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Done in a Nutshell	4
Board of Directors and Corporate Management	6
CEO's Review	8
Human Resources	10
Done Information Oy	14
Done Logistics Oy	16
Provider Logistics Oy	18
Major Stock Exchange Releases	20
Contact Information	Back cover

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## Done in a Nutshell

### Organization as of December 31, 2004

Done Solutions Corporation		
Done Information Oy	Done Logistics Oy	Providor Logistics Oy
provides translation and localization services as well as multilingual documentation services.	provides automated materials-handling systems and the supporting information systems aimed at streamlining customers' material and information flows.	provides comprehensive distribution logistics solutions, with a focus on the planning, control and management of customer transport services as well as the related terminal and warehousing services.

### Company profile in brief

With its shares quoted on the Helsinki Stock Exchange's NM List since 2001, Done Solutions Corporation is organized into the following three business units: Done Logistics provides comprehensive logistics systems, based on automated materials-handling and the supporting information systems; Providor Logistics specializes in distribution and warehousing services; and Done Information provides multilingual documentation services. The Group's largest customers are based in the Nordic countries, Central Europe and the United States.

The Group has a staff of 151 in its offices in Helsinki, Tampere, Turku, Jyväskylä, Kauhajoki and Seinäjoki.

Done Solutions Corporation	
Net sales	MEUR 18.4
Operating profit/loss	MEUR -0.9
Employees	151

### Financial statements for 2004

- 2004 was Done Solutions Corporation's fourth fiscal year.
- Consolidated net sales came to EUR 18.4 million (EUR 22.6 million in 2003).
- Operating loss was EUR 0.9 million, or –5.0 percent of net sales (a loss of EUR 2.5 million, or –11.0 percent, in 2003).
- Earnings per share were EUR –0.021 (EUR –0.065) and equity ratio stood at 0.9 percent (16.7 percent). Equity ratio, subordinated loans included, stood at 17.5 percent (17.3 percent). Liquid assets totaled EUR 1.6 million (EUR 1.1 million).
- Profitability improved from the previous year, albeit less than targeted.
- In 2005, the Group expects to record somewhat higher net sales and make an operating profit.

### Major shareholders

Done Solutions Corporation's ten largest shareholders as of Dec. 31, 2004:

1. Merivirta Jyri	28.30 %
2. Pohjola Group plc	26.56 %
3. The Nordic Adviser Group Oy	2.39 %
4. Suomi Mutual Life Assurance Company	1.50 %
5. Kleta Günther	1.00 %
6. Maalausliike E. Hinkka Oy	1.00 %
7. Panttila Tuomas	0.88 %
8. Kovalainen Mikko	0.81 %
9. Koskinen Mikko	0.67 %
10. Amlax Oy	0.61 %
Total	63.72 %

## Board of Directors and Corporate Management

### Board of Directors, December 31, 2004

**Jyri Merivirta** (b. 1963). LL.M  
Chairman since Oct. 1, 2004  
Private investor  
Board member since Oct. 1, 2001

**Pekka Pystynen** (b. 1947), Master of Laws, MBA  
Board member since 1 Oct., 2004  
and Chairman from March 21, 2003 until Sept. 30, 2004  
Member of Hallitusammattilaiset  
(Finnish Board Professionals)  
President and CEO, Done Solutions Corporation  
Board member since April 12, 2002

**Jaakko Asanti** (b. 1949), M.Sc. (Eng.)  
Corporate Advisor, Geneva, Switzerland  
Member of Hallitusammattilaiset  
(Finnish Board Professionals)  
Board member since Oct. 22, 2001

### Management Team, December 31, 2004

**Pekka Pystynen** (b. 1947), Master of Laws, MBA  
Done Solutions Corporation's President and  
CEO since Oct. 1, 2004  
Done Solutions Corporation's Board member  
since April 12, 2002

**Elina Karjalainen** (b.1971), M.A., M.Soc.Sc.  
Managing Director, Done Information Oy  
Employed by the Group since June 28, 2000

**Juha Kujala** (b. 1965), LL.M  
General Counsel  
Employed by the Group since April 15, 2000

**Juha Mikkola** (b.1953), Engineer, MBA  
Managing Director, Done Logistics Oy  
Employed by the Group since Nov. 1, 2003

**Tuomo Rannila** (b.1956), Engineer  
Managing Director, Providor Logistics Oy  
Employed by the Group since Jan. 1, 2001

**Mika Söyring** (b. 1966), M.Sc. (Econ. & Bus. Adm.)  
Controller  
Employed by the Group since April 12, 2000



Pictured from left: Jaakko Asanti, Pekka Pystynen and Jyri Merivirta

## More Focused Corporate Structure

Based on decisions made as early as 2003 to specialize in three well-defined business areas, we have been operating through a more focused corporate structure since early 2004. The rationale behind these decisions was to create profitable and specialized business units focusing on their core competencies and to aim at achieving an acceptable profitability level.

Based in Seinäjoki and providing the manufacturing industry, the retail sector and retail groups operating mainly in Southern and Central Ostrobothnia with transport, distribution and warehousing services, Providor Logistics Oy exceeded its targets both in terms of volumes and profit.

Done Information Oy did not meet all of its volume and profit targets. The company's financial results were eroded in early 2004 by its unprofitable Software Solutions business divested in April 2004, generating major capital gains that mostly offset losses made during the first few months of the year. With the EU and other European countries as its main market areas, Done Information Oy provides multilingual documentation, visualization and translation services using state-of-the-art solutions and technologies.

Done Logistics Oy did not meet its volume and profit targets. Until June 2004, the company suffered from a very low order intake reflected in losses, which larger order books towards the end of the year failed to cover. Given that customers in the beverage, paper and metal industries, to which Done Logistics provides automated materials-handling systems, have not made any large-scale investments since the turn of the millennium, there have been expectations of an investment revival during 2003–2005, due to needs for maintenance and repair investments. For Done Logistics, this expected upturn materialized in September–October 2004 with the result that the company recorded a considerable number of new orders from both former and new customers during the fall, suggesting the end of the period of investment sluggishness within its customer industries.

The Group posted a loss, due mainly to Done Logistics Oy's low order volumes persisting until September 2004. As a result of October decisions on streamlining measures coupled with the pickup in order intake, we have every reason to expect that Done Logistics Oy will also return to profitable business operations. Operating on a profitable basis requires that all subsidiaries make profits.

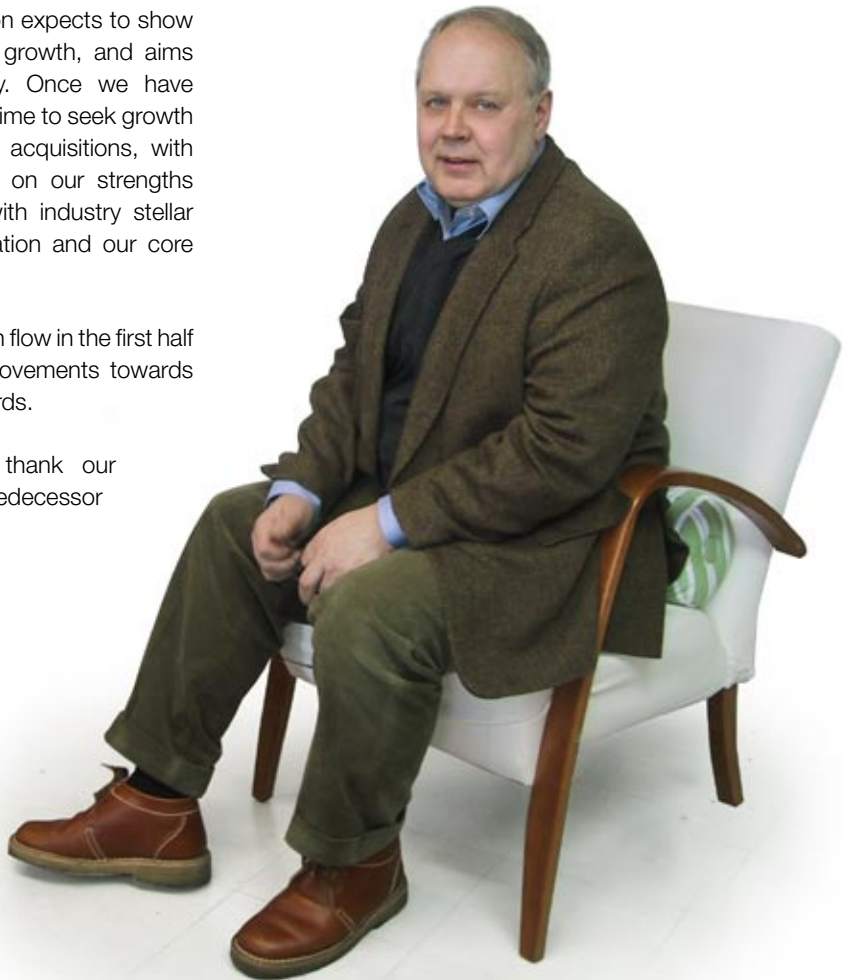
In 2005, Done Solutions Corporation expects to show an operating profit and moderate growth, and aims to achieve sustainable profitability. Once we have achieved this status, it will be the right time to seek growth organically and through corporate acquisitions, with a view to building our operations on our strengths – strong customer relationships with industry stellar performers and a focus on innovation and our core competencies.

The Group maintained a neutral cash flow in the first half of 2004, followed by marked improvements towards the end of the fiscal year and onwards.

It gives me great pleasure to thank our customers, partners, staff, my predecessor and our shareholders for 2004.

*Pekka Pystynen*

President and CEO

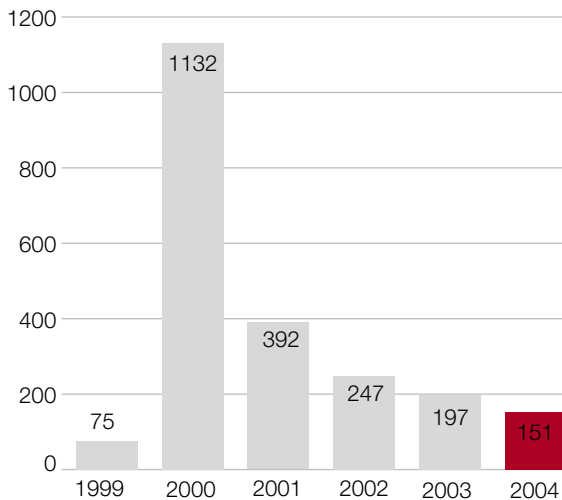


# Human Resources

## Changes in staff numbers

During 2004, the number of Group employees fell by 46, resulting mainly from the removal of 26 employees from the Group's payroll, due to the divestment of Done Information Oy's Software Solutions business. Other staff reductions were due to layoffs based on statutory Employee Information and Consulting procedures and natural employee turnover.

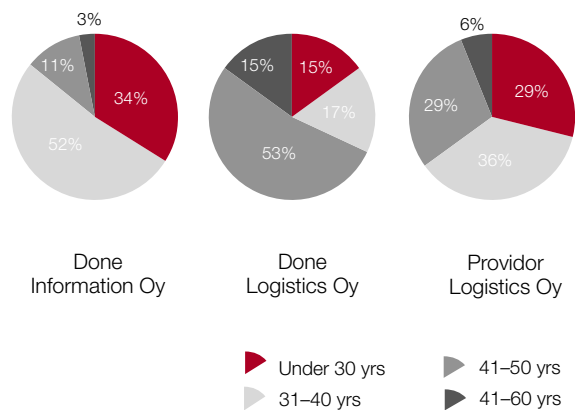
Changes in staff 1999–2004



## Average staff age

While the average age of Done Information employees remained the same (34 years) as in the previous year, that of Done Logistics personnel rose by two, to 42 years. The average age of Provider Logistics' employees was 37 years.

Staff by age, December 31, 2004

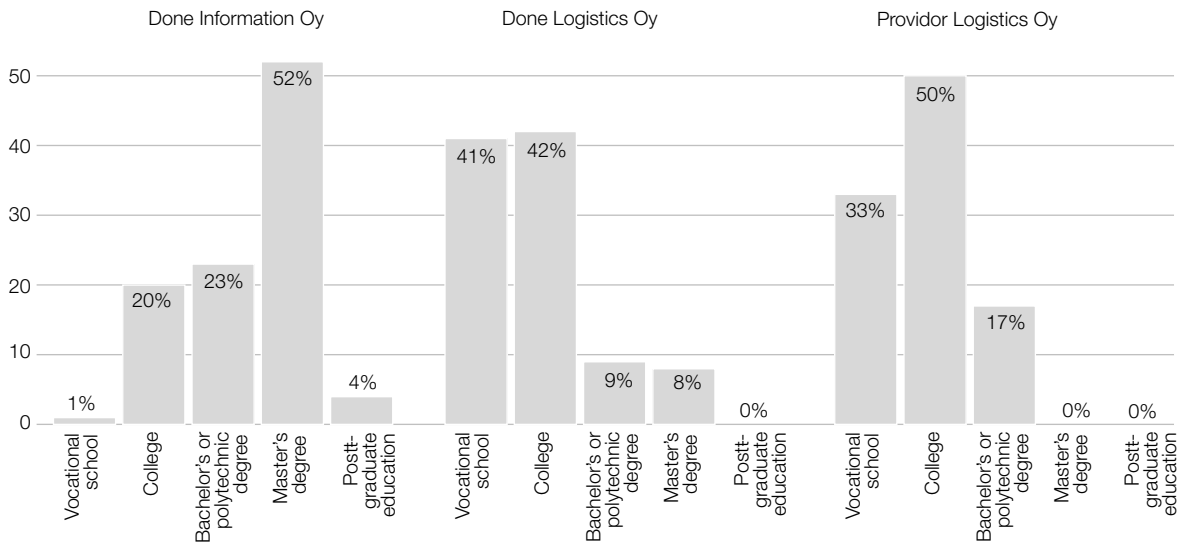


### Share of female employees

The proportion of females on Done Information's payroll grew to 58 percent (41 percent in 2003) as a result of the divestment of the male-dominated Software Solutions (transfer of 26 employees). Females accounted for 12 percent (22 percent) of Done Logistics' staff and 29 percent of Provider Logistics' staff.

### Staff by education

Staff education varies depending on the subsidiary: more than half of Done Information's employees have a Master's degree and around a quarter a Bachelor's degree or polytechnic degree, while vocational or college-level diplomas are most common among Done Logistics' and Provider Logistics' employees.



### **HR development**

In an effort to improve key account operations and their development throughout Done's subsidiaries, the fiscal year saw a Key Account Manager training program targeted at Group sales and marketing staff and some HR staff.

The subsidiaries also differed in their emphasis on HR aspects, with Provider Logistics' most significant training program, covering almost all staff, relating to a Hygiene Proficiency Certificate granted by the National Food Agency.

Done Logistics focused on training in electric automation and logic programming.

Done Information made dedicated efforts to map out its core competencies with the aim of rotating jobs on a more extensive basis and offering its employees more varied duties.

In addition, all subsidiaries staged WHP activities (Workplace Health Promotion) on a local basis throughout the year, supplemented with training in first aid, occupational safety, computing and languages according to local needs.



*HR mission*  
*Our purpose is to provide supervisors and the organization with expert support in HR-related issues in order to contribute to the well-being and skill development of all staff.*

Katriina Damski, HR Manager, Done Information Oy

**Done Information Oy**

Net sales	MEUR 5.1
Operating profit	MEUR 0.3
Employees	71

## Sharpening Business Focus

For Done Information, 2004 was marked by sharpening the company's business focus, as evidenced by the divestment in spring 2004 of its unprofitable software business to SysOpen (currently SysOpen Digia). Consequently, Done Information Oy is now focusing on multilingual technical communication services ranging from translation, localization, technical documentation to product data visualization services.

As part of this business re-focus, we also integrated functions previously run by each profit center, such as sales and product development. We reinforced our product development and harnessed it to cater for our service range more efficiently with the aim of developing a range of new services and solutions and overhauling our in-house processes.

2004 was characterized by intensified national and international competition within the translation industry, urging us to expand and strengthen our partner network, especially during the second half of the year. Domestic players falling into foreign hands will also set novel requirements on the reorganization of our operations.

Our software localization unit established a year ago performed as expected: we were able not only to strengthen relationships with our existing major customers but attract new customers with growth potential.

Demand for documentation services grew at a moderate pace, especially within training documentation production. 2004 also saw major new customer relationships with software industry players and machine and equipment manufacturers.

With our more than 10 years' experience in multilingual technical communications and a number of long-standing customer relationships, I am confident about our future. Despite toughening competition, we are well positioned to meet future challenges and emerging new needs.

*Elina Karjalainen*

Managing Director

*Mission:*  
*Our offerings range from  
multilingual documentation  
and visualization services to  
translation and localization services.*



**Done Logistics Oy**

Net sales	MEUR 3.7
Operating loss	MEUR 1.4
Employees	60

## Adjustment Measures Preceded by Growth

Manufacturing industry investment did not take off during the report year as expected; signs of recovery in investment demand were not felt until the fourth quarter.

The spring was hit by short order books, consisting mainly of orders for expansion, modification and maintenance of existing systems. However, we developed a few new solutions for both existing and new customers. We also developed new technical and information-system products and services to be launched in 2005.

Low order volumes forced us to reduce personnel and trim costs on a large-scale basis. We simplified and streamlined our operating models by adopting, for example, new control, operating and reporting tools. We also rationalized our organizational structure by integrating our Customer Support unit, previously operating as an independent profit center, with Logistics Systems, with the result that our organization currently consists of two profit centers: Logistics Systems and Software Systems.

We expanded our agency network to cover France and the Benelux countries, and efforts to supplement our agency and partnership network will also continue in 2005. In 2004, exports accounted for 55 percent of the company's deliveries, with the US, Germany and Sweden representing key export countries. In relative terms, exports are expected to increase its share of delivery volumes in 2005.

The second half, especially the final quarter, saw a recovery in the company's order intake, convincing us of markedly better prospects for 2005 than those predicted a year ago for 2004, and leading us to expect strong growth in both volumes and profitability.

*Juha Mikkola*

Managing Director

Mission:  
*We provide comprehensive systems related to customer companies' internal logistics operations. We offer automated materials-handling and logistics information systems and the related servicing and maintenance services.*



**Provider Logistics Oy**

Net sales	MEUR 9.6
Operating profit	MEUR 0.2
Employees	13

## Operating on a Steady and Profitable Basis

Reporting a slight improvement in year-on-year net sales, Provider Logistics mostly maintained an unchanged customer base. The outsourcing of labor services implemented in our terminal and deep-freezing warehouse in early 2004 was a success in terms of quality. We improved the terminal's usability by installing a service elevator in the fall, which provided more capacity for integrating foodstuffs and enhanced related efficiency. The year saw concerted efforts to develop services related to customer reporting and streamline operations.

Our key goal for 2005 is to achieve a moderate improvement in net sales and maintain profitable business operations. We will augment electronic information management to upgrade our process quality and reporting procedures, while investing in employee wellbeing.

*Tuomo Rannila*

Managing Director

Key business lines:

Food logistics services

- Regional foodstuff terminal and delivery services

Domestic transport services (open side trailers)

- Domestic transport: Transport services primarily for farming and construction products

Warehouse services

- Frozen foodstuffs
- Warehouse services for hazardous substances combined with linehaul and delivery services.
- Other warehouse services

Delivery and courier services

- Services in the Seinäjoki region

*Mission:*  
*We provide our customers with efficient logistics supply chain management solutions in order to enhance competitiveness.*



## Major Stock Exchange Releases

Jan. 30, 2004

Tuomo Rannila, 48, is appointed Providor Logistics Oy's Managing Director. From 1998, Mr Rannila headed the Distribution business unit spun off as Providor Logistics Oy on January 1, 2004.

Feb. 9, 2004

Done Logistics Oy enters into joint discussions (Statutory Information and Consultation), aimed at finding a trade-off between the company's payroll and the prevailing order and delivery volumes, applying to all personnel in Kauhajoki, Seinäjoki and Tampere.

March 26, 2004

Annual General Meeting

April 28, 2004

As part of its focus on multilingual documentation, the core business, Done Information Oy divests its Software business to SysOpen Plc, encompassing customer-solutions and product businesses based in Jyväskylä and Helsinki. Done Information's 26 software employees join SysOpen's payroll under their current employment terms. Estimated net sales for 2004 for the divested unit came to EUR 1.3 million. Paid in cash, the deal is worth EUR 0.79 million.

July 14, 2004

Kari Åkman, President and CEO, announces that he will leave Done Solutions Corporation in late September 2004. Mr Åkman carried out an intensive streamlining program during his employment as CEO.

Sept. 1, 2004

Elina Karjalainen, 32, M.A., M.Soc.Sc., takes up her duties as Done Information Oy's Managing Director. From 1997 until 2000, she worked for Alpha Communications Oy, a translation and documentation services provider, in various duties and since 2001 as a unit manager at Done Information Oy.

Oct. 1, 2004

Pekka Pystynen, 54, Master of Laws, MBA, takes up his duties as Done Solutions Corporation's President and CEO. He will also continue to sit on the Board.

Oct. 1, 2004

Jyri Merivirta, 40, LL.M, takes up his Board chairmanship at Done Solutions Corporation. A Board member since 2001, Mr Merivirta is the company's largest shareholder.

Oct. 1, 2004

Juha Mikkola, 51, Engineer, MBA, takes up his duties as Done Logistics Oy's Managing Director. Since November 3, 2003, Mr Mikkola has held a managerial position at Done Solutions Group.

Nov. 4, 2004

The bankruptcy estate of Done Logistics AB, a Done Solutions Corporation subsidiary in Sweden, notifies Done of a claim for payment of a maximum value of EUR 3.3 million. In Done Solutions Corporation's view, the claim for payment lodged by the bankruptcy estate is completely without merit.

Dec. 22, 2004

Done Solutions Corporation's Board of Directors decided to raise a subordinated loan of EUR 0.8 million.







### Group Administration

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