

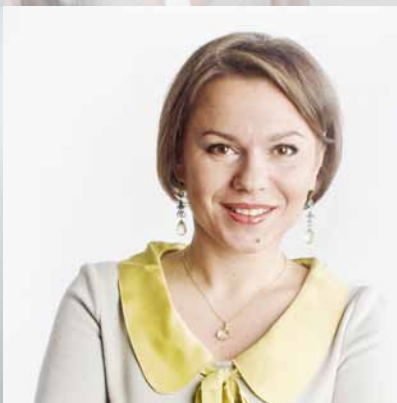
s a n o m a



view
2012



get the world



Get the world

You turn a page.

Click for more.

You learn something new.

You like what you see.

Sanoma is built on
these moments.

We believe in a world full of opportunities,
feelings, reactions and inspiration.

A world that you can reach, influence,
explore and share.

We want to make it yours.

Get the world.

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CEO Harri-Pekka Kaukonen describes how Sanoma in 2012 continued the shift from print to digital, grew its media and learning activities and improved the structure and quality of the organisation. He is proud of what Sanoma has achieved.

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John Martin, Chief Strategy & Digital Officer, talks about shifts in customer behaviour driven by technology and Sanoma's strategy to serve the main customer groups. "We want to convert reach into revenues."

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Chief HR Officer Jackie Cuthbert on the major steps taken towards becoming a high-performance organisation, including a focus on performance, rewards, nurturing talent, employee engagement and creating a best-in-class HR function.

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Sanoma Finland reshaped and renewed many of its current products and services and took important steps towards a true multimedia offering in Finland. Teacher's Online Services, for example, became a platform for new educational services that combine print and digital.

29. The Netherlands

In 2012 Sanoma in the Netherlands took steps towards becoming a multimedia centre of excellence. It aims to use its scale and broad range of media to offer consumers and advertisers new possibilities. The acquisition of test agency Bureau ICE and new launches strengthened our learning offering.

34. Belgium

In Belgium, Sanoma launched new tutoring services, grew its content marketing offering and accelerated its transition to becoming a multichannel media company. As a market leader in magazines, the company will continue to develop its strong brands on a multiplatform basis.

38. Russia

In 2012, Sanoma Independent Media celebrated its 20th anniversary. In challenging times the company launched an iPad version of National Geographic, ShopIcon.ru and won Russia's first-ever Pearl Award.

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2060

I joined Sanoma 47 years ago. At the time, the company's net sales were about €100 million in today's money. Back then, in 1966, the company had just acquired its first computer for production, an IBM 1130. It had four kilobytes of memory.

It has been impressive to witness the development from hot metal typesetting to the internet. The present media landscape was beyond our imagination in 1966. At first, the development was slower than expected, but then it exceeded all expectations, leading to features such as artificial intelligence in editorial work.

However, what has been best is the opportunity to work with great colleagues, partners and networks. I am deeply grateful for the friendship, inspiration, enjoyable moments and important advice that I have received over the past 47 years.

The distant future

I have been in this business for a long time. It is always easy and often fun to look back; however, it is more interesting to picture the world in 47 years, in 2060. Predicting the distant future is nice, because it's difficult to challenge the predictions you make, and chances are you will not be there to be held accountable when the time comes anyway.

In my opinion, the most significant change will be that robots, computer programs and communications will have freed most people from work. The demand for recreational services, care, entertainment, games, culture, learning, literature, news and information of all other types will be much greater than it is today.

Carbon dioxide emissions will be practically non-existent, and energy will be produced using renewable sources or nuclear power. Considerably less paper will be used in offices or for printed products, and renewable fibre will all but dominate the raw materials market for tissue and packaging.

New learning methods

Recycling will be highly advanced, and everything possible will be reused, particularly because 3D printing will have made it possible to produce things according to need. Global warming will have changed the climate in many countries. In Central and Northern Europe, the changes will mainly be favourable.

And what will people be doing in 2060? Various physical services will still be required for the care of children, the sick and the elderly as well as in education, which will change radically, but children will still go to school because of the interaction and social aspects. Sanoma will have highly competent content experts who will instruct teachers in the use of new learning materials, methods and systems. Rather than just deliver the information to educate them, teachers will coach and inspire children.

Telecommute

In the public sector, healthcare will be the most significant employer, outsourced and partly automated. Administration will be highly automated.

People will mainly telecommute, except for those in the service professions. Computer programmers, optimisers and system integration specialists will be the most significant professional groups. As a result of ample free time, the entertainment and culture sector will grow in importance and employ a considerable number of people. The same applies to the gaming industry and all types of content production, from films to books.

In 2060, everyone will have access to fast Internet services. Language barriers will disappear, because computers will be able to translate everything. Moreover, it is likely that microchips will be implanted in people to enable better health monitoring and communication. User interfaces will be thought controlled.

In 2060, reality will be augmented with holograms and omnipresent information



"For us, the future is not a threat, but an immense opportunity"

about the world around us. This means that Sanoma and other media companies will have global markets. Global content will be complemented by a broad range of local content related to a specific area or culture. These two dimensions will offer a great number of opportunities for media companies, provided that they have a strong infrastructure. By this, I mean that they will need excellent programmes for collecting and analysing information and for analysing customers. In addition, they will need artificial intelligence computer systems to edit content.

User-generated content will play an important role in collecting information. The collection and processing of user-generated content will be one of the main tasks of media companies in the future. It will also be a key opportunity.

Immense opportunity

In 2060, there will be almost no national borders or language barriers. The market will be global. We will have technology that is impossible even to imagine today, and we will be able to focus on customers in an entirely new way. Learning will have undergone a transformation, but competition will be much tougher. I firmly believe we will be highly successful, because we have a strong and varied foundation. We must have the courage to build on that foundation. For us, the future is not a threat, but an immense opportunity.

Winning is fun, losing sucks!

Jaakko Rauramo
Chairman

Get the world



Harri-Pekka Kaukonen
CEO

Year in review

2012: Creative and courageous in the face of adversity

“We accelerated the transformation of traditional print activities into cross-media offerings”

Two years ago, Sanoma embarked on a transformational journey to become a new kind of media company. We had noticed how the landscape had begun to change and we knew that our successful approach of the past would not sustain us in the future. We felt a deep need to change what we do, how we do it and the kind of organisation we are. In 2011, we took our first steps and laid the foundations for a new era.

In 2012, we saw the first tangible results of our hard work and creativity. In spite of the challenging environment, we continued our shift from print to digital and new media, invested in the growth of our media and learning activities and improved the structure and quality of our organisation. Our staff have shown courage and determination in the face of adversity and I am proud of what we have achieved.

Creating cross-media offerings

Last year's economic environment remained tough, particularly in the Netherlands and Finland. Consumer confidence declined, as did single-copy sales and overall circulation. The Finnish government's decision to increase VAT on printed magazines and newspapers accelerated the decline of print circulations. Weak economic development led to weaker-than-expected ad sales in the second half of the year. Advertisers critically re-examined their budgets, thereby further accelerating the industry's shift from print to digital.

Our work in media reflected this transition. We divested titles that were underperforming, but continued to invest in those that did well. We also accelerated the transformation of traditional print activities into cross-media offerings that add value to consumers and advertisers alike.

Most notably, we grew our digital assets and services, launching new concepts and finding better ways to monetise online and mobile traffic. We now reach pretty much the entire populations of Finland and the Netherlands through some of the countries' leading sites, print brands and TV channels. In Finland, for example, our flagship Helsingin Sanomat introduced a tabloid format, set up a paywall and merged its newsroom with that of Nelonen TV. As a result of similar efforts, cooperation and a cross-media approach is now an integral part of Sanoma's culture, which has become a fruitful ground for innovative and successful ideas.

In TV, our results were mixed. The acquisition of SBS Broadcasting in the Netherlands has so far not lived up to its expectations, in part because of a declining TV advertising market. In Finland, Nelonen had a strong year, and we managed to acquire the broadcast rights to the main ice hockey league, around which we plan to create new offerings with our media assets. In Belgium, we were able to improve our TV performance under tough conditions.



“In 2012 we demonstrated that our network, knowledge and creativity are a rich source of successful ideas”



A strong year for learning

In learning, we achieved a record year in terms of market share gain and economic performance. The overall environment remained stable, as governments continue to see education as a strategic sector. We accelerated the digital transition by introducing new e-learning concepts and solutions in all markets. These reflect our deep understanding of customer needs and our close cooperation across all countries.

Change from within

In 2012, we mirrored the transformation in our industry with far-reaching changes in our own organisation. We worked hard to cut costs, increase efficiency, and improve our balance sheet. As part of this we had to let go of a number of staff, which was a regrettable but necessary step to ensure the health of our organisation.

At the same time we increased cooperation across business units and countries and introduced new approaches to innovation, such as the Mobile Accelerator Programme (see p. 12/13). We also introduced a new pay-for-performance process, which encourages managers and staff to systematically set targets, evaluate performance and identify opportunities for development. A group-wide employee engagement survey was launched to keep our finger on the pulse and identify areas of improvement in our way of working.

2013: performance in perseverance

These and other developments have galvanised the organisation. In 2012 we demonstrated that our network, knowledge and creativity are a rich source of successful ideas, and for 2013 our goal is to perform better for our customers: consumers, advertisers, pupils and teachers. This won't be easy, as we expect the economic environment to be as tough as it was in 2012.

Print will continue to be under pressure, and as volumes decline we will work to keep our portfolio focused. Accordingly, we will continue to streamline our portfolio and won't hesitate to discontinue marginal, loss-making operations. Our goal here is to ensure cash flow in our core print business and invest in the growth of our leading titles and brands. Our underlying belief is that print still offers room for innovation. We want to build on our existing titles and create new business models around content and communities, across all media platforms.

This ties into a key part of our transformation, which is to move from products and brands to customers. Instead of approaching our business from the linear perspective of a product or brand, we will take a more holistic, customer-focused view to offering a broad range of services, products and channels. Our aim is to meet their needs, values and interests, when, where and however they want.

Learning, meanwhile, will continue its strong momentum in 2013, increasing its competitiveness and launching new e-learning solutions. We will seek opportunities to invest in growth areas like tutoring, where we can use our existing market position in both media and learning to create compelling new content. And in TV, we will focus on building our online TV presence, launching video-on-demand services and improving the performance of SBS Broadcasting in the Netherlands.

We will also continue to transform the organisation. In March, we introduced a new corporate identity and vision story. This will reflect our newly found purpose, emphasise accountability and responsibility and increase clarity around the behaviour we expect from our people – the Sanoma Way.

We will support this with a further roll out of performance management, as well a EUR. 60 million (gross) cost-cutting programme that runs from 2013 to 2015. In addition, we will continue to integrate functions and build capabilities in areas like consumer data and analytics, in order to offer new solutions to advertisers and consumers. We will work to standardise systems and create a Group-wide blueprint for digital operations.

Results

Our overall aim for 2013 is that our transformation must deliver more tangible results. We want more ideas to come to fruition, we want to build scale and momentum and see, by the end of the year, a clear measurable impact of our efforts on our financial performance. Specifically, we want the savings programme to be visible in our print business and see the results of our investments in our digital and new media activities.

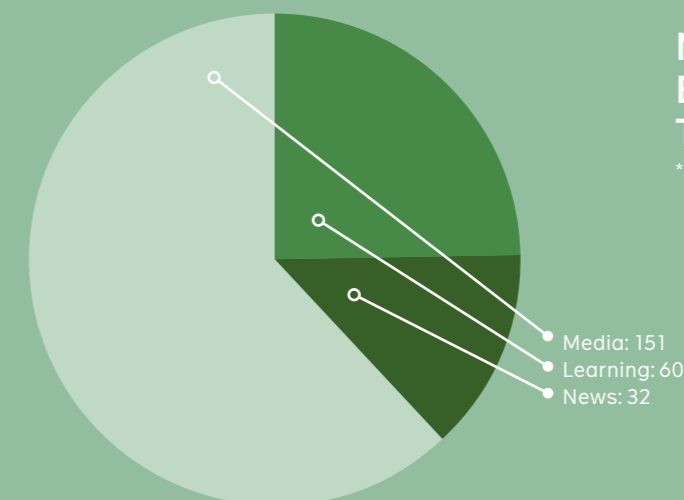
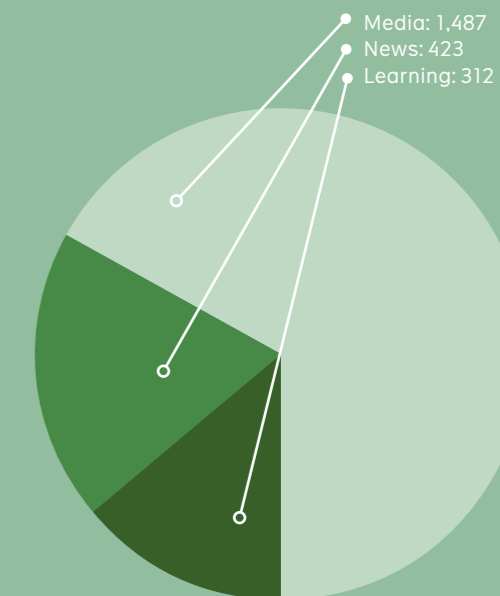
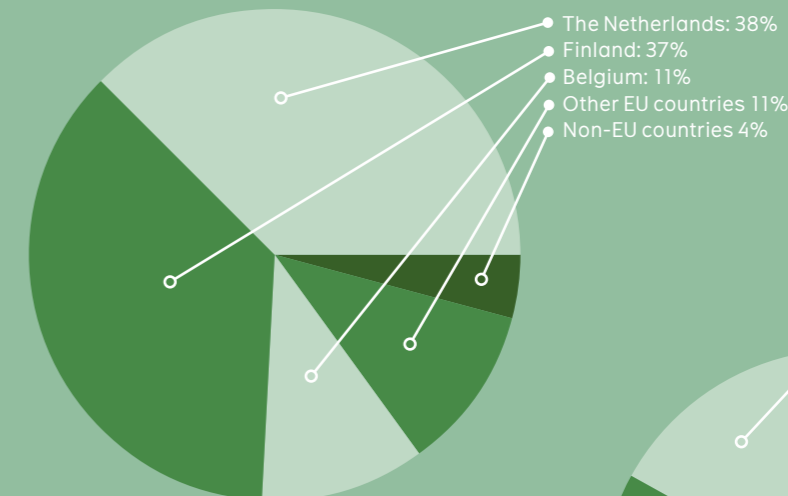
This is an exciting time for Sanoma. Decades of experience have given us an intimate understanding of our customers. We have achieved tremendous reach. We know how to serve individuals and communities, with any kind of content, and with different media.

Now, it is time to move beyond what we already have. By the end of 2013 we will be midway along our five-year journey to become a new media and learning company. We are building on our strengths and have the courage to leave behind the parts that no longer serve our purpose. It is a privilege to touch the lives of so many people and communities around Europe and I look forward to contributing to that with each and every one of you.

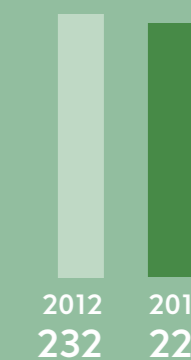
Harri-Pekka Kaukonen
CEO

Net sales and operating profit

Net sales
EUR million



Operating profit excl. non-recurring items, EUR million



The digital transformation

John Martin, Chief Strategy & Digital Officer, talks about how technology changes customer behaviour and how Sanoma's strategy serves the company's main customer groups.

“We plan to further extend our investments in consumer e-learning”

Sanoma's digital strategy rests on three pillars. First, connecting consumers with content and brands, anywhere and anytime. Second, providing powerful marketing opportunities to advertisers through reach and consumer insight. And finally, developing personalised digital learning and teaching solutions to help improve the life-chances of pupils and to support teachers realise that objective.

“We want to convert reach into revenues,” says Martin. “For consumers, the aim is to generate new revenues from new ways of consuming media. For advertisers we are generating new revenues from our reach to and insight of consumers. And for learning we are building new revenue streams by

reaching deeper into the learning and teaching workflows.” He adds that in 2012, digital consumer media and e-learning revenues grew close to 5% and more than 12% respectively.

Consumers

A lot of success was achieved by tapping into new ways of consuming media last year. For example, the online video platform Ruutu.fi reached an all-time high of 12 million starts in November and accounted for more than 50 per cent all Finnish video starts in 2012. Moreover, Helsingin Sanomat's new paywall contributed to a further growth in digital and combined digital-print sales, with more than one third of subscribers paying for digital subscriptions by the end of the year.

Print-digital offerings have also been introduced for magazine subscriptions in Belgium and Finland, and will be further rolled out in these countries and the Netherlands in 2013. “We are optimistic that this will make our content more attractive to consumers.”

Advertisers

Sanoma is working more closely with advertisers to provide the solutions they need, for example through the unique cross-media offering of TV, online, print packages targeted at Dutch men, women or families. “Also, we achieved organic growth in excess of 15 per cent at our Dutch comparison business, a clear demonstration of our ability to generate sales leads for advertisers. And we realised very strong growth of more than 30 per cent from our automated trading and real-time bidding activities. Further growth of all of these activities is expected in 2013.”

Learning

By using digital content coupled with assessment and reporting tools, the process of learning is becoming more personalised and a number of activities, such as homework, are becoming increasingly automated. This not only shifts the attention of pupils to areas where their development need is highest, it also enables teachers to support those development needs.

“Usage of digital content and tools has exceeded our expectations. For example, more than 12 million exercises were carried out through Bingel, the market-leading homework engine in Belgium. The digital learning methods of Malmberg in the Dutch vocational sector, meanwhile, grew by 15 per cent.” Smart use of digital services has also contributed to the spectacular growth of our Polish learning business. Overall, e-learning grew more than 12% in 2012. Martin says there are further ambitions in e-learning, such as the introduction of a blended tutoring concept. “We plan to further extend our investments and position in consumer e-learning in the coming years.”

Rapid growth of mobile

One clear theme across business in 2012 was the explosive growth of mobile usage. At NU.nl, the leading news site in the Netherlands, the number of mobile page-views more than doubled compared to 2011,

to almost 6.4 billion. This amounts to two thirds of total page views, up from one third in 2011.

Mobile revenues showed similar growth, with mobile and tablet advertising sales in Finland and the Netherlands growing by about 270 and 250 per cent respectively. Mobile learning also grew well, with sales exceeding €1 million for the first time. “Monetisation of mobile and tablet offerings is one of our priorities and we expect to grow strongly over the coming years.”

Innovation and venturing

The Mobile Accelerator Programme was launched in 2012. The first round focused on mobile, with the purpose of developing

in-house talent and bringing new “mobile first” business lines to our portfolio. “We recruited 150 colleagues from across Sanoma, taught them Lean Development methods and built prototypes of promising concepts for testing in the market.” In 2013, 15 people from media and learning will join four internal venture teams to bring some of the winning concepts in e-learning and e-commerce to market.

SanomaVentures was also launched in 2012 and looks outside the organisation for talent and new business. “We invest cash and media into promising ventures in return for a stake in the company. In 2012 we made five investments and we expect to increase this number in 2013.”



“Print-digital offerings will make our content more attractive”

To belong and to thrive

Sanoma's 2012 achievements were supported by far-reaching changes to the company's culture, the way performance will be managed and rewarded and the attention to nurturing talent. According to Jackie Cuthbert, Chief HR & Communications Officer, these concerted efforts mark a major step towards becoming a high-performance organisation.

“In 2013, our emphasis will be on strengthening our learning culture”

“One of the cornerstones of 2012 was to create clarity around how each employee can contribute to Sanoma's goals. To this end, we introduced a new Group-wide performance management framework for the top management as a way to systematically set targets, evaluate performance and identify opportunities for development,” Cuthbert says.

Performance Management was initially rolled out to the Executive Management Team in 2011, giving each leader a clear roadmap for realising the company's strategy. “This was linked to our must-win-battles. Our plan is ambitious, in that all employees will transition to the new system in the coming two years.”

In addition, Sanoma introduced a new reward philosophy, which acknowledges people who deliver results and manages those who underperform. It includes a Performance Share Plan, an incentive scheme for executives and key managers. This encourages them to focus on the long-term, increase shareholder value and to commit to Sanoma. The scheme is tied to two quantifiable results, namely Sanoma's shift from print to new media and Earnings per Share. “This strengthens the link between Sanoma's long-term performance and a culture in which we constantly look ahead.”

Learning organisation

By creating a clear link between performance and reward, Sanoma also laid the groundwork for becoming a learning organisation in which people develop

themselves. Cuthbert: “Our goal is to enable individual employees to have the professional and leadership skills needed to contribute to our strategy. In 2013, our emphasis will be on strengthening our learning culture.”

This is why in 2012 Sanoma worked on a learning portal in partnership with IMD Business School and Erasmus University. When Sanoma rolls this out in 2013, the top 1,000 will avail of a curriculum that teaches them to manage change, transformation and performance in an authentic way.

In 2012, Sanoma also introduced a development dialogue for its top-management, which will provide the foundation for a Group-wide succession plan for the company's top 100 leadership positions in 2013.

Increasing engagement

As the company transitions to a high-performance organisation that supports the company's strategy, Sanoma will also keep a finger on the company's pulse. That is why in 2012 it launched the first-ever Group-wide employee engagement survey. Within two weeks, three-quarters of all employees had completed the survey, indicating that staff value this initiative.

The results show that employees find their work challenging and interesting. They feel their manager is interested in their ideas and initiatives and they feel committed to the company. To improve engagement, they also need to feel that the future of the company looks bright, that Sanoma is developing in

the right direction and that the working environment in each person's department is given enough attention.

“In 2013 we will launch both Group-wide and country-specific plans to increase engagement. We are also tying part of the bonus for our top management to tangible improvements to employee engagement. This means engagement shows how our culture transformation is progressing and allows us to achieve specific results.”

Compelling vision, common values

Sanoma has been focused on achieving its strategic goals since 2011 and the next step is to win the hearts and minds of employees. “In 2012, we worked on a new vision and storyline for the organisation, which was rolled out in March 2013. This will include a set of four new organisational values called the Sanoma Way, which are looking ahead, sharing views, engaging people and making it happen.”

To bring these values to life, Sanoma will launch a series of workshops for local management teams and look to our local ambassador clubs. These clubs, of which the first five were established in 2012, will create a viral movement of employees that initiate change from the bottom up. Sanoma will further support this process by introducing Sanoma TV, our company app that allows staff to create their own news.

“During 2012, we also worked on a new corporate visual identity. This reflects the modern, dynamic media and learning company we want to be and our desire to inspire and engage all stakeholders. Our new visual identity will be launched alongside our new vision and Sanoma Way in 2013,” Cuthbert adds.

HR excellence

Cuthbert also says that Sanoma is keen to ensure it has the right capabilities to achieve its goals, including mobile, consumer data/ analytics and consultative sales. “In 2013 we will work on identifying the capabilities we already have, the ones we still need and ways in which we can close that gap. Our intention is to nurture our own people, acquire capabilities and create a stronger employer brand using social media.”

All of this will require Sanoma's HR function to deliver a more professional and efficient service. “For 2013, HR will focus on streamlining processes to more efficiently serve employees and managers. For 2014, we plan on introducing a global, unified HR IT system and country-based HR service centres. The Finnish HR centre was up and running in April 2012, and the Dutch centre is set to follow,” Cuthbert concludes.



“In 2012, we worked on a new vision and storyline for the organisation”

Ambassadors lead the way

In 2012, Sanoma established five ambassador clubs in order to encourage transformation from the ground up. The clubs brought together groups of motivated employees who embrace change and motivate others to follow suit. Their approach differs per country, but their purpose is the same: to break down internal barriers - between departments, disciplines and management layers - in order to stimulate innovation and turn Sanoma into a true multimedia company. The clubs organised activities such as mini-job rotations, CEO lunches, flash mobs, summer plays and joint activities for media and learning employees.

Finnish journalists become multimedia savvy

Media is a Sanoma training programme that shows Finnish journalists how to make use of the media industry's multichannel transformation. Over the course of eight months, journalists spend six weeks in five different editorial offices - the ultimate job rotation. During this time, they live and breathe media other than their own, and get media training by our own experts. Finnish journalism is becoming more media savvy as a result and in 2014 the third programme will take place. This is valuable for the country and for Sanoma, which needs highly motivated and passionate journalists who are able to operate in a multichannel media environment.

We are Sanoma

In 2012, Sanoma worked on a vision and storyline, which includes a set of four new organisational values called the Sanoma Way: looking ahead, sharing views, engaging people and making it happen.

Lieven Bossuyt
Publisher VAN IN
Belgium

◀ “Doing things the Sanoma Way is doing things with passion”



Anu Nissinen
CEO Sanoma Media Finland
Finland

“In 2012 we have taken big steps in meeting customer expectations in a new way”



Janneke Giellise
Business Developer
The Netherlands

“The future is something we are making together”



▶ **Lena Bjessmo**
Editor Sanoma Utbildning
Sweden

“Sanoma Way involves collaboration and creativity”

Pekka Soini
CEO Sanoma News
Finland

“This year we took very important and strategic future steps”



Clo Willaerts
Business Unit Manager
Conversity
Belgium

“We are creative, in every sense of the word”



Harri-Pekka Kaukonen
CEO

“The Sanoma Way is an exciting formulation of what Sanoma is all about”



Ewout Vis
Manager consumer and
marketing intelligence
The Netherlands

**“We have
enormous
drive to
improve”**



Mikael Pentikäinen
Editor-in-Chief
Finland

**“We are
transforming
our brands in
line with the
new digital
world”**



Leonard Bukenya
Business Unit Manager Online Women
The Netherlands

**“We live and
breathe our
products and
brands”**



Chris van Gils
Director Content Marketing
Belgium

**“We are strong in
storytelling and
creativity”**



Magdalena Wójtowicz
E-learning Manager YDP
Poland

**“We can
create a
world of
modern
education”**

John Martin
Chief Strategy &
Digital Officer

**“We reach more
people than ever
through new media”**



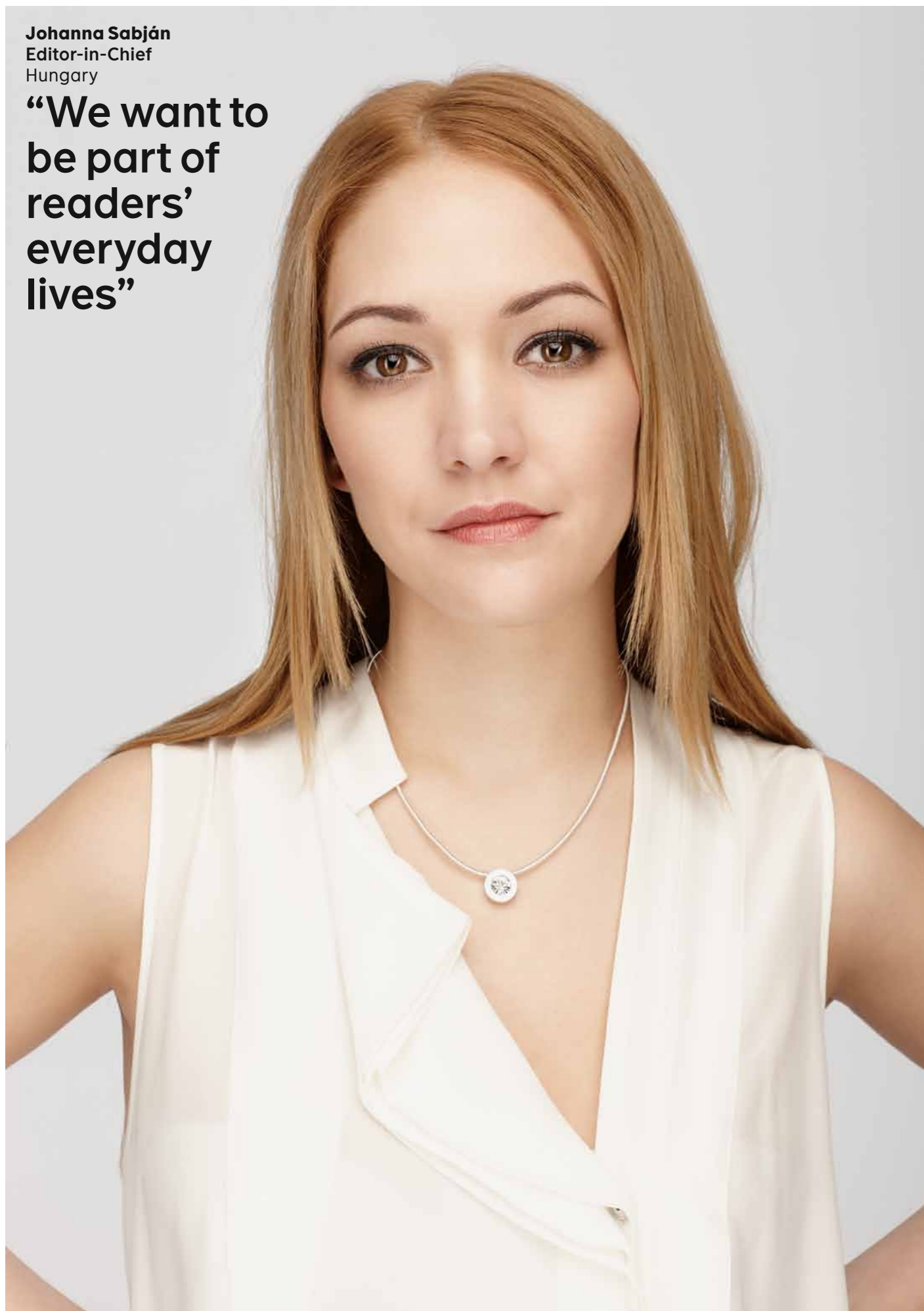
Heike Rosener
CEO Sanoma Media Russia
& CEE
Russia & CEE

**“We have
made the
change to a
One Sanoma
approach”**



Johanna Sabján
Editor-in-Chief
Hungary

“We want to be part of readers’ everyday lives”



Dick Molman
CEO Sanoma Media Netherlands
Netherlands

“We have made serious steps forward in our transformation process”



Magdalena Walczak
Managing Director Nowa Era
Poland

“We will preserve local characteristics”



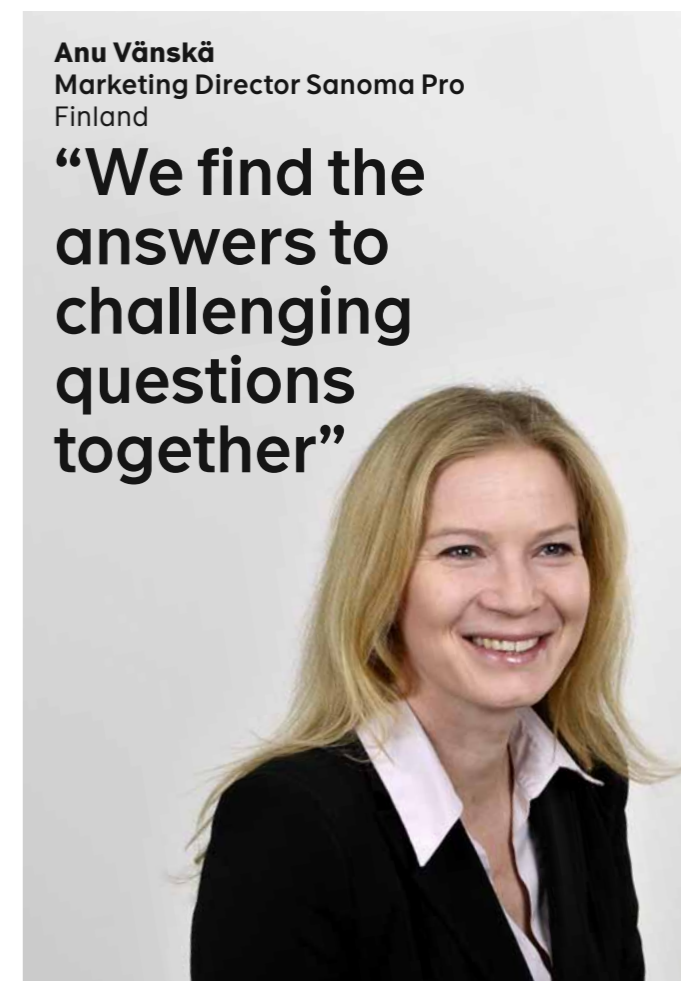
Aimé van Hecke
CEO Sanoma Media Belgium
Belgium

**Mobile Accelerator:
“Involve me and I will learn”**



Anu Vänskä
Marketing Director Sanoma Pro
Finland

“We find the answers to challenging questions together”



Jackie Cuthbert
Chief HR &
Communications Officer

“Our compelling
‘Vision Story’ will win
the hearts of our
employees”



Sami Tenkanen
Content Director
Finland

“We always
focus on our
customers”



Kim Ignatius
Chief Financial Officer

“2012 was a
year of great
team spirit”



Liina Putkonen
Project Manager SMF
Finland

“We offer content in
every form, to meet
all consumer needs”



Jacques Eijkens
CEO Sanoma Learning

“We’ve made
important steps in
our personalised
learning solutions”



► **Tanya Melnik**
Editor Cosmopolitan
Ukraine

“We enrich,
entertain and
educate our
audience”



Péter Racskó
ICT Director
Hungary

“We are a
stakeholder in
innovation”



Harriet Calo
Fashion & Beauty Director
The Netherlands

“We cherish our
quality and
creativity”



Alena Shagina
E-commerce director
Russia

“The Sanoma Way is
all about innovation,
passion and drive”



Timo Rinne
Director Online Services
Finland

“Content
will remain
king”



Ludmila Gurey
Commercial Director
Russia

“It is great
to share
experiences
with other
countries”



Finland

49

Magazines

10

Newspapers

8

TV channels

6

Radio channels

90

Apps and mobile sites

80

Websites

1

Learning company:

Sanoma Pro,
with Sanoma since 1999,
211 employees

Important steps in 2012

In Finland, we made a significant contribution to Sanoma's overall transformation into a customer-focused media group. We renewed many of our products and services and took important steps towards true multimedia services, which involved interesting cooperation initiatives and organisational changes.

We also leveraged the social buzz we could create around events using all our assets, across all age groups and the whole nation.

The country's economic situation had a negative impact on the advertising market. Global players gained their share of the growth in online advertising, forcing traditional media to sharpen their selling arguments. We continue to believe that strong brands, the right content and the relevant context create the best experiences. In 2013 we will continue to find new ways of working and improving our efficiency. We will strengthen our offering both for consumers and advertisers, leveraging our unique content and reach.

news

Helsingin Sanomat

Ready for the future

To meet the needs of readers in a rapidly evolving digital age, Helsingin Sanomat, the largest daily newspaper in Scandinavia, changed its format, introduced a paywall and merged its editorial rooms with colleagues from other media.



Helsingin Sanomat Senior Editor-in-Chief Mikael Pentikäinen calls it "a historic renewal programme". Founded in 1889 and now reaching 900,000 readers seven days a week, Helsingin Sanomat became a tabloid newspaper in January 2013. The midweek edition is now thinner while the revamped weekend editions have expanded with specially themed supplements, containing more featured articles and recreational content.

Paywall

Another change is that breaking news is primarily broadcast online instead of in print. "The paper's role today is to analyse the news, summarise it and look forward," explains Pentikäinen. Current news can be found online and some of the content has been put behind a paywall. Helsingin Sanomat can now be read on a computer, smartphone and tablet and Pentikäinen is pleased with the way it's going. "Most of our

subscribers choose the premium option, which gives unlimited access to digital content and gets them the printed tabloid. We have over 170,000 premium subscribers and the number is growing."

Paper meets other media

Helsingin Sanomat also merged its editorial department with those of Nyt supplement, Kuukausliite, Channel Four News, Radio Helsinki, HS.fi and Metro and Mesta free sheets. This merger has now created a unified newsroom that brings together print, magazines, online, TV and radio in a single office.

Their combined reach is approximately two million Finns every week. But one thing that will not change, insists Pentikäinen, is the quality of the journalism. "We will continue to provide outstanding journalism, regardless of how and where you read the paper and consume its news."



Mikael Pentikäinen

Senior Editor-in-Chief
Helsingin Sanomat,
Finland

"The paper's role today is to analyse the news, summarise it and look forward"

600,000

the number of subscribers to Sanoma News' newspapers

1,032,387

the number of subscribers to Sanoma Magazines Finland magazines

Net sales, EUR million, Finland: **870**

media

Television is becoming social

Multichannel success for Nelonen Media

The Voice of Finland, Junior Master Chef, Best Singer and Kitchen Nightmare: all shining examples of how a multichannel approach can turn TV shows into lucrative brands.



Vain Elämää (Best Singer) was one of the biggest hits on Finnish TV last year. It put seven Finnish singers together for a week in order to perform versions of each other's hit songs. Each episode can also be watched online, either fully or as clips. Each full episode attracted between 70,000 and 140,000 viewers on Nelonen Media's online catch-up TV service Ruutu.

Capturing a nation

The show's episodes and clips were watched over six million times on Ruutu. Impressive, given that Finland has a population of 5.4 million! The show attracted 41,000 Facebook likes, its homepage got 98,000 hits a week and 1,062,000 Finns watched the weekend marathon on the TV channel Liv.

Multi-channel approach

Another huge hit was The Voice of Finland, a talent show watched by an average of nearly 700,000 viewers per episode. It also has a

lively following on Facebook and Twitter. Nelonen's radio Channel Radio Aalto started broadcasting a "day after" radio show and newspaper Ilta-Sanomat occasionally features articles on the show and its participants.

Ratings were up 10 per cent on 2011. "We have started to use the full range of Sanoma's channels and it is definitely working for us," says Kristiina Werner-Autio, Senior Vice President TV at Nelonen Media. "We maintain interest for the shows throughout the season. Ruutu has our absolute focus, it has become an independent channel within our family, with high growth potential."

Second screen

Viewers want absolute freedom to use content when and where it suits them, adds Werner-Autio. "But they also want to interact with their friends during the live show." This is

why the Home Coach app was developed for The Voice of Finland, allowing viewers to follow the show on their tablets or mobiles, judge the participants and guess the winner. The second screen is creating a lot of noise on social media. "And social media is where people decide what happens," says Werner-Autio.

Increased market share

It's certainly been an exciting year for Ruutu and Nelonen Media. "We've created a good framework for operating around our full-media-formats," enthuses Werner-Autio. Moreover, Ruutu achieved a record market share of 36 per cent. "We're getting very close to our biggest competitors; a fantastic result!"

6 million

the number of times episodes and clips of Vain Elämää were watched

An average of nearly 700,000

viewers per episode watched The Voice of Finland

Vain Elämää attracted

41,000

Facebook friends

media

From leading magazine publisher to true multimedia house

Sanoma Magazines Finland is transforming its organisation and portfolio to meet consumers' and advertisers' demand for content and solutions – anywhere, any time.

Rapid changes to the way people consume media made 2012 a challenging year for Sanoma Magazines Finland. The media industry was also affected by a VAT hike on print subscriptions from zero to nine per cent. Still, Managing Director Clarisse Berggårdh is full of enthusiasm. "We have taken major steps in our digital transformation. The platform on which we publish content will become increasingly irrelevant because readers expect content to be available always and everywhere."

In 2012, Sanoma Magazines Finland lay the foundations for succeeding in a multichannel world. Some titles were discontinued, many were revamped and three new ones were launched. The organisation was rebuilt around the company's main target audiences and internal cooperation and digital capabilities were strengthened.

In line with the Group's focus on efficiency, some 70 staff were made redundant. "We made changes and developed our operations at every level. Consumers will decide what they want and we will offer them more choice", concludes Berggårdh.

media

Car pooling

Automotive editors from Sanoma Magazines' Auto Bild Suomi and tabloid newspaper Ilta-Sanomat from Sanoma News united into a single car desk. Pooling resources is more cost-effective and has allowed both brands to learn from each other, invest more in in-depth journalism, increase visibility and offer new options for advertisers.



No. 1

Nelonen Media is Finland's market leader in commercial radio listening

Nelonen Media attracts 2 million listeners a week

2x Mobile visits of Ilta-Sanomat have doubled

news

Oikotie.fi now #1

Finnish real estate agents joined forces to compete in the cut-throat online property market – and poach real estate listings from Oikotie.fi. Oikotie, however, managed to persuade many of them to return thanks to cross-media campaigns. It also grew the jobsite section of its portal and strengthened its position as the number one destination for online classified job ads by working together with the Ilta-Sanomat tabloid.



news

Mobile news works

Ilta-Sanomat cemented its position as mobile market leader in 2012. Ever since the new website launched its mobile version for iOS, Android and Windows, mobile visits have nearly doubled in a year, with a peak of 686,000 last autumn. Before summer 2013, Ilta-Sanomat expects to have a million mobile users.

media

Radio market leader

Nelonen Media was already a strong radio player with its channels Radio Aalto and Radio Rock, and with the acquisition of Metroradio Finland's three channels it became the country's market leader in commercial radio. With Metro FM, Radio Suomi Pop and Groove FM, it reaches nearly two million listeners a week, or one third of the market.

learning

Sanoma Pro Teachers' Online Service

Sanoma Pro's Teachers' Online Service, which was launched in 2011, exceeded expectations in 2012. It was widely adopted by teachers, showed good financial results and has become a platform from which new educational services can be launched. A good example of Sanoma's digital transition.



Teachers' Online Service enables teachers to dedicate more time and attention to their students. This innovative web service includes lesson plans, presentation materials, tests and exercises for students. It also offers time-saving tools such as communication services and a file sharing functionality. Teachers can also store content, both their own and purchased from third parties, online.

The service's smooth, automated workflow saves time and energy, which teachers never seem to have enough of. Teachers deal with students with different learning abilities, information overflow, new technologies and students demanding digital tools in school.

Future-proof

The service, however, not only meets the needs of teachers, it also allows Sanoma Pro to offset the decline in print sales. "Our traditional market is not growing," says Pekka Luoto, Sales Director Sanoma Pro, Learning Solutions. "We needed to create

new, future-proof growth platforms and business models."

Teachers' Online Service provides curriculum-based educational material with an easy-to-use toolkit. This ensures that teachers and schools adapt the service as quickly as possible. "Because Teachers' Online Service integrates so easily with existing classroom work practices, there is hardly a barrier between the digital world and the domain of teachers and school administration." It also provides Sanoma Pro with a platform to promote new educational material and other digital offerings.

Revenue from licenses

Teachers' Online Service is an important step towards a fully digital school environment as it supports the move from educational publishing products to services. With an annual license, teachers are ensured the latest content and functionalities to help them in their daily work.

"The results have exceeded our expectations in many areas," says Luoto. "The service was adapted much faster and its financial results are excellent. Teachers clearly find the service extremely useful and registered en masse. At some points, we even experienced capacity issues, which was a pleasant problem to have, and to solve."

Sanoma Pro in 2012

- Innovative web service includes lesson plans, tests and exercises
- Automated workflow saves time and energy
- Easy-to-use educational toolkit
- Fast adaptation of multimedia tools

Sanoma Pro Teachers' Online Service has over **35,000 users**

More than **75%** of all primary and secondary school teachers use Teachers' Online Service

95% of Finnish schools are using Sanoma Pro's digital services

80
Magazines

3
TV channels

70
Apps

120
Websites

5
Events

1
Learning company:

Malmberg,
with Sanoma since 2004,
321 employees

Building a stronger media company



Dick Molman

CEO Sanoma Media Netherlands

“The media industry is one in which you always have to adapt”

In a continuously changing media industry you have to constantly improve your game to stay ahead. And that’s exactly what Sanoma in the Netherlands did in 2012.

Sanoma took steps towards becoming a multimedia centre of excellence, which CEO Dick Molman defines as the combination of many types of media and the power of scale. “And, of course, being the only company able to combine so many forms of media for consumers and advertisers.”

Offering several media platforms was a strategic choice taken by Sanoma several years ago, to make it stronger and give advertisers optimum reach. Acquiring TV broadcaster SBS was an important part of that strategy. “Advertisers increasingly want complete solutions. So the more platforms you can offer them, the more likely their campaigns will be successful. We now offer them packages based on result.”

Centre of media excellence

Sanoma is evolving into a centre of excellence in two ways. First, the organisation is undergoing a structural and cultural transformation into One Sanoma. This relies greatly on the company’s ability and willingness to work together, insists Molman. “It’s a step-by-step, trial-and-error process that’s focused on achieving a broader mindset. We’re streamlining the company into a single, central entity, particularly its cross-platform activities like the sale of advertisements and commercial solutions.”

Second, there is the digitalisation of the product portfolio, an area in which some successes have already been booked. “Nowadays, a media company must have a strong digital component. Currently, the company is completing the integration of its operations. Our print and digital media sales organisations were fully integrated in 2012.”

Ongoing transformation

Several developments in 2012 illustrate the company’s ongoing transformation, and these include SanomaVentures and E-commerce. “SanomaVentures,” says Molman, “is an innovative way of approaching research and development that is giving us valuable market insight and commercial opportunities. E-commerce meanwhile, shows that Sanoma is moving with the times. We are still serving the same target groups, but we’re doing what we do best to understand, identify and meet their needs in other areas.”

Molman concludes that the transition Sanoma is going through will never really finish. “The media industry, especially when it comes to technology, is one in which you always have to adapt to changing circumstances. We are now midway on our journey towards becoming that media centre of excellence.”



media

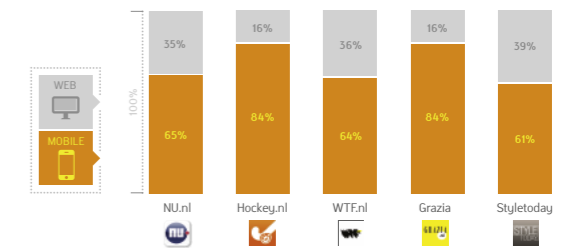
Stronger together

Several synergies between SBS Broadcasting and Sanoma have already been achieved. The most important one is cross-promotion, in which Sanoma promotes SBS products in magazines and websites and vice versa. Sanoma was a market leader in digital operations when it acquired SBS and the subsequent fusion of expertise has helped SBS to catch up in some areas. Sanoma now offers more cross-platform packages to advertisers. There is also synergy in content. All the knowledge that it has accumulated about its target groups through its magazines, for example, is now available to SBS for making television programmes.

media

The growth of mobile

BIGGER ON MOBILE % of total pageviews



media

From space to solutions

According to CCO Marc Stubbé, a clear shift in its revenue sources and advertisers’ needs has necessitated the structural and cultural realignment of its sales operation. For magazines, advertisers account for approximately 20 per cent of total revenue. Looking at the combined revenue of print and digital this percentage increases to 30. With its expansion to TV, where, like digital, B2B income is almost 100 per cent, the advertising share now becomes almost half.

“In line with their increasing importance, we now offer advertisers solutions that are independent of media type and cover all our available media. It’s why we call it ‘From space to solutions’. Clients are mainly interested in achieving their communication, marketing and sales targets. By offering complete cross-media solutions, we’re much better placed to help them realise these targets.”

media

Advertisements auctioned in milliseconds

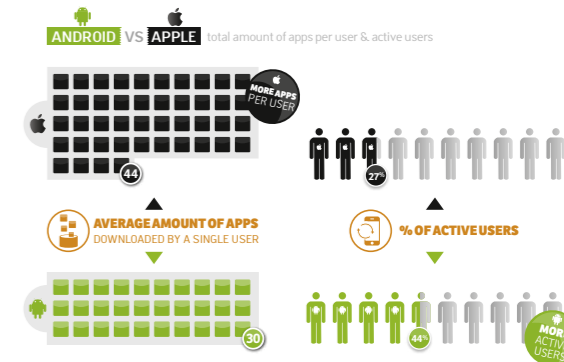
ADAPT is an automated delivery system with which non-guaranteed advertising space on Sanoma Netherlands’ websites is auctioned within milliseconds of a visitor arriving on the site. Based on the visitor’s recent web behaviour, the advertisements can be tailored specifically to his or her interests and requirements.

“Thanks to the advanced technology on which the system is based, coupled with a high-quality network that reaches many different target groups, we are a European leader in automated trading,” says Martijn Eindhoven, Manager ADAPT & Trading.

media

Kick-starting talent and growth

SanomaVentures is a perfect illustration of the company’s ongoing transition. According to Herman Kienhuis, Investment Director SanomaVentures, there were four reasons for launching this initiative that funds and supports start-up companies in exchange for minority stakes. “We want to tap the best external talent and innovation out there, drive future growth in our portfolio and revenue streams and create value by investing media and expertise alongside capital. The signs so far are very encouraging. In the second half of 2012, we invested in five very promising start-ups, to which our target groups and business network have responded very positively.”



A combination of strengths underscores Sanoma’s powerful mobile presence, says COO Digital Media Michiel Buitelaar. “We have years of print insight into our target audiences and themes, as well as extensive expertise in online, web, and services. This was at the heart of our thrust into mobile, some three years ago.”

“The creation of our Apps Factory allows us to exploit our scale and speed. This central, insourced knowledge and development centre enables us to quickly develop new apps. These are tailored to specific target groups, and adapt and reuse existing ones for simultaneous release in multiple countries.”

Sanoma expects mobile media to become more important. “Consumers are more willing to pay for mobile services than web services, but advertising spend on mobile still trails that of the web. That said, in the Netherlands and Finland we more than doubled mobile advertising turnover last year and I am confident this trend will continue. Also, we are growing rapidly in m-commerce, which is commerce through mobile devices.”

32,047,374
Dutch magazines have been sold from newsstands.

2,604,000
people watched the Dutch national football team take on Northern Ireland on SBS

Net sales, EUR million, Netherlands: **897**

4.2 million
times a Sanoma app was downloaded

250%
growth in mobile advertising turnover

Donald Duck’s 60th anniversary

media

The future of e-commerce

Not content to inform and inspire its clients, Sanoma Netherlands has begun to offer e-commerce services. "By inspiring consumers and helping them make purchases we can add more value to the chain," assures Performance Based Director, Sander ten Dam. "E-commerce is relatively advanced in some sectors but basic in many others. Sanoma has special e-commerce skills, such as targeted-audience thinking, traffic acquisition and conversion optimisation. We also own leading directory and product comparison sites in the Netherlands. These help us to generate leads and motivate consumers to make purchases, giving us an edge over competitors. Our successes and the enormous growth potential encourages us to ramp up our e-commerce efforts with several new initiatives."



media

Listening to the customers

While outsourcing remains a global trend, Sanoma in the Netherlands has successfully brought customer service back into the fold. Manager Danny Hooijberg explains: "The subscription market is very competitive. We have to ensure that our current customers stay with us and that we increase sales by cross-selling. This means we need committed and capable employees manning our customer services desk. This, in turn, means we need to train people so they feel more connected with their own products and services." Another big change was the decision to drop scripted conversations. "Rather than have staff follow a script, we train them to really listen to our customers. It makes the way they handle customers' requests and complaints their own responsibility. And it works; more than 90 per cent of our customers said they were very satisfied with the service."

media

Strong growth in gift vouchers

In line with the digital transformation in May 2012 Sanoma acquired the online retail group Read & View, the largest supplier of magazine and newspaper subscriptions in the Netherlands. It sells subscriptions to approximately 1,250 titles from around 250 different publishing houses, through its own website 123tijdschrift.nl and its affiliates. It also issues the second-most popular gift card for magazines.

Rémy Kluizenaar, Manager Consumer and Trade Marketing: "Sanoma already owned the Dutch number one player in gift vouchers and given that gift vouchers, just like the online sale of subscriptions, are a growth market, we jumped at the opportunity to buy the number two player in the market as well. The magazine gift voucher service from Read & View further strengthens our online position in the Netherlands. Their excellent relationship with publishers is also of great value."

learning

Optimal digital

The desire to explore new methods and shrinking educational budgets is forcing Dutch teachers to go online. However, not every teacher embraces technology with the same enthusiasm and not every school has an IT infrastructure that fully supports a digital learning environment. That is why publisher Malmberg developed four educational packages, leaving teachers and schools free to decide what suits them best.

Multimedia package

Between 100 per cent digital and 100 per cent paper is the Multimedia Package that offers digital and print textbooks and workbooks. Tests and assessments are digital, including results feedback. The Advantage Package provides paper textbooks and digital and paper workbooks, allowing for an easy switch between the two media. This new generation of educational material won the 2012 IPON Award for its flexibility in meeting the needs of all parties involved in digital teaching.

learning

Acquisition of Bureau ICE

Now part of Malmberg publishers, Bureau ICE creates tests and exams for secondary schools and schools providing intermediate vocational education in the Netherlands. Written tests and assessments are becoming more important in the Dutch education system and that makes Bureau ICE a valuable partner to Sanoma. "All our learning companies are active in testing and assessments and Bureau ICE is a professional partner to them," says Sanoma Learning CEO Jacques Eijkens.

Competitive edge

Malmberg MD Harold Rimmelzwaan says that developing assessments is extremely complex work. The tests gauge the pupils' current knowledge and ascertain what they still need to learn to achieve a higher level of education. "We are very pleased that Bureau ICE's specialists are now part of our organisation and that, in addition to our educational material, we can also offer their certified assessments. It gives us an important edge over our competitors."

Online testing

Bureau ICE has also developed what it calls its TOA web-based system, which has more than 450 different tests and assessments for gauging competence levels in language, mathematics and other areas. Teachers can easily put assessments online for individual students. Results are corrected automatically - saving the teacher time - and then uploaded to the school's database to provide instant insight into pupils' competences, proficiencies and overall performance.

learning

Digiboard success

Almost 80 per cent of classrooms in Dutch primary schools have a digital whiteboard (digiboard). Pupils follow the teacher's lessons on the big screen and can interact through touch and swipe. Malmberg's digiboard software contains the pages of the textbooks and workbooks and many (interactive) assets that are essential to each lesson. Teachers can also add their own text, audio and video. Paul Gillijns, Director of Primary Education Publications: "We can safely say that 50 per cent of all 8,000 primary schools in the Netherlands - that's more than 800,000 pupils - sees at least one digital Malmberg publication once a week."



learning

Primary school iPad

Digitalisation starts right at the primary school. That's why Malmberg is the first publisher in the Netherlands to develop eBook textbooks for the iPad for primary school children. The subjects are geography and science and the standard teaching material is enriched with photos, videos and animations. Pupils can mark text, add content and receive immediate feedback.

Malmberg in 2012

- Malmberg continued to invest in the online transformation process by:
- acquiring Bureau ICE, which creates (online) tests and exams
 - developing educational packs that mix digital and print
 - developing children's eBook textbooks for the iPad
 - focusing on digiboard software

Bigger on mobile:	NU.nl	Hockey.nl	Wtf.nl	Grazia	Styletoday
	65% mobile 35% web	84% mobile 16% web	64% mobile 36% web	84% mobile 16% web	61% mobile 39% web

More than 50%
of all pupils in primary education work with the BAPS digital whiteboard software and practice software of Malmberg

2,500,000
the number of tests delivered through TOA, Bureau ICE's web-based test platform

Belgium

48

Magazines

15

Websites

1

Radio channel

15

Apps

2

TV channels

1

Learning company:

VAN IN,
with Sanoma since 2004,
122 employees

Belgium

media

Content Marketing, a growth area

Chris Van Gils, Business Unit Director Content Marketing at Sanoma Media Belgium (SMB), answers questions about the place of content marketing at SMB in the light of the July 2012 acquisition of communication agency Head Office.



Chris van Gils
Director Content Marketing, Belgium

“Advertisers are shifting their budgets from bought media to owned media, thus becoming publishers themselves”

Towards a modern content organisation

In Belgium, Sanoma's transformation into a multi-channel media company began a few years ago. The company acquired strong customer media companies in 2010 and 2012 and set up a strong regional magazine and a digital unit. It also became a partner in De Vijver Media, which owns two television channels, a television production company and an infotainment magazine. Built on the strong DNA of local celebrity magazine Story, a kindred radio station was set up, originally focusing on the Antwerp region but with the clear ambition to have national coverage. As a market leader in magazines, Sanoma will continue to develop its strong brands on a multiplatform basis. In doing so, Sanoma Media plans to grow from a conventional magazine publisher to a modern content organisation.

Why does Sanoma Media Belgium invest in content marketing?

Together with the Sanoma Media Group, we invest in content marketing because we believe that, as budgets are shifting from bought to owned media, we are well positioned to help advertisers face this new challenge. sQills, Kungfu and Conersity already gave us a leading position in Belgium, but the acquisition of Head Office has made us the absolute market leader.

Why was Head Office acquired?

To strengthen our position in the content marketing business in Belgium and the Netherlands and to expand the group's skill set in content marketing. Head Office adds state-of-the-art digital content marketing capabilities and CRM competences to Sanoma's content marketing offer.

What are Head Office's strengths?

Head Office's unique proposition is the combination of CRM, digital and content marketing skills. This means it can offer proven communication, sales and marketing solutions for media owned by the brands themselves.

What opportunities do you see for content marketing?

Content marketing is undoubtedly a growth area in the media, market-

ing, sales and communication fields. Many companies are heading in this direction, which will enable Sanoma to play a leading role in the European arena. We are convinced that in this new field the cards will be dealt in the next two years. Advertisers are shifting their budgets from bought to owned media, thus becoming publishers themselves. In this transformation we want to be their agency, consultant, facilitator and guide, and help them to create long-lasting relationships with their audiences, clients and prospects.

How will SMB and Head Office cooperate?

Head Office will be part of the Sanoma Content Marketing Network, which includes all the group's agencies and custom media/content marketing departments. The Center of Excellence for Content Marketing enables us to share best practices, client leads, business strategy, innovation and operational excellence. Everyone in the Sanoma Group subscribes to the same ambitious future vision on content marketing. In Belgium, sQills and Head Office will closely collaborate in this area. In the Netherlands we will work closely with Hemels, Sanoma's Dutch content marketing company.

3 most visited Sanoma websites in Belgium

1 Humo	423,684
2 ZappyBaby	355,131
3 Libelle	307,206

20,100

the number of downloaded apps of Story Magazine

Net sales, EUR million, Belgium: **261**

media

Story FM: synergy and multimedia

The transformation of Sanoma Media Belgium into a multimedia company, which was off to a flying start in 2011 with the acquisition of TV channels SBS VIER and VIJF, continued in 2012. By the end of the year, the weekly print magazine Story had become a synergetic multimedia brand that includes Story FM, a 24-hour broadcast and online radio station covering the Antwerp area. The acquisition of ten local frequencies allows Story FM to reach 25 per cent of Flanders.

Cross-media synergy

Wim Weetjens, who is responsible for Story FM's development and programming, explains that its format had to meet two criteria: "It had to be compatible with the existing print brand and find its place in the local radio landscape." Story FM's strong Flemish focus - half the content consists of Dutch and Flemish music - is one of its strengths. Programmes such as Carmen Kookt (Carmen cooks) ensure cross-media synergy with the magazine, which lends it a daily helping of show business news. Story FM, says Weetjens, is well on the way to proving itself commercially. Belgium's radio stations face a deadline in 2016, when the country's UHF frequencies will be reallocated. By that time, Sanoma wants to be a frontrunner in audio-visual media. Given that the company is all set to roll out Story FM throughout Flanders, the future looks promising.



media

Delivering value

HYBRID, Reading the Magazines Market is the title of a Sanoma Media Belgium project to improve the distribution process of magazines, thus cutting the cost of surplus stocks. Sanoma Media Belgium was recognised for its innovative ideas with the 2012 Supply Chain Award. HYBRID's innovation is to shift from the classic one-drop delivery method to a sales-based replenishment model. This results in a sharp increase in efficiency and a drastic reduction in costs.

media

Sanoma Media Belgium on the move

In 2012, Expedition Sanoma, the name of Sanoma Media Belgium's transformation into a leading media content business, gained momentum. Expedition consisted of several initiatives, such as OurSpace and Oxygen, which focus on the company's move to Mechelen in mid-2013. It is then that the enthusiasm and energy invested in Expedition in 2012 are expected to come to fruition.



media

Charter for Customer Satisfaction

Hans Cools, Managing Director of Sanoma Media Belgium, signed the Charter for Customer Satisfaction, making it the first company in Belgium to do so. Signing the Charter, which gives the customer a central position, is a logical next step in the evolution to a client-focused organisation.



media

Bold move for Story

In June 2012, Storywood appeared on Belgium's magazine stands. The new publication was folded into the heart of Story - a bold move in the declining print market. Marketing manager Tamara Deca describes Storywood's early days as an exciting period. "The new title was hot from the moment we launched it." To produce 60 extra pages a week highlighting the star-spangled universe of Hollywood and international glamour, Story's editorial team has gone all out. This audacity is paying off: readers are prepared to fork out an extra 75 eurocents to keep in touch with the stars.

learning

Teaching mathematics in the 21st century

In 2012, the Sanoma learning companies VAN IN in Belgium and Malmberg in the Netherlands developed an innovative online tutoring programme for children with learning difficulties. VAN IN, a prominent education specialist, designed an intelligent platform that offers tailor-made tutoring in maths. The programme complements the classroom curriculum while satisfying individual pupils' needs. The results of a free pilot in Belgium and the Netherlands were sufficiently encouraging to launch the service for Flemish children aged 13 and 14.



learning

Bingel wins the hearts and minds of students

Since learning company VAN IN first presented Bingel.be to Flemish primary schools in 2011, its growth curve has been steep. Within a few months, parents, pupils and teachers recognised that this online exercise platform could significantly improve the individual results of both homework and classroom exercises. By the end of 2012, six out of every ten Flemish nine- to twelve-year-olds used the platform, rating it among their favorite websites. The fact that Bingel is offered to existing customers with a functional extension to the materials used at school has proved to be an important selling point for VAN IN, which also produces bingel.be school agendas and digital whiteboard softwares. According to manager Vicky Adriaensen, Bingel provides great support to teachers: "We are speeding up their journey along the digital highway."

learning

Studysteps.be

StudySteps is a tutoring service that combines online exercises, which adapt to a pupil's personal trajectory and offers mistake-specific feedback, with a weekly video session with a personal study coach. In addition, an online tutor is standing by after school and during weekends to provide correction and feedback. Enthusiastic reactions from parents, teachers and the pupils themselves indicate that they all welcome this new way of tackling maths. StudySteps will also become available to other age groups and countries, and possibly for other subjects too.

VAN IN in 2012

By providing more and more digital content and tools in 2012, VAN IN meets the demand for personalised learning. For example by:

- developing an innovative online tutoring programme
- launching StudySteps, an online tutoring service
- investing in the success of Bingel.be, the market-leading homework engine in Belgium

Monthly pageviews of all Sanoma Media Belgium sites:
11,971,612

47,704,700
the number of magazine copies sold in 2012

83,000
people visited Flair Shopping Day

34% of pupils in Belgium use VAN IN's Rekensprong Plus

50,000 exercises made everyday on Bingel.be

20,000 non-native immigrants learning Flemish with VAN IN manuals



CEE's new direction

Heike Rosener became CEO of Sanoma Media Russia & CEE in 2011, taking on the challenge of steering the SBU in a new strategic direction. Changing technology and consumer perspectives combined with economic difficulties did not present an easy terrain. However, select high potential markets from within the Russia & CEE portfolio were targeted as Sanoma's focus areas for a strong future in the region.

Heike made important decisions in 2012, moving towards a leaner, more efficient portfolio that will have a strong multi-channel approach. Digital media strengthened and is the core focus of development, complementing the commendable Russia & CEE print businesses. Necessary management changes and streamlining of portfolio began this year with renewed management teams in the Czech Republic, Romania, and Russia. Sanoma and joint venture partner G+J also sold their interests in Adria Media Lubljana in a management buyout.



media

Celebrating two decades of pioneering work in Russia

Established in 1992 with The Moscow Times, closely followed by the launch of Cosmopolitan, 2012 saw the celebration of 20 successful years of Sanoma Independent Media. SIM has become the largest player in the Russian glossy print market: more than 12 million readers, more than 13 million internet visitors a month, about 25 per cent glossy ad market share, more than 50 million copies annually, 1,100 employees, and two records officially recognised by Guinness World Records.

Domashny Ochag (Good Housekeeping), Harper's Bazaar, Men's Health, Yes!, and Vedomosti are among the collection of signature SIM print brands. Long leading on the magazine market, the SIM portfolio's more recent transition into digital media has shown considerable success in internet and mobile. Enduring growth of the pioneer print brands was combined with new breakthroughs in digital projects, such as ShopIcon and Viadeo, adding an additional facet to the organization in 2012.

There is much to be proud of: the managers, journalists and publications have repeatedly been recognised as the best in their fields and have earned numerous awards. Sanoma Independent Media has set records, developed new technologies, and continues to win over millions of readers who have placed their faith in Russian media.

More anniversaries

- 20th anniversary of The Moscow Times
- 10th anniversary of Popular Mechanics
- 10th anniversary of Na Rublevke
- 5th anniversary of Grazia

Digital revenue

- Cosmopolitan iPad version: 320% growth in user payments revenue
- Vedomosti share of digital revenue (advertising + subscription) reached 22%
- Popular Mechanics' share of digital revenue more than doubled to 14%



iPad versions in 2012

- National Geographic Russia
- Cosmopolitan
- Custom corporate magazine for Trust bank



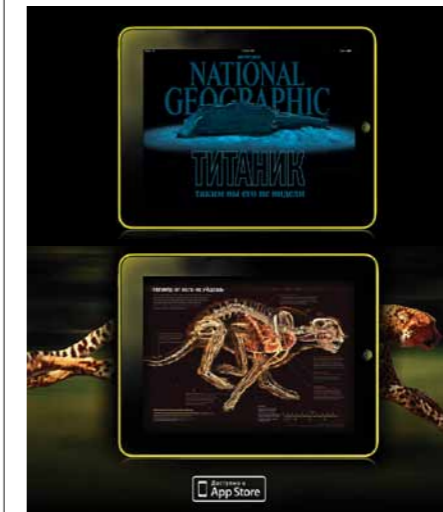
media

First-ever Pearl Award for Russia

Your Bank, a custom publication for Trust bank, became available in print, online and on the iPad. The iPad and web issues are the first electronic versions of a corporate publication for the financial sector and they have been enriched with social networking and browsing features. This joint project of Custom Publishing Sanoma Independent Media and Trust bank won the prestigious international content marketing 2012 Pearl Award for Best Integrated Print and Web Programme B2C. It was the only Russian entry among 628 submissions from 15 countries and the first Russian project to win a Pearl Award.

media

National Geographic for iPad



In the summer of 2012 NG Russia launched an iPad version of National Geographic to meet the demand for digital content. Heavy use of NG's social media and an active online campaign created interest among a digitally savvy audience for the first free issue in July. This resulted in large numbers of downloads and helped to achieve first place in the Apple App Store.

Strong community support

This paved the way for the August launch of the first paid issue. The famous Titanic was chosen as the main feature for the iPad and paper version and a good subscription offer attracted loyal readers. Both the print magazine and NG web and social media groups have a great number of followers and the brand has strong community support. NG Russia will continue to develop content for the digital version to offer more value to readers. For example, readers will be able to use the iPad's panoramic view options to turn a photograph 360 degrees, as though they were looking around on location. The NG Russia iPad version was nominated for a Sanoma Award 2012 for successful new launch.

media

Viadeo competes in the professional social network market

Young Russian professionals clamoured to sign up for Viadeo accounts to profile their career achievements for prospective employers. A joint venture between Sanoma and Viadeo, the second largest professional social network in the world after LinkedIn, the PSN launched and grew exponentially in 2012 reaching 250,000 registered users by year end. A strong strategy emphasising growth put this project at the forefront of SIM's digital transformation.

media

Sanoma Independent Media launches ShopIcon.ru

Sanoma Independent Media continued its digital expansion with the launch of ShopIcon.ru. This portal aims to inspire men and women aged 24-35 with the latest fashion and beauty trends, the hottest styles and the best brands. Visitors learn about the secrets of compiling a wardrobe that matches their personal taste and figure. A fun online questionnaire helps identify their personal style. ShopIcon.ru also puts visitors in touch with experts in personal image, fashion, wardrobe, the right look for special occasions, and online shopping.



Net sales, EUR million, Russia: **80**

Cosmopolitan Psychology: **17%** ad revenue growth

Harper's Bazaar: **12%** ad revenue growth

Grazia: **21%** ad revenue growth

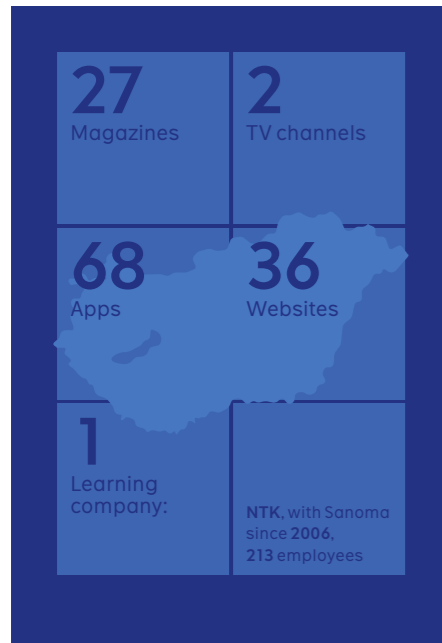
Mamas&Papas: **27%** ad revenue growth

Robb Report Russia: **16%** ad revenue growth

Sanoma Independent Media has **71,318** subscribers

1,173,338 the number of times an app from Sanoma Independent Media has been downloaded

Hungary



media Online portfolio on mobile

Virtually the entire online portfolio of Sanoma Media Budapest is now accessible from smartphones and tablets. This digital content attracts an average of 1.4 million visitors a day via Sanoma's sites and 120,000 visitors via devices. The international competence centre in Budapest develops apps for all Sanoma countries, but is also itself making the transition to mobile, for example with an app for its news site. The 2012 European Football Cup app for iPhone and Android was a big success with nearly 60,000 downloads.



media Magazine market

Women's weekly Nők Lapja is Hungary's most popular magazine, while weekly star magazine Story is in the top three. These magazines sold 217,000 and 180,000 copies each week respectively in the last quarter of 2012. Special editions for iPad of Marie Claire and Elle Man were launched in November 2012. Marie Claire@Work focuses on career. The iPad glossy offered a moving cover and multimedia content specifically designed to fully use the iPad's functionality. Elle Man for iPad was enriched with audio and special colour effects.

media Szállás.hu: focusing pays off

In 2011, Sanoma Media Budapest acquired travel booking site Szállás.hu, where people can search for affordable holiday accommodation in Central Europe. In March 2012, Sanoma launched 'accommodation guru' SzállásGuru.hu, which offers daily discounts of up to 69 per cent on small hotels, holiday cottages and apartments in Hungary. The site has tripled the revenues of Szállás.hu and Sanoma receives a commission of around 15 per cent. András Dunai, Chief Digital Officer of Sanoma Media Budapest, says focus is the key to success. "There are approximately 80 coupon sites on the Hungarian market and most have travel offers. We decided to focus only on travel. We do not aim for the high-end market with the five star hotels, but the middle and low end of the market."

media

Facts about the Marie Claire Fashion Day in Budapest

- 4th edition
- 10 celebrities
- 10 famous designers
- 12 young design talents
- 3,000 visitors



learning

NTK's iBooks are fun and save time

NTK, Sanoma's Hungarian leader in local textbook publishing, has been innovating and digitising content, so that students will find more enjoyment in learning and teachers can work more efficiently.

In 2009, NTK introduced PDF versions of existing textbooks. Students were unimpressed with these e-books, saying they either wanted traditional paper books or interactive material. In response, NTK launched iBooks for iPad at the innovative Teacher Training College in Eger.

In 2012, NTK ran a pilot for teachers who teach pupils up to the age of 14. ICT Director Péter Racskó: "We have enriched textbooks for 11 subjects with multimedia content to create interactive lessons of 45 minutes each. Both teachers and pupils were very positive."

A new way of teaching

The content has been recreated to make the most of the iPad and a different teaching methodology has been adopted. Racskó: "It's up to us now to prove to teachers that digital lessons can really save time and that tablets are not just for entertainment. Of course, they have to get used to another way of teaching, which is never easy."

learning

Learning with Augmented Reality

TeachAR allows teachers to add Augmented Reality – content-rich layers projected onto the "real" world - making textbooks more interesting and fun for pupils.



NTK is proud that its TeachAR-3D World project won both national and international awards for innovation. It is a globe with extra information about natural sciences and human history, such as animal habitation, empire borders or expedition routes. Pupils can interact with the software on a whiteboard and learn from their own textbooks, hear the sounds of animals, view spatial models of buildings or go to external websites.

Augmented Reality works when special software allows a webcam to recognise special markers on physical objects and then adds audio and video to the objects on screen. NTK has added markers to accredited textbooks and developed software for teachers to add their own markers, edit existing content or even add their own.

NTK in 2012

- NTK keeps innovating and digitising content to make learning more enjoyable by:
- launching iBooks for the iPad
 - enriching textbooks for 11 subjects with multimedia content
 - using Augmented Reality, making textbooks interactive

Number of subscribers in 2012:
250,335

27 titles have been published in Hungary

94% of Hungarian schools are using NTK methods

33% of Hungarian teachers are using NTK methods in their teaching

2
Learning companies:

Nowa Era, with Sanoma since 2008, 683 employees	Young Digital Planet, with Sanoma since 1999, 290 employees
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learning

Nowa Era becomes market leader

In the past 15 years, the Polish educational system has been through several big reforms. Changes to the country's curricula posed significant challenges to educational publisher Nowa Era, which produced 500 new publications and digital solutions in 2012.

In Poland, teachers select newly certified print and digital materials and parents buy them. To do well in this open and competitive market, new materials - both in print and multimedia - have to be published quickly and promoted effectively. Agnieszka von Mallek, Marketing Communication Manager at Nowa Era: "Win, lose, anything can happen. It's a bit like the saying: 'you come back with your shield, or on it!'"

In 2012, Nowa Era had to contend with a major curriculum reform that targeted part of the Primary Schools and the Upper Secondary School segment. Agnieszka von Mallek: "We had to prepare 17 new methods for the first stage of the reform in 2009. In 2012 there were 35, involving 500 new publications."

Substantial market share

To seize the opportunity - and return with its shield - Nowa Era had to prepare the highest quality range of products and run a very intense multichannel promotion campaign. It meant communicating efficiently with over 500,000 teachers through a staggering 420,000 face-to-face meetings, 600,000 phone calls and nearly 3.8 million emails in 378 email campaigns.

The hard work paid off and Nowa Era exceeded even the most optimistic expectations. The company is now a market leader with a substantial 37% overall market share. From its humble beginnings as a modest publishing house in 1992, in its 20-year history Nowa Era has managed to achieve a leading position in all its segments - from Integrated Teaching to Upper Secondary School. Its portfolio includes all subjects as well as educational cartography and school management software (Vulcan).

learning

Volunteers

On International Volunteer Day (5 December) Nowa Era invited 100,000 teachers to promote the idea of voluntary work to young people. Volunteering plays an important role both in Nowa Era's internal and external corporate responsibility policies.



learning

Multibooks

Nowa Era now offers Multibooks (multimedia enriched textbooks) for all its methods, in all segments. In Upper Secondary Schools they are also enriched with Multiteka software, which enables teachers to use multimedia resources to create their own lessons.



learning

Bookshelf: designed for publishers

Bookshelf, from Young Digital Planet, is a set of tools for the online creation, publication and distribution of digital books with enriched content.

While a PDF could be seen as a digital book, it's not truly interactive. But now, thanks to an online solution called Bookshelf, editors can transform their dull PDFs into rich publications, bristling with multimedia and additional features. When a PDF is uploaded into Bookshelf, it converts it into a format that can be easily enriched with video, audio, external links, pop-ups and HTML5 code.

This is done in a WYSIWYG (what you see is what you get) environment, making it easy for editors to track their progress. Tomasz Bozsko, Bookshelf Product Manager: "We made sure the editing environment was intuitive and easy to use. All content is stored in the cloud, so it can be accessed from any location."

Clients and apps

When finished, documents are exported to a content management system, where they are optimised for online viewing and encrypted, so they cannot be accessed or downloaded illegally. "Publications

created in Bookshelf cannot be used outside Bookshelf, so in addition to the website, we have developed desktop clients for Mac and Windows, as well as apps for iOS and Android for offline access."

Boszko is justifiably proud of Bookshelf's flexibility, as it works with any publisher's business model. "In Germany, for example, Bookshelf is used by 86 publishers that use a single educational platform to distribute material to their clients. And in Lebanon, international schools network SABIS, owns a number of private schools and they distribute to the pupils directly."

This also shows the broad appeal of Bookshelf, which mirrors the international reach of Poland YDP. CTO of Sanoma Learning Andrew Rufener: "YDP's Bookshelf has been selected as Sanoma Learning's eBooks delivery platform. This means that in the future Bookshelf will be the delivery platform for eBooks in all our business units."

learning

Learn English on your mobile

mSkills English is an app from Young Digital Planet for students of English, from levels A1 to C. No matter where they are, using their iOS or Android devices, students can study and revise their English and practice their grammar, vocabulary and listening skills. The app contains over 2,500 interactive exercises, 12,000 examples, 24,000 recordings by native speakers, 120 videos, a dictionary with over 7,500 entries and a follow-up functionality.

learning

24/7 mobile learning

In 2012, Young Digital Planet introduced mobile Comprehensive Curriculum, which is a comprehensive revision platform for students aged 11-19 who want to brush up on their knowledge of the arts, sciences and business studies. No more searching the internet, all the information they will need can be found on their mobile devices. The application contains a wealth of enriched content on all major subjects, as well as a reporting system to keep track of progress and results.

Nowa Era and YDP in 2012

- Nowa Era produces 500 new publications and digital solutions in 2012
- Bookshelf used for the creation, publication and distribution of digital books
- mSkills app allows students to learn English on their devices
- Young Digital Planet introduced mobile curriculum

3,500,000
students are learning from Nowa Era's textbooks

38,500
teachers are using Nowa Era's Multibooks

Net sales, EUR million, Poland: **83**

The number of users of eReview of Lower Primary Mathematics increased by:

750%

The mSkills English app contains **2,500** interactive exercises, **12,000** examples, **24,000** recordings and **120** videos

Sweden



learning

Sweden: new curriculum, new material, bigger market share

As one of the largest publishers of educational material in Sweden, changes to the country's national curriculum have given Sanoma Utbildning plenty to do.

The new national curriculum in Sweden replaces the previous framework introduced in 1994. The new curriculum has increased the number of targets that pupils have to meet and defined those targets more specifically. It also contains more accurate instructions on grading.

Balance the requirements

Jerker Bengtsson is an editor at Sanoma Utbildning. Together with authors and illustrators, he develops the content and format of maths methods, both on paper and online as enriched PDFs. Next to Swedish and English, maths is a core subject in Swedish schools and students have to pass these three subjects if they want to graduate.

"If we were to follow the curriculum exactly and do nothing more, the materials would not sell. So we explore ways of making our products and services more interesting and fun. It's a challenge to balance the requirements of all stakeholders, including those of the national assessment centre and the government."

More tablets in classroom

Another development in Swedish education is the growing popularity of tablets in the classroom. Marketer Malin Gaimer has noticed an increase in the number of teachers asking for digital material during the past year or two. "We listen to our

customers and follow up on their demands. Our portfolio of e-books has increased considerably."

Sanoma Utbildning likes to stay in close contact with schools in general and teachers in particular. "We inform teachers of upcoming publications and are quite generous with review copies. We like to make teachers feel they are important, because they are. When we organise events, we mix business with pleasure because teachers should be rewarded and respected for the work they do." The close marketing contact has paid off for Sanoma Utbildning as its market share has increased and sales have risen some 12%.

Utbildning in 2012

- Tablets become more popular in the classroom
- Sanoma Utbildning significantly expands its e-book portfolio
- Market share up, sales increased by some 12%



Ukraine



media

Cosmo shopping

Over 200,000 shopaholics from four major cities in the Ukraine spent their money during the fifth Cosmopolitan Shopping Night. They hunted for discounts of up to 50 per cent on clothes, gifts and concerts and received 5 per cent discount on every payment made with MasterCard or Maestro. The event was announced on bank websites, print, newsletters and shopping centres.



media

Sanoma Media launched Esquire

During its first year on the market, the magazine impressively achieved black figures. The luxury segment in Ukraine is booming and advertisers need a good trustworthy advertising platform for their products. Harper's Bazaar, and now Esquire, take the leading position in this segment and are highly prioritised among readers and advertising partners.

media

Good parenting

On goodhouse.com.ua women can shop, win prizes, find information and exchange stories related to family, beauty, health and the home. The recently launched parenting section offers useful tips and tools for mothers. Goodhouse wants to connect women and some of them make real friends online.

media

High rating for Cosmo.com.ua and Story.com.ua

Bigmir.net is the biggest web portal of the Ukraine and their ratings the most important. Sanoma Media Ukraine owns two of the country's leading three websites, cosmo.com.ua (2nd) and story.com.ua (3rd).

The Cosmopolitan portal has been one of the best visited sites for years, but the success of entertainment news site Story is recent. The higher ratings are due to a change in editorial policy: the choice of topic is determined by its ranking in the search engines. "We choose what celebrity or event we write about, based on their popularity in search statistics", says Galyna Zagurska, Communication Manager Sanoma Media Ukraine.



50% of all pupils in primary schools use a textbook in English from Sanoma Utbildning

More than 60% of all pupils in lower secondary schools use a Sanoma Utbildning maths method

80% of all healthcare methods come from Sanoma Utbildning

Each month Sanoma Media Ukraine has 2,330 subscribers

Other countries



In Central and Eastern Europe Sanoma is also present in Romania, Serbia, Croatia, Czech Republic and Bulgaria.

media

The Cosmo glam sports competitions

In the summer of 2012, Sanoma Hearst Romania organised the Cosmo glam sports competitions to celebrate the Cosmo girls' iconic attitude, drive and the never-say-never spirit. These competitions took place in the largest park in Bucharest. More than 100 girls proved that they would do what it takes to achieve a fabulous look and accepted challenges like running on high heels and cycling while carrying shopping bags.

media

Lucky for some

Cosmopolitan Romania turned 13 this year. Sanoma Hearst Romania considered this to be a lucky number, despite all the superstition that surrounds it. That's why Cosmopolitan organised a party centred on superstitions, with decor inspired by the fateful number 13. Broken mirrors, ladders and umbrellas by the door - all elements designed to ward off evil spirits - entertained the 500 guests.

Harper's Bazaar: fifth anniversary



To celebrate five years in the Romanian market, Harper's Bazaar organised a Full Moon party for close friends, advertising clients, VIPs and media. The event brought together more than 1,000 guests, including famous people from the worlds of fashion and arts. All of them stepped into the cinematographic set-up through the mysterious forest, illuminated by the full moon's brightness.

media

Story in the picture

Sanoma company Adria Media Serbia (AMS) re-launched Story in March 2012. To get exposure, a big re-launch campaign was organised that comprised TV and radio ads, city light ads, branding in city buses, ads in daily newspapers and other AMS magazines, as well as various promotions. Furthermore, Story organised four Story Perfect Weekend events at a café and bar. Free activities like fitness, make up, hairstyles, manicure and astrology advice were available to all visitors.

media

Lisa is 10!

The Croatian magazine Lisa celebrated its 10th anniversary in 2012. From January through to October, Lisa added a 16-page supplement to the regular magazine reflecting Lisa's focus on health, savings, gastronomy, beauty, summer, fun and children. In addition to the supplement, Lisa also published several mini cookbooks throughout the year.

media

STORY pink ribbon action

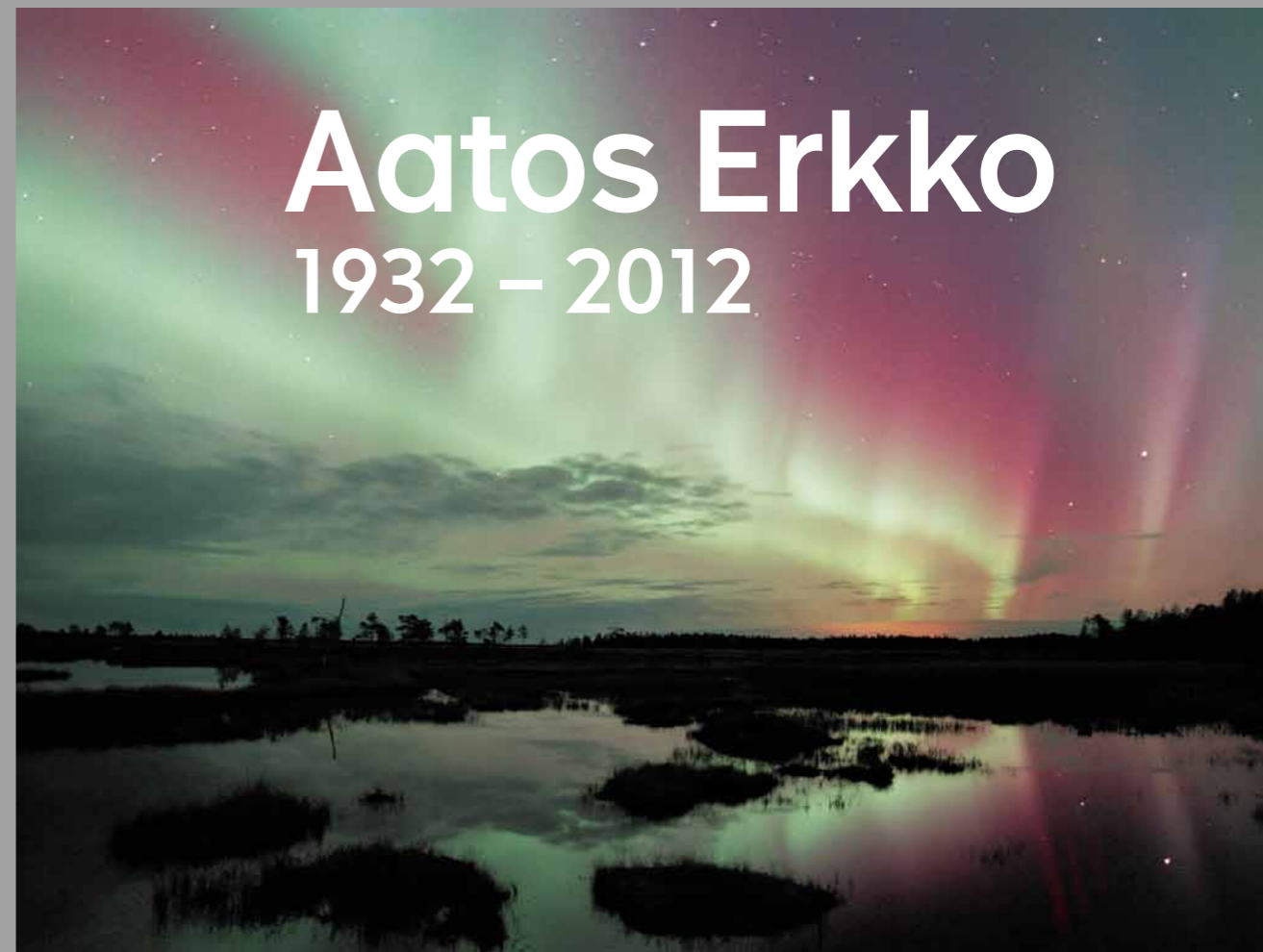
Story magazine marked Pink Ribbon Day on one of Zagreb's squares, selling items and products and donating part of the proceeds to the All for her foundation against breast cancer. The event was supported by Croatian celebrities, as well as the Croatian President and Ministry of Health.

media

Elle celebrates 10th Birthday



Elle magazine celebrated its 10th anniversary with the Elle Style Awards event that was held for the first time in Croatia. Prizes were presented to the best Croatian style icons from different fields of the fashion industry.



Aatos Erkkko 1932 - 2012

Sanoma's long time Chairman of the Board and principal shareholder, Aatos Erkkko passed away on May 5, 2012, leaving behind him a heritage of visionary thinking, bold decision-making and a culture geared toward innovation that we embrace today.

Sanoma's history coincides with that of the Erkkko family, where after his grandfather and father Aatos Erkkko worked from 1953 to 2003. In 1953 he founded and edited and Sanoma's first magazine Viikkosanomat, moved on to be editor in chief of Helsingin Sanomat and then CEO of Sanoma Oy. In 1965 he was appointed Chairman of the Board of Sanoma Osakeyhtiö. He was at the helm when Sanoma merged with publisher WSOY and became a publicly listed company, made major acquisitions such as the Dutch and Russian magazine businesses and entered the television business with Nelonen.

Aatos Erkkko will be remembered for pioneering profit sharing plans, promoting women at all echelons, creating the Sanoma Journalist School and continuing education programs for his employees. He was a widely respected opinion leader both in Finland and abroad. Get the World could have been his motto.

Romania:

20 magazines,
13 websites

Serbia:

12 magazines,
10 websites,
9 digital television
channels

Croatia:

35 magazines,
6 websites

Bulgaria:

12 magazines,
5 websites

Czech Republic:

11 magazines,
11 websites

Board of Directors



Jaakko Rauramo

- Born 1941, Finnish.
- Chairman of the Board of Sanoma, Chairman and CEO 2001–2005, and member since 1999. Term ends in 2013.
- Joined the Sanoma Group in 1966. Served as President and CEO of SanomaWSOY 1999–2001, President of Sanoma Corporation 1984–1999 and was elected to its Board in 1979, General Manager of the Newspaper division and General Manager at Sanomaprint, among others.



Annet Aris

- Born 1958, Dutch.
- Sanoma Board member since 2009. Term ends in 2015.
- Serves as Adjunct Professor of Strategy and Management at INSEAD since 2003.
- Other board memberships, companies: ASR Nederland (the Netherlands), Hansa Heemann AG (Germany), Jungheinrich AG (Germany), Kabel Deutschland AG (Germany), Tomorrow Focus AG (Germany).



Antti Herlin

- Born 1956, Finnish.
- Sanoma Board member since 2010. Term ends in 2013.
- Chairman of KONE Corporation since 2003 and member of the Board of KONE Corporation since 1991.
- Other board memberships, companies: Holding Manutas Oy (Finland) (Chairman), Ilmarinen Mutual Pension Insurance Company (Finland) (Supervisory Board) (Vice Chairman), Security Trading Oy (Finland) (Chairman), Solidium Oy (Finland), YIT Corporation (Finland).



Kai Öistämö

- Born 1964, Finnish.
- Sanoma Board member since 2011. Term ends in 2014.
- Executive Vice President, Chief Development Officer and member of the Leadership Team of Nokia Corporation (Finland).



Nancy McKinstry

- Born 1959, American.
- Sanoma Board member since 2011. Term ends in 2014.
- Chief Executive Officer and Chairman of the Executive Board of Wolters Kluwer (the Netherlands).
- Board memberships, companies: Ericsson (Sweden), Abbott (USA).



Harri-Pekka Kaukonen

- President and CEO
- Born 1963, Finnish.
- 2010 Served Fazer Group as Executive Vice President, Managing Director of Fazer Bakeries & Confectionery Business Area and Managing Director of Fazer Russia. Prior to this served as Head of Division of Fazer Russia and Head of Group Strategy from 2007 to 2009, and from 2003 to 2007 he was the company's CFO.
- Between 1992 and 2003, Kaukonen worked for McKinsey & Company, in the last years as a Partner.



Jackie Cuthbert

- Chief Human Resources & Communications Officer
- Born 1966, British.
- Served Royal DSM N.V. from 2002 to 2011 as Senior Vice President, Global Culture Change; Vice President, Organisation Effectiveness, and Chief Learning Officer.
- Prior to that, served in several executive HRM positions e.g. at Unisys Corporation 1997–2000, Credit Suisse First Boston 1995–1997 and Sainsbury's Plc 1988–1995.



Dick Molman

- CEO Sanoma Media Netherlands
- Born 1954, Dutch.
- CEO of VNU Exhibitions Europe 2002–2006.
- Managing Director of VNU Business Publications 1998–2002, Managing Director of VNU subsidiary Admedia 1995–1998.
- Managing Director of niche publishing company Veldhuis 1991–1995.
- Publishing Director of VNU's youth magazines 1982–1991. Several marketing functions at Dutch publishing group VNU between 1975–2001.



Aimé van Hecke

- CEO Sanoma Media Belgium
- Born 1959, Belgian.
- General Director of VRT, the public radio and television broadcaster in the Flemish-speaking part of Belgium 2003–2006.
- Prior to that held various positions in marketing and media management
- Between 1987 and 1990 acted as publisher at Het Nieuwsblad/De Gentenaar, the second-largest Belgian newspaper.



John Martin

- Chief Strategy and Digital Officer
- Born 1970, British
- Served as COO Learning and member of the Management Board of Sanoma Learning 2009–2011.
- Director of ContentConnected, consulting on online publishing and information services 2006–2009. Acted as Chief Commercial Officer in the Executive Board of Swets Information Services 2004–2006 and Managing Director of Swets & Zeitlinger Publishers 2001–2003.



Rafaela Seppälä

- Born 1954, Finnish.
- Sanoma Board member since 2008. Term ends in 2014.
- Served as SanomaWSOY Board member 1999–2003, President of Lehtikuva Oy 2001–2004, Project Manager at Helsinki Media Company Oy 1994–2000, Sanoma Corporation Board member 1994–1999, among others.
- Board memberships, companies: Globart Projects Oy (Chairman).



Sakari Tamminen

- Born 1953, Finnish
- Vice Chairman of the Sanoma Board since 2009, member since 2003. Term ends in 2015.
- President and CEO of Rautaruukki Corporation since 2004.
- Board memberships, companies: Varma Mutual Pension Insurance Company (Finland) (Chairman).



Seppo Kievari

- Born 1943, Finnish.
- Sanoma Board member since 2003. Term ends in 2013.
- Served Sanoma Corporation 1966–2004 as President and Publisher of Sanoma's newspapers as well as Executive Vice President of Sanoma Corporation and Editor-in-Chief of Helsingin Sanomat.
- Board memberships, companies: Hämeen Sanomat Oy (Finland).



Sirkka Hämäläinen-Lindfors

- Born 1939, Finnish.
- Sanoma Board member since 2004. Term ends in 2013.
- Member of the Executive Board of the European Central Bank 1998–2003 and Governor and Chairman of the Board of the Bank of Finland 1992–1998.
- Board memberships, companies: Kone Corporation (Finland) (Vice Chairman).



Jane Erkko

- Born 1936, Finnish
- Sanoma Board member since 1999. Term ends in 2014.
- Member of Sanoma Corporation's Board 1990–1999 and Vice Chairman of the Board of Helsinki Media Company Oy 1995–1999.
- Board memberships, companies: Oy Asipex Ab (Finland).



Kim Ignatius

- Chief Financial Officer
- Born 1956, Finnish.
- Served at TeliaSonera 2000–2008 as Executive Vice President and CFO.
- Previously worked, among others, as CFO and a member of the Executive Board of Tamro Corporation.



Pekka Soini

- CEO Sanoma News
- Born 1957, Finnish.
- Served in various positions in Helsingin Sanomat since 1980, e.g. as Marketing Director 1998–2004 and as President 2004–2010.



Jacques Eijkens

- CEO Sanoma Learning
- Born in 1956, Dutch.
- Served as CEO of Sanoma Learning since 2004, Malmberg Investments 2001–2004 and Educational Information Group (part of VNU) 1998–2001.
- Joined Malmberg in 1981 (part of Sanoma Learning since 2004) and served in various management and marketing functions.



Anu Nissinen

- CEO Sanoma Media Finland
- Born in 1963, Finnish
- Joined Sanoma in 2001, previous positions as President of Sanoma Entertainment since 2008–2011.
- President of Welho / SW Television 2004–2008 and Marketing Director at Helsinki Television 2001–2004.
- Served in various marketing positions at Sinebrychoff 1990–2000 and at Cultor Ltd 1988–1989.



Heike Rosener

- CEO Sanoma Media Russia & CEE
- Born 1969, German.
- CEO of Bertelsmann Media Polska 2002–2011 and CEO of the Polish consumer book company Swiat Ksiazki 2002–2011.
- Independent strategy consultant 2001–2002.

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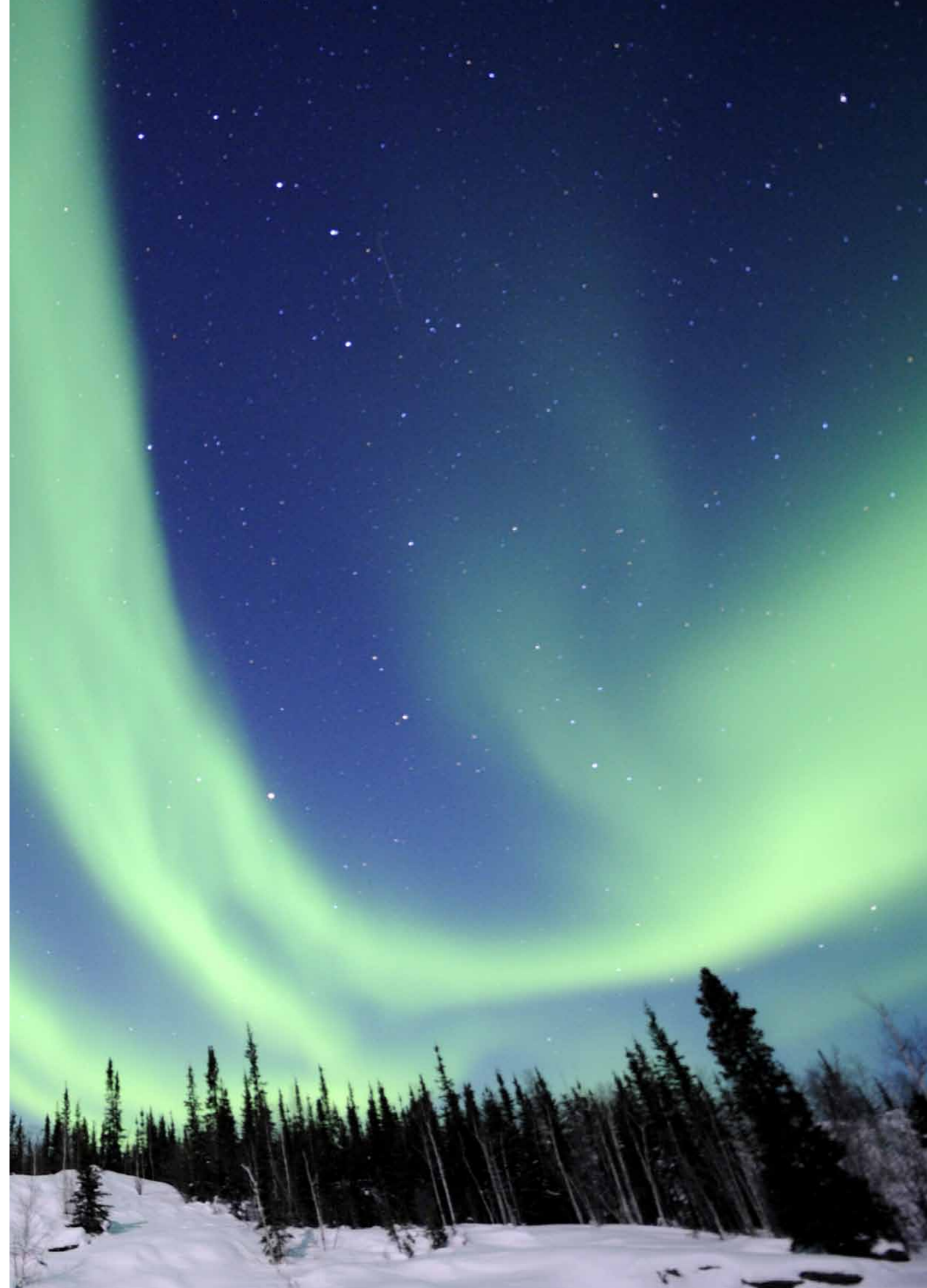
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get the world



“We continued our shift from print to digital media, invested in the growth of our media and learning activities and improved the structure and quality of our organisation.” p. 8

