

Group overview

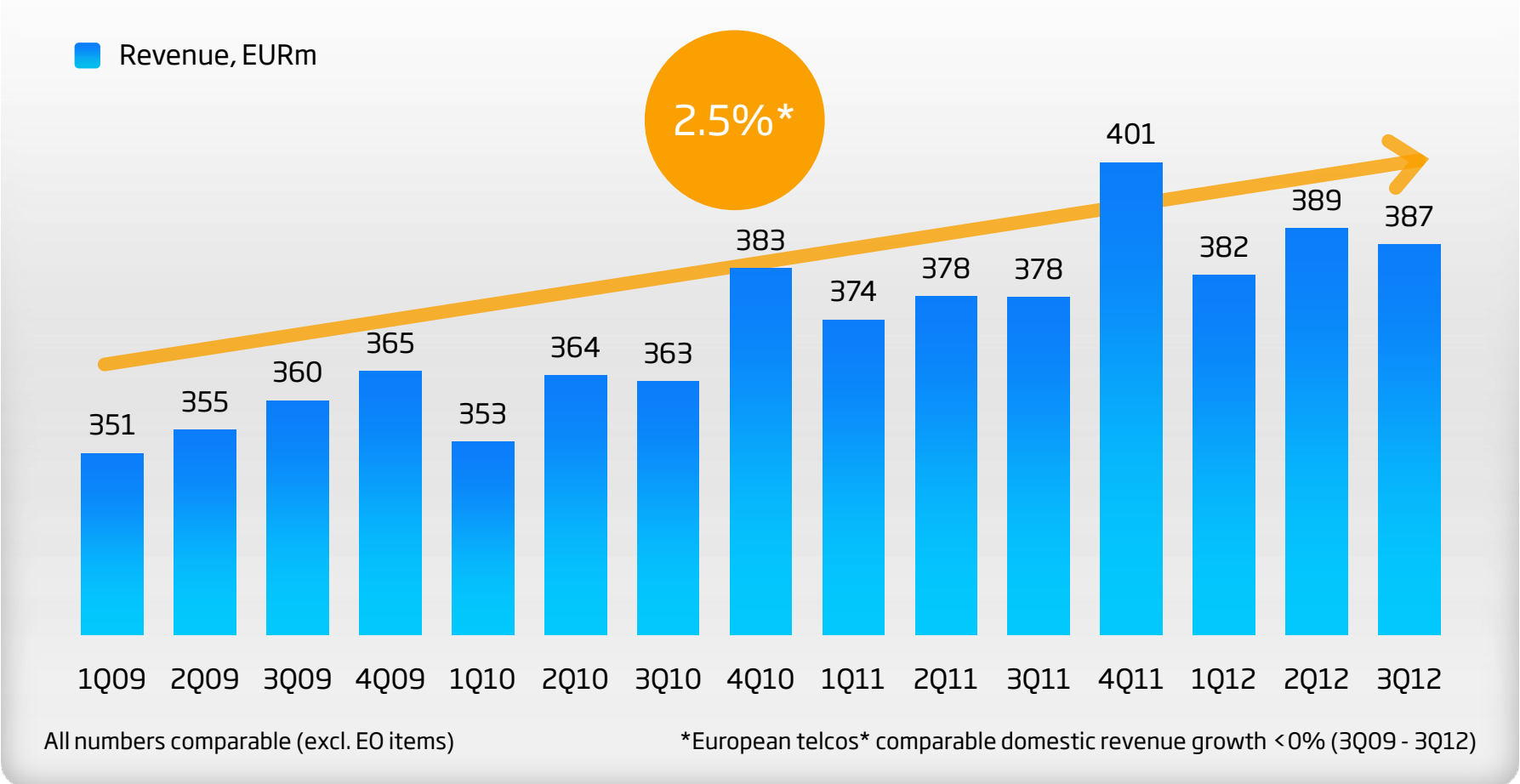
Veli-Matti Mattila
CEO



Content

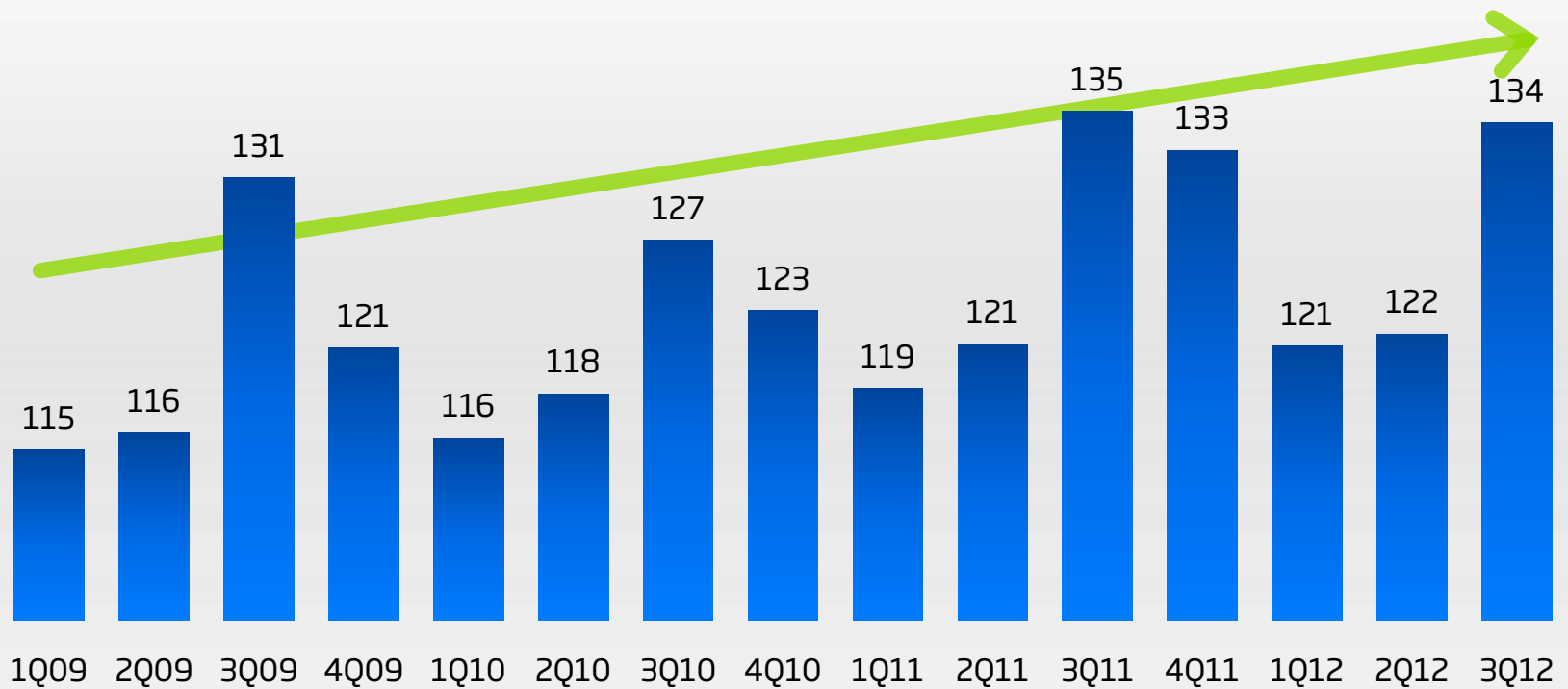
- 1 Performance update
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- 3 Mid-term targets and dividend policy
- 4 CEO priorities

Revenue growth exceeding the industry average ...



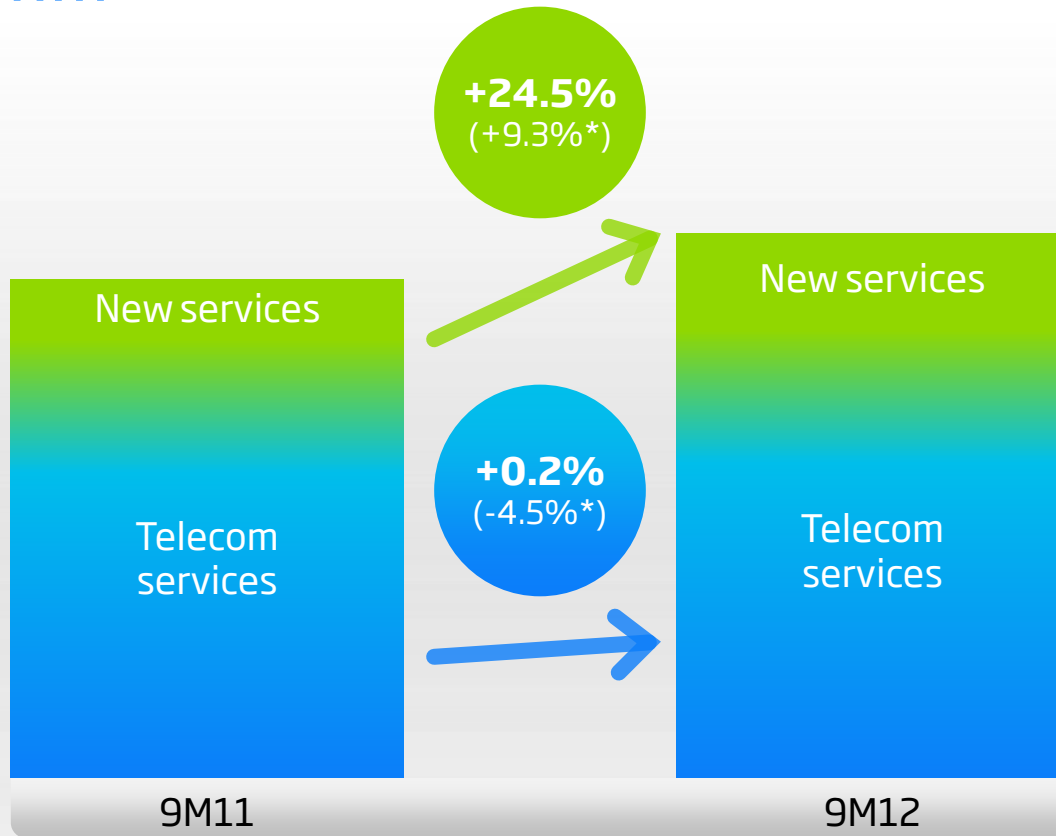
...EBITDA is improving ...

■ EBITDA, EURm



All numbers comparable (excl. EO items)

...and transformation with New services gaining momentum...



* Revenue change 2008-2009 published at CMD 2010

...and almost all mid-term targets on track

Parameter

Revenue growth

EBITDA-margin

CAPEX-to-sales

Capital structure
Net debt / EBITDA
Equity ratio

Target by end of 2013

Above industry average 

Above 35% 

$\leq 12\%$ 

1.5 - 2x
> 35% 


Strategy execution continues...





...with significant potential in productivity improvements...

- Process development
- Streamlined and consolidated IT
- Procurement and sourcing
- Effective use of capital

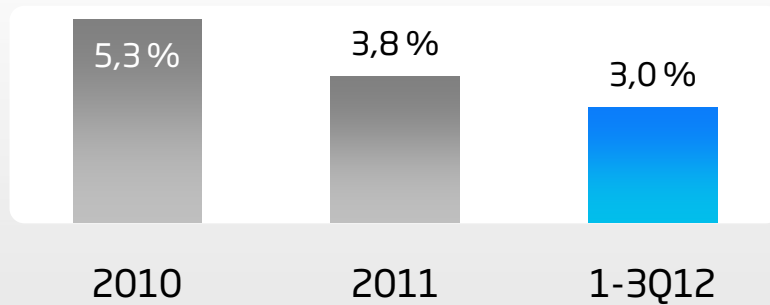




...proven by recent results

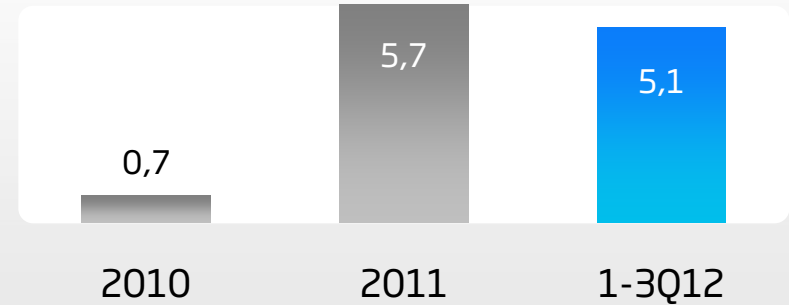
Process development

E.g. Billing contacts / invoice volume



Procurement and sourcing

E.g. Global sourcing savings, EURm



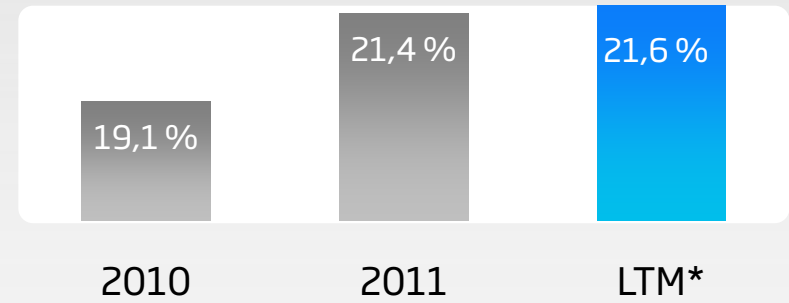
Streamlined and consolidated IT

E.g. IT consolidation savings, EURm



Effective use of capital

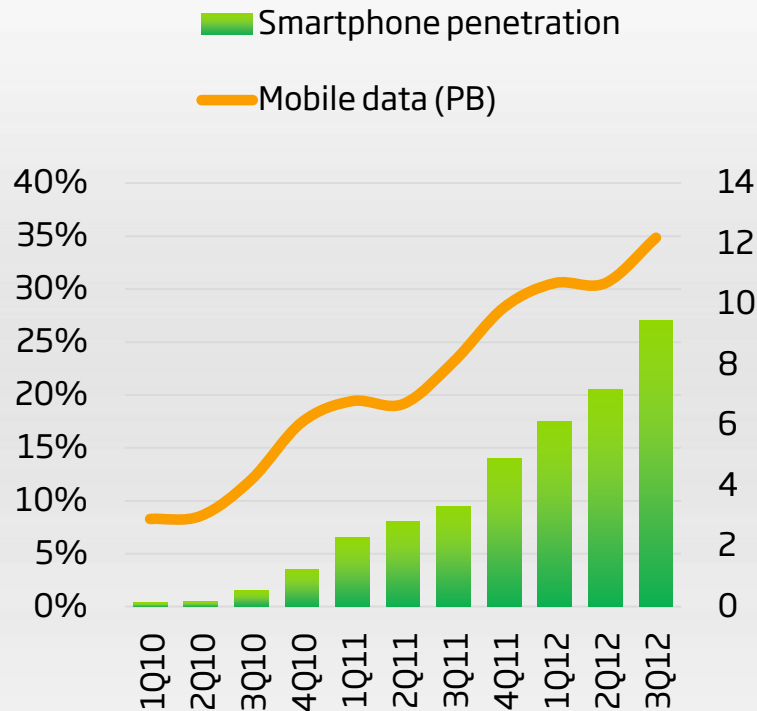
E.g. ROCE



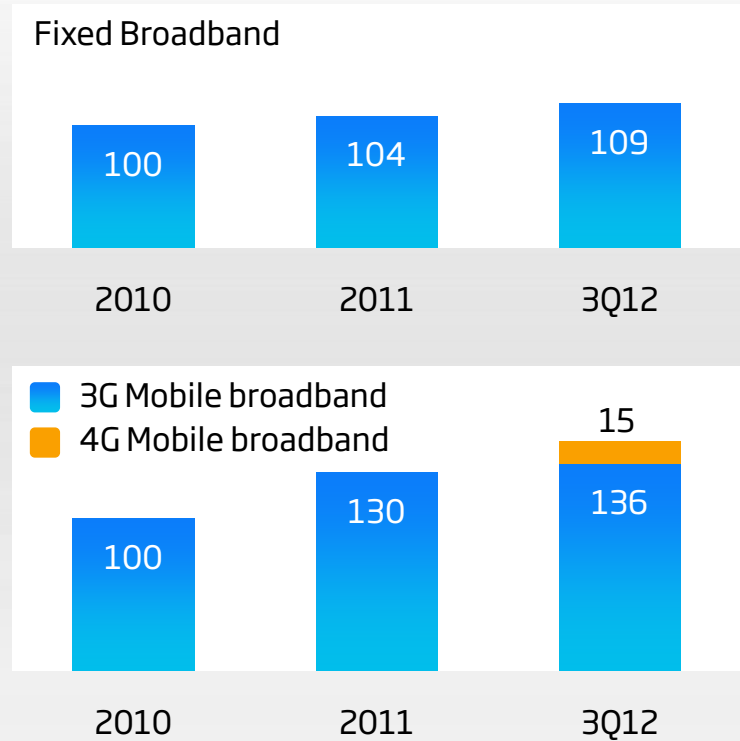


Focus in Telecom services is on data...

New devices drive data demand...



...and increase broadband subscriptions



...and new service businesses are developed based on market demand



Opportunities **found** on the basis of:

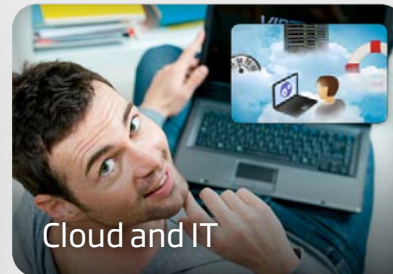
- customer frustrations and desires
- consumers' money and time usage
- productivity improvement potential for organisations
- embracing new technologies

Selection based on:

- Elisa's capabilities and assets
- attractiveness from the profit potential point of view

New businesses developed

- close feedback loop with lead customers
- experimentation
- independent of one another



Mid-term targets updated...

Parameter

Revenue growth

EBITDA-margin

CAPEX-to-sales

Capital structure
Net debt / EBITDA
Equity ratio

Target by end of 2015

Above industry* average

Above 35%

$\leq 12\%$

1.5 - 2x
> 35%

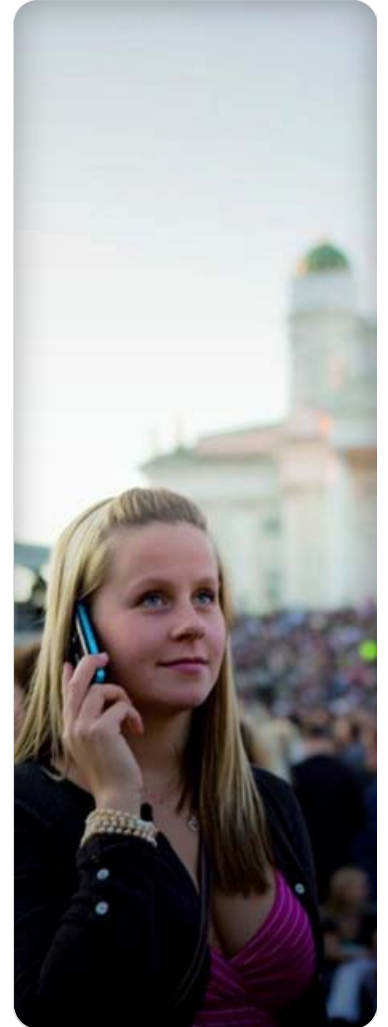
...and distribution policy upgraded

Profit distribution is 80-100* per cent of the previous fiscal year's net profit.

In addition possible excess capital can be distributed to shareholders.

When making the distribution proposal or decision the Board of Directors will take into consideration the company's financial position, future financial needs and financial targets.

Profit distribution methods include dividend payment, capital repayment and purchase of treasury shares.



CEO priorities



Continue determined productivity improvement by targeting
world-class operational excellence



Securing the value capture of the
mobile data explosion



Further accelerating the transformation via
new services businesses

Thank you!
Q&A



Forward-looking statements

Statements made in this document relating to the future, including future performance and other trend projections, are forward-looking statements. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that will occur in the future. There can be no assurance that actual results will not differ materially from those expressed or implied by these forward-looking statements, due to many factors, many of which are outside of Elisa's control.