



# Positioning SanomaWSOY

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# Competitive advantages, leverage and drive in media 1/2

## Base

- Content
- Brand
- Distribution

## Enterprise size

- Resources
  - Financial
  - HR, know how
- Economies of scale
- Shared services

## Multimedia

- Cross content
- Cross marketing
- Cross promotion
- Bundling
- Brand extension

## Portfolio

- Geographical
- Sectors
- Products
- Number of products
- Garden Principle

# Competitive advantages, leverage and drive in media 2/2

## Leading market position

- Corporation
- Sector
- Product
- Penetration

**Relative share**

## Value chain

- Creation
- Packaging
- Multiplying
- **Distribution**
- Receiving

## Operations

- Excellent execution

# Finnish media companies

## Key figures 2003

€ million	Net sales	EBIT	Personnel*	Market Cap. 31 May 2004
SanomaWSOY Group	2,396	205	14,207	2,332
Alma Media Group	460	18	2,469	438
TS Group Ltd	279	35	2,083	not listed
Otava Books and Magazines Group Ltd.	220	21	884	not listed
Talentum Group	113	3	1,166	127
A-lehdet Oy	87	-0.6	507	not listed
Janton Oy	60	15	331	not listed
Aller Julkaisut Oy	50	--	235	not listed
Keski-Uusimaa Group	47	4	429	not listed

\* Full-time  
equivalents

Sources: Annual  
reports, company  
releases

Y:SWViestintä/CMD2004/Rauramo0706

# Nordic media companies

## Key figures 2003

€ million	Net sales	% of abroad	Personnel*	Market Cap. 31 May 2004
SanomaWSOY	2,396	43%	14,207	2,332
Bonnier AB	2,059	44%	9,875	not listed
Egmont	1,107	72%**	3,550	not listed
Schibsted A/S	1,016	45%	4,690	998
MTG	694	62%	1,481	971
Carl Allers Etablissement	472	65%	2,100**	not listed

\* Full-time equivalents

Exchange rates on 31 Dec. 2003

\*\* in 2002

Sources: Annual reports, company releases

Y:SWViestintä/CMD2004/Rauramo0706

# European magazine companies

## Key figures 2003

€ million	Corporate net sales	Personnel	Group Market Cap. 31 May 2004
Bertelsmann	16,801	73,221	not listed
Lagardère Media	7,944	26,239	7,060***
Axel Springer Verlag	2,435	11,694	2,754
SanomaWSOY	2,396	14,207	2,332
WAZ Group	1,900	12,000 *	not listed
Bauer	1,718	6,575**	not listed
Arnoldo Mondadori	1,536	4,751	2,026
Hubert Burda Media Holding	1,526	7,388	not listed
EMAP	1,372	5,329	2,934
Ringier	665	5,439	not listed
Edipresse	516	3,734	468

\* Figures 2001

\*\* Figures 2002

\*\*\* The whole Lagardère Group

Net sales exchange rates on 31 Dec. 2003, Market Cap 31 May 2004

Sources: Annual reports, company releases

Y:SWViestintä/CMD2004/Rauramo0706

# SanomaWSOY's position in Finland

## Leading position

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- Newspapers
- Magazines
- Books
- Multiplexis
- Kiosks
- Bookstores
- Press distribution

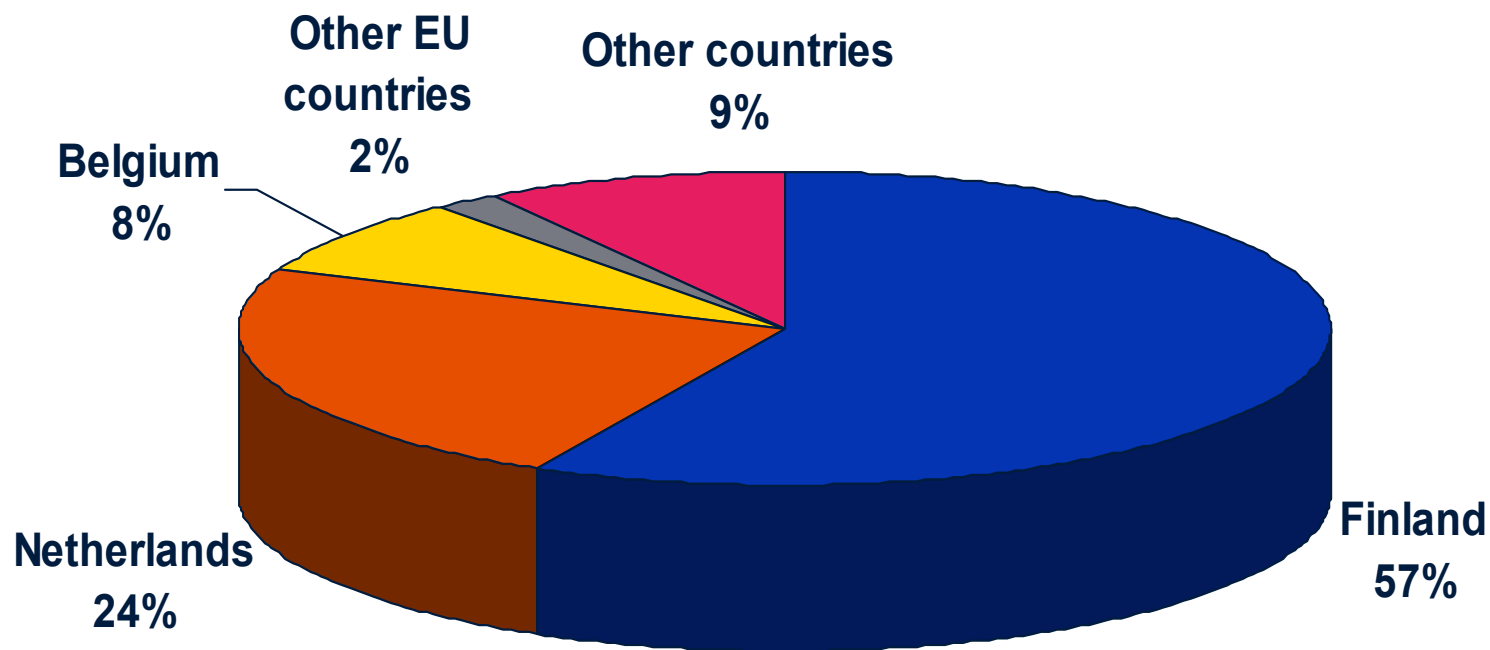
## Challenger

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- Nelonen
- Taloussanomat

# More International Business

## Net sales by region, 2003



€ 2,396 million

Y:SWViestintä/CMD2004/Rauramo0706



# SanomaWSOY's position in Magazines

## Leading position

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- The Netherlands
- Finland
- Belgium
- Hungary
- The Czech Republic

## Challenger

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- Romania
- Slovakia
- Croatia
- Bulgaria

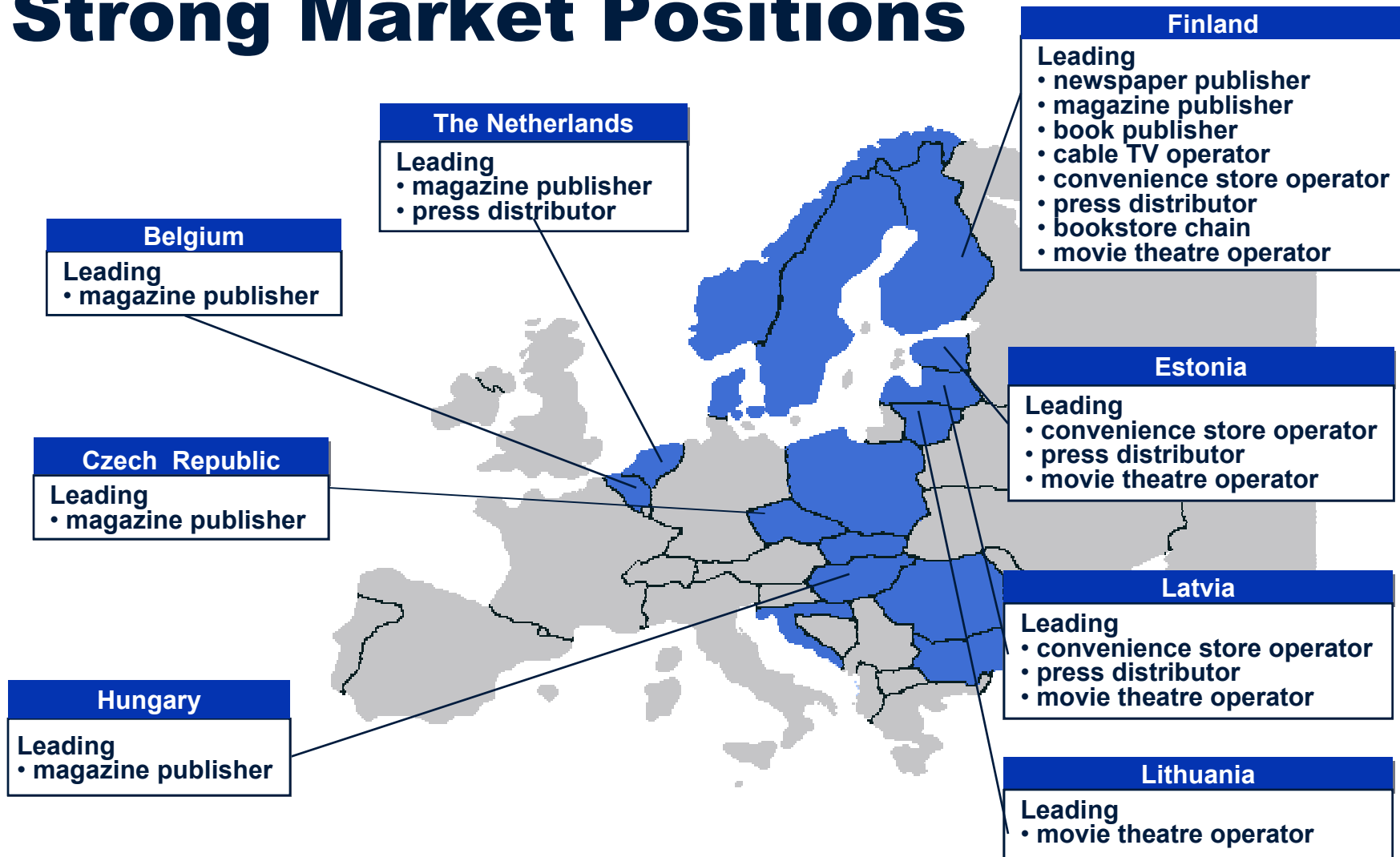
# Strong Brand Competence

## Dozens of well-known corporate brands





# Strong Market Positions



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**Leading Finnish Media Company**

**Leading European Magazine Company**

**Leading Value Chain Leverager**



**SanomaWSOY**  
**– Content for your life.**

*[www.sanomawsoy.fi](http://www.sanomawsoy.fi)*