

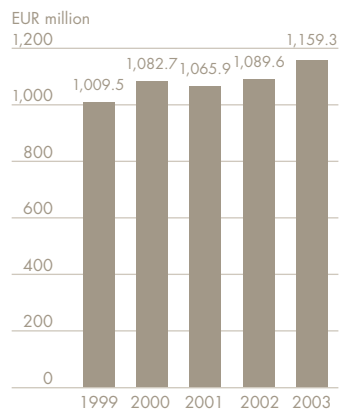


**Veikkaus** Annual report 2003

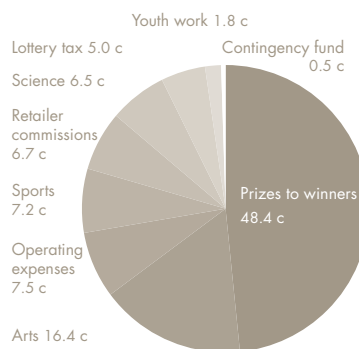
## KEY FIGURES

	2003 EUR million	2002 EUR million	Change %
Turnover	1,159.3	1,089.6	6.4
Gross margin on sales	438.4	413.7	6.0
Operating profit	371.0	347.5	6.8
Net profit before provisions	374.2	354.0	5.7
Net profit	375.7	357.2	5.2
	31 Dec 2003	31 Dec 2002	
Personnel	371	347	
Online and instant games retailers	3,822	3,916	
OnNet players	274,970	244,419	

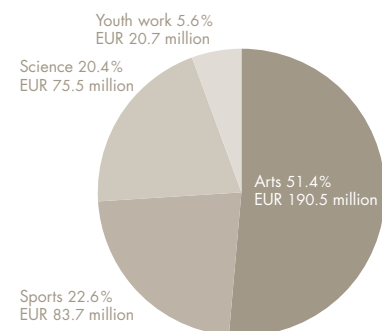
Development of Veikkaus turnover 1999–2003



Veikkaus' Euro in 2003



Distribution of Veikkaus' funds in 2003



## VEIKKAUS IN BRIEF

Our task is to:

- acquire funds for the Finnish culture—arts, sports, science and youth work—by operating lottery and betting games.
- provide a Finnish games channel, which is secure from the players' perspective and minimises the social detriments of gaming.

## OUR VISION

Veikkaus will continue to

- be one of the leading state lotteries in the world as regards productivity, inventiveness, reliability and competitiveness.
- be able to increase its profits, which are used for the benefit of Finnish society.

## VALUES

We are

important to Finns and Finnish society  
successful

We operate

reliably and ethically  
professionally and expertly  
openly, equally and humanely

We invest in

continuous development  
personnel

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## REVIEW BY THE CEO

Veikkaus had another successful year in 2003. We attained our largest turnover ever, EUR 1,159.3 million, which means an increase of 6.4 percent, or EUR 70 million. Our financial result EUR 375.7 million was also record-high, with an increase of 5.2 percent. We had budgeted a turnover of EUR 1,157.4 million: a very ambitious goal. Yet, we attained that goal—and with striking precision—the realization was 0.164 percent larger than the estimate. Such precision can be noted down as one of the all-time records in Veikkaus' history. Our result also exceeded the budgeted estimate. In addition to the EUR 370.3 million, which had been laid down in the budget as Veikkaus' contribution to the Ministry of Education in 2003, we were able to transfer EUR 5.4 million to the contingency fund to ensure the contributions for the years to come.

The game groups evolved steadily. The Lotto games (Lotto and Viking Lotto), which represent 39.2 percent of our turnover, showed a slight decrease (–1.2%). Both games underwent reforms and maintenance procedures that will be implemented in 2004. Daily Keno's triumph continued. It established its position as our second biggest game with a weekly turnover of nearly EUR 4 million, thus significantly improving our total sales. Instant games also sold slightly better than in 2002 (+0.2%).

The games of skill showed more variation. After a rather bleak start, they sold better towards the end of the year. Yet, we did clearly worse than in the previous year: the sales went down by 4.7 percent. The downward trend can be mostly explained by two games: the V-games (Off-track Horse Betting) and Fixed Odds Betting. The players of Off-track Horse Betting games have clearly started to prefer Fintoto's games, which are now offered through an increasing number of distribution channels. Should this trend continue, it will affect the future of Off-track Horse Betting negatively. Veikkaus and Fintoto have a

common goal as regards Off-track Horse Betting games: achieving a balanced, controlled growth, which will also benefit the Finnish horse management. In fact, we have now worked in closer cooperation with Fintoto in the fields of product and technology development, as well. The cooperation will help us to attain our common goals.

Fixed Odds Betting is the mother of all betting games. As Fixed Odds Betting was selling less, we launched plans to reform the game last year. The reform was carefully planned on the basis of various analyses, calculations and considerations, and was finally successfully put into practice at the beginning of February 2004. The objective of the reform was to keep our customers and to restore the positive image of Fixed Odds Betting.

In the past few years we have invested heavily in research and product development, together with new technologies and distribution channels. Last year we continued the development processes with a view of possible product reforms in 2004. We have already initiated Live Betting, real-time gaming that will take place mainly through mobile terminals, and at a later stage also through the digital TV. In the autumn, we tested Live Betting in cooperation with Urheilukanava Oy (Sports channel), and the results were promising. This is a game that might prove the first step towards a new generation of games. Another interesting innovation is the new eArpa games (eInstants, the new electronic instant games). They were first designed with a view of introducing instant tickets on the internet as such. However, the eInstants also open up entirely new prospects in the field of game entertainment.

As regards product and technology development, we can say that Veikkaus has reached the international top position it has aimed at. In order to maintain that position, we will need not only well-working partnerships, but also adequate resources and an



innovative organisation. In 2003 we recruited exceptionally many new employees. We also developed our organisation, aiming at smoother processes and improved management and leadership. The customer strategy reform initiated in 2003 will be especially important—its effects will be seen in all our operations.

We could see right at the beginning of the year that international, particularly British, sports betting operators were actively trying to gain ground on the Finnish gaming market. According to our own estimates, Finns played the games offered by the cross-border operators on the internet for some EUR 20–50 million. There are hundreds of betting operators on the net, and around twenty of them have Finnish web sites.

In November the EC Court announced its ruling in the so-called Gambelli case (Italy). The ruling confirmed once again the principle of exclusive rights prevalent in the European gaming industry. The same principle was also confirmed in the ruling of the Portuguese Anomar case last year. We already have a rather impressive list of EC Court rulings to the same effect: Schindler (1994), Läära (1999), Zenatti (1999), Anomar (2003) and Gambelli (2003). Thus, the European national gaming monopoly system was further reinforced last year.

Nevertheless, the Gambelli case has also been cited whilst arguing for the opposite view. Yet, such interpretations of the case are, in fact, impossible in view of its contents. The background of the Italian case is very exceptional. The EC Court contested the competition on the Italian gaming market, provoked by the authorities. In Finland, we have an entirely different situation. The national gaming policy, the legislation, and the actions taken by the authorities have logically and consistently supported the system based on exclusive rights. The Finnish gaming organisations have strictly complied with this policy.

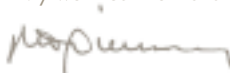
Although the monopoly system is still strong in Finland and Europe, the attacks against it will continue. The world is full of private operators that would be more than willing to scoop lottery revenues and use them for their own purposes.

However, gaming is not just any form of financial activity. The question of whether to allow gaming in the first place has to be handled separately and independently in each state on the basis of the state's own history and ethical views. Gaming is by no means allowed everywhere in the world. The monopoly system empowers the states to decide the type and volume of gaming suited for their societal system. In a competitive situation, the prize payouts must be maximized. Consequently, people play more and more, gaming becomes impossible to control and the revenues decrease.

Thanks to our very advanced technologies and products, Veikkaus will maintain its competitiveness in any situation. In order to maintain our profitability, we must offer our customers the best games in the world in a lucrative, secure and reliable way, and according to the national regulations. It is reasonable to presume that all the other state lotteries operate according to these principles within their jurisdictions, as well.

Advocating a reasonable lottery regulation has never been as important and topical as it is today. The cooperation and mutual understanding between the operators on the national gaming market play a crucial role in the attempt to achieve our goals. Good cooperation serves the public interest.

My warmest thanks to our customers and the staff!

  
Risto Nieminen

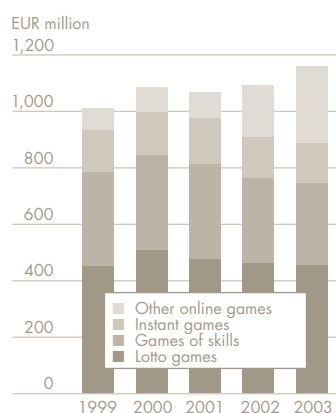


Veikkaus funds benefit various happenings—big and small—all over in Finland, such as the Full Moon Ball in Pyhäsalmi.

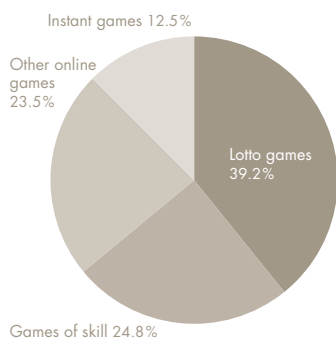
Photos: Timo Toivanen / Lehtikuva

## VEIKKAUS GAMES IN 2003

Turnover by games group  
1999–2003



Share of turnover  
by games group in 2003



The year 2003 was very successful for Oy Veikkaus; we attained the highest sales in our history. Our turnover of EUR 1,159.3 million was 6.4% larger than that of the previous year. The average Finn played our games for EUR 228.3 in 2003. We paid out a total of 58.4 million prizes, for the worth of EUR 561.3 million in all (+7.4%).

The single most important factor that affected our turnover was Daily Keno, which was launched in 2002 and has already established its position as Veikkaus' second most popular game after Lotto. People played Daily Keno for EUR 198.4 million in 2003.

Lotto remained the Finnish favourite, even though the successful Daily Keno challenged its position. Lotto posted a turnover of EUR 387.8 million, which was 1.7% less than in 2002. The prize payout in Lotto was EUR 151.5 million in all, which is nearly 7.6 million different prizes.

The Nordic joint lotto game Viking Lotto celebrated its tenth birthday in 2003; it has become an established part of our game selection. In 2003 Finns played Viking Lotto for EUR 67.0 million (+2.1%). The price of Viking Lotto was raised from 40 to 45 cents in May.

Of all Veikkaus games, it is the games of skill that are affected the most by the tough competition of the gaming services on the internet. The total turnover of betting games, Off-track Horse Betting and Football Pools was EUR 287.9 million, which was 4.7% less than in the previous year. We paid out a total of 5.3 million prizes in the games of skill, for the worth of EUR 174.4 million. The various games offered a total of 12,500 betting objects in 89 different sports in 2003. The most popular game of skill was again Multibet, a type of Result Odds Betting, which was played for EUR 85.6 million (–1.5%). In November we celebrated the tenth birthday of Veikkaus' betting games: they were launched in 1993.

Our Instant game sales, i.e. the sales of Ässä, Casino, Nature, Lucky Words and Horoscope Instants, as well as the various theme instants, amounted to EUR 144.3 million, which is 0.2% more than in 2002.

The total turnover of our other online games, i.e. Daily Keno, Joker, Around the World, Medals Game and Olympic Bingo was EUR 272.3 million. Thanks to the success of Daily Keno, the turnover increased as much as 48.5% from the previous year. We paid out over 32.6 million prizes in Daily Keno, for the worth of nearly EUR 118.3 million in 2003.





Finland ranks among the top nations in the field of science. Veikkaus funds are used to advance scientific development. One of the beneficiaries is Antares, a space research programme.

Photos: Christian Westerback, Markku Ulander and EPA Photo NASA / Lehtikuvu

## VEIKKAUS INVESTS IN SALES NETWORKS

The retailers are Veikkaus' face towards its players. A comprehensive retailer network is the cornerstone of Veikkaus' game sales: the retail sales represented 93.7% of our entire turnover in 2003. Our retailer network is one of the densest per capita in the world. We have ca. 2,800 online/instant ticket retailers and ca. 1,000 instant ticket retailers in different parts of the country.

In 2003 Veikkaus paid a total of EUR 77.2 million (+3.8%) in retailer commissions, which was ca. 7.1% of the game sales. Kiosks maintained their position as the most popular retail outlets. The strong overall trend towards centralized trade was also reflected in our player behaviour: shopping centres, hyper markets and markets increased their game sales considerably.

Veikkaus' investments in the retailer network can be seen, among other things, in the new uniform design of the outlets. The Punainen Lanka (Key Red Concept) design already covered over 800 retail outlets in different parts of the country at the end of last year. In 2003 we also invested in a major project to reform our distribution technology. One of the core objectives of this project is to benefit more from the solutions of information technology in our retail outlets.

In the rapidly evolving world of games, it is a great challenge to try to maintain and improve the know-how of our retail sales personnel. All in all, Veikkaus' retail outlets employ some 15,000–20,000 people. In 2003, over 6,000 retail sales clerks took part in Veikkaus' retailer training courses that were held in different parts of the country.

### Over 275,000 players on the internet

The internet has developed into a significant channel of our game sales. Veikkaus was the first state lottery in the world to sell games over the internet, as early as in 1996. Currently, our internet gaming service OnNet is one of Finland's biggest web stores with its annual turnover of EUR 73.1 million, which is 29.3% more than in 2002. OnNet's share of Veikkaus' total turnover was 6.3% (6.0% in 2002).

All in all, 25.6 million gaming transactions (+30%) were registered in OnNet. The games of skill attracted players the most on our web site [www.veikkaus.fi](http://www.veikkaus.fi), but the Lotto games and Daily Keno also increased their popularity among the players on the net. At the end of 2003 there were nearly 275,000 players in the OnNet player register (vs. 244,419 at the end of 2002).

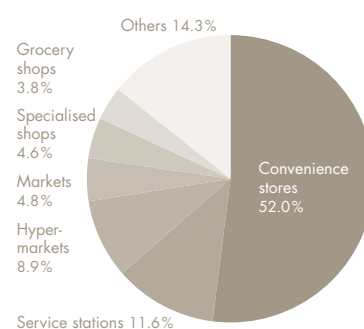
OnNet became more widely accessible in March, when we introduced the option of playing the games through Solo Internet, Nordea's Netbank. By the end of the year, the gaming transactions through Solo Internet amounted to EUR 1.7 million.

### New games and game reforms

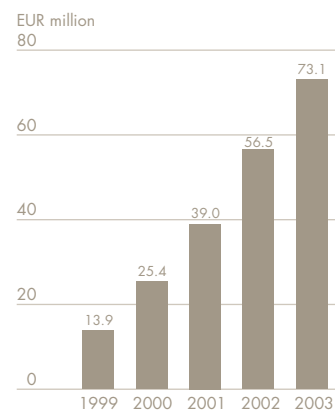
Veikkaus' range of games is one of the widest in the world. In addition to creating new products, our product development processes aim at improving the existing games and game channels.

In 2003 we reformed the skills games group by introducing new quick pick options in Result Odds Betting and Multibet on week 42, and launching League Bet, an instant Result Odds Betting game. Both reforms aim at making the games of skill easier to play and thus to attract new groups of potential players.

Distribution of sales per outlet type in 2003



Turnover from OnNet games 1999–2003





*Veikkaus funds cover 98 percent of the government support for sports. One of the beneficiaries is Suomen Latu—The Central Association for Recreational Sports and Outdoor Activities—whose objective is to inspire Finns to exercise and spend more time outdoors.*

*Photos: Pekka Sakki, Kimmo Mänylä and Matti Björkman / Lehtikuva.*

We widened the selection of our games of chance at the beginning of the year by launching two new daily games—Medals Game and Olympic Bingo. Both games were connected to TV game shows broadcast four times a week. Olympic Bingo was temporarily discontinued at the end of May. In May we also introduced a new Instant game, Horoscope Instant. The jackpots of Casino Instant, Nature Instant and Ässä Instant were raised significantly.

Another important reform was the launch of Braille playslips in Lotto, Viking Lotto and Football Pools in December. The playslips were developed in cooperation with Braille Service Finland.

### Continuous Research and Development

Gaming services offered over the internet cross national borders and issue new challenges to state lotteries. Competition becomes more intense and control more and more difficult. Yet, the development of data networks and new technology also open up entirely new prospects in terms of product development. Veikkaus has long been in the vanguard of technology and product development in the world. We want to continue offering gaming services of a quality superior to those offered from outside.

The gaming industry is moving towards games with faster and faster pace. In the future, gaming will probably take place more often through wireless terminals that will make playing possible irrespective of time and place.

Veikkaus owns 10.0% of Urheilutelevisio Oy (Sports Channel). The digital TV links lotteries, sports and other entertainment more closely together than ever before. The interactive digital broadcasts open up many new options of product development, especially in Sports Betting games.

We tested betting on real-time betting objects through mobile terminals during the Ice-hockey World Championships in May and on the Sports Channel in November. These tests combined the new technology with fast pace and cooperation with partners. Veikkaus' business partner Sonera was involved in the test.





Veikkaus funds are also used to finance projects for developing and building new sites for recreational sports. These projects received a total of EUR 14 million of Veikkaus funds in 2003.

Photos: Kai Tirkkonen and Gavin Harrison / Lehtikuva

## VEIKKAU'S EMPLOYEES HAVE THEIR SAY ON COMPANY MATTERS

In 2003 Veikkaus conducted a staff survey after a few years' break. It was an extension of a previous review of the personnel's working capacity. The survey proved that our employees are more or less satisfied with and very committed to the company (the average grade they gave the company was 4.09 on a scale of 1–5). Direction, management and decision-making received the worst grades (an average of 3.48) in the survey.

On the basis of these results, we have chosen to focus on personnel management, management development programmes, management systems, internal communication, individual development, and career prospects within the company.

### Work enjoyment in focus

Our employees have good working capacity. This was the outcome of an enquiry conducted to determine the working capacity index of our staff. It showed that 79% of the staff feel they have excellent working capacity, while only 3% feel that their capacity is poor.

In Veikkaus, we aim at maintaining and enhancing our personnel's working capacity in various ways. We give the highest priority to our employees' individual development, offering them chances to improve their physical condition and aiming at continuously improving the workplace atmosphere.

The expenses of occupational health care amounted to EUR 338,555 (+3.3%) in 2003. This was EUR 913 per capita (–3.3%).

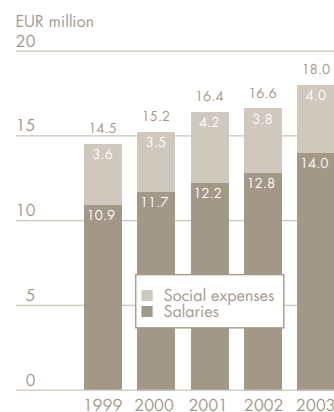
### Growing number of lottery professionals

Veikkaus employed 371 people in 2003, 24 employees more than the previous year. 87% of the staff works at the headquarters in Vantaa. Besides the headquarters, we have six sales offices and one regional office.

As many as 53% of the employees have been working for Veikkaus for over ten years. On the other hand, we now have more employees who have been working for us for less than five years: in 2003 they were 140 (+27 employees). 94% of the staff had permanent contracts of employment. The turnover of the staff was 12.3% in 2003.

Our personnel expenses increased to EUR 18.0 million, compared to EUR 16.6 million in the previous year. We paid out a total of EUR 14.0 million in salaries and wages, which is ten percent more than in 2002. Our social expenses amounted to EUR 4.0 million, which is five percent more than in 2002.

Salaries and social expenses  
1999–2003



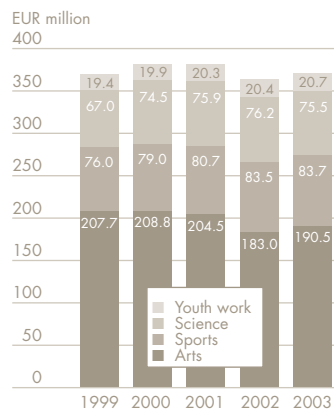


Veikkaus funds represent 93 percent, i.e. EUR 20.7 million, of all the funds allocated to youth work. With the help of these funds many joyful events are arranged all over in Finland.

Photos: Matti Björkman, Markku Ulander and Marja Airio / Lehtikuva

## FINNS ALWAYS WIN

Share of Veikkaus funds  
1999–2003



Veikkaus plays an active and responsible role in Finnish society. The slogan “Finns always win” crystallises the purpose and motivation of our lottery. Rather than flowing out of Finland, the Euros spent on Veikkaus’ games benefit us Finns. Each of us may enjoy Veikkaus’ funds whilst going to the theatre, cinema or a concert, or even the local swimming bath.

The Ministry of Education allocates Veikkaus’ proceeds to the various beneficiaries. In 2003 nearly 60% of the state funds allocated to Finnish arts, sports, science and youth work, came from Veikkaus’ games. Veikkaus returned EUR 370.3 million to the Ministry of Education. Veikkaus’ financial and operational success adds to the welfare of Finns more and more every year.

The share of Veikkaus’ funds of all funds allocated  
by the Ministry of Education in 2003

	State support EUR million	Share of Veikkaus’ funds of state support
Arts	315.3	60.6%
Sports	85.9	97.8%
Science	206.9	36.6%
Youth work	22.4	92.6%

Source: Ministry of Education, TA 2003

The players of Veikkaus’ games are the biggest funding group of our national culture. People play our games when they want to spice up their lives with entertainment, excitement, dreams and success. Besides the joy of gaming, Veikkaus’ players can feel good, knowing that the Euros they spend on our games are used for the benefit of Finns. A Euro spent is thus a Euro gained in Veikkaus’ games.

# INCOME STATEMENT

1 January–31 December 2003 and 1 January–31 December 2002

	2003		2002	
<b>Turnover</b>	<b>1,159,289,682</b>		<b>1,089,557,592</b>	
Other operating income				
Income from publishing	0		4,144,121	
Other income	448,598	448,598	433,370	4,577,491
Prizes and lottery tax		619,178,156		577,376,127
Raw material and services				
Retail commissions	77,234,964		74,372,793	
Play slips and lottery tickets	8,905,414		8,508,292	
Drawing expenses, result service	6,869,767		6,495,904	
Game event cooperation	8,684,530		9,106,264	
Product advertising	13,942,096		14,218,630	
Communications	587,782		471,985	
Costs of publishing	0	116,224,553	2,644,415	115,818,284
		424,335,571		400,940,672
Personnel expenses				
Salaries and remunerations	14,026,331		12,806,677	
Indirect employee costs				
Pension expenses	3,232,492		3,067,545	
Other indirect employee costs	788,649	18,047,471	771,697	16,645,919
Depreciations and write-downs				
Planned depreciations		5,646,430		9,152,190
Other operating expenses		29,608,094		27,630,858
<b>Operating profit</b>		<b>371,033,576</b>		<b>347,511,704</b>
Financial income and expenses				
Interest income and other financial income	3,139,252		4,109,800	
Interest expenses and other financial expenses	-32,958	3,172,210	114,508	3,995,292
<b>Profit before extraordinary items</b>		<b>374,205,786</b>		<b>351,506,996</b>
Extraordinary items				
Extraordinary income		0		2,452,555
<b>Profit before appropriations and taxes</b>		<b>374,205,786</b>		<b>353,959,551</b>
Appropriations				
Change in depreciation reserve		1,512,713		3,216,654
Direct taxes		0		-33,023
<b>Profit for the financial year</b>		<b>375,718,499 €</b>		<b>357,209,228 €</b>

## TURNOVER SPECIFIED BY GAME

(EUR thousand)

	2003		2002	
	Turnover	Percentage of turnover	Turnover	Percentage of turnover
Lotto	387,806	33.5	394,559	36.2
Viking Lotto	66,993	5.8	65,598	6.0
<b>Lottogames</b>	<b>454,800</b>	<b>39.2</b>	<b>460,157</b>	<b>42.2</b>
Keno	198,367	17.1	103,528	9.5
Jokeri	68,427	5.9	71,286	6.5
Spede's TV games	0	–	4,798	0.4
Mailman Ympäri (Around the World)	2,706	0.2	3,604	0.3
Bingolotto	0	–	187	0.0
Mitalipeli (Medals Game)	2,367	0.2	0	–
Olympiabingo (Olympic Bingo)	417	0.0	0	–
<b>Other online games</b>	<b>272,285</b>	<b>23.5</b>	<b>183,403</b>	<b>16.8</b>
Football Pools	58,077	5.0	55,218	5.1
V75 Off-track Horse Betting	25,456	2.2	28,606	2.6
V5 Off-track Horse Betting	23,425	2.0	24,494	2.2
Other V-games	318	0.0	0	–
Fixed Odds Betting	52,199	4.5	61,572	5.7
Result Odds Betting	118,679	10.2	121,303	11.1
Winner Odds Betting	9,715	0.8	10,792	1.0
<b>Games of skill</b>	<b>287,869</b>	<b>24.8</b>	<b>301,986</b>	<b>27.7</b>
Ässä Instant	50,297	4.3	54,064	5.0
Casino Instant	53,312	4.6	54,422	5.0
Luontoarpa (Nature) Instant	6,720	0.6	6,360	0.6
Onnensanat (Lucky Words) Instant	23,555	2.0	22,724	2.1
Horoskooppiarpa (Horoscope) Instant	5,239	0.5	0	–
Theme Instant	5,213	0.4	6,441	0.6
<b>Instant games</b>	<b>144,336</b>	<b>12.5</b>	<b>144,012</b>	<b>13.2</b>
<b>Total</b>	<b>1,159,290</b>	<b>100.0</b>	<b>1,089,558</b>	<b>100.0</b>



## MANAGEMENT

Veikkaus' supreme management body is the General Meeting that elects the Supervisory Board and the Board of Directors for a two-year period. The licence to operate lottery and betting games is granted by the Council of State, and the operations are controlled by the Ministry of the Interior.

Veikkaus' tasks and responsibilities are regulated by the law on corporate companies. The Board of Directors establishes, inter alia, the strategic guidelines of the company, as well as the

core investments, and accepts the annual operation plan and budget. It also appoints the CEO and the other directors, and makes decisions on their salaries and other benefits.

Veikkaus' Supervisory Board controls the management of the company by the Board of Directors and the CEO, and issues a statement on the financial statement as well as on the auditors' report to the General Meeting.

### Board of Directors until 31 December 2003

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**Juha Niemelä,**

Chairman, M.Sc.(Econ.)

**Heikki Lehmusto,** Vice Chairman,  
Master of Laws

**Jussi Isotalo,**

Executive Vice President of Veikkaus

**Ari Lahti,**

Managing Director of ICECAPITAL Securities Ltd.

**Raija Mattila,** Head of the Arts and

Cultural Heritage Division of the Finnish Ministry of Education

**Risto Nieminen,**

Managing Director of Veikkaus

**Leena Paananen,**

Managing Director of Salomaa Group Ltd.

**Leena Ryyänen,**

Managing Director, SBS Finland Oy

### Board of Directors from 1 January 2004

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**Juha Niemelä,**

Chairman, M.Sc.(Econ.)

**Heikki Lehmusto,** Vice Chairman,  
Master of Laws

**Maria Kaisa Aula,** Economic Policy Adviser  
to the Prime Minister

**Ari Lahti,** Managing Director of  
ICECAPITAL Securities Ltd.

**Raija Mattila,** Head of the Arts and

Cultural Heritage Division of the Finnish Ministry of Education

**Pekka Neittaanmäki,** Professor of Information Technology at  
the University of Jyväskylä

**Leena Paananen,** Managing Director  
of Salomaa Group Ltd.

**Leena Ryyänen,** Managing Director,  
SBS Finland Oy

## Supervisory Board until 31 December 2003

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**Ilkka Kanerva**, Chairman,  
Deputy Speaker of Parliament

**Matti Saarinen**, Vice Chairman,  
Member of Parliament

**Sirkka-Liisa Anttila**,  
Deputy Speaker of Parliament

**Eeva Biaudet**, Member of Parliament  
(from 4 September 2003),

**Jukka Gustafsson**, Member of Parliament

**Susanna Huovinen**, Member of Parliament

**Matti Huutola**, Member of Parliament

**Liisa Hyssälä**, Member of Parliament  
(until 4 September 2003),

**Jari Leppä**, Member of Parliament

**Aila Paloniemi**, Member of Parliament  
(from 4 September 2003),

**Pirkko Peltomo**, Member of Parliament

**Kirsi Piha**, Member of Parliament

**Pauli Saapunki**, Member of Parliament

**Irja Tulonen**, Member of Parliament

**Ulla-Maj Wideroos**, Member of Parliament  
(until 4 September 2003)

Personnel representatives:

**Teijo Loikkanen**, IT Planner  
Deputy personnel representative  
**Riitta Nissi**, Communications Manager

## Supervisory Board from 1 January 2004

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**Ilkka Kanerva**, Chairman,  
Deputy Speaker of Parliament

**Matti Saarinen**, Vice Chairman,  
Member of Parliament

**Tuija Brax**, Member of Parliament

**Kaarina Dromberg**, Member of Parliament

**Jukka Gustafsson**, Member of Parliament

**Susanna Huovinen**, Member of Parliament

**Kauko Juhantalo**, Member of Parliament

**Jari Leppä**, Member of Parliament

**Maija-Liisa Lindqvist**, Member of Parliament

**Aila Paloniemi**, Member of Parliament

**Pirkko Peltomo**, Member of Parliament

**Irja Tulonen**, Member of Parliament

**Kari Uotila**, Member of Parliament

Personnel representatives:

**Teijo Loikkanen**, IT Planner  
Deputy personnel representative  
**Riitta Nissi**, Communications Manager

## Supervisors

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**Matti Bäckman**, Chief Police Inspector

**Aulis Gerlander**, Senior Adviser, Legal Affairs

**Hannele Juusela**, Adviser

**Seppo Juvonen**, Inspector General of the Police

**Leena Piipponen**, Chief Superintendent

**Reijo Pöyhönen**, Inspector General of the Police

**Rauno Sintonen**, Deputy Police Chief

**Kaija Uusisilta**, Chief Information Officer for the Police

## EXECUTIVE TEAM

**Risto Nieminen**, CEO

**Jussi Isotalo**, Executive Vice President

**Risto Ikäheimo**, Director

**Pekka Ilmivalta**, Company Lawyer

**Ilkka Juva**, Communications Director

**Jari Maijala**, Head of Information Technology

**Marilene Mäkipää**, Financial Director

**Carl-Henrik Nyberg**, Head of International Affairs

**Risto Rautee**, Development Director

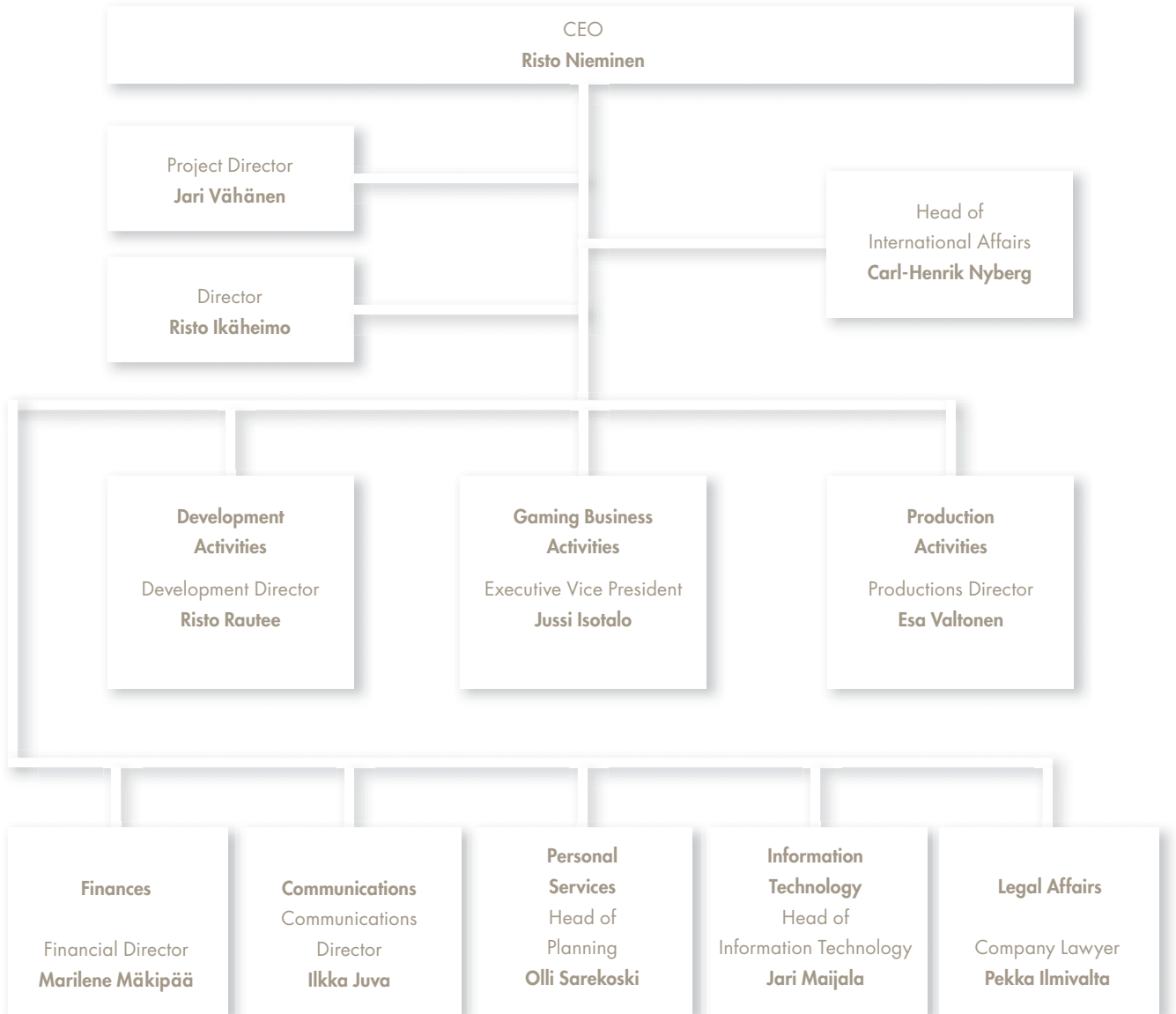
**Olli Sarekoski**, Head of Planning

**Esa Valtonen**, Productions Director

**Jari Vähänen**, Project Director



# ORGANISATION



*Grafic design and layout:*  
Katarina Linqvist  
HardWorkingHouse Oy

*Photos:*  
Dick Lindberg, Studio Lux-Felix Oy  
Lehtikuva Oy

*Printing house:*  
Masanpaino Oy 2004

*Printed on:*  
Galerie Art Silk 130 g  
Cover Galerie Art Silk 250 g



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