Gender Equality Reform Help Desk

NIRAS provided support and technical assistance via the EU for Gender Equality Reform Help Desk to assist the European Union, the UN Population Fund, and UN Women to launch a programme in Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine. The programme challenges gender stereotypes and harmful practices against women and girls, and increases men's participation in areas such as child care and the fight against gender violence. The aim is to increase use of a gender analysis in decision-making and reforms, policies and programmes to make sure to deliver effective and equal results to all, both women and men.

Responsible organisation

As a global company, NIRAS feels a keen sense of responsibility and commitment to contribute to solving some of the biggest challenges of our society. On thousands of worldwide projects, we help our clients realise their sustainable potential by means of our specialists' expert knowledge. Consequently, NIRAS's work is inseparably connected to reaching the 17 sustainable development goals created by the UN in 2015.

Living up to international principles and guidelines

We are a signatory to the UN Global Compact and through our membership of FRI, we are a member of the International Federation of Consulting Engineers (FIDIC). Consequently, we are committed to upholding a number of international principles. We work systematically with a Business Integrity Management System as a tool to prevent any kind of corruption. Our policies are in accordance with OECD and FIDIC recommendations.

Human rights

NIRAS considers the UN's Universal Declaration of Human rights as the unequivocal and irrefutable international proclaimed rights of all human beings. We fully subscribe to international charters and conventions on human rights and gender equality.

Our Integrity Management System guides the way we conduct business, both internally and in our external projects around the world. This is implemented through specific actions, such as alignment with both international and national laws in the countries where we work, and by transferring national standards into internal policies for human resource management and work-related policies, such as signing a Modern Slavery and Human Trafficking Statement. Likewise, NIRAS has a Safeguarding Policy and a whistleblowing arrangement so employees can report any wrongdoing in a safe and also anonymous manner, if they prefer.

Our policies on human rights

NIRAS subscribes to charters and international conventions including those on Rights of the Child, Rights of Indigenous People, gender-related issues such as Elimination of All Forms of Discrimination of Women as well as the LGBT+ rights. NIRAS promotes a tolerant and inclusive work environment with a set of specific guidelines on anti-bullying and prevention of sexual harassment that sets zero tolerance towards harassment or discrimination.

At NIRAS, we believe that diversity ensures our clients a better quality of service and creates an inclusive in-house environment. The culture and values of

NIRAS are based on respect for the individual, which implies acceptance and tolerance of diversity among colleagues and clients.

Expectations for the future work

We will continue to update our guidelines, policies and processes to ensure all employees equal opportunities regardless of gender, age, race, religion, nationality, ethnic and social origin, disability, political or sexual orientation, and family status. We will continue to work with clients and projects to improve human rights.



Anti-corruption and transparency

NIRAS and all companies within the NIRAS Group have a zero-tolerance policy on corruption, tax evasion and fraud as well as any form of modern slavery, discrimination, and harassment. NIRAS defines 'corruption' broadly. For example, if not correctly managed, 'conflict of interest' and 'obtaining undue advantages' represent situations that have a potential for becoming corruption.

NIRAS's anti-corruption policy includes an obligation on NIRAS to fight corruption in all its forms. NIRAS's Business Integrity and Ethics Policy as well as our Code of Conduct are compiled into NIRAS's Integrity Management System. The system and supporting policies are in compliance with the international anti-corruption instruments defined by OECD, FIDIC, Transparency International and the UN. NIRAS's Business Integrity and Ethics Policy is documented, implemented, communicated internally and externally, and made publicly available. When signing an employment contract with NIRAS, all staff members undertake an anti-corruption training and agree to abide by NIRAS's Integrity and Ethics Policy and our Code of Conduct.

Risks and precautions in relation to corruption

NIRAS is carrying out 7,000 projects in some 100 countries across the world, some of which are more exposed to corruption than others. Therefore, our

work is also being carried out within a certain risk margin of individuals or companies possibly intending to enact acts of corruption.

However, NIRAS is adamant that all such attempts of corruption or other violations or acts of non-compliance of our ethical standards will be fully investigated, and that they will be met with the full force of the law, where sufficient evidence is obtained.

In order to prevent any sort of non-compliance with our ethical standards in the future, every business unit and member company of the NIRAS Group must stipulate goals and actions for maintaining integrity, and must seek continuous improvement in order to further ensure the continuation of the high ethical standards of the company

Whistleblowing

NIRAS's corporate Compliance Unit (NCU) has been established to combat corruption in all its forms. NCU serves the entire NIRAS Group and reports directly to the company's CEO. The unit is responsible for anti-corruption measures including training, handling of corruption cases and our whistleblowing arrangement that concerns corruption. NIRAS's HR Department is responsible for handling whistleblower cases that concern harassment, bullying and discrimination.

Where necessary in 2021, we adapted our whistleblowing arrangement to the requirements of the 2019 EU Whistleblowing Directive law as spelled out in the danish Whistleblower Protection Act that came into force on 17 December 2021. Whistleblowers always report confidentially. They can report either openly or completely anonymously. All NIRAS employees are informed about NIRAS's whistleblowing policy and a how to report on corruption, suspicions of corruption, harassment, bullying and discrimination. A complete description of our policy and guidelines for whistleblowing can be found on both NIRAS's corporate websites and intranet.

NCU or NIRAS's HR Department are obliged to conduct in-depth investigations of all reported incidents. If NIRAS's code of ethical behaviour has been violated, the consequence can range from sanctioning by NIRAS to handing over the case to the police.

Actions and outcome

NIRAS's Integrity Management System is continuously being reviewed and updated to secure the best possible compliance with national and international law and with NIRAS's Business Integrity and Ethics Policy.

A series of anti-corruption awareness activities have been carried out, including courses and online tests and questionnaires for employees in order to monitor the level of awareness and information within the organisation. For activities and projects in Western Europe, NIRAS did not experience any severe internal violation of our Business Integrity and Ethics Policy in 2021. However, for activities in developing countries, there have been a few examples of violations which have led to either reprimand or dismissal.

NCU has streamlined its reporting to NIRAS's Board of Directors by supplementing its annual report with an overview of all whistleblowing cases, their status, actions taken and outcomes. The overview is being updated and made readily available for all ordinary board meetings.

If there are reasonable grounds to suspect that corruption has taken or is taking place in public or donor-funded projects, NIRAS is obliged to report such incidents to the respective donor or public organisation's anti-corruption/ fraud office, who then, if it finds grounds for the suspicion, will initiate its own investigation. In 2021, NIRAS has not been approached by any government agencies asking for bribes.

We believe this is an indication that NIRAS's zero-tolerance policy and our immediate reporting to the donor organisations is working well. NIRAS has met the performance and targets for 2021 satisfactorily.

Expectations for the future work

We will continue our rigorous approach through policies, education, and control measures to ensure that all our ethical standards are met fully, and that all possible attempts of corruption or any other violations of our anti-corruption and transparency policies are rooted out. It is our expectation that these efforts will continue to keep any possible violations of NIRAS's ethical standards at an absolute minimum.



Photo: NIRAS

Data ethics

Guidelines on data ethics are implemented in accordance with the Danish Financial Statements Act section 99d.

The guidelines describe how data ethics are considered and included in the use of data as well as the design and implementation of technologies used for processing of data within NIRAS. The Group's integrity committee reviews and assesses the adequacy hereof on an annual basis. The guidelines are available for all employees on InNIRAS, our intranet, and on our website: www.niras.com/data-ethics/

Obligation to reduce resources

NIRAS's main contribution to the SDGs is rooted in the thousands of projects where we deliver sustainable impact with our clients and partners. As a people business, NIRAS's own negative impact is limited, but we have a responsibility to act where we can, and it is our clear ambition to help create sustainable impact and contribute to the SDGs. We are determined to improve our performance regarding the use of resources, minimising waste, and reducing CO₂ emissions.

During the year, NIRAS in Denmark has worked incessantly to improve our own environmental impact and to enhance our sustainability results. NIRAS has developed an action plan to ensure our contribution to SDG 12 and SDG 13. Some of our initiatives have been implemented and are contributing to NIRAS being an even greener company on a daily basis, whereas others are not fully implemented yet. One of our main aims is to establish a coherent system of goals, roles and responsibilities, processes, and instructions. Our goal is to achieve the ISO14001 Environmental Management certification in 2022. NIRAS in United Kingdom achieved its first ISO14001 credential in 2015.

#12 Responsible consumption and production

Buying green and reducing waste

In 2021, NIRAS developed a new green procurement policy, which contains requirements on buying green and minimising waste where possible. Consequently, a minimum of 30% of our acquisitions will have an environmental certification. At our head office in Denmark, our catering predominantly serves organic food, and all cleaning products used at the office are certified as environmentally friendly. Furthermore, we have taken other measures such as minimising food waste and reusing IT equipment and furniture to minimise waste production and promote recycling.

We have also established a new network of in-house consultants with expertise in sustainability to improve the sustainable development of our internal competences and business. In 2021, NIRAS opened its new Green Tech Hub to attract Green Tech partners. When we refurbished the building, we used recycled furniture to equip the facilities.

#13 Climate action

Climate action and reducing CO₂ emissions

NIRAS aims to be CO₂ neutral in scope 1 and 2 in 2030. A detailed action plan for achieving CO₂-neutrality for NIRAS is currently being prepared. Carbon neutrality will primarily be achieved through conversion from gas boilers to heat pumps and from fossil-based cars to electric cars, and we have increased the number of charging stations at our headquarters. NIRAS reports on scope 3 in the climate accounts and has launched initiatives to reduce scope 3 footprint in cooperation with our suppliers. NIRAS has also continued its cooperation with a company that refurbishes and sells used IT equipment. Our used computers, phones and other electronic equipment are being restored and sold, thus indirectly helping others to save resources and keep CO₂ emissions down since new electronic devices will not be produced.

In the future, NIRAS climate and CO₂ targets will be reviewed annually, and we are currently in the process of creating a BI (business intelligence) format for more efficient and detailed reporting on our annual climate accounts. Succeeding in meeting the above objectives related to SDG 12 and 13 will support the new NIRAS corporate strategy to reach organic growth and project excellence.



The effects of COVID-19 on SDG 12 and 13

The COVID-19 pandemic has influenced our use of workspace, and we have applied a combination of homeworking and use of office space. We have reduced the use of water and production of waste, due to the limited time employees have spent at the office. Also, virtual meetings have limited the need for transportation to clients, which used to be a dominant factor in the climate accounting. However, other resource consuming activities are less dependent on the number of people in the building, such as renting, heating, and cooling, and the practices around waste collection. COVID-19 has led to an increased use of cleaning products and purchase of additional IT equipment and furniture. However, COVID-19 has also forced us to adapt and think differently, and we will benefit from the lessons learned.

NIRAS Green Tech Hub

It lies deep within NIRAS's DNA to contribute to improving social and environmental issues through the services we offer our clients and the way in which we operate as a business and an employer. During 2021, we have ventured into a new business area by establishing a Green Tech Hub at our headquarters. Here, we help new green start-ups succeed with innovative, sustainable solutions and business models that can help overcome the environmental and social challenges of our time.

The idea to establish a green technology hub in an environment where start-ups can get inspiration from others was fostered by the NIRAS Foundation. The ambition is to promote close collaboration between start-ups and NIRAS's many experts, with sustainable and innovative ideas and solutions providing stimulus to both the individual start-ups and our own business activities.

The plan is also to embrace NIRAS's clients in collaboration with relevant start-ups at the hub and in that way to strengthen our brand as an attractive partner and a workplace with an even greater focus on the green agenda and sustainable technology solutions. One of the fundamental purposes of creating the hub was to support the sustainability strategy of the NIRAS Group. It is also our clear ambition that the hub

will play an important role in the eco-system of start-up companies with a sustainable agenda in Denmark and internationally.

The start-ups

The start-ups range from small businesses with few employees to medium-sized firms. What they have in common is that they are passionate knowledge experts in their fields and have an idea, product or solution that relates to one or several of NIRAS's various business areas.

They are businesses aiming to develop their green technology idea from having just one product and perhaps a few clients into a reasonable business within a few years. They come from all corners of the world, but preferably in geographical regions where NIRAS has a presence. They must be curious and interested in seeking inspiration from others and contributing to establishing a network among the start-ups at the hub.

Our aim for the hub is to create an innovative incubator with room for individuality and space for both great ideas and workshops, laboratories, machinery, hardware production and products that do not easily fit elsewhere.

Facts about the warehouses and the hub

A warehouse and assembly hall for light manufacturing and technical activities (approximately 2,500m²) and open-plan offices with common facilities and networking areas (approximately 2,500m²).

In addition to start-ups, the hub accommodates activities such as our TV studio, a drone warehouse and workshop, a test set-up area, project work in connection with NIRAS projects that require space. Moreover, we envisage hosting events. You can read more about the current residents and follow the development of the hub on: www.nirasgreentechhub.dk



NIRAS
GREEN
TECH
HUB

Management's statement

Today, the Board of Directors and the Executive Board have considered and adopted the Annual Report of NIRAS Gruppen A/S for the financial year 1 January 2021 - 31 December 2021.

The Annual Report is presented in accordance with the Danish Financial Statements Act. In our opinion, the Group Financial Statements and the Parent Company's Financial Statements give a true and fair view of the assets, liabilities and financial position of the Company at 31 December 2021 and of the results of the Group's and the Company's operations and the Group's cash flows for the financial year 1 January 2021 - 31 December 2021.

In our opinion, the Management's Review includes a true and fair account of the matters addressed in the review.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Allerød, March 21, 2022

NIRAS Executive Management

Left to right:

Mads Søndergaard
Executive Vice President, Building

Tina Hørbye Christensen,
Executive Vice President
Chief Financial Officer

Carsten Toft Boesen
Registered member of Executive Board
Chief Executive Officer

Markus Davelid
Executive Vice President, International



Photo: Keen Heick-Abildhauge

Board of Directors



Jens Maaløe, Chairman



Lisbeth Knudsen
Photo: Thomas Løkfeldt/Ritzau Scanpix



Kjeld Zachø Jørgensen



Michael Rosenvold



Søren F. Eriksen



Susanne Lyngberg Nilsson



Tine Sværdborg



Peter A. Breum

Independent auditor's report

To the Shareholders of NIRAS Gruppen A/S

Opinion

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 31 December 2021 and of the results of the Group's and the Parent Company's operations and cash flows for the financial year 1 January - 31 December 2021 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of NIRAS Gruppen A/S for the financial year 1 January - 31 December 2021, which comprise income statement, balance sheet, statement of cash flows, statement of changes in equity, notes and a summary of significant accounting policies ("financial statements").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the financial statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement in Management's Review.

Management's Responsibilities for the Financial Statements

Management is responsible for the preparation of Financial Statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Copenhagen, 21 March 2022
PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR-nr. 33 77 12 31

Jacob F Christiansen
State Authorised Public Accountant
mne18268

Kaare von Cappeln
State Authorised Public Accountant
mne11629

Accounting policies

Basis of preparation

The annual report of NIRAS Gruppen A/S for 2021 has been presented in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

Danish Kroner (DKK) is NIRAS Gruppen A/S's functional and presentation currency. The consolidated financial statements are presented in DKK thousand.

Recognition and measurement

Income is recognised in the income statement as it is earned, including value adjustments of financial assets and liabilities that are measured at fair value or amortised cost. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet

when it is probable that future economic benefits attributable to the asset will accrue to the Company and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow out of the Company and the value of the liability can be measured reliably.

At initial recognition, assets and liabilities are measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Certain financial assets and liabilities are measured at amortised cost, which involves the recognition of a constant effective interest rate over the term. Amortised cost is calculated as original cost less repayments and with the addition/deduction of the accumulated amortisation of the difference between the cost and the nominal amount. This way, exchange losses and gains are allocated over the term.

In connection with recognition and measurement, consideration is given to predictable

losses and risks occurring prior to the presentation of the annual report, i.e. losses and risks, which prove or disprove matters that exist at the balance sheet date.

Consolidated financial statements

The consolidated financial statements comprise the Parent Company NIRAS Gruppen A/S and subsidiaries in which NIRAS Gruppen A/S directly or indirectly holds more than 50% of the voting rights or in other ways has control. Enterprises in which the Group holds between 20% and 50% of the voting rights and exercises significant but not controlling influence are considered associates.

Intercompany balances, income and expenses, unrealised gains and losses and dividends resulting from intercompany transactions are eliminated in full.

Equity investments in subsidiaries are eliminated by the proportionate share of the subsidiaries' market value of net assets and liabilities at the time of acquisition.

The financial statements of subsidiaries are included in the consolidated financial statements

from the date on which control commences until the date on which control ceases.

Business combinations

The acquisition method of accounting is used to account for all business combinations. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued, and liabilities incurred or assumed at the date of exchange. Acquisition related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The excess of the cost of an acquisition over the fair value of the net identifiable assets acquired is recorded as goodwill. Any negative balance is recognised in the income statement at the date of acquisition.

Positive and negative balances from an acquisition emerged as a result of changes in the recognition and measurement of net assets are adjusted up to 12 months after the date of acquisition. Such adjustments are also reflected in the value of goodwill or negative goodwill,

including amortisation already charged. In addition, the change in contingent consideration in the value of goodwill or negative goodwill is also adjusted.

Minority interests

Items of the subsidiaries are recognised in the consolidated financial statements by 100%. The minority interests' proportionate share of the subsidiaries' results, and equity is adjusted annually and is stated as part of proposed appropriation of profits and as a part of equity.

Foreign currency translation

On initial recognition, transactions denominated in foreign currencies are translated at the exchange rates at the transaction date. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are recognised as financial income and expenses in the income statement.

The results and financial position of foreign operations that have a functional currency different from the presentation currency

are translated into the presentation currency as follows:

- assets and liabilities and other monetary items denominated in foreign currencies are translated at the exchange rates at the balance sheet date
- income and expenses for each income statement are translated at average exchange rates (or approximate average rates)
- all resulting exchange differences resulting from the difference between closing and average rates and between opening and closing rates are recognised as a separate component of equity.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities are recognised as a separate component of equity. When a foreign operation is sold, the associated exchange differences are reclassified to profit or loss as part of the gain or loss on sale.

Goodwill and fair value adjustments arising from the acquisition of a foreign operation are treated as assets and liabilities of the foreign

operation and translated at the closing rate.

Leasing

Leases of property, plant and equipment where all substantial risks and rewards of ownership are transferred to the Group are classified as finance leases. Finance leases are capitalised at the leases' inception at the lower of the fair value of the leased property and the present value of the minimum lease payments. Lease payments are allocated between the liability and finance charges to achieve a constant rate of interest on the finance balance outstanding. The corresponding lease obligations, net of finance charges, are included in other long-term payables. The interest element of the finance cost is charged to the income statement. Property, plant and equipment acquired under finance leases are depreciated over the shorter of the useful life of the asset or the lease term taking into consideration bargain purchase options.

All other leases are classified as operating leases. Payments made under operating leases are charged to the income statement over the period of the lease.

Segment information

Information is provided for geographical markets (primary segment) and business segments (secondary segment). The segment information follows the Group's accounting policies and internal financial reporting.

Incentive schemes

The value of stock option schemes for the Executive Board and other executive officers is not recognised in the income statement. The most important details of the schemes are disclosed in the notes.

Income statement

Gross revenue

The revenue from fixed price contracts is recognised based on the stage of completion, entailing that revenue corresponds to the selling price of the work performed during the year (percentage of completion method). This method is used when all income and expenses relating to the contract and the stage of completion at the balance sheet date can be reliably determined, and it is probable that economic benefits, including payments, will flow to the company.

Revenue is shown as net of value-added tax, returns, rebates and discounts and after eliminating sales within the Group.

Other external expenses

Other external expenses comprise advertising, administration, rent of leasehold, provisions for bad debt, other leases, etc.

Staff expenses

Staff expenses comprise wages and salaries as well as other payroll expenses.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise the year's amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

Financial income and expenses

Financial income and expenses comprise interest income and expenses, realised and unrealised foreign currency translation adjustments, market value adjustment of securities and surcharges and allowances under the tax prepayment scheme.

Income from subsidiaries

The Parent Company's share of the profits or losses of enterprises is recognised in the income statement after elimination of unrealised intercompany profits or losses with the deduction or addition of amortisation of consolidated goodwill.

Tax on profit or loss for the year

Tax on profit or loss for the year, consisting of current tax for the year and deferred tax for the year, is recognised in the income statement by the portion attributable to profit or loss for

the year, and directly in equity by the portion attributable to equity transactions. Tax recognised in the income statement is classified as either tax on income or loss from ordinary activities or other taxes.

Any change in deferred tax as a result of changes in tax rates is recognised in the income statement.

The Parent Company is jointly taxed with fully owned Danish subsidiaries. The tax effect of the joint taxation with subsidiaries is allocated to profitable as well as loss-making enterprises in proportion to their taxable income (fully allocated with a refund for tax losses). Jointly taxed entities are included in the joint taxation scheme.

Balance sheet

Goodwill and group goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the net identifiable assets of the acquired subsidiary at the date of acquisition.

Goodwill is amortised on a straight-line basis over the estimated economic life determined based on Management's experience in the relevant business areas. The amortisation period is 5-10 years and is based on the Group's experience in and assessment of the useful life of the individual investment. Acquired enterprises with strong market positions and long-term earnings profiles have the longest amortisation period.

Patents, trademarks, know-how, licences and software

Intellectual property rights acquired in the form of patents, trademarks, know-how and licences are measured at cost less accumulated amortisation and impairment losses. Patents are amortised over the remaining patent period, while trademarks and knowhow are amortised over a maximum of 10 years. Licences are amortised over the term of the licence, however not exceeding 20 years. Amortisation is made

on a straight-line basis over the amortisation period.

Software is measured at cost less accumulated amortisation and impairment losses over a maximum period of 5 years. Amortisation is made on a straight-line basis over the amortisation period.

Where the recoverable amount is lower than the carrying amount, patents and licences are written down to the recoverable amount.

Gains and losses resulting from the sale of patents and licences, etc., are determined as the difference between the selling prices less cost of sales and the carrying amounts at the time of sale. Gains or losses are recognised in the income statement under project costs when they relate to adjustments of amortisation previously made or under operating income when the selling price exceeds the original cost.

Property, plant and equipment

Property, plant and equipment are measured at cost plus revaluation less accumulated depreciation and impairment losses.

Costs comprise purchase price and any costs directly attributable to the acquisition plus costs for preparing the asset until the date when the asset is available for use.

The basis of depreciation is calculated based on cost less estimated residual value after the end of useful life. Depreciation is calculated using the straight-line method over the following estimated useful lives of the individual assets:

Land and buildings	100 years
Leasehold improvements	5-10 years or over the actual lease term
Fixtures and fittings, tools and equipment	3-5 years

The depreciation period and residual value are reassessed annually.

Gains and losses on disposal of property, plant and equipment are determined as the difference between the selling prices less cost of sales and the carrying amount at the time of sale. Gains or losses from the disposal of property, plant and equipment are recognised in the income statement as other operating income or other operating expenses.

Impairment losses relating to non-current assets

The carrying amounts of intangible assets and property, plant and equipment are reviewed annually to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

Where there is evidence of impairment, an impairment test is performed for each individual asset or group of assets, respectively. The carrying amount of impaired assets is reduced to the higher of the net selling price and the value in use (recoverable amount).

Investments in subsidiaries and associates

Investments in subsidiaries and associates are recognised and measured according to the equity method. This entails that investments are measured at the proportionate share of the equity value of the enterprises, see above under consolidated financial statements, with the addition or deduction of the residual value of positive goodwill and the deduction or addition of unrealised intercompany profits and losses.

Subsidiaries and associates with negative equity value are measured at DKK 0, and any receivables from those enterprises are written down by the Parent Company's share of the negative equity value to the extent that the amounts are deemed to be uncollectible. If the negative equity value exceeds the receivable, the residual amount is recognised under provisions for liabilities to the extent that the Parent Company has a legal or constructive obligation to cover the liabilities of the relevant enterprise.

The total net revaluation of investments in subsidiaries and associates is transferred to the reserve for net revaluation of investments to the extent that the carrying amounts exceed the cost.

On acquisition of subsidiaries, the purchase method is applied, see the description above under consolidated financial statements.

Receivables

Receivables comprise trade receivables and other receivables. On initial recognition, receivables are measured at the transaction price and subsequently at amortised cost, which usually equals the nominal value less any loss allowance for bad debts.

Contract work in progress

Contract work in progress is measured at the selling price of the work performed based on the stage of completion. The stage of completion is calculated based on the share of costs incurred in proportion to the estimated total costs of the individual contract. When it is probable that the total contract costs will exceed the total contract revenue, the expected loss is recognised in the income statement.

Where it is not possible to determine a reliable selling price, the selling price is measured at the lower of costs incurred and net realisable value.

Prepayments and payments received on account are deducted from the selling price. Each individual contract is recognised in the balance sheet in receivables or liabilities, depending on whether the net asset value, calculated as the selling price less amounts invoiced on account, is positive or negative.

Costs related to sales work and contract negotiations are recognised in the income statement as incurred.

Prepayments and accrued income (assets)

Prepayments and accrued income recognised under assets comprise prepaid expenses concerning subsequent financial years. Pre-

payments and accrued income are measured at amortised cost, usually equivalent to nominal value.

Securities

Securities and equity investments recognised as current assets comprise listed bonds and shares, which are measured at fair value at the balance sheet date. Fair value is calculated using the most recently quoted selling price.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, interest free deposits held at call with the Danish Tax Agency and other short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Equity

Dividend is recognised as a liability at the time of declaration at the Annual General Meeting. Dividend proposed for the financial year is recognised as a separate item under equity.

Treasury shares

Purchases and sales of treasury shares are recognised directly in equity. A capital reduction by way of cancellation of treasury shares reduces the share capital by an amount corresponding to the nominal value of the shares and increas-

es retained earnings. Dividends on treasury shares are recognised directly in equity as retained earnings.

Provision

A provision is recognised when the Group has a legal or constructive obligation as a result of an event occurring on or before the balance sheet date, and it is probable that economic benefits will be required to settle the obligation.

Provisions are recognised for warranty commitments cost for warranty claims related to projects. The cost comprises insurance policy excess and warranty commitments for warranty claims in which the Group expects to have to pay costs of remediation, etc.

Deferred tax assets and liabilities

Deferred tax is recognised for all temporary differences between the carrying amounts and the tax base of assets and liabilities. However, deferred tax is not recognised for temporary differences relating to the amortisation of goodwill disallowed for tax purposes and other items if, except in the case of acquisitions, they arose at the date of acquisition without any impact on net profit or loss or taxable income.

Deferred tax is measured based on the tax rules and tax rates applicable when the deferred tax becomes current tax according to the legislation in force at the balance sheet date. In cases where the tax base can be determined under alternative taxation rules, deferred tax is measured based on the intended use of the asset or settlement of the obligation.

Deferred tax assets, including the tax base of tax losses allowed for carry forward, are measured at their anticipated net realisable value, either by elimination in tax on future earnings or by offsetting against deferred tax liabilities.

Deferred tax assets and liabilities are offset within the same legal tax entity.

Current tax receivables and liabilities

Current tax receivables and liabilities are recognised in the balance sheet as calculated tax on taxable income for the year, adjusted for tax on taxable income for previous years and tax paid on account. Surcharges and allowances under the tax prepayment scheme are recognised in the income statement under financial income and expenses.

Financial liabilities

Financial liabilities are measured at amortised cost, which is usually equivalent to nominal value.



Cash flow statement

The consolidated cash flow statement is presented according to the indirect method and shows cash flows from operating, investing and financing activities as well as the Group's cash and cash equivalents at the beginning and at the end of the year.

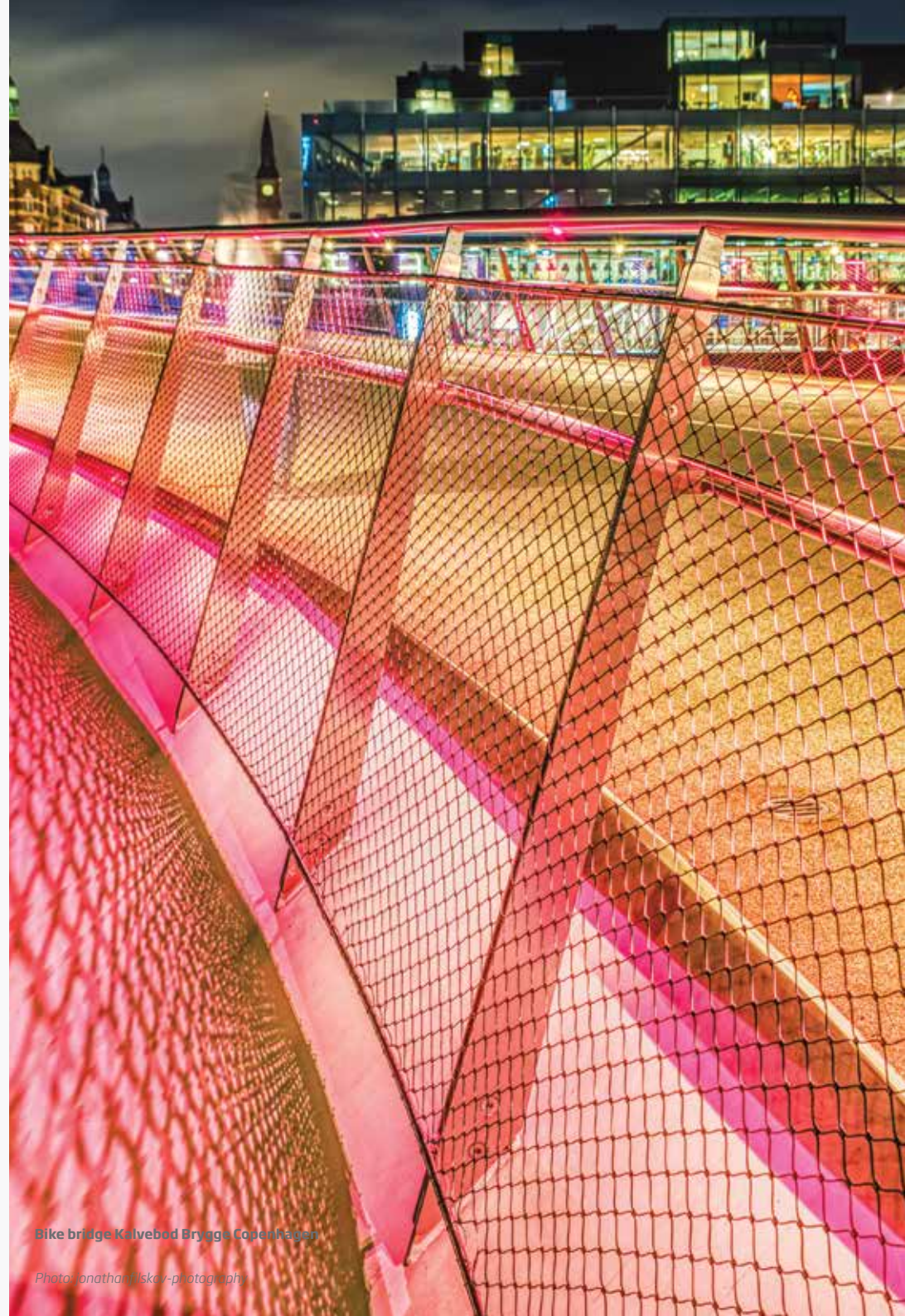
Cash flows from operating activities are determined as operating profit adjusted for non-cash operating items, changes in working capital and income tax paid.

Cash flows from investing activities include payments relating to the acquisition and sale of enterprises and activities and purchases and sales of intangible assets, property, plant and equipment and investments. The cash flow statement includes cash flows relating to acquisitions from the date of acquisition and cash flows relating to disposals recognised up to the time of sale.

Cash flows from financing activities include changes in the size or composition of the consolidated share capital and the related costs as well as the raising of loans, repayments on interest-bearing debt and distribution of dividends to shareholders.

Cash and cash equivalents include cash at bank and in hand as well as short-term securities with an insignificant price risk less short-term bank debt.

The cash flow statement cannot be derived solely from the published financial statements.



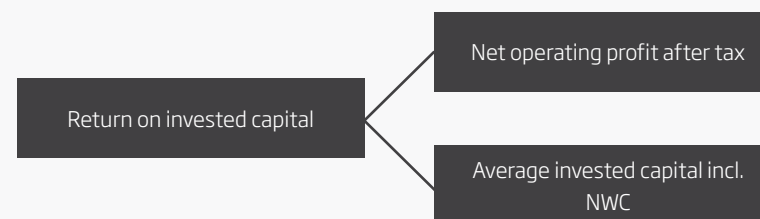
Bike bridge Kalvebod Brygge Copenhagen

Photo: Jonathan/Iskov-photography

Financial ratios

The financial ratios have been prepared in accordance with the guidelines set out by Danish Finance Society (Den Danske Finansanalytikerforening DDF).

EBITA/FTE	=	$\frac{\text{Operating profit excl. amortisation} \times 100}{\text{Average number of employees}}$
EBITDA margin	=	$\frac{\text{Operating profit excl. depreciation and amortisation} \times 100}{\text{Value of own production}}$
EBITA margin	=	$\frac{\text{Operating profit excl. amortisation} \times 100}{\text{Value of own production}}$
EBIT margin	=	$\frac{\text{Operating profit} \times 100}{\text{Value of own production}}$
Effective tax rate	=	$\frac{\text{Income tax}}{\text{Profit before tax}}$
Free cashflow	=	Cash flow from operating activities - Cash flow from investing activities
Equity ratio	=	$\frac{\text{Equity} \times 100}{\text{Total assets}}$
Current ratio	=	$\frac{\text{Current assets}}{\text{Current liabilities}}$
Return on invested capital (ROIC)	=	$\frac{\text{Net operating profit after tax (NOPAT)}}{\text{Average invested capital incl. NWC}}$
Return on equity	=	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$



Return on invested capital

Net operating profit after tax

DKK thousand	2021	2020
Operating profit (EBIT)	106,300	101,013
Exchange gains	13,350	4,825
Exchange loss	- 5,371	- 16,543
Capital gain on investments	765	623
Capital loss on securities	-	- 3,038
Adjusted operating profit (NOP)	115,044	86,880
Income tax on adjusted operating profit	- 28,932	- 23,858
Net operating profit after tax (NOPAT)	86,112	63,022

Average invested capital incl. NWC

DKK thousand	2021	2020
Intangible assets	128,466	88,461
Property, plant and equipment	33,563	30,482
Financial assets (not interest bearing)	73,703	72,578
Net working capital	- 20,888	- 90,630
Provisions	- 172,545	- 141,203
Long term liabilities (not interest bearing)	-	-
Invested capital incl. NWC	42,299	- 40,312
Average invested capital incl. NWC	994	68,437

Income statement

Note	DKK thousand	Group		Parent Company	
		2021	2020	2021	2020
	Gross revenue	2,521,338	2,205,576	-	-
	Project expenses	- 597,118	- 501,396	-	-
1	Value of own production	1,924,220	1,704,180	-	-
	Other external expenses	- 270,124	- 228,462	- 8,939	- 8,760
2	Staff expenses	- 1,506,132	- 1,347,647	-	-
3	Depreciation and amortisation	- 41,664	- 31,271	- 55	- 17
	Operating profit before other income	106,300	96,800	- 8,994	- 8,777
4	Other operating income	-	4,213	-	-
	Operating profit	106,300	101,013	- 8,994	- 8,777
5	Profit from subsidiaries	-	-	89,734	71,902
	Profit before financial income and expenses	106,300	101,013	80,740	63,125
6	Financial income	14,465	6,049	3,339	638
7	Financial expenses	- 8,702	- 21,248	- 420	- 4,778
	Profit before tax	112,063	85,814	83,659	58,985
8	Income tax	- 28,182	- 23,565	552	3,128
9	Net profit for the year	83,881	62,249	84,211	62,113

Balance sheet

Assets

Note	DKK thousand	Group		Parent Company	
		2021	2020	2021	2020
	Goodwill	104,704	68,738	-	-
	Trademarks and customer relations	10,097	5,422	-	-
	Software	13,665	14,301	199	245
10	Intangible assets	128,466	88,461	199	245
	Land and buildings	117	183	-	-
	Leasehold improvements	14,061	15,186	-	-
	Fixtures and fittings, tools and equipment	19,385	15,113	-	-
11	Property, plant and equipment	33,563	30,482	-	-
12	Investments in subsidiaries	-	-	706,060	576,202
	Other securities	13,743	14,312	45	434
	Receivables from group enterprises	-	-	23,184	59,292
	Deposits	12,794	12,252	-	-
	Financial assets	26,537	26,564	729,289	635,928
	Non-current assets	188,566	145,507	729,488	636,173
	Trade receivables	521,655	432,614	1,079	14
13	Contract work in progress	228,969	200,304	-	-
	Receivables from group enterprises	-	-	47,685	24,652
	Income tax receivable	2,991	580	1,435	-
8	Deferred tax asset	21,929	872	9,309	5,654
	Other receivables	17,798	20,642	-	64
14	Prepayments and accrued income	47,728	40,136	101	100
	Receivables	841,070	695,148	59,609	30,484
15	Securities	47,166	46,014	47,166	46,014
	Cash and cash equivalents	512,416	613,968	19,459	38,172
	Current assets	1,400,652	1,355,130	126,234	114,670
	Total assets	1,589,218	1,500,637	855,722	750,843

Equity and liabilities

Note	DKK thousand	Group		Parent Company	
		2021	2020	2021	2020
16	Share capital	25,000	25,000	25,000	25,000
	Reserves	1,974	- 4,176	136,296	14,215
	Retained earnings	514,071	438,915	379,749	420,524
	Proposed dividend for the year	12,500	10,000	12,500	10,000
	Equity attributable to shareholders of Parent Company	553,545	469,739	553,545	469,739
	Minority interests	1,170	1,384	-	-
	Equity	554,715	471,123	553,545	469,739
8	Deferred tax	142,349	113,320	-	-
17	Other provisions	30,196	27,883	12,786	13,963
12	Provision for negative investments in subsidiaries	-	-	9,992	13,380
	Provisions	172,545	141,203	22,778	27,343
	Other payables	-	102,533	-	-
18	Long term liabilities	-	102,533	-	-
13	Prepayments received from customers	381,138	329,833	-	-
	Trade payables	210,245	170,684	337	1,419
	Payables to group enterprises	-	-	277,807	251,730
	Income tax	13,534	7,721	-	612
19	Other payables	257,041	277,540	1,255	-
	Current liabilities	861,958	785,778	279,399	253,761
	Total liabilities	861,958	888,311	279,399	253,761
	Total equity and liabilities	1,589,218	1,500,637	855,722	750,843
	Other notes				
20	Contingent liabilities				
21	Changes in working capital				
22	Acquisitions				
23	Fees to the auditor elected at the Annual General Meeting				
24	Related parties and ownership				
25	Subsequent events				

Cash flow statement

		Group	
Note	DKK thousand	2021	2020
	Operating profit	106,300	101,013
	Depreciation and amortisation	42,840	32,139
21	Change in working capital	-65,919	205,479
	Change to provisions and other adjustments	7,756	15,648
	Cash flow from operating activities before interest and tax	90,977	354,279
	Interest income received	14,465	6,049
	Interest expenses paid	-8,702	-21,248
	Income tax paid	-18,130	-8,866
	Cash flow from operating activities	78,610	330,214
	Investment in intangible assets and property, plant and equipment	-19,981	-44,813
	Disposal of property, plant and equipment	2,591	4,302
	Investment in other financial assets	551	8,036
22	Acquisition of businesses	-49,860	-40,724
	Cash flow from investing activities	-66,699	-73,199
	Change in long term liabilities	-106,320	62,557
	Purchase and sales of treasury shares	4,009	13,492
	Dividend paid	-10,000	-6,250
	Cash flow from financing activities	-112,311	69,799
	Total cash flow	-100,400	326,814
	Cash and cash equivalents at 1 January	659,982	333,168
	Cash and cash equivalents at 31 December	559,582	659,982

The Group has an undrawn credit facility of DKK 20,000 thousand.

Statement of changes in equity

Group

DKK thousand	Share capital	Reserve for Foreign currency translation adjustments	Retained earnings	Proposed dividend	Equity attributable to shareholders of Parent Company	Minority interests	Total equity
Equity 1 January 2021	25,000	- 4,176	438,915	10,000	469,739	1,384	471,123
Profit for the year	-	-	84,211	-	84,211	- 330	83,881
Foreign currency translation adjustment related to foreign subsidiaries	-	6,150	- 723	-	5,427	116	5,543
Dividend paid	-	-	-	- 10,000	- 10,000	-	- 10,000
Tax effects	-	-	159	-	159	-	159
Treasury shares	-	-	4,009	-	4,009	-	4,009
Proposed dividend	-	-	- 12,500	12,500	-	-	-
Equity 31 December 2021	25,000	1,974	514,071	12,500	553,545	1,170	554,715

Parent Company

DKK thousand	Share capital	Reserve for net revaluation of investments	Retained earnings	Proposed dividend	Total equity
Equity 1 January 2021	25,000	14,215	420,524	10,000	469,739
Profit for the year	-	115,931	- 31,720	-	84,211
Foreign currency translation adjustment related to foreign subsidiaries	-	6,150	- 723	-	5,427
Dividend paid	-	-	-	- 10,000	- 10,000
Tax effects	-	-	159	-	159
Treasury shares	-	-	4,009	-	4,009
Proposed dividend	-	-	- 12,500	12,500	-
Equity 31 December 2021	25,000	136,296	379,749	12,500	553,545

Notes

1 Segment information

DKK thousand	Group			
	Gross revenue		Value of own production	
	2021	2020	2021	2020
Business segments				
Building	613,495	595,449	590,288	604,255
Development Consulting	555,717	499,100	210,281	177,549
Process Industry	528,286	310,873	338,968	210,068
Utilities	283,023	260,891	281,300	251,817
Infrastructure	281,952	292,030	239,274	220,372
Environment, Water and Energy	194,115	185,774	187,338	180,242
Informatics	64,750	61,459	76,771	59,878
	2,521,338	2,205,576	1,924,220	1,704,180
Geography				
Denmark	1,551,806	1,382,833	1,449,833	1,285,248
Sweden	192,786	213,302	142,609	145,391
United Kingdom	276,117	195,906	115,738	88,869
Norway	122,317	118,296	59,342	57,462
Germany	116,152	99,429	22,554	22,620
Finland	76,877	60,323	24,225	25,100
Netherlands	39,751	44,144	37,565	34,196
Poland	48,911	39,845	11,170	11,031
Greenland	3,666	3,877	369	181
Other countries	92,955	47,621	60,815	34,084
	2,521,338	2,205,576	1,924,220	1,704,180

2 Staff expenses

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Wages and salaries	- 1,317,665	- 1,183,445	-	-
Pension contributions	- 140,892	- 127,887	-	-
Other social security costs	- 47,575	- 36,315	-	-
	- 1,506,132	- 1,347,647	-	-
Remuneration for registered members of the Executive Board and the Board of Directors	7,833	7,286	1,563	1,515
Average number of employees	2,306	2,181	-	-

Incentive schemes

The members of the Group's Executive Board and other executive officers are paid bonuses based on the consolidated operating profit.

As at 30 June 2019, nine executive officers of the Group were granted 19,500 options each for the purchase of 1 B share in NIRAS Gruppen A/S, two executive officers were granted 17,145 options each for the purchase of 1 B share in NIRAS Gruppen A/S and one executive officer was granted 25,000 options for the purchase of 1 B share in NIRAS Gruppen A/S, a total of 234,790 share options. The options can be exercised on 30 June 2022 and the purchase price is fixed at DKK 16.331 per share excl. dividend of DKK 0.25 paid in the period, a total of DKK 3,775 thousand.

The exercise of options is conditional on continued employment. Options are granted to retain employees.

3 Depreciation and amortisation

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Land and buildings	- 6	- 12	-	-
Leasehold improvements	- 2,772	- 3,041	-	-
Fixtures and fittings, tools and equipment	- 7,985	- 8,015	-	-
Software	- 5,993	- 5,799	- 55	- 17
Gain/(loss) on sale of operating equipment	7	- 12	-	-
Depreciation recognised in project expenses	1,169	868	-	-
Depreciation	- 15,580	- 16,011	- 55	- 17
Goodwill	- 19,184	- 14,713	-	-
Trademarks and customer relations	- 6,900	- 547	-	-
Amortisation	- 26,084	- 15,260	-	-
	- 41,664	- 31,271	- 55	- 17

4 Other operating income

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Salary compensation	-	3,158	-	-
Operating expenses compensation	-	69	-	-
Other compensations	-	14	-	-
Gain on disposal of shares in subsidiaries	-	972	-	-
	-	4,213	-	-

Compensations received in 2020 related to COVID-19 government grants in foreign group subsidiaries.

5 Profit from subsidiaries

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Profit from subsidiaries	-	-	115,962	85,513
Amortisation of group goodwill	-	-	- 21,973	- 10,861
Adjustment to other provisions related to acquisitions	-	-	- 4,255	- 3,722
Gain on disposal of shares in subsidiaries	-	-	-	972
	-	-	89,734	71,902

6 Financial income

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Interest income external	350	601	37	-
Interest income from NIRAS Group companies	-	-	517	-
Foreign exchange gain	13,350	4,825	2,501	399
Capital gain on securities	765	623	284	239
	14,465	6,049	3,339	638

7 Financial expenses

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Interest expense external	- 3,331	- 1,667	- 389	- 426
Interest expenses to NIRAS Group companies	-	-	-	- 208
Foreign exchange loss	- 5,371	- 16,543	- 31	- 1,279
Capital loss on securities	-	- 3,038	-	- 2,865
	- 8,702	- 21,248	- 420	- 4,778

8 Income tax

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Current tax	- 20,221	- 13,924	403	2,593
Deferred tax	- 4,116	- 9,964	1,230	-
Tax on profit for the year	- 24,337	- 23,888	1,633	2,593
Adjustment related to previous years	- 3,845	323	- 1,081	535
	- 28,182	- 23,565	552	3,128
Provision for deferred tax				
Deferred tax asset at 1 January 2021	- 112,486	- 102,101	5,882	5,654
Foreign currency translation adjustment	50	- 58	-	-
Adjustment of deferred tax, Income Statement	- 2,448	- 9,083	3,693	-
Adjustment of deferred tax, Equity	-	-	-	-
Addition from acquisitions	- 3,818	- 1,402	-	-
Adjustment related to previous years	- 1,718	196	- 266	-
	- 120,420	- 112,448	9,309	5,654
Recognised as follows:				
Deferred tax asset	21,929	872	9,309	5,654
Deferred tax	- 142,349	- 113,320	-	-
	- 120,420	- 112,448	9,309	5,654
Specified on balance sheet items:				
Intangible assets	- 6,772	- 6,200	- 38	-
Property, plant and equipment	3,429	2,701	-	-
Financial assets	- 2	12	-	-
Contract work in progress	- 200,067	- 198,458	-	-
Other current net assets	4,291	2,755	-	-
Provisions and other liabilities	7,004	5,684	-	-
Tax loss carried forward	71,697	81,058	9,347	5,654
	- 120,420	- 112,448	9,309	5,654

Deferred tax assets, including tax value of tax loss allowed for carryforward, are measured at the value at which the asset is expected to be realised, either by elimination in tax of future earnings or by offsetting against deferred tax liabilities.

9 Net profit for the year

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Proposed distribution of net profit for the year				
Proposed dividend	12,500	10,000	12,500	10,000
Minority interests	- 330	136	-	-
Retained earnings	71,711	52,113	71,711	52,113
	83,881	62,249	84,211	62,113

10 Intangible assets

DKK thousand	Group			Total
	Goodwill	Trademarks and customer relations	Software	
Cost at 1 January 2021	203,083	5,970	45,074	254,127
Foreign currency translation adjustment	- 879	-	6	- 873
Additions from acquired companies	-	11,574	203	11,777
Additions	55,183	-	5,321	60,504
Disposals	- 93,428	-	- 601	- 94,029
Correction beginning of year	-	-	-	-
Cost at 31 December 2021	163,959	17,544	50,003	231,506
Depreciation and amortisation at 1 January 2021	- 134,347	- 547	- 30,773	- 165,667
Foreign currency translation adjustment	835	-	- 2	833
Depreciation and amortisation	- 19,184	- 6,900	- 5,993	- 32,077
Write-downs	-	-	-	-
Disposals	93,441	-	430	93,871
Correction beginning of year	-	-	-	-
Depreciation and amortisation at 31 December 2021	- 59,255	- 7,447	- 36,338	- 103,040
Carrying amount at 31 December 2021	104,704	10,097	13,665	128,466
Depreciation and amortisation period in number of years	5-10	10	3-5	

In connection with the acquisition of AlfaNordic on 1 January 2021 an order backlog of DKK 6,093 thousand was recognised as trademarks and customer relations. Amortisation is done in line with the pattern of inflow of benefits over a three year period with a first year amortisation of 86%.

11 Property, plant and equipment

DKK thousand	Group			Total
	Land and buildings	Leasehold improvements	Fixtures and fittings, tools and equipment	
Cost at 1 January 2021	625	30,940	66,360	97,925
Foreign currency translation adjustment	-	325	732	1,057
Additions from acquired companies	-	-	20	20
Additions	-	1,431	14,527	15,958
Disposals	- 60	- 465	- 20,655	- 21,180
Cost at 31 December 2021	565	32,231	60,984	93,780
Depreciation at 1 January 2021	- 442	- 15,754	- 51,247	- 67,443
Foreign currency translation adjustment	-	- 157	- 601	- 758
Depreciation	- 6	- 2,772	- 7,985	- 10,763
Disposals	-	513	18,234	18,747
Write-downs	-	-	-	-
Depreciation and amortisation at 31 December 2021	- 448	- 18,170	- 41,599	- 60,217
Carrying amount at 31 December 2021	117	14,061	19,385	33,563
Depreciation period in number of years	100	5-10	3-5	

12 Investments in subsidiaries

DKK thousand	Parent Company	
	2021	2020
Cost at 1 January 2021	548,607	500,777
Additions	63,113	70,301
Disposals	-	- 36,112
Correction beginning of year	-	13,641
Cost at 31 December 2021	611,720	548,607
Revaluation at 1 January 2021	14,215	7,362
Foreign currency translation adjustment	6,150	- 4,176
Dividends from subsidiaries	- 30,006	- 62,520
Profit from subsidiaries	115,962	85,513
Amortisation of group goodwill	- 21,973	- 10,861
Disposals	-	7,646
Correction beginning of year	-	- 8,749
Revaluation at 31 December 2021	84,348	14,215
Provision for negative investments in subsidiaries	9,992	13,380
Carrying amount at 31 December 2021	706,060	576,202

12 Investments in subsidiaries - continued

Investments are specified on subsidiaries:

Name	Registered office	Voting share and equity interest
NIRAS A/S	Allerød, Denmark	100%
Multi Media Consulting A/S	Allerød, Denmark	100%
NIRAS IPR A/S	Allerød, Denmark	100%
NIR-PEN A/S	Allerød, Denmark	100%
NIRAS Mapping A/S	Allerød, Denmark	100%
AMPHI-BAC ApS	Aalborg, Denmark	100%
AlfaNordic Group A/S	Allerød, Denmark	100%
ALFANORDIC A/S	Allerød, Denmark	100%
Datoselskabet af 28. januar 2022	Allerød, Denmark	100%
AlfaNordic International ApS	Allerød, Denmark	100%
ALFANORDIC, INC.	Cary (NC), USA	100%
NIRAS AB	Norrköping, Sweden	100%
NIRAS Sweden AB	Stockholm, Sweden	100%
FM Konsulterna AB	Gothenborg, Sweden	100%
HydraCon Sverige AB	Uppsala, Sweden	100%
NIRAS Norge AS	Stavanger, Norway	100%
NIRAS-IP Consult GmbH	Stuttgart, Germany	100%
NIRAS Greenland A/S	Nuuk, Greenland	100%
NIRAS Finland OY	Vantaa, Finland	100%
NIRAS Polska Sp. Z.o.o.	Warsaw, Poland	100%
NIRAS IC Sp. Z.o.o.	Warsaw, Poland	100%
NIRAS Consulting Ltd.	Cambridge, UK	100%
NIRAS Fraenkel Ltd.	Dorking, UK	100%
NIRAS Group (UK) Ltd.	Ascot, UK	100%
V.M. Engineering UK Ltd.	Bury, UK	100%
LTS International Ltd.	Edinburgh, UK	100%
PEAL Management Holdings Limited	Derbyshire, UK	100%
Integrated Food Projects Limited	Derbyshire, UK	100%
Structural Design Associates Ltd.	Derbyshire, UK	100%
IFP Construction Limited	Derbyshire, UK	100%
NIRAS Africa Ltd.	Nairobi, Kenya	100%
NIRAS Limited	Lilongwe, Malawi	100%
NIRAS Australia Pty. Ltd.	Melbourne, Australia	100%
LLC NIRAS Ukraine	Kiev, Ukraine	100%
NIRAS Zambia Ltd.	Lusaka, Zambia	100%
NIRAS Tanzania Ltd.	Dar-es-Salaam, Tanzania	100%
NIRAS Mocambique Lda.	Maputo, Mozambique	100%
La société de gestion PACT	Tunis, Tunisia	100%
NIRAS Asia Manila Inc.	Manila, Philippines	100%
NIRAS America Latina S.A.S	Bogota, Colombia	100%
RCEE - NIRAS JSC	Hanoi, Vietnam	50%
PT NIRAS International Consulting Indonesia	Jakarta, Indonesia	100%
NIRAS SR D.O.O.	Beograd, Serbia	100%
NIRAS Taiwan Ltd.	Taipei City, Taiwan	100%
NIRAS International Consulting Belgium Sprl.	Brussels, Belgium	100%
NIRAS Suisse AG	Basel, Switzerland	100%
NIRAS FRANCE SAS	Paris, France	100%
V.M. Engineering B.V.	Rosmalen, Netherlands	100%
NIRAS International Consulting Uganda Limited	Kampala, Uganda	100%

13 Contract work in progress

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Selling price of production	4,343,717	3,328,554	-	-
Invoiced on account	- 4,495,886	- 3,458,083	-	-
	- 152,169	- 129,529	-	-
Contract work in progress	228,969	200,304	-	-
Prepayments received from customers	- 381,138	- 329,833	-	-
	- 152,169	- 129,529	-	-

14 Prepayments and accrued income

Prepayments comprises prepaid expenses related to operational leases, insurance premiums, subscriptions and interest.

15 Securities

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Listed bonds etc.	47,166	46,014	47,166	46,014
	47,166	46,014	47,166	46,014

16 Share capital

Nominal values in DKK thousand	Parent Company					
	A shares		B shares		Share capital	
	Number of	Nominal value	Number of	Nominal value	Number of	Nominal value
Shares of DKK 1,000,000	7	7,000	2	2,000	9	9,000
Shares of DKK 100,000	21	2,100	13	1,300	34	3,400
Shares of DKK 50,000	-	2,000	91	1,820	91	3,820
Shares of DKK 20,000	100	-	16	800	116	800
Shares of DKK 10,000	53	530	158	1,580	211	2,110
Shares of DKK 5,000	250	1,250	282	1,410	532	2,660
Shares of DKK 1,000	1,151	1,151	1,469	1,469	2,620	2,620
Shares of DKK 500	340	170	438	219	778	389
Shares of DKK 100	151	15	1,357	136	1,508	151
Shares of DKK 50	200	10	360	18	560	28
Shares of DKK 10	303	3	1,406	14	1,709	17
Shares of DKK 5	300	1	322	1	622	3
Shares of DKK 1	500	1	1,500	2	2,000	2
	3,376	14,231	7,414	10,769	10,790	25,000

The share capital is divided into A and B shares with nominal values as specified above. A shares with nominal value of DKK 1 carry 10 votes and B shares with nominal value of DKK 1 carry one vote.

A share capital increase of DKK 7,000 thousand was completed in 2017 in connection with the merger between NIRAS and ALECTIA. No subsequent share capital movements have been completed.

The Company's holding of treasury shares accounts for 2.4% (2020: 3.4%) of the nominal share capital.

Treasury shares have been acquired from the NIRAS Foundation to be used for the incentive scheme for selected officers. The total price of the acquisition of treasury shares was DKK 7,529 thousand.

17 Other provisions

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Other provisions at 1 January 2021	27,883	9,636	13,963	-
Additions	11,097	20,447	4,042	13,963
Used	- 8,936	- 2,200	- 5,219	-
Reversed	152	-	-	-
	30,196	27,883	12,786	13,963
Specified as follows:				
Owner-employee compensation related to acquisitions	4,319	3,722	4,319	3,722
Earn out related to acquisitions	8,467	10,241	8,467	10,241
Restoration liabilities related to leases	9,411	6,957	-	-
Own risk on insurance	8,000	6,016	-	-
Warranty	-	947	-	-
	30,196	27,883	12,786	13,963

18 Long term liabilities

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Due 1-5 years	-	48,830	-	-
Due after 5 years	-	53,703	-	-
	-	102,533	-	-
Specified as follows:				
Holiday pay obligations (due after one year)	-	102,533	-	-
	-	102,533	-	-

19 Other payables

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Holiday pay obligations	55,324	52,797	-	-
Accrued wages, pensions, social contributions and payroll tax	132,185	169,474	-	-
Withholding tax and VAT	65,282	51,889	-	-
Deferred considerations	1,482	-	1,152	-
Accrued expenses	2,768	3,380	103	-
	257,041	277,540	1,255	-

20 Contingent liabilities

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Guarantees				
Payment guarantees	-	88,412	-	-
	-	88,412	-	-
Payment guarantees issued to third parties related to payments received for contract work in progress.				
Operational lease liabilities				
Due 0-1 year	40,457	37,777	-	-
Due 1-5 years	63,282	81,018	-	-
Due after 5 years	1,382	4,984	-	-
	105,121	123,779	-	-
Operational leases related to rent of office premises, vehicles and office equipment are entered into for the period 2021 - 2026.				

20 Contingent liabilities - continued

The Parent Company and jointly registered Danish Group subsidiaries are jointly and severally liable for the total Danish VAT liability. The VAT liability of the Parent company amounts to DKK 34,187 thousand (2020: DKK 33,906 thousand).

The Company and the Group subsidiaries are jointly and severally liable for tax payable on the Group's income, etc., subject to joint taxation. The total income tax payable appears from the annual report of NIRAS Gruppen A/S, which acts as the administration company of the joint taxation scheme. Any subsequent adjustments to income taxes may increase the liability of the Company.

The Parent company has issued statements of support for some of its subsidiaries. According to the statements, the Parent company guarantees that the subsidiaries will have the required liquidity at its disposal up to 31 December 2022.

The Group is a stakeholder in the owners' association 'Hotel Tannishus' (title No. 38-i), Tannishus, Denmark. The Group has a 1/73 share.

The Group makes a provision under Other provisions corresponding to the expected insurance excess for projects in which there is a risk of exposure to liability. In addition, the Group is involved in a few legal proceedings. The outcome of the legal proceedings is not expected to have any significant impact on the Group's financial position.

The Group regularly enters into partnerships and joint ventures subject to joint and several liability. The Group is a partner in 54 joint ventures with a total contract amount of DKK 665,692 thousand. The Group owns different shares in the joint ventures.

The Group regularly enters into partnerships and joint ventures subject to joint and several liability. According to Management, these obligations are insignificant.

21 Changes in working capital

DKK thousand	Group	
	2021	2020
Change in contract work in progress and prepayments from customers	22,179	76,092
Change in other receivables	- 69,681	108,448
Change in current liabilities	- 18,417	20,939
	- 65,919	205,479

22 Acquisitions

DKK thousand	Group	
	2021	2020
Intangible assets	11,575	-
Property, plant and equipment	1,521	550
Financial assets	524	-
Current receivables	25,735	23,538
Cash and cash equivalents	3,015	9,178
Provisions	- 2,546	-
Long term liabilities	- 3,787	- 69
Short term liabilities	- 34,890	- 18,198
Fair value of net assets acquired	1,147	14,999

On 15 January 2021, the Parent Company acquired 100% of the shares in AlfaNordic Group A/S, a group of engineering advisory companies with an estimated revenue of DKK 100,000 thousand and approximately 80 employees.

23 Fees to the auditor elected at the Annual General Meeting

DKK thousand	Group		Parent Company	
	2021	2020	2021	2020
Audit	1,609	1,350	50	50
Other assurance engagements	857	910	-	-
Tax advisory services	76	192	-	-
Other services	2,027	1,143	-	-
	4,569	3,595	50	50

24 Related parties and ownership

Share capital of the Group is owned by NIRAS ALECTIA Fonden, Sortemosevej 19, 3450 Allerød, Denmark (73.1%), and key employees. No employee owns more than 5%.

Other related parties include the company's Board of Directors, Executive Board, subsidiaries and associates.

In accordance with section 98C(3) of the Danish Financial Statements Act, the Company has omitted to describe transactions with related parties.

Transactions with related parties have been made on market terms.

25 Subsequent events

Other than as set out in this annual report, we are not aware of events subsequent to 31 December 2021, which are expected to have a material impact on the Group's financial position.

NIRAS has been active in Ukraine for more than 25 years and will be affected by the Russian invasion of Ukraine. We are currently managing eight contracts in Ukraine with a total value of DKK 170 million. The projects are continuing, but with a risk to be gradually set on hold or cancelled due to the conflict. Our main concern is the health and safety of our local employees as all international consultants have been evacuated. Our office in Ukraine has been relocated to Lviv. The financial implication for 2022 is estimated to be between DKK 3.5 - 5.0 million at EBITA level on Ukrainian projects.

In Russia, NIRAS has worked with clients within the Food & Beverage area for many years, however the current project portfolio is limited, and we do not expect significant financial impact when the projects are stopped due to sanctions or other severe issues due to the conflict. Given the sanctions imposed on Russia it is impossible for NIRAS to work with Russian clients and we have also decided not to pursue new opportunities.

Realising your sustainable potential



Front page:

Carlsberg's new headquarters is located in the Carlsberg City District of Copenhagen, measuring a total of 15,585 square meters. The headquarters consists of three wings; one forms a bridge spanning across one of the district's main roads, J.C. Jacobsens Gade, whereas the two other wings enclose the historical garden and mansion of Carl Jacobsen. The building has been constructed with the ambition of being sustainable.

Therefore, it encompasses multiple green solutions, ranging from the use of natural materials with long durability such as bamboo floors to cladding the facades with recycled copper that was previously used for kettles in the brewery. Solar panels on the rooftop reduce energy consumption, and the rooftop gardens collect rainwater which is being fed into the lake in Carl Jacobsen's garden. NIRAS has been the consultant on the engineering disciplines related to the construction.

Photo: Carlsberg

