

**PÖYRY PLC
ANNUAL GENERAL MEETING
10 MARCH 2011**



PÖYRY

CEO'S REVIEW

Heikki Malinen
President and CEO

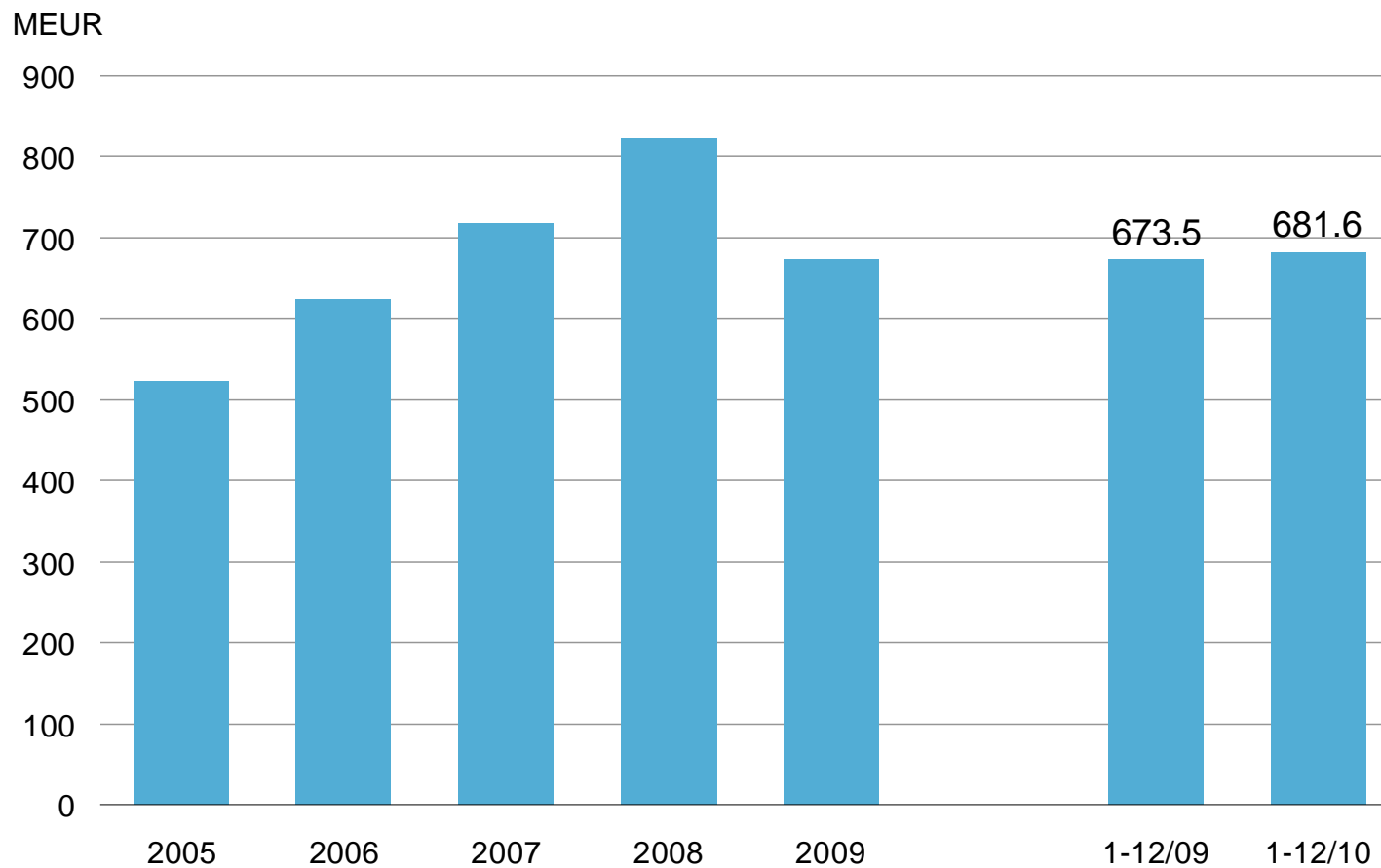
PRESENTATION CONTENTS

- Overview of 2010
- Towards the vision
- Outlook for the first half of 2011

OVERVIEW OF 2010

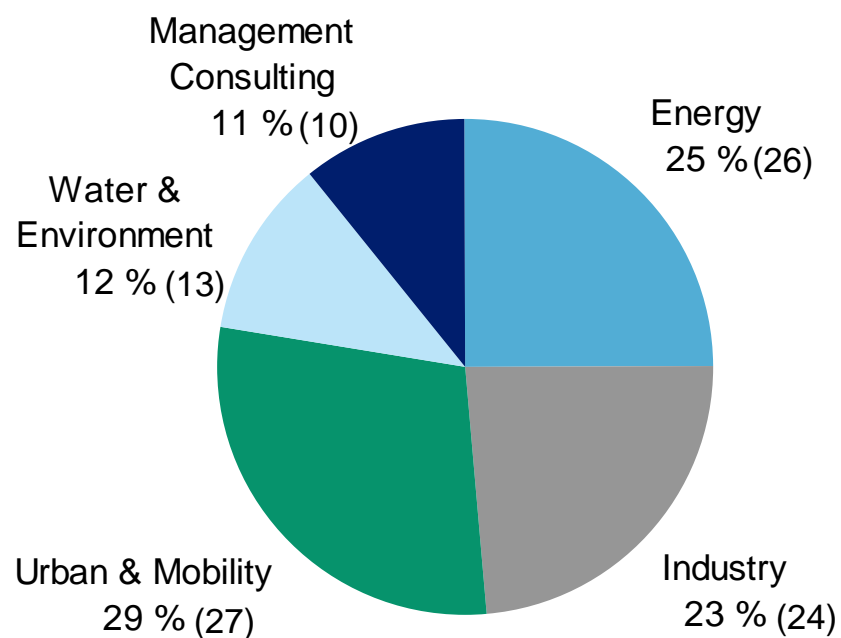


NET SALES STABILISED

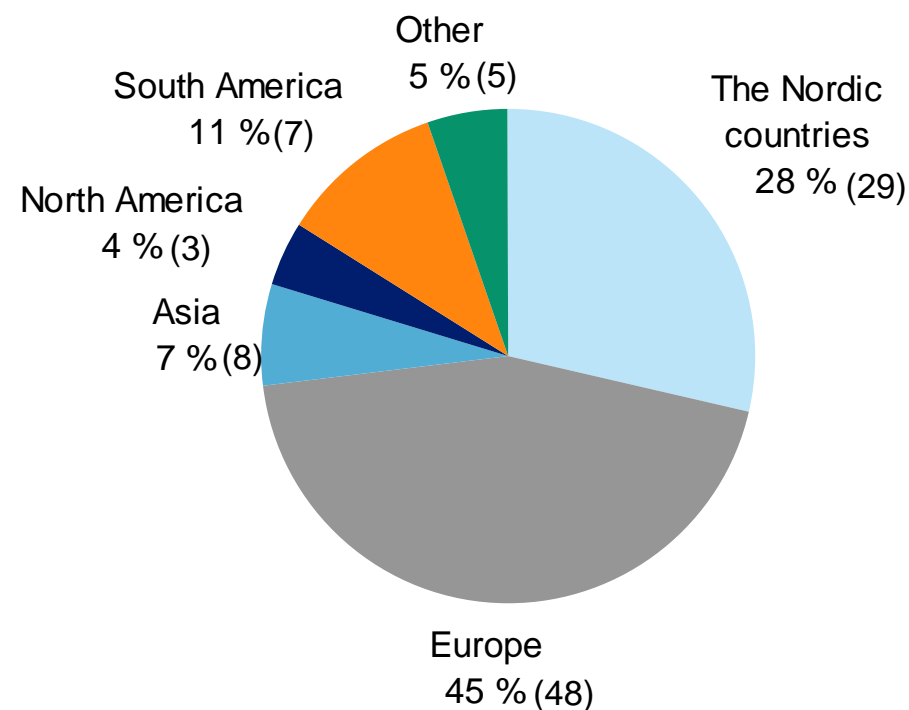


LATIN AMERICA'S SHARE OF NET SALES INCREASED

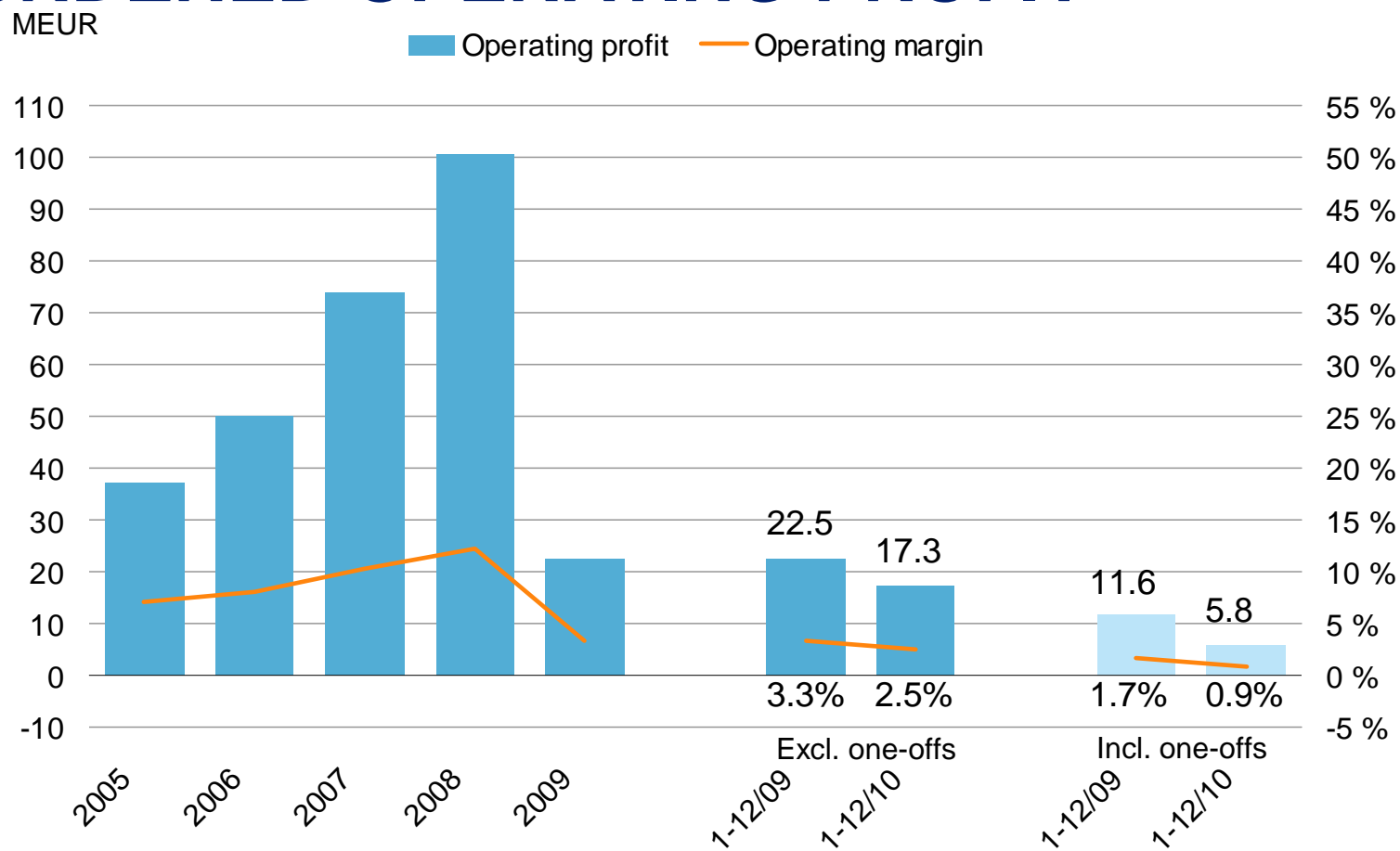
Net sales by business group



Net sales by region



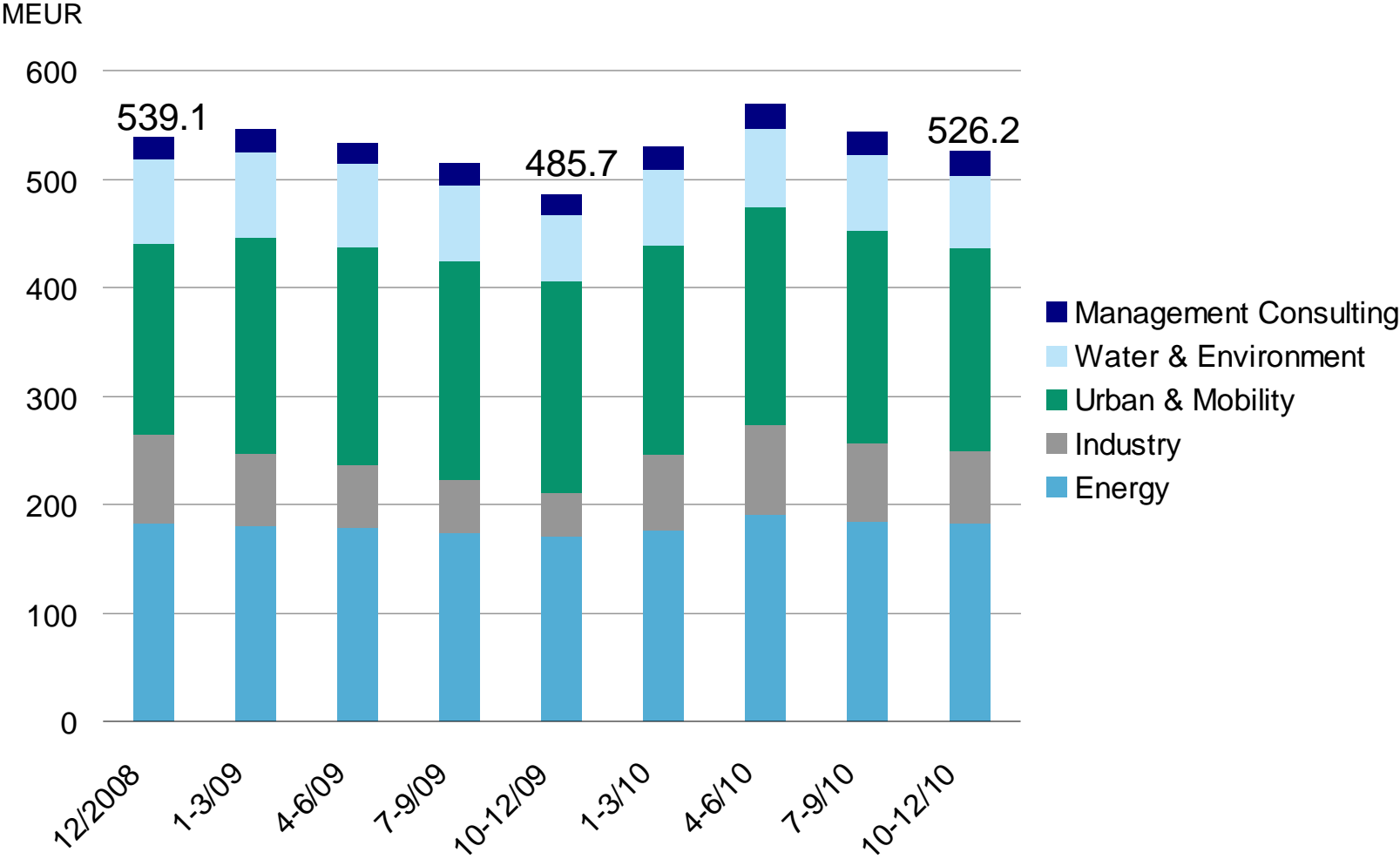
LOW ACTIVITY LEVEL AND ONE-OFFS BURDENED OPERATING PROFIT



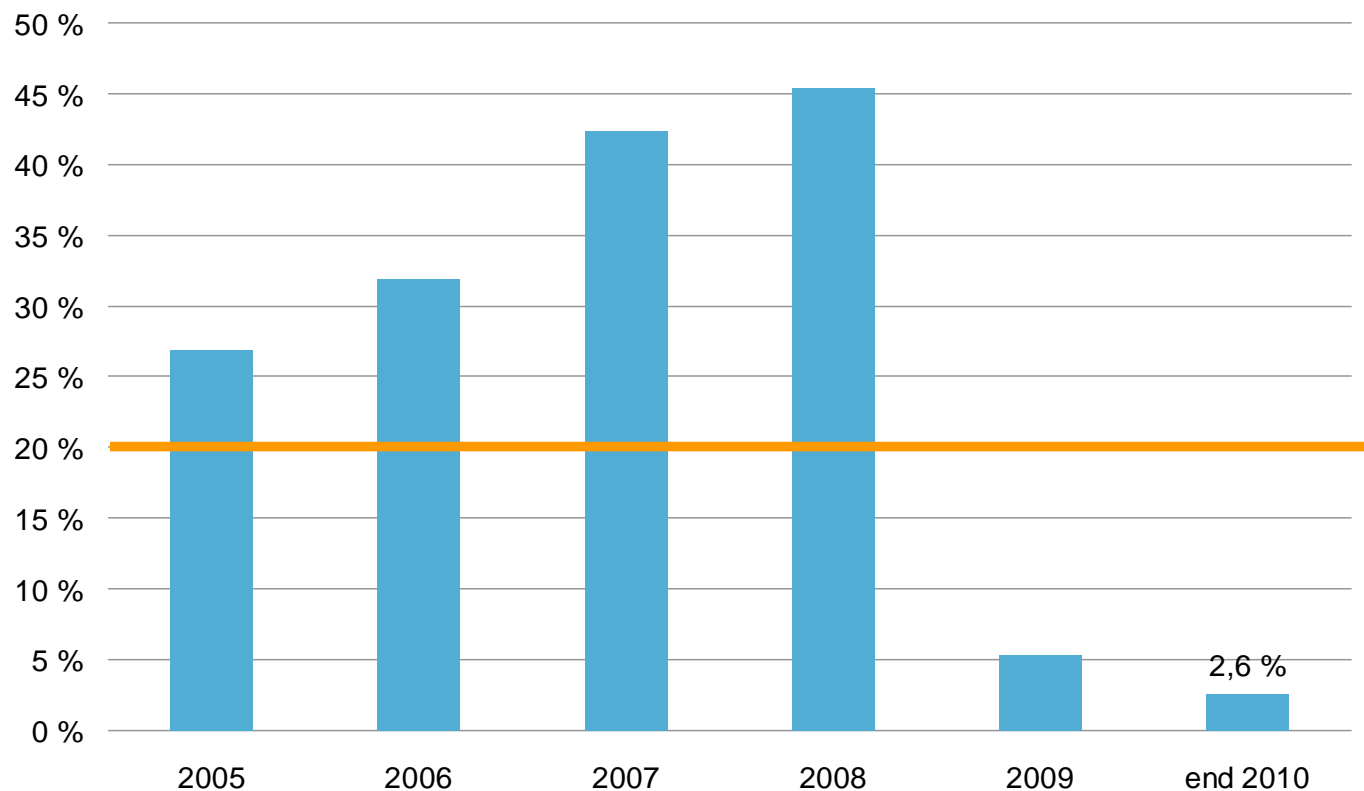
INFRASTRUCTURE BUSINESS HELD BETTER THAN OTHER SECTORS

| | OPERATING PROFIT, EUR million (excl. restructuring costs) | | | OPERATING MARGIN, % | |
|-----------------------|-----------------------------------------------------------------|---|------|---------------------|------|
| | 2009 | | 2010 | 2009 | 2010 |
| Energy | 7.8 | ➔ | 6.4 | 4.5 | 3.7 |
| Industry | -3.5 | ➔ | -6.3 | -2.2 | -3.9 |
| Urban & Mobility | 15.5 | ➔ | 18.5 | 8.4 | 9.4 |
| Water & Environment | 5.1 | ➔ | 1.9 | 6.0 | 2.4 |
| Management Consulting | 1.2 | ➔ | 1.7 | 1.8 | 2.3 |

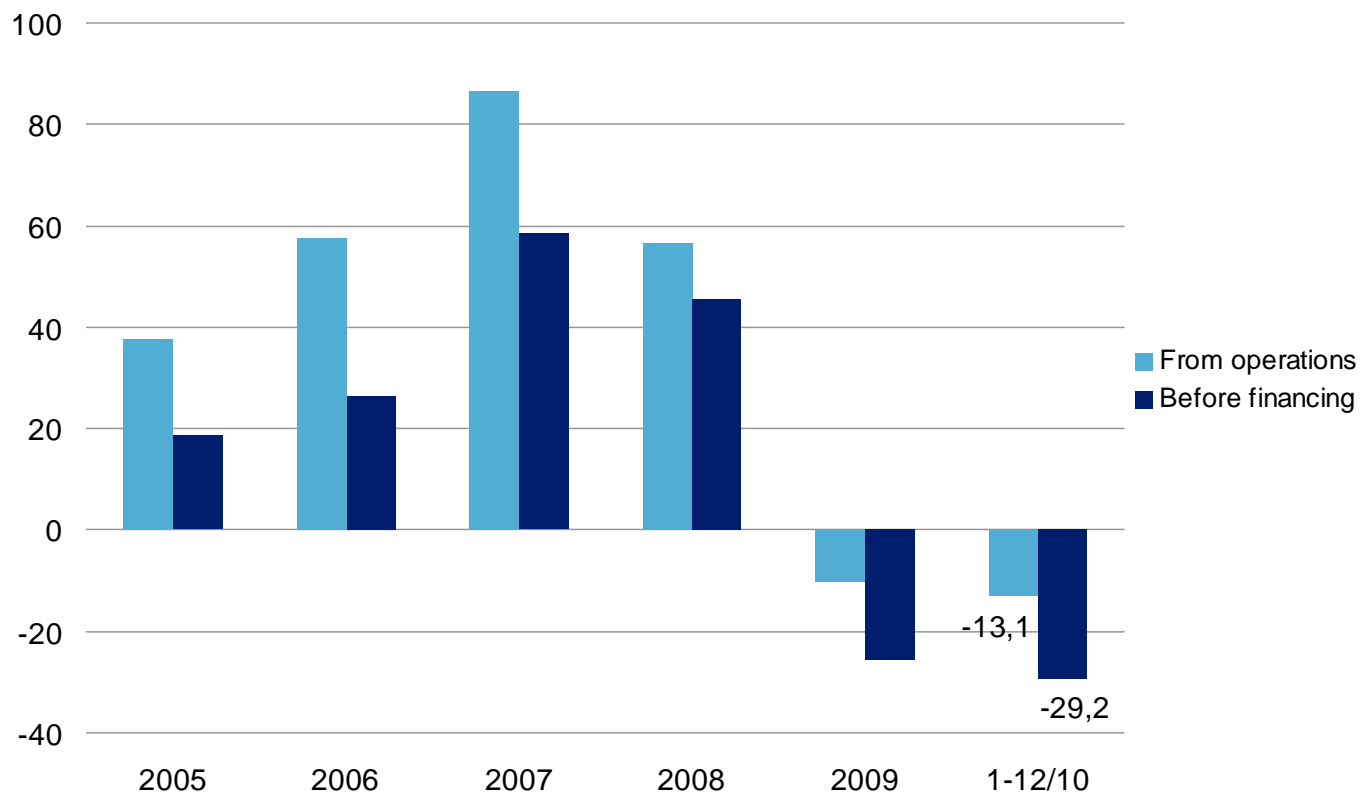
ORDERSTOCK INCREASED FROM THE TROUGH AT END 2009



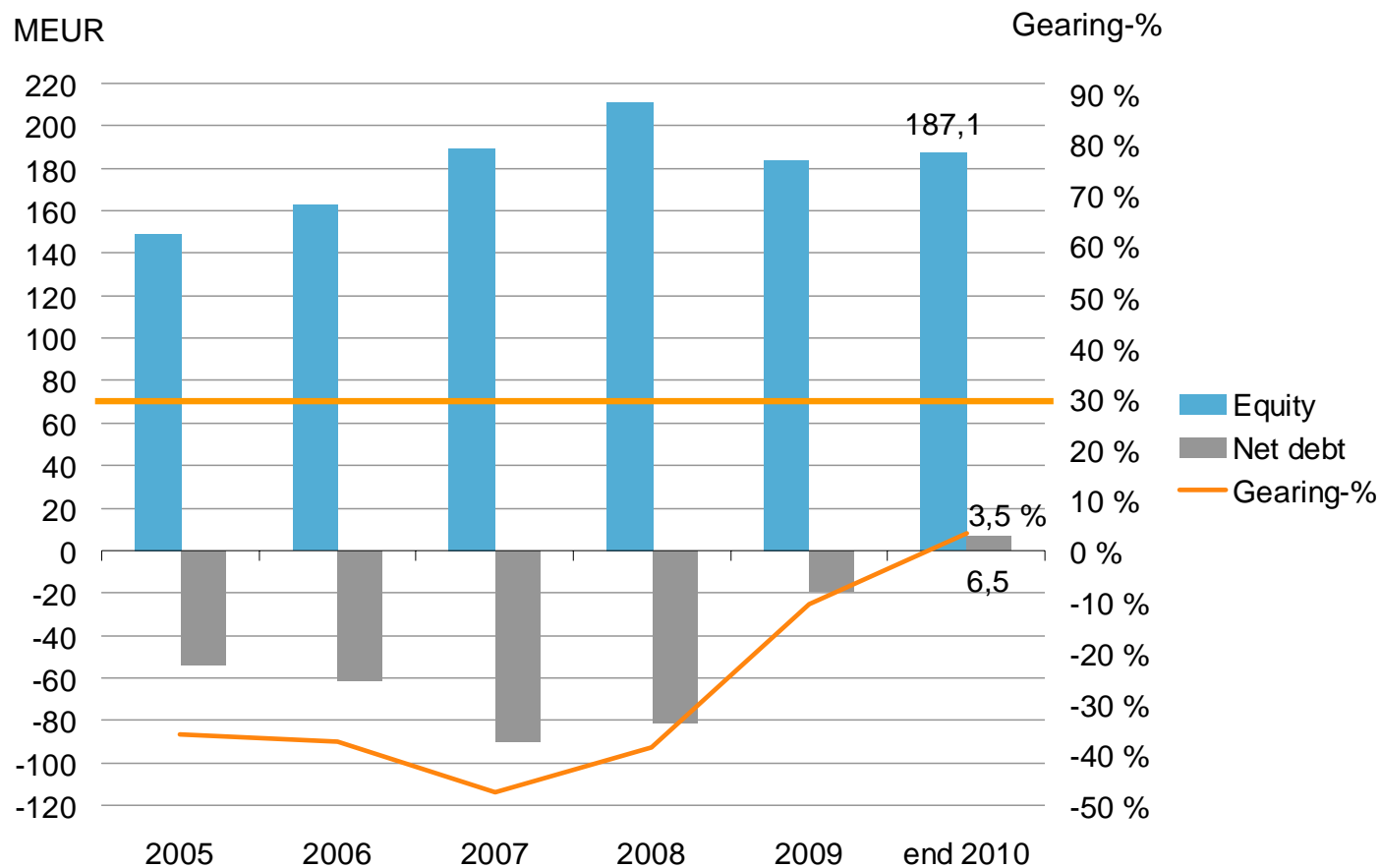
RETURN ON INVESTMENT BELOW TARGET LEVEL



CASH FLOW FROM OPERATIONS AT THE SAME LEVEL AS IN 2009



STRONG BALANCE SHEET AND GEARING CLEARLY UNDER MAXIMUM



DIVIDEND POLICY AND BOD'S DIVIDEND PROPOSAL

DIVIDEND POLICY:

- Target is that the dividend/earnings ratio is at least 50 per cent
- Should the Group's net debt/equity ratio exceed 30 per cent, the dividend/earnings ratio may be adjusted.

BOD'S DIVIDEND PROPOSAL: EUR 0.10 per share (0.10)

- Total dividend: EUR 5.9 million
- Ex-dividend date: 11 March 2011
- Record date: 15 March 2011
- Dividend payment: 22 March 2011

TOWARDS THE VISION

Vision statement:

”By 2020 Pöyry is the global thought leader in engineering balanced sustainability for a complex world.”

STRATEGIC PRIORITIES

- Increased focus
- Operational excellence
- Active portfolio management
- Investments in growth enablers

2010

**Business model
development**

**Accelerated
profitable
growth**

2020

**Increasingly
sophisticated
services**

FINANCIAL TARGETS UNCHANGED

- Net sales growth target: 15 % p.a.
- Operating margin target per Business Group: 8-10 %
- Target level for ROI: 20 %
- Gearing not to exceed 30 %

STRATEGY IMPLEMENTATION MOVED AHEAD IN MANY FRONTS

OPERATIONAL EXCELLENCE

- Group-wide programme for 2010-2012

GROWTH ENABLERS

- Large projects - function
- The Pöyry Way
- Strengthened organisation in Brazil

BUSINESS MODEL DEVELOPMENT

- Integration and transformation of the Management Consulting business group
- Development of the Engineering Centre concept

A MAJOR EPC CONTRACT SIGNED IN EARLY 2011

Project

- paperboard mill expansion in Três Barras, Santa Catarina State, Brazil

Client

- MWV Rigesa Ltda., Brazil
 - Subsidiary to MeadWestvaco, USA

Assignment

- EPC Open Book of the Balance of Plant (BOP)
- associated EPCM services
- Project Management services for the overall project management support

Value

- about BRL 325 million (about EUR 144 million)
 - of which a majority consists of the EPC Open Book BOP contract

Project commencement

- contracts signed on 7 February 2011/NTP for the EPC OB within the Q1 2011

Profit recognition

- occurring towards the end of the project

OUTLOOK FOR THE FIRST HALF OF 2011



OPERATING PROFIT IN THE FIRST HALF OF 2011 IS EXPECTED TO IMPROVE SIGNIFICANTLY FROM THE CORRESPONDING PERIOD IN 2010

| | NET SALES | OPERATING PROFIT |
|-----------------------|-----------|------------------|
| Group | ➔ | ➔ |
| Energy | ➔ | ➔ |
| Industry | ➔ | ➔ |
| Urban & Mobility | ➡ | ➡ |
| Water & Environment | ➡ | ➔ |
| Management Consulting | ➔ | ➔ |

THANK YOU!

