

# ANNUAL REPORT

Business Review 2010

EDITA

**EDITA**

YOUR PARTNER IN  
RESPONSIBLE EVERYDAY COMMUNICATION

# CONTENTS

ANNUAL REPORT 2010 | BUSINESS REVIEW

## STRATEGY 05

Mission

Vision

Values

Group structure

CEO's review

Key events

Key figures

## BUSINESS 11

Marketing Services

Editorial Communication

Publishing

Print & Distribution

## PEOPLE 23

Human Resources

Corporate governance

Board of Directors

Management Team

## ENVIRONMENT 37

## CONTACT INFORMATION 43


[Financial Statements 2010 is published separately.]

*Ecological footprint of this publication is described on page 41.*



CLIMATE  
COMPENSATED  
PAPER





Spring in Helsinki.



# STRATEGY

»OUR VISION IS TO HOLD AN EVEN STRONGER POSITION AND BE KNOWN AS THE LEADING COMMUNICATIONS SERVICES PROVIDER IN THE NORDIC COUNTRIES, AND TO EXPAND OUR OPERATIONS INTO NEW MARKETS.«

**STRATEGY**

# EFFECTIVE, EFFICIENT AND RESPONSIBLE COMMUNICATIONS

**EDITA IS THE LEADING** communications services provider in the Nordic countries. Its mission is to help customers communicate more effectively, efficiently and responsibly. The Edita Group is made up of the parent company Edita Plc as well as four Finnish and four Swedish-affiliated companies that operate in different communications sectors. Moreover, Edita is a shareholder in two Swedish companies. Edita employs about 1 000 communications professionals in Finland, India, Sweden and Ukraine.

In recent years, Edita Group has undergone a considerable transformation; business operations have been developed in accordance with the major changes taking place in the communications industry as the

focus shifts from traditional printed products to digital resources. While operations and services with declining profitability have been discontinued, Group companies have been developed to become the forerunners of digital communications.

Since the company was founded in 1859, leading the way has been integral to Edita Group's strategy. The company has always promoted both technological and operational innovations.

Edita Group consists of four operational branches that are based on the services provided by the Group companies: Marketing Services, Editorial Communication, Print & Distribution, and Publishing. All Group companies have a specific market position

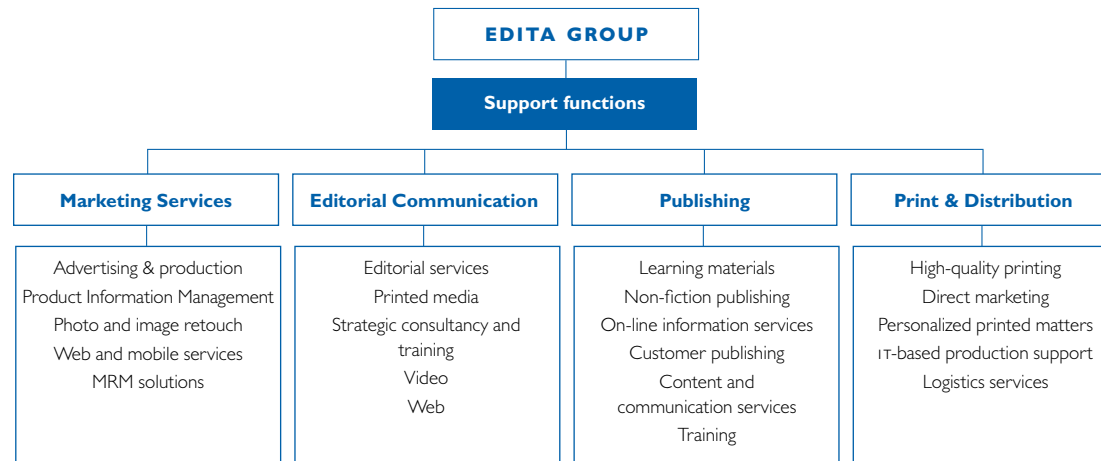
and provide services that differ from those of their sister companies, but they all share the group-level vision of being leaders in their own sector of communications. Edita Plc's role in relation to its subsidiaries is to be an active and innovative developer, and an attractive home for strategically interesting businesses and competences.

**VISION**

Edita aims to further strengthen its position as the leading communications services provider in the Nordic countries. Consequently, Edita will continue its profitable growth primarily in its home markets, Finland and Sweden, and is reviewing opportunities to extend operations into new market areas.

**VALUES**

The company values that steer the execution of Edita's strategy are renewal, respect and responsibility. Renewal means that business operations can be continuously reevaluated and innovative thinking is encouraged. Edita focuses not only on renewing itself, but is also involved in transforming the entire communications industry. A prerequisite for successful development of business activity is a deep respect for the opinions and needs of personnel, customers, business partners and other stakeholders. Responsibility means committing oneself to achieving common goals and attaining them in an ethically sustainable way – by contributing to the well-being of personnel and the operational environment as a whole.



**GROUP COMPANIES OPERATING IN THE BUSINESS AREAS IN 2010**

**MARKETING SERVICES**

*Citat AB, Mods Graphic Studio AB and associate company Brand Systems AB in Sweden, Citat Finland Oy and Morning Digital Design Oy in Finland and Citat Ukraine LLC in Ukraine.*

**EDITORIAL COMMUNICATION**

*JG Communication AB in Sweden and Edita Press Oy in Finland.*

**PUBLISHING**

*Edita Publishing Oy in Finland.*

**PRINT & DISTRIBUTION**

*Edita Prima Oy in Finland and Edita Västra Aros AB and associate company Edita Bobergs AB in Sweden.*

# THE CEO'S REVIEW

**IN RECENT YEARS,** the Edita Group has systematically developed into a broad-based and multi-channel Nordic communications specialist. In all Group companies, the focus of operations has gradually shifted into digital communications services. This reflects the general trend of increasing emphasis on digital solutions, which has been particularly rapid during the past two years. The economic downturn has encouraged companies and organizations to invest in the development of digital communication even more actively than they would have done if the economic situation had been more stable.

**AT EDITA GROUP,** this change was particularly evident in the printing business in 2010: demand for traditional printed products declined, while demand for digitally supported printing services grew. In the other business areas, the main demand was also for digital services. The year 2010 differed from 2009 in that the pace of the transition began to increase, requiring focus and structural changes from all Group companies in order to ensure appropriate adaptation.

**ALTHOUGH THE TOTAL GROWTH** in demand for all communication services was moderate in 2010, Edita Group's result remained at a good level. The operating profit was weakened by the largest structural changes in recent years; the cost of adjustment measures was EUR 2.4 million.

**TO AN INCREASING EXTENT,** the Group's printing business specializes in digitally supported printing services, and it is developing a service model for marketing communication that is based on management systems for online communication and similar material, direct-marketing services and digital printing.

**IN GROUP** companies that are specialized in communication and marketing, this transition has required extensive structural changes. While resources were cut from printed communication, such as customer magazines, several new people were hired for online communication planning. The need for strategic consultancy in the area of communication also increased.

**IN OUR PUBLISHING COMPANY,** the digital transformation of communication can be seen in the growth of demand for online-based information services. This has also encouraged us to reflect on the role of the book and to think about publishing different types of contents online in addition to or alongside traditional printed books.

**WE HAVE A POSITIVE OUTLOOK** for the future – the turbulence within the communications sector has shaped Edita Group into a flexible and strong Nordic operator whose aim is to help its customers to communicate more effectively, efficiently and responsibly. Our most valuable assets are our talented employees, and we want to make sure they are well looked after. Edita Group reflects its values by being a progressive and responsible employer that respects and encourages its employees.



Timo Lepistö, CEO, Edita Plc



## KEY EVENTS 2010



## January–March

- Edita Plc acquired ownership of the Swedish company Kampanjfabriken's entire capital stock.
- In Finland, Käpylä Print merged with Edita Prima.
- The Edita Västra Aros printing house in Sweden won the Swedish Environmental Management Council's »Excellent Green Supplier« award.
- Edita Västra Aros also won the 2010 Guldstänk Environmental Prize in the City of Västerås.
- Edita's associate company, the Swedish printing house Edita Bobergs, was granted the right to use the Forest Stewardship Council (FSC) logo.



## April–June

- Citat strengthened its Gothenburg operations by recruiting six new staff members from Speak Marketing.
- The Citat Group increased its share of ownership in the Ukrainian company Belinski by 20 percent, and subsequently owns 90 percent of the company.
- Dagens Nyheter won an award at the International Newsmedia Marketing Association (INMA) Awards, the newspaper industry's equivalent of the Oscars, for its DN Goes Live initiative, an interactive service for readers. Citat oversaw the publicity campaign behind the DN Goes Live events.
- Kontakten (Contact), the Ericsson staff magazine produced by JG Communication, won the Best Design category in the annual awards organized by RIM, the Swedish Association of Inhouse Editors.
- Fastighetstidningen (a Swedish property magazine), also produced by JG Communication, won the award for Best Membership or Organization Magazine and came second in the Best Journalism category at the Guldbladet awards, an industry competition organized by the Swedish Association of Custom Publishers.
- Respect Europe certified Edita Prima as a climate-neutral company.
- Respect Europe also certified JG Communication as a climate-neutral company.



## July–September

- Edita Västra Aros acquired Rolge's bookbinding business.
- Edita Prima was chosen to become the total service provider for public administration by the central procurement unit Hansel.



## October–December

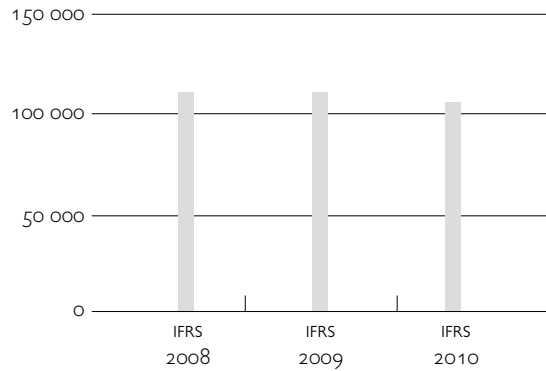
- The Group decided to merge the business operations of Edita Press and Edita Publishing as of January 1, 2011.
- Morning Digital Design's web service for Stora Enso, [www.globalresponsibility.com](http://www.globalresponsibility.com), won the Best Website category at the European Excellence Awards.
- Edita Publishing received a Green Office certificate from the World Wide Fund for Nature.
- Edita's customer magazine 150, produced by JG Communication, won the Swedish Publishing prize.
- Edita Prima signed an agreement for the sale of the Vilppula unit's printing operations to Painotalo Miktor. The sale took effect on January 1, 2011.
- Respect Europe certified Citat as a climate-neutral company.



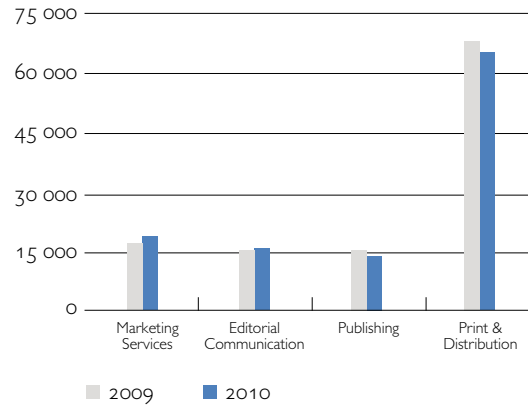
STRATEGY

# KEY FIGURES 2010

EDITA GROUP'S NET REVENUE 2008-2010  
(IFRS) (EUR 1 000)

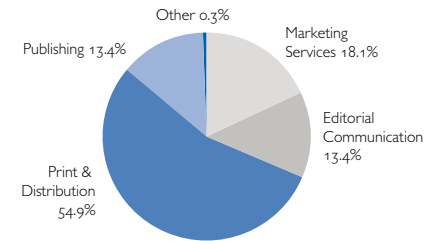


NET REVENUE BY BUSINESS AREA  
(IFRS) (EUR 1 000)



KEY FIGURES	2010	2009
Net revenue (T€)	110 349	110 895
Operating profit (T€)	2 727	3 719
Employees (average)	820	890

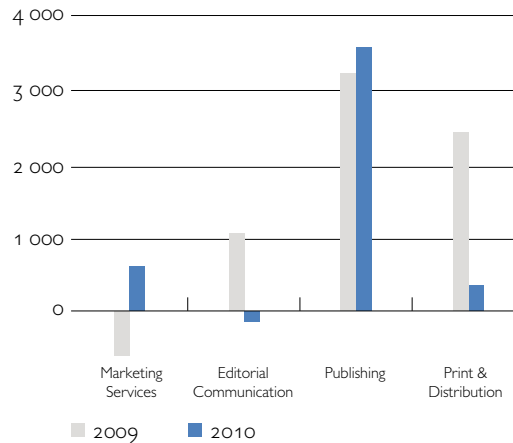
NET REVENUE BY BUSINESS AREA 2010



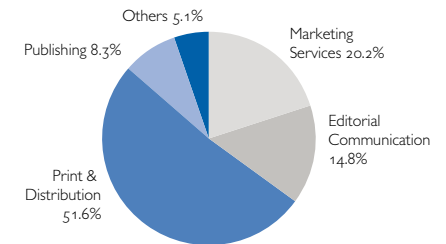
EDITA GROUP'S OPERATING PROFIT 2008-2010  
(IFRS) (EUR 1 000)



OPERATING PROFIT BY BUSINESS AREA  
(IFRS) (EUR 1 000)



EMPLOYEES BY BUSINESS AREA





Summer in Sörmland, Sweden.



# **BUSINESS**

»OUR CREATIVE SOLUTIONS MAKE OUR CLIENTS'  
COMMUNICATIONS MORE RELEVANT, EFFICIENT  
AND EASIER TO MANAGE.«

# MARKETING SERVICES

In 2010, the Marketing Services business area comprised Citat AB, Mods Graphic Studio AB and associate company Brand Systems AB in Sweden, Citat Finland Oy and Morning Digital Design Oy in Finland, and Citat Ukraine LLC in Ukraine.

**THE BUSINESS AREA'S** net revenue was EUR 20.4 million, an increase of EUR 3.3 million compared with 2009 (EUR 17.1 million). Operating profit was EUR 0.5 million, an increase of EUR 1.0 million compared with 2009 (EUR -0.5 million). Sweden's operations made a profit. The Finnish operating result was weakened by adjustment measures and came out as a loss.

In 2010, media investments rose by 10 percent in Sweden\* and almost 5 percent in Finland\*\*. At the same time, however, price competition remained tough within the industry in both Sweden and Finland.

### CITAT IS THERE FOR ITS CLIENTS' EVERYDAY NEEDS

Citat is one of Sweden's biggest advertising and production agencies, with operations in Denmark, Finland, Norway, Sweden and Ukraine. The agency creates and produces marketing communications in digital and printed channels, working closely with its clients at both the tactical level and the production level. Citat has in-depth knowledge of the needs and challenges faced by large

companies and organizations, and combines this with creation and efficient production under one roof. Its service portfolio consists of advertising and production, digital media, product information management, photography and images, market adjustments, marketing systems and outsourcing. This breadth of expertise and a Nordic presence ensure a unique position in the market.

The agency's main target group is made up of large and medium-sized international companies with a Nordic base, as well as communication-intensive public organizations. Examples of large clients include Apollo, BCG, Chips Group, Dagens Nyheter, Electrolux, Fazer, Lantmännen, Unilever and Volvo.

Citat has a clear vision of being the Nordic region's leading advertising and production agency. The agency acts as a coherent player with an integrated offering for the Nordic market, but with local knowledge, culture and languages. Its goal is to strengthen its position even further in its current markets, eventually creating a foundation for further expansion beyond the Nordic region.

### Profitability strengthened

Increased media investments during 2010 had a positive impact on the demand for Citat's service offering, resulting in a greater number of procurements and enquiries.

The company concluded a number of major agreements in which established strategies and the company's positioning were prerequisites. Citat's entry into the Finnish market in autumn 2009 and permanent representation in Denmark and Norway provided the right conditions for operating projects that are integrated across national and cultural borders as a coherent organization – a single Citat.

The biggest challenge for Citat was reversing a negative trend and results. The company succeeded in this task: Citat AB generated both positive results and a 10 percent increase in net revenue in 2010. At the same time, the company increased both its Nordic presence and its production capacity.

In 2010, Citat had an average of 134 employees.

KEY FIGURES	2010	2009
Net revenue (T€)	20 446	17 129
Operating profit/loss (T€)	516	-516
Employees (average)	166	154

### Demand for services is expected to grow

Looking towards 2011, the company takes a positive view of the trend of increasing interest in Citat's services and positioning. The highest growth is within digital channels and in the comprehensive undertaking that Citat provides for its larger clients in the Nordic market. The major companies are consolidating their partner relationships, placing ever-tougher demands on efficiency combined with innovation and on the agency's ability to report benefits from the solutions offered. This corresponds well with Citat's strategy.

### A YOUNG AND INNOVATIVE TOUCH FROM MODS

Mods Graphic Studio aims to be the leading company in advanced image retouching and qualified prepress services in Sweden. Stockholm-based Mods strives to give a young and innovative touch to its work. The company's customers comprise three groups: companies such as Hennes & Mauritz, Lindex, Stadium, Volkswagen and Åhléns; photographers; and advertising agencies. Mods' strength is its ability to work closely and directly with advertising companies and photographers instead of being only a subcontractor to advertising agencies.

### Requirements for efficiency rose

For Mods, a key trend in 2010 was the requirement to become even more efficient. Facing tough competition, Mods succeeded in convincing its existing customers of its efficiency and high level of innovation, and it ➔



### TAKING ACTION ON CORPORATE RESPONSIBILITY IS ESSENTIAL – INCLUDING ONLINE

**First and foremost, corporate responsibility (CR) means action, and there is an ever-growing expectation that companies will follow through. Both customers and consumers are now even more aware of CR, and they demand that companies operate in a responsible manner. Furthermore, legislation also requires that companies take on greater responsibility than before.**

»In progressive organizations, corporate social responsibility is an integral part of the company strategy and is also reflected in the decisions companies make regarding their online solutions,« explains **Petri Koistila**, Project

Manager at Morning Digital Design Oy.

Online solutions support and enrich CR communication because the internet provides an opportunity for media-rich narrative and a functional setting for videos, animation, interactive narratives, the activation of interest groups and social media. Another advantage offered by the internet is that everything that happens online can be measured exactly.

»The internet, including the opportunities for communication that it offers, is developing very rapidly. It is vital for customers to choose partners who specialize in the areas that are essential for their communication requirements,« emphasizes Koistila.

Using stock photos to create a glossy image is outdated; well-designed CR communication features real people, cases and material. In addition, success can only be achieved by having a clear

*»In progressive organizations, corporate social responsibility is an integral part of the company strategy.«*

Petri Koistila

strategy for CSR communication in which the key areas of the strategy are established among the right target groups online.

### NORDIC CLIENTS MAKE NEW DEMANDS

**An increasing number of clients want their suppliers to act as an extension of their own marketing organization at a Nordic level. The agency needs to know about all the client's markets, and must offer effective and creative solutions that work in different channels.**

»Citat's size means that, as a project leader, I can always find the right skills to deliver in accordance with the client's wishes,« says **Eva Hinds**, Project Leader at Citat in Helsinki. »I work very closely alongside my colleagues in Sweden, Denmark and Ukraine. For many projects, I use an art director in Stockholm, a designer in Gothenburg, a copywriter in Finland and an image retoucher in Ukraine. The ability to work effectively long-distance is incredibly

important, and is definitely one of our strengths.«

But it's not just the international perspective and close cooperation that have changed ways of working and clients' requirements. Hinds believes that the changing media landscape also places new demands on agencies.

»Working in an integrated way comes naturally to us, whatever the channel. In recent years, this has led us to move increasingly towards digital media solutions, such as mobile and web applications, social media and web services. And thanks to the high-tech expertise of our colleagues in Ukraine, we can deliver advanced complete solutions in these channels,« she says.



also gained new clients. Mods' business focus continued to shift from providing image work mainly for advertising companies to working more for photographers. This change has been positive for the business and brought in new customers. In 2010, prepress services and image retouching increased the most, and the majority of the image retouching was carried out for the fashion industry. At a mean annual rate, Mods had 15 employees.

#### Good development continues

Because the market is now in a recovery phase, 2011 looks promising for Mods. The most important challenge is to retain a »young touch« in the company. This requires continuous development of employee competencies and finding new, smart ways to combine advanced image retouching with qualified prepress and image bank services, especially in major advertising campaigns.

#### DIGITAL POWER FROM MORNING

Morning Digital Design operates in Helsinki, Finland. Morning serves its customers by enhancing their sales and building their brands and corporate images in the digital environment. The agency's customers are brand-oriented companies that understand the power of digital communications in strengthening their business. Morning's aim is to be one of the top five digital design agencies in Finland.

#### Reorganization

2010 was a challenging year for Morning. Due to severe price competition on the market and changes in the company's top manage-

ment, growth in new business was lower than anticipated. During the autumn, Morning was reorganized to improve efficiency and strengthen sales.

The most outstanding service created by Morning in 2010 was the sustainability web service *Global Responsibility* ([www.storaenso.com/globalresponsibility](http://www.storaenso.com/globalresponsibility)) for Stora Enso. The service, comprising a website and a Facebook account, gained international attention and won the Best Website category at the European Excellence Awards in December.

At a mean annual rate, Morning had 16 employees.

#### Aiming to develop key offerings

Social media activities have become an essential part of marketing campaigns. During 2011, the importance of digital channels, and especially the role of social media, will continue to grow. Morning's focus in 2011 is strongly on new business and developing its key offerings. Demand for digital services remains strong, although it is showing the first signs of stabilization.\*\*\* Tough price competition in the industry is expected to continue in 2011. ¶

\**Institute for Advertising and Media Statistics (IRM), Monthly Index, December 2010.*

\*\**TNS, Media Intelligence, December 2010.*

\*\*\**The Finnish Association of Marketing Communication Agencies (MTL), MTL-Barometer (Q4/2010)*

## IMAGE RETOUCHING REQUIRES COOPERATION

**Digital technology has made close cooperation among the client, the photographer and the image retoucher even more important.**

»New technology has increased the pace of production. Images are easily available, lead times are shorter, and more images are involved in the process. Campaigns often use different images for posters and the web,« says **Janne Eriksson**, Managing Director of Mods, a company within the Edita Group that specializes in advanced image retouching.

»It's important that we become involved in the process as early as possible, so we can make it easier for the client to achieve the desired end results,« explains Eriksson.

Today's technology offers opportunities for creative solutions, but large-image format requires both time and knowledge in order to create the image the client wants.

»In major campaigns, particularly in the fashion industry, a great deal of work needs to go into every image so that we can ensure the



Janne Eriksson

necessary enlargement while still retaining the desired quality. We can save a lot of time if we have good basic materials to work with. Ideally, we like to be there when the photos are taken, so we can work with the photographer and the client to come up with a good look and feel and the right concept.«

**»Large-image format requires both time and knowledge in order to create the image the client wants.«**

Janne Eriksson

# EDITORIAL COMMUNICATION

In 2010, the Editorial Communication business area comprised JG Communication AB in Sweden and Edita Press Oy in Finland.

**THE BUSINESS AREA'S** net revenue in 2010 was EUR 15.6 million which is EUR 0.4 million up on the previous year (15.2 million). The business area's operating loss was EUR 0.1 million (profit EUR 1.1 million). The Swedish operating result was a profit, although the cost of adjustment measures brought it down compared with the previous year. Finland made a loss, which was the consequence of tough competition in the customer magazine market.

During 2010 media investments increased by 10% in Sweden\* and by almost 5% in Finland compared to the previous year.\*\*

### JG COMMUNICATION CREATES RELEVANT DIALOGUE IN ALL CHANNELS

Stockholm-based JG Communication is a communications agency that creates relevant conversations using words, sound and images. It specializes in strategic communication as well as in designing and producing communications for all possible channels. JG Communication is a multicultural company with

employees of 18 nationalities represented, and is one of the largest communications agencies in Sweden, with more than 140 consultants.

### A year of change

2010 was the first year for the company under the new name JG Communication, which was launched in November 2009 together with new values, a new mission and the vision »Opening People's Minds«. As the company communicates this change, it is gradually building up a completely new profile in the Swedish communications market. Today JG Communication is seen as more than simply a publisher of customer magazines; it is now known as a full-service communications agency.

JG Communication's focus in 2010 was on developing digital communications services, and especially web and video services. The company also focused on strategic communications consultancy services – along with the shift to digital channels, the need for strategic consultancy rose. This also required structural changes in the company's organiza-

tion during 2010. The size of the customer magazine unit had to be reduced as a result of diminished demand. The company also had to recruit about 30 employees with new competencies so that it could execute the new strategy and meet customers' needs.

In 2010, JG Communication renewed the service agreement with Ericsson, its largest customer. The company also expanded its collaboration with many other customers and began working with about 20 new ones. JG Communication had an average of 114 employees in 2010.

### Ready to meet new demands

The Swedish communications industry is currently undergoing major changes. Increasingly, the market is moving away from companies that have only one function – such as PR agencies, advertising agencies and web agencies – and is striving instead to carry out all these functions in-house. In addition, more and more companies want to have all their communications needs met by a single agency, and the market is attempting ➡

KEY FIGURES	2010	2009
Net revenue (T€)	15 581	15 194
Operating loss/profit (T€)	-111	1 128
Employees (average)	121	131



»Planned communication ensures that people know what they're doing – and why.«

Jenny Sköld

to adapt to meet this trend. According to the Association of Swedish Advertisers, four out of 10 advertisers intend to increase their investments during 2011, with the internet, PR and mobile marketing expected to result in the largest increases.\*\*\*

After experiencing major strategic change in 2010, JG Communication is prepared to meet the needs and demands of the market. The work to build up JG Communication's reputation as a trustworthy and innovative strategic communication partner and a full-service communication agency continues. In 2011, the company will continue to develop all its offerings. A new website will be launched for JG Communication, and the company will join Edita Group's new intranet to strengthen internal communication. In January 2011, all JG Communication employees began working under the same roof in their new premises on Kungsholmen in Stockholm.

#### A CHALLENGING YEAR FOR EDITA PRESS

In 2010, Edita Press, which mainly focuses on customer magazines and other interest group publications, faced a challenging year, and the company did not reach its targets for revenue or for profit. Because the focus in the field of communication has shifted towards digital channels, the demand for customer magazines has declined. Fierce competition among service providers continued in 2010.

During the year, Edita Press produced various kinds of interest group publications, such as customer and staff magazines, as well as annual reports and brochures, for companies and public administration organizations. Edita Press' customer base remained almost the same, but to an increasing extent, customer communication shifted toward online solutions, and this was reflected in the demand for the company's services. However, Edita Press continued to experience demand for printed publications, with some customers even ordering more magazines or more extensive magazines than they had previously. Edita Press had an average of seven employees in 2010.

#### *Edita Press becomes a part of Edita Publishing*

At the end of 2010, it was decided that Edita Press would merge with Edita Publishing as of January 1, 2011. After the merger, the further development of the production of customer magazines and other interest group publications continued as part of the Edita Group's publishing operations. ¶

\*Institute for Advertising and Media Statistics (IRM), *Monthly Index*, December 2010.

\*\*TNS, *Media Intelligence*, December 2010.

\*\*\*Association of Swedish Advertisers, *Advertisers' panel #5, 2010, Media Investments 2011*.





Jenny Sköld

## STRATEGIC COMMUNICATION BRINGS BUSINESS BENEFITS

**An increasing number of companies want help planning their communication in a more strategic way. The trend is clear, whether it's a case of an overall communication strategy for an entire organization or communication when making major changes.**

»It's possible to demonstrate direct business benefits with strategic communication,« says **Jenny Sköld**, Strategic Communications Consultant at JG Communication.

»By first and foremost linking this communication with the company's business goals, and by winning management support for this, we ensure that communication efforts have a clear purpose. The actions carried out become measurable, and often also become more cost-effective.«

Planned communication ensures that people know what they're doing – and why. It also ensures that target groups and messages are clearly defined and relevant.

»Integrated communication means that various activities benefit from each other, with a common theme running through different communication channels in different ways. And, of course, the fact that a stronger brand can also be built both from within the company and in the market by communicating consistently and clearly is also an obvious advantage.«

## ENVIRONMENTAL ISSUES AFFECT GRAPHIC DESIGN

**Environmentally aware customers and their desire for printed material to be produced as sustainably as possible are now having an impact on the work of graphic designers.**

»More and more customers are interested in using eco-labeled paper for their printed material. When customers make decisions regarding which printed material to use, they are now more likely to take into account whether the printing house operates in an environmentally sustainable manner or not,« says **Marjut Vikkula**, Art Director at Edita.



Marjut Vikkula

**»Creativity is all about how we formulate and package our message.«**

Mattias Sjöstrand

»Together with our experts in the production planning unit, we examine which paper, dye, and varnish to use if we want to produce a result which is both esthetically pleasing and environmentally sustainable. The optimal sheet size also remains important, but customers used to be more concerned about the price, and now the focus is more on minimizing the amount of paper waste.«

Another noticeable trend in the work of graphic designers is the greater focus on luxury in printed material; some customers require publications with outstanding quality and several different visual effects.

»At Edita, we try to design and produce even these luxury

products as sustainably as possible by using suitable environmentally sustainable paper, dyes based on vegetable oil, and water-based varnish whenever possible.«

## THE INCREASING IMPORTANCE OF CREATIVITY

**Investing in media is expensive – and this also applies to social media. After a degree of initial confusion, more and more companies are now coming onboard. However, their enthusiasm risks turning into disappointment.**

Media suddenly seems to have become free, and that should certainly be communicated now. But it has quickly become apparent that most of the new, revolutionary campaigns are not living up to their ambitious goals.

»This is because companies have missed a key point,« explains **Mattias Sjöstrand**, Creative Director at JG Communication. »When a campaign is based on someone else spreading your message, that person has to want to spread your message. And, generally speaking, we tend not



Mattias Sjöstrand

to care about things that don't relate either directly or indirectly to ourselves.«

The solution is creativity, a commonly used – but often misunderstood – concept. But what exactly is creativity?

»If strategy is all about what we want to say and to whom we want to say it, then creativity is all about how we formulate and package our message. Creativity is based on finding things that are new, unexpected, exciting, smart, shocking or simply crazy and fun. Things that make people care. Things that create a dialog. Things that give your message its own wings. And creativity has never been more important than it is in the new channels,« says Sjöstrand.

# PUBLISHING

In 2010, Edita Publishing Oy operated within the Publishing business area in Finland.

**THE BUSINESS AREA'S** net revenue was EUR 14.8 million in 2010, which is EUR 0.6 million less than in 2009 (EUR 15.4 million). The operating profit was EUR 3.6 million, which is EUR 0.3 million more than in the preceding year (EUR 3.3 million). This improvement was down to growth in the net revenue in electronic publishing programs.

### A PUBLISHER SERVING MANY PROFESSIONS

Edita Publishing creates, selects and edits information for its customers and develops professional information services.

The company publishes professional literature for lawyers, tax consultants and many other specialist fields. Edita also provides online information services, such as Credita, Edilex, Finlex and Hilma.

Edita Publishing organizes training and other events for its key professional customer groups. In 2010, the most significant of these events was Käräjät, an event aimed at legal professionals.

Our customers are used to relying on the expertise of Edita Publishing when it comes to promoting learning. By focusing on feedback, the company has successfully assisted educators, particularly in the fields of business economics and technology, as well as the social welfare and healthcare sectors. Together with industry experts, Edita Publishing develops professional material that supports educators in their work and is easy for their students to understand.

A general trend in the communications field has been the shift from printed material to digital communications channels. Naturally, this has had an impact on publishing. Although digitalization offers new possibilities, it has also resulted in some confusion. This is reflected in the statement made in the latest Edita Publishing teaching material brochure by Publishing Manager Hanna Sokratous, who is responsible for lower- and upper-secondary school teaching material: »Schools and the teaching materials they use are facing a radical change. There is a trend towards encouraging the use of information and communications technology as an everyday part of activities in schools. There are 'paperless school' experiments underway, resulting in a demand for electronic learning material. However, some people oppose this trend and say that, because students' lives have almost been taken over by information technology and social media anyway, schools should try

to teach them other skills and stand up for the importance of face-to-face interaction.«

### Cost-effectiveness led to a favorable result

Customer loyalty and satisfaction at Edita Publishing remained at a high level in 2010, and market share development of the company's core areas was positive. Net revenue decreased by 4 percent, but a good result was reached by discontinuing unprofitable operations and focusing on improving cost-efficiency.

The company had to settle for a sales result that was weaker than expected, especially in the area of general non-fiction literature sold in bookstores. This was partially the result of the trend in which people are increasingly obtaining information online instead of from printed publications. In 2010, many players, especially in the public sector, were affected by tough economic measures and expectations that savings would be achieved. This was reflected in demand for the services provided by Edita Publishing.

*Turisti*, an important source of information on routes and timetables for travelers in Finland, was discontinued in 2010. Demand for printed products declined to one-hundredth of what it was during the years when demand was at its highest. This decrease clearly demonstrates that electronic search engines have become the norm, resulting in a decline in the use of directories.


In 2010, Edita Publishing's expertise was systematically developed both through

new recruitment and by training for existing personnel. It was decided to expand the company's offering of services to include publications that are less weighty than books, e.g. magazines and brochures. Edita Publishing's sister company Edita Press Oy, which merged with Edita Publishing on January 1, 2011 in accordance with a decision made at the end of 2010, will provide the expertise for this service.

Edita Publishing had an average of 68 employees in 2010.

### Moving towards growth

In 2011, Edita Publishing will invest in growth and the expansion of its services. Key areas for Edita Publishing are promoting learning, further developing information services for professional fields, and assisting customers in creating communicative content and choosing the right distribution channels.

Edita Publishing aims to meet the requirements of its customers regardless of the channels they choose and to help them find the best and most influential, cost-effective ways to communicate in today's increasingly fragmented media environment. Various electronic publications and services such as e-books, online newspapers, news bulletins, online services, mobile phone and tablet applications, as well as new types of trading forums, offer a wide range of new opportunities for potential business development for the publishing industry. 

KEY FIGURES	2010	2009
Net revenue (T€)	14 825	15 380
Operating profit (T€)	3 571	3 307
Employees (average)	68	74



Sanna Laajasalo

## GRAPHIC DESIGN THAT APPEALS TO THE TARGET GROUP

»Successful graphic design ensures that our books have a fresh, modern look that lasts over time,« says Sanna Laajasalo, graphic designer of vocational study materials for Edita Publishing. She works with designs for non-fiction books, educational materials for schools, and marketing material.

»In addition to working with an enthusiastic and capable team, the best part about my role is having the opportunity to challenge myself by putting my own creative flair into each job. The end result must be clear and easy to understand, with a contemporary, unified and attractive feel,« says Laajasalo.

Graphic designers are responsible for the look of the covers and for the pages between them, and they also

arrange the layout of the text. The role of a graphic designer can also include designing and renewing the appearance of a book series and creating pictures and marketing material. The company's logo or the style of a book series can affect the general design of a book. In the end, it all comes down to the designer's professional ability.

»Originality is an asset as well as a challenge: as a designer, it's necessary to come up with new concepts all the time, and to keep your eyes and ears open in order to find new ideas and inspiration,« says Laajasalo.

While designing the appearance of a book, the designer needs to take into account the target audience, the impression that should be conveyed, and the contents of the book. A well-designed layout can encourage students to learn. The increasing availability of e-learning materials provides new opportunities for graphic designers.



Petri Rissanen

## PROVIDING LEGAL INFORMATION IN DIFFERENT FORMATS

Thanks to his extensive experience working in the legal sector, Petri Rissanen, Sales Director responsible for legal information and education, is very familiar with the company's customer base in this field.

»People working in the legal profession know what they want and require quick and easy access to reliable information,« says Rissanen.

Many customers say the electronic legal information service, Edilex, helps them to find updated and in-depth information easily. Quite a few users became familiar with the service during their university studies. The customer base for statute books is also growing. In addition to the use of these books in judicial administration departments, an increasing number of individuals now have them on their own desks.

The speed at which a piece of information can be accessed has become increasingly important. The body of information available has grown and information updates are taking place more frequently than before.

The new generation of legal professionals uses different working methods, and so the use of electronic sources has increased.

»The Edilex service by Edita is an excellent way of meeting these new requirements. Knowing your customers is vital for being able to produce the information they need, in both electronic and printed forms.«

## CUSTOMER UNDERSTANDING IS KEY

Edita's Publishing services come into play when customers are faced with the challenge of turning their stories, large or small, into a series of books or other works.

The publisher's role is to make this process as easy as possible for the customer. This is the kind of support that Raimo Savolainen received as a customer of Edita Publishing during the past 20 years while he was working with various commemorative projects for the Council of State.

Now he is able to use his past experience to benefit Edita Publishing, where he currently works as a customer manager. Key qualities for his role are his extensive personal networks and his dedication to ensuring that projects start in good time.

»When a customer enquires about the services that we offer, it is important for us to be able to provide a comprehensive overview of how the project will be carried out, right from

the start,« emphasizes Savolainen.

In this context, a good example is a recent project about the history of the Finnish youth association movement.

»The challenging starting point for this project was the extensive research and writing work, which took decades to complete due to its stop-and-start nature. Up-front discussions with the client and the writer built up the trust and enthusiasm required to publish this five-part work on time and as planned. The key to success is to take care of customer relations by using a clearly defined production process and assuring the customer that the process will be successfully completed from beginning to end, even if it is a turnkey delivery.«



Raimo Savolainen

»The speed at which a piece of information can be accessed has become increasingly important.«

Petri Rissanen

# PRINT & DISTRIBUTION

In 2010, Print & Distribution business area comprised Edita Prima Oy in Finland, and Edita Västra Aros AB and the associate company Edita Bobergs AB in Sweden.

**THE BUSINESS AREA'S** net revenue was EUR 64.1 million, which is EUR 4.3 million down from the previous year (EUR 68.4 million). The business area's operating profit was EUR 0.3 million (EUR 2.8 million). The continued tough price competition and cost of adjustment measures weakened the result compared with the previous year both in Finland and in Sweden. Sweden's result was a profit, but Finland ran at a loss.

In both Finland and Sweden, the demand for traditional sheet-fed offset printing materials continued to drop in 2010, and despite extensive adaptation, overcapacity strained the profitability of the industry by bringing production costs down. In the Nordic countries, the paper wholesale market declined 3 percent compared with 2009.\*

However, a positive prospect was the increasing demand for digital printing services and direct marketing. In 2010, a special emphasis was placed on developing these services in the sector, both in Finland and in Sweden.

KEY FIGURES	2010	2009
Net revenue (T€)	64 137	68 413
Operating profit (T€)	291	2 846
Employees (average)	423	481

As the communicative focus of companies and organizations shifts towards digital resources, the significance of traditional printed products is changing and diminishing. While large-scale printing has decreased, printed pages have gained more prestige as a special product.

**EDITA PRIMA IS AN ALL-AROUND COMPANY**

Edita Prima, operating in Hakuninmaa, Helsinki, provides its customers with diverse and high-quality print and direct marketing services. Its professionalism is the result of knowledge about business matters, technical proficiency, and the ability to work with both customers and the company's own units.

*A year of adjustment and new prospects*

Edita Prima emerged from the economic crisis in 2010 with satisfactory results. In response to the decreasing demand for printed products, extensive cost-cutting was carried out. The number of staff was reduced by 61 persons, the number of sheet-fed machines was reduced, and the production unit in Vilppula focusing on rotation printing was sold at the end of 2010. Despite these extensive measures, Edita Prima reported a loss.

Business operations were developed according to the company strategy. The

focus shifted increasingly towards developing a full-service offering in the marketing communication sector. This covers both digital data management services and advanced direct marketing services in combination with traditional printing services.

In 2010, Edita Prima provided its customers with the eGate service, which functions as an electronic subscription channel, a management bank for data and documents, and a tool to carry out marketing campaigns. In order to make customer service more effective, the company centralized all its quick-print services into the production unit in Hakuninmaa, Helsinki.

A significant achievement for Edita Prima in 2010 was that the company again won a bid to provide comprehensive printing services to the Finnish government in a competition administered by Hansel Oy, the government's central procurement unit. The framework agreement will be in place until the end of July 2014.

Edita Prima was certified as a climate-neutral company in the second quarter of 2010. The company's objective is to become the leading company in the industry in terms of reducing environmental load.

The company had an average of 313 employees in 2010.

*Development work to continue*

As a result of continuing overcapacity in the graphics industry in Finland, tough price competition will continue into 2011. Edita Prima continues to develop its operations in order to serve its customers in a more comprehensive and environmentally sustainable manner, both in the traditional print industry and in the digital communications and marketing sectors. Generally, the changing role of a printed product from a single publication into part of a larger marketing campaign will provide the guidelines for the development of operations.

**EDITA VÄSTRA AROS AIMS HIGH**

Edita Västra Aros strives to be the most talented full-service graphics company in Sweden, well ahead of its competitors in terms of technological development and environmental profile. It also aims to be an attractive workplace where employees have opportunities for job satisfaction and personal development. The company's vision is to be one of the most profitable sheet printers in the Nordic countries.

Edita Västra Aros is the most environmentally advanced graphics company in Sweden. It has gained all the relevant environmental certifications in the industry as well as achieved several public awards for its environmental achievements.

### Challenges and development

The first half of 2010 was particularly challenging for Edita Västra Aros. The number of employees had to be reduced in order to secure the company's profitability.


During the year, Edita Västra Aros executed several improvements to strengthen effectiveness and competencies in production, sales and project management. In the beginning of the year, the company started a 5 S Lean project aimed at improved, more effective processes and project management. Direct marketing competence was strengthened by acquiring Kampanjfabriken AB in the beginning of 2010. A bookbindery, Rolge AB, was acquired in late 2010.

In 2010, the company had an average of 105 employees.

### Development of working processes to continue

In 2011, Västra Aros will continue the development of working and managing processes to become even more effective. Tough competition in the Swedish market will continue in 2011 due to overcapacity in the industry. However, the recovery and growth of marketing will also be favorable for the printing industry. Future growth will be mainly in graphics services related to direct marketing.

### EDITA BOBERGS

Edita Bobergs is an associate company of Edita Sweden AB. The company specializes in direct marketing and is based in Falun, Sweden. In 2010, the company had an average of 58 employees. 

\*EUGROPA (European Paper Merchants Association).



Kirsi Sjöberg

## NORDIC SALES POWER

**In 2010, Nordic cooperation in sales was further increased in order to improve the service provided to shared Nordic customers.**

Kirsi Sjöberg, Sales Director of Edita Prima, is the Chair of the Nordic Sales Working Group, which meets at regular intervals to plan projects for shared customers. According to Sjöberg, the cultural differences between Finland and Sweden regarding sales have proved to be strengths that benefit the customers.

»Because we are familiar with the differences in how people operate in these markets, we can guide our customers and help them solve any possible problems. Our sales teams in Finland and in Sweden have a wealth of experience in dealing with customers who operate in several Nordic countries,« she says.

»This Nordic model requires considerable effort, the establishment of networks, trust, openness and a positive attitude from all parties involved in the sales process. However, the benefits are evident as customers save time, effort and money as a

result of a consistent process and because the same communication products can be used flexibly throughout different countries.«



Pekka Lehtinen

## DIRECT MARKETING MORE ON TARGET THAN EVER

**Pekka Lehtinen, Sales Director of the Edita Direct team founded in 2010, emphasizes how essential it is to have a carefully targeted message in marketing.**

Direct marketing campaigns increasingly use several channels of communication, such as print, e-mail, the internet, and mobile and social media.

»The vital aspect of direct marketing is to carefully consider to whom, when and what kind of a message should be sent. A thought-provoking message should be targeted as carefully as possible to correspond to the interests of the recipients,« explains Lehtinen.

The advantage of electronic direct marketing is that campaigns

can be followed in real time. Reliable information can be retrieved when the campaign is still underway. This can include information regarding which members of the target audience received the message, when they received it, and how they reacted.

»The best direct marketing campaigns promote customer sales, improve communication and provide channels for two-way communication. The fundamental purpose of direct marketing is to create a profitable and long-term customer relationship which is encouraged through ongoing dialog.«

## THE GROWING IMPORTANCE OF ENVIRONMENTAL WORK

**Edita Västra Aros began its environmental work back in 1998, but it is only now that Managing Director Lars-Göran Nyberg is starting to see environmental aspects becoming a factor when clients choose a supplier.**

The strict rules that apply within the framework of the Swedish Public Procurement Act (LOU) do not include any »must« requirements in terms of environmental work, taking only basic environ-

»The way social media directs messages according to people's individual preferences has also brought new opportunities into direct marketing.«

Pekka Lehtinen



Lars-Göran Nyberg

mental measures into account. Price is the main criterion. However, a shift can be discerned, although this is complicated by the fact that large-scale procurements are also affected by EU directives.

»It's pleasing to note that individual municipalities are now starting to introduce a degree of environmental work as part of their procurement processes,« says Nyberg. »It's too early to call this a clear trend, but there has certainly been a shift. The economic recovery has also meant that the private sector is looking at criteria other than price, with environmental work becoming increasingly important.«

Studies show that documented environmental work can strengthen the brand in our clients' eyes, so Nyberg believes that it is now time for action instead of just words when it comes to the environment. Everyone benefits as a result.



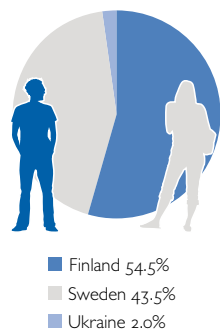
Autumn in Stockholm's archipelago.



# PEOPLE

»OUR EMPLOYEES' COMBINED COMPETENCE,  
COMMITMENT AND WELL-BEING ARE VITAL  
FOR THE SUCCESS OF OUR COMPANY.«

## HUMAN RESOURCES

EMPLOYEES IN FINLAND, SWEDEN  
AND UKRAINE 2010

**IN 2010**, as the overall structural change towards digital communications continued at an even faster pace, the restructuring of Edita Group also continued. This trend, in combination with the strategic focus on developing additional value-added services, required changes and to some extent organizational restructuring in several of the group's companies. As a result, Edita was forced to implement layoffs but was also able to recruit new personnel. In this process of change, HR's main focus has been on supporting the businesses to manage the change in their respective organizations.

In the spring of 2010, we executed an initial personnel survey that covered all the group companies in Finland and Sweden. Beginning in June 2010, the group initiated several activities to respond to the professional development needs revealed by the survey results. According to the results, the main development targets relate to management and leadership skills, internal communi-

cation, competence development and career opportunities. In general, there is a need to review and work more actively on diversity issues such as age, gender and ethnicity.

The survey results have also been discussed thoroughly in the management teams and with the personnel in all businesses. To improve internal communications, we established a group-wide intranet, Plaza, in 2010.

To improve the management and leadership competencies in the group, we started a leadership assessment and development program in the early autumn of 2010. The aim of the program is to help managers to identify their personal strengths and weaknesses and provide them with competence development and the support they require to develop their leadership skills.

**VALUING PEOPLE**

HR's vision »A great place to work« means that all present, future and former employees should consider Edita Group and

its subsidiaries as attractive workplaces.

Our mission is to create and maintain this attractiveness by focusing on developing our employees' competence, sense of commitment and well-being. Valuing and appreciating our employees is the key concept in our work and is the guideline for defining the prerequisites for successful HR policies in Edita Group. We use our annual survey of personnel to measure the success of our efforts to create an attractive workplace.

To ensure that our vision is communicated, we have defined three main success factors: *competence*, *commitment* and *well-being*. Edita Group's values – *renewal*, *respect* and *responsibility* – are strongly reflected in these.

*Competence* entails our efforts to provide all our employees with relevant competence development. Our ability to provide professional development and career opportunities is vital to our success. We take a positive approach when facing ➡



# Edita Group's HR strategy

## VISION



A great place to work

## MISSION



To create an attractive workplace for present and future employees, characterized by competence, commitment and good working conditions

## FOCUS AREAS

Our employees' combined competence, commitment and well-being are vital factors for the success of our company.



### COMPETENCE

We strive to provide our employees with relevant training and competence development. Our ability to provide professional development and career opportunities is essential to our success.

### COMMITMENT

We strive to create a workplace characterized by commitment and motivation. Commitment requires participation: each employee must be aware of how he or she can contribute to the achievement of our comprehensive goals.

### WELL-BEING

We strive to be a responsible employer in terms of providing both a good physical working environment and a great working atmosphere. We are committed to gender equality, promoting equal opportunities and diversity and respecting all employees as individuals.

## VALUES



RENEWAL

RESPECT

RESPONSIBILITY

» Satisfied employees have a positive impact on the atmosphere of the workplace, and on the result and efficiency of the whole organization. «

Marja-Leena Karhu


challenges, and constantly develop and renew our business in order to remain competitive.

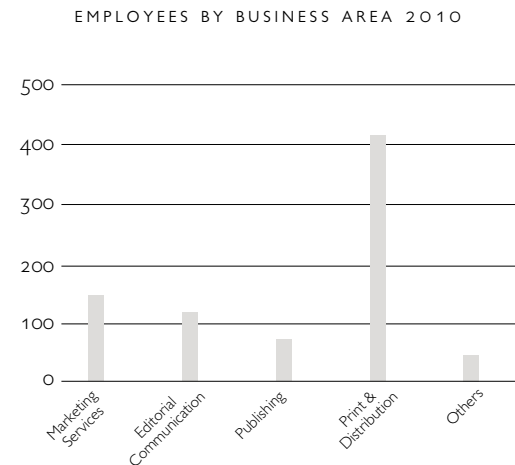
Commitment means creating the prerequisites for all employees to feel motivated and interested in participating in the development of our operations. An important key to creating commitment is participation; each employee needs to be aware of how he or she can make the best possible contribution to ensuring that we achieve the business goals.

Focusing on *well-being* means that we are responsible for providing a good physical working environment as well as creating a great working atmosphere. We work to ensure gender equality, promote equal opportunities and diversity, and respect all employees as individuals.

#### INSIGHTS FOR 2011

In 2011, our efforts to support our businesses in their further development and the management of change in their respective organizations will continue. The HR function will be developed to better meet the needs of the various businesses. The focus is on the importance of competence development as well as creating motivation and commitment, because the forecast for market development is fairly positive for 2011 and we aim to increase our attractiveness as an employer.

Further information about our social responsibility will be available in *Edita Group's Corporate Responsibility Report*, which will be published for the first time in May 2011. 





Marja-Leena Karhu

## ENSURING EMPLOYEES' WELL-BEING

**As an employer, Edita takes its responsibility for staff well-being seriously.**

»Having employees who are happy with their working situation is important to us. Satisfied employees have a positive impact on the atmosphere of the workplace, and on the result and efficiency of the whole organization,« states **Marja-Leena Karhu**, HR Manager at Edita Finland.

Job satisfaction and well-being are improved by offering staff diverse tasks, organizing training and supporting employees' independent career development. In addition, staff are encouraged to exercise and enjoy their free time by taking part in various exercise classes organized or subsidized by the employer, and through sports and cultural activities.

Collaboration with occupa-

tional health services facilitates the ability of employees to take care of themselves in accordance with their personal preferences. Working proactively on employee health is a top priority, and the goals are to maintain a high level of working ability and prevent illness among staff members.

»We work actively and systematically to ensure the well-being of our staff, because motivated and committed employees are a valuable asset to our company,« says Karhu.



Annika Magnusson

## GOOD LEADERSHIP CREATES COMMITMENT

**Valuing employees is one of the key principles for the Edita Group's HR work. This means having the right person in the right role, and that all individuals should**

**feel that they are noticed and have the right knowledge for their roles.**

»Ensuring that our employees have the right expertise, are highly committed and are happy in their work is Edita Group's most important success factor. It is essential for employees to have a good understanding of how they can make the best possible contribution and how they fit into the bigger picture. That places demands on our leadership,« explains **Annika Magnusson**, Vice President, Human Resources at the Edita Group.

»Our annual Group-wide employee survey is a key HR tool for defining the areas that need improvements so that we can increase employee satisfaction and commitment,« she says.

»Good leadership is one of the hallmarks of an attractive workplace. Our managers received favorable ratings in our most recent employee survey, but continuous development of leadership skills is required. It was a key focus area in 2010 and will also be one in 2011,« Magnusson says.

She believes that, as the economic climate improves, competition will become tougher in terms of recruiting the best people, and that it will be more of a challenge to retain employees. »I am convinced that we are a strong competitor in this regard since Edita Group can offer interesting jobs and opportunities as well as

professional development. One of HR's main tasks is to work continuously to maintain our reputation as a good employer and an attractive workplace, at both the Group level and in terms of our subsidiaries,« Magnusson says.



Pálvi Myyry

## LEADERSHIP COMES FROM WITHIN

**Organizational changes created an extensive need for leadership development in Edita Publishing. The company implemented a training and development program with**

**the focus on leadership and management. The aim is to improve interaction among managers and employees in the workplace.**

»We wanted to create an internal career path to managerial roles,« says **Pálvi Myyry**, Director of HR and Administration.

Also, operations were reorganized within the company, so that employee knowhow can now also be used outside an employee's own publishing unit. Experts gain new capabilities when they use their knowledge in publishing units in which they have not previously worked.

»Active leadership development and the involvement of all employees in the development of the organization's operations have facilitated Edita Publishing's recovery from the economic decline that recently shook the publishing industry.«

*» Valuing employees means having the right person in the right role and that all individuals feel that they are noticed and have the right knowledge for their roles. «*

Annika Magnusson

# CORPORATE GOVERNANCE PRINCIPLES

**EDITA PLC** is a Finnish public limited company that is 100 percent owned by the Finnish State. Its corporate governance system complies with the laws of Finland, Edita's Articles of Association, and, as applicable, the corporate governance recommendations concerning publicly listed companies.

The Edita Group comprises the parent company, Edita Plc, and its subsidiaries.

## GOVERNING BODIES

Responsibility for the Edita Group's governance and operations rests with Edita Plc's governing bodies, which consist of the General Meeting of Shareholders, the Board of Directors and the CEO.

## GENERAL MEETING OF SHAREHOLDERS

Edita Plc's supreme decision-making body is the General Meeting of Shareholders, which convenes at least once a year. An Annual General Meeting is held by the end of May on a date set by the Board of Directors. The General Meeting makes decisions on the matters specified in the Limited Liability Companies' Act and the Articles of Association, such as the acceptance of the financial statements, the distribution of dividends, the election of

the Board of Directors and the Auditor, and the compensation payable to them.

## BOARD OF DIRECTORS

The Annual General Meeting elects from four to eight directors to the Board of Directors for a term of one year. Their term expires at the end of the Annual General Meeting that first follows their election. The Chairperson of the Board and the Vice-Chairperson are elected by the General Meeting of Shareholders.

The Board of Directors is responsible for the company's management and for the appropriate organization and supervision of the company's assets and business operations. The Board makes all major decisions on operating policies, strategies, capital expenditure, organization and funding, and decides on all major transactions concerning properties, operations, and companies. The Board approves the company's values and policies and oversees their application in practice.

The Board approves its own working procedure and meeting schedule. The Board's key functions are:

- approving the annual operating plan and budget

- approving the financial statements and the annual report
- approving the organization and compensation system
- appointing and compensating the CEO and the Group Management Team
- appointing Committee members and approving their working procedures
- approving long-term objectives and strategies
- approving the Group's values, and the principles and policies of its control and risk-management system
- supervising the appropriate arrangement of accounting and financial management

The Board of Directors has approved the corporate manual to be applied throughout the Group, the purpose of which is to guarantee appropriate procedures in all Group operations. The Board evaluates its working practices annually.

In 2010, the Board of Directors consisted of **Lauri Ratia** (Chairman), **Jarmo Väisänen** (Vice-Chairman), and members **Carina Brorman**, **Liisa Jauri**, **Riitta Laitasalo**, **Timo Löyttyniemi** and **Eva Persson**. In 2010, the Board convened 10 times. The average attendance rate was 94 percent. In the Board's

assessment, all members are independent of the company, and all members except Jarmo Väisänen are independent of the company's owner, the State of Finland.

#### **BOARD COMMITTEES**

The Board Committees assist the Board by preparing the business to be handled by the Board. The Board has two permanent Committees: the Audit Committee and the Structure and Compensation Committee.

##### **Audit Committee**

The Audit Committee assists the Board by monitoring the financial situation and by performing supervisory tasks, by directing reporting practices and internal audit functions, by supervising risk management, and by overseeing auditing.

In 2010, the Audit Committee consisted of three members: Riitta Laitasalo (Chairperson), Timo Löyttyniemi, and Liisa Jauri. The Committee convened five times, with an attendance rate of 100 percent.

##### **Structure and Compensation Committee**

The Structure and Compensation Committee directs the development of the Group's structure and key business areas. The

Committee also prepares matters relating to executive appointments, the terms and conditions of corporate executives' contracts, their salaries, compensation systems, and principles of compensation.

In 2010, the Structure and Compensation Committee consisted of three members: Lauri Ratia (Chairman), Timo Löyttyniemi, and Jarmo Väisänen. The Committee convened eight times, with an attendance rate of 96 percent.

##### **CEO**

The Board of Directors appoints the CEO, who is responsible for managing and developing the Group's operations in accordance with the provisions and guidelines laid down in the Limited Liability Companies' Act and the Articles of Association and as issued by the Board. The CEO is responsible for ensuring the legality of accounting and the reliability of asset management. The CEO is directly responsible for the following functions: implementation of Group strategy, financial administration, general administration, the direction and supervision of the business areas, public and stakeholder relations, and the preparation of Board meetings. The CEO regularly reports to the Board on

the Group's operational performance and financial position.

Since August 8, 2005, the CEO of Edita Plc has been **Timo Lepistö**, LL.M., born in 1959.

#### **GROUP MANAGEMENT TEAM**

The Group Management Team comprises the CEO and, as appointed by the Board on the basis of the Structure and Compensation Committee's proposal, the Chief Financial Officer, the Human Resources Director, the Communications Director, and the Managing Directors of the business areas.

The Management Team is responsible for making action plans to implement Group strategy in the business units, for examining annual business plans and budgets, for monitoring profit performance and taking any measures needed to rectify poor performance, for coordinating and monitoring the implementation of investment plans, for overseeing the implementation of business restructuring, for supervising risk management, and for monitoring major day-to-day operating actions and decisions.

None of the Group Management Team members or those close to them has any significant business relationships with companies in the Edita Group. ➡

## **BUSINESS AREAS**

Edita's business is divided into four business areas: Marketing Services, Editorial Communication, Publishing, and Print & Distribution.

## **COMPENSATION**

### *Compensation of Board members*

The Annual General Meeting decides on the compensation of Board members annually. Members of the Board and its Committees are remunerated financially. Members of the Board are not entitled to incentive systems based on shares or share derivatives.

### *Compensation of the CEO and corporate executives*

The compensation of the CEO and members of the Group Management Team consists of a fixed monthly salary, standard benefits, a performance-based bonus which is based on annually decided criteria that must be met for the bonus to be paid, and a long-term compensation system. Edita does not use incentive systems based on shares or share derivatives.

The Board of Edita Plc decides the terms and conditions of the contracts of the CEO and members of the Group Management Team. Every year the Board sets targets, based on the budget and operating plans, that must be met for bonuses to be paid, and decides on the compensation of the CEO and members

of the Group Management Team. As regards corporate executives other than the CEO and members of the Group Management Team, the Board decides on the principles of compensation on the basis of the Structure and Compensation Committee's proposal.

The CEO is entitled to a performance-based bonus, which is no more than 40 percent of his/her annual taxable earnings. The members of the Group Management Team are entitled to a performance-based bonus, which is no more than 30 percent of their annual taxable earnings. The short-term performance-based bonus is tied to the operating profit and to personal targets.

The CEO and some members of the Group Management Team were included in the long-term »bonus bank« incentive system established to increase long-term commitment during the period 2007–2011. According to a decision by the Board of Directors on February 9, 2010, the old incentive system was discontinued in 2009 and replaced with a similar new system for the years 2010–2012. The »bonus bank« system is used to reward the Group's key personnel for reaching the targets approved annually by the Board. The long-term performance-based bonus is tied to the long-term profitable growth of the Group. Under the system, the maximum annual bonus may not exceed 40 percent of the CEO's

annual taxable earnings or 20–30 percent of the annual taxable earnings of other key personnel. The bonuses accumulated in the old system can be withdrawn in stages over a three-year period starting from 2010. The bonuses accumulated in the new system can be withdrawn in stages over a three-year period starting from 2013.

Furthermore, the business areas can apply bonus systems based on sales or production or linked to the units' contributions to the profit margins or their earnings to facilitate business success. These systems do not overlap with the Group's annual performance-based bonus system.

Upon termination of their contracts, the CEO and other members of the Group Management Team will be entitled to the salary paid for the period of notice as well as benefits. The period of notice for terminating the CEO's employment is six months when notice is served by the employer and four months when notice is served by the CEO. The period of notice for terminating the employment of other members of the Group Management Team is between six and 12 months when notice is served by the employer and between three and six months when notice is served by the corporate executive in question. Upon termination of employment by the employer, the CEO will be entitled to compensation

equivalent to six months' salary in addition to the salary paid for the period of notice, and other members of the Group Management Team will be entitled to compensation equivalent to up to six months' salary in addition to the salary paid for the period of notice. Upon resignation, the corporate executive in question will only be entitled to the salary paid for the period of notice as well as benefits.

The CEO's retirement age is 62 years. With the exception of the CEO and the Chief Financial Officer, Edita Plc does not provide supplementary pension insurance. The supplementary pension plans of the CEO and the Chief Financial Officer are based on contributions and they include vested rights.

#### **FINANCIAL REPORTING**

The achievement of financial targets and balance sheet management are monitored through monthly Group-wide reports. Interim financial statements are drawn up quarterly. A semi-annual review is drawn up together with the interim financial statements for the first half-year.

#### **RISK MANAGEMENT**

The risk-management policy approved by Edita's Board of Directors defines the risk-management principles, objectives, and divisions of responsibility in the Group. Risk

management is based on an organization-wide approach to identifying, assessing, managing, and monitoring material risks. The CEO and other executives ensure that risk management is a continuous, integral part of the Group's day-to-day operations. The management reports to the Board on risks by business area. Unless there is need for ad-hoc reporting, the management reports to the Board on risks on a quarterly basis. The CEO and other executives identify and monitor risks, develop and co-ordinate risk-management activities, and update the Group's risk profile. The Board of Directors deals with the most significant risks and evaluates the efficiency of risk management at least once a year. The effectiveness of Edita's risk-management is monitored through internal and external audits as part of the regular auditing program.

#### **AUDITING**

The authorized public accountant firm elected by the Annual General Meeting to audit the parent company, Edita Plc, audits the entire Group with regard to accounting, financial statements and administration each financial year. In addition to the audit report issued in connection with the company's financial statements, the auditors also regularly report on their findings to the Board's Audit Committee.

Edita's Auditor is KPMG Oy, with **Minna Riihimäki**, CPA, acting as the auditor in charge in 2010.

#### **INTERNAL AUDITING**

The purpose of internal control and risk management is to ensure that the company's operations are efficient and profitable, that the supply of information is reliable, and that regulations and policies are observed. Internal auditors are responsible for helping the Board and the CEO to assess the appropriateness and effectiveness of the Group's processes and systems, the efficiency and adequacy of internal control, and the accuracy and adequacy of accounting and reporting.

In the Edita Group, internal auditing goals are decided upon annually by the Board by means of risk assessments, etc. Practical implementation is entrusted to an independent external firm of authorized public accountants.

Internal audit reports are distributed to Edita Plc's Board of Directors, Audit Committee, auditors, CEO, and Group Management Team. The CEO, together with other executives, is responsible for ensuring that any actions required on account of observations made by internal auditors are duly initiated.

Edita's internal auditing was performed by Tuokko Tilintarkastus Oy, Authorized Public Accountants, in 2010. ¶

PEOPLE

# EDITA PLC'S BOARD OF DIRECTORS

DECEMBER 31, 2010



Ritta Laitasalo

Lauri Ratia

Timo Löyttyniemi

Liisa Jauri

Jarmo Vaisänen





Eva Persson

Carina Brorman

#### CHAIRMAN

**LAURI RATIA** (born 1946), MSc (Eng)  
Chairman of the Board of Edita Plc since 2005

##### *Main positions of trust:*

Member of the Board of Olvi Oyj until April 4, 2010  
Chairman of the Board of Medisize Oy since 2007  
Chairman of the Board of Sponda Oyj since 2007  
Chairman of the Board of VR Group Ltd (Finnish Railways) since 2008  
Chairman of the Board of Paroc Group Oy since 2010  
Member of the Board of Inspecta Holding Oy since 2007  
Member of the Board of Samesor Oy since 2008 (Chairman of the Board November 1, 2009 – September 14, 2010)  
Member of the Board of YIT Corporation since 2009

##### *Previous positions:*

Senior Advisor at Europe Materials, CRH Plc  
Managing Director of Lohja Rudus Oy  
Development Director of KoneCranes  
Partner at Euroventures Nordica  
Managing Director of Nokia Robotics  
Business Planning Director at Nokia Corporation  
Managing Director of Nokia Inc (USA)

#### DEPUTY CHAIRMAN

**JARMO VÄISÄNEN** (born 1951), Licentiate of Social Sciences  
Senior Financial Counselor at the Ownership Steering Department of the Finnish Prime Minister's Office  
Deputy Chairman of the Board of Edita Plc since 2006

##### *Main positions of trust:*

Member of the Ownership Steering Department's Management Group for State-owned Companies under the Prime Minister's Office in Helsinki, Finland since 2007  
Chairman of the Board of Suomen Erillisverkot Oy since 2011  
Deputy Chairman of the Supervisory Board of Gasum Oy since 2010  
Member of the Board of VTT Ventures Oy since 2010

##### *Previous positions:*

Head of the Ownership Steering Unit of the Finnish Ministry of Finance

Head of the Market Stability Unit of the Finnish Ministry of Finance

Deputy Director of the Finnish Government Guarantee Fund

Investment Manager of the Industrialization Fund of Finland

Research Manager of the Industrialization Fund of Finland

#### MEMBERS

**CARINA BRORMAN** (born 1958), MSc (Econ)  
Vice President for Brand and Communications at E.ON Nordic  
Member of the Board of Edita Plc since 2009

##### *Main positions of trust:*

Member of the Board of Directors of the Royal Dramatic Theater in Stockholm  
Member of the Board of Directors of Sparbanken Öresund, Malmö  
Member of the Board of Directors of MFF, Malmö

##### *Previous positions:*

Managing Director of Swedish Television (SVT) South  
Deputy Managing Director of Malmö Opera

**LIISA JAURI** (born 1961), LL.M

Head of Corporate Social Responsibility, Nordea  
Member of the Board of Edita Plc since 2006

##### *Main positions of trust:*

Member of the Board of Alko Oy 2007 - 2009  
Member of the Board of Solidium Oy 2007 - 2009  
Member of the Finnish State Pension Fund's Investment Consultative Committee since 2000

##### *Previous positions:*

Unit Head of Nordea, Securities Infrastructure  
Managing Director of the Finnish Central Securities Depository Ltd  
Deputy Director of the NCSD Group  
Executive Vice President, Corporate Planning, of OMX AB (and of its predecessor HEX Plc)  
Head of the Legal Department of HEX Plc  
Deputy Managing Director of the Finnish Central Securities Depository Ltd

**RIITTA LAITASALO** (born 1955), MSc (Econ)  
Senior Vice President, Human Resources, Kesko Corporation

Member of the Board of Edita Plc since 2005

##### *Main positions of trust:*

Member of Kesko Corporation's Corporate Management Board since 2001  
Member of the Board of Fintra, the Finnish Institute for International Trade, since 2005  
Member of the Board of the JTO School of Management, Finland since 2005

##### *Previous positions:*

Senior Vice President, Administration at Kesko Corporation  
Vice President, Finance and Administration at Kesko Corporation  
Vice President, Accounting and Finance at Kesko Corporation

**TIMO LÖYTTYNIEMI** (born 1961), PhD (Econ)

Managing Director of the Finnish State Pension Fund  
Member of the Board of Edita Plc since 2004

##### *Previous positions:*

Head of Capital Markets, Mandatum & Co Ltd  
Managing Director of Norvestia Plc  
Director at Merita Corporate Finance

**EVA PERSSON** (born 1964)

Managing Director of Wallmans Nöjen AB  
Member of the Board of Edita Plc since 2009

##### *Previous positions:*

Managing Director of Cloetta Sverige AB  
Managing Director of Cloetta Fazer Sverige AB with responsibility for operations in Scandinavia  
Commercial Director for Cloetta Fazer in Scandinavia  
Marketing Director at Coca-Cola Drycker Sverige AB

*In the Board's assessment, all members are independent of the company, and all members except Jarmo Väisänen are independent of the company's owner, the State of Finland.*

PEOPLE

# EDITA PLC'S MANAGEMENT TEAM

DECEMBER 31, 2010



Annika Linna

Jarmo Rosenberg

Timo Lepistö

Henrik Johansson



Peter Stopp

Kati Niemelä

Annika Magnusson

Kim Grundman

**ANNIKA LINNA** (born 1967)  
Vice President, Communications, Edita Plc  
MSc  
*Employed by the company since 2009*

**JARMO ROSENBERG** (born 1961)  
Vice President, Publishing business area  
Managing Director, Edita Publishing Oy  
LLM  
*Employed by the company since 2008*

**TIMO LEPISTÖ** (born 1959)  
CEO of Edita Plc, LLM  
*Employed by the company since 1987*

**Main positions of trust:**  
Vice Chairman of Labour Market Committee  
of the Federation of the Finnish Media Industry  
Member of the Board of the Finnish  
Book Publishers Association since 1999

**Previous positions:**  
Vice President of Edita's Content Division,  
Managing Director of Edita Publishing Oy

**HENRIK JOHANSSON** (born 1970)  
Vice President, Editorial Communication  
business area  
Managing Director, JG Communication AB  
MSc (Econ)  
*Employed by the company since 2008*

**PETER STOPP** (born 1964)  
Vice President, Marketing Services business area  
Managing Director, Citat AB  
*Employed by the company since 2008*

**KATI NIEMELÄ** (born 1966)  
cfo, Edita Plc  
MSc (Econ)  
*Employed by the company since 1998*

**ANNIKA MAGNUSSON** (born 1958)  
Vice President, Human Resources, Edita Group  
*Employed by the company since 2008*

**KIM GRUNDMAN** (born 1949)  
Vice President, Print & Distribution business area  
Managing Director, Edita Prima Ltd  
MSc (Eng)  
*Employed by the company since 1990*



Winter in Kilpisjärvi, Finland, Lapland.



# ENVIRONMENT

»WE WANT TO BE THE PREFERRED PARTNER FOR  
THOSE CUSTOMERS WHO CONSIDER ENVIRONMENTAL VALUES AS  
A TOP PRIORITY IN THEIR OPERATIONS.«

# SYSTEMATIC ENVIRONMENTAL WORK

## EDITA GROUP IS A FORERUNNER

in environmental responsibility in the Nordic communications sector. Our broad and comprehensive outlook on the measurable environmental impact of our operations and services is the result of a long-running, systematic effort that was initiated in the early 1990s. Our environmental work is in line with Edita Group's values: renewal, respect and responsibility.

By promoting environmental responsibility in our own operations and communications services, we also reduce the environmental impact of our customers' communications and other operations. We can thus promote environmental responsibility in the entire communications industry.

## EFFECTIVE COMMUNICATION REDUCES OUR ENVIRONMENTAL IMPACT

In terms of communication, the quality of the content is the factor that has the greatest influence on environmental impact. High-quality content and a carefully considered target group ensure that the message reaches the right individuals. If the message is considered unnecessary or is not understood, the result is always an unnecessary environmental load.

Choosing the right materials and production methods can ensure that printed products have a reduced environmental cost. The environmental impact of printed materi-

als is indicated in their environmental and origin labels. Edita's main production plants in Finland and Sweden have been granted the right to use the Nordic Ecolabel. All of our production plants also use paper that is certified for their management systems in accordance with international standards. This entails that the printing houses have systems in place to monitor the source of the wood fiber used for the paper that is consumed.

## FROM PRODUCTION TO THE OFFICE

We know that our operations place a strain on the environment in several ways. Printing production is a key focus in our efforts to reduce the environmental impact of our work. In 2010, we also started to reduce the environmental impact of our offices, and we selected the World Wide Fund for Nature (WWF) Green Office system as the assessment standard for these efforts. In 2010, Edita Publishing became the first Group company to be granted the right to use the WWF's Green Office label.

The environmental work at our production plants is based on environmental management systems, which ensure that the work is controlled, systematic, and aimed at continuous improvement.

## AIMING FOR CLIMATE NEUTRALITY

Global climate change is the single most significant threat to sustainable development.

Global warming is the first ecological crisis that affects the entire world.

Fighting climate change is one of the priorities in our environmental program. Our aim is that all of the Edita Group's companies will be climate-neutral by the end of 2012. Companies that have already reached climate-neutral status are Edita Västra Aros, Edita Bobergs, JG Communication and Citat in Sweden; and Edita Prima in Finland. From the beginning of 2011, 80 percent of Edita's net revenue will come from climate-neutral companies.

## SHARING INFORMATION

Every day, we all make decisions that impact the environment. Among our stakeholder groups, we want to increase environmental awareness in connection with issues related to both work and free time. We regularly discuss environmental issues with our personnel in departmental meetings, on our intranet, in our company magazines, and in our staff bulletins. Our personnel have the opportunity to take an online test to obtain an environmental »driving license« which increases environmental awareness. By the end of 2010, around 500 Edita employees had passed this test.

We also aim to assist our customers in finding solutions that are as environmentally friendly as possible. We share information on how various methods and channels of communication can affect the environment.

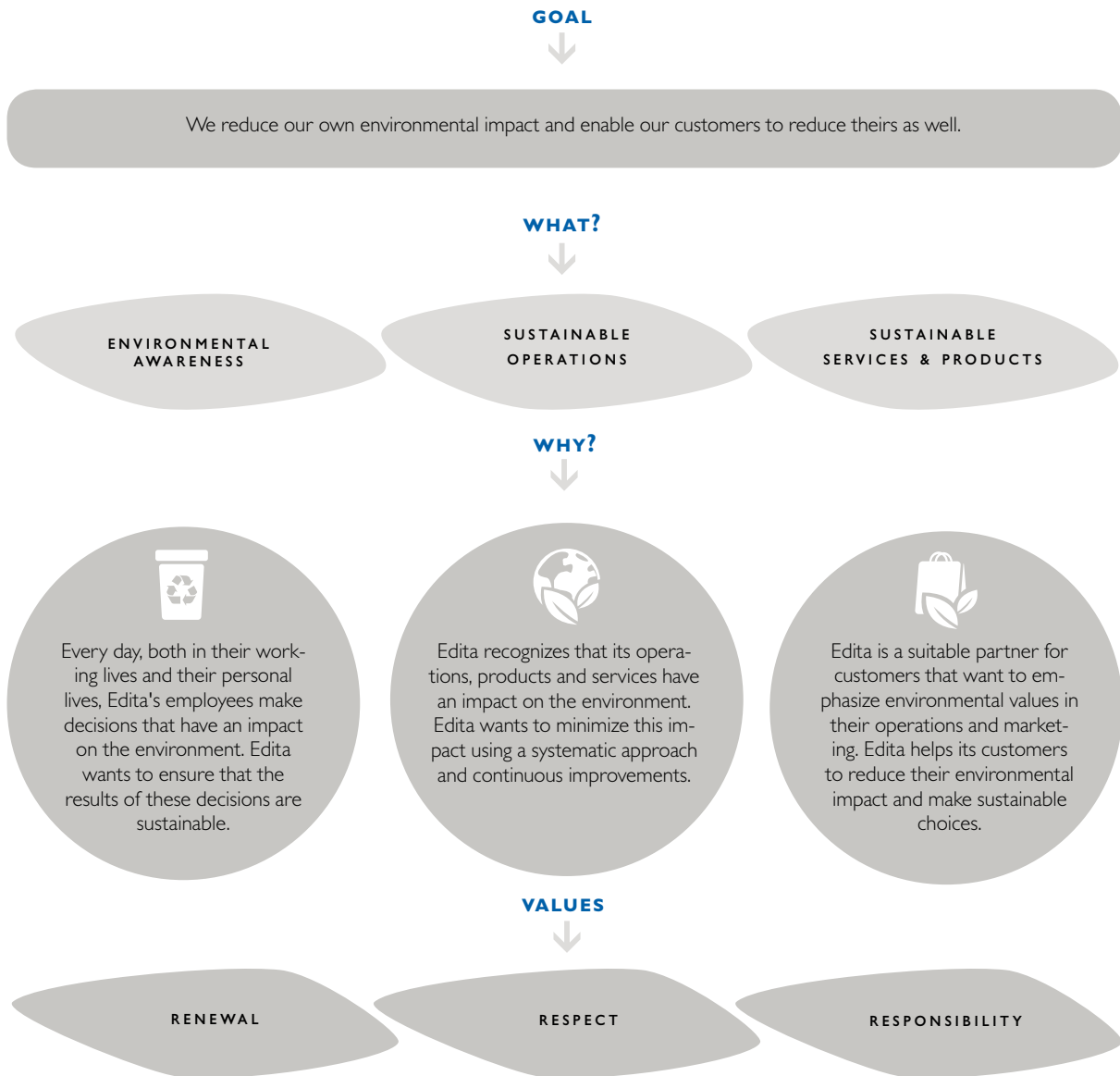
# Edita Group's environmental strategy

In 2010, we launched a website that demonstrates how environmental impact can be taken into consideration when planning and producing printed material. It is available at [www.ekojulkaisu.fi](http://www.ekojulkaisu.fi) in Finnish and [www.miljoanpassadtrycksak.se](http://www.miljoanpassadtrycksak.se) in Swedish. 🇫🇮

*Edita's environmental responsibility will be discussed in more detail in the Group's Corporate Responsibility Report, which will be published for the first time in May 2011.*

## 2010 ENVIRONMENTAL ACCOMPLISHMENTS

- 🔹 Edita Västra Aros won the Swedish Environmental Management Council's »Excellent Green Supplier« award.
- 🔹 Edita Västra Aros won the 2010 Guldstänk Environmental Prize in the City of Västerås.
- 🔹 Edita Bobergs was granted the right to use the Forest Stewardship Council (fsc) logo.
- 🔹 JG Communication became climate-neutral.
- 🔹 Citat became climate-neutral.
- 🔹 Edita Prima became climate-neutral.
- 🔹 Edita Publishing was granted a wwf Green Office certificate.
- 🔹 The Global Responsibility online service created by Morning Digital Design for Stora Enso won the European Excellence Awards for best website. ➡





Mika Ruuskanen

## CLIMATE NEUTRALITY FOR LOWER CARBON-DIOXIDE EMISSIONS

**Edita has a long history of working actively with environmental issues, and the company started looking into ways of explaining and surveying its carbon-dioxide emissions in 2008. As a result, it was decided that all companies in the group would become climate-neutral by 2012.**

In 2009, Edita Västra Aros AB and Edita Bobergs AB in Sweden achieved climate neutrality. During 2010, three additional Edita companies were accredited: Citat AB and JG Communication in Sweden, and Edita Prima Oy in Finland. These companies have reduced their carbon-dioxide

emissions and offset the emissions that could not be reduced by funding UN-supported projects in India that increase the use of renewable energy.

According to **Mika Ruuskanen**, who is responsible for the Edita Group's environmental program, the company achieves climate neutrality by improving and developing its own processes and by working closely with suppliers and partners.

Edita aims to increase environmental awareness among its employees and customers.

»We believe that, by becoming climate-neutral, we can lessen the negative impact of our business on the environment,« explains Ruuskanen. »Through our own operations and by developing environmentally friendly products and services, we can also help our customers take greater environmental responsibility.«

The Edita companies that were recently accredited identified travel, transporting goods and energy efficiency as the main areas for improvement, and targets were set to reduce emissions in these areas.

Over the course of the year, these companies calculated their carbon footprints, implemented measures to reduce their emissions, offset their remaining emissions, and provided information for their key stakeholders.



Anu Karanko

## TOWARDS A GREENER PUBLISHING HOUSE

**In November 2010, Edita Publishing received a Green Office certificate from the World Wide Fund for Nature (WWF). Anu Karanko, manager for the Green Office project at Edita, hopes that this program will encourage employees to make environmentally sustainable decisions in their everyday lives.**

WWF's Green Office environmental program is intended to help offices reduce their greenhouse gas emissions and environmental footprint. Each year, Edita Publishing establishes a practical environmental program which is then monitored by the WWF.

»The program started with a review of the company's general situation, and then targets were set. In 2010, waste-sorting was a particular area of emphasis for the program. In the future, special efforts will be made to decrease our electricity consumption. In

addition, our paper consumption remains high, and we plan to reduce it,« explains Karanko.

»The environmental program has been well received. In general, people feel that this is an important issue, and they seem to want clear direction on how to make the right choices to protect the environment. Many environmental improvements have been carried out at the company level, and now the actions of individuals have an even greater impact.«

## EVERYONE MUST TAKE RESPONSIBILITY

**Serious environmental work involves having an overall plan for how a company or organization can take environmental responsibility for the entire life cycle within production. Anna Lindblom, Quality & Environmental Manager at printing house Edita Västra Aros, is working towards this goal.**

Few printing houses have received as many environmental permits, certifications and awards as Edita Västra Aros, but it's not the quantity that's important to Anna Lindblom – it's the overall strategy for environmental work that has resulted in an industry-leading position in terms of environmental matters.

»When we talk about environmental work here at Edita Västra Aros, we mean the entire life cycle of what we produce. That includes the raw materials we use, how production

*» When we talk about environmental work, we mean the entire life cycle of what we produce. «*

Anna Lindblom



Anna Lindblom

efficiency can be improved, how waste is dealt with, our employees' attitudes, how we can involve our clients in this work, and what we can do to support global environmental efforts,« she says.

For Anna Lindblom, it's important to highlight the positive effects of environmental work. For example, over a five-year period, Edita Västra Aros has halved its energy consumption while increasing production by 30 percent.

»It's all about creating a trend that benefits everyone – the environment, the company, employees, clients and society – and where everyone shares in the responsibility. We want to help ensure that environmental insight trickles down to others. That's how we can create sustainable development, both for society and for the environment.«



## THE ECOLOGICAL FOOTPRINT OF EDITA'S BUSINESS REVIEW 2010

Environmental concerns were a top priority during the production of this publication. At every stage of production, the most ecological materials and methods appropriate for the report were selected.

**PURPOSE:** a publication that will be used for a relatively long time.

**PAGES:** 40 pages plus covers  
**DIMENSIONS:** 210 x 297 mm  
**DISTRIBUTION:** Finnish: 850 copies, Swedish: 610 copies, English: 430 copies.

**OPTIMALLY SIZED PRINTING SHEETS:** only 13% of the surface area of the printing sheets was wasted as shearings.

**PAPERS:** the raw material selected for the paper was Nordic Ecolabeled Scandia 130 g/m<sup>2</sup>

(inside) produced in Sweden and Terreus 250 g/m<sup>2</sup> (covers) produced in Finland. The timber used for the report was sourced from sustainable forests from an ecological, social and economic point of view. No chlorine gas was used to bleach the paper. The paper factory is certified in accordance with ISO 14001, PEFC and FSC.

**CHEMICALS:** only chemicals approved for the Nordic Ecolabel were used to produce the paper material and in prepress, printing and binding. Printed with vegetable oil-based inks.

**PRINTING HOUSE:** printed at Edita Prima Oy, Helsinki, Finland. The printing house uses green electricity. It is ISO-14001 certified and entitled to use the Nordic Ecolabel as well as the FSC and PEFC indications of ori-

gin. The printing house compensates its CO<sub>2</sub> emissions by funding the United Nations' renewable energy projects in India.

**USE:** the publication is easy to use and has a small ecological footprint. No appliance or energy is needed to read it. The report can be used innumerable times, and it is very easy to carry around.

**TO MAKE ONE COPY OF THE REPORT, THE FOLLOWING WAS USED:**

**WOOD:** 0.6 dm<sup>3</sup>  
**WATER:** 5 liters  
**ENERGY:** 0.9 kwh

**WASTE AND EMISSIONS GENERATED BY THE REPORT (PER COPY):**

**WASTE:** 245 g, of which recyclable waste 230 g (202 g paper,

25 g aluminum, 2 g cardboard and 1 g plastic), combustible waste 4 g and hazardous waste 4 g.

**CARBON FOOTPRINT:**

CO<sub>2</sub> emissions to air 250 g, of which paper manufacturing 170 g, transporting paper to press 20 g, printing 60 g. Emission quantities are estimates. Total amount equals the emissions generated by driving a car approximately 1.4 km.

**WE COMPENSATE** 230 g of the emissions per copy of the report.

We used paper from Antalis Oy, which promotes climate protection. We compensated the emissions caused by paper production and transportations by financing a tree-planting project in Mozambique organized by the non-profit organization Plan Vivo.

However, it is the content of a publication that potentially has the greatest environmental impact. If a publication inspires its readers to recycle more of their waste, drive less, lower the temperature in their homes, switch to green power or design printed products that are more sustainable, its environmental impact can be considered positive.

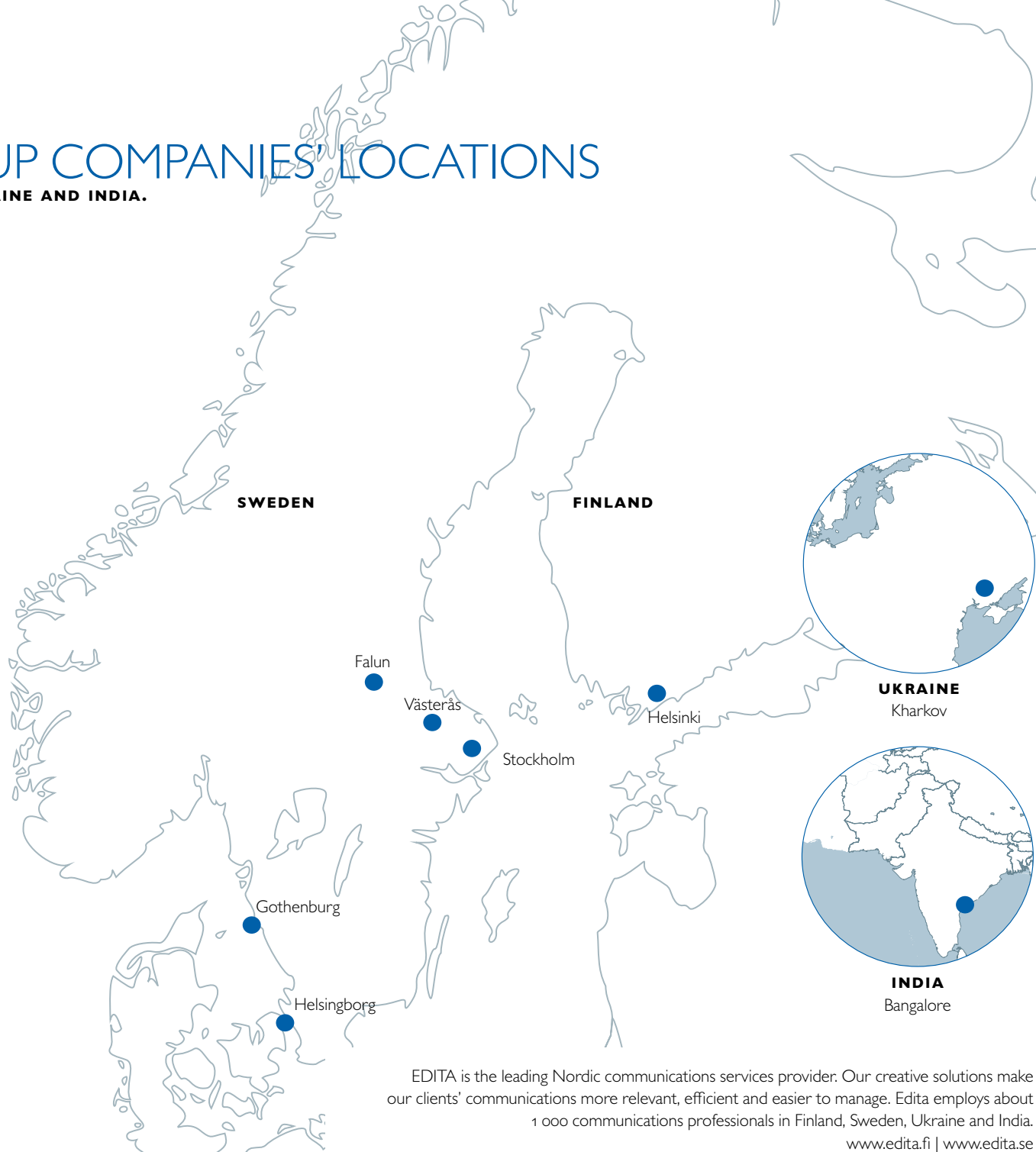
*Dear reader, when you no longer need this publication, please recycle it. Wood fiber can be reused roughly six times.*

*Research for the ecological footprint was carried out by Mika Ruuskanen, manager for the Nordic Green Edita program.*

**FURTHER INFORMATION:**  
[mika.ruuskanen@edita.fi](mailto:mika.ruuskanen@edita.fi)

# EDITA GROUP COMPANIES' LOCATIONS

IN FINLAND, SWEDEN, UKRAINE AND INDIA.



EDITA is the leading Nordic communications services provider. Our creative solutions make our clients' communications more relevant, efficient and easier to manage. Edita employs about 1 000 communications professionals in Finland, Sweden, Ukraine and India.

[www.edita.fi](http://www.edita.fi) | [www.edita.se](http://www.edita.se)

# CONTACT INFORMATION

## Finland

### Edita Plc

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Helsinki  
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**FAX** + 358 20 450 2374  
**HOMEPAGE** www.edita.fi  
**EMAIL** firstname.lastname@edita.fi

### MARKETING SERVICES

#### Citat Finland Oy

P.O.Box 400, FI-00043 EDITA  
**VISITING ADDRESS**  
Pursimiehenkatu 26 C, Helsinki  
**PHONE** +358 20 722 9640  
**HOMEPAGE** www.citat.fi  
**EMAIL** firstname.lastname@citaf.fi

#### Morning Digital Design Oy

Pursimiehenkatu 26 C, FI-00150 Helsinki  
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**FAX** + 358 20 123 1220  
**HOMEPAGE** www.morning.fi  
**EMAIL** info@morning.fi

### PRINT & DISTRIBUTION

#### Edita Prima Oy

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### PUBLISHING

#### Edita Publishing Oy

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Helsinki  
**PHONE** + 358 20 450 00  
**FAX** + 358 20 450 2380  
**HOMEPAGE** www.edita.fi  
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## Sweden

### MARKETING SERVICES

#### Citat AB

Stockholm, Kungsholmen  
P.O.Box 49031, SE-100 28 Stockholm  
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**FAX** +46 8 58 00 13 01  
**HOMEPAGE** www.citat.se  
**EMAIL** info@citaf.se

#### Gothenburg

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**FAX** +46 31 701 56 02

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#### Mods Graphic Studio AB

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**FAX** +46 8 506 617 20  
**HOMEPAGE** www.mods.se  
**EMAIL** info@mods.se

#### BrandSystems AB (associate)

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**EMAIL** info@brandsystems.com

### EDITORIAL COMMUNICATION

#### JG Communication AB

Stockholm, Kungsholmen  
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### PRINT & DISTRIBUTION

#### Edita Västra Aros AB

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#### Edita Bobergs AB (associate)

P.O.Box 327, SE-791 27 Falun  
**VISITING ADDRESS** Matsarvsvägen 7  
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**FAX** +46 23 79 29 05  
**HOMEPAGE** www.edita.se  
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EDITA