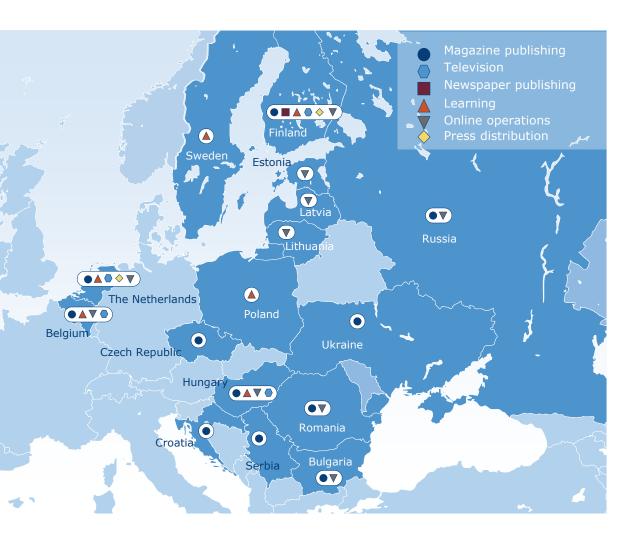


# Sanoma in transformation

Corporate Presentation February 2013

# Market leader in chosen businesses and markets

- One of the leading media and learning companies in Europe
  - #1 media company in the Netherlands and Finland
  - Among top 2 educational players in all its 6 markets of operation
  - Head office in Helsinki, Finland
- Focus on consumer media and learning
  - Strategy set & main portfolio changes executed
  - From holding to Group structure
- 2012 financials
  - Net sales EUR 2,376 million
  - EBIT\* EUR 232 million
  - Personnel 10,381 (FTE)





## Sanoma's largest consumer media markets

Net sales of main media companies (in EUR million)

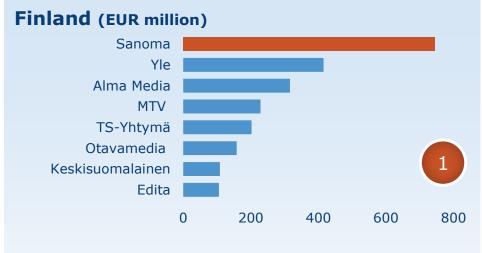


#### #1 in consumer magazines

- Circulation market share ~50%\*\*\*\*
- Ad market share ~50%\*\*\*\*\*

#### #1 in online advertising

- Ad market share ~14%\*
- #2 in commercial TV
  - Ad market share ~26%\*



#### #1 in newspapers

- Ad market share ~18%\* (News segment)
- #1 in magazines
  - Circulation market share ~35%\*\*
  - Ad market share ~22%\*

#### #1 in online advertising

- Ad market share ~35%\*
- #2 in commercial TV
  - Ad market share ~34%\*

#### • #1 in commercial radio

~26% share of radio listening\*\*\*

\*FY/2012 \*\*FY/2011 \*\*\*9-11/2012 \*\*\*\*Q4/2012 \*\*\*\*\*7-11/2012



## **Learning – leading player in Europe**

#1 or #2 in markets where present





Source: Company, 2011 & 2012.

## Strategy set & portfolio changes executed

#### Focus on consumer media and learning

- Consumer media value creation from leading multi-channel position
- Learning at the forefront of transformation

#### Acquisitions

- SBS TV operations in the Netherlands and Belgium
- Learning assets in Finland, Sweden and Netherlands

#### Divestment of non-core assets

- In 2011: movie operations, Finnish bookstores, general literature publishing, real estate and kiosk/press distribution in Russia, Romania and Latvia
- In 2012: ownership in DNA, kiosk operations in Finland, Lithuania and Estonia as well as press distribution operations in Estonia and Lithuania, number of small divestments

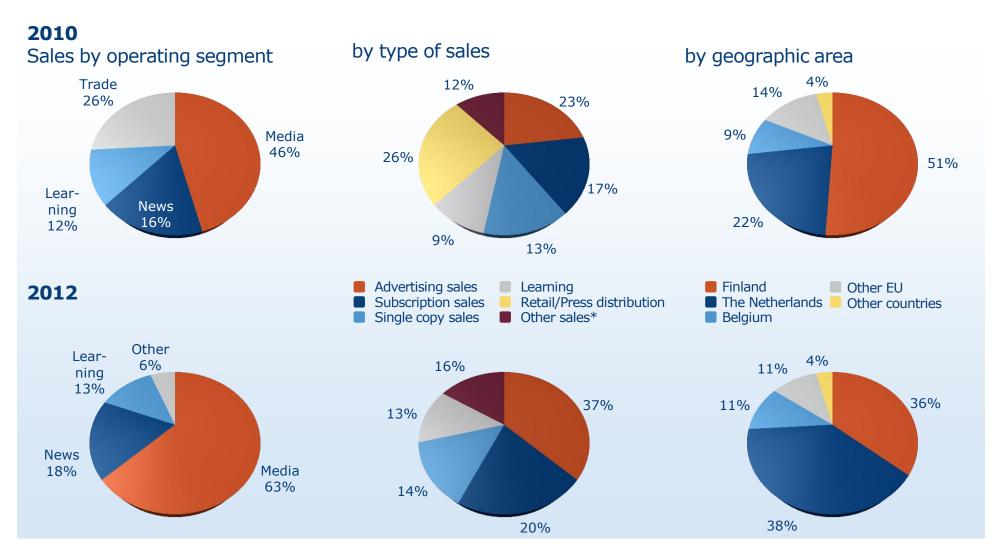
#### From holding company to Group structure

- New executive management and substantial changes in next levels
- Improve efficiency and internal co-operation
- Build a high performance company
- Adopt new mind-sets in driving growth and innovation



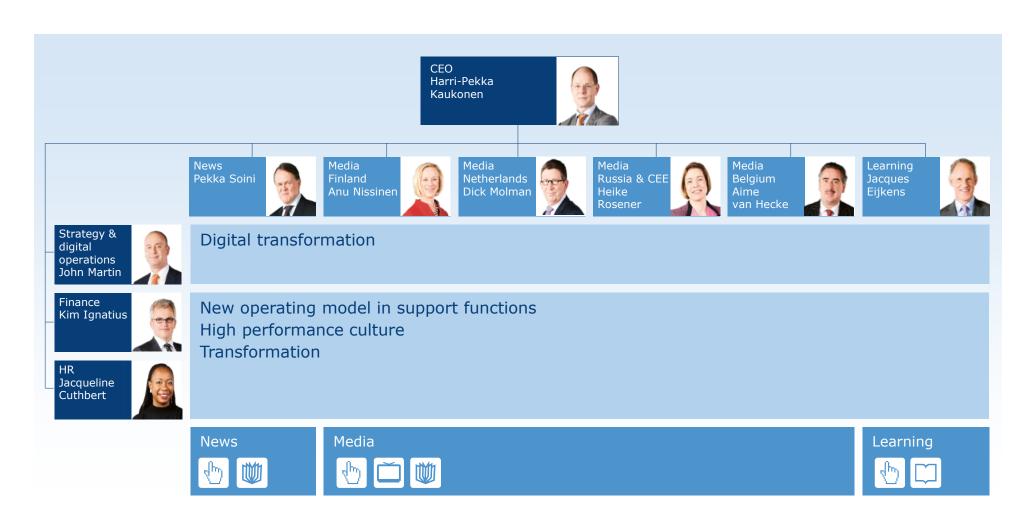


## Focus on consumer media and learning





## **Organisational structure**





# Success is built on our strong local market positions and our competencies

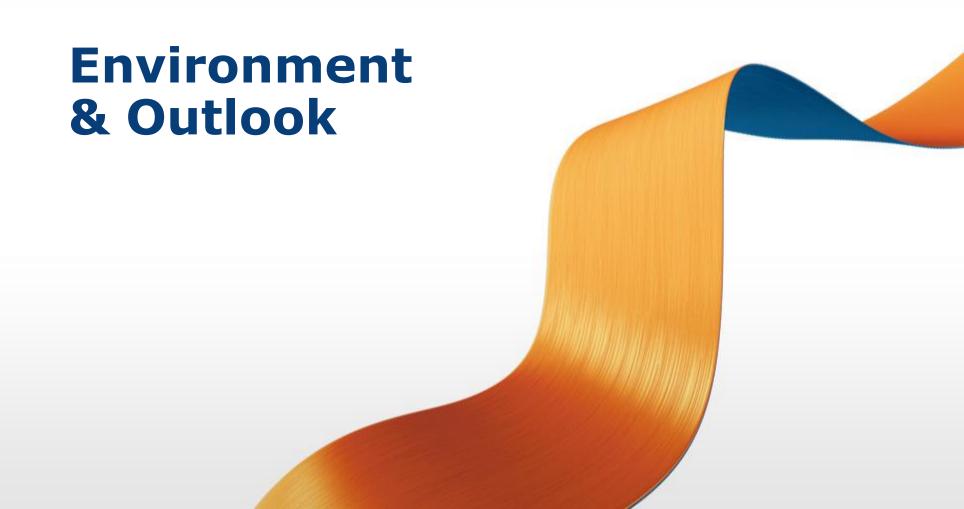
- Strong relationships and brands
- Inspiring content
- Leading consumer insight
- Media, sales and distribution power
- Unique reach



We differentiate ourselves from our peers through our deeper and broader consumer media portfolio







## **GDP** development

## Declining trend continues in our main markets







## **Consumer confidence**







## **Update on advertising markets**

Change in advertising market in % vs. previous year

<b>Netherlands*</b>	Q1/2012	Q2/2012	Q3/2012	Q4/2012	FY/2012
Magazines	-1	-11	-13	-14	-12
TV	-3	-5	-7	-7	-6
Online**	+7	+7	-9	-2	-1
Total ad market					Around -5
Finland***	Q1/2012	Q2/2012	Q3/2012	Q4/2012	FY/2012
Newspapers	-2	-13	-9	-13	-9
Magazines	-2	-6	-9	-14	-8
TV	+5	-4	-2	-3	-1
Online**	+14	+1	+8	+14	+10
Total ad market	+1	-8	-5	-7	Around -4
Belgium*	Q1/2012	Q2/2012	Q3/2012	Q4/2012	FY/2012
Magazines	-9	-10	-13	-20	-15
TV	+1	-11	-9	-11	-9
Online**	+6	+4	+3	0	+3
Total ad market					Around -10





\*Source: Sanoma estimates, net figures.

\*\*Excluding online search.

## 2012 ended in line with our outlook

2012 outlook vs. actuals

#### **Group outlook for 2012 (published 1 August 2012)**

2012 actuals

Net sales	'At the previous year's level or to grow slightly'	-0.1%
EBIT, excluding non- recurring items, margin	'Around 10% of net sales'	9.8%
EPS excluding non- recurring items	'To be somewhat below previous year'	EUR 0.78 vs. EUR 0.87
Advertising market development assumption	'Slightly to somewhat decreasing'	NL: around -5%* FIN: around -4%** BEL: around -10%**



## **Group outlook for 2013**

In 2013, Sanoma expects to maintain its financial performance compared to 2012 and estimates that in 2013 net sales and operating profit excluding non-recurring items will be a continuation of 2012.

Sanoma's outlook for 2013 is based on assumptions that the European economic situation remains subdued and the likelihood of an advertising market recovery during 2013 is low.

#### Comment on Q1 2013:

The first quarter for the Group is seasonally the weakest. In addition, Sanoma will invest materially in the Dutch and Finnish TV operations as well as digital development. Hence, the EBIT excluding non-recurring items will be negative for the Group in the first quarter of 2013.





## **Group long-term financial targets**

#### Financial targets\*

Net sales growth	Faster than GDP growth in main operating countries
EBIT margin excl. non-recurring items	12%
Net debt / EBITDA**	<3.5
Equity ratio	35-45%
Gearing	<100%
Dividend per share	>50% of EPS excl. non-recurring items
CAPEX	< EUR 100 million





Sanoma's Group – wide transformation process

## **Group-wide transformation process**

Two parallel tracks

#### **Digital Transformation**

- → Cross-media development
- Convert reach to revenues
- → Build new businesses

#### Raise the performance bar

- → Culture
- 7 Focus
- → Efficiency
- → Financial flexibility



# **Cross-media adds value for customers and Sanoma**

Convert reach to revenues

Increased added value to consumers / communities

- Brand extensions & supplements
- Improved experience through multimedia expansion
- More targeted segmentation
- New digital businesses

Improved return on marketing

- Increased cross-media reach
- More targeted segmentation
- Capitalize on engaging context
- Domain 'ownership'

Increased return on reach and content

- Multi-format concept
- Content pooling and reusing
- ARPU centric thinking
- Monetise reach and media power
- New digital businesses





## **Reposition Sanoma for future**

### Raising the performance bar

- Fundamental change in mind-set and way of working – act as one
- Main portfolio changes executed continue to dispose non-core assets
- Enhance operational efficiency and financial flexibility
  - Continue to address cost base
  - Targeting to reduce structural cost base by around EUR 60 million gross during coming three years
  - Targeting improved EBIT, excluding nonrecurring, margin



#### **EUR 60 million gross savings**



## **Group-wide transformation proceeding**

### Two parallel tracks

- Number of smaller acquisitions
- Monetising reach and content
  - Engaging content extensions and supplements
  - 7 Content pooling and reusing
  - 7 Combined digital-print offerings
  - → Bundled digital-print-device offerings

- 7 From holding to Group company
- Streamlining and enhancing operational efficiency
  - 7 Group-wide cost savings programme commenced
  - 7 CRM and customer service developments
  - Performance management focus and mind-set

#### **Digital Transformation**

- 7 Cross-media development
- 7 Convert reach to revenues
- Build new businesses

#### Raise the performance bar

- 7 Culture
- 7 Focus
- → Efficiency
- → Financial flexibility



## Monetising reach and content

Investing in innovation and digital development

## Increasing reach offers attractive opportunities

- ∇ Sales for automated trading and real-time bidding sites grew > 30%
- 7 Sales for price comparison sites in Netherlands grew >15%
- Ruutu.fi >30% of Finnish video starts
- 7 Growth in mobile & tablet advertising sales
  - 7 Finland: ~270%; Netherlands: >250%

#### **Monetise content**

- Porous pay-wall in Helsingin Sanomat introduced
- All magazines now available as digital/mobile replicas in Netherlands
- Bundled offers introduced in Finland and Belgium
- 7 Domain focused editorial teams

#### **E-learning evolution**

- New digital offerings
- 7 Centralised learning platform development
- Piloting online tutoring
- 7 Mobile learning content and tools introduced
- 7 Digital learning methods grew double-digit

#### **Start-up innovation**

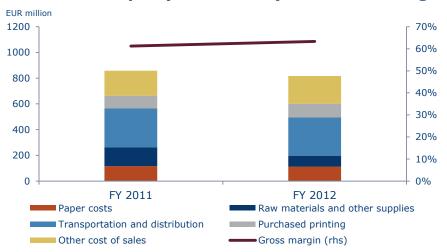
- Sanoma Ventures founded seven start-up investments made
- 7 Sanoma Innovation Accelerator established



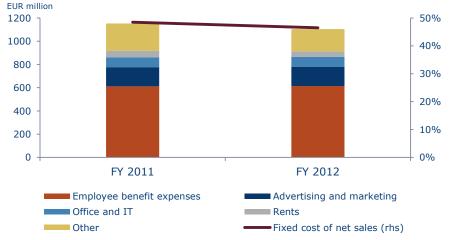
## Savings target & cost structure

- Gross margin continued to improve
- Fixed cost reduction visible also in relation to net sales
- Group-wide cost savings programme
  - Targeting around EUR 60 million gross savings compared to 2012 base
    - Support functions approx. EUR 30 million
    - Operational efficiency approx. EUR 30 million
  - Savings fully effective as end of 2015
- Savings programme proceeding according to plan

#### Cost of sales split (EUR million) and Gross Margin



#### Fixed cost split (EUR million) and share of net sales







## **Financials**

# Strong year for Learning – consumer media undergoing transformation

- Q4 2012 decent set of figures in turbulent market environment
  - Net sales EUR 586.7 (627.9) million organic growth -6.9%
  - EBIT excl. non-recurring items EUR 32.1 (54.7) million
  - EPS excl. non-recurring items EUR 0.08 (0.18)
- FY 2012 in line with our outlook for the year
  - Net sales EUR 2,376.3 (2,378.1) million
  - EBIT excl. non-recurring items EUR 232.3 (224.1) million, margin 9.8%
  - EPS excl. non-recurring items EUR 0.78 (0.87)
- Balance sheet improving gradually
  - Equity ratio 42.4% (37.0%), long-term target: 35-45%
  - Gearing 76.2% (105.7%), long-term target: below 100%
  - Net debt / EBITDA\* 3.6 (4.3), long-term target: below 3.5 times
- Three-year EUR 60 million (gross) savings programme
   proceeding according to plan
- Dividend Board of Directors proposes a dividend of EUR 0.60 per share





## **Income Statement**

EUR million	10-12/2012	10-12/2011 restated*	1-12/2012	1-12/2011 restated*
Net sales	586.7	627.9	2,376.3	2,378.1
EBITDA excl. non-recurring items	114.1	138.3	519.4	446.3
of net sales	19.4%	22.0%	21.9%	18.8%
Amortisations related to programming rights	-45.6	-49.1	-156.9	-92.9
Amortisations related to prepublication rights	-6.3	-5.4	-21.6	-21.1
Other amortisations	-16.7	-13.4	-55.2	-49.3
Depreciations	-13.4	-16.0	-53.3	-58.8
EBIT excl. non-recurring items	32.1	54.7	232.3	224.1
of net sales	5.5%	8.7%	9.8%	9.4%
Total financial items	-15.0	-13.0	-57.4	-32.7
Profit before taxes	-9.1	-30.8	107.3	136.3
Effective tax rate	n/a	n/a	19.8%	40.3%
EPS excl. non-recurring items, EUR	0.08	0.18	0.78	0.87
Dividend per share, EUR	n/a	n/a	0.60**	0.60



\*Kiosk operations in Finland, Estonia and Lithuania, and press distribution operations in Estonia and Lithuania classified as discontinued operations.

<sup>\*\*</sup> Proposal of the Board of Directors to the AGM.

## Free cash flow

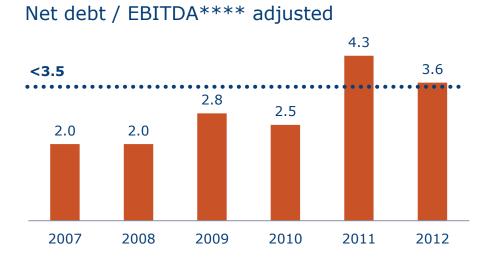
### Cash flow from operations less cash CAPEX

EUR million	10-12/2012 Group*	10-12/2011 Group*	1-12/2012 Group*	1-12/2011 Group*
EBITDA excl. non-recurring items	114.1	146.2	524.3	469.5
TV programming costs	-44.9	-41.2	-179.3	-92.0
Prepublication costs	-5.9	-9.7	-28.2	-28.4
Change in working capital	+60.4	+94.3	-12.8	+50.2
Interest paid	-4.7	-9.8	-35.7	-23.6
Other financial items	-2.9	-5.1	-9.2	-17.4
Taxes paid	-0.7	-13.4	-49.3	-65.5
Other adjustments	-7.3	-20.6	-18.0	-19.0
Cash flow from operations	108.2	140.8	192.0	273.8
Cash CAPEX	-20.3	-17.8	-63.5	-70.8
Free cash flow	87.9	123.0	128.5	203.0



## **Balance sheet improving gradually**

- Net debt at the end of 2012 was EUR 1.2 billion (EUR 1.6 billion)
  - On average interest rate around 3.5% p.a.
  - Interest sensitivity\*\*\* is EUR 1.3 million and the duration is 24 months
- Secured our funding for the coming years



Committed credit facilities profile\*
As of 31 December 2012 (EUR million)





Available committed credit facilities incl. bond

st Including the EUR 400 million bond maturing in 2017 and excluding current account limits.

 $<sup>\</sup>ensuremath{^{**}}$  Facility expected to be refinanced by latest one year prior to maturity.

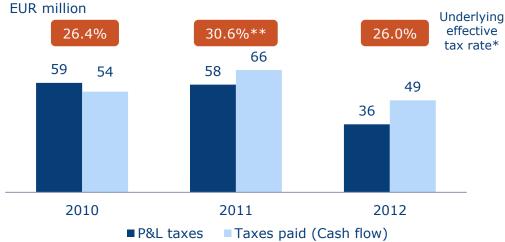
<sup>\*\*\*</sup> Should the level in market interest rates make a parallel shift of one percentage point.

<sup>\*\*\*\*</sup> EBITDA is calculated based on 12-month rolling EBITDA excl. non-recurring items, where acquired operations are included and divested operations excluded for the rolling period, and where programming rights and prepublication rights have been raised above EBITDA.

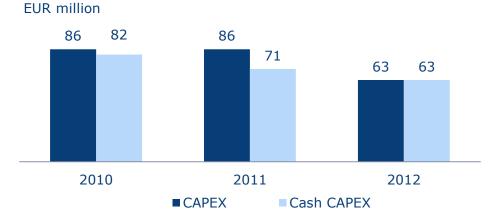
## Sanoma – taxes and CAPEX

- Reported effective tax rate mainly impacted by
  - Non-taxable sales gains and losses as well as goodwill impairments
  - Earnings deviation between countries of operation with different nominal tax rates
- Difference between taxes recognised in income statement and paid taxes mainly related to timing
- Long-term target < EUR 100 million</li>
- Differences between CAPEX and cash CAPEX
  - Mainly related to investments in financial leases
  - In 2012 investments in financial leases was below EUR 0.1 million

#### Taxes recognised in P&L and paid taxes



#### **CAPEX** and cash **CAPEX**

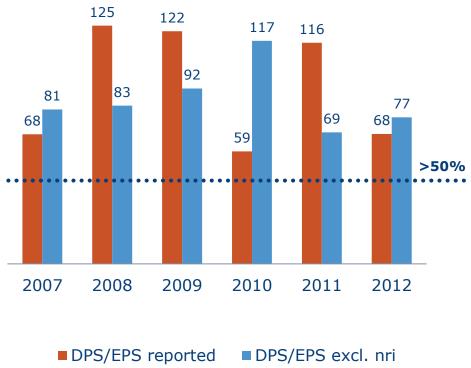




## High dividend yield

Dividend per share EUR 0.60\* - dividend yield of 8.1% in 2012\*\*

Dividend per share in relation to EPS reported and EPS excl. non-recurring items, %



Cash flow from operations > dividends paid



Sanoma conducts an active dividend policy and primarily pays out over half of Group result excluding non-recurring items for the period in dividends.





## Managing the digital transformation

#### **Drive performance of current business**

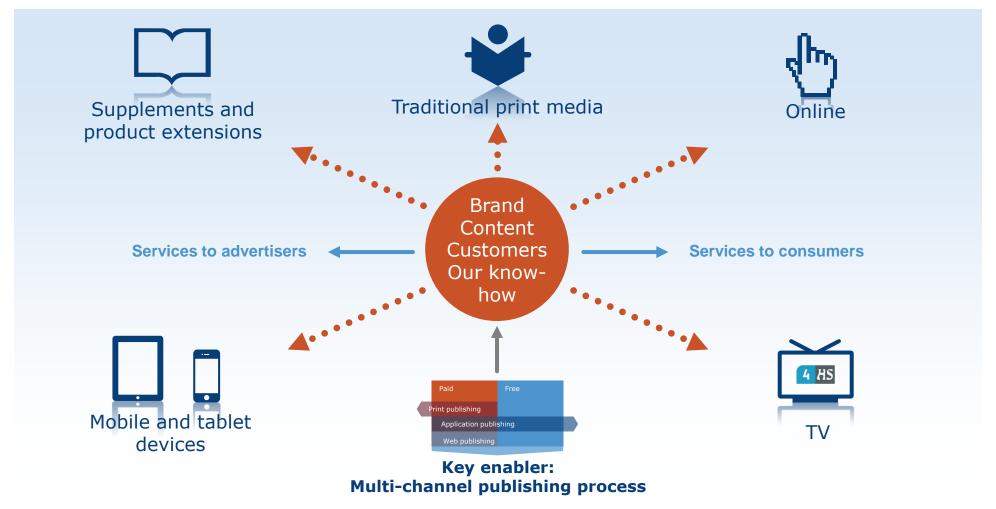


#### Multi-platform and digital growth





# From platform based to multi-channel and cross-media





## **Sanoma Media**

### Key figures

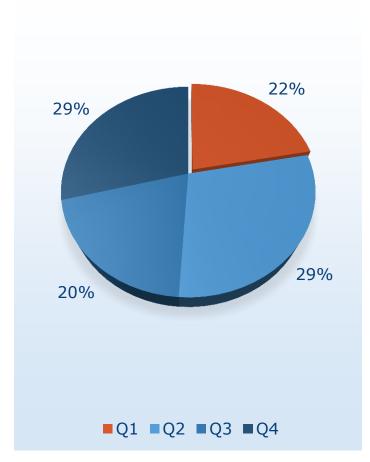
EUR million	10- 12/12	7-9/12	4-6/12	1-3/12	FY 2012	10- 12/11	7-9/11	4-6/11	1-3/11	FY 2011
Net sales	406.3	338.1	388.6	354.1	1,487.1	435.8	342.2	311.2	280.0	1,369.2
The Netherlands	207.2	173.5	208.1	171.6	760.4	232.2	174.0	130.6	105.3	642.0
Finland	82.2	65.4	76.7	77.4	301.7	86.2	70.0	79.4	74.2	309.7
Russia & CEE	53.5	46.9	50.1	49.0	199.5	56.7	50.8	54.3	51.4	213.1
Belgium	64.1	52.9	54.6	56.8	228.3	61.9	48.4	48.7	50.1	209.1
Other businesses and eliminations	-0.7	-0.6	-0.8	-0.7	-2.7	-1.2	-0.9	-1.8	-0.9	-4.8
EBIT excluding non-recurring items	46.9	23.0	54.5	26.9	151.2	64.4	24.9	37.5	22.8	149.5
% of net sales	11.5	6.8	14.0	7.6	10.2	14.8	7.3	12.0	8.1	10.9
Number of employees (FTE)*	5,718	5,824	5,770	5,785	5,718	5,638	5,772	5,232	5,169	5,638



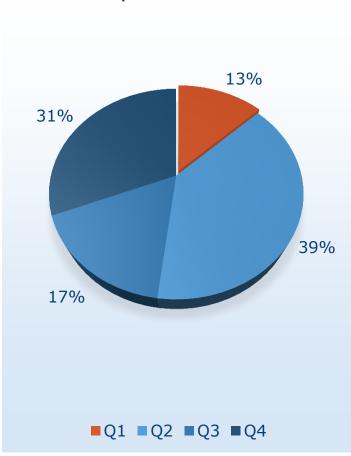
## TV - net sales and EBIT seasonality

2010-2012 average for TV\*

Net sales split



EBIT\*\* split



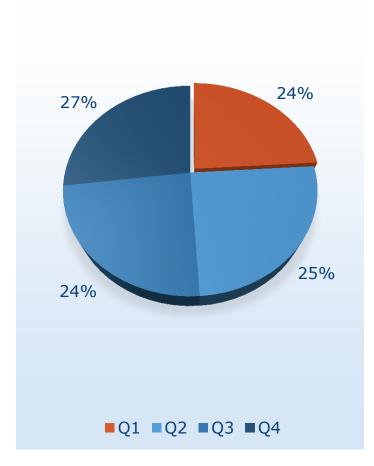




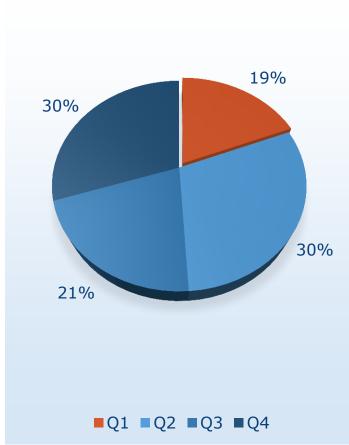
## Magazines – net sales and EBIT seasonality

2010-2012 average for Magazines\*

Net sales split



EBIT\*\* split

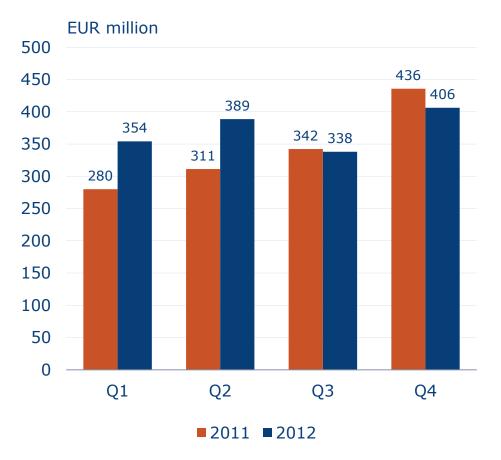




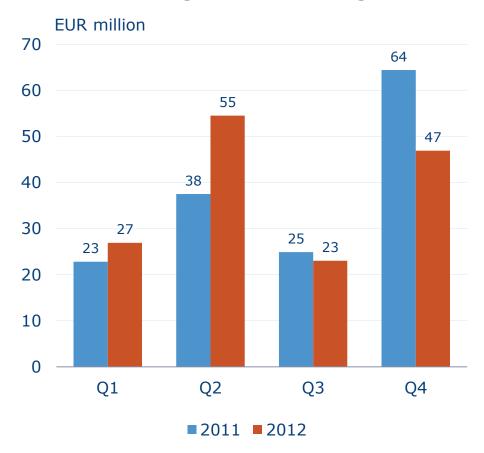


## Sanoma Media

#### Net sales



#### EBIT excluding non-recurring items





### Sanoma Media Netherlands

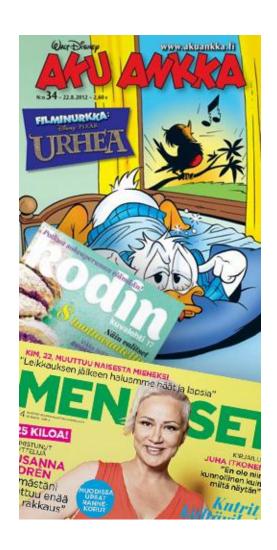
- Net sales 2012: EUR 760 million
- Has an extensive portfolio with over a 100 different brands in print, TV and online
- Is the dominant player in the Dutch magazine market
  - Libelle, Margriet, LINDA., Donald Duck, Story, Veronica magazine
- No 2 commercial TV player in the Netherlands
  - SBS6, NET5 and Veronica together have 26% share of the TV advertising
- Has a rich online portfolio of 180 websites
  - Grazia.nl, NU.nl, Startpagina.nl, Styletoday.nl,
     Vrouwonline.nl, Weblog.nl and many more
  - Developing actively mobile applications





## Sanoma Media Finland

- Net sales 2012: EUR 302 million
- Over 40 quality titles and a readership of over 3 million
  - Finland's number-one publisher of children's and juvenile publications
  - Popular titles include Aku Ankka (Donald Duck), Kodin Kuvalehti, ET-lehti, Me Naiset
- No 2 commercial TV player in Finland
  - Commercial TV channel Nelonen complemented with seven other TV channels and five radio channels in Finland
  - Nelonen Media's share of TV advertising is 34%
  - Online TV service Ruutu.fi is one of our strongest-growing online services





# Sanoma Media Belgium

- Net sales 2012: EUR 228 million
- Operates in both the Dutch and French speaking markets
- Market leader in women's magazines and TV titles (Libelle, TeVe-Blad, Story)
- Has a number of popular internet sites in Belgium
- 33% of De Vijver
  - Free-to-air TV channels VIER and VIJF
  - Weekly magazine Humo
  - TV production company Desert Fishes





## Sanoma Media Russia & CEE

- Net sales 2012: EUR 200 million
- Operates in eight markets: Bulgaria, Croatia, the Czech Republic, Hungary, Romania, Russia, Serbia and Ukraine
- Publishes over 140 consumer magazines mainly targeted at women
  - Cosmopolitan, Men's health, Harper's Bazaar, National Geographic
- Online and mobile media products include both magazine websites and independent online services
- Two cable TV channels in Hungary
  - Story4 and Story5





## **Sanoma News**

### Key figures

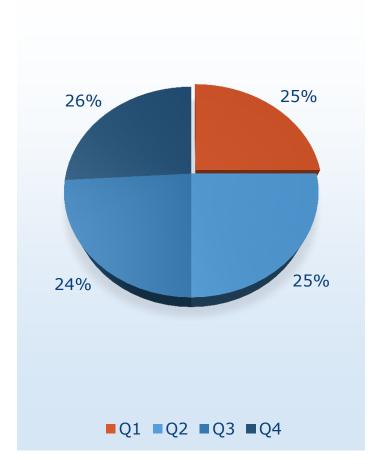
EUR million	10- 12/12	7-9/12	4-6/12	1-3/12	FY 2012	10- 12/11	7-9/11	4-6/11	1-3/11	FY 2011
Net sales	107.6	98.3	106.8	110.0	422.8	112.0	103.2	112.2	108.4	435.8
Helsingin Sanomat	57.1	52.2	56.2	59.3	224.9	60.8	55.3	61.2	61.2	238.5
Ilta-Sanomat	21.1	20.0	22.0	21.2	84.3	21.6	21.6	22.2	19.1	84.4
Other publishing	24.6	22.3	24.3	25.2	96.4	25.4	22.9	25.0	23.7	97.0
Other businesses and eliminations	4.8	3.9	4.3	4.3	17.2	4.2	3.4	3.9	4.4	15.9
EBIT excluding non- recurring items	10.0	8.4	5.1	8.9	32.4	14.1	12.5	9.9	12.9	49.4
% of net sales	9.3	8.5	4.8	8.1	7.7	12.6	12.1	8.8	11.9	11.3
Number of employees (FTE)*	1,928	2,002	2,213	2,033	1,928	2,025	2,002	2,199	2,003	2,025



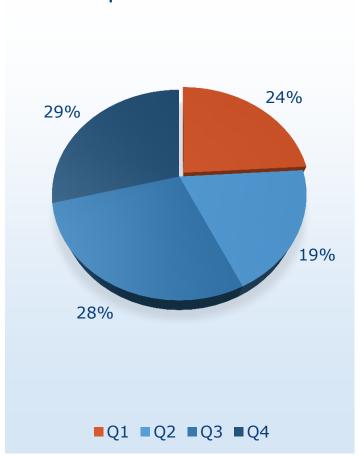
## **News – net sales and EBIT seasonality**

2010-2012 average for News

Net sales split



EBIT\* split

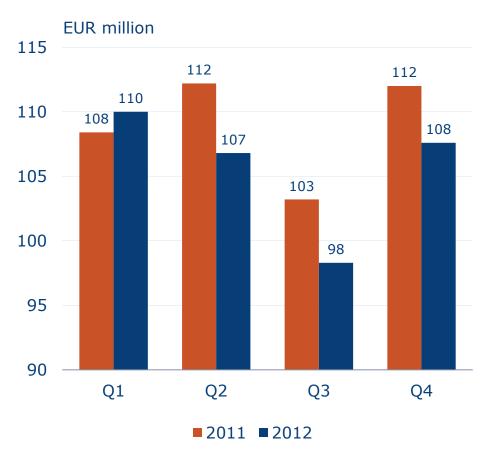




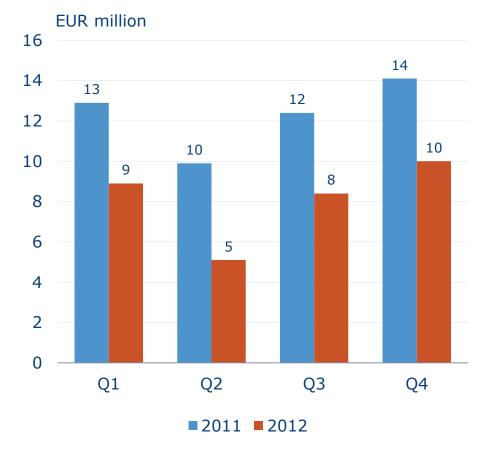


## Sanoma News

### Net sales



### EBIT excluding non-recurring items





### Sanoma News

- Net sales 2012: EUR 423 million
- Finland represents 99% of the segment's sales
- Helsingin Sanomat and Ilta-Sanomat are the leading newspapers in Finland
- Metro is the leading free sheet in Finland
- Etelä-Saimaa, Kouvolan Sanomat and Kymen Sanomat are the leading regional papers
- Digital media, a growth area:
  - Market leader in online classified ad services (Huuto.net, Keltainen Pörssi and Oikotie) – in addition in Estonia and Latvia
  - Iltasanomat.fi the second largest online newspaper in Finland
  - Strong internet news service Taloussanomat.fi
- Printing plants at five locations
- Sanoma News was established in 1889





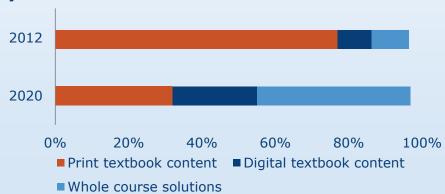
# Learning transformation still in infancy

Sanoma at the forefront and well positioned

### Global textbook revenue by product type

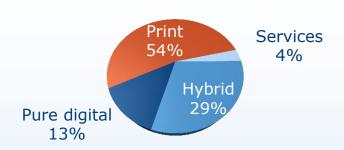


# **Global education textbook marketplace** by format



### Sanoma learning business unit

Pro forma net sales by type of sales



### **Expanded value proposition opportunity**

- Pupils need to improve their learning outcomes and workflow
- Teachers need support in teaching and workflow process
- Headmasters need tools for school management
- Parents need tutoring for their children



# **Organic expansion opportunity**

Total educational budget for the countries where we are present

#### **Learning materials**

1% or approx. EUR 0.75 billion

#### **Variable expenses**

(e.g. platforms, development, training, school management)
24% or approx. EUR 18 billion

### **Fixed** (salaries)

75% or approx. EUR 56 billion

### This part of the budget will hardly grow because

- Commoditization of content
- Demographic development
- ... but there is potential organic growth by
- Sanoma in the forefront of digital transformation and well positioned to create value through new learning solutions and services

### **Total spending on education, 2009**

EUR million	Total	Fixed	% of total	Learning materials	% of total	Variable expenses	% of total
Country			totai	materials	totai	схрепвев	totai
Belgium	13,000	11,200	86%	100	0.8%	1,700	13%
Hungary	4,700	3,700	78%	50	1.1%	1,000	21%
Netherlands	20,000	16,400	82%	300	1.5%	3,300	17%
Poland	19,000	12,800	67%	135	0.7%	6,200	32%
Finland	6,100	3,900	64%	85	1.4%	2,100	35%
Sweden	11,800	8,000	68%	80	0.7%	3,700	31%
Total	74,500	55,800	75%	750	1%	17,900	24%



Addressable

Non-addressable

Source: Eurostat and OECD.

# **Sanoma Learning**

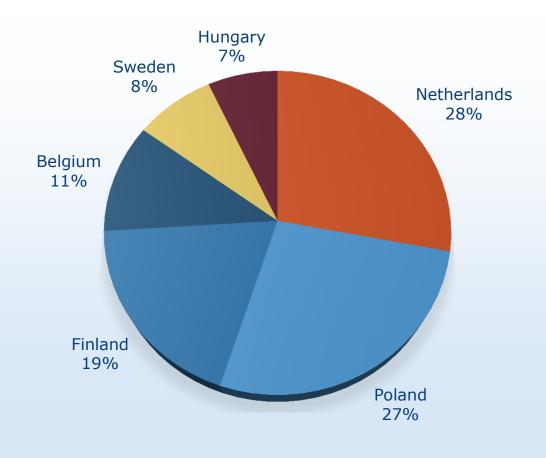
### Key figures

EUR million	10- 12/12	7-9/12	4-6/12	1-3/12	FY 2012	10-12/11	7-9/11	4-6/11	1-3/11	FY 2011
Net sales	35.5	127.4	111.1	38.4	312.4	39.2	110.4	97.0	44.0	290.6
Learning	35.5	127.4	109.3	34.2	306.4	34.7	100.2	87.4	34.3	256.6
Other businesses	0.0	0.0	1.8	4.6	6.5	5.0	10.8	10.2	10.1	36.1
Eliminations	0.0	0.0	0.0	-0.4	-0.5	-0.4	-0.6	-0.6	-0.4	-2.1
EBIT excluding non- recurring items	-22.0	49.5	47.0	-14.9	59.6	-20.0	42.6	31.1	-6.0	47.7
% of net sales	-62.0	38.8	42.3	-38.8	19.1	-50.9	38.6	32.0	-13.6	16.4
Number of employees (FTE)*	1,735	1,719	1,715	2,011	1,735	2,011	2,096	2,109	2,099	2,011



# Learning net sales split (business unit)

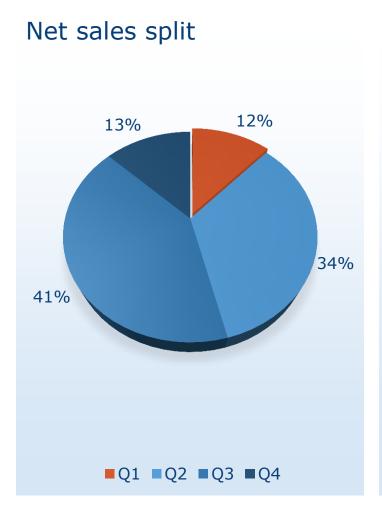
### 2012 net sales

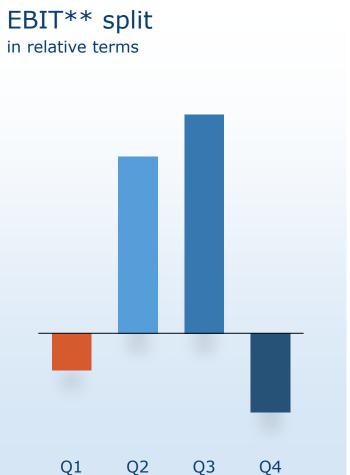


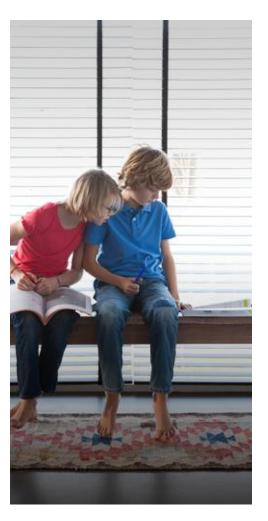


# **Learning – net sales and EBIT seasonality**

2010-2012 average for learning\*



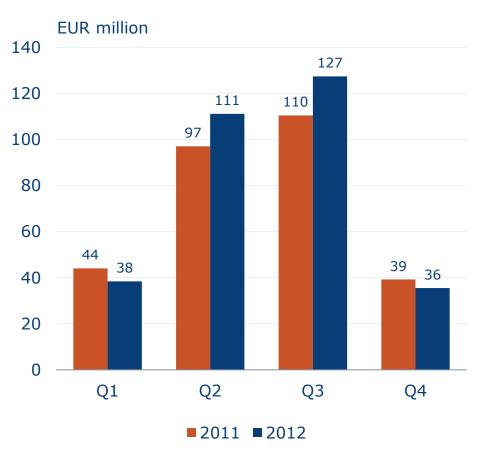




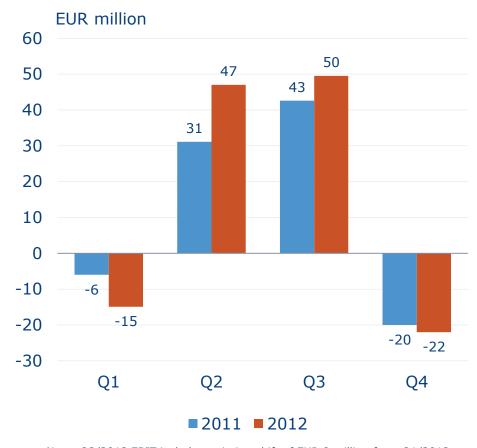


## **Sanoma Learning**

### Net sales



### EBIT excluding non-recurring items



Note: Q2/2012 EBIT includes a timing shift of EUR 8 million from Q1/2012 to Q2/2012 and EUR 6 million from H2/2012 to Q2/2012.



## **Sanoma Learning**

- Net sales 2012: EUR 312 million
- One of Europe's largest providers of learning materials and solutions operating in Finland, Hungary, Belgium, the Netherlands, Poland and Sweden
- Among top 2 learning players in its all 6 operating countries
- The roots of our educational publishing goes back to the 19th century
  - Van In established in 1833, Malmberg 1885

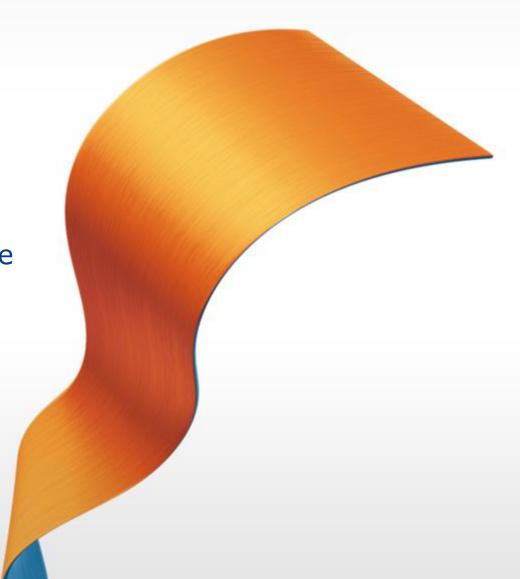




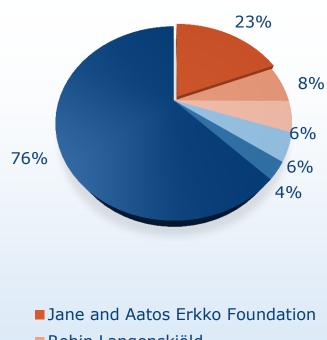




About owners and coverage



# **Sanoma – largest shareholders**



- Robin Langenskiöld
- Rafaela Seppälä
- Antti Herlin
- Helsingin Sanomat Foundation
- Others

31 January, 2013	% of shares and votes
1. Jane and Aatos Erkko Foundation	23.02
2. Robin Langenskiöld	7.54
3. Rafaela Seppälä	6.31
4. Antti Herlin (Holding Manutas Oy: 4.7%, Security Trading 0.88%, personal: 0.02%)	5.59
5. Helsingin Sanomat Foundation	3.50
6. Ilmarinen Mutual Pension Insurance Company	2.48
7. Svenska litteratursällskapet i Finland r.f.	1.59
8. Alfred Kordelin Foundation	1.48
9. Foundation for Actors' Old-age-home	1.38
10. The WSOY's Literature Foundation	1.27
Foreign ownership in total	7.0
Total number of shares	162,812,093
Total number of shareholders	33,806
Institutional investors: 65% of shares Private investors: 35% of shares	



## **Analyst coverage**

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## **Important notice**

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