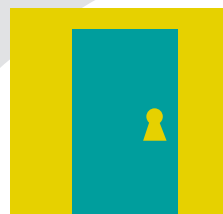


2015

ANNUAL REPORT

North Media in contact
with Danish consumers
every day

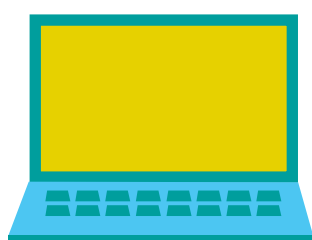


2,3 million letter
boxes visited
every week

550,000
signed up for NoAds+



20,000
doors open
with BEKEY
every day



1 million
downloads of
minetilbud-app



6,6 million
visiting websites
and apps every
month



1,6
million
newspapers
a week

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The Annual Report 2015 has been prepared in Danish and English.

The Danish text shall be the governing text for all purposes, and in case of any discrepancy the Danish wording shall be applicable.



Birgitte

er med i NejTak+



46 ÅR



INDKOMST



LÆSER 6 - 8

PERSONLIGT

- 46 år, gift, to hjemmeboende teenagere
- Hus i Vejle og sommerhus
- Indkomst over middel

ADFÆRD

- Bruger smartphone, tablet og PC
- Ser FlowTV og hører radio
- Læser lokalaviser og Femina

SOCIALE MEDIER

- Facebook

HVORFOR NEJTAK+

- 50% miljøhensyn / 50% bekvemmelighed

KENDETEGN

- Tilbudsaviser er inspiration til indkøb
- Handler kun 1-2 gange om ugen
- Planlægger indkøb ud fra madplan
- Ønsker at spare, men falder ikke for slagtilbud

UDFORDRING

- Indkøb skal klares hurtigt
- Handler i faste butikker



Preface

By Richard Bunck, Chairman of the Board of Directors

More than 550,000 households have now signed up for NoAds+. The increase substantiates that NoAds+ is the consumers' choice, and so a future core product of North Media.

Danish consumers become more and more on-demand focussed, and rely on more and more different types of media to access precisely the information and bargains they want at a given time in a given situation. This means that traditional advertising media such as TV, newspapers and unaddressed printed matter are losing users. This is why the Group's strategy in the past few years has resulted in the development of the NoAds+ concept and the online activities.

Since market developments are increasingly calling for faster and more agile strategy development and execution, the North Media Group reorganised its management at the end of 2015. Effective from 1 January 2016, the Group's activities were split into four business lines, each with their own board of directors appointed by the Board of Directors of North Media A/S. These four business lines hold different levels of development potential, have different levels of maturity and therefore require strategically different initiatives to optimise development and earnings.

NoAds+ continued its success in 2015

The strategic goals set for the Group in 2015 were largely achieved. The key goal for 2015 was to continue and build the success of the NoAds+. We did it! During the year, more than 250,000 households have signed up for the NoAds+, resulting in more than 550,000 households having registered at year-end 2015.

NoAds+ is a consumer service developed by FK Distribution. With NoAds+, consumers may choose the printed matter they do want and do not want. The NoAds+ is good for consumers and good for retailers because the marketing effort becomes more precise, targeted and effective.

Unfortunately, 2015 was no exception in terms of Post Danmark's unreasonable actions in the printed matter distribution market. Post Danmark holds the view that declining printed matter volumes warrant lower prices. On the other hand, the raising of the 1st class mail postage stamps ("A-brev") from DKK 10 to DKK 19 is justified by lower letter volumes. For instance, Post Danmark charges DKK 19 for the delivery of a letter, and, by comparison, they only charge around DKK 0.30 for a printed matter item

even though it is the same postman delivering both. So in North Media's opinion, Post Danmark abuses its dominant position to make dumping and bundling offers in the market. North Media also believes that this unfair competition has been a key reason why FK Distribution has lost market shares to Post Danmark.

Financial performance for 2015 as expected

Financial performance for 2015 turned out as expected. EBIT before special items was a negative DKK 0.7 million, which – seen in isolation – is unsatisfactory, however, also reflects the considerable development and marketing costs for new long-term growth initiatives such as NoAds+, electronic key systems and the Group's online activities.

Stronger financial resources in 2015

During 2015, the Group improved its financial resources by DKK 46.2 million, and at year-end the net-interest bearing cash position stood at DKK 113.8 million.

Solid financial resources constitute a key competitive parameter. The Group realised its performance targets for 2015, however, the Board of Directors wants to see stronger evidence of progress in performance before a decision is made to distribute dividend. Therefore the Board of Directors will recommend at the Annual General Meeting of 8 April 2016 that no dividend be paid for the financial year 2015.

Lower results expected for 2016

For 2016, Group EBIT is expected to range from a negative DKK 20 million to a negative DKK 50 million. This is lower than for 2015, and the primary reasons are the reduction in FK Distribution's revenue due to continuous price dumping on the part of Post Danmark and resultant loss of market shares and ongoing investments in the Group's long-term growth initiatives. The Online segment is expected to achieve break-even for day-to-day operations at year-end 2016. At year-end 2016, the Group's financial resources are expected to be on a par with those at year-end 2015.

Results are expected to improve again in 2017.

Group financial highlights (DKKm)

Income statement:	2015	2014	2013	2012	2011
Revenue	1,012.4	1,073.7	1,077.1	1,104.6	1,211.6
Gross profit	496.7	533.4	487.7	530.4	579.7
EBITDA	55.6	103.4	93.6	133.8	199.5
Amortisation and depreciation	56.3	48.2	36.0	33.3	33.0
EBIT before special items	-0.7	55.2	57.6	100.5	166.5
Special items, net	-19.4	-7.5	-20.0	-7.0	0.0
EBIT	-20.1	47.7	37.6	93.5	166.5
Return on securities	12.9	17.3	1.6	14.4	2.1
Financials, net	-7.8	-24.0	-10.0	-9.3	-5.8
Profit/loss continued operations before tax	-15.2	39.6	26.8	97.0	162.3
Tax for the year	-3.3	16.9	11.1	20.9	41.1
Net profit/loss, continuing operations	-11.9	22.7	15.7	76.1	121.2
Profit from disposals of subsidiaries	0.0	0.0	0.0	0.0	182.0
Net profit/loss, discontinued operations	0.0	0.0	0.0	0.0	-1.6
Net profit for the year	-11.9	22.7	15.7	76.1	301.6
Comprehensive income	-9.9	18.7	20.4	74.3	302.9
Balance sheet:					
Total assets	850.3	888.6	922.0	864.2	868.9
Shareholders' equity incl. minorities	522.0	532.4	523.3	511.6	523.8
Net interest-bearing cash position	113.8	67.6	-11.6	47.2	107.3
Net working capital (NWC)	-38.2	-43.2	-37.1	-40.2	-40.3
Invested capital	408.2	464.8	534.9	464.4	416.5
Investments in property, plant and equipment	10.8	25.0	25.4	25.3	13.5
Free cash flow	40.2	83.3	65.0	106.4	166.7
Cash flow statement					
Cash flows from operating activities	34.6	83.5	80.4	91.1	155.9
Cash flows from investing activities	8.4	-88.5	-42.6	-22.1	-178.9
Cash flows from financing activities	5.9	-9.5	-17.2	-102.7	-204.4
Changes in cash and cash equivalents	48.9	-14.5	20.6	-33.7	-227.4
Other information:					
Average number of employees	610	615	606	637	602
Number of shares at year-end, in thousand at DKK 5.00	20,055	20,055	20,055	20,055	20,055
Treasury shares, in thousand	1,485	1,485	1,485	1,485	444
Share price at year-end, DKK	14.1	18.2	16.0	17.1	22.8
Ratios:					
Gross margin (%)	49.1	49.7	45.3	48.0	47.8
Operating margin (EBIT before special items) (%)	-0.1	5.1	5.3	9.1	13.7
Equity ratio (%)	61.4	59.9	56.8	59.2	60.3
Return on equity (ROE) (%) (1)	-2.3	4.3	3.0	14.7	59.0
Return on capital employed (ROIC) (%)	-0.2	11.0	12.1	22.8	38.9
Earnings per share (EPS)	-0.5	1.1	0.5	3.4	5.8
Earnings per share (EPS) - Total (1)	-0.5	1.1	0.5	3.4	15.0
Price/Earnings (P/E) (1)	-	16.5	32.0	5.0	1.5
Price/Book Value (P/BV)	0.5	0.7	0.6	0.7	0.9
Cash flow per share (CFPS)	1.9	4.5	4.3	4.7	8.0
Dividend and cash remuneration per share, paid in the financial year	0.0	0.0	0.0	3.0	14.0

The consolidated highlights are shown for continued operations unless otherwise stated. The consolidated highlights are only restated for changed accounting policies for recognition of joint ventures for 2013.

Note 1: The key figures also include discontinued operations.

Management commentary

Performance targets and strategic goals essentially achieved as planned in 2015.

DKKm	Revenue	EBIT before special items
Print	917.7	+13.0
Online	94.7	-12.6
Unallocated cost / income		-1,1
Group	1,012.4	-0.7

Overall, revenue fared as expected

Group revenue for the financial year 2015 totalled DKK 1,012.4 million. This is 6% down on 2014 when revenue stood at DKK 1,073.7 million.

At the onset of 2015, group revenue was expected to range from DKK 1,010 million to DKK 1,050 million. In the Interim Management Statement for Q3 2015, these figures were further specified to range between DKK 1,000 million and DKK 1,020 million. So the revenue realised for the year is consistent with the previous announcement of expected revenue.

FK Distribution's revenue dropped by 8% because of the ongoing decline in prices and market contraction as well as an increase in the number of No Ads Please households. FK Distribution's new No Ads+ product compensates increasingly for this as the number of households signing up rises.

Revenue from newspaper operations went down by 5% from 2014 to 2015. Sales to regional retail customers were lower than last year and behind expectations. Sales to large customers and chains, however, were up to expectations and higher than last year.

Revenue from the Print segment totalled DKK 917.7 million in 2015 against DKK 976.3 million in 2014, and has thus been reduced by 6%.

At the beginning of the year, expectations were that revenue from the Online segment would go up from DKK 97.4 million in 2014 to range between DKK 100 million and DKK 110 million. This growth target was not achieved as revenue from the Online segment reached DKK 94.7 million in 2015.

In early 2015, GodMail.dk was sold and, this activity left out, revenue from the Online segment is the same in 2015 as in 2014.



The reason for this flat development in revenue is Ofir's and BoligPortal's failure to meet the expectations of growth. However, revenue from Ofir went up by 13%, whereas revenue from BoligPortal is the same for 2015 and 2014. As expected, revenue from håndværker.dk was lower in 2015 than in 2014 because of the change in business model.

Financial performance 2015 behind 2014

Group EBIT before special items for 2015 is negative by DKK 0.7 million. In 2014, this figure stood at a positive DKK 55.2 million.

The financial performance realised for 2015 matches expectations at the beginning of the year, when the earnings expectations announced ranged from a negative DKK 20 million to a positive DKK 5 million. In the Interim Management Statement for Q3, these expectations were specified to range from a negative DKK 15 million to DKK 0 million.

The Print segment EBIT of DKK 13.0 million was a little higher than expected, primarily because of lower costs at FK Distribution.

However, the negative Online segment EBIT before special items of DKK 12.6 million was lower than expected. At the beginning of the year, a financial performance between DKK 0 million and a negative DKK 10 million was expected. This deterioration of performance was mainly caused by revenue growth being lower than expected for Ofir and BoligPortal and to a lesser extent by increased marketing costs regarding håndværker.dk. In 2014, the Online segment EBIT before special items stood at a negative DKK 8.2 million.

FK Distribution, original goals for 2015

"FK Distribution must continue to increase the number of households signed up for NoAds+. Moreover, minetilbud.dk must be the leading platform for online readings and locality-based bargain hunting and services. Massive investments must be made in product development and marketing.

The revenue decline in 2015 is expected to be in line with 2014. The upped investments in NoAds+ and minetilbud.dk will exacerbate the decline in performance, however."

FK Distribution, results realised in 2015

In 2015, FK Distribution reached 550,000 sign-ups for NoAds+, which was up to expectations. This proves that the NoAds+ is in high demand by the consumers and that the Danes are very pleased with physical retail leaflets.

In 2015, the minetilbud app was downloaded more than one million times. The number of offers displayed on minetilbud.dk is soaring, and this is expected to continue. Initially, the locality-based bargain hunting features and services failed to meet expectations.

The paper-based and the online-based versions of retail leaflets are used in different situations. When consumers are looking for specific offers, they increasingly use the online solution, and when it is about being inspired, then the paper version is still their preferred medium.

The 2015 decline in revenue turned out as expected, whereas the decline in performance was smaller than anticipated because of generally lower costs.

Conclusion: Overall, FK Distribution has achieved the goals set for 2015.

BEKEY, original goals for 2015

"BEKEY must accelerate its momentum, and its leading position in the municipal market must be cemented. Combined with intensified sales efforts abroad, this must result in high revenue growth. Investments in product development must be maintained.

Considerably higher revenue is expected for 2015, and performance on a par with 2014."

BEKEY, results realised for 2015

In 2015, BEKEY doubled its total revenue for the third year running and at the same time managed to further build its position in the municipal market. Right now 22 municipalities use BEKEY, three of them in Norway and two in Sweden.

Also, BEKEY finished its Thumb Turn 2.0 in 2015 and now has a strong product allowing BEKEY to technologically outdistance its competitors.

The focus on the private market, including in particular on sales to retail chains abroad, did not pay off as expected. The primary reason was delays in the specific product development initiatives taken in this segment. However, Q4

2015 saw the successful completion of a number of these initiatives. This is also why it was possible to form some international partnerships in, for example, the Netherlands, Norway, Sweden, Finland and the USA.

Revenue and financial performance for 2015 were a little lower than expected.

Conclusion: Overall, BEKEY has achieved the goals set for 2015.

Newspaper activities, original goals for 2015

"The newspaper activities must regain the setting when revenue and readership developments exceeded the general market. Sales efforts must increasingly focus on ROI and on the Group's newspaper titles being the country's largest push-medium and the best alternative to the surge in No Ads Please households, the decline in dailies' circulation and TV's challenge with respect to delivering adequate effect (target rating points (TRP)).

Revenue and performance for 2015 are expected to be on a par with those for 2014."

Newspaper activities, results realised in 2015

In 2015, North Media's newspapers followed the general market development for advertisements in free newspapers and dailies and lost around 5% in business, whereas overall its newspapers did better than the market in terms of readership trend. It is worth noticing in particular that while all of the country's local newspapers lost 0.5% in readership from H2 2014 to H1 2015 (which are the latest figures published), North Media's local newspapers in Copenhagen won 5.5% more readers thanks to a successful strategic effort of targeting contents at modern readers. Advertisers were slower than anticipated in changing behaviour as a consequence of the increased share of No Ads Please households and declining TV coverage.

The objective of the newspapers realising results for 2015 on a par with those for 2014 was almost achieved, although with much lower revenue. This lower revenue and a hence lower contribution margin were largely outweighed by cost savings in both capacity costs and variable costs – for example, by launching a special flexible advertising product which ensured optimal occupancy in all editions of Søndagsavisen.

Conclusion: North Media's newspaper operations have partially achieved the goals set for 2015, although developments in revenue fell short of expectations.

Ofir, original goals for 2015

"The most important objective of Ofir is to increase the sale of job ads considerably. Moreover, revenue growth from Empty ApS' e-recruitment systems must maintain its high level from 2014.

Significantly greater revenue is expected for 2015, and the earnings improvement must continue. Ofir is expected to achieve EBIT break-even in H2 2016."

Ofir, results realised in 2015

The number of job ads sold was much lower than expected whereas the increase in revenue from the e-recruitment system Emly Hire was largely up to expectations.

At the beginning of 2015, expectations were a heavy increase in ads sold to media in the Ofir job universe through the media selection page on Ofir. However, revenue did not develop as much as expected and experienced a slight decline.

Total revenue growth for Ofir was much lower than expected, for which reason performance for 2015 is on a par with that for 2014. Ofir is no longer expected to reach EBIT break-even in H2 2016.

Conclusion: Ofir failed to achieve the targets set for 2015.

håndværker.dk, original goals for 2015

"Byggestart.dk changed its name to håndværker.dk on 1 February 2015 and launched a new website. This new website is supported by marketing and is set to ensure that håndværker.dk offers the best way to find the ideal builder.

Revenue for 2015 is expected to decline slightly due to the restructured business model, but improved performance is expected despite the massive marketing effort. håndværker.dk is expected to achieve EBIT break-even by year-end 2015."

håndværker.dk, results realised in 2015

håndværker.dk launched its new site as planned and promoted it on radio and TV in the spring of 2015, and business shows a positive trend measured by key indicators. Based on the successful launch, investments in promotion were increased, meaning that break-even was not achieved at year-end 2015.

Both consumers and crafts firms have welcomed håndværker.dk, and the number of crafts firms has gone up by more than 40% in 2015. Volume and quality of contents on the site in the form of pictures, descriptions and recommendations have also increased considerably in 2015, and traffic has developed as expected. Together with Renault and Danish consumers, håndværker.dk in Q4 2015 elected Denmark's best builder. The campaign was very successful, and the goals set for it were reached.

The conversion of customers from old products to new håndværk.dk products resulted in revenue being lower than anticipated, which also led to lower results.

Conclusion: Overall, håndværker.dk has achieved the goals set for 2015, although with both revenue and performance being at the low end.

BoligPortal, original goals for 2015

"BoligPortal must uphold its market leading position and expand its presence on mobile platforms and social media within advertising of rental housing. New products and services for both landlords and tenants must be introduced. BoligPortal must also create a market for the self-sale of co-operative and owner-occupied dwellings.

Revenue is expected to go up for 2015, whereas performance is expected to go down due to additional investments in product development and marketing compared to 2014."

BoligPortal, results realised in 2015

BoligPortal has maintained its leading position in the market for advertising rental housing, one of the means being a new strategy focusing on matching housing seekers, housing sellers and landlords. Presence on mobile platforms and social media has been improved, not least in the second half of 2015 because of planned investments in promotion and product development. This has led to handsome growth in the number of visitors across platforms. The change in BoligPortal's pricing models has increased the number of customers, but caused a decline in revenue.

In 2015, BoligPortal gained a larger share of the market for self-sale of co-operative and owner-occupied dwellings. The overall self-sale market declined, however, and both revenue and earnings per co-operative and owner-occupied dwelling advertisement do not meet the targets.

In the autumn of 2015, BoligPortal successfully launched a new service, BoligPortal Pristjek, a service helping Danes to save money, for example, when they order Internet services, raise a housing loan or need a remover.

Conclusion: BoligPortal has partially achieved the goals set for 2015, although developments in revenue fell short of expectations.

Performance targets and strategic goals for 2016

Effective from 1 January 2016, the Group implements a new structure under which activities are divided into four business lines. In 2016, the transformation affecting most of the activities in 2015 will continue.

The 2016 performance target for FK Distribution reflects loss of market shares and continued offensive focus on NoAds+

2016 foresees FK Distribution's total revenue to drop by 15-20% compared to 2015. The primary reason is the loss of Coop as a customer as well as continuing declines in prices. Despite the loss of Coop, revenue from the NoAds+ will go up by approximately 10%. The overall decline in revenue has an adverse effect on earnings, although implemented cost savings will reduce the effect.

FK Distribution's strategic goals for 2016 are a continuation of the results achieved in 2015. FK Distribution will have further focus on NoAds+ and minetilbud.dk by refining and further developing the products for the benefit of both consumers and customers. Also, the range of services available to customers will be expanded, and their functionality be developed to create a basis for closer relations between shops and consumers.

North Media Aviser to maintain revenue level in 2016 despite expected market contraction

Revenue from the newspaper activities for 2016 is expected to be on a par with that for 2015. A series of promotional measures were taken towards the end of 2015, and new print and online products were launched, and focus on utilising regional advantages was intensified. Earnings are in 2016 expected to be in line with 2015.

With the relaunch of søndagsavisen.dk in 2015, new possibilities of increasing focus on value-based sales and advice to customers were opened up. How to use these new possibilities across media and platforms is something to be communicated better, and new products such as inserts will also give advertising customers access to No Ads Please households.

North Media Online to be in the black in 2016

North Media Online expects revenue to go up by DKK 10-20 million, or 10-20%. A key precondition for this is that BoligPortal will achieve the growth expected based on the change in pricing models that took place in 2015, and will generate revenue from new products in 2016. Another key point is that Ofir is able to boost revenue from job ads and sales of Empty Hire. Lastly, håndværker.dk must succeed in attracting more builders to the new site. Expectations are that håndværker.dk will break even by year-end 2016.

BoligPortal is to create new products to match housing seekers, housing sellers and landlords and increase focus on mobile solutions.

Ofir must increase revenue from job ad sales and render visible the advantages of the Ofir job universe by demonstrating high effect.

For håndværker.dk, the aim of the change in business model is to lead to continued high growth in 2016 in the number of paying builders and the number of recommendations from private developers.

BEKEY to boost revenue in 2016 by 40-70%

BEKEY expects to increase revenue to DKK 25-30 million. This increase is to result partly from the improvement of the strong position held in the municipal market by means of the newly developed Thumb Turn 2.0, partly from the international partnerships formed in, for example, the Netherlands, Norway, Sweden, Finland and the USA, which are expected to up sales in the private market.

Ongoing development of both hardware and software is to make sure that the lock is easier to install and cheaper to make. Software development is to ensure that the system can communicate with different home automation systems. Also, selling is to be conceptualised to optimise sales through partners, distributors or retailers.

Total group revenue expected to be around 10% lower in 2016 than in 2015

The Group's revenue is expected to range from DKK 880 million to DKK 930 million in 2016 compared to DKK 1,012 million in 2015.

The decline in revenue has a major impact on EBIT. Group EBIT before special items is expected to go down from a negative DKK 0.7 million in 2015 to range between a negative DKK 20 million and a negative DKK 50 million in 2016. The primary reason for this poorer performance is the loss of market shares as well as continuing declines in prices in FK Distribution's markets.

In 2016, amortisation and depreciation are expected to stand at approximately DKK 37 million. Group EBITDA is therefore expected to range from a negative DKK 13 million to a positive DKK 17 million.

Investments are expected to be around DKK 10 million. Based on this and the assumption of a value of the portfolio of securities equivalent to that at 31 December 2015, the Group's net interest-bearing cash position is expected to amount to between DKK 105 million and DKK 145 million at year-end 2016. At year-end 2015, the Group's net interest-bearing cash position was DKK 113.8 million.

Outlook for 2016

DKKm	Revenue	EBIT
FK Distribution	550-575	0 to +15
North Media Newspapers	200-210	-30 to -25
North Media Online	105-115	-5 to 0
BEKEY	25-30	-15 to -10
Group	880-930	-50 to -20

The Group's portfolio of securities amounted to DKK 196.1 million at 31 December 2015 and consisted of 13 different shares and share-based investment funds, which are shown from the illustration on page 15.

The value of the Group's portfolio of securities will vary with fluctuations in the listed prices and exchange rates of the individual securities. North Media will disclose returns on and value of the portfolio in connection with the quarterly interim management statements. There will be no guidance on expected returns on the share portfolio as the development in specific securities or in the general share market is beyond the Group's control.

Earnings improvement anticipated after 2016

As described in the 2014 Annual Report, 2015 and 2016 were expected to be years of transformation in terms of performance, resulting in unsatisfactorily low earnings.

The Group has achieved its primary strategic goals and results for 2015. The strategic course will therefore remain the same. The loss of market shares to Post Danmark was not anticipated.

Consequently, the earnings expectations for 2016 are lower than they were at the time of authorisation of the 2014 Annual Report. This does not change the fact, however, that 2016 will be affected by considerable product development costs in each of the four business lines which may help create new growth in revenue and earnings.

Against this background, revenue growth and positive earnings from new and existing products stretching far into the future media markets are expected as of 2017.

As expected, the Group's performance for 2015 was much poorer than for 2014. This is to be seen in the light of the high level of activity related to new operations such as NoAds+ and BEKEY.

Print segment revenue for Q4 2015 down 6% on the same period last year

Print revenue in Q4 2015 came to DKK 250.8 million. This is 6% down on the same period last year. The primary reason is lower revenue at FK Distribution and Søndagsavisen.

Print segment EBIT before special items came to DKK 22.0 million for Q4 2015. This is DKK 1.3 million down on the same period last year when this EBIT was DKK 23.3 million. The primary reason why this decline is not heavier is that marketing and IT development costs for the NoAds+ Concept were higher in Q4 2014 than in Q4 2015.

Revenue from the Online segment for Q4 2015 was DKK 22.0 million, which is on a par with that for Q4 2014. Revenue went down or was unchanged for most online activities. Ofir did not succeed in upping revenue as expected, whereas BoligPortal and håndværker.dk changed their pricing structure to boost growth in 2016.

Online segment EBIT before special items in Q4 2015 was negative by DKK 4.6 million compared to a negative DKK 3.2 million for the same period last year. This decline in performance is a reflection of higher costs for, for example, promotional initiatives compared to the year before.

DKKm	Year		Revenue							
	2015	2014	Q4 2015	Q3 2015	Q2 2015	Q1 2015	Q4 2014	Q3 2014	Q2 2014	Q1 2014
Print	917.7	976.3	250.8	204.0	237.0	225.9	267.9	223.1	251.8	233.5
<i>Index cp. same period last year</i>	94.0	99.0	93.6	91.4	94.1	96.7	95.2	104.1	101.7	96.2
Online	94.7	97.4	22.0	24.0	24.1	24.6	22.3	25.2	25.1	24.8
<i>Index cp. same period last year</i>	97.2	107.0	98.7	95.2	96.0	99.2	100.5	115.6	108.2	104.2
Group revenue	1,012.4	1,073.7	272.8	228.0	261.1	250.5	290.2	248.3	276.9	258.3
<i>Index cp. same period last year</i>	94.3	99.7	94.0	91.8	94.3	97.0	95.7	105.1	102.2	96.9
DKKm	Year		EBIT							
	2015	2014	Q4 2015	Q3 2015	Q2 2015	Q1 2015	Q4 2014	Q3 2014	Q2 2014	Q1 2014
Print	13.0	61.2	22.0	-10.0	9.2	-8.2	23.3	3.7	17.4	16.8
<i>Profit margin</i>	1.4%	6.3%	8.8%	-4.9%	3.9%	-3.6%	8.7%	1.7%	6.9%	7.2%
Online	-12.6	-8.2	-4.6	-3.9	-0.7	-3.4	-3.2	2.4	-3.2	-4.2
<i>Profit margin</i>	-13.3%	-8.4%	-20.9%	-16.3%	-2.9%	-13.8%	-14.3%	9.5%	-12.7%	-16.9%
Unallocated income/costs	-1.1	2.2	-1.6	0.9	-0.4	0.0	1.0	1.3	0.8	-0.9
Group EBIT, before special items	-0.7	55.2	15.8	-13.0	8.1	-11.6	21.1	7.4	15.0	11.7
<i>Profit margin</i>	-0.1%	5.1%	5.8%	-5.7%	3.1%	-4.6%	7.3%	3.0%	5.4%	4.5%
Special items	-19.4	-7.5	-19.4	0.0	0.0	0.0	0.0	0.0	-7.5	0.0
EBIT	-20.1	47.7	-3.6	-13.0	8.1	-11.6	21.1	7.4	7.5	11.7

The Group's total revenue for Q4 2015 was DKK 272.8 million, or 6% down on Q4 2014. Group EBIT before special items in Q4 2015 was DKK 15.8 million compared to DKK 21.1 million for the same period last year. This decline in performance was caused by lower revenue at FK Distribution and higher costs in the Online segment.

Group revenue for 2015 down by 6% on 2014

For the financial year 2015, the Group realised revenue of DKK 1,012 million, which is 6% down on last year. As stated in the Group's Interim Management Statement for Q3 2015, the Group's revenue was expected to total between DKK 1,000 million and DKK 1,020 million in 2015. The revenue realised was in line with expectations.

FK Distribution is the main driver of the revenue decline recorded for the Print segment

In 2015, revenue from the Print segment stood at DKK 918 million compared to DKK 976 million in 2014, equivalent to a decline of DKK 58.6 million, or 6%. Revenue realised by FK Distribution went down by 8% whereas that for the newspaper activities was down 5%. Revenue for BEKEY more than doubled, albeit from a low level.

Flat development in revenue from the Online segment

For the Online segment, revenue fell by DKK 2.7 million from 2014 to 2015, primarily because of the disposal of GodMail.dk. If this is left out of account revenue was almost unchanged. Revenue has been adversely affected by the price and concept adjustment of håndværker.dk, however, the other online operations too have seen a weak

development in revenue. Revenue from BoligPortal developed flatly from 2014 to 2015, which is one of the main reasons why the original revenue expectations of DKK 100 million to DKK 110 million were not fulfilled.

Contribution margin

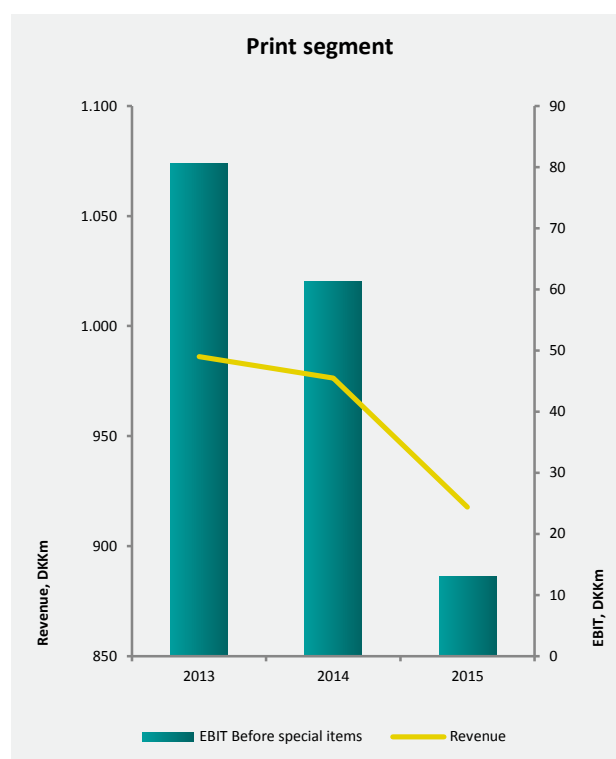
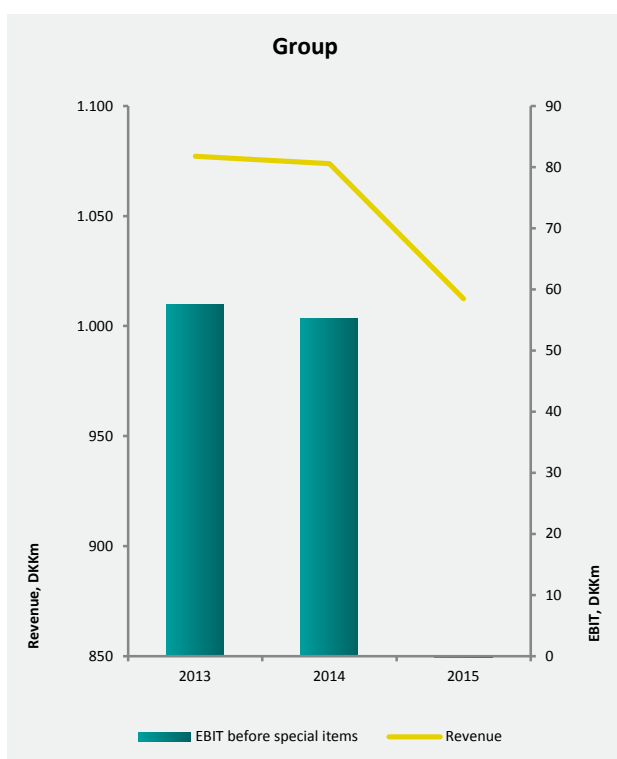
In 2015, the aggregate contribution margin of the Group amounted to DKK 496.7 million, equivalent to a contribution ratio of 49.1%. In 2014, the contribution margin came to DKK 533.4 million, and the contribution ratio to 49.7%. The 0.6 percentage point reduction in the contribution ratio was caused by the decrease in FK Distribution's revenue.

Staff costs

Staff costs came to DKK 291.6 million in 2015 compared to DKK 278.9 million in 2014. Staff costs have gone up by DKK 12.7 million, or 5%, from 2014 to 2015. Most of the increase is attributable to costs for the anniversary celebration in April and the severance costs regarding the reorganisation of the Group. In 2015, the average headcount was 610 (both salaried and hourly staff at the terminals), which is five less than in 2014. Please also refer to Notes 6 and 7.

Other costs

Other costs primarily include marketing costs, costs of premises, IT costs, fees and administrative expenses. Other costs totalled DKK 157.4 million in 2015 compared to DKK 157.3 million in 2014. This unchanged level is attributable to continued high costs for the promotion of NoAds+, high IT development costs regarding minetilbud.dk and product development costs for BEKEY.



Amortisation and depreciation went up by DKK 8 million in 2015

Amortisation and depreciation for the Group totalled DKK 56.3 million in 2015 and DKK 48.2 million in 2014. The increase is attributable to the loss from the retirement of assets no longer in use. The loss totalled DKK 10.5 million. In addition, intangible assets were amortised by DKK 12.3 million concerning the eight local newspapers acquired in 2013. Moreover, buildings were depreciated by DKK 8.2 million and plant by DKK 16.1 million in 2015. Please also refer to Notes 9, 17 and 18.

Other operating income

Other operating income amounted to DKK 7.9 million in 2015 against DKK 6.2 million in 2014. The line item includes a net profit of DKK 2.3 million in 2015, arising from the disposal of Good Media A/S, the operator of the web service GodMail.dk.

2015-resultat som forventet ved årets start

In 2014, Group EBIT before special items was DKK 55.2 million. In 2015, Group EBIT before special items was negative by DKK 0.7 million and is thus considerably lower than last year. The main reason for this lower performance is a heavy decline in FK Distribution's earnings because of lower revenue. However, part of the decline in FK Distribution's earnings results from continued high costs to extend the NoAds+ concept.

At the same time, the Group's other activities have experienced a small decline in earnings which together have caused the heavy drop in earnings.

At the beginning of the year, EBIT for the year was expected to range from a negative DKK 20 million to a posi-

tive DKK 5 million, and was specified to range from a negative DKK 15 million to DKK 0 million in the Interim Management Statement for Q3 2015. As EBIT before special items was realised at a negative DKK 0.7 million, this figure is within the range expected at the onset of the year.

Print segment EBIT before special items came to DKK 13.0 million for 2015.

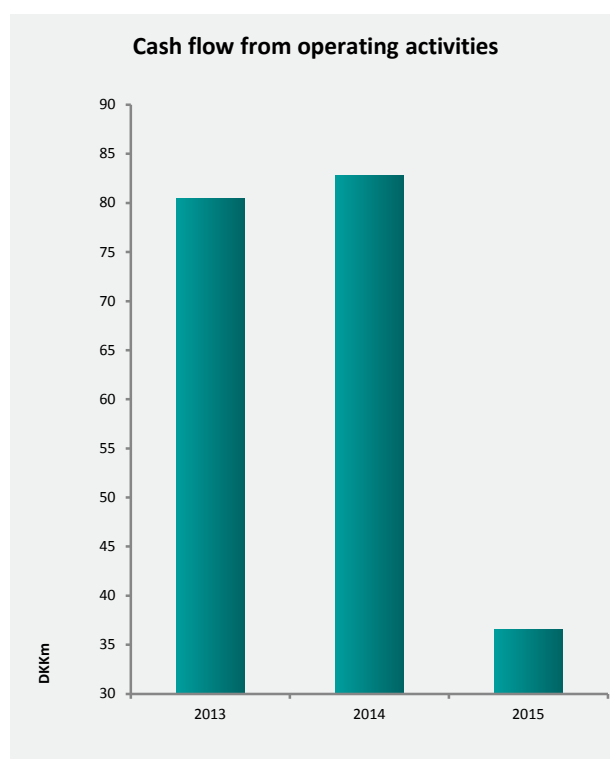
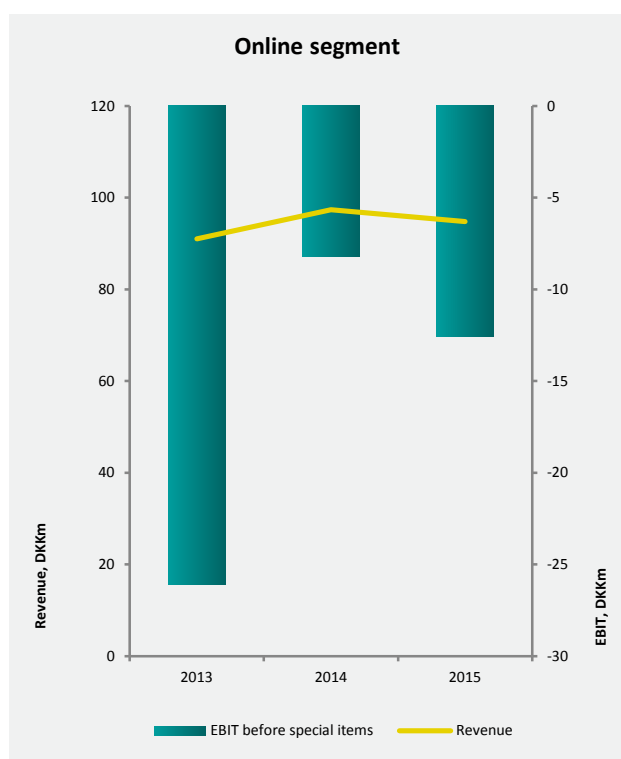
At the beginning of the year, Print segment EBIT before special items was expected to range from a negative DKK 10 million to a positive DKK 5 million. Thus, the performance realised turned out a little better than originally expected.

Online segment EBIT before special items was negative by DKK 12.6 million for 2015.

At the onset of the year, EBIT before special items for the Online segment was expected to range from a negative DKK 10 million to DKK 0 million. So EBIT realised was lower than anticipated and resulted primarily from lacking revenue growth.

Special items

Special items for 2015 also include a partial write-down of goodwill related to the acquisition of the eight local newspapers in 2013, totalling DKK 10 million, and a small reduction in the acquisition price payable of DKK 3.5 million related to the acquisition of two of the local newspapers, for which payment of the remaining 30% of the shares hinges on the Company's financial development. In addition, the line item includes total impairment losses of DKK 9.6 million for the property in Elsinore.



Lastly, in 2015 the line item includes expenses regarding the former Chief Executive Officer during the resignation period.

Special items for 2014 included a write-down of goodwill and reversal of a net earn-out payable of DKK 5.9 million stemming from the acquisition of Byggestart.dk/HentTilbud.dk (now håndværker.dk).

Special items for 2014 also included DKK 1.6 million in severance pay to staff as the number of employees at Byggestart.dk/HentTilbud.dk was halved to 15 people.

Finally special items for 2014 included a partial write-down of goodwill related to the acquisition of the local newspapers in 2013, and a similar write-down of the acquisition price payable for the acquisition of the remaining 30% of the shares in Lokaltidiserne Østerbro og Amager A/S.

Returns and portfolio of securities

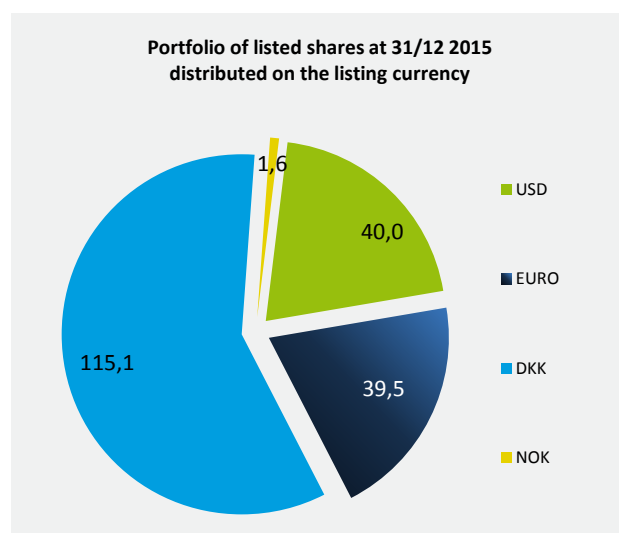
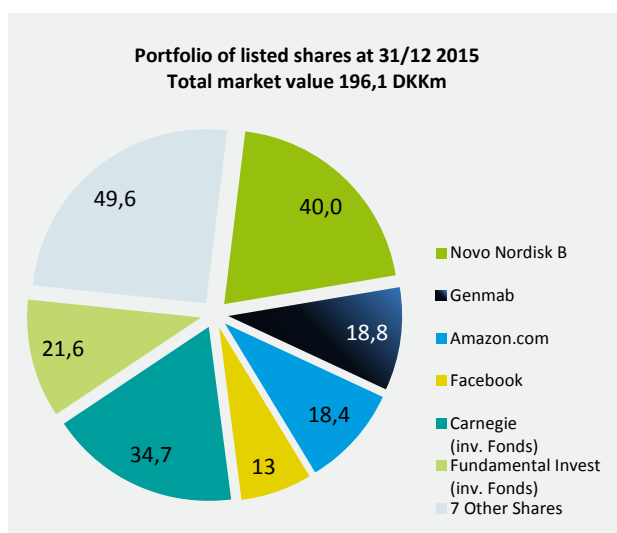
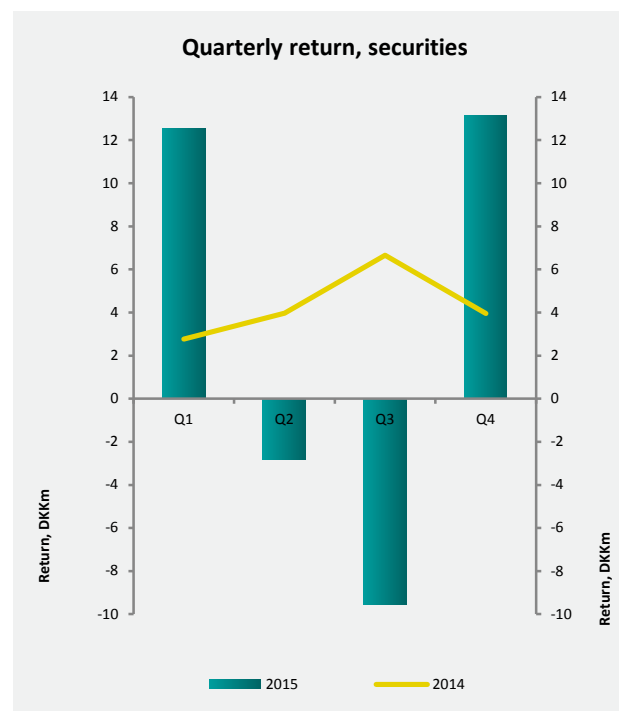
In 2015, the Group had a positive net return on securities of DKK 12.9 million, or 6.3%, whereas for 2014 it was DKK 17.3 million, or 10.3%.

At year-end 2015, the composition of the portfolio of securities has been changed so as to consist of shares when previously bonds prevailed. Quarterly returns are evident from the table below.

At 31 December 2015, the Group's portfolio of shares totalled DKK 196.1 million, whereas the portfolio of shares and bonds at the same date in 2014 came to DKK 204.7 million.

Risk has been calculated at 18.8% at 31 December 2015. Risk has been calculated as the annualised standard deviation measured over the past 90 days of trading. "Value at risk", which reflects the maximum loss over a three-month period with a probability of 95%, was DKK 30.4 million.

At year-end 2015, the Group had invested in 13 different shares and share-based investment funds. The portfolio consists of listed shares and investment funds with high transferability such as OMXC20 shares or shares in similar international indexes. At 31 December 2015, the portfolio consisted of the following shares with accompanying market values, see figure below.



At 31 January 2016, the value of the portfolio of shares was DKK 181.8 million, equivalent to the return for January being negative by DKK 14.3 million, or 7.2%. Risk has been calculated at 20.5% and value at risk at DKK 30.9 million at 31 January 2016. There has not been any changes to the portfolio in January.

Similar reporting will be incorporated in future quarterly interim management statements. Also – if significant changes are made to the portfolio – separate company announcements will be issued.

Share of profits/losses from associates

In Q4 2014, North Media acquired a minority stake in a Ukrainian housing website (Mesto.ua) for a small amount, and North Media has used its housing website skills to contribute strategically and operationally to the development of that website. The site has grown heavily in 2015, and faster than expected. Compared with other housing portals, Mesto.ua now holds a market-leading position in Ukraine measured by number of advertised dwellings, number of active real estate agents and number of users/traffic. In 2015, revenue has been insignificant, for which reason the company is loss-making. Revenue is expected to increase considerably in 2016 when new products and a new pricing structure are launched.

The Group's share of profits/losses after tax from associates was negative by DKK 0.2 million in 2015 and by DKK 1.4 million in 2014. In 2015, the Group's share of the operating loss from the Company's Ukrainian housing portal, Mesto.ua, has been recognised at DKK 1.4 million.

Performance of A/S Vestsjællandske Distriktsblade remains positive.

Financial income

In 2015, the Group had financial income of DKK 0.5 million, whereas it was DKK 0.7 million in 2014. The income arises from interest income and foreign exchange gains.

Financial expenses

In 2015, financial expenses stood at DKK 8.3 million and mainly related to interest on long-term mortgage loans in the Group's properties and the discounting effect on the purchase price payable. In 2014, financial expenses came to DKK 24.7 million, and also consisted of interest on long-term mortgage loans and the discounting effect on the purchase price payable. The line item also included fair value adjustments of other investments in the total amount of DKK 13.8 million.

In 2014, fair value adjustments of other investments were primarily attributable to write-down of the investment in Empty ApS, totalling DKK 12 million. Please refer to Note 12 for further details.

Profit/loss before tax

The Group's loss before tax was DKK 15.2 million, which is DKK 54.8 million down on 2014. This poorer performance is

mainly attributable to much lower operating results and higher special items, which are partially compensated for by lower financial expenses.

Taxation

Tax on loss for the year is an income of DKK 3.3 million and equals an effective tax rate of 21.7 %. The tax rate is affected by numerous factors moving in opposite directions. The lower income tax rate reduces deferred tax by DKK 1.0 million whereas the write-down of goodwill and acquisition price payable are not deductible, and in net terms result in tax going up by DKK 0.9 million. In 2014, total tax came to DKK 16.9 million, equalling an effective tax rate of 42.7 %. Also in 2014 did the write-down of goodwill and fair value adjustments of other investments affect tax.

Profit/loss for the year

Loss for the year of the Group was DKK 11.9 million for 2015. This is DKK 34.6 million down on 2014.

Goodwill and intangible assets

Goodwill and other intangible assets on the Group's balance sheet amount to DKK 115.4 million. This amount has been reduced by DKK 24.9 million in 2015 as a result of DKK 15.2 million in amortisation and DKK 10.0 million in impairment losses.

In aggregate, goodwill and intangible assets worth DKK 58.2 million may be attributed to the local newspaper activities, whereas the remaining intangible assets relate to FK Distribution and BoligPortal.

Investments in associates

This line item consists of investments in Vestsjællandske Distriktsblade and in the Company's Ukrainian housing portal.

Investments

For 2015, the Group's total investments exclusive of investments in enterprises came to DKK 11.0 million, of which the overwhelming majority were in plant at FK Distribution's packing terminals. Last year, the Group's investments exclusive of investments in enterprises totalled DKK 26.9 million. In 2014 too, investments were primarily spent on FK Distribution's packing terminals.

Working capital

At 31 December 2015, the Group's trade receivables amounted to DKK 78.1 million. This is equivalent to a debtor days ratio of 23.0 days. Compared to the same period in 2014, the Group's receivables have gone down by DKK 13.6 million, and the debtor days ratio has gone down by 2.4 days from 25.4 days.

At year-end 2015, short-term trade payables stood at DKK 43.1 million compared to DKK 51.2 million at year-end 2014. In creditor days, this is equivalent to 27.0 days in 2015 compared to 31 days in 2014.

At 31 December 2015, other payables amounted to DKK 84.2 million, which is DKK 3.7 million down on the balance at the same date in 2014. Other payables are primarily composed of holiday pay payable and A tax.

The Group's net working capital (NWC) was negative by DKK 38.2 million at the end of 2015, which is DKK 5.0 million less than at the same time last year, when the Group's NWC was a negative DKK 43.2 million. The reduced NWC is primarily attributable to lower revenue but also to the reduction in creditor days mentioned above.

Cash flows from operating activities were DKK 34.6 million in 2015

Cash flows for the year from operating activities went down from DKK 83.5 million in 2014 to DKK 34.6 million in 2015. The reduction has mainly been caused by the lower operating results, but also lower working capital.

Cash flows from investing activities were DKK 8.4 million in 2015 compared to a negative DKK 88.5 million in 2014.

Cash flows from investing activities are heavily affected by the purchase and sale of securities. In 2015, securities were sold for DKK 22.6 million net, whereas 2014 saw DKK 48.8 million in purchases. In addition, DKK 11.0 million was in 2015 invested in intangible assets and property, plant and equipment while in 2014 investments were DKK 26.9 million.

In 2015, cash flows from financing activities were DKK 5.9 million and attributable to a total additional loan of DKK 14.0 million, and net of DKK 2.0 million in dividend paid to minority shareholders and mortgage loan repayments.

In 2014, cash flows from financing activities were negative by DKK 9.5 million, which was also due to the payment of DKK 3.8 million in dividend to minority shareholders and repayments made.

For 2015, total cash flows were DKK 48.9 million compared to a negative DKK 14.5 million in 2014.

Solid financial resources constitute a key competitive parameter

In relation to customers and suppliers, it is important that North Media constitutes a strong and long-standing business partner. North Media must be able to partake actively in and exert its influence on the rapid development of the media market, for which reason solid capital resources are considered to be a key competitive parameter.

The Board of Directors regularly assesses whether the Group's capital structure is consistent with the interests of the Company and its shareholders. The overall objective is to ensure a capital structure that supports long-term financial growth while maximising returns to the Group's shareholders by maintaining a naturally balanced debt-to-equity ratio.

It is group policy to distribute dividend insofar as such distribution is considered reasonable, given the existing capital structure and liquidity as well as the earnings expectations.

It is also group policy to be self-supporting to the extent possible, although the Group's properties are financed by way of long-term loans. The Group's overall financial strategy is consistent with that of last year.

The Group's capital structure is composed of cash and cash equivalents inclusive of listed shares and share-based investment funds, long-term mortgage debt and equity.

The Company's Board of Directors reviews the Group's capital structure twice a year in connection with the presentation of the Interim Report and the Annual Report. As part of this review, the Board of Directors considers the Group's cost of capital and the risks associated with the various types of capital.

At 31 December 2015, the Group had cash and cash equivalents of DKK 92.4 million, and shares and share-based investment funds totalling DKK 196.1 million. In addition, the Group has an undrawn overdraft facility in the total amount of DKK 25 million. Thus, cash resources (including overdraft facility) stood at DKK 313.5 million at the end of 2015.

This is DKK 65.3 million more than last year when the Group had cash and cash equivalents of DKK 43.5 million and DKK 204.7 million worth of securities. This increase in cash resources has occurred in spite of the poor performance, and the main reason has been that the capital requirements have been far lower than amortisation and depreciation for the year.

Moreover, the Group has mortgage loans inclusive of negative fair value of interest-rate swaps amounting to DKK 162.0 million. The Group also has an acquisition price payable relating to the acquisition of Lokalaviserne Østerbro og Amager A/S for a total of DKK 12.7 million. DKK 6.6 million of this acquisition price payable falls due in 2016, whereas the remaining amount falls due between 2017 and 2019.

At year-end 2015, net of the acquisition price payable, the Group's net interest-bearing cash position thus totals DKK 113.8 million.

At year-end 2014, the Group's net interest-bearing cash position was DKK 67.6 million.

The Board of Directors recommends that no dividend be paid for the financial year 2015

Strong financial resources are considered an important strategic strength in the present market for achieving the goal of a group relying on several profitable pillars and generating high earnings. Overall, the Group has achieved its performance target for 2015 and a strategic breakthrough with NoAds+. However, the Board of Directors wants to see stronger evidence of progress in performance before a decision is made to distribute dividend. As in previous years, the Board of Director's objective is to achieve business stability that establishes distribution of dividend as an annually recurring event.

Against this background, the Board of Directors will recommend at the Annual General Meeting of 8 April 2016 that no dividend be paid for the financial year 2015.

Equity and holding of treasury shares

At 31 December 2015, the Group's equity stood at DKK 522.0 million, which is DKK 10.4 million lower than at year-end 2014.

No treasury shares were purchased or sold during the year.

At 31 December 2015, the Group had 1,485,000 treasury shares, corresponding to 7.4% of share capital and votes in North Media A/S.



FK
DISTRIBUTION

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DISTRIBUTION

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DISTRIBUTION

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DISTRIBUTION

FK Distribution

Unfair price competition by Post Danmark had a material impact on FK Distribution's revenue and earnings basis in 2015.

FK Distribution's "you choose" service, NoAds+, is becoming more and more popular with the consumers. This service and FK Distribution's development of products in other areas are to ensure retailers an effective future marketing platform and this way build FK Distribution's position as retailers' provider of offers to consumers.

FACTS ON

FK DISTRIBUTION

PRODUCT

FK Distribution distributes unaddressed printed matter, NoAds+ matter and addressed products as well as free newspapers to all households in Denmark. Distribution is handled by 10,000 paper boys/girls and men/women who between them run 16,000 routes. FK Distribution is also Denmark's largest provider of digital retail leaflets and offers to Danish households through the consumer portal minetilbud.dk.

CUSTOMERS

FK Distribution services a large number of enterprises operating in the retail trade. The customer portfolio includes everything from small grocery stores to the largest retail chain stores.

MARKET POSITION

Post Danmark is market-leading in the distribution of unaddressed printed matter in Denmark, with FK distribution as a clear No. 2.

FK Distribution is Denmark's largest private distributor of printed matter. It distributes retail leaflets and disseminates information and commercial offers on behalf of supermarket chains, DIY retailers, white goods and electronics dealers and other retailers to every household in Denmark – both in printed and electronic form – and is therefore a vital business partner for Danish retailers.

However, FK Distribution is not only responsible for the link between consumers and retailers. In recent years, FK Distribution's activities have, by demand of the customers, increasingly been moving towards analysis and business intelligence. This approach and in-depth market insight help FK Distribution maintain strong relations with large supermarket chains as well as small players in the market.

The consumers' heavy interest in the retail leaflets and their impact, which is markedly higher than other types of ads, still make them the retail shops' preferred form of advertisement. Door-to-door distributed advertisements drive a major flow of customers that can be measured directly through the shops' sales from week to week, and

so they are retailers' most important and effective advertising medium. Neither local newspapers, TV nor the Internet comes close to having the same level of impact or cost efficiency.

Stabilisation of market in flux

In 2013, the volume of printed advertisements dropped by 5% as a direct response to the adoption of the advertising tax in 2012, and by 8% in 2014. According to estimates, the volume of door-to-door distributed advertisements was 2.07 billion leaflets for 2015, and so the volume fell by approximately 6% as expected.

With the new Finance Bill for 2016, the advertising tax has been abolished. Even though the tax was never implemented, the advent of it led to less printed matter and lower weight per item of printed matter – an effect that has now become permanent. So FK Distribution does not expect the abolishment of the tax to affect future volumes. This is why volumes are in 2016 estimated to go down by around 5%. The years ahead will see further reductions in volumes, although at a slower pace.

For many years, the number of households not wanting to receive unaddressed printed matter and thus having opted for the No Ads, Please arrangement has gone up. 2015 was no exception and the share of such households is now nearly 50% of all households.

With 550,000 households NoAds+ is a strong alternative

To counteract this tendency of more and more households opting for the No Ads, Please arrangement and to accommodate a long-held wish by consumers to choose the printed matter they want to receive, FK Distribution developed the NoAds+ concept under which each household may themselves choose which printed matter distributed by FK Distribution they want to receive. In addition, households may even suspend receiving printed matter during holiday periods.

The NoAds+ concept was welcomed extremely well by the consumers. Consumers now receive the printed matter they want to use, and retailers save the printed matter some households do not want to use anyway.

At year-end 2015, the number of households having opted for FK Distribution's NoAds+ had reached 550,000 and now accounts for more than 25% of households wanting to receive printed matter.

Retailers also achieve another benefit in that the retail leaflets they distribute have been actively opted for by the consumers. They are being read more intensively and longer than before.

Also, NoAds+ is a more sustainable solution, which has drawn political recognition for its ability to reduce paper waste.

FK Distribution expects the number of households having joined the NoAds+ to go up next year, although at a slower pace.

TNoAds+ is one of FK Distribution's future core products. The strategy will continue into 2016 when FK Distribution will refine and further develop the product for the benefit of both consumers and customers.

minetilbud.dk achieves digital breakthrough

Consumers are increasingly looking for good grocery bargains on online media as well. In 2014, FK Distribution therefore relaunched its digital consumer platform, minetilbud.dk, which aside from letting consumers subscribe to NoAds+, also provides them with online retail leaflets, making it possible to search for daily offers via mobile phones, tablets and PC. Thanks to minetilbud.dk, FK Distribution responds to consumer desires of reading daily offers while being on the move. And by using the synergies between Print and Online we can further increase the effect of our customers' marketing effort.

In 2015, FK Distribution expanded the functionality of minetilbud.dk so that consumers may now use locality-based services to find the best offers in their proximity and through these services receive messages when it is possible to buy selected goods at attractive prices.

With more than a million downloads of the minetilbud app, FK Distribution has already left a solid footprint in the market for online reading of consumer offers. The ambition is to be the leading platform for reading online bargains, enabling Danish consumers to easily read leaflets and find good bargains from retailers.

In 2016, FK Distribution intends to refine and further develop attractive functionality in order to build closer relations between shops and consumers. This way, FK Distribution will strengthen the digital area and be able to expand its range of services when we advise customers, and hence enhance customer relationships.

Distribution contract with Dansk Supermarked renewed – contract with Coop lost

Dansk Supermarked is FK Distribution's largest customer, and much to our satisfaction the existing cooperation agreement of the parties was renewed. Until 31 December



2017, FK Distribution is to handle the distribution of un-addressed printed matter and NoAds+ matter for Bilka, Føtex and Netto.

However, FK Distribution had to realise that it was not possible to reach an agreement with Coop on a renewal of the contract about the distribution of retail leaflets of the Danish supermarkets Kvickly, Fakta, SuperBrugsen, Irma and DagliBrugsen. The contract expired 31 December 2015. The lost contract is estimated to have an adverse effect on FK Distribution's revenue and earnings in 2016 compared with 2015.

Mutual complaints between FK Distribution and Post Danmark continue

The market for distribution of printed matter, local and regional newspapers is characterised by fierce price competition. To respond to this competition, FK Distribution has developed a production and delivery model that is among the most efficient in the industry in Europe. At the same time, FK Distribution has focused on developing new products such as NoAds+ to accommodate the customers' future distribution requirements in a constantly changing market.

In 2015 too did Post Danmark A/S, in FK Distribution's opinion, abuse a dominant position to unfairly make dumping and bundling offers. FK Distribution holds the view that Post Danmark A/S' dumping and bundling offers are based on an artificial allocation of costs. Since FK Distribution, unlike Post Danmark A/S, cannot finance its costs by income other than distribution of printed matter, the company has lodged a complaint against Post Danmark A/S before the Danish Competition and Consumer Authority, which started an investigation in 2015 into the circumstances.

Conversely, Post Danmark A/S filed a complaint against FK Distribution with the Danish Competition and Consumer Authority claiming that FK Distribution was to have violated the ban on anti-competitive agreements.

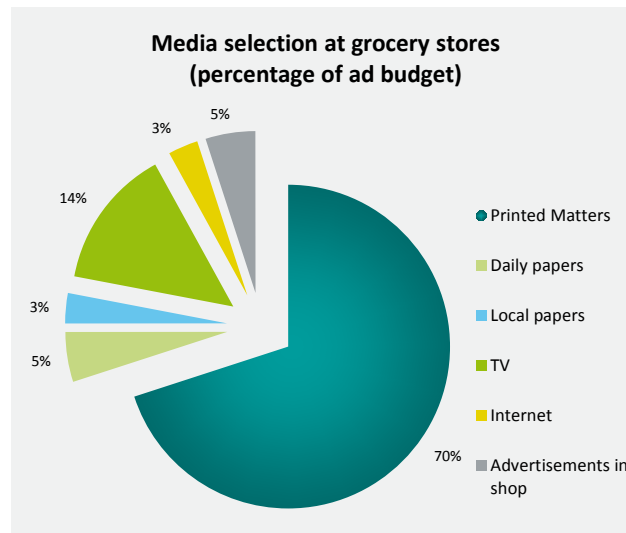


FK Distribution holds the view in this respect that Post Danmark A/S filed its complaint for the purpose of further lowering of its prices to below cost. FK Distribution believes that Post Danmark A/S' current pricing and bundling represent unfair competition in the market for distributing unaddressed printed matter.

Difficult conditions reduce revenue and earnings in 2015

Despite a focussed campaign and very satisfactory consumer acceptance of NoAds+ and minetilbud.dk, FK Distribution has in 2015 had lower revenue and a declining market share. This lower revenue and the declining market share are a result of intensified price competition on the part of Post Danmark and a generally declining market.

As a result, revenue was down by 8% on 2014. Proportionately, the decline in performance is larger because considerable resources were allocated to the development of the NoAds+ concept and minetilbud.dk.



Source: Report from the Danish Competition and Consumer Authority: "Special offers with Danish retailers 2012 and Gallup Adfact 2012 and 2013"

2016: FK Distribution on the offensive

In 2016, the spotlight will be on developing and introducing new products and services within Print and Online. FK Distribution will maximise the synergy effects existing across the media channels. Together with its customers, FK Distribution will concentrate on further spreading and refining NoAds+ to enable FK Distribution to offer an even



more efficient marketing channel with fewer retail leaflets, but with more readers. This will increase the value of the retail leaflet significantly as it will become more popular among consumers. At the same time, retailers will achieve a higher return on their marketing costs.

FK Distribution expects that even more retail leaflets will be read online in the years ahead. In 2016, focus will be on further developing, refining and launching new functionalities at the consumer portal, minetilbud.dk, in the expectation of becoming the consumers' preferred digital consumer portal and thus establishing a new and efficient consumer leaflet channel for FK Distribution's customers and business partners.

Continued development of FK Distribution's business, products and services will enjoy the primary focus of Management in 2016 and is set to ensure a competitive position for FK Distribution with close interaction across products and media channels. By increasing and tapping on the value of the retail leaflet, the ambition is to enlarge FK Distribution customers' access path to consumers.

Overall, the market for door-to-door distributed advertisements is changing rapidly. FK Distribution responds to this change by adjusting its business models to the actual needs of consumers by focusing on No Ads+, addressed distribution and minetilbud.dk, etc. All in all, the objective of this strategy is to secure FK Distribution a competitive position by close interaction across products and channels.

Based on the market developments in 2015, the expectations for 2016 are subject to some uncertainty.

Thus, the speed at which the market changes is subject to uncertainty. Developments in 2015 confirm the propriety of the strategic course charted by FK Distribution. This course will ensure that, also in future, will FK Distribution be the provider of the preferred marketing channels to consumers for the retail trade.

Expectations are that FK Distribution's revenue will drop in the range of 15 to 20% in 2016 as a consequence of the decline in market and marketshare and continued price dumping by Post Danmark. The drop in revenue will affect the operating profit adversely, and costs for refining and marketing the No Ads+ and the digital consumer platform, minetilbud.dk, will also affect earnings. So, expectations are that FK Distribution's performance for 2016 will be much lower than that for 2015.

However, FK Distribution expects that the new offensive marketing strategy in 2016 involving increased focus on NoAds+ and minetilbud.dk will enable FK Distribution to build its market position.

	PERFORMANCE	STRATEGY	OBJECTIVE
	Performance for 2015	Strategy	Outlook for 2016
Market development and position	Decline in volume and price pressure continued with negative consequences for market development. Abolishment of advertising tax.	Secure new co-operation agreements through a new product mix, high effect, flexibility, high quality and customer service.	Build market position and improve productivity to reduce effect of negative market pressure.
Product and business development	Spreading of the NoAds+ under which consumers may choose which retail leaflets they want to receive and which enhances the marketing value for advertisers.	Build on and refine the No-Ads+, minetilbud.dk and addressed products.	Further spreading of NoAds+ and development of new attractive add-on services. Development of complementary online services.
Finances	Decline in revenue and earnings as expected at the beginning of the year.		Limit decline in revenue and EBIT in 2016 despite the loss of market share and price dumping from Post Danmark.

BEKEY

BEKEY realises objectives of increased growth, internationalisation and new product launches.

FACTS ON

BEKEY

PRODUCT

BEKEY develops and sells electronic door access control systems, which, by way of the Internet and apps, distribute and manage digital keys to users' mobile phones. Via the mobile phone, the digital key can open and close doors in, for example, private homes and companies, and replaces the ordinary physical door key. This saves time and money and increases security control at each location.

BEKEY also deals in other welfare technological solutions, including emergency calls to the municipal elderly care services.

CUSTOMERS

Municipal elderly care and healthcare services in Denmark, Sweden and Norway. Also, business-to-business customers as well as private citizens.

MARKET POSITION

BEKEY is market leading in both the business-to-business market and the municipal market in Denmark.

The Danish electronic key systems market is booming. Growth is driven, for example, by the public sector's increased demand for easier, cheaper and more secure access to citizens in need of care and nursing. For the municipal elderly care and healthcare services whose cost-saving opportunities are considerable with BEKEY's access control systems.

Growth in the business-to-business segment and the private customer segment is also on the rise. Thus BEKEY has achieved an increase in the business-to-business segment towards the end of 2015.

Strong momentum maintained in the public sector market

Since launching and commercialising its solutions, BEKEY has led the market and won most of the public and municipal tenders in Denmark despite intensified competition.

In 2015, the municipal governments put out 14 public tenders in the area, of which BEKEY won nine. The number of municipal tenders and the implementation pace have been lower than expected at the onset of the year, which has reduced growth. However, municipalities are very satisfied with BEKEY's electronic key systems, which are being tested by or in operation with 22 municipalities at 31 December 2015.

In Q1 2015, BEKEY supplemented its product programme with emergency call systems that are in demand by several municipalities and nursing homes and has since then won tenders for the delivery of such systems to the municipalities of Odense, Århus and Svendborg. Also, a newly developed key box solution was added to the product programme in 2015, and this solution too may be activated by mobile phone and managed via BEKEY's proprietary internet-based management system, NETKEY.

BEKEY's activities have increased abroad as well in 2015. Focus has particularly been on introducing the product programme through campaigns aimed at public sector institutions in Sweden and Norway. This has sparked considerable interest, resulting in BEKEY's access control systems now being tested by or in operation with two Swedish and three Norwegian municipalities. Furthermore, at the end of the year BEKEY has formed a number of international partnerships in the Netherlands, Norway, Sweden, Finland and the USA.

New products for the private customer market

BEKEY has introduced an access control product for the private customer market. Based on a user-friendly and 100% self-service platform, expectations were that the product would contribute to growth already from 2015. However, the market has been sluggish in 2015, which has caused sales to private customers to be lower than originally anticipated. But in the latter part of 2015 BEKEY experienced an increase in demand by international retail chains in particular, which inspires optimism for the private customer market.

Continued growth in installations of BEKEY stairway door units

With FK Distribution being the largest customer, BEKEY has a special "systems network" in Copenhagen in which the BEKEY system is installed in more than 22,000 stairway door units – or more than 50% of all stairway doors – in Greater Copenhagen. In 2015, about 5,000 new installations in stairway doors were made. FK Distribution, Bladkompagniet, Post Danmark as well as Årstiderne now use the system in some of their distribution services. BEKEY



expects continuing growth and the number of installations to be around 28,000 by year-end 2016.

Investment in organisation and product development

BEKEY's level of activities soared in 2015 because of heavy focus on growth – both domestically and internationally. The higher earnings generated have been reinvested in expanding the staff by four new employees to a total of 24 and in product development, which will result in more products being added to the product programme in 2016. Consequently, operating results for the year were, as planned, negative and slightly lower than for 2014.

International expansion and product launches in 2016

In 2015, BEKEY optimised its IT platform considerably so that the user experience by both private and public sector customers has been improved. At the same time, the development of products has gathered speed, and in 2016 we will see further product launches in a market where demand is on the rise in all segments. Although the development set-up remains aggressive, the operating loss is expected to have been reduced in 2016 compared to 2015.



	PERFORMANCE	STRATEGY	OBJECTIVE
Market development and position	<p>Performance for 2015</p> <p>Market position in the municipal market improved further in a market characterised by intensified competition. International partnerships formed at the end of the year.</p>	<p>Strategy</p> <p>For both domestic and international sales to develop a product with an all-in partner concept including services for all elements within sales, service and operation, a product that will thus become a scalable distribution network.</p>	<p>Outlook for 2016</p> <p>Further build the position in the municipal market, particularly in the other Nordic countries. Boost sales to the business-to-business segment, including to international distributors.</p>
Product and business development	<p>Software element of the product optimised. New and much improved version of the thumb turn launched just before Christmas in 2015. Launching of BEKEY key box.</p>	<p>In 2016, the development process is primarily to support all details of using BEKEY, including support and other elements of the overall experience of the concept.</p>	<p>Integrate BEKEY with Z-Wave and develop fittings that will ensure compatibility with even more types of lock systems, both domestically and internationally.</p>
Finances	<p>Revenue doubled in 2015. Contribution margin maintained, but much higher capacity costs, including increased product development costs.</p>	<p>BEKEY to focus on upping current fixed income, for example, through sales models which increase current payments and reduce initial costs of acquiring the product.</p>	<p>Increase revenue by more than 50%. Maintain contribution margin. Slightly reduce capacity costs. Improve EBIT.</p>

Søndagsavisen and other newspaper operations

Søndagsavisen is one of Denmark's largest newspaper publishers and among the best to retain readership on its publications. This position was enhanced in 2015 by launching testuniverset.dk and relaunching sondagsavisen.dk. With these steps, Søndagsavisen continues its development towards becoming a multi-platform-based media company.

FACTS ON

SØNDAGSAVISEN

SERVICES

Søndagsavisen A/S is the publisher of Søndags-avisen, eight local newspapers in Copenhagen and Frederiksberg as well as Helsingør Dagblad, which also publishes Lokalavisen Nordsjælland. Among its activities are also a 50% stake in Vestsjællandske Distriktsblade, which publishes three mid-week newspapers and the regional edition of Søndagsavisen. In addition, it is the operator of the online platforms of sondagsavisen.dk and testuniverset.dk.

CUSTOMERS

All brands, retailers, estate agents and other advertisers in search of a wide and well-defined geographical coverage area.

MARKET POSITION

Søndagsavisen estimates its market share of the overall advertisement market for dailies and local newspapers at approximately 4% in H1 2015.

Every week, North Media's newspaper operations publishes 1.6 million door-to-door distributed newspapers shared among 36 free newspapers and one daily. Through its publications and online platforms sondagsavisen.dk and testuniverset.dk, North Media's newspaper operations are every week in contact with more than 1.3 million Danes.

The objective of these activities is to achieve maximum economies of scale by capitalising on North Media's unique production setup, its extensive knowledge about advertisement sales and a relevant editorial content for door-to-door distributed free newspapers. The newspaper activities are grouped under Søndagsavisen A/S, ensuring optimal use of cross-disciplinary functions such as pre-press, purchase of print, advertisement sales administration, IT and back-office functions.

At the same time, the publishing of newspapers produces considerable synergy effects for the Group's distribution operations as many of the costs of the newspaper activities arise from distribution purchased from FK Distribution.

Market developments open up new possibilities for North Media's newspaper operations

As a result of the emergence of TV-on-demand, viewers rejecting traditional TV stations and the spread of NoAds+, North Media's newspaper operations are expected to outperform the market in the years ahead. This development hampers advertisers' access to the wider target groups via traditional electronic channels and non-free print media. Instead, free newspapers and strong brands such as Søndagsavisen and the Group's local weeklies will increasingly become more attractive media to advertisers, which, in the long run, is expected to result in higher prices of push marketing and volume growth.

Søndagsavisen is Denmark's largest newspaper measured by circulation numbers, readership or geographical coverage. The free newspaper is funded by ads and has 1,114,000 readers every week (source: Gallup, H1 2015). It is published in 25 regional versions, whose ads are adjusted to the individual region based on analyses of the inhabitants' purchasing, traffic, movement and behavioural patterns in the relevant area. The editorial content, on the other hand, is the same across regions and focuses on society, consumption, food and health, personal finances and family and work life centring on the modern family with young children.

Søndagsavisen experienced a revenue decline in 2015 – new measures to secure growth in 2016

In 2015, Søndagsavisen's readership went down by approximately 3% to 1.1 million readers – a development corresponding to general market developments. The 2015 decline in Søndagsavisen's revenue was marginally higher than the 5% reduction seen by the market. So the objective of regaining a better development in revenue and readership than the rest of the market was not realised.

This is why a series of promotional measures were taken in H2 2015. Among them are the appointment of dedicated online sales persons, the launching of new print and online products and the intensification of focus on utilising regional advantages. Also, two major initiatives have been implemented: Sale of inserts giving advertising customers access to No Ads, Please households and collaboration with local agents on local editions of Søndagsavisen in selected



areas. These measures are expected to bring Søndagsavisen back on the growth track in 2016.

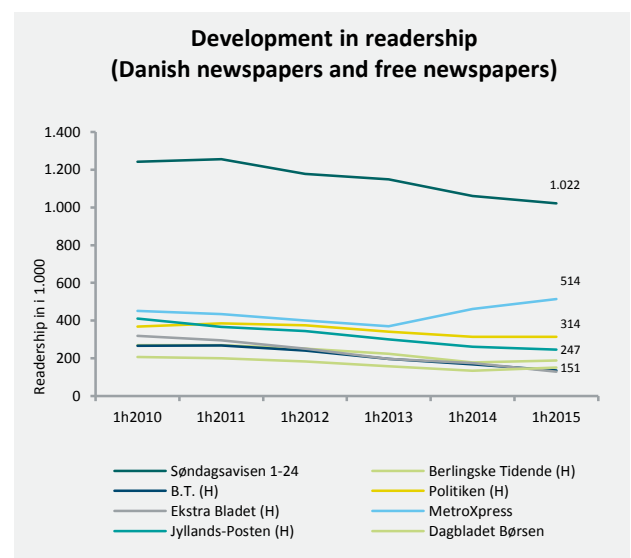
Digital products strengthen Søndagsavisen's position as Denmark's consumer newspaper

Customers' continued expectation of digital advertising opportunities has resulted in heavy focus on ensuring critical mass for sondagsavisen.dk in the form of users. This effort has led to a 231% growth rate in the number of unique users and to an inflow of more than 36,000 weekly newsletter recipients in 2015.

Testuniverset.dk was launched in September 2015 as a direct continuation of Søndagsavisen's primary subject area. The site helps consumers make safe purchasing decisions within product categories covering more than two thirds of daily consumption. The goal is not only to have many users but also especially to have users who are of great value to the advertisers and thus provide a basis for achieving higher prices with the customers.

Copenhagen local newspapers gain market shares

In 2013, North Media acquired eight local newspapers in Copenhagen with a total circulation of around 280,000 papers per week. This acquisition was a considerable enhancement of North Media's newspaper activities in Copenhagen, causing North Media to be the undisputedly largest publisher in the capital. With cost synergies already having been realised, the 2015 focus has been on developing the editorial products and the sales organisation.



Source: TNS Gallup: Index Danmark 1 H 2015



Both have proved a great success. While readership of all other local weeklies in Denmark went down by 0.5%, the Copenhagen readership of North Media's weeklies went up by 5.5%. Also, the development of the sales organisation helped ensure increasing revenue from retail customers, which negated the decline in revenue from Danske Lokale Ugeavis, which is a joint sales organisation for nationwide advertisements, and from estate agents. Lastly, a reorganisation of the editorial office has ensured better operation and improved efficiency and provided a foundation for continued strategic development of the local newspapers.

In 2016, these newspapers must maintain strong focus on the publication area and thus play a central role in the local debate and business doings. The intention is also to strengthen the newspapers' role as the focal point of the democratic debate in Copenhagen, giving particular attention to matters of interest across the local districts.

Mediecentret Nordsjælland launched new activities to hold out in a declining market

For the first time in four years, Helsingør Dagblad saw a notable decline of 4% in circulation, which was compensated for, however, by a 5% price increase, as a result of which income from newspapers sold remained intact.

In 2015, ad revenue of Lokavisen Nordsjælland dropped by 3% on 2014, which is slightly less than the decline generally seen by the weeklies sector. The primary reason is that the newspaper issued a magazine that was out in Elsinore and the surrounding area as well as in Helsingborg,

Sweden in June and November with total revenue of close on DKK 1 million.

When finally phased in by 2017, the conversion of the media subsidy will entail a reduced subsidy of DKK 1.5 million for Helsingør Dagblad. To maintain a positive bottom line for the newspaper, the target is to expand the online activities and issue special publications such as a yearbook and a builders' guide.

North Media's circulation, households

Source: Dansk oplagskontrol
H2 2014 – H1 2015

Publications	Distributed to
Søndagsavisen, 25 reg. editions	1,225,038
Amager Bladet	68,010
Uge Nyt	53,285
Nørrebro/Nordvest Bladet	48,765
Frederiksberg Bladet	44,544
Østerbro Avis	36,562
Lokalavisen Nordsjælland	32,932
Valby Bladet/Kgs. Enghave	30,693
City Avisen	20,496
Korsør Posten/Skælskør Avis	20,818
Vanløse Bladet	15,038
Vesterbro Bladet	16,199
Helsingør Dagblad	5,337
Total	1,617,717



Complaint against the new media subsidy law filed with the European Court of Justice

Despite its position as Denmark’s largest newspaper, *Søndagsavisen* and the local mid-weeklies have been prevented from receiving the new media subsidy, which compensates the media for approximately 25% of the editorial costs. The reason given is a provision of the law which prevents media with an ad content above 50% from receiving the subsidy. *Søndagsavisen* interprets this as discriminatory treatment conflicting with the EU competition rules, for which reason the newspaper has brought the new law on media subsidy before the European Court of Justice. This year too did *Søndagsavisen* participate in the Medienævnet’s hearing on the media’s experience with the media subsidy arrangement and advanced arguments concerning the unfair treatment of local newspapers with respect to the media subsidy.

Disappointing development in revenue and performance in 2015

The advertisement market developed as expected in 2015, and revenue from the newspaper operations was on a par

with the market. The loss of market shares for regional customers and estate agents was larger than originally assumed, and it was not outweighed by a favourable development seen for *Søndagsavisen*’s large customers and chains. The Copenhagen newspapers, however, did much better than the rest of the market as revenue from own sales was much better than anticipated, whereas the housing market and particularly DLU lost considerable market shares. Overall, their revenue for 2015 was 5% lower than the year before. Operating profit for the year also decreased, however, with some of the decline in revenue being compensated for by reductions in costs.

2016: A difficult year in which North Media is to make the most of its wide reach

All forecasts suggest that the structural fall in the overall printed ad market will continue in 2016. This is why North Media Aviser has launched a string of initiatives designed to ensure that the newspapers of the Group can beat the market and achieve limited revenue growth. At the same time, costs will remain a heavy focal point.

The largest and most important initiative will be to boost sales of newspaper inserts for large national chains which have had difficulties in reaching a sufficiently wide community, due to the development in the No Ads, Please arrangement because of the success of NoAds+. Today, *Søndagsavisen* is the only printed medium able to ensure a wide reach in urbanised Denmark.

In 2015, *Søndagsavisen* experienced highly intensified competition in several markets. To respond to this, a new cooperation model with local agents was launched in early February 2016, under which they will in principle be operating their own local section of *Søndagsavisen*.

Finally after two years of building up digital platforms North Media Aviser will up revenue from its digital business.

Overall, performance for 2016 is expected to be on a par with that for 2015.

	PERFORMANCE	STRATEGY	OBJECTIVE
	Performance for 2015	Strategy	Outlook for 2016
Market development and position	<i>Søndagsavisen</i> lost marginal market shares whereas the local newspapers won market shares in a market expected to have gone down by approximately 5%.	Focus on new formats for volume-driven advertising customers, cooperation with local partners on local sections of <i>Søndagsavisen</i> and utilisation of regional advantages.	Enhance market position in spite of continuing declining market trends.
Product and business development	Relaunching of <i>sondagsavisen.dk</i> and launching of <i>testuniverset.dk</i> helped strengthen the position as a media house.	More focus on retaining and increasing readership through enhanced quality.	Up number of readers per newspaper and improve sales efficiency.
Finances	Revenue decline largely outweighed by lower costs.		Slight revenue growth and earnings on a par with 2015.

BoligPortal

Focus on growth and innovation secured BoligPortal's market position in 2015. 2016 will see increased earnings from new business areas and the establishment of other strong sources of revenue.

BoligPortal is a tool to match housing providers with housing seekers and its Pristjek feature (price-check) helps Danes save money, for example, when they change accommodation.

With more than 110,000 dwellings advertised annually and over 2.5 million visitors every month, BoligPortal is one of Denmark's largest market places for dwellings, and the largest within rental property to easily and swiftly link landlords with housing seekers. The business model primarily relies on ad packages for landlords, housing sellers and housing seekers. Basic ad packages are free while searches for, letting and sale of dwellings may be optimised by purchasing premium services.

Strengthening position, adding more rental property services and setting up in the co-operative and owner-occupied housing market were focal points in 2015

In 2015, BoligPortal maintained heavy focus on developing business and products in order to sustain its market-leading position, increase presence on mobile platforms and social media for rental property and launch new products and services for both landlords and tenants. Another focal point has been the establishment of a self-sale platform for co-operative and owner-occupied dwellings.

FACTS ON

BOLIGPORTAL

SERVICES

A market place for housing seekers, housing sellers and landlords. This market place provides an opportunity for effective housing advertising and easy access to dwellings for tenants and buyers.

The BoligPortal Pristjek feature that helps Danes save money, for example, on insurance, telephone and financial services when they change accommodation.

CUSTOMERS

Housing seekers, housing sellers and landlords as well as business-to-consumer advertisers – both services providers and banner ad advertisers.

MARKET POSITION

BoligPortal is among Denmark's largest and most effective housing portals and leading in the rental property market.



Great demand for rented accommodation

In 2015, the housing market has been characterised by a heavy demand for housing in the large cities, and as a result the need to advertise particularly rented accommodation here has gone down. In the rest of the country, supply has been stable, and demand on the rise. Market developments have been contributory to sharpening competition, with ad portals, social media and new players having launched new offers for the rental property and owner-occupied housing markets.

At BoligPortal, the number of advertised rental housing units has gone down by 9%, which is consistent with market developments. The market position therefore remains the same.

New strategy, improved matching and strengthening of mobile platform

In 2015, the basis for increased growth and innovation has been fortified by a new strategy, focussing on improved matching of housing seekers, housing sellers and landlords as well as on considerably strengthening the competencies and agility of the organisation.



In Q2 2015, BoligPortal launched a string of new products which improved the matching functionality and optimised the user-friendliness of both internet-based and mobile phone-based platforms in the areas of rental property, co-operative and owner-occupied dwellings. This increased focus on social media and mobile platforms has also had the effect that the BoligPortal mobile phone app has now been downloaded by more than 300,000 customers.

More housing sellers and a new product to make moving cheaper

In 2015, the number of co-operative and owner-occupied dwellings advertised on BoligPortal went up by 13% on 2014. Particularly in self-sale advertisements, BoligPortal was able to increase its market share although it is still an area accounting for a small part of the overall market for the sale of co-operative and owner-occupied dwellings. Because of this, BoligPortal has reduced its promotion of the area and instead concentrates on improving the matching of housing seekers and housing sellers.



In the spring of 2015, BoligPortal introduced a new product for sellers of owner-occupied dwellings who were given the opportunity to maybe put up their home for sale. This product has upped the number of advertised dwellings, but does not yet contribute much to the total revenue from the co-operative and owner-occupied housing area.

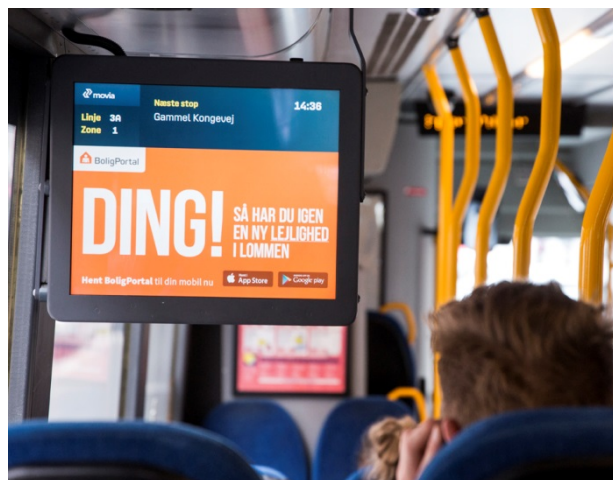
Lastly, BoligPortal launched a new service, BoligPortal Pristjek, in the autumn of 2015, a service helping housing seekers to save money, for example, when they order Internet and TV services, telephony, raise a housing loan or need a remover.

2015 performance affected by increased development and marketing activities

BoligPortal realised revenue for 2015 on a par with that for 2014. Revenue was lower than originally estimated, partly because the level of activities in the co-operative and owner-occupied housing area did not match expectations, partly because BoligPortal changed its pricing models for rental property in Q3 2015.

This change led to a shift in revenue; however, the change has already secured more users and a higher conversion rate.

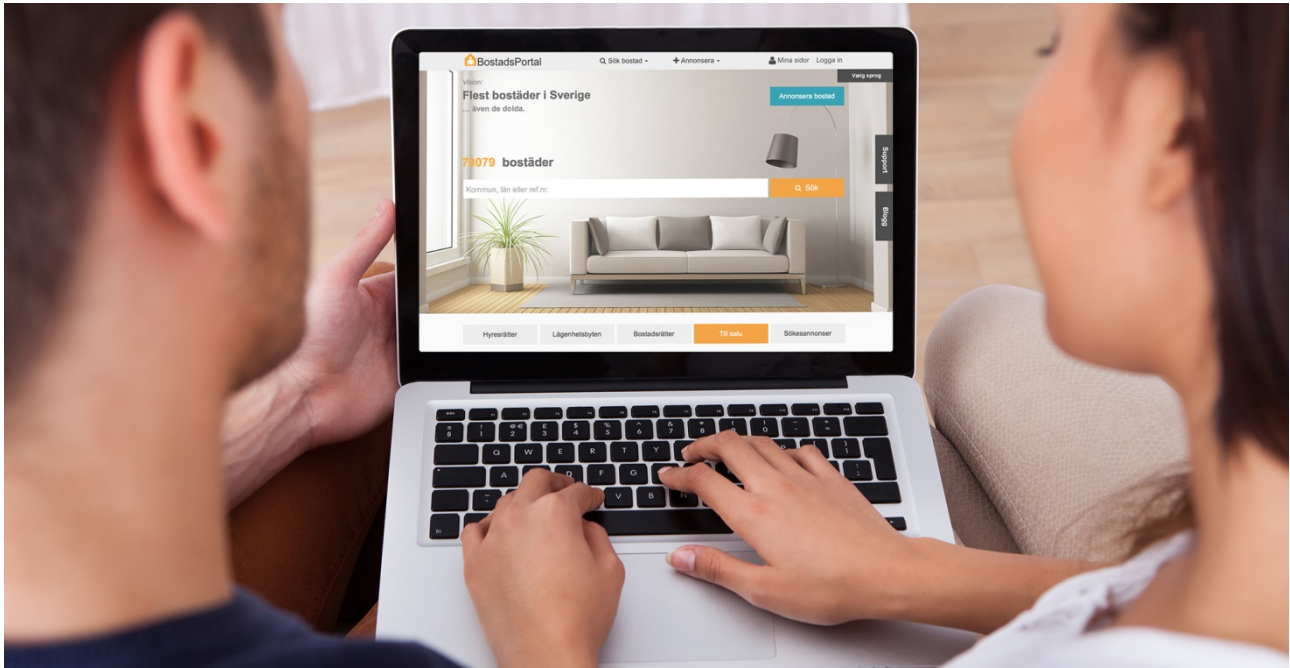
Marketing costs were increased in 2015 to improve awareness. Also, the product development costs increased as planned, which, overall, has resulted in the operating profit – as expected – being lower than for 2014.



Basis for new growth in 2016 in place

Based on the considerable development activities carried out in 2015, the 2016 focus of BoligPortal will be on growing both revenue and earnings. Growth will be created through the changed pricing models that were introduced in 2015, the launching of new products for housing seekers, housing sellers and landlords as well as much higher revenue from business-to-consumer advertisers.

	PERFORMANCE	STRATEGY	OBJECTIVE
	Performance for 2015	Strategy	Outlook for 2016
Market development and position	Market position maintained in a market characterised by intensified competition.	New improved matching of housing seekers, housing sellers and landlords to boost the market.	Intensified competition calls for more investments in product development.
Product and business development	Improvements of core product and mobile feature. A new self-sale product increased advertisements from housing sellers. Launching of BoligPortal Pristjek feature.	Longer customer retention period and more customers on mobile feature.	Focus on mobile feature, improvement of core product and launching of complementary services for customers.
Finance	Revenue maintained and earnings reduced because of changed pricing models and investments and product development and marketing.	Allocation of more resources for product development.	Higher growth (above market level) and increased earnings.



BostadsPortal

Substantial rise in volume of advertisements on BostadsPortal in 2015.

In Sweden, BostadsPortal is dealing in the same business areas as BoligPortal in Denmark and applies the same basic business models. In addition, BostadsPortal has homes for exchange, which is a key segment in Sweden. The vision is to gather all housing advertisements in Sweden in one site and in this way create an optimal basis for contact between the players in the housing market.

2015 – Growth in advertisements and traffic

BostadsPortal is primarily an aggregating site retrieving housing advertisements from hundreds of other websites and making them accessible via BostadsPortal in a simple and transparent manner. In addition, housing providers may opt to post advertisements directly on BostadsPortal, which is especially the case for the home exchange segment.

In 2015, a targeted effort was made to increase the supply of advertisements by way of further aggregation. These efforts were successful, and the volume of active housing advertisements grew by 55% to approximately 70,000 advertisements. All advertising segments saw progress, but the co-operative and owner-occupied housing segments in particular boosted.

While the supply of advertisements grew, BostadsPortal also got a firmer hold on mobile users, which led to more traffic as well as revenue.

2016 – Market and strategy

The market for BostadsPortal's solutions is characterised by fierce competition from several large and well-established

players as well as by a highly dynamic plethora of challengers.

We will maintain the strategy of aggregation in 2016 while steadily adding more value-creating services so that we may attract and retain more customers. In 2016, this will include increased focus on our matching services as well as expanding and activating our presence on the social media for them to serve as drivers of traffic, inflow of advertisements and revenue.

The rental property and home exchange segments will remain our main focus, and at the same time a basis will be created for growth within the co-operative and owner-occupied housing segments.

FACTS ON	BOSTADSPORTAL
SERVICES	Virtual services (primarily advertising and matching) for housing seekers, housing sellers and landlords in Sweden.
CUSTOMERS	Housing seekers and housing providers, primarily within the rental property and home exchange segments.
MARKET POSITION	Aggregating site for most dwellings in Sweden. Own advertisements account for a small, yet increasing part.

Ofir

Higher market share for Emly Hire among online recruitment systems, but disappointing advertisement revenue growth in the Ofir job universe in 2015.

FACTS ON

OFIR

SERVICES

Ofir is the owner and operator of the Ofir job site, every day facilitating contact between hundreds of employers and thousands of active or passive job seekers.

Ofir is also the sole distributor of Emly Hire, an innovative online recruitment system aimed at large and medium-sized enterprises in Denmark and Sweden.

CUSTOMERS

Public and private sector employers wanting new employees and posting job ads in Ofir's job universe. More and more customers use Emly Hire to ensure an integrated, effective and targeted recruiting process.

MARKET POSITION

Ofir is among Denmark's largest privately owned job sites.

Ofir's vision is to offer employers a unique and competitive platform for recruiting new staff. The activities centre on two business areas:

1. Selling job ads in Ofir's job universe via both online and print media.
2. Selling, implementing and supporting the online recruitment system Emly Hire at large private and public sector enterprises in Denmark and Sweden.

Emly Hire is integrated with Ofir's job universe, thereby linking recruiting processes and advertising campaigns smoothly together. This creates unique value for the customers and secures considerable business synergy effects for Ofir.

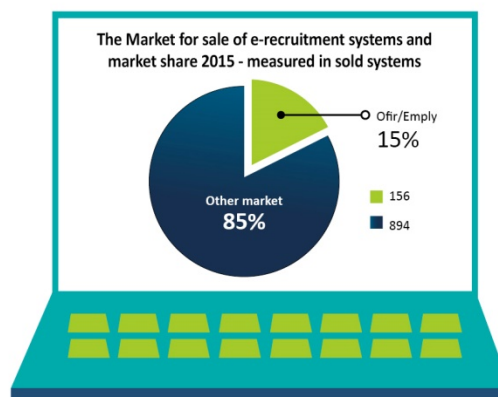
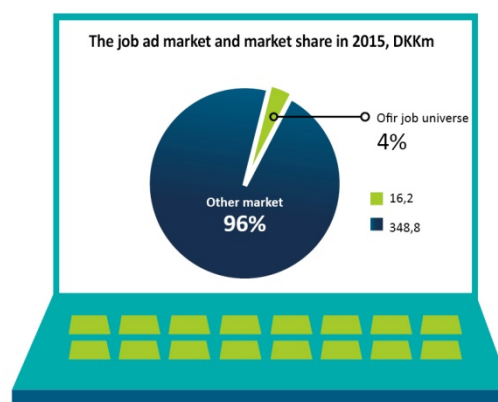
Conditions in the advertisement market improved in 2015

The positive development having gradually surfaced in the job ads market since mid-2013 continued in 2015. In a year in which the demand for skilled labour increased in pace with a generally more favourable outlook for the Danish business sector, the job ads market which is dominated completely by online advertising grew by 19% to a total value of approximately DKK 315 million from a total value of approximately DKK 265 million 2014.

Advertisement sales of the Ofir job universe developed more weakly than anticipated

The Ofir job universe, which give employers the option to choose between different media packages, depending on job title, job category and workplace, is being developed on a regular basis, and new, relevant media are constantly added. In H1 2015, focus was particularly on adding social media such as Facebook and LinkedIn, whose significance in terms of recruitment has been growing considerably. New media have been added to the Ofir job universe, which has prompted a massive increase in the number of applications received by employers when posting their vacancies through the site.

However, this stronger platform has not generated the expected increase in advertising activities, one of the reasons being that the sales synergy effects between Emly Hire and the Ofir job universe have yet to unfold at a satisfactory level, as was expected at the beginning of the year. All in all, advertisement sales have therefore been weaker in 2015 than expected, and Management's original target of increased revenue in 2015 was not achieved. Because of this, Ofir's share of the job ads market fell from approximately 5% in 2014 to approximately 4% in 2015 (measured in DKK).





Emply Hire's market share in Denmark higher

In 2015, the online recruitment systems market has been stable with a trend towards higher investment appetite. The potential customer segment is composed of the 1,500 largest private and public sector businesses in Denmark, and the share of them using an online recruitment system has increased moderately.

Being sole distributor, Ofir is responsible for selling, implementing and supporting the Emply Hire recruitment system in Denmark. As expected, new sales of Emply Hire developed positively in H1 2015, partly through the signing of several new contracts, partly through stable and satisfactory operations. However, it was not possible to maintain this strong momentum in H2 2015 when sales of new systems disappointed. Overall, however, Ofir has entered into contracts in 2015 for the sale, implementation and support of 36 new recruitment systems, bringing the total number of licence agreement solutions to 156 at year-end 2015. In 2015, the market share went up from 14% to 15%, making Ofir the second largest provider of online recruitment systems in Denmark, which is considered to be of material strategic significance to Ofir's overall business concept.

Disappointing growth and development in performance in 2015

Ofir upped its revenue by approximately 13% in 2015, primarily as a result of increased licence and support income from Emply Hire. Advertisement sales were on a par with the year before and thus not up to the expectations for growth laid down by Management at the beginning of the year.

Throughout the year, Ofir has taken a pro-active approach to marketing and platform development, meaning that, combined with the non-occurring growth, the expectations for a reduced operating loss were not fulfilled. Because of this, Ofir restructured its organisation in Q3 2015, which has reduced capacity costs. Overall, Ofir's operating loss for 2015 is on a par with that for 2014.

EN UNIK KOMBINATION

Ofir jobunivers, Danmarks største
medienetværk
til jobannoncering, i unik kombination
med Emply Hire, et rekrutteringssystem
i verdensklasse

Pro-active approach to drive growth in 2016

The increase in Emply Hire's market share is to be increased further in 2016. Also, the synergies between the recruitment system and the sale of advertisements to the Ofir job universe is to be realised and, combined with the effect of the marketing initiatives launched, to help boost advertisement sales. Together with the costs cut by Ofir in H2 2015, growth will reduce the operating loss.



	PERFORMANCE	STRATEGY	OBJECTIVE
Market development and position	<p>Performance for 2015</p> <p>Progress in licence fee income and increased market share in the market for sale of online recruitment systems. Status quo in ad sales from Ofir's job universe.</p>	<p>Strategy</p> <p>The integration of Ofir's job universe into Emly Hire is set to improve sales of Emly Hire and sales of ads. Refinement of the partner media network in Ofir's job universe.</p>	<p>Outlook for 2016</p> <p>Cautious widespread optimism will prompt general market growth on a par with 2015.</p>
Product and business development	<p>In 2015, vacancies advertised through the Ofir job universe have produced much better results measured by the number of applicants. Transformation to a new platform for advertisers/site for employers completed.</p>	<p>With a built-in Ofir job universe, Emly Hire is intended to improve customers' positive experience with both products. Refinement of the site towards a self-service universe and optimisation of user experience.</p>	<p>Refinement of Ofir's job universe aimed at securing even more applicants for vacancies. Increase in customers' use of media recommended by Ofir. The Ofir platform to be developed further.</p>
Finances	<p>Limited revenue growth and the same financial performance as for 2014.</p>		<p>Solid reduction in operating loss in 2016, driven by advertisement income growth and sale of Emly Hire and reduction of fixed costs.</p>

MatchWork

MatchWork provides one of the market's most sophisticated job portal solutions and produces solid sales growth in Denmark.

FACTS ON	MATCHWORK
SERVICES	
Development, operation and support of complete job portal solutions based on MatchWork's flexible standard platform that is adapted to each customer. The platform may be used commercially to sell job advertisements or as a service for members and citizens, for example, for CV matching and job placement.	
CUSTOMERS	
Newspapers, trade associations, unemployment funds, job portals and public organisations such as the Government of Greenland (www.suli.gl), Djøf (www.jobunivers.dk) and Nordjyske Medier (www.nordjyskejob.dk).	
MARKET POSITION	
The leading provider of job portal solutions in Denmark and with a strong market position in the UK. MatchWork also has customers in Sweden, Norway, Germany and the USA.	



sulted in a solid increase in revenue, and heavy investments have been made in both platform and staff to reach the target of becoming Scandinavia's leading provider of job portal solutions.

In 2016, MatchWork expects to see a heavy increase of 50% in its customer base, primarily in Scandinavia. Investments will continue to be made in new value-creating designs and features which are to help create growth with MatchWork's customers.

MatchWork.com

Over the past 15 years, MatchWork has developed and operated job portals on the Internet. The customers are media houses, trade associations and organisations in Denmark and abroad that have opted for the MatchWork solution because it is a perfect combination of a sophisticated job portal standard platform and functionality adaptable to each customer.

MatchWork's solutions are upgraded all the time with new value-adding features without compromising on design and user-friendliness.

Also, MatchWork assists with advisory and sales support services so that customers will have the best basis for selling job advertisements, promotion and job placement services.

MatchWork is renowned for its solid and scalable business model, innovative and user-friendly products, expertise, reliability, good customer service and operational continuity.

Strong customer intake in 2015 and continued growth in 2016

In 2015, MatchWork has had a strong intake of new customers, particularly in Denmark, who have increased business from subscriptions. The progress in business has re-



” The job portal software that can be adapted to match the design and functional requirements of any customer. MatchWork is renowned for its solid and scalable business model, innovative and user-friendly products, expertise, reliability and operational continuity.

håndværker.dk

– choose the right builder

Successful launching of Denmark's largest online platform for arranging qualified contact between consumers and builders.

FACTS ON

HÅNDVÆRKER.DK

SERVICES

håndværker.dk provides a setting in which private developers can share with each other their experiences with builders on the Internet – and in this way help each other find good builders.

håndværker.dk gives consumers an overview, makes things easier and, through transparency, gives the consumer the security of choosing the right builder – who in turn receive serious inquiries that often turn into orders.

CUSTOMERS

Consumers living in house or a flat and small and medium-sized crafts firms.

MARKET POSITION

Denmark's largest online platform for contact between consumers and crafts firms.

Off to a good start

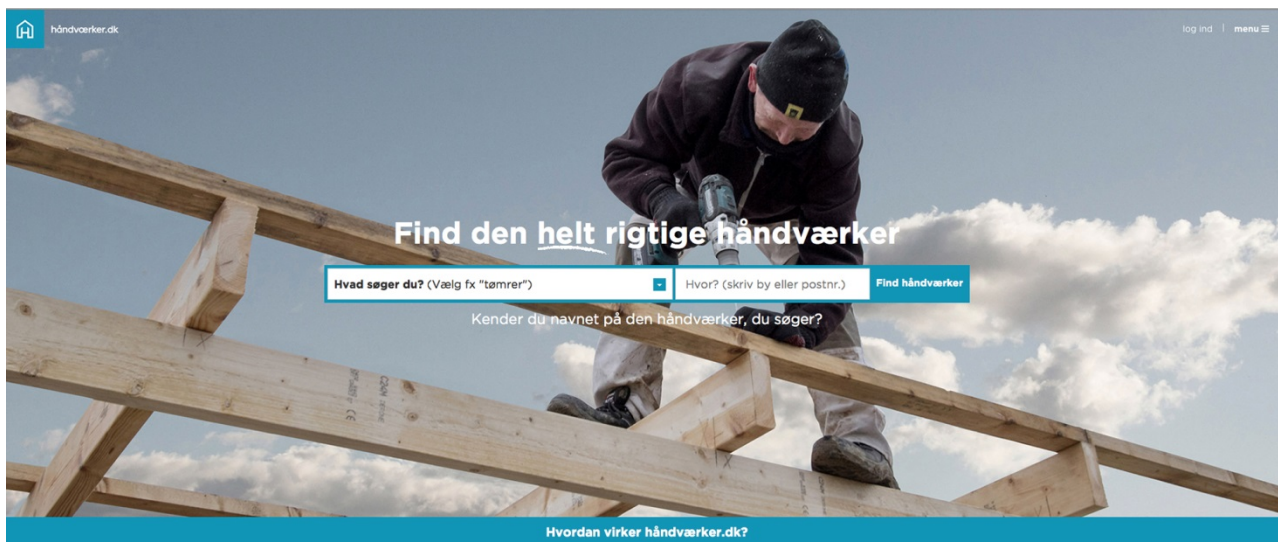
The change in strategy and the transformation of the business model from Byggestart.dk to håndværker.dk began mid-2014, and the implementation was a success.

In H1 2015, marketing activities were considerable, and they were stepped up in H2 2015 to heighten the awareness and improve the market position of håndværker.dk. The outcome has been more users, and the number of signed-up builders has increased by 40% from year-end 2014 to year-end 2015. So the site has rapidly established itself as the largest portal for crafts firms in the industry, and the realisation of the objective of becoming a clear market leader who sets the standard for how consumers find and choose a builder is well underway.

The håndværker.dk web service was launched in February 2015 – an upgraded and more user-friendly version of Byggestart.dk with more than ten years of experience in arranging building services. The web site is the hub of håndværker.dk where private developers may find, choose and share with other consumers their experiences with the builders within all trades.

Thus the site breaks with the lack of transparency otherwise characteristic of the building industry where stories of failed building projects etc create an unnecessary sense of insecurity in future building projects. håndværker.dk helps the consumer in this process by offering pictures and descriptions of the builder's previous projects and recommendations by previous customers. This way, consumers may help each other in easily and safely finding good builders for their next project, be it a leaking water pipe or a large extension. Why make do with just asking one neighbour or colleague for the name of a good builder when, in minutes, you can ask hundreds of others in the local community by using håndværker.dk?





Nyeste anbefalinger fra andre brugere

Udskiftning af blandingsbatte...
Hurtig og veludført arbejde til aftalt tid og penge.

Ernst Vestrup, om Gosmer Smede & VVS ApS d. 04-01-2016

Varmepumpe
Jeg købte og fik installeret varmepumpe. Alt forløb til min fulde tilfredshed, og der var god hjælp og rådgivning...

Kent Olesen, om Varmeteamet ApS d. 04-01-2016

Ny Carport, skur og oven over...
God kvalitet og flot finish.

Josef Sørensen, om T.O. Byg ApS d. 04-01-2016

Revenue as expected – performance affected by major marketing costs

As expected early in the year, the change of the business foundation to the new business model has led to a small reduction in revenue compared to 2014. As anticipated, the operating loss was substantially reduced in H1 2015 compared to the same period last year. However, in H2 2015 the decision of intensifying the marketing effort has resulted in break-even not expected until at year-end 2016.

Focus remains on executing strategy and growth in 2016

In 2016, focus will be on increasing volume and revenue further and hence on tapping the huge potential håndværker.dk is estimated to hold. This increase is expected to lead to håndværker.dk achieving EBIT break-even by year-end 2016.

	PERFORMANCE	STRATEGY	OBJECTIVE
	Performance for 2015	Strategy	Outlook for 2016
Market development and position	Already in its first year of existence, håndværker.dk has established itself as the largest portal for crafts firms in Denmark.	Use high momentum to further strengthen the market position.	Build the market-leading position and set a new standard for contact between private developers and builders.
Product and business development	Integration of a simple membership and start-up of simple add-ons with a huge potential.	Increase the volume of self-generated content and traffic.	Heavy rise in the number of signed-on crafts firms.
Finances	Seen in isolation, performance is not satisfactory, yet as planned; the reason is massive investments in marketing activities.		Revenue is expected to go up by 25% because of more builders signing up. Operating results to improve considerably. Break-even expected at EBIT level at year-end 2016.

Shareholder information

The Group and NASDAQ OMX Copenhagen

North Media A/S was the first Danish media group to be listed on the then Copenhagen Stock Exchange. This took place in May 1996.

Company information

Address:	North Media A/S Gladsaxe Møllevej 28 DK - 2860 Søborg
Internet:	www.northmedia.dk
Telephone:	(+45) 39 57 70 00
Telefax:	(+45) 39 66 74 15
E-mail:	investor@northmedia.dk
CVR.no.:	66 59 01 19
Securities ID.:	DK001027034-7
Auditors:	Deloitte Statsautoriseret Revisionspartnerselskab
Banker:	Danske Bank A/S

Financial year

The Group's financial year follows the calendar year, and this Annual Report covers the period 1 January to 31 December 2015, the Company's 35th financial year.

General Meeting

The Annual General Meeting will be held on 8 April 2016 at 3.00 pm at Ingeniørforeningens Mødecenter A/S, Kalvebod Brygge 31-33, 1780 Copenhagen V, Denmark.

Share capital

The Company's share capital is DKK 100.3 million, distributed on 20,055,000 shares of DKK 5.00 nominal, which has been fully paid up. All shares are listed on NASDAQ OMX Copenhagen. No shares carry special rights, and the negotiability of shares is not limited in any way. Any amendment to the Articles of Association must be presented to the General Meeting and must be adopted by at least two-thirds of the votes cast as well as of the voting share capital represented at the General Meeting. If no proposal has been made or adopted by the Board of Directors, at least half of the voting share capital must be represented at the General Meeting.

Authorisation

The Board of Directors is authorised to increase the share capital once or several times by up to DKK 25 million.

Increases may take place by way of cash contributions or otherwise. Increases may take place without any pre-emptive right for the Company's existing shareholders if the increase is effected at market price, or as consideration for the Company's acquisition of an existing business, or specified assets at a price equivalent to the value of the shares issued. Other than in the cases described in the previous sentence, the shareholders have a pre-emptive right to subscribe for new shares on a proportionate basis. The authorisation is given for a period up to 9 March 2017.

Treasury shares

The Board of Directors is authorised to allow North Media A/S to acquire treasury shares up to an aggregate amount of 15% of the share capital in accordance with applicable law provided that the acquisition is made at the market price in force at the time of purchase with a variance of plus or minus 5%. The authorisation has been granted for a five-year period ending on 26 March 2020.

The Company's holding of treasury shares at 31 December 2015 was 1,485,000 shares, or 7.40% of the share capital.

Dividend

The Board of Directors will at the Annual General Meeting to be held on 8 April 2016 recommend that ordinary dividend not be distributed.

The Parent's income statement shows a loss of DKK 13.7 million. The Board of Directors recommends the following appropriation of profit/loss:

Appropriation of profit/loss	DKKm
Retained earnings at 1 January 2015	391.8
Loss for the year	-13.7
Share-based payment	1.3
Adjustments, investments in subsidiaries and associates	2.4
Other equity items	-0.3
Available for distribution	381.5
The Board of Directors submits the following appropriation of profit for approval by the Annual General Meeting:	
Dividend to the shareholders	0.0
Retained earnings at 31 December 2015	381.5

Shareholders

The register of shareholders holding at least 5% of the share capital, which the Company keeps in accordance with the Danish Companies Act, includes the following shareholders:

Olav W. Hansen A/S
Holmboes Alle 1
DK-8700 Horsens

including related parties owns 1,635,455 shares, equivalent to an equity interest of 8.15%.

Baunegård ApS
Fredensborg Kongevej 49
DK-2980 Kokkedal

The principal shareholder is Richard Bunck, founder of the Company, who through a wholly-owned and controlled holding company, Baunegård ApS, holds 56.39% of the share capital.

Baunegård ApS prepares consolidated financial statements including North Media A/S.

The Board of Directors' and the Executive Board's shareholdings in North Media A/S at 31 December 2015:

Board of Directors	Shares
Richard Bunck (incl. Baunegård ApS)	11,308,832
Peter Rasztar	0
Steen Gede	1,170
Ulrik Holsted-Sandgreen	0
Total	11,310,002

Executive Board	Shares
Kåre Stausø Wigh	30,000
Mads Dahl Andersen	16,418
Arne Ullum Laursen	10,000
Henrik Løvig Jensen	0
Søren Jacob Frederik Holmblad	0
Total	56,418

Management

At year-end 2015, the Company's Board of Directors and Executive Board, excluding Richard Bunck, controlled 57,588 shares, or 0.29% of the share capital.

Share price

At 31 December 2015, the market capitalisation of the Company's shares was DKK 282.8 million.

Contact with investors

North Media A/S has an open and consistent dialogue with investors and analysts so as to provide the stock market with optimum and adequate information about the Company.

Meetings with shareholders, investors, financial analysts and other stakeholders are held.

Corporate site

North Media A/S' corporate site, www.northmedia.dk, provides information about the Company, the Board of Directors, the Executive Board, shareholders, etc.

Contact to investors

Kåre Stausø Wigh, Group Executive Director & CFO:

Telephone: (+45) 39 57 70 00

E-mail: investor@northmedia.dk

Company Announcements 2015

5 February 2015:	Annual Report 2014
23 February 2015:	This is to convene the Annual General Meeting of North Media A/S, Central Business Registration Number 66 59 01 19
27 March 2015:	Annual General Meeting of North Media A/S, Friday, 27 March 2015 - Summary
7 May 2015:	Interim Management Statement for Q1 2015
15 June 2015:	Distribution agreement with Coop lost to Post Danmark from 1 January 2016
21 June 2015:	Distribution agreement with Dansk Supermarked extended until 31 December 2017
1 July 2015:	Major shareholder announcement
6 August 2015	Interim Report 2015
5 November 2015	Interim Management Statement for Q3 2015
26 November 2015	The North Media A/S Group to be organised in four lines of business, each with their own focus. This leads to a change of the Group Executive Board
3 December 2015	Henrik Løvig to join the Executive Board of North Media A/S from 1 January 2016
4 December 2015	Financial Calendar 2016

Financial Calendar for 2016

11 February 2016:	Annual Report 2015 for North Media A/S
26 February 2016:	Term for submission of items for the agenda of the Annual General Meeting
8 April 2016:	Annual General Meeting
4 May 2016:	Interim Management Statement for Q1 2016
18 August 2016:	Interim Report 2016
3 November 2016:	Interim Management Statement for Q3 2016

Board of Directors meeting calendar for 2016

Thursday, 28 January 2016
Wednesday, 10 February/Thursday, 11 February 2016
Friday, 8 April 2016
Tuesday, 3 May/Wednesday, 4 May 2016
Wednesday, 17 August/Thursday, 18 August 2016
Wednesday, 2 November/Thursday, 3 November 2016
Tuesday, 6 December 2016

Management

The management of North Media is based on the Group's values: customer focus, corporate responsibility, quality, fairness and positive aggressiveness.

The Group's values set the guidelines for how to practise management in the subsidiaries. To make sure that these values are present and relevant in our staff's working days, they are spiced with some "words of wisdom". Words of wisdom reflect in concentrated form an observation, a position or a wish and thus forms part of the Group's core values.

Customer focus

Words of wisdom:

"Customers do not constitute an interruption of your work. They ARE your work."

Above all, focus at North Media is on the customer. We develop and deliver products and services that create growth and value for them.

Corporate responsibility

Words of wisdom:

"It is important not to be afraid to take responsibility and to use one's own judgment, should the situation call for that. And to be held accountable if you have crossed the line."

We take responsibility when we interact with customers and each other. When things go as planned, but also when the unexpected suddenly occurs, ownership, honesty and thoughtfulness are the very substance of our actions. Because only by demonstrating accountability in all of our actions and at all times, can we make the right decisions for the benefit of our customers, staff, shareholders and other stakeholders.

Quality

Words of wisdom:

"In order to do our job well, we need to have the skills to do it, the necessary knowledge, a healthy and positive approach to work and the will to make the effort that it takes."

At North Media, we want to be known for the quality of our products and services, and we strive persistently and relentlessly to ensure that through thoroughness, efficiency and focus on optimising all of our products, processes and dialogues.

We believe that value-creating quality products delivered at the right time and price are the bedrock of long-lasting relationships.

Fairness

Words of wisdom:

"Sound business practice is a matter of common sense: We think before we spend money. We deliver a good product, and for that we must be paid a fair price."

We are fair in all we do and exercise sound business practice so that both our customers and we benefit from the partnership. We make great demands on each other and on our customers, and we mutually keep the agreements made.

Positive aggressiveness

Words of wisdom:

"It is imperative to be active and create activity. He or she who can, will and does - is given a chance."

The very substance of our success is based on a passion for what we do, on perseverance and on the ability and courage to think new thoughts. We never act from fear, but from what we want and desire. We call that positive aggressiveness.

Statutory report on Corporate Governance

Board of Directors and Executive Board

The general meeting of North Media A/S has the ultimate authority to elect members to the Company's Board of Directors and is responsible for its overall management. The Board of Directors supervises the Company's activities and safeguards the proper management of the Company in accordance with the Articles of Association, the Danish Companies Act and other regulations of relevance to the Company. The primary duties of the Board of Directors are to lay down the overall goals and strategies, define clear guidelines for the division of responsibilities, planning and risk management and appoint a competent executive board and serve as its easy-to-reach and active sounding board. The Board of Directors is made up of four members with Richard Bunck, principal shareholder, serving as chairman.

The Executive Board is responsible for the day-to-day management of the Company. In compliance with the guidelines and directions prepared by the Board of Directors, the Executive Board prepares action plans and forecasts that support the Company's strategy and reports earnings performance, risks and other significant data to the Board of Directors on a regular basis.

In the period 1 January 2011 to 31 December 2015, Lars Nymann Andersen served as CEO of the Group.

Besides Lars Nymann Andersen, the Group's Executive Board consists of Arne Ullum Laursen, who serves as Media Director in charge of all newspaper activities, and of Kåre Stausø Wigh, CFO.

The Board of Directors and the CEO are the Company's Chief Operating Decision Makers (CODM) focusing on and being responsible for the Group's Print and Online segments. The Executive Board is responsible for the different business areas/segments and for cross-segment product and business developments.

In 2015, the Board of Directors held 11 meetings against nine in 2014.

The Board of Directors evaluates the work and competence of the Board of Directors and the Executive Board. The results of the 2015 evaluation showed good co-operation on both the boards and between them as well as satisfactory individual efforts, results and competencies.

New management structure implemented from 1 January 2016

As stated in Company announcement no 10-15 of 26 November 2015, the Group's Print and Online segments will be replaced by four new business lines from 1 January 2016. These four new business lines are:

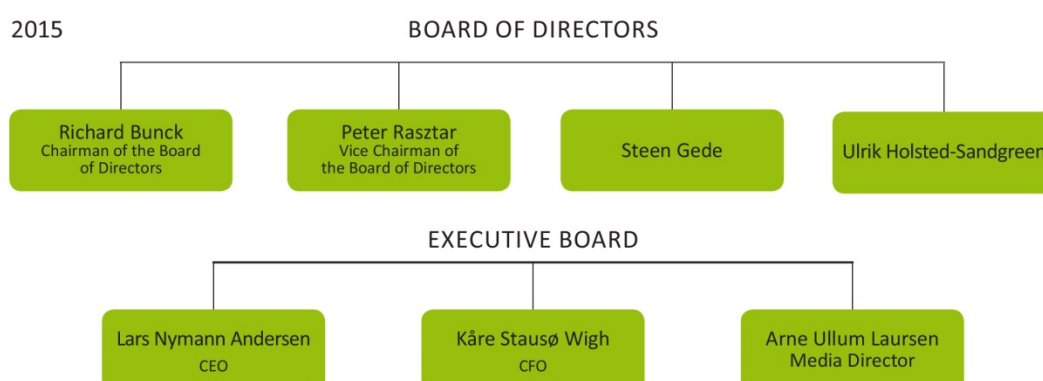
- FK Distribution – Chief Executive Officer Mads Dahl Andersen
- North Media Aviser – Chief Executive Officer Arne Ullum Laursen
- North Media Online – Chief Executive Officer Henrik Løvig
- BEKEY – Chief Executive Officer Søren Holmblad.

Consequently, the Group Executive Board will in future consist of five executive officers. Kåre Stausø Wigh will be Group Executive Director and CFO. Furthermore, the Executive Board consists of the four chief executive officers, who are each in charge of their business line and refer directly to the Board of Directors of each separate company.

The Board of Directors and the chief executive officers of each of the four business lines are the companies' Chief Operating Decision Makers (CODM) focusing on and being responsible for the Group's four business lines. The Executive Board is in charge of cross-disciplinary product and business development and for joint HR guidelines and values.

Audit Committee

The Board of Directors is responsible for the overall management of the Company. The Board of Directors has set up



an audit committee to supervise financial reporting, among other procedures. The Audit Committee is made up of two members of North Media's Board of Directors. The members are appointed by the Board of Directors for a term of two years at a time. In 2015, the Audit Committee consisted of Peter Rasztar, Vice-Chairman of the Company's Board of Directors, who chairs the Audit Committee, and Steen Gede.

Audit Committee members are to have accounting or auditing insight into as well as experience in listed companies. The Board of Directors appoints the chairman of the Audit Committee.

The Audit Committee convenes at least twice a year in connection with the external auditor's issuance of audit book comments on interim audits and their year-end audit of the financial statements, respectively. Other than that, the Audit Committee convenes as necessary.

The primary tasks of the Audit Committee are to monitor and check the financial information of external financial reports or other material financial reports on behalf of the Board of Directors as well as to ensure compliance with applicable law, standards and other requirements applicable to financial reporting. At least once a year, the Audit Committee also reviews and considers internal control procedures in order to evaluate the appropriateness of controls and/or any weaknesses. Further, the Audit Committee considers the external auditor's audit plan and reviews the related audit engagement letter and audit fee as well as the auditor's management letters and audit book comments.

In 2015, the Committee held three meetings, and three meetings were held in 2014.

Day-to-day Management

Separate strategy and action plans as well as budgets and estimates have been prepared for the individual subsidiaries and activities. The plans and the budgets are checked against monthly reporting. Strategy and action plans as well as budgets are prepared annually on the basis of a detailed and standardised process. Material risks are identified during this process, and decisions are made about their handling.

North Media applies a number of systems across the Group regarding day-to-day management, including advertisement booking, invoicing, user payment, route planning, financial reporting and consolidation. The systems have been integrated to the extent possible in order to avoid duplication of data and to reduce the risk of errors as well as to enhance efficiency. Procedures for internal control and reconciliation have been introduced to ensure the consistency of data obtained from different sources. The control procedures consist of monthly reconciliations, among other processes, performed as part of financial reporting.

The finance departments have been centralised into two large groups to ensure enhanced efficiency, an efficient control environment and an appropriate segregation of duties. In addition, the use of the subsidiaries' and activities' local finance systems has been upgraded and aligned.

Based on the Board of Directors' instructions, including values for corporate governance, guidelines on corporate governance and in co-operation with the Audit Committee, Group Finance has developed systems for detailed financial reporting with integrated control procedures. The systems will not eliminate the risk of errors and do not guarantee detection and correction of all errors, but they help ensure identification and management of risk as well as correction of material errors and deficiencies. The key processes are as follows:

1. Reporting instructions and time schedules for monthly financial reporting by subsidiaries and for operations are circularised before the beginning of the financial year. Also, more detailed instructions are circularised in September as part of the preparation of the financial statements. The accounting and reporting instructions are supported by the Group's accounting policies, which for selected areas describe more detailed reporting requirements.
2. Significant accounting estimates, documentation thereof and any changes in accounting policies possibly resulting from changes in accounting rules are reviewed by Group Finance before reporting instructions are circularised.
3. Monthly reporting is carried out in the Group's reporting system by the subsidiaries and for the operations. The system, which is a standard reporting and consolidation system, ensures full transparency of reporting by the individual subsidiaries and the full consolidated financial statements. Reporting by the individual companies corresponds to the bookkeeping, which in turn is fully consistent with the financial statements of the subsidiaries. Any differences between bookkeeping/accounting policies and the Group's IFRS financial statements are handled centrally by Group Finance to ensure full understanding and ownership of those adjustments.
4. As part of each month-end closing, all subsidiaries' key income statement and balance sheet items are reconciled. Reconciliations and controls are performed using checklists, and specifications and documentation thereof are kept on file. Reconciliations and controls comply with the guidelines to the effect that the risk of misstatements in each subsidiary's monthly financial statements are minimised.

5. A number of controls are performed centrally by Group Finance to ensure that the reported figures are correct. In addition, a number of points are checked to ensure that reporting is performed in accordance with the Group's accounting policies.
6. In connection with acquisitions/divestments of companies, all relevant entries are managed at central level. There is also a central model for the Group's allocation of purchase prices by type of asset. Any impairment of assets is also calculated at central level for all group units.
7. In addition, a management report is prepared on the basis of monthly financial reporting, comparing results with the action plan, estimates and the budget. Variances are explained, corrective action proposed, the competitive situation described, an action plan status given, etc. In connection with the presentation of interim management statements, an updated estimate is prepared for revenue and results for the year.
8. Financial reports for the subsidiaries and the operations are submitted to Group Finance, which prepares consolidated, segment, subsidiary and activity financial statements as well as analyses for the Executive Board and the Board of Directors.

Page 54 contains a section on "Control and risk management of financial reporting" which is an integral part of the financial reporting process.

The contents of the reports submitted to the Executive Board and the Board of Directors are evaluated continuously to ensure relevance in relation to focus areas and development of the Group. Further, constant efforts are made to improve reporting efficiency and increase reporting speed. In this way, the Board of Directors and the Executive Board will have quick access to correct and relevant information.

Corporate Governance

According to section 107b of the Danish Financial Statements Act and paragraph 4.3 of "Rules for Issuers of Shares – NASDAQ OMX Copenhagen", listed companies must draw up a report on corporate governance. The report must describe how the company deals with the recommendations regularly published by the Committee on Corporate Governance in Denmark. The Committee's recommendations are available from www.corporategovernance.dk.

When drawing up the report on corporate governance, the company must apply the "comply or explain" principle. Under this principle, the company must either comply with the corporate governance recommendations or explain why it has decided not to comply with them, or to just comply with some of them. This means that the company must state the recommendations that it does not comply with and the reasons for non-compliance and, where relevant, explain what measures it has taken instead.

According to the principle, the affairs and conditions of the company are what determine the extent to which the recommendations are complied with, or whether it would be

inappropriate or undesirable for the company to do so, as the top priority is to ensure transparent corporate governance.

The Board of Directors and the Executive Board of North Media A/S regularly discuss and consider the Company's corporate governance policies and procedures. The recommendations, together with applicable law and guidelines as established by the Board of Directors, form the basis of such work.

The Group follows 41 of a total of 47 recommendations. Therefore, the Board of Directors is of the opinion that the Company generally follows the recommendations, and the Board of Directors is constantly considering how the recommendations may contribute to ensuring maximum value creation for the Company's shareholders. Accordingly, the Board of Directors also considers whether recommendations not previously complied with should be complied with.

A complete report and tables are available from the Company's homepage www.northmedia.dk/governance.cfm.

Areas in which North Media A/S deviates from the recommendations:

Composition and organisation of the Board of Directors

Recommendation 3.1.4 regarding the retirement age for members of the board of directors is not followed. The Company has not set a retirement age for board members as the Board of Directors believes that a member's experience and qualifications alone shall determine whether he/she can add value to the work of the Board of Directors.

Independence of the Board of Directors

Recommendation 3.2.1 that at least half of the members of the board of directors elected by the general meeting be independent is not complied with. Richard Bunck, the Chairman of North Media's Board of Directors, is also principal shareholder and hence not independent. Board Member Ulrik Holsted-Sandgreen is an attorney-at-law and partner of Horten Advokatpartnerselskab, the law firm providing professional advisory services to the Company. Therefore, Ulrik Holsted-Sandgreen may not be considered independent. Since 25 April 2015, Steen Gede has had a seat on the Board for more than 12 years and may therefore not be considered independent.

The Board of Directors believes that the interests of the principal shareholder, Richard Bunck, coincide with those of the other shareholders. Also, the Board holds the view that Ulrik Holsted-Sandgreen's work on the Board of Directors has no bearing on the circumstance that he or other attorneys of Horten Advokatpartnerselskab provide professional services to the Group. Nor is it considered crucial to Steen Gede's independence that he has been on the Board of Directors for more than 12 years.

Form and substance of the remuneration policy

Recommendation 4.1.2 concerning variable pay components is followed in part. The recommendation is followed except that the Company cannot require repayment of variable pay components paid to an employee based on information, which later on turns out to be incorrect. Following the recommendation is considered inappropriate taking into the account the limited number of variable pay components paid.

Disclosure of the remuneration policy

The Company does not follow Recommendation 4.2.1 concerning disclosure of the remuneration policy in the Chairman's report to the general meeting. The Company does not follow Recommendation 4.2.2 concerning the shareholders' approval of proposed remuneration of the Board of Directors. Recommendation 4.2.3 concerning disclosure in the annual report of total remuneration of the individual members of the Board of Directors and the Executive Board is not followed.

Remuneration of the Board of Directors, the Executive Board and executive staff is disclosed in the Annual Report. The aim of the general remuneration policy of North Media A/S is to ensure that the Company offers competitive remuneration, which is based on efforts and performance, and which is on a par with remuneration offered by comparable listed companies. The remuneration policy intends to help attract and retain qualified members of the Company's Board of Directors, Executive Board and other executive staff. Total remuneration of the Executive Board is determined by the Board of Directors, serving as Remuneration Committee. The Board of Directors finds it more appropriate that it has the right to adjust the remuneration of management at any time without having to obtain the shareholders' prior approval.

Board members receive a fixed annual fee and do not take part in a share option programme, nor do they receive any bonus.

The members of the Company's Executive Board, other executives and deputy executives receive a fixed basic salary, and the Company makes competitive pension contributions. In addition, the Company offers a bonus plan, which is based on increase/decrease in revenue and increase/decrease in EBIT as well as on EBIT for the year concerned. Any bonus is limited to a maximum of 100% of the annual basic salary. The bonus is paid upon approval of the financial statements by the Annual General Meeting.

Statutory report on corporate social responsibility

Core values and basic principles

North Media's business units are managed and driven by strong core values forming the basis of the Company's policies, rules and business processes. The Group considers corporate social responsibility a natural element of the different business units' strategies and daily operations.

One of North Media's basic principles is to demonstrate accountability to society, customers and employees. We also aim to demonstrate fairness and loyalty in any decision we make.

North Media regularly focuses on CSR-related matters as much as it does on its constant efforts to strengthen working processes and products. Being accountable in all respects is an important element of the Group's values and therefore a key element of great relevance to the Group's vision, objectives and strategy.

This means that North Media constantly focuses on not just complying with Danish and international rules and conventions, but also on using responsible behaviour to increase its financial, social and environmental performance through regular control, optimisation, operationalisation and reporting.

Pay and working conditions for the Group's distributors of newspapers and printed matter

Policy

Thanks to its distribution business, North Media is one of Denmark's largest workplaces for young people. Working as a distributor is often the first source of money earned outside their home. This places heavy demands on North Media as a business and on the organisation, systems and procedures to ensure that each of our employees has a positive and favourable perception of their first job.

Action

The introduction to the job is always given in dialogue with the distributor and his or her parents. Thorough instructions and follow-up are provided, and comprehensive introduction material has been prepared, which – based on many years of experience – is aimed at introducing the young distributor to the job before, during and after having done the work.

The distributors are involved in the planning of their work. From their personal page at www.blivomdeler.nu they can easily plan the delivery sequence they find optimal for visiting the individual households. Then we pack the products in the sequence requested.

To ensure that the employee always receives a pay reflecting the effort made on the individual route, various checks are carried out. Their purpose is to ensure that we comply with the working environment rules and that the distribu-

tors receive a fair pay reflecting the work they do. The distribution business has dedicated employees, who regularly give instructions and check that North Media meets the targets set.

Results

We believe that we help our young distributors develop basic skills such as organising one's time and planning an assignment by offering them a job as a distributor. Add to this attitudinal values such as reliability and a sense of responsibility. These are all skills that help develop them as individuals and citizens; specific skills that they will need to have when they begin their studies and later when they enter the job market as adults. The distributors' sense of responsibility is also underlined by the fact that they perform on the same level as our adult distributors.

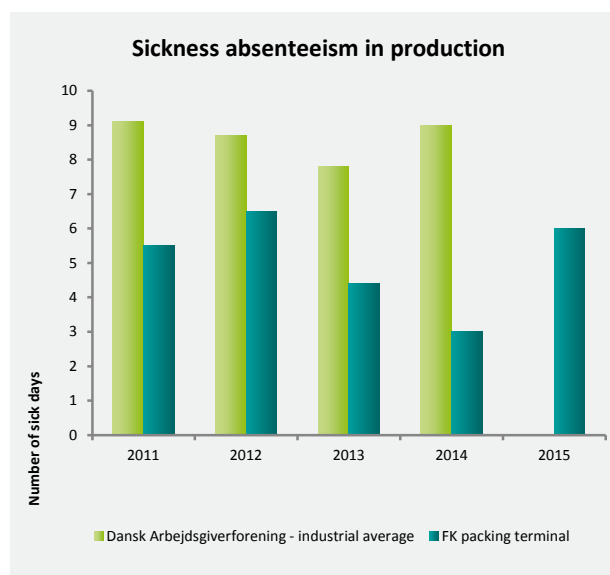
Health and safety in production

Policy

The distribution business' policy is to put conditions in place for a good working environment. A low frequency of industrial injuries and sickness absenteeism for the packing terminals is a measure of success in that respect.

Action

The low frequency of sickness absenteeism is to be maintained on the basis of continued, close staff involvement and visible management, but also by maintaining the systematic efforts to counter and prevent industrial accidents. Industrial injuries are always analysed by the health and safety organisation.



Focus is on sickness absence, and systematic follow-ups are made on the basis of sickness interviews. In that respect, the Company also focuses on long-term healthy employees who have not contracted any sickness over the past 12 months.

Results

In 2015, six minor industrial injuries occurred in production. During 2015, staff at the terminals was cut by 26%. As a result of this, employees on long-term sick leave increase average absenteeism. Compared to 2014, sickness absenteeism has gone up and totals 6.0 days a year inclusive of employees on long-term sick leave, equivalent to a sickness absenteeism rate of 3.29%. The table above shows sickness absenteeism for the period 2010 to 2015 compared to industry figures up to 2014. A comparable industry figure is nine sick days per employee.

Integration of non-ethnic Danes

Policy

The Company's staff policy is based on its strong core values, which aim at providing equal opportunities to everybody, and which require that, as a rule, everybody must meet the same demands.

Action

A requirement for being employed is that the candidate is able to speak and understand Danish. Employees are also instructed to speak only Danish at the workplace so that everyone can understand all conversations and no one feels left out.

In 2015, all production staff had their Danish language skills tested, and staff needing an update of their skills were offered training during working hours. A project that has aroused interest by both media and politicians and resulted in a visit by the former Minister of Employment.

Results

This has led to the successful integration of those approximately 75% of the Group's packaging staff who are non-ethnic Danes. As a result, the supervisory positions are increasingly held by non-ethnic Danes, which in itself has a cumulative effect on successful integration.

In practice, no conflicts seem to exist in the workplace despite the fact that people from different cultures work together at North Media A/S.

Policy for reducing climate impact

North Media works with the following two points to reduce the Group's climate impact on the surrounding environment:

- Eco-friendly use of newsprint
- Eco-friendly distribution.

Sub-suppliers' consumption of newsprint

Policy

It is important for North Media A/S that the Group's newspapers are produced following sustainable methods. This is why the *Søndagsavisen*, *Helsingør Dagblad* and *Lokalavisen Nordsjælland* newspapers have been using only FSC-certified newsprint since late 2011. The FSC Certificate is a global labelling system widely supported by a number of environmental organisations such as WWF, Greenpeace and Nepenthes.

Action

North Media co-operates with some of Denmark's largest and best printing houses for the printing of the Group's newspapers. *Pressens Fællesindkøb*, the procurement association of the Danish press, and the printing houses ensure that the requirements for the traceability of newsprint, among others, are met, which is an important element of FSC certification.

The wood used to produce newsprint is from FSC-certified forests, mainly Nordic forests, where trees are felled as new trees start to grow. In addition, the newsprint is produced from the residues from saw mills as well as recycled paper.

Results

Most of the newsprint already used is collected and recycled through municipal recycling systems and is thus included in the production of new newsprint. This helps reduce the environmental impact as much as possible.

Eco-friendly distribution

Policy

North Media regularly explores avenues of more eco-friendly distribution arrangements, and would in this context particularly underline No Ads+, which holds the potential for revolutionising physical distribution in Denmark and for creating a much greener and sustainable distribution arrangement.

Action

North Media's subsidiary, FK Distribution, has developed NoAds+, allowing recipients of retail leaflets to choose exactly what printed matter they want to receive and what not to receive. This has led to a reduction in paper consumption by approximately 70% on average per NoAds+ household.

FK Distribution has also refined its digital platform, *minetilbud.dk*. Via iOS and Android apps, users can look for bargains while on the road and read the latest retail leaflets whether on a train or on their couch at home. *minetilbud.dk* is seeing substantial growth and will in the long run also contribute to a greener distribution of retail leaflets.

Results

Danes have embraced the new solutions. Consumers still want to read retail leaflets, but the modern consumer also wants to shield the environment against unnecessary waste burdens, and thusly takes a positive view on NoAds+ and minetilbud.dk.

At year-end 2015, the reduced volume of paper from No-Ads+ has lowered the consumption of paper by 22,000 tonnes compared to the level before the introduction of this arrangement. Because of this, CO2 emissions have been reduced by approximately 50,000 tones calculated on the basis of a life-cycle analysis of retail leaflets made by the DTU Department of Environmental Engineering for Vestforbrænding.

FK Distribution expects the NoAds+ to grow further because 70% of consumers today accepting all advertisements are interested in the solution, which also receives positive response from an impressive 40% of current No Ads Please households. Consequently, NoAds+ has every possibility of becoming a green game changer in the Danish distribution industry.

NoAds+ has in a very short time gained wide backing from the retail trade. This is because NoAds+ consumers spend more time reading the individual leaflet opted for, but also because NoAds+ enables retailers to enhance their CSR profile vis-à-vis customers, business partners and political stakeholders.

Diversity and social inclusion policy

North Media's objective is to be an attractive workplace to persons with strong skills who can help develop the Group. The overall aim of the diversity and social inclusion policy is to ensure that all North Media employees are evaluated on the same terms and conditions based on their competencies. Moreover, we consider diversity a precondition for maintaining a good and innovative working environment and strive to have a diversified composition of staff regardless of gender, ethnicity, religion, nationality, sexual orientation and age. We believe that diversity is a strength that helps the Group attract and maintain the best talent.

To North Media, social inclusion means that different groups of employees are able to make a career for themselves without facing cultural or organisational barriers. We admit that ensuring this takes a special effort. For example, we would like to have even more women managers, and we make an active effort to achieve this objective.

At North Media, there is a balance of male employees and female employees. At present the Board of Directors is made up of four members who are all men. At executive board level, the current three members are also all men. The current number of male and female managers is three and three, respectively.

The policy applies to the listed Parent, North Media A/S. The subsidiaries will be drawing up their own policies in so

far as they are subject to Danish Act no 1383 of 23 December 2012.

Increased diversity objectives, activities and reporting

North Media makes use of employee surveys and performance evaluations to identify manager potential among group employees to develop staff and encourage skilful employees to apply for a managerial position within the Group. A key element of the Group's staff development efforts is to ensure that both male and female candidates are considered and identified as part of internal and external recruitment of managers and that women and men form part of the North Media Group's pool of talents for managerial positions.

Further, North Media systematically uses employee surveys and performance evaluations to identify any barriers to men's and women's equal opportunities to pursue a managerial career. Other measures include emphasis of equal pay for men and women and the drawing-up of job ads appealing to women managers.

North Media's Board of Directors is currently made up of four persons, who are elected for one year at a time. The current male Board members have been carefully selected based on their competence as well as the challenges and development potential faced by the Group.

When, at a given moment in time, North Media decides to add new skills to the Board of Directors, or if a Board member would like to resign, North Media will seek to have at least 25% of the candidates for the vacant seat(s) on the Board represent the underrepresented gender, meaning women at this point. Over the four-year period from 2013 to 2017, the objective is also for women to make up at least 20% of the Board of Directors. These objective are considered ambitious, but also realistic.

At the Annual General Meeting held on 27 March 2015, the present Board of Directors was re-elected, and the number of Board members was not increased. Thus, no seats on the Board were up for refilling.

So, the objective of at least 25% women candidates for vacant seats on the Board and at least 20% women on the Board has not been fulfilled yet.

Human rights and anti-corruption

Policy

North Media's staff policy is based on the Company's strong core values that underpin the very foundation of the its policies, rules and business procedures.

Based on the open corporate culture and the fact that, in practice, the Group operates only within Denmark's borders, it was not found relevant to prepare a policy for human rights and anti-corruption.



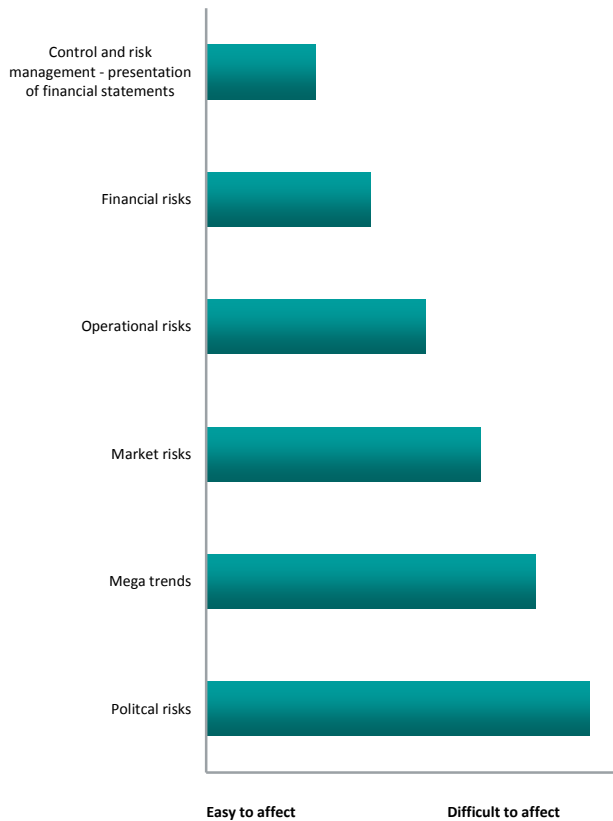
Risks and risk management

The Board of Directors regularly reviews risk management systems, controls and policies.

The main purpose of the review is to ensure that risks potentially critical to the Group's ability to achieve the set targets are identified and hedged.

Like the rest of the Group, the general management of the risk area is based on the principles of the fundamental management structure, which is described in the section on corporate governance. Daily follow-up and management of risks are based on a structure of internal policies, concepts and procedures.

At North Media, risks are divided into six levels and illustrated as follows:



Political risks

In an open and well-developed society, private suppliers of goods and services compete against each other to provide the best and least expensive services to consumers.

This competition for consumers represents the very precondition for goods and services continuously being developed in accordance with the consumers' needs and wishes. North Media does not consider a competitive setting with businesses operating under the same competitive preconditions and terms to pose a risk that cannot be overcome with a positive result.

North Media considers political decisions and initiatives to pose risks that are greater than any risk private businesses may inflict on the Group.

With its laws, provisions and regulations, the Danish State imposes competition on North Media's distribution business, FK Distribution, in a large number of areas, by, in the eyes of North Media A/S, giving preferential treatment to the Danish postal service, the main shareholder of which is the State.

Thanks to VAT exemption and government-backed media subsidy to publishers of dailies and free newspapers, Søndagsavisen is subjected to taxpayer-funded competition. Søndagsavisen is not exempted from VAT and does not receive media subsidy.

Through the state-operated "Jobnet.dk" site, the Danish State competes against the private job portals, including Ofir. The state-owned Jobnet.dk site is 100% taxpayer-funded and thus imposes unfair competition on the privately operated job portals.

North Media makes a targeted effort to ensure that politicians can make their decisions on a well-documented and informed basis and that the necessary insight into factors affecting and of interest to North Media's stakeholders is available.

Megatrends

Megatrends have a long incubation period and materialise gradually without any actual ending.

Megatrends in North Media's business areas include developments and trends, which on a global and national scale determine the direction of how and in which media businesses choose to advertise and communicate with their existing and potential customers.

North Media's print media such as printed advertisements and newspapers are gradually supplemented and replaced by digital media in the long run. The megatrends in advertising point towards more and more types of media, each serving their own needs and purposes. In the job ad market, however, the migration from the Print segment to the Online segment has largely already taken place.

North Media wants to be at the cutting edge of this development and therefore works actively with product development for the Print and Online activities and on linking up the two media in order to achieve increased utility value for both advertisers and consumers.

The implementation and current development of the No-Ads+ and minetilbud.dk are some of the most recent examples of this.

Market risks

Market risks affect all market participants in the markets, in which North Media operates. North Media considers market risk to be relevant now and within the next one to two years. Like other private companies, North Media is affected by macroeconomic developments.

The market for distributing unaddressed printed matter for retailers in particular is only affected to a limited extent by the economic cycles. The distribution of unaddressed printed matter to non-retail customers is affected to some degree though by economic trends. Assessments are that FK Distribution's latest product, NoAds+, is even less sensitive to economic cycles than the traditional unaddressed advertisement.

Both FK Distribution and the newspaper activities are high-volume businesses subject to high marginal contribution margins. This entails that, in the short run, earnings are sensitive to fluctuations in volume as the production capacity cannot be adjusted at short notice.

FK Distribution's contract portfolio is composed of one- and two-year contracts, which as a main rule follow the calendar year.

For many years, the newspaper market has been characterised by considerable excess capacity. This has enabled advertisers in the market to exert considerable price pressure and reduce the average prices of ads in all publications. The price pressure is expected to continue, for which reason investments are made in the automation of work processes. North Media is financially prepared to operate in a difficult market and will continue its product development efforts.

Newsprint is an important raw material in the production of newspapers. Thanks to the Group's membership of Pressens Fællesindkøb, it may buy newsprint at the same favourable prices as those offered to other dailies and free newspapers in Denmark. Therefore, the market risk involved in newsprint is limited.

North Media prints its newspapers in a narrow time window. Through long-term printing contracts, attempts are made to ensure that printing prices are always competitive, and that any changes in printing prices can be adjusted through advertisement prices.

The durability of the future business model remains uncertain within some areas of the online business. North Media works continuously on various models to ensure satisfactory earnings.

Operational risks

North Media defines operational risks as risks associated with day-to-day operations such as IT systems or fire at terminals or office buildings. The most material risks relate to the distribution activities, which could have a significant impact on the Group's financial performance in the event of lengthy breakdowns.

In the distribution market, high quality is an important competitive parameter. North Media's distribution terminals in Taastrup and Tilst are of great importance to continuous quality improvement. Sorting systems pack the printed matter in household sets by route with a very low number of errors per thousand, and the distribution quality is ensured through training and test calls. North Media cooperates closely with selected customers on an ongoing basis to continuously improve quality.

The new school reform became effective after the school summer holidays in 2014, and in August 2015 mandatory homework clubs started. One of the consequences of this was longer school days for the pupils. This prompted FK Distribution to adjust elements of the daily operations to ensure that youths of compulsory school age were still able to hold an after-school job with FK Distribution.

The newspaper activities would only to a lesser degree be affected by IT downtime as production can be moved swiftly to other servers. In the event of a breakdown in one printing house, the printing of the newspaper could swiftly be redirected to other printing houses as there is spare capacity in the printing market.

The quality of the Søndagsavisen newspaper is managed via internal control procedures in the editorial and pre-press-related processes, while the print quality is described in performance specifications for external printing houses.

In 2010, North Media decided to outsource IT operations of the newspaper and online activities in Søborg. Most servers and other IT equipment were then transferred to KMD Informatik, the staff of which are also responsible for performing backup procedures on all production servers every night in order to ensure the existence of two sets of identical data.

All systems are protected by access controls, which limit the access to functions needed by the individual employee. In addition, daily updates are performed of firewall, spam filters and anti-virus programs, and emails are scanned for high-risk contents. North Media regularly updates the Group's procedures for this area, including the Group's IT security policy, IT risk analysis and IT security test.

In the insurance policy, the Board of Directors has laid down guidelines for the protection of the Group's assets and earnings as well as for risk prevention work and provided an overview of imminent financial risks and consequences. In addition, it is the Executive Board's and the Board of Directors' opinion that the Group is appropriately insured in terms of insurable risks and own risks.

Financial risks

North Media's most significant financial risk is related to the portfolio of external securities.

For a detailed analysis of each element, please refer to Note 38.

At 31 December 2015, the portfolio of shares stood at DKK 196.1 million. The portfolio accounts for 63% of the total cash resources.

It is considered a key strategic strength for North Media to have strong cash resources. To raise the return on capital, some of the cash resources have been invested in external blue-chip Danish and foreign shares and investment funds.

In recent years, North Media has had a high positive return on securities. However, historically realised returns are no guarantee of future returns. North Media pursues a long-term buy-and-hold investment strategy, although the portfolio will be rebalanced at appropriate intervals. This is why the value of the portfolio of securities may fluctuate heavily both in the short-term and the long-term in connection with the general fluctuations in the share markets. The section on returns and portfolio of securities on page 15 contains a list of the most significant shares held in the portfolio at 31 December 2015.

Furthermore, North Media defines interest rate, liquidity, credit and currency risks as financial risks.

North Media has implemented a finance policy, which regulates the general frameworks for managing the Group's exposure to, for example, currency and interest-rate movements. The policy lays down hedging guidelines. Where financial hedging or other instruments are used, hedging is done for the sole purpose of reducing commercial risks.

Interest-rate risks

It is the Group's policy to hedge the interest-rate risks on its long-term loans when interest payments are deemed hedgeable at a satisfactory level.

Liquidity risks

The Group upholds liquidity management to ensure that adequate and flexible financial resources exist at all times. The risk of the liquidity situation suddenly and unexpectedly developing adversely and affecting the Group's investment and operational liquidity requirements is handled through a number of management tools. The planning of anticipated liquidity requirements is carried out in connection with the preparation of budgets and action plans. The liquidity requirements are monitored on a daily and monthly basis.

It is the Group's objective to have sufficient cash resources to continuously make appropriate arrangements in case of unforeseen changes in the drain on liquidity. The Group's cash pool is monitored daily in order to optimise interest received and interest paid on the Group's total cash flows.

It is group policy to be self-supporting to the extent possible. However, the Group's properties are financed by way of long-term loans.

Credit risks

North Media is exposed to credit risks from receivables, deposits with banks and investments in corporate bonds. The maximum credit risk equals the carrying amount.

North Media's policy is to do business only with banks enjoying high credit ratings. Losses on receivables will always constitute a risk, but the risk of loss on a customer is weighted against the earnings potential on an ongoing basis. The Group's bad debt loss has historically been limited in size. Credit insurance has been taken out against a portion of the Group's trade receivables at 31 December 2015.

Exchange-rate risks

Newsprint is purchased via Pressens Fællesindkøb, whose prices depend on fluctuations in SEK and NOK. Consequently, the Group has an indirect exchange-rate risk towards Swedish and Norwegian kroner. In addition, the Group is subject to an exchange-rate risk in relation to investments in foreign shares.

Capital management

The Group regularly considers whether or not to adjust the capital structure in order to weigh the increase in the required rate of return on equity against the increasing uncertainty associated with loan capital.

It is group policy to distribute dividend in so far as such distribution is considered reasonable, given the existing general capital structure, liquidity and estimated future earnings.

Control and risk management of financial reporting

Detailed internal control and risk management systems have been established in connection with the financial reporting process. The aim is to ensure that internal and external financial reports give a true and fair view free from material misstatement. Furthermore, the systems are to ensure that the external interim management statements, interim reports and annual reports of the Group are presented in accordance with IFRS as adopted by the EU as well as additional Danish disclosure requirements for the presentation of financial statements of listed companies.

Since 2013, North Media has been reviewing its risks and internal control for the processes related to key financial statement items. In this context, current processes have been mapped, and future goals been established based on a maturity scale.

The Group will continue the work of optimising internal control. In 2015, the Group began implementing an IT system set to manage and monitor the Group's risks and internal controls.

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Statement by Management on the Annual Report

The Board of Directors and the Executive Board have today considered and approved the annual report of North Media A/S for the financial year 1 January to 31 December 2015.

The consolidated financial statements are presented in accordance with International Financial Reporting Standards as adopted by the EU. The parent financial statements are presented in accordance with the Danish Financial Statements Act. Further, the annual report is prepared in accordance with Danish disclosure requirements for listed companies.

In our opinion, the consolidated financial statements and the parent financial statements give a true and fair view of

the Group's and the Parent's financial position at 31 December 2015 and of their financial performance and cash flows for the financial year 1 January to 31 December 2015.

We believe that the management commentary contains a fair review of the developments in the Group's and the Parent's activities and finances, performance for the year and the Parent's financial position, and of the financial position as a whole for the entities included in the consolidated financial statements as well as a description of the most material risks and uncertainties facing the Group and the Parent.

We recommend the Annual Report for adoption at the Annual General Meeting.

Søborg, 11 February 2016

Executive Board

Kåre Stausø Wigh
Group Executive Director & CFO

Mads Dahl Møberg Andersen
CEO, Forbruger-Kontakt A/S

Arne Ullum Laursen
CEO, North Media Aviser A/S

Henrik Løvig Jensen
CEO, North Media Online A/S

Søren Jacob Frederik Holmblad
CEO, BEKEY A/S

Board of Directors

Richard Bunck
Chairman

Peter Rasztar
Vice Chairman

Steen Gede

Ulrik Holsted-Sandgreen

Adoption

As presented and adopted at the Annual General Meeting of shareholders on 8 April 2016.

As chairman of the meeting:

Independent auditor's reports

To the shareholders of North Media A/S

Report on the consolidated financial statements and parent financial statements

We have audited the consolidated financial statements and parent financial statements of North Media A/S for the financial year 1 January to 31 December 2015, which comprise the balance sheet, statement of changes in equity and notes, including accounting policies, for the Group as well as for the Parent, and statement of comprehensive income and consolidated cash flow statement for the Group and income statement for the Parent. The consolidated financial statements are prepared in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies, and the parent financial statements are prepared in accordance with the Danish Financial Statements Act.

Management's responsibility for the consolidated financial statements and parent financial statements

Management is responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies as well as the preparation of parent financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements and parent financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the consolidated financial statements and parent financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements under Danish audit regulation. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements and parent financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements and parent financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material

misstatements of the consolidated financial statements and parent financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of consolidated financial statements and parent financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as the overall presentation of the consolidated financial statements and parent financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Our audit has not resulted in any qualification.

Opinion

In our opinion, the consolidated financial statements give a true and fair view of the Group's financial position at 31 December 2015 and of the results of its operations and cash flows for the financial year 1 January to 31 December 2015 in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies.

Further, in our opinion, the parent financial statements give a true and fair view of the Parent's financial position at 31 December 2015, and of the results of its operations for the financial year 1 January to 31 December 2015 in accordance with the Danish Financial Statements Act.

Statement on the management commentary

Pursuant to the Danish Financial Statements Act, we have read the management commentary. We have not performed any further procedures in addition to the audit of the consolidated financial statements and parent financial statements.

On this basis, it is our opinion that the information provided in the management commentary is consistent with the consolidated financial statements and parent financial statements.

Copenhagen, 11 February 2016

Deloitte
Statsautoriseret Revisionspartnerselskab
CVR. no. 33 96 35 56

Kim Mücke
State-Authorised Public Accountant

Morten Kiærskou
State-Authorised Public Accountant

Consolidated statement of comprehensive income

Note		2015 DKKm	2014 DKKm
	Revenue	1,012.4	1,073.7
21	Direct expenses	317.2	333.7
6	Direct staff costs	198.5	206.6
	Gross margin	496.7	533.4
6, 7	Staff costs	291.6	278.9
8	Other costs	157.4	157.3
9, 17, 18	Amortisation and depreciation	56.3	48.2
	Other operating income	7.9	6.2
	EBIT before special items	-0.7	55.2
13	Special items, net	-19.4	-7.5
	EBIT	-20.1	47.7
10	Share of profit/loss in associates	-0.2	-1.4
11	Return on securities	12.9	17.3
12	Financial income	0.5	0.7
12	Financial expenses	-8.3	-24.7
	Profit/loss before tax	-15.2	39.6
14	Tax for the year	-3.3	16.9
	Net profit/loss for the year	-11.9	22.7
	<i>Financial statement items that may later be reclassified to the income statement:</i>		
	Translation adjustments, foreign companies	-0.1	-0.2
	Fair value adjustment of hedging instruments	2.7	-5.1
	Tax, other comprehensive income	-0.6	1.3
	Other comprehensive income	2.0	-4.0
	Comprehensive income	-9.9	18.7
	Attributable, net profit/loss		
	Shareholders in North Media A/S	-10.1	20.6
	Minority interests	-1.8	2.1
		-11.9	22.7
	Attributable, comprehensive income		
	Shareholders of North Media A/S	-8.1	16.6
	Minority interests	-1.8	2.1
		-9.9	18.7
15	Earnings per share, in DKK		
	Earnings per share (EPS) - total	-0.5	1.1
	Diluted earnings per share (EPS-D) - total	-0.5	1.1

Consolidated balance sheet

Assets

Note		2015 DKKkm	2014 DKKkm
	Goodwill	62.1	72.0
	Other intangible assets	50.8	63.9
	Completed development projects, software	2.5	3.8
	Development projects in progress	0.0	0.6
17	Intangible assets	115.4	140.3
	Land and buildings	275.0	292.2
	Plant and machinery	42.1	62.2
	Operating equipment, fixtures and fittings	9.6	12.9
18	Property, plant and equipment	326.7	367.3
20	Investments in associates	8.5	11.0
	Other securities and investments	4.7	4.7
	Other receivables	2.4	2.3
	Other non-current assets	15.6	18.0
	Total non-current assets	457.7	525.6
21	Inventory	10.7	5.0
22	Trade receivables	78.1	91.7
	Receivables from associates	0.6	0.6
	Other receivables	1.5	1.3
	Prepayments	13.2	16.2
23	Securities	196.1	204.7
24	Cash	92.4	43.5
	Total current assets	392.6	363.0
	Total assets	850.3	888.6

Consolidated balance sheet

Equity and liabilities

Note		2015 DKKm	2014 DKKm
	Share capital	100.3	100.3
	Treasury shares	-41.2	-41.2
	Hedging reserves	-12.7	-14.3
	Reserve, translation adjustments	-3.5	-3.4
	Retained earnings	477.7	485.8
	Parent's share of shareholders' equity	520.6	527.2
	Minority interests	1.4	5.2
26	Total equity	522.0	532.4
25	Deferred tax	7.7	16.1
27	Financial institutions	139.2	131.9
28	Fair value, interest-rate swap	13.3	15.8
29	Purchase price payable	6.1	15.4
	Total non-current liabilities	166.3	179.2
27	Financial institutions	6.5	5.9
	Trade payables	43.1	51.2
29	Purchase price payable	6.6	8.4
	Income tax payable	3.6	1.5
28	Fair value, forward exchange contract	3.0	3.2
	Deferred income	15.0	18.9
30	Other payables	84.2	87.9
	Total current liabilities	162.0	177.0
	Total liabilities	328.3	356.2
	Total equity and liabilities	850.3	888.6

Consolidated statement of changes in equity

2015, DKKm	Share capital	Treasury shares	Hedging reserves	Reserve, translation adjustment	Retained earnings	Parent's total share	Minority interests	Total equity
Equity 1 January 2015	100.3	-41.2	-14.3	-3.4	485.8	527.2	5.2	532.4
Changes in equity 2015								
Net profit for the year	0.0	0.0	0.0	0.0	-10.1	-10.1	-1.8	-11.9
Translation adjustment, foreign companies	0.0	0.0	0.0	-0.1	0.0	-0.1	0.0	-0.1
Fair value adjustment of hedging instruments	0.0	0.0	2.7	0.0	0.0	2.7	0.0	2.7
Tax, other comprehensive income	0.0	0.0	-1.1	0.0	0.5	-0.6	0.0	-0.6
Other comprehensive income after tax	0.0	0.0	1.6	-0.1	0.5	2.0	0.0	2.0
Total comprehensive income	0.0	0.0	1.6	-0.1	-9.6	-8.1	-1.8	-9.9
Dividend distributed	0.0	0.0	0.0	0.0	0.0	0.0	-2.0	-2.0
Share-based payment	0.0	0.0	0.0	0.0	1.5	1.5	0.0	1.5
Total changes in equity in 2015	0.0	0.0	1.6	-0.1	-8.1	-6.6	-3.8	-10.4
Equity at 31 December 2015	100.3	-41.2	-12.7	-3.5	477.7	520.6	1.4	522.0
2014, DKKm								
Equity 1 January 2014	100.3	-41.2	-10.5	-3.2	462.2	507.6	15.7	523.3
Changes in equity 2014								
Net profit for the year	0.0	0.0	0.0	0.0	20.6	20.6	2.1	22.7
Translation adjustment, foreign companies	0.0	0.0	0.0	-0.2	0.0	-0.2	0.0	-0.2
Fair value adjustment of hedging instruments	0.0	0.0	-5.1	0.0	0.0	-5.1	0.0	-5.1
Tax, other comprehensive income	0.0	0.0	1.3	0.0	0.0	1.3	0.0	1.3
Other comprehensive income after tax	0.0	0.0	-3.8	-0.2	0.0	-4.0	0.0	-4.0
Total comprehensive income	0.0	0.0	-3.8	-0.2	20.6	16.6	2.1	18.7
Purchase of minority interests	0.0	0.0	0.0	0.0	0.0	0.0	-7.6	-7.6
Altered recognition of minority interests	0.0	0.0	0.0	0.0	1.2	1.2	-1.2	0.0
Dividend distributed	0.0	0.0	0.0	0.0	0.0	0.0	-3.8	-3.8
Share-based payment	0.0	0.0	0.0	0.0	1.8	1.8	0.0	1.8
Total changes in equity in 2014	0.0	0.0	-3.8	-0.2	23.6	19.6	-10.5	9.1
Equity at 31 December 2014	100.3	-41.2	-14.3	-3.4	485.8	527.2	5.2	532.4

Consolidated cash flow statement

Note		2015 DKKm	2014 DKKm
	Net profit/loss	-11.9	22.7
31	Adjustment for non-cash operating items	62.9	79.9
32	Changes in working capital	-6.5	7.4
	Cash flow from operating activities before net financials	44.5	110.0
	Interest received	0.3	0.3
	Interest paid	-7.1	-7.8
	Cash flow from ordinary activities before tax	37.7	102.5
	Income tax paid	-3.1	-19.0
	Cash flow from operating activities, total	34.6	83.5
33	Investment in intangible assets and property, plant and equipment	-11.0	-26.9
	Disposals of intangible assets and property, plant and equipment	0.7	1.0
20	Dividend from associates	3.5	13.6
	Investment in securities, net	22.6	-48.8
	Dividend from securities	2.7	1.0
	Investment in other non-current assets	-0.1	-4.8
29	Acquisition of companies, deferred payments	-8.8	-11.5
19	Purchase of equity interests in group enterprise	0.0	-7.6
20	Investment in associates	-1.2	-4.5
	Cash flow from investing activities, total	8.4	-88.5
	Additions of non-current liabilities	14.0	0.0
	Repayment of non-current liabilities	-6.1	-5.7
19	Dividend to minority interests	-2.0	-3.8
	Cash flow from financing activities, total	5.9	-9.5
	Cash flow, total	48.9	-14.5
	Cash and cash equivalents at 1 January	43.5	58.0
	Cash and cash equivalents at 31 December	92.4	43.5

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Notes to the consolidated financial statements

1 Basis of accounting

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards as adopted by the EU and additional Danish disclosure requirements for annual reports for listed companies and the Danish Executive Order on Adoption of IFRSs issued in accordance with the Danish Financial Statements Act.

The income statement is presented classified by nature.

Accounting policies are unchanged compared to 2014.

New and revised Standards and Interpretations

The implementation of new or revised Standards and Interpretations effective from 1 January 2015 has not resulted in any changes in accounting policies.

Changes in presentation

The business scope of investments in securities and the related returns are such that it has been decided to disclose income from securities in a separate line item in the income statement to better illustrate the effect of such income on profit or loss for the year. The comparative figures have been adjusted to reflect the new form of presentation.

Standards and Interpretations that have not yet become effective

At the time of publication of this Annual Report, a number of new or revised Standards and Interpretations exist that have not yet become effective, for which reason they have not been incorporated in this Annual Report.

IFRS 15, *Revenue from Contracts with Customers* was issued in May 2014 and enters into force on 1 January 2018. The Company will need to use a five-step model to determine when, how and by what amount revenue has to be recognised, depending on whether certain criteria have been met. The North Media Group intends to analyse whether IFRS 15, *Revenue from Contracts with Customers* will impact on major existing and future contracts. The new Standard is not expected to have significant effect on future consolidated financial statements.

IFRS 9, *Financial Instruments* was issued in July 2014 and enters into force on 1 January 2018. IFRS 9 relates to the accounting treatment of financial assets and liabilities in relation to classification and measurement. This Standard also contains revised regulations with respect to hedge accounting and impairment. The North Media Group intends to analyse the impact of this new Standard, but does not expect it to have significant effect on future consolidated financial statements.

Presentation currency

The Annual Report is presented in Danish kroner.

2 Accounting policies

Consolidated financial statements

The consolidated financial statements comprise the Parent, North Media A/S, and the subsidiaries in which North Media A/S exercises control through a controlling interest. Control exists where North Media A/S owns or holds, directly or indirectly, more than 50% of the voting rights or otherwise exercises control over the enterprise concerned. Enterprises, in which the Group holds between 20% and 50% of the voting rights and exercises a significant, but not controlling, influence, are considered associates.

The consolidated financial statements are prepared by consolidating the financial statements of the Parent and the relevant subsidiaries, all of which are presented in accordance with the Group's accounting policies. All intra-group items, including revenue, expenses, interest, dividends, unrealised gains and losses on intra-group transactions, as well as balances and investments, are eliminated for the purpose of consolidation.

Investments in subsidiaries are offset against the proportionate share of the fair value of the subsidiary's identifiable net assets and recognised contingent liabilities at the time of acquisition.

Business combinations

Newly acquired or newly established enterprises are recognised in the consolidated financial statements from the date of acquisition or establishment. Enterprises sold or discontinued are recognised in the consolidated income statement up to the time of sale or discontinuance. Comparatives are not restated for enterprises newly acquired, sold or discontinued, unless sold or discontinued enterprises qualify under IFRS 5 as discontinued activities. Acquisitions of new enterprises which give the Parent control over the enterprise acquired are accounted for by applying the purchase method, according to which the identifiable assets, liabilities and contingent liabilities of the acquired enterprises are measured at fair value at the time of acquisition. Identifiable intangible assets are recognised if they can be separated from or arise from a contractual right. Deferred tax is recognised on the revaluations.

Positive differences (goodwill) between the cost of the acquisition and the fair value of the identifiable assets, liabilities and contingent liabilities acquired are recognised as goodwill under intangible assets. Goodwill is not amortised but is tested for impairment. The first impairment test is carried out before the end of the year of acquisition. On acquisition, goodwill is allocated to the cash-generating

units which subsequently provide the basis for the impairment test. Negative differences (negative goodwill) are recognised in the income statement at the time of acquisition.

Profits or losses from divestment or winding-up of subsidiaries and associates are calculated as the difference between selling price plus fair value of any equity interests held or settlement price and the carrying amount of net assets, including goodwill, at the time of sale plus divestment or winding-up expenses.

Currency translation

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Exchange differences that arise between the rate at the transaction date and the rate in effect at the payment date are recognised in the income statement as financial income or financial expenses.

Receivables, payables and other monetary items denominated in foreign currency which have not been settled at the balance sheet date are translated at the closing rate. Differences between the closing rate and the exchange rate at the time when the receivable or payable has occurred or is recognised in the latest financial statements are recognised in the income statement under financial income and expenses.

On recognition of foreign subsidiaries and associates in the consolidated financial statements using a functional currency different from the presentation currency of the Group, the income statement is translated at the average exchange rate for each month, and the balance sheet items are translated at the exchange rates at the balance sheet date. Exchange differences arising from the translation of the opening equity of foreign group enterprises at closing rates and exchange differences from the translation of income statements from average rates to closing rates are taken directly to other comprehensive income and are taken to a separate reserve in equity.

Derivative financial instruments

Derivative financial instruments are initially recognised at fair value and subsequently measured at fair value. Positive and negative fair values are recognised as other receivables and other payables, respectively.

Fair value adjustments of derivative financial instruments classified as hedges of expected future cash flows are recognised in other comprehensive income and are included in equity under a separate hedging reserve until the hedge transaction is carried through.

Statement of comprehensive income

Revenue

Revenue comprises income from Print and Online for services rendered less VAT, cash and quantity discounts.

Online income comprises job and banner ads, user charges, subscription income as well as sales of software for classified advertisement databases, including in particular Job & CV databases. Sales of job and banner ads are recognised when the ad is published on the Internet site. Software sales are recognised when delivery and risk have passed to the purchaser. Online income imposing future liabilities on the Group is recognised over the life of the liability.

Print income comprises newspaper ads, newspaper sales, including subscription income, sale of key systems and door-to-door-distributed newspapers and printed matter. Sales are recognised on the day of publication/distribution, whereas subscription income is recognised over the subscription period.

Direct expenses

Direct expenses include expenses incurred to generate revenue for the year. The expenses comprise printing, external distribution, distribution services, excluding direct staff costs and Google expenses that may be attributed directly to revenue-generating activities.

Direct staff costs

Direct staff costs include costs of staff in functions performed directly to generate the year's revenue, including distribution pay and payroll costs of warehouse and other production functions.

Staff costs

Staff costs include wages and salaries as well as social security costs, pensions etc for the Company's staff in production management, sales and administrative functions.

Other costs

Other costs include costs of sale, advertising, administration, premises, bad debts etc. Costs relating to development projects which do not qualify for recognition in the balance sheet are recognised under other costs.

Amortisation and depreciation

Amortisation and depreciation comprise amortisation of intangible assets and depreciation of property, plant and machinery over the expected useful life of the individual asset. Profit from the sale or retirement of intangible assets and property, plant and equipment is calculated as the selling price less selling expenses and the carrying amount at the time of sale.

Other operating income

Other operating income includes items of a secondary nature relative to the activities of the enterprises.

The item also includes public grants which the Group receives from the Danish Agency for Culture to cover editorial costs for Helsingør Dagblad. Grants are obtained by application. In 2015, the Group received DKK 3.6 million in grants (2014: DKK 3.4 million). Public grants are recognised when it is virtually certain that the grant conditions will be fulfilled and the grant will be received.

Share option programme

The value of options granted in relation to the Group's share option programme is measured at the fair value of the options at the grant date.

The Group's share option programme can solely be exercised by acquiring shares in North Media A/S, and is therefore classified as an equity programme, whereby the determined fair value of the granted share options is recognised in the income statement under staff costs over the period in which the final right to the options vests. The contra entry is carried directly to equity.

On initial recognition of the share options, an estimate is made of the number of options to which the employees are expected to acquire a right, see the granting conditions described in Note 7. Subsequently, adjustments are made for changes in the estimate of the number of vested options so that the total recognition is based on the actual number of vested options.

The fair value of the options granted is estimated by using the Black Scholes pricing model. In this estimate, allowance is made for the terms and conditions that apply to the share options granted.

Special items

Special items include write-down of goodwill and reversal of acquisition price payable related to acquisitions of enterprises or activities. Included in special items are also impairment losses for properties no longer used for their original purpose, termination benefits for members of the Executive Board and severance costs in cases where the Danish Collective Dismissal Act has been applied. Finally, the line item includes capital gains or losses from the sale of enterprises or activities.

Income from securities

This item includes realised and unrealised gains or losses from the portfolio of securities as well as income received in the form of dividends, interest etc.

Share of profit/loss in associates

The proportionate shares of the net profits or losses of associates are included in the consolidated income statement after elimination of the proportionate shares of unrealised intra-group gains/losses.

Financial income and expenses

Financial income and expenses relate to interest rates, discount effect of purchase price payable, debt and transactions in foreign currency, and additions and allowances pursuant to the Danish tax prepayment scheme etc.

The item also contains fair value adjustments of other investments.

Borrowing costs are amortised over the term of the loan.

Tax on profit/loss for the year

North Media A/S participates in a joint taxation arrangement. The current Danish income tax is allocated among the jointly taxed Danish companies in proportion to their taxable income (full allocation with refunds for losses). The jointly taxed companies are covered by the tax prepayment arrangement.

Tax for the year, which consists of current tax and changes in the calculated deferred tax, is recognised in the income statement by the portion that relates to the net profit or loss for the year and directly in the statement of comprehensive income by the portion that relates to other comprehensive income.

Balance sheet

Goodwill

Initially, goodwill is recognised in the balance sheet at cost as described under 'Business combinations'. Subsequent measurements are at cost less accumulated impairment losses. Goodwill is not amortised.

The carrying amount of goodwill is allocated to the Group's cash-generating units at the time of acquisition. The definition of cash-generating units follows the management structure and the internal financial management policy.

The carrying amount of goodwill is tested for impairment if there are any indications of impairment, but at least on a yearly basis. The impairment test is carried out for all operating assets taken together in the cash-generating unit to which goodwill is allocated. Goodwill is written down to the lower of the carrying amount and the recoverable amount of the cash-generating unit to which goodwill relates. Goodwill impairment is presented in the income statement under "Special items".

Development projects, software

Development costs comprise costs and salaries that are directly attributable to the Company's development activities, primarily development of software for the Group's online activities.

Development projects that are clearly defined and identifiable and in respect of which the technical rate of utilisation, sufficient resources and a potential future market or development potential in the enterprise can be demonstrated and where the intention is to produce, market or use the project, are recognised as intangible assets provided that cost can be determined reliably and it is sufficiently certain that future earnings will be adequate to cover the production, sales and administrative expenses and actual development costs. Other development costs are expensed in the income statement as incurred.

Capitalised development projects are measured at cost net of accumulated amortisation and impairment losses.

After completion of the development work, a development project is amortised on a straight-line basis over its estimated useful life. The period of amortization for software is usually 3-5 years.

Other intangible assets

Other intangible assets include distribution rights, trademarks and customer relations taken over in connection with acquisitions. For some of these assets, the Group cannot forecast a limit in the period in which the assets are

expected to generate future economic benefits to the Group. In these cases, the lives of the assets are therefore deemed indefinite, for which reason they are not amortised. Other intangible assets the lives of which are deemed definite are amortised over their expected useful lives.

Other intangible assets are amortised on a straight line basis over their estimated useful lives of 3-10 years. The basis of amortisation is reduced by any impairment losses.

Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes cost and expenses directly related to the acquisition until the asset is ready for use. Where parts of an item of property, plant and equipment have different useful lives, they are depreciated as separate items of property, plant and equipment.

The cost of properties includes the cash cost of acquisition for land and buildings and the aggregate building and/or refurbishment expenses.

The assets are depreciated on a straight-line basis over the expected useful lives based on the following assessment of the expected useful lives of the assets:

Leasehold improvements	5 years
Owner-occupied property	50 years
Mixed land, property and buildings	20-35 years
Plant and machinery	5-10 years
Other fixtures and fittings, tools and equipment	3-5 years

Land is not depreciated.

Depreciation is expensed in the income statement under "Amortisation and depreciation".

The basis of depreciation is calculated allowing for the asset's scrap value and is reduced by any impairment losses. The scrap value is fixed at the time of acquisition and is reconsidered every year. If the scrap value exceeds the asset's carrying amount, no further depreciation will be made.

If the period of depreciation or the scrap value is changed, the impact on depreciation will be recognised prospectively as a change of accounting estimates.

Investments in associates

Investments in associates are measured according to the equity method.

The purchase method is used with respect to acquiring investments in associates; see the description of business combinations.

Investments in associates are measured in the balance sheet at the proportionate share of the equity value of the associates less or plus a proportionate share of unrealised intra-group profits and losses plus the carrying amount of goodwill.

Any receivables from associates are written down to the extent that the receivable is found to be irrecoverable.

Inventories

Inventories are measured at the lower of cost using the FIFO method and net realisable value.

The cost of goods for resale, raw materials and consumables consists of purchase price plus delivery costs. Cost of manufactured goods and work in progress consists of costs of raw materials, consumables and direct labour costs as well as production costs.

The net realisable value of inventories is calculated as the estimated selling price less completion costs and costs incurred to execute sale.

Receivables

Receivables are measured at amortised cost which will in most cases be equivalent to nominal value net of impairment losses.

Prepayments

Prepayments include expenses related to subsequent reporting periods.

Securities

Shares and bonds, which are regularly monitored, are measured and reported at fair value in accordance with the Group's policy for investments, recognised on the trading date at fair value in current assets and subsequently measured at fair value. Fair value changes are recognised on a continuing basis in the income statement in the line item "Income from securities".

Other equity investments

Other equity investments include investments in other enterprises as part of the Group's business operations, and which are not classified as subsidiaries or associates. Other equity investments are presented as non-current assets and measured and reported at fair value. Fair value changes are recognised on a continuing basis in the income statement as financial income or financial expenses.

Impairment of assets

North Media tests goodwill for impairment if there are indications of impairment, but at least on a yearly basis. Any impairment loss is recognised in the income statement under "Special items".

Intangible assets with an indefinable useful life are tested for impairment if there are indications of impairment. The test is carried out on at least a yearly basis, the first time before the end of the year of acquisition. Development projects in progress are also tested for impairment on at least a yearly basis.

The carrying amount of intangible assets and property, plant and equipment with definite useful lives is reviewed on an annual basis to determine whether there is any indication of impairment. If such an indication exists, the recoverable amount of the asset is estimated. The recoverable amount is the higher of the asset's fair value less expected selling costs and its value in use.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds the recoverable amount of the asset or the cash-generating unit.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, an impairment loss is reversed if there has been a change in the assumptions and estimates that led to recognition of the impairment loss. An impairment loss is reversed only to the extent that the asset's new carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Equity

Dividend

Proposed dividend is recognised as a liability when a resolution approving the dividend has been adopted by the Annual General Meeting of shareholders (the time of declaration).

Treasury shares

Cost and selling prices related to treasury shares are recognised in a separate account under equity. A capital reduction through cancellation of treasury shares reduces the share capital by an amount equal to the nominal value of the investment. Dividend related to treasury shares is taken to the retained earnings account.

Income taxes and deferred taxes

Current tax payable and current tax receivable are recognised in the balance sheet as tax calculated on the taxable income for the year, adjusted for tax on previous years' taxable income and for prepaid tax.

Deferred tax is measured according to the balance-sheet liability method on all temporary differences between the carrying amounts of assets and liabilities and their tax ba-

ses. However, no deferred tax is recognised on temporary differences relating to goodwill not deductible for tax purposes, office properties, or other items where temporary differences – except in the case of acquisitions of companies – have arisen at the time of acquisition and affect neither the net profit for the year nor the taxable income. In those cases where the calculation of the tax base can be made under alternative taxation rules, deferred tax is measured on the basis of the planned use of the asset and settlement of the liability, respectively.

Deferred tax assets, including the tax base of tax loss carry-forwards, are recognised under other non-current assets at the values at which they are expected to be realised, either by elimination against tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity and jurisdiction.

Deferred tax is adjusted for eliminations of unrealised intra-group gains and losses.

The Company is jointly taxed with all foreign subsidiaries. Deferred tax relating to re-taxation of deducted losses in foreign subsidiaries is recognised based on a specific assessment of the purpose of each subsidiary.

Deferred tax is measured on the basis of the tax rules and tax rates that under the legislation in force at the balance sheet date would be applicable in the respective countries when the deferred tax liability is expected to crystallise as current tax. Changes in deferred tax as a result of changed tax rates are recognised in the income statement.

Financial liabilities

Debt to credit institutions etc is recognised at the time of borrowing at the proceeds received after deduction of transaction costs incurred.

In subsequent periods, the financial liabilities are measured at amortised cost using “the effective interest method” so that the difference between the proceeds and the nominal value is recognised in the income statement under financial expenses over the loan term.

Other financial liabilities are measured at amortised cost except for the Group’s interest-rate swap and forward exchange contract, which are measured at fair value.

Deferred income

Deferred income comprises payments received for recognition in subsequent reporting periods.

Fair value hierarchy

Financial instruments measured at fair value in the balance sheet are classified using the following fair value hierarchy:

- Listed prices in active markets of identical assets or liabilities (Level 1).
- Listed prices in active markets of similar assets or liabilities, or other valuation methods where all material input is based on observable market data (Level 2).
- Valuation methods under which any material input is not based on observable market data (Level 3).

Cash flow statement

The cash flow statement shows the consolidated cash flows for the year, broken down by cash flows from operating, investing and financing activities, the year's changes in cash and cash equivalents and the cash and cash equivalents at the beginning and end of the year. The cash flow statement is presented by the indirect method.

Cash flows from enterprises acquired are recognised from the date of acquisition.

Cash flows from operating activities

Cash flows from operating activities are calculated as the profit or loss before tax, adjusted for non-cash operating items, working capital changes, interest received and paid and income taxes paid.

Cash flows from investing activities

Cash flows from investing activities include payments in connection with purchases and sales of enterprises and activities, purchases and sales of intangible assets, property, plant and equipment, and other non-current assets, and purchases and sales of securities not recognised as cash and cash equivalents.

Cash flows from financing activities

Cash flows from financing activities comprise changes in the size or composition of the share capital and related costs, as well as the raising of loans, repayments on interest-bearing debt, purchases and sales of treasury shares, and payment of dividend to shareholders.

Cash and cash equivalents

Cash and cash equivalents include cash balances which are an integrated part of the Company's financial resources.

Segment information

The Print segment includes the distributing activities of FK Distribution and BEKEY as well as the newspapers of Søndagsavisen, Frederiksberg Mediecenter, Lokalaviserne Østerbro og Amager, Helsingør Dagblad and Lokalavisen Nordsjælland.

The Group's Online segment consists of Ofir, Match-Work.com, Søndagsavisen.dk, BoligPortal, BostadsPortal.se and håndværker.dk (formerly Byggestart.dk/HentTilbud.dk).

The segment of unallocated costs consists of group-related activities which are not allocated on the operating activities in the Print and Online segments.

Revenue in the operating segments comprises newspaper publishing, distribution, sale of key systems and Internet services.

Segment income and expenses as well as segment assets and liabilities comprise the items that are directly attributable to the individual segment and the items that can be allocated to the individual segment on a reliable basis.

Unallocated items mainly comprise assets and liabilities as well as income and expenses relating to the Group's administrative functions, investment activities, income taxes, etc. Unallocated items also include the Group's owner-occupied property and the financing thereof.

Non-current assets in the segments include non-current assets used directly in the segment's operations, including intangible assets and property, plant and equipment, and investments in associates.

Current assets in the segments comprise current assets used directly in the segment's operations, including trade receivables, other receivables and prepayments.

Segment liabilities comprise liabilities derived from the segments' operations, including trade payables as well as other payables.

Segment information is determined based on the the Group's accounting policies.

3 Ratio definitions

Gross margin	=	$\frac{\text{Gross profit} \times 100}{\text{Revenue}}$
Operating profit before depreciation and amortisation	=	EBITDA
EBIT before special items	=	EBIT + Special items, net
Operating profit	=	EBIT
Profit margin	=	$\frac{\text{EBIT} \times 100}{\text{Revenue}}$
Return on assets	=	$\frac{\text{EBIT} \times 100}{\text{Average total assets}}$
Equity ratio	=	$\frac{\text{Equity at the end of the period incl minority interests} \times 100}{\text{Total assets}}$
Return on equity (ROE)	=	$\frac{\text{Net profit after tax} \times 100}{\text{Average equity incl minority interests}}$
Net interest-bearing debt/cash position	=	Interest-bearing debt (incl acquisition price payable) less interest-bearing assets and cash
Net working capital (NWC)	=	Non-interest-bearing receivables less current liabilities excl non-interest-bearing debt
Capital employed incl goodwill	=	Equity and minority interests plus net interest-bearing debt
Return on capital employed incl goodwill (ROIC)	=	$\frac{\text{EBITA} \times 100}{\text{Average capital employed incl goodwill}}$
Free cashflow before tax (CFFO)	=	EBITDA minus investments and adjusted for changes in operational balance sheet items excl tax
Earnings per share (EPS)	=	$\frac{\text{Parent's share of net profit for the year}}{\text{Average number of shares in circulation}}$
Diluted earnings per share (EPS-D)	=	$\frac{\text{Parent's share of net profit for the year}}{\text{Average numbers of diluted shares in circulation}}$
Price/Earnings (P/E)	=	$\frac{\text{Share price}}{\text{EPS}}$
Price to book value (P/BV)	=	$\frac{\text{No of shares, 31 December} \times \text{market price}}{\text{Parent's share of equity}}$
Cash flows per share (CFPS)	=	$\frac{\text{Cash flow from operating activities}}{\text{Average number of diluted shares in circulation}}$

Earnings per share (EPS) and diluted earnings per share (EPS-D) are calculated in accordance with IAS 33.

Ratios have been prepared in accordance with the Danish Society of Financial Analysts' "Recommendations & Key Ratios 2015" with the following exceptions:

- Invested capital is calculated inclusive of goodwill, see above.
- Free cash flow has been calculated before tax as the amount of prepaid tax may otherwise affect the ratio randomly.
- For ratios in which equity is included, all are calculated inclusive of minority interests as both the profit or loss and balance sheet figures include the minority interests.

4 Significant accounting estimates and judgements

Determining the carrying amount of certain assets and liabilities requires an estimate of how future events will affect the value of those assets and liabilities at the balance sheet date. Estimates that are significant to the financial reporting are i.a. made by evaluating future cash flows.

The estimates used are based on assumptions found reasonable by North Media, but which are inherently uncertain and unpredictable as unexpected incidents or circumstances may arise. Furthermore, the Company is exposed to risk and uncertainties that may cause actual results to vary from those estimates. Risks related to North Media A/S are specified in the paragraph describing risks and risk management on pages 52-54.

Assumptions about the future and other estimation uncertainties at the balance sheet date are disclosed in the specific notes if they involve a material risk of changes that may lead to considerable adjustment of the carrying amounts of assets or liabilities within the next financial year.

North Media considers the following estimates and judgements and the relevant accounting policies material to the preparation of the consolidated financial statements.

Intangible assets and impairment test

The Group conducts an impairment test if indications of impairment arise. However, goodwill and intangible assets having indefinite useful lives are tested at least once a year. Management estimates the value in use as a reflection of the recoverable amount, which is calculated by discounting the expected future cash flows that are estimated based on Management's estimates in this respect and Management's estimates of the discount factor and growth rates.

Compared to the original plans, the declining revenue and the resultant reduced earnings of the local newspapers acquired in 2013 have prompted a write-down of the goodwill amount by DKK 10.0 million in 2015 and DKK 15.0 million in 2014. For both years, write-downs were calculated based on updated assumptions for the future development in revenue and earnings. For further comments on write-downs for the year, please refer to Notes 13 and 17.

Property, plant and equipment

Management makes accounting estimates relating to method of depreciation, useful lives and residual values, and reconsiders them on an annual basis. Particularly plant is exposed to technological developments, and changed estimates of useful lives may thus affect depreciation for the year.

Recognition of Tryksagsomdelingen Fyn P/S

Enterprises, over which North Media has control, are recognised as subsidiaries of the Group. At 1 October 2013, the Group sold 10% of its stake in Tryksagsomdelingen Fyn P/S and the relating general partnership, after which the Group's ownership is reduced to 50%. At the same time, an ownership agreement was signed with the co-owner. After an overall evaluation of the ownership agreement, assessments are that, despite only holding 50% of the shares, North Media A/S still exercises control, for which reason profit or loss and balance sheet are fully consolidated since 2013. The co-owner's share of profit or loss and equity is included in the minority interest's profit/loss and equity.

Acquisition price payable, Lokalaviserne Østerbro og Amager A/S

When acquiring a 70% stake in Lokalaviserne Østerbro og Amager A/S in 2013, a put/call option was also entered into for the remaining 30%, which may be exercised in instalments after presenting the financial statements for 2015 and 2018. The entering-into of the put/call options entailed that Management found it probable that the North Media Group would gain full ownership of Lokalaviserne Østerbro og Amager A/S. This resulted in the determination and recognition of an acquisition price payable. As part of the presentation of the financial statements for 2014 and 2015, the estimated liability was reduced because of lower operating results and an expected decline in future profit. The determination was based on the estimated developments in future earnings which form the basis of the computation of the options' exercise prices, see Notes 13 and 14. The income is included in special items, see Note 13.

The property in Elsinore

As part of the restructuring of the Group, the property in Elsinore was assigned to the Group's property company. In this context, the possibility of leasing out the property, including rent level, was examined in detail. Based on these updated and more conservative assumptions, an indication of impairment in the total amount of DKK 9.6 million was identified. Measurement is based on the estimated rent level for the different areas, and it has been taken into consideration that part of the property has not been used for a long time. The measurement is subject to major sensitivity, however, the assessment is that the property will be realisable at its carrying amount. The property has been recorded at DKK 7.3 million at 31 December 2015, including value of the land.

5 Segment information

2015, DKKm	Print	Online	Unallocated costs/elim. *)	Total
Revenue	917.7	94.7	-	1.012.4
Internal revenue	0.9	3.3	-4.2	0.0
Gross profit	411.8	85.0	-0.1	496.7
EBITDA	58.5	-11.2	8.3	55.6
Amortisation and depreciation	45.5	1.4	9.4	56.3
EBIT, before special items	13.0	-12.6	-1.1	-0.7
Special items	-16.1	0.0	-3.3	-19.4
EBIT	-3.1	-12.6	-4.4	-20.1
Share of profit/loss in associates	1.2	-1.4	0.0	-0.2
Return on securities	-	-	12.9	12.9
Net financials	-	-	-7.8	-7.8
Profit/loss before tax	-1.9	-14.0	0.7	-15.2
Net loss for the year	-	-	-	-11.9
Minority interests' share of net loss	-	-	-	-1.8
Shareholders' share of net loss	-	-	-	-10.1
Non-current assets	150.4	41.1	266.2	457.7
Current assets, excl cash and cash equivalents	92.1	6.9	5.1	104.1
Segment assets	242.5	48.0	271.3	561.8
Securities	-	-	196.1	196.1
Cash and cash equivalents	-	-	92.4	92.4
Goodwill	42.6	19.5	0.0	62.1
Intangible assets with an indefinite life	3.0	11.9	0.0	14.9
Non-current liabilities	13.1	1.6	151.6	166.3
Current liabilities	108.5	22.9	30.6	162.0
Segment liabilities	121.6	24.5	182.2	328.3
Investments in associates	3.7	4.8	-	8.5
Additions, intangible assets, property, plant and equipment	8.8	0.6	1.6	11.0
Cash flow from operating activities	33.7	-14.2	15.1	34.6
Cash flow from investing activities	-6.8	-8.5	23.7	8.4
Cash flow from financing activities	0.0	0.0	5.9	5.9
Average number of employees	491	84	35	610
Profit margin (EBIT)	1%	-13%	-	0%
EBITDA margin	6%	-12%	-	5%
Return on assets	5%	-26%	-	0%
Gross margin	45%	90%	-	49%

Geographic information

North Media A/S mainly operates in the Danish market, and more than 97% of the consolidated revenue is invoiced in DKK to Danish customers.

No significant foreign assets or liabilities are recognised in the balance sheet. Non-current assets outside Denmark represent less than DKK 1 million.

* Internal revenue has been eliminated in other operating expenses. Other items relate to unallocated costs as well as assets and liabilities.

5 Segment information, continued

	Print	Online	Unallocated costs/elim. *)	Total
2014, DKKm				
Revenue	976.3	97.4	-	1.073.7
Internal revenue	0.8	4.8	-5.6	0.0
Gross profit	446.1	86.8	0.5	533.4
EBITDA	96.7	-5.1	11.8	103.4
Amortisation and depreciation	35.5	3.1	9.6	48.2
EBIT, before special items	61.2	-8.2	2.2	55.2
Special items	0.0	-7.5	0.0	-7.5
EBIT	61.2	-15.7	2.2	47.7
Share of profit/loss in associates	0.7	-2.1	-	-1.4
Return on securities	-	-	17.3	17.3
Net financials	-	-	-24.0	-24.0
Profit/loss before tax	61.9	-17.8	-4.5	39.6
Net profit for the year	-	-	-	22.7
Minority interests' share of net profit	-	-	-	2.1
Shareholders' share of net profit	-	-	-	20.6
Non-current assets	216.0	42.2	267.4	525.6
Current assets, excl cash and cash equivalents	102.0	6.5	6.3	114.8
Segment assets	318.0	48.7	273.7	640.4
Securities	-	-	204.7	204.7
Cash and cash equivalents	-	-	43.5	43.5
Goodwill	52.5	19.5	0.0	72.0
Intangible assets with an indefinite life	3.0	11.9	0.0	14.9
Non-current liabilities	30.4	1.4	147.4	179.2
Current liabilities	127.1	25.5	24.4	177.0
Segment liabilities	157.5	26.9	171.8	356.2
Investments in associates	6.0	5.0	-	11.0
Additions, intangible assets, property, plant and equipment	25.4	0.3	1.2	26.9
Cash flow from operating activities	103.3	-0.2	-19.6	83.5
Cash flow from investing activities	-21.6	-17.1	-49.8	-88.5
Cash flow from financing activities	0.0	0.0	-9.5	-9.5
Average number of employees	496	86	33	615
Profit margin (EBIT)	6%	-8%	-	5%
EBITDA margin	10%	-5%	-	10%
Return on assets	19%	-17%	-	9%
Gross margin	46%	89%	-	50%

Geographic information

North Media A/S mainly operates in the Danish market, and more than 97% of the consolidated revenue is invoiced in DKK to Danish customers.

No significant foreign assets or liabilities are recognised in the balance sheet. Non-current assets outside Denmark represent less than DKK 1 million.

* Internal revenue has been eliminated in other operating expenses. Other items relate to unallocated costs as well as assets and liabilities.

6 Employees and staff costs

	2015 number	2014 number
Average number of employees	610	615
In addition a large number of part-time employees are working in distribution.		

	2015 DKKm	2014 DKKm
Total salaries and remuneration for the year		
Wages and salaries, including holiday pay	435.6	433.7
Defined contribution plans	20.8	20.9
Other social security costs	3.9	4.2
Remuneration of Parent's Board of Directors	1.2	1.2
Share-based payment	1.5	1.8
Other staff costs	30.4	25.3
Total staff costs	493.4	487.1

The total staff costs are included under the following items in the income statement:

Direct staff costs	198.5	206.6
Staff costs	291.6	278.9
Special items	3.3	1.6
Total staff costs	493.4	487.1

Remuneration of the Board of Directors, Executive Board and managerial staff

2015, DKKm	Board of Directors of Parent Company	The Parent Company's Executive Board	Other managerial staff	Total
Wages and salaries	1.2	8.5	11.3	21.0
Pension (defined contribution plans)	0.0	0.4	0.8	1.2
Share-based payment	0.0	0.3	0.4	0.7
Severance pay	0.0	3.3	0.0	3.3
Remuneration of the Board of Dir., Exec. Board and man. staff	1.2	12.5	12.5	26.2
Number of members (average)	4	3	6	13

2014, DKKm				
Wages and salaries	1.2	8.3	10.8	20.3
Pension (defined contribution plans)	0.0	0.4	0.8	1.2
Share-based payment	0.0	0.4	0.5	0.9
Remuneration of the Board of Dir., Exec. Board and man. staff	1.2	9.1	12.1	22.4
Number of members (average)	4	3	6	13

In 2015, the Board of Directors consisted of four members, the same as in 2014. The Executive Board had three members in 2015, also unchanged. Chief Executive Officer Lars Nymann Andersen has resigned effective from 1 January 2016. Please refer to page 44.

7 Share-based payment

Options granted for acquisition of shares in North Media A/S

In 2015 no share options have been granted.

In 2012, North Media has granted share options to a group of 22 persons, consisting of the Company's Executive Board and selected executives. The Company's Board of Directors has not been granted share options. Subsequently, five staff members have exited the programme in connection with their resignation and two have entered the options programme.

The share option programme 2012 comprises a total of 1,485,000 share options, of which 390,000 were granted to the Executive Board. The share options were granted in three tranches.

- Tranche 1 consisting of 390,000 options vested up until the publication of the Interim Report for 2014. Tranche 1 options may be exercised during the period of one week after the date of termination of the vesting period and until four weeks after the date of the Company's publication of the financial statements for 2015.
- Tranche 2 consisting of 495,000 options vested up until the publication of the Interim Report for 2015. Tranche 2 options may be exercised during the period of one week after the date of termination of the vesting period and until four weeks after the date of the Company's publication of the financial statements for 2016.
- Tranche 3 consisting of 600,000 options vest up until the publication of the Interim Report for 2016. Tranche 3 options may be exercised during the period of one week after the date of termination of the vesting period and until four weeks after the date of the Company's publication of the financial statements for 2017.

During the exercise period the options may only be exercised in the windows applicable at the exercise date pursuant to the internal rules laid down by the Company and in accordance with the rules of Nasdaq OMX and the Danish Securities Trading Act.

Each share option entitles the holder to acquire one existing share in North Media A/S denominated at DKK 5.00 at a price corresponding to the average closing price of the Company's shares in the period 8 August 2012 to 14 August 2012, both days included. On this basis, the exercise price was calculated at DKK 21.12 per share.

Share options are granted in accordance with the overall guidelines for incentive programmes that were adopted at the Annual General Meeting held by North Media A/S on 4 April 2008.

The options may only be settled by way of shares. North Media A/S has in earlier years acquired a total of 1,485,000 treasury shares. These shares are reserved for settlement of the options granted.

The options granted equal 7.40% of the share capital. The theoretical market value (as assessed using the Black-Scholes pricing model) of the share options granted was DKK 5.8 million at the grant date.

The following assumptions were used to calculate the fair value of the options:

Option	First exercise date	Last exercise date	Lives of options	Risk-free interest	Expected volatility	NVP of dividend	Option value
Tranche 1	Aug 2014	Feb 2016	2 years	0.0000%	39.5%	DKK 2	3.27
Tranche 2	Aug 2015	Feb 2017	3 years	0.0004%	39.1%	DKK 3	3.60
Tranche 3	Aug 2016	Feb 2018	4 years	0.0712%	45.3%	DKK 4	4.62

The expected volatility has been calculated based on the historic volatility of the share price of North Media A/S's shares with a performance history corresponding to the term of the individual option. Expectations are that the option will be exercised one year after the first exercise opportunity.

At the balance sheet date, options corresponding to 1,185,000 shares remain outstanding, equalling 5.91% of the share capital.

In 2015, DKK 1.3 million (2014: DKK 1.6 million) was expensed under staff costs in respect of the share option programmes, originating from equity-settled share option plans in North Media A/S. The expenses charged for the year are based on an estimated weighted average term of 4.1 years until the options are exercised.

The movements in outstanding share options are specified as follows:

	2015 number	2014 number
Outstanding share options, 1 January	1,335,000	1,372,500
Changes in the 2012 share option programme	-150,000	-37,500
Outstanding share options, 31 December	1,185,000	1,335,000
Number of share options which can be exercised at the balance sheet date	705,000	360,000
Share options programme, total	1,485,000	1,485,000
Of this, allocated for a possible subsequent granting of options	300,000	150,000

Options forfeited at the termination of an employee's employment may be granted to other employees on the same terms and conditions.

The Executive Board's and other staff's share of issued options

	Time of earliest exercise	Number of options granted	Number of employees who have been granted options	Allocated for a possible subsequent granting, no	Number exercised	Number of unexercised at 31.12.2015	Exercise price	Accumulated costs recognised
								DKKm
Executive Board								
Granted 2012, tranche 1	2014	100,000	3	40,000	0	60,000	21.12	0.33
Granted 2012, tranche 2	2015	130,000	3	50,000	0	80,000	21.12	0.39
Granted 2012, tranche 3	2016	160,000	3	60,000	0	100,000	21.12	0.50
Other managerial staff								
Granted 2012, tranche 1	2014	130,000	6	0	0	130,000	21.12	0.43
Granted 2012, tranche 2	2015	165,000	6	0	0	165,000	21.12	0.50
Granted 2012, tranche 3	2016	200,000	6	0	0	200,000	21.12	0.62
Other staff								
Granted 2012, tranche 1	2014	160,000	13	40,000	0	120,000	21.12	0.52
Granted 2012, tranche 2	2015	200,000	13	50,000	0	150,000	21.12	0.60
Granted 2012, tranche 3	2016	240,000	13	60,000	0	180,000	21.12	0.75

The share option programme was established to ensure performance-oriented and value-adding commitment. Also, the aim of the programme is to develop long-term loyalty and to constitute competitive remuneration to employees under this programme.

The fair value of the share option programme is DKK 0.0 million at 31 December 2015, calculated under the Black & Scholes pricing model (2014: DKK 1.4 million). The exercise of share options is conditional upon the holder not retiring from their position with the Group prior to the time of exercise.

Options granted for acquisition of shares in BEKEY A/S

Aside from the share option programme in North Media A/S, share options in the subsidiary, BEKEY A/S, were also granted at 1 July 2012 to two key members of staff. The share options entitle the two members of staff to acquire 12% of the total share capital in BEKEY A/S at a predetermined price. The option price will be increased by a share of future losses. The objective is to ensure incentive for a quick product and value development of the company while also ensuring a financial incentive to keep operating expenses and development costs down. The options may be exercised from the grant date and until 30 April 2016.

The option price is determined as the difference between the strike price at the grant date and an estimated fair value of BEKEY A/S at the grant date. The option price was calculated at DKK 0.9 million and is recognised in the income statement over the term of the options, which has been estimated at 3.8 years. In 2015, DKK 0.2 million (2014: DKK 0.2 million) was charged to staff costs.

North Media A/S has not committed itself to buying the shares back, but has pre-emptive rights to the shares if the option holders contemplate selling to a third party.

8 Fee to the auditors appointed by the General Meeting

	2015 DKKkm	2014 Dkkm
Deloitte		
Statutory audit services	1.8	1.8
Other assurance engagements	0.0	0.0
Tax services	0.1	0.2
Other services	0.6	0.7
Total fee to the auditors appointed by the General Meeting	2.5	2.7

9 Amortisation and depreciation

	2015 DKKkm	2014 Dkkm
Amortisation, intangible assets	15.2	16.8
Depreciation, property, plant and equipment	30.6	31.7
Loss from sale/retirement of assets	10.5	-0.3
Total amortisation and depreciation	56.3	48.2

As part of the efficiency measures taken for the production processes, plant has been retired at a carrying amount of DKK 10.3 million. In addition, the line item includes a loss of DKK 0.2 million from the sale of assets.

10 Share of profit/loss of associates after tax

	2015 DKKkm	2014 DKKkm
Share of profit/loss before tax	0.5	0.5
Share of tax	-0.7	-0.6
Loss on sales of investments	0.0	-1.3
Total share of profit/loss of associates after tax	-0.2	-1.4

11 Return on securities	2015	2014
	mio. kr.	mio. kr.
Dividend	2.7	1.0
Net capital gains on shares	11.2	12.2
Interest and gain on bonds, net	-1.0	4.1
Total return on securities	12.9	17.3

A summary of the portfolio of securities is given in Note 23.

12 Net financials	2015	2014
	DKKm	DKKm
Exchange gains	0.2	0.4
Interest income etc	0.3	0.3
Total financial income	0.5	0.7
Interest expenses etc	7.1	7.5
Exchange losses	0.0	0.3
Fair value adjustment of other investments	0.0	13.8
Discount effect of the purchase price payable	1.2	3.1
Total financial expenses	8.3	24.7

Financial expenses relate to financial liabilities measured at amortised cost, see Note 38. Financial expenses include the discount effect of the acquisition price payable on the acquisition price payable/future dividend for the acquisition of the remaining 30% of the shares in Lokalaviserne Østerbro og Amager A/S. Financial expenses also include the discount effect of the acquisition price payable for HentTilbud ApS, up to 30 June 2014, at which date the acquisition price was reversed.

In 2014, fair value adjustments of other investments consisted of a DKK 12.0 million write-down of the investment in Emply ApS. As part of the 5.5% investment in Emply ApS in 2013, Ofir A/S was granted sole distribution rights to the Emply Hire system in Denmark and Sweden. The Emply Hire system constitutes an important element of Ofir's strategy of strengthening ties between advertisement customers and the business. When sealing the investment, it was agreed that Emply ApS was to develop a range of Ofir-specific features. In step with the sub-deliverables and the accomplishment of a number of sales targets, it was agreed that Ofir was to invest further in Emply ApS. In 2014 and 2015, a total of DKK 9.5 million was invested for a total equity interest of 10.5%, bringing the aggregate equity interest to 16%.

The Group has assessed the fair value of Ofir's stake in Emply ApS and, based on this, estimated that no revaluation or write-down is necessary for 2015. In 2014, it was estimated that a total write-down of DKK 12.0 million was needed. At 31 December 2015, the investment was measured at DKK 3.0 million (2014: DKK 3.0 million).

Aside from the fair value adjustment of Emply ApS in 2014, the investment in Pressens Fællesindkøb was written down by DKK 1.8 million in 2014. At 31 December 2015, the investment was measured at DKK 1.5 million (2014: DKK 1.5 million), equalling the value in use of the company.

13 Special items

	2015 DKKm	2014 DKKm
Write-down of goodwill relating to Byggestart/HentTilbud ApS	0.0	14.1
Reversal of deferred consideration related to the acquisition of HentTilbud ApS	0.0	-8.2
Severance costs on organisational change in HentTilbud ApS	0.0	1.6
Severance costs regarding change in management of North Media A/S	3.3	0.0
Impairment losses for former printing house	9.6	0.0
Write-down of goodwill related to local newspapers	10.0	15.0
Reversal of acquisition price payable related to the acquisition of Lokaviserne Østerbro og Amager A/S	-3.5	-15.0
Total special items, net	19.4	7.5

Special items for 2015 include a partial write-down of goodwill related to the acquisition of the local newspapers in 2013, totalling DKK 10 million, and a reduction in the acquisition price payable of DKK 3.5 million related to the acquisition of the remaining 30% of the shares in Lokaviserne Østerbro og Amager A/S. Results of the local newspapers have seen a poorer development than expected 12 months ago, which has demanded further write-down of goodwill and resulted in a reduction of the acquisition price payable concerning Lokaviserne Østerbro og Amager A/S. The write-down of both line items is based on estimated future earnings from these newspapers which are now estimated to be lower due to intensified competition and generally declining income from advertisement sales.

In addition, the line item includes total impairment losses of DKK 9.6 million for the Group's former printing house in Elsinore. The property has been subjected to further write-down following an assessment of its current rent level. Based on these updated and more conservative assumptions, an indication of impairment in the total amount of DKK 9.6 million was identified.

Lastly, in 2015 the line item includes expenses regarding the former Chief Executive Officer during the resignation period.

In 2014, the line item included write-down of the balance goodwill related to the acquisition of Byggestart/HentTilbud.dk and reversal of the acquisition price payable for HentTilbud ApS. It also included DKK 1.6 million in severance pay to staff as around half of the organisation was dismissed.

In 2014, the line item also included a write-down of goodwill and reversal of the acquisition price payable for the acquisition of the remaining 30% of the shares in Lokaviserne Østerbro og Amager A/S. The decrease in expected operating profit led to an indication of impairment of goodwill as well as reversal of the acquisition price payable.

As regards the assumptions underlying the impairment test, please refer to Note 17.

14 Income tax	2015 DKKm	2014 DKKm
Tax on profit for the year		
Current tax charges	5.1	17.0
Change in the deferred tax charge	-9.4	-0.8
Change in tax rate	1.0	0.7
Total tax on profit for the year	-3.3	16.9
Tax on profit for the year		
Calculated tax on the profit before tax 23.5% (2014: 24.5%)	-3.6	9.7
Tax effect of:		
Effect of tax transparent companies	0.1	-1.6
Reversal of deferred tax previously capitalised	0.0	2.8
Reversal of purchase price payable	-0.8	-2.0
Net other non-deductible expenses/non-taxable income	0.2	0.3
Share-based payment	0.4	0.4
Discount effect of the purchase price payable	0.3	0.7
Share of loss after tax of associates	0.0	0.4
Fair value adjustment of other investments	0.0	3.4
Tax free gain on sale of company	-0.6	0.0
Change in tax rate	-1.0	-0.7
Impairment on goodwill	1.7	3.5
Total tax on profit for the year	-3.3	16.9
Effective tax rate	21.7%	42.7%

North Media A/S is jointly taxed with Baunegård ApS. Baunegård ApS is the administration company which attends to payment of income tax, including tax prepayment. Income tax payable is settled with the administration company.

15 Earnings per share	2015 DKKm	2014 DKKm
Net profit/loss for the year - total	-11.4	22.7
Minority interests' share of consolidated profit/loss	1.8	-2.1
The North Media Group's share of the net profit/loss for the year	-9.6	20.6
Average number of shares (in millions)	20.1	20.1
Average number of treasury shares	1.5	1.5
Average number of shares in circulation (in millions)	18.6	18.6
Average dilution effect of outstanding share options	0.0	0.0
Average number of diluted shares in circulation (in millions)	18.6	18.6
Earnings per share (EPS) - total	-0.5	1.1
Diluted earnings per share (EPS-D) - total	-0.5	1.1

The calculation of diluted earnings per share does not include 1,185,000 share options (2014: 1,335,000), which have not been in-the-money, but which may potentially dilute earnings per share in future. The share options expire in the period 2016-2018, see details in Note 7.

16 Dividend per share

At the Annual General Meeting on 8 April 2016, the Board recommends that no dividend be distributed for the financial year 2015 (2014: DKK 0.0 per share).

17 Intangible assets

2015, DKKm	Goodwill	Other intangible assets	Completed develop- ment projects, software	Develop- ment projects in progress	Total
Cost at 1 January	130.2	109.2	117.5	0.6	357.5
Additions for the year	0.0	0.0	0.8	-0.6	0.2
Disposals in the year	-0.2	0.0	20.5	0.0	20.3
Cost at 31 December	130.4	109.2	97.8	0.0	337.4
Amortisation and impairment losses at 1 January	58.2	45.3	113.7	0.0	217.2
Amortisation for the year	0.0	13.1	2.1	0.0	15.2
Impairment losses for the year	10.0	0.0	0.0	0.0	10.0
Amortisation of disposals	-0.1	0.0	20.5	0.0	20.4
Amortisation and impairment losses at 31 December	68.3	58.4	95.3	0.0	222.0
Carrying amount at 31 December	62.1	50.8	2.5	0.0	115.4
Amortised over (years)	-	3-10	3-5	-	-

Other intangible assets include assets worth DKK 14.9 million which are considered to have indefinite lives, for which reason they are not amortised. The majority of other intangible assets are amortised over five years.

2014, DKKm

Cost at 1 January	128.2	106.4	115.9	0.3	350.8
Additions, assets transferred from DDC	2.0	2.8	0.0	0.0	4.8
Additions for the year	0.0	0.0	1.6	0.3	1.9
Cost at 31 December	130.2	109.2	117.5	0.6	357.5
Amortisation and impairment losses at 1 January	30.1	27.8	110.9	0.0	168.8
Amortisation for the year	0.0	14.4	2.4	0.0	16.8
Impairment losses for the year	27.1	1.6	0.4	0.0	29.1
Additions, assets transferred from DDC	1.0	1.5	0.0	0.0	2.5
Amortisation and impairment losses at 31 December	58.2	45.3	113.7	0.0	217.2
Carrying amount at 31 December	72.0	63.9	3.8	0.6	140.3
Amortised over (years)	-	3-10	3-5	-	-

Other intangible assets include assets worth DKK 14.9 million which are considered to have indefinite lives, for which reason they are not amortised.

17 intangible assets, continued

Assets with an indefinite life

Assets with an indefinite life are not amortised, but are instead subject to an annual impairment test. Goodwill is by definition an asset with an indefinite life.

Other intangible assets comprise distribution rights and trademarks acquired in connection with acquisitions. For some of these assets, the Group cannot foresee a limit to the period over which the assets may be expected to generate future economic benefits for the Group. In these cases, the lives of the assets are therefore deemed indefinite, for which reason they are not amortised. Other intangible assets the lives of which are deemed limited are subjected to amortisation.

The Group's total goodwill of DKK 62.1 million includes DKK 22.9 million attributable to local newspapers, DKK 19.6 million attributable to FK Distribution and DKK 19.5 million attributable to BoligPortal.

Intangible assets with indefinite lives, other than goodwill, stand at DKK 14.9 million, DKK 3.0 million of which relates to FK Distribution and DKK 11.9 million to BoligPortal.

Impairment test

When preparing the financial statements, goodwill and intangible assets were tested for impairment for the following "Cash Generating Units" (CGU) holding intangible assets:

- Lokalaviserne
- FK Distribution
- BoligPortal

In 2015, this resulted in a DKK 10.0 million write-down of goodwill related to the local newspapers (2014: DKK 15.0 million). Byggestart.dk/HentTilbud.dk (now håndværker.dk) was also written down in 2014, then by DKK 14.1 million.

Lokalaviserne

The primary assumptions underlying future earnings and impairment testing are the development in revenue and its spill-over effect on the EBITDA margin.

The write-down of goodwill for "Lokalaviserne" is motivated by the expectation that revenue will continue to decline, which will have a negative impact on future earnings expectations.

The review for impairment now includes an expected future decline in revenue as opposed to previously a small increase or a flat development in revenue over the forecast period. The forecasted decline in revenue is lower than the general market contraction, which is expected to remain at 5-8% a year. The reason for the expectation that "Lokalaviserne" will do better than the general market is the fact that they enjoy extensive awareness among advertisers in the Copenhagen market – a market that is also expected to fare better than the general nationwide market.

Depending on revenue development in the next few years, it may prove necessary to write down goodwill and other intangible assets relating to "Lokalaviserne" by DKK 0 to 20 million. Based on the existing business plan and the sales initiatives implemented, assessments are, however, that the revenue forecasted for 2016 is realisable, implying that existing earnings may be upheld.

The sensitivity related to the outlook for future revenue development and the resulting earnings is substantial, however, it hinges on the ability to regularly adjust organisation and costs to the future market. An isolated additional revenue reduction by, for example, 1% throughout the forecast period will up the required write-down by up to DKK 10 million (assuming unchanged contribution ratio and costs). Should revenue take a negative turn, however, expectations are that costs may be adjusted to some degree, while intangible assets in the coming years are amortised at an amount equivalent to DKK 12.3 million a year. The overall uncertainty related to goodwill and other intangible assets in terms of further write-downs is therefore estimated to be small for "Lokalaviserne".

FK Distribution

For FK Distribution, the impairment test shows a value in use considerably exceeding the value of its non-current assets and working capital, as a result of which there has been no reason to write down intangible assets related to this CGU.

For 2016, FK Distribution's EBITDA earnings expectations are lower than those realised in recent years. It is estimated, however, that EBITDA earnings will go up again from 2017 and onwards. This estimate is based primarily on FK Distribution in 2016 and onwards succeeding in upping the number of NoAds+ households from the current level of 550,000. Also, the largest investments in production equipment and IT infrastructure etc have already been made, meaning that in the years ahead only few investments will be necessary. If FK Distribution does not succeed in increasing EBITDA earnings, there is a risk, however, that intangible assets in the total amount of DKK 22.6 million would have to be written down in subsequent years.

BoligPortal

BoligPortal is Denmark's largest housing advertising portal, whose revenue and positive earnings have gone up throughout the years. Earnings of BoligPortal are expected to continue to develop positively, and there has been no indication of impairment of goodwill or other intangible assets related to this site. Reduced earnings of even 20% would not affect the indication of impairment.

For as long as BoligPortal remains market leader, no write-down of goodwill or other intangible assets is estimated to be necessary.

The impairment model for the three CGUs holding intangible assets builds on the 2016 forecast, which is projected four years based on estimates of future developments in each CGU. For the subsequent terminal period, a growth factor of a negative 4% was used in 2015 (2014: a negative 4%) for all CGUs in the Print segment. This decline is slightly smaller than the market contraction expected for both the newspaper ad market and the distribution market, and is attributable to the Group believing that its products will fare better than the general print ad market.

For CGUs in the Online segment, a growth factor of 2% is still used in the terminal period (2014: 2%).

The tax rate used in the model is 22.0% (2014: 22.0-23.5%).

The impairment test was performed for each CGU by comparing the carrying amount of intangible assets and property, plant and equipment with the discounted values of future cash flows. As part of the impairment test, different discount rates are used for the print and online businesses, see below:

Discount rate	Print	Online
2015 after tax	8.4%	11.1%
2015 before tax	11.2%	14.5%
2014 after tax	8.6%	11.1%
2014 before tax	11.2%	14.5%

The discount rate is composed of a debt element and an equity element. For the Online segment only an equity element, however, as assessments are it would be difficult to obtain debt financing for the online business. The equity element has been determined on the basis of a risk-free interest rate plus a market risk premium weighted by an expected equity element. Similarly, the debt element is based on the interest rate on loan capital weighted by an expected debt element.

The increase in discount rate was triggered by the increased risk in the print business in particular, due to the declining market and the uncertainty surrounding the transformation from print to online.

The impairment model is generally not sensitive to an increase in the discount rate. However, "Lokalaviserne" would have to be written down by another DKK 10 million if the discount rate went up by 3% after tax.

18 Property, plant and equipment

2015, DKKm	Land and buildings	Plant and machinery	Fixtures and fittings	Total
Cost at 1 January	435.9	184.4	110.5	730.8
Additions for the year	0.6	6.5	3.7	10.8
Disposals for the year	0.0	14.6	4.1	18.7
Cost at 31 December	436.5	176.3	110.1	722.9
Depreciation and impairment losses at 1 January	143.7	122.2	97.6	363.5
Depreciation for the year	8.2	16.1	6.3	30.6
Impairment losses for the year	9.6	0.0	0.0	9.6
Disposals for the year	0.0	4.1	3.4	7.5
Depreciation and impairment losses at 31 December	161.5	134.2	100.5	396.2
Carrying amount at 31 December	275.0	42.1	9.6	326.7
Depreciated over (years)	20-50	5-10	3-5	-
2014, DKKm				
Cost at 1 January	435.6	163.9	108.9	708.4
Additions, assets transferred form DDC	0.5	0.0	0.0	0.5
Additions for the year	0.0	20.5	4.5	25.0
Disposals for the year	0.2	0.0	2.9	3.1
Cost at 31 December	435.9	184.4	110.5	730.8
Depreciation and impairment losses at 1 January	134.5	106.7	92.5	333.7
Depreciation for the year	8.9	15.5	7.3	31.7
Additions, assets transferred from DDC	0.5	0.0	0.0	0.5
Disposals for the year	0.2	0.0	2.2	2.4
Depreciation and impairment losses at 31 December	143.7	122.2	97.6	363.5
Carrying amount at 31 December	292.2	62.2	12.9	367.3
Depreciated over (years)	20-50	5-10	3-5	-

19 Subsidiaries

The Group's subsidiaries are evident from the group chart on page 114. There is no difference between ownership interest and share of voting rights in any of the Group's companies. Subsidiaries holding minority interests are listed below.

Subsidiaries	Registered office	Minority interest	
		2015	2014
Tryksagsomdelingen Fyn P/S (TOF)	Svendborg	50%	50%
Tryksagsomdelingen Fyn Komplementar ApS (TOF)	Svendborg	50%	50%

Reference is made to the group chart on page 114.

Principal items in subsidiaries holding minority interests

	2015			2014			
	TOF	Eliminations	Total	TOF	Other minorities	Eliminations	Total
DKKm							
Revenue	60.4			74.4			
Net profit/loss for the year	-3.6			3.8			
Comprehensive income	-3.6			3.8			
Parent's share of profit/loss for the year	-1.8			1.9			
Minority interests' share of profit/loss for the year	-1.8	0.0	-1.8	1.9	0.0	0.2	2.1
Balance sheet							
Non-current assets	0.3			4.3			
Current assets	5.5			15.2			
Current liabilities	-7.3			-9.6			
Parent's share of equity	1.4			5.0			
Minority interests' share of equity	1.4	0.0	1.4	5.0	0.0	0.2	5.2
Contingent liabilities	0.0			0.0			
Cash flow statement							
Cash flows from operating activities	-0.2			17.6			
Cash flows from investing activities	0.0			-4.4			
Cash flows from financing activities	-3.9			-7.6			
Increase/decrease in cash and cash equivalents	-4.1	0.0	-4.1	5.6	0.0	3.9	9.5
Transactions with minorities							
Dividend paid to Parent	1.9			3.8	0.0		
Dividend to minority interests	2.0	0.0	2.0	3.8	0.0	0.0	3.8
Purchase of shares in group enterprise	0.0	0.0	0.0	0.0	7.6	0.0	7.6

Significant restrictions in the Group's access to transacting with its assets

The Group is not subject to restrictions on access to transacting with the Group's assets or repaying the Group's liabilities. The only exception is that cash and cash equivalents of Tryksagsomdelingen Fyn P/S and the relating general partnership are recognised at DKK 0.4 million in the consolidated financial statements whereas the Group's actual ownership share of these cash and cash equivalents stands at DKK 0.2 million.

20 Investments in associates

Significant associates

	Registered office	Ownership	
		2015	2014
A/S Vestsjællandske Distriktsblade (VD)	Slagelse	50.0%	50.0%
Dansk Distributions Center ApS and the relating general partnership (DDC)	Taastrup	50.0%	50.0%
Mesto.ua	Ukraine	21.4%	20.0%

Reference is made to the group chart on page 114.

	2015 DKK m	2014 DKK m
Net asset value at 1 January	11.0	25.0
Additions for the year	1.2	5.0
Disposals for the year	0.0	-5.3
Share of profit/loss before tax	0.5	0.5
Share of tax	-0.7	-0.6
Dividend received/capital reduction	-3.5	-13.6
Net asset value at 31 December	8.5	11.0

In 2014, DKK 5.0 million was invested in an Ukrainian housing portal, and DKK 1.2 million in additional capital was contributed to the company in 2015. The Group's equity interest is 21.4% at year-end 2015 (2014: 20.0%).

The investment in Shopbox ApS was sold at the end of June 2014, and a loss of DKK 1.3 million taken to profit or loss, see Note 10.

20 Investments in associates, continued

Key figures for individual, significant associates

	VD	Mesto	Immaterial	2015 total	VD	DDC	Immaterial	2014 total
Ownership	50%	21,4%	-	-	50%	50%	-	-
Revenue	33.6	0.2	-	-	35.3	0.0	-	-
Profit/loss for the year	4.2	-7.0	-	-	3.4	-0.2	-	-
Comprehensive income	4.2	-7.0	-	-	3.4	-0.2	-	-
Parent's share of comprehensive income	1.2	-1.4	0.0	-0.2	0.8	-0.1	-0.8	-0.1
Balance sheet								
Non-current assets	6.3	0.0	-	-	8.0	0.0	-	-
Current assets	13.3	0.1	-	-	14.2	0.0	-	-
Non-current liabilities	-0.3	0.0	-	-	-0.1	0.0	-	-
Current liabilities	-6.1	0.0	-	-	-6.1	0.0	-	-
Net assets (equity)	13.2	0.1	-	-	16.0	0.0	-	-
Parent's share of equity in associates (book value)	3.4	4.8	0.3	8.5	5.6	0.4	5.0	11.0
Transactions with associates								
Dividend received from associates	3.5	0.0	0.0	3.5	3.3	9.6	0.0	12.9
Capital increases/acquisition of equity interests	0.0	1.2	0.0	1.2	0.0	0.0	5.3	5.3
Capital reduction	0.0	0.0	0.0	0.0	0.0	0.7	0.0	0.7
Contingent liabilities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

The Group has no non-recognised shares of losses in associates, either in 2015 or in previous years.

None of the associates are subject to limitations with respect to distribution of cash dividends aside from the general requirements for propriety of dividends under Danish company law.

21 Inventories	2015 DKKm	2014 DKKm
Work in progress	1.6	1.1
Manufactured goods and goods for resale	9.1	3.9
Total inventories	10.7	5.0

No goods are expected to be sold more than 12 months after the balance sheet date. DKK 8.4 million in cost of sales has been recognised in direct costs (2014: DKK 2.5 million).

22 Trade receivables	2015 DKKm	2014 DKKm
Trade receivables	82.2	94.0
Write-downs	-4.1	-2.3
Trade receivables, net	78.1	91.7

Write-downs included in the above receivables have developed as follows:

Write-downs at 1 January	2.3	3.2
Expensed for the year, net	2.8	1.5
Recovered from previous year	0.2	0.1
Recorded losses	-1.2	-2.5
Write-downs at 31 December *)	4.1	2.3

*) In Note 38, in the section on credit risk, the balance on receivables due is evident.

A write-down account is used to reduce the carrying amount of trade receivables, the value of which is impaired due to risk of loss.

Based on historical experience, amounts are recognised in the write-down account beginning from when receivables have been overdue for more than 30 days. When receivables have been overdue for more than 90 days, the amount is fully provided for. If a customer suspends payments or goes bankrupt, an individual assessment is made that may result in a further indication of impairment. Neither 2015 nor 2014 saw indications of material impairment aside from the general write-downs.

In the financial year under review, interest income totalling DKK 0.0 million was recognised with respect to receivables written down (2014: 0.1 million).

23 Securities	2015 DKKm	2014 DKKm
Mortgage bonds	0.0	61.6
Corporate bonds	0.0	72.4
Shares	196.1	70.7
Securities 31 December	196.1	204.7

At 31 December 2015, the portfolio of securities, which is measured at fair value, comprises listed Danish and foreign shares and share-based investment funds.

24 Cash and cash equivalents	2015 DKKm	2014 DKKm
Cash and cash equivalents comprise		
Cash	92.4	43.5
Cash and cash equivalents	92.4	43.5

25 Deferred tax	2015 DKKm	2014 DKKm
Deferred tax at 1 January, net	16.1	16.2
Deferred tax included in net profit/loss for the year	-9.4	-0.8
Change in tax rate	1.0	0.7
Deferred tax at 31 December, net	7.7	16.1

DKKm	2015			2014		
	Assets	Liabilities	Total	Assets	Liabilities	Total
Specification of deferred tax						
Intangible assets	1.1	11.9	-10.8	1.4	16.1	-14.7
Property, plant and equipment	4.7	0.0	4.7	2.5	1.9	0.6
Current assets	0.3	1.1	-0.8	0.3	1.5	-1.2
Non-current liabilities	0.0	0.8	-0.8	0.0	0.8	-0.8
Total	6.1	13.8	-7.7	4.2	20.3	-16.1
Set-off of deferred tax assets and deferred tax liabilities within the same legal tax entities and jurisdictions	6.1	6.1	0.0	4.2	4.2	0.0
Deferred tax liabilities at 31 December	0.0	7.7	-7.7	0.0	16.1	-16.1

26 Equity	Number in thousands		Nominal value DKK'000	
	2015	2014	2015	2014
Share capital				
Number of shares at 1 January	20,055	20,055	100,275	100,275
Number of shares at 31 December	20,055	20,055	100,275	100,275

The share capital consists of 20,055,000 shares of DKK 5.00 nominal value each, fully paid in. No shares carry special rights.

26 Equity, continued

	2015			2014		
	Number in thousands	Nominal value DKK'000	% of share capital	Number in thousands	Nominal value DKK'000	% of share capital
Treasury shares						
At 1 January	1,485	7,425	7.40%	1,485	7,425	7.40%
At 31 December	1,485	7,425	7.40%	1,485	7,425	7.40%

North Media A/S is authorised by the company in general meeting to acquire a maximum nominal amount of DKK 15,041,000 of share capital. This authorisation runs until 26 March 2020.

In the financial years 2015 and 2014, North Media A/S has not acquired or sold treasury shares.

The portfolio of treasury shares was acquired with a view to funding share options outstanding relating to the Group's share option programme, see details in Note 7.

Reserve for treasury shares, hedging reserve and reserve for foreign currency translation adjustments

The reserve for treasury shares includes the accumulated purchase price of the Company's portfolio of treasury shares. The reserve is dissolved for the portion of the portfolio of shares that is cancelled or sold.

The hedging reserve includes the accumulated net change in the fair value of hedging transactions which meet the criteria for hedging future cash flows, with the transaction hedged not having been carried out yet.

The reserve for foreign currency translation adjustments includes all exchange rate adjustments resulting from the translation of financial statements of entities using a functional currency other than DKK as well as exchange adjustments relating to assets and liabilities which represent part of the Group's net investments in such entities.

27 Debt to financial institutions etc

	2015 DKKm	2014 DKKm
Mortgage debt	145.7	137.8
Carrying amount	145.7	137.8
Of which, floating rate (CIBOR-6 loan)	82.8	73.4
Of which, fixed rate	62.9	64.4
Debt to financial institutions is included under the following items in the balance sheet		
Non-current liabilities	139.2	131.9
Current liabilities	6.5	5.9
Carrying amount	145.7	137.8
Nominal value	149.0	141.0
Fair value	149.4	141.0

Debt to financial institutions includes a capital loss relating to the raising of a loan of DKK 3.5 million (2014: DKK 3.2 million) which is amortised over the remaining time to maturity. Please refer to Note 38 for information on interest rate sensitivity and to Note 39 for information on fair value.

28 Fair value, interest-rate swap	2015 DKKm	2014 DKKm
Fair value, interest-rate swap	13.3	15.8
Non-current portion	13.3	15.8
Fair value, interest-rate swap	3.0	3.2
Current portion	3.0	3.2
Fair value, interest-rate swap	16.3	19.0

The Group's CIBOR-6 loans (that is falling due on 30 September 2031) carrying a floating interest rate are repaid as a 20-year annuity loan. In order to reduce interest rate uncertainty, the interest rate was fixed throughout the term of the loan via an interest-rate swap. The interest-rate swap is also repaid as a 20-year annuity loan based on a fixed interest rate, including contributions of 5.38% p.a.

The interest rate on the CIBOR 6 loans including the interest-rate payments under the swap agreement are recognised in financial expenses.

The interest-rate swap is measured at fair value at 31 December 2015. The value of the interest-rate swap (debt) is DKK 16.3 million (DKK 19.0 million in 2014), and revaluations are recognised through other comprehensive income.

The interest-rate sensitivity of the interest-rate swap is described in more detail in Note 38 under the section Interest-rate risks, and computation of fair value is described in Note 39.

29 Purchase price payable	2015 DKKm	2014 DKKm
Net liability value at 1 January	23.8	51.8
Additional Payments	0.0	4.8
Value adjustments	-8.8	-11.5
Discount effect of the purchase price payable	-3.5	-24.4
	1.2	3.1
Total purchase price payable	12.7	23.8
Non-current part	6.1	15.4
Current part	6.6	8.4
Total purchase price payable	12.7	23.8
Specified as follows:		
Purchase price payable, Lokalaviserne Østerbro og Amager A/S, see Note 12	12.7	16.9
Purchase price payable, HentTilbud ApS	0.0	2.1
Purchase price payable, Empty ApS, see Notes 12 and 39	0.0	4.8
Purchase price payable	12.7	23.8

DKK 6.6 million of the purchase price payable falls due in 2016, whereas the remaining purchase price falls due in 2017-2019.

30 Other payables	2015 DKKkM	2014 DKKkM
A tax (PAYE) etc payable to public authorities	0.9	1.6
VAT liability	9.6	14.5
Holiday pay obligation	38.0	38.6
Other debt	35.7	33.2
Total other payables	84.2	87.9
31 Adjustments for non-cash operating items	2015 DKKkM	2014 DKKkM
Share of profit in associates	0.2	1.4
Tax on profit/loss for the year	-3.3	16.9
Amortisation and depreciation of assets	45.8	48.4
Loss on disposals/retirement of assets	10.5	-0.2
Share-based payment	1.5	1.8
Special items, non-cash effect	16.0	5.9
Net financials	-20.7	-11.7
Value adjustments, securities	12.9	17.4
Total adjustments	62.9	79.9
32 Changes in working capital		
Increase/decrease in receivables etc	10.7	16.5
Increase/decrease in current liabilities	-17.2	-9.1
Changes in working capital	-6.5	7.4
33 Investments in intangible assets and property, plant and equipment		
Investment in software	-0.2	-1.9
Investment in land and buildings	-0.6	0.0
Investment in plant and machinery	-6.5	-20.5
Investment in operating equipment, fixtures and fittings	-3.7	-4.5
Total investments	-11.0	-26.9

34 Operating leases and rental obligations

	2015 DKKkm	2014 DKKkm
Operating leases		
Future minimum expenses related to operating leases:		
Due within 1 year	0.0	0.0
Total	0.0	0.0
The Group has no operating leases relating to operating assets.		
For operating leases the following amounts have been recognised in the income statement	0.0	0.0
Rental obligations		
Future minimum payments related to rental obligations:		
Due within 1 year	2.0	2.1
Due within 1 and 5 years	0.0	0.3
Total	2.0	2.4
For rental obligations the following amounts have been recognised in the income statement	3.6	4.1

35 Contingent liabilities

The Company participates in a Danish joint taxation arrangement in which Baunegård ApS serves as the administration company. According to the joint taxation provisions of the Danish Corporation Tax Act, the Company is therefore liable from the financial year 2013 for income taxes etc for the jointly taxed companies and from 1 July 2012 also for obligations, if any, relating to the withholding of tax on interest, royalties and dividend for the jointly taxed companies.

36 Security for loan

	2015 DKKkm	2014 DKKkm
Carrying amount for mortgaged properties provided as security for the Group's mortgage debt	264.7	272.1
Bonds have been deposited as security for payment of the remaining purchase price for HentTilbud ApS, value	0.0	15.7

37 Related parties

As a majority shareholder in North Media A/S' Parent, Baunegård ApS, Richard Bunck is subject to the disclosure requirements for related parties. During the financial year and last financial year, there were no transactions with Richard Bunck except for the payment of remuneration to the Board of Directors.

Baunegård ApS is wholly owned and controlled by Richard Bunck. This company is an administration company in the joint taxation arrangement with North Media A/S and manages payment/receipt of Danish income tax on behalf of the North Media Group's Danish companies. Baunegård ApS (registered in the Municipality of Fredensborg) pre-pares the consolidated financial statements, in which North Media A/S and its subsidiaries are included.

Board Member Ulrik Holsted-Sandgreen is an attorney-at-law and partner of Horten (formerly a partner of Plesner), the law firm providing professional advice to the Company. Therefore, Ulrik Holsted-Sandgreen may not be considered independent. Horten has not issued invoices to the Group for fees in 2015, whereas Plesner has submitted invoices for a total of DKK 1.2 million during the period when Ulrik Holsted-Sandgreen was partner with this firm. In 2014, Plesner issued invoices to the Group for a total of DKK 0.9 million for advisory services during the period when Ulrik Holsted-Sandgreen was partner with this firm.

In the year under review no transactions were made with the Board of Directors, Executive Board, managerial staff, significant shareholders or other related parties, except for salaries and remuneration set out in Note 7.

North Media has transactions with associates and subsidiaries in the form of ordinary business activities such as buying and selling services and internal rental agreements. All related party transactions are conducted on an arm's length basis.

Transactions with subsidiaries are eliminated in the consolidated financial statements in accordance with the accounting policies.

	2015 DKKm	2014 DKKm
Transactions with associates		
A/S Vestsjællandske Distriktsblade, sale	6.6	6.6
Total transactions	6.6	6.6
Dansk Distributions Center P/S	0.0	0.2
A/S Vestsjællandske Distriktsblade	0.6	0.4
Total receivables	0.6	0.6

38 Financial risks

The Group's handling of risks and risk management are described in detail in a separate section in the management commentary. Supplementary information for understanding the Group's financial risks is given below.

Liquidity risk

The Group's cash reserves consist of cash funds in the total amount of DKK 92.4 million. (2014: DKK 43.5 million). In addition, the Group has readily negotiable securities of DKK 196.1 million. (2014: DKK 204.7 million). Presently, the Group has undrawn overdraft facilities of DKK 25.0 million.

The Group's financial liabilities are due as follows:

2015, DKKm	Carrying amount	Contractual cash flow**	Within 3 months	Within 3-12 months	1-5 years	After 5 years
Financial instruments						
Financial institutions incl interest-rate swap*	162.0	206.6	0.0	12.2	46.0	148.4
Trade payables	43.1	43.1	43.1	0.0	0.0	0.0
Purchase price payable, see Note 29	12.7	14.1	0.0	6.7	7.4	0.0
Other payables	84.2	84.2	46.2	38.0	0.0	0.0
Liabilities at 31 December	302.0	348.0	89.3	56.9	53.4	148.4

2014, DKKm

Financial instruments						
Financial institutions incl interest-rate swap*	156.8	218.8	0.0	12.2	46.8	159.8
Trade payables	51.2	51.2	51.2	0.0	0.0	0.0
Purchase price payable, see Note 29	23.8	27.1	0.0	8.4	18.7	0.0
Other payables	87.9	87.9	49.3	38.6	0.0	0.0
Liabilities at 31 December	319.7	385.0	100.5	59.2	65.5	159.8

*) The contractual cash flow for the interest-rate swap has been included in figures for financial institutions as, in the Company's view, this provides the truest and fairest view of the total cash flows from the financing activity.

***) Inclusive of known/determined interest payments.

Interest-rate risk

It is group policy to hedge the interest-rate risk of the Group's loans when the Group believes that the interest payments can be secured at a satisfactory level compared to the related costs. Hedging is usually made through interest-rate swaps, where floating-rate loans are changed into a fixed interest rate. However, a minor share of the mortgage borrowing may be maintained as floating-rate loans if this is deemed attractive.

In 2012, the Group's fixed-interest mortgage loans were refinanced. An additional loan for a total of DKK 14.0 million was raised in 2015. The Group's mortgage loans can be stated as follows:

	2015 DKKm	2014 DKKm
CIBOR 6 loan, 30-year annuity loan falling due on 30 September 2045	9.0	0.0
CIBOR 6 loan, 20-year annuity loan falling due on 30 September 2035	4.9	0.0
CIBOR 6 loan, 20-year annuity loan falling due on 30 September 2031	68.9	73.4
3% bond debt, 30-year annuity loan falling due on 30 September 2041, convertible	62.9	64.4
Fair value of interest-rate swap	16.3	19.0
Total mortgage debt incl interest-rate swap	162.0	156.8

The main part of the CIBOR 6 loan maturing in 2031 is fixed through an interest-rate swap. A minor share of the loan totaling DKK 4.0 million (2014: DKK 4.6 million) is not fixed.

Fluctuations in the interest-rate level affect the Group's bank deposits, mortgage debt and market value of interest-rate swaps. An increase in the interest-rate level by 1% per annum will have no significant effect on the fair values of the CIBOR 6 loans because their interest rates are determined every six months. The fair value (debt) of the interest-rate swap will, however, be increased by DKK 4.3 million in the event of a drop in the interest-rate level by 1% annually. An increase in the interest-rate level would reduce the fair value of the interest-rate swap by DKK 4.0 million. The duration has been determined at 6.0. For 2014, the interest-rate sensitivity of the interest-rate swap was approximately DKK 4.2 million in the event of an increase in the interest-rate level by 1% per annum (and a decline in the interest-rate level would increase the interest-rate swap by DKK 4.6 million), equivalent to a duration of 6.5.

The bond debt is recognised at amortised cost, and fluctuations in the fair value are therefore not recognised in the financial statements. A 1% increase per year in the interest-rate level would reduce the fair value of the debt by DKK 3.8 million. Conversely, a drop in the interest-rate level by 1% would only increase the fair value of the debt by DKK 0.0 million as a result of the debt is callable at par. For 2014, an increase in the interest-rate level by 1% would have reduced the fair value of the debt by DKK 0.5 million, while a drop in the interest rate by 1% would have increased the fair value of the debt by DKK 0.0 million.

The calculation of the Group's interest rate sensitivity is based on the following assumptions:

- The sensitivity rates specified for the fixed-rate debt have been calculated on the basis of recognised financial assets and liabilities at 31 December 2015.
- It is assumed that the CIBOR-6 loans are repaid in accordance with the ordinary repayment method used for a 20-year annuity loan, based on a fixed interest rate including a contribution rate of 5.38% for a mortgage loan. For the bond loan, an ordinary repayment method has been assumed, corresponding to a 30-year annuity loan.
- The interest-rate swap entered into mainly hedges interest-rate risk on floating rate loans.

The Group's cash and cash equivalents are mainly placed in the Group's cash pool account, on which negative interest is currently charged. The interest rate of deposits is considered immaterial.

As to the Group's financial assets and liabilities, the carrying amount may be allocated on the following contractual dates of interest-rate adjustment or expiry, depending on which date comes first, and how large a portion of the interest-carrying assets and liabilities carry fixed interest. Loans carrying floating interest are considered having interest-rate adjustment dates falling within a year. Interest-rate swaps are included in the table by the underlying debt and not fair value.

2015, DKKm	Within 1 year	Between 2 - 5 years	After 5 years	Total	Average duration
Bank deposits	92.4	0.0	0.0	92.4	1
Mortgage debt, fixed rate	-1.6	-7.0	-54.3	-62.9	5
Mortgage debt, floating rate	-4.9	-19.6	-58.3	-82.8	1
Interest-rate swap	4.1	18.4	42.4	64.9	7
31 December	90.0	-8.2	-70.2	11.6	-

2014, DKKm	Within 1 year	Between 2 - 5 years	After 5 years	Total	Average duration
Bonds	4.5	32.6	96.9	134.0	2
Bank deposits	43.5	0.0	0.0	43.5	1
Mortgage debt, fixed rate	-1.6	-6.8	-56.1	-64.5	5
Mortgage debt, floating rate	-4.2	-17.1	-52.0	-73.3	1
Interest-rate swap	3.9	17.5	47.4	68.8	7
31 December	46.1	26.2	36.2	108.5	-

Acquisition price payable is not included in the Group's determination of interest-rate risks as the discount rate is not affected directly by market-oriented interest-rate risks.

Share price exposure

A major portion of the Group's excess liquidity is placed in 13 different Danish and foreign shares and share-based investment funds, see description in the Financial review on page 15. A 10% change in the share price would influence profit or loss for the year and equity by DKK 19.6 million (2014: DKK 7.1 million). A 10% change in the USD exchange rate compared to the exchange rate at 31 December 2015 would influence profit or loss for the year and equity by DKK 4.0 million (2014: DKK 1.6 million). Please refer to page 15 in the Financial review for a more detailed description of returns and value at risk.

Currency risks

More than 97% of the Group's activities are in Denmark and invoiced in Danish kroner. There are minor activities in the UK, Sweden and Germany.

No significant direct trading takes place between business entities in different countries, and North Media is only insignificantly exposed to currency risks with respect to cash flows from financial transactions and dividend flows with the exception of share price exposure, see above. An insignificant translation risk exists with respect to consolidating and translating foreign subsidiaries' financial statements to Danish kroner, and in connection with the Group's net investments in these companies. The maximum aggregate currency risk of the direct trading between business entities is estimated to be DKK 1.0 million and is therefore not hedged.

The Group purchases newsprint for its newspaper activities. Newsprint is paid in DKK, but the underlying purchase price is tied to SEK and NOK. A 10% increase in SEK and NOK on DKK would inevitably result in an increase in paper prices of approximately DKK 3 million.

The Group has no noteworthy currency risks with respect to receivables and debt denominated in foreign currencies at 31 December 2015 and 2014.

Credit risks

The Group is particularly exposed to credit risks vis-à-vis receivables and deposits with banks. The maximum credit risk equals the carrying amount. The Group's credit risk policy ensures that the Group's cash resources are spread across various asset types and counterparties.

No noteworthy credit risks are considered to be associated with cash and cash equivalents as the counterparties are banks designated by the Danish Financial Supervisory Authority as systemically important financial institutions. Outstanding receivables are regularly followed up on in accordance with the Group's receivables policy. If uncertainty arises as to a cus-

customer's ability or willingness to pay an amount receivable, and estimations are that the claim is subject to risk, write-down is made to hedge this risk.

The Group has no significant risks relating to a single customer or business partner. In accordance with the Group's credit risk assumption policy, all major customers and other business partners are subject to continuous credit assessment. At 31 December 2015, total receivables of DKK 39.2 million are credit-insured with a maximum credit risk of DKK 9.1 million (2014: DKK 50.5 million, and a maximum credit risk of DKK 6.7 million).

In the past three years, the Group's bad debts have been at the level of 1.0‰ to 3.0‰ of revenue.

The balance overdue on trade receivables is composed as follows:

2015, DKKm	0-30 days	31-60 days	61-90 days	>90 days	Total
Overdue trade receivables, not impaired	18.4	1.4	0.4	0.0	20.2
Overdue trade receivables, impaired	0.0	0.5	0.3	4.3	5.1
					25.3
Write-down					-4.1
Trade receivables, net value at 31 December 2015					21.2
2014, DKKm					
Overdue trade receivables, not impaired	25.0	1.6	0.3	0.0	26.9
Overdue trade receivables, impaired	0.0	0.5	0.3	2.1	2.9
					29.8
Write-down					-2.3
Trade receivables, net value at 31 December 2014					27.5

39 Carrying amount, financial assets and liabilities DKKm	Carrying amount		Fair value	
	2015	2014	2015	2014
Trade receivables	78.1	78.1	91.7	91.7
Receivables from associates	0.6	0.6	0.6	0.6
Other receivables	3.9	3.9	3.6	3.6
Cash	92.4	92.4	43.5	43.5
Financial assets, measured at amortised cost	175.0	175.0	139.4	139.4
Other securities and investments	4.7	4.7	4.7	4.7
Securities	196.1	196.1	204.7	204.7
Financial assets, measured at fair value through profit or loss	200.8	200.8	209.4	209.4
Financial institutions	145.7	149.4	137.8	141.0
Trade payables	43.1	43.1	51.2	51.2
Income tax payable	3.6	3.6	1.5	1.5
Other payables	84.2	84.2	87.9	87.9
Financial liabilities, measured at amortised cost	276.6	280.3	278.4	281.6
Purchase price payable	12.7	12.7	23.8	23.8
Financial liabilities, measured at fair value through profit or loss	12.7	12.7	23.8	23.8
Interest-rate swap	16.3	16.3	19.0	19.0
Financial liabilities, used as hedging instruments	16.3	16.3	19.0	19.0

The fair value of securities has been calculated at the market price at 31 December 2015 and 31 December 2014, respectively, for the individual securities (level 1).

The fair value for credit institutions has been calculated based on the market price at 31 December 2015 and 31 December 2014, respectively, based on the loans' underlying bonds (level 1).

Interest-rate swaps are measured using an income method where expected cash flows are based on relevant observable swap curves and discounted using a discount rate that reflects the credit risk of relevant counterparties (level 2).

Fair value and fair value adjustments of other investments are described in detail in Note 12 (level 3).

Fair value of acquisition price payable has been calculated using the fair value model (level 3). For more details, including the fair value adjustments for the year, please refer to Notes 4, 12 and 29.

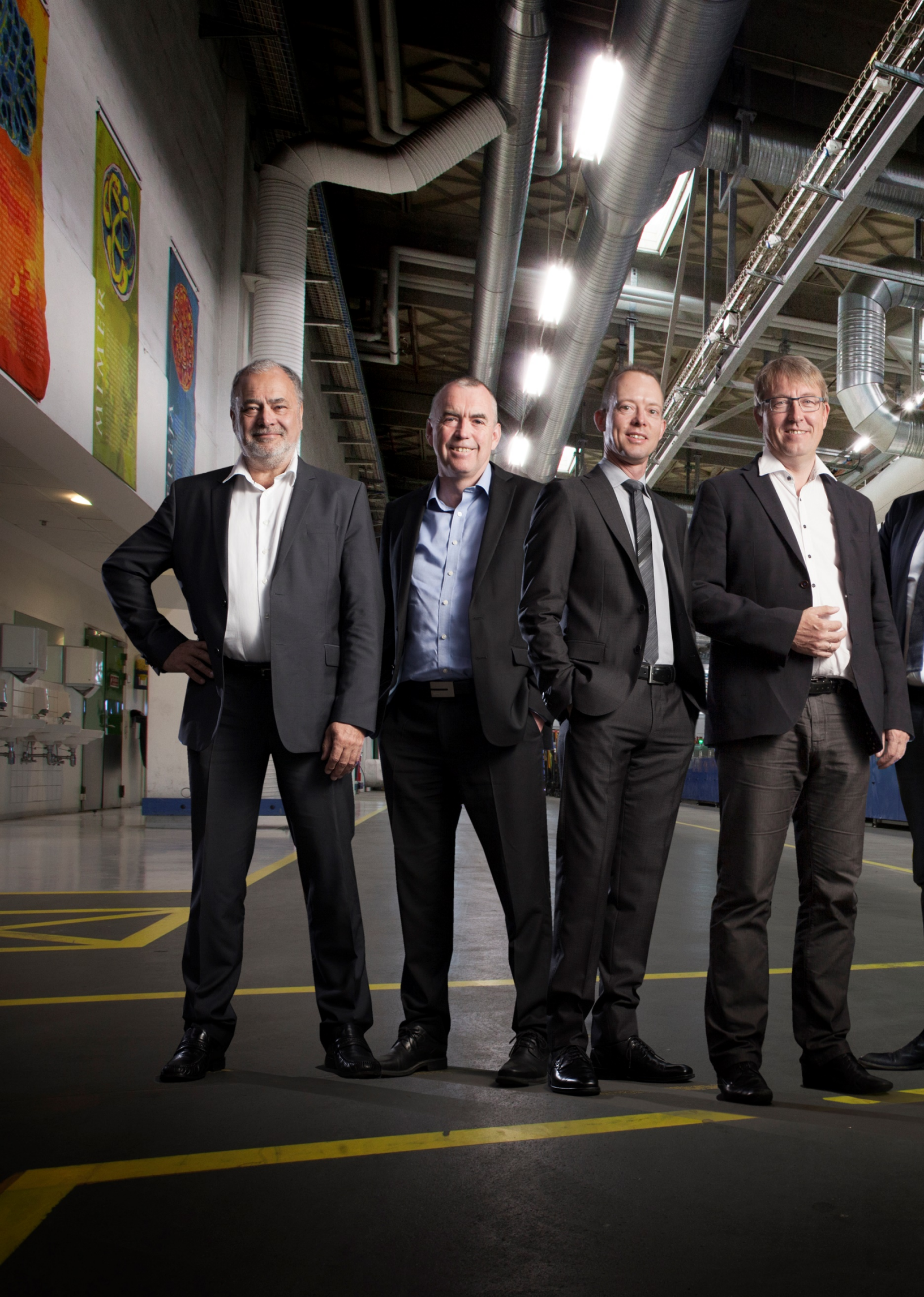
For other assets and liabilities, carrying amount is considered to equal fair value.

40 Subsequent events

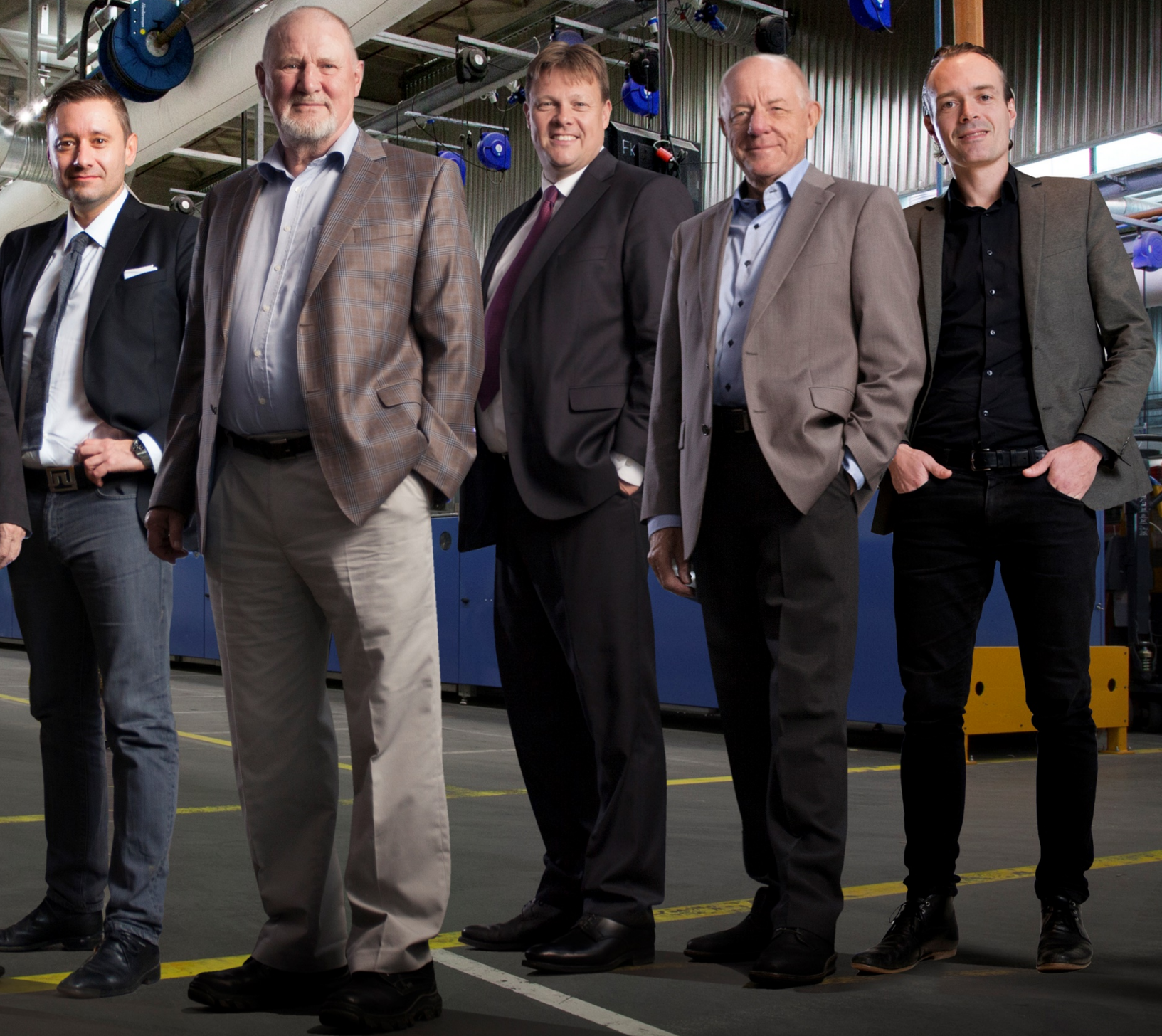
No further events other than those mentioned in the Annual Report have occurred up to the presentation of the Annual Report on 11 February 2016 which would influence the financial statement user's evaluation of the Annual Report.

41 Authorisation of the consolidated financial statements

At the board meeting of 11 February 2016, the Board of Directors authorised this Annual Report for publication. The Annual Report will be submitted for approval at the Annual General Meeting on 8 April 2016.



North Media A/S'
Board of Directors
and Executive Board





Richard Bunck

Principal shareholder of North Media A/S

EXECUTIVE POSITIONS

AT NORTH MEDIA A/S

Chairman of the Board of Directors of North Media A/S since 2 April 2004. Term of office expires in 2016.

Born: 1940

Does not comply with the corporate governance recommendations on independence as Richard Bunck is the principal shareholder of the Company.

EXECUTIVE POSITIONS AT SUBSIDIARIES

- CEO, Ofir A/S

The Board of Directors of North Media A/S has asked Richard Bunck to undertake the role as chief executive officer of the subsidiary, Ofir A/S, until further notice.

OTHER DIRECTORSHIPS AT SUBSIDIARIES

- Chairman, Forbruger-Kontakt A/S
- Chairman, North Media Aviser A/S
- Chairman, North Media Online A/S
- Vice Chairman, BEKEY A/S
- Chairman, North Media Ejendomme ApS

OTHER EXECUTIVE POSITIONS

Member of the Board of Directors/Executive Officer of:

- Baunegård ApS
- Bunck Invest 1 ApS
- Invest 88 A/S
- Riøl Invest ApS
- RMJ Finansiell Group ApS
- Fluimedix ApS
- LeanLinking ApS
- Point of Cow ApS

SPECIAL SKILLS

Trained in shipping at EAC (ØK). At the age of 23 he took up employment with the Thule Airbase in Greenland, performing administrative and managerial tasks.

On returning to Denmark in 1965, Richard Bunck acquired 50% of the business Reklame Distribution in Copenhagen, which later changed its name to Forbruger-Kontakt. In 1978, Richard Bunck published the first edition of Søndagsavisen. In 1996, the first Internet activities began, and the Company went public on the Stock Exchange.

So, Richard Bunck is a model entrepreneur who sees new business opportunities as society and the market change and develop. The activities are founded on strong principles reflecting the Group's values in respect of customer focus, accountability, quality, fairness and positive aggressiveness.



Peter Rasztar

Executive Officer

EXECUTIVE POSITIONS

AT NORTH MEDIA A/S

Vice Chairman of the Board of Directors of North Media A/S since 29 April 2005. Term of office expires in 2016. Appointed Chairman of the Audit Committee by the Board of Directors. Born: 1944

Complies with the corporate governance recommendations on independence.

OTHER DIRECTORSHIPS AT SUBSIDIARIES

- Vice Chairman, Forbruger-Kontakt A/S
- Vice Chairman, North Media Aviser A/S
- Vice Chairman, North Media Online A/S
- Member, BEKEY A/S

SKILLS/TRAINING

1972 HD graduate in accounting and financial management

PREVIOUS EMPLOYMENT

2007-2008	CEO of Danpo/Kronfågel Group, Denmark and Sweden
2001-2005	CEO and Group Managing Director of Swedish Meats ek. för, Sweden
1997-2001	CEO of TULIP International Ltd., UK
1991-1997	CEO of companies in the Danish slaughtering and refinement sector
1988-1991	CEO and Group Managing Director of ESS-FOOD UK Group, UK

SPECIAL SKILLS

Has the following special skills that are specifically relevant to the work on the Board of North Media A/S:

In-depth knowledge about strategic management of broadly founded businesses as well as accounting, finances and other financial matters.



Steen Gede

**EXECUTIVE POSITIONS
AT NORTH MEDIA A/S**
Member of the Board of Directors of North Media A/S since 25 April 2003. Term of office expires in 2016. Appointed member of the Audit Committee by the Board of Directors. Born: 1953

No longer complies with the corporate governance recommendations on independence as he has been on the Board of Directors for more than 12 years.

OTHER DIRECTORSHIPS AT SUBSIDIARIES

- Member, Forbrugerkontakt A/S
- Member, North Media Aviser A/S
- Member, North Media Online A/S
- Member, BEKEY A/S

SKILLS/TRAINING

1978 MSc (strategic planning and accounting description methodology)

PREVIOUS EMPLOYMENT

2012-2016 CEO of Forenede Service A/S
2005-2012 Wholesaler – Owner of Unicare Nordic A/S
2000-2005 CEO of Gatetrade.net
1999 CEO and Group Managing Director of FDB

1997-1998 Group Managing Director of Det Berlingske Officin
1990-1997 Group Managing Director of Dagrofa
1987-1990 CEO of Dagrofa Friskvarer A/S
1984-1987 Group Purchasing Manager of Dagrofa A/S

OTHER EXECUTIVE POSITIONS, Chairman

- Benedicte Holding ApS and two wholly-owned subsidiaries: Panel Institute ApS and Honnet.net ApS
- Sgups Ejendomme A/S

Member of the Board

- Continental Confectionery Company Ltd. with a wholly-owned subsidiary: Gumlink Confectionary Company A/S
- Holdingselskabet af 17. december 2004 A/S with two wholly-owned subsidiaries: F.A. Thiele A/S and Thiele Partner A/S

SPECIAL SKILLS

Has the following special skills that are specifically relevant to the work on the Board of North Media A/S: Detailed knowledge about strategic management of businesses with many employees within service, the grocery sector and media as well as accounting, finances and other financial matters.



Ulrik Holsted-Sandgreen

Attorney and partner at Horten Advokatpartnerselskab

**EXECUTIVE POSITIONS
AT NORTH MEDIA A/S**
Member of the Board of Directors of North Media A/S since 4 April 2008. Term of office expires in 2016.
Born: 1970

Does not comply with the corporate governance recommendations on independence as Ulrik Holsted-Sandgreen is an attorney and partner at the law firm of Horten Advokatpartnerselskab, which renders professional advisory services to Richard Bunck and the Group.

OTHER DIRECTORSHIPS AT SUBSIDIARIES

- Member, Forbrugerkontakt A/S
- Member, North Media Aviser A/S
- Member, North Media Online A/S
- Member, BEKEY A/S

SKILLS/TRAINING

2005 Entitled to appear before the Danish Supreme Court
1998 Licensed to practice law

HONORARY OFFICES

- Member of the Højesteretskranken Association

SPECIAL SKILLS

Has the following special skills that are specifically relevant to the work on the Board of North Media A/S: In-depth knowledge about legal matters, international as well as national, including company and stock market law.



Kåre Stausø Wigh

Group Executive Director & CFO of North Media A/S

EXECUTIVE POSITIONS

AT NORTH MEDIA A/S
Joined the Executive Board of North Media A/S at 1 September 2006.
Born: 1969

SKILLS/TRAINING

2011 Executive MBA – CBS-SIMI, Copenhagen Business School
2005 Advanced Development Programme - Cranfield School of Management, London, England
2000 Programme for Executive Development – IMD, Lausanne, Switzerland
1994 HD graduate in accounting and financial management, Copenhagen Business School

OTHER EXECUTIVE POSITIONS AT SUBSIDIARIES

– CEO, North Media Ejendomme ApS

OTHER DIRECTORSHIPS AT SUBSIDIARIES

– Chairman, BEKEY International A/S
– Chairman, BoligPortal.dk ApS
– Chairman, Spirebox ApS
– Chairman, Spirebox 2 ApS
– Chairman, Søndagsavisen A/S
– Vice Chairman, Lokaltidende Østerbro og Amager A/S
– Member, BostadsPortal ApS
– Member, Helsingør Dagblad A/S
– Member, håndværker.dk A/S
– Member, MatchWork Danmark A/S
– Member, MatchWork World Wide A/S
– Member, Ofir A/S

PREVIOUS EMPLOYMENT

2001-2005 Senior Financial Controller, The East Asiatic Company Ltd. A/S (Singapore)
1997-2001 Assistant to CEO Plumrose Latinoamericana C.A., Caracas, Venezuela
1995-1997 Administration Manager, Plumrose Latinoamericana C.A., Cagua, Venezuela
1991-1995 Manager Accounts, ØK/EAC Shipping A/S, Copenhagen



Mads Dahl Mølberg

CEO of Forbruger-Kontakt A/S

EXECUTIVE POSITIONS

AT NORTH MEDIA A/S
Joined the Executive Board of North Media A/S at 1 January 2016.
Born: 1962

SKILLS/TRAINING

1989 Bachelor in Marketing, Copenhagen Business School
1983 Savings bank clerk, Sparekasseskolen (Danish Savings Bank School)
1981 Upper Secondary Examination (Mathematics/Physics Line), Ribe Kathedralskole

OTHER DIRECTORSHIPS AT SUBSIDIARIES

– Chairman, BEKEY A/S
– Chairman, Dansk Distributions Center Komplementar ApS
– Chairman, Dansk Distributionscenter P/S (equity interest 50%)
– Chairman, H.A. Grafisk Reklame A/S
– Chairman, SADDC A/S
– Chairman, Tryksagsomdelingen Fyn P/S (equity interest 50%)
– Chairman, Tryksagsomdelingen Fyn Komplementar ApS
– Chairman, UA/FK Distribution A/S
– Member, North Media Online A/S
– Member, North Media Aviser A/S

PREVIOUS EMPLOYMENT

2004-2010 CEO of Søndagsavisen a-s
1995-2002 CEO of Forbruger-Kontakt A/S
1990-1994 Kgl. Brand/Skandia/If, Head of Retail Customer Centre/Regional Manager



Arne Ullum Laursen
CEO of North Media Aviser A/S

**EXECUTIVE POSITIONS
AT NORTH MEDIA A/S**
Joined the Executive Board of North Media A/S at 1 August 2009.
Born: 1963

SKILLS/TRAINING
1991 Master of Art, American University,
Washington D.C., USA
1987 Journalist, Danish School of Journalism

PREVIOUS EMPLOYMENT
2003-2008 Editor-in-chief, CEO, B.T.
2001-2003 Head of organisational development, Programme Manager's staff, Danmarks Radio
1998-2001 Head of DR-Dokumentar, Danmarks Radio
1995-1997 Chief sub-editor, Børsens Nyhedsmagasin

OTHER DIRECTORSHIPS AT SUBSIDIARIES
– CEO, Søndagsavisen A/S

OTHER DIRECTORSHIPS AT SUBSIDIARIES AND ASSOCIATES
– Chairman, Helsingør Dagblad A/S
– Chairman, Lokaltaviserne Østerbro og Amager A/S
– Vice Chairman, A/S Vestsjællandske Distriktsblade



Henrik Løvig Jensen
CEO of North Media Online A/S

**EXECUTIVE POSITIONS
AT NORTH MEDIA A/S**
Joined the Executive Board of North Media A/S at 1 January 2016.
Born: 1974

SKILLS/TRAINING
2002 Master of Arts, University of Aarhus

PREVIOUS EMPLOYMENT
2008-2009 BoligPortal.dk ApS, Portal Director
2007-2008 Alfa Laval Kolding A/S, eBusiness Project Manager
2007-2007 Visiolink ApS, eBusiness Manager
2003-2007 Bank & Berg A/S, Project Manager
1999-2003 Ncom Holding ApS, Project Manager

OTHER DIRECTORSHIPS AT SUBSIDIARIES
– CEO, BoligPortal.dk ApS
– CEO, Spirebox ApS
– CEO, Spirebox 2 Aps

OTHER DIRECTORSHIPS AT SUBSIDIARIES
– Chairman, BostadsPortal ApS
– Chairman, håndværker.dk A/S
– Chairman, MatchWork World Wide A/S
– Chairman, MatchWork Danmark A/S
– Chairman, Ofir A/S



Søren Jacob Frederik Holmblad
CEO of BEKEY A/S

EXECUTIVE POSITIONS

AT NORTH MEDIA A/S

Joined the Executive Board of North Media A/S at 1 January 2016.

Born: 1975

PREVIOUS EMPLOYMENT

2010	Head of legal department, Better Place
2007-2010	Head of legal department Søndagsavisen
2005-2007	Law firm of Accura Advokatfirma
2005	Law firm of MAQS Advokatfirma
2002-2004	Danish Ministry of Justice – Copenhagen Police

OTHER DIRECTORSHIPS AT SUBSIDIARIES

– CEO, BEKEY International A/S

SKILLS/TRAINING

2007	Paralegal
2005	MBA Stockholm School of Economics
2002	Master of Law, University of Copenhagen

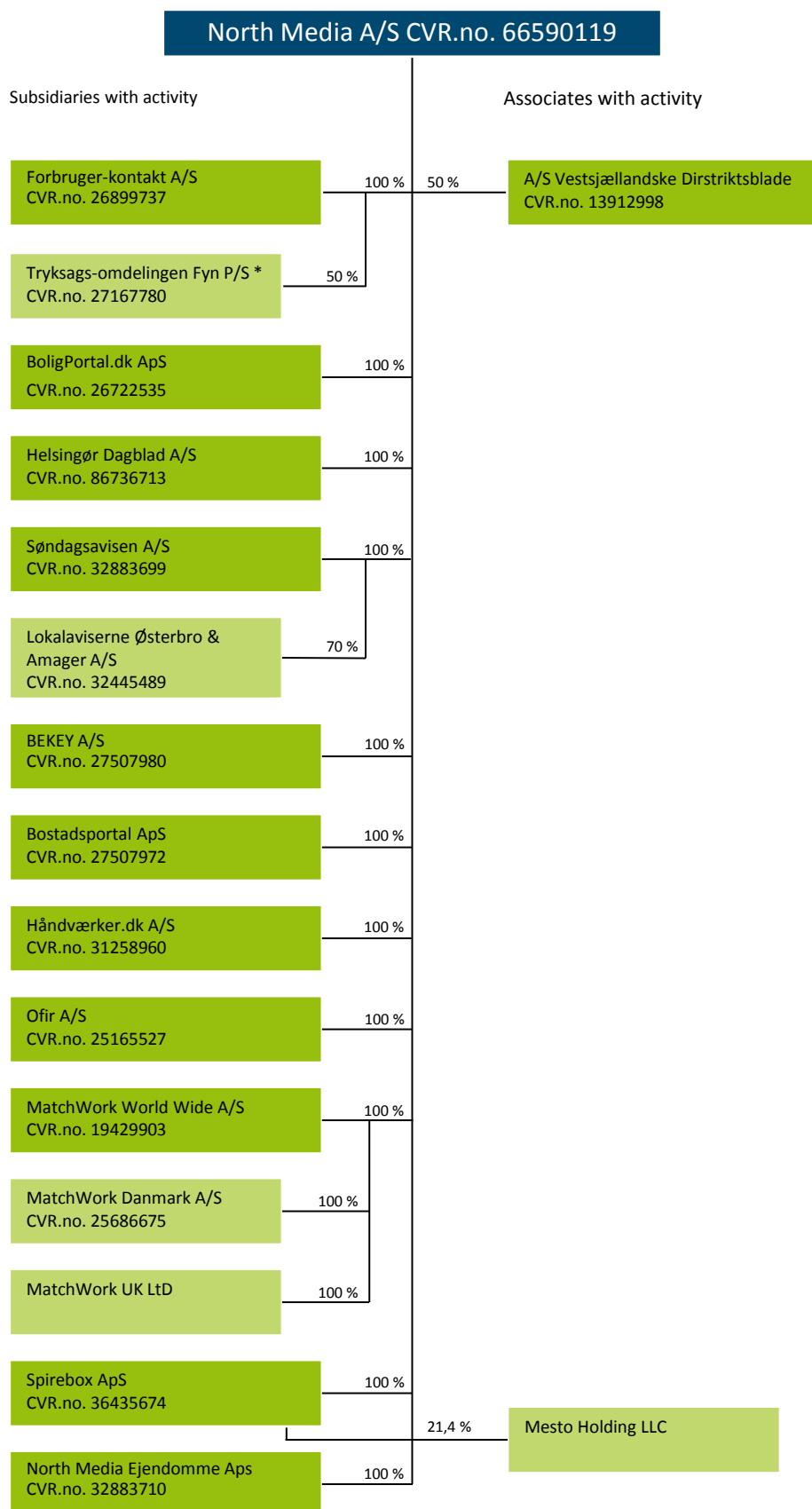


SØNDAGS AVISEN

Kampen om børnene

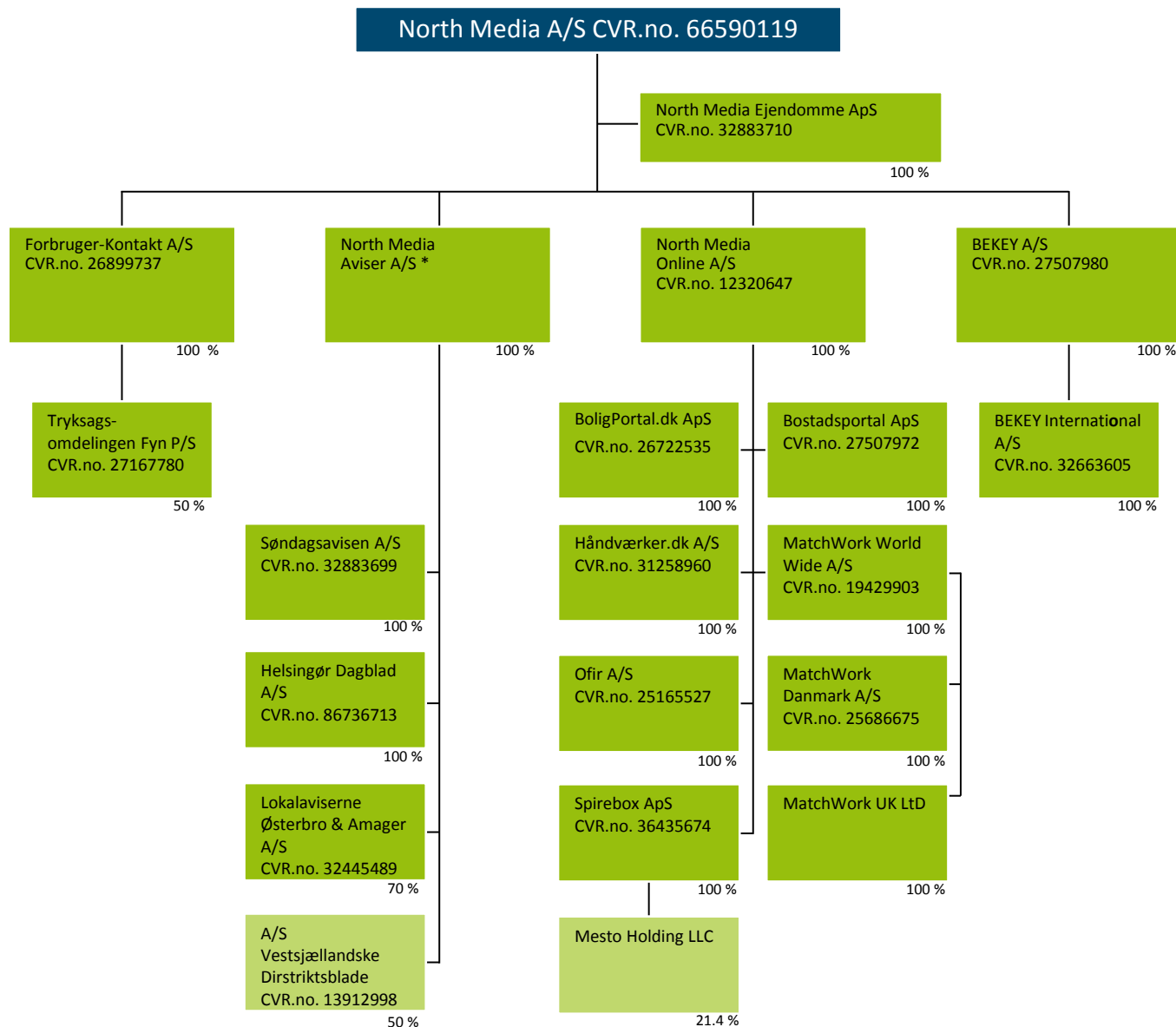
Farmor og farfar føler sig snydt for samvær med børnebørnene

Group chart at 31 December 2015



*See Note 4 subsidiary pursuant to ownership agreement

Group chart at 1 January 2016



* The company will be formed with accounting effect from 1 January 2016.





2015

PARENT FINANCIAL
STATEMENT

Parent financial statements 2015

Financial statements 1 January – 31 December 2015

Parent income statement	119
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Equity and liabilities	121
Parent statement of changes in equity	122
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Parent income statement

Note		2015 DKKm	2014 DKKm
	Revenue	53.7	55.2
44	Staff costs	39.0	31.0
45	Other external expenses	31.9	34.0
	Amortisation and depreciation	1.3	1.7
	EBIT	-18.5	-11.5
50	Share of profit/loss in subsidiaries	-12.5	21.6
51	Share of profit/loss in associates	1.2	-0.7
46	Financial income	13.0	17.3
	Financial expenses	0.3	1.1
	Gain/loss from divestments	2.3	0.0
	Reversal of acquisition price payable	0.0	8.2
	Profit/loss before tax	-14.8	33.8
47	Tax for the year, income	-1.1	1.7
	Net profit/loss for the year	-13.7	32.1
	Attributable, net profit/loss		
	Retained earnings	-13.7	32.1
		-13.7	32.1

For distribution of profit, please see page 40 in the Annual Report.

Parent balance sheet at 31 December

Assets

Note		2015 DKKm	2014 DKKm
	Software	0.2	0.3
48	Intangible assets	0.2	0.3
	Operating equipment, fixtures and fittings	1.7	2.1
49	Property, plant and equipment	1.7	2.1
50	Investments in subsidiaries	389.5	422.6
51	Investments in associates	3.4	5.6
	Securities	0.1	0.1
52	Deferred tax asset	0.1	0.2
	Other receivables	3.6	3.6
	Fixed asset investments	396.7	432.1
	Total non-current assets	398.5	434.5
	Receivables from subsidiaries	23.9	30.6
	Other receivables	1.8	0.8
	Prepayments	3.0	4.5
	Total receivables	28.7	35.9
	Securities	196.1	204.7
	Cash	85.0	30.3
	Total current assets	309.8	270.9
	Total assets	708.3	705.3

Parent balance sheet at 31 December

Equity and liabilities

Note		2015 DKKm	2014 DKKm
	Share capital	100.3	100.3
	Retained earnings	381.5	391.8
	Shareholders' equity	481.8	492.1
	Trade payables	2.6	2.5
	Payables to subsidiaries	207.3	199.3
53	Income tax payable	3.6	1.5
	Purchase price payable	0.0	2.1
54	Other payables	13.1	7.8
	Total current liabilities	226.6	213.2
	Total liabilities	226.6	213.2
	Total equity and liabilities	708.4	705.3
55	Rental obligations		
56	Contingent liabilities		
57	Related parties		

Parent statement of changes in equity

DKKm	Share capital	Retained earnings	Total
Equity at 1 January 2015	100.3	391.8	492.1
Changes in equity in 2015			
Foreign currency translation adjustments, foreign subsidiaries and associates	0.0	-0.3	-0.3
Adjustments of investments in subsidiaries and associates	0.0	2.4	2.4
Net loss for the year	0.0	-13.7	-13.7
Share-based payment	0.0	1.3	1.3
Total changes in equity in 2015	0.0	-10.2	-10.3
Equity at 31 December 2015	100.3	381.5	481.8

DKKm	Share capital	Retained earnings	Total
Equity at 1 January 2014	100.3	361.1	461.4
Changes in equity in 2014			
Foreign currency translation adjustments, foreign subsidiaries and associates	0.0	-0.2	-0.2
Adjustments of investments in subsidiaries and associates	0.0	-2.7	-2.7
Net profit for the year	0.0	32.1	32.1
Share-based payment	0.0	1.5	1.5
Total changes in equity in 2014	0.0	30.7	30.7
Equity at 31 December 2014	100.3	391.8	492.1

Development in share capital	2015	2014	2013	2012	2011
Share capital at 1 January	100.3	100.3	100.3	100.3	100.3
Share capital at 31 December	100.3	100.3	100.3	100.3	100.3

Notes to the parent financial statements

42 Basis of accounting

The parent financial statements have been prepared in accordance with the provisions of the Danish Financial Statements Act for reporting class D enterprises and the financial reporting requirements of NASDAQ OMX Copenhagen for listed companies.

The Annual Report is presented in Danish kroner.

Accounting policies are unchanged compared to 2014.

43 Accounting policies

The Parent's recognition and measurement criteria are identical to the Group's accounting policies except in the following areas:

Income statement

Profits or losses from investments in subsidiaries

The Parent's profit or loss includes the proportionate share of the net profits or losses of the individual group enterprises after full elimination of intra-group gains or losses and net of amortisation of goodwill.

Balance sheet

Investments

Investments in group enterprises are measured according to the equity method in the balance sheet at the proportionate share of net asset value plus goodwill regarding such group enterprises.

Both in the consolidated financial statements and in the parent financial statements, investments in associates are determined using the equity method inclusive of a share of goodwill. In the parent financial statements, goodwill is amortised based on the principles below.

Goodwill is measured at cost less accumulated amortisation and impairment losses.

Goodwill is amortised over its estimated economic life which is determined based on Management's experience of the individual business areas. Goodwill is amortised on a straight-line basis over the amortisation period which is not more than ten years and longest for strategically acquired companies with a strong market position and a long-term earnings profile. Amortisation of goodwill is recognised in the income statement under investments in subsidiaries.

The value of group enterprises and associates inclusive of goodwill is tested for impairment in the event of any indication of impairment. The value of group enterprises and associates is written down to the higher of value in use and net selling price of the individual group enterprise or associate.

Subsidiaries and associates with a negative net asset value are measured at DKK 0 and any amount due from these companies is written down by the Parent's share of the negative net asset value to the extent that it is found to be uncollectible. Should the negative net asset value exceed the amount due, the remaining amount will be recognised under provisions to the extent that the Parent has a legal or constructive obligation to cover the liabilities of the company concerned and a loss is expected to follow from this.

Dividend

Dividend expected to be paid for the year is presented as a separate item under equity.

44 Employees and staff costs

Average number of employees

2015 number	2014 number
35	33

Total amount of wages, salaries and remuneration for the year was:

Wages and salaries including holiday pay

Defined contribution plans

Other social security costs

Fee to the Board of Directors

Other staff costs

Total staff costs

2015 DKKm	2014 DKKm
28.7	24.6
1.8	1.7
0.1	0.0
1.1	1.1
7.3	3.6
39.0	31.0

Remuneration of the Board of Directors, Executive Board and managerial staff

2015, DKKm

	Board of Directors	Executive Board	Total
Wages and salaries	1.2	8.5	9.7
Defined contribution plans	0.0	0.4	0.4
Share-based payment	0.0	0.3	0.3
Severance pay	0.0	3.3	3.3
Total remuneration	1.2	12.5	13.7
Number of members	4	3	7

2014, DKKm

	Board of Directors	Executive Board	Total
Wages and salaries	1.2	8.3	9.5
Defined contribution plans	0.0	0.4	0.4
Share-based payment	0.0	0.4	0.4
Total remuneration	1.2	9.1	10.3
Number of members	4	3	7

45 Fee to the auditors appointed by the Company in General Meeting	2015 DKKkM	2014 DKKkM
Statutory audit services	0.4	0.4
Tax services	0.0	0.2
Other services	0.6	0.6
Total fee to auditors	1.0	1.2

46 Financial income	2015 DKKkM	2014 DKKkM
Dividend	2.7	0.7
Interest and gains on bonds, net	-0.9	4.1
Net capital gains on shares	11.2	12.5
Total financial income	13.0	17.3

47 Income tax	2015 DKKkM	2014 DKKkM
Income tax in the income statement		
Current tax charges, incl financing charges	-1.2	1.6
Changes in the deferred tax charge	0.1	0.1
Total tax on profit/loss for the year, income	-1.1	1.7

48 Intangible assets

2015, DKKm	Acquired rights	Software	Total
Cost at 1 January	8.0	4.4	12.4
Disposals for the year	0.0	0.1	0.1
Cost at 31 December	8.0	4.3	12.3
Amortisation and impairment losses at 1 January	8.0	4.1	12.1
Amortisation for the year	0.0	0.1	0.1
Disposals for the year	0.0	0.1	0.1
Amortisation and impairment losses at 31 December	8.0	4.1	12.1
Carrying amount at 31 December	0.0	0.2	0.2
Amortised over (years)	5-10	3-5	

2014, DKKm	Acquired rights	Software	Total
Cost at 1 January	8.0	4.2	12.3
Additions for the year	0.0	0.2	0.2
Cost at 31 December	8.0	4.4	12.5
Amortisation and impairment losses at 1 January	8.0	3.9	11.9
Amortisation for the year	0.0	0.2	0.2
Amortisation and impairment losses at 31 December	8.0	4.1	12.1
Carrying amount at 31 December	0.0	0.3	0.3
Amortised over (years)	5-10	3-5	

49 Property, plant and equipment

2015, DKKm	Operating equipment, fixtures and fittings	Total
Cost at 1 January	7.8	7.8
Additions for the year	1.0	1.0
Disposals for the year	1.1	1.1
Cost at 31 December	7.7	7.7
Depreciation and impairment losses at 1 January	5.7	5.7
Depreciation for the year	1.1	1.1
Disposals for the year	0.8	0.8
Depreciation and impairment losses at 31 December	6.0	6.0
Carrying amount at 31 December	1.7	1.7
Depreciated over (years)	3-5	

2014, DKKm	Operating equipment, fixtures and fittings	Total
Cost at 1 January	6.8	6.8
Additions for the year	1.0	1.0
Cost at 31 December	7.8	7.8
Depreciation and impairment losses at 1 January	4.2	4.2
Depreciation for the year	1.5	1.5
Depreciation and impairment losses at 31 December	5.7	5.7
Carrying amount at 31 December	2.1	2.1
Depreciated over (years)	3-5	

50 Investments in subsidiaries

	2015 DKKm	2014 DKKm
Cost		
Cost at 1 January	1.136.2	1.067.7
Additions for the year	26.0	68.6
Disposals for the year	-17.5	0.0
Cost at 31 December	1.144.7	1.136.2
Net revaluation according to the equity method at 1 January	-713.7	-619.7
Translation adjustments	-0.2	-0.2
Share of profit/loss for the year	-10.2	28.3
Amortisation, goodwill	-2.3	-6.6
Dividend received	-47.0	-112.7
Other adjustments	2.4	-2.8
Disposals for the year	15.8	0.0
Net revaluation according to the equity method at 31 December	-755.2	-713.7
Carrying amount at 31 December	389.5	422.6
Of which, goodwill	4.3	6.6

Reference is made to the group chart on page 114.

51 Investments in associates

	2015 DKKm	2014 DKKm
Cost		
Cost at 1 January	9.2	14.4
Disposals for the year	0.0	-5.2
Cost at 31 December	9.2	9.2
Net revaluation according to the equity method at 1 January	-3.6	-3.1
Share of profit/loss for the year	1.2	-0.1
Dividend	-3.4	-3.3
Disposals for the year	0.0	2.9
Net revaluation according to the equity method at 31 December	-5.8	-3.6
Carrying amount at 31 December	3.4	5.6
Of which, goodwill	0.0	0.0

Investments in Shopbox ApS were sold at the end of June 2014, and a loss of DKK 0.6 million expensed in "Profit/loss from investments in associates".

Reference is made to the group chart on page 114.

52 Deferred tax

	2015 DKKkM	2014 DKKkM
Deferred tax at 1 January	-0.2	-0.3
Deferred tax for the year included in net profit/loss for the year	0.1	0.1
Deferred tax at 31 December, net	-0.1	-0.2

Deferred tax

	Assets	Liabilities	Total 2015	Assets	Liabilities	Total 2014
DKKkM						
Intangible assets	0.0	0.0	0.0	0.0	0.1	0.1
Property, plant and equipment	0.6	0.0	-0.6	0.8	0.0	-0.8
Receivables	0.0	0.5	0.5	0.0	0.5	0.5
Total	0.6	0.5	-0.1	0.8	0.6	-0.2

53 Income tax payable

	2015 DKKkM	2014 DKKkM
Income tax payable at 1 January	1.5	4.8
Current tax for the year recognised in profit or loss	-1.2	1.6
Tax payable under the joint taxation arrangement	6.9	14.3
Income tax paid for the year	-3.6	-19.1
Income tax payable at 31 December	3.6	1.5

54 Other payables

	2015 DKKkM	2014 DKKkM
A-tax (PAYE) etc payable to public authorities	0.1	0.0
Holiday pay obligation	4.1	4.2
Other payables	8.9	3.6
Total other payables	13.1	7.8

55 Rental obligations

Future total expenses related to rental obligations:

Due within 1 year
Due within 1 and 5 years

Total

With respect to rental obligations, the following amounts have been recognised in the income statement:

	2015 DKKm	2014 DKKm
	6.9	7.2
	22.8	30.9
	29.7	38.1
	7.7	8.0

56 Contingent liabilities

Reference is made to Note 35 to the consolidated financial statements concerning contingent liabilities.

57 Related parties

Reference is made to Note 37 to the consolidated financial statements for a description of related party transactions.

Group addresses

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håndværker.dk ApS
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www.håndværker.dk
www.henttilbud.dk

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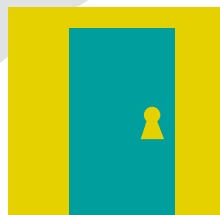
Spirebox ApS
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CVR.no. 36 43 56 74
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Other

North Media Ejendomme ApS
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Associates

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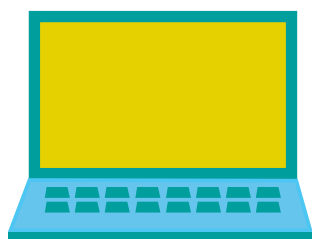


2,3 million letter boxes visited every week

550,000 signed up for NoAds+



20,000 doors open with BEKEY every day



1 million downloads of minetilbud-app



6,6 million visiting websites and apps every month



1,6 million newspapers a week