

Sanoma's Portfolio Strategy

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Sanoma Today



Strong European media company

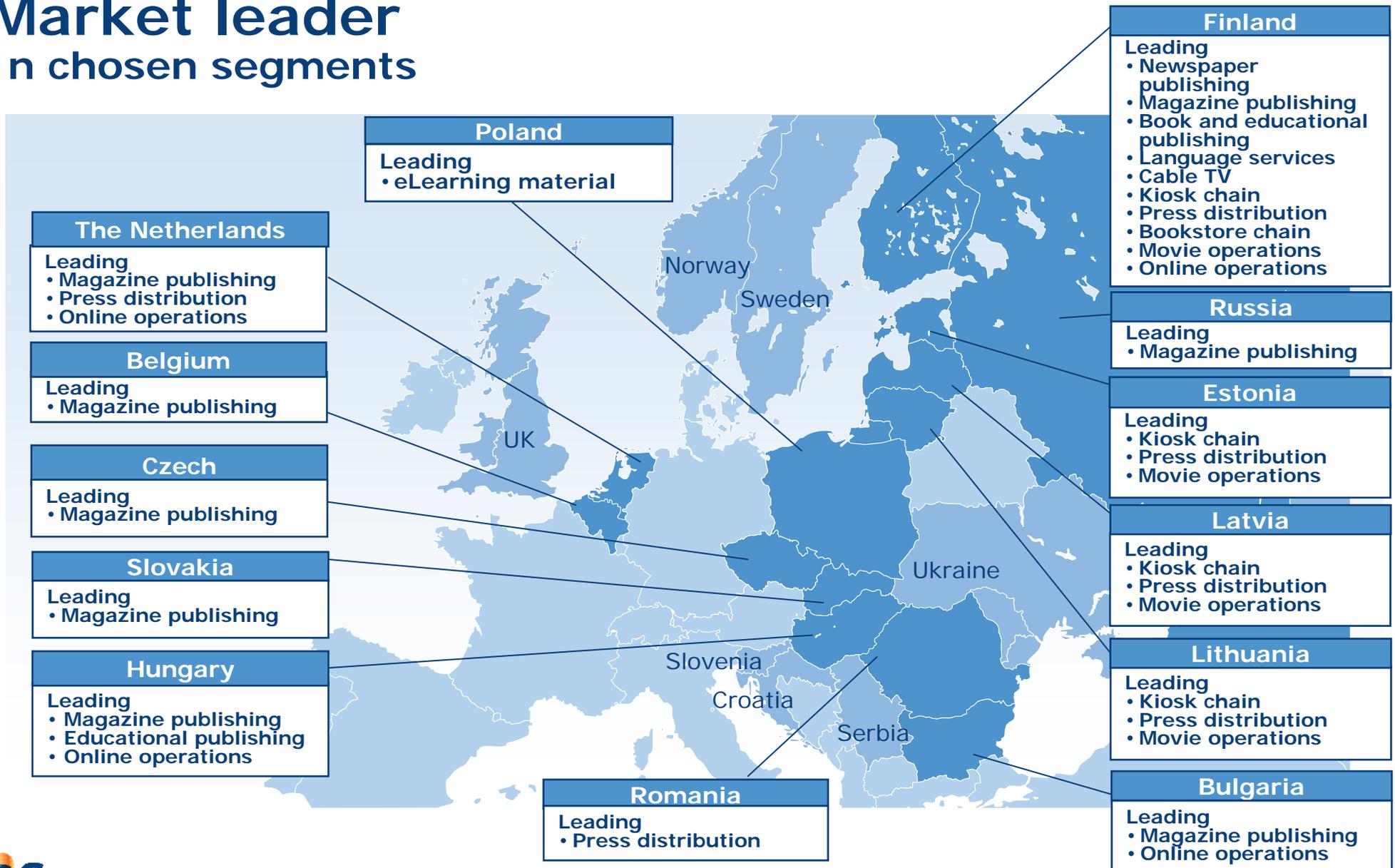
- Operates in 20 European countries
- The leading media group in Finland
- One of Europe's largest consumer magazine publishers
- One of the largest educational material publishers in Europe
- International chain expert in kiosk operations and press distribution
- Major operator in digital media
- Net sales EUR 3,030 million, more than 20,000 employees



Diverse portfolio



Market leader In chosen segments





**Strategy and
Achievements So Far**

Strategy

- Our goal is to be one of the leading media companies in Europe, with a focus on sustainable growth and profitability

Our strategic objectives are

- To be the market leader in chosen businesses and markets
- To maintain a balanced business portfolio of B2C and B2B products and services – Focus areas being:
 - **Magazines:** We will continue to grow in print and digital media
 - **Newspapers:** We will actively develop our business to maintain our profitability and to ensure controlled migration to online
 - **Learning and Language services:** We will grow via further internationalisation and entering new segments
 - **Online:** We will strongly develop and expand our online assets
- To investigate opportunities to internationalise our TV operations
- To maximise our strategic position in retail

Achieved so far

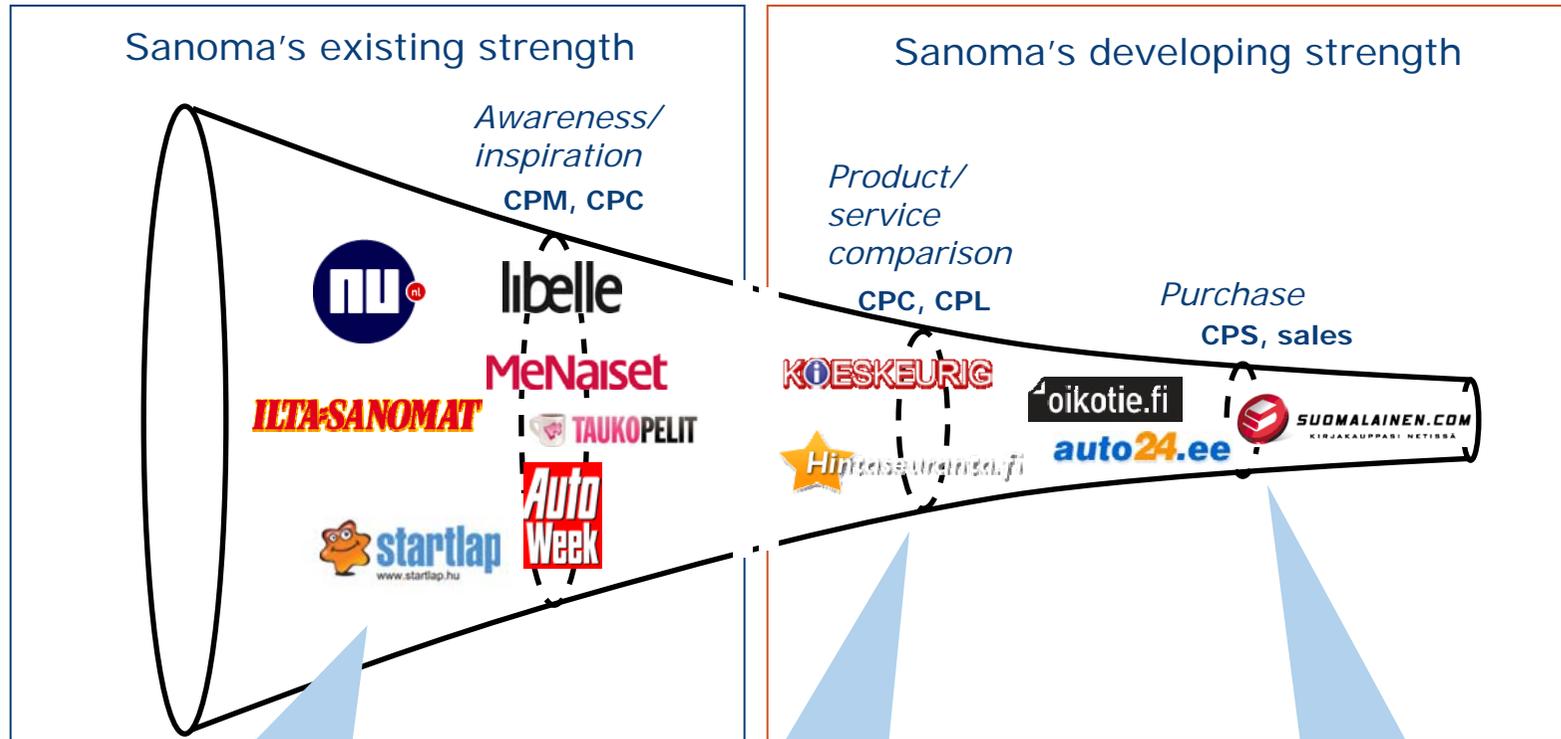
- News: Successful cost cutting and restructuring programme in multiple waves
- Online: Group-wide strategy defined, execution in progress
- Learning: Multiple international growth targets identified
- TV: International expansion opportunities analysed - execution requires availability of M&A targets at appropriate prices
- Retail: Multiple scenarios to maximise our strategic position in retail developed



Online Strategy



Closer to consumer transactions



In any given market, controlling large amounts of traffic is the prerequisite for online revenues. Sanoma can leverage its existing brand-based communities in this space.

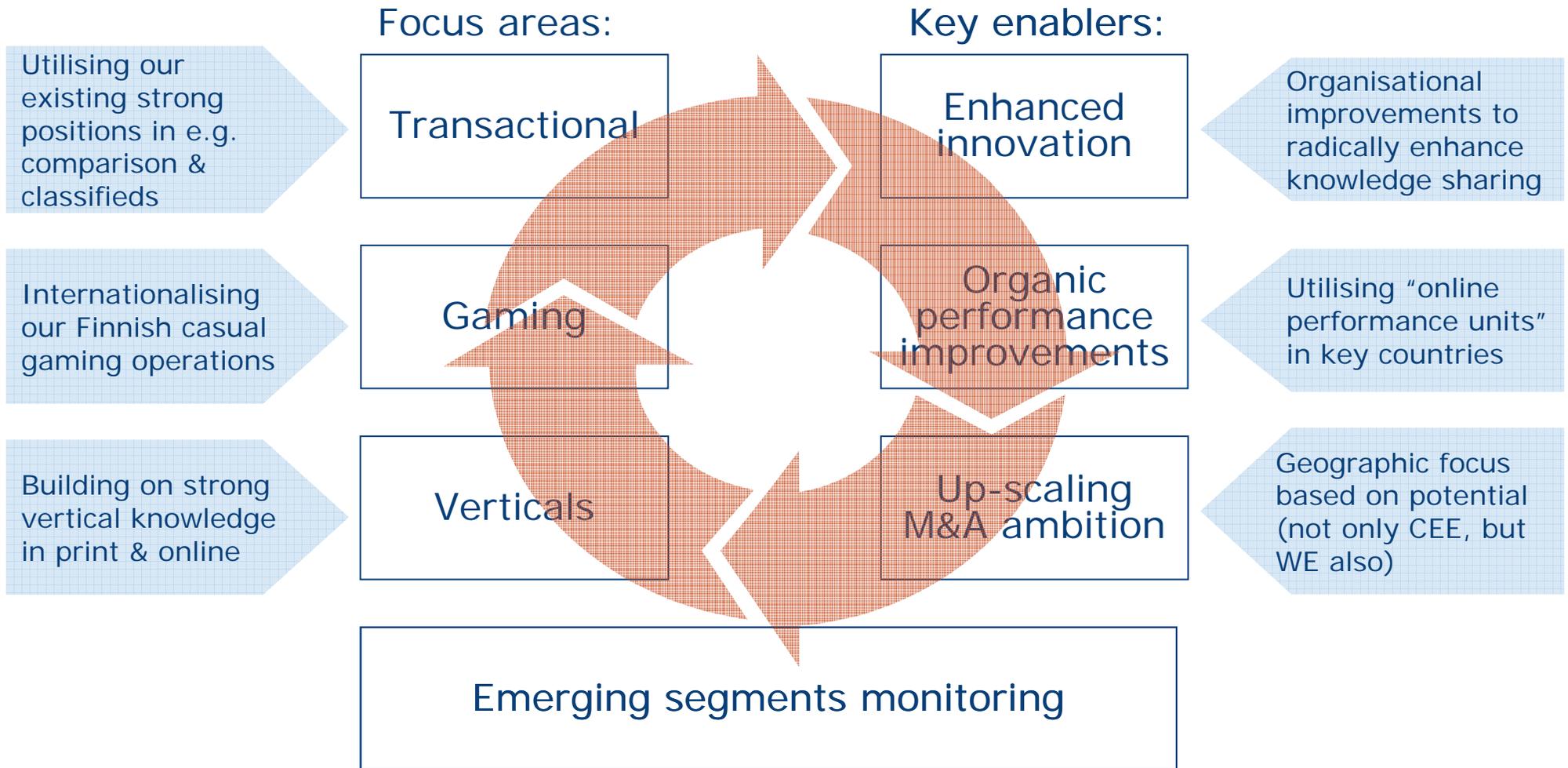
Once comparing products and services, the customer is already in a "buying mode". Thus, comparison sites offer considerably higher monetisation per consumer than traffic sites.

As a media company, our highest monetisation point is when guiding the consumer to the retailer's website. As a retail company, we seek to direct traffic to our own e-commerce sites.



Value per consumer action increases

Up-scaling the M&A and innovation targets in chosen focus segments





**Sanoma Inspires,
Informs and Connects**