

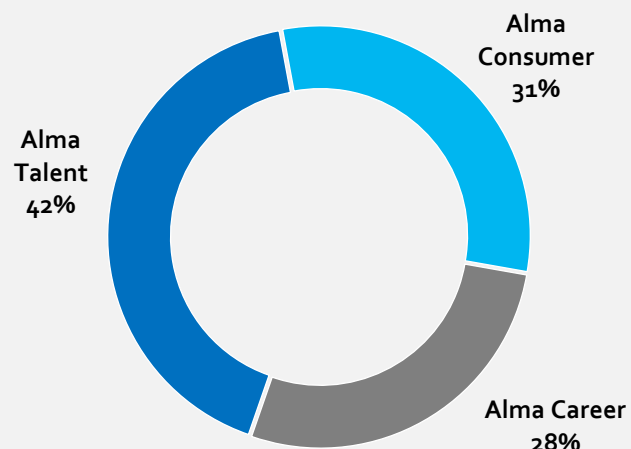


## Alma Media – In The Digital Frontline

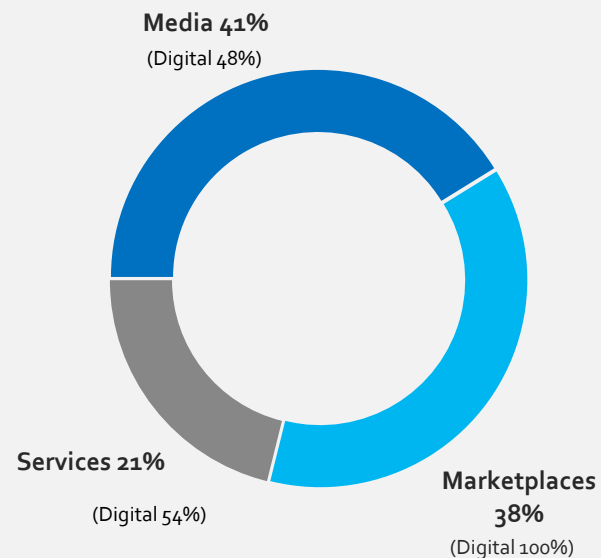
Investor slide deck, May 2021

# Alma Media – A Digital Footprint In 11 European Countries

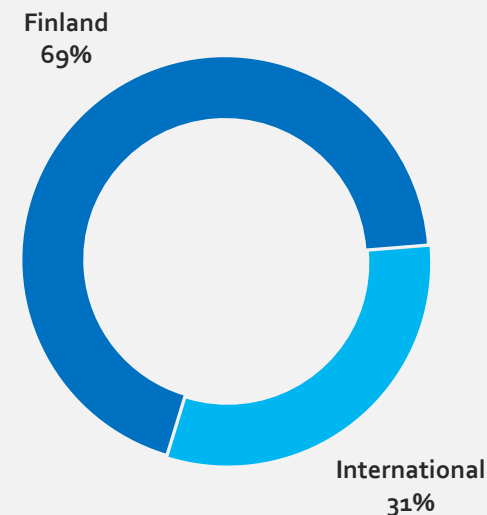
Revenue by segment



Revenue split



Revenue by geographical area



**Group Revenue 69% digital**  
**MEUR 230,**  
**EBIT 20%**

**60 % of adj. operating profit**  
**and nearly half of employees**  
**outside of Finland.**

# Alma Media Business Segments and Drivers For Growth

## CAREER

Expanding traditional job boards and recruitment advertising to career development and staffing, on-demand and managed services.

Revenue  
**62.7 M€**

Adj. EBIT  
**20.6 M€**

Of which margin  
**33 %**

Digital  
**100 %**

## TALENT

Leading subscription based financial media, with complementary services and marketplaces for professionals in business.

Revenue  
**95.1 M€**

Adj. EBIT  
**16.2 M€**

Of which margin  
**17 %**

Digital  
**47 %**

## CONSUMER

Market leading industry verticals for buyers and sellers with comprehensive digital network of news, lifestyle content and services.

Revenue  
**69.9 M€**

Adj. EBIT  
**15.0 M€**

Of which margin  
**22 %**

Digital  
**75 %**



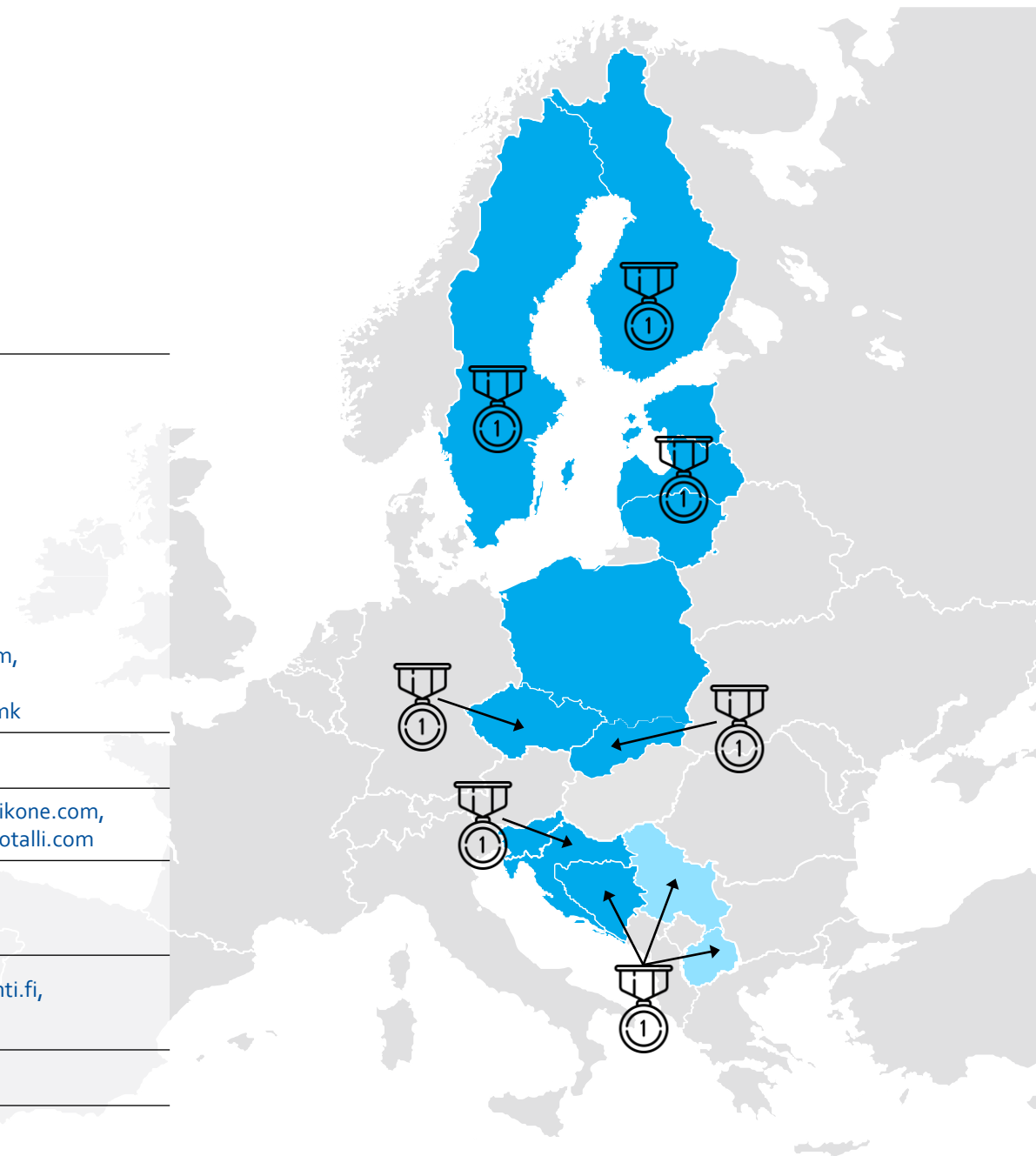
# Alma Media As An Investment

1. Sharp focus on profitable digital growth and strong track record in transformational strategy execution.
2. Strong market position and leading brands in key areas.
3. Customer-centric, scalable and cost-efficient business model is capital-light.
4. Profitable growth generates strong return on investment (ROI) and enables efficient deleveraging.
5. Good dividend payout capacity is based on the Group's ability to generate strong and stable cash flow.
6. An accelerator for sustainable growth.



# Strong Market Position And Leading Brands In Key Areas

Recruiting	<b>#1</b>	Czech Republic	<a href="https://prace.cz">prace.cz</a> , <a href="https://jobs.cz">jobs.cz</a>
	<b>#1</b>	Slovakia	<a href="https://profesia.sk">profesia.sk</a>
	<b>#1</b>	Croatia	<a href="https://mojposao.net">mojposao.net</a>
	<b>#2</b>	Finland	<a href="https://monster.fi">monster.fi</a>
	<b>#1</b>	Estonia, Latvia, Lithuania	<a href="https://cvonline.com">cvonline.com</a>
	<b>#1</b>	Serbia, Bosnia and Herzegovina, Macedonia	<a href="https://Poslovi.infostud.com">Poslovi.infostud.com</a> , <a href="https://kolektiv.ba">kolektiv.ba</a> , <a href="https://vrabotuvanje.com.mk">vrabotuvanje.com.mk</a>
Housing	<b>#1</b>	Finland	<a href="https://etuovi.com">etuovi.com</a>
Vehicles and machinery	<b>#1</b>	Finland	<a href="https://nettiauto.com">nettiauto.com</a> , <a href="https://nettikone.com">nettikone.com</a> , <a href="https://nettimoto.com">nettimoto.com</a> , <a href="https://autotalli.com">autotalli.com</a>
Financial & professional media	<b>#1</b>	Finland	<a href="https://AlmaTalent.com">Alma Talent</a>
Commercial premises	<b>#1</b>	Finland, Sweden	<a href="https://toimitilat.kauppalehti.fi">toimitilat.kauppalehti.fi</a> , <a href="https://objektvision.se">objektvision.se</a>
Digital advertising	<b>#1</b>	Finland	<a href="https://Almanetwork.com">Alma network</a>
News Media	<b>#2</b>	Finland	<a href="https://iltalehti.fi">iltalehti.fi</a>



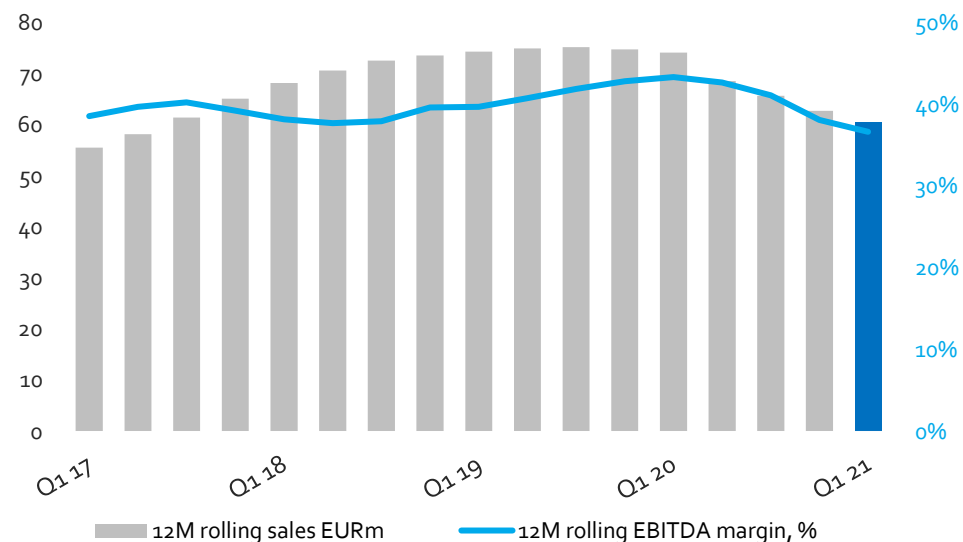
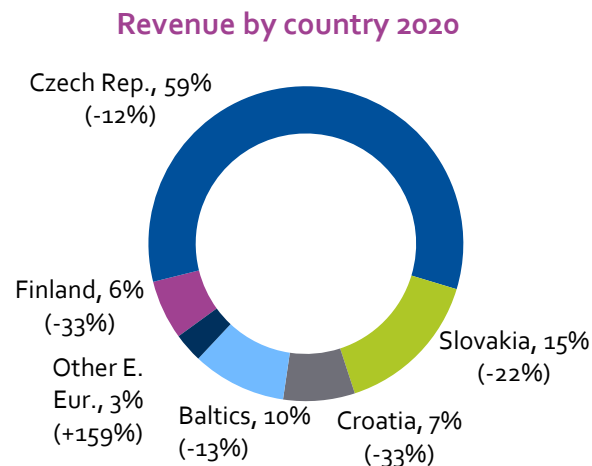
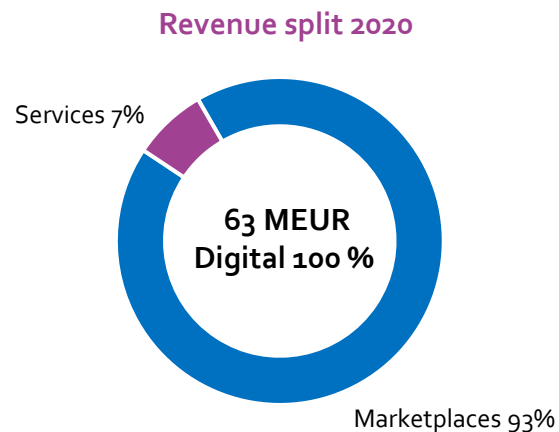
# Alma Career

## Strategic focus areas

- From traditional job boards to new, add-on HR services.
- Potential areas of growth 1) disruptive job board technologies & services, 2) digital staffing services and 3) professional education.

## Competitive advantages:

- Top awareness services and brands in all markets
- Scalable and cost-efficient business model and market proximity
- Active product development, broadening of customer base and search for new business initiatives
- Leveraging best practices developed in different Alma Career countries.



# Alma Talent

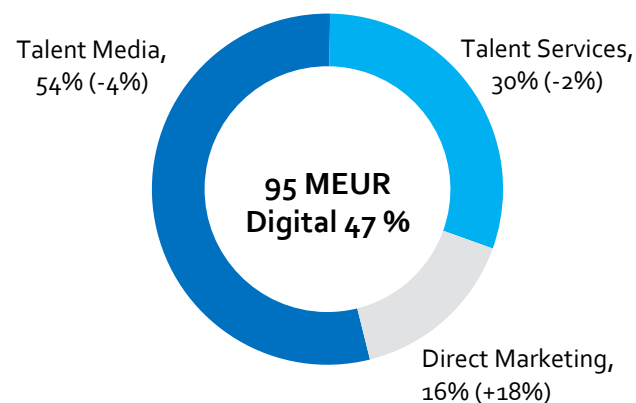
## Strategic focus areas

- Aims to build a stronger and more integrated service offering to complement the media business.
- Looking for growth opportunities in housing and real estate transactions & data, law-related content and services, online training.

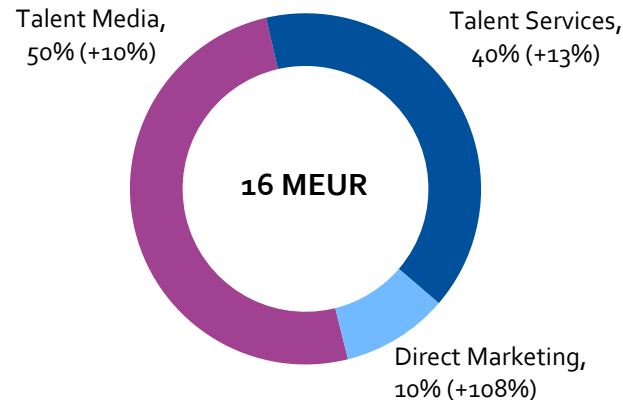
## Competitive advantages

- A unique target group and highly engaged audience: reach of a million influencers in Finland. Wide and high-margin professional content and services business portfolio enabling positive synergies and cross selling within Alma Talent.

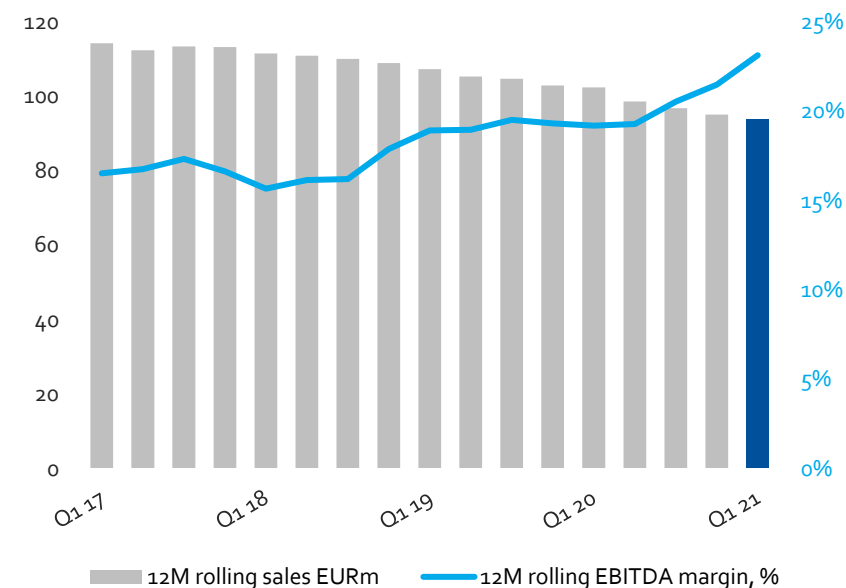
Revenue by business unit in 2020



Adj. EBIT by business unit in 2020



ALMA TALENT		
Alma Talent Media	Alma Talent Services	Direct marketing
<b>Kauppalehti</b> <b>Talouselämä</b> <b>ARVOPAPERI</b> <b>Uusi Suomi</b> <b>Mediuutiset</b> <b>tekniikka &amp; talous</b> <b>tivi</b> <b>BITTI</b>	<b>ALMA TALENT</b> Digital data, content and marketplace services <ul style="list-style-type: none"> <li>• Company and real estate information</li> <li>• Law</li> <li>• Business books</li> <li>• Competence development</li> <li>• Business premises</li> <li>• Dias</li> </ul>	<b>Suoramarkkinointi MEGA</b>



# Alma Consumer

Integration process of Nettix, vehicles and machinery businesses and sharing economy services, ongoing. Nettix reported as part of Alma Consumer starting from Q2.

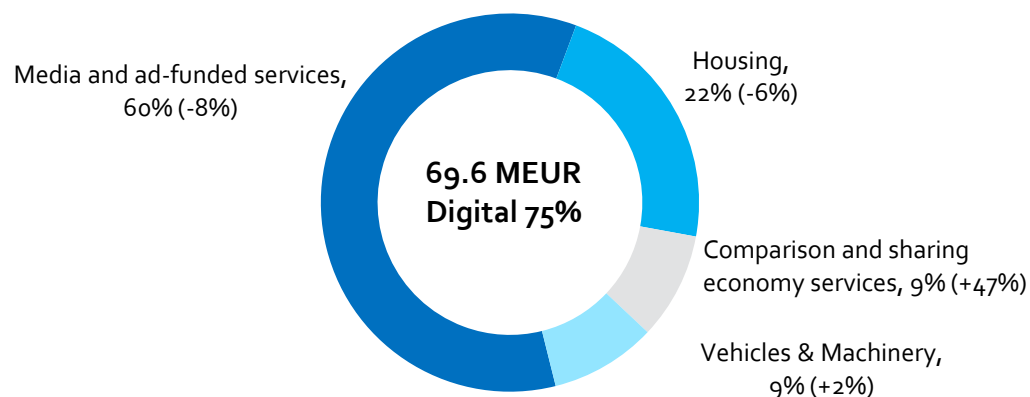
## Strategic focus areas

- Strong high reach digital news media with a growing and engaged audience with a target to increase the amount of registered users.
- Strengthening digital services involving media synergies.
- New growth areas: digital advertising offering for SMEs, content marketing solutions and performance-based advertising.

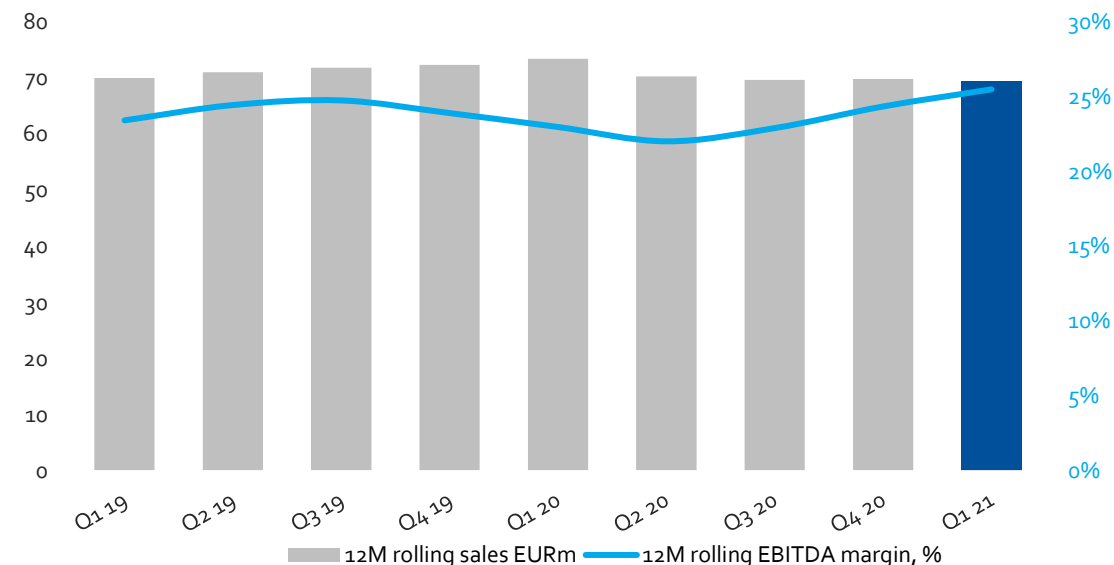
## Competitive advantages

- #1 in Finnish households' pivotal investments: market leader in housing and motor vehicles marketplaces
- Superior reach of media and services as a digital network and unique user data
  - 1 250 000 registered users
  - Iltalehti's weekly reach (digital + print) 3.1 million Finns.

Revenue split by verticals in 2020



ALMA CONSUMER			
Media and ad-funded services	Vehicles and machinery	Housing	Comparison services
<b>ILTALEHTI</b>  <b>AMPPARIT</b>  <b>Rantapallo</b>  <b>telkku.com</b>  <b>kotikokki.net</b>	<b>AUTOTALLI</b> <small>.com</small> <b>NETTIAUTO</b> <b>NETTIMOTO</b> <b>NETTIVENE</b> <b>NETTIKARAVAANI</b> <b>NETTIKONE</b> <b>NETTIVARAOSA</b> <b>NETTIMARKKINA</b> <b>KONEPÖRSSI</b> <b>NETTIX</b> <small>PRO</small> <b>Tukkuautot.fi</b>	<b>ETUOVI.com</b>  <b>VUOKRAOVI.com</b>  <b>TALOSOFTA</b>  <b>KIVI</b>	<b>etu.fi</b> <b>URAKKA</b> <small>maailma.fi</small> <b>Muuttomaailma.fi</b> <b>AUTOJERRY</b> <b>KATSASTUSHINNAT.FI</b> <b>Gofinland</b> <b>E-kontakti.fi</b> <b>NETTIMÖKKI</b> <b>NETTIVUOKRAUS</b>

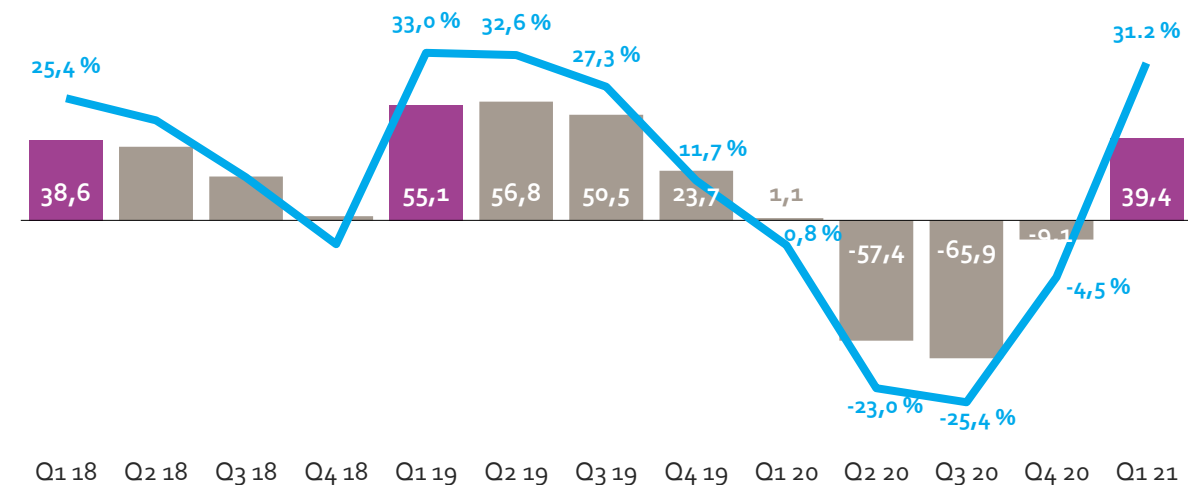




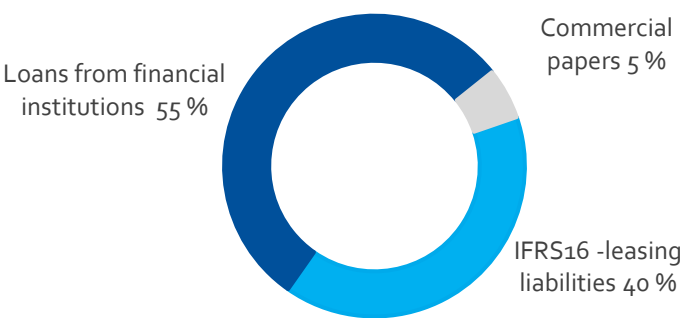
# Increased Leverage – Net Debt to Change Significantly

	Q1 2021
Interest-bearing long-term liabilities	MEUR 79.7
Net debt	MEUR 39.4
Gearing	31.2%
Equity ratio	40.5%

Net debt (MEUR) and gearing (%), Q1 2018–Q1 2021



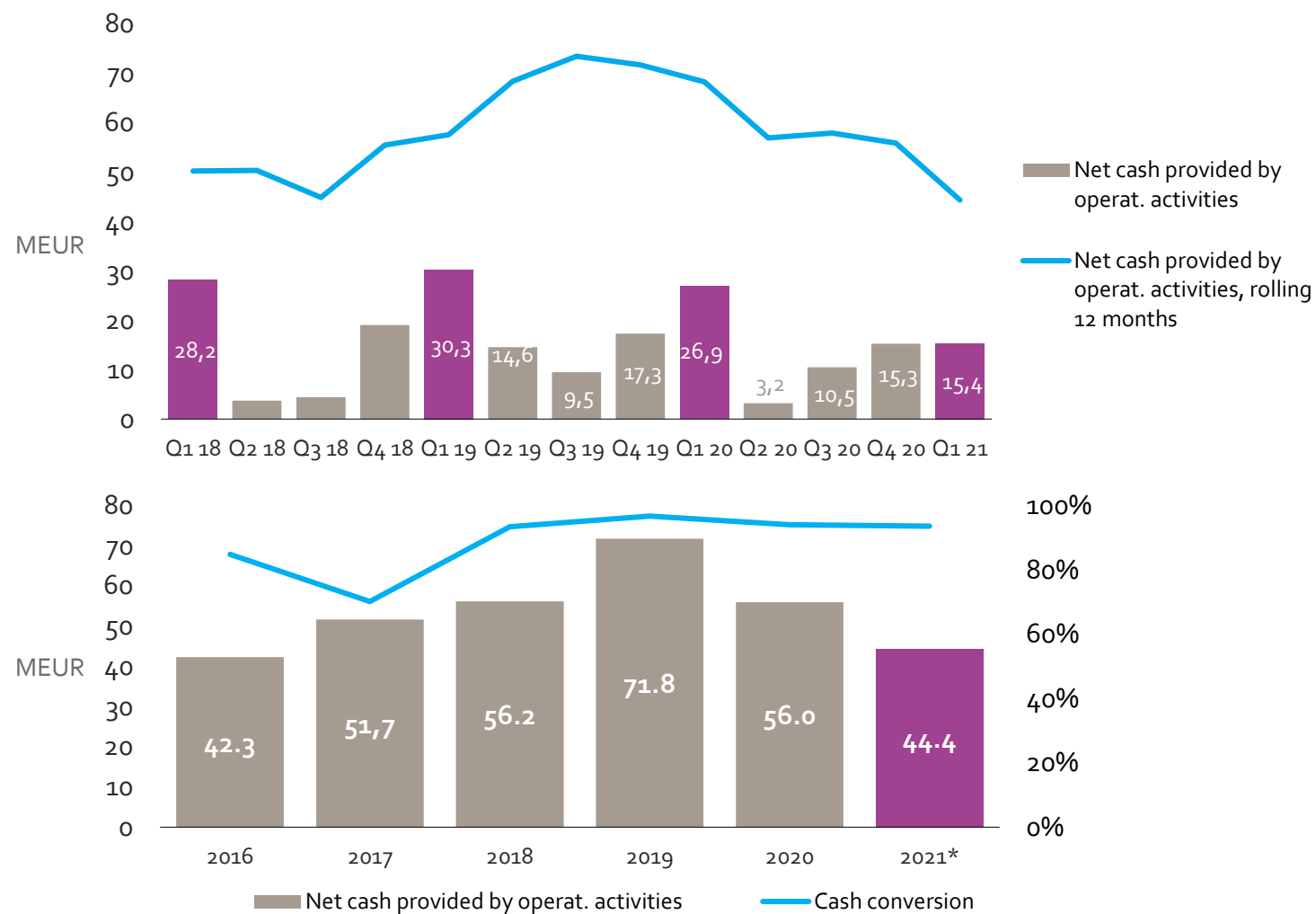
Interest-bearing Debt, MEUR Q1/2021



# Solid Cash Flow and High Cash Conversion

Capex	Low investment needs in existing assets (MEUR 3-4 annually)
Cash and cash equivalents	MEUR 52.3 as of end of March
Scalable business model	

Cash flow including discontinued operations

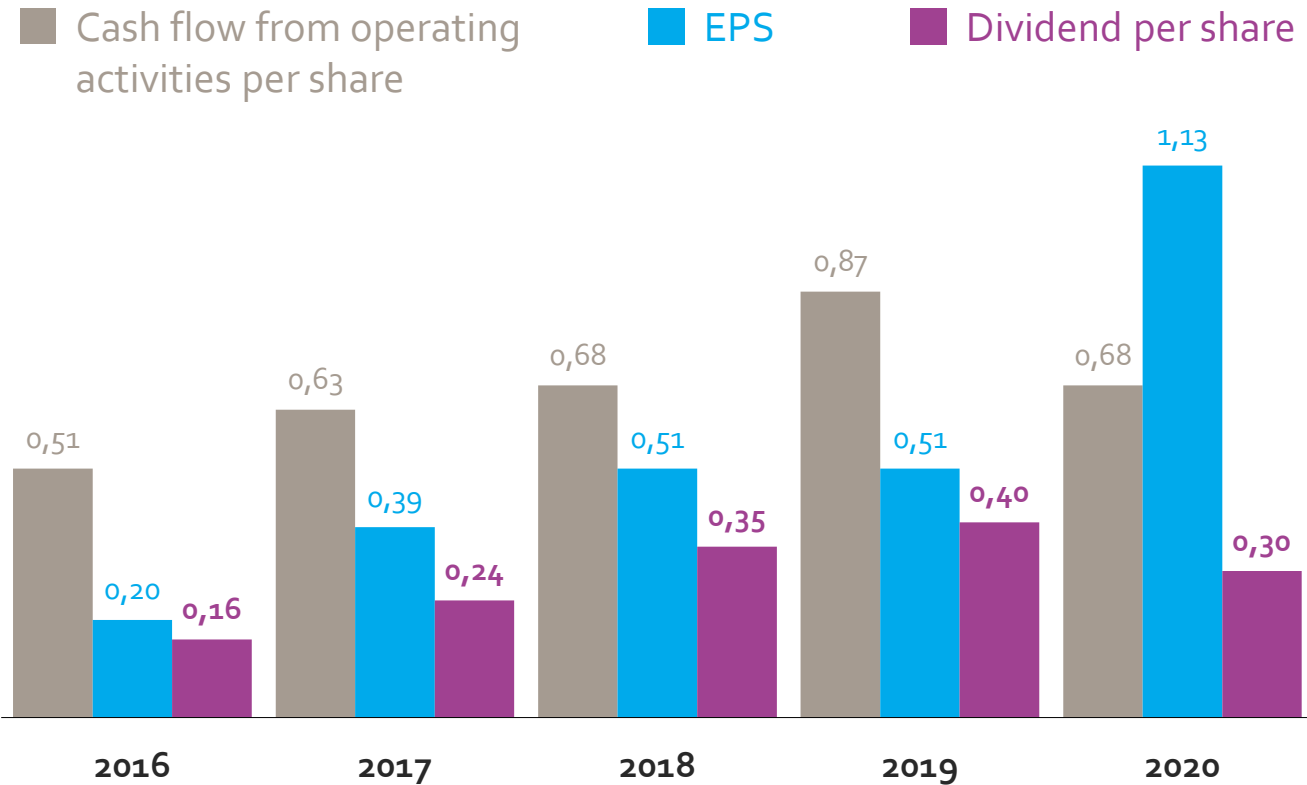


\*Rolling 12 months end Q1/2021

# Strong Dividend And Investment Capacity

Dividend yield

**3.4 %**  
as of 31 Dec 2020



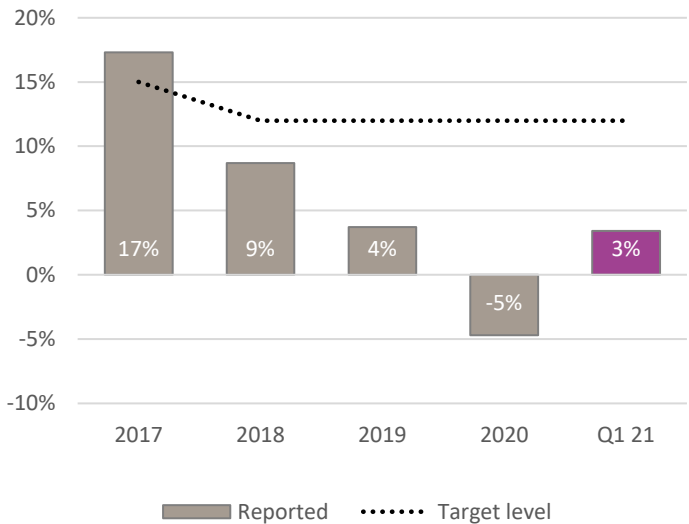
EPS for discontinued operations during 2020 were EUR 0.80 ( 0.10)

# Long-Term Financial Targets\*

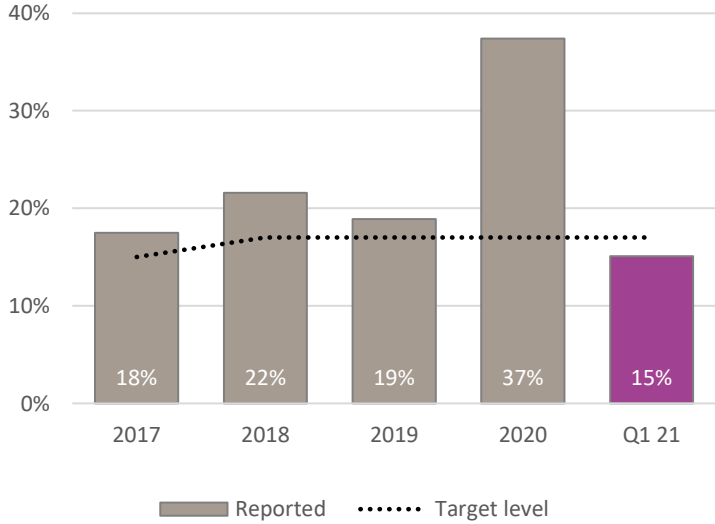
Financial target	Long-term target level	Performance Q1/2021
Digital business growth, %*	>12%	3% <span style="color: yellow;">●</span>
ROI, %**	>17%	15% <span style="color: green;">●</span>
Dividend payout ratio	>50%	

\* Includes continued and discontinued operations \*\* Includes adjusted items such as capital gain on the sale of the regional news media business

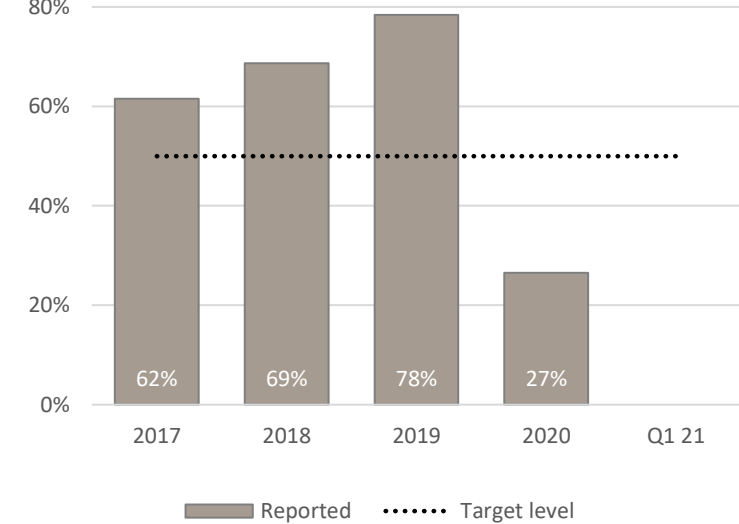
Digital business growth (%)



Return on investment ROI (%)



Dividend Payout Ratio (%)





# Outlook For 2021

- The uncertainty in Alma Media's operating environment is continuing due to the COVID-19 pandemic in 2021.
- Alma Media expects its full-year revenue and adjusted operating profit for continuing operations to increase compared to 2020.
- In 2020, the full-year revenue of the Group's continuing operations was MEUR 230.2 and the adjusted operating profit was MEUR 45.4.

## **Assumptions behind the outlook**

- The Nettix acquisition.
- In recruitment business the delay between invoicing and the recognition of revenue will have a negative impact on the revenue performance in Q1 2021.
- The negative effect of overhead costs due to the divestment of the regional media.

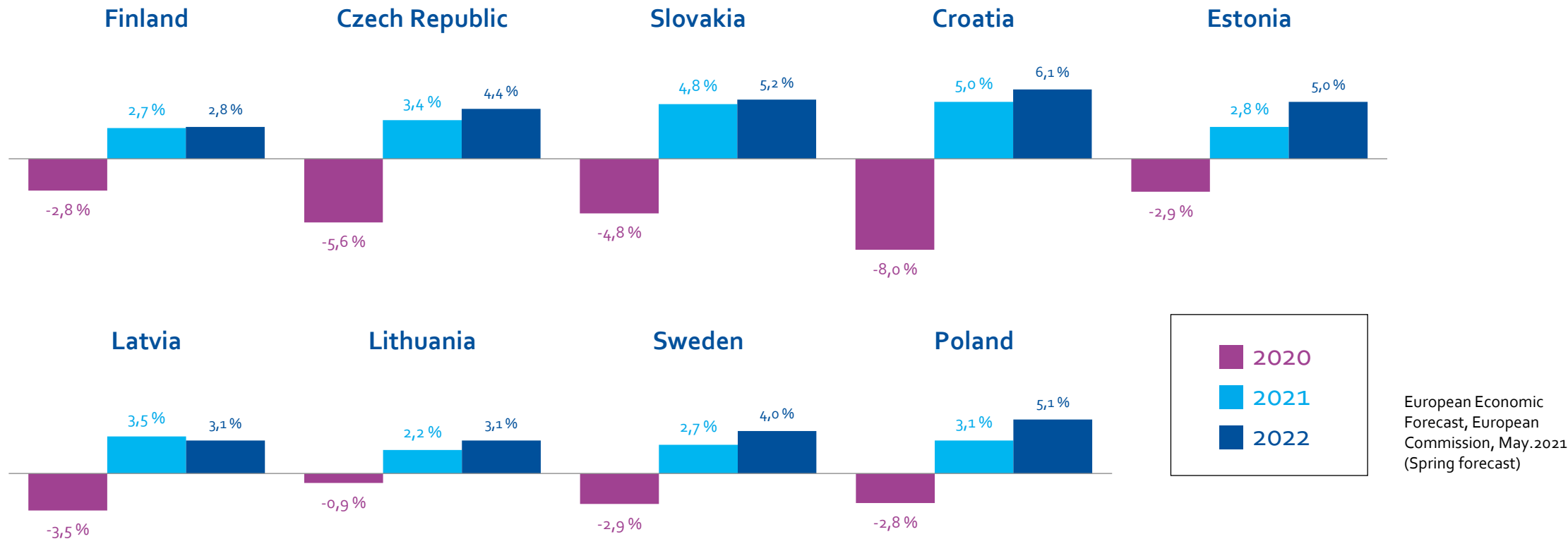


# Operating Environment



# European Commission: Vaccines and policy efforts pave the way for economic recovery

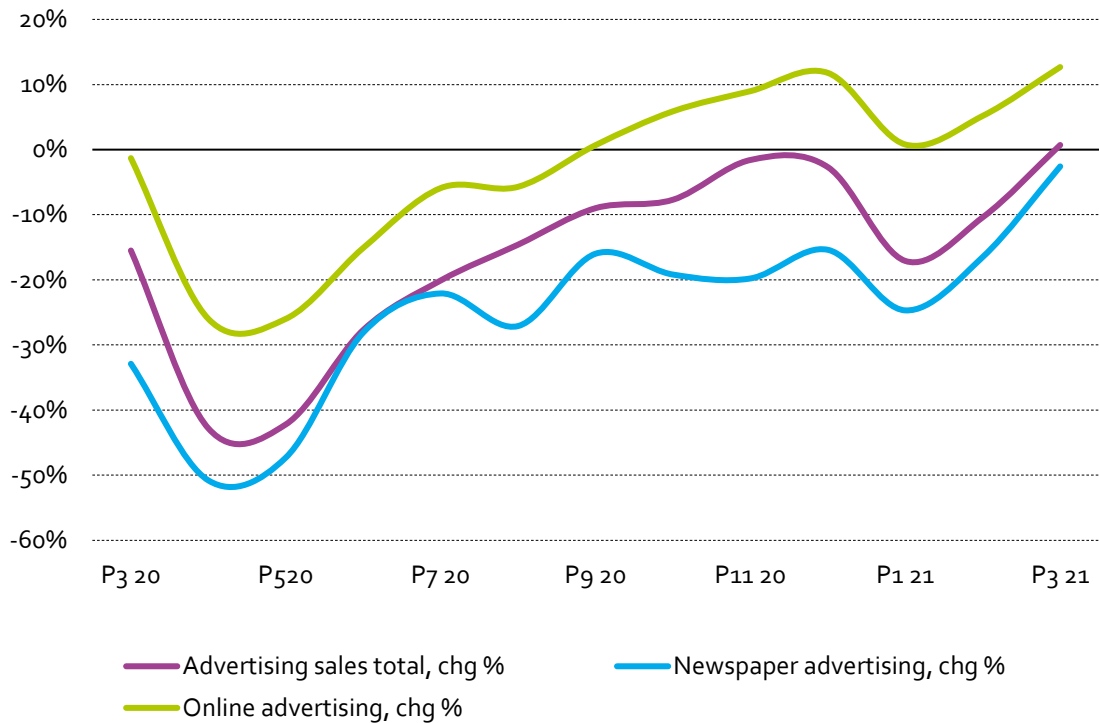
## GDP forecasts in Alma's operating countries 2020–2022E



# Finnish Advertising Market: Overall In Negative Territory, Digital Advertising Positive

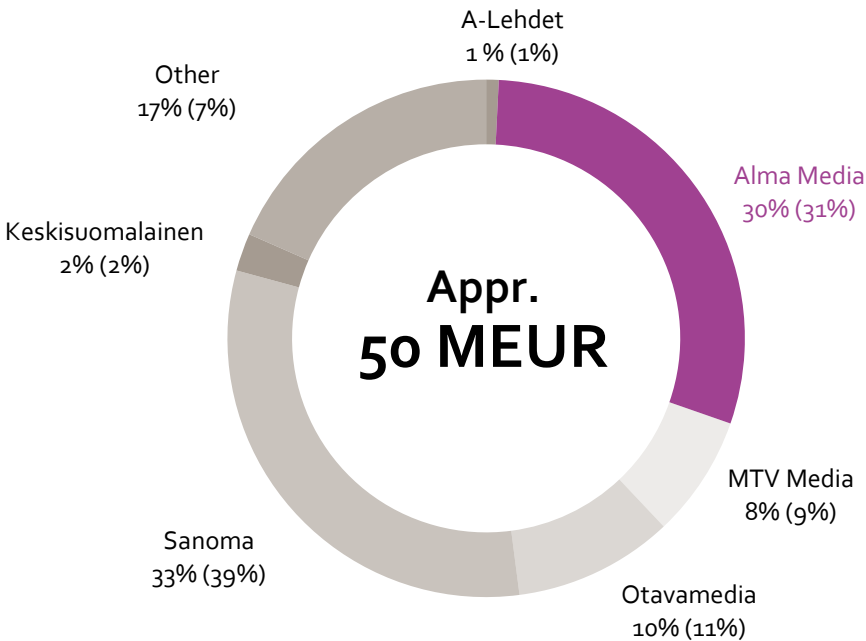
Monthly change in media advertising 3/2020–3/2021

Source: Kantar TNS



Online advertising by media companies in Finland Q1/2021 (Q1/2020)\*

Source: Kantar TNS



\*Media groups own advertising is included in the figures to the extent that is chargeable between units and businesses.



A man with short, light-colored hair and a goatee, wearing a blue long-sleeved shirt, stands in the center of the frame. He is looking directly at the camera with a neutral expression. Behind him is a large, bright screen that displays a close-up, high-contrast image of two hands, one of which appears to be holding a small object. The overall lighting is cool and blue, creating a futuristic or clinical atmosphere.

# Strategy





# Two Decades Of Digital Transformation

2005-2010

Online becomes significant

Sale of MTV3 broadcasting

2010-2015

Growth and internationalisation of digital services

Acquisition of Central European digital recruitment marketplaces

2015-2020

Acceleration of growth utilising the possibilities of digital

Public bid for Talentum and digital bolt-on acquisitions

2020-

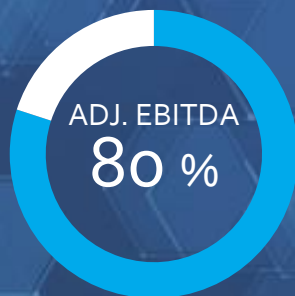
New openings

Divestment of regional media business and printing operations

Nettix acquisition

# Today A Top-Tier European Digital Media And Service Company

Digital:



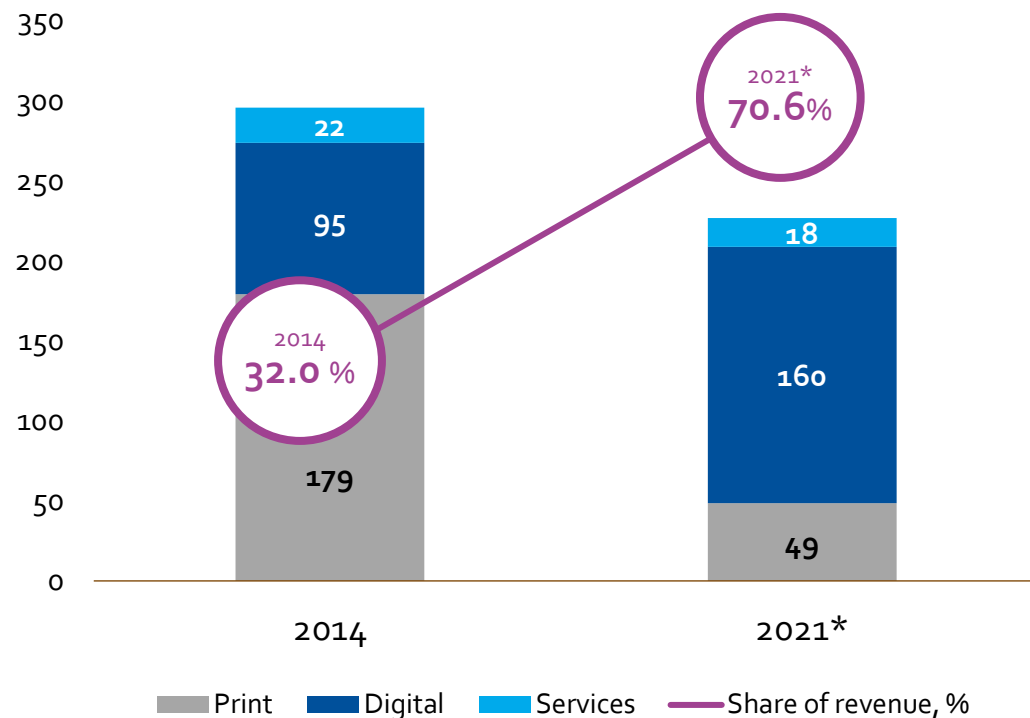
## Tech in Alma Media

- Approx. **20 %** of revenue into technology
- Approx. **20 %** of personnel working with tech
- Premium data, advertising, and activation as well as publishing platform
- 110 million daily data collection events (in Finland)

# Digital Transformation And Change In Business Mix Driving Operational Gearing

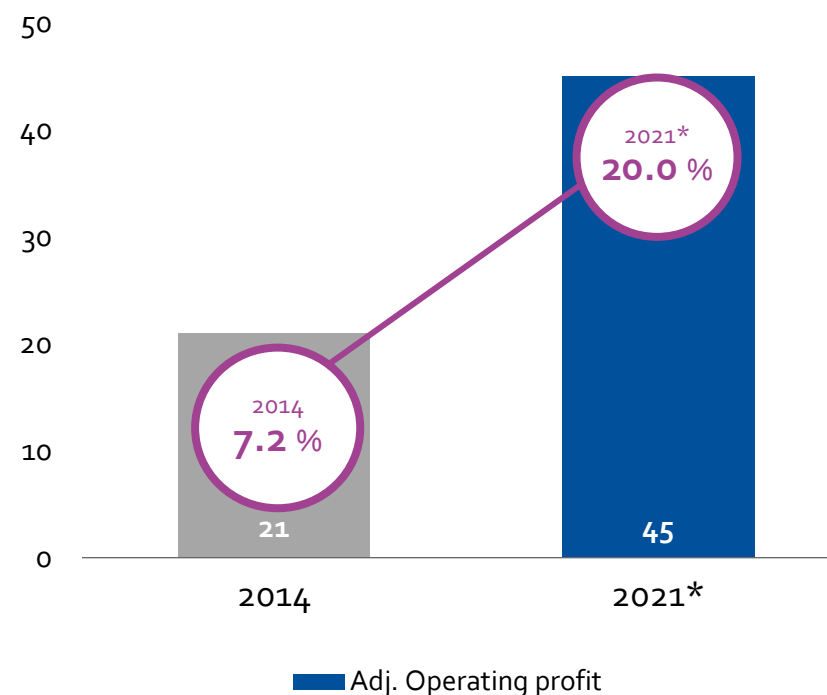
## Revenue

MEUR



## Adjusted Operating Profit

MEUR



\* Continuing operations, Rolling 12 months end Q1/2021



# Alma Media Transformational Strategy



## TRANSFORM THE CORE

- Accelerate the digitalization of print media
- Activate co-operation within group and business units
- Divest or close unprofitable / low-profitable businesses



## GROW IN DIGITAL

- Diversify from media to marketplaces and digital services
- Concentrate on digital services with synergy benefits
- Diversify in value chains to new business areas
- Develop world-class digital capabilities

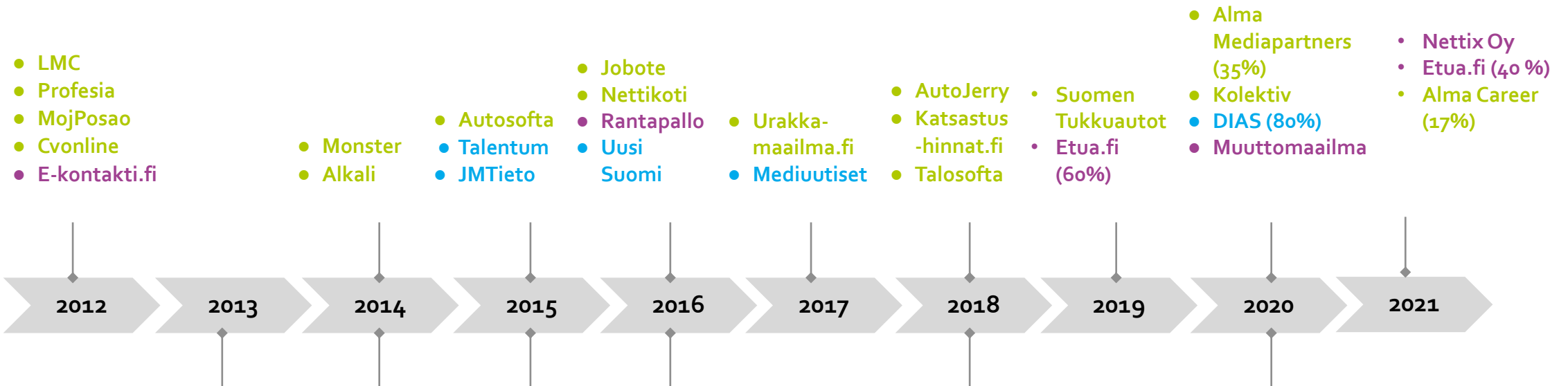


## INTERNATIONALIZE

- Expand to new geographies in order to speed up the growth and to decrease the dependency on Finnish economy
- Leveraging business and seeking growth opportunities in current operating countries

# M&A Tapping Into New Digital Revenue Pools

## ACQUISITIONS



## DIVESTMENTS



- Early morning delivery
- Regional media and Alma Manu printing operations
- Affärldsväl rden
- Alma Talent AB

- Lapin Kansa
- Matkapö rssi
- Dagens Media Sverige

- Local media in Pohjois-Pohjanm aa

- Kainuun regional media
- Alma 360

- Mascus
- City24
- BNS

# Coronavirus Bringing New Business Opportunities

- COVID-19 epidemic is expected to lead to permanent changes in consumer behaviour and to accelerate the demand for digital services.
- The structural transformation of the media sector is expected to continue and to further intensify
- Data, analytics, machine learning and automation will become increasingly important, which calls for technology investments



# We Look For Growth Leaps With New Digital Platform Businesses

Create higher value for customers by facilitating transactions between the industry buyers and sellers

1) Leverage our content & data to drive trust and transactions

2) Build digital platform businesses in our key industries by solving the industry needs & problems

Vertical vision, strategy & execution

Media & content

Home & living

Cars & mobility

Recruiting & career

PRODUCE HIGHER VALUE FOR CUSTOMERS  
with added trust, digital tools, and operational efficiency

FACILITATE INTERACTIONS & TRANSACTIONS  
with higher industry specialization, responsibility, and strength of relationship





# We

can see our way  
forward, clearly

on our journey of  
transformation

## *We are...*

The international  
service and content  
revolution company  
with a local heart

**COMPANY DESCRIPTION**

## *That aims to...*

**Inspire human curiosity  
and choice**

By creating services  
that combine technology  
and content, with  
a local heart.

**VISION**

## *Because we want to...*

Accelerate sustainable  
growth of individuals,  
businesses and society.

**PURPOSE**





## **APPENDIX**

- 1. Major shareholders of Alma Media**
- 2. Nettix acquisition**
- 2. Key business development takeaways Q1 2021**
- 3. Sustainability**



# Shareholders And Analysts

Shareholders end-April		% of Shares
1	Otava Oy	29.04
2	Mariatorp Oy	19.03
3	Ilkka-Yhtymä Oyj	10.92
4	Varma Mutual Pension Insurance Company	6.47
5	Ilmarinen Mutual Pension Insurance Company	3.38
6	Elo Mutual Pension Insurance Company	2.34
7	Nordea Nordic Small Cap Fund	2.27
8	Veljesten Viestintä Oy	1.03
9	Kunnallisneuvos C. V. Åkerlundin Säätiö	0.95
10	Keskisuomalainen Oyj	0.95
<b>10 largest shareholders total</b>		<b>76.37</b>
<b>Nominee registered</b>		<b>5.58</b>
<b>Other shares</b>		<b>18.05</b>
<b>Total</b>		<b>100.00</b>

For updated public information, please go to  
<http://www.almamedia.fi/en/investors/share-and-shareholders/shareholders>

## Sell-side analysts following ALMA

Broker	Analyst
Carnegie	Pia Rosqvist-Heinsalmi
Nordea	Sami Sarkamies
SEB	Pete-Veikko Kujala
OP	Kimmo Stenvall
Inderes	Petri Gostowski

## Share facts

Ticker code	ALMA
ISIN code	Fl0009013114
Market	Helsinki (EUR)
Amount of shares	82,383,182
Market cap (May 2021)	EUR 0.816 B

Alma Media Corporation's Board of Directors comprises seven members.  
 Otava has two board members, and Mariatorp and Ilkka-Yhtymä one member in the Board.





# Strengthening Position In Digital Marketplaces In Finland

## Acquisition Of Nettix Oy

---

# Alma Media Strengthens Its Position In Digital Marketplaces In Finland

- **Alma Media has signed an agreement to acquire Nettix business from Otava.**

The agreed enterprise value of the acquired business is EUR 170 million, corresponding to a multiple of 15.1 (EV/EBITDA 2020).

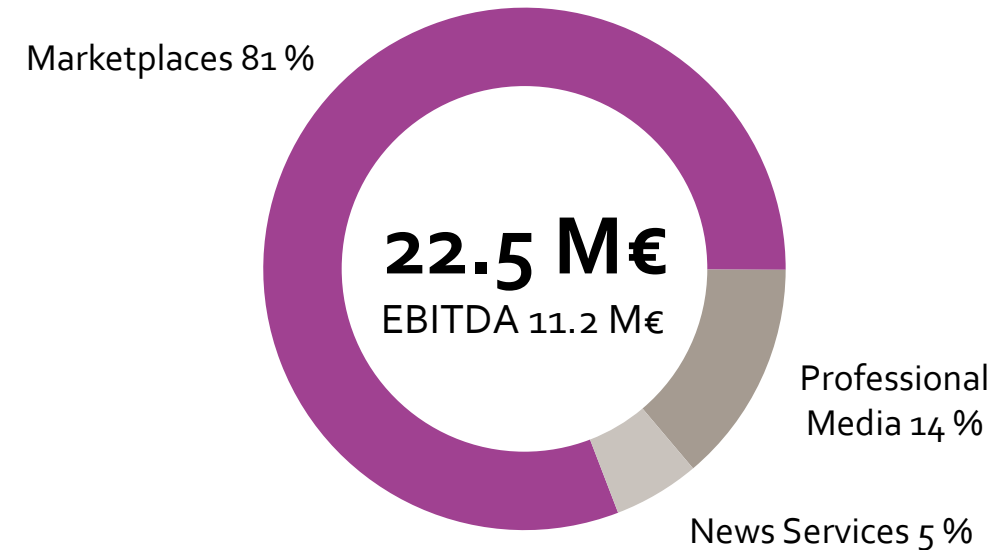
- In 2020, Nettix had revenue of EUR 22.5 million, EBITDA of EUR 11.2 million and operating profit of EUR 10.0 million.
- The acquisition follows Alma Media's strategy to focus on digital media and services.
- The acquisition strengthens Alma Media's position especially in automotive and mobility services.

- Nettix will be reported in Alma Consumer segment.
- Alma Consumer forms an exceptional combination of digital services, content and data and is a trusted local partner in digital business and commerce.
- Digitalisation of mobility services and the automotive ecosystem is expected to accelerate further in coming years, and trading is expected to continue its shift to digital marketplaces and platforms.
- After the acquisition, the revenue of Alma Media's marketplaces business in Finland will be approximately EUR 46 million.

# Nettix – Leading Digital Marketplace For Motor Vehicles

- Nettix Oy's business consists of Finland's leading motor vehicle marketplaces, such as **Nettiauto**, **Nettikone**, and **Nettimoto**
- In addition, its brands are **Konepörssi**, the leading professional media for machine and transport business, and the news service **Ampparit**
- The marketplaces reach an audience of 2.5 million Finns every week\*
- 39 FTEs and run by a network-based business model, meaning approx. 60 professionals work for Nettix via other companies

## Share of Revenue 2020



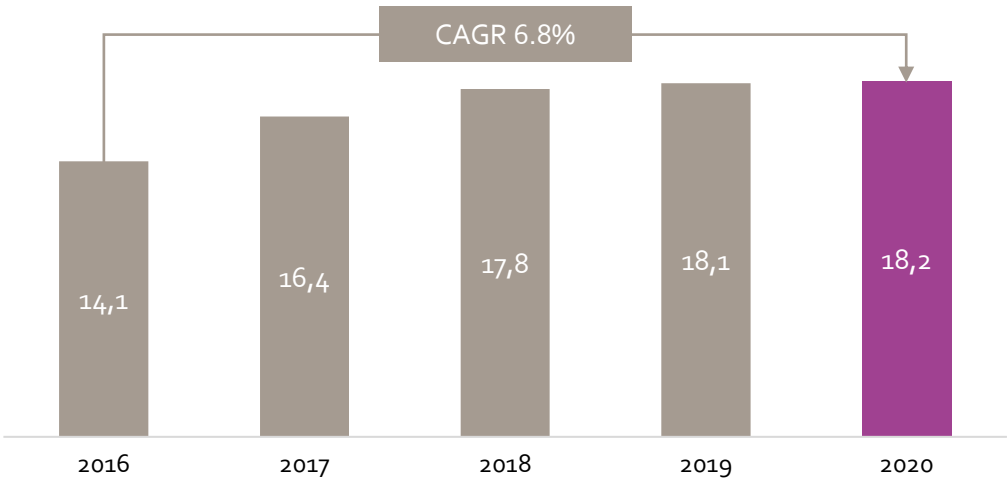
———— **NETTIAUTO** **NETTIKONE** **NETTIMOTO** **NETTIVENE** **KONEPÖRSSI** **AMPPARIT** ————



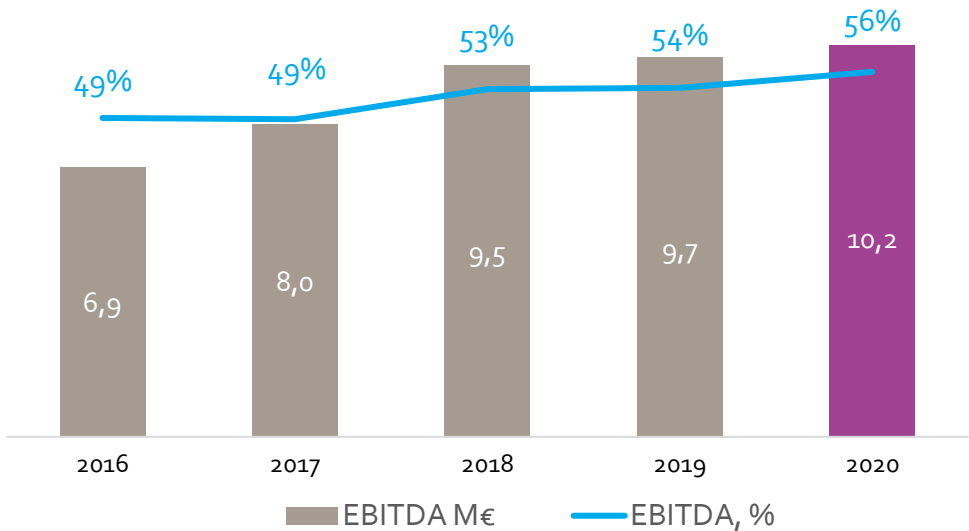
# Nettix's Marketplace Business Generates Profitable Growth

In 2020, the Nettix marketplaces amounted to approximately 81% of Nettix Oy's revenue

Marketplaces revenue (M€)



Marketplaces EBITDA (M€)



# Key Rationale



Globally **marketplace businesses** are growing fast and are a crucial part of trading infrastructure



A logical step in our **strategy** focusing on **digital media and services**



**#1 motor vehicle marketplace** with growth opportunities accelerated by sector's transformation



Nettix's network-based and highly scalable digital business model generates **profitable growth**



Provides new revenue opportunities in growing **renting and leasing** businesses



Unites outstanding capabilities of **marketplaces, technology, expertise, and media reach**



Forms a unique opportunity to **combine services and content** for the benefit of the customer



Significant **data pool for B2B** customers and product development

# Acquisition Financing

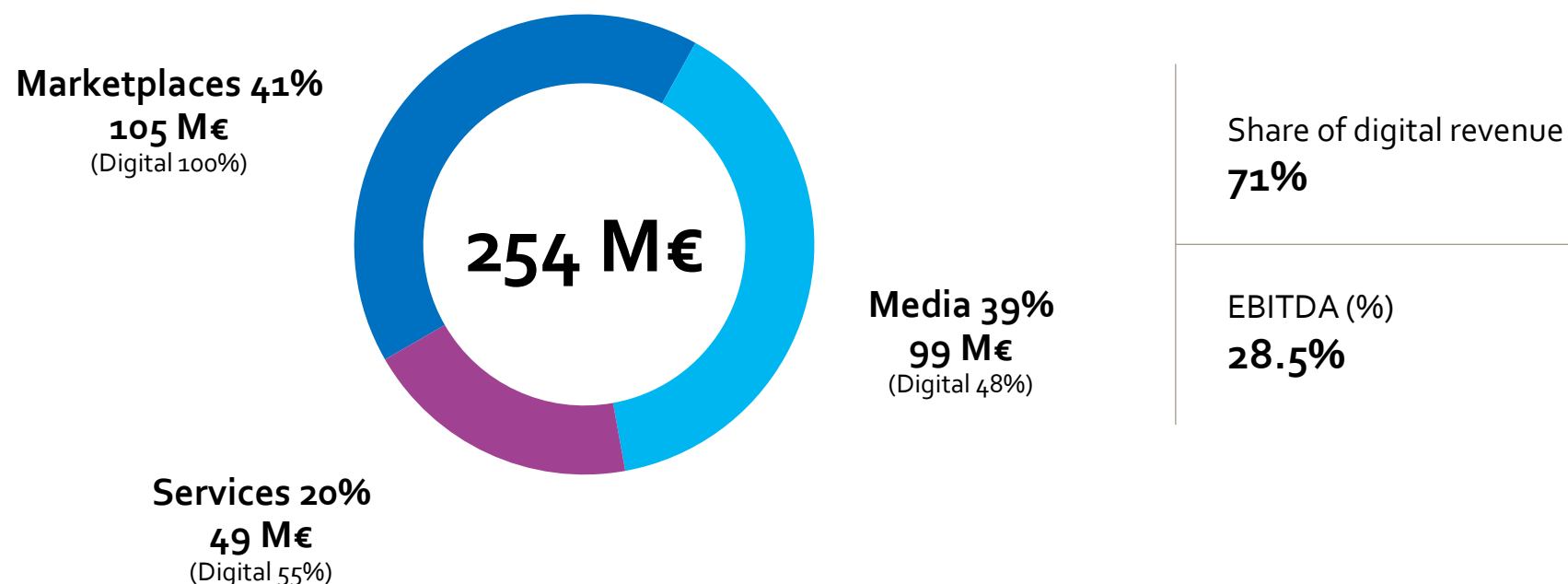
## Purchase price and financial impact

## Financing the acquisition

- Enterprise value of the acquisition is EUR 170 million
- The purchase price will be paid in cash
- Alma Media expects the acquisition to have a positive EPS effect in 2021
- The preliminary estimate for depreciations from PPA is EUR 3 million
- Transaction costs are approx. EUR 1.5 million, of which EUR 0.5 million booked as costs in 2020
- Annual estimated net synergies of approx. EUR 1.5 million by 2022
- The company's long-term financial targets remain unchanged, but guidance for 2021 is revised. FY revenue and operating profit of continuing operations for 2021 expected to increase compared to 2020.
- Transaction will be financed fully with debt. A committed bridge funding facility of EUR 220 million with OP Financial Bank covers also the redemption of minority stake in Alma Mediapartners.

# A More Balanced Business Mix As Our Digital Transformation Progresses

## Alma Media post transaction (pro forma 2020)







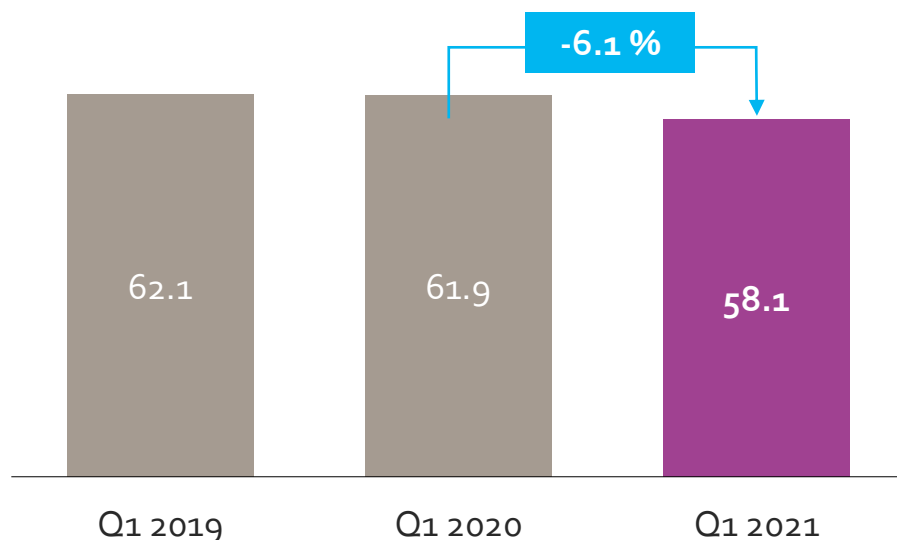
# **KEY BUSINESS DEVELOPMENT TAKEAWAYS Q1 2021**



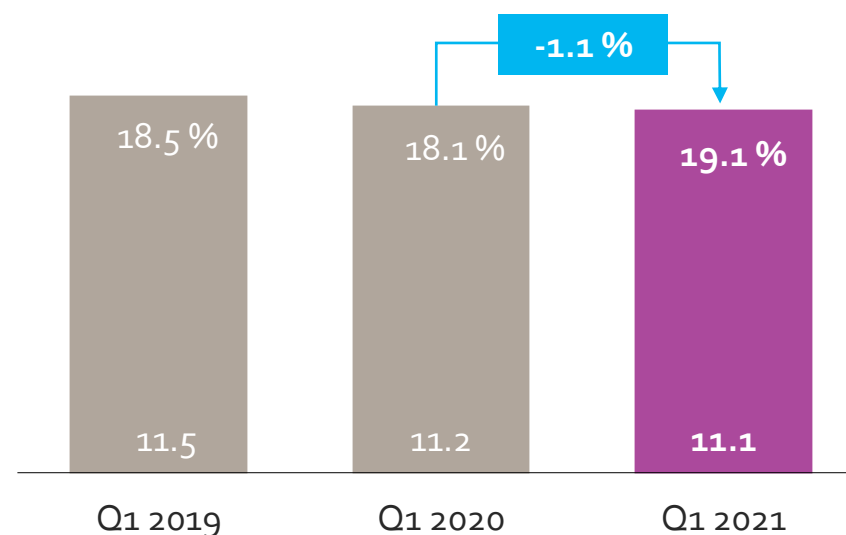
# Solid Performance in Q1, Better Than Expected

- Despite COVID-19 and continued uncertainty in the operating environment, a good start for the year as rebound continues.
- Relative profitability slightly up year-on-year, also compared to 2019.
- Significant, strategic transactions during the last two quarters.
- Increased leverage – net debt to change significantly, high cash conversion.

Revenue (MEUR)\*



Adjusted operating profit\* (MEUR) (% of revenue)

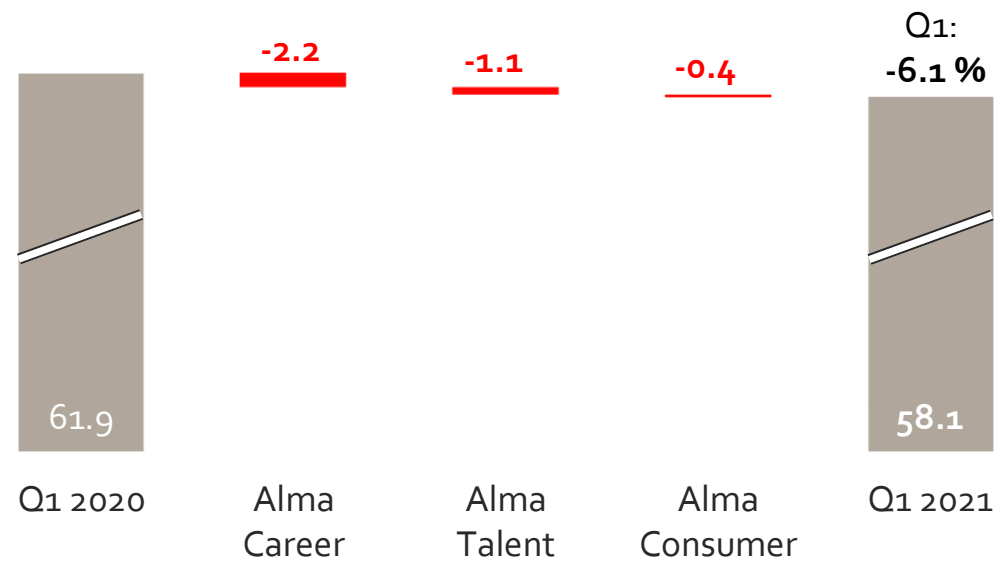


\*continuing operations

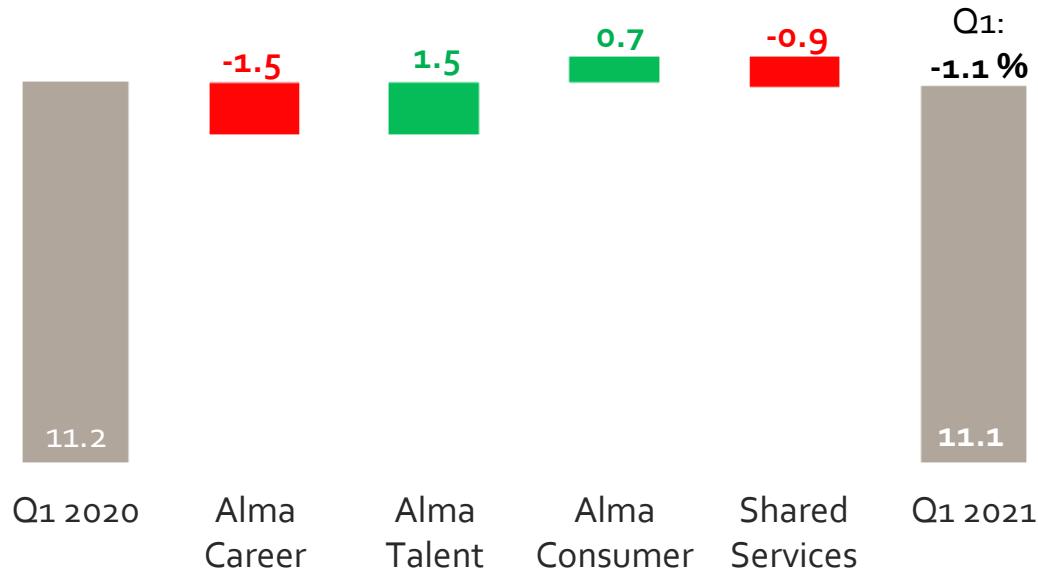


# Revenue Impacted By The Decline In Recruitment, And Weak Development Of Print Media Content And Advertising Sales

Revenue\* Q1 2021 (MEUR)



Adjusted operating profit\* Q1 2021 (MEUR)

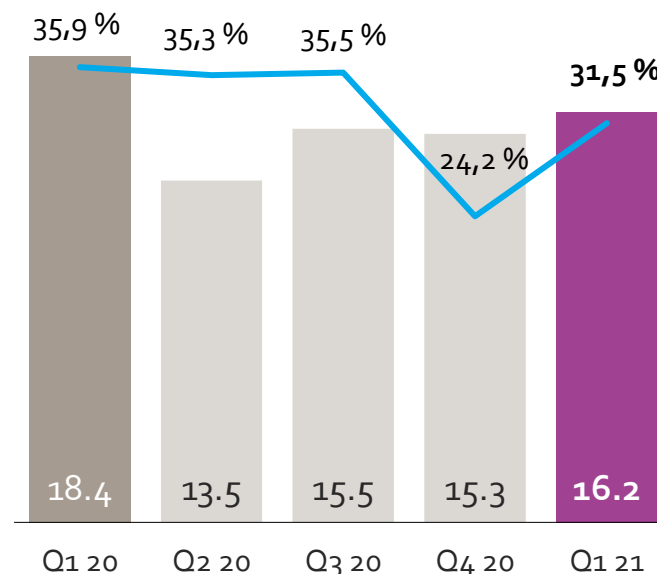


\* Continuing operations

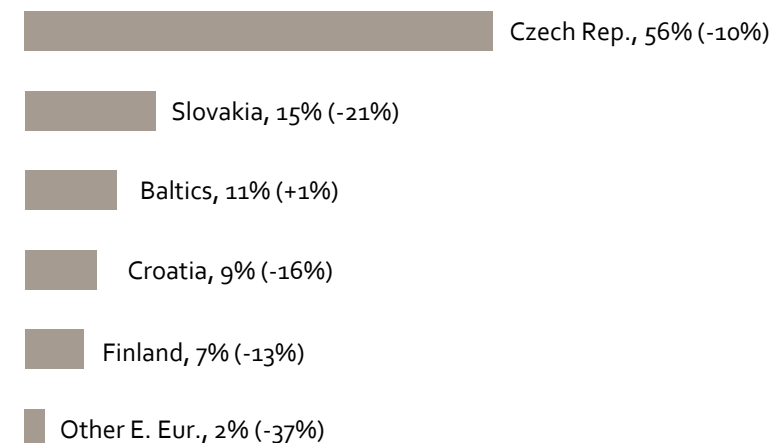
# Alma Career: Revenue And Profit Under Pressure Due To COVID-19 And Delay In Revenue Recognition As Expected

- Revenue -12.1 % to MEUR 16.2.
- Due to revenue recognition, the sharp drop in invoicing last Spring still burdened Q1.
- Positive development seen in added-value services, e.g., Seduo.
- Expenses -5.4% to MEUR 11.2 as marketing costs lower.
- Adj. operating profit -22.9% to MEUR to 5.1.
- Positive trend in demand seen continuing and invoicing picking up. Segment revenue expected to turn to growth in Q2.

Revenue (MEUR) and **adjusted operating margin (%)**



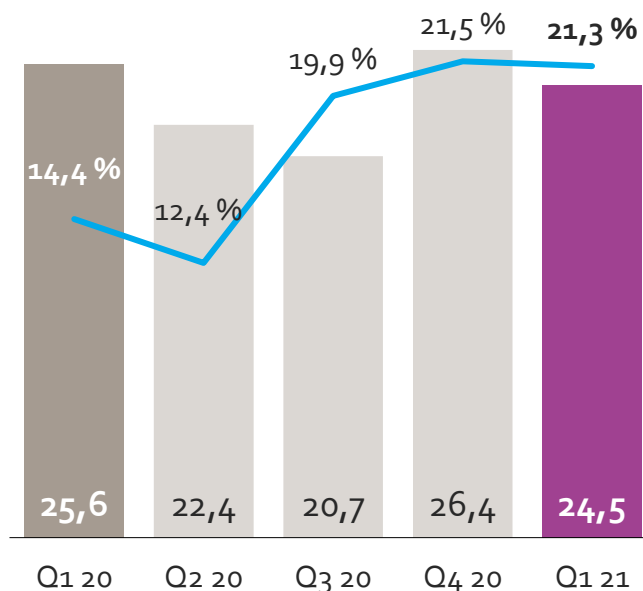
Share of segment revenue by country  
(revenue change rates in brackets)



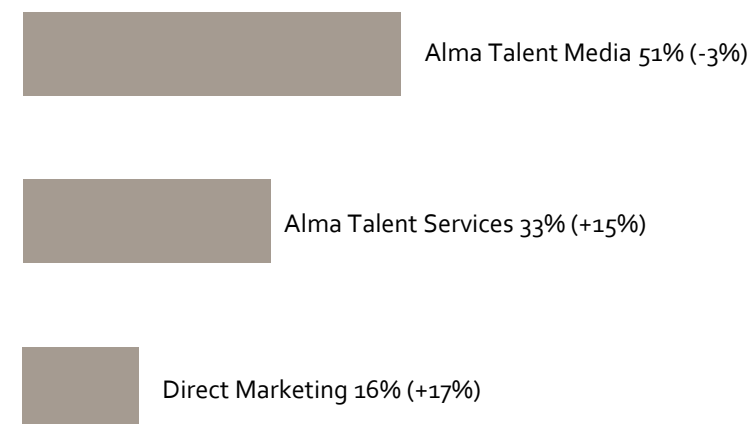
# Alma Talent: Performance Strong Across The Board

- Revenue -4.5 % to MEUR 24.5. Revenue of continuing operations +6%, excluding divested Swedish media businesses.
- Transformation progressed and digitalization rate rose to 55%.
- Positive revenue and profit development in direct telemarketing and Alma Talent Services.
- Rapid growth (+39%) of digital content revenue continued.
- Adjusted operating profit +41.4% to MEUR 5.2.

**Revenue (MEUR) and adjusted operating margin (%)**



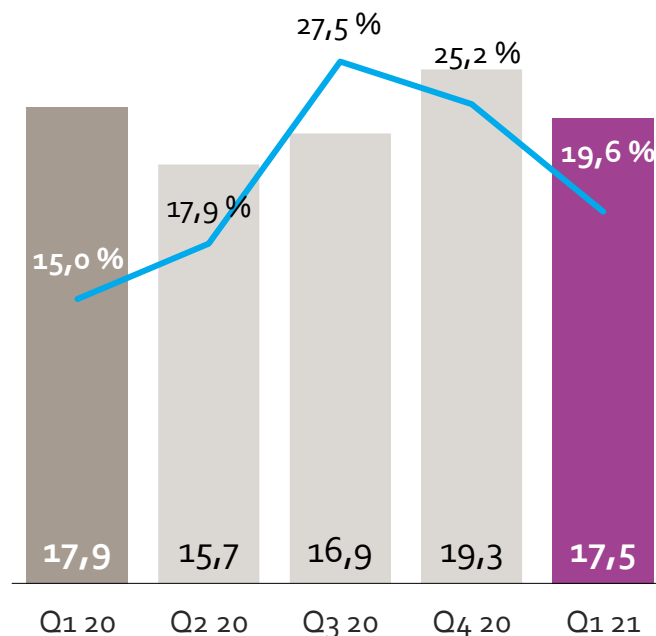
**Revenue split by business unit**  
(revenue change rates in brackets)



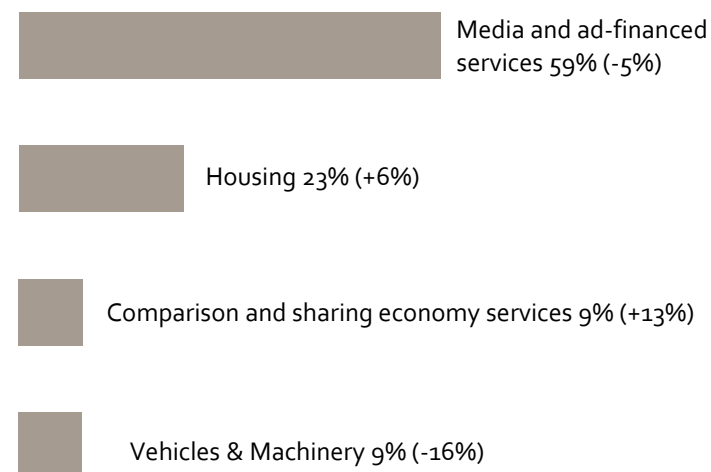
# Alma Consumer: Growth Driven By Marketplaces, A Sluggish Start For Print Media

- Revenue -2,3% to MEUR 17.5.
- In marketplaces e.g., housing and comparison services' performance was strong.
- Lockdown rules reduced single copy and print advertising sales.
- In digital advertising, content marketing grew.
- Expenses -5.0% to MEUR 14.5 mainly due to lower costs allocated to print media.
- Adjusted operating profit +27.8% MEUR 3.4.

Revenue (MEUR) and adjusted operating margin (%)



Revenue split by vertical  
(revenue change rates in brackets)

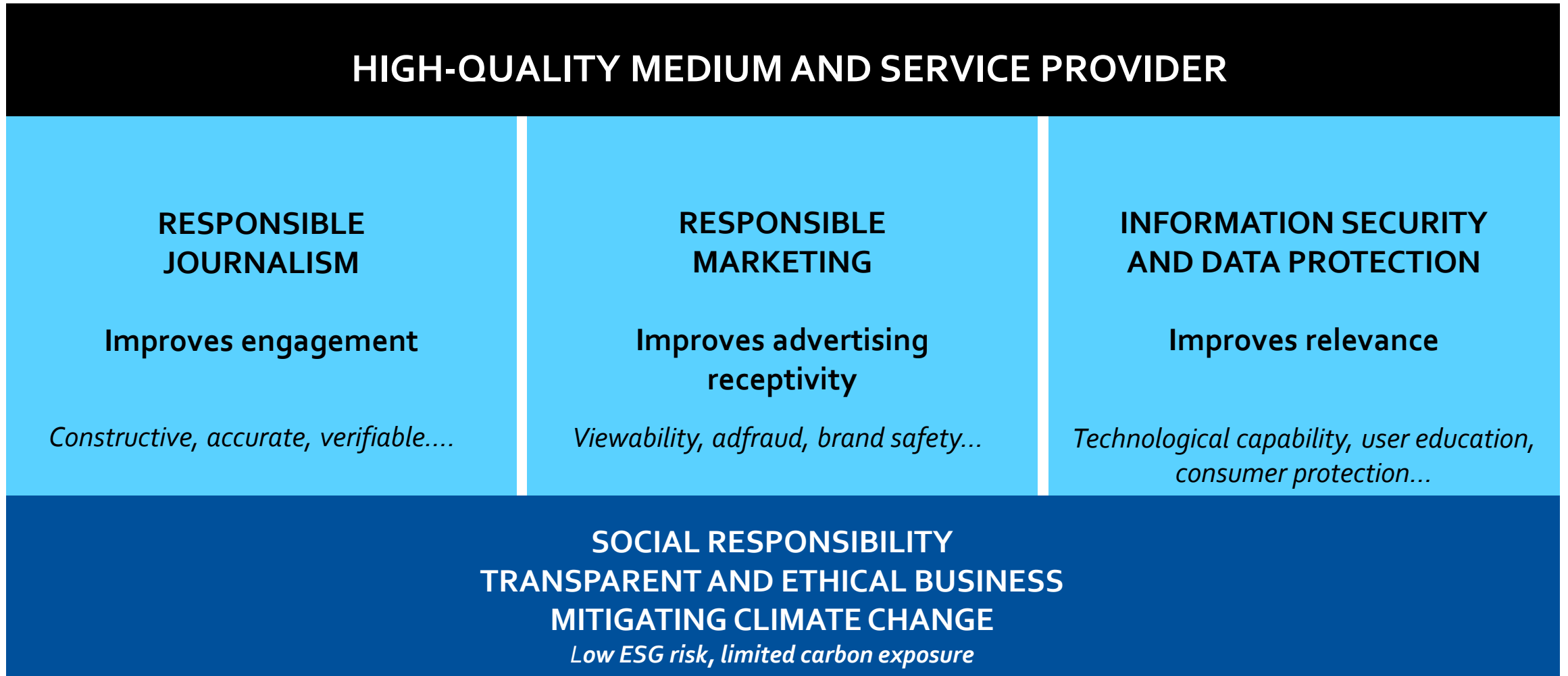




# CORPORATE RESPONSIBILITY



# Sustainability drives our work



# Alma Media's sustainability KPIs

SUSTAINABILITY THEMES	TARGETS	KPI	2020
Responsible journalism	Share of condemnatory decisions issued by the Council for Mass Media	<20%	12%
Responsible marketing	Online and mobile services do not feature any advertisements that violate the guidelines of good marketing practices of International Chamber of Commerce	0	0
Digital responsibility	Share of serious information security or data protection violations in the Alma's online service	0	0
Good employer <i>Personnel</i>	QWL employee survey	75%	83.8%
	Employees' willingness to recommend Alma Media as an employer:	At least 7.5 on a scale of 1–10	8.5
Responsible partner <i>Environment</i>	Scope 1 and 2: CO <sub>2</sub> emissions arising from the consumption of electricity, district heating and district cooling and the fuel consumption of company cars	-21% 2016–2025	-48% (683 tCO <sub>2</sub> e)
Supply chain <i>Transparency</i>	Scope 3 Indirect CO <sub>2</sub> emissions caused by the subcontracting chain.	-10% 2016–2023	-18% (4,127 tCO <sub>2</sub> e)

# Alma Media & ESG

- Alma Media is committed to developing its sustainable business practices against highest standards
- ALMA is part OMX GES Sustainability Finland index
- Alma is the third media company in the world to set CO2 emissions reduction targets approved by the Science Based Targets initiative.
- CDP 2020 disclosure score B; one of the forerunner scores among Nordic media companies. In 2019, score A-.
- C+ in ISS-oekom's Corporate Rating.
- UN Global Compact signatory since 2011 with a supporter status.
- An active member of the European Responsible Media Forum and FiBS (Finnish Business and Society) since 2009.



PARTNERING  
FOR A SUSTAINABLE  
SECTOR

