



DEN STORE AKSJEKVOLDEN

Trondheim, 2. oktober 2017

Jo Christian Steigedal, direktør for Investor Relations



SCHIBSTED
MEDIA GROUP



KEY TAKE-AWAYS

- A Global leader in attractive online segments
- Market leading positions in segments with significant long term revenue growth potential
- Strong multi-local execution, leveraging global scale
- Investing in technology and digital product development

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  2010  2013  2014 


INTERNATIONAL EXPANSION OF ONLINE CLASSIFIEDS

2006-          

1839 2000


177 YEARS

1860
Aftenposten is founded




1922
Schibsted Listed on Oslo Stock Exchange


1995
Schibsted Nett founded




1996
Tinius Trust established




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



2017
Schibsted increases the shares of OLX Brazil from 25 to 50% and in Yapo in Chile to 100%



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

LEADING POSITIONS IN 18 COUNTRIES



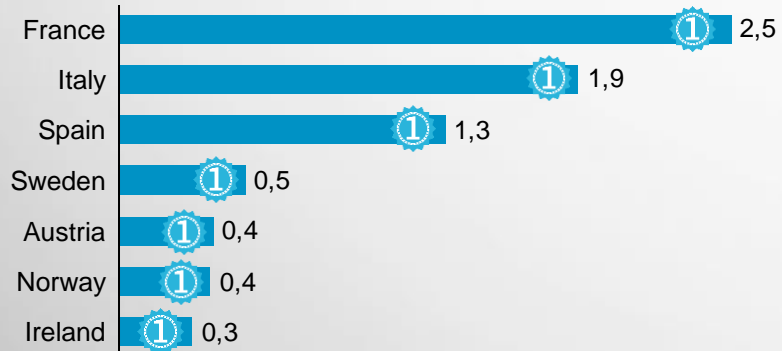
- 7,300 Employees
- 16bn Revenue (NOK)
- 22 Countries
- **#1 Online News** destination in Norway and Sweden
- **#1 in General Classifieds** in 18 markets
- On the OBX index in Oslo, Market Cap NOK 44bn

Positioned in large countries with significant potential

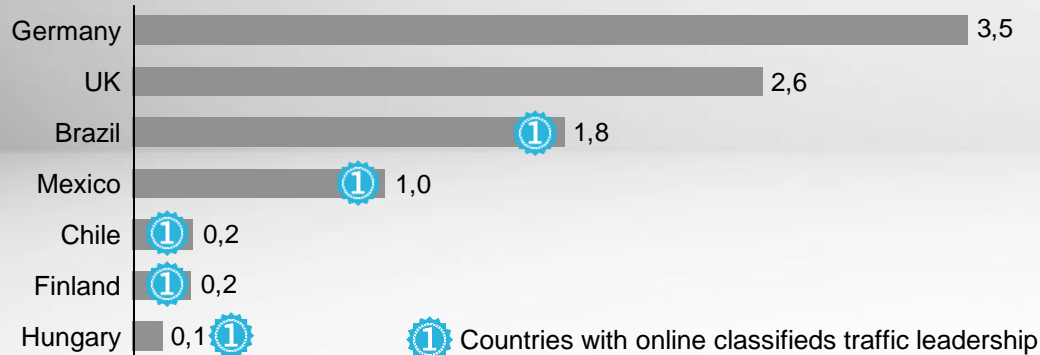
Leading positions in large European and LatAm markets...

GDP 2016 (USDtrn) per country (source: World Bank)

Developed phase markets



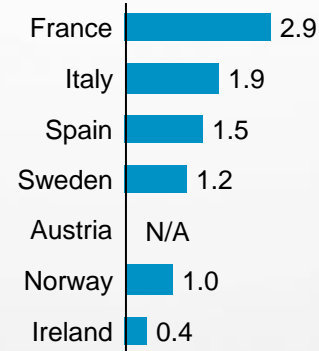
Investment phase markets



... with headroom for structural market growth

Digital ad spend 2016 (USD billion) (source: eMarketer)

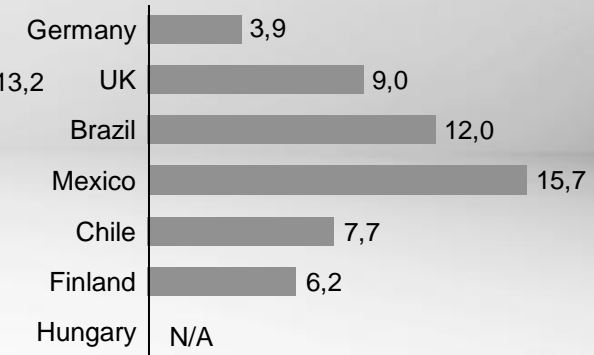
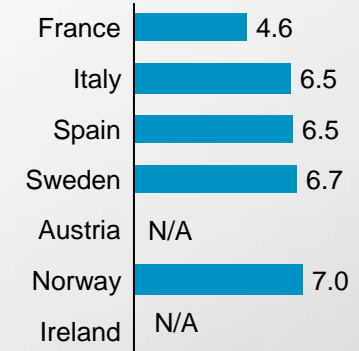
Developed phase markets



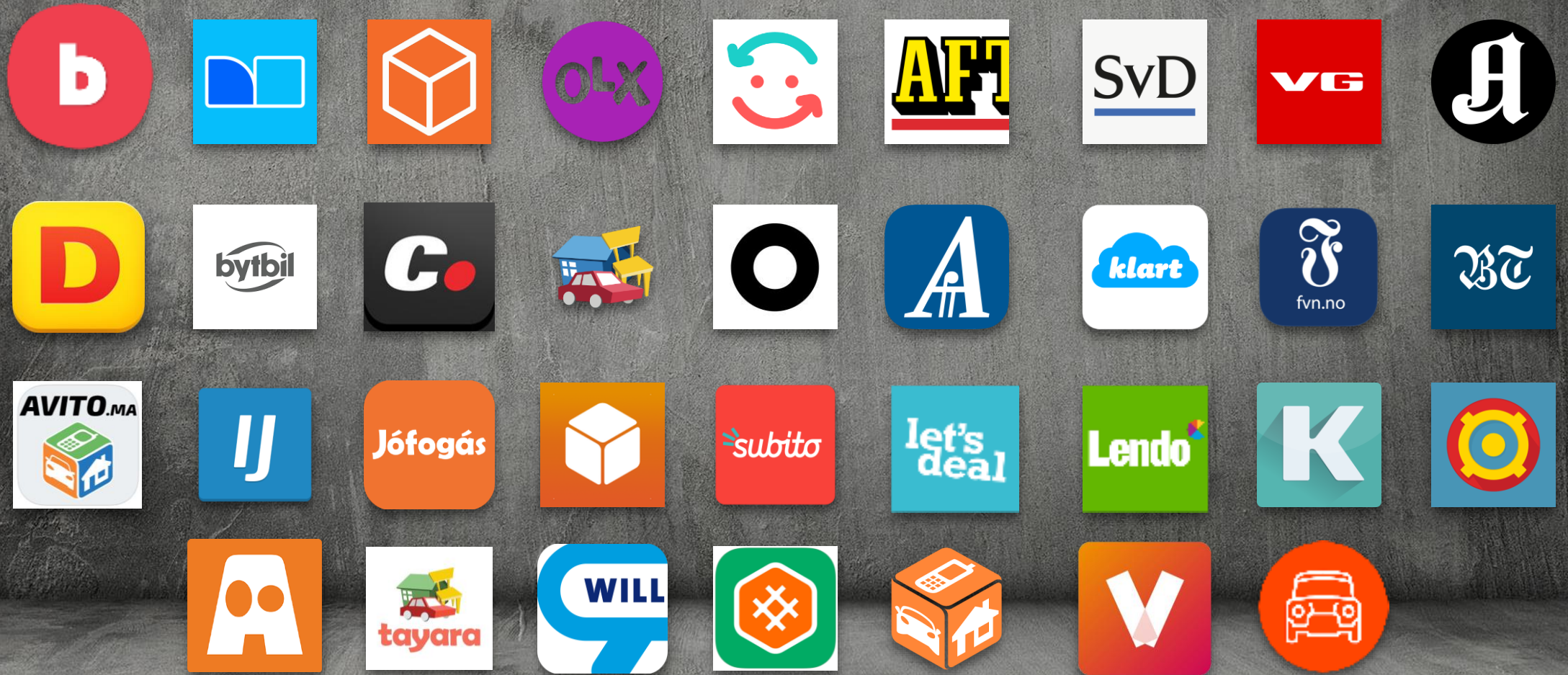
Investment phase markets



Digital ad spend growth 2016-2020 (CAGR) (source: eMarketer)



STRONG LOCAL BRANDS GLOBALLY



Competitors are increasingly global –

amedia



ebay™

BONNIER



LinkedIn



airbnb



UBER

THE
HUFFINGTON
POST

wallapop

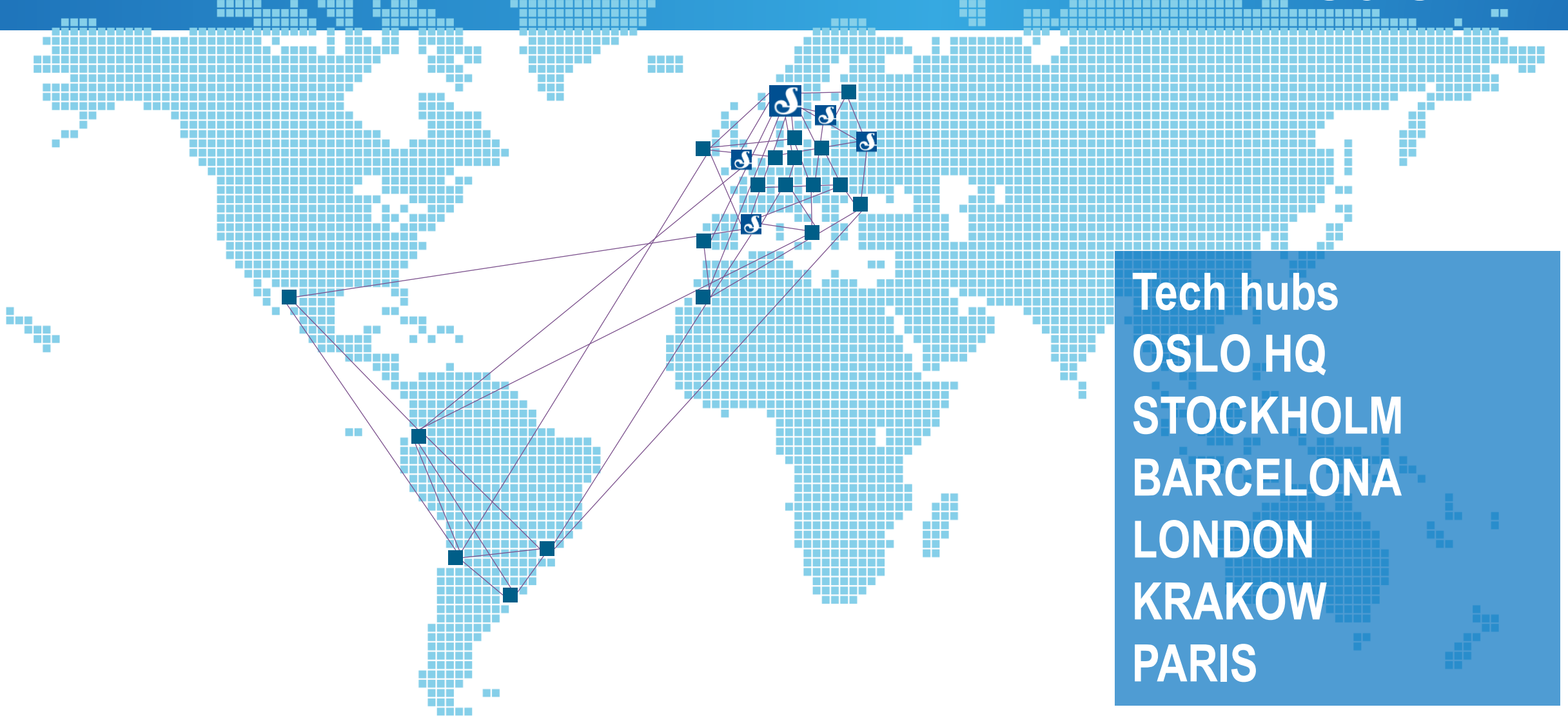
facebook

Google



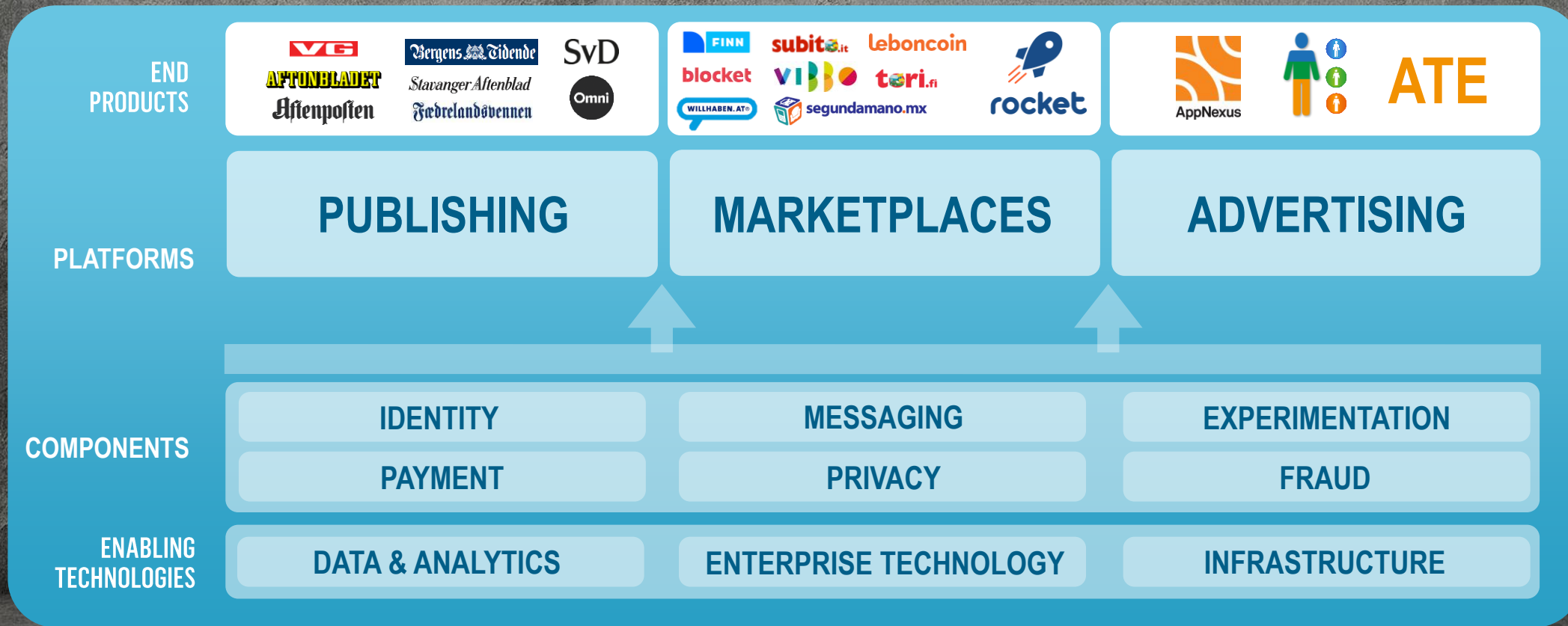
Competitors are increasingly global –

Schibsted's Product & Tech development increasingly global



Tech hubs
OSLO HQ
STOCKHOLM
BARCELONA
LONDON
KRAKOW
PARIS

BUILDING GLOBAL PRODUCT AND TECH PLATFORMS

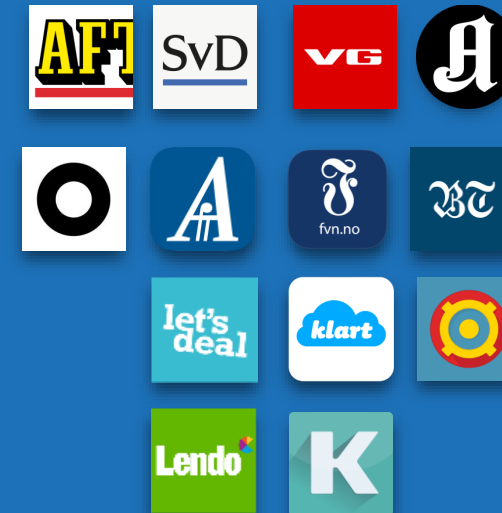


CLEAR STRATEGIC TARGETS

GLOBAL LEADER IN ONLINE CLASSIFIEDS

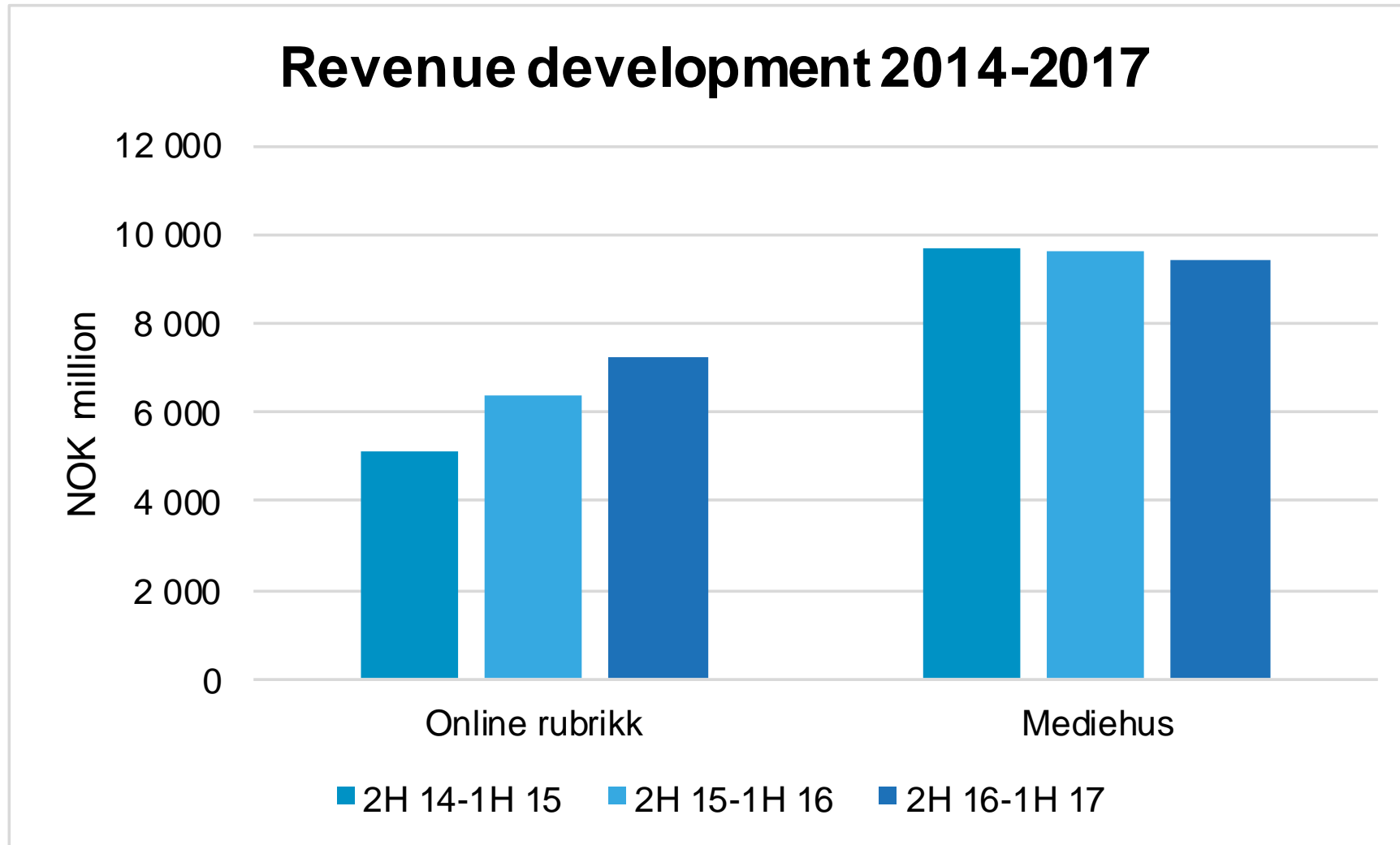


WORLD CLASS DIGITAL MEDIA & SERVICES

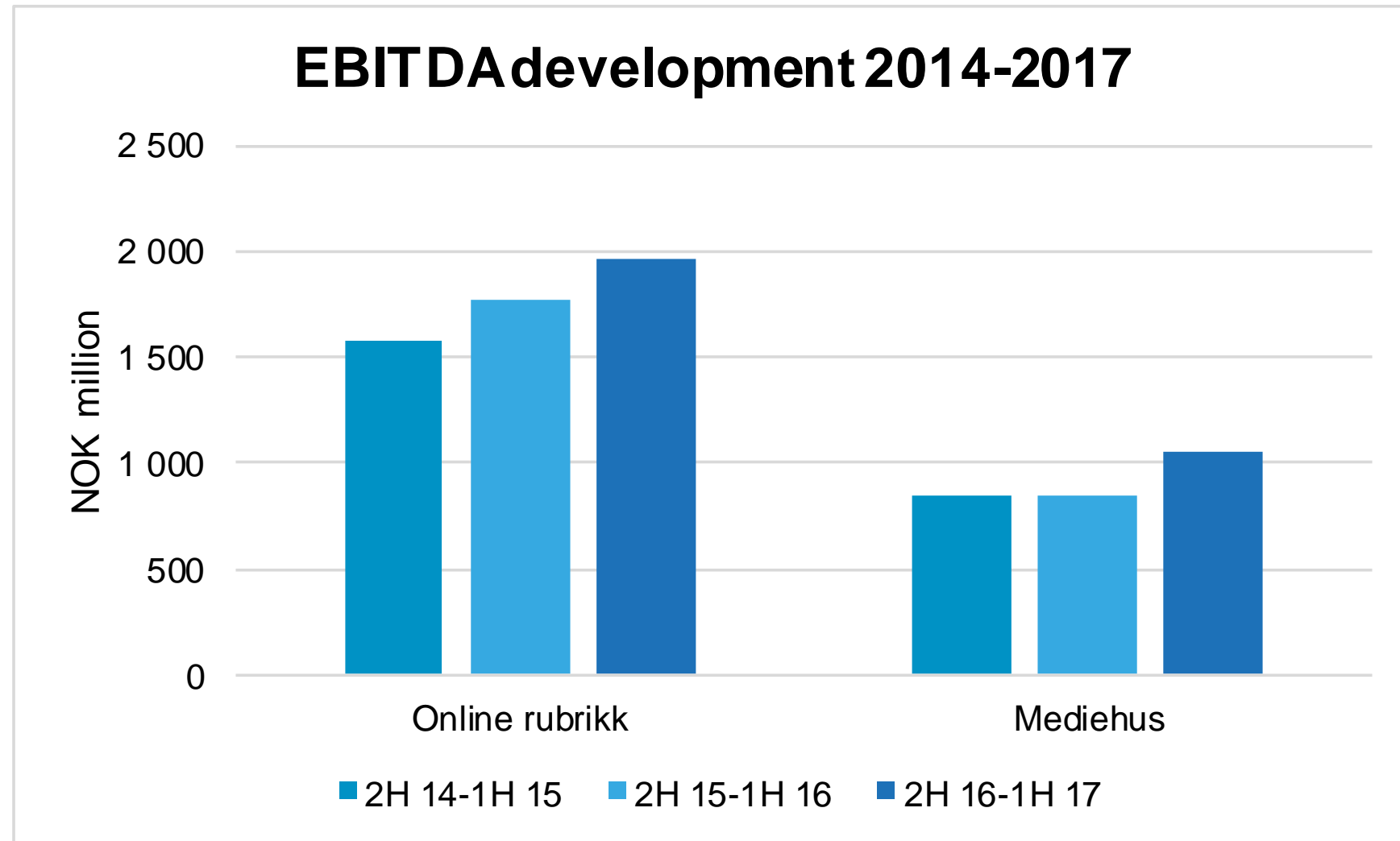


INVESTMENTS IN DIGITAL PRODUCTS & TECHNOLOGY WILL
DRIVE GROWTH AND TRANSFORMATION

HOW ARE WE DOING? - STRONG ONLINE CLASSIFIEDS GROWTH – STABLE SITUATION IN MEDIA HOUSES



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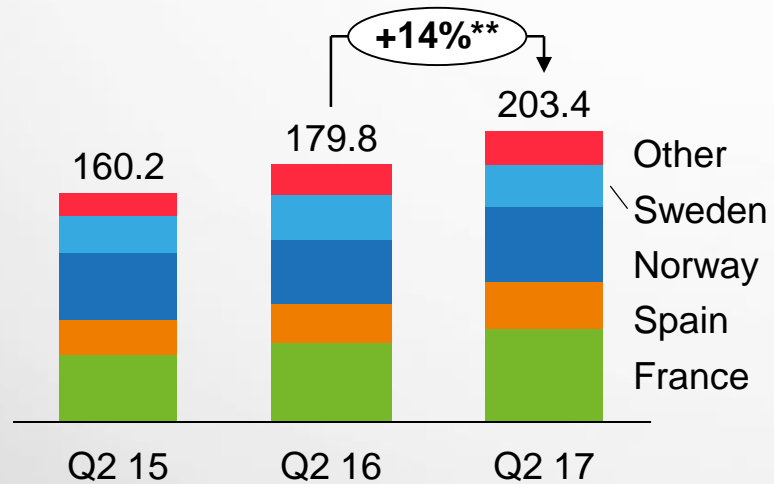


ONLINE CLASSIFIEDS

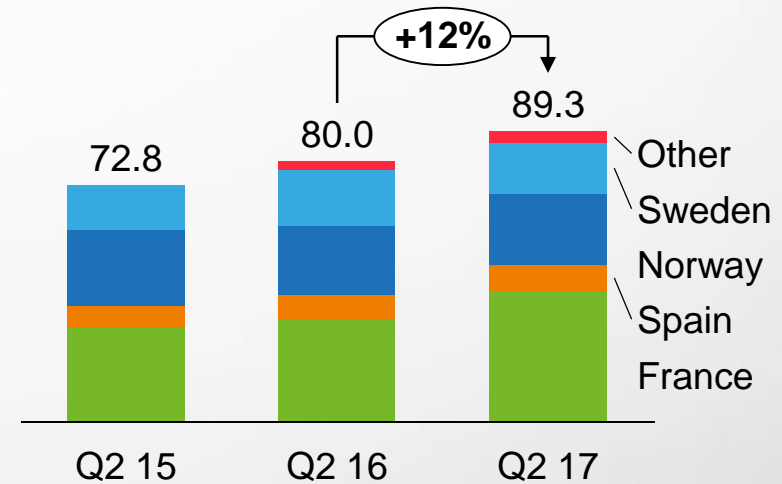
Balanced portfolio with revenue and EBITDA growth

Revenues* (EUR million)

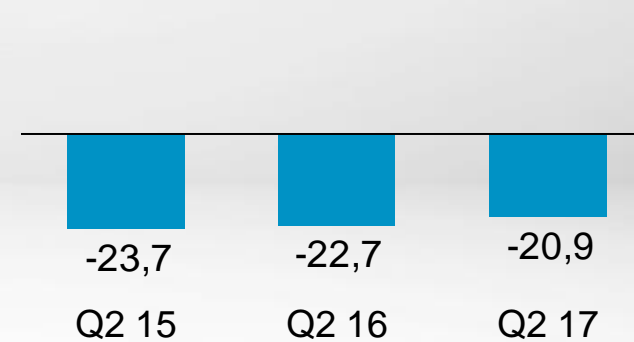
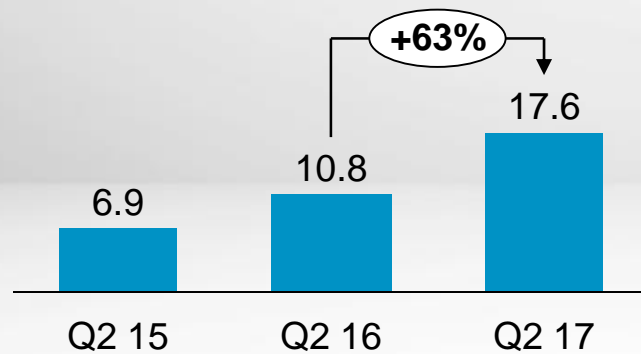
Developed
phase



EBITDA* (EUR million)



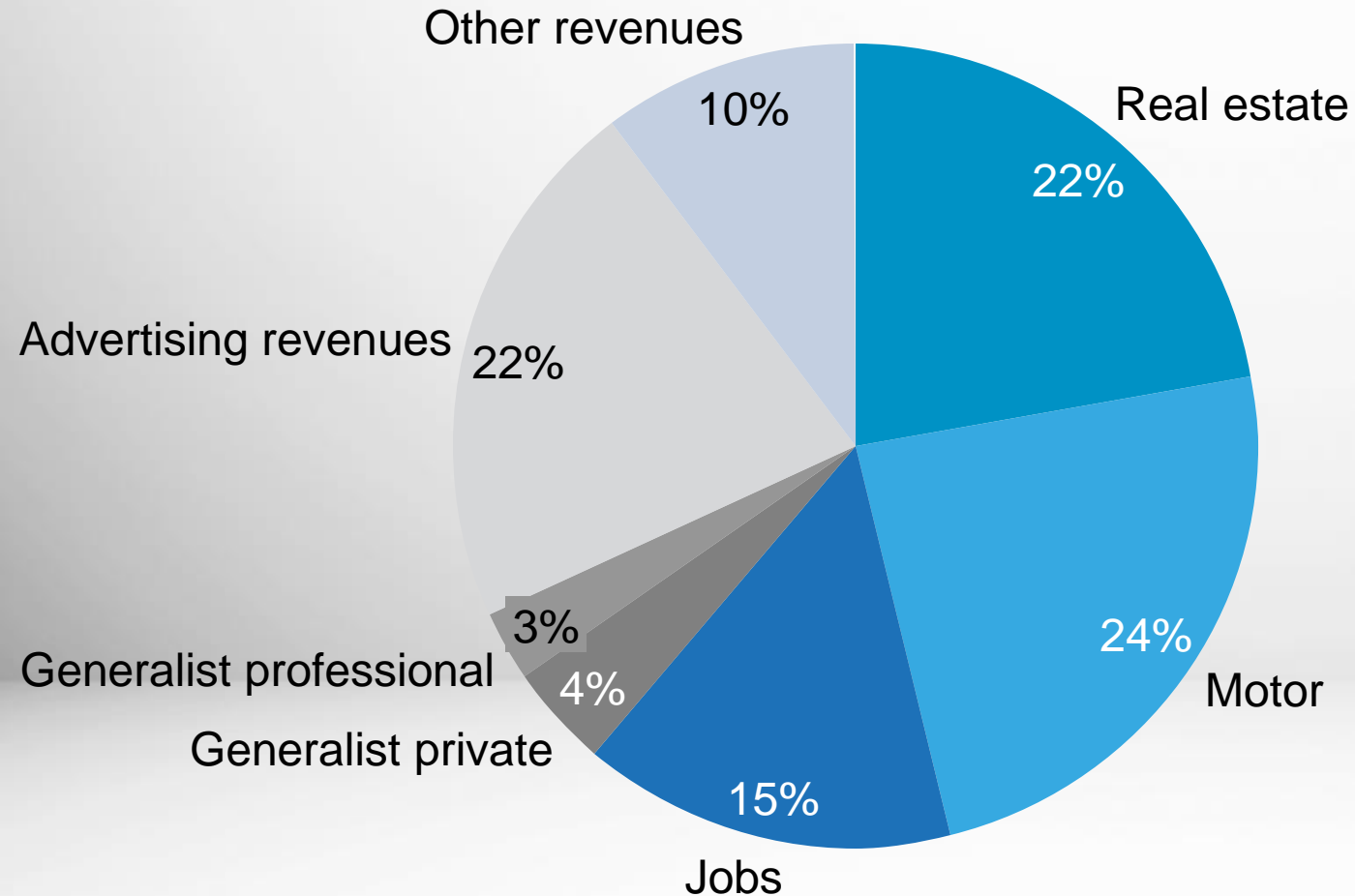
Investment
phase



*) Pro forma, including proportionate share of JVs and associates **) Adjusted for currency fluctuations.

Online classifieds verticals are the main growth drivers

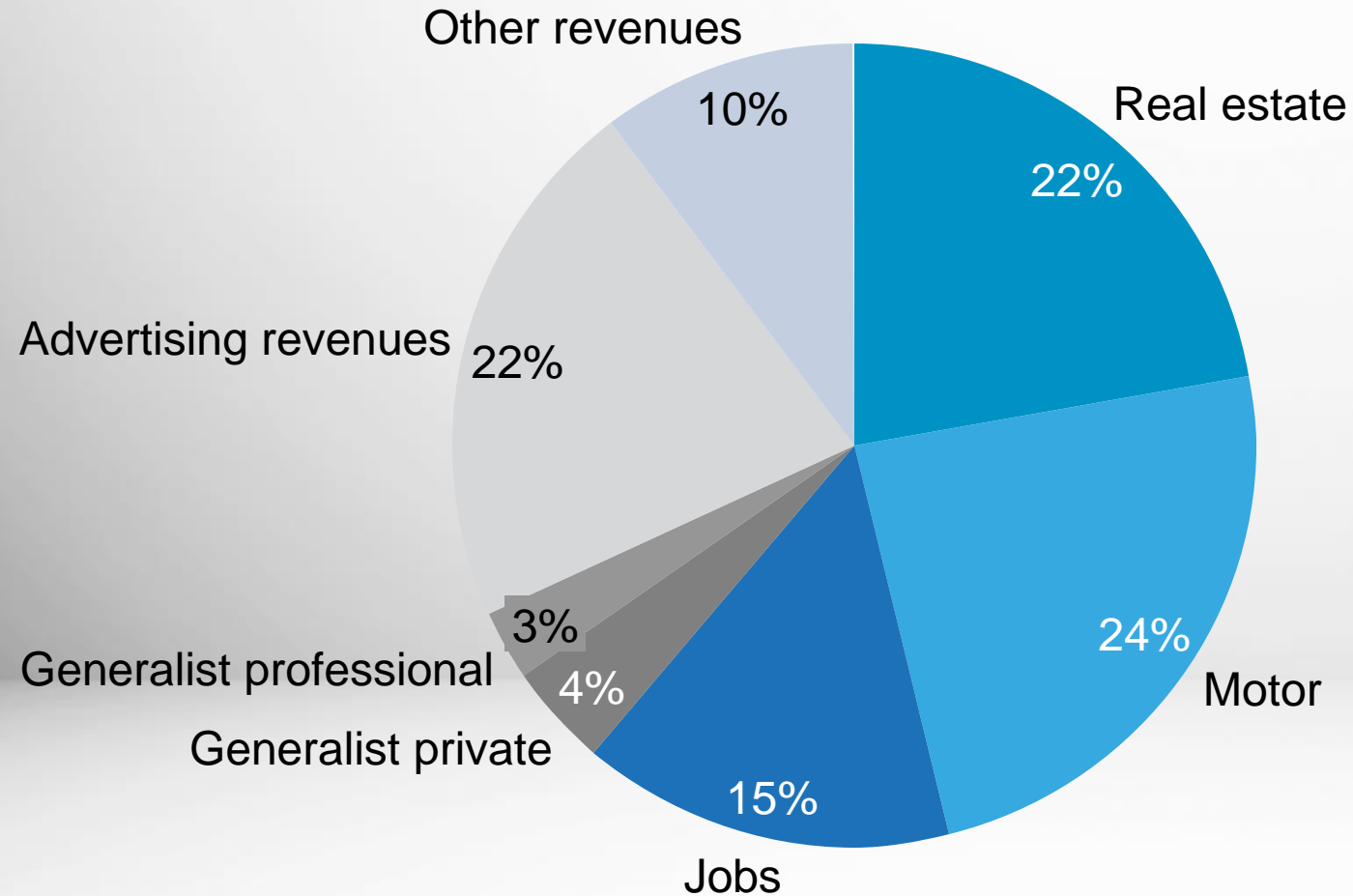
Revenue split, consolidated Online classifieds
First half 2017



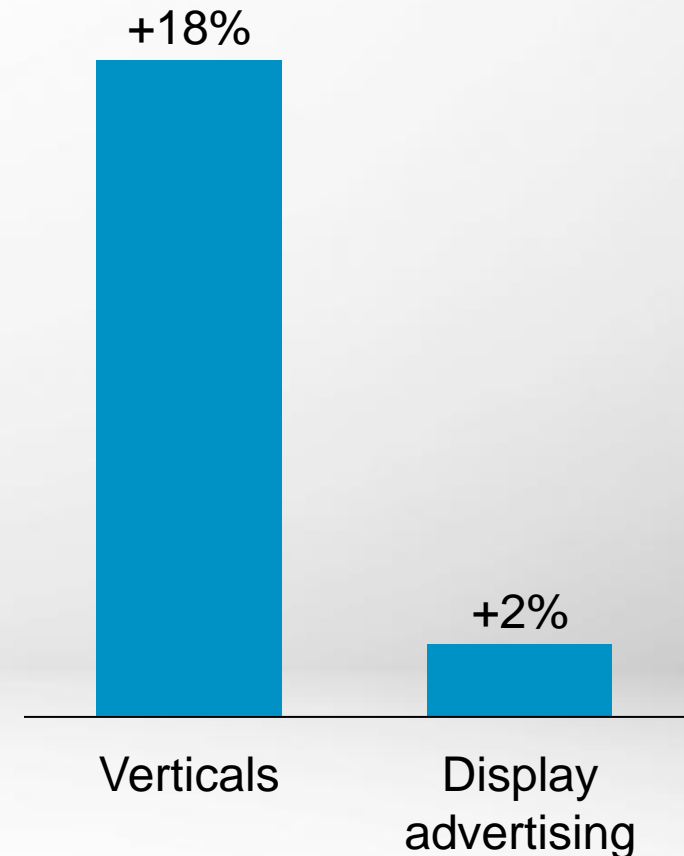
- Diversified mix of revenue drivers for verticals
 - Subscription fees
 - Visibility features
 - Single listings in certain markets
 - “Shops”
 - Tools

Online classifieds verticals are the main growth drivers

Revenue split, consolidated Online classifieds
First half 2017



Strong revenue growth in verticals
Growth rate Q2 2017 vs Q2 2016

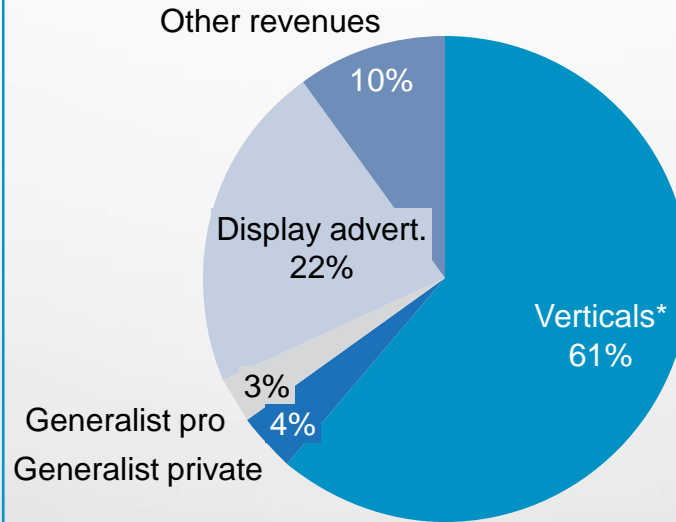


Well positioned for further growth

Strong brands, among leading websites in each local market*



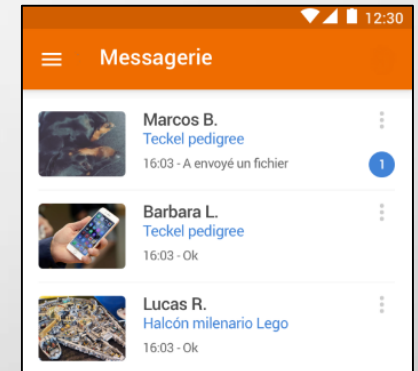
Professional verticals are the main revenue contributors



*) Verticals = Car, real estate, jobs

Minimizing friction and developing tools for pro verticals

- In-app messaging
- Payments
- Alerts
- Deliveries
- Security
- Dashboards
- Pricing tools

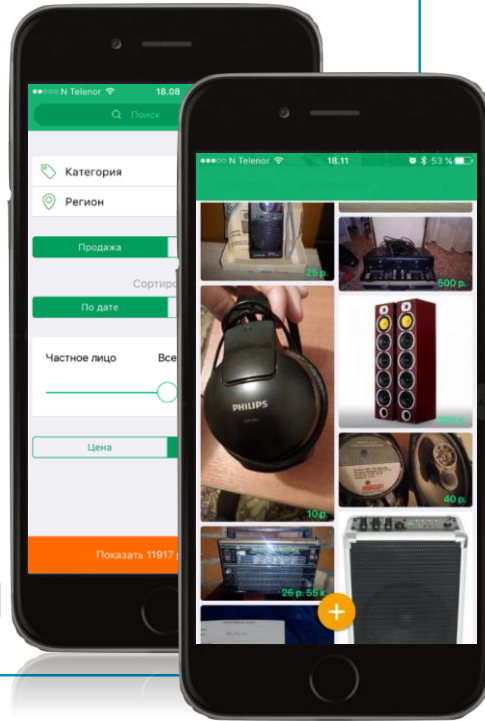


*) National Alexa rank among top 50 (selected): Leboncoin 7, Finn.no 7, Blocket.se 9, Subito.it 13, Milanuncios 25, Willhaben 8, Donedeal 17, OLX Brazil 18, Jofogas.hu 8, Tori.fi 15, Yapo.cl 14

Pushing product development in online classifieds

Next generation online classifieds platform

- Mobile first online classifieds platform
- Enabling quicker future innovation
- Goal: Best-in-class generalist marketplace with state of the art user interface
- Launched in small, early stage market. Roll out in larger markets to come when the technology is refined

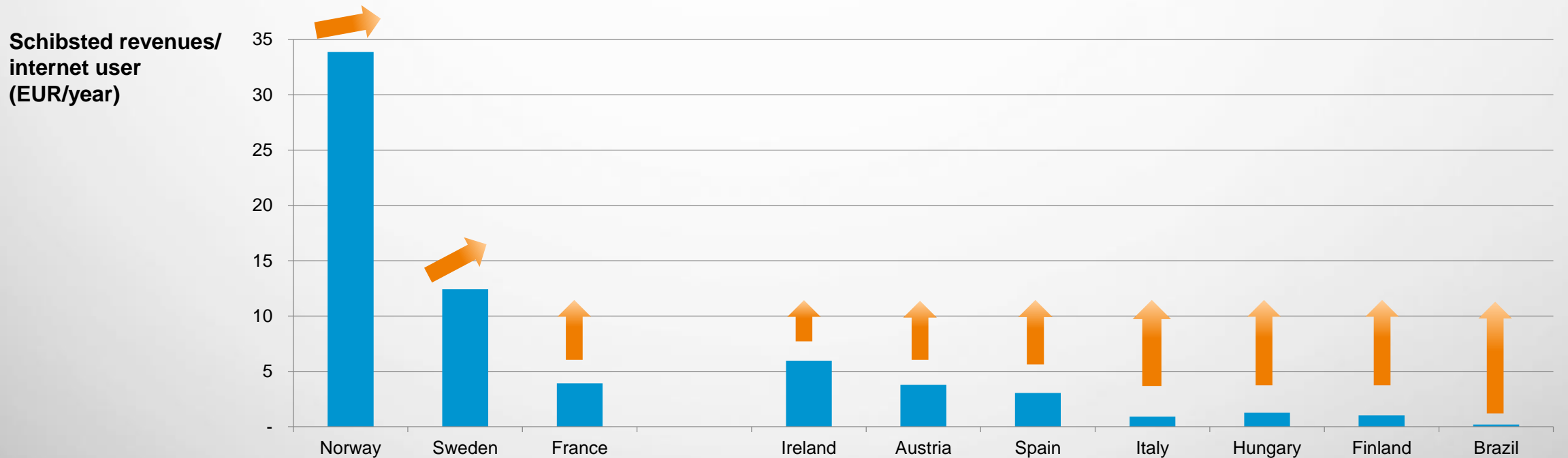


Focus on tools for verticals to drive monetization

- Strong positions in verticals in many markets – focus on product development to leverage this
- Targeting (“Blink”)
- Ad performance dashboards
- Pricing tools



Well positioned in many large markets – but still low monetization outside Scandinavia



| | | | | | | | | | | |
|-----------------------|------|------|-----|--------|------------|-----|----------|----------|----------|----------|
| Market Position: | #1 | #1 | #1 | #1 | #1 | #1 | #1 | #1 | #1 | #1 |
| Population (mm): | 5 | 10 | 67 | 6 | 9 | 47 | 61 | 10 | 5 | 208 |
| Current Monetization: | High | High | Low | Medium | Low/Medium | Low | Very low | Very low | Very low | Very low |

External benchmark:

UK: Rightmove+Zoopla+Auto Trader EUR 13.50 | Russia: Avito EUR 1.70

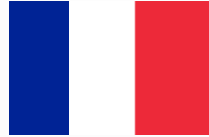
Leading generalist and vertical positions – climbing the monetization ladder



Norway



Sweden



France



Spain



Italy



Austria



Ireland



Hungary



Gen.
Goods

1

1

1

1

1

1

1

1



Cars

1

1

1

1

1

1

1

1



Real
Estate

1

2

1

1

3

1

1

1



Jobs

1

1

3

1

2

2

N/A

2

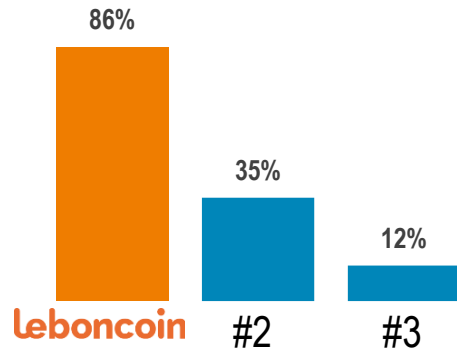
Source: TNS, KIA Index, Mediametrie, Comscore, unique monthly visitors

Large opportunity in France; Leboncoin's leadership has been reinforced on all aspects: Customer penetration, ad coverage and traffic

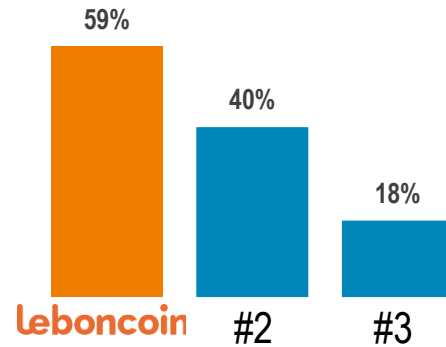
Clear market leader in cars



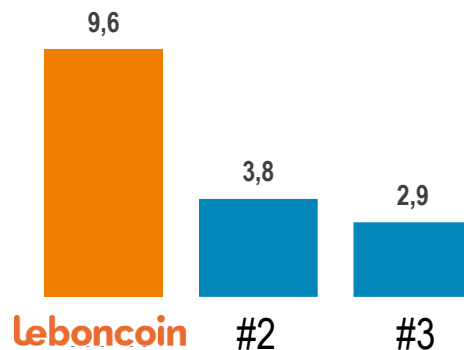
Market share dealers



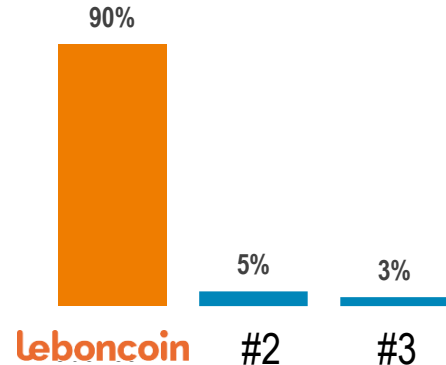
Market share pro ads



Traffic (million UV/month)



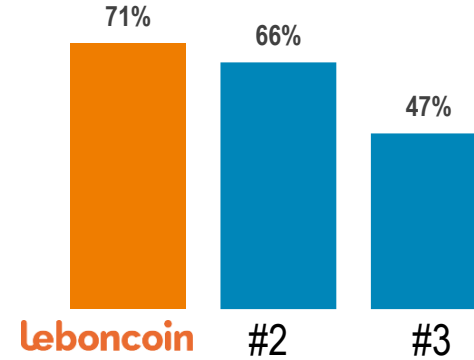
Market share private ads



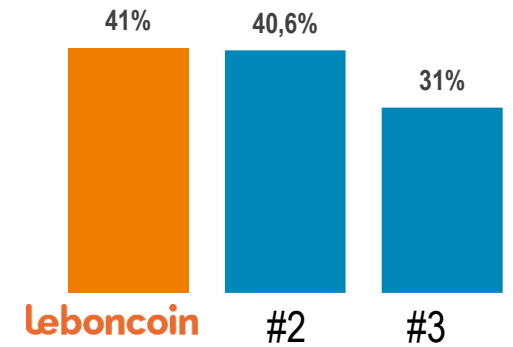
Traffic and ad volume leadership in real estate



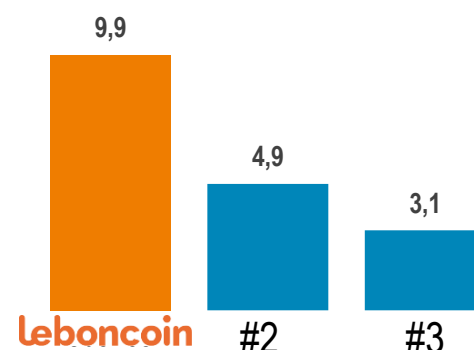
Market share agents



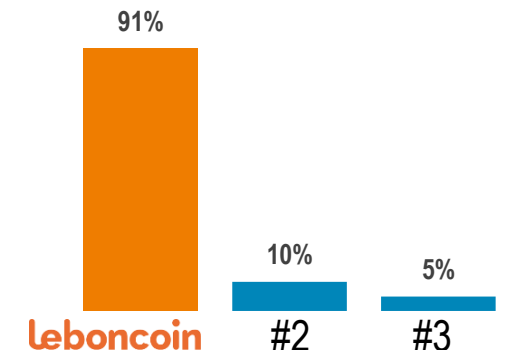
Market share pro ads



Traffic (million UV/month)



Market share private ads





MEDIAHOUSES

Strong journalist achievements – supported by innovations in product & tech

“#DearMark: How Aftenposten Stood Up Against Facebook” – Best in Show, INMA Global Media Awards¹



In total 4 Gold and 2 Silver awards to Schibsted – including «**Best Use of Data Analytics**» and “**Best New Corporate Innovation Initiative**”, both supported by Schibsted Product and Technology

Glassjenta –
“The Norwegian Journalistic Award²”

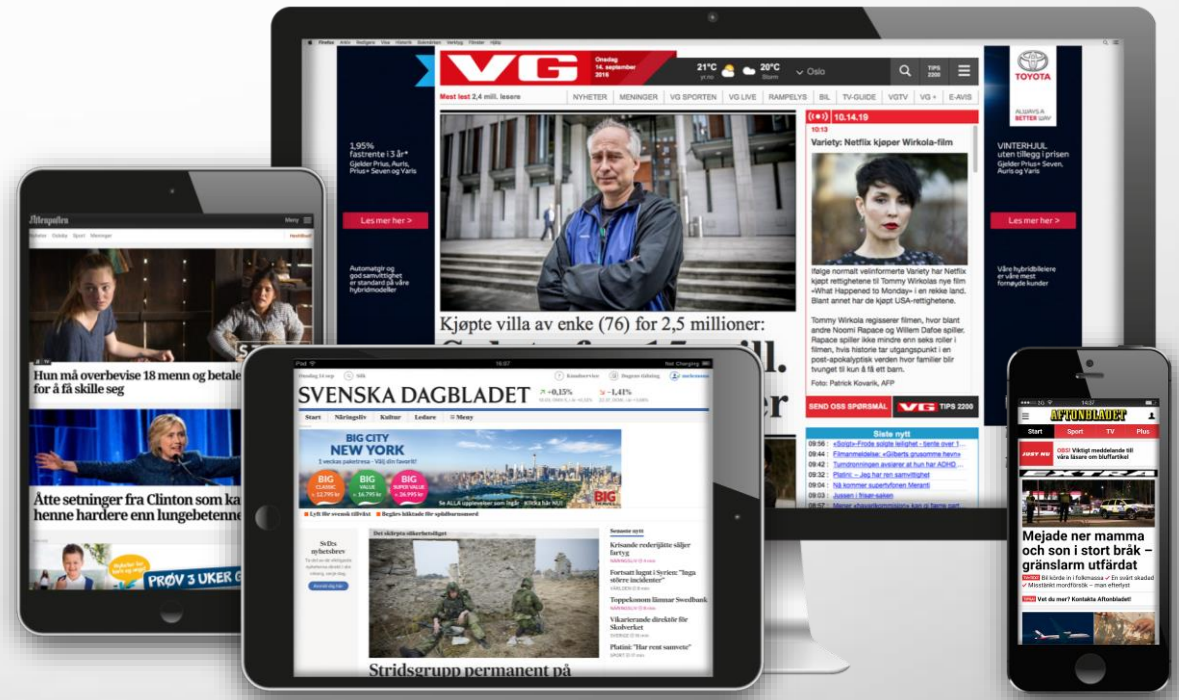
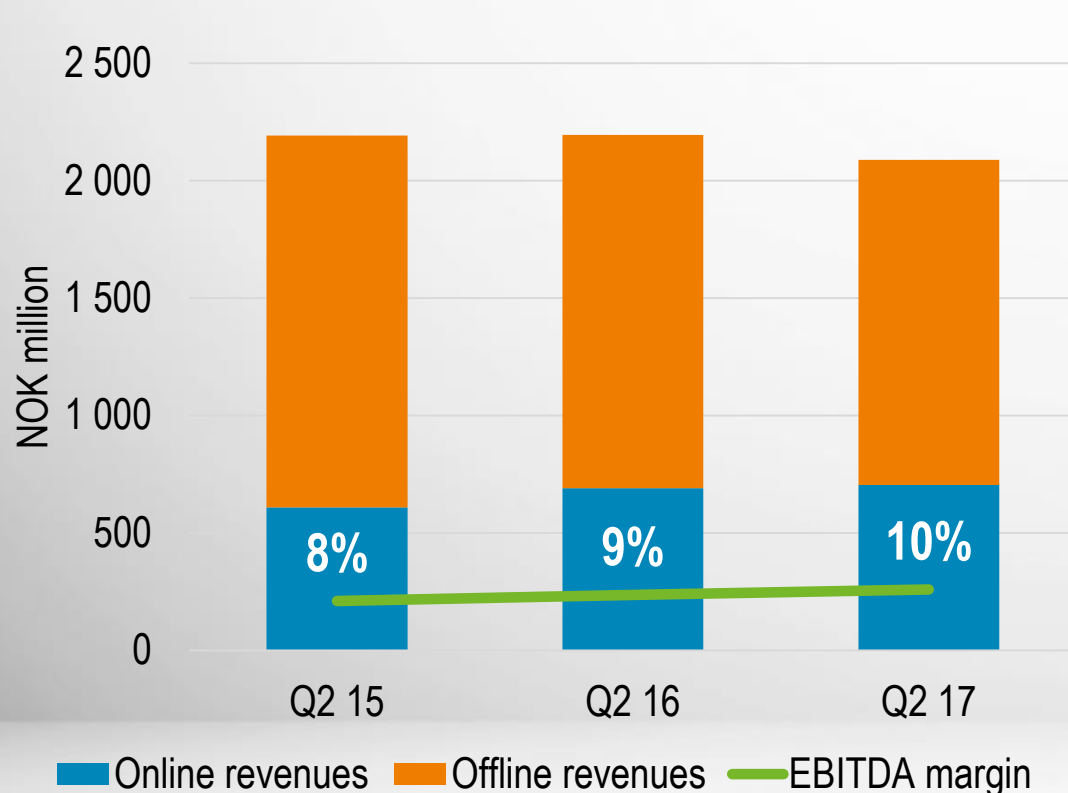


1) INMA = International News Media Association (INMA). 2) Den Store Journalistprisen

Digital development and tight cost control in Scandinavian publishing operations

Publishing operations Scandinavia

Revenues and EBITDA (NOK million)

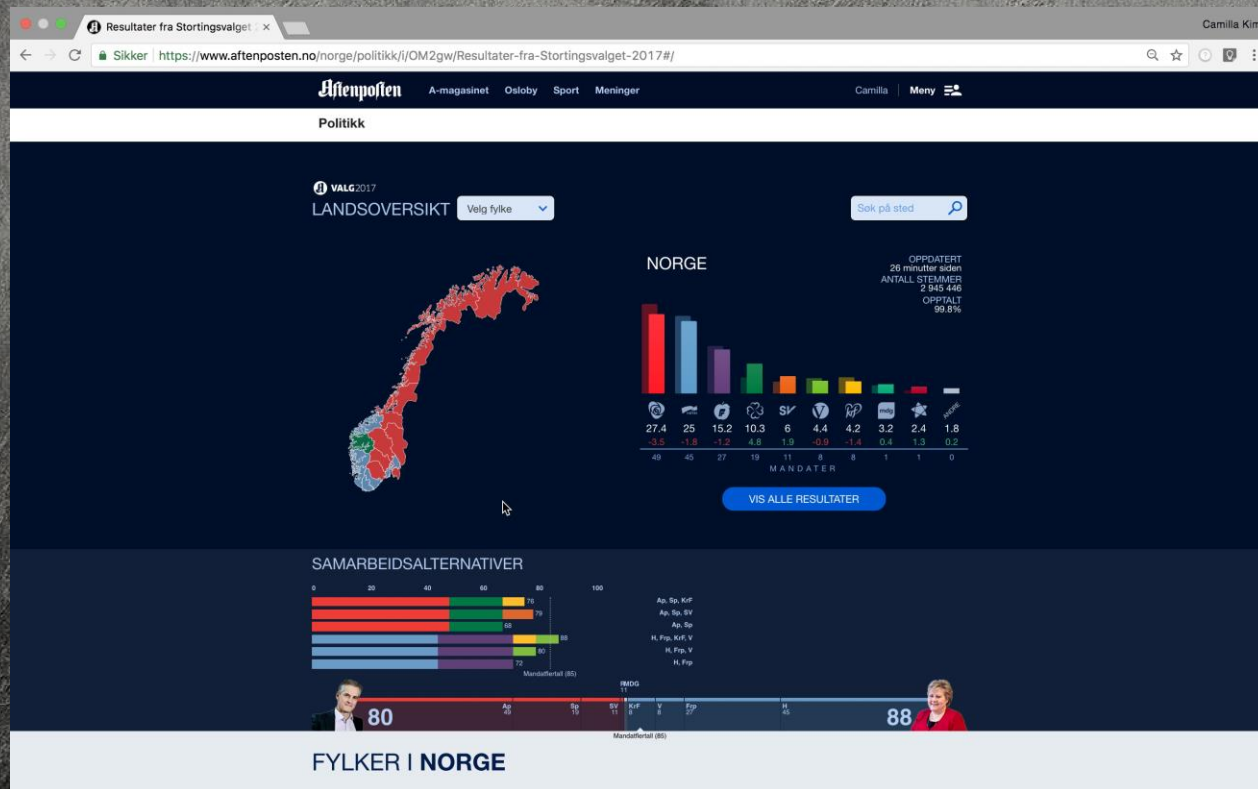


Figures include Media House Norway and Media House Sweden excluding Schibsted Growth.

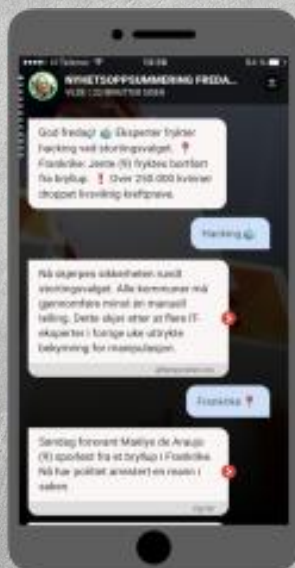
VIDEO IS BREAKING NEWS



SOPHISTICATED COVERAGE OF ELECTIONS



NEXT GENERATION NEWS APPS



VG NEXT



BUSINESS VERTICALS

KEY TAKE-AWAYS

- A Global leader in attractive online segments
- Market leading positions in segments with significant long term revenue growth potential
- Strong multi-local execution, leveraging global scale
- Investing in technology and digital product development

THANK YOU!

