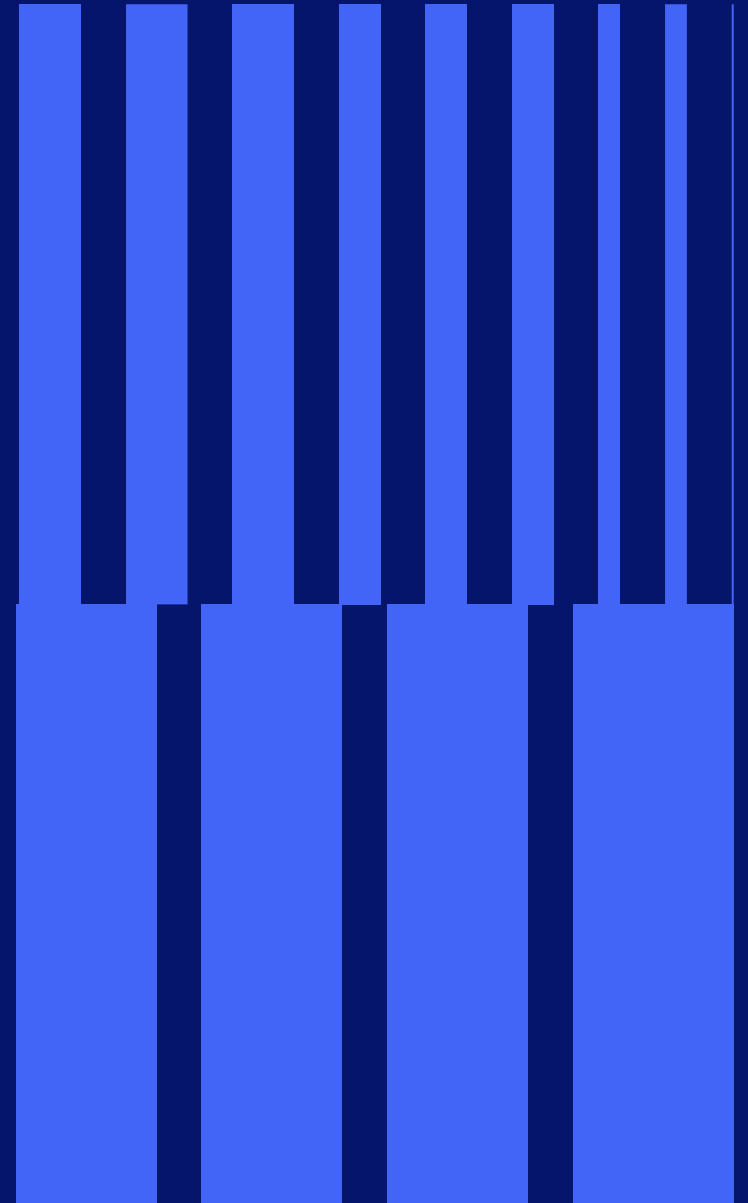


Multiconsult—Group

Always the first choice

Ove B Haupberg
CFO

26 March 2026



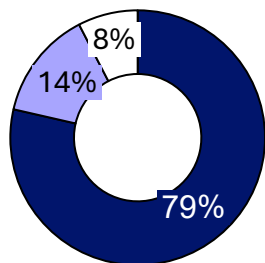
Disclaimer

This report includes forward-looking statements, which are based on our current expectations and projections about future events. All statements other than statements of historical facts included in this notice, including statements regarding our future financial position, risks and uncertainties related to our business, strategy, capital expenditures, projected cost and our plans and objectives for future operations, including our plans for future costs savings and synergies may be deemed to be forward-looking statements. Words such as “believe,” “expect,” “anticipate,” “may,” “assume,” “plan,” “intend,” “will,” “should,” “estimate,” “risk” and similar expressions or the negatives of these expressions are intended to identify forward-looking statements. By their nature, forward-looking statements involve known and unknown risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Forward-looking statements are not guarantees of future performance. You should not place undue reliance on these forward-looking statements. In addition, any forward-looking statements are made only as of the date of this notice, and we do not intend and do not assume any obligation to update any statements set forth in this report.

This is the Multiconsult Group

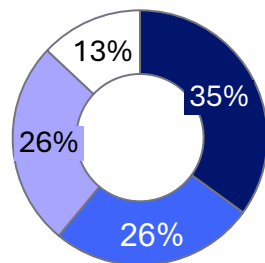
Segments

(share of net operating revenues 2025)



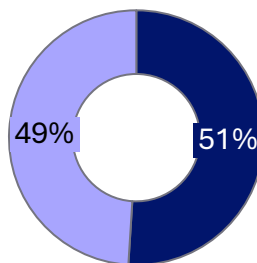
Business areas

(share of operating revenues 2025)

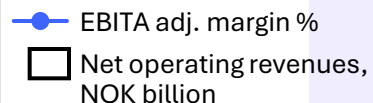
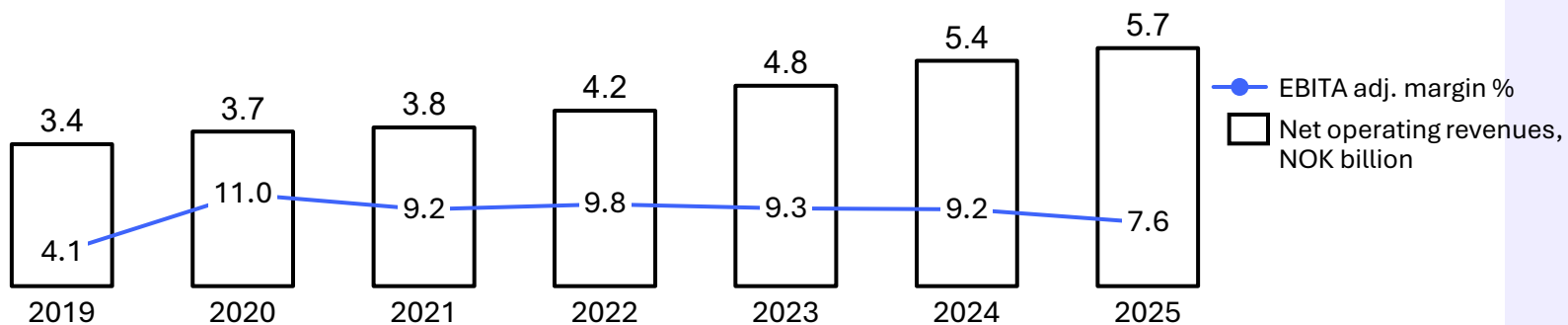


Sector balanced portfolio

(share of operating revenues 2024)



Financial track record

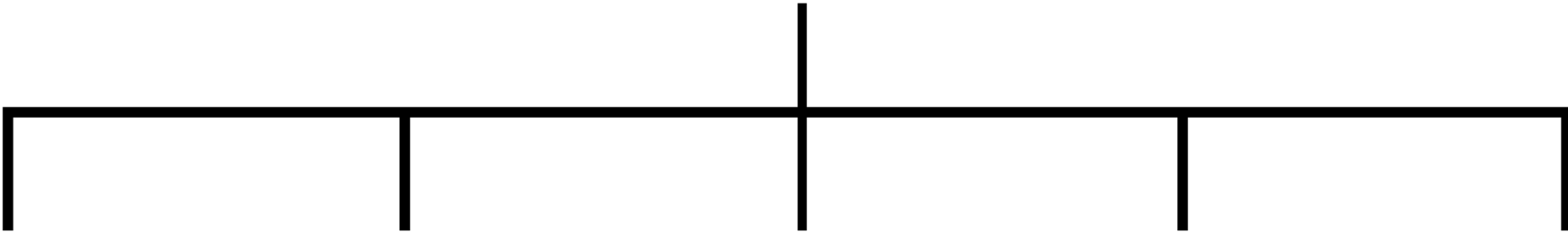


Multiconsult—Group

> 5 500 clients **> 15 000 projects**

> 45 countries **> 4 100 employees**

Multiconsult—Group



Multiconsult

A_LA3

SITEPARTNER



iterio

LINK Architektur

A small selection of projects



New Aalborg University hospital



Frame agreements with the
Norwegian Defense Estates Agency



Deichman Library, Oslo



Rikshospitalet, Oslo



Museum of the Viking Age



Yggdrasil. Electrification of oil and gas installations

Our ambition:

Always the first choice

**We make it easier for
our clients to identify
and reach their goals**

It's all about the people

People



- Engineering students named Multiconsult Norge the most attractive company in the construction industry (Universum survey)
- More than 85 per cent of employees are estimated to be co-owners
- Employee survey shows strong engagement and above-benchmark satisfaction

Organisation



- Karsten Warloe, appointed new CEO of Multiconsult Group from June 2026
- Engineering consultancy ViaNova is currently being integrated in Multiconsult Norge, which will significantly strengthen the group's transport and mobility offering to the market

Excellence



- Anders Liaøy awarded first prize in the EFCA Future Leaders Competition
- LINK Arkitektur won two international Archello Awards for Spira and The Parkside. Campus ACE was also named “Environmental Building of the Year” by Sweden Green Building Council
- Ski Tower by A-Lab was nominated for two awards in the ArchDaily Building of the Year Awards

Thriving amid rapid change

Stable performance in a challenging market

- The overall market outlook remains stable, with continued uncertainty
- Multiconsult continues to grow both through acquisitions and organically in a year where competition in our industry has intensified
- Defence, energy and industry remain key drivers
- A strong position within defence related consultancy in Norway, Sweden, Denmark and Poland
- The defence related experience also positions us strongly for assignments that increase the robustness of the civil society and our total defence

NET OPERATING REVENUES

5 657

NOK million
5.1% y-o-y

EBITA

394.8

NOK million
EBITA margin 7.0%

EBITA adjusted

431.7

NOK million
EBITA margin 7.6%

BILLING RATIO

71.8

per cent
-1.0pp y-o-y

ORDER INTAKE

6 077

NOK million
-5.8% y-o-y

EPS & DPS

9.22

EPS
NOK per share

5.00

DPS
NOK per share

Measures to improve profitability

Goal is to improve EBITA margin in line with our profitability target, which is 10%, by:

- Adapting the organisation to the market
- Optimising processes and creating a more efficient business support organisation
- Introducing cost savings programme

EBITA margin*

10%

*measured on an annual basis, exclusive
extraordinary items

Profitability, growth and gearing

— Profitability

Target an annual EBITA margin of 10%, excluding extraordinary items

— Revenue growth

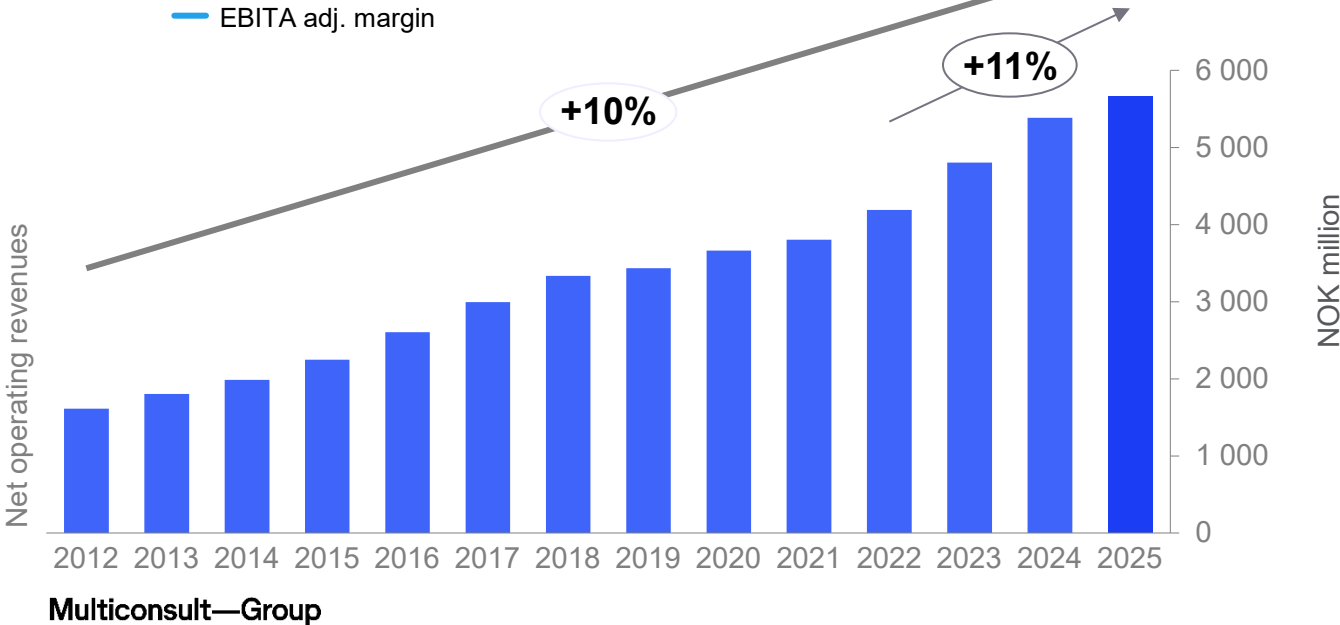
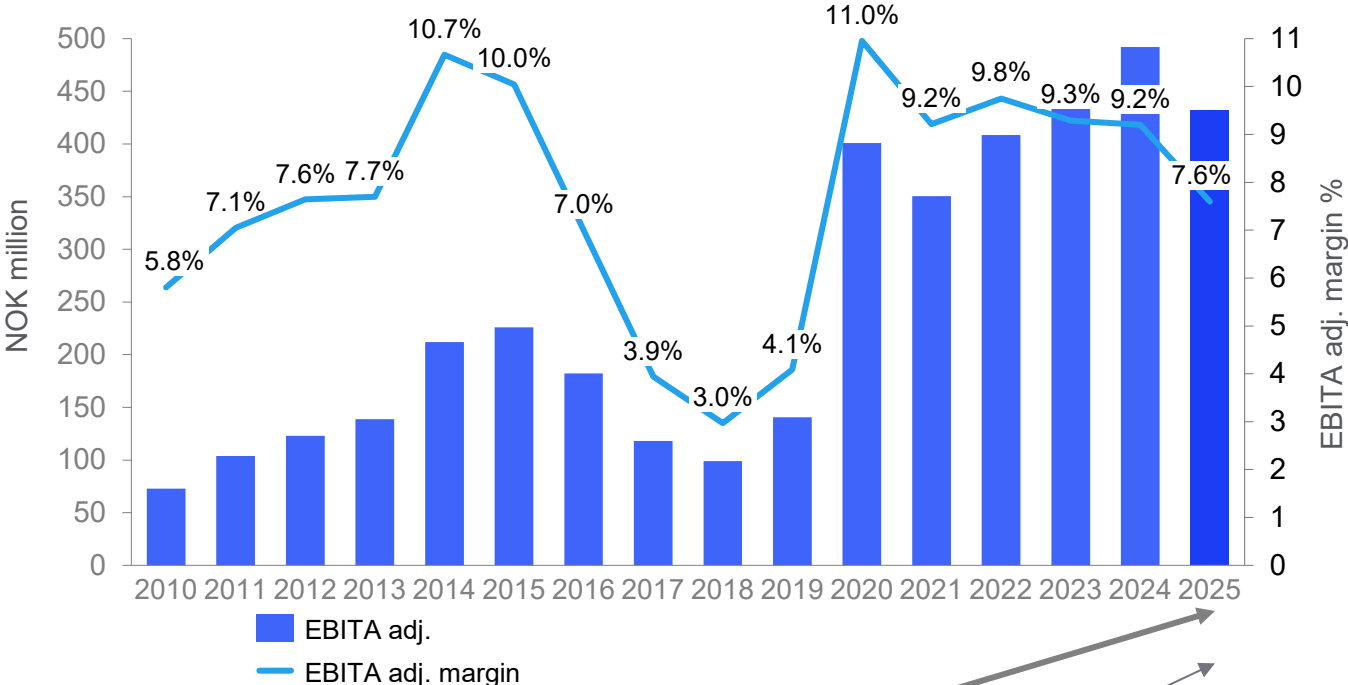
Aim for 8-10% compound annual revenue growth between 2025 and 2030, including M&A activities

— Gearing and equity

Maintain financial strength with a gearing ratio between 1.0 and 2.0x, max 2.5x, special: 3.0x up to 18 months, and equity ratio above 25%

— Dividend policy

Ambition to distribute at least 50% of the group's net profit annually



Industry leading data gives clients a clear advantage

In 2025, more than NOK 40 million was invested in digital competence and advanced technology solutions:

- Investment in an advanced digital platform that strengthens collaboration across the group
- Nearly a century of high-quality data, fully digitalised and ready for use
- A powerful digital platform and high-quality data enable delivery of greater value to clients through human and artificial intelligence



Photo: Adobe Stock

High ambitions for where and how to grow

Long-term, sustainable and profitable development

Projects

1



Developing position in complex and large projects

Robust platform for growth

Positions

2



Expanding our position as preferred partner in the energy transition

3



Driving urban transformation and development

Enabling the green transition

4



Safeguarding biodiversity and climate

5



Increasing our impact in the Nordics and Poland

Expanding our position

Markets

A preferred partner in the energy transition



Carbon capture in Klemmetsrud, Oslo

Capturing emissions at one of Oslo's largest waste facilities



Northern Lights carbon storage project

Enabling safe, long-term storage of CO² beneath the seabed as part of Europe's first full-scale CCS value chain



Hydropower in Nepal

Delivering reliable renewable energy in a challenging terrain for hydropower developer in Nepal



A more robust power grid

Strengthening grid capacity and resilience to meet demand and ensure secure energy supply for Statnett

Driving urban transformation and development



Improving urban mobility across Warsaw

Modernising transport infrastructure to create safer, faster and more sustainable mobility residents and commuters



Fornebubanen

Delivering one of Norway's largest transport projects, improving connectivity between Oslo and Fornebu



Munch

Engineering and architectural expertise supporting a landmark cultural building that strengthens Oslo's waterfront and cultural life



Relocation of the port of Bergen

Supporting a major urban transformation by shifting port activities and enabling new city development along the waterfront

Safeguarding biodiversity and climate



Restoring military training grounds to nature

Restoring former training areas at Skarsteinsfeltet to natural conditions through targeted environmental rehabilitation

Client: Forsvarsbygg



Landslide risk mitigating

Reducing risk to people and infrastructure through advanced geotechnical assessments and protective measures

Client: Ullensaker municipality



Nature hazards and watercourse protection

Strengthening vulnerable watercourses and landscapes to safeguard communities across Norway against extreme weather

Client: NVE



Mapping of habitat types

Providing essential ecological insight by identifying and classifying habitat types for sustainable land-use

Client: Norwegian Environment Agency

A unique position as advisor for the defense sector in the Nordics

Denmark

- LINK Arkitektur delivers consultancy services for the Danish Ministry of Defence Estates Agency across Denmark, the Faroe Islands and Greenland

Sweden

- LINK Arkitektur works on multiple assignments as part of two frame agreements with the Swedish Fortifications Agency

Norway

- Multiconsult Norge and LINK Arkitektur hold several framework agreements with the Norwegian Defence Estates Agency



Photo: The Norwegian Defence Estate Agency

Financial calendar

16 Apr 2026, Annual General Meeting

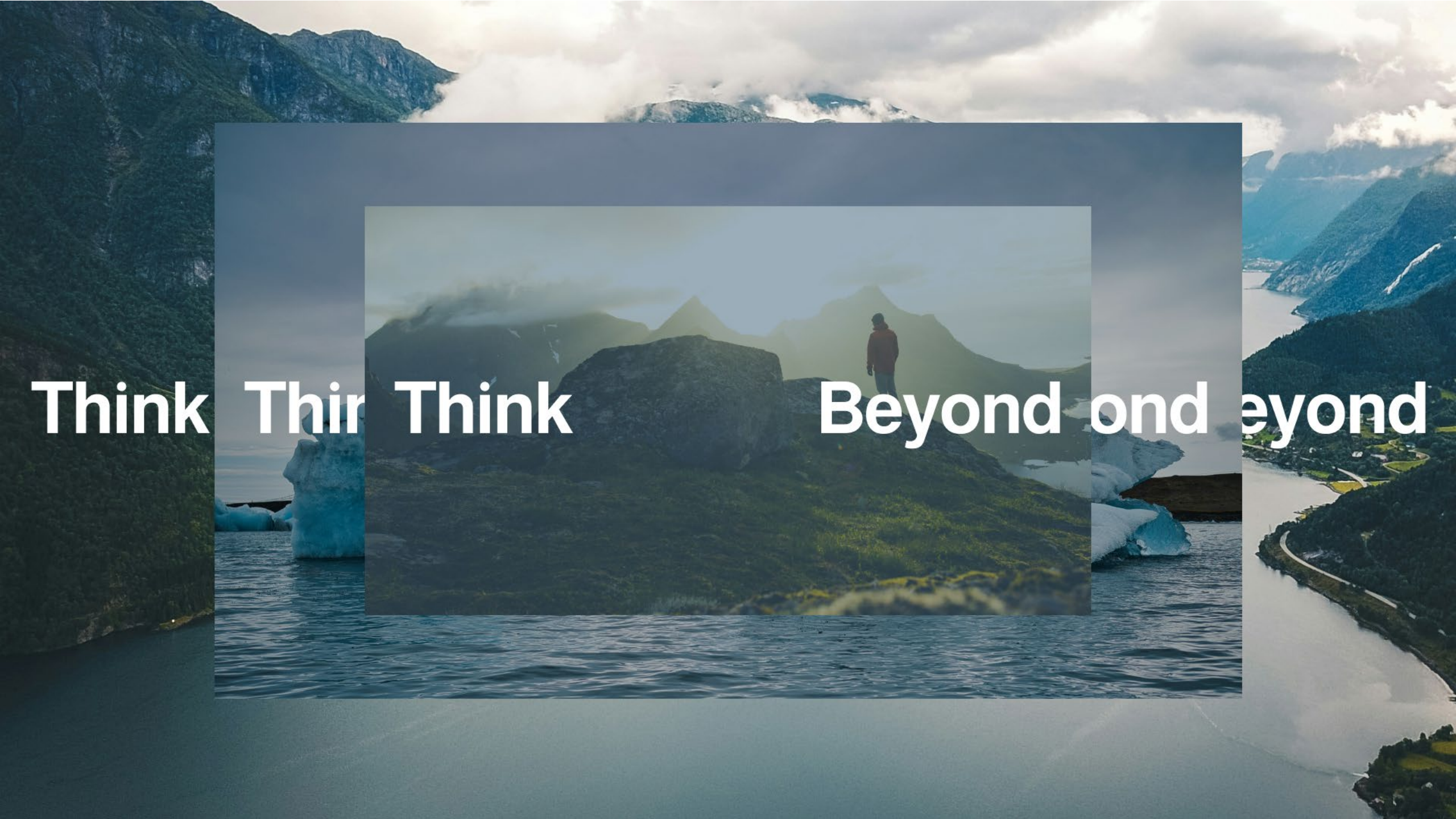
12 May 2026, 1Q 2026 results

18 Aug 2026, Half-yearly 2026 report

03 Nov 2026, 3Q 2026 results



Teknostallen, Trondheim | Photo: Marianne Fon / Multiconsult



Think Think Think Beyond and beyond

Multiconsult—Group