ANNUAL REPORT 2022

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PROJECT: **E39 BJØRNAFJORDEN – FJORD CROSSING – NORWAY**
ILLUSTRATION: **MULTICONSULT/STATENS VEGVESEN**

CONTENTS

HIGHLIGHTS
2022

Amounts in NOK million except EPS and percentage. Figures in brackets are comparative figures for 2021

NET OPERATING REVENUES

4 189

10.1 % Y-O-Y

Net operating revenues up 10.1% to NOK 4 189 million (3 804)

EBITA

408.5

MARGIN 9.8 %

EBITA of NOK 408.5 million (350.5), equal to an EBITA margin of 9.8 per cent (9.2)

BILLING RATIO

70.6%

0.2PP Y-O-Y

ORDER INTAKE

5 195

19.4 % Y-O-Y

Billing ratio of 70.6 per cent (70.4). Order intake increased by NOK 843.5 million to NOK 5 195 million

EPS

11.06

NOK SHARE

NET PROFIT

303.0

29.1 % Y-O-Y

Net profit of NOK 303.0 million (234.7) and earnings per share NOK 11.06 (8.67)

PROJECT: **FYRSTIKKBAKKEN 14, OSLO – NORWAY**
ILLUSTRATION: **3D ESTATE**

2022 HIGHLIGHTS AND KEY FIGURES

Statsbygg has nominated Multiconsult Norge AS for the owner's engineer contract (NO: Prosjekterings- og byggrådgivningsgruppe) related to the development of the Ocean Space Centre in Trondheim. LINK Arkitektur AS is subcontractor with responsibility for architectural services.

Multiconsult ASA fully owned subsidiary LINK Arkitektur AB, has in collaboration with others been awarded the next phase for the new emergency hospital in both Västerås and Växjö in Sweden.

Multiconsult is set to deliver services for planned bridge with associated infrastructure in Sarpsborg.

Significant call-off on Fornebubanen.

Multiconsult ASA acquires Roar Jørgensen AS and Smidt & Ingebrigtsen AS and strengthens Multiconsult's competence and market position.

Norsk Nukleær Dekommisjonering (NND) awarded Multiconsult Norge AS, in a joint venture with Jacobs U.K. Limited, the technical support contract for the planning of the decommissioning of Norway's nuclear facilities.

E6

Frame agreement with Nye Veier AS as advisor to carry out zoning plan and preliminary design.

ZEB-bygget, Trondheim awarded the government's award for building quality and "Betonghammeren" 2022, Hoppet, Sverige awarded Building of the year 2022 Sweden and This year's sustainability award (Swedish Design Award by RUM), KF skolen, Stavanger awarded This year's school building (Nohrcon), Vennesla kirke awarded «Kristiansands byggeskikkpris», Kildeparken, boligområdet Fyrkildevej, Danmark municipality of Aalborg's Architecture award.

Henrik Grot Lerøyen (LINK Arkitektur) named Young talent of the year from Den Kloke Teknologi.

LINK Arkitektur awarded Best Sustainable Firm Worldwide from Architizer A+ Awards.

MUST summer internship was popular and successfully completed with 1 000 applicants for 100 positions in Multiconsult Norge AS.

Employee share purchase programme 2022 was successfully completed in the fourth quarter with 24 per cent (27) participation among eligible employees.

Multiconsult's attractive recruitment position was confirmed by the annual Universum survey among engineering students and professionals in Norway in 2022. Multiconsult Norge AS was ranked as the fifth most attractive employer among students and the third most attractive employer among engineering professionals. Iterio AB regularly participates in the Great Place to Work's ranking as the best workplace in the category of medium-sized companies. In recent years Iterio has been ranked 4th, 6th, and 11th.

2022 CONSOLIDATED KEY FIGURES

Amounts in NOK million (except EPS, shares and percentage)	2022	2021	2020
FINANCIAL			
Net operating revenues	4 189.2	3 803.7	3 660.9
Growth (%)	10.1%	3.9%	6.6%
Employee benefit expenses	3 051.0	2 811.4	2 660.1
Other operating expenses	528.1	449.5	402.2
EBITDA	610.2	542.8	598.7
EBITDA margin (%)	14.6%	14.3%	16.4%
EBITA	408.5	350.5	371.0
EBITA margin (%)	9.8%	9.2%	10.1%
EBITA ex. restructuring cost [1]			401.0
EBITA margin ex. restructuring cost [1]			11.0%
Reported profit for the period	303.0	234.7	249.2
Earnings per share (NOK)	11.06	8.67	9.25
Average number of shares	27 390 212	27 080 810	26 930 713
Net interest bearing debt [2]	(105.7)	8.5	(293.3)
Cash and cash equivalents	114.6	156.1	277.4
OPERATIONAL			
Order intake	5 195	4 352	4 684
Order backlog	3 608	3 260	3 327
Billing ratio (%)	70.6%	70.4%	70.9%
Employees	3 353	3 200	2 925

[1] EBIT ex. restructuring cost is calculated by (i) excluding one-off nextLEVEL restructuring cost of NOK 30.0 million in 2020
[2] Excluding IFRS 16 lease liabilities, negative figure reflecting net cash position.

PROJECT: **POPPELTUNET DAY CENTER - NORWAY**
ILLUSTRATION: **LINK ARKITEKTUR**

THIS IS MULTICONSULT

OVERVIEW OF THE BUSINESS

Overview of the business
Multiconsult group ("Multiconsult" or "the group") comprises of Multiconsult ASA ("parent company" or "company") and all subsidiaries and associated companies.

Business and locations
Multiconsult ASA is a Norwegian public limited liability company with head office in Oslo, Norway. Activities are organised through subsidiaries both in Norway and internationally, as well as project offices managed from Oslo.

Multiconsult is a leading specialist in engineering design, consultancy and architecture services. Its business concept is to deliver multidisciplinary consultancy, create value for clients, shareholders, employees and other stakeholders. The group's principal activities involve multidisciplinary consultancy, design, planning, project supervision, project management, geotechnical site surveys, verification and controls in Norway and abroad. The group provides engineering services, through subsidiaries in Sweden and Poland in addition to architecture services in all three Scandinavian countries.

Most of the operating revenues comes from work in Norway through the largest subsidiary Multiconsult Norge AS with head office in the same location as the parent company. In total the Multiconsult group has more than 60 offices in Norway and abroad and had 3 353 employees as of 31 December 2022.

The group included the following Norwegian subsidiaries as of end of 2022; Multiconsult Norge AS, LINK Arkitektur AS and Roar Jørgensen AS.

The group includes the following international subsidiaries; Multiconsult Polska Sp. z o.o., Iterio AB, LINK Arkitektur AB, LINK Arkitektur A/S, Multiconsult UK Ltd, Multiconsult Asia Pte Ltd, and LINK Danmark aps. In addition, Multiconsult has ownership interests in Norplan Tanzania Ltd, Consorcio SAM Spa, FPS AS, H1000JV AS and JV Multiconsult & Sweco Latvia. Moreover, Multiconsult has branch offices with activity in Zambia, Kenya and Tanzania which enables Multiconsult to provide its expertise and resources to clients throughout the world.

Revenue model
The group's business model is mainly based on consultancy fee revenues generated from own employees. In certain projects, services are also provided by external consultants ("sub-consultants"). In some projects, several partners have entered cooperation agreements to bid collectively, where partners recognise their share of revenues. There is a clear definition of responsibility between Multiconsult and the partners or subconsultants. Projects can vary in duration, and may extend over several years. The scope and duration of the projects are often extended through supplementary contracts and orders.

Long-term, stable client base

Multiconsult strives to maintain good, long-term client relations. A majority of the largest clients are stable, long-term, and have been placing orders with Multiconsult for many years. The group's largest clients are a good mix of solid public enterprises and major private contractors with established investment plans and limited credit risk. Furthermore, Multiconsult has a diversified order backlog from both public and private clients which gives a good foundation for further business and growth.

Strategic platform

The vision, "Bridging the past and the future", is an important guideline for the group.

The vision states that Multiconsult shall act as a bridge between what has been and what will be wherever humans travel, work and live. The common denominator in all projects is that they shall, without exception, contribute to improving people's lives, generating growth and promoting development. Multiconsult have a strong commitment to social responsibility and will create value to society, enable progress and contribute to sustainable development - for both present and future generations. "By understanding the past, we can make progress, and we will promote sustainable development wherever we are given the opportunity to leave our mark."

Multiconsult's culture of empowerment is all about enabling our employees to succeed. Multiconsult has highly competent employees and continuously facilitates the development of the employees and the industry. A united team moving towards a common goal will ensure that both our and future generations can continue to do what we are best at: To make the impossible possible.

Multiconsult's strategic direction includes a business idea for the group to ensure Multiconsult's ability to create value generating business opportunities based on a strong client and market insight:

We will make it easier to develop and execute value creating projects with a life-cycle perspective.

The aim is to create opportunities, solve challenges and remove barriers, in order to execute value-creating projects with a life-cycle perspective. It is through participation in projects that Multiconsult creates value. The group will seek complimentary and binding partnerships with the most competent and reputable players in the industry. Value creation is maximised when the best players work together and are jointly able to deliver comprehensive solutions with a life-cycle perspective. By collaborating, Multiconsult will strive towards a seamless project implementation and an interconnected value chain.

By taking a new market position, Multiconsult seeks to increase the value creation for society, clients, project owners and the company.

PROJECT: **JØLSTRA HYDRO POWER PLANT - NORWAY**
PHOTO: **EVINY FORNYBAR AS**

We enable value-creating projects - when the customer succeeds, we succeed

We shape the industry as an integrating player

Preferred partner towards the green shift

We create an environment where competence is nurtured and thrives

We challenge the established and recognise opportunities to innovate new business

Financial targets

Multiconsult reconfirmed its financial targets at the capital markets day in November 2021. Multiconsult's ambition is that the revenue growth from 2022 to 2026 is at a CAGR of 8-10 per cent over the cycle, including M&A. The profitability target is an EBIT margin of 10 per cent measured on an annual basis, excluding extraordinary items. The balance sheet is to be maintained at a solid level to support daily operations and growth targets, but also withstand periods of weaker markets. The maximum gearing (NIBD/EBITDA) shall be 2.5x and the company shall aim to have a gearing of 1.0x - 2.0x in normal circumstances. In special circumstances (such as after acquisitions), gearing may go up to 3.0x for a period, not exceeding 18 months. Gearing is measured excluding IFRS 16 effects.

The M&A strategy is moderate and selective with primary focus on core business with continuously monitoring opportunities – also including opportunities within digitalisation, sustainability and new business models.

The dividend policy and equity ratio remain unchanged with an ambition to distribute at least 50 per cent of the group's net profit annually and an equity ratio excluding IFRS 16 effects higher than 25 per cent.

REPORTING STRUCTURE AND BUSINESS AREAS

Multiconsult's reporting segments has been presented as five segments, Region Oslo, Region Norway, Energy, LINK Arkitektur and International.

As from the fourth quarter 2022, segment Energy was incorporated in Region Oslo and Region Norway to streamline the organisation and optimise utilisation of total capability within energy and industry. Going forward Multiconsult will be reporting on four segments:

- Region Oslo
- Region Norway
- International
- LINK Arkitektur

When presenting the financial reports from fourth quarter 2022, the comparison to previous periods was made on the new structure. To ensure comparability between periods, the previously reported figures, in 2021 and 2022, for the segment Energy is transferred to the segments Region Oslo and Region Norway in line with the new organisational structure. Also see note 3 – Accounting Policies. Moreover, a description of each segment is presented in the Directors' report in this annual report.

As per 2022 Multiconsult group consist of four different business areas, which correspond to the group's key market segments and which operate across geographical reporting segments:

- Buildings & Properties
- Mobility & Transportation
- Energy & Industry
- Water & Environment

A description of the group's business areas can be found in note 5 in the consolidated annual accounts.

DELIVERING ON THE PROMISES

With the background of a challenging geopolitical environment, including the war in Ukraine, socioeconomic pressures and the increased urgency required to reduce and halt climate change, Multiconsult has succeeded in providing good and future oriented solutions for our clients. Our continuous work to make sure we always understand the client's challenges and provide solutions to meet their expectations means we forge strong relationships with them as well as our partners and thus deliver results for both clients and investors. 2022 saw a change in urgency in the demand for sustainable transitional solutions. In turn this will create increased demand for the competence and solutions Multiconsult can provide. We are well positioned to deliver on our strategic ambition to be the preferred partner towards the green shift and we have increased our climate and renewables related revenue.

ENABLING EMPLOYEES TO SUCCEED

Our highly skilled and competent employees are our greatest asset, and the very foundation of our business. Throughout 2022 we have invested in skills development and training for our employees. When measured the employee engagement and satisfaction we have achieved excellent results on net promotor scores among our employees.

We have also introduced new leadership principles in the organisation, as well as emphasized the power of our culture. The annual benchmarking for students and professionals also rated various subsidiaries in the group as highly attractive amongst their peers. To further strengthen our capability and skills the companies Roar Jørgensen and Smidt & Ingebrigtsen were acquired, and the latter integrated in Multiconsult Norge AS.

GOOD START FOR THE NEW STRATEGY

2022 saw the start of our new strategy and we began to put in to practice our business idea – to make it easier to develop and realise value-creating projects. I am pleased to report that we have made great steps towards our strategic goals over the past year. Our commitment to sustainability and the environment remains at the core of our business and operations, and we have continued to position ourselves as a preferred partner in the green shift. We have entered new alliance contracts, which opens opportunities for the way we deliver and how we can influence the value creation in the projects.

SOLID POSITION FOR THE GREEN SHIFT

The energy crisis that has hit Europe means an increased demand for solutions to reduce the energy use in buildings and the production of more renewable energy through hydropower, solar and wind solutions. Starting now, we must all reduce our energy consumption. At the same time the increasing energy needs must be covered through the development of renewable energy sources. Also, the prevention of nature loss has become an increasing part of the sustainability focus. I know that Multiconsult can make a difference, as our knowledge and competence will help our clients and the society in this transition. We have a strong competence base and a well diversified portfolio of projects to continue providing expertise solutions in all business areas.

There are several examples that confirm our contribution to innovative and sustainable projects:

- We participated in building the most sustainable furniture factory in Norway.
- We became partner in the decommissioning of all previous nuclear activity in Norway.
- We contributed with advice and design of one of the largest hydropower plants that has been built in Norway in recent years.
- Together with Norplan Tanzania we are enabling the electrification of over 1 500 villages in rural Tanzania.
- Our own fully electric geotechnical drilling rig, the first of its kind in the world, was used at a construction site in Norway.

Our contributions have also been honoured with several awards and prizes:

- LINK Arkitektur AB was named Best Sustainable Firm Worldwide for its work on sustainable projects and solutions during 2022.
- The ZEB laboratory in Trondheim was awarded a construction quality award by the Norwegian Ministry of Local Government and Regional Development. Both LINK Arkitektur and Multiconsult Norge contributed.
- In Sweden LINK Arkitektur AB received an award for Hoppet primary school, a fossil-free building.
- In 2022 we received an A rating for our sustainability reporting in the Annual Report in 2021 by Position Green, which rates the ESG-reporting of the 100 largest companies listed on the Oslo Børs (Oslo Stock Exchange).

OUR ESG EFFORTS

Our greatest contribution to sustainability, reducing greenhouse gas emissions and preventing nature loss is through the projects we are involved in and the work we deliver to our clients. But we also have a commitment to reduce the emissions from our own operations. In 2016 we signed the UN Global Compact, and in 2021 we committed to the Science-Based Target initiative (SBTi). Currently we are in the process of establishing our targets, to be accredited by SBTi. In 2022 we have made significant progress in reducing the greenhouse gas emissions from our operations, and now we are working on defining when Multiconsult will become climate neutral. In Norway we have already set this target to 2030 or sooner.

How we work with sustainability will also be reinforced through a new sustainability policy. We have spent the latter part of 2022 developing the policy and are planning to launch and implement it in 2023. The policy will constitute the most significant tool for our business to ensure that the consideration for the climate, environment and nature will be at the forefront of how we work and what we deliver to our clients and the society.

Multiconsult holds high ethical standards and the code of conduct gives guidance both to our own employees and business partners. We have a routine for re-signing on a regular basis. We encourage diversity and have a strict no tolerance policy to discrimination of any kind.

POSITIONED FOR FURTHER GROWTH

As well as strengthening our financial results throughout the year, we have also made strategic changes to the organisation. This to ensure we are positioned for seizing both the many opportunities in the transition to the green shift, as well as to be solidly positioned in priority markets. In April 2022 a new business area was established, by merging the existing business areas Industry and Renewable Energy. In order to grasp the new opportunities, it was important to adapt our structure in line with the market. By coordinating marketing and strategy work towards today's renewable and industrial markets, Multiconsult will be better equipped to utilise the company's competence base towards growth markets. The goal is to considerably increase our delivery capacity to be able to win and execute future assignments related to electrification, new "green industry" and offshore wind, in line with the market outlook. As of 2022 the Multiconsult group consist of the four business areas Buildings & Properties, Mobility & Transportation, Water & Environment and Energy & Industry.

PREPARED FOR MORE CHALLENGING TIMES

I feel a deep pride for all of the achievements and the positive impact our employees have delivered to the community, clients and investors. I would also like to express my gratitude towards our clients who trust us with their challenges and our employees for their efforts in solving the challenges given to us.

We leave 2022 with a good tailwind, and are prepared for a more uncertain geopolitical situation and challenging energy market in 2023. We are confident that our strong business foundation, skilled workforce, and loyal client base make us robust and able to meet challenging times ahead. Our vision – bridging the past and the future, gives us the direction to continue making significant impact on our environment and global footprint to continue the journey on "making a difference wherever we are given the opportunity".

Grethe Bergly
CEO

PROJECT: **THE NEW OSLO UNIVERSITY HOSPITAL – NORWAY**
ILLUSTRATION: **SOUTH-EASTERN NORWAY REGIONAL HEALTH AUTHORITY**

Illustration: Statsbygg

THE MUSEUM OF THE VIKING AGE

The Museum of the Viking Age will be the world's leading museum of the Viking Age. The Museum contains ships and collections from the Viking Age. In addition to the rehabilitation of the old building, a new building of 9 300 square meters is planned to house the Viking ships and more than 8 000 other objects from this era.

The vulnerability and resilience of the collection is an important premise for the development of the museum facility. Large parts of the collections are very fragile, and thus place extreme demands on securing and work to prevent damage caused by shocks, vibrations, dust, moisture or other unwanted incidents.

Multiconsult has delivered a sketch project and preliminary project for the rehabilitation of an existing listed building and new building extension. The detailed design phase started May 2022.

FACTS

Project: The Museum of the Viking Age
Client: Statsbygg
Location: Oslo, Norway
Period: 2016 - ongoing
Key figures:
- 9 300 square meters new building extension
- 4 000 square meter existing listed building
- Viking ships and around 8 000 objects from the Viking Age

Illustration: The Norwegian Coastal Administration / LINK Arkitektur / Multiconsult

STAD SHIP TUNNEL

Stad ship tunnel will be the world's biggest ship tunnel. The 1.7 km long tunnel will ensure a safer and more efficient sailing past Stadhavet, the most weather-exposed and dangerous sea stretches along the Norwegian coastline. Realisation of the Stad ship tunnel will make sea transport safer and more efficient.

For commercial shipping, the Stad ship tunnel will mean safer deliveries, less waiting time, shorter transport time, and better quality retention of raw materials transported past Stad. Fishing vessels, service vessels, container ships, and cruise ship etc. will all benefit from the tunnel.

LINK Arkitektur AS and Multiconsult Norge AS have developed the design manual for the Norwegian Coastal Administration. The purpose is to contribute to positive local development, which preserves and enhances the character of the place.

On behalf of the Norwegian Coastal Administration and Stad municipality, Multiconsult has drawn up proposals for detailed regulations for the Stad ship tunnel.

FACTS

Project: Stad Ship Tunnel
Client: The Norwegian Coastal Administration
Location: Stad, Norway
Period: 2022-ongoing
Key figures:
- Length: 1.7 km
- Height: 37 meters
- Width: 36 meters

Photo: Espen Røst | Norad

ELECTRIFICATION OF VILLAGES IN TANZANIA

Multiconsult Norge AS with Norplan Tanzania Ltd (49 per cent owned by Multiconsult ASA) has been selected by the Tanzania Rural Energy Agency to support a EUR 100 million project aiming to expand electricity access to 1 686 villages across the country and hybridize two remote diesel grids.

Work on the project, which will support the implementation of the National Rural Electrification Program in Tanzania by connecting tens of thousands of rural households to the grid. The project is financially supported by the Agence Française de Développement (AFD).

Multiconsult's role is to provide technical assistance services for design and supervision of works for the various grid extension lots, as well as the hybrid generation systems which will combine new solar power with existing diesel generator units.

Currently around 25 per cent of rural households in Tanzania are connected to the national grid or mini-grid systems. An outspoken national objective is to connect around 75 per cent of rural households by 2030, this project will substantially aid this objective.

FACTS

Project: National Rural Electrification Program in Tanzania
Client: Rural Energy Agency (Tanzania)
Location: Tanzania
Period: 2023-2024
Key figures:
- Electricity access to 1 686 villages across Tanzania

Illustration: LINK Arkitektur

EMERGENCY HOSPITAL IN VÄXJÖ

This greenfield project is located just outside Växjö and will replace the existing hospital. The new hospital aims to be efficient, patient safe and secure future needs in the region. The entire project has high ambitions for short- and long-term sustainability. For example, they focus on lowering energy consumption to a gold level and reducing the carbon footprint by 30 per cent. In the long-term, a robust and rational design allows future extensions with minimal impact on an operating hospital.

Great emphasis is placed on fitting the new building to the cultural landscape. Nature is preserved to a great extent, benefitting biological diversity. Research also shows that views, daylight access and windows that take in nature can contribute to health and healing.

LINK Arkitektur AB, in collaboration with Arkitema, won the project in a competition. The design phase began in August 2022, and the hospital plans to open in 2029.

FACTS

Project: New emergency hospital in Växjö
Client: Skanska Sverige AB on behalf of Region Kronoberg
Location: Växjö, Sweden
Period: 2022 – ongoing
Key figures:
- 135 000 square meters
- Total budget of SEK 7.9 billion

Photo: Bård Gudim

John Erling Strand,
Senior Vice President
Buildings & Properties

DIRECTORS' REPORT 2022

SOLID PROFITABILITY, REVENUE GROWTH AND RECORD HIGH ORDER INTAKE

Multiconsult has stabilised at a good and sustainable profitability level over time and ended 2022 with a record high result. Operationally Multiconsult delivered strong profitability, good sales and solid customer deliveries. During the year, several new and important contracts have been awarded and Multiconsult had an all-time high order intake and holds an all-time high order backlog at the end of the year. The group is well positioned for the growing market developing from the green shift within all business areas. Looking ahead, with a foundation of a highly skilled workforce and a solid client base, Multiconsult will, together with its clients deliver future oriented and sustainable solutions for the society. The board of directors proposes a dividend of NOK 9.00 per share to be paid as ordinary dividend.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS DATA

	NOK million			As a % of net operating revenues	
Amounts in NOK million. except EPS and percentage	**2022**	**2021**	**Change**	**2022**	**2021**
Operating revenues	4 868.2	4 284.7	583.5	116%	113%
Expenses for sub consultants and disbursements	678.9	480.9	198.0	16%	13%
Net operating revenues	**4 189.2**	**3 803.7**	**385.5**	**100%**	**100%**
Employee benefit expenses	3 051.0	2 811.4	239.6	73%	74%
Other operating expenses	528.1	449.5	78.6	13%	12%
Operating expenses excluding depreciation and amortisation	3 579.1	3 260.9	318.2	85%	86%
Operating profit before depreciation and amortisation (EBITDA)	610.2	542.8	67.3	15%	14%
Depreciation and amortisation	207.0	194.0	13.0	5%	5%
Operating profit (EBIT)	**403.1**	**348.9**	**54.3**	**10%**	**9%**
Share of profit from associated companies and joint ventures	**15.3**	**0.2**	**15.1**	**0%**	**0%**
Financial income	33.3	20.4	12.9	1%	1%
Financial expenses	64.7	58.3	6.3	2%	2%
Net financial items	**(31.3)**	**(37.9)**	**6.6**	**(1%)**	**(1%)**
Profit before income tax	**387.0**	**311.2**	**75.9**	**9%**	**8%**
Income tax expense	84.0	76.5	7.5	2%	2%
Profit for the period	**303.0**	**234.7**	**68.3**	**7%**	**6%**
Attributable to:					
Owners of Multiconsult ASA	303.0	234.7	68.3	7%	6%
Earnings per share:					
Basic and diluted	11.06	8.67	2.39	0%	0%

Set out above is the consolidated statement of profit or loss data for the years 2022 and 2021: Higher revenues and improved profitability are mainly driven by higher billing ratio and higher billing rates, combined with an improved expense ratio.

Multiconsult has played a major role in the Norwegian society for over 110 years. Multiconsult is a people-based organisation of 3 353 employees. Highly educated and development-oriented employees with strong motivation and internal drive is the main asset for the Multiconsult group as a competence-based business. It is the daily work of our employees, and their ability to solve complex projects that adds value to our clients through future oriented and sustainable solutions.

FINANCIAL REVIEW

Multiconsult group ("Multiconsult" or "the group") comprises Multiconsult ASA ("parent company" or "company") and all subsidiaries and associated companies. The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU, as well as in the Norwegian accounting legislation. All amounts in brackets are comparative figures for 2021 unless otherwise specifically stated.

In the view of the board of directors, the consolidated statement of profit or loss, the statements of comprehensive income, changes in equity and statement of cash flow, the statement of financial position and the accompanying notes provide a true and fair view of the financial position of the group as of 31 December 2022, and its financial performance and its cash flows for the year then ended.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

Revenues

Consolidated operating revenues in 2022 amounted to NOK 4 868.2 million (4 284.7). Net operating revenues, consisting of operating revenues less project expenses (including sub consultants), amounted to NOK 4 189.2 million (3 803.7). The increase in net operating revenues is driven by increase in billing rates, revenue from acquired companies and increase in manning level. Billing ratio came in at 70.6 per cent, an increase of 0.2pp compared to 2021, and contributed positively to net operating revenues. Organic growth in net operating revenues is estimated to 4.4 per cent after adjusting for the calendar effect and acquisitions.

Employee and other operating expenses

Operating expenses excluding depreciation and amortisation came to NOK 3 579.1 million (3 260.9). Operating expenses consist mainly of employee benefit expenses and other operating expenses. Employee benefit expenses increased by 8.5 per cent. The increase is mainly due to increased manning level from acquisitions, net recruitment, and regular salary adjustment. Other operating expenses increased by 17.5 per cent to NOK 528.1 million (449.5), mainly an effect of added operating expenses from prior acquisitions such as office expenses. In addition, other operating expenses including sales, marketing and travel expenses increased as business activities return to a normal post Covid-19 situation.

Earnings before interest and taxes (EBIT)

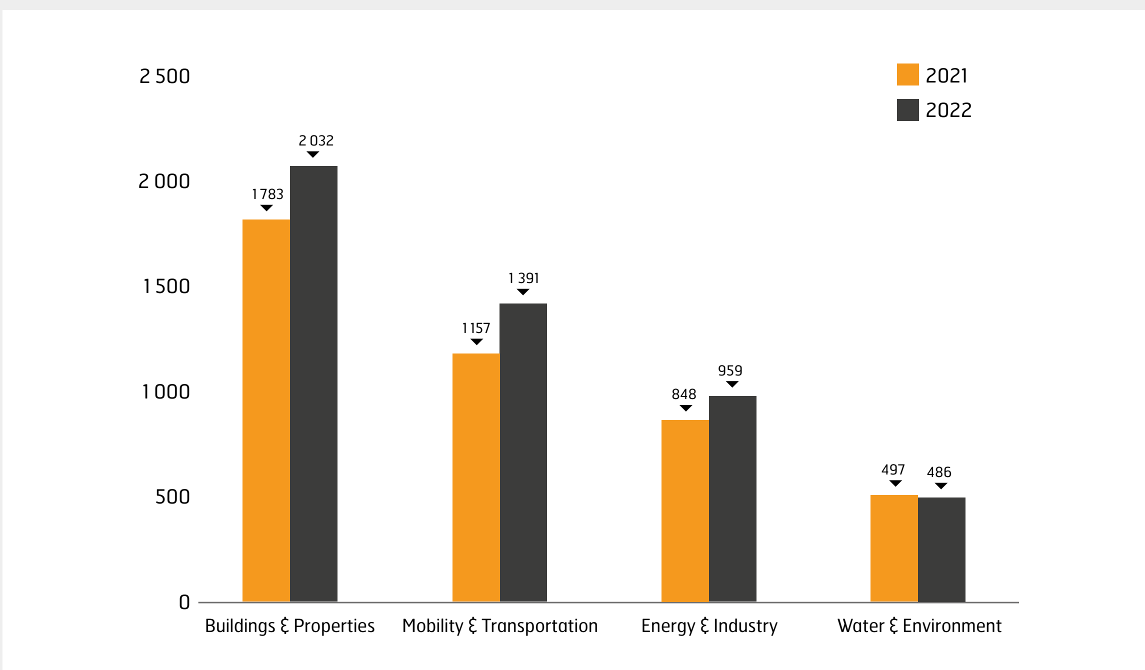
Multiconsult's operating profit (EBIT) for the year was NOK 403.1 million (348.9), reflecting an EBIT margin of 9.6 per cent (9.2).

Earnings before interest, taxes and amortisation (EBITA)

Multiconsult's operating profit (EBITA) for the year was NOK 408.5 million (350.5), reflecting an EBITA margin of 9.8 per cent (9.2).

OPERATING REVENUES BY BUSINESS AREA

Amounts in NOK million



Income/lossfrom associated companies and joint ventures

Results from associated companies and joint ventures was NOK 15.3 million (0.2). This is mainly related to our associated company Norplan Tanzania Ltd. For more information, see note 17 to the consolidated group accounts.

Financial items

Net financial items amounted to an expense of NOK 31.3 million (37.9). Interest expenses were impacted by IFRS 16. When adjusting for this effect, interest expenses was NOK 11.9 million compared to NOK 4.2 million in 2021. Net currency effects for 2022 amounted to an income of NOK 6.6 million, compared with an expense of NOK 0.9 million in 2021.

Income taxes

Tax expense for the year amounted to NOK 84.0 million, compared with NOK 76.5 million in 2021. The main driver for the higher tax expense was inceased/improved profit before tax, for more information, see note 11 to the consolidated group accounts.

Profit or loss for the year

Multiconsult's profit before income taxes was NOK 387.0 million (311.2). Profit for the year was NOK 303.0 million, compared with NOK 234.7 million in 2021.

KEY PERFORMANCE DRIVERS 2022

Change in capacity includes both net recruitment and effects from M&A transactions and has an affect on net operating revenues accordingly. The increase in capacity when compared to last year is mainly related to the acquisition of Erichsen & Horgen AS group. In addition, Smidt & Ingebrigtsen AS was acquired.

Billing ratio is hours recorded on billable projects as a percentage of total hours worked (including administrative staff) and employer-paid absence, and has a direct impact on revenues and operating profit (EBIT and EBITA). In 2022, the billing ratio improved by 0.2 percentage points to 70.6 per cent.

Billing rate is the average rate that Multiconsult charges per hour to the group's customers and has a significant impact on revenues and operating profit (EBIT and EBITA). In 2022 higher on average billing rates impacted net operating revenues positively.

Net project write-downs represent losses or gains in previously recorded revenues, and may be caused by several factors, including project deliveries not according to agreements with customers or project estimates that need to be adjusted. Multiconsult's expected normal level of net project write-downs is 1-2 per cent of net operating revenues.

Calendar effect is the effect of the normal variation in capacity between two comparable periods due to different number of working days in the periods. It is a measure of capacity for revenue generation and has a direct impact on revenues and operating profit (EBIT and EBITA). When comparing financial performance in different periods, it is important to be aware of the number of working days in the periods compared. In 2022 there was, on average, one more working day than in 2021. This had an estimated positive impact of NOK 14.4 million on net operating revenues and operating profit for the group when comparing the periods.

STATEMENT OF COMPREHENSIVE INCOME

Statement of changes in equity

Profit for the year was NOK 303.0 million, up from NOK 234.7 million in 2021. Other comprehensive income recognised against equity was negative NOK 1.2 million (13.6), mainly related to currency translation differences. As a result of this, total comprehensive income was NOK 301.9 million (221.1).

FINANCIAL POSITION, FINANCING AND LIQUIDITY

Assets

Total non-current assets amounted to NOK 1 877.5 million which is an increase from NOK 1 834.4 million for the year ended 31 December 2021. The increase was mainly due to an increase in goodwill related to the acquisitions and investments in associated companies, offset by a decrease in right-of-use asset.

Total current assets amounted to NOK 1 132.6 million (1 198.5). The decrease was mainly due to lower outstanding trade receivables, lower cash and cash equivalent position offset by increased work in progress compared to year-end 2021.

Equity and liabilities

Total shareholders' equity was NOK 992.5 million (850.1) on 31 December 2022, corresponding to an equity ratio of 33.0 per cent (28.0). The change in equity is mainly impacted by profit for the year, dividend paid and increase in share capital.

In connection with the closing of the acquisition of Roar Jørgensen AS, Multiconsult issued 103 936 shares, at a share price of NOK 134.6971, representing an increase of share capital of NOK 52 thousand and share premium of NOK 13.9 million.

Total liabilities were NOK 2 017.6 million (2 182.8). The decrease was mainly due to a decrease in non-current interest-bearing liabilities. Total interest-bearing liabilities amounted to NOK 31.5 million compared to NOK 180.0 million for the year ended 31 December 2021.

Liquidity and capital resources
Multiconsult's sources of liquidity are cash on hand, revenues generated from our operations and available loan portfolio including cash pool facility. Principal needs for liquidity are employee expense, cost of sub-contractors, other operating expenses including costs of office rental and IT, working capital items and capital expenditures, debt service, and funds to pay dividend and acquisitions.

The group held cash and cash equivalents of NOK 114.6 million (156.2) at the end of 2022.

Towards the end of fourth quarter 2022 Multiconsult ASA renewed its loan portfolio and guarantee facility with Nordea bank. The loan portfolio consists of an overdraft loan facility and revolving credit facility. The overdraft loan facility of NOK 320.0 million is part of a cash pool. The cash pool is a multi-currency and multi-account system for the legal entities Multiconsult Norge AS, LINK Arkitektur AS, LINK Arkitektur AB, LINK Arkitektur A/S, Iterio AB and Multiconsult UK Limited, where Multiconsult ASA is the owner of the cash pool's top account and the debtor of the facility. In addition, Multiconsult ASA renewed the revolving credit facility of NOK 300 million. The revolving credit facility includes an accordion option of NOK 500 million. Loan portfolio with Nordea bank is a 3-year (+ 3 month) facility until March 2026, with a common interest to renegotiate this loan portfolio with new loan terms, to a sustainability-linked loan during the first half of 2023. Multiconsult ASA is in compliance with its financial covenants on 31 December 2022. The guarantee facility of NOK 120.0 million is renewed annually, however individual guarantees under the guarantee facility can run for up to 5 years.

As part of completing the 2022 share buyback programme, Multiconsult ASA entered into a share loan agreement with its largest shareholder Stiftelsen Multiconsult. The agreement was entered into on 5 December 2022 for a loan of 230 000 Multiconsult shares in connection with the implementation of the 2022 employee share purchase programme. Multiconsult will deliver the full amount of shares back to Stiftelsen Multiconsult no later than six months from the date of agreement. In consideration for the share loan, Multiconsult shall pay to Stiftelsen Multiconsult an amount corresponding to 2.76 per cent interest p.a. based on 230 000 shares at a value of NOK 137.0 per share. The loan of NOK 31.5 million is presented as current interest-bearing liability in the balance sheet statement.

CASH FLOW

Cash flow from operations
Net cash flow from operating activities was NOK 561.6 million (458.6). Net cash flow from operating activities is affected by change in working capital.

Cash flow from investments
Net cash flow used in investment activities was negative NOK 94.0 million (negative NOK 364.0 million). Ordinary asset replacement amounted to NOK 41.9 million and NOK 47.3 million is related to acquisitions in 2022. The reduction compared to last year is mainly related to the acquisition of Erichsen & Horgen group in 2021.

Cash flow from financing
Net cash flow from financing activities amounted to negative NOK 511.2 million (negative NOK 212.1 million) which is mainly affected by paid dividend, net paid instalments on the revolving credit facility of NOK 180.0 million and instalments on lease liabilities.

Order backlog
Multiconsult group operates in four business areas: Buildings & Properties, Mobility & Transportation, Energy & Industry and Water & Environment. The order backlog at year-end 2022 remains strong and diversified at NOK 3 608 million (3 260), an increase of 10.7 per cent compared to year-end 2021.

Business areas Buildings & Properties and Mobility & Transportation holds the largest proportion of the order backlog, with a total share of 71 per cent at the end of the period. All business areas have seen an increase in the order backlog compared to last year. The size and timing of execution of the order backlog varies significantly between the business areas and locations. The order backlog does not reflect the total expected volume related to frame agreements and includes only call-offs that have been signed under these agreements.

Order intake
Order intake during the year was historically high and amounted to NOK 5 195 million (4 352), an increase of 19.4 per cent compared to 2021. There was an increase in order intake within all business areas. Significant sales or contracts in Norway during 2022 includes add-on to the contract for new water supply to Oslo for the Oslo City Water and Sewerage Works Agency, extensive call-offs for Fornebubanen for municipality of Oslo and Viken and the Sotra infrastructure project. Among new contracts awarded internationally was two new significant contracts awarded in Africa, as the Rural Energy Agency (Tanzania) selected Multiconsult Norge AS with Norplan Tanzania Ltd (49 per cent owned by Multiconsult ASA) to provide consultancy services for the Rural Electrification Densification Project. ZESCO, the national power utility in Zambia, awarded Multiconsult Norge AS and local partner contract for the Chishimba Hydropower Plant in Zambia.

SEGMENT INFORMATION

The group's activities are organised in four segments: Region Oslo, Region Norway, International, and LINK Arkitektur. Segment revenues and expenses reflect the organisational base of employees, which does not necessarily coincide with the location where the projects have been executed. Overhead expenses such as administrative services, office rent and depreciation are allocated to individual segments, with the exception of certain corporate cost and group-wide cost.

REGION OSLO

This segment offers services in four business areas and comprises the Oslo region, including the Lillehammer office, Large Projects in Norway and the subsidiary Multiconsult UK. Region Oslo accounted for 39.4 per cent (37.7) of group net operating revenues in 2022.

Net operating revenues came in at NOK 1 649.2 million (1 433.2) an increase of 15.1 per cent compared to last year. The increase was driven by contribution from acquired companies, higher billing ratio at 71.9 per cent (70.4), and higher on average billing rates.

Operating expenses came in at NOK 1 414.3 million (1 268.3), an increase of 11.5 per cent compared to 2021. Employee benefit expenses increased by 9.7 per cent driven by the inclusion of employees from acquired companies to this segment, and regular salary adjustment. Other operating expenses increased by 18.2 per cent mainly due to the inclusion of expenditures from acquisitions and increased expenditure in general as business activities return to a normal post Covid-19 situation.

EBITA was NOK 224.0 million (148.2), reflecting an EBITA margin of 13.6 per cent in 2022.

Order intake was NOK 2 079.5 million (1 530.0), an increase of 35.9 per cent compared to 2021.

Order backlog for the segment at the end of the year is NOK 1 631.3 million, an increase of 18.8 per cent compared to end of year 2021.

REGION NORWAY

This segment offers services in four business areas and comprises all offices outside the Region Oslo, with presence in all larger cities and several other locations in Norway. Region Norway is the largest segment, accounting for 41.6 per cent (41.1) of group net operating revenues in 2022.

Net operating revenues came in at NOK 1 742.9 million (1 563.4), an increase of 11.5 per cent compared to last year. The growth in net operating revenues is mainly driven by increase in manning level. Higher billing ratio at 70.0 per cent (69.2) and higher billing rates contributed positively on net operating revenues.

Operating expenses came in at NOK 1 521.4 million (1 292.2) an increase of 17.7 per cent compared to 2021. Employee benefit expenses increased by 10.9 per cent driven by the inclusion of employees from acquired companies to this segment, and regular salary adjustment. Other operating expenses increased by 44.3 per cent mainly due to the inclusion of expenditures from acquisitions and increased expenditure in general as business activities return to a normal post Covid-19 situation.

EBITA was NOK 194.0 million (182.1), reflecting an EBITA margin of 11.1 per cent in 2022.

Order intake was NOK 2 034.2 million (1 697.6), an increase of 19.8 per cent compared to 2021.

Order backlog for the segment at the end of the year was NOK 800.2 million. The order backlog increased by 18.0 per cent compared to end of year 2021.

LINK ARKITEKTUR

LINK Arkitektur is one of the leading architect firms in Scandinavia, with presence in major cities and regions in Norway, Sweden and Denmark and offers services in the business areas Buildings & Properties and Energy & Industry. LINK Arkitektur accounted for 13.3 per cent (14.8) of the group's net operating revenues in 2022.

Net operating revenues came in at NOK 556.7 million (564.5) a decrease of 1.4 per cent compared to last year. The decrease was driven by lower billing ratio at 70.2 per cent (73.9). Higher manning level and higher on average billing rates contributed positively on net operating revenues.

Operating expenses came in at NOK 532.6 million (524.0), an increase of 1.6 per cent compared to last year. Employee benefit expenses came in at NOK 438.8 million (444.3), a decrease of 1.2 per cent. Other operating expenses increased by 17.7 per cent driven by increased use of consultants in Sweden and higher expenditure as general business activities return to a normal post Covid-19 situation.

EBITA was NOK 1.4 million (18.8) reflecting an EBITA margin of 0.2 per cent in 2022.

Order intake was NOK 675.1 million, an increase of 6.9 per cent compared to 2021.

Order backlog came in at NOK 589.2 million at the end of the year. The order backlog decreased by 1.0 per cent compared to end of year 2021.

INTERNATIONAL

This segment comprises the subsidiaries Multiconsult Polska in Poland and Iterio AB in Sweden and offers services mainly in the business area Mobility & Transportation. The international segment accounted for 6.1 per cent (6.4) of the group's net operating revenues in 2022.

Net operating revenues came in at NOK 257.1 million (243.3) an increase of 5.7 per cent compared to last year. The growth in net operating revenue was driven by a higher manning level and higher on average billing rates. The growth was offset by a lower billing ratio of 0.9pp.

Operating expenses increased by 7.0 per cent to NOK 218.2 million (203.9). Employee benefit expenses increased in line with ordinary salary adjustment and net recruitment. Other operating expenses increased by 7.9 per cent on higher manning level and increased expenditure in general.

EBITA was NOK 23.3 million (23.7) reflecting an EBITA margin of 9.1 per cent in 2022.

Order intake was NOK 406.6 million, a decrease of 17.5 per cent compared to 2021.

Order backlog came in at NOK 694.5 million at the end of the year, a decrease of 0.7 per cent compared to end of year 2021.

MARKET OUTLOOK

These forward-looking statements reflect current views about future events and are, by their nature, subject to significant risks and uncertainties because they relate to events and depend on circumstances in the future.

Opportunities in the pipeline are at a high level and the overall market outlook in Multiconsult's four business areas remains generally strong.

Multiconsult has not been negatively affected by the revised Norwegian National Budget for 2022 and Multiconsult is well positioned in several of the large projects granted in the National Budget for 2023.

Multiconsult expects to benefit from the growing market for long-term sustainable transformation within all business areas. This is driven by ongoing initiatives led by the industry and political initiatives both in Norway and abroad.

The recent acquisitions, strong portfolio of ongoing projects and a solid order backlog provides Multiconsult with an overall good foundation going into 2023. Multiconsult have experienced good sales in the beginning of 2023.

Multiconsult does not provide forecast.

BUILDINGS & PROPERTIES

Multiconsult register continued high activity going into 2023 for the business area Buildings & Properties, and the market outlook is generally strong. The market related to housing and real-estate is expected to be lower, especially related to architectural services.

MOBILITY & TRANSPORTATION

The market is expected to continue at a high level. The Norwegian National Budget 2023 shows a direction towards a lower infrastructure investment level in a long-term perspective. The infrastructure market in Sweden remains stable and good, especially in the cities. The infrastructure market in Poland is affected by lower investment levels as a result of negotiations related to release of EU funding.


PROJECT: **THE ENTRANCE, LØRENSKOG - NORWAY**
PHOTO: **MULTICONSULT**

PROJECT: THE ENTRANCE, LØRENSKOG - NORWAY
PHOTO: MULTICONSULT

ENERGY & INDUSTRY

The market shows a positive trend, with several large energy and industry projects in the pipeline. The market is expected to increase due to the rise of energy demand. The international hydropower market continues its positive path, projects are starting up and new opportunities are recorded in the pipeline. The hydropower market in Norway is mainly related to rehabilitation and energy optimalisation. The announced tax increase related to hydropower and wind-power in the National Budget 2023 has increased the uncertainty for new investments. The offshore wind market is mainly related to early phase studies and generates opportunities for Multiconsult.

WATER & ENVIRONMENT

With a high maintenance lag there is a stable demand for water and sewage infrastructure projects, as well as climate change adaptions and environmental remediation. Emphasis on sustainability across different sectors opens new markets and need for consulting engineering services within new areas.

RISK AND RISK MANAGEMENT

Through its business activities, Multiconsult manages a considerable contract portfolio of engineering, architectural and advisory services that are exposed to a wide variety of risk factors. The group has established a systematic approach to risk management, in particular project risks. Other operational risks are related to Health Safety and Environment (HSE) and are mitigated by contingency plans, continuous training and management focus in the organisation.

PROJECT RISK

The risk of disagreements and legal disputes related to the possible cost of delays and project errors is always present in the engineering consultancy business. Multiconsult has developed internal procedures and competences to reduce risk exposure for legal disputes. In general, Multiconsult, and the Norwegian engineering consultancy industry, have experienced an increase in the number and size of potential legal disputes, which potentially may, in adverse circumstances, have negative financial impact. Multiconsult has insurance policies and routines for following up such cases. When a business segment is represented out of Multiconsult Norge AS it will have customary insurance coverage for project liability up to a certain level and subject to certain conditions. Business segments represented through other subsidiaries have local insurance coverage for project liability up to a certain level and subject to certain conditions.

Insurance coverage for project liability in Multiconsult Norge AS is mainly based on collective policies for engineering consultancies. This insurance takes the form of standard policies for engineering projects, with an excess of NOK 300 thousand per claim and normally with a maximum coverage of up to 150 times the Norwegian national insurance base rate (G) – about NOK 16.7 million, which is the standard limitation of liability in Multiconsult's contracts. Uninsured liability is by agreement normally limited to 60 G about NOK 6.7 million, with exceptions and higher agreed limitations for such liability in some larger projects.

There may however be significant project- and other operational risks where limitations of liability do not apply, that are not covered by the mentioned insurances and/or where the insurance coverage is insufficient to cover the risk. In some projects special provisions regarding liability apply or limitations of liability do not apply. This increases Multiconsult's possible liability and risk. In cases of gross negligence or wilful misconduct limitations on liability as a main rule do not apply, and insurance coverage may be reduced. Furthermore, Multiconsult has entered into multiple project partnerships with joint and several liability or joint and proportional liability that may in under particular circumstances increase risk. In the latter cases Multiconsult's proportional liability is normally based on its share of the turnover in the partnership. The mentioned risks may, in some adverse circumstances, have a significant negative impact on the financial performance of the group. Further details are provided in note 20 to the consolidated group accounts.

CREDIT RISK

Credit risk arises primarily from transactions with customers and from bank deposits. The group's losses on accounts receivable have been modest for a number of years. Trade receivables represent about 19.8 per cent (24.1) of the group's total assets. Multiconsult Norge AS has routines for assessing the creditworthiness of the customer, and the possible need for bank guarantees or other risk-reducing measures. New customers are subject to credit assessment and approval before credit is granted. Responsibility for credit management is centralised, and routines are incorporated in the quality assurance system. Similar routines, as mentioned for Multiconsult Norge AS, for assessing the creditworthiness of the customer are present in other subsidiaries in the group. As approximately half of the group's revenues in 2022 and 2021 relates to public sector, customers credit risk is considered limited.

CURRENCY RISK

Several business units carry out a small number of projects in other currencies than their domestic currency. For the group, the relative importance of these transactions is larger on the revenue side than on the cost side. Where a net currency exposure is present, the group may enter into foreign exchange forward contracts to mitigate the exposure. In addition, for certain projects hedging in form of foreign exchange forward contracts can be entered into to mitigate the currency risk in the project. Currency risk is regarded as modest, with some currency translation risk related to the reporting segment International. Therefore, currency hedging contracts have only rarely been entered. The functional currency of the parent company, and the largest subsidiary Multiconsult Norge AS, is Norwegian kroner (NOK).

INTEREST RATE RISK

The company will secure about, on average, 50 per cent of the expected interest cost at fixed interest rate over time.

LIQUIDITY RISK

The group's business model is mainly based on consultancy fee revenues generated from own employees. Multiconsult continuously monitors its liquidity, and estimates expected liquidity developments with regular short- and long-term forecasting and annual budgets. The group's liquidity risk exposure is limited, but with significant short-term and seasonal variation that requires close monitoring. To mitigate liquidity risk and to ensure appropriate financial flexibility, Multiconsult ASA has an overdraft facility of NOK 320.0 million were Multiconsult ASA is the owner of the cash pool's top account and the debtor of the facility. The cash pool includes certain subsidiaries and most bank accounts for the group. When subsidiaries in the cash pool draw on/deposit in the group cash pool, this is presented as a receivable/liability in Multiconsult ASA's balance sheet.

ACCOUNTING ESTIMATES RISK

Estimates are made for revenue recognition related to hours, costs and progress in projects. The main uncertainty relating to the assessment of contract revenue is associated with the recoverable amount of overruns, change orders, claims and incentives. Although the group has considerable experience in project management and measurement, there is an inherent risk associated with such estimates. All estimates are reviewed on a regular basis. Changes in estimates are recognised in the period in which the change occur.
See note 2B for further information on risks related to accounting estimates and policies.

EMPLOYEES AND EXPERTISE RISK

Multiconsult is a people-based organisation of 3 353 employees where success is closely associated with access to relevant expertise solving complex value adding projects for our clients. Increased turnover among employees, an unusually tight labour market for engineers and architects, and general access to relevant expertise are risk factors. Multiconsult has a strong brand and is repeatedly given high rankings as an attractive workplace among students and professionals. The group is overall well positioned to recruit employees with the relevant expertise.

For more information, see Employees and the organisation in the section Sustainability and Corporate responsibility section in this annual report.

NATURE AND CLIMATE RISK

Climate change and loss of nature provides both risks and opportunities for Multiconsult. The threats and opportunities for climate risk and nature loss is addressed in line with other threats and opportunities, by executive management team informing the board of directors. Transition risk and physical risk is evaluated separately. Physical risk is evaluated to be low, as the group does not own substantial assets vulnerable to acute or chronic physical risk. HSE procedures are in place to handle climate induced weather events and the group and subsidiaries' insurance is considered to cover all climate risks in a sufficient way. The largest transitional risk is linked to market risks and opportunities. The market risk is considered low for both short-, medium- and long-term. Short-, medium- and long-term market opportunities are considered to be substantial, and a key market driver within the group's strategy. As the construction industry is a large contributor to climate emissions and loss of nature, the sector is under the scrutiny of policy makers. For more information, see Reporting according to Task Force on Climate-related Financial Disclosure, TCFD and Task Force on Nature-related Financial Disclosure, TNFD, in the Sustainability and Corporate responsibility section of this report.

MACRO-ECONOMIC DEVELOPMENTS AND GEOPOLITICAL TENSIONS AND WAR IN UKRAINE

The war in Ukraine, increased cost and high inflation continues to impact general economic growth. The direct and indirect potential impact of the ongoing conflict in Ukraine is currently not possible to assess but has so far had limited impact on Multiconsult. The war, geopolitical tension together with increased cost and high inflation may, in adverse circumstances, have a negative impact on the financial performance of the group.

COVID-19 RISK

Covid-19 continues to circulate globally and is still causing some uncertainty for the industry and our markets going forward. In the short-term, this may impact short-term sick-leave, however there are tools, such as vaccines, available and the risk of severe illness are reduced compared to earlier in the pandemic. Multiconsult operated throughout the challenging period 2019 – 2022 without any major disruptions to our business as steps was taken to secure the group operationally, strategically and financially. The group has an IT infrastructure that has enabled the employees to work efficiently from home.

GOING CONCERN

The annual accounts have been prepared on a going concern assumption. The board of directors has confirmed that this assumption can be made on the basis of the group's strategy, outlook and budgets.

MULTICONSULT GROUP NET PROFIT

The annual financial statements for Multiconsult are prepared in accordance with the international financial reporting standards (IFRS).

The group made a profit for the year ended 31 December 2022 of NOK 303.0 million, compared with NOK 234.7 million in 2021. Net profit is allocated to other equity.

SHARE AND SHAREHOLDER MATTERS

The company's shares are listed on Oslo Børs (Oslo Stock Exchange) under the ticker symbol MULTI. Multiconsult aims to generate competitive returns to its shareholders, and the company have paid out annual dividend to its shareholders since the IPO in 2015. As of 31 December 2022, Multiconsult had 3 666 (3 582) shareholders from 39 (43) different countries across the world. Turnover of shares is a measure of traded volumes and were on average 15 397 shares per day compared to 42 075 shares in 2021. At year-end 2022 the 10 largest shareholders accounted for 56.2 per cent (55.8), of the share capital and the 20 largest shareholders accounted for 63.9 (64.4) per cent. Stiftelsen Multiconsult was the largest shareholder, holding 20.9 per cent (21.9) of the shares on 31 December 2022. The share capital of Multiconsult ASA is NOK 13 767 229.50 divided into 27 534 459 shares (27 430 523), each with a nominal value of NOK 0.50. Multiconsult ASA has only one share class, and all shares have equal rights. The articles of association states under § 8 that no shareholder may at general meetings vote for more than 25 per cent of the shares issued by the company. The shares are registered in the Norwegian Central Securities Depository (VPS). Multiconsult ASA's registrar is with DNB Markets. The shares carry the securities number ISIN: NO0010734338. Multiconsult ASA's legal entity form is Public limited liability company (NO: Allmennaksjeselskap) and LEI (Legal Entity Identifier) code of reporting entity is: 5967007LIEEXZXG9GO07.

DIVIDEND

Multiconsult has an ambition to distribute annual dividends of at least 50 per cent of its net profit. When deciding the annual dividend level, the board of directors will take into consideration expected future cash flow, capital expenditure plans, financing requirements and appropriate financial flexibility.

The annual general meeting on 7 April 2022 resolved payment of ordinary dividend related to the 2021 financial year of NOK 164.4 million to be paid to shareholders registered at this date. This equalled NOK 6.00 per share. The dividend was paid on 21 April 2022.

The board of directors proposes a dividend of NOK 9.00 per share to be paid as ordinary dividend related to the 2022 financial year.

PROJECT: **KHOBI-II HYDROPOWER PLANT – GEORGIA**
PHOTO: **RODRIGO SUAREZ**

TOTAL SHAREHOLDER RETURN

Multiconsult's total shareholder return in 2022 was negative 7.1 per cent (positive 26.5). Total shareholder return is the return from the share price in addition to the dividend, which is assumed reinvested on the ex-date. It is calculated from the perspective of an investment in NOK.

SHARE REPURCHASE PROGRAMME

The annual general meeting held on 7 April 2022 resolved to authorise the board of directors to acquire own shares with a maximum aggregate nominal value of NOK 1 371 526.00 equal to 2 743 052 shares. The maximum and the minimum amounts, which may be paid per share, are NOK 350 and NOK 5, respectively. The authorisation is valid until the annual general meeting in 2023, however, no longer than to 30 June 2023.

INSURANCE COVERING BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT TEAM

Multiconsult ASA hold insurances covering the board members', CEO's and executive management team members' potential liabilities towards the company and third parties.

The board and CEO of Multiconsult ASA – Oslo, 15 March 2023

Rikard Appelgren Chair of the board	Tore Sjursen Director	Sverre Hurum Director	Tove Raanes Director
Hanne Rønneberg Director	Torben Wedervang Director	Gunnar Vatnar Director	Karine Gjersø Director

Grethe Bergly
CEO

PROJECT: **Å! AKTIVITETSHUS, ÅFJORD – NORWAY**
PHOTO: **ÅFJORD MUNICIPALITY**

Photo: Bård Gudim

Shreya Nagothu,
Consultant, Renewable
Energy Advisory Services

ANNUAL STATEMENT ON CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

Good corporate governance provides the basis for long-term value creation, to the benefit of shareholders, employees and other stakeholders. The board of directors of Multiconsult has established a set of governance principles in order to ensure a clear division of roles between the board of directors, the executive management and the shareholders.

Multiconsult is subject to annual corporate governance reporting requirements under section 3-3b of the Norwegian Accounting Act and the Norwegian Code of Practice for Corporate Governance, cf. section 7 on the continuing obligations of stock exchange listed companies. The Accounting Act may be found (in Norwegian) at www.lovdata.no. The Norwegian Code of Practice for Corporate Governance, which was last revised on 14 October 2021, may be found at www.nues.no.

The board of directors' annual statement for 2022 follows below. The statement covers each section of the code, and deviations from the code, if any. The statement was approved by the board of directors on 15 March 2023.

DEVIATIONS FROM THE CODE OF PRACTICE

Item 6 – General Meeting

i. The entire board of directors has not usually attended the annual general meeting and did not do so in 2022. Thus far, the items on the agenda of the annual general meeting have not required this. The chair of the board is present to respond to questions and other directors participate on an ad hoc basis.
ii. The general meeting is normally invited to vote for a complete shareholder-elected board. As a result, no opportunity has been provided to vote in advance for individual candidates.

Multiconsult comply with the Oslo Børs Code of Practice for Investor Relations of 1 March 2021

DEVIATIONS FROM OSLO BØRS CODE OF PRACTICE FOR INVESTOR RELATIONS

i. Publication of the half-year report is published some days later than the recommended; "15th day of the second month after the end of the accounting period".

1. IMPLEMENTATION AND REPORTING ON CORPORATE GOVERNANCE

The board of directors is committed to build a sound and trust-based relationship between Multiconsult ASA and the company's shareholders, the capital market participants, and other stakeholders.

The group's overall principles for corporate governance is approved by the board of directors and can be found at www.multiconsult-ir.com/corporate-governance.

The group complies with the Norwegian Code of Practice for Corporate Governance (the code) issued by the Norwegian Corporate Governance Board, latest edition of 14 October 2021.

The board of directors' annual statement on how Multiconsult has implemented the code is set out below. The presentation covers each section of the code, and deviations from the code, if any, are summarised above and specified under the relevant section.

2. BUSINESS

According to the Articles of Association, Multiconsult's business purpose is: "The business activities of the company are to engage in consulting engineering business, property management and other business activities in connection therewith, including participation in other companies".

Within the framework of its articles of association, Multiconsult has established goals and strategies for its business.

Multiconsult's objectives and strategies are presented in the section "This is Multiconsult". Risk and risk management is described in the board of directors' report. The "Corporate social responsibility" section in the board of directors' report covers stakeholder considerations in the company's value creation. The Sustainability and corporate responsibility report is an integrated section in this annual report, and the annual report gives an account of Multiconsult's systematic work in areas important for stakeholders such as employees, business partners and the community. Multiconsult has defined objectives, strategies and risk profiles for the company's business activities such that the company creates value for shareholders in a sustainable manner.

Multiconsult's articles of association are available on the group's website www.multiconsult-ir.com.

3. EQUITY AND DIVIDENDS

EQUITY

As of 31 December 2022, the group had a consolidated equity of NOK 992.5 million (850.1), corresponding to an equity ratio of 33.0 per cent (28.0).

The board of directors considers that the group has a capital structure that is appropriate for its objectives, strategy and risk profile.

DIVIDENDS

Dividend policy: "The dividend policy is to distribute at least 50 per cent of the group's net profit annually. When deciding the annual dividend level, the board of directors will take into consideration the various aspects of the financing strategy, such as expected cash flow, capital expenditure plans, financing requirements and appropriate financial flexibility." For the financial year 2022, the board of directors proposes a dividend of NOK 9.00 per share, compared with NOK 6.00 per share in 2021. Dividend will be paid on or around 24 April 2023 to shareholders registered in the company's shareholders' register as evidenced in a transcript as of 15 April 2023. Acquired shares subject to ordinary settlement in the Norwegian Securities Register (VPS), will carry the right to receive dividends if acquired up to and including 13 April 2023.

BOARD OF DIRECTORS' MANDATES TO INCREASE THE SHARE CAPITAL

At the annual general meeting of the company on 7 April 2022 the board of directors was authorised to increase the share capital of the group by up to NOK 1 371 526. The mandate is restricted to issue shares as a) consideration in connection with acquisitions, b) to finance acquisitions, c) to issue shares in connection with employee share saving scheme and bonus scheme for senior executives or d) in take-over situations. The authorisation is valid until the next ordinary general meeting in 2023, but in no event later than 30 June 2023.

4. EQUAL TREATMENT OF SHAREHOLDERS AND TRANSACTIONS WITH RELATED PARTIES

Multiconsult has only one share class, and all shares have equal rights in the company. The share capital of Multiconsult ASA is NOK 13 767 229.50 divided into 27 534 459 shares, each with a nominal value of NOK 0.50.

On 19 December 2022, Multiconsult ASA issued 103 936 Multiconsult shares, each with a nominal value of NOK 0.50, as partial consideration in connection with the acquisition of all shares in Roar Jørgensen AS. The issuance was made pursuant to the authority granted at the annual general meeting of Multiconsult ASA on 7 April 2022.

An employee share buyback programme for up to 500 000 shares in the market was initiated on 19 September 2022. On 6 December 2022, Multiconsult ASA completed the share buyback programme as the announced duration of the programme was reached. At completion of the programme the accumulated number of shares repurchased in the programme was 230 000 shares. Transactions in the buyback programme have been made in the market at stock exchange prices and is carried out in accordance with the Market Abuse Regulation (EU) No 596/2014 ("MAR") and Commission Delegated Regulation (EU) No 2016/1052 ("Safe Harbour Regulation").

In a subsequent agreement, Multiconsult entered into a share loan agreement with its largest shareholder Stiftelsen Multiconsult. The agreement was entered into 5 December 2022 for a loan of 230 000 Multiconsult shares in connection with the implementation of the 2022 employee share purchase programme. Multiconsult will deliver the full amount of shares back to Stiftelsen Multiconsult no later than six months from the date of agreement. In consideration for the share loan, Multiconsult shall pay to Stiftelsen Multiconsult an amount corresponding to 2.76 per cent interest p.a. based on 230 000 shares at a value of NOK 137.00 per share.

Pursuant to the code, the reasons for waiving the pre-emptive right in connection with a share capital increase must be published in a stock exchange announcement. The board of directors will endeavour to comply with this recommendation if such circumstances should arise.

The board of directors and the executive management are concerned to ensure equal treatment of all the company's shareholders and that transactions with related parties take place on an arm's length basis. Note 23 to the consolidated financial statements provides details about transactions with related parties. Financial relationships related to the directors and executive personnel are described in note 9.

5. SHARES AND NEGOTIABILITY

The company's shares are freely negotiable. The articles of association do not impose any restriction on the negotiability of the shares. There are no restrictions on the purchase or sale of shares by members of the company's management as long as they comply with the rules on insider trading, and subject to shares purchased through employee share purchase programme that needs to be held for a period of 2 years to maintain the discount offered to employees when purchased. Each share carries one vote. However, the company's articles of association set forth that no shareholder, including such shareholder's close associates, may vote for more than 25 per cent of the shares at the general meeting. This restriction can be removed by the general meeting at any time by a 2/3 majority.

6. GENERAL MEETINGS

NOTICE, REGISTRATION AND PARTICIPATION

The board of directors makes provision for as many as possible of its shareholders to exercise their rights by attending the general meeting. The annual general meeting is set for 13 April 2023. The group's financial calendar is published via Oslo Børs and in the investor relations section of the group's website, https://www.multiconsult-ir.com/financial-calendar.

Notice of the general meeting, with sufficiently detailed, comprehensive and specific supporting information is made available on the group's website no later than 21 days prior to the meeting to ensure that all shareholders may form a view on all matters to be considered at the meeting. Shareholders who wish to receive the attachments by mail can register with the company for this purpose. Shareholders must register their intention to attend by the specified deadline. The deadline for registering attendance is set as close to the meeting as possible, and, pursuant to the articles of association; no sooner than two business days before the general meeting.

PROXY FORM, ADVANCE VOTING AND VOTING RESTRICTIONS

General-meeting notices with documentation are made available on the group's website immediately after the documentation has been issued as a stock exchange announcement.

General-meeting notices provide information on the procedures for attendance and voting, including the use of proxies. Shareholders who cannot attend in person are encouraged to appoint a proxy.

A proxy form, where a proxy has been named, is framed in such a way that the shareholder can specify how the proxy should vote on each issue to be considered. The notices have included information on the right to raise issues for consideration at the general meeting, including the relevant deadlines.

Shareholders may cast a written vote in advance in matters to be discussed at the general meetings of the company. Such votes may also be cast through electronic communication.

Shareholders registered in the Norwegian Central Securities Depository (No: Verdipapirsentralen www.euronextvps.no) can vote electronically in advance on each agenda item put forward in the general meeting. The board of directors decides whether such a method exists before each individual general meeting. The notice of the general meeting states whether votes in advance are permitted and which guidelines, if any, that have been issued for such voting.

The company's articles of association sets forth that no shareholder, including such shareholder's close associates, may vote for more than 25 per cent of the shares at the general meeting. This restriction can be removed by the general meeting at any time by a 2/3 majority.

CHAIRING MEETINGS, ELECTIONS, ETC.

General meetings will normally be chaired by chair of the board. The board of directors will however evaluate whether it is appropriate to engage an external chairperson to chair the meeting.

The group's chair of the board and chief executive officer are required to attend, and the board of directors encourages that all directors from the board are present at the general meetings.

The nomination committee is encouraged to attend those meetings where the election and remuneration of directors and members of the nomination committee are to be considered. The board of directors requires that the chair of the nomination committee is present. The group's auditor is present at the annual general meeting.

The general meeting is normally invited to vote for a complete shareholder-elected board. As a result, no opportunity has been provided to vote in advance for individual candidates.

Minutes from general meetings are published as soon as practicable via the stock exchange's reporting system (www.newsweb.oslobors.no, ticker code: MULTI) and in the investor relations section of the group's website.

7. NOMINATION COMMITTEE

The group shall, according to its articles of association, article 6, have a nomination committee consisting of three members. The nomination committee is elected by the general meeting and the members have a period of service for two years unless the general meeting determines otherwise.
In its work, the nomination committee focuses on ensuring that the board of directors functions optimally as a collective body, that the legal requirements for gender representation and the requirements for serving in the audit committee are met, and that the directors complement each other in terms of their background and expertise.
The nomination committee's tasks are set out in the articles of association and include to;

- nominate new directors for the board of directors to the general meeting,
- propose remuneration to the directors at the general meeting,
- propose remuneration to the members of the nomination committee, and
- nominate new members of the nomination committee to the general meeting.

The remuneration of the committee is determined by the general meeting. The general meeting may issue further guidelines for the nomination committee's work.

Pursuant to the code, the composition of the nomination committee must take account of the interests of shareholders in general.

The nomination committee has been composed in accordance with the Code of Practice to safeguard the interests of the shareholder community. The composition meets the code's requirements for independence. None of the members of the nomination committee are members of the board of directors, nor does the nomination committee include the company's CEO or any other members of the executive management team. The nominating committee are mandated to conduct an independent continuous evaluation of the board of directors' performance.

The annual general meeting on 7 April 2022 elected Atle Hauge and Egil Christen Dahl as member of the nomination committee. Following, the nomination committee comprises of Arnor Jensen as chair with Hauge and Dahl as members. All members of the nomination committee are independent of and not members of the board of directors or executive management.

The contact details of the chair of the nomination committee are available on the group's website (https://www.multiconsult-ir.com/committees), and shareholders with proposals for new directors to the board of directors are encouraged to send those to the chair of the nomination committee.

8. BOARD OF DIRECTORS: COMPOSITION AND INDEPENDENCE

The composition of the board of directors is intended to secure the interests of the shareholders in general, while the directors also collectively possess a broad business and management background as well as in-depth sector understanding and expertise in investment, financing and capital markets. Emphasize is also given to the board's ability to make independent judgements of the business in general and of the individual matters presented by the executive management team. Consideration has also been given to gender representation and independence of directors from the company and its executive management.

Pursuant to the articles of association, the board of directors may comprise seven to nine directors. Multiconsult's board of directors consists of eight directors, five shareholder-elected directors including the chair, all elected for a one-year term by the annual general meeting. There are three employee elected board directors. Two of the shareholder-elected and one of the employee-elected directors are women. i.e., 40 per cent women.

The board of directors does not include any personnel from the executive management team. All shareholder elected directors are independent of the group's executive management, main shareholders and important business associates. Details on background, experience and independence of directors are presented on the group's website. The board of directors conducted 11 board meetings during 2022, of which eight were held in person. Of 11 board meetings conducted eight of the meetings was ordinary meetings while three was extraordinary meetings. The attendance rate of the board meetings was 93 per cent.

The company's Articles of Association does not require members of the board to own shares in the company. At the annual general meeting in 2022 the nomination committee proposed to continue resolutions from previous general meetings:

"All board members who are elected by the shareholders shall buy shares in Multiconsult ASA for 20% of the aggregate gross board remuneration within the end of the year. The obligation will apply annually for as long as a board member is re-elected, until the individual board member's shareholding has an aggregate market value equal to the size of one year's board fee. Board members shall thereafter maintain a shareholding of this size for as long as they remain members of the Board. After a board member resigns, the obligations under this resolution shall cease to apply."

The number of shares in Multiconsult ASA held by each director can be found in the biography of each director on the group website (www.multiconsult-ir.com) and in the "Report regarding salary and other remuneration for leading persons" for approval to the scheduled annual general meeting on the 13 April 2023.

PARTICIPATION IN BOARD AND COMMITTEE MEETINGS IN 2022

Participation in meetings	Board of directors	Audit committee	Remuneration committee
Rikard Appelgren	10	3	
Tove Raanes	11	6	
Hanne Rønneberg	10		5
Sverre Hurum	11		4
Tore Sjursen[1]	10	3	
Karine Gjersø	9		5
Torben Wedervang	11	3	
Gunnar Vatnar	10	3	
Bård Mikkelsen[2]	3		1

[1] Deputy director up to 7 April 2022, director from 7 April 2022
[2] Resigned 7 April 2022

9. THE WORK OF THE BOARD OF DIRECTORS

The board of directors has responsibility for the overall administration of the company, organising it in accordance with the Norwegian Public Companies Act (NO: allmennaksjeloven) and for supervising the chief executive officer and the company's activities.

The board of directors of the company is committed to maintaining and adopting good corporate governance practices. The board of directors has approved a framework of policies which apply across Multiconsult ASA and its subsidiaries. These policies seek to regulate decision making by ensuring that decisions within the group receive sufficient scrutiny by means of robust processes and that decisions are taken at the appropriate level. The policies are reviewed at least annually and whenever there is a change of circumstances.

The board of directors establishes annual plans for its work, with particular emphasis on business objectives, strategic direction and implementation, budget and risk management. The board of directors has established instructions for its own work as well as for the executive management with particular emphasis on clear allocation of responsibilities and duties.

The board of directors is responsible for Multiconsult annual strategic planning, and determination of objectives, strategies, and risk profile for the group in order to create value for shareholders in a sustainable manner. The strategies determined by the board of directors incorporate sustainability items, including environment, social and governance aspects, considering stakeholder considerations. A framework of operational processes and procedures is in place to support the implementation of the strategies which the board of directors has established.

The principal tasks of the board of directors include to determine the group's strategy and guidelines and to monitor how these are implemented. The work comprises appointing the group's chief executive officer and to monitor control functions necessary to ensure acceptable management of the company's assets. Instructions describing the procedure for the board of directors work and its consideration of matters, have been adopted and approved last by the board of directors in March 2022. The chief executive officer is responsible for the group's executive management. Responsibility for ensuring that the board of directors conducts its work in an efficient and correct manner rests with the chair of the board.

The board of directors establishes an annual plan for its work and meetings. and evaluates its own performance and expertise normally once a year and reports its evaluations to the nomination committee. The annual plan specifies topics for board meetings, including reviewing and following up the company's objectives and strategy, budgets, reporting of financial information, the notice for the general meeting with associated documentation, and the board's meeting with the auditor.

In the event that a director is, or has been, personally involved in matters to be considered to have a prominent personal or financial special interest to the director, the director must not participate in the processing or decision of questions that are of such special importance to him or her or to someone close to them. A director must also not participate in a case concerning a loan or other credit to himself or herself about the provision of security for his or her own debt. In the event that the chair of the board is, or has been, personally involved in matters of material character, the board of directors' consideration of such matters will be chaired by another member of the board.

AUDIT COMMITTEE

The board of directors has elected an audit committee amongst the members of the board. The audit committee comprises of three members. The committee currently comprises of Tove Raanes as the chair of the commitee, Tore Sjursen and Gunnar Vatnar as members. The shareholder-elected directors, Tove Raanes and Tore Sjursen, are independent of the company's management, main shareholder(s) and material business contacts. The same is valid for the employee-elected director Gunnar Vatnar, other than his employment contract.

Pursuant to section 6-43 of the Norwegian Public Limited Liability Companies Act, the audit committee shall;

- prepare the board of directors' supervision of the group's financial reporting process,
- monitor the systems for internal control and risk management,
- have continuous contact with the group's auditor regarding the audit of the annual accounts,
- review and monitor the independence of the group's auditor, including in particular the extent to which services other than auditing provided by the auditor or the audit firm represent a threat to the independence of the auditor,
- be responsible for preparing the group's election of auditor.

The board of directors has adopted separate instructions for the audit committee setting out further details on the duties and procedures of the committee.

REMUNERATION COMMITTEE

The remuneration committee consists of three directors from the board of directors, Hanne Rønneberg as chair of the commitee, Sverre Hurum and Karine Gjersø as members. The shareholder-elected directors, Hanne Rønneberg and Sverre Hurum, are independent of the company's management, main shareholder(s) and material business contacts. The same is valid for the employee-elected director Karine Gjersø, other than her employment contract.

The remuneration committee is an advisory committee to the board of directors. The committee prepares, and recommend matters regarding the remuneration of, and matters pertaining to the group's executive management for the board of directors to consider and decide. The recommendations of the remuneration committee cover all aspects of remuneration to executive management team, including but not limited to salaries, allowances, bonuses, long-term equity incentive plans and benefits-in-kind.

The board of directors has adopted separate instructions for the remuneration committee setting out further details on the duties, composition and procedures of the committee. The remuneration committee manages the remuneration package for the CEO and other members of the executive management team. The mandate for the remuneration committee consists of i) to discuss and give its recommendation to the board of directors for the CEO's remuneration and ii) to discuss remuneration for the remainder of the executive management team following a recommendation from the CEO. The mandate also includes succession planning and incentive program for all employees.

10. RISK MANAGEMENT AND INTERNAL CONTROL RISK MANAGEMENT

RISK MANAGEMENT

The group has processes and routines for risk management. Risks and opportunities are identified and controlled proactively in order to protect and add value to Multiconsult ASA and its stakeholders in a sustainable manner to secure the group's long-term earnings growth and ensure that objectives through the various subsidiaries and business activities are achieved. The board of directors has defined risk management as the identification, evaluation, management, mitigation, review and escalation of risks and opportunities. Risk can manifest in different forms such as QHSE, financial, legal/compliance, people, reputational, operational, climate and strategic risk.

The board of directors holds the overall responsibility for the administration of the company and are ultimately responsible for risk management. Risk management processes are established to cover all material subsidiaries and material processes in the group. Multiconsult's goals and targets expressed in business plans, strategies and policies, provide a foundation for the risk management throughout in the group. Principal is that managers on different level is responsible for the risk management activities in his/her respective areas. Effectiveness of risk management is on the agenda in each subsidiary's management meeting, as an integral part of the discussions of how each subsidiary is able to work proactive to reach its objectives.

Risk management is based on a wide risk analysis and assessments are reviewed and discussed with the executive management team for the group and thereafter presented to the board of directors at least on an annual basis. Input to the discussion is a risk register where the most significant risks are listed, including disputes with clients over delays or errors, loss of key projects etc. Risk level is determined based on an analysis of the probability that these will occur and the potential impact on the group goals. At the same time, the effectiveness of existing controls and risk mitigation measures are assessed. Risk management processes are established to identify, evaluate and handle risk in a systematic manner for the group's activities, with particular focus on projects and other operational risks in addition to financial risks.

Financial risk is managed to support the group's financial targets and is described under the section "Financial risk and risk management" in the board of directors' report in this annual report.

CONTROL ENVIRONMENT

The internal control is based on the overall control environment established by the board of directors and executive management. Key components are the organisational culture and values, its structure, the management philosophy, responsibilities, and powers that are clearly defined and communicated to all levels in the organisation.

The board of directors has formulated explicit decision-making processes and instructions for its own work, the remuneration committee, audit committee and CEO, in order to facilitate effective management of operational risks.

The group has policies for key areas like procurement, information security, data privacy, human relation (HR), investor relations (IR), quality, compliance, and environment. These policies set objectives and principles and forms part of the foundation for good internal control. Key policies like the authority policy is on a minimum reviewed yearly by the board of directors.

The group decision making process and authorisation policy regulates the allocation of powers at every level, from the individual employee to the board of directors. The areas covered include bids, investments, financial instruments, rental and lease agreements, and expenditures.

Reports on risk management and internal control within the group are discussed by the board of directors, the audit committee and the executive management team. Through the audit committee, the board of directors adopts and monitors policies and procedures of financial reporting and risk management reporting. Internal controls are subject to a risk-based internal audit, as well as review by the group's external auditor. The results of these reviews are reported to the audit committee in connection with the board of directors' annual review.

FINANCIAL REPORTING

The group has processes and routines for internal control of financial reporting. The main principles are transparency, segregation of duties, analytical controls, and systematic and thorough management reviews. The periodic review consists of timely recognition of revenues, evaluation of possible provisions and other project reviews of both financial and operational targets. Analysis of the financial position is performed and documented.

Management prepares periodic reports on business and operational developments to the board of directors, which are discussed in board meetings. These reports are based on the results of the review process and include status of key performance indicators, update of market developments, operational issues, financial results, and highlights of organisational issues.

The financial position and results are followed up in monthly financial reports and compared to prior year, budgets and forecasts. These reports includes analysis of financial results and non-financial key performance indicators related to each segment.

The interim reports and annual financial statements, including strategic and operational risks, are reviewed by the audit committee in advance of consideration and discussion in the board of directors. Financial risk management and internal control are also addressed by the board's audit committee. This includes a review of the external auditor's findings and assessments after the annual financial audits, as well as relevant views from the auditor related to interim periods. Significant issues in the auditor's report, if any, are also reviewed by the board of directors.

ETHICS AND CORPORATE RESPONSIBILITY

Multiconsult takes a proactive stance towards corporate social responsibility in a wide range of areas in its dealings with its customers, employees and partners. Multiconsult work continuously with ethics, anti-corruption and corporate responsibility, which are integral parts of the basis for decisions. Multiconsult must comply with a number of guidelines and reporting procedures as part of its corporate responsibilities. The main documents have been approved by the board of directors, which also sets the overall goals for the areas covered. For more information, see Sustainability policies and certificates in the section Sustainability and corporate responsibility.

SUSTAINABILITY AND CORPORATE RESPONSIBILITY REPORT

Sustainability is incorporated into Multiconsult's business through the group's vision "Bridging the past and the future", and the sustainability report is an integrated part of this annual report. In Multiconsult, the goal of delivering on sustainability and corporate responsibility is made possible through three approaches: Through the group's own business, its operations, and through its corporate responsibility. The reporting on the group's Environmental, Social and Governance (ESG) performance is sectioned using these three approaches.

The greatest impact Multiconsult has on the society can be measured through the assignments. Multiconsult's vision, "…to promote for sustainability in all assignments where we are given the opportunity to leave our mark", is operationalised through the assignments in the subsidiaries in different ways, under the group Environmental Policy.

In addition, a significant change in the global environment is likely to influence Multiconsult, and even if it is hard to anticipate the direct impact to the company, the topic is addressed in this section.

The status of the work by the group involving corporate responsibility and the work regarding sustainability in Multiconsult is included in the section Sustainability and corporate responsibility.

11. REMUNERATION OF THE BOARD OF DIRECTORS

Directors' fees are determined by the annual general meeting based on recommendations from the nomination committee. These recommendations have been based on the board of directors' responsibility, expertise and the complexity of the business. The company's remuneration policy adopted at the annual general meeting 7 April 2022 provides the framework for the remuneration of the board of directors. In the policy a director in the board of directors is referred to as a board member.

The directors have a fixed remuneration for their duties. If directors participate in the remuneration committee or audit committee, additional fixed remuneration is received. All remuneration in 2022 to the board of directors has been in line with the resolution from the annual general meeting 7 April 2022. All shareholder elected directors hold shares that have a market value equivalent to the remuneration for one year or have acquired shares corresponding to 20 per cent of remuneration received for being a director.

None of the directors have undertaken any special assignments for the group other than their work on the board of directors. Directors are unable to accept such assignments without approval from the board of directors in each case. The remuneration policy sets out principles of the directors remuneration. The implementation of the remuneration policy is described in a separate remuneration report which is prepared in accordance with the Norwegian Public Companies Act (NO: allmennaksjeloven), section 6-16b. The remuneration policy and remuneration report are available at www.multiconsult-ir.com.

12. REMUNERATION OF EXECUTIVE PERSONNEL

The board of directors in Multiconsult ASA is responsible to ensure that the remuneration of the executive management team is in line with the remuneration policy. The board of directors has a remuneration committee.

Pursuant to the Norwegian Public Companies Act (NO: allmennaksjeloven), section 6-16a, the annual general meeting 7 April 2022 approved a remuneration policy setting out guidelines for remuneration of executive management team. The remuneration policy specifies the main principles for the group's executive management compensation and is further designed to align the interests of shareholders and group executive management as far as possible. The policy supports the business needs by enabling an appropriate total remuneration package that has a clear link to the business strategy and aligns with shareholder interests. The implementation of the policy is described in a separate remuneration report which is prepared in accordance with the Norwegian Public Companies Act (NO: allmennaksjeloven), section 6-16b. The remuneration policy and report are available at www.multiconsult-ir.com.

CHANGES TO THE EXECUTIVE MANAGEMENT AND BOARD OF DIRECTORS

The general meeting of Multiconsult ASA on 7 April 2022 elected Rikard Appelgren as chair of the board of directors. Hanne Rønneberg, Tove Raanes and Sverre Hurum were re-elected as directors. Tore Sjursen was elected as a new board member (former deputy member). All of the above were elected for a term of one year.

The following changes have taken place in the executive management team during 2022:

On 28 February, EVP Sales, Lars Opsahl resigned and Thor Ørjan Holt was appointed EVP Sales 1 March.

Hans-Jørgen Wibstad resigned as CFO as of 6 May. Unni Kristiansen was appointed acting CFO in the period from 6 May to 1 September. Ove B. Haupberg was appointed as Chief Financial Officer (CFO) as of 1 September.

On 30 June, EVP Energy, Hilde Gillebo resigned.

13. INFORMATION AND COMMUNICATION

The board of directors has established guidelines and Investor Relations policy for investor communication. Multiconsult's communication with the capital markets is based on the principles of openness and equal treatment of all shareholders.

Multiconsult provide the public with accurate and timely information, to form a good basis for making decisions related to valuation and trade of the Multiconsult share. Information to the stock market is published in the form of annual and interim reports, stock exchange announcements and investor presentations. Such information will be distributed and published in English via Oslo Børs disclosure system, www.newsweb.oslobors.no , and via the group's website.

Multiconsult holds public presentations in connection with the announcement of quarterly and preliminary annual financial results. Sustainability reporting is made annually and as part of the annual report. The presentations are available as live webcasts and can be found on the group's website subsequent the event. Presentations made for investors in connection with the quarterly reports will be made public together with the reports. Important events affecting Multiconsult will be reported immediately.

The CEO, CFO and Investor Relations Officer is responsible for the main dialogue with the investor community, hereunder the company's shareholders.

Multiconsult puts emphasis on maintaining an open and ongoing dialogue with the investor community, including frequent meetings with investors, fund managers, analysts and journalists. The company may also be present at relevant investor conferences and seminars.

The investor relation policy states that the company should have limited contact with the investor community and the business press for a period of three weeks prior to the publication of financial reports that Multiconsult is scheduled to publish.

Reporting of financial and other information shall be timely and accurate. The main purpose of this information presents a comprehensive picture of the group's financial results and position, as well as communicating the group's goals and objectives, including its strategy, value and market drivers and important risk factors.

The group publishes a financial calendar every year with an overview of the dates of important events, including the general meeting, publication of interim reports and capital markets day. This calendar is made available as a stock exchange announcement and on the group's website as soon as it has been approved by the board of directors.

Multiconsult comply with the Oslo Børs Code of Practice for IR of 1 March 2021: except publication of the half-year report is published some days later than the recommended; 15th day of the second month after the end of the accounting period. See financial calendar for deviation to this.

14. TAKEOVERS

The board of directors has established guiding principles for responding to possible takeover bids.

In the event of a take-over bid being made for the company, the board of directors will follow the overriding principle of equality of treatment for all shareholders, and will seek to ensure that the group's business activities are not disrupted unnecessarily. The board of directors will strive to ensure that shareholders are given sufficient information and time to form a view of the offer.

The board of directors will not seek to prevent any takeover bid unless it believes that the interests of the group and the shareholders justify such actions. The board of directors will not exercise mandates or pass any resolutions with the intention of obstructing any take-over bid unless this is approved by the general meeting following the announcement of the bid.

If a take-over bid is made, the board of directors will issue a statement in accordance with statutory requirements and the recommendations in the code.

In the event of a take-over bid, the board of directors will obtain a valuation from an independent expert.

Any transaction that is in effect a significant disposal of the group's activities will be submitted to the general meeting for its approval.

15. AUDITOR

The external auditor, Deloitte, annually presents its overall plan for the audit of the group for the audit committee's consideration.

The external auditor's involvement with the board of directors during 2022 related to the following:

- Presented the main features of the audit work.
- Attended board meetings approving the financial statements, reviewing possible significant changes in accounting principles, assessing significant accounting estimates, and considering all possible disagreements between the external auditor and executive management.
- Conducted a review of the group's most central internal control procedures and systems, including the identification of weaknesses and proposals for improvements.
- Held a meeting with the board of directors without the presence from the executive management team.
- Confirmed its independence, and provided an overview of non-audit services provided to the group.

During 2022, the external auditor attended six meetings with the audit committee.

Pursuant to the code, the board of directors has established guidelines for the group's management use of the external auditor for non-audit services.

The group's auditor is elected by the annual general meeting. The board of directors reports to the annual general meeting on the external auditor's total fees, split between audit and non-audit services. The annual general meeting approves the auditor's fees for the holding company.

The board and CEO of Multiconsult ASA – Oslo, 15 March 2023

Rikard Appelgren Chair of the board	Tore Sjursen Director	Sverre Hurum Director	Tove Raanes Director
Hanne Rønneberg Director	Torben Wedervang Director	Gunnar Vatnar Director	Karine Gjersø Director

Grethe Bergly
CEO

PROJECT: **VÄXJÖ HOSPITAL, VÄXJÖ – SWEDEN**
ILLUSTRATION: **LINK ARKITEKTUR**

Photo: Bård Gudim

Ola Dalen,
Project Director

SUSTAINABILITY AND CORPORATE RESPONSIBILITY

PROJECT: **OKSENØYA TREKLANG, BÆRUM – NORWAY**
PHOTO: **HUNDVEN-CLEMENTS PHOTOGRAPHY**

SUSTAINABILITY AND CORPORATE RESPONSTIBILITY

Sustainability is incorporated into Multiconsult's business through the group's vision "Bridging the past and the future". The group's commitment to sustainability is further reflected in the statement "It's by understanding the past, we can make progress, and we will promote sustainable development wherever we are given the opportunity to leave our mark."

Overview
Multiconsult group ("Multiconsult" or "the group") comprises Multiconsult ASA ("parent company" or "company") and all subsidiaries and associated companies. The following entities are included in this section; Multiconsult Norge AS, Multiconsult Polska Sp. z o.o., Multiconsult Asia Pte Ltd, Multiconsult UK Ltd, Iterio AB, LINK Arkitektur AS, LINK Arkitektur AB, LINK Arkitektur A/S. Roar Jørgensen AS is excluded as this acquisition was completed 14 December 2022.

In 2022, Multiconsult adopted a new group strategy, and here the focus on sustainability has been further reinforced. One of the five priority areas of the strategy is to be a preferred partner in the green shift, by exploiting market opportunities unleashed by society's transition towards sustainable energy solutions. This means being a good advisor for clients by both helping and at the same time challenging them to make the right sustainable choices.

In Multiconsult, the goal of delivering on sustainability and corporate responsibility is made possible through three approaches: through the group's business, its own operations, and through its corporate responsibility. The reporting on the group's Environmental, Social and Governance (ESG) performance is sectioned using these three approaches.

The board of directors has had one meeting with external auditor in 2022 in which the requirements for reporting where discussed. The directors plan to attend a course in 2023 to ensure adequate individual and collective competence related to ESG and ESG reporting.

SUSTAINABILITY POLICIES AND CERTIFICATES

Multiconsult has the following group policies and statements[1] covering different ESG topics:

- Environmental Policy
- Global Mobility Policy
- People Policy
- Privacy and Data Protection in Multiconsult
- Health & Safety Policy
- Slavery, Child Labour and Human Trafficking Statement
- Code of conduct
- Whistle-blower Policy
- Procurement Policy
- Policy for Corporate Social Responsibility

The operational activities in Multiconsult are organised through subsidiaries that are operating in different markets and targeting different business areas. Some subsidiaries adopt supplementing policies and guidelines covering ESG topics. The listed policies and statements are valid for the financial year 2022. Throughout 2022 the executive management team has developed a new Sustainability Policy. The process of finalising the policy has continued throughout the year and the aim is to approve the new policy during the first half of 2023.

Sustainability certificates held by Multiconsult subsidiaries
Multiconsult is certified in accordance with several national and international recognised certificate for environmental performance:

Subsidiary	Certificates
Multiconsult Norge AS	ECO-Lighthouse Head office-model
LINK Arkitektur AS	ECO-Lighthouse Head office-model
LINK Arkitektur AB	ISO 14001
Multiconsult Polska Sp. z o. o.	ISO 14001, ISO 45001:2018
Multiconsult UK Ltd.	ECO-Lighthouse Head office-model

[1] The policies and statements are available on Multiconsult's website https://www.multiconsultgroup.com

REPORTING STANDARD

Multiconsult reports according to the Global Reporting Initiative (GRI) standards: Core option. By applying the GRI standards to the reporting, information is made available to all stakeholders in a transparent way, and consistent over time. A GRI Index is available as appendix in this annual report. The sustainability report should be read in conjunction with the GRI Index, to get an overview of the full extent of the reporting on the subject. The GRI reporting for 2022 is externally assured by Deloitte.

For the 2022 annual report, Multiconsult continued to use the recommendations from the Taskforce on Climate related Financial Disclosure (TCFD) and on the Taxonomy. In 2022 Multiconsult also applied the recommendations from the Taskforce on Nature related Financial Disclosure (TNFD).

MATERIALITY ASSESSMENT AND PRIORITIES

In accordance with the GRI Standards, a materiality assessment was conducted in 2021 to identify the issues of sustainability, economic, environmental and social conditions that are the most important, from the viewpoint of both the company and the main stakeholders. The assessment provided the foundation for the group to decide which areas to prioritise, mainly concerning areas where Multiconsult could reduce its footprint and make the greatest positive impact. Based on the results of the materiality assessment the following key material topics for Multiconsult were defined:

ENVIRON-MENTAL	• Environmental and climate impacts on assignments • Circular economy (incl. impact on materials) • Environmental and climate impact of own operations
SOCIAL	• Employee development (and welfare) • Equality and diversity • Research and development • Health and safety • Human rights • Social sustainability and local communities
GOVERNANCE	• Influence on business partners • Influence on policy makers and regulations

For 2022, Multiconsult has reported in accordance with the materiality assessment conducted in 2021. The material topics undergo an annual revision and discussion by the executive management team. Based on where Multiconsult is able to collect reliable and accurate figures and data for reporting purposes, the executive management team has prioritised to report most extensively on the following key topics (however all topics will be mentioned): Environmental and climate impact of own operations; employee development and welfare; equality and diversity; health and safety; influence on policy makers and regulations.

These topics will be reported under the following GRI standards: GRI 2: General Disclosures, GRI 201: Economic Performance, GRI 205: Anti-corruption, GRI 206: Anti-competitive behavior, GRI 3: Material topics, GRI 305: Emissions, GRI 401: Employment, GRI 403: Occupational Health and Safety, GRI 304 Biodiversity; GRI 404: Training and Education, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination, GRI 414: Supplier Social Assessment (this will apply only to the Norwegian subsidiaries Multiconsult Norge AS and LINK Arkitektur AS - The Transparency Act (NOR: Åpenhetsloven)), GRI 415: Public policy.

ENVIRONMENT

Multiconsult is committed to contribute to the UN Sustainable Development Goals and is well position to be a part of the sustainable solutions to the climate and environmental challenges, particularly within the construction industry. With its highly skilled and experienced workforce Multiconsult can contribute by proposing sustainable alternatives to clients, reducing the environmental footprint from the group's own operations, actively improving business standards, and by influencing authorities and policy makers to adopt regulation in line with the UN Sustainable Development Goals and the 1.5-degree target of the Paris Climate Agreement.
The following section describes the environmental work Multiconsult, and its subsidiaries carries out through the business and own operations.

ENVIRONMENT – BUSINESS

The greatest impact Multiconsult has on the society can be measured through the assignments. Multiconsult's vision, "...to promote for sustainability in all assignments where we are given the opportunity to leave our mark", is operationalised through the assignments in the subsidiaries in different ways, under the group Environmental Policy.

The following table provides an overview of the key goals for Multiconsult for 2022, the outcome and performance. In addition, new goals and ambitions set for 2023 and the years to come are outlined.

Entity	Goals for 2022	Outcome	Comments	Future goals
Multiconsult ASA	Establish a baseline for operations that are classified as green using the EU Taxonomy. Aim to be in top tier among its peers and set new targets annually.	Ongoing	Compared to competing technical consultancy services' reporting on revenue as specified in EU draft of December 2022 (Annex 1).	Be top tier among competitors in terms of green revenue. Increase the proportion of green revenue annually.
Multiconsult Norge AS	Clarify and challenge the client's environmental goals in all assignments. Assess objectives for reporting in 2022.	Partially achieved	Made part of the quality plan, closing checklist and customer evaluation.	Clarify and challenge the client's climate and environmental goals in all assignments. Define measurement criteria, for example in sales, at start-up, during, and at closure.
	Develop sustainability targets for all business areas in 2022, with the main focus in the following areas: Reuse/resource utilisation, greenhouse gas emissions, climate adaptation and preservation of natural diversity.	Achieved	Part of all business areas' strategies.	Increase added sustainability value to assignments by implementing "Sustainability in our products" for all business areas. The aim is to decide on concrete measures within skills development, methodology and/or specific sustainability products.
LINK Arkitektur AS, LINK Arkitektur AB, LINK Arkitektur A/S	Focus on circular economy architecture, climate-smart architecture and biodiversity in all projects.	Partially achieved	Focus is achieved but not quantitatively measured. The goal will be measured under the group goal on the taxonomy. LINK Arkitektur AB: As part of sustainability management system (ISO 14001) obligated to bring up suggested solutions to the three focus areas in all our projects.	Follow up on number of projects that implements the suggested solutions regarding the three focus areas.
	Implementing the digital tool LINK Compass (trademark).	Partially achieved	Capable of providing sustainability advice with the use of LINK compass and training of selected employees.	Implementing LINK Compass in all eligible projects. Projects will be suggested driven strategically with LINK Compass to obtain the best balance between sustainability and economy. All employees will be offered at least level one-training in Link Compass/ sustainability, to be able to advice clients.
Iterio AB	In each assignment sustainability must be on the agenda. Dare to question traditional materials and working methods.	Partially achieved	Focus is achieved but not quantitatively measured. Iterio AB has sustainability as part of the mandatory project plan.	New goals will be establish spring 2023 as part of new strategy process.
Multiconsult Polska Sp. z o.o	Identification and implementation of reporting requirements in line with the EU taxonomy.	Ongoing	Process will continue.	Implementing guidelines and methods to make both the organisation and the projects are environmentally sustainable.

TAXONOMY IN MULTICONSULT

The law implementing the EU Taxonomy Regulation in Norway, Law on sustainable finance (LOV-2021-12-22-161)[2], entered into force 1 January 2023. Hence, reporting on operating revenues, investments/capex and operating expenses is required for the financial year 2023 according to the Commission Delegated Regulation (EU) 2021/2178[3].

Multiconsult has chosen to voluntarily report on taxonomy eligibility also for the financial year 2022. This reporting is in accordance with clarification from EU related to "technical consultancy services" where the company's activity *Professional services related to energy performance of buildings* contributes to the "climate change mitigation" environmental objective, while the *Engineering activities and related technical consultancy dedicated to adaptation to climate change contribute* to the "climate change adaptation" environmental objective.

Taxonomy eligibility indicates that an activity has the potential to be considered environmentally sustainable, aligned with EU Taxonomy criteria, given further evaluation. In addition, Multiconsult has on a voluntary basis, examined the project portfolio and identified the involvement in eligible activities that the clients will be reporting on. This is in line with the reporting for the financial year 2021.

METHODOLOGY

Article 1(5) of the Disclosures Delegated Act defines an eligible economic activity as an activity that is described in the delegated acts adopted pursuant the Taxonomy Regulation. For Multiconsult this means that if revenue is generated from an activity that can be tested under the Taxonomy, then the activity is eligible for the purpose of reporting. Multiconsult activities are connected to assignments. New insight in 2022 dictates that Multiconsult, as a supplier of technical consultancy services, shall report only on activities described in chapter 9 of Annexes 1 and 2 (or 8.2 of Annex 2) in the Climate Change Delegated Acts. It has thereby been assumed that if an assignment can be connected to an activity described in the relevant chapters of the Climate Change Delegated Acts, then the activities connected to the assignment are eligible. The 2022 operating revenues and expenses related to these activities, have been identified for Multiconsult Norge AS only and affects a small part of the assignment portfolio.

In addition, a more comprehensive and voluntary overview over the portfolio gives insight into what degree Multiconsult is involved in taxonomy eligible activities mentioned in all annex chapters. Hence, an overview of assignments that can be linked to an activity described in all relevant chapters of the Climate Change Delegated Acts (annex 1 and 2) is presented as operating revenues.

ASSESSMENT ON REPORTING REQUIREMENTS

Turnover – Operating revenues[6]

To assess the eligibility of the group activities, data has been collected from the ERP system, where, for some assignments, project name, client, business area etc. give sufficient information. In particular the ERP system has been used to identify consultancy dedicated to adaption to climate change. Operating revenues related to activities described in chapter 9 of Annexes 1 and 2 in the Climate Change Delegated Acts have been assessed by line managers responsible for the relevant services. Moreover, the focus is on chapter 9.3 in annex 1 (Professional services related to energy performance of buildings), and chapter 9.1 in annex 2 (Engineering activities and related technical consultancy dedicated to adaptation to climate change), as they are considered to be most relevant for Multiconsult. Other subchapters under chapter 9 in annex 1 and annex 2 and chapter 8.2 in annex 2 have not been evaluated.

Only assignments in the subsidiary Multiconsult Norge AS have been evaluated. Eligibility and alignment assessments will in the future be further developed to include all activities relevant for taxonomy reporting and all subsidiaries. Two of six environmental objectives in the EU Taxonomy are currently established, the remaining four are under development. The availed drafts indicate a minor relevance for the Multiconsult NACE code M71.

Capital expenditures — CapEx

Eligible CapEx has been defined as the capital expenditures related to assets or processes that are associated with taxonomy-eligible economic activities. None of the capital expenditures in 2022 have been evaluated as eligible.

Operating expenses — OpEx

Eligible OpEx has been defined as the operating expenses related to assets or processes that are associated with taxonomy-eligible economic activities as defined above. Based on this definition, wages and overhead of employees working on eligible assignments can be considered as eligible. These figures are calculated for Multiconsult Norge AS, using data from the ERP system.

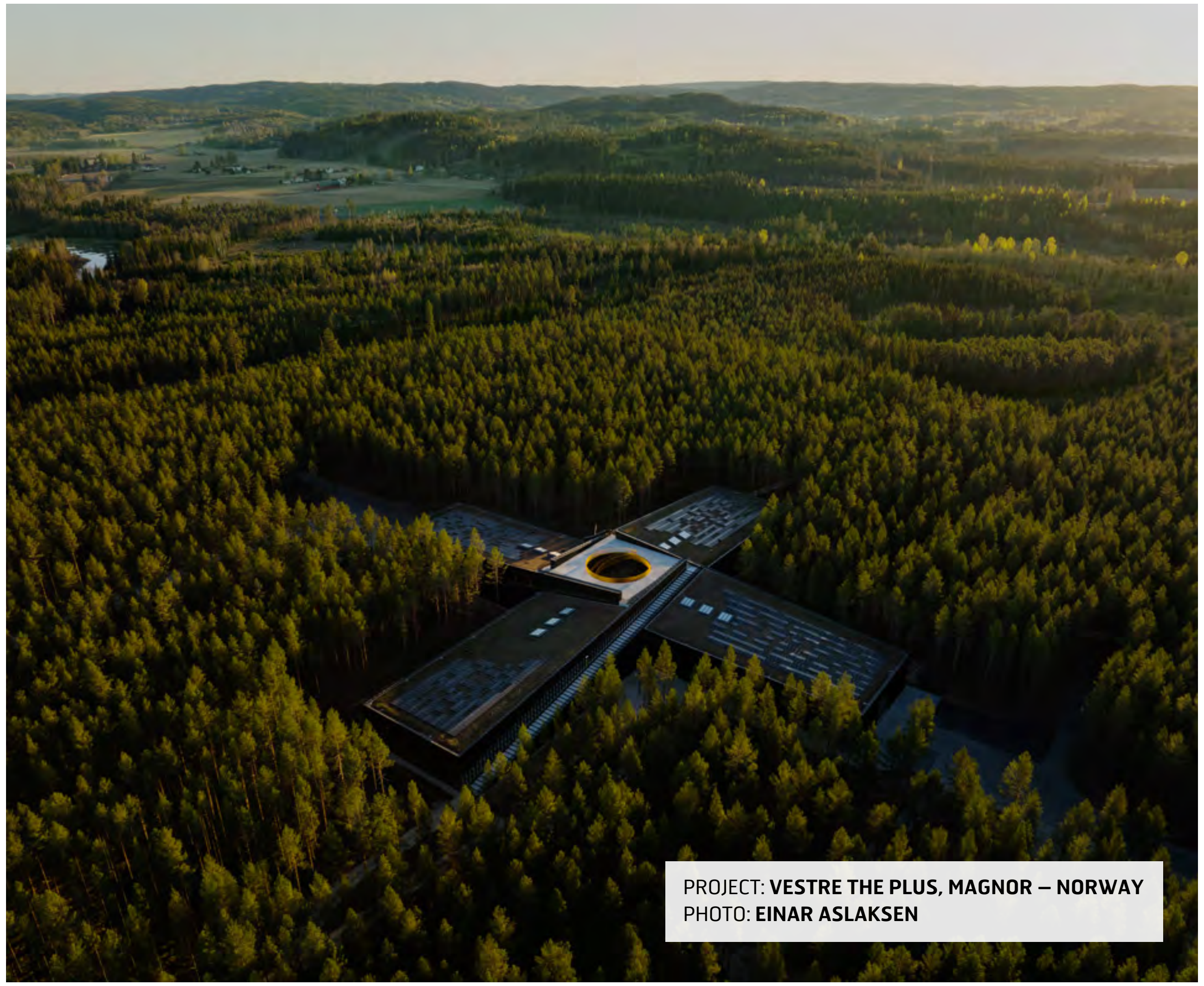
[2] https://lovdata.no/dokument/NL/lov/2021-12-22-161?q=Lov%20om%20b%C3%A6rekraftig%20finans
[3] https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32021R2178&from=EN
[4] https://ec.europa.eu/finance/docs/law/221219-draft-commission-notice-eu-taxonomy-climate.pdf
[5] https://ec.europa.eu/finance/docs/law/221219-draft-commission-notice-eu-taxonomy-climate.pdf
[6] Multiconsult does not refer to turnover but uses the terminology "operating revenues".

TAXONOMY - OPERATING REVENUES, MULTICONSULT NORGE AS

BUSINESS AREA	ECONOMIC ACTIVITIES	OPERATING REVENUES	PROPORTION OF OPERATING REVENUES
A. TAXONOMY-ELIGIBLE ACTIVITIES		NOK million	%
Taxonomy-Eligible activities (not evaluated for taxonomy-alignment)		**2022**	**2022**
01 Buildings & Properties	9.3 (Annex 1)	31.4	1%
02 Energy & Industry		-	0%
03 Mobility & Transportation		-	0%
04 Water & Environment	9.1 (Annex 2)	13.2	0%
Operating revenues of taxonomy-eligible activities (A.2)		44.5	1%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES			
01 Buildings & Properties		1 327.6	35%
02 Energy & Industry		893.9	23%
03 Mobility & Transportation		1 127.7	29%
04 Water & Environment		440.9	11%
Operating revenues of taxonomy-non-eligible activities		3 790.1	99%
C. NOT EVALUATED			
OpEx of non-evaluated projects		-	0%
Non-evaluated operating revenues		-	0%
Total (A+B+C)		3 834.7	**100%**

TAXONOMY - OPERATING EXPENSES, MULTICONSULT NORGE AS

BUSINESS AREA	ECONOMIC ACTIVITIES	OPERATING EXPENSES	PROPORTION OF OPERATING EXPENSES
A. TAXONOMY-ELIGIBLE ACTIVITIES		NOK million	%
Taxonomy - eligible activities (not evaluated for taxonomy-alignment)		**2022**	**2022**
01 Buildings & Properties	9.3 (Annex 1)	25.8	1%
02 Energy & Industry		-	0%
03 Mobility &Transportation		-	0%
04 Water & Environment	9.1 (Annex 2)	10.0	0%
OpEx of taxonomy-eligible activities (A.2)		35.8	1%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES			
01 Buildings & Properties		1 165.7	36%
02 Energy & Industry		727.8	23%
03 Mobility & Transportation		912.3	29%
04 Water & Environment		356.0	11%
OpEx of taxonomy-non-eligible activities		3 161.8	99%
C. NOT EVALUATED			
Operating revenues from non-evaluated projects		-	0%
Non-evaluated OpEx		-	0%
Total (A+B+C)		**3 197.6**	**100%**



PROJECT: **VESTRE THE PLUS, MAGNOR – NORWAY**
PHOTO: **EINAR ASLAKSEN**

ELIGIBILITY OF ACTIVITIES RELATED TO ALL CHAPTERS IN CLIMATE CHANGE DELEGATED ACTS

Multiconsult intends to track the involvement in sustainable activities through services delivered, and alignment with the EU Taxonomy is considered a highly relevant KPI. Multiconsult delivers technical consultancy services related to a broad spectrum of activities and, as demonstrated in the 2021 reporting, a considerable portion of the activities are eligible.

To assess the eligibility of the activities in which Multiconsult is involved, a list of all the assignments that generated operating revenues in 2022 was used. This list contained all the relevant information possible to generate from the ERP system, including project name, client, business area and objects. Based on this information, an assessment was made as to whether the activity assignment could be considered eligible or not. If considered eligible, the assignment and related operating revenues was tagged. In some cases, this information was not sufficient, and the assignment was then marked as "not evaluated". Moreover, for an assignment to be evaluated it requires contribution to net operating revenues of more than NOK 1 million during the year. Assignments in the subsidiaries Multiconsult Norge AS, Multiconsult Polska Sp. z o.o., LINK Arkitektur AS, LINK Arkitektur A/S and Iterio AB have been evaluated.

When more environmental objectives in the EU Taxonomy are established with technical criteria, an increased share of activities represented in the Multiconsult assignment portfolio is expected to be defined as eligible.

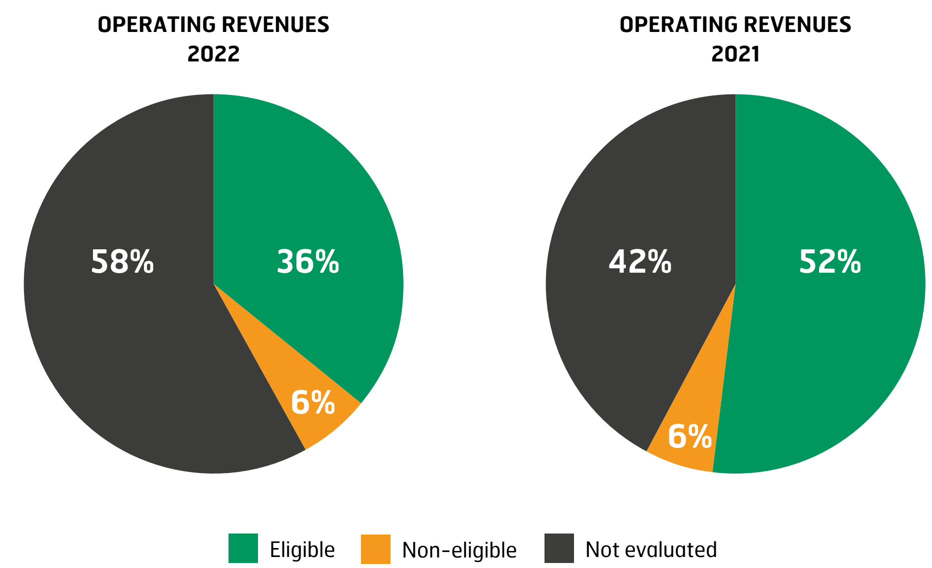
Portfolio taxonomy table

The table includes all available technical criteria, and not only those relevant for technical consultancy services. To enable comparability between taxonomy-eligibility and alignment reporting, a part of the template included in Annex I to the Disclosures Delegated Act is used.

TAXONOMY – ELIGIBLE AND NON-ELIGIBLE OPERATING REVENUES MULTICONSULT EXCL. LINK ARKITEKTUR AB

BUSINESS AREA	ECONOMIC ACTIVITIES	OPERATING REVENUES	PROPORTION OF OPERATING REVENUES	
		NOK million	%	%
A. TAXONOMY-ELIGIBLE ACTIVITIES		**2022**	**2022**	**2021**
Taxonomy – eligible but not environmentally sustainable activities (not taxonomy-aligned activities)				
01 Buildings & Properties	7.1, 7.2	409.3	**9%**	17%
02 Energy & Industry*	3.1, 3.4, 3.10, 3.15, 4.1, 4.3, 4.5, 4.9-4.13, 4.15-.16, 4.20, 5.7, 5.9, 6.16	157.4	**4%**	7%
03 Mobility & Transportation	6.13-6.16, 7.1, 9.1	813.7	**18%**	21%
04 Water & Environment	1.4, 4.15, 4.5, 5.1-5.8, 8.1, 9.1	229.0	**5%**	7%
Operating revenues of taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned activities) (A.2)		1 609.4	**36%**	52%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES				
01 Buildings & Properties		62.0	**1%**	2%
02 Energy & Industry *		110.2	**2%**	2%
03 Mobility & Transportation		72.1	**2%**	0%
04 Water & Environment		44.8	**1%**	2%
Operating revenues of taxonomy-non-eligible activities		289.1	**6%**	6%
C. NOT EVALUATED				
Operating revenues from non-evaluated projects		**2 571.1**	**58%**	42%
Total (A+B+C)		4 469.7	**100%**	**100%**

* Energy & industry 2021 restated to organisational changes performed in 2022



ENVIRONMENT – OPERATIONS

Multiconsult's own operations are conducted in line with the group Environmental Policy, and the subsidiaries' environmental management systems. In 2022 the focus areas for Multiconsult were CO_2-emissions, energy usage, and waste.

CLIMATE EMISSIONS

Multiconsult reports on emissions as a group, including all subsidiaries. The report includes direct emissions from own operations, indirect emissions from energy use, and indirect emissions in line with the Green House Gas (GHG) Protocol as well as in line with the standards of Skift Norge[7] initiative on scope 3 emissions. Multiconsult aligns the reporting with the recommendations from the Task force on Climate related Financial Disclosure (TCFD). The tables below show the total GHG emissions for Multiconsult.

MULTICONSULT GROUP
GHG emissions ratio (scope 1 and 2)

Year	tonne CO_2e/full-time equivalent
2022	1.26
2021	1.36
2020	0.90
2019	0.97

Tables of greenhouse gas emission for each subsidiary is available in the appendix for the Sustainability and Corporate responsibility section on page 50.

GHG PROTOCOL CATEGORY	Description	2022 tonne CO_2e	2022 kg CO_2e/ full-time equivalent	2021 tonne CO_2e	2021 kgCO_2e/ full-time equivalent	2020 tonne CO_2e	2020 kg CCO_2e/ full-time equivalent	2019 tonne CO_2e	2019 kg CO_2e/ full-time equivalent	For 2019 and 2020 the numbers are only available for Multiconsult Norge AS and not the remaining subsidaries. For 2021, scope 3 (except business travel) is only available for Multiconsult Norge AS.
	SCOPE 1	**968**	**317**	**1 222**	**410**	**979**	**342**	**1 057**	**364**	
	Fuel use in smaller company cars	501	164	567	190	317	111	316	109	Multiconsult
	Fuel use in heavier company cars	164	54	168	56	138	48	189	65	Only Multiconsult Norge AS
	Fuel use in machines (boats, drilling rig)	304	100	458	154	524	183	552	190	Only Multiconsult Norge AS
	Gas used for heating	-	-	30	10	-	-	-	-	Only LINK Arkitektur A/S
	SCOPE 2	**2 880**	**943**	**2 858**	**960**	**849**	**297**	**972**	**335**	
	Energy use in buildings	2 870	939	2 855	959	847	296	970	334	
	of which is electricity	2 677	876	2 636	885	708	247	809	278	Multiconsult
	of which is distric heating/ cooling	193	63	219	74	139	49	161	55	Multiconsult except Multiconsult Polska Sp. z o.o. and Iterio AB
	Electricity use cars	10	3	3	1	2	1	3	1	Multiconsult Norge AS and Iterio AB
	SCOPE 3	**15 637**	**5 118**	**10 967**	**3 683**	**646**	**226**	**2 387**	**821**	
Scope 3: 6. Business travel	Air travel	1 030	337	530	178	428	150	2 102	723	Multiconsult
Scope 3: 6. Business travel	Railway	111	36	36	12	-	-	-	-	Multiconsult
Scope 3: 6. Business travel	Other transportation	14	5	-	-	-	-	-	-	Only Iterio AB and LINK Arkitektur AB
Scope 3: 6. Business travel	Mileage (all fossil fuel)	167	55	161	54	156	55	218	75	Only Multiconsult Norge AS
Scope 3: 6. Business travel	Rental car	11	4	12	4	10	4	-	-	Only Multiconsult Norge AS
Scope 3: 5. Waste generated in operations	Waste	76	25	67	22	52	18	67	23	Multiconsult
Scope 3: 8. Upstream leased assets	Buildings	1 861	609	1 374	461	-	-	-	-	Multiconsult except LINK Arkitektur AS, LINK Arkitektur A/S and LINK Arkitektur AB
Scope 3: 8. Upstream leased assets	Vehicles	30	10	-	-	-	-	-	-	Multiconsult except Multiconsult Polska Sp. z o.o., Multiconsult Norge AS and LINK Arkitektur AS
Scope 3: 1. Purchased goods & services	Purchased goods and services	10 670	3 493	7 399	2 485	-	-	-	-	Multiconsult except LINK Arkitektur AS
Scope 3: 2. Capital goods	Capital goods	775	254	607	204	-	-	-	-	Multiconsult except LINK Arkitektur AS
Scope 3: Employee commuting	Employee commuting	891	292	782	262	-	-	-	-	
	SUM	**19 486**	**6 378**	**15 047**	**5 053**	**2 474**	**865**	**4 417**	**1 519**	

[7] Skift Norge is a business-led climate change initiative, which is working for Norway to reach its climate goals by 2030

COMMENTS ON GREENHOUSE GAS EMISSIONS

The main greenhouse gas (GHG) emissions for Multiconsult have its origin from purchased goods and services, such as consultant services, food and IT-related equipment and licenses in addition to office space. Note that greenhouse gas emissions are underestimated, as data is not available from all locations where offices are rented. There are uncertainties associated with the GHG calculations, due to the use of spend based emissions factors.

Iterio AB purchased certificates of origin for 100 per cent of its electricity use (wind power) at the main office, but this is not compensated for in the calculations. LINK Arkitektur AB has certificate of origin for its own electricity usage at all offices in Sweden.

The table for Multiconsult Norge AS shows higher greenhouse gas emissions related to office space in 2022 compared to 2021, mainly an effect of increased office space from acquired companies.

A survey was conducted to map employees travel habits when commuting between home and the office during 2022. Based on the survey, the greenhouse gas emission from travelling between home and work is estimated to 292kg CO_2/FTE included in scope 3 in the table. The survey revealed that 52 per cent of the total travelled distance was done by public transportation and walking/cycling.

CLIMATE EMISSION TARGETS

In October 2022 Multiconsult committed to the Science-based Target initiative (SBTi) to reduce CO_2-emissions from the group's own operations in line with the 1.5-degree Paris Agreement Climate Target.

In line with the Science-based Target initiative, Multiconsult has committed to reducing the CO_2 emissions (scope 1 and 2) to zero by the end of 2029, with carbon removal being used to offset possible remaining CO_2 emissions. The group acknowledges that the upstream indirect emissions (scope 3) constitute the largest climate footprint of the group. A strategy for reducing upstream emissions will be developed as part of having joined the Science based Target Initiative. Goals and activities will be set during 2023.

Multiconsult work continuously to reduce the footprint of its own operations. The table provides an overview of the key goals for Multiconsult for 2022, the outcome and performance. In addition, new goals and ambitions set for 2023 and the years to come are outlined within own operations and for other environmental targets.

ENTITY	GOALS FOR 2022	OUTCOME	COMMENTS	FUTURE GOALS
Multiconsult ASA				All Multiconsult subsidiaries will become climate neutral within 2040.
	Multiconsult join the Science-based Target initiative. The baseline and year-on-year targets will be established.	Partially achieved	Joined the Science-Based Target initiative (SBTi).	Establish SBTi goals during 2023 and forward. The goals will be validated by SBT i within Oct 2024.
Multiconsult Norge AS	Multiconsult Norge AS will be climate neutral by 2030 or earlier.	Ongoing	Overall goal, fulfilled by achieving specific goals as listed below.	Multiconsult Norge AS will be climate neutral by 2030 or earlier.
	Report on scope 1, 2, 3 (Greenhouse gas).	Achieved	The carbon footprint of the ten largest office buildings (rented space) included in the annual financial report, up from six in 2021.	Further develop greenhouse gas accounting to include a larger proportion of scope 3.
	50% reduction in non-assignment related flights, measured towards 2019 figures.	Partially achieved	35% reduction achieved. Has established a more precise registration of non-assignment related travels, and a new baseline for 2022. Train journeys included as a choice of travel in the booking portal.	Maximum same number of non-assignment related flights as 2022.
	Phase out fossil-fuel cars by 2025, approx. reduction of 25 cars per year.	Ongoing	Delivery problems affected the total no of new electrical cars in 2022. 19 new electrical cars ordered with delivery in 2022/2023. Amounts to 19% of the total car pool.	Phase out all fossil cars by end 2025. Euro 6 engine/Step requirements for construction machines - where no electric alternatives.
LINK Arkitektur AS, LINK Arkitektur AB, LINK Arkitektur A/S	The climatic and environmental consequences of the procurement shall be assessed.	Partially achieved	Follow-up if subcontractors and suppliers are ISO 14001 or Eco Lighthouse certified or not, this is a criteria in selection process.	Continue to follow up on subcontractors and suppliers.
LINK Arkitektur AS and A/S	Tracking of general climate gas emissions.	Ongoing	Tracking emissions from business-related travel, vehicles, waste, electricity and district heating.	Improving tracking by setting up relevant sustainability KPIs and an efficient system for follow-up.
LINK Arkitektur AB	Tracking of general climate gas emissions.	Ongoing	Have been tracking and lowered the GHG emissions since 2019.	Lower emissions from air travel, purchase of capital goods and IT.
LINK Arkitektur AB	Targets and follow up on office's electricity use, waste, organic food, certified printing paper, air travel and ISO 14001 cleaning companies and environmentally friendly cleaning products.	Ongoing	All rented offices have electricity with certificate of origin, only environmental certified printing paper, only organic and fairtrade food and fruit, sorted waste, less air travels, ISO 14001 certified cleaning companies and environmentally friendly cleaning products.	Moving forward the company will develop new targets within these categories.
Iterio AB	No fossil cars by 2025, meaning no fossil cars can be ordered after 2022.	Ongoing	At end of 2022 five of 15, 33%, of the company cars were electric.	Further develop greenhouse gas accounting to include a larger proportion of scope 3.
	Expand the emissions reporting and activate emission reducing actions.	Partially achieved	An improved methodology used for reporting the subsidiary's scope 3 reporting for 2022.	New goals will be establish spring 2023 as part of new strategy process.

OTHER ENVIRONMENTAL TARGETS

The subsidiaries have also established other environmental goals for their own operations.

ENTITY	GOALS FOR 2022	OUTCOME	COMMENTS	FUTURE GOALS
Multiconsult Norge AS	Reduce purchases and increase internal reuse of furniture and equipment, as part of contributing to circular economy. Reduce waste in general.	Achieved	Establish plans for further internal reuse for 2023.	Establish plans for further internal reuse and reduction of waste in general for 2023.
	Require climate and environmental documentation for all purchases.	Achieved	Requirement included in all new vendor contracts.	Request climate and environmental documentation from all suppliers where purchase exceeds 1 million NOK in 2023, which amounts to 75% of total spend. Implement new system for documentation follow-up in 2023.
	Carry out 5-7 BREEAM in Use surveys at selected offices.	Not achieved	No surveys carried out in 2022. Positive dialogue with several landlords.	BREEAM In Use certify offices in Stavanger, Fredrikstad, Trondheim and main office in Oslo.
Iterio AB	All purchases of services, products and goods are included consideration for the environment, climate and working conditions.	Partially achieved	Guide for sustainable purchases is now implemented. Waste volumes are being monitored.	New goals will be establish spring 2023 as part of new strategy process.
LINK Arkitektur AS, LINK Arkitektur AB, LINK Arkitektur A/S	Reduce purchases and increase internal reuse of furniture and equipment, as part of contributing to circular economy.	Ongoing	The Stockholm and Gothenburg offices have reused furniture and interiors when refurbishing. The Stockholm office interior is 98% reused and CLT wood.	Establish plans for further internal reuse.

REPORTING ON CLIMATE AND NATURE RELATED FINANCIAL RISKS AND OPPORTUNITIES – TCFD AND TNFD

Multiconsult is in the process of implementing the recommendations from the Task Force on Climate-Related Financial Disclosure, TCFD, and Taskforce on Nature-Related Financial Disclosure, TNFD. Multiconsult first reported according to the recommendation from TCFD in the annual report for 2021 and is now reporting according to the recommendation from TNFD-reporting. The TNFD framework is a beta version (v0.3).

Climate change and nature loss poses a major downside risk to businesses, while moving to nature-positive and climate-positive investments offers opportunities. TCFD and TNFD frameworks aim to enable organisations to report and act on evolving climate-related and nature-related risks. This chapter describes how far the group has come in the implementation and gives an overview of the planned activities ahead.

Multiconsult has chosen to assess risks and opportunities from two perspectives; risks related to its organisation, properties and assets, and risks arising through delivering services and products to its clients.

The majority of Multiconsult's nature-related and climate-related risks are thus linked to its clients' risk and understanding the client's risks is connected to the company's own risks.

The concept of nature-related and climate-related risks also represents business opportunities; the group can gain market shares by understanding the marked needs and provide professional advice to the clients about their climate- and nature-related risks. Furthermore, Multiconsult can develop new products, technologies, methods, and thereby help its clients reduce the impact or probability of risks they are exposed to and at the same time reduce the groups combined impact on the environment.

TCFD and TNFD recommendations are structured around four thematic areas that represent core elements of how companies operate: **governance, strategy, risk management, and metrics and targets.** The four thematic areas are interrelated and supported by several recommended disclosures that breaks down the framework with information that should help investors and others understand how reporting organisations think about and assess climate-related and nature-related risks and opportunities.

Multiconsult reports on both TNFD and TCFD in this chapter as the two frameworks share common core elements.

GOVERNANCE

The climate-related and nature-related risks and opportunities are addressed in line with other risks and opportunities by the executive management team and the board of directors. A new sustainability policy has been drafted in 2022, and both the board of directors and executive management team have been informed of nature-related and climate-related risks and opportunities as part of this work. The environmental management systems (ISO 14001 and ECO-Lighthouse) require an annual management review of the system and must address the possible need for changes to content of policies, objectives, targets etc. From 2023 the management review will also include nature-related and climate-related risks for the group and key subsidiaries.

STRATEGY

Nature-related dependencies, impacts, risks and opportunities

The identification of the nature-related dependencies and impacts form the basis for the identification of risks and opportunities below. Almost all services across all business areas are related to activities that occupy space (on land or sea) and depend on building materials and other inputs from nature. The group's impact on nature is thus mainly related to land use and resource extraction. According to IPBES[8], these are two of the most important causes of biodiversity loss. A large proportion of Multiconsult's assignments involve land use changes, and natural ecosystems such as forests, marshes or watercourses may be affected by the clients' activities.

Nature-related physical risks are risks linked with changes in nature, such as loss of ecosystem services or changes in access to materials from nature. The group's assets may be subject to such risks. But for Multiconsult, it is especially through the clients' projects that the group face this type of risk. The loss of ecosystem services such as flood mitigation, water purification and protection against natural disasters are among the risks that clients in all the different business areas face. In the long-term, access to various inputs and building materials from nature may also be affected and represent another physical risk.

[8] Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) Global Assessment Report on Biodiversity and Ecosystem Services 2021.

Nature-related transitional risks result from a misalignment between an organisations or investor's strategy and management and the changing regulatory, policy or societal landscape in which it operates. Both Multiconsult and clients face this type of risks.

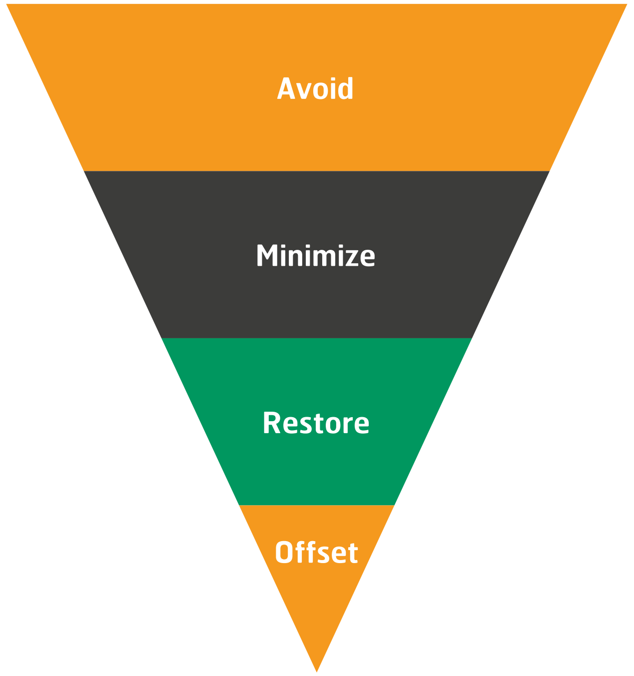
Changes in legislation or national policy on nature-related issues will affect the group's clients. Due to land use change and resource exploitation being the most important threats to the world's biodiversity, it is likely that there will be changes in regulations and policies, such as new requirements related to land degradation neutrality ("no net loss" policies), ecological compensation and biodiversity offsets, nature restoration, and a new reporting regime on land use changes. To reduce the consumption of natural resources, a more circular economy is also needed. New requirements concerning use of natural resources can thus be expected; in the building and construction sector there will be a shift towards more reuse, restauration, transformation, recycle and remanufacture.

Furthermore, changes in themarket, such as cost of materials, or shifting client/investor values or preferences to products that are nature-positive or have lower impacts on nature can affect the clients. This also applies to risks related to technology changes.

Nature-related risks for Multiconsult are primarily associated with competence and knowledge. For Multiconsult to retain its position as a preferred consultancy company in nature-related topics, it is important to remain continuously updated on policies, legal requirements, and upcoming changes that can affect the client's or the group's physical or transitional risks. This expertise reduces both the company's and client's risks.

Several **nature-related opportunities** (both for Multiconsult and clients) are identified. Some are already included in business strategies; nature restoration, ecological compensation and nature-based solutions are services that Multiconsult offer, and where Multiconsult has unique competence and experience.

Figure The biodiversity mitigation hierarchy



All nature-related advisory services are based on the mitigation hierarchy *(see figure 1. The biodiversity mitigation hierarchy)*. The mitigation hierarchy is a set of guidelines, established through the International Finance Corporation's Performance Standard 6, meant to limit the negative impacts on nature and biodiversity from development projects. The hierarchy is crucial for all development projects aiming to achieve no overall negative impact on biodiversity. For Multiconsult, each step in the hierarchy represents an opportunity. The first and most important step is *Avoidance* which involves careful consideration of project siting and design alternatives to prevent damage to nature and loss of biodiversity.

For Multiconsult this is always a key priority in the planning and engineering services. The next step *Minimize* includes measures to reduce impacts that cannot be avoided, such as noise and pollution control or design modifications to reduce impact on wildlife. For Multiconsult this represents an opportunity to further develop low-impact solutions in all business areas. *Restoration* is the step where degraded or lost ecosystems are restored to natural conditions. For Multiconsult this is an opportunity to further develop methods and skills in nature restoration for different types of ecosystems. The last step *Offsetting* aims to compensate for any residual impacts after implementation of the steps above. Offsetting is often expensive and difficult, and Multiconsult can take the opportunity to be the preferred adviser with skills that are needed to find workable solutions.

The transition to a more circular economy is also a trend that represents opportunities. By developing knowledge, methods, and technologies that enable reuse of land resources, infrastructure and buildings, as well as building materials, Multiconsult can be ahead of the market and at the same time reduce the pressure on biodiversity in the projects where Multiconsult is involved.

Climate-related risks and opportunities

Climate-related physical risks are risks resulting from climate change can be event driven (acute) or longer-term shifts (chronic) in climate patterns. Physical risks may have financial implications for organisations, such as direct damage to assets and indirect impacts from supply chain disruption. Physical climate-related risk for Multiconsult is evaluated to be low, as the group does not own substantial assets vulnerable to acute or chronic physical risk. The clients, however, face physical risks, and it is important that Multiconsult have relevant competence on this.

Climate-related transitional risk. The transition to a lower-carbon economy may entail extensive policy, legal, technology, and market changes in order to address new requirements for climate change mitigation and adaptation. Depending on the nature, speed, and focus of these changes, transition risks may pose varying levels of financial and reputation risk to organizations.

Climate-related risks for Multiconsult are primarily associated with competence and knowledge. For Multiconsult to retain its position as a preferred consultancy company in climate-related topics, it is important to remain continuously updated on policies, legal requirements, and upcoming changes that can affect the client's or the group's physical or transitional risks. This expertise reduces both the company's and client's risks.

Climate-related opportunities are considered substantial for Multiconsult and a key driver in the strategy process. As the construction industry is a large contributor to climate emissions both globally and in Multiconsult's business areas, the sector is under scrutiny from policy makers. For Multiconsult, this is primarily identified as an opportunity as the group's business model is based on a workforce with skills and experience that provide consultancy to clients related to topics such as; designing zero-emission buildings, reuse of building materials, climate emission accounting and nature-based solutions. As climate adaptation is rapidly becoming more relevant, consultancy on surface water management and solutions to reduced hazards related to flooding may all offer opportunities for the group.

The need for renewable energy, electrification of society and a green industry development is identified as one of four key market opportunities in Multiconsult's strategy (climate). The goal is to gain a strategic position as a preferred partner in the green shift, by exploiting market opportunities unleashed by society's transition towards sustainable energy solutions. Climate mitigation policies will most likely increase the demand for employees that have knowledge about the subject. Consequently, the overall market risk for the group is perceived to be low.

Multiconsult is involved in many types of projects and the outcome of these project is linked to the company's reputation. The group's reputational risk will be limited by prioritising projects that have low carbon footprints, and those that are favoured by employees and other stakeholders because of their sustainable profile.

NATURE-RELATED AND CLIMATE-RELATED RISKS AND OPPORTUNITIES IN MULTICONSULT'S BUSINESS, STRATEGY AND FINANCIAL PLANNING

As this is the first year of reporting on TNFD, this is not yet fully implemented in the organisation. When it comes to climate-related risk, this is to a greater extent implemented in business and own operations.

As a leading firm of consulting engineers, architects and designers that advice on the topic, Multiconsult is resilient to the changes of climate and state of nature, as knowledge is of essence and core for opportunities going forward. Multiconsult will continue to develop knowledge and experience on climate-related and nature-related risks and opportunities. Multiconsult has a diverse portfolio of ongoing project in different markets that generate sustainable development opportunities in the four business areas of the company.

In 2017, a new business area Water & Environment was established to position Multiconsult in the opportunities evolving in the area of climate-related advisory on stormwater, nature-based solutions etc. In 2022, Energy & Industry was established as a new business area positioning Multiconsult even stronger towards renewables and the opportunities that are triggered by the green shift.

Interaction with low integrity and/or high importance ecosystems
Assignments in all business areas may interact with low integrity and/or high importance ecosystems, such as marshes, old-growth forests, coastal heathland and wetlands; Multiconsult are involved in projects where roads, railways, wind farms, public buildings, industry etc. may adversely affect such ecosystems. This underlines the importance of including nature risk at all levels in the organisation and at all stages in assignments.

Risk management of climate- and nature-related risks
As reporting on TCFD and TNFD is still at an early stage, this has not been fully implemented in the risk management system. On a group level Multiconsult annually conduct risk assessments that result in a group risk map, presented to the executive management team and board of directors. The risk assessment has the aim to identify the risks that threaten the organisation on strategic ambition, profitability, health and safety, reputation and environment. Going forward Multiconsult will develop a more detailed assessment of potential risks related to nature and climate, both for the organisation and its clients.

HSE procedures are in place to handle events related to nature or climate change and the group's and subsidiaries' insurance is considered to cover these risks in a sufficient way. Multiconsult's own operations have limited exposure with respect to nature and climate. However, when being exposed to nature and climate risks Multiconsult has assessed the risks and implemented risk reducing measures according to ALARP-principle. The principle is that the residual risk shall be reduced As Far As Reasonably Practicable (ALARP)[9]. With respect to indirect nature- and climate-related risks, i.e. the risks of the clients, Multiconsult support clients with up-to-date knowledge to minimize their risks.

Multiconsult has incorporated requirements that ensure minimising climate- and nature-related risks in the governing documents with respect to service deliveries, sales and operations, and will continue these incorporated requirements in governing documents in the coming years.

Metrics and targets
As this is the group's first year of reporting on TNFD as part of the annual report, and the second year reporting on TCFD, all metrics and targets are not yet in place. However, there are metrics to disclose, regarding climate, see reporting of scope 1, 2 and 3 above in this chapter. In the coming years the group will develop metrics and targets to assess and manage climate- and nature-related risks and opportunities, as well as dependencies and impacts on nature.

SOCIAL

All activities within the built environment may have an impact on the social sustainability of society. Creating and maintaining an inclusive, value creating, safe and secure working environment is an important success factor in contributing to social sustainability. Based on the materiality assessment the following topics were found to be those where Multiconsult can make the most significant impact: Employee development (and welfare), equality and diversity, research and development, health and safety, human rights, social sustainability, and local communities. For the 2022 reporting, employee development (and welfare), equality and diversity, health and safety are highlighted.

In 2022 Multiconsult developed and implemented new leadership principles. The principles lay the foundation for leadership behaviour and focus on building teams, seeking opportunities, leading the way, see the employee and act. The CEO has visited all subsidiaries and hosted workshops where the leadership principles were introduced and discussed.

SOCIAL – BUSINESS

In urban planning, architecture, landscape architecture and engineering, the term "built environment" refers to the human-made environment that provides the setting for human activity. The significant impact to social sustainability is delivered through the planning of built environment, in particular through the architectural work. The built environment always affects people to some degree and thereby, it is possible to create a positive impact when the built environment is designed with insight as to how it can support a good, healthy and sustainable life.

LINK Arkitektur AS, LINK Arkitektur AB and LINK Arkitektur A/S are considered to have the most significant impact in relation to social sustainability, through:

- Designing for safety and positive social control
- Supporting a feeling of community and belonging by creating solutions that encompass meeting places and opportunities for encounters between people
- Creating environments that benefits health and wellbeing through inspiring people to be active and spend time outdoors
- Designing for healing environments

SOCIAL - OPERATIONS

Securing high engagement and a productive working environment for the employees are the most important aspects of the subsidiaries' internal focus on social sustainability. Other issues the subsidiaries are working proactively with, are contributing to education, work force development and inspiring as well as informing about the need for sustainable development.

EMPLOYEES AND THE ORGANISATION
Highly educated and development-oriented employees with strong motivation and internal drive is the main asset for the Multiconsult group as a competence-based business. Employee statistics per 31 December 2022 show that two per cent hold a PhD degree, 64 per cent a Master's degree and 23 per cent a Bachelor's degree, while 11 per cent have other educational backgrounds.

Total number of employees per 31 December 2022 was 3 353 (3 200). In this section of the annual report the number of employees amounts to 3 315[10], as 38 employees from Roar Jørgensen AS, an acquisition made on 14 December 2022, are not included. The following table shows the number of employees divided into employee categories by gender and entity. Multiconsult has several individuals who are not employed but whose work is controlled by the group, most commonly this includes interns and sub-contractors. The table includes head counts per 31 December 2022.

Photo: Bård Gudim

[9] https://en.wikipedia.org/wiki/ALARP

[10] 38 employees from the acquired Roar Jørgensen AS is out of scope for this section of the annual report

NUMBER OF EMPLOYEES BY GENDER AND ENTITY

Gender	Multiconsult ASA	Multiconsult Norge AS	Multiconsult Polska Sp. z o.o.	Multiconsult Asia Pte Ltd	Multiconsult UK Ltd	Iterio AB	LINK Arkitektur AS	LINK Arkitektur AB	LINK Arkitektur A/S	Total
EMPLOYEES										
Total workforce (permanent employees + temporary employees + non-guaranteed hours employees)										
Male	12	1 551	170	-	14	60	102	60	57	2 026
Female	7	901	157	1	4	57	160	104	23	1 414
Total	19	2 452	327	1	18	117	262	164	80	3 440
Number of (permanent) employees (full-time, part-time and employees on leave)										
Male	12	1 464	170	-	13	60	96	51	55	1 921
Female	7	886	157	1	4	57	159	101	22	1 394
Total	19	2 350	327	1	17	117	255	152	77	3 315
Number of temporary employees										
Male	-	6	-	-	-	-	-	-	-	6
Female	-	2	-	-	-	-	-	2	-	4
Total	-	8	-	-	-	-	-	2	-	10
Number of non-guaranteed hours employees										
Male	-	81	-	-	1	-	6	9	2	99
Female	-	13	-	-	-	-	1	1	1	16
Total	-	94	-	-	1	-	7	10	3	115
Number of full-time employees										
Male	12	1 364	156	-	11	59	85	41	46	1 774
Female	7	749	152	1	3	53	125	72	18	1 180
Total	19	2 113	308	1	14	112	210	113	64	2 954
Number of employees on leave										
Male	-	21	-	-	-	-	1	-	9	31
Female	-	45	-	-	-	-	9	3	1	58
Total	-	66	-	-	-	-	10	3	10	89
Number of part-time employees										
Male	-	79	14	-	2	1	10	10	-	116
Female	-	92	5	-	1	4	25	26	3	156
Total	-	171	19	-	3	5	35	36	3	272
WORK CONTROLLED BY GROUP										
Sub-contractors										
Male	-	0	37	-	-	1	-	0	-	38
Female	-	2	6	-	-	-	-	1	-	9
Total	-	2	43	-	-	1	-	1	-	47
Interns										
Male	-	-	0	-	-	0	2	2	4	8
Female	-	-	0	-	-	0	3	1	3	7
Total	-	-	0	-	-	0	5	3	7	15

Multiconsult offer good benefits to all categories of employees. All employees in Multiconsult are covered by pension scheme, occupational injury insurance and travel insurance that includes travel performed during working hours. All permanent employees have medical insurance.

COMPETENCE AND EMPLOYEE DEVELOPMENT

Employee engagement, personal and professional development, a learning organisation and strong recruitment capabilities are important factors for Multiconsult's long-term success. Multiconsult has a continued need to strengthen its expertise and capacity in most areas. With a rapidly changing market, there is a constant need for developing capabilities in projects as well as at all levels of management. This is important for Multiconsult's ability to reach its strategic ambition of holding a leading market position.

Multiconsult bases its competence development strategy on the principle of 70-20-10[11] During 2022 significant effort has been put into initiatives for a more systematic, structured, and deliberate work with employee development. This work is of scale and will continue into the years to come with the aim to both manage and document all competence development, whether digital, physical ("on site") or "on-the-job" related learning activities. Multiconsult strives to maintain room for individual initiative, ensuring transparency of both competence requirements and training activities and resources available to the organisation.

The work currently performed in Multiconsult Norge AS to establish a classification system for positions and placement of employees has significant impact on how the Multiconsult group can both manage and follow up competence requirements and development moving forward. This work is to be completed for Multiconsult Norge AS in 2023 and will be implemented in the other subsidiaries the following years.

All Multiconsult employees regularly receive performance and career development reviews. There are some variations to whether employees on parental leave receive their review, but a directive is being developed with the aim to secure this.

Training and education

Multiconsult offers all employees various internal competence development activities, many of general interest and available to all employees. Others are available based on requirements related to the individual's line of work or as part of a development plan. Employees are also able to participate in relevant external training and development programs, with financial support from their employer. In addition, Multiconsult Norge AS, Multiconsult Polska Sp. z o.o. and Multiconsult UK Ltd offer financial support for further education which is relevant for the competence base in Multiconsult. Currently Multiconsult is lacking systems to comprehensively track and report competence development programs, but plans are in place to enable better reporting in the years to come. The company requires all subsidiaries to budget with both time and cost for updating employee skills, and all subsidiaries offer paid internal and external training. Multiconsult does not offer transition assistance programs.

For some programs offered in Multiconsult Norge AS, the gender balance has been tracked over the last years.

Numbers for Multiconsult Norge AS	**2022**		**2021**	
Type of programme	Female (%)	Male (%)	Female (%)	Male (%)
Basic project management (small-scale, monodisciplinary)	48	52	56	44
Advanced project management (interdisciplinary)	8	14	48	52
Senior management leadership programme	50	50	N/A	N/A

[11] 70-20-10 Model for learning and development (Lombardo, Eichinger (1996))

Photo: Bård Gudim

AVERAGE HOURS OF TRAINING BY GENDER AND EMPLOYEE CATEGORY

		Multiconsult ASA	Multiconsult Norge AS	Multiconsult Polska Sp. z o.o.	Multiconsult Asia Pte Ltd	Multiconsult UK Ltd	Iterio AB	LINK Arkitektur AS	LINK Arkitektur AB	LINK Arkitektur A/S
Graduates	Male	-	-	48	-	2	-	-	20	-
	Female	-	-	16	-	77	-	-	20	-
Middle management	Male	-	-	27	-	12	-	-	55	20
	Female	-	-	33	-	-	-	-	55	20
Administrative staff	Male	-	-	12	-	-	-	-	35	-
	Female	-	-	14	-	-	-	-	35	-
Operation organisation	Male	-	-	39	-	25	-	-	20	32
	Female	-	-	29	-	77	-	-	20	35
All	Male	-	-	37	-	24	9	40	23	32
	Female	-	-	31	30	19	12	40	25	31
All		**72**	**72**	**34**	**30**	**23**	**10**	**40**	**24**	**31**

COMPETENCE NETWORKS

For Multiconsult Norge AS approximately one-third of the hours spent on competence development in 2022 were within the competence networks. The networks have aranged seminars to ensure professional input, knowledge sharing and training, new updates and facilitated inter-disciplinary cooperation.

All competence networks have an advocate defining best practice for sustainability within each discipline. In 2022 several competence networks updated their internal documents for "Green guide" and implemented measu-res for emission figures. The aim has been to raise aware-ness and competence related to using more sustainable solutions for materials and construction parts, processes, and execution of work.

[12] Weighted employee turnover percent last 12 months = (Number of employees who have left in the last 12 months/Average number of employees the last twelve months)*100

[13] The weighted employee turnover for 2021 did not include Erichsen & Horgen AS, Nordland Teknikk AS, Ingeniørfirmaet Malnes og Endresen AS

[14] Rate of new hires = (Number of employees started in the last 12 months/Average number of employees the last twelve months)*100

New hires and employee turnover

The weighted employee turnover ratio[12] in Multiconsult was 12.2 per cent in 2022, compared to 11.4 per cent in 2021[13]. Table shows new hires and turnover by entity, gender and age group.[14]

NEW HIRES AND TURNOVER BY GENDER AND AGE CATEGORIES

		Multiconsult ASA		Multiconsult Norge AS		Multiconsult Polska Sp. z o.o.		Multiconsult Asia Pte Ltd		Multiconsult UK Ltd		Iterio AB		LINK Arkitektur AS		LINK Arkitektur A/S		LINK Arkitektur AB	
New hires (permanent employees)																			
		Count	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**
Gender	Female	-	0%	220	25%	40	26%	-	-	1	27%	12	22%	18	11%	3	13%	28	30%
	Male	2	16%	354	24%	46	28%	-	-	1	8%	4	7%	10	10%	7	13%	6	11%
Age	29 years and younger	-	0%	166	51%	45	50%	-	-	1	36%	4	36%	13	66%	6	80%	9	51%
	30 - 39 years	-	0%	224	27%	22	19%	-	-	1	44%	4	9%	7	10%	2	8%	20	39%
	40 - 49 years	1	12%	95	20%	13	16%	-	-	-	0%	2	6%	8	9%	-	0%	4	10%
	50 - 59 years	1	17%	49	11%	1	4%	-	-	-	0%	6	35%	-	0%	2	14%	1	3%
	60 years and older	-	0%	40	15%	5	51%	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Turnover (permanent employees)																			
		Count	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**	**Count**	**Rate**
Gender	Female	1	13%	114	13%	37	24%	-	-	-	-	3	6%	7	4%	7	30%	16	17%
	Male	3	24%	152	10%	36	22%	-	-	-	-	7	12%	7	7%	4	7%	13	23%
Age	29 years and younger	-	-	37	11%	30	33%	-	-	-	-	-	0%	1	5%	6	80%	2	11%
	30 - 39 years	1	18%	126	15%	22	19%	-	-	-	-	5	11%	8	12%	1	4%	7	14%
	40 - 49 years	1	12%	64	13%	16	20%	-	-	-	-	3	9%	3	4%	1	5%	10	26%
	50 - 59 years	1	17%	30	7%	2	8%	-	-	-	-	1	6%	1	2%	-	0%	5	16%
	60 years and older	1	200%	9	3%	3	31%	-	-	-	-	1	21%	1	3%	3	28%	5	49%

RECRUITMENT POSITION

Multiconsult strives to recruit employees with a professional integrity, who identify with the group's values, show initiative and are interested in taking responsibility for their own performance and development. The general competition in the candidate market for engineers and architects in Europe has intensified significantly over the years. Multiconsult is experiencing greater competition from both direct competitors and new players in the market. However, Multiconsult is still overall well positioned to recruit employees with the required educational backgrounds, both in terms of graduates and experienced candidates.

In 2022 Multiconsult Norge AS was ranked as the fifth most attractive employer among students and the third most attractive employer among engineering professionals in the annual surveys conducted by Universum. The subsidiary's summer internship programme "MUST for students" was successfully completed. Multiconsult Norge AS continues to experience strengthened competition when recruiting top talents with technological background and a mindset to solve digital challenges within the industry.

Iterio AB regularly participates in the Great Place to Work's ranking as the best workplace in the category of medium-sized companies. In recent years Iterio has been ranked 4th, 6th, and 11th.

From the second half of 2022, a quarterly Employee Net Promoter Score (eNPS[15]) has been measured through an Employee PULSE survey carried out. By the end of 2022 Employee PULSE was rolled out to all employees in Multiconsult ASA, Multiconsult Norge AS, Multiconsult UK Ltd, LINK Arkitektur AS and LINK Arkitektur AB. The latest score, 30 on a scale of -100 to 100, with the external benchmark being 9.8, indicates that the employees are strong ambassadors for the company when it comes to recruiting. See chapter "Employee engagement" for a more detailed description of Employee PULSE.

SUCCESSION AND TALENT PIPELINE

In 2022 the top-level line managers were included in the group's annual succession review. Multiconsult Norge AS, LINK Arkitektur AS, LINK Arkitektur AB and LINK Arkitektur A/S continued to conduct succession planning on top line management, top project management and critical key personnel. Iterio AB conducted succession planning on top management and Multiconsult Polska Sp. z o.o. conducted a local succession plan for the management board, top management, and key personnel.

EMPLOYEE SHARE PURCHASE PROGRAMME

Multiconsult continued its share purchase programme in 2022, where employees were offered the opportunity to purchase shares. The programme stems from the understanding that employee ownership promotes long-term commitment and loyalty to the business, with these factors influencing performance over time. The 2022 programme was completed in the fourth quarter with 24 per cent participation among eligible employees, a decrease from 27 per cent in 2021.

WORKING ENVIRONMENT

The Covid-19 pandemic had an impact on Multiconsult group's work environment also in 2022. During the pandemic Multiconsult's main priority was the health of its employees and other stakeholders. In the first half of the year Multiconsult went into a normalisation phase, and by autumn Multiconsult had returned to normal operations at its offices. The interaction and joint decision making between employees and their managers have been key in ensuring a balance between working from home or at the office.

Involvement of employee representatives is a central part of Multiconsult values. There is no European works council in the company, but each subsidiary is expected to have an active collaboration with employee representatives. In Multiconsult Norge AS there are four collaboration meetings annually between the heads of union groups and the management, as well as monthly sit-downs between executive vice president HR and heads of unions.

Employee engagement

Multiconsult conducts regular employee surveys, both on an overall level and in larger projects. Starting the second half of 2022, the tool Employee PULSE was implemented in the subsidiaries[16]. Employee PULSE, trough the Eletive platform, measures evidence-based drivers for engagement, loyalty, and work health, including employee Net Promoter Score (eNPS), a global standard for measuring engagement and loyalty.

[15] eNPS – employee Net Promoter Score, any score above 0 is good, above 20 is excellent. For more information about Employee PULSE, see the Employee Engagement chapter.
[16] Per end of 2022, Multiconsult Norge AS, Multiconsult UK Ltd, LINK Arkitektur AS, LINK Arkitektur AB are included in Employee PULSE. Figures are overall.

Multiconsult Employee PULSE scores are level with similar types of companies (benchmark). The company has a strong result in the area of Meaningfulness and Participation (4.3 of 5, benchmark being 4.1), as well as a strong eNPS (30 vs benchmark of 9.8).

The following areas are identified as key improvement areas moving forward:

- Feedback and communication
- Learning and development
- Strategy, vision and culture

A key motivation to implement the new tool was to encourage closer dialogue between employees and their manager, and to encourage and empower employees to take more responsibility for their own working situation, health, and competence development.

SICKNESS ABSENCE, INCIDENTS, AND INJURIES

Multiconsult works systematically with HSE and makes concerted efforts to mitigate risks that can expose employees to unwanted short- or long-term health consequences or injuries. To align short-term actions with long-term planning, Multiconsult's HSE unit use Road Map methodology to optimise its resources. Activity plans ensure that required annual activities are conducted, and HSE action plans are in place to correct or improve the process within identified areas. The working environment committee and executive management team receives periodic reports on the activities and progress of group HSE action plans[17]. Occupational health and safety systems aligned with HSE risk exposure is in use throughout the group. The health and safety systems are based on national laws and regulations in countries where Multiconsult operates as well as ISO45001. This is applicable for all employees and those working on behalf of any subsidiary.

HSE Risk assessments are key input to HSE action plans. The risk assessments are developed according to category of work, like drilling, laboratory, or field work. The HSE risk assessments give input to management at various levels, to where improvements are required and where resources must be allocated.

Multiconsult's subsidiaries have different channels for reporting suggestions of improvement, unwanted incidents, deviations etc. The reporting can be channelled directly to the responsible line manager or other managers within the organisation (HR/Compliance) or to employee representatives. The policies and procedures governing the right to report is administered by the management, but employee representatives have the right to influence the policies and procedures alongside organisational reporting structure, or tools for reporting.

Every year on the 28 April Multiconsult marks the international Health and Safety Day in all its subsidiaries. In 2022, Multiconsult focused again on work-related musculoskeletal disorders (MSDs). A continuation was decided due to the nature of Multiconsult's most normal working situation, which is office work. On the Health and Safety Day, a second campaign on how to prevent and reduce consequences of MSDs was given.

Furthermore, HSE training is given to all new employees in Multiconsult. For existing employees, several training alternatives are available with a risk-based approach as a base. Depending on the exposure and responsibility, managers and employees receive the required training to manage and conduct their work in a safe and healthy manner. In addition, Multiconsult conducts audits to make sure policies and procedures are adhered to.

Sick leave

The average sick leave in 2022 was 3.0 per cent.[18] All subsidiaries track and report sick leave.

	Short-term	Long-Term	Total
Multiconsult ASA	0.8%	0,0%	0.8%
Multiconsult Norge AS	2.7%	2.1%	4.8%
Multiconsult Polska Sp. z o.o.	2.4%	1.4%	3.7%
Multiconsult UK Ltd	2.9%	0.0%	2.9%
Iterio AB	1.7%	0.2%	1.9%
Multiconsult Asia Pte Ltd	0.0%	0.0%	0.0%
LINK Arkitektur AS	3.4%	2.1%	5.5%
LINK Arkitektur AB	3.1%	1.1%	4.1%
LINK Arkitektur A/S	2.7%	0.8%	3.5%

[17] A working environment committee is operating in all subsidiaries where the company is required by law to have one
[18] The average is based on reported sick leave from Multiconsult ASA and all subsidiaries

Sick leave in Multiconsult Norge AS for 2022 was 4.8 per cent, an increase from 3.7 per cent in 2021. All sick leave is monitored and reported. Multiconsult Norge AS will continue to work towards the goal of 3.3 per cent sick leave in 2023. Absence due to sick child in Multiconsult Norge AS is monitored and was 1.1 per cent for 2022, a slight increase from one per cent in 2021.

The group monitors absence due to injuries caused by work-related accidents or incidents.[19] Absence from work due to injuries caused by work-related accidents, incidents or other types of work-related health issues are included in the total sick leave numbers, as the law provides limitations to Multiconsult's right to access the information i.e., cause of sick leave.

ABSENCE DUE TO WORK-RELATED ACCIDENTS OR INCIDENTS[19]

	2022	2021
Injuries with absence	4	2
LTIF-rate	0.9	0.4
TRCF	2.6	2.8
Near misses	18	17
F-value	1.9	1

EQUAL OPPORTUNITIES

Multiconsult wants to be at the forefront of ensuring equal opportunities in the industry and contribute to setting equality matters on the wider social agenda. The company also aims to be a workplace with no discrimination on the grounds of disability. The workplace and work tasks are customised on an individual basis for employees or job applicants with disabilities.

Multiconsult values diversity amongst the employees, clients, suppliers, and partners. No discrimination, whether due to ethnicity, gender, pregnancy, parental leave, care duties, religion, sexual orientation, belief, disability, gender identity, gender expression, age, union membership or political views will be tolerated. All employees have the freedom of association and the right to collective bargaining within national laws and regulations. Multiconsult shall not employ children of compulsory school age. Great care shall be exercised if any work is carried out by youth below the age of 18. Multiconsult does not collect sensitive personal data of any employees. Employees believing they are unfairly treated, can report this through the internal reporting system, as is further elaborated on in the chapter Governance.

The group aims to take a proactive, systematic, and targeted approach to equal opportunity and diversity, and issues related to gender, age, ethnicity, sexual orientation, or religious beliefs shall never limit an employee's opportunity within the company. This is stated in the group's People Policy which applies to all subsidiaries. In 2022 Multiconsult developed a draft on a new group policy on diversity and inclusion which will be implemented in 2023. Multiconsult will continue to develop and implementing detailed group policies and subsidiary specific guidelines regarding equal opportunities to ensure diversity and inclusion in the recruitment, promotion, and development processes. In 2023, the group will also assess which KPIs regarding employees, organisation and equal opportunities will be set at group level. An associated reporting structure for all subsidiaries will also be established.

The board of directors of Multiconsult ASA consist of three women and five men. Four directors are between 30-50 years old and the other four are above 50 years old. Multiconsult ASA's executive management team consist of four women and five men. Three of the executives are between 30-50 years old and the rest are over 50 years old.

At the end of the year, women accounted for 42 per cent (41 per cent) and men for 58 per cent (59 per cent). The group is actively working to increase the proportion of women, and this is addressed in succession planning and recruitment of senior positions. The average permanent employees gender distribution was 50 per cent men and 50 per cent women on 31 December 2022.

[19] Lost time injury frequency (LTIF) is defined as lost time injuries per million working hours.
Total recordable case frequency (TRCF) is defined as total recordable injuries per million working hours. F – value: Frequency of number of non-working days per million working hours due to injury. One fatality counts as 230 days.

PROJECT: **OKSENØYA TREKLANG, BÆRUM – NORWAY**
PHOTO: **HUNDVEN-CLEMENTS PHOTOGRAPHY**

SALARY RATIO BY EMPLOYEE CATEGORY AND GENDER

			Multiconsult ASA	Multiconsult Norge AS	Multiconsult Polska Sp. z o.o.	Multiconsult Asia Pte Ltd	Multiconsult UK Ltd	Iterio AB	LINK Arkitektur AS	LINK Arkitektur AB	LINK Arkitektur A/S
Graduates (2022 and 2021)	Gender (%)	Male	0%	60%	48%	0%	0%	0%	53%	30%	100%
		Female	0%	40%	52%	0%	0%	100%	47%	70%	0%
	Salary ratio	Men vs. women	-	1.0	1.3	-	-	-	1.0	1.0	-
	Age (%)	Under 30 years old	0%	84%	92%	0%	0%	100%	100%	71%	100%
		30-50 years old	0%	16%	8%	0%	0%	0%	0%	29%	0%
		Over 50 years old	0%	0%	0%	0%	0%	0%	0%	0%	0%
Middle management	Gender (%)	Male	67%	62%	65%	0%	0%	50%	78%	17%	50%
		Female	33%	38%	35%	0%	0%	50%	22%	83%	50%
	Salary ratio	Men vs. women	1.0	1.1	1.4	-	-	1.1	1.1	1.1	1.1
	Age (%)	Under 30 years old	0%	0%	0%	0%	0%	0%	0%	0%	0%
		30-50 years old	100%	62%	69%	0%	0%	100%	33%	58%	25%
		Over 50 years old	0%	38%	31%	0%	0%	0%	67%	42%	75%
Administrative staff	Gender (%)	Male	65%	48%	31%	0%	25%	0%	11%	38%	0%
		Female	35%	52%	69%	100%	75%	100%	89%	62%	100%
	Salary ratio	Men vs. women	1.1	1.2	0.8	-	4.0	-	1.4	1.0	-
	Age (%)	Under 30 years old	0%	4%	12%	0%	0%	33%	0%	8%	20%
		30-50 years old	76%	48%	58%	100%	50%	0%	58%	69%	20%
		Over 50 years old	24%	48%	31%	0%	50%	66%	42%	23%	60%
Operation organisation	Gender (%)	Male	50%	63%	53%	0%	92%	51%	38%	35%	80%
		Female	50%	37%	47%	100%	7%	49%	62%	65%	20%
	Salary ratio	Men vs. women	1.0	1.1	1.3	-	1.6	1.1	1.1	1.1	1.1
	Age (%)	Under 30 years old	0%	12%	32%	0%	7%	13%	9%	12%	3%
		30-50 years old	50%	57%	61%	100%	35%	70%	64%	62%	69%
		Over 50 years old	50%	31%	8%	0%	58%	17%	27%	26%	28%

The table shows the diversity categories (gender and age) as well as basic salary ratio per entity for employees graduated in 2021-2022, middle management, administrative staff, and operational organisation. The basic salary ratio is based on the median salary of permanent employees. The below numbers do not consider education, experience nor responsibilities and therefore do not compare equal roles. Multiconsult UK Ltd has few staff members, and the selection includes staff with varying roles and responsibility, which significantly affects the figure ratios. Multiconsult Asia Pte Ltd has only one employee and thus there is no ratio to calculate.

Multiconsult does not have any involuntarily part-time labour, all employees are hired based on equality in 100 per cent positions. Employees hired for positions less than 100 per cent, have decided this voluntarily.

A significant number of the Multiconsult group's employees are union members, which means working conditions and terms of employment are regulated by one or more collective bargaining agreements. In Multiconsult Norge AS, 67.1 per cent of employees in the salary adjustment 2022 were members of one of the following unions: TEKNA, NITO or Borlederne.

Multiconsult remuneration policy is based on education, experience, role, responsibilities, performance and market conditions. All subsidiaries follow applicable policies to determine remuneration. No independent parties or shareholders are involved in the salary adjustment except for unions in relevant jurisdictions. Independent parties may provide benchmarking data to provide input on market conditions.

The remuneration policy on determination of salary and other remuneration for leading personnel can be found on the group's website www.multiconsult-ir.com.

The table show the ratio of the salary and the percentage increase of annual salary for the organisation's highest-paid individual to the median for other employees.

Organisation's highest-paid individual versus median of other employees

	Ratio salary	Ratio increase
Multiconsult ASA	2.6	0.6
Multiconsult Norge AS	2.8	0.0
Multiconsult Polska Sp. z o.o.	7.0	1.1
Multiconsult UK Ltd	2.0	0.0
Iterio AB	1.7	2.7
Multiconsult Asia Pte Ltd	-	-
LINK Arkitektur AS	2.5	2.9
LINK Arkitektur AB	3.4	0.0
LINK Arkitektur A/S	2.4	0.2

PARENTAL LEAVE

		Multiconsult ASA	Multiconsult Norge AS	Multiconsult Polska Sp. z o.o.	Multiconsult Asia Pte Ltd	Multiconsult UK Ltd	Iterio AB	LINK Arkitektur AS	LINK Arkitektur AB	LINK Arkitektur A/S
Total number of employees that were entitled to parental leave, by gender.	Male	12	886	20	-	13	60	96	52	56
	Female	7	1 464	18	-	4	57	159	103	23
Total number of employees that took parental leave, by gender.	Male	2	112	13	-	-	3	10	5	9
	Female	-	93	19	-	-	4	16	10	1
Total number of employees that returned to work in the reporting period after parental leave ended, by gender.	Male	2	110	13	-	-	2	9	5	8
	Female	-	91	6	-	-	1	13	3	1
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.	Male	1	72	9	-	-	-	2	4	9
	Female	-	63	2	-	-	-	16	3	1
Return to work rates of employees that took parental leave, by gender.[1]	Male	100%	98%	100%	-	-	67%	90%	100%	89%
	Female	-	98%	32%	-	-	25%	81%	30%	100%
Retention rates of employees that took parental leave, by gender. [2]	Male	50%	76%	90%	-	-	-	50%	100%	90%
	Female	-	81%	67%	-	0%	-	84%	50%	100%

[1] Return to work rates are based on total number of employees that returned to work in 2022 after parental leave ended
[2] Retention rates are based on number of employees that returned to work after parental leave ended in 2021, that were still employed 31.12.2022

All employees are entitled to paid parental leave. All entities – except for Multiconsult Polska Sp. z o.o. – include employees on parental leave in the annual salary adjustment. At Multiconsult Norge AS, a total of 205 employees have taken parental leave during 2022, which amounts to 3 536 weeks. The average number of weeks for parental leave was 20.8 weeks for women and 14.3 weeks for men. The table includes an overview of parental leave, work return and retention rates of employees that took parental leave.

Equal opportunities in Multiconsult Norge AS

Multiconsult Norge AS follows the Norwegian Equality and Discrimination Act. The purpose of the act is to promote equal opportunities and rights, and to prohibit discrimination. Multiconsult Norge AS works actively to promote the objectives of the Act. Routines are in place for employees and managers to report incidents of discrimination through the Whistleblower portal. In 2022 there were two incidents of discrimination reported. The incidents were both handled and closed according to internal procedures.

The equality work is anchored in the group's People Policy and supporting policies. In 2022 the relevant responsible functions have been identified. In 2023, these functions will have ongoing meetings to discuss risks, measures, and results. Quarterly reports will be submitted to the Multiconsult "Samarbeidsutvalg" in Multiconsult Norge AS, which includes employee representatives and members of the executive management, and key issues are discussed and consulted. To reach the overall objective of increasing knowledge and awareness of diversity and inclusion, interim goals have been identified.

Entity	Deadline	Goal
Multiconsult Norge AS	2023	An external provider to be invited to provide a course/seminar in unconscious bias
	2023	The leadership programme to be amended to include reflections on diversity
	2024	Diversity to be included in the dilemma training as part of code of conduct
	2025	Establish a lifecycle policy

In the annual salary review Multiconsult Norge AS analyses gender pay gap and other variables, based on public statistics. All significant differences are analysed and checked to identify potential risks of discrimination. As per industry standard, Multiconsult Norge AS largely bases the annual wage settlement on the number of years of experience since graduation. This is in turn compared to the statistics of Consulting Engineers' Association (NO: Rådgivende Ingeniørers Forening, RIF) based on location and experience/graduation. Men and women in Multiconsult Norge AS are above average pay compared to national RIF-statistics. Employees' adjustments are reviewed by their manager to ensure that men and women with equal roles and responsibilities receive equal pay.

In the 2022 salary adjustment process, women received on average a higher salary increase than men. After the salary adjustments the salary comparison between men and women show that men are paid on average 7.74 per cent (8.95 per cent) more than women. In 2022 Multiconsult Norge AS has worked to complete the classification of positions and placement of employees. The subsidiary has not completed the grading system that will allow for a comparison of work of equal value.

To reach the overall objective of having processes, structures and systems in place to ensure equal pay for equal work or work of equal value by 2026, interim goals have been identified:

Entity	Deadline	Goal
Multiconsult Norge AS	2023	Place all employees in appropriate positions
	2023	Offer all employees on parental leave development and performance review
	2023	Establish guidelines outlining in which situations salaries can be adjusted for failure to meet position requirements
	2024	Establish job hierarchy which is linked to the classifications of positions
	2024	Establish policy for financial support for further education
	2025	Determine what "equal work" and "work of equal value" is

Measures introduced at Multiconsult Norge AS in 2022 to strengthen gender equality:

- In the employee survey, employees are asked if they have experienced verbal or physical harassment, (including gender-based violence or sexual harassment) in a work/employment setting.
- A process of defining positions and a review of all employees to ensure they have the right position has started. Most consulting engineers in the subsidiary have been placed in a job hierarchy. This is an ongoing process between the administration and the managers in the various business units
- A process of collecting data on gender balance for various groups of employees (full-time, part-time, hourly paid, temporary) per quarter has started and will lay the foundation to assess risks in 2023.
- It has become easier for the employees to request a home office for up to two days a week. This should make it easier to combine work with family life.
- Active work with targets for gender demographics has continued and the KPI of 30 per cent gender balance on top-3 line management level has successfully been achieved.

In addition to the interim goals identified above Multiconsult Norge AS will priorities the following measures in 2023:

- Complete the mapping of discrimination risks in the following areas: recruitment, pay and working conditions, promotion, development opportunities, accommodation and the opportunity to combine work with family life.
- Change the design and wording of job advertisements, as the use of images and choice of words has consequences for who applies for a job.

- Continue the work on gender demographics and start to outline KPIs on gender balance for the subsidiary's project management pool. Continue to strive for gender balance in final interviews in recruitment processes as a general principle.

GOVERNANCE

The Multiconsult board of directors and executive management team review, monitor and discuss safety, security and sustainability issues and risks. Sustainability includes integrity, environmental, social issues and human rights.

The chief executive officer is responsible for Multiconsult's management actions related to sustainability, delegated by the board of directors. The board of directors and executive management team are annually informed about the above subjects. If any issues are deemed to be of very high severity, an immediate notification is given, as defined in the existing reporting instructions. During 2022 Multiconsult had zero issues that were deemed to be of very high severity.

The chief executive officer has delegated to the executive vice president for human resources and communication the overall responsibility to follow up how the Multiconsult group's activities has an impact on the company's employees. The overall day-to-day responsibility for sustainability is delegated to the executive vice president for Region Oslo.

Sustainability is discussed in board meetings either as an integral part of strategy and investment discussions or as a separate topic. In the board of directors' annual evaluation of its own work and competence, climate change capabilities and knowledge are areas of interest.

Multiconsult has a policy board, which evaluates and give advice to the executive management team and board of directors about group policy management. The policy board receives suggestions for new and revised group policies. The newly revised and approved authority policy states that the code of conduct is approved at board of directors' level and other group policies are approved by chief executive officer, with yearly information to the board of directors.

The risk map for the group is discussed at executive management team and the board of directors are informed about the trends and development linked to the key risk developments.

GOVERNANCE – BUSINESS

BUSINESS ETHICS, HUMAN RIGHTS AND COMPLIANCE PROGRAMME

Multiconsult is conducting assignments in parts of the world with a high corruption perception index on the Transparency internationals ranking. The group strategy implies an increase in the number of international assignments, and throughout 2022 the works on ethics and compliance has been strengthened to support this ambition. As an international player, Multiconsult evaluate a number of business opportunities. Several opportunities have been turned down due to business ethics risks involved. Some ongoing assignments have been discontinued due to ethical issues arisen during the project.

Multiconsult has a set of governing documents for corporate responsibility and conduct, as well as manuals and more specific guidelines for areas such as anti-corruption, competition legislation, responsible procurement, environment, health and safety, and human rights.

The group has a good track record of conducting business in an ethically, socially responsible and transparent manner, during and after the Covid-19 pandemic. It has maintained an open dialogue on ethical issues, both for stakeholders such as employees, business partners and the community. Multiconsult recognise that the group's work has an impact on the advancement of human rights, and as such a high ethical standard is a priority wherever Multiconsult work or deliver services. As an example, the parent company conducted an internal audit of the partly owned company Norplan Tanzania Ltd. The audit covered several subjects such as business ethics, health and safety, human rights and governance structure. The internal audit found no severe deviations but stated in general, *room for improvements*, especially on health and safety for the employees. A majority of the group has been a signatory member of UN Global Compact since 2016, where the principles 1 and 2 are tied to human rights. Multiconsult ensures that the workplace is inclusive and engage employees to act.

CODE OF CONDUCT

The code of conduct[20] defines the commitment and requirements for how Multiconsult do business. It applies to the employees, board of directors and sub-contractors. Employees are trained in how to apply the code of conduct in their daily work and are bi-annually required to confirm their understanding and compliance with the code of conduct. The group expect its suppliers to act in consistence with Multiconsult's code of conduct and helps them understand the requirements and how the group does business. If the expectations are not met, Multiconsult seek to take appropriate actions.

GOVERNANCE – OPERATIONS

INTEGRITY AND BUSINESS ETHICS

A strong focus on business ethics and integrity is a prerequisite for Multiconsult's role and reputation as an independent and trusted advisor and consultant. The risk map is constantly changing within the project portfolio as the group frequently meets with clients, vendors, and business partners. The group has a business ethics and compliance programme, which seeks to ensure awareness and competence in handling integrity risks across the group, with particular emphasis on anticorruption.

The group's compliance function is responsible for overseeing the group's code of conduct, anti-corruption programme, anti-competitive behaviour, Whistleblowing Portal, and for providing guidance (for example on conflict of interest) and integrity due diligence-services when entering contracts with business partners and monitor media of negative news (adverse media) during the contract period.

Adherence to the code of conduct is followed up by the compliance function, supported by local compliance resources and a dedicated ethics committee.

Training programs for employees at all levels have been implemented since 2012. This ensure increased awareness of ethical dilemmas that employees are faced with during their employment and how to handle such dilemmas when exposed. For training purposes, a tool called "The Value Game" has been in use for several years as a tool where participants increase their engagement, sharing and interaction with respect to typical ethical dilemmas.

Multiconsult governing documents are communicated to all new employees, and they are obliged to undergo introduction training at the start of their employment in one of the group's subsidiaries. Business ethics is a key topic in the training, with both e-learning courses, presentations and group discussions. Introduction training was given to about 350 new employees during 2022.

In the event of new policies and procedures at group level, information is distributed to all employees through various communications platforms. This includes publishing articles on the intranet, making policies available in management systems and making key policies a topic on internal meetings at various levels in the organisation.

All assignments are obliged to evaluate relevant business ethical risks, and integrity due diligence is performed on all non-national new business partners or on contracts above a certain threshold for national new business partners before entering into any commercial agreements. The number of integrity due diligences conducted have increase the last three years and is now about 270 per year. Partners and subcontractors sign the group's business partner declaration when entering contracts with one of the subsidiaries. Key employees in the business partner's organisations are also requested to sign the group's code of conduct and complete Multiconsult's dilemma training focusine on anti-corruption and conflict of interest, including human rights.

Compliance with these procedures is subject to internal audits on a regular basis. In 2022 one audit was conducted, which confirmed the positive progress compared to previous years, and identified some areas for further improvements. No legal actions or suspicions of anti-competitive behaviour was brought against Multiconsult in 2022.

Multiconsult work with several suppliers and subcontractors to support the subsidiaries businesses and to deliver services and products to their clients. Suppliers and subcontractors are obliged to work according to Multiconsult's stated business ethics – code of conduct. Formalisation of the obligation is done by signing of Multiconsult's business partner declaration. In addition to a formalisation of business ethics requirements, Multiconsult conducts risk-based audits of suppliers and subcontractors ensuring that requirements are met. The basic principle is that Multiconsult's HSE requirements are not to be violated by suppliers and subcontractors when they deliver services to Multiconsult. In 2022 two audits were conducted on suppliers and often used subcontractor with focus on HSE and business ethics.

[20] https://www.multiconsultgroup.com/assets/Code-of-Conduct.pdf

During 2022, the group's compliance function focused on the following activities to increase awareness and emphasise the overall focus on business ethics:

- Revised and developed governing documents. Most work was devoted to a revision of code of conduct, but necessary changes were made to governing documents related to competition legislation and whistleblowing.
- Retraining of key employees in the group with respect to competition legislation.
- Review of dilemmas used in dilemma training material.
- Further improvement of business processes to ensure that relevant evaluations are made with respect to potential exposure (corruption, violation of laws, conflict of interests) that might result in a violation of code of conduct.

The above completed and planned actions are examples of improvements that figures in the Business Ethics and Compliance program's Road Map.

The compliance function will continue developing and improving the business ethics and compliance programme, with emphasis on governing documents, training and quality, and efficiency in the group's business processes. A special focus will be on the implementation of a revised code of conduct, and in ensuring that improved dilemma training material is being used throughout the group.

In parts of the group, many suppliers still invite both clients and consultants to events or offer special discounts. Multiconsult has actively initiated discussions with key representatives in the supply chain, to shed light on the ethical dilemmas this may cause for the parties involved. This work will continue into 2023.

WHISTLEBLOWER PORTAL

To promote transparency, and as part of the compliance programme, Multiconsult has established a Whistleblower Portal[21] to ensure that both internal and external stakeholders can report possible misconduct to the group's compliance function. The portal is publicly accessible on the group website. It stores and handles information in accordance with the requirements set forth in international privacy regulations. It secures the whistleblower's right to stay anonymous, if needed, according to EU regulation on whistleblowing.

The reporting of possible misconduct or other issues related to business ethics and compliance can also follow a more traditional line of command reporting. In 2022, 59 cases were reported of which 99 per cent were reported directly to the group compliance officer or to one of the subsidiaries' local compliance officers. Most cases were concluded, except for those cases reported close to the year end. Most of the cases were linked to internal enquiries and the interpretation of requirements in the code of conduct. Further, a large part of the reported cases were linked to conflict of interest, which is closely related to the size of Multiconsult, and the variety of services delivered. Gifts, entertainment and hospitality is still an area of uncertainty, though the number of enquiries about external invitations are down. None of the reported cases were assessed with a higher consequence than moderate.

The business ethics and compliance programme has led to increased awareness and expertise in risk identification, pro-active risk management and improved control of risks associated with business partners as well as a climate for discussing and seeking advice regarding difficult situations and ethical dilemmas.

DEVIATION AND IMPROVEMENT WORK

Multiconsult has an incident, non-conformity and improvement system, based on IT applications or manual systems (MS Excel). The systems are designed for registration, case processing and activity follow-up.

Registration of cases provides a basis for learning and experience sharing within the organisation and for continuous improvement work. Based on cause analyses, the incident, deviation and improvement system can help make decisions, implement appropriate measures and thus avoid repetition of deviations and incidents. The system can also help identify trends. The purpose is to improve the organisation's operations and contribute to the continuous improvements for achieving the group's objectives.

Statistics of registration are annually reported to the executive management team and quarterly to the management of each subsidiary. Depending on the subsidiary quarterly reports are either prepared or the reporting takes place on an ongoing basis. In Multiconsult Norge AS the quarterly report includes statistics and learning points based on reported cases from the previous quarter. In addition, important information and common learning points are shared through the intranet and internal information screens.

In 2020, 2021 and 2022, a total of 716, 740 and 580 cases respectively were registered in the Multiconsult group. The reported cases included findings from internal audits. Continuous efforts are being made to streamline the use of the incident, non-conformity and improvement system and to increase the number of reported cases.

RESPONSIBLE BUSINESS CONDUCT

Multiconsult business is mainly delivering project management, engineering, and architectural services to public and private clients. Multiconsult generally enters contracts with business partners with high level of transparency in the process from a request for tender is received until a contract is signed.

Integrity due diligences of the company's international business partners is carried out prior to signing a contract. All business partners are continuously monitored during the business relationship. If a business relationship is terminated, or previous integrity due diligence exceeds two years, a new integrity due diligence is conducted.

Multiconsult may decline to enter business with potential partners, either as part of the initial screening or when a more in-depth due diligence has been conducted. On rare occasions existing relationships are terminated due to unacceptable business conduct in the partner's operations. tDue to the war in Ukraine, Multiconsult chose to sell off its sales office in Russia and at the same time cancel all ongoing contracts and withdraw all resources from both completed and ongoing assignments all within the space of four months.

When procuring products and services the subsidiaries adhere to the Procurement Policy. The Policy states that for all procurement Multiconsult shall evaluate environmental consequences and comply with requirements for sustainability with emphasis on environmental impact and corporate responsibility. Adherence to the policy is a management responsibility, and supplier audits are conducted annually to confirm such compliance.

The group's audit programme, Whistleblower portal, incident /deviation systems along with organisational reporting structures seek to ensure that information is readily available for external stakeholders that requires information about Multiconsult's impact on human and workers' rights.

Multiconsult's subsidiaries are obliged to report to the group if any violation of laws and regulations has occurred. Either directly through the line organisation, to the executive management team or to the group compliance officer. Multiconsult has not been fined for any violation of laws or regulations for the financial year 2022.

[21] https://multiconsult.whistleblowernetwork.net/frontpage

CORPORATE RESPONSIBILITY

It is an obligation for Multiconsult to use the experience and competence of the group to promote sustainability, to contribute to sustainable solutions and participate in the public sphere. As part of the company's corporate responsibility, contribution to research and development, business dialogue, informing and engaging decision makers as well as to social programmes is essential.

RESEARCH AND DEVELOPMENT

As a knowledge-based company, Multiconsult has both a desire and a responsibility to contribute with its technical expertise and financial resources to develop methods and technology both within the group and its subsidiaries, as well as through partnership with external organisations, companies and stakeholders.

Research and development (R&D), innovation and improvements are central to Multiconsult, and the company has a strategic goal to be a player in the development of the construction industry. For one, this means taking an active part in influencing the industry in a more sustainable direction. This is done, for instance by improving or developing new and more climate-friendly ways of working or creating new products and services that focus on sustainability. Multiconsult are actively involved in various national and international research programs for the built environment.

Structured and strategic work with R&D, innovation and improvements has come the furthest in Multiconsult Norge AS. The subsidiary has an innovation process and application support where all employees can register their innovation and improvements ideas. It also provides an overview of the ongoing improvement and development activities across the organisation at any given time and creates a community for idea-collaboration and evaluation. A distinction is made between improvement proposals, new products and services and ideas for research and development (R&D):

- Improvement proposals mean proposals for the improvement or further development of existing work processes (activities), equipment, working conditions, infrastructure, and/or governing documentation (tools, procedures, templates, forms, checklists, etc.). The proposals may apply to improvements in the areas of operation, task execution, quality, HSE, safety, environment, finance, human resource or IT.
- New products and services are typically ideas outside of the core business, or are aimed at new markets or new clients e.g. application of new technology, new research methods for fieldwork or activities that require new business models.
- Research and Development (R&D) in the system are activities with the aim of developing new knowledge, methods, etc., with the potential to generate ideas that can be developed into new products/services or operational improvements.

The submitted ideas or proposals follow a specific development process, depending on the nature of the idea. Between each development step the ideas and proposals are evaluated by relevant business and discipline stakeholders who decide GO/NOGO. In 2022 a total number of 107 innovation and improvement ideas and 13 R&D ideas were submitted by employees.

Research project with external partners and funding

Multiconsult Norge AS participate in several external R&D projects, mainly funded by the Norwegian Research Council (Norsk forskningsråd). The table on the following page shows the R&D projects Multiconsult Norge AS has been a part of in 2022 with a sustainability purpose.

R&D activities in other subsidiaries

To spread knowledge and best practice in sustainable building design, environmental team members from the three LINK Arkitektur subsidiaries are engaged with research at an international scale, in addition to teaching and disseminating activities at universities in Denmark, Norway, and Sweden, and participate at many public conferences.

LINK Arkitektur AS, LINK Arkitektur AB and LINK Arkitektur A/S have developed an internal process called Impact Architecture, a structured approach to sustainable development and value-creation in projects. The process has six prioritised areas linked to the UN's global goals for sustainable development, which maximise the societal benefit of the investment in the built environment.

LINK Arkitektur AS is participating in research and development projects working on defining the state-of the-art of tomorrow. The R&D projects are conducted both as collaboration, e.g. together with Scandinavia's largest research institute SINTEF, or in-house in LINK's environmental department with funding from the Norwegian state.
LINK Arkitektur AB is part of the project initiative Re:FAB, financed by Vinnova, the Swedish innovation authority. The project explores the potential of reusing glass wool using circular design. The aim is to demonstrate a circular value

Name	Purpose	Principal/Funding	Duration
Klima2050	Reduce risks to the society associated with climate change, increased rainfall and flood water exposure in the built environment.	Norwegian Research Council. SINTEF in lead of project.	2014- 2022/2023
CASA	Gain new knowledge about how materials and constructions behave under impacts and other extreme stresses through experiments and numerical simulations.	Norwegian Research Council. SIMLaB/NTNU lead.	2015 –2023
Floatingsolar	Kick-start growth of a domestic industry in FPV by developing, documenting, and publishing critical, new knowledge related to the performance and degradation of FPV and to clarify specific requirements for O&M.	Norwegian Research Council IFE lead.	2020 –2023
ZEN	Research center for zero emission areas in smart cities. Municipalities, business, government bodies and researchers work closely together through the center to plan, develop and operate areas without greenhouse gas emissions. More efficient energy use, production and use of renewable energy will contribute to improving the local environment and to reaching national climate targets.	Norwegian Research Council. NTNU lead with SINTEF Community og SINTEF Energi.	2017-2024
FiberCon	Utilise fiber reinforcement in the execution of concrete structures to achieve significantly improved productivity and economy, as well as provide a basis for solving the growing challenges related to the working environment, control and sustainability.	Norwegian Research Council.	2021-2025
Hybridene	Development of knowledge, concepts, technologies and strategies for hybrid air conditioning of buildings which is expected to lead to a significant reduction in energy use, lower investment and operating costs, higher robustness, lower material requirements, lower greenhouse gas emissions, high architectural quality and a good indoor environment in the built environment.	Norwegian Research Council. Skanska lead.	2021-2025
Grønn VVS	Develop a new service for designing plumbing installations with a significantly lower environmental footprint than current practice.	Norwegian Research Council.	2021-2025
Solar Neighborhood	Planning and utilisation of solar radiation at neighborhood level to contribute to increased utilisation of solar energy in the built environment, both passive solar energy and daylight, active solar heating (solar collectors) and solar cells (PV).	IEA, International Energy Agency/ENOVA.	2020-2023
Cofactor	The project will provide increased understanding of simultaneity and peak load for buildings in the Norwegian low-emissions society.	Norwegian Research Council. Sintef Communities lead.	2021-2025

chain and a resource-efficient production technique with recycled material within the construction and demolition industry.

Professorships
At the Norwegian University of Science and Technology (NTNU) Multiconsult Norge AS and LINK Arkitektur AS supports a professorship in Sustainable development, refurbishment and FC of buildings, and one professorship in Building information modelling (BIM).

STRATEGIC ESG PARTNERSHIPS

Both nationally and internationally, Multiconsult's subsidiaries have entered strategic partnerships with various organisations, entered into industry partnerships or have membership in several associations. In some of these associations Multiconsult holds active roles through employees being board directors of the organisation based on the employees' position in Multiconsult.

The table shows an overview of the strategic partnerships and role of the subsidiary.

Entity	Name of organisation	Role
Multiconsult Norge AS	RIF (Consulting Engineers' Association)	Chair of the board
	Skift (Business Climate Leaders)	Board director
	Ingeniører Uten Grenser (Engineers Without Borders)	Board director
	Solenergiklyngen (The Norwegian Solar Energy Cluster)	Board director (until 30.09.22)
	Norwegian Center for Circular Economy	Board director
	International Centre for Hydropower	Board director and election committee
	Regional and local business associations	Valued ESG-partnership
	Klimapartner (Østfold)	Programme committee
	UN Global Compact	Valued ESG-partnership
	Construction City Cluster	Partner and board director
LINK Arkitektur AS and Multiconsult Norge AS	Grønn byggallianse	Valued ESG-partnership
LINK Arkitektur AS, LINK Arkitektur AB, LINK Arkitektur A/S	Nordic Center for Sustainable Healthcare	Valued ESG-partnership
LINK Arkitektur AB	Swedish Green Building Council	Valued ESG-partnership
	LFM30 and Klimatarena Stockholm	Leading working group
	Byggvarubedömning.se	Board member
	CC Build (Nationwide network promoting Circular Economy in the construction industry)	Member
	Nordic Placemaking Talks	Valued ESG-partnership
	100-gruppen	Founder/Member
Iterio AB	Swedish Green Building Council	Valued ESG-partnership
	c/o City	Valued ESG-partnership

INFLUENCE ON POLICY MAKERS

Multiconsult states in its code of conduct that the group does not donate to political parties, and no donation was given during 2022. As part of the group's ambitions for corporate responsibility, the group is however actively contributing to the regulatory and policy development on key sustainability topics for the industry.

Multiconsult Norge AS has more than 20 internal competence networks focusing on topics linked to the services that Multiconsult delivers to its clients. Each of the networks have subject matter experts (SME) that have the expertise and knowledge necessary to give input to public hearings on regulations and policy development. Multiconsult Norge AS monitors the contribution that internal SME's delivers with respect to public hearings on an ad-hoc basis. In 2022 Multiconsult contributed with input on four public hearings.

The SMEs follows a documented procedure for hearing inputs, and a coordinator ensures that the input is according to the quality requirements.

In addition, SMEs and other key employees participate in meetings and deliver speeches at seminars, where authorities are participants or are hosts. The subsidiary has contributed on national media platforms, and in the construction industry related media and fora.

Through the strategic ESG partnerships, the group has mobilised for a series of political topics in line with its overall ESG policies. Some examples:

- Input in favour of increasing maintenance of public infrastructure.
- input in favour of strengthening the energy requirements and the indirect emissions in the building standard to the proof level of The Paris Agreement.
- input in favour of legislation mandating municipal plans for surface water management, higher green ambitions in public procurement.
- mandating more extensive field work in impact analysis for energy assignments.
- stricter regulation on total waste generated in construction assignments.

SOCIAL RESPONSIBILITY

Following up on Multiconsult's corporate social responsibility policy, the group has a tradition for engagement in solidarity work as an element in the group's corporate social responsibility.

Multiconsult Norge AS entered in 2021 a three-year agreement to support the organisation Engineers Without Borders both financially with NOK 200 thousand and in its day-to-day operations, as well as collaborating in projects. Four Multiconsult employees participated in projects with Engineers Without Borders during 2022.

Each year Multiconsult Norge AS donates the Christmas gift to a charity, selected through a nomination and voting process among employees. In 2022 the Christmas gift of NOK 250 thousand was donated to the charity Matsentralen and their work with distributing food to disadvantaged people and preventing food waste.

Multiconsult Norge AS donated NOK 2 million to the Red Cross organisation and their operations for the people of Ukraine.

LINK Arkitektur AS has donated NOK 20 thousand to the foundation Giving Hope to a Child.

LINK Arkitektur AB has donated SEK 25 thousand to UNICEF during 2022.

Iterio AB has been a partner of Yennenga Progress, an organisation that works for non-religious and apolitical purposes to fight poverty and create democratic welfare societies. The organisation is funded by voluntary donations. Since 2017, Iterio AB yearly has supported the organisation financially and with some consulting expertise. Iterio AB also sponsors teaching materials in sustainability for elementary school students in Stockholm County.

CLIMATE EMISSIONS

ENVIRONMENT

Climate emissions
Tables of total emission per subsidiary

MULTICONSULT NORGE AS

GHG Protocol Category	Description	2022 tonne CO_2e	kg CO_2e/full-time equivalent	2021 tonne CO_2e	kg CO_2e/full-time equivalent	2020 tonne CO_2e	kg CO_2e/full-time equivalent
	SCOPE 1	**741**	**351**	**934**	**435**	**979**	**482**
	Fuel use in smaller company cars	274	130	308	144	317	156
	Fuel use in heavier company cars	164	77	168	78	138	68
	Fuel use in machines (boats, bore rig)	304	144	458	213	524	258
	SCOPE 2	**2 341**	**1 108**	**2021**	**942**	**849**	**418**
	Energy use buildings	2 332	1 104	2 018	941	847	417
	of which is electricity	2 171	1 028	1 853	864	708	348
	of which is district heating/cooling	160	76	165	77	139	68
	Electricity use cars	9	4	3	1	2	1
	SCOPE 3	**13 547**	**6 411**	**10 471**	**5 161**	**646**	**274**
Scope 3: 6. Business travel	Air travel	854	404	402	198	428	167
Scope 3: 6. Business travel	Railway	46	22	31	15	-	-
Scope 3: 6. Business travel	Mileage (all fossil fuel)	167	79	133	66	156	77
Scope 3: 6. Business travel	Rental car	11	5	12	6	10	5
Scope 3: 5. Waste generated in operations	Waste	59	28	50	25	52	26
Scope 3: 8. Upstream leased assets	Buildings	1 740	823	1 374	677	-	-
Scope 3: 1. Purchased goods & services	Purchased goods and services	9 403	4 450	7 399	3 647	-	-
Scope 3: 2. Capital goods	Capital goods	675	320	607	299	-	-
Scope 3: 7. Employee commuting	Employee commuting	592	280	462	228	-	-
	SUM	**16 629**	**7 870**	**13 426**	**6 538**		-

LINK ARKITEKTUR AS

Description	tonne CO_2e	kg CO_2e/full-time equivalent
SCOPE 1	-	-
Fuel use in company cars	-	-
SCOPE 2	**278**	**1 175**
Energy use buildings	278	1 175
of which is electricity	274	1 158
of which is districts heating/cooling	4	17
SCOPE 3	**135**	**569**
Air travel	64	269
Railway	-	1
Waste	4	18
Buildings	-	-
Purchased goods and services	-	-
Capital goods	-	-
Employee commuting	67	281
SUM	**413**	**1 744**
GRI 305-4: GHG emissions ratio (scope 1 and 2)	**1.17**	**tonne CO_2e/full-time equivalent**

LINK ARKITEKTUR AB

Description	tonne CO_2e	kg CO_2e/full-time equivalent
SCOPE 1	**-**	**-**
Fuel use in company cars	-	-
SCOPE 2	**18**	**129**
Energy use buildings	18	129
of which is electricity	3	22
of which is districts heating/cooling	15	107
SCOPE 3	**530**	**3 730**
Air travel	21	150
Railway	16	113
Other transportation	14	96
Waste	1	4
Upstream leased assets: vehicles	2	12
Purchased goods and services	388	2 731
Capital goods	40	282
Employee commuting	49	342
SUM	**548**	**3 859**
GRI 305-4: GHG emissions ratio (scope 1 and 2)	**0.13**	**tonne CO_2e/full-time equivalent**

LINK ARKITEKTUR A/S

Description	tonne CO_2e	kg CO_2e/full-time equivalent
SCOPE 1	**6**	**93**
Fuel use in company cars	6	93
SCOPE 2	**34**	**518**
Energy use buildings	34	518
of which is electricity	21	317
of which is districts heating/cooling	13	202
SCOPE 3	**263**	**3 981**
Air travel	-	-
Railway	-	4
Waste	7	106
Upstream leased assets: vehicles	2	31
Purchased goods and services	210	3 182
Capital goods	11	159
Employee commuting	33	498
SUM	**303**	**4 592**
GRI 305-4: GHG emissions ratio (scope 1 and 2)	**0.61**	**tonne CO_2e/full-time equivalent**

MULTICONSULT POLSKA SP. Z O.O.

Description	tonne CO_2e	kg CO_2e/full-time equivalent
SCOPE 1	**175**	**492**
Fuel use in company cars	175	492
SCOPE 2	**207**	**581**
Energy use buildings	207	581
of which is electricity	207	581
SCOPE 3	**772**	**2 169**
Air travel	23	64
Railway	47	132
Waste	3	10
Upstream leased assets: buildings	99	279
Upstream leased assets: vehicles	26	-
Purchased goods and services	410	1 150
Capital goods	39	109
Employee commuting	125	352
SUM	**1 154**	**3 242**
GRI 305-4: GHG emissions ratio (scope 1 and 2)	**1.07**	**tonne CO_2e/full-time equivalent**

ITERIO AB

Description	tonne CO_2e	kg CO_2e/full-time equivalent
SCOPE 1	**46**	**365**
Fuel use in company cars	46	365
SCOPE 2	**1**	**11**
Energy use buildings	1	6
of which is electricity	1	6
Electricity use cars	1	5
SCOPE 3	**391**	**3 124**
Air travel	69	550
Railway	1	12
Other transportation	1	4
Waste	1	11
Upstream leased assets: buildings	21	171
Purchased goods and services	260	2 079
Capital goods	11	87
Employee commuting	26	211
SUM	**437**	**3 500**
GRI 305-4: GHG emissions ratio (scope 1 and 2)	**0.38**	**tonne CO_2e/full-time equivalent**

GHG EMISSION METHODOLOGY - COMMENTS FOLLOWING THE TABLES IN THE APPENDIX

Scope 1 – Methodology
For the GHG Emissions in scope 1 the calculations follow the methodology of Environmental Lighthouse (Miljøfyrtårn). The following comments are relevant to point out:

- Fuel use in 2020 to 2022 includes fuel used in Multiconsult's company cars (passenger cars and vans).
- The total fuel use is based on purchases using dedicated company cards as well as employees personal cards. For 2021 about 7.400 litres of fuel are not accounted for in scope 1 as the purchases are unknown. They may be included in scope 3 due to the use of wrong description in the accounts.
- In 2019, fuel purchased with employees' personal cards or from Shell and XY-Norway, is not included in the GHG accounts.
- Emission factors: Petrol: 3.01125 kg CO_2e/litre. Diesel: 3.22644 kg CO_2e/litre. Gas oil: 3.22644 kg CO_2e/litre, HVO100: 0.4 kg CO_2e/litre. (Source: Environmental Lighthouse).
- GHG Emissions from machines are mainly from boats and drilling rigs, and are related to the following fuels: petrol, diesel, gas oil and HVO100.

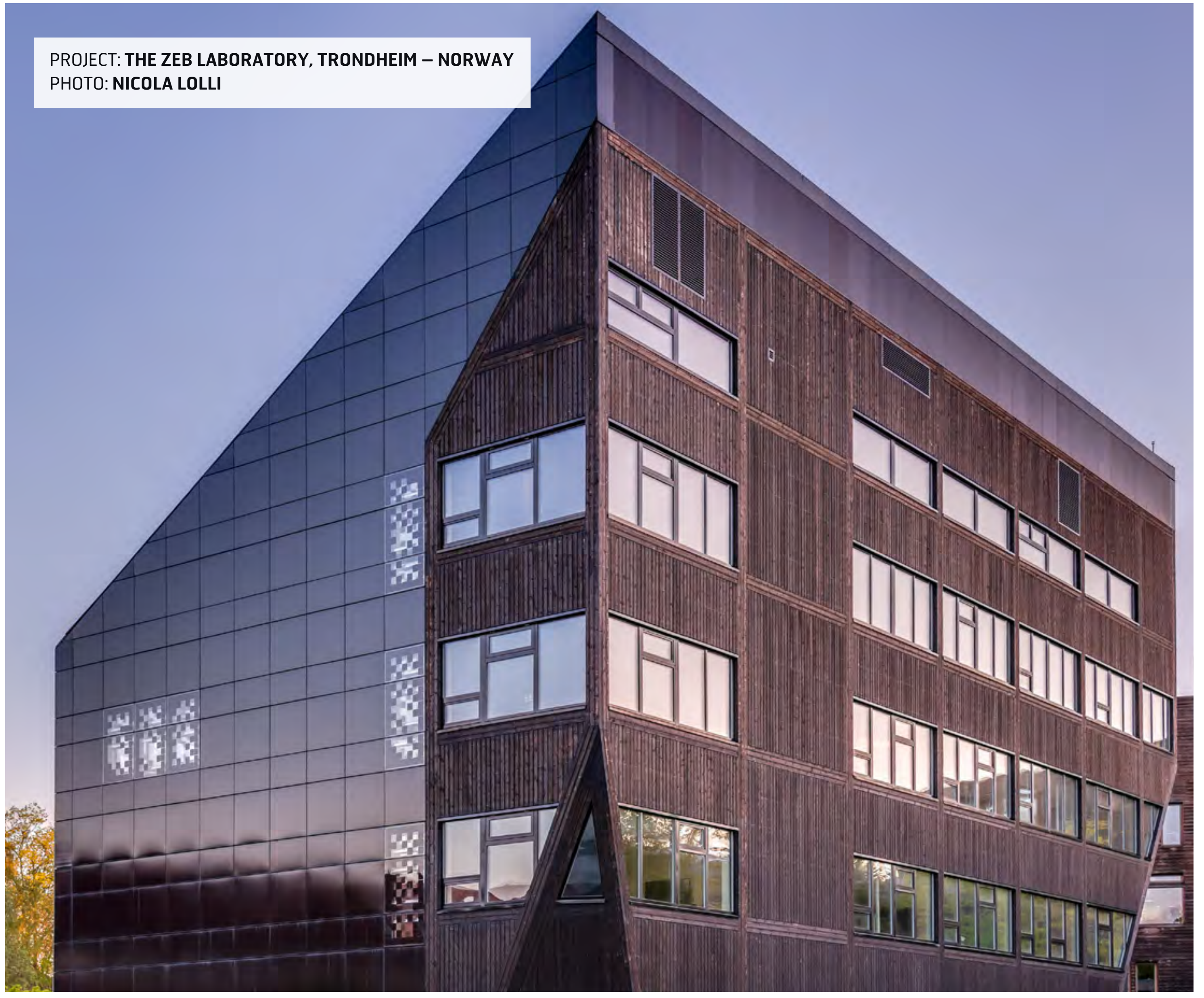
Scope 2 – Methodology
For the GHG Emissions in scope 2 the calculations follow the methodology of Environmental lighthouse (Miljøfyrtårn). The following comments are relevant to point out:

- Energy consumption in Multiconsult Norge AS's premises includes offices, cabins and workshops. It has not been possible to deduct the electricity use from the charging electric vehicles, so there may be somewhat double counting of GHG emissions.
- GHG emissions from electricity in 2022 are calculated using a marked-based method. This means that the
- GHG emissions from electricity in 2021 and 2022 are calculated using a market-based method. This means that residual mix (0.531 kg CO_2e/kWh, Source: Klimapartnere, 2018) is used for electricity without a Guarantee of Origin, while Norwegian production mix for electricity (0.017 kg CO_2e/kWh, Source: Asplan Viak) is used for electricity with a Guarantee of Origin.
- For 2019 and 2020, GHG emissions from electricity are calculated with the NVE-recommended emission factor of 0.119 kg CO_2e/kWh for all electricity.
- For district heating in Norway the emission factors used are 0.116 kg CO_2e/kWh (Source: Environmental Lighthouse) and 0.055 kg CO_2e/kWh for district cooling (Source: Environmental lighthouse). Only the office in Kristiansand and Nydalen has reported district cooling.
- Emission factors for electricity, district heating and cooling outside of Norway are found using the software One Click LCA. For district heating in Sweden emission factors in the tool "Lokala miljövärden 2020" were used for 2021 and "Lokala miljövärden 2021" for 2022.
- GHG emissions from driving electric cars are calculated using the emission factor 0.024 kg CO_2e/km (Source: Environmental Lighthouse) for 2021.

Scope 3 Methodology

- Air travel - GHG emissions from air travel in Multiconsult Norge AS is provided by the travel agency Egencia.
- Train travel – GHG emissions from train travel in Multiconsult Norge AS is provided by the travel agency Egencia.
- In 2021 and 2022, mileage - GHG emissions from Mileage includes both electric and fossil cars. Mileage has been paid for about 821 000km (2022) 872 000km (2021). It is estimated that about 35% of km driven by fossil cars use petrol with an average consumption of 0.77 litres/10 km, and that the remaining number of km are diesel cars with an average consumption of 0.59 litres/10 km. Emission factors for petrol and diesel are the same as in scope 1.
- Rental car - Hertz and Sixt have provided data for calculating GHG emissions related to rental cars.
- In 2022, waste includes residual, glass, metal, paper, electrical and food waste. Emissions factors are provided by Asplan Viak.
- Residual waste - Only GHG emissions related to residual waste have been calculated. Emission factors used are 0.55 kg CO_2e/kg waste (Source: Environmental Lighthouse) and 0.195 kg CO_2e/kg waste for residual waste which is sorted in central sorting plants. The latter only applies to waste from the Sandnes office. Waste quantities from the office in Egersund, the smaller offices (fewer than 5 employees) and the cabins are not included in the accounts. For the year 2019, only waste quantities from the Environmental Lighthouse certified offices are included in the climate accounts.
- Purchased goods and services and Capital goods – the GHG emissions are calculated based on the company's accounts. The emissions factors are based on Input/Output-Analysis and are provided by Asplan Viak.
- Buildings - The GHG emissions reflect the annual emissions of the building distributed over the lifetime of the building. The emissions are calculated based on rental costs with emission factors provided by Asplan Viak. Only buildings where energy costs are not included in the rent are included. GHG emissions related to common areas like receptions and canteens are excluded due to lack of data. Consequently, the emissions are underestimated. The following offices are not included in 2022: Ski, Alta, Sandnessjøen and Grimstad. The following offices are not included in 2021: Sandnes, Ski, Alta, Sandnessjøen, Mo i Rana, Steinkjer, Trondheim, Voss, Grimstad, Skien, Tønsberg.
- Employee commuting - The calculations are based on a survey disseminated to all employees in Multiconsult and its subsidiaries in Scandinavia, Poland and the UK. The respondents were asked about how and how often they had commuted to work in 2021 and 2022. Based on a total of 1 988 (2022) and 1 800 (2021) answers and a list of assumptions, we have estimated the respondents' contributions to emissions from commuting to work. Estimates of total emissions from each company were obtained by multiplying the average emissions per employee with the number of employees (head count) in the given company.

GHG Emissions intensity ratio: The number of full-time equivalents and not number of employees (head count) is used in the calculation.



PROJECT: **THE ZEB LABORATORY, TRONDHEIM – NORWAY**
PHOTO: **NICOLA LOLLI**

GRI INDEX 2022

GRI Standard	GRI Ref. no	GRI Disclosure	Omissions/Comments	Page reference
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	2-2	Entities included in the organization's sustainability reporting	1.b The reporting on the smaller subsidiaries is limited	50
	2-3	Reporting period, frequency and contact point		45
	2-4	Restatements of information		128
	2-5	External assurance		46, 52
	2-6	Activities, value chain and other business relationships		9
	2-7	Employees	Region is defined as legal entity	68
	2-8	Workers who are not employees	a) ii) Not able to report on the type of work they perform	68
	2-9	Governance structure and composition		38-45
	2-10	Nomination and selection of the highest governance body		38-40
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GRI Standard	GRI Ref. no	GRI Disclosure	Omissions/Comments	Page reference
	2-19	Remuneration policies	Approved by the annual general meeting. The remuneration policy on determination of salary and other remuneration for leading persons can be found on the group's website www.multiconsult-ir.com.	44, 79
	2-20	Process to determine remuneration	2-20 b) Not applicable	79
	2-21	Annual total compensation ratio	Ratio is based on salary, not total compensation. Multiconsult Asia Pte Ltd only has one employee and thus there is no ratio to calculate.	79
	2-22	Statement on sustainable development strategy		13-14, 50
	2-23	Policy commitments		51, 82, 85
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	2-25	Processes to remediate negative impacts	Not applicable	84-85
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	2-28	Membership associations	Reported on Multiconsult Norge AS, LINK Arkitektur AB, LINK Arkitektur AS and LINK Arkitektur A/S	88
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GRI Standard	GRI Ref. no	GRI Disclosure	Omissions/Comments	Page reference
Economic performance	201-1	Dicect economic value generated and distributed	Annual reporting	22-25, 105-159
	201-2	Financial implication and other risk and opportunities due to climate change		63
Anti-corruption	205-1	Operations assessed for risks related to corruption	a) No data which can be verified	82-83
	205-2	Communication and training about anti-corruption policies and procedures	a) b) d) No data which can be verified c) Data on who has received informastion available, but percentage of total not available e) Partially data on number of employees received training in 2022	82, 83
	205-3	Confirmed incidents of corruption and actions taken	a) For 2022, no reported or uncovered cases b) No employees have been dismissed or had a case brought against them due to corruption d) No contracts have been terminated as a result of corruption. None have been uncovered either d) No lawsuits have been instituted in 2022 against partners as a result of corruption"	
Anti-competitive behaviour	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		83
	304	Biodiversity	Not available	
Emissions	305-1	Direct (Scope 1) GHG emissions		58
	305-2	Energy indirect (Scope 2) GHG emissions		58
	305-3	Other indirect (Scope 3) GHG emissions	In accordance with the standards of Skift Norge i nitiative on scope 3 emissions.	58
	305-4	GHG emissions intensity		59
	305-5	Reduction of GHG emissions	Insufficient data available for calculations for the entire group for 2019 and 2020. Data only available for Multiconsult Norge AS. Methodology for calculating electricity consumption changed as of the 2021 reporting. Also applies for 2022.	

GRI Standard	GRI Ref. no	GRI Disclosure	Omissions/Comments	Page reference
	305-6	Emissions of ozone-depleting substances (ODS)	Not applicable	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable	
Employment	401-1	New employee hires and employee turnover		72-73
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Significant locations of operation is defined as legal entity. Benefits in the group are not harmonised. No data collected on life insurance.	69
	401-3	Parental leave		72-73
Occupational Health and Safety 2018	403-1	Occupational health and safety management system		75
	403-2	Hazard identification, risk assessment, and incident investigation		75
	403-3	Occupational health services		80
	403-4	Worker participation, consultation, and communication on occupational health and safety		75
	403-5	Worker training on occupational health and safety		75
	403-6	Promotion of worker health		75
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		75
	403-8	Workers covered by an occupational health and safety management system		75
	403-9	Work-related injuries		76
	403-10	Work-related ill health		76
Training and Education	404-1	Training and education		69-70
	404-2	Programs for upgrading employee skills and transition assistance programs	Numbers are manually collected based on hours recorded in the time registration systems. Different definitions apply.	69
	404-3	Percentage of employees receiving regular performance and career development reviews	According to policy, all employees receive regular performance and reviews	69

GRI Standard	GRI Ref. no	GRI Disclosure	Omissions/Comments	Page reference
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	iii. No other indicators of diversity apply	76, 78
	405-2	Ratio of basic salary and remuneration of women to men	The definition for 'significant locations of operation' are the legal entities	78
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Only reported for Multiconsult Norge AS	80
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria		84
	414-2	Negative social impacts in the supply chain and actions taken		85
Public Policy	415-1	Political contributions	Multiconsult nor any of its subsidiaries make any direct or indirect monetary political contributions	

The board and CEO of Multiconsult ASA – Oslo, 15 March 2023

Rikard Appelgren
Chair of the board

Tore Sjursen
Director

Sverre Hurum
Director

Tove Raanes
Director

Hanne Rønneberg
Director

Torben Wedervang
Director

Gunnar Vatnar
Director

Karine Gjersø
Director

Grethe Bergly
CEO

ASSURANCE REPORT ON SUSTAINABILITY REPORTING

Deloitte.

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To the Board for Directors

INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT ON MULTICONSULTS' SUSTAINABILITY REPORTING FOR 2022

This Independent Auditor's Limited Assurance Report to the Board of Directors of Multiconsult ASA (Multiconsult) relates to information in the sections "Sustainability and corporate responsibility" and "Appendix – Sustainability & GRI Index" (the "Selected Information") within the Multiconsult Annual Report for the reporting period ended 31 December 2022.

Our assurance conclusion

Based on our procedures described in this report, and evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information, as listed below has not been prepared, in all material respects, in accordance with the Applicable Criteria.

Scope of our work

Multiconsult engaged Deloitte AS to provide an Independent Limited Assurance Report in accordance with International Standard on Assurance Engagements 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000 (Revised)), issued by the International Auditing and Assurance Standards Board ("IAASB") and our agreed terms of engagement.
The Selected Information in scope of our engagement, as presented in the Annual Report, for the period ended 31 December 2022 is as follows:

Selected Information in the Annual Report	Applicable Criteria
Section: Sustainability and corporate responsibility, except information about EU Taxonomy alignment presented under "Taxonomy"	Reporting in accordance with the GRI Standards 2021, pursuant to Multiconsult disclosures under the Global Reporting Initiative (GRI) Index in the section Appendix – Sustainability & GRI Index.
Section: Appendix – Sustainability & GRI Index	

In relation to the Selected Information, as listed in the above table, the Selected Information needs to be read and understood together with the Applicable Criteria.

Inherent limitations of the Selected Information

We obtained limited assurance over the preparation of the Selected Information in accordance with the Applicable Criteria. Inherent limitations exist in all assurance engagements.
Any internal control structure, no matter how effective, cannot eliminate the possibility that fraud, errors or irregularities may occur and remain undetected and because we use selective testing in our engagement, we cannot guarantee that errors or irregularities, if present, will be detected.

The Board of Director's responsibilities

The Board of Directors are responsible for:
- Selecting and establishing the Applicable Criteria.
- Preparing, measuring, presenting, and reporting the Selected Information in accordance with the Applicable Criteria.
- Publishing the Applicable Criteria publicly, where it is not publicly available, in advance of, or at the same time as, the publication of the Selected Information.

Deloitte.

- Designing, implementing, and maintaining internal processes and controls over information relevant to the preparation of the Selected Information to ensure that they are free from material misstatement, including whether due to fraud or error.
- Providing sufficient access and making available all necessary records, correspondence, information and explanations to allow the successful completion of the Services.
- Confirming to us through written representations that you have provided us with all information relevant to our Services of which you are aware, and that the measurement or evaluation of the underlying subject matter against the Applicable Criteria, including that all relevant matters, are reflected in the Selected Information.

Our responsibilities

We are responsible for:

- Planning and performing procedures to obtain sufficient appropriate evidence in order to express an independent limited assurance conclusion on the Selected Information.
- Communicating matters that may be relevant to the Selected Information to the appropriate party including identified or suspected non-compliance with laws and regulations, fraud or suspected fraud, and bias in the preparation of the Selected Information.
- Reporting our conclusion in the form of an independent limited Assurance Report to the Board of Directors.

Our independence and quality management

We are independent of the company as required by laws and regulations and the International Ethics Standards Board for Accountants' Code of International Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.
We apply the International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, and accordingly, maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Key procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the description of activities undertaken in respect of the Selected Information is likely to arise. The procedures we performed were based on our professional judgment. In carrying out the limited assurance engagement on the description of activities undertaken in respect of the Selected Information, we performed the following procedures:

- Obtained an understanding of Multiconsult's systems and processes for the identification, processing and controls associated with the Selected information.
- Made inquiries with relevant personnel to obtain an understanding of the process for collecting and reporting the Selected Information, and relevant internal controls; but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness.
- Performed limited substantive testing on a selective basis of the Applicable Criteria to test whether data has been appropriately measured, recorded, collated and reported.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Deloitte.

Oslo, 15 March 2023
Deloitte AS

Reidar Ludvigsen
State Authorised Public Accountant (Norway)

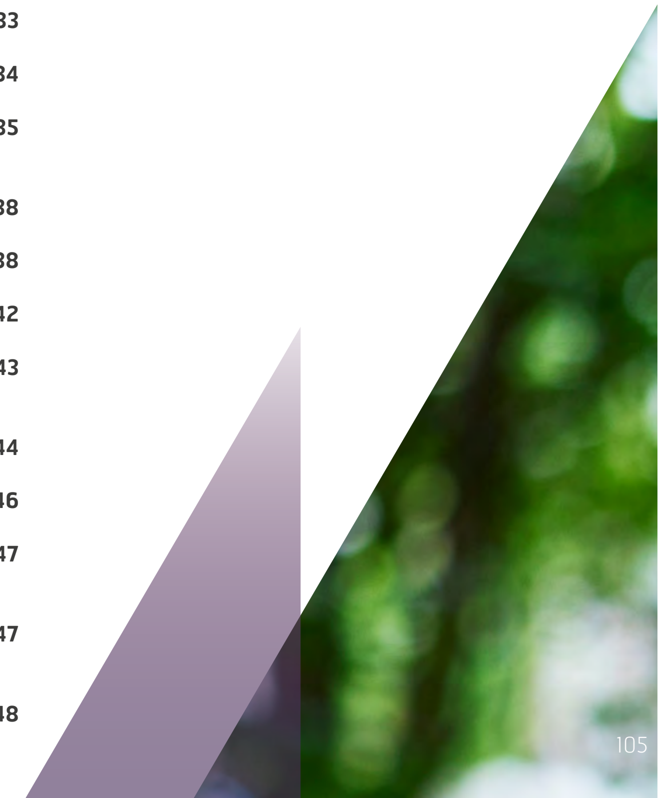
Frank Dahl
Sustainability expert

This document is signed electronically.

Photo: Bård Gudim

Mirjam Dons,
Head of Section
Geotechnics

CONSOLIDATED ANNUAL ACCOUNTS



CONSOLIDATED STATEMENT OF PROFIT OR LOSS

Amounts in NOK thousand, except earnings per share	Note	2022	2021
Operating revenues	5, 6	4 868 160	4 284 666
Expenses for sub-contractors and disbursements		678 934	480 930
Net operating revenues		**4 189 226**	**3 803 736**
Employee benefit expenses	9, 12	3 050 982	2 811 409
Other operating expenses	7, 8	528 090	449 482
Operating expenses excluding depreciation and amortisation		**3 579 072**	**3 260 892**
Operating profit before depreciation and amortisation (EBITDA)		**610 154**	**542 845**
Depreciation and amortisation	14, 15, 18	207 029	193 981
Operating profit (EBIT)		**403 125**	**348 864**
Share of profit from associated companies and joint ventures	17	**15 260**	**204**
Financial income	10	33 308	20 432
Financial expenses	10	64 650	58 335
Net financial items		**(31 342)**	**(37 903)**
Profit before income taxes		**387 043**	**311 166**
Income tax expenses	11	84 028	76 500
Profit for the period		**303 015**	**234 666**
Attributable to:			
Owners of Multiconsult ASA		303 015	234 666
Earnings per share:			
Basic	24	11.06	8.67
Diluted	24	11.06	8.67

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Amounts in NOK thousand	Note	2022	2021
Profit for the period		303 015	234 666
Other comprehensive income			
Remeasurement of defined benefit obligations	12	32	147
Income taxes	11	(7)	(32)
Total items that will not be reclassified subsequently to profit or loss		**25**	**114**
Currency translation differences		(1 186)	(13 730)
Total items that may be reclassified subsequently to profit or loss		**(1 186)**	**(13 730)**
Total other comprehensive income for the period		**(1 161)**	**(13 616)**
Total comprehensive income for the period		**301 855**	**221 050**
Attributable to:			
Owners of Multiconsult ASA		301 855	221 050

CONSOLIDATED STATEMENT OF FINANCIAL POSITION - ASSETS

Amounts in NOK thousand	Note	31.12.2022	31.12.2021
ASSETS			
Non-current assets			
Deferred tax assets	11	38 441	33 351
Intangible assets	14	24 247	25 187
Goodwill	4, 14	923 835	846 659
Property, plant and equipment	15	104 737	110 303
Right-of-use assets	18	673 371	766 870
Total non-current non-financial assets		**1 764 631**	**1 782 369**
Investments in associated companies and joint ventures	17	25 722	10 302
Assets for reimbursement provisions	20	56 845	18 302
Other non-current financial assets and shares	3, 12, 16	30 298	23 452
Total non-current assets		**1 877 496**	**1 834 424**
Current assets			
Trade receivables	3, 6, 13	596 291	730 881
Work in progress	3, 6, 13	304 328	225 021
Other current receivables and prepaid expenses	3, 13	117 381	86 439
Total receivables and prepaid expenses	13	**1 018 000**	**1 042 341**
Cash and cash equivalents	3, 16	114 559	156 165
Total current assets		**1 132 558**	**1 198 506**
TOTAL ASSETS		**3 010 054**	**3 032 931**

CONSOLIDATED STATEMENT OF FINANCIAL POSITION – EQUITY AND LIABILITIES

Amounts in NOK thousand	Note	31.12.2022	31.12.2021
EQUITY AND LIABILITY			
Equity			
Share capital	22	13 767	13 715
Treasury shares		(3 855)	(5 126)
Share premium		175 630	161 754
Total paid in capital		185 543	170 343
Other reserves		(256 575)	(245 068)
Retained earnings		1 063 480	924 848
Total other equity		806 905	679 779
Total shareholders' equity		**992 448**	**850 123**
Non-current liabilities			
Pension obligations	12	5 570	5 403
Deferred tax	11	12 158	12 571
Provisions	20	64 895	24 712
Non-current interest-bearing liabilities	3	-	180 000
Non-current lease liabilities	18	570 911	690 771
Total non-current liabilities		**653 533**	**913 457**
Current liabilities			
Trade payables	3	132 677	134 725
Prepaid revenues	6	146 860	141 749
Current tax liabilities	11	89 028	71 699
Public duties payable	3	410 403	406 049
Current interest-bearing liabilities	3	31 510	-
Current lease liabilities	18	163 018	139 037
Other current liabilities	3, 19	390 576	376 093
Total current liabilities		**1 364 072**	**1 269 351**
Total liabilities		**2 017 606**	**2 182 808**
TOTAL EQUITY AND LIABILITIES		**3 010 054**	**3 032 931**

The board and CEO of Multiconsult ASA – Oslo, 15 March 2023

Rikard Appelgren Chair of the board	Tore Sjursen Director	Sverre Hurum Director	Tove Raanes Director
Hanne Rønneberg Director	Torben Wedervang Director	Gunnar Vatnar Director	Karine Gjersø Director

Grethe Bergly
CEO

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to equity holders of Multiconsult ASA								
Amounts in NOK thousand	Share capital	Treasury shares	Share premium	**Total paid in capital**	Retained earnings	Employee share purchase programme	Remea-surement pensions	Currency translation differences	**Total equity**
31 December 2020	**13 486**	**(5 256)**	**77 758**	**85 988**	**905 619**	**(35 509)**	**(203 005)**	**20 522**	**773 615**
Share issue	230	-	83 995	**84 226**	-	-	-	-	**84 226**
Dividend	-	-	-	**-**	(215 437)	-	-	-	**(215 437)**
Treasury shares	-	129	-	**129**	-	(3 106)	-	-	**(2 976)**
Employee share purchase programme	-	-	-	**-**	-	(10 354)	-	-	**(10 354)**
Comprehensive income	-	-	-	**-**	234 666	-	114	(13 730)	**221 050**
31 December 2021	**13 715**	**(5 126)**	**161 754**	**170 343**	**924 848**	**(48 969)**	**(202 891)**	**6 791**	**850 123**
Share issue	52	-	13 876	**13 928**	-	-	-	-	**13 928**
Dividend	-	-	-	**-**	(164 383)	-	-	-	**(164 383)**
Treasury shares	-	1 272	-	**1 272**	-	(3 019)	-	-	**(1 747)**
Employee share purchase programme	-	-	-	**-**	-	(7 327)	-	-	**(7 327)**
Comprehensive income	-	-	-	**-**	303 015	-	25	(1 186)	**301 855**
31 December 2022	**13 767**	**(3 855)**	**175 630**	**185 543**	**1 063 480**	**(59 315)**	**(202 866)**	**5 606**	**992 448**

See note 9 for information about treasury shares and employee share purchase programme.

CONSOLIDATED STATEMENT OF CASH FLOWS

+ are cash increasing and - are cash reducing effects *Amounts in NOK thousand*	Note	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES:			
Profit before income taxes		387 043	311 166
Income taxes paid during the period		(76 131)	(86 902)
Interest lease liability	18	30 608	32 062
Interest expense interest-bearing liability		11 890	927
Depreciation and amortisation	14, 15	56 461	49 134
Depreciation right-of-use assets	18	150 545	144 846
Results from associated companies and joint ventures	17	(15 260)	(204)
Other non-cash profit and loss items		(11 935)	(12 834)
Subtotal operating activities		**533 220**	**438 195**
Changes in working capital [1]		28 386	20 434
Net cash flows from operating activities		**561 606**	**458 629**
CASH FLOWS FROM INVESTING ACTIVITIES:			
Payments on acquisition of property, plant and equipment and intangible assets	14, 15	(43 169)	(41 897)
Proceeds on sale of property, plant and equipment and intangible assets	14, 15	1 301	1 215
Proceeds/payments related to joint ventures and jointly controlled entities [2]		2 584	(6 999)
Change in non-current financial assets, restricted funds [1]	16	(7 346)	(2 144)
Net cash effect of business combinations	4	(47 375)	(314 190)
Net cash flows from investing activities		**(94 005)**	**(364 015)**
CASH FLOWS FROM FINANCING ACTIVITIES:			
Proceeds on interest-bearing liabilities	3	100 000	180 000
Instalments on interest-bearing liabilities	3	(280 000)	-
Paid interest on interest-bearing liability		(11 890)	(927)
Instalments on lease liabilities	18	(149 750)	(140 523)
Paid interest on lease liability	18	(30 608)	(32 062)
Dividends paid	24	(164 383)	(215 437)
Cost of share issuance		(72)	(140)
Purchase treasury shares (employee share purchase and bonus programme)		(32 067)	(64 874)
Sale treasury shares (employee share purchase and bonus programme)		57 599	61 897
Net cash flows from financing activities		**(511 171)**	**(212 066)**
Foreign currency effects on cash and cash equivalents		**1 963**	**(3 818)**
Net change in cash and cash equivalents		(41 606)	(121 270)
Cash and cash equivalents at the beginning of the period	16	156 165	277 435
Cash and cash equivalents at the end of the period	16	**114 559**	**156 165**

[1] Changes in working capital and restricted funds are adjusted for opening balance in acquired entities at transaction date.
[2] In 2022 Norplan Tanzania repaid its loan.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

NOTE 1 GENERAL INFORMATION AND BASIS FOR THE PREPARATION OF THE CONSOLIDATED FINANCIAL STATEMENTS

Multiconsult group ("Multiconsult" or "the group") comprises Multiconsult ASA ("the parent company") and all subsidiaries and associated companies.

Multiconsult ASA is a Norwegian Public limited liability company. The shares of the company were listed on Oslo Stock Exchange on 22 May 2015. The company's head office is located in Nedre Skøyen vei 2, 0276 Oslo.

The group are among the leading suppliers of consultancy and design services in Norway and the Nordic region. The group has some activity and subsidiaries outside the Nordic region, including subsidiaries Multiconsult Polska, Multiconsult UK and Multiconsult Asia. The principal activities of the group are described in note 5 Segments. These consolidated financial statements were approved by the board of directors on 15 March 2023 for adoption by the Annual General Meeting on 13 April 2023.

The group prepares the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the EU (IFRS) and the Norwegian Accounting Act. References to "IFRS" in these financial statements mean IFRS as adopted by the EU.

NOTE 2 A SIGNIFICANT ACCOUNTING POLICIES

Basis of preparation
The consolidated financial statements have been prepared based on the historical cost basis, except for derivatives and pension assets that are measured at fair value, and pension liabilities that are measured at present value. The consolidated financial statements are presented in Norwegian kroner (NOK). Amounts are rounded to the nearest thousand, unless stated otherwise. As a result of such rounding, amounts and percentages presented may not add up to the total.

Standards, interpretations and amendments implemented in 2022
Several limited scope amendments and interpretations effective from 1 January 2022 had no material impact on the group. This include but is not limited to amendments to IAS 16, IAS 37, IFRS 1, IFRS 3 and IFRS 9.

Consolidation principles, investments accounted for in accordance with the equity method and working partnerships
The consolidated financial statements incorporate Multiconsult ASA and companies that Multiconsult ASA (directly or indirectly) control (the group). Control is achieved when the group is exposed or has rights to variable returns from its involvement with a company in which it has invested and has the ability to use its power to affect its returns from this company. All subsidiaries are 100 per cent owned and there are no non-controlling interests.

The consolidated financial statements have been prepared using uniform accounting policies. All material transactions and balances between group entities have been eliminated.

Shares in subsidiaries are eliminated in the consolidated financial statements in accordance with the acquisition method. This entails that the consideration, as well as the acquired entity's assets and liabilities (with some exceptions as determined by IFRS 3 Business Combinations), are measured at fair value on the date of acquisition, and any excess consideration is classified as goodwill. Acquisition-related costs are recognised in profit or loss as incurred.

Investments in associated companies and joint ventures over which the group exercises significant influence or joint control, are accounted for using the equity method. Refer to note 17 for more information.

The group enters into working partnerships in certain projects where parties collaborate to offer a joint deliverable. Each participant is responsible for and has rights to the fee from its part of the deliverables (agreements related to project collaboration). The individual parties utilise their resources using employees and sub-contractors. Some of these arrangements are considered to be joint operations within the scope of IFRS 11, and for which the group recognises its share of income and expenses, and its own assets and liabilities. Certain arrangements are not jointly controlled. Such activities are recognised on a line-by-line basis in accordance with the group's share, similar to joint operations. There are no significant differences in the group's accounting for activities in arrangements without limited liability, whether within the scope of IFRS 11 or not.

Foreign currencies
The financial statements of the individual companies in the group are measured in the currency which is predominantly used in the economic environment in which the company operates (functional currency). The consolidated financial statements are presented in Norwegian kroner (NOK), which is the functional currency and the presentation currency of the parent company.

Transactions in foreign currencies are translated into the functional currency at the exchange rates prevailing at the dates of the transactions. Currency gains and losses arising on the payment of such transactions and on translation of monetary items in foreign currencies at the exchange rates prevailing at the end of the reporting period, are recognised in profit or loss as financial items.

For companies with a functional currency other than Norwegian kroner, income and expense items are translated based on the average exchange rates, and assets and liabilities are translated using the exchange rates prevailing at the end of the reporting period. Exchange differences are recognised in other comprehensive income.

Revenue
Revenue is generated by delivering consulting services. The group provides a range of services, including multidisciplinary consulting and design, project engineering and management, verification, inspection, supervision and architecture – both in Norway and abroad. See note 5 segments for a more detailed description of services offered within seven business areas. See also note 6 for revenue from contracts with customers and contract balances.

Revenue is measured based on the consideration specified in a contract with a customer. Revenue is recognised when a customer obtains control over a good or service, which could be at a point in time or over time. The group's revenue is generated from rendering of services, which is recognised over time.

The group's rendering of services consists of agreements that are either time-based, time-based with a cap, or fixed price. The vast majority of contracts in terms of transaction price are time-based, i.e. the group earns revenue per hour worked. Contracts which are time-based with a cap, or fixed price, are minor compared to the total.

Multiconsult has evaluated that for some of the services, for example construction management and coordination, the customer simultaneously receives and consumes the benefits provided by its performance as it performs, and therefore revenue is recognised over time.

Other services are to a large extent tailored to the customer and has no alternative use for Multiconsult. The majority of contracts has clauses that secures that Multiconsult has enforceable right to payment for performance completed to date if the customer should terminate a contract for other reasons than failure by Multiconsult to deliver under the contract. Consequently, Multiconsult has determined that the customer controls all the work in progress as the services are provided, and revenue is recognised over time. A few contracts may have deviating contract clauses, but these are immaterial in relation to the group's total revenues.

Progress in satisfaction of a performance obligation is normally estimated as hours incurred as a percentage of expected total hours and milestones in the project. It is continuously evaluated if hours incurred contribute to progress in the project and the total hours expected to be incurred to generate progress. As the main cost and efforts in the satisfaction of the performance obligations are hours incurred, for own employees and subcontractors, the group believes this method provides a faithful depiction of the transfer of the services. The total scope is evaluated on an on-going basis. Costs are recognised as incurred.

Under IFRS 15, revenue shall be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. There are often discussions with the customer in relation to the number of hours that can be charged to the customer, consequently this is regarded as variable consideration. The company has established processes for ongoing evaluations and estimation of how much revenue can be recognised for each contract, primarily based on expected value, and on 31 December 2021 and 31 December 2020 it has not identified need for additional constraint of accumulated revenues.

When it is probable that a project will incur a loss (remaining total direct costs exceed remaining total revenue), the estimated loss is recognised immediately. Direct costs include predominantly costs for own personnel and sub-contractors. As the group has few projects with fixed price or with a cap, provisions for onerous contracts are limited.

Invoices are issued according to contractual terms and are usually payable within 30 days. Invoiced amounts are presented as trade receivables. Un-invoiced amounts (contract assets) are presented as work in progress and is related to work performed but not billed at the reporting date. Contract liabilities are presented as prepaid revenues. For each contract it is presented a net amount for work in progress or prepaid revenues.

In working partnerships not organised as separate legal entities, and where the group is the project manager with no overall responsibility for the engagement, the group invoices the client and subsequently pays the fee to the other parties for the work performed by them. The group only recognises its own share of revenue and expenses in such arrangements (refer also to the description above).

Revenues are disaggregated on business areas and geography, see notes 5 and 6.

Interest and dividends received
Interest income that reflects the effective return on an asset is recognised as income over the period earned and classified as financial income in the statement of income. Dividends received on investments are recognised as income when the group's right to receive payment has been established. Dividends from investments that are recognised using the equity method are recognised as a reduction of the investment.

Classification of current and non-current items
An asset is classified as current when it is expected to be realised or sold, or to be used in the group's normal operating cycle or falls due or is expected to be realised within 12 months after the end of the reporting period. Other assets are classified as non-current. Liabilities are classified as current when they are expected to be settled in the normal operating cycle of the group, are held for trading, are expected to be settled within 12 months of the end of the reporting period, or if the group does not have an unconditional right to postpone settlement for at least 12 months after the reporting date. Provisions for obligations and assets for reimbursement are classified as non-current. Derivatives are classified as current.

Property, plant and equipment
Property, plant and equipment are recognised at cost less accumulated depreciation. Cost of acquisition includes costs directly attributable to the acquisition of the fixed asset. Subsequent expenditure is added to the carrying value of the asset or is recognised separately when it is probable that future economic benefits related to the expenditure will flow to the group, and the cost can be measured reliably. The carrying amount related to replace parts is expensed. Other repair and maintenance costs are recognised in profit or loss in the period during which the cost is incurred. Property, plant and equipment are depreciated on a straight-line basis. The cost of acquisition of property, plant and equipment is depreciated to their expected residual value, which in general is estimated to be nil. The estimated useful lives, residual values and depreciation methods are reviewed at the end of each reporting period and changed if necessary. When the carrying amount of an item of property, plant and equipment is higher than its estimated recoverable amount (the higher of fair value less costs to sell and value in use), the carrying amount is reduced to the recoverable amount and recognised as impairment in the statement of income. Gains and losses on disposal of property, plant and equipment are recognised in the income statement as the difference between the sales price and the carrying amount.

Intangible assets
Intangible assets consist mainly of standard software, licenses and ERP system. A minor part of intangible assets consists of internally generated cost incurred in the development phase of software, as they meet the specific criteria for recognition in the balance sheet, as defined in IAS 38. Intangible assets are recognised at cost of acquisition less amortisation. Intangible assets are amortised on a straight-line basis to an estimated residual value of nil. Order backlog arising upon a business combination is amortised over its estimated useful life. When the carrying amount of an intangible asset is higher than its estimated recoverable amount, the carrying amount is reduced to the recoverable amount and recognised as impairment in the statement of income.

Goodwill
Goodwill arising upon a business combination is not amortised. Goodwill does not generate cash flows that are independent of other assets or groups of assets, and is allocated to the cash-generating units that are expected to benefit from the synergies of the combination that gave rise to goodwill. Cash-generating units to which goodwill has been allocated are reviewed for impairment on an annual basis, or more frequently if there are indications of impairment. If the recoverable amount of the cash-generating unit is less than its carrying value, the impairment loss is allocated first to reduce the carrying value of goodwill and then to the other assets in the cash-generating unit pro rata based on the carrying amount of each asset in the unit. The carrying value of individual assets is not reduced below nil. An impairment loss recognised for goodwill is not reversed in subsequent periods if the recoverable amount of the cash-generating unit increases. Any impairment is recognised as part of impairment in the statement of income.

Cash-generating units
A cash-generating unit (CGU) is the smallest identifiable group of assets that generates cash inflows that are largely independent of cash inflows from other assets or groups of assets. In order to identify whether cash inflows from an asset (or a group of assets) are independent of cash inflows from other assets (or groups of assets), management assesses various factors, including how operations are monitored, e.g. based on service- or product areas, businesses or geographical areas. Each CGU or group of CGUs to which goodwill has been allocated represent the lowest level in the entity where goodwill is monitored for internal management purposes. The group of CGUs are in all instances no larger than an operating segment as defined in IFRS 8 *Operating Segments*.

Financial assets and liabilities
Financial assets and financial liabilities are recognised in the group's statement of financial position when the group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Financial assets
IFRS 9 contains three principal classification categories for financial assets: measured at amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL). The classification of financial assets is generally based on the business model in which a financial asset is managed and its contractual cash flow characteristics. All financial assets are recognised initially at fair value, with addition of transaction costs for assets not at FVTPL.
The group's financial assets are primarily cash and cash equivalents, trade and other receivables and work in progress (contract assets). Based on the nature of these assets and how they are managed, the group has evaluated that these qualify for classification as measured at amortised cost.

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses.

Financial assets at fair value through profit or loss consist of derivatives when the fair value is positive.

Impairment of financial assets
The group recognises loss allowances at an amount equal to lifetime Expected Credit losses (ECL) on receivables and work in progress. ECLs are probability-weighted estimates of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the group in accordance with the contract and the cash flows that the group expects to receive). ECLs are discounted at the effective interest rate of the financial assets.

The group assesses at each reporting date whether financial asset carried at amortised cost are credit impaired. A financial asset is credit impaired if one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence of credit impairment includes the following observable data: significant financial difficulty of the debtor, a breach of contract such as a default or being more than 60 days past due, the restructuring of a receivable by the group on terms that the group would not consider otherwise, or it is probable that the debtor will enter bankruptcy or other financial reorganisation, or the disappearance of an active market for a security because of financial difficulties. See note 3 for a description of recognition of ECLs.

Loss allowances are deducted from the gross carrying amount of the financial asset. The gross carrying amount of a financial asset is written off when the group has not reasonable expectations of recovering a financial asset in its entirety or a portion thereof. Receivables are written off if the customer goes bankrupt, collection by a debt collector has been unsuccessful for a period and in other concrete cases. The group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities.

Financial liabilities
The group has financial liabilities measured at amortised cost and fair value through profit or loss. Financial liabilities at amortised cost comprise largely trade payable, other current liabilities and interest-bearing liabilities. These obligations are initially recognised at fair value less transaction costs, and subsequently measured at amortised cost through using the effective interest method.

Financial liabilities at fair value through profit or loss consist of derivatives. The company can use foreign currency forward contracts and interest rate swaps in order to hedge future cash flows. The company does not use hedge accounting. Derivatives are measured at fair value. Gains and losses arising as a result of changes in fair value are recognised in the statement of income as financial income and financial expenses. Derivatives are recognised on a gross basis as liabilities when the fair value is negative, as long as the group does not have a legal right to and intention of settling the contracts on a net basis.

Embedded derivatives
An embedded derivative shall not be separated from the host contract and recognised as a derivative if the economic characteristics and the economic risks of the embedded derivative are closely related to the economic characteristics and the economic risk of the host contract. The company has certain cross border sales contracts in a currency that is not the functional currency of either of the parties to the contract. The company has determined that the currency used in the relevant contracts is a currency frequently used in contracts related to acquisition or disposal of non-financial assets in the economic environment in which the transaction takes place, and has therefore not separated a currency derivative.

Cash and cash equivalents
Cash and cash equivalents include cash, bank deposits and other cash equivalents with a maturity of less than three months at the date of acquisition.

Restricted cash
Restricted cash is cash with restrictions above 3 months. Restricted funds is classified as non-current when the restriction is more than 12 months and is presented as non-current financial asset in the balance sheet.

Provision for obligations
Provisions for obligations such as restructuring, onerous contracts, project liabilities and legal claims are recognised when the group, as a result of a past event, has an existing legal or constructive obligation, it is probable that the group will be required to settle the obligation, and the amount can be measured reliably. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date. The estimate is made based on the actual circumstances related to each individual item.

Provisions for project liabilities are measured at the expected cost to settle the obligation. A reimbursement asset is recognised if the company is covered for losses incurred through an insurance company and it is virtually certain that the company will receive compensation. A reimbursement asset reduces the net cost recognised in the statement of income.

Pensions
The group has primarily defined contribution pension plans.

For defined contributions plans, the group pays contributions to private, administered insurance plans for pensions on a statutory, contractual or voluntary basis. The group has no additional obligations after the contributions have been paid. Contributions to defined contribution plans are expensed as incurred. LINK Arkitektur AB participate in a defined benefit multi-employer plan that is accounted for as a defined contribution plan. The group has no early retirement plans.

Remaining defined benefit pension plans are primarily an individual unfunded agreement in Multiconsult Norge AS and a funded plan in LINK Arkitektur AS. Pension obligations for defined benefit plans are estimated on an annual basis by independent actuaries. See note 12.

Income tax
Assets and liabilities related to current tax payable are measured at the amount expected to be received from or paid to the taxation authorities. Deferred tax assets and liabilities are calculated based on the liability method, including all temporary differences between the carrying amounts and tax bases of assets and liabilities in the consolidated financial statements, including losses carried forward. Deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill. For investments in subsidiaries, associated companies or joint ventures, deferred tax liabilities are not recognised for taxable temporary differences when the group is able to control the timing of reversal of temporary differences and it is probable that the temporary difference will not reverse in the foreseeable future. Similarly, deferred tax assets are only recognised for such investments if it is probable that the temporary difference will reverse in the foreseeable future and that sufficient taxable income will be available to allow the asset to be recovered.

Deferred tax assets are recognised to the extent that it is probable that the tax assets will be utilised. Tax rates that are enacted or substantially enacted at the end of the reporting period and undiscounted amounts are used. Deferred tax assets and liabilities are recognised net when there is a legal right to offset payable tax assets and liabilities, and the group is able to and intends to settle payable income tax net.

The group considers expenses as tax deductible and income as not taxable based on interpretation of applicable legislation and regulations and when it is considered probable that the treatment will be accepted by the taxation authorities. The group provides for uncertain and contested tax positions based on the expected payment.

The income tax expense for a period consists of income tax payable and deferred tax. Income tax is recognised in profit or loss, except for when it relates to items that are recognised in equity, either directly or through other comprehensive income.

Statement of cash flows
The statement of cash flows has been prepared in accordance with the indirect method. Interest received and paid are reported as part of financing activities. Dividends paid are presented as part of-financing activities.

Lease agreements
The group as lessee
Multiconsult has two classes of assets that have been reported as right-of-use assets: buildings (primarily office premises) and cars.

Recognition exemptions
The group applies the practical expedients to not recognise right--of-use assets and liabilities for leases with lease periods of one year or less and where the underlying assets are of low value. Low value has been defined on the basis that the underlying assets, when new, are individually of low value, i.e. office furniture, water dispensers, coffee machines, IT equipment for use by the individual employees, printers and copy machines etc. For these leases, the group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Identifying a lease
The group assesses whether a contract is or contains a lease, at inception of the contract. For the group there are no difficult evaluations to determine if contracts contain leases. Only lease payments are included in the calculation of the lease liability. Several of the agreements for lease of office premises contain renewal options, and the group makes concrete evaluations of each contract to determine the lease term.

Recognition and measurement of right-of-use assets and lease liabilities
The group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, with the exemptions as mentioned above. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using an incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:
- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

Currently the group have no leases that contains variable lease payments.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

Several of the groups lease contracts for office premises are subject to an annual indexation regulation, a few of the contracts are subject to a quarterly index regulation. The most common index regulation is based on country specific CPI.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The group applies *IAS 36 Impairment of Assets* to determine whether a right-of-use asset is impaired and to account for any impairment loss identified. An asset is impaired when the carrying amount exceeds its recoverable amount. Recoverable amount is determined when there is any indication that an asset may be impaired.

All right-of-use assets are assessed for impairment indicators at the end of each reporting period.

Lease term
The lease term is defined as the non-cancellable period for which a lessee has the right to use an underlying asset, together with both periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option, and periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option.

The group has several contracts containing options for extension of various length.

If the lease period is medium long, the group has evaluated that it is reasonably certain that the group will exercise an option to extend/not exercise the option to terminate the contract. Medium long term is regarded to be 4-5 years. This is relevant when there are no other facts and evaluations suggesting the opposite, for example if it is uncertainty if we will continue business in the relevant area. For longer terms, 5-8 years, we evaluate if there are obvious economic incentives to renew or other statements that indicates renewal. If there are no such, we normally are not able to conclude that it is reasonably certain that we will renew/extend. For longer periods, above 8 years, we will normally not be able to conclude that we are reasonably certain to extend.

For some contracts there is a long non-cancellable period for the main contract, and a renewal option for a smaller contract (e.g. parking), and in absence of other information the group expect that the options will be utilised up to the same lease term as the main contract.

Interest rate
Upon initial measurement of the lease liability, the lease payments are discounted using the interest rate implicit in the lease. For many of the lease contracts entered into by the group, this rate cannot be readily determined, and the group's incremental borrowing rate is used.

The group has created a model for the incremental borrowing rate. The model includes the Risk-Free Rate and a country risk for the country where the contract originates. Further, the model considers a government bond for 0-3 years, 3-5 years and 5-10 years, where the duration reflect the contract terms. Lending cost and financial spread is also included in the model. The model is tailored to the asset classes, which for the group is property and cars. The calculation of the incremental borrowing rate is updated annually.

Impairment
The group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

The group as lessor
The group has not entered into any lease agreements as a lessor.

Dividends
Dividends to the company's shareholders are classified as a liability when the dividends proposed have been approved by the Annual General Meeting.

Employee share purchase Programme
Multiconsult ASA has a share purchase programme for employees of the group. Through the share purchase programme, the company offers employees of the group shares in Multiconsult ASA with a discount of 20 per cent. Shares purchased by the employees through the programme are subject to a two-year lock-in period. Based on independent party calculations according to an option-pricing model ("Black Scholes"), a part of the discount is recognised as employee benefit expense in the statement of income and a part directly to equity. The main part of the discount can be related to reduction in value due to the lock-in period and a loss on an equity transaction. See more details in note 9.

Standards and interpretation not yet effective
The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the group's financial statements are disclosed below. The group intends to adopt these new and amended standards and interpretations, if applicable, when they become adopted by EU.

IFRS 17 Insurance Contracts
IFRS 17 Insurance Contracts is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. The standard is effective for reporting periods beginning on or after 1 January 2023. This standard is not applicable to the group.

Disclosure of Accounting Policies - Amendments to IAS 1 and IFRS Practice Statement 2
In February 2021, the IASB issued amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements, in which it provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures. The amendments to IAS 1 are applicable for annual periods beginning on or after 1 January 2023 with earlier application permitted. The group will assess the impact of the amendments to determine the impact they will have on the group's accounting policy disclosures.

Other
A number of limited scope amendments and interpretations have been issued effective from 1 January 2023, including amendments to IAS 8 and IAS 12. Initial application of IFRS 9 – Comparative Information has been issued and is effective from 1 January 2023. These amendments and interpretations have been assessed to have no material impact on the group.

PROJECT: **THE SOTRA LINK CONNECTION – NORWAY**
PHOTO: **SOTRA LINK**

NOTE 2 B SIGNIFICANT JUDGEMENTS IN THE APPLICATION OF GROUP ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES

The preparation of financial statements in accordance with IFRS requires that management makes assessments, estimates and assumptions that impact reported amounts for revenues, expenses, assets and liabilities and presentation of contingent liabilities at the end of the reporting period.

Judgements that management have made as part of the application of the entity's accounting policies and that have the most significant impact on the amounts recognised in the financial statements are as follows:

Business combinations
The company assess on a continuous basis opportunities for strategic acquisitions of businesses within the consultant and advisory market. Goodwill is not amortised and is tested for impairment on an annual basis, whilst intangible assets will normally be amortised, allocating the cost of acquisition to profit or loss on a systematic basis.

Development costs
The company carries out a range of research and development activities and projects, none of which are individually significant. Refer to note 7 for more information. Some expenses incurred in the development phase of an intangible asset shall be recognised in the balance sheet if specific criteria in IAS 38 have been satisfied. Costs that do not satisfy these criteria are recognised as expenses in the statement of income as incurred and may not be recognised in the balance sheet at a later date.

Regarding sensitivity linked to macro-economic conditions see section for Macro-economic development in Director's report. Sources of ***estimation uncertainty*** with a significant risk of a material adjustment to the carrying amount in the following period:

Revenue
The majority of the projects are charged on hourly basis. In principle, all worked hours shall be paid according to the agreed rate in the contract. Revenue is recognised when the services are rendered. The company makes continuous assessment of the probability that hours worked will be paid and makes adjustments to recognised revenues as appropriate. The main uncertainty relating to the assessment of contract revenue is associated with work efficiency, change orders, claims, damages and incentives. Even though the company has considerable experience in project management and measurement, there is an inherent risk associated with all these estimates.

Provisions
The group performs a large number of projects which vary in size. When performing a project, defects or damage that arise as a consequence of the deliverable may be discovered and result in a claim against the company. There may be potential defects or damages that have not been reported as a claim to the group, and that the group therefore is not aware of. Furthermore, the time horizon from reporting a case until final settlement may be several years. The size of the settlements may vary considerably. The company performs a thorough review of each claim. Project responsibility cases will give rise to both recognised provisions for liabilities and contingent liabilities that are not recognised as the company has assessed that it is not probable (under 50 per cent probability) that the company will be required to pay compensation. Multiconsult has insurance policies and routines for following up project risk. When a business segment is represented out of Multiconsult Norge AS it will have customary insurance cover for project liability up to a certain level and subject to certain conditions. Business segments represented through other subsidiaries have local insurance cover for project liability up to a certain level and subject to certain conditions. Insurance cover for project liability in Multiconsult Norge AS is mainly based on collective policies for engineering consultancies. This insurance takes the form of standard policies for engineering projects, with an excess of NOK 300 000 per claim and normally with a maximum cover of up to 150 times the Norwegian national insurance base rate (G) – about NOK 17 million.

The company makes period reviews together with the insurance company. Expected reimbursement from the insurance company related to recognised provisions is recognised if it is virtually certain that the company will receive compensation.

The actual outcomes may differ materially from the estimates used. Refer to note 20 Provisions, disputes and contingent liabilities.

Impairment
Cash-generating units are reviewed for impairment when indicators exist and on an annual basis when it includes goodwill. The estimated recoverable amounts are affected by assumptions in connection with the estimation of future cash flows, as well as the discount rate for the estimation of the present value of the cash flows. Refer to note 14 Intangible assets and goodwill for further disclosure.

Income tax and indirect tax
The company conducts activities both within and outside Norway. There is a risk that the tax authorities may make assessments that differ from the group with regard to the amount of income tax and indirect tax payable. The group provides for income tax and indirect taxes based on the best estimate of the amounts payable for obligations that are probable, assuming that the group and the tax authorities have access to the same information. The group is not familiar with any significant disagreements upon issue of these consolidated financial statements.

Climate- and nature-related risks
Nature-related risks provides both downsides and upsides for Multiconsult. The risks are addressed in line with other treats and opportunities. Transition risk and physical risk is evaluated separately. Nature-related physical risk is evaluated to be low, as the group does not own substantial assets vulnerable to acute or chronic physical risk. For Multiconsult, it is especially through the clients that the group face this type of risk. Nature-related transitional risks result from a misalignment between an organisation's or investor's strategy and management and the changing regulatory, policy or societal landscape in which it operates. Both Multiconsult and clients face this type of risks.

Climate-related physical risks are risks resulting from climate change can be event driven (acute) or longer-term shifts (chronic) in climate patterns. Physical climate-related risk for Multiconsult is evaluated to be low, as the group does not own substantial assets vulnerable to acute or chronic physical risk. The clients, however, can be highly exposed to physical risks, and it is important that Multiconsult have relevant competence to service our clients in order to treat such risks.

The transitional climate-related risk with highest impact is linked to market. The market risk for Multiconsult is considered low for short-, medium- and long term. However, this requires that Multiconsult is up to date on the clients' climate-related risks and has knowledge about the policy and legal changes that are coming.

In 2022 climate-related effects have not had any material impact on the financial statements for the group. Going forward the group will have focus on understanding and assess how climate-related risks may affect the financial statements.

For more information, see reporting according to Task Force on Climate-Related Financial Disclosure, TCFD, and Taskforce on Nature-Related Financial Disclosure, TNFD in the section Sustainability and Corporate responsibility section in this report.

NOTE 3 FINANCIAL RISK MANAGEMENT

The group's exposure to financial risk is primarily related to credit risk, liquidity risk, currency risk and interest rate risk.

Risk management in the group aims to support value creation in the group and to secure a continuing solid financial platform through visibility and strategic management of both financial and operational risk factors. Operational risk relates mainly to larger projects, which is continuously reviewed by the executive management.

a) Credit risk

Credit risk is the risk that customers are not able to settle their payment obligations. Credit risk is considered to be a part of business risk and is reviewed as part of ongoing operations. A major part of the group's activities are conducted in the subsidiary Multiconsult Norge AS (78.7 per cent of operating revenues in 2022), with the subgroup LINK Arkitektur as the second largest (6.5 per cent of operating revenues in 2022). The companies in the group have established procedures for credit assessment of customers as well as suppliers. The risk that customers do not have the financial ability to settle their obligations is considered to be low. Historically, only minor credit losses on receivables have been realised. The group's clients are to a large extent public sector or well-established companies.

The largest proportion of the group's customers are Norwegian, thus creating a geographical concentration of risk. Of the group's revenues in 2022 and 2021, approximately half relates to public sector customers and approximately 84.0 per cent relates to customers in Norway. Multiconsult Norge AS has some large contracts that, to a certain extent, lead to a concentration of risk within a small number of large customers. The group's five largest individual customers comprised approximately 20.3 per cent of the group's operating revenues in 2022 (16.0 per cent in 2021). The ten largest individual customers comprised approximately 30.3 per cent of the group's operating revenues in 2022 (22.7 per cent in 2021). The group's ten largest individual customers in relation to trade receivables and work in progress on 31 December 2022 comprised approximately 16.7 per cent and 39.9 per cent, respectively.

The group's maximum credit exposure comprises the carrying amount of receivables, work in progress, and cash and cash equivalents and restricted cash. General payment terms are 30 days. Non-current receivables comprise limited amounts and have no fixed maturity date. The group assesses that the risk for trade receivable and work in progress not being realised primarily relates to disputes regarding consideration. Individual assessments are made of trade receivables over a certain size, with a particular focus on those more than 60 days overdue. Generally, customers are invoiced continuously for hours worked on the assignments. The assessment of whether revenue has been earned is, in some cases, also performed after the hours have been invoiced, with a reduction of revenues and work in progress or recognition of prepaid revenues (contract liability). To the degree that reduction to revenues has been realised in the form of a credit note, revenues has been reduced, instead of recognising the adjustment as a realised loss. Realised losses in the table below are therefore related to bankruptcies etc. at customers and represents actual credit losses.

MATURITIES OF TRADE RECEIVABLES, ACCRUED REVENUES AND OTHER RECEIVABLES 31 DECEMBER 2022

		Maturities of receivables that have not been impaired				
Amounts in NOK thousand	Carrying amount	Not due	0-30 days	30-60 days	60-90 days	>90 days
Trade receivables	603 875	435 919	77 883	17 693	6 331	66 050
Work in progress	304 328	304 328	-	-	-	-
Other current receivables [1]	48 093	48 093	-	-	-	-
Other non-current receivables [2]	4 036	4 036	-	-	-	-
Allowance for losses on receivables	(7 585)	-	-	-	(630)	(6 955)
Total trade and other receivables	**952 747**	**792 375**	**77 883**	**17 693**	**5 701**	**59 095**

[1] Other current receivables do not include prepayments, which are not considered financial assets.
[2] Other non-current receivables do not include net pension assets and reimbursement assets.

MATURITIES OF TRADE RECEIVABLES, ACCRUED REVENUES AND OTHER RECEIVABLES 31 DECEMBER 2021

		Maturities of receivables that have not been impaired				
Amounts in NOK thousand	Carrying amount	Not due	0-30 days	30-60 days	60-90 days	>90 days
Trade receivables	738 430	597 567	69 107	13 094	6 622	52 039
Work in progress	225 021	225 021	-	-	-	-
Other current receivables [1]	32 643	32 643	-	-	-	-
Other non-current receivables [2]	6 405	6 405	-	-	-	-
Allowance for losses on receivables	(7 549)	-	-	-	-	(7 549)
Total trade and other receivables	**994 950**	**861 636**	**69 107**	**13 094**	**6 622**	**44 490**

[1] Other current receivables do not include prepayments, which are not considered financial assets.
[2] Other non-current receivables do not include net pension and reimbursement assets.

CHANGES IN ALLOWANCES FOR LOSSES ON RECEIVABLES DURING THE YEAR

Amounts in NOK thousand	**2022**	**2021**
Opening balance allowance for losses on receivables	7 549	8 769
Change in allowances for losses on trade receivable during the year	36	(1 220)
Closing balance allowance for losses on receivables	**7 585**	**7 549**
Realised losses in the event of bankruptcy etc.	-	2 005
Loss on receivables in the statement of income	**2 676**	**785**

b) Liquidity risk

Liquidity risk is the risk of being unable to settle financial obligations at maturity. Liquidity risk arises if there is no correspondence between the cash flows from the business and the financial obligations. Managing liquidity risk is performed through development of liquidity management strategies, which are operationalised through liquidity budgets and are continuously reviewed. The group's liquidity risk exposure is limited, but with significant short-term and seasonal variation. The highest level of net working capital is normally during the third quarter. Liquidity is managed closely through budgets and regular short- and long-term forecasting. Historically, the group has had sufficient liquidity and has annually paid dividends to the owners. The group's cash flows from operating activities in 2022 and 2021 were positive. The operations in Multiconsult are exposed to normal fluctuations that affect the cash flows during the year. The majority of payments relate to employees and sub-contractors.

In December 2022 Multiconsult ASA renewed its loan portfolio and guarantee facility with Nordea bank. The loan portfolio consists of an overdraft loan facility and revolving credit facility. The overdraft loan facility of NOK 320.0 million is part of a cash pool. The cash pool is a multi-currency and multi-account system for the legal entities Multiconsult Norge AS, LINK Arkitektur AS, LINK Arkitektur AB, LINK Arkitektur A/S, Iterio AB and Multiconsult UK Limited, where Multiconsult ASA is the owner of the cash pool's top account and the debtor of the facility. In addition, Multiconsult ASA renewed the revolving credit facility of NOK 300 million. The revolving credit facility includes an accordion option of NOK 500 million. Loan portfolio with Nordea bank is a 3-year (+ 3 month) facility until March 2026.

The loan agreements include a covenant requiring that net interest-bearing liabilities (excluding restricted cash) of the group shall not exceed 3.0 times last twelve months EBITDA, and a covenant requiring an equity ratio of at least 25 per cent, reported quarterly. Covenant ratios are calculated excluding IFRS 16 effects, and the EBITDA includes "carve-out" for certain limited one-off costs. Multiconsult ASA is in compliance with its financial covenants on 31 December 2022.

The guarantee facility of NOK 120.0 million is renewed annually however individual guarantees under the guarantee facility can run for up to 5 years.

As part of completing the 2022 share buyback programme Multiconsult ASA entered into a share loan agreement with its largest shareholder Stiftelsen Multiconsult. The deal was entered into on 5 December 2022 for a loan of 230 000 Multiconsult shares in connection with the implementation of the 2022 employee share purchase programme. Multiconsult will deliver the full amount of shares back to Stiftelsen Multiconsult no later than six months from the date of agreement. In consideration for the share loan, Multiconsult shall pay to Stiftelsen Multiconsult an amount corresponding to 2.76 per cent p.a. based on 230 000 shares at a value of NOK 137.0 per share. The loan of NOK 31.5 million is presented as current interest-bearing liability in the statement of financial position.

Change in interest-bearing liabilities in the balance sheet from 2022 to 2021 corresponds to the proceeds and instalments reported in the statement of cash flow. The loan of NOK 31.5 million has no cash effect in the cash flow statement for 2022.

Amounts in NOK thousand	**31.12.2022**	**31.12.2021**
Multiconsult ASA	31 510	180 000
Total interest-bearing liabilities	**31 510**	**180 000**

The existing loan agreement, overdraft facility and guarantee agreement contain negative pledge in relation to new loan agreements and cross default clauses, and limitations in entering into new loan agreements without the consent of the lender. See section "capital management" below.

MATURITY INTEREST-BEARING LIABILITIES 31 DECEMBER 2022

		Maturity			
Amounts in NOK thousand	**Carrying amount**	1 year	2 years	> 2 years	Total payments
Interest-bearing liabilities	31 510	31 510	-	-	31 510
Interest on interest-bearing liabilities		430	-	-	430
Total interest-bearing liabilities incl. interest	**31 510**	**31 940**	**-**	**-**	**31 940**

MATURITY INTEREST-BEARING LIABILITIES 31 DECEMBER 2021

		Maturity			
Amounts in NOK thousand	**Carrying amount**	1 year	2 years	> 2 years	Total payments
Interest-bearing liabilities	180 000	-	180 000	-	180 000
Interest on interest-bearing liabilities [1]		4 500	1 125	-	5 625
Total interest-bearing liabilities incl. interest	**180 000**	**4 500**	**181 125**	**-**	**185 625**

For information on maturities of lease liabilities, see note 18 Leases.
There are no significant restrictions on the company's ability to access or use the group's assets or to settle the group's liabilities, see however restricted cash in note 16.

c) Currency risk
Several business units carry out a small number of projects in other currencies than their domestic currency. The currency risk relates to the delivery of services where revenue is in a foreign currency. Several ongoing foreign assignments have agreed rates in currencies other than the functional currency of the business unit, mainly EUR and USD. When a significant currency risk arises, the risk is assessed separately, and the risk can be mitigated through the use of forward currency contracts. The group had no forward currency contracts on 31 December 2022 and 2021. The group has, to a limited degree, bank accounts, trade receivables and trade payables in foreign currency. When entering into contracts in foreign currency the company evaluates currency risks and the need to secure these risks. The subsidiaries hold monetary items primarily in their functional currency. Changes in currency rates between NOK and foreign currencies will influence the group's statement of income and equity.

For accounting purposes, the group is exposed to currency translation risk related to foreign subsidiaries and associated companies, primarily to the following currencies - mentioned here by ISO currency code: PLN, DKK, SEK and GBP. Currency risk arising from equity in foreign entities is not hedged, and currency changes affect the group's equity through other comprehensive income. Subsidiaries that conduct services abroad may be subject to currency risk that may influence their statement of income and equity. The effect on monetary items from a reasonably possible change in currency rates compared to the separate group entities' functional currency would be insignificant as of 31 December 2022 and 2021.

d) Interest rate risk
The group's operating revenues and cash flows from operating activities are to a limited degree directly affected by interest rate changes. The group's interest rate risk is related to variable interest on bank accounts and on liabilities. Due to the limited amount of net interest-bearing liabilities on 31 December 2022 and 2021, a change in interest rates of half a percentage point would result in insignificant change in annual net interest expense (excluding effect on fair value of interest rate swaps).

Multiconsult ASA has no interest rate swap that exposes it to fair value interest rate risk on 31 December 2022. On 31 December 2021, NOK 64.5 million was swapped from variable 3-month interest (NIBOR equivalent) to fixed interest of 1.565 per cent p.a. for three years. On 31 December 2021 the fair value was a liability of NOK 385 thousand. The interest rate swap was due in October 2022 and no new interest rate swap is agreed after this. The company will secure about, on average, 50 per cent of the assumed net interest-bearing liabilities over time.

e) Categories of financial instruments
The group has the following categories of financial instruments:

31 DECEMBER 2022

Amounts in NOK thousand	**FVTPL**	**Amortised cost**	**Total**	**Estimated fair value**	**Level in the fair value hierarchy**
ASSETS					
Shares and equity interests	3 601	-	3 601	3 601	3
Other non-current receivables	-	4 036	4 036	4 036	N/A
Non-current financial assets, restricted funds	-	22 661	22 661	22 661	N/A
Trade receivables and other current receivables [1]	-	948 711	948 711	948 711	N/A
Cash and cash equivalents	-	114 559	114 559	114 559	N/A
Total assets	**3 601**	**1 089 967**	**1 093 568**	**1 093 568**	
Estimated fair value	**3 601**	**1 089 967**	**1 093 568**	**1 093 568**	

Amounts in NOK thousand	FVTPL	Amortised cost	Total	Estimated fair value	Level in the fair value hierarchy
LIABILITIES					
Interest-bearing liabilities (excluding lease liabilities)	-	31 510	31 510	31 510	N/A
Trade payables and other current liabilities [2)]	-	933 657	933 657	933 657	N/A
Total liabilities	**-**	**965 167**	**965 167**	**965 167**	
Estimated fair value	**-**	**965 167**	**965 167**	**965 167**	

[1)] Prepayments are excluded since this analysis is only required for financial instruments. It also excludes net pension assets and reimbursement assets.
[2)] Prepaid revenues and income taxes payable are excluded from trade payables and other liabilities, since this analysis is only required for financial instruments. It also excludes provisions, net pension liabilities and lease liabilities.

31 DECEMBER 2021

Amounts in NOK thousand	FVTPL	Amortised cost	Total	Estimated fair value	Level in the fair value hierarchy
ASSETS					
Shares and equity interests	1 731	-	1 731	1 731	3
Other non-current receivables	-	6 405	6 405	6 405	N/A
Non-current financial assets, restricted funds	-	15 316	15 316	15 316	N/A
Trade receivables and other current receivables [1)]	-	988 545	988 545	988 545	N/A
Cash and cash equivalents	-	156 165	156 165	156 165	N/A
Total assets	**1 731**	**1 166 430**	**1 168 162**	**1 168 162**	
Estimated fair value	**1 731**	**1 166 430**	**1 168 162**	**1 168 162**	

Amounts in NOK thousand	FVTPL	Amortised cost	Total	Estimated fair value	Level in the fair value hierarchy
LIABILITIES					
Derivatives	385	-	385	385	2
Interest-bearing liabilities (excluding lease liabilities)	-	180 000	180 000	180 000	N/A
Trade payables and other current liabilities [2)]	-	916 482	916 482	916 482	N/A
Total liabilities	**385**	**1 096 482**	**1 096 867**	**1 096 867**	
Estimated fair value	**385**	**1 096 482**	**1 096 867**	**1 096 867**	

[1)] Prepayments are excluded since this analysis is only required for financial instruments. It also excludes net pension assets and reimbursement assets.
[2)] Prepaid revenues and income taxes payable are excluded from trade payables and other liabilities, since this analysis is only required for financial instruments. It also excludes provisions, net pension liabilities and lease liabilities.

Fair value estimates and the fair value hierarchy
The group measures fair value based on the following hierarchy that reflects the input used in measuring fair value:

Level 1: Quoted prices (unadjusted) in active markets for identical financial instruments.
Level 2: Inputs other than quoted prices included within Level 1 that are observable for assets or liabilities, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
Level 3: Inputs for assets or liabilities that are not based on observable marked data (unobservable inputs).

The net carrying amounts of trade receivables, other receivables, cash and cash equivalents, interest-bearing liabilities and trade payable are deemed to approximate fair value. Shares and equity interests that are not listed, have a low value and it is assumed that the carrying amounts approximate fair value. Fair value of derivatives is calculated based on the present value of future cash flows, calculated using interest rate curves, currency exchange rates and currency spreads as of the reporting date.

f) Capital management
The group has followed up its capital structure by securing adequate free liquidity in the form of cash, bank placements and bank overdraft, to be able to continuously service its obligations without significant loan financing, have adequate equity and to have available liquidity.

Multiconsult have set financial targets as follows:

- Gearing: The maximum gearing (NIBD/EBITDA) shall be 2.5x. The company shall aim to have a gearing of 1.0x - 2.0x in normal circumstances. In special circumstances (such as acquisitions) gearing may go up to 3.0x for a period not exceeding 18 months. Gearing is measured excluding IFRS 16 effects.
- Equity: Equity ratio above 25 per cent. Equity ratio shall be measured excluding IFRS 16 effects.
- Profitability: 10 per cent EBIT margin – measured on an annual basis, exclusive extraordinary items.

Dividend policy:
The dividend policy is based on an ambition to distribute at least 50 per cent of the group's net profit annually. When deciding the annual dividend level, the board of directors will take into consideration the various aspects of the financing strategy, such as expected cash flows, capital expenditure plans, financing requirements and appropriate financial flexibility.

The board proposes a dividend of NOK 9.00 per share as ordinary dividend for 2022 to be declared at the 2023 annual general meeting.

The board's proposal for dividend is based on the good financial results for 2022, and a strong balance sheet that provides the company with adequate financial flexibility. The level of dividend is according to the dividend policy of the company.

Calculated covenants based on amounts adjusted for IFRS 16 effects and "carve-out":

	31.12.2022	31.12 2021
Covenant net interest-bearing liabilities/EBITDA*	(0.19)	0.06
Covenant Equity ratio*	45.1%	40.3%

* See section APM

NOTE 4 BUSINESS COMBINATIONS

BUSINESS COMBINATIONS IN 2022:

Acquisition of Roar Jørgensen AS
On 30 November 2022, Multiconsult announced that it had entered into an agreement to purchase 100 per cent of the shares of Roar Jørgensen AS. The acquisition will strengthen our capacity, competence and our presence in a new location in Hønefoss. The purchase price was settled in a combination of cash and Multiconsult shares (20 per cent of the enterprise value (EV)). An additional consideration may be paid to the sellers by way of an earn-out payment based on the annual accounts of 2023.

In connection with the closing of the transaction Multiconsult issued 103 936 new shares to the shareholders of Roar Jørgensen AS at a share price of NOK 134.6971. The share price was based on the volume weighted average share price of Multiconsult during the five consecutive trading days prior to closing. The new shares were issued pursuant to an authority given to the board of directors by the annual general meeting on 7 April 2022. The cash portion of the purchase price was settled by using existing cash balances. The transaction was based on a completion accounts model where the closing accounts date (reference date) was set to 31 December 2022. Consequently, the purchase price will be adjusted accordingly with the net cash and net working capital position on the reference date. The purchase price adjustment will be settled during second quarter of 2023.

The share capital increase of NOK 51 968.00 was filed and amendments to the articles of association of Multiconsult ASA was registered with the Norwegian Register of Business Enterprises immediately following closing. After the registration, the share capital of Multiconsult was NOK 13 767 229.50 divided into 27 534 459 shares, each with a nominal value of NOK 0.50. The newly issued shares represent approximately 0.38 per cent of the share capital of Multiconsult.

The initial, preliminary purchase price allocation identified the following assets and liabilities at the acquisition date:

Preliminary Purchase Price Allocation

The initial, preliminary purchase price allocation identified the following assets and liabilities at the acquisition date:

Assets: *Amounts in NOK thousand*	
Software	221
Deferred tax asset	81
Intangible assets	1 770
Property, plant and equipment	186
Right-of-use assets	10 439
Trade receivables	8 937
Work in progress	300
Other current receivables and prepaid cost	789
Cash and cash equivalents	19 822
Total identifiable assets	**42 546**

Liabilities: *Amounts in NOK thousand*	
Deferred tax liability	389
Non-current lease liabilities	8 909
Trade payables	1 151
Provision	200
Current lease liabilities	1 530
Other current liabilities	12 443
Total identifiable liabilities	**24 623**
Net identifiable assets	**17 923**

Goodwill: *Amounts in NOK thousand*	
Total consideration	83 500
Net identified assets	(17 923)
Goodwill	**65 577**
Total net assets and liabilities	**83 500**

Consideration: *Amounts in NOK thousand*	
Settled with Multiconsult shares	14 000
Settled with cash	55 500
Earn-out settlement	14 000
Total consideration	**83 500**

Adjustments: *Amounts in NOK thousand*	
Cash in purchased entities	(18 185)
Net adjustments	**(18 185)**
Net cash paid	**(37 315)**
Earn-out settlement	**(14 000)**

This purchase price allocation was based on company accounts adjusted for calculated IFRS 16 right-of-use assets and lease liabilities. The carrying value corresponds to fair value in the purchase price allocation. As part of the purchase price allocation an intangible asset related to the order backlog of NOK 1.8 million was identified. The acquisition generated an excess value of NOK 65.6 million allocated to goodwill. The goodwill is related to the competence of the staff.

Incremental external transaction related cost of NOK 1.3 million was expensed as part of other operating expenses.

Other acquisition:
On 19 January 2022 Multiconsult ASA announced its agreement to acquire 100 per cent of the shares in Smidt & Ingebrigtsen AS and strengthen its competence and presence in Bergen. Smidt & Ingebrigtsen AS is a consulting engineering company with a solid market position both in the public and private construction and civil market in western Norway. Closing date for the transaction was on 1 February 2022.

The total purchase price was set to NOK 12.2 million, after adjustment for the value of net debt and normalised working capital at the transaction date. NOK 10.4 million was allocated to goodwill related to the competence of the staff. Net cash paid was NOK 10.1 million. The purchase price allocation is preliminary due to the fact that the financial statement of Roar Jørgensen AS have not been approved by the board and adopted by the general meeting.

Pro-forma impact of the acquisition on the result of the group
If the business combination of Roar Jørgensen AS and Smidt & Ingebrigtsen AS had been effective on 1 January 2022, the net operating revenue for the group would have been NOK 4 249 million for 2022 (NOK 3 862 million for 2021). EBIT would have been NOK 416 million for 2022 (NOK 362 million for 2021). The group considers these pro-forma numbers to represent a measure of the performance of the combined group and to provide a reference point for comparison in future periods.

BUSINESS COMBINATIONS IN 2021:

On 8 July 2021, Multiconsult acquired 100 per cent of the shares in Erichsen & Horgen AS. The acquired company is a leading Norwegian engineering consultancy with a strong market position within buildings construction, HVAC, WWT, energy, environment and sustainability. Erichsen & Horgen AS, including its subsidiary Malnes og Endresen AS, has about 235 employees with headquarter in Oslo, the company also has offices in Trondheim, Skien, Drammen and Lillehammer. The total purchase price for the acquisition of Erichsen & Horgen AS was NOK 421.8 million after adjustments for working capital and net cash was settled in a combination of NOK 337.5 million in cash (80 per cent) and NOK 84.4 million in Multiconsult shares (20 per cent) on 16 August 2021.

Purchase Price Allocation
The purchase price allocation identified the following assets and liabilities at the acquisition date:

Assets: *Amounts in NOK thousand*	
Intangible assets	8 900
Property, plant and equipment	4 030
Right-of-use assets	39 863
Non-current receivables and shares	431
Trade receivables	42 438
Work in progress	475
Other current receivables and prepaid cost	5 867
Cash and cash equivalents	38 377
Total identifiable assets	**140 381**

Liabilities: *Amounts in NOK thousand*	
Deferred tax	1 748
Provisions	360
Non-current lease liabilities	30 441
Trade payables	6 484
Current lease liabilities	9 422
Other current liabilities	53 087
Total identifiable liabilities	**101 542**
Net identifiable assets	**38 839**

Goodwill: *Amounts in NOK thousand*	
Total consideration	421 831
Locked-box interest	9 120
Net identified assets	(38 839)
Goodwill	**392 112**
Total net assets and liabilities	**430 951**

Consideration: *Amounts in NOK thousand*	
Settled with Multiconsult shares	84 366
Settled with cash	337 465
Total consideration	**421 831**

Adjustments: *Amounts in NOK thousand*	
Locked-box interest	9 120
Cash in purchased entities	(38 377)
Net adjustments	**(29 257)**
Net cash paid	**(308 208)**

This purchase price allocation is based on company accounts adjusted for calculated IFRS 16 right-of-use assets and lease liabilities. As part of the purchase price allocation an intangible asset related to the order backlog of NOK 8.9 million was identified. The acquisition generated an excess value of NOK 392.1 million allocated to goodwill. The goodwill is related to the competence of the staff and synergy effects. The final purchase price allocation corresponds with the initial purchase price allocation.

Incremental external transaction related cost of NOK 2.6 million was expensed as part of other operating expenses.

Other acquisitions
On 1 October 2021, Multiconsult ASA acquired 100 per cent of the shares in Nordland Teknikk AS. Nordland Teknikk AS is a consulting engineering company with a core of construction engineers, with a long history and solid presence in the county of Nordland, Norway.

Closing date for the transaction was on 1 November. The total purchase price was set to NOK 7.4 million, after adjustment for the value of net debt and normalised working capital at the transaction date. NOK 4.9 million was allocated to goodwill related to the competence of the staff and synergy effects. Net cash paid was NOK 6.0 million. The final purchase price allocation corresponds with the initial purchase price allocation.

NOTE 5 SEGMENTS

The group's business has previously been presented as five reporting segments, Region Oslo, Region Norway, Energy, LINK Arkitektur and International. In fourth quarter 2022, segment Energy was incorporated into Region Oslo and Region Norway to streamline the organisation and optimise utilisation of total capabilites within energy and industry. Multiconsult is now divided into four reporting segments, Region Oslo, Region Norway, LINK Arkitektur and International. To ensure comparability between periods, the previously reported figures in 2021 for the segment Energy has been transferred to the segments Region Oslo and Region Norway in line with the new organisational structure.

1. Region Oslo: This segment offers services in four business areas and comprises the Oslo region, including the Lillehammer office, Large Projects in Norway and the subsidiary Multiconsult UK.

2. Region Norway: This segment offers services in four business areas and comprises all offices outside the Region Oslo, with presence in all larger cities and several other locations in Norway.

3. LINK Arkitektur: This segment comprises LINK Arkitektur with offices in Norway, Sweden and Denmark and offers services in the business area Buildings & Properties and Energy & Industry.

4. International: This segment comprises the subsidiaries Multiconsult Polska and Iterio AB in Sweden and offers services mainly in the business area Mobility & Transportation.

Not allocated in 2022 consists of administrative staff and shared services, of which the majority is allocated to the business segments. Remaining unallocated costs are considered as shareholder costs. In addition, some of the administrative staff participated in external projects which generated some external revenue and project costs.

Expenses for administrative services, rent, depreciation etc. are allocated to the segments. The majority of the allocation of expenses are not reported as intercompany revenue and expenses. Assets are not reported internally divided by segments. The information in the segment reporting is the same as the executive management uses to allocate resources and evaluate performance. The accounting policies for the segments are the same as the policies for the group.

The Segments correspond with the internal reporting to the group's chief operating decision maker, the CEO. Projects are staffed across segments. Revenues and expenses are reported in a segment based on where the employee is based.

The group also reports operating revenues divided by four business areas:
1. Buildings & Properties
2. Energy & Industry
3. Mobility & Transportation
4. Water & Environment

Buildings & Properties covers the traditional construction market, including housing, public and private buildings as well as real-estate management. Multiconsult and LINK Arkitektur provides services in all phases of the lifetime of a building, from early planning stages through the construction phase, operation and modernization phases as well as demolition and renewal of a building. Our focus is to provide innovative and sustainable solutions in line with our clients' strategies and goals.

Energy & Industry includes planning and construction of industrial facilities and installations, which in addition to traditional industrial developments, includes onshore aqua-culture facilities, hydropower and dams as well as wind and solar power generation. The portfolio also covers electrical grid distribution and transmission. The business area is heavily involved in design and engineering of onshore processing plants within energy production and energy transformation. Multiconsult provides services in all of the project phases, from feasibility and location studies, through concept design, FEED and execution phase. Much emphasis is put on supporting our clients in transforming their business to meet society's demand for sustainable solutions.

Mobility & Transportation delivers engineering and advisory services for safe and forward-looking transportation systems. The business area covers both road and rail, airport and harbour facilities and channel transportation systems. This business area also comprises a highly competent bridge construction department. In all our work in this segment, Multiconsult utilizes our broad experience within environmental issues to give our customers the best advice on how to achieve sustainable solutions and how to meet increasing environmental demands.

Water & Environment focus on assisting our customers in finding good solutions and design in a world where more extreme weather will put infrastructure and our environment to an increasingly harder test. This business area covers advisory within all phases of a project related to greenhouse gas emissions, flood and mud slide protection, blue-green structures and water and drainage systems including water treatment. We also give advice on most air, water and soil pollution issues.

Amounts in NOK thousand

2022	Region Oslo	Region Norway	LINK arkitektur	Inter-national	Not allocated	Elimina-tions	Total
Net operating revenues	1 649 238	1 742 921	556 695	257 121	(8 410)	(8 339)	4 189 226
Operating expenses	1 414 283	1 521 372	532 644	218 201	(99 090)	(8 339)	3 579 072
EBITDA	234 954	221 549	24 051	38 920	90 680	-	610 154
Depreciation and amortisation	10 999	27 556	22 670	15 584	124 876	(21)	201 663
EBITA	223 956	193 993	1 381	23 336	(34 196)	21	408 491
Number of employees	1 060	1 218	484	444	147	-	3 353

Amounts in NOK thousand

2021	Region Oslo	Region Norway	LINK arkitektur	Inter-national	Not allocated	Elimina-tions	Total
Net operating revenues	1 433 211	1 563 439	564 454	243 261	6 979	(7 608)	3 803 736
Operating expenses	1 268 305	1 292 215	524 044	203 929	(12 999)	(14 602)	3 260 892
EBITDA	164 906	271 225	40 410	39 333	19 977	6 994	542 845
Depreciation and amortisation	16 676	89 105	21 657	15 589	43 755	5 552	192 334
EBITA	148 230	182 120	18 753	23 743	(23 777)	1 442	350 511
Number of employees	1 081	1 144	469	374	133	-	3 200

Amounts in NOK thousand	2022	2021
REVENUES PER BUSINESS AREA		
Buildings & Properties	2 032 493	1 782 808
Energy & Industry	958 992	848 101
Mobility & Transportation	1 391 042	1 156 870
Water & Environment	485 634	496 886
Total	**4 868 160**	**4 284 666**

Amounts in NOK thousand	2022	2021
REVENUES PER GEOGRAPHY The table below shows revenues distributed by geography, based on the customer's location:		
Norway	4 086 865	3 490 628
Abroad	781 295	794 037
Total	**4 868 160**	**4 284 666**

Customer location is based on the invoice address. No customer contributed 10 per cent or more of revenues in 2022 or 2021.

PROJECT: **PLAYGROUND, LONGYEARBYEN, SVALBARD**
PHOTO: **RAGNHILD UTNE**

NOTE 6 REVENUE FROM CONTRACTS WITH CUSTOMERS AND CONTRACT BALANCES

All revenues for the group in 2022 are from contracts with customers. Revenue is generated by delivering consulting services. The group provides a range of services, including multidisciplinary consulting and design, project engineering and management, verification, inspection, supervision and architecture – both in Norway and abroad.

DISAGGREGATION FOR REVENUES FROM CONTRACTS WITH CUSTOMERS

Amounts in NOK thousand

2022	Region Oslo	Region Norway	LINK Arkitektur	Inter-national	Not allocated	Total
External revenues	**1 920 531**	**1 912 491**	**620 210**	**402 863**	**12 066**	**4 868 160**
Revenues per business area						
Buildings & Properties	628 709	780 663	606 598	12 070	4 452	2 032 493
Energy & Industry	456 670	485 949	13 612	(179)	2 940	958 992
Mobility & Transportation	611 467	442 518	-	333 723	3 335	1 391 042
Water & Environment	223 685	203 361	-	57 248	1 339	485 634
Total	**1 920 531**	**1 912 491**	**620 210**	**402 863**	**12 066**	**4 868 160**
Revenues per geography [1]						
Norway	1 828 874	1 901 380	344 545	-	12 066	4 086 865
Sweden	1 559	1 775	163 940	149 086	-	316 360
Denmark	372	359	111 726	-	-	112 456
Poland	-	-	-	253 138	-	253 138
All other countries	89 725	8 977	-	639	-	99 342
Total	**1 920 531**	**1 912 491**	**620 210**	**402 863**	**12 066**	**4 868 160**

[1] Revenues distributed by geography is based on the customer's location.

Amounts in NOK thousand

2021	Region Oslo	Region Norway	LINK Arkitektur	Inter-national	Not allocated	Total
External revenues	**1 603 214**	**1 632 613**	**642 997**	**374 845**	**30 997**	**4 284 666**
Revenues per business area						
Buildings & Properties	480 533	668 601	619 920	-	13 754	1 782 808
Energy & Industry	389 738	413 799	23 077	13 750	7 736	848 101
Mobility & Transportation	477 767	363 849	-	311 034	4 220	1 156 870
Water & Environment	255 176	186 363	-	50 061	5 286	496 886
Total	**1 603 214**	**1 632 613**	**642 997**	**374 845**	**30 997**	**4 284 666**
Revenues per geography [1]						
Norway	1 505 092	1 575 555	378 985	-	30 997	3 490 628
Sweden	3 531	12 208	182 052	149 231	-	347 022
Denmark	150	90	81 895	-	-	82 135
Poland	19	5	1	225 614	-	225 639
All other countries	94 422	44 756	64	-	-	139 242
Total	**1 603 214**	**1 632 613**	**642 997**	**374 845**	**30 997**	**4 284 666**

[1] Revenues distributed by geography is based on the customer's location.

CONTRACT BALANCES

Amounts in NOK thousand	Note	31.12.2022	31.12.2021
Trade receivables	3, 13	596 291	730 881
Work in progress (contract assets)	3, 13	304 328	225 021
Prepaid revenues (contract liabilities)		146 860	141 749

Work in progress relate to the group's right to consideration for work completed but not billed at the reporting date. Work in progress is transferred to receivables when the group issues an invoice.

The group has used the practical expedient not to adjust the promised amount of consideration for the effects of a significant financing component if the group expects, at contract inception, that the period between transfer of the service and when the customer pays for that service will be one year or less. Approximately 31.2 per cent of the prepaid revenues relates to contracts in Multiconsult Norge AS, and approximately 3.3 per cent to contracts in LINK Arkitektur AS. Approximately 65.4 per cent of the prepaid revenues relates to contracts in Multiconsult Polska. Multiconsult Polska has been able to negotiate some long-term contracts with prepayments. Multiconsult's opinion is that the rationale behind the prepayments is not providing financing of the group and has consequently not recognised interest expense and offsetting increase in revenues.

Multiconsult estimates that prepaid revenues of NOK 71 928 thousand on 31 December 2021 has been recognised as revenue during 2022.

Order backlog (unaudited)

Order backlog is revenue expected to be recognised in the future related to performance obligations that are unfulfilled (or partially fulfilled) on 31 December 2022. Options and call-offs on frame agreements are not included in the order backlog before signed and thereby committed. Contracts for an agreed service delivery may include an agreed scope, with fixed price per hour but where the number of hours are not fixed. Multiconsult regards this as variable consideration and has included the expected number of hours in the order backlog.

The order backlog on 31 December 2022 is estimated to NOK 3 608 million. The timing of the recognition of revenue is uncertain, as it depends on the actual progress in many different projects which involves a number of parties. The group has estimated that it may recognise approximately 69 per cent of the order backlog as revenue during 2023, 18 per cent in 2024 and the remaining 13 per cent in the subsequent years.

No consideration from contracts with customers is excluded from the amounts presented in the table above.

NOTE 7 RESEARCH AND DEVELOPMENT

Multiconsult Norge AS and LINK Arkitektur AS performs a number of research and development activities. Based on the definition in IFRS, the company has divided the activities into the following categories:

1. Projects with external funding.

2. Projects with collaborating partners (example SINTEF, SkatteFUNN, PhD arrangements).

3. Activities related to methodology development, process etc. that the company uses to deliver to customers (product and process development), including these activities in group networks.

Total expenditures for these activities were NOK 10.7 million in 2022 (NOK 7.6 million in 2021), of which NOK 0 million was invoiced to customers in 2022 (NOK 0 million in 2021). In the income statement, these expenditures have been reduced by government grants (SkatteFUNN) of NOK 1.6 million in 2022 (NOK 2.0 million in 2021). None of these expenditures have been capitalised.

NOTE 8 OTHER OPERATING EXPENSES

Amounts in NOK thousand	2022	2021
Office expenses	97 109	77 106
Consultants	50 446	45 640
Technical equipment	19 111	21 231
IT and communication	176 148	167 749
Travel and meeting	31 799	21 250
Sales and marketing	23 242	15 220
Losses on receivables	2 676	785
Gain on sale of fixed assets	(207)	(756)
Other	127 766	101 259
Total other operating expenses	**528 090**	**449 482**

AUDITOR

Fees paid to Deloitte AS and affiliated companies, as well as other auditors in subsidiaries:

	2022		2021	
Amounts in NOK thousand	Deloitte	Other	Deloitte	Other
Statutory audit services	3 391	280	3 102	426
Tax advisory services	78	-	32	-
Other assurance services	125	-	98	165
Other non-audit services	57	-	14	8
Total	**3 652**	**280**	**3 247**	**599**

The amounts above are excluding VAT.

NOTE 9 EMPLOYEE BENEFIT EXPENSES, NUMBER OF EMPLOYEES, REMUNERATION, LOANS TO EMPLOYEES ETC.

Amounts in NOK thousand	2022	2021
EMPLOYEE BENEFIT EXPENSES		
Salaries, vacation pay, bonus etc.	2 442 873	2 256 722
Social security tax	361 197	331 459
Pension expenses (see note 12)	200 064	186 534
Other employee benefit expenses	46 847	36 695
Total employee benefit expenses	**3 050 982**	**2 811 409**
Number of full time employees during the year [1]	3 134	2 978
Number of employees on 31 December	3 353	3 200

[1] Number of full-time employees is calculated as the total number of working hours (including overtime and paid sick leave) divided on normal working hours per full time employee for the period.

SHARE PURCHASE PROGRAMME AND LOANS TO EMPLOYEES

Multiconsult ASA has a share purchase programme (SPP) available to all group employees. The SPP offers employees to buy shares in Multiconsult ASA at a discount of 20 per cent. Shares purchased by the employees through the programme are subject to a two-year lock-in period.

The 2022 programme took place in November. In total Multiconsult sold 420 258 shares to its employees, of which was 213 000 shares was purchased in the market and 230 000 shares was borrowed from Stiftelsen Multiconsult, see also note 3. The sale was based on a price of NOK 101.75 per share, a 20 per cent discount of the volume-weighted average share price of NOK 127.19 per share traded on Oslo Børs in the period 19 September 2022 to 6 December 2022. The total sales price reduced with the discount was NOK 42 761 thousand, of which NOK 18 615 thousand was paid in cash and the remaining NOK 24 147 thousand as loans granted to the employees, maximum 3/5 G (NOK 66 886) per employee.

The outstanding balance of loans per 31 December 2022 was NOK 22 537 thousand including loans to the executive management related to their variable performance-based bonus scheme. Repayment of loans takes place over 12 months through deduction in salary.

In the 2021 programme the employees purchased 370 716 shares. The total sales price was NOK 45 943 thousand, of which NOK 21 529 thousand was paid in cash and the remaining NOK 24 413 thousand as loans granted to the employees. The outstanding balance of loans per 31 December 2021 was NOK 22 912 thousand, including loans to the executive management related to their variable performance-based bonus scheme.

The discount is partially recognised as an expense and partially recognised directly in equity. See accounting policies for further description.

DISCOUNT, EMPLOYEE SHARE PURCHASE PROGRAMME

Amounts in NOK thousand	2022	2021
Employee benefit expenses	2 106	(410)
Recognised directly to equity (before tax) [1]	9 394	11 895
Total discount	**11 500**	**11 485**

[1] The discount (before tax) recognised directly to equity may deviate from the total amount (before tax) recognised in the statement of equity if the payments to acquire own shares deviates from the market price for the shares used as basis for calculation of the discount.

There are no unamortised employee benefit expense related to the shares sold.

1. Remuneration for leading persons

The group's executive remuneration policy (Remuneration policy on determination of salary and other remuneration for leading persons) can be found on the group's website www.multiconsult-ir.com.The principles described in the remuneration policy are the same principles that were applied during 2022.

2. Overview of remuneration earned by the executive management and board of directors

The remuneration report for salary and other remuneration for leading persons 2022 – which can be found on the group's website – contains an overview of total remuneration earned by the executive management team and board of directors in 2022 and 2021.

3. Remuneration to the executive management

The table below show the total remuneration to the executive management earned in 2022 and 2021. For more information see remuneration report for salary and other remuneration for leading persons.

REMUNERATION TO THE EXECUTIVE MANAGEMENT 2022 AND 2021

Amounts in NOK	Fixed remuneration						On 31 December	
Year	Base salary [1]	Salary paid [2]	Other benefits [3]	Variable remuneration [4]	Pension expense	Total remuneration	Shares [5]	Loans [6]
2022	20 466 920	23 286 335	309 306	6 281 571	1 491 916	31 369 129	109 448	635 437
2021	21 175 192	23 597 698	422 157	7 615 451	1 491 625	33 126 930	236 945	862 513

[1] Annual base salary per 31 December.

[2] Salary is amount paid during the year presented, including holiday pay, car allowance and compensation for entering into new pension plan.

[3] Other benefit includes all other cash and non-cash benefit received during the year and includes taxable parts of; insurance premiums; discount on shares purchased; company car; housing allowance; per diem allowance; and telecommunication. Salary paid for previous positions within Multiconsult is included where relevant.

[4] Variable remuneration is an amount earned in the year presented (excluding holiday pay), and normally paid the subsequent year. Relevant bonus as part of executive management.

[5] Shares owned by the members of the executive management as of 31 December, with close associates.

[6] Short-term loans for purchase of shares through the share purchase programme for all employees and incentive programme for executive management.

NOTE 10 FINANCIAL ITEMS

Amounts in NOK thousand	2022	2021
Other interest income	6 194	1 489
Foreign currency gain	23 914	15 532
Other financial income	3 200	3 411
Financial income	**33 308**	**20 432**
Other interest expenses	11 890	4 228
Foreign currency loss	17 332	16 433
Other financial expenses	4 361	5 612
Financial expenses IFRS 16	31 067	32 062
Financial expenses	**64 650**	**58 335**
Net financial items	**(31 342)**	**(37 903)**

Other financial income in 2022 includes NOK 393 thousand gain on changes in fair value of derivatives and other financial expenses in 2022 includes NOK 8 thousand loss on changes in fair value of derivatives. Other financial income in 2021 includes NOK 1 204 thousand gain on changes in fair value of derivatives.

NOTE 11 TAXES

INCOME TAXES

The income tax expense for the year was as follows:

Amounts in NOK thousand	2022	2021
Income taxes payable	98 578	81 173
Net withholding tax after tax credit	-	848
Regulation of previous years' taxes	136	1 470
Change in deferred taxes	(11 725)	(6 900)
Effect of change in tax rate	-	-
Other items	(2 961)	(91)
Income tax expenses	**84 028**	**76 500**

RECONCILIATION FROM NOMINAL TO ACTUAL TAX RATE

Amounts in NOK thousand (except percentages)	2022	2021
Profit before income taxes	**387 043**	**311 166**
Expected income tax based on nominal tax rate in Norway (22%/22%)	85 150	68 456
Tax effect of the following items:		
Non-deductible expenses	2 611	2 404
Non-taxable income	(317)	(570)
Share of profit from associated companies	164	97
Not recognised/reversal of previously not recognised deferred tax assets	(531)	3 849
Effect of change in tax rate	-	-
Regulation of previous years' taxes	136	1 470
Net withholding tax after tax credit	-	848
Other items (including currency and effect of deviation foreign vs. Norwegian tax rate)	(3 183)	(55)
Income tax expenses	**84 028**	**76 500**
Effective tax rate	**21.7%**	**24.6%**

DEFERRED TAX IN THE BALANCE SHEET

Amounts in NOK thousand	31.12.2022	31.12.2021
Deferred tax asset	38 441	33 351
Deferred tax	12 158	12 571
Net deferred tax asset in the balance sheet	**26 283**	**20 780**

SPECIFICATION OF THE TAX EFFECT OF TEMPORARY DIFFERENCES

Amounts in NOK thousand	31.12.2022	31.12.2021
Non-current assets	(135 471)	(164 096)
Current assets	(22 537)	(24 186)
Liabilities and provisions	176 855	202 942
Taxable losses carried forward [1]	21 072	18 972
Deferred tax assets not recognised in the balance sheet	(13 636)	(12 852)
Net deferred tax asset in the balance sheet	**26 283**	**20 780**

[1] Group companies have recognised deferred tax assets related to tax losses that are expected to be utilised by receiving taxable group contributions from other group companies. The amount on 31 December 2022 is estimated to NOK 8 013 thousand (NOK 5 599 thousand on 31 December 2021). This will be done in the tax declarations for 2022 (2021) but is subject to the regulation for dividend and is consequently not recognised in the IFRS financial statements for 2022 (2021). This also has an opposite effect on tax payable, and it is expected that the same amounts as deferred tax assets will not be payable after taxable group contribution has been determined by the general meetings in 2023 (2022). The group has recognised net deferred tax assets in Norway and in Poland. Realisation of the remaining deferred tax asset requires future profit.

Temporary differences related to IFRS 16 lease liabilities and right-of-use assets are presented as liabilities and provisions and non-current assets accordingly, in the table above.

RECONCILIATION OF DEFERRED TAX ASSETS IN THE BALANCE SHEET

Amounts in NOK thousand	31.12.2022	31.12.2021
Deferred tax assets 1 January	20 780	22 511
Deferred taxes arising from acquisitions	(434)	(1 781)
Deferred tax assets 1 January reduced due to group contributions	(5 599)	(7 040)
Changes in deferred taxes recognised in the statement of income	11 725	6 900
Effects of changes in tax rate in the statement of income	-	-
Deferred taxes included in other comprehensive income (related to pensions)	(7)	(32)
Currency and regulation of previous years taxes	(183)	222
Deferred tax assets in the balance sheet (net) on 31 December	**26 283**	**20 780**

Due to losses and/or the exemption method, there are no significant temporary differences resulting in deferred taxes on retained earnings in subsidiaries, associated companies or joint ventures.

RECONCILIATION OF INCOME TAXES PAYABLE IN THE BALANCE SHEET

Amounts in NOK thousand	31.12.2022	31.12.2021
Expensed income taxes payable [1]	(98 578)	(81 173)
Prepaid taxes	8 192	7 793
Tax payable/receivable from previous year	963	818
Income tax from acquisitions	(2 818)	(3 252)
Income tax on employee share programme recognised in equity	2 024	2 557
SkatteFUNN (government R&D tax incentive scheme in Norway)	1 605	2 007
Currency effects	(416)	(450)
Income tax payable recognised in the balance sheet [1]	**(89 028)**	**(71 699)**

[1] The group has recognised tax payable related to the profits in subsidiaries for 2022, of which it is expected that NOK 8 013 thousand (NOK 5 599 thousand in 2021), will not be payable after taxable group contribution to other group companies have been determined by the general meetings in 2023 (2022).

REMEASUREMENT OF PENSIONS (DEFINED BENEFIT OBLIGATION) AND RELATED TAX EFFECT

Amounts in NOK thousand	Gross	Taxes	Net
31 December 2020	(270 612)	67 607	(203 005)
Change 2021	147	(32)	114
31 December 2021	(270 465)	67 575	(202 891)
Change 2022	32	(7)	25
31 December 2022	(270 433)	67 568	(202 866)

Income tax benefits on the employee share purchase programme has been recognised in equity with NOK 2 557 thousand in 2021 and NOK 2 068 thousand in 2022, in total NOK 12 616 thousand.

NOTE 12 PENSIONS

The parent company and its subsidiaries in Norway have established pension plans that comply with the requirements in the Act on Mandatory Company Pensions. The group's subsidiaries both in Norway and abroad have defined contribution plans, except for a defined benefit plan in LINK Arkitektur AS and Multiconsult Norge AS, and a multiemployer plan in LINK Arkitektur AB.

There were 2 370 active members in the Multiconsult ASA and Multiconsult Norge AS defined contribution plan at the end of 2022 (2021: 2 182). For the period before 30 June 2022 annual contributions to the plan were 5.55% for contribution basis between 1G and 7.1G, and 18% of the contribution basis between 7.1G and 12G. Starting from 1 July 2022 annual contributions to the plan are 5.0% for contribution basis between 0G and 7.1G, and 18% of the contribution basis between 7.1G and 12G. G is a base amount annually approved by the Norwegian parliament and was NOK 111 477 per 31 December 2022.

In addition, Multiconsult Norge AS has individual defined benefit plans that are unfunded, with recognised liabilities of NOK 5 473 thousand at the end of 2022 (2021: NOK 6 129 thousand).

LINK Arkitektur AS has a defined benefit plan that is closed and includes 9 retirees per 31 December 2022. Other plans in LINK Arkitektur group are plans accounted for as contribution plans, with 612 active members on 31 December 2022 (2021: 551). This includes a multiemployer plan in LINK Arkitektur AB (ITP 2 plan) which is a defined benefit plan.

For 63 employees (2021: 69) in LINK Arkitektur AB the defined benefit pension commitments for retirement and family pensions are secured in the ITP 2 plan through insurance with Alecta. The group has not access to information in order to report its proportional share of the plan's obligations, plan assets and costs, and it is therefore reported as a defined contribution plan. The expected contribution to the plan (premium) in 2023 is NOK 3 578 thousand. The premium paid and expensed in 2022 was NOK 4 912 thousand (2021: NOK 7 481 thousand). The premium is calculated individually and is dependent on factors including salary, previously earned pension, and expected remaining service period. The group's share of the total contributions to the plan amounted to 0.023 per cent in 2022 (2021: 0.022 per cent). The collective funding ratio is the market value of Alecta's assets as a percentage of insurance commitments calculated according to Alecta's actuarial methods and assumptions, which are not consistent with IAS 19. The collective funding ratio is normally allowed to vary between 125 and 155 per cent. If Alecta's collective funding ratio is below 125 per cent or exceeds 155 per cent, action should be taken for consolidation level returning to the normal range. At low funding ratio, measures can be to raise the agreed price for new and existing contracts. At high funding ratio a measure may be to reduce premiums. At the end of 2022, the collective funding ratio was 185 per cent (2021: 169 per cent).

Social security tax is calculated based on the pension plan's net financing and included in the gross pension obligations. Pension expenses include related social security tax.

PENSION EXPENSES

Amounts in NOK thousand	2022	2021
Pension expenses retirement defined benefit plan	31	(123)
Recognised as financial expenses	97	98
Pension expenses defined contribution plan	199 936	186 560
Pension expenses in employee benefit expenses (note 9)	**200 064**	**186 534**
Effect of remeasurement of net defined benefit obligations	(32)	(147)

FINANCIAL STATUS DEFINED BENEFIT PLANS

Amounts in NOK thousand	31.12.2022	31.12.2021
Calculated pension obligations (incl. social security tax)	(21 268)	(21 929)
Pension assets (at market value)	16 623	16 525
Pension obligations	(4 645)	(5 403)
Of which included in Other non-current financial assets and shares	924	-
Of which pension obligations in the financial statements	**(5 570)**	**(5 403)**

Due to the immaterial amounts, no further disclosure is provided for the net defined benefit obligations.

NOTE 13 RECEIVABLES, WORK IN PROGRESS AND PREPAID EXPENSES

Amounts in NOK thousand	31.12.2022	31.12.2021
Trade receivables	603 875	738 430
Allowance for credit losses on receivables (see note 3)	(7 585)	(7 549)
Total trade receivables	**596 291**	**730 881**
Work in progress	**304 328**	**225 021**
Prepaid expenses	69 288	53 797
Other	48 093	32 643
Total other current receivables and prepaid expenses	**117 381**	**86 439**
Total receivables and prepaid expenses	**1 018 000**	**1 042 341**

NOTE 14 INTANGIBLE ASSETS AND GOODWILL

Amounts in NOK thousand	Software	Own developed intangible assets	Other intangible assets	Total intangible assets	Goodwill
Acquisition cost 1 January 2021	**103 161**	**-**	**-**	**103 161**	**538 546**
Addition from business combinations	-	-	9 100	9 100	397 054
Additions	2 218	-	-	2 218	-
Disposals	1 380	-	-	1 380	-
Currency translation differences	(327)	-	-	(327)	(6 606)
Acquisition cost 31 December 2021	**103 672**	**-**	**9 100**	**112 772**	**928 994**
Additions from business combination	221	-	2 480	2 701	75 949
Additions	1 390	4 533	-	5 923	-
Disposals	1 557	-	-	1 557	-
Currency translation differences	241	-	-	241	1 362
Acquisition cost 31 December 2022	**103 968**	**4 533**	**11 580**	**120 081**	**1 006 305**
Accumulated amortisation 1 January 2021	**82 249**	**-**	**-**	**82 249**	**83 855**
Amortisation for the year	5 362	-	1 647	7 009	-
Disposals	1 380	-	-	1 380	-
Currency translation differences	(292)	-	-	(292)	(1 520)
Accumulated amortisation 31 December 2021	**85 939**	**-**	**1 647**	**87 586**	**82 335**
Amortisation for the year	4 236	-	5 366	9 601	-
Disposals	1 557	-	-	1 557	-
Currency translation differences	204	-	-	204	135
Accumulated amortisation 31 December 2022	**88 822**	**-**	**7 012**	**95 834**	**82 470**
Carrying amount 1 January 2021	**20 913**	**-**	**-**	**20 913**	**454 692**
Additions from business combination	-	-	9 100	9 100	397 054
Additions	2 218	-	-	2 218	-
Disposals	-	-	-	-	-
Amortisation for the year	5 362	-	1 647	7 009	-
Currency translation differences	(35)	-	-	(35)	(5 087)
Carrying amount 31 December 2021	**17 733**	**-**	**7 453**	**25 187**	**846 659**
Additions from business combination	221	-	2 480	2 701	75 949
Additions	1 390	4 533	-	5 923	-
Disposals	-	-	-	-	-
Amortisation for the year	4 236	-	5 366	9 601	-
Currency translation differences	37	-	-	37	1 227
Carrying amount 31 December 2022	**15 146**	**4 533**	**4 568**	**24 247**	**923 835**

Software includes standard software and licenses that are amortised on a straight-line basis over three years. In 2017 a new ERP system has been capitalised, which is amortised straight-line over its estimated useful life of ten years. Own developed intangible asset relates to multiMap 2.0, a digital tool, for which depreciation will begin when asset is ready for use. Other intangible assets relate to order backlog from the acquisition of Smidt & Ingebrigtsen AS and Roar Jørgensen AS in 2022, Erichsen & Horgen AS and Nordland Teknikk AS in 2021. The order backlog is amortised on a straight-line basis over its estimated lifetime, in the range 1-2 years.

Impairment tests

The group performs an assessment for impairment of goodwill at year end, or more often if there are indicators of impairment. The impairment test is based on identified cash generating units (CGUs) in the group. CGUs are changed if businesses are integrated or there are other organisational changes. CGUs are normally on a lower level than the segment classification and follows regions or separate companies, given that separate financial information is available. However, the largest parts of goodwill are allocated to the segments LINK Arkitektur and Region Oslo, as shown in the table below. CGUs identified to assess the value of the group's goodwill in 2022 and 2021 are disclosed in the table below. The carrying amounts of these cash generating units include property, plant and equipment, intangible assets, and allocated goodwill. Working capital cannot be split or reasonably allocated to the CGUs and is not included. Total net working capital was positive at year-end 2022, and with the headroom for each CGU it would not change any conclusions if working capital could be allocated.

GOODWILL SPECIFIED PER CASH GENERATING UNIT:

Amounts in NOK thousand	31.12.2022	31.12.2021	Belongs to segment
LINK Arkitektur	151 810	149 447	LINK Arkitektur
Region Oslo	434 429	434 429	Region Oslo
Business unit Transportation	27 600	27 600	Region Oslo
Region Norway	89 577	89 577	Region Norway
Business unit North	40 817	40 817	Region Norway
Business unit West	49 753	39 381	Region Norway
Business unit Mid	14 108	14 108	Region Norway
Business unit Østfold	9 098	9 098	Region Norway
Iterio	39 988	41 224	International
MC Polska	978	978	International
Roar Jørgensen AS	65 577	NA	Region Norway
Total	**923 835**	**846 659**	

The recoverable amount is estimated value in use, based on discounted future cash flows. Future cash flows included in the impairment tests at the end of 2022 are based on board approved budget for 2023 and the company's strategy plan for the subsequent four years. IFRS 16 is included in both the DCF model and in the WACC. The growth in the forecast period of 2024 – 2027 is based on a moderate estimated growth in revenue and cost, in line with strategy, profitability targets and expected market outlook. The ambitions are profitability above peer-group average and strengthened operations and value creation, the assumed growth in cash flow and profitability is reflected in the budget and strategy plan period. The revenues in the budget show a moderate organic growth. The EBIT margin is reasonable and according to the strategy, and in line with the realised results in 2022. After the forecast period a terminal value has been calculated, using a moderate growth in cash flow of 1.0 per cent, unchanged from the assumption used in the previous year impairment test.

Reinvestments in property, plant and equipment have been set below depreciation for the first five years and equal to depreciation in the terminal year for the purposes of the analysis. The business is not investment heavy, and the basis for maintaining the capacity for future cash flows is mainly investment in employees, which is reflected in the annual forecasted cash flows from operations. Therefore, EBIT is used as an estimate of cash flows in the terminal period. A calculated income tax has been included to be consistent with use of a post-tax discount rate.

The key assumptions are determined to be the units' ability to deliver as expected in ongoing contracts, win new contracts, and/or obtain extensions of existing contracts, and to obtain the assumed billing ratios. Furthermore, that the prices achieved in the contracts at least compensate for increased costs, especially employee expenses, thereby achieving the expected EBIT margin.

The discount rate in the analysis is set to 8.2 per cent (2021: 7.3 per cent) after tax based on a calculation of the weighted average cost of capital (WACC). The same discount rate has been used for all cash generating units since the asset beta has been deemed the same in all CGUs and segments that the group operates. The main reason for the increase in WACC is a slightly increase in cost of equity and also a slightly increase in cost of debt mainly due to an increase in risk free rate and credit risk rate.

The key assumptions used in the value in use calculation which is most sensitive to changes is operating revenue. However, in such a situation the company will bring the cost down to be in a normal steady business. For the CGUs Region Oslo, Region Norway, Business unit North, Business unit West, and Business unit Transportation the operating revenues must decrease by more than 10 per cent before an impairment occur. For Iterio the revenue needs to decrease more than 10 per cent and LINK Arkitektur more than 5 per cent to indicate impairment. In the sensitivity analysis for WACC, EBITDA and EBIT the headroom is good and a material change in assumptions must occur before an impairment will take place.

The impairment tests have not resulted in any impairment for goodwill, property, plant and equipment or intangible assets related to any of the cash generating units. Management has evaluated that a reasonably possible change in key assumptions would not give rise to impairment on 31 December 2022.

NOTE 15 PROPERTY, PLANT AND EQUIPMENT

Amounts in NOK thousand	Buildings and other real estate	Other machines, plant, fixtures and fittings	Leasehold improvements	Total property, plant and equipment
Acquisition cost 1 January 2021	**9 044**	**425 303**	**72 433**	**506 780**
Additions from business combinations	-	2 173	1 948	4 120
Additions	1 088	42 784	1 229	45 101
Disposals	503	22 277	105	22 885
Currency translation differences	(539)	(2 599)	(152)	(3 290)
Acquisition cost 31 December 2021	**9 090**	**445 384**	**75 352**	**529 827**
Additions from business combinations	-	186	-	186
Additions	-	41 430	692	42 122
Disposals	621	29 640	4 975	35 236
Transfer between asset classes	(6 464)	6 464	-	-
Currency translation differences	10	(899)	46	(842)
Acquisition cost 31 December 2022	**2 015**	**462 924**	**71 116**	**536 056**
Acc. depreciation 1 January 2021	**6 414**	**333 705**	**63 022**	**403 140**
Depreciation for the year	899	37 484	2 880	41 263
Disposals	503	21 877	52	22 431
Currency translation differences	(365)	(1 957)	(126)	(2 447)
Acc. depreciation 31 December 2021	**6 446**	**347 355**	**65 724**	**419 524**
Depreciation for the year	143	42 877	2 939	45 958
Disposals	612	27 989	4 862	33 472
Transfer between classes	(4 712)	4 712	-	-
Currency translation differences	2	(724)	31	(691)
Acc. depreciation 31 December 2022	**1 257**	**366 231**	**63 831**	**431 319**
Carrying amount 1 January 2021	**2 630**	**91 598**	**9 411**	**103 640**
Additions from business combination	-	2 173	1 948	4 120
Additions	1 088	42 784	1 229	45 101
Disposals	-	400	53	453
Depreciation for the year	899	37 484	2 880	41 263
Currency translation differences	(176)	(643)	(25)	(844)
Carrying amount 31 December 2021	**2 644**	**98 030**	**9 628**	**110 303**
Additions from business combination	-	186	-	186
Additions	-	41 430	692	42 122
Disposals	-	1 651	113	1 764
Depreciation for the year	143	42 877	2 939	45 958
Transfer between classes	(1 752)	1 752	-	-
Currency translation differences	9	(175)	16	(151)
Carrying amount 31 December 2022	**759**	**96 693**	**7 285**	**104 737**

Useful life	10 - 50 years	3 - 8 years	Same as equivalent assets, max leasing period
Depreciation plan	Straight-line	Straight-line	

NOTE 16 CASH AND CASH EQUIVALENTS, RESTRICTED CASH AND RESTRICTED FUNDS

Cash and cash equivalents consist primarily of bank deposits.

Amounts in NOK thousand	31.12.2022	31.12.2021
Cash and bank deposits, excluding restricted cash	114 559	156 165
Restricted cash	-	-
Non-current financial assets, restricted funds	22 661	15 316
Total cash and cash equivalents and restricted cash	**137 220**	**171 481**

Restricted funds on 31 December 2022 and 2021 relates mainly to Multiconsult Polska.

Restricted funds in Multiconsult Polska are bank balances of NOK 20.8 million on 31 December 2022 (NOK 14.7 million on 31 December 2021) as security for parts of the bank guarantees issued to customers, see note 21. These bank guarantees have terms from 2023 to 2030. Restricted funds in Roar Jørgensen AS are bank balances of NOK 1.6 million on 31 December 2022 regarding employee withholding taxes.

NOTE 17 ASSOCIATED COMPANIES AND JOINT ARRANGEMENTS

Amounts in NOK thousand	FPS	Consorcio SAM SpA	Norplan Tanzania	JV Indigo	Total
Opening balance 1 January 2021	**1 739**	**258**	**5 054**	**3 174**	**10 227**
Share of profit for the year	4	(28)	228	-	204
Currency effect	-	-	-	(129)	(129)
Closing balance 31 December 2021	**1 743**	**230**	**5 282**	**3 045**	**10 302**
Share of profit for the year	(23)	(98)	15 381	-	15 260
Currency effect	-	-	-	159	159
Closing balance 31 December 2022	**1 719**	**133**	**20 664**	**3 204**	**25 722**

None of the joint ventures and associated companies are deemed significant for the group, whether separately or combined. Consequently, no further details are provided.

Project partnership – joint operations

The group has for some projects entered into partnership agreements. Some of these have been assessed as joint operations. Participants work together to deliver a project in cooperation through a common project group. There are no assets in these project groups. Each participant is responsible for delivering the services that it has agreed to deliver, as well as being responsible for its own expenses and having a right to agreed revenues from the services the participant performs. Each participant uses its own assets, and obligations in the operation are limited to parts of the fee that may be held back to cover common costs (for example insurance premiums and travel expenses). One of the parties is typically appointed project manager with specific responsibilities in the project group. The participants have when it is relevant agreed that they are jointly and separately liable for the project deliverables. The main projects that are organised in this manner that are considered joint operations are Tønsberg hospital, Fornebubanen, E39 Stord-Os Bjørnafjorden, Forsvarsbygg frameagreement, Daugava HPP, Nye Rikshospitalet, Lilletorget, all in Norway. The group is the project manager, and there is no fixed participating share in these operations. In 2022 these projects contributed revenues of NOK 535 million (NOK 265 million in 2021).

NOTE 18 LEASES

Multiconsult has two classes of assets that has been reported as right-of-use assets: buildings (primarily office premises) and cars.

RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

Amounts in NOK thousand	Asset	Liabilities
Balance 1 January 2021	**806 081**	**864 533**
Additions	123 405	123 405
Reassessments	(16 776)	(16 776)
Depreciation	(144 846)	N/A
Impairment	-	N/A
Interest expense	N/A	32 062
Lease payments (interest and instalments)	N/A	(172 596)
Terminations	(226)	(234)
Currency	(767)	(587)
Balance 31 December 2021	**766 870**	**829 808**
Additions	92 128	92 128
Reassessments	(9 673)	(9 673)
Depreciation	(150 545)	N/A
Impairment	-	N/A
Interest expense	N/A	30 608
Lease payments (interest and instalments)	N/A	(180 357)
Terminations	(24 445)	(27 069)
Currency	(964)	(1 648)
Balance 31 December 2022	**673 371**	**733 929**

Depreciation charge for right-of-use assets (previously operating lease), is split by class of underlying asset as follows:

Amounts in NOK thousand	2022	2021
Property	148 346	142 618
Cars	2 200	2 228
Total	**150 545**	**144 846**

The group has not identified any impairment indicators in 2022, and no impairment is recognised in 2022.

The carrying amount of right-of-use assets at the end of the reporting period by class of underlying asset is as follows:

Amounts in NOK thousand	31.12.2022	31.12.2021
Property	661 819	757 749
Cars	11 552	9 120
Total	**673 371**	**766 870**

SHORT-TERM LEASES AND LOW-VALUE ASSET LEASE EXPENSE

The expenses related to short-term leases (less than 12 months) and low-value assets are summarised in the table below. For these leases the practical expedients in IFRS 16 have been applied, and the lease payments associated with those leases are recognised as an expense and classified as other operating expenses.

Amounts in NOK thousand	2022	2021
Short-term leases	14 959	13 708
Low value asset	6 720	6 164
Total	**21 679**	**19 871**

UNDISCOUNTED LEASE LIABILITIES AND MATURITY OF CASH OUTFLOWS

	31 December 2022		
Amounts in NOK thousand	Office premises	Property, plant and equipment	Total
Due within 1 year	175 682	3 415	179 097
Due more than 1 year, but within 5 years	537 574	5 248	542 822
Due more than 5 years	128 880	-	128 880
Total undiscounted lease liabilities	**842 136**	**8 662**	**850 798**

	31 December 2021		
Amounts in NOK thousand	Office premises	Property, plant and equipment	Total
Due within 1 year	166 438	2 111	168 549
Due more than 1 year, but within 5 years	548 062	4 308	552 371
Due more than 5 years	205 856	-	205 856
Total undiscounted lease liabilities	**920 356**	**6 419**	**926 775**

The group has renewal options for several contracts that are not recognised, as per the principles described in note 2A. For material contracts we estimate that the lease cash outflows due more than one year, but within five years would have been NOK 11 million higher, and cash outflows due more than five and less than ten years would have been NOK 137 million higher, had these renewal options been recognised.

Total cash outflows for leases amounts to NOK 202.0 million in 2022 and NOK 192.5 million in 2021.

The group has not entered into any new material lease agreements not yet recognised in the consolidated statement of financial position.

NOTE 19 OTHER CURRENT LIABILITIES

Amounts in NOK thousand	31.12.2022	31.12.2021
Salaries payable, holiday pay, bonus etc.	352 264	349 382
Other accrued expenses	17 191	18 353
Other	21 121	8 358
Total other current liabilities	**390 576**	**376 093**

NOTE 20 PROVISIONS, DISPUTES AND CONTINGENT LIABILITIES

The group completes a significant number of assignments during a year. Normally, the group enters into agreements with the customers limiting its responsibilities. During the execution of an assignment, defects or damages as a result of the deliveries may be identified that could lead to claims being made towards the group. When it is probable (over 50 per cent) that a claim will result in outflow of economic resources from the group, a provision for the estimated liability is recognised.

The provisions are presented as liabilities in the balance sheet, while the expected reimbursements from the insurance company related to recognised provisions are presented as a separate asset.

PROJECT RESPONSIBILITY

Amounts in NOK thousand	31.12.2022	31.12.2021
Gross provisions	64 895	24 712
Assets for reimbursement of provisions	56 845	18 302
Net provisions	**8 050**	**6 410**

The reimbursement from the insurance company is directly linked to the cases and the actual additions, settlements and reversals are estimated and incurred simultaneously. Consequently, the table below present changes in the provisions net of the assets for reimbursement.

Amounts in NOK thousand	Project responsibility
Net provisions 1 January 2021	**8 050**
Additions	2 710
Reversals	(1 750)
Utilised	(2 600)
Net provisions 31 December 2021	**6 410**
Additions	7 350
Reversals	(4 210)
Utilised	(1 500)
Net provisions 31 December 2022	**8 050**

The date for settlement of project responsibility cases is often outside the group's control and it is not possible to make a reliable estimate of settlement dates. The processes are extensive with negotiations with many parties and often results in long legal processes. The time-period from reporting a case to final settlement can take several years. The size of the settlement can vary considerably. The provision related to a claim is calculated on the basis of the expected compensation, own risk deductibles and the claimed amount. As a consequence of the inherent uncertainty in both amount and timing of the settlement, the provision is not discounted.

The company's insurance coverage for project responsibilities is primarily based on a collective agreement for engineering consultants. This insurance takes the form of standard policies for engineering projects, with an excess of NOK 300 000 per claim and normally with a maximum coverage of up to 150 times the Norwegian national insurance base rate (G) – about NOK 17 million, which is the standard limitation of liability in Multiconsult's contracts. Uninsured liability is by agreement normally limited to 60 G about NOK 6.7 million, with exceptions and higher agreed limitations for such liability in some larger projects. There may however be significant project- and other operational risks where limitations of liability do not apply, that are not covered by the mentioned insurances and/or where the insurance coverage is insufficient to cover the risk. In some projects special provisions regarding liability apply or limitations of liability do not apply. This increases Multiconsult's possible liability and risk. In cases of gross negligence or wilful misconduct limitations on liability as a main rule do not apply, and insurance coverage may be reduced. Furthermore, Multiconsult has entered into multiple project partnerships with joint and several liability or joint and proportional liability that may in under particular circumstances increase risk. In the latter cases Multiconsult's proportional liability is normally based on the share of the turnover in the project group. The mentioned risks may, in some adverse circumstances, have a significant negative impact on the financial performance of the group.

The company performs a thorough review of each claim. Project responsibility cases therefore lead to both recognised provisions and contingent liabilities where no provision has been recognised because the group has assessed the probability of an outflow of economic resources from the group to be below 50 per cent.

The provision on 31 December 2022 is related to several projects, but there is no significant provision related to any single project.

NOTE 21 GUARANTEES, PLEDGES AND SECURITIES PROVIDED

GUARANTEE OBLIGATIONS NOT RECOGNISED IN THE BALANCE SHEET

Amounts in NOK thousand	31.12.2022	31.12.2021
Bank guarantee - guarantees towards customers	146 343	122 956
Bank guarantee - guarantees for other obligations	51 138	46 765
Guarantee - employee tax deductions	146 500	134 600
Parent company guarantees - for subsidiaries	17 978	17 351
Total guarantees	**361 958**	**321 672**

Bank guarantees towards customers are related to assignments where the customer demands security for contract responsibilities. Other bank guarantees are primarily guaranteeing for rent of premises.

At the end of 2022, LINK Arkitektur AS, Multiconsult Norge AS and Multiconsult ASA holds guarantees for employee tax deductions for a total of NOK 146.5 million.

Parent company guarantees on 31 December 2022 relates to rent of premises of NOK 18.0 million towards subsidiaries.

The parent company's bank facility agreements with the lender includes a negative pledge clause in relation to new borrowings of the group.

Multiconsult ASA has provided a surety of NOK 5 million for LINK Arkitektur AS' liabilities towards the lender. Multiconsult Norge AS has provided a surety of NOK 800 million for Multiconsult ASA's liabilities towards the lender. Multiconsult ASA and Multiconsult Norge AS have both pledged trade receivables, inventory and property, plant and equipment. The carrying value of the pledged assets in Multiconsult Norge AS on 31 December 2022 is NOK 392.6 million for trade receivables, NOK 0 for inventory and NOK 86.5 million for property, plant and equipment. For Multiconsult ASA the carrying values on 31 December 2022 is NOK 53.1 million for trade receivables and NOK 0 for inventory and property, plant and equipment.

On 31 December 2022, Multiconsult ASA had a guarantee facility of NOK 120.0 million, of which NOK 77.9 million was drawn (2021: NOK 59.2 million). Multiconsult ASA or any fully owned subsidiary (under surety from Multiconsult ASA) may draw under the guarantee facility. The guarantee facility is renewed annually but guarantees included in the limit may have a term of up to five years.

Multiconsult Polska holds a bank guarantee facility of PLN 65 million, NOK 146.0 million, under which PLN 45.0 million, NOK 101.1 million was drawn on 31 December 2022. A cash deposit is required for employee tax deductions, VAT account and issued guarantees in Poland, and these deposits are held on bank accounts in the name of Multiconsult Polska. This is restricted cash and amounted to a total of PLN 9.3 million, NOK 20.8 million on 31 December 2022, included in non-current financial assets in the balance sheet, see note 16.

NOTE 22 SHAREHOLDER INFORMATION

The following table shows shareholders owning 1 per cent or more of Multiconsult ASA shares on 31 December 2022:

	Number of shares	Ownership share
Stiftelsen Multiconsult	5 769 559	21.0%
Verdipapirfond Odin Norge	2 621 242	9.5%
Vevlen Gård AS	1 550 000	5.6%
Stenshagen Invest AS	1 130 519	4.1%
The Bank of New York Mellon SA/NV	1 091 011	4.0%
VJ Invest AS	856 164	3.1%
Verdipapirfondet Holberg Norge	849 999	3.1%
Pareto Aksje Norge Verdipapirfond	660 535	2.4%
Varner Equities AS	506 388	1.8%
Morgan Stanley & Co. Int. Plc.	431 242	1.6%
AAT Invest AS	350 000	1.3%
Skandinaviska Enskilda Banken AB	288 555	1.0%
Other	11 429 245	41.5%
Total number of shares	**27 534 459**	**100%**

Total number of shares are 27 534 459 with par value per share of NOK 0.50. All shares that are part of the parent company's share capital belong to the same share class with the same rights. The company's articles of association set forth that no shareholder, including such shareholder's close associates, may vote for more than 25 per cent of the shares at the general meeting.

The number of treasury shares (own shares) at the end of 2022 was 28 013 (2021: 33 336 shares). During 2022 and 2021, the company purchased own shares that were sold in the employee share purchase programme, see note 9.

The Annual General Meeting held on 7 April 2022 authorised the board of directors pursuant to §10-14 (1) of the Public Limited Liability Companies Act to increase the company's share capital by up to NOK 1 371 526 in one or more share issues. The authority may only be used to issue shares as consideration in connection with acquisitions, to finance acquisitions or to issue shares in connection with incentive schemes for the employees of the Multiconsult group. The shareholders' pre-emptive rights under §10-4 of the Public Limited Liability Companies Act may be set aside. The authority covers capital increases against contributions in cash and contributions other than in cash. The authority covers the right to incur special obligations for the Company, ref. §10-2 of the Public Limited Liability Companies Act. The authority covers resolutions on mergers in accordance with §13-5 of the Public Limited Liability Companies Act. The authority may also be used in take-over situations, ref. §6-17 (2) of the Securities Trading Act.

The Annual General Meeting held on 7 April 2022 authorised the board of directors pursuant to §9-4 of the Public Limited Liability Companies Act to acquire shares in the company ("own shares") on behalf of the company with an aggregate nominal value of up to 1 371 526. If the company disposes of own shares, this amount shall be increased by an amount equal to the nominal value of the shares disposed of. When acquiring own shares, the consideration per share may not be less than NOK 5 and not exceed NOK 350. The board of directors determines the methods by which own shares can be acquired or disposed of.

Both authorities described above shall remain in force until the Annual General Meeting in 2023, but in no event later than 30 June 2023.

NOTE 23 RELATED PARTIES

The group's related parties are:

Key management personnel, close members of the family of a person and entities that are controlled or jointly controlled by any of these. Key management personnel are defined as the board of directors and the executive management. See note 9 Employee benefit expenses and the remuneration report for salary and other remuneration for leading persons 2022 for information on remuneration for key management personnel and information on share ownership. There were no other transactions with key management personnel in 2022 and 2021.

Stiftelsen Multiconsult had an ownership share of 21.0 per cent on 31 December 2022 (21.9 per cent on 31 December 2021). The company's assessment is that Stiftelsen Multiconsult has significant influence. Multiconsult has recognised revenues from sales to Stiftelsen Multiconsult of NOK 3 199 thousand in 2022 (NOK 5 096 thousand in 2021) and had receivables of NOK 220 thousand on 31 December 2022 (NOK 269 thousand on 31 December 2021).

The company and its subsidiaries are also considered related parties. Transactions and balances are eliminated in the consolidated financial statements and are not disclosed in this note for the group. Refer also to note 17 for the parent company.

Refer to note 17 Associated companies and joint arrangements for more information on these related parties.

TRANSACTIONS AND BALANCES WITH JOINT VENTURES AND ASSOCIATED COMPANIES

Amounts in NOK thousand	2022	2021
Revenues	20 013	28 335
Expenses	2 365	145
Receivables	-	3 988
Liabilities	-	-
Guarantees provided	-	-

NOTE 24 EARNINGS PER SHARE AND DIVIDENDS

In 2022 and 2021, there were no potential dilutive effects on earnings that are attributable to owners of Multiconsult ASA or on the number of shares. Basic and diluted earnings per share are therefore the same.

	2022	2021
Profit after tax attributable to owners of Multiconsult ASA (NOK thousand)	303 015	234 666
Weighted average number of shares (excl. treasury shares)	27 390 212	27 080 810
Earnings per share	**11.06**	**8.67**
DIVIDENDS		
Dividends paid to owners of Multiconsult ASA (NOK thousand)	164 383	215 437
Dividends per share	**6.00**	**8.00**

Dividends proposed after 31 December 2022 (NOK thousand) [1]	247 810
Dividends proposed after 31 December 2022 (per share) [1]	9.00

[1] Dividends to be adopted by the Annual General Meeting 13 April 2023.

NOTE 25 EVENTS AFTER THE REPORTING PERIOD

After the reporting period ended on 31 December 2022 and up to the date these consolidated financial statements have been approved for issue, no events have been identified that require disclosure.

ALTERNATIVE PERFORMANCE MEASURES (APM)

Multiconsult uses alternative performance measures for periodic and annual financial reporting in order to provide a better understanding of the group's underlying financial performance.

ORDER INTAKE AND ORDER BACKLOG MEASURES

Order intake and order backlog are presented as alternative performance measures. They are indicators of the company's revenues and operations in the future.

Order intake: Expected operating revenues on new contracts and confirmed changes to existing contracts. Only group external contracts are included.

Order backlog: Expected remaining operating revenues on new and existing contracts. Only group external contracts are included. Call-offs on frame agreements are included in the order backlog when signed.

Order backlog does not reflect the total expected volume related to frame agreements and includes only call-offs that have been signed under these agreements.

MARGINS AND RATIOS

Amounts in NOK thousand	2022	2021
EBITDA	610 154	542 845
Net operating revenues	4 189 226	3 803 736
EBITDA margin	**14.6%**	**14.3%**
EBIT	403 125	348 864
Amortisation of acquisition-related intangible assets	5 366	1 647
EBITA	**408 491**	**350 511**
EBITA	408 491	350 511
Net operating revenues	4 189 226	3 803 736
EBITA margin	**9.8%**	**9.2%**
EBIT	403 125	348 864
Net operating revenues	4 189 226	3 803 736
EBIT margin	**9.6%**	**9.2%**

Amounts in NOK thousand	31.12.2022	31.12.2021
Total shareholders' equity	992 448	850 123
Total assets	3 010 054	3 032 931
Equity ratio	**33.0%**	**28.0%**

ADJUSTED
Reported figures adjusted for other items affecting comparability.

Amounts in NOK thousand	2022	2021
Depreciation and amortisation	207 029	193 981
Adjusted depreciation, amortisation and impairment	**207 029**	**193 981**
EBITDA	610 154	542 845
Adjusted depreciation, amortisation and impairment	207 029	193 981
EBIT	**403 125**	**348 864**
EBIT ex. restructuring cost	403 125	348 864
Adjusted net operating revenues	4 189 226	3 803 736
EBIT margin	**9.6%**	**9.2%**

ITEMS EXCLUDED CALENDAR EFFECT:
Reported figures adjusted for items affecting comparability. There was a calendar effect of one more working day in 2022 which had a positive impact on net operating revenues and EBIT of approximately NOK 14.4 million compared to 2021.

Amounts in NOK thousand	2022	2021
EBIT	403 125	348 864
Estimated calendar effect	(14 372)	11 200
EBIT adjusted for calendar effect	**388 753**	**360 064**
EBIT adjusted for calendar effect	388 753	360 064
Adjusted net operating revenues including calendar effect	4 174 854	3 814 936
EBIT margin adjusted for calendar effect	**9.3%**	**9.4%**

COVENANTS
APMs relevant in calculating loan covenants and financial targets.

Covenant net interest-bearing liabilities/EBITDA

Amounts in NOK thousand	31.12.2022	31.12.2021
Cash and cash equivalents, excluding restricted cash	114 559	156 165
Cash and cash equivalents, restricted cash	-	-
Non-current financial assets, restricted funds	22 661	15 316
Interest-bearing liabilities	765 439	1 009 808
Net interest-bearing liabilities including IFRS 16 lease liabilities	**628 219**	**838 327**
Non-current and current IFRS 16 lease liabilities	733 929	829 808
Net interest-bearing liabilities excluding IFRS 16 lease liabilities	**(105 710)**	**8 519**
Net interest-bearing liabilities excluding IFRS 16 lease liabilities, restricted cash and restricted funds	**(83 049)**	**23 835**

Amounts in NOK thousand	2022	2021
Operating profit before depreciation and amortisation (EBITDA)	610 154	542 845
Lease payments recognised as operational cost prior to IFRS 16 implementation	(182 899)	(172 596)
EBITDA excluding IFRS 16 effects	**427 255**	**370 249**

Amounts in NOK thousand	31.12.2022	31.12.2021
Net interest-bearing liabilities excluding IFRS 16 lease liabilities, restricted cash and restricted funds	(83 049)	23 835
EBITDA excluding IFRS 16 effects	427 255	370 249
Net interest-bearing liabilities/EBITDA (covenant net interest-bearing liabilities/EBITDA)	**(0.19)**	**0.06**

Covenant equity ratio

Amounts in NOK thousand	31.12.2022	31.12.2021
Total shareholders' equity	992 448	850 123
Right-of-use assets	(673 371)	(766 870)
Non-current lease liabilities	570 911	690 771
Current lease liabilities	163 018	139 037
Total shareholders' equity excluding IFRS 16 assets and liabilities	**1 053 006**	**913 060**
Total assets	3 010 054	3 032 931
Right-of-use assets	(673 371)	(766 870)
Total assets excluding IFRS 16 assets	**2 336 683**	**2 266 061**
Total shareholders' equity excluding IFRS 16 assets and liabilities	1 053 006	913 060
Total assets excluding IFRS 16 assets	2 336 683	2 266 061
Equity ratio excluding IFRS 16 assets and liabilities (covenant equity ratio)	**45.1%**	**40.3%**

DEFINITIONS

Net operating revenues: Operating revenues less sub consultants and disbursements.

EBITDA: EBIT before depreciation, amortisation and impairment.

EBITDA margin (%): EBITDA as a percentage of net operating revenues.

EBITA: EBIT before amortisation and impairment of goodwill and acquisition-related intangible assets.

EBITA margin (%): EBITA as a percentage of net operating revenues.

EBIT: Earnings before net financial items, results from associates and joint ventures and income tax.

EBIT margin (%): EBIT as a percentage of net operating revenues.

Other opex ratio (APM): Other operating expenses adjusted for IFRS 16 effects as a percentage of net operating revenue.

Billing ratio (per cent): Hours recorded on chargeable projects as a percentage of total hours worked (including administrative staff) and employer-paid absence. Billing ratio per segment includes allocated administrative staff.

Employees: Number of employees comprise all staff on payroll including staff on temporarily leave (paid and unpaid), excluding temporary personnel.

Order intake: Expected operating revenues on new contracts and confirmed changes to existing contracts. Only group external contracts are included.

Order backlog: Expected remaining operating revenues on new and existing contracts. Only group external contracts are included. Call-offs on frame agreements are included in the order backlog when signed.

Net interest-bearing debt: Non-current and current interest-bearing liabilities deducted cash and cash equivalents.

DISCLAIMER

This report includes forward-looking statements, which are based on our current expectations and projections about future events. All statements other than statements of historical facts included in this notice, including statements regarding our future financial position, risks and uncertainties related to our business, strategy, capital expenditures, projected costs and our plans and objectives for future operations, including our plans for future costs savings and synergies may be deemed to be forward-looking statements. Words such as "believe," "expect," "anticipate," "may," "assume," "plan," "intend," "will," "should," "estimate," "risk" and similar expressions or the negatives of these expressions are intended to identify forward-looking statements. By their nature, forward-looking statements involve known and unknown risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Forward-looking statements are not guarantees of future performance. You should not place undue reliance on these forward-looking statements. In addition, any forward-looking statements are made only as of the date of this notice, and we do not intend and do not assume any obligation to update any statements set forth in this report.

PROJECT: **GRANÅSEN – NORWAY**
PHOTO: **OLE MARTIN WOLD/TRONDHEIM MUNICIPALITY**

Photo: Bård Gudim

Reignard Tan,
Civil Engineer, Construction
Analysis, Energy & Industry

ANNUAL ACCOUNTS PARENT COMPANY

STATEMENT OF PROFIT OR LOSS AND COMPREHENSIVE INCOME MULTICONSULT ASA

Amounts in NOK thousand	Note	2022	2021
Operating revenues	4	85 813	75 389
Expenses for sub-contractors and disbursements		233	777
Net operating revenues		**85 581**	**74 612**
Employee benefit expenses	5	52 964	53 704
Other operating expenses	6	52 852	40 539
Operating expenses excluding depreciation and amortisation		**105 817**	**94 243**
Operating profit before depreciation and amortisation (EBITDA)		**(20 236)**	**(19 631)**
Depreciation and amortisation	10	2 409	3 387
Operating profit (EBIT)		**(22 645)**	**(23 018)**
Financial income	7	15 378	9 597
Group contribution	7	395 000	100 000
Financial expenses	7	27 904	13 227
Net financial items		**382 474**	**96 370**
Profit before income taxes		**359 828**	**73 351**
Income tax expenses	8	79 205	18 212
Profit (loss) and comprehensive income for the year		**280 623**	**55 140**
Allocation of profit (loss) for the year			
Transferred to (from) other equity		32 813	(109 444)
Dividend		247 810	164 583
Total allocated		**280 623**	**55 140**

STATEMENT OF FINANCIAL POSITION MULTICONSULT ASA – ASSETS

Amounts in NOK thousand	Note	31.12.2022	31.12.2021
ASSETS			
Non-current assets			
Deferred tax assets	8	135	248
Intangible assets	10	11 660	14 069
Total non-current non-financial assets		**11 795**	**14 317**
Investments in subsidiaries	12	1 267 041	1 171 525
Investments in associates and joint ventures	12	2 082	2 082
Other non-current financial assets	15	53 776	49 708
Total non-current financial assets		**1 322 899**	**1 223 315**
Total non-current assets		**1 334 694**	**1 237 632**
Current assets			
Trade receivables	9	53 123	55 998
Other current receivables	9	424 931	116 856
Total receivables		**478 054**	**172 854**
Cash and cash equivalents	11	39 622	62 209
Total current assets		**517 676**	**235 063**
TOTAL ASSETS		**1 852 369**	**1 472 695**

STATEMENT OF FINANCIAL POSITION MULTICONSULT ASA – EQUITY AND LIABILITIES

Amounts in NOK thousand	Note	31.12.2022	31.12.2021
EQUITY AND LIABILITIES			
Equity			
Total paid in capital		185 542	170 343
Other equity		39 862	10 925
Total equity		**225 404**	**181 268**
Non-current liabilities			
Non-current interest-bearing liabilities	3	-	180 000
Total non-current liabilities		**-**	**180 000**
Current liabilities			
Trade payables		1 738	6 170
Current tax liabilities	8	78 887	16 401
Public duties payable		3 397	3 475
Dividends payable		247 810	164 583
Current interest-bearing liabilities	3	31 510	-
Other current liabilities	14	1 263 623	920 798
Total current liabilities		**1 626 965**	**1 111 427**
Total liabilities		**1 626 965**	**1 219 427**
TOTAL EQUITY AND LIABILITIES		**1 852 369**	**1 472 695**

The board and CEO of Multiconsult ASA – Oslo, 15 March 2023

Rikard Appelgren
Chair of the board

Tore Sjursen
Director

Sverre Hurum
Director

Tove Raanes
Director

Hanne Rønneberg
Director

Torben Wedervang
Director

Gunnar Vatnar
Director

Karine Gjersø
Director

Grethe Bergly
CEO

STATEMENT OF CASH FLOWS MULTICONSULT ASA

Amounts in NOK thousand *+ are cash increasing and - are cash reducing effects*	Note	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before income taxes		359 828	73 351
Interest expense interest-bearing liabilities		6 139	927
Depreciation and amortisation	10	2 409	3 387
Group contribution		(395 000)	(100 000)
Income taxes paid during the period		(16 401)	(1 470)
Other non-cash profit and loss items		(928)	(1 336)
Sub-total cash flow from operating activities		**(43 953)**	**(25 140)**
Changes in trade receivables		2 875	(47 325)
Changes in other current receivables		(308 075)	(33 774)
Changes in trade payables		(4 431)	2 794
Changes in other current liabilities and public duties payable		328 747	221 594
Group contribution receivable		395 000	100 000
Sub-total change in working capital		**414 116**	**243 289**
Net cash flows from operating activities		**370 163**	**218 149**
CASH FLOWS FROM INVESTING ACTIVITIES			
Change in loans to subsidiaries and associates		(2 068)	(23 070)
Other non-current financial investments		(1 855)	(999)
Net cash effect of business combinations		(67 661)	(354 019)
Net cash flows from investing activities		**(71 584)**	**(378 087)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds on interest-bearing liabilities		100 000	180 000
Instalments on interest-bearing liabilities		(280 000)	-
Paid interest on interest-bearing liability		(6 139)	(927)
Dividends paid		(164 383)	(215 437)
Cost of share issuance		(72)	(140)
Purchase treasury shares		(28 171)	(64 874)
Sale treasury shares		57 599	61 897
Net cash flow from financing activities		**(321 166)**	**(39 481)**
Net change in cash and cash equivalents		(22 587)	(199 419)
Cash and cash equivalents 1 January	11	62 209	261 628
Cash and cash equivalents 31 December	11	**39 622**	**62 209**

STATEMENT OF CHANGES IN EQUITY MULTICONSULT ASA

Amounts in NOK thousand	Share capital	Treasury shares	Share premium	**Total paid in capital**	Retained earnings	Remeasure-ment pensions	**Total equity**
31 December 2020	**13 485**	**(5 256)**	**77 759**	**85 988**	**326 168**	**(201 985)**	**210 171**
Share issue	230	-	83 995	**84 226**	-	-	**84 226**
Treasury shares	-	129	-	**129**	-	-	**129**
Employee share purchase programme (net of tax)	-	-	-	**-**	(4 141)	-	**(4 141)**
Dividend declared	-	-	-	**-**	(164 257)	-	**(164 257)**
Total comprehensive income for the period	-	-	-	**-**	55 140	-	**55 140**
31 December 2021	**13 715**	**(5 126)**	**161 754**	**170 343**	**212 909**	**(201 985)**	**181 268**
Share issue	52	-	13 876	13 928	-	-	**13 928**
Treasury shares	-	1 272	-	1 272	-	-	**1 272**
Employee share purchase programme (net of tax)	-	-	-	-	(4 076)	-	**(4 076)**
Dividend declared	-	-	-	-	(247 610)	-	**(247 610)**
Total comprehensive income for the period	-	-	-	-	280 623	-	**280 623**
31 December 2022	**13 767**	**(3 855)**	**175 630**	**185 542**	**241 846**	**(201 985)**	**225 404**

See note 9 to the consolidated financial statements for information about treasury shares and employee share purchase programme.

NOTES TO THE FINANCIAL STATEMENTS MULTICONSULT ASA

NOTE 1 GENERAL INFORMATION

Multiconsult ASA ("parent company" or "company") is the parent in the Multiconsult group ("Multiconsult" or "the group"). The company is a parent company and contains parts of the group management and corporate functions. Revenues primarily comprise sales of group services to Multiconsult subsidiaries, primarily on a cost-plus basis.

These financial statements were approved by the board of directors on 15 March 2023 for adoption by the Annual General Meeting on 13 April 2023.

NOTE 2 BASIS FOR PREPARATION

The group prepares the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the EU (IFRS) and the Norwegian Accounting Act. References to "IFRS" in these financial statements mean IFRS as adopted by the EU. The company prepares the company financial statements in accordance with the Norwegian Accounting Act and regulation for simplified application of International Financial Reporting Standards (simplified IFRS).

The company's financial statements have been prepared on a historical cost basis, except for derivatives that are measured at fair value. The financial statements are presented in Norwegian kroner (NOK), which is also the functional currency of the company. Amounts are rounded to the nearest thousand, unless stated otherwise. As a result of such rounding differences, amounts and percentages may not add up to the total.

Principles for recognition and measurement are in accordance with IFRS and the policies are applied as described in the consolidated financial statements, except as specified in the regulation for simplified IFRS. Furthermore, mergers of subsidiaries are based on the carrying values of the group, and the difference between the carrying value of shares before the merger and the net assets related to the merged subsidiary is recognised in equity. This is because this is a common control transaction. Demergers are based on the carrying values of the company. Comparative figures are not restated. Disclosure requirements are in accordance with the requirements in the Norwegian Accounting Act with additions as specified in the regulation for simplified IFRS. Presentation of the primary financial statements is similar to the group. Options in the regulation for simplified IFRS that have not been applied are not relevant to the company. The option in the regulation for simplified IFRS which the company has utilised in recognition and measurement and which differ from the consolidated financial statements are:

Dividends and group contribution
Dividends and group contributions are recognised in accordance with the Accounting Act, which entails that dividends and group contributions are recognised in the reporting period to which they relate.

Investment in subsidiaries, associated companies and joint ventures
Investment in subsidiaries, associated companies and joint ventures are recognised using the cost method. In accordance with the cost method, the investment is recognised at historical cost less any impairment. Dividends and group contributions are recognised as financial income. Group contributions to subsidiaries are recognised as part of cost of investment.

Standards effective from 1 January 2022
Several limited scope amendments and interpretations effective as from 1 January 2022 had no material impact on the group. This include but is not limited to amendments to IAS 16, IAS 37, IFRS 1, IFRS 3 and IFRS 9.

Standards not yet effective
IFRS 17 Insurance Contracts is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. The standard is effective for reporting periods beginning on or after 1 January 2023. This standard is not applicable to Multiconsult ASA. A number of limited scope amendments and interpretations have been issued. These amendments and interpretations have been assessed to have no material impact on the company.

NOTE 3 FINANCIAL RISK MANAGEMENT

Credit risk is primarily related to loans and receivables to subsidiaries and bank deposits. The carrying amount of the company's financial instruments is a reasonable approximation to fair value. The company's credit risk is considered limited. Operational currency risk is limited, but the company has some direct and indirect investments in shares in foreign subsidiaries and associates, for which the fair value will be currency exposed. Change in fair value of these shares is not recognised in the financial statements unless the shares become impaired. Liquidity risk is primarily related to bank loans and payables to subsidiaries and dividends. Interest rate risk is primarily related to bank loans, bank deposits and interest rate swaps.

The company mainly holds receivables and financial liabilities measured at amortised cost.

See note 3 to the consolidated financial statements for additional information on financial risks.

NOTE 4 OPERATING REVENUES FOR THE PARENT COMPANY

Amounts in NOK thousand	**2022**	**2021**
GEOGRAPHICAL PER CUSTOMER LOCATION		
Norway	80 902	71 503
Outside Norway	4 912	3 886
Total operating revenues	**85 813**	**75 389**

Revenues comprise primarily sales of group services to Multiconsult subsidiaries on a cost-plus basis.

NOTE 5 EMPLOYEE BENEFIT EXPENSES, NUMBER OF EMPLOYEES, REMUNERATION, LOANS TO EMPLOYEES, PENSIONS ETC.

EMPLOYEE BENEFIT EXPENSES

Amounts in NOK thousand	**2022**	**2021**
Salaries, vacation pay, bonus etc.	43 248	46 323
Social security tax	6 269	5 216
Pension expenses	2 783	3 071
Other employee benefit expenses	1 591	430
Reduction to employee benefit expenses related to share purchase programme [2)]	(926)	(1 335)
Total employee benefit expenses	**52 964**	**53 704**
Number of full time employees during the year [1)]	21	23
Number of employees on 31 December	19	23

[1)] Number of full-time employees is calculated as the total number of working hours (including overtime and paid sick leave) divided on normal working hours per full time employee for the period.

[2)] See employee share purchase programme below.

Refer to note 9 in the consolidated financial statements for information of the share purchase programme. See also the remuneration report for salary and other remuneration for leading persons on remuneration and share ownership related to executive management and the board of directors, which can be found on the group's website.

Multiconsult ASA has established pension plans that comply with the requirements in the Act on Mandatory company pensions. At end of 2022, there was 19 active employees in the contribution plan (22 at the end of 2021). For the period before June 30 2022 annual contributions to the plan were 5.55% for contribution basis between 1G and 7.1G, and 18% of the contribution basis between 7.1G and 12G. Starting from 1 July 2022 annual contributions to the plan are 5.0% for contribution basis between 0G and 7.1G, and 18% of the contribution basis between 7.1G and 12G. G is a base amount annually approved by the Norwegian parliament and was NOK 111 477 per 31 December 2022.

EMPLOYEE SHARE PURCHASE PROGRAMME

In 2022, employees of the company purchased 9 520 shares in the employee share purchase programme (10 610 shares in 2021). Key management personnel signed up for 23 970 shares in the variable performance-based bonus scheme in 2022 (22 823 shares in 2021). See note 9 to the consolidated financial statements for further information about the bonus scheme for key management personnel.

The discount is partially recognised as an expense and partially recognised to equity. See accounting policies for the group for further description.

Amounts in NOK thousand	**2022**	**2021**
Employee benefit expenses	(684)	(1 036)
Recognised directly to equity (before tax)	926	1 335
Total discount employees of Multiconsult ASA	**242**	**299**

Amounts in NOK thousand	2022	2021
Reduction to employee benefit expenses	(926)	(1 335)
Recognised directly to equity (before tax)[1)]	926	1 335

[1)] The amount recognised directly to equity as a discount may deviate from the amount recognised in the statement of equity before tax, if the payments to acquire own shares deviates from the market price for the shares used as basis for calculating the discount.

Employees have been granted loans (maximum 3/5 G, NOK 66 886 per employee) for the remaining payment for the shares, with outstanding balance on 31 December 2022 of NOK 693 thousand (NOK 1 124 thousand on 31 December 2021).

NOTE 6 OTHER OPERATING EXPENSES

Amounts in NOK thousand	2022	2021
Rental and other expenses for premises	1 761	1 476
Consultants	12 841	15 481
Technical equipment	232	328
Office expenses, IT	18 679	13 508
Travel and per diem allowance	1 064	509
Marketing	4 398	2 008
Other	13 877	7 228
Total operating expenses	**52 852**	**40 539**

AUDITOR

Amounts in NOK thousand	2022	2021
Statutory audit services	1 444	829
Other assurance services	80	45
Other non-audit services	30	-
Total	**1 554**	**874**

The amounts above are excluding VAT.

NOTE 7 FINANCIAL ITEMS

Amounts in NOK thousand	2022	2021
Interest income from group companies	3 489	973
Other interest income	626	55
Other financial income	7 709	4 217
Gains on derivatives	393	1 204
Dividends	3 160	3 147
Financial income	**15 378**	**9 597**
Group contribution from subsidiaries[1)]	**395 000**	**100 000**
Interest expense to group companies	9 645	160
Other interest expenses	9 524	3 340
Loss on derivatives	8	-
Other financial expenses	8 727	9 727
Financial expenses	**27 904**	**13 227**
Net financial items	**382 474**	**96 370**

[1)] In 2022 Multiconsult ASA received group contribution of NOK 395 million from Multiconsult Norge AS (NOK 100 million in 2021).

NOTE 8 INCOME TAXES

THE INCOME TAX EXPENSES IN THE STATEMENT OF INCOME FOR THE YEAR ARE AS FOLLOWS:

Amounts in NOK thousand	2022	2021
Income taxes payable	79 092	16 701
Regulation of previous years' income taxes	-	1 470
Changes in deferred taxes	113	41
Income tax expenses	**79 205**	**18 212**

RECONCILIATION FROM NOMINAL TO ACTUAL TAX RATE:

Amounts in NOK thousand	2022	2021
Profit before income taxes	**359 828**	**73 351**
Expected income tax expenses based on nominal tax rate in Norway (22%/22%)	79 162	16 137
Tax effect of the following items:		
Non-deductible expenses	738	1 296
Dividend	(695)	(692)
Regulation of previous years' income taxes	-	1 470
Income tax expenses	**79 205**	**18 212**
Effective tax rate	22.0%	24.8%

SPECIFICATION OF THE TAX EFFECT OF TEMPORARY DIFFERENCES:

Amounts in NOK thousand	31.12.2022	31.12.2021
Non-current assets	(9)	(9)
Current assets	-	85
Liabilities and provisions	144	172
Deferred tax assets/(liabilities) in the balance sheet	**135**	**248**

RECONCILIATION OF DEFERRED TAX ASSETS IN THE BALANCE SHEET:

Amounts in NOK thousand	31.12.2022	31.12.2021
Deferred tax assets 1 January	248	289
Change in deferred taxes recognised in the income statement	(113)	(41)
Deferred tax assets in the balance sheet (net) on 31 December	**135**	**248**

RECONCILIATION OF INCOME TAXES PAYABLE IN THE BALANCE SHEET:

Amounts in NOK thousand	31.12.2022	31.12.2021
Expensed income taxes payable	79 092	16 701
Income tax on employee share purchase programme recognised in equity	(205)	(300)
Income taxes payable in the balance sheet	**78 887**	**16 401**

NOTE 9 RECEIVABLES AND PREPAID EXPENSES

Amounts in NOK thousand	31.12.2022	31.12.2021
Trade receivables	53 123	55 998
Allowance for losses	-	-
Total trade receivable	**53 123**	**55 998**
Prepaid expenses	12 100	6 191
Other	2 159	1 147
Other current receivables group companies	15 672	9 518
Group contribution	395 000	100 000
Other current receivables	**424 931**	**116 856**

Of other current receivables from group companies NOK 13.1 million (NOK 9.5 million in 2021) is subsidiaries' draw in the group cash pool, for which Multiconsult ASA is the owner of the top account.

NOTE 10 INTANGIBLE ASSETS

Amounts in NOK thousand	**Software**
Acquisition cost 1 January 2021	**27 350**
Disposal	-
Additions	-
Acquisition cost 31 December 2021	**27 350**
Disposal	-
Additions	-
Acquisition cost 31 December 2022	**27 350**
Accumulated amortisation and impairment 1 January 2021	**9 894**
Disposal	-
Amortisation for the year	3 387
Accumulated amortisation and impairment 31 December 2021	**13 281**
Disposal	-
Amortisation for the year	2 409
Accumulated amortisation and impairment 31 December 2022	**15 690**
Carrying amount 1 January 2021	**17 456**
Additions	-
Disposal	-
Amortisation for the year	3 387
Carrying amount 31 December 2021	**14 069**
Additions	-
Disposal	–
Amortisation for the year	2 409
Carrying amount 31 December 2022	**11 660**

Carrying amount of software on 31 December 2022 is primarily related to the ERP system and consolidation system that is amortised straight line over 3 – 10 years.

NOTE 11 CASH AND CASH EQUIVALENTS AND GUARANTEES

Amounts in NOK thousand	**31.12.2022**	**31.12.2021**
Total cash and cash equivalents	**39 622**	**62 209**

Total cash and cash equivalents comprise Multiconsult group's net deposit in the group cash pool. When subsidiaries in the group draw on/deposit in the group cash pool, this is presented as a receivable/liability in Multiconsult ASA's balance sheet. On 31 December 2022 subsidiaries had a deposit in the group cash pool of NOK 1 288.1 million, and a draw of NOK 66.9 million.

GUARANTEE OBLIGATIONS NOT RECOGNISED IN THE BALANCE SHEET

Amounts in NOK thousand	**31.12.2022**	**31.12.2021**
Bank guarantee – guarantees towards customers	600	600
Bank guarantee – guarantees for other obligations	20 350	20 350
Guarantee – employees tax deductions	10 000	10 000
Parent company guarantees – for associated and joint ventures	-	-
Parent company guarantees – for subsidiaries	17 978	17 351
Total guarantees	**48 928**	**48 301**

The company has a guarantee for employees' tax deductions amounting to NOK 10.0 million on 31 December 2022 (NOK 10.0 million on 31 December 2021).

Multiconsult ASA has provided a surety of NOK 5 million for LINK Arkitektur AS' liabilities towards the lender. Multiconsult ASA have pledged trade receivables, inventory and property, plant and equipment. The carrying values of the pledged assets in Multiconsult ASA on 31 December 2022 is NOK 53.1 million for trade receivables and NOK 0 for inventory and property, plant and equipment. Multiconsult Norge AS has provided a surety of NOK 800 million for Multiconsult ASA's liabilities towards the lender.

NOTE 12 SUBSIDIARIES, ASSOCIATED COMPANIES, JOINT VENTURES

SUBSIDIARIES

			31 December 2022		31 December 2021		Carrying amount 31 December	
Amounts in NOK thousand (except percentages)	Acquisition date	Business office	Voting share	Ownership share	Voting share	Ownership share	2022	2021
Roar Jørgensen AS	2022	Hønefoss, Norway	100%	100%	N/A	N/A	83 500	-
Nordland Teknikk AS	2021	Mo, Norway	N/A	N/A	100%	100%	-	7 433
Erichsen & Horgen AS	2021	Oslo, Norway	N/A	N/A	100%	100%	-	430 951
Multiconsult Norge AS [1]	2017	Oslo, Norway	100%	100%	100%	100%	949 780	499 235
Iterio AB	2017	Stockholm, Sweden	100%	100%	100%	100%	52 606	52 606
LINK Arkitektur AS	2015	Oslo, Norway	100%	100%	100%	100%	147 645	147 645
Multiconsult UK Ltd	2012	London, UK	100%	100%	100%	100%	3 937	3 937
Multiconsult Asia Ote. Ltd	2013	Singapore	100%	100%	100%	100%	933	933
Multiconsult Polska Z.O.O.	2014	Warsaw, Poland	100%	100%	100%	100%	28 641	28 641
LLC Multiconsult Rus	2009	Russia	N/A	N/A	100%	100%	-	145
Total subsidiaries							**1 267 041**	**1 171 525**

[1] Erichsen & Horgen AS og Nordland Teknikk AS, samt Smidt & Ingebrigtsen AS merged with Multiconsult Norge AS, with increase in the carrying value of the shares in Multiconsult Norge AS equal to the carrying values of the shares, respectively from 1 January 2022 and 1 February 2022.

SUBSIDIARIES OWNED BY SUBSIDIARIES [2]

			31 December 2022 and 2021	
	Acquisition date	Business office	Voting share	Ownership share
LINK Arkitektur AB	2018	Stockholm, Sweden	100%	100%
LINK Danmark ApS	2013	Copenhagen, Denmark	100%	100%
LINK Arkitektur A/S	2019	Aarhus, Denmark	100%	100%

[2] Subsidiaries of LINK Arkitektur AS

There are no significant restrictions on the company's ability to gain access to or use the group's assets and settle the group's obligations, see however note 16 to the group financial statements regarding restricted cash.

ASSOCIATED COMPANIES AND JOINT VENTURES

			31 December 2022 and 2021		Carrying amount 31 December	
Amounts in NOK thousand (except percentages)	Acquisition date	Business office	Voting share	Ownership share	2022	2021
Norplan Tanzania Ltd	2013	Tanzania	49.0%	49.0%	2 050	2 050
Consorcio SAM SpA	2014	Chile	27.5%	27.5%	32	32
Total associated companies and joint ventures					**2 082**	**2 082**

NOTE 13 LEASING AND OTHER PAYMENT OBLIGATIONS

Liabilities for operating leases of assets are not recognised in the balance sheet. On 31 December 2022 and 2021, Multiconsult ASA is not party to any lease agreements. The company is charged by Multiconsult Norge AS for use of premises, but there is no explicit agreement related to lease, and the company evaluates that it has no fixed lease or other significant payment obligations.

NOTE 14 OTHER CURRENT LIABILITIES

Amounts in NOK thousand	31.12.2022	31.12.2021
Salaries payable, vacation pay, bonus etc.	15 033	16 833
Derivatives	-	385
Other accrued expenses	14 299	249
Current liabilities group companies	1 234 291	903 331
Total other current liabilities	**1 263 623**	**920 798**

Of other current liabilities to group companies NOK 1 234.3 million (NOK 896.1 million in 2021) is subsidiaries' deposit in the group cash pool, for which Multiconsult ASA is the owner of the top account.

NOTE 15 NON-CURRENT FINANCIAL ASSETS

Amounts in NOK thousand	31.12.2022	31.12.2021
Loans to subsidiaries	50 778	46 147
Other non-current receivables	2 998	3 560
Total other non-current financial assets	**53 776**	**49 708**

NOTE 16 RELATED PARTIES

The Company's related parties are the same as mentioned in note 23 to the consolidated financial statements, in addition to the company's subsidiaries. Refer to note 9 to the consolidated financial statements for information on transactions with and remuneration to key management personnel.

TRANSACTIONS AND BALANCES WITH SUBSIDIARIES, JOINT VENTURES AND ASSOCIATED COMPANIES

	Receivables		Liabilities		Purchases		Sales		Guarantees	
Amounts in NOK thousand	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Subsidiaries	514 572	211 663	1 234 291	908 314	4 519	5 714	85 813	75 389	17 978	17 351
Joint ventures and associated companies	-	2 562	-	-	-	-	-	-	-	-

On 31 December 2022 NOK 13.1 million (2021 NOK 9.5 million) of receivables and NOK 1 234.3 million (2021 NOK 896.1 million) of liabilities to subsidiaries is related to the subsidiaries draw and deposit on the group cash pool. On 31 December 2022 NOK 0 (2021 NOK 0 million) of liabilities to subsidiaries is a non-current liability.

In addition to the amounts in the table above, Multiconsult ASA received dividends of NOK 3.2 million (NOK 3.0 million in 2021) from Multiconsult Polska, and had a net interest cost from subsidiaries of NOK 6.2 million (net interest income NOK 0.8 million in 2021). Interest income from joint ventures and associated companies was NOK 27 thousand in 2022 (NOK 25 thousand in 2021).

NOTE 17 EVENTS AFTER THE REPORTING PERIOD

After the reporting period ended on 31 December 2022 and up to the date these financial statements have been approved for issue, no events have been identified that require disclosure.

DECLARATION IN ACCORDANCE WITH § 5-5 OF THE SECURITIES TRADING ACT

We confirm that the financial statements for 2022 have, to the best of our knowledge, been prepared in accordance with applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and profit or loss of the company and the group as a whole. The board of directors' report includes a fair review of the development and performance of the business and the position of the company and the group as a whole, together with a description of the principal risks and uncertainties that they face.

The board and CEO of Multiconsult ASA – Oslo, 15 March 2023

Rikard Appelgren
Chair of the board

Tore Sjursen
Director

Sverre Hurum
Director

Tove Raanes
Director

Hanne Rønneberg
Director

Torben Wedervang
Director

Gunnar Vatnar
Director

Karine Gjersø
Director

Grethe Bergly
CEO

AUDITORS' REPORT

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To the General Meeting of Multiconsult ASA

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Statements
Opinion
We have audited the financial statements of Multiconsult ASA, which comprise:

- The financial statements of the parent company Multiconsult ASA (the Company), which comprise the balance sheet as at 31 December 2022, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and
- The consolidated financial statements of Multiconsult ASA and its subsidiaries (the Group), which comprise the balance sheet as at 31 December 2022, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion:

- the financial statements comply with applicable statutory requirements,
- the financial statements give a true and fair view of the financial position of the Company as at 31 December 2022, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the EU, and
- the financial statements give a true and fair view of the financial position of the Group as at 31 December 2022, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the EU.

Our opinion is consistent with our additional report to the Audit Committee.

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

To the best of our knowledge and belief, no prohibited non-audit services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided.

The Company was listed in May 2015. We were the auditor of the Company prior to the listing. We have been the auditor of the Company for 8 years since the listing, including the year of listing.

Key Audit Matters
Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial

statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Timing and accuracy of contract revenue recognition

Key audit matter	How the matter was addressed in the audit
For further information and a description of estimates and judgments related to the recognition of project revenues, refer to note 2 B in the Group financial statements. IFRS as adopted by the EU require revenue to be recognised in accordance with the percentage completion approach. If it is probable that a project will incur a loss, the estimated loss is recognised immediately. The contracts may span over a number of reporting periods. The amount and timing of revenue to be recognised under a contract can be affected by changes in conditions and circumstances over time, such as: • changes to the original contract terms, • cost overruns, or • scope changes. Given the degree of subjectivity involved in determining costs to complete, there are risks for errors in the calculation of revenue and misstatements in the allocation of revenue between reporting periods.	We evaluated the IT systems used in the determination of revenue recognition by testing access and change management controls. We assessed the design and implementation of the internal controls Multiconsult has established related to the timing of revenue recognition. We selected a sample of projects, for which: • we met with project controllers to analyse the projects in detail, • we challenged the key estimates used in the long-term contract accounting calculations, such as costs to complete, key project risks and adherence to billing schedules, • we obtained supporting information and tested the data included in the calculations and assumptions for costs to complete, • we tested that estimated losses are properly accounted for, • we tested by sampling that timesheets are properly submitted and accounted for, • we tested that no material revenue adjustments were recognized in January 2023.

Carrying value of goodwill

Key audit matter	How the matter was addressed in the audit
For further information and a description of estimates and judgments involved related to assessments of the carrying value of goodwill, refer to note 2 B and note 14 in the Group financial statements. The carrying value of goodwill amounted to NOK 923,8 million at 31 December 2022 in the group financial statements. According to IFRS as adopted by the EU, the goodwill is required to be tested for impairment annually or whenever events or changes in circumstances indicate that the carrying value may not be recoverable. The recoverability of the goodwill is dependent on assumptions about forecast of future cash flows, specifically forecast revenue, operating margin and long-term growth rates along with discount rates. These assumptions are of particular importance due to the level of uncertainties and judgements involved. The	We assessed the design and implementation of the controls Multiconsult has established related to assessment of the recoverability of goodwill. We assessed and challenged the reasonableness of management's judgements related to those CGUs most sensitive for impairment, in particular: • the cash flow forecast; • the long term growth rate; • and the discount rate used by reference to past performance, externally derived data, forecast for economic factors, and current order book. We evaluated the assumptions and methodologies used, and tested the mathematical integrity of the models.

outcome of impairment assessments could vary significantly if different assumptions were applied.	

Provisions for contract claims

Key audit matter	How the matter was addressed in the audit
For further information and a description of estimates and judgments involved in provisions for contract claims and related insurance recoverability and recognition of provisions, refer to note 2 B and note 20 in the Group financial statements. Multiconsult performs a thorough review of each claim. This review includes significant judgments related to; • whether the contract claim is valid and is probable to result in a cash outflow, • best estimate for future cash outflow, and • whether a claim is covered by Multiconsult's insurance, either fully or partly. As only claims that are probable to come to a cash outflow are provided for according to IFRS as adopted by the EU and as only virtually certain insurance recoverability are recognized, management's judgements related to determination of likelihood and cash flow estimates can have a significant impact on the financial statements.	We assessed the design and implementation of key controls in Multiconsult's process for assessment of provisioning for contract claims and related insurance recoverability. We participated in a meeting with management where material open claims and related best estimates as of year-end were discussed, and we obtained: • management's schedule for contract claims, which includes the claims assessment and the assessment of insurance recoverability, and tested its completeness by comparing it to correspondence with the Group's legal advisors, • management's explanations for significant movements in the period, which we compared to related assessments from insurers, legal advisors and other relevant sources, if available.

Other Information
The Board of Directors and the Managing Director (management) are responsible for the information in the Board of Directors' report and the other information accompanying the financial statements. The other information comprises information in the annual report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the information in the Board of Directors' report nor the other information accompanying the financial statements.

In connection with our audit of the financial statements, our responsibility is to read the Board of Directors' report and the other information accompanying the financial statements. The purpose is to consider if there is material inconsistency between the Board of Directors' report and the other information accompanying the financial statements and the financial statements or our knowledge obtained in the audit, or whether the Board of Directors' report and the other information accompanying the financial statements otherwise appear to be materially misstated. We are required to report if there is a material misstatement in the Board of Directors' report or the other information accompanying the financial statements. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable legal requirements.

Our opinion on the Board of Director's report applies correspondingly to the statements on Corporate Social Responsibility.

Responsibilities of Management for the Financial Statements
Management is responsible for the preparation of financial statements that give a true and fair view in accordance with simplified application of international accounting standards according to the Norwegian Accounting Act section 3-9, and for the preparation and true and fair view of the consolidated financial statements of the Group in accordance with International Financial Reporting Standards as adopted by the EU, 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 Company's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group 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 will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error. We 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 Company's or the Group'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, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company and the Group'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 Company and the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors 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.

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We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements
Report on compliance with Regulation on European Single Electronic Format (ESEF)

Opinion
We have performed an assurance engagement to obtain reasonable assurance that the financial statements with file name 5967007LIEEXZXG9GO07-2022-12-31-en have been prepared in accordance with Section 5-5 of the Norwegian Securities Trading Act (Verdipapirhandelloven) and the accompanying Regulation on European Single Electronic Format (ESEF).

In our opinion, the financial statements have been prepared, in all material respects, in accordance with the requirements of ESEF.

Management's Responsibilities
Management is responsible for preparing, tagging and publishing the financial statements in the single electronic reporting format required in ESEF. This responsibility comprises an adequate process and the internal control procedures which management determines is necessary for the preparation, tagging and publication of the financial statements.

Auditor's Responsibilities
Our responsibility is to express an opinion on whether the financial statements have been prepared in accordance with ESEF. We conducted our work in accordance with the International Standard for Assurance Engagements (ISAE) 3000 – "Assurance engagements other than audits or reviews of historical financial information". The standard requires us to plan and perform procedures to obtain reasonable assurance that the financial statements have been prepared in accordance with the European Single Electronic Format.

As part of our work, we performed procedures to obtain an understanding of the company's processes for preparing its financial statements in the European Single Electronic Format. We evaluated the completeness and accuracy of the iXBRL tagging and assessed management's use of judgement. Our work comprised reconciliation of the financial statements tagged under the European Single Electronic Format with the audited financial statements in human-readable format. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oslo, 15 March 2023
Deloitte AS

Reidar Ludvigsen
State Authorised Public Accountant

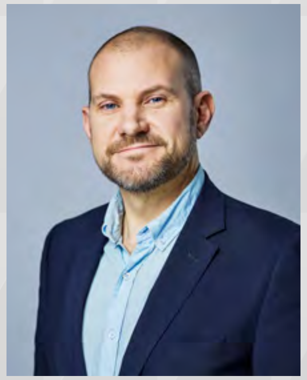
This document is signed electronically.

MANAGEMENT

GRETHE BERGLY
CHIEF EXECUTIVE OFFICER

OVE B. HAUPBERG
CHIEF FINANCIAL OFFICER

THOR ØRJAN HOLT
EVP
SALES



JOHAN ARNTZEN
CHIEF OPERATING OFFICER

KRISTIN OLSSON AUGESTAD
EVP
REGION OSLO

LEIF OLAV BOGEN
EVP
REGIONS NORWAY

GEIR JUTERUD
EVP
PROJECTS

KIRSTEN ANKER SØRENSEN
EVP
ARCHITECTURE

KARI NICOLAISEN
EVP HUMAN RESOURCES AND CORPORATE COMMUNICATIONS

BOARD

RIKARD APPELGREN
CHAIR OF THE BOARD

HANNE RØNNEBERG
DIRECTOR

TOVE RAANES
DIRECTOR

SVERRE HURUM
DIRECTOR

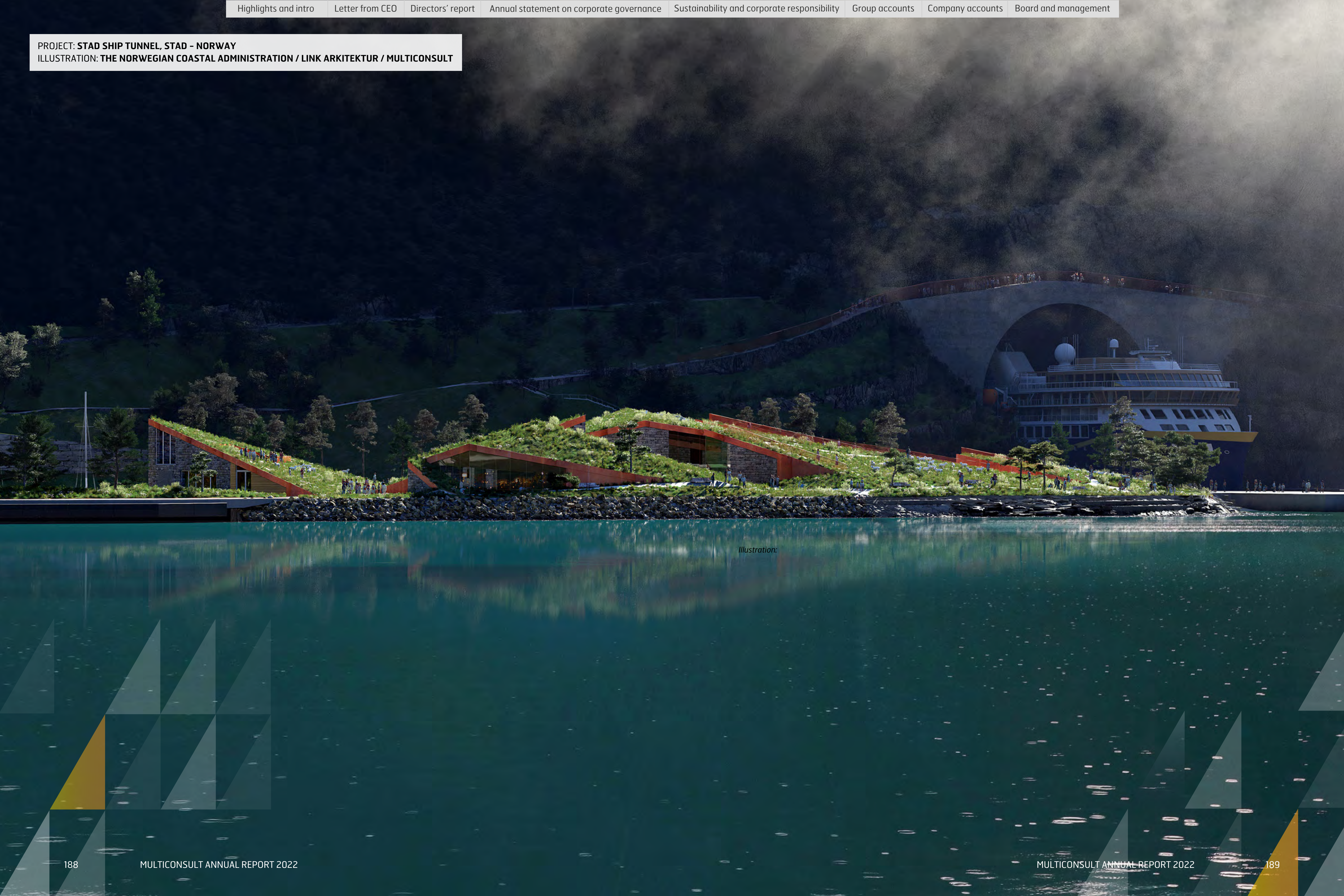
TORE SJURSEN
DIRECTOR

KARINE GJERSØ
DIRECTOR | EMPLOYEE ELECTED

GUNNAR VATNAR
DIRECTOR | EMPLOYEE ELECTED

TORBEN WEDERVANG
DIRECTOR | EMPLOYEE ELECTED

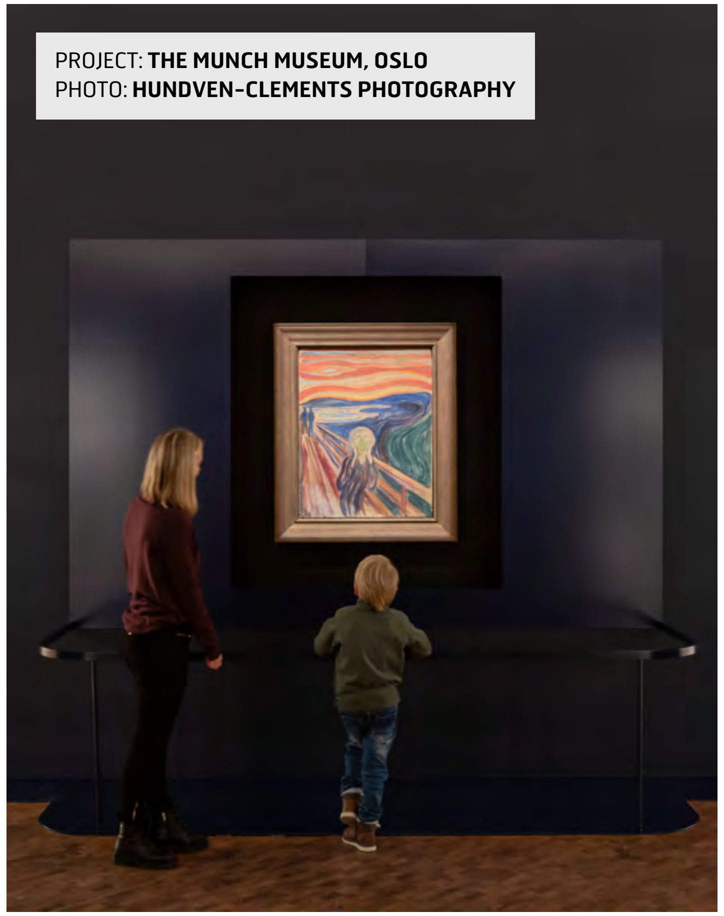
PROJECT: **STAD SHIP TUNNEL, STAD - NORWAY**
ILLUSTRATION: **THE NORWEGIAN COASTAL ADMINISTRATION / LINK ARKITEKTUR / MULTICONSULT**



PROJECT: **KF SCHOOL, STAVANGER – NORWAY**
ILLUSTRATION: **LINK ARKITEKTUR**

PROJECT: **ENERGISENTRAL BRAKERØYA, DRAMMEN – NORWAY**
ILLUSTRATION: **LINK ARKITEKTUR**

PROJECT: **FORNEBUBANEN, FORNEBU – NORWAY**
PHOTO: **HUNDVEN-CLEMENTS PHOTOGRAPHY**


PROJECT: **THE MUNCH MUSEUM, OSLO**
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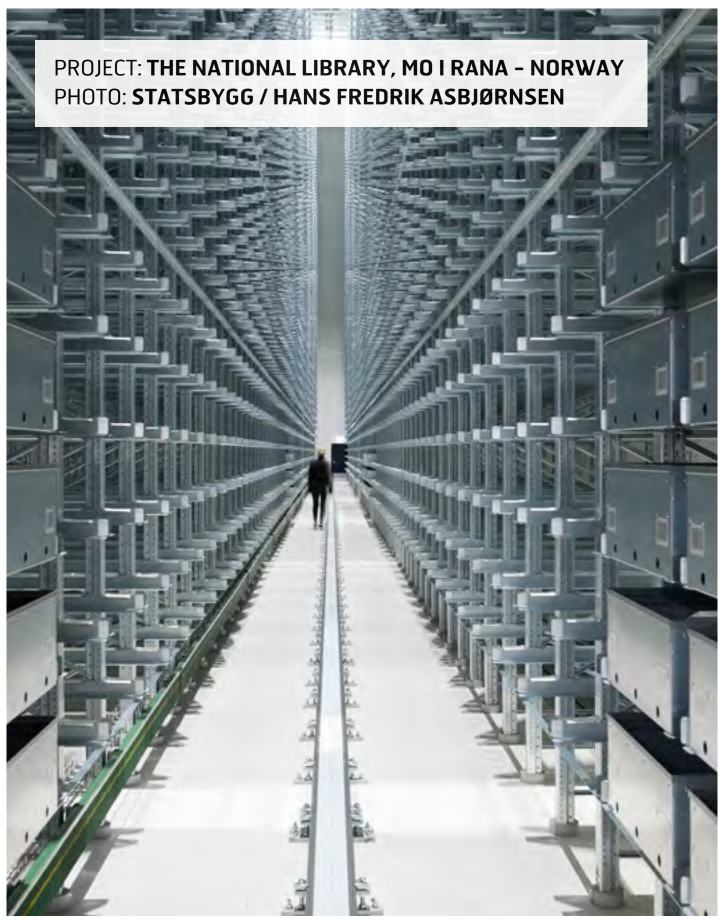
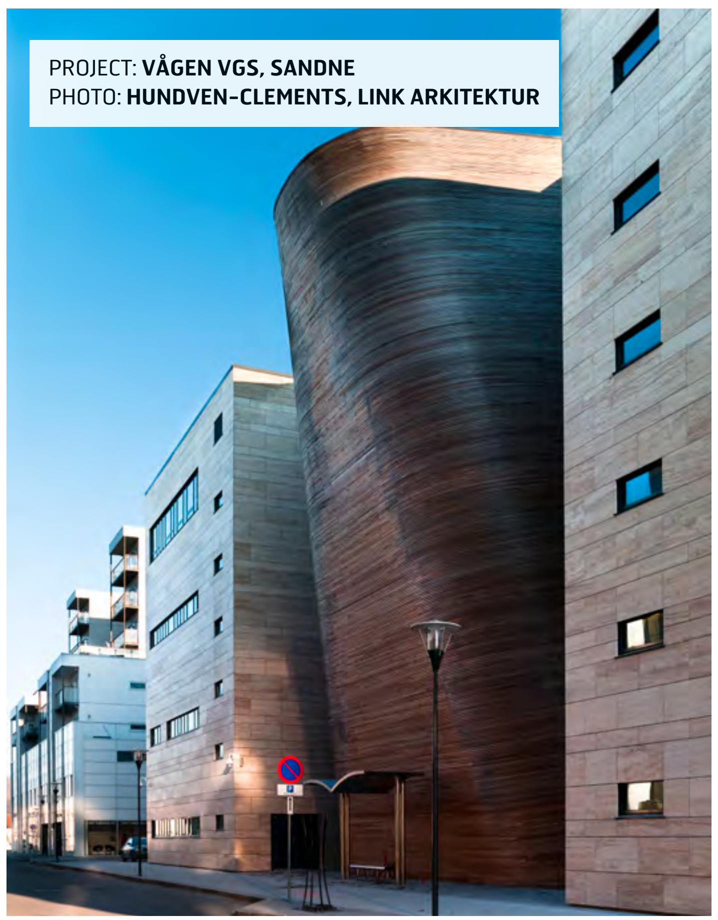

PROJECT: **THE NATIONAL LIBRARY, MO I RANA – NORWAY**
PHOTO: **STATSBYGG / HANS FREDRIK ASBJØRNSEN**


PROJECT: **VÅGEN VGS, SANDNE**
PHOTO: **HUNDVEN-CLEMENTS, LINK ARKITEKTUR**

INTERNATIONAL OFFICES

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Design: www.bly.as

Project front cover: Munch museet Photo: Hundven-Clements Photography

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