

# Sanoma's strategy

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# Strong European media company

- Operates in more than 20 European countries
- One of Europe's largest consumer magazine publishers
- One of the largest educational publishers in Europe
- Major operator in digital media
- The leading media group in Finland
- Net sales EUR 2.8 billion, 16,300 employees



# Balanced portfolio



Magazines  
Online business



Newspapers  
Online business



TV and radio  
Casual gaming



Learning  
Language services  
Literature & other



Kiosks  
Trade services  
Bookstores  
Movie operations

Share of the Group's net sales:

39%

15%

5%

12%

29%

Share of the Group's EBIT:

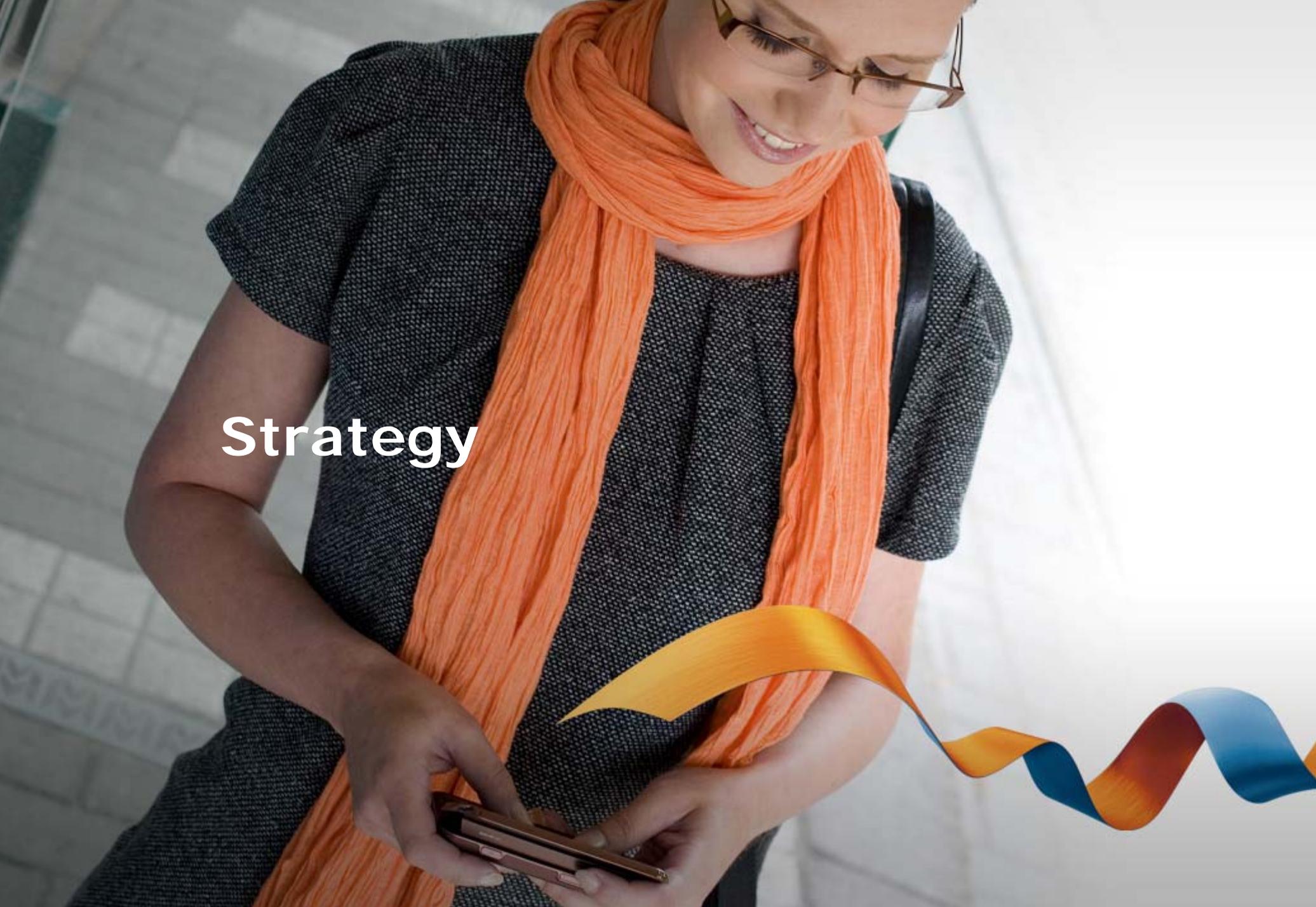
46%

17%

8%

18%

11%

A woman with glasses, wearing a grey dress and a bright orange scarf, is looking down at her smartphone. She is smiling slightly. The background is a light-colored, textured wall. On the right side of the image, there is a colorful, wavy ribbon graphic that transitions from yellow to orange to blue.

**Strategy**

# One of the leading media companies in Europe

With a focus on sustainable growth and profitability

- Be the market leader in our chosen businesses and markets
- Balance our business portfolio of B2C and B2B products and services
- Strengthen our focus on organic growth and innovation
- Restructure our business operations according to changing customer needs
- Develop our organisation further and exploit synergies across the Group



# Market leader in most of the operating countries



# Responding to the changing customer needs

## Consumer media

Growing and enhancing our leading positions in our chosen markets in order to respond to the future needs of consumers and advertisers by utilizing our strong print, online and TV assets, capabilities, leading brands and customer relations.

## Learning solutions

Strengthening our position as a leading European provider of learning solutions by bringing added value to our customers through new solutions, inspired by teacher workflow and supported by our strong brands and deep understanding of the teaching process.

## Retail

Developing our retail concepts, in kiosks and bookstores in particular, to secure future growth.

# Online strategy

- Focus areas
  - transactional comparison and classified sites
  - casual gaming
  - verticals
- Systematic innovation, R&D and acquisitions
  - tablets
- Organisation
  - Future Media Team (media divisions' presidents)
  - Online Execution Team (implementation)
  - Innovation teams (thematic teams as growth drivers)

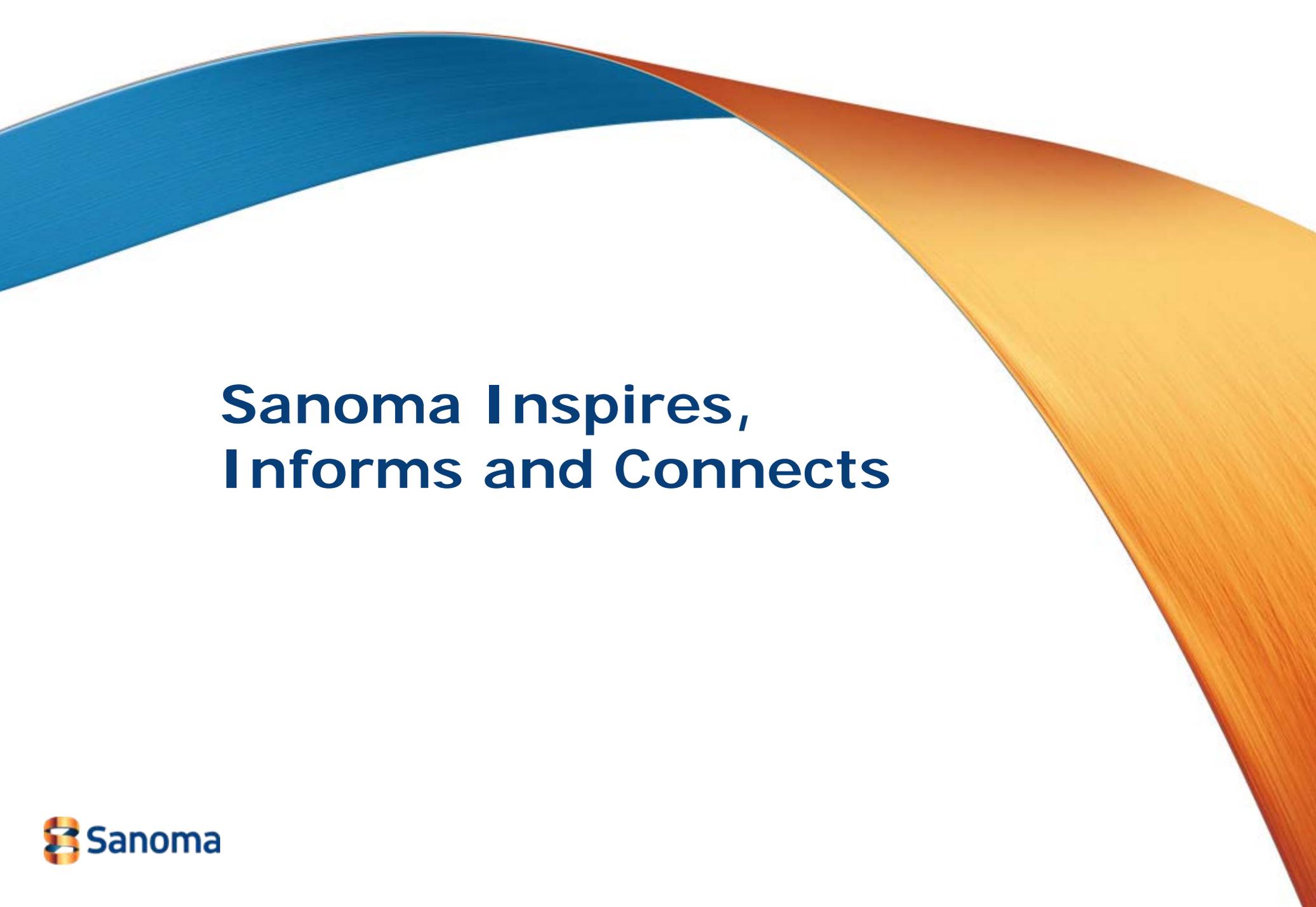


# Consumer media online sales up by 18% in Q2



# Defining our role in the e-reading value chain





# **Sanoma Inspires, Informs and Connects**