

elisa

CMD

2016

Consumer Customers business

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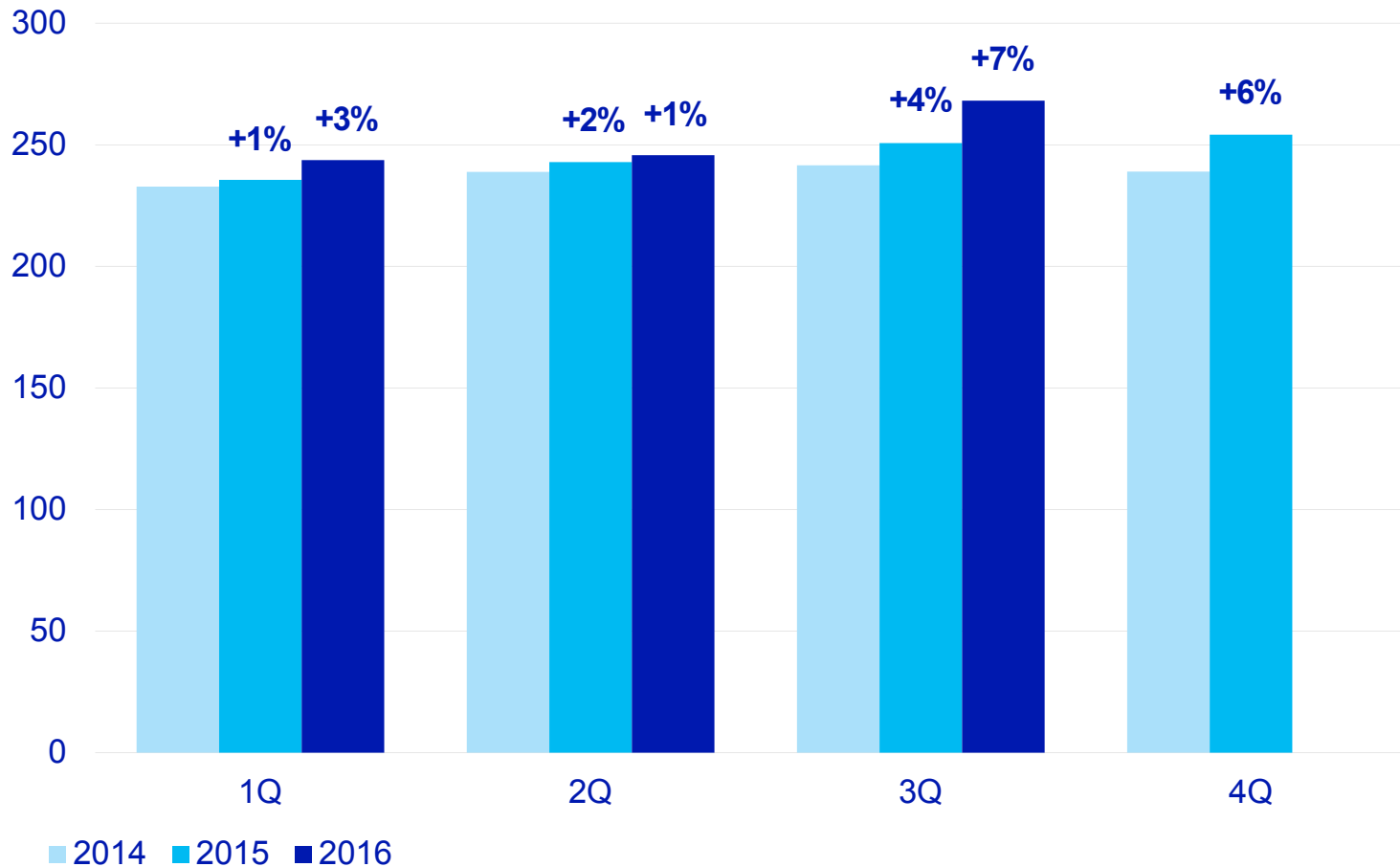
AGENDA

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

Performance update

Steady revenue growth performance...

Revenue, EURm

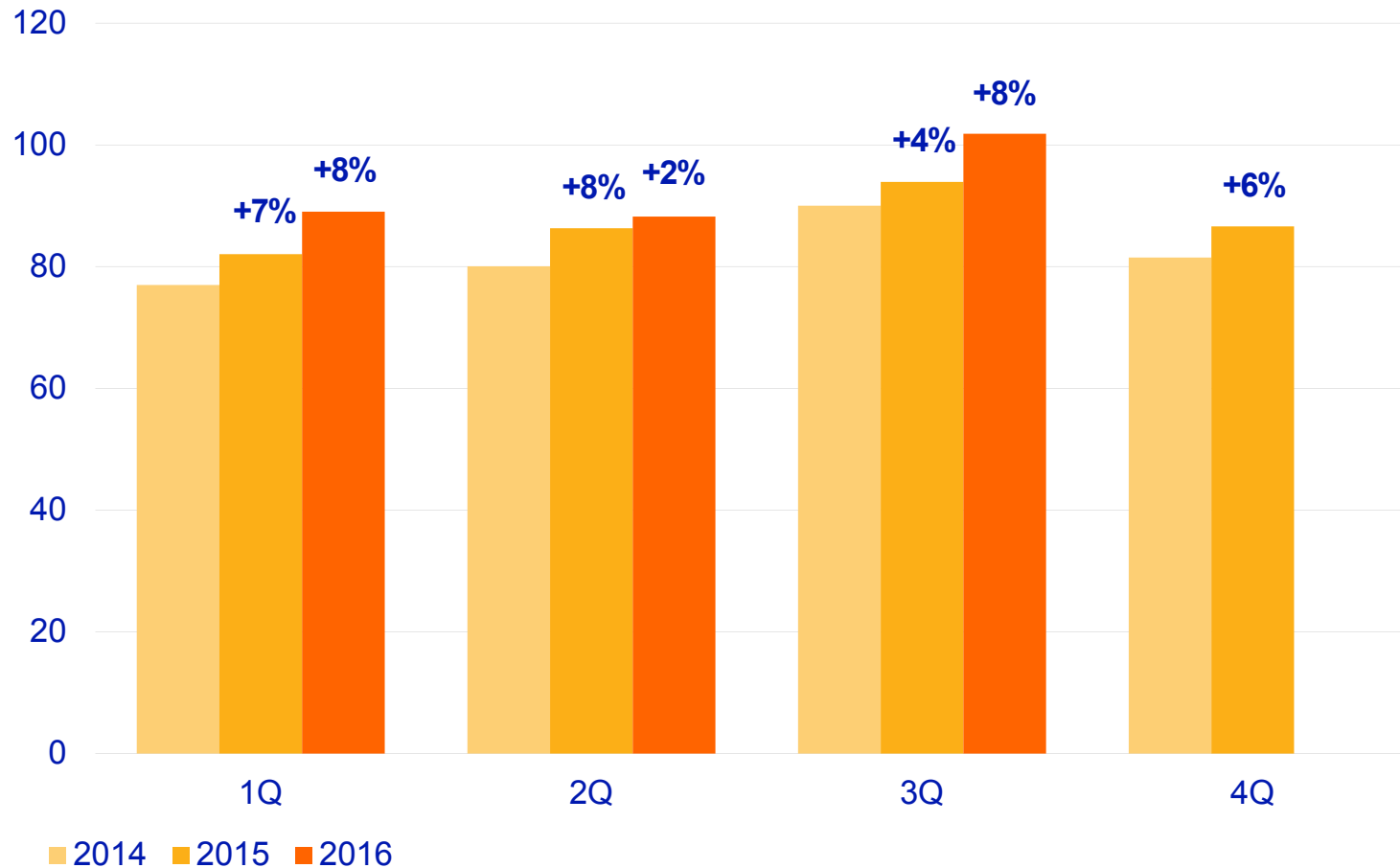


+3.5% CAGR
2014–LTM top-line growth resulting from

- **+5.9%** service revenue growth based on service upgrades
- **-3.5%** decline in devices, interconnection and visitor roaming mainly due to regulatory actions

... fuels mid-single-digit EBITDA growth...

EBITDA, EURm



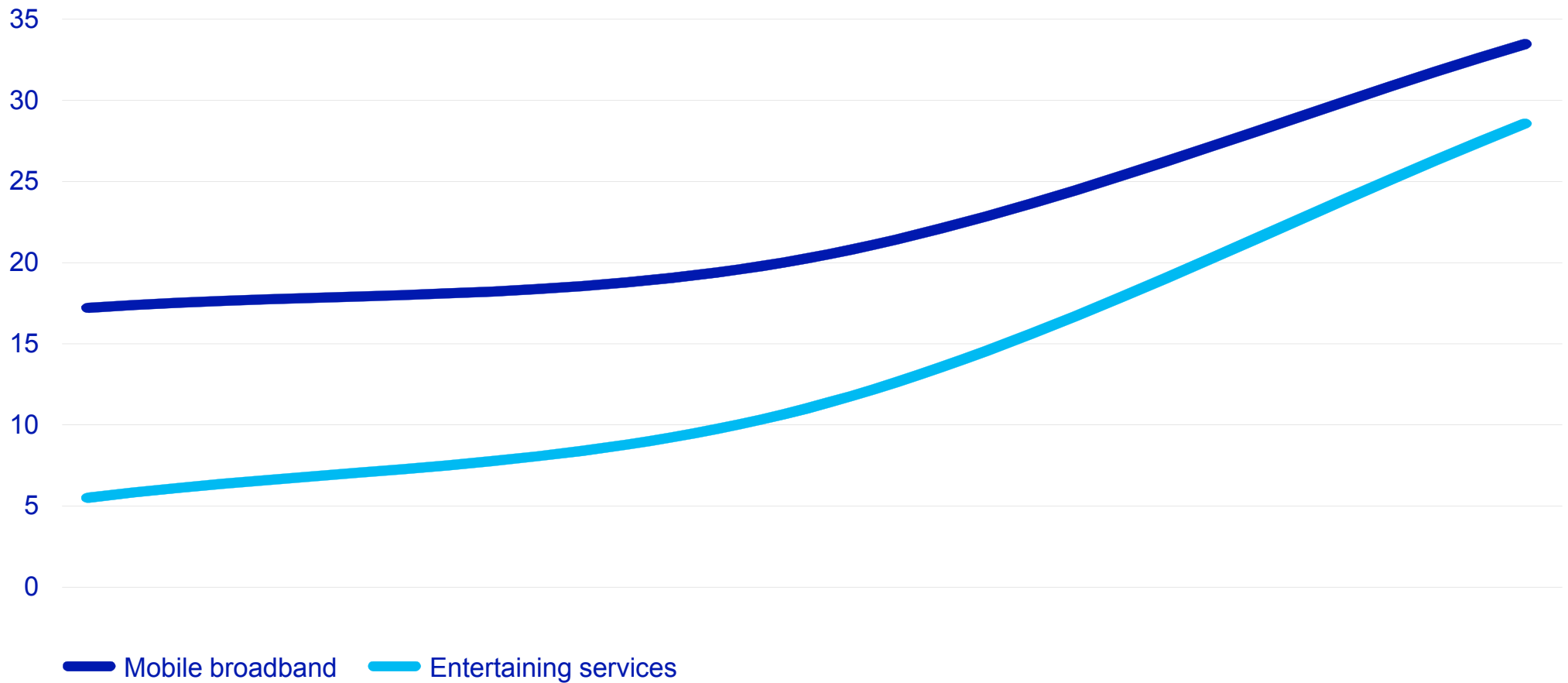
13 consecutive quarters outperforming the corresponding quarter of the previous year resulting

+6.3% CAGR 2014–LTM EBITDA growth

Excl. one-offs

... as customer recommendation continues to improve

Consumer mobile broadband and entertaining services NPS in Finland, 1/2014–present



NPS = Net Promoter Score
Sources: IRO Research, Elisa analysis

Market environment

Solid domestic position in telecom services and further opportunities in digital services,...

Consumer telecom services market 2015, EURm



■ Elisa ■ Other companies

Consumer digital services market 2015, EURm



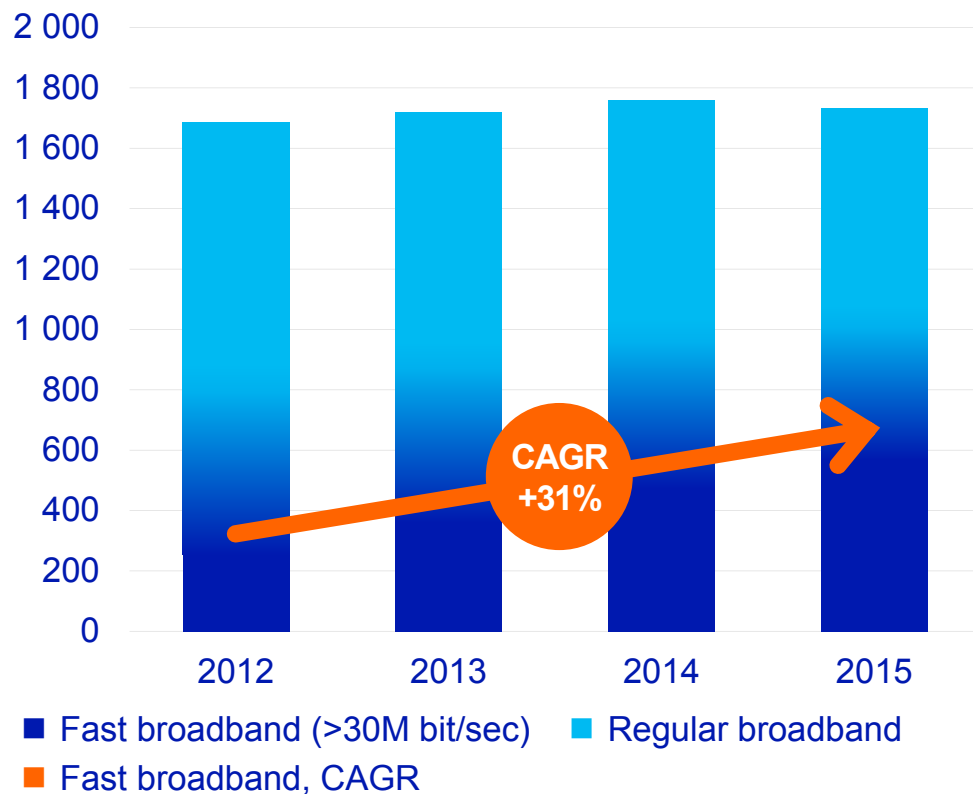
■ Elisa ■ Other companies

Sources: Ficora, Ficom, GFK, GoTech, IRO research, PWC, company reports, Elisa analysis

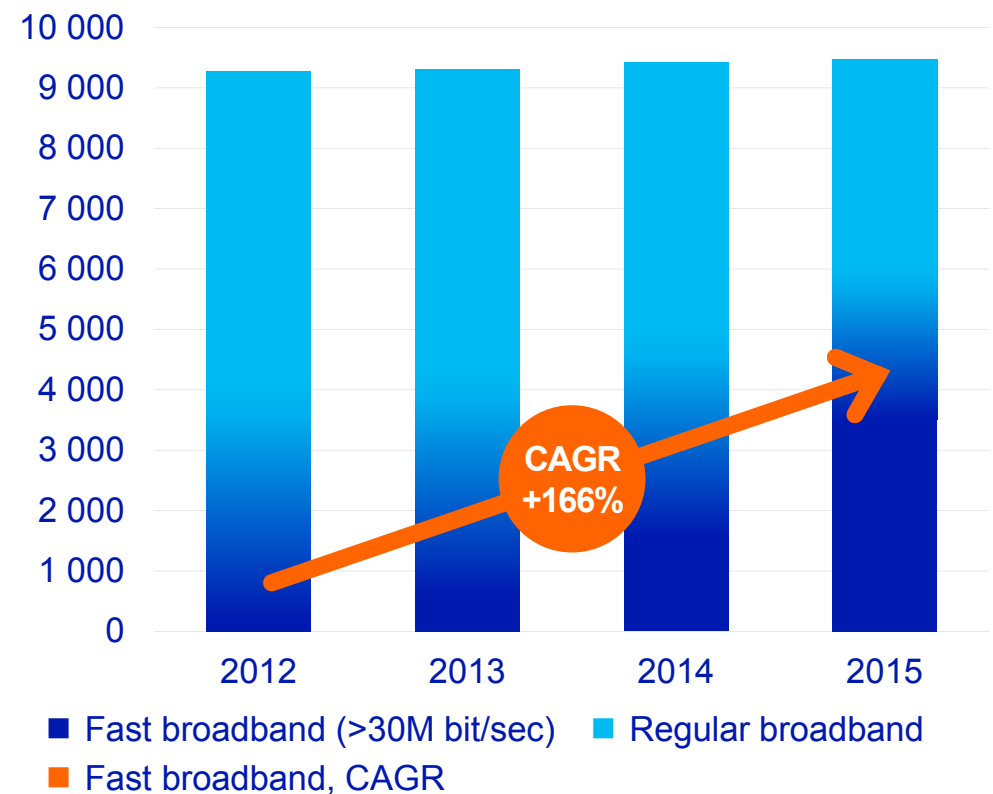
Market environment

...as growth in telecom services continues to be driven by strong demand for fast internet connectivity

Fixed broadband subscriptions market in Finland, thousands



Mobile broadband subscriptions market in Finland, thousands



Sources: Ficora, Elisa analysis

Strategic priorities remain intact

Build value on data

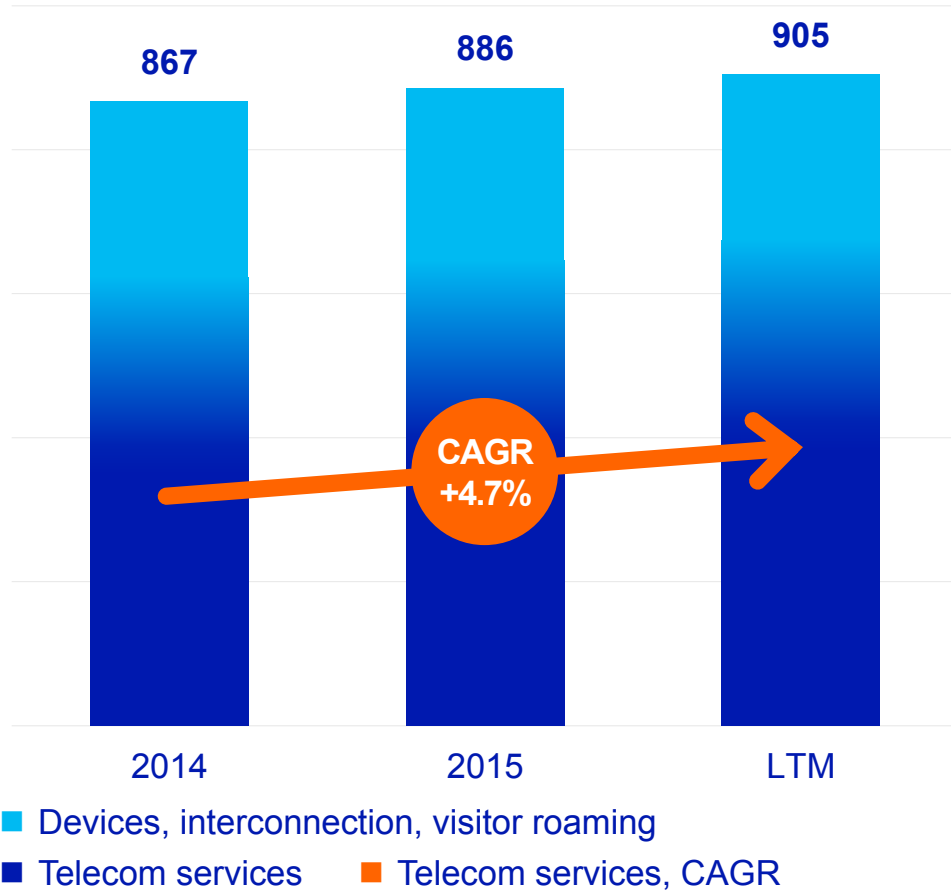
Accelerate digital service business

Improve performance through customer
intimacy and operational excellence

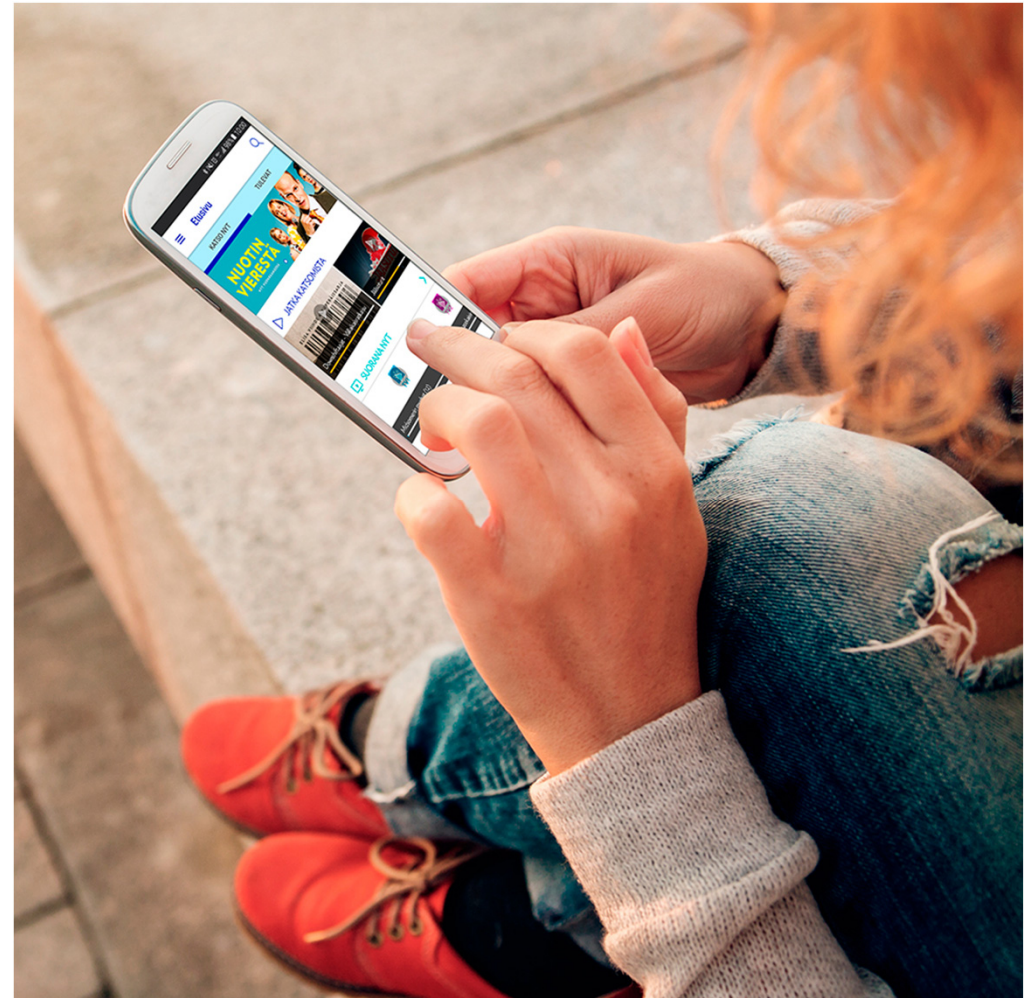


Telecom services revenues continue to grow at a mid-single-digit pace,...

Consumer telecom revenues, EURm



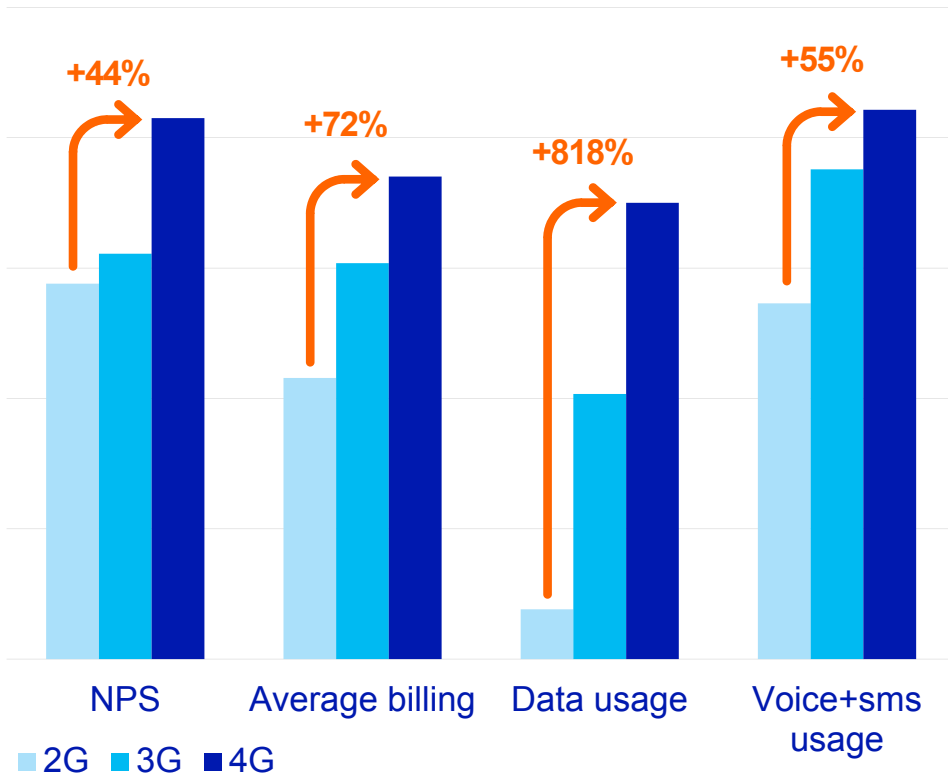
LTM = Last twelve months, 10/2015–9/2016



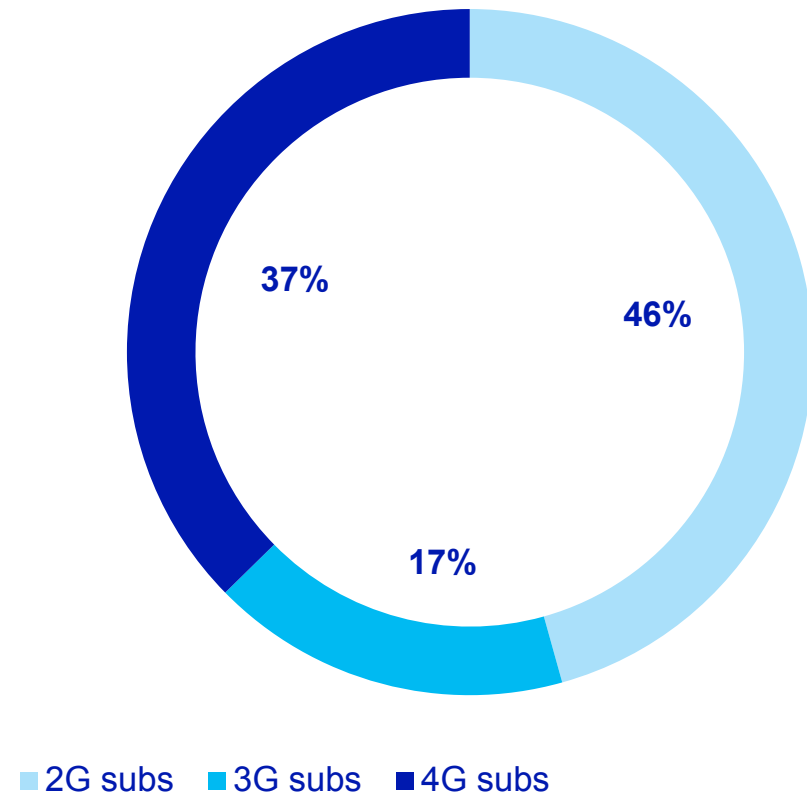


...as 4G uptake brings further value to customers and to Elisa,...

4G customers are most active voice subscription customers



Most 4G upgrades are still ahead in voice subscription base

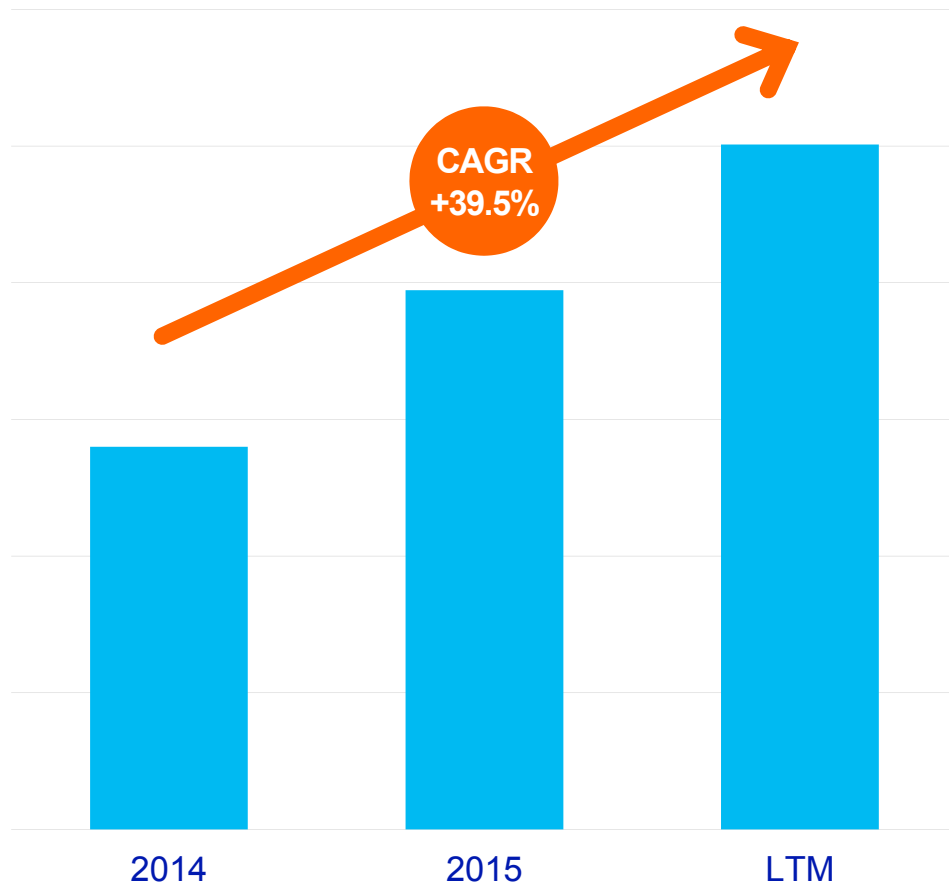




...additional services opportunities are materialising.



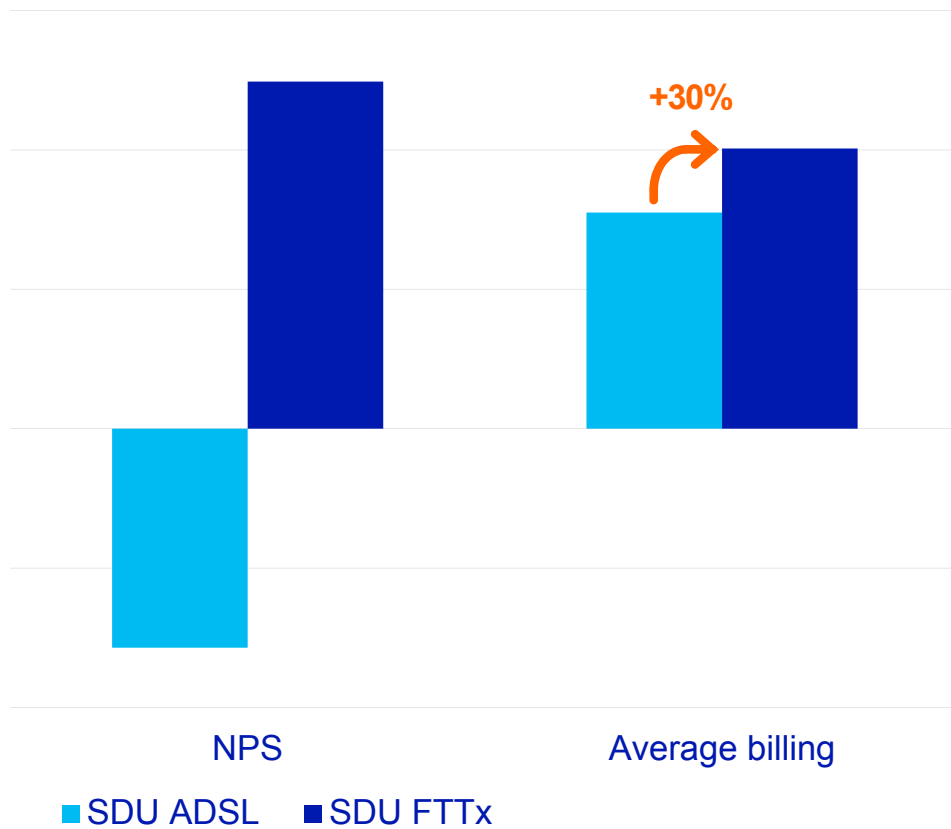
Telecom additional services revenues, EURm



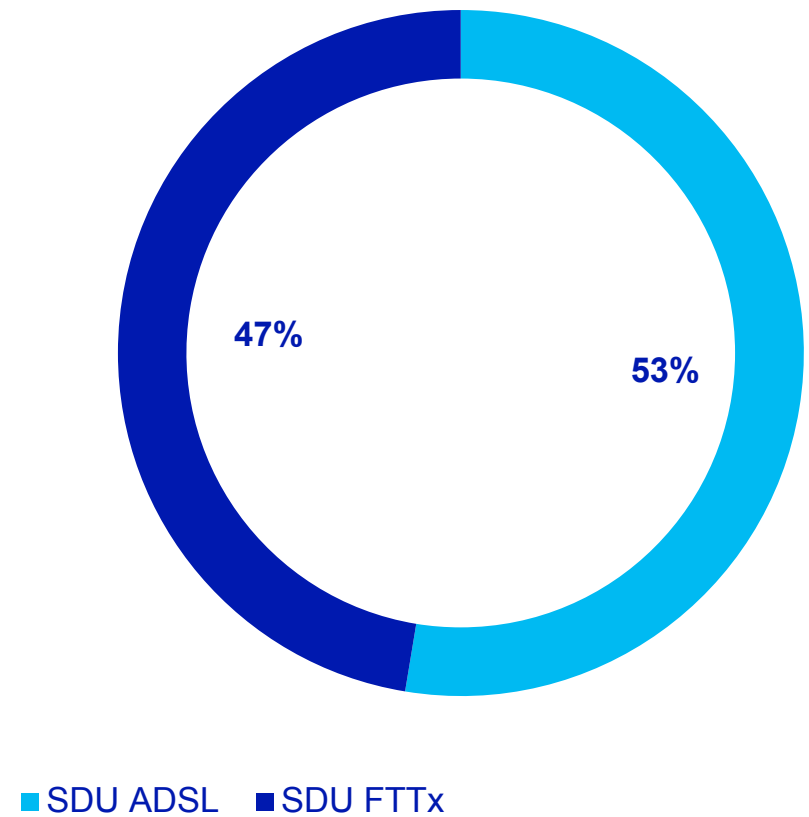


...and fiber uptake is another further potential

FTTx enhances customer satisfaction and ARPU

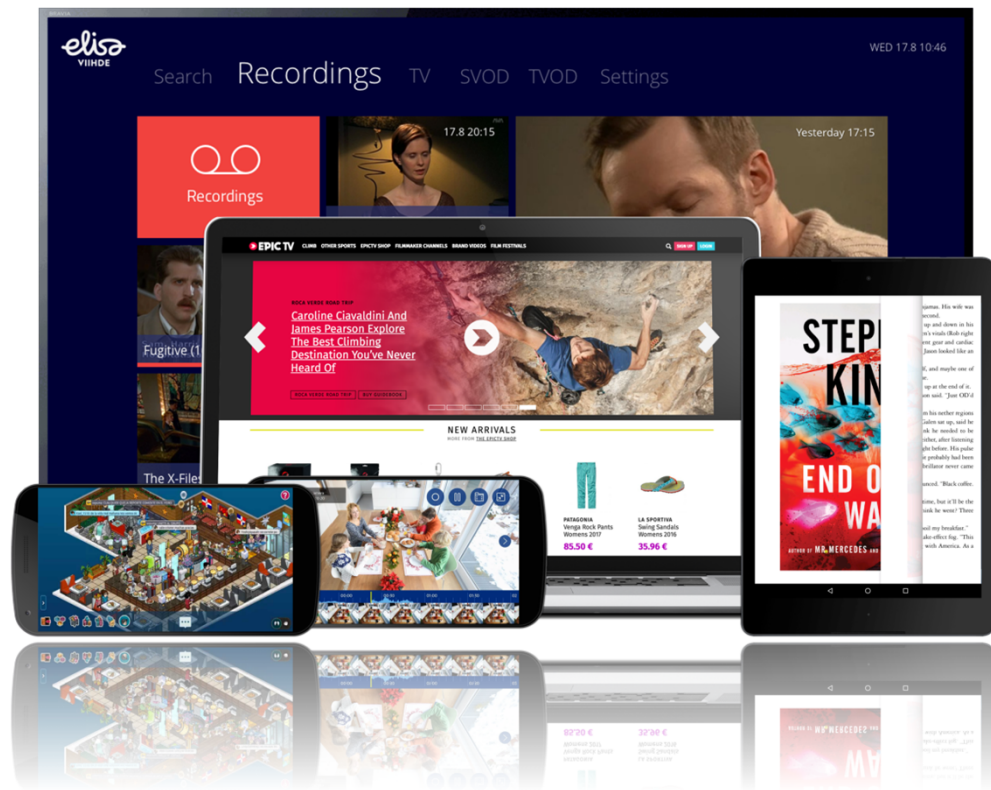


Lot of room for FTTx upgrades in SDU ADSL customer base

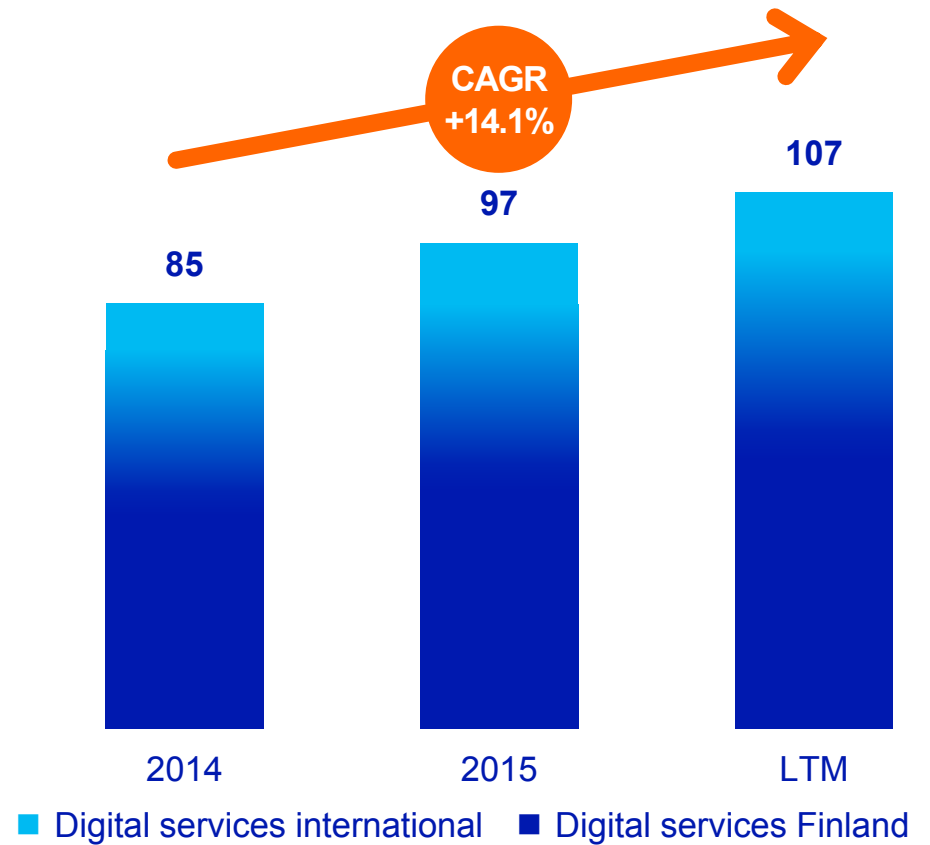


SDU = single dwelling unit
FTTx = fibre to the house/building/curb

Digital services top-line continues double-digit growth...



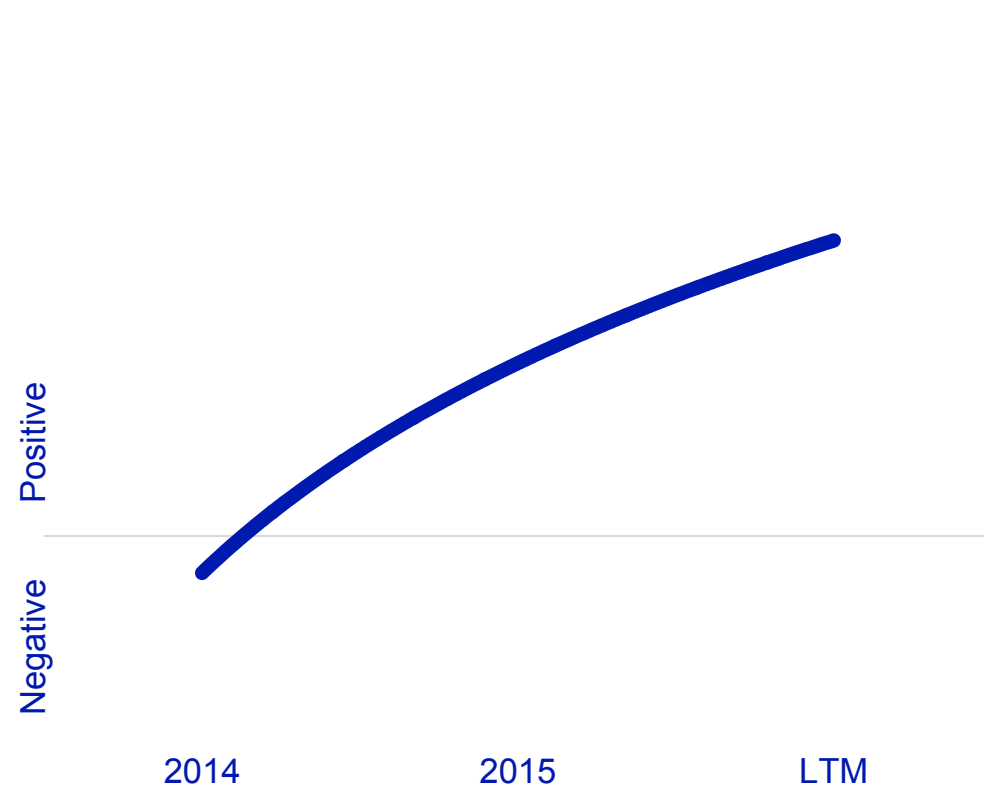
Digital services revenue development, EURm



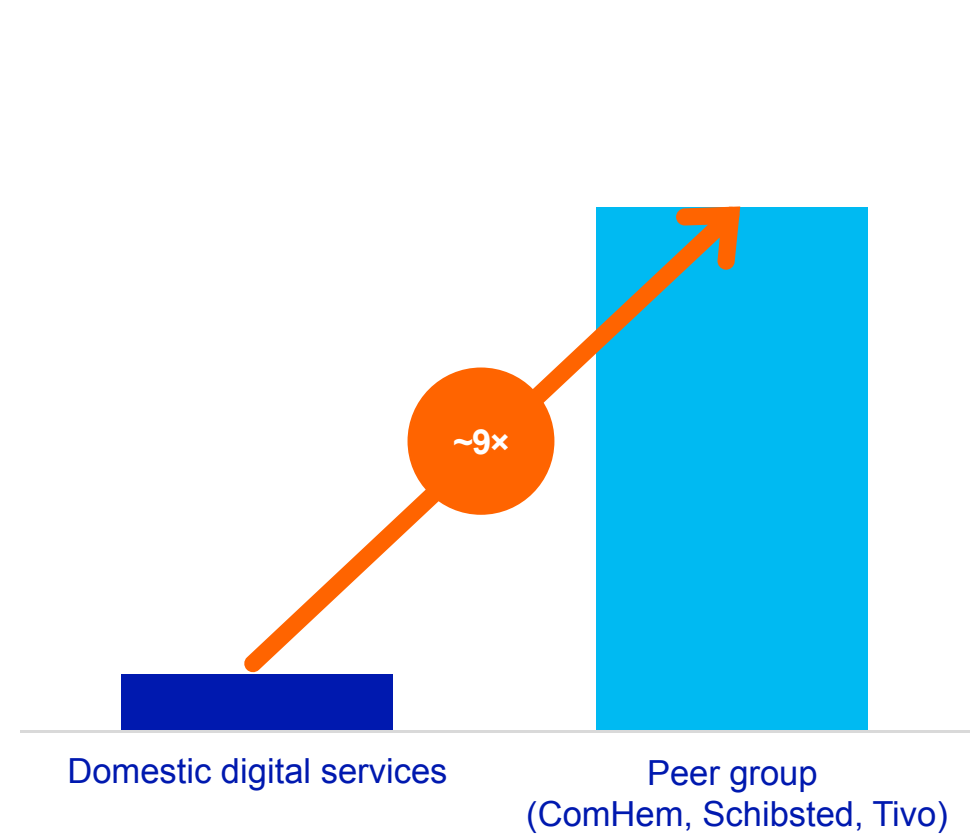
...as the business aims for further scalability



Domestic digital services EBITDA trend, EURm



Digital services peer group comparison, EBITDA-%

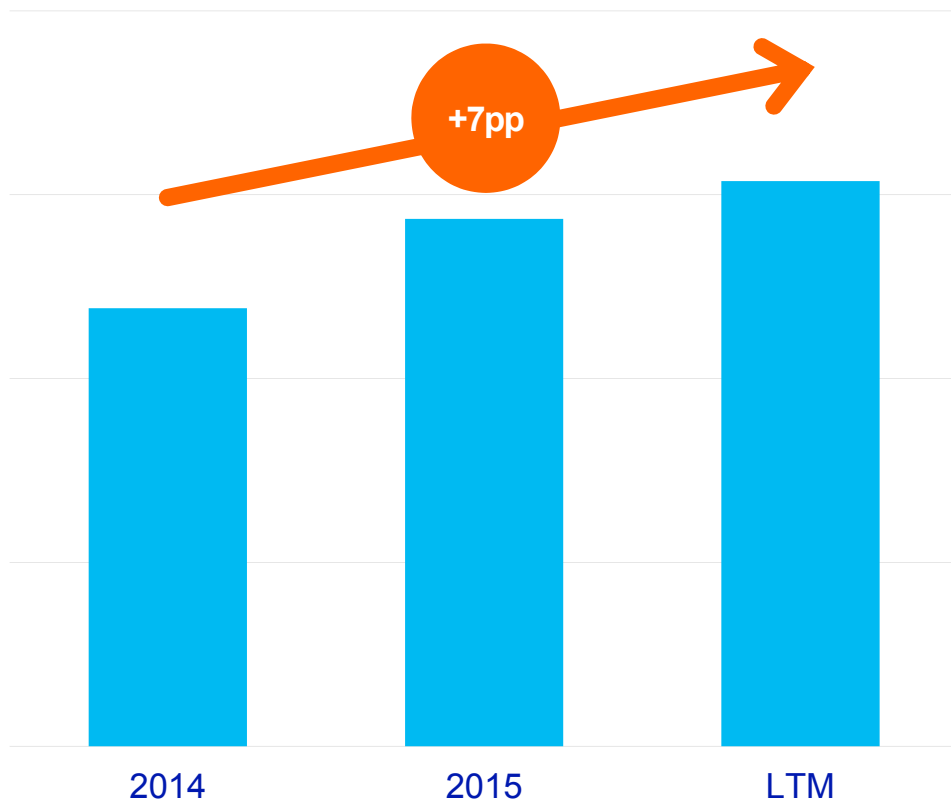


Sources: company reports, Elisa analysis

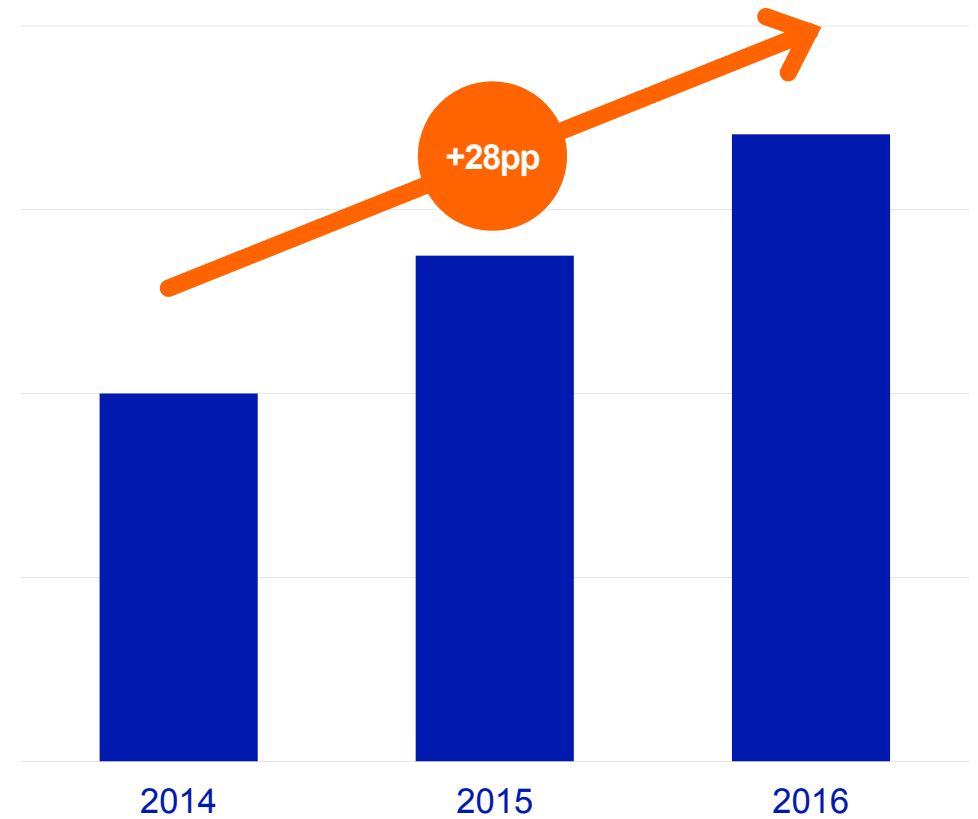
Solid track record in improving customer intimacy...



Customer care first call resolution rate



Elisa customer effort score



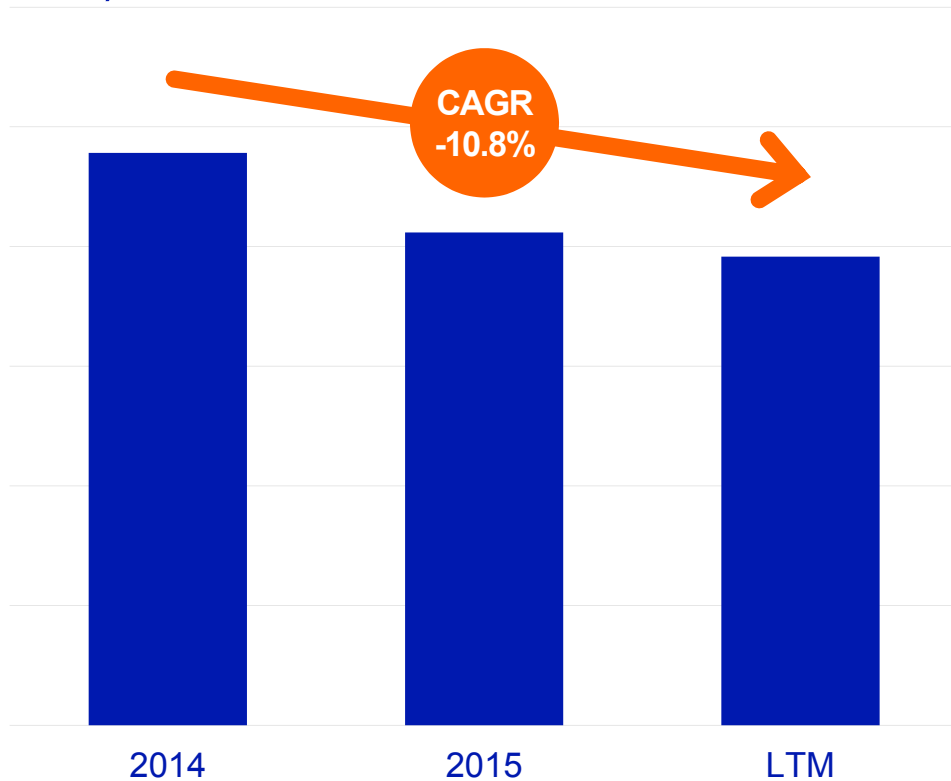
Sources: CEB Global studies 2014–2016, Elisa analysis

Customer effort score 2.0 question: To what extent do you agree or disagree with the following statement? “The company made it easy for me to handle my issue” on a scale of 1–7, where 1 = strongly disagree and 7 = strongly agree. CES 2.0 = % answering at least 5 “somewhat agree”

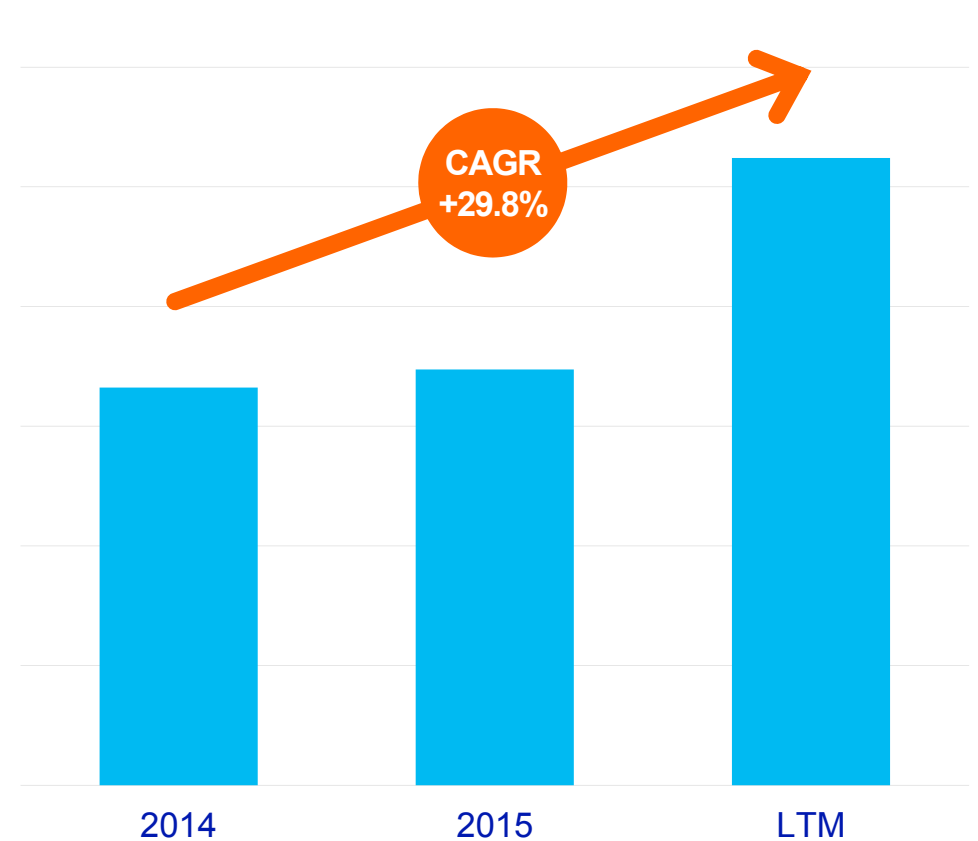
...fuels further potential in enhancing operational excellence



Customer care contacts (calls, emails, chats)



Web shop transactions



Management key priorities

Build value on data
Stimulating demand for speed | Enhancing value capture

Accelerate digital service business
Leveraging market position | Capturing larger wallet-share

Improve performance through customer intimacy and operational excellence
Striving for world-class NPS | Leveraging online

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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.