

elisa

CMD

2016

Corporate Customers business

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Executive Vice President



elisa

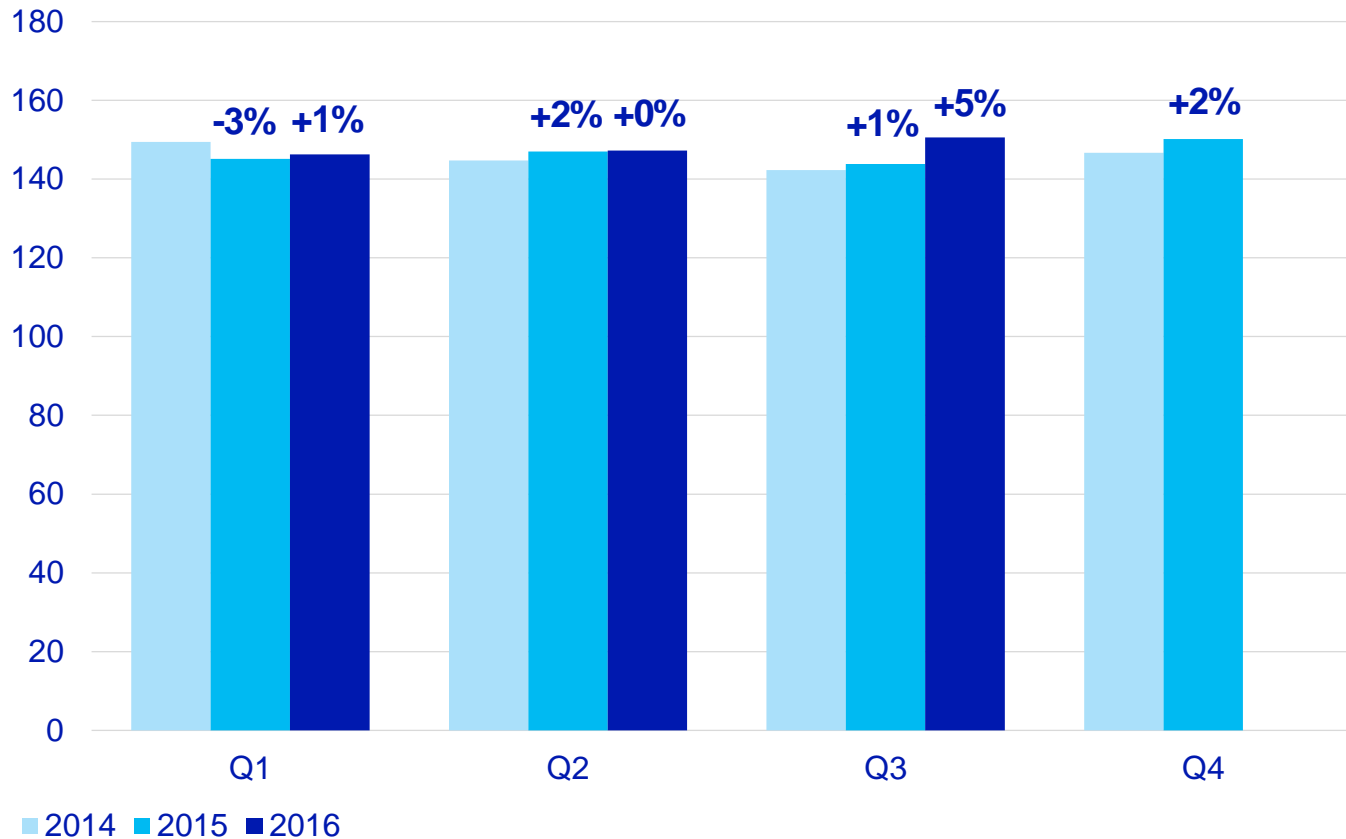
CMD

AGENDA

- 1 Performance update
- 2 Market environment
- 3 Strategy execution
- 4 Management priorities

Year-on-year revenue growth progressing...

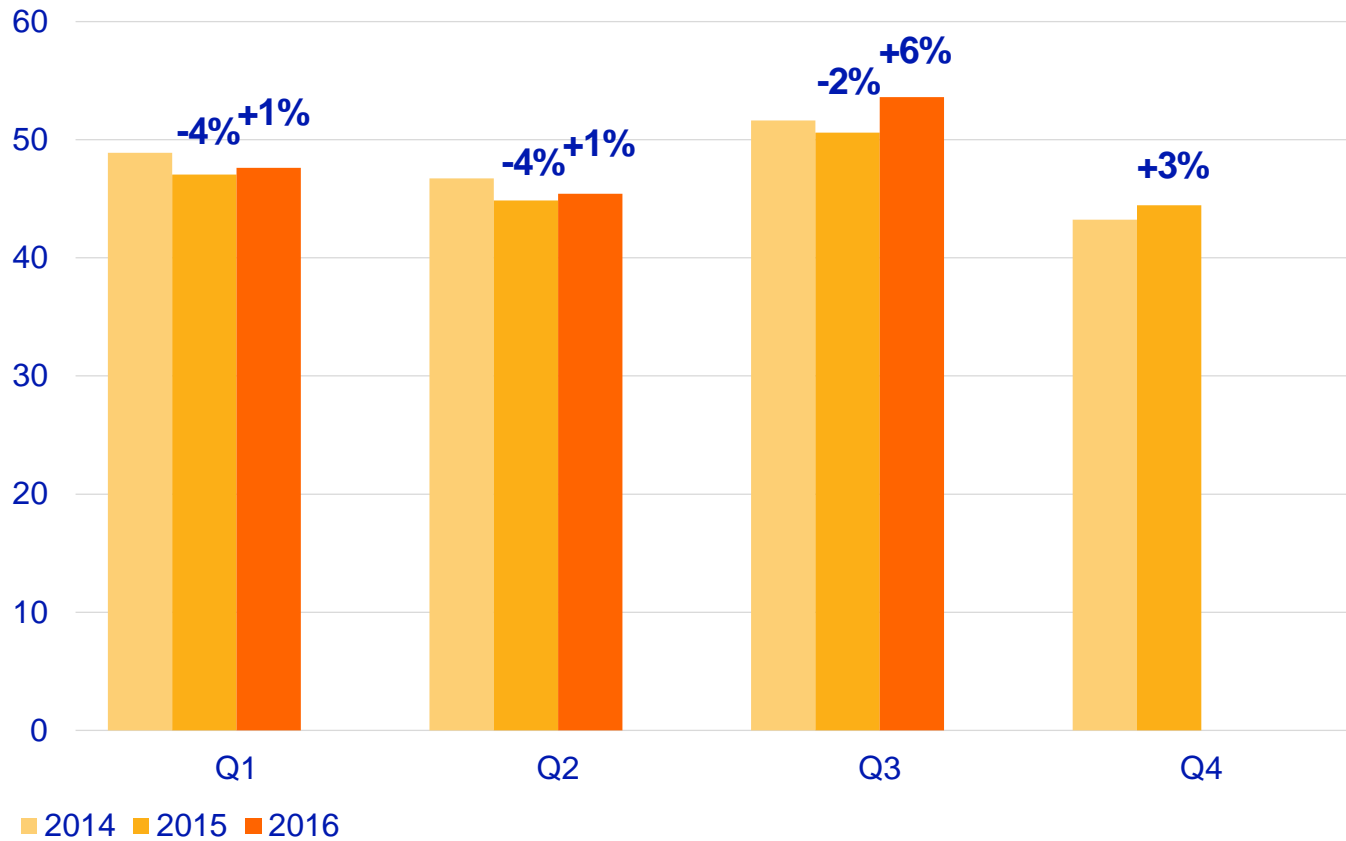
Revenue, EURm



+1% CAGR
2014–LTM top-
line growth
resulting from

- **+1%** service revenue growth and
- **-2%** decline in devices, interconnection and roaming

...with increasing profitability

EBITDA, EURm¹⁾

EBITDA improvement in last four quarters driven by

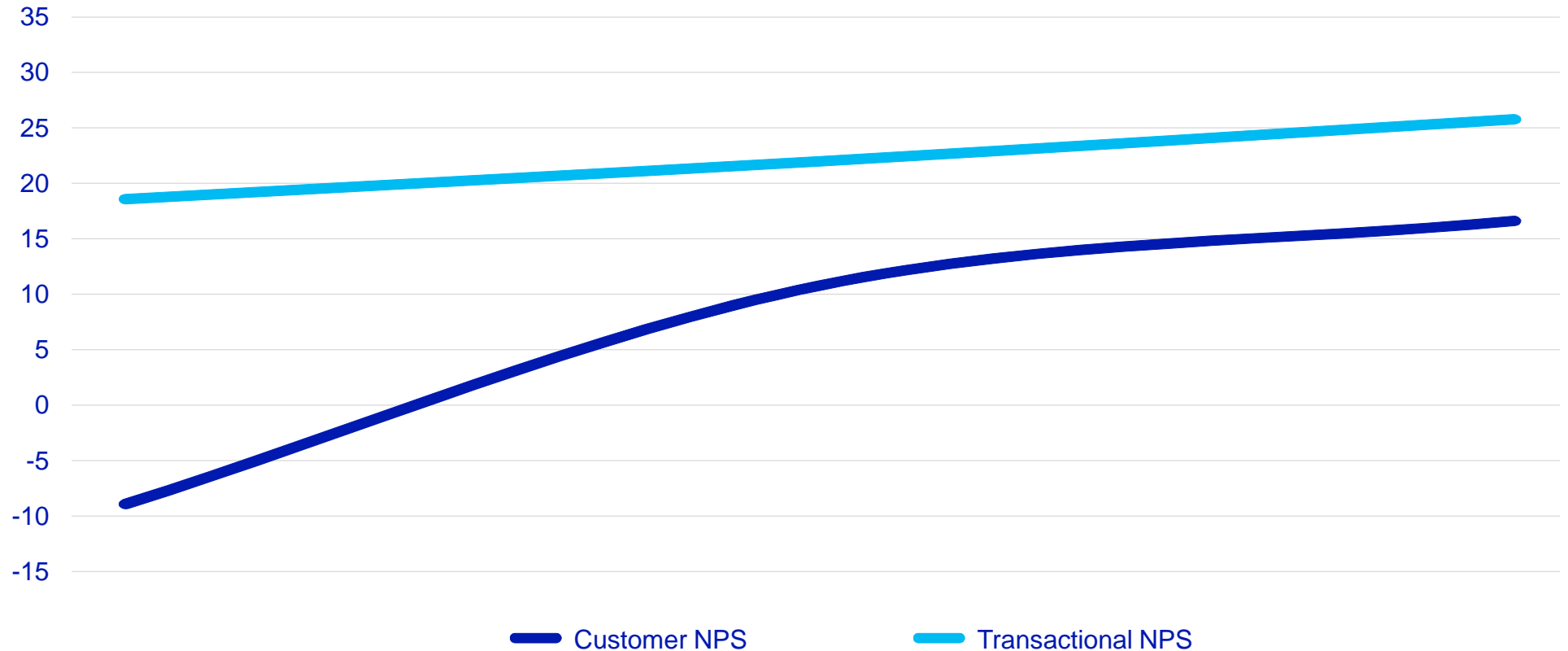
- service revenue growth and
- Improvement in quality and automation

1) Comparable EBITDA

Performance update

Continuous improvement reflected in customer satisfaction

Corporate customers NPS and transactional NPS 1/2014-present



NPS = Net Promoter Score
Sources: IRO Research (NPS), EPSI Rating; Mobile services 2016

Utilising telecom footprint to expand in IT

Corporate market telecom services 2015, EURm



■ Elisa ■ Other companies

IT services¹⁾ market 2015, EURm



■ Elisa ■ Other companies

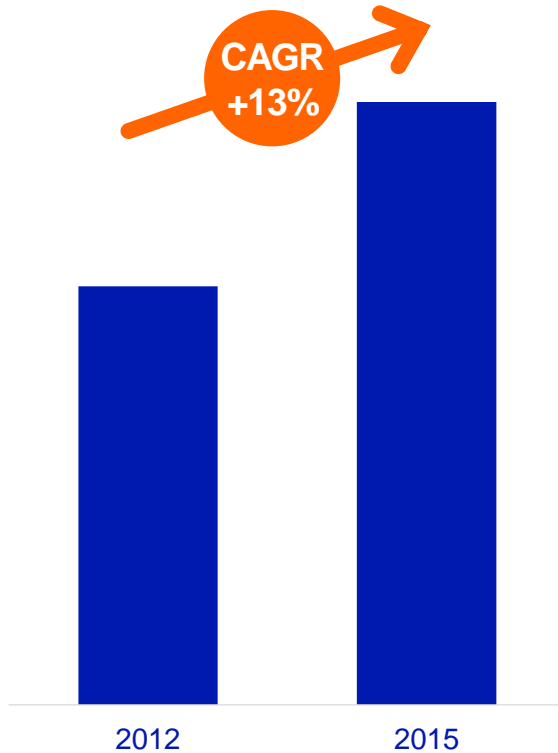
1) IT Outsourcing & Cloud services
Sources: Gartner LINE (Finland), Gartner, Elisa analysis

Market environment

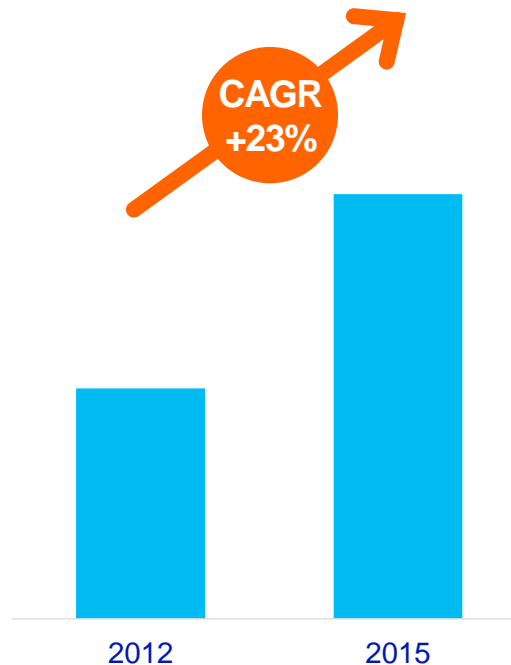
Digitalisation fuelling market growth of mobile data, cloud and cybersecurity

Market growth¹⁾

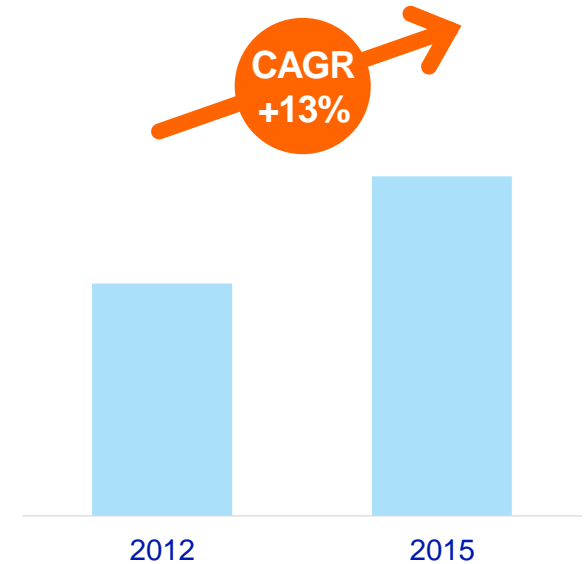
Mobile data



Cloud



Cybersecurity



1) End user spending in Finland
Sources: Gartner LINE (Finland), Gartner, Elisa analysis

We see further opportunities in all three strategic focus areas

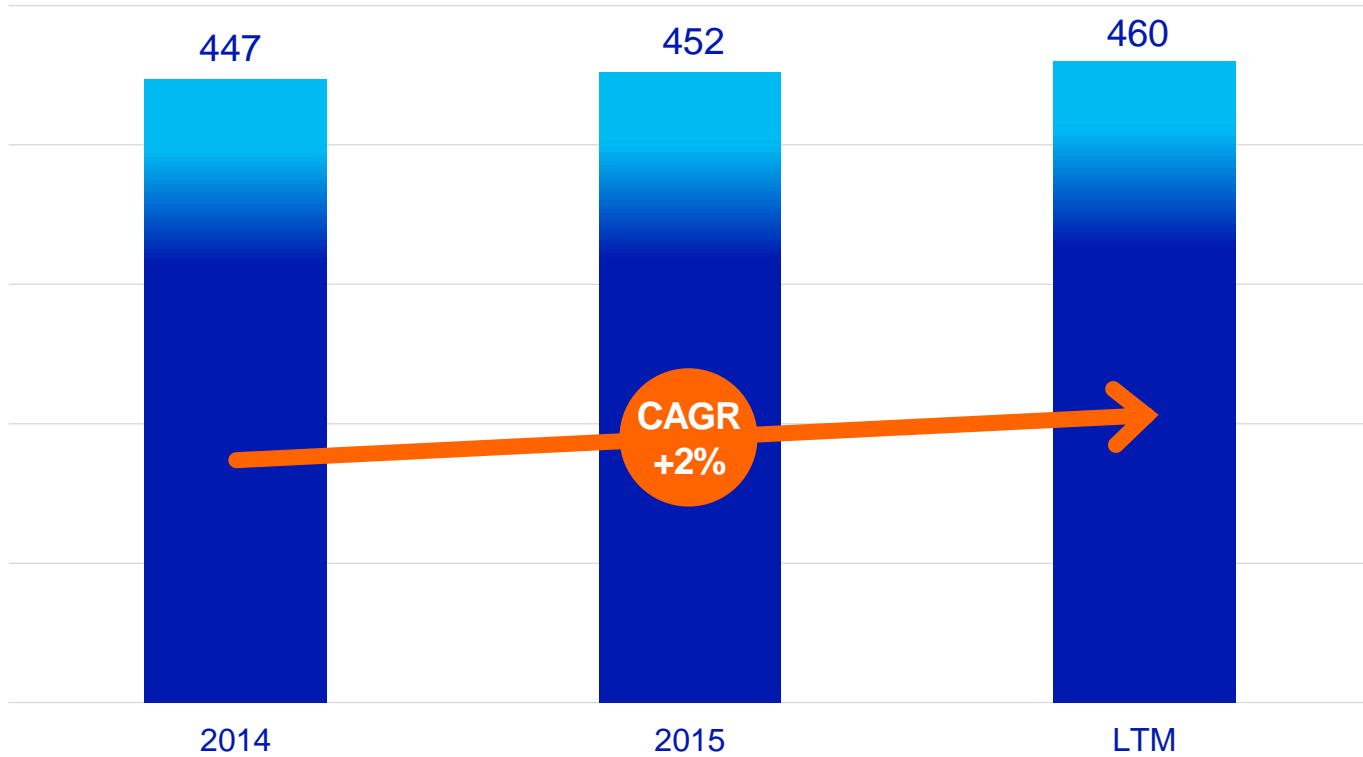
Build value on data

Accelerate digital service business

Improve performance through customer intimacy and operational excellence

Strategy execution

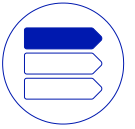
Our telecom revenue is growing despite declining interconnection fees



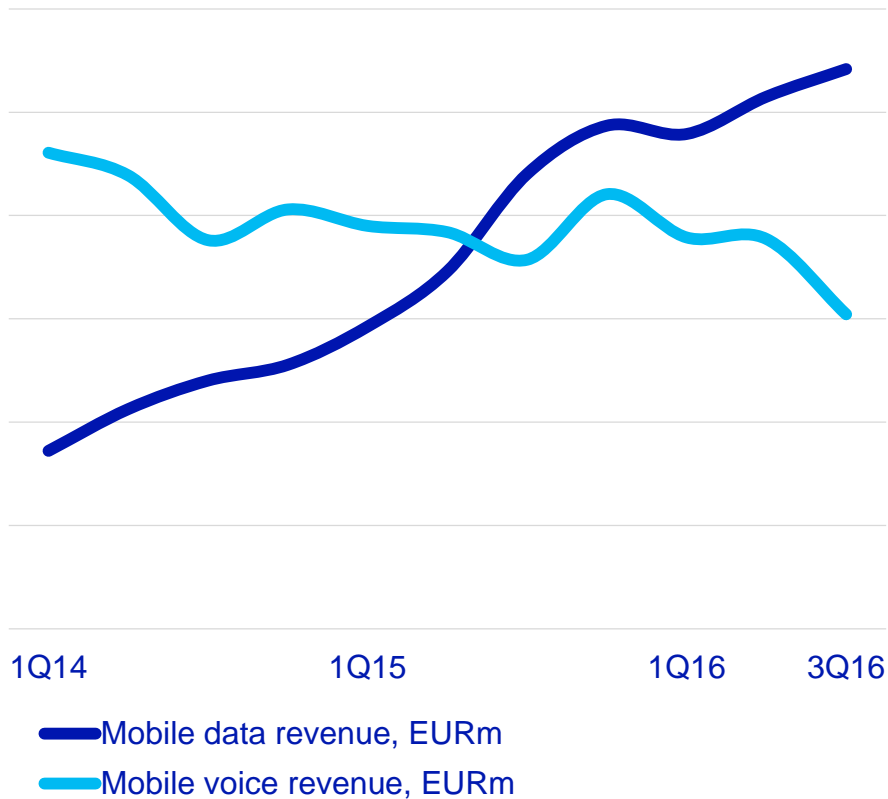
- Telecom services, EURm
- Devices, interconnection and visitor roaming, EURm
- Telecom services, CAGR



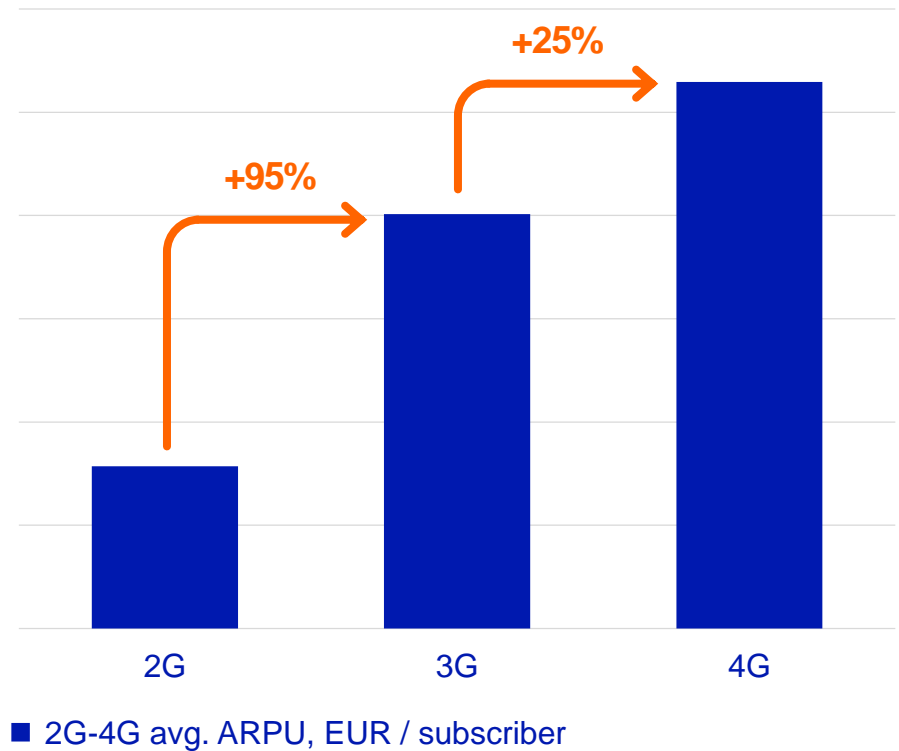
Mobile data is the main growth driver...



Mobile data revenue exceeding voice



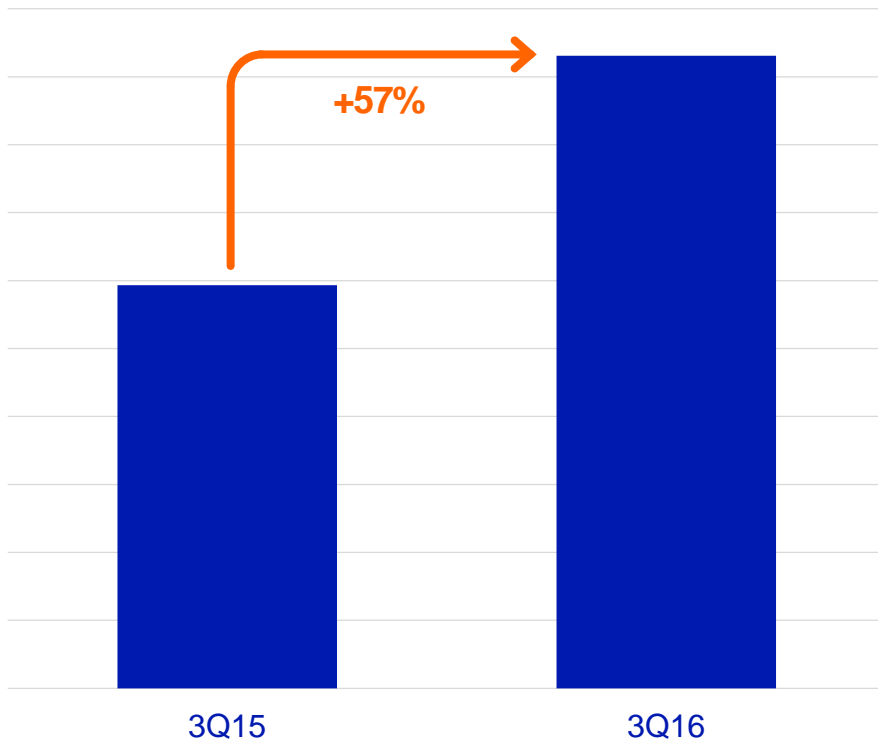
Value capture works for higher speeds



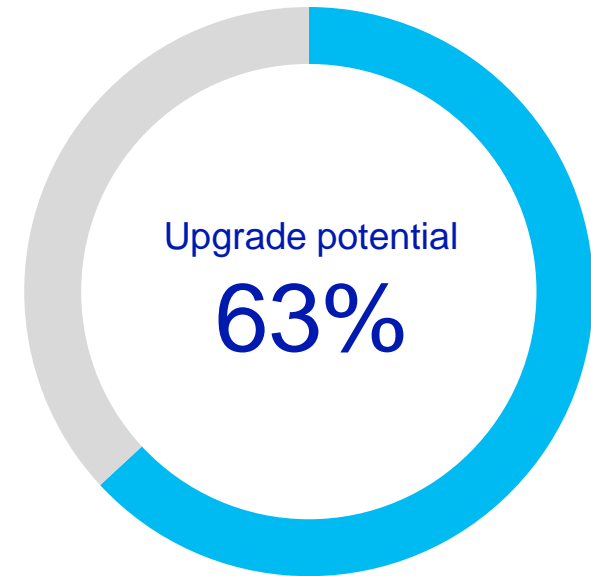
...with good upgrade potential



4G subscriptions base developing quickly



Continuing upsell of fast 4G subscriptions

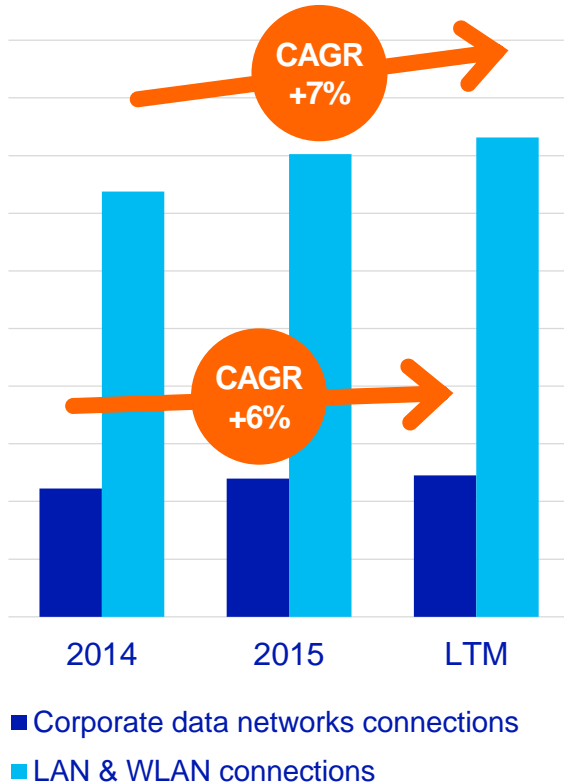


- Slow subscriptions (≤ 21 Mbit/s)
- Fast 4G subscriptions (> 21 Mbit/s)

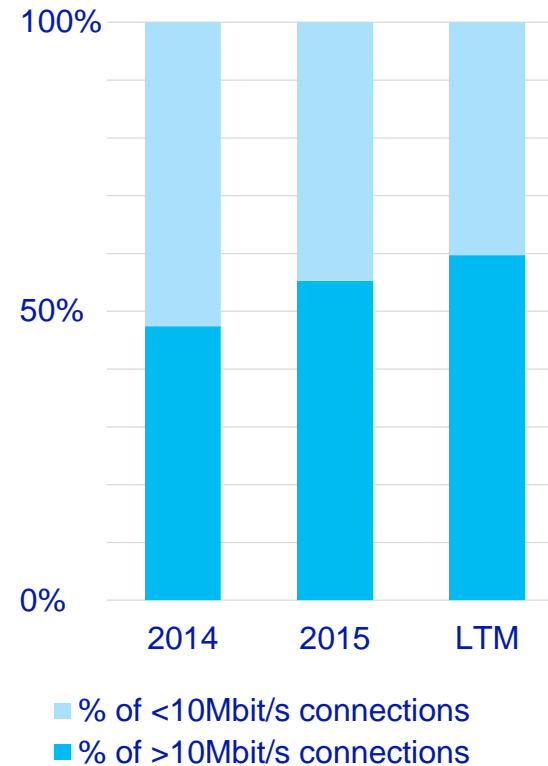
Data networks is the base for digital services



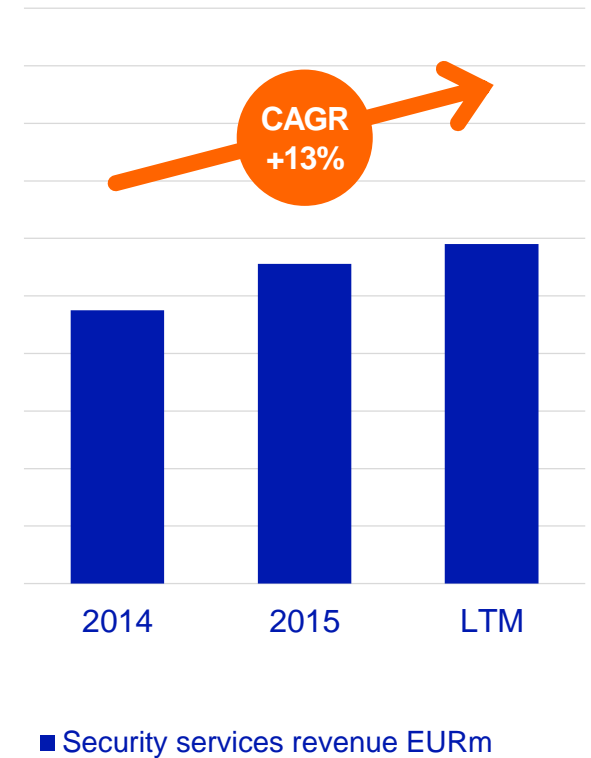
Growth in LAN, WLAN and data networks



Demand for higher bandwidth



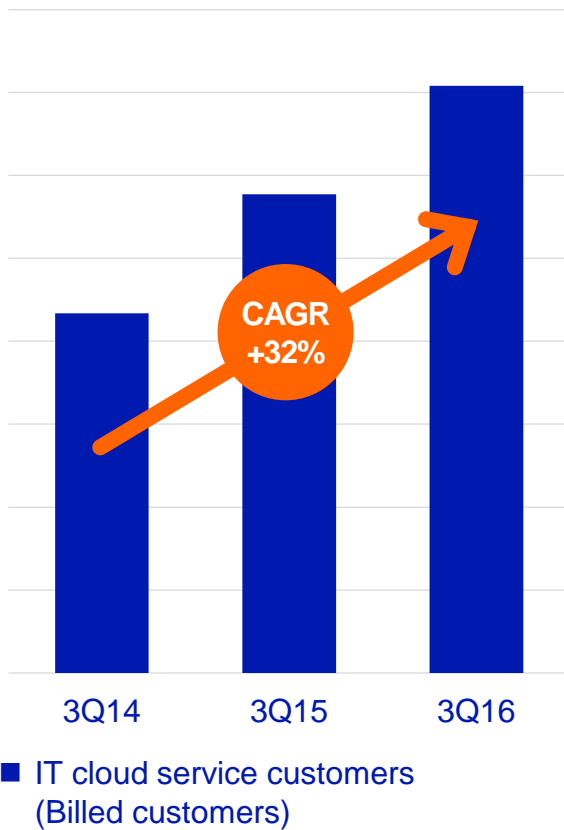
Cybersecurity fuels growth of security services



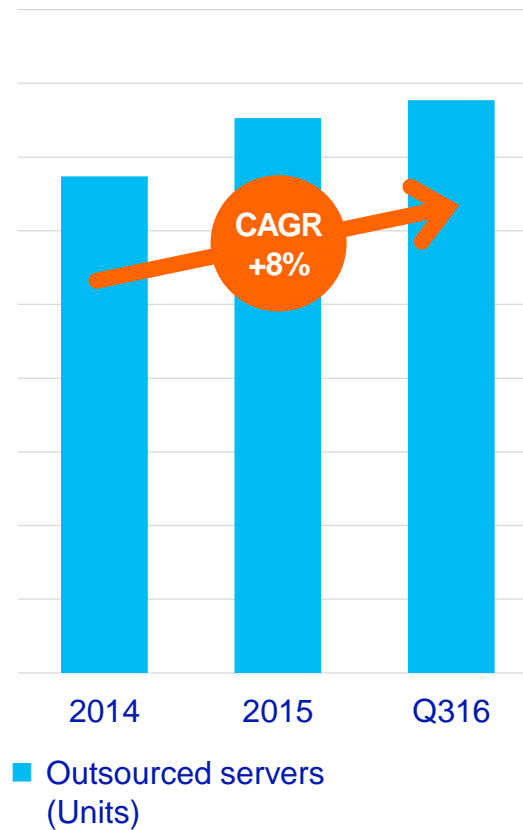
IT sales is driven by customer benefits...



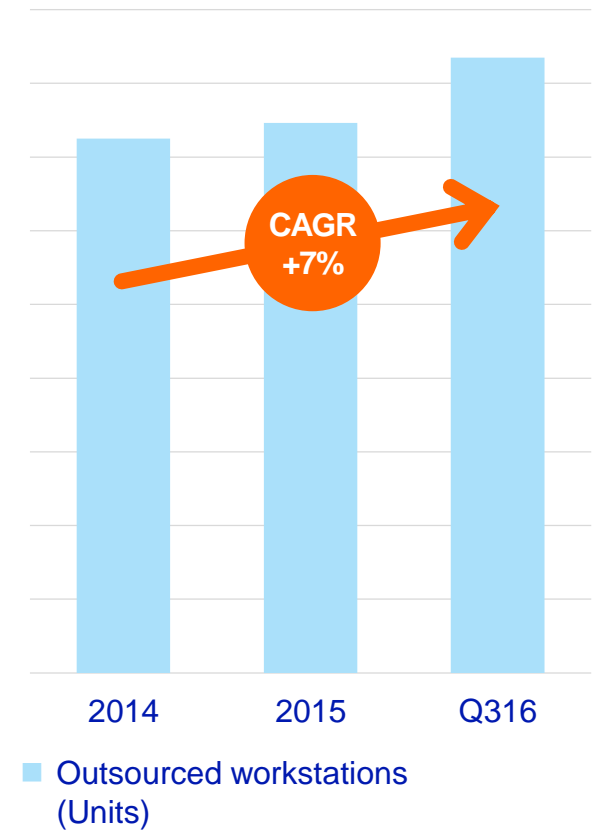
Speed, cost and scalability



Virtualisation



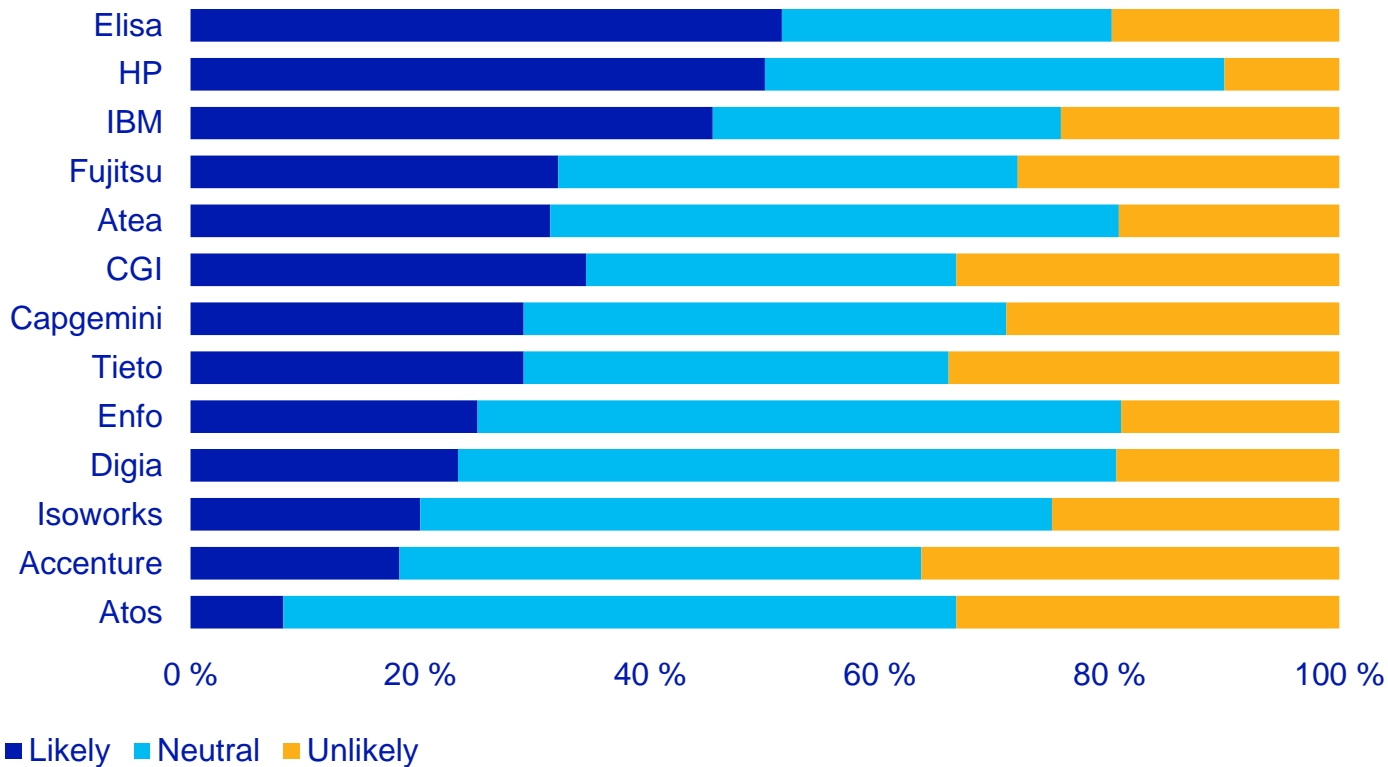
Excellent end user support



Strategy execution

...and we are well positioned for the future

Q: Consideration as co-operation partner in the future



Elisa is considered the most likely partner in the future.

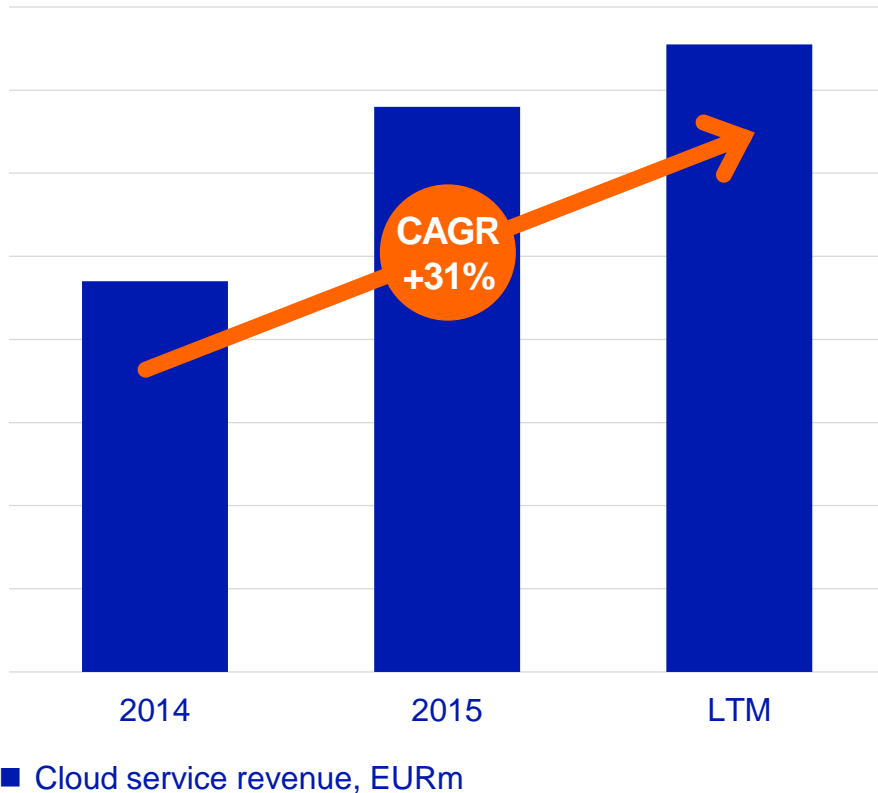
Source: Into/Lead: Corporate Image Survey: IT service companies Finland 2016 (05/2016)



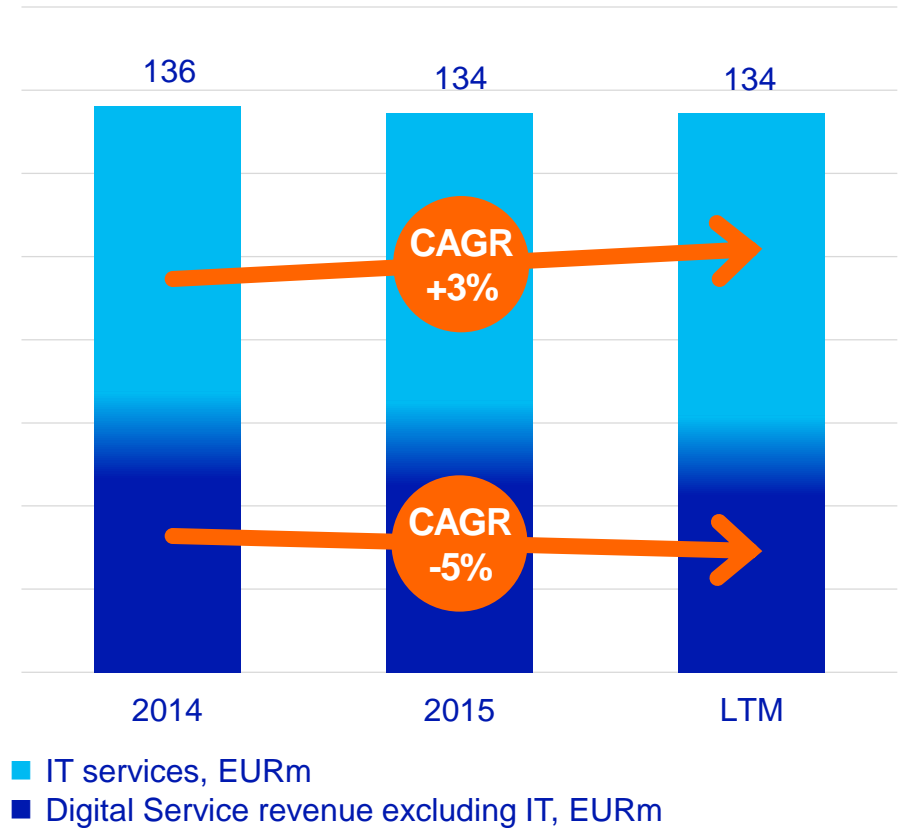
Cloud is the fastest-growing IT service...



Faster than market growth in cloud



Low-single-digit growth in IT services



...and we have a portfolio of other digital services in growth areas



Videoconferencing services

Re-focusing international video services business for improved profitability and growth.



Digital customer engagement

Expanding existing customer care solutions business to digital customer care.



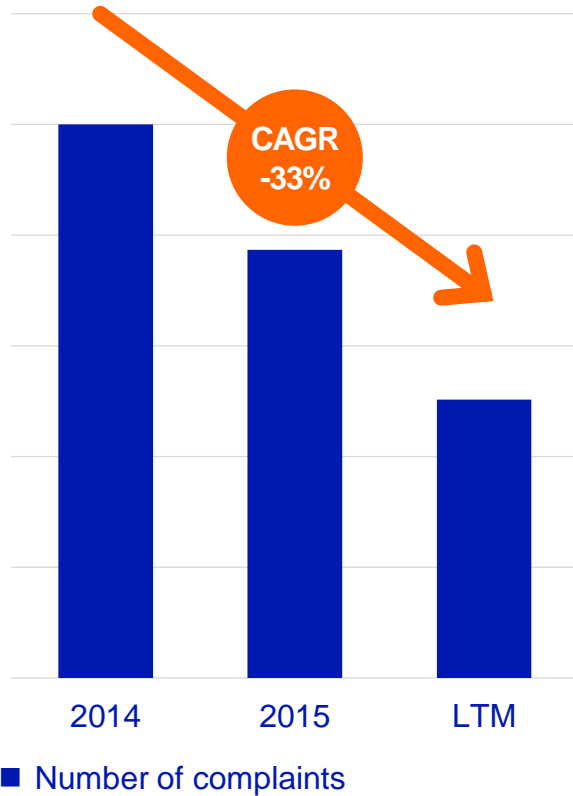
Internet of Things (IoT) solutions

Experimenting to find scalable IoT concepts for digitalisation of industry.

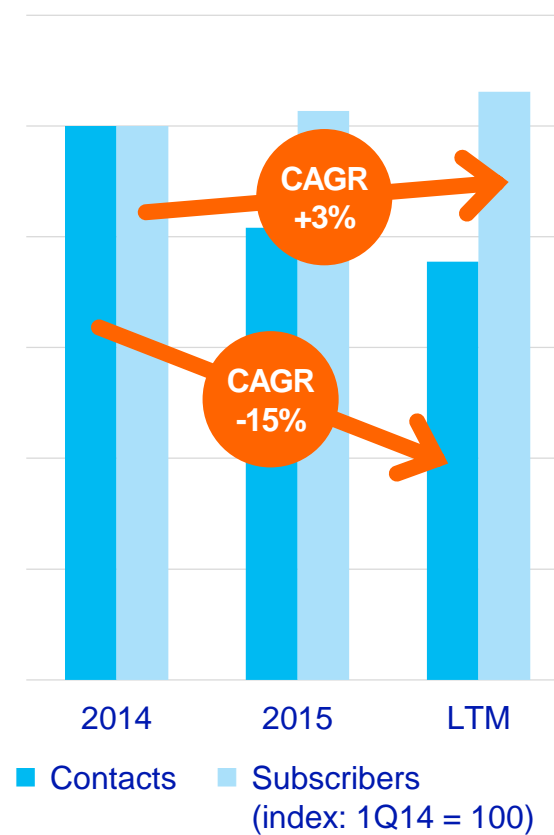


Our continuous improvement is visible in customer-facing operations...

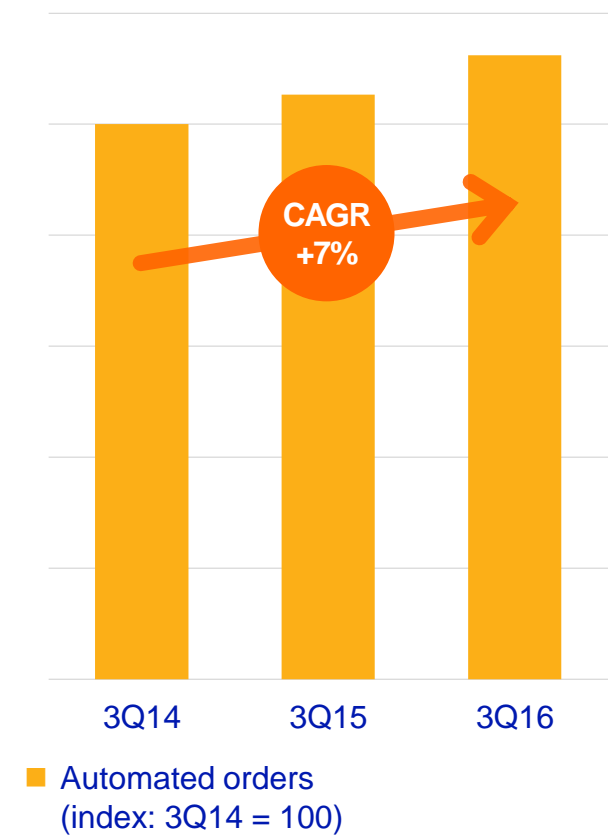
Complaints



Customer care contacts



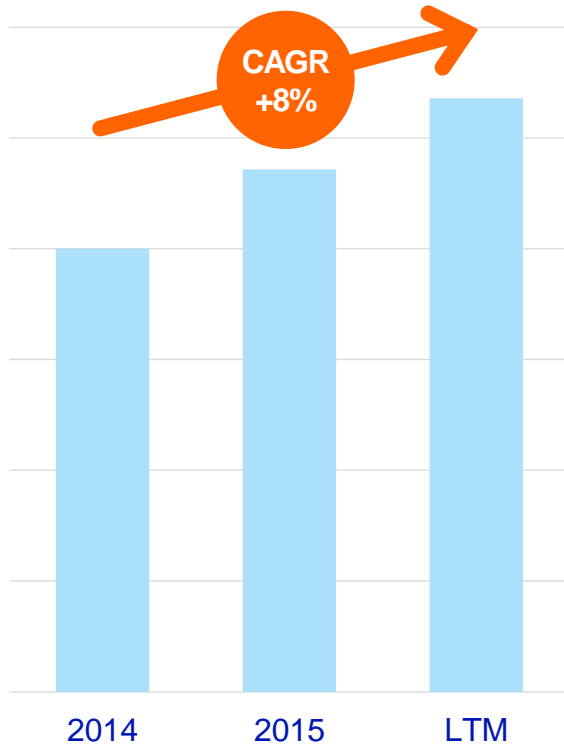
Automated orders



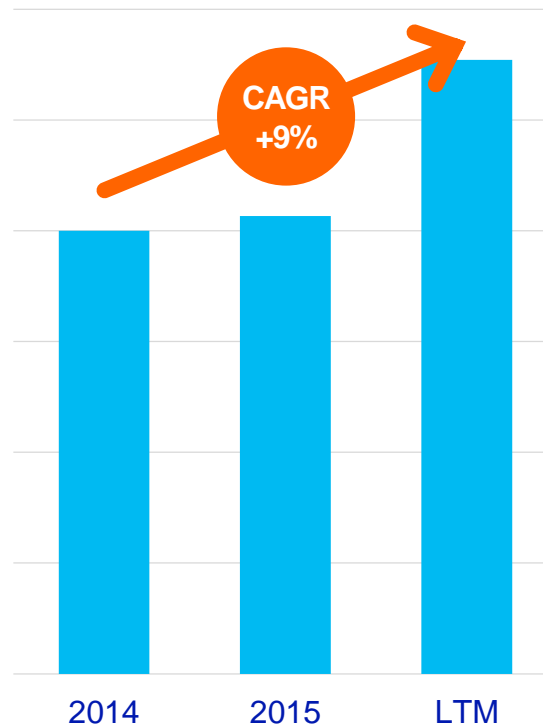
...and in back office efficiency



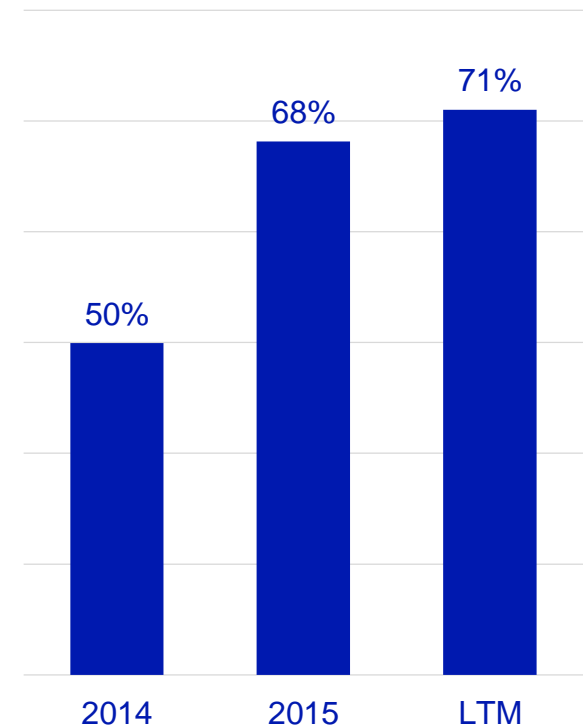
Workstations per person



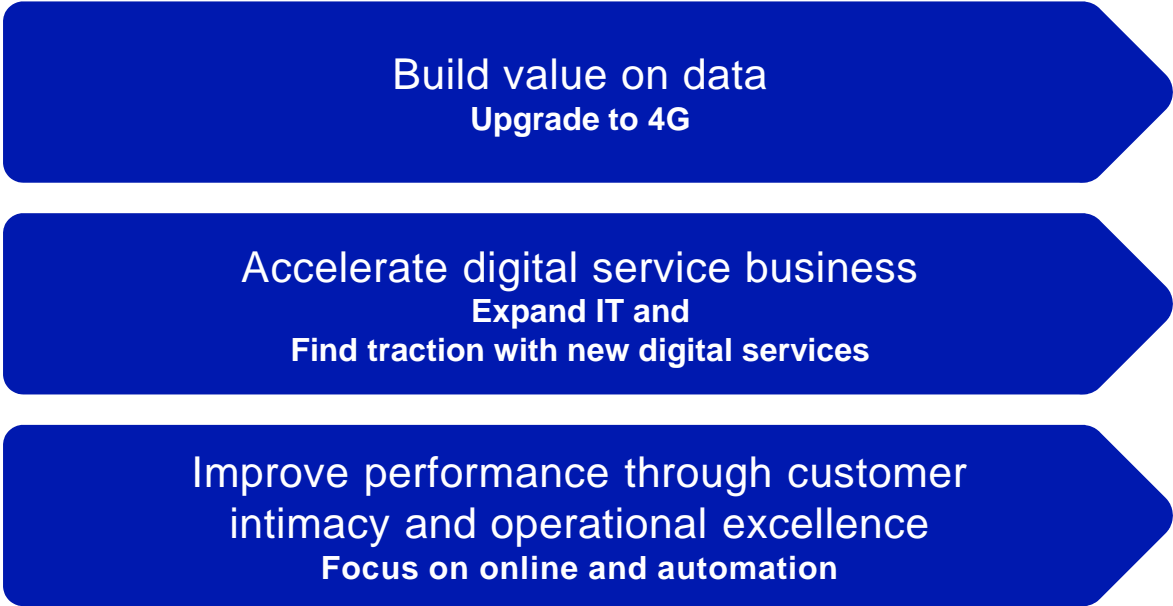
Servers per person



Online contacts



Fostering growth and profitability



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THANK YOU

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.