



# One Becomes Two: A Leading Nordic Digital Growth company and A Global Leader In Online Classifieds

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18 September 2018



# Today's presenters



Chair of the Board  
Ole Jacob Sunde



CEO  
Rolv Erik Ryssdal



CFO  
Trond Berger



# A history of innovation, disruption and growth

1839

Schibsted Publishing House established



Christian Schibsted with Family



1966

Schibsted acquires Verdens Gang



1996

Schibsted acquires Aftenbladet



2003

Schibsted acquires Blocket

## Investments by Schibsted Growth – including personal finance

2005



2006



2007



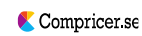
2009



2010



2013



2014



2016



## International expansion of online classifieds

2006-



1839

2000

178  
YEARS

2018

1860

Aftenposten is founded



1995

Schibsted Nett founded



1992

Schibsted Listed on Oslo Stock Exchange

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% Acquires AVAL and Habitacalia



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

# We form two strong, separately listed companies, which will optimize value creation based on distinct strategies

## Schibsted

- A leading Nordic digital growth company
- Comprising Finn/Blocket/Tori, Publishing, Lendo and other personal finance assets as well as other consumer service services
- Long term active ownership in MPI
- Chair of the Board Ole Jacob Sunde
- CEO Kristin Skogen Lund
- CFO Trond Berger
- FY 2017 revenues NOK 12.7 bn (+2%), EBITDA NOK 2.2 bn (+12%)\*

## MPI (preliminary name)

- A pure play global leader in online classifieds
- All Schibsted's marketplaces assets outside the Nordics
- Acting Chair of Interim Board Orla Noonan
- CEO Rolv Erik Ryssdal
- To be separately listed in 2019
- FY 2017 revenues NOK 4.8 bn (+21%), EBITDA NOK 1.1 (+55%)\*

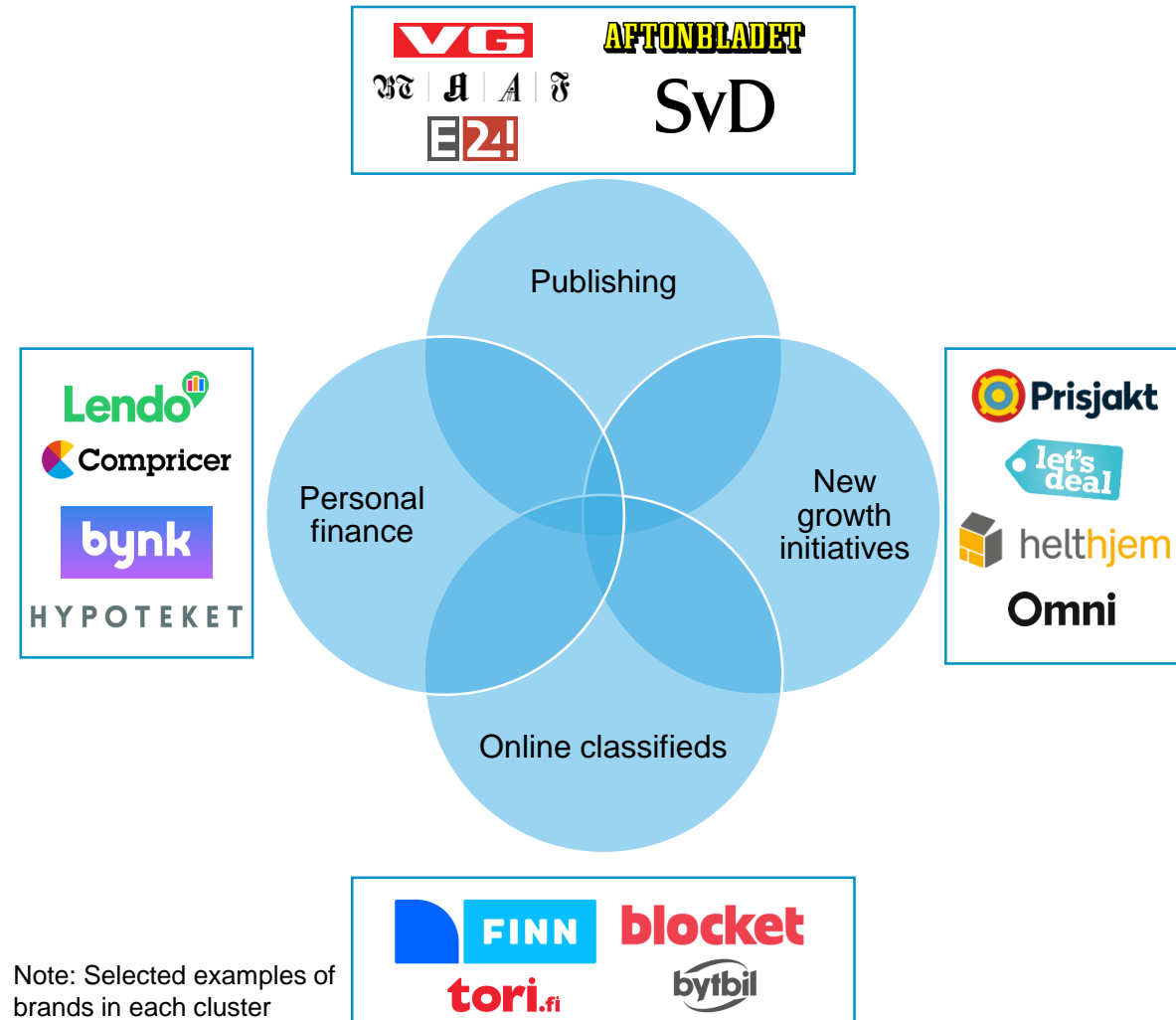
# Kristin Skogen Lund appointed new CEO of Schibsted



- Currently Director General of the Confederation of Norwegian Enterprise (NHO)
- Previous experience:
  - Executive Vice President of Telenor, responsible for Telenor Nordic & Digital
  - CEO of Aftenposten
  - CEO Scanpix Scandinavia
  - Managing Director and Editor-In-Chief of SOL (Scandinavia Online)
  - International management positions at Unilever and Coca-Cola
  - Board member of Orkla and Ericsson
- MBA from INSEAD and a Bachelor's degree from the University of Oregon

# Nordic digital growth company with focus on consumer services, and with ability to create new winners

- Reaching 79 and 82 percent of the population in Norway and Sweden respectively weekly<sup>1</sup> across news, marketplaces and consumer services
- The third major player in digital advertising<sup>2</sup>
- Leveraging data across all sites to create supreme customer offerings
- High ambitions to incubate and develop new digital successes – Lendo is next in line
- Maximizing value and growth through close interaction between of Finn/Blocket, personal finance-assets like Lendo, and the publishing activities
- Strong financials



# Schibsted has a unique customer proposition in the Nordics



Leading provider  
of independent  
journalism

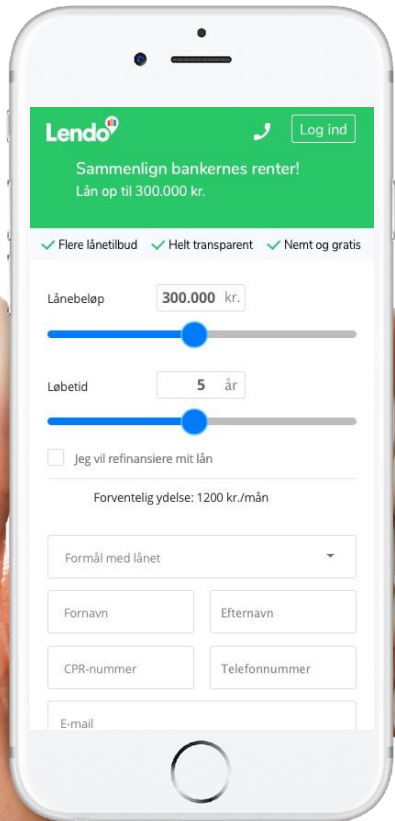
The #1 place to go  
to buy and sell

A brand proof  
platform for  
advertising

Three decades as  
a leading player  
on the Nordic  
start-up scene

Helping  
consumers make  
informed decisions

# We leverage our strong assets across the group to create new winners – currently focusing on Lendo and personal finance

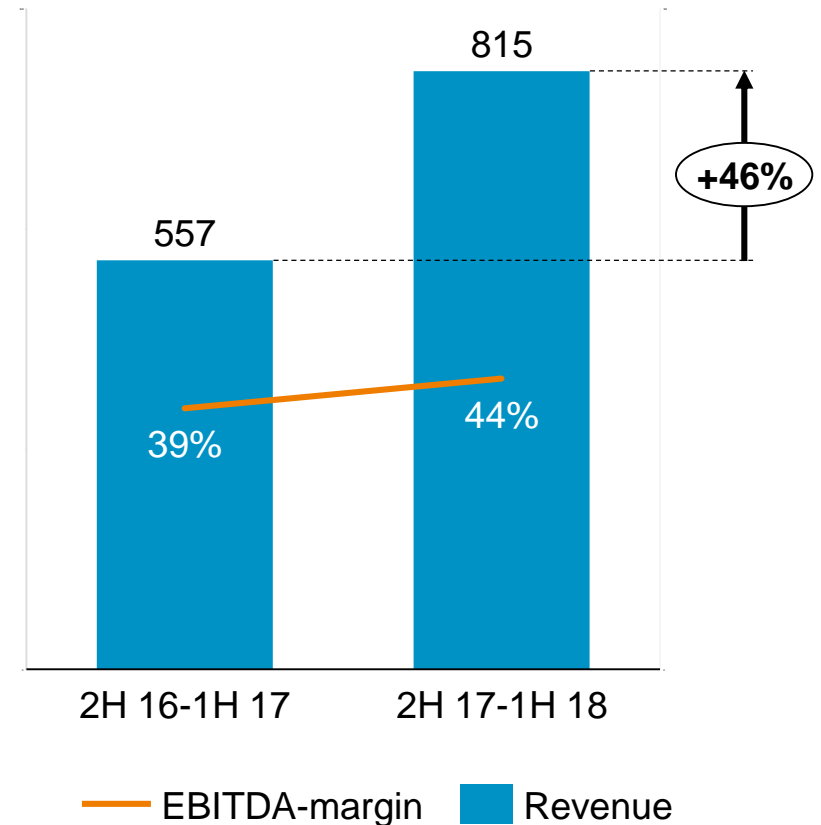


- Significant changes in the finance market – new opportunities for agile players
- We will finance the next phase of growth for Lendo with 100 percent ownership
  - Market leader in Scandinavia
  - Launches planned in Poland, Denmark and Austria during 2018-2019
  - New products in development e.g. B2B
- Portfolio of promising venture assets
  - Bynk - mobile first lender
  - Hypoteket - innovative mortgage play



HYPOTEKET

**Lendo**  
Revenues (NOK million) and EBITDA-margin





# MPI is a large, attractive player within online classifieds

2,800 employees

16 countries

30+ products

27m+ daily users



Countries: France, Spain, Brazil, Italy, UK, Germany, Austria, Ireland, Hungary, Mexico, Chile, Colombia, Belarus, DomRep, Morocco, Tunisia

# MPI positioned for a continued strong growth as a separate company

## – unlocking potential for M&A and consolidation

Balanced  
portfolio, solid  
growth profile

- Market leading positions with runway for growth in several attractive markets in Europe and LatAm
- Focus on profitability and cash flow

Clear strategic  
priorities

- Continued investments in product development, deepening vertical roots, improve liquidity
- Develop new models
- Technology convergence across sites

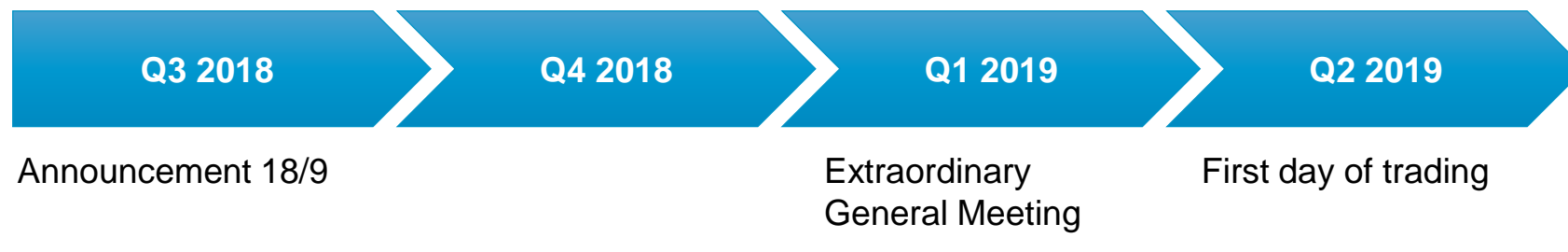
Simplified  
governance  
unlocking value

- No ownership restrictions – increased flexibility for future strategic transactions and global expansion
- Schibsted will be long term active owner

# MPI shares expected to start trading first half 2019

- The spin-off of MPI will be done primarily as a demerger
- Majority ownership by Schibsted
- The shares are expected to start trading first half 2019
- MPI will inherit Schibsted's dual share class structure initially
  - Schibsted will support to collapse into only one share class in due course
- Simplified governance structure with no ownership or voting limitations in MPI
- Schibsted's ownership share and listing venue to be decided at a later stage

## Preliminary timeline



# Schibsted will continue as a significant active owner in MPI

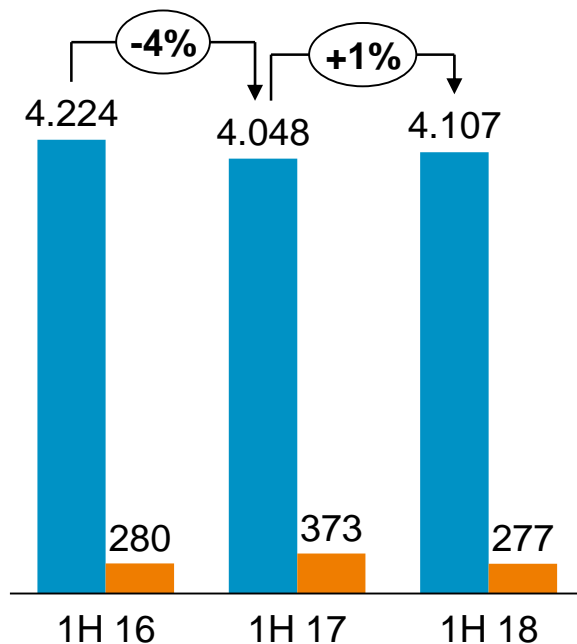
- Schibsted will maintain a significant ownership stake in MPI
  - Initially a majority stake
- Schibsted will be an active owner
- Nordic classifieds will continue co-operating with MPI
  - Arenas for best practice sharing
  - Joint technology can be supplied both ways based on commercial SLAs



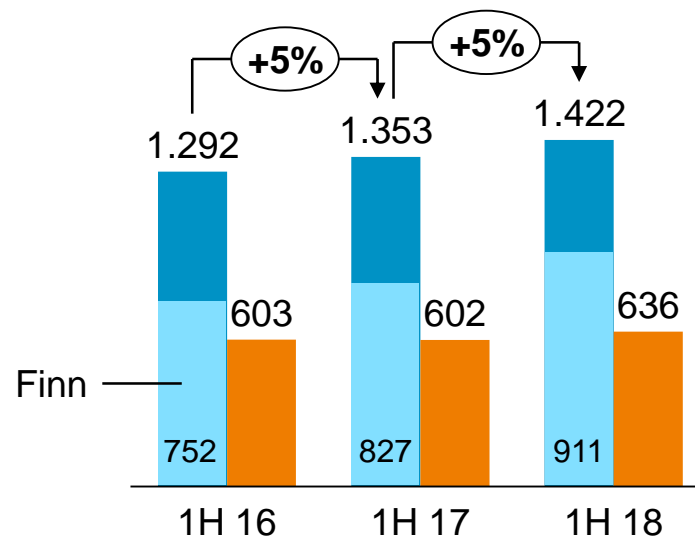
# Revenue and EBITDA growth in Schibsted – driven by online classifieds and Growth

## Key assets (mill NOK):

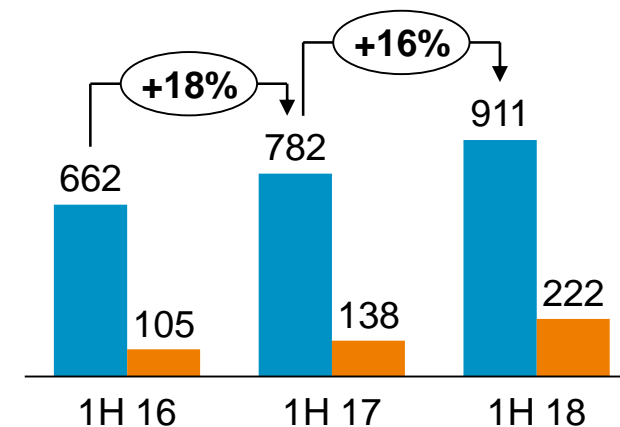
### Publishing



### Finn/Blocket/Tori



### Growth incl. Lendo (ex Hitta)

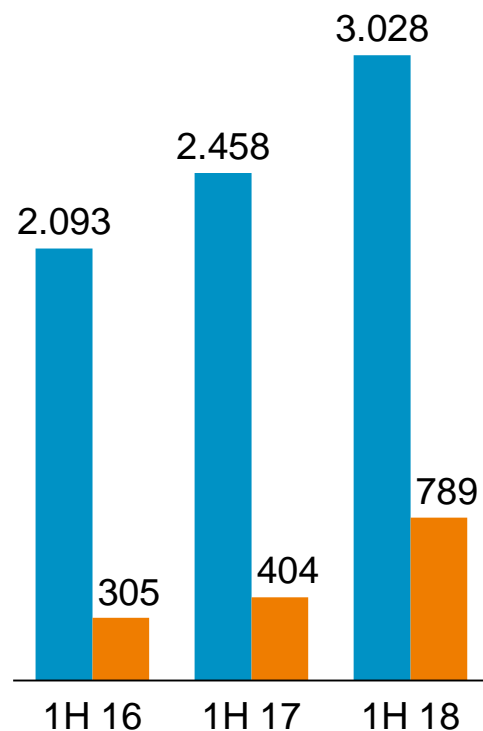


■ Revenue ■ EBITDA

Note: Revenue and EBITDA of MPI is calculated by reducing the reported amounts of the current Marketplaces operating segment by revenues and EBITDA of marketplaces operations in Norway, Sweden and Finland. Revenue and EBITDA of Schibsted ex MPI is calculated by increasing the total of reported amounts of the current Publishing and Growth operating segments by the same amounts. No adjustments related to Other/Headquarters are reflected, and the difference between the sum of the two entities and Schibsted Group is related to Other/Headquarters, which is unallocated. No adjustments are made to reflect potential effects on reported revenues from changes to intragroup sales being eliminated within or between operating segments.

# Solid revenue and EBITDA growth in MPI

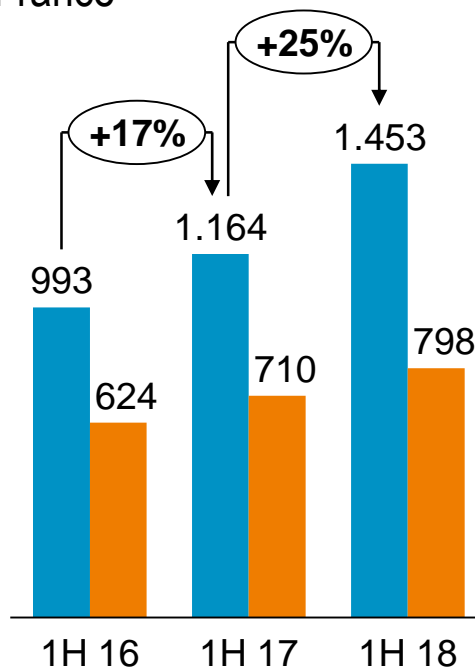
MPI total (mill NOK)\*



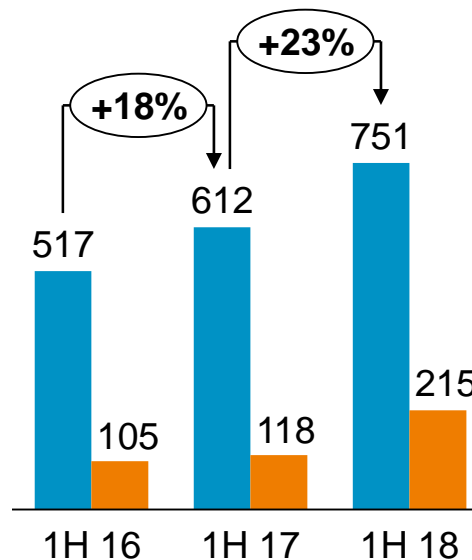
\*) Including proportionate share of JVs

Of which key Developed phase assets (mill NOK):

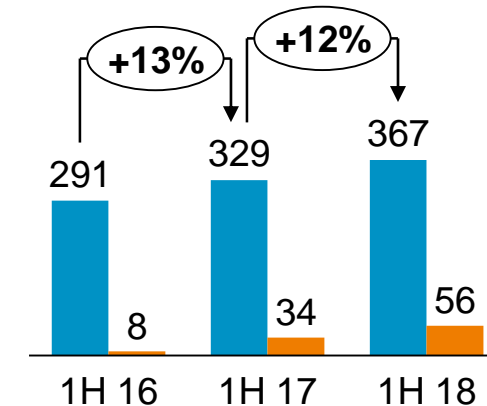
France



Spain



Other Developed phase markets



■ Revenue ■ EBITDA

Note: Revenue and EBITDA of MPI is calculated by reducing the reported amounts of the current Marketplaces operating segment by revenues and EBITDA of marketplaces operations in Norway, Sweden and Finland. Revenue and EBITDA of Schibsted ex MPI is calculated by increasing the total of reported amounts of the current Publishing and Growth operating segments by the same amounts. No adjustments related to Other/Headquarters are reflected, and the difference between the sum of the two entities and Schibsted Group is related to Other/Headquarters, which is unallocated. No adjustments are made to reflect potential effects on reported revenues from changes to intragroup sales being eliminated within or between operating segments.

# Key take-aways

Strategic change allowing two new companies maximise value creation for shareholders, society, customers, users and partners

## **Schibsted:**

Nordic digital growth company with focus on consumer services, and with ability to create new winners

## **MPI:**

A fast-growing global leader in online classifieds with the ambition to drive further structural change on the global scene









# APPENDIX

# Planned holding structure

## Planned holding structure

