Data, Technology and Expertise Supporting Competitive Advantage

Autumn 2026

Alma Media’s transformational journey

Exploiting paradigm changes in technology and consumer behaviour

Media

- 2000

- Print the main media channel
- Timely start for print to digital transformation

Media and Services

2000 - 2020

- Acceleration of digitalisation throughout the company
- Diversification to international markets
- Active business portfolio development towards digital business

Integrating Platforms

2020 >

- Expanding our role in value chains
- Streamlining customer processes by integrating services to platforms
- Enabling integrations also to customers’ and partners’ own platforms
- Personalised services for different customer needs
- Applying the newest technologies and AI for business
- Driving growth through M&A

Print → Digital → AI

Strategy

1 TRANSFORM

- Streamline customer processes by integrating services to platforms
- Increase operational agility and accelerate time-to-market
- Advance customer-centric, product-led development with AI

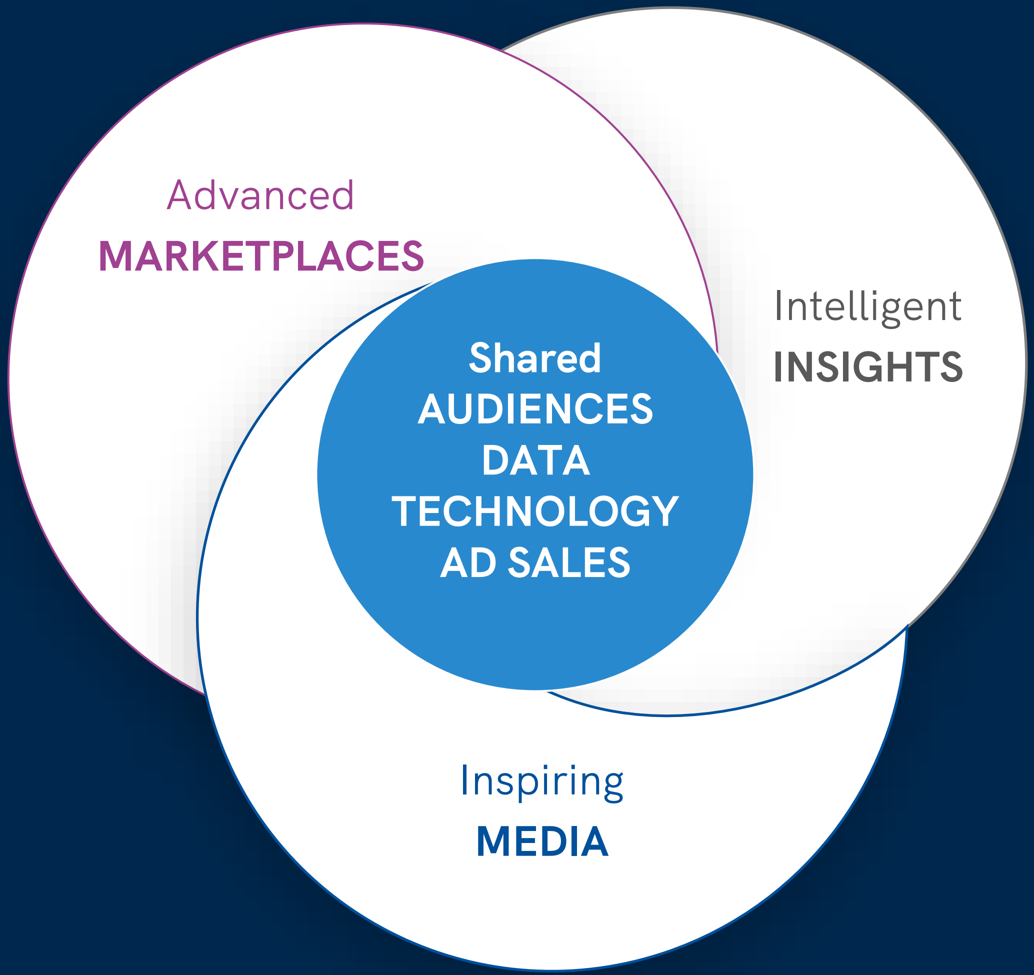
2 GROW

- Increase customer value and diversify revenue streams
- Develop the best human and technology capabilities
- Accelerate growth through M&A

3 SCALE

- Scale existing assets to create new products and services
- Expand businesses to new geographies
- Leverage synergies through efficient co-operation

Synergies



Alma Media concentrates on **recruitment, real estate, mobility, media and insights**

AI and Data Capabilities Strengthen Competitiveness

We invest systematically in data, technology and expertise across all our businesses

Data
Logged-in users, customer interactions and proprietary data

Technology
Shared technology and scalable platforms

Expertise
Renewal of work and practices, continuous learning

AI in Everyday Work
Integration into products, processes and daily operations

The shared AI and data capabilities enable best-practice scaling across the entire Group.

Productivity
Smoother workflows and more efficient use of resources

Customer Experience
More personalised, relevant and impactful services

Commercial Efficiency
Faster innovation and time-to-market

Staying at the forefront of development requires continuous renewal

Alma Career: Building one recruitment platform across CEE

Leading job boards, complemented by recruitment advertising, employer branding, career development and digital HR services.
Scale and a diversified offering create opportunities to serve customers across the full talent lifecycle.

Revenue Q2 2026	Adj. EBIT Margin Q2 2026	Digital business	Market position
28.5 MEUR +5.5% y/y	42%	97.2% of revenue	#1 in 6 CEE markets

SEGMENT LEAD
Vesa-Pekka Kirsi

Market position & Growth drivers

- In Q2, classified revenue grew 6.7%, driven by continued strength in Czechia. 83% of segment revenue is recurring, high-margin classified job-ad listings.
- Cloud, CRM and Career-platform migration are underway to build one unified, multi-channel recruitment platform across markets.
- Diversified geographic footprint and expanding HR services portfolio mitigate cyclical recruitment market exposure and support earnings resilience.

Local market leadership creates an AI advantage

- AI and global platforms are reshaping how jobs are discovered and matched, increasing the value of local data, trusted brands and market expertise.
- Proprietary local data, strong brands, market expertise and customer relationships create sustainable differentiation for Career.
- AI-driven productivity improvements and shared platform capabilities contribute to efficiency and margin development.

Alma Marketplaces: Moving deeper into the transaction value chain

Market-leading services, customer relationships, proprietary data and transaction flows create a self-reinforcing growth ecosystem.

Revenue Q2 2026	Adj. EBIT Margin Q2 2026	High-value digital services (e.g. Insights and system solutions)	Market position
31.9 MEUR +9.2% y/y (+6.7% organic)	**34.6%** +5.8pp y/y	**16.2** MEUR +15.2% y/y in Q2 2026	**#1** Housing & commercial properties (FI, SE); vehicles & machinery (FI); legal information (FI)

SEGMENT LEAD
Santtu Elsinen

Market position & Growth drivers

- Broad-based growth across the portfolio, with leading marketplaces across Real estate, Mobility, Service comparisons and B2B services, outperforming underlying market trends and transaction volumes in Q2.
- Digital services now the largest revenue category as the business continues to expand beyond traditional listings.
- Active portfolio development increasing the share of data- and B2B-driven businesses and enhancing the revenue mix and value proposition.
- Realised acquisition synergies, strong brands, product investments, the scaling of Alma Account and a growing focus on higher-value digital services have strengthened profitability and long-term value creation.

AI enhances every stage of the transaction journey

- AI improves discovery, pricing, decision-making and customer outcomes across the transaction journey.
- Transaction activity, user behaviour and Alma Account data create a differentiated foundation for AI-enabled services and customer insights.

Alma News Media: Scaling trusted content and direct audience relationships

Trusted content and direct audience relationships generate proprietary data that strengthens subscriptions, advertising and personalisation.

Revenue
Q2 2026
27.8
MEUR
+1.2% (+2.6% ex-divestments)

Adj. EBIT Margin
Q2 2026
20%
Record-high, 10th straight q/q gain

Digital subscriptions
239k
Across
Alma's news brands

Alma Account users
3m+
Registered, group-wide

SEGMENT LEAD
Juha-Petri Loimovuori

Market position & Growth drivers

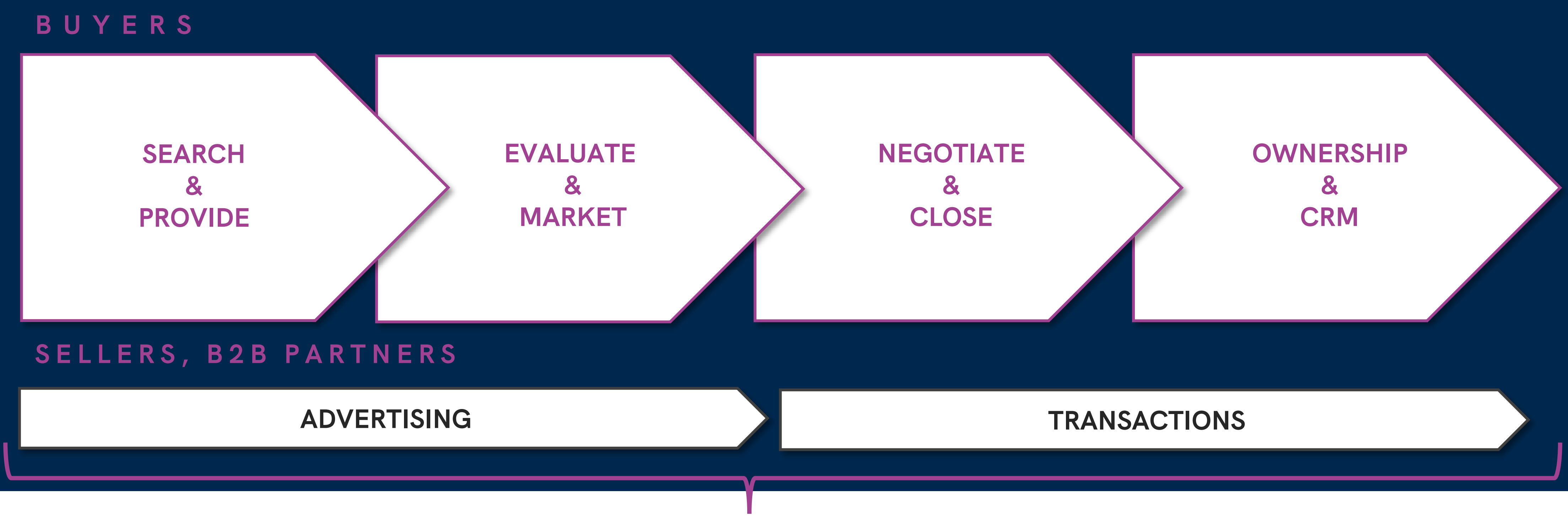
- Leading national media brands (e.g. Kauppalehti, Iltalehti, Talouselämä) provide one of the broadest audience footprints in Finland, reaching almost 90% of Finns each week.
- Digital content and advertising shift continues to improve revenue quality and resilience with further benefits to come.
- Digitalisation and efficiency measures support profitability despite a subdued market.

Direct audience relationships strengthen digital monetisation

- Trusted journalism, subscriptions and direct audience relationships build engagement and resilience as AI reshapes media discovery and consumption.
- A growing digital subscriber base and Alma Account generate first-party insights that support personalisation, product development and advertising effectiveness.
- AI improves content workflows, customer experiences and monetisation across Alma’s media brands.

Extending customer value from discovery to transactions

Expanding the addressable market and creating new revenue streams



1. We are strengthening and broadening our offering to provide end-to-end solutions for the digital transaction lifecycle.

2. We support our partners in streamlining customer engagement and sales through digital solutions.

3. Leveraging data-powered AI insights, we continuously innovate with new features and products, while strengthening our portfolio via targeted M&A activity.

Alma’s value creation engine

A self-reinforcing combination of market-leading platforms, trusted relationships, proprietary data and AI

1

GROW CORE MARKETPLACES
Deepen monetisation through packaging and pricing, professional tools and transactions in housing and mobility

2

SCALE CAREER ACROSS CEE
One international platform with AI-enabled matching, shared products and local market expertise

3

BUILD HIGHER-VALUE MEDIA BUSINESSES
Trusted content, subscriptions, logged-in audiences and AI-enabled personalisation

4

TURN DATA AND AI INTO CUSTOMER VALUE
Leveraging first-party data and AI to accelerate innovation, enhance customer experiences, improve operational efficiency and reduce time-to-market at scale

5

COMPOUND VALUE THROUGH DISCIPLINED CAPITAL ALLOCATION
Organic investment, targeted M&A, strong cash generation and attractive shareholder returns

FINANCIAL OUTCOMES
>5% revenue growth | >30% adjusted operating margin | strong cash generation and shareholder returns

Turning proprietary data and AI into customer value and growth

Alma’s AI advantage is built on proprietary first-party and transaction data, direct customer relationships and embedded workflows

- **Proprietary data becomes more valuable with AI**
  Alma's market, audience and transaction data create advantages that generic AI models cannot easily replicate.
- **Embedded platforms deepen customer relationships**
  Alma’s services support the full customer journey from discovery to transactions, driving relevance, engagement and customer loyalty.
- **AI accelerates innovation, efficiency and growth**
  AI improves matching, personalisation, product development and internal efficiency, supporting both revenue growth and long-term margin expansion.