

REMARKS OF DAVID KIRK

PANPA

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HOW FAIRFAX IS REPOSITIONING ITSELF IN THE NEW MEDIA LANDSCAPE

FROM THIS TIME FORWARD, WE WILL BE REFERRING TO OURSELVES AS FAIRFAX MEDIA, FOLLOWING THE LEAD OF OUR COLLEAGUES IN NEW ZEALAND.

FAIRFAX MEDIA CONNOTES AN EVOLUTION OF FUNDAMENTAL IMPORTANCE – NOT ONLY IN WHAT WE DO, BUT HOW WE CONCEIVE OF OUR COMPANY AND OUR MISSION IN THE 21ST CENTURY.

THE EMERGENCE OF FAIRFAX MEDIA IS A RESULT OF OUR ORGANIC AND STRATEGIC GROWTH, BOTH IN PRINT AND ESPECIALLY ONLINE – AND WHAT THESE MEAN IN A WORLD OF CONVERGENCE, WHICH IS DRIVEN PRINCIPALLY BY THE INTERNET AND DIGITAL TECHNOLOGIES.

IT REFLECTS OUR ASPIRATION OF BEING A GENUINELY
INTEGRATED DIGITAL MEDIA COMPANY.

LET ME SPEND A FEW MOMENTS SETTING THE SCENE BY
TALKING ABOUT FAIRFAX MEDIA IN AUSTRALIA AND NEW
ZEALAND.

WE ARE THE LARGEST PUBLISHER IN AUSTRALASIA.

WITH THE SYDNEY MORNING HERALD AND THE AGE, WE HAVE
THE LEADING MASTHEADS IN AUSTRALIA.

THE AUSTRALIAN FINANCIAL REVIEW AND FAIRFAX BUSINESS
MEDIA ARE THE UNPARALLELLED LEADERS IN BUSINESS
PUBLISHING.

OUR STABLE OF OVER 60 REGIONAL PUBLICATIONS IS GROWING,
AUGMENTED MOST RECENTLY BY THE ACQUISITION OF THE
BORDER MAIL.

ONLINE, WE HAVE THE #1 NEWS POSITION IN AUSTRALIA. OUR
CLASSIFIED SITES ARE FIRST OR SECOND IN THEIR MARKETS.

FAIRFAX MEDIA IN NEW ZEALAND IS THAT COUNTRY'S
LARGEST MEDIA COMPANY. WE OPERATE ACROSS THREE

BROAD DIVISIONS, NEWSPAPERS, MAGAZINES, AND INTERACTIVE OR ONLINE SERVICES.

WE OWN 67 NEWSPAPERS, INCLUDING MAJOR MASTHEADS SUCH AS THE DOM POST, THE SUNDAY STAR TIMES AND THE INDEPENDENT FINANCIAL REVIEW, THROUGH TO COMMUNITY PAPERS.

WE OWN 13 MAGAZINES, INCLUDING TITLES SUCH AS CUISINE AND NEW ZEALAND HOUSE AND GARDEN.

AND OUR BEST KNOWN ONLINE SERVICE AFTER TRADE ME IS STUFF.CO.NZ

WE HAVE EXCEPTIONAL AUDIENCE REACH.

OUR AUSTRALIAN NEWSPAPERS ALONE REACH OVER 2 MILLION READERS PER DAY, AND OUR WEBSITES OVER 3.5 MILLION EACH MONTH.

OUR NEWSPAPERS AND MAGAZINES REACH 84% OF ALL NEW ZEALANDERS 15 PLUS. THAT'S EXCLUDING THE EXTRA PENETRATION WE GET THROUGH STUFF AND TRADE ME.

IT IS THIS GREAT STRENGTH THAT CAN BE UTILISED BY
ADVERTISERS TO REACH THE MOST ATTRACTIVE AUDIENCES.

TRADE ME WAS A BREAKTHROUGH ACQUISITION FOR FAIRFAX,
NOT ONLY BECAUSE OF ITS FANTASTIC COMMERCIAL SUCCESS,
BUT BECAUSE OF ITS *CONNECTEDNESS* WITH NEW ZEALANDERS
AND OUR SOCIETY.

TRADE ME IS, QUITE SIMPLY, AN INTEGRAL PART OF THE DAILY
LIFE AND TIMES, COMMERCIAL AND SOCIAL, OF NEW ZEALAND.

THERE IS NOTHING LIKE IT ANYWHERE ELSE IN THE WORLD –
WHICH HELPS EXPLAIN THE HEALTHY PRICE WE PAID FOR IT.

BUT MORE FUNDAMENTALLY, IT HAS DRIVEN OUR THINKING
ABOUT THE NEED TO DEVELOP A NEW BRAND SUCH AS FAIRFAX
MEDIA AND THE KIND OF COMPANY WE WANT FAIRFAX MEDIA
TO BE.

THEREFORE, I WANT TO TALK TODAY ABOUT FAIRFAX, IN TWO
DIMENSIONS. FIRST, THE DIMENSION OF CHANGE AND
MANAGING CHANGE – SOMETHING THAT IS A DAILY FACT OF
LIFE FOR US.

AND THEN I WANT TO TALK ABOUT THE COMPANY, AND OUR STRATEGY, AND WHERE WE ARE HEADED – AND WHY.

SO TO BEGIN:

MANAGING IN A CHANGING ENVIRONMENT IS ABOUT AS ENDEMIC TO MEDIA AS YOU CAN GET.

THE MEDIA INDUSTRY IS EMBLEMATIC OF CHANGE.

CONSIDER THE FOLLOWING RAFT OF FACTOIDS:

AS OF LAST WEEK, THERE WERE AN ESTIMATED 32.8 MILLION BLOGS ON THE INTERNET, AND NEW ONES WERE BEING ADDED AT THE RATE OF OVER 55,000 EVERY 24 HOURS.

THE ENGLISH VERSION OF WIKIPEDIA CONTAINS MORE THAN 1.3 MILLION ARTICLES, AND THERE WERE 6.7 MILLION EDITS MADE BY USERS IN JUNE ALONE.

IN 2006, THE WORLD WILL TAKE MORE THAN 100 BILLION PHOTOGRAPHS – OR ABOUT 16 PER PERSON. MORE THAN 90% OF THE NEW CAMERAS PURCHASED TODAY ARE DIGITAL.

THE ONLINE RETAILER AMAZON.COM HAS A TOTAL INVENTORY OF 2.3 MILLION BOOKS, COMPARED WITH THE AVERAGE OF BARNES + NOBLE STOCK OF 130,000.

NETFLIX HAS 25,000 DVDS. YOUR NEIGHBOURHOOD BLOCKBUSTER HAS ABOUT 3,000. TOWER RECORDS HAS FILED FOR BANKRUPTCY.

THERE ARE 245,000 INDIANS WORKING IN CALL CENTRES IN INDIA THIS MORNING, WITH GREAT DEALS FOR YOU ON CREDIT CARDS.

WHAT DO THESE FACTOIDS TELL US?

IN MY BUSINESS, IT'S VERY STRAIGHTFORWARD:

THERE ARE TWO IRON LAWS OF MEDIA: MEDIA ALWAYS EVOLVES. AND AUDIENCES ALWAYS FRAGMENT.

THIS IS THE WAY WE ARE.

THE JAZZ GREAT MILES DAVIS ONCE REMARKED: "IF YOU'RE NOT NERVOUS, YOU'RE NOT PAYING ATTENTION."

MEDIA, AND THE MANAGEMENT OF CHANGE, ARE THEREFORE
SYNONYMOUS.

IN THE BEGINNING, THERE WAS WIRELESS. AND NOW WE HAVE
WIRELESS BACK IN A BIG WAY – EXCEPT IT CARRIES
BROADBAND.

IF YOU HAVE STUDIED OUR INDUSTRY, ITS HISTORY IS A LITANY
OF CHANGE – OF EVOLUTION AND THREAT.

THOSE WHO FOLLOW OUR INDUSTRY WILL RECALL HOW CINEMA
WAS GOING TO KILL RADIO, HOW TELEVISION WAS GOING TO
KILL CINEMA ...

HOW THE VCR WAS GOING TO KILL TELEVISION, HOW PAY TV
WAS GOING TO KILL TELEVISION ...

HOW DVDS WERE GOING TO KILL CINEMA, AND HOW SATELLITE
RADIO IS GOING TO KILL COMMERCIAL RADIO ...

HOW THE INTERNET IS GOING TO KILL NEWSPAPERS, HOW IPODS
ARE KILLING RADIO ...

AND HOW THE INTERNET IS NOW KILLING TELEVISION.

MEDIA EXPERTS CONFIDENTLY PREDICTED IN THE LATE 90'S THAT NEWSPAPERS WOULD BE BANISHED TO THE MEMORIES OF SENIOR CITIZENS AND MUSEUMS BY THE MIDDLE OF THIS DECADE.

WELL, IT IS NOW 2006, AND I WOULD BE VERY SURPRISED IF A NUMBER OF YOU HAVE NOT READ A NEWSPAPER RECENTLY.

FROM AN INDUSTRY PERSPECTIVE, WHEN IT COMES TO CHANGE I THINK WE CAN SPEAK WITH SOME AUTHORITY. I KNOW OF NO INDUSTRY THAT HAS FACED AS MUCH FRAGMENTATION OF ITS CONSUMERS AS MEDIA.

AND EVEN THOUGH WE HAVE SUFFERED SOME LOSS OF AUDIENCE *IN PRINT*—

AS AN ASIDE, I DO WANT TO NOTE THAT *MORE PEOPLE ARE READING OUR CONTENT IN PRINT AND ONLINE THAN EVER BEFORE IN OUR HISTORY*—

OTHER MEDIA, SUCH AS TELEVISION, ARE MORE CHALLENGED.

IN AUSTRALIA, FREE TO AIR TELEVISION HAS LOST 11% OF ITS AUDIENCE OVER THE PAST 5 YEARS, WHILE WE ARE VIRTUALLY STABLE IN TOTAL READERSHIP.

THE SAME IS TRUE HERE IN NEW ZEALAND. AVERAGE ISSUE READERSHIP OF ALL NEW ZEALAND DAILY NEWSPAPERS IS NOW AT 1.599M, THIS COMPARES TO 1.608M IN YEAR 2000 – VIRTUALLY STEADY. PRIME TIME TELEVISION IS OFF 8% IN THE SAME PERIOD.

EVERY INDUSTRY FACES STRUCTURAL CHANGES, BE THEY DRIVEN BY TECHNOLOGY, REGULATION OR CONSUMER TASTES.

RECOGNISING TRENDS IN CONSUMER BEHAVIOUR IS IMPORTANT – CHANGES WHICH IN THE SHORT TERM MAY NOT BE DRAMATIC IN THEMSELVES BUT OVER A LONGER PERIOD WILL HAVE A PROFOUND EFFECT ON YOUR BUSINESS AND ITS FUTURE.

IT IS THIS TYPE OF CHANGE THAT I SPEND THE VAST MAJORITY OF MY TIME ON.

WE NEED TO PLAN FOR THESE CHANGES – BECAUSE CHANGES IN OUR READERS' TASTES WILL DRIVE WHAT OUR ADVERTISERS

WILL WANT, AND HOW INFORMATION WILL BE RECEIVED AND CONSUMED.

IN MANAGING CHANGE, IT IS IMPORTANT TO UTILISE THE KNOWLEDGE AND EXPERTISE OF OUR PEOPLE.

I BELIEVE THE MOST FUNDAMENTAL ASSET FOR ANY ORGANISATION FACING CHANGE IS THE RIGHT PEOPLE.

IT MAY BE A CLICHÉ BUT IT DOES NOT MAKE IT ANY LESS TRUE:

MANAGING CHANGE IS MANAGING PEOPLE – HAVING THE RIGHT PEOPLE IN THE RIGHT PLACE AT THE RIGHT TIME, WITH ALL THE RESOURCES NECESSARY FOR THEM TO DO THEIR JOBS EFFECTIVELY.

THIS IS ONE OF MY PRIME RESPONSIBILITIES AS CEO, AND IT INFORMS EVERYTHING FROM THE EDITORS WE PROMOTE TO HEAD THEIR PUBLICATIONS TO OUR APPOINTMENT OF OUR BUSINESS EXECUTIVES.

SO WITH THIS AS A PREFACE, I WANT TO DISCUSS OUR STRATEGY FOR OUR BUSINESS IN A WORLD OF STRUCTURAL CHANGE FOR THE MEDIA – AND HOW AND WHY WE WILL SUCCEED.

FAIRFAX: PERFORMANCE, GROWTH AND OPPORTUNITY

THERE ARE THREE KEY PRIORITIES WE HAVE TO ENSURE WE REMAIN THE PRE-EMINENT MEDIA COMPANY IN AUSTRALASIA.

FIRSTLY, WE ARE ENSURING THAT WE DEFEND AND GROW OUR NEWSPAPERS.

WE ARE CONCENTRATING ON THE EDITORIAL QUALITY OF OUR NEWSPAPERS TO DELIVER TO OUR AUDIENCES THE BEST IN NEWS, COMMENTARY AND OPINION.

THE SYDNEY MORNING HERALD, THE AGE, THE AFR, THE DOMINION POST, THE PRESS AND THE SUNDAY STAR TIMES ARE AGENDA-SETTING NEWSPAPERS THAT SHAPE PUBLIC POLICY DEBATE IN NEW ZEALAND.

THE SYDNEY MORNING HERALD TURNED 175 YEARS OLD IN APRIL – THE OLDEST NEWSPAPER IN AUSTRALIA, AND ONE OF THE MOST RESPECTED IN THE WORLD. THE AGE IS 152. THE

POST PART OF THE DOMINION POST NEXT YEAR CELEBRATES ITS
140TH BIRTHDAY.

OUR PUBLICATIONS DO NOT REACH THESE MILESTONES BY
ACCIDENT.

THE VALUE OF TRUSTED, INDEPENDENT CONTENT HAS NEVER
BEEN HIGHER.

WE ARE UTILISING BETTER AND SMARTER MARKETING TO DRIVE
CIRCULATION AND READERSHIP AND HAVE STARTED TO SEE
POSITIVE RESULTS FROM THIS, PARTICULARLY THE GROWTH IN
CIRCULATION EXPERIENCED BY ALL OUR MAJOR PUBLICATIONS
OVER THE PAST YEAR.

WE HAVE THE FASTEST GROWING NEWSPAPERS IN AUSTRALIA
BY CIRCULATION AND READERSHIP.

WE HAVE ALSO CREATED INNOVATIVE PRODUCTS FOR OUR
ADVERTISING CUSTOMERS, SUCH AS THE POST-IT NOTES AND
THE SUPER PANORAMA ADVERTISEMENTS.

THESE INNOVATIONS, COMBINED WITH THE EXCELLENT
PRINTING FACILITIES WE NOW HAVE AVAILABLE, HAVE
INCREASED THE OFFERINGS WE CAN MAKE TO ADVERTISERS –

OFFERINGS THAT ENSURE ADVERTISERS REACH THEIR TARGET MARKETS AND PROVIDE FAIRFAX MEDIA WITH NEW REVENUE STREAMS.

WE ARE BULLISH ON PRINT. IN NEW ZEALAND, WE RECENTLY ACQUIRED THE RODNEY TIMES. WE BOUGHT THE INDEPENDENT AND RECAST IT AS THE INDEPENDENT FINANCIAL REVIEW, BUTTRESSED BY SUPERB AFR CONTENT. IN AUSTRALIA, WE COMPLETED OUR PURCHASE OF A GREAT REGIONAL PAPER, THE BORDER MAIL.

THE OTHER IMPORTANT ELEMENT IN ENSURING THE VIABILITY OF NEWSPAPERS IS THE SAME ELEMENT AS FACED BY EVERY OTHER BUSINESS. THAT IS, THE CONTROL OF THE COST BASE. FAIRFAX HAS ACHIEVED SIGNIFICANT COST REDUCTIONS OVER THE PAST THREE YEARS AND THIS WILL CONTINUE VIA BUSINESS PROCESS SIMPLIFICATION AND STREAMLINING WHICH WE WILL CONTINUE TO UNDERTAKE.

CHANGE IN THE WAYS WE THINK AND DO THINGS IS PARAMOUNT TO IMPROVING OUR OPERATIONAL PERFORMANCE.

THE SECOND PILLAR OF OUR STRATEGY, AND ONE WHICH REVOLVES AROUND THE PRINCIPLE OF DIVERSITY, IS TO BUILD A STRONG ONLINE BUSINESS.

WE HAVE BUILT AND ACQUIRED VERY STRONG DIGITAL POSITIONS IN A NUMBER OF AREAS, AND AS A RESULT, WE 100% OWN AND MANAGE THE LEADING OVERALL PORTFOLIO OF INTERNET SITES:

→ IN AUSTRALIA, WE ARE THE NUMBER ONE IN NEWS, DATING AND HOLIDAY RENTALS

→ WE ARE A STRONG NUMBER TWO IN JOBS, HOMES AND CARS AND ARE IMPROVING OUR POSITIONS IN THESE AREAS ON A DAILY BASIS

→ IN NEW ZEALAND, WE HAVE TRADE ME, WITH ITS EXCEPTIONAL POSITION IN ONLINE AUCTIONS IN THAT MARKET AND GROWING PRESENCE IN CLASSIFIEDS.

WE HAVE BEEN STEADILY BUILDING OUR ONLINE BUSINESSES OVER SEVERAL YEARS AND DEVELOPED A POOL OF TALENTED PEOPLE WHO CAN TAKE US FORWARD IN THIS HIGH GROWTH INDUSTRY.

THEREFORE, THE THIRD PILLAR OF OUR STRATEGY IS TO BE A GREAT DIGITAL MEDIA COMPANY -- TO BUILD A COMPANY THAT CREATES, COMMISSIONS, AND DISTRIBUTES DIGITAL CONTENT OVER MULTIPLE PLATFORMS.

I BELIEVE IT IS FAIR TO SAY, TODAY, THAT WE HAVE, FOR A MEDIA COMPANY – IN TERMS OF CRITICAL MASS IN THE BUSINESS AND THE PROFITS NOW BEING DELIVERED TO THE COMPANY – THE STRONGEST PORTFOLIO OF DIGITAL BUSINESSES IN AUSTRALASIA IF NOT GLOBALLY FOR A MEDIA COMPANY.

AND WE WANT TO EXPAND THESE HORIZONS FURTHER. MEDIA REFORM IN AUSTRALIA, IF THE RULES ARE DRAWN RIGHT, MAY PERMIT US TO EXPLORE OFFERING MOBILE PHONE TV WITH DVB-H TECHNOLOGY.

BROADBAND WILL BE THE KEY DRIVER OF FUTURE GROWTH FOR OUR COMPANY. AND WE INTEND FOR FAIRFAX TO BE A PRIME CONTENT PROVIDER ON BROADBAND TO ENABLE US TO REACH OUR AUDIENCES WHEREVER THEY ARE, HOWEVER THEY WANT TO RECEIVE US.

IN UNDERSTANDING THIS THIRD PILLAR OF OUR STRATEGY – BEING A GREAT DIGITAL MEDIA COMPANY – IT MADE US REVISIT OUR CULTURE -- NOT OUR VALUES, BUT OUR CULTURE – AND

THE CHANGES WE WANTED TO MAKE INSIDE THE COMPANY IN ORDER TO BE TRUE TO ALL THE POTENTIAL CAPTURED BY THE EVOLUTION OF FAIRFAX INTO FAIRFAX MEDIA.

WHAT IS UNCHANGED IS THE INTEGRITY OF OUR MEDIA VALUES – HONESTY AND INDEPENDENCE – THAT IS AT THE HEART OF OUR CULTURE.

GIVEN THE RAPIDLY CHANGING NATURE OF MEDIA MARKETS WE NEED TO BUILD A CULTURE THAT ENCOURAGES INNOVATION, CONSIDERED RISK-TAKING, CREATIVITY AND AGILITY – ATTRIBUTES NOT ALWAYS ASSOCIATED WITH SAFE OLD NEWSPAPER PUBLISHERS.

LIKE ALL COMPANIES WE NEED EMPLOYEES THAT ARE ACCOUNTABLE, EMPOWERED, AND HUNGRY FOR SUCCESS.

BUT WHERE THE INTERNET AND DIGITAL TECHNOLOGY – WHERE FAIRFAX DIGITAL AND TRADE ME HAVE TAKEN US – IS THE REALISATION THAT WE NEED TO BE COLLABORATIVE AND CONNECTED ACROSS THE NATURAL BOUNDARIES OF PRINT AND DIGITAL, EDITORIAL AND ADVERTISING, SYDNEY AND MELBOURNE, NEW ZEALAND AND AUSTRALIA, IF WE ARE TO BUILD A DIGITAL MEDIA COMPANY THAT CREATES, DISTRIBUTES AND MONETISES CONTENT ACROSS MANY DIFFERENT MEDIA

PLATFORMS – NEWSPAPERS, MAGAZINES, THE INTERNET,
MOBILE PHONES AND ANYWHERE ELSE WE CAN.

WE WILL BE COLLABORATIVE, WE WILL BE CONNECTED, WE
WILL BE WITHOUT BOUNDARIES. IT IS THIS CONTEXT THAT
TRADE ME – THE MOST COLLABORATIVE, CONNECTED, AND
BOUNDARY-LESS BUSINESS WE KNOW – EFFECTIVELY FIXED FOR
US OUR UNDERSTANDING OF HOW WE WANTED TO EVOLVE OUR
CULTURE.

SO THIS IS OUR VISION, AND I HAVE TOLD YOU THIS MORNING
HOW WE ARE EXECUTING IT.

WHEN COMBINING ALL OF THESE ELEMENTS, FAIRFAX IS AN
IMPRESSIVE COMMERCIAL PROPOSITION. WE NOW HAVE –
PLEASE FORGIVE THE COMMERCIAL, BUT HERE IT IS – THE
FOLLOWING IMPRESSIVE CHARACTERISTICS:

→ A STRONG, SUSTAINABLE AND VIBRANT PUBLISHING
BUSINESS WITH STRONG CASHFLOWS, A COMMITMENT
TO AN 80% DIVIDEND PAYOUT RATIO, AND TODAY A 5%
DIVIDEND YIELD, TOGETHER WITH

→ A VERY STRONG DIGITAL POSITION THAT WILL ON
ANALYSTS' FORECASTS DELIVER AROUND 20% OF OUR
EARNINGS WITHIN THE NEXT TWO YEARS.

THIS IS A UNIQUE PROFILE GLOBALLY THAT POSITIONS US
EXCEPTIONALLY WELL FOR GROWTH IN THE CONTEXT OF
STRUCTURAL CHANGE THAT IS AFFECTING THE ENTIRE MEDIA
SECTOR.

IT MEANS THAT FAIRFAX – AND FAIRFAX'S DISTINCTIVE BRAND
OF QUALITY JOURNALISM AND OF INNOVATION OF OUR
PUBLICATIONS AND LEADERSHIP IN OUR DIGITAL BUSINESSES –
CAN SERVE OUR AUDIENCES AND OUR ADVERTISERS VERY WELL,
AND THAT WE CAN FACE THE FUTURE WITH CONFIDENCE.

I RECENTLY VISITED A NUMBER OF NEWSPAPER GROUPS IN THE
UK AND THE US AND CAME AWAY CONVINCED THAT WE HAVE
MANAGED THE CHANGING FACE OF THE MEDIA INDUSTRY FAR
MORE SUCCESSFULLY THAN MANY OF OUR PEERS.

TO SUMMARISE MY THINKING ON OUR COMPANY AND OUR
FUTURE:

THERE IS A VERY VALUABLE BUSINESS THAT WILL BE HERE FOR
DECADES TO COME.

WE UNDERSTAND – AND EXCEL IN – THE CORE PRINCIPLES OF NEWS GENERATION, AND THE PROVISION OF INFORMATION THAT IS COMPELLING AND ENTERTAINING, AND THAT HELPS PEOPLE MAKE DECISIONS ABOUT THEIR LIVES.

NEWSPAPER GROUPS ARE THE ONLY COMMERCIAL MEDIA ORGANISATIONS WITH THE RESOURCES AND CRITICAL MASS TO SIGNIFICANTLY ORIGINATE SUBSTANTIAL AMOUNTS OF NEWS.

OTHER MEDIA AGGREGATE INFORMATION THAT IS PROVIDED PRIMARILY BY US. THE FIRST THING JOURNALISTS AND PRODUCERS IN OTHER MEDIA DO EACH DAY IS READ OUR NEWSPAPERS TO FIGURE OUT WHAT THEY SHOULD BE DOING.

WE SET THE NEWS AGENDA. WE ARE THE SOURCE EVERY MORNING FOR WHAT YOU HEAR ON RADIO, AND THE TRIGGER FOR TELEVISION COVERAGE THAT EVENING.

OUR CHALLENGE IN MANAGING A CHANGING ENVIRONMENT IS TO ADAPT OUR PUBLICATIONS TO IT. AND WE ARE DOING SO BY ADAPTING TO CONSUMER PREFERENCES AS TECHNOLOGY AND LIFESTYLE DRIVE THOSE CHANGING PREFERENCES.

WE ARE LEADERS ONLINE, WITH NOT ONLY NEWS BUT BLOGS, NOT ONLY WITH CLASSIFIEDS BUT WITH COMMERCIAL MARKETPLACES, NOT ONLY WITH WORDS AND PICTURES BUT WITH VIDEO, FILED BY OUR PEOPLE FROM THE FIELD AND PROCESSED BY OUR PEOPLE IN OUR DIGITAL NEWSROOMS.

THIS ALSO MEANS ADAPTING OUR PRODUCTS. OUR NEWSPAPERS AND MAGAZINES TODAY ARE MORE COLOURFUL, VERSATILE AND MODERN THAN EVER BEFORE.

I AM CONFIDENT OF OUR ABILITY TO UNDERSTAND THE CHANGING NATURE OF THE ENVIRONMENT IN WHICH WE OPERATE AND COMPETE, AND TO EXECUTE THE CHANGES THAT ARE NECESSARY TO GROW.

I KNOW, DECADES FROM NOW, MILLIONS WILL BE READING THE AGE AND THE SMH, THE DOM POST, THE PRESS, THE AFR.

IT MAY BE IN PRINT OR ONLINE OR IN SOME CHIP IMPLANTED IN YOUR HEAD, BUT WE WILL BE WHERE YOU ARE, AND PRESENTED IN THE FORM YOU WANT TO RECEIVE FROM US.

THANK YOU – AND I AM HAPPY TO TAKE SOME QUESTIONS.