

Welcome to Alma Media

CAPITAL MARKETS DAY 2013

LIVING INFORMATION



Alma Media's Capital Markets Day 2013



PROGRAM

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

Driving transformation in the media business

KAI TELANNE, PRESIDENT AND CEO
CAPITAL MARKETS DAY, HELSINKI 27/11/2013

LIVING INFORMATION



4

Strategic offerings



NEWS



CAREER



LIFESTYLE



BUSINESS

will
make us
a winner

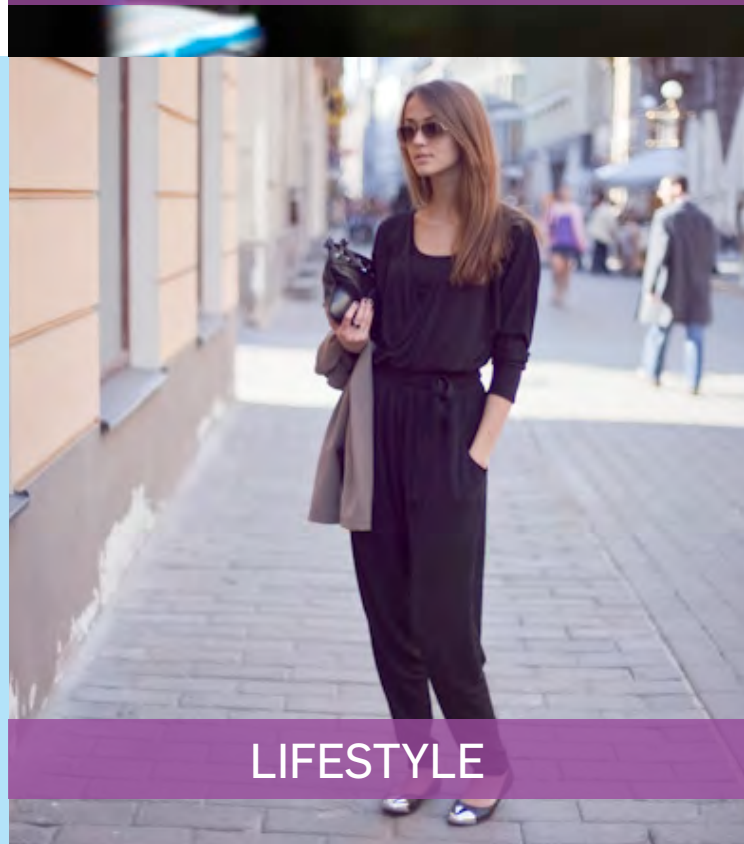
Creating



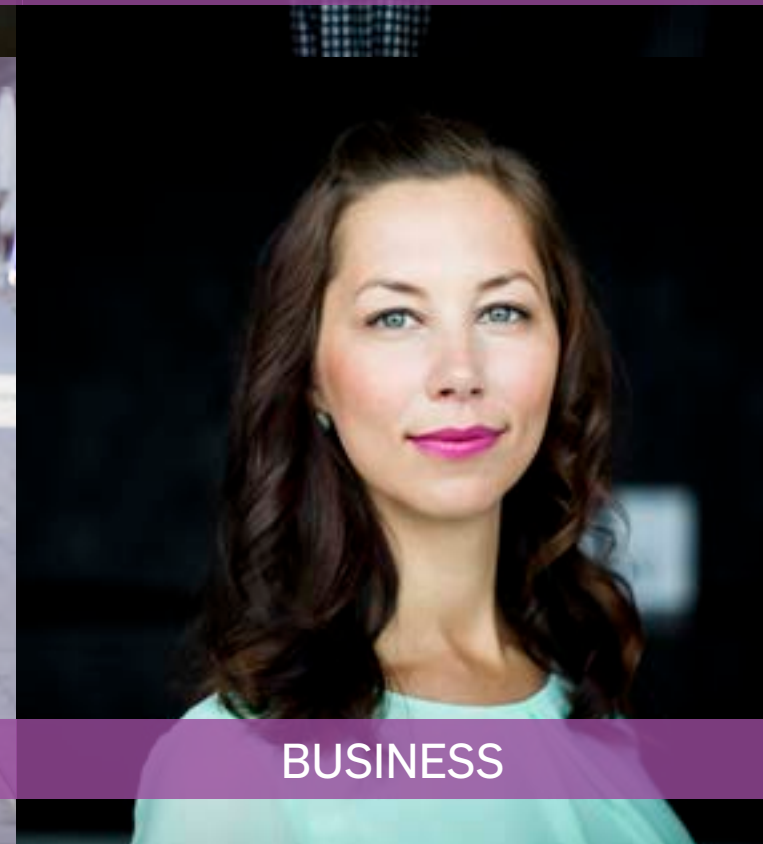
NEWS



CAREER



LIFESTYLE



BUSINESS

multimedia
services
for people
in the
digital
world

Our basic beliefs

VISION

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

MISSION

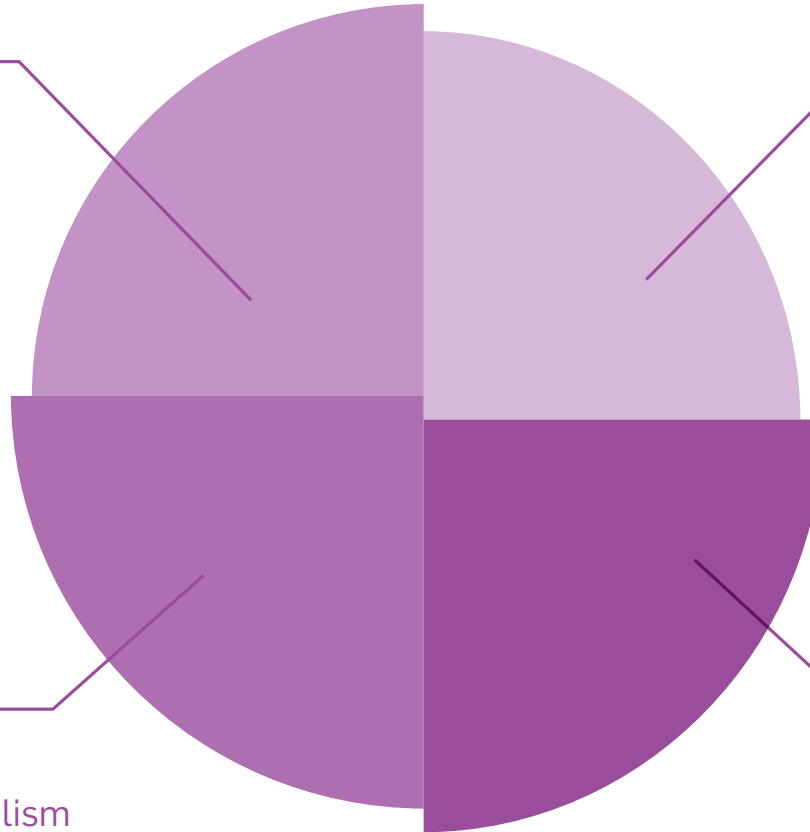
For individual freedom and well-being.

VALUES

Freedom and pluralism of journalism
Team play
Courage

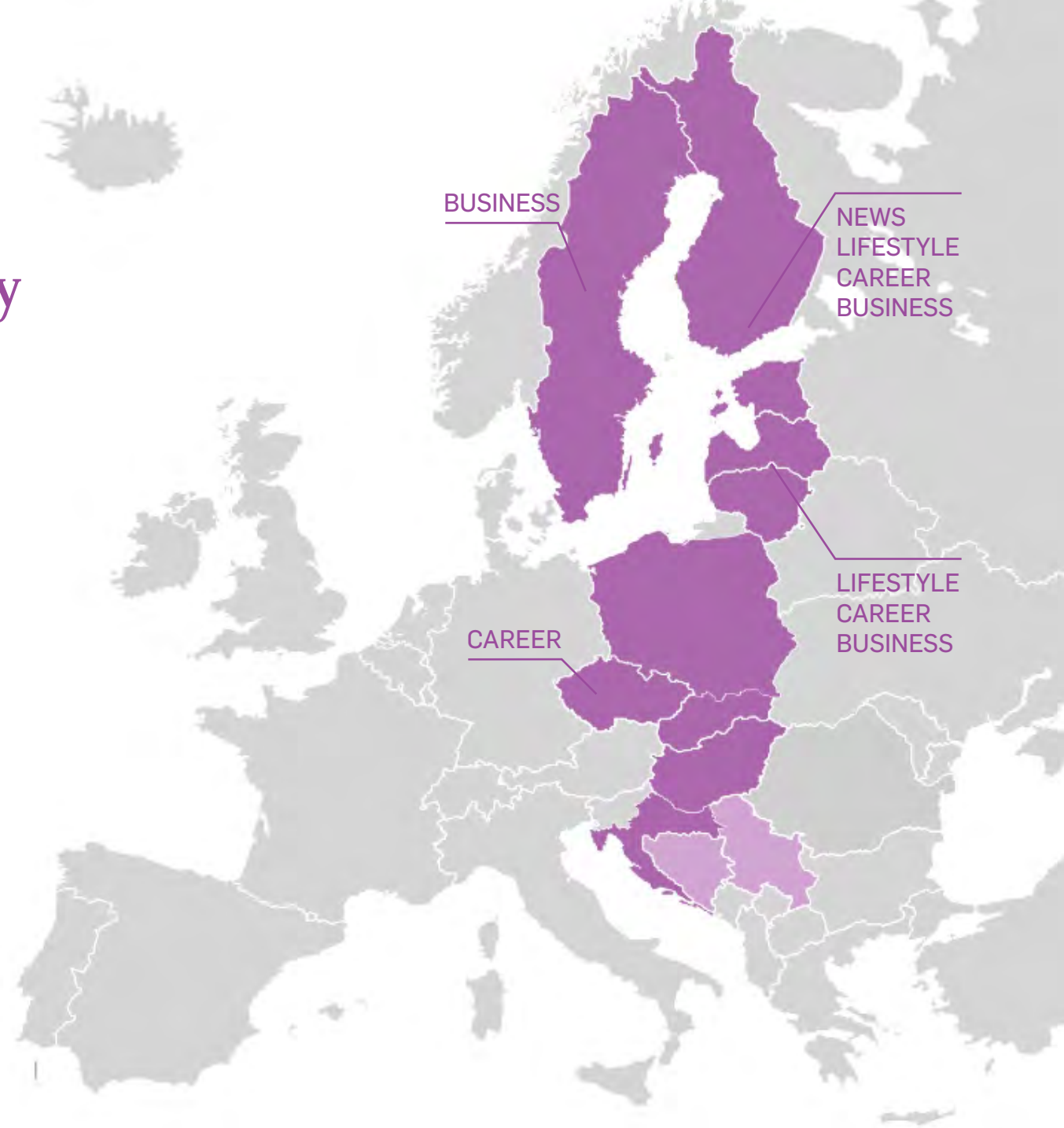
SUSTAINABLE MEDIA

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



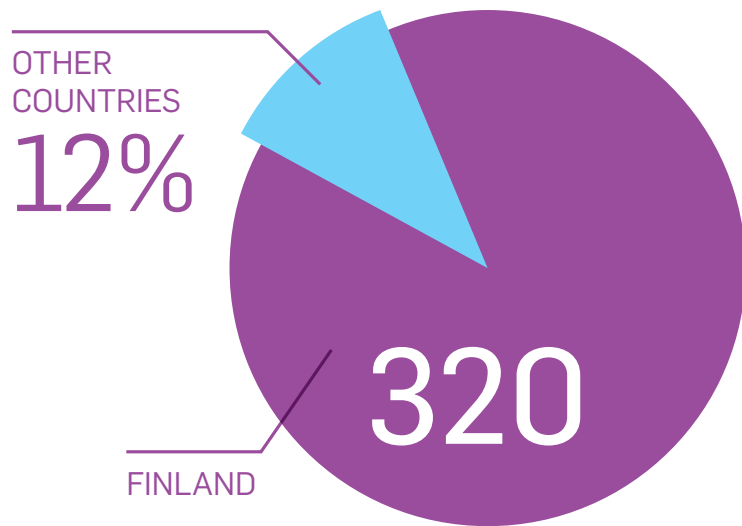
Alma Media today

–growing internationally

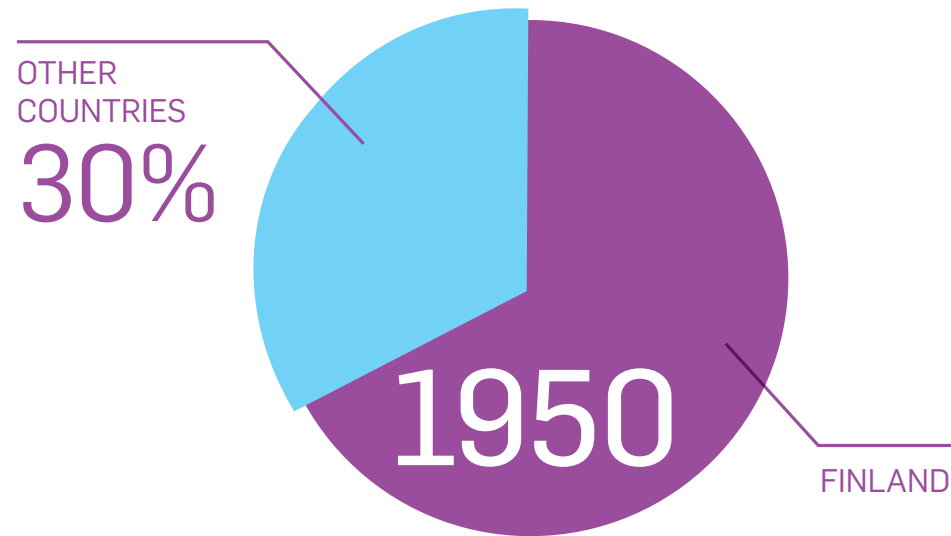


Alma Media today

–growing internationally

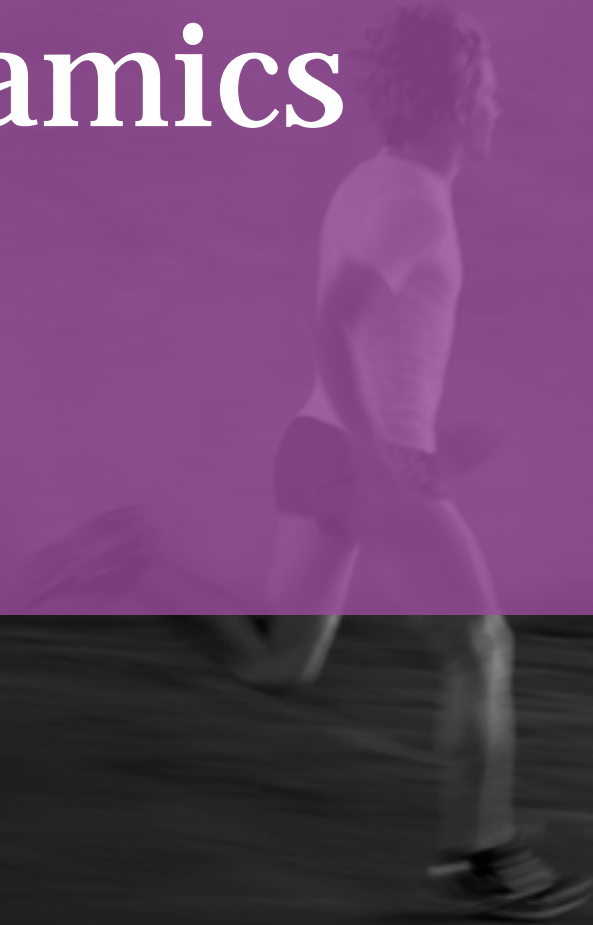


NET SALES 2012, MEUR



FULL-TIME EMPLOYEES 2012

Market dynamics



Fundamental change drivers

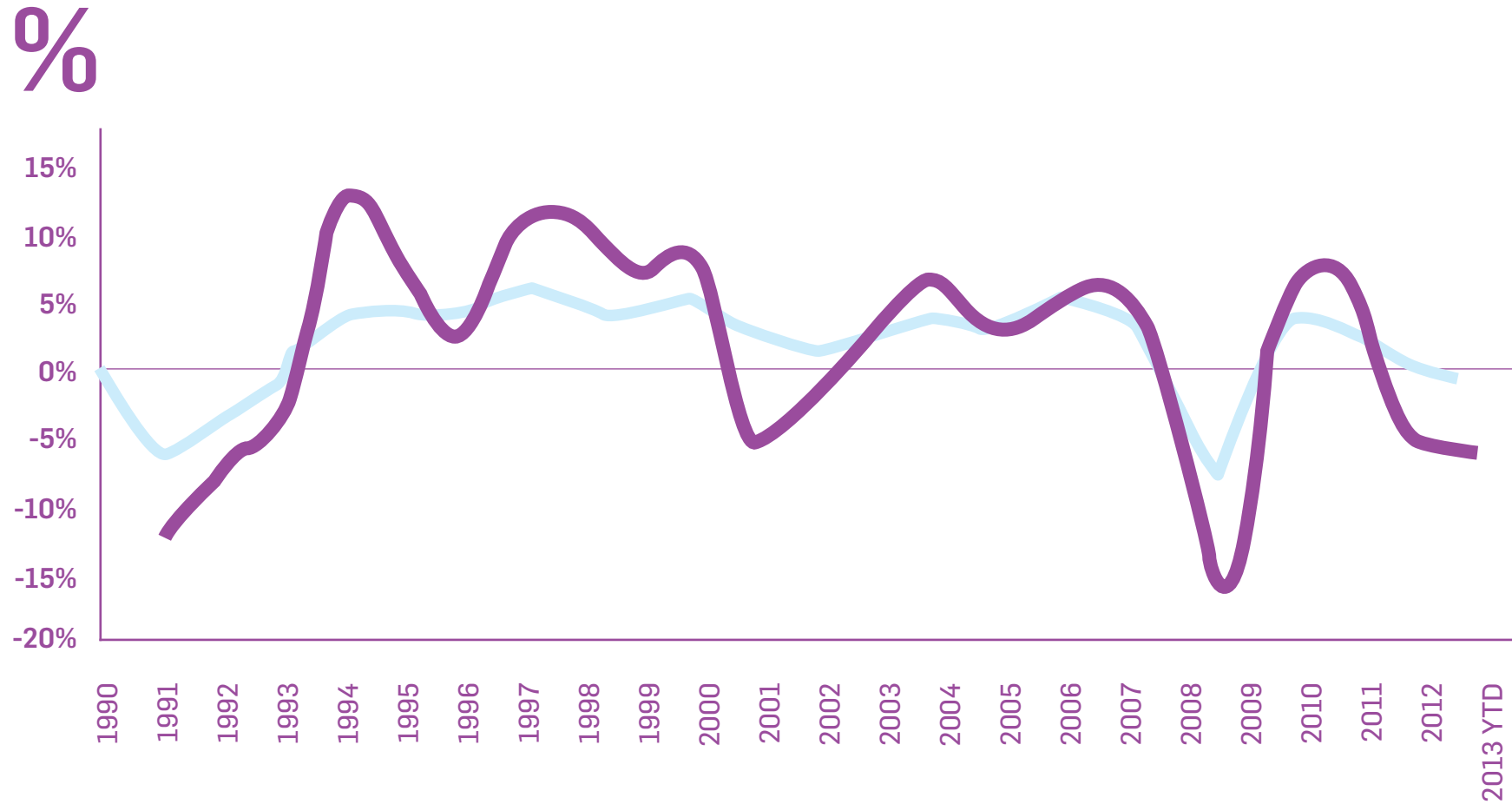


ECONOMIC DOWNTURN
REDUCES ADVERTISING SPEND AND
MEDIA CONTENT PURCHASES

DIGITALISATION IMPACTS
THE MEDIA CONSUMPTION
AND ADVERTISING MIX



Ad volumes tied to GDP development



■ Advertising investments in Finland, y-o-y change
■ GDP of Finland, y-o-y change

Sources: Statistics Finland, Advertisers' Council, TNS

Weak market conditions prevail

2013 YTD ADVERTISING MARKET CHANGE
SOURCE: TNS

TOTAL ADVERTISING



-9,2%

ONLINE ADVERTISING



+5,1%

PRINT ADVERTISING



-16,4%

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

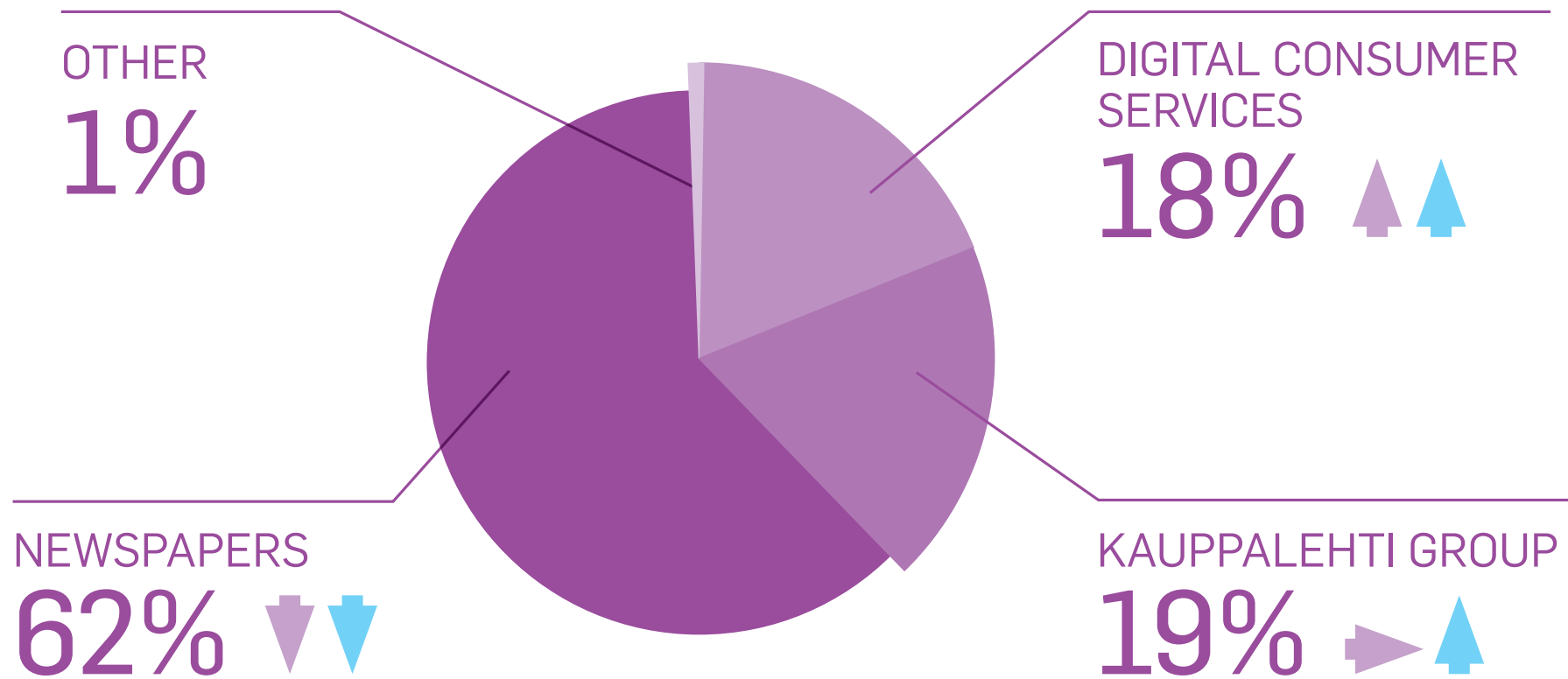
CHANGE Q3 2013 VS. Q3 2012

	Revenue, change	Total cost, change	EBIT w/o one-off items, change
NEWSPAPER	-10,5%	-5,3%	-48,8%
KAUPPALEHTI GROUP	-3,5%	-6,4%	+23,1%
DIGITAL CONSUMER SERVICES	+3,9%	-0,4%	+33,2%
OTHER	+3,9%	+2,7%	-33,6%
GROUP TOTAL	-6,1%	-3,3%	-28,8%

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.

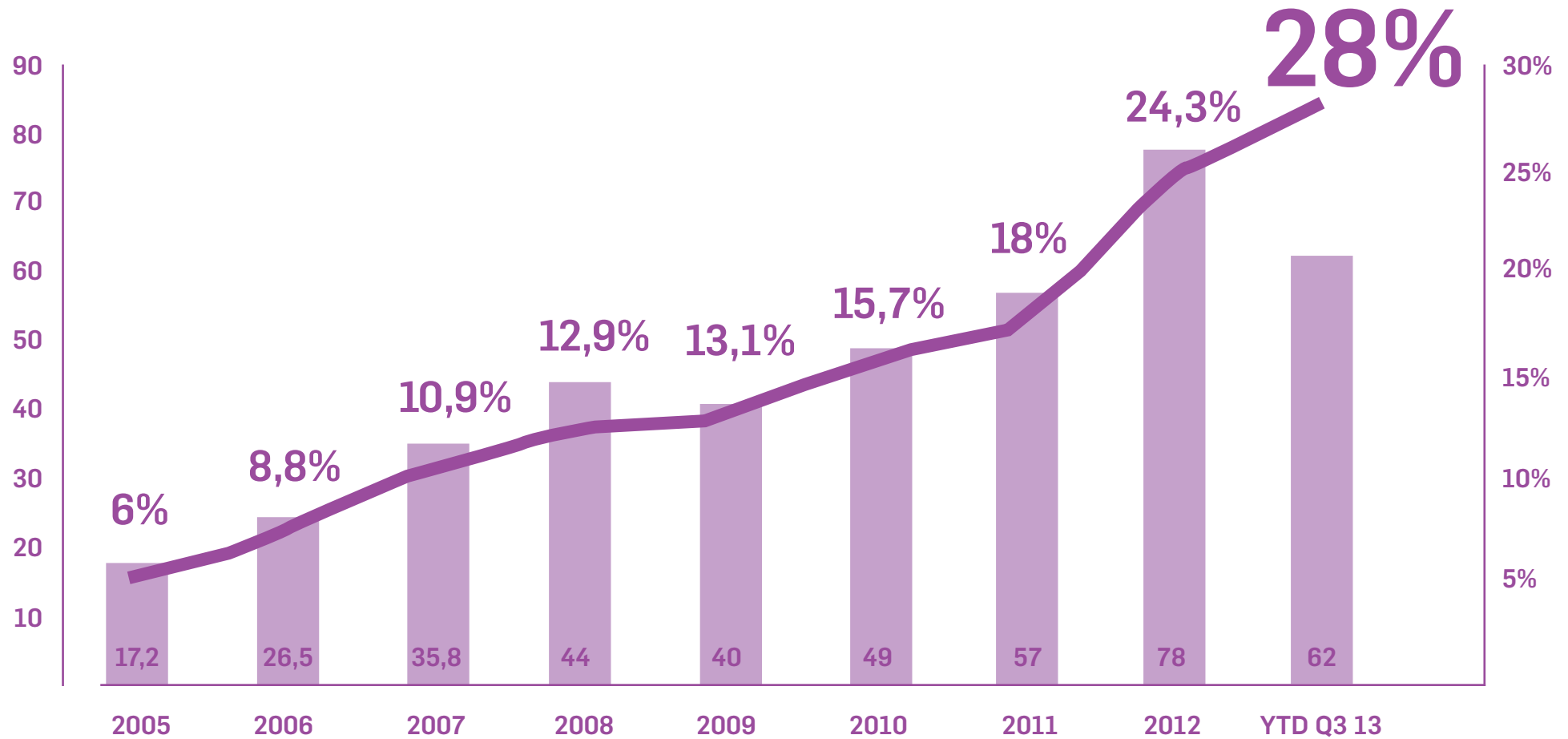
Changes in business dynamics impact key figures. Still, publishing is a solid base..



Revenue
EBIT

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.



■ Revenue from online business
■ Share of total revenue

Sources: Statistics Finland, Advertisers' Council, TNS

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



Kauppalehti

ILTALEHTI

e-kontakti.fi
ETUOVI.com

A map of Europe with several countries highlighted in a light purple color. The highlighted countries include Sweden, Finland, Estonia, Latvia, Lithuania, Poland, Czech Republic, Slovakia, Hungary, and Croatia. The rest of Europe is shown in a light grey color.

International investments and partnerships
support digital growth

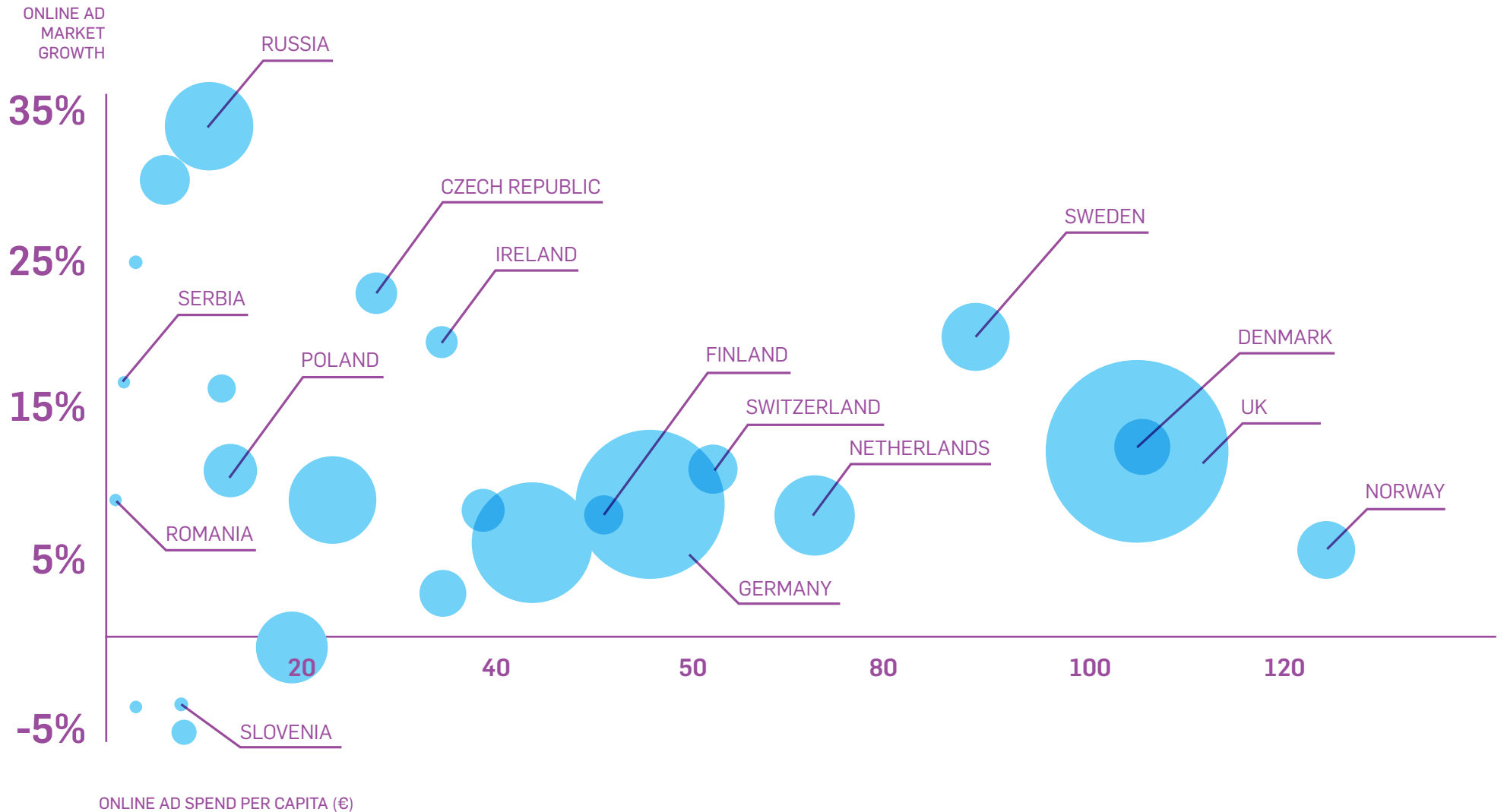
2012:

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

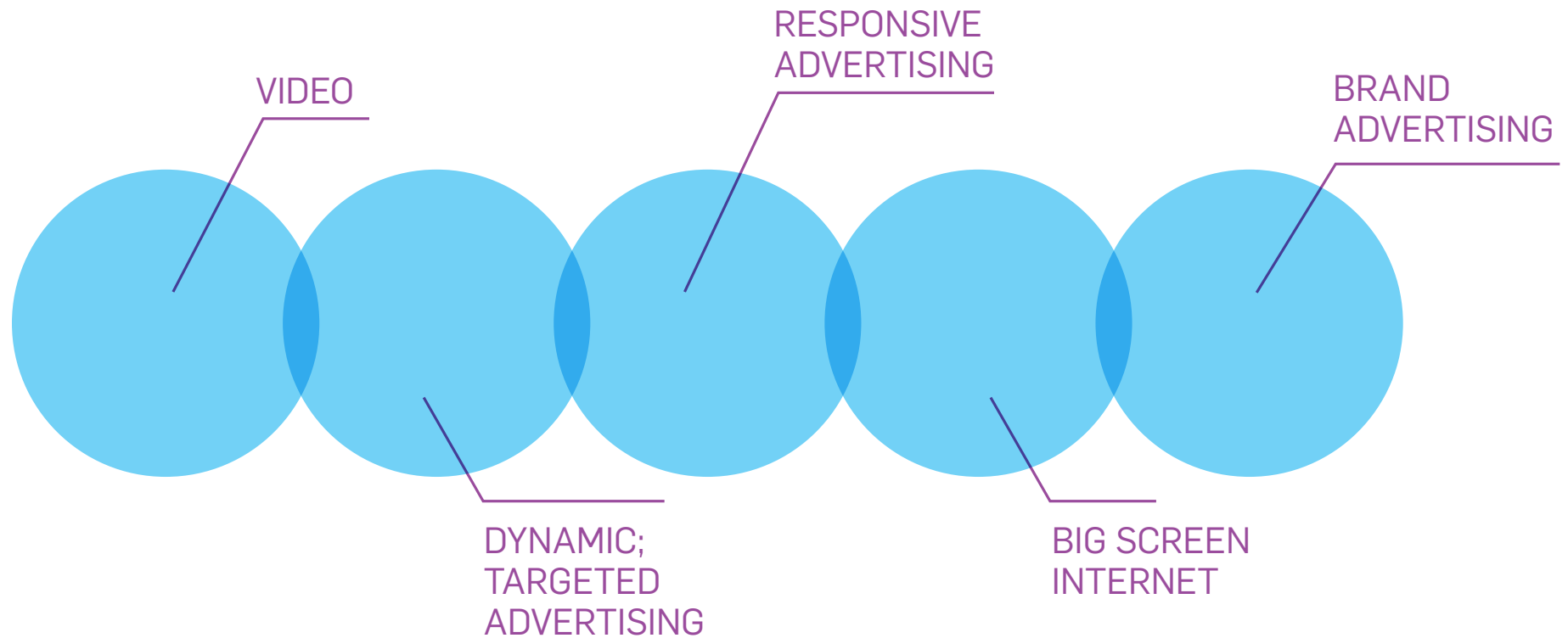
2013:

Alma Media and Monster partnered in career services across the area. New countries Poland and Hungary.

Room for growth in digital channels



5 inspiring trends in digital advertising

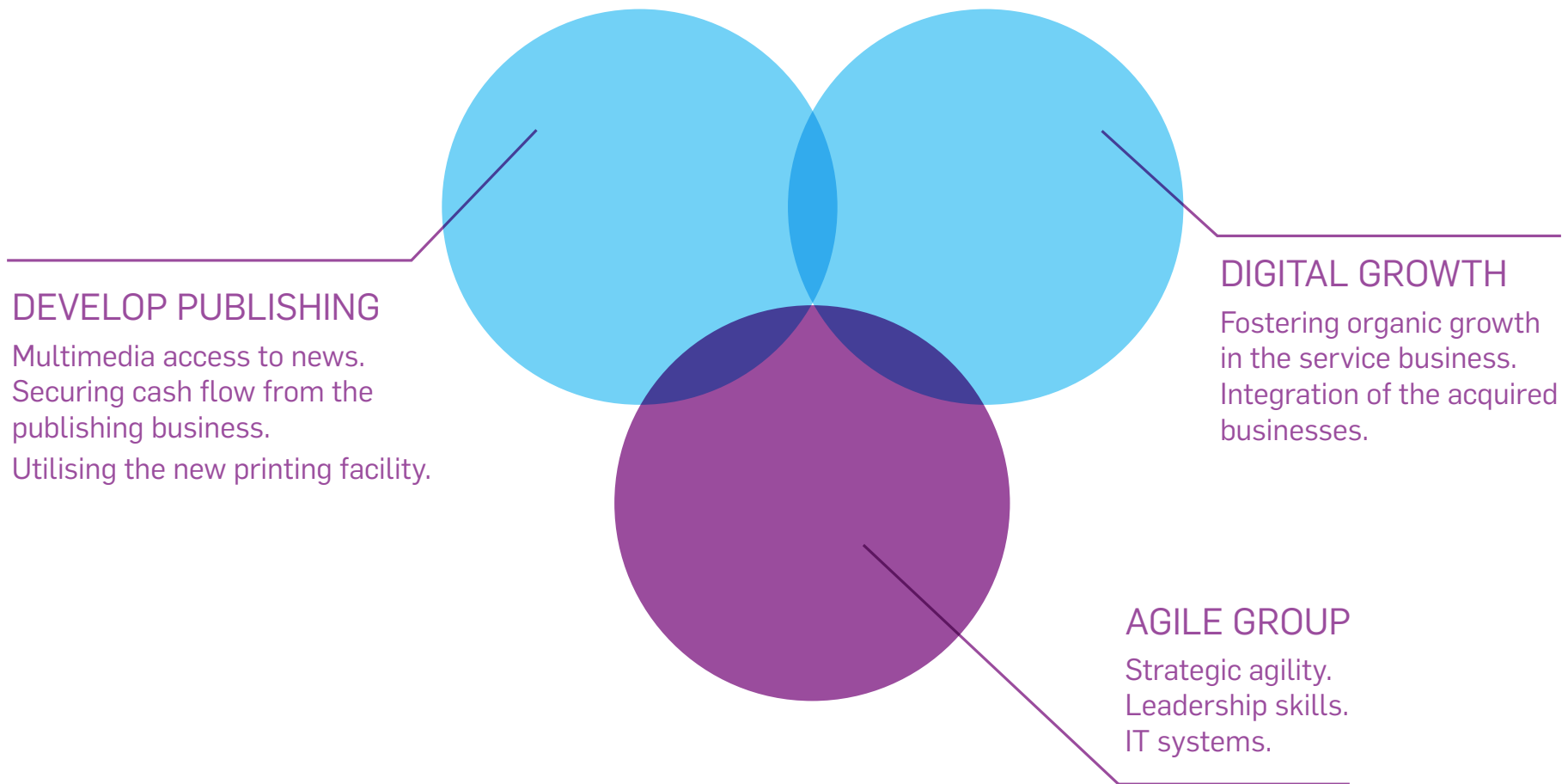


Building the future



Strategy 2013

We will accelerate in 2014



Mission:

win the
trans-
formation
game.

BY 2020

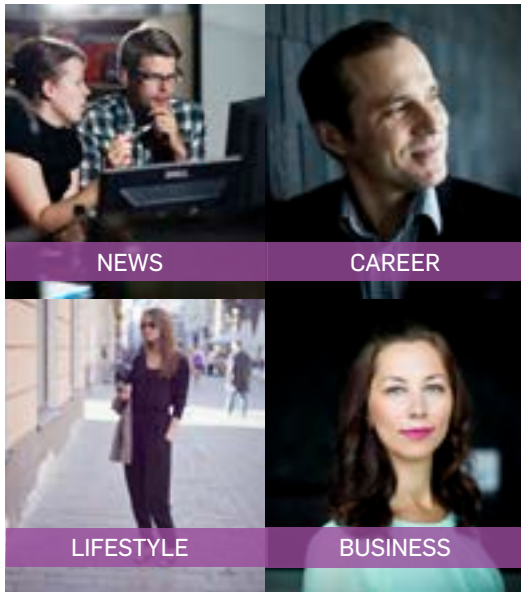
50%

DIGITAL



Moving towards 2020

ALMA MEDIA TODAY

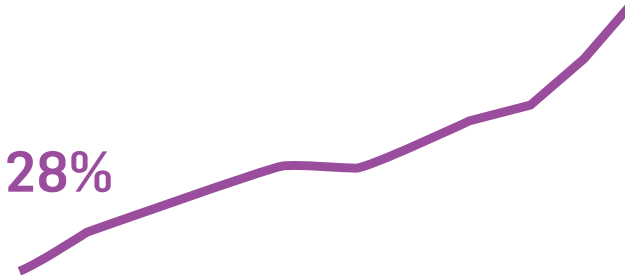


DIGITAL 28 % OF REVENUE

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

50%

28%



STRATEGIC FOCUS AREAS

ORGANIC BUSINESS DEVELOPMENT

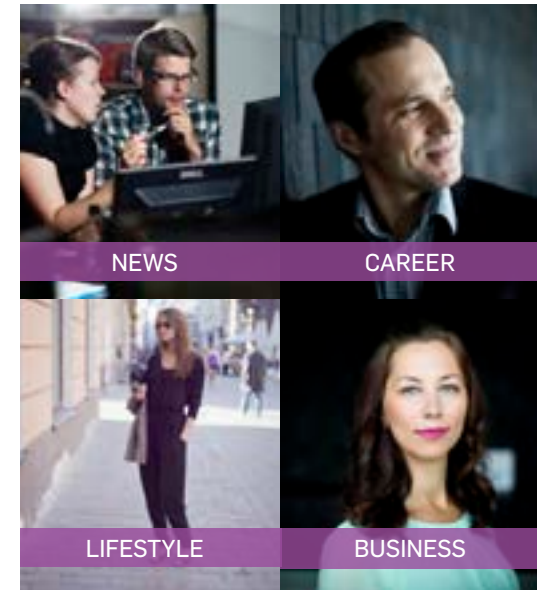


M&A

M&A STRATEGY

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

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

MULTICHANNEL CONTENT

- Alma Career business growth and synergies
- Broadened offering for home market digital consumer services
- Widened revenue streams for digital business

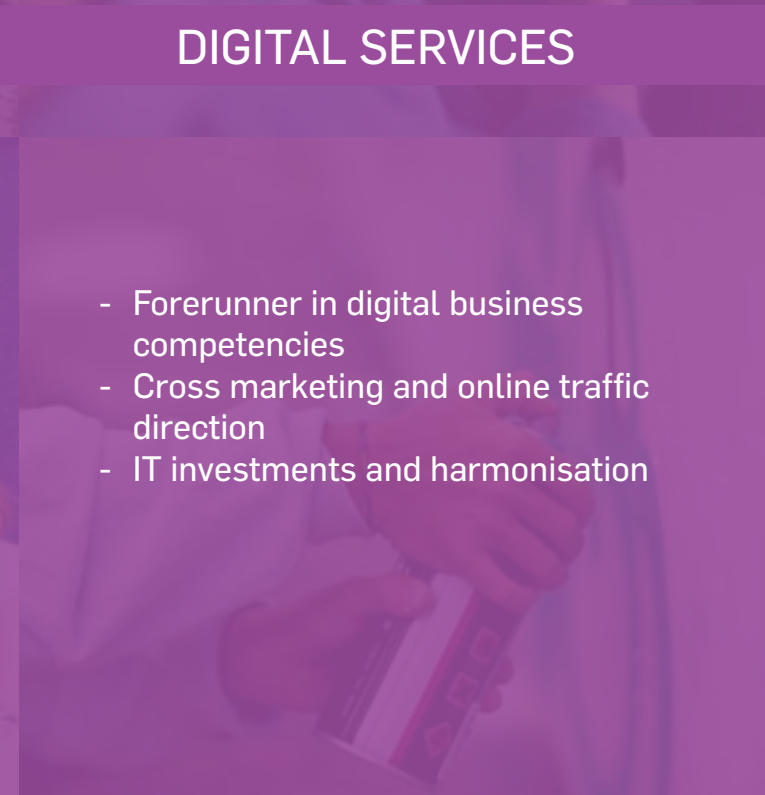
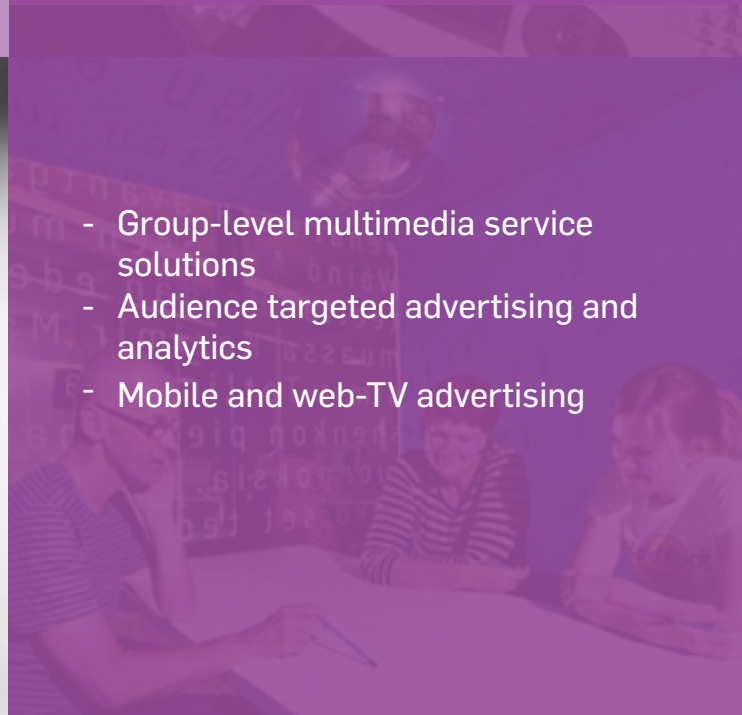
DIGITAL SERVICES

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

MARKETING SOLUTIONS

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

RESOURCES & SKILLS



Spearheads for Digital Growth



DIGITAL CONTENT
REVENUE



CAREER
SERVICES

NEWS

CAREER



ONLINE
TELEVISION



DIGITAL
ADVERTISING

LIFESTYLE

BUSINESS

LIVING INFORMATION

AL
MA