



November 28th 2017

Digital transformation and strategic highlights

Kai Telanne, President and CEO, Alma Media



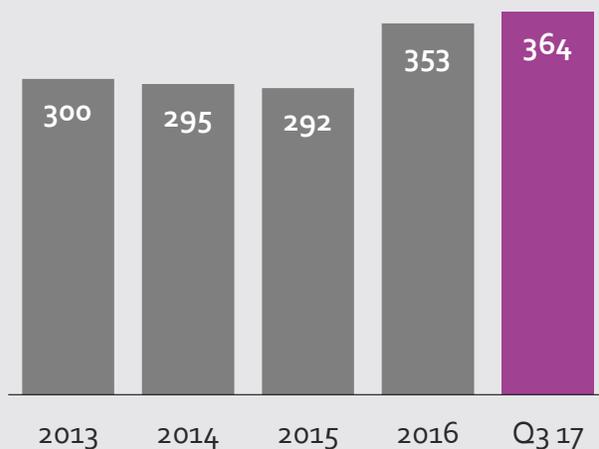


Our digital transformation is well on track...

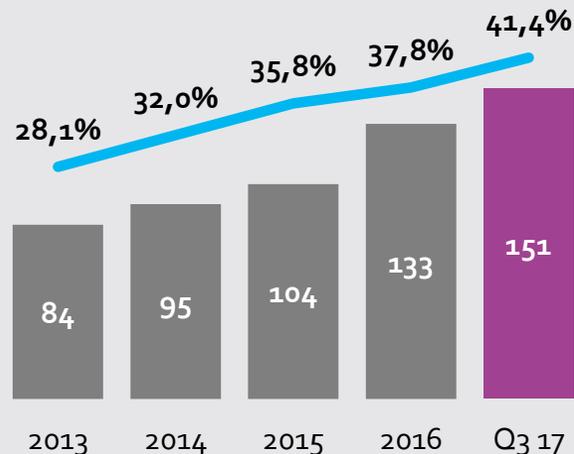
- Thorough consumer insight with matching vision on technology
- Leading technology in products and services.
- Well adapted to market change, boosting it by digital M&A.
- Improving profitability due to changed business mix.
- Competitive advantage through agility and cross-unit synergies and cooperation.

Digital transformation delivers growth and profitability

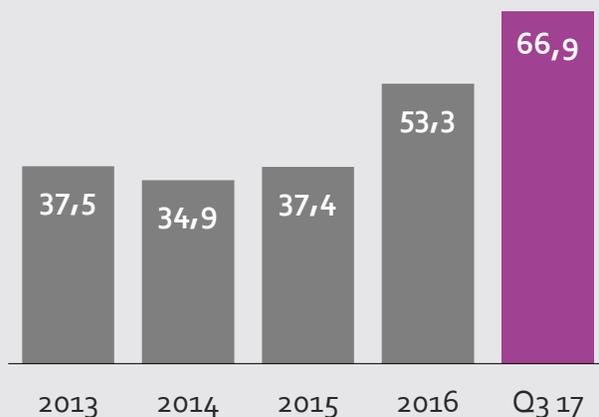
Revenue 2013–Q3 2017, MEUR, rolling 12 months



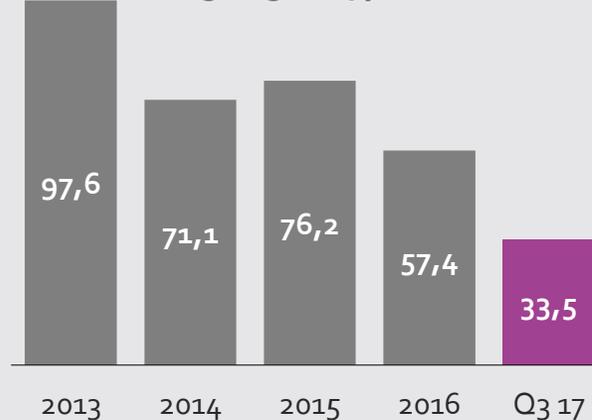
Digital business 2013–Q3 2017, MEUR rolling 12 months



EBITDA 2013–Q3 2017, MEUR, rolling 12 months



Net debt 2013–Q3 2017, MEUR



Strong market position

Leading brands and technology

 MARKETS

#1



in recruitment
platforms in
7
European
countries

 MARKETS

#1



Property sales &
rental portal
#2
Car portal
in Finland

 NEWS & LIFE

#2



Online news in
Finland

 TALENT

#1



Financial and
professional
media and
services
in Finland

 REGIONS

#2



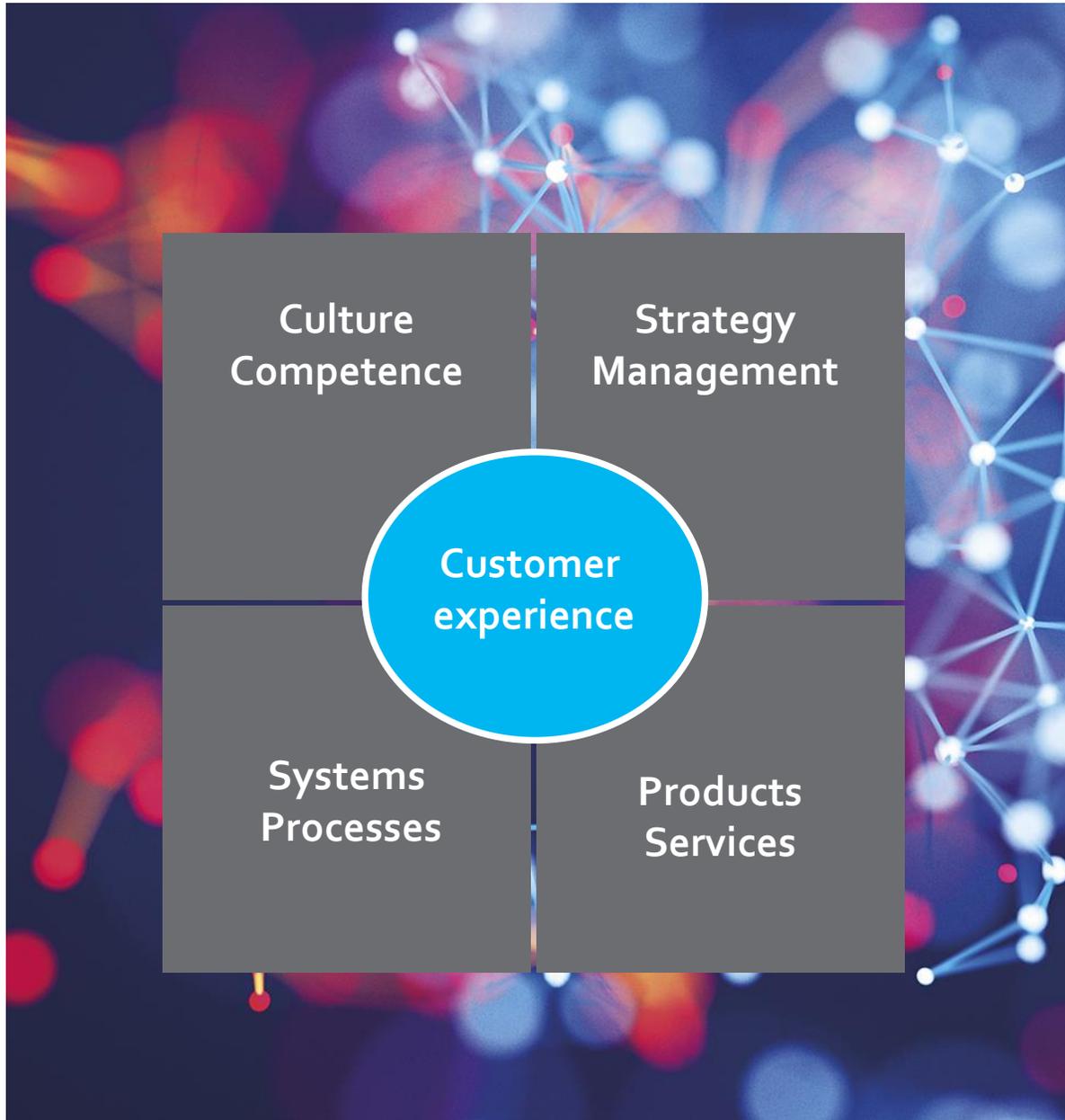
Regional
newspaper in
Finland



#2

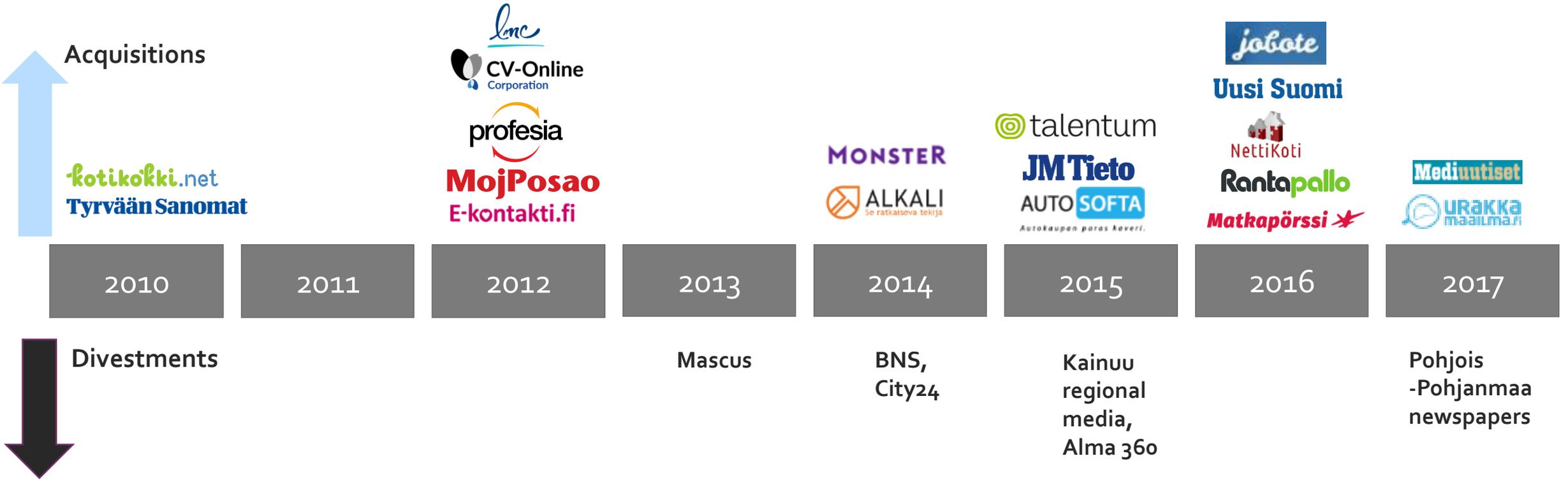


Digital
advertising
network in
Finland



**Digital transformation
has meant
a fundamental change
for us.**

Acquisitions central building blocks of our growth



Capex	9.2 MEUR	6.0 MEUR	32.7* MEUR	61.5* MEUR	5.6 MEUR	5.2 MEUR	5.0 MEUR	3.2 MEUR
M&A spend	3.7 MEUR	0.3 MEUR	78.5 MEUR	1.3 MEUR	8.8 MEUR	55.0 MEUR	5.0 MEUR	2.1 MEUR

*Including printing facility investments



Strong brands as the cornerstone of our growth



• +50 digital brands • 10 countries



Operating environment



Major forces of change

Consumer behaviour

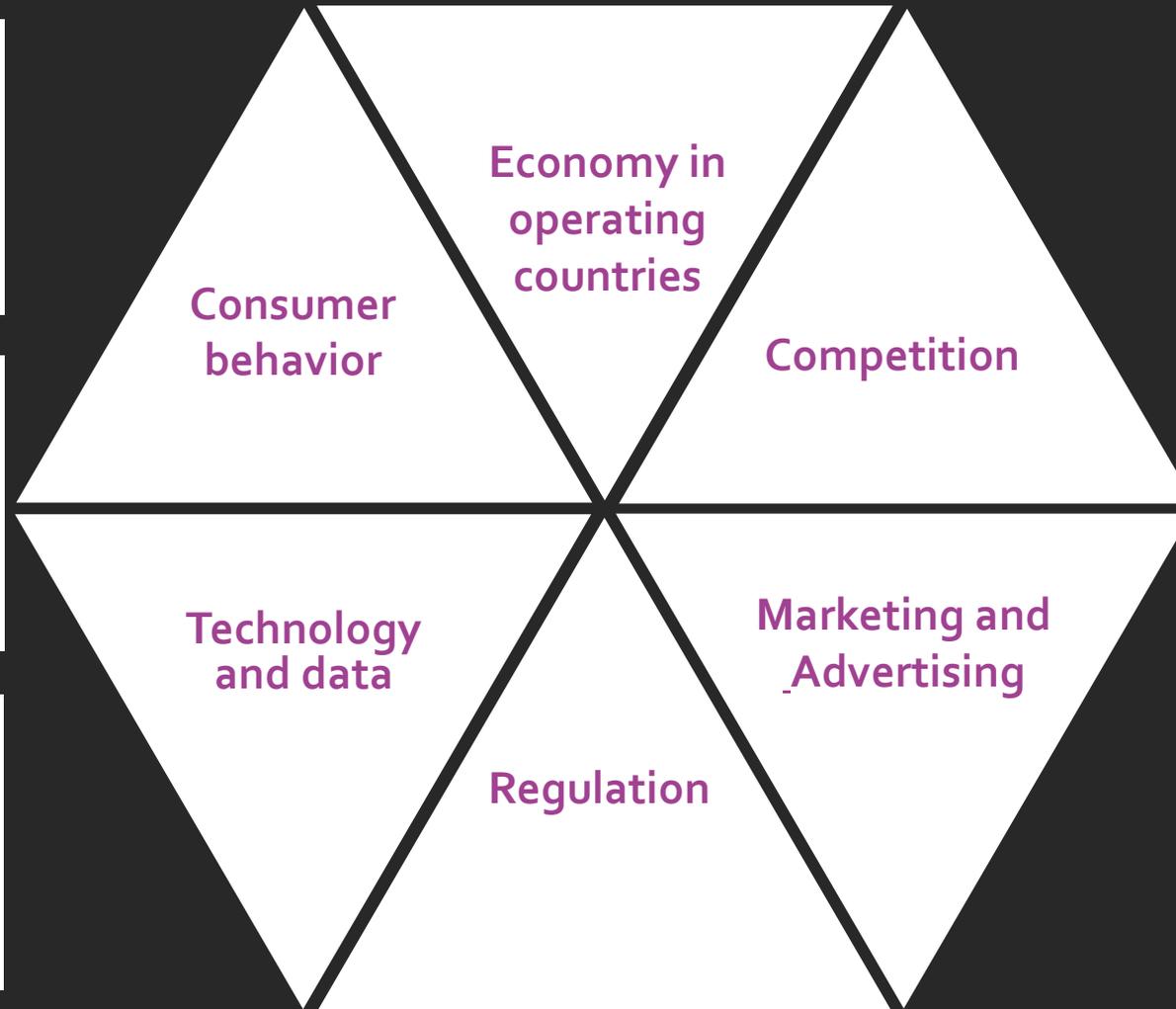
- Mobile
- Social Media
- Paid content

Technology and data

- Data driven content and marketing
- Battle for best digital competencies

Regulation

- GDPR, copyrights, ePrivacy



Economy in operating countries

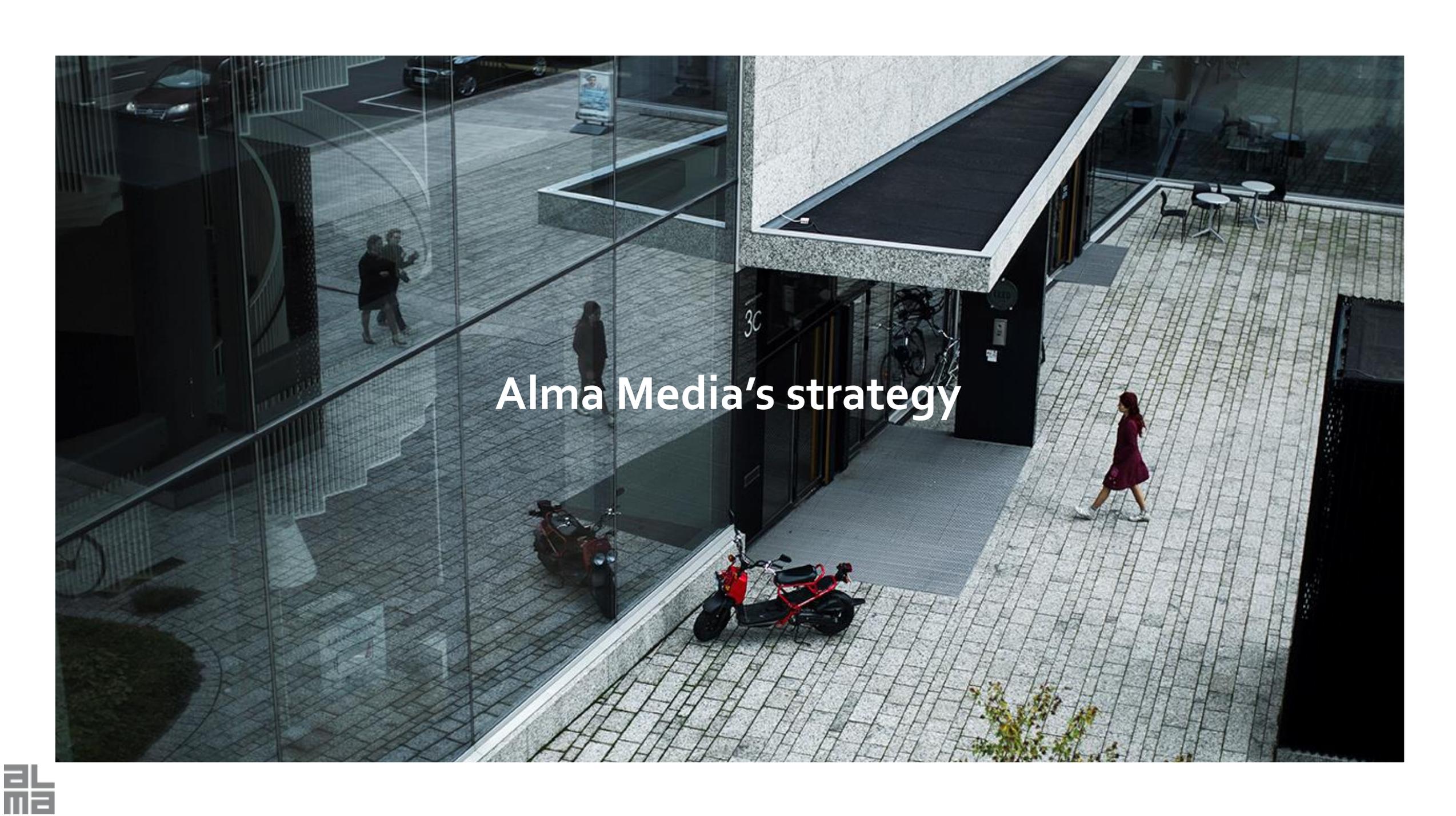
- Subdued advertising market in Finland
- Booming economies in Eastern Europe
- Urbanisation

Competition

- Global players entering widely digital content and marketing
- Polarisation of Finnish marketing industry

Marketing and advertising

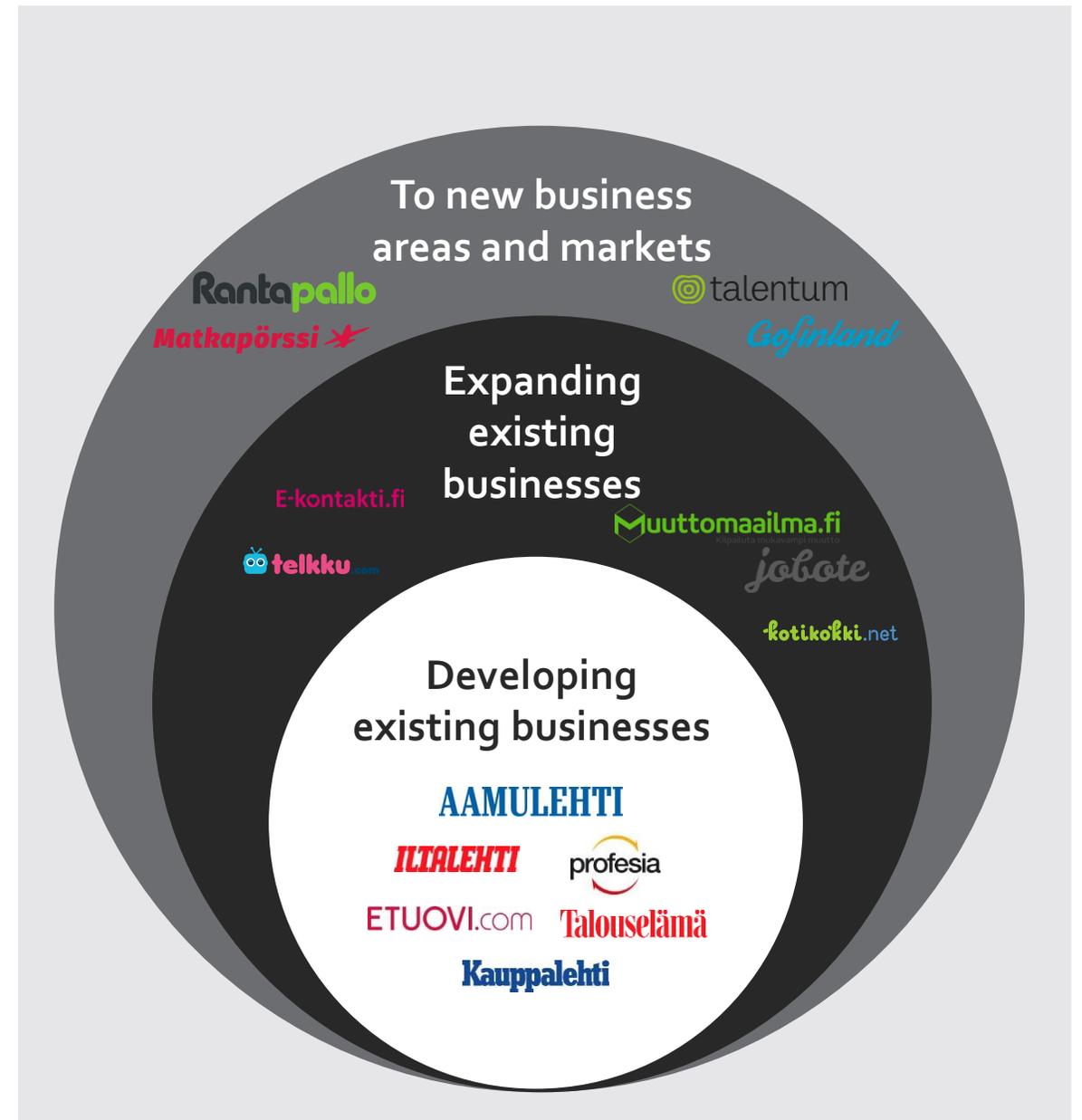
- Automation gears investments towards technology
- Digital marketing: mobile, video, native, SEM



Alma Media's strategy

Our strategic goals and development

- Digital business growth.
- Strengthening operating cash flow and the financial position.
- Development and growth of international business operations.
- Finding new business areas.
- Increasing shareholder value through revenue growth and improved profitability.



**Cost-effective, agile and
scalable business model**

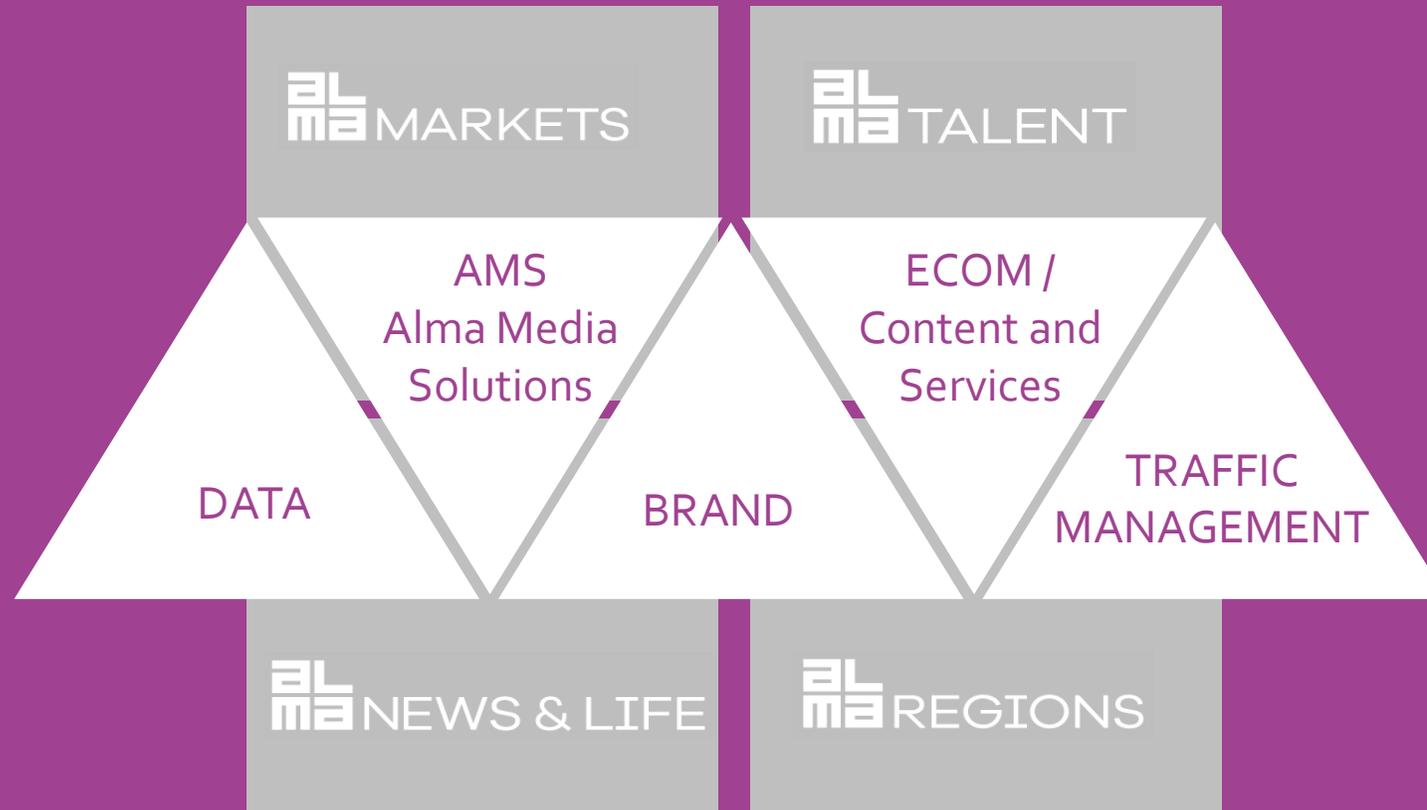




How do we accelerate growth?



Strong collaboration – value through synergies



Alma Media's strategic initiatives



OUR REACH
80%

Strong media +
service brands with
unique audience
engagement

Cross unit + cross
brand value
for advertisers and
consumers

Alma login
Alma experience



Living

Cars

Travelling

Health & well-being

Food

Working life



Value for customers

- Alma digital network
 - Personalisation
 - Findability
 - Richer content experience
- > **improved offering and customer experience.**

Value for Alma

- Reach
 - From unidentified to identified users
 - Better targeting
 - More content sales
 - Customer retention
 - Ad inventory
 - Stronger position with advertisers
- > **stronger Alma awareness**

Value for shareholders

- New possibilities to drive growth and shareholder value.
- Stronger Alma position on market.



Alma Media

European media and services company set for sustainable growth

1.

Successful transformation

A leading media house in Finland that has successfully transformed from print-based business into digital services.

2.

Strong market position

Strong brands and market positions for digital growth in the core businesses across countries help balance out economic cycles.

3.

Solid financial stance

Trimmed business operations, focus on profitability and strong balance sheet.