Our business

Nordic Marketplaces

- Revenue 2018: NOK 2,843m
- EBITDA 2018: NOK 1,267m

News Media

- Revenue 2018: NOK 7,775m
- EBITDA 2018: NOK 682m

Next: Growth & Financial Services

- Revenue 2018: NOK 2,979m
- EBITDA 2018: NOK 426m

60% ownership international marketplaces

- Revenue 2018: NOK 5,699m
- EBITDA 2018: NOK 1,441m

Source: Company data
Schibsted’s unifying strategy

- Purpose: Empowering people in their daily lives
- Businesses: A growth company for the future
- Platform: A unifying foundation
Schibsted empowering people in their daily lives

- Reducing CO₂ emissions
- Fighting fake news
- Empowering consumers

1. Contributes to a more eco-friendly and sustainable society
2. Helps consumers make well-informed decisions
3. Voicing societal trends and opinions
4. Defending democratic and humanistic values
5. Increases market visibility and transparency
6. Reduces 1.45 million tons of greenhouse gas each year
7. Spurs a competitive environment to the benefit of the consumer
8.Enormous second-hand benefit effect

1) Schibsted Second Hand effect 2017
Three distinct business areas well positioned for growth

“Strong network effects”
Nordic Marketplaces
193m Monthly visits

“Turbocharged accelerator”
News Media
466m Monthly visits

“Trusted and iconic brands”
Next
123m Monthly visits

...resulting in a Nordic-focused digital growth company with global ambitions

Source: Company data, December 2018. Excluding app related traffic
A digital front-runner fuelled by cross divisional synergies

Unmatched amount of touchpoints for consumers with large, unlocked potential

Integration

Nordic Marketplaces
193m Monthly visits

News Media
466m Monthly visits

Next
123m Monthly visits

Traffic

Distribution

Blink ads
Targeted ads

Unmatched amount of touchpoints for consumers with large, unlocked potential
Ambitions for continued long-term growth along multiple avenues

Tools with proven effect:
- Business development
- Organically build new business
- Venture activities
- M&A
- International expansion

Size of bars indicates allocation of resources
The Nordics: digital front-runners and a test lab for new technological initiatives

The aggregate digital front-runner economy

Advantages in the Nordics

- The Nordics has the infrastructure and talent to foster innovative digital solutions
- Digital maturity and competency is high, with almost everyone owning a computer and speaking English
- Relatively small population, easy to launch and test new concepts
- The government has high ambitions for digitalising services

Source: McKinsey
Three functions forming Schibsted’s foundation for growth

Finance
- Efficient capital allocation
- Investment and cost discipline

People
- Competent, entrepreneurial, fluid and collaborative organisation
- Talent acquisition and management

Data and Technology
- Strengthening data driven product development and advertising
- Support for data- and tech driven new business
- Shared technology where efficient

Helping our businesses strengthen each other – and to expand into new business models
Multiple concepts initiated over the last three decades, proven unicorn capabilities

Proven ability to create and scale new business models and leverage tech disruption to evolve successfully

Source: Company data
Tenured and solid management supported by excellent divisional teams

Kristin Skogen Lund
CEO

Anders Skoe
EVP Nordic Marketplaces

Siv Juvik Tveitnes
EVP News Media

Raoul Grünthal
EVP Next (Growth & Financial Services)

Trond Berger
CFO

Mette Krogsrud
Chief People & Corporate Affairs

Sven Størmer Thaulow
Chief Data and Technology officer

✓ Presenting at today’s meeting