

A blue 3D Möbius strip is centered in the image. The strip is twisted and looped, creating a continuous surface. The text "We are Sanoma Magazines" is written in a red, cursive font across the middle of the strip.

*We are Sanoma Magazines*



*Developing clear market leading positions*

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# *In Magazines and Digital Media*

# The strongest local brands





1974



1975



1994



1998



2008

Transfer of concepts across markets



2002



2007



2006



2005



2002

ELLE

marie claire

BAZAR

COSMOPOLITAN

GRAZIA

Walt Disney  
AFU ANKKA

Walt Disney  
Donald Duck

Katrien

 NATIONAL  
GEOGRAPHIC

NATIONAL GEOGRAPHIC  
KIDS

Preferred license partner for renowned brands

Lisa

delicious.

Домашний очаг

ELLE  
DEKOR

 Harvard Business Review

PLAYBOY

Men'sHealth

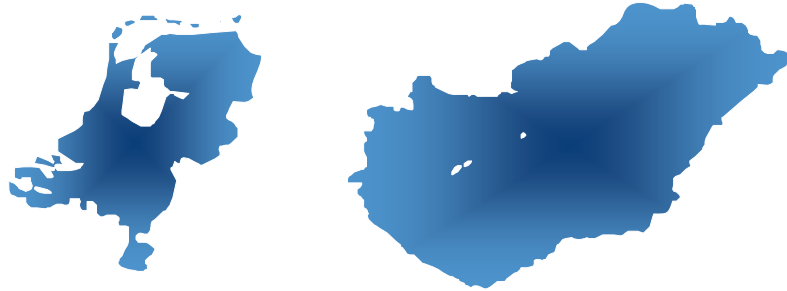
Esquire

Auto  
Week

Auto  
Bild  
SUOMI

Популярная  
Механика





# Quickly building up in digital media

tvůj/dům

HUMO THE WILD SITE

fitfixers.be

webPark

COSMOPOLITAN  
Cesne - Ziva (foss)

KUCHYNE.CZ

vauva

XQuis

NewsReport

Miresci.ro

CBP PORTAL

eStránky.cz

ПОЗНАНИ

rb.ru

ameno.ru  
справочник  
массовый интернет

Startpage

ameno.ru

zappy baby

ГРУПАТА  
LADITA

WWW.AFU.AVKA.FI



femeia.ro

kiloklubi.fi

bodi aktivna

largest price,  
product and shop  
comparison site

**KIESKEURIG**

largest news site,  
surpassing traditional  
newspaper websites



**Startpagina**

One of the most popular Dutch sites,  
offering a complete topical overview  
(link directory) with >5,800 thematic  
daughter pages

ilse media



>140 websites, 10 mobile sites  
page views >1,000,000/month  
YoY '07-'08 sales growth: +18%  
reach: 80%

**SchoolBANK**

classmates reunite at one  
of the most popular social networks;  
paid content model

**overzicht.nl**

overview of the most  
popular Startpagina  
daughters



Business news portal

Leading women's portal, originated with Nők Lapja magazine



Directory site

Everything you need to know about mobile communications



Product, price and shop comparison

Part of SB's Gossip 360'; celebrity portal



Leading recruitment site

Hungarian 'Superbrand'; most popular directory site



YoY '07-'08 digital media ad sales growth: +26%

**VBox7.com is Bulgaria's local YouTube;  
the site occupies a similar market position as YouTube**



**90% of all online Bulgarians  
use an Abv.bg freemail account**



**Netinfo and Sportni are  
Bulgaria's leading (sports) news sites**



**85 People delivering 73.7% reach  
YoY '07-'08 revenue growth: +80%  
Five core websites**

Spanning the European continent from the North Sea to the Bering Sea and from the Barents Sea to the Black Sea



# *Active in thirteen countries*

# We are structured in four Businesses



- Based in Helsinki, Finland
- CEO: Ms Raili Mäkinen
- Net sales 2008: €205.6 million



- Based in Brussels, Belgium
- CEO: Mr Aimé Van Hecke
- Net Sales 2008: €223.2 million



- Divisional headquarters
- Based in Amsterdam, the Netherlands
- CEO: Ms Eija Ailasmaa



- Based in Hoofddorp, the Netherlands
- CEO: Mr Dick Molman
- Net Sales 2008: €515.7 million



- Based in Amsterdam, the Netherlands
- CEO: Mr Koos Guis
- Net sales 2008: €306.7 million





home deco

digital media



glossies



KIESKEURIG



SchoolBANK

ilse media

Startpagina

SMA Sanoma Men's Magazines

# A broad, diversified portfolio: Netherlands



special interest titles



women's weeklies



MOOD formagazines



youth

Disney



custom publishing

WOON BEURS amsterdam  
ral 30 sept t/m 5 okt  
het evenement van de woonbladen

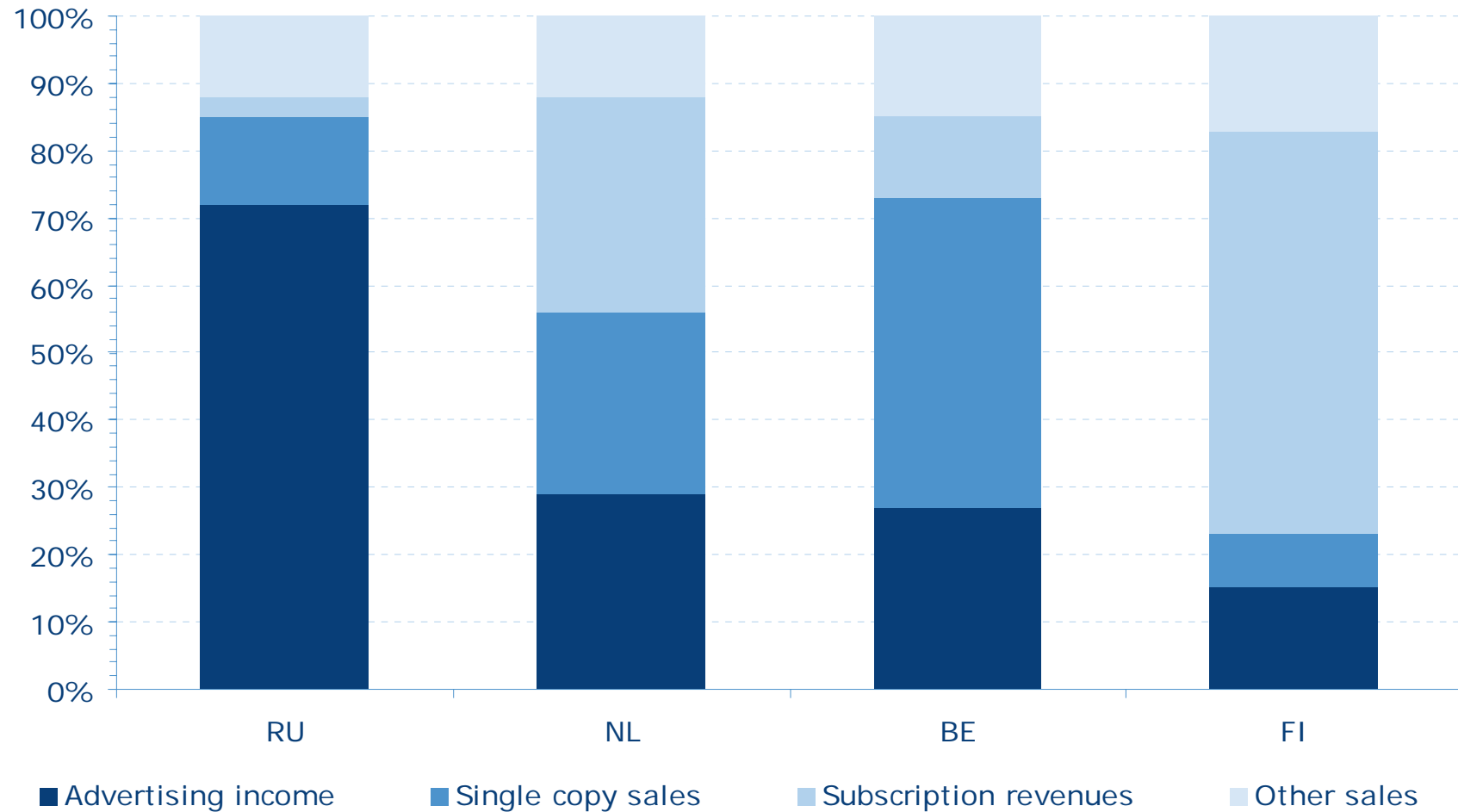




# *A broad, diversified portfolio: Russia*

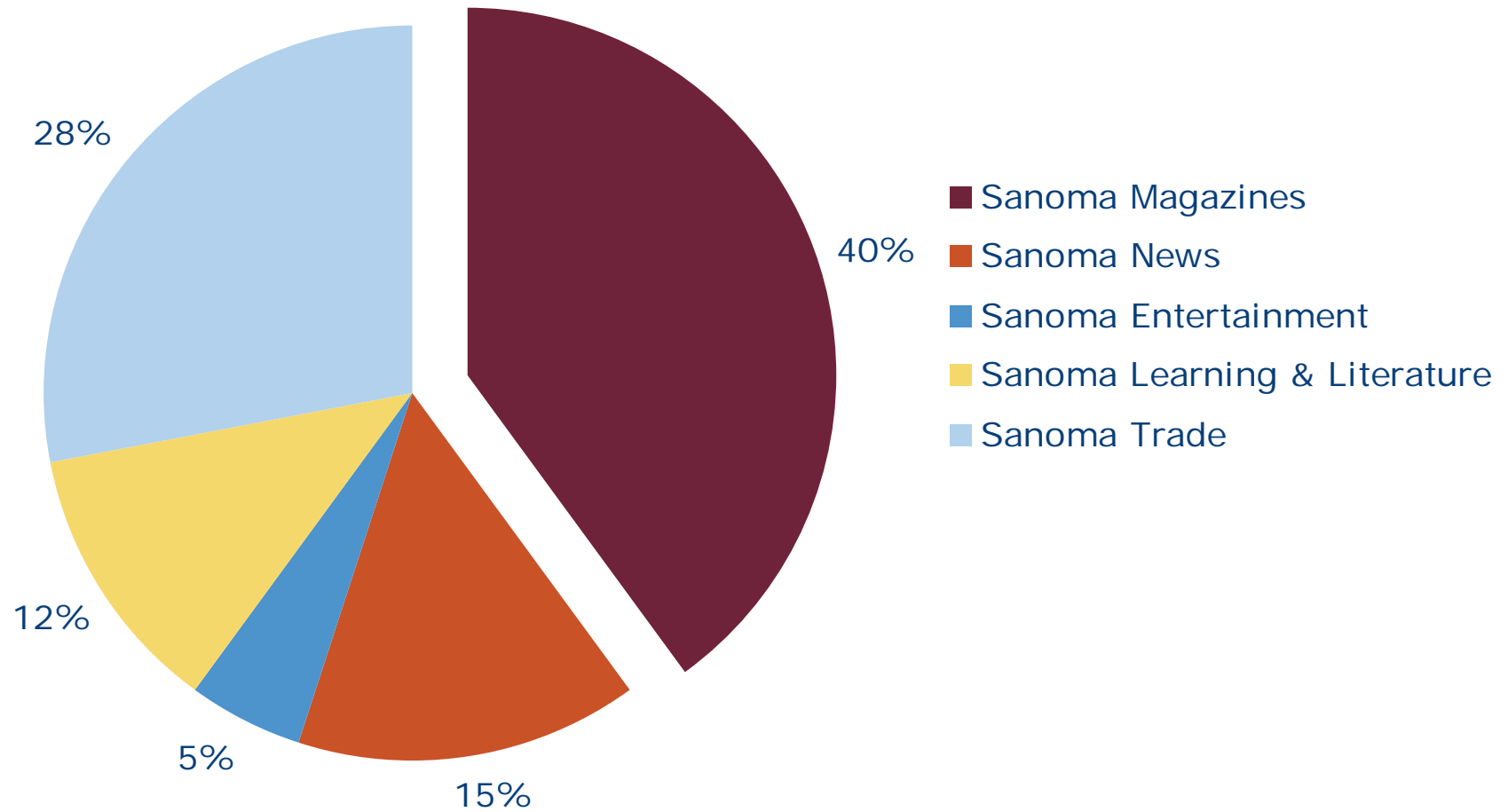


# *A balanced revenue mix*



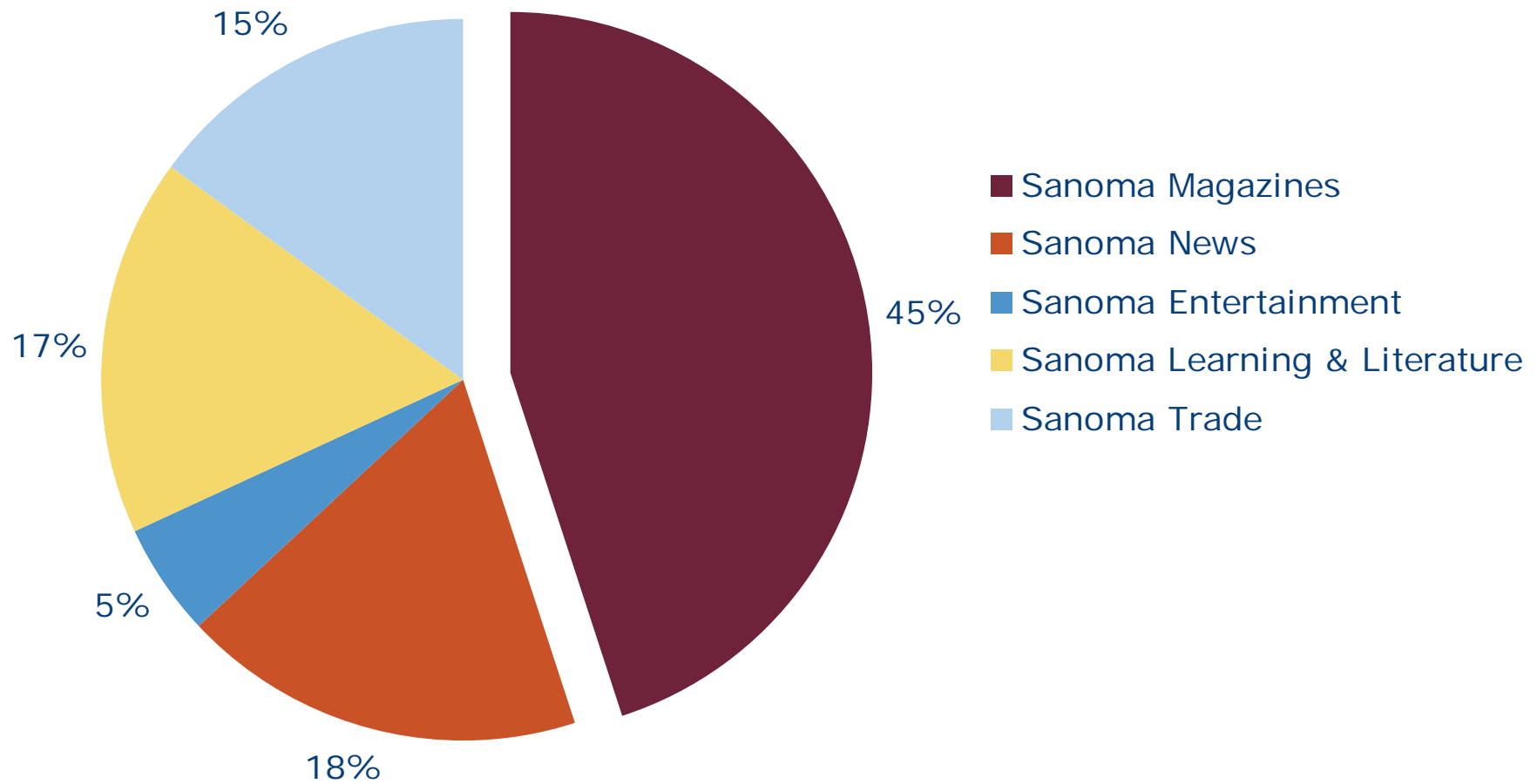
(Revenue split based on December 2008 income)

# *Net sales 2008*



# *Operating profit 2008*

*excluding non-recurring items*



# Key Financial Indicators 2008

€ million	1-12/2008	1-12/2007	change %
Net sales	1,246.8	1,238.1	0.7
Operating profit	85.7	160.9	-46.8
% of net sales	6.9	13.0	
Operating profit excluding non-recurring items	138.9	139.7	-0.6
% of net sales	11.1	11.3	
Balance sheet total	1,903.0	1,937.5	-1.8
Capital expenditure	26.8	20.6	30.3
Personnel under employment contract, average	6,280	5,623	11.7
Personnel, average (full-time equivalents)	5,731	5,169	10.9

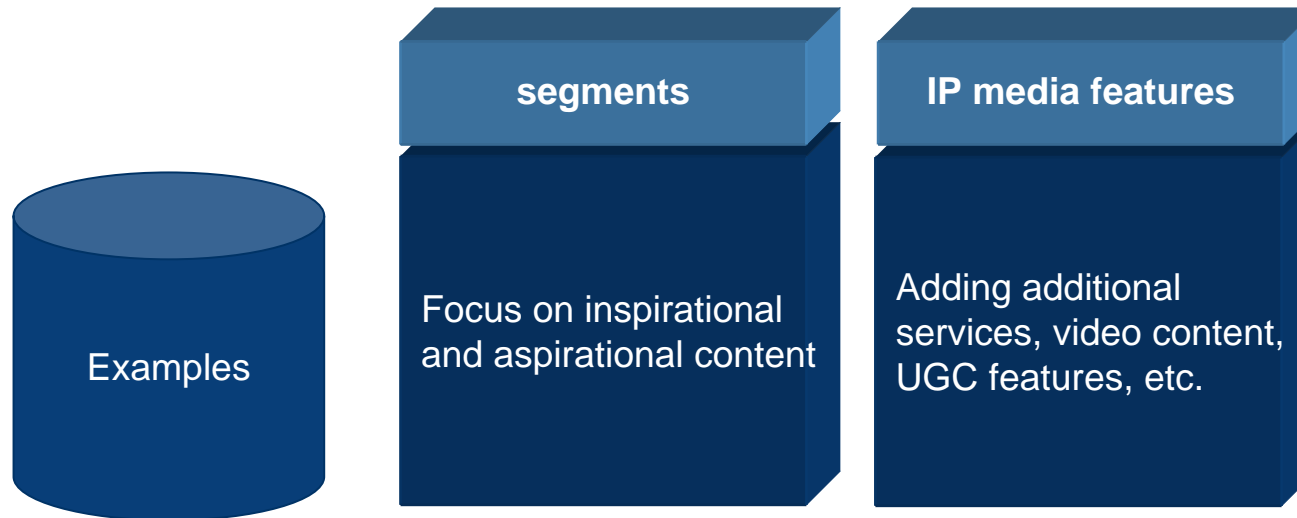
This  
is our  
strategy



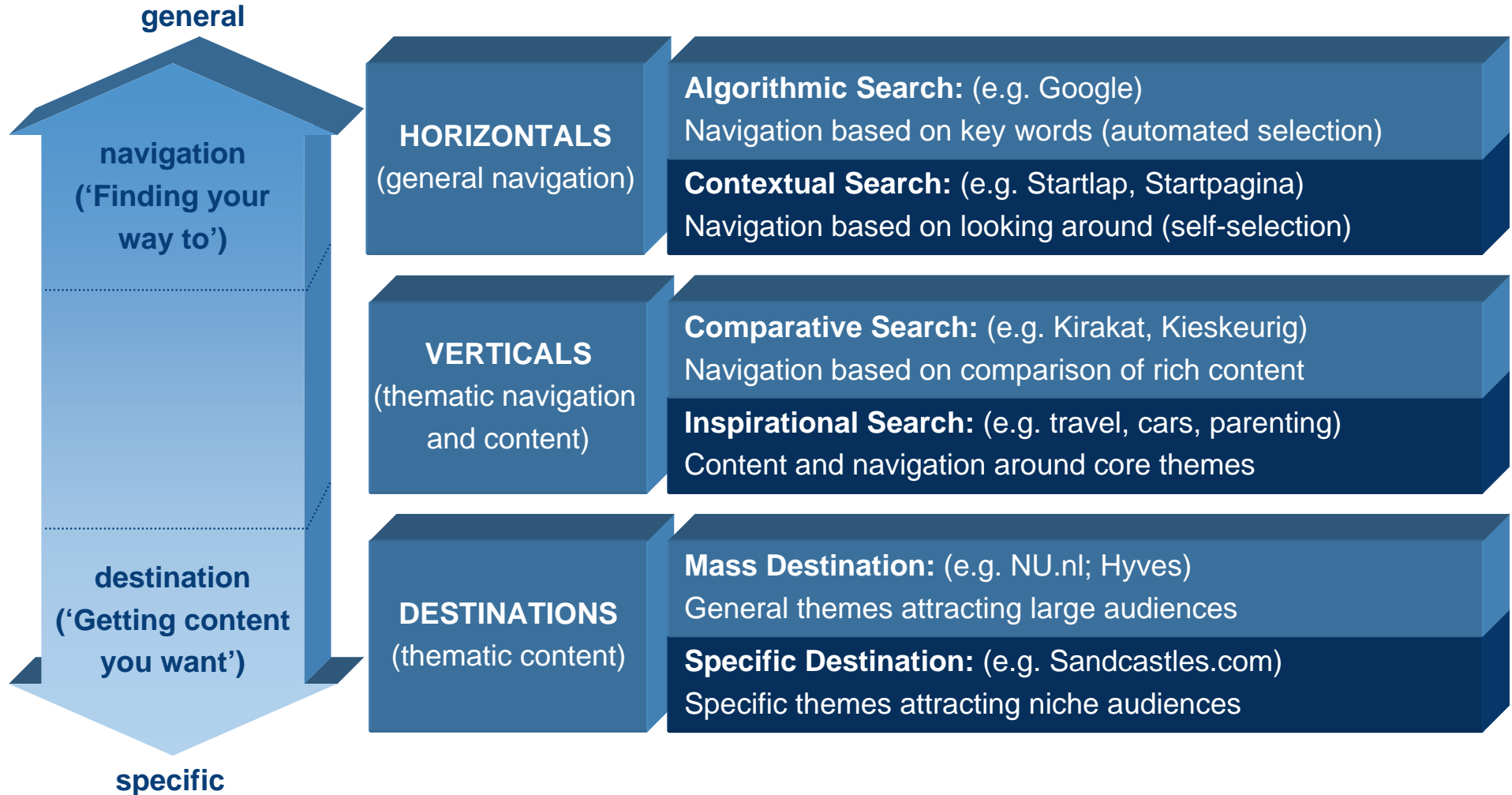
## STRATEGY:

We are focused on small and mid-sized European media markets and on Russia. In our markets we want to develop or maintain a clear market leading position to secure our growth and profitability. Organically through an active launch and portfolio strategy. But also through partnerships or acquisitions if value can be added. Both in magazines and in digital media.

# Scope of Magazines +

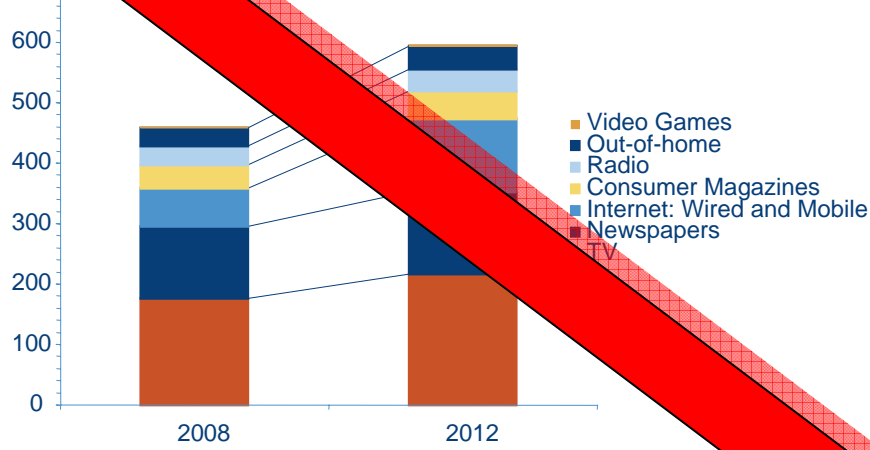


# Scope of IP media

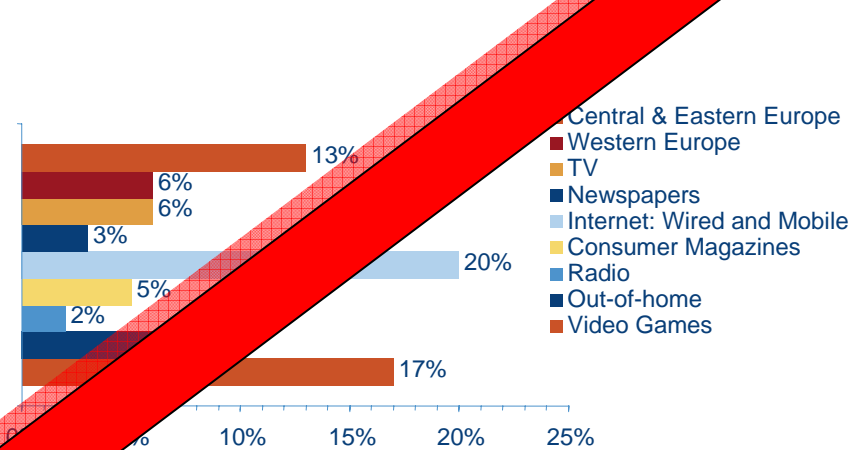




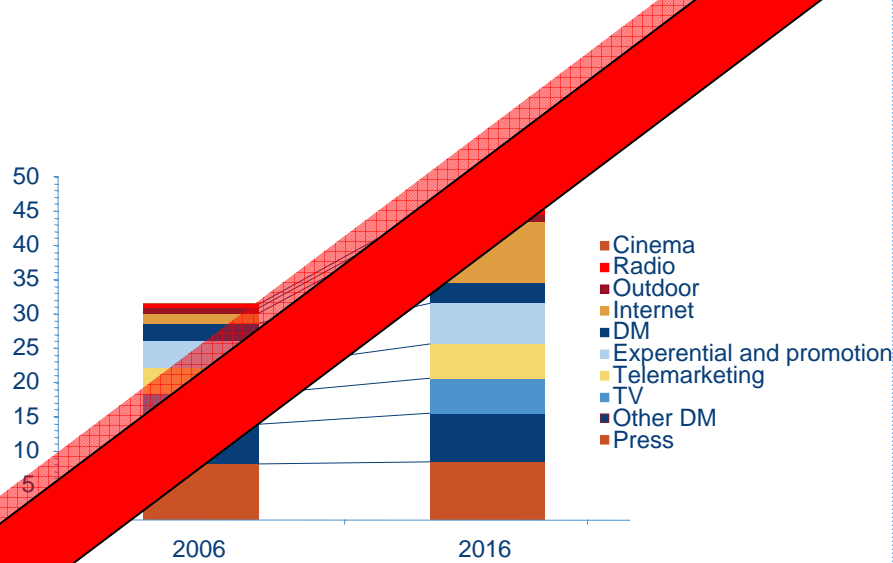
Advertising forecast 2008-2012 (US\$)



Global advertising forecast 2008-2012 (CAGR)



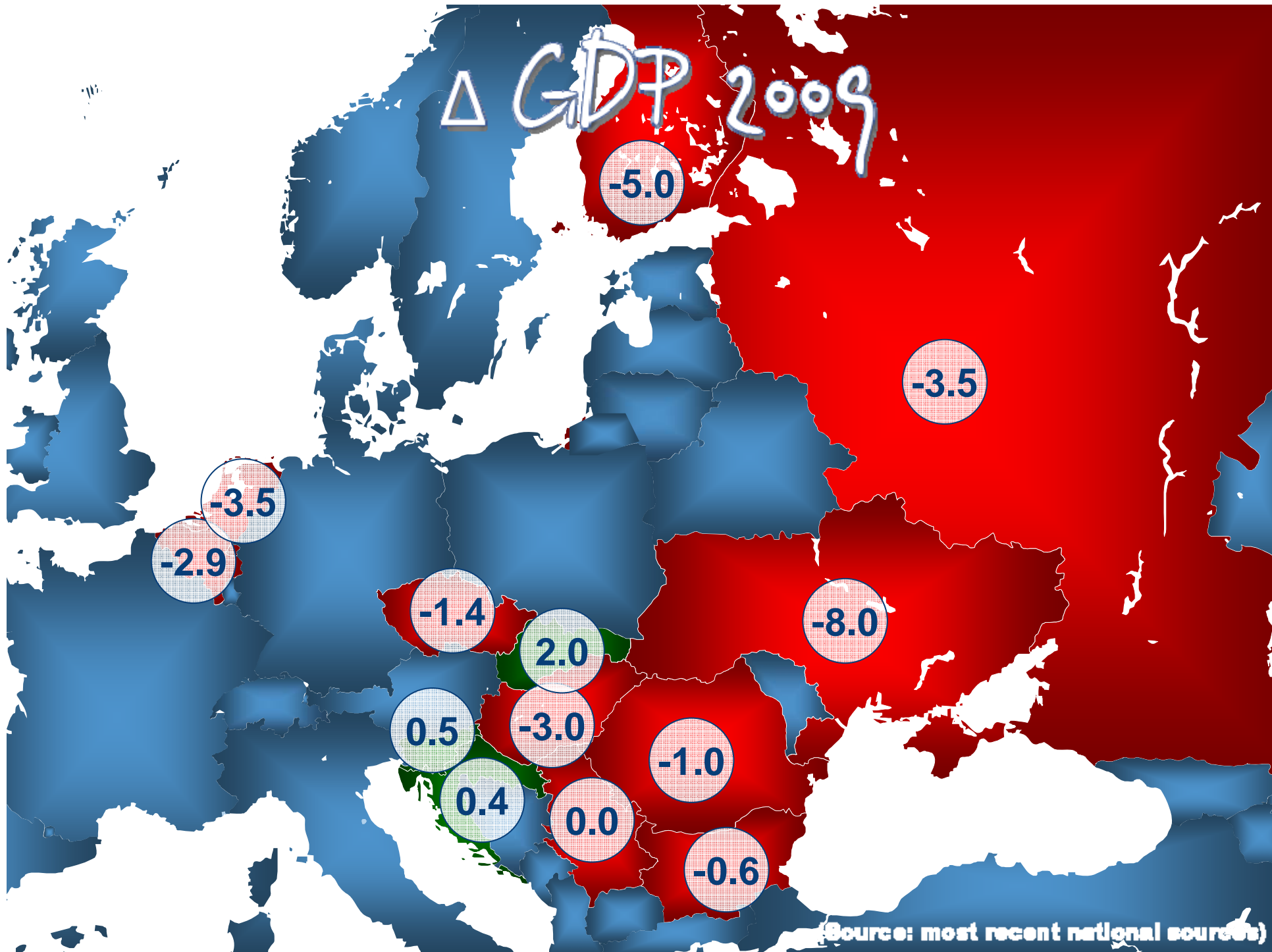
Ten Year Advertising Perspective: UK



Global ad spend share per medium 2007-2011

Medium	2007	2008	2009	2010	2011
Newspapers	27.1	25.4	23.8	22.3	21.2
Magazines	11.5	11.2	10.7	10.4	10.4
Television	37.5	38.3	38.5	38.5	38.5
Radio	8.0	7.1	6.9	6.9	6.7
Cinema	0.5	0.5	0.6	0.6	0.6
Outdoor	6.5	6.7	6.9	7.1	7.1
Internet	8.6	10.3	12.1	13.5	13.5

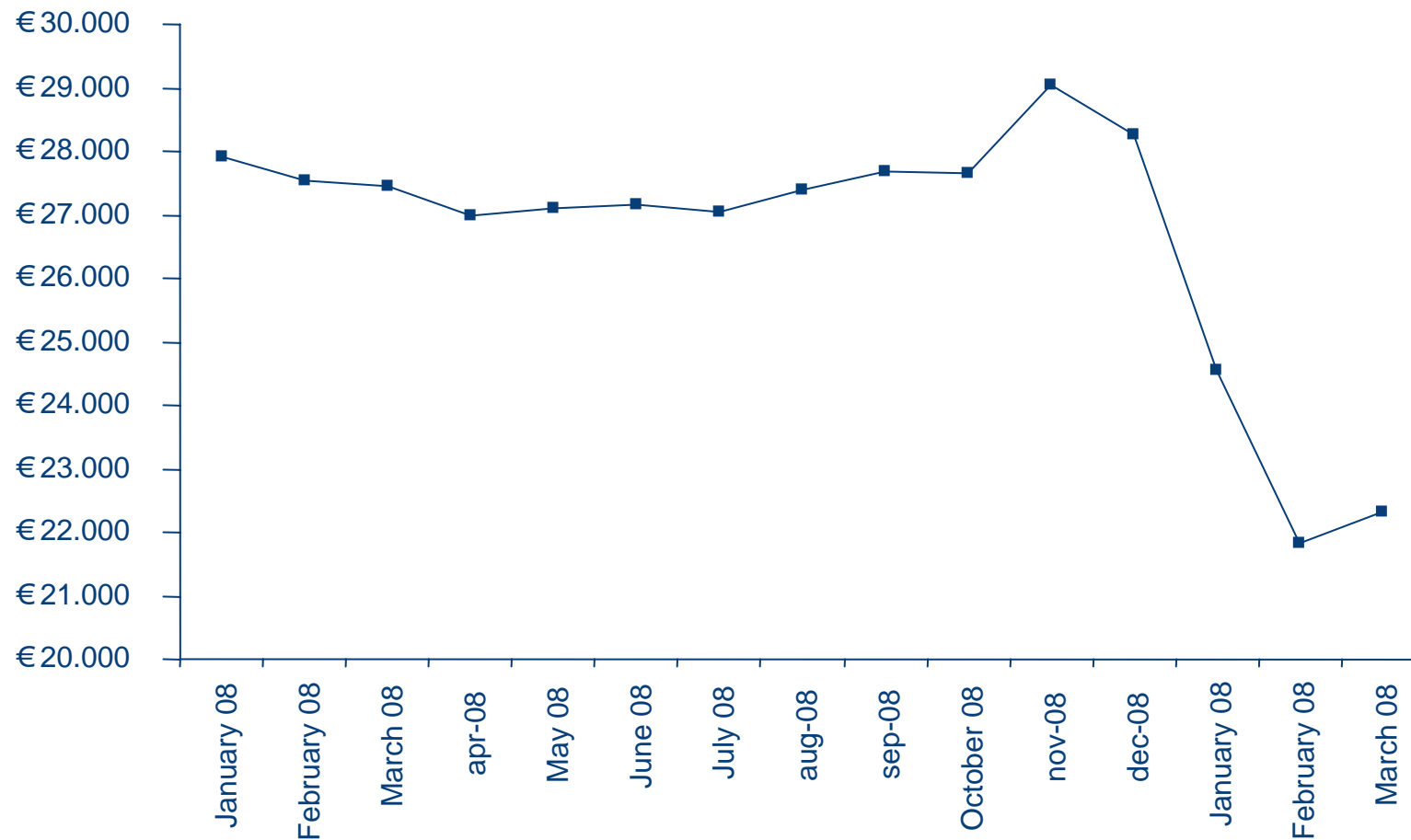
# Δ GDP 2009



(Source: most recent national sources)

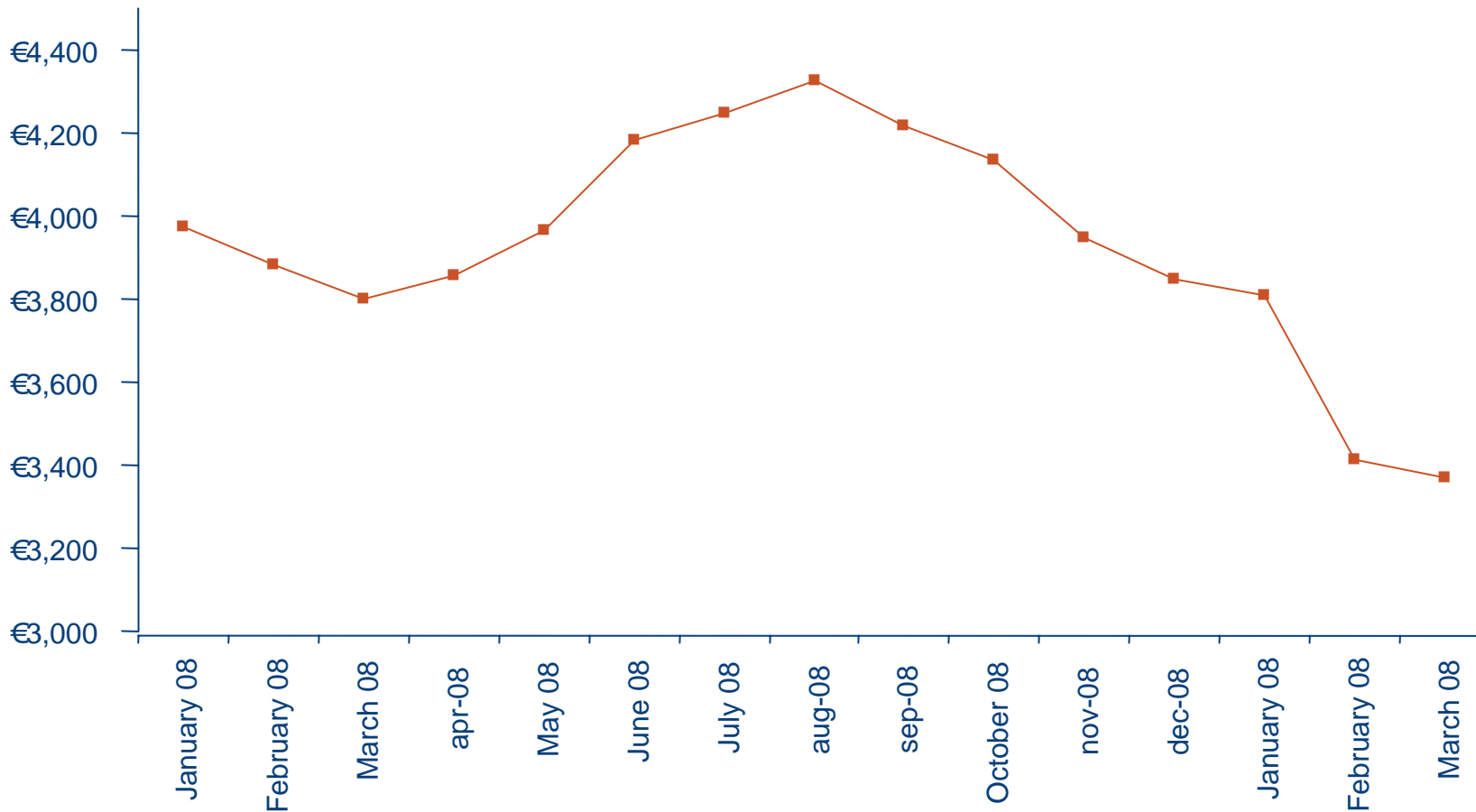
# Currency Development

(How many € for 1,000,000 Ruble?)



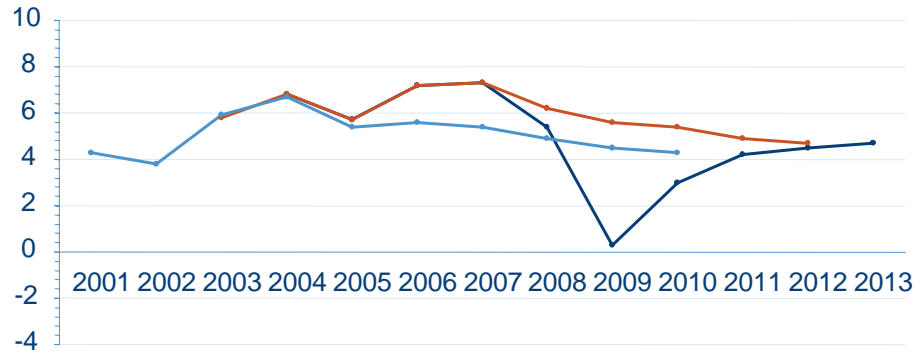
(Source: FX History, 2009)

# Currency Development (How many € for 1,000,000 Forint?)

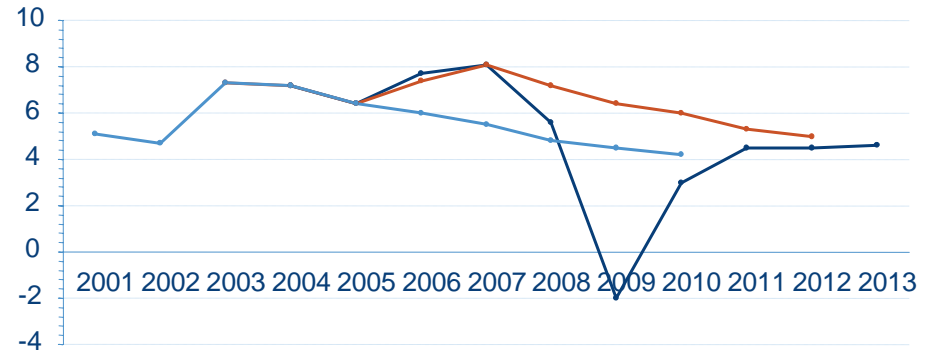


(Source: FX History, 2009)

GDP forecasts Eastern Europe



GDP forecasts Russia

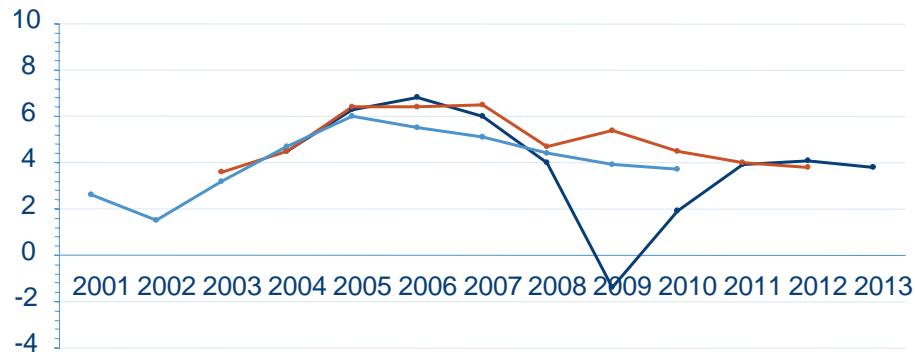


— Feb 2009 — June 2008 — June 2006

— Feb 2009 — June 2008 — June 2006

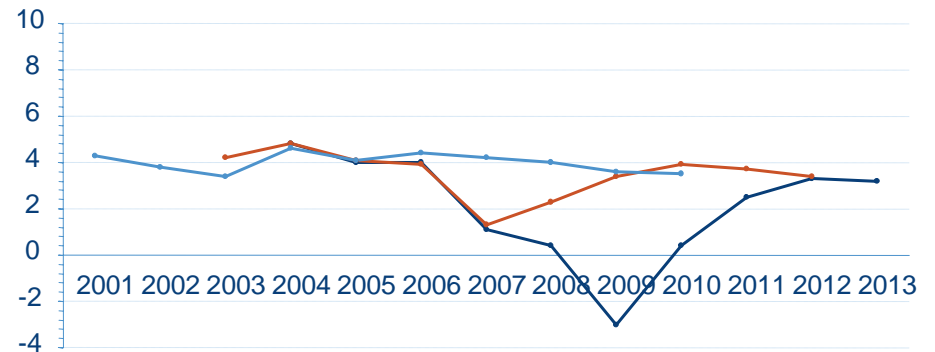
# *CEE and Russia: economic recovery expected >2012*

GDP forecasts Czech Republic



— Feb 2009 — June 2008 — June 2006

GDP forecasts Hungary

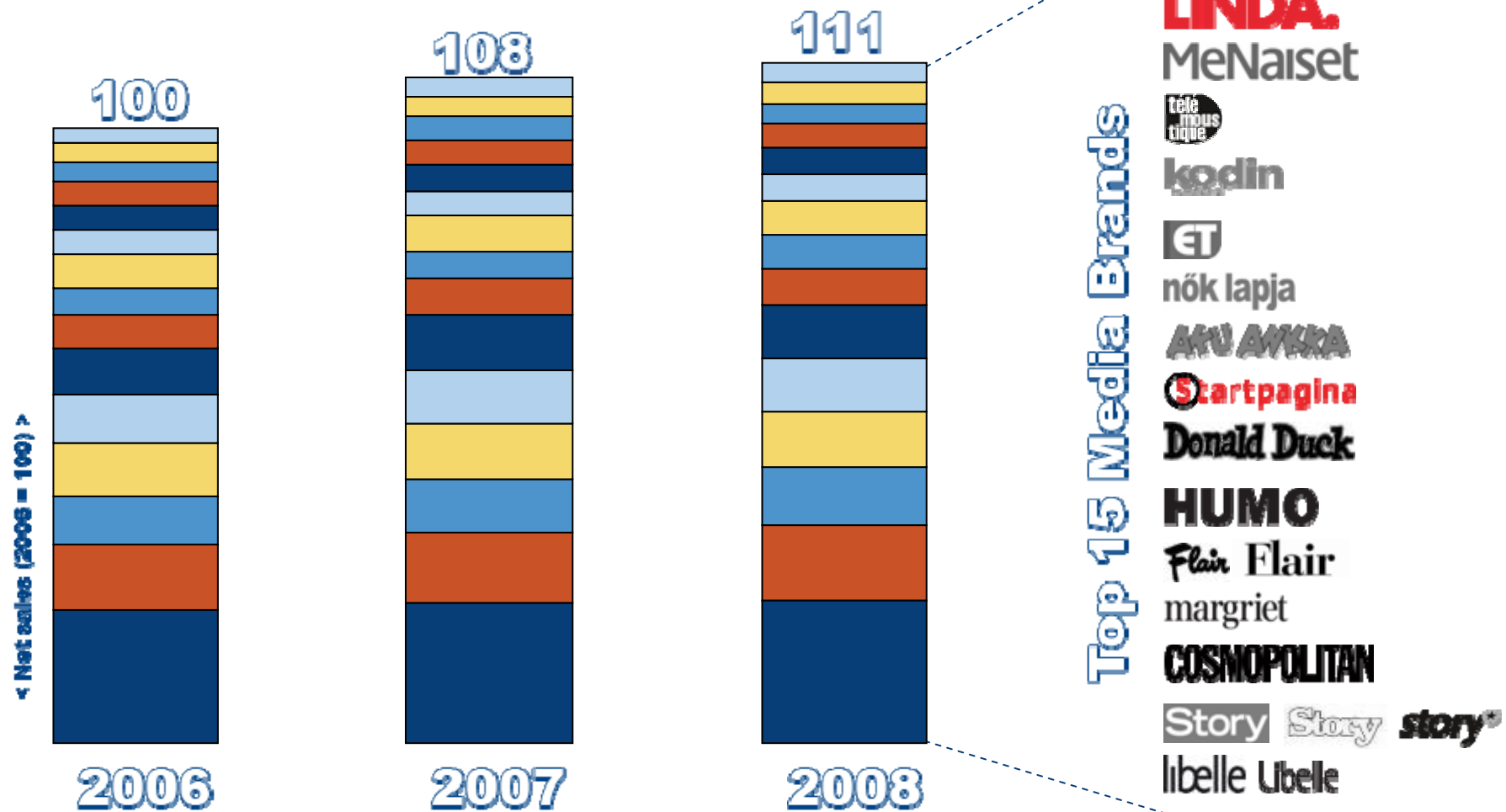


— Feb 2009 — June 2008 — June 2006



Our response:  
creativity, agility and  
trustworthiness

# Care for Core



# Building Bridges ... by building capabilities

*Our strength comes from working together and learning from each other*

- » **Strategic Leadership Program**
- » **Brand Project**
- » **Digital Media Project**



Leveraging Seven Synergies

Google™



VAN  
VI  
VOOR 9,99  
VOOR



eStránky.cz

Capture consumers  
where ever they are

» **Sanoma Magazines IS a multiplatform publisher with, for selected brands, a multiple touch-point strategy**



# Driving Operational Efficiency

- » **Advertising Resource Centre**
- » **Canalls: WAN between BE, CZ, FI, HU and NL**
- » **PPG group: collective procurement of paper/printing goods and services**
- » **SISU: SAP Integration project (FI-NL)**
- » **Shared advertising system (FI-NL)**



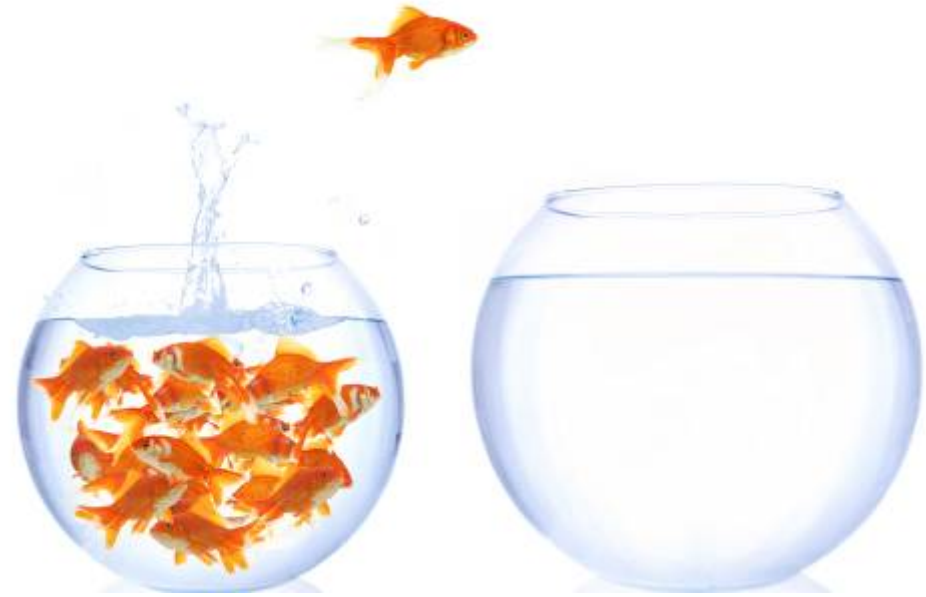
# Market Consolidation

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# Explore New Markets?

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Home

- Politik
- Wirtschaft
- Panorama
- Sport ▶
- Entertainment
- Wissenschaft
- Netzwelt
- Kunst
- Musik
- Literatur
- Film
- Kuriosa
- Kolumnen ▶
- Altpapier

Fernsehen



Josef Fritzl bekennt Mord

Fritzl gesteht verantwortlich für den Tod eines Babys zu sein

Top News

- ▶ Bundestag berät über Konsequenzen aus Amoklauf
- ▶ Großbrazzia gegen Schleuserbande
- ▶ Jobcenter-Reform gescheitert
- ▶ Frankreich will NATO-Reform
- ▶ Gutenberg bei Geithner
- ▶ Familie von Tim K. spricht Mitgefühl aus
- ▶ Oppositionschef gewinnt Machtkampf in Madagaskar

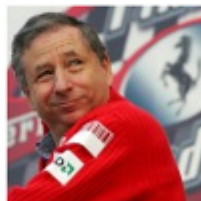


Hoffnungsschimmer für Opel

Hoffnung aber noch keine Lösung für Autobauer Opel

Wirtschaft

- ▶ eBay-Fokus auf Osteuropa
- ▶ Volkswagen mit Hoffnungsschimmer
- ▶ DIHK-Präsident Braun fordert mehr Ausbildungsplätze
- ▶ Tarifeinigung bei Telekom
- ▶ Deutsche Bank stockt Vorstand auf
- ▶ Protestkundgebung bei Continental
- ▶ 400 Entlassungen bei Märklin



Todt verlässt Ferrari

"Prägende Persönlichkeit" legt nach 15 Jahren alle Ämter nieder

Sport

- ▶ Knapper Heimsieg für Dallas
- ▶ Nach Hase auch Kiefer in Indian Wells raus

0 files

Christa Wolf wird 80



Opel-Lösung



Das Management von General Motors zeigt Bereitschaft, bei der Rettung des Autobauers mit Deutschland zu kooperieren.

Sudöko

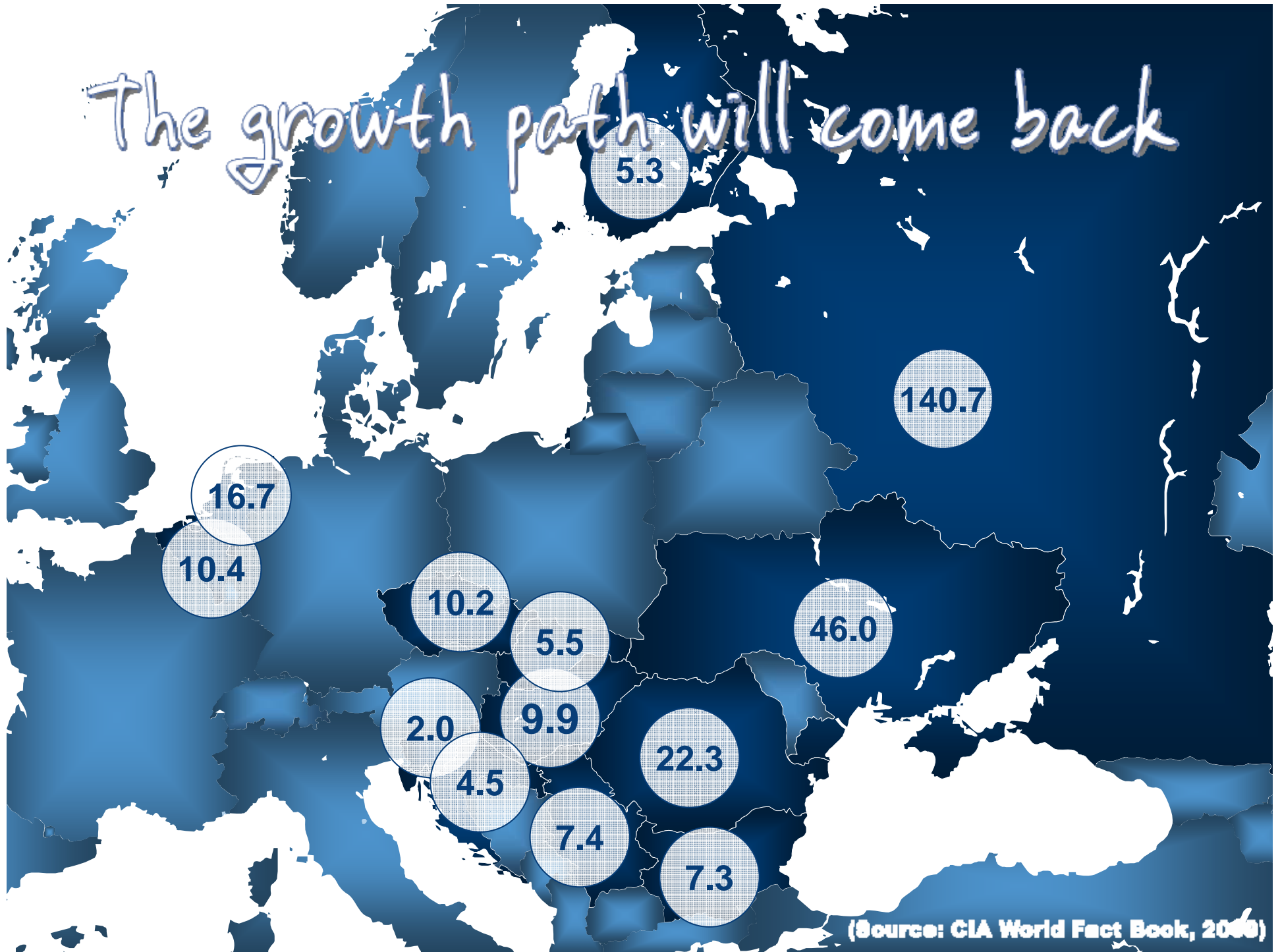


"Nur wenn sie mit dem üblichen Kohle- und Atomstrommix betankt werden, ist der Umwelt und dem Klima wenig geholfen."

Inzest-Prozess



The growth path will come back

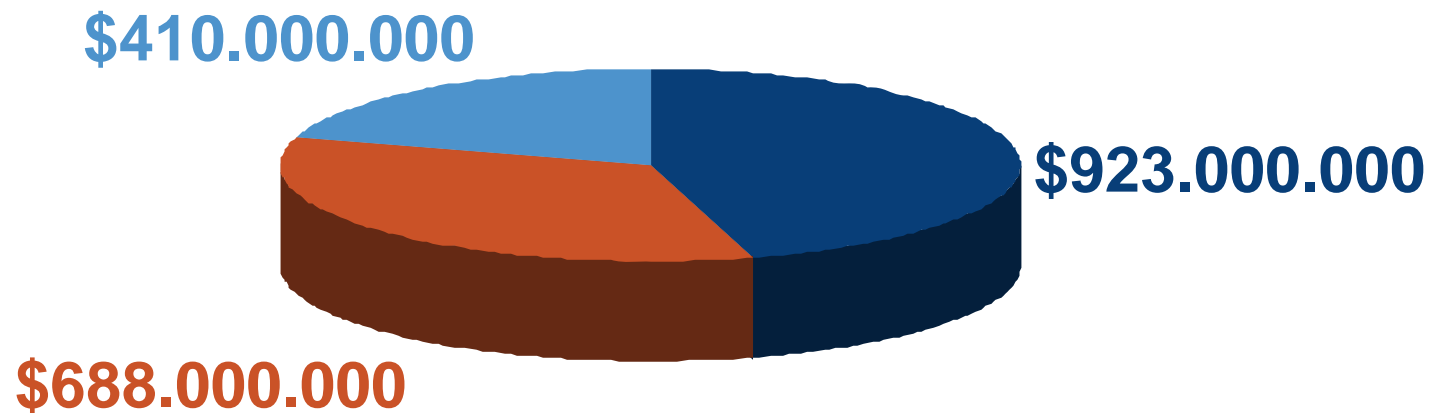


(Source: CIA World Fact Book, 2006)

35+: 159,832,909!



# The growth path will come back



(Thank you Esther Braspenning (Sanoma Magazines ARC); Source: Advertising Age, 8 December 2008; \* Without Bulgaria and Slovenia; \*\* Without Bulgaria, Hungary and Slovenia)

A close-up, low-angle shot of a thick stack of papers or documents. The papers are slightly curved and layered, creating a sense of depth. The lighting is bright, highlighting the edges of the pages. Overlaid on the center of the stack is the text "Thank you." in a bold, white, sans-serif font with a blue outline.

**Thank you.**