

Balance Benchmarking

Finnish Listed Forest Industry Companies
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Appendix 2. Key Figure Graphics: graphics describing the development of company key figures in proportion to the corresponding figures in the whole branch

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1 The Analysed Group of Companies and the Summary

This analysis includes the state of affairs regarding the financial statement and the development of the following companies during the period **2000 – 2004**:

- M–real group (www.m-real.com)
- Stora Enso group (www.storaenso.com)
- Stromsdal group (www.stromsdal.com)
- UPM–Kymmene group (www.upm-kymmene.com)

1.1 The Development of Company Ratings

Table 1.1 presents the quantitative distribution of the ratings of the analysed companies during the analysis period. This table creates an overview of the economic situation of the analysed company group during the given years.

Table 1.2 describes the development of the ratings of individual companies on an annual basis. Detailed company–specific ratings are available in Appendix 1.

The applied rating scale, developed by Balance Consulting Ltd, is as follows:

Rating	Grade	From	To
Excellent	A+ and A	80	100
Good	A– and B+	60	80
Satisfactory	B and B–	40	60
Adequate	C+ and C	20	40
Poor	C– and D	0	20

Note

The company rating of Balance Consulting has been changed to match better with our customer's requirements and in order to increase rating accuracy of both the best and problem companies. In the new rating company's financial success is compared to branch and to all 12 000 Finnish companies in our database.

Concerning Balance Benchmarking reports, A–D points of new dynamic rating (both in basic report and appendix material) are not comparable with earlier Benchmarking reports, made before August 2005.

Table 1.1:
Ratings Distribution for the Analysed Companies During 2000 – 2004

	2000		2001		2002		2003		2004	
A+	-	-	-	-	-	-	-	-	-	-
A	-	-	-	-	-	-	-	-	-	-
A-	-	-	-	-	-	-	-	-	-	-
B+	-	-	-	-	-	-	-	-	-	-
B	2	50.0%	-	-	-	-	-	-	-	-
B-	1	25.0%	3	75.0%	4	100.0%	-	-	1	25.0%
C+	-	-	1	25.0%	-	-	2	50.0%	1	25.0%
C	1	25.0%	-	-	-	-	1	25.0%	1	25.0%
C-	-	-	-	-	-	-	1	25.0%	1	25.0%
D	-	-	-	-	-	-	-	-	-	-
	4	100.0%	4	100.0%	4	100.0%	4	100.0%	4	100.0%

Table 1.2:
Development of Ratings of the Analysed Companies During 2000 – 2004

	2000	2001	2002	2003	2004
M-real group	B-	B-	B-	C	C
	45.3	42.0	41.5	24.5	24.3
Stora Enso group	B	B-	B-	C+	C+
	51.1	49.8	48.5	32.4	39.1
Stromsdal group	C	C+	B-	C-	C-
	28.3	31.9	42.2	15.5	11.5
UPM-Kymmene group	B	B-	B-	C+	B-
	52.3	43.5	46.3	35.0	40.3

1.3 The Companies' Relative Positions Determined by the Key

Figures

Table 1.3 presents the extreme values for the different key figures during the company's latest accounting period analysed. The table shows the minimum value for each key figure with the name of the company achieving this value and, correspondingly, the maximum value with the name of the related company.

Table 1.3:
Extreme Values for the Key Figures During 2004 (Or the Latest Analysed Period)

Key Figure		Minimum	Maximum
Cost Structure			
Turnover	EUR m	51.4 Stromsdal group	12,395.8 Stora Enso group
Average personnel count	Persons	244 Stromsdal group	43,779 Stora Enso group
Operating profit before depreciation (%)	%/T.over	-1.5 Stromsdal group	15.8 UPM-Kymmene group
Operating profit/loss (%)	%/T.over	-7.0 Stromsdal group	4.4 UPM-Kymmene group
Profit before extraordinary items (%)	%/T.over	-4.0 Stromsdal group	14.2 UPM-Kymmene group
Net profit/loss (%)	%/T.over	-9.4 Stromsdal group	2.8 UPM-Kymmene group
Profitability			
Return on capital employed (%)	%	-10.8 Stromsdal group	4.5 UPM-Kymmene group
Return on capital (%)	%	-7.7 Stromsdal group	3.6 UPM-Kymmene group
Return on equity (%)	%	-49.9 Stromsdal group	3.7 UPM-Kymmene group
Efficiency			
Turnover/person	EUR th	210.5 Stromsdal group	331.1 M-real group
Personnel expenses / person	EUR th	41.6 UPM-Kymmene group	55.6 M-real group
Added value / person	EUR th	42.5 Stromsdal group	86.3 UPM-Kymmene group
Added value / turnover (%)	%/T.over	20.2 Stromsdal group	30.6 UPM-Kymmene group
Real productivity of work (add value/sal.)	.	0.9 Stromsdal group	2.1 UPM-Kymmene group
Solvency			
Equity ratio (%)	%	17.3 Stromsdal group	49.9 Stora Enso group
Relative indebtedness (%)	%/T.over	66.3 Stora Enso group	83.3 UPM-Kymmene group
Payback time for liabilities	years	2.9 Stora Enso group	999.0 Stromsdal group
Liquidity			
Trade creditors turnover	days	36 M-real group	74 Stromsdal group
Trade debtors turnover	days	45 Stora Enso group	67 Stromsdal group
Current ratio	.	0.7 Stromsdal group	1.5 Stora Enso group
Quick ratio	.	0.6 Stromsdal group	0.9 M-real group
Net working capital (%)	%/T.over	-12.1 Stromsdal group	11.6 Stora Enso group
Working capital (%)	%/T.over	10.0 Stromsdal group	24.2 M-real group

2 Operating Volume

This section describes the development of the operational range, i.e. the operational volume, of the analysed company group. The operational volume has been estimated on the basis of the turnover and the balance sheet as well as the personnel count and the investment ratio.

2.1 Turnover, Balance Sheet and Personnel

The turnover consists of the sales revenue for products and services within the range of the company's actual operations deducted by the awarded discounts, value-added tax and other taxes based directly on the sales volume. The turnover is used to measure the companies' market shares. A change in the turnover helps in drawing conclusions about the development of the company sales. The turnover grows if the company sells more products than earlier or if the prices of the products rise. Corporate sales can also explain a significant change in the turnover.

The turnover is not always an unambiguous concept as, in certain branches, the methods of revenue recognition of the turnover may vary, complicating the comparison of the companies. Construction companies, for instance, may recognize the revenue of incomplete projects in the turnover either on the basis of the percentage of completion or only after the object has been delivered. For this reason, it is reasonable to base the comparison of the companies on a long-term turnover accrual.

Table 2.1 describes the development of the company group turnover. During the most recent accounting period, the smallest turnover was produced by Stromsdal group (51.4 million euro), whereas a turnover of 12,395.8 million euro made Stora Enso group the largest company.

Table 2.1:

Development of Company Turnover (in million euro)

	2000	2001	2002	2003	2004	Average
M-real group	5,897.8	6,923.3	6,564.2	6,044.1	5,460.3	6,177.9
Stora Enso group	13,017.0	13,508.8	12,782.6	12,172.3	12,395.8	12,775.3
Stromsdal group	51.4	51.2	56.6	54.8	51.4	53.1
UPM-Kymmene group	9,583.0	9,918.0	10,417.0	9,787.0	9,820.0	9,905.0
Average	7,137.3	7,600.3	7,455.1	7,014.6	6,931.9	

Table 2.2 describes the development of the percentage of turnover growth within the company group. The percentage of turnover growth has been calculated on the basis of standardised turnover figures (the accounting period has been adjusted to correspond to an accounting period of 12 months) in case the company's accounting period deviates from 12 months. The percentage of turnover growth indicates the relative growth of the company turnover in relation to the previous accounting period. If the growth corresponds to the inflation percentage, the company has not, in reality, managed to grow during the accounting period. When analysing the growth, it is advisable to pay attention also to the company's financial structure, as intense growth may endanger the company's financial structure in case it has not been sufficiently profitable. On the other hand, companies with a stable financial structure may increase their market share at the expense of profitability, in which case the margin percentages may diminish in spite of the marked growth.

Table 2.2:
Turnover Growth (%)

	2000	2001	2002	2003	2004	Average
M-real group	45.9	17.4	-5.2	-7.9	-9.7	8.1
Stora Enso group	22.4	3.8	-5.4	-4.8	1.8	3.6
Stromsdal group	17.7	-0.4	10.6	-3.1	-6.3	3.7
UPM-Kymmene group	16.0	3.5	5.0	-6.0	0.3	3.8
Average	25.5	6.1	1.3	-5.4	-3.5	

In the following table, the intensity and stability of the operational volume development has been described with the growth rate average and standard deviation. The smaller the standard deviation, the more stable the growth. A stable turnover growth creates the best opportunities for developing the company operations. Unstable, wildly fluctuating growth strains the company's resources and funding. Unstable growth may also be manifested in a radical deviation of a single accounting period owing to, for instance, corporate acquisitions or major investments.

Table 2.3:
Turnover Growth Average and Deviation

	Average	Deviation	(Quantity)
M-real group	11.7	17.1	(9)
Stora Enso group	3.5	8.5	(7)
Stromsdal group	4.7	9.2	(10)
UPM-Kymmene group	0.9	6.3	(9)

Table 2.4 describes the balance sheets within the company group. The balance sheet final amount indicates the company's total capital. The 'Assets' section of the balance sheet describes the company's assets while the 'Equity and Liabilities' section indicates the means of financing these assets. Assets include, for instance, territories, buildings, machinery, product stocks as well as various trade receivables and cash funds. Assets have been financed with both equity and liabilities. Equity includes, for instance, subscribed capital, profit left within the company by the owners and subordinated loans funded by debt. Liabilities are divided in interest-bearing debts and interest-free debts. Interest-bearing debts include loans by financial institutions, pension loans, finance bills of exchange and other interest-bearing debts. Interest-free debts consist of, for instance, accounts payable, accruals and deferred income as well as advances received. The demand for equity normally grows as the company operations extend, which is reflected in the company's increasing balance sheet. Sometimes the balance sheet can increase rapidly. This is the case after, for instance, a corporate acquisition.

Table 2.4:

Balance Sheet Volume (in million euro)

	2000	2001	2002	2003	2004	Average
M-real group	7,862.6	7,902.9	7,410.3	7,106.2	6,394.4	7,335.3
Stora Enso group	21,322.8	20,558.4	18,214.1	17,942.1	16,411.9	18,889.9
Stromsdal group	33.9	41.0	40.9	46.4	41.8	40.8
UPM-Kymmene group	12,914.0	16,475.0	17,624.0	16,591.0	15,827.0	15,886.2
Average	10,533.3	11,244.3	10,822.3	10,421.4	9,668.8	

The development of the personnel count describes the company's operational volume and its development. The development of the personnel count presented in the table refers to the average personnel count during the accounting period. The personnel count should be regarded as indicative as the company gives varying information about its personnel count in accordance with the different methods of measurement. In the financial statements, some companies provide the average personnel count during the accounting period, and some companies give the personnel count at the end of the accounting period. Besides, the method of calculating temporary employees and part-time workers as full-time employees may vary greatly from one company to another.

Table 2.5:

Development of Personnel Count (Number of Persons)

	2000	2001	2002	2003	2004
M-real group	17,413	22,237	21,070	20,372	16,490
Stora Enso group	41,785	44,275	43,853	44,264	43,779
Stromsdal group	235	241	248	250	244
UPM-Kymmene group	32,640	34,463	36,866	35,571	34,815

2.2 Investments

In the long run, maintaining and improving the company's productive capacity requires investments. By means of long-term acquisitions, i.e. investments, companies acquire long-acting production factors, for instance machinery, buildings, intellectual property or other corporations. Investments can be financed either by acquiring liabilities or by drawing on the profit from the previous years' operations.

The following table presents the companies' investment ratios during the given years. The investment ratio refers to the relation between net investments and the turnover. A negative investment ratio implies that the company has realised its fixed assets.

Table 2.6:

Investment Ratio (%/Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	36.2	10.8	4.9	6.6	4.8	12.7
Stora Enso group	5.9	6.3	6.9	10.3	7.9	7.4
Stromsdal group	1.5	21.3	4.6	8.3	1.8	7.5
UPM-Kymmene group	23.2	38.5	5.7	7.4	7.0	16.3
Average	16.7	19.2	5.5	8.1	5.4	

Table 2.7 presents the cumulative investments of the company group during a longer period of time. Company investments during individual years may vary significantly, but in the long run these fluctuations seem to even out. The column 'Sum' in the table presents the total investment amount and the column 'Number of Periods' shows the number of the most recent accounting periods involved in the analysis.

Table 2.7:

Cumulative Net Growth of Fixed Assets during the Period under Review (Investments, in million euro)

	Sum	Number of Periods
M-real group	6,015.8	(9)
Stora Enso group	6,363.5	(7)
Stromsdal group	32.9	(10)
UPM-Kymmene group	11,672.4	(9)

Investments by equity and income finance indicate the percentage of investments the company has been able to finance with its total cash flow from operations. Besides the cash flow from normal company operations, the total cash flow includes extraordinary items, possible group contributions and additional investments of equity. A negative value for investments by equity finance indicates that the investments have been financed by means other than cash flow from operations or additional investments by the owners. In this case, the investments have usually been financed with liabilities, for instance, bank loans. If the company has had a sufficient liquidity or small investments, financing may also have come directly from the company's cash reserves. If the share of equity finance exceeds one hundred percent, cash flow from operations has exceeded the investments.

Table 2.8:

Investments by Equity and Income Finance (%)

	2000	2001	2002	2003	2004	Average
M-real group	32.0	132.5	218.3	97.1	345.9	165.2
Stora Enso group	525.4	235.8	90.1	79.9	175.1	221.2
Stromsdal group	172.0	34.3	295.4	33.8	-232.5	60.6
UPM-Kymmene group	78.9	50.6	248.4	189.6	290.7	171.6
Average	202.1	113.3	213.1	100.1	144.8	

3 Operational efficiency

Operational efficiency has been estimated by means of key figures describing the cost structure development and the use of resources.

3.1 Cost Structure

In the cost structure analysis, profit and loss account figures have been proportioned to the turnover, which facilitates interpreting the companies' cost structures and their changes. Below is a study of the development of the analysed companies' main cost types and the development of the operating profit before depreciation and the operating profit during 2000 – 2004. All cost type related key figures could not be calculated for companies using an activity-based formula for the profit and loss account.

Table 3.1 describes the development of the material usage percentage. The material usage is calculated by deducting the increase in stocks from the acquisitions of raw materials and consumables visible in the profit and loss account or by adding the decrease of the stocks in question to the acquisitions. The material usage is a central item of expense in trade, for instance, where the material usage figures form a direct indication of the acquisition costs for sold products. It describes the pricing among the companies in this field as well as the income accruals from sales. In labour-intensive branches, where stocks and material acquisitions are non-existent, the material usage percentage is zero.

Table 3.1:
Development of Material Usage Percentage (%/Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	57.6	55.1	55.1	54.4	57.8	56.0
Stora Enso group	46.4	48.5	49.9	51.0	53.0	49.7
Stromsdal group	54.1	51.8	49.6	54.3	58.3	53.6
UPM-Kymmene group	47.7	42.8	43.2	45.4	47.8	45.4
Average	51.4	49.5	49.4	51.3	54.2	

Personnel costs form a central item of expense in, for instance, many labour-intensive companies. The following table presents the development of the companies' personnel expenses percentage during the period of analysis. The personnel expenses include variable and fixed wages as well as salary-related indirect costs, such as employment pension costs and social security contributions.

The share of turnover covering personnel expenses can vary significantly between companies belonging to the same benchmark group. In addition to the varying degree of automation, the reason for this can be found in the fact that many companies outsource services while others have them produced by their own personnel.

Table 3.2:
Development of Wage Cost Percentage (%/Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	13.9	15.7	16.4	17.3	16.8	16.0
Stora Enso group	15.3	16.5	17.9	18.9	15.6	16.8
Stromsdal group	17.9	18.9	19.6	20.8	21.7	19.8
UPM-Kymmene group	15.3	16.3	17.2	17.2	14.7	16.2
Average	15.6	16.8	17.8	18.5	17.2	

Table 3.3 describes the development of other operating costs in the company group. Other operating costs form a large group of miscellaneous expenses in the profit and loss account. This group includes, among others, various expenses relating to company sales, management and distribution, such as rents, fuel, energy, real estate administration, advertising and entertainment.

Table 3.3:

Development of Other Operating Costs (%/Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	13.2	15.4	15.4	15.1	14.3	14.7
Stora Enso group	15.7	15.2	15.7	16.9	19.8	16.7
Stromsdal group	6.8	8.1	8.4	9.9	8.9	8.4
UPM-Kymmene group	12.1	13.4	13.6	13.3	11.9	12.9
Average	12.0	13.0	13.3	13.8	13.7	

The percentage of operating profit before depreciation is a central indicator of operational profitability. The operating profit before depreciation can be calculated by adding the depreciation for the account period to the company's business profit. The operating profit before depreciation shows the remaining profit after deducting the direct operating expenses. The percentage of operating profit before depreciation is branch-specific and should therefore be used only in comparisons between companies in the same branch. The percentage of operating profit before depreciation is usually influenced by the company's competitive position and capital-intensity regarding production. An increasing demand of cash for investments, loan repayments or dividends should also increase the percentage of operating profit before depreciation. The adequacy of the operating profit before depreciation is therefore dependent on the company's financing costs, investment needs and objectives concerning the distribution of profit.

Table 3.4:

Development of Percentage Operating Profit before Depreciation (%/Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	16.1	12.4	12.1	9.4	8.4	11.7
Stora Enso group	22.3	20.2	17.0	14.2	12.2	17.2
Stromsdal group	9.8	11.1	12.3	4.0	-1.5	7.1
UPM-Kymmene group	23.3	21.6	19.5	14.9	15.8	19.0
Average	17.9	16.3	15.2	10.6	8.7	

The degree of deviation in the average percentage of operating profit before depreciation indicates the stability of the production activity profitability. High deviation refers to drastic changes in the percentage of operating profit before depreciation (owing to, for instance, major fluctuation in the raw material prices). The smaller the deviation, the more stable the company's economic processes.

Table 3.5:

Average and Deviation for the Percentage of Operating Profit before Depreciation

	Average	Deviation	(Quantity)
M-real group	13.4	2.8	(9)
Stora Enso group	17.7	3.0	(8)
Stromsdal group	9.3	4.6	(10)
UPM-Kymmene group	18.6	2.4	(10)

Net financing costs per operating profit before depreciation describe the share of the company's operating profit before depreciation required for covering net financing costs. A percentage higher than one hundred indicates that the operating profit before depreciation is not sufficient for covering the company's net operating financial costs. Besides operating financial costs, the company's operating profit before depreciation has to cover loan repayments, part of the investments, taxes and the owners' dividends. For this reason, the share of financing costs should not exceed 30% of the operating profit before depreciation. A negative value for the key figure indicates that the company's net financial income exceeds the costs or that the operating profit before depreciation is negative.

Table 3.6:

Net Financing Costs / Operating Profit Before Depreciation (%)

	2000	2001	2002	2003	2004	Average
M-real group	15.4	27.5	23.9	22.1	24.8	22.7
Stora Enso group	10.1	12.6	9.5	13.8	7.0	10.6
Stromsdal group	35.8	33.6	20.4	47.0	999.0	227.2
UPM-Kymmene group	6.4	13.0	8.5	-5.7	8.3	6.1
Average	16.9	21.7	15.6	19.3	259.8	

Operating profit is the first intermediate result in the profit and loss account that shows the actual amount left over of the return from the company's actual operations after deducting operating expenses and depreciation describing the use of fixed assets. The operating profit percentage is derived by calculating the operating profit in proportion to the turnover. The operating profit percentage can be used to compare the operational profitability of companies in the same branch, as the operating profit does not include financial costs at this stage. Thus, companies with or without debt are comparable. The company's operating profit should cover, among other things, financial costs, taxes and possible dividends. Therefore, the adequacy of the operating profit is to a great extent determined by both the company's debts and equity. The more capital-intensive the company is, the higher the operating profit percentage should be. A negative operating profit percentage implies that the company has operational difficulties.

Table 3.7:

Development of Operating Profit Percentage (%/Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	10.0	5.5	5.1	1.5	0.0	4.4
Stora Enso group	13.6	10.8	6.8	4.3	2.7	7.7
Stromsdal group	4.4	5.8	7.6	-0.7	-7.0	2.0
UPM-Kymmene group	16.3	14.1	8.7	4.2	4.4	9.5
Average	11.1	9.0	7.1	2.3	0.0	

3.2 Use of Resources

The following is an analysis of the companies' ability to use their resources efficiently. The analysis is mainly based on a comparison between, on the one hand, quantities describing the company volume and profitability and, on the other hand, the personnel count. Interpreting personnel-based key figures may, to some extent, be complicated by the varying practices in reporting and calculating the average personnel count. Many companies give the personnel count as measured at the end of the accounting period in their financial statements.

The key figure 'Turnover Per Person' is calculated by dividing the company turnover by the average personnel count. In case the company's turnover deviates from 12 months, the figure is calculated on the basis of a standardised turnover corresponding to 12 months. The 'Turnover Per Person' key figure provides references to the company's ability to draw income, degree of automation and sales efficiency. However, a high turnover per person does not necessarily guarantee operational profitability. Two points in the table indicates that the average personnel count has not been found out or the information is missing for the analysed accounting period.

Table 3.8:
Turnover/Person (in thousand euro)

	2000	2001	2002	2003	2004	Average
M-real group	338.7	311.3	311.5	296.7	331.1	317.9
Stora Enso group	311.5	305.1	291.5	275.0	283.1	293.3
Stromsdal group	218.7	212.3	228.1	219.2	210.5	217.7
UPM-Kymmene group	293.6	287.8	282.6	275.1	282.1	284.2
Average	290.6	279.1	278.4	266.5	276.7	

The key figure 'Personnel Expenses Per Person' indicates the volume of costs entailed by each employee of the company in one year's time. Wage costs include social security contributions, company insurance charges and pension costs. Besides the average salary level in the company, the key figure also describes the types of employment. A high salary level is not necessarily a weakness if the company has a high profitability. In this case, the personnel expenses may grow because of awarded premiums, for instance.

Table 3.9:

Wage Costs / Person (in thousand euro)

	2000	2001	2002	2003	2004	Average
M-real group	46.9	48.8	51.2	51.3	55.6	50.8
Stora Enso group	47.8	50.5	52.0	51.9	44.3	49.3
Stromsdal group	39.3	40.2	44.7	45.5	45.7	43.1
UPM-Kymmene group	45.0	46.8	48.6	47.4	41.6	45.9
Average	44.7	46.6	49.1	49.0	46.8	

The added value can be calculated by adding personnel expenses to the company's operating profit. The figure describes the value added produced by the company for its commodity and service acquisitions. In other words, the figure shows to what extent the company has been able to increase the value of acquired material and third-party services by its own operations, employee contributions and available equipment. Increasing the added value usually increases profitability and efficiency as well.

It can be regarded as a general rule that the more service a product involves, the higher the added value. Added value is also subject to major variations depending on the level of processing for semi-finished products and the degree to which subcontractors are used.

The 'Added Value Per Salaries' key figure reflects the efficiency, labour intensity and economy of the company's resources. If the added value per salaries calculation yields the value one, the whole of the company's added value has been used to pay the salaries. When estimating the adequacy of the added value, however, it should be borne in mind that, in addition to the compensation paid for the employees' contributions, the added value must also cover rents, the use of liabilities and equity, loan repayments and company reorganisations. Adding these figures up gives an idea of the level of responsibilities.

Table 3.10:

Added Value per Salaries

	2000	2001	2002	2003	2004	Average
M-real group	2.2	1.8	1.7	1.5	1.5	1.7
Stora Enso group	2.5	2.2	2.0	1.8	1.8	2.0
Stromsdal group	1.6	1.6	1.6	1.2	0.9	1.4
UPM-Kymmene group	2.5	2.3	2.1	1.9	2.1	2.2
Average	2.2	2.0	1.8	1.6	1.6	

The turnover for stocks reported in days measures the company's efficiency in materials control. The figure indicates the average temporal adequacy of the stocks when sales and consumption estimates are realised. This figure is also called the stocks' 'non-execution time', which may give a better idea of the warehousing process. Warehousing binds the company's capitals and often creates significant expenses. Besides, non-execution times in the midst of a logistic process certainly do not increase the product value.

The faster the stocks circulate and the shorter the non-execution time, the more efficient is the company's materials management and marketing. If the circulation is fast, the stocks also bind less capital, which facilitates the company's funding and increases profitability. The key figure is branch-specific and should therefore be used only in comparisons between companies in the same branch.

Table 3.11:
Turnover for Stocks (in Days)

	2000	2001	2002	2003	2004	Average
M-real group	86	77	76	78	76	79
Stora Enso group	94	88	88	95	95	92
Stromsdal group	41	48	47	45	32	43
UPM-Kymmene group	81	91	82	75	74	81
Average	76	76	73	73	69	

4 Operational Profitability

This part of the analysis concentrates on the companies' profitability regarding both the operational profitability and the return on capital.

The profit before extraordinary items indicates the volume of cash flow from operations created by the company's regular operations. The profit before extraordinary items can be calculated by deducting net financing costs and taxes from the company's operating profit before depreciation. The profit before extraordinary items reflects the company's ability to cover loan repayments, increasing working capital demand, equity finance of investments and distribution of profit with its operating income. The volume of profit before extraordinary items required depends on the company's indebtedness as well as the needs concerning investments and distribution of profit. The percentage of profit before extraordinary items is received by calculating the profit before extraordinary items in proportion to the turnover. This figure shows the number of monetary units remaining in the company after the sales of each group of 100 monetary units. A negative figure indicates that the company has been compelled to finance loan repayments, investments and distribution of profit with other means than its cash flow from actual operations. It is often the case that the company has had to resort to additional loans. In order for the company operations to be on a safe ground, the company's profit before extraordinary items should be clearly positive at least in the medium term.

Table 4.1:

Development of Percentage Profit before Extraordinary Items (%/Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	10.8	8.3	8.6	7.5	6.9	8.4
Stora Enso group	16.5	16.1	13.8	12.0	11.2	13.9
Stromsdal group	6.3	7.3	9.0	2.7	-4.0	4.3
UPM-Kymmene group	17.6	15.6	15.7	13.4	14.2	15.3
Average	12.8	11.8	11.8	8.9	7.1	

The net profit/loss is generally regarded as an indicator of the result of the company's actual operations. Besides factors indicated by the profit before extraordinary items, the net profit takes into account the wearing of the means of production, i.e. the retirement or replacement demand. A positive net profit indicates that the company has been able to cover the debt interest and the equity finance of working capital and investments with the return from its actual operations. The adequacy of the net profit and the required minimum level are, however, mainly determined by the company's objectives concerning the distribution of profit. The company's operations can be regarded as profitable if its net profit/loss is positive. The percentage of net profit/loss works relatively well also in comparisons between companies in different branches.

Table 4.2:

Development of Percentage Net Profit/Loss (%/Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	4.8	1.4	1.6	-0.4	-1.5	1.2
Stora Enso group	7.9	6.7	3.6	2.2	1.8	4.4
Stromsdal group	0.8	2.0	4.3	-2.1	-9.4	-0.9
UPM-Kymmene group	10.5	8.1	4.9	2.7	2.8	5.8
Average	6.0	4.5	3.6	0.6	-1.6	

In the following table, the intensity and stability of the profit/loss development has been described with the average percentage of net profit/loss and standard deviation. The smaller the standard deviation, the more stable the development. A stable profit/loss development creates the best opportunities for developing and financing company operations. Unstable, wildly fluctuating profit/loss figures strain the company's resources and funding. Unstable profit/loss figures may also be manifested in a radical deviation of a single accounting period owing to, for instance, corporate acquisitions or major investments.

Table 4.3:

Average Percentage Net Profit/Loss

	Average	Deviation	(Quantity)
M-real group	2.1	2.1	(9)
Stora Enso group	4.3	2.0	(8)
Stromsdal group	-0.4	3.7	(10)
UPM-Kymmene group	6.3	2.3	(10)

The operating income can vary greatly in different years owing to, among other things, economic fluctuations and the company's structural factors, such as indebtedness. In order to create an accurate image of the operational profitability during a longer period of time, the following table presents the companies' cumulative net profit/loss during the given number of periods. The column 'Sum' presents the sum total of the companies' total annual results while the column 'Number of Periods' shows the number of accounting periods the profit/loss figures stand for.

Table 4.4:

Cumulative Net Profit/Loss during the Period under Review (in million euro)

	Sum	Number of Periods
M-real group	848.8	(9)
Stora Enso group	4,180.5	(8)
Stromsdal group	-1.6	(10)
UPM-Kymmene group	5,758.0	(10)

The economic value added has been calculated by deducting the accrued equity costs from the company's net profit/loss. The economic value added measures the adequacy of the company's operating profit in covering the compensation demanded by equity investors for their risk capital. In a normal profit and loss account, the company's operating profit is strained only by liability costs, i.e. interest expenditure, as equity is provided with return in the form of dividends only in case there is profit left to share. In order to create value added for the owners, the company has to make enough profit to cover also the costs of the allocated equity. When the economic value added is zero, the company has been able to cover the costs of the owner-invested equity. When the company's value added is positive, the shareholder value increases, in theory, as the company is able to create value added for the capital invested by the owners. A negative value added indicates that the company is maltreating its capital and destroying the value of the owners' investment. The economic value added presented here corresponds to the figure EVATM, a registered trademark by Stern Steward & Co. Here, the development of the economic value added has been calculated following the method used by the periodical Talouselämä.

Table 4.5:

Development of Economic Value Added (EVATM) (in million euro)

	2000	2001	2002	2003	2004	Average
M-real group	102.4	-184.1	-199.9	-352.0	-397.1	-206.1
Stora Enso group	376.4	142.9	-268.6	-436.0	-445.2	-126.1
Stromsdal group	-0.6	0.0	1.5	-3.7	-7.0	-1.9
UPM-Kymmene group	510.7	219.3	-100.9	-334.2	-339.7	-9.0
Average	247.2	44.5	-142.0	-281.5	-297.2	

In the long-range company operations, an analysis period of one year is often too short to give an idea of the company's operational profitability from the point of view of a long-term investor or an owner. Because of economic fluctuations, the operating income and economic value added can vary greatly in different years, thus obscuring the view of the company's overall profitability. The following table describes the companies' ability to produce value added for the owners in the long run. The column 'Sum' shows the sum total of the economic value added during the period under review, while the column 'Number of Periods' shows the number of accounting periods analysed.

Table 4.6:

Cumulative Economic Value Added during the Period under Review (in million euro)

	Sum	Number of Periods
M-real group	-1,151.1	(9)
Stora Enso group	-874.7	(7)
Stromsdal group	-14.5	(10)
UPM-Kymmene group	169.5	(9)

The percentage of economic value added is generated by calculating the company's annual value added in proportion to the capital employed. This method is well suited for comparing the value added in companies of a different size and varying amounts of capital employed. The figure indicates the percentage of value added that the company has been able to produce for the capital employed in it.

Table 4.7:

Development of Percentage Economic Value Added (EVATM, %)

	2000	2001	2002	2003	2004	Average
M-real group	1.7	-2.7	-3.0	-5.8	-7.3	-3.4
Stora Enso group	2.9	1.1	-2.1	-3.6	-3.6	-1.1
Stromsdal group	-1.1	0.0	2.7	-6.7	-13.6	-3.7
UPM-Kymmene group	5.3	2.2	-1.0	-3.4	-3.5	-0.1
Average	2.2	0.2	-0.9	-4.9	-7.0	

The weighted average cost of capital, i.e. WACC, shows the requirement for return on the total equity in use in the company. The weighted average cost of capital is derived by separately calculating the cost of liabilities and the cost of equity and weighting them in accordance with the total equity in use. In this calculation, the requirement for return on equity is usually higher than that on liabilities as the equity risk rate is also higher. In the case of a bankruptcy, for instance, equity investors regain their capital input only after all the creditors have received their shares. The contribution for equity, i.e. the dividends, is also paid only in case the company is able to make sufficient profit.

Table 4.8:

Weighted Average Cost of Capital (WACC)

	2000	2001	2002	2003	2004	Average
M-real group	6.7	7.5	7.9	8.0	8.1	7.6
Stora Enso group	7.2	7.1	7.1	7.0	6.7	7.0
Stromsdal group	8.2	7.8	6.8	10.5	9.7	8.6
UPM-Kymmene group	7.5	7.2	6.9	6.4	6.5	6.9
Average	7.4	7.4	7.2	8.0	7.7	

The percentage of return on capital employed shows the annual profit that the company has been able to create for the capital employed in it during the accounting period. Besides owner–invested equity, the capital employed consists of interest–bearing debt provided for the company by investors. The return on capital employed can be calculated by increasing the company’s net profit/loss by taxes and the compensation, i.e. the dividends, paid for the investors.

This key figure measures the company’s relative profitability and is better suited for making comparisons between the companies than the percentage of profit/loss. Especially if the analysed companies operate in different branches, the percentage of profit/loss relative to the turnover may vary significantly between the branches. The interest paid for liabilities is regarded as the minimum level for the return on capital employed. If the return on capital is smaller than the interest paid for liabilities, the compensation for liabilities has usually had to be deducted from the owners’ share of the profits. Hereby, the return on equity for the owners usually remains unsatisfactory. Major investments may occasionally weaken the return on capital, usually owing to the fact that the capital demanded for the investment is bound immediately while the profit is received only after the process has been completed.

Table 4.9:

Development of the Percentage Return on Capital Employed (%)

	2000	2001	2002	2003	2004	Average
M–real group	13.2	6.8	6.1	2.2	0.5	5.8
Stora Enso group	13.6	10.7	7.1	4.8	3.6	8.0
Stromsdal group	8.9	11.0	14.6	0.3	–10.8	4.8
UPM–Kymmene group	17.1	12.2	7.8	4.6	4.5	9.2
Average	13.2	10.2	8.9	3.0	–0.6	

The percentage of return on total capital measures the company's ability to provide profit for all the capital bound in the company operations. Besides equity and interest-bearing debts, the bound capital includes the company's interest-free debts. Even if the company's equity is negative, the bound capital is still always at least the size of the debts. The key figure 'Return on Total Capital' is better suited for making comparisons between companies than the return on capital employed in those cases when it is impossible to make a reliable analysis of how the debts can be divided into interest-bearing and interest-free.

Table 4.10:

Development of Percentage Return on Total Capital (%)

	2000	2001	2002	2003	2004	Average
M-real group	10.3	5.3	4.8	1.8	0.4	4.5
Stora Enso group	10.0	7.9	5.3	3.5	2.7	5.9
Stromsdal group	6.7	8.1	10.9	0.2	-7.7	3.7
UPM-Kymmene group	13.7	10.0	6.3	3.6	3.6	7.4
Average	10.2	7.8	6.8	2.3	-0.3	

The percentage of return on capital employed reflects the company's ability to attend to the capital invested in the company by the owners. Besides the capital employed in the form of shares, the company's equity includes the profit left within the company by the owners and the share of equity in untaxed reserves. The return on equity includes the result of the company's actual operations deducted by taxes and financing costs, i.e. the net profit/loss. The requirement for return on equity depends to a great extent on the objectives set by the owners. The objectives, on the other hand, are influenced by the risk rate for the investment. The higher the risk rate involved in the operations, the higher the percentage of return required. The minimum return level is usually defined on the basis of the return provided by a riskless investment (for instance, the return on five-year government loans 2001/12: 4.54%). Since the investment concerned has been made in risk-bearing company operations, the minimum return level is usually provided with a risk premium calculated on the basis of the stock market's common risk premium and the beta factor indicating the company-specific risk. During the past years, the common risk premium demanded from stock investments has varied between 4.5% and 5%. The figure is further adjusted on the basis of the company-specific risk. All in all, the target return on equity in a company with operations on a normal risk level would, according to the figures mentioned above, be approximately 9–10%. If the company makes a better result, the owners receive economic value added for their investments.

Table 4.11:
Development of Percentage Return on Equity (%)

	2000	2001	2002	2003	2004	Average
M-real group	12.9	3.8	4.0	-1.1	-3.4	3.2
Stora Enso group	13.8	10.2	5.4	3.3	2.7	7.1
Stromsdal group	6.7	13.7	21.5	-8.8	-49.9	-3.4
UPM-Kymmene group	18.0	12.6	7.3	3.7	3.7	9.1
Average	12.8	10.1	9.5	-0.7	-11.7	

5 Equity and Indebtedness

Chapter 5 discusses the volume of equity and indebtedness of the analysed companies. Indebtedness is one of the most decisive factors when assessing companies' economical room for manoeuvre.

5.1 Equity and Dividends

The balance sheet net asset value consists of the difference between the company's funds and debts. It gives a general idea of the company's net wealth in the theoretical situation where the company's assets are realised using their book values and the debts are paid. The balance sheet net asset value should not be confused with the concept of shareholder value. Neither is it equal to the actual value of the company's assets as the accounting values may deviate considerably from the assets' actual realisation values.

In addition to a positive result, the balance sheet net asset value can be increased by additional investments of equity as well as asset revaluations. Correspondingly, the balance sheet net asset value can be decreased through unprofitable results and distributions of profit to the owners.

Table 5.1:

Balance Sheet Net Asset Value (in million euro)

	2000	2001	2002	2003	2004
M-real group	1,952.5	2,340.8	2,461.0	2,245.3	2,626.8
Stora Enso group	8,570.8	8,989.0	8,156.9	7,952.9	8,051.1
Stromsdal group	6.1	7.2	12.5	11.1	6.3
UPM-Kymmene group	5,877.0	6,772.0	7,204.0	6,997.0	7,586.0

Equity ratio is one of the most central indicators of the company's solvency, measuring the company's loss tolerance and ability to manage its commitments in the long run. Equity ratio is derived by calculating the company's own funds (equity, untaxed reserves and minority interest) in proportion to the balance sheet final amount deducted by advances. The figure indicates the amount of own funds involved in the financing of the company's assets. The economic room for manoeuvre and tolerance of business fluctuations in companies with high equity ratio is better than in companies with low equity ratio, as the companies' own funds function as a buffer against possible losses. A high equity ratio is generally considered to be a sign of a successful company, even though it may be accompanied by a weak return on equity if the funds remain, so to speak, stored in the company.

Table 5.2:

Equity Ratio (%)

	2000	2001	2002	2003	2004	Average
M-real group	29.5	34.3	34.2	31.9	41.5	34.3
Stora Enso group	40.9	44.0	45.0	44.7	49.9	44.9
Stromsdal group	18.0	22.3	33.2	26.3	17.3	23.4
UPM-Kymmene group	45.7	41.3	41.1	42.5	48.2	43.8
Average	33.5	35.5	38.4	36.4	39.2	

Gearing is used to measure the company's indebtedness. The key figure is used for proportioning the company's interest-bearing debts to its own funds. The figure indicates the volume of interest-bearing liabilities invested in the company by creditors in proportion to the capital invested in the company by the owners. The higher the figure, the greater the role of creditors in the company funding, which also means higher indebtedness. Financiers usually consider that a good gearing value has to remain at less than 100. A figure higher than 200 is considered to be a sign of the company's over-indebtedness. The gearing helps in drawing conclusions about the company's room for financial manoeuvre. The creditors' risk increases as the gearing figure grows. Financiers usually try to avoid a considerable increase in the risk rate and disrupt the company's additional funding in case the gearing figures rise too high. If the figure exceeds 200, acquiring additional funding usually becomes difficult. When estimating the possibilities for additional funding, besides the gearing one should also pay attention to the company's ability to manage loan repayments and interests, which has a significant influence on the financiers' attitude when deciding on possible additional funding. It can be estimated on the basis of, for instance, the company's payback time for liabilities.

Table 5.3:
Gearing (%)

	2000	2001	2002	2003	2004	Average
M-real group	163.0	126.0	133.0	151.0	94.0	133.4
Stora Enso group	79.0	71.0	63.0	65.0	49.0	65.4
Stromsdal group	322.0	225.0	134.0	179.0	298.0	231.6
UPM-Kymmene group	77.0	99.0	89.0	82.0	70.0	83.4
Average	160.3	130.3	104.8	119.3	127.8	

The company's own funds consist of subscribed capital, profit left within the company, other investments funded by debt such as subordinated loans, untaxed reserves reduced by tax liabilities and, on group level, minority interests. The company's own funds reveal its equity buffer used in, among other things, covering possible losses. Own funds is a larger concept than balance sheet net asset value, as the balance sheet net asset value does not include subordinated loans funded by debt and/or the minority interest in the group's equity.

Table 5.4:

Own Funds (in million euro)

	2000	2001	2002	2003	2004	Average
M-real group	2,315.3	2,710.8	2,535.6	2,264.2	2,650.7	2,495.3
Stora Enso group	8,720.2	9,039.2	8,187.3	8,013.2	8,187.2	8,429.4
Stromsdal group	6.1	9.1	13.6	12.2	7.2	9.6
UPM-Kymmene group	5,896.0	6,800.0	7,237.0	7,029.0	7,612.0	6,914.8
Average	4,234.4	4,639.8	4,493.4	4,329.6	4,614.3	

The following table shows the profit entered as income for the company owners. Through dividends, the owners can enter the profit yielded by the company as income for themselves. In limited companies, dividends can be issued in the range of free equity, if the company does not have other factors limiting the dividends. In general partnerships and limited partnerships, the dividends are paid in the form of private use. Companies belonging to a company group may transfer their result to their partner companies also through group contributions. The figures in the table indicate the dividends paid during the accounting period in accordance with the results of the previous accounting period and the related decisions on awarding dividends. Two points in the table indicates that the company has not issued dividends.

Table 5.5:

Dividends (in million euro)

	2000	2001	2002	2003	2004
M-real group	63.1	83.4	107.4	107.4	53.7
Stora Enso group	303.9	407.4	403.6	289.6	377.6
Stromsdal group	0.3	..
UPM-Kymmene group	558.0	371.0	388.0	390.0	393.0

5.2 Indebtedness

In the following, company indebtedness is analysed on the basis of relative indebtedness, total debt and interest-bearing net debt as well as financing encumbrance and debt payback time.

The relative indebtedness gives an overview of the company's total debt. In relative indebtedness, the company's total debt is proportioned to the company's operational range, i.e. the turnover. Besides short-term and long-term creditors, the total debt figure includes provisions, deferred tax liability and leasing liabilities not included in the balance sheet. In case the company's turnover deviates from 12 months, the key figure is calculated on the basis of a turnover corresponding to 12 months. In general, the smaller the company's debt volume in proportion to the turnover, the greater the share of margin that the company has to allocate to debt administration costs. This figure also forms a basis for a rough assessment of the minimum level required for the operating profit before depreciation in the future.

Table 5.6:

Development of Relative Indebtedness Ratio (%)

	2000	2001	2002	2003	2004	Average
M-real group	94.0	75.0	74.2	80.1	68.5	78.4
Stora Enso group	96.8	85.2	78.4	81.4	66.3	81.6
Stromsdal group	54.1	62.3	48.4	62.3	67.2	58.9
UPM-Kymmene group	73.1	97.3	99.6	97.4	83.3	90.1
Average	79.5	80.0	75.1	80.3	71.3	

The total debt includes the gross amounts of the company's debts for its interest groups at the end of the accounting period. Besides short-term and long-term creditors, the total debt figure includes interest-free debts, company provisions, deferred tax liability based on untaxed reserves and leasing liabilities not included in the balance-sheet.

Table 5.7:

Total Debt (in million euro)

	2000	2001	2002	2003	2004
M-real group	5,543.9	5,190.4	4,872.1	4,839.8	3,743.0
Stora Enso group	12,593.4	11,509.2	10,021.7	9,907.9	8,219.2
Stromsdal group	27.8	31.9	27.4	34.2	34.5
UPM-Kymmene group	7,005.0	9,652.0	10,371.0	9,528.0	8,179.0

The interest-bearing net debt is calculated by deducting the liquid funds that can be realised immediately from the interest-bearing debts at the end of the company's accounting period. Liquid funds include balance sheet cash, bank balances and securities in the range of investments. The company can also include liquid security investments in the balance sheet loan receivables, stocks and investments. These cannot be taken into account, however, as the company's balance sheet and financial statement appendices do not necessarily show the volume and present value of these investments. The volume of interest-bearing debt usually gives a more accurate image of the company's indebtedness as the net debt involves also the interest-free debts included in the balance sheet working capital.

Table 5.8:

Interest-Bearing Net Debt (in million euro)

	2000	2001	2002	2003	2004
M-real group	3,487.5	3,132.3	3,161.7	3,240.6	2,242.5
Stora Enso group	6,111.1	6,162.5	5,007.1	4,972.7	3,753.3
Stromsdal group	16.6	17.7	16.6	21.2	21.0
UPM-Kymmene group	4,324.0	6,296.0	5,952.0	5,343.0	5,101.0

Gearing ratio describes the relationship between the company's interest-bearing net debt and equity. The higher the key figure value, the greater the financiers' interest-bearing debt investment in proportion to the equity invested in the company by the owners. If the figure rises considerably, the capital structure is considered to form a risk for funding, as it may become more difficult for the company to raise additional funding. A negative figure implies that the company is virtually free from debt. If required, the company would be able to cover its interest-bearing debts with its liquid cash.

Table 5.9:
Development of Gearing Ratio (%)

	2000	2001	2002	2003	2004	Average
M-real group	1.5	1.2	1.2	1.4	0.8	1.2
Stora Enso group	0.7	0.7	0.6	0.6	0.5	0.6
Stromsdal group	2.7	1.9	1.2	1.7	2.9	2.1
UPM-Kymmene group	0.7	0.9	0.8	0.8	0.7	0.8
Average	1.4	1.2	1.0	1.1	1.2	

The percentage of the company's interest burden is received by calculating the net financing costs in proportion to the turnover. The figure indicates the share in the form of interests that the company financiers demand from each product or service the company sells. The greater the company's interest burden, i.e. the financing encumbrance, the higher the company's operating profit before depreciation should be. A negative interest burden indicates that the company's financial activities are profitable and the interest received is higher than the interest expenditure. The interest burden is an indication of the company's indebtedness and helps in drawing conclusions about the future demand for the company's operating profit before depreciation.

If the percentages of interest burden and operating profit before depreciation match, the company's total operating profit before depreciation is spent in managing the running net financing costs. In this case there is no cash flow from operations left to cover loan repayments, investments and dividends. In the long run, this would lead to difficulties in receiving financing.

Table 5.10:

Interest Burden (in Percents of Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	2.5	3.4	2.9	2.1	2.1	2.6
Stora Enso group	2.3	2.5	1.6	2.0	0.9	1.8
Stromsdal group	3.5	3.7	2.5	1.9	2.5	2.8
UPM-Kymmene group	1.5	2.8	1.7	-0.8	1.3	1.3
Average	2.4	3.1	2.2	1.3	1.7	

The company's dynamic solvency can be measured by means of debt payback time. The figure indicates the time in years required for the company to, by means of its cash flow from operations, pay back the interest-bearing debt as calculated at the end of the accounting period. The basic assumption involved in the key figure is that the total cash flow from operations is used to cover debts, which in fact seldom happens. Part of the cash flow from operations is required for company investments. The key figure measures the company's ability to provide profit and, for this reason, does not include the company's liquid cash which may also have a role in managing loans. The debt payback time can be compared to the financiers' average loan periods. If the figure is smaller, the company's ability to manage debts is at least satisfactory. If the figure continues to exceed the average loan periods, the company's total cash flow from operations is not sufficient to cover the loans. In this situation, acquiring debt financing usually gets more complicated and the company may end up in unexpected financial difficulties.

Table 5.11:
Debt Payback Time (in Years)

	2000	2001	2002	2003	2004	Average
M-real group	5.9	5.9	6.0	7.5	6.6	6.4
Stora Enso group	3.2	3.0	2.9	3.5	2.9	3.1
Stromsdal group	6.1	5.5	3.6	14.8	999.0	205.8
UPM-Kymmene group	2.7	4.4	3.9	4.4	3.8	3.8
Average	4.5	4.7	4.1	7.6	253.1	

6 Liquidity and Operation–Bound Working Capital

6.1 Liquidity

Liquidity refers to the company's ability to handle all its payments in time and as advantageously as possible. Cash discount benefits and unused credit limits, among others, indicate a good liquidity. Measuring liquidity with key figures calculated on the basis of financial statements may not always be unambiguous. Certain difficulties are caused by, for instance, the company balance sheet, which only describes liquidity on the last day of the accounting period. Liquidity consists of several different elements. Even if the balance sheet liquidity were tight, the company may be able to remedy the situation quickly in case it has a good cash flow from operations or a strong financial structure. When creating an overall image of liquidity, one should also take into account the company's profitability and solvency.

In the financial statements analysis, liquidity can be measured with both dynamic and static indicators. Dynamic liquidity measures the adequacy of the cash flow from operations in attending to the payment obligations. Static indicators, on the other hand, involve comparing the quickly realisable assets to short–term debts.

Cash and financing assets are, from the company's point of view, the most liquid form of assets. The liquid cash at bank and in hand include balance sheet investments, bank balances and financial securities. The company can have quickly realisable assets also in the form of fixed assets investments, loan receivables and stocks. These assets have not been taken into account in the following table, however, as they cannot be unambiguously verified on the basis of the financial statement information. The volume of cash and financing assets is influenced by the company's liquidity policies. Often companies do not prefer to retain surplus liquidity in the cash, as a weak cash return usually decreases the profitability of the whole company. In this case, the surplus liquidity may have been issued to the shareholders, for instance in the form of dividends. Currently, many companies manage their liquidity by means of so-called revolving credit facilities and credit limits, in which case the total liquidity available is not necessarily visible in the cash at bank and in hand included in the company's balance sheet. Belonging to a company group may entail that the surplus liquidity has been collected from the subsidiaries to the parent company's cash in the form of, for instance, group contributions. In this case, the liquidity as calculated directly from the balance sheet can be considerably weaker than it is in reality.

Table 6.1:

Cash and Financing Assets (in million euro)

	2000	2001	2002	2003	2004
M-real group	288.9	273.4	199.9	183.6	241.6
Stora Enso group	744.4	247.0	168.5	201.5	274.3
Stromsdal group	3.0	2.8	1.7	0.7	0.5
UPM-Kymmene group	228.0	423.0	499.0	438.0	240.0

The current ratio measures the company's financial buffers on the accounting day. In the key figure, both the stocks and the investments are intended to be realised in order to cover short-term commitments. If the key figure value exceeds one, the investments and stocks would be sufficient to cover short-term commitments. In this case, liquidity can be considered as at least satisfactory. Values exceeding two indicate a good liquidity, whereas values below one are an indication of a poor liquidity.

While interpreting the figures, it should be borne in mind that the figure measures the liquidity situation only on the accounting day. In reality, the liquidity may vary significantly during the accounting period. When interpreting the key figure, it is worth analysing especially the development of the figure. Decreasing liquidity together with poor profitability and solvency may be a signal of financial problems within the company. On the other hand, even if the current ratio were weak, a good cash flow from operations and a low indebtedness figure enable the company operations even with smaller financial buffers.

Table 6.2:

Current Ratio

	2000	2001	2002	2003	2004	Average
M-real group	1.2	1.3	1.4	1.3	1.3	1.3
Stora Enso group	1.3	1.3	1.8	1.2	1.5	1.4
Stromsdal group	1.2	0.9	1.0	0.8	0.7	0.9
UPM-Kymmene group	1.2	1.0	1.4	1.3	1.3	1.2
Average	1.2	1.1	1.4	1.1	1.2	

Similarly to the current ratio, quick ratio also describes the company's financial buffer on the accounting day. The quick ratio is used to measure whether the company is able to manage its short-term debts with just its investments. The goal value for the key figure is one, which indicates that the company's investments are sufficient to cover the short-term debts. Values lower than 0.5 indicate a weak cash liquidity.

Especially in trade, where the stocks bind a considerable amount of capital, it may be difficult to reach the goal values. It should therefore be remembered when estimating sales businesses that their stocks usually circulate fast and are therefore also quickly realisable.

The company's financial buffers may not, however, be too small, as this leads to the company not having available funds for unexpected expenses. Companies with a good financial buffer can react faster, for instance in corporate sales, as the financing does not necessarily have to be negotiated with the financiers. If the company's total cash flow from operations is abundant and stable or if the solvency is excellent, the company can operate with even smaller financial buffers.

Table 6.3:

Quick Ratio

	2000	2001	2002	2003	2004	Average
M-real group	0.8	0.9	0.9	0.9	0.9	0.9
Stora Enso group	0.9	0.8	1.3	0.7	0.9	0.9
Stromsdal group	1.0	0.7	0.7	0.6	0.6	0.7
UPM-Kymmene group	0.7	0.6	0.9	0.9	0.8	0.8
Average	0.8	0.7	0.9	0.8	0.8	

Liquidity can also be measured with the trade creditors turnover used to estimate how fast the company is able to pay its purchase bills. The trade creditors turnover indicates the average number of days required by the company to attend to its purchase bills. An extended turnover can be a sign of a weakening liquidity. A considerably long trade creditors payback time can also suggest financial difficulties as exceeding the payback times is costly both in terms of money and reputation. The faster the trade creditors circulate, the better the company has been able to benefit from, for instance, cash discounts.

The weakness of this key figure is that it is bound to the accounting day, on which the trade creditors may deviate from the usual. The reliability of the key figure is decreased by the possible investment costs included in the trade creditors, seasonal changes in the branch or the company's choice of accounting day. The trade creditors turnover cannot be calculated for companies using an activity-based formula for the profit and loss account.

Table 6.4:
Trade Creditors Turnover (in Days)

	2000	2001	2002	2003	2004	Average
M-real group	54	46	43	43	36	44
Stora Enso group	55	47	47	45	47	48
Stromsdal group	58	92	57	65	74	69
UPM-Kymmene group	49	63	49	47	45	51
Average	54	62	49	50	51	

The trade debtors turnover indicates the average time required for the company's trade debtors to be entered as income in the cash. The faster the company's trade receivables circulate, the faster the customers' bill payment process and the more efficient the company's dunning practices. The normal payback times may vary significantly in different branches. For this reason, the key figure cannot be provided with absolute guidelines. From the point of view of the company's liquidity, the situation is well-balanced if the trade debtors turnover and the trade creditors turnover are close to equal. The turnovers should not, however, be too high in proportion to the other companies in the branch as, in that case, the capital bound in the trade debtors strains the company's cash liquidity. A slow turnover combined with the company's weak economic situation is an indication of unsaleable trade debtors in the company balance sheet. By means of promoting the trade debtors turnover, the company can raise the level and adequacy of its cash flow from operations.

Table 6.5:
Trade Debtors Turnover (in Days)

	2000	2001	2002	2003	2004	Average
M-real group	87	56	60	61	62	65
Stora Enso group	57	47	43	43	45	47
Stromsdal group	63	53	59	69	67	62
UPM-Kymmene group	45	48	43	40	47	45
Average	63	51	51	53	55	

6.2 Working Capital

Working capital measures the volume of financial activities bound in the company's running operations. Working capital is calculated by adding trade debtors to the stocks of the accounting day and reducing this sum by trade creditors and advances received.

Sources of funding for the working capital include short-term and long-term liabilities as well as equity. If the working capital is negative, the company has financed all of its stocks and customer receivables with trade creditors provided by goods suppliers and/or advances received from customers. In this case the company has not been obliged to bind equity or interest-bearing liabilities in the financial activities relating to its working capital. It should be taken into account when estimating the working capital that it only describes the situation on the accounting day. The volume of working capital can vary significantly during the accounting period. Possible investment trade creditors may cause problems in the interpretation of the figure.

Table 6.6:

Working Capital (in million euro)

	2000	2001	2002	2003	2004
M-real group	1,725.6	1,451.4	1,461.5	1,387.2	1,322.5
Stora Enso group	2,696.3	2,482.1	2,225.8	2,252.5	2,442.1
Stromsdal group	7.3	3.4	8.2	8.4	5.1
UPM-Kymmene group	1,653.0	1,698.0	1,710.0	1,481.0	1,680.0

The percentage of working capital is derived by calculating the company's working capital in proportion to a turnover corresponding to 12 months. The figure indicates the volume of financial activities bound in the company sales. The percentage of working capital is branch-specific and cannot be provided with exact target values. The figure depends to a great extent on the terms of payment accepted by the company's customers and the suppliers of production contributions as well as the efficiency of the materials management. The percentage of working capital is used in the planning of the company's investments and financial activities. In practice, it describes the volume of financial activities bound in the company growth. For instance, if the percentage of working capital is 20, each additional sales of 100 euro binds 20 euro worth of working capital.

Table 6.7:

Percentage Working Capital (Percentage of Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	29.3	21.0	22.3	23.0	24.2	24.0
Stora Enso group	20.7	18.4	17.4	18.5	19.7	18.9
Stromsdal group	14.2	6.7	14.5	15.4	10.0	12.2
UPM-Kymmene group	17.2	17.1	16.4	15.1	17.1	16.6
Average	20.4	15.8	17.7	18.0	17.8	

Net working capital is a larger concept than the working capital. The net working capital is calculated by adding up the company's investments and stocks and deducting the short-term debts. The net working capital shows to what extent investments and stocks have been covered with the equity and long-term liabilities. The percentage of net working capital involves calculating the company's net working capital in proportion to a turnover corresponding to 12 months.

Table 6.8:

Percentage Net Working Capital (Percentage of Turnover)

	2000	2001	2002	2003	2004	Average
M-real group	6.5	8.2	10.3	9.5	9.1	8.7
Stora Enso group	8.8	7.7	17.5	5.3	11.6	10.2
Stromsdal group	5.8	-4.4	-0.1	-10.2	-12.1	-4.2
UPM-Kymmene group	5.4	-0.7	9.6	8.0	7.3	5.9
Average	6.6	2.7	9.3	3.2	4.0	

Appendix 1

AD Rating

Balance Benchmarking

Finnish Listed Forest Industry Companies

Company Index

M-REAL GROUP	1
STORA ENSO GROUP	2
STROMSDAL GROUP	3
UPM-KYMMENE GROUP	4

Balance Benchmarking

Finnish Listed Forest Industry Companies

Company: **M-real group**

Classification branch: **Manufacture of pulp, paper and paper products (21)**

Overall classification of the company: **C (Adequate)**

Sector of evaluation	Comparison to all	Comparison to branch
Growth	11	10
Profitability	15	15
Cash flow	11	12
Liquidity	38	42
Solvency	48	47
Obligations	22	20
Rating points	24.2	24.3

	2000/12	2001/12	2002/12	2003/12	2004/12
Overall rating points	45.2	42	41.5	24.5	24.2
Overall rating	B-	B-	B-	C	C
Branch rating	B-	B-	B-	C+	B-

	2001/12		2002/12		2003/12		2004/12	
	12 months	12 months	12 months	12 months	12 months	12 months	12 months	12 months
	EUR m	%	EUR m	%	EUR m	%	EUR m	%
Length of accounting period								
Turnover	6,923.3		6,564.2		6,044.1		5,460.3	
Turnover growth rate		17.4		-5.2		-7.9		-9.7
Capital expenditure	740.0	10.7	310.0	4.7	396.7	6.6	258.8	4.7
Balance sheet total	7,902.9		7,410.3		7,106.2		6,394.4	
Average personnel count	22,237		21,070		20,372		16,490	
Profitability								
Operating profit before depreciation	856.3	12.4	794.0	12.1	569.5	9.4	459.5	8.4
Operating profit/loss	377.9	5.5	336.3	5.1	88.5	1.5	-2.0	0.0
Net profit/loss	94.5	1.4	103.9	1.6	-26.6	-0.4	-82.4	-1.5
Return on capital employed (%)		6.8		6.1		2.2		0.5
Return on equity (%)		3.8		4.0		-1.1		-3.4
Financial structure								
Relative indebtedness (%)		75.0		74.2		80.1		68.5
Equity ratio (%)		34.3		34.2		31.9		41.5
Net financing costs / turnover (%)		3.4		2.9		2.1		2.1
Payback time for liabilities	5.9	(years)	6.0	(years)	7.5	(years)	6.6	(years)
Investments by equity finance (%)		132.5		218.3		97.1		345.9
Liquidity								
Quick ratio		0.9		0.9		0.9		0.9
Cash at bank and in hand	273.4		199.9		183.6		241.6	

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02020 Metsä

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Business ID 06353667

Parent company Metsäliitto osuuskunta

Domicile Espoo

Year of foundation 1986

Managing Director Anttila Hannu

Chairman of the Board Jordan Kari

Members of the Board Tanskanen Antti, Lillandt Runar, Karmila Erkki, Kalpala Asmo, Gran Kim, Asunmaa Heikki, Uusitalo Arimo

Auditors PricewaterhouseCoopers Oy
Lindell Göran, KHT
Malinen Jouko, KHT

Branch Manufacture of pulp, paper and paperboard (211)

The basic data is based on data for the latest analysed accounting period. It may therefore differ from the current situation.

Balance Benchmarking

Finnish Listed Forest Industry Companies

Company: **Stora Enso group**

Classification branch: **Manufacture of pulp, paper and paper products (21)**

Overall classification of the company: C+ (Adequate)

Sector of evaluation	Comparison to all	Comparison to branch
Growth	20	20
Profitability	21	26
Cash flow	35	37
Liquidity	49	54
Solvency	58	64
Obligations	37	48
Rating points	36.7	41.5

	2000/12	2001/12	2002/12	2003/12	2004/12
Overall rating points	51.1	49.8	48.5	32.4	39.1
Overall rating	B	B-	B-	C+	C+
Branch rating	B-	B-	B-	C+	B-

	2001/12		2002/12		2003/12		2004/12	
	12 months EUR m	%	12 months EUR m	%	12 months EUR m	%	12 months EUR m	%
Length of accounting period								
Turnover	13,508.8		12,782.6		12,172.3		12,395.8	
Turnover growth rate		3.8		-5.4		-4.8		1.8
Capital expenditure	857.1	6.3	877.6	6.9	1,248.2	10.3	975.1	7.9
Balance sheet total	20,558.4		18,214.1		17,942.1		16,411.9	
Average personnel count	44,275		43,853		44,264		43,779	
Profitability								
Operating profit before depreciation	2,732.4	20.2	2,172.1	17.0	1,726.2	14.2	1,508.4	12.2
Operating profit/loss	1,464.8	10.8	872.5	6.8	525.8	4.3	336.4	2.7
Net profit/loss	907.7	6.7	463.3	3.6	263.9	2.2	219.2	1.8
Return on capital employed (%)		10.7		7.1		4.8		3.6
Return on equity (%)		10.2		5.4		3.3		2.7
Financial structure								
Relative indebtedness (%)		85.2		78.4		81.4		66.3
Equity ratio (%)		44.0		45.0		44.7		49.9
Net financing costs / turnover (%)		2.5		1.6		2.0		0.9
Payback time for liabilities	3.0	(years)	2.9	(years)	3.5	(years)	2.9	(years)
Investments by equity finance (%)		235.8		90.1		79.9		175.1
Liquidity								
Quick ratio		0.8		1.3		0.7		0.9
Cash at bank and in hand	247.0		168.5		201.5		274.3	

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Business ID 10390508

Parent company Stora Enso Oyj

Domicile Helsinki

Year of foundation 1872

Managing Director Härmälä Jukka

Chairman of the Board Dahlbäck Claes

Members of the Board Härmälä Jukka, Hägglund Björn, Sjöqvist Jan, Wallenberg Marcus, Kux Barbara, Pitkänen Paavo, Niemi Ilkka, Chaden Lee A., Einsmann Harald, Ahlström Krister

Auditors PricewaterhouseCoopers Oy
Nikula Pekka, KHT

Branch Manufacture of pulp, paper and paper products (21)

The basic data is based on data for the latest analysed accounting period. It may therefore differ from the current situation.

Balance Benchmarking

Finnish Listed Forest Industry Companies

Company: **Stromsdal group**

Classification branch: **Manufacture of pulp, paper and paper products (21)**

Overall classification of the company: C- (Poor)

Sector of evaluation	Comparison to all	Comparison to branch
Growth	32	38
Profitability	7	4
Cash flow	4	2
Liquidity	9	6
Solvency	19	10
Obligations	4	3
Rating points	12.5	10.5

	2000/12	2001/12	2002/12	2003/12	2004/12
Overall rating points	28.3	31.9	42.2	15.5	11.5
Overall rating	C	C+	B-	C-	C-
Branch rating	B-	B-	B-	C+	B-

	2001/12		2002/12		2003/12		2004/12	
	12 months		12 months		12 months		12 months	
	EUR m	%	EUR m	%	EUR m	%	EUR m	%
Length of accounting period								
Turnover	51.2		56.6		54.8		51.4	
Turnover growth rate		-0.4		10.6		-3.1		-6.3
Capital expenditure	10.9	21.4	2.7	4.7	4.4	8.0	0.9	1.7
Balance sheet total	41.0		40.9		46.4		41.8	
Average personnel count	241		248		250		244	
Profitability								
Operating profit before depreciation	5.7	11.1	7.0	12.3	2.2	4.0	-0.8	-1.5
Operating profit/loss	2.9	5.8	4.3	7.6	-0.4	-0.7	-3.6	-7.0
Net profit/loss	1.0	2.0	2.4	4.3	-1.1	-2.1	-4.8	-9.4
Return on capital employed (%)		11.0		14.6		0.3		-10.8
Return on equity (%)		13.7		21.5		-8.8		-49.9
Financial structure								
Relative indebtedness (%)		62.3		48.4		62.3		67.2
Equity ratio (%)		22.3		33.2		26.3		17.3
Net financing costs / turnover (%)		3.7		2.5		1.9		2.5
Payback time for liabilities	5.5	(years)	3.6	(years)	14.8	(years)	999.0	(years)
Investments by equity finance (%)		34.3		295.4		33.8		-232.5
Liquidity								
Quick ratio		0.7		0.7		0.6		0.6
Cash at bank and in hand	2.8		1.7		0.7		0.5	

Address	PL 33 73501 Juankoski	Managing Director	Forss Björn
Telephone	017-688641	Chairman of the Board	Jokipii Kim
Business ID	06789882	Members of the Board	Forss Björn, Jääskeläinen Osmo, Kangasperko Petri, Forss Märten
Parent company	Stromsdal Oyj	Auditors	Deloitte & Touche Oy Lumme Eero, KHT
Domicile	Juankoski		
Year of foundation	1987		
Branch	Manufacture of paper and paperboard (2112)		

The basic data is based on data for the latest analysed accounting period. It may therefore differ from the current situation.

Balance Benchmarking

Finnish Listed Forest Industry Companies

Company: UPM–Kymmene group

Classification branch: **Manufacture of pulp, paper and paper products (21)**

Overall classification of the company: **B– (Satisfactory)**

Sector of evaluation	Comparison to all	Comparison to branch
Growth	29	36
Profitability	23	33
Cash flow	46	49
Liquidity	38	42
Solvency	56	62
Obligations	32	38
Rating points	37.3	43.3

	2000/12	2001/12	2002/12	2003/12	2004/12
Overall rating points	52.3	43.5	46.3	35	40.3
Overall rating	B	B–	B–	C+	B–
Branch rating	B–	B–	B–	C+	B–

	2001/12		2002/12		2003/12		2004/12	
	12 months	12 months	12 months	12 months	12 months	12 months	12 months	
	EUR m	%	EUR m	%	EUR m	%	EUR m	%
Length of accounting period								
Turnover	9,918.0		10,417.0		9,787.0		9,820.0	
Turnover growth rate		3.5		5.0		–6.0		0.3
Capital expenditure	3,850.0	38.8	620.0	6.0	720.0	7.4	686.0	7.0
Balance sheet total	16,475.0		17,624.0		16,591.0		15,827.0	
Average personnel count	34,463		36,866		35,571		34,815	
Profitability								
Operating profit before depreciation	2,138.0	21.6	2,030.0	19.5	1,461.0	14.9	1,556.0	15.8
Operating profit/loss	1,394.0	14.1	905.0	8.7	413.0	4.2	434.0	4.4
Net profit/loss	798.8	8.1	515.0	4.9	261.0	2.7	271.0	2.8
Return on capital employed (%)		12.2		7.8		4.6		4.5
Return on equity (%)		12.6		7.3		3.7		3.7
Financial structure								
Relative indebtedness (%)		97.3		99.6		97.4		83.3
Equity ratio (%)		41.3		41.1		42.5		48.2
Net financing costs / turnover (%)		2.8		1.7		–0.8		1.3
Payback time for liabilities	4.4	(years)	3.9	(years)	4.4	(years)	3.8	(years)
Investments by equity finance (%)		50.6		248.4		189.6		290.7
Liquidity								
Quick ratio		0.6		0.9		0.9		0.8
Cash at bank and in hand	423.0		499.0		438.0		240.0	

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Business ID 10410900

Parent company UPM–Kymmene Oyj

Domicile Helsinki

Year of foundation 1996

Managing Director Pesonen Jussi

Chairman of the Board Vainio Vesa

Members of the Board Sampermans Françoise,
Grotenfelt Karl, Lane
Wendy E., Holzhey Georg,
Brunow Berndt, Serlachius
Gustaf, Ahtisaari Martti,
Bottenheim Michael, Ollila
Jorma

Auditors PricewaterhouseCoopers
Oy
Lindh Merja, KHT

Branch Manufacture of pulp, paper and paper products (21)

The basic data is based on data for the latest analysed accounting period. It may therefore differ from the current situation.

Appendix 2

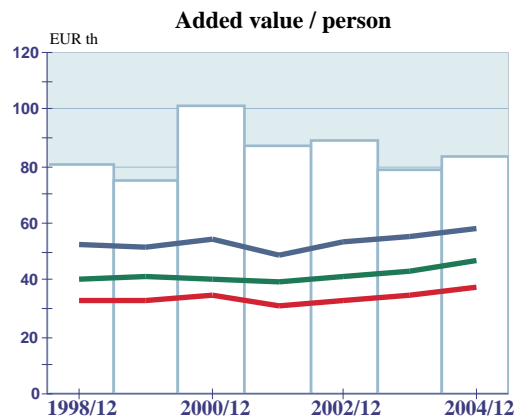
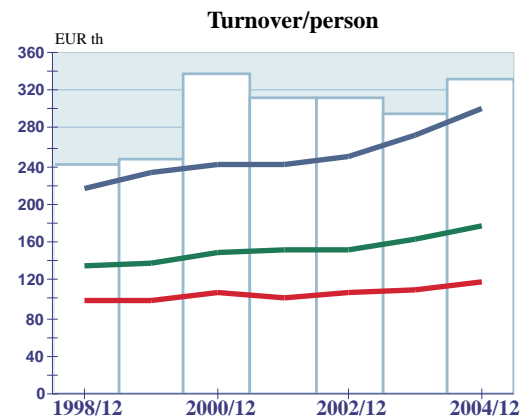
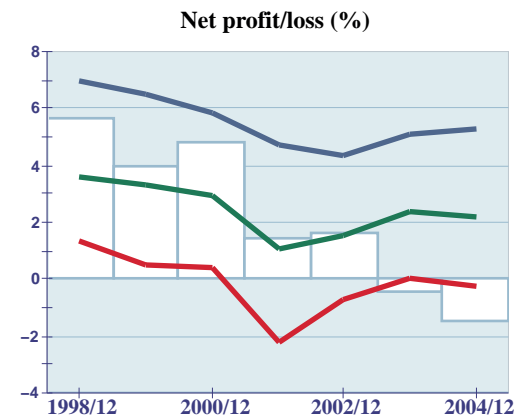
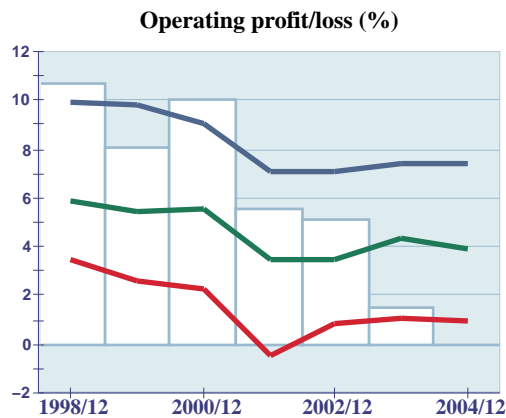
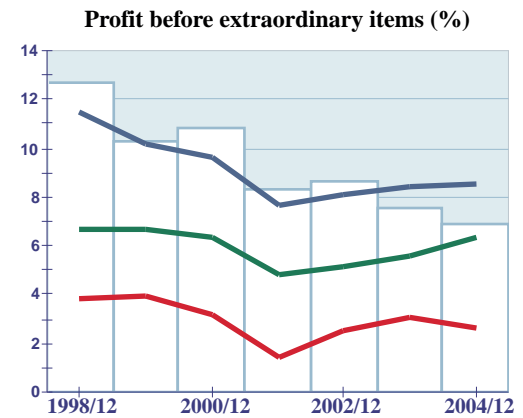
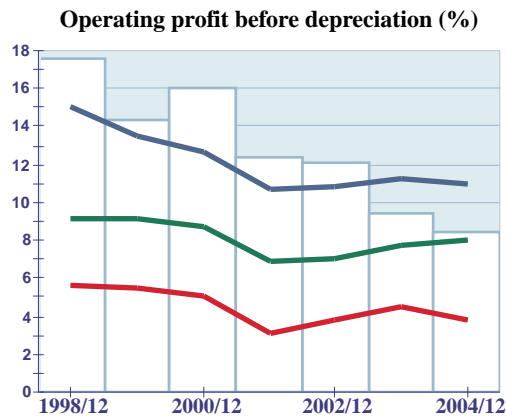
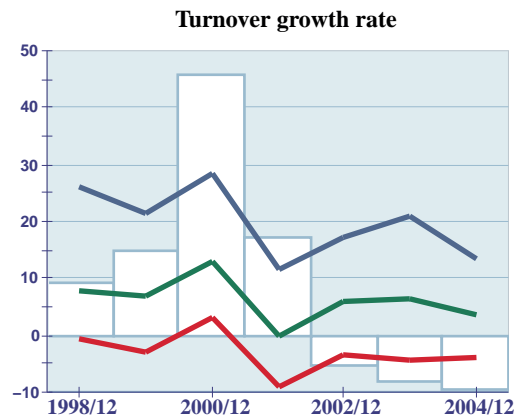
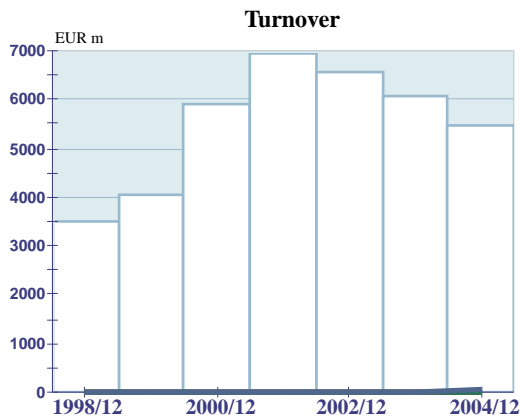
Key Figure Graphics
Balance Benchmarking
Finnish Listed Forest Industry Companies

Company Index

M-REAL GROUP	1
STORA ENSO GROUP	4
STROMSDAL GROUP	7
UPM-KYMMENE GROUP	10

Key Figure Graphics I

Company: **M-real group**
 Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

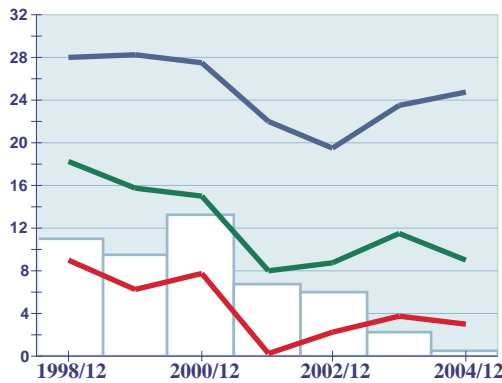


Key Figure Graphics II

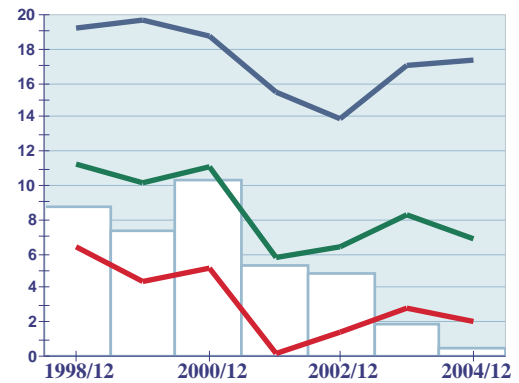
Company: M-real group

Benchmark branch: Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)

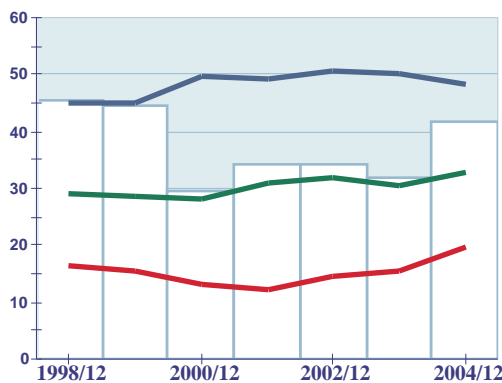
Return on capital employed (%)



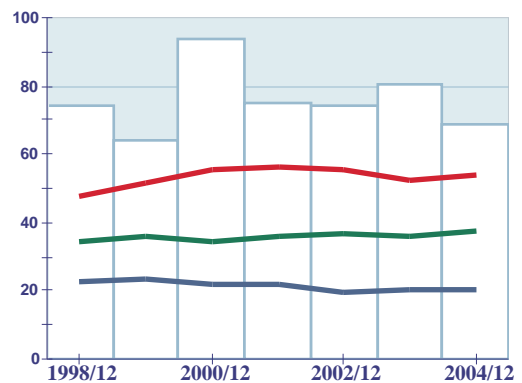
Return on capital (%)



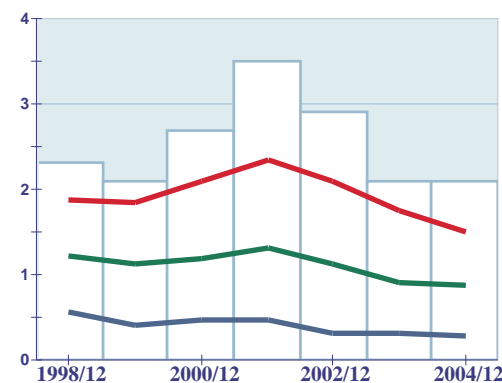
Equity ratio (%)



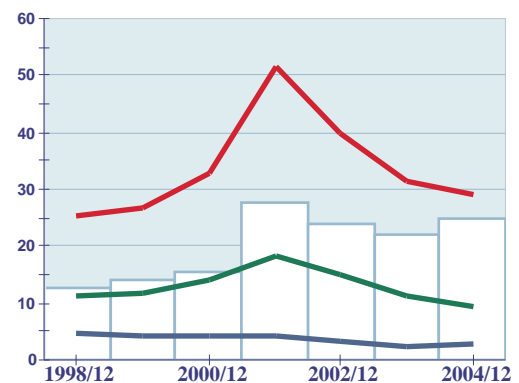
Relative indebtedness (%)



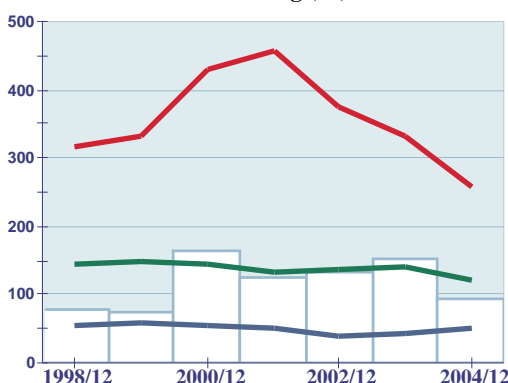
Interest burden (%)



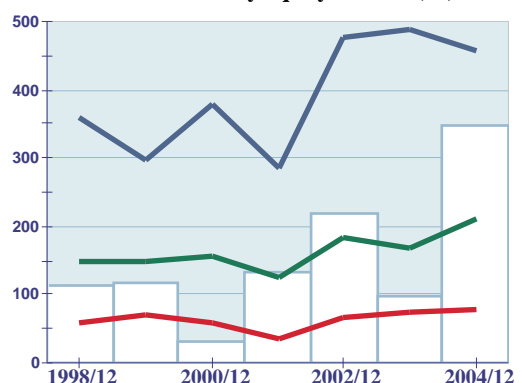
Net financ. costs/op. profit bef depr. (%)



Gearing (%)



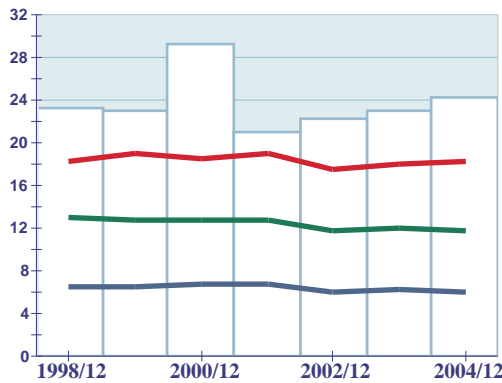
Investments by equity finance (%)



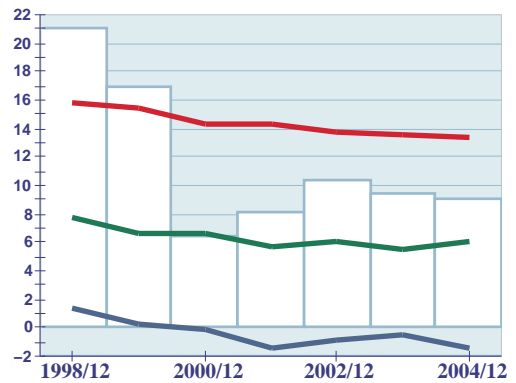
Key Figure Graphics III

Company: **M-real group**
 Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

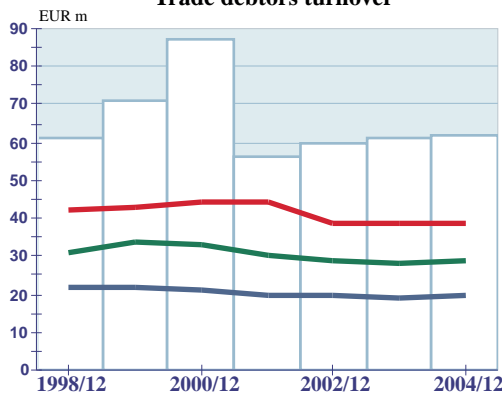
Working capital (%)



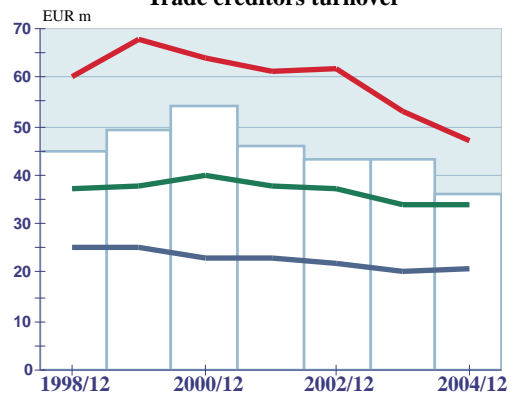
Net working capital (%)



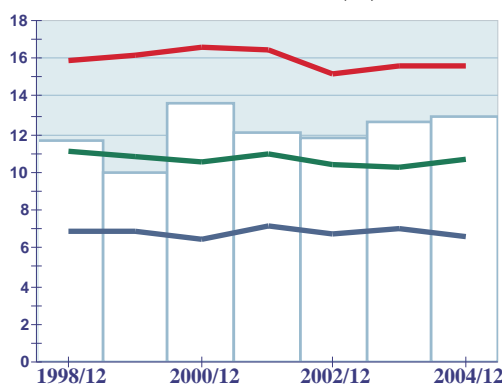
Trade debtors turnover



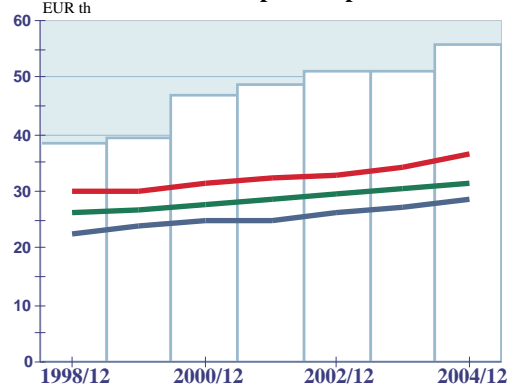
Trade creditors turnover



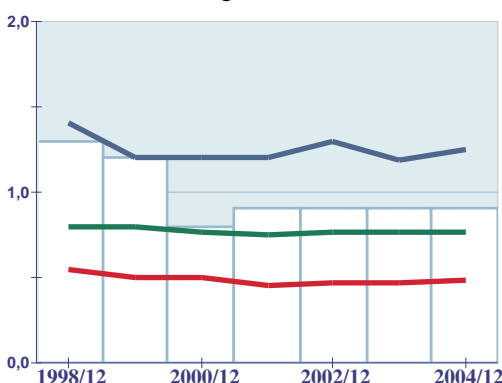
Stocks/turnover (%)



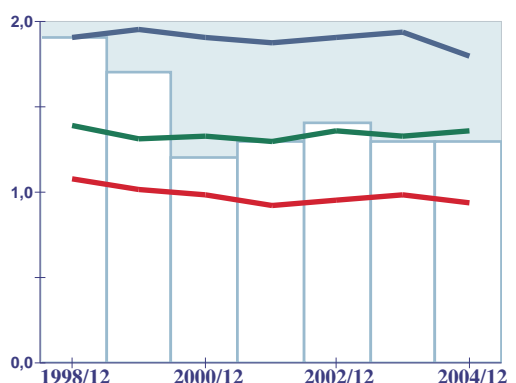
Personnel expenses / person



Quick ratio



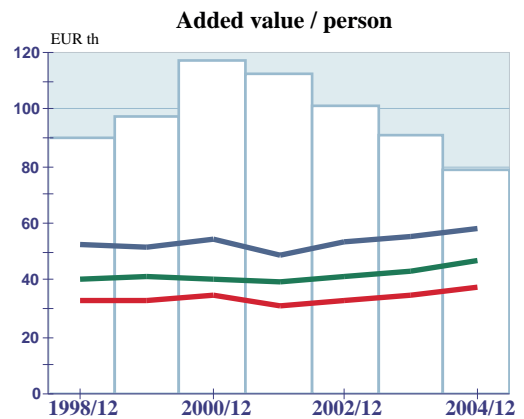
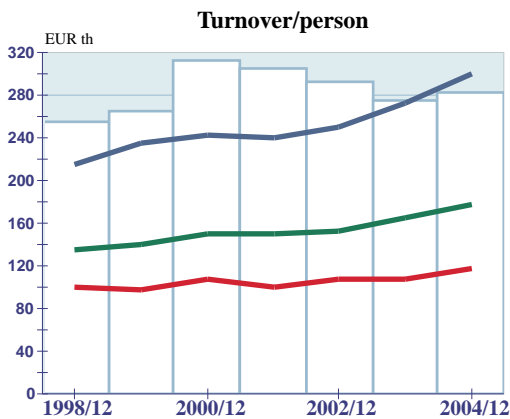
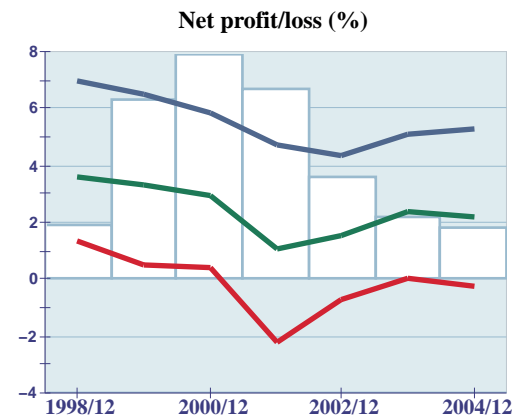
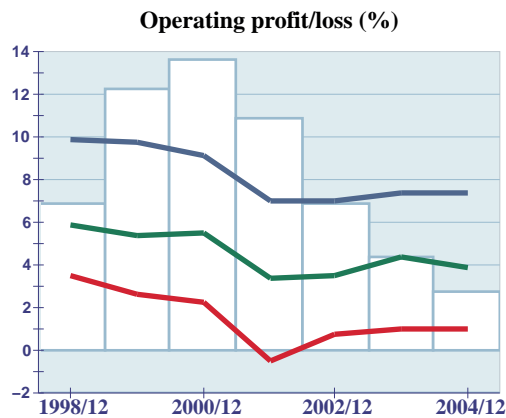
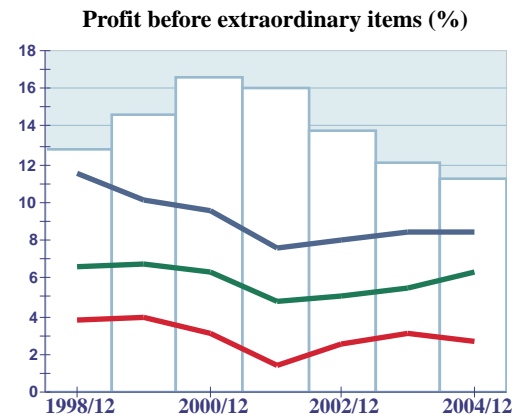
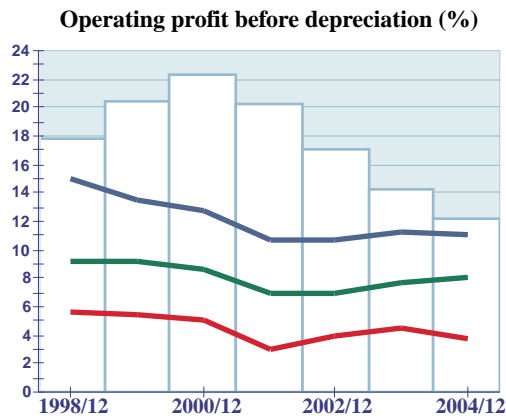
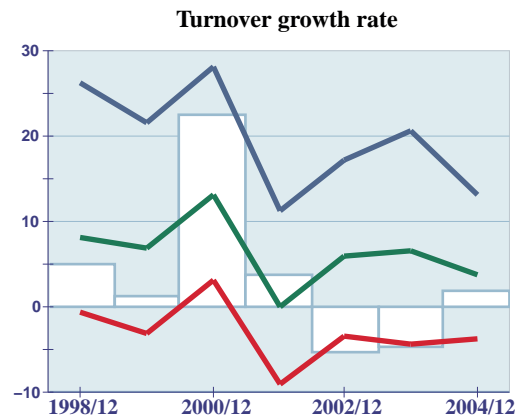
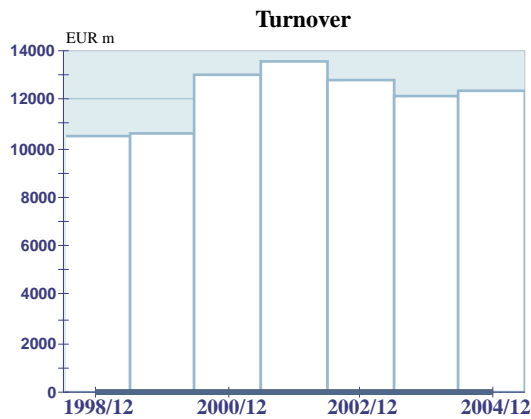
Current ratio



Key Figure Graphics I

Company: **Stora Enso group**

Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

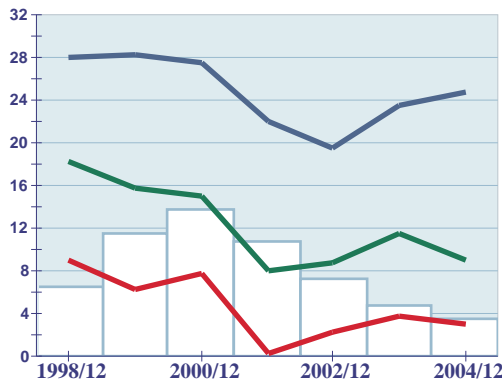


Key Figure Graphics II

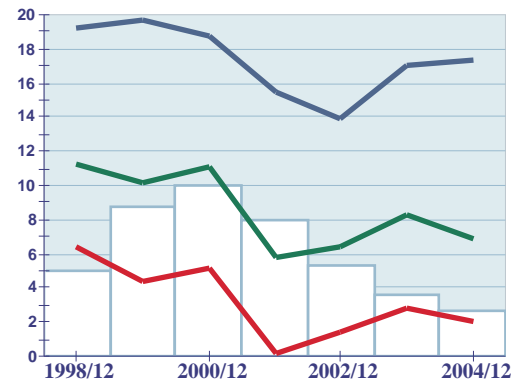
Company: **Stora Enso group**

Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

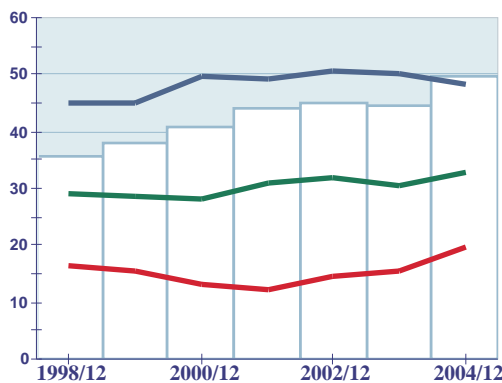
Return on capital employed (%)



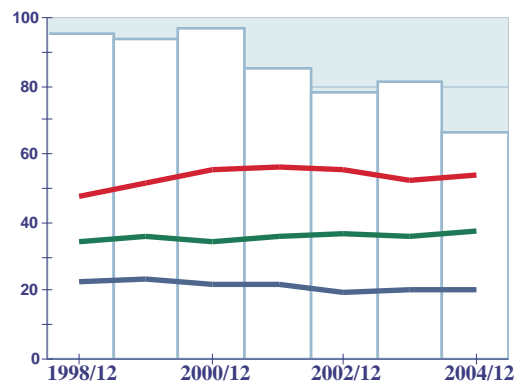
Return on capital (%)



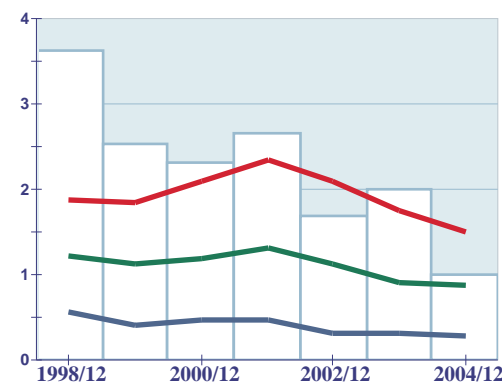
Equity ratio (%)



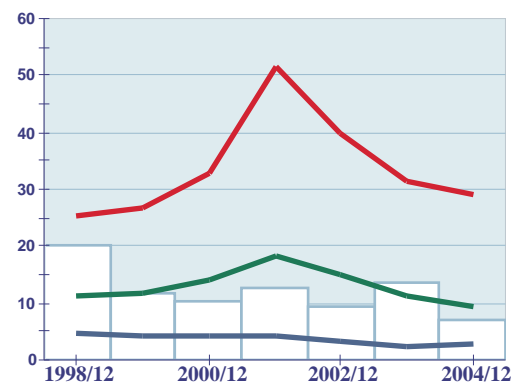
Relative indebtedness (%)



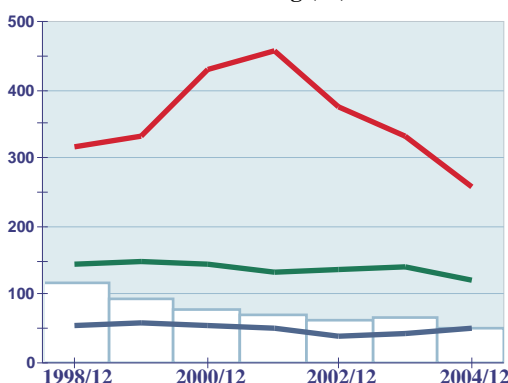
Interest burden (%)



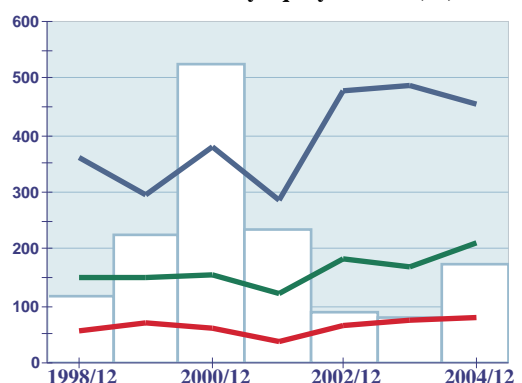
Net financ. costs/op. profit bef depr. (%)



Gearing (%)



Investments by equity finance (%)

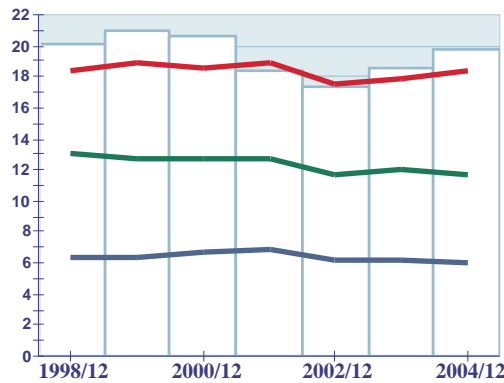


Key Figure Graphics III

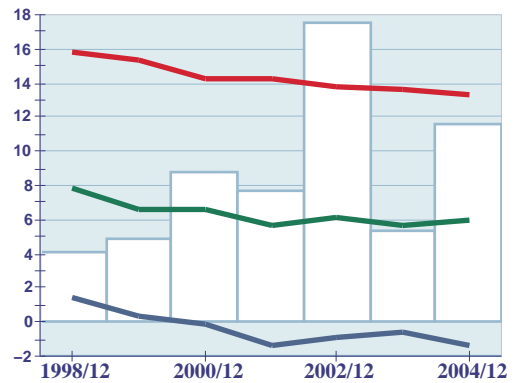
Company: **Stora Enso group**

Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

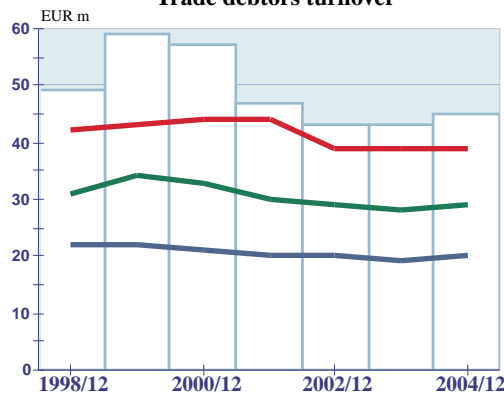
Working capital (%)



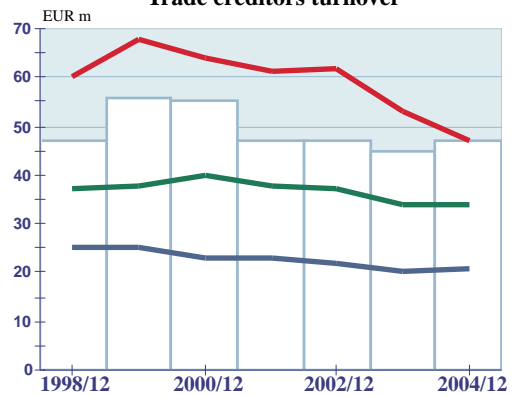
Net working capital (%)



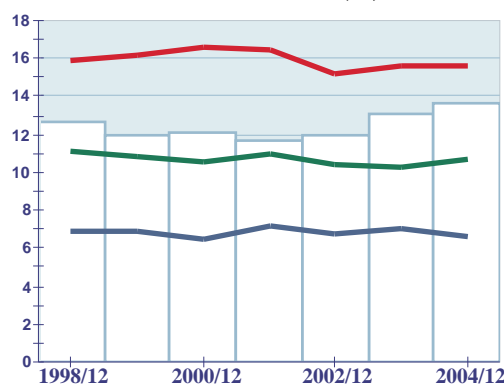
Trade debtors turnover



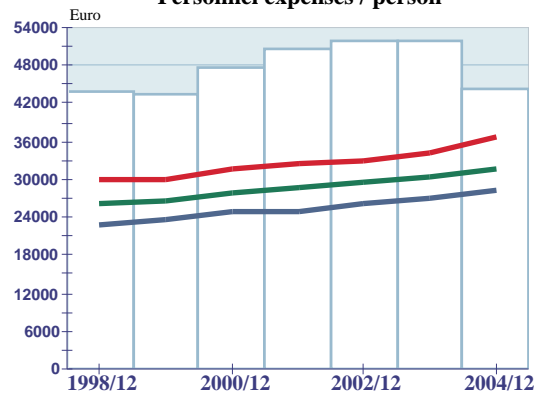
Trade creditors turnover



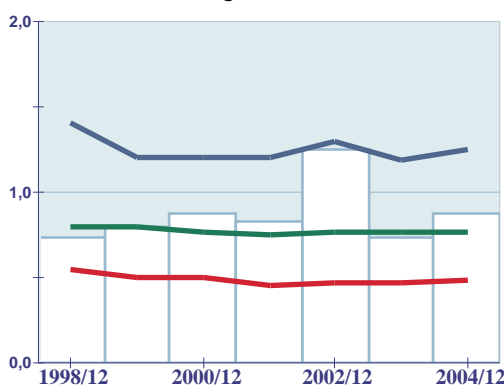
Stocks/turnover (%)



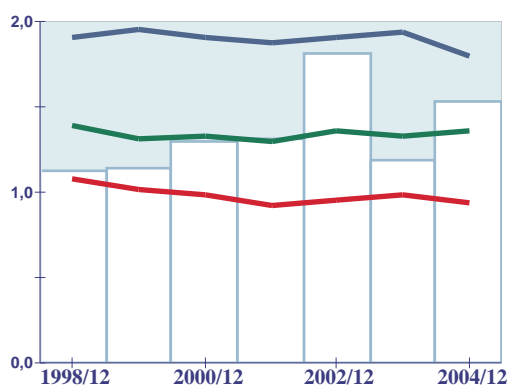
Personnel expenses / person



Quick ratio



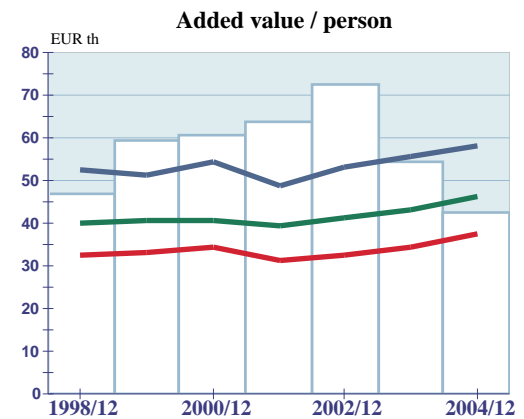
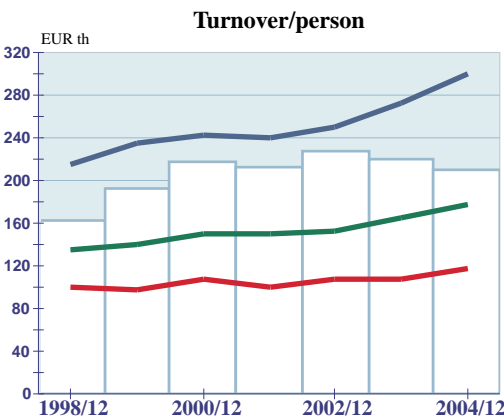
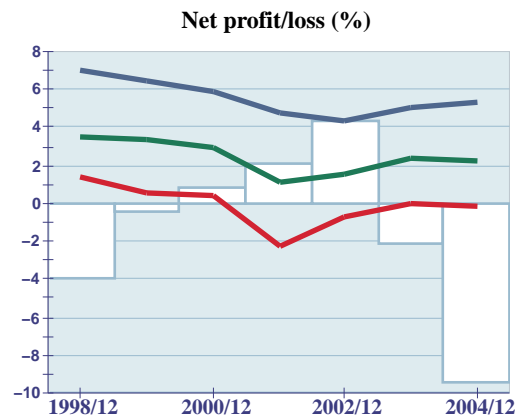
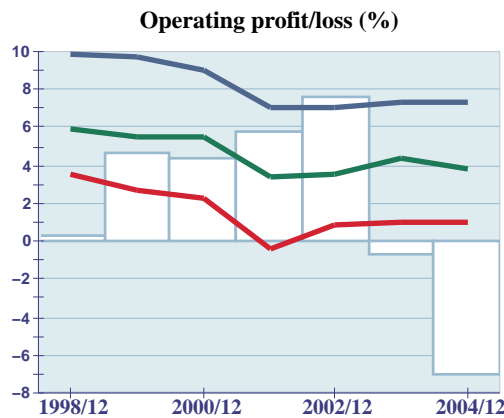
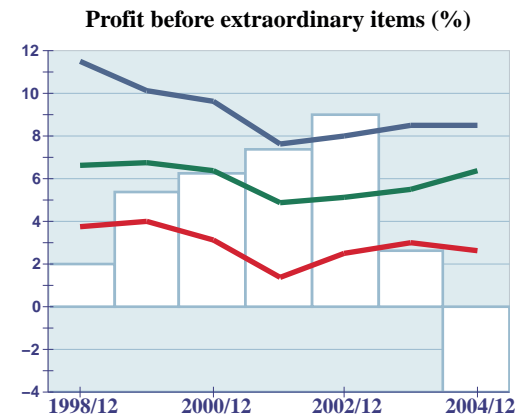
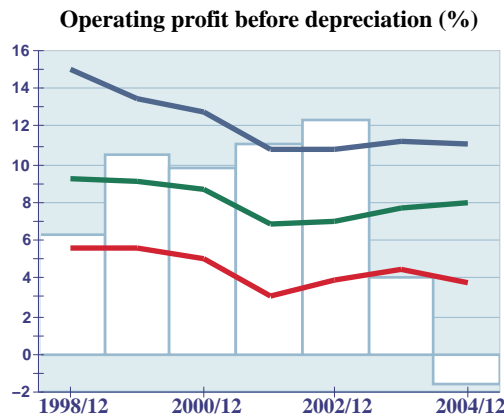
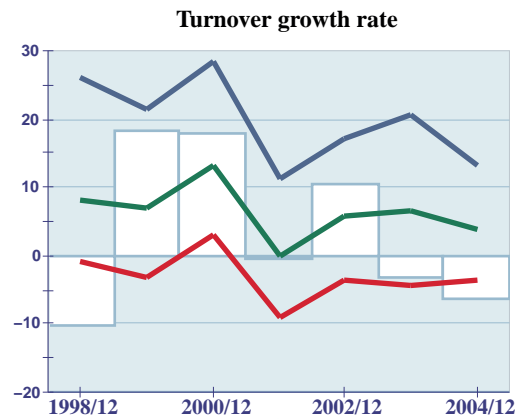
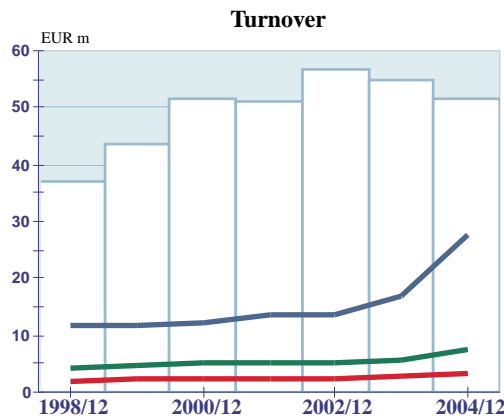
Current ratio



Key Figure Graphics I

Company: **Stromsdal group**

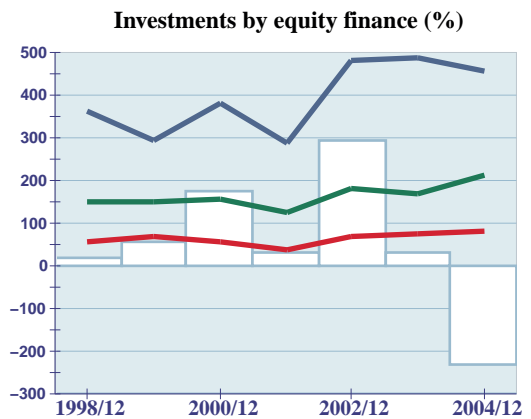
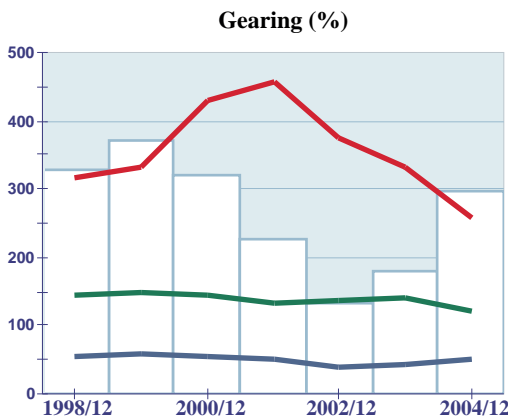
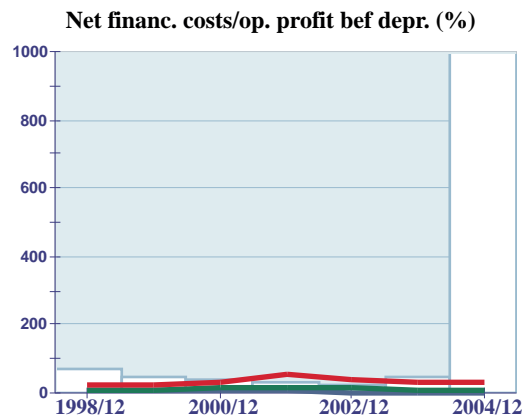
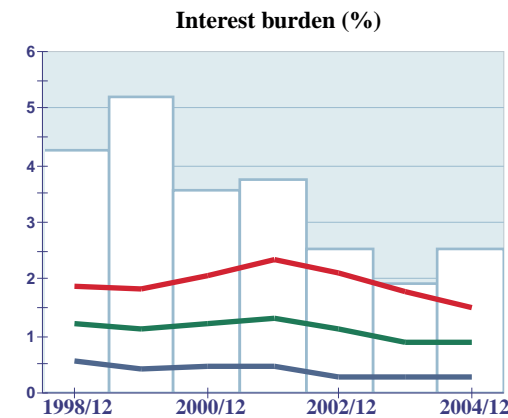
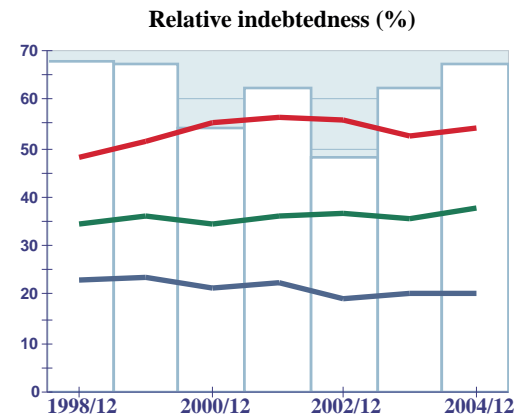
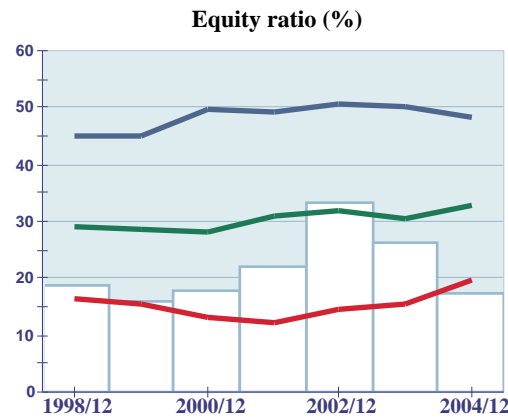
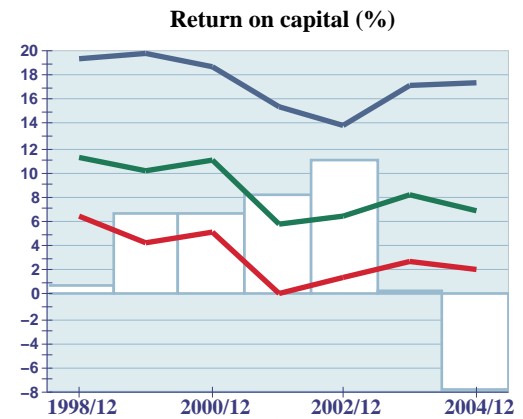
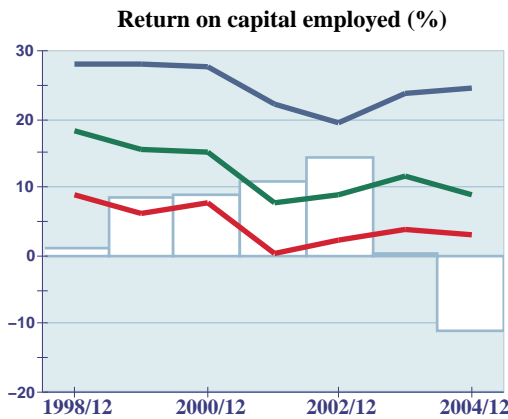
Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**



Key Figure Graphics II

Company: **Stromsdal group**

Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

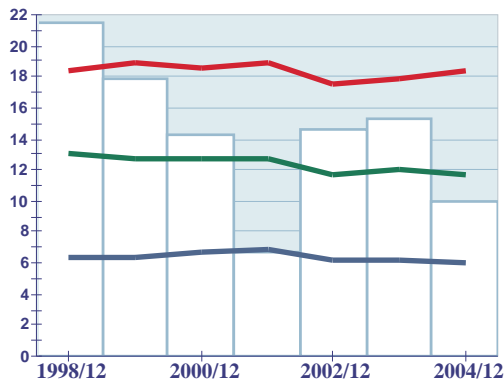


Key Figure Graphics III

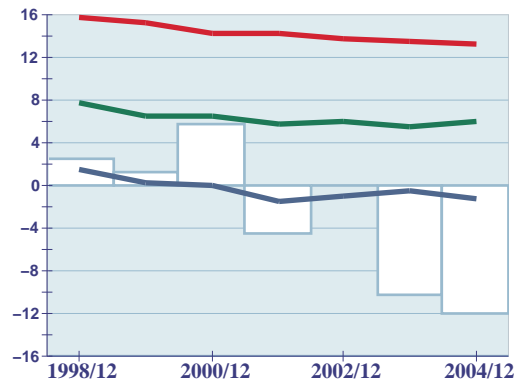
Company: **Stromsdal group**

Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

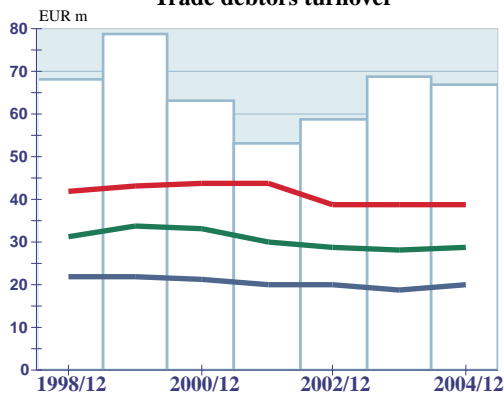
Working capital (%)



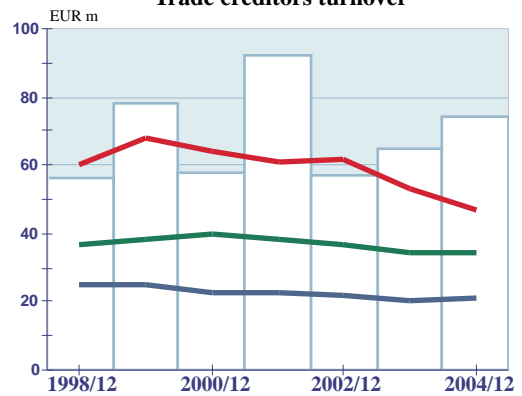
Net working capital (%)



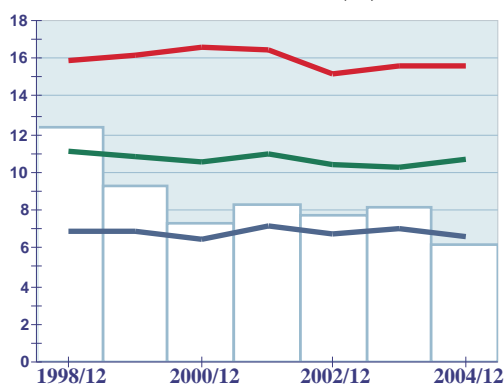
Trade debtors turnover



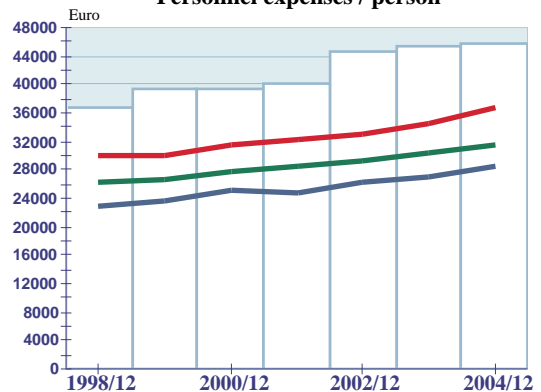
Trade creditors turnover



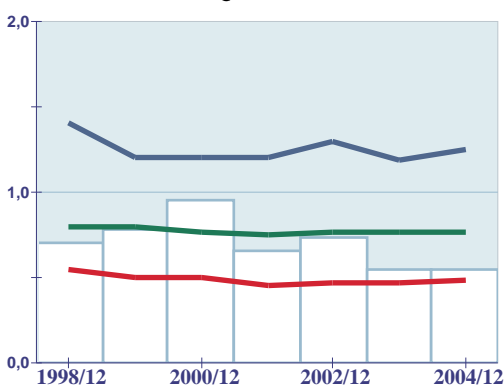
Stocks/turnover (%)



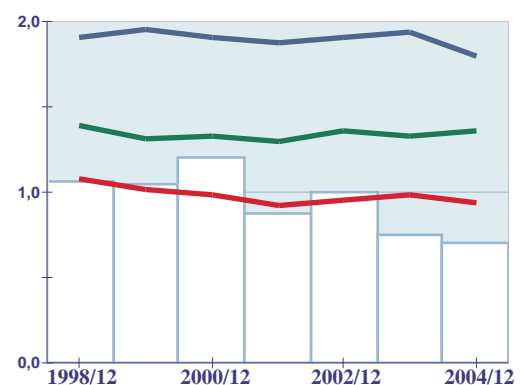
Personnel expenses / person



Quick ratio



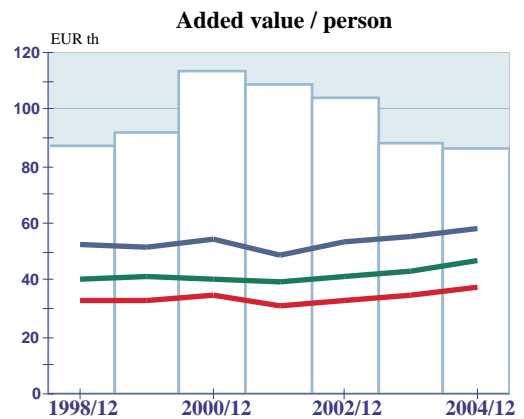
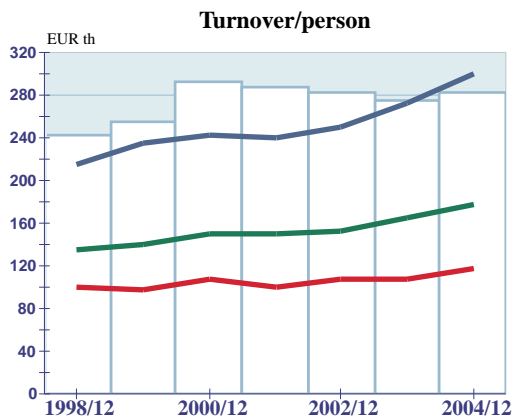
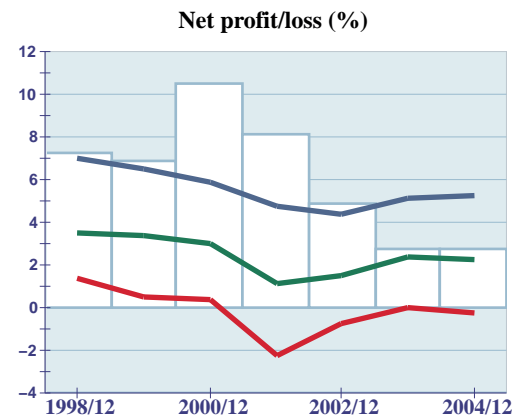
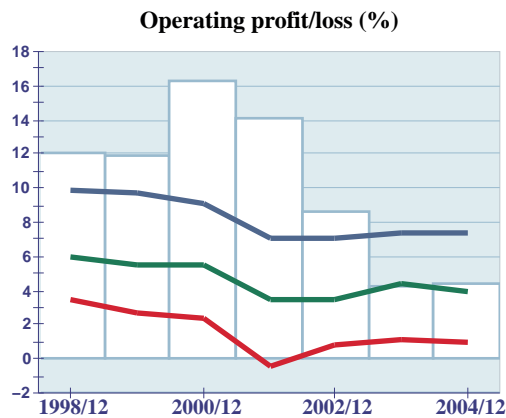
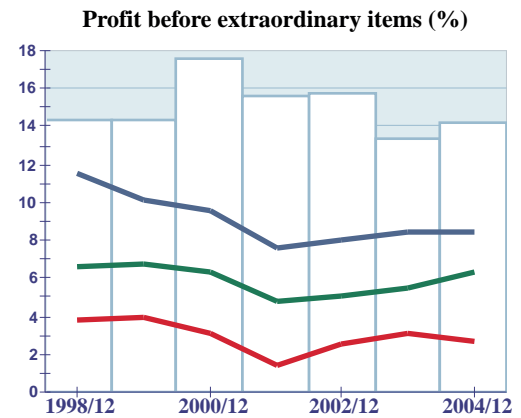
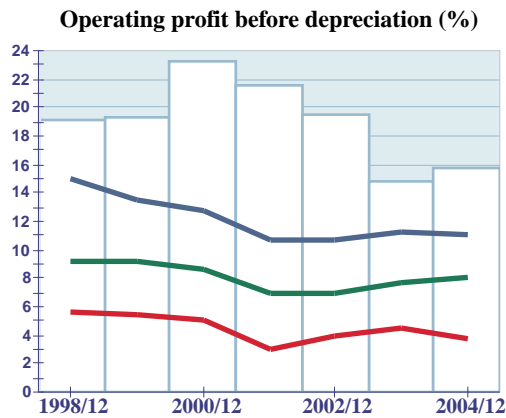
Current ratio



Key Figure Graphics I

Company: **UPM-Kymmene group**

Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

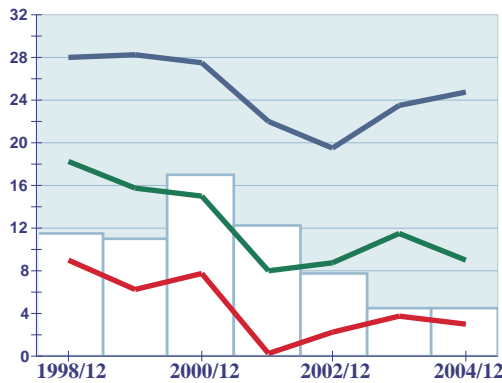


Key Figure Graphics II

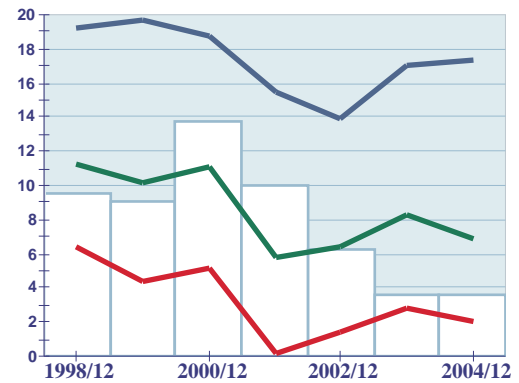
Company: UPM-Kymmene group

Benchmark branch: Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)

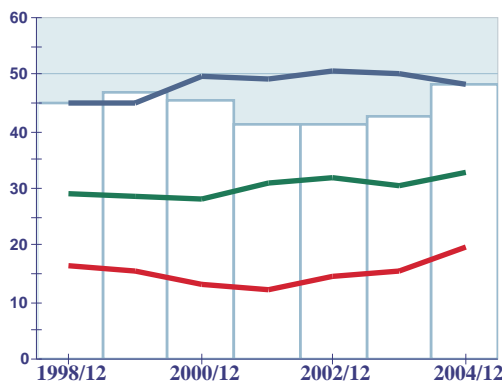
Return on capital employed (%)



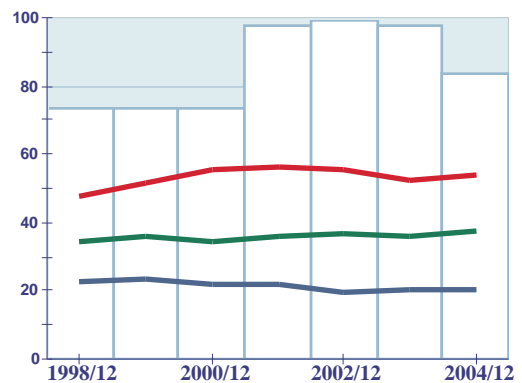
Return on capital (%)



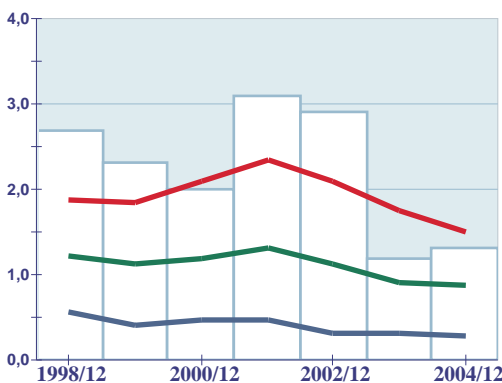
Equity ratio (%)



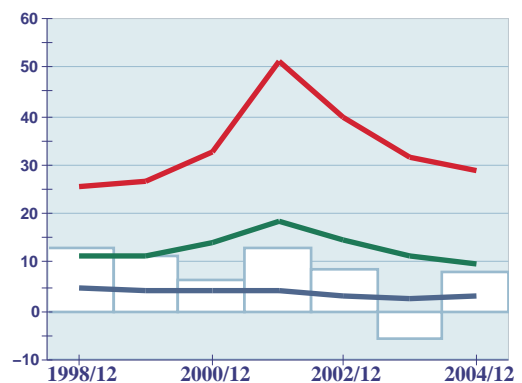
Relative indebtedness (%)



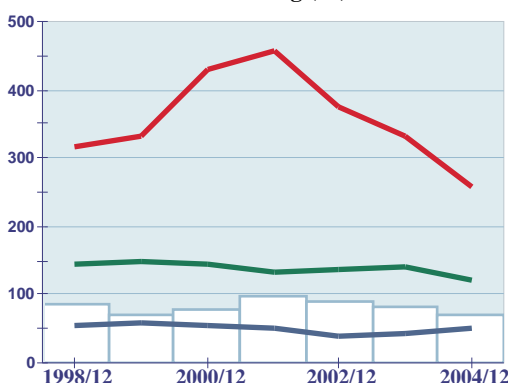
Interest burden (%)



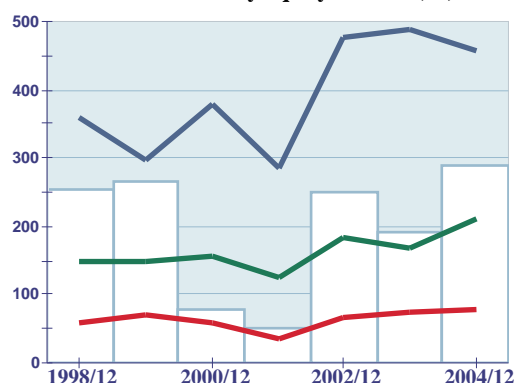
Net financ. costs/op. profit bef depr. (%)



Gearing (%)



Investments by equity finance (%)

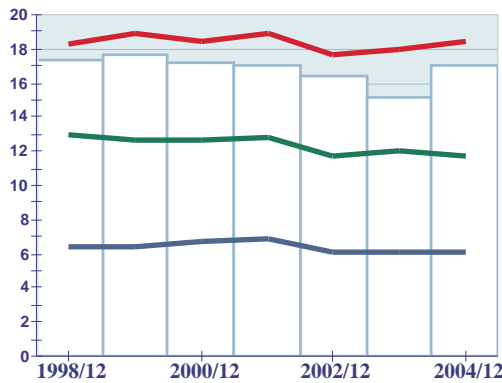


Key Figure Graphics III

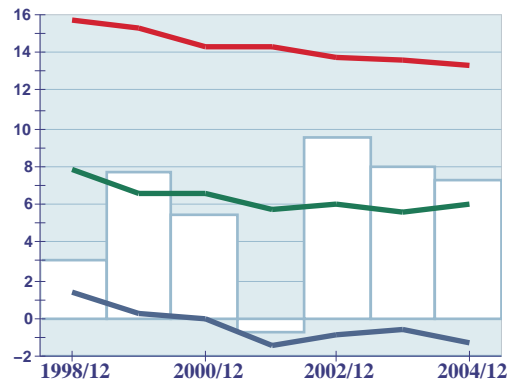
Company: **UPM-Kymmene group**

Benchmark branch: **Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater(20)**

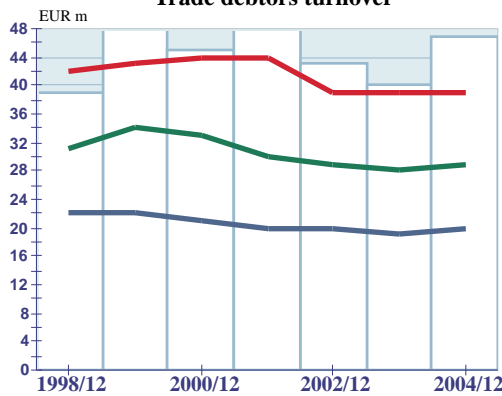
Working capital (%)



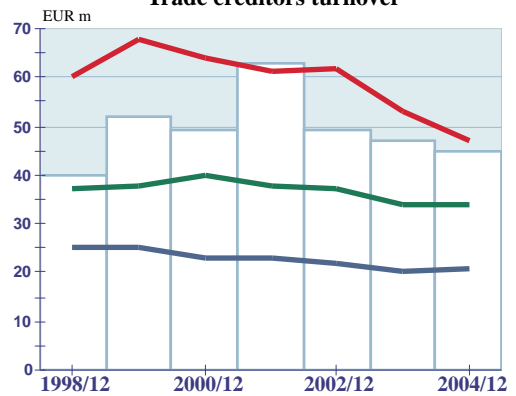
Net working capital (%)



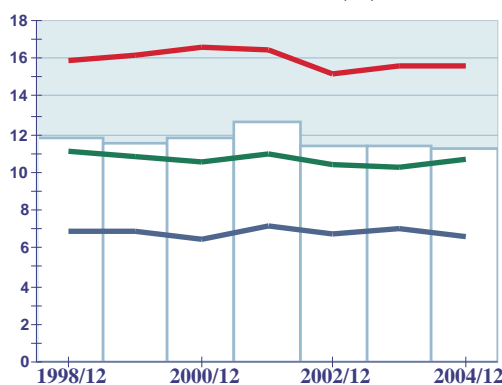
Trade debtors turnover



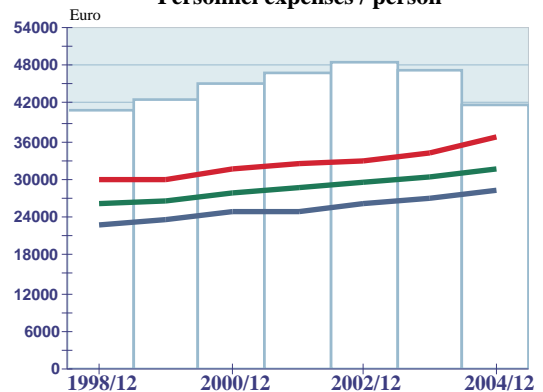
Trade creditors turnover



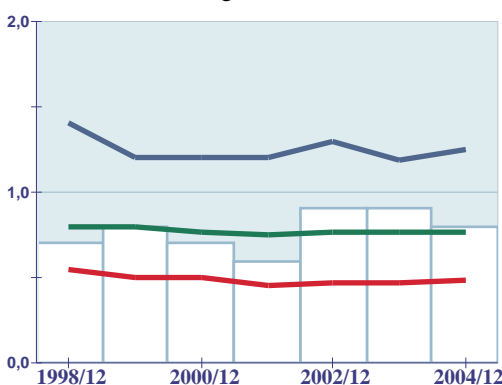
Stocks/turnover (%)



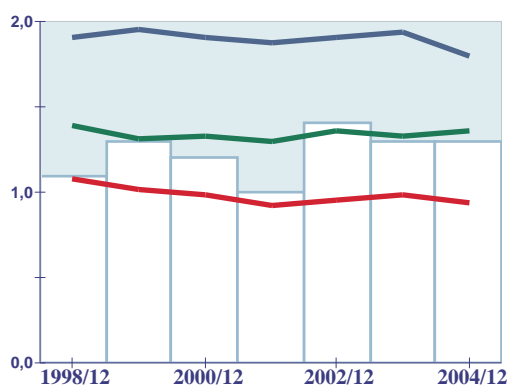
Personnel expenses / person



Quick ratio



Current ratio



Appendix 3

Branch Key Figures
Balance Benchmarking
Finnish Listed Forest Industry Companies

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Branch key figures I – Growth and Profitability

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)

Turnover		thousand euro (EUR th)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	1,341	1,766	2,040	2,057	2,133	2,401	2,369	2,451	2,829	3,503	
Median	3,227	3,711	4,276	4,380	4,470	5,071	5,094	5,249	5,556	7,713	
Upper quartile	8,404	9,441	10,289	11,857	11,640	12,157	13,708	13,620	16,856	27,607	
Companies	52	178	207	222	249	266	274	273	255	177	
Turnover growth rate		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	-7.4	0.8	13.2	-0.7	-3.1	3.1	-9.0	-3.4	-4.5	-3.8	
Median	2.3	12.3	27.0	8.0	7.0	13.0	-0.1	5.9	6.5	3.7	
Upper quartile	13.9	31.6	42.0	26.3	21.4	28.3	11.4	17.3	20.7	13.2	
Companies	38	153	176	205	227	245	260	268	251	175	
Average personnel count		person									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	30	22	19	19	17	18	18	18	20	22	
Median	85	37	33	32	30	35	34	32	35	45	
Upper quartile	242	85	73	76	75	73	68	69	70	89	
Companies	25	124	170	204	226	251	261	262	248	176	
Investments/turnover (%)		percentage of turnover (%/turnover)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	1.3	1.4	1.8	1.7	2.0	1.4	1.1	0.7	0.8	1.1	
Median	4.4	3.1	4.3	4.0	4.2	3.8	3.7	2.5	2.6	2.6	
Upper quartile	13.4	5.3	9.0	9.7	8.8	9.2	7.4	5.7	5.9	6.4	
Companies	38	153	176	205	227	245	260	268	251	175	
Operating profit before depreciation (%)		percentage of turnover (%/turnover)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	4.6	5.2	6.2	5.7	5.5	5.0	3.0	3.9	4.5	3.8	
Median	8.8	8.8	10.2	9.2	9.1	8.7	6.9	7.0	7.7	8.0	
Upper quartile	12.7	13.1	15.9	15.1	13.5	12.7	10.8	10.8	11.3	11.0	
Companies	52	178	207	222	249	266	274	273	255	177	
Operating profit/loss (%)		percentage of turnover (%/turnover)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	0.2	2.5	3.6	3.5	2.6	2.3	-0.5	0.8	1.1	1.0	
Median	4.3	4.9	7.4	5.9	5.4	5.5	3.4	3.5	4.3	3.9	
Upper quartile	8.5	9.4	12.3	9.9	9.8	9.1	7.0	7.1	7.4	7.4	
Companies	52	178	207	222	249	266	274	273	255	177	
Profit before extraordinary items (%)		percentage of turnover (%/turnover)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	1.4	3.2	4.2	3.8	4.0	3.2	1.4	2.5	3.1	2.6	
Median	6.0	6.0	7.4	6.6	6.7	6.3	4.9	5.1	5.6	6.3	
Upper quartile	10.4	10.0	12.1	11.5	10.2	9.6	7.7	8.1	8.4	8.5	
Companies	52	178	207	222	249	266	274	273	255	177	
Net profit/loss (%)		percentage of turnover (%/turnover)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	-2.5	0.1	1.5	1.3	0.5	0.4	-2.2	-0.7	0.1	-0.2	
Median	1.5	1.9	4.2	3.6	3.4	2.9	1.1	1.6	2.4	2.2	
Upper quartile	4.9	6.1	8.5	7.0	6.5	5.9	4.7	4.4	5.1	5.3	
Companies	52	178	207	222	249	266	274	273	255	177	

Balance Benchmarking

Branch key figures II – Return on Capital and Working Capital

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)

Return on capital employed (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	2.5	6.2	12.8	9.1	6.3	7.7	0.2	2.3	3.8	2.9	
Median	11.9	12.2	20.9	18.1	15.7	15.1	7.9	8.8	11.6	9.0	
Upper quartile	19.5	25.2	31.5	27.9	28.2	27.6	22.1	19.5	23.6	24.7	
Companies	38	153	176	205	227	245	260	268	251	175	
Return on equity (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	-0.5	1.3	17.3	10.1	4.5	8.1	-9.4	-1.1	2.3	0.5	
Median	18.6	16.7	36.4	22.8	21.3	20.2	8.2	10.7	17.2	14.5	
Upper quartile	25.4	51.0	64.6	47.9	46.9	39.1	27.3	25.2	30.7	34.7	
Companies	36	151	173	198	221	241	249	255	242	171	
Return on capital (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	2.0	4.7	9.0	6.4	4.3	5.1	0.1	1.5	2.8	2.0	
Median	9.0	8.9	14.7	11.3	10.2	11.1	5.8	6.5	8.3	6.8	
Upper quartile	13.2	17.0	21.0	19.3	19.7	18.7	15.4	13.9	17.1	17.4	
Companies	38	153	176	205	227	245	260	268	251	175	
Economic value added (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	-8.9	-5.2	2.5	-0.4	-3.0	-2.6	-9.5	-5.9	-4.1	-4.7	
Median	0.3	1.0	9.3	6.6	4.7	3.9	-1.5	0.5	3.2	2.4	
Upper quartile	5.5	11.8	19.6	14.5	15.9	13.4	9.4	7.8	12.0	13.6	
Companies	38	153	176	205	227	245	260	268	251	175	
Weighted average cost of capital (WACC)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	10.0	7.5	6.4	6.0	5.9	6.9	6.6	6.2	5.3	5.5	
Median	11.3	8.8	7.3	6.6	6.7	7.6	7.3	6.9	6.2	6.2	
Upper quartile	12.3	9.9	7.9	7.5	7.7	8.5	8.8	8.2	7.3	7.4	
Companies	38	153	176	205	227	245	260	268	251	175	
Capital turnover		years									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	1.2	1.2	1.4	1.5	1.4	1.4	1.3	1.4	1.4	1.3	
Median	1.5	1.7	2.0	1.9	1.9	1.9	1.7	1.8	1.8	1.8	
Upper quartile	1.9	2.5	2.7	2.7	2.7	2.6	2.5	2.4	2.5	2.4	
Companies	52	178	207	222	249	266	274	273	255	177	
Working capital (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	12.0	8.5	7.4	6.4	6.4	6.7	6.8	6.1	6.2	6.1	
Median	17.4	13.7	13.2	13.0	12.7	12.6	12.8	11.7	12.1	11.8	
Upper quartile	26.1	20.6	19.7	18.3	18.9	18.5	18.9	17.6	17.9	18.4	
Companies	52	177	207	222	249	266	274	273	254	177	
Net working capital (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	1.9	2.4	1.5	1.4	0.3	-0.1	-1.4	-0.9	-0.5	-1.3	
Median	10.5	9.1	8.8	7.8	6.6	6.6	5.7	6.1	5.6	6.0	
Upper quartile	18.0	17.4	17.0	15.8	15.4	14.3	14.3	13.8	13.6	13.4	
Companies	52	178	207	222	249	266	274	273	254	176	

Branch key figures III – Financial Structure and Adequacy of Financial Activities

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)

Equity ratio (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	13.4	14.2	13.2	16.4	15.7	13.2	12.3	14.3	15.4	19.7	
Median	21.6	25.4	27.6	29.1	28.8	28.2	30.8	31.8	30.3	32.6	
Upper quartile	38.2	41.1	42.9	44.9	45.2	49.7	49.3	50.6	50.3	48.3	
Companies	52	178	207	222	249	266	274	273	255	177	
Gearing (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	92.0	63.0	68.0	53.0	57.0	54.0	50.0	40.0	43.0	51.0	
Median	153.0	185.0	150.0	144.0	147.0	144.0	132.0	136.0	139.0	123.0	
Upper quartile	475.0	387.0	412.0	315.0	333.0	430.0	458.0	376.0	332.0	256.0	
Companies	52	178	207	222	249	266	274	273	255	177	
Gearing ratio		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	0.4	0.3	0.3	0.2	0.1	0.2	0.1	0.0	0.1	0.3	
Median	1.0	1.1	1.3	0.9	1.0	1.1	1.0	0.9	1.1	0.9	
Upper quartile	3.0	2.6	2.8	2.5	2.3	3.0	2.8	2.7	2.5	2.1	
Companies	52	178	207	222	249	266	274	273	255	177	
Relative indebtedness (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	36.6	27.6	26.5	22.8	23.7	21.5	22.3	19.4	20.4	20.4	
Median	55.1	41.3	38.8	34.4	35.9	34.5	36.3	36.4	35.6	37.6	
Upper quartile	71.9	60.3	52.7	48.0	51.5	55.3	56.1	55.5	52.4	54.2	
Companies	52	178	207	222	249	266	274	273	255	177	
Net financing costs / turnover (%)		percentage of turnover (%/turnover)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	1.0	0.7	0.5	0.4	0.4	0.4	0.5	0.3	0.2	0.2	
Median	1.9	1.7	1.3	1.1	1.1	1.2	1.2	1.1	0.9	0.8	
Upper quartile	3.3	3.0	2.1	1.8	1.9	2.1	2.3	2.0	1.7	1.5	
Companies	52	178	207	222	249	266	274	273	255	177	
Net financ. costs/op. profit bef depr. (%)		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	11.6	7.1	4.6	4.5	4.1	4.5	4.5	3.4	2.5	2.9	
Median	19.6	18.1	12.8	11.2	11.6	14.1	18.5	14.8	11.3	9.6	
Upper quartile	54.0	37.1	25.4	25.5	26.9	32.7	51.5	39.9	31.6	29.1	
Companies	51	172	204	221	248	263	271	269	255	177	
Payback time for liabilities		years									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	2.9	1.6	1.4	1.3	1.4	1.4	1.6	1.3	1.3	1.4	
Median	6.1	4.0	3.1	2.7	3.0	3.6	4.4	4.2	3.5	3.5	
Upper quartile	30.3	10.5	5.7	6.3	7.2	8.2	20.9	11.6	9.6	10.3	
Companies	52	178	207	222	249	266	274	273	255	177	
Interest costs / interest-bearing debt		per cent (%)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	
Lower quartile	5.7	5.2	4.2	4.5	4.3	5.0	5.6	4.3	3.6	3.1	
Median	7.0	6.2	5.7	5.8	5.5	6.4	6.9	5.5	5.0	4.5	
Upper quartile	8.4	7.9	7.1	7.4	7.0	8.6	8.6	7.2	6.4	6.0	
Companies	38	153	176	205	227	245	260	268	251	175	

Branch key figures IV – Liquidity and Working Capital Turnover

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)

Quick ratio										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	0.5	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Median	0.7	0.9	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Upper quartile	1.2	1.3	1.4	1.4	1.2	1.2	1.2	1.3	1.2	1.3
Companies	52	178	207	222	249	266	274	273	255	177
Current ratio										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	1.1	1.1	1.1	1.1	1.0	1.0	0.9	1.0	1.0	0.9
Median	1.5	1.5	1.4	1.4	1.3	1.3	1.3	1.4	1.3	1.4
Upper quartile	2.0	2.0	1.9	1.9	2.0	1.9	1.9	1.9	1.9	1.8
Companies	52	178	207	222	249	266	274	273	255	177
Trade debtors turnover days										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	31	26	25	22	22	21	20	20	19	20
Median	37	36	35	31	34	33	30	29	28	29
Upper quartile	47	45	49	42	43	44	44	39	39	39
Companies	51	176	207	221	246	264	274	269	251	174
Trade creditors turnover days										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	28	29	25	25	25	23	23	22	20	21
Median	44	43	43	37	38	40	38	37	34	34
Upper quartile	63	74	70	60	68	64	61	62	53	47
Companies	51	174	205	219	245	263	273	270	255	177
Material stock turnover days										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	25	21	19	18	19	16	18	19	19	17
Median	50	39	38	36	35	35	35	34	31	28
Upper quartile	86	65	60	59	60	59	62	56	53	44
Companies	46	160	192	208	226	245	250	247	230	153
Finished goods stock turnover days										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	0	9	3	0	2	3	4	6	8	9
Median	51	27	26	26	26	25	27	24	27	32
Upper quartile	73	56	60	54	51	56	55	49	54	60
Companies	52	178	207	222	249	266	274	273	255	177
Turnover for entire stocks days										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	55	46	45	41	43	41	41	40	39	39
Median	91	65	73	66	68	65	65	61	61	62
Upper quartile	152	112	111	102	105	102	106	99	104	100
Companies	52	178	207	222	249	266	274	273	255	177
Stocks/turnover (%) percentage of turnover (%/turnover)										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	9.2	7.2	7.1	6.9	6.9	6.5	7.2	6.7	7.1	6.6
Median	14.2	11.0	11.5	11.2	10.8	10.5	11.0	10.4	10.3	10.7
Upper quartile	24.0	17.3	18.3	15.8	16.1	16.6	16.5	15.3	15.6	15.6
Companies	52	178	207	222	249	266	274	273	255	177

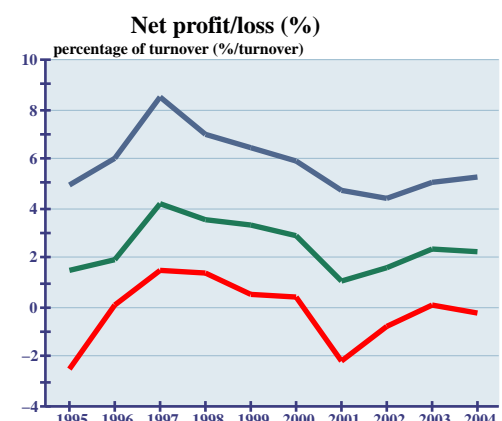
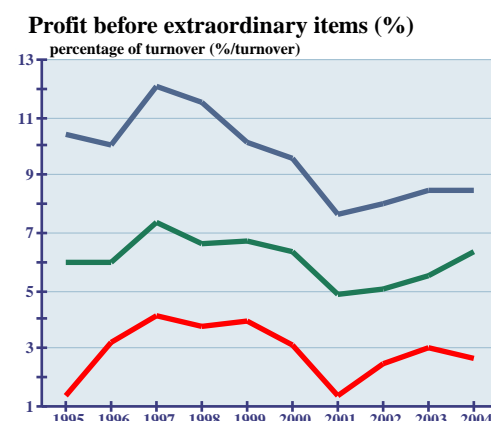
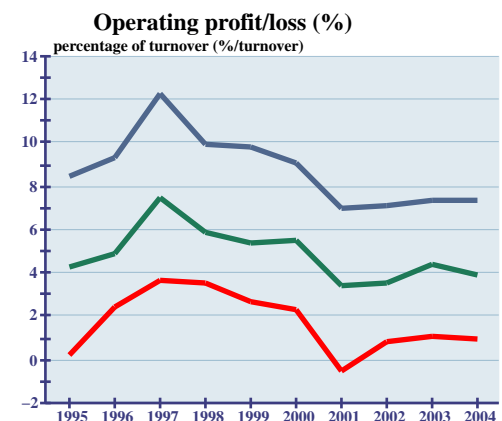
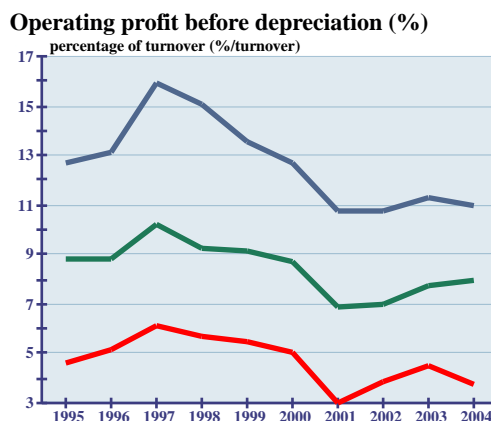
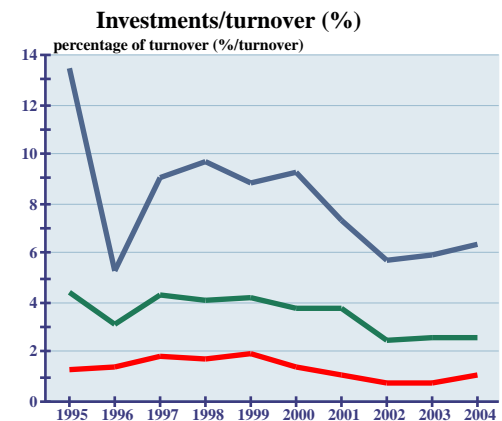
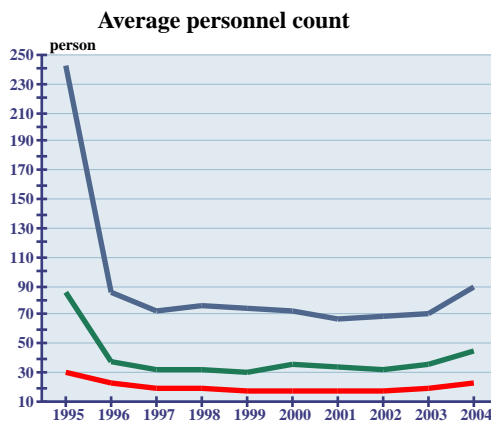
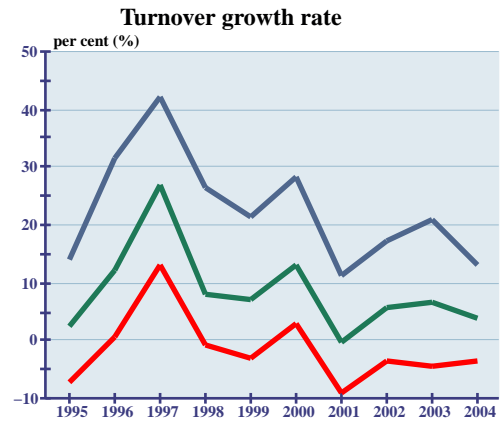
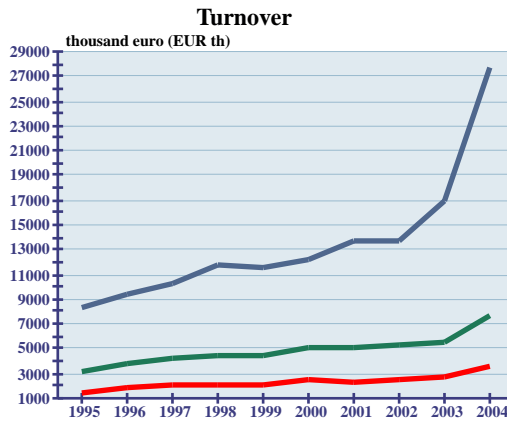
Branch key figures V – Rating and Operational Efficiency

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)

Points for AD rating	points									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	32.0	37.0	40.0	33.0	29.0	30.0	23.0	33.0	33.0	33.0
Median	44.0	51.0	53.0	50.0	45.0	45.0	39.0	45.0	47.0	47.0
Upper quartile	53.0	64.0	65.0	63.0	62.0	61.0	58.0	60.0	60.0	61.0
Companies	52	178	207	222	249	266	274	273	255	177
Added value / turnover (%)	percentage of turnover (%/turnover)									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	24.4	21.8	22.4	20.7	21.1	18.9	15.4	17.7	18.2	16.4
Median	29.5	29.8	29.4	28.6	28.7	27.3	25.4	26.3	26.9	28.7
Upper quartile	37.4	37.0	37.1	37.0	37.9	36.7	36.0	35.1	34.7	34.7
Companies	52	178	207	222	249	266	274	273	255	177
Real productivity of work (add value/sal.)										
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	1.1	1.3	1.3	1.3	1.3	1.3	1.2	1.2	1.3	1.3
Median	1.4	1.4	1.6	1.5	1.5	1.5	1.4	1.4	1.4	1.4
Upper quartile	1.8	1.8	2.2	1.9	1.9	1.9	1.7	1.7	1.7	1.7
Companies	52	178	207	222	249	266	274	273	255	177
Turnover/person	thousand euro / person									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	86	89	98	99	98	107	101	107	108	117
Median	112	124	134	136	139	149	151	153	164	178
Upper quartile	129	182	224	215	234	242	241	250	272	301
Companies	25	124	170	204	226	251	261	262	248	175
Personnel expenses / person	thousand euro / person									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	21	23	22	23	24	25	25	26	27	28
Median	24	25	25	26	27	28	29	29	30	32
Upper quartile	27	28	29	30	30	32	32	33	34	37
Companies	25	124	170	204	226	251	261	261	247	174
Added value / person	thousand euro / person									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	27	30	32	32	33	34	31	33	34	37
Median	32	37	40	40	41	40	39	42	43	46
Upper quartile	43	44	52	52	51	54	49	53	56	58
Companies	25	124	170	204	226	251	261	262	248	175
Operating profit / person	thousand euro / person									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	1	3	5	4	3	3	-1	1	2	2
Median	6	6	11	9	9	9	5	6	7	7
Upper quartile	9	13	20	17	15	15	12	12	13	14
Companies	25	124	170	204	226	251	261	262	248	175
Net profit / person	thousand euro / person									
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Lower quartile	-1	0	2	2	1	0	-3	-1	0	-1
Median	3	2	6	5	5	5	2	2	5	5
Upper quartile	6	8	14	12	10	10	7	8	8	9
Companies	25	124	170	204	226	251	261	262	248	175

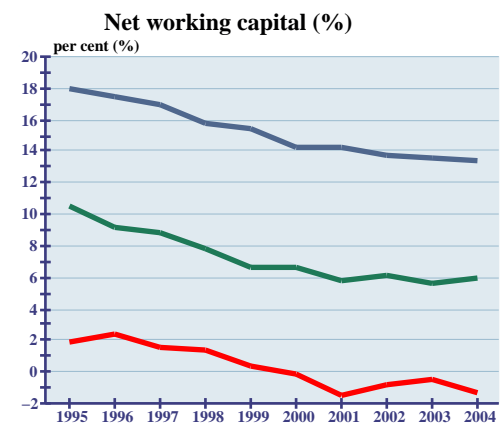
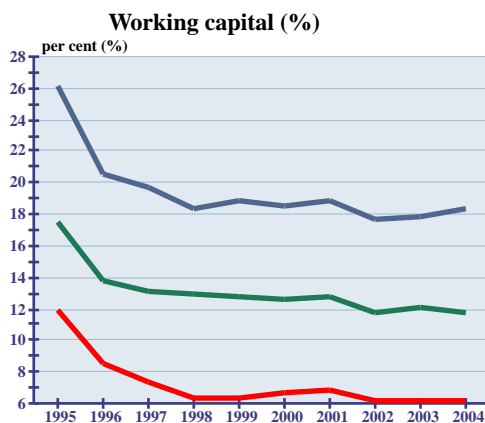
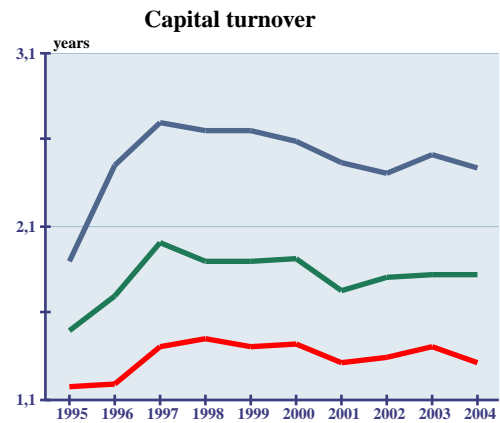
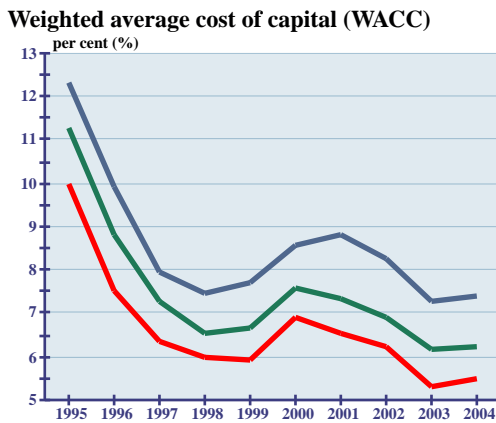
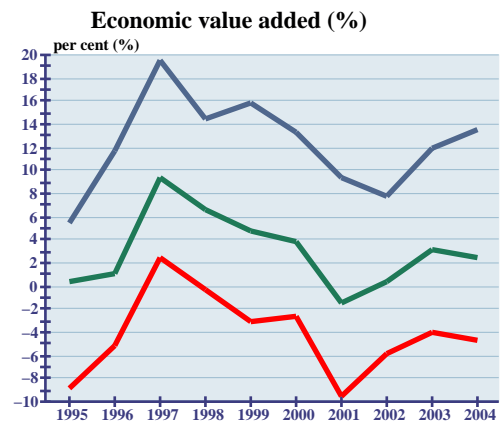
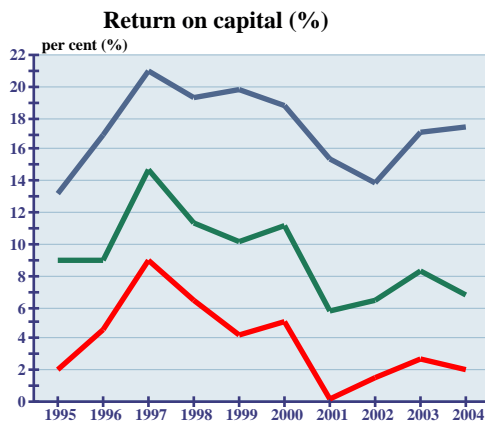
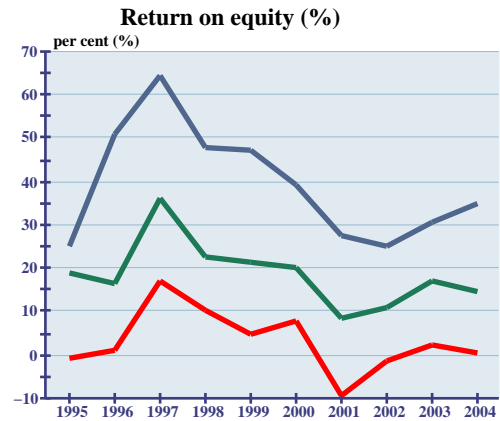
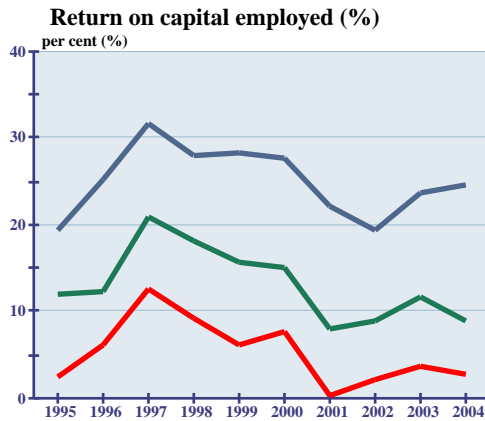
Key figure graphics I – Growth and Profitability

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)



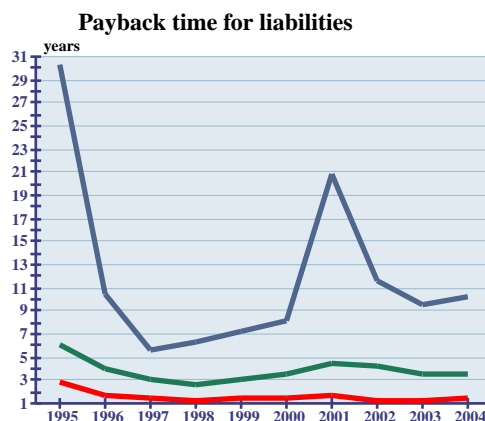
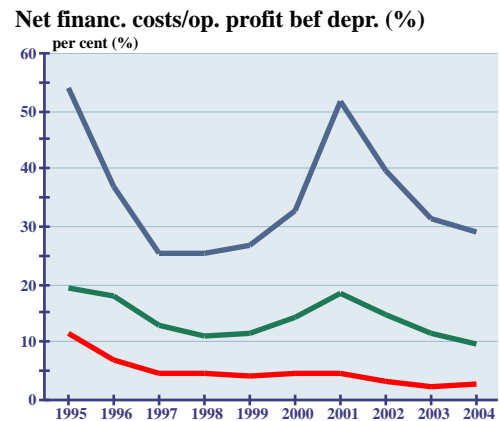
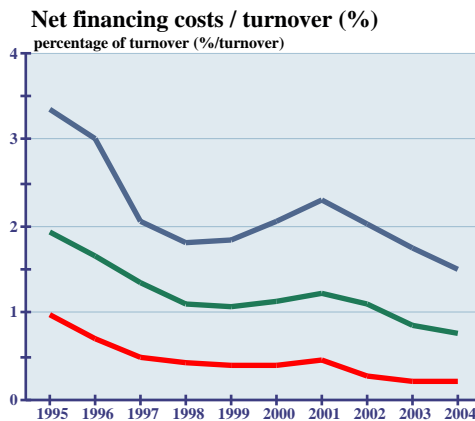
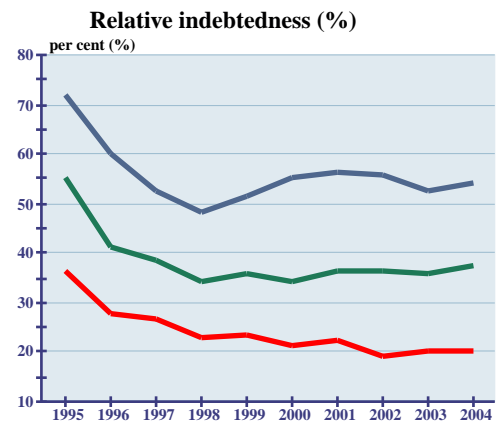
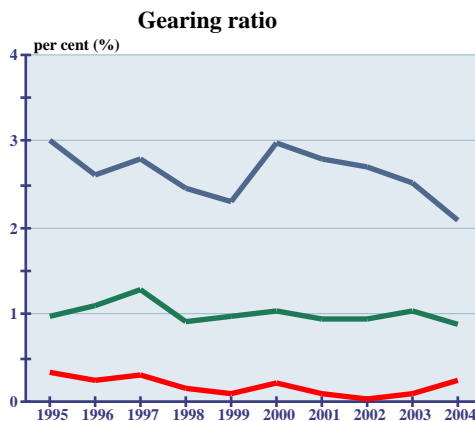
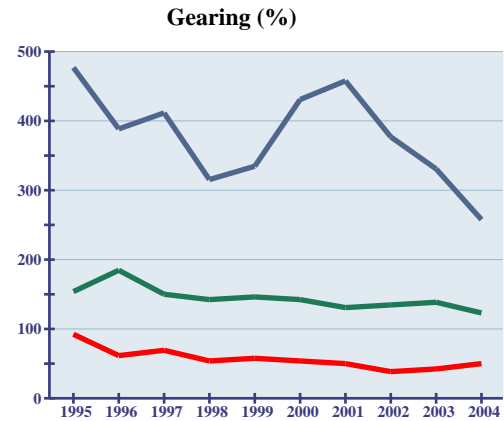
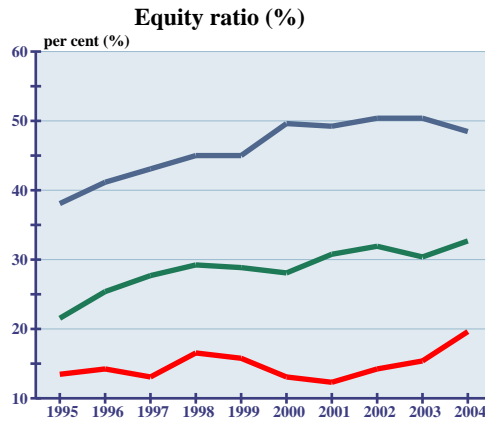
Key figure graphics II – Return on Capital and Working Capital

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)



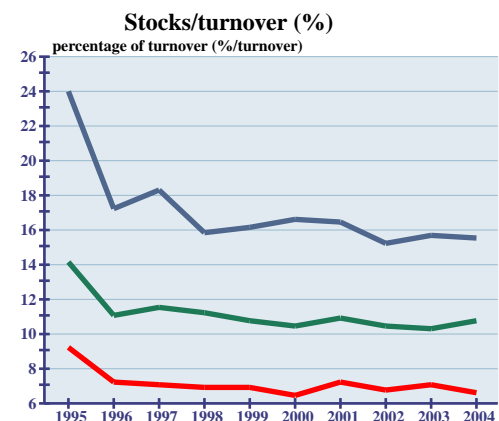
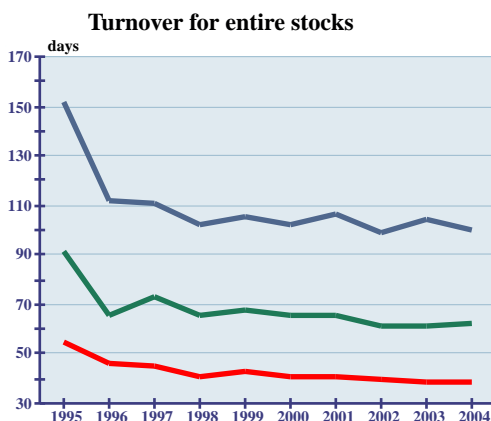
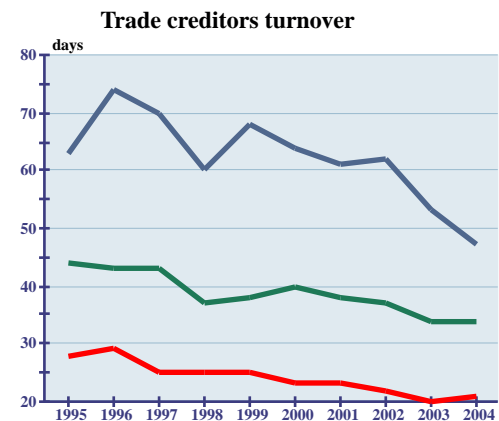
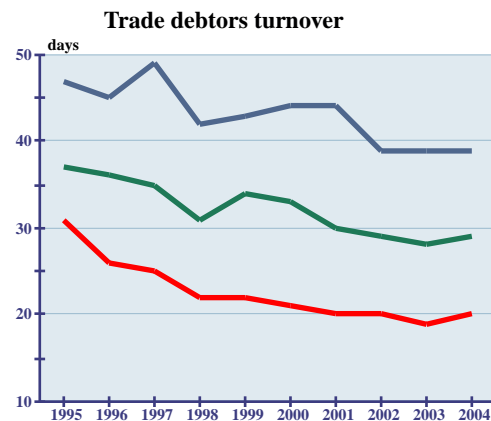
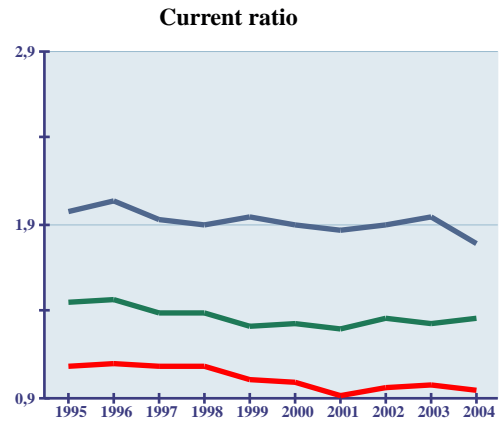
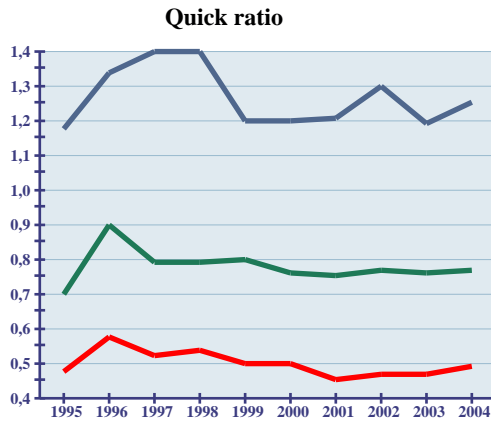
Key figure graphics III – Financial Structure and Adequacy of Financial Activities

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)



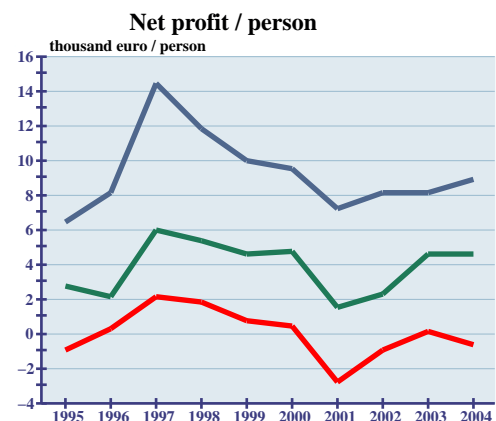
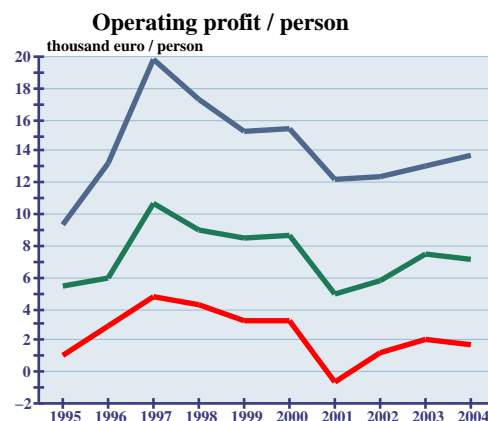
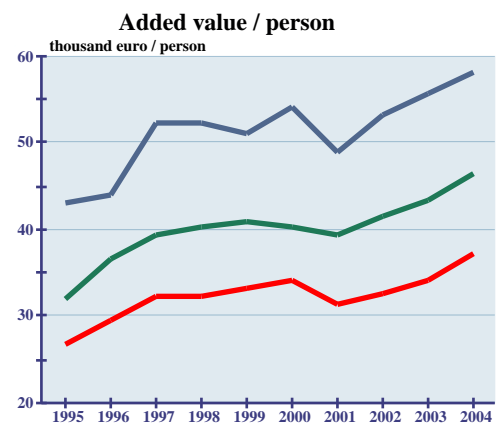
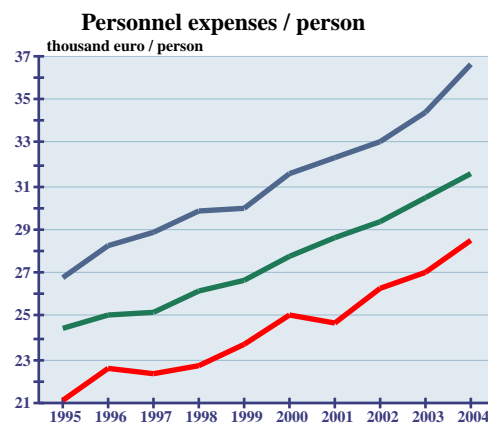
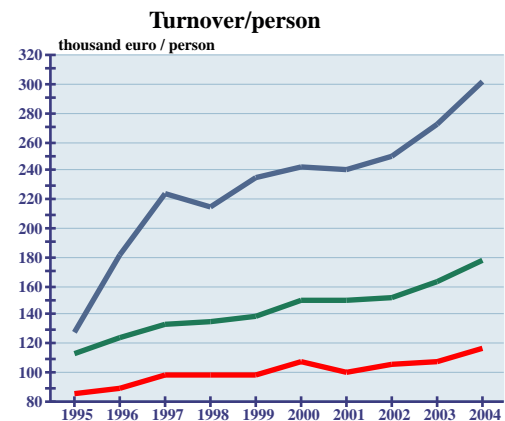
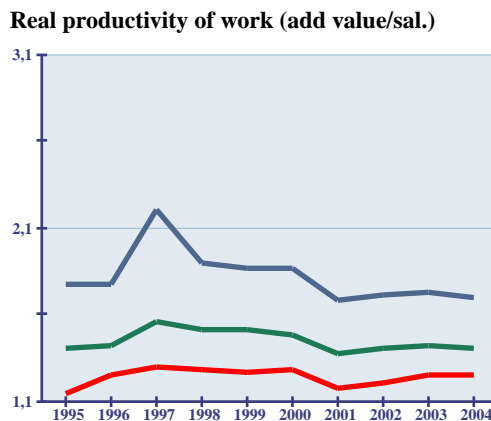
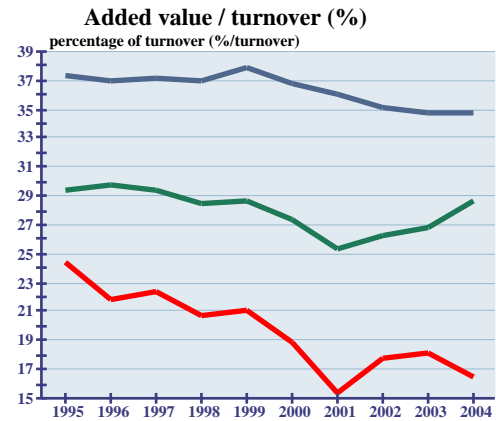
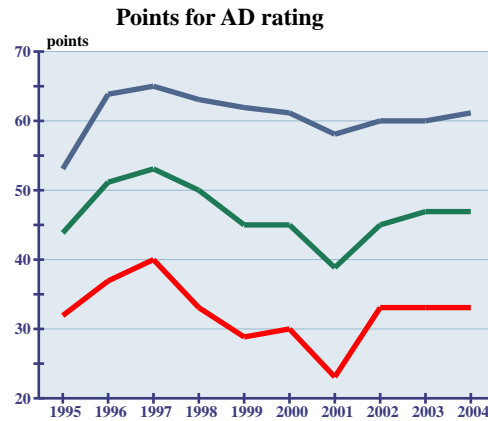
Key figure graphics IV – Liquidity and Working Capital Turnover

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)



Key figure graphics V – Rating and Operational Efficiency

Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting mater (20)



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