

BONNIER

Passion for Media.

This is Bonnier. We continuously reinvent media. Bonnier is the Nordic region's leading media company, with over 200 years of experience in changing media markets. We are based in Sweden, have operations in 15 countries and are wholly owned by the Bonnier family. Our businesses span the media spectrum, with a strong historic core in independent journalism and book publishing.

BONNIER

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Meeting a Need for High-Quality Content.

Our future as a strong media company means remaining true to our core in journalism, knowledge and entertainment.

IN GLOBAL POLITICS, 2016 was a year of rising tensions and surprising election results, with consequences that we can't foresee. Even in turbulent times – maybe particularly in turbulent times! – our main task remains the same: to secure Bonnier's future as a strong media company over the long term, with a core in journalism, storytelling and knowledge.

FINANCIALLY SPEAKING, Bonnier's 2016 was not a year that will go down in history. Nonetheless, we took a number of important steps in developing our businesses. Within books, film and journalism, we made important digital breakthroughs with new and improved products. We know that we must grow our digital revenues in order to remain strong in the future. And with this work, many of our companies are facing difficult choices. Should you go for reach or user revenues?

WE HAVE A NUMBER of businesses, such as *Expressen*, MTV and TV4, which can reach truly broad audiences. Furthermore, TV4 had a very strong 2016, and *Expressen* succeeded in increasing its total advertising revenues thanks to a strong push for reach with big investments in web TV. But I believe that for most of our businesses, it will be user revenues rather than digital advertising revenues that will be the most important source of income.

I'M ALSO CONVINCED that we can be much more successful than today at creating value for our customers. If we succeed in being relevant enough for users, we'll also be able to get paid, whether it's from business news readers or from motorcycle fans. Or from the community-minded citizen.

JUST ONE YEAR AGO, many were skeptical of whether readers would pay for digital journalism. But during 2016, *Dagens Nyheter* showed that the demand is there. By the end of the year, the Swedish news daily had 80,000 digital-only subscribers, the bulk of whom were not those who'd switched from print but rather completely new readers. This success was achieved thanks to a strong journalistic product and an easy payment method, and because the paper chose a path and clearly explained to readers that "free" isn't a viable option for *Dagens Nyheter*.

DURING 2017, we will continue to focus on increasing our user revenues. We hope as well for a breakthrough with the digital education initiative Clio Online in Sweden, a flourishing rollout of digital book service BookBeat in the U.K. and Germany, and global success for Natural Cycles, the world's first certified fertility app, in which we acquired a minority stake during 2016.

I'M PROUD OF THE QUALITY of our businesses and of the impact our media has on society. The coming years will continue to be tumultuous both for our industry as well as for society. If we do the right things, we have every opportunity to reach more people than ever, to create long-term economic viability and in doing so make our communities more open, more interesting and more well-informed.

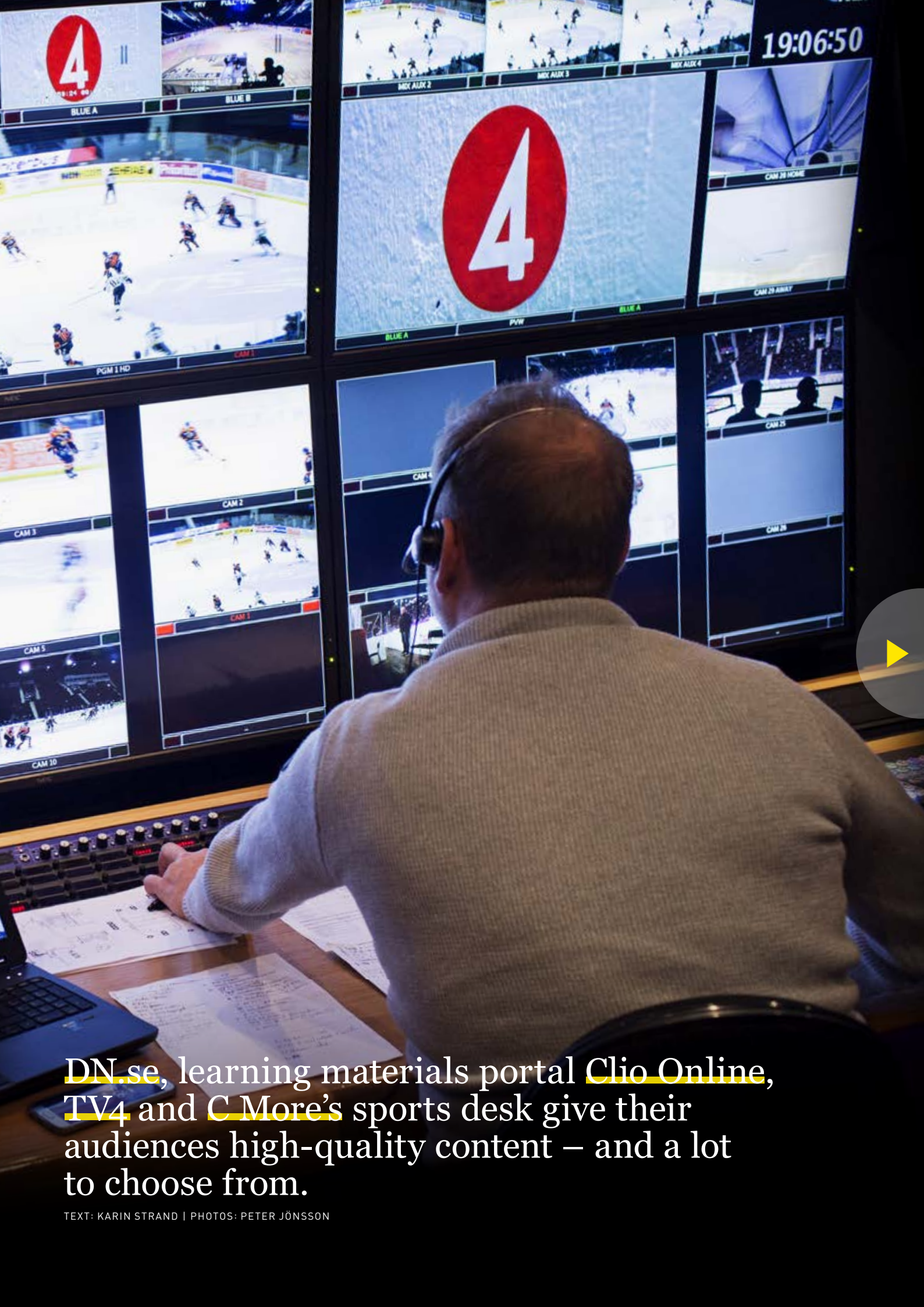
Tomas Franzén,
CEO Bonnier AB



Read more about the
financial results on
page 26.



PASSION
for giving audiences
what they want...
AND NEEDED



DN.se, learning materials portal Clio Online, TV4 and C More's sports desk give their audiences high-quality content – and a lot to choose from.

TEXT: KARIN STRAND | PHOTOS: PETER JÖNSSON



WHEN ERIK WESTBERG worked with sports at Swedish TV company MTG, he considered a cooperation between Bonnier-owned rivals TV4 Sports and C More his biggest threat when it came to competition. Today, he's head of the combined sports desk for both channels and can see how the synergies provide a new depth to the programming for the channels' large and discerning audience.

"Together, we provide the best, regardless of whether that channel logo is TV4, C More or TV12," says Westberg.

The merger of the two sports desks, which was undertaken during 2016, has resulted in the Nordic region's largest sports desk. It's an efficiency measure that will be to the advantage of viewers.

"When we are more efficient, we free up resources for more and better content," says Westberg. "Rights to league

TV4/C More Sports

- The Nordic region's biggest sports desk with some 70 employees.
- They produce around 40-50 broadcasts a week combined.
- They have contracts with the Swedish Hockey League and Hockeysallsvenskan; Football All-Swedish and Super-One; Swedish Handball League and Swedish Handball Elite; Swedish Super League in Floorball (both men's and women's) and the PGA tour.
- They own exclusive broadcast rights to games of the Sweden Men's National Team from 2018 to the World Cup in 2022.

www.cmore.se/sport and www.tv4.se/sport



"Together, we provide the best, regardless of whether that channel logo is TV4, C More or TV12."

Erik Westberg, Head of Sports Programming, Bonnier Broadcasting



Dagens Nyheter's
Anna Åberg

matches and the big sports events cost a lot of money.”

THE COMBINED SPORTS DESK produces, provides commentary and analyzes between 40 and 50 live-broadcast matches each week. Local suppliers operate the cameras, but the other work is done by the sports team members. All is broadcast via C More but match finals and championships are also shown on TV4 and TV12.

“Our digital services are extremely important, and I believe the synergies we achieve with the merger can help TV4 and C More become more digital,” says Westberg. “With tough competition among streaming services, one of the priorities is to increase viewers’ awareness that C More is a strong alternative when it comes to great content in terms of sports, entertainment and drama.” ●

Just as C More’s viewers pay to see games, DN.se, the online editions for Swedish daily *Dagens Nyheter*, is working to get as many paying subscribers as possible. In 2014, the decision was made to focus on reader revenues above advertising revenues, and in 2015 a one-click purchase solution was launched together with e-payment services company Klarna.

“It’s important to point out that even before this, we’d already revamped our digital content strategy,” says Anna Åberg, who heads DN.se and product development for *Dagens Nyheter* as well as *Dagens industri*, the Swedish business daily.

“WE HAD DECIDED that if we wanted to be paid for our content and get subscribers to stick with us, we needed to move away from click-driven journalism and focus instead on high-quality journalism from *Dagens Nyheter*.”

The news daily started with a partial paywall, with users able to read a restricted number of

DN.se

- DN.se has some 2.7 million unique readers on the web each week (desktop and mobile).
- DN.prio includes content handpicked by the paper's editors and includes the biggest news, analysis and in-depth stories.
- Via Mitt DN (My DN), readers can follow their favorite topics and/or writers.
- With e-DN, readers can read the paper in a layout format on computers or tablets.
- DN.se publishes a number of digital newsletters.
- Following a push for digital subscription signups that started in mid-2015, DN.se ended 2016 with 87,000 digital subscribers.

www.dn.se



articles for free before needing to log in under a paid subscription in order to continue reading. Today, the partial paywall has been combined with certain restricted articles that require a subscription to read from the start, regardless of how many articles have been read previously.

"STORIES RESTRICTED FROM THE START tend to be those that help readers in their daily lives in some way," says Åberg. "The topics are often health, science and personal finance, and the articles meet a high standard."

But it's one thing to get people to subscribe, another thing to retain them. Mitt DN – My DN – which allows read-

ers to follow a certain writer or topic, is one service that aims to help with subscriber retention. Niche newsletters and some personalization of the front page are two other ways the paper is working to retain subscribers.

"However, we've refrained from being completely controlled by algorithms," says Åberg. "We don't want to contribute to creating bubbles, where users get only content that matches their own picture of reality. Rather, we always provide a certain level of newsworthiness, courtesy of our editors. We're not just a news service; we also have a purpose and together with other media play an important role in society. And happily enough, we're starting to see an increase in demand for quality journalism."

MOST OF THE CONTENT *Dagens Nyheter* produces is first published digitally. From having one product that should meet the needs of as many as possible, the paper has developed into several products where the content is the same, but the way of consuming it is different.

"We sell content," says Åberg. "But in order to be seen as credible, we also need to have tech platforms that work. It's absolutely critical." ●



"We're not just a news service; we also have a purpose and together with other media play an important role in society."

Anna Åberg, head of DN.se and product development for *Dagens Nyheter* as well as *Dagens industri*, the Swedish business daily





Bonnier Education's
Angelica Hedin

STABLE TECHNOLOGY IS also the foundation of education portal Clio Online, which is 100 percent digital and available in Denmark and Sweden. The original Danish digital learning materials consist today of subject portals for students in grades 4–9.

“Clio Online could truly change Swedish schools,” says Angelica Hedin, Swedish editorial manager for Bonnier Education, which launched the Clio Online brand in Sweden in fall 2016. “Students work in an environment that they’re comfortable with, and teachers save time that instead can be used for their most important task: to teach.”

Hedin knows what she’s talking about. She has many years’ experience both as a teacher and principal and knows the pressures teachers face today.

“Clio Online could truly change Swedish schools.”

Angelica Hedin, Swedish editorial manager for [Bonnier Education](#)

“Clio Online is simple, intuitive and has content that is constantly updated to reflect events of the day,” says Hedin. “It includes self-assessed training assignments and ready-to-use follow-up assignments so teachers don’t have to copy questions on paper. And it’s easy for teachers, who are experts on their own students, to add their own questions and material if they wish.”

EVEN THOUGH CLIO ONLINE in Sweden launched in September, despite missing the start of school, 70 percent of Swedish schools have tested the service and schools are purchasing it anyway, says Hedin.

The subject portals are closely tied to the curriculum of each subject, and the proficiency requirements are broken down into goals, which make it easier for students to understand what they need to know. The portals combine text with videos, photos and sound. Every student receives help in special reading guides, with different support strategies to use to help understand texts and different typefaces to make it easier for students with dyslexia. And students can also listen to audio versions of the texts if they wish.

Clio Online

- Clio Online started in Denmark in 2006, and today 90 percent of Danish schools have access to the education portal.
- Bonnier Business Press acquired a majority stake in Clio Online in March 2015.
- In December 2016, the company had 72 employees.
- Clio Online provides digital education portals for grades 4–9.

www.clioonline.se

“WE HAVE A CONSTANT DIALOGUE with users, and the portals are developed and updated all the time by our editors, who are also certified subject area teachers,” says Hedin. “In the future, we’ll be adding more subject portals and new products that will inspire teachers and motivate students to an even greater extent.”

Exporting Clio Online to additional countries is under consideration.

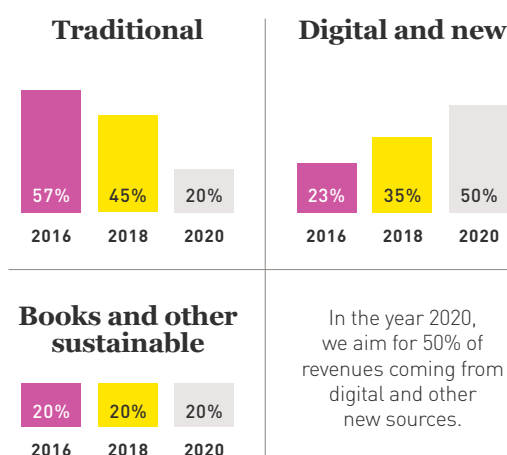
“We’re looking actively for opportunities to offer Clio Online to new markets in Europe,” says Karmo Kaas-Lutsberg, head of the business area that Clio Online belongs under, Bonnier Business to Business. ●

Bonnier 2016 **in short**

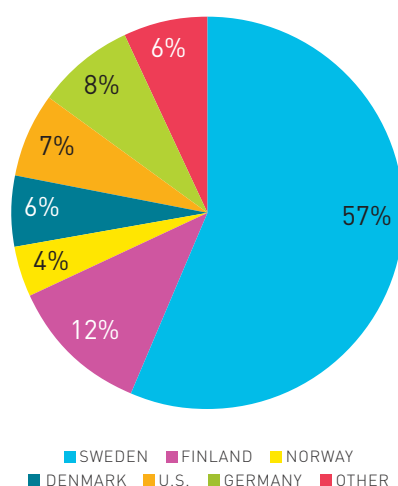
Our Business Idea

We create, select and refine a world of knowledge and stories.

Revenue Streams' Goals



Net Sales by Country



Key figures

Employees: 8,065

Companies, approximately: 160

Countries: 15

Net Sales: 25,492 SEK M

EBITA: 731 SEK M

Ambition

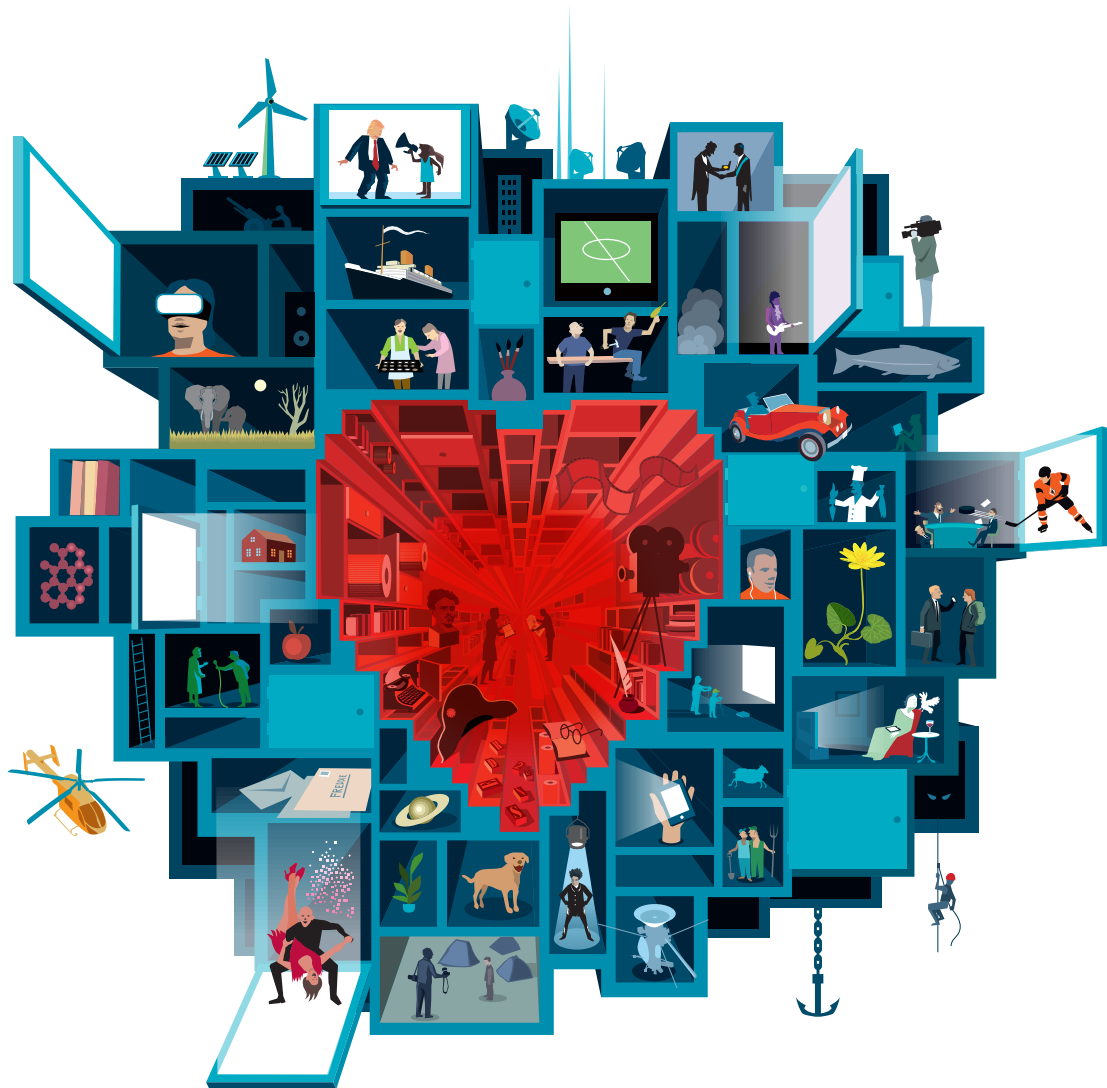
To be a leading and high-performing digital media house.

We embrace technology. Bonnier has leading positions in key media segments, but only about 23 percent of our revenues come from new sources. By 2018, 35 percent of our revenues should come from sources sustainable over the long term and by 2020 the target is 50 percent. With this in mind, our strategy for the next years focuses on investments in technology, new services and getting the right teams. We are developing a culture of strong cooperation across brands, companies and business areas. When we do this, combined with our journalistic and literary credibility, the long-term thinking of our owners and the talent within Bonnier, we have every opportunity to succeed.

What happened in our
**BUSINESS
AREAS IN 2016.**

A year of transformation with stable finances. Profits were in line with expectations, with significant investments in developing services and technology.

ILLUSTRATION: JOHAN JARNESTAD



BOOKS.
BROADCASTING.
BUSINESS
TO BUSINESS.

**GROWTH
MEDIA.
MAGAZINES.
NEWS.**

BOOKS.

Bonnier Books saw continued successes in demanding markets, with increases in both e-commerce and book sales; digital books as well as printed books.

“Global Success”

I'm extremely pleased to see how successfully our companies have developed and taken positions in demanding and changing markets. It's especially gratifying to see all the attention and space that **Bonnier Books** companies have earned, as a globally successful book and e-commerce business.

During summer 2016, digital subscription service **BookBeat** had a successful broad launch in its first markets, Sweden and Finland. Close to 100,000 users have tested BookBeat during its first year.

For German publishing house **Bonnier Media Deutschland**, 2016 was in every way a very strong year yet again. A strong list with numerous titles on the bestseller lists including the year's No. 1 best-seller, plus digital book sales that broke the record.

Sweden's **Bonnierförlagen** passed the SEK 100 million mark in digital revenues, with digital sales increasing 60 percent. A fantastic year with sales successes such as Lars Kepler's *The Rabbit Hunter* and authors winning a number of awards, including two August Prize winners.

Online retailer **Adlibris Group** had strong sales increases for the second year in a row, primarily in the Swedish, Finnish and Norwegian book markets. The new launched other product categories grew also. Profitability improved during 2016, and large investments were made in IT.

During an eventful year, **Pocket Shop** started up operations in England, with three new stores in transportation hotspots, two in London and one at Birmingham Airport.

The companies within U.K.-based **Bonnier Publishing** showed great strength in publication and sales. It was a challenging year, with external factors such as Brexit following a falling pound. Despite this, the publishing group is well prepared for 2017. One company was acquired in 2016, nonfiction publisher John Blake Publishing.

For newly acquired chain **Academic Bookstore** in Finland, the year was focused on change with the implementation of a new organization, new system support and completely new store design, which create a stable foundation for the future.

Despite big successes with Harry Potter, among other books, and consequently more bookstore customers, the books industry showed losses. Still Bonnier Books publisher **WSOY** was the winner in the challenging Finnish books market.

Norway's biggest book publishing group **Cappelen Damm** continues its success. A great number of sales hits were in its lists, such as Vigdis Hjorth's novel *Arv og Miljø*, which also won the Bokhandlerpriset 2016. The acquisition of audiobook specialist **Bazar** further strengthened the group's position in Norway.



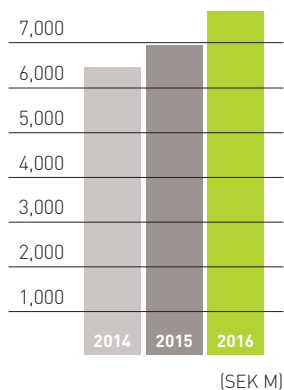
JACOB DALBORG,
Head of Business Area

BOOKS' GLOBAL PRESENCE.

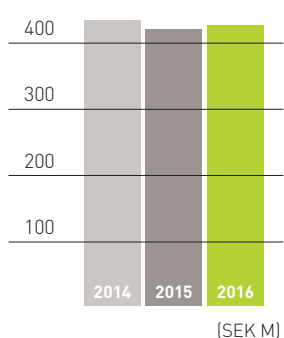


COMPANIES: ADLIBRIS GROUP, AKATEEMINEN KIRJAKAUPPA (ACADEMIC BOOKSTORE), BONNIER BOOKS FINLAND, BONNIER MEDIA DEUTSCHLAND, BONNIER PUBLISHING, BONNIERFÖRLAGEN, BOOKBEAT, CAPPELEN DAMM (50 PERCENT) AND POCKET SHOP.

NET SALES.



EBITA.



NUMBERS.

Some 19 years after the first book about the world's favorite wizard, Bonnier's German, Norwegian and Finnish book publishers sold

1.5

MILLION COPIES

of the eighth, *Harry Potter and the Cursed Child*.



DID YOU KNOW?

England's biggest book conference, **Future Books 2016**, **Bonnier Publishing** was compared to **Amazon**, **AirBnB** and **Uber** as one of country's biggest disruptors currently.

3 QUESTIONS.

BookBeat. Making it easy for everyone to find new moments for great stories.

Bonnier Books founded **BookBeat** in 2015 with a clear mission: Be an evolutionary disruptor that leads the way to find new audiences and grow a sustainable digital market for audiobooks. The strategy is to be data driven from day one and continuously adapt the service to new customer behaviors based on firsthand insights. During 2016, the service was launched to a mass market in Sweden and Finland. Niclas Sandin, CEO, explains what they've learned so far and their plans for the future.

Have you succeeded with finding new audiences for digital books?

Based on the users who've found us since our mass-market launch in summer 2016, the answer is yes. The average age is 35 and the most common age is actually 27. This is younger than for the rest of the book industry. Audiobooks are popular even for younger audiences if they're just a click away. Eventually, we assume the average age will increase, but this provides proof that we can even create new book consumers.

What have you learned from your users and how have you used those insights?

Keep it simple! Product development often becomes a nerve-racking quest for unique

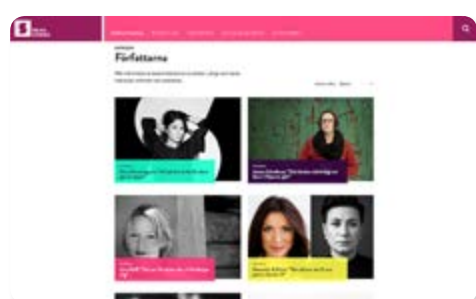
selling points and cool features no one uses, so you end up missing the basics. Simplicity and finding a good selection of available titles are the most common reasons users give for choosing us. Two things that aren't connected to a particular feature but are more about the experience as a whole and how it feels. Even in our marketing, it's tempting to add irrelevant cosmetic details in our message in order to differentiate ourselves. We've had the best results when we've had a simple message and made it as edgy as possible, so that it both appeals to feelings and is relevant for users.

What are your plans going forward with your service and international expansion?

The focus for 2017 will be on three things: to be the best, to grow and to expand. If we rapidly and in a focused way continue our insight-driven development, we'll end up with the best service. We also expect to continue growing in our current markets, while branching out and spreading our wings in two of Europe's biggest markets: Germany and England. It's going to be incredibly exciting and enlightening!



PHOTO: PETER JONSSON



Everything for Readers

SelmaStories is Bonnierförlagen's content marketing initiative, a place for editorial content targeted directly to consumers. SelmaStories will attract readers by offering advice, investigations, news, podcasts and videos connected to Bonnierförlagen's authors and books.

During the entire Black Friday weekend, in total, we sold more than **one book per second** in Sweden, Finland and Norway!



Ylva Wadström, head of online marketing, **Adlibris**

PHOTO: YLVA WADSTRÖM

BROADCASTING.

The year 2016 was marked by record registered users for TV4 Play, a focus on domestic content and growth for C More as a subscription-on-demand service.

“From Viewer to User”

For **Bonnier Broadcasting**, the TV market looks bright with ever more opportunities for growth. Therefore, in 2016 we upped the pace of our transformation in meeting changed consumer behavior in the TV market – from viewer to user.

Within the Swedish TV4 network, the focus remained on high-quality Swedish content that works on any platform. During 2016, a number of records were set, including 2.2 million registered users for TV4 Play and a new all-time high for average viewership time. The TV4 Group also achieved its highest viewing share ever.



The macroeconomic situation in Finland continued to be very tough in 2016. New top management for MTV was put in place, and the team cooperates closely with the Swedish organization. Following challenges in the spring, the network increased its viewing share during the fall with greater focus on high-quality Finnish content.



In 2016, C More increased its customer portfolio within OTT by 90 percent compared to 2015. With a focus on growth and improved user experience for the pay-on-demand streaming service, investments have been made in technology and marketing. Customer-related technical problems decreased by 80 percent during the year. C More launched as a subscription-on-demand streaming service as well in Finland in early 2017.

A new company, **Bonnier Broadcasting AB**, was started in 2016 as a parent company for TV4 AB, C More Entertainment AB, MTV Oy and Nyhetsbolaget AB. Some 300 employees who work with central issues such as finance, technology and content were transferred to the new company.

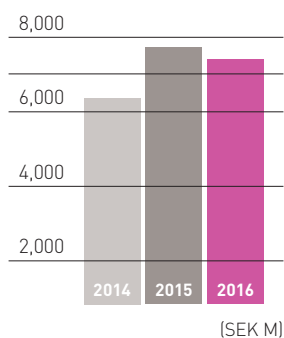


Casten Almqvist
Head, Bonnier Broadcasting

BROADCASTING'S PRESENCE IN THE NORDIC REGION.



NET SALES.



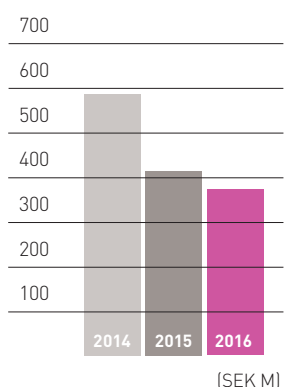
NUMBERS.

1.4

PEOPLE

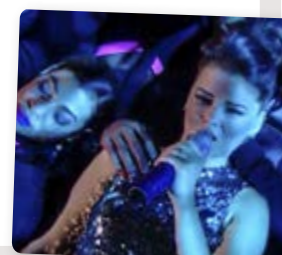
on average watch every streaming start and commercial on TV4 Play, the Swedish streaming service, with TV4's considerable big screen viewing a major source of viewers.

EBITA.



DID YOU KNOW?

Over 1.3 million watched Finnish singer Aalto perform in the X-Factor U.K. final on the Sub TV channel – that's an 80 percent viewing share!



Broadening the Stream. C More pulls in TV4 Play content, ad-free.

Starting this spring, **C More** is offering great content from TV4, without commercials. All content previously available on **TV4 Play Premium**, which will be discontinued, will now be available on C More, commercial-free. Ulrika Wallin, head of marketing, Nordics, for C More, explains what's behind the move and the advantages for consumers.

What does it mean for C More to be able to include TV4's best content commercial-free as part of the service?

We're convinced it will create better value for the customer and accelerate growth. Getting new customers is just one part; retaining our current customers is at least as important. To succeed as a streaming service, you need to continuously add new content that feels relevant and new. With the daily programming of **TV4** commercial-free available from C More, we have a unique breadth and newsworthiness in our

offering that no other streaming service can compare with. It also makes our local focus even clearer: Swedish original drama, Swedish feature films, Swedish sports, Swedish kids' programming (C More is including all of **SE Kids** content during the spring) plus TV4, commercial-free. The rest we spice up mostly with new Hollywood films and non-Swedish series.

How will it look to consumers?

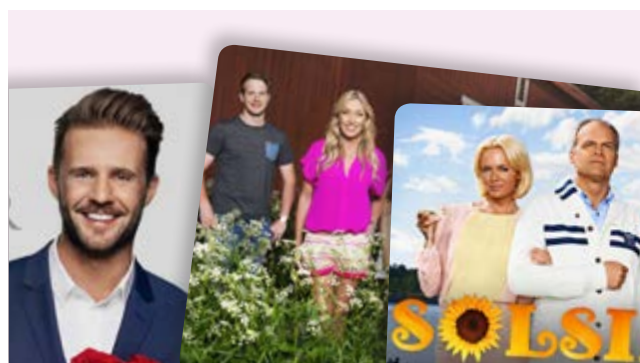
The tech- and user-experience group at **Bonnier Broadcasting** has worked hard to create an environment that will make C More customers feel at home and also be welcoming for **TV4 Play Premium** customers. It will be easy to find favorite content from TV4 without C More's content disappearing into the background. It's a delicate balance but the sketches look promising, and purely on a visual level, I'd say that **cmore.se** and our app are on a par with and maybe better than our competitors.

How do you work together within Bonnier Broadcasting?

The central marketing department within Bonnier Broadcasting very quickly became a huge support for us working with the business. We also work together with TV4's marketing department as well as the editors of **tv4.se**, **TV4 Play** and all of TV4's social platforms. In all its media, TV4 will describe C More as its pay service, informing all viewers about the service; such support from all these platforms is invaluable for C More. Furthermore, we're offering our common drama and sports content in separate settings, one for commercial and one for pay TV. This provides more revenue sources, extends the newsworthiness of the content and puts viewers in the center by offering the opportunity to consume content in the way they want it.

Reaching All of Sweden

More than 2 million Swedes have registered for **TV4 Play** when the service began to require signing up to view – the goal was to reach 1 million during 2016. The number continues to increase daily.



That TV4 beat its main competitor SVT1 during the U.S. election returns was an important repositioning for us and affirmation for everyone who worked hard for many days, with the goal of providing the best TV campaign coverage in Sweden.



PHOTO: DANIEL OLSSON

Viveka Hansson, Program Director for News and Current Affairs, **TV4**

BUSINESS TO BUSINESS.

Revenues and profits remained stable for Bonnier Business to Business, with fewer acquisitions and expansion within health services and e-learning.

“Scaling Upward and Outward”

The year 2016 has seen the scaling of earlier acquisitions to new countries, combined with somewhat fewer strategic acquisitions compared to 2015. The clinical decision support system Norsk Elektronisk Legehåndbok (NEL) for general practitioners has expanded not just to the Swedish market with Medibas, but also to Germany, where a product called *Deximed* was launched in January 2017. In the Swedish market, Medibas has continued to expand its coverage among physicians and now has approximately 30 percent penetration for the target group.

In addition to 100 percent penetration of NEL among Norwegian physicians, NHI in Norway has finally started to see traction in its eLearning courses. By the end of 2016, approximately one-third of Norwegian municipalities had subscribed to NEL eLearning courses.

The Clio Online subsidiary in Sweden, Bonnier Education, launched an eLearning solution for Swedish secondary schools in September 2016 and is continuing to develop further products for the Swedish market along with exploring possibilities for additional new markets.

The Swedish Business to Business operations focused in 2016 on implementing several new initiatives and products. These investments have not yet shown a return, thus lowering profitability short-term due to operating expenditure investments.

The acquisition of Netdoktor in Sweden added to the Business to Business product portfolio with a new innovative concept connecting pharma companies with consumers and professionals. We believe the same concept can be exported to our other markets.

There were accelerated challenges to the digital advertising market in 2016, where some of our markets saw decline instead of growth in addition to the continued expected downward trend in print advertising. This triggered faster thinking and implementation of new concepts in digital advertising along with even more focus on digital content revenues. In all our businesses, we saw an earlier negative trend of slightly declining subscription revenues turn to small growth or at least a halt to the negative trend.

The Børsen Group divestment to JP/Politikens Hus concluded in January 2017 with Bonnier retaining 50.1 percent ownership and continuing to develop the business as controlling shareholder.

Total EBITA excluding acquisitions, divestments and exchange rate effect was almost flat in 2016, including significant operating expenditure investments. Organic sales were up by +1.6 percent despite an extremely challenging situation in both print and digital advertising markets.

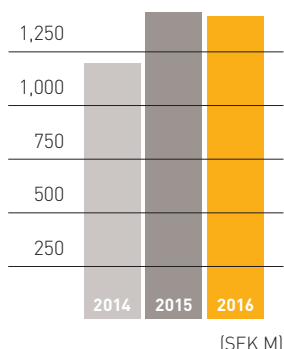


KARMO KAAS-LUTSBERG,
Head of Business Area

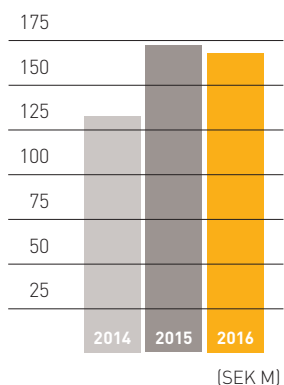
BUSINESS TO BUSINESS' PRESENCE IN EUROPE.



NET SALES.



EBITA.



NUMBERS.

The total time readers spent with Bonnier Business to Business's digital publications during 2016 was...

4,600 YEARS

that's 1.7 million days or 40 million hours.

DID YOU KNOW?

72 percent of law students taking the bar exam in Poland are studying using the ArsLege eLearning solution.



Netdoktor: Better Informed, Better Health.

Netdoktor is Sweden's leading supplier of independent medical information both to the general public as well as to doctors and healthcare workers, with more than one million visitors each month. Netdoktor provides information about illnesses and treatments written by Sweden's leading experts as well as letting people chat online with doctors and share experiences with others in forums. We talked to CEO Ann-Charlotte Beckman about what makes the company special.

How does Netdoktor see its role as a provider of information?

We believe in an informed patient, and our goal is to improve the health of the general public through health and medical information in a language that everyone can understand. This is how Netdoktor works to bridge the gap between the healthcare industry and the public.

How has Netdoktor developed from its start as an online information source for consumers?

During the past five years, Netdoktor has come out with a range of new and exciting communi-

cations products – interactive education, for example – which have created a big demand from the pharmaceutical industry in both Sweden and the Nordic region. The new products have also meant that we as a company have had strong growth and increased profitability.

What are Netdoktor's greatest strengths?

We're good at creating value for the customer. For example, we developed an information campaign that not only provided online education but with it, we collected useful anonymized data that's helpful not just for patients but also for doctors and the industry. One of our strengths is that we are good at reaching so many different patient groups, and we have great data. We're already planning on working more closely with, for example, Bonnier Pharma Insights, systematizing how the data is handled and sharing it with them so it can be used even better within Bonnier.

Ann-Charlotte Beckman,
CEO Netdoktor



Up With Digital Subscribers.

Bonnier Business to Business brands – which sell pure print, bundled and pure digital subscriptions – increased their purely digital subscriptions 25 percent compared to 2015.



E-health has greatly benefited both the clinician and the patient. NHI's products contribute to this paradigm shift, providing professionals with e-learning and medical decision support through our e-handbooks in Norway, Sweden and Germany, and updated medical knowledge to the public through our health portal.



PHOTO: JØRGEN KVAM

Terje Johannessen, founder and CEO,
Norsk Helseinformatikk

GROWTH MEDIA.

During 2016, Growth Media improved its position with more followup investments in the existing portfolio, news investments and divestments of two organic startups.

“Investments and Divestments”

The year 2016 was marked by considerable activity within Bonnier Growth Media, where additional investments were made in a number of companies already part of the portfolio. Two companies changed management, one new investment was made in a customer-focused startup, and two wholly owned companies were divested.

The digital app company **Toca Boca**, with its subsidiary **Sago Sago**, was sold in the spring to **Spin Master**, a leading global children's entertainment company based in Canada. Bonnier Growth Media sold digital publishing platform **Mag+** during the summer to Indian publishing service company **MPS**. Both Toca Boca and Mag+ were organic startups within Growth Media, and the positive effect of the sale isn't visible in the business area's EBITA.

Svensk Filmindustri changed its name to **SF Studios**, in line with its strategy of strong growth for production of Nordic and international films and TV productions, in parallel with its distribution business and digital services. The SVOD service **SF Kids** was launched during the year, and among successful productions and co-productions were *A Man Called Ove* (one of five nominees for the foreign film Oscar), children's film *Bamse 2*, and new seasons of the Danish TV series *Badehotellet* and *Rita*. Michael Porseryd took over as CEO at the end of the year, and production started on the English-language biography drama *Borg vs McEnroe*, with a planned release during the second half of 2017.

Content agency **Spoon** continued to develop with growth in Norway and Finland as well as through digital specialist agencies **OhMy** and **InFunnel**, which are part of the Spoon group. **Evoke Gaming** moved a large part of its operations to Malta during the year, under the leadership of new CEO Fredrik Stael von Holstein, and underwent a significant restructuring of its brand and technical platforms. Startup **KIT** established itself further as a media pioneer with the proprietary platform **KIT Story Engine** in the fore, and with focus on distribution of its own and others' high-quality content in social media.

Bonnier Growth Media kept or increased its ownership stake in several companies in its portfolio, including podcasting platform **Acast**, TV production company **FLX** and e-sporting company **Abios Gaming**.

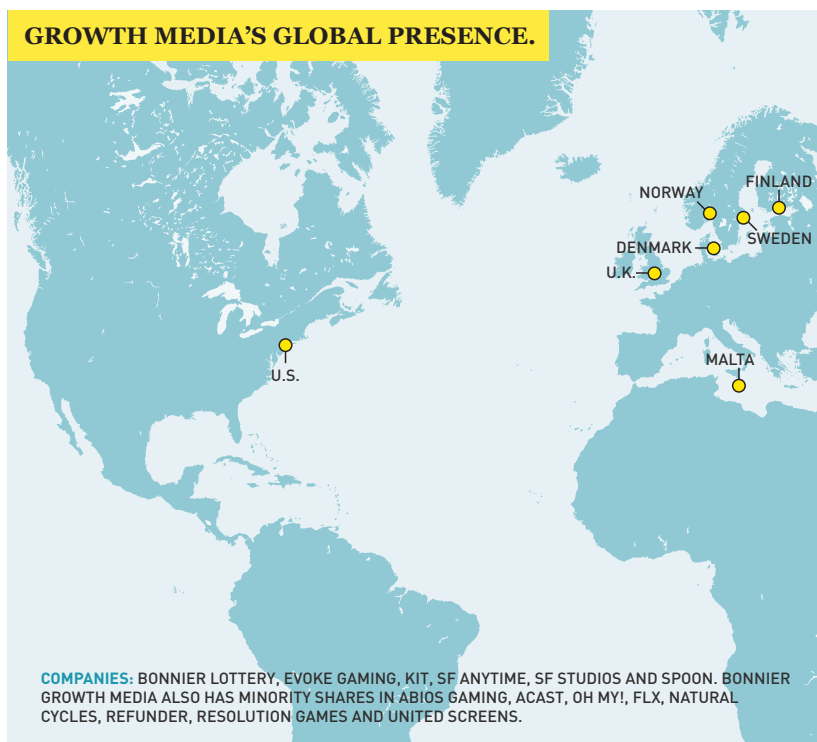
Multi-channel network **United Screens** showed strong growth, with significant increases in viewers and revenues, and **Refunder** increased its membership base.

Among new investments were **Natural Cycles**, a consumer fertility and contraception app with a growing number of subscribers globally.

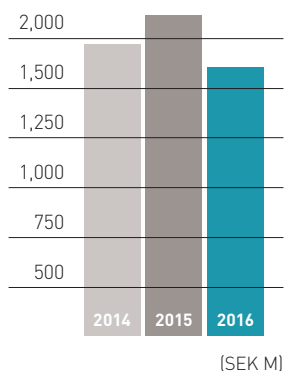


ULRIKA SAXON,
Head of Business Area

GROWTH MEDIA'S GLOBAL PRESENCE.



NET SALES.

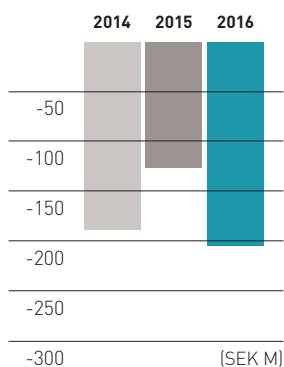


DID YOU KNOW?

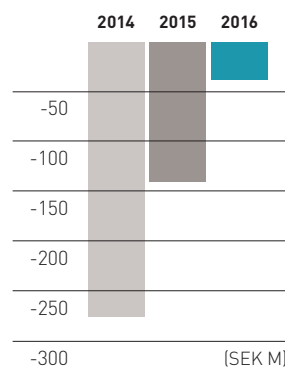
... that **Acast** is now the biggest podcasting platform globally?



EBITA.



EBIT.



An Algorithm for Life.

Founded in 2013, Bonnier Growth Media last year invested in [Natural Cycles](#), a fertility app developed by wife-and-husband team Elina Berglund Scherwitzl and Raoul Scherwitzl. Both are physicists with PhDs, and Berglund Scherwitzl previously worked at CERN where she was in charge of one of the teams in the Nobel Prize-winning search for the Higgs boson. Here she explains how [Natural Cycles](#) started and the work behind the app.

How does Natural Cycles work?

Natural Cycles analyzes a woman's body temperature in order to detect when she is ovulating and thereby those days where she is fertile. Our "cyclers" measure her temperature via mouth in the morning and submit the results into the app. An advanced algorithm analyzes the results and the app shows a red day if she's fertile that day and green day if she's not fertile.

You are a particle physicist by profession. What's the connection between fertility, the app and particle physics?

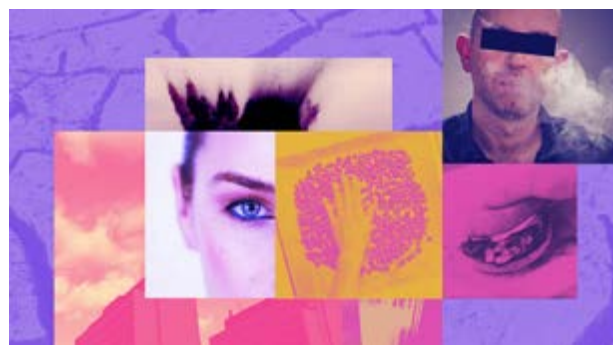
The data analysis and the algorithm! At CERN when I worked with searching for the Higgs boson, we handled huge amounts of data. I used this experience and knowledge of data analysis and statistics when I developed the algorithm behind Natural Cycles.

The first version of the algorithm was developed for my own use as a natural birth control. There were no good products or methods on the market, so we developed the algorithm ourselves. Raoul, my husband and co-founder, suggested that we package the algorithm as an app so any couple could take advantage of our innovation, in a simple and scalable way.

What are your biggest breakthroughs?

We had a good year in 2016; we were able to take important steps forward in several areas that

paved the way for growth in 2017. For example, an investment round with Bonnier Growth Media as the main investor. And now we've become the first app to be approved as birth control. We've been certified as a medical device class IIb, which means we're approved for birth control. Exactly like, for example, condoms. No other app has met such a high certification standard, with our app able to be used instead of a medication. It's a tremendous breakthrough for us that we worked hard for throughout 2016 and even before.



Journalism for Today

Sweden's [KIT](#) is journalism for a time where mobile and social media consumption are the norm and all content needs to stand on its own. With its globally unique way of measuring content data, KIT provides advertisers the chance to always provide the right content for its audiences. KIT has been awarded numerous prizes for its way of working with content.



I strongly believe in SF Studios' well-defined strategy where content continues to be core as well as our focus on investing in new distribution channels and production of films and TV series for even wider audiences.



PHOTO COURTESY SF STUDIOS

[SF Studios'](#) new CEO Michael Porseryd in an article in [Resumé](#), the Swedish media trade daily

MAGAZINES.

Despite a market that remains tough, the Magazines business area did better than the previous year, and investments in adjacent businesses are paying off.

“Niche Focus in Demand”

The year 2016 was good for the Magazines business area. In a tough market, profits grew to SEK 267 million with a margin of 7%, above both budget and last year's results. This in spite of shrinking overall revenues.

The subscriber base is strong, especially in the Nordic region, and the relationship with our readers is tight: It's our key asset. This connection with target groups is what's behind the growth in the adjacent businesses where new areas such as travel, events and e-commerce are showing progress.

In the U.S., Bonnier Corporation took significant steps forward in all key areas. The digital business had yet another good year, and progress is being made in a number of new areas such as creative agency services, licensing and events.

Bonnier Corporation made a strategic acquisition when event company S4 was acquired in the summer, adding a matching product to our portfolio.

In the Nordic region, we acquired a number of magazines from LRF Media, of which four history titles went to Denmark-based Bonnier Publications and five food and interior-design titles went to Sweden-based Bonnier Tidskrifter.



Online traffic keeps growing, with an increase in more complex advertising solutions perhaps the most significant trend this year. Video and native advertising made great progress in all our markets. Bonnier Publications launched WYPE, a new service for reading magazines online.

Finally, there is still a strong market for different niche magazines with some of our focused titles having a very strong year, such as interior design title *Bo Bedre* in Denmark and the crossword magazines in Sweden.

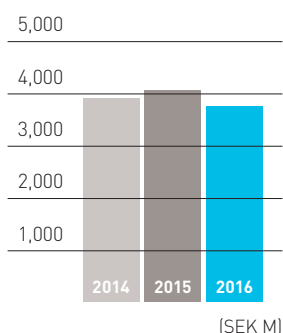


LARS DAHMÉN,
Head of Business Area

MAGAZINES' PRESENCE IN EUROPE AND THE U.S.



NET SALES.



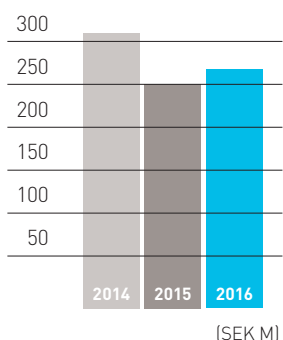
NUMBERS.

Swedish magazine house Bonnier Tidskrifter's digital native advertising increased

131%

in 2016 compared to 2015.

EBITA.



DID YOU KNOW?

Bonnier Corporation delivered 18,520,916 paid advertising video views for its brands and their partners in 2016 on Facebook.



History for the Future

Magazines about history continue to be popular: It's a niche that has experienced some of the best growth over the last decade. In the summer of 2016, **Bonnier** acquired four Swedish history magazines from **LRF Media** and cemented its position as the Nordic region's leading publisher in the segment. Sebastian Relster, creator and founding editor of **Bonnier Publications'** History magazine and today publishing director for the science and knowledge magazines within the Denmark-based publisher, talks about the acquisition and the segment.

What was the thinking behind Bonnier's acquisition of the four history titles?

The history segment is the only magazine category that has been growing in recent years. By adding more titles to our stable of history magazines, we get a wider range so customers have more to choose from to suit their tastes. We can write about topics together, for example the 30 Years' War, but cover it in a way that suits each particular brand. We keep it exciting, re-editing it and repackaging it in powerful new formats.

Why is the past of so much interest to readers, and how do you make history come alive?

History is popular because it's a subject that offers the whole package: drama heavy with fate, aha! moments and something we identify with. So we take great care to inject life in all our titles. We take our readers by the hand from the first word, and we don't let go until the final sentence: We tell stories that are vivid and immersive. We visualize and dramatize, so even the uninitiated reader can participate.

What can be done to develop the business?

We constantly work with new formats and test new markets. In 2016, we produced – with the new brands – over 125 magazines in five languages, produced 21 newsstand specials, created nine books and had test launches in Germany and the U.S. Plus we had licensed publications in the three Baltic States and Slovenia. In 2017 there will be more of everything, and we're exploring new digital B2C formats. Customers demand real historical content, and we have found the recipe on how to make text and images live – while we have complete mastery of the facts.

History magazine brands in Swedish

Världens Historia is Bonnier Publications' original history brand. The newly acquired brands are:

- *Populär Historia*
- *Allt om Historia*
- *Militär Historia*
- *Släkthistoria*



PHOTO: JAKOB HELBIG



PHOTO: JON WHITTLE

No Business Like Show Business

Events are bigger than ever for **Bonnier Corporation's** enthusiast brands. The company continued to grow its footprint in the experiential events market in 2016, executing a total of more than 100 events this year and engaging more than 2 million consumers. The latest addition: **the Sand Sports Super Show**, the world's premier sand sports trade show and consumer expo, acquired in mid-2016.

After the unexpected success of listening (podcasts, documentaries, audio-books, lectures) – who would've guessed? – the next upgrade for the media industry is the niche magazine. Just you wait!

Sweden's recently retired magazine queen Amelia Adamo of **Bonnier Tidskrifter**, in a 2016 radio interview on **Swedish Radio**, P1.



PHOTO COURTESY BONNIER TIDSKRIFTER

NEWS.

Focus on digital subscriptions, premium services and reach resulted in both an increase in subscribers and more traffic.

“Focus on Digital Subscriptions”

In 2016, the businesses of Bonnier News continued to face big challenges. Dramatic changes in the advertising market together with falling print circulation emphasize the importance of our transformation. We are focused on increasing digital subscriptions and strengthening digital reader revenues for *Dagens Nyheter* (DN) and *Dagens industri* (Di). Despite the dramatic transformation and continued tough ad market with decreasing print revenues, News ended 2016 on a strong note with profits of SEK 291 million.



Dagens industri, in its 40th year, launched a new Di.se in September and shortly thereafter a metered model and new paywall. Reader-based operations had a strong stream of subscribers and good growth in its digital offering, with revenues doubled from the previous year. Di continues to deliver strong margins (20%), with profits of SEK 150 million.

Dagens Nyheter more than doubled the number of paid digital subscribers during the year. From 35,000 to 79,000 at the end of the year, it represents a 127 percent increase and means that DN has a total of 300,000 subscribers, the first time since 2004 that the number of total subscribers has increased. Profits were SEK 102 million for DN.



Expressen's TV took off and contributed to a significant increase in traffic, not least in terms of mobile traffic, which is now the tabloid's biggest platform. Expressen's digital reach increased 17 percent during the year. Despite lower reader revenues as a result of smaller circulation, profits were SEK 42 million.

Southern Swedish regional news daily group HD-Sydsvenskan continued to focus on combining the businesses after the merger in 2015. New sites were launched, resulting in new records in terms of both unique visitors and page views. The increase in traffic had a positive impact on digital ad revenues, which increased by 10 percent. Despite a tough year with falling print ad sales, high distribution costs and high structural costs, the business nonetheless delivered a positive result of SEK 9 million.

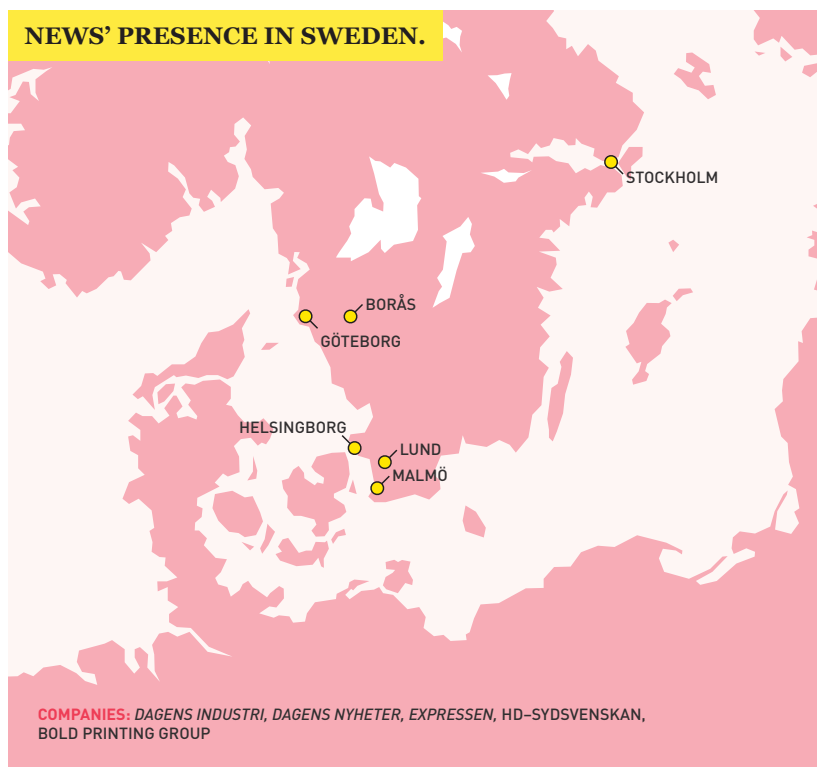
HD-SYDSVENSKAN

Printing company Bold Stockholm improved its result by SEK 32 million and had profits of SEK 45 million. It's a sign of strength in a declining market, where Bold is increasing market share and improving customer satisfaction, to its highest level ever.

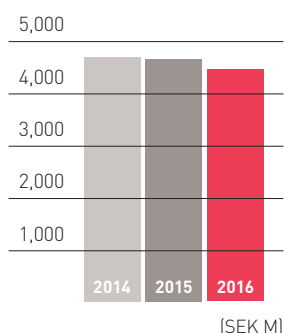


ANDERS ERIKSSON,
Business Area Head

NEWS' PRESENCE IN SWEDEN.



NET SALES.



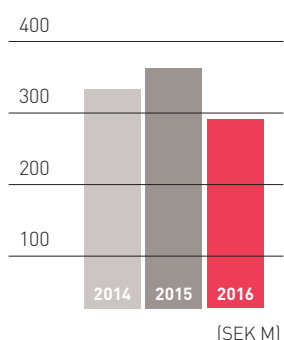
NUMBERS.

Southern Swedish news daily group HD-Sydsvenskan's lightning-fast redesign resulted in a

28%

increase in page views per visit. That's up from 2.5 pages to 3.2 pages per visit (average for hd.se and sydsvenskan.se).

EBITA.



DID YOU KNOW?

“Frågestrejka” (English: question boycott), one of the Language Council of Sweden's new words for 2016, was coined by *Dagens Nyheter* literary critic Åsa Beckman in her column: “Women, it's high time to start a question boycott.”



PHOTO: BEATRICE LINDBERG

3 QUESTIONS.

Magda Gad. Giving voice to those who have no voice.

In 2016 alone, *Expressen's* Iraq-based correspondent Magda Gad was awarded the Cordelia Edvardson Prize and the Per Wendel Prize, was nominated for Voice of the Year for the Swedish Grand Prize for Journalism and won a silver Distinguished Writing Award of the European Press. She's reported from some of the toughest places in the world, from Iraq to Afghanistan, showing how wars and turmoil affect those caught in the crossfire.

What inspired you to become a journalist?

I traveled a lot as a child and what I saw was that the world is unfair and poorly described. It was then and there that my drive awoke – I wanted to correct what I saw.

Why is it important to have reporters on the ground in dangerous places?

It's crucial for the truth. Only by being there physically can you witness what is actually happening. If you're not actually there, subjective opinion and propaganda get spread.

What do you like most about your job?

Bringing unheard voices to the fore, and tying the vulnerability of the little guy to politics and finance. Why wars and catastrophes break out, who is guilty, what readers can do about it. Only in this way can you achieve change.



Expressen
war correspondent
Magda Gad

PHOTO: CHRISTOPHER HJALMARSSON



Startup Tour Takes the Stage.

The search for the next Swedish digital unicorn – companies valued at USD 1 billion or more – was the focus of Di Digital's Startup Tour, which featured startups pitching onstage across Sweden.

PHOTO: CORNELIA NORDSTRÖM



Alexander Lydecker,
Advertising Director,
Bonnier News.

It's an exciting market right now, but I don't think there are many media groups that have increased their ad business four years in a row, like *Expressen*.

Expressen's total advertising revenue increases were 2016 (+2%), 2015 (+3%), 2014 (+1%) and 2013 (+2%).

Financial Results 2016:

Shifting With an Eye to Consumer Revenues. Bonnier AB's operating profit (EBITA) for 2016 was SEK 731 million, compared with SEK 1.01 billion last year. The group's revenues were SEK 25.5 billion (25.9 billion).

SAYS BONNIER AB'S CEO TOMAS FRANZÉN: "During 2016, we continued our work in transitioning to a greater proportion of new and sustainable revenues for Bonnier. We made big investments in technology and business development in our existing businesses as well as in adjacent areas where we see growth opportunities. At the same time, we continued with cost-savings efforts in our traditional businesses.

The focus for Bonnier until 2020 will not be primarily on short-term improved profitability, but rather on building a strong and sustainable business over the long run. The year-end results for 2016 were affected by losses for subscription-video-on-demand service C More, Finnish TV network MTV and gaming company Evoke Gaming, where turn-around efforts continue.

Our main revenue focus is on increased user revenues rather than on advertisers. We will of course fight for every advertising dollar, but over time we believe that few media will have the reach needed for a significant ad-based business. Among our companies, primarily Swedish TV network TV4, MTV and Swedish news daily *Expressen* have the broad-reach potential needed to bring in significant digital advertising revenues.

With this in mind, we launched a number of new digital consumer services, such as SF Kids and audio- and e-book service BookBeat, which will be introduced further in 2017 into the U.K. and Germany. Even within our traditional media operations, we also saw a number of important breakthroughs. Swedish daily *Dagens Nyheter* reached 80,000 purely digital subscriptions by the end of the year, and business daily *Dagens Industri* had a strong wave of digital subscriptions as well. Swedish book publisher Bonnierförlagen's digital sales were over SEK 100 million for the first time. C More was the fastest growing streaming service in the Swedish market, with growth of 90 percent.

For 2016, I also would like to note in particular the very strong growth in profitability of our German book business and that TV4 continued to attract an audience of millions for its popular entertainment, drama series and news programming, thereby increasing its ad-

vertising revenues. It also closed the year with more than 2 million registered users for video-on-demand service TV4 Play.

We succeeded also in maintaining a very high level of quality in our businesses throughout 2016, in spite of tough financial conditions. This is apparent both in number of readers and viewers, as well as in the many journalistic and literary efforts receiving important awards.

Following the sale of Toca Boca, 49.9 percent of Danish business daily *Børsen* as well as Bonnier Holding's divestment of its 30 percent stake in Nordic Cinema Group, Bonnier has a very stable financial foundation. This also provides room to maneuver for strategic investments and acquisitions.

An existing business always develops at an inherently slow pace, while marketing and technology develop at lightning speed. Therein lies our big challenge, as we build further on the first steps we took in 2015 and 2016 to increase the rate of our transition to digital revenues. So we must also be prepared to take a bigger grip on the issues of collaboration, sales and acquisitions."

BOOKS HAD A STRONG YEAR with an EBITA of SEK 427 million (422). The German book publishers within Bonnier Media Deutschland substantially improved profitability, and even Swedish Bonnierförlagen showed increased sales and better results, with digital book sales surpassing SEK 100 million for the first time.

Online Nordic retailer Adlibris Group's revenues increased, with growth both in its book business and in new product categories, and profits improved. During the year, the mobile book service BookBeat launched in Sweden and Finland, and preparations began for entering the German and British markets as well. Finland continues to be a challenging book market both for the publishers and for the Academic Bookstore chain, where the ambition for both businesses is to be in the black in 2017.

BROADCASTING INCREASED the tempo in 2016 for its ongoing efforts to move from viewers to users. Swedish TV4 Group's push for cross-platform local

high-quality content and technology development paid off in the form of strong profits, several new records for digital consumption and 2.2 million users registered for video-on-demand service TV4 Play. Linear TV viewing declined overall, but the TV4 Group nonetheless increased its viewer share. Both digital and linear ad sales increased. For the second year in a row, C More was the fastest growing subscription video-on-demand service in Sweden, with 90 percent customer growth. Continued extensive investments in content, technology and organization, however, persist in affecting the business and contributed to continued significant losses for C More.

NEWS PRODUCTION company Nyhetsbolaget had noteworthy journalism successes, and income from new, external business increased significantly. However, startup costs were a major factor in ultimately minimal profits.

Macroeconomic conditions in Finland remain difficult. A new executive management team was put in place for MTV. Through continued structural changes, cost savings and investments in local content, MTV succeeded in bucking the negative trend in the fall and increased its market share, even if the year-end results for 2016 were in the red. EBITA for the business area was SEK 373 million (417).

During the year, Bonnier Broadcasting AB was launched, a parent company for TV4, C More and Nyhetsbolaget, which includes 300 employees working within content, technology, legal, finance and communications.

FOR BUSINESS TO BUSINESS, 2016 was a year with continued focus on digital transformation. While traditional revenue streams shrank continuously throughout the year, the business area still showed a profit of SEK 167 million (171), despite the divestiture of the Russian operations at the end of 2015. During the year, medical information site Netdoktor in Sweden and Austrian e-learning startup KnowledgeFox were acquired. At the beginning of 2016, a deal was struck to sell Danish business daily *Børsen* to JP/Politikens Hus, but follow-

ing objections by competition authorities, a 49.9 percent stake of the company was finally sold instead in January 2017.

A number of product initiatives were undertaken during 2016 within e-learning, decision-making support and business news, the biggest of which was Bonnier Education's launch of the digital learning portal company Clio Online on the Swedish market.

GROWTH MEDIA FOCUSES on digital consumer products with global potential. During the year, a new investment was made in the research-based fertility app Natural Cycles. Growth Media also increased its stake in a number of existing investments: Podcasting platform Acast, TV and film production company FLX and cashback site Refunder. In Growth Media's first big exit, it sold the play studio Toca Boca, which started as an R&D project within Bonnier. The buyer was the Canadian Spin Master. The deal provided additional capacity for continued venture investments.

Restructuring costs and investments in a new technical platform for gaming company Evoke Gaming negatively affected the business area's profits for 2016, which ended at SEK -205 million (-127).

MAGAZINES COMPRISES the Swedish Bonnier Tidskrifter, Danish Bonnier Publications and U.S.-based Bonnier Corporation. The business area had a strong year and had improved profits of SEK 267 million (250). Bonnier Corporation markedly improved its profitability and had its best returns since 2008. Digital and adjacent services continued to grow. The core business of magazines remained strong, above all in the Nordic businesses. Revenues decreased due to book publisher Weldon Owen in the U.S. being moved to the Books business area and declines in print advertising.

NEWS MADE BIG INVESTMENTS and clear choices. Swedish daily *Dagens Nyheter*, with a focus on consumer revenues, hit 80,000 purely digital subscriptions, which means the total number of subscriptions increased for the first time since 2004. Business daily *Dagens industri*'s decision to restrict free access to its website resulted in growth in digital subscribers, which contributed to improved profits. Afternoon daily *Expressen* maintained its focus on reach with significant investments in TV and continued to increase its total ad revenues, of which 61 percent

are now digital. The remaining businesses within the business area, which includes Southern Swedish daily newspaper group HD-Sydsvenskan and printer Bold Printing, showed a profit. EBITA was SEK 291 million (363). In June, Anders Eriksson took over as new head of the business area.

Other and eliminations includes common group activities and functions. The effect on EBITA from these activities during 2016 was SEK -589 million (-488). ●

NET SALES BY BUSINESS AREA [SEK M]	2016	2015	Δ	Δ in %
Books	7,690	6,969	721	10.3%
Broadcasting	7,397	7,738	-341	-4.4%
Business to Business	1,317	1,319	-2	-0.1%
Growth Media	1,806	2,159	-353	-16.3%
Magazines	3,782	4,045	-263	-6.5%
News	4,468	4,675	-207	-4.4%
Other and eliminations	-968	-999	30	n/a
Bonnier AB total	25,492	25,906	-414	-1.6%

EBITA BY BUSINESS AREA [SEK M]	2016	2015	Δ	Δ in %
Books	427	422	5	1.1%
Broadcasting	373	417	-43	-10.4%
Business to Business	167	171	-4	-2.6%
Growth Media	-205	-127	-78	61.1%
Magazines	267	250	17	6.7%
News	291	363	-72	-19.8%
Other and eliminations	-589	-488	-101	n/a
Bonnier AB total	731	1,008	-277	-27.5%

EBITA MARGIN BY BUSINESS AREA [%]	2016	2015	Δ	Δ in %
Books	5.6%	6.1%	-0.5%	-8.9%
Broadcasting	5.0%	5.4%	-0.4%	-6.5%
Business to Business	12.7%	13.0%	-0.3%	-2.5%
Growth Media	-11.4%	-5.9%	-5.5%	-92.4%
Magazines	7.0%	6.2%	0.8%	13.7%
News	6.5%	7.8%	-1.3%	-16.5%
Other and eliminations	n/a	n/a	n/a	n/a
Bonnier AB total	2.9%	3.9%	-1.0%	-26.5%

EARNINGS [SEK M]	2016	2015	Δ	Δ in %
Net sales	25,492	25,906	-414	-1.6%
EBITA	731	1,008	-277	-27.5%
EBIT	796	939	-143	-15.2%
Net financial items	-239	-230	-9	3.7%
Earnings before tax	558	709	-151	-21.3%
Earning after tax	444	43	401	932.0%

OPERATING CAPITAL [SEK M]	2016	2015
Property, plant and equipment and intangible assets excl. goodwill	3,798	3,730
Working Capital	-1 208	-1 317
Tax	1 685	1 687
Other financial assets	688	579
Goodwill	8,828	8,245
Operating capital	13,791	12,924
Net debt	7,376	6,613
Equity*	6 415	6 311
Financing of operating capital	13,791	12,924

*Equity including non-controlling interests.

PASSION FOR MEDIA

Through journalism,
storytelling and knowledge-
sharing, we aim to make society
more open, more interesting,
more well informed and
more entertaining.

PHOTO: PETER JÖNSSON



Expressen's wasp decorates the outside of Bonnier's Stockholm newspaper offices. In 1961, the wasp was chosen as symbol for the paper because of its sting: effective and able to make the powerful uncomfortable. A strong symbol for freedom of speech.



What We Stand For.

The defense of freedom of speech,
freedom of the press and
the free flow of information.

During the past year, we've seen a sharpened tone and more marked lines of conflict in public debate. Criticism of established media, as well as other parts of established culture, is sometimes clearly malicious and aims to strike at the role media plays in an open democratic society.

ESPECIALLY IN OUR HOME market of Sweden, someone will point out a single published text and from that extrapolate that Bonnier has taken a position on a particular issue. I believe that every person who has any insight into our media knows that this is totally foreign to how the group functions. Our media, including our book publishing, are characterized by their allowance for a diversity of opinion. But of course, as owners we have a responsibility to explain how we think and what we stand for.

THEREFORE, WE BELIEVE IT'S NECESSARY to say what we believe:

We defend freedom of speech, freedom of the press and the free flow of information. We stand up for journalistic diversity and providing the opportunity for people to be heard. Readers, viewers and listeners are the clients of our media.

Through journalism, storytelling and knowledge-sharing, we want to make the societies in the countries we work in more open, more interesting, more well-informed and more entertaining.

Our editorial teams must be free of ties to political parties, financial power spheres and other organized social interests, and the news we provide must be independent. A diversity of voices and perspectives should be heard in our media.

The editorial content must also be independent from us, the owners. In our media, editorial executives and managers are free to develop their media from their perspective of the traditions and missions of each respective media channel.

We respect our businesses' individual identities and guarantee their freedom and indepen-

dence. We believe in – and continue to invest in – professional journalism with the legal responsibility that entails; this is our cornerstone.

Bonnier has a liberal tradition. But it's liberal with a small "l," without ties to a political party. This is characterized by a belief in the freedom of the individual, in an open society and, above all, in free speech that's broadly and freely practiced. It's an open liberalism that doesn't have clear answers to all of the big social issues of our time. Rather it leaves room for problematic conflicts of interest, where two good sides can be opposed to one another.

THE AREAS THAT TRADITIONALLY have been most influenced by the owners are the editorial pages of our newspapers, which have a stated liberal position. But even on the editorial pages it is the editors, not the owners, who set the tone and choose the focus. The foundation may be liberal, but from a liberal starting point one can come to very different conclusions, something that's been apparent not least during the previous year's debate on the issue of immigration.

However, there is still a limit as to what fits within the wide liberal framework that our media ownership provides: Our media's editorial voices will never drive agendas that denigrate the individual, that try to exclude individuals from society or make an entire group suspect. This is understood throughout the entire Bonnier group: that we stand up for the individual and against all forms of racism and totalitarianism.

SOMETIMES, WHEN OUR MEDIA END UP on a collision course with one another, I'm asked to explain which side I'm on. My answer is simple: As an owner, I stand behind all our journalism executives and managers and their right to make independent editorial decisions, freely using the ample leeway that a strong free press and our liberal tradition provides.

Carl-Johan Bonnier
Chairman of the Board, Bonnier AB

STAND UP FOR TRUTH-SEEKING JOURNALISM

Bonnier editors and publishers weigh in on the importance of a free press and how their newspapers, magazines, books and news organizations can contribute.

The media can no longer

take its role in society for granted. We must prove to the public that we are trustworthy guardians of the free press.

Anders Krab-Johansen
Editor-in-Chief, *Børsen*



In uncertain times, traditional journalistic values are more important than ever: *Expressen's* strong stand on freedom of speech issues, and our news and investigative reporting, will continue to strengthen the brand and grow our audience when others claim that "fake news" and political biases set the agenda.

Thomas Mattsson,
Editor-in-Chief, *Expressen*



As Sweden's biggest and most important

business daily we have a strong voice in financial as well as political contexts. For us, it goes without saying that every single day, in our editorials, op-eds and all our other journalism, we must stand up for democratic values in everything from issues such as free trade and globalization, which are particularly relevant for *Dagens industri*, to basic freedom of speech and press issues that are fundamental to our work.

Lotta Edling,
Editor-in-Chief, *Dagens industri*



Times of crisis and threatening political instability call for an in-depth analysis and description of the world we live in. Therefore I believe that relevant and intelligent publishing will always be in demand from those who haven't given up on reflection and interpretation. The community of publishers and readers will be more, not less important in the future.

Felicitas von Lovenberg,
Publisher, Piper Verlag



An independent press is a key sign that a country values liberty. Legislating journalistic freedom shows that a government is confident that it's acting in the best interests of its people – which is why this liberty was written into the very first amendment of the U.S. Constitution.

Joe Brown
Editor-in-Chief, *Popular Science*





When the world is so uncertain and the news environment more and more volatile, and the power of facts has been challenged, the more we need to stick to quality journalism. We at MTV News go more deeply into the issues, analyze and make a difference. We go to the streets, meet the people and have a dialogue. We need to have better understanding. In a way, journalism has to go to its roots and get out in the world.

Merja Ylä-Anttila
Head of News and Current Affairs, MTV

As mistrust of media grows, it's more important than ever that we are completely accurate, transparent about our opinions and that we join in the public debate around our journalism. And that we find the right language to make sure we reach our readers, thereby allowing us to contribute to an enlightened democratic society.

Robert Brännström,
Editor-in-Chief and Co-Founder, KIT



In a time where independent media are attacked even by the U.S. president, it's more important than ever for a newspaper such as Dagens Nyheter to stand up for free, truth-seeking journalism. To disentangle complex relationships and continually contribute to a democratic accountability – that's our core mission.

Peter Wolodarski
Editor-in-Chief,
Dagens Nyheter

We need to do as we've always done.

Analyze, describe, ask the right questions and be brave. I think a lot about how we can do this without further widening the gap perceived as between the establishment and the less privileged. It's a difficult but, I believe, crucial balance. *Sydsvenskan* must continue to take all people seriously, without in any way compromising the natural and basic values of how we want society to function.

I also believe that we journalists must be more open, more transparent and better at self-criticism. Nearly everything can always be better – it's just a matter of the level of ambition.

Pia Rehnquist,
Editor-in-Chief, *Sydsvenskan*



Don't compromise your values.

Stay true, be responsible and keep your credibility. Words still have incredible power. When used appropriately, people listen to you, then follow you. This is how you affect reality in a positive way.

Tomasz Siemienieć
Editor-in-Chief, *Puls Biznesu*



We long took democracy

for granted. But we've learned the brutal lesson that history has always known – such assumptions are naïve. For Albert Bonniers Förlag, this means we can never rest in our ambition to protect authors and their right of free speech.

Daniel Sandström
Literary Director,
Albert Bonniers Förlag



We can, with the help of an engaging and inclusive perspective in all that we write, show our young target audience that *VeckoRevyn* and journalism in general are a hugely important part of society.

Irena Pozar,
Editor-in-Chief, *VeckoRevyn*



TV4 is very good at producing journalism and entertainment at the same eye level as viewers, a bit more unpretentious than, for example, national broadcaster SVT, you could say.

It's more important than ever to reach people, to provide them knowledge and tools to understand the world. In this, TV4 has an important role and a big responsibility that we take extremely seriously.

Viveka Hansson
Program Director, News & Current Affairs, TV4



Living the Values. Activities throughout Bonnier reflect the company's core values, including a wide range of social responsibility initiatives.

PHOTO: PETER JONSSON



Easing the Way Into Schools

A new learning portal funded by Bonnier Social Impact, **Clio Förberedelseklass** gives teachers needed support in helping newly arrived students enter Swedish schools.

In September 2016, Bonnier Education launched the digital learning portal **Clio Online** in Sweden, providing lesson plans, activities and exercises along with video, audio and photos in 10 different subject areas (read more p. 11). By then, work had already begun on a portal for teachers of students newly arrived in Sweden who were taking preparation courses to prepare them to enter regular Swedish classes.

Clio Förberedelseklass was launched in January 2017 and offered free to schools in Sweden with funding from Bonnier Social Impact. Created to support corporate social

responsibility initiatives within Bonnier companies, Bonnier Social Impact is jointly funded by Bonnier AB and the Bonnier Family Foundation.

One teacher who is already using the Clio Förberedelseklass is Amela de la Cruz. With 7 years of experience, de la Cruz is currently at Nya Elementar school in the Stockholm suburb of Bromma, where she teaches students in grades 7–9 who have newly arrived in Sweden.

"Learning the language is the biggest challenge for my students when it comes to school," says de la Cruz, who specializes in teaching Swedish as a second language and who emigra-

ted to Sweden herself when she was 18. "That and just getting used to how Swedish schools work."

For de la Cruz, one of the biggest challenges lies in the broad mix of students from very different educational backgrounds and levels. "It requires really adapting the lesson to the students."

One important tool that helps her in teaching is Clio Förberedelseklass. "The students like it, it's easy to use and understand, and it helps that there are both easy and hard versions of the lessons," says de la Cruz. "Students correct the lessons themselves, and it's easy to see the areas that they need to work on. Clio really helps with my planning."

A Place to Nurture Children's Writing and Reasoning

Bonnier Books supports young readers with partnerships like Berättarministeriet.

With writing workshops and activities aimed at underprivileged kids in grades 3–5 in suburban Stockholm, **Berättarministeriet helps children improve their writing skills** and be better able to participate in public dialogue when they are adults. Berättarministeriet (in English: the Ministry of Storytelling) is "inclusive and accessible for its visitors – both for students and for the volunteers, in its tone, its language and its physical location," according to its stated values. In 2017, it will open up a fourth location in suburban Göteborg. The Bonnier Family Foundation is a chief sponsor, and Bonnierförlagen a pro bono sponsor.



PHOTO: KARL GABOR

In Support of a Free Press

A core value of Bonnier, free speech as well as independent journalism are the focus of several prominent awards and campaigns.

A wide variety of initiatives within Bonnier promote free speech, a core value of the company. The Swedish Grand Prize for Journalism, the country's most prestigious journalism award, celebrated its 50th year with a new category, Voice of the Year, and a special gala awards ceremony and dinner at Grand Hôtel in Stockholm. Founded and administered by Bonnier, the independent award has a sister prize given out in Helsinki, the Finnish Grand Prize for Journalism. Bonnier also sponsors and runs the Bonnier Award, Estonia's most prestigious prize for investigative journalism.

Bonnier's media also has individual initiatives to promote a free press. Swedish news daily *Expressen* annually awards the Per Wendel Prize for outstanding journalism. *Expressen* is also a strong and active supporter of the campaign to free Swedish-Eritrean journalist Dawit Isaak, who has been imprisoned in Eritrea since 2001.

And both *Expressen* and *Dagens Nyheter* have actively pushed for the Swedish government to take action in freeing Swedish-Chinese publisher Gui Minhai, who has been imprisoned by the Chinese government.



PHOTO: LEIF ELEGREN



PHOTO: THEO COOK

Art for All

Bonniers Konsthall makes it even easier to experience art with free admission.

Founded in 2006, Bonniers Konsthall is one of Stockholm's premier private art museums. With exhibits and shows featuring contemporary artists from Sweden and around the world, the museum stopped charging admission for entry in 2016. The change was made in alignment with the nonprofit museum's mission to spread and increase knowledge about contemporary art.

The museum takes an active pedagogical approach, offering school tours, workshops and

regular guided tours on weekends by knowledgeable guides and established artists. It also works with other Swedish and international cultural institutions, collaborating on exhibitions, educational programs and book publication, as well as long-term research. The museum has its roots in the Maria Bonnier Dahlin Foundation, which was founded in 1985 by Jeanette Bonnier in memory of her daughter Maria Bonnier Dahlin.

PHOTO: MAGNUS BERGSTRÖM



Winners of the Swedish Grand Prize for Journalism 2016.

Bonnier's Core Values

FREEDOM OF SPEECH.

PASSION FOR MEDIA.

COMMITMENT OF A FAMILY COMPANY.

POWER OF THE INDIVIDUAL.

BOARD. The Bonnier Board of Directors.



BACK ROW

- 1 Arne Karlsson Member of the Board. 2 Maria Curman Member of the Board 3 Jens Müffelmann Member of the Board.
4 Sara Stenman Member of the Board, Employee Representative. 5 Martin Harris Member of the Board. Employee Representative.
6 Christian Caspar Member of the Board. 7 Carl-Johan Bonnier Chairman of the Board.

FRONT ROW

- 8 Kerstin Mogull Member of the Board. 9 Mikael Falk Member of the Board. Employee Representative.
10 Peder Bonnier Member of the Board.

GROUP.

Bonnier Executive Management.



BACK ROW

- 1 **Casten Almqvist** Head of Business Area, Broadcasting. 2 **Karmo Kaas-Lutsberg** Head of Business Area, Business to Business
3 **Tomas Franzén** CEO. 4 **Niklas Hydén** Head of Group Program Management and Chief Procurement Officer.
5 **Jan Lund** Director of Strategy and Business Development. 6 **Anki Ahnells** Chief Digital Officer.
7 **Jacob Dalborg** Head of Business Area, Books.

FRONT ROW

- 8 **Ulrika Saxon** Head of Business Area, Growth Media. 9 **Anders Eriksson** Head of Business Area, News.
10 **Lars Dahmén** Head of Business Area, Magazines. 11 **Göran Öhrn** Chief Financial Officer.

History of a Family Company

A look at Bonnier's past in five epics.



1804–1890

The Emigrants:

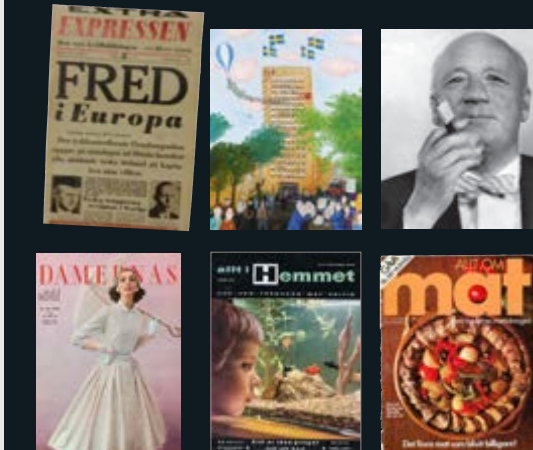
It all starts in Denmark when Gerhard Bonnier leaves Dresden to open a bookstall in Copenhagen in 1804. Continues in Sweden, where son Albert Bonnier opens his own book publishing company in 1837. And grows as books become hugely popular in Sweden.



1890–1930

The Entrepreneurs:

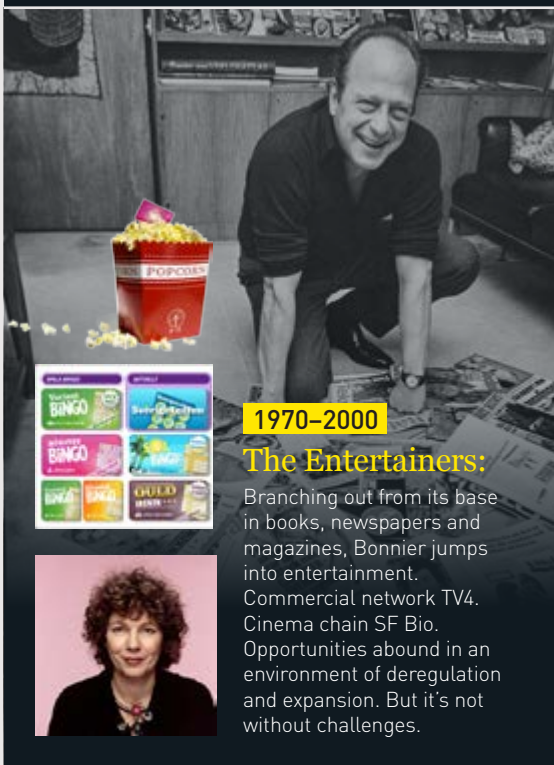
More than just book publishers, Albert Bonnier and son Karl Otto Bonnier become established as major forces in Swedish culture with their stable of important writers. August Strindberg. Selma Lagerlöf. Ellen Key. They're patrons of the arts. People of influence.



1930–1970

The Media Moguls

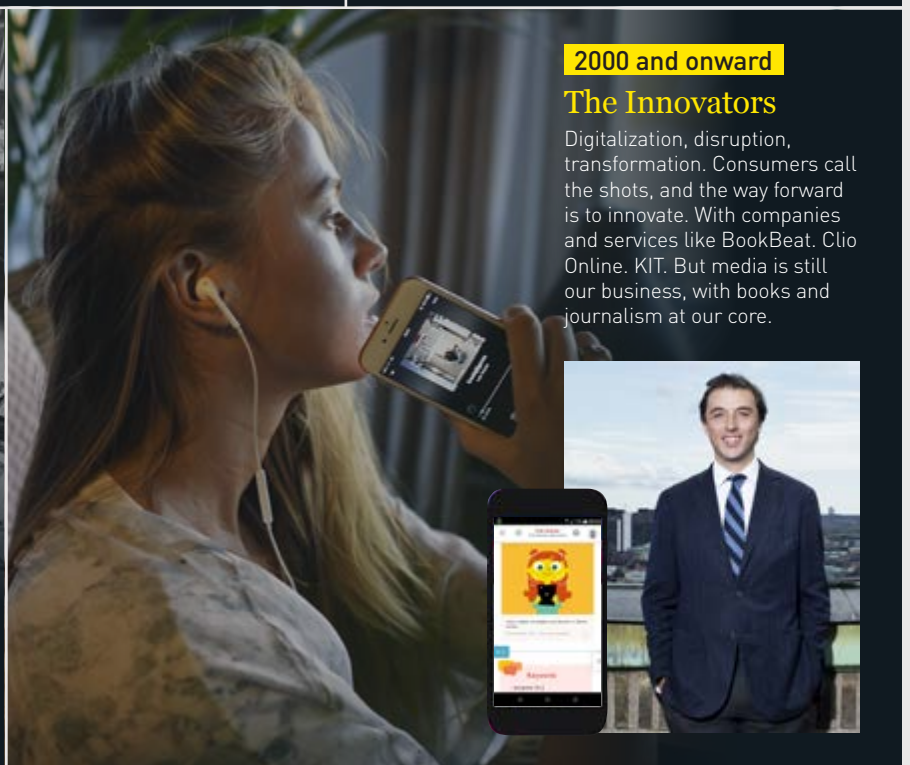
The age of mass media begins. And Karl Otto's sons Tor, Åke and Kaj are in the thick of it. Acquiring a majority stake in news daily *Dagens Nyheter*. Buying magazine house Åhlén & Åkerlund. Founding the anti-Nazi newspaper *Expressen*. Defending free speech.



1970–2000

The Entertainers:

Branching out from its base in books, newspapers and magazines, Bonnier jumps into entertainment. Commercial network TV4. Cinema chain SF Bio. Opportunities abound in an environment of deregulation and expansion. But it's not without challenges.



2000 and onward

The Innovators

Digitalization, disruption, transformation. Consumers call the shots, and the way forward is to innovate. With companies and services like BookBeat. Clio Online. KIT. But media is still our business, with books and journalism at our core.

History photos and illustrations key:

The Emigrants: Albert Bonnier; the cover of *Proof That Napoleon Never Existed*, his first published book; founder Gerhard Bonnier; the façade of Gerhard's first store in Denmark.

The Entrepreneurs: Hanna Pauli's painting "Friends" with feminist and author Ellen Key reading aloud to some of the most important cultural figures of the time, including Karl Otto Bonnier; the manuscript to Strindberg's *The People of Hemsö*; Strindberg himself; Nobel laureate in Literature Selma Lagerlöf.

The Media Moguls: Front page of tabloid *Expressen* at end of WWII; Lennart Jirlow's painting of the Bonnier Building on Torsgatan in Stockholm; Herbert Tingsten, legendary editor of news daily Dagens Nyheter, majority owned by Bonnier since 1924; magazine pages and covers from *Damernas Värld*, *Allt i Hemmet* and *Allt om Mat*.

The Entertainers: Lukas Bonnier with his magazines; SF Bio's popcorn; TV4's Bingolotto marketing; magazine queen Amelia Adamo.

The Innovators: Listening to an audiobook from service BookBeat marketing; digital education materials portal Clio Online on a smartphone; Peder Bonnier, CEO and co-founder of KIT.

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