Jaakko Pöyry Group

Financial Statements 2003

JAAKKO PÖYRY

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ANNUAL GENERAL MEETING

The shareholders of Jaakko Pöyry Group Oyj are invited to attend the Annual General Meeting to be held on Wednesday, March 3, 2004 at 4.00 p.m. at the Pöyry House, Jaakonkatu 3, FI-01620 Vantaa, Finland.

Shareholders wishing to attend the Annual General Meeting are requested to confirm their attendance by Monday, March 1, 2004, 1.00 p.m. This can be done by telephone +358 9 8947 2224, by email to **marja.hulphers@poyry.fi**, by telefax +358 9 878 1816 or by letter to Jaakko Pöyry Group Oyj, Legal Matters, P.O. Box 4, FI-01621 Vantaa, Finland. Any letters of proxies shall be included when confirming attendance at the Annual General Meeting.

A complete notice to convene the Annual General Meeting has been mailed to all shareholders at their registered addresses.

ADDRESS CHANGES

Shareholders are kindly requested to inform changes in their address or other personal data to their custodian.

DIVIDEND

The Board of Directors proposes to the Annual General Meeting on March 3, 2004 that a dividend of EUR 1.00 per share be paid for the year 2003. The dividend will be payable on March 15, 2004. This dividend is payable to shareholders entered into the Shareholder Register maintained by Finnish Central Securities Depository Ltd. on the record date, March 8, 2004 set by the Board of Directors. Due to the Group’s good liquidity the Board proposes that an additional dividend of EUR 0.50 per share be paid. This additional dividend will be payable on November 30, 2004 and is payable to shareholders entered into the above referred Shareholder Register on the record date, November 23, 2004 set by the Board of Directors.

FINANCIAL INFORMATION IN 2004

In 2004 Jaakko Pöyry Group Oyj will publish its interim reports as follows:

January–March	April 29 at 8.30 a.m. Finnish time
January–June	July 29 at 8.30 a.m. Finnish time
January–September	October 29 at 8.30 a.m. Finnish time

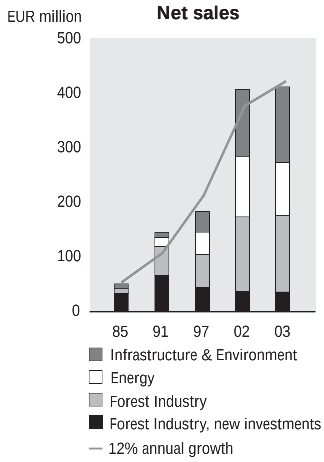
Highlights 2003

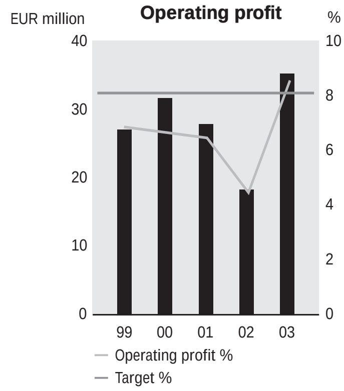
Earnings per share increased by 100 per cent during the year under review and were EUR 1.80. The return on investment exceeded the set strategic target and was 27.7 per cent. The group's balance sheet is healthy and its net debt/equity ratio (gearing) was - 40.7 per cent. The order stock increased and was EUR 335.7 million. The Board of Directors proposes to the Annual General Meeting that a dividend of EUR 1.00 and an additional dividend of EUR 0.50 per share be paid.

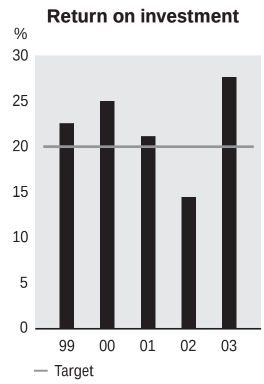
The recession in the world economy, which began in 2001, continued during 2003. The recession had an impact on the Jaakko Pöyry Group's clients and their investment activity. Totalling 411.6 million, consolidated net sales were at the previous year's level (407.0 million). Consolidated earnings increased clearly during the financial year owing to the strengthening of the Group's market position and actions to streamline the cost structure during the period 2001-2003. Profit before extraordinary items was EUR 35.8 (18.1) million, including a gain of EUR 11.0 million from the sale of Jaakko Pöyry Group Oyj's headquarter property. Earnings per share were EUR 1.80 (0.90).

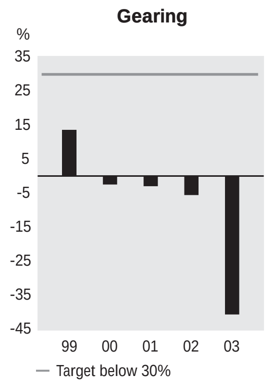
The target for the Group's return on investment is 20 per cent; in 2003 the return on investment was 27.7 (14.5) per cent. The consolidated balance sheet is healthy. The equity ratio improved to 52.3 (51.0) per cent. The net debt/equity ratio (gearing) was - 40.7 (- 5.6) per cent.

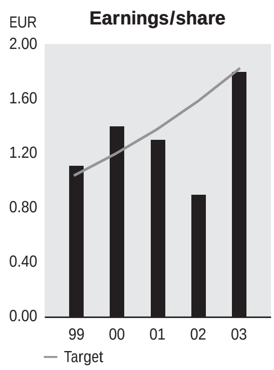
The general market situation and economic growth are recovering. Economic growth is expected to strengthen during 2004. The Jaakko Pöyry Group's order stock, balance sheet structure and market position improved during 2003. Consolidated net sales will increase clearly during 2004. Profit before extraordinary items is estimated to improve in 2004, if the capital gain of EUR 11 million from the sale of the head office property in 2003 is disregarded in the comparison.

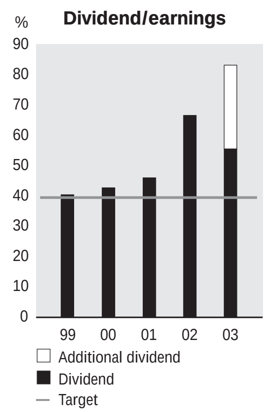












FINANCIAL TARGETS		
Operating profit	≥	8%
Earnings/share, annual growth	≥	15%
Return on investment	>	20%
Gearing	<	30%
Dividend/earnings ratio	≥	40%

KEY FIGURES	2002	**2003**
Net sales, EUR million	407.0	411.6
Operating profit, EUR million	18.4	35.4
Operating profit, %	4.5	8.6
Profit before extraordinary items, EUR million	18.1	35.8
Profit before extraordinary items, %	4.5	8.7
Earnings/share, EUR	0.90	1.80
Dividend/share, EUR	0.60	1.50 1)
Dividend/earnings ratio, %	66.7	83.3
Return on investment, %	14.5	27.7
Gearing, %	- 5.6	- 40.7
Order stock, EUR million	308.4	335.7
Personnel in group companies	4 632	4 766

1) Board of Directors' proposal. The proposal includes the additional dividend of EUR 0.50.

Board of Directors' report

CONSOLIDATED EARNINGS AND BALANCE SHEET

The recession in the world economy, which began in 2001, continued during 2003. However, in autumn 2003 signs of economic recovery were discernible, especially in North America. As the greatest political uncertainties have been removed, and with economic indicators strengthening, economic growth is expected to strengthen during 2004.

The recession had an impact on the Jaakko Pöyry Group's clients and their investment activity. Totalling 411.6 million, consolidated net sales were at the previous year's level (407.0 million). Consolidated earnings increased clearly during the financial year owing to the strengthening of the Group's market position and actions to streamline the cost structure during the period 2001–2003.

Profit before extraordinary items was EUR 35.8 (18.1) million, including a gain of EUR 11.0 million from the sale of Jaakko Pöyry Group Oyj's headquarter property. The profit for the year was EUR 24.7 (12.3) million and earnings per share EUR 1.80 (0.90). The return on investment was 27.7 (14.5) per cent.

The consolidated balance sheet is healthy. Actions were continued during the financial year to improve the balance sheet, including the divestment of Group properties. The equity ratio improved to 52.3 (51.0) per cent. 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 amounted to EUR 63.1 (26.0) million. Interest-bearing debts totalled EUR 13.4 (19.9) million. The net debt/equity ratio (gearing) was - 40.7 (- 5.6) per cent.

BUSINESS GROUPS

The parent company of the Jaakko Pöyry Group is Jaakko Pöyry Group Oyj. The Group's parent company is responsible for developing the Group's strategy, financing, exploiting synergistic benefits and generally co-ordinating the Group's operations. The parent company has charged service fees for general administration and parent company costs to the business groups. The relative share charged is derived from the business groups' payroll costs.

The Jaakko Pöyry Group's operations are conducted through three business groups: Forest Industry, Energy, and Infrastructure & Environment. The business groups are globally responsible for their operations.

The Jaakko Pöyry Group reshaped its organisational structure in the spring of 2003 by integrating the forest industry consulting and engineering businesses into a single forest industry business group. After this change, the Jaakko Pöyry Group consists of three business groups. Each business group offers a full range of consulting, investment planning and implementation, maintenance planning and operations improvement services to its clients, covering the entire lifecycle of their business. The new organisation is also designed to eliminate overlapping operations and to improve the efficiency of business operations.

Forest Industry

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 various mills, and advice on forest industry strategies, operations and investment banking. At the end of the year, the business group employed a total of 2126 (2163) people.

The forest industry's investment activity has been depressed for three years now. This is due to the general economic downturn and to weak demand for forest industry products. Although the demand for forest industry consulting and engineering services has declined, Jaakko Pöyry has been able to streamline its operations to this new market situation. Demand for engineering and project implementation services has grown in emerging markets, such as China and Brazil. The Forest Industry business group has strengthened its global market position in recent years. The order stock has increased to EUR 90.8 (85.2) million during the year under review. The most important new projects were the pulp mill project of Veracel Celulose S.A. in Brazil, the fine paper mill project of UPM-Kymmene Oyj at Changshu in China, and the linerboard machine of Papierfabrik Adolf Jass Schwarza GmbH in Germany.

Net sales for the financial year were EUR 176.0 (173.7) million. Operating profit was EUR 16.1 (13.5) million, which equals 9.2 (7.8) per cent of net sales. Taking into account the market situation, the profitability was good.

Energy

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 lifecycle of the clients' 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 1109 (1094) people.

The market for energy-related services remained sluggish in 2003. This was due to the overall economic weakness, low demand in the energy sector and major restructurings in this field. However, the energy sector is now recovering. 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 with power companies moving into the gas sector, and the major oil and gas companies into the power sector. In spite of the changing market conditions, Electrowatt-Ekono has been able to strengthen its market position. The order stock remained good, amounting to EUR 129.2 (123.8) million at the end of the year. The most important new projects were the contracts for the Hwa-Seong combined cycle power plant in South Korea, the Cau Ma combined cycle power plant in Vietnam, the Siah Bishe pumped storage hydro power plant in Iran, the ZAST waste-to-energy project in Germany and two new operation and maintenance contracts in the Philippines. Notice to proceed for the first A.T. Biopower biomass power plant in Thailand was also received.

Net sales for the financial year were EUR 97.6 (111.2) million. Operating profit was EUR 4.5 (- 0.7) million, which equals 4.6 (- 0.7) per cent of net sales. Earnings for the financial year improved significantly. Taking into account the market situation, profitability improvement was good.

Infrastructure & Environment

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 1495 (1342) people.

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 been greatest in Western Europe and Asia. The demand has focused on bullet trains, underground railways and light rail traffic systems. International aid in support of water reserves and water technology is growing 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 115.7 (99.4) million. The most important projects contributing to the increased order stock were several traffic system projects in Western Europe and Latin America.

The Infrastructure & Environment business group continued its steady performance. Net sales increased during the financial year to EUR 138.6 (122.7) million, and operating profit was EUR 9.0 (8.5) million, which equals 6.5 (6.9) per cent of net sales. The profitability was good.

OTHER OPERATIONS

In February 2003 Nordisk Renting Oy bought Jaakko Pöyry Group Oyj's headquarter property in Vantaa, Finland. At the same time, Jaakko Pöyry Group Oyj and Nordisk Renting Oy signed a rental agreement for the property extending over the next 20 years. Before the present deal, the Jaakko Pöyry Group rented its headquarter office building from Nordea Finance Ltd, with the option to buy back the property. Following the deal, the entire office property, including the Jaakko Pöyry Group's headquarter office building, the site and half of the Martinparkki Oy car park were taken over by Nordisk Renting Oy. Jaakko Pöyry Group Oyj has retained the option to buy back these at a later date. The deal is a continuation of Jaakko Pöyry Group Oyj's effort to focus its financial resources on the company's core business, consulting and engineering. The deal improved the profit before extraordinary items by EUR 11 million for 2003.

In a deal concluded in December 2003, the Jaakko Pöyry Group sold its real estate company in São Paulo, Brazil. The selling price was EUR 5.2 million. The price will be paid in stages, with the last instalment falling due in May 2006. The sale of the property did not affect the profit for 2003.

In a deal concluded in December 2003, the Jaakko Pöyry Group also sold its office property in Stockholm, Sweden. The selling price of EUR 2.2 million was fully paid in 2003. The sale did not affect the profit for 2003.

The liability arising from the pension fund of Soil and Water Ltd, a Jaakko Pöyry Group company, was covered by an insurance policy taken out with an external insurance company in December. This transfer of liability reduced earnings by EUR 0.3 million and cash funds by EUR 2.1 million.

TAXATION

According to its decision in August 2003, the Supreme Administrative Court of Finland ruled that Jaakko Pöyry Group Oyj's subsidiary Electrowatt Infra AG in Switzerland is not a controlled foreign company as defined in the Controlled Foreign Company (CFC) tax legislation. The decision made by the Supreme Administrative Court confirms the earlier decision made by the Administrative Court of Helsinki. In practical terms, the decision confirms the tax treatment of the Jaakko Pöyry Group as reported in the Notes to the Financial Statements of 2002. The decision is final and not subject to appeal.

DEVELOPMENT OF GROUP STRUCTURE

The Jaakko Pöyry Group's clients are globalising and consolidating their operations. Through its global network of offices the Group serves its clients as an adviser and project implementation specialist, globally and locally. The Jaakko Pöyry Group's local network of offices offers clients a good alternative for outsourcing their internal engineering services. The Jaakko Pöyry Group is actively expanding its office network. The Group also intends to expand its technology and know-how base by acquiring technology leaders within its main business sectors. These companies' expertise can also be efficiently marketed via the Group's global network of offices.

The effort to focus operations increasingly on consulting and engineering services is designed to improve the Group's profitability. Turnkey project operations have been reduced and earnings targets for individual turnkey projects have also been raised. Turnkey projects are only undertaken by the Energy business group and the objective is to keep their volume at a maximum of 30–40 per cent of Energy's net sales. This equals about 10–15 per cent of consolidated net sales.

ACQUISITIONS

Forest Industry

The Forest Industry business group acquired in March the business of Redbeard Consulting B.V. Redbeard Consulting's line of business included strategic and IT consulting services to the European paper industry. The company employed 4 people, who have taken up new positions within the Forest Industry business group.

The business group expanded its operations in North America by acquiring in November the operations of the Canadian forest industry engineering firm NLK Consultants Inc. Operations will continue in Vancouver under the name Jaakko Pöyry NLK Inc. A total of 43 people moved permanently to this new company. The company's primary market area is the western coast of Canada and the United States. The business of NLK Consultants Inc. in Montreal moved to Jaakko Pöyry ABGS Inc. in Montreal. NLK Consultants has been one of Canada's leading engineering firms since the 1970s. Its net sales for 2002 were about EUR 8 million.

In response to the continued globalisation of the forest products industry, the Forest Industry business group's local office network will be expanded further, especially in Western Europe.

Energy

The Energy business group expanded its energy consulting operations in June by acquiring ILEX Energy Consulting Ltd, situated in Oxford, United Kingdom. The company's net sales for 2002 were EUR 3.7 million. With this acquisition Electrowatt-Ekono became the leading energy management consultant serving the European energy sector. ILEX Energy Consulting employs 30 people.

Also in June the business group acquired an additional 30 per cent stake in the French Beture-Environnement S.A. Following the acquisition, the Group owns 100 per cent of the company. Beture-Environnement's net sales for 2003 amounted to EUR 6.2 million and it employs 60 people.

Efforts to improve the efficiency of operations and streamline the cost structure were continued by terminating the business group's Swedish operations, by divesting a company based in Poland and by reorganising operations in Thailand and the United Kingdom.

The business group aims to expand its local office network in Europe and Asia. Another aim is to broaden the business group's technological expertise, especially related to renewable energy resources and environmental protection.

Infrastructure & Environment

JP-Terasto Oy, a member of the Infrastructure & Environment business group, acquired HT-Rakennuttajat Oy of Turku, Finland, in June, thereby expanding its operations in the southwestern parts of the country. The company specialises in project and construction management services. HT-Rakennuttajat employs 10 people.

In April the business group acquired Fintact Oy of Finland, which specialises in soil, bedrock and groundwater studies. The company employs 10 people.

In June the business group acquired 74 per cent of the shares in TransTec Consult GmbH. Specialising in consulting services for light rail traffic systems, this company is active in Germany as well as internationally. The company's net sales for 2002 amounted to EUR 3.0 million and it employs 13 people.

The business group acquired an additional 30 per cent stake in the French Beture Cerec S.A. in June. Following the acquisition, the Group owns 90 per cent of the company. Beture Cerec's net sales for 2003 amounted to EUR 6.8 million and it employs 101 people.

The business group acquired an additional 50 per cent stake in EPStar Oy from Elisa Oyj in September. Following the acquisition, Jaakko Pöyry Group Oyj owns 80 per cent of the company, which focuses on consulting services and network planning for the telecommunications sector. The company's net sales for 2003 were EUR 2.2 million and it employs 22 people.

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

MEMORANDUM OF UNDERSTANDING FOR ACQUISITION IN AUSTRIA

Jaakko Pöyry Group Oyj and Verbund AG announced in early December that they are engaged in mutual negotiations concerning the sale of the consulting and engineering company Verbundplan GmbH, which is owned by Verbund, to Jaakko Pöyry Group Oyj. A Memorandum of Understanding concerning the deal was signed on December 1, 2003. The closure of the transaction is subject to completion and approval of the due diligence process of Verbundplan, finalisation of contractual negotiations and approvals by the boards of directors of both parties. The objective is to close the deal by February 28, 2004.

The parties have agreed that Jaakko Pöyry Group Oyj initially will acquire 74.9 per cent of Verbundplan GmbH. After the deal, Verbundplan will continue its operations as an independent company, as a part of the Jaakko Pöyry Group.

The Verbundplan group is a leading Austrian consulting and engineering firm. It has over 300 employees and its net sales for 2003 were about EUR 37 million. In addition, the company has a 43 per cent stake in AQUATIS a.s., a company operating in the Czech Republic. Verbund holds a 52 per cent stake in AQUATIS, and the intention of the Jaakko Pöyry Group and Verbund is that this 52 per cent stake will be sold to Jaakko Pöyry Group Oyj as well. AQUATIS has 170 employees and its net sales for 2003 were about EUR 5 million. The operations of Verbundplan and AQUATIS were profitable in 2003.

About 50 per cent of Verbundplan's net sales is derived from the energy sector. The main business areas in the energy sector are hydropower, renewable energy, transmission networks and management consulting. Twenty per cent of the company's net sales is derived from transportation and infrastructure systems, with special expertise for example in tunnelling, and 30 per cent from water and environment operations. AQUATIS operates in the water and environment sector. Austria accounts for about half of Verbundplan's net sales. The company's main international markets are in Eastern Europe and in countries where hydropower accounts for a notable part of energy production.

Verbundplan complements the Jaakko Pöyry Group's geographical coverage in the energy and infrastructure and environment sectors and expands the Group's areas of expertise, for example in transmission networks. Verbundplan also broadens the Group's resource base, for example in hydropower and tunnelling. Moreover, Verbundplan opens up new opportunities for the Group as the EU expands into Eastern Europe. After the deal, the company can make use of the Jaakko Pöyry Group's international network to further internationalise its operations.

ORDER STOCK

The Group's order stock increased during the year under review. At the end of 2003, the order stock totalled EUR 335.7 million, compared with EUR 308.4 million at the end of 2002. The order stock of the consulting and engineering businesses increased by EUR 17.7 million during the year. The order stock for turnkey projects increased by EUR 9.6 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 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.

RESEARCH AND DEVELOPMENT

The Jaakko Pöyry Group's research and development co-operation committee consists of representatives of the business groups, IT staff and the company's management. Its main objectives are to promote internal research and development, to assist in obtaining supplementary financing and engaging clients in development processes, and to keep the Group's focus on its strategic objectives.

The Jaakko Pöyry Group is engaged in hundreds of research and development projects each year, relying on the expertise, experience and innovativeness of the company's employees. Research and development efforts are conducted in partnership with clients and research institutions, often in an interdisciplinary manner, making use of technical and technological expertise to improve the competitiveness of the Group and its clients.

The income and expenses attributable to research and development are part of the Group's client work and therefore cannot be defined in exact monetary terms. The income and expenses have been taken into account in the statement of income for the financial year.

CAPITAL EXPENDITURE AND DEPRECIATION

The Group's capital expenditure totalled EUR 15.4 (11.6) million, of which EUR 9.0 (9.1) million consisted of computer software, systems and hardware and EUR 6.4 (2.5) million was due to business acquisitions.

The depreciation for the financial year amounted to EUR 14.2 (13.3) million, of which depreciation on consolidation goodwill was EUR 5.0 (4.5) million.

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 63.1 (26.0) million and interest-bearing liabilities EUR 13.4 (19.9) million. At the end of the year, the Group had unutilised credit facilities amounting to EUR 27.5 million. The net debt/equity ratio (gearing) at the end of the year was - 40.7 (- 5.6) per cent. The cash flow was strong in 2003. The cash flow before financing was EUR 57.8 (12.5) million.

SHARE CAPITAL AND SHARES

The total number of shares at the end of 2002 was 13 791 601. During the period under review 175 300 registered new shares and 3700 unregistered new shares were subscribed pursuant to warrants under the Bond Loan with Warrants of 1998. Following these subscriptions, the number of registered shares at year end totals 13 966 901 and unregistered shares 3700.

THE COMPANY'S OWN SHARES

The Annual General Meeting on March 5, 2003 authorised the Board of Directors to acquire and convey the company's own shares to a maximum of 689 500, however less than 5 per cent of the company's share capital. Shares can be acquired with funds distributable as profit. The shares will be acquired in order to strengthen the company's capital structure and also to be used as compensation in business acquisitions or the acquisition of assets related to the company's business.

During the period from February 18 to June 19, 2003 the company purchased on the Helsinki Exchanges 152 700 of its own shares, with a total nominal value of EUR 152 700. The average purchase price was EUR 14.63 per share, with the purchases totalling EUR 2.2 million. The highest purchase price was EUR 15.00 and the lowest EUR 14.00. The number of purchased shares equals 1.1 per cent of the total number of shares and voting rights. During 2002 a total of 10 000 shares were purchased. The purchase of the company's own shares does not have any significant effect on the distribution of ownership and voting rights in the company. In force until March 3, 2004 the authorisation still allows the purchase of 526 800 shares.

AUTHORISATION TO ISSUE NEW SHARES

The Annual General Meeting on March 5, 2003 authorised the Board of Directors to decide on an increase in the share capital by a new issue and/or by taking a convertible loan and/or by issuing option rights, so that based on the new issue, the convertible bonds and option rights, the share capital can be increased by a maximum of EUR 1 000 000 million by issuing for subscription a maximum of 1 000 000 million new shares upon terms otherwise to be determined by the Board of Directors. The authorisation is in force until March 3, 2004.

BOND LOAN WITH WARRANTS

In 1998, Jaakko Pöyry Group Oyj issued a bond loan with warrants to the Group's personnel and the parent company's Board of Directors. The warrants carry subscription rights for a maximum of 1.3 million of the company's shares. The subscription period began partly (390 000 shares) on April 1, 2000, partly (390 000 shares) on April 1, 2001 and partly (520 000 shares) on April 1, 2002. The subscription period ends for all warrants on April 30, 2005. A total of 609 615 shares have been subscribed based on warrants.

Board of Directors' report

DIVIDEND POLICY

The dividend distributed by Jaakko Pöyry Group Oyj is dependent on the company's earnings and investment requirements. The objective is to increase the dividend per share from year to year, and to ensure that at least 40 per cent, or more, of earnings are distributed each year. Should the company need to expand its technology base by investing in acquisitions, or to expand its office network, the dividend-to-earnings ratio may be changed.

BOARD OF DIRECTORS' PROPOSAL

The Board of Directors proposes to the Annual General Meeting on March 3, 2004 that a dividend of EUR 1.00 (0.60) per share be paid for the year 2003, totalling EUR 13.8 million. The proposed dividend corresponds to 55.6 (66.7) per cent of the earnings per share for the financial year. The dividend will be payable on March 15, 2004. Due to the Group's good liquidity the Board proposes that an additional dividend of EUR 0.50 per share be paid, totalling EUR 6.9 million. This dividend corresponds to 27.7 per cent of earnings per share. The additional dividend will be payable on November 30, 2004.

BOARD OF DIRECTORS AND PRESIDENT

Members of the Board of Directors of Jaakko Pöyry Group Oyj elected at the Annual General Meeting on March 5, 2003 are Mr Henrik Ehrnrooth (Chairman), Mr Heikki Lehtonen, (Vice Chairman), Mr Matti Lehti, Mr Harri Piehl and Mr Franz Steinegger. The Board of Directors invited Dr. Tech.h.c. Jaakko Pöyry as Emeritus Chairman.

Mr Erkki Pehu-Lehtonen, M.Sc.(Eng.) is President and CEO of Jaakko Pöyry Group Oyj and Mr Teuvo Salminen, M.Sc. (Econ.) Deputy to the President and CEO.

AUDITORS

Auditors have been KPMG Wideri Oy Ab, Authorised Public Accountants, with Mr Sixten Nyman, Authorised Public Accountant, as responsible auditor.

ADOPTION OF THE IAS/IFRS STANDARDS

Jaakko Pöyry Group will report according to the International Financial Reporting Standards (IAS/IFRS) from the beginning of 2005. The reporting systems in the Group are adjusted to comply with the new requirements and the Group's accounting principles are already largely close to the IAS/IFRS standards. This applies for example to the project revenue recognition and property rental agreements. The most significant open issues are the deferred taxes and pension liabilities. The interpretation of the pension liabilities is still open. The approval of the Business Combination IAS/IFRS standard will affect the depreciation of consolidation goodwill. The adoption of the IAS/IFRS standards is not estimated to have a negative impact on the value of the shareholders' equity.

PROSPECTS

In the autumn of 2003 the world economy showed signs of recovery, especially in North America. Economic growth is expected to strengthen during 2004. This presumes that no new major political or other uncertainties emerge.

In this difficult market situation, the Jaakko Pöyry Group has strengthened its market position. The Group's order stock increased by EUR 27.3 million during the financial year and is EUR 335.7 million. The order stock represents a normal price level. The Group's balance sheet and liquidity also improved during 2003.

Investment activity in the forest industry has been depressed during the period 2001–2003. Because of the difficult market situation, even several overdue investment projects have been postponed. As signs of economic recovery are now discernible, preparations for investments are likely to move ahead. New investments will primarily be made in emerging markets, such as China and Latin America. In Europe and North America the emphasis is on modernisations and expansions of existing facilities. As the industry continues to outsource, demand for local services will remain stable during 2004. Demand for forest industry consulting and investment banking services is expected to improve slightly. The Forest Industry business group's order stock increased during 2003. The business group's operating profit will increase slightly in 2004 compared with 2003.

The economic recovery in East Asia, China and to some degree in Europe, together with the expanding EU, creates good opportunities for growth in demand for energy-related services. This applies in particular to renewable energy, plant refurbishments and management consulting services. The Energy business group fully implemented its new business area-based organisation model during 2003. The business area approach ensures that operations are focused on the most important markets and clients. The business group's cost structure was streamlined during 2001–2003. Its market position has improved and its net sales will increase during 2004. The business group's operating profit for 2004 will clearly improve compared with 2003.

Demand prospects for the Infrastructure & Environment business group are variable. Demand for traffic system expertise will remain good in Latin America and Asia. In Western Europe, especially in Germany, investments in traffic systems are declining, which will be reflected in the business group's activities. In the water and environment sector, demand is expected to remain unchanged. Demand for building services is still focused on renovation building. The business group's order stock is good, having grown by EUR 16.3 million during 2003. The operating profit will remain stable during 2004.

The general market situation and economic growth are recovering. Economic growth is expected to strengthen during 2004. The Jaakko Pöyry Group's order stock, balance sheet structure and market position improved during 2003. The Group carried out several acquisitions during 2003 and further acquisitions are foreseen in 2004. Consolidated net sales will increase clearly during 2004. Profit before extraordinary items is estimated to improve in 2004, if the capital gain of EUR 11 million from the sale of the head office property in 2003 is disregarded in the comparison.

Statement of income

	EUR million	Group 2003	Group 2002	Parent company 2003	Parent company 2002
1	**Net sales**	**411.6**	407.0	**4.4**	4.0
2	Other operating income	**12.9**	1.4	**16.0**	4.9
	Share of associated companies' results	**+ 0.2**	- 0.1		
3	Materials and supplies	**- 47.1**	- 57.8		
4	Personnel expenses	**- 235.4**	- 228.0	**- 3.2**	- 2.7
5	Depreciation	**- 14.2**	- 13.3	**- 0.2**	- 0.1
	Other operating expenses	**- 92.6**	- 90.8	**- 6.1**	- 12.7
	Operating profit	**35.4**	18.4	**10.9**	- 6.6
6	Financial income and expenses	**+ 0.4**	- 0.3	**- 1.3**	- 3.0
	Profit before extraordinary items	**35.8**	18.1	**9.6**	- 9.6
7	Extraordinary items	**0.0**	0.0	**+ 10.1**	+ 14.5
	Profit before taxes and minority interest	**35.8**	18.1	**19.7**	4.9
8	Income taxes	**- 10.8**	- 5.7	**- 5.5**	- 1.0
	Minority interest	**- 0.3**	- 0.1		
	Net profit for the period	**24.7**	12.3	**14.2**	3.9

Balance sheet

EUR million		Group 2003	Group 2002	Parent company 2003	Parent company 2002
ASSETS					
	Fixed assets				
1	Intangible assets	**4.7**	5.9	**0.5**	0.9
1	Consolidation goodwill	**34.3**	34.0		
2	Tangible assets	**16.2**	26.8	**0.3**	4.1
3–4	Non-current investments	**9.4**	12.5	**105.4**	112.6
		64.6	79.2	**106.2**	117.6
	Current assets				
5	Non-current receivables	**9.7**	7.1		
6–7	Current receivables	**133.5**	139.0	**19.4**	24.6
	Investments	**19.7**	6.9	**19.3**	3.6
	Cash in hand and at banks	**43.4**	19.1	**16.8**	0.8
		206.3	172.1	**55.5**	29.0
	Total	**270.9**	**251.3**	**161.7**	**146.6**

EUR million		Group 2003	Group 2002	Parent company 2003	Parent company 2002
SHAREHOLDERS' EQUITY AND LIABILITIES					
8	**Shareholders' equity**				
	Share capital	**14.0**	13.8	**14.0**	13.8
	Share premium reserve	**26.3**	24.8	**26.3**	24.8
	Legal reserve	**18.2**	18.2	**18.0**	18.0
	Retained earnings	**34.7**	35.2	**12.0**	18.6
	Net profit for the period	**24.7**	12.3	**14.2**	3.9
		117.9	104.3	**84.4**	79.1
	Minority interest	**4.2**	5.0		
	Liabilities				
9–11	Non-current liabilities	**18.9**	23.1	**24.8**	26.0
12–13	Current liabilities	**129.9**	118.9	**52.5**	41.5
		148.8	142.0	**77.3**	67.5
	Total	**270.9**	**251.3**	**161.7**	**146.6**

Statement of changes in financial position

EUR million	Group 2003	Group 2002	Parent company 2003	Parent company 2002
FROM OPERATIONS				
Operating profit	**35.4**	18.4	**10.9**	- 6.6
Depreciation and value decrease	**+ 14.2**	+ 13.3	**+ 0.3**	+ 7.0
Gain on sale of fixed assets	**- 11.3**	- 0.3	**- 11.0**	- 0.0
Share of associated companies' results	**- 0.2**	+ 0.1		
Change in net working capital	**+ 16.0**	- 3.4	**- 0.2**	- 1.3
Financial income and expenses	**+ 0.6**	+ 0.2	**+ 0.1**	- 0.1
Taxes	**- 2.8**	- 7.0	**- 0.7**	- 1.8
Total from operations	**+ 51.9**	+ 21.3	**- 0.6**	- 2.8
CAPITAL EXPENDITURE				
Investments in shares in subsidiaries	**- 5.8**	- 2.5	**- 2.8**	- 0.9
Investments in shares in associated companies	**- 0.0**	- 0.0	**- 0.0**	- 0.0
Investments in other shares	**- 0.6**	- 0.2	**- 0.4**	- 0.0
Investments in fixed assets	**- 9.0**	- 9.1	**- 0.4**	- 0.9
Sales of shares in subsidiaries			**+ 0.0**	+ 1.7
Sales of shares in associated companies	**+ 2.5**	+ 0.1	**+ 2.5**	+ 0.0
Sales of other	**+ 10.4**	+ 0.4	**+ 10.4**	+ 0.0
Sales of fixed assets	**+ 8.4**	+ 2.5	**+ 6.6**	+ 0.0
Capital expenditure total	**+ 5.9**	- 8.8	**+ 15.9**	- 0.1
Cash flow before financing	**+ 57.8**	+ 12.5	**+ 15.3**	- 2.9
FINANCING				
New loans	**+ 0.0**	+ 0.0	**+ 2.9**	+ 2.7
Repayments of loans	**- 1.7**	- 7.7	**- 3.0**	- 9.7
Change in current financing	**- 4.8**	- 1.5	**+ 6.7**	+ 4.5
Change in non-current investments	**- 0.6**	- 0.1	**+ 4.1**	- 0.6
Dividends	**- 8.4**	- 8.6	**- 8.3**	- 8.2
Acquisition of own shares	**- 2.2**	- 0.1	**- 2.2**	- 0.1
Share subscription	**+ 1.6**	+ 1.6	**+ 1.6**	+ 1.6
Group contribution			**+ 14.6**	+ 13.4
Translation difference	**- 4.6**	- 2.6		
Financing total	**- 20.7**	- 19.0	**+ 16.4**	+ 3.6
Change in liquid assets	**+ 37.1**	- 6.5	**+ 31.7**	+ 0.7
Liquid assets January 1	**26.0**	32.5	**4.4**	3.7
Liquid assets December 31	**63.1**	**26.0**	**36.1**	**4.4**

Notes to the financial statements

BASIS OF PRESENTATION

The consolidated financial statements of the Jaakko Pöyry Group have been prepared in accordance with the Finnish Accounting Standards (FAS). The financial statements are presented in euros and have been prepared under the historical cost convention.

USE OF ESTIMATES

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting period. The actual results may differ from these estimates.

GROUP FINANCIAL STATEMENTS

The consolidated financial statements include the parent company and those subsidiaries in which the Group owns more than 50 per cent of the voting rights at the end of the fiscal year. The companies in which the Group owns between 20 and 50 per cent have been accounted for as associated companies. Companies acquired during the fiscal year are included in the consolidated financial statements from the date of acquisition. Closed or sold companies have been included until the closing or sales date.

CONSOLIDATION PRINCIPLES

Group companies are consolidated and the inter-company share ownership is eliminated in accordance with the acquisition method.

Internal transactions between Group companies are eliminated.

Minority interest is presented as a separate item in the consolidated statement of income and in the consolidated balance sheet.

The difference between the acquisition cost and shareholders' equity on the acquisition date, the consolidated goodwill, is depreciated over 10 years. The consolidation goodwill related to the acquisition of the Jaakko Pöyry companies in 1995 is depreciated over 20 years.

Associated companies are consolidated into the consolidated statement of income and the consolidated balance sheet in accordance with the equity method.

FOREIGN GROUP COMPANIES

The statement of income figures of non-Finnish subsidiaries are translated into euros at the European Central Bank's average rates during the fiscal year. The balance sheet figures of non-Finnish subsidiaries are translated into euros at the European Central Bank's middle rates prevailing at the balance sheet date. The difference between the translation of statement of income and balance sheet figures at different exchange rates, as well as the translation adjustment on the non-Finnish subsidiaries' equity between the balance sheet date and the date of acquisition, are included as a separate item in shareholders' equity.

FOREIGN CURRENCY TRANSLATION

Receivables and liabilities in foreign currencies are valued at the exchange rates prevailing at the balance sheet date. Balance sheet items in foreign currency, which have been protected by binding agreements, are valued at agreed exchange rates. The results for the forward exchange transactions and currency options have been booked on the basis of realisation. Open forward contracts are translated at the exchange rates prevailing at the balance sheet date, except for forward contracts related to order stock. The parent company valuates all open derivate instruments at the exchange rates prevailing at the balance sheet date.

Exchange gains and losses from realisation and from valuation are taken into account in the statement of income. The interest rate differential of the forward contracts is included in the exchange gains or losses. Exchange gains and losses related to business operations are included in net sales or operating expenses. Exchange gains and losses related to financing operations are included in financial income and expenses.

REVENUE RECOGNITION

The services provided by the Jaakko Pöyry Group can be classified into three different categories for revenue recognition purposes.

Consulting and engineering projects with a fixed price contract or any type of cap or ceiling price contracts:

– The revenue is recognised on the percentage of completion method, measured by reference to the percentage of cost for own manhour and subconsulting work incurred to date to estimated total cost for own manhour and subconsulting work.

Consulting and engineering projects with a cost plus contract which can be classified as pure reimbursable projects:

– The revenue is recognised during the period when the corresponding services have been rendered using agreed upon rates or mark ups. If a reimbursable project has any kind of maximum, cap or estimate type of characteristics, the percentage of completion method revenue recognition is applied.

Contracting/Turnkey/EPC-projects:

– The revenue is recognised on the percentage of completion method, measured by reference to the percentage of total cost incurred to date to estimated total cost. Due to the different risk profile special attention is paid to contingencies and risk assessment procedures throughout the project.

The revenue recognised according to the percentage of completion method, but not yet invoiced, is included in the balance sheet in the current receivables as work in progress. The unrecognised part of the invoicing is included in current liabilities as received project advances.

Foreign currency cash flows in projects are mainly hedged for changes in exchange rates.

RESEARCH AND DEVELOPMENT

The income and expenses due to research and development are part of the Group's client work and therefore they cannot be defined in exact monetary terms. The income and expenses have been taken into account in the statement of income for the financial year.

DEPRECIATION PRINCIPLES

A predetermined schedule has been used in depreciation according to plan on depreciable fixed assets. Depreciation according to plan has been calculated on a straight-line basis.

Goodwill is depreciated over five years. The difference between the acquisition cost and shareholders' equity on the acquisition date, the consolidated goodwill, is depreciated over 10 or 20 years. Capitalised expenditure is depreciated over three to five years. For buildings the depreciation period is 20 to 40 years. Machinery and equipment are depreciated over four to eight years. Land areas are not depreciated.

LEASING

Lease payments are treated as rent expenses.

PROPERTY VALUES

Properties, land areas, buildings and equipment are valued at their original acquisition cost less accumulated depreciation.

Gains on sales of fixed assets are included in other operating income. Losses on sales of fixed assets are included in other operating expenses.

CAPITALISED EXPENDITURE

Capitalised expenditure includes mainly purchases of computer software and systems. Research and development expenses are booked as they arise.

DEFERRED TAX RECEIVABLES AND LIABILITIES

The deferred tax receivables in the Group do not include deferred tax receivables due to losses in Group companies, with the exception of receivables totalling EUR 0.3 million booked by separate Group companies.

Accumulated depreciation in excess of plan and other voluntary reserves are presented as appropriations in the financial statements of separate Group companies. On Group level, the appropriations are divided into shareholders' equity, EUR 0.5 million, and deferred tax liability, EUR 0.2 million. In addition the liabilities include EUR 0.1 million booked by the Group companies. The total amount of the deferred tax liabilities is EUR 0.3 million.

PENSION ARRANGEMENTS

For Finnish companies, the statutory pension liabilities are generally satisfied through contracts with insurance companies. Voluntary pensions are organised through pension insurances.

Subsidiaries outside Finland organise their pension arrangements in accordance with the practice of each country.

Notes to the financial statements

EUR million	Group 2003	Group 2002	Parent company 2003	Parent company 2002
1. NET SALES				
Net sales	**411.6**	**407.0**	**4.4**	**4.0**

Net sales by business group and by area are presented on page 26.

The parent company's net sales are Group internal service fees.

Net sales from project contracts	**411.6**	**407.0**		
The aggregate amount of project contracts cost incurred and recognised profits less losses to date	**656.0**			

EUR million	Group 2003	Group 2002	Parent company 2003	Parent company 2002
2. OTHER OPERATING INCOME				
Rent income	0.9	1.1	4.7	4.9
Gain on sales of fixed assets	11.3	0.3	11.0	0.0
Other	0.7	0.0	0.3	0.0
	12.9	**1.4**	**16.0**	**4.9**
3. MATERIALS AND SUPPLIES				
Materials and supplies	5.2	19.8		
External charges, subconsulting	41.9	38.0		
	47.1	**57.8**		
4. PERSONNEL EXPENSES				
Wages and salaries	190.4	184.2	2.2	2.1
Profit bonuses	5.9	3.9	0.6	0.2
Pension expenses	21.8	23.0	0.3	0.4
Other social expenses	17.3	16.9	0.1	0.0
	235.4	**228.0**	**3.2**	**2.7**
To members of the Board of Directors and Presidents				
Wages and salaries	8.6	8.1	0.7	0.6
Profit bonuses	1.5	1.0	0.4	0.1
Pension expenses	1.2	1.3	0.1	0.2
Other social expenses	0.7	0.9	0.0	0.0
	12.0	**11.3**	**1.2**	**0.9**

The Annual General Meeting on March 5, 2003 resolved that an annual fee of EUR 40 000 will be paid to the Chairman of the Board of the parent company, EUR 30 000 to the Vice Chairman of the Board, and EUR 20 000 to each of the other members.

The salary and profit bonus of the President and CEO of the parent company totalled EUR 337 841 in 2003, and that of his Deputy EUR 246 086.

Fringe benefits of the President and CEO totalled EUR 12 600 and those of his Deputy EUR 9 360.

Statutory retirement age is applied to the President and CEO and his Deputy.

EUR million	Group 2003	Group 2002	Parent company 2003	Parent company 2002
5. DEPRECIATION				
Depreciation according to plan				
Goodwill	0.5	0.1		
Consolidation goodwill, 10 years' depreciation	3.3	2.8		
Consolidation goodwill, 20 years' depreciation	1.7	1.7		
Other capitalized expenditure	1.8	2.2	0.1	0.1
Buildings and structures	0.2	0.3		
Machinery and equipment	6.0	6.1	0.1	0.0
Other tangible assets	0.7	0.1		
	14.2	**13.3**	**0.2**	**0.1**
6. FINANCIAL INCOME AND EXPENSES				
Dividend income				
From group companies			0.4	1.1
From associated companies				
From other	0.0	0.0		
	0.0	0.0	0.4	1.1
Interest income from non-current investments				
From group companies			0.7	0.6
From associated companies	0.0	0.0	0.0	0.0
From other				
	0.0	0.0	0.7	0.6
Other interest and financial income				
From group companies			0.1	0.2
From associated companies				
From other	1.3	1.0	0.3	0.1
	1.3	1.0	0.4	0.3
Interest expenses and other financial expenses				
To group companies			- 0.6	- 0.8
To associated companies				
To other	- 0.8	- 1.5	- 0.6	- 1.2
	- 0.8	- 1.5	- 1.2	- 2.0
Differences in exchange rates				
Exchange rate gains	0.9	1.2	1.8	2.1
Exchange rate losses	- 1.0	- 1.0	- 1.8	- 2.0
	- 0.1	+ 0.2	0.0	+ 0.1
Value decrease on non-current investments	0.0	0.0	- 1.6	- 3.1
Total	**+ 0.4**	**- 0.3**	**- 1.3**	**- 3.0**
7. EXTRAORDINARY ITEMS				
Extraordinary income				
Group contribution			12.5	18.1
Extraordinary expenses				
Group contribution			- 2.4	- 3.6
			10.1	**14.5**
8. INCOME TAXES				
Taxes for the fiscal year	10.8	4.4	5.5	1.4
Taxes for previous years	0.0	- 0.3	0.0	0.2
Change in deferred tax receivables	0.0	1.6	0.0	- 0.6
	10.8	**5.7**	**5.5**	**1.0**

Notes to the financial statements

EUR million	Goodwill	Other capitalized expenditure	Intangible assets total	Consolidation goodwill 10 years' depr.	Consolidation goodwill 20 years' depr.	Consolidation goodwill total
1. INTANGIBLE ASSETS						
Group						
Acquisition value Jan. 1	1.3	13.5	14.8	26.9	34.7	61.5
Translation difference	0.0	- 0.4	- 0.4	- 0.7	0.0	- 0.7
Increase	0.4	0.6	1.0	6.0	0.0	6.0
Decrease	0.0	1.2	1.2	0.0	0.0	0.0
Acquisition value Dec. 31	1.7	12.5	14.2	32.2	34.7	66.8
Accumulated depreciation Jan. 1	0.7	8.2	8.9	14.1	13.4	27.5
Translation difference	0.0	- 0.2	- 0.2			
Accumulated depreciation of decrease	0.0	1.5	1.5			
Depreciation for the period	0.5	1.8	2.3	3.3	1.7	5.0
Accumulated depreciation Dec. 31	1.2	8.3	9.5	17.4	15.2	32.5
Book value Dec. 31, 2003	**0.5**	**4.2**	**4.7**	**14.8**	**19.5**	**34.3**
Book value Dec. 31, 2002	0.6	5.3	5.9	12.8	21.2	34.0
Parent company						
Acquisition value Jan. 1		1.3	1.3			
Increase		0.3	0.3			
Decrease		0.8	0.8			
Acquisition value Dec. 31		0.8	0.8			
Accumulated depreciation Jan. 1		0.4	0.4			
Accumulated depreciation of decrease		0.2	0.2			
Depreciation for the period		0.1	0.1			
Accumulated depreciation Dec. 31		0.3	0.3			
Book value Dec. 31, 2003		**0.5**	**0.5**			
Book value Dec. 31, 2002		0.9	0.9			

	Land areas	Buildings and structures	Machinery and equipment	Other tangible assets	Total tangible assets
2. TANGIBLE ASSETS					
Group					
Acquisition value Jan. 1	4.9	9.6	46.3	0.9	61.7
Translation difference	0.0	0.0	- 1.3	- 0.1	- 1.5
Increase	0.0	0.7	5.3	3.0	9.0
Decrease	4.5	7.4	4.0	0.0	15.9
Acquisition value Dec. 31	0.4	2.9	46.2	3.8	53.3
Accumulated depreciation Jan. 1		2.1	32.5	0.4	34.9
Translation difference		0.0	- 0.9	0.0	- 0.9
Accumulated depreciation of decrease		1.5	3.8	- 1.5	3.8
Depreciation for the period		0.2	6.0	0.7	6.9
Accumulated depreciation Dec. 31		0.8	33.7	2.6	37.1
Book value Dec. 31, 2003	**0.4**	**2.1**	**12.5**	**1.2**	**16.2**
Book value Dec. 31, 2002	4.9	7.6	13.8	0.5	26.8
Parent company					
Acquisition value Jan. 1	3.8		0.5	0.1	4.4
Increase				0.2	0.2
Decrease	3.8				3.8
Acquisition value Dec. 31	0.0		0.5	0.3	0.7
Accumulated depreciation Jan. 1			0.2	0.1	0.3
Depreciation for the period			0.1		0.1
Accumulated depreciation Dec. 31			0.3	0.1	0.4
Book value Dec. 31, 2003	**0.0**		**0.2**	**0.2**	**0.3**
Book value Dec. 31, 2002	3.8		0.2	0.1	4.1

	Shares in group companies	Receivables from group companies	Shares in associated companies	Receivables from associated companies	Other shares	Other receivables	Total
3. NON-CURRENT INVESTMENTS							
Group							
Jan. 1			4.4	0.6	6.6		11.6
Increase				0.6	0.6		1.2
Decrease			3.1	0.5	1.4		5.0
Dec. 31			1.3	0.7	5.8		7.8
Accumulated influence on the earnings Jan. 1			0.9				0.9
Share of the profit for the period			0.2				0.2
Share of the loss for the period			0.0				0.0
Other			0.5				0.5
Accumulated influence on the earnings Dec. 31			1.6				1.6
Book value Dec. 31, 2003			**2.9**	**0.7**	**5.8**	**0.0**	**9.4**
Book value Dec. 31, 2002			5.3	0.6	6.6	0.0	12.5
Parent company							
Jan. 1	85.0	21.5	3.5	0.4	2.2		112.6
Increase	3.6	5.6			0.4		9.6
Decrease	0.5	10.0	3.2	0.4	0.4		14.5
Value decrease	1.0	0.5			0.8		2.3
Book value Dec. 31, 2003	**87.1**	**16.6**	**0.3**	**0.0**	**1.3**	**0.0**	**105.4**
Book value Dec. 31, 2002	85.0	21.5	3.5	0.4	2.2	0.0	112.6

Notes to the financial statements

		Group ownership/ voting rights, %	Parent company ownership/ voting rights, %	Book value Parent company EUR million	Book value Other group company EUR million	Net sales EUR million	Personnel
4.	**SHARE OWNERSHIP**						
	Group companies						
	Forest Industry						
	Jaakko Pöyry Oy, Finland	100.0	100.0	40.7		41.6	397
	JP Engineering Ltd, Finland	100.0			3.6	36.1	567
	Jaakko Pöyry AB, Sweden	100.0			5.7	15.2	192
	JP Management Consulting (Europe) Oy, Finland	69.5			3.0	14.3	112
	Jaakko Pöyry Southern Africa (Pty) Ltd, South Africa	100.0			0.5	13.5	52
	Jaakko Pöyry Tecnologia Ltda, Brazil	100.0			5.0	12.2	163
	Marathon Engineers/Architects/Planners LLC, USA	98.0			5.7	10.4	92
	Jaakko Pöyry ABGS Inc., Canada	100.0			2.0	10.0	95
	Jaakko Pöyry NLK Inc., Canada	100.0			0.5		43
	JP-Kakko Oy, Finland	100.0	100.0	2.1		7.2	98
	Jaakko Pöyry Deutschland GmbH, Germany	100.0			1.0	6.3	48
	JP Management Consulting (North America) Inc., USA	69.5			0.4	4.9	27
	JP Management Consulting (Europe) Ltd, United Kingdom	69.5			0.1	3.8	22
	Jaakko Pöyry Norge AS, Norway	100.0			0.0	3.5	42
	Jaakko Pöyry S.A.S., France	100.0			1.7	3.4	31
	JP Management Consulting (Asia-Pacific) Pte Ltd, Singapore	69.5			0.2	3.4	25
	JP Capital International Ltd, United Kingdom	66.6			0.6	2.6	14
	JP Management Consulting (Europe) GmbH, Germany	69.5			0.0	2.6	14
	JP Management Consulting (Asia-Pacific) Ltd, New Zealand	69.5			0.5	2.3	15
	JP Management Consulting (Asia-Pacific) Pty Ltd, Australia	69.5			0.4	1.5	9
	JP Operations Management Ltd Oy, Finland	66.9			0.5	1.2	7
	Jaakko Pöyry Polska Sp. z o.o., Poland	90.0			0.6	1.2	35
	Papes Oy, Finland	100.0			0.2	1.0	13
	Jaakko Pöyry Consulting Oy, Finland	77.0	77.0	3.4		0.5	4
	P.T. Jaakko Pöyry Engineering, Indonesia	100.0	1.0	0.0	0.1	0.3	9
	Jaakko Pöyry Consulting AB, Sweden	100.0			0.4	0.0	0
	JP Management Consulting Oy, Finland	69.5			3.3		
	Jaakko Pöyry (Thailand) Co. Ltd, Thailand	100.0			0.0		
	Energy						
	Electrowatt-Ekono AG, Switzerland	100.0	100.0	12.8		27.3	145
	Electrowatt-Ekono Oy, Finland	100.0	100.0	3.3		17.5	143
	Heymo Ingenieria S.A., Spain	60.8	60.8	1.3		11.9	182
	Electrowatt Engineering AG. Branch Office, Oman					8.4	199
	Beture-Environnement S.A., France	100.0			1.2	6.2	60
	Electrowatt-Ekono (UK) Ltd, United Kingdom	100.0			4.6	5.6	53
	RETMA S.A.S., France	100.0			1.0	4.6	56
	Electrowatt-Ekono GmbH, Germany	100.0			2.3	4.2	41
	ILEX Energy Consulting Ltd, United Kingdom	100.0			2.8	3.5	30
	Electrowatt-Ekono (Thailand) Ltd, Thailand	100.0			0.3	3.4	75
	Electrowatt Engineering Mannheim GmbH, Germany	100.0			0.7	3.1	19
	SEEI S.A.S., France	100.0			0.6	2.7	29
	JPI Process Contracting Oy, Finland	100.0	100.0	3.9		2.7	7
	Electrowatt-Ekono (Philippines) Inc., Philippines	100.0			0.3	2.5	75
	Electrowatt Engineering (UK) Ltd. Branch Office, Saudi Arabia					0.5	2
	Electrowatt-Ekono AB, Sweden	100.0			0.0	0.2	0
	Electrowatt Engineering (Peru) S.A., Peru	100.0			0.0	0.1	0
	Electrowatt-Ekono (S) Pte Ltd, Singapore	100.0			0.0		
	Electrowatt Engineering (Argentina) S.A., Argentina	100.0			0.0	0.0	0

	Group ownership/ voting rights, %	Parent company ownership/ voting rights, %	Book value Parent company EUR million	Other group company EUR million	Net sales EUR million	Personnel
Infrastructure & Environment						
BPI-Consult GmbH, Germany	100.0			1.2	41.2	366
Electrowatt Infra AG, Switzerland	100.0	100.0	12.3		29.7	206
Soil and Water Ltd, Finland	100.0	100.0	1.5		16.6	176
JP Building Engineering Ltd, Finland	100.0			1.8	11.7	182
JP-Terasto Oy, Finland	100.0	100.0	1.5		11.0	118
Beture-Cerec S.A., France	90.0	90.0	0.5		6.8	101
JP-Transplan Ltd, Finland	100.0			0.8	6.4	64
HB-Verkehrsconsult GmbH, Germany	100.0			0.1	5.5	55
PSV-Soil and Water Ltd, Finland	100.0			0.5	4.6	71
JP-Suoraplan Ltd, Finland	100.0			0.4	2.7	13
Geokeskus Oy, Finland	100.0			0.2	1.8	22
TransTec Consult GmbH, Germany	74.0			0.0	1.6	13
Rätia Ingenieure AG, Switzerland	100.0			0.1	1.3	13
ZAO JP-Terasto, Russia	100.0			0.0	1.3	16
HT-Rakennuttajat Oy, Finland	100.0			0.4	0.7	10
JP-Fintact Oy, Finland	100.0	100.0	0.8		0.6	10
JP-Epstar Oy, Finland	80.0	80.0	0.0		0.5	22
BPI-Consult Sp. z o.o. Polska, Poland	100.0			0.0	0.5	14
East Engineering Ltd Oy, Finland	100.0	100.0	0.1		0.5	
BPI Consult Asia GmbH, Germany	100.0			0.0	0.5	
JP-Terasto Eesti Oü, Estonia	80.0			0.0	0.2	6
JP-Projektipalvelu Oy, Finland	100.0	100.0	0.0		0.2	3
Electrowatt Infra (Thailand) Ltd, Thailand	100.0			0.2	0.1	7
Jaakko Pöyry Group Projects Ltd Oy, Finland	100.0			0.0		
SIA JP-Terasto, Latvia	100.0			0.0	0.0	
Electrowatt Engineering (S) Pte Ltd, Singapore	100.0			0.0		
UAB Jaakko Poyry Group Lietuva, Lithuania	100,0			0.1	0.0	1
Other						
Inforbis Oy, Finland	100.0	100.0	0.5		0.4	2
JP-Sijoitus Oy, Finland	100.0	100.0	0.5			
Jaakko Pöyry Holding AB, Sweden	100.0			0.4		
SCI J.P.R., France	100.0			0.2		
JP-Finanz AG, Switzerland	100.0	100.0	1.9			
Electrowatt Engineering (Deutschland) GmbH, Germany	100.0			2.8		2
Jaakko Pöyry (USA) Inc., USA	100.0			7.7		
Intelligent Buildings Systems & Services AG, IBS+S Zürich, Switzerland	100.0			0.0		
BfÖ Bürogemeinschaft für angewandte Oekologie AG, Switzerland	100.0			0.0	0.1	
Electrowatt Engineering Altdorf AG, Switzerland	100.0			0.0		
Soil & Water Portugal-Consultores Lda, Portugal	100.0			0.0		
Jaakko Pöyry Engineering (South America) S.A., Uruguay	100.0	100.0	0.0			
Jaakko Pöyry Pty Ltd, Australia	100.0			0.0		
J.P. New Zealand Ltd, New Zealand	100.0			0.0		
Jaakko Pöyry spol s.r.o., Czech Republic	100.0	100.0	0.0			
JP Projectos Industriais Lda, Portugal	100.0			0.0		
ZAO Konsofin, Russia	100.0			0.0		
			87.1	**66.4**		

Notes to the financial statements

	Group ownership/ voting rights, %	Parent company ownership/ voting rights, %	Book value Parent company EUR million	Other group company EUR million
Associated companies				
Energy				
Polartest Oy, Finland	22.8			0.2
Inesco Oy, Finland	50.0			0.5
Korea District Heating Engineering Company Ltd, Korea	50.0			0.2
Advance Ekono Co. Ltd, Thailand	49.0			0.0
Emerging Power Partners Oy, Finland	45.9			0.0
Infrastructure & Environment				
JP-Skanska Water Oy, Finland	50.0	50.0	0.1	
Entec A/S, Estonia	42.0			0.0
Associated companies, real estate				
Kiinteistö Oy Manuntori, Finland	34.2	34.2	0.3	
Pembroke S.A., Uruguay	50.0	50.0	0.0	
Accumulated influence on the earnings and the balance sheet				1.6
			0.3	**2.5**
Other share ownership				
B. Grimm Bayernwerk Electrowatt Ltd (Amata Power), Thailand				2.8
Peak Pacific Investment Company Ltd, Singapore				0.9
Private Energy Market Fund Ky, Finland				0.3
Conox Oy, Finland	3.3			0.0
JP Development Oy, Finland	11.6			0.1
GreenStream Network Oy, Finland	17.2 / 13.3			0.0
GT-Geotieto Oy, Finland	18.6 / 6.6			0.0
Shares in condominiums and in real estate companies, Finland			1.3	0.9
Other shares				0.3
Value decrease				- 0.8
			1.3	**4.5**

EUR million		Group 2003	Group 2002	Parent company 2003	Parent company 2002
5.	**NON-CURRENT RECEIVABLES**				
	Accounts receivable	3.1			
	Security deposits	0.3	0.3		
	Deferred tax receivable	0.3	1.0		
	Other receivables	4.0	3.6		
	Prepaid expenses and accrued income	2.0	2.2		
		9.7	**7.1**		
6.	**CURRENT RECEIVABLES**				
	Accounts receivable	86.5	85.9		
	Accounts receivable			1.1	0.7
	Loans receivable			3.7	3.4
	Other receivables			12.9	18.1
	Prepaid expenses and accrued income			0.9	0.8
	Total from group companies			18.6	23.0
	Accounts receivable	0.5	0.1		
	Total from associated companies	0.5	0.1		
	Loans receivable	0.3	0.2		
	Other receivables	3.6	5.8	0.3	0.2
	Prepaid expenses and accrued income	42.6	46.9	0.5	1.3
		133.5	**139.0**	**19.4**	**24.6**
7.	**PREPAID EXPENSES AND ACCRUED INCOME**				
	Work in progress	35.4	36.1		
	Interest income	0.0	0.0	0.5	0.3
	Social expenses	1.6	2.6		
	Rents	0.7	0.5		
	Taxes	1.0	3.3		0.7
	Other	5.9	6.6	0.9	1.0
		44.6	**49.1**	**1.4**	**2.0**

Notes to the financial statements

EUR million	Share capital	Share premium reserve	Legal reserve	Translation differences	Retained earnings	Total
8. SHAREHOLDERS' EQUITY						
Group						
Shareholders' equity Jan. 1, 2002	13.9	23.1	18.1	- 3.2	52.8	104.7
Cancellation of own shares	- 0.3	0.3				0.0
Shares subscribed with warrants	0.2	1.4				1.6
Acquisition of own shares					- 0.1	- 0.1
Payment of dividend					- 8.2	- 8.2
Transfer			0.1		- 0.1	0.0
Translation differences				- 5.5	- 0.6	- 6.1
Net profit for the period					12.3	12.3
Shareholders' equity Dec. 31, 2002	13.8	24.8	18.2	- 8.7	56.2	104.3
Distributable earnings						
Retained earnings					56.2	
Translation differences					- 8.7	
Untaxed reserves included in retained earnings					- 0.6	
Distributable earnings Dec. 31, 2002					46.9	
Shareholders' equity Jan. 1, 2003	13.8	24.8	18.2	- 8.7	56.2	104.3
Shares subscribed with warrants	0.2	1.4				1.6
Acquisition of own shares					- 2.2	- 2.2
Payment of dividend					- 8.3	- 8.3
Translation differences				- 2.1	- 0.1	- 2.2
Net profit for the period					24.7	24.7
Shareholders' equity Dec. 31, 2003	**14.0**	**26.3**	**18.2**	**- 10.8**	**70.3**	**117.9**
Distributable earnings						
Retained earnings					70.3	
Translation differences					- 10.8	
Untaxed reserves included in retained earnings					- 0.5	
Distributable earnings Dec. 31, 2003					**59.0**	
Parent company						
Shareholders' equity Jan. 1, 2002	13.9	23.1	18.0		26.9	81.9
Cancellation of own shares	- 0.3	0.3				0.0
Shares subscribed with warrants	0.2	1.4				1.6
Acquisition of own shares					- 0.1	- 0.1
Payment of dividend					- 8.2	- 8.2
Net profit for the period					3.9	3.9
Shareholders' equity Dec. 31, 2002	13.8	24.8	18.0		22.5	79.1
Shareholders' equity Jan. 1, 2003	13.8	24.8	18.0		22.5	79.1
Shares subscribed with warrants	0.2	1.4				1.6
Acquisition of own shares					- 2.2	- 2.2
Payment of dividend					- 8.3	- 8.3
Net profit for the period					14.2	14.2
Shareholders' equity Dec. 31, 2003	**14.0**	**26.3**	**18.0**		**26.2**	**84.4**

EUR million	Group 2003	Group 2002	Parent company 2003	Parent company 2002
9. NON-CURRENT LIABILITIES				
Loans from credit institutions	11.2	13.3	11.2	13.3
Liabilities to group companies			13.2	12.3
Deferred tax liability	0.3	1.0		
Other	7.4	8.8	0.4	0.4
	18.9	**23.1**	**24.8**	**26.0**
10. LOANS WITH DUE DATE AFTER FIVE YEARS OR LATER				
Loans from credit institutions	3.4	6.0	3.4	6.0
Other non-current loans	0.0	0.0	13.2	12.3
	3.4	**6.0**	**16.6**	**18.3**
11. LOANS ACCORDING TO MATURITY				
Year 2003		6.6		35.9
Year 2004	2.2	2.1	43.3	2.1
Year 2005	2.6	2.6	2.6	2.6
Year 2006	2.6	2.6	2.6	2.6
Year 2007	2.6	2.6	2.6	2.6
Later	3.4	3.4	16.6	15.7
	13.4	**19.9**	**67.6**	**61.5**
12. CURRENT LIABILITIES				
Loans from credit institutions	2.2	6.6	2.1	6.2
Project advances	37.5	37.2		
Restricted project advances	6.5			
Accounts payable	10.6	12.8	0.1	0.1
Loans			41.2	29.7
Accounts payable			0.2	0.1
Other current liabilities			2.9	3.9
Accrued expenses and deferred income			0.4	0.5
Total to group companies			44.7	34.2
Total to associated companies	0.0	0.0	0.0	0.0
Other current liabilities	21.5	19.5	0.2	0.1
Accrued expenses and deferred income	51.6	42.8	5.4	0.8
	129.9	**118.9**	**52.5**	**41.5**
13. ACCRUED EXPENSES AND DEFERRED INCOME				
Expenses from percentage-of-completion projects	1.7	1.0		
Salaries and vacation accruals	29.5	25.9	1.0	0.5
Social expenses	6.1	6.0	0.2	0.2
Interest expenses	0.1	0.2	0.1	0.2
Rents	0.0	0.1		
Taxes	10.1	4.2		
Other	4.1	5.4	4.5	0.4
	51.6	**42.8**	**5.8**	**1.3**

Notes to the financial statements

EUR million	Group 2003	Group 2002	Parent company 2003	Parent company 2002
1. CONTINGENT LIABILITIES				
Pledged assets and mortgages and corresponding loans total	**0.0**	**0.0**	**0.0**	**0.0**
Pledged assets and mortgages for own debts				
Mortgages on company assets	0.0	0.0		
	0.0	**0.0**	**0.0**	**0.0**
Other obligations				
Pledged assets	0.3	2.5	0.0	2.3
Mortgages, real estate	0.0	0.0		
Rent and leasing obligations	110.2	46.1	76.0	18.7
Pension obligations	0.0	0.0	0.0	0.0
Other obligations	31.7	25.1	0.0	0.0
	142.2	**73.7**	**76.0**	**21.0**
For group companies				
Other obligations			37.5	19.7
			37.5	**19.7**
For associated companies				
	0.0	**0.0**	**0.0**	**0.0**
For others				
Pledged assets	0.1	0.1	0.0	0.0
Mortgages, real estate	0.0	3.8	0.0	3.8
Other obligations	0.0	0.1	0.0	0.1
	0.1	**4.0**	**0.0**	**3.9**
Total				
Pledged assets	0.4	2.6	0.0	2.3
Mortgages, real estate	0.0	3.8	0.0	3.8
Mortgages on company assets	0.0	0.0	0.0	0.0
Rent and leasing obligations	110.2	46.1	76.0	18.7
Pension obligations	0.0	0.0	0.0	0.0
Other obligations	31.7	25.2	37.5	19.8

EUR million		Group 2003	Group 2002	Parent company 2003	Parent company 2002
2.	**RENT AND LEASING OBLIGATIONS**				
	Leasing contracts with due date after one year or later will be due followingly:				
	Year 2003		12.7		2.5
	Year 2004	14.0	10.0	3.4	2.1
	Years 2005–2007	28.5	14.2	10.3	6.3
	Later	67.7	9.2	62.3	7.8
		110.2	**46.1**	**76.0**	**18.7**
3.	**DERIVATIVE INSTRUMENTS**				
	Foreign exchange forward contracts, notional values	21.7	11.9	7.5	10.5
	Foreign exchange forward contracts, fair values	- 0.2		0.2	0.3

The notional amounts are not a measure of the foreign rate risk of the exposure outstanding.
Jaakko Pöyry Group Oyj has made interest rate swaps for EUR 13.3 million external loans.

4. FINANCIAL RISK MANAGEMENT

The Group's business operations involve an exposure to a number of financial risks related to currency, credit, funding and interest rate. The Group's policy is to protect itself against any major financial risks according to guidelines approved by the Board of Directors.

CURRENCY RISK

About 10 per cent of the Group's net sales is normally exposed to a foreign currency risk. The Group hedges project transaction cash flows denominated in a foreign currency by using forward exchange contracts and states them at fair value recognised in the income statement. Speculative forward contracts without a connection to a business operation in a foreign currency are not allowed.

The translation exposure of investments in foreign subsidiaries is generally not hedged.

CREDIT RISK

The Group's client profile and the spread of its sales between numerous clients reduce the exposure to credit risks. Credit rating procedures, internal follow-up of overdue receivables and a contract policy of balance between work performed and payments received further reduce the Group's credit risk exposure.

Investments are allowed only in liquid securities and only with counterparts that have a good credit rating.

FUNDING RISK

To ensure that funding is obtainable and to minimise the cost of funding, the Group shall have a minimum liquidity corresponding to an average of one month's expenses and committed overdraft facilities corresponding to a minimum of half a month's average expenses. Short-term loans must not exceed 20 per cent of the total amount of the Group's loans, and the average maturity of long-term debt shall be at least three years.

The Group's objective is to minimise the total cash needed for operations by both in-country and cross-border cash pools with both external and internal overdraft facilities.

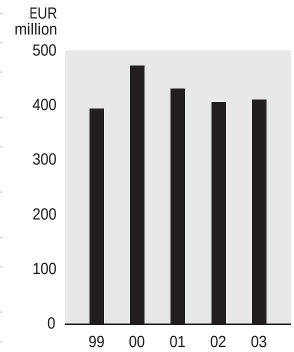
INTEREST RATE RISK

The Group's policy is to achieve a balance between the maturity of long-term loans and the corresponding interest rate level. In case of essential interest rate level differences, the Group enters into interest rate swaps to achieve this target.

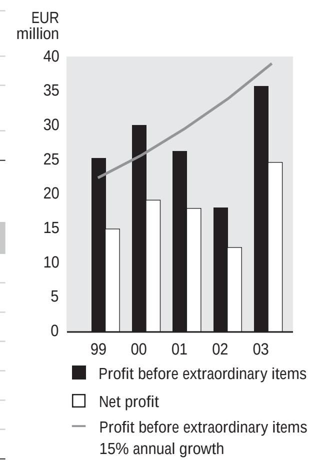
Key figures

EUR million	1999	2000	2001	2002	**2003**
STATEMENT OF INCOME					
Consulting and engineering	363.8	408.2	405.0	386.0	405.0
EPC	31.6	66.3	26.8	21.0	6.6
Net sales total	**395.4**	**474.5**	**431.8**	**407.0**	**411.6**
Change in net sales, %	52.3	20.0	- 9.0	- 5.7	1.1
Other operating income	5.1	2.2	2.0	1.4	12.9
Share of associated companies' results	0.7	- 0.1	0.2	- 0.1	0.2
Operating expenses	360.8	431.7	392.8	376.6	375.1
Depreciation of consolidation goodwill	3.7	4.0	4.0	4.5	5.0
Other depreciation and value decrease	9.5	9.1	9.2	8.8	9.2
Operating profit	**27.2**	**31.8**	**28.0**	**18.4**	**35.4**
Proportion of net sales, %	6.9	6.7	6.5	4.5	8.6
Financial income and expenses	- 1.9	- 1.7	- 1.7	- 0.3	+ 0.4
Proportion of net sales, %	0.5	0.4	0.4	0.1	0.1
Profit before extraordinary items	**25.3**	**30.1**	**26.3**	**18.1**	**35.8**
Proportion of net sales, %	6.4	6.4	6.1	4.5	8.7
Extraordinary items	0.0	0.0	0.0	0.0	0.0
Profit before taxes and minority interest	**25.3**	**30.1**	**26.3**	**18.1**	**35.8**
Proportion of net sales, %	6.4	6.4	6.1	4.5	8.7
Income taxes	- 8.9	- 9.0	- 7.3	- 5.7	- 10.8
Minority interest	- 1.4	- 1.9	- 1.0	- 0.1	- 0.3
Net profit for the period	**15.0**	**19.2**	**18.0**	**12.3**	**24.7**
BALANCE SHEET					
Intangible assets	5.3	6.6	6.1	5.9	4.7
Consolidation goodwill	40.0	35.8	31.9	34.0	34.3
Tangible assets	33.3	32.7	31.4	26.8	16.2
Non-current investments	17.6	13.4	13.2	12.5	9.4
Work in progress	44.7	62.0	46.9	36.1	35.4
Receivables	126.9	122.3	105.5	110.0	107.8
Current investments, cash in hand and at banks	30.7	37.5	32.5	26.0	63.1
Assets total	**298.5**	**310.3**	**267.5**	**251.3**	**270.9**
Shareholders' equity	82.1	97.4	104.7	104.3	117.9
Minority interest	4.9	5.2	5.1	5.0	4.2
Interest bearing liabilities	42.4	34.9	29.2	19.9	13.4
Project advances	55.6	67.5	42.8	37.2	37.5
Other non-interest bearing liabilities	113.5	105.3	85.7	84.9	97.9
Liabilities total	**298.5**	**310.3**	**267.5**	**251.3**	**270.9**
STATEMENT OF CHANGES IN FINANCIAL POSITION					
From operations	+ 18.4	+ 25.7	+ 19.3	+ 21.3	+ 51.9
Capital expenditure, net	- 9.7	- 9.1	- 6.9	- 8.8	+ 5,9
Financing	- 7.4	- 9.8	- 17.4	- 19.0	- 20.7
Change in liquid assets	**+ 1.3**	**+ 6.8**	**- 5.0**	**- 6.5**	**+ 37.1**
Liquid assets December 31	**30.7**	**37.5**	**32.5**	**26.0**	**63.1**

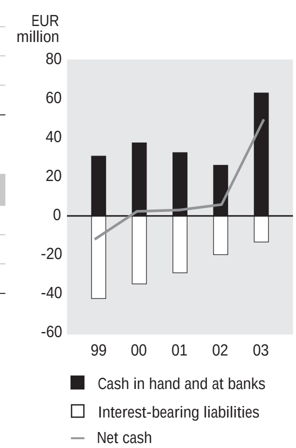
Net sales



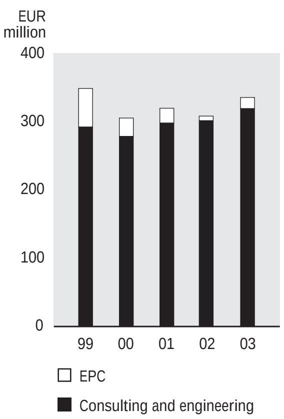
Profit before extraordinary items and net profit



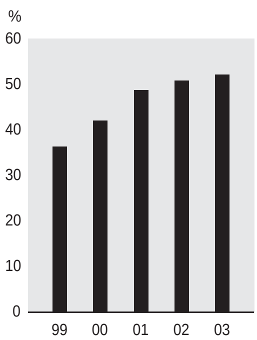
Financing



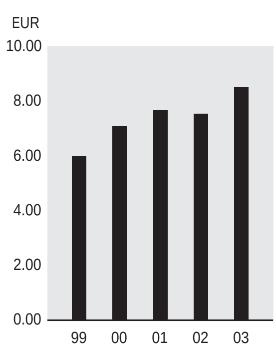
Order stock



Equity ratio



Shareholders' equity/share



EUR million	1999	2000	2001	2002	**2003**
PROFITABILITY AND OTHER KEY FIGURES					
Return on investment, %	22.6	25.1	21.2	14.5	27.7
Return on equity, %	20.7	22.3	17.8	11.3	21.7
Equity ratio, %	36.5	42.2	48.9	51.0	52.3
Equity/assets ratio, %	29.1	33.3	41.1	43.5	45.1
Net debt/equity ratio (gearing), %	13.5	- 2.5	- 3.0	- 5.6	- 40.7
Current ratio	1.1	1.2	1.3	1.4	1.6
Consulting and engineering, EUR million	292.3	278.7	298.1	301.6	319.3
EPC, EUR million	56.6	26.8	21.8	6.8	16.4
Order stock total, EUR million	348.9	305.5	319.9	308.4	335.7
Capital expenditure, operating, EUR million	11.1	9.9	7.9	9.1	9.0
Proportion of net sales, %	2.8	2.1	1.8	2.2	2.2
Capital expenditure in shares, EUR million	16.3	1.3	0.1	2.5	6.4
Proportion of net sales, %	4.1	0.3	0.0	0.6	1.5
Personnel in group companies on average	4 222	4 558	4 584	4 635	4 697
Personnel in associated companies on average	239	159	199	195	195
Personnel in group companies at year-end	4 472	4 572	4 584	4 632	4 766
Personnel in associated companies at year-end	146	174	197	194	191
KEY FIGURES FOR THE SHARES					
Earnings/share, EUR	1.11	1.40	1.30	0.90	1.80
Corrected with dilution effect	1.00	1.28	1.24	0.86	1.76
Shareholders' equity/share, EUR	6.00	7.10	7.69	7.57	8.54
Dividend, EUR million	6.2	8.2	8.2	8.3	20.7 [1)]
Dividend/share, EUR	0.45	0.60	0.60	0.60	1.50 [1)]
Dividend/earnings, %	40.5	42.8	46.1	66.7	83.3
Effective return on dividend, %	3.1	3.3	3.7	4.0	6.9
Price/earnings multiple	13.1	12.8	12.3	16.7	12.1
Issue-adjusted trading prices, EUR					
Average trading price	10.18	18.64	18.09	16.43	16.86
Highest trading price	16.80	24.00	21.00	19.00	22.50
Lowest trading price	7.70	15.00	15.00	11.40	13.00
Closing price at year-end	14.50	18.00	16.00	15.00	21.80
Total market value of outstanding shares, EUR million	198.2	247.0	218.0	206.7	301.0
Total market value of own shares, EUR million	8.7		4.9	0.2	3.5
Trading volume of shares					
Shares, 1000	11 747	2 385	2 280	1 615	3 288
Proportion of total volume, %	83.4	17.4	16.5	11.8	23.8
Issue-adjusted number of outstanding shares, 1000					
In average	13 492	13 692	13 838	13 696	13 739
At year-end	13 670	13 724	13 624	13 782	13 804

1) Board of Directors' proposal. The proposal includes the additional dividend of EUR 0.50.

Key figures

EUR million	1-3/02	4-6/02	7-9/02	10-12/02	1-3/03	4-6/03	7-9/03	10-12/03	1-12/02	1-12/03
NET SALES										
Forest Industry	49.7	44.8	37.6	41.6	43.2	45.3	40.8	46.7	173.7	176.0
Energy	24.1	27.8	30.9	28.4	24.3	23.8	24.2	25.3	111.2	97.6
Infrastructure & Environment	27.0	30.9	28.0	36.8	34.4	35.4	31.2	37.6	122.7	138.6
Other	- 0.4	0.0	- 0.4	0.2	0.1	- 0.2	- 0.5	0.0	- 0.6	- 0.6
	100.4	**103.5**	**96.1**	**107.0**	**102.0**	**104.3**	**95.7**	**109.6**	**407.0**	**411.6**
OPERATING PROFIT AND PROFIT BEFORE EXTRAORDINARY ITEMS										
Forest Industry	6.0	3.5	2.3	1.7	3.7	3.8	4.0	4.6	13.5	16.1
Energy	- 1.4	- 0.5	- 0.3	1.5	0.8	0.7	1.3	1.7	- 0.7	4.5
Infrastructure & Environment	1.8	1.8	2.3	2.6	2.0	2.1	2.1	2.8	8.5	9.0
Other	- 1.0	- 0.1	- 0.8	- 1.0	9.9	- 1.2	- 1.3	- 1.6	- 2.9	5.8
Operating profit	**5.4**	**4.7**	**3.5**	**4.8**	**16.4**	**5.4**	**6.1**	**7.5**	**18.4**	**35.4**
Financial items	- 0.2	0.3	- 0.4	0.0	0.0	- 0.2	0.1	0.5	- 0.3	0.4
Profit before extraordinary items	**5.2**	**5.0**	**3.1**	**4.8**	**16.4**	**5.2**	**6.2**	**8.0**	**18.1**	**35.8**
ORDER STOCK										
Forest Industry	78.2	67.5	79.1	85.2	101.0	91.6	91.6	90.8	85.2	90.8
Energy	113.2	119.6	125.4	123.8	122.0	114.9	107.0	129.2	123.8	129.2
Infrastructure & Environment	96.9	93.8	97.3	99.4	118.9	114.3	126.3	115.7	99.4	115.7
	288.3	**280.9**	**301.8**	**308.4**	**341.9**	**320.8**	**324.9**	**335.7**	**308.4**	**335.7**
Consulting and engineering	270.5	266.8	292.6	301.6	336.8	317.0	322.2	319.3	301.6	319.3
EPC	17.8	14.1	9.2	6.8	5.1	3.8	2.7	16.4	6.8	16.4
	288.3	**280.9**	**301.8**	**308.4**	**341.9**	**320.8**	**324.9**	**335.7**	**308.4**	**335.7**

	Net sales		Personnel	
	2002	**2003**	2002	**2003**
AREA				
The Nordic countries	117.5	112.9	2 279	2 276
Europe	172.8	174.8	1 380	1 486
Asia	60.3	56.7	422	466
North America	21.5	26.1	222	257
South America	22.2	18.4	250	200
Other	12.7	22.7	79	81
	407.0	**411.6**	**4 632**	**4 766**

	Personnel	
	2002	**2003**
BUSINESS GROUP		
Forest Industry	2 163	2 126
Energy	1 094	1 109
Infrastructure & Environment	1 342	1 495
Other	33	36
	4 632	**4 766**

Shareholders and shares

MAJOR SHAREHOLDERS

	Number of shares	Per cent of shares and voting rights
Corbis S.A.	3 741 990	27.1
Procurator Oy	556 750	4.0
Mutual Pension Insurance Company Varma-Sampo	545 250	4.0
Odin Norden	370 900	2.7
Sampo Life Insurance Ltd	280 000	2.0
Suomi Mutual Life Assurance Company	210 000	1.5
Suomi Insurance Company Ltd	183 000	1.3
Nordea Life Assurance Ltd	162 000	1.2
Odin Finland	125 400	0.9
Placeringsfonden Aktia Capital	125 000	0.9
Nominee-registered	5 490 191	39.8
Others	2 013 720	14.6
	13 804 201	100.0

MANAGEMENT'S SHAREHOLDINGS

The members of the Board of Directors own 2130 shares through direct ownership and 4150 through indirect ownership.
The President and CEO owns 1500 shares through direct ownership and the Deputy to the President and CEO owns 4000 shares through indirect ownership.
The members of the Board of Directors own 70 000 warrants. The President and CEO owns 58 000 warrants and the Deputy to the President and CEO owns 42 500 warrants.
In addition the Board of Directors in 2003 granted 10 000 warrants to the President and CEO and 10 000 warrants to the Deputy to the President and CEO.
One warrant entitles to subscribe one share.
Subscription with all above-mentioned warrants represents 1.3 per cent of the shares after all subscriptions.
Henrik Ehrnrooth, Chairman of the Board of Directors, together with his brothers Georg Ehrnrooth and Carl-Gustaf Ehrnrooth indirectly holds a controlling interest in Corbis S.A.

OWNERSHIP STRUCTURE BY TYPE OF SHAREHOLDER

	Number of owners	Per cent of owners	Per cent of shares and voting rights
Companies	129	10.8	6.5
Financial and insurance institutions	34	2.8	13.7
Public sector entities and non-profit associations	32	2.7	5.9
Households	976	81.8	3.3
Ownership outside Finland and nominee registered	23	1.9	70.6
	1 194	100.0	100.0

OWNERSHIP STRUCTURE BY NUMBER OF SHARES OWNED

Number of shares	Number of owners	Per cent of owners	Per cent of shares and voting rights
1 - 100	350	29.3	0.2
101 - 500	548	45.9	1.1
501 - 1 000	116	9.7	0.7
1 001 - 5 000	107	9.0	1.8
5 001 -	73	6.1	96.2
	1 194	100.0	100.0

Source: Finnish Central Securities Depository Ltd., December 31, 2003.

The figures are based on the total number of shares 13 966 901, excluding 162 700 own shares.

Shareholders and shares

SHARE CAPITAL AND SHARES

Situation after changes	Share capital EUR 1000	Share premium reserve EUR 1000	Legal reserve EUR 1000	Shares 1000	Nominal value EUR/share
December 2, 1997	11 521	15 058	20 183	13 700	0.84
June 11, 1999	11 998	20 117	20 183	14 267	0.84
March 20, 2000, cancellation of shares	11 496	20 619	20 183	13 670	0.84
March 20, 2000	13 670	20 619	18 008	13 670	1.00
Subscription with warrants 2000	13 724	21 149	18 008	13 724	1.00
Subscription with warrants 2001	13 933	23 084	18 008	13 933	1.00
March 22, 2002, cancellation of shares	13 624	23 393	18 008	13 624	1.00
Subscription with warrants 2002	13 792	24 842	18 008	13 792	1.00
Subscriptions with warrants 2003	13 967	26 248	18 008	13 967	1.00
April 30, 2005 if all warrants are exercised for subscription	14 661			14 661	1.00

According to the company's Articles of Association, the issued share capital must not be less than EUR 10 000 000 nor more than EUR 40 000 000. The book value of the share is EUR 1.00. The company has one series of shares.

THE COMPANY'S OWN SHARES

The Board of Directors is authorised until March 3, 2004 to acquire or convey the company's own shares. The authorisation covers a maximum of 689 500 shares, however less than 5.0 per cent of the share capital and of the votes of all shares. During the period from February 18 to June 19, 2003 the company acquired 152 700 own shares. The average acquisition price was EUR 14.63 per share, the acquisitions totalling EUR 2.2 million. During 2002 a total of 10 000 shares were acquired. The authorisation allows acquisition of a further 526 800 shares.

The Board of Directors proposes to the Annual General Meeting on March 3, 2004 that all own shares in the company's possession at the time of the Annual General Meeting be annulled and that the Board be authorised to decide to acquire or convey the company's own shares to a maximum of 5.0 per cent of the company's share capital.

AUTHORISATION TO ISSUE NEW SHARES

The Board of Directors is authorised until March 3, 2004 to decide on an increase of the share capital by a maximum of EUR 1 000 000 by issuing for subscription a maximum of 1 000 000 new shares.

The Board of Directors proposes to the Annual General Meeting on March 3, 2004 that the Board be reauthorised to raise the share capital by a maximum of EUR 1 000 000 by issuing a maximum of 1 000 000 new shares.

BOND LOAN WITH WARRANTS

Jaakko Pöyry Group Oyj issued in 1998 a bond loan with warrants for subscription by group personnel, by the members of the parent company's Board of Directors, and by the group company JP-Sijoitus Oy. The bond loan with warrants is part of the group's employee incentive scheme. The loan was repaid in 2001.

The 1 300 000 warrants attached to the bond allow subscription of 1 300 000 new shares in the company. Should all warrants be used for subscription of shares, the new shares would equal 8.9 per cent of the total number of shares. The subscription period for 390 000 warrants started on April 1, 2000, for 390 000 warrants on April 1, 2001 and for 520 000 warrants on April 1, 2002. The subscription period for all warrants ends on April 30, 2005. A total of 609 615 shares have been subscribed for under these warrants.

The subscription price for one new share is EUR 11.60 reduced by the amount of dividend per share paid after March 30, 1998 and before the share subscription. The new subscription price enters into effect on the relevant record date of each dividend distribution. The subscription price was EUR 9.02 on December 31, 2003.

DIVIDEND POLICY

The dividend distributed by Jaakko Pöyry Group Oyj is dependent on the company's earnings and investment requirements.

The objective is to increase the dividend per share from year to year, and to ensure that at least 40 per cent, or more, of earnings are distributed each year. Should the company need to expand its technology base by investing in acquisitions, or to expand its office network, the dividend-to-earnings ratio may be changed.

The Board of Directors proposes to the Annual General Meeting on March 3, 2004 that a dividend of EUR 1.00 (0.60) per share be paid for the year 2003, totalling EUR 13.8 million. The proposed dividend corresponds to 55.6 (66.7) per cent of the earnings per share for the financial year. The dividend will be payable on March 15, 2004. Due to the Group's good liquidity the Board proposes that an additional dividend of EUR 0.50 per share be paid, totalling EUR 6.9 million. This dividend corresponds to 27.7 per cent of earnings per share. The additional dividend will be payable on November 30, 2004.

MARKET CAPITALISATION

Jaakko Pöyry Group Oyj's market capitalisation at the end of 2003 was EUR 304.5 million. The share price increased during the year from EUR 15.00 to EUR 21.80, equalling 45.3 per cent. The HEX portfolio index of Helsinki Exchanges increased during the same period by 16.2 per cent. In 2003 the highest share price was EUR 22.50 and the lowest EUR 13.00.

3 288 016 shares (23.8 per cent) of Jaakko Pöyry Group Oyj were traded on the Helsinki Exchanges in 2003. The corresponding number in 2002 was 1 615 351 shares (11.8 per cent). The monthly average number of shares traded in 2003 was 274 001 compared to 134 613 shares in 2002.

QUOTATION AND TRADING CODES

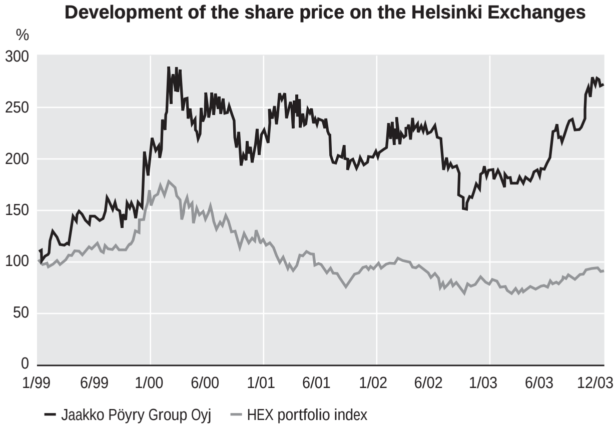
The shares of Jaakko Pöyry Group Oyj have been quoted on the Helsinki Exchanges since December 1997. The trading code and trading lot are:

Helsinki Exchanges JPG1V
Trading lot 100 shares

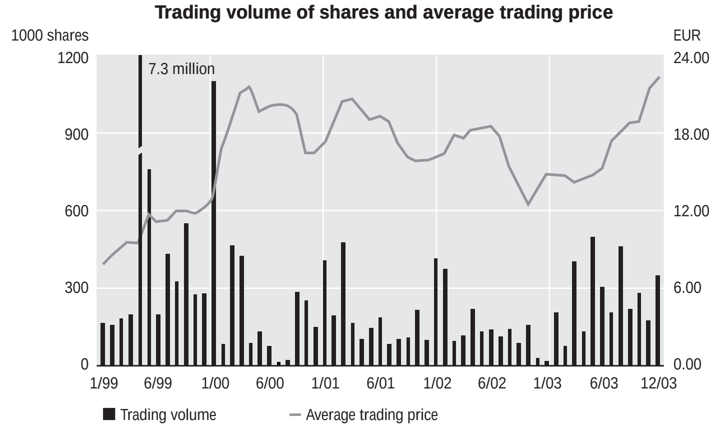
The warrants attached to Jaakko Pöyry Group Oyj's bond loan with warrants 1998 have been quoted on the Helsinki Exchanges since September 2001. The trading code and trading lot are:

Helsinki Exchanges JPG1VEW198
Trading lot 100 warrants

Development of the share price on the Helsinki Exchanges



Trading volume of shares and average trading price



Proposal of the Board of Directors, Auditor’s report

The Consolidated Balance Sheet as at December 31, 2003	
shows the distributable retained earnings to stand at	EUR 58 954 000.00
The parent company’s distributable earnings are	
Retained earnings	EUR 12 011 428.40
Net profit for the period	EUR 14 176 247.98
	EUR 26 187 676.38

The Board of Directors proposes that a dividend of EUR 1.00 per share be paid on the outstanding shares on the record date March 8, 2004. The dividend is payable on March 15, 2004. The Board of Directors proposes that an additional dividend of EUR 0.50 per share be paid on the outstanding shares on the record date November 23, 2004. The dividend is payable on November 30, 2004.

On the proposal date the amount of the outstanding shares was 13 804 201.	
Accordingly EUR 1.00 per share would be	EUR 13 804 201.00
and EUR 0.50 per share	EUR 6 902 100.50
The reminder will be transferred to retained earnings, thus	EUR 5 481 374.88
	EUR 26 187 676.38

Vantaa, Finland, February 9, 2004

Jaakko Pöyry Group Oyj
Board of Directors

Henrik Ehrnrooth   Heikki Lehtonen   Matti Lehti

Harri Piehl   Franz Steinegger   Erkki Pehu-Lehtonen
President and CEO

TO THE SHAREHOLDERS OF JAAKKO PÖYRY GROUP OYJ

We have audited the accounting records, the financial statements and the administration of Jaakko Pöyry Group Oyj for the period January 1–December 31, 2003. The financial statements, which include the report of the Board of Directors, consolidated and parent company income statements, balance sheets and notes to the financial statements, have been prepared by the Board of Directors and the Managing Director. Based on our audit we express an opinion on these financial statements and on the parent company’s administration.

We have conducted the audit in accordance with Finnish Standards of Auditing. Those standards require that we perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining on a test basis evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by the management as well as evaluating the overall financial statement presentation. The purpose of our audit of administration of the parent company is to examine that the members of the Board of Directors, the Managing Director and the Deputy Managing Director have legally complied with the rules of the Finnish Companies Act.

In our opinion the financial statements showing a profit of EUR 14 176 247.98 for the parent company and EUR 24 729 000 for the Group have been prepared in accordance with the Finnish Accounting Act and other rules and regulations governing the preparation of financial statements in Finland. The financial statements give a true and fair view, as defined in the Accounting Act, of both the consolidated and parent company’s result of operations as well as of the financial position. The financial statements can be adopted and the members of the Board of Directors, the Managing Director and the Deputy Managing Director of the parent company can be discharged from liability for the period audited by us. The proposal by the Board of Directors regarding the distribution of retained earnings is in compliance with the Finnish Companies Act.

Vantaa, Finland, February 9, 2004

KPMG WIDERI OY AB

Sixten Nyman
Authorized Public Accountant

Corporate governance

GENERAL

The statutory basis of the governance of Jaakko Pöyry Group is the Finnish Companies Act and the Articles of Association of the parent company Jaakko Pöyry Group Oyj. Accordingly, the control and management of the company is divided between the shareholders represented at the General Meeting of the Shareholders, the Board of Directors, and the President and CEO. The other administering bodies of the company have an assisting and supporting role.

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, among other things, about the adoption of the financial statements, distribution of dividends, discharging from liability of the Board of Directors and the President and CEO and his Deputy, as well as about any changes to 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 statutory responsibilities of the Board of Directors are the management of the company and the proper organisation of its operations, and the proper supervision and control of accounting and financial matters. Moreover, the Board of Directors decides about matters which are of significant and extensive nature to the company such as strategy, annual budgets and action plans, major acquisitions and investments, organisational structure, and supervisory, control and corporate governance policies.

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

The Board of Directors consists of a minimum of four (4) and a maximum of ten (10) members. The Annual General Meeting of 2003 decided that the number of Board members is five (5). The Board members are appointed for a term of one year lasting until the close of the following Annual General Meeting. The Board of Directors appoints from among its members a Chairman and a Vice Chairman. Henrik Ehrnrooth has acted as Chairman of the Board and Heikki Lehtonen as Vice Chairman since the Annual General Meeting 2003.

In 2003, the Board of Directors convened twelve (12) times. The average participation of Board Members in the meetings was 95 percent.

COMMITTEES OF THE BOARD OF DIRECTORS

The Board of Directors has two committees: the Working Committee and the Compensation and Audit Committee. The committee members are elected annually in the first Board meeting held after the Annual General Meeting.

The purpose of the Working Committee is to assist the Board of Directors in developing the Group strategy and organisation, and in preparation of the Board meetings. The purpose of the Compensation and Audit Committee is to assist the Board of Directors in reviewing the management compensation and general compensation policies, and in the supervision of the Group's financial reporting processes including the monitoring and guidance of internal and external auditing.

The Working Committee and the Compensation and Audit Committee have both convened three times before the Annual General Meeting 2004.

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. The statutory duties of the President and CEO include ensuring that the company's accounting methods comply with law and other regulations, and that the financial matters are handled in a reliable manner. In addition, 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.

Erkki Pehu-Lehtonen has acted as President and CEO of Jaakko Pöyry Group Oyj and Teuvo Salminen as Deputy to the President and CEO since January 1, 1999. Both have service contracts with the company approved by the Board of Directors for an open-ended period and with the right to severance payments equalling up to 24 months' salary in the event of termination by the company for reasons other than cause. The service contracts are subject to a mutual 6 months' term of notice. The contracts cannot, however, be terminated prior to May 31, 2005. Statutory retirement age applies to the President and CEO and his Deputy.

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 other tasks of the Executive Committee include, among other things, the review and control of financial matters, sales and operative deci-

Corporate governance

sions, investments and divestments, and development of internal cooperation within the Group. The Executive Committee has a standard minimum agenda for the meetings.

The Executive Committee members are nominated by the President and CEO and approved by the Board of Directors. The Executive Committee consists of a minimum of five (5) and a maximum of ten (10) members. The Executive Committee presently consists of seven (7) members. The Executive Committee is chaired by the President and CEO.

The Executive Committee convenes regularly once a month.

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 Business Group Director 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 Business Group Director. The Business Group Directors report to the President and CEO of Jaakko Pöyry Group Oyj.

The Group's parent company, Jaakko Pöyry Group Oyj, is responsible for the Group's administration, strategic planning, accounting, financing, and investor relations. It also provides the business groups with services related to common Group functions.

DECISION-MAKING ON EXECUTIVE APPOINTMENTS

Appointments in Jaakko Pöyry Group follow the "one over one" principle, according to which all executive appointments, as well as the terms and conditions relating to the appointments, are approved by the superior of the manager or director proposing the appointment.

MANAGEMENT REMUNERATION AND OTHER BENEFITS

The Annual General Meeting decides about the remuneration of the members of the Board of Directors. The salary, bonus and other benefits of the President and CEO and his Deputy are resolved by the Board of Directors.

Bonus schemes within the Group are profitability, growth and performance-based and part of the individual's total remuneration. The key principles on bonuses are defined in the Group Policy on Profit Bonuses. Members of the Board of Directors do not receive bonuses.

The salaries, fees and benefits paid to the members of the Board of Directors are shown in the Notes to the Financial Statements of Jaakko Pöyry Group. The Notes also detail the salaries, fees and benefits paid to the President and CEO and his Deputy during the financial year 2003. The option rights of the Members of the Board, the President and CEO and other members of the Executive Committee are detailed in the Annual Report.

AUDITOR

Jaakko Pöyry Group Oyj has one (1) 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 Wideri Oy Ab, authorised public accounting firm. The auditor's fee is decided by the Annual General Meeting.

INSIDER CONTROL

Jaakko Pöyry Group has adopted the Helsinki Exchanges Guidelines for Insiders. In addition, the Board of Directors has issued company specific insider guidelines, which have been published and distributed throughout the Group.

Jaakko Pöyry Group permanent insiders are the members of the Board of Directors, the President and CEO and his Deputy, the auditor in charge, the members of the Executive Committee as well as specifically named directors and persons responsible for financial, accounting and legal matters, and investor relations.

OPERATING GUIDELINES

To ensure the achievement of the Group's financial and other targets and to minimise risk exposure, the Board of Directors has approved the Jaakko Pöyry Group Operating Guidelines as follows:

Jaakko Pöyry Group Operating Guidelines

- Corporate Governance:
  - Corporate Governance
  - Insider Guidelines
  - Environmental Policy
- Business concept and strategy
- General operating principles
- Business organisation
- Authorities and Approval Matrix
- Policies, guidelines and instructions for various disciplines relating to:
  - Strategic and operational planning
  - Financial planning and reporting
  - Internal and external auditing
  - Risk management
  - Legal matters
  - Human resources
  - Information technology
  - Investor relations and communications

Calculation of key figures

Return on investment, ROI %

$$\frac{\text{profit before extraordinary items + interest and other financial expenses}}{\text{balance sheet total - non-interest bearing liabilities (average)}} \times 100$$

Return on equity, ROE %

$$\frac{\text{profit before extraordinary items - taxes}}{\text{shareholders' equity + minority interest (average)}} \times 100$$

Equity ratio %

$$\frac{\text{shareholders' equity + minority interest}}{\text{balance sheet total - advance payments received}} \times 100$$

Equity/assets ratio %

$$\frac{\text{shareholders' equity + minority interest}}{\text{balance sheet total}} \times 100$$

Net debt/equity ratio, gearing %

$$\frac{\begin{array}{l}\text{interest-bearing liabilities}\\ \text{- current investments - cash in hand and at banks}\end{array}}{\text{shareholders' equity + minority interest}} \times 100$$

Current ratio

$$\frac{\text{current assets}}{\text{current liabilities}}$$

Earnings/share, EPS

$$\frac{\begin{array}{l}\text{profit before extraordinary items}\\ \text{- taxes including taxes from appropriations - minority interest}\end{array}}{\text{issue-adjusted average number of shares for the fiscal year}}$$

Shareholders' equity/share

$$\frac{\text{shareholders' equity}}{\text{issue-adjusted number of shares at the end of the fiscal year}}$$

Dividend/share

$$\frac{\text{dividend}}{\text{issue-adjusted number of shares at the end of the fiscal year}}$$

Dividend/earnings %

$$\frac{\text{dividend for the fiscal year}}{\begin{array}{l}\text{profit before extraordinary items}\\ \text{- taxes including taxes from appropriations - minority interest}\end{array}} \times 100$$

Effective return on dividend %

$$\frac{\text{dividend/share}}{\text{issue-adjusted trading price at the end of the fiscal year}} \times 100$$

Price/earnings multiple, P/E

$$\frac{\text{quoted share price at the end of the fiscal year}}{\text{earnings per share}}$$

Market value of share capital

$$\text{number of shares at the end of the fiscal year} \times \text{closing price at the end of the fiscal year}$$

Exchange of shares %

$$\frac{\text{number of shares exchanged during the fiscal year}}{\text{average number of shares for the fiscal year}} \times 100$$

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