

elisa

CMD
2025

Consumer Customers

Faster Profitable Growth

Vesa-Pekka Nikula

EVP Consumer Customers



AGENDA

- 1 Performance update

- 2 Faster profitable growth

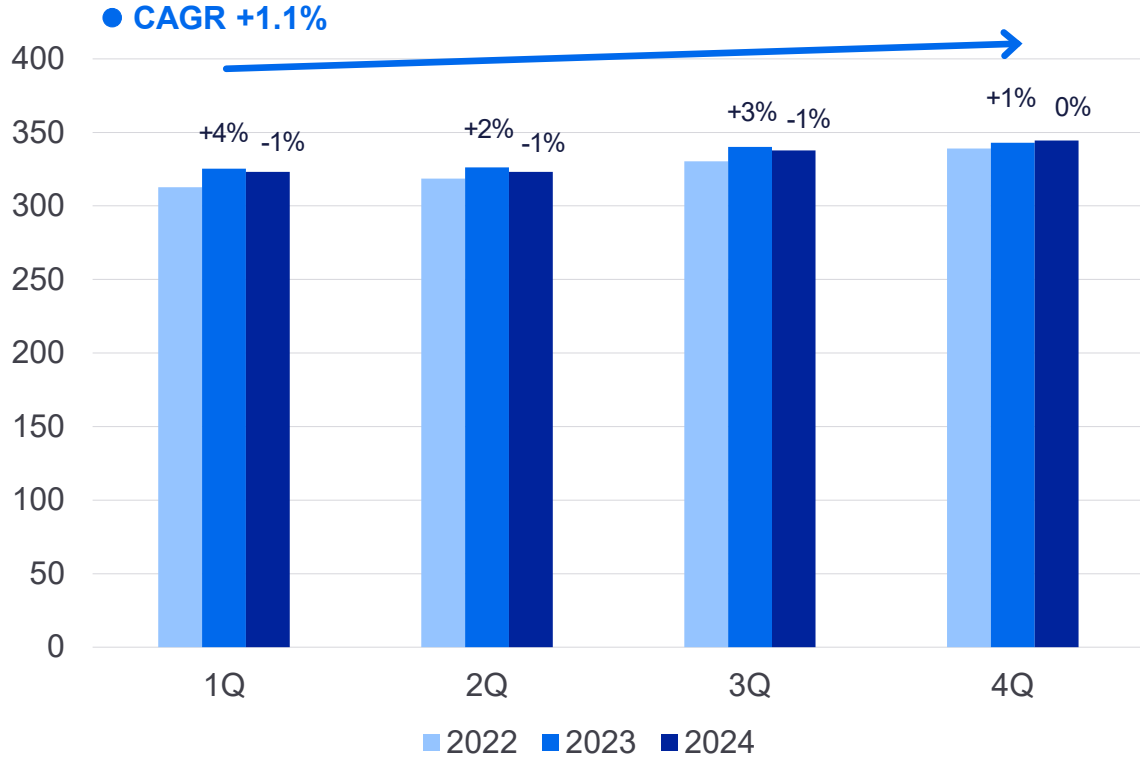
- 3 Management priorities



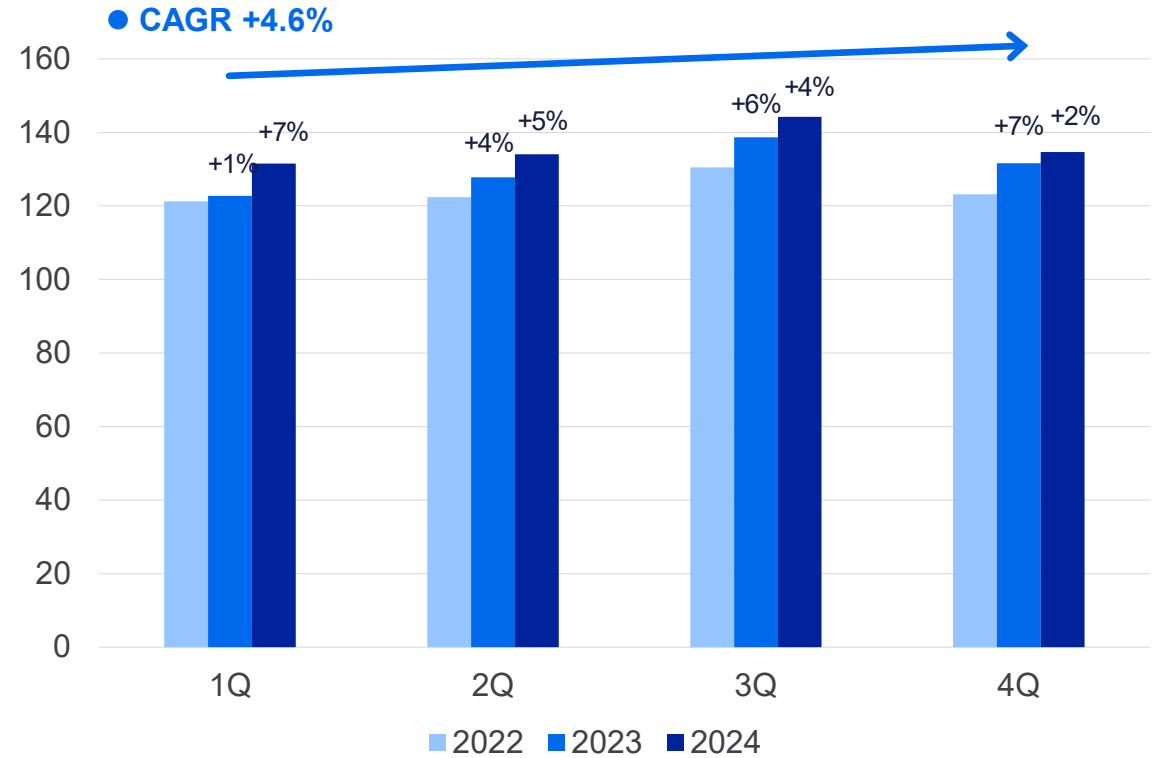
Performance update

Constantly improving performance

Low-single-digit revenue growth EURm

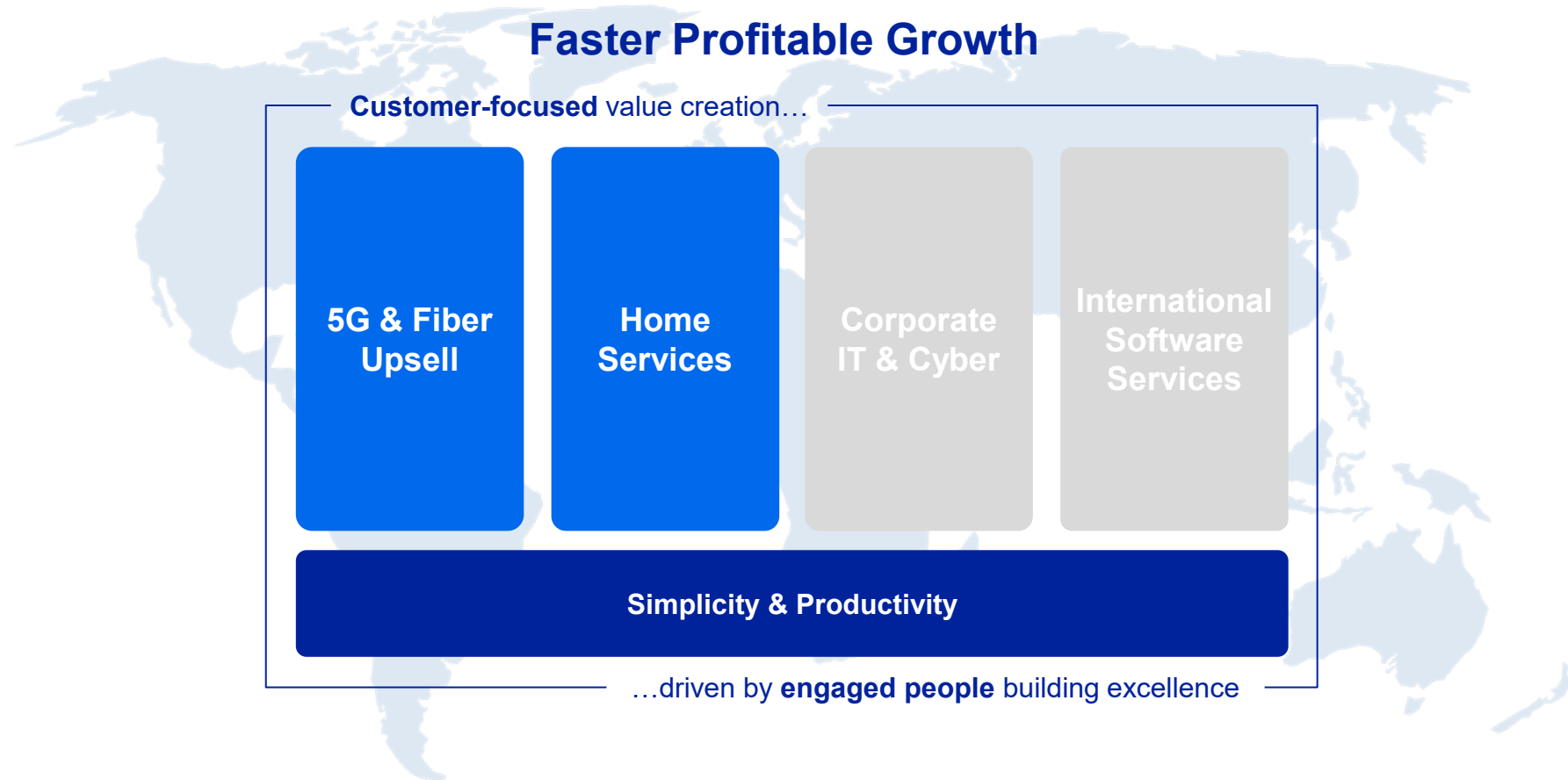


Stable EBITDA¹ growth EURm



Faster profitable growth

Faster profitable growth with 5G & fiber upsell & home services



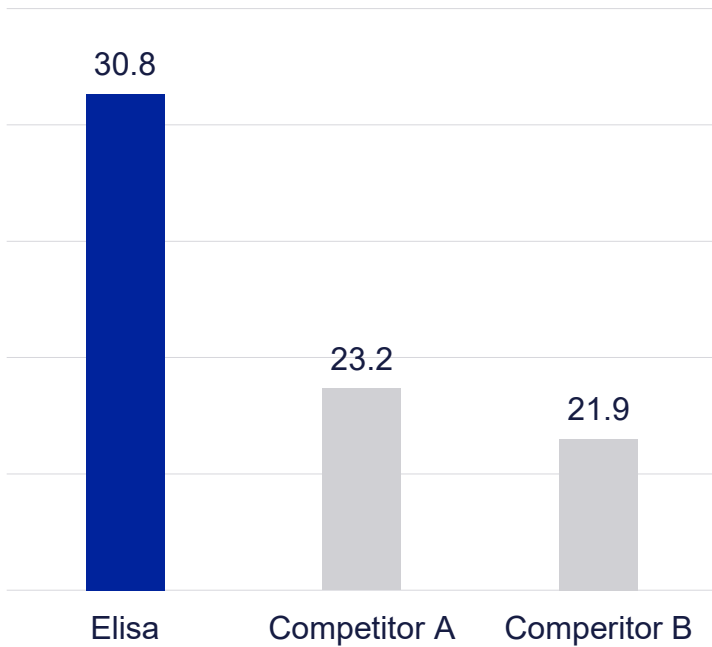
Faster profitable growth

Strong customer-focused value creation



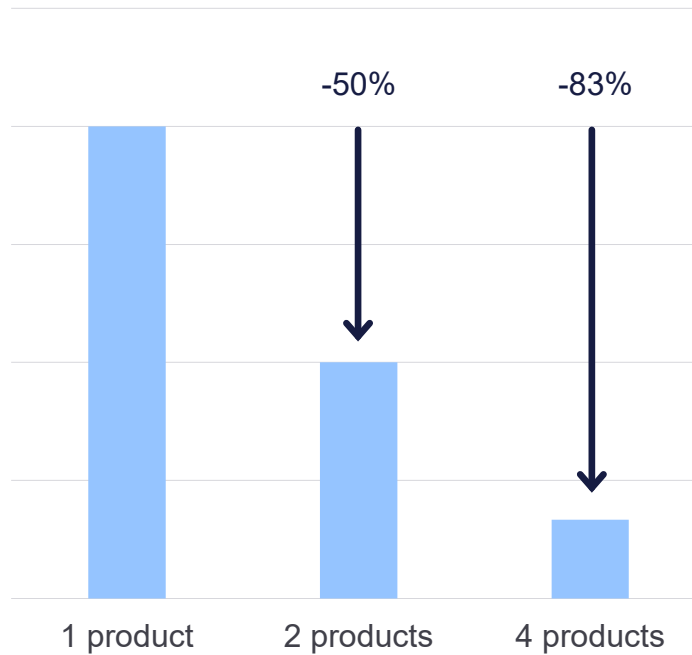
Elisa customers are the most satisfied

Consumer customer NPS¹



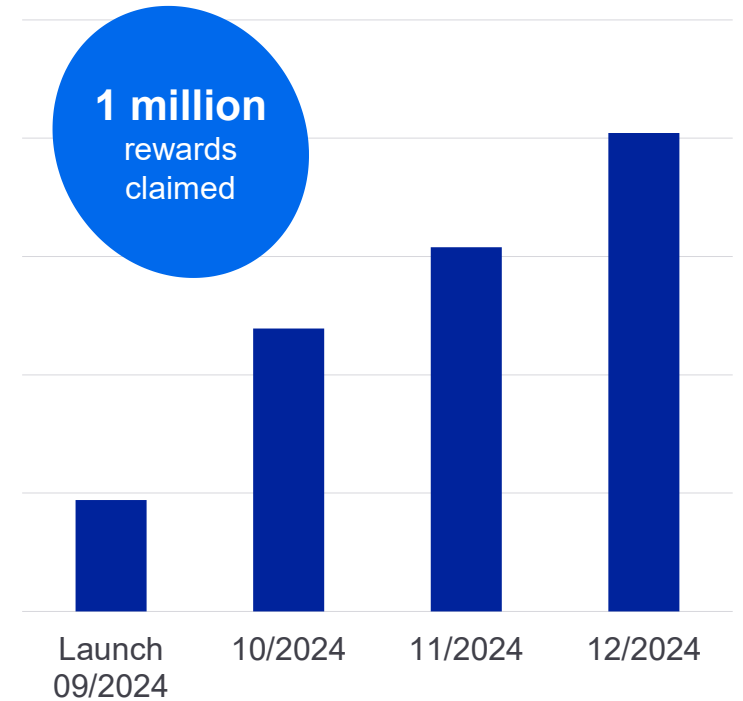
Customers with more products stay longer

Customer-level churn



Loyalty programme rewards tenure and spend

Loyalty programme customer base



Faster profitable growth

#1 in telecom and entertaining video services with attractive new growth markets



Telecom services

● elisa

EUR 1.1bn



Telecom services addressable market (incl. devices, excl. device retailers) 2024, Finland and Estonia. Source: Elisa analysis

Entertaining video services

● elisa

EUR 160m

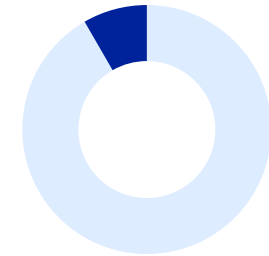


Entertaining video services addressable market 2024, Finland and Estonia. Source: Elisa analysis

Residential energy storage

● elisa

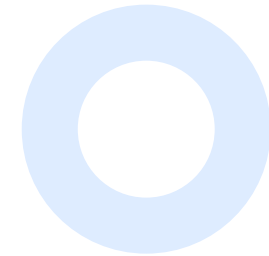
EUR 1m



EUR 12m
CAGR
2024–2027
>75%

Home security

● elisa



EUR 125m
CAGR
2024–2027
+8%

Residential energy storage addressable market 2024, Finland and Estonia. Source: Elisa analysis

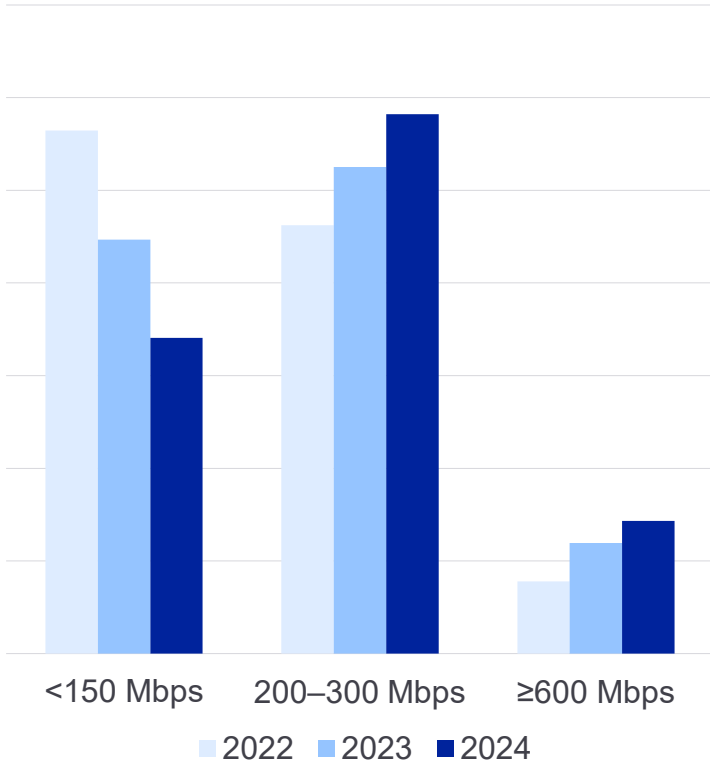
Home security addressable market 2024, Finland. Source: Elisa analysis

Faster profitable growth – telecom services

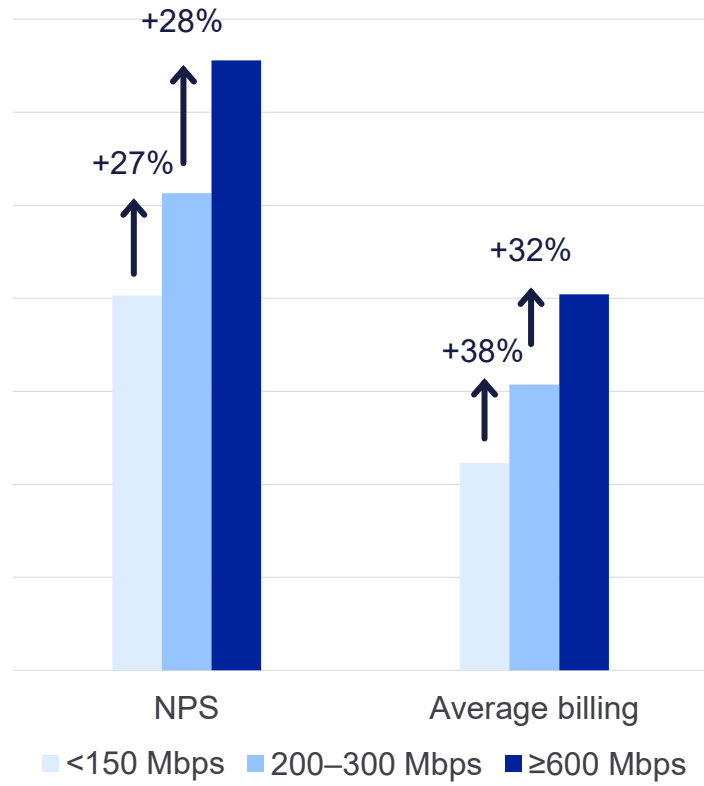
Strong foundation for future mobile service revenue growth



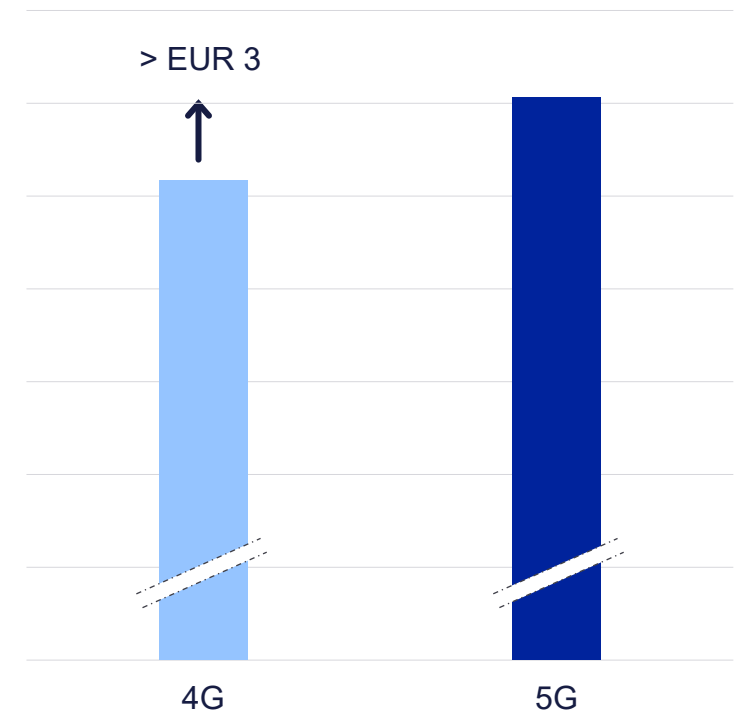
Customer base shifting to faster speeds¹



Speed correlates with NPS & value capture²



Value increase from 4G to 5G upgrades²



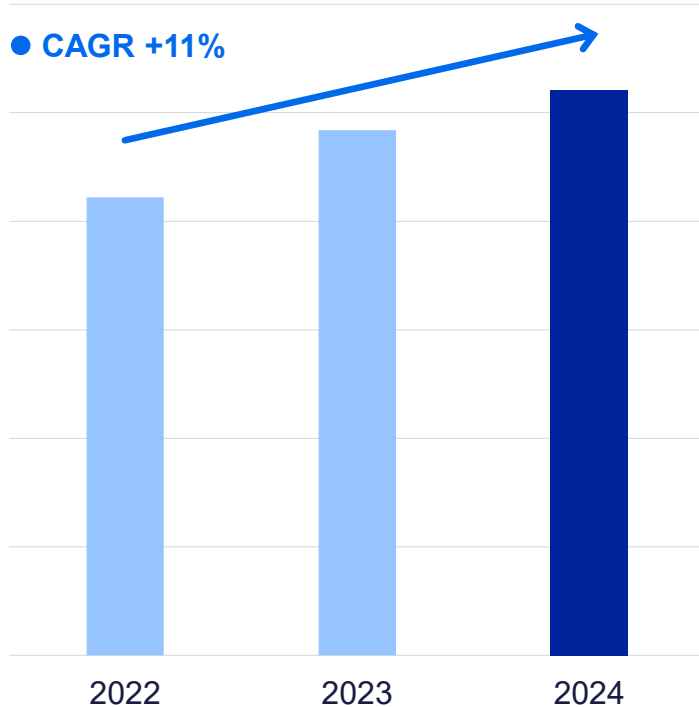
1) Mobile postpaid voice & broadband subscriptions in Finland
2) Average billing, EUR per month excluding VAT

Faster profitable growth – telecom services

Strong growth in mobile value-added services¹ with momentum in digital security services² & mobile ID

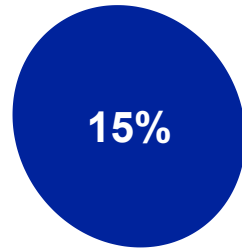


Value-added services revenue EURm

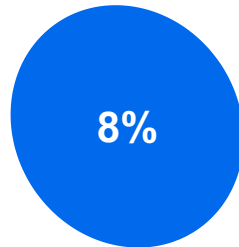


1) Digital security, IoT, cloud storage, email & insurance services
 2) Endpoint protection, VPN, identity security, DNS filtering, fraud protection & mobile ID services

Significant potential to improve penetration in



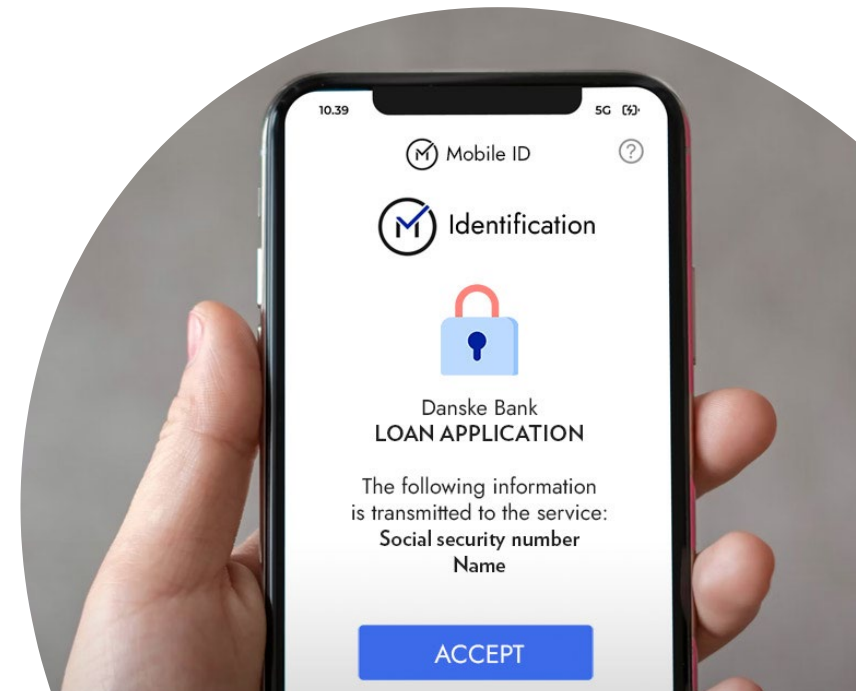
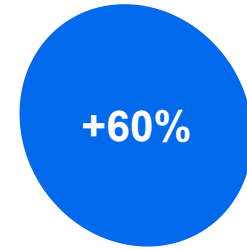
Digital security services³



Mobile ID⁴

3) Penetration among telecom customers in Finland, excluding mobile ID service
 4) Penetration among mobile postpaid voice customers in Finland
 5) Customer base growth during 2024 in Finland

Strong growth momentum in Mobile ID⁵

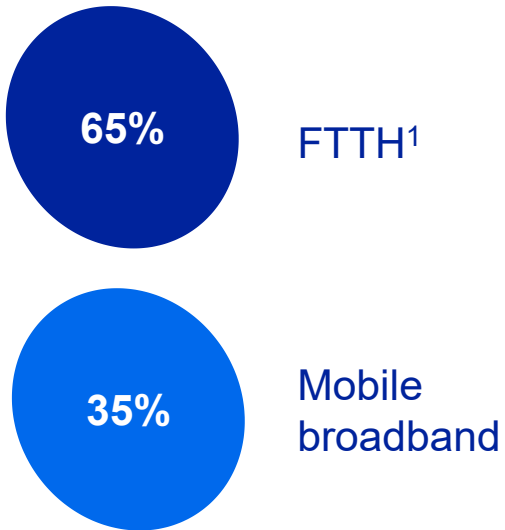


Faster profitable growth – telecom services

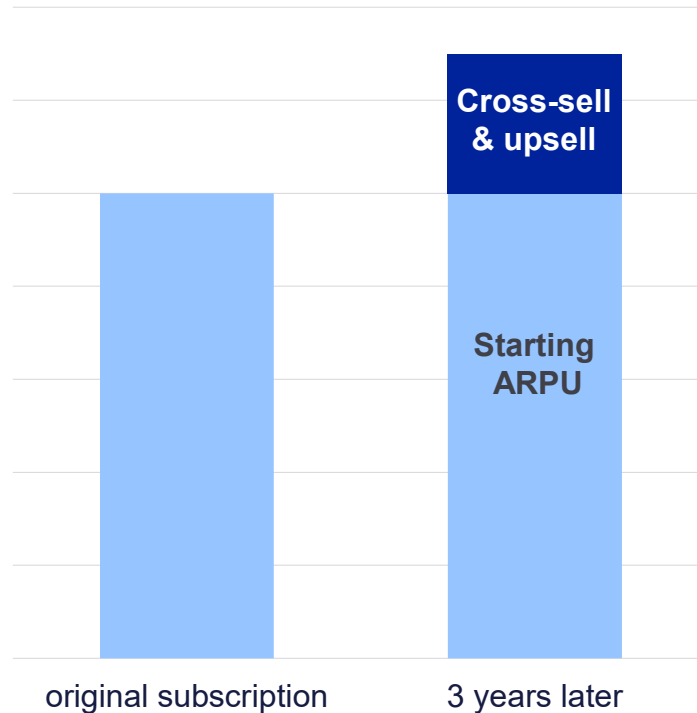
Solid fiber business case with attractive cross-selling opportunities



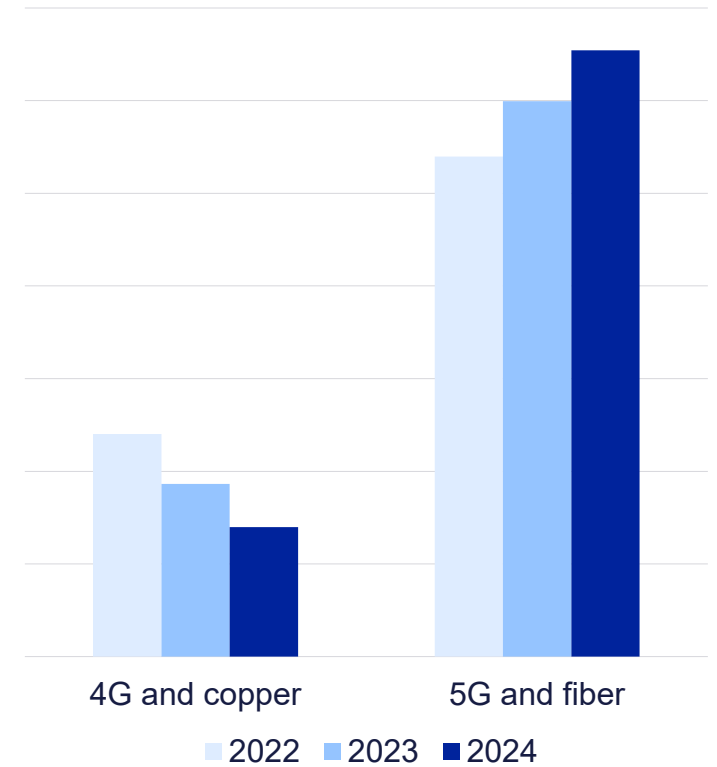
High Elisa Viihde TV service penetration in broadband



Solid business case with cross-sell & upsell



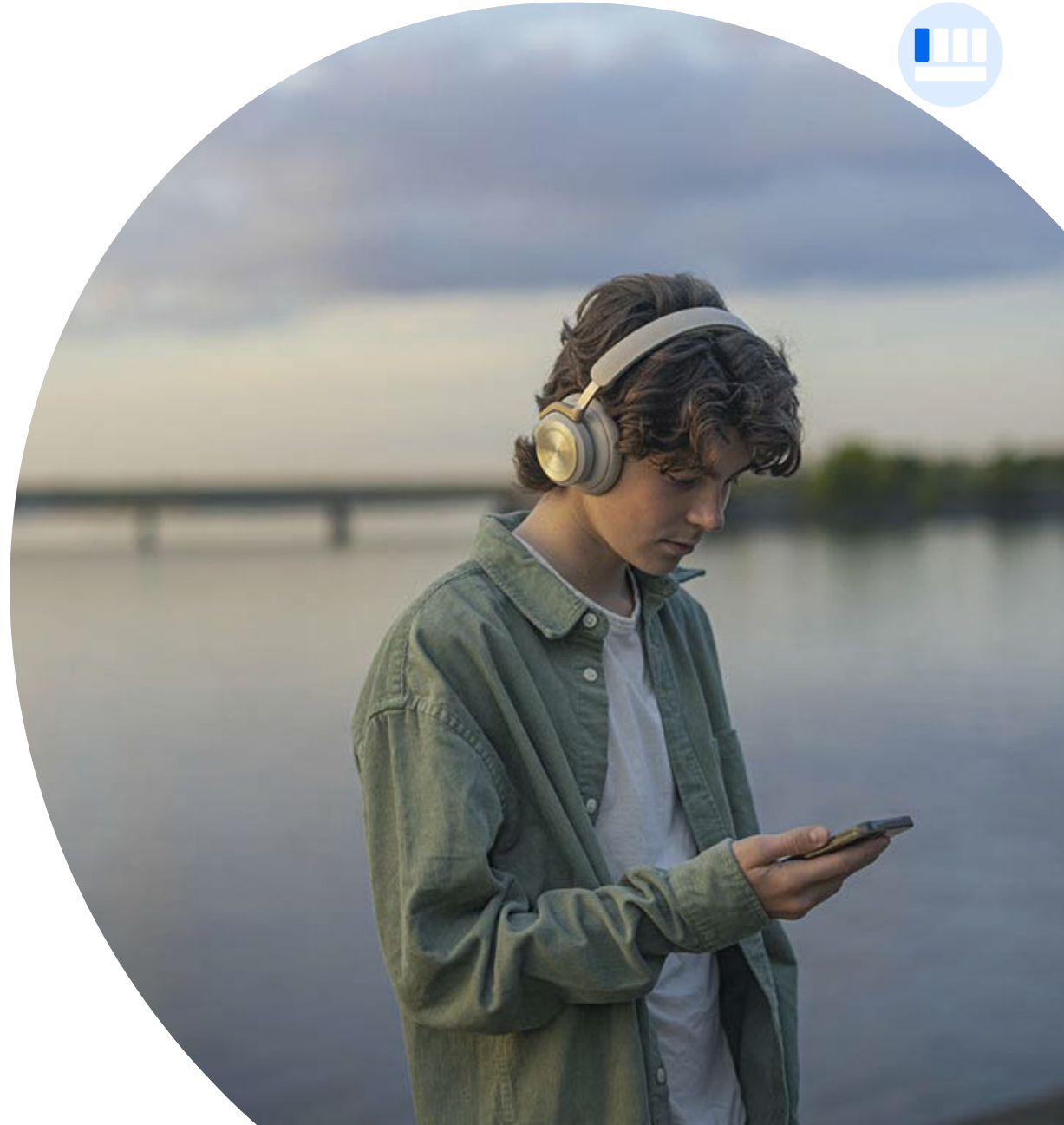
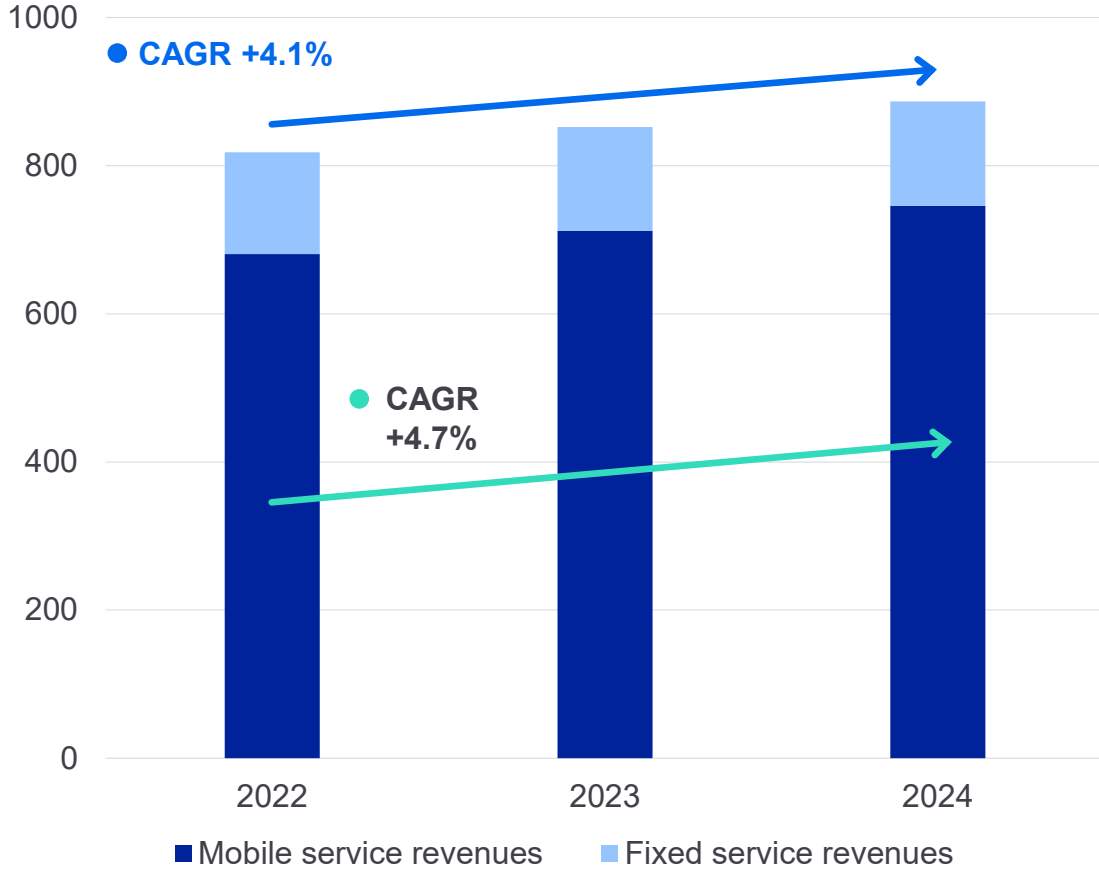
Broadband base shifting to 5G & fiber²



9 1) FTTH = fiber to the home
 2) Mobile broadband at home & fixed single-dwelling unit broadband subscriptions in Finland

Faster profitable growth – telecom services

Healthy growth in telecom services

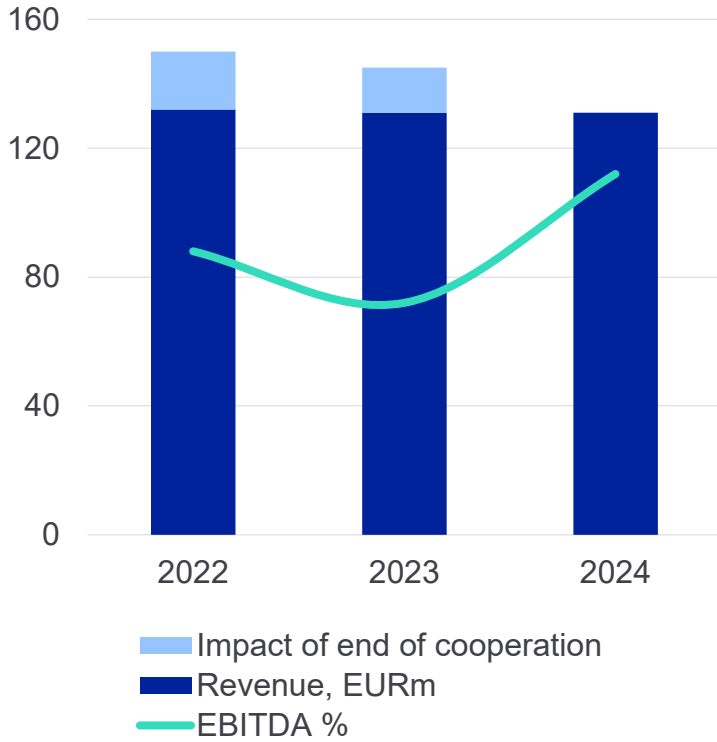


Faster profitable growth – home services

Value generation with Elisa Viihde TV service & wide selection of streaming services

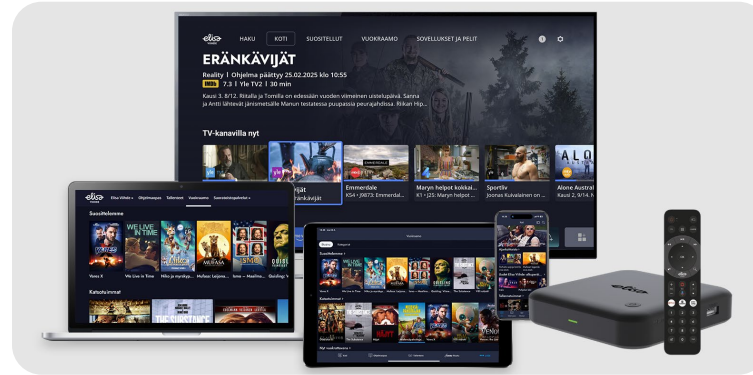


Improving profitability in entertaining video services¹



1) Finland

The Elisa Viihde service offering



Super-aggregator of streaming services, TV channels & recordings from various sources into one service

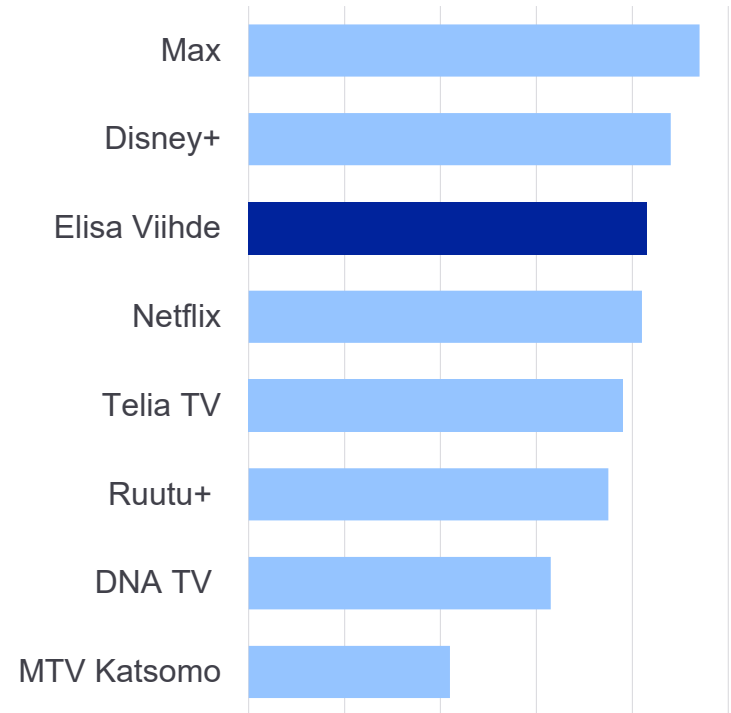
Streaming services² offering

with or without Elisa Viihde aggregation



2) Netflix, BritBox, Hayu and Amazon Prime only with Elisa Viihde TV service

Elisa Viihde service competes with the best³



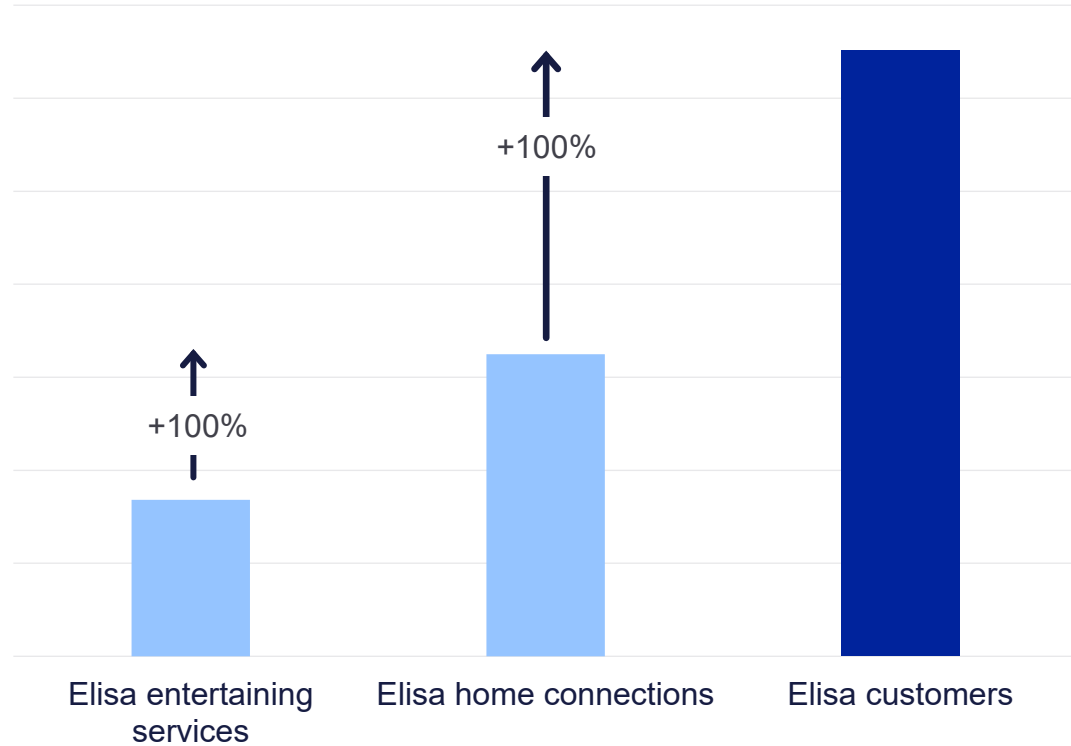
3) Google Play store, Apple App Store ratings (1–5), Elisa analysis

Faster profitable growth – home services

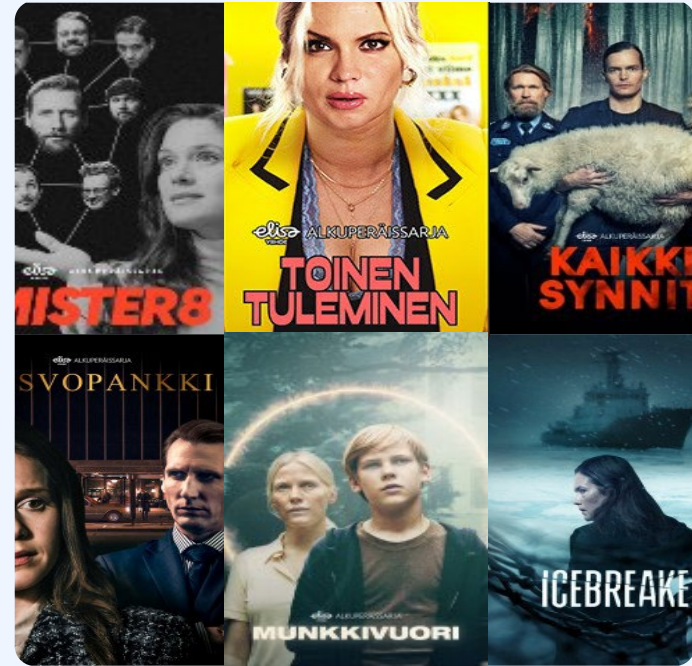
Interesting growth opportunities & differentiation with original series



Further cross-sell potential in our customer base¹



Ten years of original series with international recognition



- CANNESERIES**
- Mister 8*
- Money Shot*
- Man in Room 301*
- Göteborg Film Festival**
- All the Sins*
- The Invincibles*
- mipdrama**
- Bullets*
- Icebreaker*
- KULTAINEN VENLA**
- Money Shot*
- Duke of Sipoo 3*
- Munkkivuori*

1) Finland

Faster profitable growth – home services

Exciting new growth opportunities at home

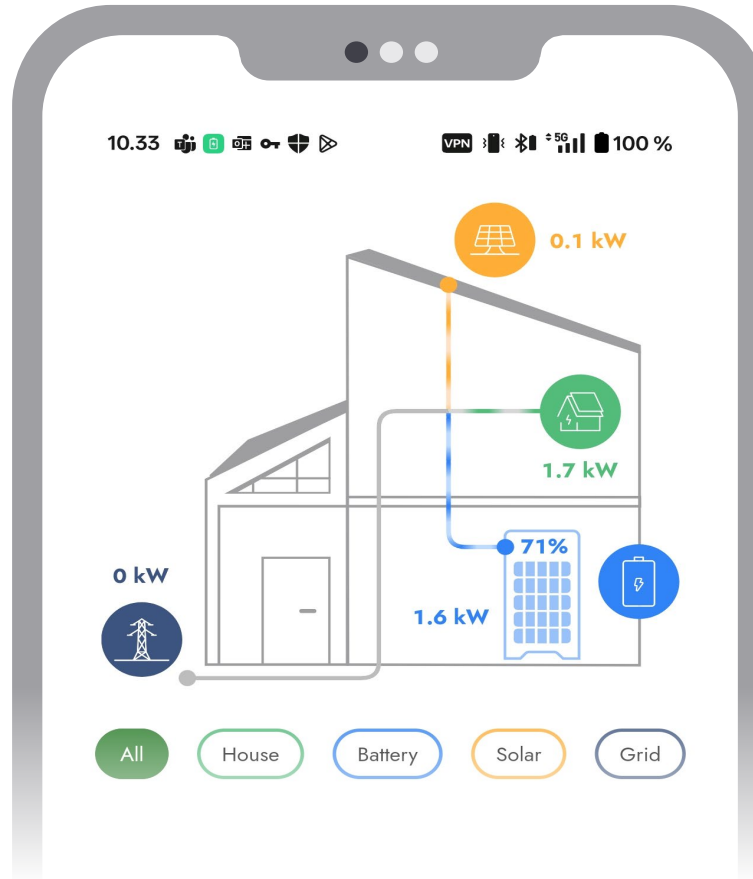


Residential energy storage

Energy consumption management service

Willingness to buy¹ from telco
34%

Elisa's solution is built on our own IPR

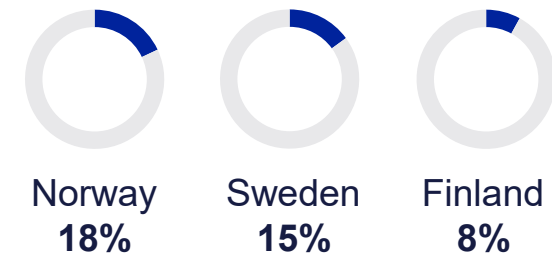


Home security

Modular service for home monitoring & surveillance

Willingness to buy¹ from telco
40%

Home security¹ penetration clearly lower in the Finnish market

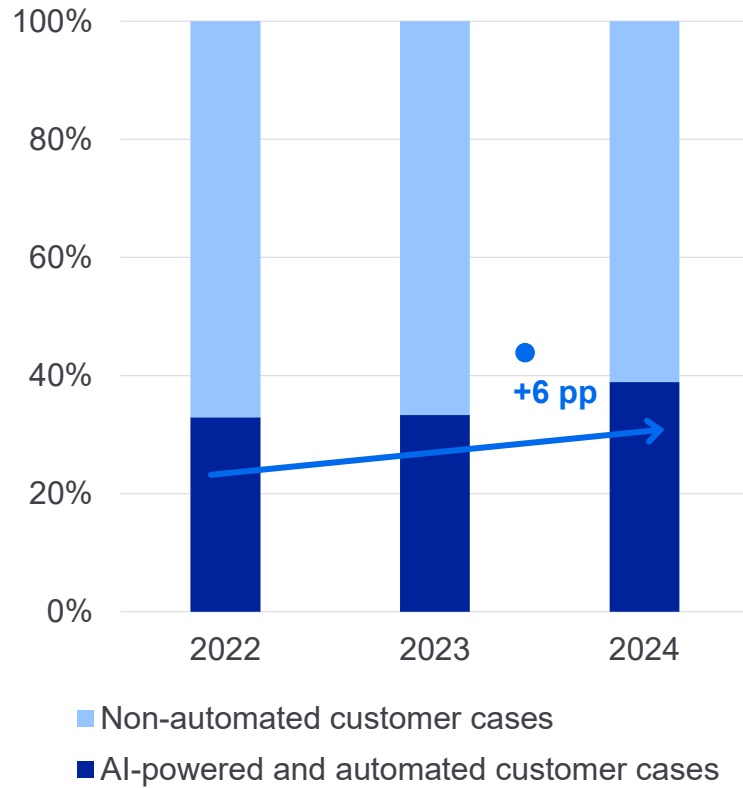


Faster profitable growth – simplicity & productivity

Improving productivity & leveraging online services



AI & automation productivity impact



Improving operational cost efficiency

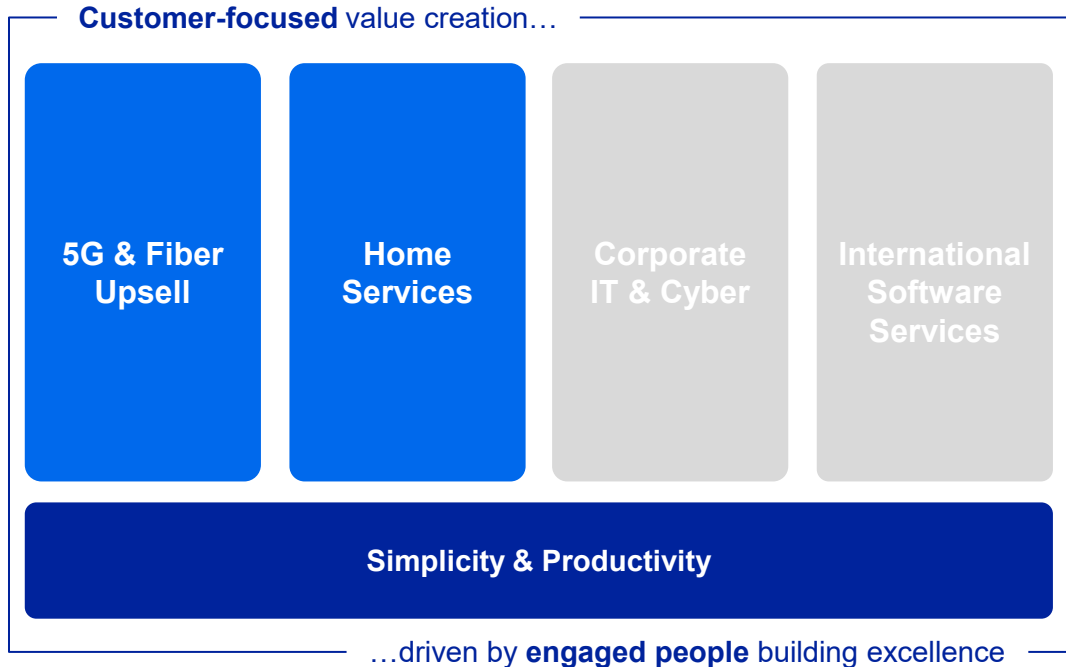


Leveraging recognised¹ online services

#	2024	Change
1	Elisa	0 →
2	Telia	0 →
3	Gigantti	0 →
4	Kesko (grocery)	+1 ↑
5	DNA	-1 ↓
6	Finnair	+8 ↑
7	Verkkokauppa.com	+14 ↑
8	Kesko (retail)	+14 ↑
9	SOK (retail)	+9 ↑

Management priorities

Faster profitable growth



Customer-focused value creation

- Drive customer loyalty
- Boost multi-product penetration

5G & Fiber Upsell

- Continue upgrading customers to 5G
- Build customer demand-based fiber business

Home Services

- Build new growth businesses
- Enhance TV services with content aggregation

Simplicity & Productivity

- Leverage AI & automation

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FORWARD-LOOKING STATEMENTS

Certain information and statements in this presentation, including those related to future performance and other trend projections, contain "forward-looking statements". By their nature, forward-looking statements involve unknown risks and uncertainties because they relate to events and depend on circumstances that will occur in the future. These statements are not guarantees of future performance and undue reliance should not be placed on them.