PÖYRY PLC

Annual Report 2010

Pöyry's vision for 2020 is to be the global thought leader in engineering balanced sustainability for a complex world.

Pöyry is a global consulting and engineering company dedicated to balanced sustainability and responsible business.

With quality and integrity at our core, we deliver best-in-class management consulting, total solutions, and design and supervision. Our in-depth expertise extends to the fields of energy, industry, urban & mobility and water & environment.

Pöyry has 7000 experts and a local office network in about 50 countries.

Pöyry's net sales in 2010 were EUR 682 million and the company's shares are quoted on NASDAQ OMX Helsinki. (Pöyry PLC: POY1V).

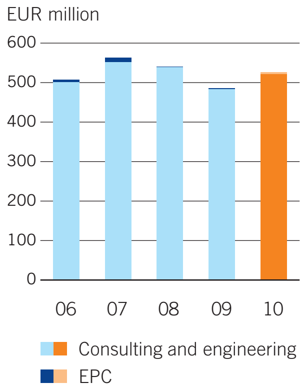
Year 2010 in brief

- At the beginning of 2010, Pöyry reorganised its business structure to better correspond to the vision published in late 2009. The new structure consists of the following business groups: Energy, Industry, Urban & Mobility, Water & Environment, and Management Consulting.
- The uncertainty prevailing in the global economy suppressed the demand for investments in 2010. However, the order intake developed positively when compared with 2009. At the end of 2010 the value of the order stock was 8 per cent higher than in 2009.
- The order stock developed particularly strongly in the Industry business group, where it was 68 per cent higher at the end of the year than at the corresponding time in 2009. The order stock also grew in the Energy (+7%), Water & Environment (+7%) and Management Consulting business groups (+27%). The order stock of the Urban & Mobility business group decreased slightly (-4%) from 2009.
- In spite of the growing order stock, the post-cyclical nature of Pöyry's business was reflected in the net sales that amounted to EUR 682 million and remained at the 2009 level (674).
- The lack of larger projects and continued low capacity utilisation levels were a burden on profitability. Operating profit before restructuring costs amounted to EUR 17.3 million (22.5) or 2.5 (3.3) per cent of net sales.
- Operating profit after the restructuring costs amounting to EUR 11.5 million, was EUR 5.8 million (11.6) or 0.9 (1.7) per cent of net sales.
- Earnings per share were EUR 0.00 (0.11), and the Board proposes to the AGM that dividends of EUR 0.10 (0.10) be paid for 2010.
- The Group continues to have a strong balance sheet. Gearing was 3.5 per cent (-10.5).
- The work for revising the Group's strategy was completed in the summer. The strategy is based on the vision published at the end of 2009 and takes into account the changes that have taken place in Pöyry's operating environment during the last few years. The strategy defines the key priorities for 2010–2013:
  - Key segments and key geographic areas
  - Synergistic services
  - Business portfolio development
  - Growth enablers
- In order to support the strategy implementation, Pöyry initiated a groupwide Operational Excellence Programme in October 2010. The programme aims at improving the efficiency and quality of operations to serve Pöyry's clientele in a cost-effective way. The programme will be implemented during 2010-2012 and it includes streamlining operations and office network, improving core processes and investing in competence development.
- As part of the Operational Excellence Programme statutory employee negotiations were conducted in the Group's Finnish operations in late 2010. The negotiations resulted in the decision to reduce capacity by about 400 persons. Adaptation measures also included pension arrangements, possible relocations, and to a smaller extent also temporary lay-offs to adjust capacity. Improvement of business support for Finnish operations will continue and the improved operational model is expected to be implemented by the end of the second quarter of 2011.
- At the year-end 2010 about two thirds of the measures that aim at the annual operating profit improvement of about EUR 15 million were completed.

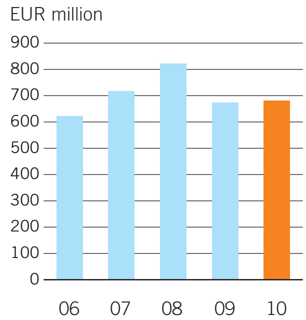
FINANCIAL TARGETS		actual 2010	
Net sales growth	15% p.a.	1.2%	2010 reflected the post-cyclical nature of Pöyry's business; net sales were stable compared with 2009.
Operating profit % per business group	minimum 8%, medium term minimum 10%, long term	Group 0.9%	Low capacity utilisation levels and restructuring costs burdened profitability.
Return on investment	20% or higher	2.6%	Key figures for profitability were clearly below the targeted levels.
Earnings per share, growth	15% or higher	negative	Earnings per share in 2010 were EUR 0.00 (0.11 in 2009).
Gearing	below 30%	3.5%	Gearing improved towards the end of the year and was clearly under the set maximum level.
Dividend/earnings ratio	50% or higher	-	Dividend proposal EUR 0.10 per share. Effective return on dividend 1.1 percent.

More detailed description of the Group's performance in 2010 available in the report of the Board of Directors on pages 28-33

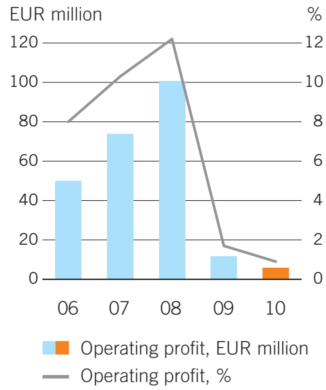
Order stock



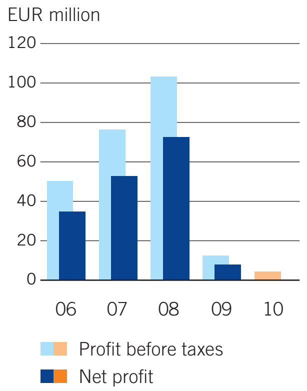
Net sales



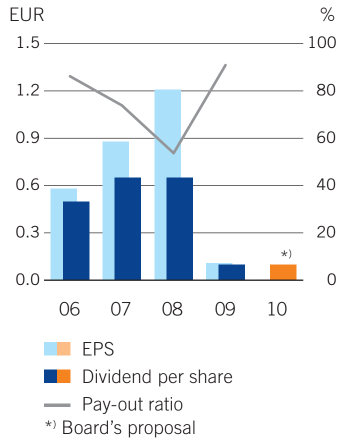
Operating profit (incl. restructuring costs)



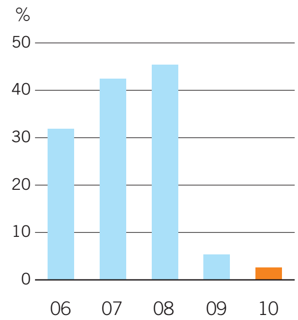
Profit before taxes and net profit



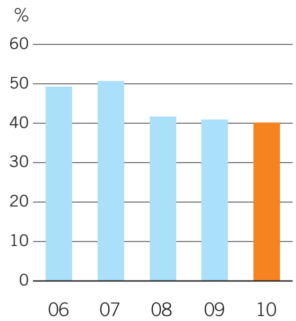
Earnings per share and dividend per share



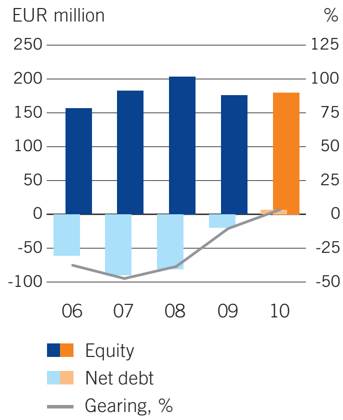
Return on investment



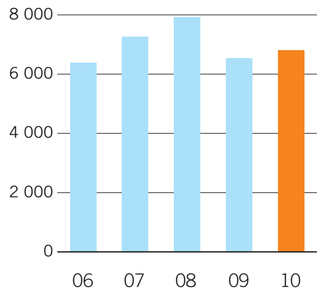
Equity ratio



Gearing

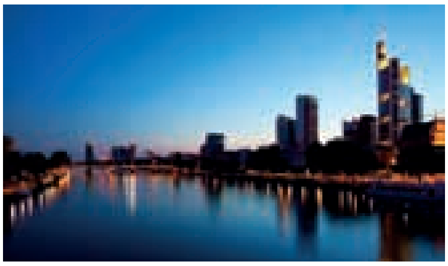


Number of personnel at year end (FTE's)



Business Groups

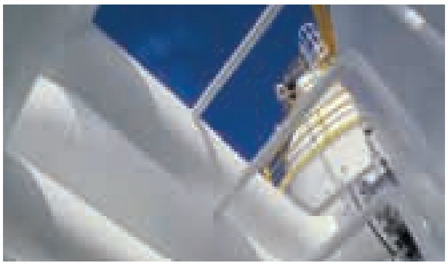
CORE EXPERTISE AREAS



ENERGY

- Thermal power
- Nuclear energy
- Hydropower
- Transmission & Distribution
- Oil & Gas

The Energy business group offers multifaceted engineering and supervision as well as technical advisory services for the energy sector. The business group focuses its operations in the areas of thermal power, nuclear energy, hydropower, transmission & distribution and oil & gas.



INDUSTRY

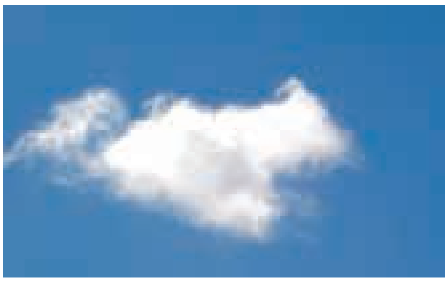
- Pulp, Paper, Board & Tissue
- Chemicals
- Minerals processing

The Industry business group provides technical consulting, engineering, project management and implementation, as well as long-term cooperation services for industrial clients. The business group is a world leader in forest industry consulting and engineering. The business group also provides services to other areas of industrial processes and facilities such as chemicals and minerals processing.

URBAN & MOBILITY

- Roads
- Rail and urban public transport
- Tunnels and underground structures
- Real estate and construction

The Urban & Mobility business group offers comprehensive solutions and services, all the way from planning to implementation, for roads, rail and urban public transport, tunnels and underground structures as well as real estate sector and construction.



WATER & ENVIRONMENT

- Water
- Wastewater
- Waste
- Environment

Water & Environment business group focuses on consulting and project development, engineering, project and construction management as well as on assistance with operation and maintenance of plants for the water, wastewater and waste management sectors. The business group's activities in environmental services provide technical solutions, determine and evaluate ecological influences, and investigate technical and economic risks of implementation projects.

MANAGEMENT CONSULTING

- Energy
- Forest
- Other process industries

The Management Consulting business group offers leading-edge consulting and advisory services covering the whole value chain in the energy, forest and other process industries. The business group adds value to clients by combining in-debth know-how in strategies, markets and operations.

More detailed description of the Business Groups' performance is in 2010 availbale in the report of the Board of Directors on pages 28-33

Read more about the Pöyry´s business at www.poyry.com

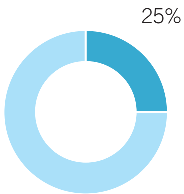
MAJOR NEW PROJECTS IN 2010

SHARE OF GROUP'S NET SALES

KEY FIGURES

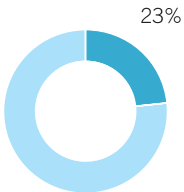
(Operating profit before restructuring costs)

- EUR 6.1 million hydropower project in Sri Lanka
- A total of EUR 9.2 million pumped storage plant projects in Austria
- EUR 3 million waste-to-energy project in China
- A total of EUR 15 million cogeneration power plant projects in Thailand



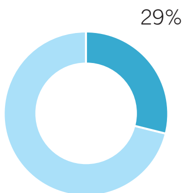
EUR million	2008	2009	2010
Net sales	193.2	173.9	171.2
Operating profit	25.1	7.8	6.4
Operating profit, %	13.0	4.5	3.7
Order stock	182.0	171.0	183.2
Personnel *	1628	1402	1463

- EUR 5 million board mill project in the UK
- A total of EUR 14.8 million pulp mill projects in Brazil
- Around EUR 5 million mining project in Finland
- EUR 5 million aluminium rolling mill project in Brazil



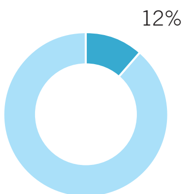
EUR million	2008	2009	2010
Net sales	271.8	162.0	159.8
Operating profit	49.4	-3.5	-6.3
Operating profit, %	18.2	-2.2	-3.9
Order stock	82.4	39.3	66.0
Personnel *	2810	1790	2083

- A total of EUR 14 million high-speed railway projects in China
- EUR 6.1 million tunnel project in Mexico
- EUR 3.5 million metropolitan railway project in Brazil



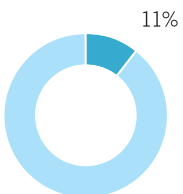
EUR million	2008	2009	2010
Net sales	179.1	184.5	197.2
Operating profit	16.3	15.5	18.5
Operating profit, %	9.1	8.4	9.4
Order stock	176.4	194.8	187.6
Personnel *	1851	1858	1724

- EUR 3 million wastewater treatment project in Colombia
- EUR 1.4 million flood protection project in Czech Republic



EUR million	2008	2009	2010
Net sales	87.6	86.5	79.3
Operating profit	4.2	5.1	1.9
Operating profit, %	4.8	6.0	2.4
Order stock	76.8	62.3	66.5
Personnel *	976	908	891

- Nuclear and renewable energy strategy project in Saudi Arabia
- Bioenergy value chain related projects in various parts of the world
- Performance improvement projects in North America and the launch of those services also in Europe
- Forest resource related projects including asset valuations and development initiatives



EUR million	2008	2009	2010
Net sales	90.0	68.5	73.6
Operating profit	11.0	1.2	1.7
Operating profit, %	12.2	1.8	2.3
Order stock	21.1	18.0	22.9
Personnel *	542	451	498

* FTE/end of the year

Projects

STOCKMANN DEPARTMENT STORE IN NEVSKY CENTRE, ST. PETERSBURG

Project type: Department store
Client: Stockmann Oyj
Area: 97 000 m²
Budget: EUR 170 million

Pöyry has provided the architectural design and construction management services for a new elegant Stockmann department store in St. Petersburg. The Finnish-based Stockmann, in St. Petersburg since 1993, is solidifying its presence in the city with the development of Stockmann Nevsky Centre. The site is ideally located on Nevsky Prospect at Vosstaniya square and is easily accessible by foot, car, metro or train.

The full-scale shopping mall includes a Stockmann department store and over 40 stylish boutiques on six floors, as well as a delicatessen, a car park for over 500 cars, a food court, specialty cafes, a rooftop terrace restaurant and bar, a fitness centre and a beauty spa. The building is crowned by two modern office floors with excellent views over the cityscape.

The shopping mall suits its location beautifully in the St. Petersburg old city centre, with the existing buildings dating back from the early 20th century. An engineering specialty is the construction of the underground car park by top-down method.

The department store was opened in November 2010.

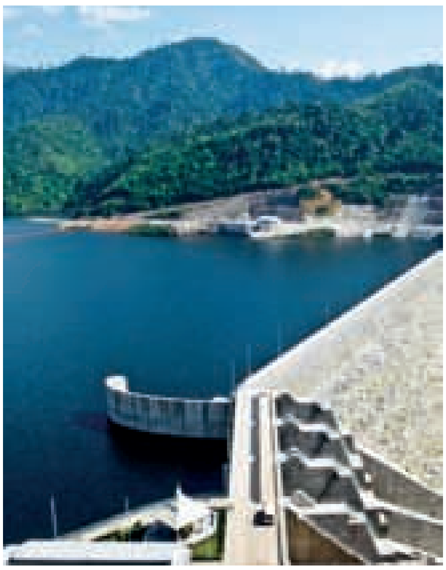
BREAKTHROUGH OF THE LONGEST RAIL TUNNEL OF THE WORLD

Type: 57 km long, double-tube high-speed railway tunnel
Client: AlpTransit Gotthard AG

Providing a fast railway link between northern and southern Europe through Switzerland, the Gotthard Base Tunnel will form the core of the new transalpine railway axis. It will consist of twin single track high speed rail tunnels running 57 km between Erstfeld and Bodio. The maximum overburden is over 2 300 m. Pöyry' services in this major project include environmental services, tunnelling, electromechanics, rail traffic and ventilation/safety.

On 15 October 2010 the breakthrough of the Gotthard base tunnel took place, setting the new world record of rail tunnels.

Photo courtesy of AlpTransit



NAM NGUM 2 HYDROELECTRIC POWER PROJECT, LAO PDR

Type: Dam and hydro scheme for power generation
Client: Nam Ngum 2 Power Company Ltd.
Installed capacity: 615 MW
Commissioning date: 2011

The Nam Ngum 2 Hydroelectric Power Project is located in Lao PDR, approximately 35 km upstream of the existing Nam Ngum 1 dam. It is located on the Nam Ngum River, which is one of the major tributaries to the Mekong River.

The project, with an installed capacity of 615 MW is being built to produce energy for the Thai electricity grid and all the output will be sold to the Electricity Generating Authority of Thailand (EGAT).

Pöyry has been involved in the development of the project since 1994, starting with the feasibility study. In 2004, the Nam Ngum 2 Power Company Ltd. entrusted Pöyry as an independent engineer during project implementation.

The plant construction works were achieved during 2010 within budget and all three 205 MW units were commissioned successfully in December 2010, three months ahead of schedule.

Read more about Pöyry's projects at www.poyry.com/projects

DEVELOPMENT OF THE SULPHIDE NICKEL DEPOSITS AND ONE OF THE LARGEST MINERAL DISCOVERIES IN FINLAND'S HISTORY

Project type: Engineering and project services for nickel/copper concentrator project
Client: Kevitsa Mining (First Quantum Minerals Ltd)
Total investment: estimated 400 million USD
Start-up: target 2012

In June 2010 Pöyry was awarded engineering and project services contract by Kevitsa.

Within the scope of its service contract, Pöyry supports FQML (First Quantum Minerals Ltd.) to meet their project targets that include sound safety practises and compliance with environmental regulations. Pöyry is providing engineering and project services for Kevitsa nickel/copper concetrator project. Kevitsa nickel kobolt mine is located 140 kilometres north of Rovaniemi, in Finnish Lapland. It is one of the world's largest undeveloped sulphide nickel deposits with important copper, cobalt and platinum by-product credits.

The total investment cost for the whole mine project is an estimated USD 400 million. Commercial production of the minerals is expected to begin in mid 2012.

ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT FOR THE NGODI HYDROPOWER PROJECT, CAMEROON

Project Period: 2010-2011
Location: Ngodi hydropower site, the Sanaga river in Cameroon
Reservoir: 100 km²
Hydropower plant: 80 m, 1200 to 1400 m3/s, Electricity transported through two 400 kV electric lines

Pöyry is in charge of the implementation of environmental and social studies, in compliance with the requirements of IFC (International Finance Cooperation), IHA (International Hydropower Association), Cameroon legislation and the owner's guidelines. Key features include the preservation of biodiversity, the ressettlement of population and recommandations to minimize and compensate the life cycle CO2 footprint of the scheme, for example through carbon sinks. Following its vision of balanced sustainability, Pöyry will calculate the marginal environmental and social cost of the project during the design stage, depending on the design reservoir level by taking into account all social and environmental externalities (including greenhouse gas emissions).

In 2010, Pöyry organized the public consultation process, the HSE (Health Safety Environment) monitoring of the project, and launched a comprehensive assessment of the fauna and flora of the project area.

ELDORADO CELULOSE E PAPEL PULP MILL, BRAZIL

Type: Pulp mill
Client: Eldorado Celulose e Papel Ltda

Eldorado Celulose e Paperl Ltda is building a 1.5 million t/a bleached eucalyptus market pulp mill. The pulp mill will be built in Mato Grosso do Sul state, Brazil.

The concept of the mill is based on the use of the best available technologies and the best environmental practices, which constitute the state-of-the-art level. The technical-environmental criteria established for this project are based on international norms and standards and, mainly, on the Brazilian experience, which will make it possible for the mill to produce more with less use of natural resources, low production costs, progressive environmental impact reduction and minimum work accident risks.

Pöyry has been involved in the project since March 2010 when Eldorado awarded Pöyry a contract for pre-engineering and preparatory work for mill infrastructure. In January 2011 Pöyry was also awarded a basic and detail engineering contract for the pulp mill.

CEO's Review

Dear Shareholders and Readers,

One year ago we launched our new vision 2020 which was followed by a strategic review completed in the summer of 2010. A challenging year from business perspective has also included plenty of successes and important development steps. The long-term trends in our industry are positive and Pöyry has exciting opportunities ahead of itself. The vision has resonated well with both staff and clients and we are pushing ahead with various initiatives to build a stronger business.

Pöyry is dependent on clients' capital investments. Most of our core businesses are inherently late in the cycle. At the outset of the year 2010 we were cautiously optimistic that investment recovery in the geographic markets we serve would gradually begin recovering. Looking back at various events it is clear that many of our clients' projects were postponed due to near-term uncertainty in demand, unclear regulatory frameworks or simply lack of competitive financing.

The competitive situation in many markets intensified in 2010 due to overcapacity in engineering. For Pöyry this meant that we were not able to achieve the targeted activity level. The outcome of this can be seen in our non-satisfactory financial result which was further impacted by the need to restructure and incur significant one-time costs.

Group sales amounted to EUR 682 million (674). Contrary to 2009 our other businesses were not able to compensate the negative result of the Industry business group. Operating profit before restructuring measures was EUR 17.3 million (22.5). Factoring in the restructuring costs of EUR 11.5 million our operating profit amounted to EUR 5.8 million (11.6). The balance sheet of the company remained strong. Our gearing was 3.5 percent at the end of the year.

In spite of the challenges of 2010 it is important to recognize that Pöyry was successful in winning major new assignments and putting many prerequisites for future growth in place.

WE WERE AWARDED SIGNIFICANT PROJECTS

Pöyry's Industry business group is the world's leading design engineer for the pulp and paper industry. During 2010 we were successful in winning all basic engineering projects for new pulp mills in Latin America. However, due to various factors these projects did not transition into implementation phase in 2010. This had a weakening effect on our activity levels in detailed engineering and construction management. In Europe and Russia only one medium size new project started in the pulp and paper sector.

The strategy of the Industry business group is to expand into other related industries. We were pleased to win two important projects in minerals processing in Finland and Brazil.

The Energy business group saw the hydropower and transmission & distribution businesses perform well with commendable growth in order inflow. Through the acquisition of ETV-Eröterv in Hungary we were successful in strengthening our nuclear energy and transmission & distribution businesses further. The other areas of energy, namely oil

& gas and renewable energy suffered from low client investment activity. A particular disappointment was the postponement of the start of EUR 46 million bionenergy EPC project won in the Philippines in March 2010.

The Urban & Mobility business group continued to grow according to plan. The order stock and activity remained good and we were able to win many design and supervision projects in both Europe and emerging markets. In October the Gotthard tunnel project in Switzerland utilizing Pöyry's engineering services reached an important milestone, when this world's largest tunnel had a breakthrough of its whole span of 57 kilometres. In November we celebrated the successful opening of the new Stockmann department store in St-Petersburg, Russia where Pöyry was responsible for architectural design and construction management services.

The Water & Environment business group's performance declined due to increased austerity measures among municipalities. This was especially felt in the Finnish market. Significant international projects that were finalised during the year included e.g. wastewater treatment plant in Budapest Hungary, in which Pöyry was responsible for project management.

In the area of Management Consulting we successfully completed the integration of our 450 experts under one business group. Demand for energy related consulting assignments remained robust, while the market for pulp & paper related projects was slow to recover.

WE CREATED A FOUNDATION FOR PROFITABLE GROWTH

Following the launch of the new vision we completed our strategic review in the summer of 2010. Our aim is to achieve profitable growth through increased focus on core businesses and geographies, investments in developing our large projects capabilities and active management of the business portfolio.

To improve our longer term competitiveness the company initiated in October an Operational Excellence Programme. During 2010 it became clear that demand for engineering services in Finland would be reduced for the foreseeable future. Therefore, in the fourth quarter we were forced to reduce our capacity by approximately 400 persons. Pöyry remains clearly the largest consulting engineer in the Finnish market with a strong regional office network.

The development of our Engineering Centre model started in 2009 continued by further strengthening of our capabilities in Kouvola (Finland), Lodz (Poland), Jinan (China) and Sao Paolo (Brazil).

As part of the strategy we launched four groupwide development initiatives in the areas of Large Projects, Sales and Marketing, Way of Working and Thought Leadership to enable accelerated growth. In the area of Large Projects we also took measures to strengthen our procurement and project management capabilities. In the area of Thought Leadership an important initiative is Knowledge@ Poyry, our internal networking and knowledge transfer platform. In 2010 we also signed a co-operation agreement with Aalto University.

WE WORK FOR BALANCED SUSTAINABILITY

Our definition of balanced sustainability is tightly linked to the notion of resource efficiency. Our aspiration is to improve water, energy, raw material and supply chain efficiency in capital projects while finding an optimal balance economically, environmentally and socially. Our new annual report includes for the first time an overview of corporate responsibility from Pöyry perspective.

Also related to the vision we revisited our value base through a process engaging hundreds of Pöyry employees from all continents. The outcome was the Pöyry Way launched in September. It recognises our heritage and culture as well as the unique way we at Pöyry aspire to work with each other, our clients and other stakeholders. Solid expertise and strong teams are the base for Pöyry's success. We are collaborative, professional, innovative and responsible. During 2010 we also updated our Code of Conduct.

WE RECOGNIZE THE FUTURE OPPORTUNITIES

As we start the new fiscal year we are seeing encouraging signs of gradual recovery, in particular, in industry and energy markets. The first new pulp investment in Brazil, Eldorado, is moving into implementation phase. Furthermore, at the beginning of 2011, we are pleased to have won an important reference project for MWV Rigesa Ltda, in Três Barras, Brazil. The assignment consists of contracts for EPC Open Book of the Balance of Plant (BOP) together with the associated EPCM services, and Project Management services for the overall project support to the client. The total value of Pöyry's contracts is about BRL 325 million (about EUR 144 million). The Rigesa project strengthens Pöyry's position as the market leader in delivering EPCM/EPC -type of engineering and project management services to pulp and paper clients.

I wish to extend a special appreciation to our staff for their tremendous efforts in delivering high-quality services to our clients and at the same time implementing various measures to improve the profitability and grow the company. Furthermore, I wish to thank our many clients, shareholders and other interest groups for their commitment to working with Pöyry during this challenging year.

We at Pöyry are excited about our future opportunities, confident in our abilities and committed to serving our clients. A successful Pöyry will create opportunities and value to our staff, shareholders and other stakeholders.

Heikki Malinen
President & CEO

The Pöyry Way

In 2010 we took a big step forward in redefining our way of working. We introduced a renewed Pöyry value base that brought together our rich history with our strong ambitions in what we call the Pöyry Way.

The project which ultimately led to the Pöyry Way began in mid-2009 as we embarked on our journey towards our vision for 2020. At that time it was clear that we would need to re-evaluate the way we work. Several external factors such as demographic changes, the economic downturn and the ever-changing market environment further pushed this development.

STRIVING FORWARD TOGETHER

From the outset we aimed to ground our new way of working in Pöyry's reality by true involvement from the organisation at all hierarchical levels and in all geographies. In the process lasting nearly a year, we engaged hundreds of employees globally from different backgrounds, cultures and roles. We held workshops and discussions at various stages of the process to bring together and identify those elements essential to our new way of working.

As we moved forward in this process, it became clear that in order to reach our vision – to make that step change – we would need to understand which of the aspects of our unique and rich company culture would carry us forward and continue making us successful in the future.

A NEW PÖYRY WAY EMERGES

The result of this groupwide effort led to the emergence of a new Pöyry Way, consisting of two parts: the Fundamentals and the Principles. In September 2010 the Pöyry Way was launched globally to all staff and has since been successfully integrated into internal processes.

THE FUNDAMENTALS

Pöyry is its people. We are a people business in which the company's success rests on the professionalism, experience, dedication and knowledge base of our people. The Fundamentals are the foundation of the Pöyry Way and capture the culture, heritage, soul and spirit of the company and its people. They are the cornerstones of our past success and the launch pad to our ambitious vision.

To truly understand the fundamentals, we need to look back to our heritage and seek out the elements in our culture that have made us what we are today. Starting out as one man's dream, Pöyry is still characterised by Jaakko Pöyry's spirit and drive. From the very beginning we have placed emphasis on working closely with the client, always having the best possible outcome in mind. Our challenging projects require teamwork, a high level of competence and a desire to think beyond. We've always sought out the best talent, encouraging openness and a hands-on-approach.

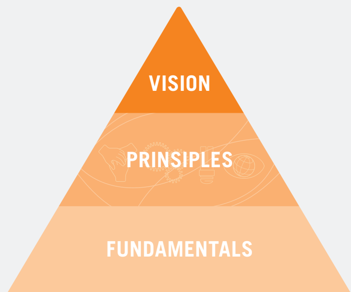
Even in its first decade, diversity and global reach were important to Pöyry. Diversity afforded us the opportunity to work with different perspectives, cultures and backgrounds in a positive, growth fostering way. It is a necessary element to tackle the complex problems we face – both globally and locally. And even as we have grown, we have always placed value in understanding local cultures and needs.

We are proud of our history and have strong ambitions for the future. Ambitions that set the principles for our ways of working to achieve our vision.

STANDING ON SOLID GROUND

Since our start in 1958 Pöyry has been a community for people with drive to continuously push the boundaries of what's possible. Pöyry has always been more than just a company. It's a multinational culture you grow into. You become part of the collaborative and professional spirit which colleagues and clients find so unique.

You share the pride over Pöyry achievements through time – innovative solutions, visionary infrastructures, ground building constructions and much, much more. But most importantly, you share our global responsibility to use our know-how to engineer balanced sustainability for a better planet.



THE PRINCIPLES

Resting on the strong and enduring foundation of the Fundamentals are the Principles. The Principles – Collaborative, Professional, Innovative, Responsible – guide us in how we work with clients and how we treat each other and our stakeholders. They reflect the way we are, coupled with an element of the way we want to be. The Principles drive the behaviours necessary for Pöyry and its people to deliver on the vision.

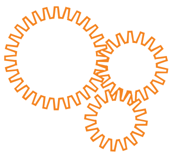
VISION AND THE PÖYRY WAY

To achieve our vision we aim to be a truly visionary organisation: one that preserves its heritage, reinforces its purpose and stimulates continued renewal. Solid expertise and strong teams are the base of the Pöyry Way.

By collaborating, working innovatively and acting with professionalism and in a responsible way toward people, society and the environment, we provide our clients with the best possible outcome. These four principles interact closely with our vision for 2020: To be the global thought leader in engineering balanced sustainability for a complex world.

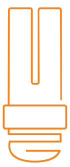
COLLABORATIVE

BE OPEN. We interact seamlessly across businesses, functions, and locations. Building on confidence and trust, everyone supports each other to the benefit of our clients and ourselves. By putting our minds together, there are no limits to what we can accomplish.



PROFESSIONAL

BE SHARP. We hold our promise to deliver in the highest regard – both internally and externally. It is in our nature to execute projects to perfection and bring the best value to our clients. By always raising the bar we will ensure the most sustainable solutions.



INNOVATIVE

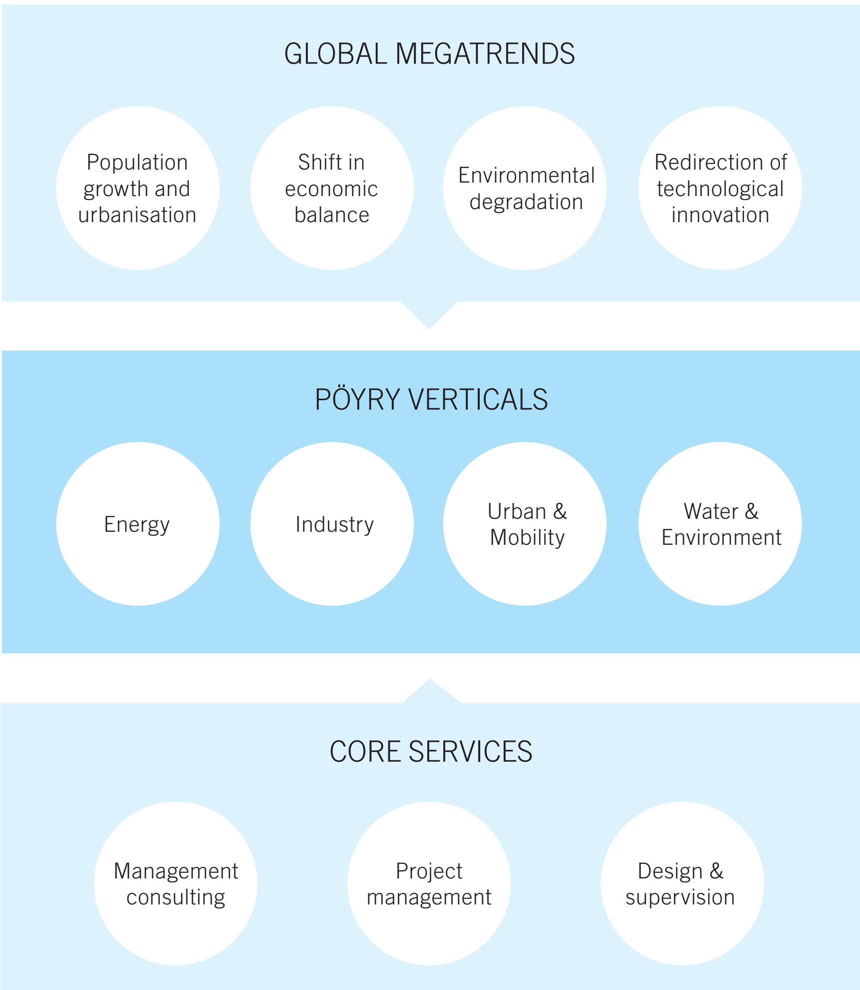
THINK FORWARD. We continuously find new and better ways to work. As individuals and as a company we deliver solutions that lead the way to a more balanced planet. By being highly innovative we will become the preferred guide into the future.

RESPONSIBLE

BE FAIR. We trust and empower our people, treating each other with respect and dignity. We work with the highest integrity and comply fully with all relevant regulations and standards – each individual is accountable for their actions. By developing balanced solutions we leave a positive contribution on society.

Business Environment and Strategy

Global megatrends create basis for the demand growth for consulting engineering services in Pöyry's selected verticals. Pöyry's aim is to proactively recognise the multiple investment related challenges our clients face and to develop value added services to solve them.



As we transition into a more complex business environment we have identified the most relevant megatrends driving growth opportunities for a consulting engineering company like Pöyry. These megatrends are population growth and urbanisation, shift in economic balance, environmental degradation and redirection of technological innovation.

Deriving from these megatrends we have selected four market verticals - energy, industry, urban & mobility, water & environment - which constitute our main customer interface. While each vertical has its own characteristics we have also identified increasing knowledge convergence between them. For clients this means innovative solutions to enhanced energy, water, material and supply chain efficiency in order to improve the economic return of their capital investments.

MORE VALUE-ADDED SOLUTIONS THROUGH CORE SERVICES

Excelling in our core services, namely, management consulting, project management and cost-efficient detail engineering lays the foundation for offering clients competitive, value-added solutions. The matrix of our key verticals and core services provides for synergies in client development and know-how sharing. We believe there are increasing cross-synergies within our business matrix of market verticals and services which create new growth opportunities for the company.

INVESTMENT CYCLE DRIVES OUR BUSINESS

Demand for consulting engineering services is driven by economic cycles, demand and price development of various commodities and the overall need to develop infrastructure. With respect to large industrial investments the long-term demand outlook and capacity utilisation are important factors driving decision-making. As a result of the global financial crisis the availability of capital – debt and equity – has become a critical factor even in situations where the overall business case is attractive. The cost and availability of capital is influencing clients' ability to invest to a greater extent than during the previous investment cycle. In some countries government policies have helped to create a more favourable investment climate. In the public sector, decisions regarding larger consulting engineering projects are impacted by socio-political priorities. Due to the fact that capacity expansion tends to occur once demand recovery is in place, we consider our business to be late cyclical.

DIVERSIFIED OFFERING

Pöyry's assignments take place in various parts of the world which are in different stages of recovery. We aim to balance fluctuations in our order stock and increase long-term growth potential through diversification of our offering, geographies and in the cycle.

COMPETITIVE LANDSCAPE

Pöyry's competitiveness is based on deep process know-how and cost competitive engineering skills, experience in managing large projects, established client relationships and a global sales network. Pöyry has presence in Europe, Latin America, North America, Russia and Asia, with offices in over 50 countries. The company has executed projects in over 100 countries. We are strongly committed to improving our competitiveness and becoming even more distinct from competitors through investments in staff, processes and systems.

Although the market for consulting engineering is fragmented in many countries, industry consolidation has gradually increased. Currently, the industry comprises of larger privately owned and publicly listed companies that operate in international markets and compete for larger projects. Critical mass is a key requirement when competing for complex engineering projects worldwide.

Pöyry has gained a solid market position in a number of its core segments. According to various sources and the company's own assessment, Pöyry is among the global leaders within the consulting engineering sector, e.g., in pulp&paper, hydropower, thermal power, nuclear and mass transportation. Pöyry also has a strong regional presence in Europe in water&environment and certain process industries.

Pöyry's peers include:

- Arcadis (NDL)
- Grontmij (NLD)
- Atkins (UK)
- Hyder (UK)
- WSP (UK)
- ARUP (UK)
- Halcrow (UK)
- Ramboll (DEN)
- ÅF (SWE)
- Sweco (SWE)
- AMEC (UK)

CORE SERVICES

Management consulting: Pöyry's Management Consulting business group has a strong position in offering consulting services that cover the whole value chain in the energy and process industries. In the medium term the aim is to also expand these services into other verticals served by Pöyry. Management consulting provides Pöyry with a customer interface to the client's executive and senior management and access to the early stages of the investment lifecycle. Active engagement with clients at various levels provides opportunities to cross-sell Pöyry's broad range of services.

Project management: Larger scope projects involving engineering, procurement and construction management are a key element in achieving our target of accelerated profitable growth. The aim is to focus mainly on EPCM projects. However, the scopes may be expanded to EPC-type projects where value can be added to clients and risks effectively managed in line with the Group's financial and other capabilities. According to the clients' chosen approach, Pöyry is able to take on different roles ranging from basic engineering services to the use of Pöyry's 4ePCM™ process with specially designed tools to interconnect project events and packages into a seamless project. A typical example of a large EPCM project would be the design and execution of the Balance of Plant for a new industrial facility.

Design and supervision: Deep process know-how is one of Pöyry's core competences. Clients require integrated services where technology and process know-how are combined with efficient design and cost-effective implementation. In the area of process know-how, the company has established centres of excellence to consolidate the cutting edge expertise. Flexibility and effectiveness of high quality detailed engineering, serving especially large projects, is improved through the establishment of design centres in four locations: Kouvola (Finland), Sao Paulo (Brazil), Lodz (Poland) and Jinan (China). Additional design centres will be established in the future. All four design centres are being integrated to ensure transfer of knowledge and best practices. Selective outsourcing of detailed engineering, to Pöyry accredited partners, is used to manage capacity peaks.

Key Strategic Priorities

Pöyry completed its strategic review in the summer of 2010 and defined key strategic priorities for 2010 - 2013. These will be implemented in three phases.

STREAMLINING THE BUSINESS MODEL

During the past years Pöyry's businesses have grown organically and through acquisitions. The Group's success has been built on profound sector knowledge in multiple business segments.

At the outset, the intent is to increase both subsector-specific focus and geographic coverage. Pöyry has a wide geographic reach where certain markets clearly offer better growth potential than others. The increased focus impacts the nature and scope of the resources we deploy in different regions. Re-engineering of the existing business model is underway and builds on operational excellence, top-line supportive measures enhanced by improved sales and marketing, as well as the turn-around of under-performing business units.

ACCELERATING PROFITABLE GROWTH

Pöyry's competitive position will be strengthened in priority segments and geographies. This will be achieved by a more focused business and geographic approach which will also require active management of the business portfolio. The geographic focus will target markets where Pöyry is able to develop an enduring competitive position and where the mid-to-long-term demand outlook for the company's services is expected to remain positive. These markets include in particular Central and Eastern Europe, Brazil, Russia and certain parts of Asia. Pöyry will also maintain its strong foothold in the Nordic region. In addition Pöyry will continue to expand its global position, e.g., in hydropower, thermal power, biorefining, pulp and paper, and metros.

To further strengthen its competitive position, Pöyry will invest in enhancing skills and competencies, upgrading systems and streamlining ways of working.

INVENTING SOPHISTICATED SERVICES

When approaching the end of the vision period in 2020 Pöyry's aim is to be able to offer increasingly sophisticated services and comprehensive management consulting. The intent is that by then, the capabilities and track record for larger scope project management are in place and the design and supervision services' efficiency is best-in-class.

STREAMLING THE BUSINESS MODEL → ACCELERATING PROFITABLE GROWTH → INVENTING SOPHISTICATED SERVICES → SUSTAINABLE & PROFITABLE GROWTH

KEY GROWTH ENABLERS

Thought Leadership means being able to contribute pertinent and significant ideas, solutions and knowledge to solving clients' complex issues. This requires a detailed understanding of clients' needs and expectations, new technologies and approaches, and genuine innovation on how to do things differently. Our definition of balanced sustainability is linked to the notion of resource efficiency, particularly for water, energy, raw materials and supply chains. Balanced involves recognising that social, environmental and economic circumstances differ across the world. It is important to understand these differences and develop solutions which fit the current state of development.

Large Projects are a key in making the step change in our total offering and achieving future growth in larger and more complex projects with good profitability. We will primarily focus on EPCM, PM and CM services, but will gradually expand to include EPC where we can add significant value, and risks can be managed effectively. Continued improvement in our engineering and project management processes is central to our ability to execute larger complex projects.

Way of Working is about designing and delivering our way of working that consists of upgrading the company's organisational structure, systems and processes. Employees represent our core asset and are absolutely vital for achieving our future targets. As the competition for highly talented staff increases we will continue to invest in developing our people processes. We believe that knowledge sharing, talent development, tools & platforms, innovation and an entrepreneurial culture are the key to attracting and retaining high quality staff in the consulting engineering sector.

Marketing & Sales are critical for brand creation, awareness-building and client development. To ensure we maintain good levels of organic growth, investments are made to increasing the effectiveness and efficiency of our sales and marketing processes.

Strategy Implementation

Within the vision period until 2020 the aim is to build on the unique sector expertise in engineering and expand the offering into larger, more complex projects and new related fields. The work was started in 2010.

LAYING THE FOUNDATION FOR GROWTH IN MANAGEMENT CONSULTING

The first steps were taken to accelerate growth in management consulting. In 2010 the work concentrated in facilitating the integration and transformation of the newly formed Management Consulting business group, in which Pöyry's management consulting expertise with around 500 consultants in the fields of energy and industrial sectors were combined. A new operating model was defined and the business group moved to a regional structure, supported by global practice areas that will both support the regions and develop knowledge, technical competence and new services in key growth areas.

The new structure aims to drive growth in selected areas and implement the strategy by focusing resources to deliver services to regional clients and, at the same time, develop new services and knowledge through the global practice areas. In addition, this structure provides increasing opportunities for Pöyry's consultants to apply their skills and knowledge to a range of projects and client groups and lays a strong foundation for the future growth of management consulting in Pöyry.

DEVELOPING THE LARGE PROJECT FUNCTION

Strengthening capabilities and processes to develop and execute larger projects is one of the key enablers for Pöyry's future growth. During 2010 Pöyry appointed the core team specialists establishing the group wide Large Project Function. Large projects refer to all EPC, EPS and O&M turnkey type of contracts/contracting. It also includes larger EPCM type contracts which have out-of-the-ordinary risks and complexity.

The first tasks for the Large Project Function cover harmonising and overseeing Pöyry's large project global procurement processes & capabilities, as well as further development of EPC/EPCM services, supporting, structuring and supervising the implementation of EPC projects across the Group. In addition, the establishment of Pöyry's Project Office activities, including groupwide harmonised PM processes, Pöyry's Project Management Training and Career Path programmes.

DEVELOPING THOUGHT LEADERSHIP AND WAYS OF WORKING

One of the defined key growth enablers is the Way of Working at Pöyry. In 2010 many Pöyry employees contributed to defining who we are and how we work with each other at Pöyry. This process culminated in the renewed value base being captured and launched as "Pöyry Way". The key concepts and principles were communicated to staff in the autumn of 2010. The Pöyry Way combines the best of our past with the aspirations for our future. To become a thought leader in engineering balanced sustainability we need to build on our unique culture and heritage and use it to drive towards our vision. The Pöyry Principles guide us in this. More about Pöyry Way on pages 10-11 in this Annual Report and on our website at www.poyry.com.

KNOWLEDGE@PÖYRY

One concrete example of the development work for the way of working is "Knowledge@Pöyry". Pöyry's organisation has an abundance of expertise and talent that has not been fully exploited. In order to better utilise the competence capital within the Group, a Knowledge Management tool was launched at the beginning of 2010. The Knowledge@Pöyry -tool on the Group intranet allows us to take advantage of special expertise and tacit knowledge accumulated in different units of the Group through organising, analysing and gathering information for all experts to use. The tool provides a platform for discussing and exchanging knowledge with experts with a longer-term objective to launch new projects, which may be related to widely different focus areas.

OPERATIONAL EXCELLENCE PROGRAMME

As part of the strategy implementation in the autumn of 2010, Pöyry launched an Operational Excellence Programme that aims at improving the efficiency and quality of operations to serve Pöyry's clientele in an efficient way. It includes streamlining of operations and office network, reducing administration and non-billable activities as well as improving core processes and investing in competence development. Cutting-edge engineering and project management is Pöyry's strength and future. Working as one Pöyry ensures customers the same broad scope of services in our core regions. The groupwide Operational Excellence Programme will continue during 2011-2012.

To respond to changes in market environment, Pöyry started already in 2009 integrating detailed engineering resources into specific Engineering Centres (EC). ECs operate as cost centres serving internal clients across the company. This concept will secure significant capabilities for the organisation operating in the customer interface. The EC shall provide the right capabilities in a structured and predictable process with well-defined deliverables. Capacity should be handled by the EC with its own resources and with buffer capacity so that risks are minimised. As a first step, the decision was taken to consolidate ECs in Kouvola (Finland), Sao Paulo (Brazil), Lodz (Poland) and Jinan (China).

In late 2010 Pöyry took the decision to adapt capacity and to improve the operational model in Finland. As part of this process, statutory negotiations were held in Finland. The negotiations were concluded with a decision to reduce capacity in Finland by 400 persons.

Corporate Responsibility

Pöyry is committed to managing and developing its business in a sustainable and responsible manner. The One Pöyry approach stipulates the development and use of common procedures and supervision mechanisms throughout the Group.

In 2006, Pöyry's business groups and units adopted the common Pöyry brand in order to bring together the resources of the Group's extensive office network and to concentrate all communications clearly and efficiently under one brand. Since then the Group's operating guidelines have been updated to reflect the one-brand strategy and to create common procedures and supervision mechanisms in areas where benefits from a uniform mode of operation may be achieved.

CORPORATE RESPONSIBILITY POLICY ADOPTED

In 2010, Pöyry's ESG-approach (Environmental, Social, Governance) was compiled into a Corporate Responsibility Policy. The policy sets the framework, through which Pöyry as a company is committed to incorporate social and environmental considerations into its organisational governance and decision-making processes. Pöyry looks at the economic responsibility from the financial perspective where the ultimate goal is to generate profits for its shareholders. Pöyry recognises its responsibility towards its stakeholders and bases its business conduct on ethical business practises, transparent governance and accounting, and good corporate citizenship.

COMMITTED TO BALANCED SUSTAINABILITY

Through its vision, Pöyry has made a commitment to balanced sustainability. In addition to the commitment to provide our clients with solutions that address the three elements of sustainability - economic, environmental, social - we want to manage and develop our own business in a sustainable and responsible manner. At Pöyry, the term corporate responsibility is used to describe the economic, social and environmental responsibility as well as the use of the highest ethical standards in all our operations. The aim is that Pöyry will be recognised as a forerunner creating expectations and showing thought leadership in the context of Corporate Responsibility.

DEVELOPING PÖYRY'S CORPORATE RESPONSIBILITY FRAMEWORK

Pöyry strives to listen to and engage with all stakeholder groups with the aim of finding solutions that meet their expectations. Through its own assessment Pöyry's stakeholders include clients, the investor community, personnel, business partners, civil society as well as local and national authorities and governmental bodies. Pöyry is committed to transparent and timely communication of material issues that relate to Corporate Responsibility. Pöyry is committed to continuous improvement of its responsibility practices that will be monitored and reviewed on a regular basis.

The President and CEO of Pöyry is responsible for safeguarding a systematic implementation of Corporate Responsibility across Pöyry. Each member of the Group Executive Committee is responsible for ensuring that implementation of Corporate Responsibility in their own operations is conducted in the required manner in compliance with the Corporate Responsibility Policy. A separate cross-functional Corporate Responsibility Task Group is responsible for producing and collecting data for continuous and systematic reporting.

TARGETS FOR 2011

In 2011 we aim to establish and develop internal monitoring and reporting processes within the context of Corporate Responsibility. This will involve a materiality analysis to identify the most important Corporate Responsibility issues in order to prioritise the indicators to monitor and report on, and an analysis on the current status of the relevant Corporate Responsibility aspects.

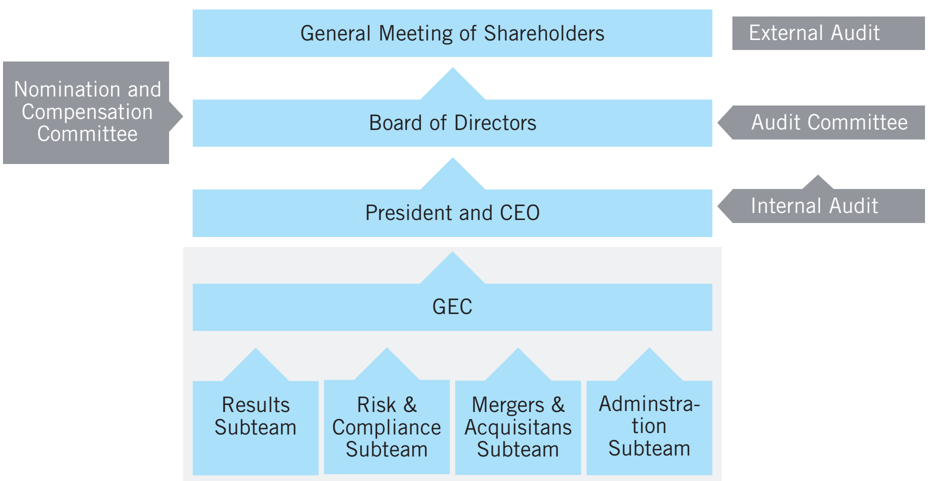
PÖYRY SUPPORTS AALTO UNIVERSITY'S RESEARCH, DEVELOPMENT AND EDUCATION EFFORTS

Ensuring top-level know-how and resources now and in the future is crucial for Pöyry's success. With substantial resources in Finland, Pöyry signed in 2010 a cooperation agreement with the Finnish Aalto University to support the university's research, development and education efforts. As part of the agreement and in accordance with the decision made at the 2010 Annual General Meeting, Pöyry has approved EUR 300 000 to be donated to Aalto University's foundation. Aalto University's multidisciplinary focus areas from digitalisation and services, sustainable use of energy and natural resources, and human living environment are in line with Pöyry's strategic goals. With the cooperation agreement Pöyry aims to secure its top-level know-how and resources in Finland now and in the future.

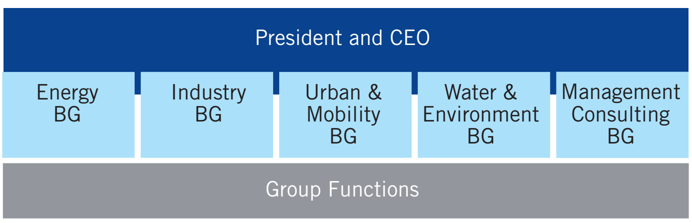
Corporate Governance

Pöyry is a global consulting and engineering company dedicated to balanced sustainability and responsible business with quality and integrity at our core. Our Code of Conduct, Pöyry Way and related policies and procedures clearly define our expectations on how we work and act as an employer, company and business partner.

GOVERNANCE



MANAGEMENT AND BUSINESS STRUCTURE



REGULATORY FRAMEWORK

Corporate governance of Pöyry PLC is based on the laws of Finland, the Articles of Association of the parent company Pöyry PLC, 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 code is publicly available at www.cgfinland.fi. Pöyry's Corporate Governance Statement and Remuneration Statement are available on Pöyry's website www.poyry.com/investors.

GOVERNANCE

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

Subsidiaries of Pöyry PLC are governed by the laws of their domicile and the governance principles of Pöyry.

MANAGEMENT AND BUSINESS STRUCTURE

The business operations of Pöyry are organised into five (5) business groups: Energy, Industry, Urban & Mobility, Water & Environment, and Management consulting. The business groups are further organised into business areas and business units. The Presidents of the business groups are members of the GEC.

The business support is organised into group level support functions. The heads of the finance, HR, strategic growth, M&A and large projects and legal & risk management functions are members of the GEC. Other functions report to one of these function heads.
All members of the GEC report to President and CEO of Pöyry.

ICC AND FIDIC

Pöyry is committed to anti-corruption standards through membership in the International Chamber of Commerce (ICC) and in the International Federation of Consulting Engineers (FIDIC).

WEF PACI

In order to support and be part of the global effort to counter corruption, in November 2010 Pöyry joined the World Economic Forum's "Partnering Against Corruption Initiative" (PACI). The World Economic Forum is an independent international organisation committed to improving the state of the world by engaging leaders in partnerships to shape global, regional and industry agendas.

Pöyry's Corporate Governance Statement and Remuneration Statement are available on Pöyry's website www.poyry.com

OPERATING GUIDELINES

The Operating Guidelines are Pöyry's framework for conducting business. They define the most important common policies and instructions to be followed by the whole organisation. Pöyry is currently in the process of revising key parts of the Operating Guidelines. In 2010, the fully revised Code of Conduct and its Compliance Guidelines as well as the new Internal Control Policy, were issued.

Code of Conduct

The Code of Conduct ("Code") is a fundamental document in Pöyry's Operating Guidelines, which sets forth Pöyry's ethical principles and business standards. All other policies, guidelines and instructions that Pöyry follows are based on the principles set out in the Code. It is publicly available on Pöyry's website www.poyry.com.

The Code of Conduct is an important element of the Pöyry Way consisting of the Pöyry Fundamentals and Principles, which form Pöyry's valuebase. The Code provides the fundamental guidance on how to conduct business in Pöyry. It sets the standard of behaviour for everyone who works for Pöyry – both employees and business partners. The Code reiterates Pöyry's zero tolerance for corruption, bribery, anticompetitive practices, and discrimination or harassment of any kind. It also confirms the requirement for compliance with all applicable laws and regulations as well as the Pöyry Operating Guidelines. The Compliance Guidelines for the Code of Conduct have been issued to the entire staff to provide more detailed guidance on the topics presented in the Code.

The Code is applied without exception across all countries where Pöyry operates. Pöyry has launched a groupwide web based e-learning module on the Code in the beginning of 2011. This is to ensure that Pöyry's employees commit to, understand and comply with the Code. Everyone at Pöyry is required to annually complete and sign off on the Code of Conduct e-learning module.

Internal Control Policy

Pöyry has internally published its Internal Control Policy in October 2010. The policy defines the general rules and high level principles of Pöyry's internal control, which guide the design, development and and implementation of Pöyry's internal control system. Pöyry's objectives for internal control are based on the international COSO framework (Committee of Sponsoring Organizations of the Tradeway Commission).

The purpose of Pöyry's internal control system is to ensure that the following objectives are achieved:

- Effectiveness, efficiency and transparency of operations on all levels
- 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

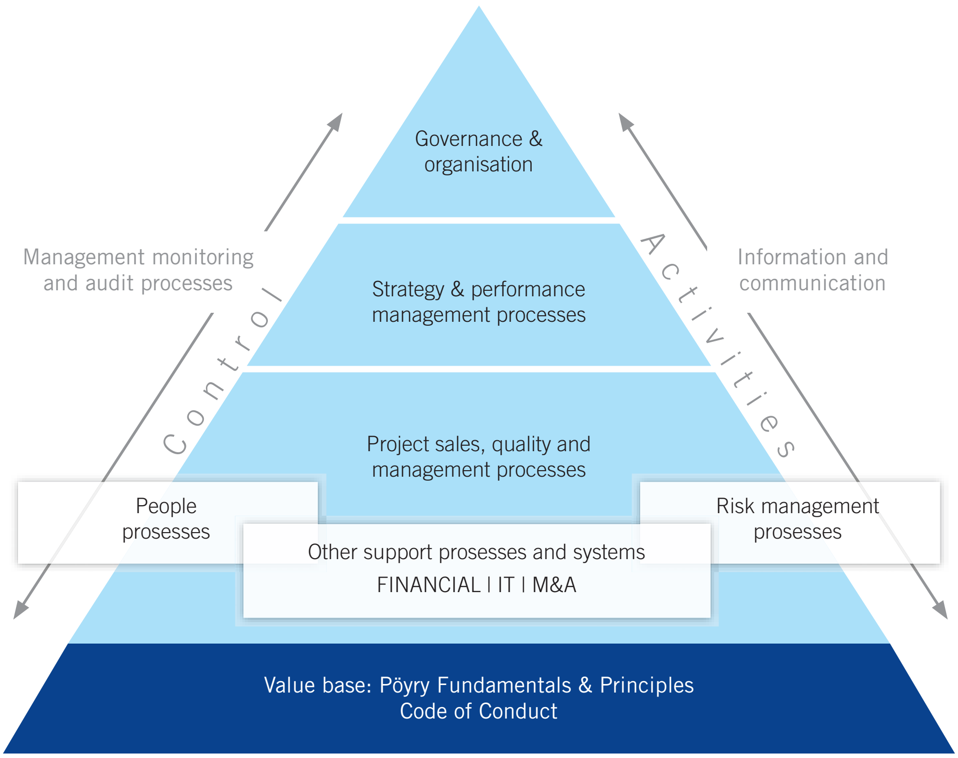
The business organisation has the primary control responsibility. The Group functions have a secondary, functional control responsibility and audit functions (internal and external audit) an assurance role in internal control.

COMPLIANCE PROGRAMME

The development of a groupwide Compliance Programme was started in 2010. The main purpose of the programme is to ensure:

- Compliance with laws, rules, regulations and key Operating Guidelines
- A culture of trust, honesty, integrity and respect throughout the Group
- The development, implementation and evaluation of the Code of Conduct and other key Operating Guidelines
- The management and monitoring of compliance risks
- Adequate compliance training, instructions and communications

The implementation of the Compliance Programme was started with the Code of Conduct in 2010 and will be extended to other key Operating Guidelines as of 2011. Further steps will also be taken as regards compliance management, monitoring and training as well as developing compliance instructions and communications.



Risk Management

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

RISK MANAGEMENT PRINCIPLES

Risk management is an on-going controlled process closely tied to the business processes. It is a coordinated set of activities to identify, assess, treat and control all major risk areas in a systematic and proactive way. The monitoring and measurement of existing risks and risk management procedures takes place continuously in order to evaluate the risk profile and effectiveness of the risk management processes. The clear focus in our risk management procedures is on proactive, preventive and protective measures and actions. In case of materialised risks, decisive and structured actions are taken and followed up.

RISK MANAGEMENT RESPONSIBILITIES

The Board of Directors approves the Risk Management Policy, oversees risk management and reviews the risk management processes of the Group with the assistance of the Audit Committee of the Board. The President and CEO organises risk management of the Group with the assistance of the Group Executive Committee (GEC) and the member of the GEC in charge of risk management. The head of the Group Risk Management function reports to the GEC member in charge of risk management.

The primary responsibility for managing risks is with the business groups where risks also primarily occur. The day-to-day risk management is part of every Pöyry employee's duties in their own area of responsibilities.

RISK MANAGEMENT PROCESS

Besides the day-to-day risk management processes, a standardised enterprise risk management (ERM) process linked to the strategy process takes place annually. In this process, the risks relevant to Pöyry are classified into the following main risk categories:

External risks
Internal risks
- Strategic risks
- Operational risks
- Financial risks

Both project risk management and ERM processes follow one generic risk management process:

More detailed description of Pöyry's risk management framework can be found at www.poyry.com/group

Description of the most significant risks in the Board of Director's Report on page 33 and the financial risks is in Note to the Financial Statements on pages 56-57

PROJECT OFFICE INITIATED IN 2010

Project management is the core business process of Pöyry. In 2010, we initiated through our Project Office a project to harmonise groupwide the key processes of project management starting from the project lead phase to the completion of a project. Project risk management processes are an elementary part of the harmonisation project. We believe that these harmonised processes will further enhance the quality of our services to our clients and ensure improved proactive and preventive measures to prevent project risks from materialising.

RISK REPORTING

Presidents of the business groups report regularly on their business group's key risks as part of their business status reports to the GEC. A summary of the key Group level risks is also presented as a regular item to the Audit Committee and the Board of Directors.

A summary of the annual ERM process ("ERM report") and a periodic follow-up of key risks are presented to the Audit Committee and Board of Directors.

2010 – FOCUS ON DEVELOPING COMMON TOOLS TO SUPPORT RISK MANAGEMENT PROCESSES

Large projects, including EPCM, EPC/turnkey and O&M type projects, are an important part in achieving the ambitious growth targets set in Pöyry's vision. Hence, winning and successfully implementing large projects is a new strategic focus area. A part of Pöyry's business has also earlier consisted of smaller and midsize EPCM, EPC and O&M projects. Separate risk management instructions and procedures are already in place for these types of projects in the respective business groups. A thorough risk assessment process is a standard requirement both before bid submission and throughout the project implementation. The risk control mechanisms include regular project audits and Supervisory Board reviews. Specialist resources are trained and recruited to strengthen existing competences.

In order to provide Project Managers with a common platform for assessing project risks and updating and following risk-related information throughout the project, a web-based project risk management tool set was taken into use throughout Pöyry in 2010.

This tool set consists of the Project Risk Assessment (PRA) tool and the Co-Pilot tool. The PRA tool is a practical, easy-to-use tool for project risk identification, evaluation and treatment planning. The PRA tool will be used in the majority of Pöyry's projects. The Co-Pilot tool is designed for large and complex projects. It is more detailed and supports workshop-type risk management sessions that are essential in large and complex projects. As an example, the Co-Pilot tool was used successfully in the Horizonte project in Brazil, which has been the largest EPCM project in Pöyry's history.

The tools are designed to support risk management throughout the project lifecycle - from the bidding phase to project closing. The groupwide rollout of these tools has already been started.

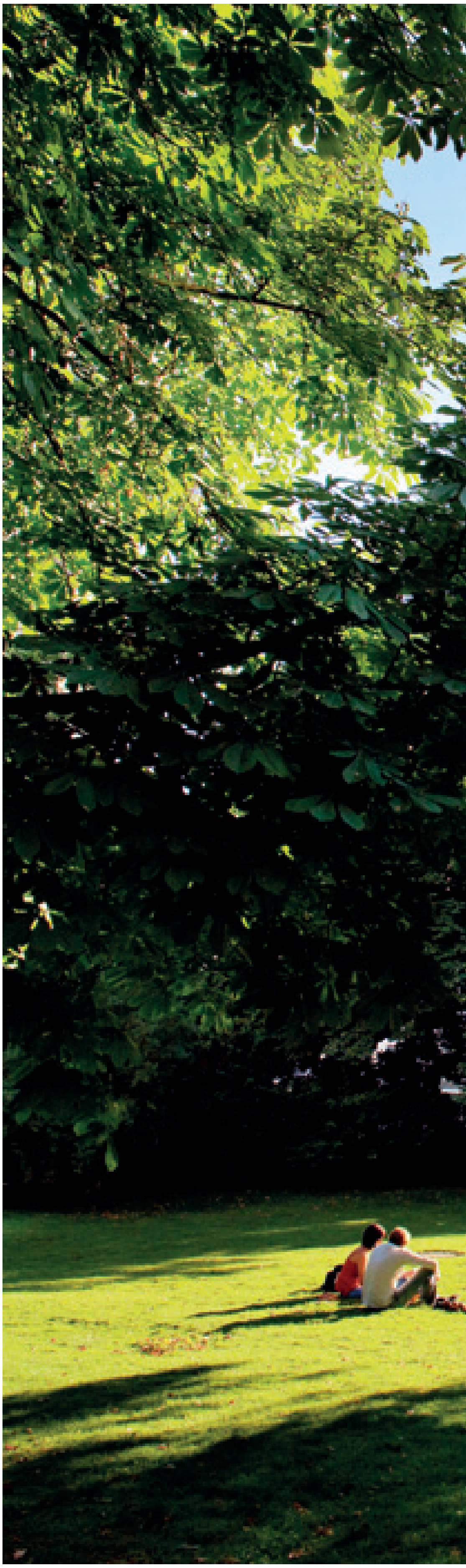
The ERM process which involves Business Unit, Business Group and Group levels is also supported by a web-based tool. The tool supports teamwork in the workshops as well as individual pre-work (identifying and voting on risk evaluations) prior to the workshops. Action plans for risk elimination and mitigation are stored and followed-up in the ERM tool.

TARGETS FOR 2011

Pöyry's risk management policy and procedures will be benchmarked against the ISO 31000 standard for risk management and a plan will be made for possibly required development actions. The project risk management tools will be rolled out throughout the Group, together with project risk assessment training, to Project Managers and other staff. Project portfolio risk reporting base on information in the PRA Tool database will be enhanced.

People at Pöyry

Pöyry is committed to providing a healthy and safe workplace to all its employees and to conducting ethical business practices. We also want to act responsibly within the community where we are present.



At Pöyry we want to provide our employees with a rewarding and fulfilling career. Pöyry is a people business, which means that our success rests on the collaborative, professional, innovative and responsible way to work with our clients, each other and our stakeholders. Pöyry is a responsible employer fostering a dynamic environment to support the growth and development of its employees.

ONE PÖYRY COMMUNITY

Pöyry as a company has gone through difficult times due to the recession which has had impact also on our employees and their engagement. Thus, one focus area is to enhance the One Pöyry community. In practice this means a common Pöyry way of working based on Pöyry's heritage, developing platforms and tools for working together remotely and developing aligned people processes to ensure equal people management practices across all of Pöyry while also accounting for cultural differences. We also want to ensure that our leadership capabilities are developed to respond to the business needs in order to achieve our vision.

FAIR TREATMENT

As Pöyry's Code of Conduct states, we treat out people fairly and equally. Pöyry respects human rights and is committed to follow the principles of the United Nations Universal Declaration of Human Rights. We do not permit unlawful discrimination of any kind and support equal opportunities for our employees as well as in our recruitment practices.

At Pöyry we do not permit harassment in any form. We expect our employees to familiarise themselves with local behavioural norms and customs as well as with cultural sensitivities.

DEVELOPMENT AND CAREER OPPORTUNITIES

Pöyry offers a range of personal and professional development opportunities. We have in-house programmes to develop our experts and support attendance at relevant courses, conferences and other training events to ensure leading edge development for our talent.

Pöyry Dialogue is a global framework for an annual dialogue between employee and line manager. Pöyry Dialogue encourages and drives high performance, supports individual competence & career development and helps retain talent. Pöyry Dialogue is an important channel to recognise performance in Pöyry. From the employees' point of view Pöyry Dialogue clarifies job responsibilities, expectations and priorities. It also enables systematic dialogue about longer-term career aspirations and personal development.

In addition to different training programmes Pöyry also supports development through daily work. Our employees should have the opportunity to be coached and mentored by senior experts and to work with interesting and challenging projects. The opportunity to be given clear feedback about strengths and development opportunities is also important.

Encouraging internal mobility across business groups and country borders is one of the major aspects of Pöyry's people development. Pöyry offers its experts the opportunity to work in different locations worldwide. We have 7 000 experts located in around 50 countries.

Pöyry offers its employees the Internal Job Market which is Pöyry's internal channel for announcing new job opportunities within the group and promoting internal job rotation. Pöyry Internal Job market offers possibilities for all employees to apply for any open position worldwide and makes different career opportunities more visible.

International transfers are an important way of developing and supporting Pöyry's strategic goals. Pöyry's International Transfers Policy aims at insuring that Pöyry staff transferred to host locations are treated equally and that the process is managed efficiently. The purpose of the policy is also to set common principles and rules for international transfers and to ensure efficient management of international transfers.

OCCUPATIONAL HEALTH AND A SAFE WORKING ENVIRONMENT

At Pöyry we are committed to providing a healthy and safe workplace. We are committed to protecting the health, safety and security of everyone at Pöyry and expect our clients, suppliers and partners to show this same commitment.

TRAVEL SECURITY FOR PÖYRY PEOPLE

Travelling is an integral part of our project work and we can not compromise the safety of our people. In addition to business travel and assignment insurances, we also have a 24-hour medical emergency, crisis coordination and travel assistance service offered as a global solution for our travelers. Travelers get travel security alerts about risks prior to their trip and the travel tracking service helps us to screen and locate travelers quickly in the event of a crisis situation. We have worked with our external partners to tailor the service to best meet our needs.

Sustainability

Pöyry is committed to improving its own environmental performance. Through its businesses Pöyry is able to impact and promote its clients' sustainable development. In Pöyry's offering emphasis is on resource efficiency in client solutions.

PÖYRY CONTRIBUTING TO THE BALTIC OXY OXYGENATION PROJECT

The Baltic Sea Action Group is an independent foundation that has the goal of saving the most polluted sea in the world, the Baltic Sea. The foundation has challenged a large group of public and private sector actors to join in the practical implementation of this work, each contributing their own know-how and input to the various projects.

As one of the leading design and expert organisations in Finland in the field of water supply utilities, Pöyry is committed to bearing the responsibility for the OXY project, which aims at improving the oxygenation conditions in the Baltic seabed basins. Pöyry is responsible for the following areas: project planning, raising the funding, acquisition of partners, project implementation, follow-up and communications.

Preparatory work for the OXY project has been in progress since 2010, and the actual oxygenation operation will commence in spring 2011 in the Tammionselkä stretch of water outside the City of Hamina, which has been chosen as a pilot site. Later, other basins in coastal waters with a serious yet not hopeless oxygenation situation will be selected as further sites. The practical implementation of the oxygenation process involves installing oxygenation equipment that is designed to restore the normal condition at the seabed and reduce internal phosphorus loading.

OXY
PINTAA SYVEMMÄLLE

› www.oxy-itameri.fi

From the environmental angle, our definition of sustainability is linked to the notion of resource efficiency. With balanced sustainability we refer to finding to clients such solutions that improve their energy, water, material and supply chain efficiencies. This means that Pöyry will be designing realistic and innovative solutions that consider all three aspects of sustainability – economic, environmental, social – while improving the economic return of investments. In addition to its commitment to provide its clients with solutions that meet these elements, Pöyry aims to manage and develop its own business in a sustainable and responsible manner.

SUPPORTING CLIENTS WITH THEIR ENVIRONMENTAL OBJECTIVES

Pöyry's commitment to environmental responsibility has already shown-up over the years, especially in the Group's hard-earned reputation for its state-of-the-art design and process engineering. We recognise that as a consulting engineering service provider our primary responsibility in environmental matters is to support our clients in achieving their environmental objectives. It is the consultant's task to help the client solve any business-related environmental or other problems and to help the client improve its competitiveness. Pöyry has systematically expanded its operations from the forest products industry towards a wider scope of businesses. This development ensures that Pöyry has a comprehensive and holistic understanding of efficient industrial and energy production processes, logistical requirements, and infrastructure solutions that take into account the environmental aspects.

PROMOTING SUSTAINABLE DEVELOPMENT

Environmental focus forms an important part of Pöyry's services and we continuously strive to apply ecologically sustainable procedures and engineering solutions. A responsible consultant must have the engineering tools and procedures needed to identify, analyse and assess the impacts of different actions on the environment and community. Pöyry aims at ecologically and economically sustainable use of resources including adoption of sustainable use of natural resources, adoption of the most appropriate technology, and high environmental performance. Pöyry encourages its clients to adopt design solutions which promote sustainable development and assumes responsibility for its recommendations. When procurement and subcontracting are involved in assignments, these functions will be governed by the same principles. However, the environmental impacts of a project are always examined against the background of the client's business and requirements.

ENVIRONMENTAL POLICY GIVES GUIDELINES TO OWN OPERATIONS

Pöyry's first Environmental Policy was adopted by the Group Executive Committee in 1996 and its latest revision is from 2006. Pöyry's guidelines for consulting and engineering services are in harmony with international environmental conventions and declarations concerning the environment. Pöyry complies with the applicable legislation on the environment, health and safety. In addition, Pöyry adheres to the Business Charter for Sustainable Development of the International Chamber of Commerce, and to the International Federation of Consulting Engineers (FIDIC) Policy Statement: Consulting Engineers and the Environment.

COMMITTED TO IMPROVE OWN ENVIRONMENTAL PERFORMANCE

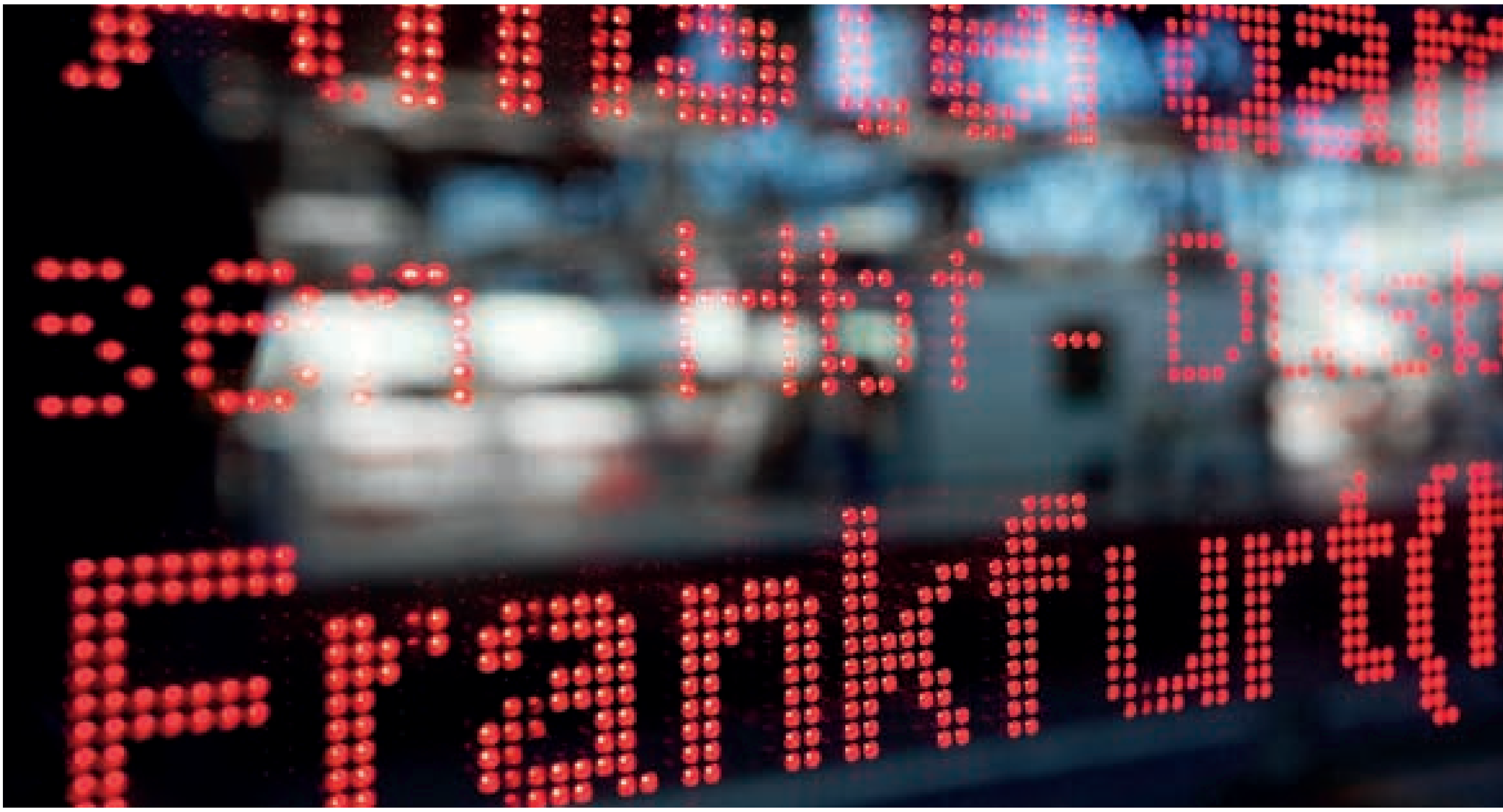
As to our own operations, we aim to continuously improve our environmental performance continuously by developing working practices, reducing the environmental effects of Pöyry's facilities, procurement and procedures, and by training and motivating its personnel in environmental matters. As a consulting and engineering service provider, Pöyry does not have any physical manufacturing site. Pöyry's assets are mainly in its people and the Group's environmental impact relates mainly to such issues as energy consumption and waste management of offices, travelling for external events (e.g. client meetings and project implementation) as well as internal meetings, and to the environmentally conscious behaviour at work (paper consumption, recycling, car schemes etc.). Pöyry has operations in 50 countries where we mainly operate in leased facilities. The Group executes some 15,000 projects annually in about 100 countries and to reduce its own burden on the environment, Pöyry has, for example enhanced video conferencing facilities and on-line web-based tools which are increasingly used in internal communications.

PÖYRY HELPED PRIMULA TO REDUCE ITS CARBON FOOTPRINT

Primula is a Finnish, over a hundred years old family business specialising in bakery products, prepared foods and restaurant operations. Primula's new production and logistic centre, located in Järvenpää in Southern Finland, was completed in fall 2010. The project was implemented according to Pöyry's real-estate development service model with a single contract providing complete services to the client. Pöyry's total delivery comprises project development, building site identification, investor search, rental and sales-related matters, complete design engineering, and construction management and inspection services.

The new centre was constructed so that it leaves as small a carbon footprint as possible and meets the highest environmental standards. Primula wanted to obtain an environmental certification for their new centre and selected the leading international rating system for buildings: LEED (Leadership in Energy and Environmental Design). Pöyry's accredited professionals helped to find the right solutions and guidance in the certification process. As a result Primula became the first carbon neutral food industry company in Finland.

Economic value distributed



As a listed company, Pöyry's overall objective is to make profit for its shareholders. Good financial performance also improves our possibility of producing economic well-being for our other stakeholders. Pöyry strives to have its operations flexible and efficient, to develop its offering towards more value-added and complex services and to improve Pöyry's competitive position to achieve greater profitability.

In 2010 Pöyry still suffered from the sluggish investment activity within its core industrial sectors. The performance was to some extent compensated from the public sector infrastructure investments, but this was not enough to increase the Group's net sales which came in at EUR 681,6 million and remained at the same level as in 2009 (673.5). Overcapacity and lack of larger projects hampered profitability and the Group's operating profit fell clearly from the 2009 comparable level and came in at EUR 17.3 million (22.5, excl. restructuring costs). The soft performance also meant that Pöyry was way below its profitability targets. However, despite the unsatisfactory financial result, the Group's financial position remains strong. Gearing at the end of 2010 was 3.5 percent (-10.5) which is well below the set limit of 30 percent.

ACTIONS TAKEN TO IMPROVE PROFITABILITY

To improve the efficiency and quality of its operations Pöyry launched a groupwide Operational Excellence Programme in late 2010. The programme includes streamlining operations and office network, improving core processes and investing in competence development. The programme will be implemented during 2010-2012. It was initiated in Finland where the need for structural changes and streamlining of the organisation was seen most imminent.

In December 2010 Pöyry announced the first decisions regarding the efficiency improvement measures in Finland. The statutory employee negotiations initiated in October 2010 in Pöyry's Finnish operations resulted in the decision to reduce capacity by about 400 persons. Adaptation measures also include pension arrangements, possible relocations, and to a smaller extent also temporary lay-offs

to adjust capacity. Improvement of business support for Finnish operations will continue. In addition to personnel cost the cost-savings relate to facilities and other fixed costs. Including the above mentioned reductions, the current estimate for the total capacity reduction in Finland is 450-500 persons. The improved operational model is expected to be implemented by the end of the second quarter of 2011. At the year-end 2010 about two thirds of the measures that aim at the annual operating profit improvement of about EUR 15 million were completed. The targeted operating profit improvement is expected to be fully captured by the end of 2011.

CLIENTS

Pöyry's aim is to help its clients run their projects to meet the evolving challenges of balanced sustainability. At Pöyry we are proud of our hard-earned reputation for conducting business with the highest ethical standards. We work with utmost professionalism, placing integrity and trust at the forefront. During 2010 we fine-tuned our key strategic priorities. Excelling in the core services of management consulting, larger projects and cost-effective detail engineering lays the foundation for offering clients more value-added solutions to the increasingly complex challenges they are facing.

PERSONNEL

In 2010 Pöyry paid a total of 331.5 million euros in wages, salaries and bonuses to its personnel. Wages and salaries as well as bonuses in the Pöyry Group are determined on the basis of local collective and individual agreements, individual employees' performances and the required qualification level. Supplementing the base salary, the Group has implemented bonus schemes which are primarily aimed at Group companies' line management, but which will be increasingly directed at individual experts, for example staff in project work.

SUB-CONSULTING

It is vital for Pöyry's operations that its partners are reliable. Hence, partners are chosen with care and evaluating their quality, reliability, accuracy and cost factors receives a high priority. The principles of Pöyry's Code of Conduct apply equally to our partners.

In conducting the client projects, Pöyry mainly uses its own resources. In 2010 Pöyry paid out about EUR 101.8 million for sub-consulting and other external charges, which is about 15 percent of the total operating expenses. Moving ahead with the strategy implementation, the aim is to increase the amount of outsourcing.

SHAREHOLDERS

Pöyry's target is that the dividend/earnings ratio is at least 50 per cent. Should the Group's net debt/equity ratio exceed 30 per cent, the dividend/earnings ratio may be adjusted. Pöyry paid a total of 5.9 million euros in dividends for 2009, 0.10 euros per share. The proposed dividend payment for 2010 is 0.10* euros per share. Pöyry's share price decreased by 18 percent during the year and the market capitalisation at the end of 2010 was EUR 543.6 million.

FINANCIERS

Pöyry's balance sheet structure remains strong. The Group's interest-bearing net debt totalled EUR 6.5 million at the end of 2010. The total financial expenses in 2010 were 5.4 million euros (2009: 5.6 million euros).

PUBLIC SECTOR

Pöyry's income taxes for 2010 totalled EUR -3.9 million (-4.4). Social expenses in 2010 totalled EUR 73.0 million.

DIRECT ECONOMIC VALUE GENERATED, € MILLION

Net sales	681.6
Other operating income	1.0
Finance income	1.9
Share of associated companies' result	0.7
Total value generated	**685.2**

ECONOMIC VALUE DISTRIBUTED TO STAKEHOLDERS, € MILLION

Operating costs	264.9
Personnel (wages, salaries, bonuses)	331.5
Shareholders (dividends)*	5.9
Financiers (finance expenses)	5.4
Public sector (taxes and social expenses)	76.9
Total value distributed	**684.6**

* BoD proposal

ECONOMIC VALUE RETAINED, € MILLION

0.6

Report of the Board of Directors 1 January - 31 December 2010

MARKET REVIEW

The growth in exports and industrial production stimulated the gradual upturn in the world economy during 2010. The growth in Western Europe, especially in Germany, was even more positive than expected and economic growth in, for example, China and Brazil was robust. In the US, the industrial production increased well even though in the second half of the year at a slower pace than in the first part.

The positive projections on the future recovery in the world economy and improving industrial activity led to increasing prices in certain commodities and raw materials. Although the increase in pulp prices eased up during the third quarter, the price level could still be considered above trend levels. In 2010, the quarterly price of crude oil recovered, supported by the growing oil demand, especially towards the end of the year. The general price development of metals and minerals has been robust during the year

Despite these positive signs new investments did not start on a larger scale in the sectors and geographies primarily served by Pöyry. Compared with the previous year, demand for various pre-investment and pre-engineering services did, however, increase.

Growth in demand for energy continues in emerging markets and the ageing power generation assets in mature markets are expected to lead to future investments in medium term. Unfortunately, uncertainty regarding the regulatory framework for low carbon energy created uncertainty and led to investment delays. Challenges in obtaining financing at favourable terms postponed investment decisions, in particular, among project developers.

The improving market situation in various industrial sectors, and especially in the emerging markets, was reflected in increasing investment planning, even though the actual investment decisions did not materialise during 2010. Investments in the transportation sector remained strong. The activity in the construction sector decreased during the year, particularly in the commercial and industrial sectors, and settled at this lower level towards the end of the year. The financial stringency has been affecting public investment activity in the water supply and sanitation segment, especially within Finnish municipalities. The improving economic environment has started to increase demand for management consulting services.

ORDER STOCK

Order stock, EUR million, end of period	12/2010	12/2009	Change, %
Consulting and engineering	521.1	483.6	7.8
EPC	5.1	2.1	n.a.
Total	526.2	485.7	8.3

The Group's order stock at the end of the reporting period totalled EUR 526.2 million (485.7) representing growth of 8.3 percent compared with the year before. The order stock increased especially in the Industry business group. The breakdown by business group for the order stock at the end of the reporting period was as follows: Energy EUR 183.2 million (35 percent of the total order stock), Industry EUR 66,0 million (13 percent), Urban & Mobility EUR 187,6 million (36 percent), Water & Environment EUR 66,5 million (13 percent) and Management Consulting EUR 22,9 million (4 percent).

ORDER INTAKE

The Group's order intake in January-December 2010 was supported by the gradually improving economic activity and increased from 2009. However, no major large projects were booked during the year and the order inflow mainly consisted of smaller and mid-sized assignments.

GROUP NET SALES

Net sales by business group, EUR million	1-12/ 2010	1-12/ 2009	Change, %	Share of total sales, % 1-12/ 2010
Energy	171.2	173.9	-1.6	25.1
Industry	159.8	162.0	-1.4	23.4
Urban & Mobility	197.2	184.5	6.9	28.9
Water & Environment	79.3	86.5	-8.3	11.6
Management Consulting	73.6	68.5	7.4	10.8
Unallocated	0.5	-1.9	n.a.	0.1
Total	681.6	673.5	1.2	100.0

The gradual upturn in the world economy during 2010 did not turn into larger implementation projects in Pöyry's key sectors, which was reflected in the Group's net sales. The consolidated net sales in 2010 were relatively stable compared with the year before and came in at EUR 681.6 million (673.5).

January-December 2010 net sales were significantly higher in both North and South America compared with the year before. Net sales in the Nordic countries and in other European countries were relatively stable but declined in Asia.

Business groups (operating segments)

The business group split is based on the structure which has been effective since 1 January 2010. All figures for 2009 have been restated (pro forma) accordingly. All personnel numbers are calculated as full-time equivalents (FTE).

Energy	1-12/ 2010	1-12/ 2009	Change, %
Order stock, EUR million	183.2	171.0	7.1
Net sales, EUR million	171.2	173.9	-1.6
Operating profit excl. restructuring costs, EUR million	6.4	7.8	-17.9
Operating margin excl. restructuring costs, %	3.7	4.5	
Operating profit, EUR million	4.4	5.9	-25.4
Operating margin, %	2.5	3.4	
Personnel at end of period	1,463	1,402	4.4

The order stock at the end of the reporting period increased by 7.1 percent from the year before and totalled EUR 183.2 million (171.0). In March the business group signed EPC contracts for two renewable energy projects in the Philippines with a total value of EUR 46 million. The projects were not included in the 2010 order stock due to the continued postponement of the financial closure of the projects.

January-December 2010 net sales were fairly stable at EUR 171.2 million (173.9). The net sales during the reporting period were supported by the solid development of the order stock especially in the hydropower business area. Pöyry has also been awarded several smaller assignments in the renewables and power & fuels business areas. The impacts of the global financial crises have delayed major investment decisions in the energy sector.

January-December 2010 operating profit before EUR 2.0 million restructuring costs amounted to EUR 6.4 million (7.8). Operating margin remained at an unsatisfactory level at 3.7 percent of net sales (4.5). Low profitability in the oil & gas and renewables segments burdened the overall profitability, but the actions to adjust capacity to demand and streamline operations have started to yield results during the fourth quarter of 2010. Operating profit after the restructuring costs was EUR 4.4 million (5.9) or 2.5 percent of net sales (3.4).

In 2010 Pöyry reinforced its nuclear power segment by acquiring 98.9 percent of the largest privately owned power sector consulting engineering company in Hungary, ETV-Eröterv. ETV-Eröterv has been consolidated in Pöyry's reporting as of 1 July 2010 (balance sheet as at 30 June 2010).

Industry	1-12/ 2010	1-12/ 2009	Change, %
Order stock, EUR million	66.0	39.3	67.9
Net sales, EUR million	159.8	162.0	-1.4
Operating profit excl. restructuring costs, EUR million	-6.3	-3.5	n.a.
Operating margin excl. restructuring costs, %	-3.9	-2.2	
Operating profit, EUR million	-11.8	-10.1	n.a.
Operating margin, %	-7.4	-6.2	
Personnel at end of period	2,083	1,790	16.4

The order stock at the end of the reporting period increased by 67.9 percent from the year before and totalled EUR 66.0 million (39.3).

The January-December 2010 net sales at EUR 159.8 million (162.0) remained fairly stable compared with the year before. The good development in the order stock during the first part of the year supported the net sales towards the end of the year.

The January-December 2010 operating profit before restructuring costs of EUR 5.5 million was EUR -6.3 million (-3.5) and the operating margin was -3.9 percent of net sales (-2.2). The lack of larger projects was reflected in low activity levels and profitability. The restructuring costs mainly relate to the major efficiency improvement measures decided on in Finland in late 2010 as part of the Group's Operational Excellence Programme. The ramp-up of engineering centres (Finland, Poland, Brazil, China) serving especially larger projects for industrial clients resulted in the decision to consolidate the Finnish engineering centre operations in Kouvola. It was also decided to cluster the office network in Finland under a regional model with wider scope of services and improved cost efficiency. Operating profit after restructuring costs was EUR -11.8 million (-10.1) or -7.4 percent of net sales (-6.2).

Urban & Mobility	1-12/ 2010	1-12/ 2009	Change, %
Order stock, EUR million	187.6	194.8	-3.7
Net sales, EUR million	197.2	184.5	6.9
Operating profit excl. restructuring costs, EUR million	18.5	15.5	19.4
Operating margin excl. restructuring costs, %	9.4	8.4	
Operating profit, EUR million	17.8	14.9	19.5
Operating margin, %	9.0	8.1	
Personnel at end of period	1,724	1,858	-7.2

The order stock at the end of the reporting period was somewhat lower than the year before and totalled EUR 187.6 million (194.8).

Supported by the solid order stock and strong net sales during the fourth quarter, the January-December 2010 net sales increased by 6.9 percent from the year before and totalled EUR 197.2 million (184.5).

The January-December 2010 operating profit before restructuring costs of EUR 0.7 million was EUR 18.5 million (15.5) and the operating margin was 9.4 percent of net sales (8.4). The improved operating profit in the fourth quarter mainly relates to profit recognition in a long-running major project based on certificates issued by the client confirming the acceptance of the services and the related receivable. The increased net sales and the profit recognition mentioned above during the fourth quarter were reflected in the good operating profit for the full year 2010. Operating profit after restructuring costs was EUR 17.8 million (14.9) or 9.0 percent of net sales (8.1).

Water & Environment	1-12/ 2010	1-12/ 2009	Change, %
Order stock, EUR million	66.5	62.3	6.7
Net sales, EUR million	79.3	86.5	-8.3
Operating profit excl. restructuring costs, EUR million	1.9	5.1	-62.7
Operating margin excl. restructuring costs, %	2.4	6.0	
Operating profit, EUR million	1.3	4.9	-73.5
Operating margin, %	1.7	5.7	
Personnel at end of period	891	908	-1.9

The order stock at the end of the reporting period increased by 6.7 percent from the year before and totalled EUR 66.5 million (62.3).

The January-December 2010 net sales decreased by 8.3 percent from the year before and totalled EUR 79.3 million (86.5) reflecting the difficult market environment especially in Finland.

The January-December 2010 operating profit before restructuring costs of EUR 0.6 million was EUR 1.9 million (5.1) and the operating margin was 2.4 percent of net sales (6.0). Profitability was burdened during the year mainly by the difficult business environment in the municipal sector and low activity level in Finland where actions were taken to adjust capacity to demand. Operating profit after restructuring costs was EUR 1.3 million (4.9) or 1.7 percent of net sales (5.7).

Management Consulting	1-12/ 2010	1-12/ 2009	Change, %
Order stock, EUR million	22.9	18.0	27.2
Net sales, EUR million	73.6	68.5	7.4
Operating profit excl. restructuring costs, EUR million	1.7	1.2	41.7
Operating margin excl. restructuring costs, %	2.3	1.8	
Operating profit, EUR million	-0.5	-0.4	n.a.
Operating margin, %	-0.6	-0.7	
Personnel at end of period	498	451	10.4

The order stock at the end of the reporting period increased by 27.2 percent from the year before and totalled EUR 22.9 million (18.0), reflecting the improving demand for consulting services.

The January-December 2010 net sales at EUR 73.6 million were 7.4 percent higher than the year before (68.5) reflecting the gradually improving market situation as well as the impact of the measures taken to develop the business.

The January-December 2010 operating profit before restructuring costs of EUR 2.2 million was EUR 1.7 million (1.2) and the operating margin was 2.3 percent of net sales (1.8). In the second quarter, an action programme was started to reorganise the Management Consulting business group into a more unified and integrated unit which resulted in notable restructuring costs. The reorganisation was successfully completed during 2010. Operating profit after restructuring costs was EUR -0.5 million (-0.4) or -0.6 percent of net sales (-0.7).

Group overhead

Unallocated costs in January-December 2010 were EUR 5.4 million (3.6), representing 0.8 percent of net sales (0.5).

GROUP FINANCIAL RESULT

Lack of larger projects and continued low capacity utilisation levels burdened profitability and the operating profit was EUR 17.3 million (22.5), excluding restructuring costs. Operating margin was 2.5 percent (3.3) of sales.

Actions to improve efficiency resulted in significant restructuring costs. The consolidated operating profit for the reporting period, including restructuring costs of EUR 11.5 million, totalled EUR 5.8 million (11.6). The consolidated operating margin declined to 0.9 percent from 1.7 percent of net sales the year before.

Profitability challenges were high in the business groups that operate mainly in the investment driven private sector, i.e. the Energy and Industry business groups. Their low activity levels were caused by, for example, delays in the start-up of awarded major projects. The Energy and Industry business groups also recorded substantial restructuring costs during the year. The Urban & Mobility business group's improved operating profit mainly relates to profit recognition in a long-running major project based on certificates issued by the client confirming the acceptance of the services and the related receivable. The business group recorded only minor restructuring costs. The Water & Environment business group suffered from the poor financial position of the municipal sector especially in Finland, where actions were taken to reorganise the business with some related restructuring costs. The Management Consulting business group's operating profit was slightly negative. The business group recorded substantial restructuring costs and also made investments in developing the business model in the very challenging market environment.

Net financial items were EUR -1.5 million (0.8).

Profit before taxes totalled EUR 4.3 million (12.4).

Income taxes were EUR -3.9 million (-4.4).

Net profit was EUR 0.4 (8.0) million.

Earnings per share were EUR 0.00 (0.11).

BALANCE SHEET

The consolidated balance sheet is strong. The consolidated balance sheet amounted to EUR 532.5 million at the end of the reporting period, which is EUR 17.1 million higher than at year-end 2009 (515.4) and EUR 21.6 million higher than at the end of September 2010. Total equity at the end of the reporting period was EUR 187.1 million (184.0). Total equity attributable to equity holders of the parent company was EUR 179.9 million (176.0) or EUR 3.03 per share (2.98).

The return on equity (ROE) was 0.2 percent (4.1). The return on investment (ROI) was 2.6 percent (5.3).

CASH FLOW AND FINANCING

The Group's liquidity is good. At the end of the reporting period, the Group's cash and cash equivalents and other liquid assets amounted to EUR 99.0 (142.0) million. In addition to these, the Group had unused long-term overdraft facilities amounting to EUR 93.9 million.

Net cash from operating activities in the reporting period was EUR -13.1 million (-10.4), representing EUR -0.22 per share. Net cash before financing activities was EUR -29.2 million (-25.6). The cash flow includes a net amount of EUR -9.7 million (-10.6) from acquisitions. The cash flow at EUR 26.6 million (24.7) was strong during the fourth quarter reflecting the typical seasonal pattern of the business.

The cash flow reflects the continued delay in some major project payments. The accounts receivable include receivables of EUR 30.9 million, which relate to certain public sector infrastructure projects in Venezuela, where the client is a public authority. The client has certified the debt in full. In December 2010, the Venezuelan Parliament passed the National Debt Law, which approved external debt for the projects concerned. The client is arranging financing for the payment of the said project receivables. It is still possible that the payments will also be made directly from the national budget. Several project suppliers have significant receivables in these projects. These accounts receivable contain uncertainties. It is possible that the client is not able to arrange the financing or even if it materialised, there could be further delays in the payments or parts of them. During the more than a decade that Pöyry has participated in public sector projects in Venezuela the country has always met its payment obligations in spite of delays.

Net debt at the end of the reporting period totalled EUR 6.5 million (-19.3). The net debt/equity ratio (gearing) was 3.5 percent (-10.5). Net debt was decreased by EUR 30.7 million after the end of September 2010. The equity ratio was 40.1 percent (40.9).

Pöyry paid its shareholders dividends amounting to EUR 5.9 million or EUR 0.10 per share in March 2010.

Calculation of key figures is presented on the Calculation of key figures page of the financial statements.

CAPITAL EXPENDITURE AND ACQUISITIONS

During the reporting period, the Group's capital expenditure totalled EUR 18.6 million, of which EUR 6.8 million consisted mainly of computer software, systems and hardware, and EUR 11.8 million was due to acquisitions.

Capital expenditure, EUR million	1-12/ 2010	1-12/ 2009
Capital expenditure, operative	6.8	4.8
Capital expenditure, shares	11.8	5.0
Capital expenditure, total	18.6	9.8

HUMAN RESOURCES

Personnel (FTE) by business group, at the end of the period	1-12/ 2010	1-12/ 2009	Change, %
Energy	1,463	1,402	4.4
Industry	2,083	1,790	16.4
Urban & Mobility	1,724	1,858	-7.2
Water & Environment	891	908	-1.9
Management Consulting	498	451	10.4
Group staff and shared resources	142	121	17.4
Personnel, total	6,801	6,530	4.2

Personnel (FTE) by geographic area, at the end of the period	1-12/ 2010	1-12/ 2009	Change, %
Nordic countries	2,467	2,510	-1.7
Other Europe	2,859	2,826	1.2
Asia	538	529	1.7
North America	215	198	8.6
South America	615	344	78.8
Other areas	107	123	-13.0
Personnel, total	6,801	6,530	4.2

Personnel structure

The Group had an average of 6,611 (7,052) employees (FTEs) during the reporting period, which is 6.3 percent less than the year before. The number of personnel at the end of the reporting period was 6,801 (6,530).

To support projected order inflow in the Industry business group, staff have been recruited in Brazil, Poland and China.

The statutory employee negotiations initiated as part of the Operational Excellence Programme in October 2010 in Pöyry's Finnish operations resulted in the decision to reduce capacity by about 400 persons. Including the reductions mentioned above, the estimate for the total need for capacity reductions in Finland is 450-500 persons. The improved operational model is expected to be implemented by the end of the second quarter of 2011.

The Pöyry Way

In 2010 many Pöyry employees contributed to defining the Pöyry way of working. This process culminated in the renewed value base being captured and launched as the "Pöyry Way". The key concepts and principles were communicated to the staff in the autumn of 2010. The Pöyry Way combines the best of the company's past with its aspirations for the future.

Organisational capabilities

To ensure that Pöyry Group's organisational capabilities will develop in accordance with changing business needs, the principles and actions for development are defined as a part of the annual strategy process. The new vision sets a clear agenda for the development focus areas and will provide exciting career opportunities for our staff.

Personnel expenses

Personnel expenses, EUR million	1-12/ 2010	1-12/ 2009	Change, %
Wages and salaries	319.0	319.9	-0.3
Bonuses	10.6	6.9	53.2
Expenses from share-based incentives	1.9	2.2	-15.0
Social expenses	73.0	72.4	0.8
Personnel expenses, total	404.5	401.5	0.8

Wages and salaries as well as bonuses in the Pöyry Group are determined on the basis of local collective and individual agreements, individual employees' performances and the required qualification level. Supplementing the base salary, the Group has implemented bonus schemes which are primarily aimed at the Group companies' line management, but which will be increasingly directed at individual experts, such as staff in project work.

Performance share plan 2008 - 2010

In December 2007, the Board of Directors of Pöyry PLC approved a share-based incentive plan for the key personnel. The plan comprises three earning periods, which are the calendar years 2008, 2009 and 2010. The rewards will be paid partly (50 percent) in the company's shares and partly (50 percent) in cash in 2009, 2010 and 2011.

For the earning period 2010 the payout will correspond to the value of 263,220 shares. The payout from the plan is based on the Group's earnings per share before restructuring costs (EPS) and net sales as well as the condition of service or employment not having been terminated prior to reward payment. If the service or employment ends prior to vesting 1 January 2013, the received shares must be returned to the Company gratuitously. The incentive plan included about 300 persons in the year 2010. The payments will be made to the participants in April 2011, after the AGM has adopted the financial statements.

The total payout for the three earning periods of the performance share plan 2008 - 2010 correspond to the value of 696,674 shares. This payout is 54 percent as an average of the target level budget of the whole plan.

More detailed information about the incentive plan has been released in the Company Announcement of 11 December 2007.

Performance share plan 2011 - 2013

In February 2011 the Board of Directors of Pöyry PLC approved a new share-based incentive plan for the Pöyry Group key personnel.

The plan includes earning periods which commence at the beginning of years 2011, 2012 and 2103. The first earning period is calendar years 2011 - 2013. The Board of Directors will annually decide on the details of the earning periods commencing in 2012 and 2013.

The potential reward from the plan for the earning period 2011 - 2013 will be based on the Group's Earnings per Share before restructuring costs (EPS) and Net Sales, as well as on the continuance of employment or service. The rewards earned on the basis of earnings period 2011 - 2013 will be paid partly in the Company's shares and partly in cash in 2014.

The incentive plan is directed to approximately 300 people. The rewards to be paid on the basis of the earnings period 2011 - 2013 will correspond to a maximum total of 475,000 Pöyry PLC shares if the target performance set by the Board of Directors is met. If the Company's performance exceeds the target and reaches maximum performance, as defined by the Board of Directors, the rewards to be paid on the basis of the earning period 2011 - 2013 will correspond to a maximum total of 950,000 Pöyry PLC shares. These numbers of shares include also the proportion of reward to be paid in cash.

RESEARCH AND DEVELOPMENT

The key cornerstone in Pöyry's business is the ability to provide clients with a full range of innovative and value-adding consulting engineering services covering the entire lifecycle of their investment projects.

To be able to help clients truly improve their businesses, Pöyry is continuously engaged in numerous research and development projects. The projects are conducted both on Pöyry's own initiative and in partnership with clients and research institutions. In 2010 Pöyry was involved in a number of development projects that are related to climate change, the development of new products and services, operations improvement and methodology and software. As the R&D expenses are mainly embedded in client projects, they have not been accounted for separately.

When approaching the end of its Vision period in 2020 Pöyry's aim is to be able to offer increasingly sophisticated services and comprehensive management consulting. To enable this Pöyry has defined four key Growth Enablers: Thought Leadership, Large Projects, Way of Working and Marketing & Sales. Internal development programmes to improve the company's execution capabilities in these areas have been launched. In 2010 Pöyry appointed the core team for the Large Project Function and proceeded with the Marketing & Sales programme. The renewed value base "Pöyry Way" was launched and the operational mode and process development has started as part of the Operational Excellence Programme.

GOVERNANCE

Annual General Meeting 2010

The Annual General Meeting of Pöyry PLC was held on 11 March 2010. The AGM adopted Pöyry PLC's financial statements and consolidated statements and granted the members of the Board of Directors, the company's President and CEO, and the Deputy to the President and CEO discharge from liability for the financial period 1 January to 31 December 2009.

The AGM resolved that a dividend of EUR 0.10 be distributed per outstanding share for the financial year 2009. The dividend was paid on 23 March 2010.

The AGM resolved that the Board of Directors consist of seven (7) ordinary members. The AGM re-elected the following members to the Board of Directors: Henrik Ehrnrooth, Pekka Ala-Pietilä, Alexis Fries, Heikki Lehtonen, Michael Obermayer and Karen de Segundo. The AGM elected Georg Ehrnrooth as a new member of the Board. Harri Piehl gave notice that he was not available for re-election.

The AGM resolved that the annual fees of the members of the Board of Directors be EUR 40,000 for a member, EUR 50,000 for the Vice Chairman and EUR 60,000 for the Chairman of the Board, and that the annual fee of the members of the committees of the Board of Directors be EUR 15,000. In addition, the AGM authorised the Board of Directors to decide about an additional fee of not more than EUR 15,000 per annum for each of the foreign residents of the Board of Directors and an additional fee of not more than EUR 5,000 per annum for each of the foreign residents of the committees. The authorisation shall be in force until the next AGM.

In its assembly meeting immediately following the AGM, the Board of Directors elected Henrik Ehrnrooth as Chairman and Heikki Lehtonen as Vice Chairman. Heikki Lehtonen, Alexis Fries and Georg Ehrnrooth were elected members of the Audit Committee. Henrik Ehrnrooth, Heikki Lehtonen, Karen de Segundo and Pekka Ala-Pietilä were elected members of the Nomination and Compensation Committee. In accordance with the authorisation by the AGM the Board resolved to pay an additional fee of EUR 15,000 per annum to the foreign residents of the Board of Directors and an additional fee of EUR 5,000 per annum to the foreign residents of the committees.

KPMG Oy Ab, Authorised Public Accountants, continues as Pöyry PLC's auditors based on the resolution made in the AGM on 6 March 2002. Sixten Nyman, Authorised Public Accountant, continues as responsible auditor.

Authorisations

Pöyry PLC's Annual General Meeting on 11 March 2010 authorised the Board of Directors to decide on the acquisition of the company's own shares with distributable funds. A maximum of 5,800,000 shares can be acquired. This authorisation was not used by the end of the reporting period.

The AGM also authorised the Board of Directors to decide on making a donation of a maximum of EUR 300,000 to the Aalto University in Finland. In December 2010 Pöyry signed a cooperation agreement with Aalto University. As part of the agreement and in accordance with the decision made at the 2010 Annual General Meeting, Pöyry has approved EUR 300,000 to be donated to Aalto University's foundation.

Group executive management

The Group Executive Committee consisted of nine (9) members at the end of 2010:

Heikki Malinen, President and Chief Executive Officer
Ari Asikainen, Executive Vice President (EVP) and President, Energy business group
Martin Kuzaj, EVP and President, Industry business group
Andy Goodwin, EVP and President, Urban & Mobility business group
Martin Bachmann, EVP and President, Water & Environment business group (from 1 February 2010)
Norbert Gorny, EVP and President, Management Consulting business group (from 1 February until 31 December 2010)
Richard Pinnock, EVP, Group Strategic Growth
Camilla Grönholm, EVP, Human Resources
Anne Viitala, EVP, Legal and Commercial

Johan Brink, acting CFO since 23 April 2010, has participated in the work and meetings of the Group Executive Committee.

On 15 December 2010 Jarkko Sairanen was appointed EVP and President of the Management Consulting business group, and a member of the Group Executive Committee. He will take over his new duties on 1 April 2011 at the latest.

On 21 December 2010 Jukka Pahta was appointed EVP and Chief Financial Officer, and a member of the Group Executive Committee. He will take over his new duties on 1 March 2011 at the latest.

SHARE CAPITAL AND SHARES

The share capital of Pöyry PLC on 31 December 2010 totalled EUR 14,588,478. The total number of shares including treasury shares totalled 59,413,798 at the end of the reporting period.

On 31 December 2010, Pöyry held a total of 401,967 treasury shares, which corresponds to 0.7 percent of the total number of shares and which at that date had a market value of EUR 3.7 million.

SHARES SUBSCRIBED FOR UNDER THE OPTION PROGRAMME 2004

Pursuant to Pöyry's stock option programme 2004, a total of 442,400 new shares were subscribed in 2010. As a result of these subscriptions, the total number of Pöyry's shares including treasury shares will increase to 59,413,798. At the end of the reporting period, the stock options issued under Pöyry PLC's ongoing stock option programme 2004 entitle holders to subscribe for a total of 1,253,028 shares, which would increase the total number of Pöyry's shares to 60,666,826. The option programme includes approximately 40 key persons.

All shares carry one vote per share and equal rights to dividends. The terms and conditions of the stock option programme are available on Pöyry's website at www.poyry.com.

MARKET CAP AND TRADING

The closing price of Pöyry's shares on 31 December 2010 was EUR 9.15. The volume weighted average share price during the reporting period was EUR 9.99, the highest quotation being EUR 12.30 and the lowest EUR 8.23. The share price decreased 18 per cent from the year-end 2009. During the reporting period approximately 22.7 million Pöyry shares were traded on NASDAQ OMX Helsinki, corresponding to a turnover of approximately EUR 226.9 million. The average daily trading volume was about 90,062 shares or approximately EUR 0.9 million.

On 31 December 2010, the total market value of Pöyry's shares was EUR 539.9 million excluding treasury shares held by the company and EUR 543.6 million including treasury shares.

OWNERSHIP STRUCTURE

The number of registered shareholders increased from 6,933 at the end of 2009 to 7,954 at the end of the reporting period, representing a growth of 10 percent.

Corbis S.A. continued to be the largest shareholder with 31.14 percent of the shares. The Chairman of the Board of Directors of Pöyry, Henrik Ehrnrooth, holds indirectly with his brothers Georg Ehrnrooth, member of the Board of Directors of Pöyry, and Carl-Gustaf Ehrnrooth a controlling interest in Corbis S.A.

At the end of the reporting period a total of 12.73 percent of the shares were owned by nominee registered shareholders. Total ownership outside Finland, including Corbis S.A. together with nominee registered shareholders was in total 44.81 percent of the shares.

FLAGGINGS IN 2010

Pöyry PLC received on 5 February 2010 a disclosure under Chapter 2, Section 9 of the Securities Market Act, according to which, as a result of share transactions concluded on 3 February 2010, the holdings of mutual funds managed by I.G International Management Limited (Corporate Number 201041), Ireland, decreased to less than 5 percent of Pöyry PLC's shares. According to the disclosure, I.G International Management Limited on that date held 2 934 342 shares which is 4.97 percent of Pöyry PLC's shares.

STRATEGY

On 14 October, Pöyry released its key strategic priorities and announced that as part of strategy implementation the Group will launch an Operational Excellence Programme. In this conjunction Pöyry announced it will initiate statutory employee negotiation in all its Finnish operations.

On 28 October Pöyry announced further details about the implementation of the efficiency improvement measures in Finland relating to the Operational Excellence Programme. The planned reduction in capacity was then estimated to correspond to 450 - 550 persons and the targeted annualised cost savings at EUR 10 - 15 million. The related restructuring costs were estimated to be in the range of EUR 6 - 10 million

On 8 December Pöyry announced decisions to reduce capacity by about 400 persons in accordance with the Operational Excellence Programme. Including the reduction mentioned above, the estimate for the total need for capacity reductions in Finland is 450 - 500 persons. The improved operational model is expected to be implemented by the end of the second quarter of 2011. These measures will lead to an annual operating profit improvement of about EUR 15 million.

At the year-end 2010 about two thirds of the measures that aim at the annual operating profit improvement of about EUR 15 million were completed. The targeted operating profit improvement is expected to be fully achieved by the end of year 2011. Restructuring costs of EUR 7.4 million were recorded in the fourth quarter of 2010.

IMPORTANT EVENTS AFTER THE END OF THE REPORTING PERIOD

In January 2011 Pöyry's Industry Business Group was awarded a basic and detailed engineering contract by Eldorado Celulose e Papel Ltda for the Balance of Plant (BOP) of the 1.5 million t/a bleached eucalyptus market pulp mill to be built in Mato Grosso do Sul state, Brazil. The EUR 8.4 million contract is a continuation of the pre-engineering and preparatory work for the mill infrastructure that Pöyry was awarded in early 2010 (see Company Announcements of 31 March, 2010 and 13 January, 2011).

Pöyry PLC received on 12 January 2011 a disclosure under Chapter 2, Section 9 of the Securities Market Act, according to which, as a result of share transactions concluded on 11 January 2011, the holdings of Ilmarinen Mutual

Pension Insurance Company (business ID 0107638-1), Finland, exceeded 5 percent of Pöyry PLC's shares. According to the disclosure, Ilmarinen Mutual Pension Insurance Company held on 11 January 2011 total of 2,980,389 shares which is 5.02 percent of Pöyry PLC's shares.

On 7 February 2011 Pöyry's Industry business group was awarded an assignment by MWV Rigesa Ltda., Brazil for the expansion of its paperboard mill in Três Barras, Santa Catarina State, Brazil. The assignment consists of contracts for EPC Open Book of the Balance of Plant (BOP) together with the associated EPCM services, and Project Management services for the overall project management support to the client. The total value of Pöyry's contracts is about BRL 325 million (about EUR 144 million) of which a majority consists of the EPC Open Book BOP contract. The contracts have been signed on 7 February 2011. A notice to proceed for the EPC Open book contract is expected to be received during the first quarter of 2011 after which the value will be booked into the order stock. The new machine is expected to be completed in mid-2012. Due to the nature of the contracts, profit recognition will occur towards the latter part of the project. (see Company Announcement of 8 February 2011).

In February 2011 the Board of Directors of Pöyry PLC approved a new share-based incentive plan for key personnel of Pöyry. More detailed information about the incentive plan under the Human Resources section of this report and in the Company Announcement of 8 February 2011.

MOST SIGNIFICANT RISKS AND BUSINESS UNCERTAINTIES

Despite the gradual upturn in the world economy during 2010, there is still a risk of new economic downturn. This can create some continued uncertainty and delays in clients' decision making.

The size and complexity of large projects typically require thorough and lengthy development work. There are uncertainties about the availability of financing, the selected implementation concept as well as the timing of investment decisions and project start-ups which all are beyond Pöyry's control. This may have an adverse impact on Pöyry's net sales and profitability.

An important part of Pöyry's business comes from municipal and other public sector clients. The increased indebtedness of various economies has led the EU and an increasing number of governments to decide on austerity and cost-reduction measures. These are expected to impact infrastructure investments negatively at some stage. The magnitude and timing, and particularly impact on the type of services provided by Pöyry's is, however, unclear. With respect to municipal clients there is a risk that reduced tax revenues of local governments may impact negatively the funding of infrastructure projects or delay them.

Part of Pöyry's net sales originates from emerging and developing countries, some of which face political and economic challenges. There is a risk that in projects in these countries payment of invoices may be delayed excessively or the Pöyry Group may experience credit losses. The most notable risk in this area is the accounts receivables in the Venezuelan infrastructure projects as detailed under section 'Cash flow and financing'. To manage this risk, the company maintains systematic processes for the follow-up and collection of receivables. Pöyry's financial position is solid and the balance sheet is strong.

MARKET OUTLOOK 2011

Various leading indicators signal that the world economy is returning to a growth track after the lengthy downturn. However, for example, in Europe there are significant differences in economic prospects between countries. The economic growth has been partly stimulated by increasing industrial production. However, operating rates are only gradually reaching levels which trigger clients to invest in new capacity. In the developed regions of the world economic growth may be considered relatively self-sustained and emerging regions are projected to continue on a dynamic growth track. The positive projections on the future development have led to, for example, increasing prices in commodities and raw materials, which may gradually support improving investment activity.

In the energy and the industrial sectors relevant to Pöyry's businesses the long-term fundamentals behind the future demand remain solid. In the industrial sectors demand is increasingly geared to emerging markets. The financial crisis and regulatory uncertainty have prolonged the investment decision processes but the improving economic environment is expected to gradually have a positive impact on the sectors' investment activity.

Several global megatrends support transportation and real estate investments in markets where Pöyry has exposure and investment activity in general is expected to continue stable or growing. Within the water supply and sanitation segment public sector investment activity is expected to continue modest in Europe. However, the fundamental need for water sector and environmental expertise is expected to create demand for services within Pöyry's scope. In the transportation area public sector or public-private partnerships investments are expected to continue mid-term.

The improving economic environment is expected to increase demand for management consulting services.

OUTLOOK FOR THE FIRST HALF OF 2011

Pöyry's businesses are predominantly driven by clients' new capital investments and most of the businesses are also inherently late in the cycle. It is difficult to predict the timing of clients' new investment decisions and project start-ups. Due to these uncertainties Pöyry makes a forecast only for the first half of 2011. The Group net sales for the first half of 2011 are expected to improve from the corresponding period in 2010. The Group's comparable operating profit in the first half of 2011 is expected to improve significantly from the operating profit, excluding restructuring costs, in the corresponding period in 2010, taking into consideration the small numbers in the reference period. Pöyry will update the forecast as soon as more accurate information is available.

Outlook by the business group for the first half of 2011:

The preconditions for net sales growth are strongest in Energy and Management Consulting business groups. Net sales in the Industry business group are also expected to improve. The net sales in the Urban & Mobility and Water & Environment business groups are expected to remain stable. Operating profit in the Energy, Industry, and Management Consulting business groups is expected to improve significantly taking into consideration the small numbers in the reference period. The operating profit in the Water & Environment business group is expected to improve, and remain stable in the Urban & Mobility business group.

BOARD OF DIRECTORS' PROPOSAL FOR DISPOSAL OF DISTRIBUTABLE FUNDS

Pöyry Group's parent company Pöyry PLC's net profit for 2010 was EUR 12,145,936.80 and retained earnings were EUR 89,681,088.17, so the total amount distributable earnings was EUR 101,827,024.97. The Board of Directors of Pöyry PLC proposes to the Annual General Meeting on 10 March 2011 that a dividend of EUR 0.10 (0.10) per share be paid for the year 2010. The number of outstanding shares is 59,011,650 and the total amount of dividends thus EUR 5,901,165.00. The Board of Directors proposes that the dividend be paid on 22 March 2011.

Statement of comprehensive income

EUR million		2010	2009
1	**Net sales**	**681.6**	673.5
2	Other operating income	**+1.0**	+0.8
	Share of associated companies' results	**+0.7**	+0.5
	Materials and supplies	**-10.6**	-7.0
	External charges, subconsulting	**-101.8**	-90.6
3	Personnel expenses	**-404.5**	-401.5
	Depreciation	**-8.1**	-8.2
6	Other operating expenses	**-152.5**	-155.9
		-677.5	-663.2
	Operating profit	**5.8**	**11.6**
7	Financial income and expenses	**-1.5**	+0.8
	Profit before taxes	**4.3**	**12.4**
8	Income taxes	**-3.9**	-4.4
	Net profit for the period	**0.4**	**8.0**
	Other comprehensive income		
	Translation differences	**+7.2**	+4.2
	Total comprehensive income for the period	**7.6**	**12.2**
	Net profit attributable to:		
	Equity holders of the parent company	**0.1**	6.5
	Non-controlling interest	**0.3**	1.5
	Total comprehensive income attributable to:		
	Equity holders of the parent company	**7.2**	10.7
	Non-controlling interest	**0.4**	1.5
9	Earnings/share, EUR	**0.00**	**0.11**
	Corrected with dilution effect	**0.00**	0.11

Statement of cash flows

EUR million	2010	2009
From operating activities		
Net profit for the period	**0.4**	8.0
Expenses from share-based incentive programmes	**+1.9**	+1.2
Depreciation and value decrease	**+8.1**	+8.2
Gain on sale of fixed assets	**-0.1**	-0.0
Share of associated companies' results	**-0.3**	+0.2
Financial income and expenses	**-1.5**	-0.8
Income taxes	**+3.9**	+4.4
Change in work in progress	**-2.9**	-9.5
Change in accounts and other receivables	**-39.6**	+18.3
Change in advances received	**+0.2**	-7.6
Change in payables and other liabilities	**+28.7**	-16.9
Received financial income	**+2.1**	+5.0
Paid financial expenses	**-5.4**	-5.7
Paid income taxes	**-8.7**	-15.2
Total from operating activities	**-13.1**	**-10.4**
Capital expenditure		
Investments in shares in subsidiaries deducted with cash acquired	**-9.7**	-10.6
Investments in other shares	**-0.0**	-0.2
Investments in fixed assets	**-6.8**	-4.7
Sales of other shares	**+0.0**	+0.0
Sales of fixed assets	**+0.4**	+0.3
Capital expenditure total, net	**-16.1**	-15.2
Net cash before financing	**-29.2**	**-25.6**
Financing		
New loans	**+0.0**	+20.0
Repayments of loans	**-19.9**	-20.5
Change in current financing	**-0.7**	+0.7
Paid dividends	**-6.7**	-39.0
Acquisitions of own shares	**-0.0**	-1.9
Share subscription	**+1.9**	+0.4
Net cash from financing	**-25.4**	-40.3
Change in cash and cash equivalents and in other liquid assets	**-54.6**	**-65.9**
Cash and cash equivalents and other liquid assets 1 January	**142.0**	**203.7**
Change in the fair value of financial assets	**-0.1**	+0.1
Impact of translation differences in exchange rates	**+11.7**	+4.1
Cash and cash equivalents and other liquid assets 31 December	**99.0**	**142.0**
Financial assets at fair value through profit and loss	**11.4**	27.9
Cash and cash equivalents	**87.6**	114.1
Cash and cash equivalents and other liquid assets 31 December	**99.0**	**142.0**

Statement of financial position

Note	EUR million	2010	2009
	Assets		
	Non-current assets		
1	Goodwill	**116.7**	101.3
1	Intangible assets	**5.2**	5.4
2	Tangible assets	**16.2**	16.6
3	Shares in associated companies	**6.1**	5.5
3	Other shares	**2.1**	1.9
3	Loans receivable	**1.7**	1.5
	Deferred tax receivables	**11.5**	9.5
	Pension receivables	**0.6**	0.3
4	Other	**8.4**	7.5
		168.5	149.5
	Current assets		
5	Work in progress	**81.6**	78.8
5,7	Accounts receivable	**161.4**	127.3
5	Loans receivable	**0.1**	0.1
5	Other receivables	**7.8**	7.5
6	Prepaid expenses and accrued income	**14.1**	10.2
5	Financial assets at fair value through profit and loss	**11.4**	27.9
5	Cash and cash equivalents	**87.6**	114.1
		364.0	365.9
	Total	**532.5**	**515.4**

Note	EUR million	2010	2009
	Equity and liabilities		
	Equity		
	Equity attributable to the equity holders of the parent company		
8	Share capital	**14.6**	14.6
8	Legal reserve	**3.4**	2.9
8	Invested free equity reserve	**58.5**	56.6
	Translation differences	**-11.6**	-18.2
	Retained earnings	**115.0**	120.2
		179.9	176.0
	Non-controlling interest	**7.2**	8.0
		187.1	184.0
	Liabilities		
	Non-current liabilities		
9	Interest bearing non-current liabilities	**85.3**	101.3
10	Pension obligations	**8.2**	7.4
	Deferred tax liability	**2.9**	1.7
	Other non-current liabilities	**3.1**	2.3
		99.5	112.7
	Current liabilities		
9,12	Amortisations of interest bearing non-current liabilities	**19.6**	19.8
9,12	Interest bearing current liabilities	**0.6**	1.7
11,12	Provisions	**16.6**	8.3
12	Project advances	**66.2**	66.0
12	Accounts payable	**30.0**	21.5
12	Other current liabilities	**31.3**	29.3
12	Current tax payable	**3.9**	4.2
13	Accrued expenses and deferred income	**77.7**	68.0
		245.9	218.8
		345.4	331.4
	Total	**532.5**	**515.4**

Statement of changes in equity

EUR million	Share capital	Share premium reserve	Legal reserve	Invested free equity reserve	Translation differences	Retained earnings	Total	Non-controlling interest	Total equity
Equity 1 Jan. 2009	14.6	32.4	20.5	5.8	-22.4	152.5	203.4	7.7	211.1
Shares subscribed with stock options				0.4			0.4		0.4
Payment of dividend						-37.9	-37,9	-1.1	-39.0
Acquisition of own shares						-1.9	-1.9		-1.9
Transfer to the invested free equity reserve		-32.4	-18.0	50.4			0.0		0.0
Transfer, retained earnings			0.3			-0.3	0.0		0.0
Expenses from share-based incentive programmes						1.2	1.2		1.2
Non-controlling interest, change						0.1	0.1	-0.1	0.0
Comprehensive income for the period					4.2	6.5	10.7	1.5	12.2
Changes for the period		-32.4	-17.7	50.8	4.2	-32.3	-27.4	0.3	-27.1
Equity 31 Dec. 2009	**14.6**	**0.0**	**2.9**	**56.6**	**-18.2**	**120.2**	**176.0**	**8.0**	**184.0**
Equity 1 Jan. 2010	14.6		2.9	56.6	-18.2	120.2	176.0	8.0	184.0
Shares subscribed with stock options				1.9			1.9		1.9
Payment of dividend						-5.9	-5.9	-1.2	-7.1
Expenses from share-based incentive programmes						0.6	0.6		0.6
Comprehensive income for the period			0.5		6.6	0.1	7.2	0.4	7.6
Changes for the period			0.5	1.9	6.6	-5.2	3.9	-0.7	3.1
Equity 31 Dec. 2010	**14.6**		**3.4**	**58.5**	**-11.6**	**115.0**	**179.9**	**7.2**	**187.1**

Notes to the consolidated financial statements

ACCOUNTING PRINCIPLES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Group profile

Pöyry PLC is a Finnish public limited liability company organised under the laws of Finland and domiciled in Vantaa. Pöyry PLC is the parent company of the Pöyry Group. Pöyry is a global consulting and engineering firm, which operations are conducted through five operating segments (business groups): Energy, Industry, Urban & Mobility, Water & Environment and Management Consulting.

A copy of the consolidated financial statements can be obtained either from the web site (www.poyry.com) or from the parent company's head office, the address of which is Jaakonkatu 3, 01620 Vantaa, Finland.

In its meeting on 7 February 2011 the Board of Directors of Pöyry PLC approved the publishing of these consolidated financial statements. According to the Finnish Limited Liability Companies Act shareholders have the right to approve or reject the annual accounts in the shareholders' meeting held after their release. The shareholders' meeting also has the right to make amendments to the annual accounts.

Basis of preparation

The consolidated financial statements of the Pöyry Group are prepared in accordance with International Financial Reporting Standards (IFRSs) including the IAS and IFRS standards as well as the SIC and IFRIC interpretations in force as at 31 December 2010. International financial reporting standards, referred to in the Finnish Accounting Act and in ordinances issued based on the provisions of this Act, refer to the standards and their interpretations adopted in accordance with the procedure laid down in regulation (EC) No 1606/2002 of the EU. The notes to the consolidated financial statements also conform to the Finnish accounting and company legislation. The financial statements of the parent company, Pöyry PLC, are prepared in compliance with FAS (Finnish accounting standards).

The consolidated financial statements are presented in euro. They have been prepared under the historical cost convention, unless otherwise stated in the accounting policies below.

The Group has applied as from 1 January 2010 the following new and amended standards and interpretations:

- Revised IFRS 3 Business Combinations. Significant amendments have been made to the standard. The amendments broaden the scope of IFRS 3 and impact, among other things, the amount of goodwill recognised on business combinations. Consideration transferred together with identifiable assets and liabilities of the acquired company are measured at fair value at the acquisition date. Contingent consideration is measured at fair value and subsequently re-measured through profit or loss. All acquisition-related costs, such as experts' fees, will be expensed instead of capitalisation. There is a choice on an acquisition-by-acquisition basis to measure the non-controlling interest (minority) in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.
- Amended IAS 27 Consolidated and Separate Financial Statements. The amendments affect the accounting treatment of acquisitions and sales achieved in stages. If the parent company retains control, impacts from changes in ownership in a subsidiary are recognised directly in Group's equity. Such transactions carried out with non-controlling interest (minority) no longer result in goodwill or gains and losses to be recorded in profit or loss. When control is lost, any remaining interest is measured at fair value through profit or loss. A similar accounting treatment is also applied to investments in associates and interests in joint ventures. In future losses of a subsidiary may be allocated to non-controlling interest also when they exceed the value of the non-controlling shareholders' investment.
- Improvements to IFRSs (April 2009). The amendments cover in total 15 standards. Except for the change adopted in 2009 relating to IFRS 8 Operating Segments other amendments included here have not impacted on the consolidated financial statements.

  The adoption of the following new and amended standards had no impact on Pöyry's 2010 consolidated financial statements:
- Amendment to IAS 39 Financial Instruments: Recognition and Measurement – Eligible Hedged Items. The amendments deal with hedge accounting and relate to designation of a one-sided risk in a hedged item and designation of inflation in a financial hedged item.
- IFRIC 17 Distributions of Non-cash Assets to Owners. The interpretation provides guidance how an entity should account for non-cash dividend distributed to owners.
- IFRIC 18 Transfers of Assets from Customers. The interpretation provides guidance on how entities should account for items of property, plant and equipment received from customers, or cash that is received and used to connect the customer to a network (e.g. to a electricity network) or to provide ongoing access to a supply of goods or services or both.
- Amendments to IFRS 2 Share-based Payment – Group Cash-settled Share-based Payment Transactions. These amendments provide additional guidance to the accounting treatment of share-based payment transactions among group entities.

Uses of estimates

The preparation of financial statements in conformity with IFRSs requires the management to make estimates and assumptions that affect the contents of the financial statements. Actual results may differ from these estimates. The estimates mainly relate to project revenue recognition, impairment testing as well as to recognition and measurement of defined benefit obligations, deferred taxes and provisions. The estimates and assumptions are based on the management's current best knowledge reflecting historical experience and other reasonable assumptions at the end of the reporting period.

By the time of the publication of the consolidated financial statements the Group is not aware of such major sources of estimation uncertainty at the end of the reporting period nor of such key assumptions concerning the future that might have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Subsidiaries

The consolidated financial statements incorporate the parent company and all those subsidiaries in which it holds, directly or indirectly, over 50 per cent of the voting rights or in which it otherwise has control at the end of the reporting period. Control is the power to govern the financial and operating policies of a company so as to obtain benefits from its activities.

The acquisition of companies is accounted for by using the acquisition method to which all identifiable assets and liabilities of the acquired company together with the consideration transferred are measured at fair value at the acquisition date. Acquisition-related costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are recognised in profit or loss. Any contingent consideration payable is recognised at fair value at the acquisition date, and taken into account as part of the consideration transferred. The obligation to pay contingent consideration is classified as a liability or as equity based on the definitions of financial instruments in IAS 32 standard.

The companies acquired or founded during the reporting period are consolidated from the date that control of the companies commences, which is generally the acquisition or foundation date. The companies closed or disposed of are incorporated in the consolidated financial statements until control ceases. All intercompany balances and transactions are eliminated as part of the consolidation process.

Total comprehensive income for the period attributable to the owners of the parent and any non-controlling interests is presented in the statement of comprehensive income. Non-controlling interests are measured either at fair value or at their proportionate interest in the recognised amount of identifiable net assets of the acquired company. Total comprehensive income is attributed to the owners of the parent and to the non-controlling interests even if it results in a deficit balance for the non-controlling interests. In the balance sheet, non-controlling interests are presented within equity of the owners of the parent. Changes in ownership interests in subsidiaries that do not result in a loss of control are recognised only in equity of the parent company.

In a business combination achieved in stages, the acquirer's previous equity interest in the acquired company is measured at fair value, and the related profit or loss is recognised in the statement of comprehensive income.

Acquisitions prior to 1 January 2010 have been recognised according to the previous effective standards.

Associates

Associates included in the consolidated financial statements are those entities in which the Group's shareholding and voting rights are usually between 20 and 50 per cent or in which it otherwise has significant influence, but not control, over the financial and operating policies. Holdings in associates are accounted for using the equity method. The Group's proportionate share of associates' profit for the financial year is included in the operating profit as the associates' operations closely relate to the business of the Group.

Foreign currency items

Foreign subsidiaries

In preparing the consolidated financial statements the income and expense items in the statements of comprehensive income and cash flows of those foreign subsidiaries whose functional currency is not the euro, are translated into euros at the average exchange rate during the period. Their balance sheets are translated at the ECB closing rate at the end of the reporting period.

Foreign exchange differences for the period arising from the application of the acquisition method, translation of the accumulated post-acquisition equity items and translation of the comprehensive income for the period at the average monthly rate in the statement of comprehensive income and at the closing rate in the balance sheet are recorded as separate item in other comprehensive income. The accumulated translation difference amounts are reported as separate item under equity.

Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency at the rates of exchange prevailing on the dates of the transactions. Foreign currency monetary balances and non-monetary items stated at fair value in a foreign currency are translated at the closing rate at the end of the reporting period. Other non-monetary items are translated using the exchange rate at the date of the transaction.

Gains and losses resulting from transactions in foreign currencies and translation of monetary items are recognised in profit or loss. Foreign exchange gains and losses arising on business operations are adjusted to revenues or operating expenses, respectively. Exchange differences arising on foreign currency loans are included in financial income and expenses except for the loans designated as hedges of foreign net investments that are highly effective. The effective portions of the exchange differences from such loans are recognised in other comprehensive income in the consolidated financial statements and presented as translation differences under equity. The translation differences accumulated in equity are transferred to profit or loss as a reclassification adjustment as part of the gain or loss on disposal, when the Group disposes of all, or part of, that entity.

Net sales and revenue recognition principles

Net sales equal fair value of services less indirect taxes associated to sales and other adjustment items.

The Group's operations estimates are made at least quarterly, when all project managers are required to prepare updated estimates for all ongoing projects. Also the provisions as well as overdue trade receivables are reviewed by the management at least on a quarterly basis.

The services provided by the Pöyry Group are generally classified into three categories for revenue recognition purposes:

1. 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 stage of completion at the end of the reporting period. The stage of completion is defined as the proportion that project costs incurred for work performed both by the Group and subcontractors to date bear to the estimated total project costs.

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

The revenue is recognised in the period during which the corresponding services have been rendered. If a reimbursable project has any kind of maximum, cap or estimate type of characteristics, revenue is recognised by reference to the stage of completion.

3. Contracting/Turnkey/EPC projects: The revenue is recognised using the percentage-of-completion method, measured by reference to the percentage of total cost incurred to date to estimated total cost at the end of the reporting period. Due to the different risk profile separately defined procedures are followed when assessing the risks and the progress made as well as in monitoring and controlling throughout the project.

The percentage-of-completion method is only applied when the outcome of a project can be estimated reliably. Project managers are responsible for the total estimate of a project made at least quarterly. At early stage of a project only costs are covered until the percentage of completion exceeds 10 per cent.

If the outcome of a project cannot be estimated reliably, the Group applies the cost recovery method in which the project costs incurred are expensed in the period in which they are incurred and revenue is recognised only to the extent of project costs incurred that probably will be recoverable.

When it is probable that total project costs will exceed total project revenue, the expected loss is recognised as an expense immediately.

The project revenue recognised according to the percentage-of-completion method, but not yet invoiced, including unfinished work is presented in the balance sheet under 'work-in-progress'. The unrecognised part of the invoicing is included in 'received project advances'.

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

Employee benefits

Pension plans

The Group companies have various pension plans throughout the world. The statutory pension plans of Finnish companies are funded through payments to pension insurance companies. Voluntary pension plans are funded through pension insurances. Foreign subsidiaries operate their pension plans in accordance with the local regulations and practices.

Pension plans are classified as either defined contribution plans or defined benefit plans. The plans the Group has currently are mainly classified as defined contribution plans under which fixed contributions are paid into a separate entity and they are recognised as an expense in profit or loss in the year to which they relate. If the payee is not capable to pay the pension benefits in question, Pöyry Group will have no legal or constructive obligation to pay further contributions. All other plans not meeting the above criteria are classified as defined benefit plans. The Group has defined benefit plans in Switzerland, Germany, Austria, France and Norway. In Finland some voluntary pension plans have been classified as defined benefit plans. The expenditure from these plans is calculated separately for each plan in accordance with its terms and recognised as an expense over the expected working lives of the employees participating in the plan based on the actuarial calculations. The discount rate used in calculation of the present value is determined by reference to market yields on high quality corporate bonds and to the maturity of the pension obligation. The present value of pension obligations is netted against the fair value of plan assets at the end of the reporting period and adjusted with unrecognised actuarial gains and losses and past service costs resulting in either a receivable or a liability to be recognised on the balance sheet. The unfunded part of the defined benefit obligations increases the pension obligations and decreases equity. If a defined benefit plan is overfunded, the overfunded part increases the Group's assets and equity, respectively.

Actuarial gains and losses that arise subsequent to the date of transition are recognised in accordance with the corridor method to the extent that any unrecognised actuarial gain or loss of the period exceeds 10 per cent of the greater of the present value of the defined benefit obligation and the fair value of plan assets. That portion is recognised in profit or loss over the expected average remaining working lives of the employees participating in the plan.

Share-based payments

Share option plans

Pöyry PLC has granted share options in 1998 and 2004, the option plan of 1998 ended in 2005.

The granted share options are measured at their fair values at the grant date using the Black & Scholes option pricing model. The resulting employee expense is recognised during the vesting period with a corresponding increase in equity in retained earnings. The expense determined on the grant date is based on the estimate about the number of options that are expected to vest by the end of the vesting period. Payments received from share subscriptions on the grounds of options (adjusted by the transaction costs) are recognised in the invested free equity reserve. The option plan 2004 is described in the note 4 to the statement of comprehensive income.

Share-based incentive plan

In December 2007 the Board of Directors of Pöyry PLC has approved a share-based incentive plan for key personnel of Pöyry. The plan comprises three earning periods, which are the calendar years 2008, 2009 and 2010. The rewards will be paid partly in the company's shares and partly in cash in 2009, 2010 and 2011. The shares must be held for an approximate period of two years from the transfer date.

The fair value of the reward is expensed until the target group is entitled to the reward and the shares are freely transferable. The fair value of the share is the share price on the date at which the target group has agreed to the conditions of the plan reduced by the estimated dividends. The fair value of the cash part is remeasured at the end of each reporting period based on the share price at the end of the reporting period. The expenses are recognised as personnel expenses and the component settled in shares credited the retained earnings and the cash part as an accrued liability until paid out. The share-based incentive plan is described in the note 5 to the statement of comprehensive income.

Operating profit

Operating profit is the net amount that consists when other operating income and share of the associated companies' results are added to the net sales and materials and supplies, external charges (subconsulting), personnel expenses, depreciation, possible value decreases and other operating expenses are deducted. All the other items are presented below the operating profit. Exchange rate differences and changes in the fair value of derivatives are included in the operating profit if arisen from the items related to business, otherwise recorded in financial items.

Income taxes

The income taxes in the consolidated statement of comprehensive income comprise current tax of the Group companies calculated on the taxable profit for the period determined in accordance with local tax rules, the tax adjustments related to previous years as well as the change in the deferred tax assets and liabilities. For transactions and other events recognised in profit or loss, any related tax effects are also recognised in profit or loss. For transactions and other events recognised outside profit or loss (either in other comprehensive income or directly in equity), any related tax effects are also recognised either in other comprehensive income or directly in equity, respectively.

Deferred tax assets and liabilities are provided in the consolidated financial statements generally for all temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The main temporary differences arise from tax losses carried forward and defined benefit plans. Deferred taxes are not provided for impairment of goodwill, which is not deductible for tax purposes, or for undistributed profits of subsidiaries to the extent that is it probable that the temporary difference will not reverse in the foreseeable future. Deferred tax liabilities are recognised at their full amounts in the balance sheet, and deferred tax assets are recognised at estimated realisable amounts, i.e. to the extent that it is probable that taxable profit will be available in the future, against which temporary differences can be utilized. The tax rate enacted or substantively enacted at the end of the reporting period is used as the tax rate.

Intangible assets

Goodwill

For acquisitions after 1 January 2010, the Group recognises goodwill at the acquisition date as the excess of the sum of the fair value of the consideration transferred, the recognised amount of any non-controlling interest in the acquired company and the acquirer's previous equity interest in the acquired company over the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

Acquisitions between 1 January 2004 and 31 December 2009 have been booked according to the previous IFRS standards (IFRS 3 (2004)), in which goodwill represents the difference between the cost of the acquisition and the fair value measured at the acquisition date of the net identifiable assets and liabilities and contingent liabilities acquired. Goodwill arisen from the business acquisitions occurred prior to 1 January 2004 is reported as it was recognised under FAS and taken as deemed cost under IFRS. Based on this exemption granted in IFRS 1 the classification and accounting treatment of the business combinations was not been reconsidered in preparing the Group's opening IFRS balance sheet.

Goodwill is stated in the balance sheet at cost less any impairment losses. Goodwill together with other intangible assets with indefinite useful lives is not amortised but is tested for impairment annually or when there is an indication that an asset may be impaired. For this purpose, goodwill is allocated to cash generating units, or in case of associated companies, goodwill is included in the acquisition cost of the associated company. The business groups of the Pöyry Group represent the independent cash generating unit levels where the Board of Directors and the management monitors the profit, cash flow and capital employed, and are therefore chosen as the goodwill allocation level.

Items recognised separately from goodwill

One of the cornerstones of Pöyry's acquisition policy is to acquire only companies with a good management and skilled workforce with a track record of earnings making capability at levels similar to Pöyry or its peers. Value of assembled workforce is not separately recognised but subsumed within goodwill.

In each acquisition all potential value drivers are analysed. In Pöyry's consulting/engineering business, fair value determinations and identification of intangible assets that meet the criteria for recognition apart from goodwill most often relate to:

- ongoing work-in-progress, if the profitability of the separate projects is higher than what is reasonable for the completion effort based on profit for similar projects. Separately recognised work-in-progress items are written off over the duration of the projects.
- order backlog, i.e. orders received when work has not started and outstanding proposals and prospects weighted with the likelihood of realisation. The amounts recognised separately for order backlog, representing estimated sales and marketing expense savings, are written off after starting the work on the received assignment.
- client relationship - Client relationships are identifiable intangible assets if they arise from contractual or legal rights, or are separable.

Other intangible assets

An intangible asset is initially capitalised in the balance sheet at cost if the cost can be measured reliably and it is probable that the expected future economic benefits that are attributable to the asset will flow to the Group. Other intangible assets are stated at historical cost less cumulative amortisation and impairment losses, if any. Those borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset. Intangibles with finite useful lives are amortised on a straight-line basis over their known or expected useful lives. An intangible asset once classified as held for sale is not amortised.

Software

Amortised on a straight-line basis over 3 to 5 years.

Customer relationships

The customer relationships recognised separately in the connection of a business combination are tested for impairment at least annually.

Order stock

The order stock recognised separately in the connection of a business combination is expensed during the related projects.

Research and development

The income and expenses attributable to research and development are part of the Group's client work and cannot therefore be reasonably defined in exact monetary terms in practice. These revenues and expenses are recognised in profit or loss and they are included in the operating profit.

Tangible assets

Items of property, plant and equipment are stated at historical cost less cumulative depreciation and any impairment losses. Those borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset. Gains and losses on sales and disposals are included in other operating income and in other operating expenses, respectively.

A predetermined schedule has been used to calculate depreciation on tangible assets. Depreciation is calculated based on historical cost and expected useful life. Depreciation is charged to the profit or loss on a straight-line basis. Expected useful lives and residual values are reassessed at least at each financial year-end and where they differ significantly from previous estimates, depreciation periods are changed accordingly. The estimated useful lives are as follows:

Buildings	20 - 40 years
Machinery and equipment	3 - 8 years

Land is not depreciated. A tangible asset once classified as held for sale is not depreciated.

Non-current assets held for sale

A non-current asset (or a disposal group) is classified as held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. In order to classify assets as held for sale the following requirements must be fulfilled: asset's sale must be highly probable, the asset must be available for immediate sale in its present condition subject only to terms that are usual and customary, the management is committed to the plan to sell the asset and the sale is expected to take place within one year from the date of classification. Before classification as held for sale the non-current assets or assets and liabilities of disposal groups are measured in accordance with applicable IFRSs. As from classification date a non-current asset held for sale is generally measured at the lower of its carrying amount and fair value less costs to sell, and it is not depreciated any more.

Leases

The Group has entered into both finance and operating leases. The Group is a lessee. Leases of property, plant and equipment where substantially all the risks and rewards incidental to ownership have been transferred to the Group are classified as finance leases. These assets are capitalised and are stated at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease less cumulative depreciation and any impairment losses. The associated lease liabilities are included in non-current and current interest-bearing liabilities in accordance with their maturity. Assets acquired under finance leases mainly include computers and other office equipment. They are depreciated as comparable owned assets over the shorter of the useful lives for tangible assets or the lease term and are adjusted for impairment charges, if any.

Lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability. In respect of finance leases, the depreciation on the leased assets and the financial charge on the lease liability are shown in profit or loss. The financial charge is allocated to profit or loss so as to achieve a constant interest rate on the outstanding liability during the lease term.

An operating lease is a lease of property, plant and equipment where the lessor retains significant risks and rewards incidental to ownership. In the Pöyry Group leases classified as operating leases mainly relate to office premises, also some car and office equipment leases have been classified as operating leases. Payments made there under are charged to profit or loss as rental expense on a straight-line basis over the lease term.

Impairment of tangible and intangible assets

The carrying amounts of the Group's assets are reviewed at the end of each reporting period to determine whether there is any indication for impairment. If an indication of impairment exists, the asset's recoverable amount is estimated. The recoverable amounts of following assets are also estimated annually irrespective whether there is any indication for impairment or not: goodwill and intangible assets with indefinite useful lives. The impairment test is performed at the level of a cash-generating unit. This is the smallest identifiable group that is independent of other units and whose cash flows are separable.

The recoverable amount is the higher of an asset's fair value less costs to sell, or its value in use. The value in use represents the present value of discounted future net cash flows expected to be derived from an asset or a cash-generating unit. The discounted cash flow analysis used to calculate value in use is based on the approved strategy where growth from acquisitions has been eliminated. The recoverable amount is based on reasonable estimates and assumptions and the latest plans or forecasts approved by the management. Goodwill impairment testing is carried out annually during December primarily by using discounted cash flow analysis but is also crosschecked by multiple based market price comparisons. Pre-tax weighted average cost of capital (WACC) is used as a discount rate for the recoverable amount. WACC represents the market opinion of time value of money and special risks relating to an asset.

The Group's scale for classifying the goodwill impairment testing results is the following (compared to the total carrying amount of tested assets): a) is below, b) corresponds to, c) exceeds slightly, d) exceeds clearly, e) exceeds significantly (> 50 per cent).

Other main assumptions used in the calculations for value in use are presented in the note 1 to the balance sheet.

Financial instruments

Pöyry classifies its financial items as follows: financial assets and financial liabilities at fair value through profit or loss, available-for-sale financial assets and loans or receivables (assets).

Financial assets

A financial asset is classified when originally acquired based on its purpose of use. All purchases or sales of financial assets are recognised or derecognised using settlement date accounting. The Group derecognises financial assets when it has lost its right to receive the cash flows or when it has transferred substantially all the risks and rewards to an external party.

Financial assets at fair value through profit or loss

A financial asset is classified in this category when the financial asset is either held for trading or it is designated as a financial asset at fair value through profit or loss upon initial recognition (application of the fair value option).In

Pöyry Group this category comprises those derivative instruments not meeting the hedge accounting criteria and certain investments. Gains and losses arising from a change in the fair value, realised or unrealised, are recognised in profit or loss as incurred.

Available-for-sale assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. In the Pöyry Group assets classified as available for sale comprise unlisted shares. As their fair value is not available or cannot be measured reliably, they are carried at cost. However, when there is objective evidence that the fair value of such share investments is significantly lower than their book value, this is indication of an impairment loss. If there is objective evidence of an impairment loss, the loss arisen is recognised in profit or loss. Available-for-sale financial assets are included in non-current assets unless the Group has the intention to sell them within less than 12 months after the end of the reporting period, in which case they are included in the current assets.

Loans or receivables (assets)

Financial assets that belong to this category are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. The Group does not hold them for trading purposes either. Loans and receivables are measured at amortised cost less impairment losses.

In the Pöyry Group this category includes trade receivables and other receivables arisen from business operations. Trade receivables are presented net of credit losses. The amount of doubtful receivables and assessment of need for impairment is based on risk of individual receivables. Generally, an impairment allowance of 50 per cent is made for those trade receivables which are more than 180 days overdue. Trade receivables are measured at fair value. If a receivable is due more than 360 days a credit loss provision is made unless there are especially weighty reasons.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and other short-term highly liquid investments with original maturities of three months or less from the date of acquisition. Bank overdrafts related to Group's cash pool accounts, if any, are included within current interest-bearing liabilities.

Financial liabilities

The Group classifies its financial liabilities in the following categories: financial liabilities at fair value through profit or loss or financial liabilities measured at amortised cost. A liability is classified as current when the Group does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting period. The Group removes a financial liability (or a part of it) from its balance sheet only when it is extinguished, i.e. when the obligation specified in the contract is discharged or cancelled or expires.

Financial liabilities at fair value through profit or loss

In Pöyry Group this category comprises those derivative instruments not meeting the hedge accounting criteria. Gains and losses arising from the change in the fair value, realised or unrealised, are recognised in profit or loss as incurred.

Financial liabilities measured at amortised cost

This category includes the borrowings taken by the Group. On initial recognition a loan is measured at its fair value, using the effective interest method. Interest expenses are recognised in profit or loss over the period of the borrowings using the effective interest method. Subsequent to initial recognition, these liabilities are stated at amortised cost.

Derivative instruments and hedge accounting

Derivatives are classified as financial assets and financial liabilities at fair value through profit or loss. They are recognised on the balance sheet at fair value on the trade date. Subsequently they are fair valued. Derivatives are not used for speculative purposes. Gains and losses are accounted for based on the purpose of use of the derivative.

The Group applies the hedge accounting to certain derivatives. In that case, at the inception of a hedge relationship, the company, which enters into the hedges, documents the relationship between the hedging instrument and the hedged item as well as the strategy for undertaking the hedge in accordance with the Group's risk management objective. The Group also documents and assesses, both at hedge inception and at least at the end of each reporting period whether the derivatives that are used in hedging transactions are highly effective in offsetting the changes in the fair values or cash flows of the hedged items.

Fair value hedges

The Group applies fair value hedge accounting to the forward contracts hedging sales and purchases denominated in foreign currencies as the hedge relates to a binding sale agreement that is either a balance sheet or an off-balance sheet item. In that case the fair value change resulting from the hedging instrument as well as from the hedged portion of the binding agreement is recognised in profit or loss, together with the change in the fair value of the interest element of a forward contract separated from the hedge relationship.

Hedging of a net investment in a foreign operation

The currency exposure of the parent company and hedging need related to equity in foreign subsidiaries (net investments) is reviewed on an annual basis but as the main principle remains that the translation exposure of investments in foreign subsidiaries is generally not hedged. If the Group needs external funding the preferred currency is chosen so that part of the foreign equity can be hedged by raising loans in the same currency. The Group applies hedge accounting to these loans. The effective portion of the exchange differences from such loans is recognised in other comprehensive income in the consolidated financial statements and presented as translation differences under equity. The translation differences accumulated in equity are transferred to profit or loss as a reclassification adjustment as part of the gain or loss on disposal, when the Group disposes of all, or part of, that entity. Other exchange differences arising on foreign currency loans are recognised in profit or loss under financial income and expenses.

Treasury shares

Pöyry PLC's own shares acquired by the Group, including directly attributable costs, are presented as a deduction from the total equity in the consolidated financial statements. Purchases and subsequent sales of treasury shares, including directly attributable transaction costs, are presented as changes in equity.

Provisions

A provision is an obligation of uncertain timing or amount. A provision is recognised when the Group has a present legal or constructive obligation as a result of a past event that is probable and a reliable estimate can be made of the amount of the obligation. A provision is measured to the present value of the costs required to offset the obligation. If it is possible to receive compensation for part of the obligation from a third party, the compensation is recognised as a separate asset, but only when receipt of the compensation is virtually certain.

To minimise business risks the Pöyry Group has a group-wide risk management policy that includes procedures for identification, assessment, treatment and monitoring of risks. The policy is described in the risk management section.

Project provisions

When a project is unfinished, a project provision is recognised only in an exceptional case. If a disagreement arises between the Group and a customer or a subcontractor, or cost overrun is expected, their effect on the project is assessed. If the effect on the result of a project is probable, it is taken into account either by reducing the expected total invoice amount or by increasing the costs and consequently the expected total result falls. The expected loss is recognised immediately as a project provision only in an exceptional case when it is probable that the total project costs will exceed the total project revenues.

Existing professional, contractual or legal third party liability risks may also result in a provision to be recorded regarding a project already completed. A provision is recognised if the Pöyry Group is to compensate the client or a third party a damage caused by negligent action or inaction or normative breach.

Other provisions

Other provisions in the Group's business relate mainly to restructurings, i.e. termination expenses if employees are laid off and lease payments for vacant office space.

Contingent liability

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. A contingent liability can also be a present obligation that arises from past events but is not recognized because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability. A contingent liability is disclosed in the notes to the financial statements.

Dividends

The dividend relating to the financial year ended is not recognised until approved by a general meeting of shareholders.

New and amended standards and interpretations

IASB has issued the following new and amended standards and interpretations that the Group has not yet adopted. The Group will adopt them as of the effective date or, if the date is other than the first day of the financial year, from the beginning of the subsequent financial year.

- IFRS 9 Financial Instruments (effective for financial years beginning on or after 1 January 2013). IFRS 9 is the first step of the IASB's project to replace IAS 39 Financial Instruments: Recognition and Measurement. The new standard deals with measurement categories for financial assets. Financial asset is either measured at amortised cost or fair value. The approach in IFRS 9 is based on how an entity manages its financial instruments (its business model) and the contractual cash flow characteristics of the financial assets. The guidance in IAS 39 on impairment of financial assets and on hedge accounting continues to apply. The Group has not yet assessed the impacts of the new standard. IFRS 9 is still subject to endorsement by the EU.

Pöyry does not expect the adoption of the following standards, interpretations and their amendments to have a significant effect on the Group's consolidated financial statements:

- Improvements to IFRSs (May 2010) (effective mainly on financial years beginning on or after 1 July 2010). The amendments cover in total 7 standards and their impacts vary standard by standard. The amendments have not yet been endorsed by the EU.
- Amendment to IAS 32 Financial Instruments: Presentation – Classification of Rights Issues (effective on financial years beginning on or after 1 February 2010). The amendment relates to the accounting treatment (classification) of rights issues of shares, options or warrants in a currency other than the issuer's functional currency.
- Revised IAS 24 Related Party Disclosures (effective for financial years beginning on or after 1 January 2011). The changes simplify the related party disclosure requirements for government-related entities and clarify the definition of a related party.
- Amendments to IFRIC 14 IAS 19 – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction – Prepayments of a Minimum Funding Requirement (effective for financial years beginning on or after 1 January 2011). The amendment results in prepayments of contributions in certain circumstances being recognised as an asset rather than an expense when there is a minimum funding requirement (MFR).
- IFRIC 19 Extinguishing Financial Liabilities with Equity Instruments: (effective for financial years beginning on or after 1 July 2010). The interpretation provides guidance on accounting for debt for equity swaps, e.g. when equity instruments are issued to a creditor to extinguish all or a part of a financial liability. IFRIC 19 applies retrospectively.

SEGMENT INFORMATION

Operating segments 2010

Pöyry's operations are conducted through five operating segments (business groups): Energy, Industry, Urban & Mobility, Water & Environment and Management Consulting which are globally responsible for their operations.

Energy

The Energy business group offers multifaceted engineering and supervision as well as technical advisory services for the energy sector. The business group focuses its operations in the areas of thermal power, nuclear energy, hydropower, transmission & distribution and oil & gas.

Industry

The Industry business group provides technical consulting, engineering, project management and implementation, as well as long-term cooperation services for industrial clients. The business group is a world leader in forest industry consulting and engineering. The business group also provides services to other areas of industrial processes and facilities such as chemicals and minerals processing.

Urban & Mobility

The Urban & Mobility business group offers comprehensive solutions and services, all the way from planning to implementation, for roads, rail and urban public transport, tunnels and underground structures as well as real estate sector.

Water & Environment

Water & Environment business group focuses on consulting and project development, engineering, project and construction management as well as on assistance with operation and maintenance of plants for the water, wastewater and waste management sectors. The business group's activities in environmental services provide technical solutions, determine and evaluate ecological influences, and investigate technical and economic risks of implementation projects.

Management Consulting

The Management Consulting business group offers leading-edge consulting and advisory services covering the whole value chain in the energy, forest and other process industries. The business group adds value to clients by combining in-debth know-how in strategies, markets and operations.

Other, unallocated items

The other consists of activities not relating to the primary segments as well as of such parent company expenses which are not charged to the business groups. The Group's parent company is responsible for developing the Group's strategy, financing, exploiting synergistic benefits, and for general co-ordination of the Group's operations. The parent company has charged service fees for general administration and parent company costs attributable to the business groups. The relative share charged is derived from the business groups' payroll costs.

Reporting

The business group split is based on the structure which has been effective since 1 January 2010 and all figures for 2009 have been restated (pro forma) accordingly. The business segments correspond to the internal reporting structure of the Group according which the Board of Directors and the management monitors the operating profit. The statement of income of the segment is presented down to the operating profit in which also the share of the associate companies' results is included.

Inter-segment pricing is determined on an arm's length basis. There are no significant sales between the segments.

All personnel numbers are calculated as full-time equivalents (FTE).

Operating segments

	Net sales		Operating profit		Operating profit %		Order stock	
EUR million	**2010**	2009	**2010**	2009	**2010**	2009	**2010**	2009
Energy	171.2	173.9	4.4	5.9	2.5	3.4	183.2	171.0
Industry	159.8	162.0	-11.8	-10.1	-7.4	-6.2	66.0	39.3
Urban & Mobility	197.2	184.5	17.8	14.9	9.0	8.1	187.6	194.8
Water & Environment	79.3	86.5	1.3	4.9	1.7	5.7	66.5	62.3
Management Consulting	73.6	68.5	-0.5	-0.4	-0.6	-0.7	22.9	18.0
Unallocated	0.5	-1.9	-5.4	-3.6			0.0	0.3
	681.6	**673.5**	**5.8**	**11.6**	**0.9**	**1.7**	**526.2**	**485.7**

	Capital expenditure		Depreciation		Personnel average		Personnel year-end	
	2010	2009	**2010**	2009	**2010**	2009	**2010**	2009
Energy	1.5	1.1	1.7	1.8	1 409	1 501	1 463	1 402
Industry	1.7	0.5	2.2	2.3	1 904	2 164	2 083	1 790
Urban & Mobility	2.2	1.8	2.1	1.8	1 797	1 846	1 724	1 858
Water & Environment	0.6	0.4	0.9	1.0	891	923	891	908
Management Consulting	0.3	0.5	0.7	0.6	470	497	498	451
Unallocated	0.5	0.5	0.5	0.6	140	121	142	121
	6.8	**4.8**	**8.1**	**8.2**	**6 611**	**7 052**	**6 801**	**6 530**

Net sales and Personnel by area

	Net sales		Personnel year-end	
EUR million	**2010**	2009	**2010**	2009
The Nordic countries*)	194.1	194.4	2 467	2 510
Other Europe	304.5	323.7	2 859	2 826
Asia	44.6	54.7	538	529
North America	28.6	20.0	215	198
South America	73.9	50.3	615	344
Other	35.9	30.4	107	123
	681.6	**673.5**	**6 801**	**6 530**
*) of which Finland	**145.7**	147.4		

ACQUISITIONS

Name and business	**2010** Acquisition date	Acquired interest, %
PRG-Tec Oy	1 February 2010	100

The company specialises in hydrological measurements. The clientele comprises of nuclear waste management companies in Finland and Sweden. The company was based in Espoo, Finland employing eight persons. The company has been merged with Pöyry Finland Oy 31 December 2010.

ETV-Eröterv Zrt	14 June 2010	98.9

The company's product range comprises nuclear and conventional power plant engineering, services for radioactive waste related projects as well as full scale designing services in the area of transmission and distribution. The company is based in Budapest, Hungary, and has a staff of 170.

Brennus Ingénieurs Conseils SA	1 July 2010	100

The company runs NUMEX which is Europe's leading platform for operators for exchanging maintenance experience and best-practice maintenance procedures. The company is based in France and has no personnel.

Silviconsult Engenharia Ltda	9 November 2010	60

The company provides solutions for forest businesses and socioenvironmental management. The company is based in the city of Curitiba, State of Paraná in Brazil, employing 23 persons.

Name and business	2009 Acquisition date	Acquired interest, %
Shanghai Kang Dao Construction Company Ltd	1 March 2009	100

The company is primarily engaged in project management for industrial and commercial real estate development and construction projects. The company is based in Shanghai, China and has a staff of 27.

Aquarius International Consultants Pty Ltd	14 May 2009	100

The company is one of Australia's leading independent offshore engineering and marine consulting firms and is highly respected in the offshore oil and gas industry. The company is based in Perth, Australia, employing ten persons.

EUR million	**2010**	2009
Aggregate figures for the acquisitions		
Purchase price		
Fixed price, paid	11.8	4.2
Earnout estimate	0.5	0.0
Total	**12.3**	**4.2**
Price allocation		
Equity	1.7	0.2
Non-controlling interest	0.0	0.0
Total	**1.7**	**0.2**
Remaining	**10.6**	**4.0**
Intangible rights	0.5	
Goodwill	10,1	
Total	**10.6**	

Market leadership, experienced management and staff, and earnings expectations are factors contributing to the amount booked as goodwill.
The goodwill value from the acquisition of ETV-Eröterv Zrt in 2010, was especially due to the company's profound knowledge of the Russian nuclear power plants.

Initial accounting for ETV-Eröterv Zrt, which was acquired during the financial year, has been adjusted at the end of the reporting period. The Company has increased the values of work in progress and project advances recognized earlier as a result of changing the revenue recognition principles applied by the acquiree to correspond with the Groups' revenue recognition principles. Consequently, the value of goodwill increased by EUR 0.9 million.

The company has acquired 60 per cent stake in Silviconsult Engenharia Ltda during the financial year. The terms and conditions of the sale and purchase agreement include a call option of the Company and a put option of the non-controlling interest. The put and call options with an exercise date in January 2014, have been treated as a contingent consideration. The acquired business is consolidated 100 per cent. The contingent consideration of the sale and purchase agreement is based on management's estimate of the average operating profit of the business in coming three years. The fair value of contingent consideration is EUR 0.5 million at the end of the reporting period.

The non-controlling interest is measured at the proportionate interest of the net asset of the acquired company (in 2010 ETV).

The changes and reconciliation of the goodwill and the intangible rights are presented in the Notes to the financial position, No. 1 Intangible assets

EUR million	**2010**	2009
Acquisition related costs		
The costs are included in other operating expenses.	0.2	
Impact on the Pöyry Group's Statement of comprehensive income		
Operating profit from acquisition date to 31 December	0.9	0.0
Sales volume on a 12-month calendar year basis	14.7	3.0
Operating profit on 12-month calendar year basis	1.6	0.7
Impact on the Pöyry Group's number of personnel	201	37

EUR million	2010 Book values at acq. date	Fair value adjustments	Adjusted IFRS values	2009 Book values at acq. date	Fair value adjustments	Adjusted IFRS values
Impact on the Pöyry Group's assets and liabilities						
Intangible assets	0.0		0.0	0.0		0.0
Tangible assets	0.2		0.2	0.0		0.0
Deferred tax receivables	0.1		0.1			
Work in progress	0.6		0.6	0.0		0.0
Accounts receivable	1.4		1.4	0.2		0.2
Other receivables	0.4		0.4	0.0		0.0
Cash and cash equivalents	2.1		2.1	0.2		0.2
Assets total	**4.8**	**0.0**	**4.8**	**0.4**	**0.0**	**0.4**
Interest bearing liabilities	0.0		0.0	0.0		0.0
Project advances	1.1		1.1	0.0		0.0
Accounts payable	0.2		0.2	0.0		0.0
Other current liabilities	1.8		1.8	0.2		0.2
Liabilities total	**3.1**	**0.0**	**3.1**	**0.2**	**0.0**	**0.2**
Net identifiable assets and liabilities	**1.7**	**0.0**	**1.7**	**0.2**	**0.0**	**0.2**
Non-controlling interest			0.0			0.0
Total cost of business combinations			**12.3**			**4.2**
Intangible rights			**0.5**			**0.0**
Goodwill			**10.1**			**4.0**
Consideration to be paid, satisfied in cash			12.3			4.2
Unpaid share			0.6			
Acquisition related costs			0.2			
Cash acquired			2.1			0.2
Net cash outflow			**9.7**			**4.0**

Based on the purchase agreements the companies acquired during the period under review are consolidated 100% into the Pöyry Group as of the end of the month when acquired.

As the acquisitions are individually immaterial, the above information is disclosed in aggregate.

NOTES TO THE STATEMENT OF COMPREHENSIVE INCOME

EUR million		2010	2009
1.	**Net sales**		
	Net sales	**681.6**	673.5
	Net sales by operating segments are presented on the Operating Segment information pages.		
	Net sales from project contracts recognised on the percentage-of-completion method	**470.1**	488.3
	Net sales from reimbursable projects	**211.5**	185.2
	The aggregate amount of project contracts cost incurred and recognised profits less losses to date	**906.6**	924.5
	Net sales from percentage-of-completion projects included in current assets	**81.6**	78.8
	Project advances recognised on the percentage-of-completion method	**66.2**	66.0
	Accrued expenses and deferred income from percentage-of-completion projects	**6.5**	2.9
	Expenses included in provisions from percentage-of-completion projects	**3.4**	1.4
2.	**Other operating income**		
	Rent income	0.9	0.6
	Gain on sales of fixed assets	0.1	0.2
		1.0	**0.8**
3.	**Personnel expenses**		
	Wages and salaries	319.0	319.9
	Bonuses	10.6	6.9
	Expenses from share-based incentive programmes	1.9	2.2
	Pension expenses, contribution plans	42.7	42.0
	Pension expenses, defined benefit plans	3.1	3.2
	Other social expenses	27.2	27.3
		404.5	**401.5**
	Fees paid to the members of the Board of Directors (EUR 1 000)		
	Henrik Ehrnrooth, Chairman	75	75
	Heikki Lehtonen, Vice Chairman	80	80
	Pekka Ala-Pietilä	55	55
	Georg Ehrnrooth	46	
	Alexis Fries	75	65
	Michael Obermayer	55	27
	Harri Piehl	9	55
	Karen de Segundo	75	73
	Franz Steinegger		28
		470	458
	Fees paid to the external member of the Nomination Committee (EUR 1000)		
	Georg Ehrnrooth	3	15
	Salaries and bonuses to the President and CEO and to the Deputy to the President and CEO (EUR 1 000)		
	Heikki Malinen, President and CEO		
	Salary and bonus	595	446
	Share-based bonuses	275	0
	Fringe benefits	111	63
	Teuvo Salminen, Deputy to the President and CEO (2009)		
	Salary and bonus		443
	Share-based bonuses		0
	Fringe benefits		38

EUR million	2010	2009
Salaries and bonuses to the other members of the Group Executive Committee (EUR 1 000)		
Salaries and bonuses	2 746	1 619
Share-based bonuses	824	47
Fringe benefits	209	254

The salaries,bonuses and benefits are reported on accrual basis. The fringe benefits include voluntary pension insurance payments.

4. Option programme 2004

Pöyry PLC issued in 2004 stock options to the management of the Group as well as to a wholly-owned subsidiary of Pöyry PLC. According to the original terms, the stock options entitle to subscription of a maximum of 550 000 shares in Pöyry PLC, and each stock option entitles the holder to subscribe one share in the company. Because of the share split 2006 the terms and conditions were amended accordingly. Each stock option will entitle the holder to subscribe four (4) shares in the company with an accounting par value of EUR 0.25, with the total subscription price remaining unchanged. The total number of stock options are 550 000 and after the share split the stock options entitle to subscription of 2 200 000 shares.

Expenses from the option programme have been calculated using the Black & Scholes model, recorded as personnel expenses and credited to retained earnings. The expenses in 2009 were EUR 0.1 million, after 2009 there are no expenses.

Terms and conditions

Programme	**Stock option 2004A** Stock options issued	**Stock option 2004B** Stock options issued	**Stock option 2004C** Stock options issued
Grant date	3 March 2004	3 March 2004	3 March 2004
Subscription period starts	1 March 2007	1 March 2008	1 March 2009
Subscription period ends	31 March 2010	31 March 2011	31 March 2012
Amount of stock options issued	165 000	165 000	220 000
Exercise price, EUR	4.01	4.75	8.13
Share price on issue date, EUR	5.50	5.50	5.50
Maturity, years	6	7	8

Vesting conditions

If the employment in Pöyry Group had ended before 1 March 2009 and the subscription period of the programme had not started, the person had to return the options to the group without considerations.

Settlement	Shares	Shares	Shares
Expected volatility, %	21.76	21.76	21.76
Weighted average Sept. 2002–Sept. 2004			
Expected life on issue date, years	3	2	1
Risk-free interest % p.a based on 3 March 2004 7 years bonds	3.76	3.76	3.76
Expected dividends	n/a	n/a	n/a
Expected personnel decrease on issue date, %/year	7	7	7

	Trade volume weighted average quotation		
Expected realization of the performance conditions on grant date	1–30 April 2004 +20%	1–30 April 2005 +20%	1–30 April 2006 +20%
Fair value on grant date, EUR	4.9847	5.3413	5.6734

Used stock options and share subscriptions

	Stock option 2004A	Stock option 2004B	Stock option 2004C	Total
Issued stock options 2004 total	165 000	165 000	220 000	550 000
Corresponding shares total	660 000	660 000	880 000	2 200 000
Amount of used stock options 2007	43 442			43 442
Share subscription 2007	173 768			173 768
Exercise price weighted average, EUR	5.41	6.15	9.53	
Amount of used stock options 2008	26 090	30 407		56 497
Share subscription 2008	104 360	121 628		225 988
Exercise price weighted average, EUR	4.76	5.50	8.88	
Amount of used stock options 2009	20 599	2 600		23 199
Share subscription 2009	82 396	10 400		92 796
Exercise price weighted average, EUR	4.11	4.85	8.23	
Amount of used stock options 2010	13 021	1 000		14 021
Share subscription 2010	52 084	4 000		56 084
Exercise price weighted average, EUR	4.11	4.85	8.23	
Amount of used stock options 2010	58 843	37 736		96 579
Share subscription 2010	235 372	150 944		386 316
Exercise price weighted average, EUR	4,01	4,75	8,13	
Amount of used stock options total	161 995	71 743		233 738
Share subscription total	647 980	286 972		934 952
Expired stock options 31 Dec. 2010	3 005	0	0	3 005
Unused stock options 31 Dec. 2010 total	0	93 257	220 000	313 257
Corresponding shares	0	373 028	880 000	1 253 028
Expired stock options 31 Dec. 2010	3 005	0	0	3 005

Should all stock options left be used for subscription of shares, the new shares would equal 2.1 per cent of all shares after the subscriptions. All stock options have been issued and their receipt confirmed in 2004. 40 persons are included in the option programme.

5. Performance share plan 2008-2010

On 10 December 2007 the Board of Directors of Pöyry PLC agreed to establish a performance share plan. The plan was established as part of the incentive and commitment programme for the key personnel of the company and its subsidiaries. The performance share plan offers the target group the opportunity to receive Pöyry shares as a reward for attaining targets established for the earning period. The plan has three earning periods, each with a duration of one calendar year.

The earning periods comprise the calendar years 2008, 2009 and 2010. The Board of Directors shall determine annually the maximum amount of the rewards, the vesting conditions and the targets established for them. The extent to which the targets established for the vesting conditions are attained will determine how large a portion of the maximum reward will be paid to the key persons.

The reward paid on the basis of the performance share plan will be paid by the end of April of the year following the close of the earning period as a combination of shares and cash. The reward's cash component is intended for taxes and tax-related costs arising from the period.

The reward will not be paid if the person's employment ends before the close of the earning period. The person must also hold the earned shares and remain employed for at least two years after the close of the earning period.

Basic data concerning the performance share plan

	Earning period 2010	Earning period 2009	Earning period 2008
Grant dates	15 March 2010	1 April 2009	31 January 2008 / 11 April 2008 / 30 September 2008 / 31 October 2008
Form of the reward	Shares and cash	Shares and cash	Shares and cash
Target group	Key personnel	Key personnel	Key personnel
Maximum number of shares[1)]	1 036 450	800 000	540 000
Beginning of earning period	1 January 2010	1 January 2009	1 January 2008
End of earning period	31 December 2010	31 December 2009	31 December 2008
End of restriction period	1 January 2013	1 January 2012	1 January 2011
Vesting conditions	Net sales and EPS	Net sales and EPS	Net sales and EPS
	Working commitment	Working commitment	Working commitment
Maximum contractual life, years	2.8	2.8	2.9
Remaining contractual life, years	2.0	0.0	0.0
Number of persons 31 December 2010	304	0	249

1) The maximum amount of the share reward includes a component to be paid in cash.

Since the cash component of the share reward is also recognized as a share-based expense, the amounts below are presented in gross terms, i.e. the share reward figures include both the reward paid in shares and the number of shares corresponding to the amount of the reward paid in cash.

Financial year 2010

Gross amounts 1 January 2010	**Earning period 2010**	**Earning period 2009**	**Earning period 2008**	**Total**
Share rewards, outstanding at the beginning of the period	0	738 000	211 661	949 661
Changes during the financial year				
Granted	1 036 450			1 036 450
Forfeited	119 900	738 000	19 991	877 891
Exercised	0	0	0	0
Expired	0		191 670	191 670
Gross amounts 31 December 2010				
Share rewards, outstanding at the end of the period	916 550	0	0	916 550
Share rewards, exercisable at the end of the period	916 550	0	0	916 550
Remaining contractual life, weighted average, years	2			

Measurement of fair value

IFRS2 requires an entity to measure the award at its fair value at the day at which the share-based payment is agreed upon between the counterparties. Since the person is not entitled to receive dividends during the earning period, the dividends expected to be paid have not been deducted from the share price of the grant date when measuring the fair value. Since the share reward is paid as a combination of shares and cash, the measurement of the fair value of the reward consists of two parts under IFRS 2: the component settled in shares and the component settled in cash.

The component settled in shares will be recognized in shareholders' equity and the payment settled in cash in liabilities. The fair value of the reward paid in shares at the reward's grant date was the Pöyry PLC share price less the dividends expected to be paid during the earning period. Correspondingly, the fair value of the liability incurred in respect of a cash-settled transaction is remeasured at each reporting date until the end of the earning period, and the fair value of the liability will thus change in accordance with the Pöyry PLC share price.

Inputs to the fair value determination of the rewards expensed during the period are listed in the below table as weighted average. The total fair value of the rewards is based on the Company's estimate on 31 December 2010.

Inputs to fair value measurement	**Earning period 2010**	**Earning period 2009**	**Earning period 2008**
Share price at the grant date, EUR	10.10	9.75	15.24
Assumed annual dividend, EUR	0.10	0.65	0.65
Fair value per share accounted for as equity-settled reward, EUR	10.00	9.10	14.36
Fair value per share of the cash-settled reward at the settlement/at the end of the period, EUR	9.16		9.75

Effect on earnings during the period and financial position

EUR 1 000	2008 Total			Granted 2008
Expense recognised for the period from share-based payments	1 490			1 490
Expense accounted for as equity-settled share-based payment	961			961
Value of liability for cash-settled share-based payments at the end of period	529			529
	2009 Total		**Granted 2009**	**Granted 2008**
Expense recognised for the period from share-based payments	2 195		303	1 892
Expense accounted for as equity-settled share-based payment	1 179		136	1 043
Value of liability for cash-settled share-based payments at the end of period	167		167	0
	2010 Total	**Granted 2010**	**Granted 2009**	**Granted 2008**
Expense recognised for the period from share-based payments	1 895	729	-303	1 469
Expense accounted for as equity-settled share-based payment	991	380	-136	747
Value of liability for cash-settled share-based payments at the end of period	349	349	0	0

	EUR million	**2010**	2009
6.	**Other operating expenses**		
	Other project expenses	40.6	40.4
	Other operative expenses	27.2	36.0
	Office facilities	34.2	32.6
	Other fixed expenses	50.5	46.9
		152.5	**155.9**
	Auditing fees included in fixed expenses		
	Statutory auditing		
	Group auditor	1.0	1.0
	Other	0.1	0.1
	Tax advisory		
	Group auditor	0.4	0.4
	Other	0.2	0.2
	Other services		
	Group auditor	0.3	0.4
	Other	0.0	0.0
7.	**Financial income and expenses**		
	Dividend income from available-for-sale financial assets	0.0	0.0
	Interest income from available-for-sale financial assets	0.0	1.5
	Interest income from financial assets at fair value through profit and loss	1.1	0.8
	Interest income from other financial assets	0.5	1.8
	Interest income from loans and other receivables	0.1	0.1
	Financial income from financial assets at fair value through profit and loss	0.2	0.6
	Change in the fair value of financial assets	0.0	0.1
	Other financial income	0.0	0.1
		1.9	5.0
	Interest expenses from loans	-3.8	-4.2
	Other interest expenses	-0.0	-0.1
	Financial expenses from financial assets at fair value through profit and loss	-0.2	
	Change in the fair value of financial assets	-0.1	
	Change in the fair value of interest rate swaps	-0.0	-0.1
	Other financial expenses	-1.3	-1.3
		-5.4	-5.7
	Exchange rate gains	2.7	2.4
	Exchange rate losses	-0.6	-0.9
		+2.1	+1.5
		-1.5	**+0.8**

The Group hedges the sales denominated in a foreign currency by using forward exchange contracts. Exchange rate gains and losses arisen from forward exchange contracts are recorded in sales and project expenses, and are therefore not included in financial income or expenses.

The parent company conducts the Group's financing. The parent company grants loans to subsidiaries if considered necessary. The loans are mainly granted in the currency of the subsidiary. The subsidiaries lend their excess of cash to the parent company in their home currency. The Group's exchange gains and losses have mainly been arisen from the Group's internal loans.

EUR million	2010	2009
8. Income taxes		
Taxes for the fiscal year	5.4	10.1
Taxes for previous years	-0.7	0.1
Deferred taxes	-0.8	-5.8
	3.9	**4.4**

Reconciliation of current income taxes		
Profit before taxes	4.3	12.4
Income tax at Finnish tax rate 26%	1.1	3.2
Effect of different tax rates outside Finland	0.5	0.6
Non-deductible expenses and tax exempt income	0.6	0.2
Losses for which no deferred tax benefits are recognized, tax effect	2.0	1.1
Used confirmed tax losses from previous years, tax effect	-1.1	-0.1
Dissolved used confirmed tax losses from previous years	0.6	0.0
Effects of consolidation and elimination	0.9	-0.6
Taxes for previous years	-0.7	0.1
Other	0.1	-0.1
	3.9	**4.4**

Deferred tax receivables		
Tax losses carry forward	8.7	6.2
Tax receivables from pension obligations	0.6	0.6
Other temporary differences	2.2	2.7
	11.5	**9.5**

EUR million	2010	2009
Deferred tax liabilities		
Tax liabilities from pension receivables	0.2	0.2
Tax liabilities for profit repatriation	0.0	0.2
Other temporary differences	2.7	1.3
	2.9	**1.7**

Deferred tax assets from losses of EUR 15.1 (13.7) million have not been recognised in the consolidated financial statements, because the realisation of the tax benefit included in these assets is not probable.

9. Earnings per share		
Net profit for the period attributable to the equity holders of the parent company	0.1	6.5
Weighted average number of outstanding shares, 1 000	58 819	58 132
Diluted amount, 1 000	59 180	59 089
Earnings per share, EUR[1]	**0.00**	**0.11**
Diluted	**0.00**	**0.11**

[1] Calculation rule page 63.

NOTES TO THE STATEMENT OF FINANCIAL POSITION

EUR million	Goodwill	Intangible rights [2]	Other intangible assets	Total
1. Intangible assets				
Acquisition value 1 Jan. 2009	95.9	0.9	20.5	21.4
Exchange differences	3.1	0.0	0.3	0.3
Increase	4.4	0.0	1.6	1.6
Decrease	2.1	0.0	3.1	3.1
Acquisition value 31 Dec. 2009	101.3	0.9	19.3	20.2
Accumulated depreciation 1 Jan. 2009			15.2	15.2
Exchange differences			0.2	0.2
Accumulated depreciation of decrease			2.7	2.7
Depreciation for the period			2.2	2.2
Accumulated depreciation 31 Dec. 2009			14.8	14.8
Book value 31 Dec. 2009	101.3	0.9	4.4	5.4
Acquisition value 1 Jan. 2010	101.3	0.9	19.3	20.2
Exchange differences	5.9	0.1	0.8	0.9
Increase	10.2	0.5	1.5	2.0
Decrease	0.7[1]	0.0	0.2	0.2
Acquisition value 31 Dec. 2010	116.7	1.5	21.3	22.8
Accumulated depreciation 1 Jan. 2010			14.8	14.8
Exchange differences			0.6	0.6
Accumulated depreciation of decrease			0.1	0.1
Depreciation for the period		0.1	2.1	2.2
Value decrease		0.2	0.0	0.2
Accumulated depreciation and value decrease 31 Dec. 2010		0.3	17.3	17.6
Book value 31 Dec. 2010	**116.7**	**1.2**[2]	**4.0**	**5.2**

[1] The decrease of EUR 0.7 million in the goodwill 2010 (EUR 2.1 million in 2009) is due to earn-out payment, which was less than provided for at the acquisition.

[2] Purchase price from business acquisitions allocated to intangible rights, which are subject to annual impairment test.
In 2005 EUR 1.0 million was allocated to client relationships. An impairment of EUR 0.2 million was made in 2010 due to decrease of sales to the client.

Goodwill impairment testing

The forecasted scenarios are based on the Pöyry Group's three strategy periods where only organic growth and inflation have been considered, and on the long-term growth outlook where the growth rates stated below have been used.

Main assumptions	2009 Energy	Forest Industry	Transportation	Water & Environment	Construction Services
Beta	0.94	1.02	0.89	0.97	0.90
WACC, %, Pre-tax	9.13	9.27	8.92	9.28	8.90
WACC, %, Post-tax	6.85	7.14	6.65	6.94	6.70
Perpetuity growth rates, %	2.00	2.00	2.00	2.00	2.00
Average change in operating profit percentage	At present level	Improvement	At present level	Improvement	At present level
Goodwill 31 Dec. 2009	41.8	25.1	4.4	9.5	20.5
Intangible rights 31 Dec. 2009		0.9			
Book value 31 Dec. 2009	93.6	53.6	24.3	23.1	29.2
Value in use 31 Dec. 2009	332.3	256.8	162.9	104.9	122.4
Break even analysis, the book value and the value in use are the same					
Beta	4.81	5.39	4.57	7.51	7.90
WACC, %, Post-tax	21.49	23.70	20.61	31.73	33.20
Decrease in operating profit from 2010 >, %	-72.3	-79.6	-69.8	-78.4	-81.2

Main assumptions	**2010** Energy	Industry	Urban & Mobility	Water & Environment	Management Consulting
Beta	1.01	1.23	1.10	1.10	1.32
WACC, %, Pre-tax	9.47	10.72	10.01	9.73	11.12
WACC, %, Post-tax	6.85	7.68	7.17	7.03	8.03
Perpetuity growth rates, %	2.00	2.00	2.00	2.00	2.00
Average change in operating profit percentage	Improvement	Improvement	Improvement	Improvement	Improvement
Goodwill 31 Dec. 2010	25.3	22.3	25.3	10.4	33.5
Intangible rights 31 Dec. 2010	0.4	0.8			
Book value 31 Dec. 2010	68.1	10.6	50.7	16.4	52.1
Value in use 31 Dec. 2010	253.0	231.0	197.0	82.0	162.0
Break even analysis, the book value and the value in use are the same					
Beta	5.42	9.89	3.85	5.22	5.19
WACC, %, Post-tax	23.48	40.35	17.55	22.72	22.61
Decrease in operating profit from 2011 >, %	-76.7	-83.2	-65.2	-74.8	-72.1

Result of goodwill impairment testing

Pöyry's scale for classifying the goodwill impairment as follows:
a) is below, b) corresponds to, c) exceeds slightly, d) exceeds clearly, e) exceeds significantly (> 50 per cent).

The impairment testing result shows that the "value in use" exceeds for all operating segments significantly the book value (as for 2009).

1) Sensitivity analysis in a scenario with extremely low growth and low operating profit level. In this analysis the growth per cent and operating profit per cent after year 2009 have been reduced with 50 per cent in comparision with the ordinary testing levels.

2) Sensitivity analysis in a scenario with extremely high discount rate. In this analysis the discount rate is 50 per cent higher compared with the ordinary testing.

Also in the both sensitivity analysis the impairment testing result shows that the "value in use" for all operating segments significantlly exceeds the book value (as for 2009).

An external independent expert has issued a "Fairness opinion" on the impairment test.

The impairment testing in 2009 was following the 2009 business structure and in 2010 the new business structure effective since 1 January 2010.

Discount rates applied in the calculations have changed from the previous year due to changes in market variables applied in value in use calculations (e.g. risk-free rate, the cost of debt, capital structure) as well as organizational changes which have caused reorganization of cash-generating units. Changes in cash-generating units due to the organizational changes have influenced beta variables applied in discount rate calculations, because their determination is partly based on the cash generating units' financial information.

EUR million	Land areas	Buildings and structures	Machinery and equipment	Other tangible assets	Total
2. Tangible assets					
Acquisition value 1 Jan. 2009	0.1	1.2	57.9	6.8	66.0
Exchange differences		-0.1	1.1	0.3	1.3
Increase		0.0	2.8	1.4	4.3
Decrease	0.0	0.0	6.0	0.8	6.8
Acquisition value 31 Dec. 2009	0.1	1.1	55.9	7.7	64.8
Accumulated depreciation 1 Jan. 2009		0.6	42.9	3.7	47.2
Exchange differences		-0.1	0.7	0.1	0.8
Accumulated depreciation of decrease		0.0	5.6	0.2	5.8
Depreciation for the period		0.0	5.1	0.8	6.0
Accumulated depreciation 31 Dec. 2009		0.6	43.2	4.4	48.2
Book value 31 Dec. 2009	0.1	0.6	12.7	3.3	16.6
Acquisition value 1 Jan. 2010	0.1	1.1	55.9	7.7	64.8
Exchange differences		-0.1	2.3	0.9	3.1
Increase		0.0	4.4	1.0	5.5
Decrease	0.0	0.0	2.3	0.2	2.5
Acquisition value 31 Dec. 2010	0.1	1.0	60.3	9.4	70.9
Accumulated depreciation 1 Jan. 2010		0.6	43.2	4.5	48.2
Exchange differences		-0.1	1.9	0.5	2.3
Accumulated depreciation of decrease		0.0	1.4	0.2	1.6
Depreciation for the period		0.0	4.7	1.1	5.8
Accumulated depreciation 31 Dec. 2010		0.5	48.2	5.9	54.7
Book value 31 Dec. 2010	**0.1**	**0.5**	**12.1**	**3.5**	**16.2**
The tangible assets include assets acquired through finance lease.					
2009			1.6		1.6
2010			1.0		1.0

EUR million	Shares, associated companies	Shares, other companies	Loans receivable, associated companies	Loans receivable, other	Total
3. Non-current investments					
Acquisition value 1 Jan. 2009	1.9	1.7	0.1		3.7
Exchange differences	-0.1				-0.1
Increase	0.0	0.2		1.4	1.6
Decrease	0.0				0.0
Accumulated influence on the earnings	3.3				3.3
Share of the profit for the period	0.5				0.5
Book value 31 Dec. 2009	5.5	1.9	0.1	1.4	8.9
Acquisition value 1 Jan. 2010	1.9	1.9	0.1	1.4	5.3
Exchange differences	0.3	0.2			0.5
Increase				0.2	0.2
Decrease		0.1			0.1
Accumulated influence on the earnings	3.2				3.2
Share of the profit for the period	0.7				0.7
Book value 31 Dec. 2010	**6.1**	**2.1**	**0.1**	**1.6**	**9.9**

Available-for-sale financial assets

Other shares, EUR 2.1 (1.9) million, are available-for-sale financial assets. The shares are unlisted. The shares are valued at book value, because the fair value cannot be reliably determined.

EUR million		Ownership %	Book value	Assets	Liabilities	Net sales	Profit
Associated companies:							
Korea District Heating Engineering Company Ltd, Korea (Energy)	2010	50.0	0.2	15.5	2.2	16.8	3.0
	2009			12.2	1.9	18.0	2.0
Emerging Power Partners Oy, Finland (Energy)	2010	45.9	0.0	0.2	0.1	0.2	0.0
	2009			0.1	0.1	0.2	-0.0
ERL Management S.A., Switzerland (Industry)	2009[1)]	49.0	1.6	213.1	209.0	220,4	0.1
	2008			114.2	110.8	422.5	-0,0
Entec SIA, Estonia (Water & Environment)		37.5	0.0				
Kiinteistö Oy Manuntori, Finland (Other)		34.2	0.1				
Total			1.9				

	Accumulated influence	Share of profits **2010**	2009
Influence on the earnings and book values			
Energy business group	4.2	0.7	0.5
Associated companies total	**6.1**		

The share of the associated companies' profits is included in the operating profit.

[1)] The Financial Statements for ERL Management S.A. will be ready after Pöyry closing and therefore the reported figures are from the years 2009 and 2008.

EUR million	**2010**	2009
4. Other non-current receivables		
Accounts receivable	4.1	4.0
Security deposits	1.6	2.1
Other receivables	2.5	1.2
Prepaid expenses and accrued income	0.1	0.2
	8.4	**7.5**

The other non-current receivables are valued at book value, which corresponds to the fair value. The discount effect is not material due to the maturity.

EUR million	**2010**	2009
5. Current assets		
Work in progress	81.6	78.8
Accounts receivable	161.2	127.3
Loans receivable	0.1	0.1
Other receivables	7.8	7.5
Prepaid expenses and accrued income	14.1	10.2
Receivables, external	183.1	145.1
Accounts receivable	0.2	0.0
Prepaid expenses and accrued income	0.0	0.0
Receivables from associated companies	0.2	0.0
Accounts receivable	161.4	127.3
Loans receivable	0.1	0.1
Other receivables	7.8	7.5
Prepaid expenses and accrued income	14.1	10.2
Receivables total	183.3	145.1
Financial assets at fair value through profit and loss	11.4	27.9
Other investments	0.0	27.7
Cash in hand and at banks	87.6	86.4
Cash and cash equivalents	87.6	114.1
	364.0	**365.9**

The current receivables are valued at book value, which corresponds to the fair value. The discount effect is not material due to the maturity.

EUR million	**2010**	2009
6. Prepaid expenses and accrued income		
Non-current	0.1	0.2
Current	14.1	10.2
	14.2	**10.4**
Interest expenses	0.1	0.5
Social expenses	1.0	1.8
Rents	1.5	1.4
Income taxes	3.2	1.1
Other	8.4	5.6
	14.2	**10.4**

EUR million	**2010**	2009
7. Accounts receivable		
Non-current	4.1	4.0
Current	161.4[1)]	127.3
	165.5	**131.3**
Accounts receivable, gross	172.7	142.1
Allowance for impairment 1 Jan.	-10.8	-5.5
Exchange differences	-0.8	-0.0
Change	+4.4	-5.3
Allowance for impairment 31 Dec.	-7.1	-10.8
Accounts receivable, net	**165,5**	**131.3**
Impairment losses +/reversal -		
Change in allowance for impairment	-4.4	5.3
Impairment loss recognized, direct recorded	1.1	1.2
	-3.3	**6.5**

	Accounts receivable gross 2009	Allowance for impairment 2009	Accounts receivable net 2009
Not past due	71.8	0.0	71.8
Past due under 61 days	33.4	0.5	32.9
Past due 61-180 days	15.7	0.6	15.1
Past due 181-360 days	9.8	4.1	5.6
Past over 360 days	11.4	5.6	5.8
	142.1	**10.8**	**131.3**

	Accounts receivable gross **2010**	Allowance for impairment **2010**	Accounts receivable net **2010**
Not past due	112.8[1)]	0.0	112.8
Past due under 61 days	27.8	0.2	27.6
Past due 61-180 days	10.7	0.2	10.5
Past due 181-360 days	6.3	1.1	5.2
Past over 360 days	15.1	5.7	9.4
	172.7	**7.1**	**165.5**

[1)] The accounts receivable includes receivables of EUR 30.9 million, which relate to certain public sector infrastructure projects where the client is a public authority in Venezuela. The client has certified the debt in full. In December 2010, the Venezuelan Parliament passed the National Debt Law, which approved external debt for the projects concerned. The client is arranging financing for the payment of the said project receivables. It is still possible that the payments will also be made directly from the national budget. Several project suppliers have significant receivables in these projects.

These accounts receivables contain uncertainties. It is possible that the client is not able to arrange the financing or even if it materialised, there could be further delays in the payments or parts of them.

	Shares million	Share capital EUR million	Share premium reserve EUR million	Legal reserve EUR million	Invested free equity reserve EUR million	Total EUR million
8. Equity, share capital and reserves						
1 Jan. 2009	58.9	14.6	32.4	20.5	5.8	73.3
Shares subscribed with stock options	0.1				0.4	0.4
Pöyry PLC's transfer to invested free equity reserve			-32.4	-18.0	50.4	0.0
Transfer, retained earnings foreign companies				0.3		0.3
31 Dec. 2009	59.0	14.6	0.0	2.9	56.6	74.0
1 Jan. 2010	59.0	14.6		2.9	56.6	74.0
Shares subscribed with stock options	0.4				1.9	1.9
Translation difference				0.5		0.5
31 Dec. 2010	**59.4**	**14.6**		**3.4**	**58.5**	**76.4**

Pöyry PLC's accounting par value of each share is EUR 0.25. The company has one series of shares.

Pöyry PLC held on 31 Dec. 2010 401 967 (31 Dec. 2009 377 157) own shares.

In 2004 Pöyry PLC issued 550 000 stock options. Each stock option entitles the holder to subscribe four shares in the company. i.e. a total of 2 200 000 new shares in Pöyry PLC. At the end of 2010 934 952 shares were subscribed with 233 738 stock options. Should all 2004 stock options be exercised for subscription, the number of shares would increase from 59 413 798 to 60 666 826. The subscription started on 1 March 2007 (ended 31 March 2010) for 165 000 stock options, on 1 March 2008 (will end 31 March 2011) for 165 000 stock options and on 1 March 2009 for 220 000 stock options, the subscription time will end on 31 March 2012.

The share premium reserve includes the premium paid for shares in share issues during 1997–2006 and shares subscribed with stock options before 2008. The share premium reserve has in 2009 been transferred in its entirety to the invested free equity reserve.

The legal reserve includes the premium paid for shares in Pöyry PLC's share issues before 1997, which has in 2009 been transferred in its entirety to the invested free equity reserve. The legal reserve includes transfer from retained earnings to legal reserve in foreign companies.

The invested free equity reserve includes the 2007 share issue and the premium paid for shares with stock options 2008 and 2009. Furthermore the invested free equity reserve includes the transfer from the share premium reserve and the legal reserve in 2009.

EUR million	Total	≤ 6 months 2010	7-12 months 2010	2011	2012	2013	2014
9. Liquidity risk							
31 Dec. 2009							
Loans from credit institutions incl. interest	43.9	0.4	0.7	0.8	31.3	10.8	
Pension loans incl. interest	84.3	11.1	11.0	21.4	20.7	20.1	
Used credit facilities incl. interest	1.1	1.1					
Finance lease liabilities incl. interest	1.7	0.3	0.3	0.6	0.5		
Of which financial liabilities	122.7	11.1	10.3	20.1	50.9	30.3	
and interest[1)]	8.3	1.8	1.6	2.7	1.7	0.5	
Accounts payable	21.5	21.5					
Forward contracts, cash out	32.8	22.3	10.1	0.2	0.2	0.0	
Forward contracts, cash in	-32.9	-22.5	-10.0	-0.2	-0.2	0.0	
Currency options, cash out	0.0	0.0					
Currency options, cash in	0.0	0.0					
Interest rate swaps[2)]	1.0	0.2	0.2	0.3	0.3	0.1	
Derivatives total	1.0	0.1	0.3	0.3	0.3	0.1	
Total	153.4	34.3	12.2	23.1	52.9	30.9	

31 Dec. 2010	Total	≤ 6 months 2011	7-12 months 2011	2012	2013	2014	2015
Loans from credit institutions incl. interest	47.0	0.4	0.5	33.3	12.8	0.0	
Pension loans incl. interest	62.2	10.8	10.6	20.7	20.1	0.0	
Used credit facilities incl. interest	0.2	0.2					
Finance lease liabilities incl. interest	1.1	0.2	0.2	0.4	0.2		
Of which financial liabilities	105.5	10.2	10.0	52.7	32.5	0.0	
and interest[1)]	5.0	1.5	1.3	1.7	0.5	0.0	
Accounts payable	30.0	30.0					
Forward contracts, cash out	70.7	70.1	0.3	0.3	0.0	0.0	
Forward contracts, cash in	-72.6	-72.1	-0.3	-0.2	0.0	0.0	
Currency options, cash out	0.0	0.0					
Currency options, cash in	0.0	0.0					
Interest rate swaps[2)]	0.8	0.2	0.2	0.4	0.1	0.0	
Derivatives total	-1.2	-1.9	0.2	0.4	0.1	0.0	
Total	**139.3**	**39.8**	**11.6**	**54.8**	**33.2**	**0.0**	

1) Figures are non-discounted and include both repayments of the loan capital and interest payments.

2) Pöyry PLC has made interest rate swap for a CHF 16.0 (16.0) million external non-current floating interest rate-bearing loan.

The Group had an outstanding client project and other guarantee liability amounting to EUR 51.8 milion, which is due on demand provided that the Group company and/or the Group has neglected its contractual obligations.

EUR million	2010	2009
10. Pension obligations		
Expenses		
Current service expenses	2.9	2.4
Past service expenses	0.1	0.0
Interest expenses	4.3	4.6
Expected return on plan assets	-4.9	-4.2
Recognized net actuarial gains and losses	0.5	0.4
Gains and losses from curtailment	0.1	0.0
Other	0.0	0.0
	3.1	**3.2**
Net pension obligations		
Non-current receivables	0.7	0.3
Current receivables	0.4	0.5
Receivables total	1.1	0.8
Pension obligations	7.9	7.4
Net pension obligations	**6.8**	**6.6**
Reconciliation of the pension obligations		
Present value of funded obligations	151.4	126.5
Present value of non-funded obligations	6.0	8.9
Fair value of plan assets	-127.8	-110.8
Deficit/Surplus	-29.6	-24.5
Unrecognized actuarial gains (-) and losses (+)	22.7	17.8
Unrecognized actuarial past service costs	0.1	0.1
Net pension obligations	**6.8**	**6.6**
Change in net pension obligations		
Net pension obligations 1 Jan.	6.6	3.8
Current service expenses	2.9	2.4
Past service expenses	0.1	0.0
Interest expenses	4.3	4.6
Expected return on plan assets	-4.9	-4.2
Recognised net actuarial gains and losses	0.5	0.4
Losses/gains from curtailments	0.1	0.0
Other	0.0	2.0
Exchange differences	0.0	-0.0
Payments to funds	-2.8	-2.4
Benefits paid from funds	0.0	0.0
Net pension obligations 31 Dec.	**6.8**	**6.6**
Changes in obligations and plan assets		
Value of plan obligations 1 Jan.	135.3	119.0
Current service expenses	2.9	2.4
Employee contributions	1.6	1.6
Interest expenses	4.3	4.6
Recognised net actuarial gains and losses	2.5	10.2
Benefits paid from funds	-7.7	-5.6
Curtailment	-1.0	0.0
Other	0.0	0.4
Exchange differences	19.2	2.8
Value of plan obligations 31 Dec.	157.3	135.3
Fair value of plan assets 1 Jan.	110.8	100.7
Expected return on plan assets	4.9	4.2
Recognised net actuarial gains and losses	-1.1	6.5
Payments to funds	4.4	3.9
Benefits paid from funds	-7.7	-5.6
Other	0.0	-1.3
Exchange differences	16.4	2.4
Fair value of plan assets 31 Dec.	127.8	110.8

EUR million	2010	2009
Actual return on plan assets	3.8	10.7
The amount the company expects to contribute to its defined pension plans during year 2011/2010	3.4	2.8
Assets categories in percentage		
Switzerland:	%	%
Equity securities	28.0	30.0
Debt securities	59.0	57.0
Real estate	13.0	13.0
Other	0.0	0.0
	100.0	100.0

Information on asset categories in other plans is not available.

The expected long term return on plan assets is 4.0-4.6 per cent, which is based on expected long term return i each asset category.

Five-year overview	**2010**	2009	2008	2007	2006
Present value of funded obligations	-157.3	-135,3	-119,0	-109,5	-114,4
Fair value of plan assets	127.8	110,8	100,7	111,2	118,2
Deficit/Surplus	-29.6	-24,5	-18,3	1,7	3,8
Experience adjustments to plan assets Losses (-)/gains (+)	-1.5	6,6	-19,2	-2,7	2,1
Experience adjustments to plan liabilities Losses (-)/gains (+)	2.3	-0,8	-1,2	0,7	0,3

Principal actuarial assumptions

	2010		2009	
	Switzer-land	Other countries average	Switzer-land	Other countries average
Discount rate, %	2.50	4.13	2.75	5.06
Expected return on plan assets, %	4.00	4.33	4.00	5.33
Future salary increases, %	1.50	2.76	1.50	2.99
Future pension increases, %	0.25	1.74	0.25	1.86
Inflation	1.25	2.06	1.25	2.09

Switzerland

88.4 (86.7 in 2009) per cent of the net present value of the defined benefit obligations, i.e. EUR 139.1 (117.3) million, relate to Pöyry Group's Swiss subsidiaries. These pension arrangements are according to local Swiss standards classified as defined contribution plans. The 2.50 per cent discount rate which is used in the actuarial report leads to a deficit of EUR 20.5 (in 2009 deficit 15.7) million.

EUR million	Project provisions	Restructuring provisions	Other	Total
11. Provisions				
Book value 1 Jan. 2009	2.7	0.5	2.6	5.8
Exchange rate differences			0.6	0.6
Increase	1.0	7.3	0.4	8.8
Used	0.7	3.8	0.0	4.6
Reversed	1.6	0.6	0.0	2.2
Book value 31 Dec. 2009	**1.4**	**3.3**	**3.6**	**8.3**
Non-current provisions				0.0
Current provisions				8.3
				8.3

EUR million	Project provisions	Restructuring provisions	Other	Total
Book value 1 Jan. 2010	1.4	3.3	3.6	8.3
Exchange rate differences	0.3	0.0	0.4	0.7
Increase	3.3	8.8	0.1	12.2
Used	1.0	2.0	0.2	3.2
Reversed	0.6	0.6	0.2	1.4
Book value 31 Dec. 2010	**3.4**	**9.5**	**3.7**	**16.6**
Non-current provisions				0.0
Current provisions				16.6
				16.6

The project provisions relate to projects in dispute and projects with expected losses. The provisions booked are based on the management's best estimate. Settlement is expected within the next twelve months.

The restructuring provisions include personnel expenses EUR 8.0 million as a result of capacity adaption measures, EUR 0.7 million provision for excess office space and other non-recurring provisions amounting to EUR 0.8 million.

Other provisions include provisions related to employment claims customary in one of the Group's operating countries and are based on local professional opinions.

EUR million	2010	2009
12. Current liabilities		
Loans from credit institutions, amortisations	19.6	19.8
Used credit facilities	0.1	1.0
Finance lease liabilities	0.5	0.6
Interest bearing liabilities	20.2	21.4
Provisions	16.6	8.3
Project advances	66.2	66.0
Restricted project advances	2.4	2.2
	68.6	68.2
Accounts payable	30.0	21.5
Current tax payable	3.9	4.2
Other current liabilities	28.9	27.1
Accrued expenses and deferred income	77.7	68.0
Total current liabilities	**245.9**	**218.8**

The current liabilities are valued at book value, which corresponds to the fair value. The discount effect is not material due to the maturity.

	2010	2009
13. Accrued expenses and deferred income		
Expenses from percentage-of-completion projects	6.5	2.9
Salaries and vacation accruals	47.1	45.4
Social expenses	8.1	7.6
Rents	0.3	0.4
Interest expenses	1.0	1.3
Income taxes	1.2	1.4
Other	13.5	9.0
	77.7	**68.0**

14. Financial assets and liabilities

	EUR million	2010	2009
	(Balance sheet notes, T, Other notes, M)		
T3	Available-for-sale assets, shares	2.1	1.9
	Loans and other receivables		
T4	Non-current accounts receivable	4.1	4.0
T4	Other non-current receivables	1.6	2.1
T3,5	Current accounts receivable	161.4	127.3
T3,5	Current loans receivable	1.8	1.5
T5	Cash and cash equivalents	87.6	114.1
M3	Derivative instruments under hedge accounting	2.6	0.5
T5	Financial assets at fair value through profit and loss	11.4	27.9
	Financial assets	**272.5**	**279.4**
	Liabilities at amortised cost		
T10	Interest bearing liabilities	105.5	122.7
T12	Accounts payable	30.0	21.5
M3	Derivative instruments under hedge accounting	0.7	0.4
	Financial liabilities at fair value through profit and loss		
M3	Derivative instruments not under hedge accounting	0.7	0.7
	Financial liabilities	**136.9**	**145.3**

The book value of the financial assets and liabilities corresponds to their fair value except the pension loans EUR 58.7 million included in interest bearing liabilities which fair value is EUR 59.5 million due to the change in the interest level.

Calculation rules of the fair values of derivates are found in item M3 Derivates in Other notes.

15. Fair value hierarchy for financial assets and liabilities recognised at fair value

	31 Dec. 2009	Level 1	Level 2	Level 3
Financial assets at fair value				
Available for sales assets, shares	1.9			1.9
Derivative instruments under hedge accounting	0.5		0.5	
Financial assets at fair value through profit and loss	27.9		27.9	
	30.3	0.0	28.4	1.9
Financial liabilities at fair value				
Derivative instruments under hedge accounting	0.4		0.4	
Derivative instruments not under hedge accounting	0.7		0.7	
	1.1	0.0	1.1	0.0

	31 Dec. 2010	Level 1	Level 2	Level 3
Financial assets at fair value				
Available for sales assets, shares	2.1			2.1
Derivative instruments under hedge accounting	2.6		2.6	
Financial assets at fair value through profit and loss	11.4		11.4	
	16.1	**0.0**	**14.0**	**2.1**
Financial liabilities at fair value				
Derivative instruments under hedge accounting	0.7		0.7	
Derivative instruments not under hedge accounting	0.7		0.7	
	1.4	**0.0**	**1.4**	**0.0**

Level 1 Fair values measured using quoted prices in active markets.

Level 2 Fair values measured using directly or indirectly observable inputs other than those included in level 1.

Level 3 Fair values measured using valuation techniques based on unquoted parameter inputs.

16. Related party transactions

Pöyry PLC has related party relationships with its subsidiaries, associated companies, members of the Board of Directors, the President and CEO, (the Deputy to the President and CEO 2009) and the members of the Group Executive Committee. Also Corbis S.A. belongs to the related parties.

EUR million	2010	2009

Employee benefits for the Board of Directors, the President and CEO, (the Deputy to the President and CEO 2009) and the members of the Group Executive Committee

Salaries, bonuses and other short-term employee benefits	5.2	3.4

Shareholding and option rights of related parties

The members of the Board of Directors, the President and CEO and the members of the Group Executive Committee owned on 31 December 2010 a total of 165 418 shares and 48 450 stock options 2004 (at the end of 2009 a total of 179 676 shares, and 108 227 stock options 2004). With the stock options the shareholding can be increased by 193 800 shares equalling 0.3 per cent of the total number of shares and votes.

Performance share-plan 2008-2010

In December 2007 the Board of Directors of Pöyry PLC approved a share-based incentive plan for key personnel. The plan includes three earning periods which are the calendar years 2008, 2009 and 2010.

The option programme 2004 and the performance share plan 2008-2010 are described on the Shareholders and shares pages in the notes 4 and 5 to the statement of income.

Own shares

Pöyry PLC held at the end of 2010 401 967 own shares corresponding to 0.7 per cent of total number of the shares.

Related party transactions with associated companies

The transactions with the associated companies are determined on an arm's length basis.

Sales to associated companies	0.2	0.1
Loans receivable from associated companies	0.1	0.1
Accounts receivable from associated companies	0.2	0.0

OTHER NOTES

EUR million	2010	2009
1. Contingent liabilities		
Other own obligations		
Pledged assets	1.4	2.0
Project and other guarantees	55.1	55.0
Claims and litigations	0.0	3.0
	56.5	**60.0**
For other parties		
Pledged assets	0.2	0.0
Other obligations	0.0	0.1
	0.2	**0.1**

Project guarantees are normal undertakings related to project business, for example bid bonds or performance guarantees.

During the previous financial year one material tax claim had been raised against a Group company, which related to events prior to Pöyry's ownership. This claim has during the financial year been covered by an undertaking of a third party being equivalent to the amount of the claim, secured by a deposit on an escrow account in a bank with the Group company involved as a beneficiary. As a result of the arrangement, the Group company's risk related to the claims is effectively removed.

2. Other lease agreements

Lease payments for non-cancellable other lease agreements, mostly office rents:

Year 2010		26.4
Year 2011	24.1	18.5
Year 2012–2014	38.4	22.4
Later	38.2	43.7
	100.7	**111.0**
Rent expenses during the period	27.2[1]	26.0

[1] The rent expenses includes EUR 1.2 million additional expenses due to termination of rent agreements.

EUR million	2010	2009
3. Derivative instruments		
Foreign exchange forward contracts, nominal values	70.2	33.4
Foreign exchange forward contracts, fair values	2.6	0.5
	-0.7	-0.4
Currency options, nominal values		
Purchased	1.1	0.2
Currency options, fair values		
Purchased	0.0	0.0
Interest rate swaps, nominal values	12.8	41.6
of which basis swaps	0.0	30.8
Interest rate swaps, fair values	-0.7	-0.7

The fair values of foreign exchange forward contracts and currency options are specified by closing date fair values for the corresponding maturities of the agreements. The fair values of the interest rate swaps have been specified by the present values of the future cash flows which are based on the closing date's interest rates and other market information. The fair values correspond the prices, which the Group should pay or receive if it terminates the derivative agreement.

The fair values are based on the fair value confirmations from banks.

4. Financial risk management

The financial risks represent one of Pöyry's main risk categories as described under Risk Management, and are hence managed as part of Pöyry's risk management process. Financial risk related responsibilities and procedures are described in Financing policies of the Group.

The Group has exposure to the following risks:

- credit risk
- liquidity risk
- market risk

Credit risk

Credit risk is the risk of financial loss to the Group if a customer fails to meet its contractual obligation, and arises principally from the Group's project assignments. The maximum amount of the credit risk equals the total book value of the financial assets reported on the table of the financial assets and liabilities.

The Group's sales relates to project assignments in around 60 countries of which only five countries represent more than 5 per cent of Pöyry's annual sales (Finland 21 per cent, Germany 11 per cent, Austria 7 per cent Brazil 6 per cent and Switzerland 5 per cent) .

The Group's client profile and the spread of its sales between numerous clients reduce the exposure to credit risks. No single client represents sales transactions exceeding five per cent of the Group's revenues. 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.

Overdue accounts receivable are reported and monitored by the management on a monthly basis. Overdue accounts receivable > 60 days are reported by client including reasons for delay and actions taken or planned.

The Group establishes an allowance for impairment that represents its estimate of incurred losses. An allowance for impairment of 50 per cent is made for amounts which are overdue more than 180 days, except for amounts related to international institutions, government or municipality controlled entities. Notwithstanding the client category, an allowance for impairment of 100 per cent is made for amounts which are overdue more than 360 days. Any deviation from the above rules has to be disclosed with reasons in the internal reporting.

An analysis of the age of accounts receivable is presented in Note 7 Accounts Receivable. From the Note 7 also becomes apparent that approximately EUR 5.2 million of accounts receivable which are past due over 180 days and EUR 9.4 million of accounts receivable which are past due over 360 days are under closer review found out not to be justified for impairment.

Investments are allowed only in liquid securities and only with counterparts that have a good credit rating, and are subject to both specified limits and approval procedures.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due.

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. 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.

The Group has committed overdraft facilities as at 31 December 2010 in several banks amounting to EUR 94.1 million of which EUR 0.2 million was used.

EUR million	**2010**	2009
Overdraft facilities	94.1	93.6
Used	0.2	1.1
Unused	93.9	92.5

The Group's liquidity as of December 2010 was hence EUR 192.9 million consisting of cash and cash equivalents and other liquid assets EUR 99.0 million and unused overdraft facilities EUR 93.9 million. According to Pöyry financing policies the Group's required minimum liquidity should correspond to one month's average expenses (EUR 55-60 million) i.e. Pöyry's liquidity at the end of year 2010 is close to three and a half times higher than the minimum need.

Current loans, if significant, must not exceed twenty (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.

EUR million	**2010**	2009
Non-current	85.3	101.3
Current	20.2	21.4
Total loans	105.5	122.7

Contractual maturity of liabilities and derivatives has been presented in Table of Maturity Analysis in Note 9.

Market risk

Market risk is the risk that changes in market prices, such as exchange rates, interest rates will affect the Group's result. The objective is to manage and control market risk exposures within acceptable limits.

Currency risk

Transaction risks, operational: About 10 per cent of the Group's net sales are normally exposed to a foreign currency risk. The Group companies hedge 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 are not allowed. The hedging is made by the companies according to the Group's hedging policy.

Operational exposure by currency 2010

EUR million	EUR	USD	JPY	Other
Receivables	4.9	2.3		
Order stock	24.4	38.5	1.3	
Payables	3.3	0.6		
Committed costs	4.8	10.2	0.4	
Hedges, net	-16.7	-27.7	-0.6	
Cash and current investments	10.9	2.4	0.2	
Net exposure	15.4	4.7	0.5	4.6

Operational exposure by currency 2009

EUR million	EUR	USD	VEF	Other
Receivables	5.7	5.1		
Order stock	20.4	42.3		
Payables	2.5	1.5		
Committed costs	6.0	16.1	3.1	
Hedges, net	-2.6	-28.0		
Cash and current investments	6.7	3.6	1.0	
Net exposure	21.7	5.4	-2.1	5.3

Transaction risks, financial: According to the Group's financing policies the parent company conducts financing and subsidiaries are not allowed to take up loans from external parties. The parent company grants loans to Group companies if considered necessary, justified or otherwise to be in the best interest of the parties. As a rule, to centralize the currency risks to the parent company, loans are drawn in each company's domestic currency. The parent company has not any other loans in foreign currencies than those hedging the equity of the foreign subsidiaries, and thus the Group's financial exposure consists mainly of the Group's internal loans between the parent company and subsidiaries which have not been externally hedged.

Financial exposure by currency 2010

EUR million	AED	AUD	CHF	RON	EUR	CAD	SEK	Other
From internal loans	8.2	5.0	7.5	2.4	-2.8	4.2	3.5	9.8

Financial exposure by currency 2009

EUR million	AED	AUD	CHF	RON	EUR	CAD	SEK	Other
From internal loans	6.9	4.0	-3.7	2.6	-2.4	2.4	2.2	8.3

The Group level currency risks presented on the tables above arise when the companies have receivables, liabilities or other commitments in another than their home currency.

A change of ten (10) per cent in the exchange rates calculated on the balance sheet items has the major effects on the result in case of EUR-change (EUR 1.0 million), CHF-change (EUR 0.8 million) and AED-change (EUR 0.8 million).

Translation risks: The profits generated by the foreign subsidiaries are in general repatriated annually and the estimated annual net profit is mainly hedged with forward contracts on a quarterly basis.

Currency exposure and hedging need related to share capital and other restricted equity in foreign subsidiaries is reviewed on an annual basis but as the main principle remains that the translation exposure of investments in foreign subsidiaries is generally not hedged. If the Group needs external funding the preferred currency is chosen so that part of the foreign equity can be hedged by raising loans in the same currency. To these loans the Group applies net investments hedge accounting and exchange differences arisen from these loans are recognised in equity in the translation difference reserve until the investment is disposed of that entity. At the end of 2010 the Group had EUR 25.6 (CHF 32.0) million of these loans.

Equity (before eliminations) most important currencies

EUR million	**2010** Equity	of which net profit	of which hedged	Change 10 %, effect on equity	of which to net profit	2009 Equity	of which net profit	of which hedged	Change 10 % effect on equity	of which to net profit
EUR	236.1	9.1				245.7	79.5			
CHF	58.6	7.7	25.6	3.3	0.8	47.4	4.9	21.6	2.6	0.5
GBP	8.1	1.9		0.8	0.2	8.5	2.8		0.9	0.3
USD	10.5	1.6		1.1	0.2	8.1	-2.5		0.8	0.3
BRL	4.1	-2.3		0.4	0.2	5.1	2.0		0.5	0.2
CZK	4.2	0.5		0.4	0.1					

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. The total amount of the interest bearing loans was at the year end EUR 105.5 million of which EUR 58.7 million had a fixed interest rate and EUR 46.8 million a floating rate. Of the loans with a floating rate EUR 12.8 million were covered by interest rate swaps. A change of one (1) per cent in the interest rate affects the interest expense by EUR 0.3 million.

Other market price risk

No other significant market price risks have been identified.

Capital management

The Group's policy is to maintain a strong capital base so as to maintain investor, creditor, and market confidence and to sustain future development of the business.

The Board of Directors monitors the ownership structure, as well as the return on capital and the level of dividends to shareholders. The Group defines capital as the total balance sheet deducted with non-interest bearing liabilities.

The Group's target for the return on investment (ROI per cent) is > 20 per cent.

EUR million	2010	2009
Profit before taxes	4.3	12.4
Interest and other financial expenses	3.4	4.2
Total	7.7	16.6
Balance sheet total	532.5	515.4
Non-interest bearing liabilities	239.9	208.7
Total capital	292.6	306.7
Return on investment, %	2.6	5.3

The Group seeks to achieve a balance between growth targets, higher level of borrowings and return on capital. The net debt/equity ratio (gearing per cent) target is < 30 per cent.

EUR million	2010	2009
Interest bearing liabilities	105.5	122.7
Cash and cash equivalents and other liquid assets	99.0	142.0
Net interest bearing liabilities	6.5	-19.3
Equity	187.1	184.0
Net debt/equity ratio, %	3.5	-10.5

Neither Pöyry PLC nor any of its subsidiaries are subject to externally imposed capital requirements.

5. Share ownership

		Ownership of voting rights: Group, %	Ownership of voting rights: Parent company, %
Group companies			
Aquarius International Consultants Pty Ltd	Australia, Perth	100.0	
Aquatis spol s.r.o.	Czech Republic, Brno	84.4	
AS Pöyry Entec	Estonia, Tallinn	75.0	75.0
Brennus Ingénieurs Conseils S.A.	France, Sene	100.0	100.0
CJSC "Giprobum-Pöyry"	Russia, St. Petersburg	100.0	100.0
Compostela Engineering S.L.	Spain, Madrid	100.0	
Consolier Construct Engineering S.R.L.	Romania, Bucharest	100.0	
Cordoba Management Consulting S.L.	Spain, Madrid	100.0	
East Engineering Ltd Oy	Finland, Vantaa	100.0	100.0
Electrowatt Consultants Ltd	United Kingdom, Horsham	100.0	
ETT Proyectos S.A.	Spain, Madrid	100.0	100.0
ETV-Eröterv Zrt.	Hungary, Budapest	98.9	98.9
GKW Consult Dakar SARL	Senegal, Dakar	90.0	
Granada Engineering S.L.	Spain, Madrid	100.0	
Heymo Ingenieria S.A.	Spain, Madrid	60.0	60.0
IGL Consultants Ltd.	United Kingdom, Aberdeen	100.0	100.0
JP-Invest (BVI) Ltd	British Virgin Islands, Tortola	100.0	
JP-Sijoitus Oy	Finland, Vantaa	100.0	100.0
LLC "Pöyry"	Russia, St. Petersburg	100.0	100.0
Perforex US Inc.	USA, Atlanta	100.0	
Perforex US LLC	USA, Atlanta	100.0	
PT. Poyry Indonesia	Indonesia, Jakarta	100.0	100.0
Pöyry & Company LLC	Oman, Muscat	65.0	
Pöyry (Appleton) LLC	USA, Appleton	100.0	
Pöyry (Argentina) S.A.	Argentina, Buenos Aires	100.0	
Poyry (B) Sdn Bhd	Brunei, Kuala Belait	90.0	
Pöyry (Beijing) Consulting Company Limited	China, Beijing	100.0	100.0
Poyry (México) S.A., de C.V.	Mexico	100.0	
Pöyry (Montréal) Inc.	Canada, Montreal	100.0	
Pöyry (Peru) S.A.C.	Peru, Lima	100.0	
Pöyry (Thailand) Ltd.	Thailand, Bangkok	100.0	
Pöyry (USA) Inc.	USA, Appleton	100.0	100.0
Poyry (Vancouver) Inc.	Canada, Vancouver	100.0	
Pöyry Architects Oy	Finland, Helsinki	100.0	100.0
Pöyry Capital Limited	United Kingdom, London	90.4	90.4
Pöyry CM Oy	Finland, Vantaa	100.0	100.0
Poyry Consulting and Engineering (India) Private Limited	India, Maharashtra-Mumbai	100.0	100.0
Pöyry Consultoria e Projetos Ltda.	Brazil, Sao Paolo	100.0	
Pöyry Deutschland GmbH	Germany, Mannheim	100.0	100.0
Pöyry Energy (Aberdeen) Limited	United Kingdom, Aberdeen	100.0	
Poyry Energy (Kuala Lumpur) Sdn Bhd	Malaysia, Kuala Lumpur	100.0	
Pöyry Energy AG	Switzerland, Zurich	100.0	100.0
Pöyry Energy AS	Norway, Stavanger	100.0	100.0
Pöyry Energy Consulting Group AG	Switzerland, Zurich	100.0	
Pöyry Energy GmbH	Austria, Vienna	74.9	74.9
Pöyry Energy Inc.	Philippines, Manila	100.0	
Pöyry Energy Limited	United Kingdom, Horsham	100.0	100.0
Pöyry Energy Ltd	Thailand, Bangkok	100.0	
Poyry Energy Pty Ltd	Australia, Perth	100.0	
Pöyry Energy S.A.	Peru, Lima	100.0	
Poyry Energy Sdn Bhd	Malaysia, Kuala Lumpur	100.0	
Pöyry Energy S.r.l.	Italy, Genoa	100.0	100.0
Pöyry Environment a.s.	Czech Republic, Brno	84.4	52.1
Pöyry Environment GmbH	Germany, Mannheim	100.0	
Pöyry Environment S.A.	France, Lyon	100.0	100.0
Pöyry Environment Szolgaltato Kft	Hungary, Budapest	100.0	
Pöyry Finland Oy	Finland, Vantaa	100.0	100.0
Poyry Forest Industry Consulting Inc.	USA, Tarrytown N.Y.	100.0	100.0
Pöyry IDP Consult Incorporated	Philippines, Manila	67.0	67.0
Pöyry Industry AS	Norway, Sarpsborg	100.0	100.0
Pöyry Infra AG	Switzerland, Zurich	100.0	100.0
Pöyry Infra Asia GmbH	Germany, Lorrach	100.0	
Pöyry Infra de Venezuela, S.A.	Venezuela, Caracas	100.0	
Pöyry Infra GmbH	Austria, Salzburg	72.8	
Pöyry Infra GmbH	Germany, Lorrach	100.0	
Pöyry Infra Ltd.	Thailand, Bangkok	100.0	
Poyry Infra Sp. z o.o.	Poland, Cracow	100.0	
Pöyry Infra Traffic GmbH	Germany, Hamburg	100.0	
Pöyry Latin America S.L.	Spain, Madrid	100.0	
Poyry Management Consulting (Australia) Pty Ltd	Australia, Melbourne	100.0	100.0
Poyry Management Consulting (Canada) Inc.	Canda, Oakville	100.0	
Poyry Management Consulting (Deutschland) GmbH	Germany, Freising	100.0	
Pöyry Management Consulting (Düsseldorf) GmbH	Germany, Dusseldorf	100.0	
Pöyry Management Consulting (France) SAS	France, Paris	100.0	
Pöyry Management Consulting (Italia) S.r.l.	Italy, Milan	100.0	
Poyry Management Consulting (London) Limited	United Kingdom, London	100.0	100.0

		Ownership of voting rights	
		Group, %	Parent company, %
Pöyry Management Consulting (Norway) AS	Norway, Oslo	100.0	100.0
Poyry Management Consulting (NZ) Limited	New Zealand, Auckland	100.0	100.0
Pöyry Management Consulting (Schweiz) AG	Switzerland, Zurich	100.0	
Poyry Management Consulting (Singapore) Pte. Ltd.	Singapore, Singapore	100.0	100.0
Pöyry Management Consulting (Sweden) AB	Sweden, Stockholm	100.0	
Pöyry Management Consulting (UK) Limited	United Kingdom, Oxford	100.0	100.0
Pöyry Management Consulting Oy	Finland, Vantaa	100.0	100.0
Pöyry OÛ	Estonia, Tallinn	100.0	100.0
Poyry Poland Sp. z o.o.	Poland, Lódz	100.0	100.0
Poyry Pty Ltd	Australia, Perth	100.0	100.0
Poyry Romania S.R.L.	Romania, Bucharest	100.0	100.0
Pöyry S.A.	Uruguay, Montevideo	100.0	
Pöyry SAS	France, Lyon	100.0	100.0
Pöyry Shandong Engineering Consulting Co., Ltd.	China, Jinan	90.0	
Poyry South Africa (Proprietary) Ltd	South Africa, Westville	100.0	100.0
Pöyry Sweden AB	Sweden, Gävle	100.0	100.0
Pöyry Tanzania Limited	Tanzania, Dar es Salaam	100.0	100.0
Pöyry Tecnologia Ltda.	Brazil, Sao Paolo	100.0	
Pöyry Telecom Oy	Finland, Vantaa	80.0	80.0
Salamanca Proyectos Llave en Mano S.L.	Spain, Madrid	100.0	
Serviheymo S.L.	Spain, Madrid	60.0	
Shanghai Kang Dao Construction Company Ltd	China, Shanghai	100.0	100.0
SIA "POYRY"	Latvia, Riga	100.0	100.0
Silviconsult Engenharia Ltda	Brazil, Curitiba	60.0	
UAB "Poyry"	Lithuania, Vilnius	100.0	
Valencia Engineering S.L.	Spain, Madrid	100.0	

	Book value	
	Parent company EUR million	Other group company, EUR million
Other share ownership		
Amata Bien Hoa, Thailand		1.3
Private Energy Market Fund Ky, Finland		0.1
Other shares	0.2	0.5
	0.2	**1.9**

Key figures

Statement of income

EUR million	2006	2007	2008	2009	2010
Consulting and engineering	600.5	708.4	809.4	670.4	678.8
EPC	22.8	9.8	12.3	3.1	2.8
Net sales total	**623.3**	**718.2**	**821.7**	**673.5**	**681.6**
Change in net sales, %	19.0	15.2	14.4	-18.0	1.2
Other operating income	0.3	2.5	6.6	0.8	1.0
Share of associated companies' results	1.2	0.4	2.2	0.5	0.7
Materials, supplies and subconsulting	97.2	103.8	116.3	97.6	112.4
Personnel expenses	327.7	375.9	433.8	401.5	404.5
Depreciation	7.8	8.4	9.0	8.2	8.1
Other operating expenses	142.2	159.2	170.8	155.9	152.5
Operating profit	**49.9**	**73.8**	**100.6**	**11.6**	**5.8**
Proportion of net sales, %	8.0	10.3	12.2	1.7	0.9
Financial income and expenses	+0.3	+2.7	+2.6	+0.8	-1,5
Proportion of net sales, %	0.0	0.4	0.3	0.1	-0.2
Profit before taxes	**50.2**	**76.5**	**103.2**	**12.4**	**4.3**
Proportion of net sales, %	8.1	10.7	12.6	1.8	0.6
Income taxes	-15.4	-23.7	-30.6	-4.4	-3.9
Net profit for the period	**34.8**	**52.8**	**72.6**	**8.0**	**0.4**
Attributable to:					
Equity holders of the parent company	33.6	51.3	70.8	6.5	0.1
Non-controlling interest	1.2	1.5	1.8	1.5	0.3

Statement of financial position

EUR million	2006	2007	2008	2009	2010
Goodwill	61.4	95.6	95.9	101.3	116.7
Intangible and tangible assets	24.9	24.4	25.0	22.0	21.4
Non-current investments	12.3	7.7	7.6	8.9	9.9
Non-current receivables	17.9	11.2	11.5	17.3	20.5
Work in progress	52.7	64.5	69.3	78.8	81.6
Accounts receivable	134.2	141.9	143.5	127.3	161.4
Other current receivables	22.5	27.0	23.8	17.8	22.0
Cash and cash equivalents and other liquid assets	74.9	98.7	203.7	142.0	99.0
Assets total	**400.8**	**471.1**	**580.3**	**515.4**	**532.5**
Equity attributable to the equity holders of the parent company	156.8	182.6	203.4	176.0	179.9
Non-controlling interest	6.1	6.9	7.7	8.0	7.2
Pension obligations	6.9	6.6	6.7	7.4	8.2
Provisions	3.7	5.0	5.8	8.3	16.6
Interest bearing liabilities	13.6	8.9	122.5	122.7	105.5
Project advances	70.0	97.3	73.6	66.0	66.2
Accounts payable	25.1	22.9	21.8	21.5	30.0
Other non-interest bearing liabilities	118.6	140.9	138.7	105.5	118.9
Liabilities total	**400.8**	**471.1**	**580.3**	**515.4**	**532.5**

Statement of cash flows

EUR million	2006	2007	2008	2009	2010
From operations	+57.6	+86.4	+56.6	-10.4	-13.1
Capital expenditure, net	-31.2	-27.8	-10.9	-15.2	-16.1
Financing	-16.0	-33.4	+68.1	-40.3	-25.4
Change in the fair value of financial assets				+0.1	-0.1
Impact of translation differences in exchange rates		-1.4	-8.8	+4.1	+11.7
Change in cash and cash equivalents and in other liquid assets	+10.4	+23.8	+105.0	-61.7	-43.0
Cash and cash equivalents and other liquid assets 31 December	**74.9**	**98.7**	**203.7**	**142.0**	**99.0**

Profitability and other key figures

EUR million	2006	2007	2008	2009	2010
Return on investment. %	31.9	42.4	45.4	5.3	2.6
Return on equity, %	23.5	31.9	38.7	4.1	0.2
Equity ratio, %	49.2	50.7	41.7	40.9	40.1
Net debt/equity ratio (gearing), %	-37.6	-47.4	-38.5	-10.5	3.5
Net debt, EUR million	-61.3	-89.9	-81.2	-19.3	6.5
Current ratio	1.3	1.3	1.7	1.7	1.5
Consulting and engineering, EUR million	500.8	551.4	538.6	483.6	521.1
EPC, EUR million	6.8	11.4	0.5	2.1	5.1
Order stock total, EUR million	507.6	562.8	539.1	485.7	526.2
Capital expenditure, operating, EUR million	9.8	9.1	10.7	4.8	6.8
Proportion of net sales, %	1.6	1.3	1.3	0.7	1.0
Capital expenditure in shares, EUR million	27.9	44.2	8.9	5.0	11.8
Proportion of net sales, %	4.5	6.2	1.1	0.7	1.8
Personnel in group companies on average	6 038	6 852	7 702	7 052	6 611
Personnel in associated companies on average	251	271	267	142	138
Personnel in group companies at year-end	6 389	7 269	7 924	6 530	6 801
Personnel in associated companies at year-end	236	277	142	141	136

Key figures for the shares

	2006	2007	2008	2009	2010
Earnings/share, EUR	0.58	0.88	1.21	0.11	0.00
Corrected with dilution effect	0.57	0.86	1.19	0.11	0.00
Equity attributable to the equity holders of the parent company/share, EUR	2.70	3.11	3.45	2.98	3.03
Dividend, EUR million	29.1	38.1	38.0	5.9	5.9 [1]
Dividend/share, EUR	0.50	0.65	0.65	0.10	0.10 [1]
Dividend/earnings, %	86.2	73.9	53.7	90.9	n/a
Effective return on dividend, %	4.2	3.8	8.3	0.9	1.1
Price/earnings multiple	20.3	19.7	6.5	101.5	n/a
Issue-adjusted trading prices, EUR					
Average trading price	9.15	16.08	13.86	9.78	9.99
Highest trading price	12.61	20.14	18.34	13.17	12.30
Lowest trading price	7.65	11.37	6.90	7.55	8.23
Closing price at year-end	11.80	17.31	7.82	11.17	9.15
Total market value					
Outstanding shares, EUR million	686.5	1 015.3	457.3	654.5	539.9
Own shares, EUR million	0.0	0.0	3.1	4.2	3.7
Trading volume of shares					
Shares, 1 000	23 581	17 326	17 420	20 556	22 696
Proportion of the total volume, %	40.5	29.7	29.8	35.1	38.3
Issue-adjusted number of shares, 1 000					
On average	58 180	58 323	58 540	58 509	59 221
At year-end	58 180	58 653	58 879	58 971	59 414

[1] Board of Directors' proposal

Net sales

EUR million	1–3/09	4–6/09	7–9/09	10–12/09	1–3/10	4–6/10	7–9/10	10–12/10	1–12/09	1–12/10
Energy	48.3	41.6	40.0	44.0	42.8	41.1	44.3	43.0	173.9	171.2
Industry	51.3	45.6	31.5	33.6	35.8	40.1	37.2	46.7	162.0	159.8
Urban & Mobility	48.9	46.3	42.6	46.7	47.5	52.0	42.6	55.1	184.5	197.2
Water & Environment	21.0	22.0	20.6	22.9	19.3	19.9	18.9	21.2	86.5	79.3
Management Consulting	17.8	17.8	15.1	17.8	17.2	18.5	18.0	19.9	68.5	73.6
Unallocated	0.5	0.7	0.4	-3.5	0.1	0.1	0.2	0.1	-1.9	0.5
	187.8	**174.0**	**150.2**	**161.5**	**162.7**	**171.7**	**161.2**	**186.0**	**673.5**	**681.6**

Operating profit for the period

EUR million	1–3/09	4–6/09	7–9/09	10–12/09	1–3/10	4–6/10	7–9/10	10–12/10	1–12/09	1–12/10
Energy	3.2	1.3	0.6	0.8	0.4	0.4	1.0	2.6	5.9	4.4
Industry	-0.9	-0.4	-3.6	-5.2	-4.3	-1.7	-0.8	-5.0	-10.1	-11.8
Urban & Mobility	3.8	3.4	3.7	4.0	3.6	3.2	1.6	9.4	14.9	17.8
Water & Environment	0.8	1.5	1.1	1.5	0.5	0.8	0.0	0.0	4.9	1.3
Management Consulting	-0.6	-0.4	-0.1	0.7	0.3	-1.6	-1.0	1.8	-0.4	-0.5
Unallocated	-1.1	-0.8	-0.6	-1.1	-1.0	-1.0	-0.6	-2.8	-3.6	-5.4
Operating profit	**5.2**	**4.6**	**1.1**	**0.7**	**-0.4**	**0.0**	**0.1**	**6.1**	**11.6**	**5.8**
Financial items	1.1	-0.5	-0.3	0.5	-0.2	-0.7	-0.9	0.3	0.8	-1.5
Profit before taxes	**6.3**	**4.1**	**0.8**	**1.2**	**-0.6**	**-0.7**	**-0.8**	**6.4**	**12.4**	**4.3**
Income taxes	-2.0	-1.8	-0.8	0.2	-0.5	-0.8	-1.3	-1.3	-4.4	-3.9
Net profit for the period	**4.3**	**2.3**	**0.0**	**1.4**	**-1.1**	**-1.5**	**-2.1**	**5.1**	**8.0**	**0.4**
Profit attributable to:										
Equity holders of the parent company	3.8	2.1	-0.4	1.0	-0.9	-1.7	-2.3	5.0	6.5	0.1
Minority interest	0.5	0.2	0.4	0.4	-0.2	0.2	0.2	0.1	1.5	0.3

Operating profit %

	1–3/09	4–6/09	7–9/09	10–12/09	1–3/10	4–6/10	7–9/10	10–12/10	1–12/09	1–12/10
Energy	6.6	3.1	1.5	1.9	1.0	1.0	2.3	6.0	3.4	2.5
Industry	-1.8	-0.9	-11.4	-15.5	-12.0	-4.2	-2.2	-10.7	-6.2	-7.4
Urban & Mobility	7.8	7.3	8.7	8.6	7.6	6.2	3.8	17.0	8.1	9.0
Water & Environment	3.8	6.8	5.3	6.7	2.6	4.0	0.0	0.2	5.7	1.7
Management Consulting	-3.4	-2.2	-0.7	3.6	1.7	-8.6	-5.6	9.2	-0.7	-0.6
	2.8	**2.6**	**0.7**	**0.4**	**-0.2**	**0.0**	**0.1**	**3.3**	**1.7**	**0.9**

Order stock

EUR million	1–3/09	4–6/09	7–9/09	10–12/09	1–3/10	4–6/10	7–9/10	10–12/10
Energy	180.4	178.5	173.6	171.0	175.5	191.2	183.4	183.2
Industry	66.8	57.5	48.7	39.3	69.6	82.5	72.5	66.0
Urban & Mobility	198.2	202.0	202.4	194.8	193.6	199.6	196.1	187.6
Water & Environment	78.8	75.5	69.0	62.3	70.5	72.5	70.6	66.5
Management Consulting	21.6	19.3	20.1	18.0	20.5	23.8	21.1	22.9
Unallocated	0.6	1.3	0.1	0.3	0.0	0.0	0.0	0.0
	546.4	**534.1**	**513.9**	**485.7**	**529.7**	**569.6**	**543.7**	**526.2**

Consulting and engineering	539.8	530.7	510.8	483.6	527.9	564.3	538.5	521.1
EPC	6.6	3.4	3.1	2.1	1.8	5.3	5.2	5.1
	546.4	**534.1**	**513.9**	**485.7**	**529.7**	**569.6**	**543.7**	**526.2**

Calculation of key figures

Return on investment, ROI %	$\frac{\text{profit before taxes + interest and other financial expenses}}{\text{balance sheet total - non-interest bearing liabilities (quarterly average)}}$	x 100
Return on equity, ROE %	$\frac{\text{net profit}}{\text{equity (quarterly average)}}$	x 100
Equity ratio %	$\frac{\text{equity}}{\text{balance sheet total - advance payments received}}$	x 100
Net debt/equity ratio, gearing %	$\frac{\text{interest-bearing liabilities - cash and cash equivalents}}{\text{equity}}$	x 100
Current ratio	$\frac{\text{current assets}}{\text{current liabilities}}$	
Earnings/share, EPS	$\frac{\text{net profit attributable to the equity holders of the parent company}}{\text{issue-adjusted average number of shares for the fiscal year}}$	
Equity attributable to the equity holders of the parent company/share	$\frac{\text{equity attributable to the equity holders of the parent company}}{\text{issue-adjusted number of shares at the end of the fiscal year}}$	
Dividend/share	$\frac{\text{dividend}}{\text{issue-adjusted number of shares at the end of the fiscal year}}$	
Dividend/earnings %	$\frac{\text{dividend for the fiscal year}}{\text{net profit attributable to the equity holders of the parent company}}$	x 100
Effective return on dividend %	$\frac{\text{dividend/share}}{\text{issue-adjusted trading price at the end of the fiscal year}}$	x 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	number of shares at the end of the fiscal year x closing price at the end of the fiscal year	
Exchange of shares %	$\frac{\text{number of shares exchanged during the fiscal year}}{\text{average number of shares for the fiscal year}}$	x 100

Shares and shareholders

Share capital and shares

The shares of Pöyry PLC are quoted on the NASDAQ OMX Helsinki Mid Cap list under the trading code POY1V. The first day of trading was 2 December 1997. The company has one series of shares. Each share entitles to one vote and the same dividend rate. Pöyry PLC's share register is maintained by Euroclear Finland Ltd.

The share capital is EUR 14 588 478.

The total number of shares was on 31 December 2009 58 971 398. During 2010 442 400 new shares were subscribed with stock options pursuant to the stock option programme 2004 of Pöyry PLC. Following the registration of the subscribed shares the total number of shares increased to 59 413 798 on 31 December 2010. In January 2011 47 800 new shares were subscribed pursuant to the stock option programme 2004. Following the registration of the subscribed shares, the total number of shares will be 59 461 598.

Option programme 2004

The Annual General Meeting on 3 March 2004 decided to issue stock options to the management of the Group as well as to a wholly-owned subsidiary of Pöyry PLC. Following a share split the number of stock options is 550 000. Each stock option entitles the holder to subscribe four (4) shares in the company with an accounting par value of EUR 0.25 each, i.e. a total of 2 200 000 shares in Pöyry PLC. At the end of 2010 934 952 new shares have been subscribed with 233 738 stock options. Should all the remaining 313 257 stock options be used for subscription of shares, the new shares will equal 2.1 per cent of the total number of shares after the subscriptions. All stock options have been issued and their receipt confirmed. Approximately 40 persons are included in the option programme.

The share subscription price for stock option 2004A is the trade volume-weighted average quotation of the Pöyry PLC share on the NASDAQ OMX Helsinki between 1 April and 30 April 2004, with an addition of 20 per cent; for stock option 2004B the trade volume-weighted average quotation of the Pöyry PLC share between 1 April and 30 April 2005, with an addition of 20 per cent; and for stock option 2004C the trade volume-weighted average quotation of the Pöyry PLC share between 1 April and 30 April 2006, with an addition of 20 per cent. From the share subscription price of stock options will be deducted, as per the dividend record date, the amount of dividend paid after 1 April 2004 but before the share subscription.

Development of share capital	Share capital EUR 1 000	Share premium reserve EUR 1 000	Legal reserve EUR 1 000	Invested free equity reserve EUR 1 000	Shares	EUR/share
2 December 1997	11 521	15 058	20 183		13 700	0.84
11 June 1999	11 998	20 117	20 183		14 267	0.84
20 March 2000, cancellation of shares	11 496	20 619	20 183		13 670	0.84
20 March 2000	13 670	20 619	18 008		13 670	1.00
Subscription with 1998 warrants in 2000	13 724	21 149	18 008		13 724	1.00
Subscription with 1998 warrants in 2001	13 933	23 084	18 008		13 933	1.00
22 March 2002, cancellation of shares	13 624	23 393	18 008		13 624	1.00
Subscription with 1998 warrants in 2002	13 792	24 842	18 008		13 792	1.00
Subscription with 1998 warrants in 2003	13 971	26 278	18 008		13 971	1.00
25 March 2004, cancellation of shares	13 808	26 441	18 008		13 808	1.00
Subscription with 1998 warrants in 2004	14 110	28 434	18 008		14 110	1.00
Subscription with 1998 warrants in 2005	14 497	30 504	18 008		14 497	1.00
31 August 2005, merger consideration	14 545	31 515	18 008		14 545	1.00
13 March 2006, share split	14 545	31 515	18 008		58 180	0.25
5 September 2007, share issue	14 545	31 922	18 008	4 600	58 479	0.25
Subscription with stock options 2004A in 2007	14 588	32 412	18 008	4 600	58 653	0.25
Subscription with stock options 2004A and 2004B in 2008	14 588	32 412	18 008	5 766	58 879	0.25
Transfer to the invested free equity reserve in 2009	14 588	0	0	56 273	58 899	0.25
Subscription with stock options 2004A, 2004B and 2004C in 2009	14 588			56 575	58 971	0.25
Subscription with stock options 2004A, 2004B and 2004C in 2010	14 588			58 469	59 414	0.25
31 March 2012, if all 2004A/B/C stock options are exercised for subscription					60 667	0.25

Option programme 2004, share subscription price	Number of shares 31 Dec. 2010	Subscription period	Original subscription price, EUR	Subscription price 31 Dec. 2010, EUR
Stock option 2004A	Subscription ended	1 March 2007 – 31 March 2010	6.66	
Stock option 2004B	373 028	1 March 2008 – 31 March 2011	7.40	4.75
Stock option 2004C	880 000	1 March 2009 – 31 March 2012	10.78	8.13

Performance share plan 2008 - 2010

In December 2007, the Board of Directors of Pöyry PLC approved a share-based incentive plan for the key personnel. The plan comprises three earning periods, which are the calendar years 2008, 2009 and 2010. The rewards will be paid partly (50 per cent) in the company's shares and partly (50 per cent) in cash in 2009, 2010 and 2011.

The total payout for the three earning periods of the performance share plan 2008 - 2010 correspond to the value of 696 674 shares. This payout is 54 per cent as an average of the target level budget of the whole plan.

More detailed information about the incentive plan has been released in the Company Announcement of 11 December 2007.

Performance share plan 2011 - 2013

The Board of Directors of Pöyry PLC has approved a new share-based incentive plan for the Pöyry Group key personnel.

The plan includes earning periods which commence at the beginning of years 2011, 2012 and 2013. The first earning period is calendar years 2011 - 2013. The Board of Directors will annually decide on the details of the earning periods commencing in 2012 and 2013.

The potential reward from the plan for the earning period 2011 - 2013 will be based on the Group's Earnings per Share (EPS) excluding restructuring costs and Net Sales, as well as on the continuance of employment or service. The rewards earned on the basis of earning period 2011 - 2013 will be paid partly in the Company's shares and partly in cash in 2014.

The incentive plan is directed to approximately 300 people.The rewards to be paid on the basis of the earning period 2011 - 2013 will correspond to a maximum total of 475 000 Pöyry PLC shares if the target performance set by the Board of Directors is met. If the Company's performance exceeds the target and reaches maximum performance, as defined by the Board of Directors, the rewards to be paid on the basis of the earning period 2011 - 2013 will correspond to a maximum total of 950 000 Pöyry PLC shares. These numbers of shares include also the proportion of reward to be paid in cash.

Board of Directors' authorisations

Authorisation to issue shares

The Annual General Meeting (AGM) on 10 March 2008 authorised the Board of Directors to decide to issue new shares and to convey the company's own shares held by the company in one or more tranches. The share issue can be carried out as a share issue against payment or without consideration on terms to be determined by the Board of Directors and in relation to a share issue against payment at a price to be determined by the Board of Directors.

A maximum of 11 600 000 new shares can be issued. A maximum of 5 800 000 own shares held by the company can be conveyed. The authorisation is in force for three years from the decision of the AGM.

At the end of 2010 totally 226 727 shares have been issued. After these directed share issues, the maximum number of shares that may be conveyed is 5 573 273 shares.

The Board of Directors proposes that the General Meeting on 10 March 2011 authorise to decide to issue new shares and to convey the Company's own shares held by the Company in one or more tranches. The share issue can be carried out as a share issue agains payment or without consideration on terms to be determined by the Board of Directors and in relation to a share issue agains payment at a price to determined by the Board of Directors. A maximum of 11 800 000 new shares can be issued. A maximum of 5 900 000 own shares held by the company can be conveyed. The authorisation shall be effective for a period of 18 months.

Authorisation to acquire the company's own shares

The AGM on 11 March 2010 authorised the Board of Directors to decide on acquiring maximum of 5 800 000 own shares with distributable funds. The company's own shares can be acquired in accordance with the decision of the Board of Directors either through public trading or by public offer at their market price at the time of purchase.

The authorisation is effective for a period of 18 months. The Board has not exercised the authorisation during 2010.

The Board of Directors proposes that the General Meeting on 10 March 2011 authorise the Board of Directors to decide on the acquisition of a maximum of 5 900 000 of the Company's own shares by using distributable funds. It is proposed that the authorisation be effective for a period of 18 months. The authorisation granted to the Board of Directors regarding acquisition of the Company's own shares in the previous Annual General Meeting shall expire simultaneously.

Shareholders

According to Pöyry PLC's shareholder register, there were a total of 7 954 registered shareholders at the end of 2010. The number of shareholders increased by 1 021 during the year.

Updated on a monthly basis, information on the biggest shareholders and the distribution of ownership is available on Pöyry's website.

Nominee-registered shares and flagging notifications

The total number of nominee-registered shares on 31 December 2010 amounted to 7 564 750 shares, equalling 12.7 per cent of the share capital. According to flagging notifications received by Pöyry PLC, the asset management companies listed in the table below have owned shares in the company during 2010.

Flagging notifications

Date of notification	Shareholder	Reason for notification	Shareholding on date of notification	Proportion of shares on date of notification, %	Proportion ot voting rights, %
5 February 2010	I.G International Management Limited	holding falling below 1/20	2 934 342	4.97	5.01
11 January 2011	Ilmarinen Mutual Pension Insurance Company	holding exceeding 1/20	2 980 389	5.02	5.05

Management's shareholdings

The members of the Board of Directors and the Executive Committee owned on 31 December 2010 a total of 165 418 shares, which equals 0.3 per cent of the company's share capital and the number of votes. Information concerning the shareholdings and stock options of the members of Pöyry PLC's Board of Directors and Executive Committee is given on pages 74 - 77.

	Shares	Stock options 2004A/B/C
Members of the Board of Directors	77 200	
President and CEO	18 033	0
Group Executive Committee	70 185	48 450
Total	**165 418**	**48 450**

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.

Share price development and trading volume

Pöyry PLC's market capitalisation at the end of the financial year was EUR 543.6 million. The share price decreased during the year by 18.1 per cent from EUR 11.17 to EUR 9.15. The highest share price was EUR 12.30 and the lowest EUR 8.23. A total of 22 695 585 shares where traded at a total of EUR 226.9 million. The number of shares traded during the year equals 38.2 per cent of the total number of issued shares.

Dividend

Pöyry PLC's target is that the dividend/earnings ratio should be at least 50 per cent. Should the Group's net debt/equity ratio exceed 30 per cent, the dividend/earnings ratio may be adjusted.

The Board of Directors of Pöyry PLC proposes to the Annual General Meeting on 10 March 2011 that a dividend of EUR 0.10 per share be paid for the year 2010, totalling EUR 5.9 million. The dividend will be payable on 22 March 2011.

Key figures for the shares

The development of the share price and trading volume, and key figures for the shares for the years 2006 - 2010 are presented on page 61.

Major registered shareholders

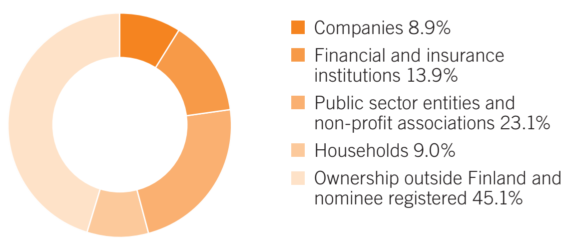
	Number of shares	Per cent of the shares	Per cent of the voting rights
1. Corbis S.A.	18 500 000	31.14	31.35
2. Procurator-Holding Oy	3 613 535	6.08	6.12
3. Ilmarinen Mutual Pension Insurance Company	2 923 920	4.92	4.95
4. Varma Mutual Pension Insurance Company	2 785 850	4.69	4.72
5. Tapiola Mutual Pension Insurance Company	1 760 000	2.96	2.98
6. Society of Swedish Literature in Finland	1 204 922	2.03	2.04
7. Mandatum Life Insurance Company Limited	1 196 287	2.01	2.03
8. Veritas Pension Insurance Company Ltd	950 000	1.60	1.61
9. Alfred Berg Finland Mutual Fund	938 054	1.58	1.59
10. The State Pension Fund	900 000	1.51	1.53
Shares nominee registered	7 564 750	12.73	12.82
Other shareholders	16 674 513	28.07	28.26
Total	**59 011 831**		
Own shares	401 967	0.68	
Total	**59 413 798**	**100.00**	**100.00**

Ownership structure by type of shareholder	Number of owners	Per cent of owners	Shares and voting rights	Per cent of shares	Per cent of voting rights
Companies	466	5.9	5 246 134	8.8	8.9
Financial and insurance institutions	59	0.7	8 201 214	13.8	13.9
Public sector entities and non-profit associations	153	1.9	13 637 274	23.0	23.1
Households	7 070	88.9	5 302 568	8.9	9.0
Ownership outside Finland and shares nominee registered owners	206	2.6	26 624 641	44.8	45.1
Total	**7 954**	**100.0**	**59 011 831**		**100.0**
Own shares			401 967	0.7	
Total			**58 413 798**	**100.0**	

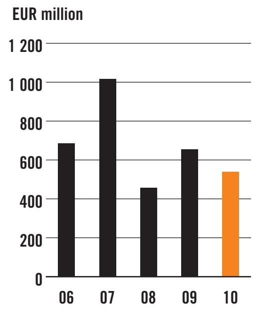
Ownership structure by number of shares owned	Number of owners	Per cent of owners	Shares and voting rights	Per cent of shares	Per cent of voting rights
1–100	1 992	25.0	135 474	0.2	0.2
101–500	3 429	43.2	1 004 931	1.7	1.7
501–1000	1 197	15.0	952 306	1.6	1.6
1001–5000	1 060	13.3	2 329 001	3.9	3.9
5001–	276	3.5	54 590 119	91.9	92.6
Total			**59 011 831**		**100.0**
Own shares			401 967	0.7	
Total	**7 954**	**100.0**	**59 413 798**	**100.0**	

Source: Euroclear Finland Ltd., 31 December 2010

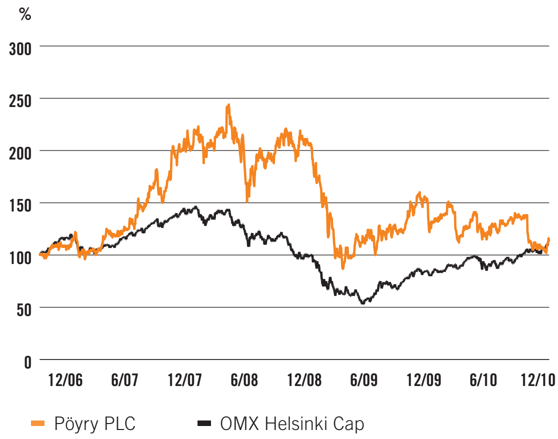
Ownership structure by type of shareholder (by number of voting rights)



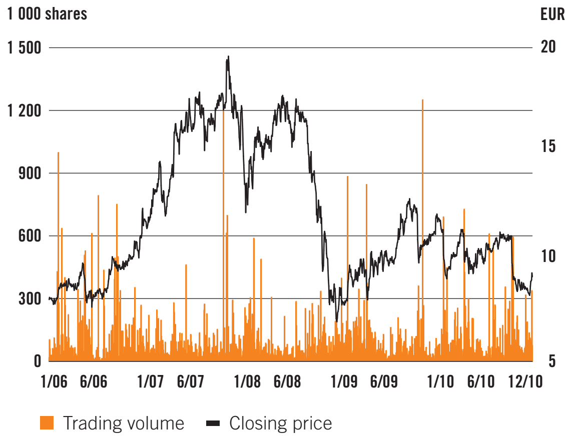
Market capitalisation



Development of the share on the NASDAQ OMX Helsinki



Closing price and trading volume of the share



Parent company

STATEMENT OF INCOME

	EUR million	2010	2009
1	**Net sales**	**14.4**	11.5
2	Other operating income	**5.6**	5.3
3	Personnel expenses	**-7.8**	-6.8
	Depreciation	**-0.4**	-0.4
	Other operating expenses	**-16.4**	-12.5
	Operating profit	**-4.6**	-2.9
5	Financial income and expenses	**+10.4**	+66.7
	Profit before extraordinary items	**5.8**	63.8
6	Extraordinary items	**+6.4**	+5.9
	Profit before taxes	**12.2**	69.7
7	Income taxes	**-0.1**	-1.0
	Net profit for the period	**12.1**	**68.7**

BALANCE SHEET

	EUR million	2010	2009
Assets			
	Fixed assets		
1	Intangible assets	**0.2**	0.5
2	Tangible assets	**0.5**	0.5
3	Non-current investments	**292.1**	270.1
		292.8	271.1
	Current assets		
4–5	Current receivables	**20.7**	19.2
	Investments	**11.4**	55.1
	Cash in hand and at banks	**43.9**	47.3
		76.0	121.6
	Total	**368.8**	**392.7**
Shareholders' equity and liabilities			
6	**Shareholders' equity**		
	Share capital	**14.6**	14.6
	Invested free equity reserve	**58.5**	56.6
	Retained earnings	**89.7**	26.8
	Net profit for the period	**12.1**	68.7
		174.9	166.7
	Liabilities		
7–9	Non-current liabilities	**83.2**	87.6
10–11	Current liabilities	**110.7**	138.4
		193.9	226.0
	Total	**368.8**	**392.7**

STATEMENT OF CHANGES IN FINANCIAL POSITION

EUR million	2010	2009
From operations		
Operating profit	**-4.6**	-2.9
Depreciation and value decrease	**+0.4**	+0.4
Change in net working capital	**+2.3**	-3.6
Financial income and expenses	**-0,6**	-0.3
Income taxes	**-1,3**	+1.2
Total from operations	**-3.8**	**-5.2**
Capital expenditure		
Investments in shares in subsidiaries	**-14.8**	-7.7
Investments in fixed assets	**-0.3**	-0.2
Shares in subsidiaries, return of equity	**+10.0**	+25.8
Sales of other shares	**+0.0**	+0.0
Capital expenditure total	**-5.1**	+17.9
Cash flow before financing	**-8.9**	**+12.7**
Financing		
New loans	**+1.9**	+25.4
Repayments of loans	**-11.0**	-14.0
Change in current financing	**-30.4**	-104.0
Change in non-current investments	**-9.6**	-12.9
Dividends	**-5.9**	-37.9
Share subscription	**+1.9**	+0.4
Acquisition of own shares	**-0.0**	-1.9
Distribution of own shares	**+0.0**	+3.3
Dividends received	**+8.8**	+64.7
Group contribution	**+5.9**	+30.1
Financing total	**-38.3**	-46.9
Change in cash and cash equivalents	**-47.1**	**-34.2**
Cash and cash equivalents 1 January	**102.4**	136.6
Cash and cash equivalents 31 December	**55.3**	**102.4**
Investments	**11.4**	55.1
Cash on hand and at banks	**43.9**	47.3
Cash and cash equivalents 31 December	**55.3**	**102.4**

NOTES TO THE FINANCIAL STATEMENTS

Accounting principles

Pöyry PLC prepares its financial statements in accordance with the Finnish Accounting Standards (FAS). Pöyry PLC is the parent company in the Pöyry Group. The financial statements are presented in euros and are prepared under the historical cost convention except for derivative financial instruments that are measured at fair value.

When appropriate, the financial statements of Pöyry PLC comply with the Group's accounting principles based on IFRSs. Below are described those accounting principles in which the financial statements of Pöyry PLC differ from the accounting principles of the consolidated financial statements. The accounting principles for the consolidated financial statements are presented in the notes to the consolidated financial statements.

Net sales

Pöyry PLC's net sales consist of intra-group service fees whose total invoice value is deducted by the following adjustment items: indirect taxes relating to sales, discounts and exchange differences of trade receivables denominated in foreign currencies.

Share option plans and share-based incentive plans

The accounting treatment of Pöyry PLC's share option plans and share-based incentive plan are described in the Pöyry Group's accounting principles. Pöyry PLC prepares its financial statements in accordance with FAS and thus no expense from the share option plan is recognised in the Pöyry PLC's income statement or balance sheet. Pöyry's share-based incentive plan is a combination of shares and a cash payment. The granted amount of the incentive plan, settled in shares, is measured at cost for the shares. The cash-settled part of the plan is measured at fair value at the balance sheet date. The expenses arising from the incentive plan are recognized in the income statement as personnel expenses over the vesting period and in the balance sheet as an accrued liability until paid out.

Pension arrangements

The statutory pension arrangements are generally satisfied through contracts with external insurance companies. Voluntary pension plans are organised through pension insurances. Pension-related payments are recognised as pension expenses on accrual basis. No other pension liabilities or pension assets arising from pension arrangements are recognised in the balance sheet except for pension-related accruals.

Leases

The leases are mainly office facility agreements. The company has also some car and office equipment leases. Lease payments are expensed over the rental period and they are included in other operating expenses. Assets leased under finance leases and related liabilities are not recognised in the parent company's balance sheet.

Extraordinary items

The extraordinary items comprise of received and granted group contributions and gains or losses from mergers. The group contributions as well as merger gains and losses are eliminated in preparing the consolidated financial statements.

Income taxes

The income taxes in the income statement include taxes based on the taxable profit for the period, together with tax adjustments for previous periods. The parent company does not recognise deferred tax assets or deferred tax liabilities in its separate financial statements.

Intangible and tangible assets

The intangible and tangible assets are measured at their historical cost less accumulated depreciation and amortisation according to plan as well as any impairment losses. Capitalised long-term expenditure under intangible assets mainly includes software and computer systems.

A predetermined schedule has been used in depreciation and amortisation according to plan on depreciable and amortisable fixed assets. Depreciation and amortisation according to plan is calculated on a straight-line basis based on the useful lives of the assets. Capitalised long-term expenditure is amortised over three to five years. Machinery and equipment are depreciated over three to eight years.

Derivative financial instruments

Pöyry PLC has entered into interest swaps to hedge the non-current external loans and entered into forward contracts to hedge an US Dollar (USD) denominated purchase agreement.

EUR million		**2010**	2009
1.	**Net sales**		
	Net sales	**14.4**	**11.5**
	The parent company's net sales are Group internal service fees		
2.	**Other operating income**		
	Rent income	**5.6**	**5.3**
3.	**Personnel expenses**		
	Wages and salaries	6.8	5.7
	Pension expenses	0.9	0.8
	Other social expenses	0.1	0.3
		7.8	**6.8**
	Salaries and bonuses of the President and CEO are presented on the page 46.		
4.	**Audit fees (EUR 1000)**		
	The audit fees are included in other operating expenses		
	Statutory auditing, group auditor	110	110
	Tax advisory, group auditor	63	82
	Other services, group auditor	123	99
5.	**Financial income and expenses**		
	Dividend income		
	From group companies	14.5	77.3
	From other	0.0	0.0
		14.5	77.3
	Interest income from non-current investments		
	From group companies	1.2	0.4
	From other	0.0	0.0
		1.2	0.4
	Other interest and financial income		
	From group companies	0.1	0.2
	From other	1.4	3.3
		1.5	3.5
	Interest expenses and other financial expenses		
	To group companies	-0.3	-1.5
	To other	-3.1	-3.0
		-3.4	-4.5
	Differences in exchange rates		
	Exchange rate gains	3.7	0.9
	Exchange rate losses	-5.1	-1.1
		-1.4	-0.2
	Value decrease on non-current investments	-2.0	-9.8
	Total	**10.4**	**66.7**
6.	**Extraordinary items**		
	Group contribution received	8.7	14.0
	Group contribution paid	-2.3	-8.1
		6.4	**5.9**
7.	**Income taxes**		
	Taxes for the fiscal year	0.1	1.0
	Taxes for previous years	0.0	0.0
		0.1	**1.0**

EUR million	2010	2009
1. Intangible assets		
Acquisition value 1 Jan.	1.7	1.7
Increase	0.0	0.1
Decrease	0.0	0.1
Acquisition value 31 Dec.	1.7	1.7
Accumulated depreciation 1 Jan.	1.2	1.1
Accumulated depreciation of decrease	0.0	0.1
Depreciation for the period	0.3	0.2
Accumulated depreciation 31 Dec.	1.5	1.2
Book value 31 Dec.	**0.2**	**0.5**
2. Tangible assets		
Machinery and equipment		
Acquisition value 1 Jan.	0.6	0.6
Increase	0.2	0.1
Decrease	0.0	0.1
Acquisition value 31 Dec.	0.8	0.6
Accumulated depreciation 1 Jan.	0.4	0.5
Accumulated depreciation of decrease	0.0	0.2
Depreciation for the period	0.1	0.1
Accumulated depreciation 31 Dec.	0.5	0.4
Book value 31 Dec.	0.3	0.2
Other tangible assets		
Acquisition value 1 Jan.	1.1	1.2
Increase	0.0	0.0
Decrease	0.0	0.1
Acquisition value 31 Dec.	1.1	1.1
Accumulated depreciation 1 Jan.	0.8	0.8
Accumulated depreciation of decrease	0.0	0.1
Depreciation for the period	0.1	0.1
Accumulated depreciation 31 Dec.	0.9	0.8
Book value 31 Dec.	0.2	0.3
Total tangible assets		
Acquisition value 1 Jan.	1.7	1.8
Increase	0.2	0.1
Decrease	0.0	0.2
Acquisition value 31 Dec.	1.9	1.7
Accumulated depreciation 1 Jan.	1.2	1.2
Accumulated depreciation of decrease	0.0	0.3
Depreciation for the period	0.2	0.2
Accumulated depreciation 31 Dec.	1.4	1.2
Book value 31 Dec.	**0.5**	**0.5**

EUR million	2010	2009
3. Non-current investments		
Shares in group companies 1 Jan.	217.1	246.6
Increase	24.3	2.9
Decrease	11.9	32.4
Shares in group companies 31 Dec.	229.5	217.1
Receivables from group companies 1 Jan.	52.7	48.4
Increase	18.9	17.6
Decrease	9.3	13.3
Receivables from group companies 31 Dec.	62.3	52.7
Shares in associated companies		
Acquisition value 1 Jan.	0.1	0.1
Shares in associated companies 31 Dec.	0.1	0.1
Other shares 1 Jan.	0.2	0.2
Other shares 31 Dec.	0.2	0.2
Total non-current investments 1 Jan.	270.1	295.2
Increase	43.2	20.6
Decrease	21.2	45.7
Total non-current investments 31 Dec.	**292.1**	**270.1**
4. Current receivables		
Accounts receivable	0.7	0.3
Loans receivable	8.0	1.7
Other receivables	9.8	15.4
Prepaid expenses and accrued income	1.2	0.9
Total from group companies	19.8	18.3
Other receivables	0.0	0.2
Prepaid expenses and accrued income	0.9	0.7
	20.7	**19.2**
5. Prepaid expenses and accrued income		
Interest income	1.2	1.4
Taxes	0.5	0.0
Other	0.4	0.2
	2.1	**1.6**

EUR million		2010	2009
6.	**Shareholders' equity**		
	Restricted equity		
	Share capital 1 Jan. / 31 Dec.	14.6	14.6
	Share premium reserve 1 Jan.		32.4
	Transferred to invested free equity reserve		32.4
	Share premium reserve 31 Dec.		0.0
	Legal reserve 1 Jan.		18.0
	Transferred to invested free equity reserve		18.0
	Legal reserve 31 Dec.		0.0
	Restricted equity 31 Dec.	14.6	14.6
	Unrestricted equity		
	Invested free equity reserve 1 Jan.	56.6	5.8
	Transferred from share premium reserve and legal reserve	0.0	50.4
	Shares subscribed with stock options	1.9	0.4
	Invested free equity reserve 31 Dec.	58.5	56.6
	Retained earnings 1 Jan.	95.5	63.4
	Payment of dividend	-5.9	-37.9
	Acquisition of own shares	0.0	-1.9
	Distribution of own shares	0.0	3.3
	Net profit for the period	12.1	68.7
	Retained earnings 31 Dec.	101.8	95.6
	Unrestricted equity 31 Dec.	160.3	152.1
	Total shareholders' equity 31 Dec.	**174.9**	**166.7**
7.	**Non-current liabilities**		
	Loans from credit institutions	45.6	41.6
	Pension loans	15.7	23.6
	Loans from group companie	21.9	22.4
		83.2	**87.6**
8.	**Loans with due date after five years or later**		
	Loans from group companies	21.9	22.4
9.	**Loans according to maturity**		
	Year 2010		124.5
	Year 2011	100.4	7.9
	Year 2012	40.7	38.7
	Year 2013	20.7	18.6
	Year 2014	0.0	0.0
	Later	21.9	22.4
		183.7	**212.1**
10.	**Current liabilities**		
	Pension loans	7.9	7.9
	Provisions, restructuring	0.6	0.0
	Accounts payable	1.3	0.1
	Loans	92.6	116.7
	Accounts payable	0.4	0.2
	Other current liabilities	2.2	8.1
	Accrued expenses and deferred income	0.5	0.3
	Total to group companies	95.7	125.3
	Other current liabilities	0.9	0.6
	Accrued expenses and deferred income	4.3	4.5
		110.7	**138.4**

EUR million		2010	2009
11.	**Accrued expenses and deferred income**		
	Salaries and vacation accruals	2.5	1.9
	Social expenses	0.4	0.3
	Interest expenses	0.9	1.0
	Taxes	0.0	0.7
	Other	1.0	0.9
		4.8	**4.8**

OTHER NOTES

		2010	2009
1.	**Contingent liabilities**		
	Other obligations		
	Rent and leasing obligations	**52.1**	**55.8**
	For group companies		
	Other obligations	**83.7**	**89.1**
2.	**Other lease agreements**		
	Lease payments for non-cancellable other lease agreements, mostly office rents		
	Year 2010		3.8
	Year 2011	3.9	3.9
	Year 2012-2014	11.8	11.7
	Later	36.4	36.4
		52.1	**55.8**
3.	**Derivative instruments**		
	Foreign exchange forward contracts, nominal values		0.6
	Foreign exchange forward contracts, fair values		0.0
	Interest rate swaps, nominal values	12.8	41.6
	of which basis swaps	0.0	30.8
	Interest rate swaps, fair values	-0.7	-0.7

Pöyry PLC has made interest rate swap for CHF 16.0 (16.0) million external, non-current, floating interest rate-bearing loan.

The fair values of foreign exchange forward contracts and currency options are defined based on the market prices of the balance sheet date for deals with the same duration. The fair value of the interest rate swaps are based on discounted cash flows and the net present value -method and supported by the market interests of the balance sheet date and other market information. Fair values correspond to the prices the Group should pay or would receive, if it called off the derivative deal. Fair values are based on the values confirmed by the banks.

Proposal of the Board of Directors

The parent company's earnings distributable as dividend are	
Retained earnings	EUR 89 681 088.17
Net profit for the period	EUR 12 145 936.80
	EUR 101 827 024.97

The Board of Directors proposes that a dividend of EUR 0.10 per share be paid on the outstanding shares on the record date 15 March 2011. The dividend is payable on 22 March 2011

On the proposal date the amount of the outstanding shares was 59 011 650	
Accordingly EUR 0.10 per share would be	EUR 5 901 165.00
The remainder will be transferred to retained earnings, thus	EUR 95 925 859.97
	EUR 101 827 024.97

Vantaa, Finland, 7 February 2011
Pöyry PLC
Board of Directors

Henrik Ehrnrooth

Heikki Lehtonen

Pekka Ala-Pietilä

Georg Ehrnrooth

Alexis Fries

Michael Obermayer

Karen de Segundo

Heikki Malinen
President and CEO

Auditor’s report

TRANSLATION

To the Annual General Meeting of Pöyry PLC

We have audited the accounting records, the financial statements, the report of the Board of Directors, and the administration of Pöyry PLC for the year ended 31 December 2010. The financial statements comprise the consolidated statement of financial position, statement of comprehensive income, statement of changes in equity and statement of cash flows, and notes to the consolidated financial statements, as well as the parent company’s balance sheet, statement of income, statement of changes in financial position and notes to the financial statements.

Responsibility of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU, as well as for the preparation of financial statements and the report of the Board of Directors that give a true and fair view in accordance with laws and regulations governing the preparation of the financial statements and the report of the Board of Directors in Finland. The Board of Directors is responsible for the appropriate arrangement of the control of the company’s accounts and finances, and the Managing Director shall see to it that the accounts of the company are in compliance with the law and that its financial affairs have been arranged in a reliable manner.

Auditor’s Responsibility

Our responsibility is to express an opinion on the financial statements, on the consolidated financial statements and on the report of the Board of Directors based on our audit. The Auditing Act requires that we comply with the requirements of professional ethics. We conducted our audit in accordance with good auditing practice in Finland. Good auditing practice requires that we plan and perform the audit to obtain reasonable assurance about whether the financial statements and the report of the Board of Directors are free from material misstatement, and whether the members of the Board of Directors of the parent company and the Managing Director are guilty of an act or negligence which may result in liability in damages towards the company or have violated the Limited Liability Companies Act or the articles of association of the company.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements and the report of the Board of Directors. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation of financial statements and report of the Board of Directors that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements and the report of the Board of Directors.

We believe that the audit evidence we have obtained is sufficient an appropriate to provide a basis for our audit opinion.

Opinion on the Consolidated Financial Statements

In our opinion, the consolidated financial statements give a true and fair view of the financial position, financial performance, and cash flows of the group in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU.

Opinion on the Company’s Financial Statements and the Report of the Board of Directors

In our opinion, the financial statements and the report of the Board of Directors give a true and fair view of both the consolidated and the parent company’s financial performance and financial position in accordance with the laws and regulations governing the preparation of the financial statements and the report of the Board of Directors in Finland. The information in the report of the Board of Directors is consistent with the information in the financial statements.

Helsinki, 7 February 2011
KPMG OY AB

Sixten Nyman
Authorized Public Accountant

Board of Directors

Henrik Ehrnrooth
(Chairman of the Board)

Born 1954, Finnish citizen, M.Sc. (Forest Econ.), B.Sc. (Econ.). Not independent of 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;

Otava Books and Magazines Group Ltd.,Member of the Board of Directors 1988-;

YIT Corporation, Chairman of the Board of Directors 2009-

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 Books and Magazines Group Ltd., Member of the Board of Directors 1991-

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

Blyk Ltd, Co-founder and CEO 2006-;

Nokia Corporation, President 1999-2005, Member of the Group Executive Board 1992-2005;

SAP AG, Member of the Supervisory Board 2002-

Member of the Pöyry Board since 2006

Pöyry PLC shares:
40 000 (40 000)

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-;

Norvestia Oyj, Member of the Board of Directors 2010-;

Oy Forcit Ab, Member of the Board of Directors 2010-;

eQ Asset Management Oy, Chairman of the Board of Directors 2009- ;

Opus Capita Oy, Member of the Board of Directors 2005-;

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.

Curricula vitae of the members of the Board of Directors are available on the company's website www.poyry.com. Shareholdings are stated as at 31 December 2010 and in brackets as at 31 December 2009. 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.

Alexis Fries

Born 1955, Swiss citizen, diploma in Physics. Independent member

Management Consultant 2003 -;

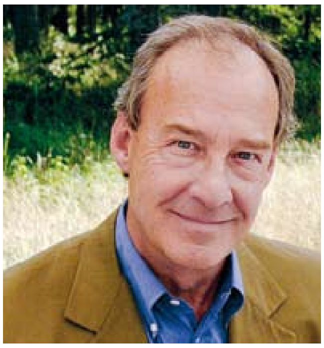
Alstom Group Paris, Member of the Group Executive Committee and President Power Division 2001-2003;

ABB Alstom Power Brussels, Member of the Group Central Executive Management 1999-2001;

Saurer AG, Member of the Board of Directors 2002-2007

Member of the Pöyry Board since 2008

Pöyry PLC shares: 0 (0)



Michael Obermayer

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

McKinsey & Company, Inc, McKinsey Global Learning Institute, Dean 2000-2004, McKinsey Eastern Europe, Chairman 1991-2000, World Economic Forum, Managing Director and Dean, Global Leadership Fellows Programme 2005-2007;

INSEAD, Adjunct professor, part time 2006-;

Troika Capital Partners/Russia New Growth Fund, Executive Chairman 2005-;

Fjord Clean Energy Fund LP, Fjord Capital Partners Ltd, General Partner 2007-

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

British American Tobacco Plc., Member of the Board of Directors 2007-;

E.on AG, Member of the Supervisory Board 2008-;

Lonmin Plc., Member of the Board of Directors 2005-;

Royal Ahold NV, Member of the Supervisory Board 2004-;

Shell International Gas & Power, CEO (Shell Global Gas & Power) and Chairman (Shell Coal) 1998-2000;

Shell International Renewables, CEO 2000-2005

Member of the Pöyry Board since 2005

Pöyry PLC shares: 4 000 (4 000)

Group Executive Committee

ON 31 DECEMBER 2010

President and CEO

Heikki Malinen

Born 1962

M.Sc. (econ.), MBa

Member of Pöyry's Group Executive Committee since 2008

PÖYRY PLC shares: 18 033 (18 033)

Stock options 2004: 0 (0)

Executive Vice President, Energy Business Group

Ari Asikainen

Born 1957

M.Sc. (tech.)

Member of Pöyry's Group Executive Committee since 2009

PÖYRY PLC shares: 1 809 (2 509)

Stock options 2004: 5 200 (6 702)

Executive Vice President, Group Strategic Growth

Richard Pinnock

Born 1962

B.Sc. (eng.), B.Comm. (Hons)

Member of Pöyry's Group Executive Committee since 2003

PÖYRY PLC shares: 41 427 (5 427)

Stock options 2004: 21 000 (30 000)

Executive Vice President, Industry Business Group

Martin Kuzaj

Born 1957

ph.D. (Chemistry)

Member of Pöyry's Group Executive Committee since 2009

PÖYRY PLC shares: 10 000 (10 000)

Stock options 2004: 0 (0)

Executive Vice President, Urban & Mobility Business Group

Andy Goodwin

Born 1962

B.Sc. (eng.), B.Comm. (Hons)

Member of Pöyry's Group Executive Committee since 2009

PÖYRY PLC shares: 1 809 (1 809)

Stock options 2004: 0 (0)

Curricula vitae of the members of the Group Executive Committee are available on the company's website www.poyry.com. Shareholdings are stated as at 31 December 2010 and in brackets as at 31 December 2009. 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.

Executive Vice President, Water & Environment Business Group

Martin Bachmann
Born 1967

M.Sc. Civil Engineering

Member of Pöyry's Group Executive Committee since 2010

PÖYRY PLC shares: 1 904

Stock options 2004: 0

President of the Management Consulting Business Group

Norbert Gorny
Born 1963

Ph.D. (Microbiology)

Member of Pöyry's Group Executive Committee from February 1 until December 31, 2010

PÖYRY PLC shares: 0

Stock options 2004: 0

Executive Vice President, Human Resources

Camilla Grönholm
Born 1964

M.Sc. (econ.)

Member of Pöyry's Group Executive Committee since 2006

PÖYRY PLC shares: 3 618 (3 618)

Stock options 2004: 10 500 (10 500)

Executive Vice President, Legal and Commercial

Anne Viitala
Born 1959

Il.M., trained on bench, eMBa.

Member of Pöyry's Group Executive Committee since 2002

PÖYRY PLC shares: 9 618 (8 618)

Stock options 2004: 11 750 (12 000)

Investor information

INVESTOR RELATIONS

Pöyry PLC's shares are quoted on the NASDAQ OMX Helsinki Mid Cap list under the trading code POY1V. All shares carry equal voting and dividend rights. Pöyry PLC has been listed on the Helsinki stock exchange since 2 December 1997.

In its disclosure Pöyry complies with the Finnish and EU legislation, the rules of NASDAQ OMX Helsinki Ltd, the regulations and instructions of the Finnish Financial Supervisory Authority, and the Finnish Corporate Governance Code. Pöyry's disclosure is based on facts, objectivity and fairness. Pöyry is committed to disclosing reliable, relevant, adequate, timely and comparable information. Pöyry publishes financial information about the Pöyry Group as a whole and about its business groups (i.e. the operating segments).Under the periodic disclosure obligation, Pöyry publishes information on its financial performance according to a schedule that is published before the end of the previous financial year. Under the ongoing disclosure obligation, Pöyry discloses without undue delay a stock exchange release on any decision, issue or event that may have a material effect on the value of its share. All stock exchange releases are published through the organiser of public trading (stock exchange) and are also made available to the principle media and posted on Pöyry's web pages simultaneously. The information is also conveyed to the national release register maintained by the stock exchange. All of Pöyry's releases are available on Pöyry's website at www.poyry.com for at least 5 years.

Pöyry regularly meets with shareholders, investors and analysts on road shows and meetings in Finland and abroad. Pöyry's Investor Relations function centrally handles contacts and meetings and co-ordinates the meetings.

Silent period

Pöyry observes a silent period preceding the publication of its results. During this time the company's representatives do not comment on the company's financial position.

Investment analysis

To our knowledge the following brokerages have analysed Pöyry in 2010 as an investment target on their own initiative. Pöyry takes no responsibility for the opinions or estimates expressed in the reports written by the analysts.

Carnegie Investment Bank AB, Helsinki
Danske Markets, Helsinki
Evli Bank Plc, Helsinki
Handelsbanken Capital Markets, Stockholm
Nordea, Helsinki
Pohjola Bank Plc, Helsinki
SEB Enskilda AB, Helsinki Branch
Swedbank AB, Helsinki
Ålandsbanken Equities Research, Helsinki

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Tel. +358 10 33 26781
anna.eskelinen (at) poyry.com

ANNUAL GENERAL MEETING

The shareholders of Pöyry PLC are invited to attend the Annual General Meeting to be held on Thursday, 10 March 2011 at 4.00 p.m. at the Helsinki Hall of the Finlandia Hall, Mannerheimintie 13 e, 00100 Helsinki, Finland (entrances M3 and K3). The reception of persons who have registered for the meeting and the distribution of voting tickets will commence at 3.00 p.m.

Right to attend and vote at the Meeting

Shareholders have the right to attend and vote at the Meeting

a) if they are included in the shareholder register held by Euroclear Finland Ltd on the record date of the General Meeting, 28 February 2011
b) if they have given notice to attend the Meeting on Monday 7 March 2011 at 10.00 a.m.Finnish time at the latest.

The shareholder, in whose name the shares are registered, is automatically registered in the shareholder register of the company. Foreign shareholders holding nominee-registered shares, who wish to attend the Meeting, can temporarily be registered in the shareholder register. Such registration shall be made on 7 March 2011 at the latest. For temporary registration, foreign shareholders shall contact their account operator.

Notice to attend

A shareholder wishing to attend the Meeting shall give notice to attend the Meeting to the company either

a) by filling in the registration form on the Pöyry PLC website at www.poyry.com/agm2011;
b) by telephone +358 10 33 21455 (Katriina Anttinen) Monday through Friday between 9 a.m. and 4 p.m. Finnish time;
c) by telefax +358 10 33 21816; or
d) by letter to Pöyry PLC, Legal Department/AGM, Jaakonkatu 3, FI-01620 Vantaa, Finland.

The notice shall be at the company's disposal no later than at 10 a.m. Finnish time on Monday 7 March 2011.

Proxies for representing a shareholder at the Meeting shall be submitted to the company no later than at 10 a.m. Finnish time on Monday 7 March 2011.

A complete notice to convene the Meeting has been published in a company announcement on 8 February 2011 and is mailed to all shareholders at their addresses in the shareholder register.

Proposals to the Meeting

The company discloses well in advance on its website the date by which a shareholder shall notify the board of directors of the company of an issue that he or she demands to be included in the agenda of the annual general meeting.

Dividend

The Board of Directors proposes to the Meeting convening on 10 March 2011 that a dividend of EUR 0.10 per share be paid for the year 2010. The dividend will be paid on 22 March 2011. This dividend is paid to shareholders entered into the shareholder register maintained by Euroclear Finland Ltd on the record date, 15 March 2011, which has been set by the Board of Directors.

Address changes

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

Financial information in 2011

In 2011 Pöyry PLC will publish its interim reports as follows:

January–March	27 April at 8.30 a.m.	Finnish time
January–June	27 July at 8.30 a.m.	Finnish time
January–September	27 October at 8.30 a.m.	Finnish time

Annual summary

January 2010

12 Jan 2010	Changes in Pöyry PLC's Group Executive Committee and Head of the Water & Environment business group
21 Jan 2010	Invitation to Pöyry's full year 2009 result news conferences on 2 February 2010
21 Jan 2010	Share subscription schedule for 2010

February 2010

1 Feb 2010	Appointments in Pöyry's Group Executive Committee
2 Feb 2010	Pöyry PLC's notice concerning annual accounts for 2009
2 Feb 2010	Pöyry's 2008-2009 pro forma figures based on the new business structure
2 Feb 2010	Notice to Pöyry PLC's Annual General Meeting
2 Feb 2010	Approval of share subscriptions with stock options
2 Feb 2010	Value of Pöyry's share-based incentive plan for the year 2010
2 Feb 2010	Pöyry awarded board mill engineering for SAICA in the UK
5 Feb 2010	Disclosure under Chapter 2, Section 10 of the Securities Market Act; shareholding of I.G International Management Limited in Pöyry PLC
11 Feb 2010	Pöyry PLC's Annual Report and annual summary 2009
12 Feb 2010	Pöyry awarded EUR 6.1 million hydropower scheme contract in Sri Lanka

March 2010

11 March 2010	Pöyry's President and CEO comments on the market outlook at the AGM today and pro forma information on the new business groups excluding restructuring costs
11 March 2010	Decisions made by the Annual General Meeting of Pöyry PLC
11 March 2010	Approval of share subscriptions with stock options
24 March 2010	Pöyry signed EUR 46 million contracts for renewable energy projects in Philippines - value to be booked into order stock after financial closure
31 March 2010	Pöyry awarded EUR 7.5 million pulp mill engineering contract in Brazil

April 2010

6 Apr 2010	Pöyry awarded EUR 6.5 million biomass boiler engineering project in Wisconsin, USA
7 Apr 2010	Change in Pöyry PLC's Group Executive Committee
8 Apr 2010	Invitation to Pöyry's Q1 2010 result news conferences on 21 April 2010
21 Apr 2010	Interim Report 1 January - 31 March 2010
21 Apr 2010	Approval of share subscriptions with stock options
23 Apr 2010	Interim CFO appointed at Pöyry
28 Apr 2010	Pöyry awarded EUR 7.3 million pulp mill engineering contract in Brazil
29 Apr 2010	Pöyry awarded EUR 8.7 million high-speed railway construction supervision contract in China

May 2010

4 May 2010	Pöyry awarded EUR 6.1 million tunnel project in Mexico

June 2010

14 June 2010	Pöyry reinforces its nuclear power segment by acquiring Hungarian company with EUR 12 million net sales
14 June 2010	Pöyry awarded engineering and project services contract by Kevitsa Mining in Finland
23 June 2010	Pöyry awarded EUR 9.2 million contracts for a pump storage plant project in Austria

July 2010

8 July 2010	Invitation to Pöyry's Q2 2010 result news conferences on 22 July 2010
20 July 2010	Pöyry awarded EUR 5 million engineering contract for aluminium rolling mill project in Brazil
22 July 2010	Interim Report 1 January - 30 June 2010

September 2010

21 Sept 2010	Pöyry PLC's company calendar in 2011
21 Sept 2010	Approval of share subscriptions with stock options

October 2010

14 Oct 2010	Pöyry's operating profit for 2010 estimated to decline clearly from 2009
14 Oct 2010	Pöyry initiates operational excellence programme in Finland
18 Oct 2010	Invitation to Pöyry's Q3 2010 result news conferences on 28 October 2010
21 Oct 2010	Pöyry awarded contracts totalling EUR 15 million for power plant projects in Thailand - EUR 7.5 million will be booked in the order stock in 2010
28 Oct 2010	Pöyry gives first indications of planned efficiency improvement measures in Finland
28 Oct 2010	Interim Report 1 January - 30 September 2010
28 Oct 2010	Approval of share subscriptions with stock options

December 2010

8 Dec 2010	Decisions on statutory negotiations initiated in October 2010 by Pöyry in Finland - operational excellence programme continues
10 Dec 2010	Approval of share subscriptions with stock options
15 Dec 2010	Pöyry appoints Jarkko Sairanen as President of the Management Consulting business group
21 Dec 2010	Jukka Pahta appointed chief financial officer of Pöyry
21 Dec 2010	Pöyry awarded EUR 6,9 million railway engineering assignment in Romania
21 Dec 2010	Share subscription schedule for 2011

Engineering balanced sustainability™

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