

Schibsted's Future State

Who we are and what we aim for

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Introduction



What this is

Schibsted's Future State defines **what** Schibsted is and should aim to be. It defines what sets us apart as a company, why we exist, what purpose we are pursuing and what will make us successful long-term. In short: what kind of company should Schibsted be in the hearts and minds of our stakeholders, or – **who we are**.

The reason for defining this is twofold:

- For everyone working in Schibsted it's about knowing where we're going and about providing **direction** and **inspiration** for all.
- For everyone else, it's about **understanding** what Schibsted is.

Schibsted Future State is not supposed to replace each brand's individual mission, strategy or values. Rather, it serves to **complement our brands** and provide a description of the larger context in which each business operates.

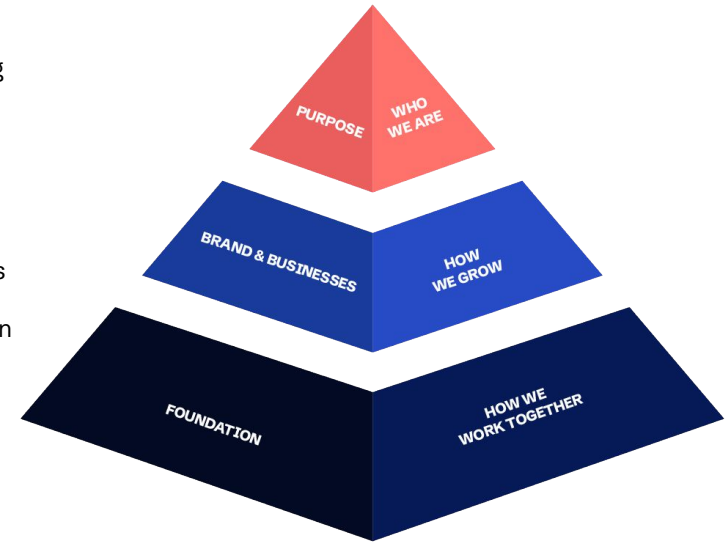
Schibsted made simple – the pyramid

The pyramid is our way of structuring and communicating what is common to everyone in Schibsted, and how each business, brand and function builds its own unique strengths within this context.

The top layer – **Who we are** – is described in Schibsted's Future State. It explains our purpose and it lays out our common mission, our goals, our character, a set of uniting principles and a vision for what we want to achieve as a family.

The middle layer – **How we grow** – lays out our strategic priorities. Each brand and business of the group has its own strategy. The group priorities guide us on how to allocate resources among business areas and group functions.

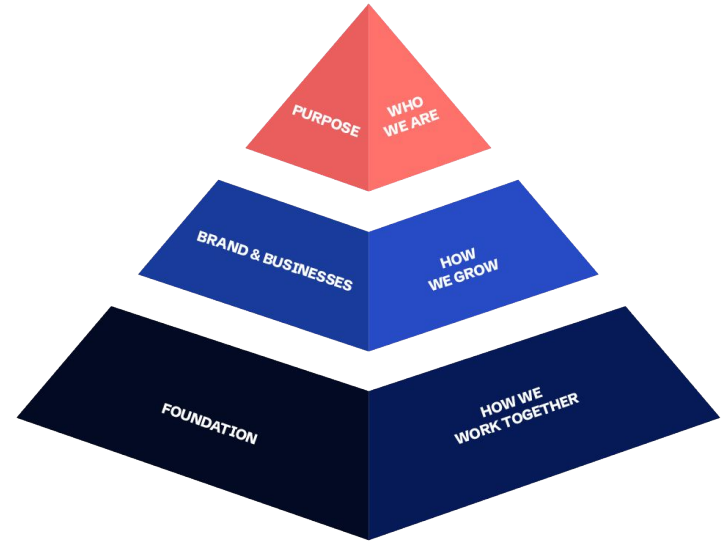
The bottom level – **How we work together** – lays out the services we share, as well as the resources we use to build capabilities, strengths and culture together across the organisation. This system puts every venture individually and Schibsted collectively in the best possible position to pursue its goals.



This is a presentation of the top layer

In the following slides we present and explain the different components in Schibsted's Future State, which make up the top layer of the pyramid.

This presentation is made by Schibsted Group Communication. If you have any questions, contact the Global Brand team on Slack: [#globalbrandteam](#).



Schibsted's Future State

From a media company to a diverse family

While the media heritage is long standing and strong in the Schibsted family, the media category alone can no longer contain the diversity of its brands and businesses. Nor can media describe the various areas Schibsted is exploring for future business opportunities. The idea behind growing a diverse family of brands is rooted in a firm belief that a portfolio of strong brands is the best way for Schibsted to create value by pursuing a multitude of opportunities.

Aren't all brands digital now? Not really. A croissant picked up from the bakery is very analogue, but one delivered to your doorstep with the morning paper is a digital service. Schibsted is a company that makes use of technology to create value for consumers and customers. Our brands draw upon the power of digital, even when physical.

Well known and much loved for their value to people in their daily lives. Each brand in its own way, but all united by Schibsted's culture of innovation, commercial flair and inclusive collaboration.

A family of digital brands

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graph TD; A["Aren't all brands digital now? Not really. A croissant picked up from the bakery is very analogue, but one delivered to your doorstep with the morning paper is a digital service. Schibsted is a company that makes use of technology to create value for consumers and customers. Our brands draw upon the power of digital, even when physical."] --> B["A family of digital brands"]; B --> C["Schibsted takes winning positions through nurturing its brands and creating an environment for growth through shared insights, technologies and capabilities. Some brands are part of the family by birth, some by choice. Some brands thrive when Schibsted keeps them close, others by being let go. As a family we flourish together when we make it everyone's business to participate in realising the potential of each brand, and our joint services."]; D["Well known and much loved for their value to people in their daily lives. Each brand in its own way, but all united by Schibsted's culture of innovation, commercial flair and inclusive collaboration."] --> B;
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A common **mission** directs our efforts in serving each customer and society as a whole

Schibsted's **reason for being** is as relevant today as it ever was, perhaps more so. Our mission directs our efforts in serving each customer and society as a whole, and each of Schibsted's brands and businesses contributes in its own way. When asking if a business idea, a start-up or a bold move is right for Schibsted, the question should be whether it helps us in forwarding our mission.

Empowering people in their daily lives



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graph TD; A[Empowering people in their daily lives] --> B[As in taking advantage of the opportunities technology offer to put people in a position to know what is true and what is fake, to compare prices, to finance that fridge that can't wait until payday, find jobs, homes or a helping hand when needed, and also allowing small, independent businesses to stay in business, or boosting the circular economy, by providing non-exploitative market places and bringing products right to people's doorstep. Win, win, win.]; A --> C[As in all kinds of people, of all ages, backgrounds and temperaments. We mean consumers, yes, but businesses have people too and we like to think of and treat them as such.]; A --> D[As in waking up with our customers, quite often literally. We are in their lives when they move in together and when they split up. When they give up deep sea diving and trade their equipment for a station wagon, or when they're just checking the news while waiting for a bus. Let others empower people to build the first colony on Mars, reconstruct the Notre-Dame or grow organs in a petri dish. All important and exciting, but Schibsted innovates close to people as they go about their day.];
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Our **vision** is an expression of both legacy and ambition

Our Vision springs from a **legacy** that we have the privilege and responsibility to carry forward. The needs of today are different than those of the past. Every generation of Schibsted employees takes pride in how new businesses are continually being built and the world is changed for the better because Schibsted is in it. Our watch is now.

Sometimes we forget to appreciate the value of sealing a deal with just a handshake, going to a stranger's home to buy a bike, seeing powerful people held to the same standard as everyone else and being able to recognise fake news. The value of knowing we can trust others and be trusted in return makes life a whole lot easier, and yet habit can make us take it for granted. We should not. Trust and transparency are defining qualities of a society where people can thrive and be happy on a healthy planet.



A society built on trust and transparency



Schibsted has been carrying the torch for independent media and freedom of speech since the beginning, and continues to do so. Our commitment to responsible internet matters, and Schibsted sets the standard for transparency and respect for people's privacy. Schibsted's role in safeguarding the conditions that sustain the Nordic way of life is significant. We are committed to upholding a high level of trust in society, as well as equality of opportunity, through the impact of our products and services.

Our **character** guides our behavior and aspirations

Schibsted's history is characterised by a series of profound changes. No wonder then perhaps that being a fearless force for change has become so fundamental to the Schibsted character. It is part **skill** and part **attitude**, and guides us when we find ourselves at a crossroads. This is how we **drive the change** towards better things.

Schibsted is an organisation that's unafraid of change. We strive to look around the corner and not only see what the future brings, but to actively shape it. At times we take great, calculated risk, even at the expense of our own brands and causing discomfort to our people. But we push forward anyway. The gains far outweigh the pains of being a force for change.

All across Schibsted we pursue opportunities that anticipate future needs – some times incrementally and with great care to safeguard what is already valuable, some times in giant, disruptive leaps that change Schibsted as a business, as well as the fabric of society, in profound ways.



A fearless force for change

A force is something that changes something's velocity or direction. Together with our users, Schibsted is a force to be reckoned with, given our ability to accelerate or give momentum to emerging trends and brands, our ability to change the way people consume and act, and our ability to make people stop and think.

Our **overarching goals** set the standard for substance and scale, and define our stakeholders

Schibsted is committed to creating value at multiple levels and for all our stakeholders. This is not a balancing act, but a **positive spiral** where creating value for consumers leads to increased use of services that benefit society, which is attractive to people we want to work with, and increases the value of our business. Each Schibsted business contributes in its own way and according to its goals. As a family we see the proof of this logic at work when we see these levers go up in unison.

Value to consumers and customers

We are consistently reaching and growing a wide audience of users and customers, providing world class services that are enjoyably useful, that people trust and are willing to pay for.

Value to employees and partners

Schibsted is a diverse and meaningful home for brave and adventurous employees and business partners looking to have their impact amplified, as individuals and businesses, through the scale and culture Schibsted represents.

Value to society and the planet

We make sure that growing our business and having a positive impact on society and the environment are one and the same.

Value to owners

We are trusted to disrupt – rethinking existing services and growing new ones in ways that demonstrate solid return on investment.

Our **Uniting Principles** express what is true and important all across Schibsted

Schibsted's brands and businesses have their own strategies and values, which is exactly as it should be. However, to make it easier for people to trust the whole family of Schibsted brands and for people in Schibsted to work together, these principles unite us all. Not every principle will seem relevant to each brand all the time, but as a set of principles they set the standard that Schibsted brands should aspire to, and codes of conduct that no brand strategy or values should ever violate.

We take leading positions

We have a growth mindset heritage and aim for market leadership in the geographies and categories we are in, with a wide portfolio of products and services. In line with Schibsted's legacy, our moves are some times incremental, sometimes monumental, and always bold.

We create exceptional user value by sharing data and capabilities

We do not operate in separate silos, or transaction by transaction. Data, technologies and capabilities are shared generously, and responsibly, across the Schibsted family to provide exceptional value to consumers who love us in return and show it.

We champion a responsible internet

Whether we are talking web, AI or IoT or whatever comes next, we deserve people's trust by setting the standard for transparency and respect for privacy. We will fearlessly advocate for responsibility wherever decisions about doing business on the internet are made.

We are more than the sum of our parts

Schibsted's family of strong independent brands is united by a shared mission, a brave culture, a generous mindset, and a set of shared capabilities. Taking advantage of the systemic interconnections between us, our joint capacity for creating and capturing consumer value is unparalleled.

We think big and long term

We grow winning Nordic concepts. When Schibsted spots an opportunity for its products or services to empower people's daily lives beyond the Nordics we are opportunistically global, nimbly pursuing whichever route shows the greatest promise. We think long term, but act here and now.

We know the power of local

Schibsted disrupts and innovates in areas where local services have an advantage over global. We will continue to hone this unique capability for turning deep understanding of people and places into successful services.

We are accountable

We lead by our PACE principles and in accordance with our Code of Conduct. Our practices should stand up to the same kind of scrutiny we subject others to.

We are entrepreneurial

We continue to connect previously unconnected products, ideas, people and technologies in new and innovative ways to create value for users and as enablers of services inside and outside of Schibsted.

We are Schibsted

Schibsted's products and services help people make informed choices, live more sustainable lives, and trust each other. The way we see it, trust and transparency are defining qualities of a society where people can thrive and be happy on a healthy planet.

Our joint mission of empowering people in their daily lives is rooted in the values of our media heritage and a legacy of bold change. We don't claim to hold the truth – we seek to uncover it. We won't mislead people – we promote fair and open deals. We don't wait for the future – we shape it.

We are inspired by this common purpose and supported by a shared foundation, shared goals and shared principles that unite us. While each of the Schibsted brands and businesses independently pursue opportunities to create value, it is as a family working together we flourish at a scale and in ways that really make a difference.

Schibsted's real impact comes from people finding our products and services valuable, and making them a part of their lives in ways that change how they act, consume and understand the world.

At Schibsted we are never content with the way things are. We believe in letting new opportunities develop, never allowing yesterday's successes to stand in the way of the next. At our best, we are a fearless force for change in a society built on trust and transparency.

So, in summary:

What are we?	A family of digital brands
What do we do?	Empower people in their daily lives!
Why do we do it?	To uphold a society built on trust and transparency
How do we do it?	By being a fearless force for change
What is our recipe for success?	Our uniting principles!
How do we know that we succeed?	When we progress towards our overarching goals

We are Schibsted

Empowering people in their daily lives
As a fearless force for change
In a society built on trust and transparency

Thank you

Schibsted