



SCHIBSTED
MEDIA GROUP

Shaping
the media
of tomorrow.
Today.

SEB Nordic Conference

Trond Berger, CFO
Copenhagen 9 January 2014



Two strategic pillars

Online Classifieds



Media Houses



New Online Services

We aim to be the global number 1 in Online Classifieds

Seizing the digital growth opportunity in core markets

Powerful brands and digital platforms reaching ever more readers

Advanced data analytics

Customer insights

Payment services

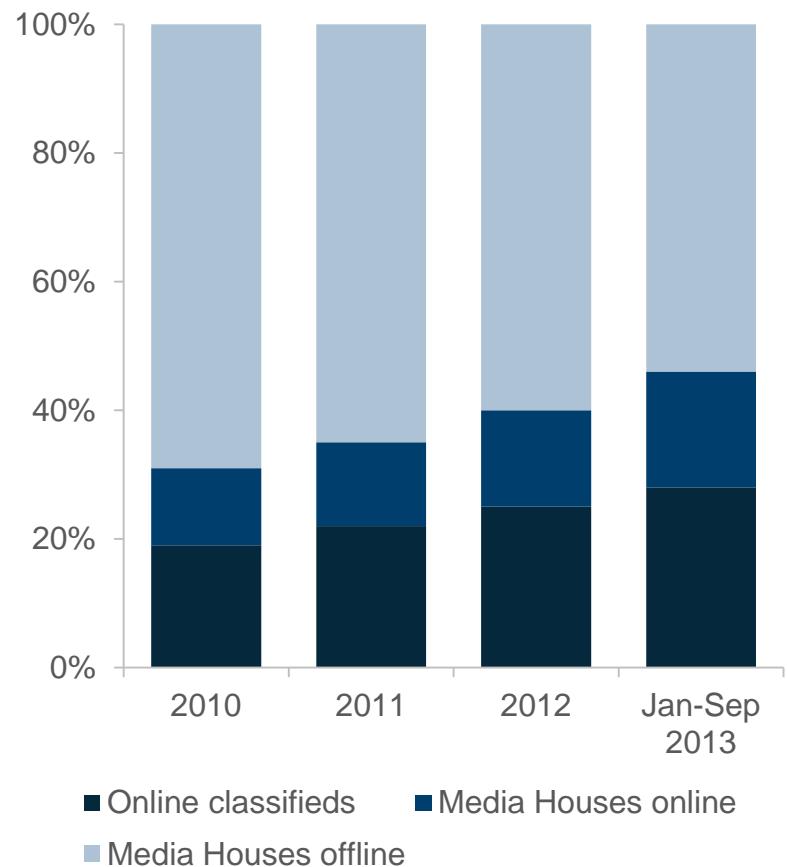
Technology platforms

Organization & Competence

Digital transformation is accelerating

Online revenue share development

Percent



46%

online revenue share

64%

online EBITDA share

76%

online EBITDA share
excluding new ventures

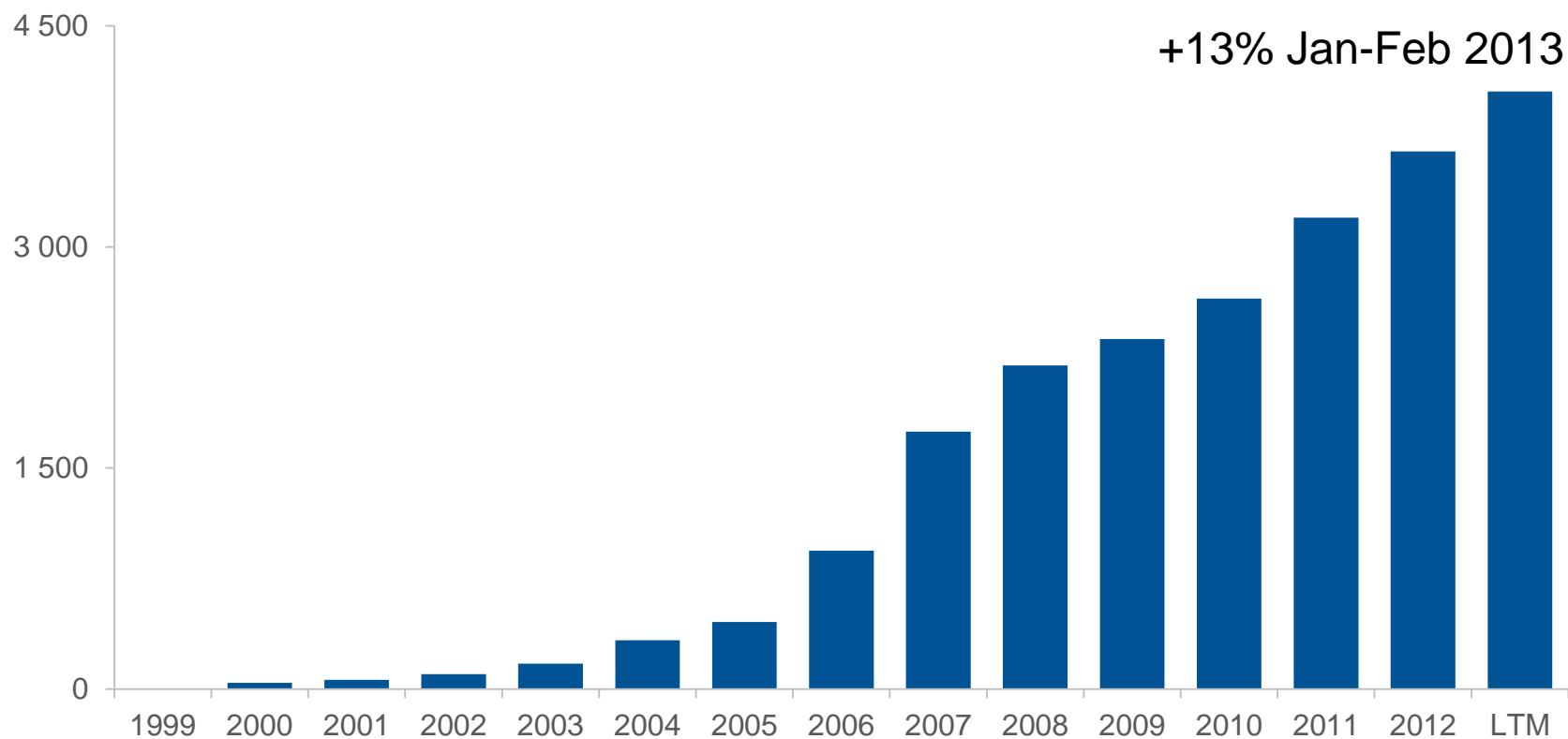
Online Classifieds

Online Classifieds

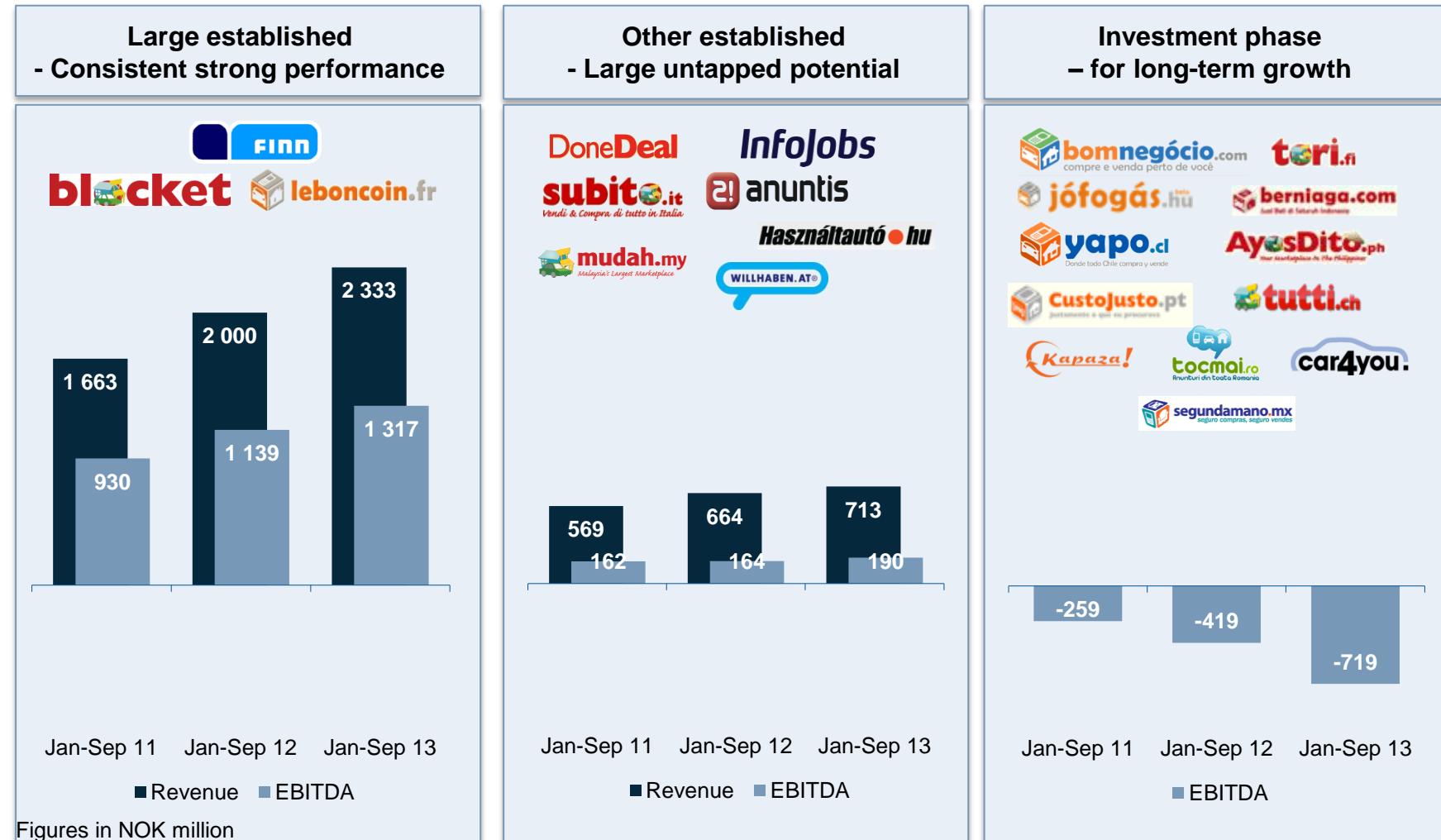
Long term growth track record

Revenue development, Online Classifieds

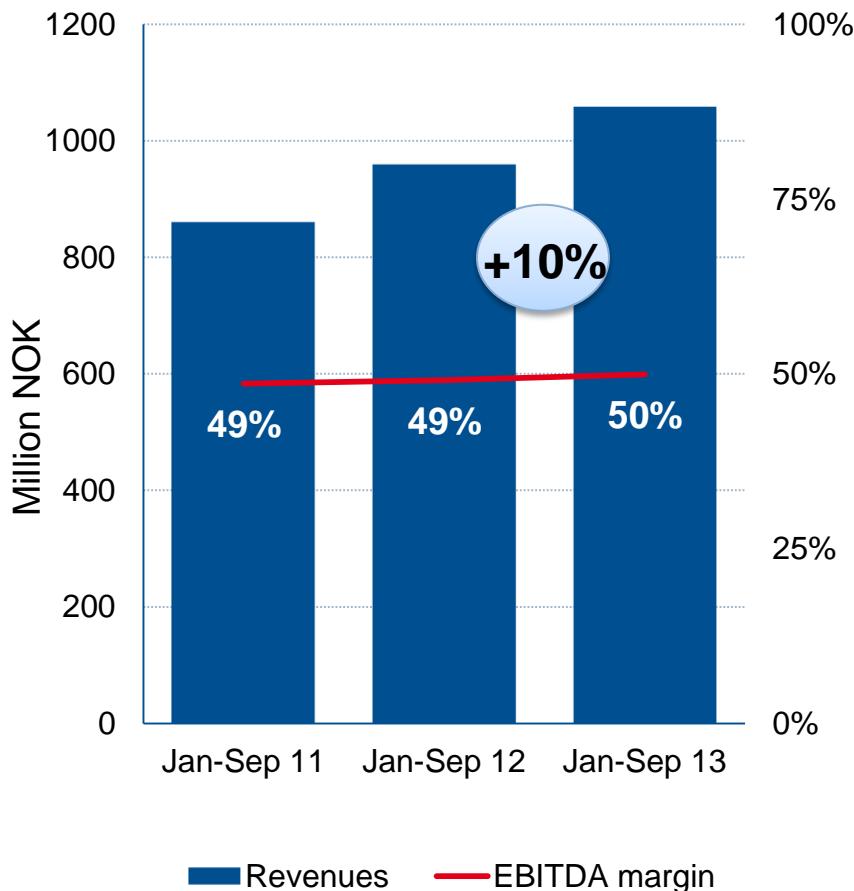
NOK million



Well balanced portfolio with steady development



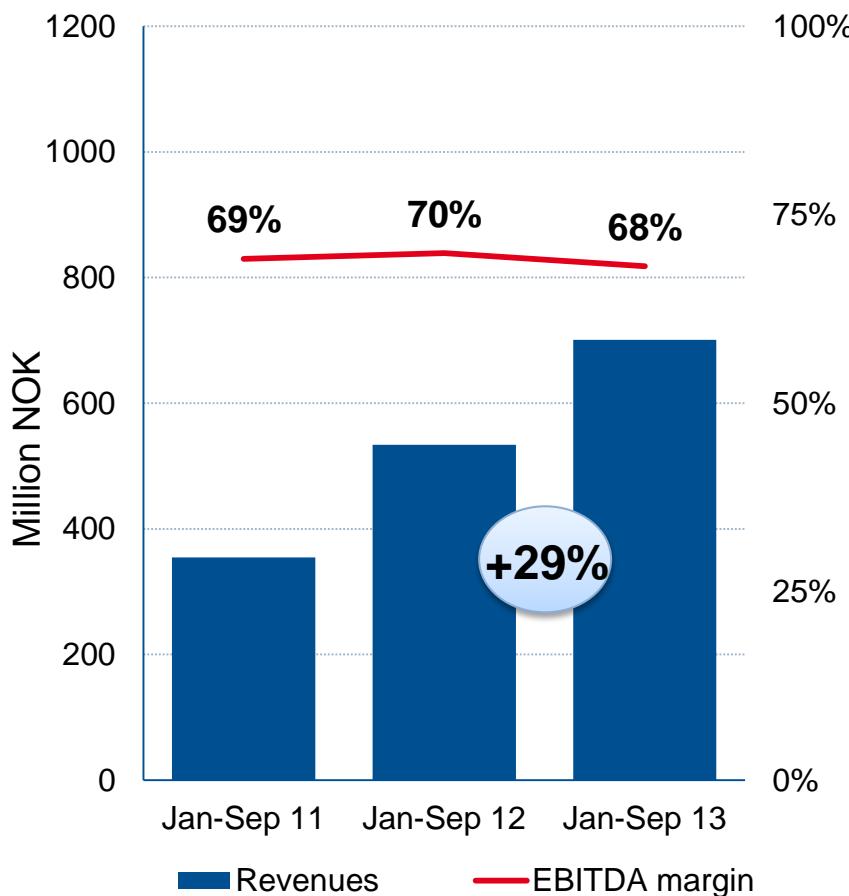
Steady growth, investments in new market positions



- Clear leader in jobs, cars, real estate and generalist
- Building new verticals like professional services and personal finance
- Focus on product development to meet competition from social networks
- Certain free services considered on the generalist vertical

Solid position in France, room for further monetization of verticals

 leboncoin.fr France

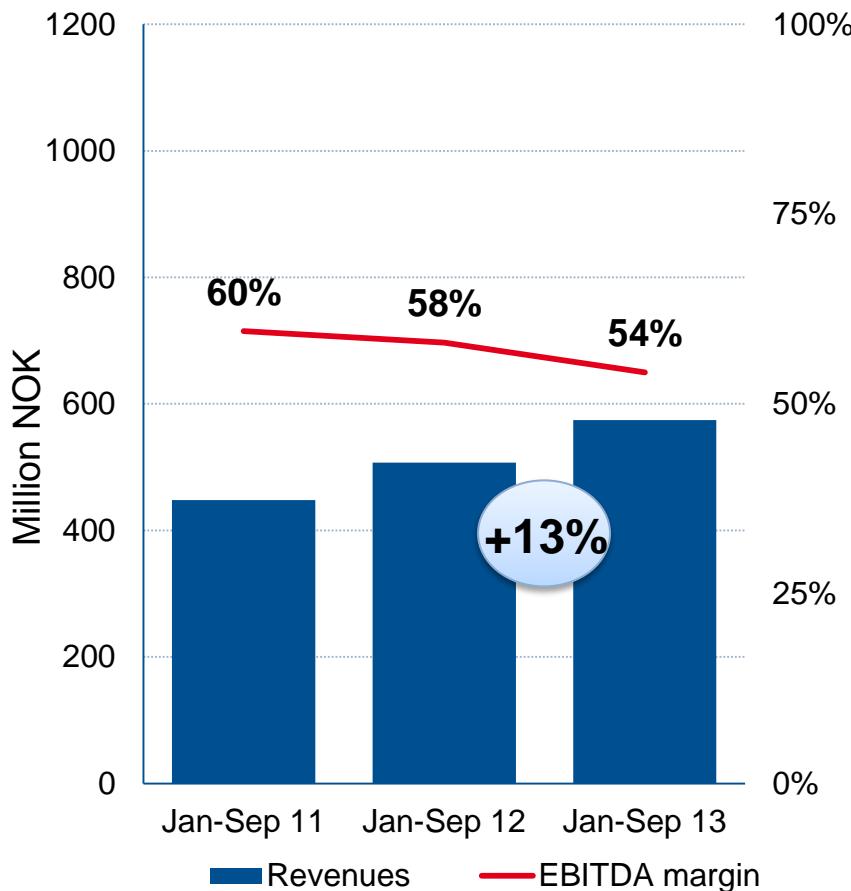


- Leading classifieds portal, top 5 web page in France
- Clear leader in generalist. Number 1 in cars
- Increasingly demanding comparable figures
- Current real estate cooperation agreement expires at the end of 2014
 - Modest adaption of the market offering in 2014 to prepare for the transition

Source traffic rank: Comscore nov 2013 (page views)

Steady revenue growth, investments in new verticals

blocket Sweden



- Strong leader in generalist and cars
- Steady growth in a mature vertical
- Building positions in real estate and jobs

Solid positions with good potential in Spain

Strong positions in all verticals

Generalist: #1/#2



Cars: #1



Real estate:
shared #1



Jobs: #1



- Substantially increased **focus on traffic growth**
 - Reduced monetization, increased marketing cost in Q4 2013 and 2014
- Complete product makeover (all verticals except InfoJobs)
- Talent and best practice from Schibsted

Profitable market leaders in several markets

Country	Position	Visits per month
Italy	 subito.it Vendi & Compra di tutto in Italia	Leading in Generalist and Cars
Austria	 WILLHABEN.AT®	Leading in Generalist and Real estate Close to leading position in Cars
Ireland	 DoneDeal	Leading in Generalist and the car market
Malaysia	 mudah.my Malaysia's Largest Marketplace	Leading in Generalist, positive development in cars and real estate

Source traffic data: Schibsted internal figures web+mobile October 2013

Continued investments in Online classifieds New ventures

- Significant step up in investments in 2013 has yielded strong growth in traffic and volume
- On a clear path to leadership in several markets
- Continued high investments in New ventures to be expected going forward

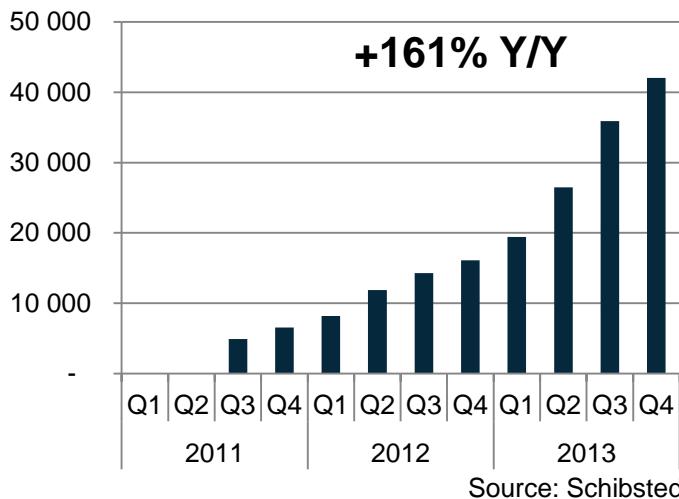


Significant investments and strong growth in Brazil

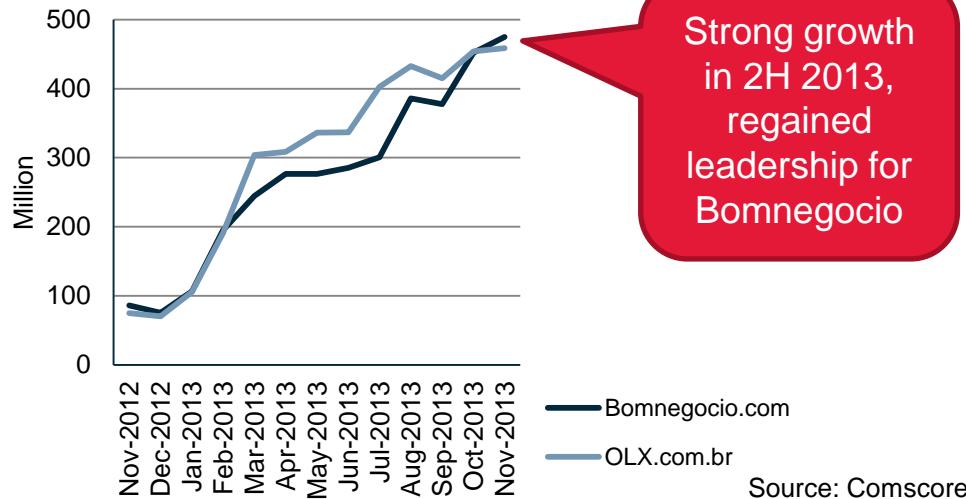


- Fierce competition against OLX in Brazil
- Continued high level of investments in Q4 2014, which will continue in 2014
- Schibsted's Bonnegrocio site performs better than OLX on quality and user engagement KPIs

New ads per day

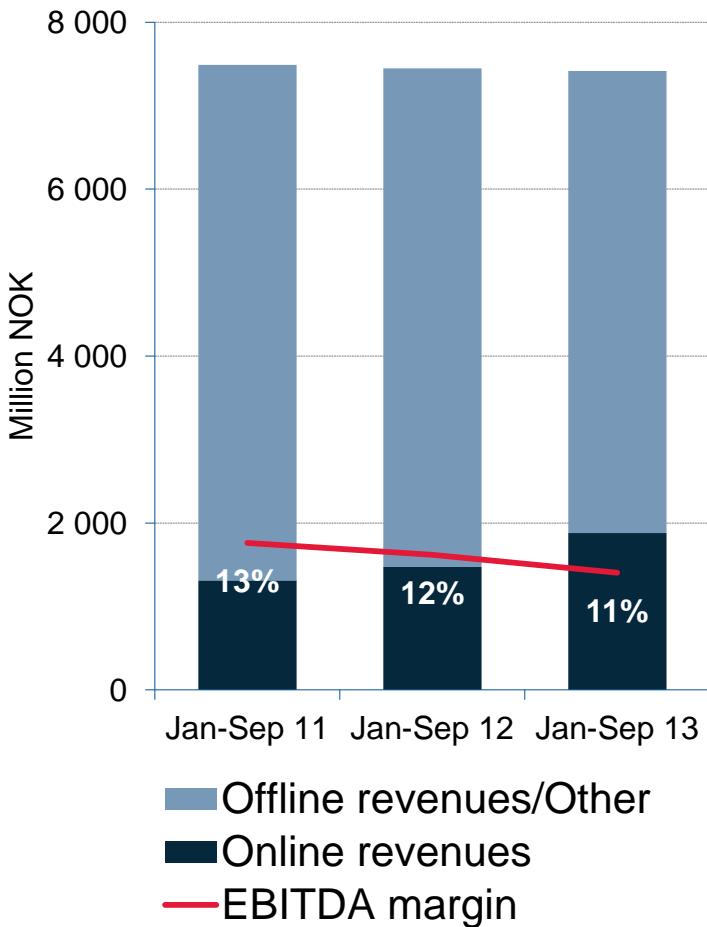


Total pages viewed



Media houses

Steady online growth and continued print decline

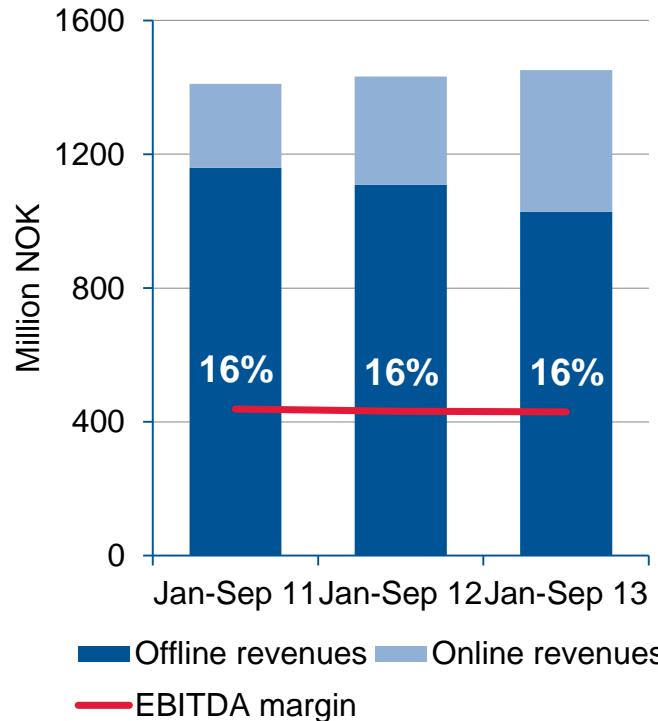


- 25% online revenue share in media houses
 - 29% in VG and Aftonbladet
 - 15% in Norwegian subscription papers
 - Schibsted Growth a pure play online growth setup
 - 16% growth in online advertising revenues Jan-Sep 2014
- Continued decline for print advertising –
 - 15% decline Jan-Sep 2014

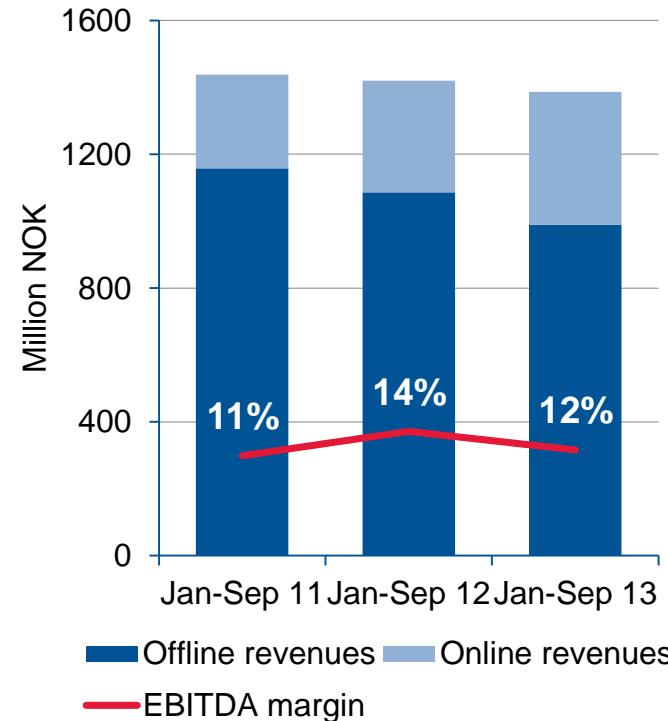
World class digital media houses

Single copy papers: Strong online growth and cover-price increases

VG Norway



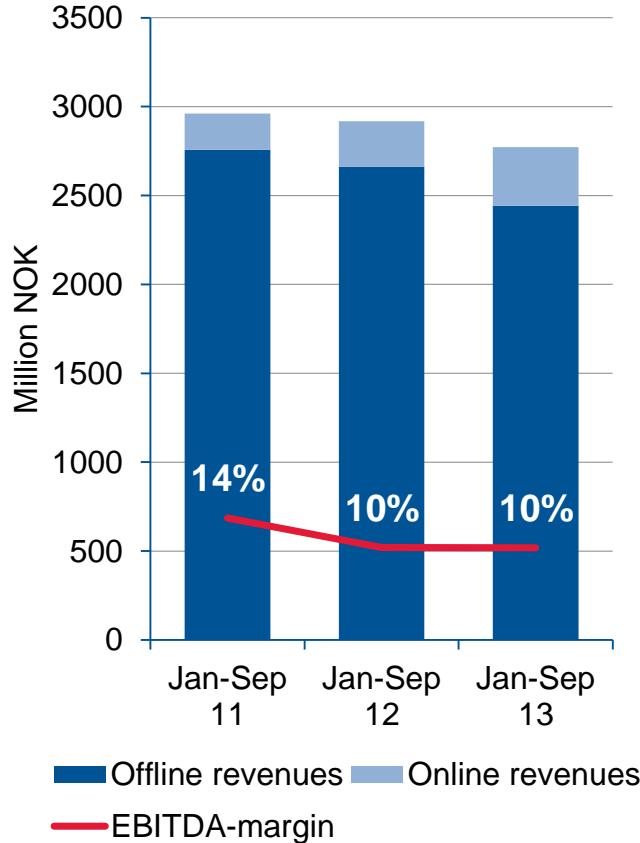
AFTONBLADET Sweden



Online advertising share 64% in Q3 13 (54% in Q3 12)
Main digital growth drivers are mobile and web TV

Continued online growth and print decline

Schibsted Norge
 Subscription newspapers



- Strong regional and national market positions
- Focus on online growth from advertising and digital subscription models
- Tight cost control in the print operations to offset continuous print advertising decline

Digital subscription models launched in all newspapers

- Digital payment models are launched for all titles in Scandinavia
 - Subscriptions to premium content in VG and Aftonbladet
 - Metered model in Aftenposten
 - Freemium models in regionals
 - SPiD login used in all papers
- Positive response in the market

Example from Aftenposten:

Vårt beste tilbud :)

Komplett

Avisen levert hjem man-søn
Full digital tilgang hele uken

Complete

BESTILL

359,-/MND

NÅ: 2 MND FOR 359,-

Helg+Digital

Avisen levert hjem tor-søn
Full digital tilgang hele uken

Weekend + digital

BESTILL

299,-/MND

NÅ: 2 MND FOR 299,-

Digital

Full digital tilgang til alt hele uken

Digital

BESTILL

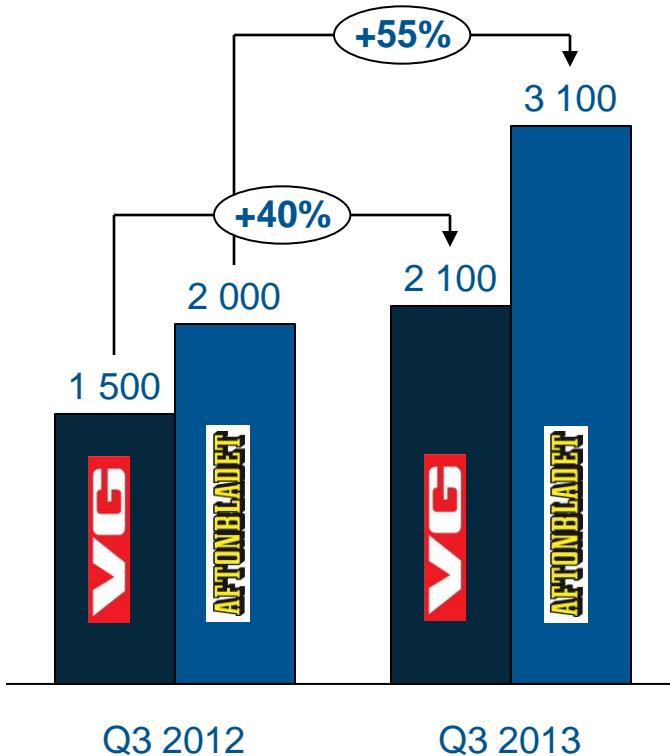
199,-/MND

NÅ: KR 1,- FØRSTE MND



Mobile fuelled online advertising growth continues

Mobile traffic soars, and...



...mobile ARPU increases

- Mobile advertising revenues +134% Y/Y in Q3
- Mobile ARPU +58% Y/Y in VG and Aftonbladet combined
- Schibsted controls the superior sites in the Nordic mobile market
 - Aftonbladet reaches 4 times as many readers as its closest competitor in Sweden
 - VG reaches twice as many as its closest competitor in Norway

Unique weekly visitors.
Source: TNS/KIA Index

Strategic steps in 2014

Strategic position 2014

Solid, broad digital footprint in Scandinavia

A global leader in Online classifieds with continued strong growth prospects

However...

- Competition from global online companies
 - For instance Google, Facebook, Linkedin, Ebay, Amazon, Naspers
- Need for constant innovation and rapid product development for instance on mobile platforms
- Require top competence in tech and data analytics

Building joint competence and services for both strategic pillars



Global recruiting of new competence within data analytics and technology



Digital Transformation

Advanced Data Analytics

Technology

Pricing

Schibsted at a glance

Seeking world leading experts

We are looking for GREAT people who want to "change the world" through advanced technology, data analytics and digital innovation.

[Learn more](#)

Be part of a winning team.

We're serious about our work, but don't take ourselves too seriously. Our culture is centered around our values of high integrity, teamwork, innovation, and winning. We also have certain beliefs and principles guiding our digital transformation, such as always asking which job we are solving for our users and always asking what we can do to make better products. Our ambition is global, our standard is world class, and we are willing to take risks.

[See digital transformation principles](#)



Lead our digital transformation!

We consider ourselves a defining force both within and outside the media industry. Throughout our history we have been driven by a desire to challenge conventions and move in new directions. Today we are one of the most successful digital companies in the world – a globally admired transformer of digital journalism and an innovative provider of online and mobile services. You are important for us to make the next leap.



It's MORE than a job.

Schibsted's mission is "Empowering people in their daily life". It is a mission that we are proud of and that will always hold true. We fulfill our mission through quality journalism and by standing up for freedom of the press. We fulfill our mission by providing transparent and secure marketplaces for people. And we fulfill our mission by offering an increasing number of innovative digital services for our users, from travel to personal finance to career services.

Join us and change the world.

Technology and advanced data analytics are important enablers for us to continue to fulfill our mission. We intend to continue delighting people with digital services and being at the forefront of digital journalism. That's why we have embarked on a forceful digital transformation.

We believe Schibsted is a dream come true for any data scientist, manager, entrepreneur, journalist, or developer looking to change the world for the better. That's why we want you to join us!

Pricing

Churn modelling

Conversion

Segmentation

Shared
technological
platforms

Creating a robust platform for scalability and growth

Goal:

Fast, flexible and cost efficient innovation and development processes,

Investment in data analytics and technology:

NOK 100-150 million will affect our EBITDA in 2014

LOCALLY DEVELOPED



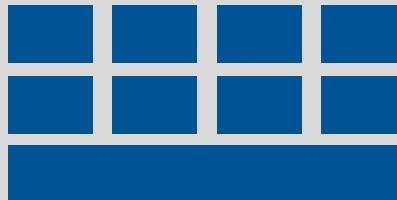
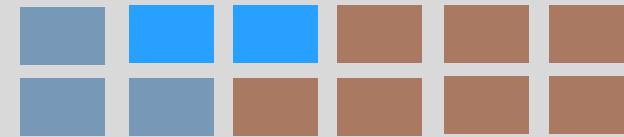
LOCALLY DEVELOPED



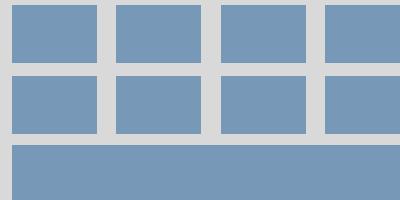
Example: SUBITO.IT



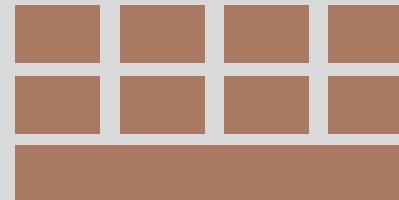
Example: AFTENPOSTEN.NO



CLASSIFIEDS PLATFORM



CORE PLATFORM

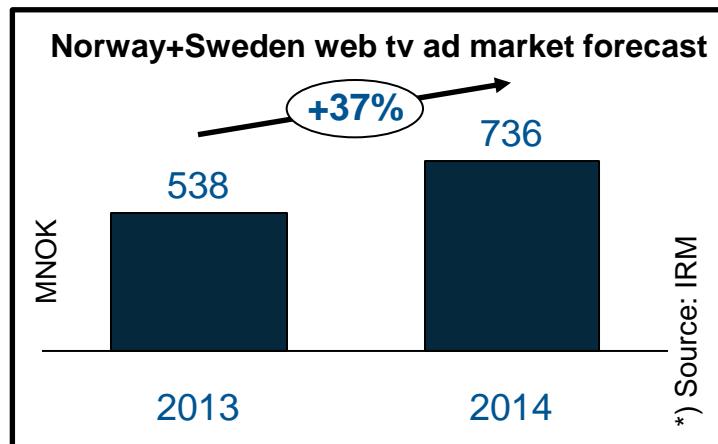


EDITORIAL PLATFORM

Building up web TV offering in Norway and Sweden

Tapping in to a fast growing, large market potential

- Web TV advertising market 2013 NOK 540 million*
- Growth forecast +37% in 2014*
- Schibsted market share ~15-20% first nine months 2013
- Short term investment phase with negative EBITDA of around NOK 50 million



Clear strategic direction

1

Targeting global leadership in Online Classifieds

2

Building world-class digital Media Houses

3

Investing in talent and technology for innovation
and growth

Q&A

Shaping
the media
of tomorrow.
Today.