

Pöyry Company presentation 2008

Overview
Business review
Financials
Growth
Share

More information at www.poyry.com

Pöyry Group organisation 1 January 2009 onwards



President and CEO
Heikki Malinen



Deputy to President and CEO
Teuvo Salminen

Business groups



Energy



Forest Industry



Transportation



Water and Environment



Construction
Services

- Net sales about EUR 720 million in 2007
- Estimated 2008 sales for infra units: Transportation EUR107 million, Water and Environment EUR 84 million and Construction Services EUR 93 million
- Global coverage with 8000 experts

Rationale for changing the Infrastructure & Environment business group structure

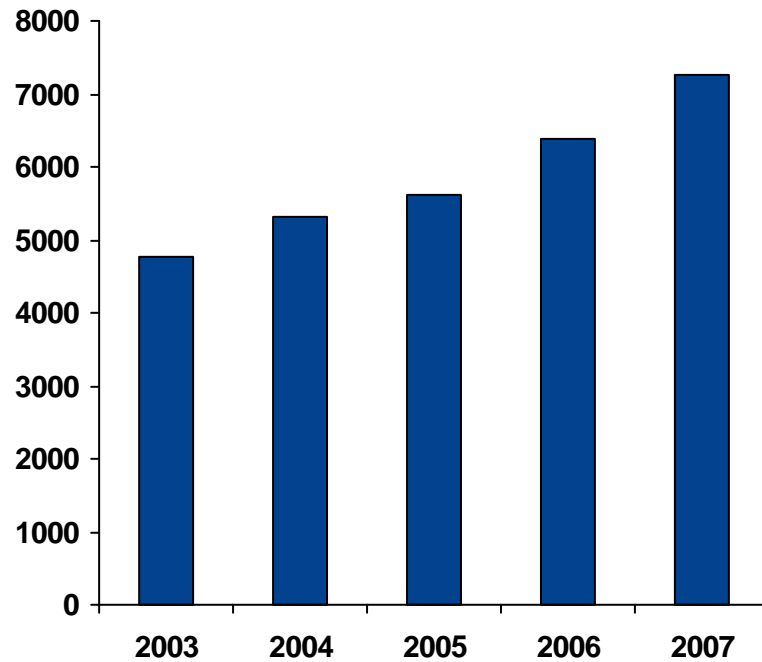
- Increase alignment between growth strategy and structure
- Improve internal execution of strategy
- Facilitate rotation of leadership resources to strengthen management capabilities
- Enable investors to better understand Pöyry's infra business

Global network

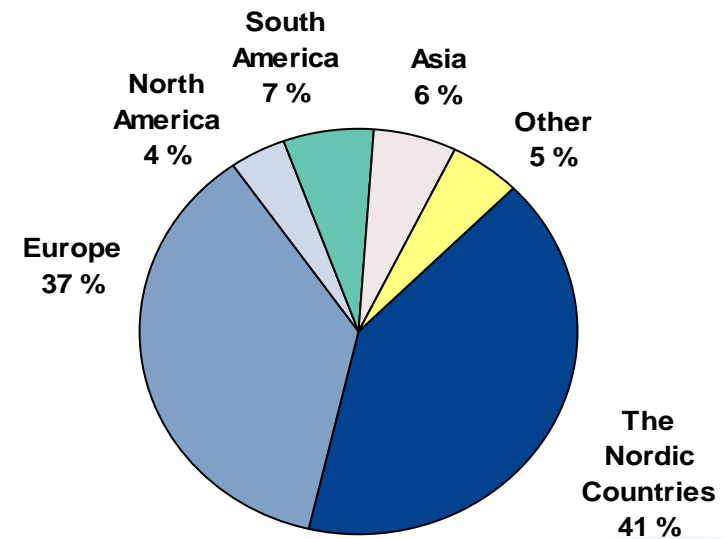


Expertise around the globe

Personnel in Group companies



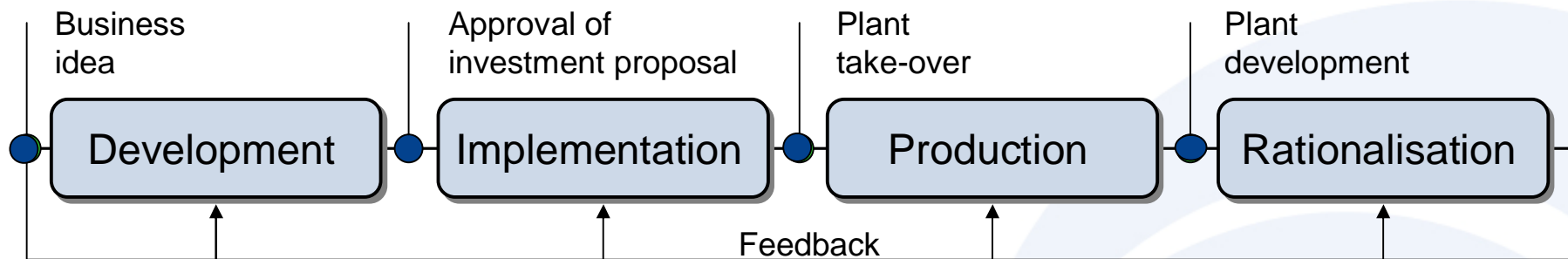
Personnel by market area



Business review

Strategy and way of operating 1 January 2009

- Focus on five core sectors: Energy, Forest Industry, Transportation, Water and Environment, and Construction Services
- Business concept based on providing innovative and value-added products and solutions, and a full range of services
- Pöyry is the preferred supplier for its clients
- Lifecycle concept: consulting, engineering, PM/CM, maintenance engineering, O&M
- Best available technology combined with local know-how
- Strong market position and growth



Energy business group

Business trends

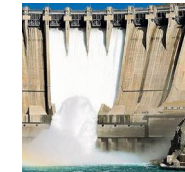
- Environmental legislation and Kyoto CO² targets
- Liberalisation of energy markets
- Increase in oil price causing energy mix changes
- Energy demand growth
- Rehabilitation and re-powering of aging facilities

Business areas

Management Consulting



Hydropower



Renewable Energy



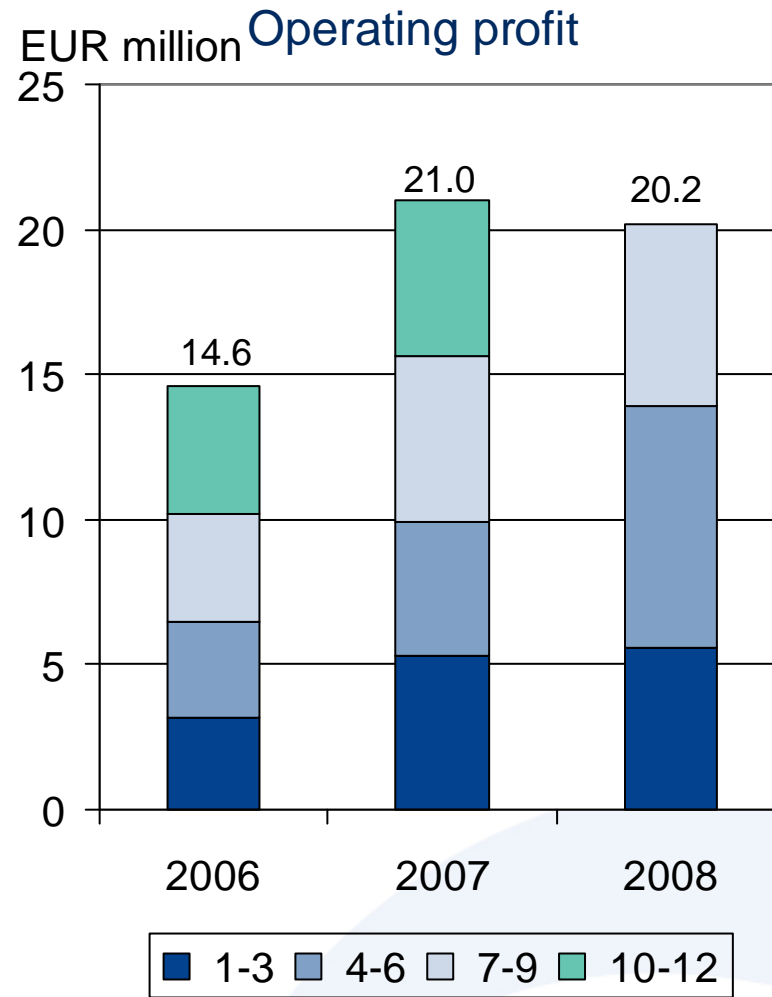
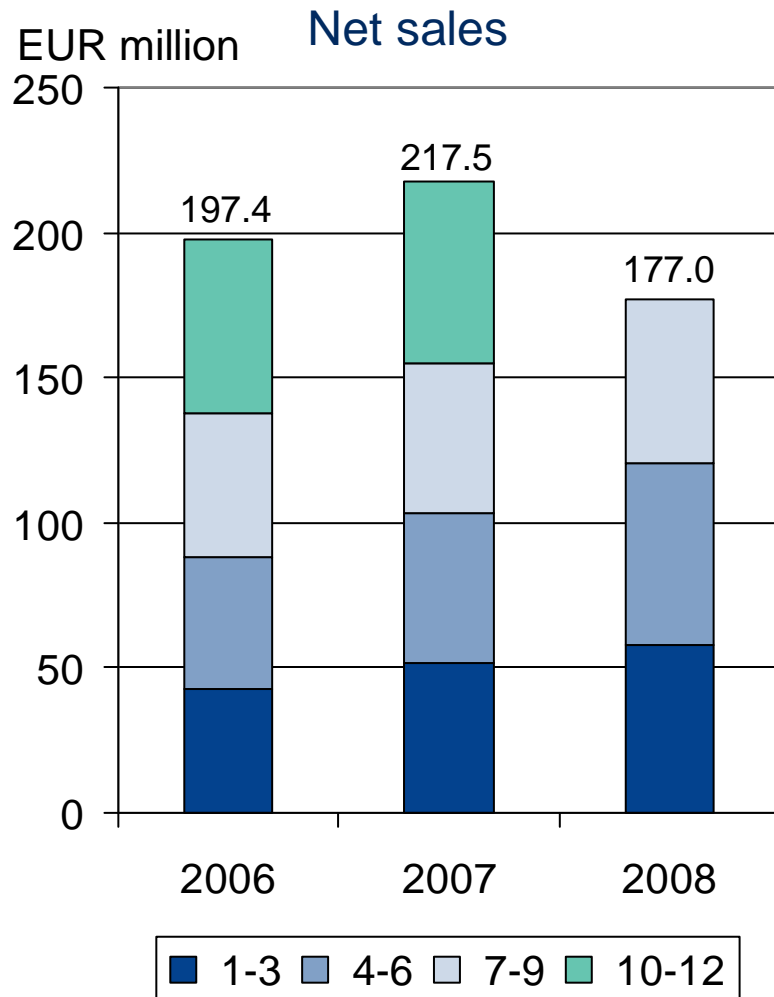
Power and Heat



Oil and Gas

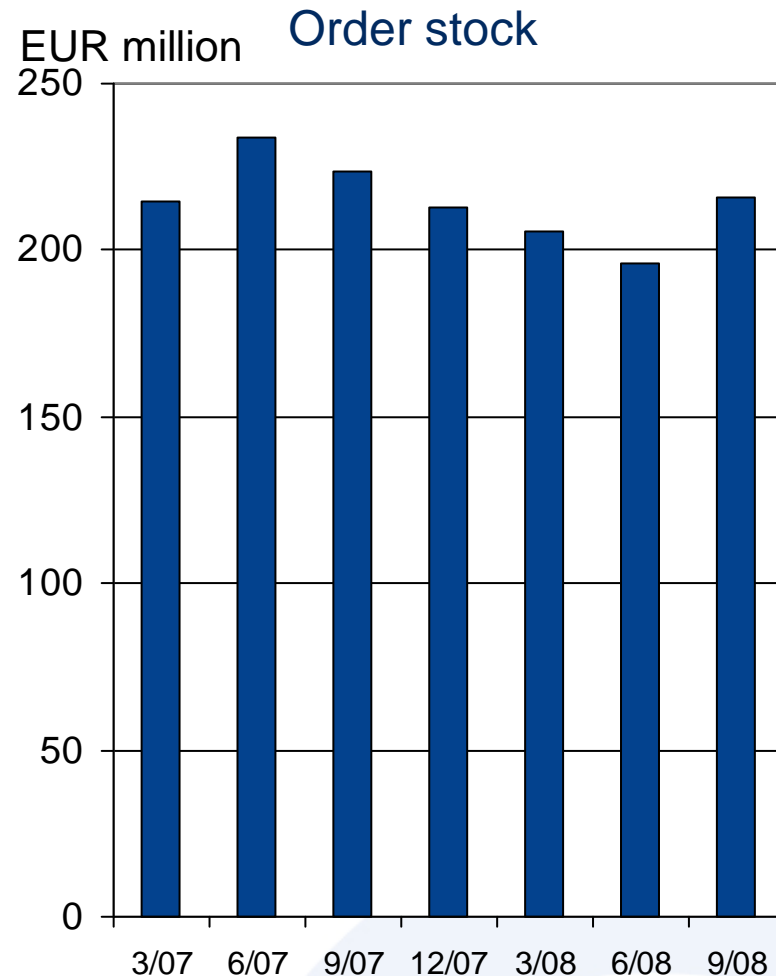


Energy – net sales and operating profit



Energy – Q3 highlights

- Continued good demand
- Increased investment costs causing project delays at clients
- Order stock on a good level, EUR 216.1 million
- New orders
 - PetroVietnam Nhon Trach 2 Power JS Company's power plant in Vietnam (EUR 3.8 million)
 - Stora Enso Oyj's combined heat and power plant projects in Belgium and Germany (EUR 3 million)
 - PT Makmur Sejahtera Wisesa's coal-fired power plant project in Indonesia (EUR 2 million)
 - Verbund Austrian Power Grid's national control centre of the transmission network in Austria (EUR 2.4 million)
 - Sofinel S.A.'s, a subsidiary of EDF Group and AREVA NP, nuclear power plant in China (EUR 2.8 million)
 - Glow Energy Public Co., Ltd's cogeneration expansion project in Thailand (EUR 1.85 million)
 - Técnicas Reunidas frame agreement for the engineering of EPC projects in Spain (EUR 15 million)



Forest Industry business group

Business trends

- New investments in emerging markets (Latin America, China, Russia)
- Low investment level in North America and Western Europe
- Consolidation
- Outsourcing
- Increased costs
- Wood-based biofuels

Business areas

Management Consulting



New Investment Projects



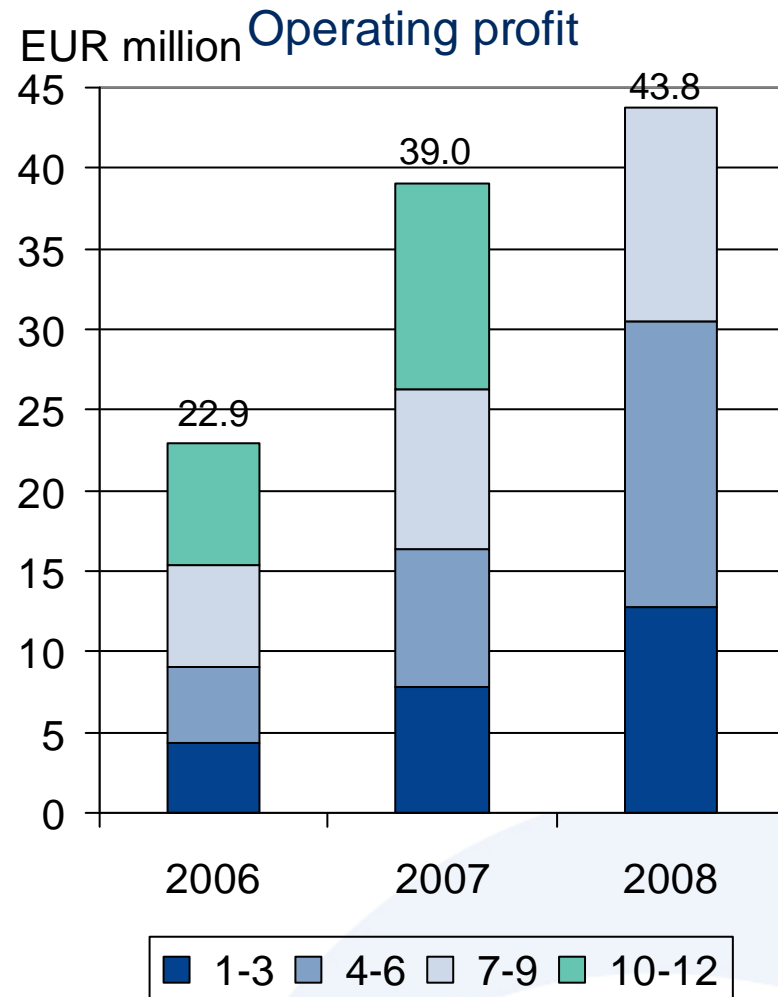
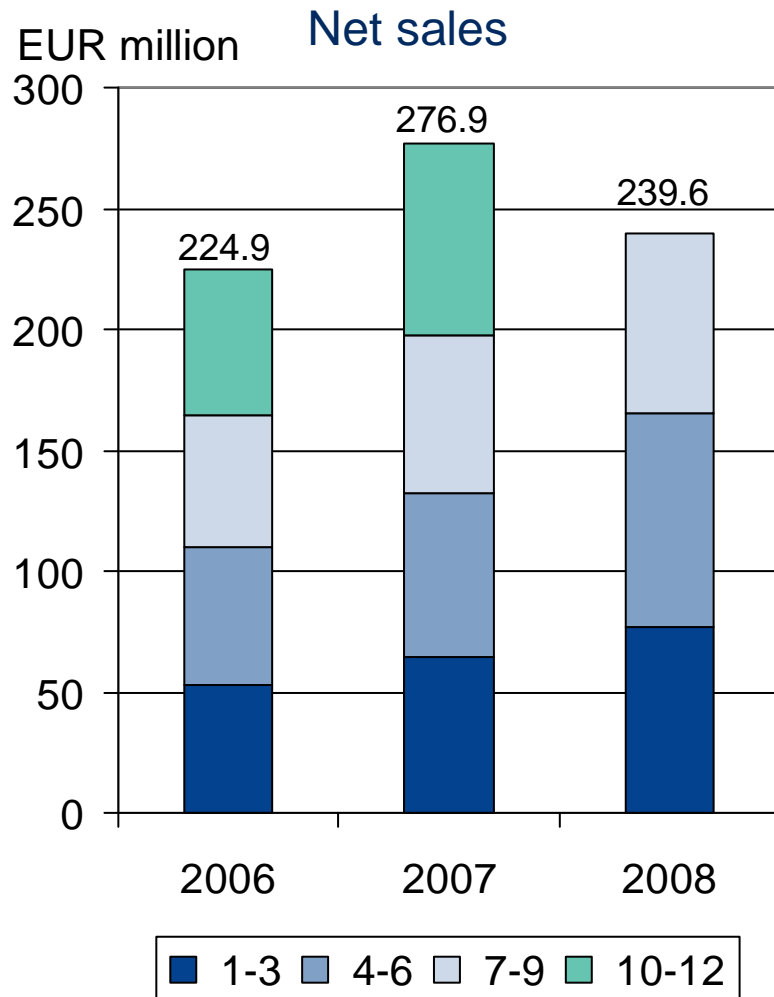
Rebuilds and Local Services



Chemical Industry

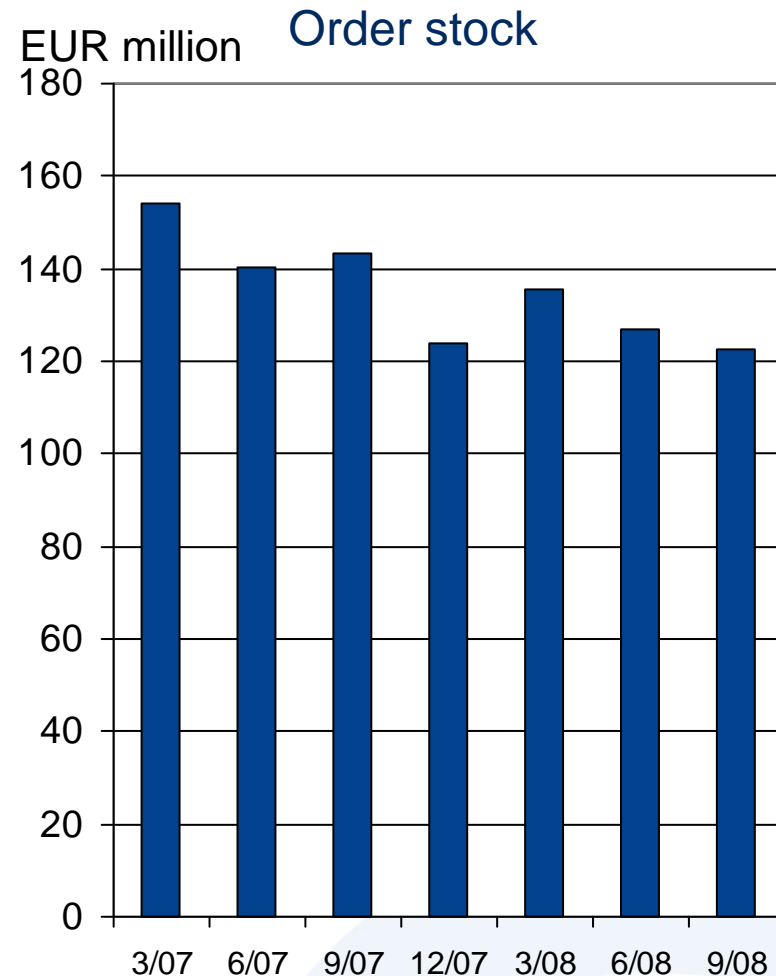


Forest Industry – net sales and operating profit



Forest Industry – Q 3 highlights

- Order stock declined slightly and was EUR 122.4 million
- New orders
 - Propapier GmbH's paper machine project in Germany (EUR 10 million)
 - EPCM service contract with Roal Oy for an enzyme plant development project in Finland (EUR 3 million)
 - Rebuild of Mondi's Syktyvkar pulp mill in Russia (EUR 10 million)
 - Amcor's new B9 linerboard machine project in Australia
 - Vietnam Paper Corporation's pulp mill project in Vietnam



Infrastructure & Environment business group

Business trends

- Climate change
- Rail traffic displacing road and flight traffic
- EU expansion
- Increased funding by IFIs
- High growth in Russia and Eastern Europe

Business areas

Transportation



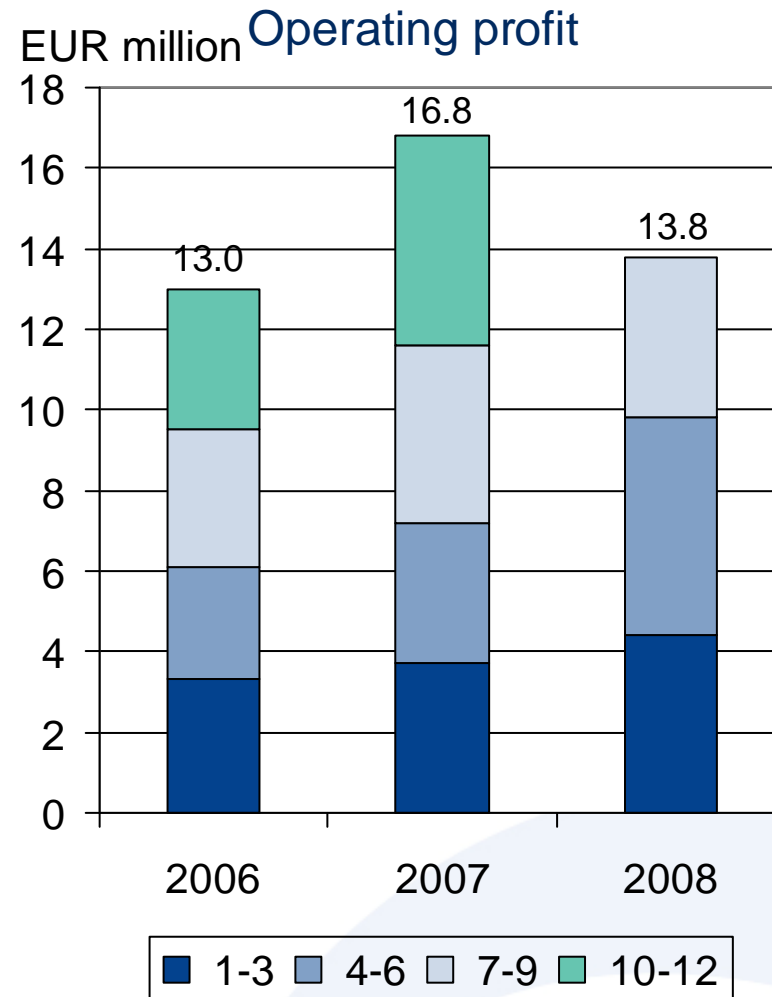
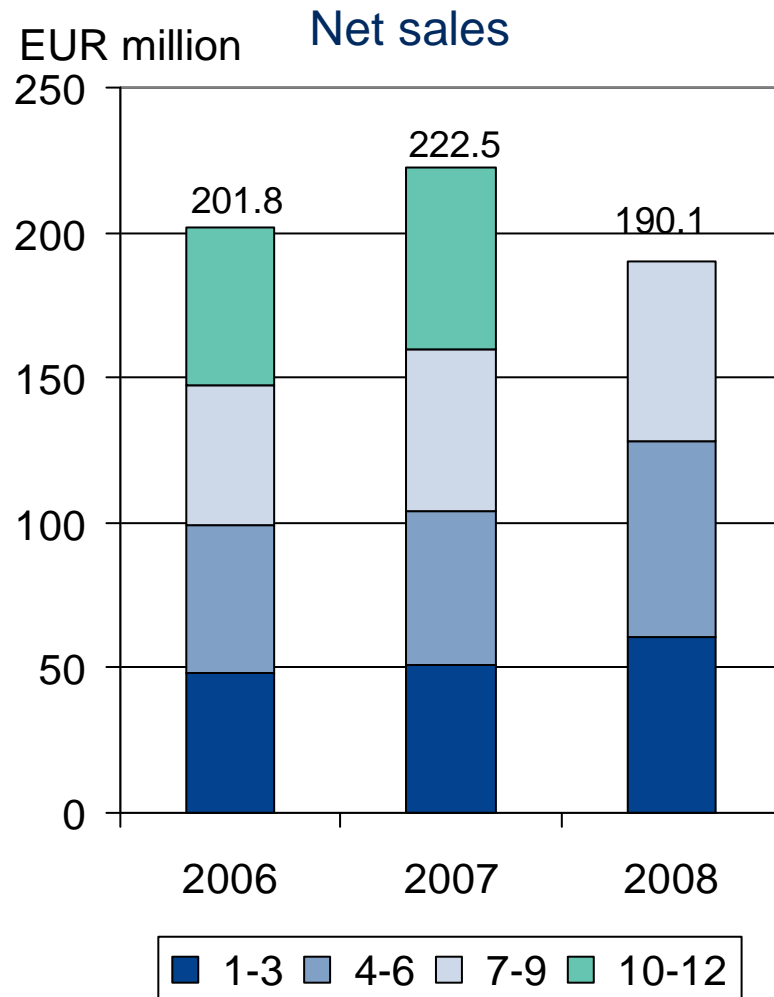
Water and Environment



Real Estate and Telecommunications

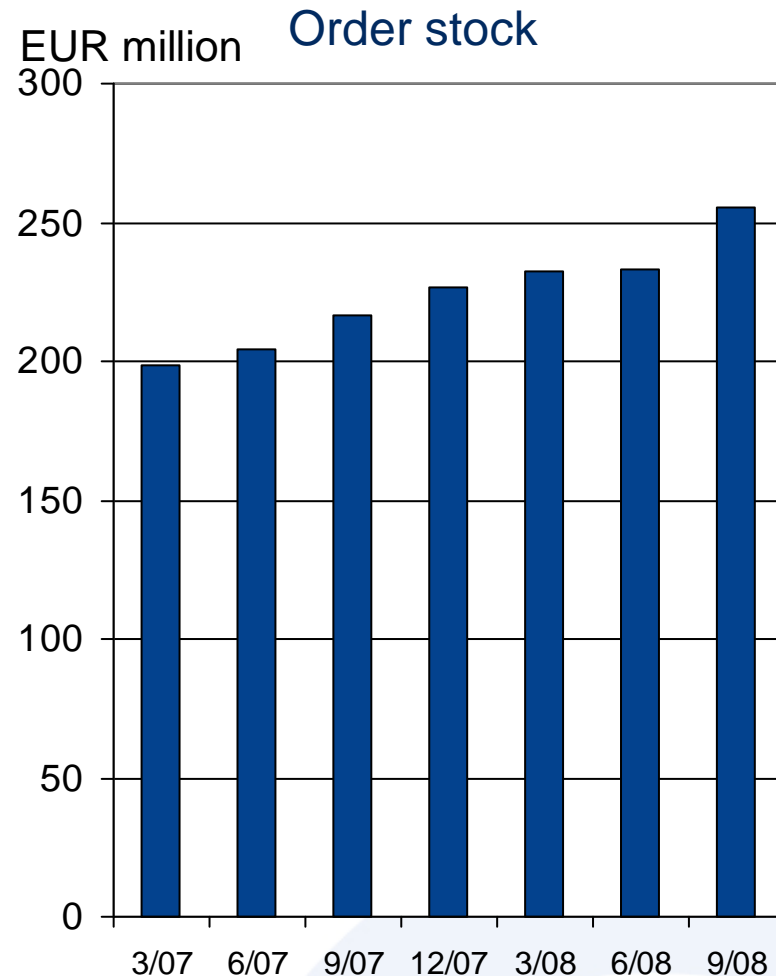


Infrastructure & Environment – net sales and operating profit



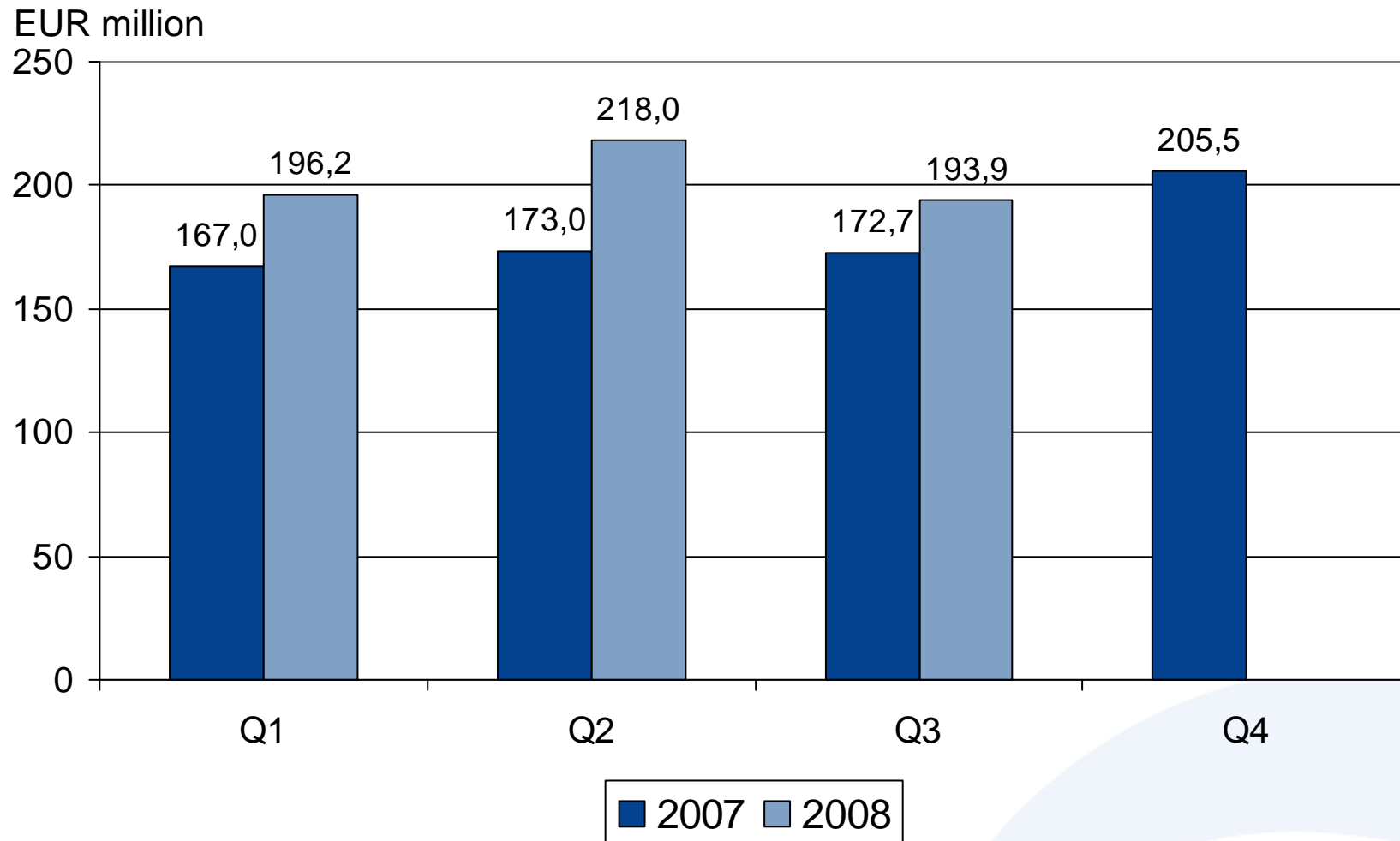
Infrastructure & Environment – Q3 highlights

- Order stock continued to grow and was EUR 255.6 million
- New projects
 - Metro de Maracaibo C.A.'s extension contract in Venezuela (EUR 5.5 million)
 - Water sector projects in Nigeria, West Africa financed by World Bank (EUR 3 million)
 - Railway engineering for Transtec Gotthard Consortium's tunnel project in Switzerland (EUR 10 million)
 - Finnish Rail Administration's Ring Rail Link assignment in Finland (EUR 7.5 million)
 - Melamchi Water Supply Development Board's water supply project in Nepal (EUR 7 million)
 - Instituto de Desarrollo Urbano's bus mass transit system in Colombia (EUR 3 million)
 - Metro de Maracaibo C.A.'s metro mass transit system in Venezuela (EUR 5.2 million)
 - Government River Board Corporation's large flood protection scheme in the Czech Republic (EUR 4 million)



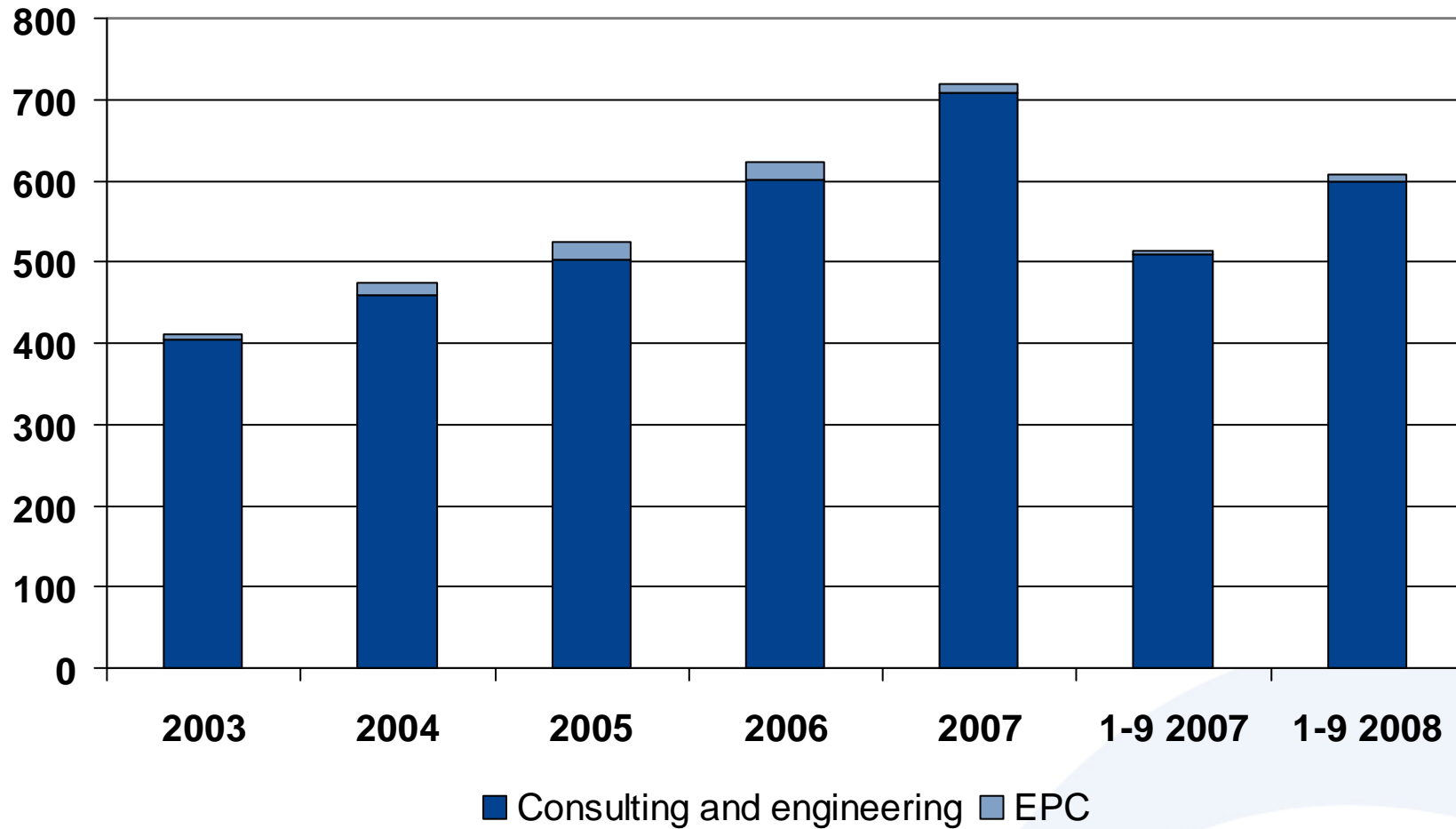
Financials

Net sales by quarter



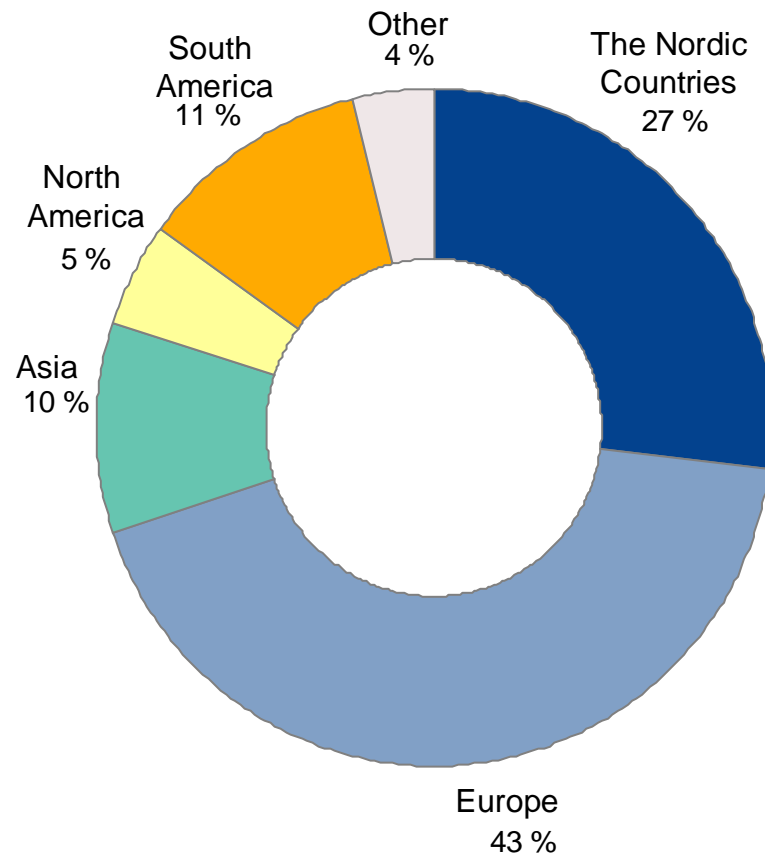
Net sales

EUR million

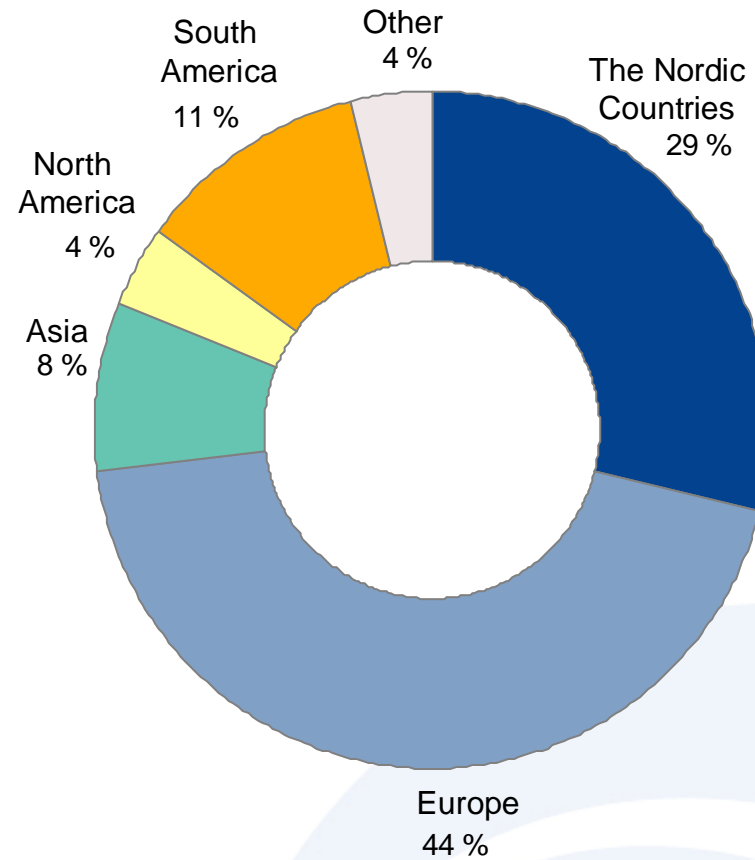


Net sales by market area

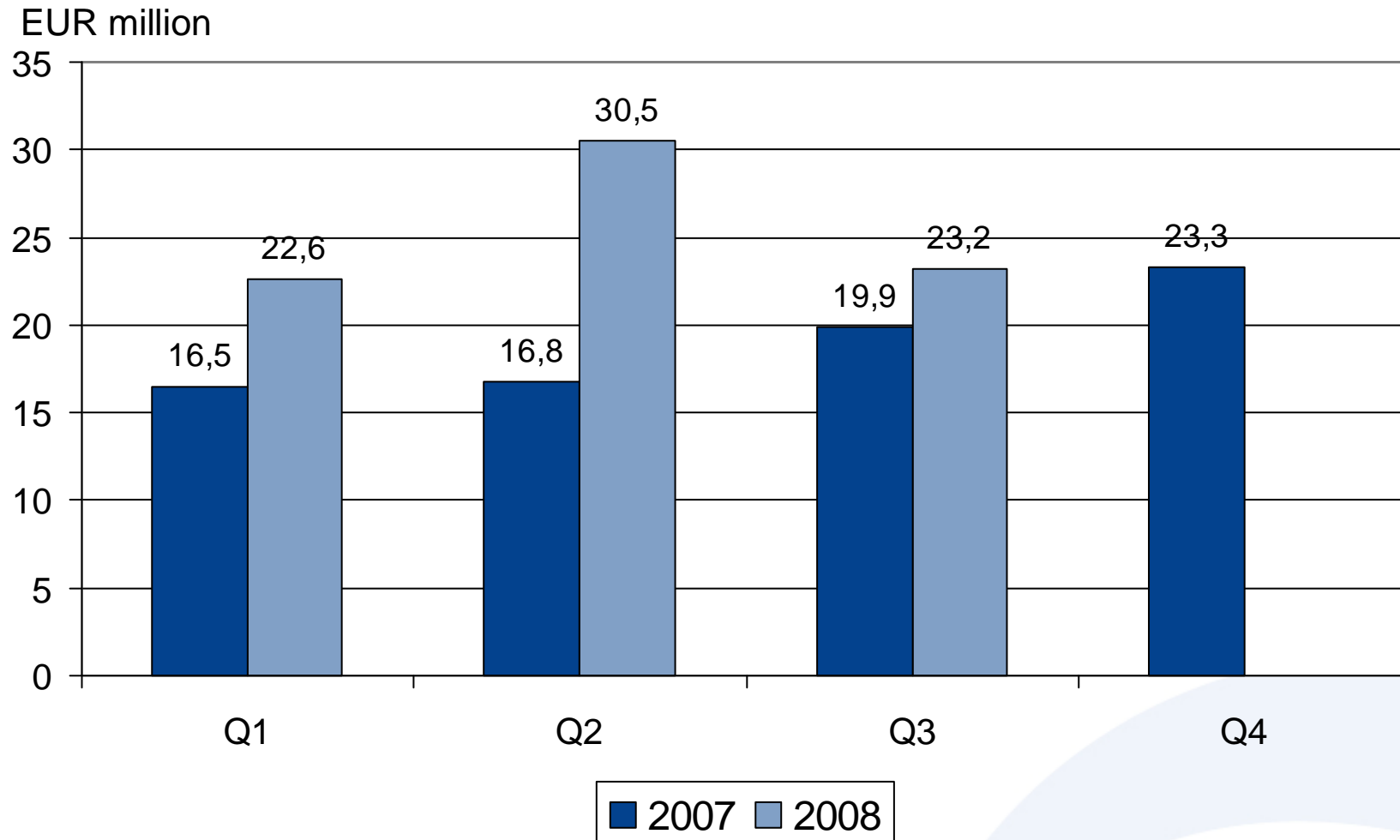
1-9/2007
EUR 512.7 million



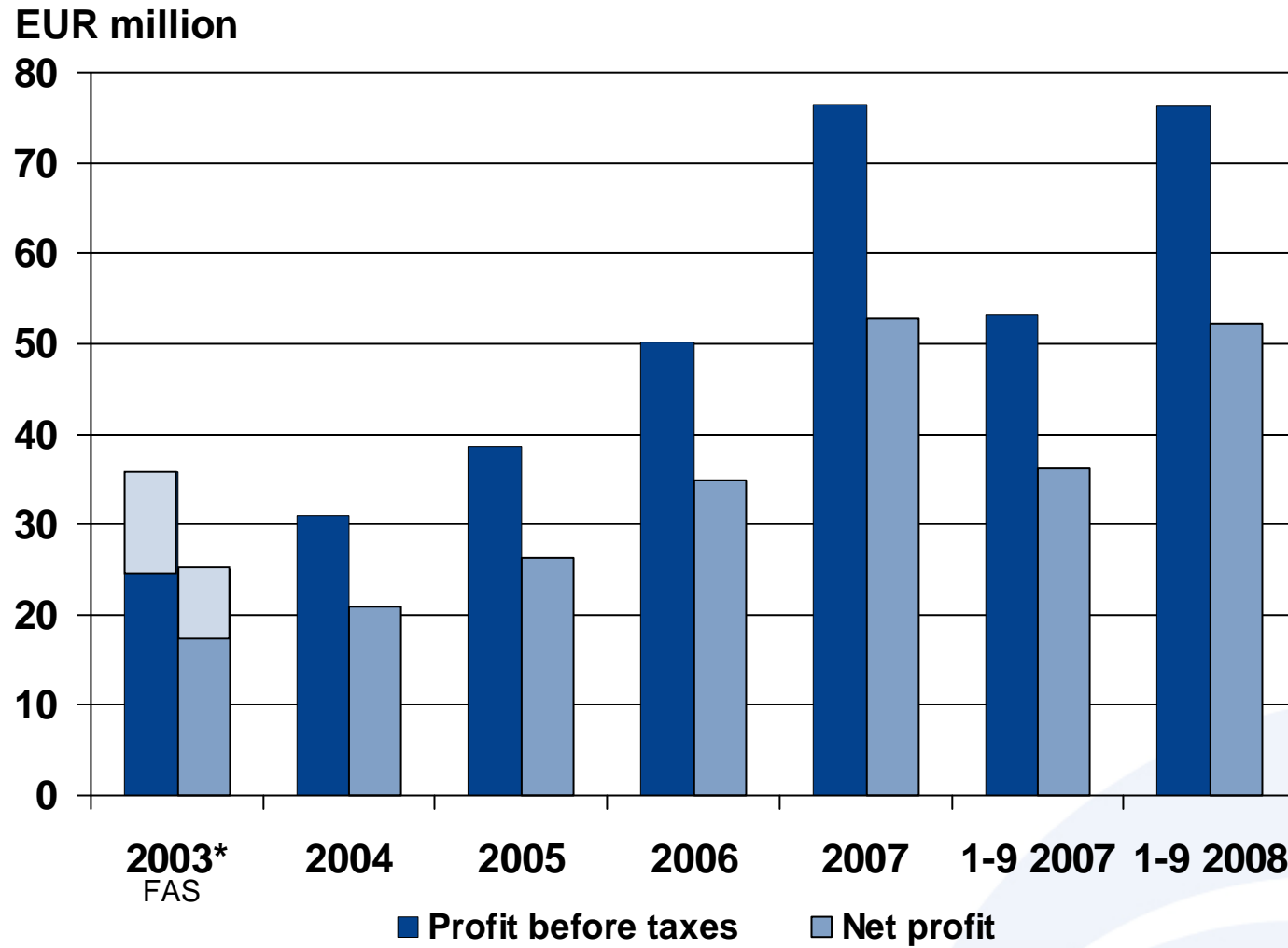
1-9/2008
EUR 608.1 million



Profit before taxes by quarter

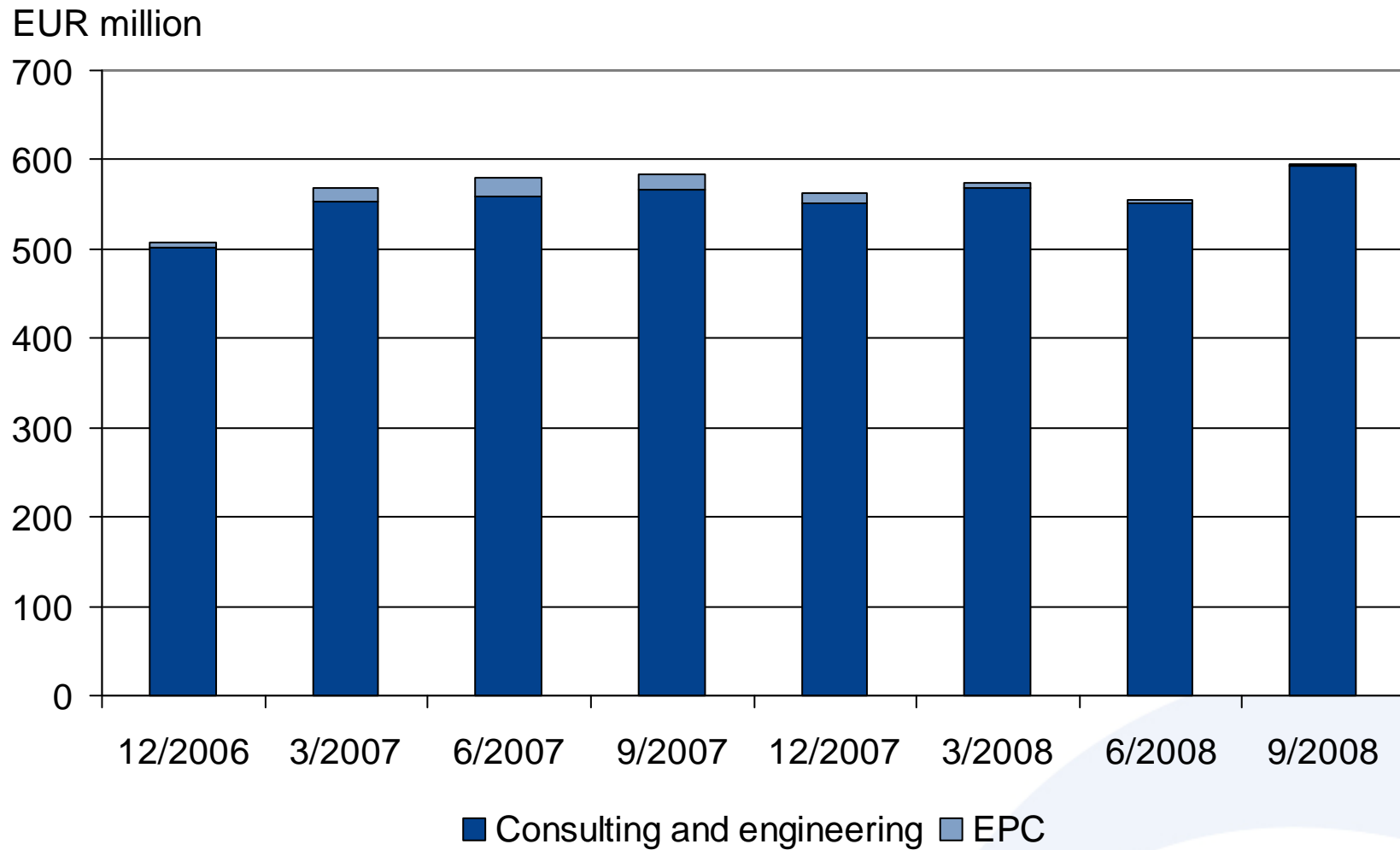


Profit before taxes and net profit

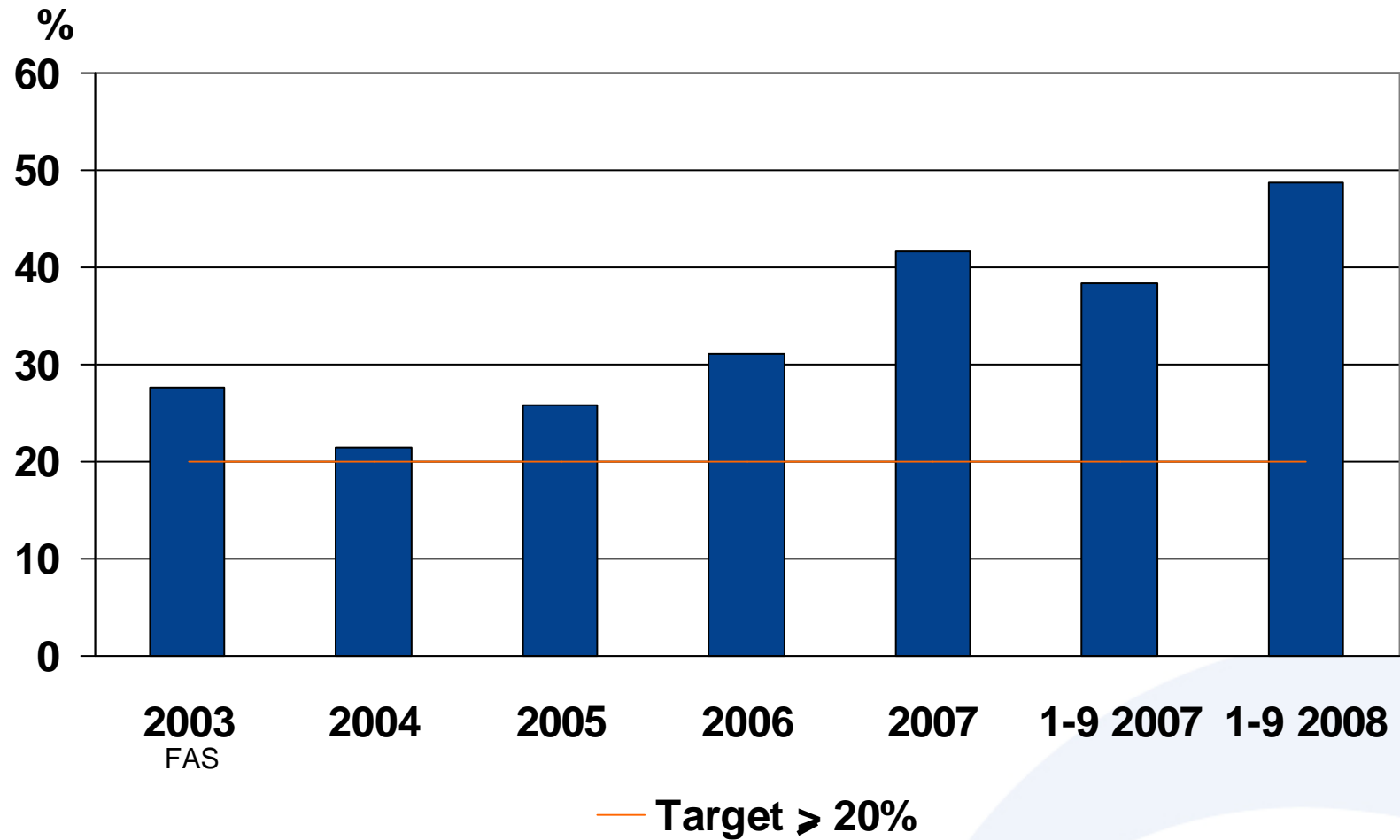


* Sale of headquarter office building

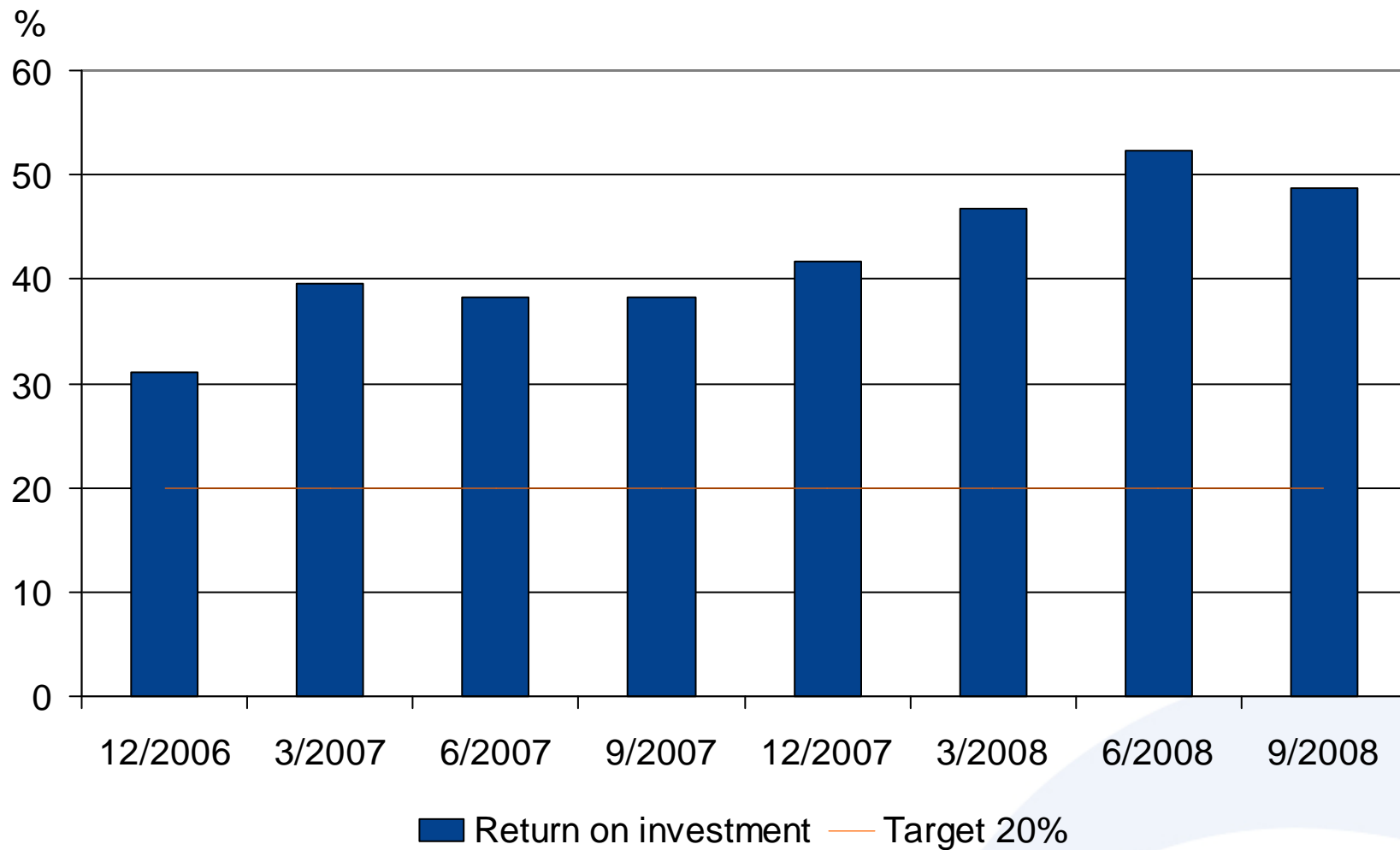
Order stock



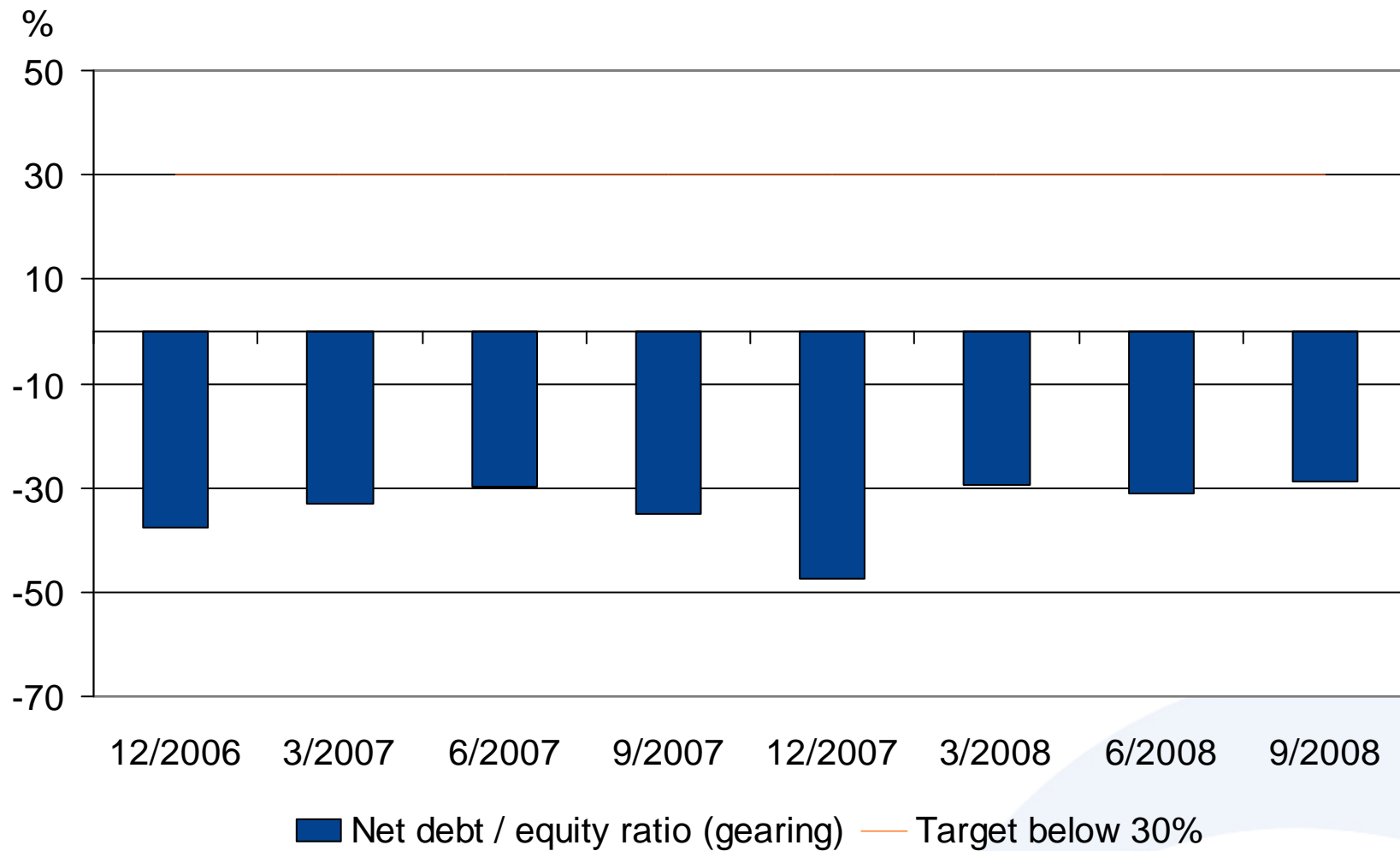
Return on investment



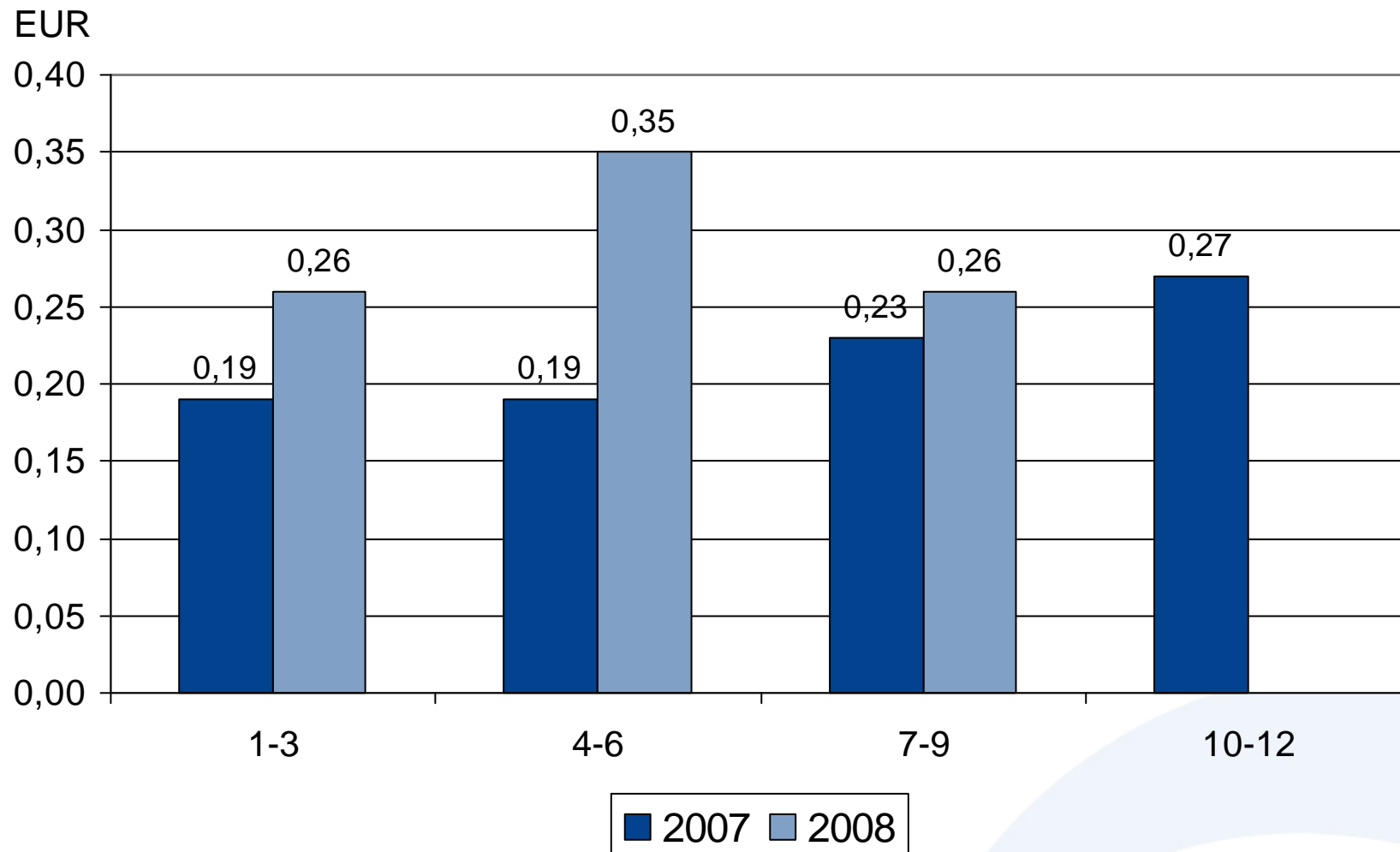
Return on investment



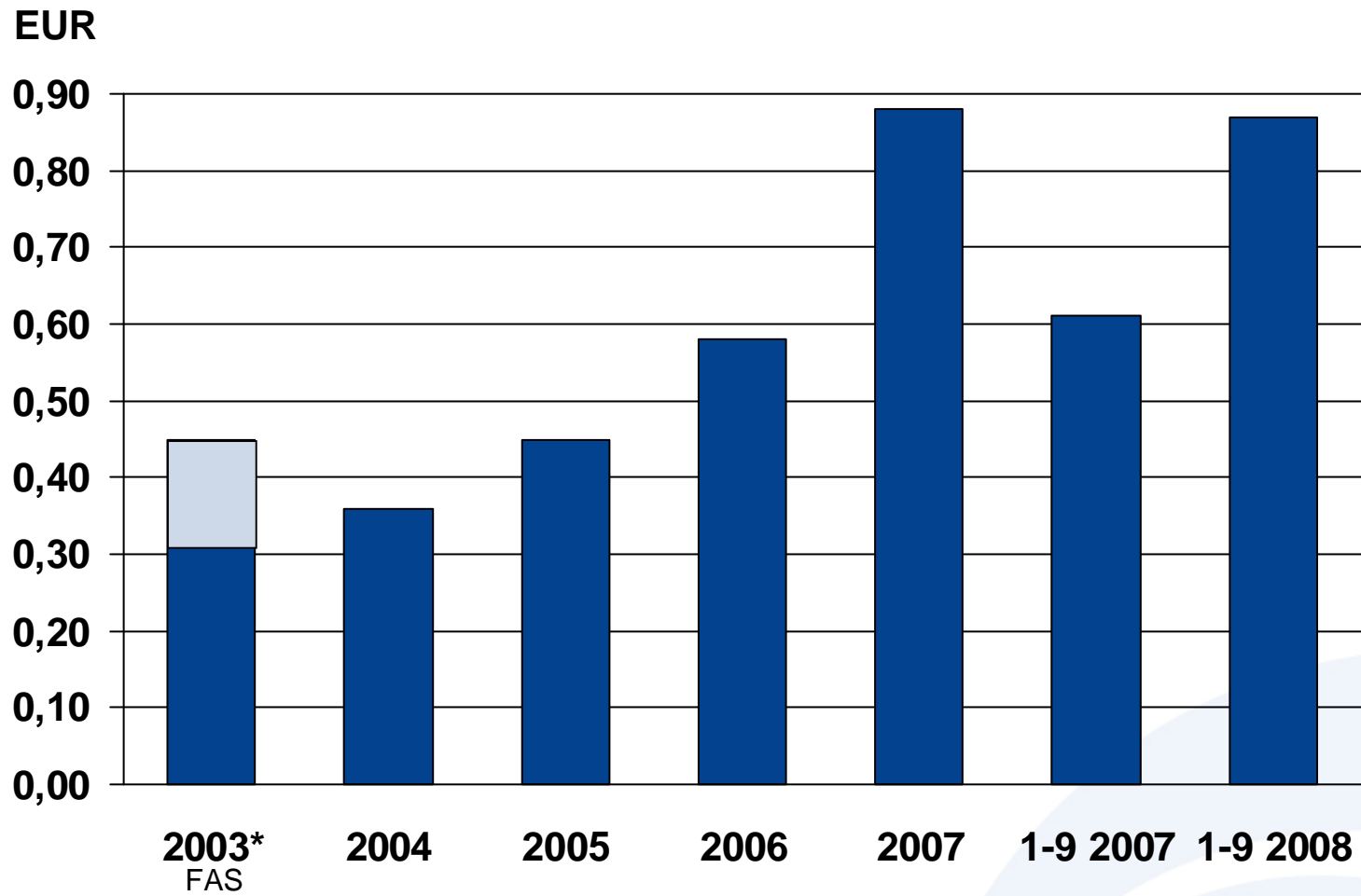
Net debt / equity ratio (gearing)



Earnings per share

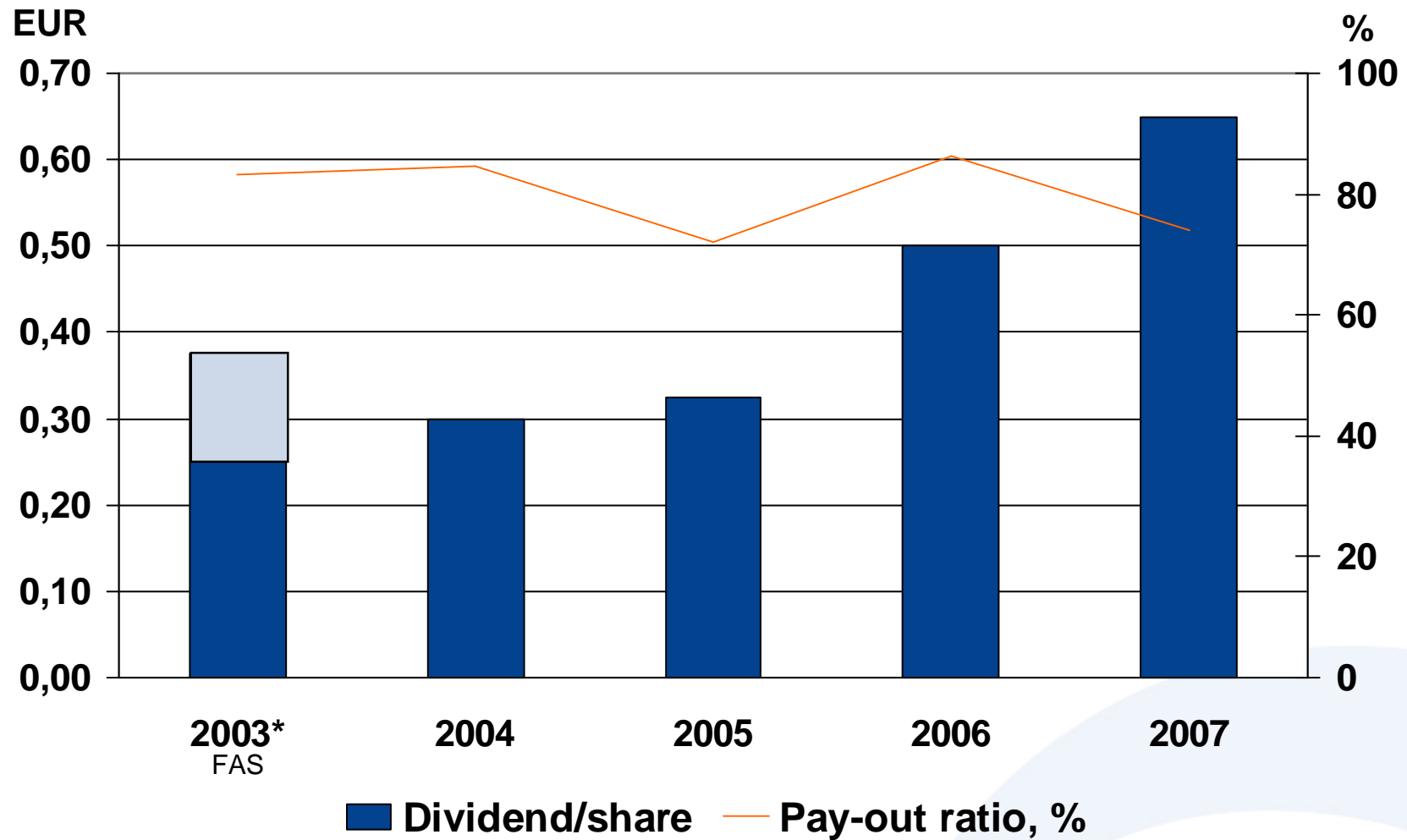


Earnings per share



* Sale of headquarter office building

Dividend/share and pay-out ratio



* Extra dividend

Financial targets and performance

	2004	2005	2006	2007	1-9/07	1-9/08	Target on average
Profitability							
EBT, EUR million	30.9	38.6	50.2	76.5	53.2	76.3	
ROI, %	21.4	25.8	31.1	41.7	38.3	48.7	≥ 20.0
Earnings							
EPS, EUR	0.355	0.45	0.58	0.88	0.61	0.87	
EPS, annual growth, %		26.8	28.3	51.7	60.5	42.6	≥ 15.0
Balance sheet							
Gearing,%	-37.4	-36.1	-37.6	-47.4	-35.0	-28.8	< 30.0
Dividend Policy							
Dividend, EUR	0.30	0.325	0.50	0.65			
Pay-out ratio, %	84.5	72.2	86.2	73.9			≥ 50.0

Business focus 2008

- Launch profitability programme (i.e. sales, cost, resources and investments)
- Acquisitions: markets, technology and know-how
- Growth in emerging markets
- Global Network Company enhancement and brand recognition

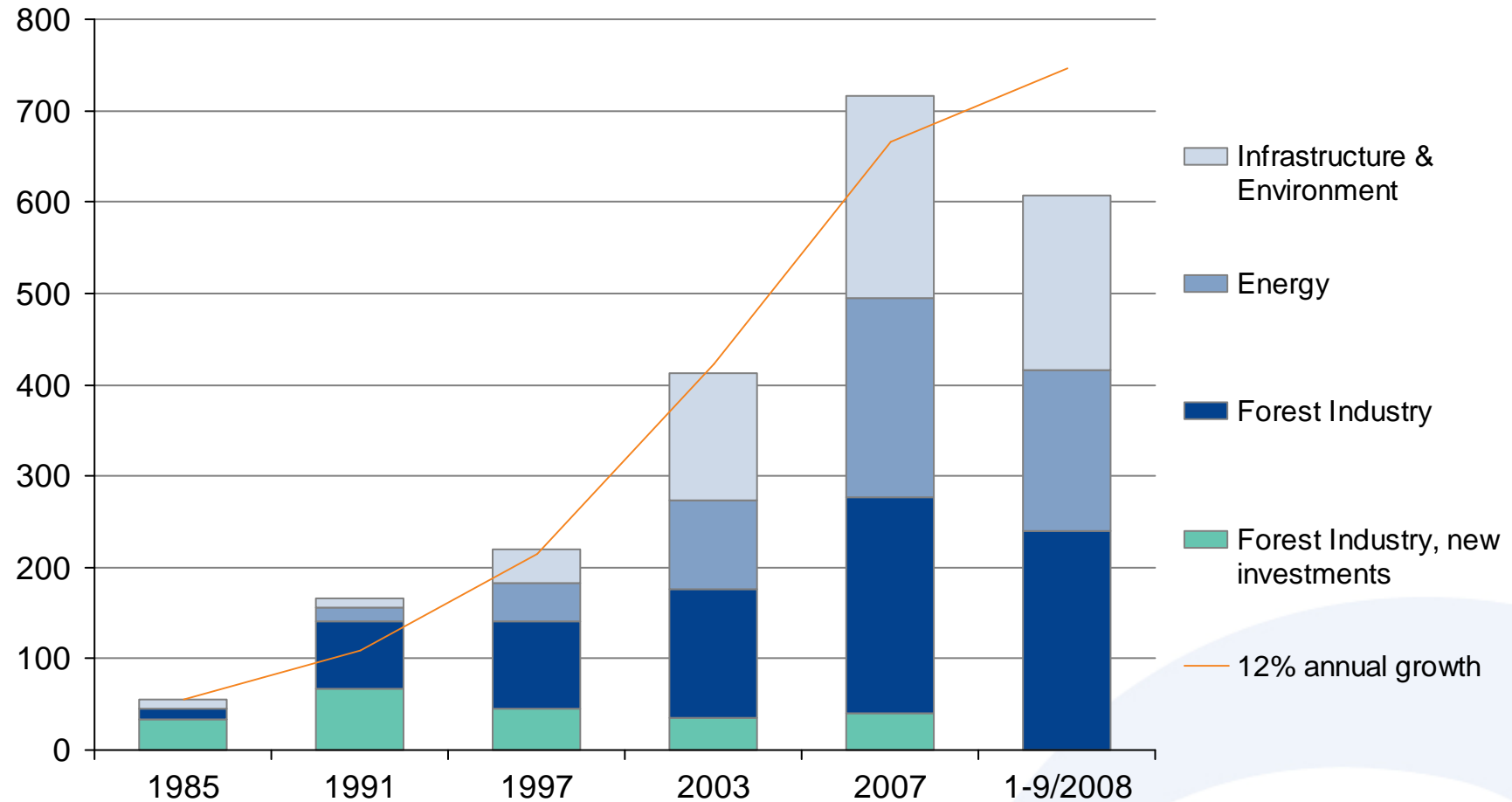
Prospects

- **Energy:** Operating profit will improve clearly in 2008.
- **Forest Industry:** Operating profit will improve clearly in 2008.
- **Infrastructure and Environment:** Operating profit will improve clearly in 2008.
- **Pöyry group:** Net sales will increase in 2008. Profit before taxes will improve clearly in 2008.

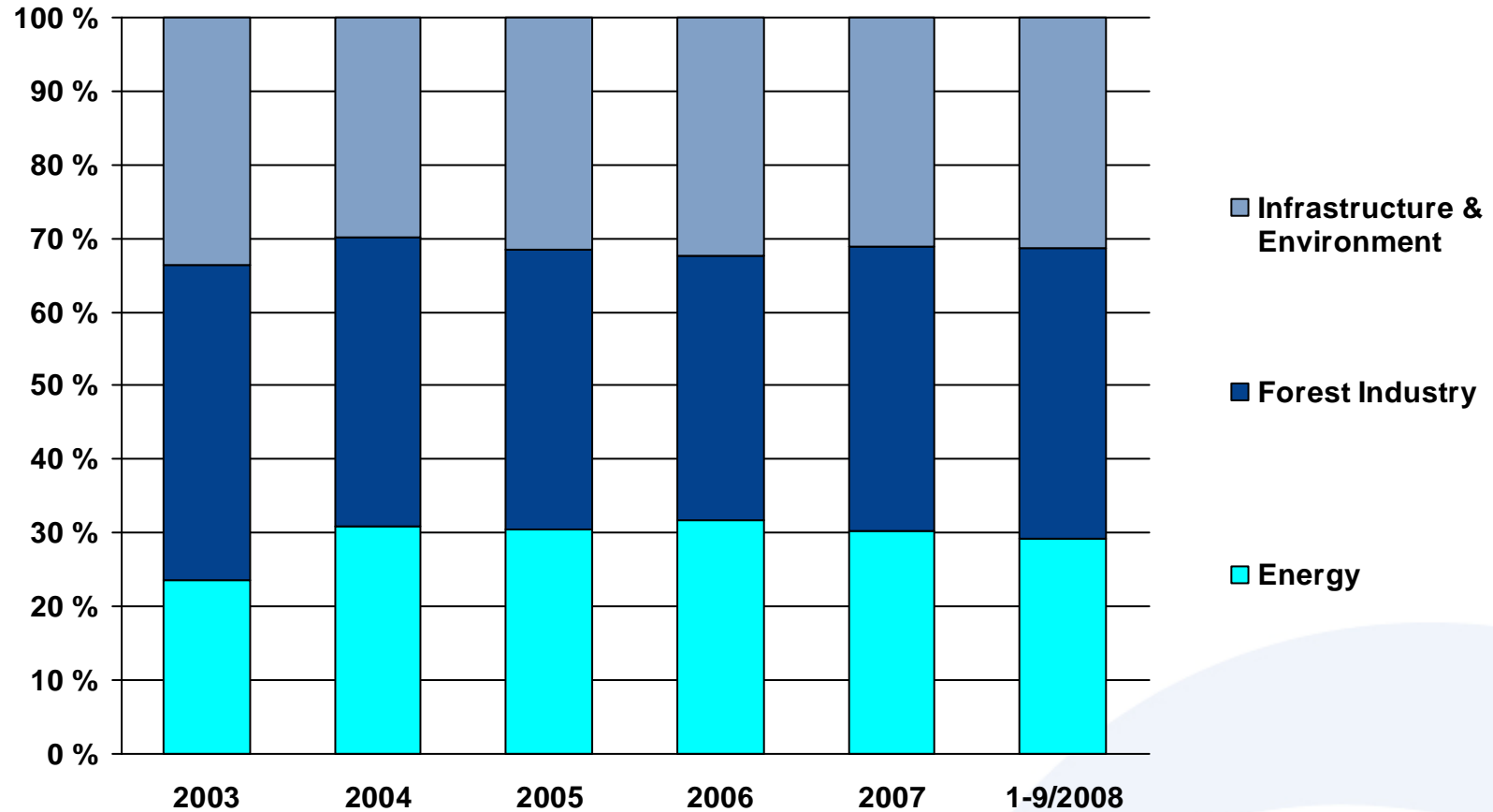
Growth

Net sales

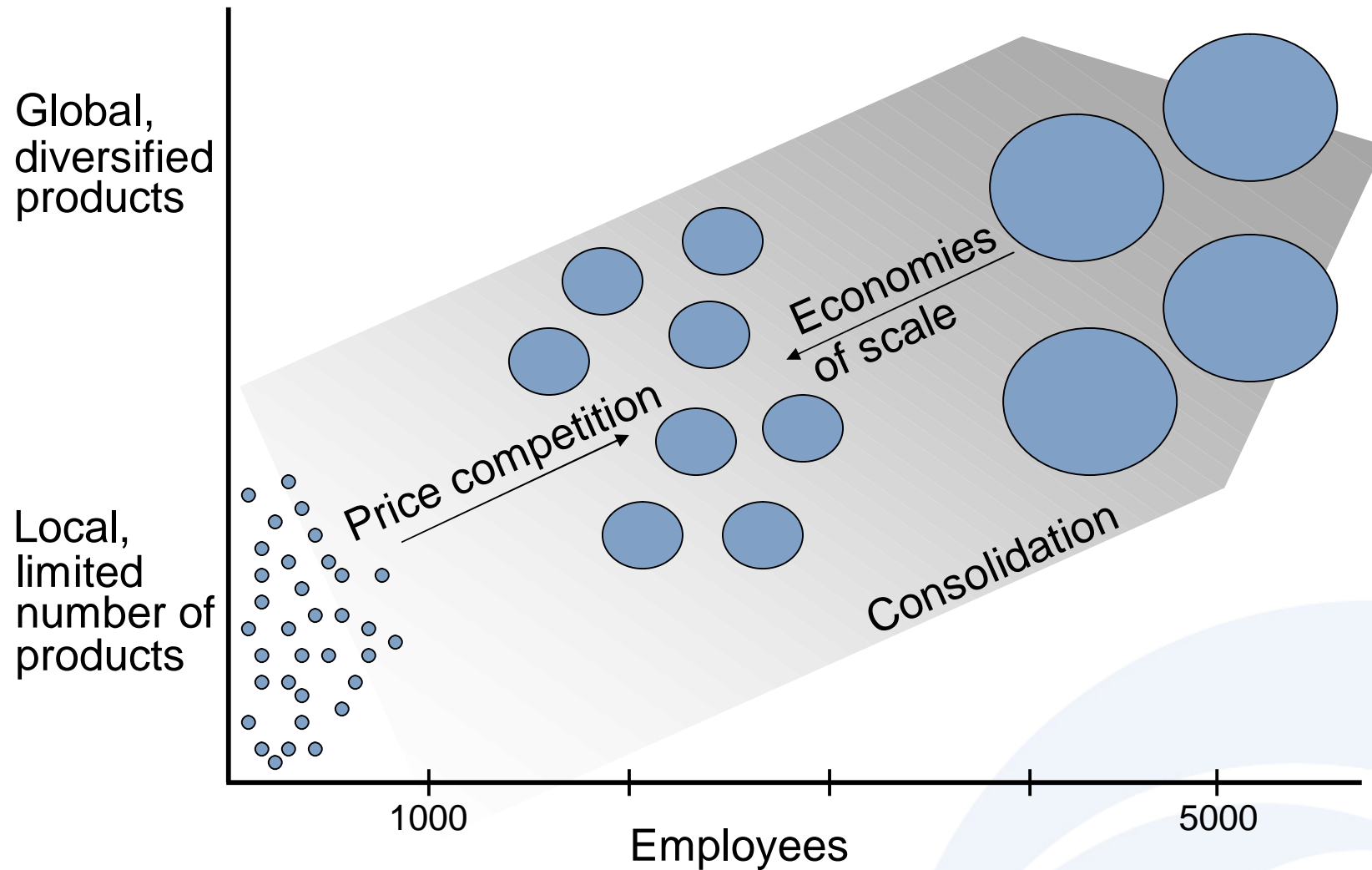
EUR million



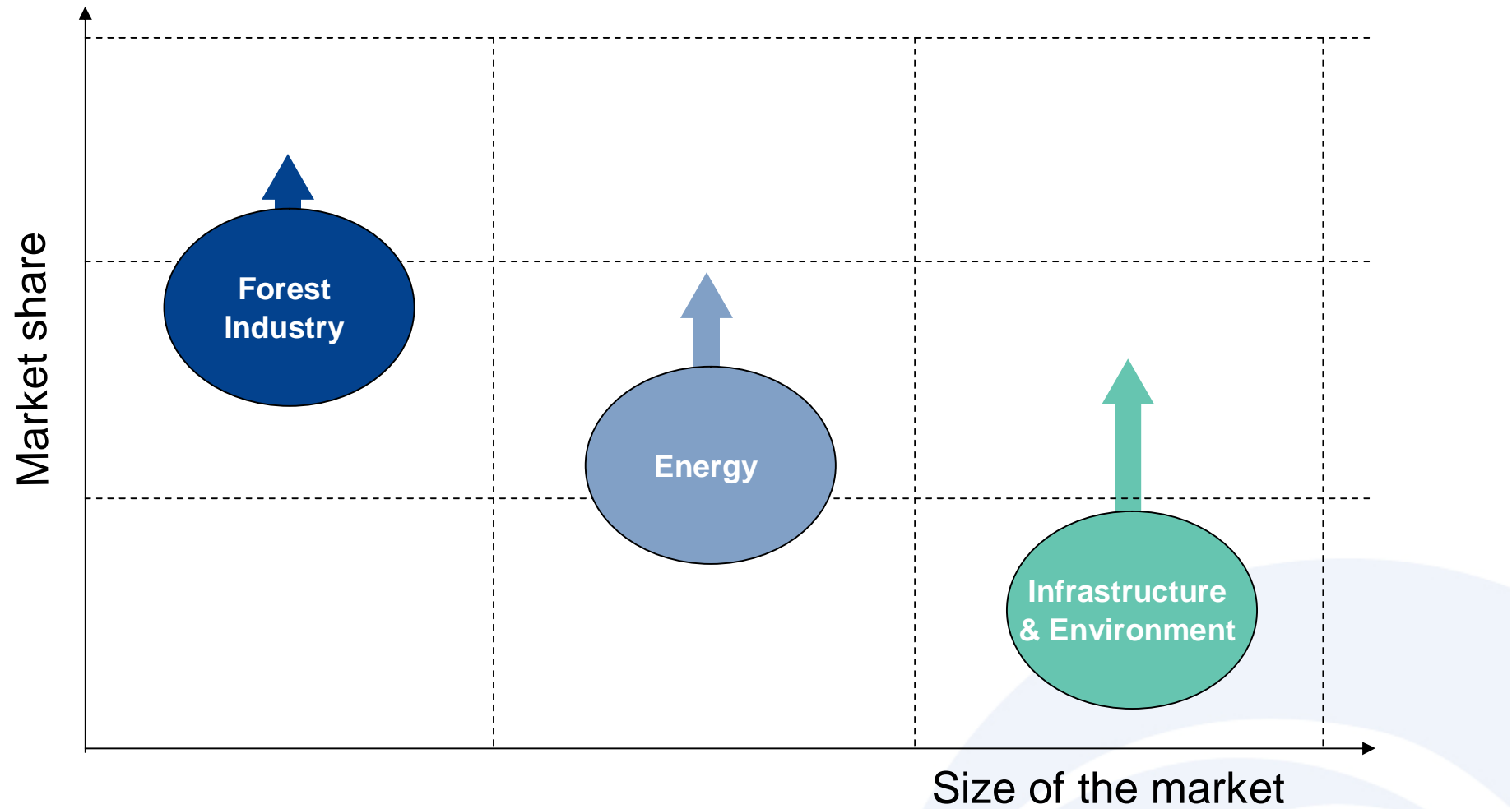
Division of sales by business group



Polarisation of technical consulting sector



Pöyry's position within the sectors



Organic growth

- Mainly in emerging markets: China, Russia, Latin America, Eastern Europe
- More than half of the growth derived from organic growth in 2007
- Use of global network to sell our services/products
- Continuous new product development, e.g. climate change, energy efficiency, biofuels, river basin management, document management services, laser scanning
- Market position improvement by cross-selling, preferred supplier, partnerships

Growth through acquisitions

- Consolidation trend in the consulting and engineering sector
- Pöyry has experience in acquiring tens of companies
- Acquisition track record e.g.
 - 2008: Consilier Construct (Romania), Arket Oy (Finland), Geopale Oy (Finland), Shanghai Kang Hong Construction Ltd. (China), ETT Proyectos S.A. (Spain)
 - 2007: Giprobium Engineering (Russia), Evata Worldwide (Finland), Rakennuslaskenta NHL (Finland), Pöysälä & Sandberg (Finland), ECON Analyse (Norway), IGW (Germany), Perforex Inc. (Canada), Quatrocon (Finland), IDP (Philippines)
 - 2006: IGL Consultants (UK), Convergence Utility Consultants (Switzerland), Pöyry Shandong
 - 2005: S.P.E. Servizi per l'Energia (Italy), GKW Holding (Germany), Scancontrol (Sweden)
 - 2004: Verbundplan (Austria), AQUATIS (Czech Republic), CMC-Yhtiöt (Finland, Baltic countries)
 - 2003: NLK Consultants (Canada), ILEX Energy Consulting (UK)
 - 2002: ABGS (Canada), Heusch-Boesefeldt (Germany)
 - 2001: Rigel Konsult i Gävle , Sweden
 - 2000: Bridge business of VCE, Taiwan
 - 1999: Beture Environnement and Beture-Cerec, France
 - 1997-99: Electrowatt Engineering, Switzerland
 - 1997: Marathon Engineers/Architects/Planners, USA
 - and several smaller acquisitions

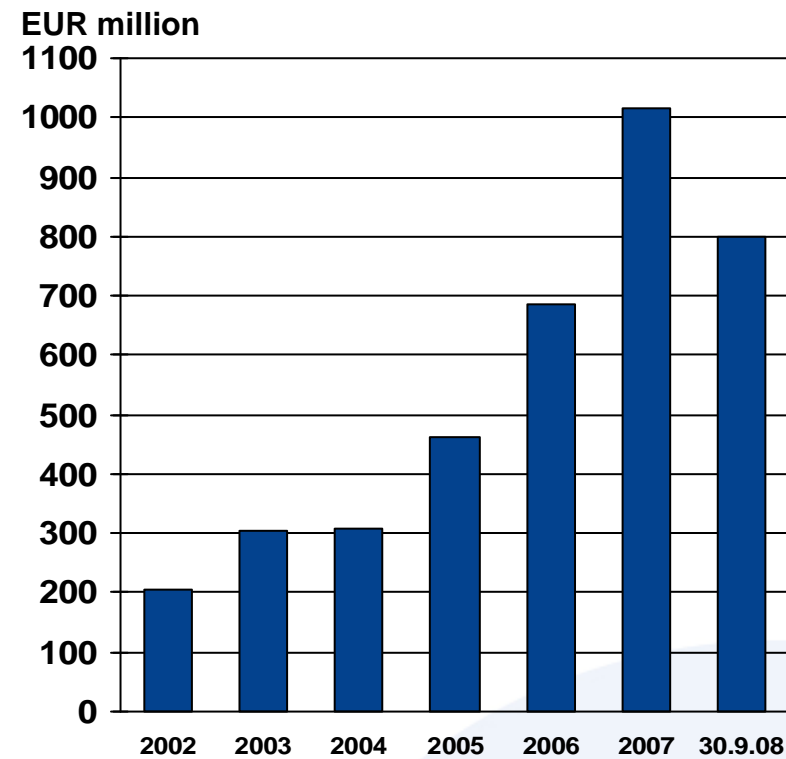
Share

Share price and market capitalisation

Share price

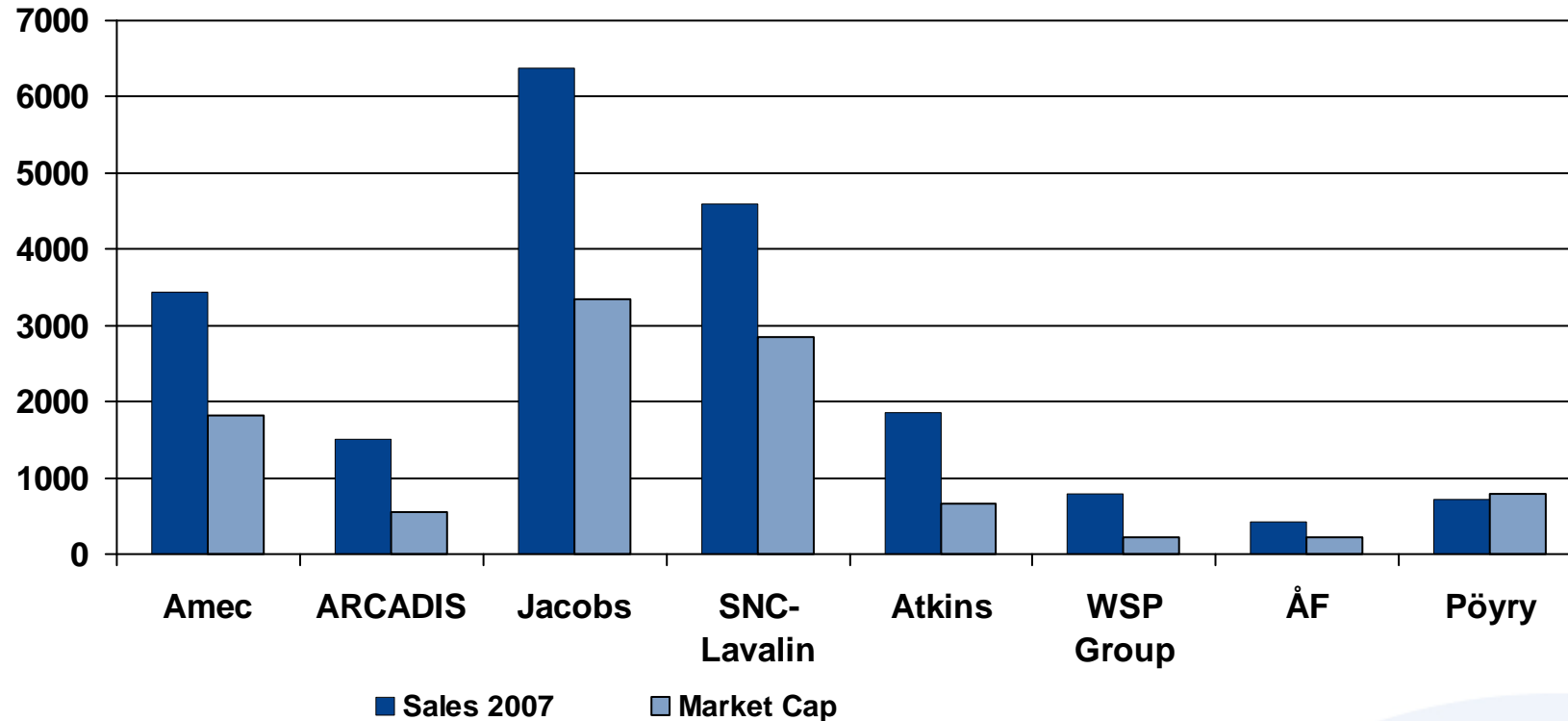


Market capitalisation



Peer group sales and market capitalisation*)

EUR million



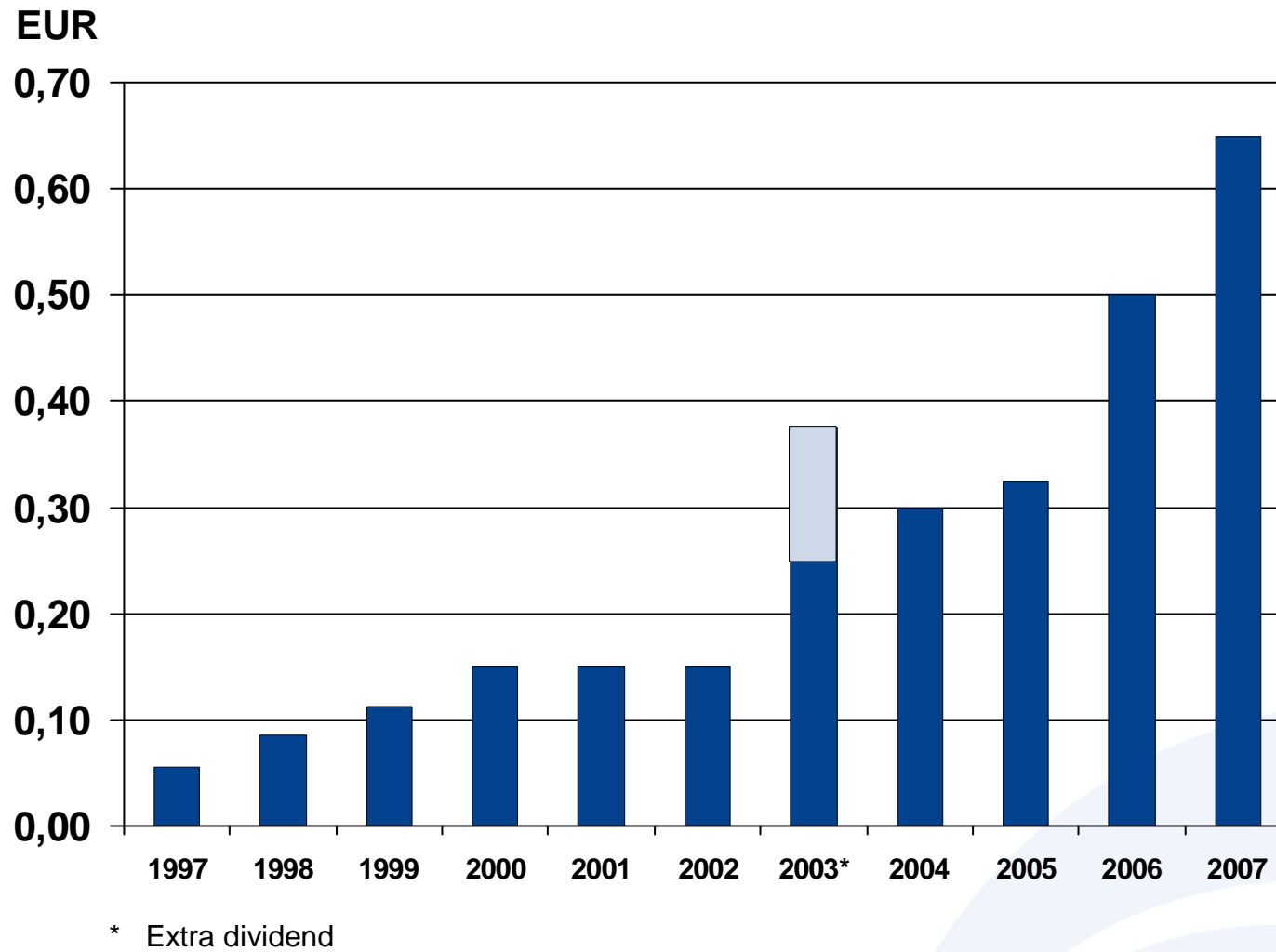
Amec Plc
 ARCADIS NV
 Jacobs Engineering Group, Inc.
 SNC-Lavalin Group

WS Atkins plc
 WSP Group plc
 AB Ångpanneföreningen

*) Peer group market cap figures as at 23 Oct. 2008

Source: Bloomberg

Dividend/share



Shareholders and shares

30 September 2008	Number of shares	Per cent of voting rights
1. Corbis S.A.	18 500 000	31,7
2. Ilmarinen Mutual Pension Insurance Company	3 686 268	6,3
3. Procurator-Holding Oy	3 167 000	5,4
4. Varma Mutual Pension Insurance Company	2 785 850	4,8
5. Tapiola Mutual Pension Insurance Company	1 760 000	3,0
6. OP-funds	1 191 591	2,0
7. UCITS Fund Aktia Capital	1 010 259	1,7
8. Svenska litteratursällskapet i Finland rf	934 000	1,6
9. Nordea Fund company Ab (FI)	710 609	1,2
10. Valtion eläkerahasto	400 000	0,7
Shares nominee register total	15 228 762	26,1
Other owners	9 428 603	15,5
Total	58 802 942	100,0

Research coverage

- Carnegie Investment Bank, Helsinki
- Danske Markets, Helsinki
- eQ Bank, Helsinki
- Evli Bank, Helsinki
- Handelsbanken, Stockholm
- Nordea, Helsinki
- Pohjola Bank, Helsinki
- SEB Enskilda, Helsinki
- Öhman Securities, Helsinki