



Strategic directions

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Strategic directions

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- Strong position in the domestic market
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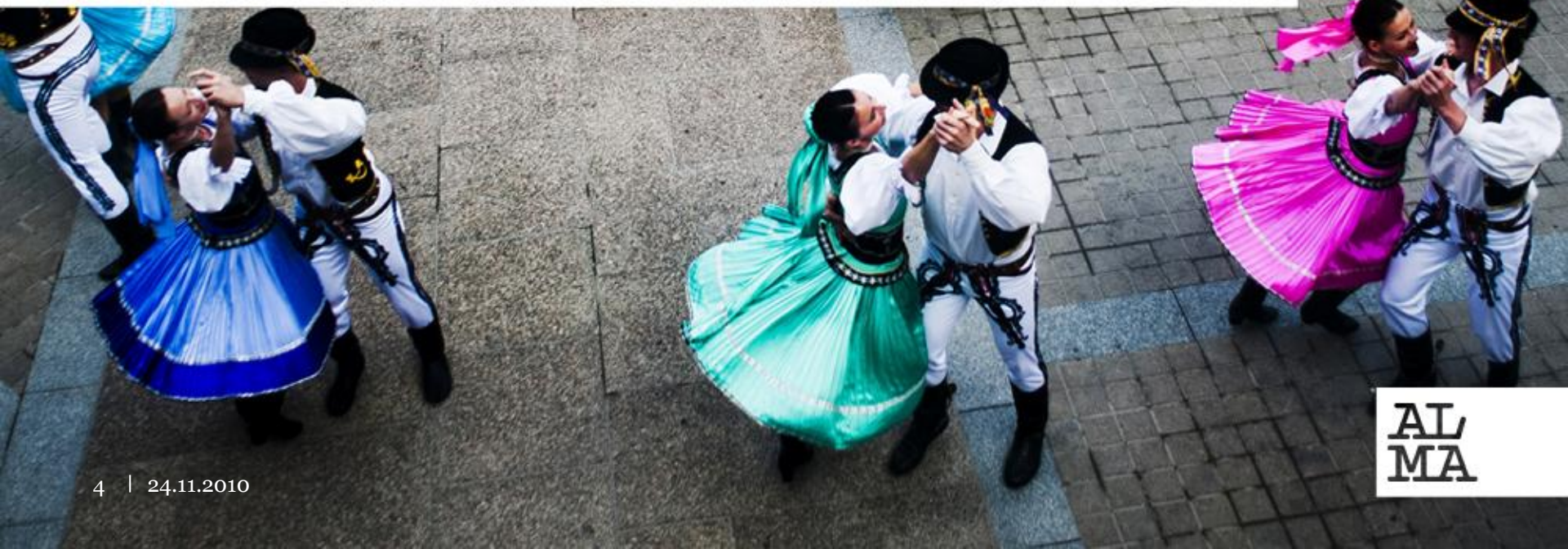


Since one year ago...





Alma has been renewing operations



Some examples of the renewal

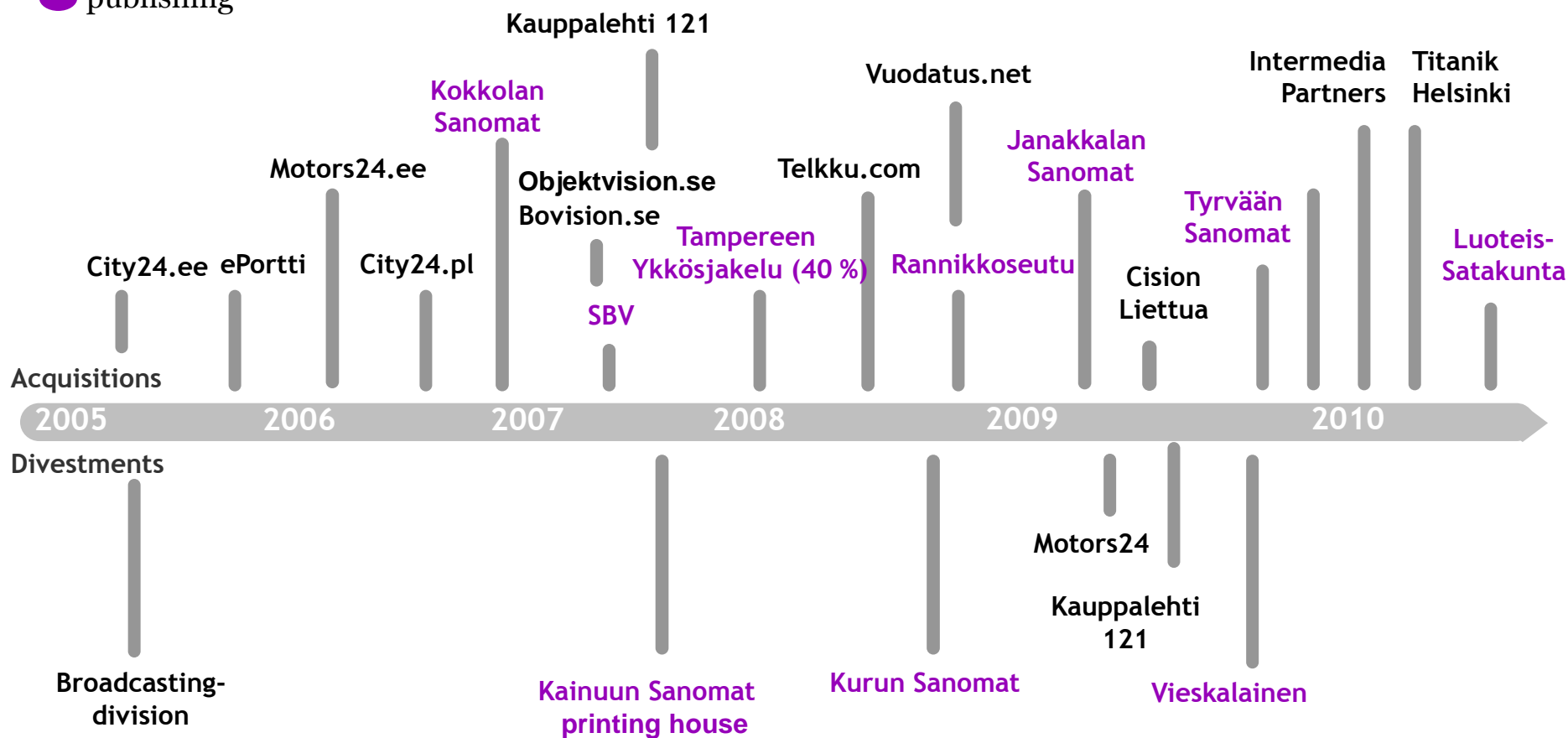
- Renewal of several regional newspapers.
- The cooperation with Arena Partners in national marketplaces business.
- Replacement investment decision of the Tampere newspaper printing facility (50 MEUR).
- Printing and distribution business unit, Alma Manu, started.
- Small-scale but strategically important acquisitions.

Acquisitions and divestments

- online services
- publishing

In 2010 also:

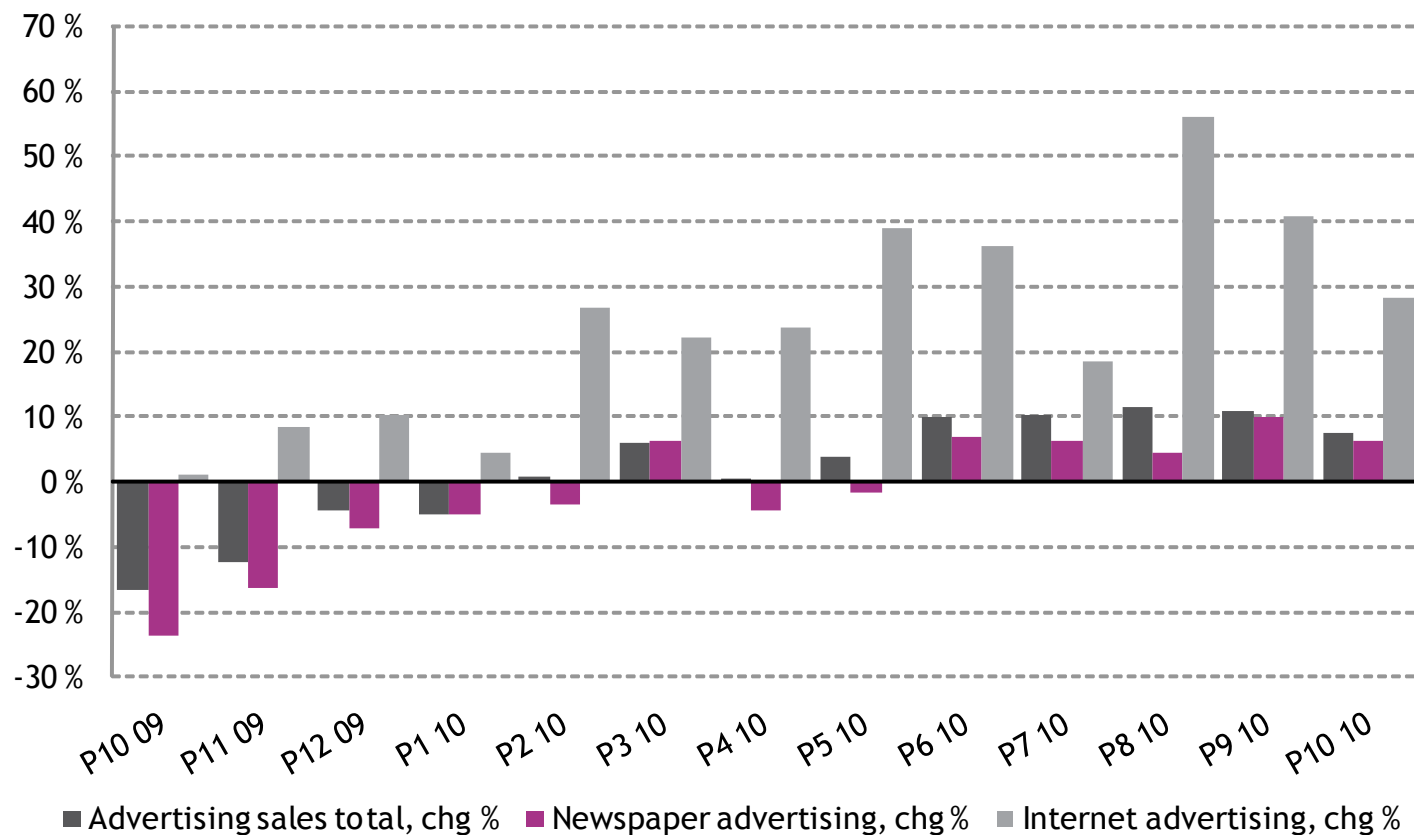
Arena Interactive, 35% share
Kotikokki.net, from 40% to 65% share
Kateetti Oy, 24% share
Marknadspriser.se, 60% share





Advertising market slowly picking up

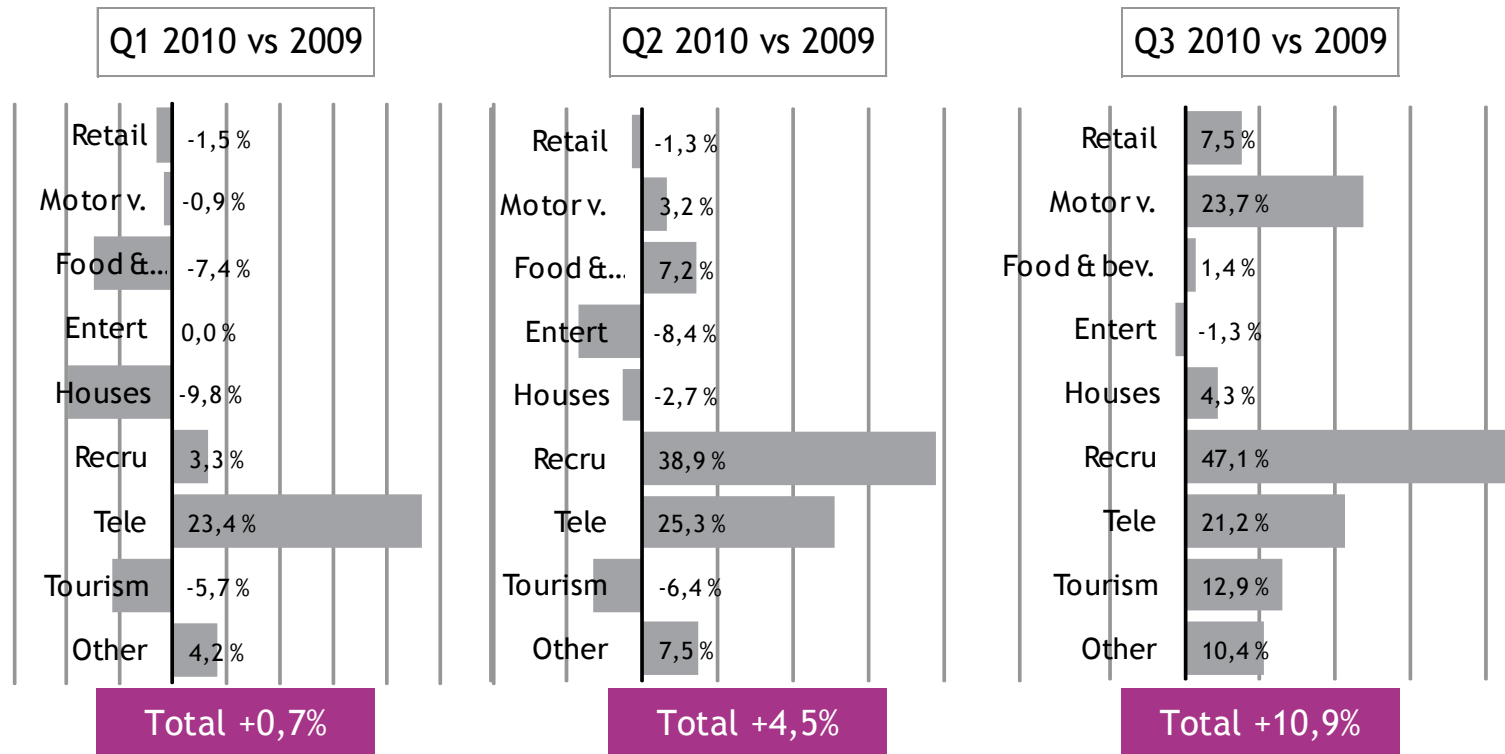
Advertising sales change 10/2009 - 10/2010



* Source: TNS Media Intelligence

Advertising change by branch

Total market; change from previous year

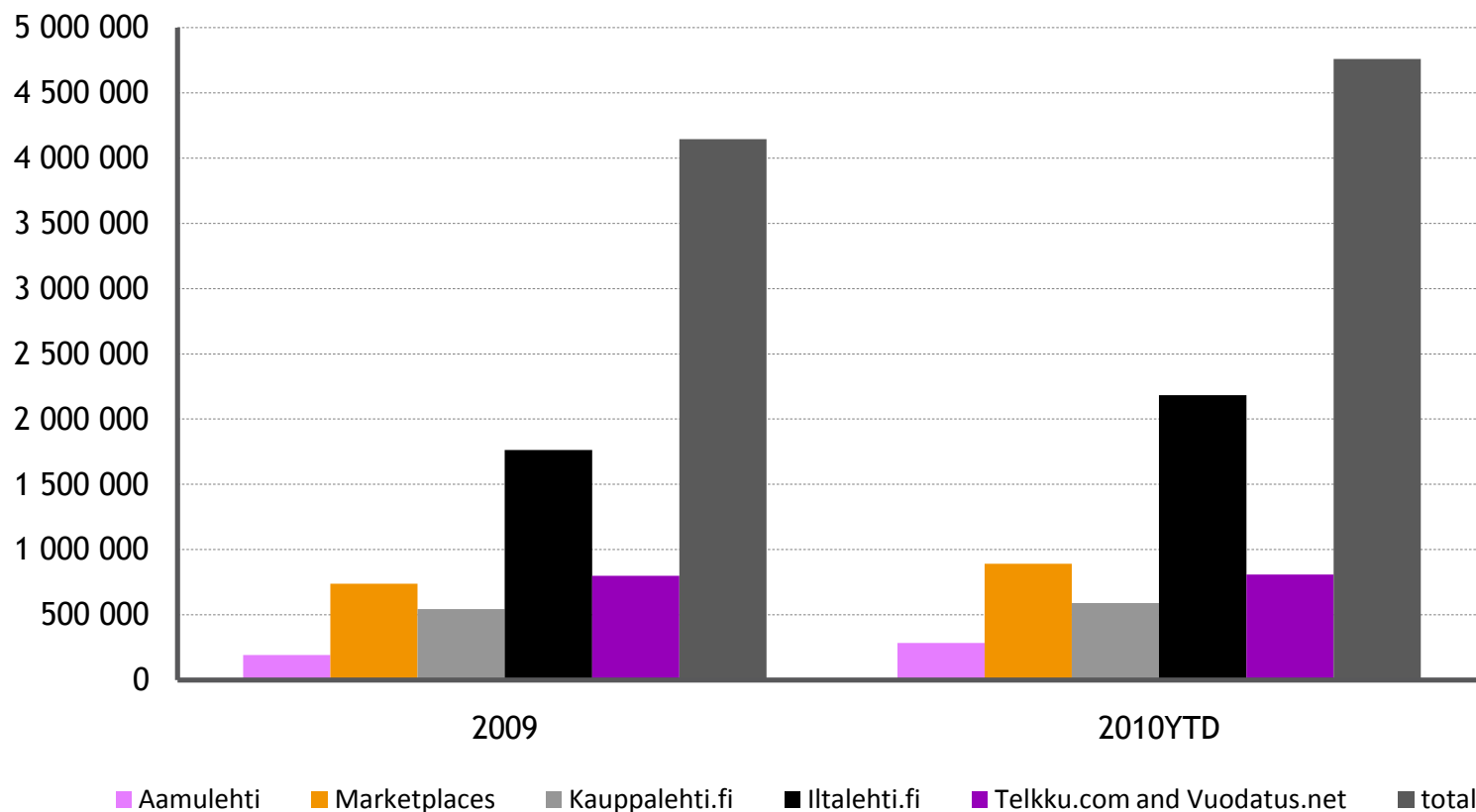


Source: TNS Media Intelligence

A close-up photograph of a man with a beard and mustache, holding a large, multi-colored comb to his mouth. The comb is held vertically, with the teeth pointing upwards. The man's mouth is open, and the comb is positioned as if he is about to bite it. The background is blurred, showing some mechanical parts and a yellow surface. A white rectangular text box is overlaid on the lower half of the image.

People have been busy
consuming media

Online keeps attracting more visitors



Annual average visitors numbers.
Overlapping use not taken into account.

People continue to read printed media

	Readers ('000)	Change, %
Iltaalehti	654	+1.6
Aamulehti	310	-1.6
Kaupparehti	229	-0.4
Satakunnan Kansa	134	+3.9
Lapin Kansa	85	-4.5
Kainuun Sanomat	58	-3.3
Pohjolan Sanomat	53	-7.0

Readership change 2009. The gross readership of all daily newspapers declined 1.8 %.

Source: KMT (National Media Study) 2009

Print circulations in slow decline

	CHANGE 2007-2008	CHANGE 2009-2010	TREND 2010-2011
Alma Media's regional newspapers	-0,5%	-2 - 3 %	Expected stabilising slight decline.
Kauppalehti	+6,5 %	-9,1%	Stabilising after controlled cutting of free circulation copies and economic downturn.
Iltaalehti	-8,2 %	-8 %	Downward trend continues due to a structural change in the afternoon tabloid market.

Sources: Alma Media, Finnish Circulation Audit

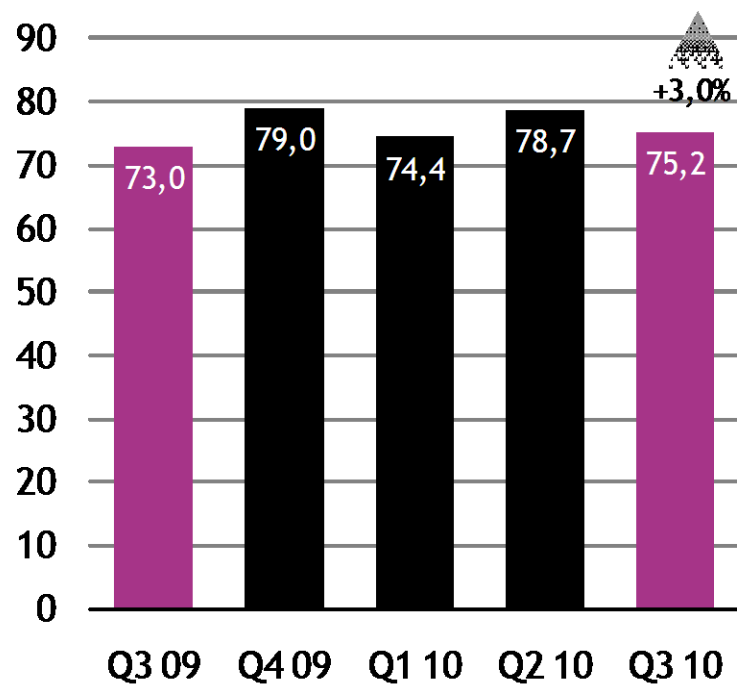


We have kept our numbers
healthy

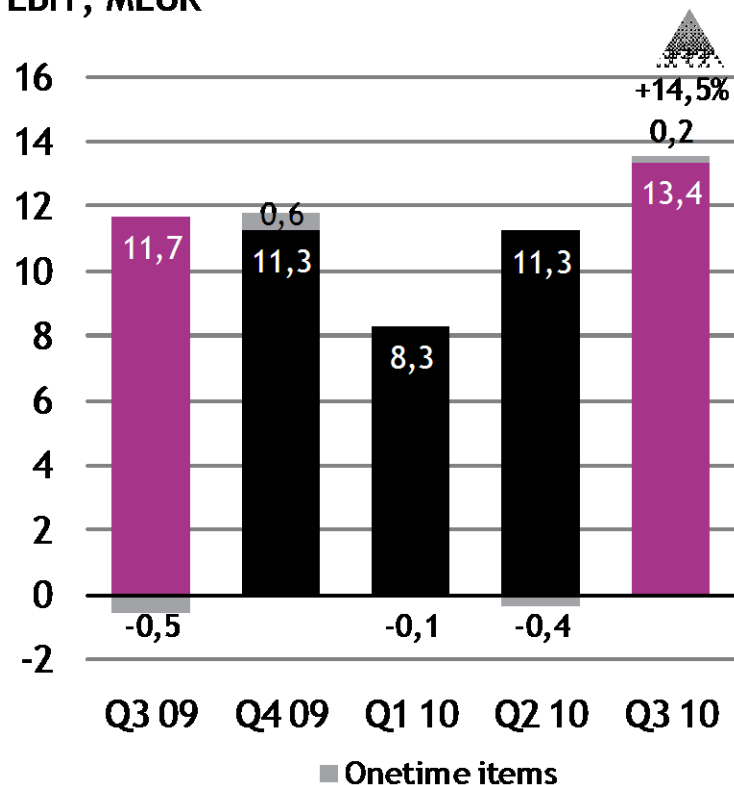
Net sales and EBIT development

IFRS

Net sales, MEUR



EBIT, MEUR



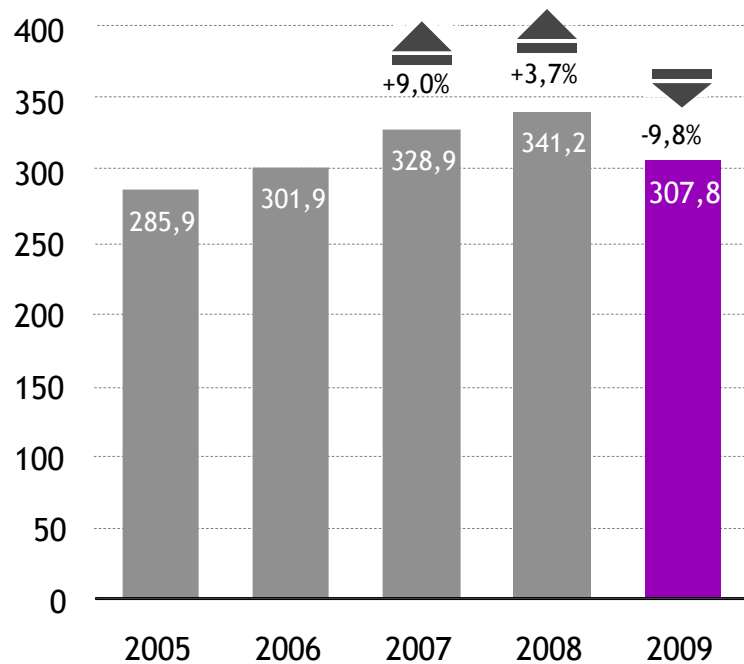


Sustained financial performance

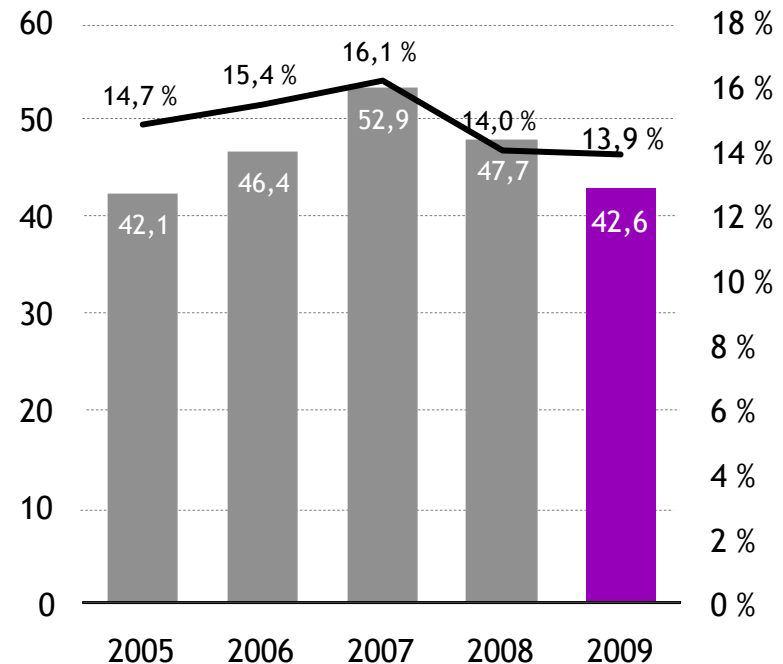
Key figures 2005 - 2009

Without one-time items

Net sales MEUR



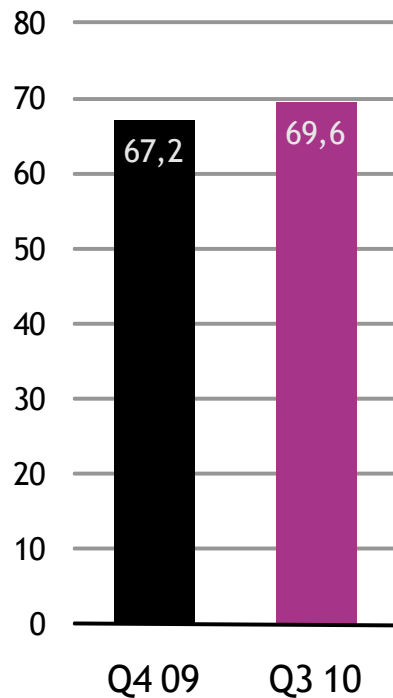
EBIT, MEUR & margin (%)



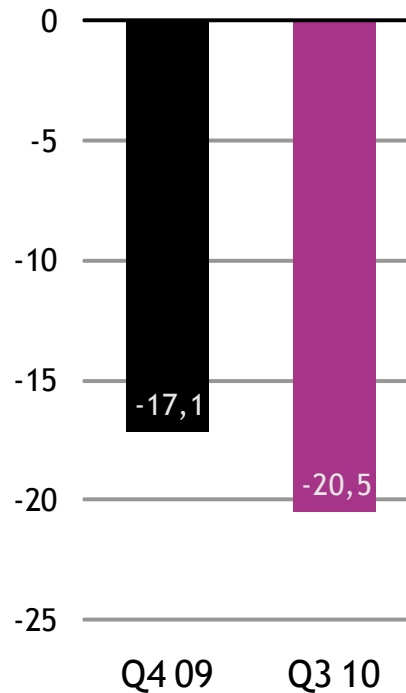
Key ratios in 2010

IFRS

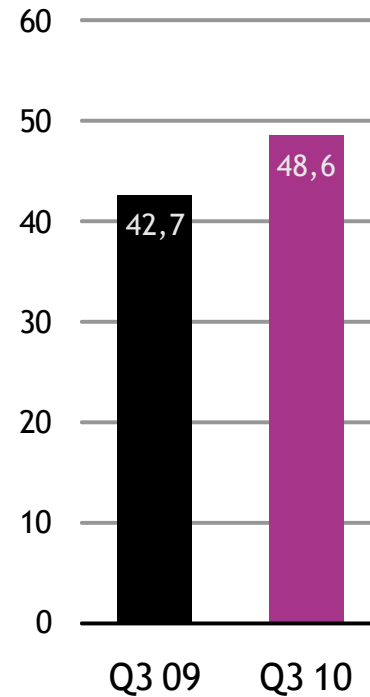
Equity ratio, %



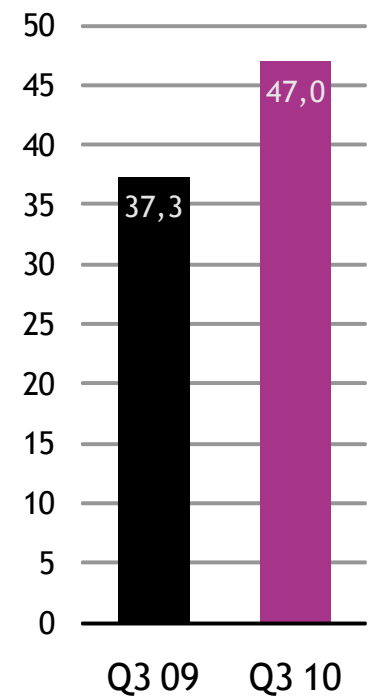
Gearing, %



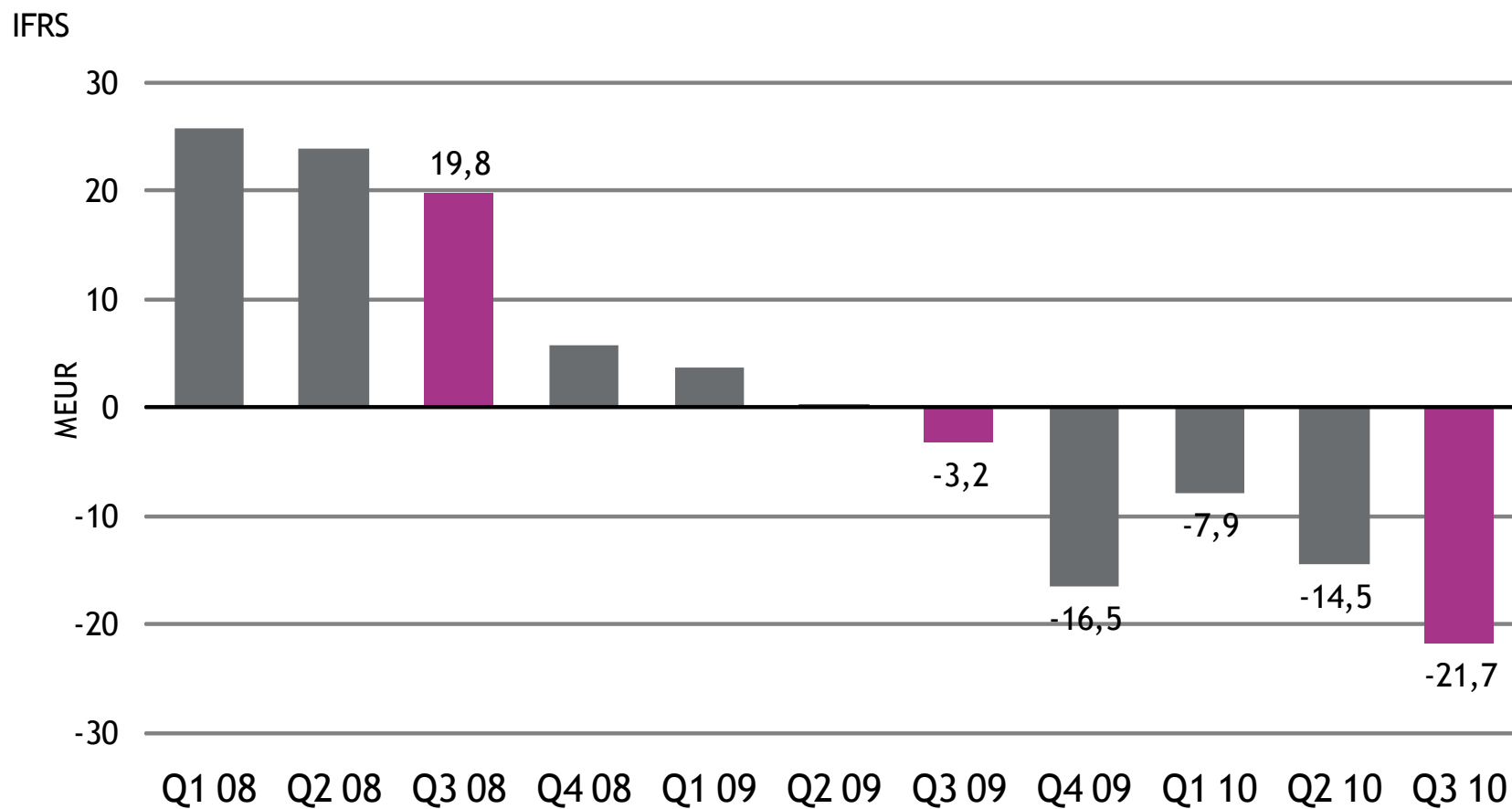
ROE%



ROI%



Net debt, MEUR





Strong position in the market

Alma Media in line with the market

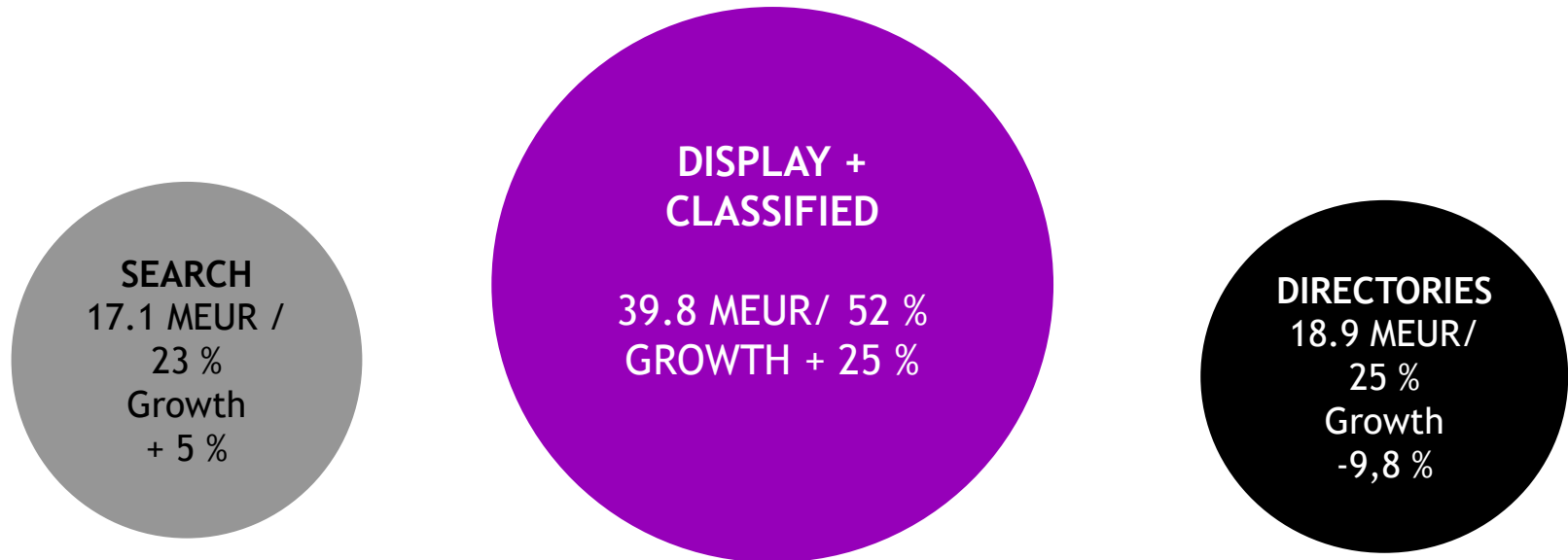
Alma Media vs. market

Change, %	Market Q1-Q3 10 *	Alma Media Q1-Q3 10
Newspapers total	1,9	0,6 **
Magazines	-3,3	-
Television	9,5	-
Radio	6,4	-
Internet	33,6	26,0
TOTAL	5,3	5,1

* Source: TNS Media Intelligence

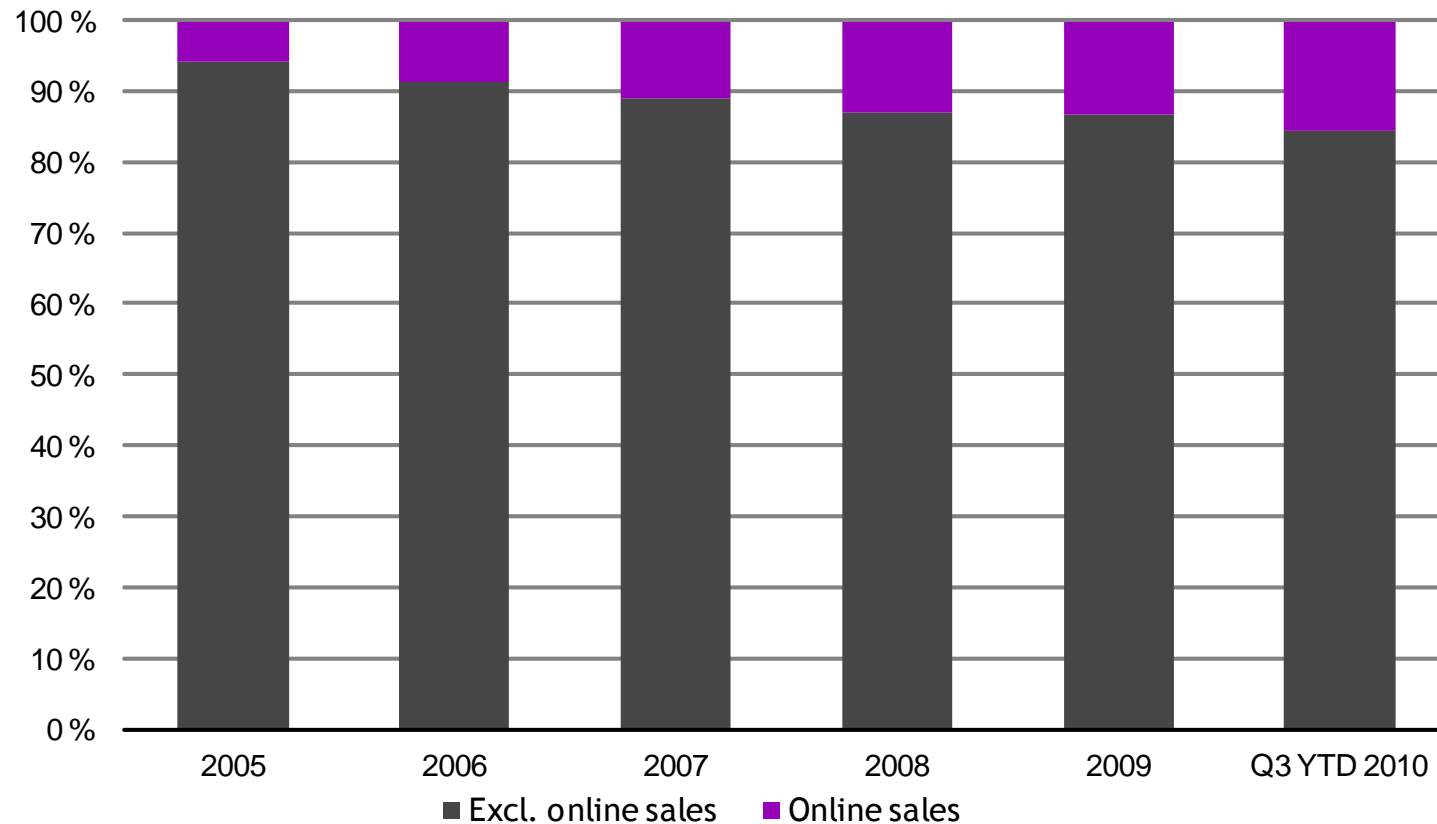
** Newspapers segment (excl. online services), Kauppalehti and Etuovi print; ongoing operations

Market for display and classified advertising growing fast



Source: IAB Finland

At Alma, the share of online sales is growing





Near-term outlook of media transformation

A complex set of revenue streams



Source: Shaping the Future of the Newspaper

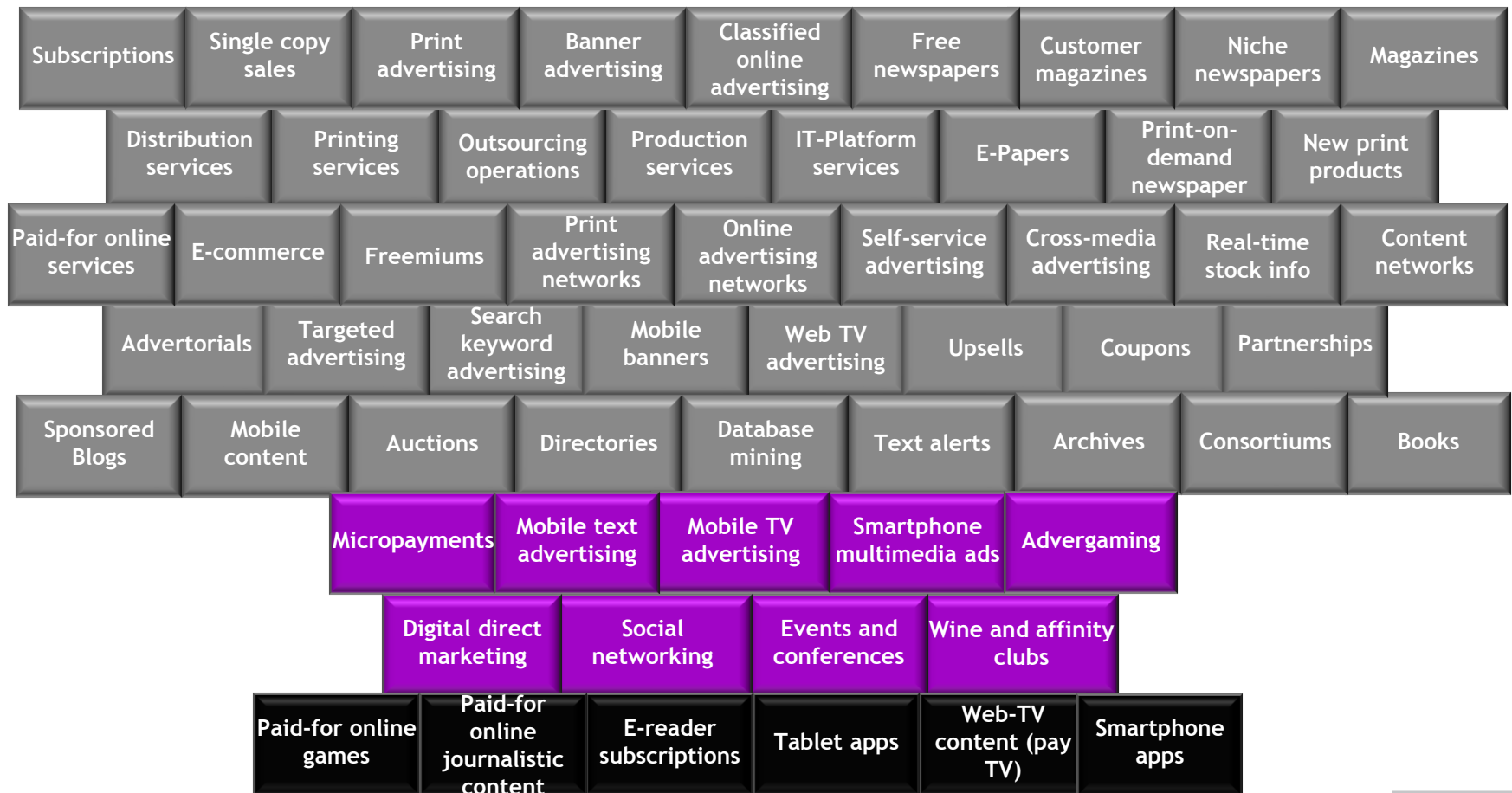
© WAN-IFRA 2010

Alma's Revenue Model Mosaic

Revenue model
used widely
In Alma

Revenue model
tested in
some parts of Alma

Revenue model
under development



Source: Adapted from WAN-Ifra's The New Revenue Model Mosaic by Alma Media Management.

Different media channels, different game



Content for a reader

Local content
News analysis
Debate
Meaningfulness
Entertainment
Content by professionals

Fast news
Topical issues
Entertainment
Web TV, video
Services
Content by professionals and users

News in brief - right now
Location-based and other services

Multimedia news media content experience
Beneficial services

Business model

Subscription fee
Single copy sales

Freemium
Micro/nano payments

Paid for

Subscription-based
Single issue sales

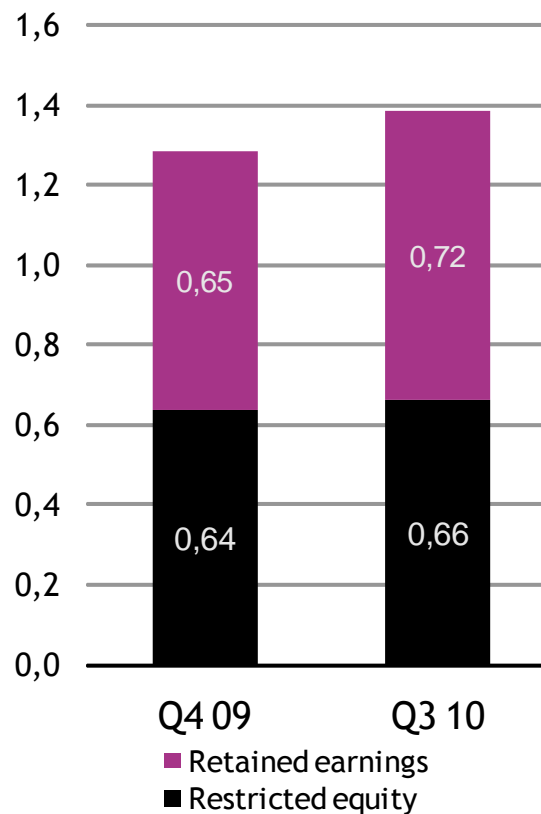
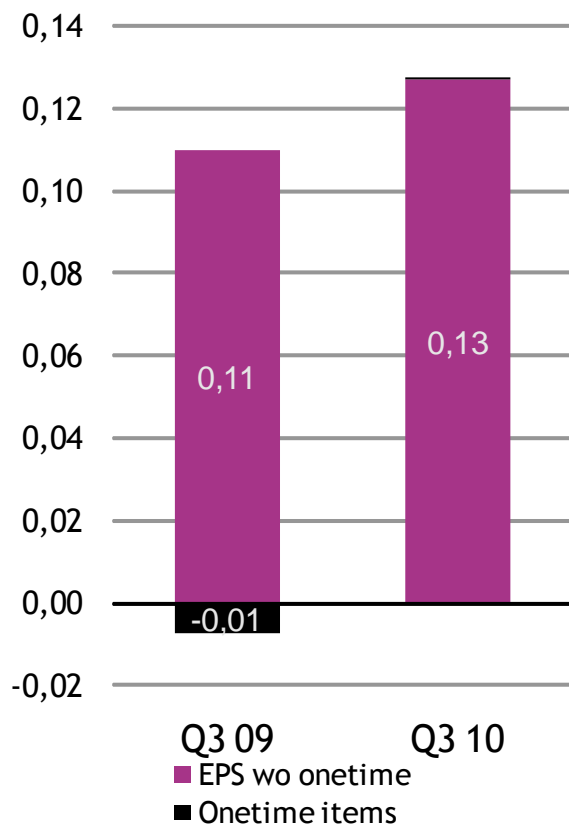
Packages for subscribers

Advertising income

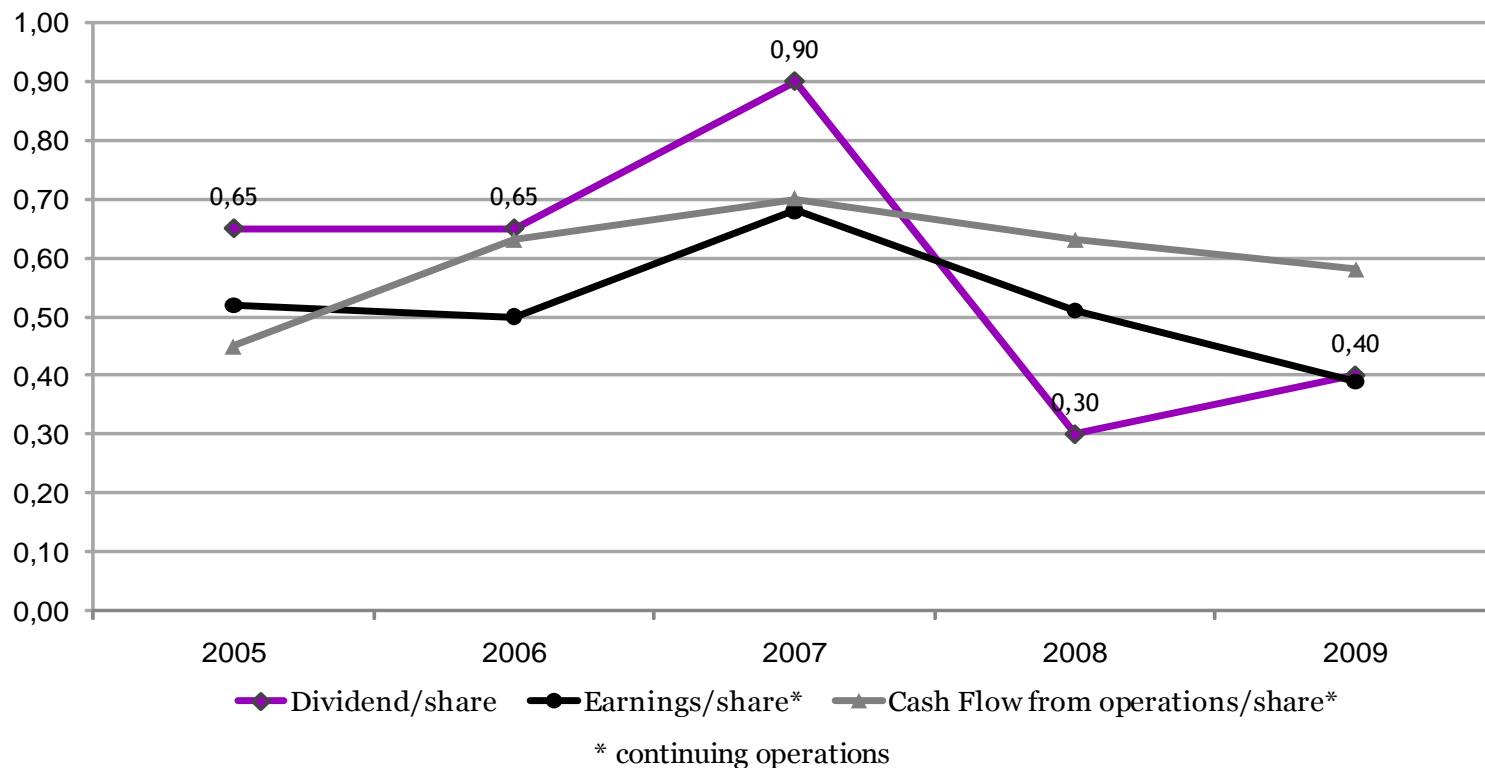
An aerial photograph of a crowd of people gathered on a paved street. In the center, a person wearing a grey hoodie and a white cap is operating a video camera on a tripod. To their right, another person in a black shirt and a tan cap is also operating a camera. The crowd consists of people of various ages and clothing, some looking towards the camera operators. A small white cup lies on the ground near the camera operators. The scene is captured from a high angle, looking down on the group.

Creating value, creating growth

Earnings already above 2009 level



Healthy dividend over the years



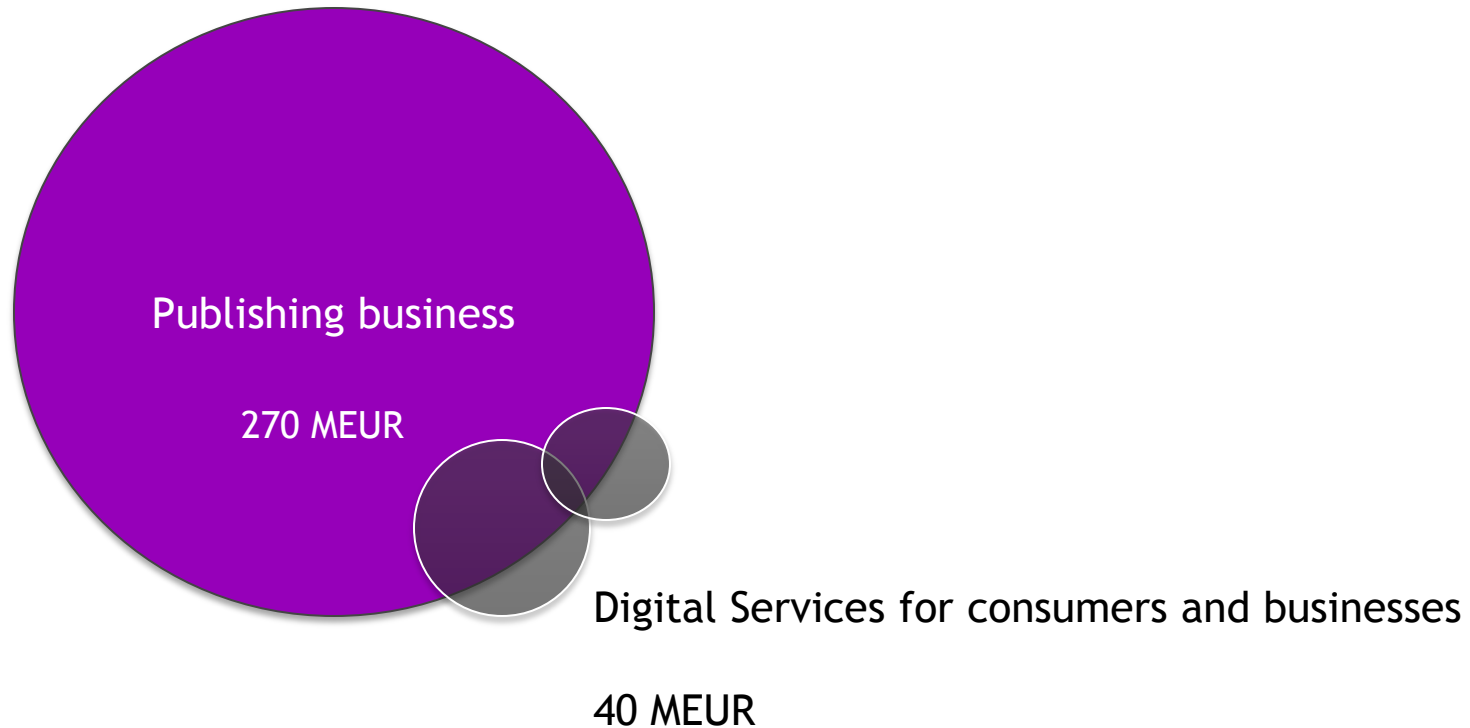
Dividends and effective dividend yields 2005-2009					
	2005	2006	2007	2008	2009
Dividend, eur	0.65	0.65	0.90	0.30	0.40
Effective dividend yield	8.5%	7.0%	7.7%	6.1%	5,3 %



Our goal

is to grow through creating value for our customers

Alma is a pure publishing company, or is it?



Dynamics of the business environment 1/3

The society is digitalizing, e-commerce is growing

- E-services and e-commerce grow as the usage of internet becomes more regular, the array of services expands and as the consumers gain confidence to e-commerce and e-payments.
- Lack of time and ease of buying support the growth of e-commerce and e-services.
- Social media enables the empowerment of the consumers.

The growth of the digital media continues

- Internet is consumed through a variety of terminals. Multi-channel usage becomes a mundane element of media business and media consumption.
- Media is consumed when a consumer sees it fit. The popularity of on-demand services grows.
- Use of mobile services and videos over internet increases.
- Social media will take a significant role in communications.

Dynamics of the business environment 2/3

The share of digital advertising increases year after year

- The structural changes in media advertising caused by the recession remain partially permanent.
- The significance of targeting in advertising increases. Measuring of advertising gets more efficient, supporting digital advertising.
- Local online advertising grows thanks to new, easy solutions suitable also for smaller-scale advertisers.
- Video advertising becomes more popular, mobile advertising takes off.

The profitability of the traditional media companies under pressure

- The playground of communications and advertising become more fragmented.
- The decline in circulations accelerates.
- The need to renewals increases, multi-channel media is a necessity.
- Paper and distribution costs under severe pressure for price increases.
- The chase for new growth areas forces the players to seek new businesses. Some remain at the traditional media business.

Dynamics of the business environment 3/3

Growth is enabled by development, which requires investments

- Product and service development utilizing the resources of the whole personnel is needed, together with investing in the competence development and the organization's ability to renew itself.
- Stakeholders involved in development projects
- The standard for the development and technology projects is rising. It gets more difficult to find skillful partners while project management and leadership take an important role.
- Development cycle gets faster, the number of new services launched will increase, business boundaries dissolve.

Cooperation and deeper partnerships may be useful

- Increasing development needs and scant growth potential in traditional media business will lead to consolidation and deeper cooperation in the media sector, also across industry boundaries.
- Revenue share business model will become more popular.
- Investments in newspaper printing will enhance planning for cooperation and more healthy capacity in longer term.
- In technology development projects, resources in countries of lower-cost level are utilized.

Strategic cornerstones

RENEWAL

Transformation of media

NEW BUSINESS AREAS

Growth from digital consumer
and business services

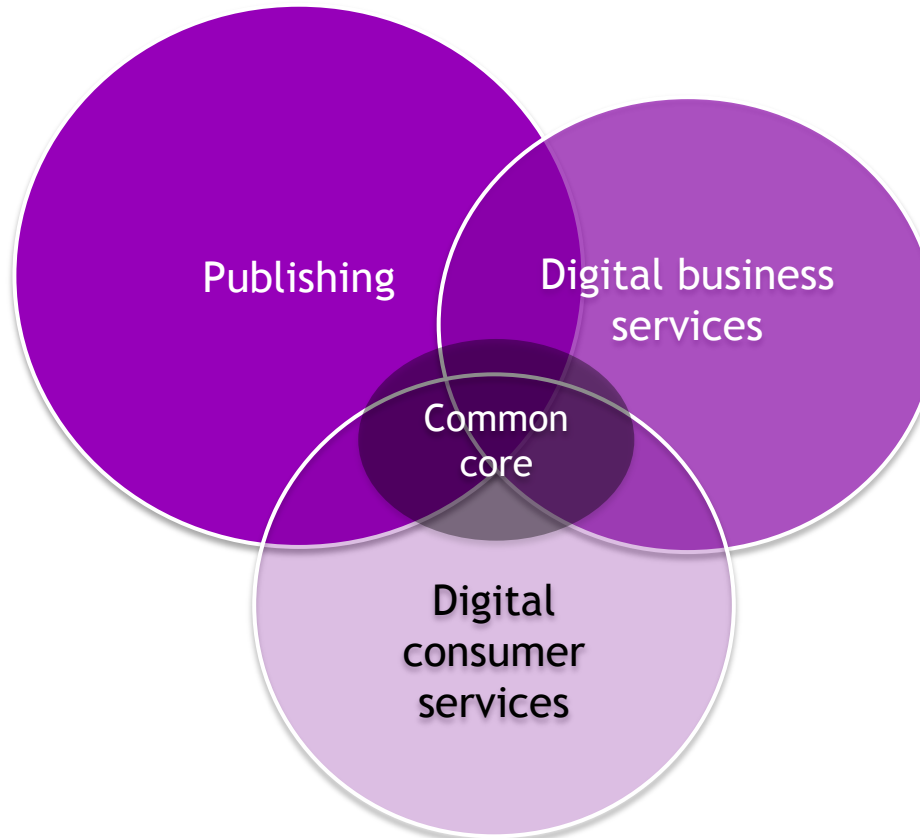
COOPERATION

The utilization and strengthening of
the sources of competitive advantage

Redefining Alma Media

PUBLISHING

- Regional media
- Business media
- Afternoon tabloid media
- Mobile services and IPTV support



DIGITAL BUSINESS SERVICES

- Information, analysis and other online services
- Solutions for marketplaces and marketing

DIGITAL CONSUMER SERVICES

- Marketplaces combining information, supply and demand with experience



Questions?