

**PÖYRY PLC  
ANNUAL GENERAL MEETING  
8 MARCH 2012**



**PÖYRY**

**CEO'S REVIEW**

Heikki Malinen  
President and CEO

# MEMBERS OF THE GROUP EXECUTIVE COMMITTEE

## Chairman of the GEC, CEO Heikki Malinen

Ari Asikainen	Martin Kuzaj	Martin Bachmann	Jarkko Sairanen	Jukka Pahta	Richard Pinnock	Camilla Grönholm	Anne Viitala
							
<p>Member of the Group Executive Committee 2009-</p> <ul style="list-style-type: none"> <li>•*1957, M.Sc. (Tech.)</li> <li>•Executive Vice President, Energy Business Group</li> </ul>	<p>Member of the Group Executive Committee 2009-</p> <ul style="list-style-type: none"> <li>•*1957, ph.D. (Chemistry)</li> <li>•Executive Vice President, Industry Business Group</li> </ul>	<p>Member of the Group Executive Committee 2010-</p> <ul style="list-style-type: none"> <li>•*1967, M.Sc. Civil Engineering</li> <li>•Executive Vice President, Urban Business Group</li> </ul>	<p>Member of the Group Executive Committee 2011-</p> <ul style="list-style-type: none"> <li>•*1963, M.Sc. Industrial Engineering, MBA</li> <li>•Executive Vice President, Management Consulting Business Group</li> </ul>	<p>Member of the Group Executive Committee 2011-</p> <ul style="list-style-type: none"> <li>•*1966, M.Sc. (Econ.), MBA</li> <li>•Executive Vice President, Chief Financial Officer</li> </ul>	<p>Member of the Group Executive Committee 2003-</p> <ul style="list-style-type: none"> <li>•*1962, B.Sc. (Eng.), B.Comm. (Hons)</li> <li>•Executive Vice President, Group Strategic Growth</li> </ul>	<p>Member of the Group Executive Committee 2006-</p> <ul style="list-style-type: none"> <li>•*1964, M.Sc. (Econ.)</li> <li>•Executive Vice President, Human Resources</li> </ul>	<p>Member of the Group Executive Committee 2002-</p> <ul style="list-style-type: none"> <li>•*1959, II.M., trained on bench, eMBA</li> <li>•Executive Vice President, Legal and Commercial</li> </ul>

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# STRATEGY IMPLEMENTATION MOVES AHEAD

2010

Streamlining  
business model  
and improving  
profitability

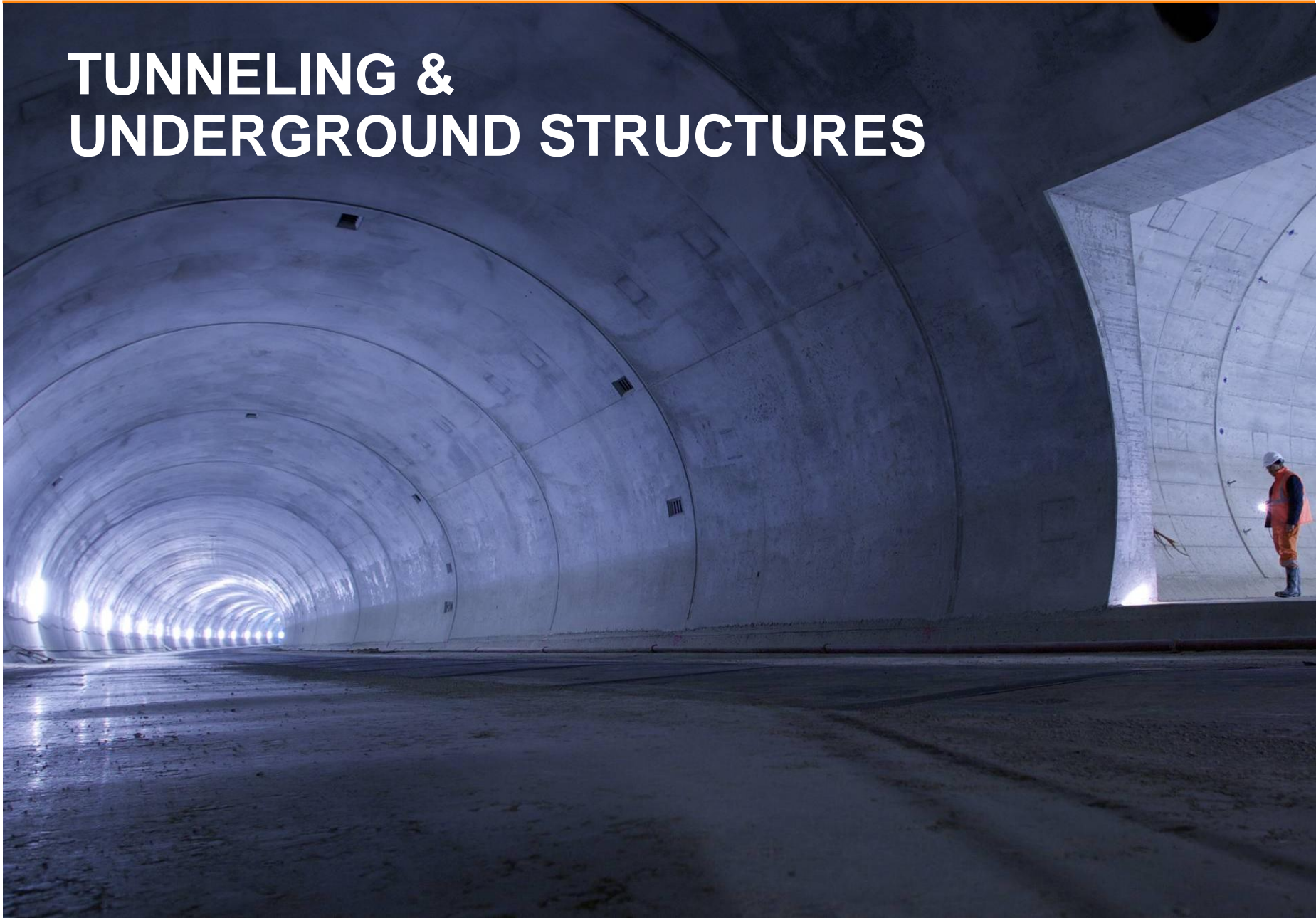
Accelerating  
profitable growth

Inventing  
sophisticated  
services

2020

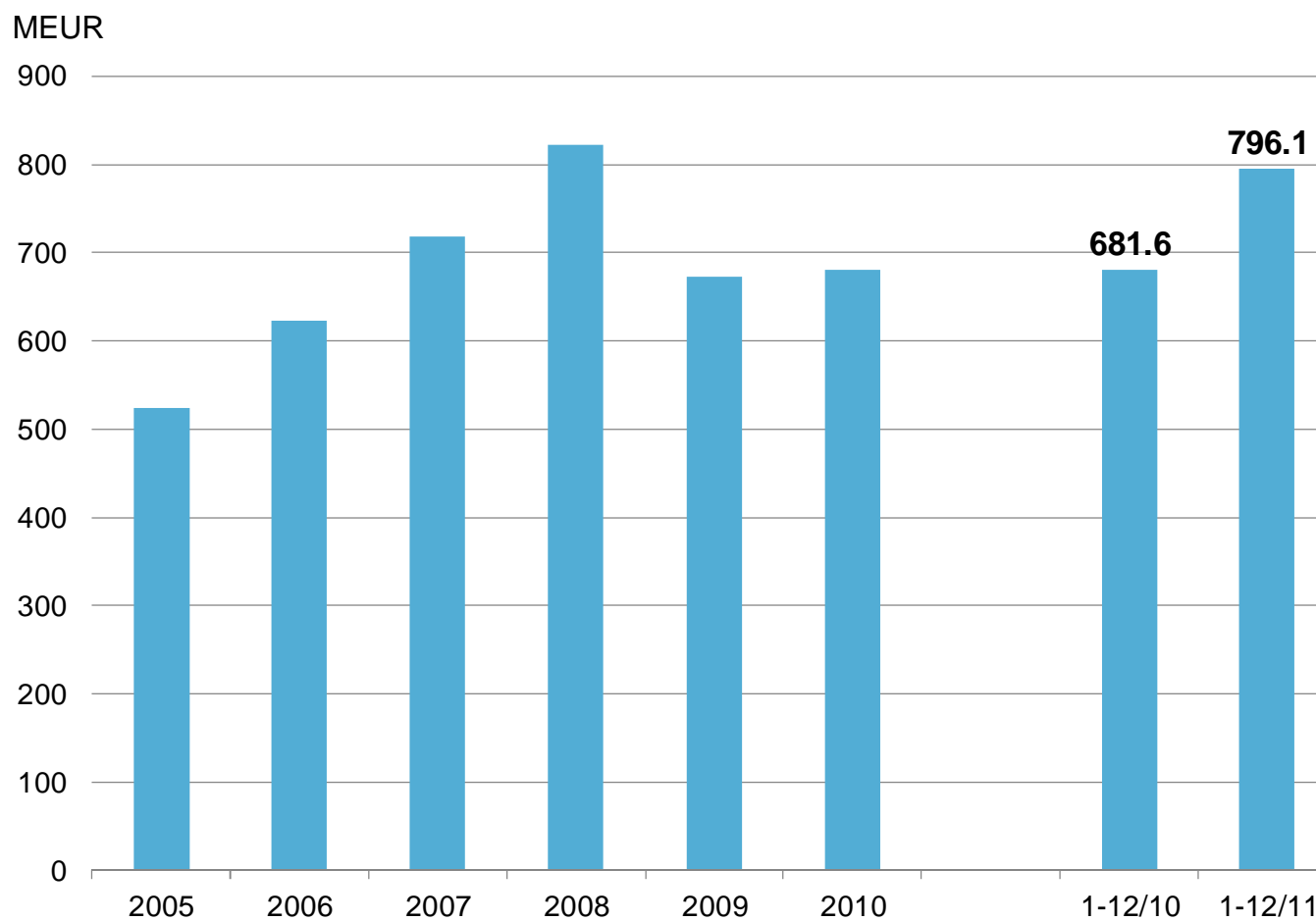
- Good results from investing in larger projects
- Decision to increase sales focus on emerging markets
- Business portfolio streamlined in Energy and public sector operations
- Operational excellence programme in Finland and Germany

# TUNNELING & UNDERGROUND STRUCTURES



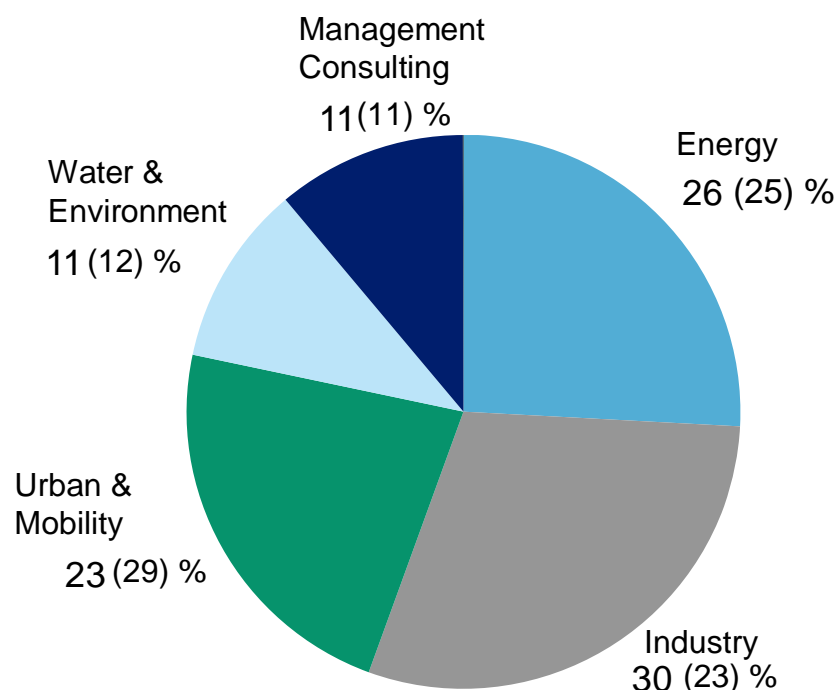
# OVERVIEW OF 2011

# NET SALES INCREASED BY 16.8 %

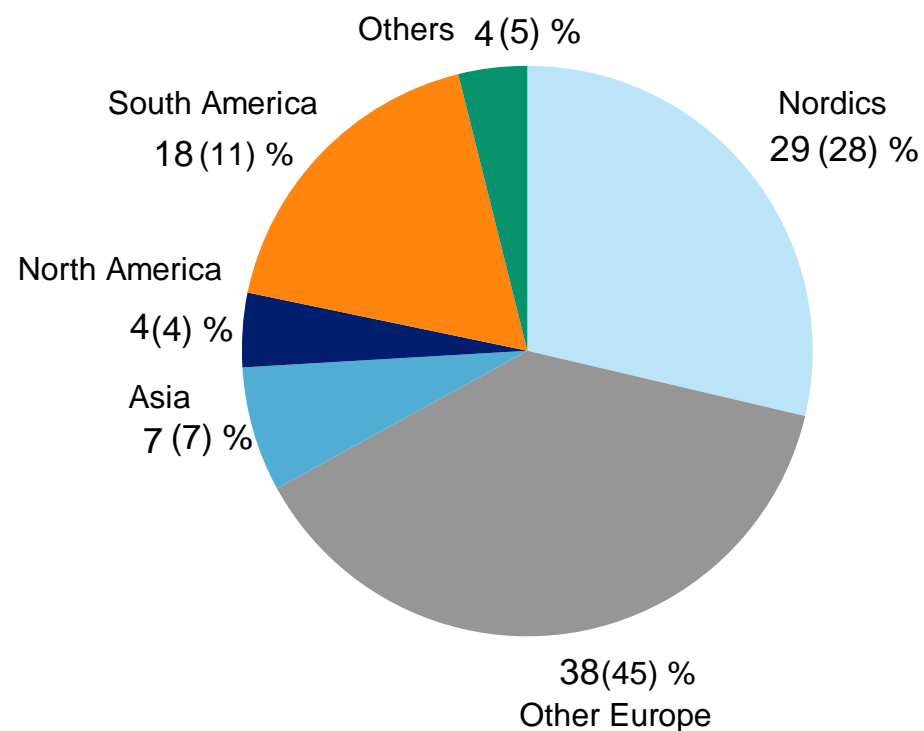


# SOUTH AMERICA'S SHARE OF NET SALES INCREASED

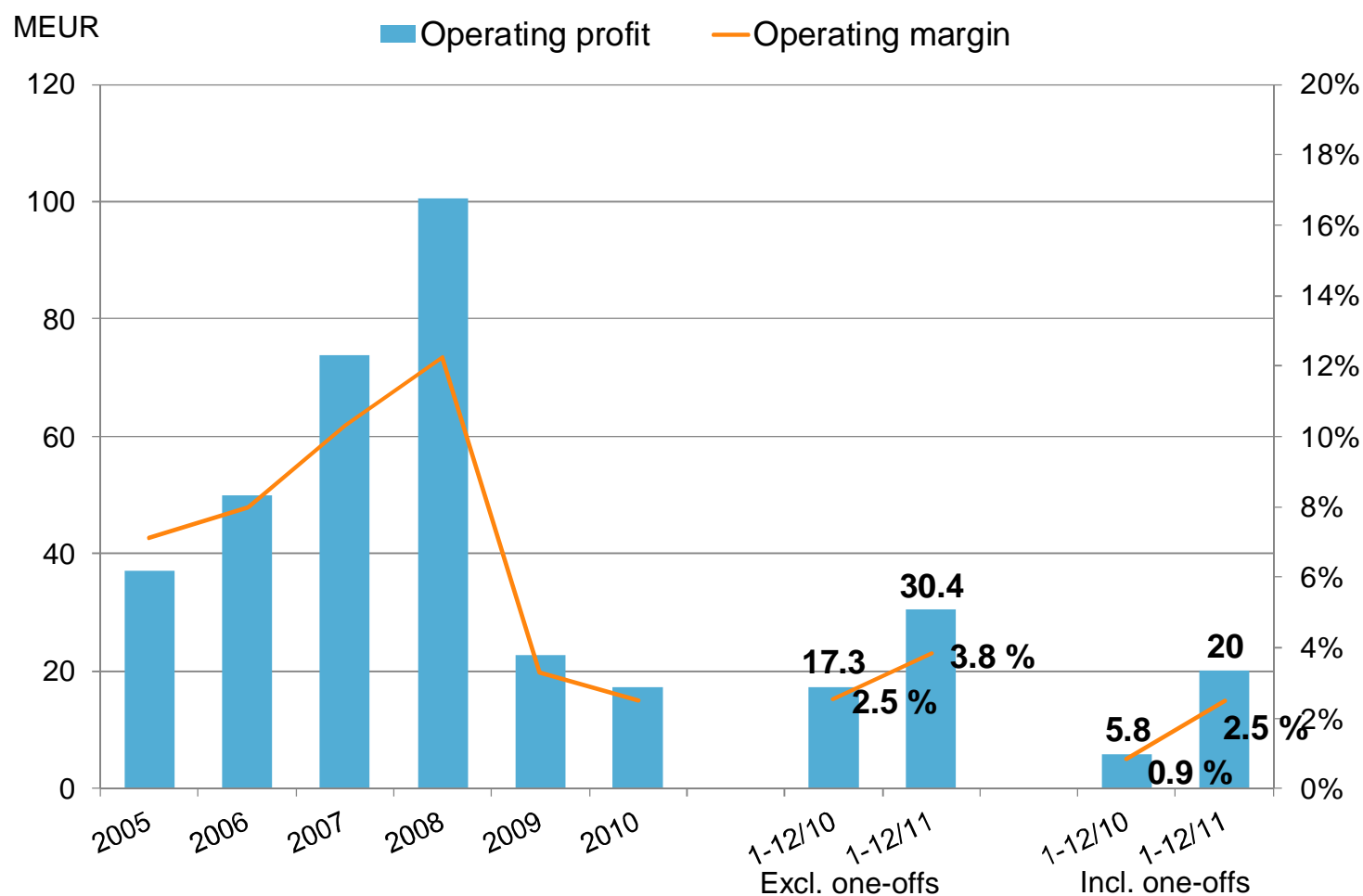
## Net sales by business group



## Net sales by region








# OPERATING PROFIT IMPROVED

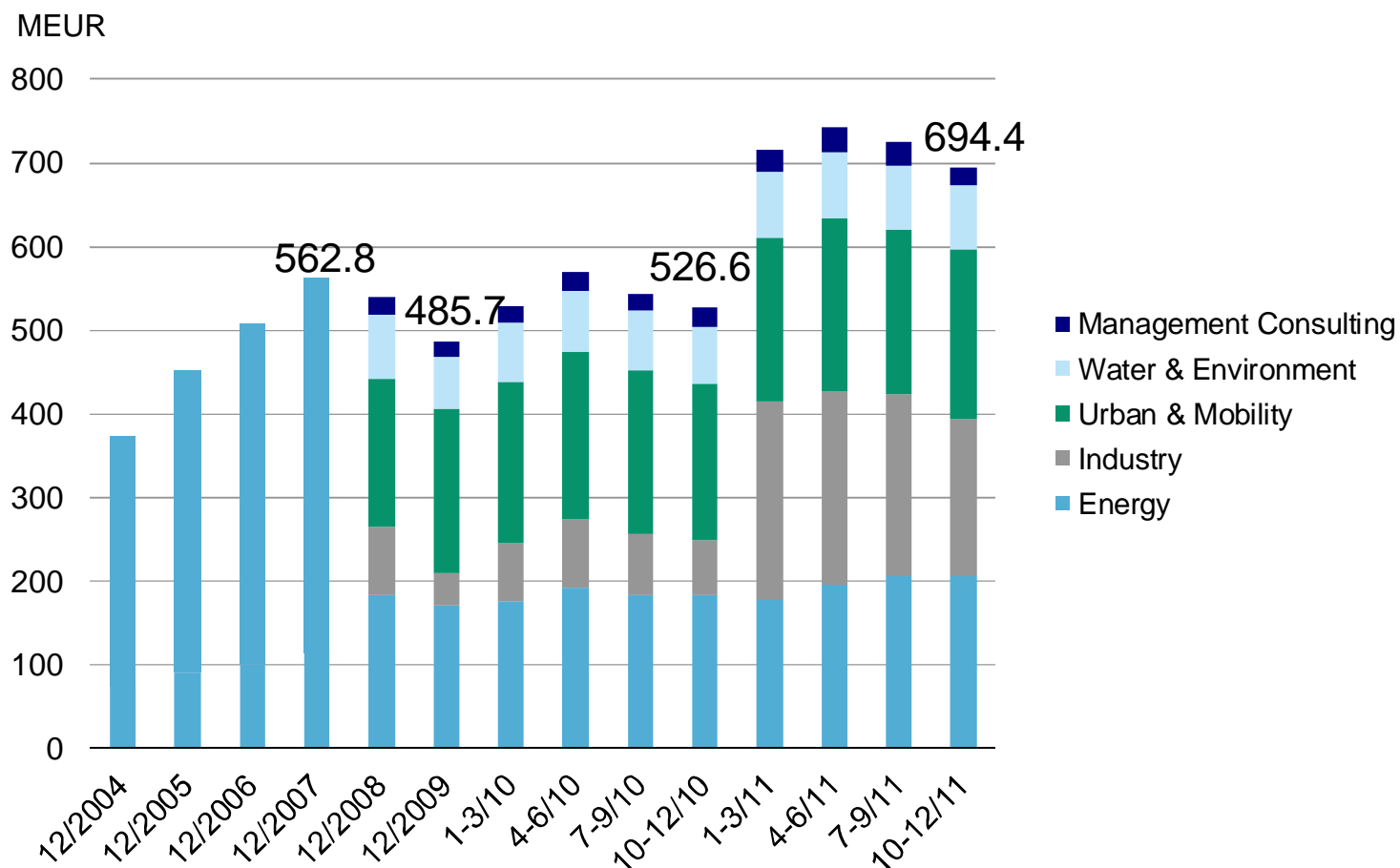




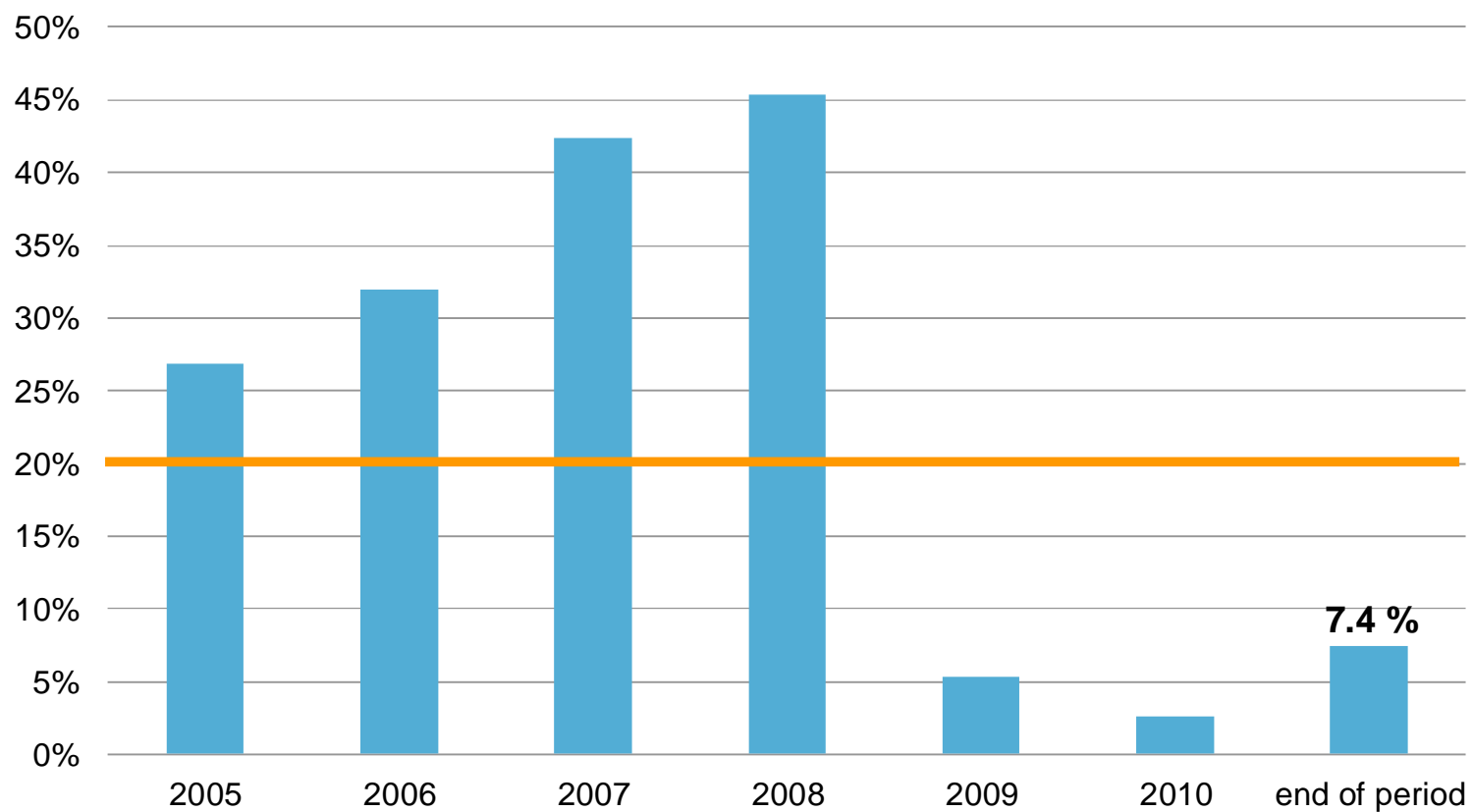
# PRIVATE SECTOR BUSINESSES IMPROVED THEIR PERFORMANCE

	OPERATING PROFIT, EUR million (excl. restructuring costs)		OPERATING MARGIN, %	
	2010	2011	2010	2011
Management Consulting	1.7 	7.6	2.3	8.6
Energy	6.4 	8.7	3.7	4.2
Industry	-6.3 	14.1	-3.9	6.0
Urban & Mobility	18.5 	3.6	9.4	2.0
Water & Environment	1.9 	0.5	2.4	0.6

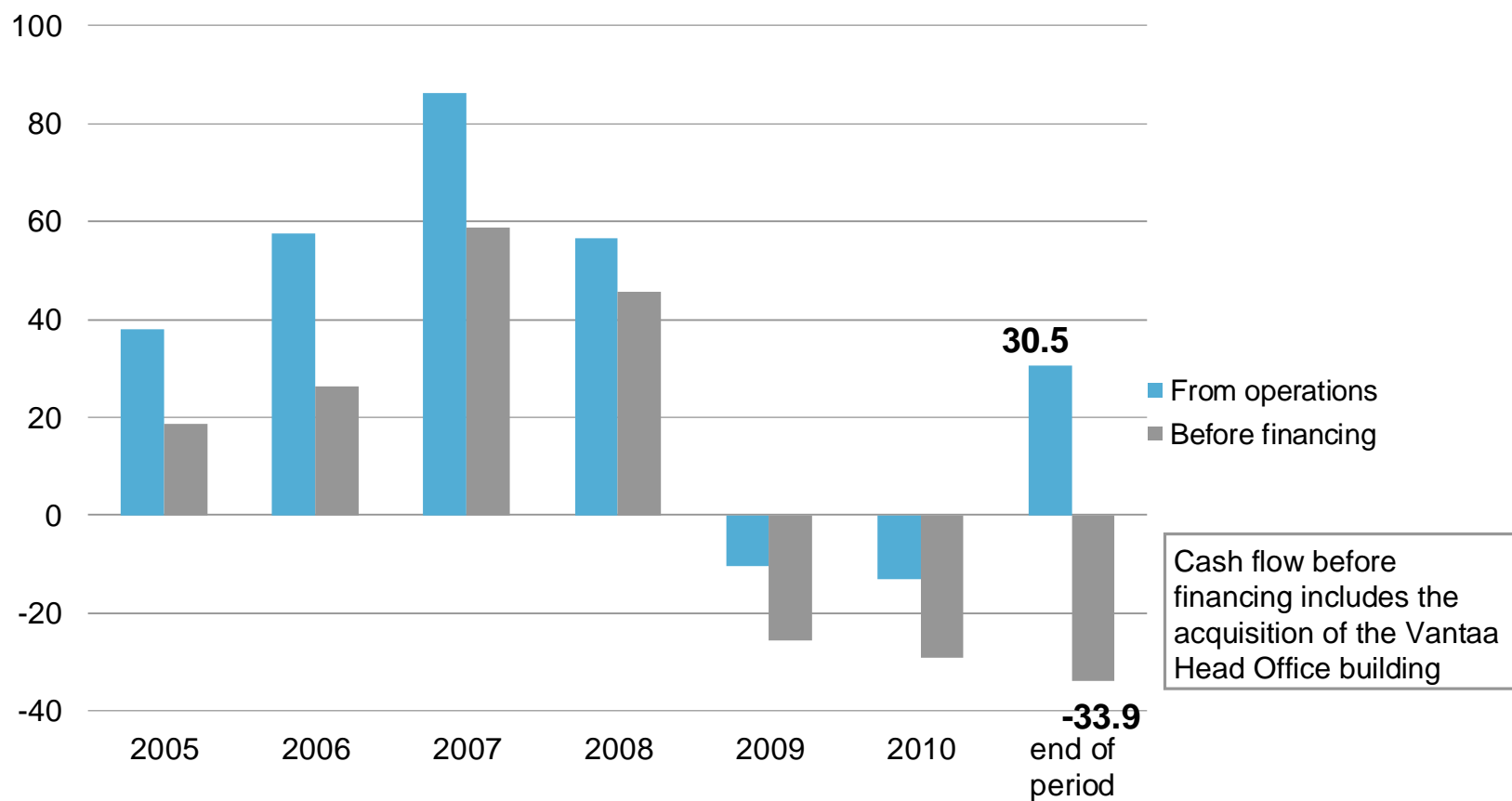
# ORDER STOCK CREATES STRONG FOUNDATION FOR 2012



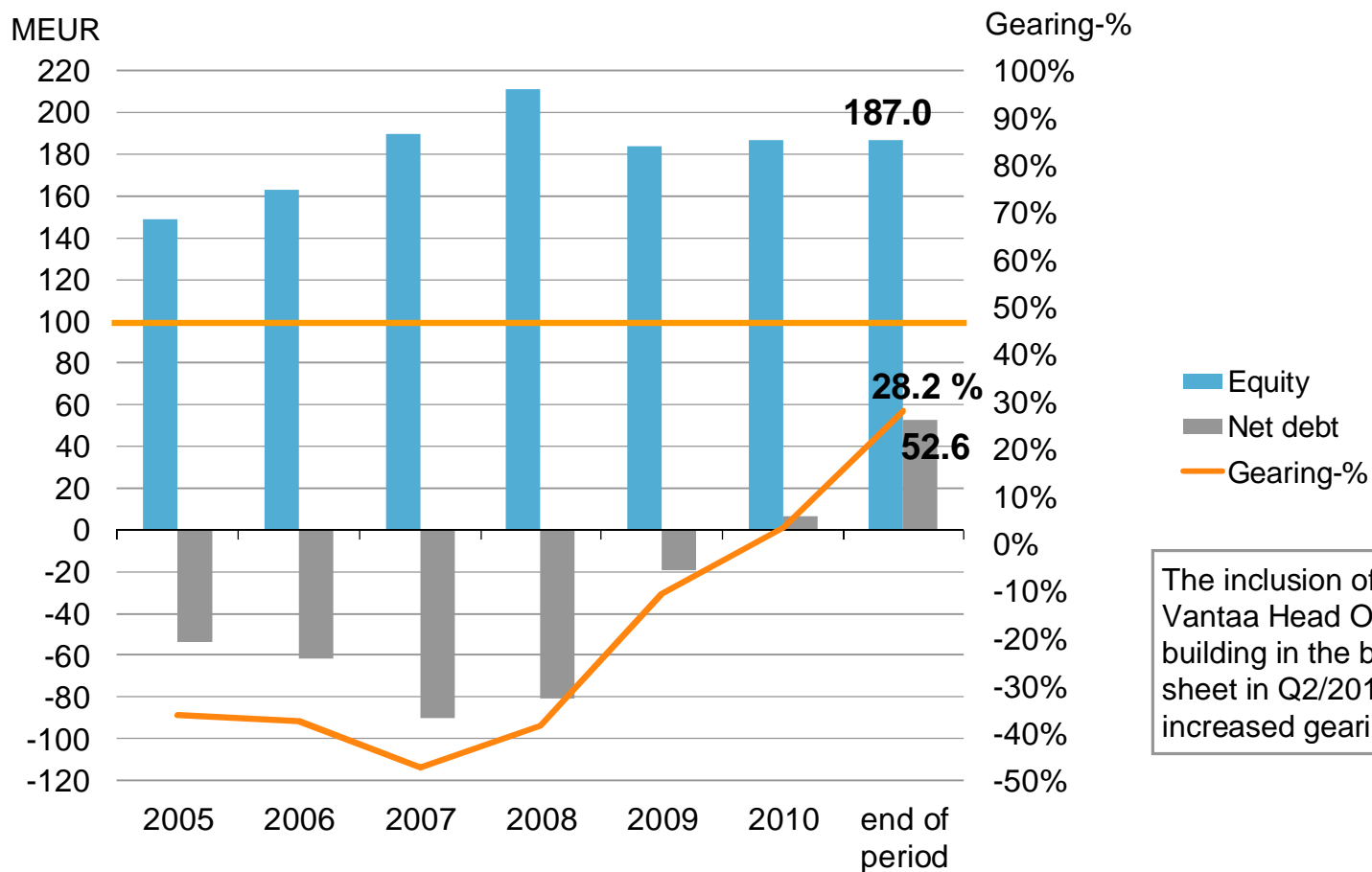
# RETURN ON INVESTMENT BELOW TARGET LEVEL



# CASH FLOW FROM OPERATIONS INCREASED



# STRONG BALANCE SHEET AND GEARING UNDER MAXIMUM



The inclusion of the Vantaa Head Office building in the balance sheet in Q2/2011 increased gearing.

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# 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 50 per cent, the dividend/earnings ratio may be adjusted.

## BoD'S DIVIDEND PROPOSAL: EUR 0.20 per share (0.10)

- Total dividend: EUR 11.8 million
- Ex-dividend date: 9 March 2011
- Record date: 13 March 2011
- Dividend payment: 20 March 2011

# OUTLOOK FOR 2012

# COMPARABLE OPERATING PROFIT FOR 2012 IS EXPECTED TO IMPROVE CLEARLY FROM 2011

	NET SALES	OPERATING PROFIT (excl. restructuring costs)
Group	→	↗
Management Consulting	↗	→
Energy	→	↗
Industry	↗	↗
Urban	→	↗



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**THANK YOU!**

