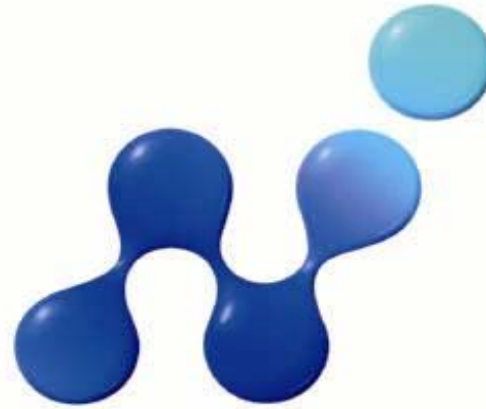


NATION

GROUP



Opportunity Day

March 8, 2007

- **Company Overview**
- **Industry Analysis**
- **Operating Result 2006**
- **2007 Outlook**
- **Questions & Answers**

Company Overview

Company Overview

- **Commenced publishing and printing business in 1971**
- **Thailand's leading publishing company with full range of media coverage including printing & broadcasting**
- **Listed since June 1988 with current market capitalization of THB 1,700 million (Feb '07)**
- **The Nation, Krungthep Turakij, Kom Chad Luek and Bizweek being NMG's core publications with contribution over 90% of total revenue**



Vision, Mission and Core Values

Vision:

The Multimedia Group that reaches every household

Mission:

To inform, educate, entertain and inspire in the most trustworthy, timely and creative manner

Core values:

Credibility, Integrity, Synergy, Customer focus and Innovation

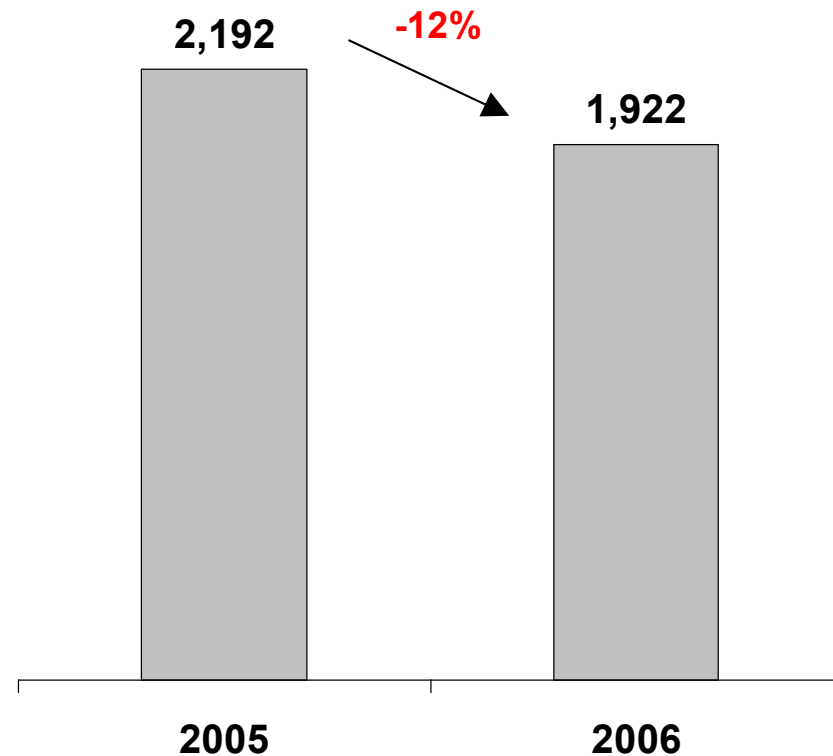
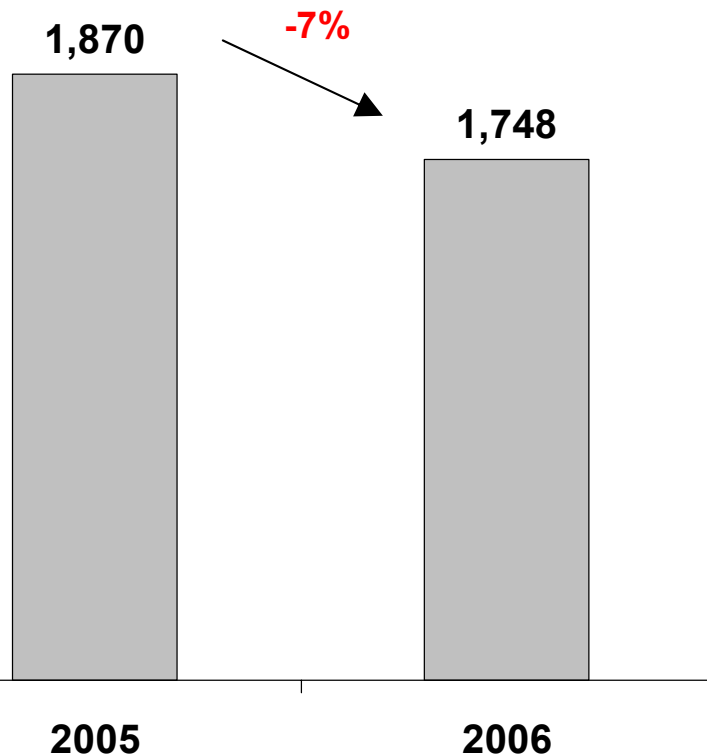
- **Newspaper price increase**
 - **The Nation (December 2005)**
 - **Krungthep Turakij (September 2006)**
- **Stringent measures to control cost and headcount**
- **Additional free TV programs**
- **Restructure sales organization (customer centric)**
- **Set up joint venture with Kyodo Printing**

Control Cost and Headcount



NMG COGS (MB)

NMG Headcount



Free TV Programs

	รายการเดิม	รายการใหม่
ช่อง 3	เรื่องเด่นเย็นนี้ (จันทร์ – ศุกร์ 17:15 – 18:15 น.)	
ช่อง 5		สยามเช้านี้ (จันทร์ – ศุกร์ 6:15 – 7:25 น.)
ช่อง 7	จมุขมด (จันทร์ – ศุกร์ 6:30 – 7:30 น.)	
ช่อง 9	ซีพีจอร์โลก (จันทร์ – ศุกร์ 8:00 – 8:15 น.) ซีพีจอร์โลกกับสุทธิชัย หยุ่น (จันทร์ 22:00 – 23:00 น.) e-Life e-Business (จันทร์ – ศุกร์ 9:30 – 10:00 น.)	ข่าวข้นคนข่าว (จันทร์ – ศุกร์ 21:30 – 22:00 น.) จุดชนวนความคิด (อังคาร 23:00 – 24:00 น.)

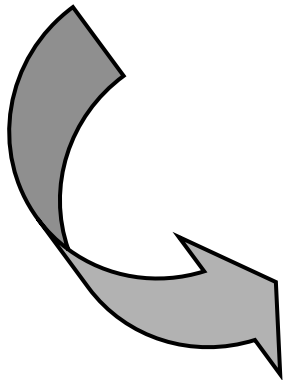
New JV with Kyodo Printing



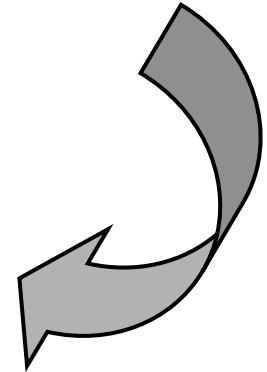
- Transfer commercial printing assets and personnel to JV
- 49% shareholding



- One of the largest Japanese printing houses with over 10 factories in Japan and Singapore
- Relocate printing machines from Singapore factory to JV
- 49% shareholding



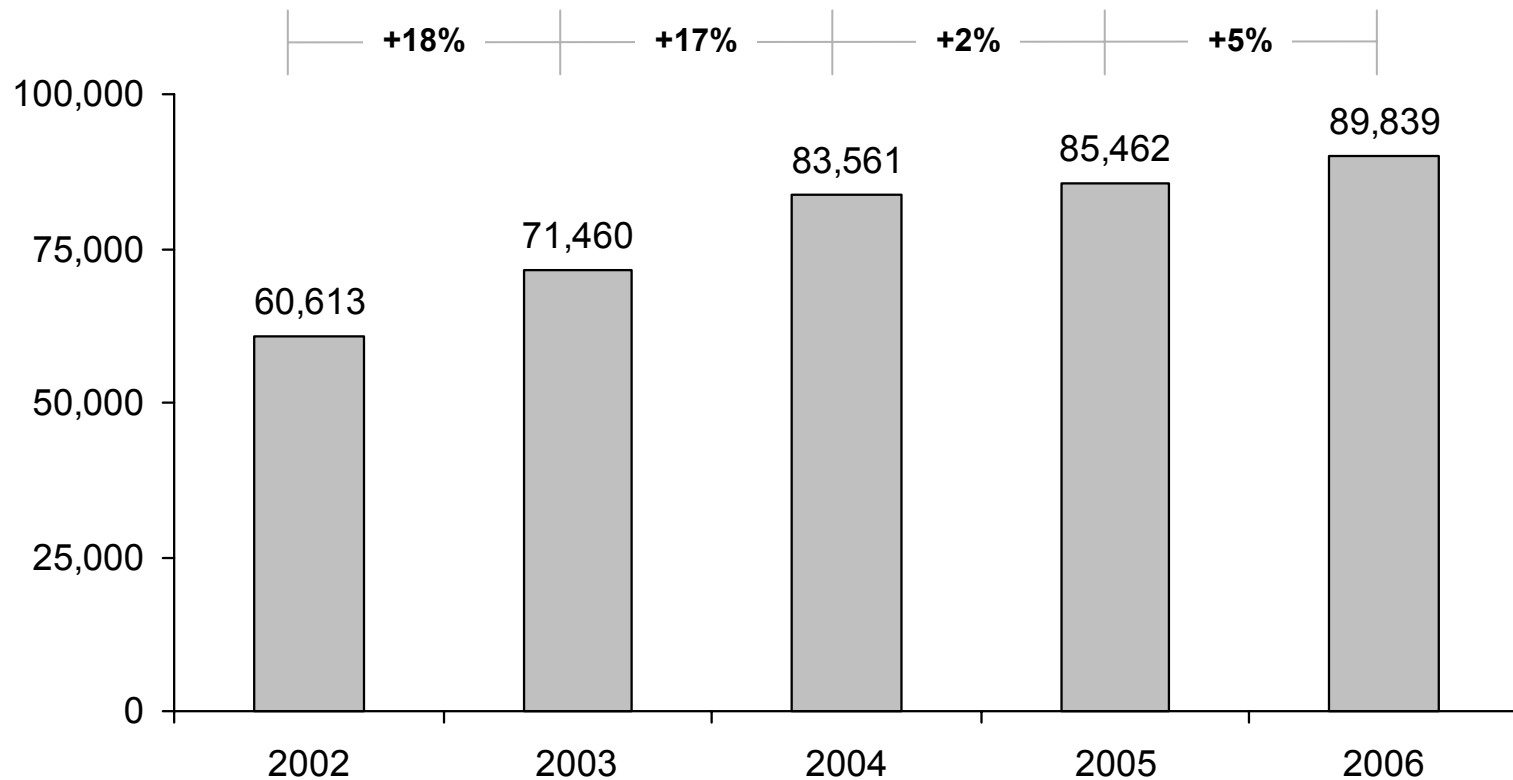
- Kyodo Nation Printing Services Co., Ltd.
- Registered Capital 350 MB
- Comprehensive commercial printing services e.g. pre-press, printing, binding, hard cover
- Printed product such as magazines, brochure, and leaflet for both domestic and export market



Industry Analysis

Thailand Overall Advertising Expenditure (2002 – 2006)

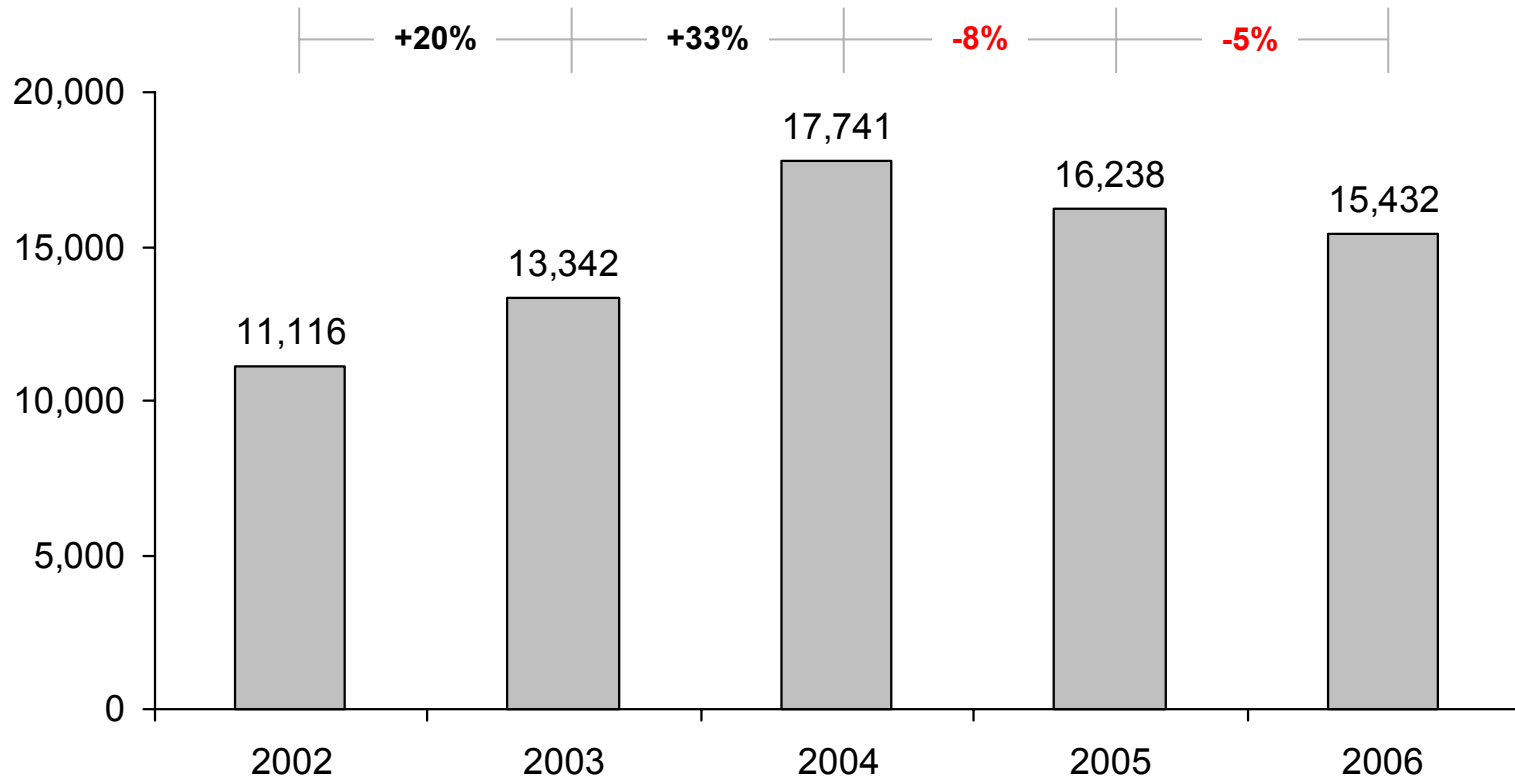
Media Expenditure (Million Baht)



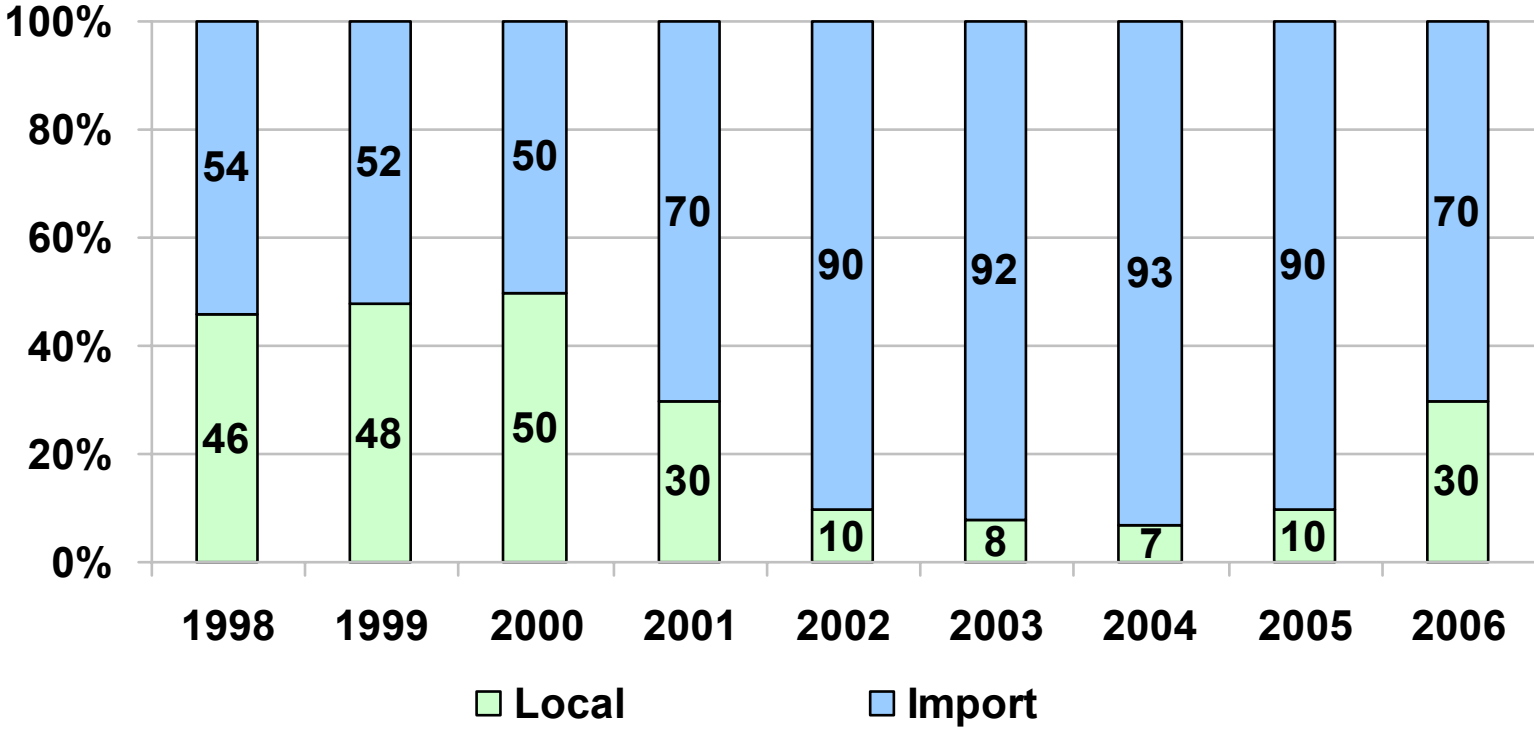
Source : Nelson Media Research

Thailand Newspaper Advertising Expenditure (2002 – 2006)

Media Expenditure (Million Baht)

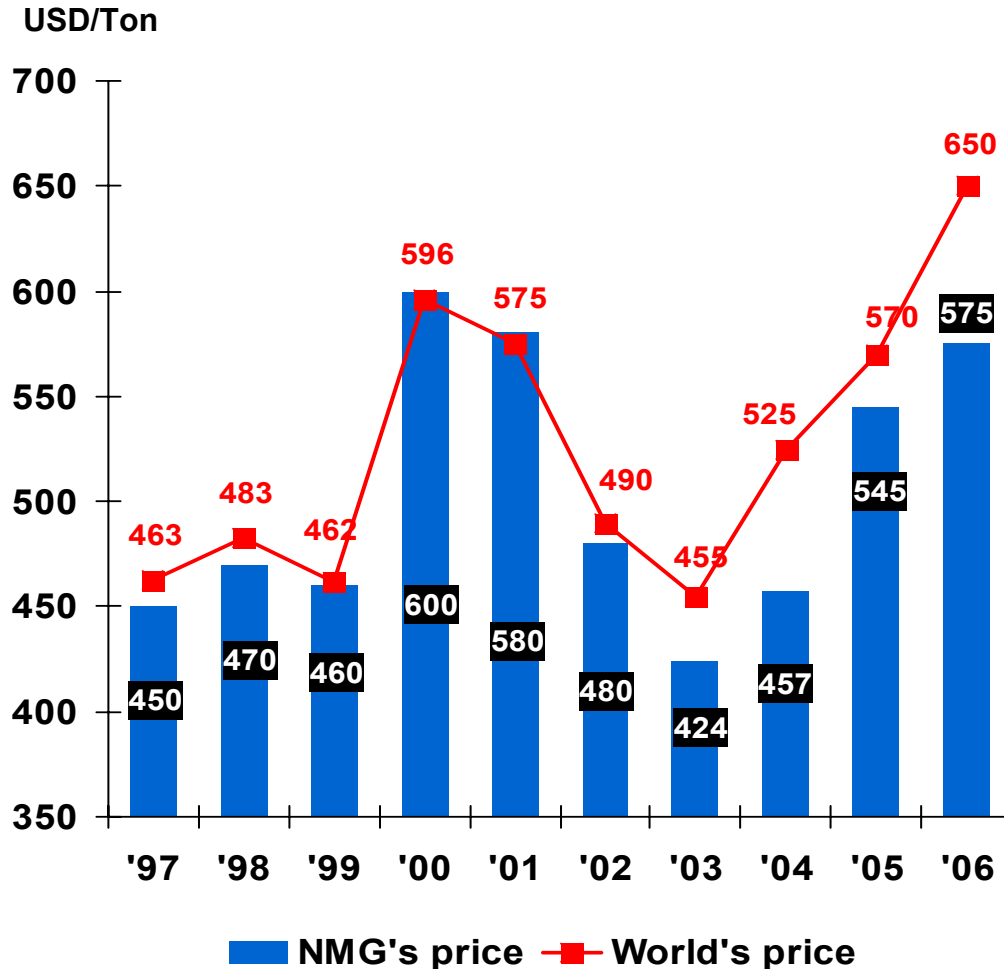


Source : Nelson Media Research



- Newsprint represents 80% of raw material cost
- 100% hedging strategies implemented to eliminate currency risk from imported newsprint

Market and Company Newsprint Price

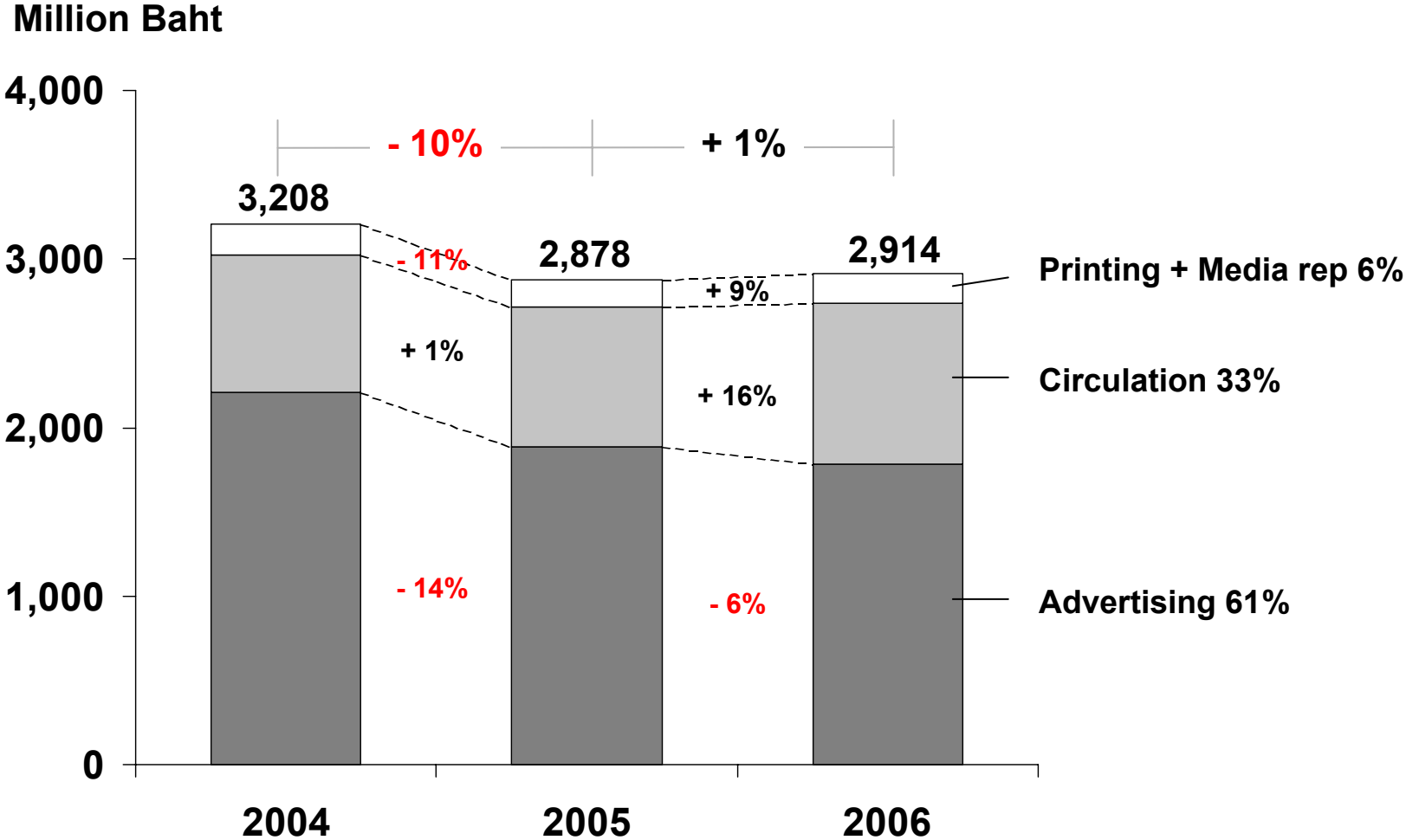


Source : NMG

- Average NMG's newsprint price has been relatively lower than world market price.
- Discrete judgment by management experience leads to an effective cost control for newsprint.
- Available credit line with local bank is serving an increase in newsprints inventory, if needed.

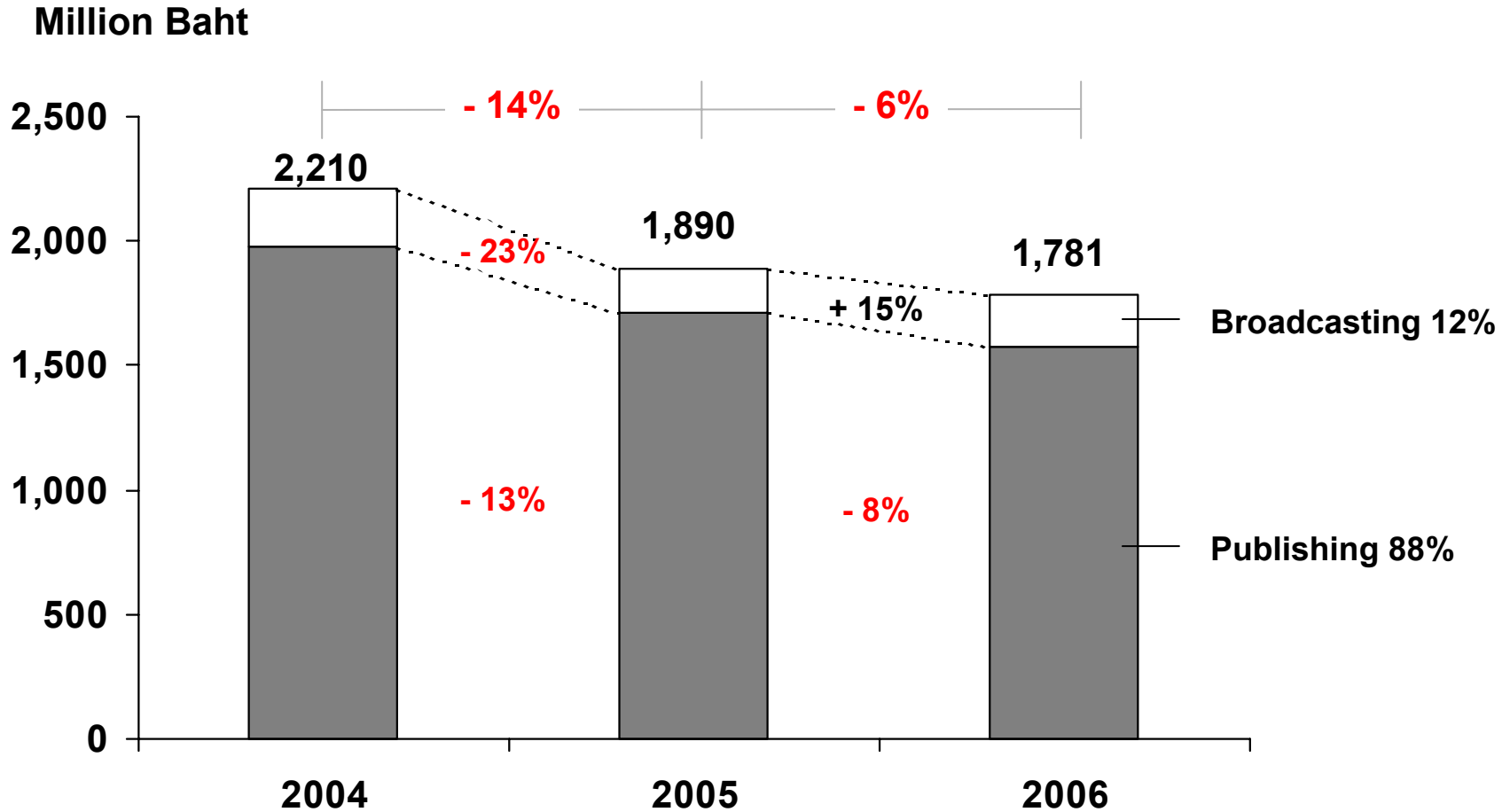
Operating Results 2006

Revenue



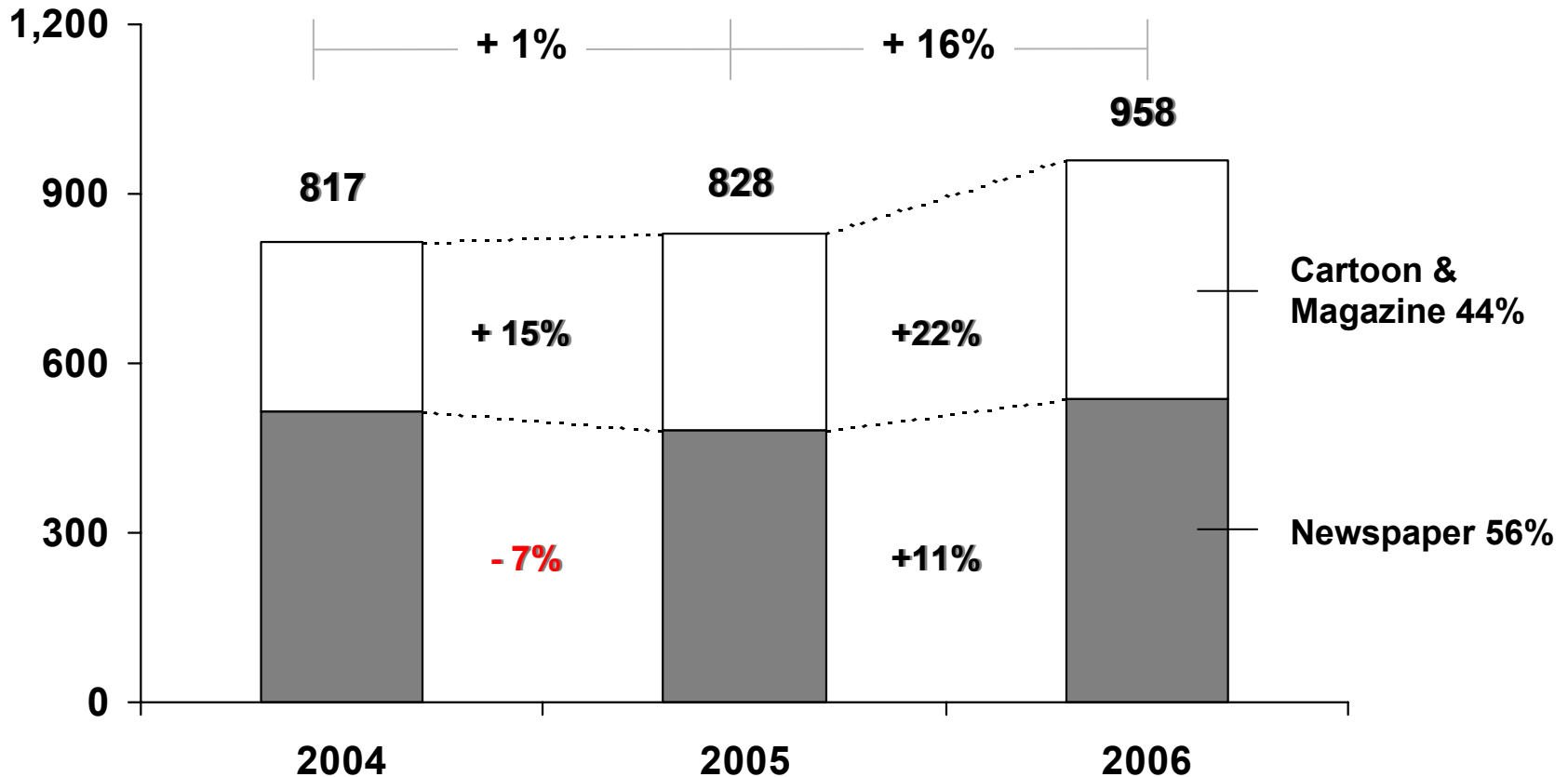
Not included interest income & other income

Advertising Revenue

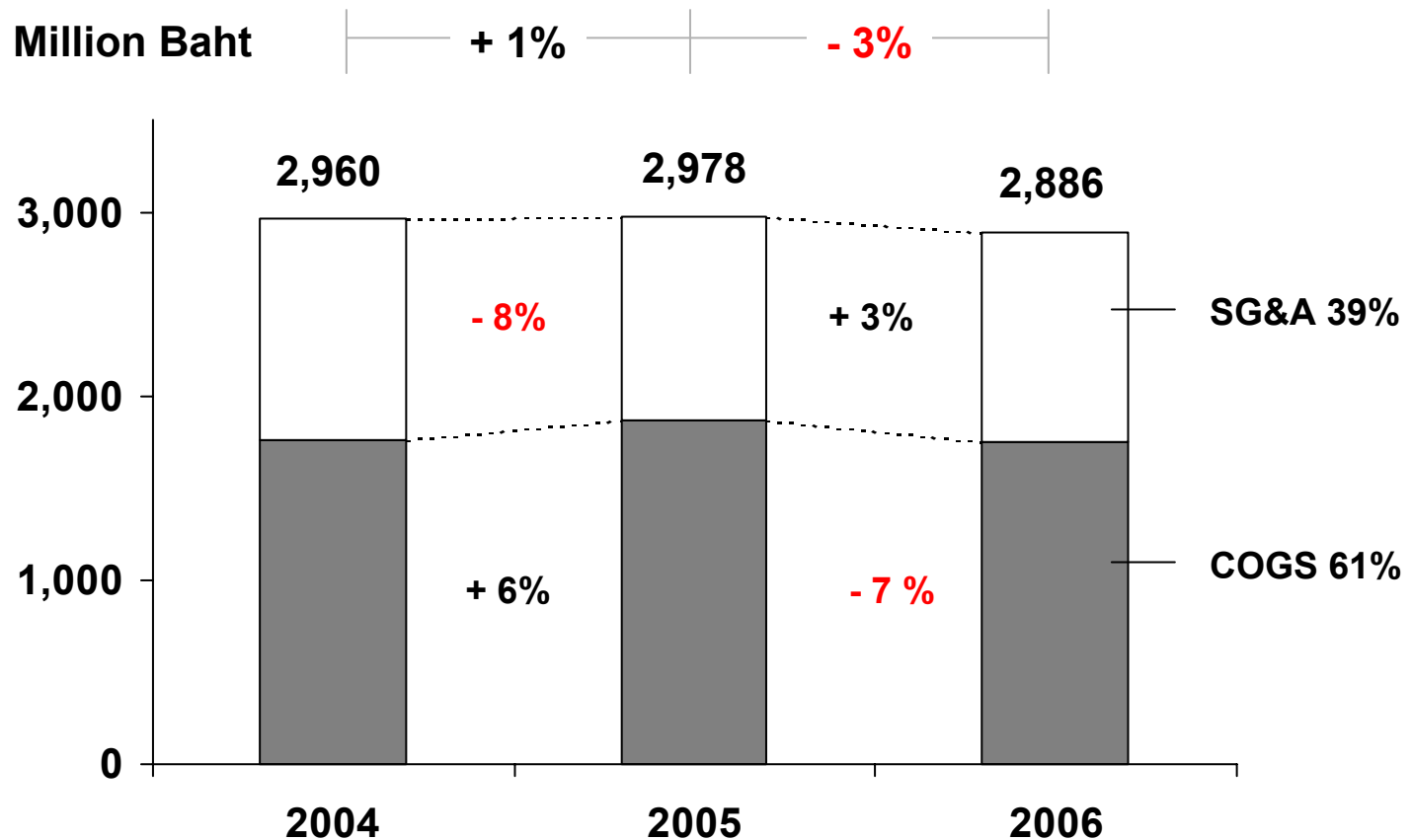


Circulation Revenue

Million Baht

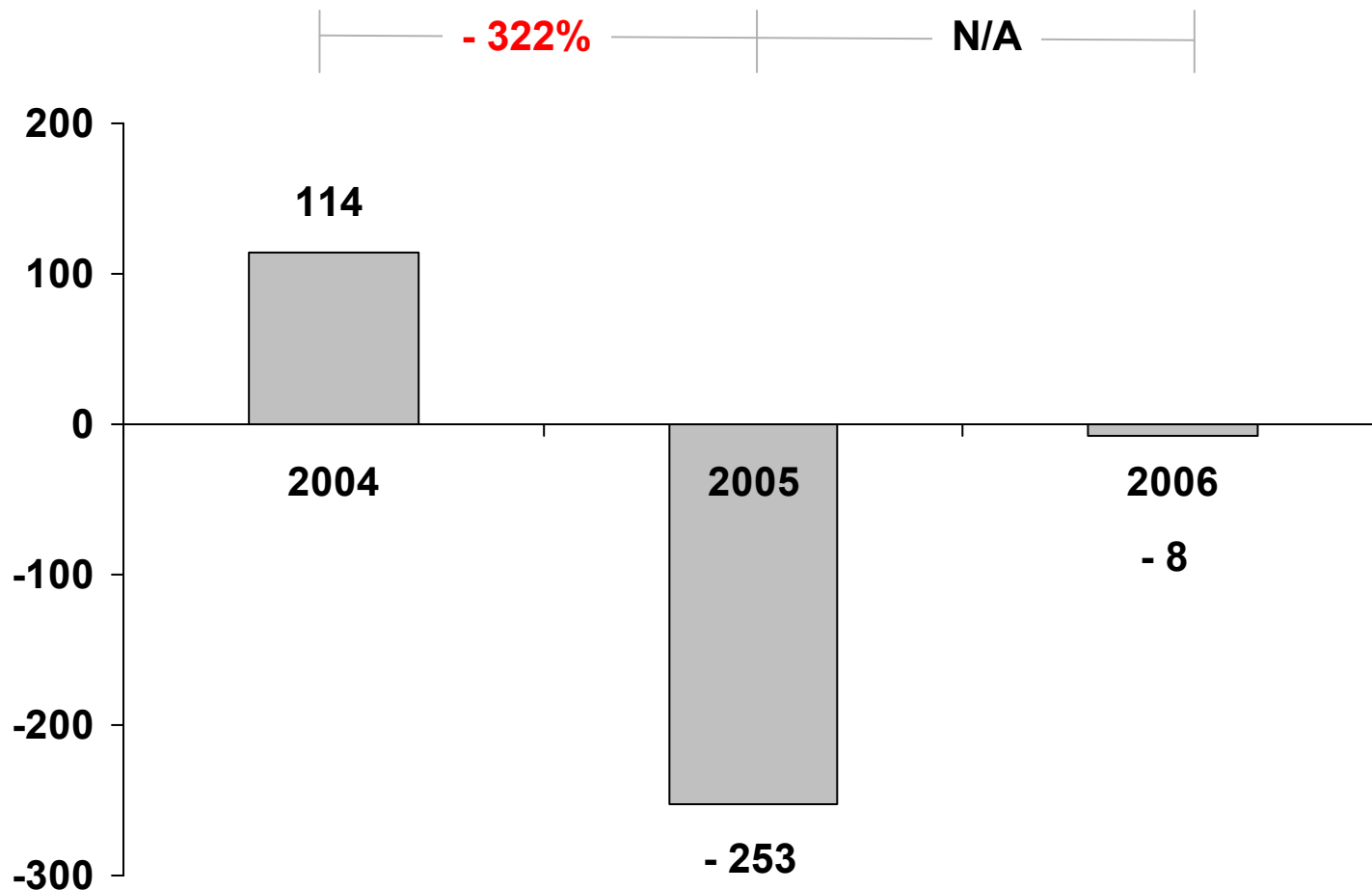


Cost of Goods Sold & SG&A



Operating Profit (Loss) (before extraordinary items)

Million Baht



Net Profit (Loss) **(after extraordinary items)**



Operating profit **(8)**

Adjust for extraordinary items

- Allowance for doubtful debt, write off for accounts receivable **(68)**
- Compensation for early retirement **(59)**
- Allowance for obsolete stock **(9)**
- Allowance for impairment of assets **(10)**

Net profit (loss) **(154)**

2007 Outlook

- **Positive economic outlook**
 - Stable oil price, downward interest rate and paper price
 - Pending political development
- **Stringent cost control to continue**
- **Maintain leadership in 4 core newspapers**
- **Leverage strength in news reporting to free TV**
- **Capitalize on growth in book/comics market**
- **Increase machine utilization in printing services via partnership with Kyodo**