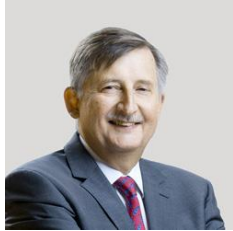


**PÖYRY PLC
ANNUAL GENERAL MEETING
12 MARCH 2015**



**CEO'S REVIEW
ALEXIS FRIES, PRESIDENT AND CEO**

GROUP EXECUTIVE COMMITTEE



Alexis Fries

President & CEO
Chairman
Regional
Operations



Pasi Tolppanen

President
Regional
Operations
Northern Europe
Vice Chairman



Marcelo Cordaro

President
Regional
Operations
Latin America
Vice Chairman



Richard Pinnock

EVP
Global Sales
and Project
Management



Jarkko Sairanen

President
Management
Consulting
Business Group



Nicholas Oksanen

President
Industry
Business Group



Anja Silvennoinen

President
Energy
Business Group
(as of 1 March)



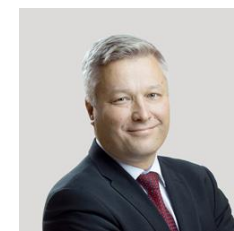
Jaana Rinne

SVP
Human
Resources



Anne Viitala

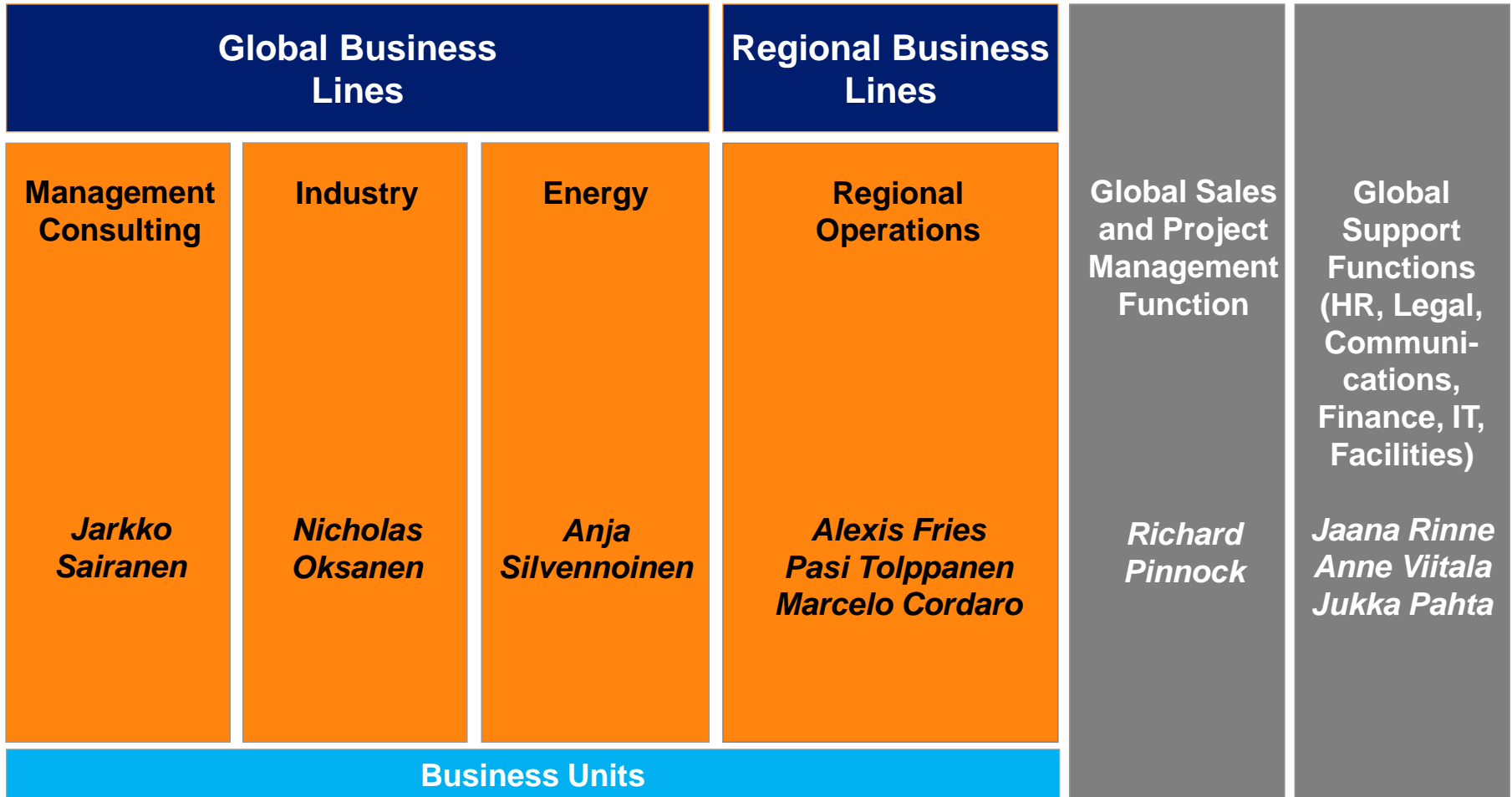
EVP
Legal and
Communications



Jukka Pahta

Chief Financial
Officer

PÖYRY ORGANISATION 2015



OUTLINE

- I. RESULTS OVERVIEW**
- II. ADDRESSING CURRENT CHALLENGES**
- III. SOLID EXPERTISE**
- IV. OUTLOOK FOR 2015**

ORDER STOCK AND NET SALES

MEUR	2014	2013	Change, %
Comparable order stock	472.5	461.9	+2
Comparable net sales	552.4	601.8	-8

Excluding the business divestment in Finland in 2014

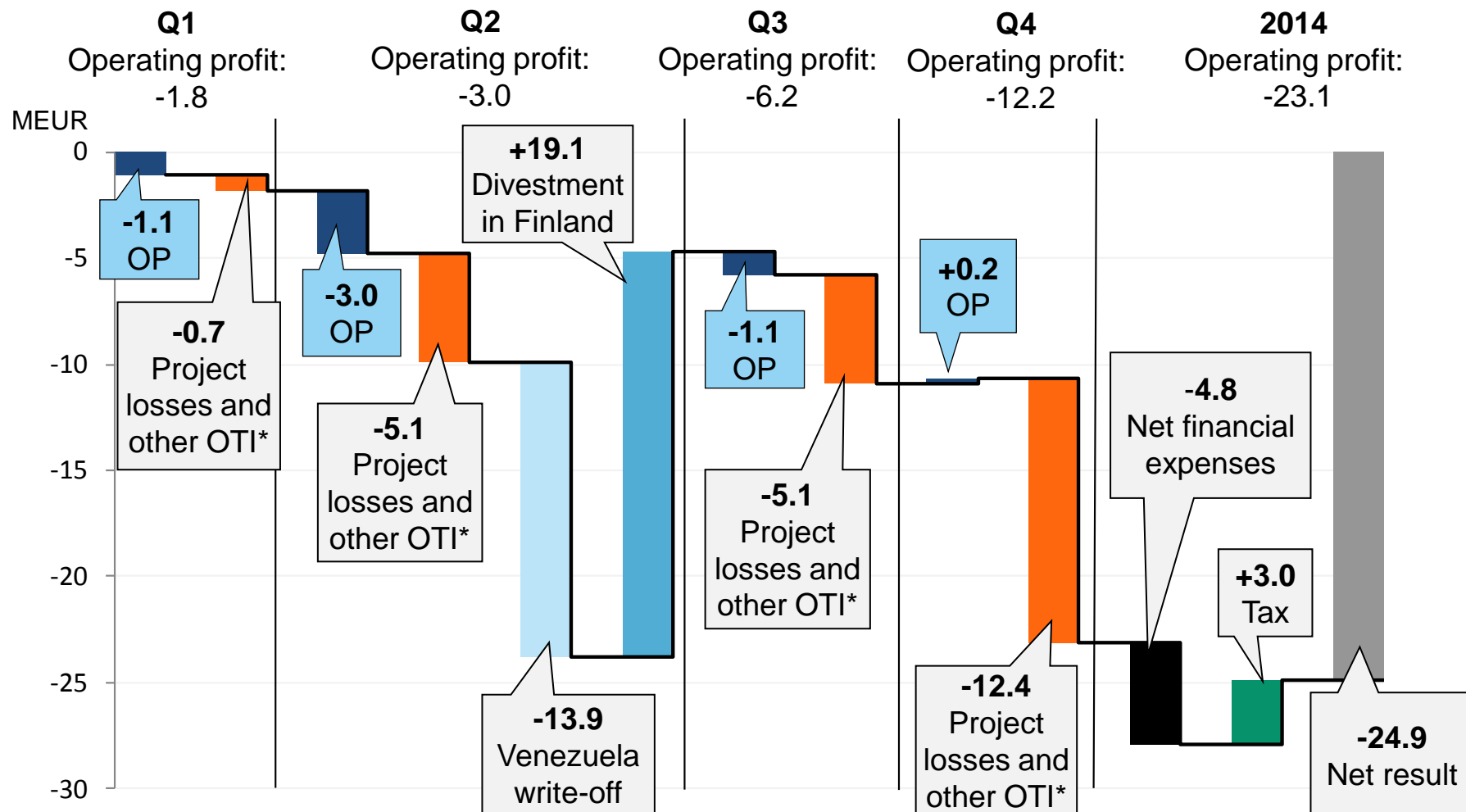
- Net sales declined mainly in the Regional Operations
- Challenging market environment
- Solid order pipeline

OPERATING PROFIT

MEUR	2014	2013
Operating profit	-23.1	13.9

- Write-off of the receivables from Venezuela: **EUR -14 million**
- Gain from the business divestment in Finland: **EUR +19 million**
- Gain in 2013 from the office real estate divestment in Vantaa, Finland: **EUR +14 million**
- One-time items, mostly recorded in the Regional Operations: **EUR -23 (-15) million**
- Lower net sales

DEVELOPMENT OF OPERATING PROFIT AND NET RESULT 2014



*One-time items

OTHER KEY FIGURES

	2014	2013
Cash flow from operations, MEUR	-32.9	-1.0
Equity, MEUR	101.8	132.5
Gearing, %	39.1	26.0
Net debt, MEUR	39.8	34.5
Earnings per share, EUR	-0.40	0.06

- Actuarial gains and losses related to defined benefit pension plans decreased the equity by EUR -7.9 million net of tax

BUSINESS LINES

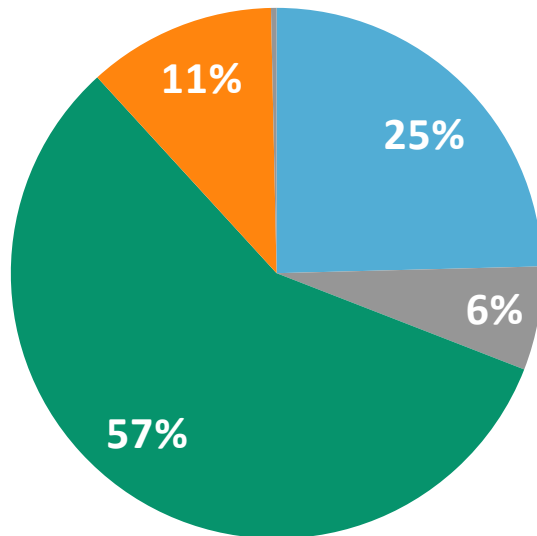
MEUR	Net sales		Operating profit	
	2014	2013	2014	2013
Energy	140.5	144.3	0.8	4.4
Industry	36.1	39.6	0.0	2.0
Regional Operations	309.4*	350.5*	-34.7	1.7
Management Consulting	65.4	66.0	3.7	2.3

**Excluding the business divestment in Finland in 2014*

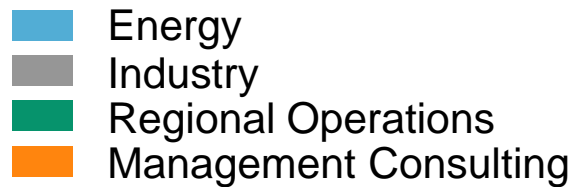
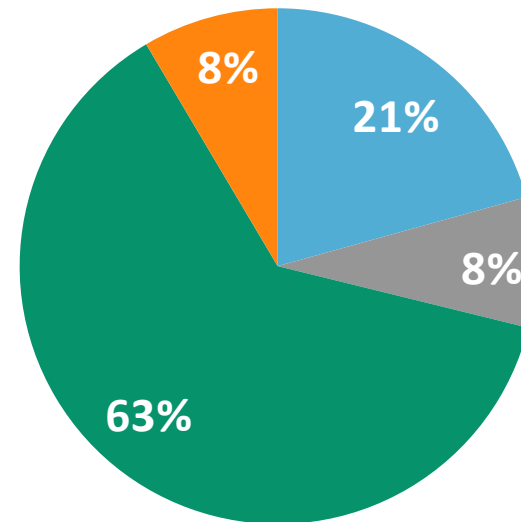
- **Regional Operations: net sales** declined in Latin America and Central Europe, was stable in Northern Europe
- **Regional Operations: operating profit**
 - Write-off of the receivables from Venezuela: **EUR -14 million**
 - Projects from the former Urban Business Group, restructuring expenses in Central Europe and charges from arbitration in Brazil: **EUR -22 (-13) million**
 - Declined across all regions, positive in Northern Europe

NET SALES AND HEADCOUNT BY BUSINESS LINE 2014

Reported net sales
EUR 571.2 million



Headcount
5,876 at the end of period



OUTLINE

- I. RESULTS OVERVIEW**
- II. ADDRESSING CURRENT CHALLENGES**
- III. SOLID EXPERTISE**
- IV. OUTLOOK FOR 2015**

CONTAINING THE PROBLEM PROJECTS

MAINLY ORIGINATING FROM THE FORMER URBAN BUSINESS GROUP

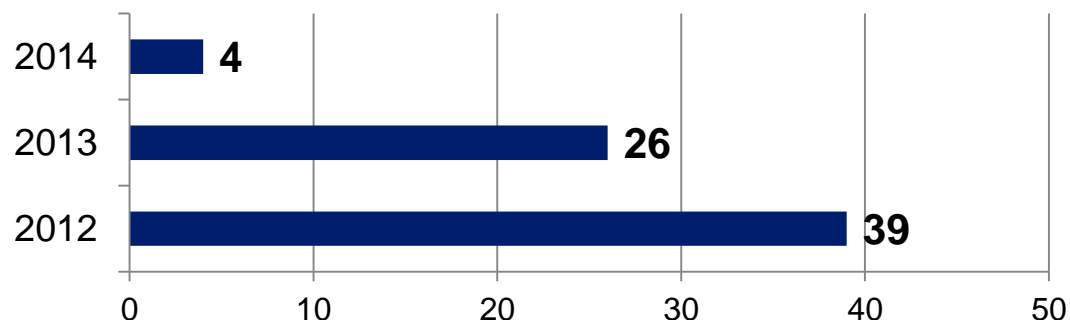
Projects in execution:

- Provisions cover anticipated exposures

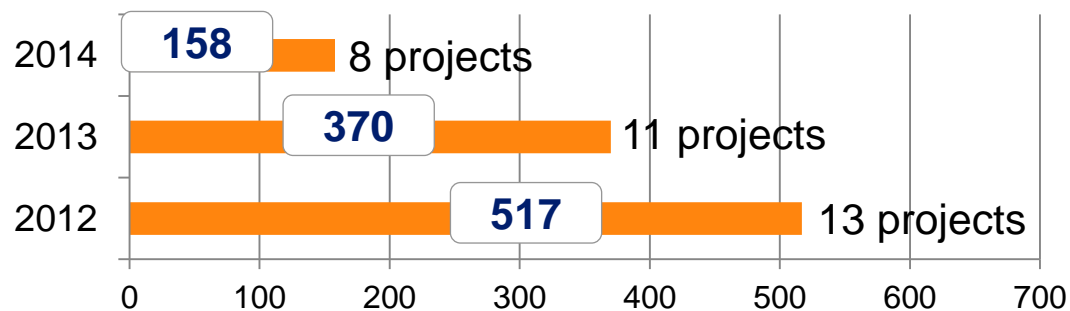
Completed projects:

- Balance sheet positions 22 MEUR
- Current valuation based on legal opinions and management judgment
- 3 contracts in litigation

Historical project exposures restated to current view, MEUR

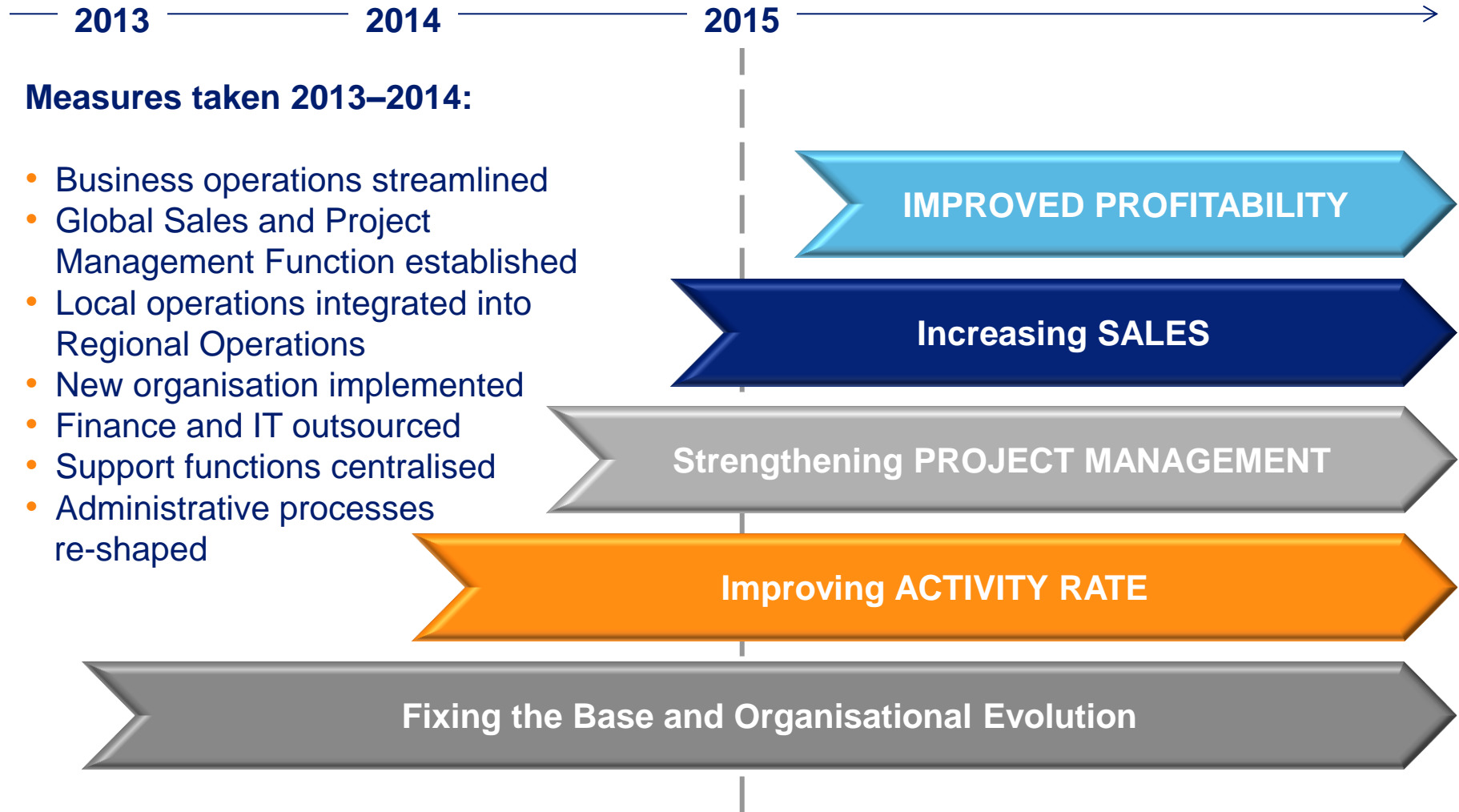


Projects in execution, anticipated cumulative duration in months



Expected cumulative duration of projects, months

HEALTHY FOUNDATION: ENABLING STRONGER FOCUS ON SALES



HEALTHY FOUNDATION: POSITIVE TRENDS WILL EMERGE

1. Sales

- Stable order prospects fuel the project pipeline
- Sales training and process improvements increase effectiveness

2. Activity

- Structural adjustments and capacity monitoring underpin targeted activity rates

3. Projects

- Project management guidelines and reviews reduce the risks of recurring shortfalls
- Project manager assessments improve project execution
- No new significant problem projects after 2012

OUTLINE

- I. RESULTS OVERVIEW
- II. ADDRESSING CURRENT CHALLENGES
- III. **SOLID EXPERTISE**
- IV. OUTLOOK FOR 2015

EMPLOYING THE BEST EXPERTS

- **#1 consulting and engineering** employer for professionals, Finland (Universum study, 2014)
- **Awarded Human Resources project** for an innovative way to change organisational culture (Boston Consulting Group, 2014)



STRONG POSITION AND REPUTATION

ENERGY

Ranked

#4

in power generation in the world (Source: ENR 2014)

70%

of Europe's major energy players rely on our market projections

INDUSTRY

Ranked

#1

in pulp & paper in the world (Source: ENR 2014)

Delivered projects for

80%

of the world's major pulp & paper companies

INFRASTRUCTURE

More than

1,000 km

of transportation tunnels in the last 10 years

100s

of water and waste water treatment plants designed

ENERGY: A SUCCESS STORY

AWARD-WINNING HYDROELECTRIC POWER PLANT IN THE REMOTE FOREST OF SOUTH EAST ASIA, LAO PDR

- **Client** – Nam Ngum 2 Power Company, providing energy to Thailand
- **Project** – A new hydropower plant on the Nam Ngum River, one of five dams worldwide to receive the International Milestone Rockfill Dam Project Award
- **Pöyry's role** – A feasibility study and an environmental impact assessment, project outline design, EPC contract documents, Independent Engineer supervising the EPC contractor and sub-contractors in the implementation phase. At its height, the project had more than 6,000 people on site.
- **Total installed capacity** – 615 MW, producing 2,220 GWh annually



ENERGY: A SUCCESS STORY

TIMELY DELIVERY OF A BIOMASS PLANT TO REDUCE EMISSIONS BY 30 PER CENT, USA

- **Client** – We Energies, Milwaukee
- **Project** – A new biomass cogeneration plant (in 2009-2013) to meet renewable energy standards and to take advantage of tax credits
- **Pöyry's role** – Implementation engineering, including study and cost estimate, detailed engineering, procurement assistance and on-site construction supervision services; support of start-up and commissioning
- **Total capacity** – 50 MW



INDUSTRY: A SUCCESS STORY

KEVITSA MINE – A SHOWCASE OF ENGINEERING FOR ARCTIC CONDITIONS, FINLAND

- **Client** – First Quantum Minerals Ltd.
- **Project** – Production start-up of sulphide nickel and copper deposits at Kevitsa
- **Pöyry's role** – Engineering, procurement and construction management (EPCM) services, basic engineering for the processes and layout for the concentration plant; detailed civil engineering, electrification and automation, coordination of local equipment procurements and construction contracts, permit documentation to double the production
- **Estimated mineral resources** – 240 million tonnes



INDUSTRY: A SUCCESS STORY LONG-TERM PARTNERSHIP TO BUILD THE WORLD'S BIGGEST AND MOST MODERN PULP MILL, BRAZIL

- **Client** – Eldorado Brasil Celulose S/A, Tres Lagoas, Mato Grosso do Sul
- **Project** – Building the world's largest single-line pulp mill with 100% renewable eucalyptus in 2009-2012; expansion project in 2014
- **Pöyry's role** – Line 1: conceptual study, basic engineering, Balance of Plant (BOP) detailed engineering, supporting the construction management. Line 2: conceptual and environmental studies, detailed engineering for the site infrastructure; for the line expansion, engineering services, enquiry specifications, investment cost estimate
- **Planned annual capacity** – 5 million tonnes by 2020



INFRASTRUCTURE: A SUCCESS STORY

GOTTHARD BASE TUNNEL – REALISING A MASTERPIECE OF ENGINEERING, SWITZERLAND



© AlpTransit Gotthard AG

- **Client** – AlpTransit Gotthard
- **Project** – The world's longest railway tunnel (57 km) with a 20 year construction timeline, increasing transport capacity from Italy to Germany; opening in 2016
- **Pöyry's role** – Preliminary feasibility studies; design work and site supervision at the heart of the tunnel in the technically most challenging Sedrun section; leading the consortium to ultimately carry out the design of about 60% of the tunnel



OUTLINE

- I. RESULTS OVERVIEW
- II. ADDRESSING CURRENT CHALLENGES
- III. SOLID EXPERTISE
- IV. **OUTLOOK FOR 2015**

OUTLOOK FOR 2015

The Group's operating profit is expected to increase and be positive

Growth potential:

Regional focus is expected to generate a steady flow of projects and growth in line with prevailing market developments

Global focus enables an access to growth potentials in conjunction with global competences and special opportunities arising from large projects

Market conditions:

Economic uncertainty may impact investment activity in the relevant business segments

Clients' investments are mostly late in the economic cycles, making it difficult to predict the timing of investment decisions and project start-ups



THANK YOU!