"Ownership must ensure freedom and independence of Schibsted's media"

Freedom of speech is threatened in many places around the world.

I have become more and more convinced that ownership must ensure the freedom and independence of Schibsted's newspapers and other media. A free press is perhaps the best safeguard of a strong and vibrant democracy.

On this background, I wanted my ownership stake in Schibsted to contribute to continued editorial freedom, credibility and quality of the media that we own. I also wanted to ensure the long-term and healthy financial development of the Schibsted Group, with a strong, stable and Norwegian ownership.

With this in mind, the Group gave my ownership stake of 26.1 per cent special rights in Schibsted's Articles of Association when we decided to list the company on the stock exchange. I established the Tinius Trust in 1996 to ensure that the Schibsted Group continues as a media group, run according to the same main editorial and business guidelines as at present. The Board of the Trust was instructed to monitor this, while at the same time work to ensure the long-term, healthy financial development of Schibsted.

The Tinius Trust has in my opinion been a very effective obstacle against financially strong players who would otherwise have tried to take over the group. Without the Trust, Schibsted would probably not have existed in its current form, nor would we have had the same opportunity to further develop the company. The Trust has effectively limited any interest in taking over the company.

When media companies in other countries have wanted to have Schibsted as owner, we have noticed how the Trust has contributed to us being viewed positively as a business partner.

The strength of the Tinius Trust is that, contrary to many other Trusts and other types of arrangements, it has power, and if that power is used intelligently, it will undoubtedly serve to protect the freedom and independence of the Schibsted Group.

I do hope that what I have done will benefit the holdings that I have worked to keep and defend over the years.

Tinius Nagell-Erichsen

Tinius Nagell-Erichsen

1934 – 2007

There are few people who live a life that benefits an entire industry and leaves a mark on an entire nation.

Tinius Nagell-Erichsen was the newspaper heir who created a media empire. The business economist who loved journalism. The bearer of traditional values who became the renewer. This outcome was not obvious. He shared very openly his memories of an unhappy childhood with us. He told us about the obstacles he faced when he wanted to be a journalist. But he also told us how he overcame them.

It was he who initiated the process that turned VG into a major newspaper. He headed Aftenposten at a very important time and he kept a close eye on the paper's progress throughout his life. He played a central role when new technology turned the long-established Norwegian newspaper industry upside-down in the eighties. And he played a decisive role when Schibsted, the family-owned company, was listed on the stock exchange – and subsequently developed into an international media concern, while the controlling interest remained on Norwegian hands.

He embraced it all wholeheartedly – with intensity, energy and enthusiasm.

The backbone of his life was his love for the newspaper and the newspaper business. "The best life possible", as he himself said when he was honoured with the statuette *Avis-gutten* by the Norwegian newspaper industry.

He firmly believed that with newspaper ownership came a greater obligation than with any other type of ownership. Ownership was his ticket to the kind of society in which he had bought a binding membership. His faith in quality journalism, independent editorial desks and national co-ownership was the consequence of this acknowledgement. His membership fee.

Through the formation of the Tinius Trust – Stiftelsen Tinius – he wanted to become "a useful ghost". That was the term Tinius himself – in his usual tongue-in-cheek way – used only days before he died. There is hardly a Trust like this in the media industry, not even internationally. As there after Tinius' passing are no newspaper owners left who are more familiar with lead typesetting than with the internet.

Tinius' life held sudden winds of change and long lines. He could joke with having no say in what was printed in his newspapers. He was vulnerable when his motives were questioned. He was normally not happy with how he was perceived as an individual, but even more did he dislike and distrust people who always agreed with him.

He fought his battles – and won most of them. He insisted on being what he called a nuisance. He could show great strength – and stubborn reflection.

Tinius Nagell-Erichsen was the single most important person in Norway's post-war media landscape. A rare and complex personality who we are happy and proud to have known.

Harald Stanghelle

Political editor of Aftenposten

Harald Stanghelle's obituary is an extract of the eulogy he gave in Ris Church, Oslo, on 21 November 2007.

The Trust's objectives remain the same

– The Tinius Trust has two important objectives:
One is to ensure free media. This is a value that never goes out of fashion. The other is to support a healthy economic development of Schibsted,
says Ole Jacob Sunde, the Chairman of the Tinius Trust's Board.

Tinius Nagell-Erichsen has passed away. Does this change the Trust's work in any way?
– The Trust's objectives remain the same. The foundation for the Tinius Trust was laid in the 1990s, and those who manage the Trust today have worked closely with Tinius Nagell-Erichsen since that time. Our work is characterised by continuity, not by any desire for change. Allow me to add that the Trust's objectives were debated in the autumn of 2006, not because there was any desire to change them but because we wanted to make them clear. Tinius Nagell-Erichsen was a deeply involved participant in those discussions, just like the other members of the Trust's Board.

Some people may fear that the Trust appears to be a museum curator in relation to a listed company?
– I hope not. The Trust has two important objectives: one is to ensure free media. This is a value that never goes out of fashion. The other is to support a healthy economic development of Schibsted. Sound finances are the best way for us to ensure editorial independence.

Is this what lies in Tinius Nagell-Erichsen's hope that he would be "a useful ghost"?
– Tinius Nagell-Erichsen was concerned about the basic values he spent so much of his life defending. During the last part of his life in particular, he became very interested in defining these values and creating a system that could safeguard them. The Trust was intended to protect these values in a long-term perspective, and he threatened that if this did not happen he would make the curtains flutter and thus be a useful ghost for the people who had been appointed to ensure the continuation of these values.

So in reality the expression "a useful ghost" is a threat that if you and the Trust don't do your job, he will make himself felt.
– Then he'll haunt us!

The Tinius Trust is quite a special institution in a media context. What was Tinius Nagell-Erichsen really so worried about, since he chose a trust as a useful instrument for carrying on his ownership?
– Tinius Nagell-Erichsen was not a man who was naive in his relationships with others, he was always suspicious. He was affected by his own experiences in life. He was witness to and had himself experienced how family feuds could destroy a company's constructive development. After all, the trend in many family-owned companies has been for the owners to lose sight of their goal and fight about power and money instead of gathering their forces to protect the company's value base. The structure created by the Tinius Trust ensures that professional, external forces make the main decisions. Tinius Nagell-Erichsen had more faith in a Trust as a useful tool for realising his visions the future than a family structure, where the owners have to agree and stick together if the company is to be kept intact.

Just thinking about what produces the best return over the next few quarters may conflict with the value base represented by the Trust

Might there be differences in how Schibsted ASA and the Tinius Trust approach the reality of running the Group?
– Yes, definitely. Schibsted ASA's Board must think about the best developments

for the entire Schibsted Group, with all that this entails. It is not an issue at present, but it would be naive not to imagine situations where the Trust might have a different interpretation of what is in the Group's best interests, a view that would not necessarily be shared by the majority of the Group's Board or by other shareholders.

Can you give me an example?
– One example could be the time perspective for Schibsted's development. Just thinking about what produces the best return over the next few quarters may conflict with a more long-term view of the Schibsted Group's developments, in which one is perhaps also more faithful to the value base represented by the Trust. To give a specific example: the purely advertising-driven media provide huge profit opportunities. At the same time, there is a question whether such a one-sided expansion could upset the balance of the Group's publishing platform. Over time, we must consider which sections of the media market we wish to be a part of. That's a difficult debate and there are no obvious answers. However, I can see that from a purely financial point of view, Schibsted should be looking for profit opportunities where it can most easily find them. Whether or not this is an editorial product can easily, perhaps far too easily, be made secondary to the fact that one is looking for the pockets in the market that currently provide the highest profit. To explain Schibsted's ownership structure simply, one could say that we have Wall Street on the one hand, as a purely capitalistic owner that is looking for immediate profit, and the Trust on the other, as a long-term industrial owner tied to the media sector. There can clearly be conflicts of interest between these two different types of owners.

I believe it is very old-fashioned for media to take party-political considerations into account, but of course that doesn't mean that they cannot have an ideological outlook

Now you are the Chairman of the Boards of both Schibsted ASA and the Tinius Trust. Does that mean that you are wearing two different hats?
– It means that I have to be careful about the roles I have. But at the same time I would say that, quite irrespective of whether I am a Member of the Trust's or Schibsted's Boards, calendar quarter capitalism has it's clear limitations. I say that because my business experience is related not to quarterly capitalism's search for a quick profit but instead to the desire for a healthy development of companies over time. The positive aspect of quarterly capitalism is that it has an inherent impatience which forces people to be innovative and not get bogged down in established structures. The danger of quarterly capitalism is that it is far too short-term. Most developments take time, and new projects often produce surprises that have to be tackled. In my view, that means not giving up when the first obstacles appear. Patience is not a characteristic of short-term quarterly capitalism.

If you look into the quite long-term future, how do you think the Schibsted Group will develop?
– Naturally, I'm very interested in where Schibsted will be in 5-6 years. That's a long enough perspective that the Group will be different to what it is today, but is not so far ahead that one cannot have specific ideas and plans regarding it. I think that one

of the most difficult issues we will face will be to decide between the advertising-driven and editorially controlled products. That is a demanding task, not only because the returns may be different but also because the way in which most people search for information is changing. For example, we know that many people visit *finn.no,* which most people would currently claim is a purely advertising-driven media, not because they want to buy or sell something but because they are looking for information. They are comparing the prices of various car models, they want to find out more about the second home market in a specific area, or they are interested in interior design ideas for their homes. All information they can find on finn.no, and it is useful information. So when someone defines finn.no as a purely advertising-driven media, I think they are underestimating the dynamics in the media market.

If a conflict situation of real importance should arise in the future, it is the Trust to which I owe my allegiance

Tinius Nagell-Erichsen pointed out the importance of Norwegian ownership on several occasions. How important is this?

– What is most important for a group like Schibsted is stable ownership. That makes it easier to create a strategy and simpler to implement it in practice. A clear starting point for the operations also makes it easier to create a common culture within the Group.

But not necessarily primarily with the help of national ownership?

– No, that's quite correct. I don't think the key element is whether a company's headquarters are in Oslo, Stockholm or Madrid. What is really important is to have a clear ownership with a clear strategy which remains true to the company's value base. At the same time, there is naturally also reason to worry if Norway as a nation does not have industrial power centres that have their management and a significant part of their corporate organisation located in Norway. If key companies leave Norway, this will weaken the country's business development. So in other words if Schibsted were to move its head office to Madrid, this would weaken Norway but it is not certain that the move would weaken Schibsted.

So you are arguing that it is beneficial for Norway as a nation that a large media company like Schibsted has a Norwegian base?

– Definitely. In addition, we can see that stable ownership creates security and credibility from which all the companies in the Schibsted Group benefit. The Norwegian starting point may be an advantage here. If we look outside Norway's boundaries, we know that the Tinius Trust is admired. More and more foreign companies are contacting Schibsted because they would like to have the long-term thinking and clear goals which are part of our everyday life.

In the documents that Tinius Nagell-Erichsen left, he writes that Schibsted would hardly have existed as it does today had it not been for the Tinius Trust. Is that a completely precise formulation?

– That's conjecture. He is probably indicating that, without clear ownership, Schibsted could have easily been divided up or not pursued the same strategy over time.

How safe is the Trust's form as a guarantee of this secure ownership? Might not the Trust also be put under pressure?

– The fact that both the Trust and Schibsted can be put under pressure is obviously a possibility. We are well prepared should this happen.

One can probably say that as long as Tinius Nagell-Erichsen lived, the importance of the Tinius Trust was simply that it existed. After all, the Trust has so far not carried out any particular activity that has made it publicly visible. Will that change now?
– Gradually, yes. Although Tinius Nagell-Erichsen was a well known figure in the Norwegian media world, a culture-bearer, the Trust has not been very visible in the public arena since his death. I think it would be positive for the Trust if it became a bit more visible in the future, not least since it supports important publishing principles.

How will that take place?
A trademark is not built from one day to the next. But we hope that the Trust's values will become known in a wider forum. We have created a scholarship scheme in which we want to put the spotlight on important freedom of speech issues which might affect the Norwegian and European press. And we may also take other new initiatives.

Does that mean that you see yourself in a more public role in the future?
– I am basically not a person who seeks publicity for myself. I would rather operate where I believe I have a meaningful role to play, and that is rarely in the newspapers' gossip columns. However, I am prepared to do the job that the Trust requires of me in order to bring the Trust's core values out into the fora where it is natural to do so.

Tinius Nagell-Erichsen looked on himself as the defender of ideals in the Group. Are you going to shoulder this function?
– In my opinion, Tinius was a bit devious when he described himself as a defender of ideals, because he was definitely also interested in the stock exchange and share prices. I pointed this out in the obituary I wrote too. I believe it is the rest of the world that has primarily pointed to him as a defender of ideals. As regards the Trust, I believe that our work must include both parts. I myself am interested in both ideals and the stock market, and I think I would lose my credibility if I were to appear as just a defender of ideals.

Ole Jacob Sunde in front of a work by the artist Eivind Blaker.

Share prices are fluctuating widely at present. Does that make Schibsted's ownership structure more risky?
– Yes. A falling share price is not in itself necessarily a danger sign. But if the share price is lower than the company's economic value, or what the outlook indicates the value will be, a situation has arisen that a finance operator would call an arbitrage opportunity, in that one can buy something which is undervalued and which a good horse dealer can sell at a much higher price. In my opinion, Schibsted's market position and long-term earnings potential justify a far higher share price than the current one.

One of the Trust's core areas is the question of freedom of the press and the editors' free position. This is an uncomplicated issue in a Norwegian context. But are there areas in the world, in your opinion, where Schibsted can quite simply not own media because this would conflict with the value base which the Trust represents?

– That's an important issue and one on which we have so far not been seriously tested. But we may be tested in the future, and it will then be important for us to uphold our principles. In my opinion, if we cannot run a company in accordance with our own publishing norms and guidelines, then we cannot have editorial operations in the country in question. However, we must also be aware that the presence of media companies with a publishing outlook like ours is often very welcome in those countries where the freedom of the press is challenged. I remember very well a conference arranged by Aftonbladet in Stockholm four years ago that was attended by the now murdered Russian journalist Anna Politkovskaya. Her views on the freedom of the press in Russia made a great impression on me, and she was also asked a similar question. She replied that without the presence of the western press, both as owners and driving forces in Russia, things would be even easier for those that wanted to suppress the freedom of the press. So withdrawing from a nation where freedom of speech is in danger is not necessarily what contributes most to more freedom of the press in the country in question.

A situation in which media owners are pressured to accept political self-censure as a prerequisite for their own presence – is it unthinkable to agree to this?

– Yes, I think so. I would perceive it to be a major problem if we had to take the authorities' political sensorship requirements into consideration when running our own media operations. A major problem. Let me add that one of the many things I perceive to be positive in Schibsted's current process of becoming a European corporation is the fact that we now have an Editors' Forum with representatives from many countries. After all, in Scandinavia we have clear national regulations to comply with, but now that we are internationalising our operations we cannot assume that our views will just as naturally be shared by media players in other countries. So it is important that, when establishing Schibsted's views, we have internal principals that not only fit in with our Norwegian reality but can also be a guide for our companies abroad. Maybe not everything will appear to be just as simple. But as far as I understand it, the work that has taken place in the Editors' Forum has not yet run into problems like this.

The UK appears to have a free press but their ideas on an owner's influence are different to those we have in Norway. If Schibsted were to move into the UK, would we remain faithful to our Scandinavian model?

– We should be faithful to our distinctive editorial characteristics and maintain our corporate culture, which is both homogeneous and as direct and honest as possible. In my opinion, this is the most steadfast model over time. What we score on, and where we create our own niche, is when we start off with the editorial independence we know. That's how we

become winners. In Spain and France, where they are used to having a press with varying political influence, we actually have an advantage exactly because our media companies try to be objective and independent. I believe it is a fundamentally sound, good idea that editorial staffs must not be political players. I believe it is old-fashioned for media to support political parties, but of course that doesn't mean that they cannot have an ideological platform for their operations.

Tinius Nagell-Erichsen claimed that the International Herald Tribune was the world's best newspaper. What is your favourite?
– I start the day with Aftenposten and Dagens Næringsliv at breakfast. But if I could only choose one, I would probably follow in Tinius's footsteps. My life and job make me feel like a European, and that means that I am more attracted to an international medium, like the Herald Tribune, rather than a newspaper that is primarily a national one.

If a situation arises where we have to choose between commercial considerations and freedom of speech, then we have to choose freedom of speech.

Are the Trust's operations solely linked to the Group's work, or can the Trust do something that is not related to Schibsted?
– Our Articles of assosiation states that we are not to do that, so the answer is no. There is only one exception. If we believe it to be important, we should work to clarify or influence the framework conditions which apply to the media. An example of our externally targeted work in this context is the scholarship scheme that the Trust finances. The factors which affect freedom of speech and the consequences that the various forms of ownership and ownership concentrations have are to be examined.

How are the Trust's daily operations administered?
– The Trust currently does not have a management, it has a Board. We have not yet decided how we are going to organise our everyday work. Is this to be a Trust that does not have its own management and thus has great limitations on the activities it can manage to carry out, or is it to be a Trust that actually has its own life? We're in a transitional phase right now, but I admit that we are facing issues that I was not quite prepared for.

What you are saying is that the Trust and Schibsted are very different things, isn't it?
– That's how things must be, in my opinion. There is, and there must be, a difference between a shareholder and the company's Board and management. But at the same time, one of this structure's strong points is that if you look at Schibsted's objectives and Articles of Association and the Trust's objectives and Articles of Association, they are intentionally similar. That's why I can state that there is currently no clash of interests between Schibsted and the Trust. At the same time, I'm completely aware of the fact that, if a conflict situation of real importance should arise in the future, it is the Trust to which I owe my allegiance.

Is there an issue that you are particularly interested in and that you would like to talk about now, at the end of this interview?
– I'm interested in the discussion about the boundaries and conditions for freedom of speech. I really admire the clear defence of freedom of speech given by Per Edgar

Kokkvold, the general secretary of the Norwegian Press Association. If there is something missing in today's society, it is people who really dare to take a definite stand even when there are costs associated in doing so.

Questions of freedom of speech more or less always come onto the agenda when it is challenging to ask these questions?
– I, like most people, have been shaped by my upbringing and my parents. My father had studied Latin and often stated the phrase "Si vis pacem, para bellum", which means "If you want peace, be prepared for war". He was in the Norwegian Resistance and ended up in a concentration camp during the second world war. The experience he gained during the war years gave him an attitude to life that I think is admirable. He was never afraid to state his views, even though I often disagreed with them. That was all right, both he and I could cope with that. But I have the impression that people in the war generation were more willing to take a stand and fight for what they believed in than perhaps we or our generation are willing to. Sometimes one has to risk so much that one actually has something to lose. And freedom of speech is an example of just that.

Should Schibsted's newspapers have printed the controversial Danish Mohammed drawings?
– It's not my task to answer that, that's up to our editors-in-chief to decide. But my own opinion is: we should never be afraid to defend freedom of speech. If a situation arises where we have to choose between commercial considerations and freedom of speech, then we have to choose freedom of speech.

The pictures of Ole Jacob Sunde, were taken by Rolf M. Aagaard, and the interview was conducted by Sverre Martin Gunnerud in April 2008.

The Tinius Trust

The Tinius Trust was established by Tinius Nagell-Erichsen in a deed of gift on 8 May 1996 and has a basic capital of NOK 10 million. Nagell-Erichsen transferred the only voting share in Blommenholm Industrier AS to the Trust on 5 May 2006. Blommenholm Industrier owns 26.1 per cent of the shares in Schibsted ASA and is the company's largest shareholder. The Tinius Trust thus manages the largest block of shares in the Schibsted Group.

Amendments to Schibsted ASA's Articles of Association require a three quarters majority, and according to the Articles of Association no shareholder can own or vote for more than 30 per cent of the shares. Schibsted ASA's Articles of Association also ensure that important decisions made by the Group's subsidiaries require the support of three quarters of the votes cast at the General Meeting of Schibsted ASA.

As long as the 26.1 per cent shareholding is not split up, these provisions provide considerable influence over the ownership of Schibsted. Nagell-Erichsen stated that he wanted to use this influence to ensure that Schibsted remains a media group characterised by free, independent editorial staffs, credibility and quality and with long-term, healthy financial developments. This is also stipulated in the Trust's Articles of Association.

Articles of Association for The Tinius Trust

§1 Trust name

The name of the trust is "Stiftelsen Tinius".

The Board of Directors represent the Trust externally. The Board may authorize the Chairman to represent the Trust externally as long as Tinius Nagell-Erichsen remains Chairman. After that, the Board may authorize the Chairman and one Board Member together to represent the Trust externally.

§2 Basic capital

The Trust is established by Tinius Nagell-Erichsen in a deed of gift dated 8 May 1996, with a basic capital of NOK 10,000,000.

§3 Objective

The Trust is the owner of the voting A share in Blommenholm Industrier AS. The Trust shall manage the share and other assets belonging to the Trust in accordance with the following guidelines:

The Schibsted Group is to be run according to the main editorial and business guidelines laid down on formation of the Group, guidelines which have since been governing the Group operations.

The Schibsted Group is to be run in such a way that it ensures free and independent editing of the newspapers owned by the Group and its subsidiaries involved in editorial operations.

The Schibsted Group is to strive for quality and credibility in all its publications, and defend values such as religious freedom, tolerance, human rights and democratic principles.

The Trust is to work to achieve the long-term, healthy financial development of the Schibsted Group.

When necessary, the Trust shall also work to impact the general conditions essential to ensure a free and independent press.

§4 The Trust Board

The Trust Board shall during Tinius Nagell-Erichsen's lifetime consist of not less than three and not more than four directors. Tinius Nagell-Erichsen appoints the directors to the Board in his lifetime.

After that, the Board shall consist of three directors appointed by Mr. Nagell-Erichsen prior to his death. Each director is to appoint his/her personal deputy director. The deputy director automatically succeeds the director when his/her term comes to an end.

In the future, each Board Member shall at any time appoint a Deputy Member who will also be his/her personal successor. The director who has appointed the deputy can, before the deputy becomes a full Board Member, reconsider and appoint someone else to be his/her personal deputy.

Tinius Nagell-Erichsen is to be Chairman for as long as he remains on the Board. After that, the Board shall elect a Chairman.

§5 Decision-making by directors

In the event that a Board Member has made apologies for his/her absence at the meeting, the Deputy Member shall meet in his/her place. A quorum is present when all the Board Members or their deputies are present.

The Board's decisions should be unanimous. If that is not possible, even after consideration of the issue in question at a new Board meeting, the majority decision stands.

The Board of Directors can, within the scope of the law, unanimously adopt amendments to the Articles of Association and proposals to dissolve the Trust.

The Board of Directors shall endeavour to reach solutions in accordance with the intentions stated in § 3 Objective, but are expected to show considerable business flexibility.

§6 Auditor

The auditors are elected by the Board.

The Trust Board

Ole Jacob Sunde
Chairman of the Board

Chairman of the Board of Schibsted ASA. Founder and Chairman of the Board of Formuesforvaltning ASA. Founded Industrifinans Forvaltning ASA in 1983 and was General Manager until 2000. Formerly a consultant with McKinsey & Co. (1980-1883). Various other directorships, including Blommenholm Industrier AS. Graduate of the Université de Fribourg, Switzerland (1976) and Kellogg School of Management, Northwestern University, USA (1980, with distinction).

Per Egil Hegge
Member of the Board

Employed with Aftenposten 1962-2005. Twelve years as foreign correspondent in London, Moscow and Washington D.C. Editor of A-Magasinet 1984-1988. Cultural Editor 1992-1998. 14 books, including biographies of Otto Sverdrup, Fridtjof Nansen and King Harald V. The Narvesen prize in 1969 and Riksmålsforbundet's Gold Pen Award 1993. Class 1 Knight of the Order of St. Olav 2003. Bachelor's Degree from University of Oslo, specialising in Russian, English and Political Science (1966).

John A. Rein
Member of the Board

John A. Rein is a business lawyer and partner in Wikborg Rein. Admitted to the Supreme Court Bar. Other directorships: Deputy Member of the Board of Schibsted ASA, Member of the Board of VG and Blommenholm Industrier AS. Mr. Rein was legal adviser to Tinius Nagell-Erichsen for almost twenty years, until he died. Former Fellow of the Scandinavian Institute of Maritime Law (1978-1979), Contracts Manager, Conoco, London (1979-1981), trainee lawyer at Wikborg Rein 1981-1984 and partner from 1985.

Karl-Christian Agerup
Deputy Member of the Board

Northzone Ventures, founder and partner (1994 to date). HUGIN AS, founder and Managing Director (1995-1999). McKinsey & Co., Associate (1991-93), Engagement Manager (1993-1994). Millipore Corp., Boston, USA, Corporate Planner (1990-1991). Deputy Chairman of the Board of Schibsted ASA and Norfund. Massachusetts Institute of Technology (MIT) - Alfred P. Sloan School of Management, Master of Science in Management (1990). Copenhagen Business School, Business Economist/HA (1988).

Kjersti Løken Stavrum
Deputy Member of the Board

Feature Editor and Editor of Aftenposten's A-Magasin since 2005. Formerly Editor-in-Chief of the weekly magazine KK (2001-2004). Journalist and various management positions with Aftenposten 1991-2001. Leader of Oslo Redaktørforening. Member of the Board of INMA (International Newspaper Marketing Association) and IPI Norge (International Press Institute Norway). Bachelor's Degree from University of Oslo and Manchester Metropolitan University, specialising in Political Science, Economics and History.

Morten Goller
Deputy Member of the Board

Morten Goller is a trial lawyer and partner in Wikborg Rein, specialising in public procurement and EU/EEA competition law. Formerly employed by the Government Advocate (1993-2001.) Bachelor's Degree in Law from University of Oslo (1992) and Master of Law (LLM) from Columbia University, New York (1997). Admitted to the Supreme Court Bar. Member of the Board of Wikborg Rein.

From the left Ole Jacob Sunde, Chairman, and Per Egil Hegge and John A. Rein, Board Members.

Assignment: Discuss Freedom of Speech

Arne H. Krumsvik (41) has been awarded the Tinius Trust's media research scholarship. For the next three years, he will research into freedom of speech and the professionalisation of journalism.

What affects freedom of speech? What consequences do various forms of ownership and owner concentrations have? And how do technological developments affect the media, taking into consideration that individuals now have far greater opportunities to state their views publicly than ever before? Never have so many people written so much as they do now. But does that mean that it has also become easier to be heard?

These are the key questions that Krumsvik will focus on as a Tinius scholarship holder at the University of Oslo's Department of Media and Communication as from 1 January 2009. He is currently a research fellow in digital media at the Faculty of Journalism, Library and Information Science at Oslo University College, where he has for the past four years researched into the role of the journalist in a digital age. He is writing his PhD thesis on strategies for new media in the Norwegian Broadcasting Corporation (NRK) and CNN.

Arne H. Krumsvik has a lot of experience of journalism. He has been online editor in VG and Dagbladet, managing editor in SOL (Scandinavia Online), editor-in-chief of Romerikes Blad and general manager of the radio channel Kanal 24. Together with Professor Rune Ottosen, Arne H. Krumsvik has edited a book entitled "*Journalistikk i en digital hverdag*" (Journalism in a digital age) which was published in April 2008. This book presents recent Norwegian research into developments in the digital media. Leading researchers in their fields write about main and structural factors linked to ownership, the economy of the online newspaper market and the digital terrestrial network. This book sheds light on conflicts which arise during reorganisation processes in editorial staffs that have to adapt to multimedia developments, and on specific studies linked to journalists' use of new digital tools.

– Technological changes create new prerequisites for both the journalist role and freedom of speech, and I'm very grateful for the opportunity the Tinius Scholarship gives me to continue researching into this area, says Krumsvik.

– One of the project's key issues will be the consequences that the concentration of media ownership and professionalisation of media management and journalism will have for various aspects of freedom of speech, such as the freedom of print, freedom of the press, freedom of information, freedom of communication and freedom of speech in its real sense – the right to state one's views on anything at all without the state interfering, says Arne H. Krumsvik.

– As a result of technological developments, it has never been easier to state one's views than it is now. The threshold for publishing one's views is very low. However, in an increasingly fragmented media landscape, it is a challenge to be heard, says Krumsvik, who believes there is a need to rethink how we are to understand concepts such as *media diversity* in the future.

The results of the project entitled "*Ytringsfrihet og profesjonalisering av journalistikken*" (Freedom of speech and the professionalisation of journalism) will according to plan be published in international academic journals.

Directors' report for 2007

On the morning of 12 November 2007, the Members of the Board received the sad news that Tinius Nagell-Erichsen had died.

We will miss Tinius. There are not many people who think and believe differently and who, irrespective of the majority view, have the inclination and strength to do what they believe to be important. Tinius Nagell-Erichsen had strong, healthy views about the press's working conditions. He believed that a free press was the best guarantee for a strong, vital democracy.

A free, investigative press can put the spotlight on all aspects of society, including those parts that seek to avoid publicity. This was why Tinius Nagell-Erichsen was concerned about ensuring free, independent editorial staffs in Schibsted's newspapers and other media. This led to the establishment of the Tinius Trust, which now manages the largest block of shares in Schibsted.

The Tinius Trust's Articles of Association stipulate that the Trust should support that the Schibsted Group continues to be run according to the same editorial and commercial principles which have been valid up to the present day. The Group's publications are to strive to achieve quality and credibility, and must defend values such as religious freedom, tolerance, human rights and democratic principles. Similarly, the Trust must work to ensure the Group's long-term, healthy financial development.

Until Tinius Nagell-Erichsen's death, the Trust's Board consisted, in addition to Tinius himself, of Ole Jacob Sunde, Per Egil Hegge and John A. Rein. The latter three now comprise the Trust's Board. In accordance with the Articles of Association, each Member has appointed his own personal alternate member. These are Karl-Christian Agerup, Kjersti Løken Stavrum and Morten Goller respectively.

In 2007, the Trust had its capital invested in mutual funds, bond funds, money market funds and hedge funds as well as on deposit in banks. The profit for the year came to NOK 1 765 939. The Board is of the opinion that the annual accounts provide a correct picture of the Trust's assets and liabilities, financial position and results.

The annual accounts are based on the assumption that the Trust is a going concern, since the operations are financially sound.

No directors' fees were paid in 2007. The auditor's fee amounted to NOK 25 000. The Trust has no employees but complies with the principle of equal opportunities. The Trust does not pollute the external environment.

Oslo, 23 April 2008

Ole Jacob Sunde	Per Egil Hegge	John A. Rein
Chairman of the Board	*Board Member*	*Board Member*

The Tinius Trust

Income Statement 1.1 – 31.12

	Note	2007	2006
OPERATING EXPENSES			
Other operating expenses	2	748 071	460 825
Total operating expenses		**748 071**	**460 825**
Operating profit		**(748 071)**	**(460 825)**
FINANCE INCOME AND FINANCE COSTS			
Dividend received		0	323 855
Interest income, bank		20 743	22 824
Interest income, interest fund		903 159	552 496
Realised gains+/losses- on securities		2 427 453	(2 028 308)
Unrealised gains+/losses- on securities		(837 345)	1 354 828
Total finance income and finance costs		**2 514 010**	**225 695**
PROFIT (-LOSS) FOR THE YEAR		**1 765 939**	**(235 130)**
TRANSFERS			
Transferred to other equity		1 765 939	(235 130)
Total transfers		**1 765 939**	**(235 130)**

The Tinius Trust

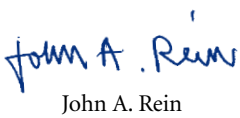
Balance Sheet at 31.12

	Note	31.12.2007	31.12.2006
ASSETS			
Non-Current Assets			
Shares in Blommenholm Industrier AS		30 000	30 000
Total non-current assets		**30 000**	**30 000**
CURRENT ASSETS			
Receivables			
Other receivables		0	75 778
Total receivables		**0**	**75 778**
Investments			
Mutual fund	3	19 323 221	19 263 906
Hedge fund	3	6 023 765	1 808 797
Bond fund	3	21 778 660	23 492 122
Money market fund	3	4 337 264	4 410 573
Forward currency contracts	3	0	28 414
Total investments		**51 462 910**	**49 003 812**
Bank deposits		**359 341**	**1 021 098**
Total current assets		**51 822 251**	**50 100 688**
TOTAL ASSETS		**51 852 251**	**50 130 688**
EQUITY AND LIABILITIES			
EQUITY			
Capital base	4	42 862 184	42 862 184
Total paid-in capital		**42 862 184**	**42 862 184**
Other equity	4	8 957 530	7 191 591
Total retained earnings		**8 957 530**	**7 191 591**
Total equity		**51 819 714**	**50 053 775**
LIABILITIES			
Other current liabilities		32 537	76 913
Total current liabilities		**32 537**	**76 913**
Total equity and liabilities		**51 852 251**	**50 130 688**

Oslo, 23 April 2008

Ole Jacob Sunde
Chairman of the Board

Per Egil Hegge
Board Member



John A. Rein
Board Member

Notes to the profit and loss statement 2007

NOTE 1 – ACCOUNTING PRINCIPLES

The financial statements have been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting principles for small enterprises in Norway.

Listed financial current assets

Financial instruments that are, directly or indirectly, part of a trade portfolio are valued at market value at the balance sheet date.

NOTE 2 – OTHER OPERATING EXPENSES	2007	2006
Auditor's fee	25 000	7 500
Autidor's fee for other non-audit services	0	0
Other expenses	723 071	453 325
Sum	**748 071**	**460 825**

The company does not have any employees. There has been no costs remuneration to the Board of Directors. There has been no loans or guarantees to the Board of Directors.

NOTE 3 – LISTEND FINANCIAL CURRENT ASSETS

Investment	Acquisition cost	Market value
Equity mutual funds	18 789 954	19 323 221
Money market funds	4 347 002	4 337 264
Hedge funds	5 690 000	6 023 765
Fixed income funds	21 854 981	21 778 660
Sum listed financial current assets	**50 681 937**	**51 462 910**

NOTE 4 – EQUITY

Equity	Subscribed capital	Retained earnings	Sum equity
Equity 01.01.2007	42 862 184	7 191 591	50 053 775
Net profit for the year		1 765 939	1 765 939
Equity 31.12.2007	**42 862 184**	**8 957 530**	**51 819 714**

The signature on the front page of the annual report is Tinius Nagell-Erichsen's own handwriting.

Pictures taken by Rolf M. Aagaard, Ole Walter Jacobsen and Stian Lysberg Solum/Scanpix have been used.

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