

Growing Expert in Learning Solutions!

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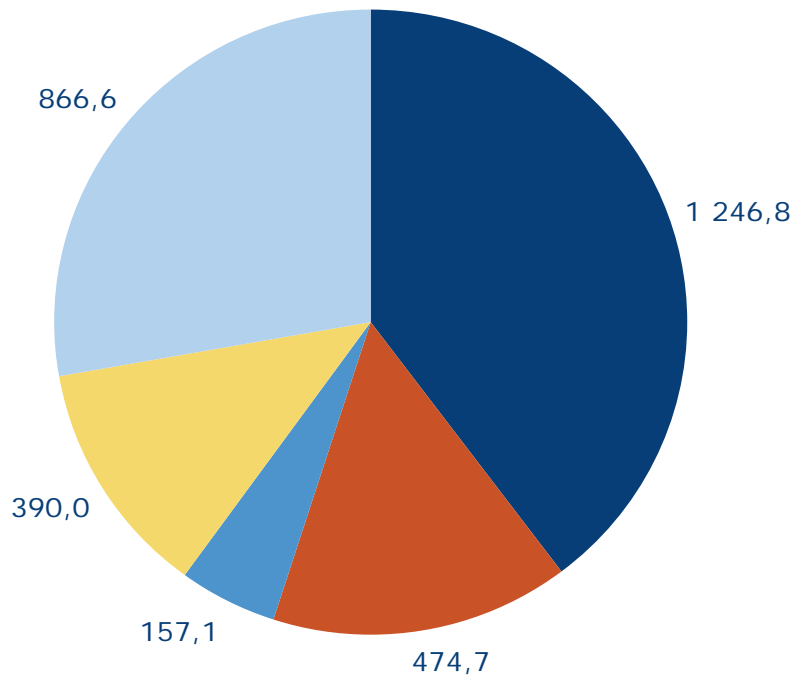
COO Learning, Sanoma Learning & Literature

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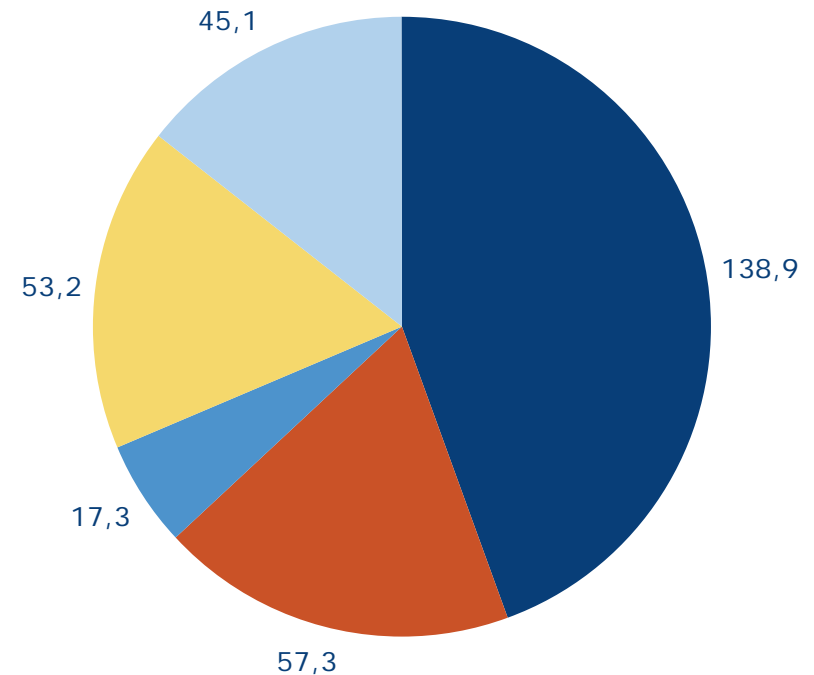
The Sanoma Group 2008:

Net Sales EUR 3,030 million • EBIT EUR 296 million* • Personnel 18,168**

Net Sales



EBIT excl. non-recurring items



■ Magazines ■ News ■ Entertainment ■ Learning & Literature ■ Trade

Sanoma Learning & Literature

Significant European learning materials' and solutions' provider and Finland's leading book publisher



- Net sales 2008: EUR 390.0 million
- EBIT 2008: EUR 53.2 million*
- One of Europe's largest educational publisher
 - Leading positions in its present operating countries – Finland, the Netherlands, Belgium, Poland and Hungary
 - Optimizing the use of ICT to ensure growth
 - Taking advantage of curriculum changes and educational reforms
 - Expanding product portfolio with edutainment business
- Increasing offering of business information and services including language training and services
- The market leader in general literature in Finland

Sanoma Learning & Literature

Key figures

EUR million	1-9/2009	1-9/2008	Ch %	1-12/2008
Net sales	280.4	302.0	-7.1	390.0
Learning	206.4	221.1	-6.6	273.3
Language services	21.2	19.5	8.8	28.8
Literature and other businesses	60.9	71.5	-14.8	101.2
Eliminations	-8.1	-10.1	-19.6	-13.3
Operating profit excluding non-recurring items	53.8	64.8	-16.9	53.2
% of net sales	19.2	21.5		13.6
Operating profit	51.2	58.3	-12.1	45.6
Capital expenditure	9.8	10.9	-9.9	15.6
Average number of employees (FTE)	2,801	2,684	4.3	2,737

Outlook for 2009: Net sales and operating profit excluding non-recurring items will decrease from the previous year's level.

Sanoma Learning & Literature

Key themes

- From educational books to blended learning solutions
 - Individual and flexible learning, aided by use of technology
 - Offering different routes of learning, guided by digital testing
- Customised solutions for multilingual communications
 - Content creation, translation & localisation, competence development
- Improving efficiency
 - Restructuring in literature operations, in multivolume business in particular
 - Divesting non-core activities (Studiebeurs, educational magazines...)



We focus on three business areas



We have leading positions and strong local brands



Our customers are professionals, we offer them products and services

- **Learning**
 - Learning systems for teachers, school management and (local) governments
- **Language services**
 - Communication and translation services for internationalising and globalising companies



Customer needs are transforming from traditional products to customised solutions

Trends in demand:

Learning

- Personalised learning
- Apply technology in process
- Accountability of the learning
- Flexibility in way of learning

Language Services

- Managing cultural diversity in an international group
- Group wide consistency in language terminology
- Efficiency in internal processes to lower costs



Creating value for customers...

Basic approach to value creation: **provide solutions for scarcity.**

Content will become abundant/commoditized, not scarce.

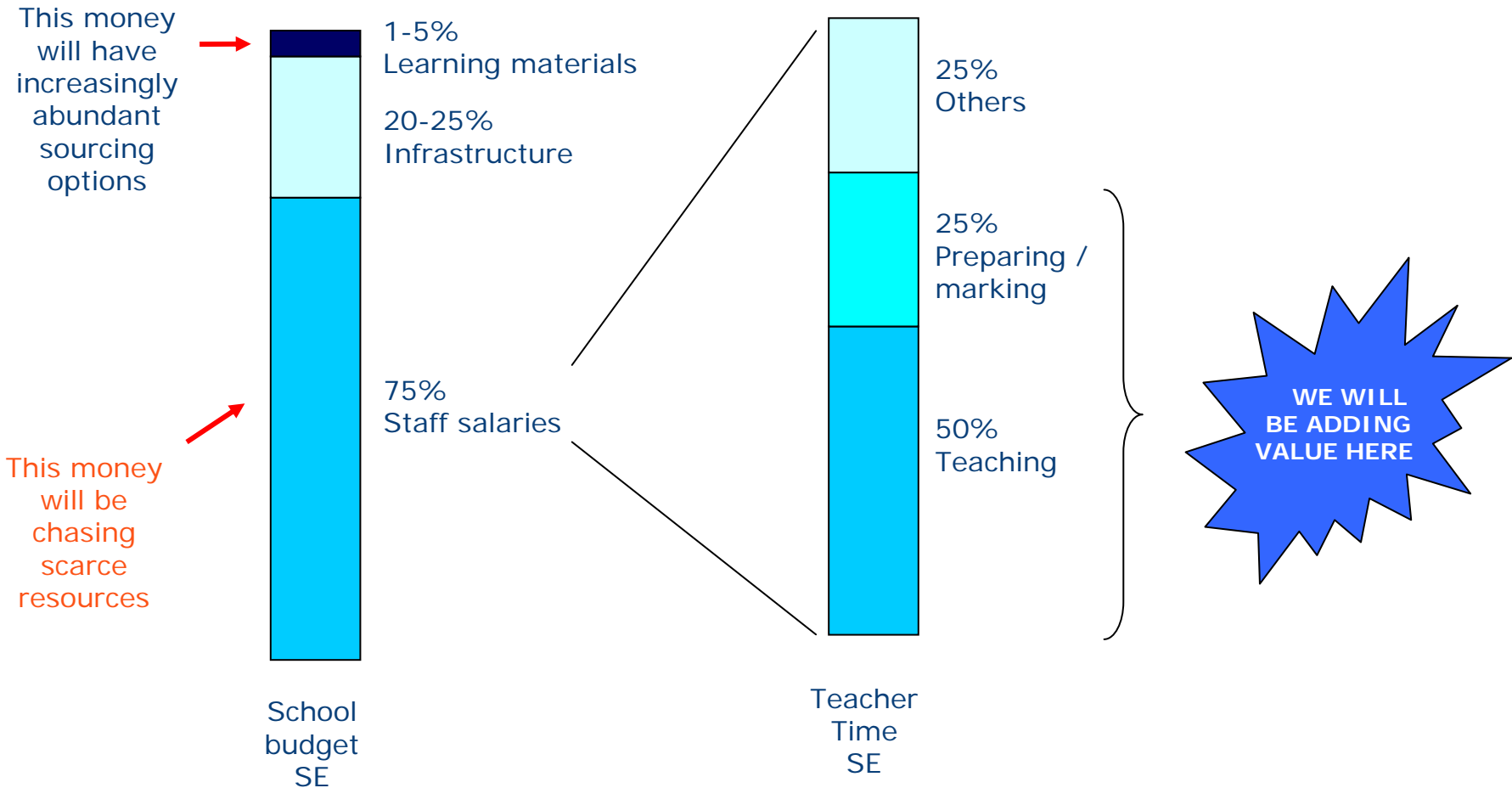
Teachers' time is likely to become scarce


- demography
- interest in profession
- funding for education under pressure
- move to personalised learning
- demands for professionalisation and accountability

We will help to solve the problem of teacher scarcity to create value for schools and income for Sanoma.



... will give opportunities for growth



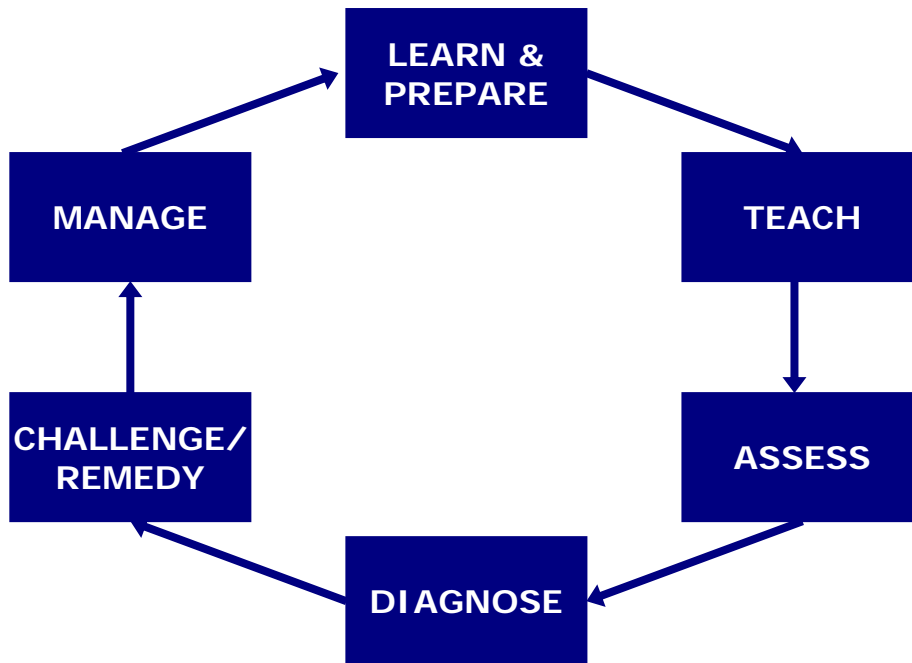


**Creating
“solutions for teachers”
will inspire our thinking
in developing the business**

- improving learning outcomes**
- reducing amount of work**
- saving time and money**

**“Workflow
solutions for
teachers”**

The “workflow solutions for teachers” will be informed by the teaching cycle (learning cycle)



Key development themes

Teacher in control

Personalised learning

Web 2.0 (UGC/sharing/com)

Diverse organisational forms

Embracing open content

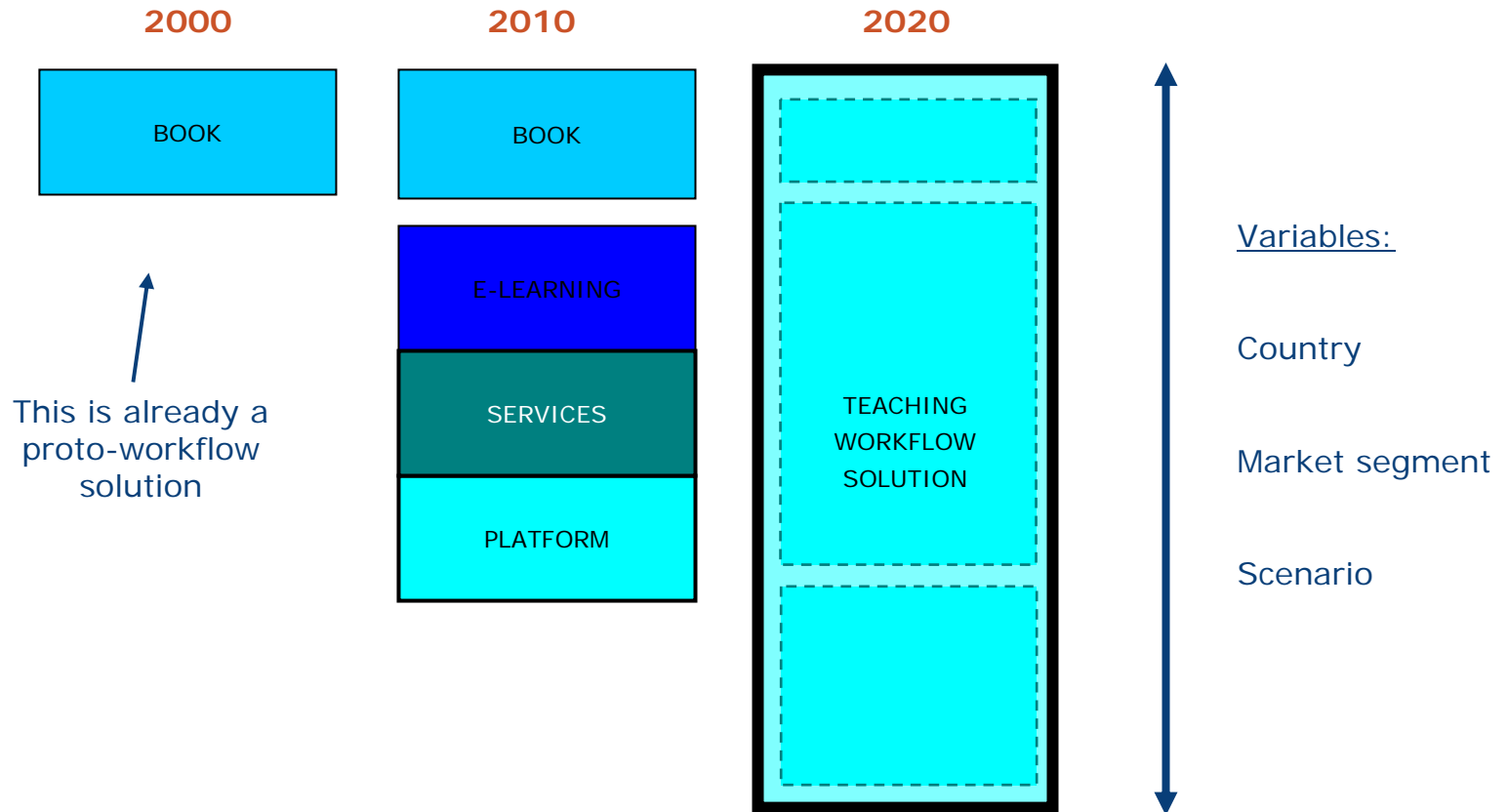
Variations in the cycle:

Country

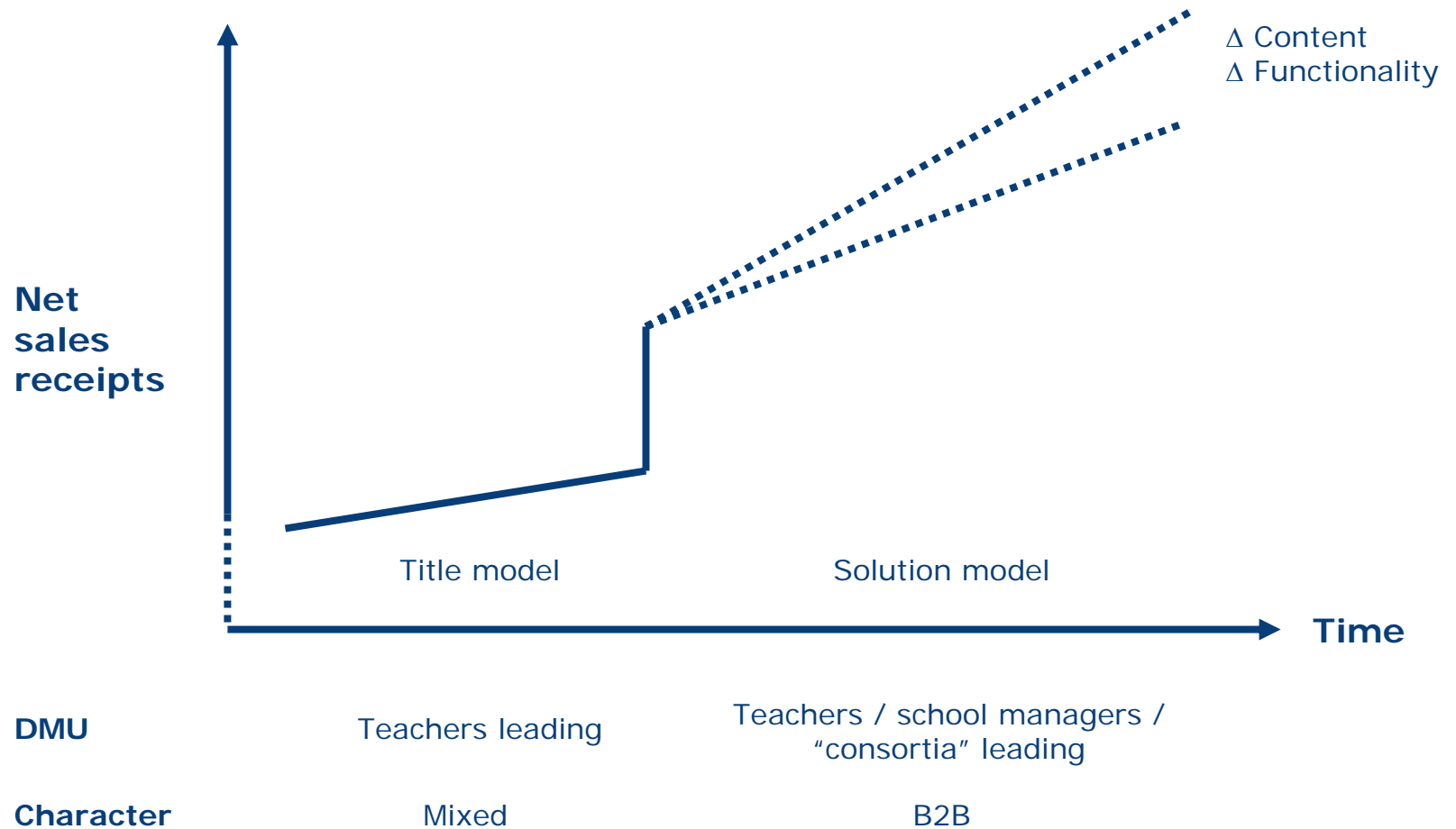
Market segment

Scenario

Schematic development pathway to solutions



Solutions drive future growth



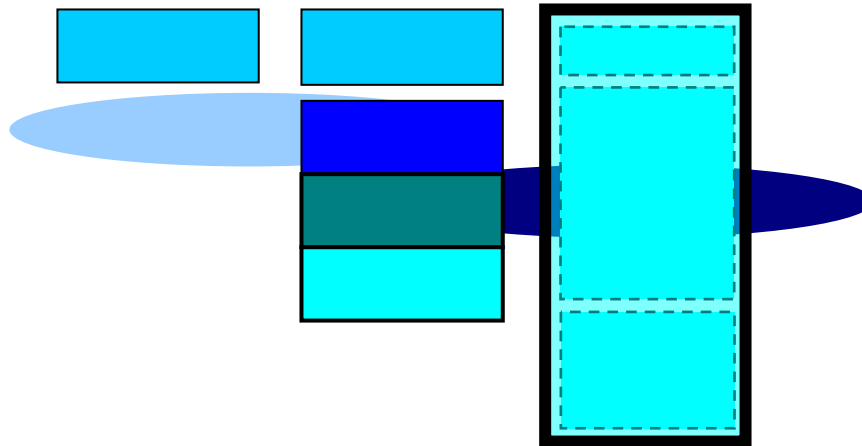
Two pillars to develop the workflow solutions, driven by innovation on four dimensions

Org fitness

Competences

Structures

PREPARE
THE CORE



Strategy

New biz needs

Biz model

M&A

Biz process

New biz development

Streamlining

Technology

Workflow functionalities

Supporting BPI

Customer intimacy

Latest generation solutions at Malmberg

Outcome of intensive market research

@ school - teachers, school managers, pupils

@ experts - education, digital learning

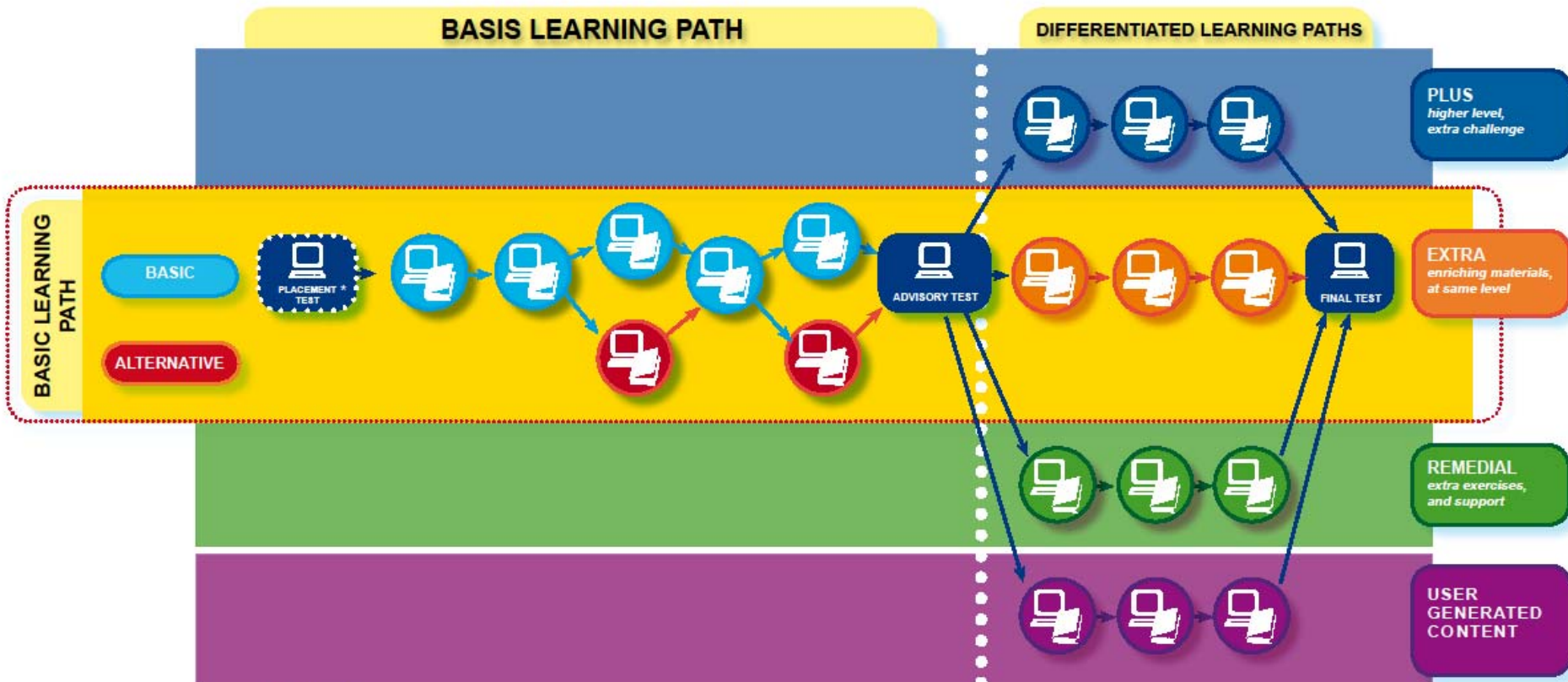
Key drivers - “personalised learning” and “teacher in control”

Content - standard/differentiated pathways
- ‘database’
- adding own content

Workflow - defining learning pathways, timing
- online diagnostic tests/automatic advice
- communication



Generalised structure of a chapter



* Optional

For better knowledge, competence, performance and well being

