



DEN STORE AKSJEKVELDEN

IR-DIREKTØR JO CHRISTIAN STEIGEDAL
Bergen, 26 Oktober 2015



SCHIBSTED
MEDIA GROUP



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AGENDA



- Introduction
- Online classifieds
- Media houses and Growth
- Investments in Tech and Product

KEY TAKE-AWAYS

- Clear strategy
 - A Global leader in Online classifieds
 - World class media houses
 - Leveraging traffic positions to build new digital growth models
- Financial tools in place in order to pursue strategy
- Investing in technology and digital product development

ENGAGING PEOPLE WORLDWIDE, ...OPTIMIZING VALUE WITH NEW TOOLS



NEW ONLINE SERVICES



A GLOBAL LEADER
IN ONLINE CLASSIFIEDS

SMART SERVICES
FOR EVERYDAY LIVING

WORLD CLASS
DIGITAL MEDIA HOUSES

ADVANCED DATA
ANALYTICS

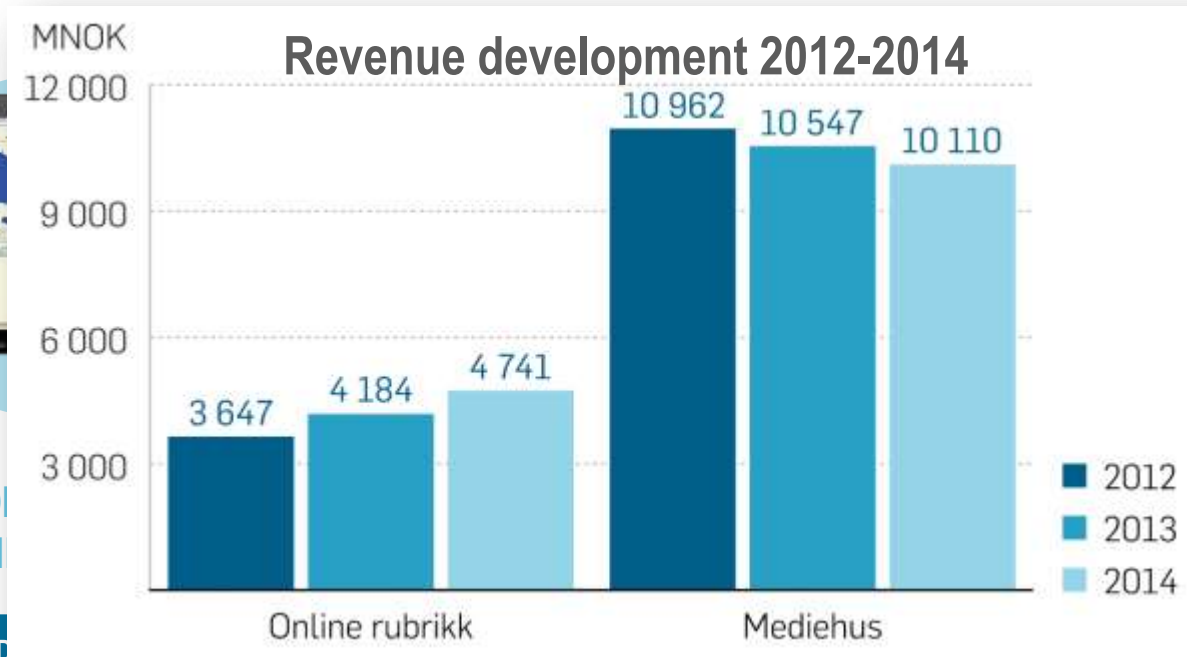
CUSTOMER INSIGHTS

PAYMENT SERVICES

TECHNOLOGY
PLATFORMS

ORGANISATION &
COMPETENCE

ENGAGING PEOPLE WORLDWIDE, ...OPTIMIZING VALUE WITH NEW TOOLS



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ANALYTICS

CUSTOMER INSIGHTS

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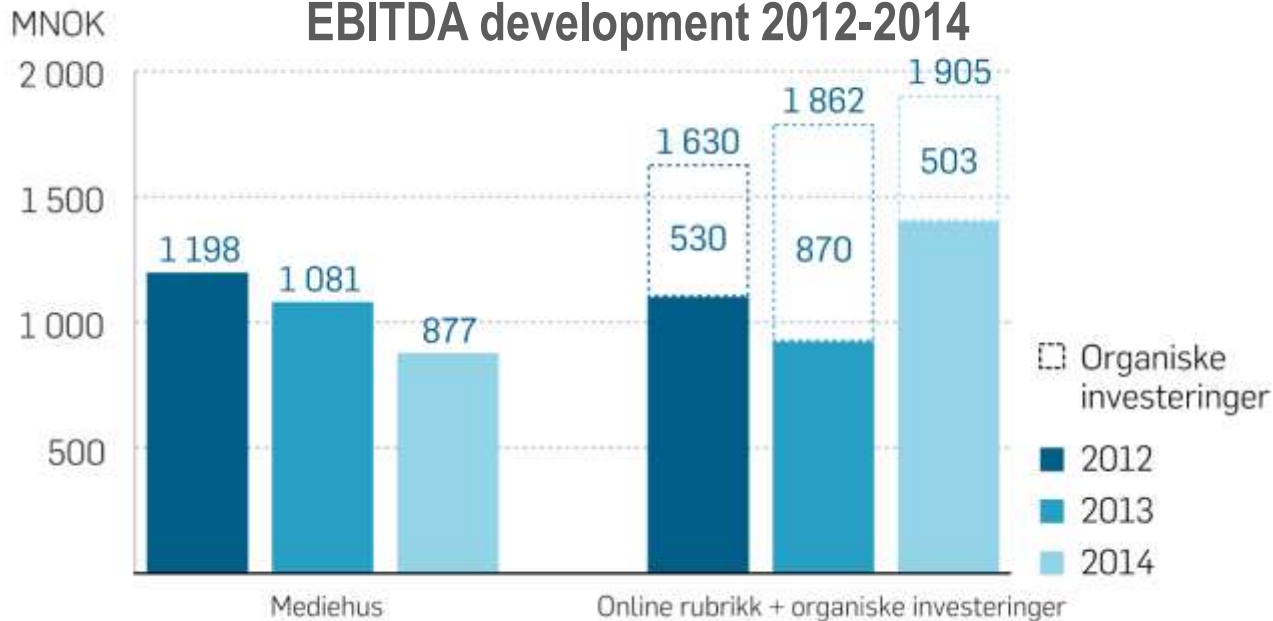


ORLD CLASS
MEDIA HOUSES

ORGANISATION &
COMPETENCE

ENGAGING PEOPLE WORLDWIDE, ...OPTIMIZING VALUE WITH NEW TOOLS

EBITDA development 2012-2014



A GLOBAL
IN ONLINE



ASS
HOUSES

ADVANCED DATA
ANALYTICS

Mediehus

Online rubrikk + organiske investeringer

PLATFORMS

ORGANISATION &
COMPETENCE

SCHIBSTED HAS A LONG HISTORY OF INNOVATIVE DIGITAL GROWTH

1839

Schibsted Publishing House established



Christian Schibsted with Family



1966

Schibsted acquires Verdens Gang



1996

Schibsted acquires Aftenbladet



2003

Schibsted acquires Blocket

VARIOUS INVESTMENTS BY SCHIBSTED

2005 2006 2007 2009



INTERNATIONAL EXPANSION OF ONLINE

2006-



1839

2000

175 YEARS

1860

Aftenposten is founded



1995

Schibsted Nett founded



1992

Schibsted Listed on Oslo Stock Exchange

1996

Tinius Trust established



Tinius Nagell-Erichsen, the great-grandson of founder Christian Schibsted, established the Tinius Trust as the main shareholder in Schibsted (26.1%).

2000

Finn.no launched



2006

Schibsted acquires majority in Spanish online classifieds Anuntis and jobs site Infojobs



2008

Schibsted Classified Media Founded



2009

Schibsted Growth Established



2013

JV with Telenor established



2014

Schibsted acquires Milanuncios, Avito in Morocco, establishes a JV with Naspers



2015

Schibsted acquires Naspers operations in Hungary and sells Romanian and Portugal operations



Schibsted is the innovation-driven, consumer-centric media company which entered the emerging online classified space 15+ years ago, well before competitors, and established itself to become the global market leader

A RANGE OF STRONG BRANDS GLOBALLY



ONLINE CLASSIFIEDS

A GLOBAL LEADER IN ONLINE MARKETPLACES...

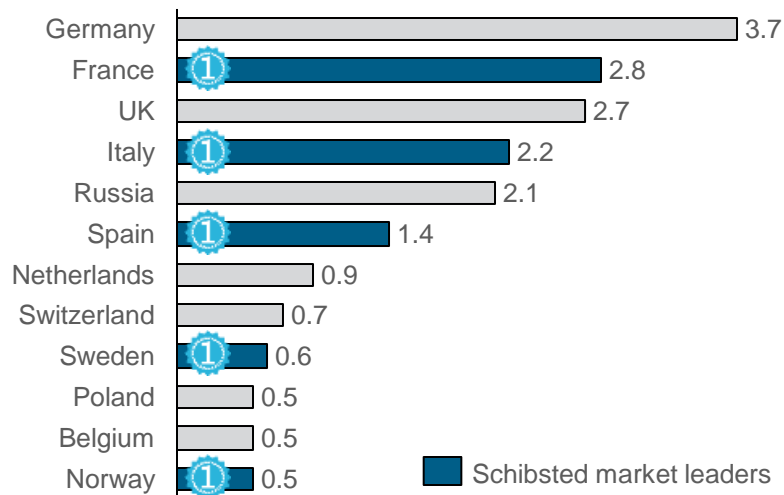
- 7,800 Employees
- 15bn Revenue (NOK)
- 24 Countries
- #1 in General Classifieds in almost all markets¹
- Reaching >200m people worldwide
- Market cap NOK 65 bn (21 Oct 15)



...IN SOME OF THE LARGEST COUNTRIES IN THE WORLD

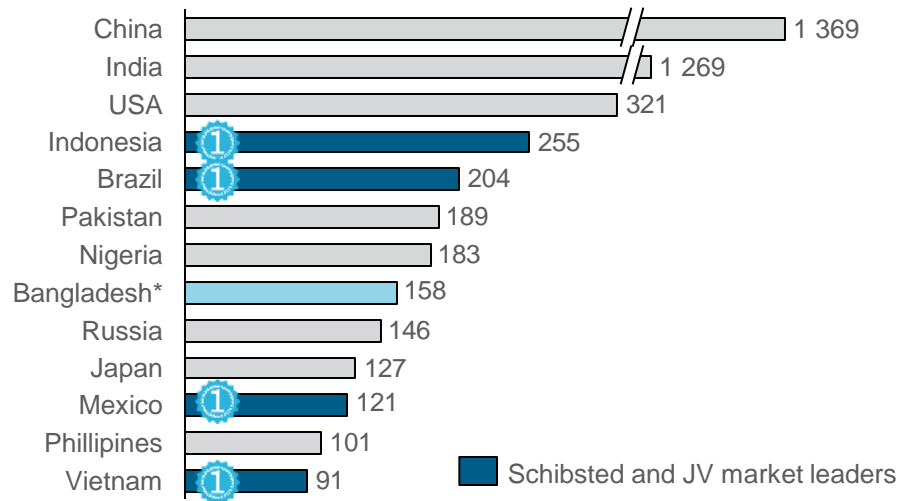
Market leading positions in the largest European economies..

GDP 2013 (USDtrn) per country












..and in some of the largest countries in the world

Population (million) per country



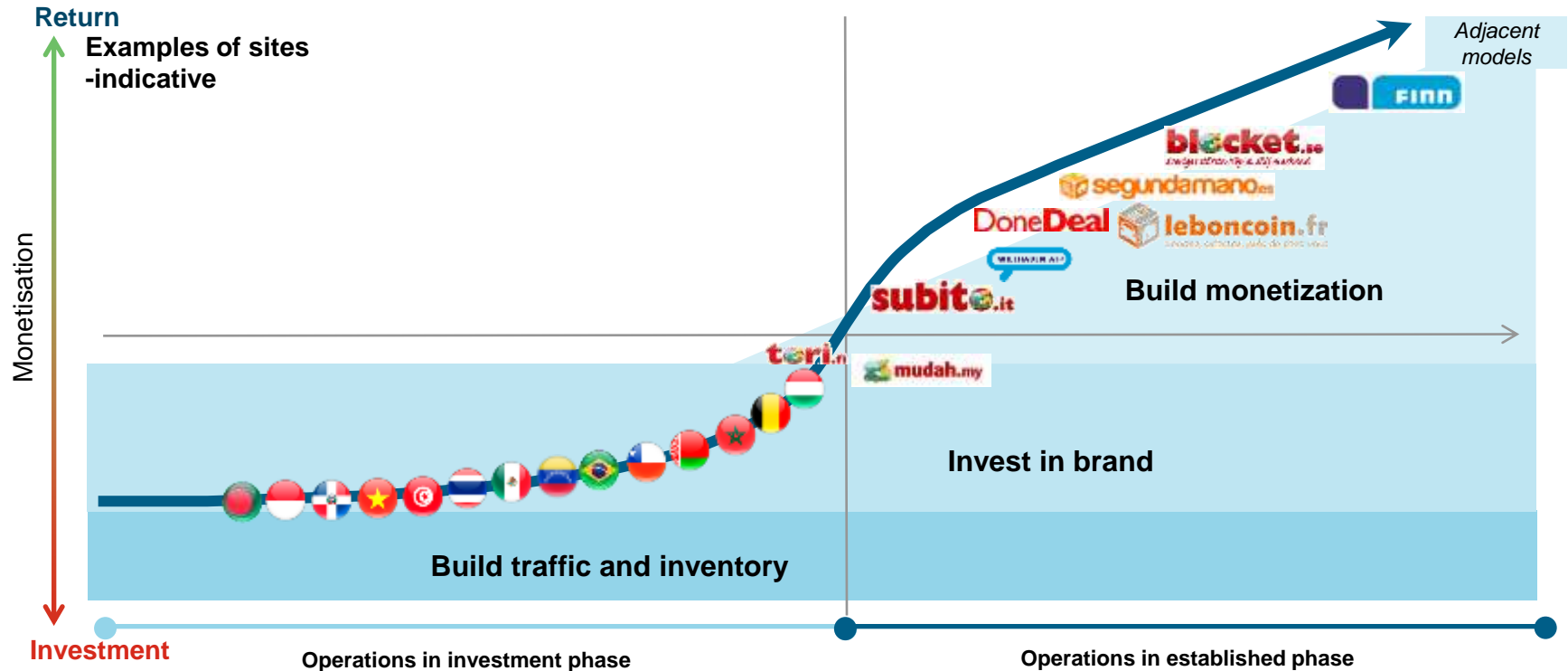
GREAT POTENTIAL FOR GROWTH FOR EUROPEAN MARKET LEADERS

Market		Position				Overall traffic rank in the country ²	Internet users (million) ⁴
		General	Cars	Real est.	Jobs		
	France	1	1	1		3	57.9
	Norway	1	1	1	1	3 ³	4.6
	Sweden	1	1	2*	1-2	3 ³	8.5
	Spain	1	1	1	1	6	36.0
	Italy	1	1			9	39.5
	Austria	1	1-2	1		4	6.5
	Ireland	1	1-2	1		3	3.7
	Finland	1	1-2			6	4.8
	Hungary	1	1			6 ⁵	7.5

*) In process to acquire Swedish market leader Hemnet.se

2) Page views, source Comscore 3) TNS Gallup and KIA Index. Facebook and Google not in the surveys, but estimated to have higher traffic. 4) Source: IDC. 5) Source: Alexa

A BALANCED ONLINE CLASSIFIEDS PORTFOLIO WITH ASSETS IN DIFFERENT MATURITY STAGES



FINANCIAL FLEXIBILITY TO PURSUE GROWTH

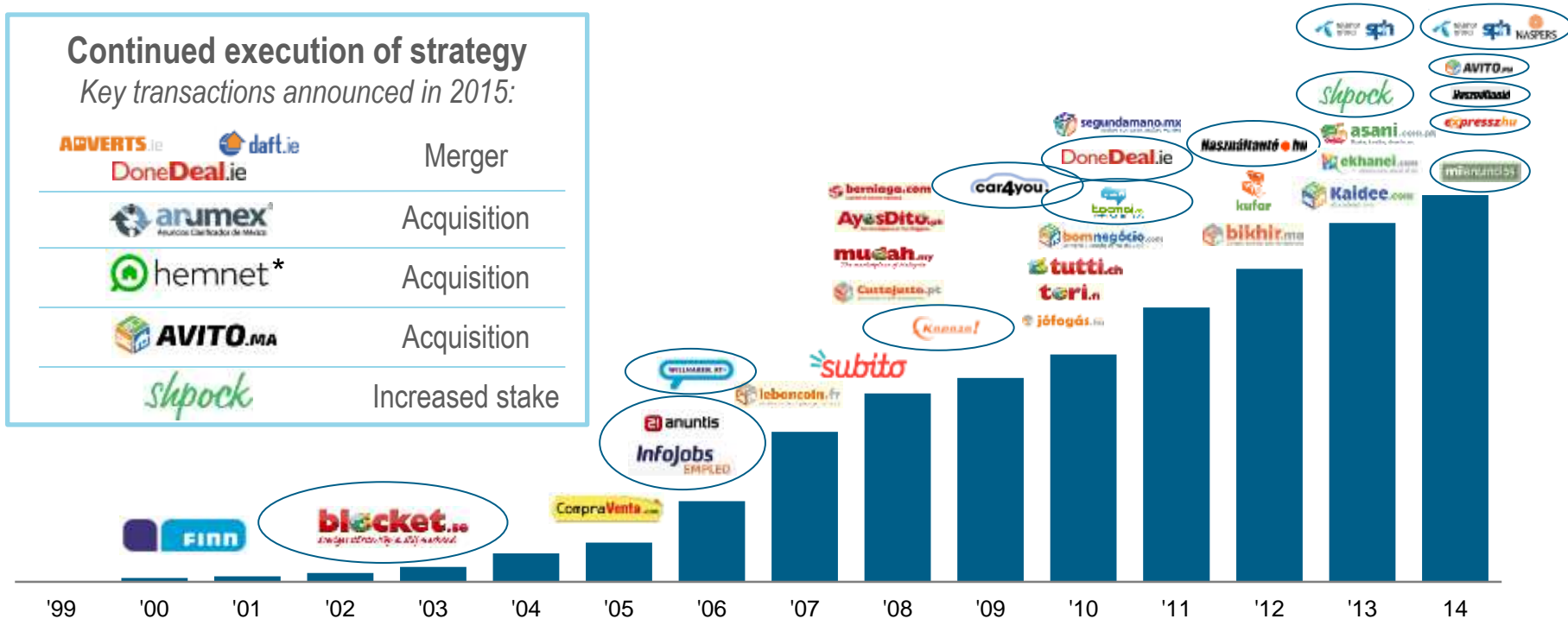
- B share structure established in June 2015
- 1/10 votes compared to A shares
- Ensures financial flexibility in the long run decoupled from ownership structure
- Possibility to pay for future acquisition in shares
- 5 percent new equity in B-shares successfully placed in the market 9 September 2015
 - Purpose to finance strategic acquisition activities, especially within the Online Classifieds segment.

STRONG TRACK-RECORD OF ACTIVELY USING M&A AND PARTNERSHIPS TO CREATE VALUE

Continued execution of strategy

Key transactions announced in 2015:

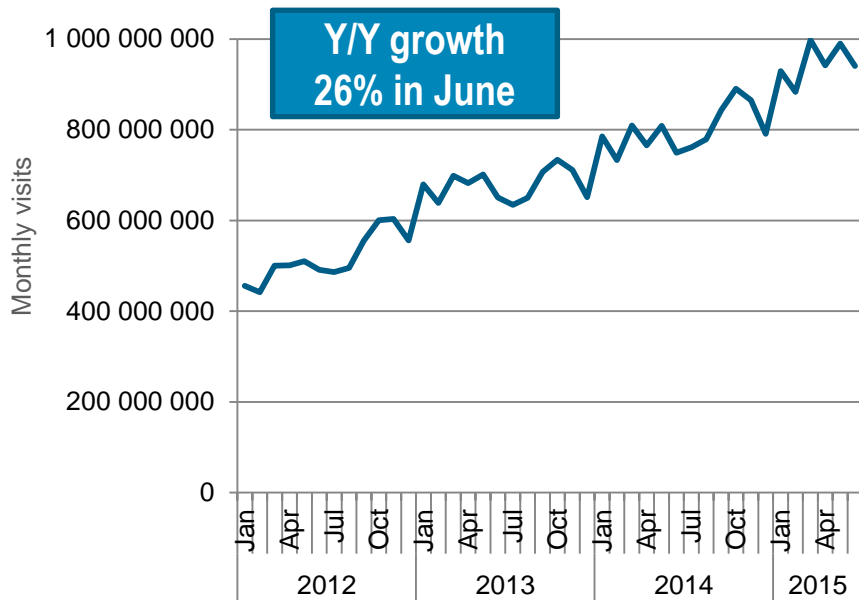
  	Merger
	Acquisition
	Acquisition
	Acquisition
	Increased stake



*) Offer to acquire Hemnet.se pending approval by Hemnet's shareholders and by competition authorities.

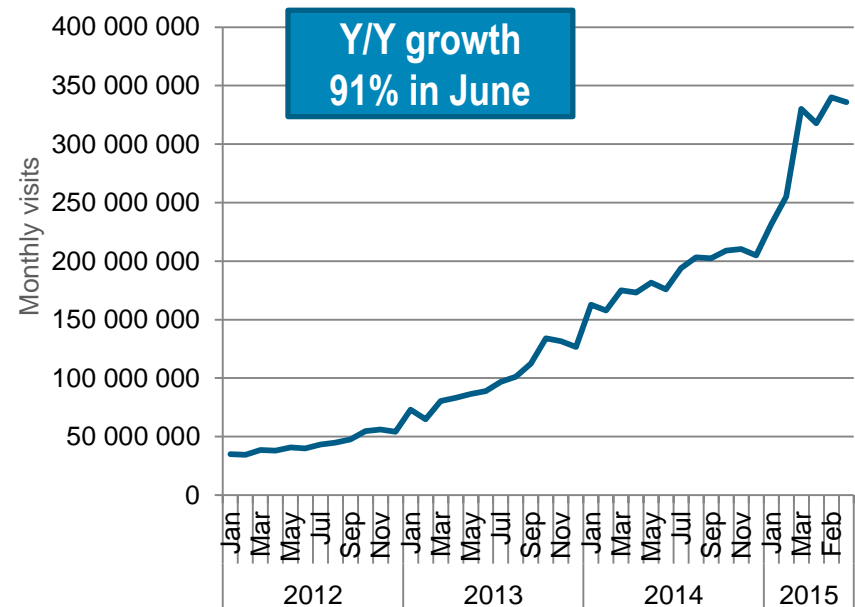
STRONG TRAFFIC GROWTH BOTH IN EUROPE AND IN EMERGING MARKETS IN Q2 2015

Traffic growth European portfolio*



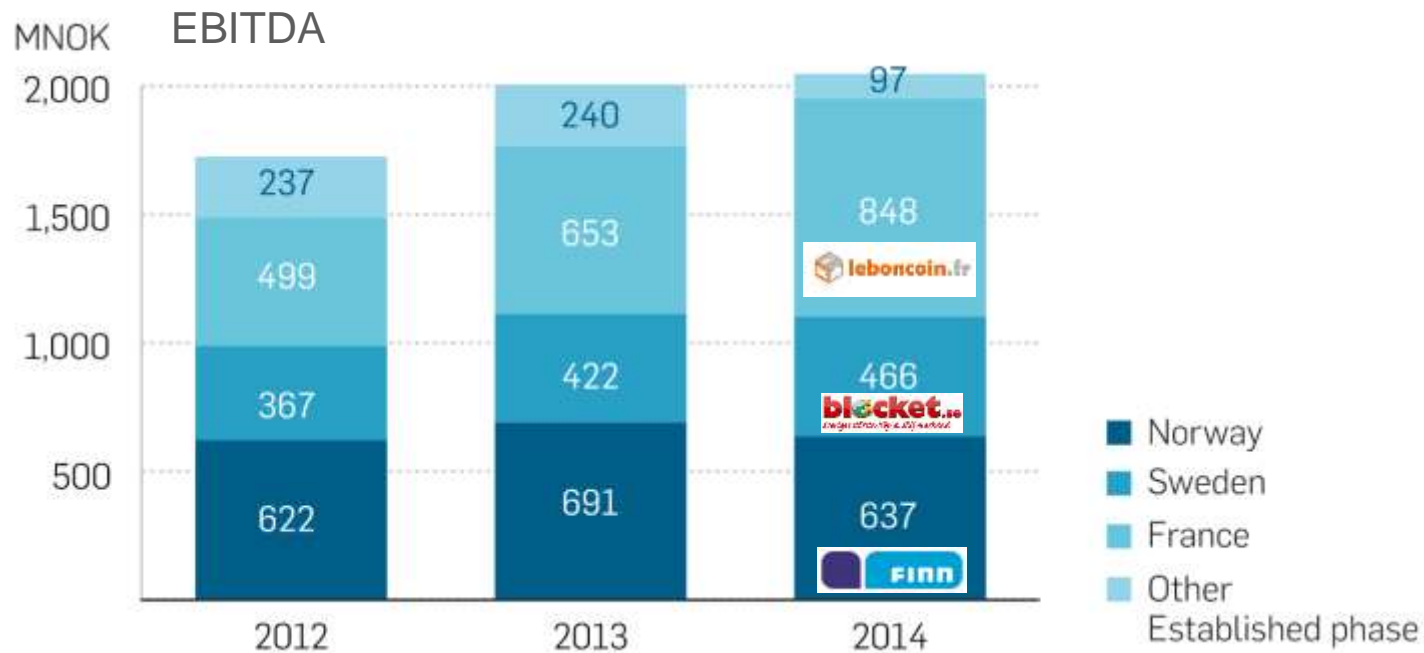
*) Finn, Blocket, BytBil, Coches.net, Donedeal IE, Fotocasa, Hasznaltauto, Infojobs Italy, Infojobs Spain, Jofogas, Kapaza, Kufar, Leboncoin, Milanuncios, Motos.net, Segundamano, Subito, Tocmai, Tori, Willhaben

Traffic growth outside Europe**



**) Avito, OLX Brazil, Chotot, Fincaraiz, Infojobs Brasil, Mudah, Segundamano MX, Tayara, Yapoc.cl

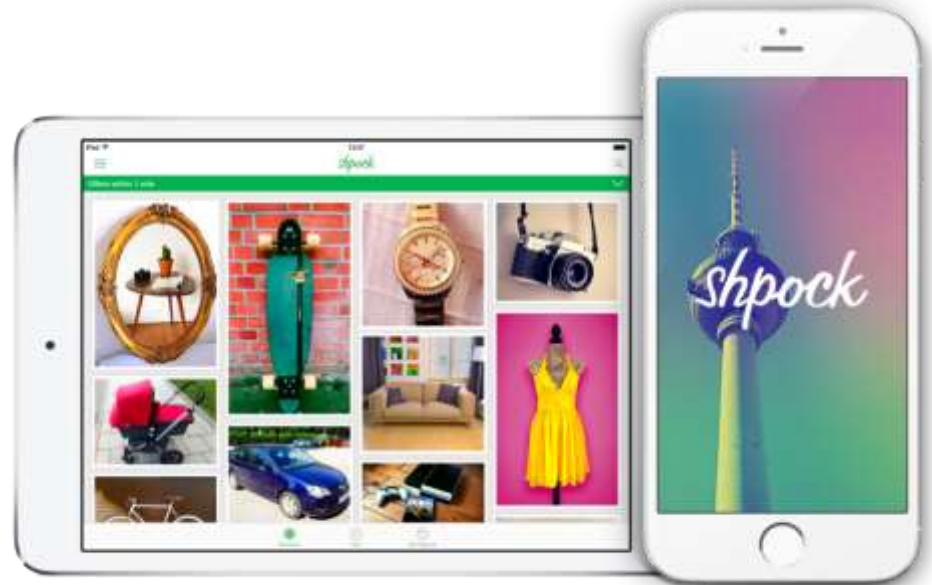
EARNINGS GROWTH BOTH IN SCANDINAVIA AND INTERNATIONALLY



NATIVE APP SHPOCK WITH CONTINUOUS STRONG TRACTION - TO BE ROLLED OUT IN NEW MARKETS

Mobile-only marketplaces expand our markets through new audiences and new volume

- Rapid sequential growth in downloads and new listings in Germany, UK and Austria
- Most downloaded next-gen marketplace app in Europe
- Preparing to launch in additional markets
- Schibsted increased stake from 82 to 91 percent in September 2015





MEDIA HOUSES AND GROWTH

LEVERAGE DIGITAL ECOSYSTEMS TO ACCELERATE ADJACENT GROWTH MODELS

- **Schibsted Growth is already a NOK 1 billion business**
 - Market leader in personal finance in Sweden
 - Fuelled from large traffic pools in online media and classifieds
 - Major potential to be exploited with deeper, data-driven consumer insights
- **Opportunities in Norway, France and other markets**
 - E.g. investment in Prêt d'Union (leader in P2P lending in the Eurozone)



LEADING THE DIGITAL TRANSFORMATION IN MEDIA

Mobile and Tablet



Web TV



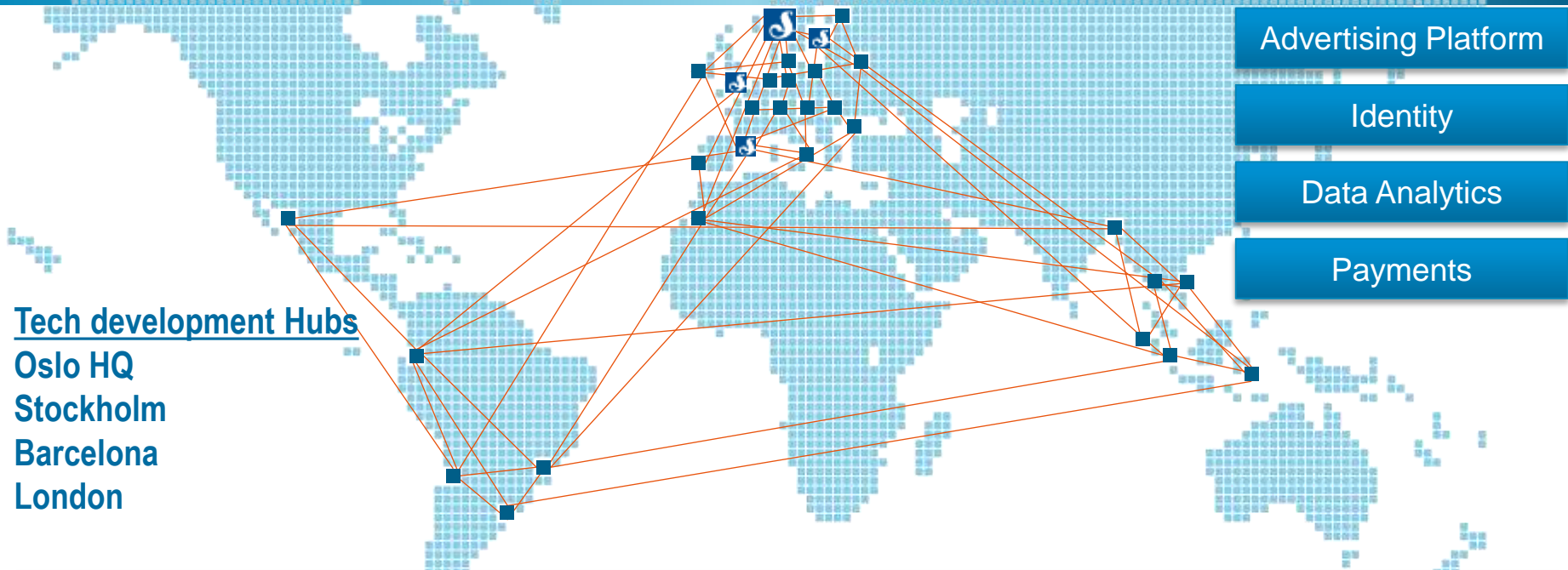
Reader Involvement



Digital Subscription



INVESTING IN TECHNOLOGY AND DATA



Aim to leverage the full synergy potential across all business areas

KEY TAKE-AWAYS

- Clear strategy
 - A Global leader in Online classifieds
 - World class media houses
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THE FUTURE IS NOW