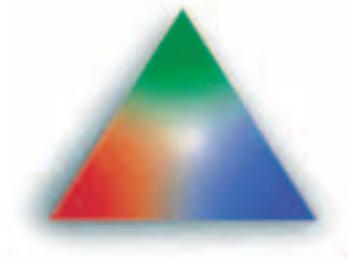


JAAKKO PÖYRY GROUP

Business Review



2004



**Jaakko Pöyry Group has three core areas of expertise:
forest industry, energy, and infrastructure & environment**

Jaakko Pöyry Group is a client- and technology -oriented, globally operating consulting and engineering firm. It has three core areas of expertise: forest industry, energy and infrastructure & environment. The Group employs 5300 experts in 42 countries.

The Group's business concept is based on early involvement in its clients' business development. The Group offers services related to consulting, project development and implementation, and operations management and maintenance planning in all of its business sectors.

Jaakko Pöyry Group Oyj is a public limited company listed on the Helsinki Exchanges. The brand name Jaakko Pöyry Group covers all the subsidiaries of Jaakko Pöyry Group Oyj.

CONTENTS

Business groups in a nutshell	1	Infrastructure & Environment	14
President's review	2	Human resources	18
Strategy	3	Board of Directors and Group Executive Committee	20
Financial review 2004	4	Summary of governance	21
Forest Industry	6	Key figures	22
Energy	10	Information for investors	24

This document contains a summary of Jaakko Pöyry Group Oyj's financial statements for 2004. The complete financial statements have been published separately. The financial statements are available in pdf format on the Group's website at www.poyry.com, where the printed version can be ordered.

BUSINESS GROUPS IN A NUTSHELL



FOREST INDUSTRY

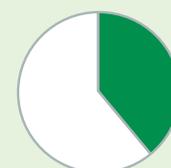
The Forest Industry business group provides consulting, investment planning and implementation, maintenance planning and operations improvement services in all phases of its client companies' development. Services are provided in three main practice areas:

- Management consulting
- New investment projects
- Rebuild projects and local services

The business group's office network covers all major forest products regions in the world. Clients include forest industry companies, international financing institutions and equipment suppliers.

The business group's brand name is **Jaakko Pöyry**.

Share of net sales



■ Forest Industry 39%



ENERGY

The Energy business group's services cover the entire life cycle of energy projects, from strategic planning, project development and implementation to power plant operations and maintenance services. The business group's main practice areas are:

- Management consulting
- Hydropower
- Renewable energy
- Power and heat
- Oil and gas

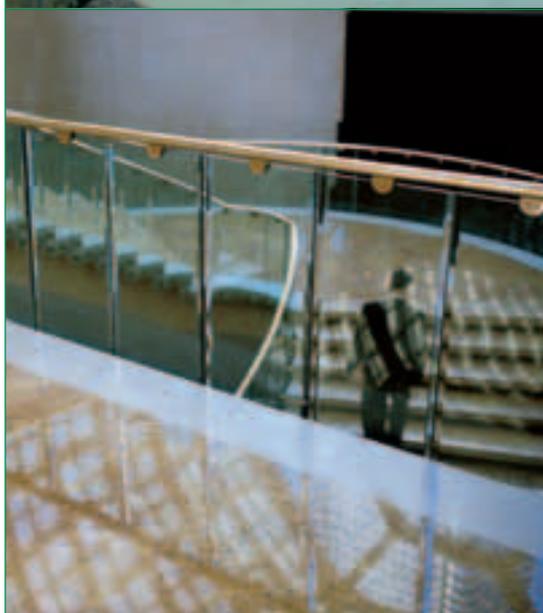
The office network covers Europe, the Middle East and Asia. Clients include privately or government owned utilities, industrial companies, equipment suppliers, and financing institutions and development banks.

The business group's brand name is **Electrowatt-Ekono**.

Share of net sales



■ Energy 31%



INFRASTRUCTURE & ENVIRONMENT

The Infrastructure & Environment business group offers consulting and engineering services, building and project management services, operation and maintenance expertise, and services related to technology transfer. Its main practice areas are:

- Transportation systems
- Water and environment
- Building services

The office network covers Europe and Asia. Clients include government and municipal organisations, international development institutions, and transport, water supply and telecommunications companies.

The business group's brand name is **Jaakko Pöyry Infra**.

Share of net sales



■ Infrastructure & Environment 30%

PRESIDENT'S REVIEW



The Jaakko Pöyry Group's operations developed favourably during 2004. Net sales increased by 15.1 per cent to EUR 473.9 million and profit before extraordinary items amounted to EUR 28.7 million.

Apart from the acquisition of Verbundplan GmbH in Austria and AQUATIS A.S. in the Czech Republic, the main growth came from increased business activities in emerging markets. In Latin America we have been able to consolidate our position as the leading forest industry consulting and engineering company and gained a strong market position within the transportation sector. In the Chinese market all three business groups have strengthened their local presence, and important new assignments were received particularly for Forest Industry and Infrastructure & Environment projects. Also in eastern Central Europe, the Baltic countries and Russia the business development was positive.

We expect that also in the next few years our businesses will continue to grow in these emerging markets. Our target is to establish strong local operations which are fully integrated into our Global Network Company concept and supported by our global know-how resources. In the future these emerging local operations will also provide a cost competitive resource base for projects in other market areas.

In addition to the emerging market growth we will pursue growth through acquisitions in the more mature markets. We have identified several interesting opportunities with respect to technology know-how and market positions. Our financial position is strong and we can finance sizeable acquisitions from our own funds. We will not, however, grow at any cost. Our main strategic target is a continued profitability improvement, and acquisitions will be made only if they fulfil our profitability criteria or if we can identify clear opportunities and actions for sustainable profitability improvement as part of the Jaakko Pöyry Group network.

One of our key targets is to be the preferred partner of our clients in the entire life cycle of their operations. As our clients concentrate on their core operations and continue the outsourcing of services such as maintenance engineering, operations and maintenance etc., we offer them a viable solution through our local office network. This network will be further expanded.

We have seen recovery in the world economy during 2004. The outlook for 2005 is positive and it is expected that the economic growth will continue. Combined with our strong market position and good order stock this gives a good starting point for the year 2005. Despite the low market activity within the North American forest industry consulting and engineering and the depression in Central European transportation sectors, we expect to continue our positive development with increased net sales and improved earnings during 2005.

The positive development of the Jaakko Pöyry Group during the past few years would not have been possible without the continued confidence of our clients, the flexibility and motivation of our personnel, and the constructive support of our shareholders. I would like to sincerely thank all of our stakeholders and look forward to another interesting year.

Erkki Pehu-Lehtonen
President and CEO

STRATEGY

MISSION

The Jaakko Pöyry Group's mission is to anticipate and fulfil its clients' requirements in order to improve their competitiveness. This objective is pursued by providing clients with a full range of leading-edge solutions and services within consulting, project development and implementation, operations improvement and maintenance engineering.

The Jaakko Pöyry Group aims to recruit people who have the drive and ability to work towards the company's objectives. Employees are offered a challenging international working environment in an expert organisation emphasising quality and continuous development.

The Jaakko Pöyry Group aims to secure a competitive long-term return for its shareholders and a leading position in selected business areas by actively managing and integrating the Group's resources, know-how and operations. The target is to reach over 20 per cent return on investment (ROI %) and to invest in continuous growth of the core business areas on a sustainable basis.

BUSINESS CONCEPT

The Jaakko Pöyry Group's business concept is based on early involvement in its clients' business development, the provision of innovative and value-added solutions, and a full range of services from individual consulting and engineering assignments to management and implementation of complex projects. Services are provided through the Group's own resources in key areas of consulting, technology, engineering and project management, supplemented by partnerships and alliances.

BUSINESS STRATEGY CHOICES

Three areas of expertise and global synergies

The Jaakko Pöyry Group has three core areas of expertise: forest industry, energy, and infrastructure and environment. The Jaakko Pöyry Group's three business groups are globally responsible for their operations. Synergies within the Group are realised through joint projects, complementary technological capabilities, joint marketing, common systems, tools and methods, and an integrated office network.

Project-oriented business approach and lifecycle engagement

The Jaakko Pöyry Group's business consists of project assignments. The business is based on a deep understanding of clients' core business processes. The Group's know-how covers the entire lifecycle of clients' investment projects. Its thorough business and technological expertise and its ability to apply this expertise into practice are a major competitive advantage.

Global office network

The Group has close to two hundred offices in 42 countries. The comprehensive office network is a unique and important key factor supporting the business, allowing the Jaakko Pöyry Group to offer its versatile expertise to locally as well as globally operating companies. Through its Global Network Company concept, the Group combines the know-how of its global network of experts with a strong knowledge of local conditions.

Information management a cornerstone

To support its project-oriented activities, the Jaakko Pöyry Group continuously develops product and service concepts based on integrated IT solutions. Effective information management is a cornerstone of the Group's project business. A key success factor is the ability to make the right information available, in the right format, to the right persons at the right time.

Stable business growth

In the same way as the clientele, the consulting and engineering business is also being consolidated. The Jaakko Pöyry Group is a growth-oriented company, which is continuously developing its core business operations. Growth is derived from organic growth, extensions of the local office network and acquisitions. While pursuing volume growth, the Group also aims to maintain its stable profitability and liquidity. The Group's good solvency offers a possibility for self-financed growth.

KEY CHANGE FORCES RESHAPING

THE BUSINESS ENVIRONMENT

Key change forces influencing the Jaakko Pöyry Group's business operations are:

Consolidation. Client companies continue to consolidate. The consulting and engineering business is also being consolidated.

Networking. Networking will promote co-operation through partnership agreements and alliances. It will create new business opportunities and expand the Group's service mix.

Digital revolution. The digital revolution makes information management and utilisation increasingly important. Information is no longer seen as a production factor dependent on time and place.

Speed of change and volatility. The business environment is changing faster and becoming more volatile.

Scarcity of resources. The scarcity of natural resources, such as fibre, energy and water, increasingly guide investment decisions in several market areas.

Competition for talent. Talent is an important competitive advantage of any company.

Cost-effectiveness. Success in international competition requires continual improvement of operations and competitiveness.

FINANCIAL REVIEW 2004

CONSOLIDATED EARNINGS AND BALANCE SHEET

The recession in the world economy which began in 2001 turned into economic growth during 2004. The growth has been strongest in North America and Asia. Prospects for 2005 are mostly good.

The economic recovery also had a favourable impact on the Jaakko Pöyry Group's clients and their investment activity, except in the forest industry. Consolidated net sales grew to EUR 473.9 million (411.6 million in the previous year). Boosted by increased demand and the strengthening of the Group's market position, earnings from operations improved during the year under review.

Profit before extraordinary items was EUR 28.7 (35.8) million. The profit for the year was EUR 18.0 (24.7) million and earnings per share EUR 1.30 (1.80). The return on investment was 21.6 (27.7) per cent. The profit for 2003 included a gain of EUR 11.0 million from the sale of Jaakko Pöyry Group Oyj's headquarter property.

The consolidated balance sheet is healthy. The equity ratio is 50.1 (52.3) per cent. The Group's liquidity is good. At the end of the year, the Group's cash in hand and at banks amounted to EUR 62.2 (63.1) million. Interest-bearing debts totalled EUR 11.2 (13.4) million. The net debt/equity ratio (gearing) was -40.9 (-40.7) per cent.

ORDER STOCK

The Group's order stock increased during the year under review. At the end of 2004, the order stock totalled EUR 373.2 million, compared with EUR 335.7 million at the end of 2003. The order stock of the consulting and engineering businesses increased by EUR 40.0 million during the year. The order stock for turnkey projects decreased by EUR 2.5 million.

The growth in consulting and engineering work reflects the Group's intention to increase the proportion of consolidated net sales generated by these businesses, which will improve the Group's relative profitability.

The share of consulting services and operation and maintenance services of the order stock has increased. Assignments in these areas are short-term and are partly booked under net sales without being recorded in the order stock.

FINANCING

The Group's liquidity remained good during the financial year. At the end of the year, the Group's cash in hand and at banks totalled EUR 62.2 (63.1) million and interest-bearing liabilities EUR 11.2 (13.4) million. At the end of the year, the Group had unutilised credit facilities amounting to EUR 30.7 million. The net debt/equity ratio (gearing) at the end of the year was -40.9 (-40.7) per cent. The cash flow before financing was EUR 20.3 (57.8) million.

DIVIDEND POLICY

Jaakko Pöyry Group Oyj's target is that the dividend/earnings ratio is at least 50.0 per cent. Should the Group's net debt/equity ratio exceed 30.0 per cent, the dividend/earnings ratio may be adjusted.

BOARD OF DIRECTORS' PROPOSAL

The Board of Directors proposes to the Annual General Meeting on March 3, 2005 that a dividend of EUR 1.20 (for 2003 1.00 and additional dividend 0.50) per share be paid for the year 2004, totalling EUR 16.9 million. The proposed dividend corresponds to 92.3 (55.6 and 27.7) per cent of the earnings per share for the financial year. The dividend will be payable on March 15, 2005.

KEY FIGURES AND FINANCIAL TARGETS

	2000	2001	2002	2003	2004	Target on average
Profitability						
Profit before extraordinary items, EUR million	30.1	26.3	18.1	35.8	28.7	
Return on investment, %	25.1	21.2	14.5	27.7	21.6	≥ 20%
Earnings						
Earnings/share, EUR	1.40	1.30	0.90	1.80	1.30	
Earnings/share, annual growth, %	26.1	-7.1	-30.8	100.0	-27.8	≥ 15%
Balance sheet						
Gearing, %	-2.5	-3.0	-5.6	-40.7	-40.9	< 30%
Dividend						
Dividend, EUR	0.60	0.60	0.60	1.50	1.20 ¹⁾	
Dividend/earnings ratio, %	42.8	46.1	66.7	83.3	92.3	≥ 50%

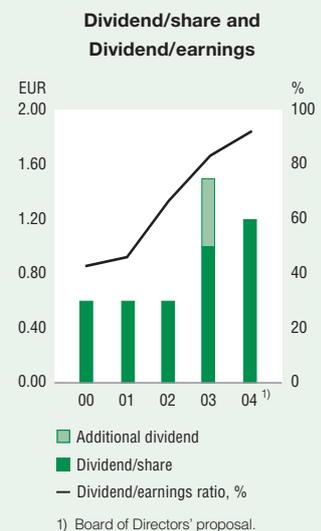
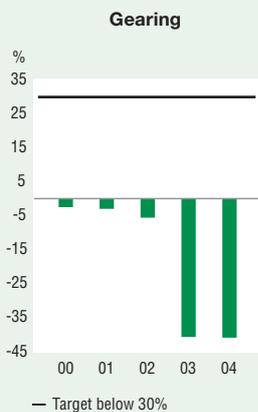
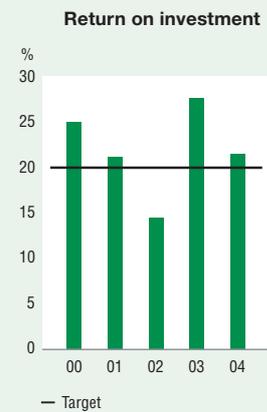
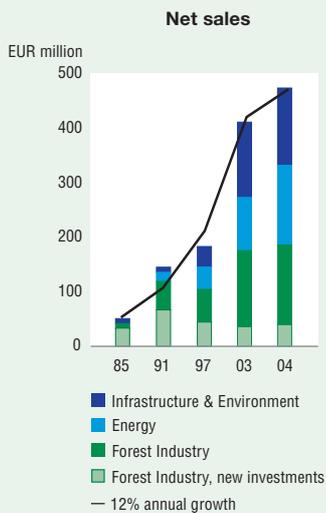
1) Board of Directors' proposal.

PROSPECTS

The world economy has recovered during 2004. Prospects for 2005 are favourable and economic growth is expected to continue.

The Jaakko Pöyry Group has strengthened its market position in recent years. The Group's order stock increased by EUR 37.5 million during the financial year, amounting to EUR 373.2 million. The order stock represents a normal price level. The Group's balance sheet position and liquidity are also good.

The Jaakko Pöyry Group has a strong market position in all of its business areas. The order stock has grown during 2004 and the balance sheet position has remained good. Consolidated net sales will grow during 2005. Consolidated earnings before extraordinary items are expected to improve in 2005.



FOREST INDUSTRY



- The Forest Industry business group is a world leader in pulp and paper consulting and engineering. Jaakko Pöyry offers a unique combination of know-how, advanced methods and broad experience.

The Forest Industry business group, operating under the brand name Jaakko Pöyry, is a global market leader in its sector. The business group provides engineering and project implementation services for pulp and paper industry projects worldwide, maintenance engineering and other local services to the mills, consulting on forest industry strategies and operations, and investment banking. At the end of the year, the business group employed a total of 2077 people.

MAJOR TRENDS IN OPERATING ENVIRONMENT

The major trends in the Forest Industry business group's operating environment are:

Operations improvement. The industry is continually improving the efficiency and competitiveness of its operations. Jaakko Pöyry participates actively in these efforts by offering its clients a wide range of services and solutions aimed at improving operations and profitability.

Outsourcing of services. The outsourcing of non-core activities is an important trend in the industry. It opens opportunities for Jaakko Pöyry to expand its local services. Engineering and project management services related to smaller revamps, maintenance work and technical document management are some of the outsourcing services on the increase.

Improved use of capital. As a capital-intensive business, the forest industry is vitally dependent on optimal allocation of capital and maximum returns on investment. This requires comprehensive analysis of strategic alternatives, as well as investments, acquisitions and mergers, internal development projects, and their effective implementation models. This creates a good platform for Jaakko Pöyry to offer services that combine global industry experience with strategic competences and a strong technical background.

SECTOR-SPECIFIC MARKET PROSPECTS

Long-term global demand for paper and paperboard will continue to grow in line with GNP growth. Business cycles influence demand growth and may cause considerable variations in capacity utilisation rates. Demand and investments are growing fastest in Asia, especially in China, South America and other emerging markets. In recent years, growth in demand has been particularly weak in Europe and North America retarded by slow economic growth. In these markets, the industry has cut down on investments in new capacity and instead focused on efficiency improvements and cost savings. The market outlook is improving but its impact

on new investments remains open in the short term. The consolidation and globalisation trends are expected to continue in the next few years.

BUSINESS AREAS

The Forest Industry business group's services are divided into three main businesses:

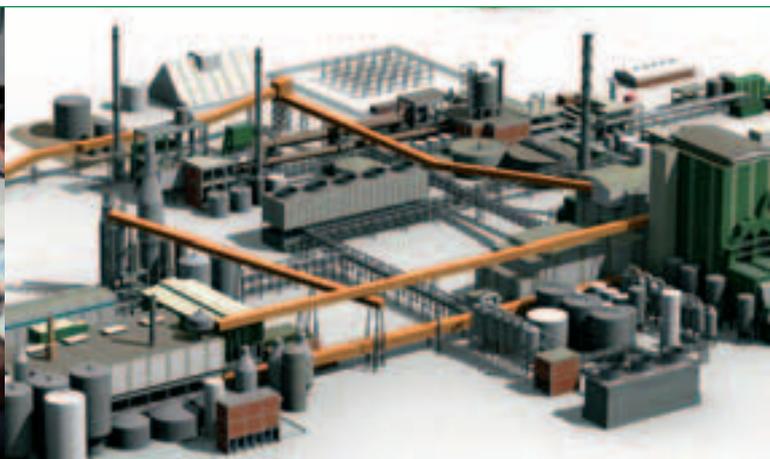
- Management consulting
- New investment projects
- Rebuild projects and local services

In **management consulting**, expert services and business advice are provided in matters related to the development of business strategies and improvement of operations. The expertise covers the entire supply chain from raw materials to technology, markets and business performance. The cornerstones of the business group's operations are its extensive international experience, in-depth industry expertise and practical experience of implementing changes.

In **new investment projects**, the business group provides engineering and project implementation services for the pulp and paper industry worldwide. Process know-how, advanced engineering and information management systems and extensive project experience play a key role in project implementation. The business group's broad expertise covers basic and detail engineering services, project management, project services, construction management, other site services and commissioning.

In **rebuild projects and local services**, the primary focus is on modernisation or expansion rebuilds, product quality improvements and smaller maintenance related projects. Jaakko Pöyry's services combine local knowledge and fast service with access to special know-how across the entire business group. The extensive local office networks in many countries enable outsourcing of engineering and other services to a local Jaakko Pöyry office, while maintaining an excellent service level.

→ FOREST INDUSTRY



FINANCIALS AND PERFORMANCE 2004

Investment activity in the pulp and paper industry worldwide remained low in 2004, although there were some regional differences. New investments were made mainly in emerging markets, such as Asia and South America. In the more mature markets of Europe and North America, the projects were mainly replacement or rebuild investments. The demand for consulting services was slack due to the business down cycle and savings programmes in the forest industry. Although the markets for consulting and engineering services were under pressure during the year, Jaakko Pöyry maintained its leading market position. With the help of its worldwide office network and a versatile range of services, the business group was able to increase its net sales and earnings from the previous year.

The order stock declined to EUR 82.5 (90.8) million during 2004. The most important new projects were Holmen Paper AB's new paper machine at their Peninsular mill and S.A. Industrias Celulosa Aragonesa's (SAICA) new board machine, both in Spain, the Diesel project at Fortum's Kilpilähti

refinery in Finland, StoraEnso's new paper machine at the Kvarnsveden mill for Metso Paper and Korsnäs AB's paper machine rebuild in Sweden, Mondi Ltd's paper machine rebuild at their Merebank mill, South Africa, Norske Skog's paper mill rebuild at Albury, Australia, and Oy Finnish Peroxide Ab's new chemical plant in Finland. Basic engineering and project development services were carried out for several clients during the year.

Net sales for the financial year were EUR 186.3 (176.0) million. Operating profit was EUR 17.5 (16.1) million, which equals 9.4 (9.2) per cent of net sales.

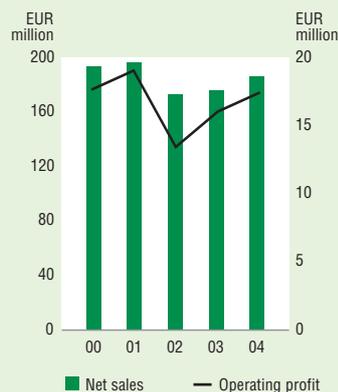
ACQUISITIONS IN 2004

The Forest Industry business group did not make any acquisitions during 2004. The business group intends to expand its office network in line with market developments. The expansion is likely to take place partly in the new emerging markets where the investment activity is expected to grow, and partly in Europe and North America where local services are required for rebuilds and maintenance engineering.

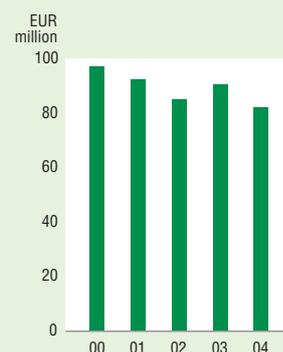
KEY FIGURES

EUR million	2000	2001	2002	2003	2004	Share of Group,%
Net sales	193.8	196.6	173.7	176.0	186.3	39.3
Operating profit	17.5	19.1	13.5	16.1	17.5	63.2
Operating profit, %	9.0	9.7	7.8	9.2	9.4	
Order stock	97.4	92.7	85.2	90.8	82.5	22.1
Personnel	2 061	2 153	2 163	2 126	2 077	39.1

Net sales and operating profit



Order stock





Forest Industry business group's main areas:

- Management consulting
- New investment projects
- Rebuild projects and local services

PROSPECTS FOR 2005

Pulp and paper industry capacity utilisation rates increased during 2004, paving the way for higher prices and improved profitability in 2005. Depending on the development of demand and prices, some increase in investment levels can be expected during 2005, especially in emerging markets. Only a few new paper machine projects or large rebuilds are

expected to move ahead in Europe and North America. As the industry continues to focus on its core businesses, demand for local services continues to increase. Demand for forest industry consulting and investment banking services is expected to improve slightly. The market position of the business group is good and its order stock is stable. The business group's operating profit will increase slightly in 2005.

MAJOR PROJECTS IN 2004

Holmen Paper AB; basic and implementation engineering for the company's new paper machine in Madrid, Spain. The PM62 will produce 300 000 t/a of 100% recycled fibre-based newsprint grades and is scheduled to start up at the beginning of 2006. Jaakko Pöyry's assignment includes plant engineering, construction management and coordination services for the project.

Mondi Ltd.; PM1 conversion project at the Merebank mill in Durban, South Africa. The rebuilt paper machine will produce 250 000 t/a of uncoated fine paper. Jaakko Pöyry's contract covers engineering, procurement, construction management and commissioning services.

Neste Jacobs Oy; Diesel project at Fortum's Kilpilahti refinery in Porvoo, Finland. The Diesel project comprises a new, two-unit production facility to be built at the refinery. Jaakko Pöyry's assign-

ment includes process, piping, equipment, automation, instrumentation, electrification and structural engineering as well as procurement services.

Metso Paper; engineering services for StoraEnso's new paper machine at the Kvarnsveden mill in Sweden. The new PM12 will produce 420 000 t/a of top-quality SC magazine paper. Jaakko Pöyry's assignment includes process, mechanical, electrical and automation engineering for the paper manufacturing line.

Norske Skog; PM1 rebuild project at the Albury mill in Australia. Jaakko Pöyry's contract includes project management services and complete engineering for the modernisation of PM1, including expansions of the pulp preparation and effluent treatment departments as well as a new winder.

ENERGY

- The Energy business group is one of the world's largest international energy consulting firms. Electrowatt-Ekono's success stems from its leading technical know-how and many years of experience in its key business areas.

The Energy business group, operating under the brand name Electrowatt-Ekono, is a leading international energy consulting and engineering firm. Its services cover the entire life cycle of the client's business, from strategic consulting to project implementation, operation and maintenance, and modernisation projects. The business group focuses on five business areas: management consulting, hydropower, renewable energy, power and heat, and oil and gas. At the end of the year, the business group employed a total of 1485 people.

MAJOR TRENDS IN OPERATING ENVIRONMENT

The major trends in the Energy business group's operating environment are:

Changes in energy markets. The continued consolidation and restructuring in the energy market, in combination with increased profitability pressures, are generating increased demand for Electrowatt-Ekono's consulting services and its operations improvement expertise.

Environmental protection. International and national programmes are being implemented to reduce emissions and to promote clean energy technologies, such as renewable energy. Electrowatt-Ekono is actively involved in this development in many ways.

Power plant rebuilds. More and more power plants are approaching the end of their service life and are in need of modernisation. Electrowatt-Ekono has developed solutions that are technically and economically optimised for repowering.

SECTOR-SPECIFIC MARKET PROSPECTS

The liberalisation of the energy markets and the consolidation of the energy sector will continue in Europe, while growth rates in emerging markets will be moderate. The increased competition and economic downturn have depressed electricity prices and the general level of investment in the energy sector. This trend is about to change, though there will be regional variations. Environmentally driven investments in renewable energy and hydropower will increase, but these forms of energy will continue to represent a low proportion of total production. As power plants get older, environmental regulations continue to tighten and profitability requirements increase, the number of power plant rebuilds and efficiency-improving projects will rise. In spite of short-term fluctuations, demand for electricity will continue to rise in pace with economic growth throughout the world, so long-term investments will be needed to meet this growth. In the short term, capacity increases will come from small and medium-size power plants to be built for the needs of local industry and communities.

BUSINESS AREAS

The Energy business group's main practice areas are:

- Management consulting
- Hydropower
- Renewable energy
- Power and heat
- Oil and gas

In **management consulting**, the business group focuses on providing services in strategy development, business operations development, mergers and acquisitions, and environmental consulting. Services are provided through an integrated business model, combining management consulting with technology consulting. The business group develops its clients' business operations utilising the expertise of its global office network.

In **hydropower**, the business group provides a wide spectrum of services combined with international expertise. Examples include high- and low-head dams, pump storage and run-of-river schemes, and integrated power and irrigation projects.

In **renewable energy**, the focus is on engineering and project implementation services for biomass and geothermal energy, wind and solar power, waste management and waste-to-energy projects. The expertise covers all project phases, from investment studies to project implementation and operations management. Electrowatt-Ekono's specialists have extensive experience of supporting clients in meeting the requirements of the Kyoto Protocol.

In **power and heat**, activities cover a wide range of project services, from project development and implementation to operations improvement and plant modernisation. Core areas of expertise are combined heat and power generation for industry and communities, district heating and cooling, and condensing power generation.

In **oil and gas**, the business group offers specialist engineering and safety management services. These include prestudies, preliminary engineering, implementation engineering and safety case reviews.

→ ENERGY



FINANCIALS AND PERFORMANCE 2004

The market for energy-related services started to recover in 2004. However, the recovery was limited due to the effect of the increased oil price. The internationalisation of the energy sector and the liberalisation of the energy market continue. Environmental pressures result in greater investment needs. Traditional fields of operations are expanding as power companies move into the gas sector and the major oil and gas companies enter the power sector. In spite of the changing market conditions, Electrowatt-Ekono has been able to strengthen its market position.

The order stock grew, amounting to EUR 171.8 (129.2) million at the end of the year. The most important new projects were the contracts for the first A.T. Biopower biomass power plant in Thailand, the SAICA cogeneration power plant in Spain, the Bisamberg substation upgrade in Austria, the Ca Mau Phase II combined cycle power plant in Vietnam, the Rheinfelden run-of-river hydropower plant in Switzerland, the Tsankov Kamak hydropower plant in Bulgaria, the SIGI-

DURS waste-to-energy project in France, the Allington waste-to-energy plant and upgrading of the Devonport Naval Base utilities in the UK and the UPPC power plant upgrade in the Philippines.

Net sales for the financial year were EUR 146.5 (97.6) million. Operating profit was EUR 8.0 (4.5) million, which equals 5.5 (4.6) per cent of net sales.

ACQUISITIONS IN 2004

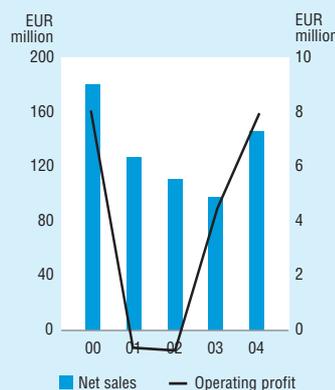
The Energy business group expanded its energy consulting and engineering operations in April by acquiring Verbundplan GmbH, situated in Vienna, Austria. Verbundplan is the leading energy consulting and engineering company in Austria. The company's net sales were EUR 36.5 million and it employs 259 people. With this acquisition Electrowatt-Ekono became the leading independent hydropower consulting and engineering firm in Europe.

The business group aims to expand its local office network in Europe and Asia. Another aim is to broaden the busi-

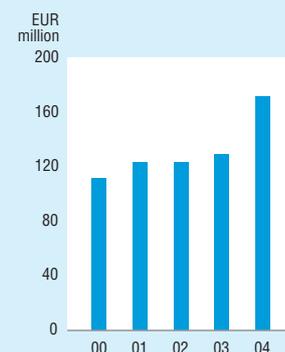
KEY FIGURES

EUR million	2000	2001	2002	2003	2004	Share of Group, %
Net sales	180.9	127.0	111.2	97.6	146.5	30.9
Operating profit	8.1	- 0.6	- 0.7	4.5	8.0	28.9
Operating profit, %	4.5	- 0.5	- 0.7	4.6	5.5	
Order stock	111.6	123.5	123.8	129.2	171.8	46.0
Personnel	1 321	1 193	1 094	1 109	1 485	28.0

Net sales and operating profit



Order stock





Energy business group's main areas:

- Management consulting
- Hydropower
- Renewable energy
- Power and heat
- Oil and gas

ness group's technological expertise, especially related to renewable energy, management consulting, oil and gas resources and environmental protection.

PROSPECTS FOR 2005

Good opportunities for growth in demand for energy-related services are emerging as the economies of East Asia, China and to some degree Europe recover, and as the EU expands.

This applies in particular to renewable energy, plant refurbishments and management consulting services. The Energy business group further enhanced its new business area-based organisation model during 2004. The business area approach ensures that operations are focused on the most important markets and clients. Also the market position has improved and the order stock is good. The business group's operating profit will improve in 2005.

MAJOR PROJECTS IN 2004

Petro Vietnam Corp.; project management for a 720 MW combined cycle gas turbine power plant in Ca Mau, Vietnam. Services include definite design and tender documents, evaluation and suppliers' contracts negotiations, suppliers' design reviews, supervision of construction, erection and commissioning.

Verbund Austrian Power Grid AG; engineering, erection and delivery of the 380 kV Bisamberg substation in Lower Austria. The contract comprises detail design, erection of all components and delivery of all high-voltage materials including steel structures for the outdoor switchgear.

Natsionalna Elektricheska Kompania plc.; detail design of the Tsankov Kamak 80 MW hydropower plant in Bulgaria. Services include detail, civil and structural engineering as well as project management.

United Pulp & Paper Corp.; project management, engineering, procurement of balance-of-plant equipment, construction and erection of the Bulacan mill's 30 MW coal-fired power plant in the Philippines.

Energiedienst AG; engineering contract for the repowering of the Rheinfelden 116 MW run-of-river hydropower plant on the Rhine river, Switzerland. Services include the tender and final design as well as construction support.

INFRASTRUCTURE & ENVIRONMENT



- The Infrastructure & Environment business group has a leading market position in its key business areas in several countries. Jaakko Pöyry Infra offers a solid combination of project experience and IT-based tools.

The Infrastructure & Environment business group, operating under the brand name Jaakko Pöyry Infra, is among the largest companies in its sector in Europe. It is active in three business areas: transportation, water and environment, and building services. In all these areas, the business group offers consulting and engineering services, building and project management services, operation and maintenance expertise, and services related to technology transfer. At the end of the year, the business group employed a total of 1715 people.

MAJOR TRENDS IN OPERATING ENVIRONMENT

The major trends in the Infrastructure & Environment business group's operating environment are:

Shortage of clean water and need for sanitation. International aid in support of water resources and water technology is growing because of the shortage of clean water. There are 1.2 billion people in the world without access to safe drinking water and 2.5 billion people without proper sanitation. The growing shortage of clean water also requires water supply solutions designed to conserve water resources. Development in this sector is not driven by need but by the availability of capital.

Rapid growth of urban population and urbanisation. Worsening congestion and environmental pollution are creating demand for rail traffic systems to replace road and street traffic, and for IT and telecommunications to replace physical movement. Jaakko Pöyry Infra is actively participating in this development work by offering a variety of project services.

E-infrastructure. The business group's ability to combine life cycle expertise in different sectors with appropriate information technologies into a functional e-infrastructure is opening up pioneering opportunities for Jaakko Pöyry Infra's product range.

SECTOR-SPECIFIC MARKET PROSPECTS

Population growth and increased economic activity will result in growing environmental pressures. Investments in resource-lean and cleaner technologies, better management of natural resources and environmentally sound infrastructure will be playing a key role in alleviating these environmental impacts. Local shortages of natural resources are getting more acute, so lean technologies and resource management will become more important. New solutions to eliminate shortages of clean drinking water, efficient rail-bound mass transit systems and more effective control of atmospheric emissions are examples of business opportunities in this sector. The greater incidence of climatic disturbances has also made flood

control more important all over the world. These trends will affect both developing countries and the rapidly growing urban areas in industrialised countries. Development projects involve national and local administrative organisations as decision-makers, with investors including both multinational financing institutions and, increasingly, private investors.

BUSINESS AREAS

The Infrastructure & Environment business group's main business areas are:

- Transportation systems
- Water and environment
- Building services

In **transportation systems**, the expertise covers diverse rail-bound systems, as well as tunnelling and bridge projects, and project services related to traffic and community planning. Services cover the entire life cycle of the clients' projects, including initial consulting services, engineering and project management and construction supervision. In project implementation, a major strength is the business group's in-depth experience of transportation systems, combining local knowledge with global operating procedures.

In **water and environment**, the business group offers its clients a full range of services. Sustainable solutions in basic water treatment as well as in applications involving high technology are vitally important for international business. In these projects, the ability to combine technical, economic, social and environmental expertise offers a particular advantage.

In **building services**, the business group offers engineering and project management services for demanding office buildings, business centres, public buildings and industrial building projects. This business is local and mostly concentrated in Finland and nearby areas. In network planning and implementation of telecommunications projects and in telecommunications consulting, the business group also offers services globally.

→ INFRASTRUCTURE & ENVIRONMENT



FINANCIALS AND PERFORMANCE 2004

Driven by world population growth and urbanisation, the need for the business group's services is growing. Demand for consulting and engineering services in rail transportation has declined in Germany but increased in Latin America and Asia. The demand has focused on high-speed trains, underground railways and light rail traffic systems. International aid in support of water resources and water technology is increasing because of the growing shortage of clean water. There is also a constant need for better sanitation. In solving water and sanitation problems, a key factor is the availability of funding. Jaakko Pöyry Infra has strengthened its market position in its own business sector, and its net sales and number of employees have grown.

The order stock increased during the financial year to EUR 118.8 (115.7) million. The most important projects received during the year were the engineering work ordered by the Ministry of Transportation and Communications of Kosovo for the design of a new, 112 km long motorway between the port

of Dures in Albania and the Pan-European Road Corridor 10 in Serbia, the supply and service contract for Guiyang City in China comprising creation of a GIS-based management and public information system, and an assignment awarded by the European Union for the establishment of an information system and a database for water management for Romania according to the requirements of the EU Water Framework Directive.

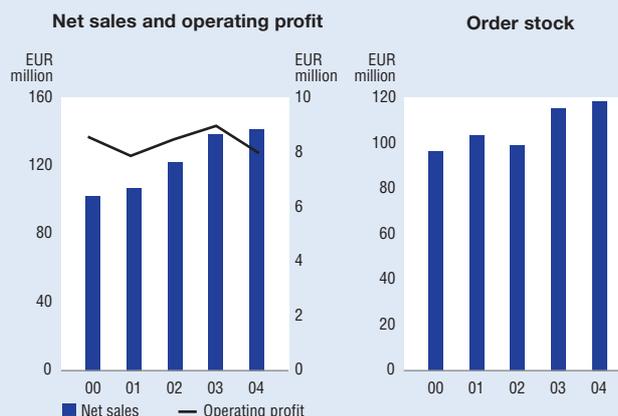
The Infrastructure & Environment business group continued its steady performance. Net sales increased during the financial year to EUR 142.1 (138.6) million. Operating profit was EUR 8.0 (9.0) million, which equals 5.6 (6.5) per cent of net sales.

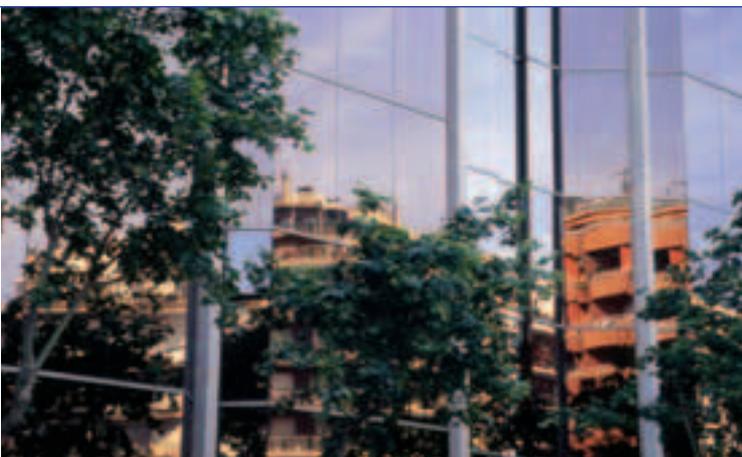
ACQUISITIONS IN 2004

In April the business group acquired AQUATIS a.s., a company active in the water and environment sector in the Czech Republic. The net sales of AQUATIS were EUR 6.4 million and it has a staff of 186.

KEY FIGURES

EUR million	2000	2001	2002	2003	2004	Share of Group, %
Net sales	102.7	107.5	122.7	138.6	142.1	30.0
Operating profit	8.6	7.9	8.5	9.0	8.0	28.9
Operating profit, %	8.4	7.3	6.9	6.5	5.6	
Order stock	96.5	103.7	99.4	115.7	118.8	31.8
Personnel	1 162	1 206	1 342	1 495	1 715	32.3





Infrastructure & Environment business group's main areas:

Transportation systems
Water and environment
Building services

The Austrian geophysics and geotechnical engineering company Verbundplan Prüf- und Messtechnik GmbH was also acquired in April. The company's net sales amounted to EUR 3.5 million and it employs 34 people.

In October the business group expanded in Finland by acquiring the business operations of the community planning unit of Motiivi Oy, based in Seinäjoki. The unit has a staff of eight.

In December the business group acquired CMC-yhtiöt in Finland, which will be merged with the business group company JP-Terasto. The name of the new company is CMC Terasto Oy. The net sales of CMC-yhtiöt are about EUR 5 million and it employs 70 people. CMC-yhtiöt is active in the field of construction and project management in Finland, the Baltic countries and Russia.

The business group aims to expand its local office network in Europe and Asia.

PROSPECTS FOR 2005

Prospects for the Infrastructure & Environment business group are variable. Demand for traffic systems expertise will remain good in Latin America and Asia. In Central Europe, especially in Germany, investments in traffic systems are declining, which will be reflected in the general price level and the business group's activities. In the water and environment sector, demand is expected to remain unchanged. Demand for building services in Finland is still focused on building renovations. An increasing share of the building services' net sales will come from the Baltic countries and Russia. The business group's order stock is good, having grown by EUR 3.1 million during 2004. The operating profit will remain stable during 2005.

MAJOR PROJECTS IN 2004

Ministry of Transportation and Communications, Kosovo; engineering for the design of a 112 km long motorway between the port of Durres in Albania and the Pan-European Road Corridor 10 in Serbia. Services comprise the overall planning of the motorway including complete road design and all structural design of bridges, junctions and crossings.

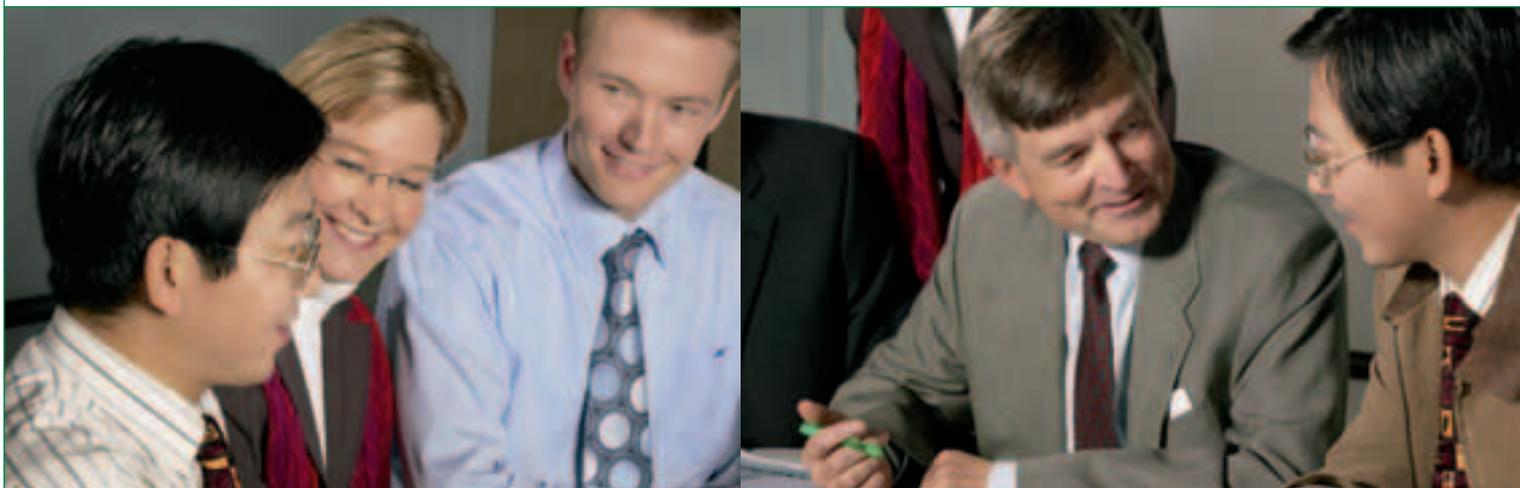
Ministry for Foreign Affairs, Finland; implementation of a hazardous waste management project for the city of Alexandria in Egypt.

Senate Properties, Finland; partnership agreement with Senate Properties for 2004-2006. The agreement covers nationwide construction management.

Guiyang City, China; supply and service contract comprising creation of a GIS-based management and public information system for the city including tools for emergency management, flood and air quality forecasting, and an interactive information system for the citizens.

European Union; establishment of an information system and a database for water management for Romania according to the requirements of the EU Water Framework Directive.

HUMAN RESOURCES



EXPERTISE AND MOTIVATION – THE CORNERSTONES OF COMPETITIVENESS

The Jaakko Pöyry Group's competitiveness stems largely from its motivated, competent and professionally skilled employees and their ability to provide clients with solutions that best meet their needs. Accordingly, activities designed to improve employees' professional skills account for a large proportion of the Group's human resource development inputs. Because the Group's operations are conducted in several business sectors and areas of expertise, the guidelines for development of professional skills are determined in accordance with the objectives and development needs of each business group.

The connection between business objectives and the development of professional skills has been strengthened further. The standards and coverage of professional skills are maintained through continuous training and recruitment of new experts and by arranging effective orientation for new employees. The opportunity to work with experienced colleagues in challenging, multifaceted project work creates favourable conditions for systematic development of skills and competences.

LEADERSHIP DEVELOPMENT

In recent years, the Jaakko Pöyry Group has placed strong emphasis on the development of leadership resources and skills for future needs. Career and succession planning has been made more systematic, and special importance has been attached to developing skills and competences related to business and project management and leadership in all business groups.

The Group-wide Leadership Programme in the Jaakko Pöyry Group Business Academy is one of the most important components serving these training needs. The Leadership Programme attracts an international group of partici-

pants, representing all of the Jaakko Pöyry Group's business sectors. In addition to promoting leadership skills, the one-year programme is designed to increase participants' knowledge of the different business groups' products and business operations. The programme has enhanced participants' awareness of common goals and the importance of co-operation in reaching these goals. It has also significantly promoted Group-wide networking and global co-operation across various business sectors. Employees who have completed the Leadership Programme have turned into key members of Group-wide development projects, serving as unbiased experts lobbying for such projects in their local offices around the world.

DEVELOPMENT PROJECTS SUPPORT NETWORKING

For several years, there has been a focused effort to promote the Global Network Company concept. Its objective is to give clients access to the skills and expertise available within the Jaakko Pöyry Group's global network through local offices around the world. Extensively networked global business operations require co-operation across cultural boundaries and the establishment of mutual confidence between all parties involved. In addition, common working methods must be adopted in all parts of the Group.

Within the Jaakko Pöyry Group, global co-operation is facilitated by many years of extensive experience of multilateral co-operation transcending borders between companies, nationalities and cultures. The systematic effort to develop the Global Network Company concept, including the introduction of common working methods and tools, has already produced numerous visible results. It has also helped to make more effective use of the synergies between business groups.

During 2004 a strong effort was made to develop the business processes of the Jaakko Pöyry Group. This development has been designed to improve the efficiency of



Strengths of Jaakko Pöyry Group's personnel

Competent
Global
Multicultural

internal activities and client projects and to ensure continued quality improvement. Another objective has been to make business processes more suitable for global operations, taking into account ongoing changes in the business environment and the opportunities offered by constantly developing computer and communications technologies. The ultimate aim has been to create best practices, and, based on these, to identify and take into use optimal business processes throughout the Group. Since uniform business systems offer an opportunity for creating new forms of Group-wide co-operation, the development of computer applications and solutions supporting key business processes has been an important part of this effort.

CONTINUOUS DEVELOPMENT WORK

The Jaakko Pöyry Group has a long tradition of conducting development work in many different areas. New technologies have always been examined in an unbiased manner, exploring their possible application to current business problems. For this reason, the readiness for change is better than in companies on average, and the threshold to adopting new technologies has been getting lower and lower. Appreciating the need for change, as well as its important and potential benefits, has turned out to be the most important condition for successful implementation of change.

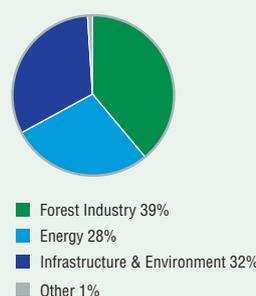
Examples of new working methods include the development of negotiating and meeting procedures. New computer technologies have made it possible to arrange meetings without the need to travel, while improving preparations for and scheduled completion of meetings. All this adds up to major savings in working time and expenses. However, improvements have not been driven by technical progress alone; there has also been a need for adopting new ways of working, introducing clear ground rules and adapting entirely new approaches to work.

Properly trained and equipped employees are in a key position when introducing new business processes. For this reason, a large part of the Jaakko Pöyry Group's human resource development is closely tied to development activities in different areas of the Group's business. To be able to make the best possible use of new technology, the development work must be supported by numerous human resource development and training activities. An additional challenge are the impacts of changes in the company's business processes on external parties. This is why development and training actions often have to be extended to cover clients and other co-operation partners as well.

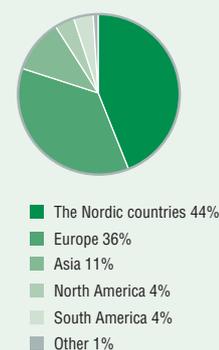
KEY FIGURES

	2003	2004
Operating personnel	4 372	4 861
Non-operating personnel	394	448
Total personnel	4 766	5 309
Activity	82%	82%
Average age	42	42
Average years of employment	9	9

Personnel by business group



Personnel by market area



BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

BOARD OF DIRECTORS

Chairman

Henrik Ehrnrooth, born 1954, M.Sc. (Forest Econ.), B.Sc. (Econ.)

Evox Rifa Group Oyj, Member of the Board of Directors 2002-, Chairman of the Board of Directors 2003-; Oy Forcit Ab, Member of the Board of Directors 2003-; Otava Books and Magazines Group Ltd., Member of the Board of Directors 1988-

Member of the Jaakko Pöyry Group Board since 1997

Jaakko Pöyry Group shares: 0

Stock options 1998: 0

Henrik Ehrnrooth, together with his brothers Georg Ehrnrooth and Carl-Gustaf Ehrnrooth, indirectly holds a controlling interest in Corbis S.A.

Vice Chairman

Heikki Lehtonen, born 1959, M.Sc. (Eng.)

Componenta Corporation, President and CEO 1993-; Otava Books and Magazines Group Ltd., Member of the Board of Directors 1991-; Raute Plc, Vice Chairman of the Board of Directors 1998-2004

Member of the Jaakko Pöyry Group Board since 1997

Jaakko Pöyry Group shares: 2100

Stock options 1998: 10 000

Matti Lehti, born 1947, Ph.D. (Econ.)

TietoEnator Corporation, President and CEO 1999-; Confederation of Finnish Industries EK, Member of the Board of Directors 2004-; Employers' Confederation of Service Industries, Vice Chairman of the Board of Directors 1990-; Foundation for Economic Education, Chairman of the Board of Directors 2000-; Helsinki School of Economics, Vice Chairman of the Board of Directors 1996-

Member of the Jaakko Pöyry Group Board since 1997

Jaakko Pöyry Group shares: 10 130

Stock options 1998: 0

Harri Piehl, born 1940, M.Sc. (Eng.)

JP Operations Management Ltd Oy, Chairman of the Board of Directors 2000-; Kymmene Corporation, Chief Executive Officer and Member of the Board of Directors 1991-1996

Member of the Jaakko Pöyry Group Board since 2002

Jaakko Pöyry Group shares: 4500

Stock options 1998: 0

Franz Steinegger, born 1943, LL.Lic.

Steinegger & Wipfli, Attorney-at-law and notary 1970-; Member of the Swiss Parliament 1980-2003; AG für die Neue Zürcher Zeitung, Member of the Board of Directors 1998-; Dätwyler Holding AG, Member of the Board of Directors 1994-; C.S.C Impresa Costruzioni SA, Chairman of the Board of Directors 1996-; Siemens Schweiz AG, Member of the Board of Directors 1995-, Vice Chairman 2003-; Swiss National Accident Insurance Fund, Chairman of the Board of Directors 1991-

Member of the Jaakko Pöyry Group Board since 2001

Jaakko Pöyry Group shares: 0

Stock options 1998: 10 000

Members of the Board of Directors are not entitled to stock options under the Stock Option Programme 2004.

EXECUTIVE COMMITTEE

President and CEO

Erkki Pehu-Lehtonen, born 1950, M.Sc. (Mech. Eng.)

Member of the Jaakko Pöyry Group Executive Committee since 1997

Jaakko Pöyry Group shares: 1500

Stock options 2004: 80 000

Deputy to President and CEO

Teuvo Salminen, born 1954, M.Sc. (Econ.)

CapMan Plc, Member of the Board of Directors 2001-; Tapiola Insurance Company, Member of the Supervisory Board 1999-; YIT Corporation, Member of the Board of Directors 2001-

Member of the Jaakko Pöyry Group Executive Committee since 1997

Jaakko Pöyry Group shares: 4000

Stock options 2004: 70 000

Executive Vice President,

President of Forest Industry Business Group

Jukka Nyrölä, born 1945, LL.Lic., LL.M., Columbia University

Member of the Jaakko Pöyry Group Executive Committee since 1997

Jaakko Pöyry Group shares: 2000

Stock options 2004: 30 000

President of Energy Business Group

Richard Pinnock, born 1962, B.Sc. (Eng.), B.Comm. (Hons)

Member of the Jaakko Pöyry Group Executive Committee since 2003

Jaakko Pöyry Group shares: 0

Stock options 2004: 30 000

President of Infrastructure & Environment Business Group

Risto Laukkanen, born 1951, Dr.Tech. (Environmental Eng.)

Member of the Jaakko Pöyry Group Executive Committee since 2000

Jaakko Pöyry Group shares: 0

Stock options 2004: 30 000

Chief Financial Officer

Lars Rautamo, born 1949, M.Sc. (Econ.)

Member of the Jaakko Pöyry Group Executive Committee since 1999

Jaakko Pöyry Group shares: 2000

Stock options 2004: 20 000

Group General Counsel

Anne Viitala, born 1959, LL.M., eMBA

Member of the Jaakko Pöyry Group Executive Committee since 2002

Jaakko Pöyry Group shares: 100

Stock options 2004: 20 000

The Group Executive Committee members have no more stock options 1998 in their possession.

SUMMARY OF GOVERNANCE

GENERAL

The statutory basis of the governance of Jaakko Pöyry Group is the Finnish Companies Act, the Securities Markets Act and the Articles of Association of the parent company Jaakko Pöyry Group Oyj. The rules and recommendations of the Helsinki Exchanges, including the Corporate Governance Recommendation for Listed Companies issued in December 2003, are followed where applicable.

GENERAL MEETING

The supreme decision-making powers in the company rest with the General Meeting. The Annual General Meeting of Jaakko Pöyry Group Oyj is held every year before the end of June and it decides about matters stipulated by law or the Articles of Association.

The Annual General Meeting elects the members of the Board of Directors and the auditor of the company.

BOARD OF DIRECTORS

The duties of the Board of Directors are those specified in the Companies Act. The Articles of Association of Jaakko Pöyry Group Oyj do not define other duties for the Board of Directors. The Board has authority to act in all matters not reserved by law or the Articles of Association to another governing body. The Board has adopted for itself a Charter and evaluates its performance and working methods annually.

The Board of Directors elects the President and CEO and his Deputy, and monitors and evaluates their performance.

COMMITTEES OF THE BOARD OF DIRECTORS

The Board of Directors has two committees: the Working Committee and the Nomination, Compensation and Audit Committee. The Board has approved Charters for the Committees. The Committees assist the Board in duties specified in their Charters. The Committees report to the Board.

PRESIDENT AND CEO

The President and CEO is in charge of the day-to-day management of the Group in accordance with the guidelines and instructions of the Board of Directors. In addition to his statutory duties, the President and CEO is in charge of the preparation of matters to be presented to the Board of Directors, and for the company's strategic planning, finance, financial planning and reporting, and risk management.

The President and CEO is assisted in his duties by his Deputy. The President and CEO and his Deputy are present in the meetings of the Board of Directors.

EXECUTIVE COMMITTEE

Jaakko Pöyry Group has an Executive Committee whose main responsibility is to assist the President and CEO and his Deputy in the operative management of the Group. The Executive Committee convenes regularly once a month. The Executive Committee has a standard minimum agenda for its meetings.

BUSINESS ORGANISATION STRUCTURE

The business operations of Jaakko Pöyry Group are conducted through three business groups: Forest Industry, Energy, and Infrastructure & Environment.

Each business group has a President appointed by the President and CEO. The appointments are approved by the Board of Directors. In addition, each business group has an executive committee chaired by the President of the business group. The Presidents of the business groups report to the President and CEO of Jaakko Pöyry Group Oyj.

INSIDER CONTROL

Jaakko Pöyry Group has adopted the Helsinki Exchanges guidelines for insiders. In addition, the Board has issued company specific insider guidelines, which have been published and distributed throughout the Group and are available on the Group's intranet site.

OPERATING GUIDELINES

To ensure the achievement of the Group's financial and other targets and to minimise risk exposure, the Board has approved Operating Guidelines for the Group. The Operating Guidelines are available on the Group's intranet site. All majority-owned Group companies must comply with the Operating Guidelines.

INTERNAL CONTROL

The internal control in Jaakko Pöyry Group consists of monthly financial reporting by all business units and of regular monitoring by the respective management levels. A standard minimum agenda has been confirmed for the Group, business group, business area and business unit level management meetings in order to ensure internal control.

INTERNAL AUDITING

The objectives of internal auditing in Jaakko Pöyry Group are, among other things, to ensure that the financial reporting of each business unit gives a true and fair view of its result, financial position and risks.

A close co-operation has been established between internal and external auditing and the Nomination, Compensation and Audit Committee of the Board in order to ensure efficient controlling procedures in the Group.

EXTERNAL AUDITING

Jaakko Pöyry Group Oyj has one auditor. The auditor must be an authorised public accountant firm. The auditor is appointed until further notice. The present auditor of the company is KPMG Oy Ab, authorised public accounting firm.

RISK MANAGEMENT

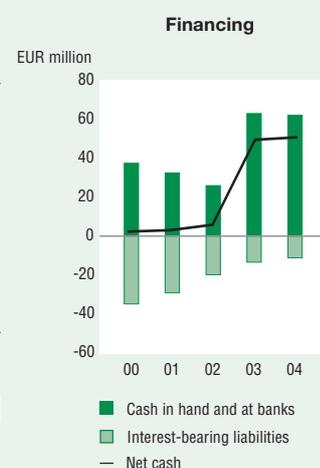
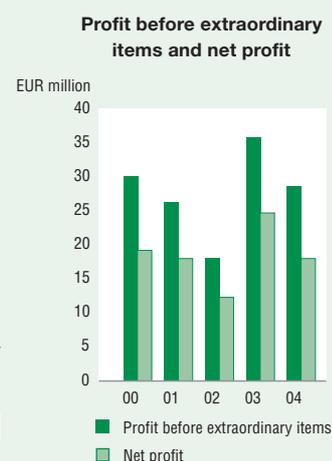
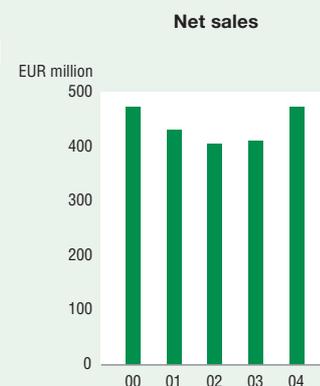
The Board has approved a Risk Management Policy for the Group. The policy is part of the Jaakko Pöyry Group Operating Guidelines and is integrated in the Group's management, control and reporting systems.

The principles of risk management in Jaakko Pöyry Group are presented in more detail in the company's Financial Statements 2004 and on the website www.poyry.com under Corporate Governance.

This text is a summary of Jaakko Pöyry Group Oyj's corporate governance principles. The complete text is available in the financial statements for 2004 and on the Group's website at www.poyry.com.

KEY FIGURES

EUR million	2000	2001	2002	2003	2004
STATEMENT OF INCOME					
Consulting and engineering	408.2	405.0	386.0	405.0	458.4
EPC	66.3	26.8	21.0	6.6	15.5
Net sales total	474.5	431.8	407.0	411.6	473.9
Change in net sales, %	20.0	- 9.0	- 5.7	1.1	15.1
Other operating income	2.2	2.0	1.4	12.9	2.1
Share of associated companies' results	- 0.1	0.2	- 0.1	0.2	0.5
Materials and supplies	104.6	61.8	57.8	47.1	64.9
Personnel expenses	225.8	226.2	228.0	235.4	263.7
Depreciation of consolidation goodwill	4.0	4.0	4.5	5.0	4.9
Other depreciation and value decrease	9.1	9.2	8.8	9.2	9.1
Other operating expenses	101.3	104.8	90.8	92.6	106.2
Operating profit	31.8	28.0	18.4	35.4	27.7
Proportion of net sales, %	6.7	6.5	4.5	8.6	5.8
Financial income	1.7	1.3	1.0	1.3	1.6
Financial expenses	- 3.0	- 2.4	- 1.5	- 0.8	- 0.8
Differences in exchange rates	- 0.4	- 0.6	+ 0.2	- 0.1	+ 0.2
Financial income and expenses total	- 1.7	- 1.7	- 0.3	+ 0.4	+ 1.0
Proportion of net sales, %	0.4	0.4	0.1	0.1	0.2
Profit before extraordinary items	30.1	26.3	18.1	35.8	28.7
Proportion of net sales, %	6.4	6.1	4.5	8.7	6.1
Extraordinary items	0.0	0.0	0.0	0.0	0.0
Profit before taxes and minority interest	30.1	26.3	18.1	35.8	28.7
Proportion of net sales, %	6.4	6.1	4.5	8.7	6.1
Income taxes	- 9.0	- 7.3	- 5.7	- 10.8	- 9.5
Minority interest	- 1.9	- 1.0	- 0.1	- 0.3	- 1.2
Net profit for the period	19.2	18.0	12.3	24.7	18.0
BALANCE SHEET					
Intangible assets	6.6	6.1	5.9	4.7	4.4
Consolidation goodwill	35.8	31.9	34.0	34.3	33.6
Tangible assets	32.7	31.4	26.8	16.2	14.8
Non-current investments	13.4	13.2	12.5	9.4	10.4
Work in progress	62.0	46.9	36.1	35.4	46.6
Accounts receivable	96.4	82.4	86.0	90.1	105.4
Other receivables	25.9	23.1	24.0	17.7	23.0
Current investments, cash in hand and at banks	37.5	32.5	26.0	63.1	62.2
Assets total	310.3	267.5	251.3	270.9	300.4
Shareholders' equity	97.4	104.7	104.3	117.9	117.5
Minority interest	5.2	5.1	5.0	4.2	7.1
Interest bearing non-current liabilities	17.7	15.2	13.3	11.2	8.6
Interest bearing current liabilities	17.2	14.0	6.6	2.2	2.6
Project advances	67.5	42.8	37.2	37.5	51.6
Accounts payable	27.5	17.0	12.8	10.6	13.9
Other non-interest bearing liabilities	77.8	68.7	72.1	87.3	99.1
Liabilities total	310.3	267.5	251.3	270.9	300.4
STATEMENT OF CHANGES IN FINANCIAL POSITION					
From operations	+ 25.7	+ 19.3	+ 21.3	+ 51.9	+ 37.4
Capital expenditure, net	- 9.1	- 6.9	- 8.8	+ 5.9	- 17.1
Financing	- 9.8	- 17.4	- 19.0	- 20.7	- 21.2
Change in liquid assets	+ 6.8	- 5.0	- 6.5	+ 37.1	- 0.9
Liquid assets December 31	37.5	32.5	26.0	63.1	62.2



Order stock



Equity ratio



Shareholders' equity/share



	2000	2001	2002	2003	2004
PROFITABILITY AND OTHER KEY FIGURES					
Return on investment, %	25.1	21.2	14.5	27.7	21.6
Return on equity, %	22.3	17.8	11.3	21.7	15.6
Equity ratio, %	42.2	48.9	51.0	52.3	50.1
Equity/assets ratio, %	33.3	41.1	43.5	45.1	41.5
Net debt/equity ratio (gearing), %	- 2.5	- 3.0	- 5.6	- 40.7	- 40.9
Current ratio	1.2	1.3	1.4	1.6	1.5
Consulting and engineering, EUR million	278.7	298.1	301.6	319.3	359.3
EPC, EUR million	26.8	21.8	6.8	16.4	13.9
Order stock total, EUR million	305.5	319.9	308.4	335.7	373.2
Capital expenditure, operating, EUR million	9.9	7.9	9.1	9.0	7.3
Proportion of net sales, %	2.1	1.8	2.2	2.2	1.5
Capital expenditure in shares, EUR million	1.3	0.1	2.5	6.4	11.4
Proportion of net sales, %	0.3	0.0	0.6	1.5	2.4
Personnel in group companies on average	4 558	4 584	4 635	4 697	5 219
Personnel in associated companies on average	159	199	195	195	213
Personnel in group companies at year-end	4 572	4 584	4 632	4 766	5 309
Personnel in associated companies at year-end	174	197	194	191	240

KEY FIGURES FOR THE SHARES

Earnings/share, EUR	1.40	1.30	0.90	1.80	1.30
Corrected with dilution effect	1.28	1.24	0.86	1.76	1.26
Shareholders' equity/share, EUR	7.10	7.69	7.57	8.54	8.43
Dividend, EUR million	8.2	8.2	8.3	20.7	16.9 ¹⁾
Dividend/share, EUR	0.60	0.60	0.60	1.50	1.20 ¹⁾
Dividend/earnings, %	42.8	46.1	66.7	83.3	92.3
Effective return on dividend, %	3.3	3.7	4.0	6.9	5.4
Price/earnings multiple	12.8	12.3	16.7	12.1	17.1
Issue-adjusted trading prices, EUR					
Average trading price	18.64	18.09	16.43	16.86	21.07
Highest trading price	24.00	21.00	19.00	22.50	23.10
Lowest trading price	15.00	15.00	11.40	13.00	19.75
Closing price at year-end	18.00	16.00	15.00	21.80	22.20
Total market value of outstanding shares, EUR million	247.0	218.0	206.7	301.0	309.3
Total market value of own shares, EUR million		4.9	0.2	3.5	
Trading volume of shares					
Shares, 1000	2 385	2 280	1 615	3 288	5 848
Proportion of total volume, %	17.4	16.5	11.8	23.8	42.0
Issue-adjusted number of outstanding shares, 1000					
In average	13 692	13 838	13 696	13 739	13 844
At year-end	13 724	13 624	13 782	13 804	13 930

1) Board of Directors' proposal.

INFORMATION FOR INVESTORS

MAJOR SHAREHOLDERS

	Per cent of shares and voting rights
Corbis S.A.	26.0
Procurator Oy	4.0
Varma Mutual Pension Insurance Company	3.5
Sampo Life Insurance Ltd	2.0
Odin Norden	1.8
Placeringsfonden Aktia Capital	1.8
Nordea Life Securities Finland Ltd	1.8
Suomi Mutual Life Assurance Company	1.0
Odin Finland	0.9
Nordea Nordic Small Cap Investment Fund	0.7
Nominee-registered	41.8
Others	14.7
	100.0

Source: The Finnish Central Securities Depository Ltd, December 31, 2004.

MARKET CAPITALISATION

Jaakko Pöyry Group Oyj's market capitalisation at the end of 2004 was EUR 309.3 million. The share price increased during the year from EUR 21.80 to EUR 22.20, equalling 1.8 per cent.

5 847 767 shares (42.0 per cent) of Jaakko Pöyry Group Oyj were traded on the Helsinki Exchanges in 2004. The corresponding number in 2003 was 3 288 016 shares (23.8 per cent). The monthly average number of shares traded in 2004 was 487 314 compared to 274 001 shares in 2003.

QUOTATION AND TRADING CODES ON THE HELSINKI EXCHANGES

Shares JPG1V
Trading lot 100 shares

Warrants attached to the bond loan with warrants
JPG1VEW198
Trading lot 100 warrants

Development of the share price on the Helsinki Exchanges



FINANCIAL INFORMATION

In 2005 Jaakko Pöyry Group Oyj will publish its interim reports as follows:

January–March	April 27 at 8.30 a.m. Finnish time
January–June	July 28 at 8.30 a.m. Finnish time
January–September	October 28 at 8.30 a.m. Finnish time

TO ORDER ANNUAL REPORTS AND INTERIM REPORTS

Jaakko Pöyry Group Oyj's annual report and interim reports are available in Finnish and English. The annual report will be sent to all shareholders. The interim report is sent on request. For orders please contact Sari Mäkelä, tel. +358 9 8947 2828 or use our website www.poyry.com

INVESTMENT ANALYSES

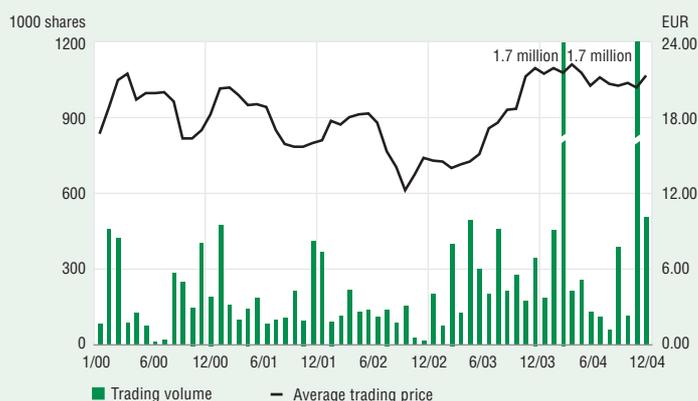
According to currently available information, the following brokerage firms are regularly following the Jaakko Pöyry Group. Detailed contact information is available on the company's website. The Jaakko Pöyry Group takes no responsibility for the opinions of the brokerage firms' analysts.

Cazenove, London
D. Carnegie Ab Finland Branch, Helsinki
Enskilda Securities AB, Helsinki
eQ Bank Ltd, Helsinki
Evli Bank plc, Helsinki
Impivaara Securities Limited, London
Kaupting Sofi Oy, Helsinki
Mandatum Stockbrokers Ltd, Helsinki
Opstock Securities, Helsinki

WEBSITE

Updated and more detailed information about the Jaakko Pöyry Group as an investment option is available on the company's website www.poyry.com.

Trading volume of shares and average trading price



CONTACT INFORMATION

JAAKKO PÖYRY GROUP OYJ

President and CEO:
Erkki Pehu-Lehtonen
Deputy to President
and CEO: Teuvo Salminen
P.O.Box 4, Jaakonkatu 3
FI-01621 VANTAA
Finland
Tel. +358 9 894 71
Fax +358 9 878 5855
E-mail: general.jp@poyry.fi

FOREST INDUSTRY

President: Jukka Nyrölä
Jaakko Pöyry Group Oyj
P.O.Box 4, Jaakonkatu 3
FI-01621 VANTAA
Finland
Tel. +358 9 894 71
Fax +358 9 878 1818
E-mail: general.jp@poyry.fi

ENERGY

President: Richard Pinnock
Electrowatt-Ekono AG
Hardturmstrasse 161, P.O. Box
CH-8037 ZURICH
Switzerland
Tel. +41 1 355 5554
Fax +41 1 355 5556
E-mail: energy@ewe.ch

INFRASTRUCTURE & ENVIRONMENT

President: Risto Laukkanen
Jaakko Pöyry Group Oyj
P.O.Box 4, Jaakonkatu 3
FI-01621 VANTAA
Finland
Tel. +358 9 894 71
Fax +358 9 878 2563
E-mail: infra@poyry.com

Updated contact information is available at: www.poyry.com/contacts

JAAKKO PÖYRY GROUP OFFICE NETWORK



Competence. Service. Solutions.

Jaakko Pöyry Group Oyj
P.O.Box 4 (Jaakonkatu 3), FI-01621 Vantaa, Finland
Tel. +358 9 894 71, fax +358 9 878 1818
Business ID 1009321-2
Domicile: Vantaa, Finland
www.poyry.com

JAAKKO PÖYRY
