



DEN STORE AKSJEKVELDEN

KONSERNDIREKTØR ØKONOMI OG FINANS TROND BERGER

Oslo, 9. november 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

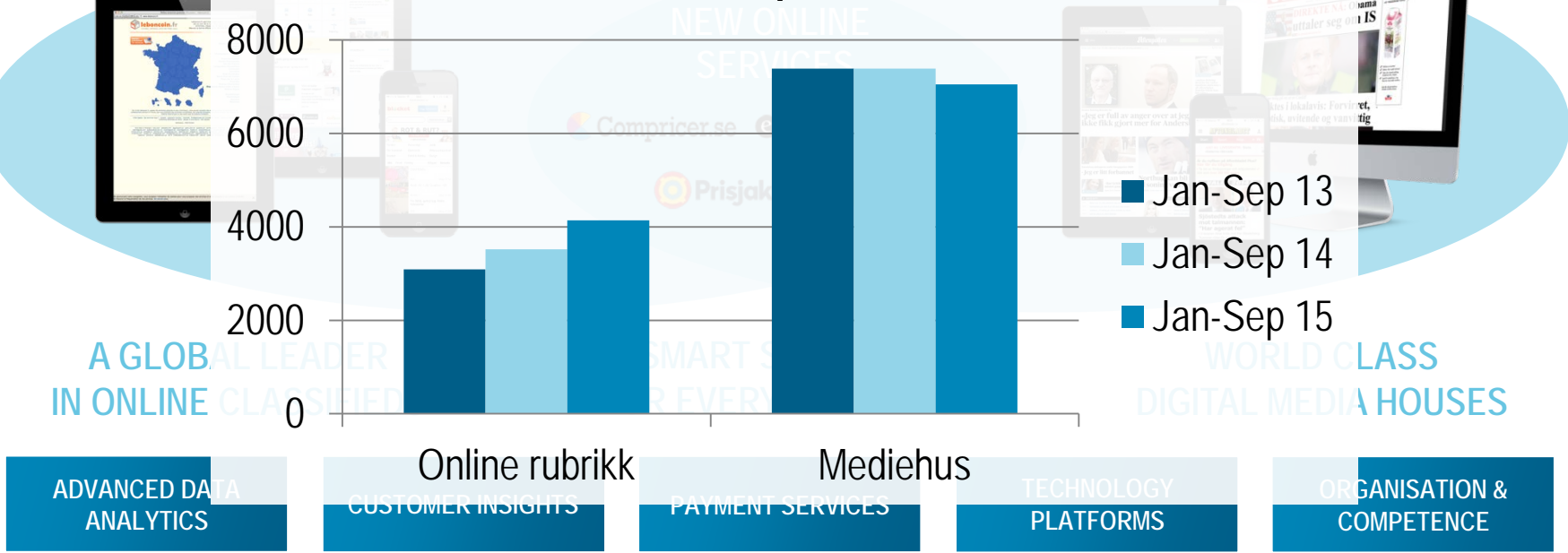
PAYMENT SERVICES

TECHNOLOGY
PLATFORMS

ORGANISATION &
COMPETENCE

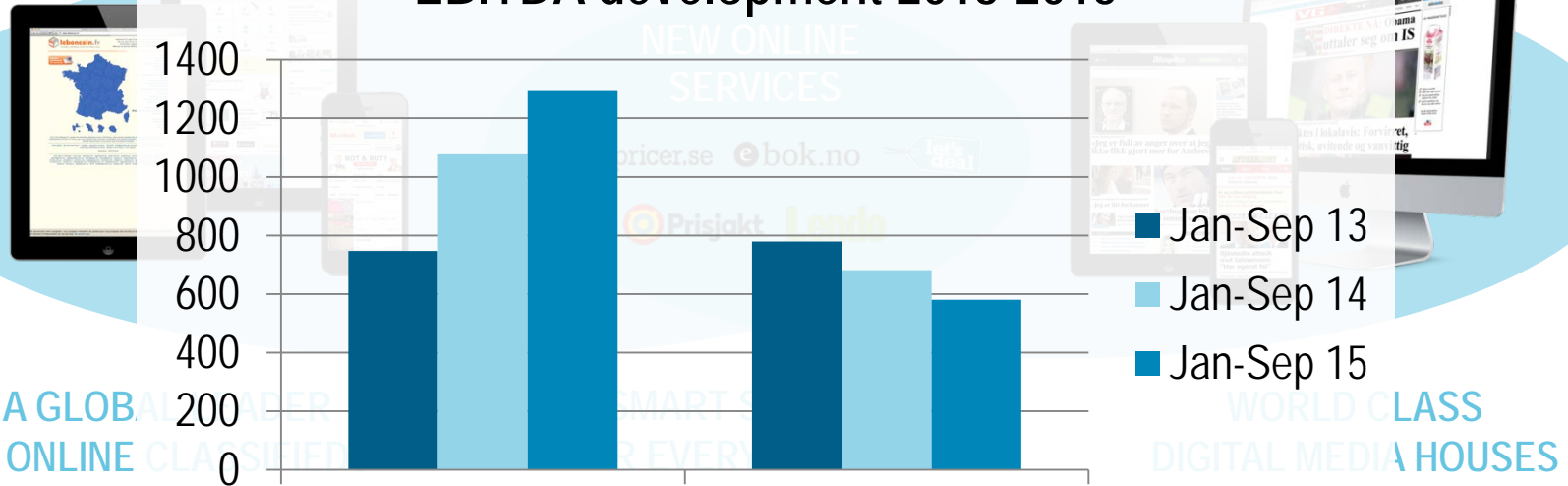
ENGAGING PEOPLE WORLDWIDE, ...OPTIMIZING VALUE WITH NEW TOOLS

Revenue development 2013-2015



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

EBITDA development 2013-2015



ADVANCED DATA ANALYTICS
CUSTOMER INSIGHTS
PAYMENT SERVICES
TECHNOLOGY PLATFORMS
ORGANISATION & COMPETENCE

A GLOBAL LEADER
IN ONLINE CLASSIFIED

NEW ONLINE
SERVICES

pricer.se bok.no
Prisjakt Lendro

WORLD CLASS
DIGITAL MEDIA HOUSES

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 GROWTH



INTERNATIONAL EXPANSION OF ONLINE CLASSIFIEDS



1839

2000

175
YEARS

2015

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

InfoJobs

2008
Schibsted
Classified Media
Founded

**SCHIBSTED
CLASSIFIED MEDIA**

2009
Schibsted
Growth
Established

**SCHIBSTED
GROWTH**

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...

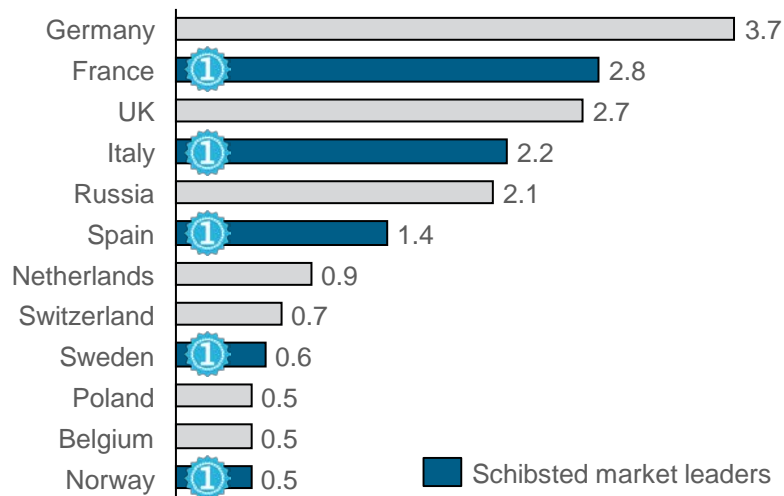
- 7,800 Employees
- 15bn Revenue (NOK)
- 24 Countries
- #1 in General Classifieds in almost all markets¹
- Reaching >200m people worldwide
- Market cap NOK 65 bn (21 Oct 15)



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

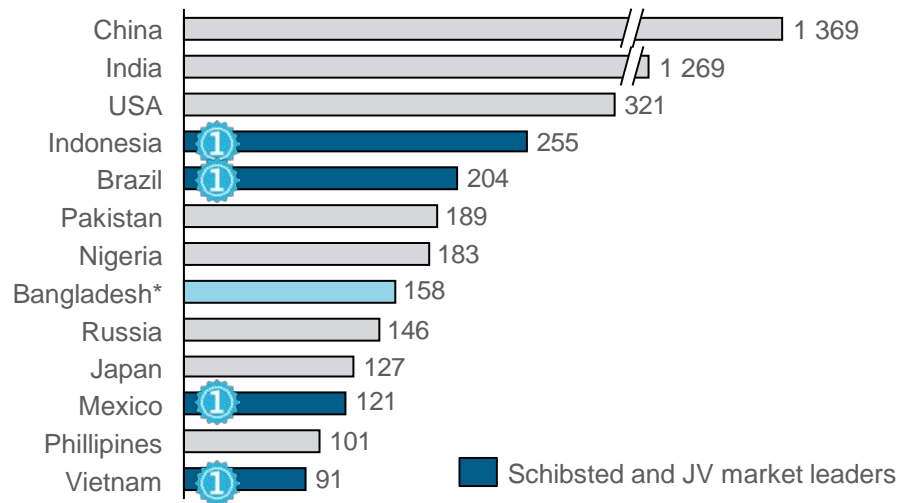
Market leading positions in the largest European economies..

GDP 2013 (USDtrn) per country












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

Population (million) per country



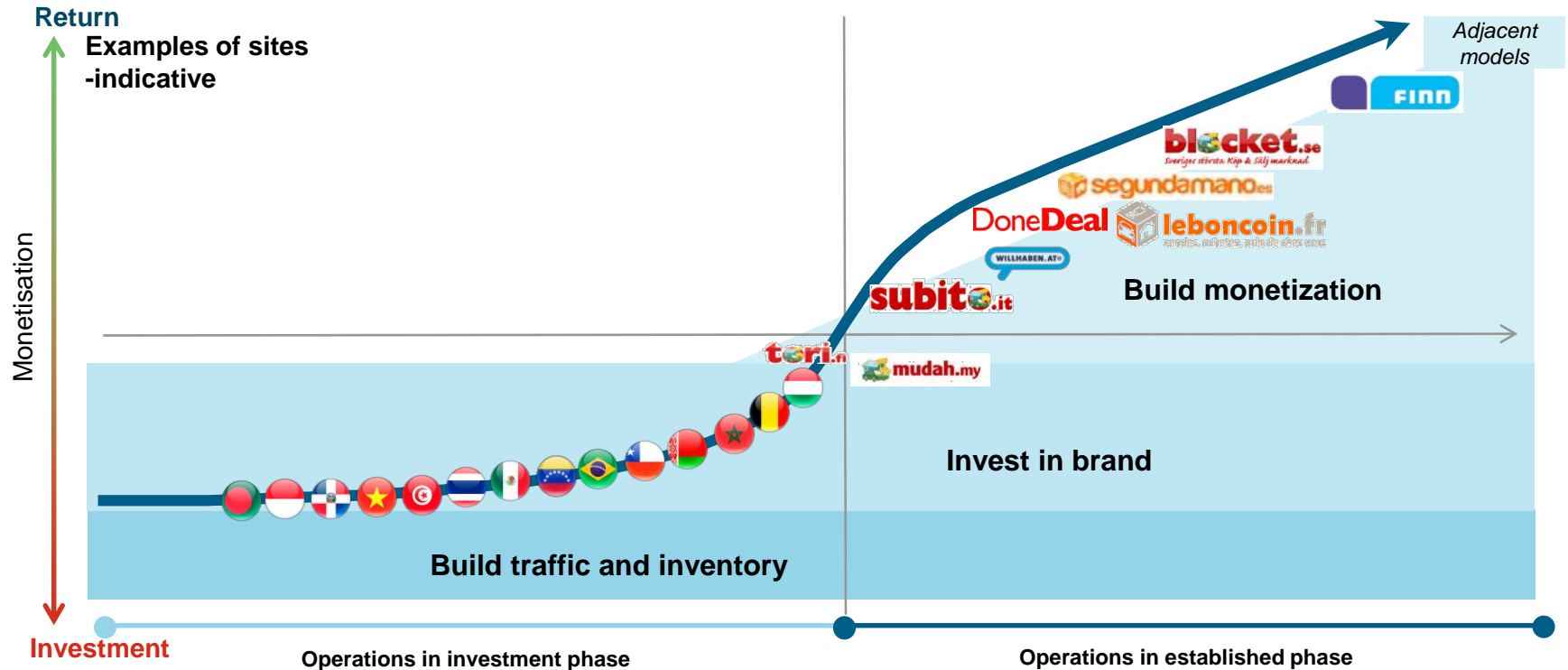
GREAT POTENTIAL FOR GROWTH FOR EUROPEAN MARKET LEADERS

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



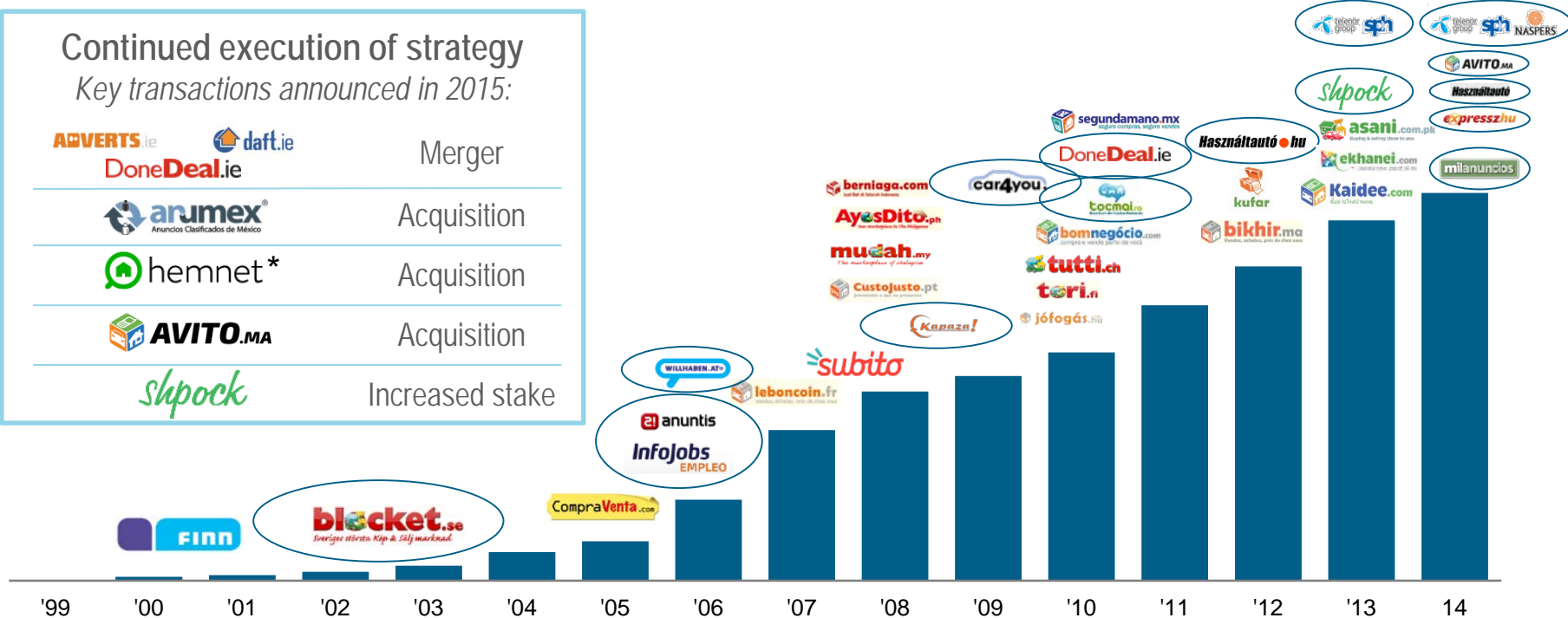
FINANCIAL FLEXIBILITY TO PURSUE GROWTH

- 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:

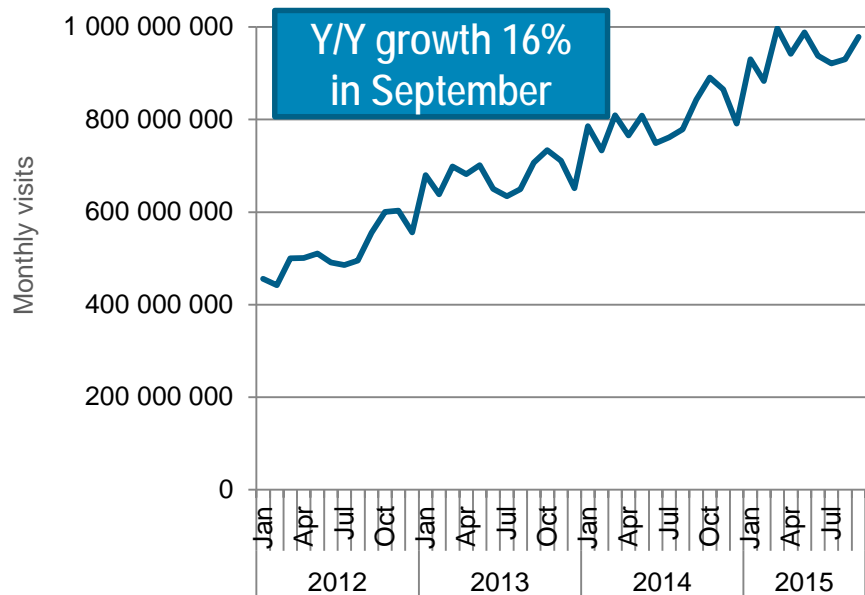
	Merger
	Acquisition
	Acquisition*
	Acquisition
	Increased stake



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

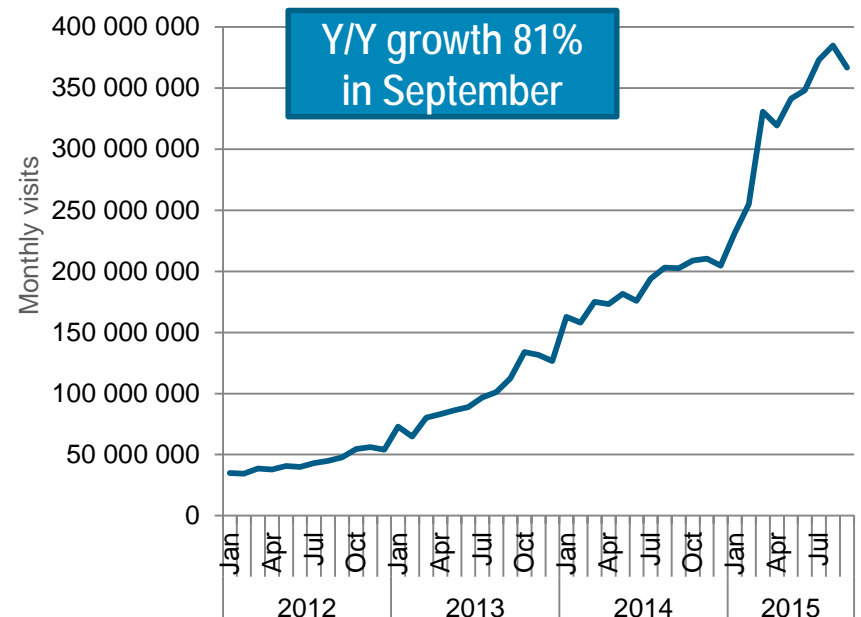
CONSISTENT TRAFFIC GROWTH BOTH IN EUROPE AND IN EMERGING MARKETS IN Q3

Traffic growth European portfolio*



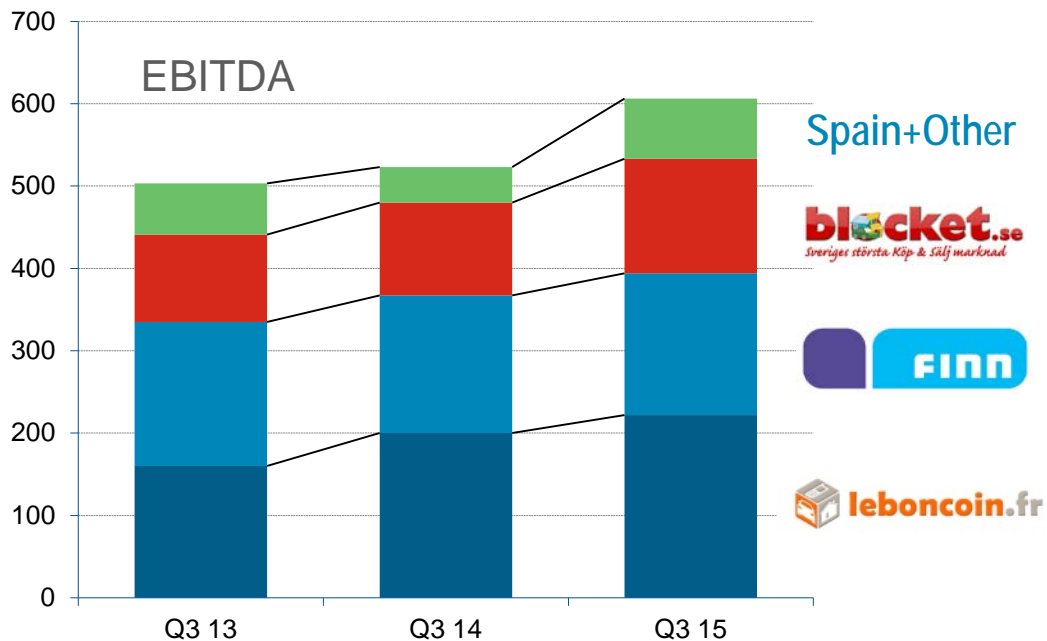
*) Finn, Blocket, BytBil, Coches.net, Donedeal IE, Fotocasa, Hasznaltauto, Infojobs Italy, Infojobs Spain, Jofogas, Kapaza, Kufar, Leboncoin, Milanuncios, Motos.net, Segundamano, Subito, Tori, Willhaben

Traffic growth outside Europe**



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

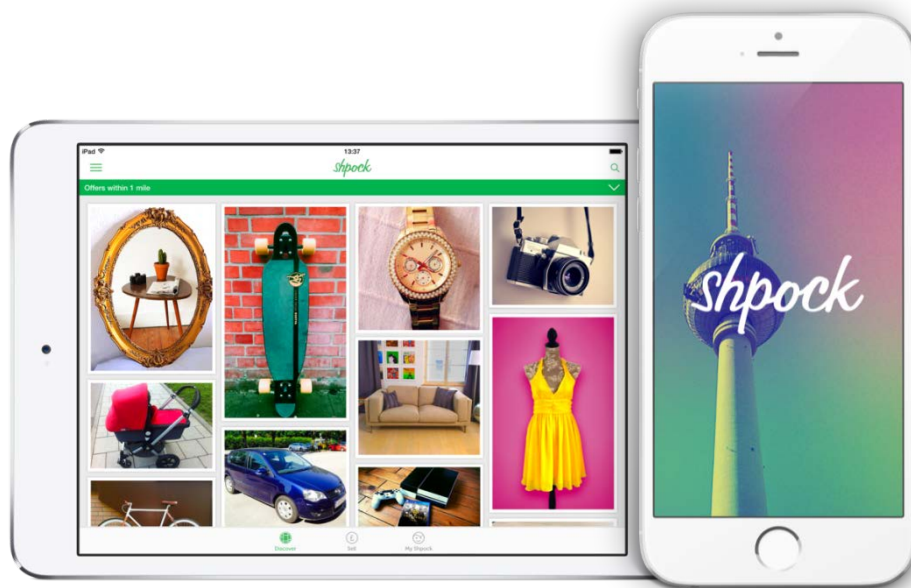
EARNINGS GROWTH BOTH IN SCANDINAVIA AND INTERNATIONALLY




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

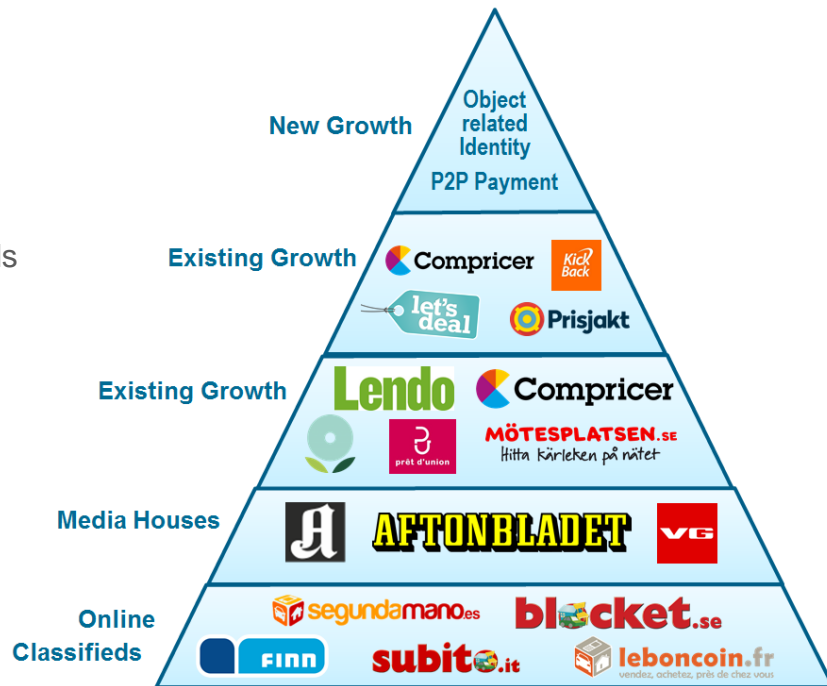




MEDIA HOUSES AND GROWTH

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

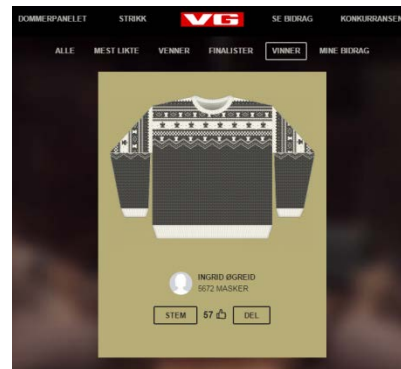
Mobile and Tablet



Web TV



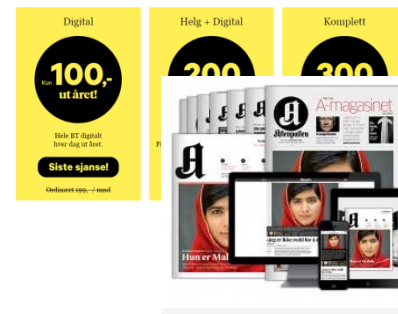
Reader Involvement



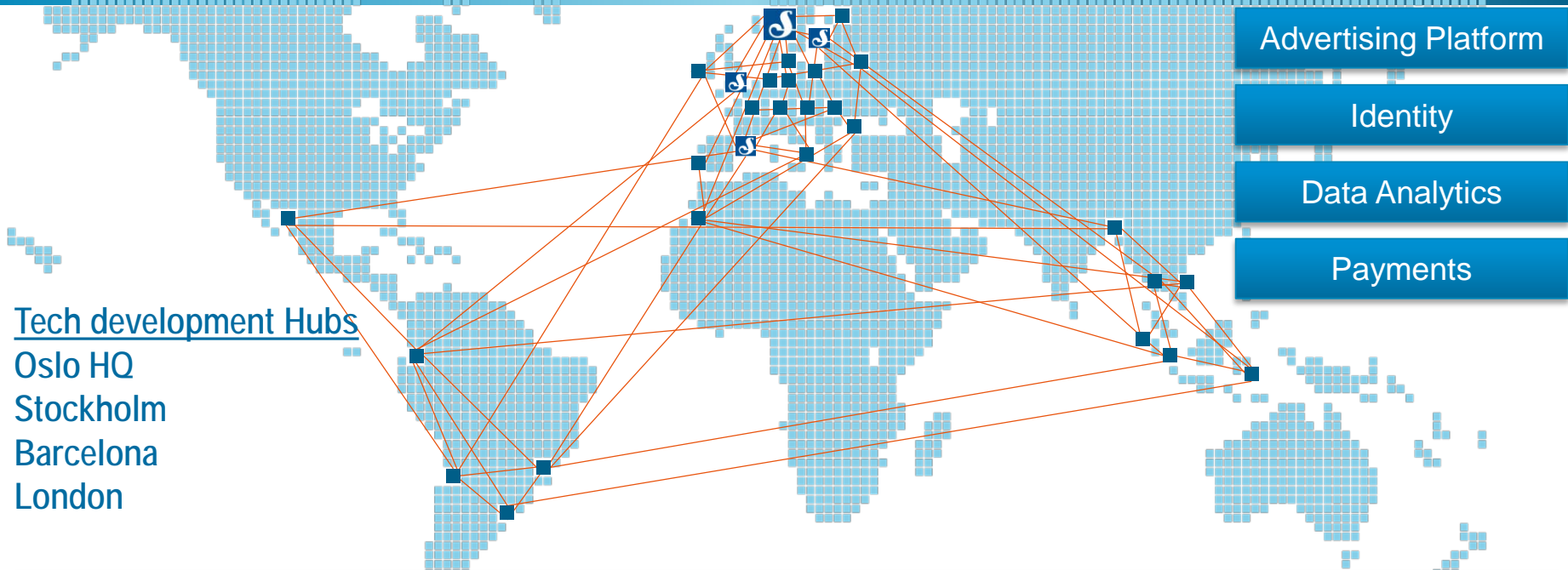
Digital Subscription

Hvergens Tidende

Siste sjånse denne uken!




INVESTING IN TECHNOLOGY AND DATA



Aim to leverage the full synergy potential across all business areas

KEY TAKE-AWAYS

- Clear strategy
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 - World class media houses
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THE FUTURE IS NOW