

**PÖYRY PLC
ANNUAL GENERAL MEETING
7 MARCH 2013**



PÖYRY

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

OUTLINE

1. Overview of 2012
2. Pöyry's Strategic Evolution
3. Outlook for 2013

PÖYRY GROUP EXECUTIVE COMMITTEE (GEC) MEMBERS



Alexis Fries

President and
CEO



Ari Asikainen

Energy Business
Group



Martin Kuzaj

Industry Business
Group and Regional
Operations Central
Europe



Martin Bachmann

Chairman of Regional
Operations and
Regional Operations
Alpine Arc



Jarkko Sairanen

Management
Consulting Business
Group



Pasi Tolppanen

Operations and
Regional Operations
Northern Europe



Richard Pinnock

Group Strategic
Growth



Anne Viitala

Legal and Commercial



Jukka Pahta

Finance

NEW GEC MEMBERS



Jaana Rinne

Human Resources



Sergio Guimaraes

Energy Business Group

OVERVIEW OF 2012

RESULTS

MEUR	2012	2011	Y-o-Y change
Comparable order stock	547.7	642	-15%
Net sales	775.0	796.1	-2.7%
Operating profit (excl. restructuring costs)	7.1	30.4	-76.6%
Restructuring costs	25.0	10.4	n.a.
Operating profit (incl . restructuring costs)	-17.9	20.0	n.a.
Net result	-23.0	8.7	n.a.

RESULTS

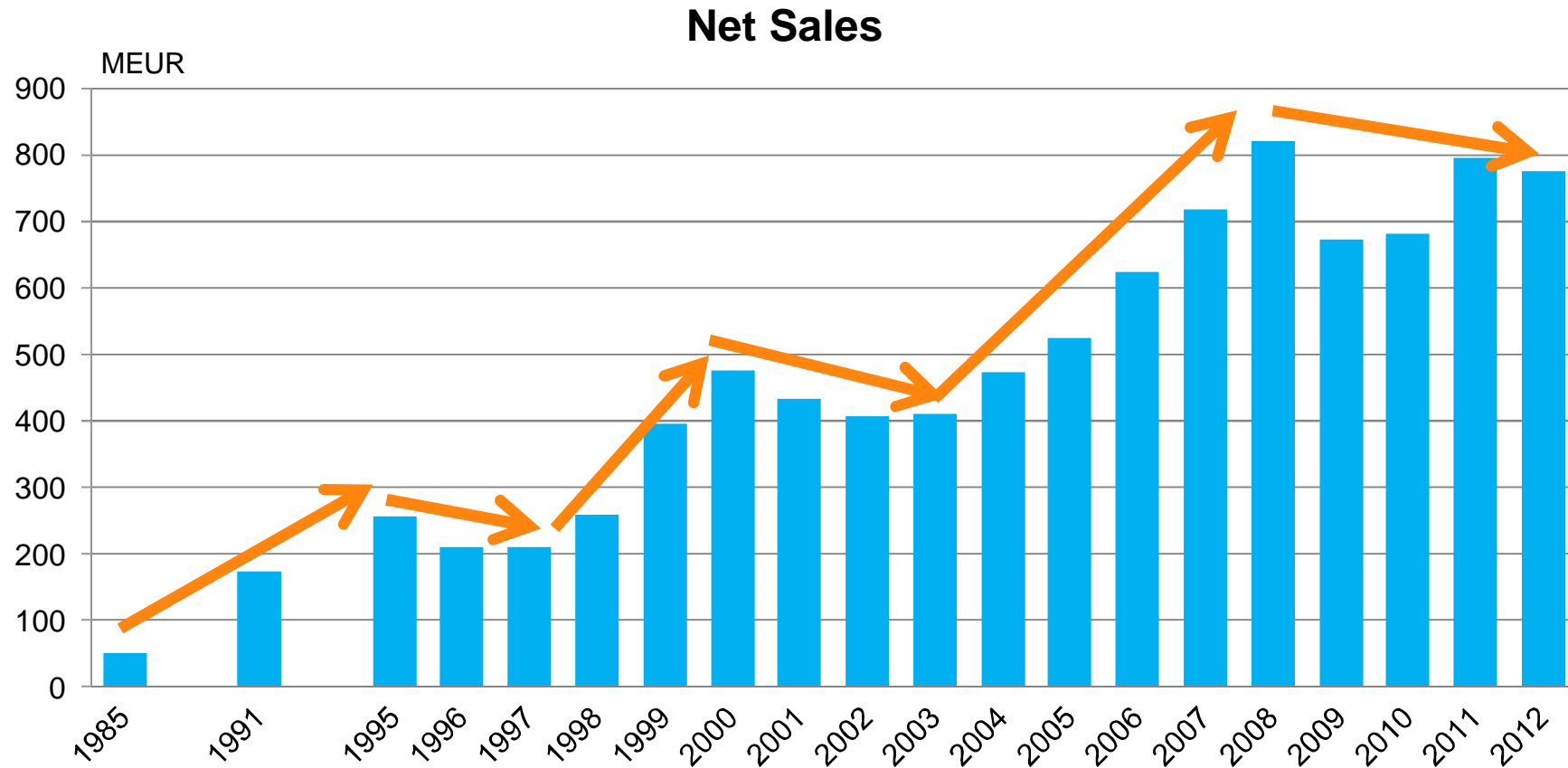
MEUR	2012	2011	Y-o-Y change
Cash flow from operations	-6.7	30.5	n.a.
Equity	154.3	187.0	-17.5%
Net debt	79.1	52.6	50.4%
Earnings per share, EUR	-0.41	0.13	n.a.

DIVIDEND 2012

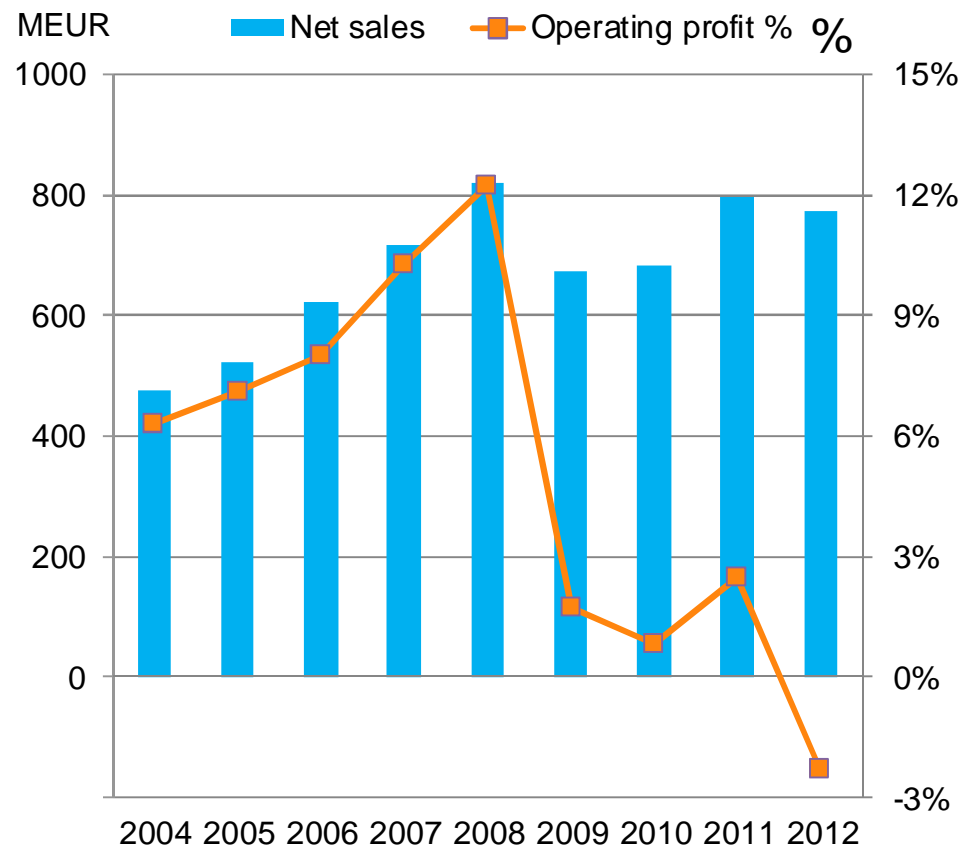
The Board of Directors proposes that
no dividend be paid for 2012.

PÖYRY'S STRATEGIC EVOLUTION

SUCCESSIVE PERIODS OF GROWTH AND CONSOLIDATION



UNSATISFACTORY PERFORMANCE SINCE 2009



1. Downturn in Pulp & Paper
 2. Challenging international transportation projects
 3. Growth strategy leads to inadequate focus on profitability
- Inability to recover from downturn

PÖYRY'S EVOLUTION

Three Elements Fuelling the Evolution

1

Fixing the Base:
"Healthy Foundation"

2

"The Pöyry Model"

3

Evolving Business Concept:
"Drive for Growth and Profitability"

STREAMLINING ORGANIZATION, ADDRESSING LOW-PERFORMING UNITS



- Streamlining Organisational Structure
- Outsourcing Finance and IT
- Reshaping administrative processes

Management Consulting	Industry	Energy	Urban
2	3	5	-
2	-	2	4

■ Restructuring: **ten** business entities / offices

■ Exiting (divesting or closing): **eight** business entities / offices

▶ Total restructuring cost 11.7 MEUR included in Q4/2012
Targeting 40-50 million run-rate cost savings by end 2014

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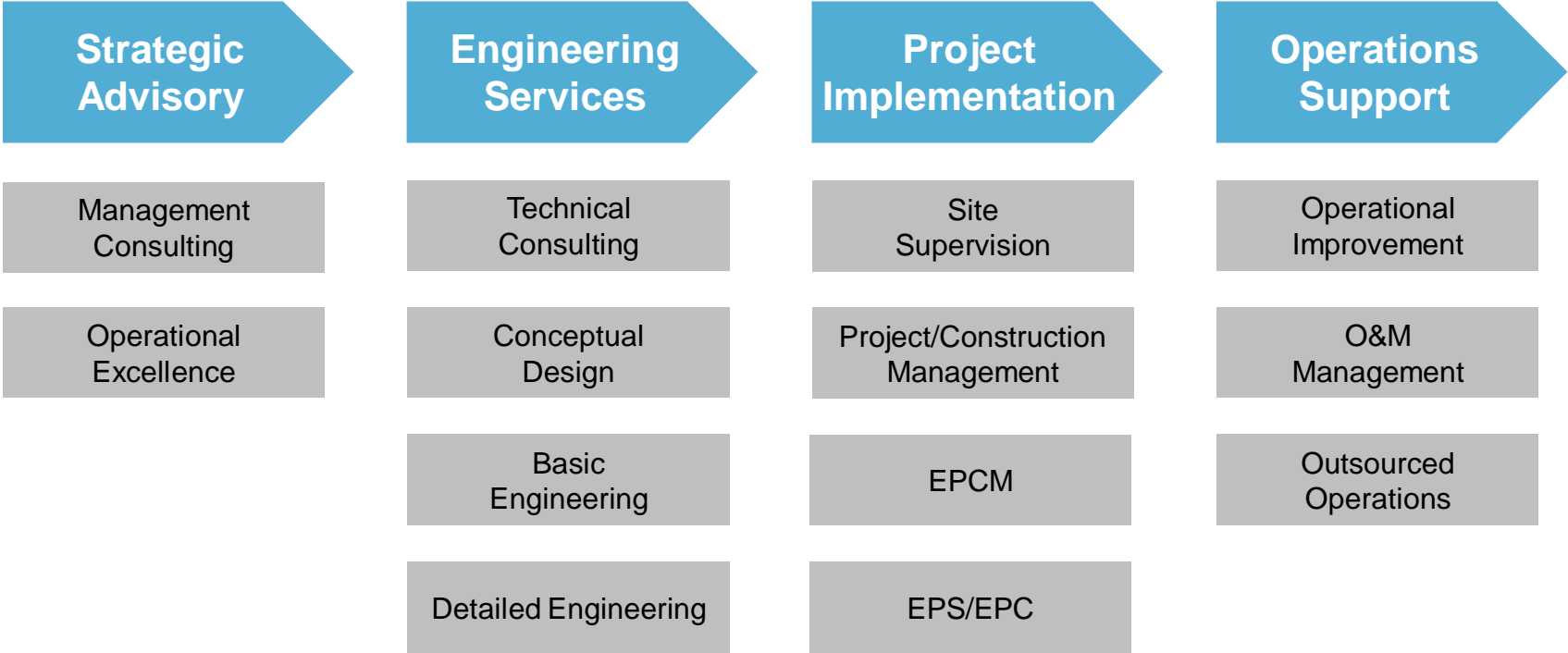
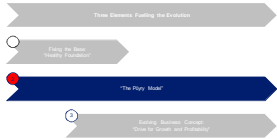
2

"The Pöyry Model"

3

Evolving Business Concept:
"Drive for Growth and Profitability"

CONSULTING AND ENGINEERING SERVICES FOR THE CLIENT'S ENTIRE BUSINESS LIFE-CYCLE



PÖYRY'S EVOLUTION

Three Elements Fuelling the Evolution

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Fixing the Base:
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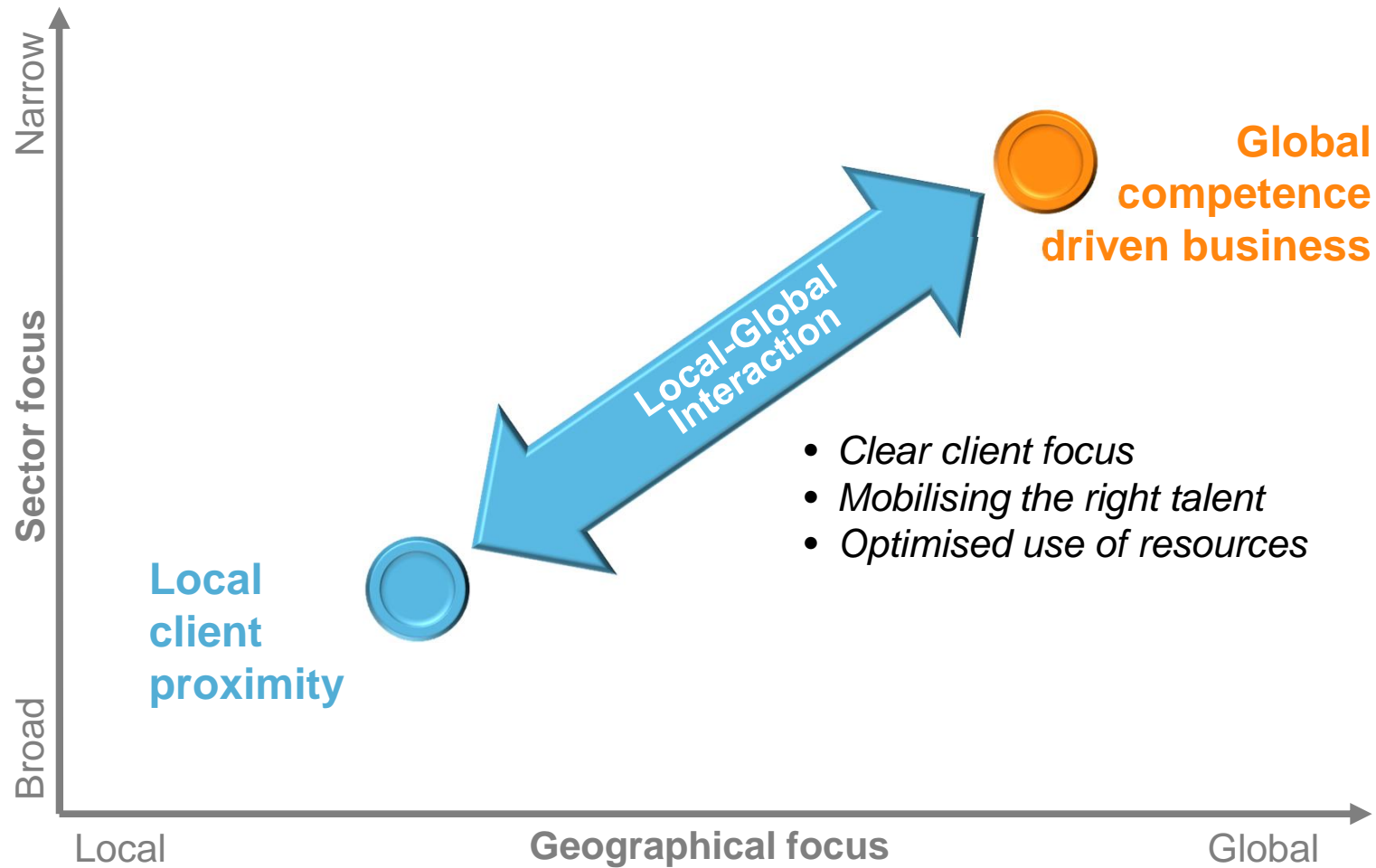
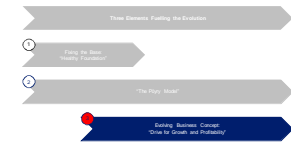
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"The Pöyry Model"

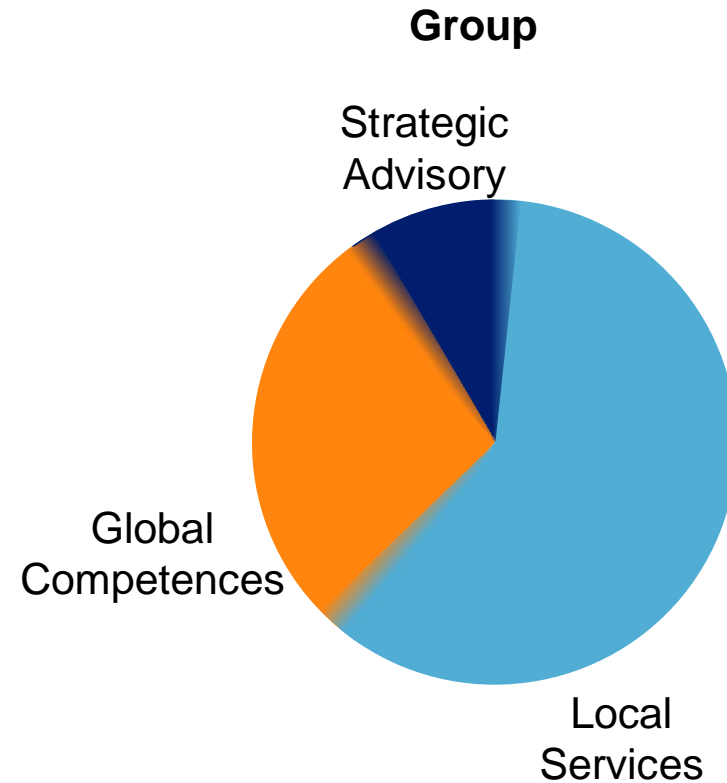
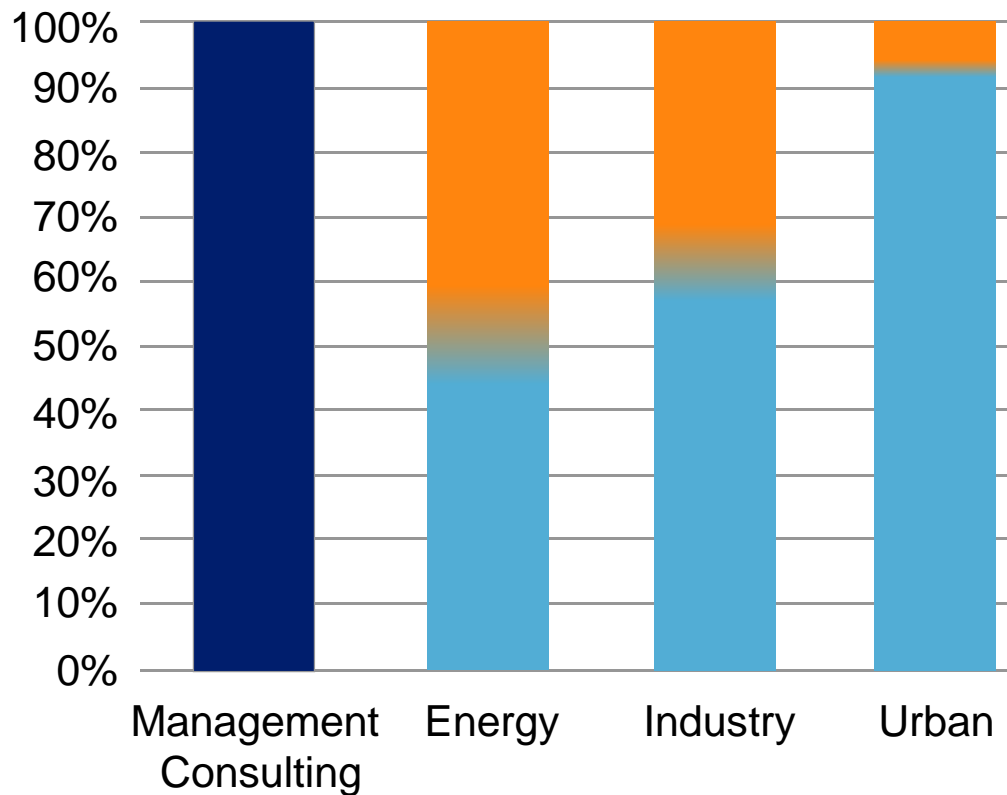
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Evolving Business Concept:
"Drive for Growth and Profitability"

DUAL APPROACH TO SERVING CLIENTS



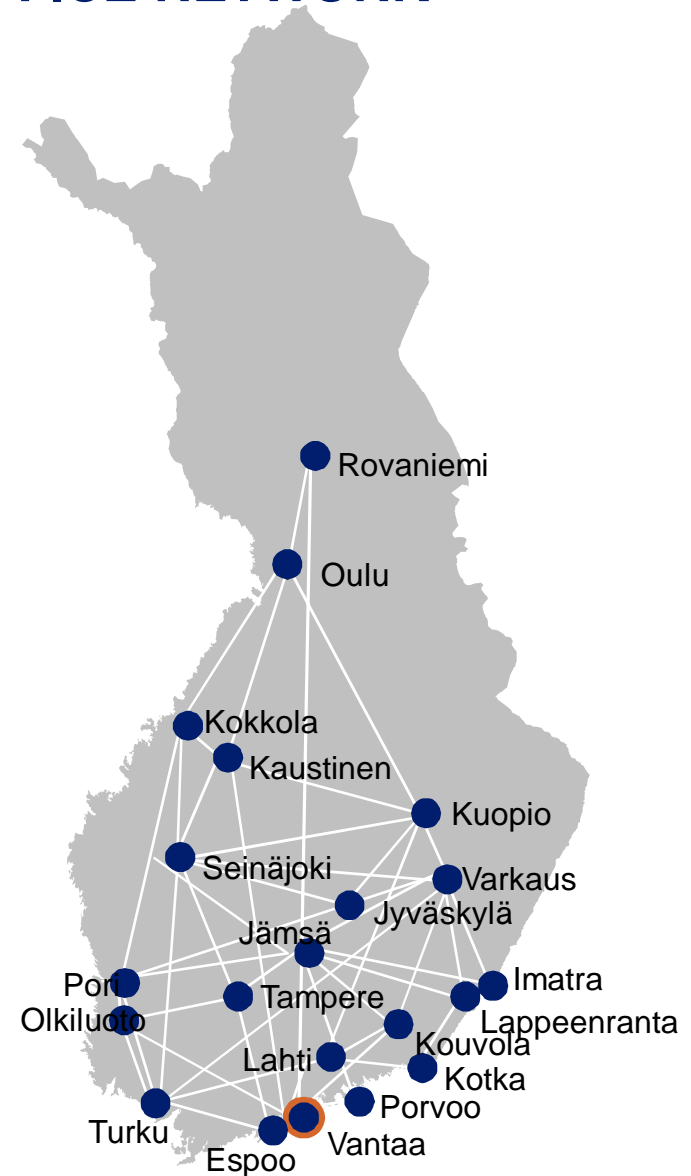
BULK OF PÖYRY GROUP'S CURRENT BUSINESS COMES FROM LOCAL SERVICES



SERVING LOCAL CLIENTS – FINNISH OFFICE NETWORK

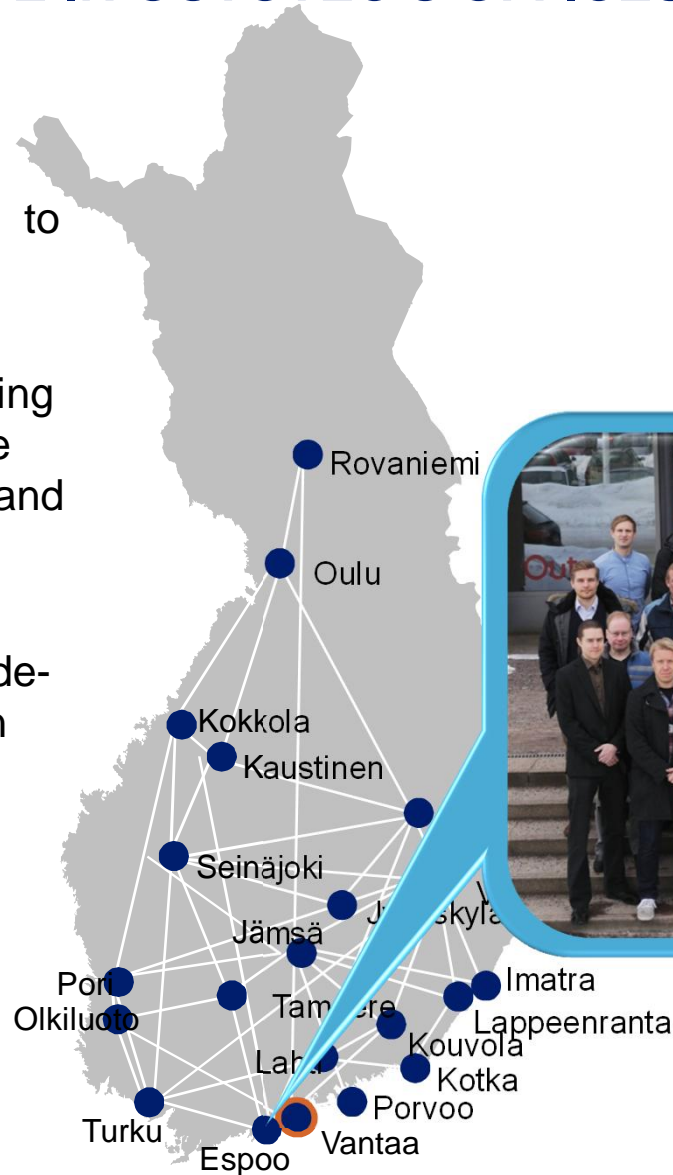
- Andritz
- Kesko
- The Finnish Transport Agency
- Metso
- Neste Jacobs
- Outotec
- Senate Properties
- Stora Enso
- UPM
- Vantaa Energy
- City of Vantaa

Pöyry in Finland 2012
Net sales: EUR 160 million
Personnel (FTE): 2,000



WORKING SIDE-BY-SIDE IN OUTOTEC'S OFFICES

- Pöyry takes a local approach to delivering local projects.
- Minerals and metals processing company, Outotec Oyj, chose Pöyry to deliver engineering and project services.
- Our people are co-located side-by-side with Outotec's staff in their Espoo offices.



● Pöyry office network

VANTAAN ENERGIA OY BUILDS IMPRESSIVE WASTE-TO-ENERGY POWER PLANT WITH 95% OVERALL EFFICIENCY

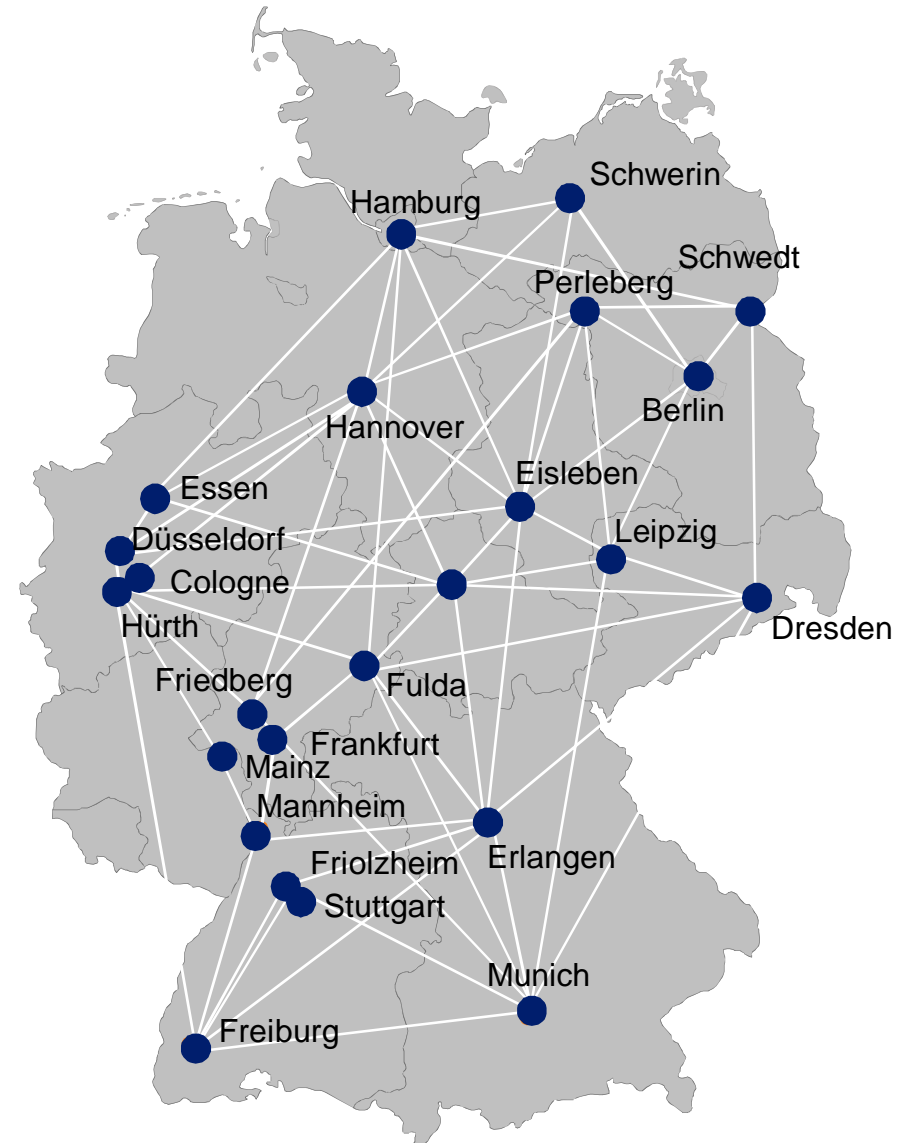
“Following the targets set for our new WtE plant, Pöyry is working to our full satisfaction.”
Kalle Patomeri, Vantaan Energia Oy,
Project Director, JV1 project

- New plant will burn 320,000 tons of waste p/a with output of 78 MW electricity and 120 MW district heating.
- Pöyry delivered Engineering, Procurement, Construction Management services.
- Excellent energy efficiency at over 95%.

SERVING LOCAL CLIENTS – GERMAN OFFICE NETWORK

- Areva
- DEGES
- Emschergenossenschaft
- E.ON
- Deutsche Bahn
- Heilit + Wörner
- HOCHTIEF
- Leipa Georg Leinfelder
- Propapier
- RWE
- Sofinel
- UPM
- Vattenfall

Pöyry in Germany 2012
Net sales: EUR 65 million
Personnel: (FTE) 600



ELDORADO DESIGNS AND IMPLEMENTS LARGEST SINGLE LINE PULP PLANT IN THE WORLD IN RECORD TIME

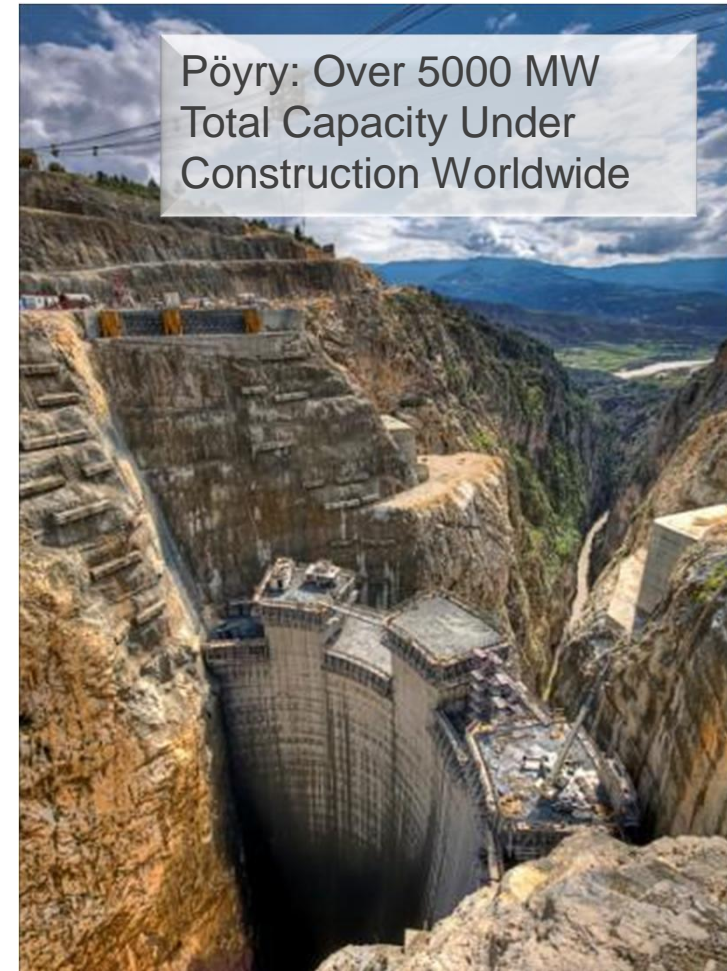
“Best Engineering Supplier”



- World’s largest single line pulp mill with 1.5 million tons p/a production.
- Pöyry was an end-to-end engineering partner from conceptual design to plant start-up.
- On budget and with a world record delivery time of 37 months from beginning of conceptual design to startup.

ONE OF THE WORLD'S TOP HYDROPOWER ENGINEERING COMPANIES

Current Projects	MW
Laja I, Chile	35
Macchu Piccu II, Peru, Quitaracsa, Peru	100
Angel 1-2-3, Peru	112
Reisseck II PSP, Austria	60
Lehen HPP, Austria	430
Ashta, Albania	20
Karlsdorf Gössendorf, Austria	90
Nant de Drance PSP, Switzerland	20
Deriner, Turkey	900
Ermenek, Turkey	670
Kavsak Bendi HPP, Turkey	300
Beyhan 1, Turkey	180
Tuirial, India	550
Uma Oya, Sri Lanka	60
Xayaburi, Lao PDR	150
	1285



REINFORCING HUNGARY'S EASTERN TRANSMISSION NETWORK

"A perfect solution with future extension possibilities safeguards our transmission network capacity for Eastern Hungary".

Gabor Kovacs, Transmission Network Director of ITO

- Hungary's Independent Transmission Operator (ITO) needed to reinforce the eastern part of its 400 kV network, stabilise the voltage and increase power supply reliability.
- Pöyry awarded to cover all phases from early planning till construction work.
- Solution achieved the necessary capacity, whilst fully optimising good cost control.



EMISOR ORIENTE WASTEWATER TUNNEL WILL REDUCE FLOOD RISK FOR MEXICO CITY'S 20 MILLION INHABITANTS

"We benefit from Pöyry's local presence and global tunnelling expertise"
Francisco Leal Flores, CONAGUA"

- 62 km long wastewater tunnel to add 150 m³/sec extra drainage discharge capacity.
- CONAGUA (National Water Commission) appointed Pöyry to deliver consultancy services during the tunnel excavation and construction.
- Tunnel will make a big difference to quality of life for Mexico City's 20m inhabitants.

INCREASED GEOGRAPHIC FOCUS

6 Key Regions

1. Northern Europe
2. Central Europe
3. Alpine Arc
4. Latin America
5. North America
6. Asia Pacific

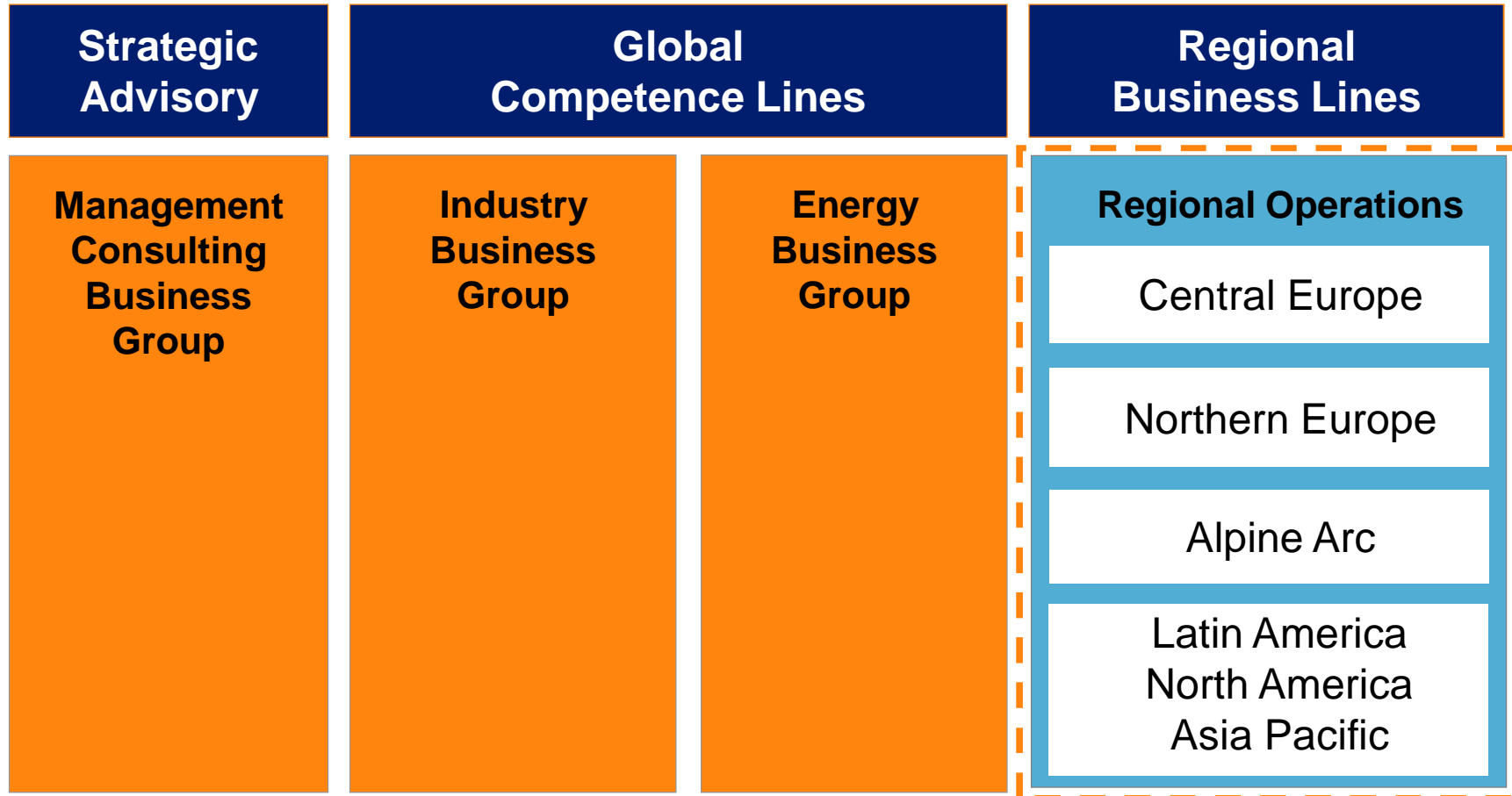
7 Key Countries for Enhanced Local Services

1. Finland
2. Sweden
3. Germany
4. Switzerland
5. Austria
6. Brazil
7. Thailand

Global Competence Lines

Pulp & Paper, Mining & Metals, Chemicals & Biorefining, Hydro Power, Thermal Power, Nuclear Power, Renewables and Transmission & Distribution

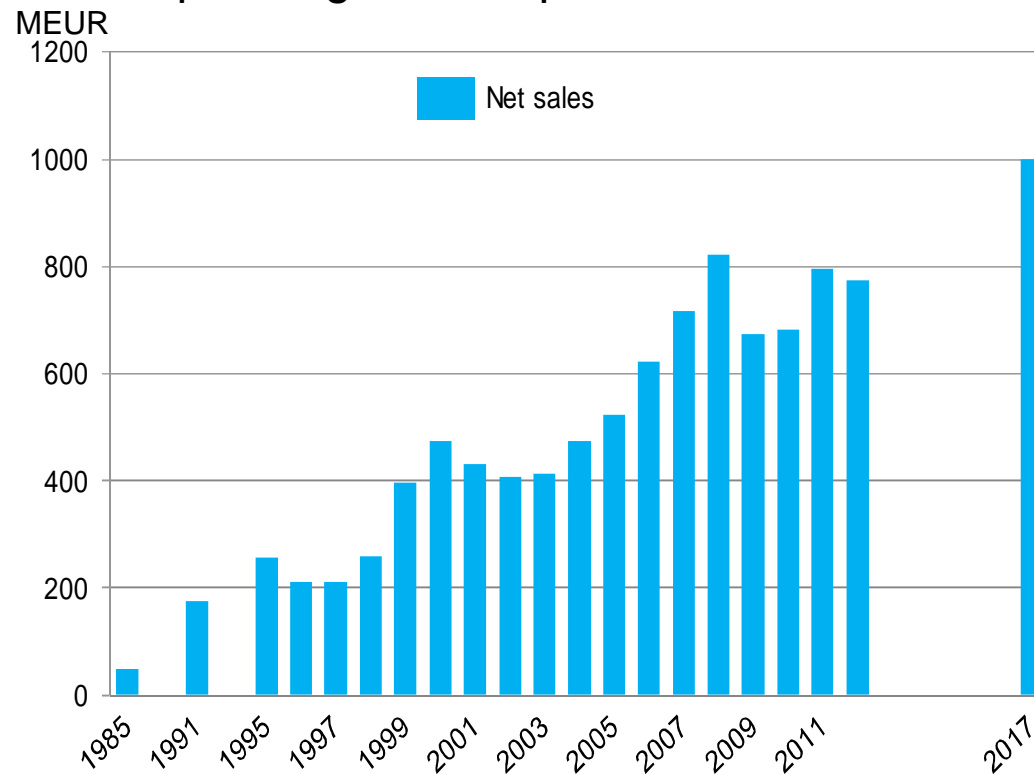
ORGANISATIONAL EVOLUTION



OUTLOOK FOR 2013

2013 OUTLOOK

- Targeted net sales expected to increase
- Operating Profit expected to increase



Improving our business for the future...



PÖYRY