

Updated Remuneration Policy and remuneration in 2021

Annual General Meeting 2022, agenda points 10 and 11
Julian Drinkall, Chairperson of the HR Committee

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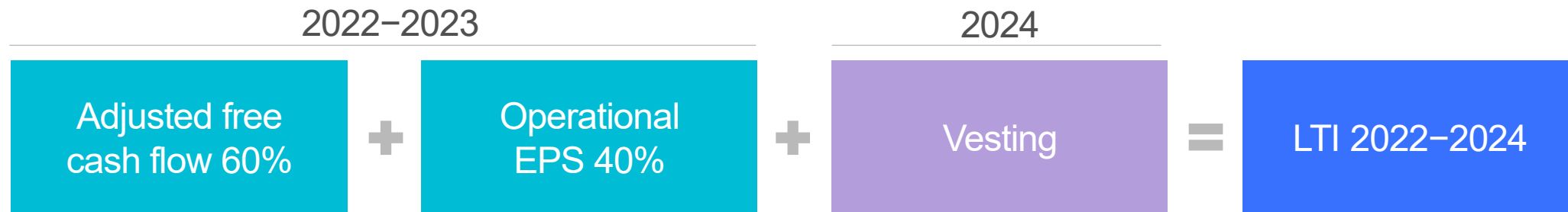
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Update to the Remuneration Policy

- Lengthening of the performance period in Sanoma's long-term share-based incentives to two years from earlier one year, KPIs will remain the same:



- The change is based on the significant transformation of Sanoma in recent years: a leading European K12 learning company with a leading and focused cross-media business in Finland
 - Increased share of the more stable learning business
 - Decreased share of the traditionally declining print advertising business
 - ➔ Stability of the Group's business has increased

Remuneration principles at Sanoma remain unchanged

- Remuneration of Sanoma's executives is designed around the following principles:

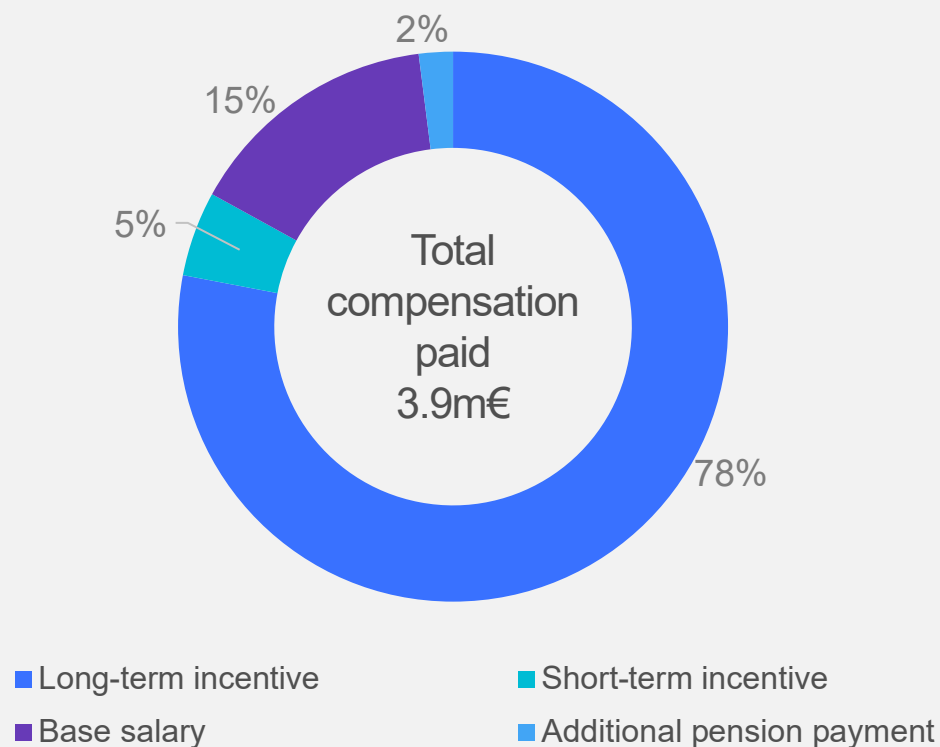


- In 2021, the CEO's remuneration was in-line with these principles
- Detailed information on remuneration is available in the [Remuneration Report 2021](#)

85% of remuneration paid to the CEO in 2021 was variable, reflecting the key remuneration principles

- Total compensation paid to the CEO in 2021 was 3.9m€ (2020: 3.6)
 - 85% variable
 - 90% of variable remuneration long-term share-based incentives
 - 15% fixed
- At the end of December 2021, CEO Susan Duinhoven held in total 459,160 Sanoma shares

Remuneration paid to the CEO in 2021



Weight of sustainability targets in STIs was increased in 2021, will be applied also in 2022

- In 2021, the company's financial and sustainability performance was strong, which is also reflected in the earned remuneration of the CEO
 - STI targets were achieved by 127%
 - LTI targets were achieved by 131%
- In 2022, the STI structure continues to be the same as in 2021
 - Financial targets 80% at the target level
 - Sustainability targets related to employee engagement and data & privacy 20% at the target level

Achievement of STI and LTI targets in 2021

STI targets	Weight	Performance
Operational EBIT excl. PPA	40%	117%
Adjusted FCF	40%	144%
EEI	10%	100%
Data & privacy	10%	122%
Total		127%

LTI targets	Weight	Performance
Adjusted FCF	60%	144%
Operational EPS	40%	110%
Total		131%

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