

COWI Holding A/S

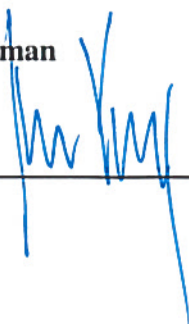
Parallevej 2
2800 Kongens Lyngby

Annual Report 2015

Company registration number: 32 89 29 73

The annual report was presented and approved at the company's annual general meeting on 31 March 2016.

Chairman

A handwritten signature in blue ink, consisting of several vertical and diagonal strokes, positioned below the word 'Chairman'.

ANNUAL REPORT | 2015



COWI HOLDING A/S, COMPANY REGISTRATION NO.: 32 89 29 73

ADDRESS COWI Holding A/S
Parallelvej 2
2800 Kongens Lyngby
Denmark
PHONE +45 56 40 00 00
www.cowi.com

COWI

MANAGEMENT REVIEW

03	MANAGEMENT REVIEW	39	COWI HOLDING A/S (PARENT COMPANY) FINANCIAL STATEMENTS
06	COWI'S SERVICES	40	Accounting policies
08	FINANCIAL REVIEW	41	Profit and loss account
12	OUTLOOK FOR 2016	42	Balance sheet
14	COWI HOLDING A/S CONSOLIDATED FINANCIAL STATEMENTS 2014	43	Statement of changes in equity
	15 Accounting policies	44	Notes
	21 Profit and loss account	46	STATEMENTS ON THE ANNUAL REPORT
	22 Balance sheet	48	COWI HOLDING A/S COMPANY INFORMATION
	24 Statement of changes in equity	49	COWI'S ORGANISATION
	25 Cash flow statement	51	COWI'S BOARD OF DIRECTORS
	26 Notes		

Further strengthening of our Scandinavian transportation business, strong focus on competency development and cost optimisation resulted in COWI closing 2015 well prepared for the future.

2015 was the final year of COWI's five-year PowerHouse 2015 strategy, which aimed at growth and further internationalisation of the COWI Group.

Compared to 2010, we end 2015 as a significantly stronger company. COWI's focus on specialist competencies is mirrored in our organisational structure with our global business line, Bridge, Tunnel and Marine (BTM), and our regional business lines, Denmark, Norway and Sweden. We have established and integrated service centres in locations that support both our professional capability and cost competitiveness. We continuously strengthen our ability to apply the full capability of the COWI organisation across the Scandinavian market and in selected international markets.

COMMERCIALLY CHALLENGING

In 2015, turnover grew by five per cent as expected to DKK 5,577 million. The operating profit for the year was DKK 182 million, which corresponds to an EBIT margin of 3.3 down by 0.9 percentage points from 2014.

In terms of profit and cash flow, the 2015 performance was not in line with our expectations or ambitions. Business line Denmark continued its strong performance, mainly driven by the transportation segment. Similarly,

elements of the Bridge, Tunnel and Marine organisation also achieved strong performance.

The main challenges in 2015 were the Swedish, UK and North American activities as well as capacity utilisation in Norway all of which had a negative impact on results.

COLLABORATION PAYS OFF

COWI's Scandinavian Transportation Board, a vehicle to promote cross-border collaboration within the Group, has proven highly successful since established in 2014.

The market segment of transportation is of key importance to COWI, and the board enables a more strategic approach to this market, which is evident in the number of large projects won in 2015. Among these are Intercity Østfold in Norway, and not least phase three of the Ostlänken project in Sweden.

COWI's ability to integrate and coordinate business activities across the Scandinavian market was further strengthened in 2015 when the regional business line Sweden completed the implementation of the company-wide project, resource and financial management system, Cockpit. In addition, the roll-out of Cockpit in India and in our UK-based subsidiary Flint & Neill was completed, which means that 76 per cent of COWI's staff is now on a shared platform allowing increased insight and transparency into business processes, and enhancing our ability to win and manage contracts that will secure future profitable growth.

RESULTS DRIVEN BY BUSINESS LINE DENMARK

In 2015, the regional business line Denmark continued to show strong performance. It was to a large extent driven by results in the transportation segment. Working in this segment implies the application of competencies across the COWI organisation, as environmental impact assessments, city planning and other infrastructure project. High-profile projects won in Denmark in 2015 include a new, fast rail connection in central Jutland, as well as the Herning-Holstebro motorway.

A re-organisation of the Norwegian business as well as a higher level of public infrastructure investments in Norway in 2015 contributed to a slight improvement in capacity utilisation. The Norwegian consultancy market, however, is still adapting to the fall in oil prices, which affects the overall consulting engineering industry in Norway.

The business performance of our operations in Sweden, the UK, and North America was challenged in 2015. The Swedish business was negatively affected by project-related writedowns, while growth in operations in the UK and North America was below expectations.

Throughout the organisation, there has been increased focus on customer-oriented activities, such as further development of the key account management concept. Customer satisfaction surveys have been conducted with the Denmark-based organisation as the most advanced business line with

regard to these processes. Combined with successful cost-optimisation efforts related to the allocation of work to colleagues in India and Lithuania, this part of COWI's organisation consistently shows strong performance.

SUCCESSFUL INTEGRATION OF COMPETENCIES

COWI's ability to employ and utilise a workforce in geographies with lower cost levels than our primary markets in Scandinavia improved in 2015. Today, a substantial number of COWI's 6,364 employees are located in India, Poland and Lithuania, and carry out highly skilled engineering and support functions. This flexibility, combined with the high level of support and quality provided, contributes substantially to our ability to remain highly competitive in terms of both competency and cost level. In 2015, we successfully added financial services to the above range of support functions.

Acquired in 2014, Donaldson Associates Ltd. and Apsilon were successfully incorporated into COWI in 2015 with nearly seamless integration of staff and competencies. As such, one of the main risks when carrying out an acquisition was mitigated successfully. Furthermore, the specialist competencies added by these two companies have had an enabling effect in winning projects for the London Underground, the King Abdul Aziz Road project in Saudi Arabia, and tunnelling and rail/signalling projects in Scandinavia.

COWI acquired one company in 2015: TDA Engineering in Norway. With this addition to the COWI Group, we strengthened our competencies within offshore wind energy and large bridges. COWI's growth strategy – in line with the widespread consolidation of our industry – remains the combination of organic growth with acquisitions within our primary specialist areas, made at opportune times and at attractive price levels.

WELL POSITIONED IN SPECIALIST AREAS

In 2015, as in previous years, we secured prominent rankings in the

“Engineering News-Record (ENR) Yearly Sourcebook”, which annually assesses 250 international companies in our industry. COWI is ranked number 33 on the overall list. We are ranked number two in the categories of Bridge Design and Solid Waste, while we rank number four in another COWI specialist service segment, Marine and Port Facilities. We see these positions as a demonstration of our successful strategic endeavours to maintain a strong presence in our traditional home markets in Scandinavia and North America.

SUCCESS AND STANDSTILL IN THE MIDDLE EAST

COWI's presence in the Middle East was consolidated in 2015 by several major projects, such as the aforementioned King Abdul Aziz Road project in Saudi Arabia, as well as the New Port Project and the Sea Outfall Assessment Study for the State of Qatar. The process of seeking a solution related to the final account on the Muscat and Salalah International Airports project in Oman dating back to 2012 is ongoing. Significant uncertainty is still related to this process.

DEVELOPING OUR PEOPLE'S COMPETENCIES

COWI's Project Management Academy continued to enable the successful delivery of projects with 95 project managers graduating from the academy in 2015. Participants ranged from managing directors to vice presidents and heads of sections, and in addition to project management skills, special importance was attached to enhancing the focus on business mindset. The participants' improved project management capabilities are further shared and developed with employees through quality and project portfolio management, thus ensuring that project management skills are leveraged in the organisation as a whole. The Project Management Academy received the award of the European Foundation for Management Development for managerial competency development in 2015.

During the year, COWI further developed a group-wide project

management concept for new and less experienced staff. The concept was rolled out in Denmark, Norway, Sweden and India, and adapted to local conditions in those geographies. More than 400 employees graduated from these courses, thus significantly increasing COWI's project management skills. Most of these participants also took part in courses focusing on Cockpit, COWI's project, resource and financial management system.

We find that these activities are a strong contributor to a shared management language and the creation of a common culture across the Group.

VALUABLE INSIGHTS FROM ENGAGEMENT SURVEY

COWI carried out our first ever, group-wide employee engagement survey in 2015. A full 82 per cent of employees participated and delivered an overall engagement score above the external benchmark – a satisfactory result, providing COWI with a good platform for further developing employee engagement and performance.

FOCUS ON DIVERSITY

It is COWI's ambition that all staff should have equal opportunities regardless of gender, age, race, religion, nationality, ethnic and social origin, disability, political and sexual orientation. COWI views diversity as a competitive advantage that helps our business achieve the best results. Therefore, to the extent possible, the composition of management should reflect the diversity of our business and markets.

According to Danish legislation passed in 2013, a company board shall consist of both female and male directors. In 2013, COWI set the target that a minimum of two out of six of COWI board members should be women by 2017. At the end of 2015, the board had one female board member. The share of women in management is 22 per cent, which is slightly less than the overall share of female employees.

In 2015, COWI began implementing standard COWI-wide talent

management processes to identify and build talent as well as improve focus on diversity. We continue to be engaged in a number of mentor programmes with universities.

CORPORATE SOCIAL RESPONSIBILITY

COWI outlines its policies, actions and results within relevant areas of corporate social responsibility in our communication on progress towards the UN Global Compact. The report is available at www.cowi.com/sustainability.

REMUNERATION OF THE EXECUTIVE BOARD AND THE BOARD OF DIRECTORS

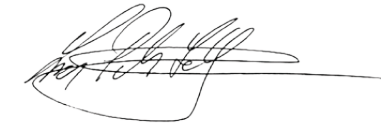
The members of the Board of Directors receive a fixed annual remuneration determined by comparison of remuneration levels in similar major Danish companies. At the annual general meeting, it was decided to pay members of the Board of Directors an annual remuneration of DKK 200,000. The vice chairman receives DKK 250,000 and the chairman DKK 650,000.

In 2015, the Board of Directors received a total remuneration of DKK 2 million, and the Executive Board received a total remuneration of DKK 14 million. Remunerations in 2015 were in line with COWI's remuneration policy for the Board of Directors and the Executive Board, adopted at the annual general meeting in March 2014 and available on www.cowi.com.

A NEW STRATEGY

Early 2016, COWI launched a new five-year strategy, “One Step Ahead”, elevating COWI to the next level as a specialised consulting company with a strong presence in Scandinavia and within infrastructure and transportation projects globally. The strategy process involved many parts of the organisation.

“One Step Ahead” will provide the COWI Group with an excellent platform for meeting the opportunities and challenges of the years to come.



Lars-Peter Sobye, President, CEO

COWI'S SERVICES

COWI is a consulting group providing services within engineering, economics and environmental science. Our competitive edge is the combination of world-class services with a 360° approach offering customers complete solutions.

PLANNING AND ECONOMICS

- › Economic analyses and tools
- › Financial analyses and law
- › Evaluations and impact assessments
- › Transport planning and modelling
- › Public transportation and ITS
- › Spatial planning and urban development
- › GIS and IT
- › 3D visualisation and modelling
- › Maps and geodata products
- › Mapping and data capture
- › Surveying
- › Property rights and land administration
- › Project and construction management
- › Procurement services
- › Technical and financial due diligence
- › Design management – BIM
- › Method development of digital processes – CAD/BIM
- › Project support – IT/BIM.

WATER AND ENVIRONMENT

- › Health, safety and environment
- › Wastewater and climate adaptation
- › Water supply, water and natural resources management
- › Environmental impact assessments and monitoring
- › Waste and recycling
- › Sustainability and resource efficiency
- › Contaminated sites
- › Strategic environmental consultancy
- › Risk management and analysis.

TRANSPORTATION

- › Roads and highways
- › Railways
- › Light rails
- › Metros
- › Airports
- › Operations consultancy
- › Bridges
- › Tunnels
- › Structures for infrastructure
- › Geotechnical engineering
- › Underground structures
- › Marine structures and harbours
- › Coastal engineering
- › Operation and maintenance
- › Risk management and analysis
- › Service life design.

BUILDINGS

- › Building design
- › Structural engineering
- › HVAC engineering
- › Electrical engineering
- › Client consultancy
- › Technical due diligence
- › Refurbishment and retrofit
- › Sustainable and green buildings
- › Master planning and urban development
- › Fire engineering
- › Value engineering
- › Company headquarters
- › Buildings for cultural purposes
- › Hospitals and health care
- › School and university buildings
- › Industrial buildings
- › Airport buildings
- › Residential housing.

ENERGY AND INDUSTRY

- › District heating and cooling
- › Renewable energy
- › Combined heat and power (CHP)
- › Energy efficiency
- › Bioenergy
- › Nuclear power
- › Data centres
- › Wind energy
- › Thermal power
- › Forestry industry
- › Processing industry
- › Food industry
- › Studies and investigations
- › Basic and detailed design
- › Project management
- › Procurement
- › Permit management
- › Process design
- › Pipe design
- › Electrical and automation solutions
- › Building construction
- › Advanced calculations
- › Assembly management.

KEY FIGURES AND FINANCIAL RATIOS

KEY FIGURES AND FINANCIAL RATIOS FOR THE COWI GROUP

	2011	2012	2013	2014	2015	2015
	DKKrn	DKKrn	DKKrn	DKKrn	DKKrn	EURrn
KEY FIGURES						746.25
DKK/EUR rate at 31 December 2015						
NET TURNOVER	4,690	5,126	5,280	5,313	5,577	747
Operating profit/loss before amortisation, depreciation and impairment losses (EBITDA)	216	(50)	323	360	323	43
Operating profit/loss before amortisation (EBITA)	160	(103)	278	320	277	37
Operating profit/loss on ordinary activities	74	(190)	195	222	183	25
OPERATING PROFIT/LOSS (EBIT)	78	(190)	200	223	182	24
Net financial items	(4)	(10)	(3)	30	23	3
PROFIT/LOSS BEFORE TAX FOR THE YEAR	74	(201)	198	253	205	27
Profit/loss for the year	34	(174)	140	174	131	18
COWI'S SHARE OF PROFIT/LOSS FOR THE YEAR	34	(174)	140	174	131	18
Goodwill	509	506	549	597	539	72
Other non-current assets	333	248	238	267	309	41
Current assets	2,187	2,246	2,213	2,282	2,160	289
TOTAL ASSETS	2,948	3,000	3,000	3,145	3,007	403
Share capital	276	281	283	283	282	38
EQUITY	892	750	814	898	1,013	136
Provisions	457	472	380	289	300	40
Long-term debt	191	188	166	3	2	0
Short-term debt	1,405	1,588	1,637	1,955	1,690	226
Cash flow from operating activities	297	110	251	223	108	14
Investment in property, plant and equipment, net	(54)	(34)	(37)	(54)	(70)	(9)
Other investments, net	(64)	(65)	(174)	(198)	(42)	(6)
Cash flow from investing activities, net	(118)	(99)	(211)	(251)	(113)	(15)
FREE CASH FLOW	178	11	40	(28)	(4)	(1)
Cash flow from financing activities	(44)	22	(75)	107	(113)	(15)
CASH FLOW FOR THE YEAR	134	33	(34)	79	(117)	(16)
FINANCIAL RATIOS						
EBITDA margin	4.6%	(1.0%)	6.1%	6.8%	5.8%	
Operating margin (EBIT margin)	1.7%	(3.7%)	3.8%	4.2%	3.3%	
Return on invested capital	7.3%	(22.8)	26.6%	31.8%	22.6%	
Equity ratio	30.3%	25.0%	27.1%	28.6%	33.7%	
Return on equity	3.9%	(21.2)%	17.9%	20.3%	13.7%	
Book value per share in DKK	327.8	274.5	295.5	326.3	373.0	
AVERAGE NUMBER OF EMPLOYEES	6,114	6,128	6,096	6,180	6,311	

FINANCIAL REVIEW

Growth in 2015 and great expectations for the future.

Although turnover grew as expected in 2015, profits and cash flow were below the 2014 performance and below expectations.

Business line Denmark continued its strong performance, mainly driven by the transportation segment. Similarly, elements of the Bridge, Tunnel and Marine organisation also achieved strong performance.

The main challenges in 2015 were the Swedish, UK and North American activities as well as capacity utilisation in Norway all of which had a negative effect on results.

GROWTH IN TOTAL NET TURNOVER

Net turnover in the COWI Group increased in 2015 by DKK 264 million or five per cent, to DKK 5,577 million compared to 2014. The increase in net turnover was positively affected by organic growth in turnover in business line Denmark and business line BTM. The effect on BTM of Donaldson Associates, acquired in October 2014, was DKK 98 million in 2015. The net foreign exchange impact was positive, contributing DKK 15 million.

DEVELOPMENT IN TURNOVER	DKKM
Realised turnover 2014	5,313
Foreign exchange effect	15
Acquisition of enterprises	98
Organic growth	151
Realised turnover 2015	5,577

OWN PRODUCTION STABLE

The Group's own production increased by three per cent from DKK 4,412 million in 2014 to DKK 4,564 million in 2015, and was positively affected by a net foreign exchange impact of DKK 7 million.

Denmark experienced an increase in own production of three per cent, while own production in Norway increased in local currency by five per cent compared to 2014. BTM's own production grew by 16 per cent, and was positively affected by exchange rates and the

DEVELOPMENT IN OWN PRODUCTION FROM 2014 TO 2015 PER BUSINESS LINE

BUSINESS LINE	2014 DKKm	2015 DKKm	GROWTH %	GROWTH DKKm
Denmark	1,686	1,730	3%	44
Bridge, Tunnel and Marine	928	1,078	16%	149
Norway	1,037	1,016	(2%)	(21)
Sweden	677	682	1%	5
Other	84	58	-	(24)
Total	4,412	4,564	3%	152

acquisition of Donaldson. Sweden's own production grew by three per cent measured in local currency compared to 2014.

COWI acquired one company in December 2015, TDA in Norway, which did not materially affect the financial results.

EBIT MARGIN

In 2015, the COWI Group posted an operating profit (EBIT) of DKK 182 million compared with DKK 223 million in 2014. However, the 2014 result was

positively affected by the Norwegian business line's termination of a defined pension plan.

Disregarding the positive one-time effect from the pension restructuring in Norway in 2014, the overall performance 2015 was at a similar level as 2014.

EMPLOYEE EXPENSES

The COWI Group's main operating expense, employee expenses, grew by six per cent to DKK 3,551 million. There was no significant impact from foreign exchange.

DEVELOPMENT IN HEADCOUNT

At the end of 2015, COWI had 6,364 employees, compared with 6,258 at the end of 2014.

OTHER EXPENSES

External expenses were at the same level as in 2014 and amounted to DKK 689 million.

In 2015, total operating expenses, excluding financial income and expenses, grew by DKK 192 million, or five per cent, primarily due to the six-per cent increase in employee expenses.

DEVELOPMENT IN HEADCOUNT

BUSINESS LINE	2014	2015	CHANGE
Denmark	2,923	3,021	98
Bridge, Tunnel and Marine	1,237	1,257	20
Norway	1,112	1,077	(35)
Sweden	986	1,009	23
Total headcount	6,258	6,364	106

Amortisation, depreciation and impairment losses amounting to DKK 141 million are primarily attributable to depreciation on technical installations, operating and other equipment, amortisation of goodwill and own-developed mapping products.

FINANCIAL INCOME AND TAX

The Group's net financial income decreased by DKK 7 million compared to 2014. Net financial income was DKK 23 million and positively affected by gains from bonds and marketable securities. Expenses include interest payable on subordinate loan capital. Profit before tax amounted to DKK 205 million compared to DKK 253 million in 2014.

The Group's tax on ordinary activities in 2015 amounted to an expense of DKK 74 million, corresponding to an effective tax rate in 2015 of 36 per cent, compared to 31 per cent in 2014. Since 2011, the Group has chosen taxation according to the international joint taxation regulations. The management expects to continue with joint taxation throughout the period of commitment, i.e. up to and including 2020.

PROFIT AFTER TAX

Profit after tax for the year and profit from subsidiaries attributable to minority shareholders amounted to a profit of DKK 131 million compared to DKK 174 million in 2014.

BALANCE SHEET

The Group's total assets at the end of 2015 amounted to DKK 3,007 million, a decrease of DKK 138 million compared to 2014 corresponding to four per cent.

Net working capital as a percentage of net turnover increased to nine per cent in 2015 compared to seven per cent in 2014. By the end of 2015, total net working capital was DKK 497 million up from DKK 355 million in 2014.

Short-term debt fell by DKK 264 million. This was mainly due to the repayment of the subordinated loans to SEB Forsikring A/S and Danica Pension Livsforsikringsaktieselskab, respectively, and fewer advance payments from customers during 2015.

In the course of 2015, the Group's cash and cash equivalents decreased by DKK 113 million, resulting in the Group's total cash and cash equivalents, including the securities portfolio, amounting to DKK 582 million equivalent to 19 per cent of the Group's total assets.

Equity at 31 December 2015 amounted to DKK 1,013 million, corresponding to an equity ratio of 33.7 per cent. Equity increased by the financial results for the year of DKK 131 million and increased by exchange rate adjustments of DKK 18 million. Distributed dividend of DKK 17 million and purchase of treasury shares of DKK 10 million caused equity to decrease, as did a capital decrease of DKK 3 million and hedging instruments after tax in the order of DKK 6 million.

CASH FLOW

Cash flow from operating activities amounted to DKK 108 million, a decrease of 51 per cent compared to 2014. Cash flow from investing activities, amounting to a negative DKK 113 million net in 2015, related primarily to continued investment in the ERP system and IT equipment. Free

cash flow was negative at DKK 4 million, up by DKK 24 million compared to 2014, due to fewer investments and acquisitions in 2015.

As of 31 December 2015, the Group's total financial resources, which comprise cash and cash equivalents as well as undrawn committed credit facilities, amounted to DKK 825 million. At the end of 2014, financial resources amounted to DKK 1,069 million.

BOOK VALUE PER SHARE AND DIVIDEND

Book value per share was DKK 373.0 at the end of 2015, up from DKK 326.3 at the end of 2014. With a 14 per cent increase, the book value of the share is at its highest level to date.

The Board of Directors proposes that a dividend of 12 per cent of the share capital be distributed. The dividend for 2014 was six per cent.

CAPITAL AND SHARE STRUCTURE

COWI Holding's management finds that the current capital and share structure is appropriate for the shareholders and the company, and that it supports the company's strategy and long-term value creation.

The share capital amounts to DKK 282 million, consisting of DKK 200 million worth of class A shares, DKK 73 million worth of class B shares and DKK 9 million worth of class C shares. The class A shares carry ten votes for each DKK 100 share, whereas class B shares carry one vote for each DKK 100 share. All class A shares are owned by COWIfonden (the COWI Foundation), which supports research and development within Danish engineering.

COWI Holding A/S owns DKK 2.0 million worth of class B shares and DKK 8.7 million worth of class C shares, the employees own DKK 41.4 million worth of class B shares in total, while COWIfonden owns DKK 230 million worth of classes A and B in total.

UNCERTAINTY IN RESPECT OF RECOGNITION AND MEASUREMENT

CONTRACT WORK IN PROGRESS

Measurement of the company's work in progress includes estimates of stages of determination of completion. For large-scale projects in particular, the actual realisation may result in material positive or negative variances in relation to the recognised estimates.

GOODWILL

Goodwill impairment tests require estimates to be made in respect of future cash flows, discount rates and growth rates. A degree of uncertainty attached to such estimates and any changes made to them can have major implications.

DEBTORS

The management performs writedowns for bad and doubtful debts on the basis of the risk of loss resulting from customers' inability and willingness to pay. If the customers' financial conditions deteriorate, resulting in reduced ability to pay, additional writedowns may be required in the future. As the management continuously assesses customers' credit-worthiness, terms of payment and risk of loss, the uncertainty attached to writedowns for bad and doubtful debts is considered insignificant.

Tax on profit/loss for the year and deferred tax include some uncertainty, especially with regard to the taxation of foreign branches and permanent establishments. The local taxation of branches and permanent establishments may vary materially in relation to the recognised tax on profit for the year and deferred tax liabilities due to the tax administration procedures of the local tax authorities.

RISK AND RISK MANAGEMENT

The COWI Group's risk exposures fall into market risks, operational risks, financial risks, liquidity risks and other risks.

MARKET RISKS

We endeavour to minimise risks resulting from changes in the political landscape and in economic trends by maintaining a balanced project portfolio. The balanced portfolio entails spreading risks across geographical markets, service areas and public/private sectors. Changes in the political landscape, notably in politically unstable regions where COWI operates, constitute a clear risk factor.

OPERATIONAL RISKS

We minimise losses on projects by conducting not only a risk assessment of each individual project and contract, but also by applying such project management and supervisory skills as the assessment requires. Contracts with subcontractors and partners can constitute a risk in the event of failure to deliver on time, within budget and to expected standards. We endeavour to minimise risks by means of dedicated project management, screening/due diligence of subcontractors, dialogue with customers, careful selection of projects and contract monitoring.

Overcapacity in relation to the scope of projects in progress is a risk, which we manage through backlog assessment and pipeline management.

We use professional liability insurance to limit the risks associated with criteria specified by customers, partners and subcontractors.

We have an IT security policy and an IT contingency plan in place to safeguard our central IT systems. We review the plan annually.

FINANCIAL RISKS

We endeavour to minimise foreign exchange risks related to our projects by matching to the extent possible the income and expenses in the same currency in the individual projects. In addition, net foreign exchange positions arising from business operations are hedged by currency hedging. The translation risk relating to investments in subsidiaries is generally not hedged.

Interest rate risk is limited as a result of COWI's limited net interest-bearing

debt. Our securities portfolio forms part of an external portfolio management programme which is managed within set parameters and where investments are primarily made in short-duration Danish bonds.

Acquisitions are part of the COWI Group's growth strategy. We have developed a valuation method and integration strategy to minimise acquisition-related risks and follow up on completed acquisitions systematically.

LIQUIDITY RISKS

Liquidity risk is the risk that adequate liquidity is not available. COWI has a policy determining the short-term and long-term liquidity requirements to ensure that the Group has sufficient liquidity to fund the anticipated development in COWI's volume of business and activities. In the management's opinion, the COWI Group has sufficient liquidity to ensure the continued development of COWI's activities.

OTHER RISKS

COWI provides services to public and private customers in many parts of the world. Our reliability and trustworthiness as a consultancy firm depend heavily on our commercial integrity. We therefore adhere to our Business Integrity Management System, which sets out a code of conduct defining best practices for all units, managers and employees.

RISK MANAGEMENT

In addition to the above risk management activities, we have guidelines for risk management in our best practice code for corporate governance.

Overall strategic risk management is based on a risk profile which we draw up once a year for the Board of Directors to assess, discuss and classify. We set 12-month goals for modifications to risk profiles within selected areas of risk.

INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS

Internal control and risk management systems in connection with the financial reporting procedures are described below.

CONTROL ENVIRONMENT

Responsibility and authorities are defined in the Board of Directors' instructions to the Executive Board and adopted policies. The Board of Directors approves COWI's primary policy for communications, exchange rate and treasury policy as well as risk management. The Executive Board approves all other policies and procedures, and the responsible functions issue guidelines and monitor the use of all policies and procedures. Systems are in place to ensure adequate segregation of duties in the finance department.

The organisational structure and internal guidelines form the control environment.

RISK ASSESSMENT

There is a relatively higher risk of error for the items in the financial statements that are based on estimates or generated through complex processes than for other items. A detailed risk assessment with the purpose of identifying these items and specifying the scope of the attached risks is coordinated by the Group's control function. The high-risk items include primarily work in progress, claims and tax liabilities concerning branches and permanent establishments abroad.

CONTROL ACTIVITIES

The aim of the control activities is to prevent, discover and correct any errors and irregularities. The activities are integrated in COWI's accounting and reporting procedures and include, e.g. procedures for certification, authorisation, approval, reconciliation, analysis of results, segregation of incompatible duties, controls concerning IT applications and general IT controls. COWI has introduced standards for internal control, i.e. standards for control activities concerning the presentation of financial statements. All risk assessments and related controls are linked to the Group's strategy and goals.

INFORMATION AND COMMUNICATION

COWI maintains information and communication systems to ensure that the presentation of the financial statements

is accurate and complete. The Group's accounting rules and procedures for the presentation of the financial statements are set out in specifications and instructions. Accounting and other reporting instructions, including procedures for budgets and monthly financial statements, are updated as needed. They are available – together with other policies which are relevant for internal control of financial reporting such as the policy on project budgeting – on the Group's corporate portal to finance employees and other relevant employees.

MONITORING

COWI uses a management control system to monitor the company's results, and this makes it possible at an early stage to identify and correct any errors and irregularities in the presentation of the financial statements, including disclosed weaknesses in the internal controls, any non-compliance with procedures, policies etc.

Compliance with the Group's accounting policies is monitored on an ongoing basis at group and company level.

EVENTS AFTER THE BALANCE SHEET DATE

A purchase agreement for Bascon A/S was signed in February subject to approval by the Danish Competition Authority. The expected closing date is end April 2016.

OUTLOOK FOR 2016

In 2016, COWI will focus on continued growth and improved profitability and cash flow, together with the launch and implementation of our new five-year strategy: One Step Ahead.

Global macroeconomic developments, such as decreasing prices on oil and raw materials, the indicative slowdown in the Chinese economy, unrest in the Middle East and the increase in migration, are creating uncertainty in all markets, and we expect COWI's business to be impacted by these developments to some extent.

On the demand side in the Danish market in 2016, we foresee challenges, since investments in infrastructure projects will be affected by uncertainty regarding the Danish Train Fund and a delay of the Fehmarnbelt Fixed Link project. Furthermore, we foresee a reduction in public investments, which should, however, be offset by increased growth and investments in the private sector. However, we believe that the net effect is an unchanged market for COWI's services in Denmark.

In Norway, the demand for COWI's services is expected to grow in 2016. The outlook is based on expectations of increased public investments and spending, which have been initiated in order to offset the negative economic impact of the downturn in the offshore sector. However, competition is expected to increase since redundant civil engineering capacity previously

employed by the offshore sector will be available for on-shore projects.

We foresee a positive market environment in Sweden in 2016. Overall, the macroeconomic outlook is strong and there is a solid market in infrastructure (e.g. rail and road projects), which should stimulate the growth of COWI's services. The market for commercial and residential buildings in large cities is increasing, which will also support growth.

In general, the economic outlook in the UK is strong as are market expectations in the civil engineering markets. The revised edition of the National Infrastructure Plan Pipeline suggests a growth of more than five per cent in construction expenditures in 2016. Investments in roads will particularly contribute to this growth.

In North America, economic growth combined with an infrastructure characterised by increased congestion and lack of maintenance supports a positive economic outlook for the civil engineering services provided by COWI.

Though local conditions may vary, the general outlook for our industry remains positive, with major infrastructure investment projects in the pipeline, driven by, among other things, urbanisation, globalisation and efficiency demands.

STAYING COST-COMPETITIVE

The competitive situation in our industry continues to call for tight cost control. With the extension of tasks carried out by our colleagues employed in India, Lithuania and Poland, we expect to improve our competitive pricing and cost effectiveness.

COWI's strategy for the next five years puts special focus on improving performance on profit margins and cash flow through strengthening customer focus, project management, risk management and business mindset throughout the organisation.

We expect the positive trend in net turnover to continue as in previous years, and at the same time a positive development in 2016 of the profit for the year.

ONE STEP AHEAD

In 2015, we completed the final year of our PowerHouse strategy and simultaneously prepared the new strategy, One Step Ahead, which covers the period from 2016 to 2020. One Step Ahead builds on the global trends which we believe will have the greatest impact on the market and on the demand for our services in the next five years, i.e. globalisation, urbanisation and population development, sustainability, project complexity and size, and digitisation. These trends open up opportunities for countless combinations of COWI's services, thus underlining the importance of COWI's 360° approach.

The strategy is based on profitable growth with our transportation services as the key driver. We plan to continue to grow in Scandinavia, developing our strong positions within building, water and environment, energy, industry and transportation by bringing the entire COWI Group competency and capability platform to the market. At the same time, we wish to grow our Bridge, Tunnel and Marine business further and expand activities in the UK and North

America. Building on our strong positions in Scandinavia within transportation and energy, we will further pursue select international opportunities.

Our strategic focus for the coming five years will be on optimising the operation of our business, managing cash flow effectively and improving our margins. To attract and retain the best people, we will work hard to remain an attractive workplace with a strong business culture that creates value for our customers.

A strong management effort focusing on four specific areas across the entire Group will enable us to succeed: leadership, business mindset, operational excellence and innovation. In One Step Ahead, these four fields are referred to as enablers, and by focusing on these throughout the organisation and the strategy period, they enable us to achieve the goals set for COWI.



COWI HOLDING A/S CONSOLIDATED FINANCIAL STATEMENTS 2015

ACCOUNTING POLICIES

The 2015 annual report of COWI Holding A/S has been prepared in accordance with the provisions of the Danish Financial Statements Act for a large class-C enterprise with the adoption of the IAS 19 "Employee Benefits" in respect of defined benefit plans.

Due to the deviation from the Danish Financial Statements Act as regards defined benefit plans, the actuarial variations are recognised in the statement of changes in equity rather than in the profit and loss account. For an explanation of the monetary effect, see the statement of changes in equity and note 20, "Net pension benefit obligations".

The accounting policies remain unchanged from the Group's previous accounting policies.

RECOGNITION AND MEASUREMENT

Income is recognised as earned in the profit and loss account. Value adjustments of financial assets and liabilities which are measured at fair value are also recognised in the profit and loss account. The same applies to all expenses, including amortisation, depreciation and impairment losses.

Assets are recognised in the balance sheet when it is probable that future economic benefits will flow to the company and the value of the asset can be reliably measured.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the company and the value of the liability can be reliably measured. On initial recognition, assets and liabilities are measured at cost. Subsequently, assets and liabilities are measured as described for each individual item below.

Certain financial assets and liabilities are measured at amortised cost to achieve a constant effective interest rate over the life of the asset or liability. Amortised cost is stated as original cost less any repayments plus or minus the cumulative amortisation of any difference between cost and nominal amount. In this way, capital losses and gains are amortised over the life of the asset or liability.

Recognition and measurement take into consideration anticipated losses and risks that arise before the time of presentation of the annual report and which confirm or invalidate affairs and conditions existing at the balance sheet date.

The functional currency used is Danish kroner (DKK). All other currencies are considered foreign currency.

GROUP FINANCIAL STATEMENTS

CONSOLIDATION POLICY

The consolidated financial statements include the parent company, COWI Holding A/S, as well as enterprises in which the parent company directly or indirectly holds the majority of the voting rights or in which the parent company through its shareholding or otherwise exercises a controlling interest.

Enterprises in which the Group holds between 20 and 50 per cent of the voting rights and exercises a significant but not controlling interest are treated as associates.

On consolidation, items of a uniform nature will be combined. Intercompany income and expenses, shareholdings, dividends and balances as well as realised and unrealised gains and losses on transactions between consolidated enterprises have been eliminated.

The financial statements included in the Group's annual report have been prepared in accordance with group accounting policies. The Group's annual report has been prepared on the basis of the financial statements of COWI Holding A/S and the subsidiaries by combining items of a uniform nature.

Investments in subsidiaries are eliminated at the relevant proportion of the net asset value of the subsidiaries at the time of acquisition.

On acquisition of new enterprises, any differences between the acquisition cost and the net asset value of the enterprise acquired are stated at the time of acquisition after adjusting the individual assets and liabilities at fair value (the purchase method) and allowing for recognition of any reconstruction provisions in respect of the enterprise acquired.

Any remaining positive differences are recognised in the balance sheet under intangible assets as group goodwill and amortised on a straight-line basis over the expected economic life; however, up to a maximum of 20 years. Any negative differences are recognised in the balance sheet in the equity.

Goodwill from acquired enterprises is adjusted as a result of changes in recognition and measurement of net assets for a period shorter than a full financial year following the time of acquisition.

Intercompany purchases and reconstruction are stated and presented according to the uniting-of-interests method.

MINORITY INTERESTS

On the statement of group results and group equity, the share of results and equity in subsidiaries that is attributable to minority interests is recognised as separate items in the profit and loss

account and the balance sheet. Minority interests are recognised at fair value on the basis of a revaluation of acquired assets and liabilities at the time of acquisition of subsidiaries.

CORPORATE INCOME TAX AND DEFERRED TAX

The company is jointly taxed with the consolidated enterprises including foreign subsidiaries.

COWI Holding A/S is the management company. The total Danish tax on the subsidiaries' taxable income is paid by COWI Holding A/S. The tax effect of the joint taxation with the subsidiaries is distributed on the profit- and loss-making enterprises in proportion to their taxable profits (full allocation with refund concerning tax losses).

Income tax for the year, consisting of current tax and deferred tax for the year, is recognised in the profit and loss account with the share attributable to profit for the year, and is recognised directly in equity with the share attributable to entries recognised directly in equity.

Current tax liabilities and current tax receivables are recognised net in the balance sheet as tax computed on taxable income for the year adjusted for tax on taxable income for previous years.

Deferred tax is accounted for using the balance sheet liability method in respect of all temporary differences between accounting and tax values of assets and liabilities. However, no provision is made for deferred tax on temporary differences arising from amortisation of goodwill disallowed for tax purposes as well as other items, apart from acquisition of enterprises, where temporary differences have arisen at the time of acquisition without any effect on financial results or the taxable income.

In cases where the tax base can be determined according to alternative tax rules, deferred tax is recognised on the basis of the planned use of the asset or settlement of the liability, respectively.

Deferred tax assets, including the tax base of tax loss carryforwards, are recognised at the value at which they are expected to be utilised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities. Deferred tax assets and liabilities are set off within the same legal tax entity.

Adjustment of deferred tax is made concerning elimination of unrealised intercompany gains and losses.

Deferred tax is measured on the basis of the tax rules and tax rates legally effective in the respective countries at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax as a consequence of amendments to tax rates are recognised in the profit and loss account.

As part of international joint taxation, the retaxation liability is recognised at the full retaxation amount or the limited retaxation amount, whichever is smaller, based on the profit expected to be achieved by the sale of assets and debt at market values on cessation of the joint taxation. Furthermore, provision is not made for retaxation of deficits from permanent establishments where the deficit is expected to be reearned through current operation.

TRANSLATION POLICIES

Transactions in foreign currencies are translated by applying standard rates approximating the foreign exchange rates ruling at the transaction dates. Exchange differences arising between the exchange rates ruling at the transaction date and the rates prevailing at the date of payment are recognised in the profit and loss account as financial income or financial expenses.

Accounts receivable and payable and other monetary items in foreign currencies are translated at the exchange rates ruling at the balance sheet date. Unrealised exchange gains or losses arising from differences between the exchange rates ruling at the balance sheet date and the rates prevailing at the time

when the receivable or payable arises are recognised in the profit and loss account under financial income or expenses.

Non-current assets acquired in foreign currencies are translated at the rates ruling at the transaction date. On recognition of foreign subsidiaries and associates that are separate legal entities, profit and loss accounts are translated at monthly average exchange rates, and balance sheet items are translated at the exchange rates ruling at the balance sheet date. Exchange differences arising on translation of the opening equity of foreign subsidiaries at the exchange rates ruling at the balance sheet date and on translation of profit and loss accounts from average exchange rates to the rates ruling at the balance sheet date are recognised directly in equity.

On recognition of foreign subsidiaries that are integrated entities, monetary items are translated at the exchange rates ruling at the balance sheet date. Non-monetary items are translated at the rates prevailing at the time of acquisition or at the time of any subsequent revaluation or writedown for impairment of the asset.

Profit and loss account items are translated at the exchange rates ruling at the transaction date; however, items derived from non-monetary items are translated at historical rates for the non-monetary item.

Exchange adjustments of intercompany balances and transactions with foreign subsidiaries that are considered additions to or deductions from the equity of separate subsidiaries are recognised directly in equity. Similarly, exchange gains and losses on loans and derivative financial instruments contracted for hedging purposes by separate foreign subsidiaries are recognised directly in equity.

DERIVATIVE FINANCIAL INSTRUMENTS

Derivative financial instruments are initially recognised in the balance sheet at

cost and subsequently remeasured at their fair value. Positive and negative fair values of derivative financial instruments are included in prepayments under assets and in deferred income under liabilities, respectively.

Changes in the fair value of derivative financial instruments that are designated and qualify as fair value hedges of a recognised asset or liability are recognised in the profit and loss account together with any changes arising in the fair value of the hedged asset or the hedged liability.

Changes in the fair value of derivative financial instruments that are designated as and qualify as future asset and liability hedges are recognised in prepayments/deferred income or equity, respectively. Where the forecast transaction results in the recognition of an asset or a liability, amounts that have been deferred in equity are transferred from equity and included in the cost of the asset or the liability, respectively. Where the forecast transaction results in income or expenses, amounts that have been deferred in equity are transferred to the profit and loss account in the period during which the hedged item affects the profit and loss account.

Changes in the fair value of any derivative financial instruments that do not qualify for hedge accounting are recognised on a continuing basis in the profit and loss account.

SEGMENT INFORMATION

Information is provided on COWI's net turnover and own production, broken down by business area, region and major business line. The information is based on the Group's internal financial reporting system.

INCENTIVE SCHEMES

Short term and long term incentive schemes to the Executive Board are recognised in "Remuneration, Executive Board" in the note "Employee expenses".

PROFIT AND LOSS ACCOUNT

NET TURNOVER

Net turnover is determined on the basis of the selling price of work performed for the year. As the completion of the individual projects will generally progress over several accounting periods, the percentage-of-completion method is applied for turnover recognition. Accordingly, profits on work performed are recognised as income and in proportion to the stage of completion.

PROJECT EXPENSES

Project expenses include expenses directly attributable to projects, excluding salaries and including travel expenses, external expenses as well as other expenses.

EXTERNAL EXPENSES

External expenses include administrative expenses, office expenses, marketing expenses as well as other expenses.

OTHER OPERATING INCOME/ EXPENSES

Other operating income and other operating expenses include items of a secondary nature compared with the company's core activities, including removal expenses, compensations as well as profits and losses from the disposal of non-current assets etc.

NET FINANCIALS

Financial income and expenses include interest, financial expenses related to finance leases, realised and unrealised foreign exchange adjustments, value adjustments on securities as well as amortisation of long-term receivables.

BALANCE SHEET

INTANGIBLE ASSETS

GOODWILL

Goodwill is amortised over the estimated economic life determined on the basis of the management's experience with the individual business lines. The amortisation period is 5-20 years, the

longest period applying to acquired enterprises with a strong market position and an expected long earnings profile.

OWN-DEVELOPED PRODUCTS

Own-developed products that are clearly defined and identifiable, where the technical utilisation rate, sufficient resources and a potential future market or development opportunity in the enterprise can be verified and where the intention is to market or use the project, are recognised as intangible assets. This applies if there is sufficient evidence that the value in use of future earnings can cover the expenses involved. Own-developed products that do not meet the criteria for recognition in the balance sheet are recognised as expenses in the profit and loss account as incurred.

Own-developed products include salaries, amortisation and other expenses that are directly or indirectly attributable to the company's development activities. Capitalised own-developed products are measured at the lower of cost, less accumulated amortisation and impairment losses, and the recoverable amount.

On completion of the development work, own-developed products are amortised on a straight-line basis over the period in which the work is expected to generate economic benefits. The amortisation period is two to five years.

SOFTWARE AND LICENSES

Software is measured at the lower of cost, less accumulated amortisation on a straight-line basis and impairment losses, and the value in use. The standard depreciation period is three to eight years. Assets acquired during the year and that are meant to be interoperable with already acquired assets are amortised over the remaining service life of the main asset.

Licenses include software licenses which are amortised over the contract period.

SUMMARY OF AMORTISATION PERIODS FOR INTANGIBLE ASSETS

Goodwill	5-20 years
Own-developed products	2-8 years

PROPERTY, PLANT AND EQUIPMENT

LAND AND BUILDINGS

Land is measured at cost and is not depreciated. Buildings are measured at cost less accumulated depreciation and impairment losses and depreciated on a straight-line basis over 50 years.

Special installations in buildings are depreciated on a straight-line basis over 10-15 years.

TECHNICAL INSTALLATIONS, OPERATING AND OTHER EQUIPMENT

Technical installations, operating and other equipment, including leasehold improvements, are measured at cost less accumulated depreciation and impairment losses and depreciated on a straight-line basis over three to ten years. Aircraft are also included and measured at cost less accumulated depreciation and impairment losses and depreciated on a straight-line basis over 20 years.

ASSETS HELD UNDER FINANCE LEASES

Leases involving property, plant and equipment where the individual group companies assume substantially all the risks and rewards of ownership (finance leases) are initially recognised in the balance sheet at the fair value of the leased asset, if such value can be established. Alternatively, the net present value, if lower, of future lease payments at the inception of the lease is applied. When computing the net present value, the interest rate implicit in the lease is applied as the discount rate or an approximated value thereof.

Assets held under finance leases are depreciated and written down according to the same principles as for the Group's other property, plant and equipment.

The capitalised residual lease obligation is recognised in the balance sheet as debt under liabilities, and the interest element on the lease payment is charged

to the profit and loss account as incurred. All other leases are considered to be operating leases. Lease payments under operating leases are recognised in the profit and loss account over the term of the lease.

SUMMARY OF DEPRECIATION PERIODS FOR PROPERTY, PLANT AND EQUIPMENT

Buildings	50 years
Special installations in buildings	10-15 years
Technical installations, operating and other equipment including leasehold improvements	3-12 years
Aircraft	20 years.

WRITEDOWN FOR IMPAIRMENT OF NON-CURRENT ASSETS

The carrying amounts of intangible assets and property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment exceeding the writedowns made in connection with general amortisation and depreciation. Where writedown for impairment is required, the asset is written down to the lower recoverable amount.

The recoverable amount of the asset is determined as the higher of the net selling price and the value in use. Where it is not possible to determine the recoverable amount of the individual asset, the impairment requirement is assessed in respect of the smallest group of assets for which it is possible to determine the recoverable amount.

FINANCIAL ASSETS

INVESTMENTS IN ASSOCIATES

Investments in associates are recognised using the equity method so that the carrying amount of the investments constitutes the Group's proportional share of the assets of the enterprises.

Profit after tax of investments in associates has been recognised as a separate line in the profit and loss account.

Associates with negative net asset value are included without any value. Where the Group has a legal or constructive obligation to cover the associate's negative balance, the obligation is recognised under liabilities.

OTHER INVESTMENTS AND SECURITIES

Other investments and securities include bonds and shares measured at fair value at the balance sheet date. Listed securities are measured at the official market price at the balance sheet date. Unlisted securities are measured at selling price based on a calculated value in use.

CURRENT ASSETS

RECEIVABLES

Accounts receivable are measured at the lower of amortised cost and net realisable value corresponding to the nominal value writedowns for bad and doubtful debts.

Writedowns for bad and doubtful debts are calculated on the basis of an individual assessment of each receivable, and an additional general provision is made in respect of trade accounts receivable.

CONTRACT WORK IN PROGRESS

Contract work in progress is recognised in the balance sheet net of amounts invoiced on account.

Gross work in progress is measured at the selling price of the work performed. The selling price is stated in proportion to the stage of completion at the balance sheet date and the total expected profit on the individual projects (the percentage-of-completion method).

Under this principle, the expected profit on the individual projects is recognised in the profit and loss account on a continuing basis by reference to the stage of completion.

The stage of completion is measured by reference to the proportion that project expenses (in hours) incurred for work

performed to date bear to the estimated total project expenses (in hours). Where total project expenses are likely to exceed the total turnover from a project, the expected loss is recognised as an expense in the profit and loss account. The share of work in progress etc. performed in working partnerships is included in work in progress.

MARKETABLE SECURITIES

Marketable securities include listed bonds and shares measured at fair value at the balance sheet date. Listed securities are measured at market price. Unlisted securities are measured at selling price based on a calculated value in use.

PREPAYMENTS

End-of-period adjustments required by accrual accounting and recognised as prepayments under assets include payments made in respect of subsequent financial years, typically prepaid rent, insurance premiums, subscriptions etc. as well as adjustments to fair value for derivative financial instruments with a positive fair value.

EQUITY

DIVIDENDS

Dividend is recognised as a liability at the time of adoption at the annual general meeting. Dividend expected to be distributed for the year is recorded in a separate item under equity.

TREASURY SHARES

Purchase and sales amounts for treasury shares are recognised directly in equity.

PROVISIONS

NET PENSION BENEFIT OBLIGATIONS

The Group's Swedish subsidiary has entered into a defined benefit plan, but as the pension fund cannot determine the current net pension obligation, the plan has been recognised as an ordinary defined contribution plan. So, the costs are expensed when payment

requests are received from the pension fund. This procedure is in compliance with generally accepted accounting principles, including IFRS.

The Group's Danish subsidiary, COWI A/S, has made commitments to provide a number of former executive employees with defined benefit plans. These pension commitments are recognised concurrently with the pension benefits being earned. The calculation of the pension commitment is based on an actuarial calculation.

OTHER PROVISIONS

Provisions are recognised when, as a consequence of an event before or on the balance sheet date, the Group has a legal or constructive obligation and it is probable that economic benefits must be sacrificed to settle the obligation.

Other provisions include potential legal obligations etc. on completed projects. Provisions with an expected maturity exceeding one year from the balance sheet date are discounted at the average bond yield.

Deferred tax is not discounted to present value.

DEBT

FINANCIAL DEBTS

Fixed-rate loans and loans from credit institutions intended to be held to maturity are recognised initially at the proceeds received net of transaction expenses incurred. In subsequent periods, borrowings are stated at amortised cost corresponding to the capitalised value using the effective interest method: The difference between the proceeds and the nominal value (the capital loss) is recognised in the profit and loss account over the term of the loan.

Initially, subordinate loan capital is recognised at fair value net of transaction costs incurred. Subsequently, subordinate loan capital is recognised at amortised cost so that the difference

between the proceeds and the nominal value is recognised in the profit and loss account as interest expenses over the term of the loan.

Other accounts payable are measured at amortised cost, materially corresponding to nominal value.

EMPLOYEE BONDS

In 2008 and 2009, the Group's Danish subsidiary, COWI A/S, issued employee bonds. The issuance was effected at a price of DKK 100, and the bonds were either redeemed at par on 1 January 2014 or on 1 January 2015, respectively.

CASH FLOW STATEMENT

The cash flow statement shows the Group's cash flow for the year classified by operating, investing and financing activities, net changes for the year in cash and cash equivalents as well as group cash and cash equivalents at the beginning and end of the year.

CASH FLOW FROM OPERATING ACTIVITIES

Cash flows from operating activities are calculated as group operating profit adjusted for non-cash operating items such as amortisation, depreciation and impairment losses, provisions as well as net change in working capital with the addition of interest income and expenses and corporate income tax paid.

Working capital includes current assets less short-term debt, excluding items included in cash and cash equivalents.

CASH FLOW FROM INVESTING ACTIVITIES

Cash flows from investing activities include cash flows from acquisitions and disposals of intangible assets, property, plant and equipment as well as financial assets.

CASH FLOW FROM FINANCING ACTIVITIES

Cash flows from financing activities include cash flows from the raising and

repayment of long-term debt as well as purchase of treasury shares and payments of dividend to shareholders.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash as well as marketable securities recognised as current assets.

The cash flow statement cannot be immediately derived from the published financial records.

FINANCIAL RATIOS

The financial ratios stated in "Key figures and financial ratios" have been calculated as follows:

EBITDA margin
$\frac{\text{Operating profit/loss excluding depreciation and amortisation} \times 100}{\text{Net turnover}}$
Operating margin (EBIT margin)
$\frac{\text{Operating profit/loss} \times 100}{\text{Net turnover}}$
Return on invested capital
$\frac{\text{Operating profit/loss} \times 100}{\text{Average invested capital including goodwill}}$
Equity ratio
$\frac{\text{Equity, end of year} \times 100}{\text{Total liabilities, end of year}}$
Return on equity
$\frac{\text{COWI's share of profit/loss for the year} \times 100}{\text{Average equity}}$
Book value per share
$\frac{\text{Equity}}{\text{Nominal shareholding (excluding treasury shares)}}$

PROFIT AND LOSS ACCOUNT

PROFIT AND LOSS ACCOUNT OF THE COWI GROUP FOR 1 JANUARY-31 DECEMBER

DKK '000	NOTE	2015	2014
Net turnover	1	5,577,493	5,313,007
Project expenses		(1,013,278)	(900,608)
OWN PRODUCTION	1	4,564,215	4,412,399
External expenses		(688,979)	(693,371)
Employee expenses	2	(3,551,160)	(3,359,958)
Amortisation, depreciation and impairment losses	3	(141,186)	(137,360)
OPERATING PROFIT ON ORDINARY ACTIVITIES		182,890	221,710
Other operating income	4	8,682	10,704
Other operating expenses	5	(9,403)	(9,530)
OPERATING PROFIT		182,169	222,884
Profit after tax in associates		131	1,662
Financial income	6	130,298	90,788
Financial expenses	7	(107,323)	(62,285)
PROFIT BEFORE TAX		205,276	253,049
Tax on profit for the year	8	(74,023)	(79,412)
PROFIT FOR THE YEAR		131,253	173,637
Profit from subsidiaries attributable to minority shareholders	19	0	490
COWI'S SHARE OF PROFIT FOR THE YEAR		131,253	174,127

BALANCE SHEET

BALANCE SHEET OF THE COWI GROUP AT 31 DECEMBER			
DKK '000	NOTE	2015	2014
Goodwill		538,506	596,591
Software and licenses		96,576	80,760
Own-developed products		3,473	8,223
Intangible assets in progress		8,810	3,487
INTANGIBLE ASSETS	9	647,365	689,061
Land and buildings		1,305	1,345
Technical installations, operating and other equipment		151,025	127,202
Property, plant and equipment in progress		479	34
PROPERTY, PLANT AND EQUIPMENT	10	152,809	128,581
Investments in associates	11	7,666	7,353
Other investments and securities		981	2,155
Deposits		38,228	36,449
FINANCIAL ASSETS	12	46,875	45,957
TOTAL NON-CURRENT ASSETS		847,049	863,599
Accounts receivable, services		1,023,807	1,074,163
Contract work in progress	13	366,745	332,377
Receivables from associates		7,016	13,710
Other receivables		32,936	41,181
Tax receivables		29,007	16,023
Deferred tax assets	20	22,801	19,708
Prepayments	14	95,560	89,474
RECEIVABLES		1,577,872	1,586,637
MARKETABLE SECURITIES	15	293,778	278,118
CASH	16	288,339	416,924
TOTAL CURRENT ASSETS		2,159,989	2,281,679
TOTAL ASSETS		3,007,038	3,145,278

BALANCE SHEET

BALANCE SHEET OF THE COWI GROUP AT 31 DECEMBER			
DKK '000	NOTE	2015	2014
Share capital	17	282,201	283,000
Treasury shares	18	(10,733)	(7,666)
Retained earnings		708,569	606,526
Proposed dividend		32,576	16,586
EQUITY		1,012,613	898,446
MINORITY INTERESTS	19	0	0
Deferred tax	20	249,830	203,159
Net pension benefit obligations	21	13,300	16,300
Other provisions	22	38,749	69,972
PROVISIONS		301,879	289,431
Leasing debt		2,097	2,659
LONG-TERM DEBT	23	2,097	2,659
Subordinated loan capital		0	130,848
Credit institutions		299,806	175,317
Employee bonds		0	33,846
Contract work in progress	13	352,969	420,797
Accounts payable, suppliers		250,145	307,272
Amounts owed to group enterprises		4,977	5,237
Amounts owed to associates		3,368	45,648
Corporate income tax payable		19,883	38,002
Other accounts payable	24	745,819	797,775
Deferred income		13,482	0
SHORT-TERM DEBT		1,690,449	1,954,742
TOTAL DEBT		1,692,546	1,957,401
TOTAL EQUITY AND LIABILITIES		3,007,038	3,145,278
Fees to auditors	25		
Contingencies and other financial commitments	26		
Related party transactions and ownership	27		
Board of Directors and Executive Board	28		
Cash and cash equivalents	29		
Entities in the COWI Group	30		

STATEMENT OF CHANGES IN EQUITY

STATEMENT OF CHANGES IN EQUITY OF THE COWI GROUP

DKK '000	SHARE CAPITAL	TREASURY SHARES	RETAINED EARNINGS	DIVIDEND	TOTAL
EQUITY AT 1 JANUARY 2014	283,000	(7,457)	524,777	13,798	814,118
Distributed dividend				(13,798)	(13,798)
Profit for the year			174,127		174,127
Foreign exchange adjustment, foreign subsidiaries			(30,594)		(30,594)
Purchase of own shares		(209)	(496)		(705)
Change in estimate/pension plan changes			(63,100)		(63,100)
Deferred tax concerning changed estimate/pension plan changes			18,398		18,398
Proposed dividend			(16,586)	16,586	0
EQUITY AT 1 JANUARY 2015	283,000	(7,666)	606,526	16,586	898,446
Distributed dividend				(16,586)	(16,586)
Profit for the year			131,253		131,253
Capital decrease	(799)		(1,809)		(2,608)
Foreign exchange adjustment, foreign subsidiaries			17,949		17,949
Value adjustment of hedging instruments, end of year			(7,071)		(7,071)
Deferred tax asset concerning hedging instruments			1,556		1,556
Purchase of own shares		(3,067)	(7,259)		(10,326)
Proposed dividend			(32,576)	32,576	0
EQUITY AT 31 DECEMBER 2015	282,201	(10,733)	708,569	32,576	1,012,613

CASH FLOW STATEMENT

CASH FLOW STATEMENT OF THE COWI GROUP

DKK '000	NOTE	2015	2014
Operating profit		182,169	222,884
Amortisation, depreciation and impairment loss for the year		141,186	137,360
Value adjustments (net) etc.		748	(48,260)
Other provisions and allowances for the year		(32,064)	(61,849)
OPERATING PROFIT ADJUSTED FOR NON-CASH MOVEMENT		292,039	250,135
Net financial income received for the year		22,980	28,503
Income taxes paid		(60,751)	(77,918)
CASH FLOW FROM OPERATING ACTIVITIES BEFORE CHANGE IN WORKING CAPITAL		254,268	200,720
Change in contract work in progress		(94,991)	57,775
Change in deposits		(1,826)	5,836
Change in accounts receivable, services		37,033	(59,468)
Change in accounts payable, suppliers		(51,687)	33,163
Change in other receivables and prepayments		4,446	(8,709)
Change in other payables and deferred income		(38,969)	(6,161)
CASH FLOW FROM OPERATING ACTIVITIES		108,275	223,156
Acquisition of intangible assets		(47,522)	(44,028)
Acquisition of property, plant and equipment		(70,171)	(73,077)
Disposal of property, plant and equipment		1,030	1,155
Acquisition of subsidiaries and activities		0	(139,152)
Sales of subsidiaries and associates		2,791	2,304
Sales of other fixed asset investments		1,372	1,580
CASH FLOW FROM INVESTING ACTIVITIES		(112,500)	(251,218)
FREE CASH FLOW		(4,225)	(28,062)
Raising of bank loan, net		123,779	99,721
Loan SEB and DANICA/subordinate loan		(130,848)	0
Decrease of capital		(2,609)	0
Employee bonds		(33,846)	(20,896)
Distributed dividend		(16,582)	(13,798)
Amounts owed to associates		(41,923)	45,571
Amounts owed to group enterprises		(261)	(354)
Purchase of treasury shares		(10,326)	(3,084)
CASH FLOW FROM FINANCING ACTIVITIES		(112,616)	107,160
CASH FLOW FOR THE YEAR		(116,841)	79,098
Currency translation adjustments		3,916	0
Cash and cash equivalents, beginning of year		695,042	615,944
CASH AND CASH EQUIVALENTS, END OF YEAR	29	582,117	695,042

The cash flow statement cannot be directly derived from the balance sheet and the profit and loss account.

NOTES FOR THE COWI GROUP

NOTE 1 SEGMENT INFORMATION

Below, the Group's net turnover is distributed on the following business areas as well as regional and global business lines, based on the Group's internal financial reporting:

The Group's net turnover distributed on business areas:

DKK '000	2015	2014*
Planning and economics	605,162	561,075
Water and environment	828,366	880,129
Transportation	2,234,962	1,954,703
Buildings	1,132,621	1,182,077
Industry and energy	605,090	678,671
Not distributed and eliminations	171,291	56,352
Total	5,577,493	5,313,007

The Group's net turnover distributed on regional and global business lines:

DKK '000	2015	2014*
Denmark	2,319,497	2,252,054
Bridge, Tunnel and Marine	1,327,786	1,134,052
Norway	1,197,894	1,236,632
Sweden	831,904	803,035
Other and eliminations	(99,588)	(112,766)
Total	5,577,493	5,313,007

The Group's own production distributed on regional and global business lines:

DKK '000	2015	2014*
Denmark	1,729,944	1,685,732
Bridge, Tunnel and Marine	1,077,682	928,418
Norway	1,016,235	1,037,390
Sweden	682,230	677,240
Other and eliminations	58,124	83,619
Total	4,564,215	4,412,399

* Adjusted to the Group's internal reporting in 2015.

NOTE 2 EMPLOYEE EXPENSES

DKK '000	2015	2014
Salaries and wages	(3,086,330)	(3,018,006)
Pensions	(105,762)	(101,600)
Pension gain related to withdrawal from defined benefit pension scheme in Norway	0	135,656
Social security	(268,166)	(271,827)
Other employee expenses	(90,902)	(104,181)
Employee expenses	(3,551,160)	(3,359,958)
Remuneration, Executive Board	(14,237)	(16,193)
Remuneration, former Executive Board and partners	(8,814)	(3,241)
Remuneration, Board of Directors, parent company	(2,250)	(1,767)

Remuneration of former Executive Board and partners also includes pensions paid in connection with defined benefit plans. Remuneration of former Executive Board is paid by COWI Holding A/S and former partners are paid by COWI A/S.

Average number of employees	6,311	6,180
Number of employees at 31 December	6,364	6,258

NOTE 3 AMORTISATION, DEPRECIATION AND IMPAIRMENT LOSSES

DKK '000	2015	2014
Goodwill	(65,823)	(60,328)
Software and licenses	(24,136)	(29,195)
Own-developed products	(5,463)	(7,349)
Land and buildings	(75)	(74)
Technical installations, operating and other equipment	(45,689)	(40,414)
Amortisation, depreciation and impairment losses	(141,186)	(137,360)

NOTE 4 OTHER OPERATING INCOME

DKK '000	2015	2014
Profit from disposal of property, plant and equipment	416	86
Profit from disposal of associates	0	669
Compensations	340	198
Reimbursements	2,695	6,599
Other operating income	5,231	3,152
Other operating income	8,682	10,704

NOTE 5 OTHER OPERATING EXPENSES

DKK '000	2015	2014
Loss from disposal of property, plant and equipment	(140)	(1,622)
Removal expenses	(366)	(3,152)
Loss from disposal of subsidiaries and associates	(4,317)	(3,489)
Other operating expenses	(4,580)	(1,267)
Other operating expenses	(9,403)	(9,530)

NOTE 6 FINANCIAL INCOME

DKK '000	2015	2014
Interest, cash, securities etc.	4,058	8,655
Realised and unrealised capital gains, investments	36,938	24,146
Foreign exchange gains	89,302	57,987
Financial income	130,298	90,788

NOTE 7 FINANCIAL EXPENSES

DKK '000	2015	2014
Interest, cash, securities etc.	(13,157)	(17,236)
Realised and unrealised capital gains, investments	(25,024)	(8,776)
Foreign exchange losses	(69,142)	(36,273)
Financial expenses	(107,323)	(62,285)

NOTE 8 TAX ON PROFIT FOR THE YEAR

DKK '000	2015	2014
Current tax	(25,979)	(39,610)
Current tax, foreign project offices	(4,280)	(8,560)
Deferred tax	(33,462)	(19,338)
Change of deferred tax of corporate income tax	3,479	4,624
Tax adjustment in respect of deferred tax prior periods	(12,287)	5,364
Tax adjustment in respect of prior periods	62	(3,494)
Tax for the year	(72,467)	(61,014)

Broken down as follows:

Tax on profit for the year	(74,023)	(79,412)
Tax on movements in equity	1,556	18,398
Total tax on profit for the year	(72,467)	(61,014)

Tax on profit for the year can be broken down as follows:

Tax calculated at 23.5 per cent (2014: 24.5 per cent) on profit before tax	(48,240)	(61,997)
Adjustment in proportion to 23.5 per cent (2014: 24.5 per cent) of tax calculated in foreign subsidiaries	(1,042)	(866)
Current tax, foreign project offices	(4,281)	(8,560)

Tax effect from:

Amortisation of goodwill disallowed for tax purposes	(10,579)	(13,278)
Other expenses/other income disallowed for tax purposes	(4,053)	(4,059)
Difference tax percentage, deferred tax/current tax	2,918	2,853
Change of deferred tax due to change of corporate income tax	3,479	4,624
Tax adjustment in respect of prior periods, current tax	62	(3,493)
Tax adjustment in respect of prior periods, deferred tax	(12,287)	5,364
	(74,023)	(79,412)

Effective tax rate	36.1%	31.4%
---------------------------	--------------	--------------

NOTE 9 INTANGIBLE ASSETS

DKK '000	Goodwill	Software and licences	Own-developed products	Intangible assets in progress	Total
Cost at 1 January 2015	944,861	165,855	19,754	3,486	1,133,956
Value adjustment	24,674	88	(159)	0	24,603
Additions	2,042	39,919	765	5,324	48,050
Disposals	(435)	(8,380)	(200)	0	(9,015)
Cost at 31 December 2015	971,142	197,482	20,160	8,810	1,197,594
Amortisation and impairment losses at 1 January 2015	348,269	85,095	11,531	-	444,895
Value adjustment	18,979	55	(107)	-	18,927
Amortisation and impairment losses	65,823	24,136	5,463	-	95,422
Disposals	(435)	(8,380)	(200)	-	(9,015)
Amortisation and impairment losses at 31 December 2015	432,636	100,906	16,687	0	550,229
Carrying amount at 31 December 2015	538,506	96,576	3,473	8,810	647,365

NOTE 10 TANGIBLE ASSETS

DKK '000	Land and buildings	Technical installations, operating and other equipment	Property, plant and equipment in progress	Total
Cost at 1 January 2015	2,091	347,320	34	349,445
Value adjustment	89	738	0	827
Additions	0	67,899	479	68,378
Disposals	(380)	(30,433)	(34)	(30,847)
Cost at 31 December 2015	1,800	385,524	479	387,803
Depreciation and impairment losses at 1 January 2015	746	220,118	-	220,864
Value adjustment	43	(1,772)	-	(1,729)
Depreciation and impairment losses	75	45,689	-	45,764
Disposals	(369)	(29,536)	-	(29,905)
Amortisation and impairment losses at 31 December 2015	495	234,499	-	234,994
Carrying amount at 31 December 2015	1,305	151,025	479	152,809
Of which assets held under finance leases amount to	0	3,832	0	3,832

NOTE 11 INVESTMENTS IN ASSOCIATES

Name	Home	Ownership	Capital ('000)
COWI A/S's (Denmark) investments in associates:			
CAT Alliance Ltd.	UK	33% GBP	100
Ces COWI Ltd.	Serbia	32% RSD	53,736
COWI AS's (Norway) investments in associates:			
Team T AS	Norway	25% NOK	1,000
Team T3 AS	Norway	30% NOK	1,000
COWI North America Inc.'s (USA) investments in associate:			
Consortio Consultor R&Q	Chile	30% CLP	348,750

NOTE 12 FINANCIAL ASSETS

DKK '000	Investments in associates	Other invest- ments and securities	Deposits	Total
Cost at 1 January 2015	5,725	1,856	36,449	44,030
Value adjustment	438	(35)	538	941
Additions	0	0	3,314	3,314
Disposals	(819)	(1,135)	(2,073)	(4,027)
Costs at 31 December 2015	5,344	686	38,228	44,258
Revaluations at 1 January 2015	2,700	299	-	2,999
Value adjustment	(161)	0	-	(161)
Additions	90	(4)	-	86
Disposals	-	-	-	-
Revaluations at 31 December 2015	2,629	295	-	2,924
Impairment losses at 1 January 2015	1,072	0	-	1,072
Value adjustment	41	0	-	41
Additions	5	0	-	5
Disposals	(811)	0	-	(811)
Impairment losses at 31 December 2015	307	0	-	307
Accounting value 31 December 2015	7,666	981	38,228	46,875

NOTE 13 CONTRACT WORK IN PROGRESS

DKK '000	2015	2014
Contract work in progress, net	13,776	(88,420)
Recognised in the balance sheet as:		
Contract work in progress (assets)	366,745	332,377
Amounts invoiced in advance (liabilities)	(352,969)	(420,797)
	13,776	(88,420)

COWI is a party to a number of working partnerships and joint ventures and has assumed joint and several liability for the liabilities of the working partnerships and joint ventures. It is primarily the Group's Danish subsidiary, COWI A/S, which participates in joint ventures as the lead partner.

At the end of the financial year, the Danish subsidiary, COWI A/S's, commitments through working partnerships and joint ventures of which COWI is a partner can be calculated as follows:

DKK '000	2015	2014
Total amount contracted for in working partnerships and joint ventures to which COWI A/S is a party	2,809,918	2,212,784
Stage of completion of the working partnerships and joint ventures	64.96%	76.41%
COWI A/S's share of amounts contracted for through working partnerships and joint ventures	1,357,242	1,137,016
COWI A/S's average stage of completion of own share of contract amounts	68.40%	78.55%

NOTE 14 PREPAYMENTS

DKK '000	2015	2014
Insurance premiums	14,459	20,367
Rent	26,043	23,809
Other	55,058	45,298
Prepayments	95,560	89,474

NOTE 15 MARKETABLE SECURITIES

DKK '000	2015	2014
Shares	122,025	138,852
Bonds	171,753	139,266
Portfolio at 31 December	293,778	278,118

NOTE 16 CASH

DKK '000	2015	2014
The bank's liquid assets subject to restrictions	31,447	38,860

The majority concerns COWI AS (Norway), where DKK 31 million (2014: DKK 33 million) are placed in a secure account to cover payment of payroll tax, due to regulatory requirements.

NOTE 17 SHARE CAPITAL

DKK '000	2015
<i>The share capital consists of:</i>	
A shares:	
2,000,000 shares of each DKK 100	200,000
B shares:	
735,070 shares of each DKK 100	73,507
C shares:	
86,940 shares of each DKK 100	8,694
Share capital in total	282,201

Each class A share of DKK 100 carries ten votes, whereas each class B and C share of DKK 100 carries one vote. All class A shares are held by COWIfonden (the COWI Foundation). The class B shares may be held by COWIfonden and employees and will as a main rule be sold back to the company when the employee leaves the company. All class C shares are held by COWI Holding A/S.

Specification of movements in share capital:

DKK '000	2015	2014	2013	2012	2011
Share capital at 1 January	283,000	283,000	280,500	275,695	267,801
Capital increase	0	0	2,500	4,805	7,894
Capital decrease	(799)				
Share capital at 31 December	282,201	283,000	283,000	280,500	275,695

NOTE 18 TREASURY SHARES

DKK '000	Nominal value	Share capital percentage
Portfolio at 1 January 2015	7,666	2.6%
Additions for the year	12,711	4.6%
Disposals for the year	(9,644)	(3.4%)
Portfolio at 31 December 2015	10,733	3.8%

Treasury shares consist of class B shares with a nominal value of DKK 2,039 thousand, and class C shares with a nominal value of DKK 8,694 thousand.

NOTE 19 MINORITY INTERESTS

DKK '000	2015	2014
Minority interests at 1 January	0	3,767
Value adjustment	0	636
Disposals and additions	0	(3,913)
Share of profit/loss for the year	0	(490)
Minority interests at 31 December	0	0

NOTE 20 DEFERRED TAX

DKK '000	2015	2014
Deferred tax at 1 January	183,452	187,830
Value adjustments	977	(222)
Deferred tax change due to corporate income tax rate reduction	(3,479)	(4,624)
Deferred tax due to sales of enterprises	329	0
Deferred tax transferred to corporate income tax payable	0	(13,507)
Deferred tax for the year	45,750	13,974
	227,029	183,451

Recognised in the balance sheet as:

Deferred tax assets	22,801	19,708
Deferred tax	249,830	203,159
	227,029	183,451

Deferred tax concerns:

Intangible assets	44,281	46,844
Property, plant and equipment	(24,180)	(26,319)
Financial assets	(228)	0
Current assets	215,089	175,395
Provisions	(39,527)	(26,462)
Debt	39,212	21,809
Tax-loss carryforward, deductible for tax purposes	(7,719)	(7,816)
	227,029	183,451

NOTE 21 NET PENSION BENEFIT OBLIGATIONS

DKK '000	2015	2014
Benefit obligations to former members of management in COWI A/S	13,300	16,300
Total net pension benefit obligations	13,300	16,300

NOTE 22 OTHER PROVISIONS

DKK '000	2015	2014
Guarantees at 1 January	19,843	9,968
Value adjustment	(134)	(791)
Adjustment for the year	(6,099)	10,666
Guarantees at 31 December	13,610	19,843
Other provisions at 1 January	50,129	53,929
Currency adjustment	(421)	(33)
Adjustment for the year	(24,569)	(3,767)
Other provisions made at 31 December	25,139	50,129
Total other provisions at 31 December	38,749	69,972

NOTE 23 LONG-TERM DEBT

DKK '000	2015	2014
Leasing loans falling due later than one year and not later than five years	2,097	2,659
Long-term debt at 31 December	2,097	2,659

NOTE 24 OTHER ACCOUNTS PAYABLE

DKK '000	2015	2014
Accrued holiday allowance	296,887	295,179
Taxes and VAT payable	200,128	204,471
Other accounts payable	248,804	298,125
Other accounts payable at 31 December	745,819	797,775

NOTE 25 FEES TO AUDITORS

DKK '000	2015	2014
Fee, statutory audit	(3,884)	(4,144)
Assurance engagements	(716)	(891)
Tax consultancy	(2,152)	(2,266)
Services other than audit	(1,250)	(959)
Total fees, PricewaterhouseCoopers	(8,002)	(8,260)
DKK '000	2015	2014
Fee, statutory audit	(892)	(1,230)
Assurance engagements	(243)	(160)
Tax consultancy	(118)	(0)
Services other than audit	(53)	(0)
Total fees, other accountancy firms	(1,306)	(1,390)

NOTE 26 CONTINGENCIES AND OTHER FINANCIAL COMMITMENTS

DKK '000	2015	2014
Contingent liabilities		
Lease commitments (operating leases) due after less than one year	16,080	17,473
Lease commitments (operating leases) falling due later than one year and not later than five years	24,389	31,433
Lease commitments (operating leases) due after more than five years	8,394	4,203
Lease commitments (operating leases) in total	48,863	53,109
Rental commitments		
Rental commitments in the period of termination due after less than one year	151,729	174,969
Rental commitments in the period of termination falling due later than one year and not later than five years	487,186	448,087
Rental commitments in the period of termination due after more than five years	298,654	262,767
Rental commitments in total	937,569	885,823
Recourse guarantees and performance bonds	530,091	360,152
Other guarantees and charges	91,633	6,404

By virtue of its business operations, the COWI Group is a party to legal disputes that can be expected in the course of its business operations. The management keeps all such involvements under constant review and makes provisions accordingly. COWI's work in connection with the establishment of the Muscat and Salalah International Airports in Oman was finished at the end of 2012. COWI has claims of outstanding payments and other claims against the client. The client may have counterclaims against COWI. Neither COWI's claims for outstanding payments and other claims nor the client's potential counterclaims are recognised in the annual report, since the size of the amounts and the probability that the amounts will be paid are surrounded by considerable uncertainty. It is uncertain when these matters will be clarified. To date, the client has not raised any claims against COWI.

DKK '000	2015	2014
Contingent assets:		
Contingent assets related to rental due after less than one year	1,419	1,419
Contingent assets related to rental falling due later than one year and not later than five years	3,666	5,085
Contingent assets related to rental due after more than five years	0	0
Contingent assets in total	5,085	6,504

DKK '000	2015	2014
Guarantees		
<i>For guarantees, the following assets have been provided as security to credit institutions:</i>		
Cash at a carrying amount of	14,057	5,917
Securities at a carrying amount of	277,837	272,767
Guarantee facility at 31 December	1,121,788	902,076
Drawn for performance bonds relating to projects in progress	530,091	314,471
Drawn for other guarantees	91,633	45,681

COWI's guarantees through cash and securities can be terminated by the company from day to day.

Guarantees
The Group operates a share ownership programme for present and former employees, and the Group is under a duty to repurchase the employee shares at book value per share. As at 31 December 2015, the employees hold shares at a nominal value of DKK 41.4 million.

NOTE 27 RELATED PARTY TRANSACTIONS AND OWNERSHIP

COWIfonden (the COWI Foundation) owns all class A shares in COWI Holding A/S and exercises a controlling influence on the company. No other shareholders own more than five per cent of the share capital. COWIfonden does not carry out any independent business, and no material transactions are conducted between COWIfonden and the company.

Apart from usual intercompany transactions and usual management remuneration, no transactions were made during the year with the Board of Directors, the Executive Board, managerial employees, principal shareholders, subsidiaries or other related parties.

NOTE 28 THE BOARD OF DIRECTORS AND THE EXECUTIVE BOARD

The company's directors and members of the Executive Board own the following nominal shareholdings in COWI Holding A/S and, at the end of the financial year, held the following directorships and executive positions in companies other than consolidated COWI companies:

Board of Directors	Directorships and executive positions in other companies	Shares in COWI Holding A/S, nominal holding
Steen Riisgaard, Chairman	ALK-Abelló A/S (CB) Xellia Pharmaceutical A/S (CB) Egmont International Holding A/S (CB) WWF Denmark (CB) Aarhus University (MB) Corbion (MB) Novo A/S (MB) Novo Nordisk Fonden (MB) Willum Fonden (MB)	0
Kirsti Engebretsen Larssen, Vice Chairman	RIF (Association of Consulting Engineers, Norway) (MB)	77,200
Hans Ole Voigt	Partner Associate Square One A/S DTZ Egeskov Lindquist A/S (MB) Fonden Godhavn (MB) Square One A/S (CB)	0
Thomas Stig Plenborg	Professor at Copenhagen Business School Saxo Bank (MB) DSV (MB) Everyday Luxury Feeling (CB)	0
Jukka Pekka Pertola	Siemens A/S, CEO Siemens A/S (MB) Siemens Wind Power A/S (CB) DELTA (CB) Industrial Employers Association Copenhagen (MB) LEO Pharma A/S (CB) Industriens Pensionsforsikring A/S (MB) Baltic Development Forum (MB) Confederation of Danish Industries (MB)	0
Lars Green Lauridsen		64,800
Caroline Magnusson*		70,000
Niels Fog*		35,200
Uffe Sophus Hjort*		7,800
EXECUTIVE BOARD		
Lars-Peter Søbye, President, CEO	Mannaz (MB)	575,000
Tomas Bergendahl, Executive Vice President, CFO		0
Rasmus Ødum, Executive Vice President, COO	DI Videnrådgiverne (MB)	437,800

(CB) = Chairman of the board of directors
(MB) = Member of the board of directors
* = Elected by the employees

COWI HOLDING A/S FINANCIAL STATEMENTS

(PARENT COMPANY)

NOTE 29 CASH AND CASH EQUIVALENTS

DKK '000	2015	2014
Marketable securities	293,778	278,118
Cash	288,339	416,924
Cash and cash equivalents at 31 December	582,117	695,042
Undrawn committed credit facilities at 31 December not including guarantee facilities	242,782	373,943
Financial resources at 31 December	824,899	1,068,985

NOTE 30 ENTITIES IN THE COWI GROUP

Name	Domicile	Ownership	Share capital (‘000)
COWI Holding A/S (parent company)	Denmark	DKK	282,201
COWI A/S	Denmark	100% DKK	26,505
COWI AS	Norway	100% NOK	23,200
COWI Holding AB	Sweden	100% SEK	100
COWI International A/S	Denmark	100% DKK	1,000
COWI Invest A/S	Denmark	100% DKK	500
<i>COWI International A/S's subsidiaries:</i>			
COWI GULF A/S	Denmark	100% DKK	2,400
COWI North America Holding Inc.	USA	100% USD	1
Donaldson Associates Ltd.	UK	100% GBP	0
Flint & Neill Limited	UK	100% GBP	100
<i>COWI A/S's subsidiaries:</i>			
Apsilon A/S	Denmark	100% DKK	2,000
COMAR Engineers A/S	Denmark	100% DKK	849
COWI & Partners LLC	Oman	100% OMR	150
COWI Almoayed Gulf W.L.L.	Bahrain	100% BHD	20
COWI Belgium SPRL	Belgium	100% EUR	7
COWI Consulting (Beijing) Ltd. Co.	China	100% CNY	14,930
COWI India Private Ltd.	India	100% INR	30,800
COWI Korea Co., Ltd.	South Korea	100% KRW	500,000
COWI Lietuva UAB	Lithuania	100% EUR	59
COWI Limited	Uganda	100% UGX	220,000
COWI Limited	Zambia	100% ZMK	1,569
COWI Mapping UK Ltd.	UK	100% GBP	85
COWI Mozambique Lda.	Mozambique	100% MZN	29,983
COWI Polska Sp. z o.o.	Poland	100% PLN	1,000
COWI Tanzania Limited	Tanzania	100% TZS	20,000
COWI-SNS Müşavrlık ve Mühendislik Ltd. ti.	Turkey	100% TRY	6,400
KX A/S	Denmark	100% DKK	3,501
Studstrup og Østgaard A/S	Denmark	100% DKK	1,125
Tripod Wind Energy ApS	Denmark	100% DKK	200

This note applies to COWI Holding A/S and its subsidiaries as well as to COWI A/S and COWI International A/S and their subsidiaries.

ACCOUNTING POLICIES

The parent company financial statements have been prepared in accordance with the Danish Financial Statements Act.

The accounting policies are the same as those applied to the group financial statements apart from the following policies:

INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries are measured according to the equity method. Investments are measured at the proportionate share of the equity value of the relevant subsidiary determined in accordance with the Group's accounting policies, subject to deduction or addition of unrealised intercompany profits and losses, and subject to addition or deduction of the remaining value of

positive or negative goodwill determined in accordance with the purchase method.

Investments in subsidiaries with a negative net asset value are measured at DKK 0, and any receivable from these enterprises is written down to the extent that the receivable is uncollectible. To the extent that the parent company has a legal or constructive obligation to cover a negative balance exceeding the receivable, the remaining amount is recognised under provisions.

CASH FLOW STATEMENT

No separate cash flow statement has been prepared for the parent company – see the group cash flow statement on page 25.

PROFIT AND LOSS ACCOUNT

PROFIT AND LOSS ACCOUNT OF THE PARENT COMPANY, COWI HOLDING A/S, FOR 1 JANUARY-31 DECEMBER

DKK '000	NOTE	2015	2014
External expenses	1	(844)	(801)
Employee expenses	1	(21,229)	(17,455)
OPERATING PROFIT		(22,073)	(18,256)
Profit after tax in subsidiaries		156,165	199,807
Financial income	2	4,516	209
Financial expenses	3	(12,575)	(14,728)
PROFIT BEFORE TAX		126,033	167,032
Tax on profit for the year	4	5,220	7,095
PROFIT FOR THE YEAR		131,253	174,127
Proposed distribution of profit for the year			
DKK '000			
Proposed dividend (12 per cent of the share capital excluding treasury shares)		32,576	16,586
Reserve for net revaluation according to the equity method		162,036	205,678
Retained earnings		(63,359)	(48,137)
		131,253	174,126

BALANCE SHEET

BALANCE SHEET OF THE PARENT COMPANY, COWI HOLDING A/S,
AT 31 DECEMBER

DKK '000	NOTE	2015	2014
Investments in subsidiaries		1,282,542	1,192,469
Loans to subsidiaries		0	240,000
FINANCIAL ASSETS	5	1,282,542	1,432,469
TOTAL NON-CURRENT ASSETS		1,282,542	1,432,469
Receivables from subsidiaries		4,020	208
Receivable company tax	6	1,858	1,278
Loans to subsidiaries		240,000	0
Other receivables		9	0
RECEIVABLES		245,887	1,486
CASH		1,986	1,302
TOTAL CURRENT ASSETS		247,873	2,788
TOTAL ASSETS		1,530,415	1,435,257
Share capital	7	282,201	283,000
Treasury shares		(10,733)	(7,666)
Reserve for net revaluation according to the equity method		26,028	0
Retained earnings		682,541	606,526
Proposed dividend		32,576	16,586
EQUITY		1,012,613	898,446
Deferred tax	6	18,179	11,904
PROVISIONS		18,179	11,904
Loans from COWI Group companies		0	384,580
LONG-TERM DEBT		0	384,580
Amounts owed to subsidiaries		2,018	1,933
Loans from COWI Group companies		492,452	0
Subordinated loan capital		0	130,848
Accounts payable, suppliers		64	64
Other accounts payable		5,088	7,482
SHORT-TERM DEBT		499,623	140,327
TOTAL DEBT		499,623	524,907
TOTAL LIABILITIES AND EQUITY		1,530,415	1,435,257
Contingencies and other financial commitments	8		
Related party transactions	9		
Board of Directors and Executive Board	10		

STATEMENT OF CHANGES IN EQUITY

STATEMENT OF CHANGES IN EQUITY OF THE PARENT COMPANY, COWI HOLDING A/S

DKK '000	Share capital	Treasury shares	Reserve for net revaluation according to the equity method	Retained earnings	Dividend	Total
EQUITY AT 1 JANUARY 2014	283,000	(7,457)	0	524,777	13,798	814,118
Distributed dividend					(13,798)	(13,798)
Profit for the year			205,678	(31,551)		174,127
Foreign exchange adjustment, foreign subsidiaries			(30,594)			(30,594)
Purchase of treasury shares		(209)		(496)		(705)
Change in estimate/pension plan changes			(63,100)			(63,100)
Deferred tax concerning changed estimate/pension plan changes			18,398			18,398
Other transfers			(130,382)	130,382		0
Proposed dividend				(16,586)	16,586	0
EQUITY AT 1 JANUARY 2015	283,000	(7,666)	0	606,526	16,586	898,446
Distributed dividend					(16,586)	(16,586)
Profit for the year			162,036	(30,783)		131,253
Foreign exchange adjustment, foreign subsidiaries			17,949			17,949
Purchase of treasury shares		(3,067)		(7,259)		(10,326)
Capital decrease		(799)		(1,809)		(2,608)
Value adjustment of hedging instruments, year-end				(7,071)		(7,071)
Deferred tax asset concerning hedging instruments				1,556		1,556
Other transfers			(153,957)	153,957		0
Proposed dividend				(32,576)	32,576	0
EQUITY AT 31 DECEMBER 2015	282,201	(10,733)	26,028	682,541	32,576	1,012,613

NOTES FOR THE PARENT COMPANY, COWI HOLDING A/S

NOTE 1 EXPENSES

See note 3 to the group financial statements on page 27. The company had three employees during the financial year.

DKK '000	2015	2014
Fee, auditor elected at the annual general meeting		
DKK '000		
Fee, statutory audit	(75)	(125)
Total fees, PricewaterhouseCoopers	(75)	(125)

Employee expenses:

DKK '000	2015	2014
Salaries and wages	(18,711)	(14,974)
Pensions	(2,502)	(2,475)
Social security	(16)	(6)
Employee expenses	(21,229)	(17,455)

NOTE 2 FINANCIAL INCOME

DKK '000	2015	2014
Interest, subsidiaries	3,813	208
Interest, bank accounts	11	0
Foreign exchange gains	692	1
Financial income	4,516	209

NOTE 3 FINANCIAL EXPENSES

DKK '000	2015	2014
Interest, subsidiaries	(7,025)	(8,740)
Interest, cash, securities etc.	(16)	(5,888)
Foreign exchange losses	(712)	(100)
Other financial expenses	(4,822)	0
Financial expenses	(12,575)	(14,728)

NOTE 4 TAX ON PROFIT FOR THE YEAR

DKK '000	2015	2014
Deferred tax	6,928	7,365
Change of deferred tax due to reduction of corporate income tax	265	(428)
Tax adjustment in respect of prior periods	(1,973)	158
Tax on profit for the year	5,220	7,095

Broken down as follows:

Tax on profit for the year	5,220	7,095
Tax of changes in equity	0	0
Total tax on profit for the year	5,220	7,095

Tax on profit for the year can be broken down as follows:

Tax calculated at 24.5 per cent on profit before tax excluding profit after tax in subsidiaries	8,460	9,468
Other expenses/other income disallowed for tax purposes	(1,532)	(2,103)
Change of deferred tax due to reduction of corporate income tax	265	(428)
Tax adjustment in respect of prior periods	(1,973)	158
	5,220	7,095

NOTE 5 FINANCIAL ASSETS

DKK '000	Investments in subsidiaries	Loans to subsidiaries	Total
Costs at 1 January 2015	1,373,993	240,000	1,613,993
Additions	0	0	0
Disposals	0	(240,000)	(240,000)
Cost at 31 December 2015	1,373,993	0	1,373,993
Revaluations at 1 January 2015	9,512	0	9,512
Additions	25,142	0	25,142
Disposals	(8,626)	0	(8,626)
Revaluations at 31 December 2015	26,028	0	26,028
Impairment losses at 1 January 2015	(191,036)	0	(191,036)
Additions	(43,686)	0	(43,686)
Disposals	117,244	0	117,244
Impairment losses at 31 December 2015	(117,478)	0	(117,478)
Book value at 31 December 2015	1,282,542	0	1,282,542

* Of this, added value amounts to DKK 41,097 thousand.

See note 30 to the group financial statements on page 38 for information on investments in subsidiaries.

NOTE 6 DEFERRED TAX

DKK '000	2015	2014
Deferred tax at 1 January	(11,904)	(5,307)
Deferred tax adjustment in respect of prior periods		-
Deferred tax change due to corporate income tax rate reduction	264	(428)
Deferred tax for the year	(6,539)	(6,169)
	(18,179)	(11,904)

Specification of deferred tax assets and deferred tax:

Debt	(24,807)	(19,269)
Tax-loss carryforward	6,628	7,365
	(18,179)	(11,904)

Recognised in the balance is:

Deferred tax	(18,179)	(11,904)
	(18,179)	(11,904)

NOTE 7 SHARE CAPITAL

See note 17 to the group financial statements on page 32 for information on share capital.

NOTE 8 CONTINGENCIES AND OTHER FINANCIAL COMMITMENTS

COWI Holding A/S is liable for taxes on the Group's jointly-taxed profit. The Danish companies in the Group are jointly and severally liable for taxes on the Group's jointly-taxed income etc. COWI Holding A/S functions as the management company in terms of joint taxation, and the total amount is stated in the annual report.

See note 26 to the group financial statements on page 36 for further information on contingencies and other financial commitments.

NOTE 9 RELATED PARTY TRANSACTIONS

See note 27 to the group financial statements on page 36 for information on related party transactions.

NOTE 10 THE BOARD OF DIRECTORS AND THE EXECUTIVE BOARD

See note 28 to the group financial statements on page 37 for information on the Board of Directors and the Executive Board.

STATEMENTS ON THE ANNUAL REPORT

STATEMENT BY THE BOARD OF DIRECTORS AND THE EXECUTIVE BOARD

Today, the Board of Directors and the Executive Board considered and approved the annual report for the financial year 1 January-31 December 2015 of COWI Holding A/S. The annual report has been prepared in accordance with the Danish Financial Statements Act. In our opinion, the accounting policies

applied are appropriate and the accounting estimates made are adequate.

Furthermore, we find the overall presentation of the financial statements and the consolidated financial statements to be true and fair. In our opinion, the annual report gives a true and fair view of the Group's and the parent company's assets, liabilities, equity, financial position and results of the Group's and the parent company's activities and the Group's cash flows for the financial

year 1 January-31 December 2015 in accordance with the Danish Financial Statements Act.

In our opinion, the management's review gives a fair presentation of the issues covered and describes the Group's most material risks and uncertainties.

The annual report is recommended for approval at the annual general meeting.

Kongens Lyngby, 29 February 2016

EXECUTIVE BOARD:



LARS-PETER SØBYE
President, CEO



TOMAS BERGENDAHL
Executive Vice President, CFO



RASMUS ØDUM
Executive Vice President, COO

BOARD OF DIRECTORS:



STEEN RIISGAARD
Chairman



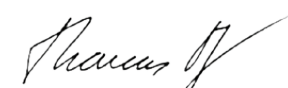
KIRSTI ENGBRETSSEN LARSSEN
Vice Chairman



HANS OLE VOIGT



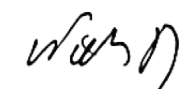
LARS GREEN LAURIDSEN



THOMAS STIG PLØINBORG



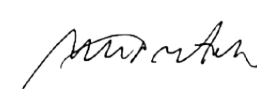
CAROLINE MAGNUSSON*



NIELS FOG*



SOPHUS HJORT*



JUKKA PERTOLA

* Elected by the employees.

INDEPENDENT AUDITOR'S REPORT

To the shareholders of COWI Holding A/S

REPORT ON CONSOLIDATED FINANCIAL STATEMENTS AND PARENT COMPANY FINANCIAL STATEMENTS

We have audited the consolidated financial statements and the parent company financial statements of COWI Holding A/S for the financial year 1 January to 31 December 2015, which comprise accounting policies, income statement, balance sheet, statement of changes in equity and notes for both the Group and the parent company, as well as consolidated cash flow statement. The consolidated financial statements and the parent company financial statements are prepared in accordance with the Danish Financial Statements Act.

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AND THE PARENT COMPANY FINANCIAL STATEMENTS

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

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the consolidated financial statements and the parent company financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements in accordance with Danish audit regulation. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable

assurance whether the consolidated financial statements and the parent company financial statements are free from material misstatement.

An audit involves performing audit procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements and the parent company financial statements. The audit procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements and the parent company financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation of consolidated financial statements and parent company financial statements that give a true and fair view 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 internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements and the parent company financial statements.

We believe that the audit evidence we have obtained is sufficient and

appropriate to provide a basis for our audit opinion.

The audit has not resulted in any qualification.

OPINION

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the financial position of the Group and the company at 31 December 2015 and of the results of the Group and company operations as well as the consolidated cash flows for the financial year 1 January 2015-31 December 2015 in accordance with the Danish Financial Statements Act.

STATEMENT ON THE MANAGEMENT'S REVIEW

We have read management's Review in accordance with the Danish Financial Statements Act. We have not performed any procedures additional to the audit of the consolidated financial statements and the parent company financial statements. On this basis, in our opinion, the information provided in management's Review is consistent with the consolidated financial statements and the parent company financial statements.

Kgs. Lyngby, 29 February 2016
PricewaterhouseCoopers
Statsautoriseret
Revisionspartnerselskab
CVR no. 33 77 12 31



KIM FÜCHSEL
State Authorised
Public Accountant



JACOB F. CHRISTIANSEN
State Authorised
Public Accountant

COWI HOLDING A/S COMPANY INFORMATION

COMPANY INFORMATION

COWI Holding A/S
Parallevej 2
2800 Kongens Lyngby
Denmark
Tel. +45 56 40 00 00
Fax +45 46 40 99 99
www.cowi.com
www.cowi.dk
www.cowiholding.com
cowi@cowi.dk
Company registration number
32 89 29 73

BOARD OF DIRECTORS

Steen Riisgaard, Chairman
Kirsti Engebretsen Larssen, Vice Chairman
Hans Ole Voigt
Lars Green Lauridsen
Thomas Plenborg
Caroline Magnusson
Niels Fog
Sophus Hjort

EXECUTIVE BOARD

Lars-Peter Søbye, President, CEO
Tomas Bergendahl, Executive Vice President, CFO
Rasmus Ødum, Executive Vice President, COO

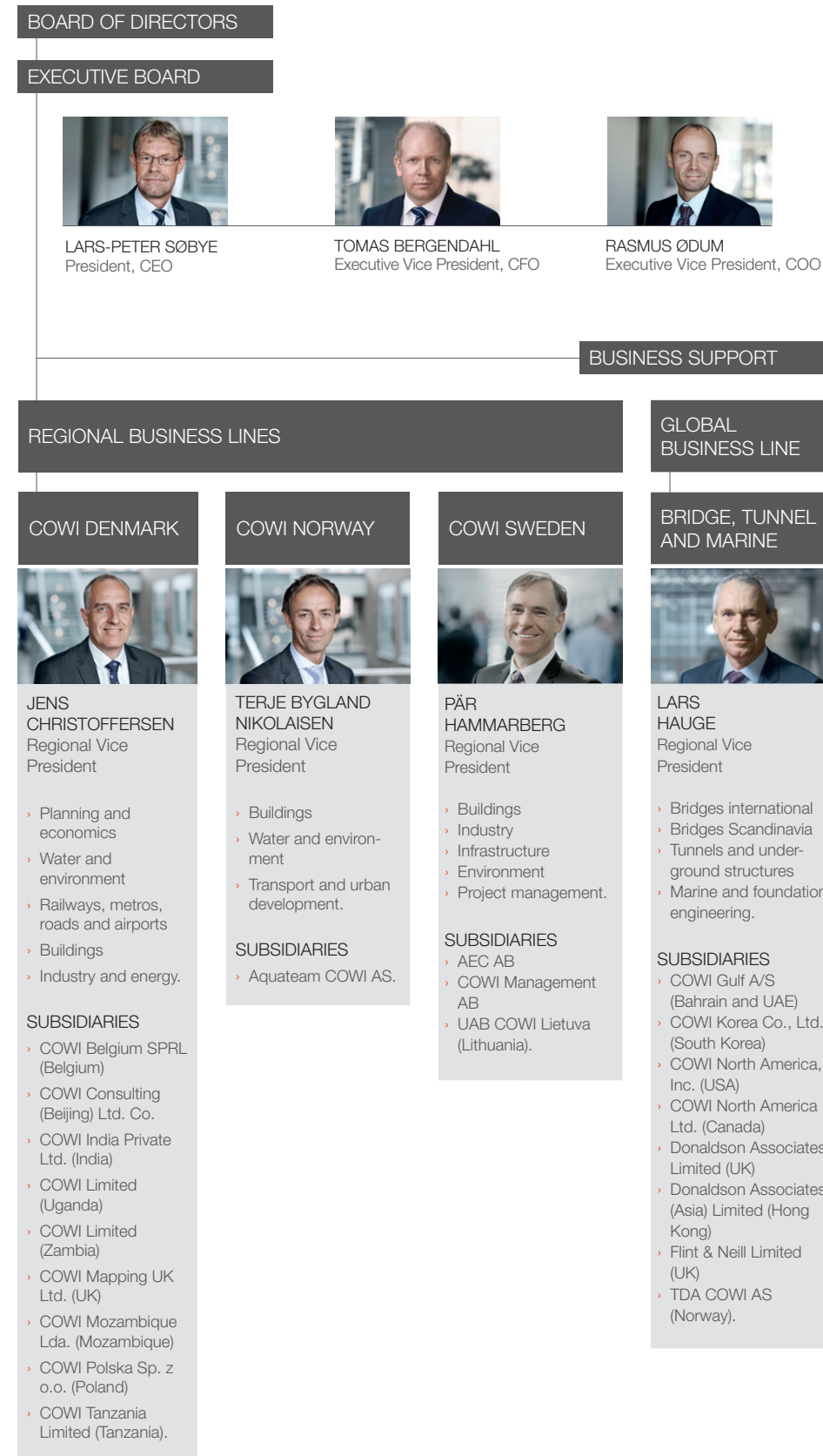
AUDITING

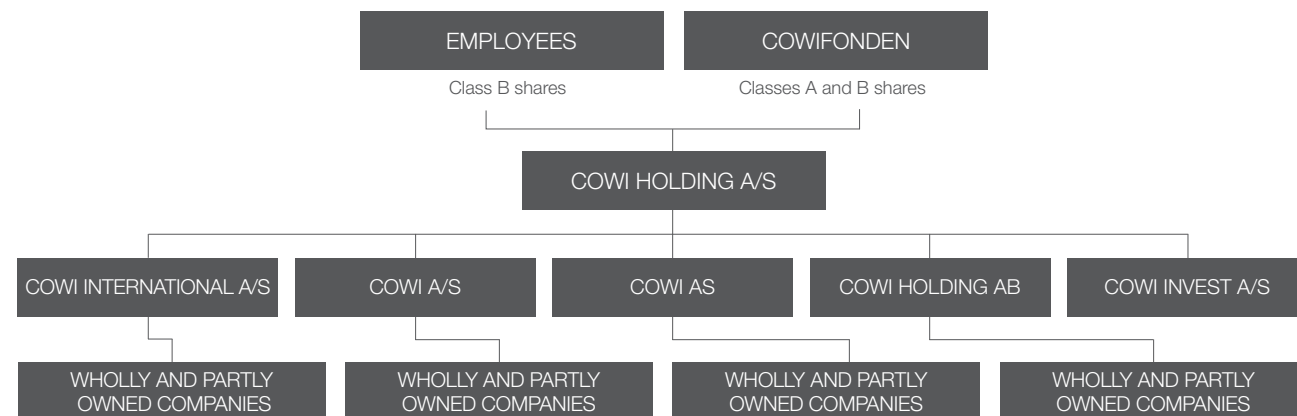
PricewaterhouseCoopers
Strandvejen 44
2900 Hellerup
Denmark
State Authorised Public Accountants
Kim Fücksel and Jacob F Christiansen

ANNUAL GENERAL MEETING

The annual general meeting will be held on 31 March 2016 at the company address.

COWI'S ORGANISATION AT 29 FEBRUARY 2016





COWI SUBSIDIARIES, BRANCHES AND THEIR OFFICES AT 29 FEBRUARY 2016

BAHRAIN

COWI GULF A/S Bahrain Branch Office
› Manama.

BELGIUM

COWI Belgium SPRL
› Brussels.

CANADA

COWI North America Ltd.
› Edmonton, Alberta
› Halifax, Nova Scotia
› North Vancouver, British Columbia.

CHINA

COWI Consulting (Beijing) Ltd. Co.
› Beijing.

DENMARK

COWI A/S
› Esbjerg
› Holstebro
› Lyngby (head office)
› Odense
› Ringsted
› Roskilde
› Vejle
› Viborg
› Aalborg
› Aarhus.

GEORGIA

UAB COWI Lietuva Branch in Georgia
› Tbilisi.

HONG KONG

Donaldson Associates (Asia) Limited
› Hong Kong.

INDIA

COWI India Private Ltd.
› Bangalore
› Chennai
› Delhi (Gurgaon).

LITHUANIA

UAB COWI Lietuva
› Vilnius.

MOZAMBIQUE

COWI Mozambique Lda.
› Maputo.

NORWAY

COWI AS
› Bergen
› Bodo
› Drammen
› Frederikstad
› Hamar
› Haugesund
› Hønefoss
› Kongsberg
› Kristiansund S
› Kristiansund
› Larvik
› Levanger
› Lillehammer
› Oslo
› Stavanger
› Trondheim
› Voss.

Aquateam COWI AS
› Oslo.

TDA COWI AS
› Oslo.

OMAN

COWI & Partners LLC
› Muscat.

POLAND

COWI Polska Sp. z o.o.
› Bielsko - Biala
› Wrocław.

QATAR

COWI A/S Qatar Branch
› Doha.

SINGAPORE

COWI A/S Singapore Branch
› Singapore.

SOUTH KOREA

COWI Korea Co., Ltd.
› Bundang (Seoul).

SWEDEN

COWI AB
› Gothenburg
› Helsingborg
› Jönköping
› Karlstad
› Kristianstad
› Linköping
› Malmö
› Skövde
› Stenungsund
› Stockholm
› Vänersborg.

AEC AB

› Gothenburg
› Stockholm
› Växjö.

COWI Management AB
› Gothenburg
› Stockholm.

TANZANIA

COWI Tanzania Limited
› Dar es Salaam.

TURKEY

COWI-SNS Müsavirik ve Mühendislik Ltd. Şti.
› İstanbul.

UAE

COWI GULF A/S Abu Dhabi Branch Office
› Abu Dhabi.

COWI GULF A/S Dubai Branch Office
› Dubai.

UGANDA

COWI Limited
› Kampala.

UNITED KINGDOM

COWI Mapping UK Ltd.
› Taunton.

Donaldson Associates Limited
› Derby
› Glasgow
› London
› Utttoxeter
› York.

Flint & Neill, Ltd
› Erskine
› London
› Stone.

USA

COWI North America, Inc.
› Braintree, Massachusetts
› Gibbsboro, New Jersey
› Long Beach, California
› Mount Pleasant, South Carolina
› New Orleans, Louisiana
› New York, New York
› Oakland, California
› Seattle, Washington
› Springfield Township, New Jersey
› Trumbull, Connecticut.

ZAMBIA

COWI Limited
› Lusaka.

BOARD OF DIRECTORS



STEEN RIISGAARD
Chairman

Born 1951. MSc. On the Board of COWI Holding A/S since 2013. Independent of COWI.

Competencies in compliance with the adopted competency profile: Corporate governance; senior management of global companies; customer relations management; people management in knowledge-based companies; M&A or alliance experience; and business development.



KIRSTI ENGBRETSEN LARSEN
Vice Chairman

Born 1967. BSc (Engineering) and Senior Vice President (Buildings) at COWI Norway. With COWI since 2003. On the Board of COWI Holding A/S since 2012.

Competencies in compliance with the adopted competency profile: Senior management of global companies; people management in knowledge-based companies; M&A or alliance experience; and business development.



HANS OLE VOIGT

Born 1952. MSc (Engineering) and independent management consultant. On the Board of COWI Holding A/S since 2011. Independent of COWI.

Competencies in compliance with the adopted competency profile: Corporate governance; senior management of global companies; customer relations management; people management in knowledge-based companies; operational excellence in service companies; M&A or alliance experience; and business development.



LARS GREEN LAURIDSEN

Born 1961. MSc (Geodesy and Cadastral Science) and Senior Vice President (Planning and Economics) at COWI A/S. With COWI since 2007. On the Board of COWI Holding A/S since 2014.

Competencies in compliance with the adopted competency profile: Corporate governance; senior management of global companies; customer relations management; people management in knowledge-based companies; operational excellence in service companies; M&A or alliance experience; and business development.



THOMAS STIG PLENBORG

Born 1967. MSc (Economics and Business Administration) and PhD. Professor at Copenhagen Business School. On the Board of COWI Holding A/S since its formation in 2010. Independent of COWI.

Competencies in compliance with the adopted competency profile: Global financial and risk management; operational excellence in service companies; M&A or alliance experience; and business development.



JUKKA PERTOLA

Born 1960. MSc (Electrical Engineering). President and CEO, Siemens Denmark. On the Board of COWI Holding A/S since 2015. Independent of COWI.

Competencies in compliance with the adopted competency profile: Corporate governance; financial and risk management experience from global companies; customer relations management, including sales, marketing and branding; people management in knowledge-based companies; operational excellence in service companies; and M&A or alliance experience.



CAROLINE MAGNUSSON

Elected by the employees. Born 1956. MSc and Vice President (Infrastructure) at COWI AB. With COWI since 2008. On the Board of COWI Holding A/S since 2014.

Competencies in compliance with the adopted competency profile: Corporate governance; customer relations management; people management in knowledge-based companies; operational excellence in service companies; and business development.

Special competencies for employee-elected members, in compliance with the adopted competency profile: Experience and broad knowledge of how the company works and what goes on among employees; ability to balance employee and business perspective; ability to advise on appropriate forms of communication; and diversity in business experience, geographical experience and gender.



NIELS FOG

Elected by the employees. Born 1960. MSc (Engineering) and QA Manager (Industry) at COWI A/S. With COWI since 1996. On the Board of COWI A/S from 2006 to 2014. On the Board of COWI Holding A/S since its formation in 2010.

Competencies in compliance with the adopted competency profile: Corporate governance; global financial and risk management; customer relation management; M&A or alliance experience; and business development.

Special competencies for employee-elected members, in compliance with the adopted competency profile: Experience and broad knowledge of how the company works and what goes on among employees; ability to balance employee and business perspective; ability to advise on appropriate forms of communication; and diversity in business experience, geographical experience and gender.



SOPHUS HJORT

Elected by the employees. Born 1967. MSc (Civil Engineering) and Chief Project Manager (Transport Infrastructure) at COWI A/S. With COWI since 1992. On the Board of COWI Holding A/S since 2014.

Competencies in compliance with the adopted competency profile: Customer relations management; people management in knowledge-based companies; M&A or alliance experience; and business development.

Special competencies for employee-elected members, in compliance with the adopted competency profile: Experience and broad knowledge of how the company works and what goes on among employees; ability to balance employee and business perspective; ability to advise on appropriate forms of communication; and diversity in business experience, geographical experience and gender.

