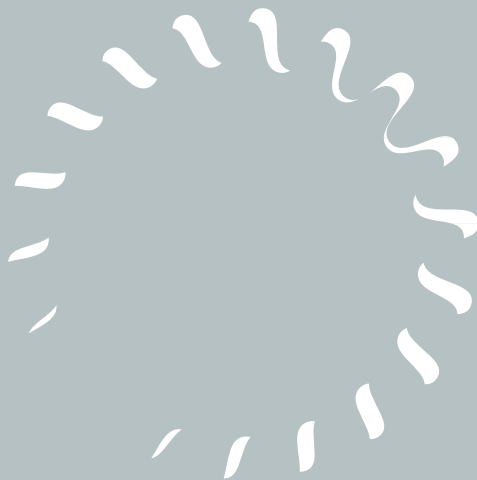


**EVIA**



**ANNUAL REPORT 2000**

## NOTICES TO SHAREHOLDERS

### **Shareholders' meeting**

Markkinointi Viherjuuri Oyj's Annual General Meeting of shareholders will be held on Friday, April 6, 2001, at 15.00 p.m. in Axel Digital Group Oyj's Sound meeting rooms, address Lönnrotinkatu 28, 00180 Helsinki.

A shareholder wishing to attend the meeting and receive a voting card must be recorded in the company's Register of Shareholders kept by the Finnish Central Securities Depository Ltd on March 30, 2001, at the latest. All shareholders wanting to attend the meeting are requested to register at the company's head office not later than April 3, 2001, by 16.00 p.m. either by phone to Marja Karjalainen, +358 9 1255 2434, by fax on +358 9 1255 2260, by e-mail to [marja.karjalainen@evia.fi](mailto:marja.karjalainen@evia.fi), or by mail addressed to Evia Oyj, Marja Karjalainen, Bulevardi 6 A, FIN-00120 Helsinki, Finland. Possible powers of attorney should be delivered in connection with the registration.

In accordance with the Board of Directors' proposal, a FIM 1.70 dividend per share will be paid for the year 2000 on April 20, 2001, to all shareholders recorded in the company's Register of Shareholders kept by the Finnish Central Securities Depository Ltd on or before April 11, 2001.

### **Financial reports**

The company's financial reports will be released in Finnish and English. They are available on order from Evia Oyj, Bulevardi 6 A, FIN-00120 Helsinki, Finland, or by phone from +358 9 12 551.

Financial information that interests investors is also available on Evia Oyj's website at [www.evia.fi](http://www.evia.fi), where the company's stock exchange bulletins, interim reports and annual results are updated in real time.

### **Shares**

The company has a total of 2,925,000 shares. The nominal value of the share is FIM 10. There is a single series of shares, and all shares carry one (1) vote. Detailed information on the Markkinointi Viherjuuri Oyj share is given on pages 40-41. The company's share is quoted on the I list maintained by the Helsinki Exchanges.

### **Share register**

Shareholders are requested to report possible changes in address, in shareholder's name or in ownership to the book entry register where the shareholder's book entry account is held.

### **Evia Oyj will issue the following financial reports in 2001:**

Interim results January 1 to March 31, 2001	May 2, 2001
Interim results January 1 to June 30, 2001	August 1, 2001
Interim results January 1 to September 30, 2001	October 29, 2001

### **Investor relations**

Arto Liinpää, Managing Director

Phone +358 9 1255 2200, fax +358 9 1255 2260, e-mail: [arto.liinpaa@evia.fi](mailto:arto.liinpaa@evia.fi)

**EVIA 0YJ ~ ANNUAL REPORT 2000**



6	<i>The Evia Group in brief</i>
8	<i>Managing Director's review</i>

### ***Group's business operations***

10	<i>Viherjuuri Saatchi &amp; Saatchi Oy</i>
14	<i>Axel Digital Group Oy</i>
18	<i>Viherjuuren Ilme Oy</i>
22	<i>Viherjuuren Viestintätoimisto Oy</i>
26	<i>Viherjuuri Dialog Oy</i>
29	<i>Parent company Evia Oyj</i>
30	<i>Group organisation</i>

### ***Consolidated financial statements***

31	<i>The Board of Directors' report</i>
34	<i>Consolidated income statement</i>
35	<i>Consolidated balance sheet</i>
36	<i>Statement of source and application of funds</i>
37	<i>Notes to the financial statements</i>
38	<i>Key financial ratios</i>
39	<i>Calculation of financial ratios</i>
40	<i>Shares and shareholders</i>
42	<i>Auditors' report</i>

43	<i>Corporate Governance</i>
44	<i>Board of Directors</i>
45	<i>Management Committee</i>

46	<i>Addresses</i>
47	<i>Placings in contests and events in 2000</i>

## THE EVIA GROUP IN BRIEF

THE EVIA OYJ GROUP COMPRISES THE PARENT COMPANY EVIA OYJ AND THE SUBSIDIARIES VIHERJUURI SAATCHI & SAATCHI OY, AXEL DIGITAL GROUP OY, VIHERJUUREN ILME OY, VIHERJUUREN VIESTINTÄTOIMISTO OY AND VIHERJUURI DIALOG OY, WHICH ARE OWNED BY THE PARENT COMPANY ON A 100 PERCENT BASIS.

THE GROUP'S AREAS OF EXPERTISE INCLUDE ADVERTISING, E&M BUSINESS SOLUTIONS, DIGITAL MEDIA SOLUTIONS, DESIGN MANAGEMENT, CORPORATE AND INVESTOR COMMUNICATIONS AND CUSTOMER RELATIONS MARKETING.

### Advertising

#### VIHERJUURI SAATCHI & SAATCHI OY

*Viherjuuri Saatchi & Saatchi is an Ideas Company that provides customers with the most profitable and up-to-date advertising and marketing ideas.*

*Viherjuuri Saatchi & Saatchi specialises in the design of advertising concepts as well as more extensive marketing concepts. Its major competitive edge resides in the design of creative and profitable marketing communications solutions as a part of strategic integrated communications.*

*Viherjuuren Mainostoimisto advertising agency became Viherjuuri Saatchi & Saatchi on January 1, 2000, when the cooperation agreement with the international Saatchi & Saatchi chain of advertising agencies came into effect. The cooperation has provided the advertising agency with international knowhow and new advertising design tools. The agency has won customers from among international companies operating in Finland.*

*Viherjuuri Saatchi & Saatchi has included the Promotions and Events unit from the beginning of 2001.*

### New Media

#### AXEL DIGITAL GROUP OY

*We build digital life. We make Internet live.*

*Axel Digital Group provides customers with a full range of services in the development of their business operations, particularly new business strategies, sales and marketing activities, and integrated digital communications. The company's core expertise lies in the design and system development of web-based business applications and integrated digital communications solutions.*

*The operation of Axel Digital Group was launched in February 2000, when Diart Oy, Frame Graphics Oy, Spektrico Oy and Viherjuuren Verkkoviestintä Oy were merged into a single company.*

*The company's business comprises two areas of expertise:*

- e&m Business Solutions consists of two design, technology and production units*
- Digital Media Solutions consists of the Presentations, Digi-tv, Axel Film Production and Frame Graphics units.*

### Design Management

#### VIHERJUUREN ILME OY

*Viherjuuren Ilme enhances companies' competitive capability by helping them to understand and implement the visual image based on the company strategy.*

*Viherjuuren Ilme is Finland's leading graphic design agency. It is also the country's only graphic design agency that meets international Design Management criteria in terms of expertise and scope of services.*

*Design Management is based on the understanding of the customer's business strategy and on its target profile. The created visual image is utilised, among other things, in communications and product design as well as in architectural and interior design.*

### Corporate and Investor Communications

#### VIHERJUUREN VIESTINTÄTOIMISTO

*Viherjuuren Viestintätoimisto Oy's core business is to emphasise the importance of communications in companies' strategic and executive management, and in this way to enhance customers' competitive capability.*

## THE EVIA GROUP IN BRIEF

*Viherjuuren Viestintätoimisto is a specialist organisation offering integrated communication services - also in digital environment. The company specialises in strategic planning and implementation of company and corporate communications solutions.*

*Customers are able to acquire all communication services on a coordinated and integrated basis from Viherjuuren Viestintätoimisto, whose services support the service portfolio of the Evia Group's other agencies in integrated communications projects. The agency also has customers that only need the planning and implementation of communications projects or related continuous services.*

### Customer Relations Marketing

#### VIHERJUURI DIALOG OY

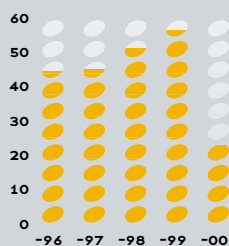
*Viherjuuri Dialog improves its customers' competitive capability by making marketing communications a truly customer-oriented and interactive dialog, which is considered a part of good service.*

*Viherjuuri Dialog is a CRM agency specialising in customer relations marketing and interactive communications. The agency was formerly known as Viherjuuren Suora, whose name was changed to Viherjuuri Dialog in August 2000.*

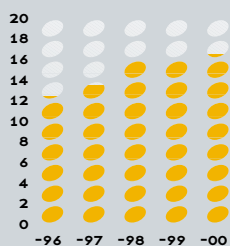
*Viherjuuri Dialog invests in the use of digital techniques. Growing importance of customer relations marketing is also increasing the importance of marketing placement and use of databases. Integration of new media and direct marketing is a precondition of successful customer relations marketing.*

### Group's key figures

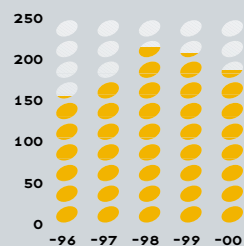
	2000	1999
Net sales, EURm	23.0	57.2
Gross income, EURm	16.5	16.1
Operating profit, EURm	0.6	0.8
Profit before taxes and extraordinary items, EURm	0.5	0.6
Earnings per share, EUR	0.08	0.19
Equity per share, EUR	2.54	2.39
Return on equity, %	3.2	7.5
Return on investment, %	7.0	9.2
Equity to total assets ratio, %	70.1	43.7
Average number of personnel	188	210
Personnel at year-end	213	177
Gross capital expenditure, EURm	3.0	0.5
- % of net sales	13.1	0.8



NET SALES, EURM



GROSS INCOME, EURM



AVERAGE NUMBER OF PERSONNEL

## REVIEW OF THE YEAR BY THE MANAGING DIRECTOR



### *To our shareholders*

*I want to start with the new name of the Markkinointi Viherjuuri Oyj Group's parent company, which the Board of Directors is proposing to the Annual General Meeting of shareholders on April 6, 2001. The Board proposes that the parent company's, and consequently the quoted company's, name be changed to Evia Oyj. The name is concise and pithy, and reflects the parent company's role as the developer of a new Group concept better than the old name. As we know, the name Markkinointi Viherjuuri has a strong implication of both marketing and our Group's traditional background, advertising.*

*I believe that the new name also effectively reflects the strategic deliberations carried out by the Board of Directors and Management Committee during 2000.*

*Let us examine our work from two points of view which both are strategically important to the entire Group: the customer-based viewpoint and quoted company viewpoint. To our customers we offer specialised integrated communications and e-business solutions in traditional and digital, networked and mobile, environments.*

*Our specialist services cover design management, corporate and investor communications, advertising, digital media solutions and customer relations marketing in the corporate and marketing communications sector, and e&m business solutions in the Net business sector.*

*As regards the quoted company viewpoint, our business operations are organised to five subsidiaries. These are Viherjuuri Saatchi & Saatchi Oy, Viherjuuren Ilme Oy, Viherjuuren Viestintätoimisto Oy, Viherjuuri Dialog Oy and Axel Digital Group Oy, all of which are owned by the Group's parent company on a 100 percent basis. The organisation is clear and functional in terms of Group management.*

*Our Group structure enables the subsidiaries' managing directors to develop their companies' specialist services so as to achieve a prominent position in their respective markets. At the same time we can offer customers the entire Group's expertise in total communications, integrated marketing communications or, more widely, in the integration of communications and new media technology. Indeed, our challenges in the coming years relate to achieving the synergy benefits required by*



## REVIEW OF THE YEAR BY THE MANAGING DIRECTOR

efficient cooperation, to information sharing and to the building of shared tools that will enable us to enhance our customers' competitive capability by means of communications and new media technology.

When setting the growth, profitability and internationalisation objectives that are important to us as a quoted company we can now more effectively take into account each agency's competitive situation and on that basis construct incentive systems to motivate the agencies' management and entire personnel.

Our new strategy started proving its effectiveness during 2000 already. Three of the subsidiaries – Viherjuuren Ilme, Viherjuuren Viestintätoimisto and Viherjuuri Dialog – exceeded their profitability targets. Improving the profitability of the other two – Viherjuuri Saatchi & Saatchi and Axel Digital Group – is a crucial objective for the year 2001. Substantial growth was recorded by Axel Digital Group (+58%) and Viherjuuri Dialog (+79%). The Group's operating profit for 2000, EUR 0.6 million, was weak and clearly below target. This is explained by two factors. First, instead of achieving the promised break-even result during the last four months of the year, Axel Digital Group sustained a further operating loss. And second, Viherjuuri Saatchi & Saatchi's performance also weakened contrary to expectations towards the end of the year, and the company's full-year operating result fell short of the target.

Our Group's internationalisation process is primarily based on increasingly close cooperation with our international, globally operating and leading associates. In the advertising agency sector, our strengthened cooperation with Saatchi & Saatchi is reflected in shared tools, new customer relationships and international teams. The same applies to the communications sector, where our cooperation with Edelman Public Relations Worldwide strengthens our specialist services in, for example, media communications and ePublicity. The sale of Pyramid Zenith Media to Carat in August 2000 launched cooperation in media communications with Carat.

The Evia Oyj Group's major objective for 2001 is to improve its performance especially in the new media sector

and to raise Axel Digital Group's operating result at least to break-even level. The decisions made in the second half of 2000 to adjust expenses in accordance with the level of gross income provide a good basis for this. Getting the advertising agency's profitability to an excellent condition is also of major importance.

According to the Group's strategic objectives, each subsidiary representing the Group's different areas of expertise should be among the most profitable and skilled agencies in their respective sectors by the year 2003. The agencies' growth should be faster than the industry's average growth. The 2001 target for the new media sector's net sales growth is 40 percent, and the gross income growth target is 10 percent in advertising and graphic design, 30 percent in customer relations marketing and 40 percent in communications.

Our net sales for the year under review totalled EUR 22.96 million, which was 6.2 percent higher than the previous year's comparable net sales. The divestment of Pyramid Zenith Media in August more than halved the Group's annual net sales level. The Group's gross income was EUR 16.46 million, or 15.2 percent more than the previous year's comparable gross income. New customer relationships brought nearly EUR 3.5 million in new gross income, compensating for loss of gross income due to termination of customer relationships or divestment of business operations. No major customer relationships were lost at the turn of 2000/2001, and the chances for growth are therefore good in this respect as well.

In conclusion, I wish to thank our personnel for the many excellent jobs for which the whole Group received recognition during the year. I also wish to thank our customers for their confidence, and hope that we can satisfy their needs and expectations in future assignments. Finally I am glad to say that we got nearly 200 new shareholders during the year.

**Arto Liiinpää**  
MANAGING DIRECTOR

## VIHERJUURI SAATCHI & SAATCHI OY

VIHERJUURI SAATCHI & SAATCHI SPECIALISES IN THE DESIGN OF ADVERTISING CONCEPTS AS WELL AS MORE EXTENSIVE MARKETING CONCEPTS. ITS MAJOR COMPETITIVE EDGE RESIDES IN THE DESIGN OF CREATIVE AND PROFITABLE MARKETING COMMUNICATIONS SOLUTIONS AS A PART OF STRATEGIC INTEGRATED COMMUNICATIONS.

THE VIHERJUUREN MAINOSTOIMISTO ADVERTISING AGENCY BECAME VIHERJUURI SAATCHI & SAATCHI ON JANUARY 1, 2000, WHEN THE COOPERATION AGREEMENT WITH THE INTERNATIONAL SAATCHI & SAATCHI CHAIN OF ADVERTISING AGENCIES CAME INTO EFFECT. THE SAATCHI CHAIN COMPRISES 152 ADVERTISING AGENCIES IN 92 COUNTRIES. THE COOPERATION HAS PROVIDED THE ADVERTISING AGENCY WITH INTERNATIONAL KNOWHOW AND NEW ADVERTISING DESIGN TOOLS. THE AGENCY HAS ALSO WON CUSTOMERS FROM AMONG INTERNATIONAL COMPANIES OPERATING IN FINLAND.

THE KOMEETTA OY ADVERTISING AGENCY WAS MERGED AS A PART OF VIHERJUURI SAATCHI & SAATCHI AT THE BEGINNING OF 2000, AND THE MAINOSTOIMISTO TAPIO TYNI OY ADVERTISING AGENCY HAS OPERATED AS VIHERJUURI SAATCHI & SAATCHI'S SUBSIDIARY SINCE AUGUST 1, 2000. THE PROMOTIONS AND EVENTS UNIT, WHICH FORMERLY WAS A PART OF THE PARENT COMPANY, WAS INCORPORATED IN VIHERJUURI SAATCHI & SAATCHI AT THE BEGINNING OF 2001. THESE ARRANGEMENTS STRENGTHENED THE AGENCY'S KNOWHOW IN THE DIFFERENT SEGMENTS OF MARKETING COMMUNICATIONS.

### *Business environment*

*Excluding design and production costs, around EUR 1.1 billion was spent in media advertising in Finland during 2000 (1999: EUR 1.0bn) (Gallup Mediatieto). The growth on the previous year was 7.7 percent.*

*The fastest growth, 89 percent, was recorded in web-based media advertising, which still accounts for only one percent of total advertising spending. Newspaper and radio advertising both grew by 9 percent and billboard and other outdoor advertising by 11 percent. Among the business sectors, the largest growth of advertising spending was recorded in telecom services, office technology and recruiting (Gallup Mediatieto).*

*The traditional role of advertising agencies is changing and expanding from advertising planning to integrated marketing communications, and many advertising agencies have established units specialising in different segments of advertising. The internationalisation and chaining process of advertising agencies continued during the year under review.*

### *The year 2000 - creating a basis for growth*

*For the Group's advertising agency the year 2000 meant establishing a new business operation under the Viherjuuri Saatchi & Saatchi brand. Merging separate companies and units into a single agency clarified the agency's business profile and external image. Overlapping operations were also eliminated during the year. The number of personnel was overdimensioned relative to the amount of work, which negatively affected profitability. The relation between the amount of work and number of personnel has improved since the beginning of 2001.*

*Viherjuuri Saatchi & Saatchi's customer base comprised prominent branded goods marketers whose operation is largely based on business-to-business advertising. The agency's largest customers were Elisa Communications, Toyota Auto Finland, Visa International, the Finnish Fair Corporation, Oy Veikkaus Ab, Hewlett-Packard, mutual life assurance company Suomi, and Vattenfall. The new customer relationships established during the year include mutual life assurance company*



## VIHERJUURI SAATCHI & SAATCHI OY

Suomi, Sony, Abbott, the WVO Group, Pukkila, Tykkimäen Huvipuisto (Tykkimäki amusement park), Paroc, Goldwell, Noviant, Solteq, Novartis Finland, the Luottokunta/VISA brand and Pizza Hut.

According to recent surveys, Viherjuuri Saatchi & Saatchi's image and appeal are on the rise. Viherjuuri Saatchi & Saatchi is among the major challengers to the five leading advertising agencies in the country (advertising agency image survey, 8/2000, Taloustutkimus Oy). In terms of familiarity, the agency placed number four. Customer loyalty had also increased, and in this respect the agency placed number two.

In a survey of advertising agencies' esteem and appeal, where advertisers rated the country's 35 largest advertising agencies, Viherjuuri Saatchi & Saatchi increased its appeal the most, rising from place 11 to the seventh place (Marketing Radar, 1/2001).

In a comparison of advertising agencies' total communications knowhow, Viherjuuri Saatchi & Saatchi rose to the first place (marketing decision-makers' feedback, Taloustutkimus Oy, 5-6/2000). The Evia Group's pioneering role in the design and implementation of total communications solutions was thus linked to the Group's advertising agency as well.

### Personnel

Viherjuuri Saatchi & Saatchi employed 69 persons at the end of 2000. Although the advertising agency is divided to four design units, the design teams are always built up of

specialists best suited to a particular customer relationship.

Mr Tom Jungell, M.Sc. (Econ.), has served as Viherjuuri Saatchi & Saatchi's Managing Director since September 1, 2000. Before that the post was held for just over a year by Evia Oyj's Managing Director Mr Arto Liinpää alongside with his other duties.

### Ideas Company

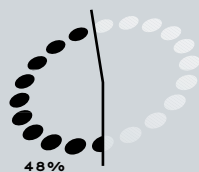
Viherjuuri Saatchi & Saatchi's major competitive edge lies in the design and implementation of creative and profitable marketing communications solutions as a part of strategic integrated communications. The agency makes effective use of the Saatchi chain's international expertise, tools and operating concepts.

The company's vision emphasises the "Ideas Bigger than Ads" approach. For customers that means the most profitable and up-to-date advertising and marketing solutions.

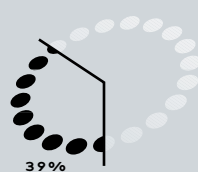
The new and internationally proven work processes employed by the company in its design operations include, among other things, Ideas Brief, Brand Onion and Rollercoaster. The globally operating Saatchi chain's internal Intranet "Brain" offers a versatile information and case bank.

### Satisfactory gross income and profit

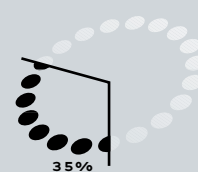
Viherjuuri Saatchi & Saatchi's net sales for 2000 amounted to EUR 11.98 million, which was 8.7 percent down from the previous year (EUR 13.11m). Gross income was



PERCENTAGE OF  
GROUP NET SALES



PERCENTAGE OF  
GROUP GROSS INCOME



PERCENTAGE OF  
GROUP PERSONNEL

EUR 6.50 million (EUR 6.94m) and operating profit EUR 0.71 million (EUR 0.50m). In terms of market position, Viherjuuri Saatchi & Saatchi was the seventh largest advertising agency in Finland. Viherjuuri Saatchi & Saatchi accounted for 48 percent of Group net sales, for 39 percent of Group gross income and for 35 percent of the Group's total number of personnel.

#### Outlook for the year 2001

Finland's advertising market is estimated to grow further in 2001. According to a poll conducted by the Association of Finnish Advertisers in December 2000, every second advertiser is going to increase its investments in marketing communications during 2001. For instance, the trade and services sectors intend to increase their advertising budgets by about 10 percent. According to the poll, addressed direct mailing, events marketing and retail store advertising will benefit the most from the growth.

Viherjuuri Saatchi & Saatchi intends to increase its business volume without compromising profitability. A substantial improvement of operating profit is one of the company's objectives. The aim is to focus increasingly on design-driven operation. As a result the agency will redirect its operating concepts and expertise. Special attention will be paid to the clarity of the agency's operating strategy, functioning of its organisation, motivation of its personnel, and the quality of its work results.



VIHERJUURI SAATCHI & SAATCHI  
IS AN IDEAS COMPANY THAT PROVIDES ITS  
CUSTOMERS WITH HIGHLY PROFITABLE AND  
STATE-OF-THE-ART ADVERTISING  
AND MARKETING IDEAS.



## AXEL DIGITAL GROUP OY

AXEL DIGITAL GROUP OY SPECIALISES IN DIGITAL COMMUNICATIONS AND WEB-BASED BUSINESS APPLICATIONS. THE COMPANY'S OPERATION WAS LAUNCHED IN FEBRUARY 2000 BY MERGING THE OPERATIONS OF DIART OY, FRAME GRAPHICS OY, SPEKTRICO OY AND VIHERRUUREN VERKKOVIESTINTÄ OY. AS A RESULT OF A SHARE TRANSACTION IN THE SPRING OF 2000, AXEL DIGITAL GROUP IS EVIA OYJ'S SUBSIDIARY ON A 100 PERCENT BASIS.

THE COMPANY'S MISSION, "WE BUILD DIGITAL LIFE. WE MAKE INTERNET LIVE", INDICATES THAT AXEL DIGITAL GROUP'S CORE EXPERTISE LIES IN THE DESIGN AND SYSTEM DEVELOPMENT OF DIGITAL SOLUTIONS FOR WEB-BASED BUSINESS APPLICATIONS AND INTEGRATED COMMUNICATIONS.

AXEL DIGITAL GROUP'S OPERATIONS ARE DIVIDED INTO TWO AREAS OF EXPERTISE COMPRISING A TOTAL OF SIX PROFIT CENTRES:

- E&M BUSINESS SOLUTIONS CONSISTS OF TWO DESIGN, TECHNOLOGY AND PRODUCTION UNITS. THE AGENCY IN TURKU COMPRISES ITS OWN PROFIT CENTRE.
- DIGITAL MEDIA SOLUTIONS CONSISTS OF THE PRESENTATIONS, DIGI-TV, AXEL FILM PRODUCTION AND FRAME GRAPHICS UNITS.

### *Business environment*

*The operation of Axel Digital Group Oy was launched in 2000, when the web business and digital communications sector was undergoing strong changes. Transition from analog to digital communications began to blur the old boundaries between communications and operational processes. A substantial part of marketing communications and business activities is already taking place in a digital environment, and this development is continuing at a strong pace. Mobile solutions and digital television and, above all, integrations of content and various communication channels will be the characteristic trends of the near future.*

*The growth of new media companies has continued at a strong pace, but their profitability has fallen short of expectations, and the growth and profitability pressures will gain strength during 2001.*

*The Finnish new media sector's aggregate net sales for 2000 are estimated at roughly EUR 200 million, excluding the IT sector's net sales. Around 50 percent growth is estimated for 2001, but some fears of slowing growth have also been expressed.*

*According to the advertising intent barometer of the Association of Finnish Advertisers (12/2000), advertisers intend to increase their cooperation primarily with information network companies. Over 40 percent of those who replied to the poll plan to increase their use of such*

*companies. In the long term, communications and economic activities will continue their strong digitalisation process, which will maintain a growing demand for new media consulting and production services. Digital TV, to be launched in August 2001 in Finland, will bring new means of interaction between advertisers and viewers. Among other things, on-line shopping will become possible and communications can be focused more effectively and inspiringly. Digital TV's applications will also include, for instance, digital learning environments.*

*A poll conducted to appraise the IT sector's future outlook predicted that the growth in product demand and production volume will gain further strength (Tietotekniikka online, 10/2000). Of those replying to the poll, 50 percent predicted that the business trend is going to improve, while none of the repliers expected any weakening in the sector.*

### *Building a basis for growth*

*The start of Axel Digital Group's operation aimed at strong growth. Due to technical problems and shortage of personnel resources, however, productions did not always meet expectations. Expenses grew faster than revenues, resulting in an operating loss. During the course of the year the company put the basics of its business to a condition that will permit growth and enable a clear improvement of profitability in 2001.*

future

## AXEL DIGITAL GROUP OY

Beginning in the autumn, the company carried out efficiency-improving measures. Technology-related operations were reorganised to allow the turning of services into products. Technology cooperation was strengthened with IBM, ICL and the Technical Research Centre of Finland, among others. A technology unit was established in Lithuania to strengthen the company's resources. The first generic software components and products were launched to the market. Axel Digital Group's Helsinki unit was organised into a single agency facility, which improved internal operating efficiency, coordination and capacity management.

Axel Digital Group's major customer segments include industry, service providers and media companies. The largest individual project was the technical implementation of Sanoma WSOY's mobile portal, 2ndhead.com.

The company works in close cooperation with the Group's other units and contributes to the integration of total communications and new media technology by utilising, for instance, the expertise of the advertising agency's and communications agency's specialists in content production.

A customer satisfaction survey conducted in December 2000 showed that customers esteem Axel Digital Group as a specialist and technical innovator. The survey also pointed out specific areas where efficiency could be improved. The company is building up development programmes to that effect during the early part of 2001.

### Personnel

Axel Digital Group employed 85 persons at the end of 2000. In terms of the number of personnel, the company is among the 10 to 15 largest new media firms in Finland.

The agency in Lithuania employs 5 persons, and the agency will be developed further as an expertise and capacity resource.

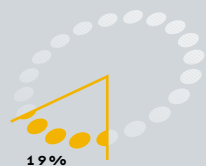
The new media business requires extensive knowhow. During 2001 Axel Digital Group intends to develop its creative knowledge resources and customer service skills in particular. The company will support young employees in carrying through their professional studies.

Mr Iiro Pohjanoksa, M.Sc. (Tech.), serves as Axel Digital Group's Managing Director.

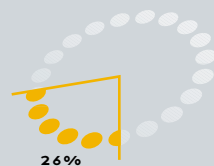
### Products and services

#### E&M BUSINESS SOLUTIONS: WEB-BASED AND MOBILE SERVICES

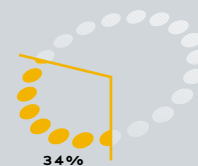
The e&m Business Solutions unit specialises in enhancing the efficiency of its customer companies' business activities and communications by means of web-based and mobile services. The unit's typical communication solutions include Intranet systems, internal TV info systems or communications-oriented Internet or Extranet services. Its communications products include, for example, Axel G-intra, a modular Intranet platform, Axel Site Tailor, a dynamic web service for small and medium-sized firms, and a website magazine.



PERCENTAGE OF  
GROUP NET SALES



PERCENTAGE OF  
GROUP GROSS INCOME



PERCENTAGE OF  
GROUP PERSONNEL



## AXEL DIGITAL GROUP OY

The unit's marketing application products include the Axel Minisite campaign website and the DigitalDialog customer base management tool designed in cooperation with Viherjuuri Dialog. In e-business applications Axel Digital Group specialises in customer interface management and e-commerce user interface design. The training solutions developed by the unit involve application concepts for companies' internal and external web-based learning systems.

**DIGITAL MEDIA SOLUTIONS: DIGITAL INTERACTION APPLICATIONS**  
The Digital Media Solutions group's Axel Presentations unit produces comprehensive digital, and in many cases interactive, presentations and applications. For example, these include company and product demonstrations, learning and familiarising applications, and other multimedia applications. They operate either on-line or in such off-line media as CD-ROM, DVD and video.

Axel Filmproduction's core service involves high-end moving image productions. The unit plans to shift its focus from the production of commercials increasingly to other demanding film and video productions, such as music videos and image and vision type presentations.

From the beginning of 2001, Axel Digital Group has been building specialist and production resources for Digital TV commercials and other needs of digital television.

The Frame Graphics unit specialises in post-production services. Among other things, Frame Graphics

works with TV, commercial and video production firms, providing visual and graphic design services, off- and on-line productions, program logos, sound design and production, and 3D animation production services. The unit's special objective is to increase the use of these media components in multimedia and web applications.

### Net sales on the increase, operating result showed a loss

Axel Digital Group's net sales for 2000 were 58 percent up from the previous year, amounting to EUR 4.8 million (EUR 3.0m). Gross income amounted to EUR 4.4 million (EUR 2.5m). The growth of gross income was nearly in line with expectations, but operating expenses were higher than the company anticipated in its optimistic market expectations. This resulted in an operating loss amounting to EUR 1.9 million (EUR -0.3m).

Axel Digital Group accounted for 19 percent of Group net sales, for 26 percent of Group gross income and for 34 percent of the Group's total number of personnel.

### Outlook for the year 2001

Axel Digital Group's main objectives for 2001 include improving its profitability and growing at the rate of the market growth. Profitability will be improved by increasing the gross income per employee through a strong increase in the customer base and by improving the efficiency of the company's production processes.

The company will raise its profile and enhance its business image by emphasising its wide range of skills and its role as an innovator. The company will strengthen the co-evolution operating concept, where Axel Digital Group plans and actively develops the customer firm's web-based business operations as a partner and specialist. At the same time the company will also maintain and develop its capability to carry out short-term and fast web service projects. In particular, the company will develop its working processes to a standardised concept required by profitable operation. In this respect, strong attention will be paid to success in individual projects and to making technology modules into successful products.

WE BUILD DIGITAL LIFE.  
WE MAKE INTERNET LIVE.



VIHERJUUREN ILME IS FINLAND'S LEADING DESIGN MANAGEMENT AGENCY. IT IS ALSO THE COUNTRY'S ONLY GRAPHIC DESIGN AGENCY THAT MEETS INTERNATIONAL DESIGN MANAGEMENT CRITERIA IN TERMS OF EXPERTISE AND SCOPE OF SERVICES.

VIHERJUUREN ILME'S DESIGN MANAGEMENT CONCEPT IS BASED ON THE CUSTOMER'S BUSINESS STRATEGY AND TARGET PROFILE. IN DEFINING THE VISUAL IMAGE OBJECTIVES AND CONTENT THE COMPANY ALSO EMPLOYS QUALITATIVE STUDIES. THE CREATED VISUAL IMAGE IS UTILISED, AMONG OTHER THINGS, IN INTERNAL AND EXTERNAL COMMUNICATIONS AND PRODUCT DESIGN AS WELL AS IN ARCHITECTURAL AND INTERIOR DESIGN.

#### *Business environment*

*Increasing competition between companies, projected listings on stock exchanges, consolidation into large units and internationalisation have generated a need to develop the company and product identity and brand management procedures.*

*Viherjuuren Ilme carries out Design Management projects in Finland and abroad. The agency's major competitors are in London. The size of the Finnish graphic design market cannot be defined by means of the available tracking systems.*

#### *A year of international projects*

*High-quality creative solutions and systematic construction of customer-based products brought new international projects for Viherjuuren Ilme during 2000. Among Viherjuuren Ilme's products, customers have found a particular use for the company's visual hierarchy and Design ManageNet services that allow a company to manage*

*its brands on a global basis. For instance, Viherjuuren Ilme launched an extensive Design ManageNet development project with Elcoteq towards the end of 2000.*

*The largest Design Management projects were carried out for Elisa Communications, the mutual life assurance company Suomi, Tekla, Noiro, Valtra Valmet, Ilmarinen, Fortek, Axel Digital Group, Noviant and Finland Post.*

*Elisa Communications' logo and image were introduced in January 2000. An extensive visual image was built up during the year for Elisa Communications. The project also featured a versatile visual hierarchy that takes into account the subsidiaries, business partners, and service routes and brands.*

*International image studies and qualitative concept studies were conducted for Tekla. On the basis of these studies and target setting, Tekla's logo was modernised and its visual image was built up in accordance with the scope of the company's international operations. Among other things, Tekla's graphic standards take into account*



that the user will get clear and easy-to-understand instructions into a digital environment as well.

Metsa Specialty Chemicals was provided with a new name, Noviant, as well as a logo and visual image. Together with Viherjuuri Saatchi & Saatchi, Viherjuuren Ilme also conducted an extensive international image campaign for Noviant.

The creation of a logo and visual image for Valtra Valmet, started during the year under review, is a multipart and extensive international project. The company's name was changed to Valtra in January 2001. Viherjuuren Ilme designed a logo and built a comprehensive image for Valtra, including product design, packaging design and an international retail store concept.

Viherjuuren Ilme's work received recognition in graphic design contests in Finland and abroad. The company has always been successful in annual reports, and this was true in 2000 as well. The agency received a total of eight prizes and honourable mentions. In total, Viherjuuren Ilme provided visual design for 21 annual reports during the year.

### Personnel

Viherjuuren Ilme's objective is to maintain its position as the leading and largest graphic design agency in Finland, and to be among the world's leading agencies in terms of design quality. The employees are strongly committed to

achieving this objective. The company invests constantly in its personnel's development and training, because skilled and highly motivated personnel is one of Viherjuuren Ilme's most important competitive advantages. During the year under review Viherjuuren Ilme's specialists were much sought-after as lecturers in Finland and in international seminars and colleges.

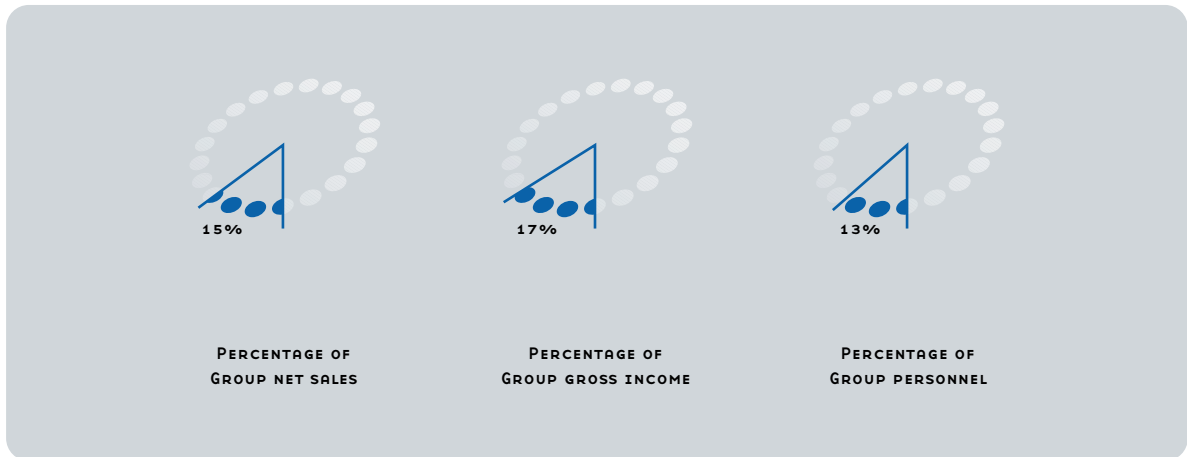
At the end of 2000 Viherjuuren Ilme employed 26 persons. Ms Riitta Mutikainen, Dip. IAA, serves as the Managing Director of Viherjuuren Ilme Oy.

### Focus on product development

In 2000 Viherjuuren Ilme invested particularly in the development of its services. As a result the agency now has a wide range of service products: Ilme strategic mapping, Ilme visual environment analysis, Ilme visual hierarchy, Ilme image survey, Ilme concept survey, Ilme tracking and digital image management system Design ManageNet. Design ManageNet enables the utilisation of new media and digital techniques in, for example, the design and production of communication materials.

### Strong earnings performance

Viherjuuren Ilme exceeded its results target for 2000 and maintained its position as graphic design market leader in Finland in terms of both gross income and number of personnel.



## VIHERJUUREN ILME OY

The company's net sales for 2000 amounted to EUR 3.6 million, which was 6 per cent less than a year earlier (EUR 3.8m). Operating profit was EUR 0.47 million (EUR 0.44m). This exceeded expectations and was 5 percent higher than in 1999. Gross income totalled EUR 2.7 million, which was close to the previous year's level (EUR 2.8m). Viherjuuren Ilme accounted for 15 percent of Group net sales, for 17 percent of Group gross income and for 13 percent of the Group's total number of personnel.



### Outlook for the year 2001

The year 2001 has started favourably for Viherjuuren Ilme: design projects for spring 2001 have already been received. The average duration of the projects is about a year. Viherjuuren Ilme aims at 10 percent gross income growth in 2001.

Viherjuuren Ilme's objectives include raising the profile of its brands and products in Finland and in international markets and developing the company's business operations further. The agency will continue the development of its brand management procedures and customer-based products. It will also invest in developing its organisational structure and in personnel training during 2001.



SUOMI-YHTIÖ



SOLTEQ



TEKLA



Noviant

VIHERJUUREN ILME ENHANCES  
COMPANIES' COMPETITIVE CAPABILITY  
BY HELPING THEM TO UNDERSTAND AND  
IMPLEMENT THE VISUAL IMAGE BASED ON  
THE COMPANY STRATEGY.





VIHERJUUREN VIESTINTÄTOIMISTO IS A SPECIALIST ORGANISATION THAT OFFERS STRATEGIC DESIGN AND IMPLEMENTATION SERVICES FOR COMPANY AND CORPORATE COMMUNICATIONS. THE AGENCY'S STRONG COMMUNICATIONS KNOWHOW CONTRIBUTES TO THE EVIA GROUP'S TOTAL COMMUNICATIONS AND DIGITAL COMMUNICATIONS SERVICE PORTFOLIO.

#### **Business environment**

*Preliminary market data indicates that Finnish communications agencies did fairly well in 2000. The sector's average growth on the previous year is estimated at 20 percent, but exact information is not available.*

*The total market of Finnish communications agencies is estimated at around EUR 35-40 million. The aggregate gross income of the 30 largest agencies accounted for about EUR 25 million of the total in 2000. The number of personnel employed by the sector's leading agencies increased with growing demand. Including communications agencies and self-employed persons, the sector employs an estimated 400 persons.*

*Although the demand for communications services is still on the increase, competition has remained strong. In fact, there were signs of increasing price competition towards the end of the year. At the same time there were signs of a growing demand for strategic communications services, which is encouraging from the viewpoint of Viherjuuri Communications' traditional expertise.*

*New media technology has brought changes to the communication methods, channels and services. Viherjuuren Viestintätoimisto participates in this*

*transformation process as an innovator by developing and producing digital corporate communications solutions in cooperation with its sister company Axel Digital Group.*

#### **A year of profitable growth**

*The year 2000 was financially clearly better than expected for Viherjuuren Viestintätoimisto. This is explained by the fact that the agency was able to win many new accounts without losing any customers. Demand for customer magazines and annual reports remained high. Turning services into successful products was another important factor. In particular, the agency's profiling programme that supports strategic design of communications is still a superior service product.*

*During the spring of 2000 the agency participated in the annual report projects of 10 companies. Most of the reports were produced on the turnkey basis. Among other companies, the agency produced annual reports for Elisa Communications, HPY Holding, Finnvera, Metsä-Serla and Suomi mutual life assurance company. Together with Axel Digital Group, the agency also developed an annual report web service.*

”Entistä useam-  
liikkeelle kiinte-

maksajan tod-

misestä. Rak-

siinä, miten

osana hän

The agency produced customer or personnel magazines for eight customers, including Vattenfall, the Engel Group, Olvi, the State Real Property Agency and Novartis Finland. Several of the magazines were converted to digital format to satisfy web requirements.

A profiling programme forms the basis of a functioning communications strategy. The agency's profiling programme was developed further to enable its application as a part of a company's strategic planning process and, for example, in strategic management based on the balanced scorecard concept.

Together with Axel Digital Group, the agency developed communications services relating to Intranet assignments. For assessing companies' external web services the agency developed a product concept permitting the measurement of a website's functionality in terms of content, its value in regard of the company image, its visual attractiveness and its user-friendliness.

Viherjuuren Viestintätoimisto strengthened and expanded its affiliate agency cooperation with the global Edelman Relations Worldwide and utilised its international expertise and service products. Among other things, the agency used Edelman's globally tested tools in its profiling programmes and web services. Through Edelman Viherjuuren Viestintätoimisto is able to offer communications services to Finnish companies in Europe, North and South America and Asia.

### Personnel

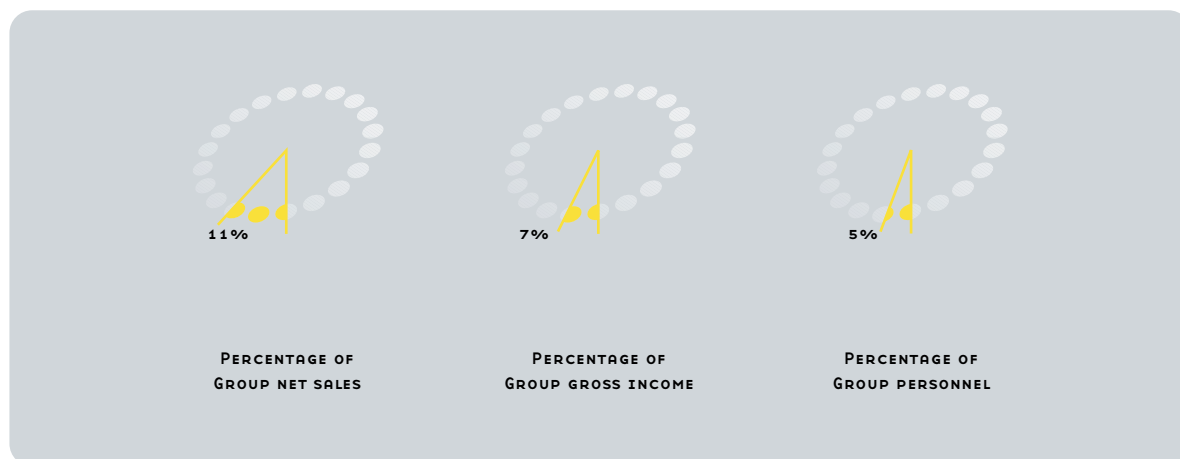
Viherjuuren Viestintätoimisto is the Finnish market's second best-known communications agency (communications agency image survey, 1/2000, Taloustutkimus Oy). In terms of overall rating and professional skills, the agency improved its position and placed close to the very top. In particular, new media knowhow and strategic planning besides understanding of customers' business and creativity were mentioned as the agency's strengths in the survey.

Viherjuuren Viestintätoimisto employed 11 persons at the end of 2000. The personnel has a strong background as regards training and work experience. Personnel training focused strongly on skills relating to net-based communications during the year. The monthly online training offered by the Edelman chain was also utilised.

Ms Marjatta Virtanen, M.Sc. (Econ.), served as Viherjuuren Viestintätoimisto Oy's Managing Director up to March 23, 2001.

### Excellent result

In line with the previous years, 2000 was favourable for Viherjuuren Viestintätoimisto. The agency's net sales were EUR 2.75 million (1999: EUR 2.31m), or 19.1 percent higher than a year earlier. The agency's cumulative gross income was above objectives throughout the year. Gross income for 2000 was EUR 1.13 million (EUR 1.07m), or 5.4 percent more than a year earlier. Based on gross income and





## VIHERJUUREN VIESTINTÄTOIMISTO OY

depending on the applied peer group, Viherjuuren Viestintätoimisto was among the 7-9 largest communications agencies in Finland. In terms of profitability the agency is definitely one of the best.

The agency had a total of 30 customers. The 15 largest of them accounted for nearly 80 percent of the gross income.

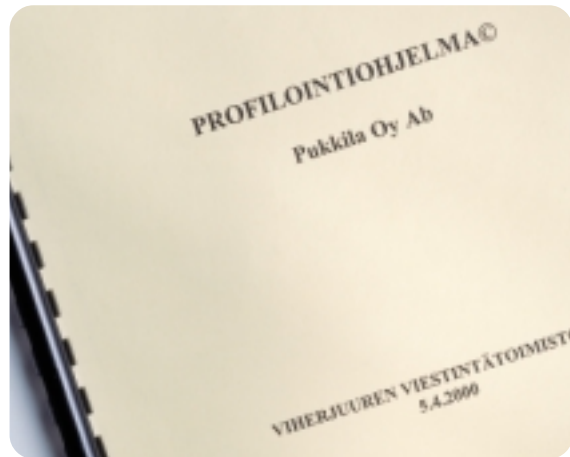
Viherjuuren Viestintätoimisto accounted for 11 percent of Group net sales, for 7 percent of Group gross income and for 5 percent of the Group's total number of personnel.

### Outlook for the year 2001

Viherjuuren Viestintätoimisto's major objective for the next few years is to be the country's most profitable communications agency whose growth is above average and which has a pioneering role especially in total communications and net-based communication services.

In accordance with the Group's overall strategy, the development of Viherjuuren Viestintätoimisto's services will focus strongly on the integration of communications and new media in 2001. The strong development of the Group's products in this sector will be continued so that customers can be offered increasingly cost-efficient communications solutions.

In March 2001 Viherjuuren Viestintätoimisto acquired Umbrella Communications, founded in 1992, which will strengthen the agency's knowhow especially in the health care, pharmaceuticals, IT and food industry sectors.



VIHERJUUREN VIESTINTÄTOIMISTO'S CORE BUSINESS IS TO EMPHASISE THE IMPORTANCE OF COMMUNICATIONS IN COMPANIES' STRATEGIC AND EXECUTIVE MANAGEMENT, AND IN THIS WAY TO ENHANCE CUSTOMERS' COMPETITIVE CAPABILITY.



VIHERJUURI DIALOG OY IS A CRM AGENCY SPECIALISING IN CUSTOMER RELATIONS MARKETING AND INTERACTIVE COMMUNICATIONS.

THE AGENCY WAS FORMERLY KNOWN AS VIHERJUUREN SUORA, WHOSE NAME WAS CHANGED TO VIHERJUURI DIALOG IN AUGUST 2000. THE CHANGE OF NAME SUPPORTS THE COMPANY'S OBJECTIVE OF BEING A FORERUNNER IN THE CREATION OF INTERACTIVE MARKETING APPLICATIONS FOR BOTH TRADITIONAL AND NEW MEDIA. ACCORDING TO A SURVEY CONDUCTED BY TALOUSTUTKIMUS OY IN THE SPRING OF 2000, THE AGENCY IS IN ITS FIELD THE SECOND BEST-KNOWN AGENCY AND IS RATED AS FOURTH BEST IN FINLAND.

#### *Business environment*

*Growing importance of customer relations marketing is also increasing the importance of marketing placement and use of databases. Integration of new media and direct marketing is a precondition of successful customer relations marketing.*

*In 2000, the volume growth of traditional direct marketing remained close to the level of 1999, when the growth clearly slowed down. No significant volume growth is expected in the future, either, because direct marketing is shifting increasingly to digital channels. Due to an increase in production costs, however, the amount of money spent in direct marketing increased in line with the previous years in 2000. A total of EUR 485 million was spent in direct marketing, with addressed direct mail accounting for EUR 355 million and unaddressed direct mail for EUR 130 million of the total. Growth on the previous year was 4.6 percent. The quantity of addressed items decreased by 1.6 percent that of unaddressed items by 3.4 percent from the previous year. (Source: The Finnish Direct Marketing Association's statistics on direct marketing in Finland in 1995-2000.)*

*The gross income of Finland's largest direct marketing agency was EUR 5.1 million and number of personnel 42 in 2000.*

#### *A year of product development and growth*

*During the year under review, Viherjuuri Dialog invested particularly in improving customer profitability and customer satisfaction. Expansion of the existing customer relationships accounted for 53 percent of the growth, while new customers accounted for 47 percent. The ten largest customer relationships accounted for 85 percent of gross income. Viherjuuri Dialog's four largest customers during 2000 were Vattenfall, Tekla, Helsinki Media Erikislehdet and Finland's Red Cross.*

#### *Personnel*

*Viherjuuri Dialog's personnel training in 2000 emphasised the need to comprehend and ability to use the capabilities offered by new media and database marketing in customer relations marketing. The employees are highly motivated and willing to train themselves and develop their skills. At the end of 2000 the company employed 10 persons, two of*



Mikään ei ole varmaa kuin epävarma...  
...varmaa...

TEKLA  
Mikään ei ole mukavaa, kuin kiittä Sinaa  
Kiinnostuksell...

WEEK EXCELLENCE

WEEK EXCELLENCE  
Strategia + Kriittisyys + T...  
Menesty...

ma comp  
0 2

Materiaalialueen huipputapa...

MaComp 02  
23.-26.9.2009

Maluatko turvallisesti hyönteä tuoton rahollesi?  
SUOMI-VIETTO

Asiakaspitoa...

MYÖTÄ Virtaa  
Sähkökaupan riskit

Sähkökaupan riskit

Connect to the Future with Proze



them on maternity leave. Ms Anja Naarvala, M.Sc.(Econ.), serves as Viherjuuri Dialog's Managing Director.

**Products**

Viherjuuri Dialog has developed the Internet-based DigitalDialog concept which permits companies to focus their marketing investments on the most important segments in terms of profitability, and to choose the most cost-efficient media for their communications.

The DigitalDialog concept, which was launched in late 1999, combines the capabilities offered by direct marketing and digital networks to activate customers and personnel by interactive means. The concept has attracted interest, and the first DigitalDialog projects have been launched. Viherjuuri Dialog will continue to develop DigitalDialog and to create new applications for it.

**Excellent performance**

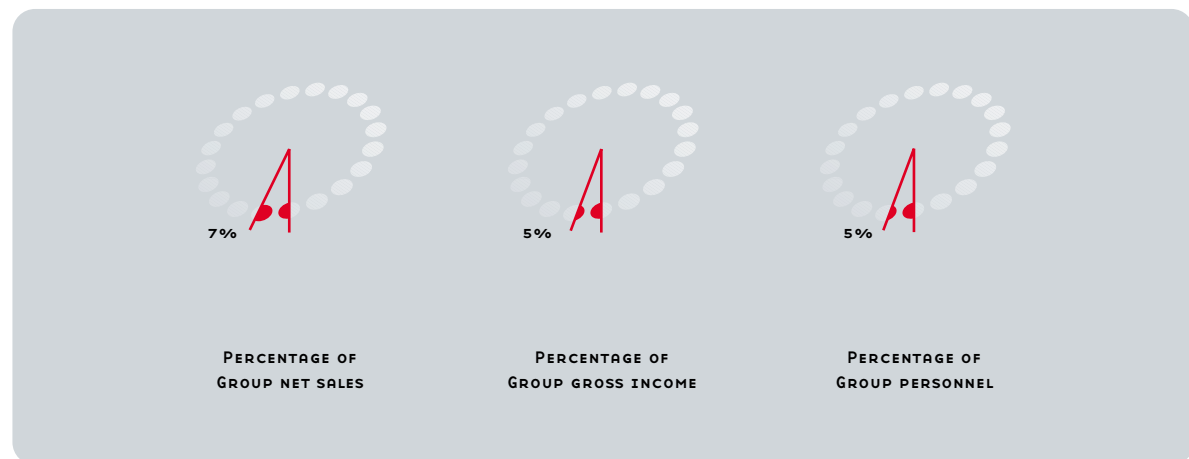
Viherjuuri Dialog exceeded its growth and profit targets for 2000. Operating profit amounted to EUR 0.18 million (1999: EUR 0.14m loss). Net sales were up 79 percent at EUR 1.61 million (EUR 0.90m), and gross income was up 56 percent at EUR 0.79 million (EUR 0.51m). The growth in gross income was achieved without an increase in fixed expenses.

Viherjuuri Dialog accounted for 7 percent of Group net sales, for 5 percent of Group gross income and for 5 percent of the Group's total number of personnel.

**Outlook for the year 2001**

Expanding the existing customer relationships is Viherjuuri Dialog's greatest challenge for 2001. New applications for DigitalDialog, such as brand loyalty applications, image launching applications, personnel and customer familiarising and incentive applications, interactive customer magazines, and web business applications will be planned in cooperation with other Group companies. Viherjuuri Dialog aims at over 25 percent gross income and profit growth in 2001.

VIHERJUURI DIALOG IMPROVES  
ITS CUSTOMERS' COMPETITIVE CAPABILITY  
BY MAKING MARKETING COMMUNICATIONS A TRULY  
CUSTOMER-ORIENTED AND INTERACTIVE DIALOG,  
WHICH IS CONSIDERED A PART OF GOOD SERVICE.



IN ACCORDANCE WITH THE BOARD OF DIRECTORS' PROPOSAL, THE NAME OF THE GROUP'S PARENT COMPANY MARKKINOINTI VIHHERJUURI OYJ, FOUNDED IN 1955, WILL BE CHANGED TO EVIA OYJ ONCE THE COMPANY'S ANNUAL GENERAL MEETING OF SHAREHOLDERS CONFIRMS THE CORRESPONDING AMENDMENT TO THE ARTICLES OF ASSOCIATION. THE CHANGE OF NAME IS JUSTIFIED ON THE BASIS THAT THE FOCUS OF THE GROUP'S BUSINESS OPERATIONS IS SHIFTING FROM ADVERTISING THROUGH TOTAL COMMUNICATIONS TO INTEGRATION OF COMMUNICATIONS AND NEW MEDIA TECHNOLOGY.

*The parent company is responsible for the Group's strategic and executive management, and the Group's internal marketing, financial administration and information management services are concentrated to the parent company. The average number of personnel employed by the parent company during the year under review was 16.*

*The Evia Oyj share has been quoted since the beginning of 1989 on the OTC and I lists of the Helsinki Exchanges.*

### **Marketing Unit**

*The Marketing Unit manages the Group's marketing efforts and new business operations. It also coordinates the Group's other internal and external relations. The parent company's Managing Director Mr Arto Liinpää is responsible for investor communications. The parent company's Managing Director served as the Marketing Unit's chairman up to September 2000, when the job was taken over by new business manager Ms Maija Isotalo.*

*The Marketing Unit's tasks include building up the Group's and its different business areas' profile and image on the basis of the corporate strategy. In its work the unit makes use of the Group's business edge, i.e. integration of specialist communications and new media technology.*

*The Mitä Vielä magazine targeted at customers and other key interest groups was reshaped during the year, and a new-generation Internet version of the magazine*

*was made available. Development of a new Intranet system was launched in the autumn.*

*The gross income target set for new customer relationships for 2000 was exceeded. Major new customers on Group level include the Suomi life assurance company, Noviant and the Paroc Group. We have also successfully introduced an upgraded mix of service products to the Group's existing customers, with whom we are developing a strategic partnership that will be satisfactory to both parties.*

### **Financial Unit**

*The Group's financial and personnel administration is concentrated to the Financial Unit. During 2001 the entire Group will adopt a new browser-based project management system that will enable a more efficient real-time monitoring of ongoing projects.*

### **Information Management Unit**

*During the year under review the Information Management Unit answered for the operation of the local area network and workstations of the units working at Bulevardi 6 in Helsinki. From the beginning of 2001, the unit has also been responsible for the information management operations of Axel Digital Group working at Lönnrotinkatu 28 in Helsinki.*

*The unit's major task for 2001 is to develop for the Group a single shared internal information network comprising Intranet applications that will improve the Group's internal communications.*

**GROUP ORGANISATION**



## THE BOARD OF DIRECTORS' REPORT

### Business environment

Changes in investments in advertising and other marketing and corporate communications are closely correlated with changes in the gross domestic product. The growth in these investments during the year under review is estimated at about 10 percent, and the total investments are estimated at EUR 2.5 billion. New media and the related digital communications are estimated to have grown by just over 50 percent during the year.

Since the Markkinointi Viherjuuri Oyj Group is shifting its focus increasingly to digital communications and new media technology, we have to apply a new point of view when examining the changes taking place in the business environment. The Group's business may be defined as ICT, or Information, Communication and Technologies, with the emphasis on communications and new media technology.

### Changes in Group structure

The principal objective in developing the Group structure has been to provide each area of expertise with a single agency of specialists aiming at achieving a leading position in the market. The Group's core business comprises advertising, design management, customer relations marketing, corporate and investor communications, digital media solutions and e&m business solutions.

The operations of Viherjuuren Verkkoviestintä Oy, Spektrico Oy, Diart Oy and Frame Graphics Oy were merged in February 2000 to establish Axel Digital Group Oy, which offers services through its Digital Media Solutions and e&m Business Solutions units. The Digital Media Solutions unit focuses on media-intensive network services and digital TV solutions. Demanding company presentations, moving image productions and integrated digital communi-

cations and training solutions also represent the unit's expertise. The e&m Business Solutions unit provides Internet-based business, marketing and communications solutions to customers through web-based and mobile applications.

Focusing on the above areas of expertise resulted in the sale of the Group's long-standing media agency Pyramid Zenith Media to Carat Finland Oy in August. As a result of this divestment the annual level of the Group's net sales dropped by more than EUR 34 million.

### Development of business operations and result

The Markkinointi Viherjuuri Oyj Group's profit before taxes and extraordinary items was EUR 0.5 million (1999: EUR 0.6m). Net sales amounted to EUR 23.0 million (EUR 57.2m). Adjusted for Pyramid Zenith Media's net sales, the comparable net sales for 1999 was EUR 21.6 million. The Group's net sales therefore grew by 6.2 percent on the previous year. The Group's gross income was EUR 16.5 million (EUR 16.1m). Since the comparable gross income for 1999 was EUR 14.3 million, the growth on the previous year was 15.2 percent. The Group's operating profit for 2000 was EUR 0.6 million (EUR 0.8m). Markkinointi Viherjuuri Oyj's earnings per share amounted to EUR 0.08 (EUR 0.19), and shareholders' equity calculated from the balance sheet and including provisions was EUR 2.54 per share (EUR 2.39 per share).

The EUR 1.0 million capital gain on the sale of Pyramid Zenith Media is included in other operating income. An additional price, which is linked to Pyramid Zenith Media's gross income during 1 July 2000 to 30 June 2003, may amount to a maximum of EUR 1.5 million.

The share of the separate Group companies of the Group's net sales, gross income and operating profit was as follows in 2000:

EUR million	Net sales	Gross income	Oper. Profit	Average number of personnel .
Viherjuuri Saachi & Saatchi Oy	11.98	6.49	0.71	65
Axel Digital Group Oy	4.77	4.35	-1.90	64
Viherjuuren Ilme Oy	3.60	2.74	0.47	25
Viherjuuren Viestintätoimisto Oy	2.75	1.13	0.30	10
Viherjuuri Dialog Oy	1.61	0.79	0.18	9
Markkinointi Viherjuuri Oyj	0.01	0.96	1.21	15
Internal and imputed items, Group	-1.76		-0.36	
Group total	22.96	16.46	0.61	188

## THE BOARD OF DIRECTORS' REPORT

In August 2000 Markkinointi Viherjuuri Oyj sold a 1,104 square metre office property located at Bulevardi 6 in Helsinki to Rake Real Estate at EUR 3.4 million. The revenue from the sale was used to repay the company's short-term bank loans in full. In the coming years this will show as a substantial reduction in interest expenses. Interest-bearing debt amounted to EUR 0.5 million (EUR 3.9m) at the end of the year. At the same time the company's liquid assets amounted to EUR 1.8 million (EUR 1.2m). The Group's shareholders' equity, comprising provisions and the current year's earnings, totalled EUR 7.4 million (EUR 5.9m), and the Group's equity to total assets ratio stood at 70.1 percent (43.7%). The EUR 2.0 million group consolidation goodwill generated particularly by the Spektrico Oy deal in connection with the formation of Axel Digital Group has been booked as increase in goodwill in the balance sheet.

### Research and development

The Group's R&D expenses totalled EUR 0.5 million. These expenses were focused exclusively on the development of Axel Digital Group's operations.

### Shareholders' meetings

**ANNUAL GENERAL MEETING OF SHAREHOLDERS ON 30 MARCH 2000**  
Markkinointi Viherjuuri Oyj's Annual General Meeting of shareholders confirmed FIM 1.00 per share as the 1999 dividend, totalling FIM 2,475,000.

The shareholders' meeting decided to authorise the Board of Directors to decide on raising the company's share capital through a rights issue in one or several instalments. The authorisation is effective for one year from the meeting. A maximum of 495,000 new shares of a nominal value of FIM 10 per share may be offered for subscription. The share capital may therefore be raised by a maximum of FIM 4,950,000. The authorisation entitles the Board to disapply the shareholders' preferential subscription rights and to decide on the subscription price, on those entitled to subscribe for new shares and on other terms and conditions, for instance that the shares offered in the rights issue may be subscribed

against non-cash considerations or under other specific conditions. Shareholders' preferential subscription rights may be disappplied on condition that the company has a sound financial reason for doing so, such as developing the company's business, company reorganisation, or financing an acquisition. The authorisation has not been exercised.

### EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS ON 16 JUNE 2000

Markkinointi Viherjuuri Oyj's extraordinary general meeting of shareholders decided on 16 June 2000 to increase the company's share capital through issues directed to shareholders of Spektrico Oy and Frame Graphics Oy. The directed rights issues offered 450,000 new Markkinointi Viherjuuri Oyj shares for subscription at FIM 10 nominal value. As a result of these rights issues Markkinointi Viherjuuri Oyj owns Axel Digital Group's entire share stock. Before the issues the holding was 70 percent.

The increase in share capital was entered in the Trade Register on August 15, 2000. After the increase the total number of the company's shares is 2,925,000.

The extraordinary shareholders' meeting also decided to issue without consideration a maximum of 250,000 share options, which entitle specifically appointed key employees of the Group to subscribe for a maximum of 250,000 Markkinointi Viherjuuri Oyj shares as a part of the Group's incentive programme. The resulting subscriptions may raise the company's share capital by a maximum of FIM 2.5 million. A total of 216,000 share options had been granted by the end of the year.

### Group management and auditors

Markkinointi Viherjuuri Oyj's Board of Directors has been comprised by Matti Lainema as chairman, Raimo Hertto as vice chairman and Arto Liinpää as member. Arto Liinpää has served as the parent company's Managing Director.

The parent company's managing director is responsible for the Group's executive management. He is aided by a management committee where the Group's five subsidiaries and its new business operations are represented. The management committee has been



## THE BOARD OF DIRECTORS' REPORT

comprised by Mr Arto Liinpää as chairman, Mr Iiro Pohjanoksa and Mr Timo Raaska (Axel Digital Group), Mr Tom Jungell (Viherjuuri Saatchi & Saatchi), Ms Riitta Mutikainen (Viherjuuren Ilme), Ms Anja Naarvala (Viherjuuri Dialog), Ms Marjatta Virtanen (Viherjuuren Viestintätoimisto) and Ms Maija Isotalo (new business operations). From the beginning of 2001 the management committee has included Mr Panu Kauppinen (financial administration).

Mr Erkki Mitro, Authorised Public Accountant, and Mr Reijo Peltola, Authorised Public Accountant, have served as Markkinointi Viherjuuri Oyj's auditors. Arthur Andersen Oy, Authorised Public Accountants, have served as deputy auditor.

### Personnel

Personnel expenses accounted for 61 percent (62%) of the Group's operating expenses. The net increase in the number of personnel was 52 in 2000. The number of personnel was 161 at the beginning of the year (excluding Pyramid Zenith Media) and 213 at the end of the year. The average number of personnel was 188 (210).

The average number of personnel of the parent company, Markkinointi Viherjuuri Oyj, was 16 during the year. At the end of the year the parent company employed 14 persons.

### Adopting the euro

The euro will be adopted as the Group's accounting currency at the completion of September 2001 accounts.

### Outlook for the year 2001

Although the growth of national economy is expected to slow down, investments in marketing and corporate communications can be expected to increase. As we mentioned above, these investments and changes in national economy are closely correlated, and the growth of investments in communications or content production is

therefore likely to decline to some extent from last year. Investments in new media will continue at a strong pace in Finland. The growth is estimated at around 30 to 50 percent.

Improving the Markkinointi Viherjuuri Oyj Group's profitability, despite a possible operating loss in the early months of the year, is the company's crucial objective for the current year. Profitability and dividend distribution capability will in particular be emphasised in possible company reorganisations.

### The Board of Directors' proposal for distribution of profits

As of December 31, 2000, the Group's distributable shareholders' equity amounts to FIM 6,510,423.49 and that of the parent company to FIM 17,901,265.82, of which the profit for the year accounts for FIM 3,184,040.61.

The Board of Directors proposes that the distributable funds be allocated as follows:

- that a FIM 1.70 dividend per share, totalling FIM 4,972,500, be paid to shareholders
- that FIM 12,928,765.82 be carried forward as retained earnings.

Matti Lainema      Raimo Hertto      Arto Liinpää

## CONSOLIDATED INCOME STATEMENT

EUR 1000	2000	1999
<i>Net sales</i>	22 957	57205
<i>Other income from operations</i>	972	803
<i>Materials and services</i>		
<i>Purchases during the year</i>	-7 463	-41887
<i>Change in stocks</i>	-5	-2
	-7 468	-41889
<i>Personnel expenses</i>		
<i>Salaries and emoluments</i>	-7 423	-7244
<i>Additional personnel expenses</i>		
<i>Pension expenses</i>	-1 276	-1246
<i>Other additional personnel expenses</i>	-587	-569
	-9 286	-9059
<i>Depreciation and write-downs</i>		
<i>Depreciation according to plan</i>	-355	-350
<i>Depreciation on group consolidation goodwill</i>	-359	-233
	-714	-583
<i>Other operating expenses</i>	-5 850	-5659
<b>OPERATING PROFIT</b>	<b>611</b>	<b>818</b>
<i>Financial income and expenses</i>		
<i>Other interest and financial income</i>	13	24
<i>Interest and other financial expenses</i>	-169	-203
	-156	-179
<b>PROFIT BEFORE EXTRAORDINARY ITEMS</b>	<b>455</b>	<b>639</b>
<b>PROFIT BEFORE APPROPRIATIONS AND TAXES</b>	<b>455</b>	<b>639</b>
<i>Appropriations</i>		
<i>Change in depreciation difference</i>	53	64
<i>Income taxes</i>	-258	-187
<b>PROFIT FOR THE YEAR BEFORE MINORITY INTEREST</b>	<b>250</b>	<b>516</b>
<i>Minority interest on profit for the year</i>	1	1
<b>PROFIT FOR THE YEAR</b>	<b>251</b>	<b>517</b>

## CONSOLIDATED BALANCE SHEET

### ASSETS ON DEC 31 (EUR 1000)

	2000	1999
<b>FIXED ASSETS</b>		
<i>Intangible assets</i>		
Intangible rights	272	349
Goodwill	47	54
Goodwill on group consolidation	2 993	1 214
	3 312	1 617
<i>Tangible assets</i>		
Machinery and equipment	593	455
Other tangible assets	851	512
	1 444	967
<i>Investments</i>		
Other shares and participations	248	3 647
<b>TOTAL FIXED ASSETS</b>	<b>5 004</b>	<b>6 231</b>
<b>CURRENT ASSETS</b>		
<i>Inventories</i>		
Materials and supplies	11	19
<i>Short-term receivables</i>		
Accounts receivable	2 887	4 818
Loans receivable	2	4
Other receivables	524	378
Tax receivables	-	347
Prepayments and accrued income	441	546
	3 854	6 093
Cash in hand and receivable from banks	1 750	1 215
<b>TOTAL CURRENT ASSETS</b>	<b>5 615</b>	<b>7 327</b>
<b>TOTAL ASSETS</b>	<b>10 619</b>	<b>13 558</b>

### LIABILITIES ON DEC 31 (EUR 1000)

	2000	1999
<b>SHAREHOLDERS' EQUITY</b>		
Share capital	4 919	4 163
Share premium account	1 110	-
Reserves	126	126
	6 156	4 289
Retained earnings from previous years	844	891
Profit for the year	251	517
	1 095	1 408
<b>TOTAL SHAREHOLDERS' EQUITY</b>	<b>7 251</b>	<b>5 697</b>
<b>MINORITY INTEREST</b>		
	0	2
<b>ACCUMULATED APPROPRIATIONS</b>		
Depreciation difference	271	326
<b>DEBT</b>		
<i>Long-term debt</i>		
Pension loans	419	501
<i>Short-term debt</i>		
Loans from financial institutions	-	3 271
Pension loans	82	83
Accounts payable	872	1 511
Other debt	1 635	1 714
Accrued liabilities	89	453
	2 678	7 032
<b>TOTAL DEBT</b>	<b>3 097</b>	<b>7 533</b>
<b>TOTAL LIABILITIES</b>	<b>10 619</b>	<b>13 558</b>

## STATEMENT OF SOURCE AND APPLICATION OF FUNDS

JAN 1 – DEC 31 (EUR 1000)	2000	1999
<b>BUSINESS OPERATIONS</b>		
<i>Income from operations</i>		
<i>Profit before depreciation, interest and taxes</i>	1 325	1 401
<i>Financial income and expenses</i>	-156	-179
<i>Extraordinary items</i>	-	-
<i>Taxes</i>	-258	-187
<i>Other income from operations</i>	-	-
	911	1 035
<i>Change in working capital</i>		
<i>Increase (-) / decrease (+) in inventories</i>	8	3
<i>Increase (-) / decrease (+) in short-term receivables</i>	2 239	274
<i>Increase (+) / decrease (-) in short-term non-interest-bearing debt</i>	-1 082	-1 236
	1 165	-959
<b>CASH FLOW FROM OPERATIONS</b>	2 076	76
<i>Investments</i>		
<i>Investments in fixed assets</i>	-3 009	-489
<i>Disposals of fixed assets</i>	3 522	230
	513	-259
<b>CASH FLOW FROM OPERATIONS</b>	2 589	-183
<i>Application of funds</i>		
<i>Increase (-) / decrease (+) in long-term receivables</i>	-	-
<i>Increase (+) in long-term borrowings</i>	-	-
<i>Decrease (-) in long-term borrowings</i>	-82	-82
<i>Increase (+) / decrease (-) in short-term borrowings</i>	-3 272	1 672
<i>Dividend distribution</i>	-416	-416
<i>Other change in shareholders' equity</i>	1 716	-
<i>Other financial items</i>	-	-
	-2 054	1 174
<i>Increase (+) / decrease (-) in liquid assets</i>	535	991
<i>Adjustments</i>	-	-
<b>INCREASE/DECREASE IN LIQUID ASSETS</b>	535	991

## NOTES TO THE FINANCIAL STATEMENTS

### Accounting principles

#### ACCOUNTING CURRENCY

The Markkinointi Viherjuuri Oyj Group's official financial statements submitted to the Trade Register have been prepared in Finnish markkas. For this annual report the official financial statements have been converted to euros.

#### CONSOLIDATION OF FINANCIAL STATEMENTS

The consolidated financial statements comprise all Group companies.

### Principles of consolidation

#### INTERNAL SHAREHOLDINGS

The consolidated financial statements have been drawn up in accordance with the acquisition cost method. Price paid for shares in excess of shareholders' equity has been treated as goodwill on group consolidation.

#### INTRA-GROUP TRANSACTIONS

Intra-Group transactions as well as intra-Group receivables and debts have been eliminated.

#### MINORITY INTERESTS

Minority interests have been separated from the Group's shareholders' equity, provisions and earnings, and presented as a separate item.

### Contingent liabilities

EUR 1000	2000	1999	change, %
<b>Collateral given</b>			
Group companies	216	1 589	-86
<b>Guarantees</b>			
Group companies	78	228	-66
<b>Leasing liabilities</b>	1 520	999	52
<b>Total</b>	1 814	2 816	-36

### Shares and participations on 31.12.2000

	Holding %	Quantity	Nominal value EUR	Book value EUR 1000
As Oyj Ukkometso (151 m2)	6,1	13 730	~1.68	216
Shares in other companies				32
<b>TOTAL</b>				<b>248</b>

#### DEPRECIATION

Fixed assets have been booked in the balance sheet at acquisition cost minus accumulated depreciation according to plan calculated on a straight-line basis. The following economic lives of the different asset items have been applied in calculating the depreciation:

Intangible rights	5 years
Machinery	5 years
Equipment	10 years
Other long-term investments	10 years

Group consolidation goodwill has been depreciated at 10% on a straight-line basis.

### Group shareholders' equity

(EUR 1000)	2000	1999
Share capital on Jan 1	4 163	4 163
Share capital on Dec 31	4 919	4 163
Share premium account on Jan 1	0	-
Share premium account on Dec 31	1 110	-
Reserves on Jan 1	126	126
Transfer of retained earnings	-	-
Reserves on Dec 31	126	126
Retained earnings from previous years	1 408	1 397
Dividend distribution	-416	-541
Other change in shareholders' equity	-148	35
Net profit for the year	251	517
Distributable shareholders equity on Dec 31	1 095	1 408

## KEY FIGURES, GROUP

### Earnings development and key ratios

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Net sales, EURm	14.5	29.1	23.3	30.7	40.8	45.0	45.4	51.6	57.2	23.0
Growth, %	-24.6	101.6	-20.0	31.5	33.0	10.4	0.7	13.6	10.9	-59.9
Gross income, EURm	5.1	6.7	7.3	8.8	10.7	12.5	13.6	16.1	16.1	16.5
Growth, %	-17.6	32.2	9.0	20.0	21.7	16.6	9.1	18.1	0.1	2.1
Operating profit, EURm	-0.3	-0.1	0.8	0.5	1.3	1.6	1.2	0.6	0.8	0.6
% of net sales	-2.3	-0.4	3.3	1.7	3.3	3.6	2.7	1.1	1.4	2.7
Profit before extraordinary items, EURm	-0.5	-0.3	0.6	0.4	1.2	1.5	1.1	0.4	0.6	0.5
% of net sales	-3.1	-1.1	2.7	1.2	3.0	3.3	2.4	0.8	1.1	2.0
Profit before appropriations and taxes, EURm	-0.4	-0.3	0.6	0.1	1.1	1.5	1.1	0.3	0.6	0.5
% of net sales	-2.9	-1.1	2.7	0.4	2.7	3.3	2.4	0.6	1.1	2.0
Gross capital expenditure, EURm	0.1	0.7	0.2	2.2	0.7	0.5	0.7	0.5	0.5	3.0
% of net sales	0.9	2.3	0.8	7.1	1.7	1.0	1.6	1.0	0.8	13.1
Return on equity, %	-9.2	-7.1	13.1	6.1	17.1	18.9	9.4	3.4	7.5	3.2
Return on investment, %	-3.7	-1.2	10.8	8.0	19.2	20.9	14.9	6.9	9.2	7.0
Equity to total assets ratio, %	60.9	54.7	60.0	44.2	44.2	48.8	49.5	45.0	43.7	70.1
Average number of personnel	83	94	110	127	147	156	177	217	210	188

### Consolidated balance sheet

1991-2000 (EURm)	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
<b>Assets</b>										
Fixed assets	4.9	5.2	5.1	6.8	6.8	6.7	6.7	6.7	6.2	5.0
Current assets	3.0	3.0	3.3	4.8	6.0	5.9	6.0	6.6	7.4	5.6
<b>Total</b>	<b>7.9</b>	<b>8.2</b>	<b>8.4</b>	<b>11.6</b>	<b>12.8</b>	<b>12.6</b>	<b>12.7</b>	<b>13.3</b>	<b>13.6</b>	<b>10.6</b>
<b>Liabilities</b>										
Shareholders' equity	4.4	4.1	4.6	4.6	5.2	5.8	6.1	5.7	5.7	7.2
Minority interest	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Provisions	0.4	0.4	0.5	0.5	0.4	0.5	0.3	0.4	0.3	0.3
Non-interest-bearing debt	1.3	2.1	1.9	3.6	5.5	4.0	4.5	4.9	3.7	2.6
Interest-bearing debt	1.8	1.6	1.4	2.9	1.7	2.3	1.8	2.3	3.9	0.5
<b>Total</b>	<b>7.9</b>	<b>8.2</b>	<b>8.4</b>	<b>11.6</b>	<b>12.8</b>	<b>12.6</b>	<b>12.7</b>	<b>13.3</b>	<b>13.6</b>	<b>10.6</b>

## KEY FIGURES, GROUP

### KEY FINANCIAL RATIOS,

#### ADJUSTED FOR SHARE ISSUES

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Earnings per share, EUR	-0.20	-0.13	0.20	0.12	0.36	0.44	0.23	0.08	0.19	0.08
Equity per share, EUR	1.95	1.80	2.00	2.07	2.28	2.48	2.54	2.41	2.39	2.54
Dividend per share, EUR	0.00	0.00	0.03	0.07	0.17	0.20	0.22	0.17	0.17	0.29
Pay-out ratio, %	0.00	0.00	16.95	54.79	46.30	45.63	93.30	200.00	89.09	362.26
Effective dividend yield, %	0.00	0.00	1.25	2.76	8.00	6.15	5.42	5.41	5.52	10.63
Price/Earnings ratio	-6.64	-3.38	13.56	19.86	5.79	7.41	17.27	37.76	16.19	34.08
Average share price, adjusted for issues, EUR	0.75	0.58	0.84	2.68	1.50	2.88	4.02	4.31	2.54	7.03
Trading low, adjusted for issues, EUR	0.62	0.30	0.45	1.60	1.18	1.85	3.28	3.03	2.08	2.50
Trading high, adjusted for issues, EUR	1.30	1.01	2.86	3.28	2.54	3.46	4.84	5.05	3.90	11.00
Price at year-end, adjusted for issues, EUR	1.30	0.45	2.69	2.44	2.10	3.28	4.04	3.11	3.05	2.69
Market capitalisation on Dec 31, EURm	3.21	1.12	6.66	6.04	5.20	8.12	9.99	7.70	7.55	7.87
Trading volume (1000 shares)	58	124	1 177	547	527	591	662	332	292	1 320
% of total number of shares	2.4	5.0	47.5	22.1	21.3	23.9	26.7	13.4	11.8	48.5
Average number of shares, adjusted for share issues (1000)	2475	2475	2475	2475	2475	2475	2475	2475	2475	2720
Number of shares at year-end, adjusted for share issues (1000)	2475	2475	2475	2475	2475	2475	2475	2475	2475	2925

### Calculation of financial ratios

#### EARNINGS PER SHARE:

Profit before extraordinary items, provisions and taxes – taxes +/- minority interest

Average number of shares, adjusted for share issues

#### EQUITY PER SHARE:

Shareholders' equity + voluntary provisions and depreciation difference minus deferred tax liability and minority interest

Number of shares at year-end, adjusted for share issues

#### EFFECTIVE DIVIDEND YIELD, %:

Dividend per share, adjusted for share issues

x 100

Share price at year-end, adjusted for share issues

#### RETURN ON INVESTMENT, %:

(Profit before extraordinary items, provisions and taxes + financial expenses)

x 100

Balance sheet total - non-interest-bearing debt (year's average)

#### RETURN ON EQUITY, %:

(Profit/loss before extraordinary items, provisions and taxes - taxes)

x 100

Shareholders' equity + minority interest, voluntary provisions and depreciation difference minus deferred tax liability (year's average)

#### EQUITY TO TOTAL ASSETS RATIO, %:

(Shareholders' equity + minority interest + voluntary provisions and depreciation difference minus deferred tax liability)

x 100

Balance sheet total - advance payments received

## SHARES AND SHAREHOLDERS

### Shares and share capital

Evia Oyj has issued a total of 2,925,000 shares. The company has a single series of shares, and each share entitles the holder to one (1) vote at the Annual General Meeting of shareholders. The share's nominal value is EUR 1.68. Its book equivalent is EUR 1.68. As of December 31, 2000, the company's paid share capital was EUR 4,919,497, which has been entered in the Trade Register. According to the company's articles of association, the minimum share capital is EUR 1,681,879 and the maximum share capital EUR 6,727,517. All shares carry equal rights to dividend.

The company's shares have been in the book entry system of computerised securities since September 19, 1994. Only the shares recorded in the company's Register of Shareholders have a voting right at the Annual General Meeting of shareholders.

### Share price and trading volume

A total of 1,319,891 Evia Oyj shares changed hands on the Helsinki Exchanges during 2000. This totalled EUR 9,282,740. The traded shares represent 48.5 percent of the total number of shares, adjusted for share issues.

The share's average price was EUR 7.03, with a low of EUR 2.50 and a high of EUR 11.00 (adjusted for share issues). The year's last trading price, adjusted for share

issues, was EUR 2.69. The market capitalisation of the company's issued shares stood at EUR 7.87 million at the end of 2000.

### Management's interests

At the end of 2000 the members of the Board of Directors and the Managing Directors held a total of 1,484,850 Evia Oyj shares. This represents 50.8 percent of the company's shares and votes. The Managing Director and members of the Board do not hold any share options.

### Shareholders by category

on 31.12.2000	%
Households	80.1
Private businesses	11.9
Financial institutions and insurance companies	4.4
Non-profit organisations	3.0
Non-Finnish holders	0.5
In collective accounts	0.03
Total	100.0

### Breakdown of shareholding by size of holding on 31.12.2000

Shares/holder	Number of holders	% of holders	Number of shares	% of shares
1–1000	344	68.80	152,677	5.22
1001–2000	64	12.80	111,240	3.80
2001–5000	51	10.20	178,653	6.11
5001–20000	29	5.80	266,275	9.10
Over 20000	12	2.40	2,215,250	75.74
Total	500	100.00	2,924,095	99.97
In collective accounts			905	0.03
Total number of shares			2,925,000	100.00



## SHARES AND SHAREHOLDERS

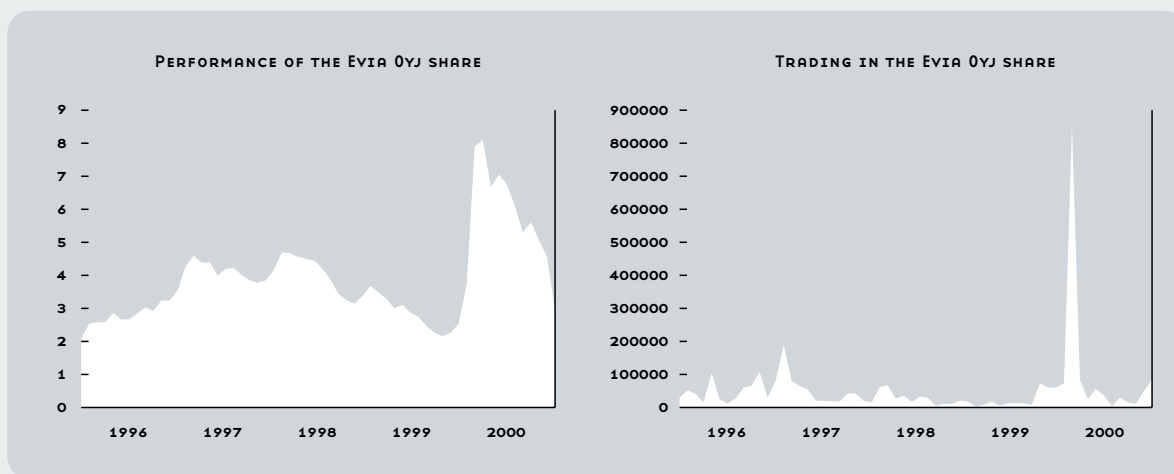
### Markkinointi Viherjuuri Oyj's largest shareholders on 31.12.2000

	Shares and votes	% of shares and votes
Liinpää Arto	1,479,850	50.6
Raaska Timo	131,600	4.5
Mäkelä Juhani	131,500	4.5
Gyllenberg Small Firm equity fund	88,700	3.0
FIM Fenno equity fund	86,000	2.9
Seppo Saario Oy	62,000	2.1
Q&A Consulting Oy Ab	59,000	2.0
Pohjanoksa Iiro	45,200	1.5
Kiilholma Oy construction company	38,800	1.3
Siven Pertti	34,300	1.2
Marttila Risto	30,000	1.0
Nominee registered shares	11,000	0.4
Others	727,050	24.9
<b>Total</b>	<b>2,925,000</b>	<b>100.0</b>

There is a single series of shares. All shares carry one vote.

### Board members' shareholdings on 31.12.2000

	Shares and votes	% of shares and votes
Liinpää Arto	1,479,850	50.6
Lainema Matti	5,000	0.2



## AUDITORS' REPORT

We have audited the accounts, financial statements and administration of Markkinointi Viherjuuri Oyj for the fiscal year January 1 to December 31, 2000. The closing of the accounts prepared by the Board of Directors and Managing Director includes a review of operations and the consolidated and parent company's income statement and balance sheet with notes to the financial statements. Based on the audit performed by us, we now express our opinion of the company's financial statements and administration.

We conducted the audit in accordance with generally accepted auditing standards. We examined the accounts and accounting principles as well as the contents and presentation of the financial statements to the extent required to determine whether the financial statements have been correctly drawn up in their essential parts. The purpose of our review of the company's administration was to determine that the actions of the members of the Board of Directors and Managing Director have complied with the Finnish Companies Act.

In our opinion, the closing of the accounts has been carried out in compliance with the Finnish Accounting Act and other relevant directives and regulations. It gives a true and fair view of the Group's and the parent company's performance and financial position as defined in the Accounting Act.

The closing of the accounts, including the consolidated financial statements, can be adopted, and the members of the Board of Directors and the Managing Director of the parent company can be granted discharge from liability for the fiscal year covered by our audit. The Board of Directors' proposal for the distribution of profits and dividend payment is in accordance with the Finnish Companies Act.

HELSINKI, 6 MARCH 2001

ERKKI MITRO  
Authorised Public Accountant

REIJO PELTOLA  
Authorised Public Accountant

## CORPORATE GOVERNANCE

### Shareholders' meeting

The Annual General Meeting of shareholders is the company's highest decision-making body. Among other things, it confirms each year the company's income statement and balance sheet, decides on dividend payment and elects the members of the Board of Directors and auditors. The Annual General Meeting of shareholders is to be held annually by the end of June. The company's Annual General Meetings have normally been held in March or April.

### Board of Directors

According to the articles of association, Evia Oyj's Board of Directors consists of 3 to 7 members elected by the Annual General Meeting of shareholders. A Board member's term of office starts at the end of the shareholders' meeting and will continue to the end of the next Annual General Meeting of shareholders. The Board elects a chairman and vice chairman from among its members.

The Board of Directors serves as the Group's strategic administrator. It answers for the company's administration and proper organisation of its operations in accordance with the Finnish Companies Act. Mr Matti Lainema has served as the chairman of the company's Board of Directors since the 1998 Annual General Meeting of shareholders. Mr Raimo Hertto has served as vice chairman of the Board and Evia Oyj's Managing Director Mr Arto Liinpää has served as member of the Board.

### Managing Director

Mr Arto Liinpää has served as Evia Oyj's Managing Director since 1979. The parent company's Managing Director answers for the Group's executive management with the help of a Management Committee.

### Salaries and emoluments

The fees paid to Evia Oyj's Board of Directors totalled EUR 25,230 in 2000. The Managing Director's salary with benefits in kind totalled EUR 155,360.

### Group organisation

The Evia Oyj Group comprises the parent company Evia Oyj and the subsidiaries Viherjuuri Saatchi & Saatchi Oy, Axel Digital Group Oy, Viherjuuren Ilme Oy, Viherjuuren Viestintätoimisto Oy and Viherjuuri Dialog Oy, which are owned by the parent company on a 100 percent basis.

The Group's business operations comprise advertising, e&m business solutions, digital media solutions, design management, corporate and investor communications and customer relations marketing.

### Management Committee

The parent company's Managing Director has served as the chairman of the Group's Management Committee. Its members have included each business unit's managing director or manager and the parent company's New Business manager and, from the beginning of 2001, business controller.

### Insiders

As of August 22, 2000, Evia Oyj's Board of Directors decided to adopt the insider guidelines prepared by the Helsinki Exchanges.

## BOARD OF DIRECTORS



**RAIMO HERTTO**

**MATTI LAINEMA**

**ARTO LIINPÄÄ**

### **MATTI LAINEMA, 61**

*D. Econ.*      *Vice chairman of the Board 1997-98*  
*Management consultant*      *Chairman of the Board since 1998*

### **RAIMO HERTTO, 62**

*B.Sc. (Econ.)*      *Vice chairman of the Board since 1998*  
*Commercial counsellor*      *Member of the Board of Onninen Oy since 1994*  
      *Member of the Board of Finnair Oyj since 1994*  
      *Member of the Board of Conventum Oyj since 1999*  
      *Member of the Board of Tiimari Oyj since 1999*

### **ARTO LIINPÄÄ, 57**

*B.Sc. (Econ.)*      *Member of the Board since 1974*  
*Managing Director of Evia Oyj*      *Member of the supervisory board of Alma Media Oyj since 1998*  
      *Evia Oyj's Finance Director, Account Director and Deputy*  
      *Managing Director in 1970-1978, Managing Director since 1979*  
      *Member of Evia Oyj's Management Committee in 1972-78,*  
      *chairman since 1979*

### **Auditors**

*Erkki Mitro, Authorised Public Accountant*  
*Reijo Peltola, Authorised Public Accountant*

### **Deputy Auditor**

*Arthur Andersen Oy, Authorised Public Accountants*

## MANAGEMENT COMMITTEE



**ARTO LIINPÄÄ, 57**  
B.Sc. (Econ.)  
Managing Director of Evia Oyj

*Joined Evia Group in 1970  
Member of the Management  
Committee in 1972-78  
Chairman of the Management  
Committee since 1979*



**MAIJA ISOTALO, 45**  
B.Sc. (Econ.)  
New Business director  
of Evia Oyj

*Joined Evia Group in 1994  
Member of the Management  
Committee since 1998*



**ANJA NAARVALA, 50**  
M.Sc. (Econ.)  
Managing Director of Viherjuuri  
Dialog Oy

*Joined Evia Group in 1999  
Member of the Management  
Committee since 1999*



**TOM JUNGELL, 37**  
M.Sc. (Econ.)  
Managing Director of Viherjuuri  
Saatchi & Saatchi Oy

*Joined Evia Group in 2000  
Member of the Management  
Committee since 2000*



**IIRO POHJANOKSA, 35**  
M.Sc. (Tech.)  
Managing Director of Axel  
Digital Group Oy

*Joined Evia Group in 1998  
Member of the Management  
Committee since 1998*



**PANU KAUPPINEN, 36**  
M.Sc. (Econ.)  
Evia Oyj's Business Controller

*Joined Evia Group in 1990  
Member of the Management  
Committee since 2001*



**TIMO RAASKA, 35**  
Manager of Axel Digital Group  
Oy's e&m Business Solutions unit

*Joined Evia Group in 2000  
Member of the Management  
Committee since 2000*



**RIITTA MUTIKAINEN, 47**  
Dip. IAA  
Managing Director of  
Viherjuuren Ilme Oy

*Joined Evia Group in 1994  
Member of the Management  
Committee since 1997*



**MARJATTA VIRTANEN, 50**  
M.Sc. (Econ.)  
Managing Director of Viherjuuren  
Viestintätoimisto Oy

*Served in Evia Group from 1994 to  
March 23, 2001  
Member of the Management Committee  
from 1998 to March 23, 2001*

## THE EVIA OYJ GROUP

### *Evia Oyj*

*Bulevardi 6 A, FIN-00120 Helsinki, Finland  
Phone +358 9 12 551, fax +358 9 1255 2260  
e-mail arto.liinpaa@evia.fi*

### *Axel Digital Group Oy*

*Lönnrotinkatu 28, FIN-00180 Helsinki, Finland  
Phone +358 9 618 450, fax +358 9 618 45100  
e-mail iiro.pohjanoksa@axel-group.com*

### *Viherjuuri Saatchi & Saatchi Oy*

*Bulevardi 6 A, FIN-00120 Helsinki, Finland  
Phone +358 9 1255 455, fax +358 9 1255 2314  
e-mail tom.jungell@viherjuuri.fi*

### *Viherjuuren Ilme Oy*

*Bulevardi 6 A, FIN-00120 Helsinki, Finland  
Phone +358 9 12 551, fax +358 9 641 743  
e-mail riitta.mutikainen@viherjuuri.fi*

### *Viherjuuren Viestintätoimisto Oy*

*Bulevardi 6 C, FIN-00120 Helsinki, Finland  
Phone +358 9 1255 400, fax +358 9 1255 2444  
e-mail arto.liinpaa@viherjuuri.fi*

### *Viherjuuri Dialog Oy*

*Bulevardi 6 A, FIN-00120 Helsinki, Finland  
Phone +358 9 1255 355, fax +358 9 1255 2242  
e-mail anja.naarvala@viherjuuri.fi*

[www.evia.fi](http://www.evia.fi)



## PLACINGS IN CONTESTS AND EVENTS IN 2000

### **Axel Digital Group Oy**

#### **E&M BUSINESS SOLUTIONS**

*The Finnish Association of Organizational Communicators, personnel magazine event,  
Internet category: Finland Post's Sinetti Intranet, 1<sup>st</sup> place.*

#### **DIGITAL MEDIA SOLUTIONS**

*Media & Message 2000 event, TV programme themes category: Isänmaan toivot, 1<sup>st</sup> place.*

*Media & Message 2000 event, TV programme themes category: Stiller, 2<sup>nd</sup> place.*

### **Viherjuuri Saatchi & Saatchi Oy**

#### **ADVERTISING**

*Hyvä kirje 2000, the best individual letter category: Kotimaa Mediat, 1<sup>st</sup> place.*

#### **PROMOTIONS AND EVENTS**

*Huippusuora 2000, invitational category: Toyota Qualifying Race, joined 1<sup>st</sup> place.*

### **Viherjuuren Ilme Oy**

*Gallerie Art annual report contest: Finland Post annual report, 1<sup>st</sup> place.*

*Gallerie Art annual report contest: Finnvera annual report, best cover.*

*Lumiart contest: Ilmarinen annual report, 1<sup>st</sup> place.*

*The 6th International Poster Triennial in Toyama 2000, Japan, exhibition and book: Symphony Lahti poster.*

*The Tokyo Type Directors Club Annual 2000, Japan: Emblem of Lahti women's basketball team.*

*The Tokyo Type Directors Club Annual 2000, Japan: Forms design for Lahti women's basketball team.*

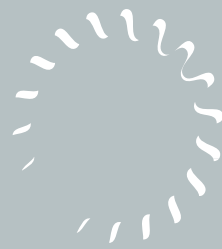
*Vuoden Huiput (The Year's Best) book: Forms design and emblem for the Sibelius House.*

*Vuoden Huiput book: Forms design and logo for Elisa Communications Oyj.*

*Terreus, invitational entry and exhibition, project 0,002%o: Forms design.*



TEAM: PANU KAUPPINEN, MERJA SAVIKURKI, ANNIKA LEHTINEN, MARJATTA VIRTANEN,  
MIKKO NILSSON, KARI CASTRÉN, JARNA JÄNTTI, MIKA POLLARI, ILMO VALTONEN



**EVIA**

**EVIA OYJ**

**BULEVARDI 6, FIN-00120 HELSINKI, FINLAND**

**+358 9 12551**

**WWW.EVIA.FI**