



# Digital Transformation Leveraging Profitable Growth

---

Kai Telanne, President and CEO



# Focus areas since last CMD 2017

ACCELERATING  
DIGITAL  
TRANSFORMATION  
IN CONTENT  
SALES

ENHANCING  
DATA-DRIVEN  
ADVERTISING  
OFFERING  
AND EXPERTISE

IMPROVING  
PROFITABILITY

CREATING MORE VALUE FOR CUSTOMERS AND SHAREHOLDERS

# Towards more focused and agile business structure

 **ALMA** MARKETS

 **ALMA** NEWS & LIFE

 **ALMA** REGIONS

 **ALMA** TALENT

# Towards more focused and agile business structure

DIGITAL MARKET PLACES

 ALMA MARKETS

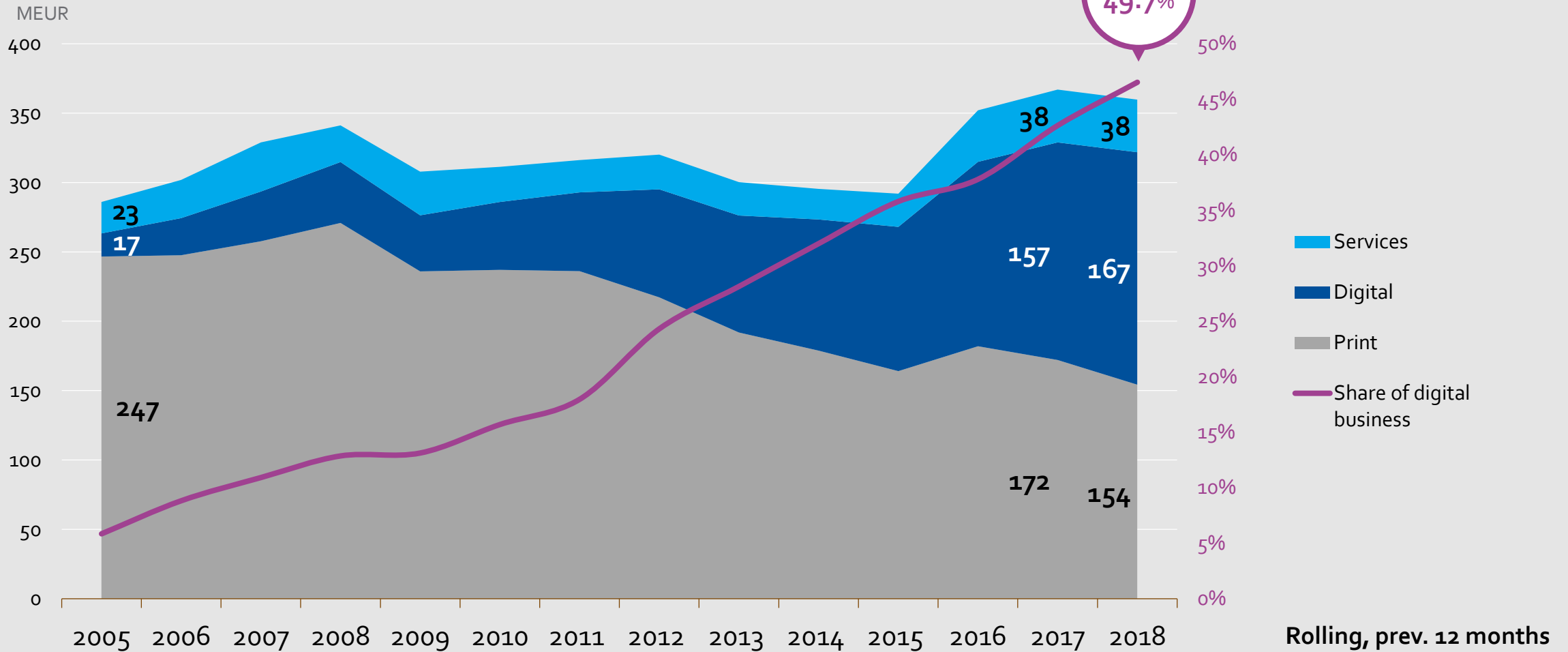
DIGITAL CONTENT  
AND B2C SERVICES

 ALMA CONSUMER

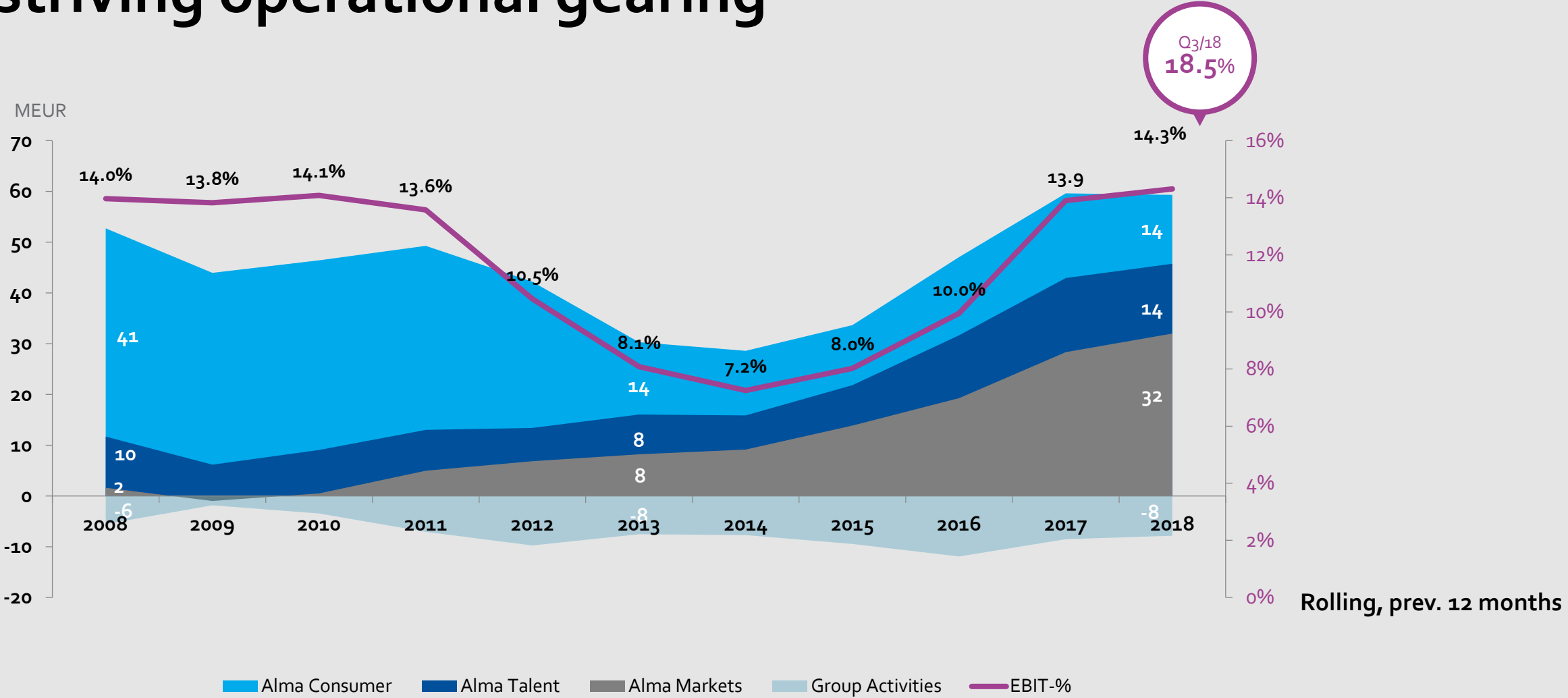
DIGITAL CONTENT AND  
SERVICES FOR  
PROFESSIONALS

 ALMA TALENT

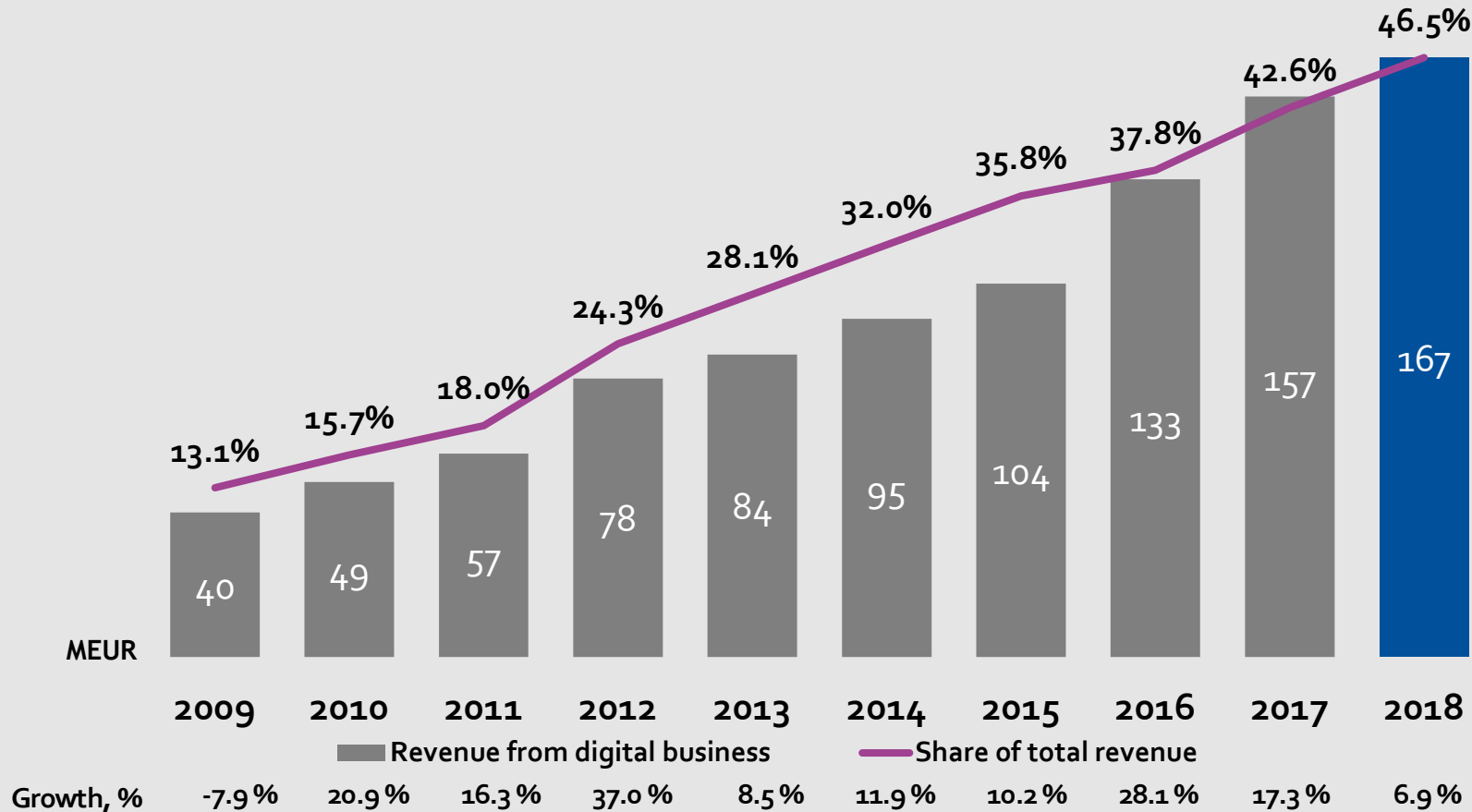
# Well underway in digital transformation, but yet only halfway



# Digital transformation and change in business mix striving operational gearing



# We have reached double digit online revenue growth per annum



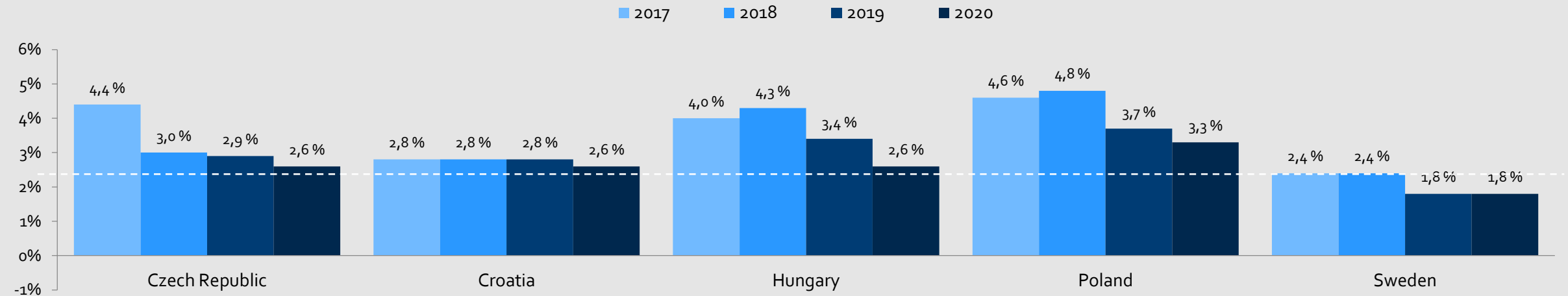
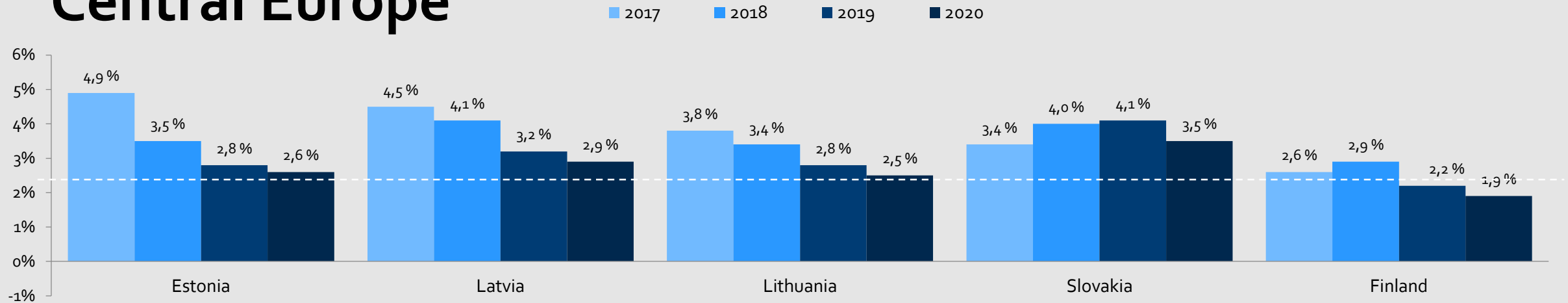
Digital growth expected to continue, however

- market growth expected to level off
- tough to maintain relative growth pace due to even stronger comparable figures

Rolling, prev. 12 months



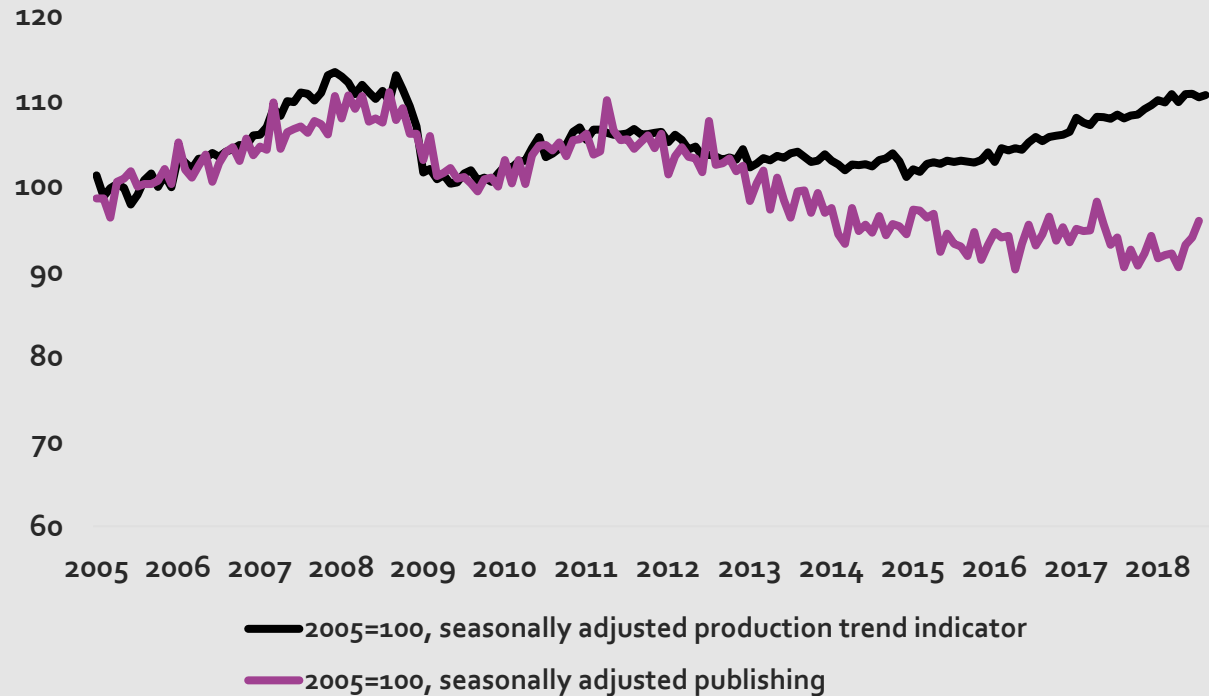
# GDP continues growing at a good rate in Eastern Central Europe





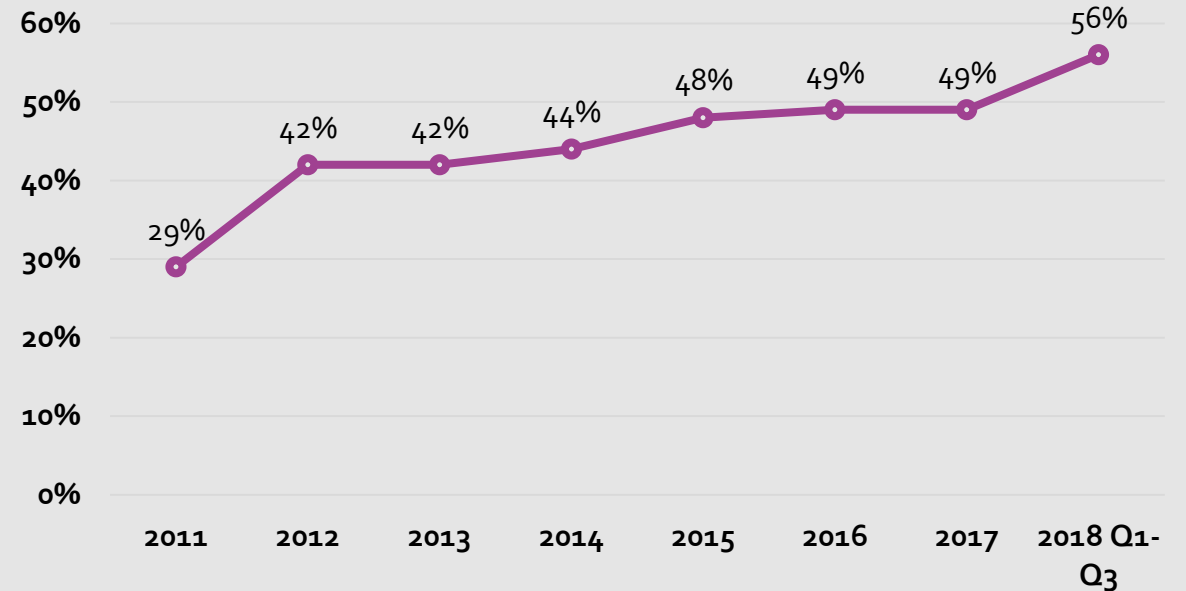
# Soft Finnish operating environment has required resilience

Publishing differentiated from GDP growth in 2012



Source: Finnmedia, Statistics Finland

Share of international operators in the Finnish digital advertising market, %






The combined advertising sales of Google, Facebook and Youtube in Finland amounted to MEUR 172 in Q1-Q3/2018.

Source: Kantar TNS, IAB Finland



# Driving more customer value as one Alma

|                       |   |                              |   |                        |  |                      |
|-----------------------|---|------------------------------|---|------------------------|--|----------------------|
| <b>PURPOSE</b>        | <b>ACCELERATING SUSTAINABLE GROWTH</b>  |                              |   |                        |  |                      |
| <b>KEY ELEMENTS</b>   | Transformation  | Digital content worth paying | World-class marketing and communication expertise   | Value -adding services | Agile local partner  | Solid financial base |
| <b>BUSINESS FOCUS</b> | <b>STRATEGIC INITIATIVES</b>  |                              |   |                        |  |                      |
|                       |  <b>AL ma TALENT</b> |                              |  <b>AL ma CONSUMER</b> |                        |  <b>AL ma MARKETS</b> |                      |
| <b>VALUE</b>          | Data-driven customer experience   |                              |   |                        |  |                      |

# Enhanced value through cooperation

**2005–2010**

Online becoming significant – media becoming a service

**2010–2015**

Growth and internationalisation of digital services

**2015–2018**

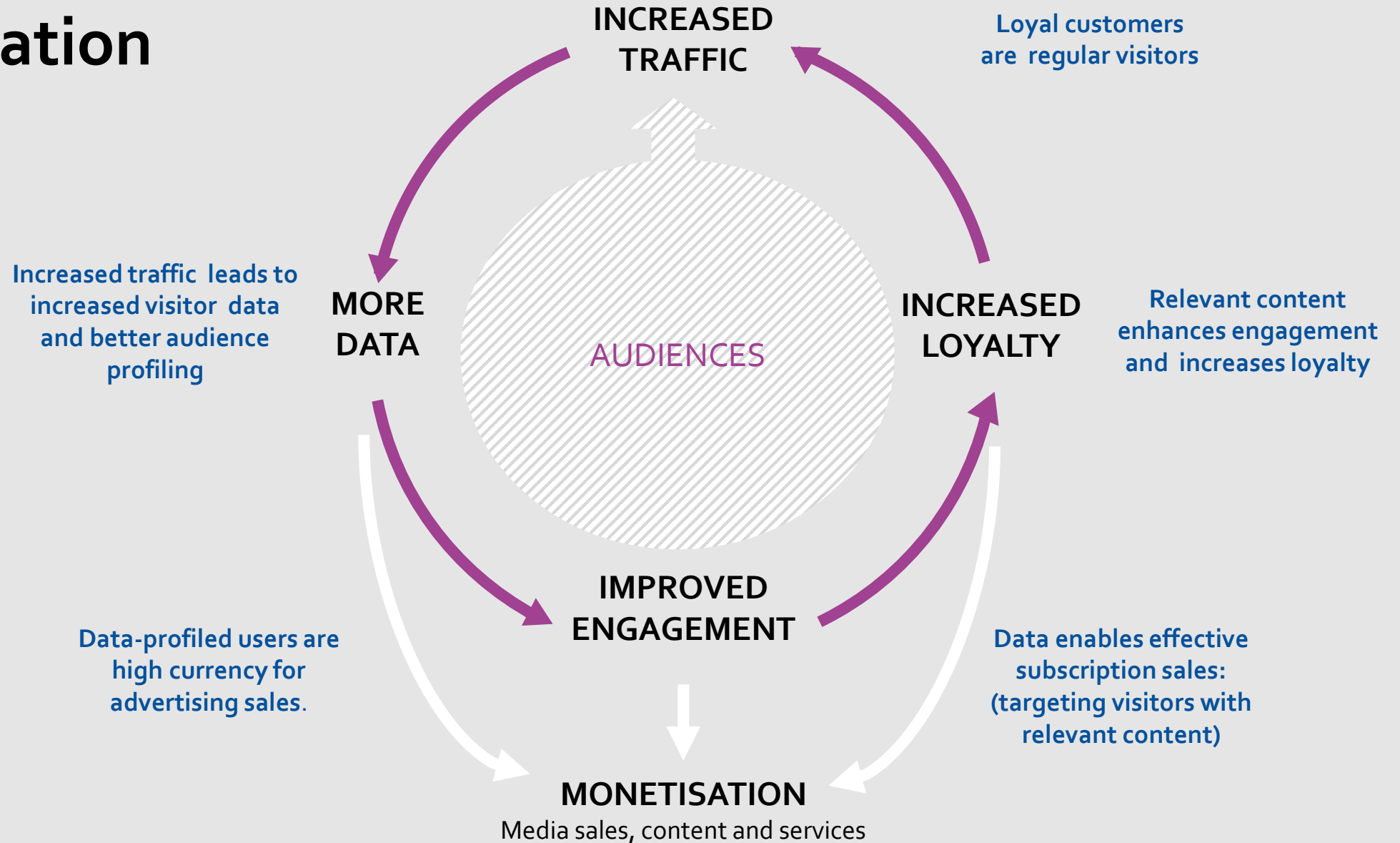
Acceleration of growth utilising the possibilities of digital

**2018–2020**

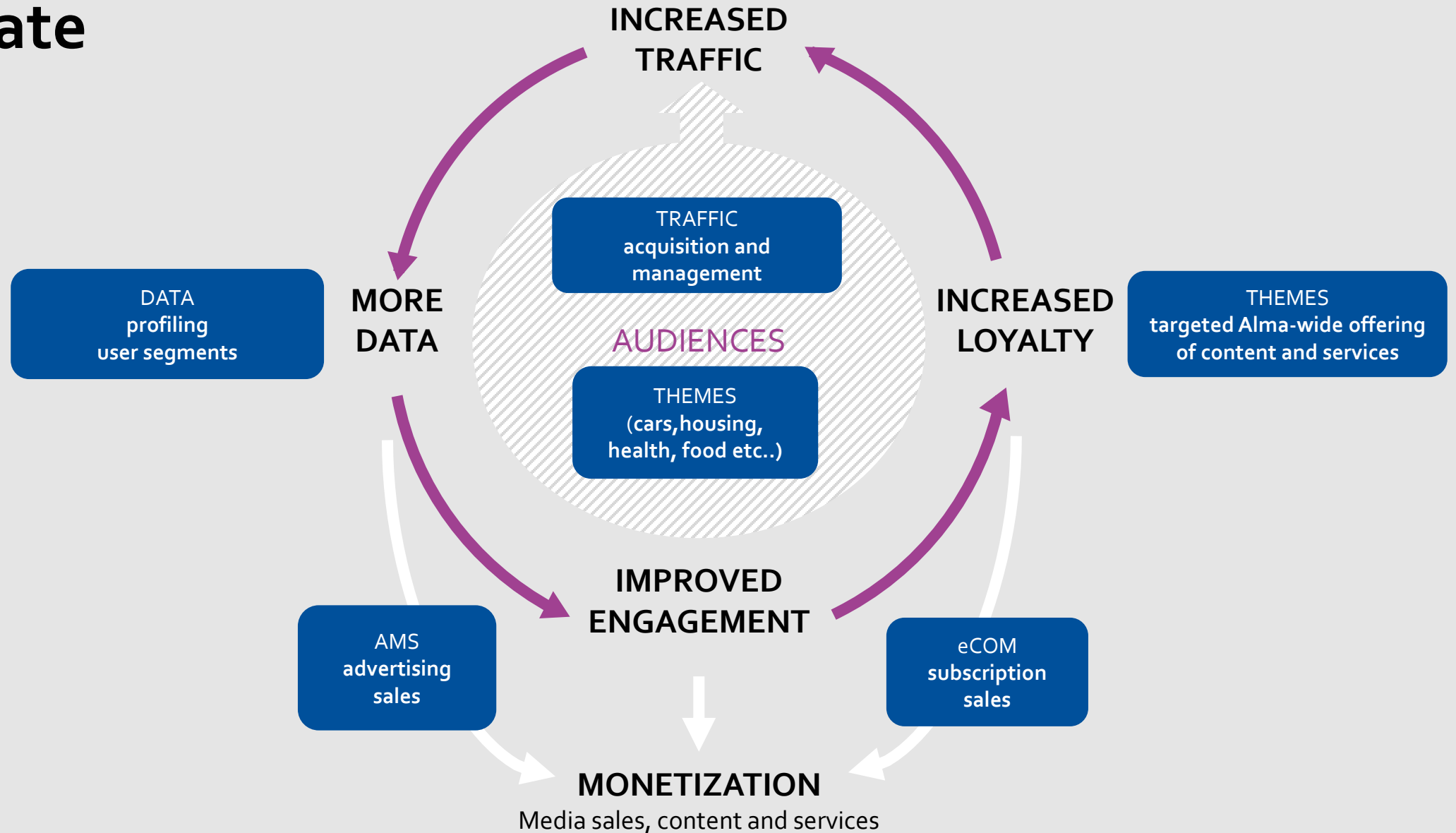
More synergies with **STRATEGIC INITIATIVES** in digital business environment

Audience based monetization model

# Audience based monetization model



# Strategic Alma initiatives accelerate our growth



# Accelerating growth with strategic initiatives

## MAIN ACHIEVEMENTS:

- **AMS:** faster than domestic market growth in digital.
- **eCOM:** digital subscription growth 40%.
- **Data:** audience segments (DMP).
- **Traffic management:** increased cross-brand visits 5% .
- **Themes:** +4% in number of Alma sites visited /session.

## FUTURE AMBITION (2019-):

- **AMS:** preferred local marketing partner.
- **eCOM:** more engaged audience and digital subscription growth.
- **Data:** behavioural data-driven sales growth.
- **Traffic management:** Increasing visiting time and traffic share faster than the market.
- **Themes:** leading market position in all themes.

Exploiting the digitalisation for future growth and for superior Alma customer experience

# Portfolio development



# Improving shareholder value

## OPERATIONAL AGILITY

Successful digital transformation.

## CUSTOMER- CENTRIC LOCALITY

Strong brands and market position.

Market proximity and understanding local customers.

## FINANCIAL SOLIDITY

Trimmed business operations.  
Focus on profitability and strong balance sheet.