Welcome to Alma Media
CAPITAL MARKETS DAY 2013

LIVING INFORMATION
## Program

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<th>TIME</th>
<th>TOPIC</th>
<th>SPEAKERS</th>
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<tr>
<td>8.30</td>
<td>Morning coffee</td>
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<td>9.00</td>
<td>Driving transformation in the media business</td>
<td>Kai Telanne, CEO</td>
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<td>9.45</td>
<td>Spearheads for growth</td>
<td>Kari Juutilainen, SVP, Alma Regional Media</td>
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<td></td>
<td>News</td>
<td>Kari Kivelä, SVP, IL-Media</td>
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<td>Lifestyle</td>
<td>J-P Loimovuori, SVP, Kauppalehti Group</td>
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<td>Career</td>
<td>Raimo Mäkilä, SVP, Alma Marketplaces</td>
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<td>Business</td>
<td>Minna Nissinen, SVP, Alma Diverso</td>
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<td>10.45</td>
<td>Coffee &amp; Alma Expo</td>
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<td>11.15</td>
<td>Financial waypoints</td>
<td>Juha Nuutinen, CFO</td>
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<td>11.45</td>
<td>General Q&amp;A</td>
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<td>12.00</td>
<td>Closing remarks</td>
<td>Kai Telanne, CEO</td>
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<td>12.15</td>
<td>Lunch with management</td>
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Driving transformation in the media business

KAI TELANNE, PRESIDENT AND CEO
CAPITAL MARKETS DAY, HELSINKI 27/11/2013
Strategic offerings will make us a winner.
Creating multimedia services for people in the digital world.
Our basic beliefs

MISSION
For individual freedom and well-being.

SUSTAINABLE MEDIA
Sustainable media cultivates traditional journalistic values while integrating broader corporate responsibility in all operations.

VISION
The most exciting provider of information, service and experiences. The company sets the stage for the future of media.

VALUES
Freedom and pluralism of journalism
Team play
Courage
Alma Media today – growing internationally
Alma Media today – growing internationally

NET SALES 2012, MEUR

320

FULL-TIME EMPLOYEES 2012

1950

FINLAND

OTHER COUNTRIES

12%

OTHER COUNTRIES

30%
Market dynamics
Fundamental change drivers

ECONOMIC DOWNTURN REDUCES ADVERTISING SPEND AND MEDIA CONTENT PURCHASES

DIGITALISATION IMPACTS THE MEDIA CONSUMPTION AND ADVERTISING MIX
Ad volumes tied to GDP development

Sources: Statistics Finland, Advertisers' Council, TNS
Weak market conditions prevail

2013 YTD Advertising Market Change

Source: TNS
This impacts business dynamics

CHANGE Q3 2013 VS.Q3 2012

ADVERTISING SALES (COMBINED)

-5,5%

SERVICES REVENUE

1,4%

CONTENT SALES

-5,2%

AD SALES IN DIGITAL CHANNELS

7,9%

AD SALES IN PRINTED NEWSPAPERS

-13,5%
In weak market, cost control is important

CHANGE Q3 2013 VS. Q3 2012

<table>
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<tr>
<th></th>
<th>Revenue, change</th>
<th>Total cost, change</th>
<th>EBIT w/o one-off items, change</th>
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<tr>
<td>NEWSPAPER</td>
<td>-10,5%</td>
<td>-5,3%</td>
<td>-48,8%</td>
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<tr>
<td>KAUPPALEHTI GROUP</td>
<td>-3,5%</td>
<td>-6,4%</td>
<td>+23,1%</td>
</tr>
<tr>
<td>DIGITAL CONSUMER SERVICES</td>
<td>+3,9%</td>
<td>-0,4%</td>
<td>+33,2%</td>
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<tr>
<td>OTHER</td>
<td>+3,9%</td>
<td>+2,7%</td>
<td>-33,6%</td>
</tr>
<tr>
<td>GROUP TOTAL</td>
<td>-6,1%</td>
<td>-3,3%</td>
<td>-28,8%</td>
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Need for cost control and productivity measures is the new normal in media.
More importantly, focus needs to be on innovation, growth and creating value from digital information.
Changes in business dynamics impact key figures. Still, publishing is a solid base..

Segment share of group revenues, revenue and EBIT development. YTD Q3 2013, %
Changes in business dynamics impact key figures. Still, publishing is a solid base...for digital growth.
Media is in rapid transition.
We are well prepared and awake.
Investing in digital
Home market investments to support digital growth

Examples 2012 - 2013:
- Kauppalehti.fi digital content packages and mobile apps
- Iltalehti Plus
- Regional paywall and tablet trials
- E-kontakti.net acquisition
- Additional services for Etuovi.com
- Audience targeting toolkit AlmaScope
International investments and partnerships support digital growth

2012:
Alma Media invested 70 mEUR in market-leading recruitment portals in the Baltic states, Czech Republic, Slovakia and Croatia.

2013:
Alma Media and Monster partnered in career services across the area. New countries Poland and Hungary.
Room for growth in digital channels

ONLINE AD SPEND PER CAPITA (€)

SOURCE: ADEX BENCHMARK
5 inspiring trends in digital advertising

- VIDEO
- DYNAMIC; TARGETED ADVERTISING
- RESPONSIVE ADVERTISING
- BIG SCREEN INTERNET
- BRAND ADVERTISING
Building the future
Strategy 2013

We will accelerate in 2014

DEVELOP PUBLISHING
Multimedia access to news.
Securing cash flow from the publishing business.
Utilising the new printing facility.

DIGITAL GROWTH
Fostering organic growth in the service business.
Integration of the acquired businesses.

AGILE GROUP
Strategic agility.
Leadership skills.
IT systems.
Mission:

BY 2020

50% DIGITAL

win the transformation game.
Moving towards 2020

ALMA MEDIA TODAY

DIGITAL 28% OF REVENUE
- Digital services and advertising growing with good profitability levels
- Digital content income picking up
- Print revenues suffering from digitalisation and from economic downcycle

ALMA MEDIA TOMORROW

The most exciting provider of information, service and experiences. The company sets the stage for the future of media.

DIGITAL 50% OF REVENUE BY 2020
- A booming digital services business
- A revitalised newspaper business
- Digital services and media growing
Focus areas 2014

MULTICHANNEL CONTENT

DIGITAL SERVICES

MARKETING SOLUTIONS

RESOURCES & SKILLS
Focus areas 2014

MULTICHLANNEL CONTENT
- Group-level multimedia service solutions
- Audience targeted advertising and analytics
- Mobile and web-TV advertising

DIGITAL SERVICES
- Forerunner in digital business competencies
- Cross marketing and online traffic direction
- IT investments and harmonisation

MARKETING SOLUTIONS
- Paid digital content
- Content cooperation
- Use of group-level thematic content

RESOURCES & SKILLS
- Alma Career business growth and synergies
- Broadened offering for home market digital consumer services
- Widened revenue streams for digital business
Spearheads for Digital Growth