



Presentation of Media Norge ASA at SEB Enskilda Oslo, 19 Aug 2010

Didrik Munch, CEO

Andreas Thorsheim, CFO

Trond Bogsnes, corporate communication

Jo Christian Steigedal, VP IR Schibsted ASA

Agenda

Media Norge's position and quarterly results

Current thinking, recent operational achievements and profitability

The online challenge and our response

Conclusion








Appendix

Media Norge in brief:

A recent merger of pillars in Norwegian media

HISTORY

KEY FACTS

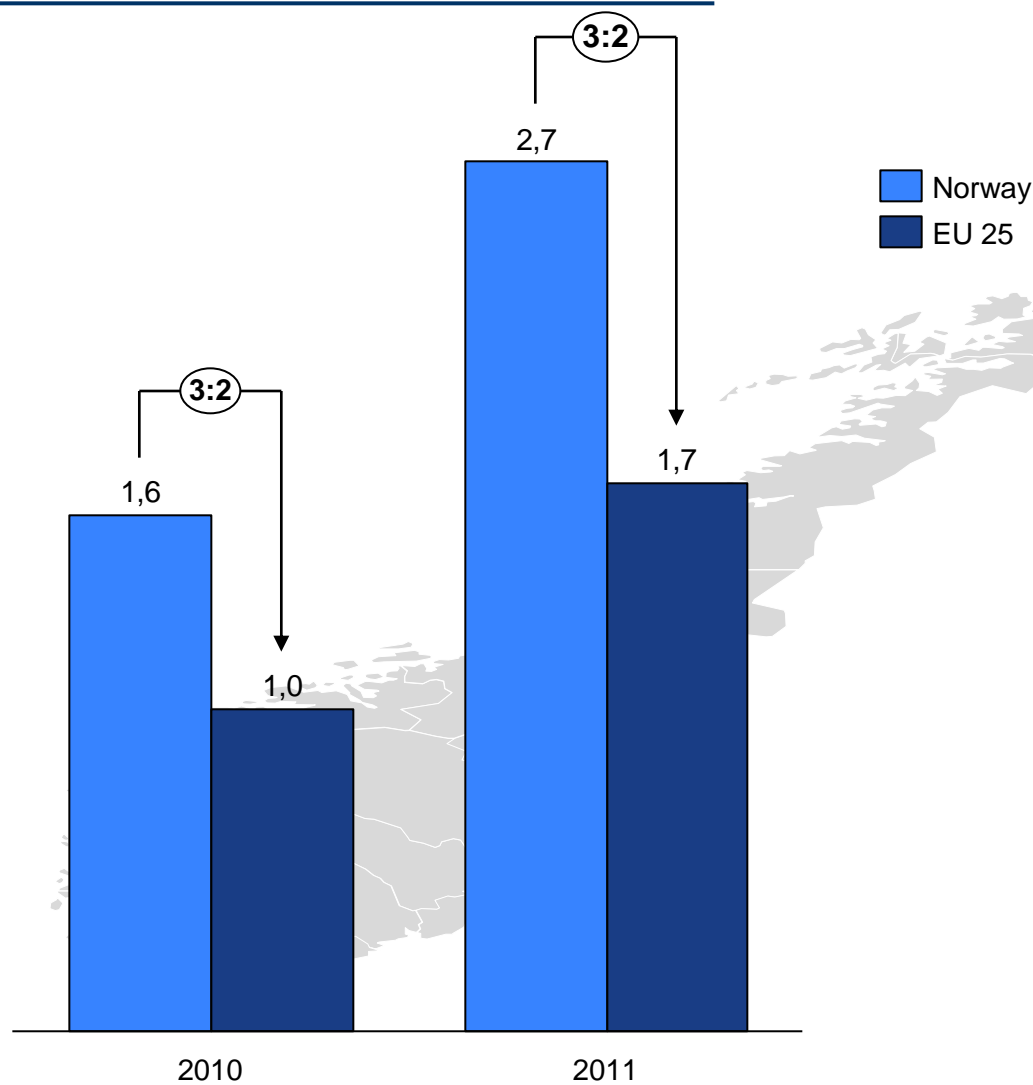
1860		
1868		
1875		150 year old print media heritage
1893		
1995		15 years in online news
2000		10 years since we launched Finn.no
2006-2009		Merger finalized and approved

- Headquarters in Bergen, Norway
- Media Houses in four Norwegian cities
- Leading in online classifieds
- Paid circulation of 431.026 (2009)
- 2.298 employees (31.12.2009) and 2.500 distributors
- Approx. 5 billion NOK in yearly revenues (2009)

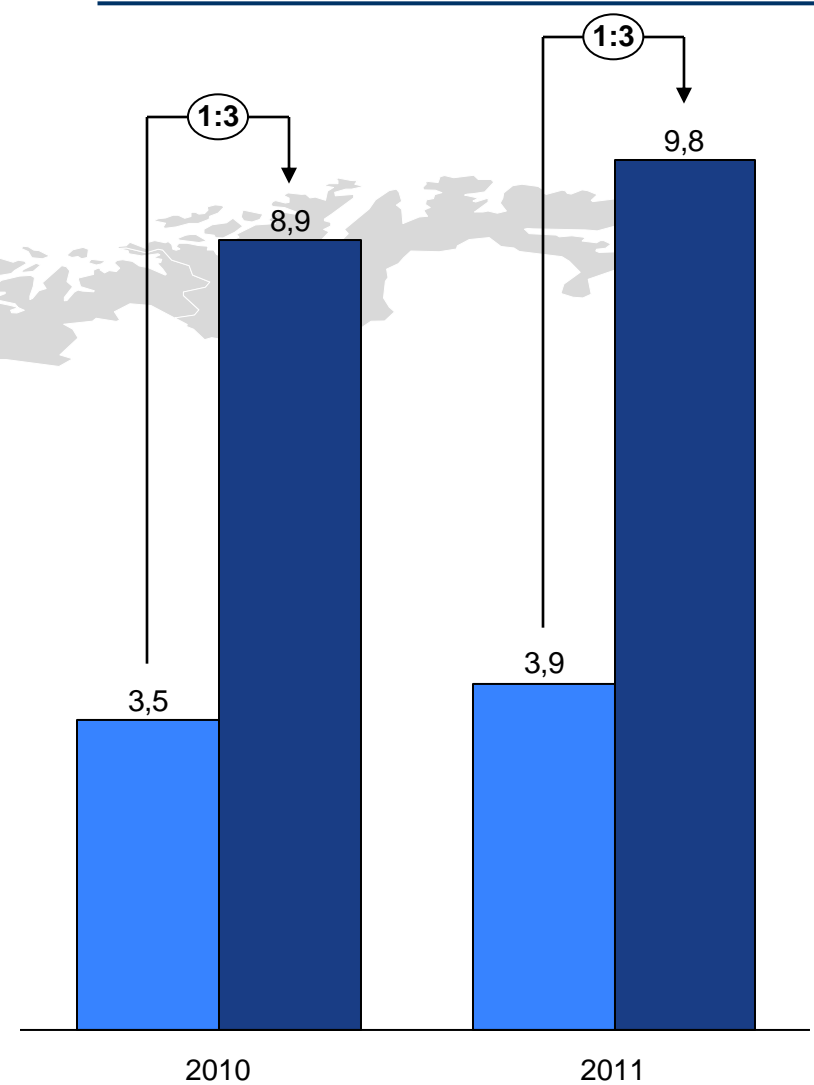
Media Norge = Media Norway

An attractive exposure to a prosperous Norwegian economy, set to outpace the EU in coming years

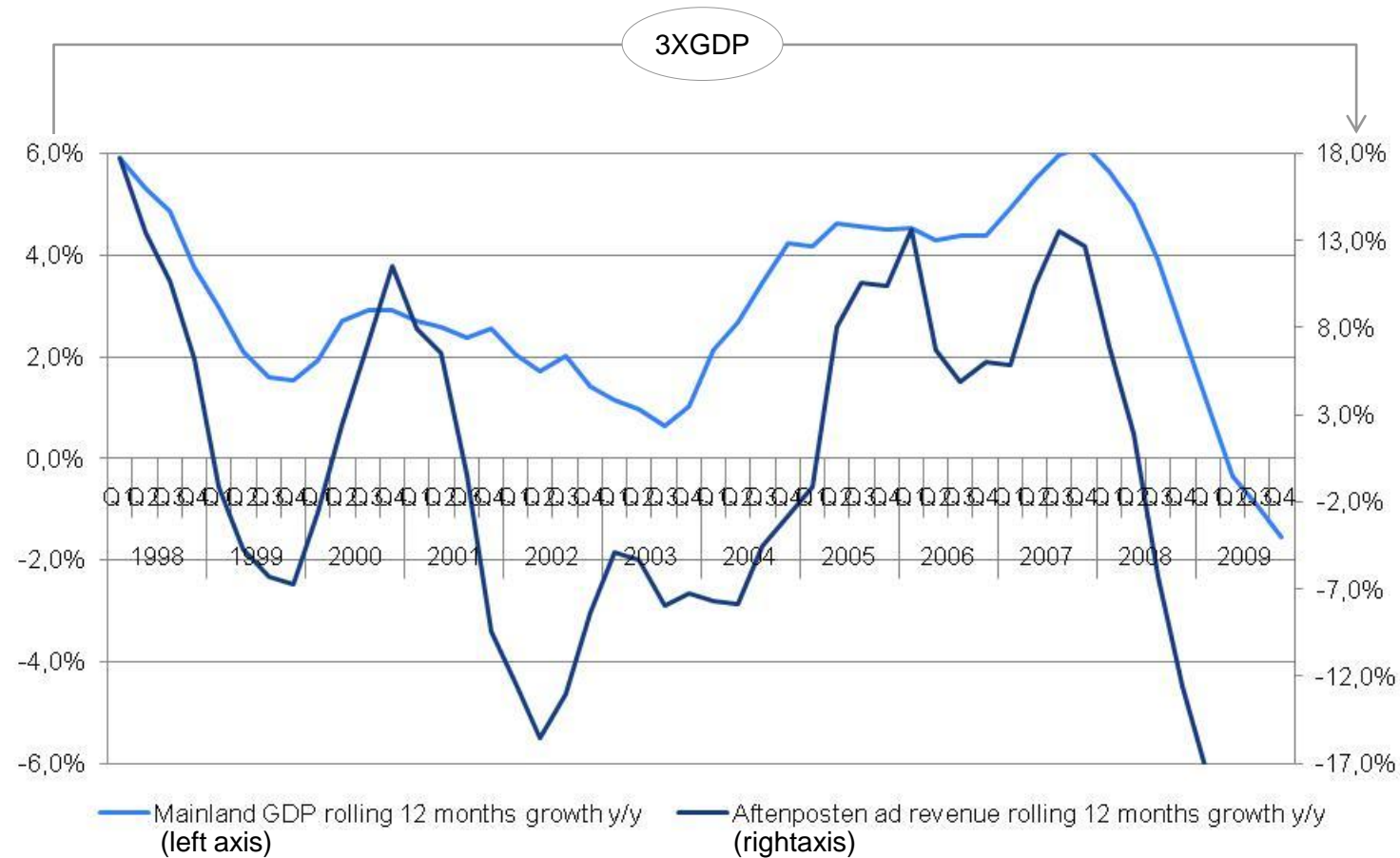
GDP AVERAGE GROWTH PER YEAR



UNEMPLOYMENT RATE



Advertising markets are subject to cyclicality: This was our biggest headache in 2009, but is a boost for MNO starting now



Taking advantage of leading media positions in Norway's booming metropolitan areas

CLASSIFIEDS



- No. 1 online classifieds player in Norway
- No. 1 in general merch., jobs, automotive and real estate

MEDIA HOUSES

- 4 Daily newspapers
- 2 Sunday papers
- 1 Evening paper
- 9 Local newspapers
- 6 Online news sites
- 5 Printing plants

Aftenposten



- Norway's largest newspaper by circulation and revenues
- Two daily paper issues (morning and evening)

Bergens Tidende



- No. 1 media house in Bergen Norway's second largest city

Stavanger Aftenblad

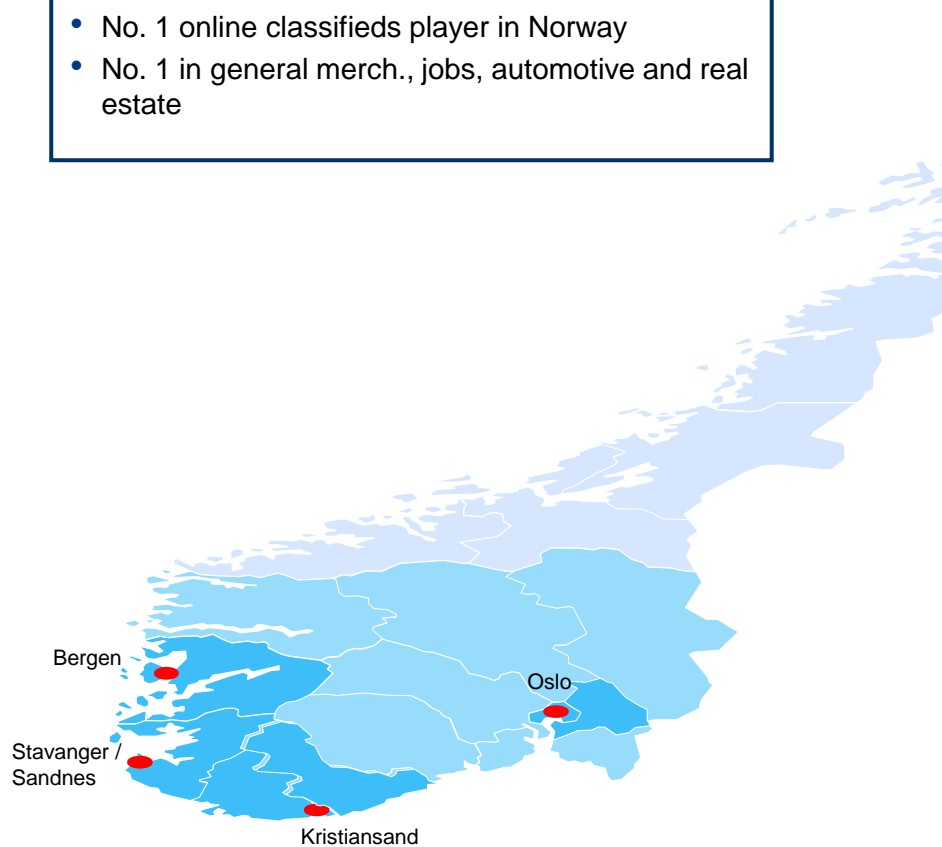


- No. 1 media house in the Stavanger/Sandnes region

MEDIEHUSET FÆDRELANDSVENNEN



- No. 1 media house in Southern Norway

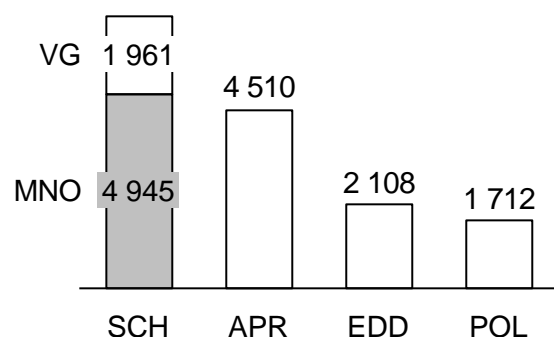


■ Main newspaper coverage (Reach in main coverage area; /6.5% of Norwegian population)
 ■ Some newspaper coverage
 ■ Classifieds Dominance

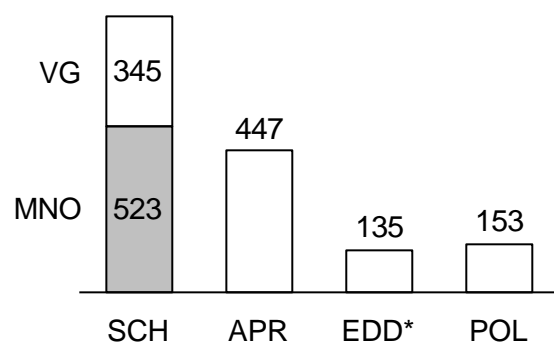
Media Norge is leader in the Norwegian market notably in revenues, readers and online presence

FINANCIALS

Revenues (TNOK, 2009)

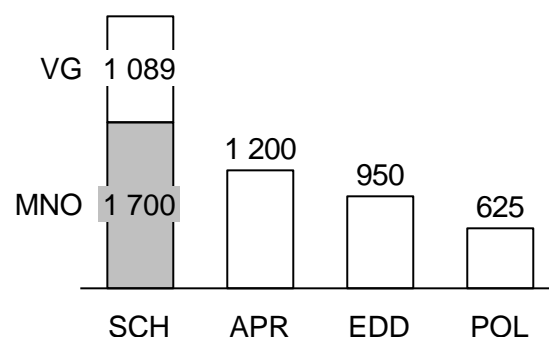


EBITDA (TNOK, 2009)

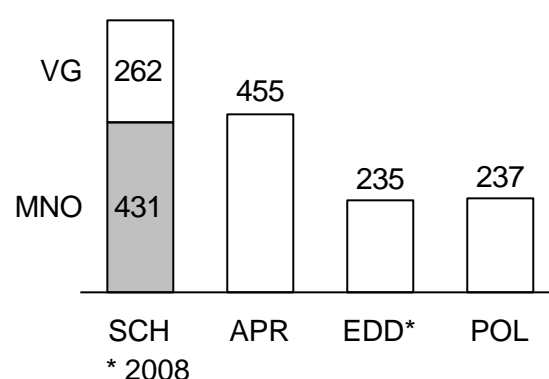


READERS AND CIRCULATION

Readers (1000, 2009)

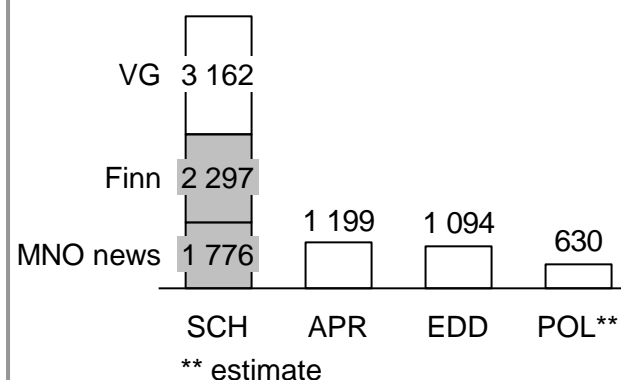


Circulation (1000, 2009)

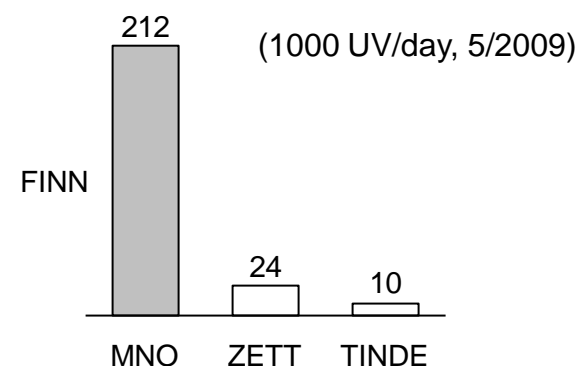


ONLINE POWER

Distribution (1000 UV / week, 8/2010)



Online real estate classifieds

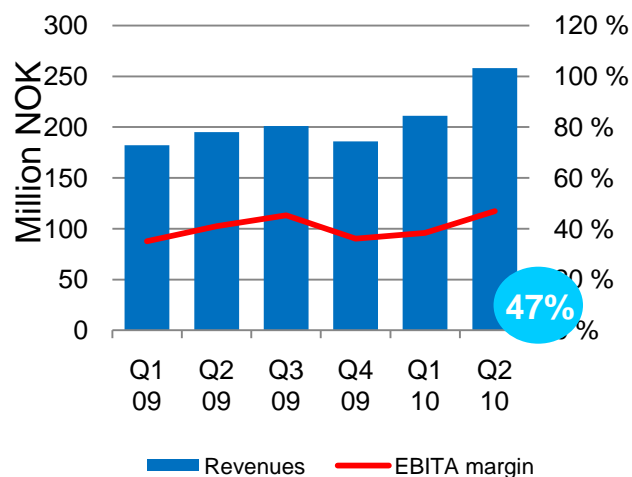


Second quarter: Numbers boosted by profitability focus in media houses and record numbers at Finn.no – growing in all segments

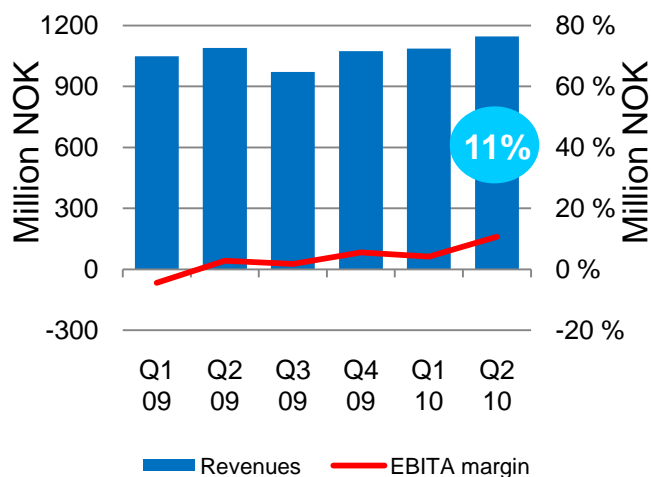
FINN

MNO MEDIA HOUSES

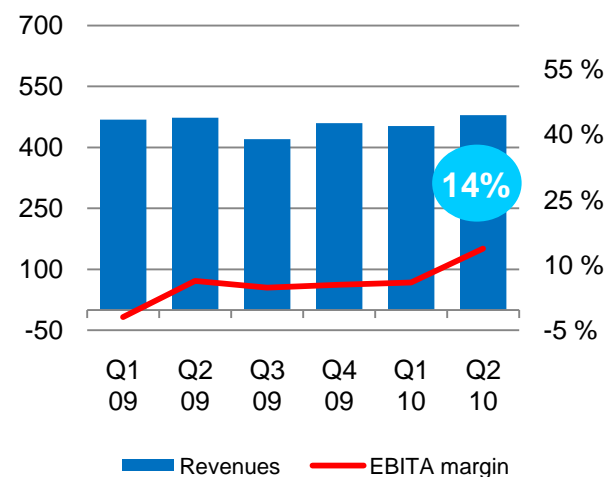
Finn.no



MNO Media Houses total

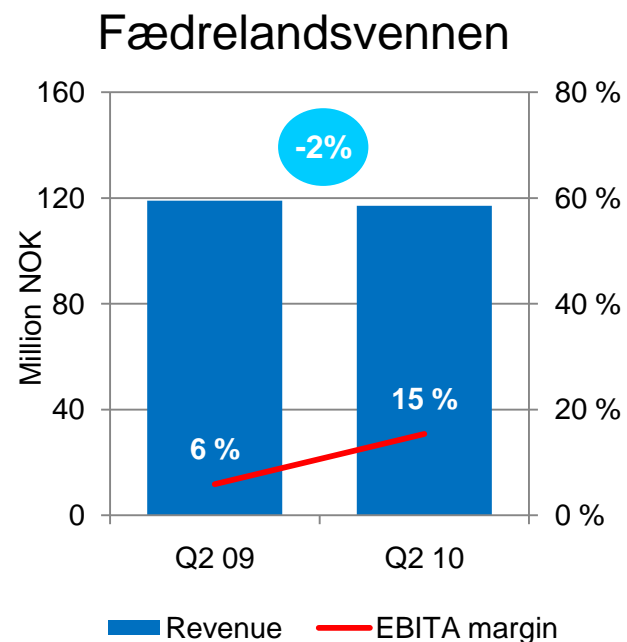
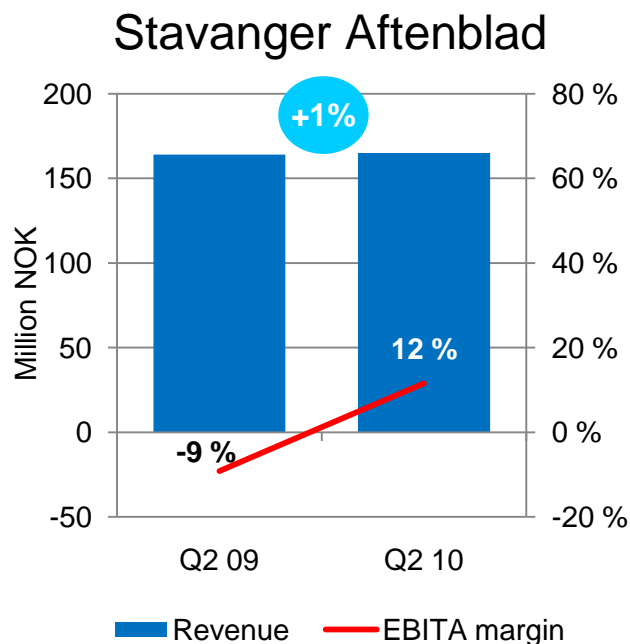
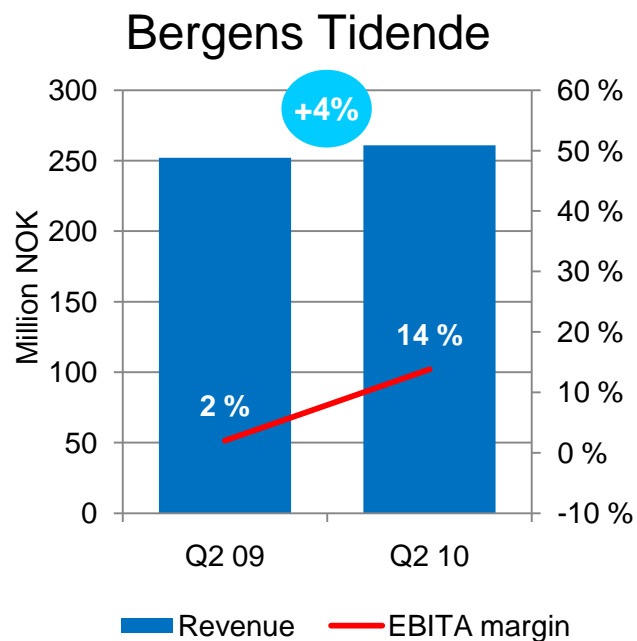


Aftenposten print newspaper



Second quarter: Solid improvements in all MNO Media Houses

MNO MEDIA HOUSES (CONTINUED)



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Media Norge has a track record of rapid and adequate response to risk factors in the media market

REVENUES MIGRATE ONLINE 1995-present

- Lowered barriers to entry
- Lower CPMs
- Increased international competition

2000



- Ten years ago the Media Norge newspapers created Finn.no

FINANCIAL CRISIS 2008-present

- Rapid decline in advertising revenues
- Acceleration of structural shifts
- Increased vulnerability

2006



- Media Norge merged to extract even greater value from strategic partnership

New top-level management represents continuity and ambition, and is committed to extend gains realised over the past two years



Didrik Munch
CEO



Frode Nordseth
COO



Stig Waagbø
CDO



Andreas Thorsheim
CFO



Lars Erik Torjussen
CEO



Hilde Haugsgjerd
Editor-in-Chief



Hans Abrahamsen
CEO



Tom Hetland
Editor-in-Chief



Sondre Gravir
CEO



Trine Eilertsen
Editor-in-Chief



Harald Jacobsen
CEO



Eivind Ljøstad
Editor-in-Chief



Christian P. Halvorsen
CEO

Ambitious post-merger programme rolled out according to plan – integration in final stages this fall



IT

- Centralized IT organization in place on schedule
- Common systems and installations, platforms and infrastructure
- Important cost improvements and vulnerability decrease



Accounting, payroll, invoicing

- Centralized organization for accounting, payroll and invoicing operative 1. Oct
- Important vulnerability decrease and catalyst for further integration



Customer services and CRM services

- Central organization serving three media houses
- Central operations for CRM services serving three media houses



Ad sales and production

- MNO Sales established prior to merger with common sales towards key advertisers and agencies
- Common production pool for ads



Printing

- Market share of approx. 50 per cent of national printing plant market
- Integrated organization operational 1. Jan 2011
- Driving efficiency improvements and expanding portfolio of print customers

Profitability and change programmes delivered in media houses



Operational excellence in media houses

- Profitability improvements delivered
- Focus on operational excellence in key functions in media houses
- Product and content cooperation, operational coordination
- Editorial content: Common purchasing and content deals
- Common production platform (no inhibitors) to boost common initiative
- Improved employee value proposition



Online News Positions

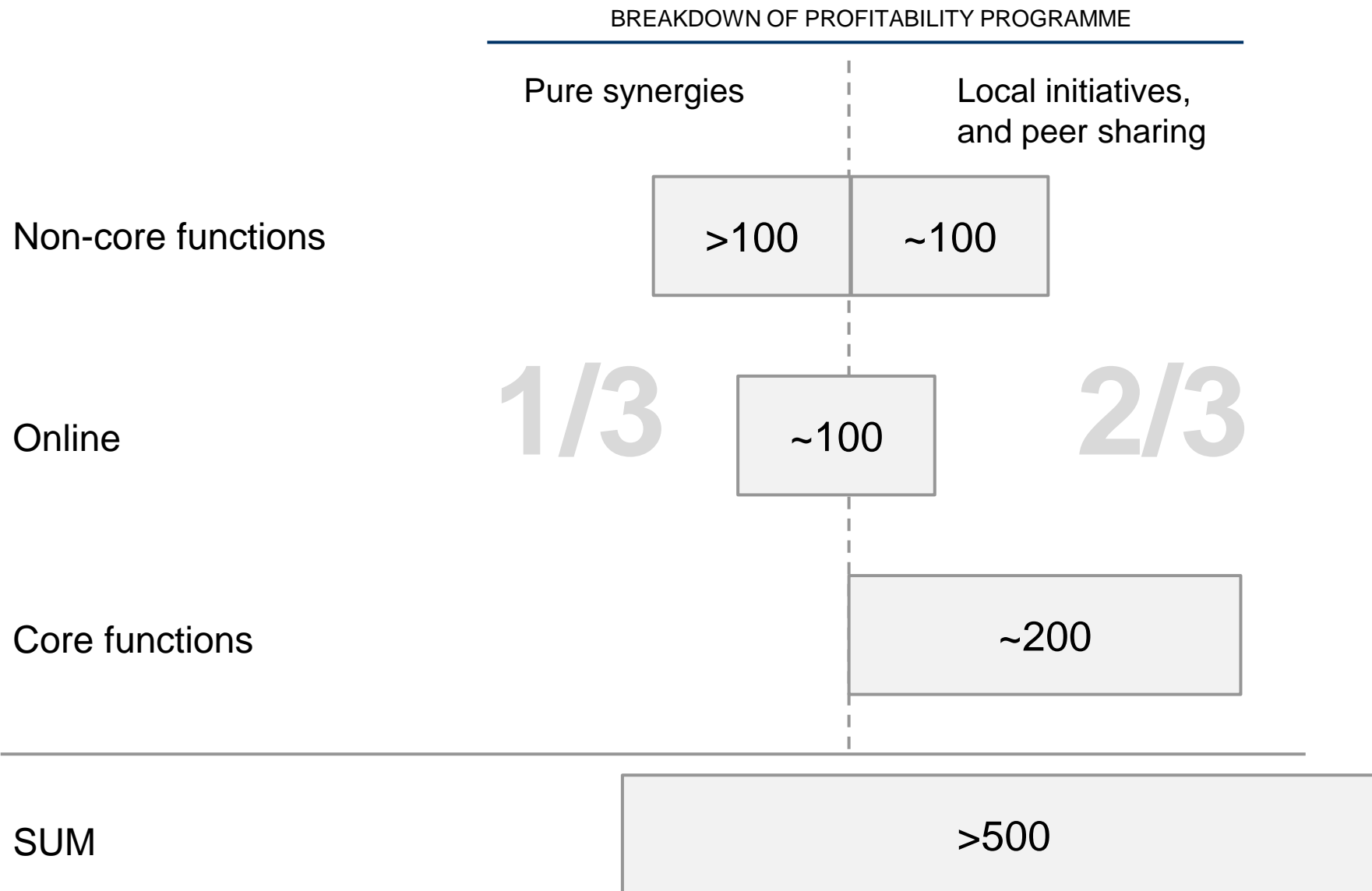
- Full commitment to improve profitability
- Integration of non-core services and common platforms
- Develop new products and services
- Making content suitable for new platforms



Online Classifieds

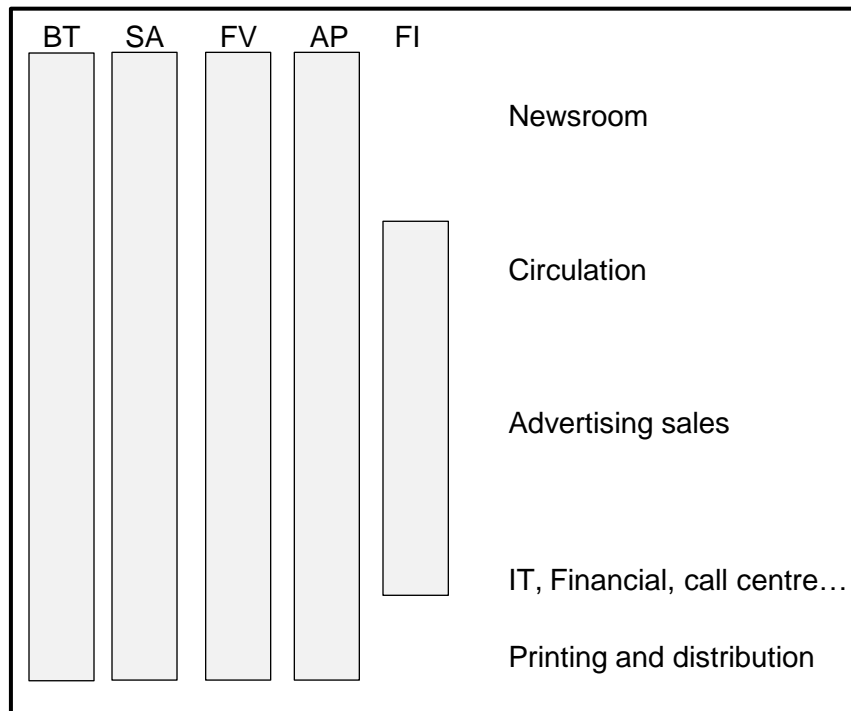
- Plans to further develop FINN as the preferred marketplace online
- Online and print classified offerings bundled
- Optimize products and reduce “cannibalization”

The structure of profitability improvements of >500 MNOK: ~1/3 in locked-in synergies and ~2/3 in decentralized processes

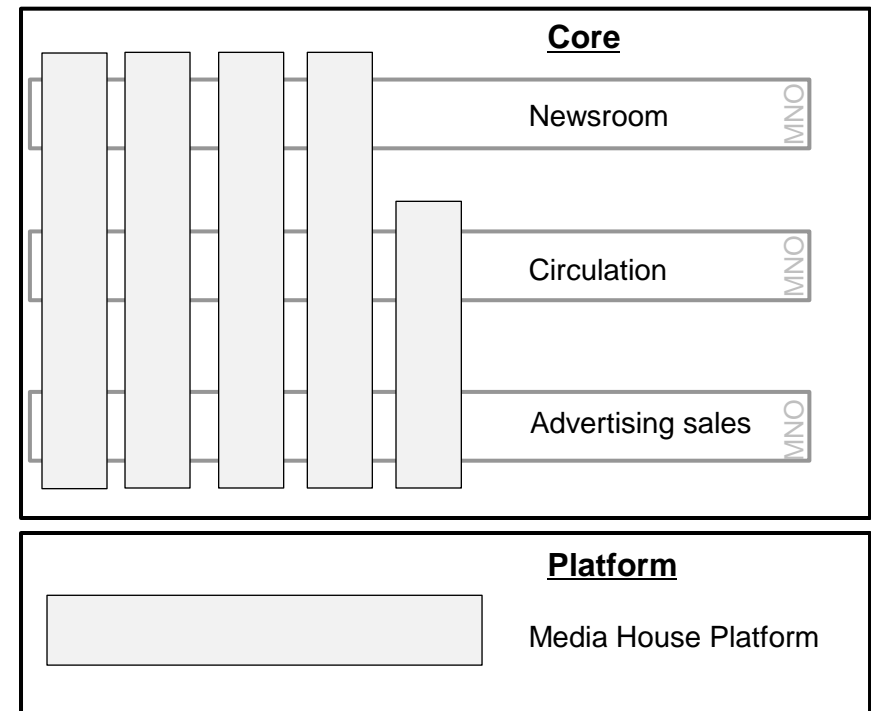


Our current strategy is to liberate all resources that weigh down value creation

ORGANIZATIONAL STRUCTURE PRE-MERGER:
SELF-SUSTAINING REGIONAL NEWSPAPERS



ORGANIZATIONAL STRUCTURE MNO 2010:
LEAN AND INTEGRATED MEDIA HOUSE



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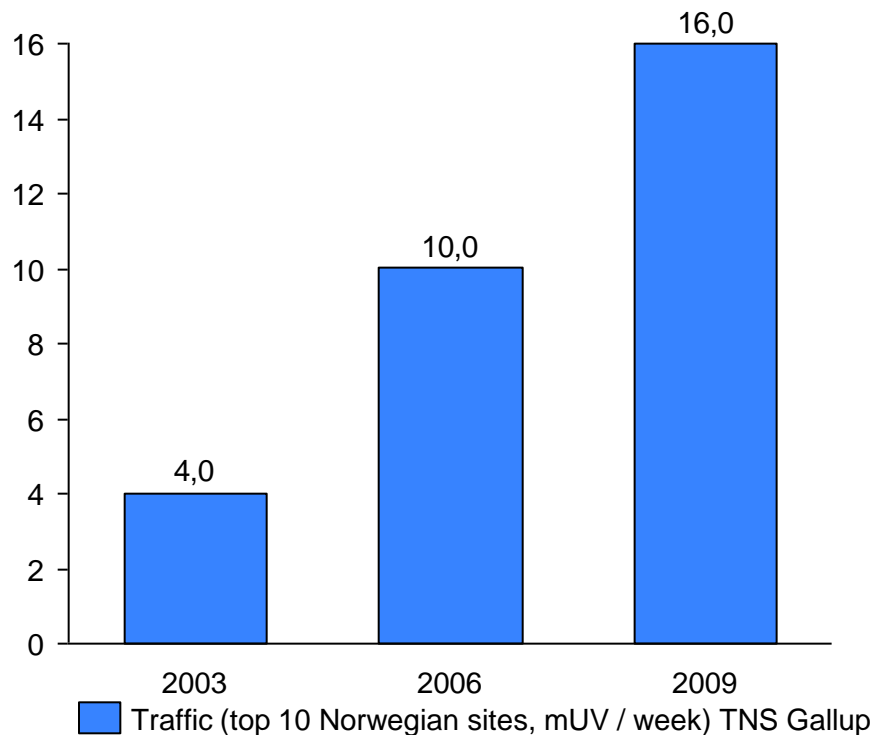
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Overall traffic levels may be reaching saturation and online ad prices are stagnating

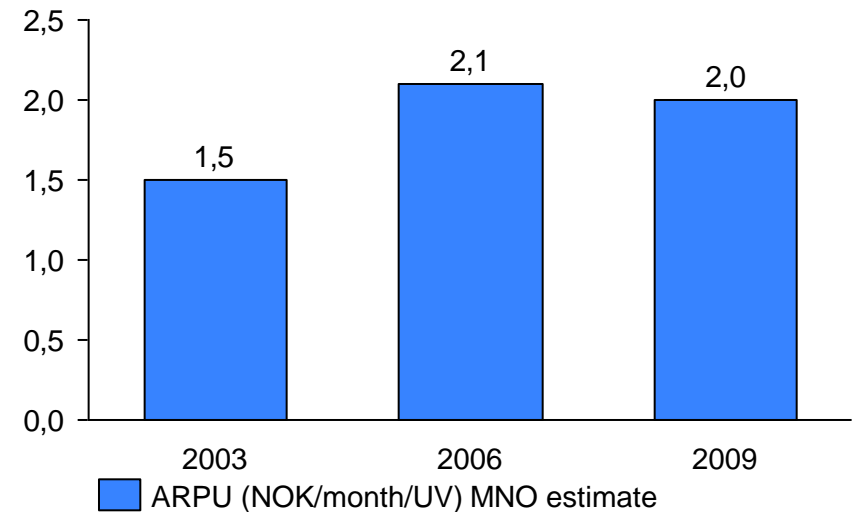
CHALLENGE – PART ONE

THE AMOUNT OF TRAFFIC IS RISING



CHALLENGE – PART TWO

THE PRICE OF TRAFFIC IS STAGNATING



Media Norge is improving market share and improving eCPM through more specific and targeted ads and higher sales activity.

OUR RESPONSE



Data analysis

- Improved traffic analysis by funnel-to-value-approach



Traffic value

- Focus on improving traffic quality and value (loyalty over heads and eyeballs)



Sales activity

- Boosted sales activity maintaining ad impressions and shifting budgets to higher-value products



Targeting and efficiency

- Enhanced ad quality driving eCPM (i.e. actually increase prices)

RESULTS

- ONLINE ADS ARE NO.1 CAUSE OF AD REVENUE GROWTH IN 1H 2010 FOR MNO MEDIA HOUSES

- CONTINUED STRONG DEVELOPMENT OF BRAND ADVERTISING SALES AT FINN, CAPTURING MARKET SHARE

The climate for selling content to readers online is improving – Media Norge plans experimentation, launches and enhanced monetization

MORE DISTRIBUTION PLATFORMS



NEW MEANS TO MONETIZE



Finn expands its proven record of success in both mature and new verticals

GROWTH BY MARKET

1H10 YoY Change

MATURE

Recruitment

34

Real Estate

57

Car

16

NEW

Travel

58

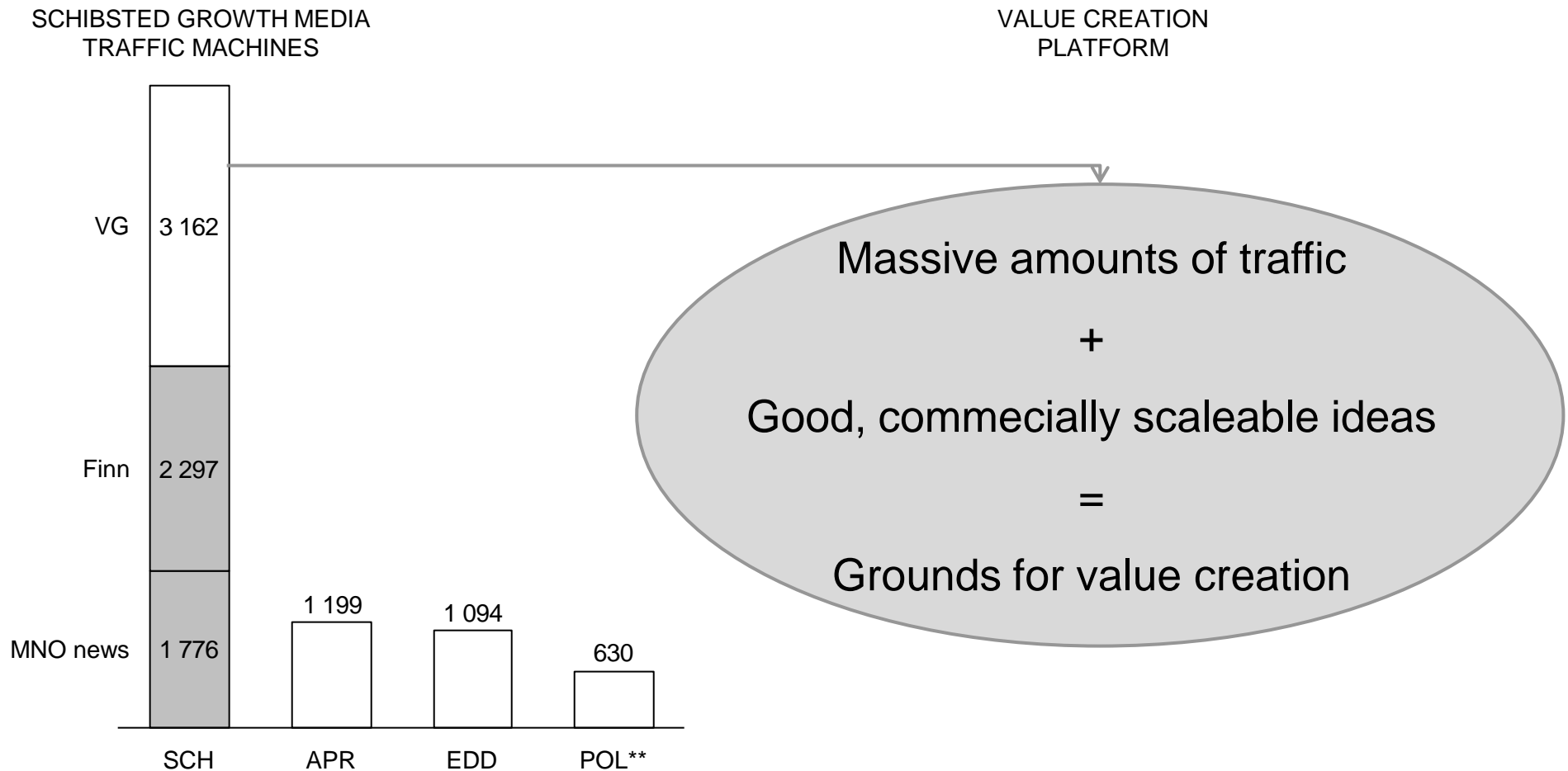
Target (general merchandise)

19

RESULTS

- Q2 EBITA MARGIN 47% (41%)
- OPERATING REVENUES NOK 258 MILLION, AN UNDERLYING GROWTH OF 32% YoY
- BEST QUARTER ON RECORD

Schibsted Growth Media Norway established to harness massive traffic and generate growth – MNO's stake is 50 per cent



Conclusion

Point of departure:

- Built on a proud heritage and solid editorial traditions

- An attractive exposure to the Norwegian economy in winning media positions

Profitability programmes of 2008-2010 delivered

- Track record of rapid response to structural risk

- Management committed to extending gains and improving MNO integration

Online news sites improve profitability and start content monetization

Finn.no expanding success formula

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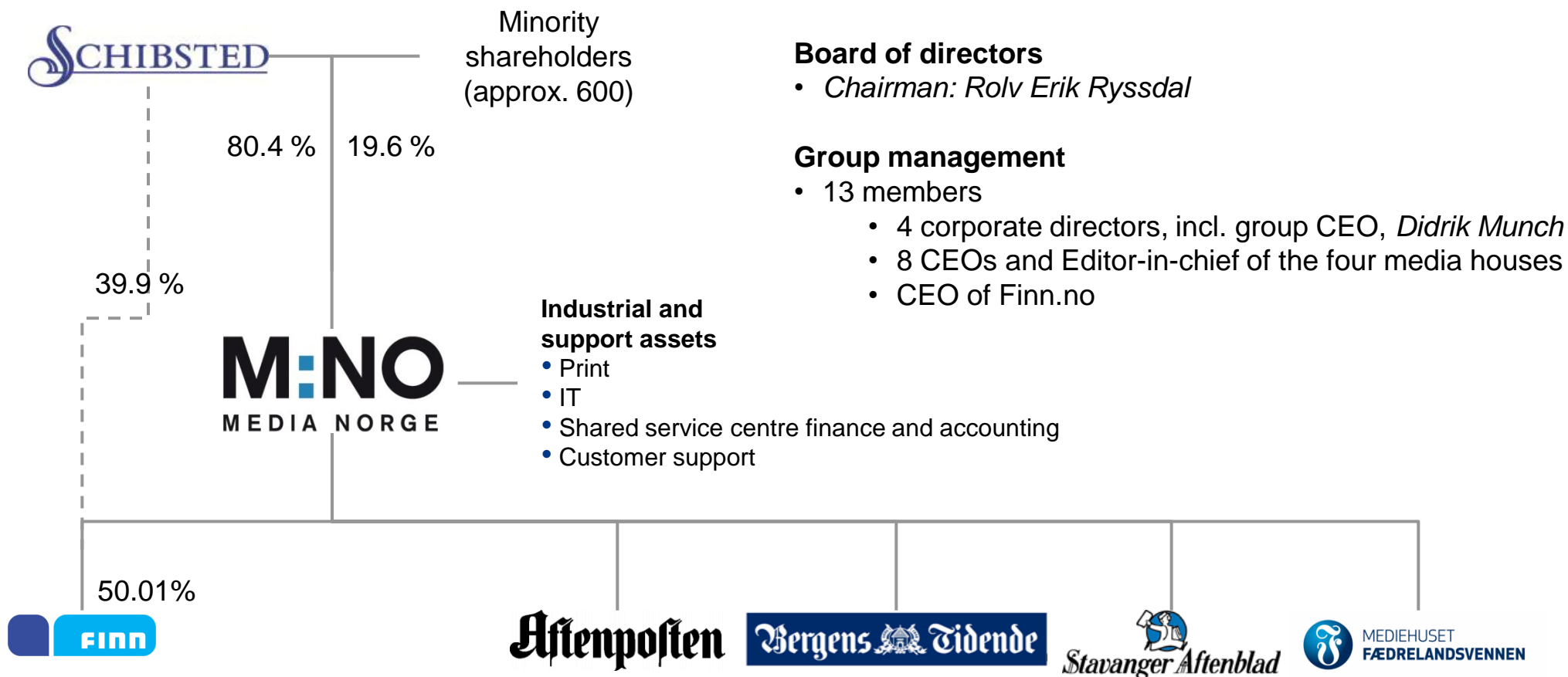
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Group structure and management



Q2 2010 as reported by MNO 13. Aug 2010

Media Norge ASA – corporate (million NOK)	2. quarter		1. half	
	2010	2009*)	2010	2009*)
Revenue	1 401	1 291	2 704	2 526
EBITDA	310	156	507	200
EBIT	243	108	372	105
EBIT%	17,3 %	8,4 %	13,7 %	4,2 %

Business units performance reported for second quarter

Aftenposten:

- Revenues decrease 3 per cent, to NOK 541 mill..
- EBITA NOK 71 mill. (NOK 31 mill.)

Bergens Tidende

- Revenues increase 4 per cent, to NOK 261 mill..
- EBITA NOK 36 mill. (NOK 5 mill.)

Stavanger Aftenblad

- Revenues increase 1 dec, to NOK 165 mill.
- EBITA NOK 18 mill. (loss NOK 15 mill.)

Fædrelandsvennen

- Revenues decrease 1 per cent, to NOK 117 mill.
- EBITA NOK 17 mill. (NOK 7 mill.)

Finn.no

- Revenues increase 32 per cent, to NOK 264 mill..
- EBITA NOK 121 mill. (NOK 75 mill.)

Guiding

Advertising

- Moderate, and still volatile advertising sales growth

Circulation

- Trend from previous quarters expected to continue

Online news sites' profitability

- Expected improved profitability in online new sites

Finn.no

- Positive outlook for online classifieds market and Finn.no's performance to continue

Extended P&L and balance sheet
available at www.medianorge.no