

elisa | **CMD2021**



Consumer Customers business

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CMD**2021**

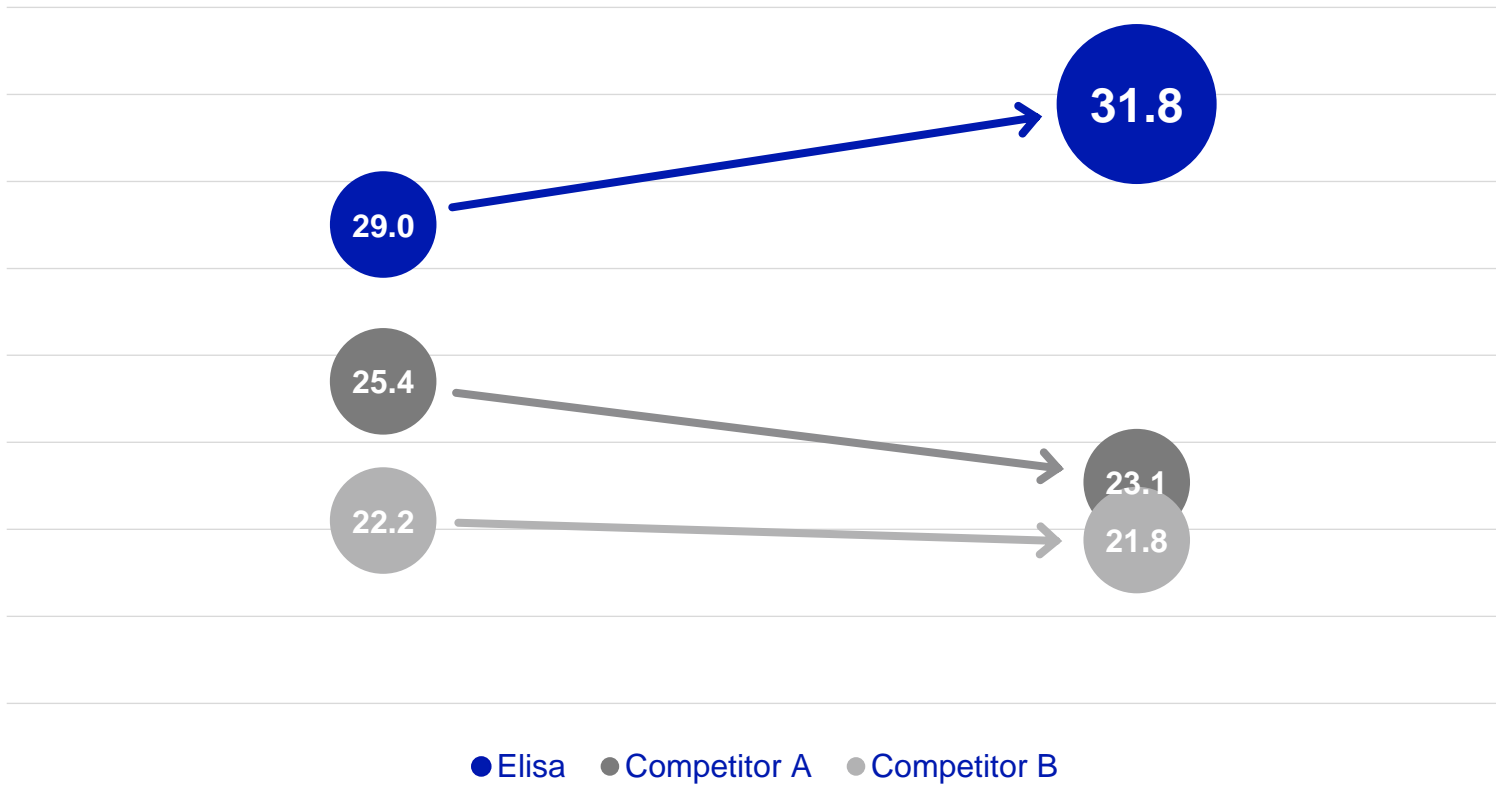
Elisa's unique strategy generates sustainable profit and growth

- 1 Performance update
- 2 Sustainable profit and growth generation
- 3 Management priorities

Performance update

We understand our customers' needs and continue building the best-customer perceived value...

Our efforts to meet customer expectations increase recommendations (NPS)¹⁾



1) NPS = Net Promoter Score, Consumer customers in Finland, CMD2018 - present, sources: IRO Research, Elisa analysis

In 2020 Elisa was rated as industry winner in the Sustainable Brand Index, Europe's largest independent brand study focused on sustainability. Elisa's brand is perceived as the most sustainable brand within our industry according to Finnish consumers.

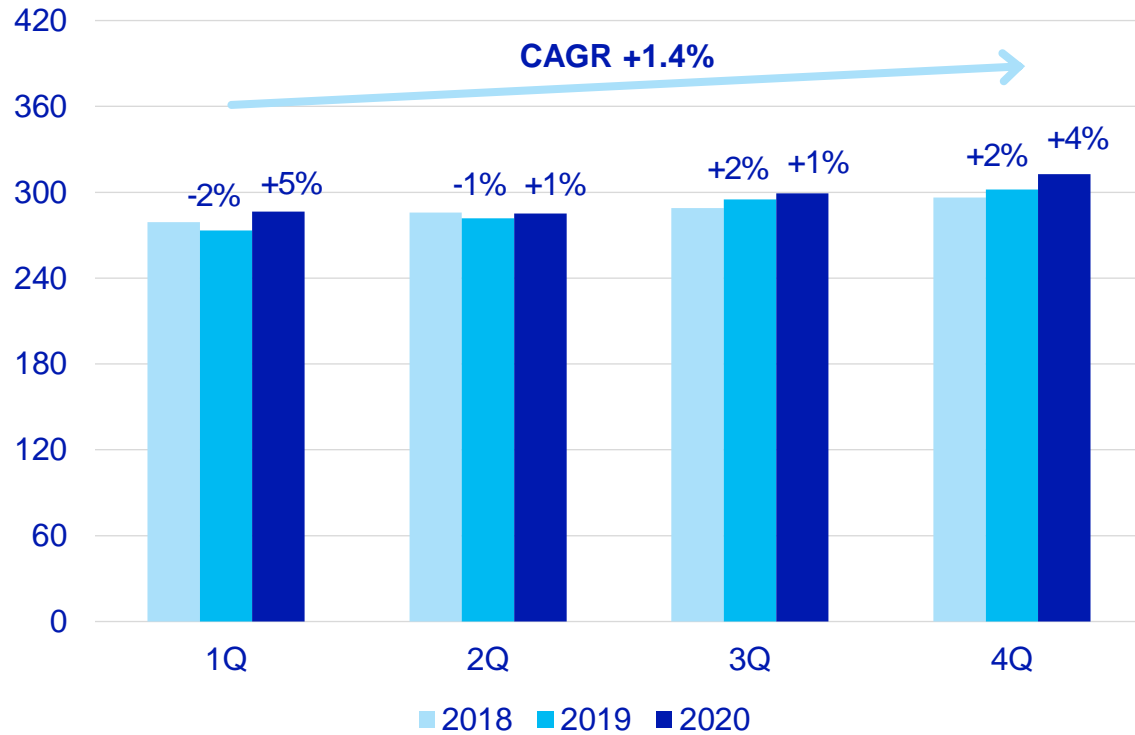


Performance update

...resulting in solid revenue and EBITDA growth

Solid revenue growth driven by mobile and entertaining video services

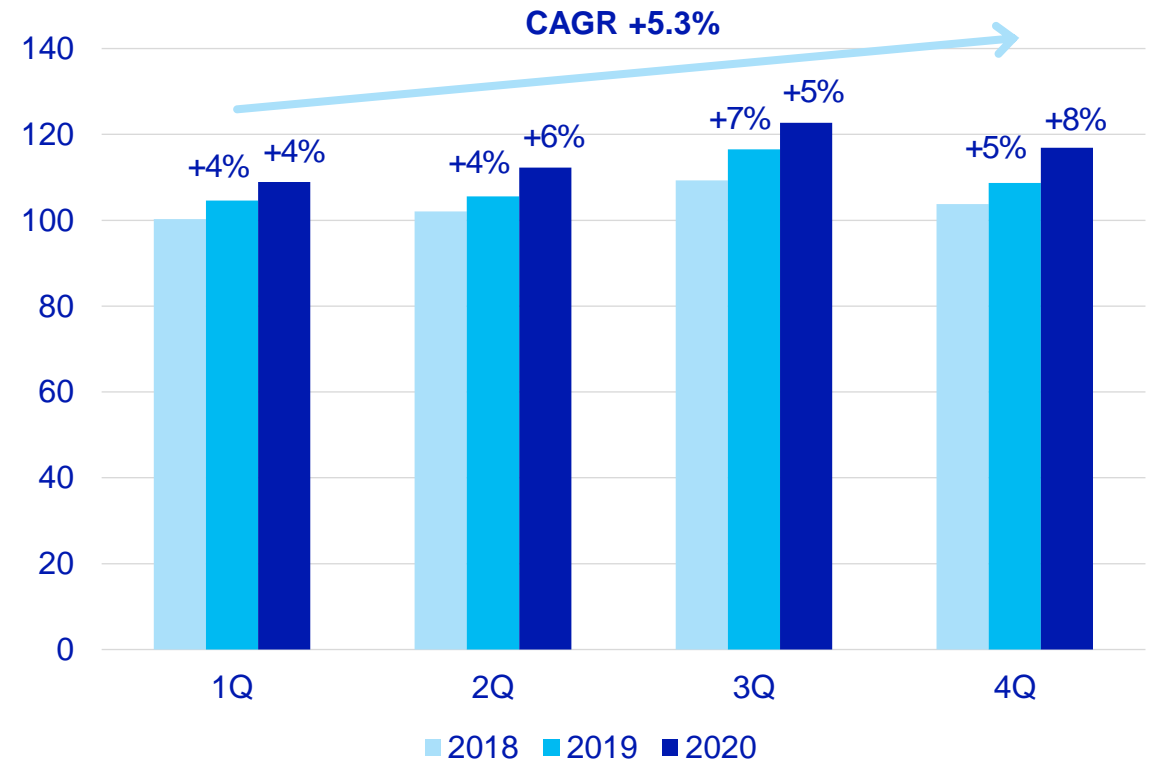
Revenue, EURm



CAGR = 2018 – 2020

EBITDA growth is running in the mid-single-digit pace

EBITDA¹⁾, EURm



¹⁾ excl. one-offs

Sustainable profit and growth generation

Our strategic focus remains intact

MISSION

A SUSTAINABLE FUTURE THROUGHOUT DIGITALISATION

Increase mobile and fixed service revenues

Grow digital service businesses

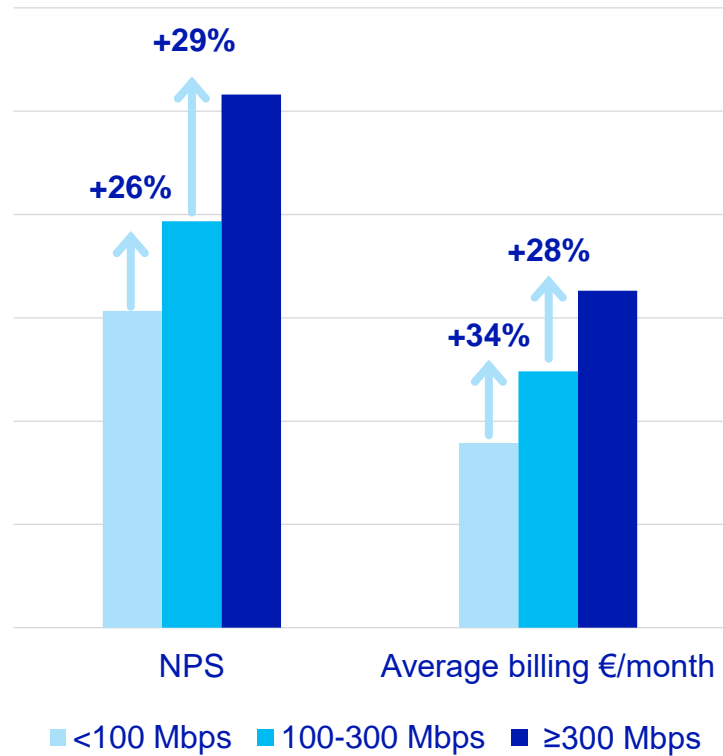
Improve efficiency and quality

Sustainable profit and growth generation

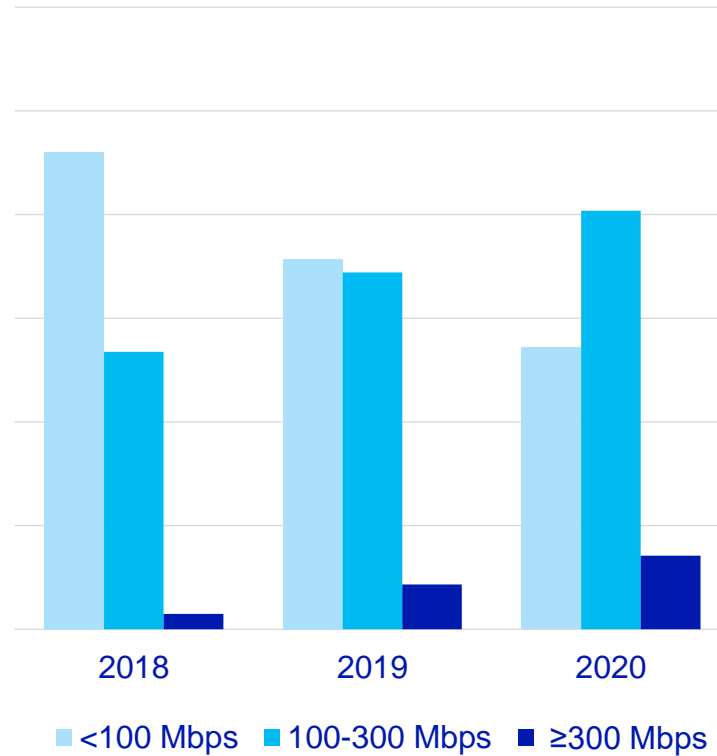
Our customers appreciate faster unlimited mobile connectivity with promising interest in higher 5G speed tiers...



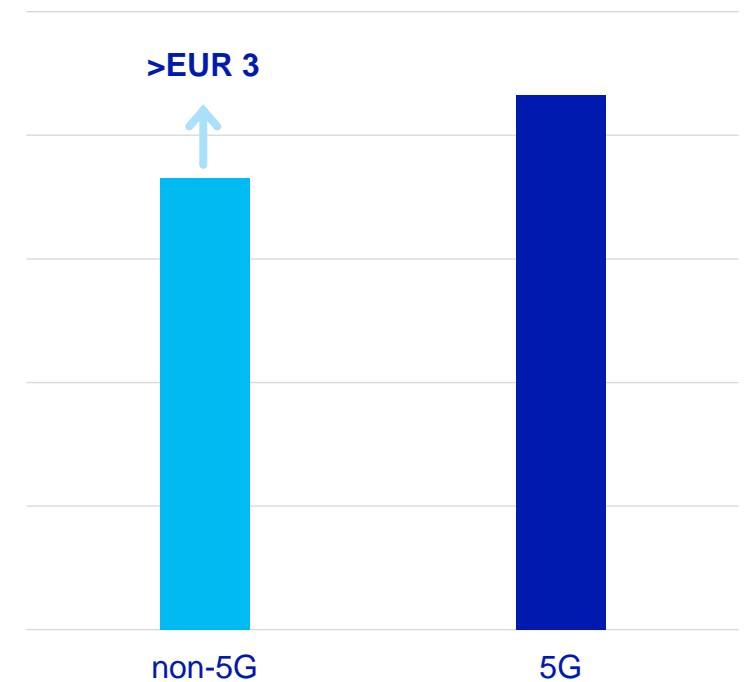
Speed correlates with NPS and value for Elisa^{1), 2)}



Our base continues to shift towards faster speeds¹⁾



5G upgrades bring promising value increase to Elisa^{1), 2)}



¹⁾ Mobile postpaid voice and broadband subscriptions in Finland

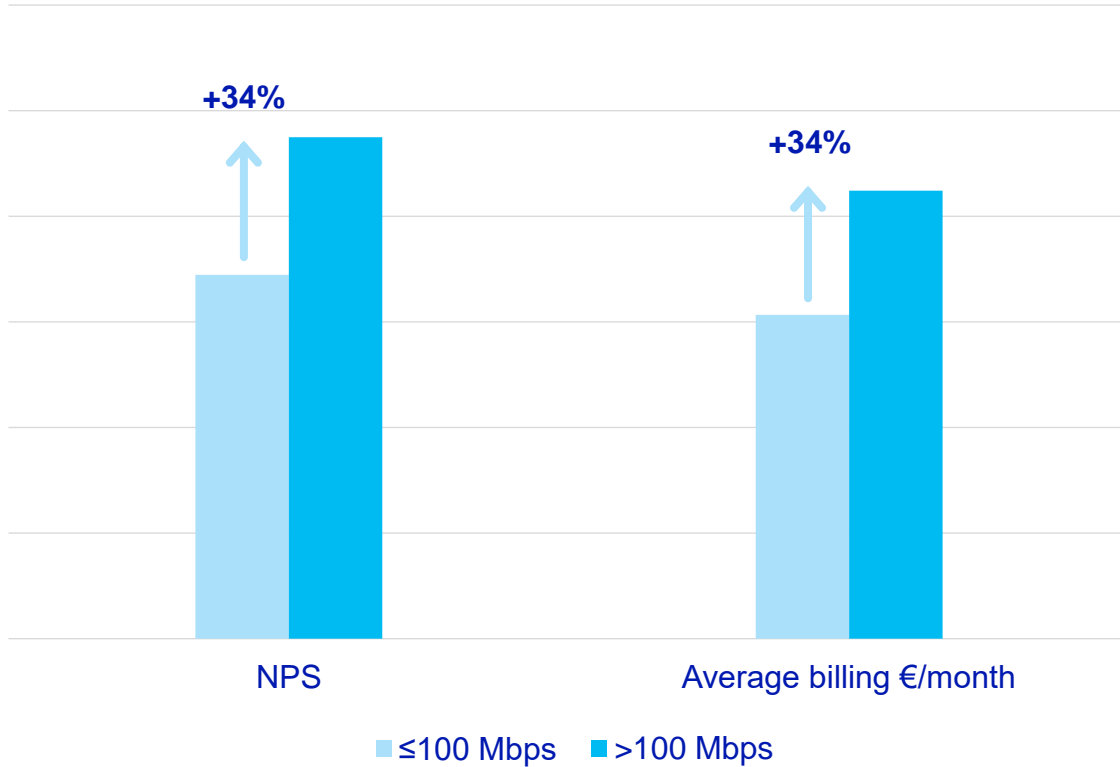
²⁾ Average billing €/month excluding VAT

Sustainable profit and growth generation

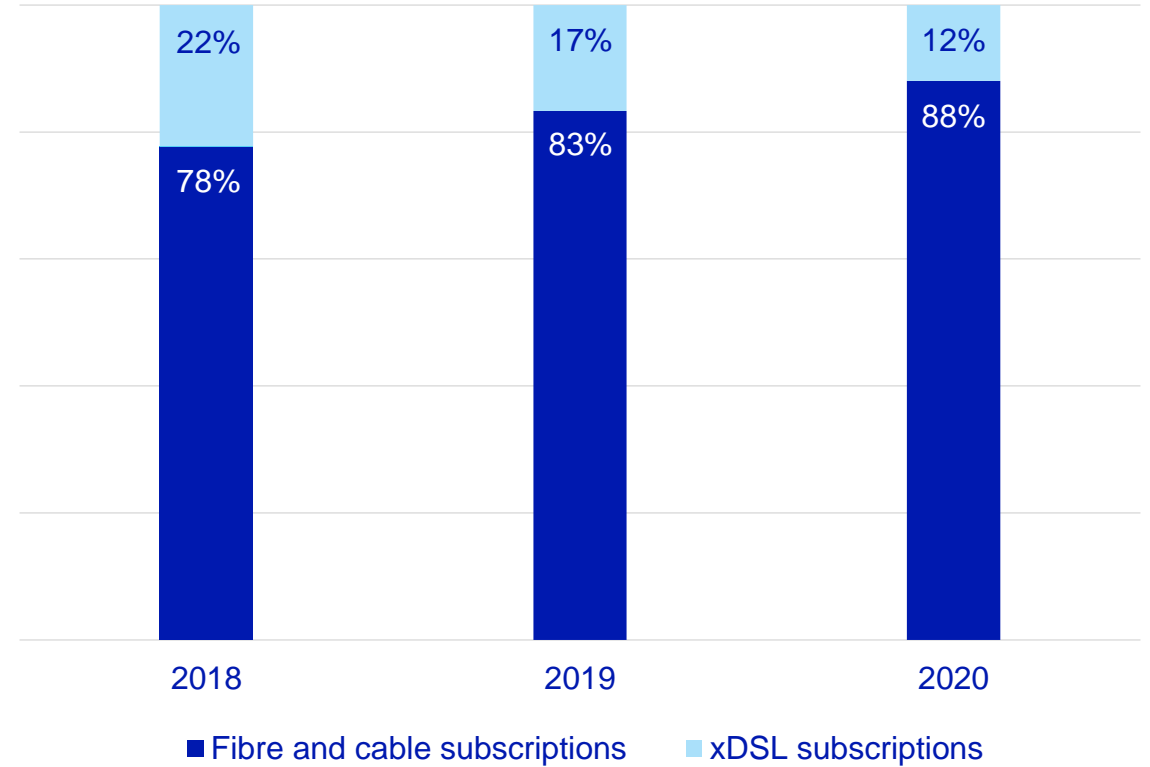
...and we have met customer needs in fast fixed broadband...



Customers are most satisfied with faster speeds, which also bring more value to Elisa^{1), 2)}



Our fixed broadband base is transforming to fibre and cable subscriptions¹⁾



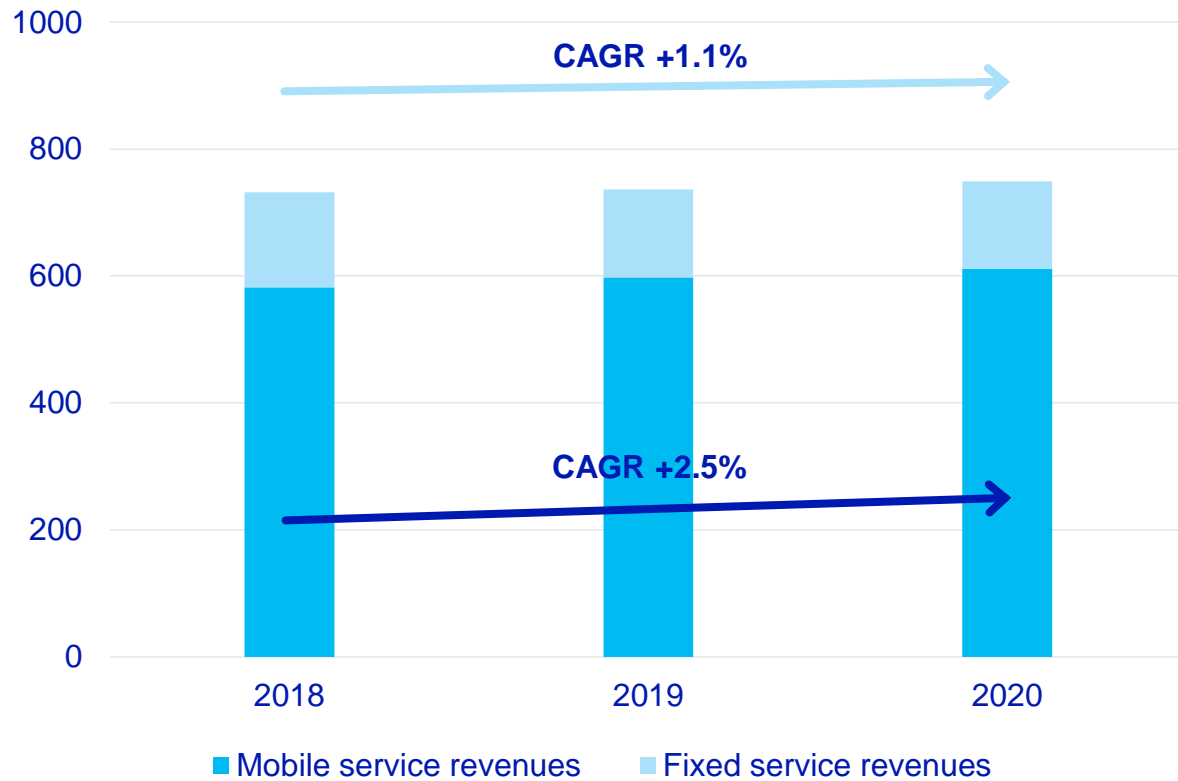
¹⁾ Fixed broadband subscriptions, single-dwelling-units, in Finland, in thousands

²⁾ Average billing €/month excluding VAT

Sustainable profit and growth generation

...resulting in growth in telecom services revenue

Mobile service revenue (EURm) growth continuing

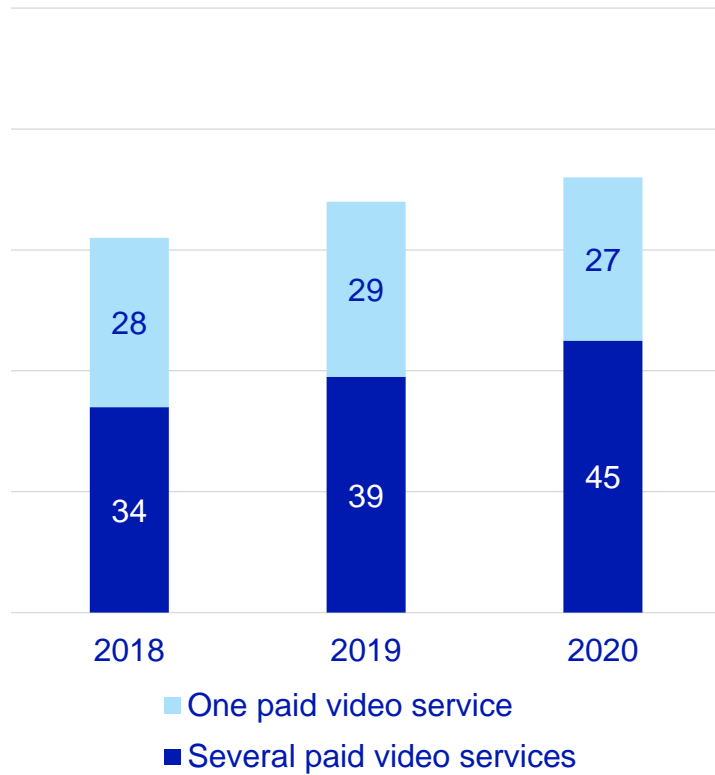


Sustainable profit and growth generation

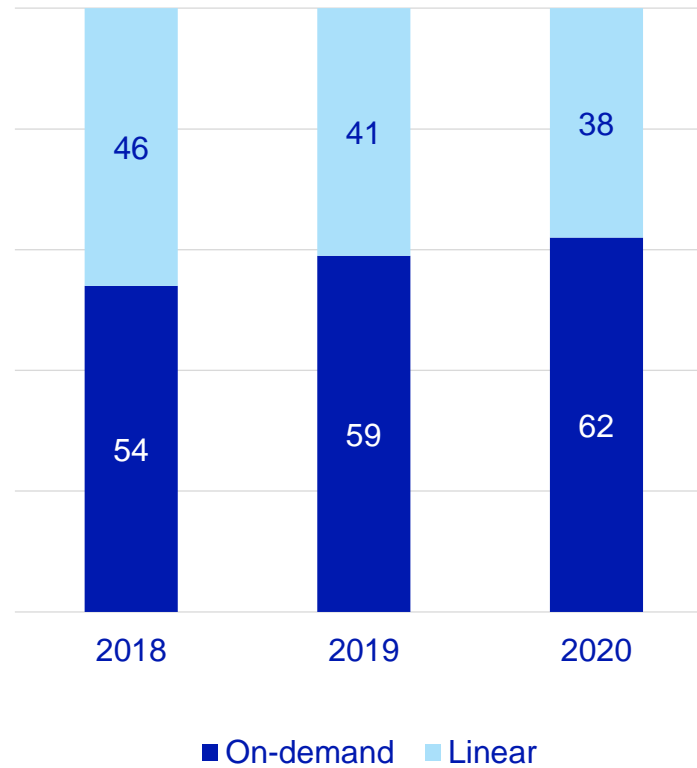
Our customers' interest in on-demand video is growing and...



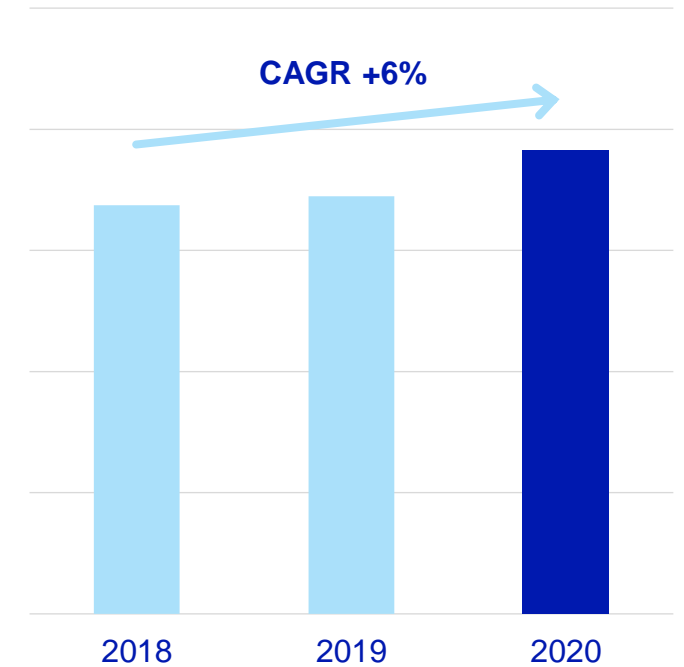
Finns' willingness to pay increasing¹⁾



Customers are increasingly choosing on-demand watching¹⁾



Growth in on-demand viewing in Elisa Viihde



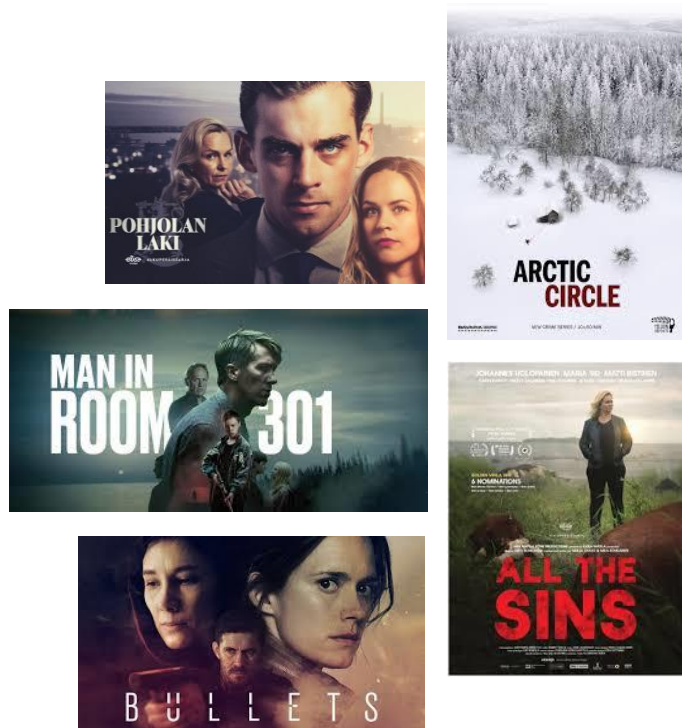
¹⁾ % of respondents, source: Prior 01/2021, "Näin Suomi viihtyy", approx. 1,307 households, Elisa analysis

Sustainable profit and growth generation

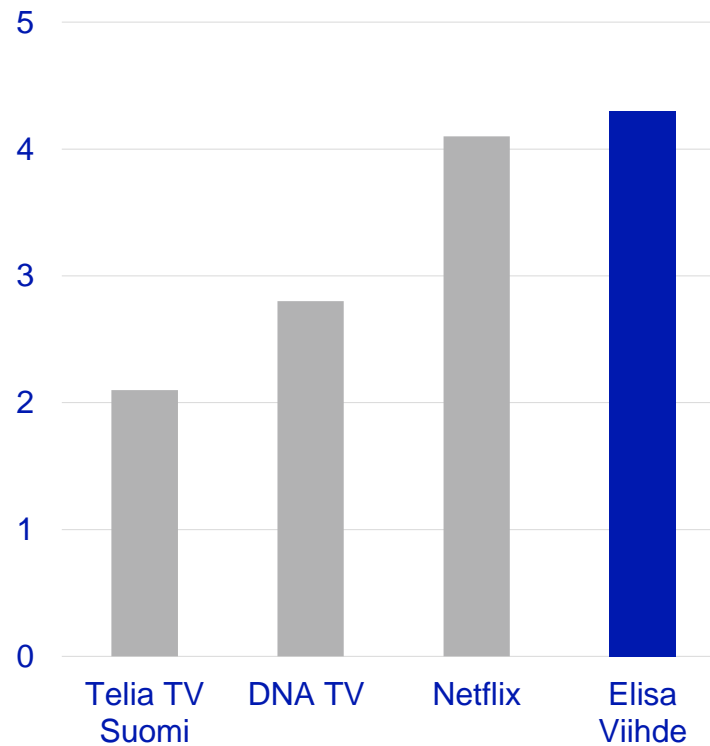
... our original series attract customers and highly recommended service drives user growth...



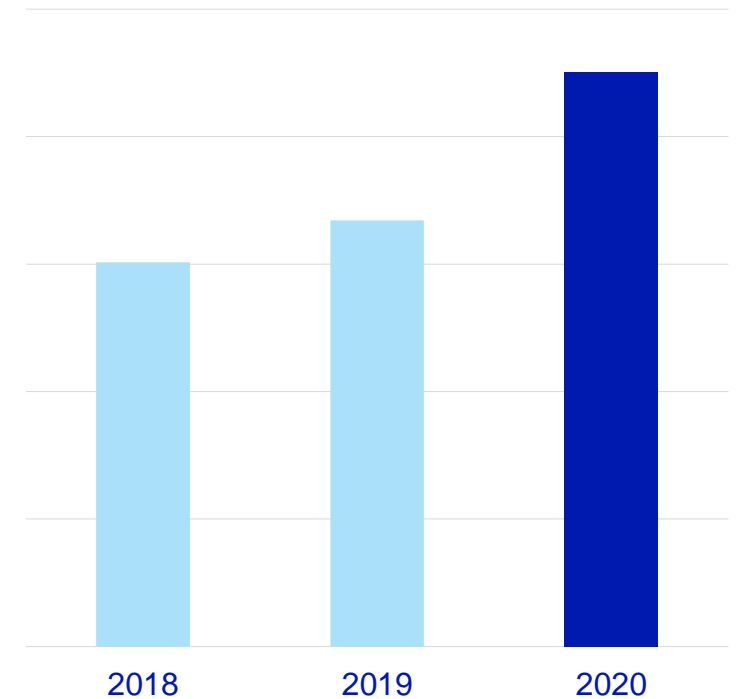
Elisa original series attract customers



Consumer recommendation is outpacing the competition¹⁾



Strong growth in paying customers²⁾



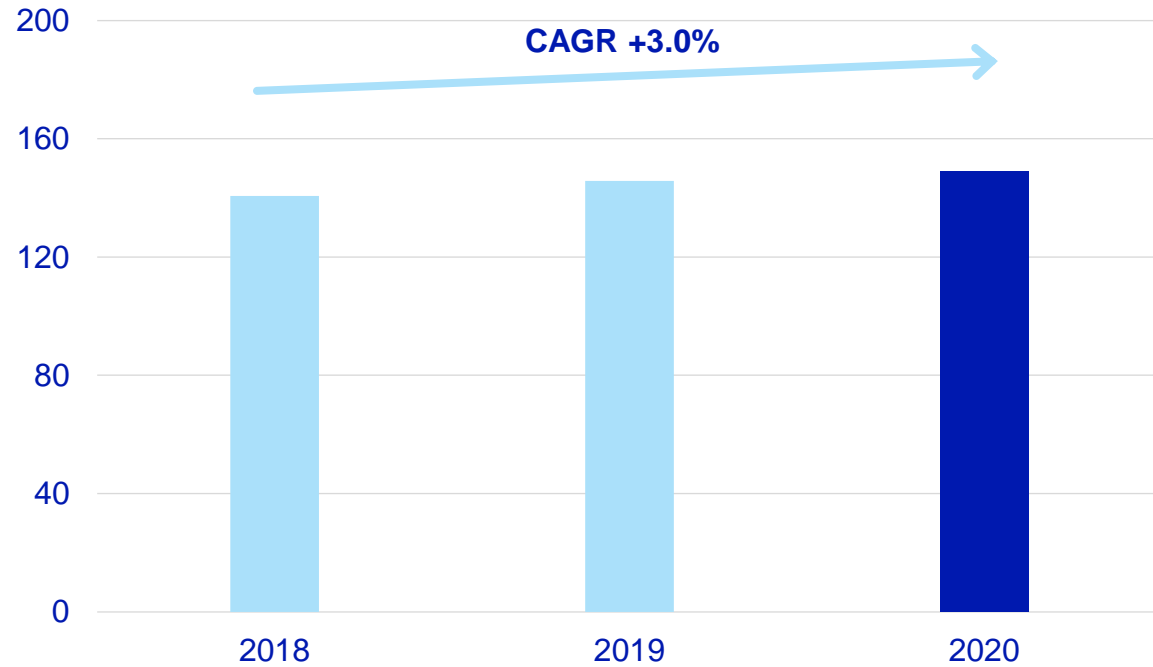
¹⁾ Source: Google Play, Apple App Store, 01/2021, Elisa analysis

²⁾ Elisa Viihde and Elisa Viihde Viaplay paying customers in Finland, Elisa Elamys paying customers in Estonia

Sustainable profit and growth generation

...resulting in growth in revenues

Growth in entertaining video services revenues (EURm)



Sustainable profit and growth generation

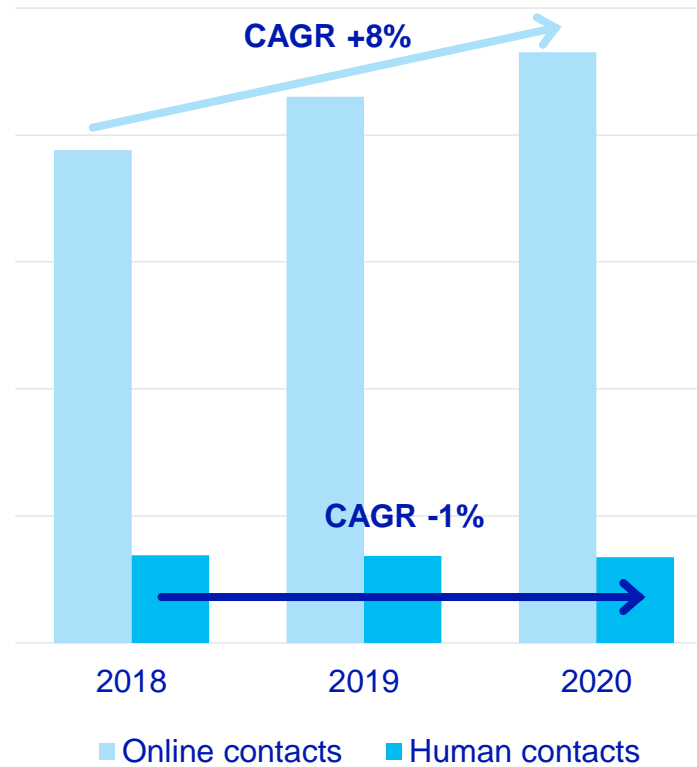
Our customers appreciate an effortless online experience...



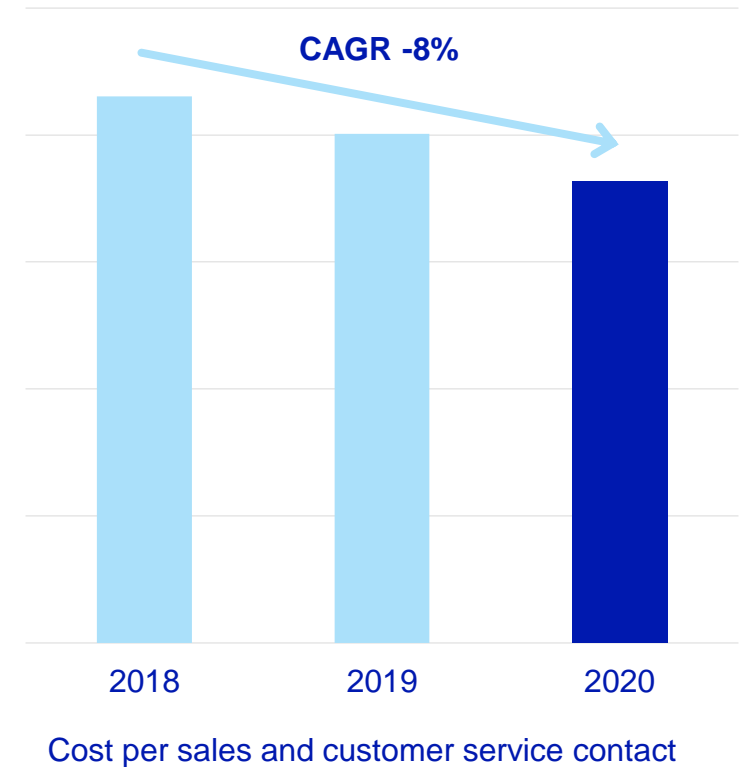
Customer satisfaction (CES¹⁾) is higher in online channels



Number of customer contacts in online channels is increasing



Our cost efficiency is improving



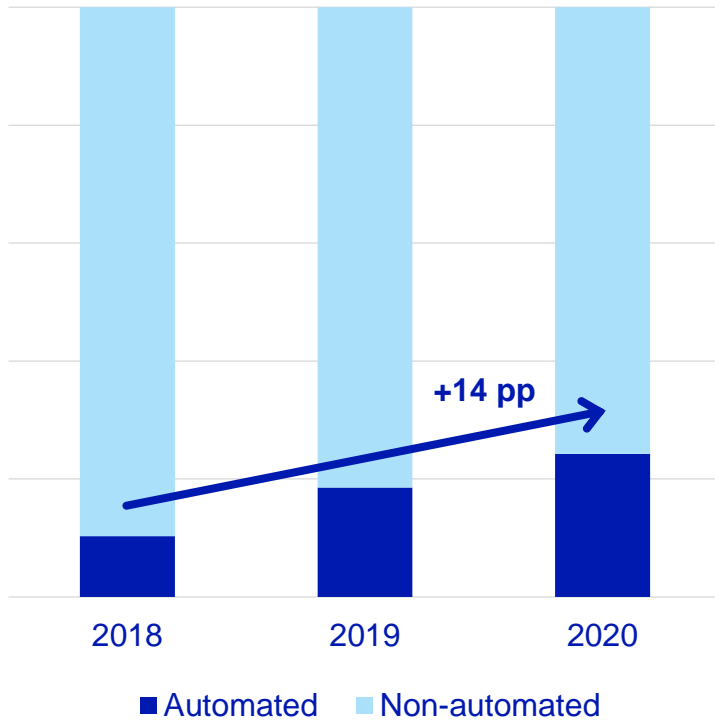
¹⁾ Customer effort score (CES) question: On a scale from 4 to 10: How easy was it to take care of your matter (10 = Very easy, 4 = Very difficult)?
 CES = % customers answering 8, 9 or 10, Elisa analysis

Sustainable profit and growth generation

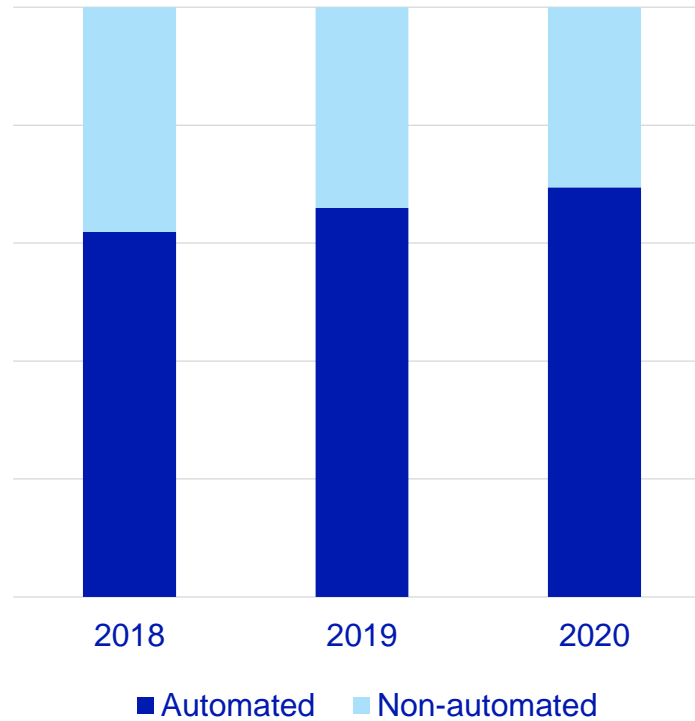
...and our automated operations build further efficiency and quality



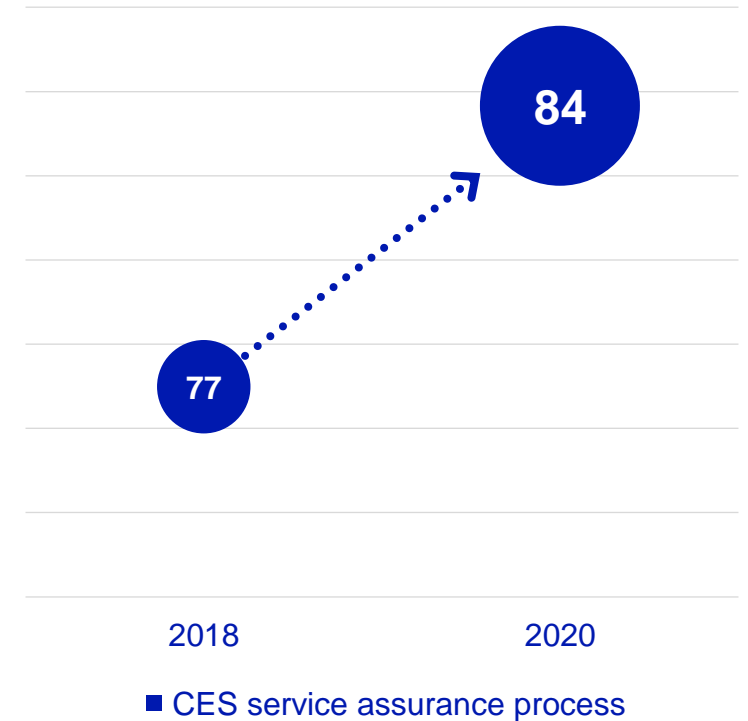
Automation in consumer customers' processes is further evolving



E.g. increased automation in service assurance process



Customer-perceived quality has improved



Management priorities

Elisa's unique strategy generates sustainable profit and growth

Elisa's approach

Increase mobile and fixed service revenues

Grow digital service businesses

Improve efficiency and quality

Profit and growth generation

- Stimulating demand for faster speeds and 5G
- Enhancing value capture
- Attracting customers with Elisa original series
- Accelerating growth via strategic partnerships
- Building best customer-perceived value
- Leveraging online and automation

elisa

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THANK YOU.

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.