

Corporate Governance Statement 2014



Corporate Governance Statement 2014

This Corporate Governance Statement has been prepared pursuant to the Finnish Corporate Governance Code 2010 and the guideline of the Securities Market Association dated 1 December 2010. The Corporate Governance Statement is issued separately from the report of the Board of Directors of Pöyry PLC for the financial period 1 January – 31 December 2014. The report of the Board of Directors is available at www.poyry.com.

Corporate governance at Pöyry is based on the laws of Finland, the Articles of Association (“Articles”) of the parent company Pöyry PLC (“Company” or “Pöyry”), the Finnish Corporate Governance Code, and the rules and regulations of the Finnish Financial Supervisory Authority and NASDAQ OMX Helsinki Ltd, where the Company is listed.

The Company complies with the Finnish Corporate Governance Code. The Corporate

Governance Code is publicly available on the website of the Securities Market Association www.cgfinland.fi.

The Company prepares consolidated financial statements and interim reports in accordance with the International Financial Reporting Standards (IFRS), as adopted by the EU, and the applicable laws, regulations and rules.

GENERAL DESCRIPTION OF PÖYRY'S CORPORATE GOVERNANCE SYSTEM

The responsibility for the control and management of the Company is divided between the shareholders represented at the General Meeting of Shareholders, the Board of Directors (“Board”) with its two Committees, and the President and CEO assisted by the Group Executive Committee.

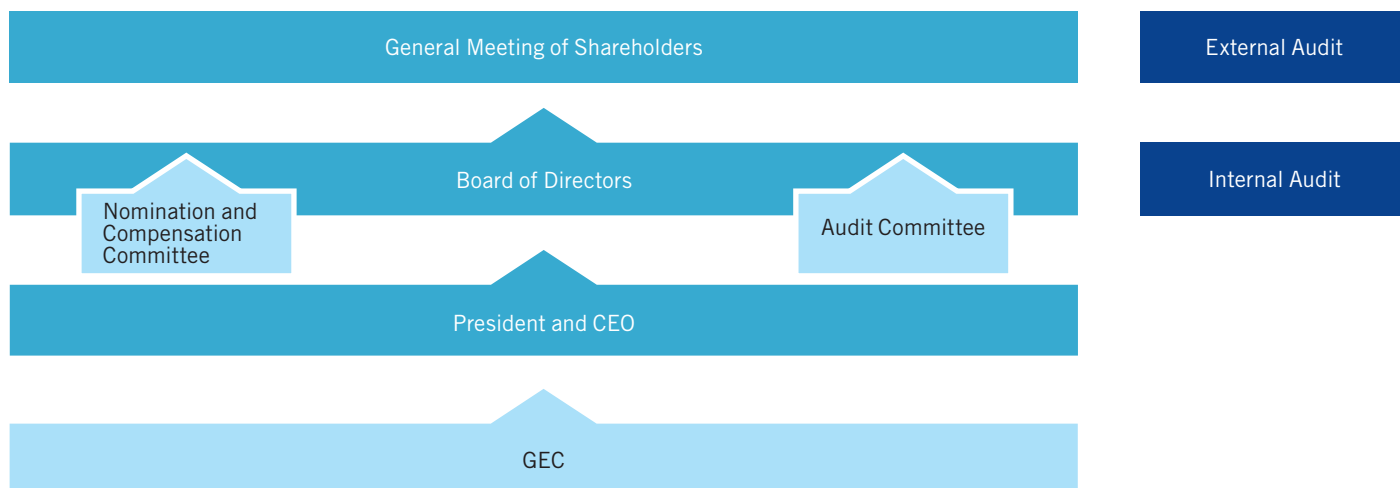
General Meetings of Shareholders

The shareholders of Pöyry exercise their decision-making power at the Company's General Meeting of Shareholders. The rights of the shareholders and the duties of the General Meeting are defined in the Companies Act and in the Articles of the Company.

The Annual General Meeting (“AGM”) is held every year before the end of June, usually in March. The matters to be dealt with in the AGM are defined in the Companies Act and in the Articles of the Company. The AGM 2014 was held on 11 March 2014 in Helsinki, Finland.

An Extraordinary General Meeting (“EGM”) may be convened by the Board when they consider it necessary or when required by law. Furthermore, the Auditor or shareholder(s) together holding a minimum of one tenth of all shares of the Company have the right to request in writing that an EGM shall be convened to discuss a specific matter. No EGMs were held in 2014.

Governance structure



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Board of Directors

Composition of the Board

The Board consists of a minimum of four (4) and a maximum of ten (10) members. In its Charter, the Board has established a general guideline that the Board comprise at least five (5) members of whom the majority shall be independent. The AGM decides on the number of members and elects the members for a term of one (1) year lasting until the close of the following AGM. The Board appoints from among its members a Chairman and a Vice Chairman.

The AGM on 11 March 2014 resolved that the Board consists of seven (7) ordinary members. The AGM elected the following members to the Board:

- Mr Pekka Ala-Pietilä
- Mr Georg Ehrnrooth
- Mr Henrik Ehrnrooth
- Mr Alexis Fries
- Mr Heikki Lehtonen
- Mr Michael Obermayer and
- Ms Karen de Segundo.

Henrik Ehrnrooth is not independent of the company and its significant shareholders. Georg Ehrnrooth is not independent of the company's significant shareholders. Alexis Fries is the President and CEO of the Company. Through this position Alexis Fries is not independent of the Company

when acting as a member of the Board. All other Board members are independent of the company and its significant shareholders.

Henrik Ehrnrooth acts as the Chairman of the Board and Heikki Lehtonen as Vice Chairman.

For detailed information about the Board members and their share ownership see pages 8–9.

Operations of the Board

The duties of the Board are those specified in the Companies Act, according to which the Board is responsible for overseeing that the management and operations, and the supervision of accounting and financial matters of the Company are appropriately organised. The Articles of the Company do not define other duties for the Board. The Board has authority to act in all matters not reserved by law or the Articles to another governing body.

The Board meets as often as necessary to properly fulfil its duties. The Board decides well in advance on its annual meeting schedule and additional meetings are arranged when necessary. The Board evaluates its performance and working methods annually.

In 2014, the Board of Directors convened ten (10) times. The average participation of members in the meetings was ninety-six (96) per cent.

The Board has adopted for itself a Charter.

According to the Charter, apart from the statutory duties the main tasks of Board are:

- Approval of the strategic goals and direction
- Approval of strategically important or major acquisitions and divestments
- Business control including, among others, approvals of control policies, and business matters in accordance with the Company's Authorities and Approval Policy
- Approval of the business organisation structure
- Appointment of the President and CEO
- Approval of the appointments of the Group Executive Committee and other top management
- Financial control including, among others, approval of interim reports and annual accounts and group level budgets
- Approval of principles of risk management and internal control
- Appointment of the Chief Audit Executive and approval of the Internal Audit Charter
- Appointments to the Board Committees and review of the reports of the Board Committees.

Board's Committees

The Board has two (2) permanent committees: the Audit Committee and the Nomination and Compensation Committee. The committees assist the Board in its duties by preparing and reviewing in more detail matters falling within the competence of the Board. The committees prepare minutes of their meetings and report to the Board.

The committee members and a Chairman for each committee are appointed by the Board in the first Board meeting held after the AGM for a term of one (1) year. The Board has approved charters for both committees.

Audit Committee

The Audit Committee comprises at least three (3) members. The members of the Audit Committee shall be independent of the company and at least one (1) member shall be independent of significant shareholders.

Heikki Lehtonen (Chairman), Georg Ehrnrooth and Karen de Segundo were elected to the Audit Committee on 11 March 2014. They are all independent of the Company and, with the exception of Georg Ehrnrooth, also independent of the Company's significant shareholders.

The Audit Committee convened six (6) times in 2014. The participation of members of the Committee in the meetings was hundred (100) per cent.

The Board has approved a Charter for the Committee. According to its Charter, the Audit Committee shall assist the Board in its responsibilities concerning

- monitoring and supervising the financial reporting process

- monitoring the efficiency of the Company's internal control, internal audit and risk management systems
- reviewing the Company's corporate governance statement
- monitoring the statutory audit of the financial statements and consolidated financial statements
- reviewing the internal audit charter before submission to the Board for approval and reviewing internal audit plans and reports
- evaluating the independence and performance of the statutory auditor or audit firm, particularly the provision of related services to the Company
- contacts with the auditor and review of the reports that the auditor prepares for the Audit Committee
- preparing the proposal for the AGM for the resolution on the election of the auditor.

Nomination and Compensation Committee

The Nomination and Compensation Committee comprises at least three (3) members. The majority of the members of the Nomination and Compensation Committee shall be independent of the Company.

Pekka Ala-Pietilä (Chairman), Heikki Lehtonen, Henrik Ehrnrooth and Michael Obermayer were elected to the Nomination and Compensation Committee on 11 March 2014. Majority of the Committee members are independent of the Company.

The Nomination and Compensation Committee convened four (4) times in 2014. The average participation of members of the Committee in the meetings was eighty-eight (88) per cent.

The Board has approved a Charter for the committee.

According to its Charter, the Nomination and Compensation Committee's duties are to review on an annual basis the composition and the performance of the Board, and to identify and review nominees for Board members in accordance with the Company's Guiding Principles for Nomination of Directors of the Company. The Committee makes the proposal for the election of the Board members and their compensation to the Annual General Meeting of shareholders.

In addition, the Committee evaluates and makes recommendations to the Board in regard to

- matters relating to the appointment, compensation and other terms of the agreement of the President and CEO of the Company and identification of successors
- basic principles about the compensation of the Company's Group Executive Committee members
- group level variable pay schemes, both short term and long term performance based incentive schemes
- the executive talent pool based on reviews of successor candidates for key executive positions and reviews of other relevant factors for the executive talent pool.

President and CEO

The President and CEO is appointed by the Board.

In accordance with the Companies Act, 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. 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. The President and CEO is also in charge of the preparation of matters to be presented to the Board and carries out the decisions of the Board.

Alexis Fries (born 1955, Swiss citizen, Diploma in Physics, Swiss Federal Institute of Technology, 1981) has been the President and CEO of the Company since 1 September 2012.

Group Executive Committee (GEC)

The President and CEO is assisted by the Group Executive Committee ("GEC") in the operative management of the Group.

On 31 December 2014 the GEC consisted of ten (10) members. The members of the GEC are appointed by the President and CEO and the appointments approved by the Board. The GEC members report to the President and CEO and have roles and responsibilities assigned by the President and CEO.

The GEC holds regular meetings chaired by the President and CEO. The President and CEO is responsible for the decisions made by the GEC.

For detailed information about the GEC members and their share ownership see pages 10-11.

INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS IN RELATION TO THE FINANCIAL REPORTING PROCESS

According to Pöyry's definition its objectives for internal control are to provide reasonable assurance in achieving the following goals:

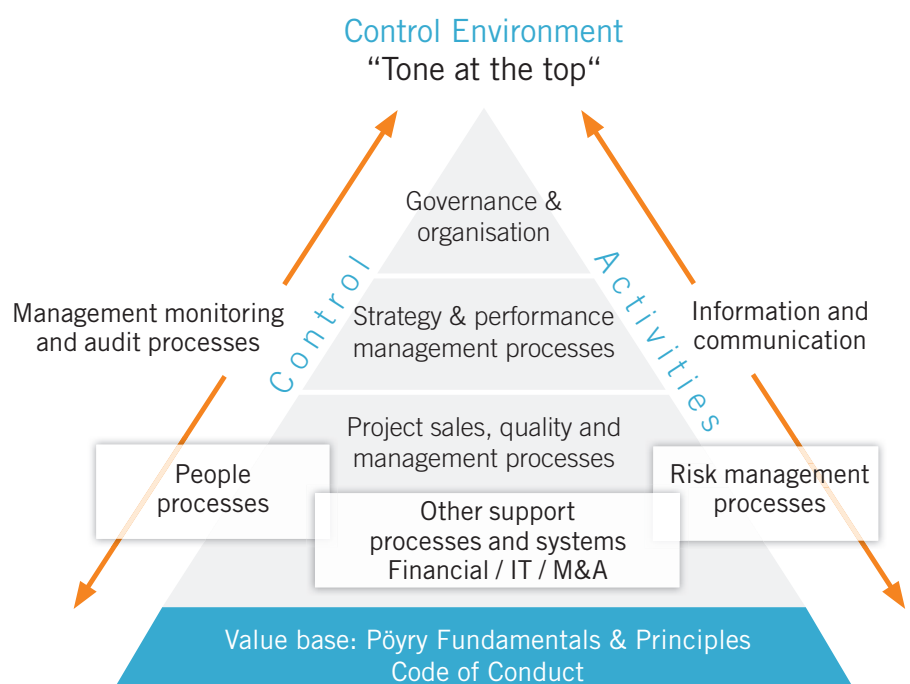
- Effectiveness, efficiency and transparency of operations
- Reliability of financial and other reporting
- Effective and comprehensive risk management
- Compliance with applicable laws and regulations and the Pöyry Operating Guidelines
- Ethical business conduct.

The internal control framework covers all the policies and guidelines, processes, procedures and organisational structures that assist the President and CEO and ultimately the Board of Directors in ensuring that Pöyry achieves the above mentioned objectives.

Pöyry's internal control framework is based on the Pöyry Operating Guidelines, which consist of the key policies and instructions, which must be followed throughout the group. The Pöyry Operating Guidelines provide internal policies and guidelines in areas such as ethical business conduct, internal control, authorities, risk management and financial reporting.

Risk management is an integral part of Pöyry's business management and internal controls framework. The aim of risk management is to enable the achievement of the Company's strategic and financial objectives and targets in a controlled manner.

Pöyry's system of internal control



Pöyry's main groupwide risk management processes are:

1. Enterprise Risk Management (ERM) process tailored to identify, assess, manage and follow up risks that may threaten the achievement of Pöyry's objectives.
2. Project risk management processes tailored to identify, assess, manage and follow up project risks.

Risk control activities include Authorities and Approval Policy and Risk Management Policy and Instructions issued by the Board. These groupwide mandatory instructions set limits and authority levels for risk taking.

Risk reporting is a part of business reporting. Major risks with status updates are reported to and reviewed regularly by the Audit Committee and the Board.

Control environment

The financial reporting processes are an integral part of Pöyry's internal control system.

It is the duty of the President and CEO to ensure that the Company's accounting methods comply with legal requirements and regulations, and that the financial matters are handled reliably. The President and CEO has delegated this responsibility to the Chief Financial Officer ("CFO"), whose duties are to organise and manage the Finance function.

The Audit Committee of the Board monitors the financial reporting process and the effectiveness of the controls therein. Furthermore, the Board regularly assesses the adequacy and effectiveness of Pöyry's internal controls and risk management.

Project management and project accounting are among Pöyry's most important key processes, also from financial reporting point of view. Several controls are implemented to focus on these critical areas. Project managers are responsible for Pöyry's projects, including compliance with the Pöyry Operating Guidelines, in order to ensure accurate and reliable input into financial accounting and financial information. The global Project Management Office organisation supports project managers in project management processes, e.g. in project risk management and in monthly project review processes.

The controller function has a key role in Pöyry's internal control system in developing, maintaining and communicating mandatory policies and procedures and ensuring compliance with them. Transaction processing is centralised in dedicated internal and external shared Financial Service Centres, which strengthens the harmonisation of applied processes and procedures whilst also enhancing compliance. The centres have been established in countries where Pöyry has major operations.

Pöyry continued and extended the scope of outsourcing of the transaction processing activities in Financial Accounting operations to an external service provider in 2014. In addition, efforts to improve quality and cost efficiency in finance operations, including process harmonisation, continued in 2014. This included the start of an implementation project for a new common global project, resource and financial management system throughout the Pöyry Group. The aim is to complete the first implementations in 2015 and continue with the roll-outs in the years 2016-2017.

Risk assessment

At Pöyry risks related to financial reporting are assessed and the necessary controls are defined and implemented when changes are made in organisation or processes.

All projects in Pöyry are categorised on risk basis. The project category determines the treatment of the project both in the sales and execution phase of the project. In addition to this, a more holistic project risk assessment is conducted for more risky projects both before submitting commercial proposals and signing contracts, and regularly during the execution of projects. The risk assessment and risk review processes are performed using Pöyry's standardised risk assessment tools. The outcome of the project risk assessment may have an immediate impact on financial reporting. Project managers are supported by dedicated finance and other resources in order to ensure the accuracy and compliance of the input for financial reporting.

Control activities

Pöyry's financial management and accounting processes include policies, procedures and controls that are necessary to ensure the reliability of financial reporting. Pöyry companies carry out financial reporting in a harmonised way across all Group companies, based on mandatory policies and procedures, using a common chart of accounts and harmonised set of project management and accounting systems.

All Pöyry's subsidiary companies in which Pöyry has control use Pöyry's common systems for project accounting, financial accounting and monthly reporting. All major interfaces are standardised and reasonably automated between different systems in the financial reporting process.

The international financial reporting standards (IFRS) are applied in Pöyry Group. The maintenance and interpretation of accounting standards is centralised to the Group Finance department. Monthly closing, data transfers, reconciliation and control procedures are defined in detail for the financial reporting process.

Pöyry's Authorities and Approval Policy ensures that decision making involving far-reaching effects and significant risks is made at the appropriate organisational levels.

Information and communication

Applicable financial standards, policies, tools and systems as well as best practices are published on the Pöyry Group Intranet. The CFO ensures the availability of up-to-date information. The CFO also ensures the continuous improvement of finance related processes, procedures, systems and controls.

Monitoring

The CFO is responsible for maintaining and developing the company's controlling processes so that management at all levels receives reliable and adequate financial information in a timely manner.

The actual financial performance against business plans, budgets and performance indicators is followed up through the monthly reporting process. In connection with the monthly reporting, updated and analysed full year estimates are mandatory every quarter, but also more frequently if material changes are foreseen.

Monthly business and financial performance reviews are held shortly after the reporting deadline where Business Line

President and Vice President Finance comment to the President and CEO and CFO on essential deviations or changes in actuals or full year estimates as well as on all essential events, concerns, risks and opportunities. Standard minimum agendas are mandatory for monthly review meetings at all management levels covering topics relevant for financial and operational monitoring.

Internal and external audits are performed based on annually approved, risk based audit plans, and audit findings are reported both to management and to the Audit Committee.

The Board receives monthly financial information on the Pöyry Group and Business Line level and approves all externally communicated financial reports. The Audit Committee follows up regularly the development of the Finance organisation.

Internal Audit

The Internal Audit function is independent of business operations. The function is headed by the Chief Audit & Compliance Executive, who reports to the President and CEO and Audit Committee.

Internal Audit assesses the adequacy and effectiveness of Pöyry's internal control framework. Internal Audit follows the Standards for the Professional Practise of Internal Auditing of the Institute of Internal Auditors.

Board of Directors



Henrik Ehrnrooth

Chairman of the Board
Born 1954, Finnish citizen,
M.Sc. (Forest Econ.), B.Sc.
(Econ.). Not independent of
the company and significant
shareholder

Pöyry PLC, Chairman of the
Board of Directors 2003–,
Vice Chairman of the Board of
Directors 1997–2002;
Jaakko Pöyry Group,
CEO 1995–1997;
Jaakko Pöyry Oy, partner and
co-owner 1985–1997 and
President and CEO 1986–1995;
Caverion Corporation, Chairman
of the Board of Directors 2013–;
Otava Ltd, Chairman of the
Board of Directors 2014–,
Member of the Board of
Directors 1988–2014;
YIT Corporation, Chairman
of the Board of Directors
2009–2014

Member of the Pöyry Board
since 1997

Pöyry PLC shares: Henrik
Ehrnrooth, together with his
brothers Georg Ehrnrooth and
Carl-Gustaf Ehrnrooth, indirectly
holds a controlling interest in
Corbis S.A.



Heikki Lehtonen

Vice Chairman of the Board
Born 1959, Finnish citizen,
M.Sc. (Eng.). Independent
member

Componenta Corporation,
President and CEO 1993–;
Finnish Business and Policy
Forum EVA, Member of the
Supervisory Board 2005–;
Otava Ltd, Member of the Board
of Directors 1996–; The Finnish
Foundation for Share Promotion,
Member of the Board of
Directors 2012–

Member of the Pöyry Board
since 1997

Pöyry PLC shares:
33,200 (33,200)



Pekka Ala-Pietilä

Born 1957, Finnish citizen,
M.Sc. (Econ.), D.Tech. h.c.,
D.Sc. h.c. Independent member

Huhtamäki Oyj, Chairman of
the Board of Directors 2013–,
Member of the Board of
Directors 2012–2013; Sanoma
Corporation, Member of the
Board of Directors 2014–;
Solidium Oy, Chairman of the
Board of Directors 2011–; SAP
AG, Member of the Supervisory
Board 2002–; Blyk
International Ltd, Chairman of
the Board of Directors 2009–;
Blyk Ltd, Co-founder and CEO
2006–2012; Nokia Corporation,
President 1999–2005, Member
of the Group Executive Board
1992–2005

Member of the Pöyry Board
since 2006

Pöyry PLC shares:
25,000 (25,000)



Georg Ehrnrooth


Born 1966, Finnish citizen,
Studies in agriculture and
forestry, Högre Svenska
Läroverket, Turku, Finland.
Not independent of significant
shareholder

Corbis S.A., Semerca
Investments S.A. and
Fennogens Investments S.A.,
Chairman of the Board of
Directors 2009–; eQ Plc,
Member of the Board of
Directors 2011–; Norvestia Oyj,
Member of the Board of Directors
2010–; Oy Forcit Ab, Member
of the Board of Directors 2010–;
Opus Capita Oy, Member of the
Board of Directors 2005–2011;
eQ Asset Management Oy,
Chairman of the Board of
Directors 2009–2011; Anders
Wall Foundation, Member of the
Board of Directors 2008–; Paavo
Nurmi Foundation, Member of
the Board of Directors 2005–

Member of the Pöyry Board
since 2010

Pöyry PLC shares:
Georg Ehrnrooth, together with
his brothers Henrik Ehrnrooth
and Carl-Gustaf Ehrnrooth,
indirectly holds a controlling
interest in Corbis S.A.

Shareholdings are stated as at 31 December 2014 and in brackets as at 31 December 2013. The figures include direct holdings, holdings of corporations or foundations in which the shareholder has a controlling interest, and holdings of the shareholder's spouse and other family members.

 Curricula vitae of the members of the Board of Directors are available on the company's website www.poyry.com



Alexis Fries

Born 1955, Swiss citizen
Diploma in Physics
Not independent of the company

Pöyry PLC, President and CEO 2012–; EOS Holding SA, CEO 2009–2012, Management Consulting to EOS Holding SA 2004–2009; Alstom Power, President 2001–2003; Alstom Group, member of the executive committee 2001–2003; ABB Alstom Power, member of the Group central committee 1999–2001; ABB Asia Pacific, President 1993–1999; ABB Group, member of the executive committee 1993–1999; ABB, Country Manager in Japan and the Philippines 1988–1993; Motor Columbus Consulting Engineers, Country Manager Indonesia 1985–1988; BBC Brown Boveri Ltd, Project Manager, Gas Turbine Division 1981–1985

Member of the Pöyry Board since 2008

Pöyry PLC shares:
210,000 (115,000)



Michael Obermayer

Born 1948, German and Swedish citizen, Civ Ing (M.Sc.), Dr. rer. nat. (D.Sc.)
Bio-chemistry, MBA. Independent member

Biogasol APS, Member of Supervisory Board 2010–; European American Investment Bank AG, Chairman of Supervisory Board 2009–2013, Member of Supervisory Board 2013–; Fjord Advisors Limited, Director 2012–; Fjord Clean Energy Fund LP, Fjord Capital Partners Ltd, General Partner 2007–; World Economic Forum, Managing Director and Dean, Global Leadership Fellows Programme 2005–2007; INSEAD, Adjunct professor, part time 2006–; McKinsey & Company, Inc, McKinsey Global Learning Institute, Dean 2000–2004, McKinsey Eastern Europe, Chairman 1991–2000

Member of the Pöyry Board since 2009

Pöyry PLC shares:
0 (0)



Karen de Segundo

Born 1946, Dutch citizen,
Master in Law, MBA.
Independent member

E.on AG, Member of the Supervisory Board 2008–; British American Tobacco Plc., Member of the Board of Directors 2007–; Lonmin Plc., Member of the Board of Directors 2005–; Royal Ahold NV, Member of the Supervisory Board 2004–2011; Shell International Renewables, CEO 2000–2005; Shell International Gas & Power, CEO (Shell Global Gas & Power) and Chairman (Shell Coal) 1998–2000

Member of the Pöyry Board since 2005

Pöyry PLC shares:
4,000 (4,000)

Group Executive Committee



Alexis Fries

President and CEO
Chairman Regional
Operations (acting)
Born 1955
Diploma in Physics

Member of Pöyry's
Group Executive
Committee since 2012

Pöyry PLC shares:
210,000 (115,000)



Sergio C Guimaraes

Executive Vice President,
President, Energy
Business Group
Born 1956
Mechanical Engineer
Welding Engineer
Master Research.,
on Strategy and
Organization

Member of Pöyry's
Group Executive
Committee since 2013

Pöyry PLC shares:
0 (0)



Nicholas Oksanen

Executive Vice President,
President, Industry
Business Group
Born 1967
M.Sc. Paper Technology

Member of Pöyry's
Group Executive
Committee since
19 August 2014

Pöyry PLC shares:
3,319 (2,194)



Marcelo Cordaro

Executive Vice President,
President, Regional
Operations Latin America
Vice Chairman Regional
Operations
Born 1963
D.Sc. Electrical
Engineering

Member of Pöyry's
Group Executive
Committee since
19 August 2014

Pöyry PLC shares:
2,415 (1,290)



Jarkko Sairanen

Executive Vice President,
President, Management
Consulting Business
Group
Born 1963
M.Sc. Industrial
Engineering
MBA

Member of Pöyry's
Group Executive
Committee since 2011

Pöyry PLC Shares:
21,250 (17,500)

Shareholdings are stated as at 31 December 2014 and in brackets as at 31 December 2013. The figures include direct holdings, holdings of corporations or foundations in which the shareholder has a controlling interest, and holdings of the shareholder's spouse and other family members.

 Curricula vitae of the members of the Group Executive Committee are available on the company's website www.poyry.com



Richard Pinnock

Executive Vice President,
Global Sales and
Project Management
Born 1962
B.Sc. (eng.),
B.Comm. (Hons)

Member of Pöyry's
Group Executive
Committee since 2003

Pöyry PLC shares:
88,677 (84,927)

Pasi Tolppanen

Executive Vice President,
Regional Operations
Northern Europe
Vice Chairman Regional
Operations
Born 1967
Licentiate of Technology
(rock engineering)
Ph.D (engineering
geology)

Member of Pöyry's
Group Executive
Committee since 2012

Pöyry PLC shares:
3,561 (2,436)

Anne Viitala

Executive Vice President,
Legal and
Communications
Group General Counsel
Born 1959
L.L.M., trained on
bench,
eMBA

Member of Pöyry's
Group Executive
Committee since 2002

Pöyry PLC shares:
26,047 (23,547)

Jukka Pahta

Executive Vice President,
Chief Financial Officer
Born 1966
M.Sc. (Econ.)
MBA

Member of Pöyry's
Group Executive
Committee since 2011

Pöyry PLC Shares:
7,500 (5,000)

Jaana Rinne

Senior Vice President,
Human Resources
Born 1962
M.Sc. (Econ.)

Member of Pöyry's
Group Executive
Committee since 2013

Pöyry PLC Shares:
0 (0)

PART OF GROUP EXECUTIVE COMMITTEE 2014

Martin Kuzaj

Executive Vice
President, Industry
Business Group
President, Regional
Operations Central
Europe and Latin
America
Member of the Group
Executive Committee
since 2009 until 19
August 2014.

Martin Bachmann

Executive Vice
President, Chairman
Regional Operations
Member of the Group
Executive Committee
since 2010 until 19
August 2014.

www.poyry.com

Pöyry is an international consulting and engineering company. We serve clients globally across the energy and industrial sectors and locally in our core markets. We deliver strategic advisory and engineering services, underpinned by strong project implementation capability and expertise. Our focus sectors are power generation, transmission & distribution, forest industry, chemicals & biorefining, mining & metals, transportation and water. Pöyry has an extensive local office network employing about 6,000 experts. Pöyry's net sales in 2014 were EUR 571 million and the company's shares are quoted on NASDAQ OMX Helsinki (Pöyry PLC: POY1V).