



DEN STORE AKSJEKVOLDEN, OSLO

Trond Berger, EVP CFO, 20 NOVEMBER 2017



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 IN BRIEF

- NOK 16.5bn¹ revenues
- NOK 2,412m¹ EBITDA
- 7,300 employees
- 22 countries with 1.2bn people
- 30m+ daily users
- #1 Online News destination in Norway and Sweden
- #1 in General Classifieds in 18 markets
- On the OBX index in Oslo, Market Cap NOK 53bn

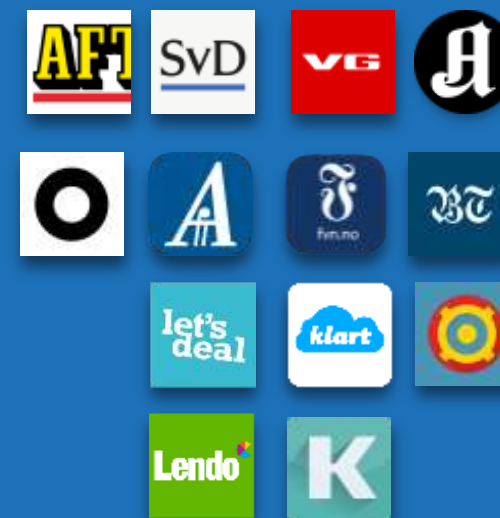


CLEAR STRATEGIC TARGETS

GLOBAL LEADER IN ONLINE CLASSIFIEDS



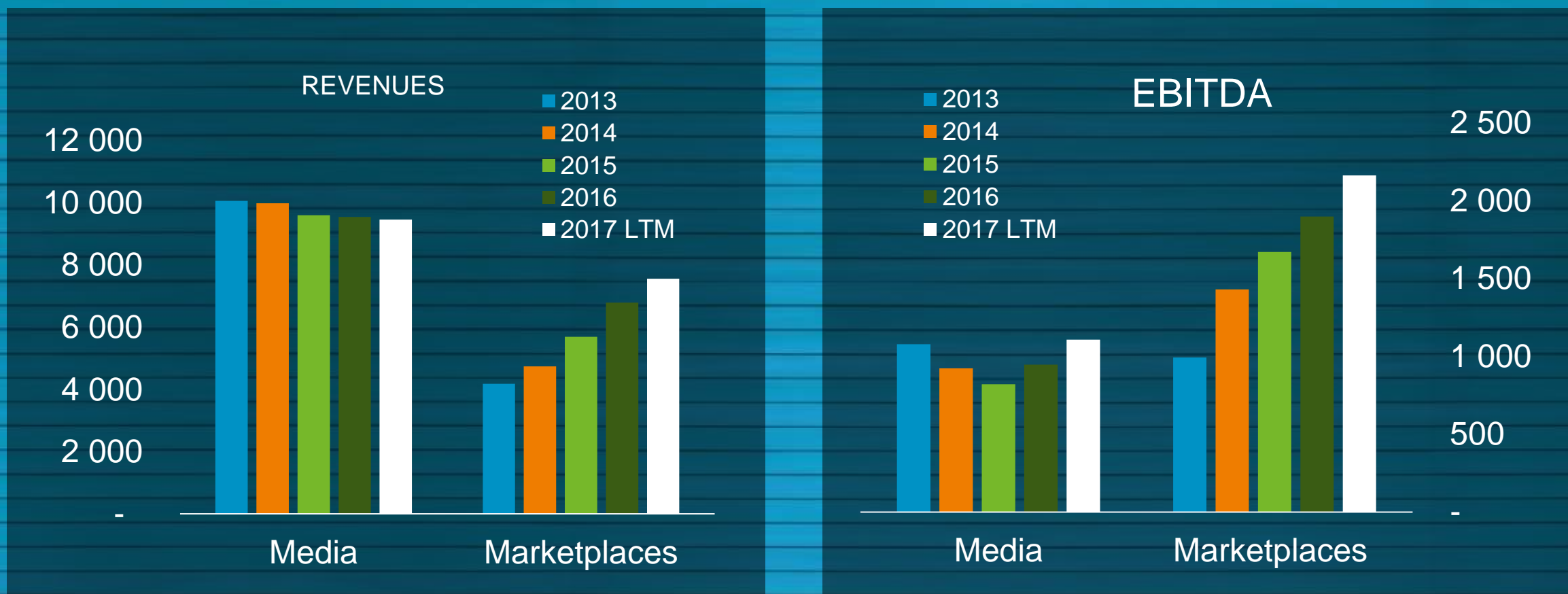
WORLD CLASS DIGITAL MEDIA & SERVICES



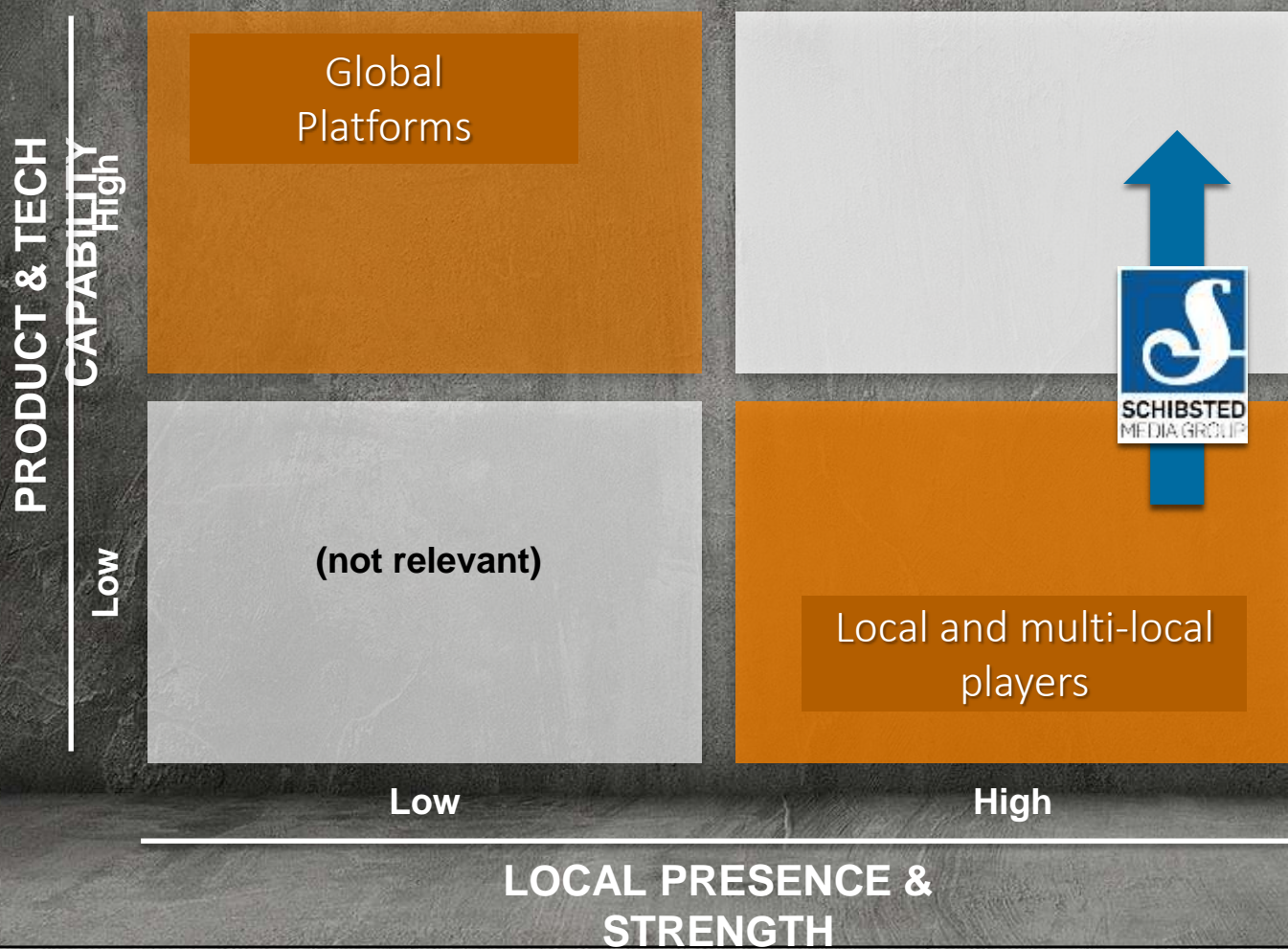
INVESTMENTS IN DIGITAL PRODUCTS & TECHNOLOGY WILL
DRIVE GROWTH AND TRANSFORMATION

DELIVERING ACCORDING TO PLAN

Steady growth in Online classifieds, managing structural change in Media houses



WE ARE LEVERAGING OUR UNIQUE MARKET POSITIONING...

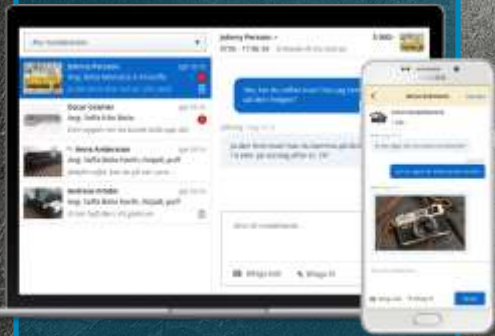


MORE LOCAL
THAN THE GLOBAL
MORE GLOBAL

...AND UTILIZING OUR GLOBAL SCALE IN PRODUCT AND TECH DEVELOPMENT

Selected examples:

MESSAGING



TARGETED ADVERTISING



SHARED NEWS PLATFORM



TOOLS FOR PROFESSIONAL CUSTOMERS





ONLINE CLASSIFIEDS

WE HAVE LEADING POSITIONS ACROSS KEY MARKETS AND VERTICALS – “FINN.NO IN A RANGE OF MARKETS”



FRANCE



NORWAY



SWEDEN



SPAIN



ITALY



AUSTRIA



IRELAND



HUNGAR
Y



GEN.
GOODS

1

1

1

1

1

1

1

1



CARS

1

1

1

1

1

1

1

1



REAL
ESTATE

1

1

2

1

4

1

1

1



JOBS

3

1

1

1

2

2

N/A

2

Source: Mediametrie, Comscore – competitive positions based on traffic. Spain: SCM Spain aggregated position

WE ALSO HAVE LEADING POSITIONS IN OUR INVESTMENT PHASE MARKETS...

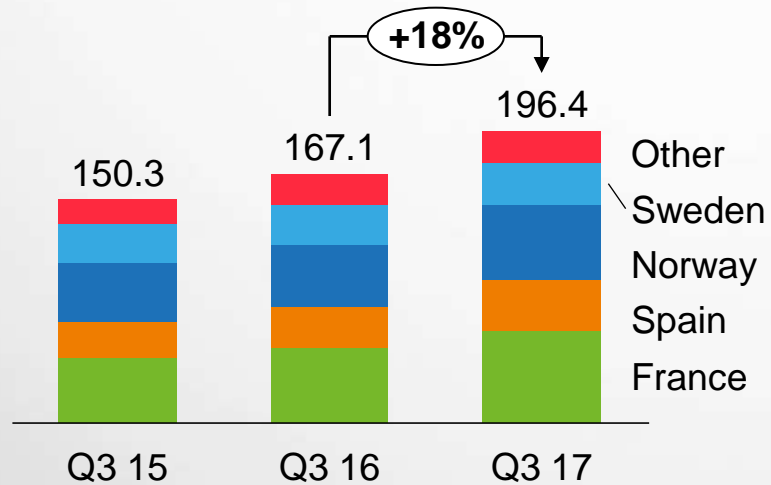
	 BRAZIL	 MEXICO	 CHILE	 MOROCCO
 GEN. GOODS	1	1	1	1
 CARS	1	1	1	1
 REAL ESTATE	1	1	1	1
 JOBS	1	N/A	1	1

Source: Comscore; Gemius; Similarweb – competitive positions based on traffic in selected markets

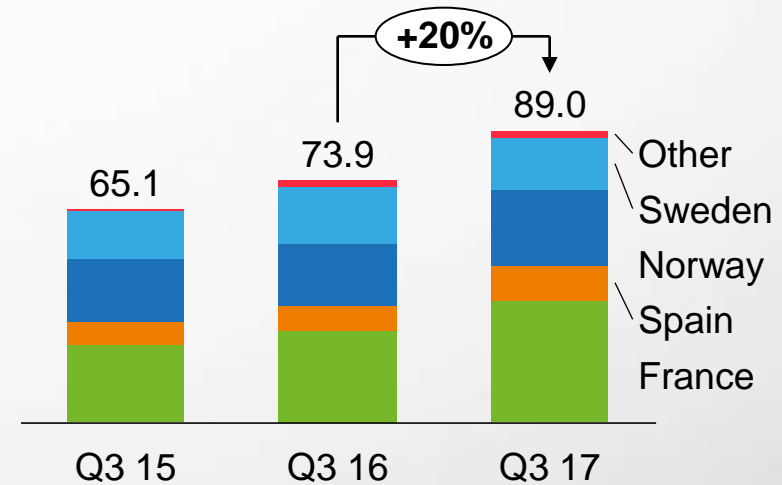
Balanced portfolio with revenue and EBITDA growth

Revenues* (EUR million)

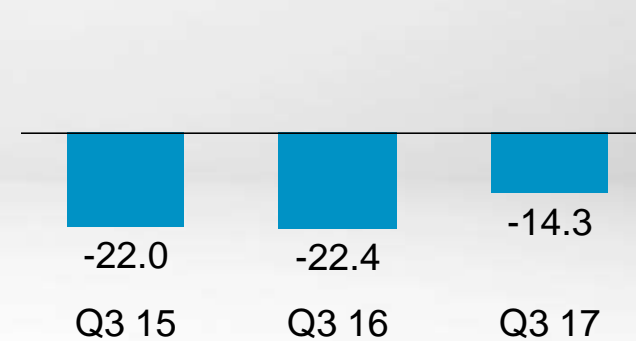
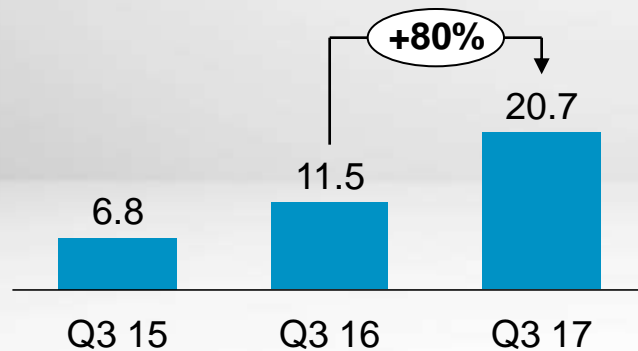
Developed
phase



EBITDA* (EUR million)



Investment
phase



*) Pro forma, including proportionate share of JVs and associates

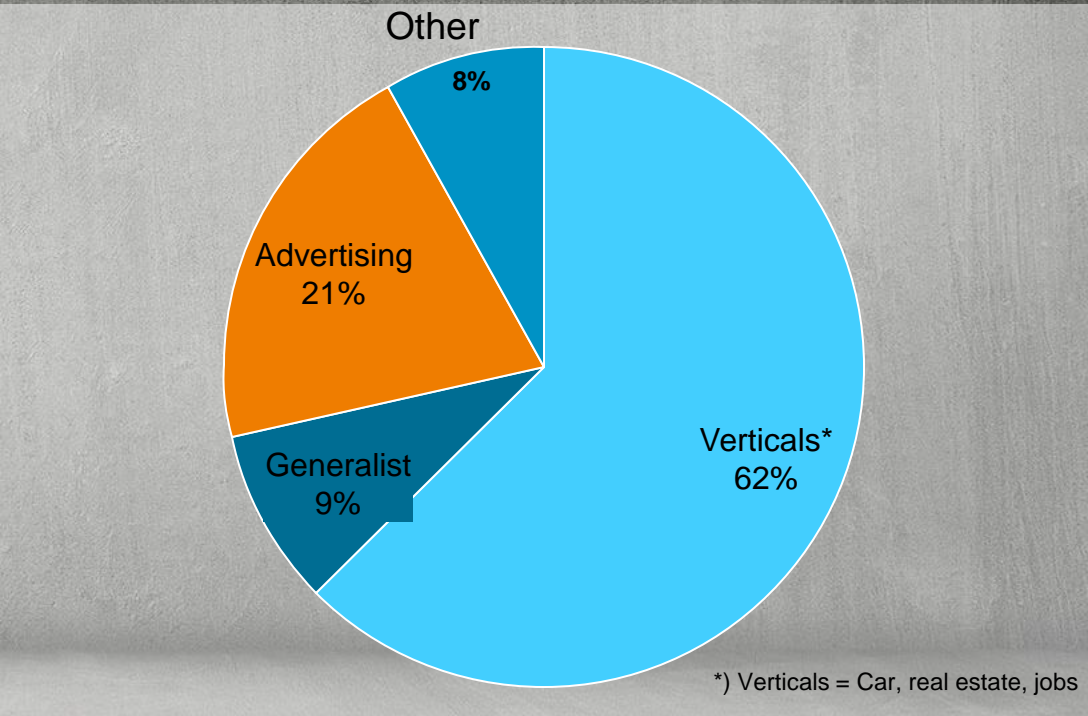


WE HAVE SIGNIFICANT MONETIZATION UPSIDE IN THE REAL ESTATE, CAR AND JOBS VERTICALS

WE HAVE LEADING POSITIONS IN TRAFFIC AND LISTING VOLUMES

Logos shown: FINN, subita, blocket, milanuncios, leboncoin, InfoJobs, WILLHABEN.AT, OLX

PROFESSIONAL VERTICALS ARE OUR MAIN REVENUE CONTRIBUTORS



FRANCE AND SPAIN HAVE SIGNIFICANT GROWTH POTENTIAL

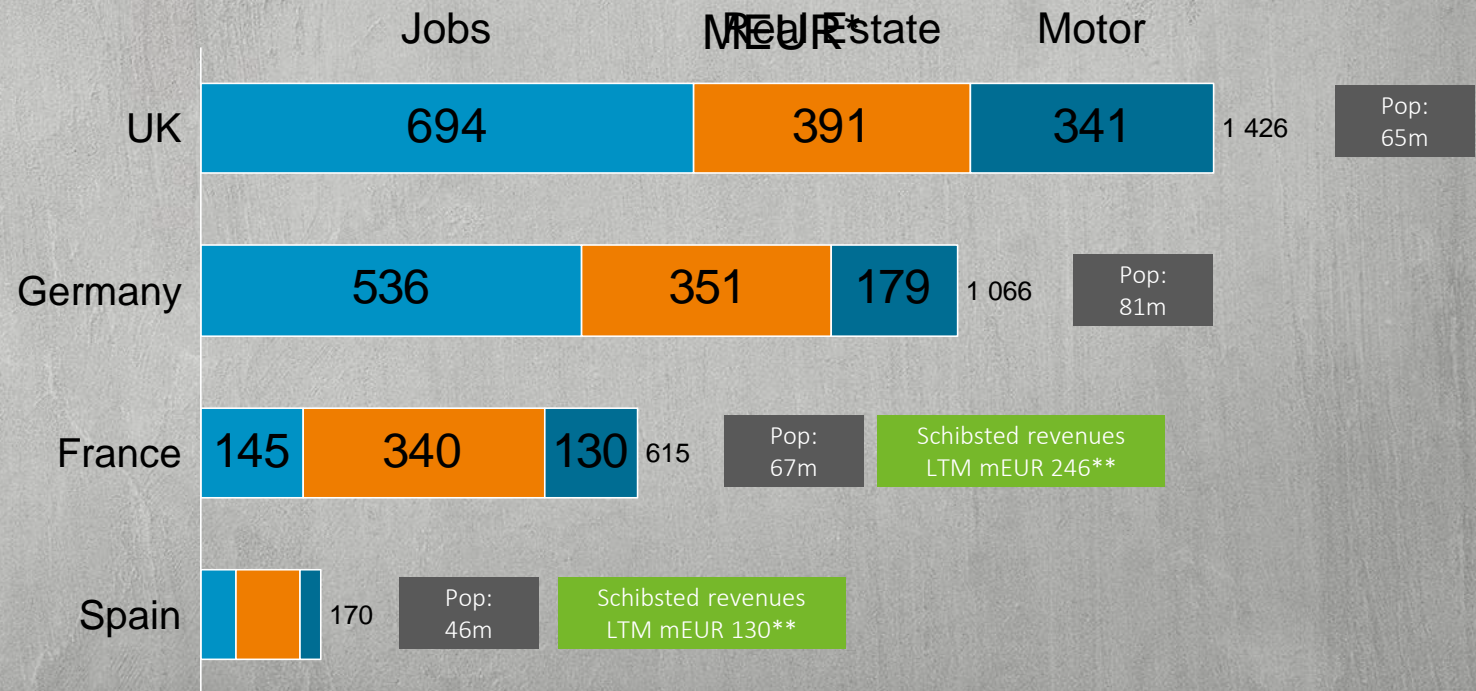
WELL POSITIONED FOR LONG TERM GROWTH

Growing ARPU in professional verticals

Increasing our market share

Take advantage of structural developments in the markets

ONLINE CLASSIFIEDS MARKET SIZE ESTIMATES



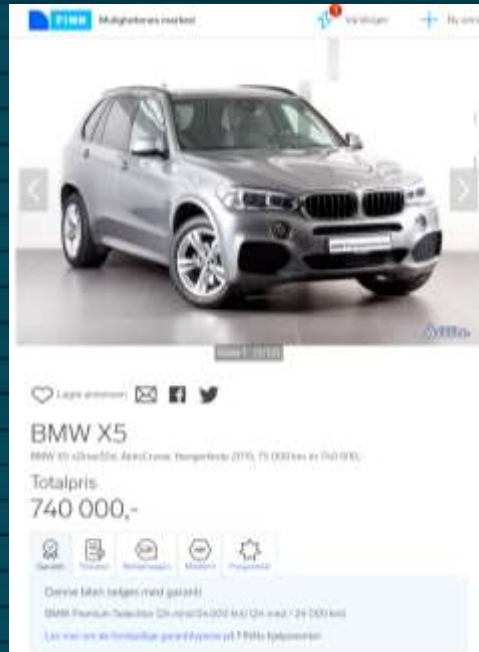
*) Excl. display; Management estimates. Germany: UBS - Scout24 initiation report (Feb17) UK: Real Estate: Exane report on Rightmove, March 17

***) Incl. online advertising for Schibsted sites

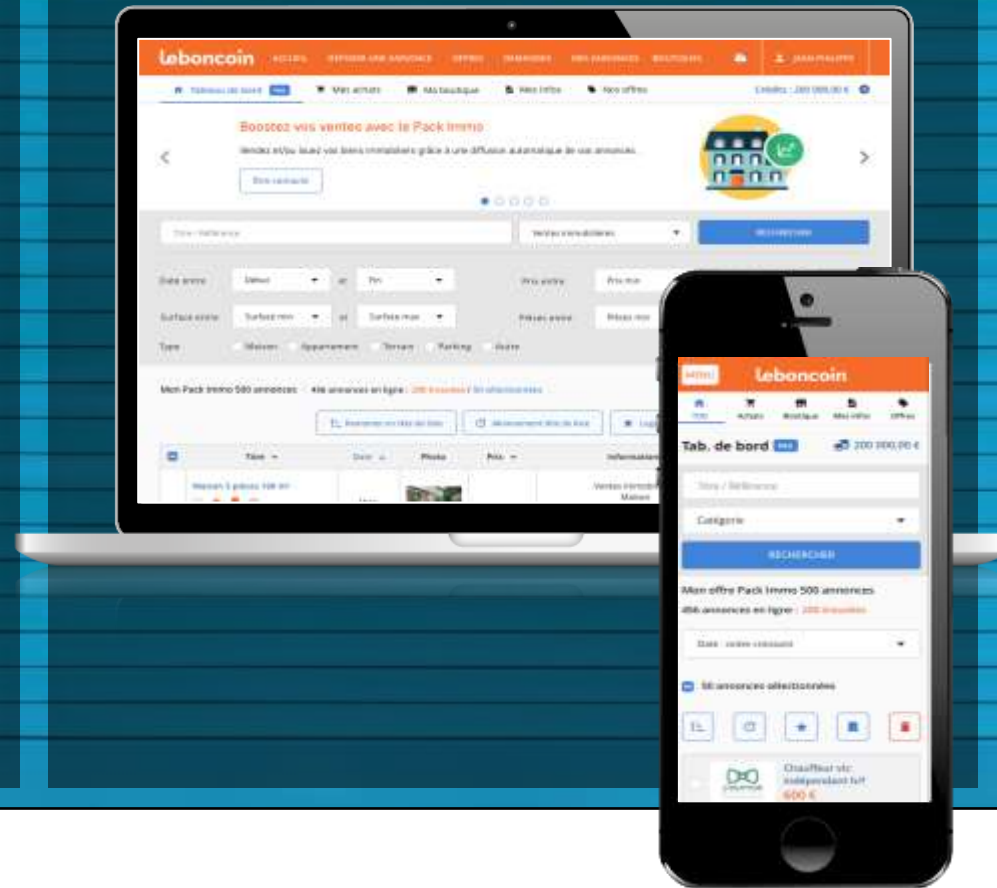
WE CONTINUE TO INVEST IN VERTICAL PRODUCTS AND IN TOOLS THAT SUPPORT THE EFFICIENCY OF OUR MARKETPLACES

Selected examples

New motor listings at Finn



Tools and dashboards for professional sellers



Valuation tool



- Tilstand
- Service
- Reklamasjon
- Garanti
- Bytterett
- Medlem
- Programbil

THE SECOND HAND EFFECT BENEFITS SOCIETY, USERS AND SCHIBSTED

POTENTIAL
POSITIVE EFFECT
EACH YEAR

16.3  MILLION TONS
GREENHOUSE GAS



1,440
FLIGHTS
AROUND
THE GLOBE

=



PRODUCTION OF
66
MILLION SOFAS

ATTRAC
TING
TALENT
ATTRAC
TING
USERS





MEDIAHOUSE

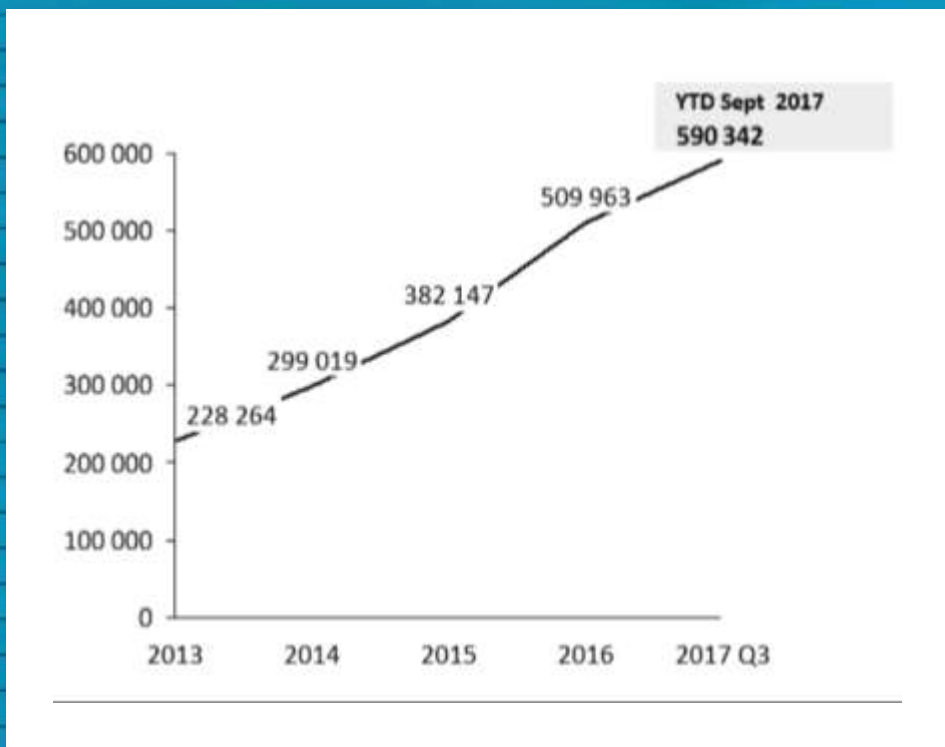
QUALITY JOURNALISM WITH SOCIETAL IMPACT



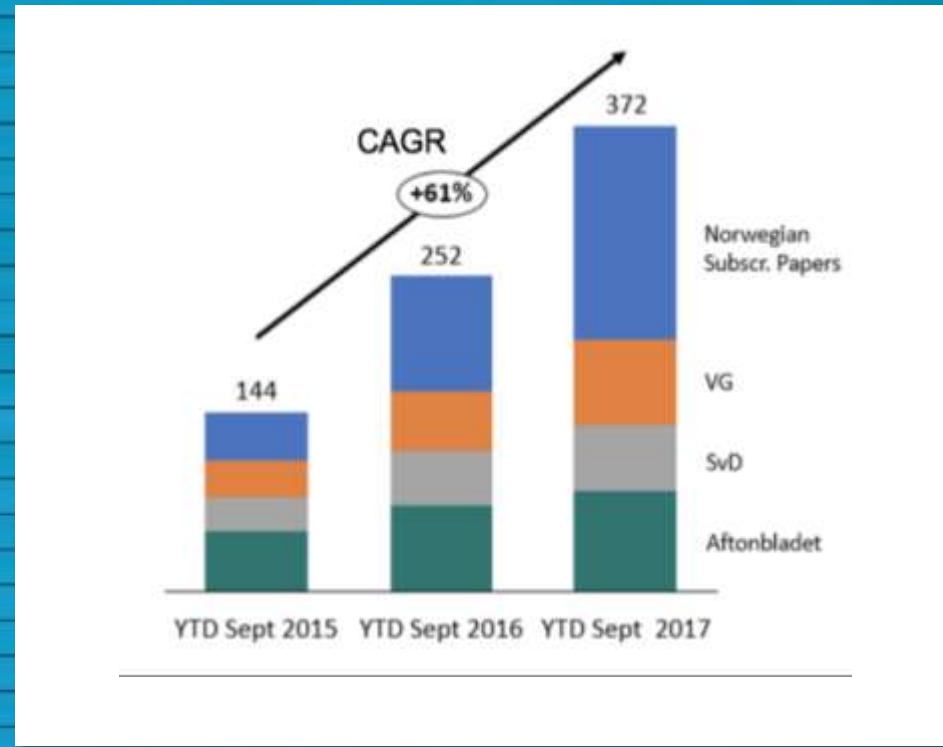
EXPLOSIVE GROWTH IN DIGITAL SUBSCRIBERS AND -REVENUES

491 MNOK / year*

Digital subscribers



Digital subscription revenues



NEXT GENERATION NEWS APPS – FOCUS ON VIDEO



VG NEXT



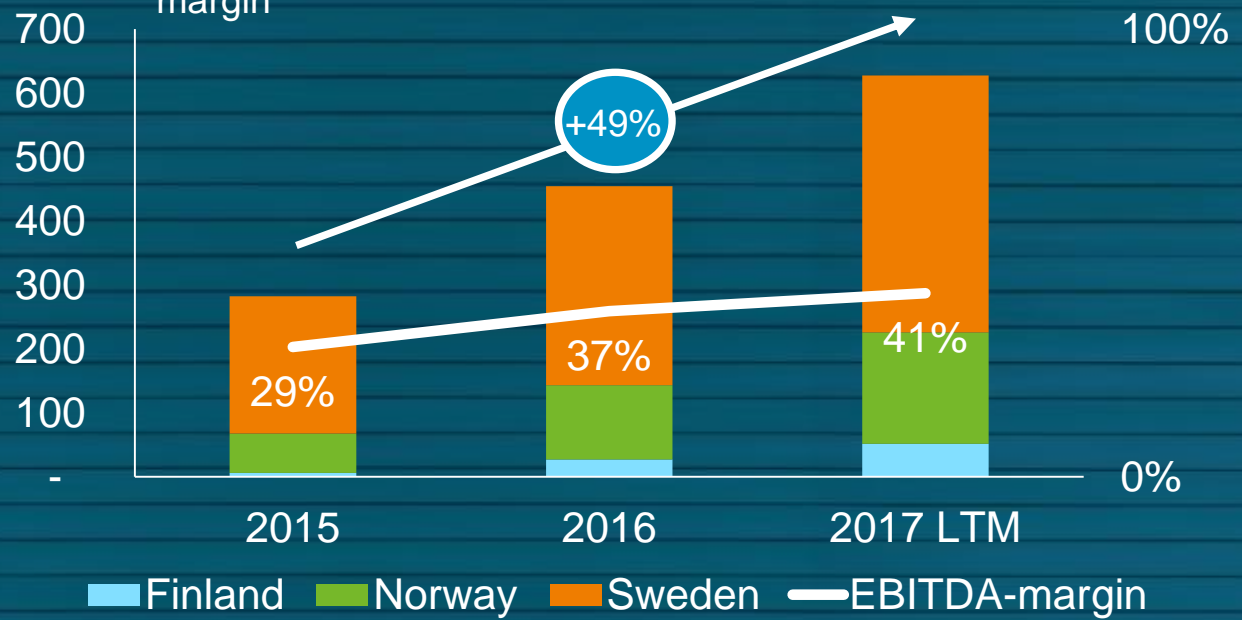
BUSINESS
VERTICALS

LENDOR. A SUCCESSFUL ENTRY TO FAST GROWING CONSUMER FINANCE MARKET



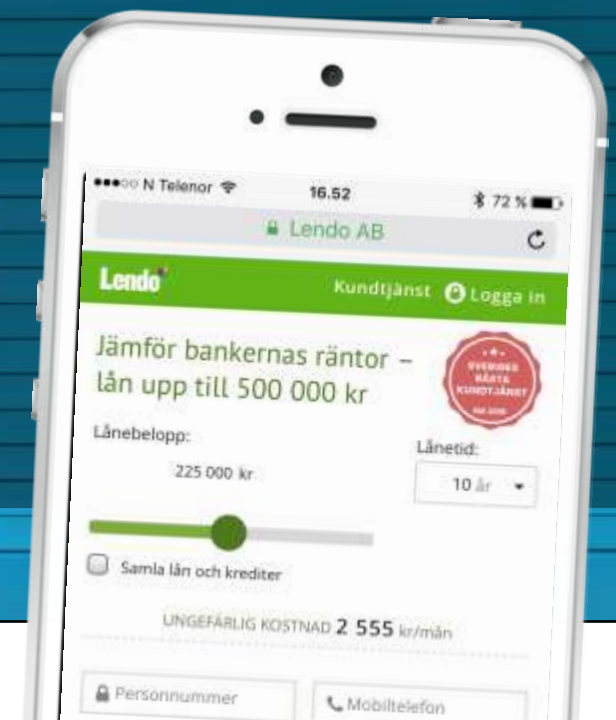
SOLID REVENUE GROWTH AND MARGIN EXPANSION

Revenues in NOK million and total EBITDA-margin



So far launched in the Nordics, scalable into additional markets

We have initiated a strategic review of personal finance including Lendo



Note: Lendo Norway is included in the numbers above, but formally reported as part of the Online classifieds Norway segment

WE CONTINUE TO HAVE AMBITIOUS TARGETS

TARGET AREA	COMMUNICATED AT INVESTOR DAY SEPTEMBER 2016	DELIVERED	
Online classifieds revenue growth	15-20% medium-long term	FY 2016 15%, Jan-Sep 2017 19%*	✓
Investment phase losses**	Reduced 2017 vs 2016	FY 2016 EUR 93.6m, Jan-Sep 2017 -10% Y/Y	✓
EBITDA margin VG/Aftonbladet	10-15%	FY 2016 14%, Jan-Sep 2017 16X%*	✓
EBITDA margin subscription papers Norway	0-10%	FY 2016 8%, Jan-Sep 2017 10%*	✓

Online classifieds revenue growth target medium to long term: 15-20% maintained

Further reduction in investment phase losses in 2018

*) Adjusted for currency ***) EBITDA losses including proportional share of UVs

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!

