



# Third quarter 2023 results and extended quarter presentation



# Third quarter 2023 results

Grethe Bergly, CEO | Ove B. Haupberg, CFO

1 November 2023



The Munch Museum, Oslo  
Photo: Hunven-Clements Photography



# Introduction and highlights

GRETHE BERGLY | CEO





# 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.





# Bridging the past and the future



The Munch Museum, Oslo  
Photo: Multiconsult / Jo Gaute Fornes



# KEY FIGURES | 3Q AND YTD 2023

## NET OPERATING REVENUES

**977**

NOK million  
11.5% y-o-y

**3 441**

NOK million  
12.4% y-o-y

## EBITA

**29.2**

NOK million  
EBITA margin 3.0%

**301.1**

NOK million  
EBITA margin 8.8%

## BILLING RATIO

**67.8**

per cent  
-0.5pp y-o-y

**70.4**

per cent  
-0.3pp y-o-y

## ORDER INTAKE

**1 349**

NOK million  
42.7% y-o-y

**5 495**

NOK million  
51.1% y-o-y



Johan Bojer High School, Trøndelag County  
Photo: Elisabeth Wærnes





# INVESTING FOR GROWTH

- Increased net operating revenue and strong organic growth
- Good sales and all-time high order backlog
- Significant increase in number of employees
- Unsatisfactory low billing ratio of 67.8 per cent in the quarter
- New EVP Architecture Kristin O. Augestad
- Strengthened market position through acquisition and awarded contracts



Elvely, Asker municipality | Office building  
III: A-LAB



# MARKET & SALES

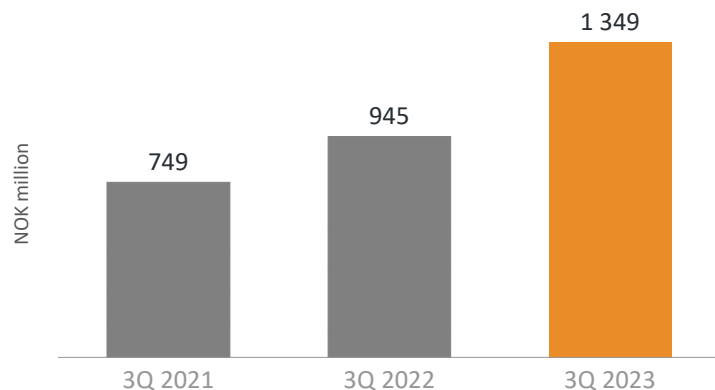
## LARGE SALES & NEW CONTRACTS

- E10 Hålogalandsvegen
- The Norwegian Defence Estate Agency
- Museum of the Viking Age
- Ytre Steinsund bridge
- Snøhvit LNG plant- Power from shore
- Vågåmo - Flood protection
- Hellesylt - Water treatment plant

## ONGOING PROJECTS

- New Rikshospitalet
- The Fornebu Line
- Water supply to Oslo
- Yggdrasil Power from Shore
- Construction City
- Vesterås hospital

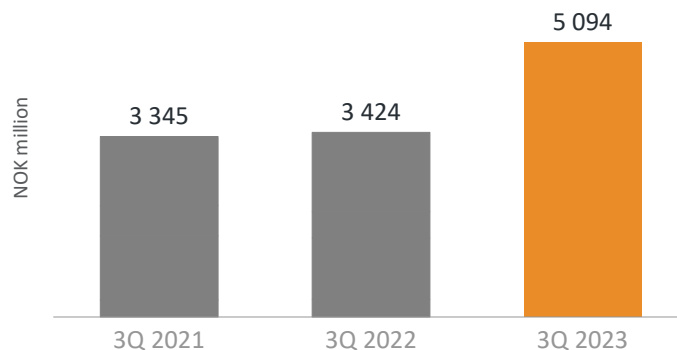
## ORDER INTAKE



## MARKET 3Q 2023

- Continued strong sales
- All time high and diversified order backlog
- High volume of ongoing projects
- Market for Multiconsult's services has levelled off

## ORDER BACKLOG

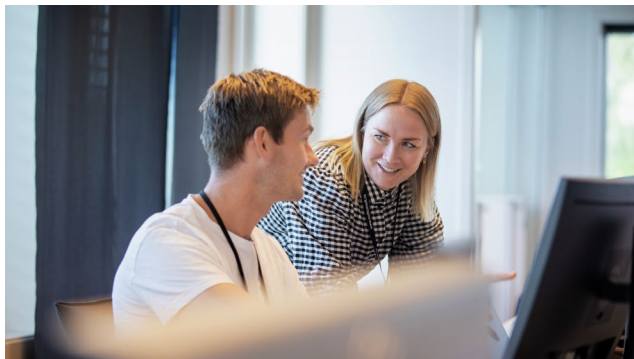






# PEOPLE & ORGANISATION

## PEOPLE



- 3 717 employees, increase of 12.3% y-o-y
- Full-time equivalent (FTE) 3 469 in the quarter an increase of 8.7%, from (3 191) y-o-y
- 225 new employees

## ORGANISATION



- Kristin O. Augestad appointed new EVP Architecture
- Leif Olav Bogen appointed new EVP Region Oslo
- Kari Sveva Dowsett appointed new EVP Region Norway
- Kristina Jordt Adersen new CEO in LINK Arkitektur A/S

## EXCELLENCE



- LINK Arkitektur has been named the year's most innovative real estate player in Sweden for the innovative working method The Augmented Architect
- Svein Bjørberg and Elisabeth Schjølberg honoured for their extraordinary work by external stakeholders
- Håkon Duus wins the “Young Advisor of the Year” – RIF (Rådgivende Ingeniørers Forening)

# FROM EMPLOYEE SHARE PROGRAMME TO CO-OWNERSHIP

- Employee share program since 2015
  - Participation of approx. 25% of employees annually
- Strong belief that employee ownership contributes to long-term increased shareholder value
- Make measure to increase the number of co-owners to maximise the effect co-ownership can provide
- Launch programme for increased awareness
  - Communication and training
  - 40 complimentary shares for all eligible employees(\*) in the group

\*all permanent employees with a fixed salary who, at the time of subscription, work at least 50 per cent in Multiconsult group or a majority-owned subsidiary





# Financial review

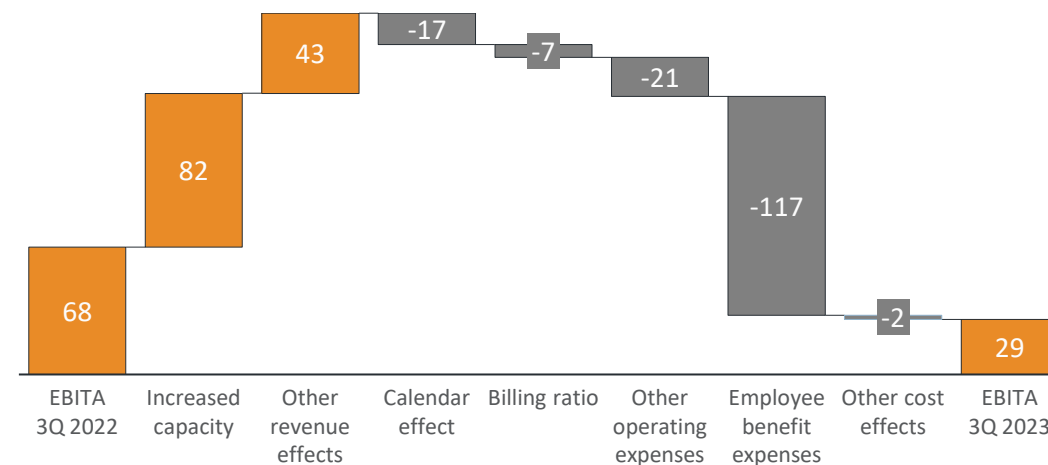
OVE B. HAUPBERG | CFO



# FINANCIAL HIGHLIGHTS | 3Q 2023

- Net operating revenues increased to NOK 977.0 million (876.0), a y-o-y growth of 11.5%
- Organic revenue growth of 8.4% y-o-y
- EBITA of NOK 29.2 million (67.8) down NOK 38.6 million y-o-y, with one less working day
- EBITA margin equal to 3.0% (7.7)
- Strong order intake of NOK 1 349 million
- Billing ratio of 67.8%
- Other opex\* ratio 19.2%, compared to 19.0% last year

Consolidated key figures NOK million	3Q 2023	3Q 2022	Change	FY 2022
Net Operating Revenues	977.0	876.0	11.5%	4 189.2
EBITA	29.2	67.8	(56.9%)	408.5
EBITA margin %	3.0%	7.7%	(4.7pp)	9.8%
Order intake	1 349	945	42.7%	5 195
Order backlog	5 094	3 424	48.8%	3 608
Billing ratio	67.8%	68.3%	(0.5pp)	70.6%
Number of employees	3 717	3 310	12.3%	3 353
Full-time equivalents (FTE)	3 469	3 191	8.7%	3 134



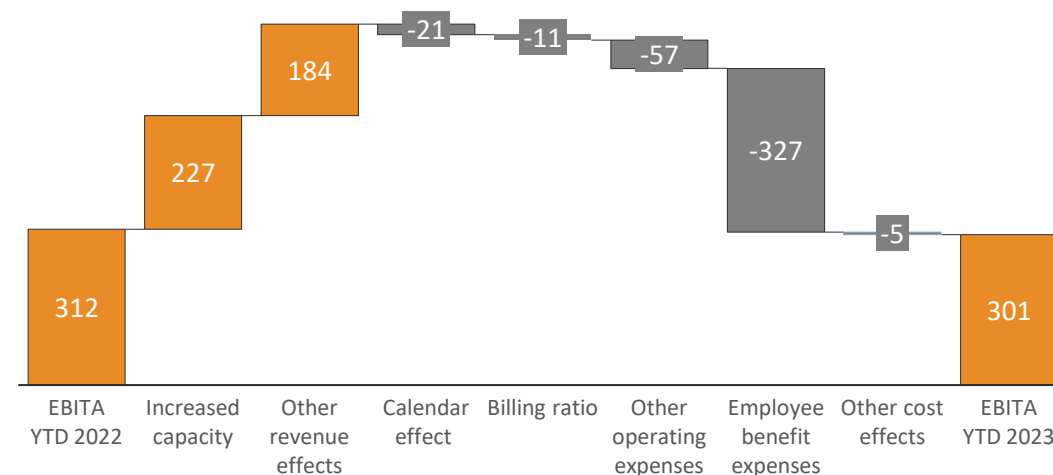
\*Excluding IFRS 16



# FINANCIAL HIGHLIGHTS | YTD 2023

- Net operating revenues of NOK 3 441.0 million, an increase of 12.4% y-o-y
- Organic growth in net operating revenues was 10.7%
- EBITA of NOK 301.1 million, down NOK 10.6 million y-o-y
- EBITA margin equal to 8.8% (10.2)
- Reported profit for the period was NOK 203.7 million (227.4)
- Earnings per share 7.46 NOK (8.30)
- Other opex\* ratio 16.7% compared to 16.9% same period last year
- All-time high order backlog of NOK 5 094 million
- Billing ratio of 70.4%

Consolidated key figures NOK million	YTD 2023	YTD 2022	Change	FY 2022
Net Operating Revenues	3 441.0	3062.6	12.4%	4 189.2
EBITA	301.1	311.7	(3.4%)	408.5
EBITA margin %	8.8%	10.2%	(1.4pp)	9.8%
Order intake	5 495	3 636	51.1%	5 195
Order backlog	5 094	3 424	48.8%	3 608
Billing ratio	70.4%	70.7%	(0.3pp)	70.6%
Number of employees	3 717	3 310	12.3%	3 353
Full-time equivalent (FTE)	3 340	3 125	6.9%	3 134

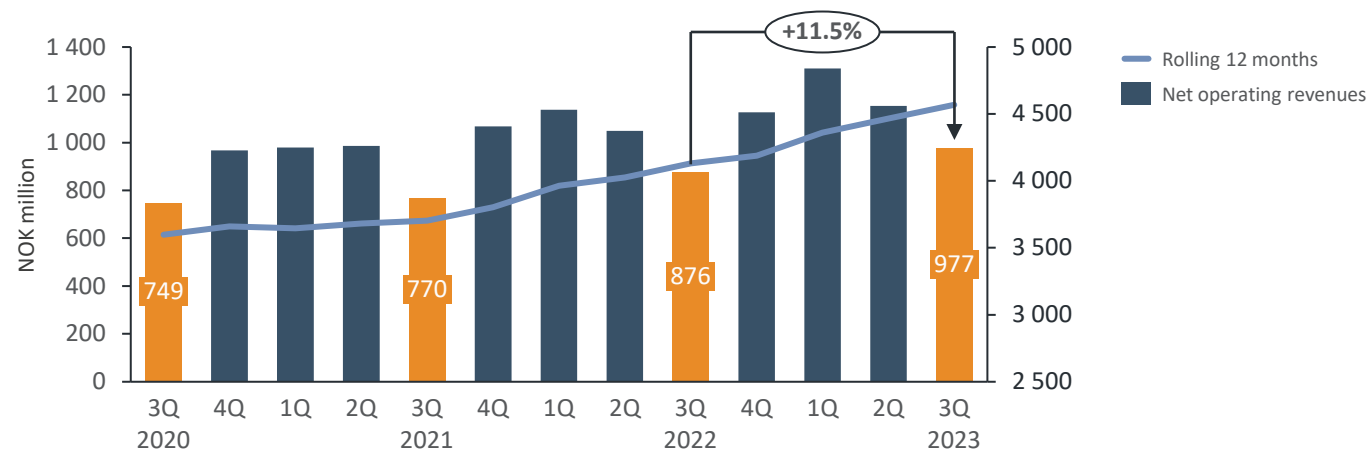


\*Excluding IFRS 16

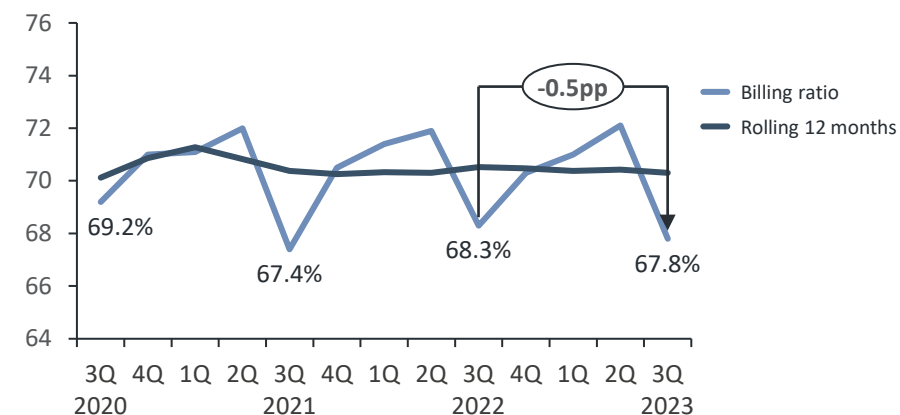


# FINANCIAL HIGHLIGHTS

### Net Operating Revenues



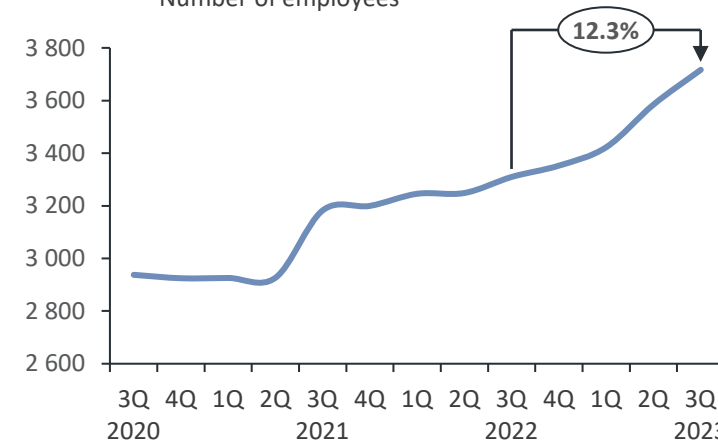
### Billing ratio



### EBITA



### Number of employees



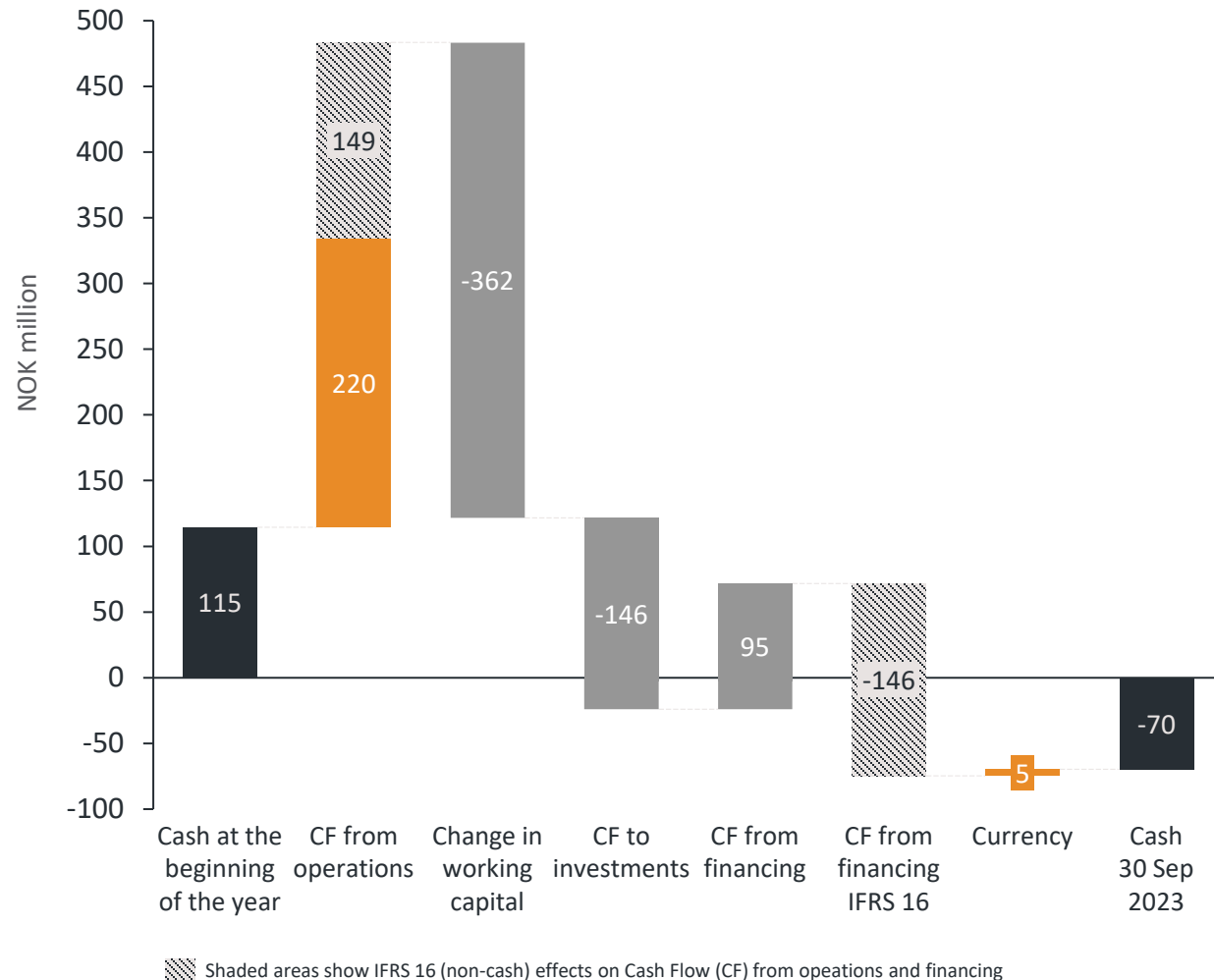
Note to comparable figure: 3Q 2020: EBIT of NOK 68.1 million, 9.1% margin  
(EBIT of NOK 98.1 million (ex nextLEVEL restructuring cost of NOK 30.0 million) reflecting an EBIT margin of 13.1%)



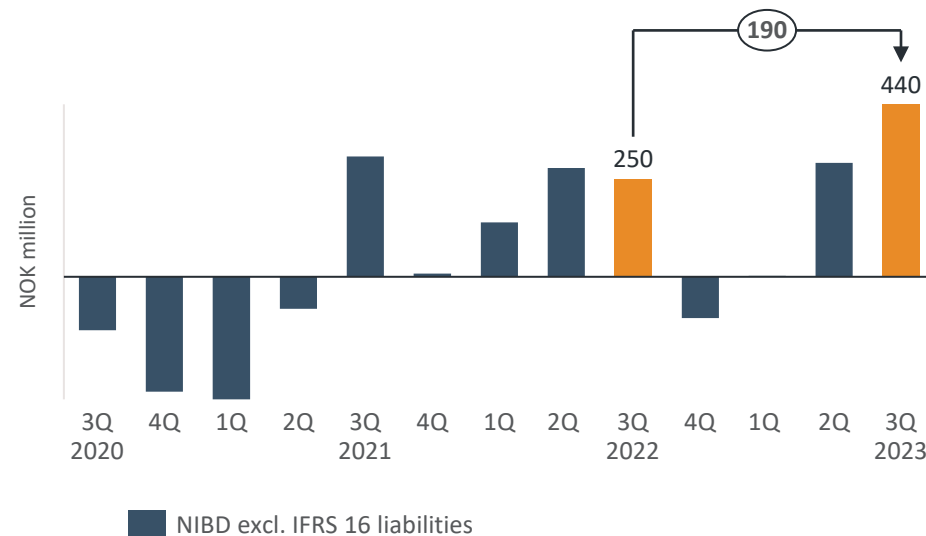
# HIGH ORGANIC GROWTH

	REGION OSLO		REGION NORWAY		ARCHITECTURE		INTERNATIONAL	
	<ul style="list-style-type: none"> <li>• Net operating revenues increased by 10.1%</li> <li>• EBITA margin 6.9%</li> <li>• Billing ratio down to 68.2%</li> </ul>		<ul style="list-style-type: none"> <li>• Net operating revenues increased by 5.0%</li> <li>• EBITA margin 3.1%</li> <li>• Income recognition on insurance settlement in comparable period</li> </ul>		<ul style="list-style-type: none"> <li>• Net operating revenues increased by 30.8%</li> <li>• Negative EBITA margin 6.9%</li> <li>• Financial result includes A-lab</li> </ul>		<ul style="list-style-type: none"> <li>• Net operating revenues increased by 23.0%</li> <li>• EBITA margin 7.2%</li> <li>• Improved billing ratio</li> </ul>	
Amounts in NOK million (except percentage)	3Q 2023	3Q 2022	3Q 2023	3Q 2022	3Q 2023	3Q 2022	3Q 2023	3Q 2022
Net operating revenues	371.5	337.3	390.7	372.0	149.7	114.5	69.2	56.3
EBITA	25.6	27.7	11.9	45.0	(10.3)	(4.4)	5.0	4.2
EBITA margin %	6.9%	8.2%	3.1%	12.1%	(6.9%)	(3.9%)	7.2%	7.5%
Billing ratio %	68.2%	69.6%	66.5%	68.7%	70.1%	68.4%	70.2%	67.3%

# STRONG FINANCIAL POSITION



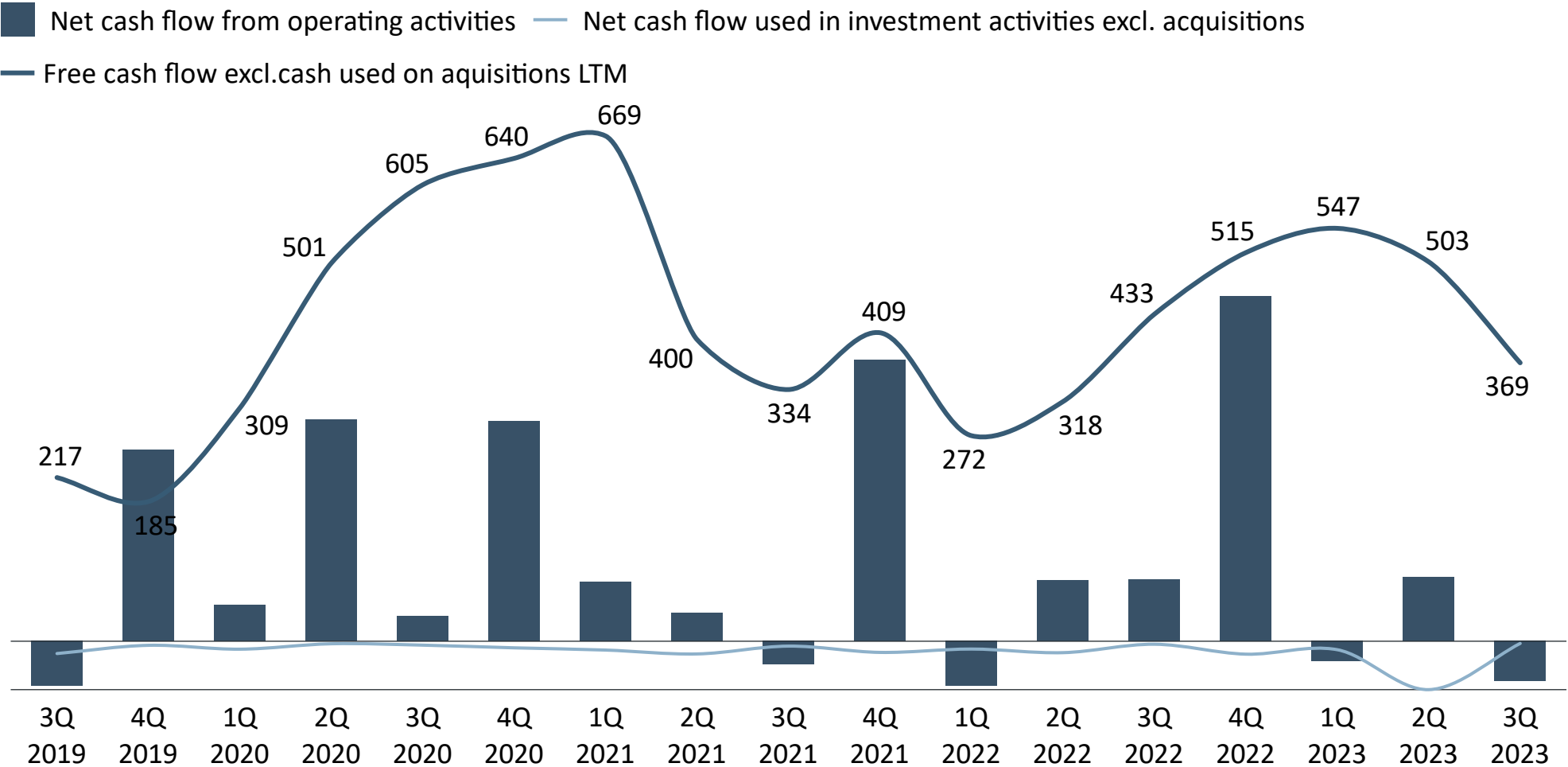
- Cash Flow from operations
  - NOK 369 million (416)
- Change in working capital
  - 3Q negative NOK 142 million (74)
  - YTD negative NOK 362 million (311)
- Cash effect dividend NOK 247 million
- Cash effect acquisition NOK 67 million
- Net interest-bearing debt
  - NIBD NOK 440.2 million
  - Gearing ratio 1.11 (NIBD excl. IFRS16, restricted cash/EBITDA)
  - Strong financial position







# FREE CASH FLOW





# CLOSING REMARKS

GRETHE BERGLY | CEO





# OUTLOOK

- The market outlook for Multiconsult's services is still good but has levelled off
- Significant variations in market outlook across geographical and business areas
- Mobilise to navigate in more complex and uncertain markets
- Diversified market outlook for business area Buildings & Properties, with cooling down in some parts and positive developments expected in others
- Benefit from the green shift and rising demand for sustainable solutions
- Well-positioned for the future with a high volume of ongoing projects, a diverse portfolio, and a high order backlog



Fv. 353 Rugtvedt – Surtebogen, Vestfold and Telemark county  
III: Hæhre / Multiconsult



Multiconsult





# FIT FOR THE FUTURE

GRETHE BERGLY | CEO





## WHO WE ARE



Norwegian  
powerhouse with  
services performed by  
**3 700** skilled  
architects and  
engineers

## WHAT WE DO



**Architecture,  
consulting and  
engineering**  
within the  
construction industry  
in Norway and abroad

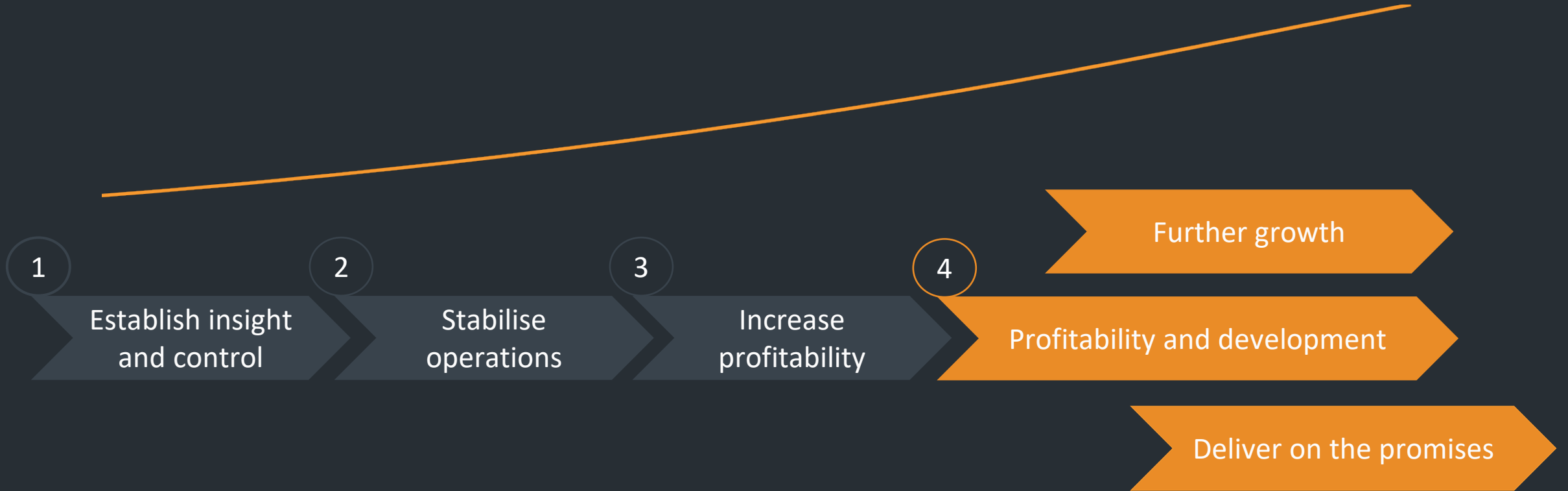
## WHO WE DO IT FOR



**> 10 000** projects for  
**> 4 500** public and  
private clients  
in more than  
**20** countries  
**annually**



# STAYING AHEAD – OUR NEXT JOURNEY



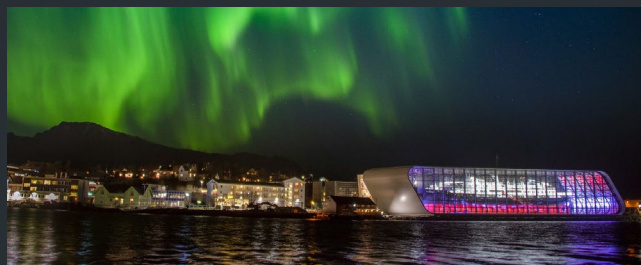


## STABILISED AND DEVELOPMENT



- Profitability in line with target
- Four consecutive years within growth ambition
- Cost control
- Strengthened through strategic M&A
- Strong EVP team

## POSITIONED FOR FURTHER GROWTH



- Solid market position and strong order backlog
- Strong position towards the green shift – net zero enabler
- Strong and diversified client base, with long term relations
- Position at top tier as preferred employer
- Excellence through awards and recognition

## FINANCIAL RETURN



Period 2020-2022

- EBITA of NOK 1.1 billion
- EBITA margin of 9.7%
- Average annual growth 7%
- Paid out dividend NOK 628 million
- Average payout ratio of 80% of net profit





GROWTH AND PROFITABILITY



STRATEGIC POSITION



MARKET



# STRATEGIC ACQUISITIONS 2021-2023



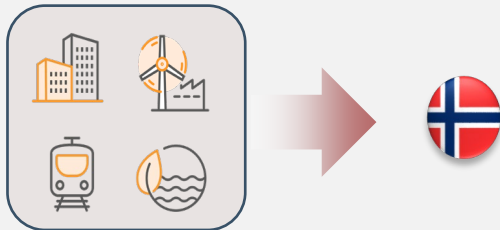
- # 1 position within buildings and properties
- # 1 position in integrated consultancy and architecture services in Norway
- Strengthened market position geographically
- Strengthened position throughout the value chain



# FURTHER GROWTH

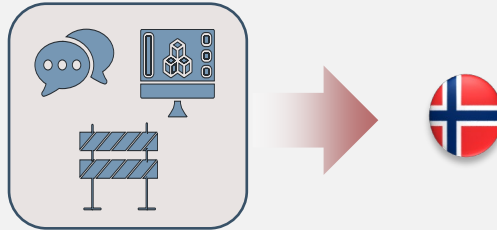
1

## Market acceleration in Norway



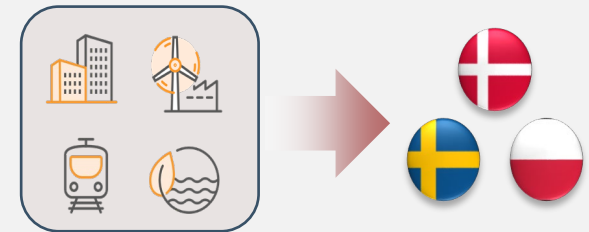
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## Introduction of new services



3

## Further market expansion



# GOALS | STRATEGIC POSITIONS



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



We shape the industry as an integrating player



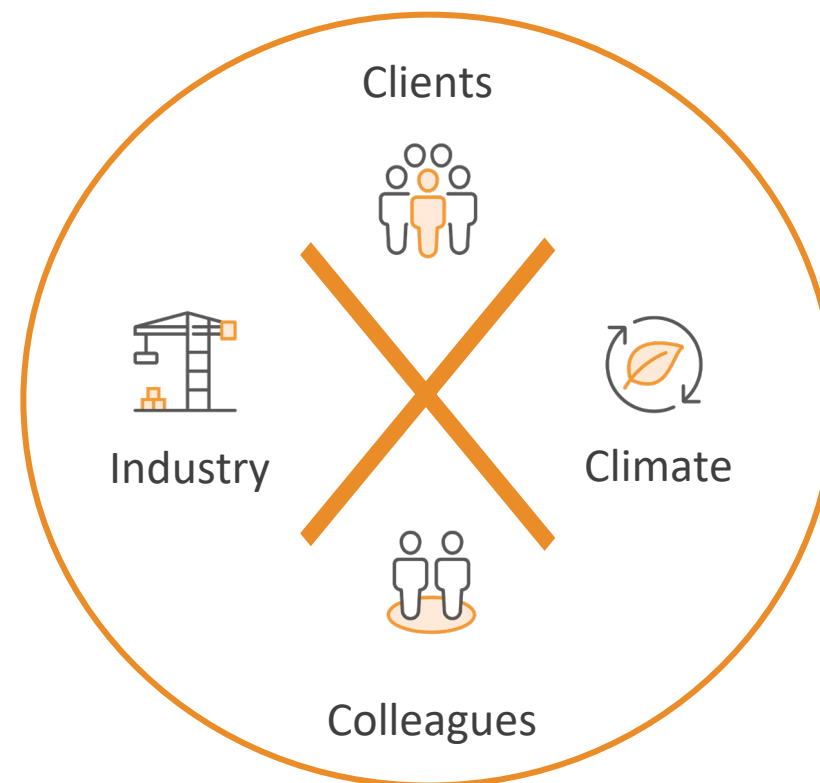
Preferred partner towards the green shift

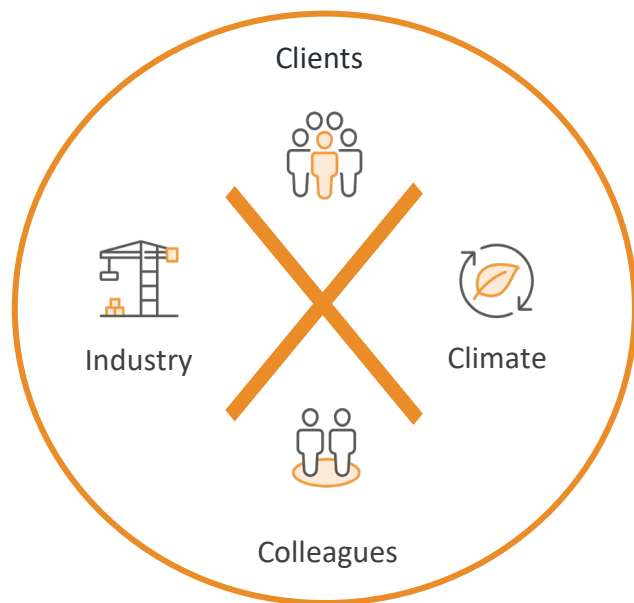


We create an environment where competence  
is nurtured and thrives



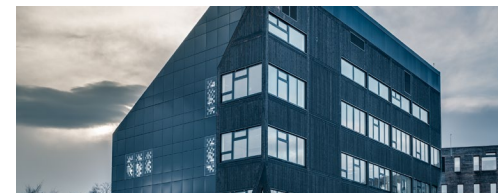
We challenge tradition and recognise  
opportunities to innovate new business





## Building long lasting client relations through groundbreaking projects

- Won Award for building quality 2022 – The ZEB laboratory (Zero emission building)
- Recognised by clients through lasting and growing engagement in supporting value-creating projects





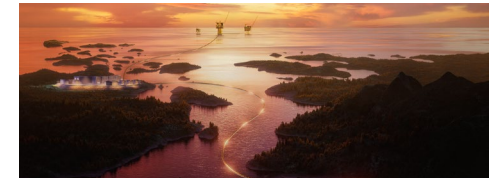


# INDUSTRY



## A driving force in industry development through technology development and partnerships integrating the value chain

- Technology innovation as part of project execution
- Engaging in partnerships to support our clients in their most challenging projects





## Investing in strategic development to provide the capabilities needed to support our clients in the green shift

- Our expertise supports clients in choosing climate-friendly solutions and developing renewable energy
- In the last 12-18 months, we have won and delivered assignments for the green shift, natural hazards and for energy-efficient buildings
- We are part of developing the future energy solutions – CCS, solar and wind power, hydrogen and ammonia





## Developing and attracting talents to solve the most complex challenges in our future society

- Multiconsult Academy and our career program as foundation for developing and retaining our most valuable asset
- A continuous focus on being the preferred employer for graduates and professionals



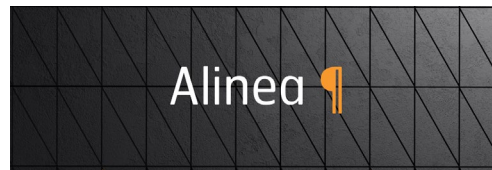


# X – THE UNKNOWN



## We systematically address and develop new technology and business opportunities

- Our Alinea and “Explorer Factory” support internal development projects and business development
- Assessed and invested in new business opportunities and digital innovation (7 Analytics and Anker DB)





# MARKET & SALES

THOR ØRJAN HOLT | EVP SALES



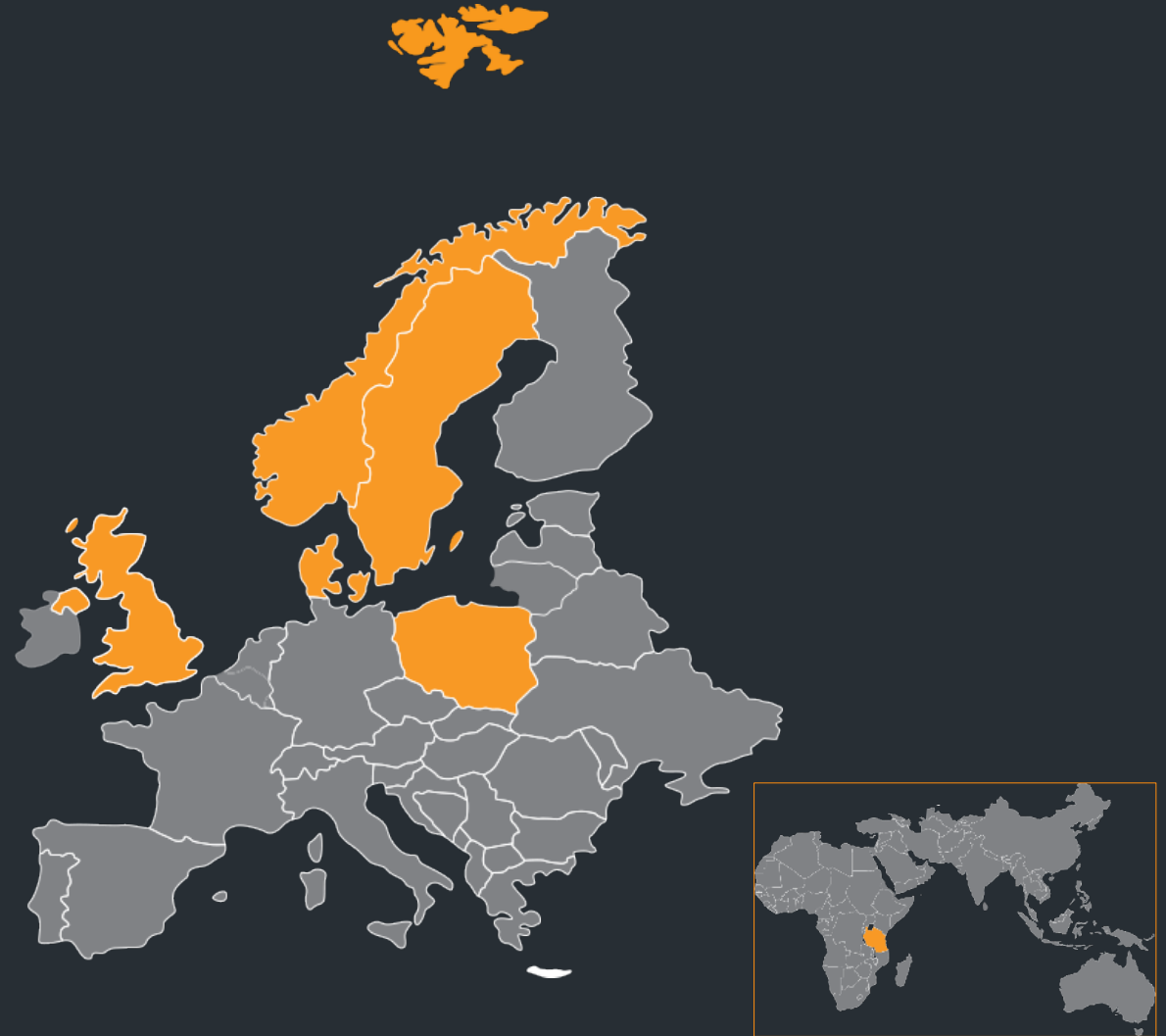




# MULTICONSULTS MARKET

Architecture, consulting and multidisciplinary engineering within the construction industry

- > 4 500 CLIENTS
- > 10 000 PROJECTS
- > 20 COUNTRIES





# OUR POSITION

	Multiconsult	⇒	# 2
	ALLA3	⇒	# 1 Urbanisation
	LINK Arkitektur	}	⇒ # 1 Hospitals in Scandinavia
	LINK Arkitektur		
	LINK Arkitektur		
	iterio	⇒	Niche player
	Multiconsult POLSKA	⇒	Top 10



New Psychiatric Unit Viborg, Denmark  
III: Kumulus Agency / LINK Arkitektur



# NORWAY | MARKET SHARE

Engineering ~ 14%

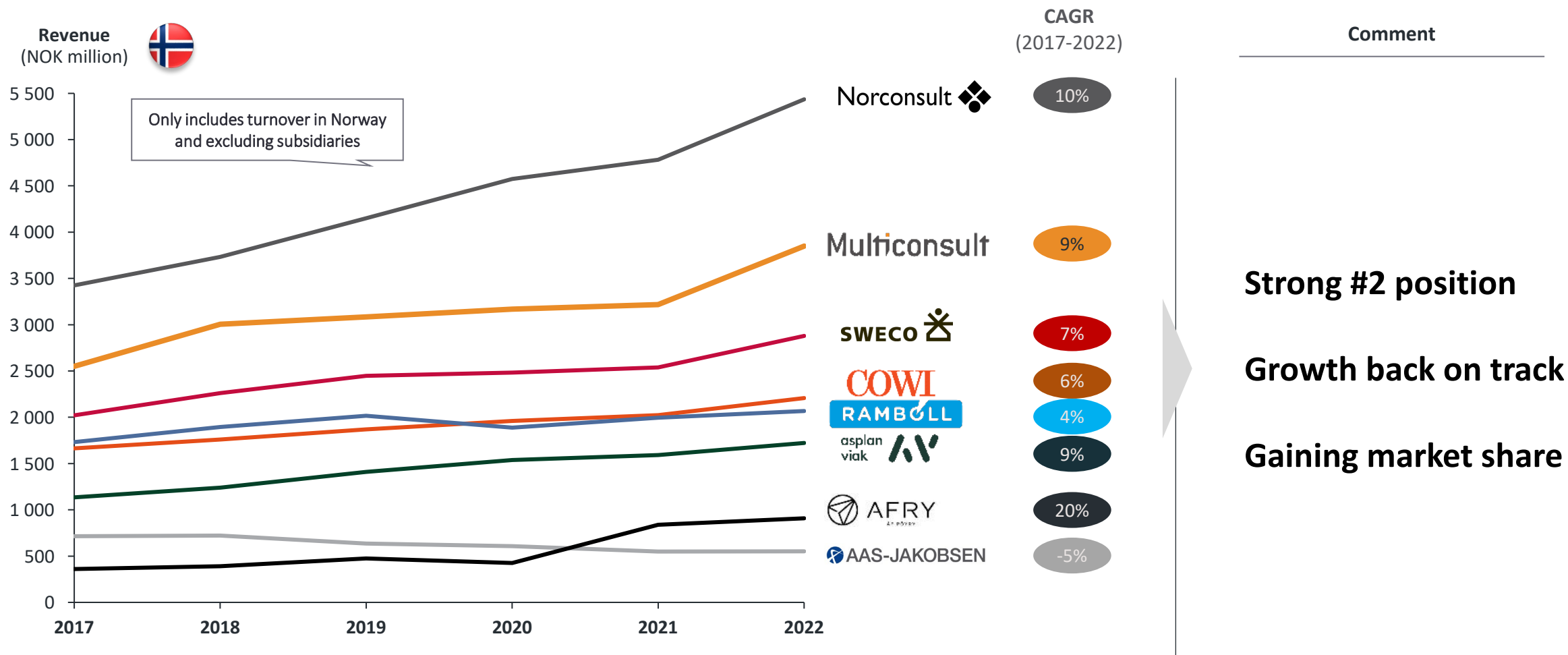
Architecture ~ 15%



Source: RIF estimate and Byggeindustrien  
Excl. Oil and gas industry



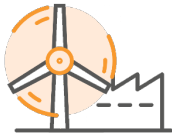

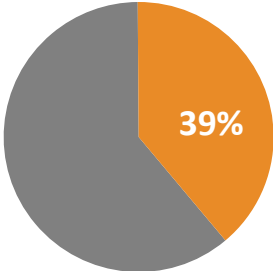
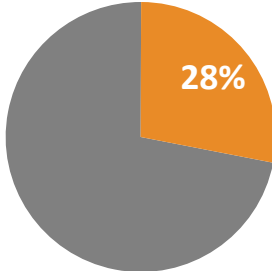
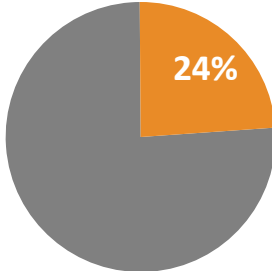
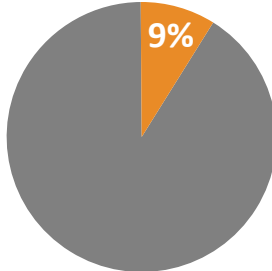


# MULTICONSULT AMONG NORWEGIAN PEERS





# MARKET STRUCTURE

OPERATING REVENUES	MULTICONSULT GROUP	BUILDINGS & PROPERTIES	MOBILITY & TRANSPORTATION	ENERGY & INDUSTRY	WATER & ENVIRONMENT
					
% OF TOTAL					
3Q 2023 NOK million	1 151	445	322	273	111
Change y-o-y	13%	9%	11%	26%	6%





# BUILDINGS & PROPERTIES

## KEY DRIVERS IN THE MARKET

- **Population growth**
- **Public investment plans**
- **Private sector demand**
- **Energy saving and sustainability**
- **Taxonomy and EU directives**



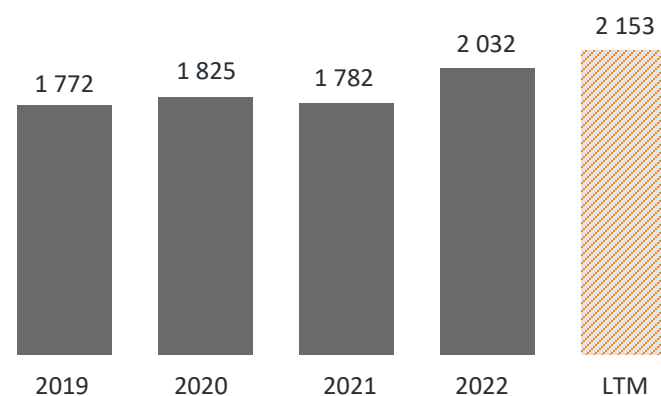
## MARKET OUTLOOK

- All time high order backlog
- Diversified and uncertain market outlook
- Cool-down in housing and real-estate
- Increased investment in defence
- Stable demand for building transformation projects

## CLIENTS

- Norwegian Hospital Construction Agency
- The Norwegian Directorate of Public Construction and Property
- Norwegian Defence Estates Agency
- Municipalities
- Private property developers
- Private contractors

## OPERATING REVENUES 2019-2023 | NOK million



## MARKET POSITION

- Leading position within integrated architecture and building design in Norway
- #1-position hospital
- #1-position HVAC
- #1-position geotechnical

# MOBILITY & TRANSPORTATION

## KEY DRIVERS IN THE MARKET

- **Political priorities**
- **Public investments plans**
- **National transport plan**
- **Sustainable transport solutions**
- **Modernisation of urban areas**



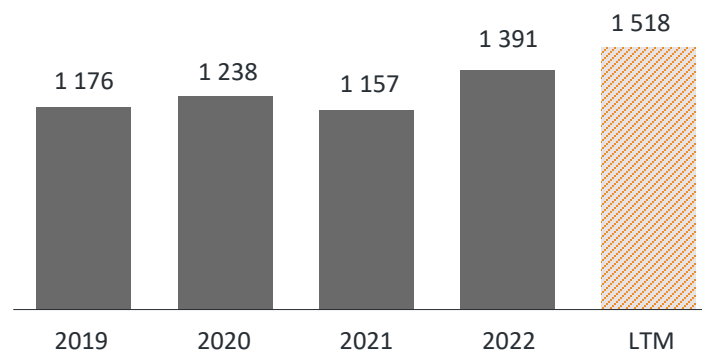
## MARKET OUTLOOK

- High order backlog
- Stable public investment plans
- Significant demand for infrastructural investments
- Increased investments within sustainably urban development

## CLIENTS

- Norwegian Public Roads Administration
- Bane NOR
- Private contractors
- Counties and municipalities

## OPERATING REVENUES 2019-2023 | NOK million



## MARKET POSITION

- A leading position in Norway within road, rail and light-rail design
- Preferred partner for several major contractors
- #1-position within geotechnical design of infrastructure projects



# ENERGY & INDUSTRY

## KEY DRIVERS IN THE MARKET

- **Electrification of societies**
- **Increased demand for renewable energy**
- **Grid capacity**
- **Industrial transformation towards the green shift**



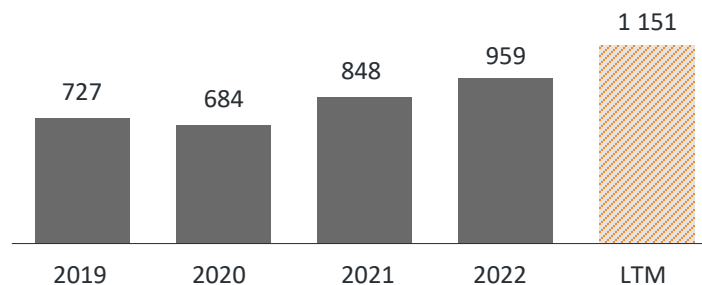
## MARKET OUTLOOK

- All time high order backlog
- High investment in grid infrastructure
- Development of a Norwegian offshore wind industry
- High ambitions for green energy solutions
- Lack of access to renewable energy is a challenge

## CLIENTS

- Statnett
- Statkraft
- Equinor
- Aker BP / Aker Solutions
- Grid and power plant operators
- International investment institutes

## OPERATING REVENUES 2019-2023 | NOK million



## MARKET POSITION

- A leading position within development of the nation grid
- A leading position within hydro power in East Africa
- #1-position within solar and smart grid
- #1-position within electrification and energy plants



# WATER & ENVIRONMENT

## KEY DRIVERS IN THE MARKET

- **Public investment plans**
- **Climate change**
- **New EU and national regulations**
- **Large maintenance backlog of infrastructure**
- **Nature and natural diversity**



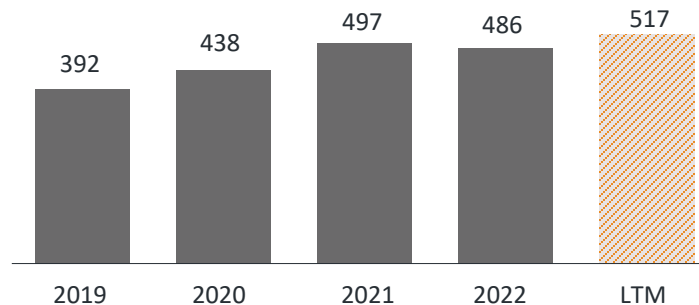
## MARKET OUTLOOK

- High order backlog
- Increased investment within water distribution and wastewater treatment
- Strong development within nature hazards and flood protection
- High attention towards quick clay and land slides

## CLIENTS

- Counties and municipalities
- The Norwegian Water Resources and Energy Directorate
- The Norwegian Coastal Administration
- Norwegian Public Roads Administration
- Private contractors
- Private property developers

## OPERATING REVENUES 2019-2023 | NOK million

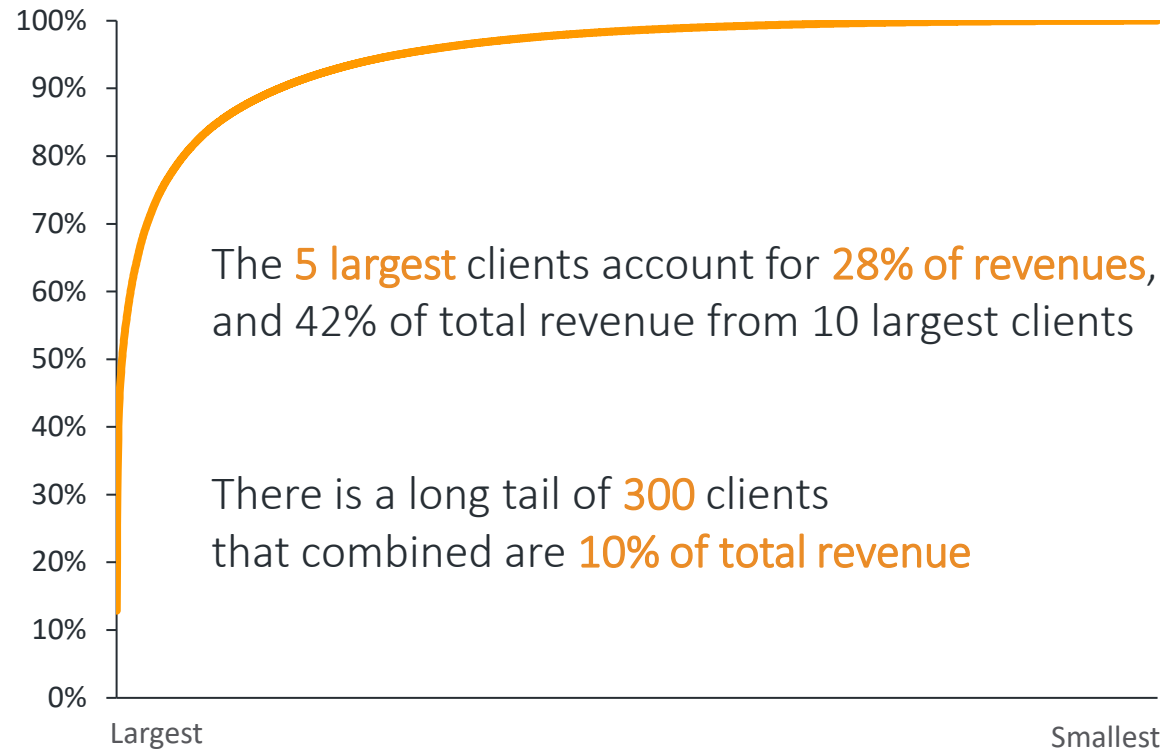


## MARKET POSITION

- A leading position within water and environmental consulting and design
- #1-position marine environment and geotechnical investigations
- #1-position within authority planning and approval processes

# A FEW KEY CUSTOMERS CONSTITUTE THE MAJORITY OF MULTICONSULT'S TOTAL REVENUE

DISTRIBUTION OF CLIENTS BY REVENUE



Note: Oslo kommune includes the Fornebu Line and New Water Supply Oslo

LARGE AND STRATEGIC CLIENTS



Statens vegvesen



Oslo



FORSVARSBYGG



STATSBYGG



SKANSKA



BANE NOR



BERGEN  
KOMMUNE



Statnett







# FINANCIAL TARGETS

OVE B. HAUPBERG | CFO



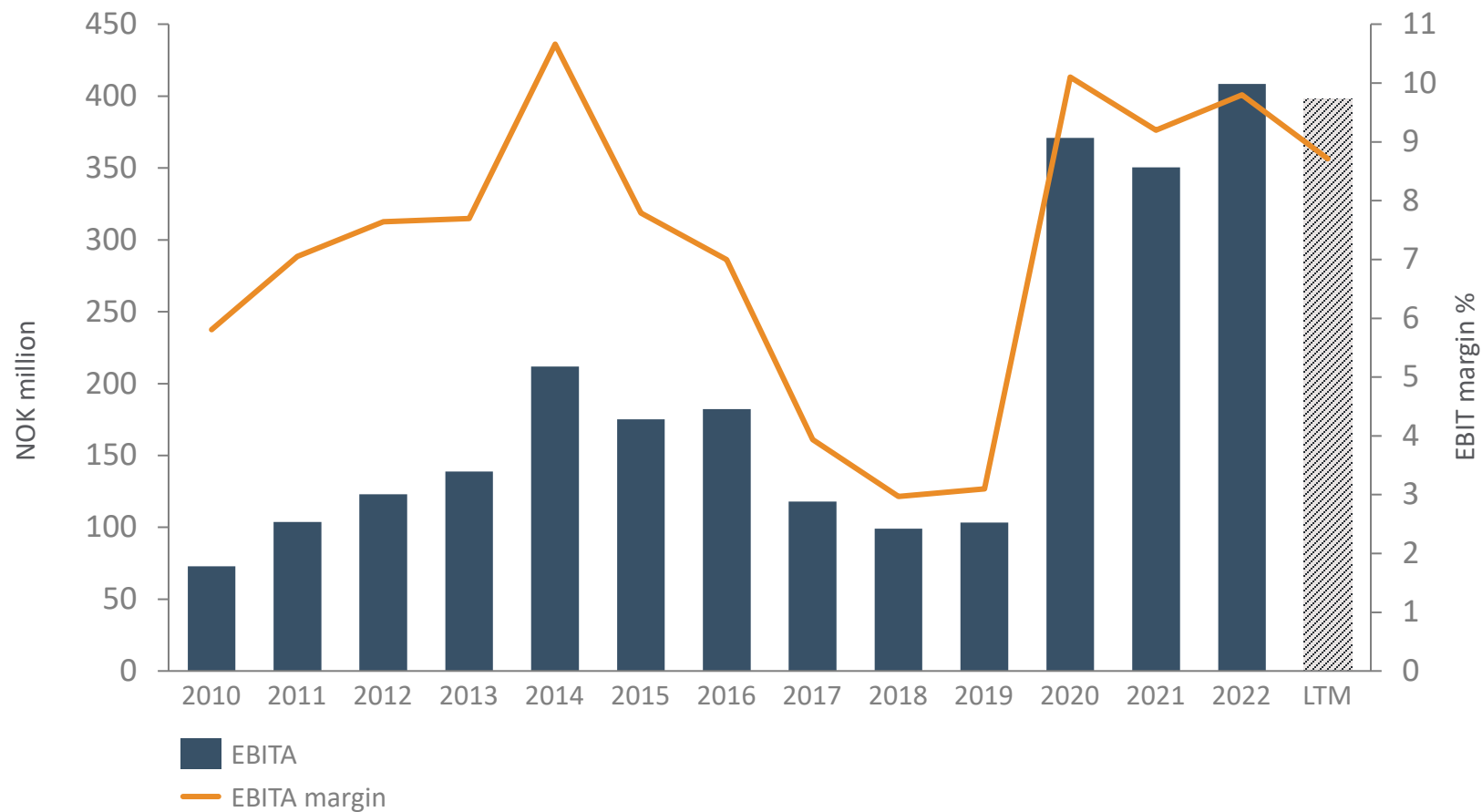


# TARGET | PROFITABILITY

EBITA  
Margin\*

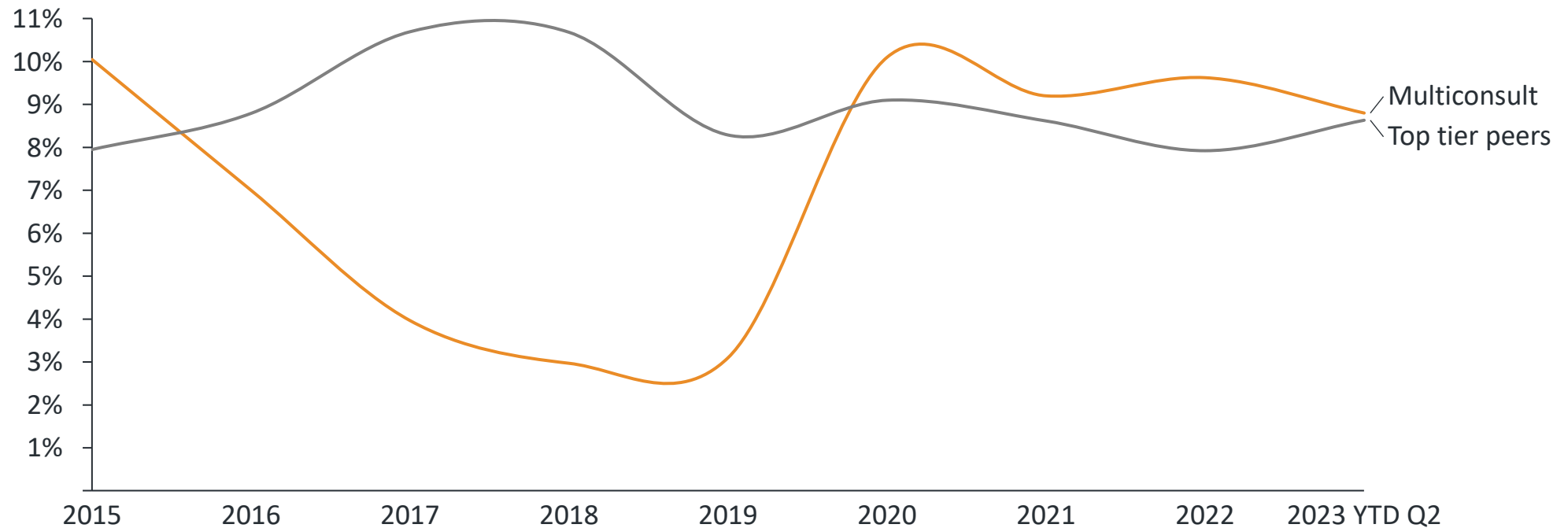
10%

\*measured on an annual basis, exclusive  
extraordinary items





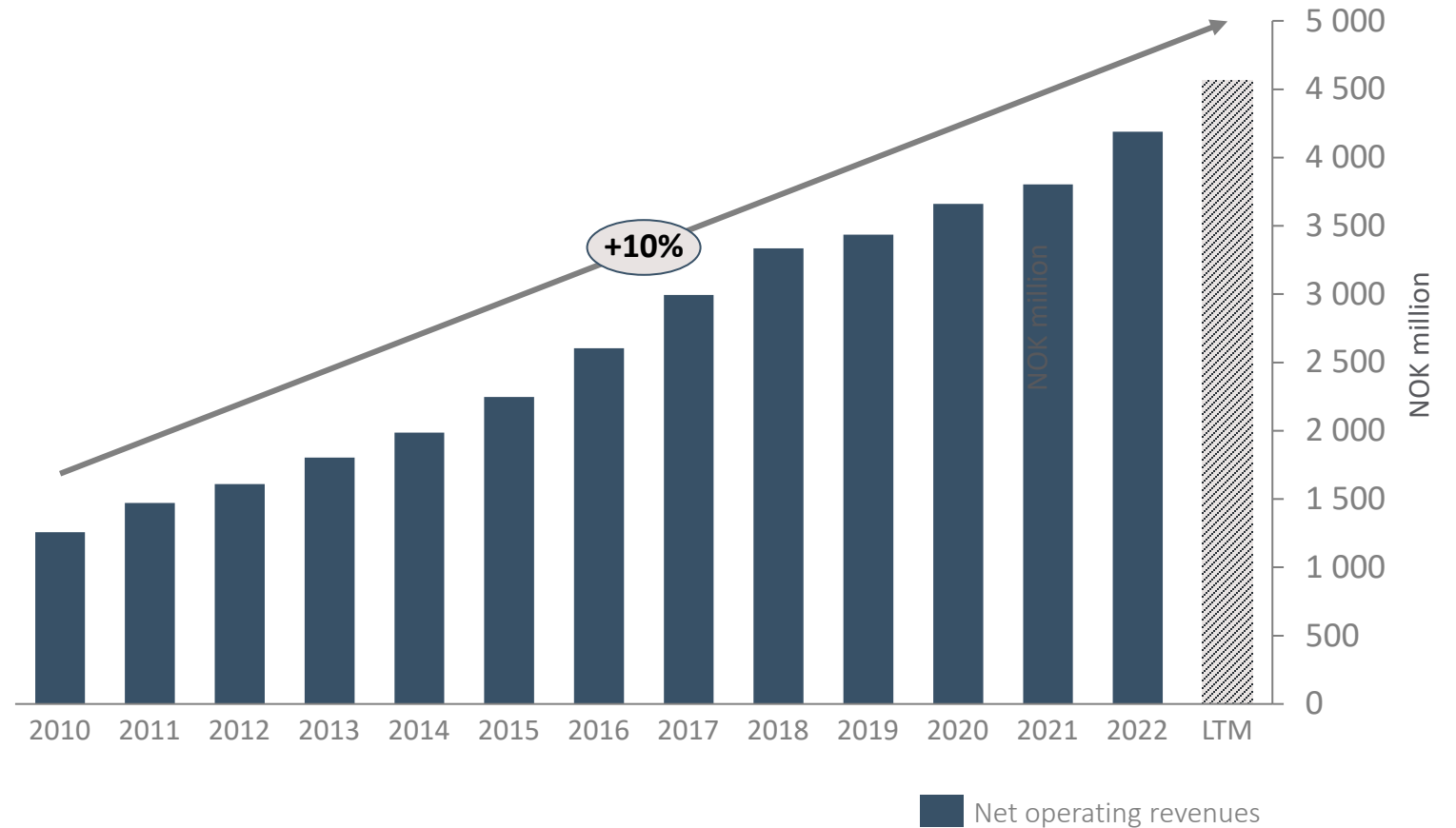
# STABLE PERFORMANCE AMONG-TOP PLAYERS IN THE INDUSTRY



Source: Annual/quarterly reports  
EBIT/EBITA as percentage of net operating revenues – reporting varies somewhat between companies; top tier peers including listed competing companies among top three; YTD including relevant reported quarters

# AMBITION | REVENUE GROWTH

Ambition of  
CAGR 8-10%  
revenue growth  
over the cycle\*,  
including M&A



\*cycle 2022-2026



# TARGET | GEARING AND EQUITY

- Maintain financial strength
- Taking into consideration:
  - Financial position and balanced loan portfolio
  - Expected organic investment requirements, M&A considerations
  - Seasonal change in working capital
  - Market outlook and uncertainty
- Predictable and stable dividend policy

## Gearing ratio

Normal: 1.0 - 2.0x

max 2.5x

Special: 3.0x up to 18 months

## Equity ratio

> 25%





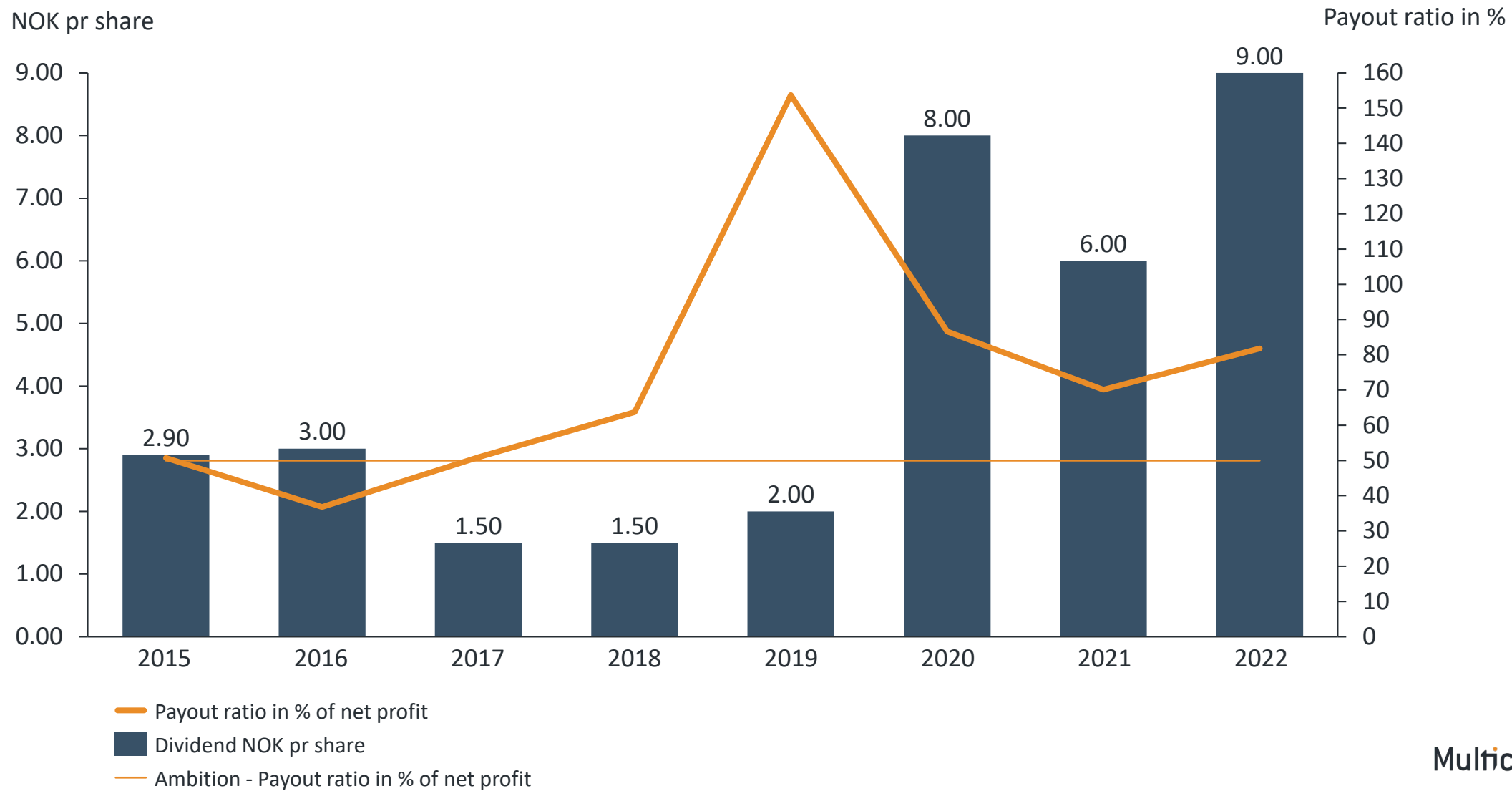
# M&A STRATEGY

- Moderate and selective strategy with primary focus on core business
- Continuously monitoring opportunities
  - also including opportunities within digitalisation, sustainability and new business models





# DIVIDEND AND PAYOUT RATIO





## AMBITION | DIVIDEND PAYOUT RATIO

- 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

# Multiconsult

Ambition to distribute at least

50%

of the group's net profit annually



# CLOSING AND Q&A

GRETHE BERGLY | CEO  
OVE B. HAUPBERG | CFO





## STABILISED AND DEVELOPMENT



- Profitability in line with target
- Four consecutive years within growth ambition
- Cost control
- Strengthened through strategic M&A
- Strong EVP team

## POSITIONED FOR FURTHER GROWTH



- Solid market position and strong order backlog
- Strong position towards the green shift – net zero enabler
- Strong and diversified client base, with long term relations
- Position at top tier as preferred employer
- Excellence through awards and recognition

## FINANCIAL RETURN



Period 2020-2022

- EBITA of NOK 1.1 billion
- EBITA margin of 9.7%
- Average annual growth 7%
- Paid out dividend NOK 628 million
- Average payout ratio of 80% of net profit





# FINANCIAL CALENDER

## FINANCIAL YEAR 2023

4Q and FY - 2023 results	06 Feb 2024
Annual report 2023	14 Mar 2024

## FINANCIAL YEAR 2024

1Q – 2024 results	08 May 2024
Annual general meeting	11 Apr 2024
2Q and 1H - 2024 results	21 Aug 2024
3Q - 2024 results	06 Nov 2024



The Kronstad pedestrian and bicycle tunnel, Bergen  
III: Hundven Clements Photography



**THANK YOU FOR YOUR ATTENTION**

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