

# Nordic digital front-runner driving growth

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Schibsted

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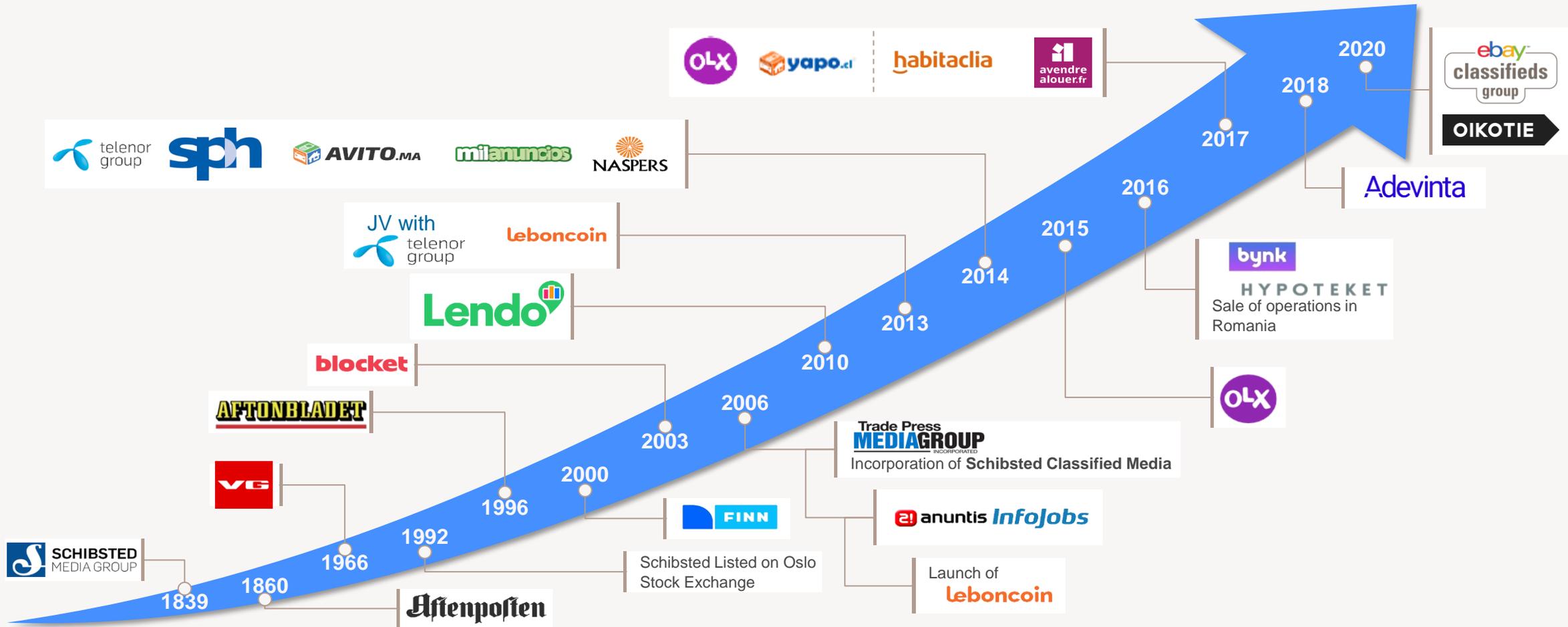
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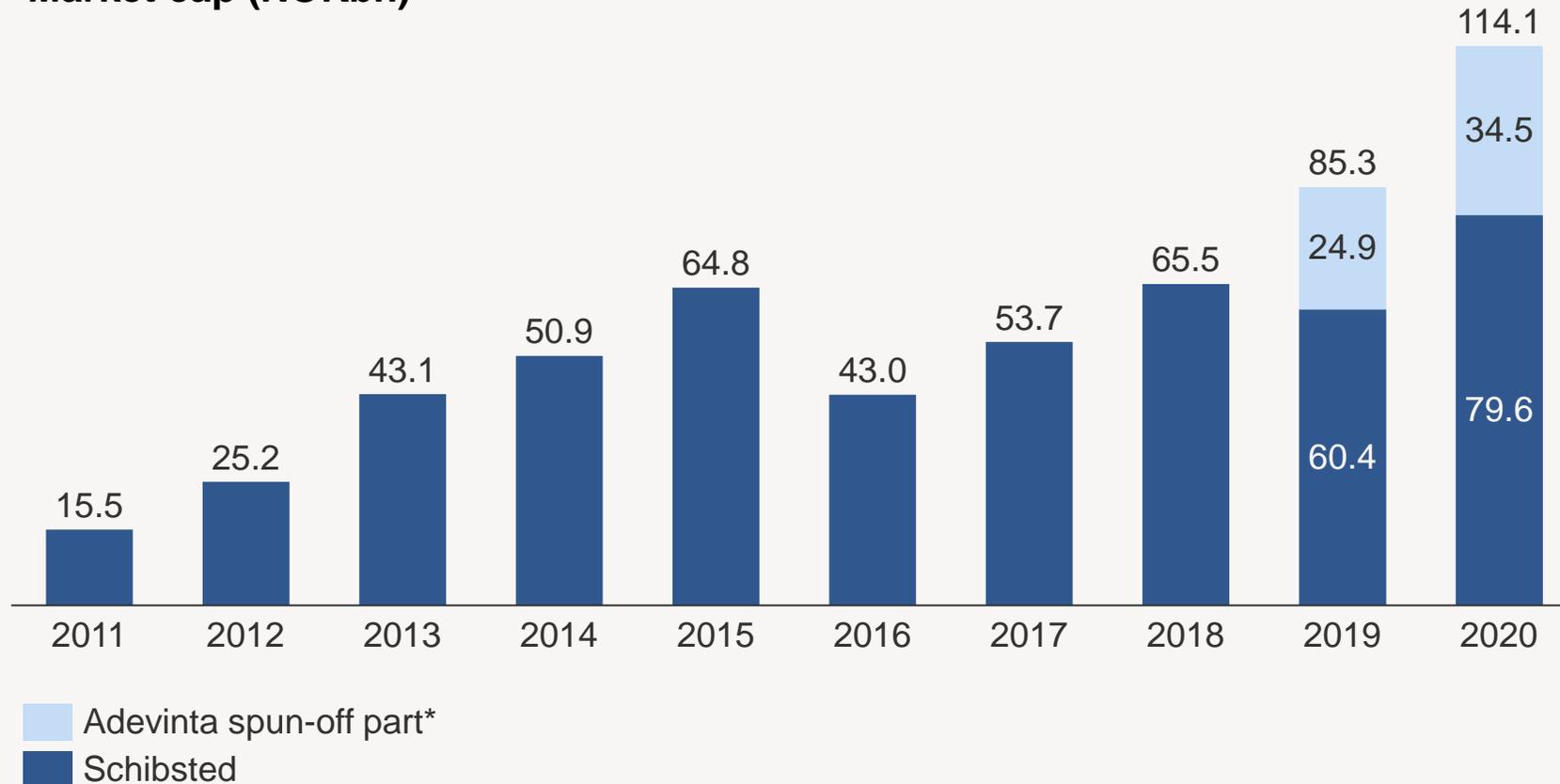
Alternative performance measures (APM) used in this presentation are described and presented in the section Definitions and reconciliations in the Q4 2020 report.

# We have a 180 years track record of transformations



# Creating value through bold investments and long-term strategies

Market cap (NOKbn)



# Set for further growth

## Schibsted

A true Nordic digital front-runner

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Unique positioned as a Group due to immense reach, data and strong consumer brands

Nordic online classifieds champion

Leading News Media operator in Norway and Sweden

Creating new digital winners organically and through venture investments

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Norway - Sweden - Finland - Denmark

## Adevinta



Globally scaled pure-play online classifieds leader

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The world's largest online classifieds group following the acquisitions of eBay Classifieds Group (eCG)

59% ownership, down to 33% in the NewCo post closing of the eCG transaction

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Global

# Growth will be driven along four strategic priorities



1. Strengthening Nordic Marketplaces by expanding & consolidating our Nordic positions, leveraging current positions and transforming to Next Gen



2. Strengthening our digital news positions, with focus on subscriptions, capable of delivering top line growth and healthy margins



3. Pursuing new opportunities building on Schibsted's existing positions, through
  - Drive the subscription economy
  - Enable the e-commerce value-chain



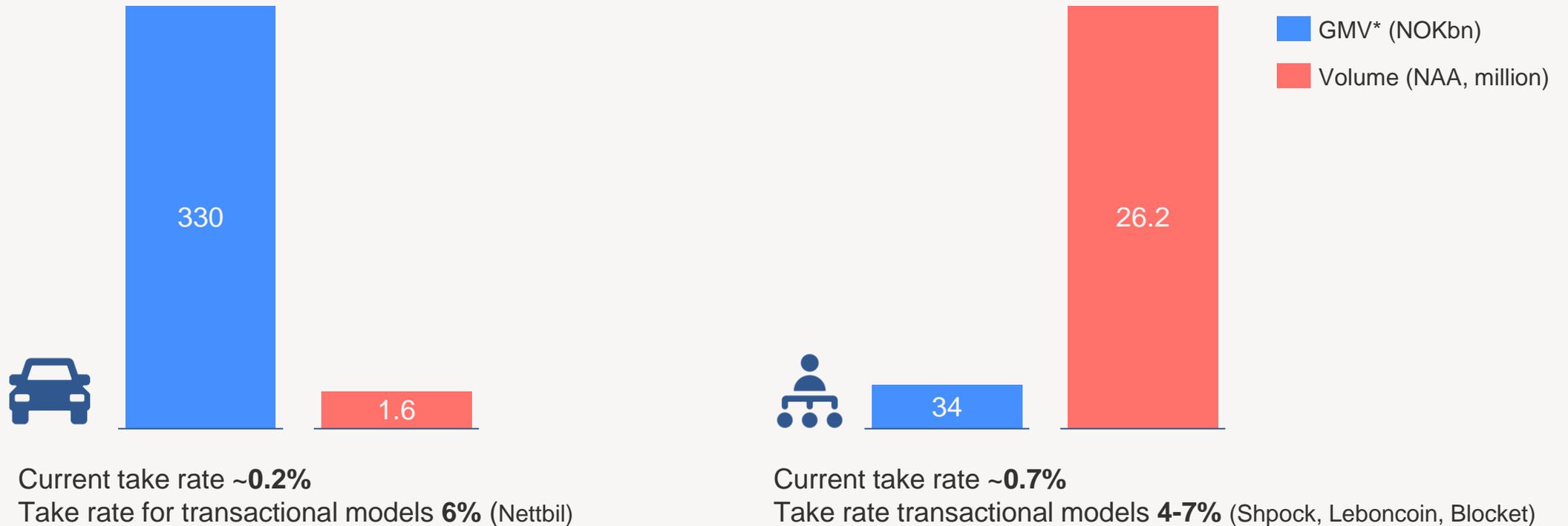
4. Leveraging Schibsted's growth acceleration capabilities to launch new businesses and extend positions, through
  - Continue to invest in Financial Services, as well as integrating Fintech in our business
  - Continue to do venture investments

# With strong positions in each market, we are a Nordic Marketplaces powerhouse

				
 Generalist				
 Motor				
 Jobs				N/A
 Real estate		N/A		N/A
Revenue per capita (NOK)	358	101	75	N/A
Visits per capita	225	93	87	N/A
Brand awareness (unaided)	96%	72%	82% + 60%	N/A

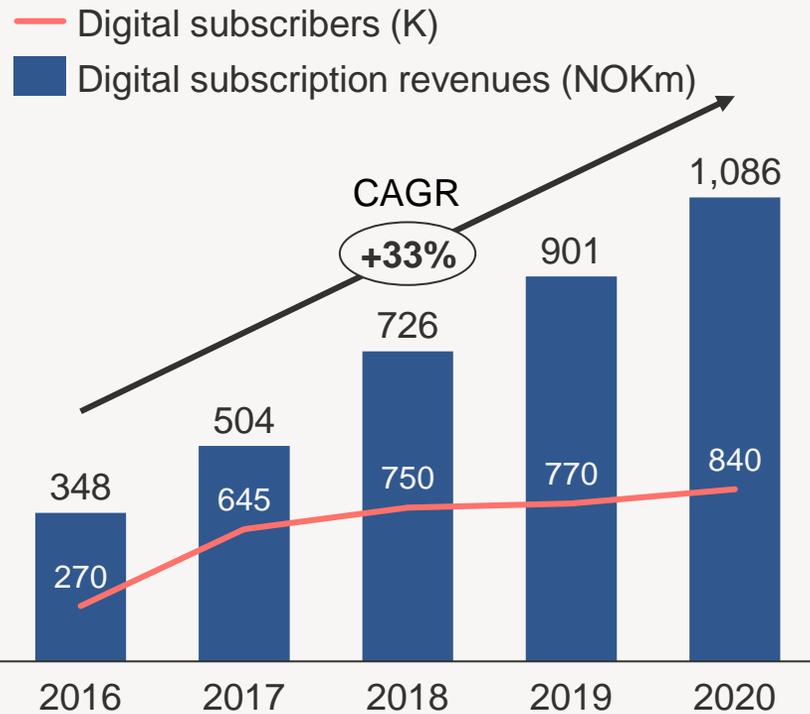
# Significant opportunity in strengthening positions and capturing higher take rates with transactional models

Annual gross merchandise value vs. ads volume  
(Nordic Marketplaces total in 2020)



# Recurring digital subscription revenues have seen tremendous growth

Growth is driven by both volume and ARPU



## Primary News Destinations

~455K digital subscribers  
~75 NOK digital monthly ARPU



## Premium subscription

Digital  
~320K subscribers  
~185 NOK monthly ARPU

Combined  
~400K subscribers  
~330 NOK monthly ARPU



## Niches

~65K digital subscribers  
~120 NOK monthly ARPU

In total 1.24 million subscribers

# Access to data will enable growth both in core offerings and in building new subscription offerings



Examples

Core offering

Niche e.g. business news

Career

Sports

Health



Access to data

Core brands as stand-alone products

Bundle and debundle products across core brands and niches

Niche subscriptions as stand-alone products or bundled with other brands and/or niches

# Driving growth and value for customers and users, keeping innovation prevalent in Schibsted's DNA

## NEXT



### Distribution & E-commerce enablement

- Investing in tech and innovation
- Providing a faster and smoother home delivery service
- Improving customers' online shopping experience



### Financial Services

- Developing financial services disrupting existing ones
- Helping fintech companies with growth and scaling
- Leveraging synergies from fintech across Schibsted



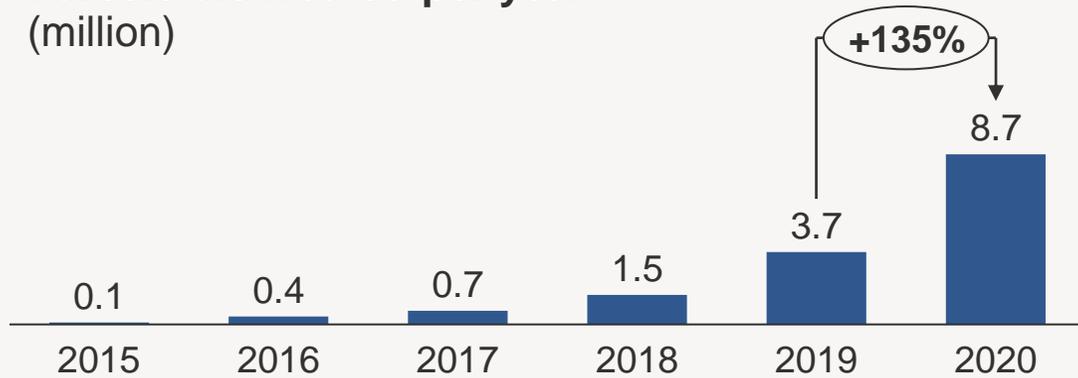
### Venture investments & portfolio management

- Investing in start-ups for 20 years
- Investing in companies with market leading potential where Schibsted can leverage its foundation
- Long-term perspective
- Active ownership

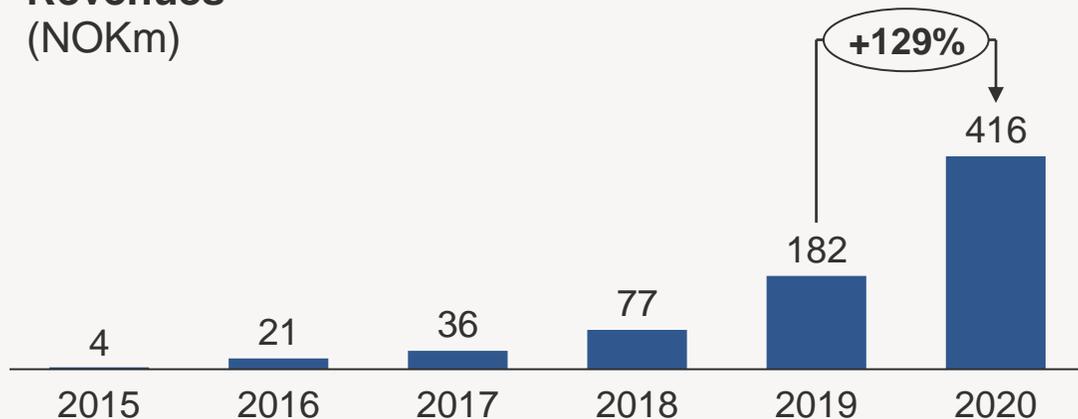


# Helthjem has increased parcel volumes by 135% in 2020, doubling market share to ~11%

Parcels distributed per year\*  
(million)



Revenues\*  
(NOKm)



Boozt.com

Sportamore

H&M

Orkla

TIGHTS.NO

Get Inspired.no  
Treningsskær på nett

VARNER

LYKO

JUNKYARD.

Telia

MAKEUP

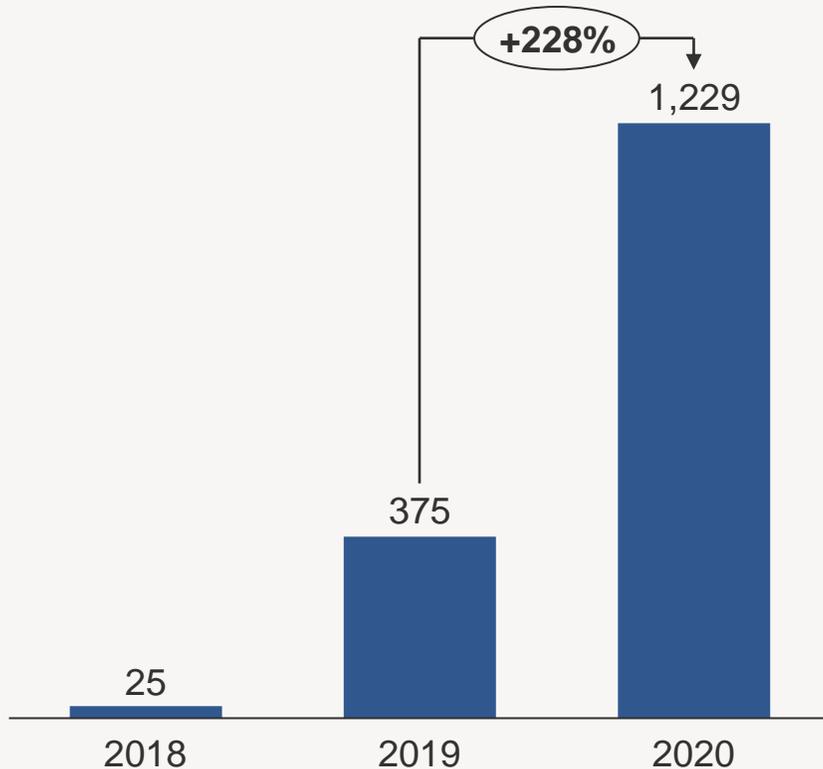
MEKKA

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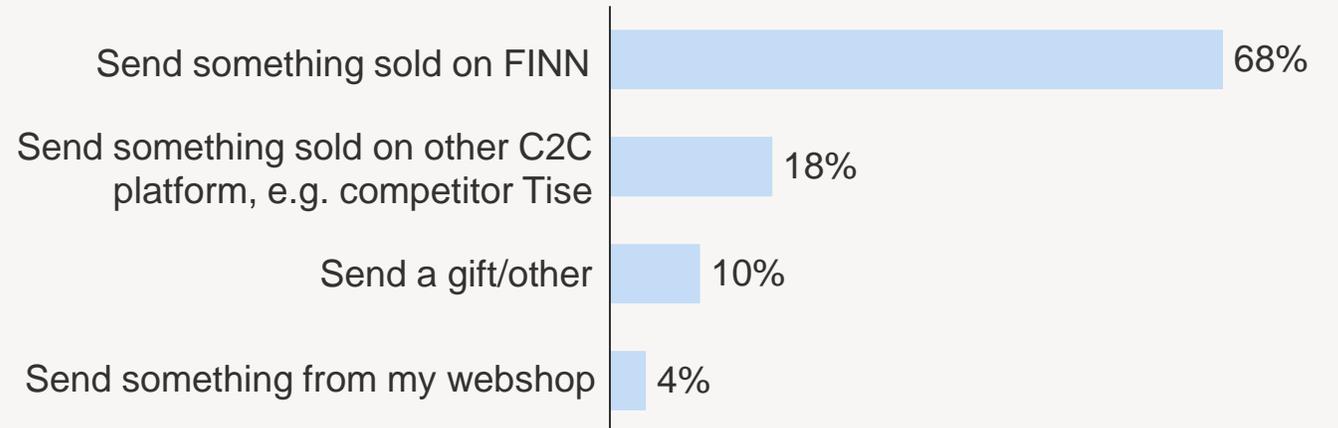
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# C2C is Helthjem's fastest growing segment; fueling FINN and the circular economy

C2C parcels distributed per year \*  
(thousand)



What consumers say they use the service for  
percent of respondents (N=2,303)



Book pick-up



Place your parcel



Parcel is picked up



Strong strategic  
execution

Competent financial owner of  
Adevinta

True Nordic player with online  
classifieds acquisitions in  
Finland and Denmark\*

Solid operational execution and  
shareholder value creation



We are uniquely  
positioned for  
growth in the  
Nordics

Strong brands and capabilities

Products and services  
providing value for our users



We are more  
than the sum of  
our parts

Building on a solid foundation,  
reaching for a shared purpose

Proven track record of  
innovation and investments in  
growth

# Investor contact

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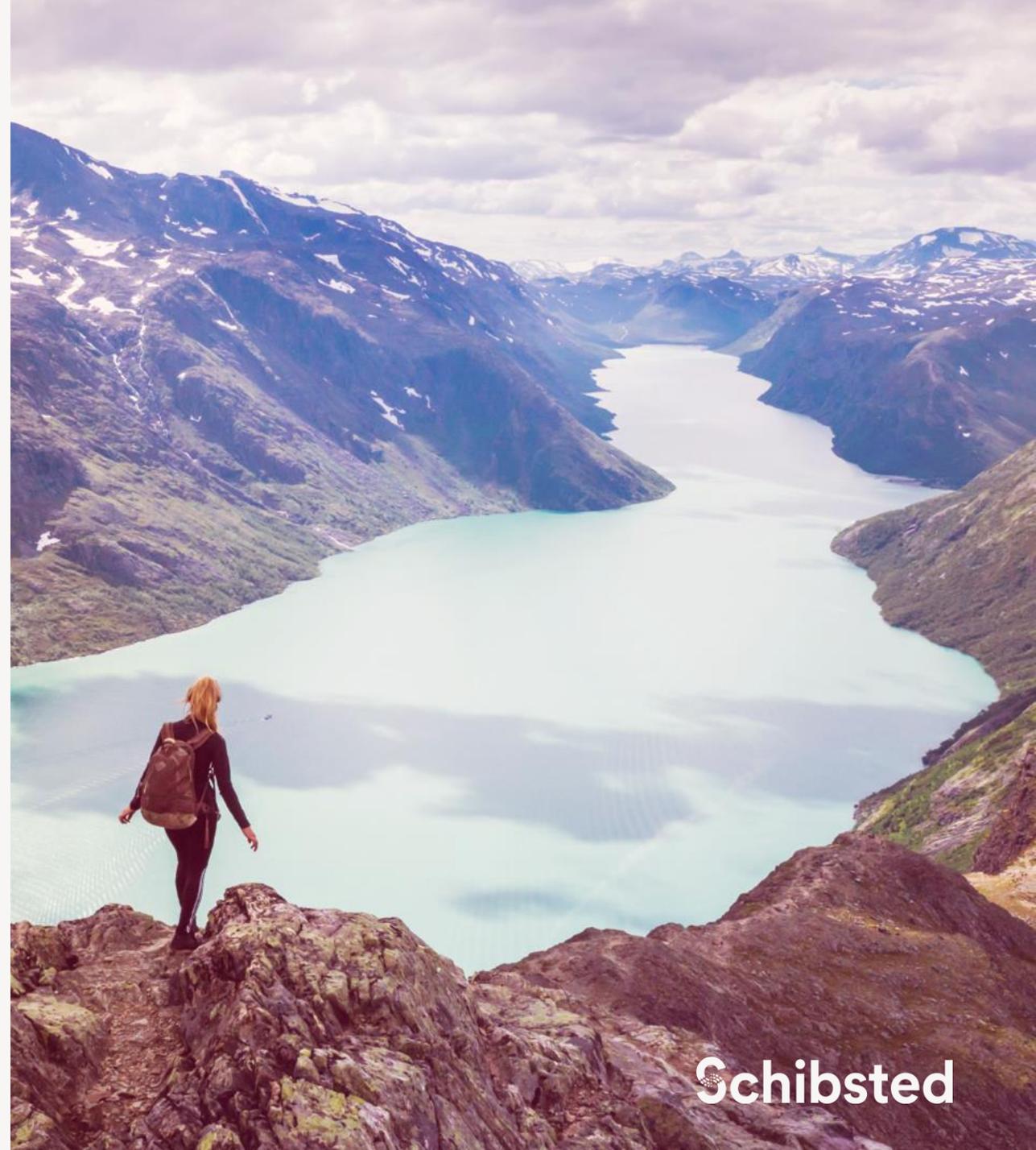
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