

Sanoma value creation

Inputs

Intellectual

- Content creation and curation, know-how to serve unique target audiences
- Editorial teams with high journalistic standards
- Pedagogical insights

Financial

- Access to long-term equity and affordable debt
- Business models with multiple income sources

Manufactured “systems”

- Customer facing applications, ICT infrastructure and processes
- Printing plants, logistics and call centers

Human

- A competent, committed and diverse personnel (approx. 4,400 FTEs)
- Opportunities for employees to develop professionally
- Network of authors, freelancers and suppliers

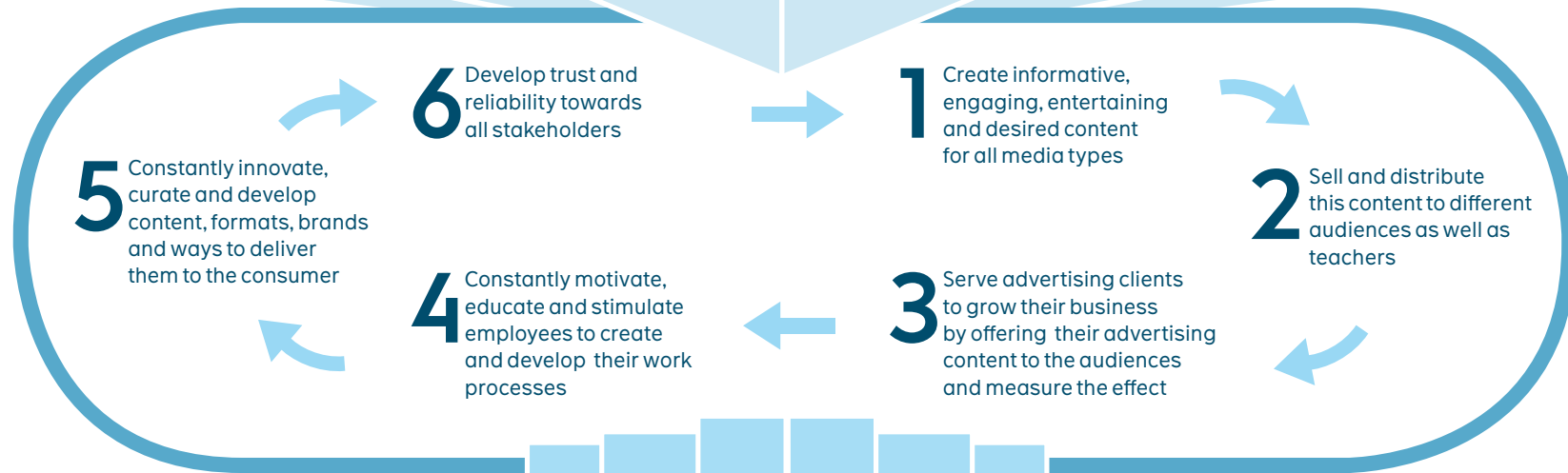
Social and relationships

- High engagement of readers, users, teachers and other stakeholders
- Trust of users to use their personal data for targeting and product development

Natural

- Responsible sourcing and environmental focus
- Consumption of natural resources (paper, electricity etc.)

Business activities



Outputs

Independent, reliable and high quality content to meet the needs of every user easily accessible

Local entertainment that generates shared values and contributes to the national identity

Top quality, reliable learning products that enable teachers to excel at developing the talents of every child

Solutions for companies to grow their business by reaching interested consumers

Stable financial returns for shareholders and safety of the entrusted funds of financial sponsors

An inspiring place to work that combines commerce and contribution to the functioning of democratic societies and maintenance of their values

Impacts

Contribute to a democratic and open society with shared values and promote national identity

Enrich consumers lives through entertainment and information that increase awareness of products and services

Contribute to high learning results by educational content and services that motivate each pupil

Contribute to the overall economic growth and employment by providing means for customers to grow their businesses

Drive industry development as market and thought leader

Provide employment for approx. 4,400 people at Sanoma and indirectly for over 10,000 people