Key elements of Sanoma's strategy

GET THE WORLD Vision Strategic #1 consumer media company **#1 learning company** Win in two objectives in the Netherlands and Finland in all operating markets segments Lead and Expand from textbooks to services and solutions Digitalise core brands to maintain #1 reach and Digitalise offering and build leading position in relevance grow strategic Transform and software service layer in core K12 markets Increase consumer sales and efficiency focus areas strengthen offering Renew advertising offering in the core Establish cross-platform content innovation and collaboration Invest in growth in digital services: lead generation and Expand footprint (organic and M&A) Enter tutoring business Accelerate growth content Enter emerging markets Fund the journey BE, RU&CEE consumer media assets under strategic review Focus the business Divest non-core assets portfolio Sale and lease-back arrangements, i.e. Sanoma House and Sanomala Group-wide EUR 100 million (gross) cost savings programme plan Cost savings Securing profitability of our core print brands Streamlined support functions Reorganise for growth Organize Combine Finnish organizations New structure as of Capture Dutch media synergies Strengthen product management and digital roadmap to win 1 January 2014 New Sanoma Digital unit across businesses Group wide CTO function to support transformation Capabilities, performance culture and engagement Renew capabilities Change management: accountability of transformation and strategy implementation and culture