

Pöyry business and strategy review

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1. Business review

- Positive development of operations during H1/2007 in all Business Groups
 - Net sales increased by 14% (about 9% organic growth)
 - Operating profit improved by 58%
 - Order stock increased by 71 MEUR to all-time high of 579 MEUR
- All strategic financial targets exceeded
- Good outlook for H2/2007
 - Net sales will increase
 - Operating profit will improve clearly

2. Business focus 2007 review 1(3)

Acquisitions (markets, technology, know-how)

- Several strategic acquisitions made
 - Giprobum, St. Petersburg: net sales 5 MEUR, 260 persons; securing position for expected growth in Russia
 - Rakennuslaskenta NHL: net sales 2 MEUR, 23 persons; additional cost calculation/cost control capability
 - Evata Worldwide: net sales 8 MEUR, 100 persons; expansion of service scope into commercial and industrial architecture
 - Pöysälä & Sandberg: net sales 7.5 MEUR, 100 persons; strengthening of position in Finnish civil engineering market/Russian investments
 - ECON, Norway: net sales 13 MEUR, 85 persons; expansion into Scandinavian energy consulting and securing position as No. 1 energy management consultant in Europe
- Acquisitions will continue, particularly within Energy as well as Infrastructure & Environment businesses

2. Business focus 2007 review 2(3)

Growth in emerging markets

- China
 - Local operational set-up in place
 - Substantial increase in consulting/front-end engineering assignments
 - Success in major detail engineering assignments slower than anticipated
- Southeast Asia
 - Several major engineering assignments in energy received (Vietnam, Sri Lanka...)
- Latin America
 - Participation in nearly all major engineering projects in forest industry
 - Continued good order intake of transportation projects
- Eastern Europe
 - Good order intake of energy and transportation projects
- Russia
 - Local operational set-up in place
 - Medium-size forest industry and energy assignments received
 - High market activity

2. Business focus 2007 review 3(3)

Global Network Company enhancement and brand recognition

- Continued focus on common systems and procedures
- Acquired operations successfully integrated
- Establishment of groupwide HR function and resources, strong focus on HR practices
- Common service centre established in Finland; preparations under way in several other countries
- Continued increase in internal know-how/work sharing
- Joint branding activities continued

3. CMD special themes

Climate change, energy efficiency and biofuels

- Are relevant to all Pöyry businesses
- Offer significant business opportunities
- Special focus in 2007 strategy process

