

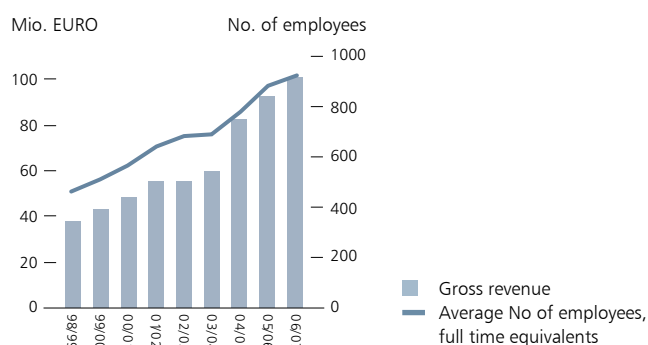


Annual Report 2006/2007

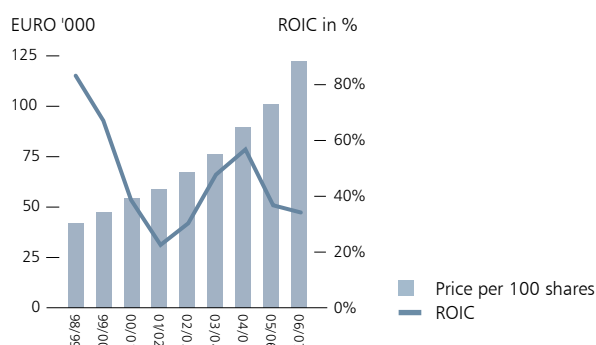
Five-year summary

	2002/03 (EURO '000)	2003/04 (EURO '000)	2004/05 (EURO '000)	2005/06 (EURO '000)	2006/07 (EURO '000)
Gross revenue	55.551	60.140	82.329	92.270	100.749
Net revenue	49.181	52.654	62.971	69.616	75.314
EBIT	2.002	2.257	3.293	2.980	3.344
Retained profit for the year	1.398	1.614	2.367	2.146	3.720
EBITA-margin, %	4,1%	4,3%	5,3%	4,6%	4,7%
EBIT-margin, %	4,1%	4,3%	5,2%	4,3%	4,4%
Debtors, WIP and prepayments, net	16.294	13.692	21.919	22.733	27.975
Liquid assets	5.535	10.556	7.508	9.688	10.203
Total assets	28.233	35.889	46.544	44.897	55.184
Invested capital incl. goodwill	6.462	3.094	8.734	8.809	12.215
ROIC	30%	48%	56%	36%	34%
Net revenue/Invested capital	7,4	11,0	10,7	7,9	7,1
Equity	11.984	13.596	16.035	18.095	22.031
Equity ratio (%)	42%	38%	34%	40%	40%
Return on average equity (%)	12%	13%	16%	13%	19%
Price per 100 shares	67	76	89	101	122
<i>Owners</i>					
NIRAS Foundation	88%	88%	81%	79%	77%
Employees a.o.	12%	12%	19%	21%	23%
Average No of employees, full time equivalents	681	689	781	881	926
Staff turnover	9%	10%	8%	10%	15%
Net revenue per employee	72	76	81	79	81
EBIT per employee	2,9	3,3	4,2	3,4	3,6

Revenue and employees



Shareprice and ROIC



Our results today and investments in tomorrow



Karol Macinkowski, Director & Carsten Toft Boesen, Managing Director

NIRAS' result was close to budget in the financial year 2006/07. Our gross revenue increased to Euro 101 million which corresponds to a growth of 9%. Pre-tax profit was Euro 4 million, our largest profit ever. Our international activities represent 25% of our turnover.

The domestic markets in Denmark and Poland were very strong in the fields of building and infrastructure. However, the structural reform of the Danish municipalities puts some strain on the environmental consultancy market.

We pursued our strategy of developing a regional multi-disciplinary consultancy for building, industry, infrastructure, water, environment, renewable energy, agriculture, planning and management, and support to the developing countries.

We are witnessing a surge in our international assignments and have strengthened our position in the regions in which we are represented. Several of our customers ask us to accompany them on assignments abroad, and we consider this both a privilege and a gratifying indication of trust. Furthermore, we have noted a clear and interesting tendency towards larger projects carried out by international project teams both in Denmark and abroad. This is a rewarding and educational development from which we can draw priceless experience,

and which enables us to provide added value to all of our customers.

Our portfolio of development cooperation is dominated by European Aid, the regional development banks, and bilateral development aid from Finland, Sweden and Denmark. In the coming years, we expect to expand our position within environment and infrastructure and maintain our traditional strong position within agriculture, natural resources, water, harbours, and coastal protection.

IT support of both business processes and production is high on our agenda, and we have experienced satisfying returns on our substantial investments in 3D design and application of advanced dynamic modelling tools. Investments in HRD activities and management training are other core elements to our strategy aimed at improving value creation for customers, employees and owners.

We would like to thank our customers and employees for their essential contributions to our achievements; for their confidence and projects, their skills and enthusiasm.

Karol Marcinkowski
Director

Carsten Toft Boesen
Managing Director

Gaining a strong foothold in Sweden

NIRAS was barely known in Sweden, when we began our work there during the summer of 2005. Today, the future looks bright and projects are streaming in from all corners of the country. Our customers belong to the public and private sectors.

In 2004, NIRAS merged with Scanagri Sweden, thereby gaining our first foothold in Sweden. As NIRAS is one of the leaders in the Danish environmental consultancy sector, the transfer of our key competencies in the remediation of contaminated soil and protection of groundwater to Sweden was simply a natural progression. Hard work and our extensive knowledge of the field contributed to our success.

Today, we count municipalities, county administrative boards, private property developers, and SPIMFAB (an organisation formed by petrol supply companies in Sweden for the remediation of former petrol filling station sites) among our customers.

Industrial areas kindle visions

Former industrial areas often tell an exciting story about our history and conjure up mental images. They can also uncover unpleasant truths; exposing contaminated soil and groundwater when our customers are in the process of fulfilling their visions. Some of our projects are proof of this fact.

There has certainly been no lack of vision in the city of Norrköping's new district. It is situated in a former industrial area north of the railway station and now comprises a brand-new travel centre, an extension of the railway and an expansion of the current city centre. NIRAS and



Taking tests in the field (Butängen, Norrköping, Sweden)

the Swedish contractor Structor have mapped the contamination in the large industrial area, conducted a risk evaluation for both soil and groundwater and presented possible remediation strategies, taking into account the future use of the area.

In the Municipality of Varberg, a number of old industrial areas are used for many different purposes such as small businesses and theatres. One particular site is known to be contaminated, and NIRAS is currently charting the complicated array of chlorinated solvents in soil, soil vapour, and groundwater. We are also evaluating the risks to the nearby housing estates.

FACTS

The Danish oil industry's Environmental Fund (OM) was the first national scheme in the world to handle the treatment of oil-contaminated soil. Immediately afterwards, SPIMFAB was formed in Sweden. Today, NIRAS is a member of SPIMFAB's consulting group.

Seeds of prosperity in Central Asia

Sida has supported the development of the seed sector in the Republics of Kyrgyzstan and Tajikistan for a number of years. The aim is a sustainable seed industry based on private sector participation and the ability to produce seed, which is of a high quality but also complies with international standards. The objective of phase II of the project is to further the education of plant breeders and establish a regional gene bank thus contributing to the sustainability of the sector.

These are immense tasks, which will require a strong consortium with the ability to cooperate closely with a multitude of local stakeholders. This consortium is already in place and consists of Svalöf Consulting, NIRAS and Silk Way Consulting, a Tajik consultancy with a strong network of local consultants and professionals.



Seed farm (Isfara, northern Tajikistan)

Our work clearly benefits from the synergies and experience accumulated during the projects in the two neighbouring countries. The development of the seed

industry is an important asset to the national economy and regional trade in both countries.

Not just any shopping centre

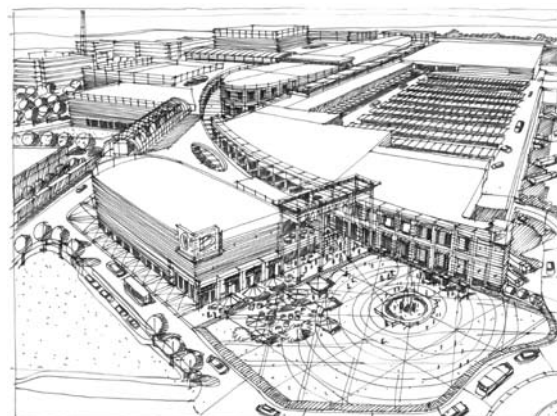
Following the opening ceremony, the new "Bonarka City Centre" shopping centre will be the largest of its kind in Kraków. There will be around 250 shops covering an area of 200,000 square metres and four levels of parking.

IMB Asymetria/TriGranit fostered this grand vision, the aim being the revival of a rundown industrial area. NIRAS is the main engineering consultant on the project. The 15 hectares have a long history going back to the 19th century when the Portland cement factory was founded. After World War II, the Bonarka chemical works operated here, but the

plant has declined steadily over the past 20 years and is now only a ruin.

Today, the buildings are being demolished and the area reclaimed and adapted for commercial use. The environment is being improved for safe use. NIRAS' role in the revival of the area is to provide complete designs for the shopping centre. These include the design of the structure and the mechanical and electrical (M&E) installations. We are also providing services related to procedures for approvals and planning permission.

The shopping centre will be ready for its customers in 2009.



Model of the Bonarka City Centre (Kraków, Poland)

Moving in together

Novozymes is renowned for its innovative approach to production, management, and business as well as its initiatives in these fields. Therefore, it is not surprising that this reputation extends to their building projects. NIRAS is currently working on an exiting and ground breaking partnership project for Novozymes A/S.

The objective is to construct a state-of-the-art facility containing laboratories, conference rooms, offices, and other features. This large-scale building project will collect several organisational entities under one roof and improve working conditions.

Before Novozymes made its final decision, a great number of layout options were analysed and carefully assessed. As a result, the final project includes more facilities than the initial plans. NIRAS and the architectural company Jørn Langvad A/S headed this process. Focus never wavered from the fact that Novozymes was looking for a facility, which would optimise solutions and yet remain innovative.



The coming state-of-the-art facility for Novozymes

The process has improved our insight into efficient partnership processes and 3-dimensional (3D) modelling. From the very beginning, Novozymes stressed their need for a cost-effective building, and our use of 3D has made this possible.

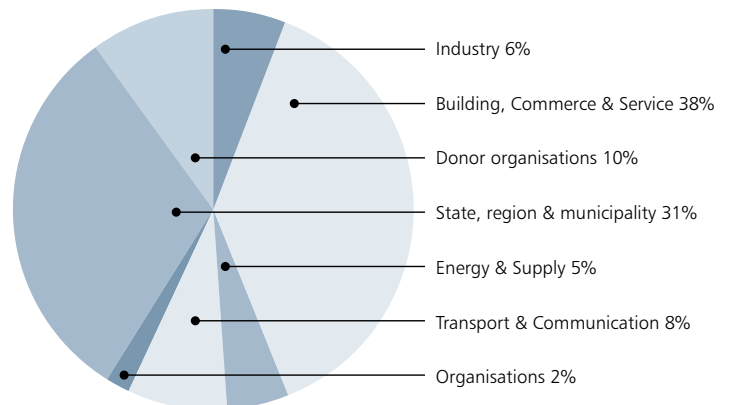
We were able to test models from different fields against one another. As a result, we never lost sight of the big picture and were able to minimise errors and curtail the loss of precious time.

A wide-ranging network

NIRAS' customer base spans many differing fields and encompasses all sectors of our society. It provides us with both a valuable insight into our community and useful experience.

Our partners are also our customers. In some cases, they act as our sub-consultants, and in other cases, we act as sub-consultants to our partners in *Building, Commerce and Service*. Thus, the actual customer is often a contractor in one of the other customer segments.

Donor projects are one of our important business areas. They account for 10% of our net fee. However, their proportion of our gross fee is significantly larger. This is due to the fact that we work with a lot of partners on donor projects. Their fee is recognised in the gross fee, but is deducted when the net fee is computed.



The great river Pahang and its harbour

Entrenched between the river Pahang and the South China Sea, the harbour at Kuala Pahang on the Malaysian Peninsula is struggling with the problem of sedimentation and the risk of flooding. NIRAS is currently aiding the Department of Irrigation and Drainage in combating these problems.



Draft of a solution at the harbour at Kuala Pahang (Malaysia)

Roadwork ahead

Ethiopia is characterised by great diversities in terrain and climate. This imposes huge demands on road design. NIRAS is preparing a feasibility study, a comprehensive environmental impact assessment, detailed designs, and tender documents for two new roads. The roads will cover a total of 300 km and take in altitude differences of over 1700 m. The work is being carried out for the Ethiopian Roads Authority by a consortium comprising NIRAS, Roughton International, and the Ethiopian Beza Consulting Engineers.



Guara, road south of Gelego (Ethiopia)

Carlsberg – Our city

Carlsberg A/S is moving their beer production out of Copenhagen and plans to create a new district of Copenhagen on their attractive estate in the city. Thus, in November 2006 they launched an international competition requesting ideas for the creation of the new district. To their surprise, 221 entries were received, which proved that there was great interest in their plans. NIRAS helped plan the competition and other activities relating to the rehabilitation process.



An entrance to a new city, Carlsberg (Copenhagen, Denmark)

SEEN opens new doors

SEEN is the name of a network formed by NIRAS together with three other independent consulting engineering firms from Sweden, Netherlands, and France. The network has already yielded several exciting developments and commercial projects.



Fire strategy in an underground station designed by Benthem Crouwel Architecten (Delft, Netherlands)

The idea behind SEEN is to encourage the participating firms to boost each other's professional and commercial strengths by sharing knowledge across borders. The aim is to be able to deliver the best possible solutions to our customers.

The network provides excellent opportunities for NIRAS to apply its key skills in an international arena. It also means that we are able to provide and develop services of an even higher quality for the benefit of our domestic customers.

The collaboration between the four providers of technical consulting services covers fields such as marine construction engineering, environmental engineering, infrastructure, and construction and building process management. In addition to NIRAS, SEEN comprises Sogreah from France, Tyrens from Sweden, and the Dutch engineering firm, Witteveen+Bos.

A blazing partnership

Witteveen+Bos made use of NIRAS' expertise in the fire safety design of an underground railway station in the Dutch town of Delft. The station is intended to be a major rail traffic junction and is being built in connection with a shopping centre. The Dutch firm did not have the skills required to provide consultancy on smoke management and, therefore, contacted NIRAS' fire safety department.

NIRAS' assignment was to analyse the risk of the spread of fire and smoke. In order to solve the task at hand, NIRAS used the most advanced analytical tools available to simulate the spread of smoke. We actually used the same programme that was used to analyse the fire after the attack on the World Trade Centre.

Part of NIRAS' fire safety strategy was the use of a semi-lateral ventilation system,

which exhausts the smoke away from the smoke layer beneath the ceiling and, thus, maintains tenable conditions for escape below the smoke layer. This method is often applied in buildings but is only used to a lesser degree in underground stations, in which longitudinal ventilation is much more common.

The cooperation on the Dutch project was also of benefit to NIRAS as it provided us with experience of international standards.

"In our department, we are fairly used to providing fire safety consultancy, which complies with the fire safety provisions in the Danish building regulations. Therefore, there is no question that we develop our skills when we move into Europe, where they work with quite different standards", explains Morten Valkvist, who was one of NIRAS' fire safety engineers on the project.

“The cooperation with NIRAS Safety on the complex CFD simulations required for the new underground railway station in the city of Delft was inspiring. We benefited both from their expertise in fire safety engineering, which is not common practice in the Netherlands, and their open manner of communication, which suits the Dutch mentality.”

Aryan Snel, Witteveen+Bos

SEEN stands for Strategic European Expertise Network.

SEEN is a knowledge network, which promotes the development and exchange of know how, the aim being to provide knowledge services based on the best European technology.

As a whole, the SEEN network has over 3000 experts at its disposal.



Contaminated sites and limited timeframes

NIRAS has cooperated with the Dutch consultancy Bioclear for a number of years achieving ground breaking results for our customers. The primary focus has been on the transfer of proven technology from the Netherlands to Denmark, e.g. the application of bioremediation of chlorinated solvents. During our latest project for the metropolitan area of Copenhagen, we set up an on-site bioreactor with the aim of achieving faster and more cost-effective remediation design.



Setting up an on-site bioreactor in the city of Copenhagen (Denmark)

Water is scarce in the Republic of Niger

NIRAS is participating in the implementation of a project financed by Danida in association with RODECO (Germany) and Cabinet d'Etudes et de contrôle de travaux Hydrauliques (CEH-SIDI, Niger). The aim is to improve the water supply and sanitation conditions for the rural populations of the Zinder and Diffa regions. The competence areas of NIRAS and RODECO complement one another and the result is a rewarding partnership with the professional CEH-SIDI.



A water well in the Diffa region (Niger)

Cooperation changed the approach to urban renewal

Millions of euros could be saved if buildings, facilities, and materials were decontaminated and rehabilitated instead of torn down when an urban area is developed. As part of the IRMA project, and co-funded by the EU, NIRAS and 15 of our partners have developed the City concept and a toolbox. We have tested both on six large European urban projects, most of which are in former industrial areas or harbours.

Everybody talks about the weather



The weather has always been a preferred topic for discussion and today's extreme weather conditions make it even more pertinent. NIRAS has chosen to focus on the effects of the changes in weather patterns and include these observations in most of our project packages.

Prevention or adaptation?

Back in 1957, Tommy Steele sang "Water, water everywhere" and, today, his words have become a reality. Powerful rainstorms and cyclones are on the increase. They are accompanied by masses of water, which strains the capacity of our sewers to the maximum and overflows into our streets. Rivers and waterways are flooding fertile land and destroying crops. At the same time, droughts and increased temperatures are setting forests ablaze, melting polar ice, drying out arable land, and causing serious threats to inhabitants.

However, the new weather conditions also create opportunities: We may be able to grow new crops, harvest more frequently, and increase yield. Moreover, temperate zones will experience lower heating costs, a more southern lifestyle with outdoor cafés and restaurants, and town planners will have to create more parks with water and green spaces in urban areas in order to cool down the cities.

The level of greenhouse gasses in our atmosphere is increasing, and this has a significant impact on the changes we are experiencing. The challenges posed by the effects of extreme weather conditions are twofold: we must take preventive

measures to minimise the impact and we must adapt our environment to the changing conditions.

At NIRAS, we incorporate these challenges in our services as they are of crucial importance to almost all our activities.

Reducing CO₂ emissions

Biomass as a source of energy is CO₂ neutral. NIRAS is one of Denmark's front runners in the field of biofuels and their potential. We have a vision of achieving true symbiosis between bio-diesel, bio-ethanol, biogas and biomass technologies and the agricultural industry. Our vision has the potential to reduce CO₂

< Bio-ethanol plant (Sweden) with similar technology as to the proposed plants in Denmark

> A rainy day – somewhere in Northern Europe



Icebergs in Greenland

“Climate is what we expect, weather is what we get.”

Mark Twain

globally, to ensure fuel supplies, and create jobs.

Projects such as the Bio Energy Park in Tønder, the biofuels symbiosis project, *Danish Biofuels Grenå*, and others were the first steps towards the realisation of this vision in Denmark; all with the assistance of NIRAS.

We are also transferring our extensive knowledge of biogas technology to the United States, China, and South Korea. There is evidently a global surge of interest in finding alternative and more sustainable energy sources, and our skills are in high demand.

Adapting to the changes

In the future, we will have to think differently when we build our houses and design our infrastructure; especially in areas close to the coastlines and rivers. We will have to calculate the impact of wind, water, and higher temperatures differently from the way we do it today. In other words, we are used to taking past experiences into consideration when we determine our standards. In the future, we will have to predict the climate before determining standards.

NIRAS is in the process of designing solutions, which will adapt the capacities of buildings, sewers, reservoirs, embank-

ments, bulwarks, locks, and coastal protection to these changes. We recently participated in a pioneering project for the Danish Environmental Protection Agency, DEPA, which involved the analysis of scenarios of extreme rain and high sea levels in the proximity of towns. Part of the assignment was to prepare financial estimates for the scenarios.

The daily news showers us with stories of extreme weather. Our goal is to design solutions with maximum sustainability in the changing climate.

NIRAS has around 1000 employees worldwide with a great variety of skills and a wealth of experience. They work out of Bulgaria, Denmark, Egypt, Finland, Malaysia, Poland, Sri Lanka, Sweden, Tanzania, Ukraine, and Zambia. The statements below will give you an insight into their impressions of NIRAS.

A flying start

I certainly got off to a flying start with NIRAS. NIRAS has had activities in Ukraine for several years now and we anticipate an increase in assignments due to economic growth and the fact that we are co-hosting the European football championship in 2012 with Poland. I benefit from working closely with our dynamic team of experienced project managers and highly qualified engineers, and together we enjoy the cooperation with colleagues in other NIRAS companies; the atmosphere is always friendly and supportive.

Natalia Domanska, Ukraine, with NIRAS since 2000



An absolutely extraordinary atmosphere

My first impression of NIRAS was that it was a company with an absolutely extraordinary atmosphere. My colleagues possess extensive knowledge and significant experience. They share these qualities with each other, and, regardless of position, nobody is left alone with their problems. NIRAS is the perfect workplace for anyone who appreciates an atmosphere in which they can develop their own qualifications and working conditions and for anyone who values the opportunity to work closely with investors.

Piotr Ziemia, Poland, with NIRAS since 2006



They followed my recommendations

NIRAS has provided me with favourable conditions in which to develop my professional and personal skills. It was my personal dream to work abroad for a good length of time. My dream came true in 2004 when I began working as a team leader on a project in Egypt. After two years, I recommended establishing a company in the country and our management followed and supported my recommendations. Both my wife and I love our life in Egypt, so I am certainly a happy man.

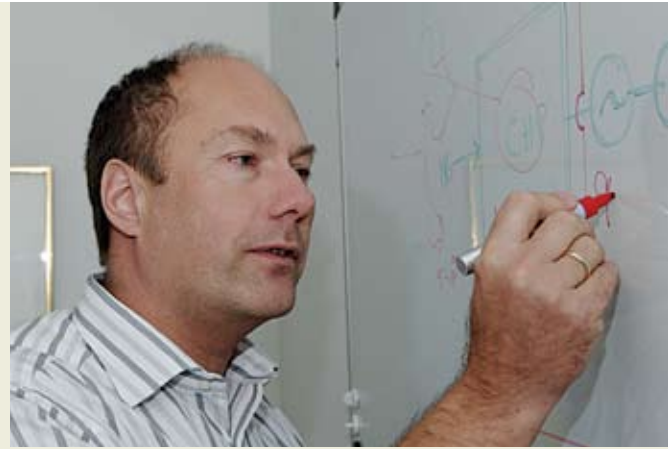
Jan Dietrich, Egypt, with NIRAS since 2003



Most corners of NIRAS

Since I started working at NIRAS, the company has grown remarkably in size. We are represented in many more countries and our range of skills has increased tremendously. Our culture has developed accordingly, but we have always managed to retain the ability to give the individual both freedom and responsibility. This is a unique quality, which promotes the development of both the company and its employees. I have been fortunate enough to experience more corners of NIRAS than most do by changing jobs – a good reason to stay in NIRAS.

Niels Bahnsen, Denmark, with NIRAS since 1983



They put their trust in me

NIRAS entrusted the establishment of the environmental section of their consultancy in Sweden to me. This proved to be a huge challenge, and it was necessary to pull a lot of strings before we were able to achieve the promising results we see today. It has been a creative, instructive and demanding experience, and with the support of my experienced and positive Danish colleagues, we have generated the basis for continued growth and development in the Swedish arena.

Joakim Andersson, Sweden, with NIRAS since 2005



From trainee to project manager

I began as a trainee in 2004, and today I work as a project manager and with marketing. I am involved in tendering, project management and short consultancies, mostly in multidisciplinary teams within the company. We have the ability to complement the knowledge and skills of each other. I enjoy being able to travel abroad and relate with people from different cultures and backgrounds.

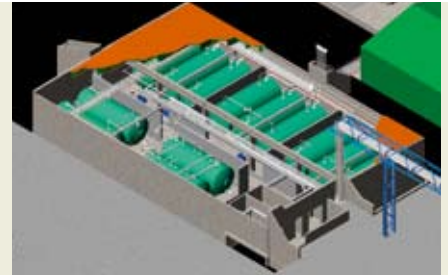
Erica Mejia, Finland, with NIRAS since 2004



News in brief

The colour of ships

Hempel A/S, global supplier of paint, has asked NIRAS to design their new tank farm comprising thirteen 30 m³ solvent tanks. The project involves several of our key competencies such as process engineering, automation, fire safety, and environmental evaluation.



Which way to the Opera?

Guests and employees heading for the new Copenhagen Opera find the route cumbersome. The Municipality of Copenhagen asked NIRAS to help develop solutions to facilitate access by both water and land and provide better parking conditions. Four of our ideas were selected by the politicians for further consideration.



Local presence strengthens dairy project

NIRAS is implementing a USAID-funded Dairy Development project. The aim of the project is to aid the private sector in the development of smallholder milk production in Zambia and increase competitive performance. NIRAS is conducting the project from our local office in Zambia.



Aluminium production powered by water

NIRAS is assisting Greenland Home Rule government in analysing the socio-economic impacts of aluminium production based on local hydropower. We are looking at issues such as economic policy, the labour market, local consequences, and international experiences.



Our past, present, and future

During our 50th anniversary year in 2006, we acknowledged the importance of our past, celebrated the present, and took a closer look at our future by asking young people across the globe to write an essay: "The future global knowledge society – what is it really"? The winners were Jacob Mattingley and Nikhil Ravi.



Blast

In the spring of 2007, NIRAS hosted two tremendous concerts by the European Youth Jazz Orchestra (EYJO) in our offices. The concerts were organised in collaboration with Swinging Europe as part of the EYJO concert tour. The big band is co-financed by the EU and includes talents from 18 different EU countries.



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