



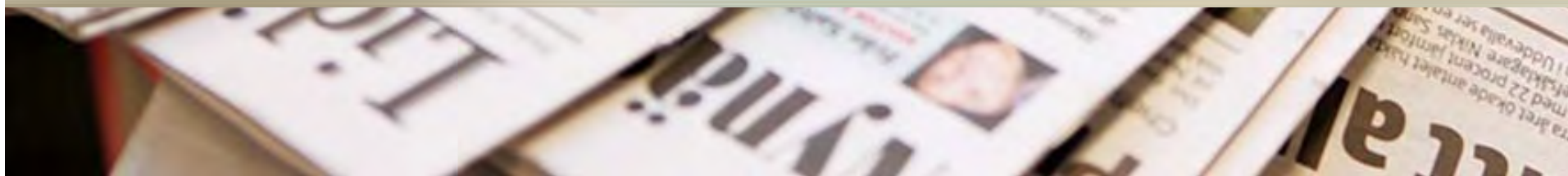
From a cost center in Stampen to
the biggest printing company in
the nordic region

Peder Schumacher
President V-TAB AB

V-TAB



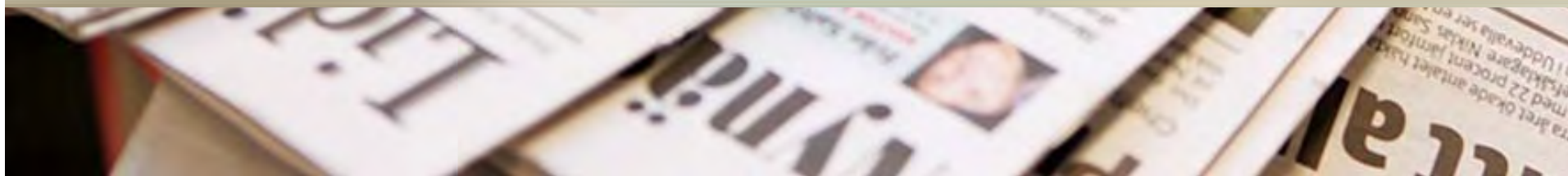
V-TAB is the Nordic region's biggest printing group



V-TAB



Our operation's focus is the printing of daily newspapers, periodicals and direct advertising



V-TAB

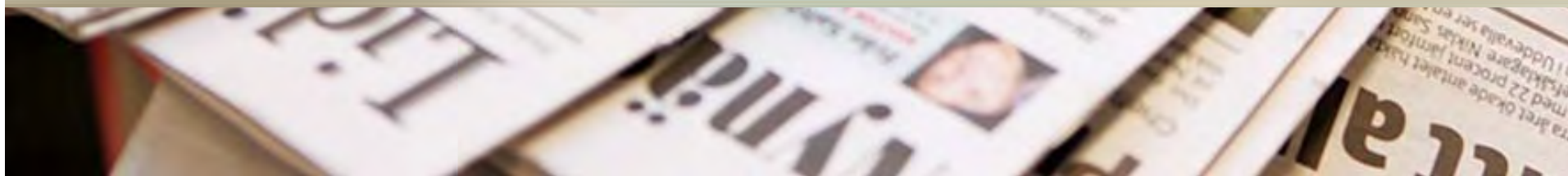


**Our biggest newspaper clients are Göteborgs-Posten,
Metro, Schibstedt and Dagens Industri**





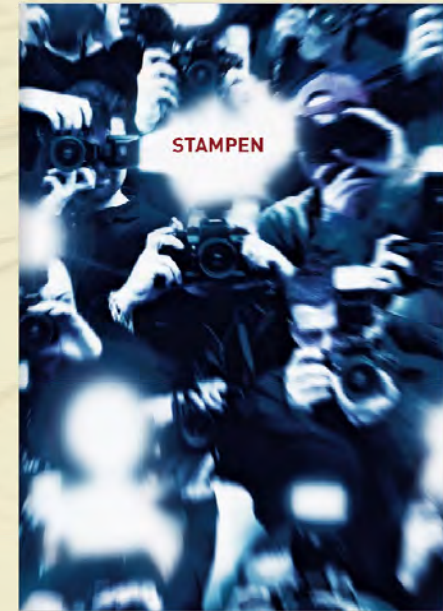
Every week, our nine printing plants deliver more than 41 million copies



V-TAB

V-TAB is part of Stampen Group

- Stampen Group is Sweden's biggest newspaper owner, with 27 newspapers.
- A fast growing media group.
- Online communities, distribution companies and radio stations are also part of the group.
- Turnover 500 million Euro.



Year 2000 – Printing of Newspaper

Göteborgs-Posten



Printing plant



- Four KBA Commander double-width
- Turnover 40 million Euro
- One internal customer
- Negative EBITA result

Year 2000 – Printing of Newspaper

Göteborgs-Posten



Printing plant



- Delivery performance was very poor
- High additional cost for transportation
- Trade union problems

Year 2000 – Printing sites in Sweden

- 61 printing companies/sites
- Overcapacity
- Need of investments
- Poor performance
- V-TAB market share 10%



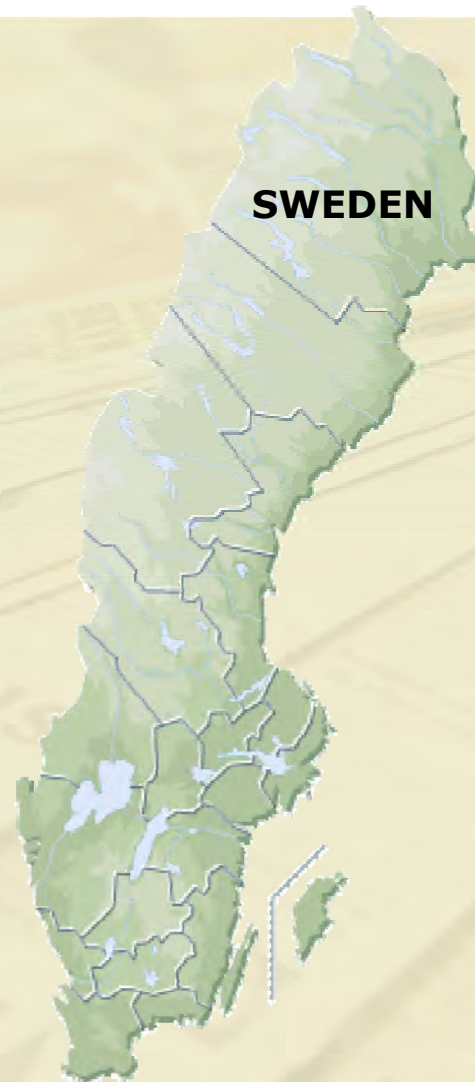
Success factors

- Higher utilization
- Increased sales with better planning and with less resources
- More flexible and more efficient organisation



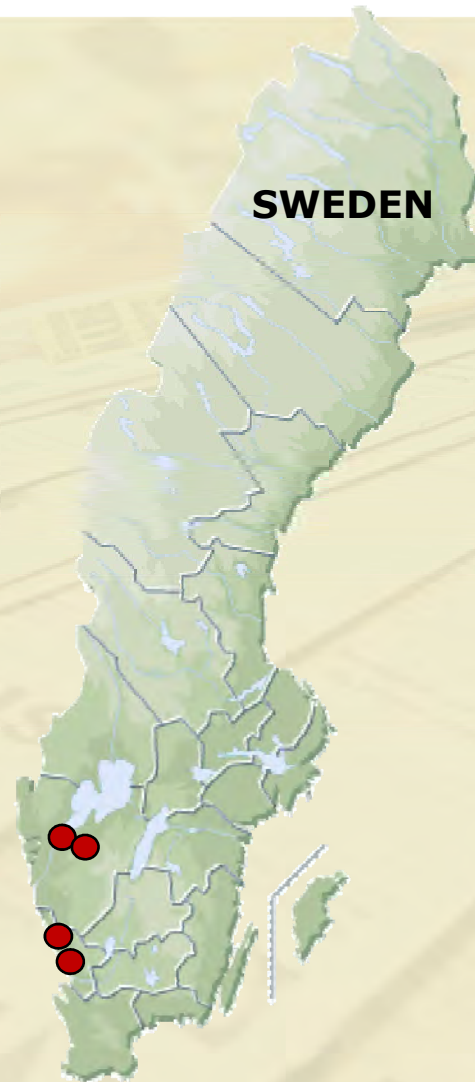
The adventure started

It started at the west coast 2002

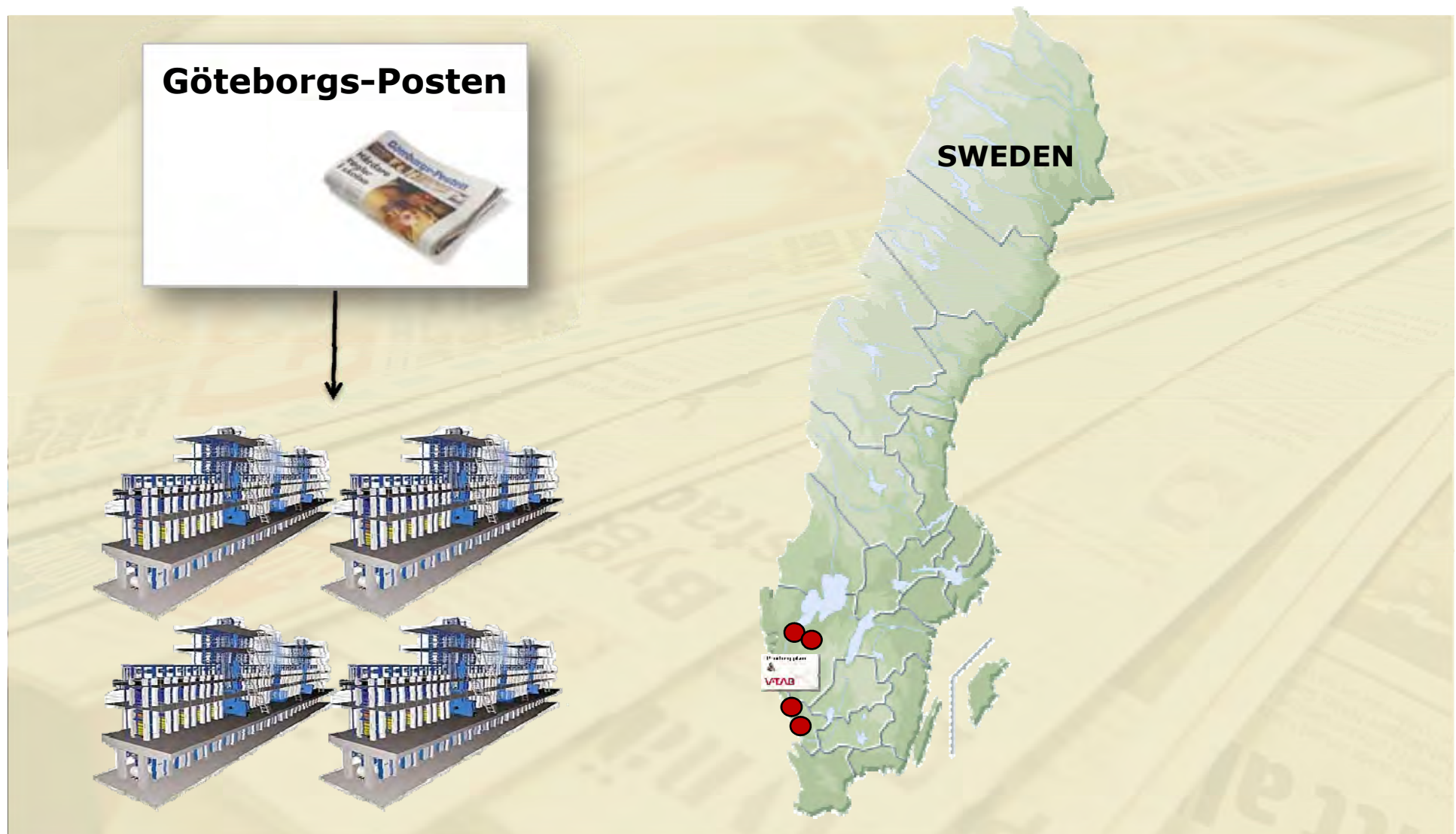


The adventure started

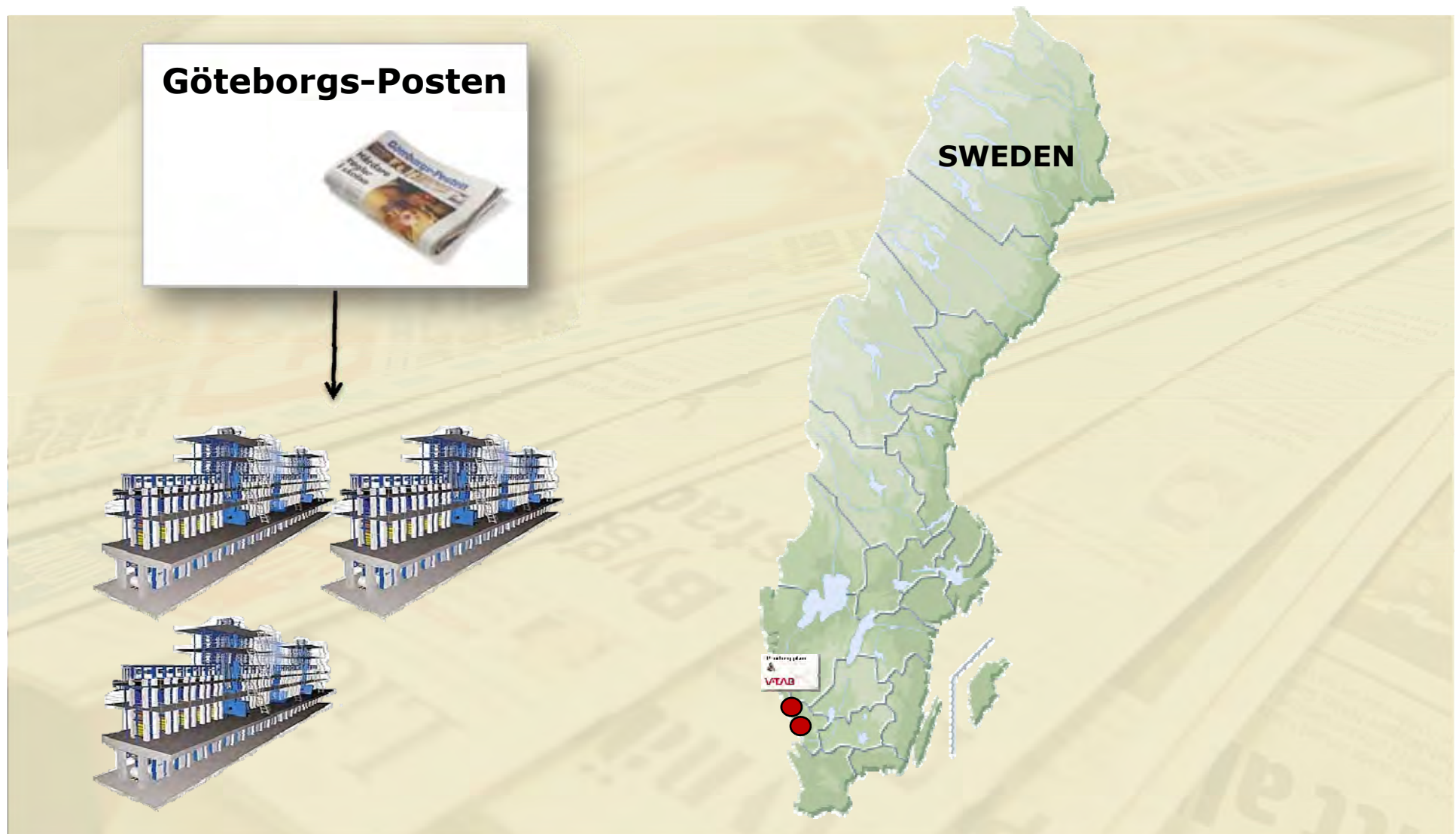
It started at the west coast 2002



The adventure started



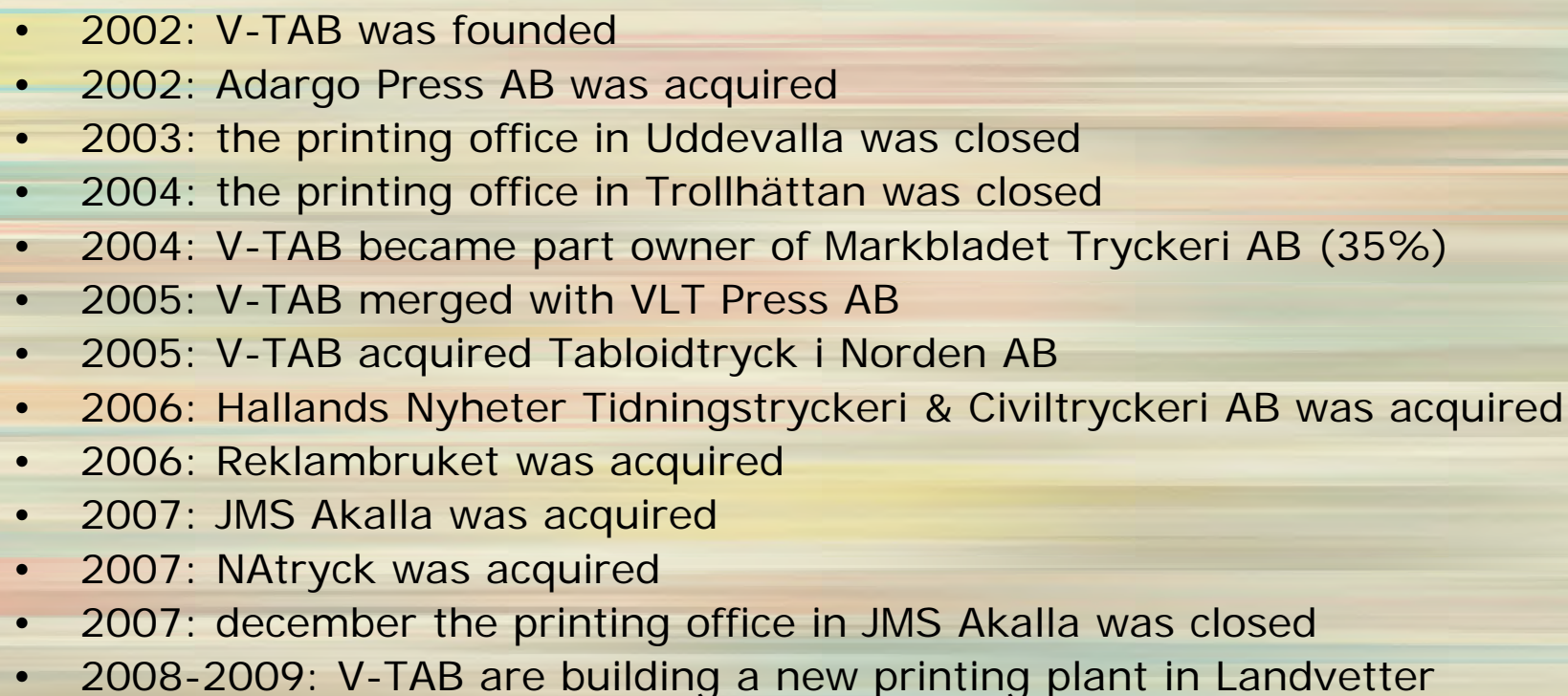
The adventure started



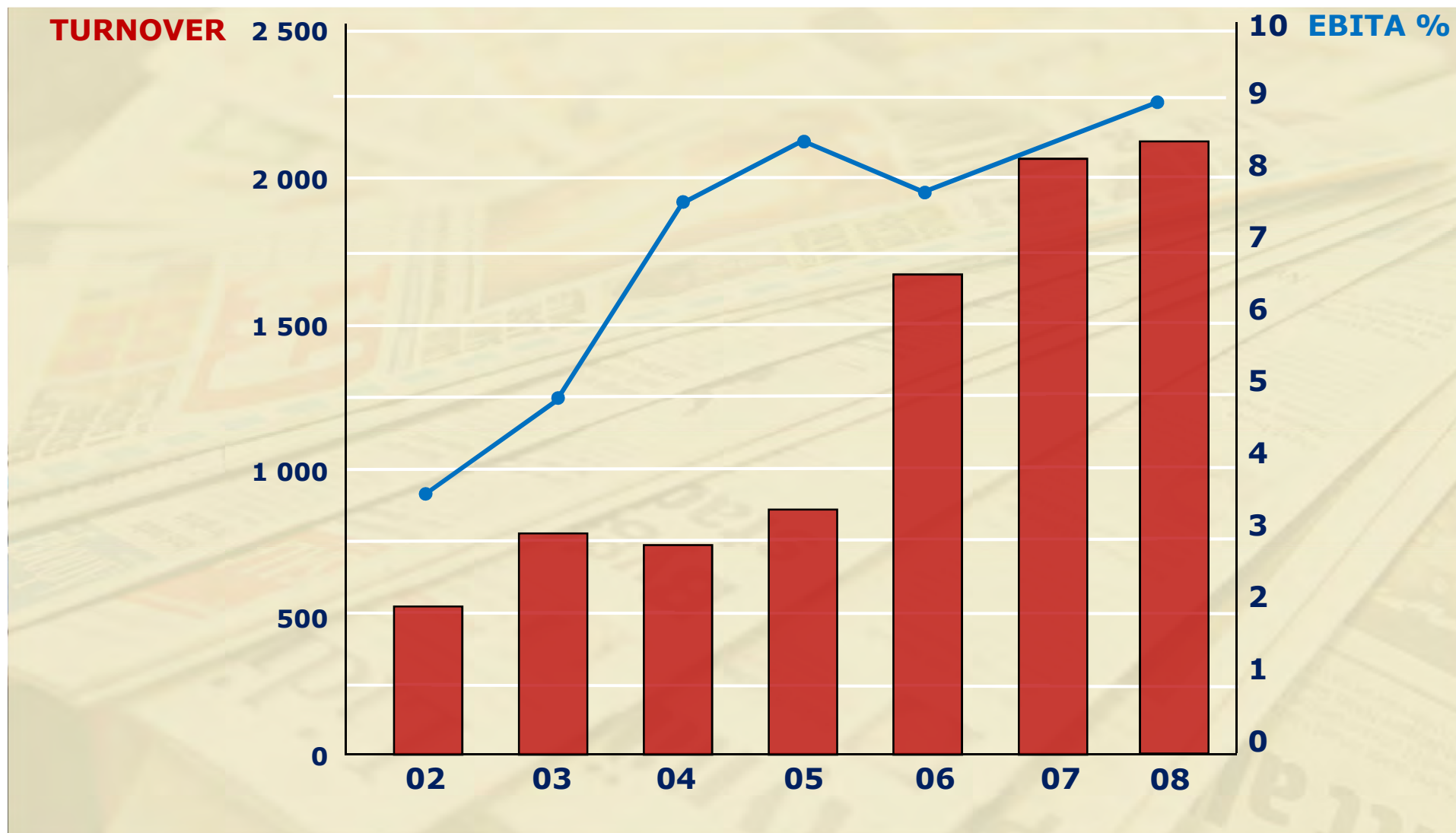
Last two years

- Productivity + 8%
- Reduction of cost of (delivery problems, waste and claims) with 2 million Euro
- Maintenance cost down 1,5 million Euro



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- 2002: V-TAB was founded
 - 2002: Adargo Press AB was acquired
 - 2003: the printing office in Uddevalla was closed
 - 2004: the printing office in Trollhättan was closed
 - 2004: V-TAB became part owner of Markbladet Tryckeri AB (35%)
 - 2005: V-TAB merged with VLT Press AB
 - 2005: V-TAB acquired Tabloidtryck i Norden AB
 - 2006: Hallands Nyheter Tidningstryckeri & Civiltryckeri AB was acquired
 - 2006: Reklambruket was acquired
 - 2007: JMS Akalla was acquired
 - 2007: NAtryck was acquired
 - 2007: december the printing office in JMS Akalla was closed
 - 2008-2009: V-TAB are building a new printing plant in Landvetter

V-TAB today

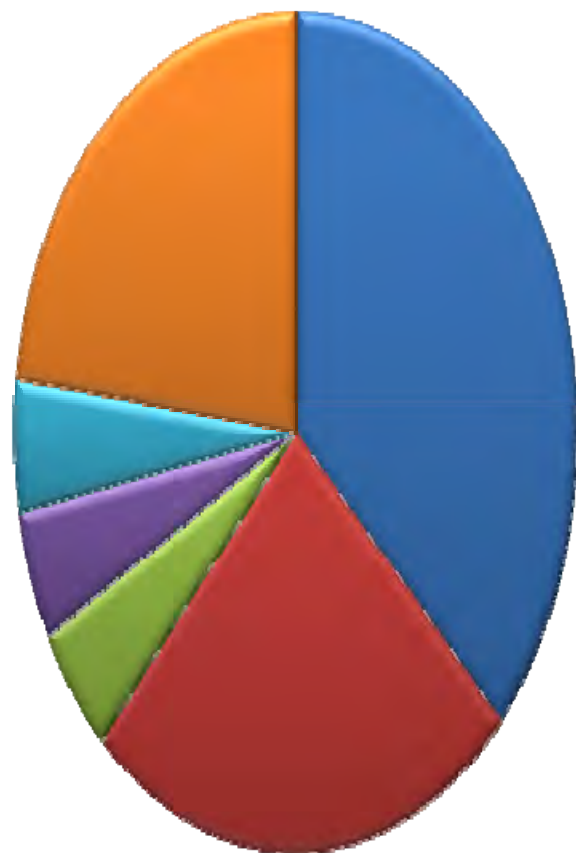


V-TAB today

- 9 printing plants
- Employees 830
- 75 % of sales come from external customers
- 41 million copies per week



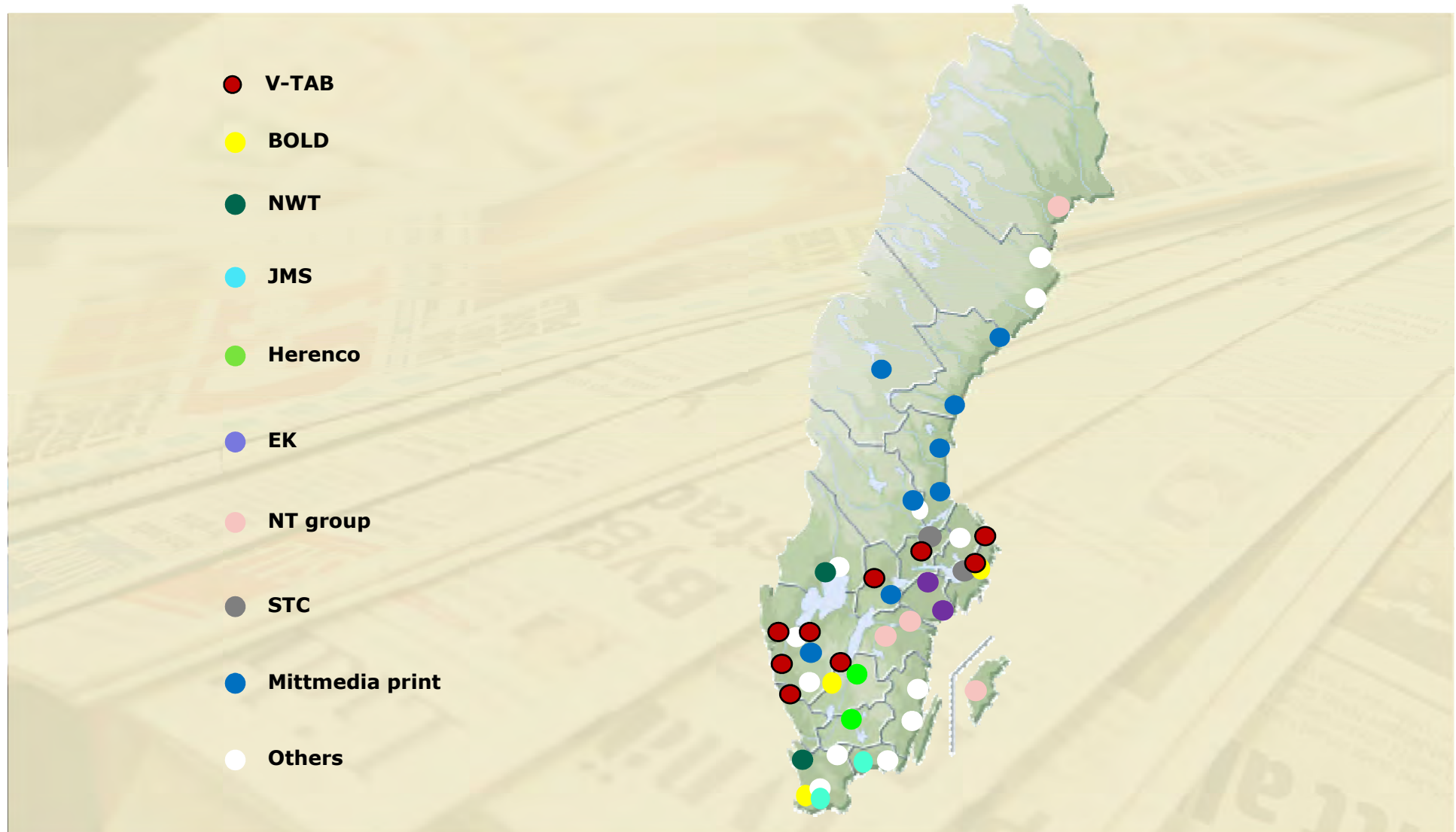
V-TAB today market share 40%



- V-TAB
- BOLD
- JMS
- Mittmedia Print
- NTM
- Övriga

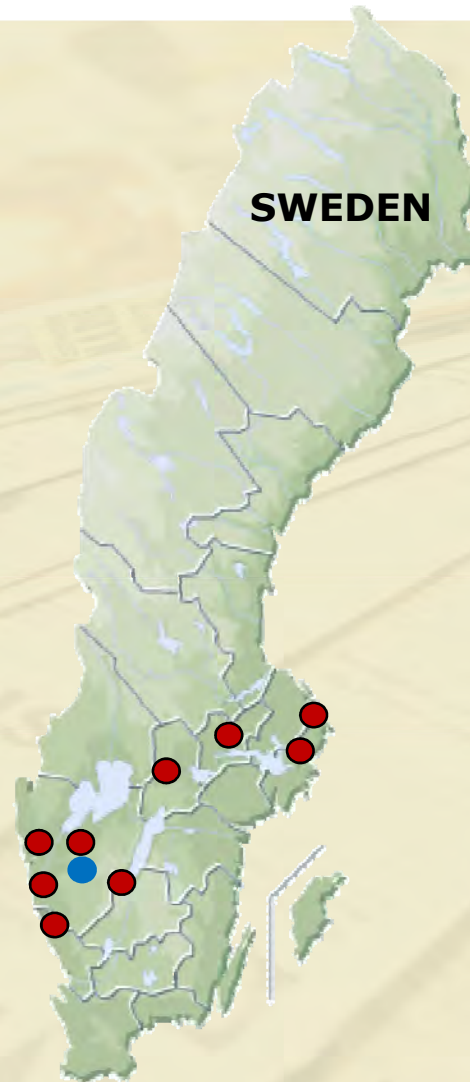


Sweden today – cold set printing plants



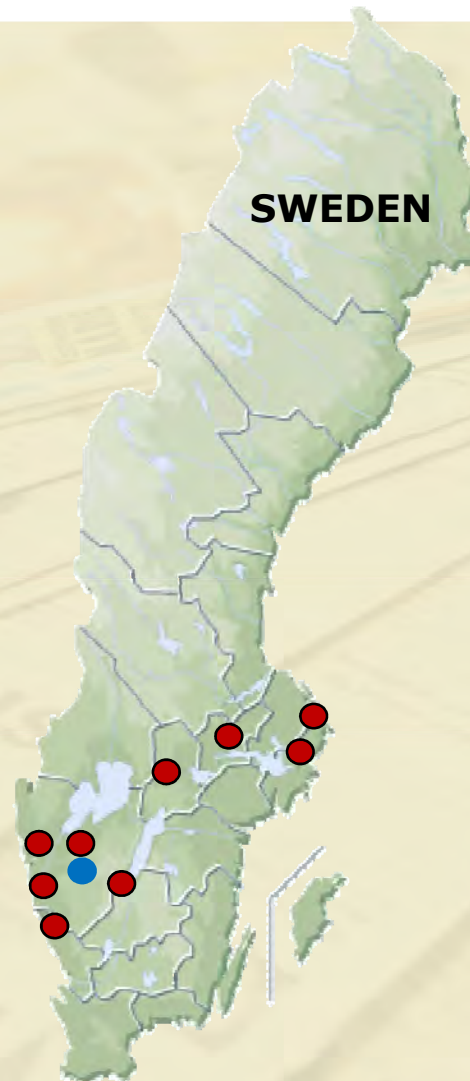
Market in Sweden today

- Reduction of printing sites/companies from 61 down to 44
- The 3 biggest companies controls 70 % of the market

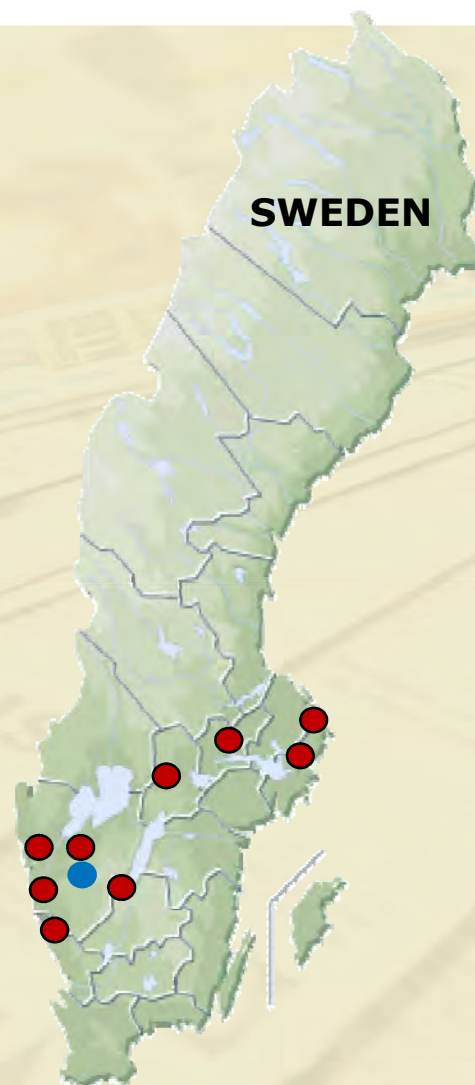


Next step

- Growth
- Together with our customers
- National and abroad
- Move forward in the value chain



•THANK YOU





Freedom of the press

according to V-TAB