

Schibsted
Capital Markets Day
Stockholm 28 March 2007

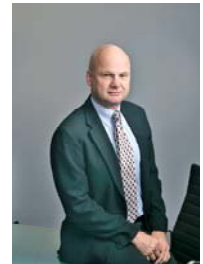


Agenda Schibsted CMD 2007

Speaker

Title

- Kjell Aamot
 - Birger Magnus
 - Gunnar Strömblad
 - Sverre Munck
 - Terje Seljeseth
 - Anna Vegerfors
 - Trond Berger
 - Kjell Aamot
- Market trends and strategy update
 - Norway
 - Sweden
 - International
 - Growth opportunities online classifieds
 - New concepts online newspapers
 - Finance
 - Outlook



AGENDA



Market trends and strategy update

Norway

Sweden

International

Growth opportunities online classifieds

New concepts online newspapers

Finance

Outlook



Schibsted 1839 – 1992



Schibsted Forlagene
Publishing house



1839

Aftenposten
Morning newspaper



1860

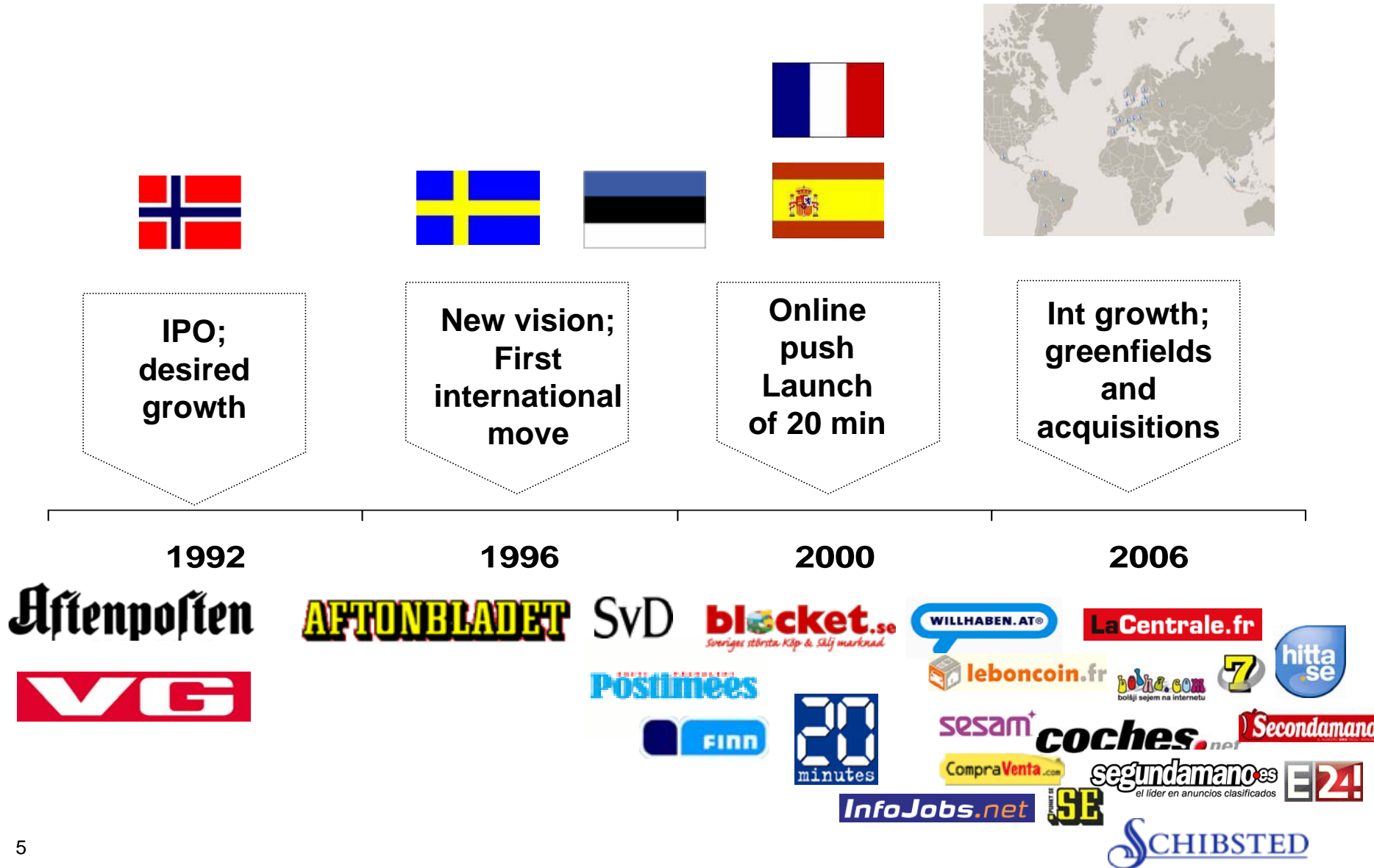
Verdens Gang
Evening newspaper



1966

SCHIBSTED

Schibsted is in a growth phase



**Schibsted will be
the most attractive media group in Europe
through people who dare, who challenge and who create!**

Schibsted will become

Growth

Europe's most innovative media group, founded on strong brands.

Market

A leading group in Europe in understanding changes in media usage and applying this knowledge in developing traditional and new media.

Organisation

A leading group in Europe in developing talent, leaders, employees and creative organisations embracing continuous improvement.

Group development

A group with an open, including culture hallmarkd by efficient cooperation and strong local entrepreneurship.

Finance

A leading media group in Europe with regard to long-term financial returns and risk management.

Schibsted is

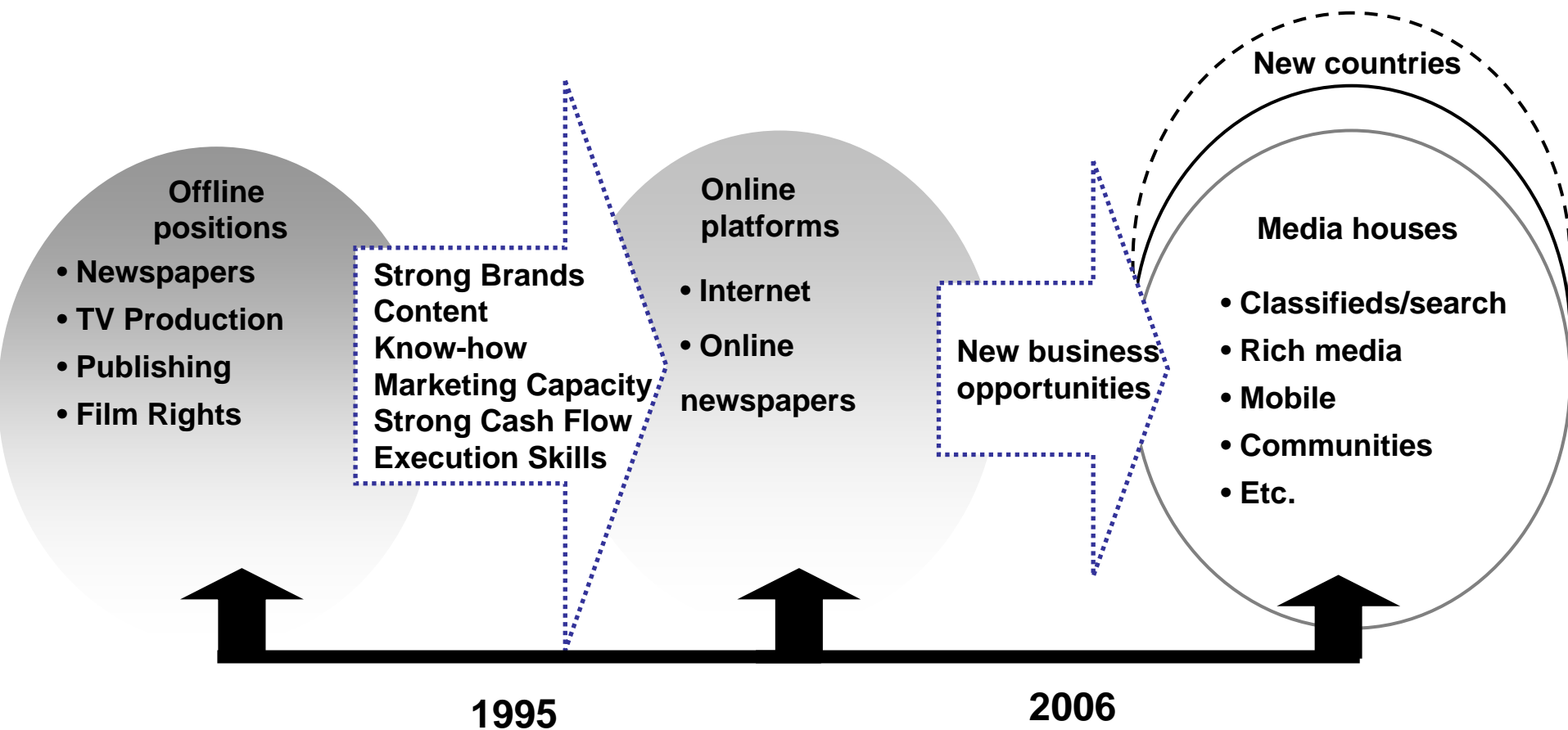
A broad media group which conveys important, useful and entertaining content.

A group that fosters democracy and diversity through integrity and editorial independence.

A knowledge-based group whose core resources are strong brand and highly qualified employees.

A listed company giving competitive financial returns based on a sound balance sheet.

Continued growth in new areas through development of core activities

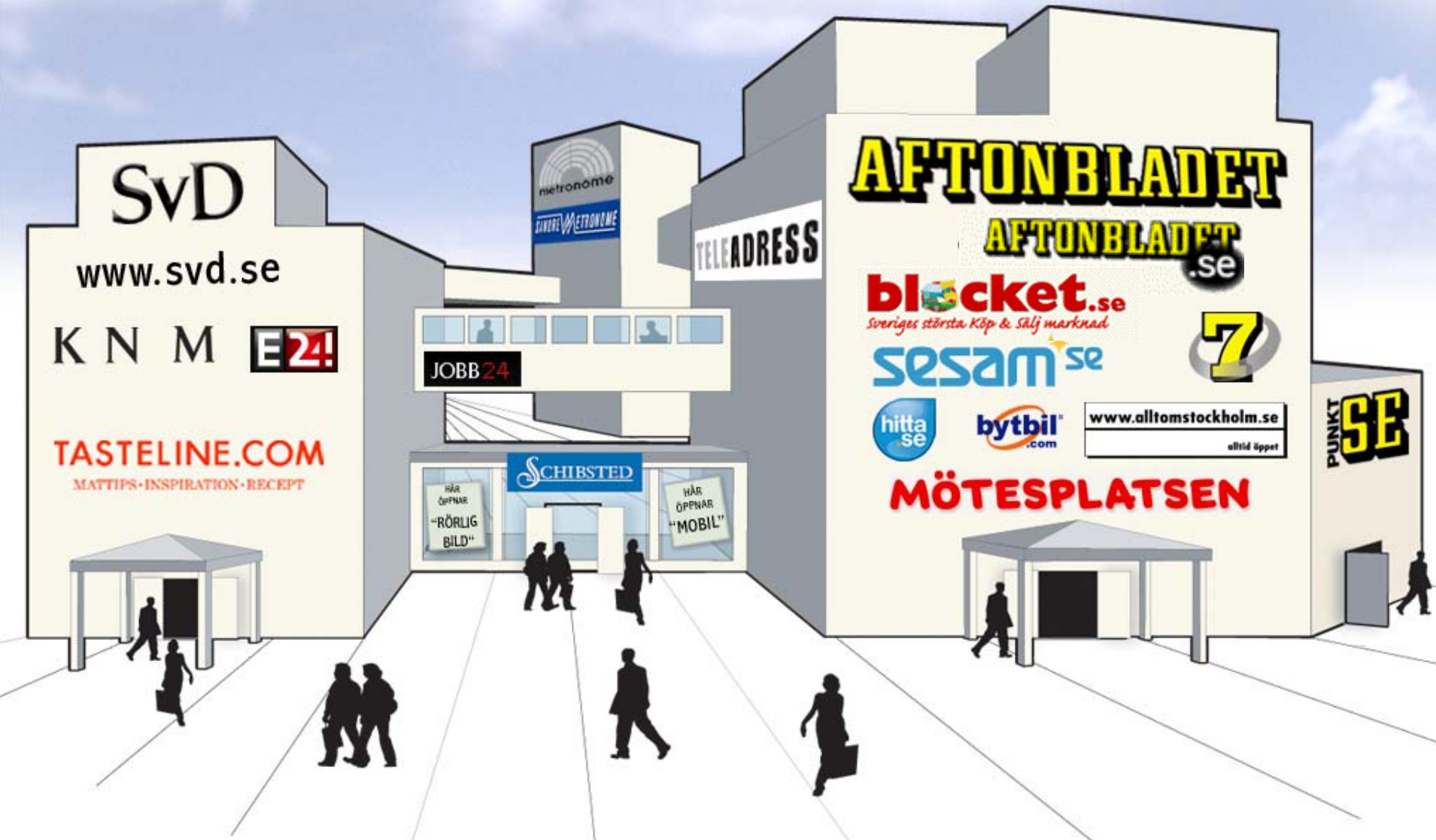


Growth prioritized through media houses in key markets

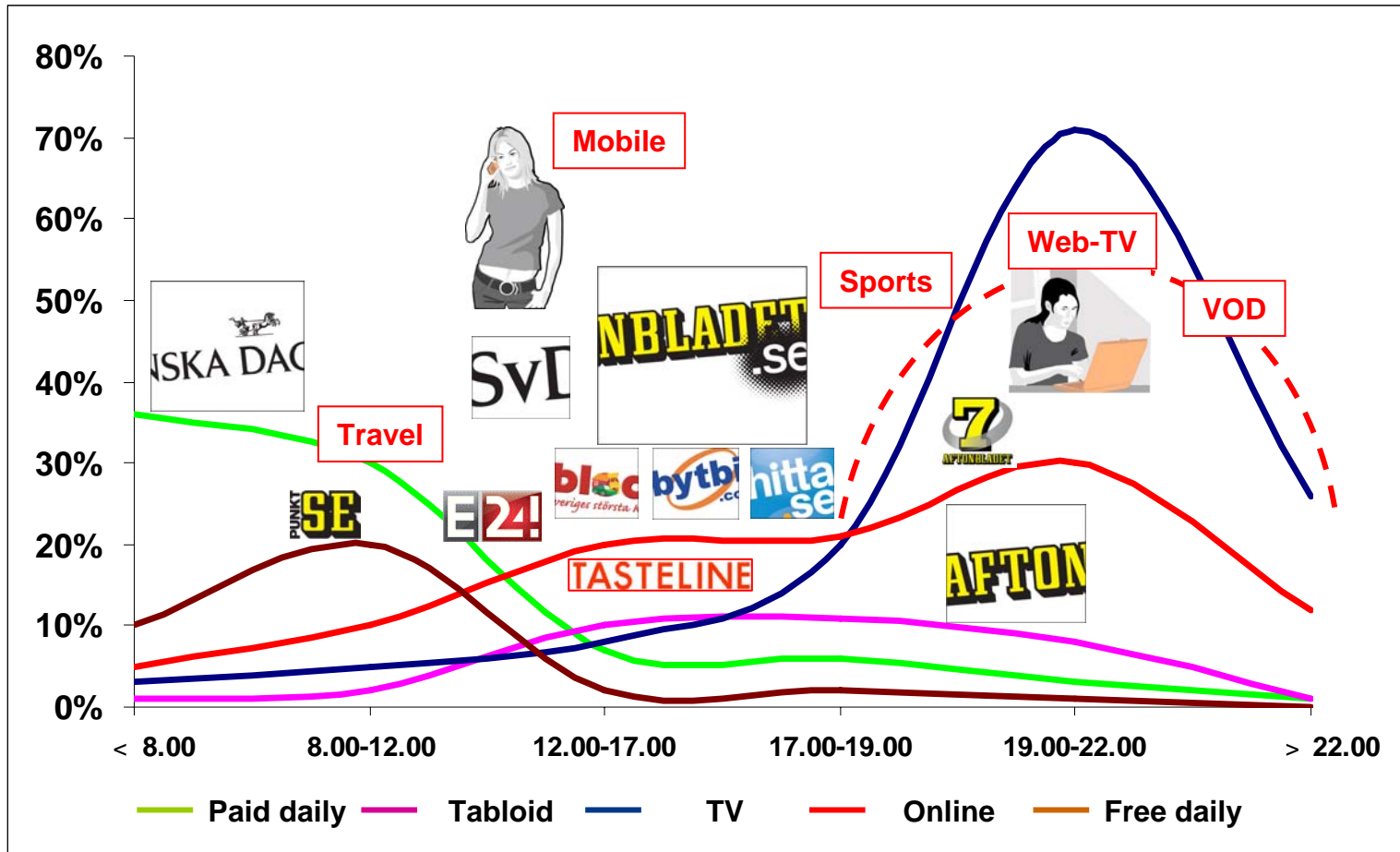


The building of strong media houses is key

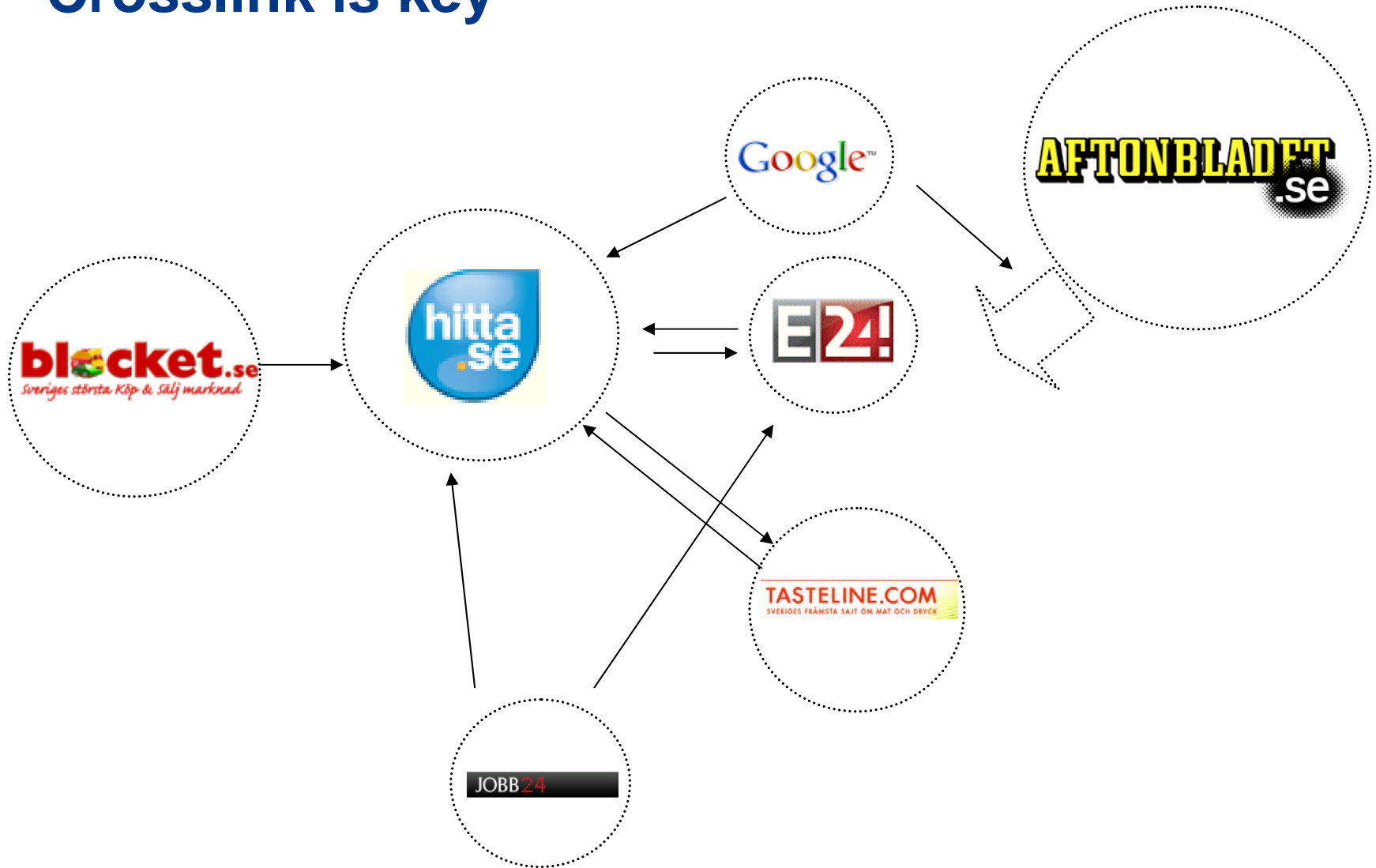
Sweden example



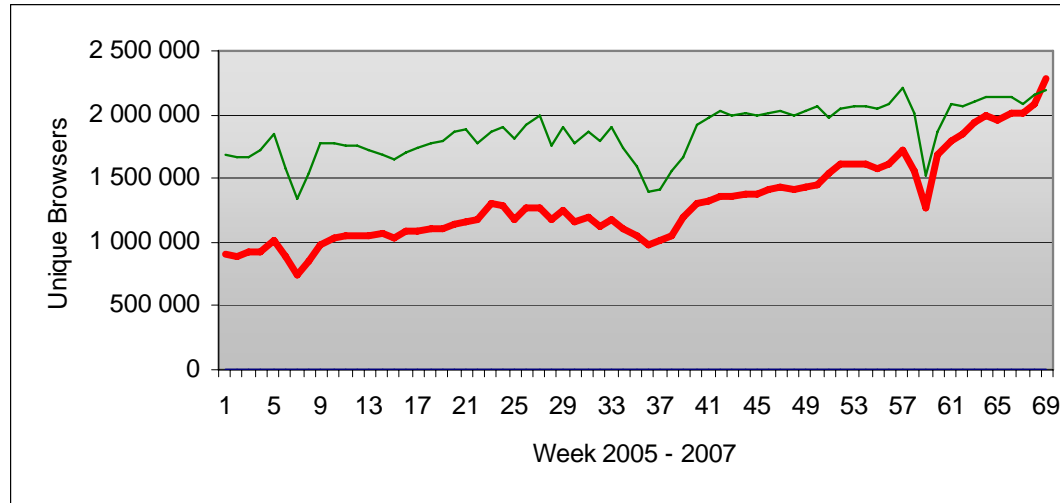
Increased share of media consumption during the day



Crosslink is key



Utilizing size take 1; proven concepts boosting new initiatives



#1 directory
service in
Sweden



Utilizing size take 2; proven concepts boosting new initiatives



Traffic: 840,000 weekly users



Direct hits (+ search engines)



Traffic: 2,200,000 weekly users

12 %

26 %

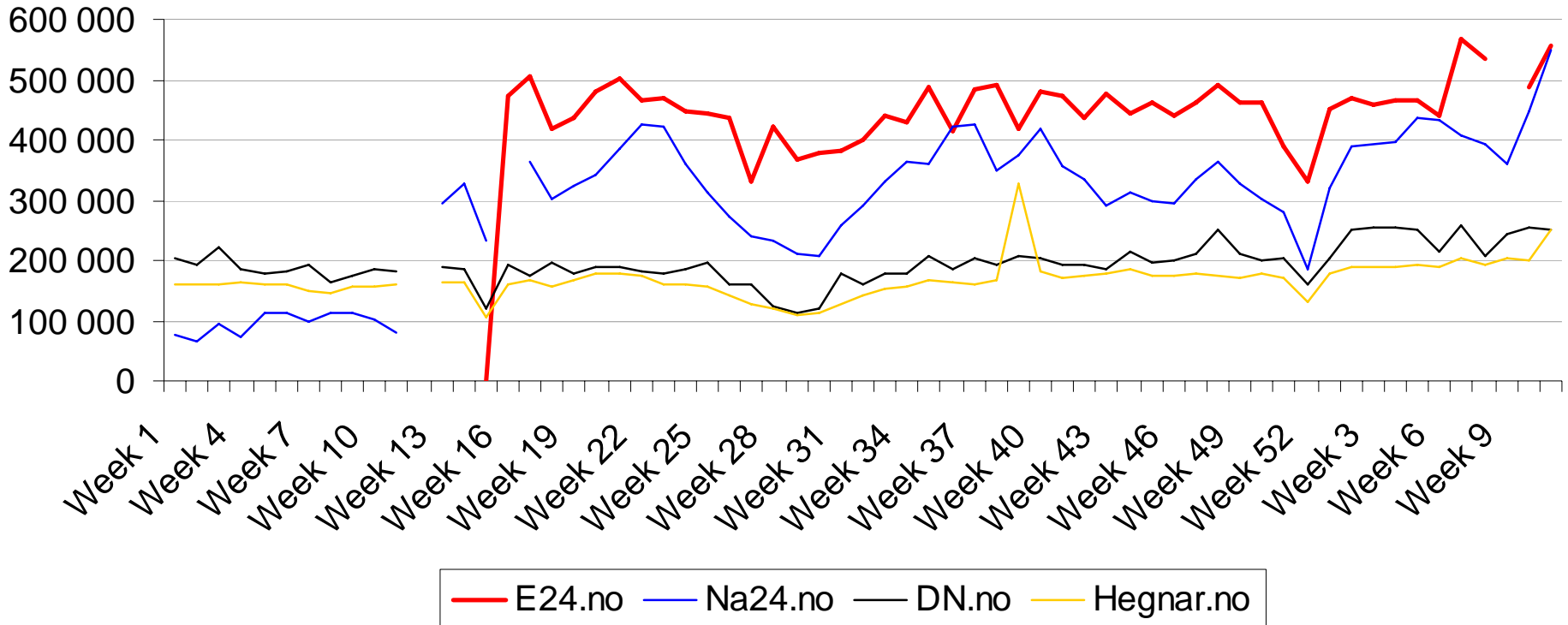
62 %



Goal: 350,000 weekly users
Result: 566,000 weekly users

E24 the largest business news site in Norway in an instant

Unique weekly visitors



Some trends we are watching

Social media

- People want to contribute their own content
- Many-to-many communication

Long tail

- Verticalization of the web
- Niche media

Web-TV

- Broadcast TV declining
- Web-TV increasing

Users want to contribute in all channels



Blogs on serious topics

Home made videos

On-site journalism

Video ads

Social media drives impressions

Million unique visitors

1. VG	2.3
2. MSN	2.0
3. Startsiden	1.8
4. Dagbladet	1.8
5. FINN	1.2
6. Gule Sider	1.2
7. TV2 Nettavisen	1.1
8. Kvasir	0.9
9. Aftenposten	0.9
10. SOL	0.7

Million page impressions

1. VG	168
2. FINN	130
3. Dagbladet	69
4. MSN	52
5. Startsiden	38
6. TV2 Nettavisen	20
7. Gule Sider	19
8. SOL	16
9. Aftenposten	12
10. Kvasir	11

- **Nettby has lifted VG to no.1 position**
- **Nettby had ~0.4 million unique visitors in week 11 and, 113 million page impressions**
- **Finn as a social media: 80% of visitors to FINN's real estate did not plan to buy or sell**

Some trends we are watching

Social media

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- Many-to-many communication

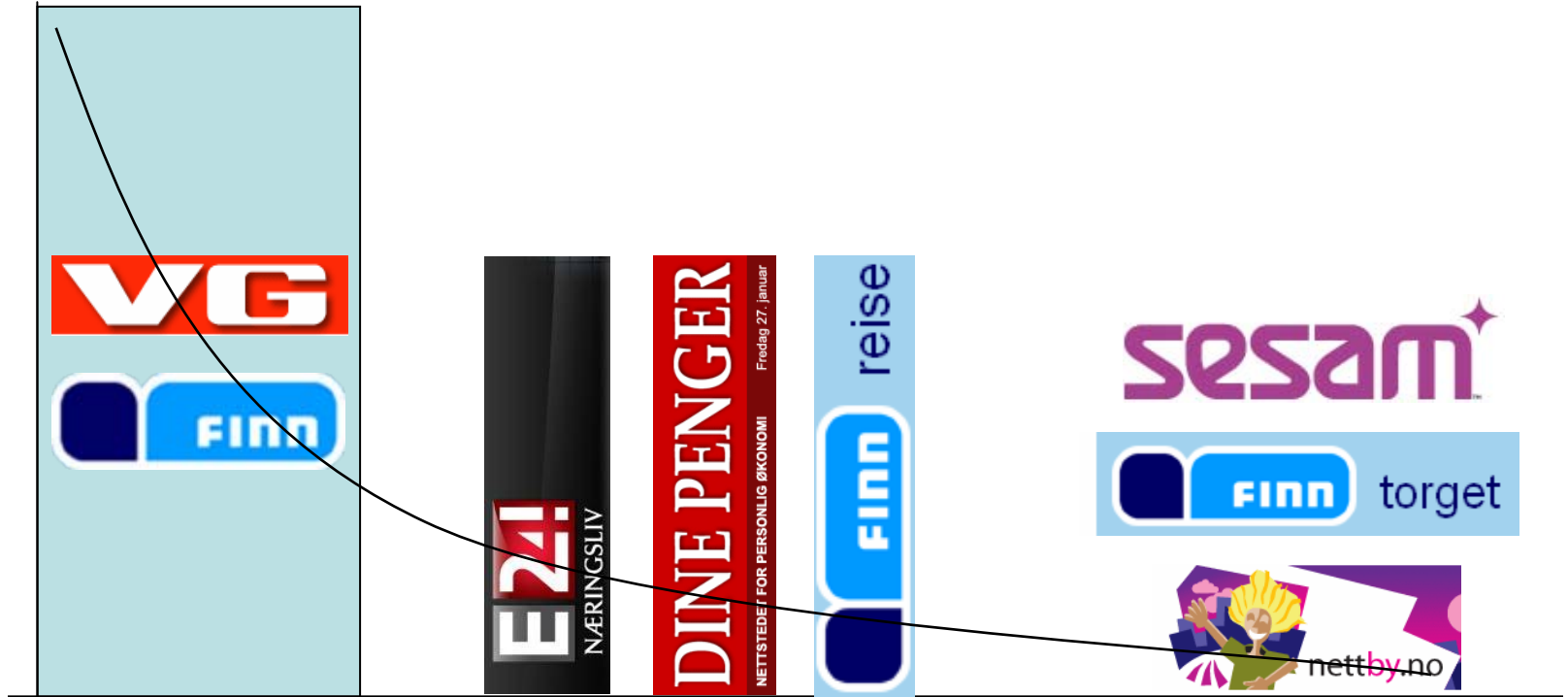
Long tail

- Verticalization of the web
- Niche media

Web-TV

- Broadcast TV declining
- Web-TV increasing

Activity on the web is growing in the tail



- Large front-pages

- Vertical leaders

- The tail

The tail – Norwegian interest in Samurais?

Groups on Nettby

VG Blog

FINN Classifieds

Sesam search



Ha deg vekk, din tølper. - Ninjaer og samuraier

4 annonser

Sorter etter:

Dato

sorter

Bilde	Overskrift	Sted	Pris	Dato
	NHS Kjøkkenkniver av topp	Egersund	799,-	28.02.2007 22:06

sesam

Nettsøk

Nyhetsøk 225

Bedriftssøk 5

Personsök 0

Bildesøk 96 140

Bloggsøk beta 134

TV-Søk 3

Værsøk 0

Skjul meny

samurai

Nettsøk

Norge

Verden: 2 199 857

52 166 treff på samurai

[Leksikon \(wikipedia\): treff på Samurai](#)

Samuraiene var krigere som kjempet for noe som har blitt et glemt ord, ære. Samuraiene var krigere som var respektert over hele Japan. På venstre side av obi (beltet) bar samuraien et langt og et kort sverd, det var katana "daito" som betyr langt sverd og wakizashi shoto som betyr kort sverd....

[Bedriftssøk: 5 treff på samurai](#)

[Samurai Karateklubb](#)

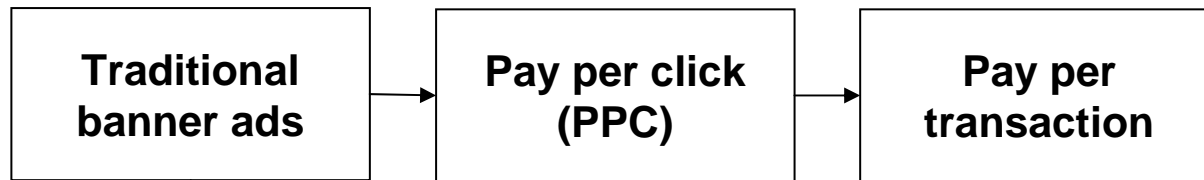
[mer info](#)

Effective advertising?

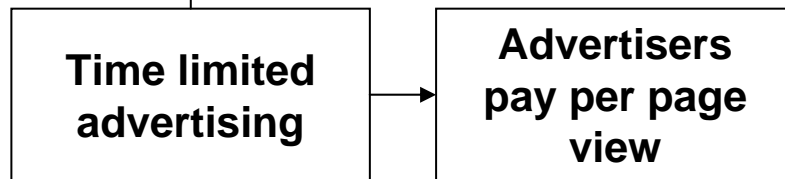
blocket.se
Sveriges största Köp & Sälj marknad



Development in online advertising



- Advertising will be a variable cost for advertisers



- Schibsted will be able to capitalize on increased number of visits

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- Niche media

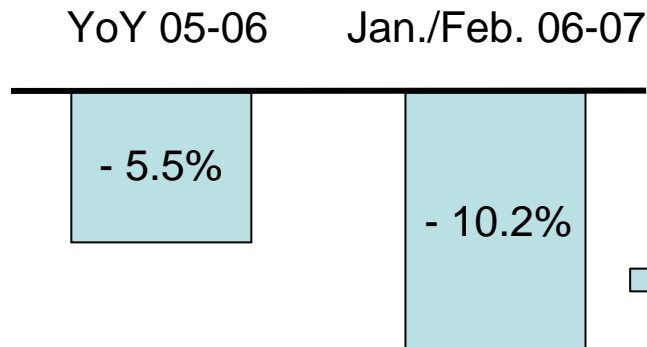
Web-TV

- Broadcast TV declining
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Norwegians are spending less time watching TV

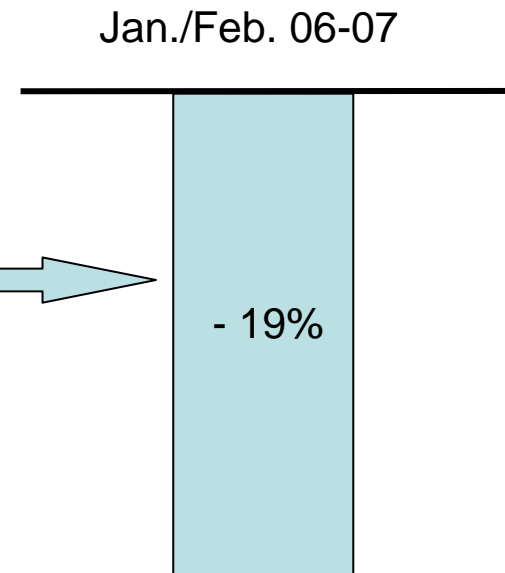
Time spent decreased in 2006 and this trend continues into 2007

Percentage decrease in time spent per day viewing TV



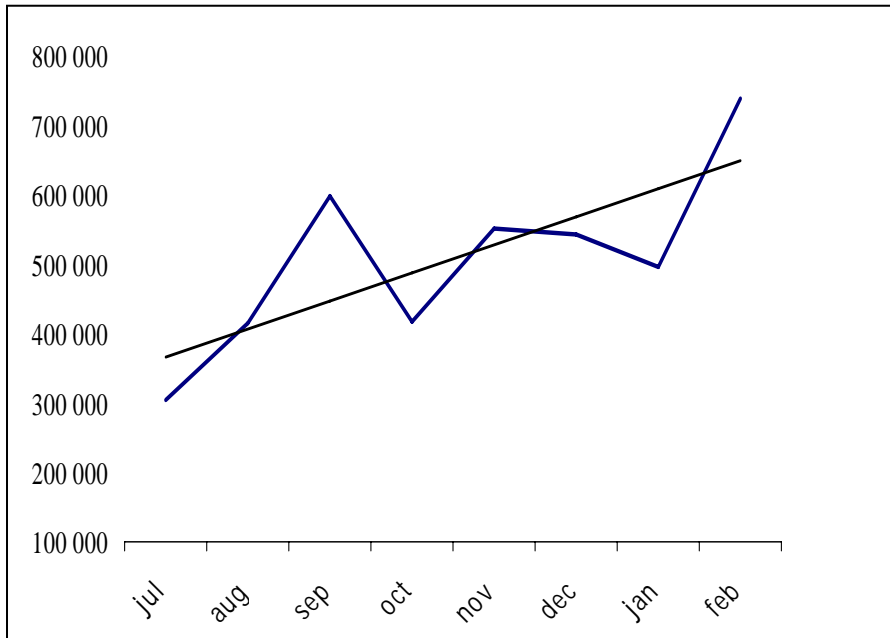
Important group for advertisers sees largest decline

Percentage decrease in time spent per day viewing TV (age: 30-39 y)



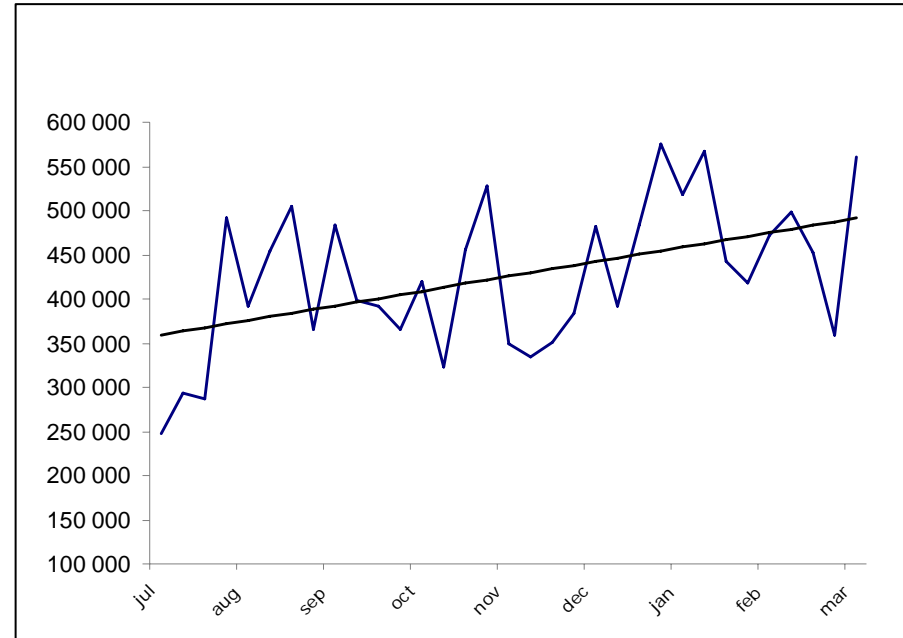
Web-TV sees large growth in traffic

Aftonbladet.se



Unique visitors per month

VG Nett



Unique visitors per week

- Unique visitors to Aftonbladet.se web-TV has increased with 87% the last year
- Aftonbladet.se reaches 44% of all Swedish web-TV viewers and show 4 million videos every week
- VG Nett shows above 1.5 million videos every week

Web-TV is viewed in the afternoon

Most common material

News (49 %)
Skits/humour (14 %)

Most demanded material

News (45 %)
Sports (16 %)

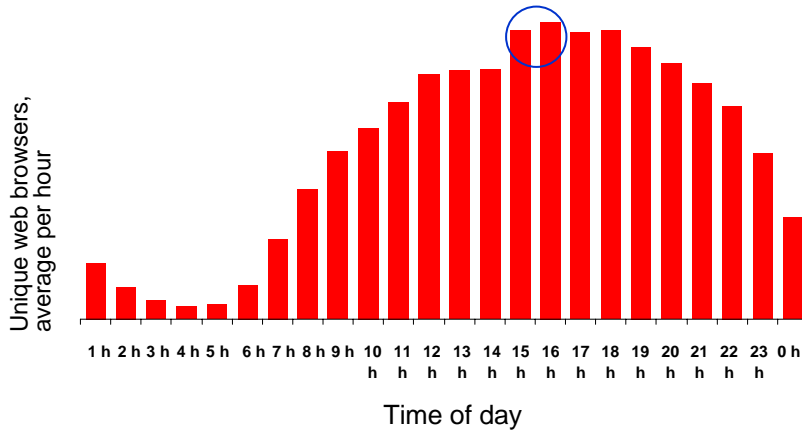
Percentage that think they will watch more web-TV in 6 months

28 % of web-TV viewers

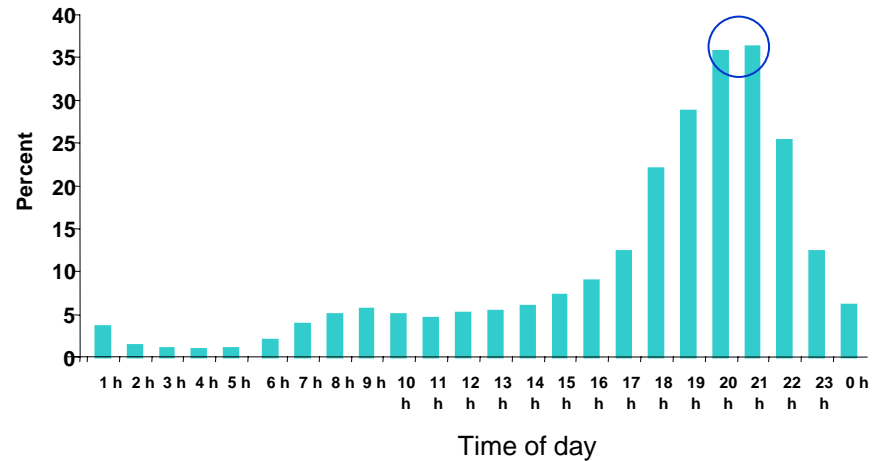
Percentage that watch less traditional TV because of web-TV

15 % of web-TV viewers

Aftonbladet.se Web-TV, December 2006

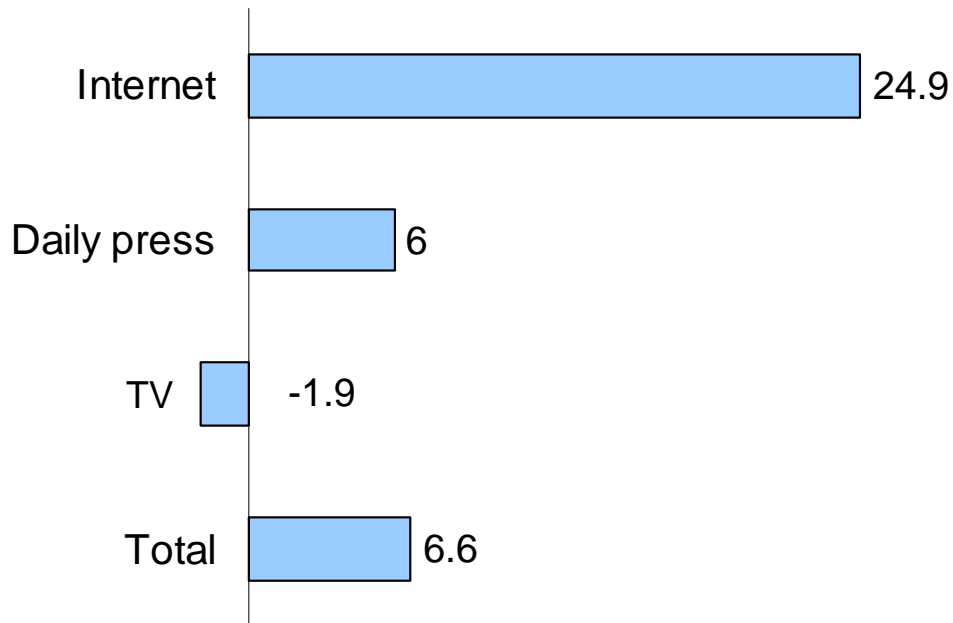


Traditional TV



Good start of the year for online and print

Growth in advertising revenue through Norwegian media agency in %
January and February 2007



- Continued strong growth online
- Good start of the year for print ads

'Survival of the fittest'

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."



Charles Darwin

AGENDA

Market trends and strategy update



Implementation of the new vision

Norway

Sweden

International

Growth opportunities online classifieds

New concepts online newspapers

Finance

Outlook



**Schibsted will be
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"EUROPEAN BEST PRACTICE"

From foilware to action

- **WHO IS NO. 1?**
- **HOW GOOD ARE WE?**
- **HOW CAN WE BECOME THE BEST?**

EXTENSIVE
AND
PRACTICAL
WORK

THE WORLD'S MOST INNOVATIVE COMPANIES



p. 62

WHO

HOW

- APPLE → Innovator in chief
- P&G → Share patents
- SAMSUNG → Networks of brainy scientists
- IBM → Design strategy
- BMW → Speed cycle time
- STARBUCKS → Get into the customer's head
- TOYOTA → Free time to experiment
- Embrace suppliers



what's with sony??



call a pizza!











be con tak

innovation premium
...? ah yeah!!

Active Companies

2006 survey and analysis of 1,070 senior executives in 63 countries by The Boston Consulting Group

COMPANY	WHY	BEST PRACTICES	1995-2005 MARGIN GROWTH#	1995-2005 STOCK RETURNS##
Apple	Hello, iPod World. Outstanding design and innovative software platforms create an unrivaled user experience.		7.1%	24.6%
Google	Allows one of the world's brightest crops of engineers time to experiment. Focuses on simplicity and the customer.		n/a**	n/a**
3M	Revamped its vaunted R&D labs in 2003 to centralize basic research. With new CEO George Buckley, an engineer is back at the helm.		3.4	11.2
Toyota	A master of manufacturing innovation, and now, hybrid technology. New cost-cutting strategy calls for reducing vehicle system costs as a whole.		10.7	11.8
Microsoft	Primes Windows and Office sales with innovations. A new combo of Web and PC services, called Live, is off to a solid start.		2.0	18.5
General Electric	Transforming from an efficiency powerhouse to one that values bold ideas. Now rates managers on traits such as "imagination and courage."		5.7	13.4
Procter & Gamble	Its "connect and develop" model calls for 50% of new products to come from outside. Design and innovation execs are now part of the org chart.		4.4	12.6
Nokia	Global handset leader. Diverse teams create future-oriented "world maps" to track macro trends. Designed low-cost phones for emerging markets.		0.0	34.6

WHAT ARE WE DOING 8 MONTHS AFTER?

TOP TEAMS

- EXTERNAL COACHING
- LEADERSHIP CRITERIAS DEVELOPED
- 360 ⊕ FEEDBACK + GPW
- SCHIBSTED CALENDER & BUSINESS REVIEW

SALES

- HIRE & FIRE
- TRAINEEPROGRAM
- EXTENSIVE TRAINING
- NEW PRODUCTS
- SCHIBSTED SALE AWARDS

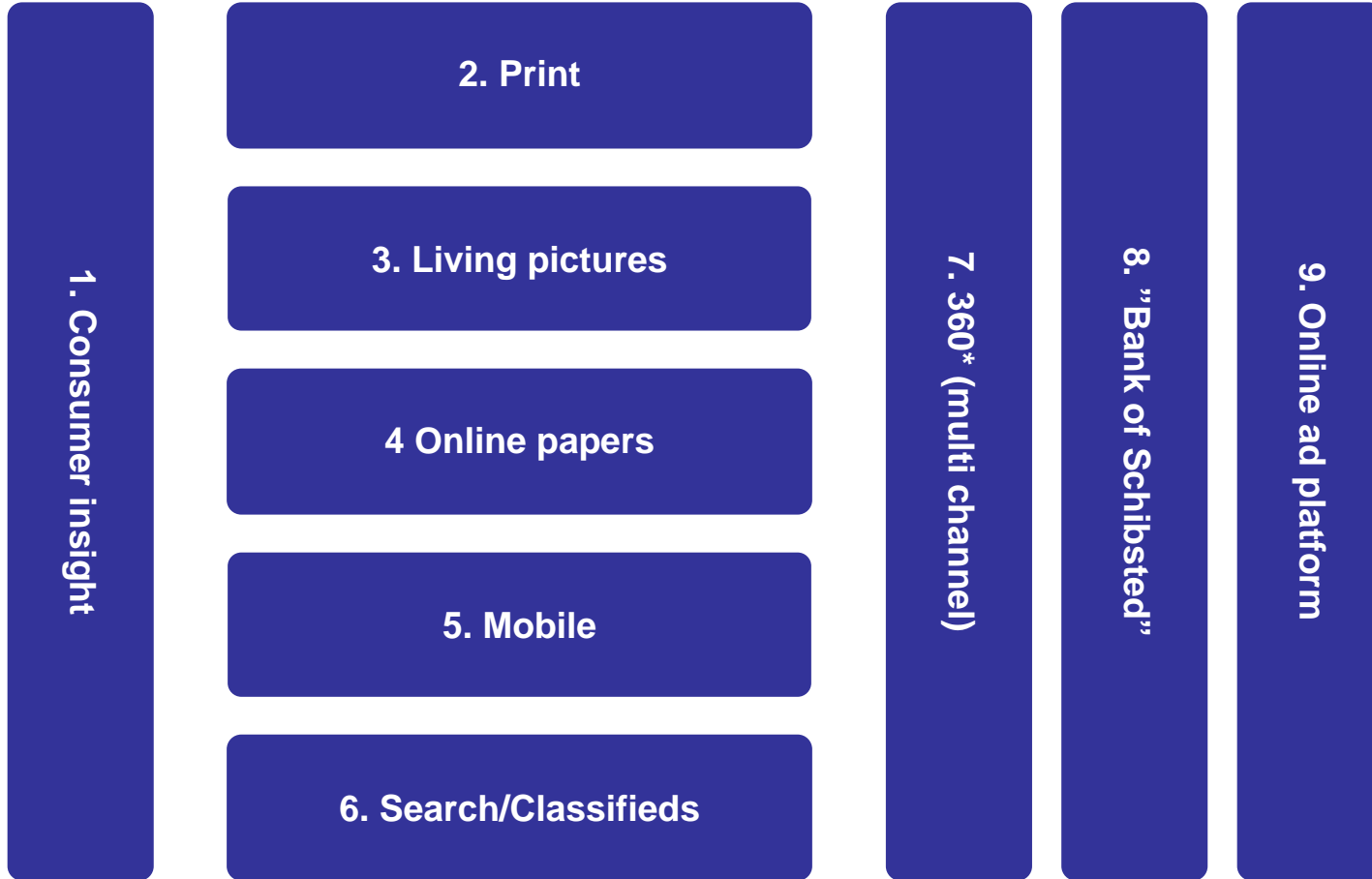
INNOVATION & CONTINUOUS IMPROVEMENT

- 4 PILOTS TO LEARN ENGAGING TECHNOLOGIES
- MORE SYSTEMATIC NETWORKING

MARKET INSIGHT

- SEGMENTATION MODELS
- DIFFERENTIATED PROGRAMS
- ANNA KIRAH

STRATEGIC PROJECTS/ISSUES 2007



AGENDA

Market trends and strategy update

Implementation of the new vision



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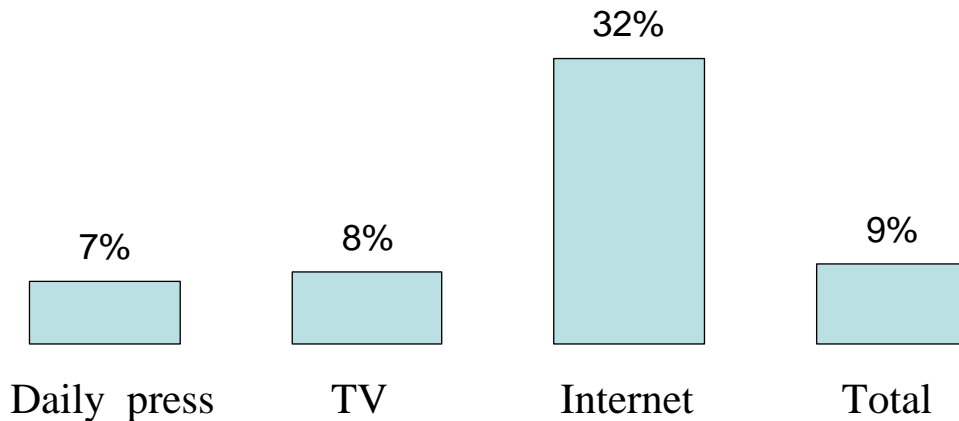
Outlook



State of the Norwegian ad market

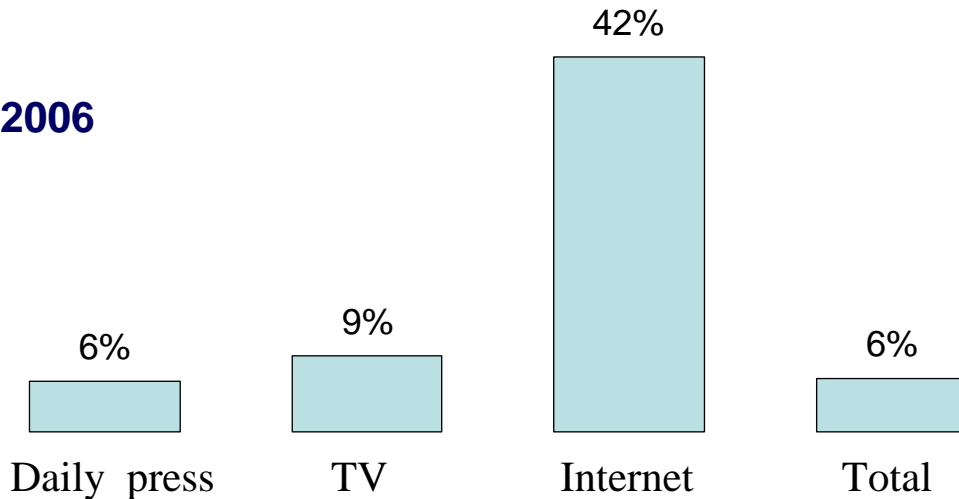
Y-on-y growth in percent

Q4



- Strong cycle in Norway
- Strong growth particularly online

2006



Improved performance



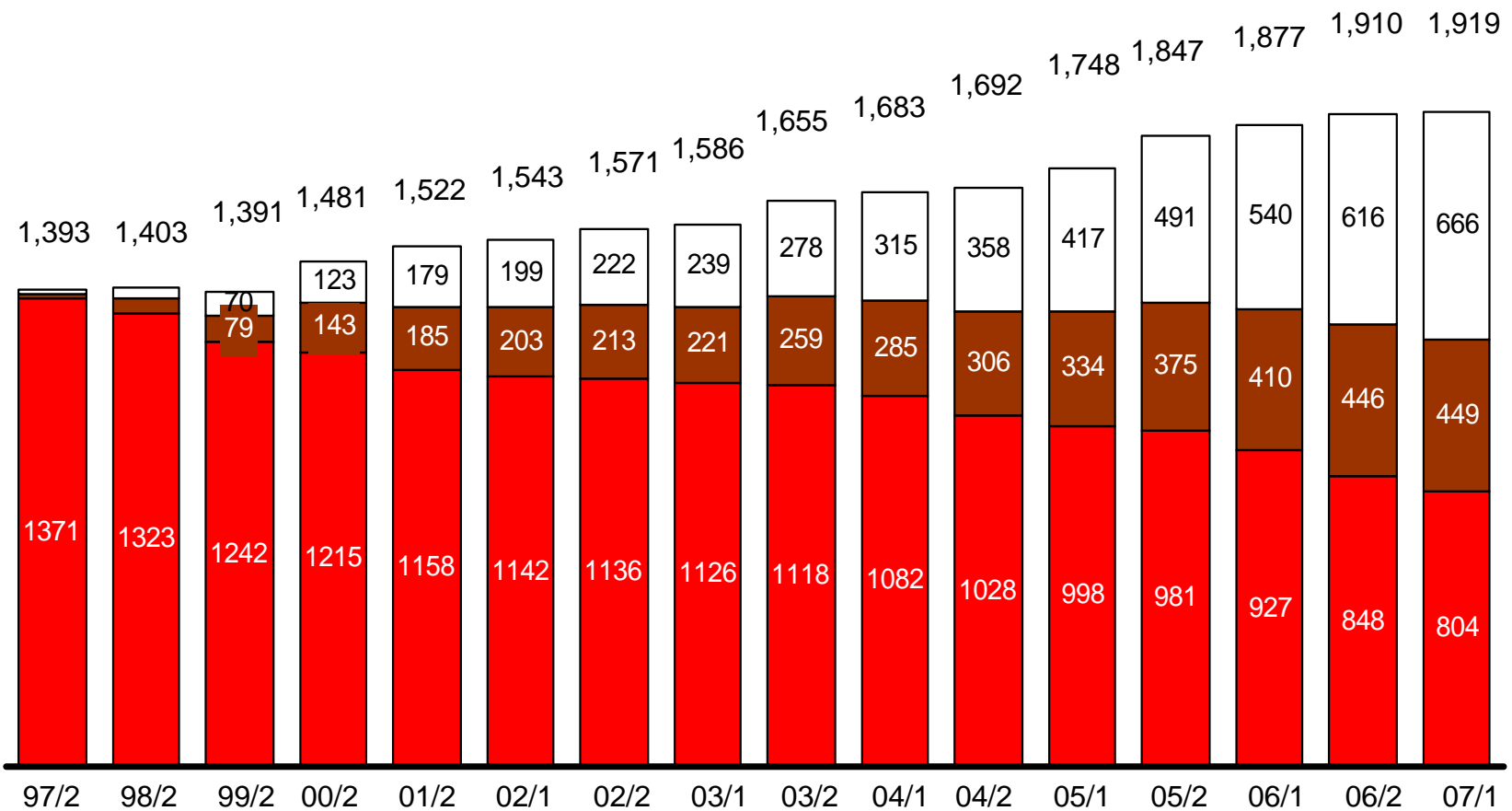
- Cost reductions according to plan
 - Staff reduced with 90 employees
 - Staff reduction finalized earlier than anticipated
- Improved circulation situation so far in 2007
- Good ad revenue growth so far in 2007
- Product development to stabilize circulation and develop new revenues

Readership on- and offline

Daily readership, thousands

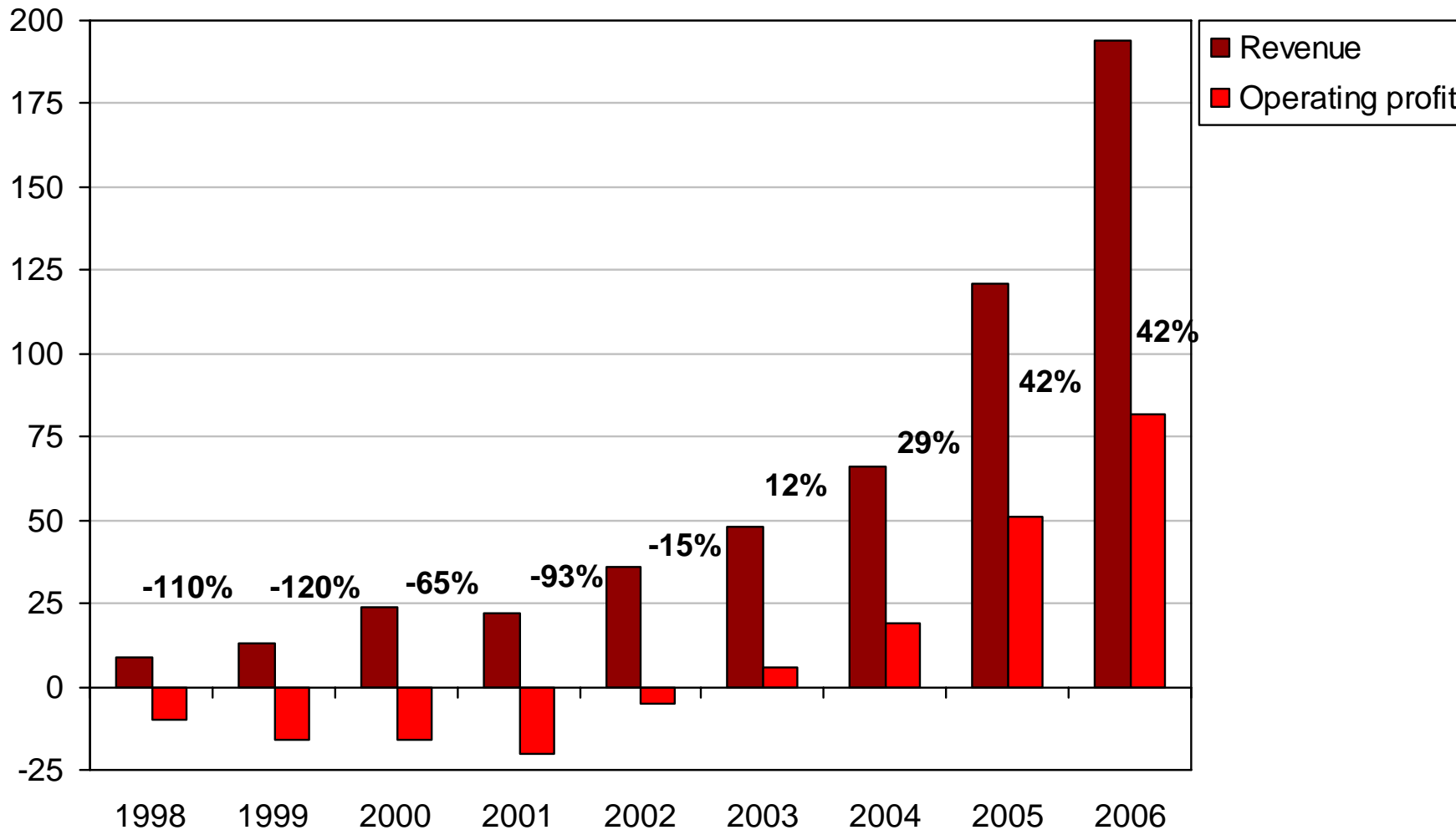


- Only online version
- Both
- Only paper version



Financials 1998 – 2006

NOK millions

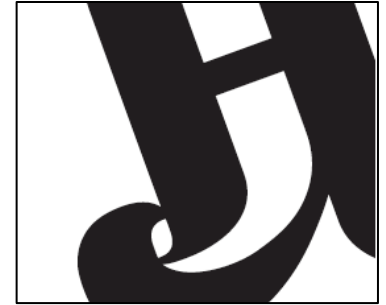


Few dark skies



- Good growth both in ad revenues and other revenues
- Operating margin expected to remain stable in 2007
- Experiments to capitalize on traffic with new pricing models for brand advertising
 - Top banner shared by two advertisers per 24 h – price increases more easily accepted
- Strong growth for Nettby – community launched in September 2006
 - Good potential for advertising slots sold per demography and priced per impression
- Snutter.no launched in February – users publish own videos
- Increased acceptance for web-TV

Good situation for the print newspaper



- Slight decline in circulation for the morning edition
- Good results on the advertising side
 - Continued strong growth in recruitment advertising
 - Growth in real estate advertising
- Cost increase expected in 2007
 - Increased volume costs and higher activity level
- Continued revenue growth and strengthened position for Aftenposten.no

Good prospects for E24.no



- E24.no is the largest business news site in Norway
- The long term ambition is to become the largest player within business news in Norway – regardless of media platform
- Break even to be reached in 2007
- Good advertising sales in 2007
- Now 20 full time employees



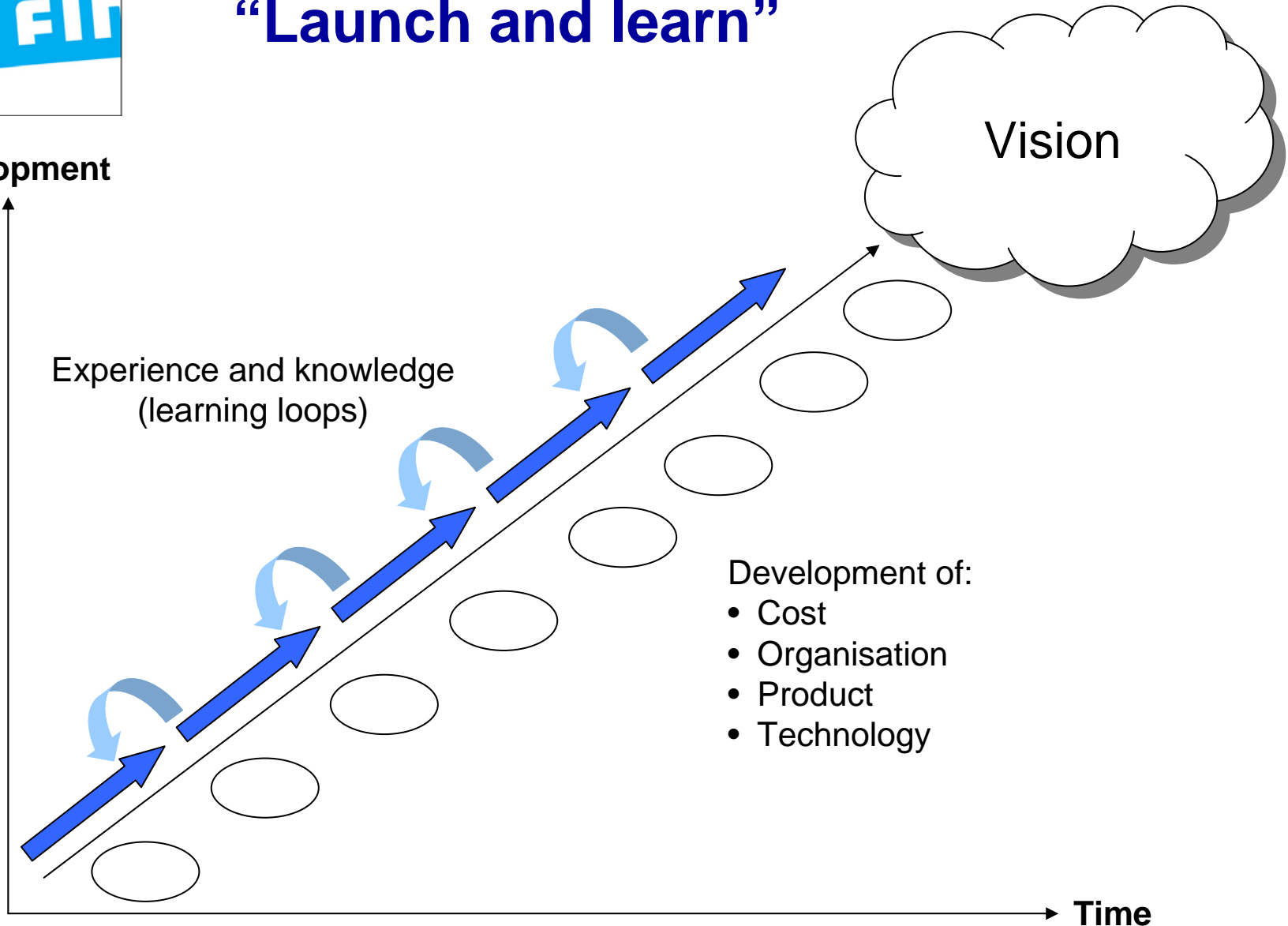
Strong outlook for FINN

- Strong volume growth within all verticals so far in 2007
 - Recruitment 57 %
 - Real estate 22 %
 - Cars 13 %
 - Torget 73 %
- Good growth in brand advertising expected to continue in 2007
- Strong growth expected for FINN Torget (general merchandise)
- Finn Reise the largest travel site in Norway
 - Strong ad sales expected
 - Will contribute negatively in 2007 due to extra marketing and start up costs
- Potential price increases for certain verticals over time



“Launch and learn”

Development



FINN is a Great Place to Work 2007



- Management is competent at leading the company - 91% (92%)
- There are good and unique personnel offerings – 83% (88%)
- Everybody has an opportunity for extra reward – 88% (86%)
- I feel important at work – 86% (91%)
- Coworkers care for each others – 97% (89%)
- Promotion goes to those that deserve it the most – 83% (80%)
- FINN is a fun place to work – 91% (90%)
- **All in all FINN is a great place to work – 95% (94%)**



FINN rewarded number 3 out of 59 Norwegian companies

Why Schibsted goes for search



- Online ad market is growing fast – search and directories make up an increasing share of total market
- In the short term directories will contribute with most of the revenues – represent a substantial market where Schibsted has no prior position
- In the longer term search words and pay per click will be important
- International giants dominate the search market and may expand into other online services
- Among Schibsted's competitive advantages are knowledge of local market, valuable content and strong online positions
- Sesam.no launched 1 November 2005
- Sesam.se launched autumn 2006

Several measures will be taken to improve position and performance

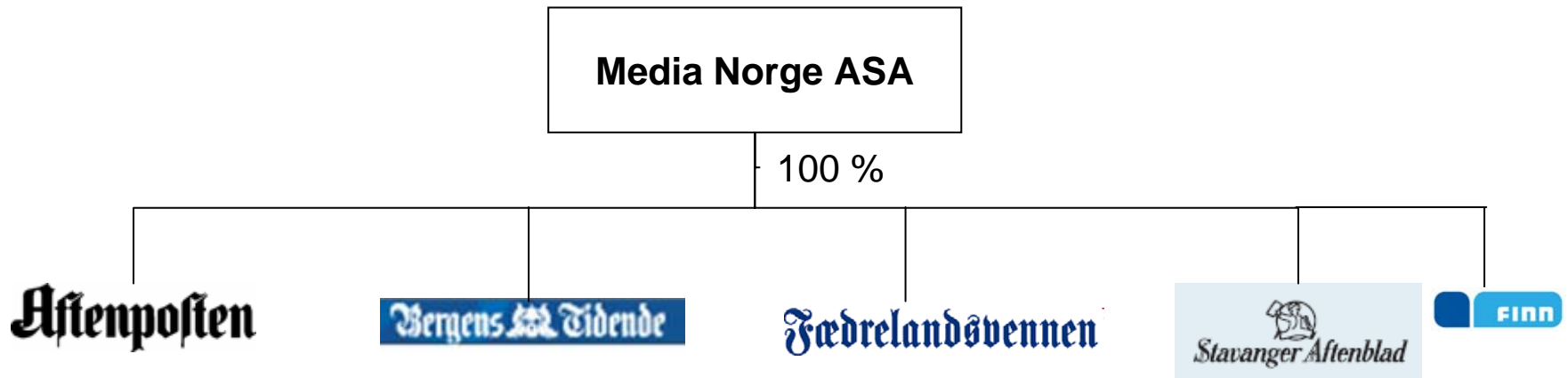
- Integrate product more closely with other Schibsted products
 - More relevant for users
 - Generate more traffic
- Continued improvement of quality for searches
- Strengthen organisation

Media Norge – Brief update

Capital Markets Day
Stockholm
March, 28th 2007



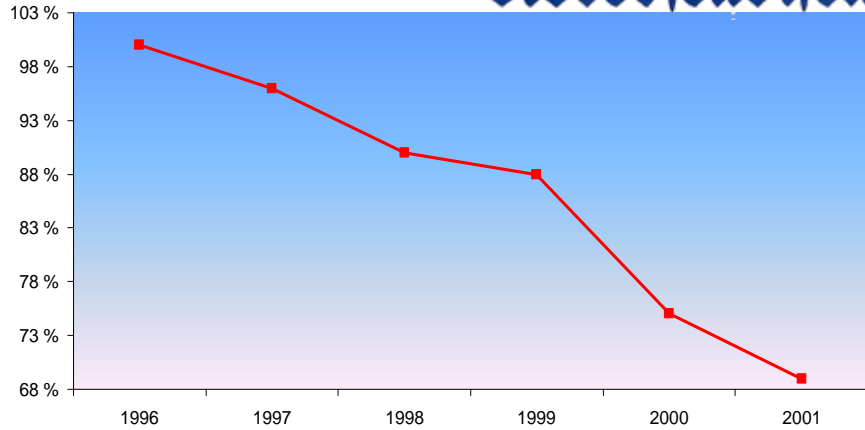
“Media Norge” will merge the ownership of the newspapers



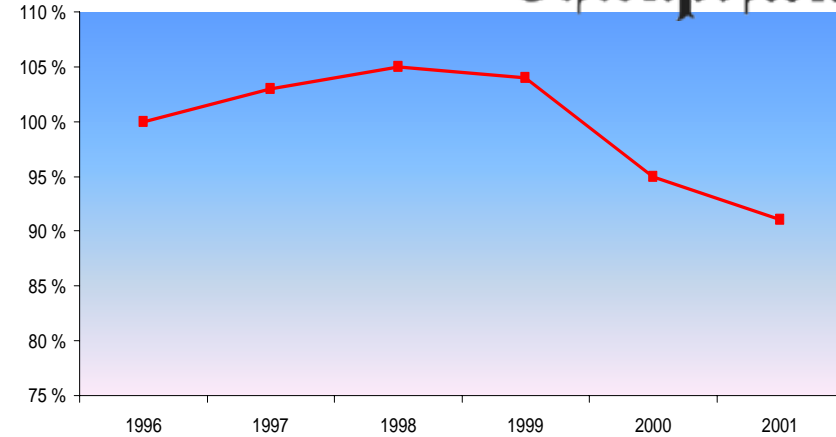
Newspaper readership among youths in Norway (18-24 year olds)

Index

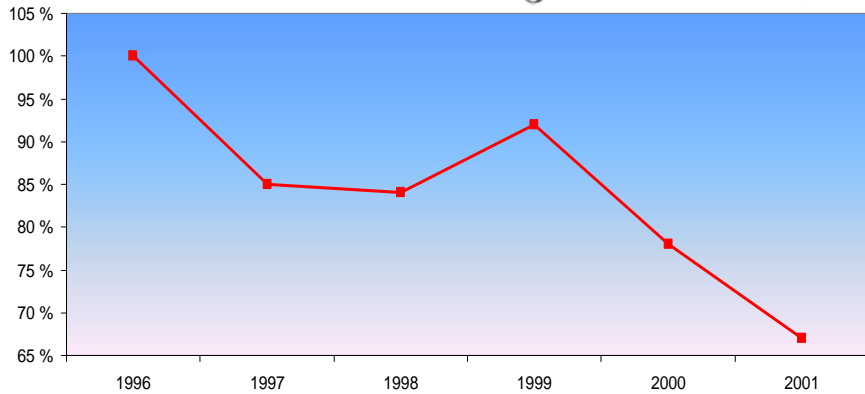

Adresseavisen



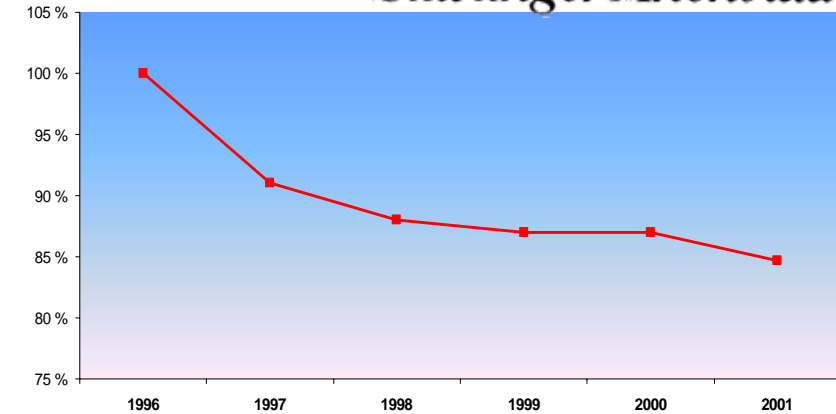
Aftenposten



Bergens Tidende



Stavanger Aftenblad



Media Norge – an offensive effort to create Norwegian winners in a digital future



WEB-TV

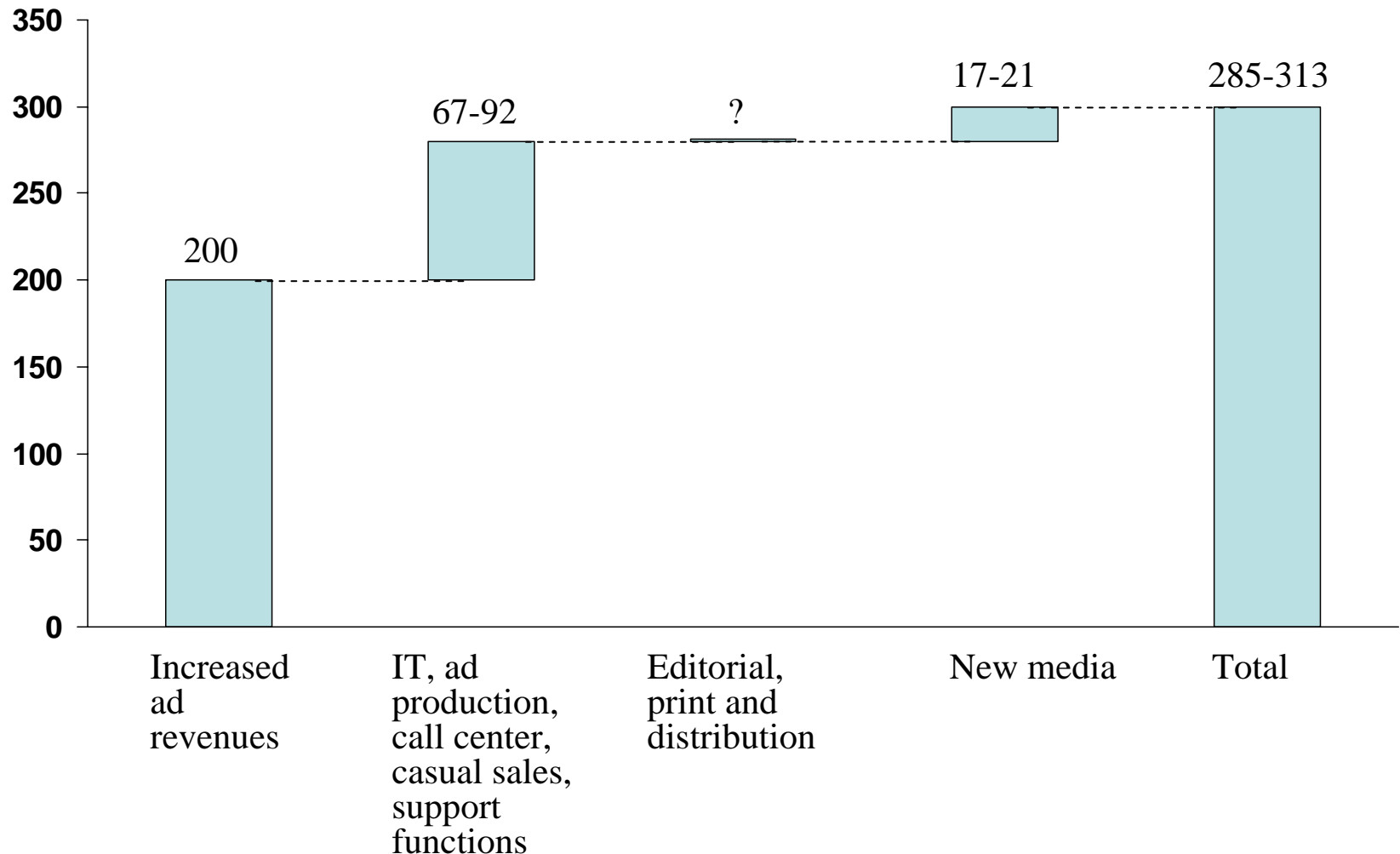


MOBILE

“Media Norge” – Regional diversity on a strong publicity platform

” Media Norge aims to become the leading media company in Norway – characterised by capacity for innovation and the systematic development of new products in all available channels – both regionally and nationally”

The five media houses have estimated the total synergies to more than NOK 200 million



Media Norge will be a listed subsidiary of Schibsted

- The most important media company in Norway
- Schibsted's ownership will be limited to 50.1% the first two years, and 65% the following 5 years. Schibsted will have to seats at the board of directors, including the chairman the first two years.
- Arm's length and agreement on cooperation between Schibsted on Media Norge:
 - New media
 - Competence, talent and organisational development
 - Business development

”Media Norge” will have a strong relationship with Schibsted

Organization and competence development

- * Common trainee program?
- * Coordinated career opportunities
- * Common training programs

Business development

- Information and competence sharing
- Common projects on key strategic areas
- Common strategy discussions on senior management level

New media

- Product and content development
- Drive new products launches
- Technology sharing

”Media Norge” and Schibsted will have a strong and open relationship

The companies will build up common competences

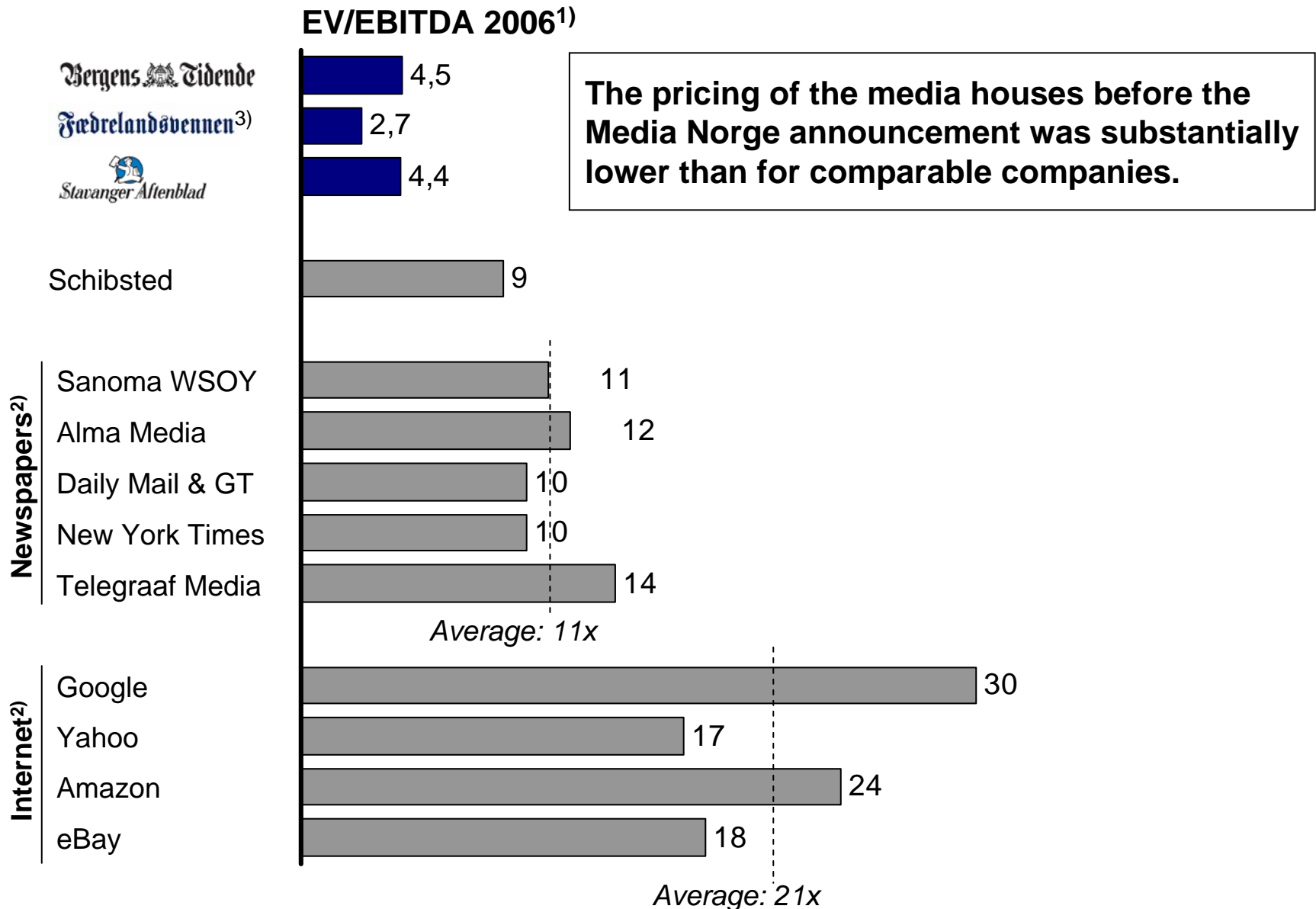
Conditions for the implementation of the merger

- ① The four mergers are implemented concurrently
- ② Approval from the Norwegian Competition Authority and the Norwegian Media Authority
- ③ Approval of listing on Oslo Stock Exchange
- ④ None of the parties is in material breach of the merger plan
- ⑤ Necessary consents from relevant contracting parties on terms that will have no material negative impact on the financial position of continued operations of Media Norge

Potential time line – “Media Norge”

- JUNE-AUGUST: Consent from Norwegian authorities?
- AUGUST: Recruitment of CEO and top team.
- OCTOBER: The creation of the new group
Listing on Oslo Stock Exchange

Potential for substantial value increase



1) EV/EBITDA 2005 for Schibsted, Bergens Tidende, Fædrelandsvennen, and Stavanger Aftenblad

2) Based on peer group used by the Kaupthing equity research department (17 Jan 07)

3) Based on an offer from Schibsted of NOK 500 million for the entire operation

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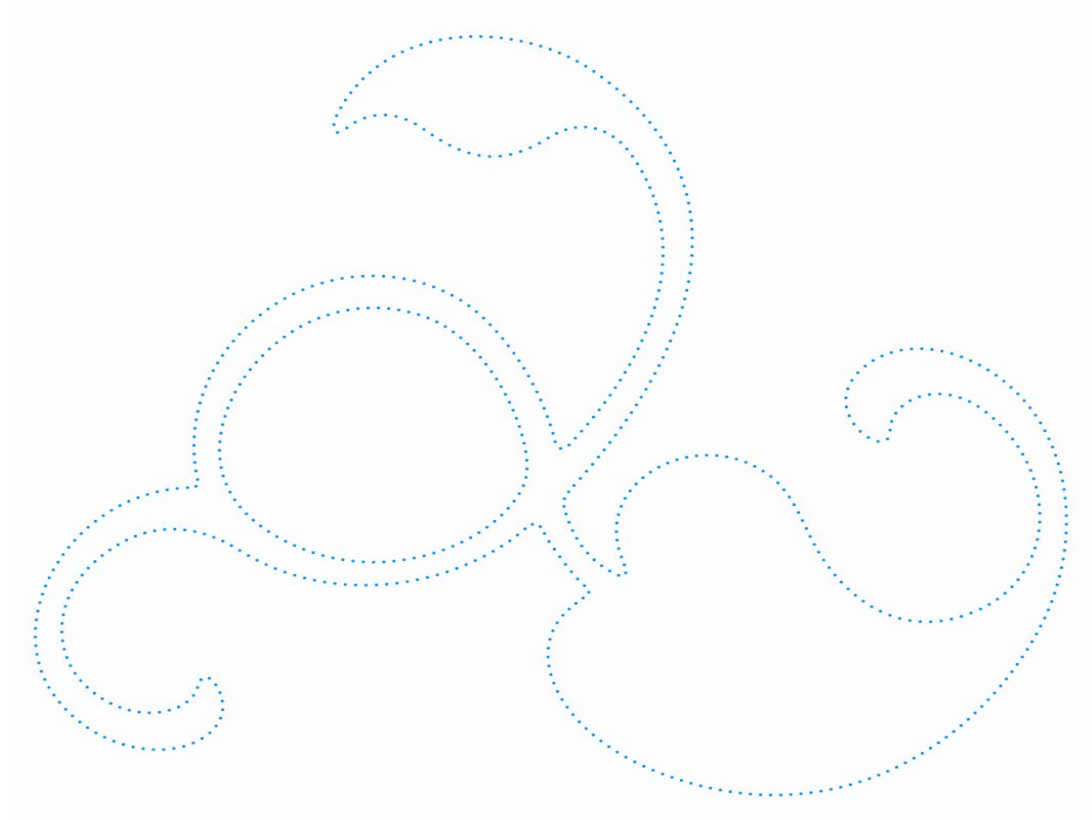


AGENDA SWEDEN




Update per business area

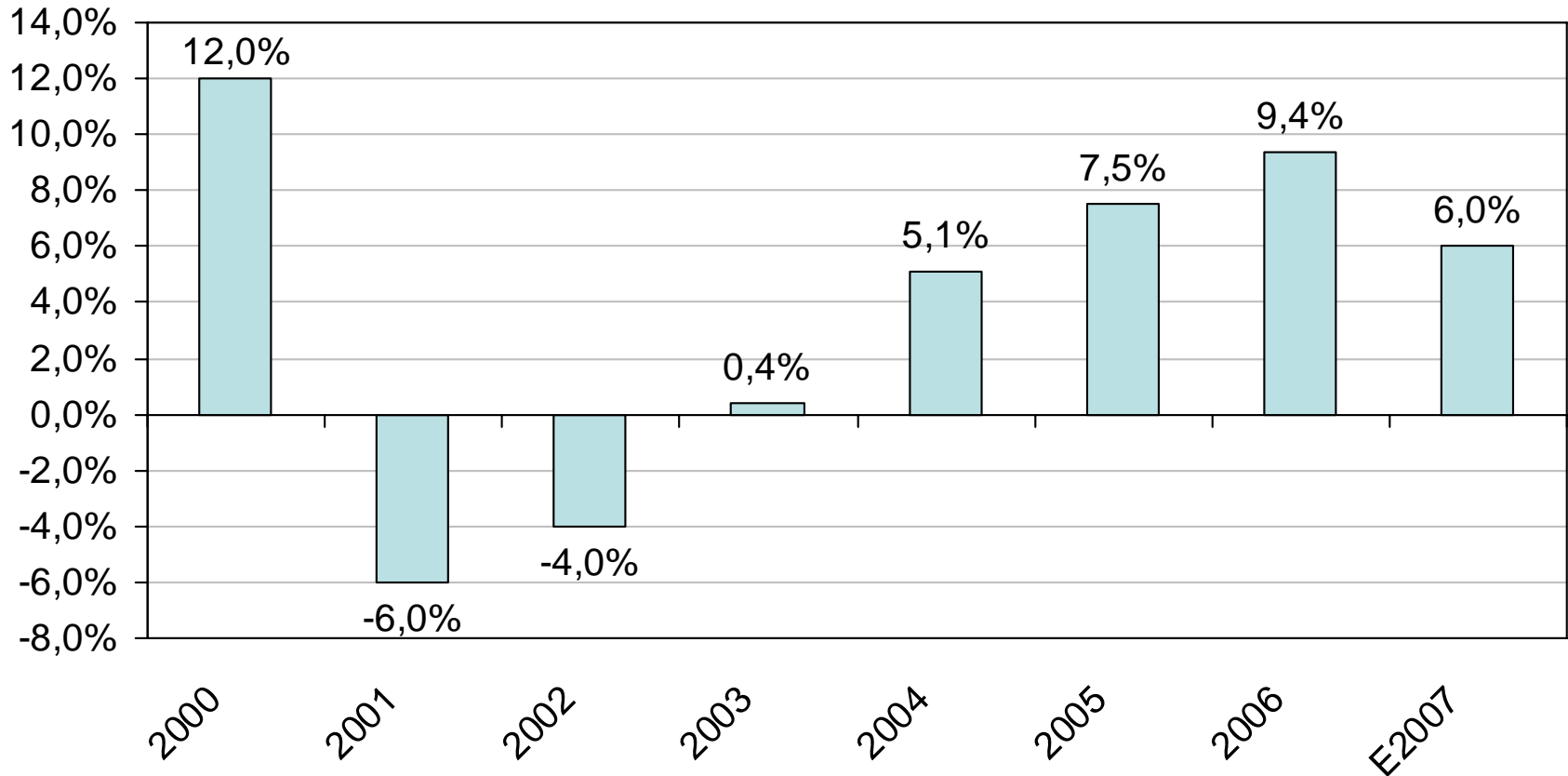
Strategy Sweden



Growth in Swedish total ad market

Y-o-y growth, percent

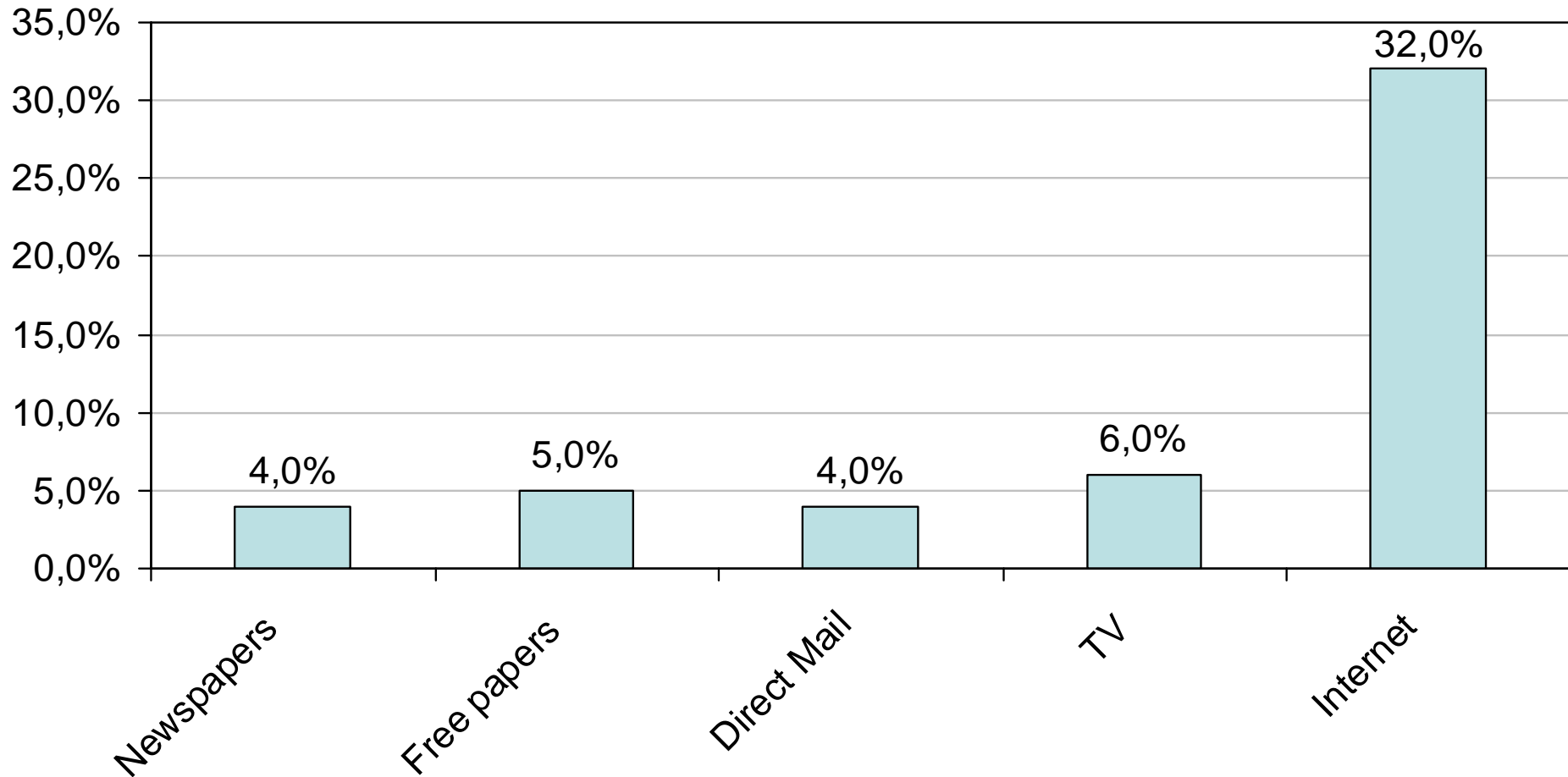
Estimate was 6% 



Growth in January of +4.5% - internet not included

Expected growth in 2007

Y-o-y growth in Swedish ad market, percent



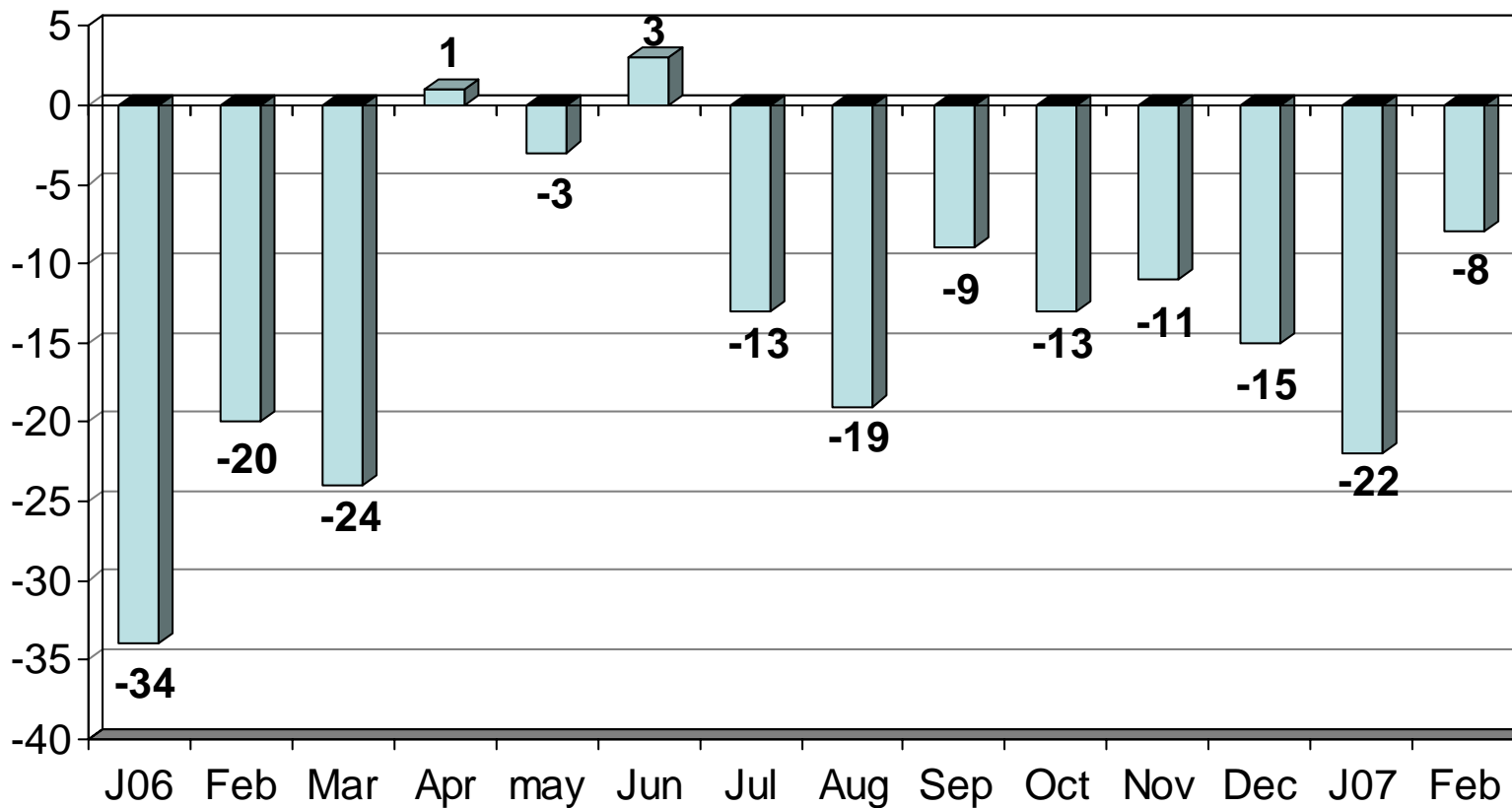
Update Aftonbladet group



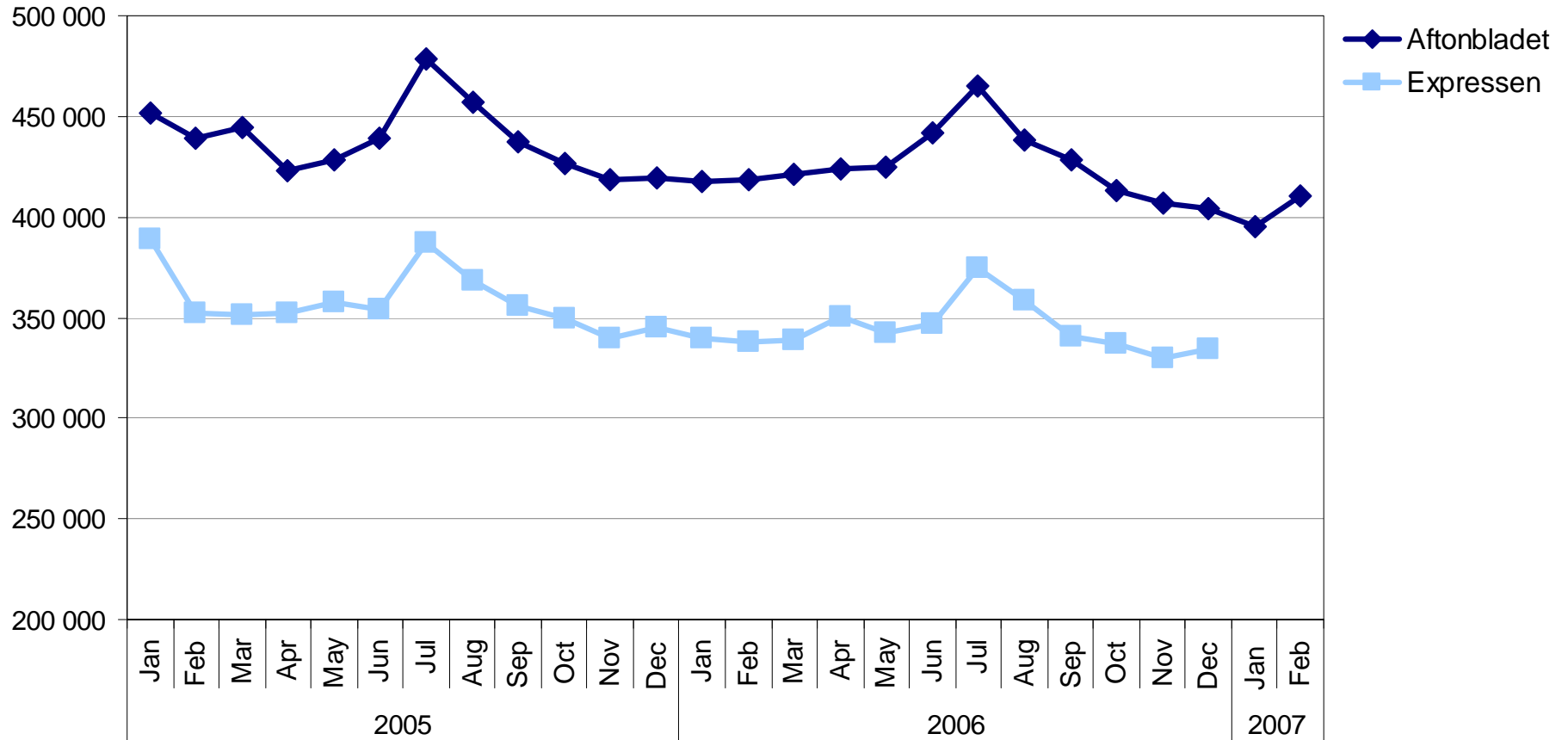
- Print ads – about level with 2006
- Circulation – down 3.6% ack February
- Internet ads – weaker growth than expected
- Several new internet initiatives, local news, video clips
- Hitta.se – according to plan, new SMS service implemented – now more traffic than Eniro
- Teleadress – in the black
- TV7 – early days, slow ad sales
- PunktSE – readership on track but very slow ad sales, though competition
- Blocket - continued growth, looking good
- Prisjakt – small business but in the black

Aftonbladet, monthly increase/decrease circulation

Thousand copies

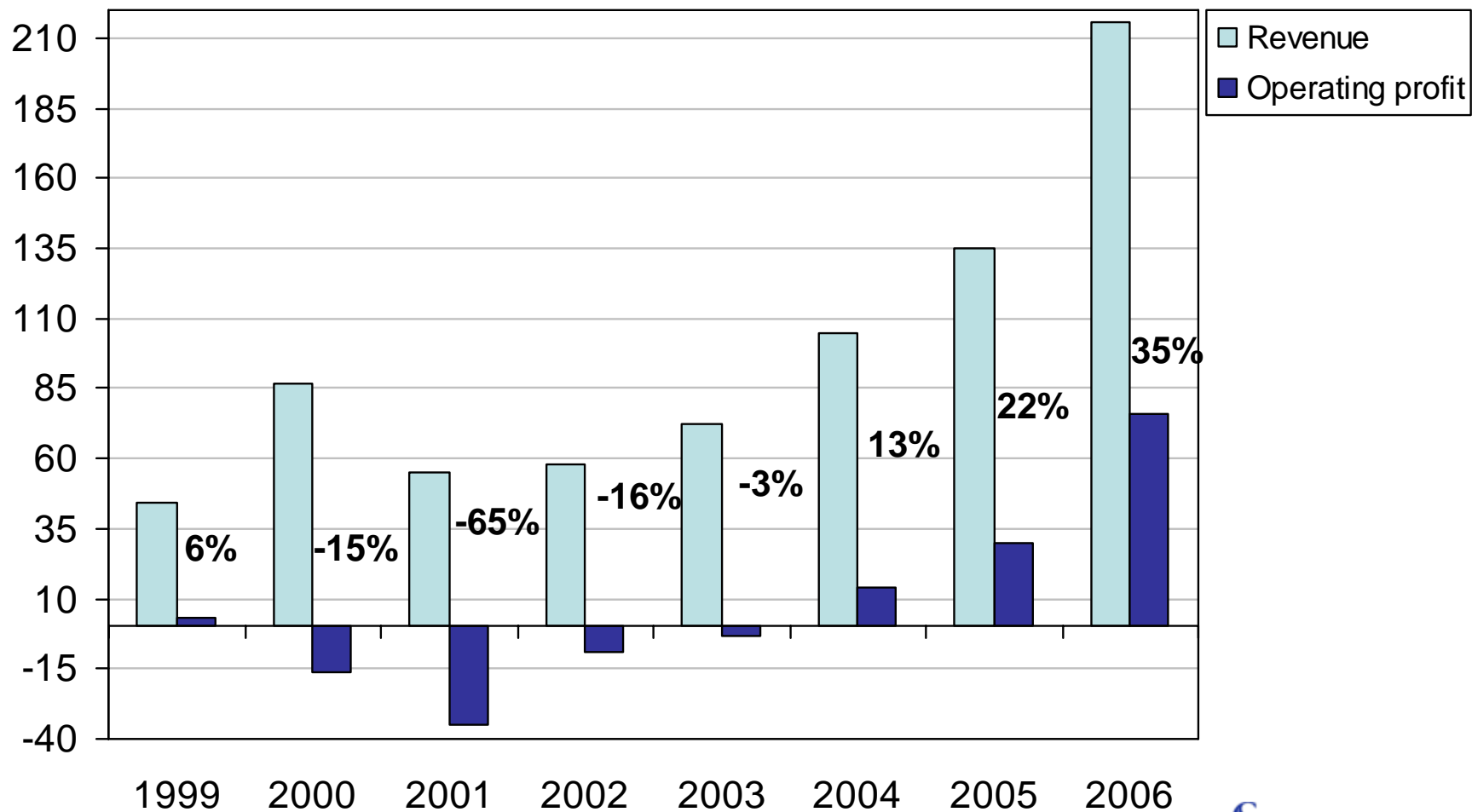


Aftonbladet and Expressen, circulation



Aftonbladet.se financials 1999 – 2006

NOK million



Strong potential for Hitta.se



- Considerable Swedish directories market migrating online
 - Print directories market of SEK 2 billion in 2006 - decline of 1%
 - Online directories and classifieds market of SEK 900 million in 2006 - growth of 18%
- Hitta reached 105% of Eniro's traffic in week 11
- Focus on building a strong sales force
- Expected strong sales growth in 2007
- Break-even expected by the end of 2007

Update Svenska Dagbladet Group

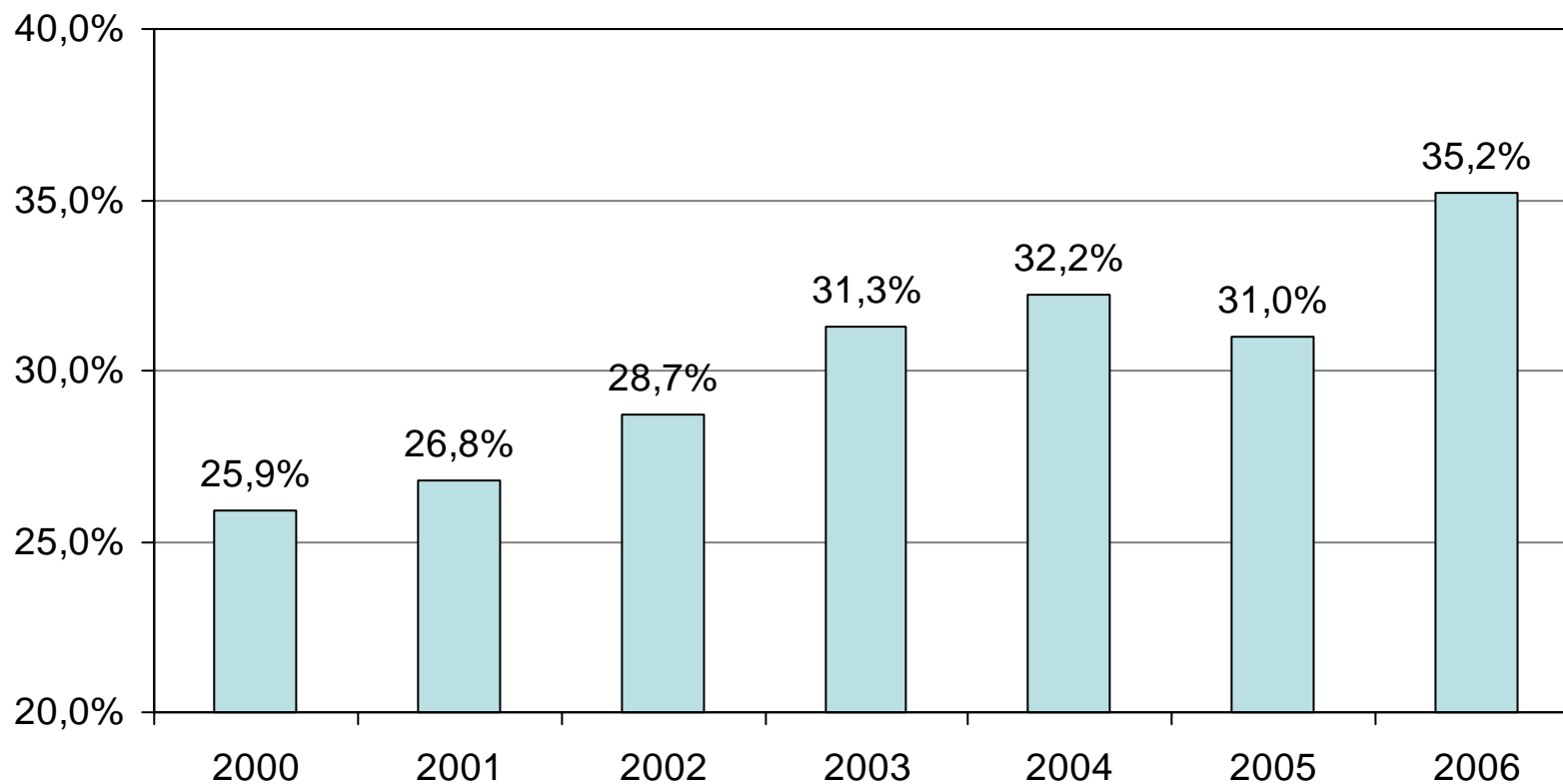


- Highest circulation increase in Sweden in 2006 (again)
- Increased market share in principal market Stockholm (again) both circulation and advertising
- Best ever profit in 2006

Q1 update:

- Print ads - strong growth and continued increase in market share
- Circulation – above 200,000 - level with 2006
- Internet ads – almost 100% increase
- E24: No. 1 business site, by far
- SvD more traffic than Dagens Nyheter

SvD – share of readers in Stockholm vs Dagens Nyheter

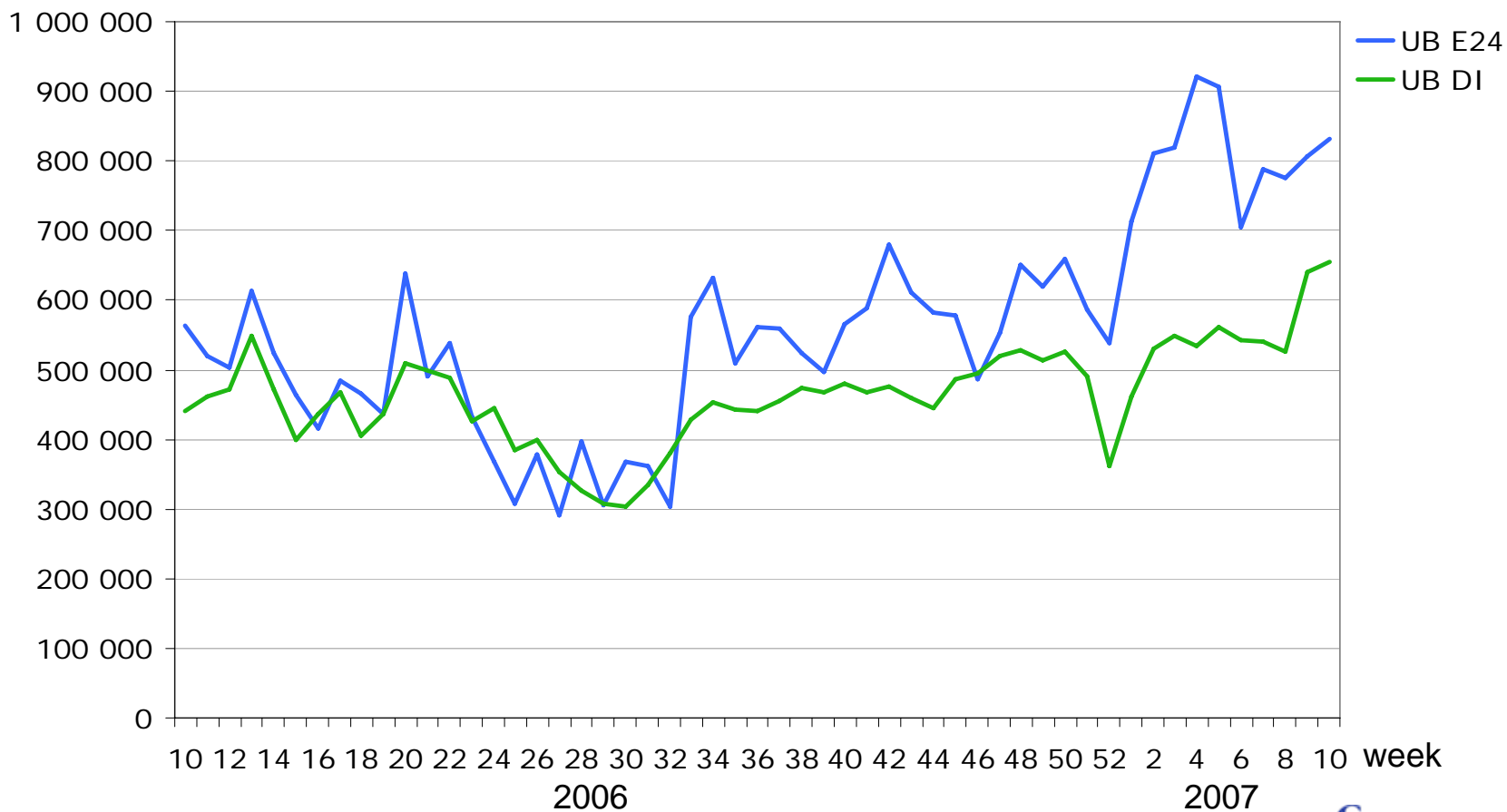


Development E24.se vs. DI.se

Unique visitors per week



2006: Revenues SEK 39 million, EBITDA SEK 6 million



Slow start 2007



- Fraud investigation – isolated to four individuals, no major damage to business relations
- New management in place – strategy in process to be revised – focus on core
- The Nordic production market is still strong due to more channels and continued good business climate

Update Q1:

- Slow start 2006, no production of Big Brother, except Finland
- Stronger backlog in Norway, Denmark and Finland

On track



- 2006 another year of change – cinemas in Denmark and Finland sold
- Schibsted bought remaining 50% of shares
- Operating profit (EBITA) in 2007 of NOK 12 million (NOK -7 million)

Update Q1:

- 2007 started slightly better than plan
- Online sales of motion pictures in cooperation with VG starting mid 2007

Aspiro in Brief



- The Nordic/Baltic region's market leader in distributing mobile content services
- Net sales 2006: SEK 447.8 (407.9) million
- EBITDA 2006: SEK 63.5 (35.6) million
- Head office in Sweden, operating headquarter in Oslo
- Local presence in Norway, Denmark, Finland, Luxembourg, Estonia, Latvia and Lithuania
- Market cap. 21 March: approx. SEK 493 million

Outlook for Aspiro



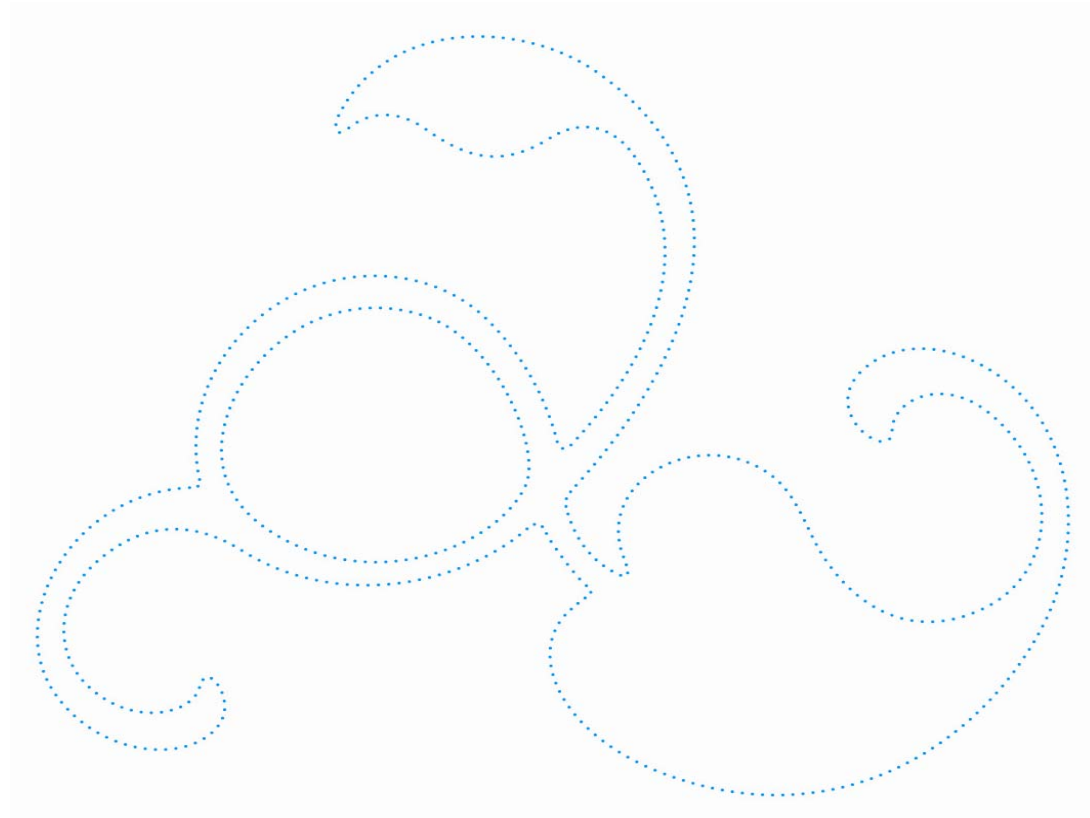
- Secure the very strong market position within content download services – with retained high profitability
- Expected strong growth the coming years within the new service segments mobile-TV, music, search services and mobile marketing – will reduce year-2007 EBITDA of SEK 15-25 million

AGENDA SWEDEN

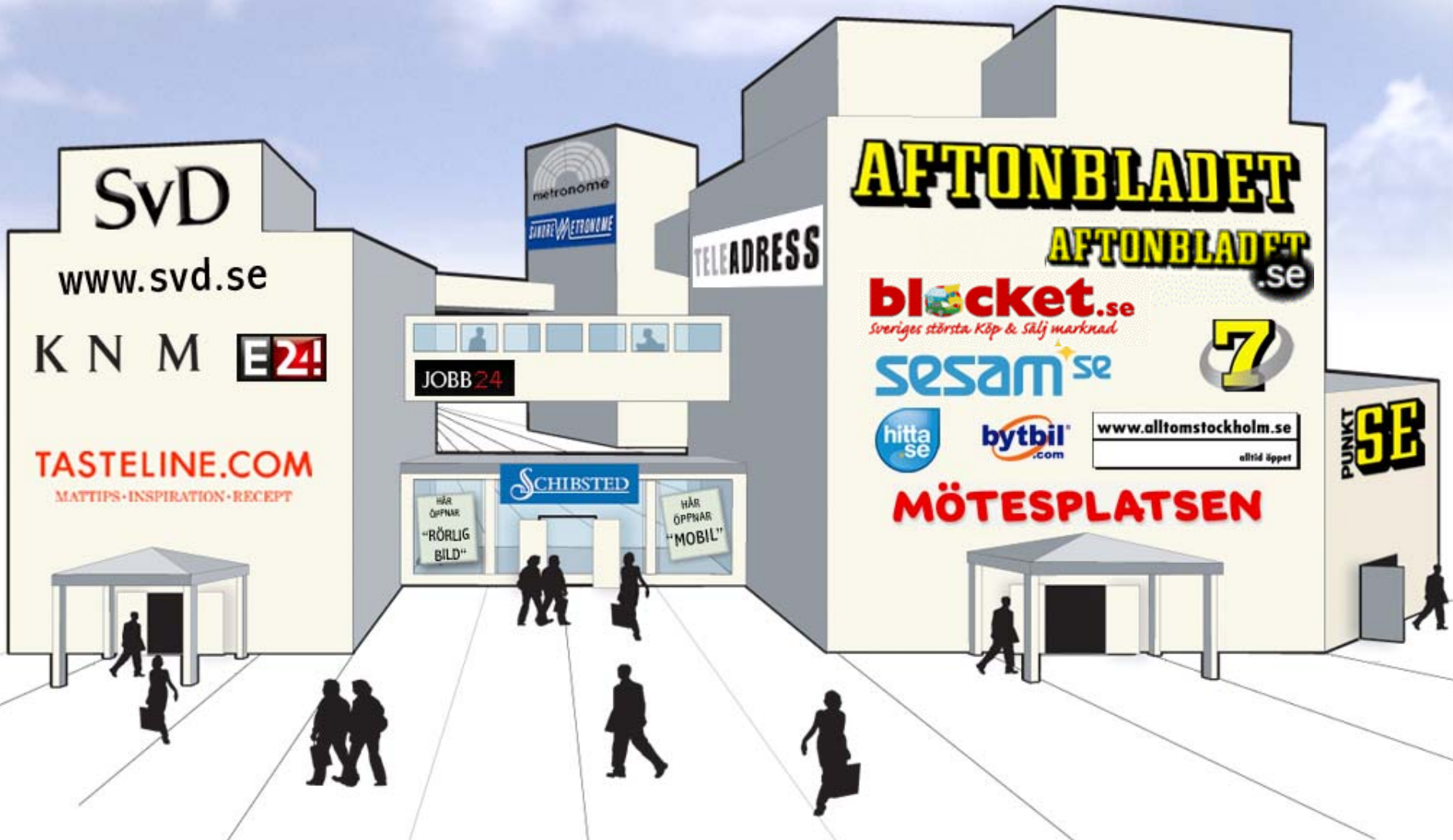
Update per business area



Strategy Sweden



Schibsted Sweden 2007



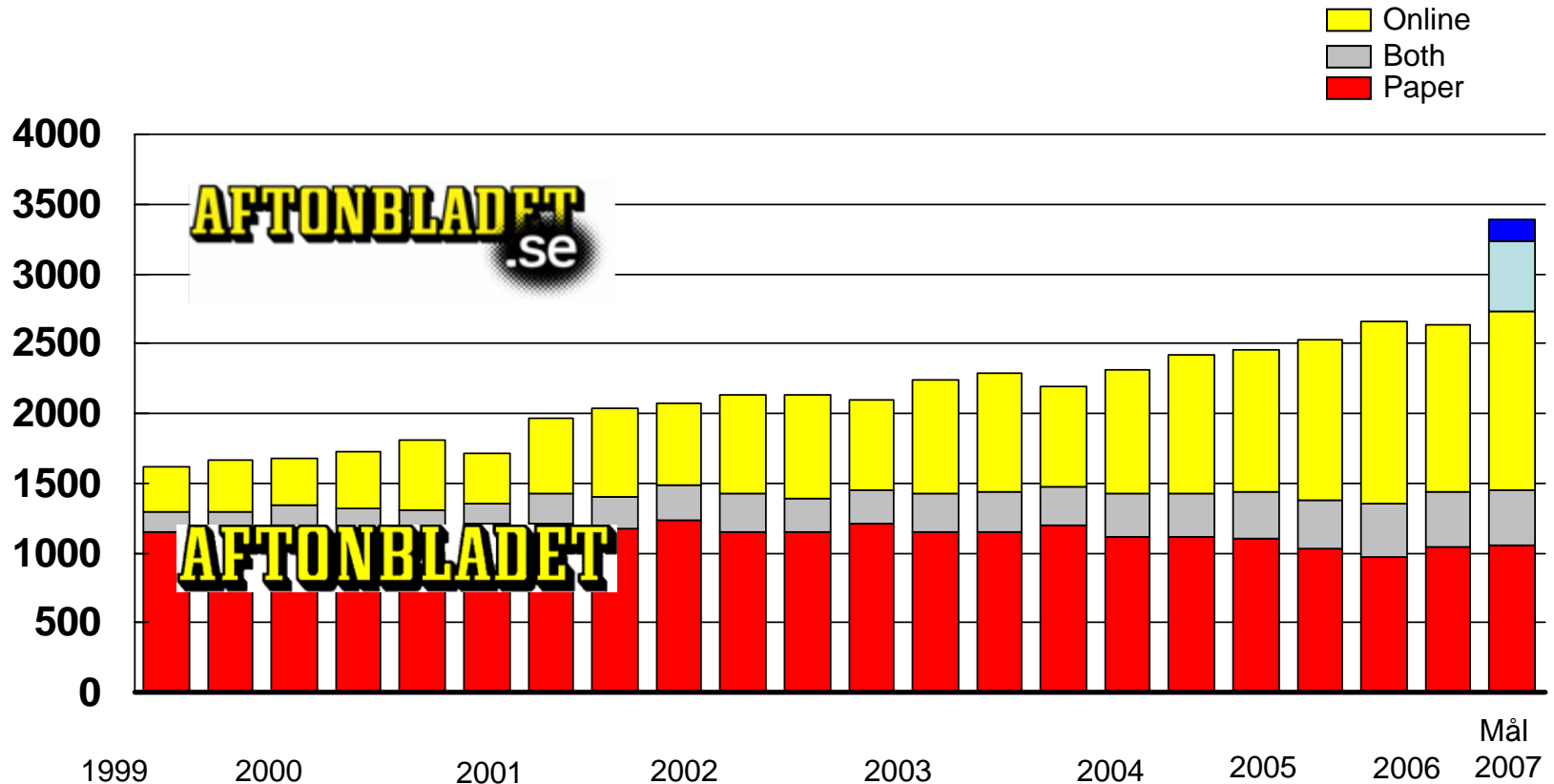
Schibsted – the largest and leading “media mall” in Sweden

Schibsted Sverige 2007



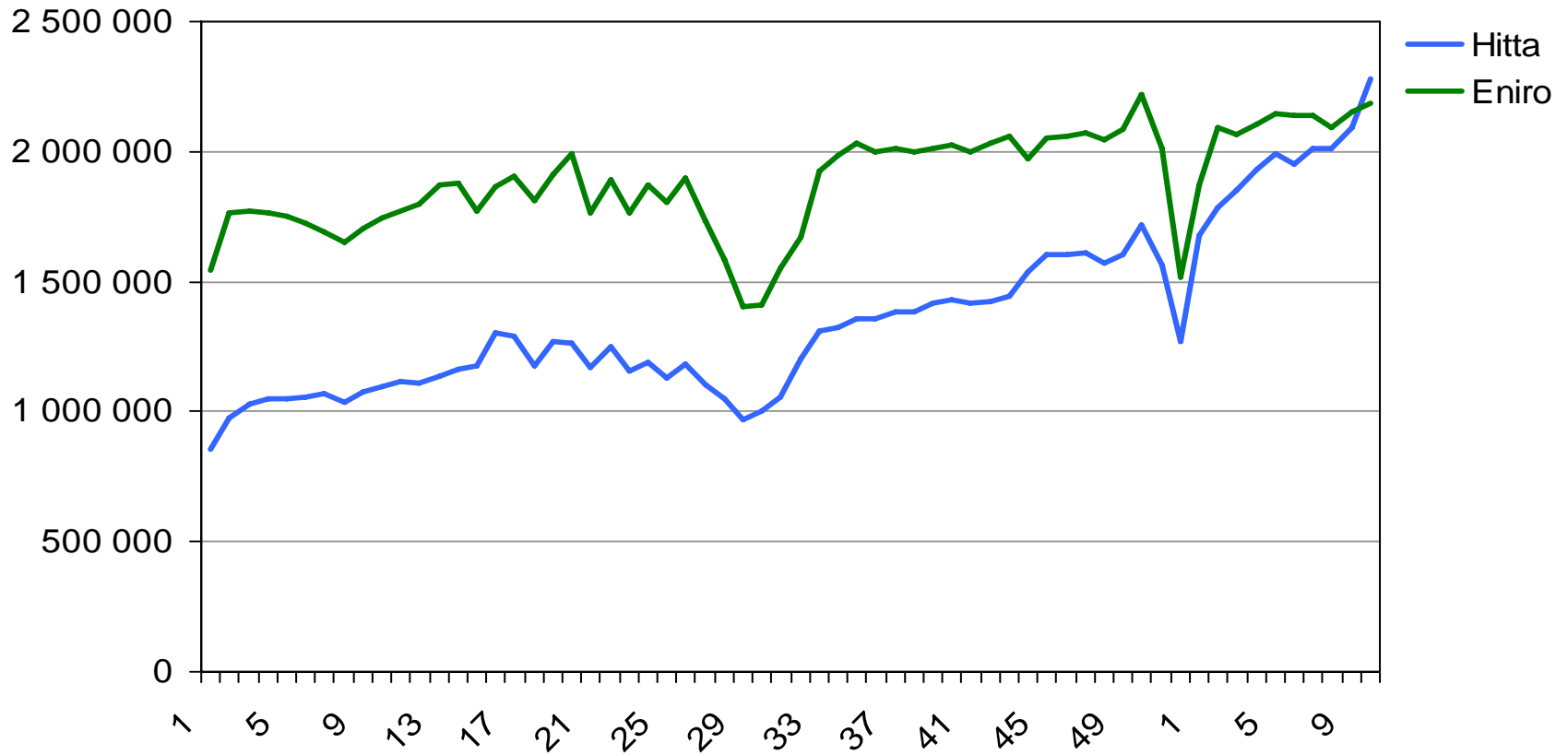
The media house strategy creates a unique reach

Daily reach, thousand



Hitta vs. Eniro

Unique visitors per week



Our online position is unique

week. 10 (* week 8), unique visitors, millions

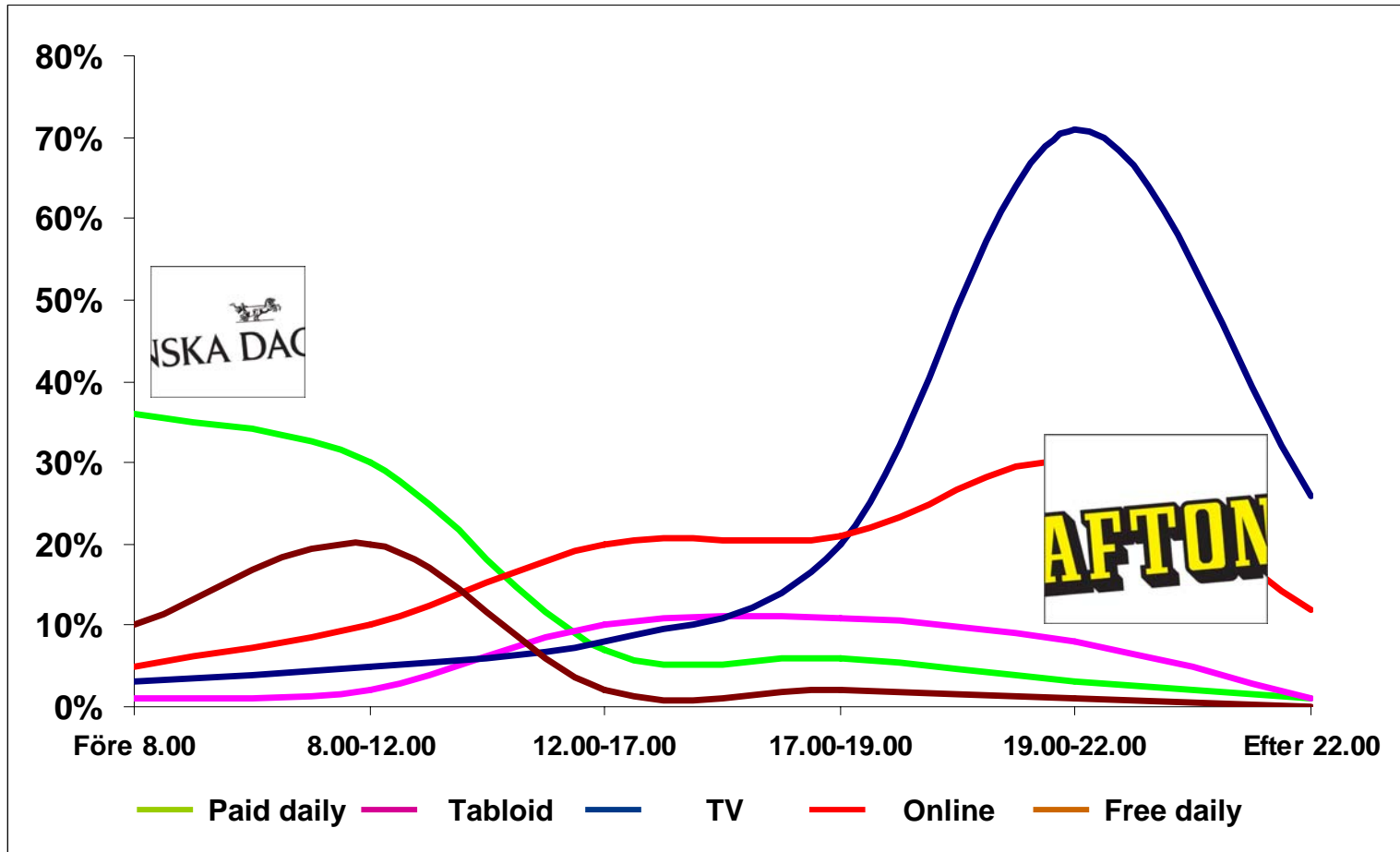
1. MSN.se	5,9
2. Aftonbladet.se	4,0*
3. Blocket.se	2,9*
4. Hitta	2,3
5. Eniro.se (yellow pages)	2,2
6. Expressen	1,9*
7. Tidningsnatet Network	1,5
8. SvD Nya Medier	1,3
9. SVT.se	1,2
10. DN.se	1,0
11. Tradera.com	1,0*
.....	
17. E24.se	0,8
.....	
21. Di.se	0,7
22. Svd.se	0,6



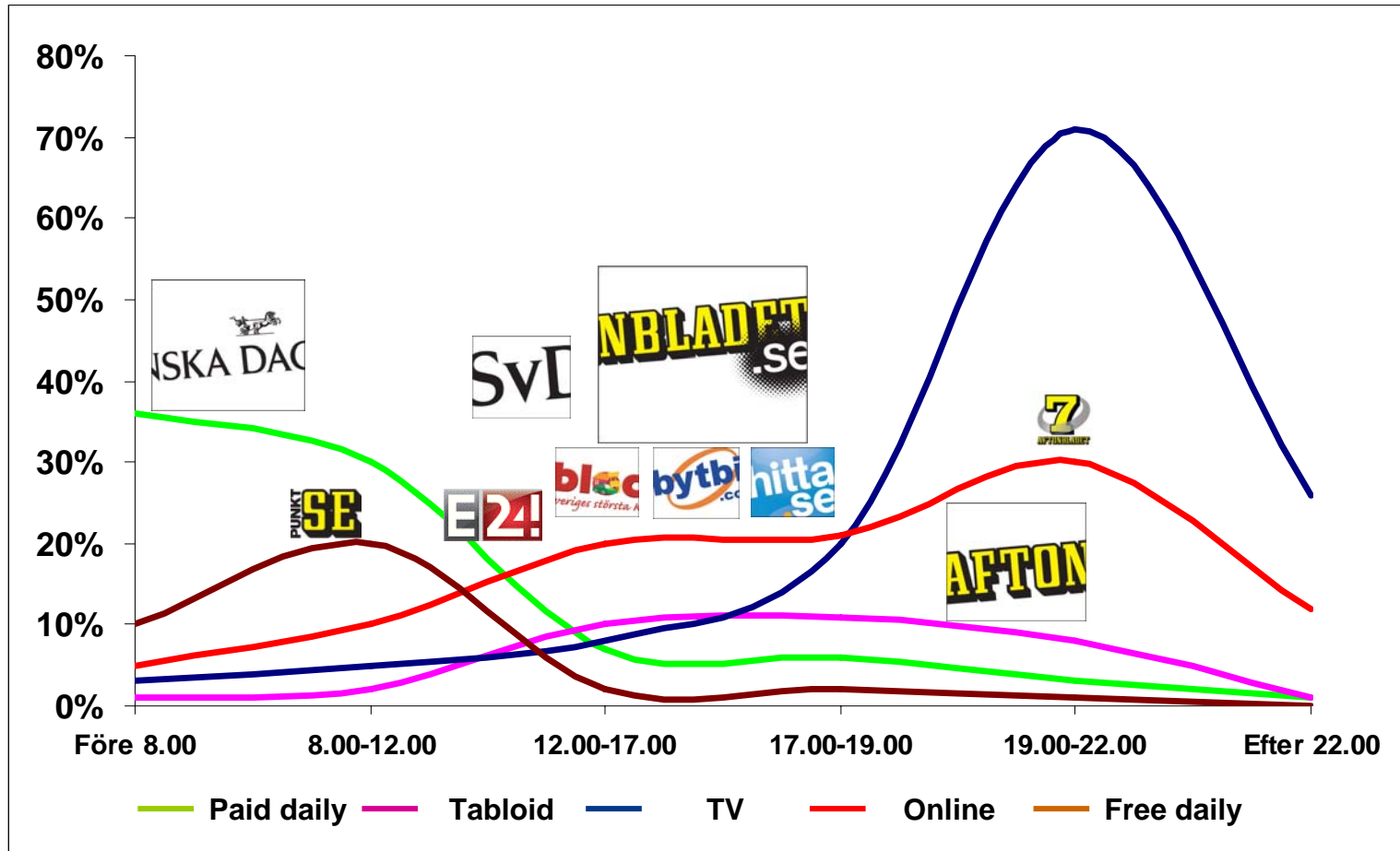
35% of top 20 traffic



Ten years ago we were a newspaper company



We have gradually developed the media house strategy



Competition is speeding up!



Vill du vara med? Vi bygger Sveriges bästa nyhetsajt

MINST 15 NYA MEDARBETARE TILL DN.se
På kort tid ska vi nästan fördubbla antalet anställda på Dagens Nyheters nätredaktion. Är du en av Sveriges bästa webbjournalister anställer vi dig direkt.

Nyhetsreportrar. Vi söker reportrar som ska skriva om nyheter, Stockholms, svenskt, nöje, och sport. Formulera ditt snabbt skrivna kort och intressant är förstås den viktigaste meningen.

Redaktörer. Vi söker webbredaktörer som ska hålla i publicering och arkivera på sajten. Du bör ha stor erfarenhet av att jobba med nyheter på nätet.

Nyhetschefer. Vi söker nyhetschefer som ska ansvara för det dagliga nyhetsarbetet på DN.se. Du ska ha goda kunskaper i nyhetsarbetsmetoder, hela på nätet.

Mobilansvarig. Vi söker en kreativ person som brenar för att utveckla vår mobbla inläsning och skapa helt nya mobbla läsnär.

Webbmedarbetare. Vi söker en redaktör/programledare och en live-reporter till vår webbkanal.

Lösarmedverkan. Vi söker dig som vill arbeta med utvärdering och granskning av lösnarverkan på DN.se.

Frågor om tjänsterna besvaras av Charlotta Frberg, ansvarig för digitala medier i redaktionsledningen. Du når henne på tel 08-738 12 16 eller via mediarörelsen.charlotta.frberg@dn.se eller via Facebook sidan dn.se. Fackliga information lämnas av regiel Eriksson. SJF, tel 08-738 23 12.

Vi vill ha din ansökan med motiveringsbrev och referenser senast den **10 april 2007**. Skicka den till jobb.dn.se@dn.se

DN.se

Dagens Nyheter är Sveriges ledande medierings- och nyhetsbyrå och har tidigare varit en del av Sveriges Radios och TV-kanalerna. Dagens Nyheter är ett av Sveriges största medieföretag och har en lång tradition av att ge sina läsare och tittare en hög kvalitet på nyheter och information. Vi vill vara Sveriges största nyhetsbyrå och informationsskydd och har en lång tradition av att ge sina läsare och tittare en hög kvalitet på nyheter och information.

hd.se växer

hd.se är den största lokala nyhetssajten i expansiva Helsingborg och norra Skåne. Sajten har släpdt drygt 100 000 unika besökare i veckan och befinner sig i stark tillväxt. Sedan i mars drivs hd.se i det nya bolaget Helsingborgs Dagblad Nya Medier AB.

5 webbredaktörer

Du skriver, formaterar, nyhetsredigerar och uppdaterar hd.se varje dag. Du ansvarar för att nyheterna är tydliga och lättlästa och att de är relevanta för våra läsare. Du ska gilla att vara med och utveckla sajten och du ska ha en god koll på nyhetsmarknaden.

Du har journalistisk utbildning, gärna med erfarenhet från webb eller nyheter. Det är ett plus om du har erfarenhet från nyhetsmarknaden på webben. När du demonstrerar ditt arbete och dina idéer är det ett plus.

Nyhetschef

Du har ansvar för hd.se:s redaktion. Tillsammans med nyhetscheferna på påstadsredaktionen och kollegorna på hd.se håller du i den dagliga utgåvan, samordningen och prioritering av nyhetsarbetet på sajten. Du har stora kunskaper i nyhetsmarknaden och ett utvecklat nyhetsarbetsmetoder. Du har erfarenhet av att jobba på webben och utveckla nyhetsmarknaden. Du har erfarenhet av att jobba på webben och utveckla nyhetsmarknaden. Du har erfarenhet av att jobba på webben och utveckla nyhetsmarknaden.

4 webb-tv reportrar

Ta utvarvning till våra medier och bygg upp en helt ny verksamhet på hd.se. Du ansvarar för att nyheterna är tydliga och lättlästa och att de är relevanta för våra läsare. Du ska gilla att vara med och utveckla sajten och du ska ha en god koll på nyhetsmarknaden.

Du är journalist och har du demonstrerar erfarenhet av webb-tv är det bra. Det betyder mycket på hd.se just nu. Vi söker dig som gillar att tänka nytt, som vill utveckla dig själv och bidra till att vi blir ett av Sveriges bästa på hd.se.

Vill du söka tjänsterna eller veta mer? Gå in på hd.se/nyajobb

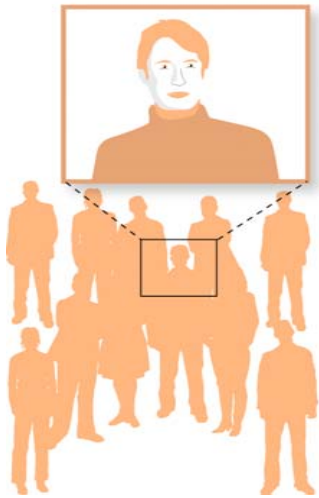
Helsingborgs Dagblad Nya Medier AB, Skåne, Telefon: 040-343 72. Jobben kan du söka via hd.se/nyajobb eller via www.medierapporterna.se gärna före den 1 april. Vi behåller oss rätten att ändra och datera för vilka vi kan skicka ditt dokument.

Helsingborgs Dagblad Nya Medier AB, Skåne, Telefon: 040-343 72

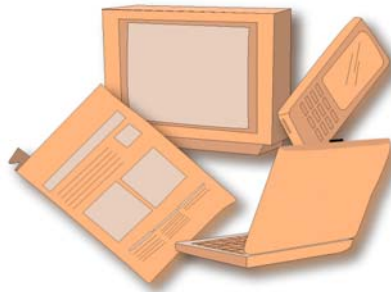
HD

We shall focus on 4 strategic areas

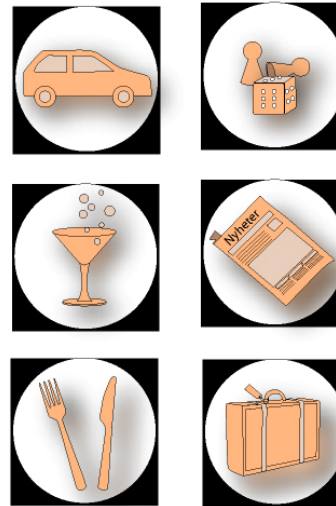
1. Consumer insight



2. Media channels



3. Verticals

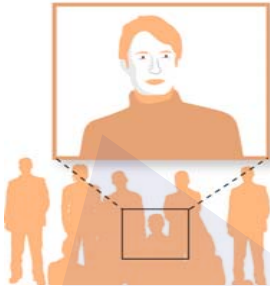


4. Regions

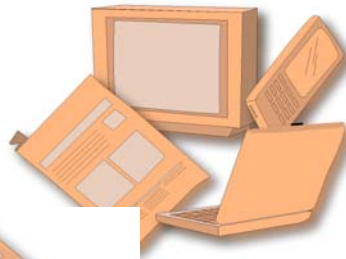


Understanding new media behavior

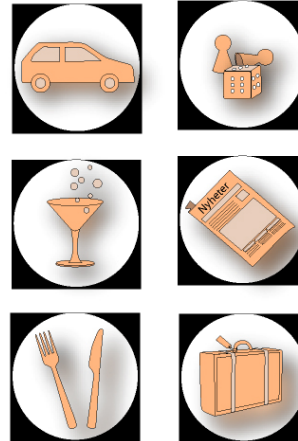
1. Consumer insight



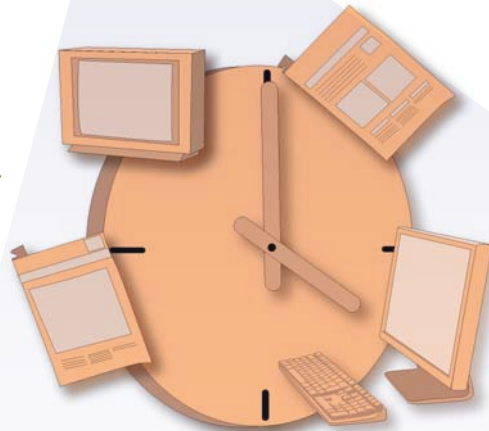
2. Media channels



3. Verticals



4. Regions



Consumer Insight - always the consumer perspective



- TV
- Söndag
- Sportbladet
- Klick
- Nyheter
- Sportbladet
- Nöjesliv
- Kvinna
- Plus
- TV i veckan
- Viktklubben
- Hitta.se
- Bytbil.se
- Blocket
- Björn Bostadsbytare
- N24
- Stratsida
- Kultur/Nöje
- Resor
- Mat&Dryck
- Jobb24
- Tasteline
- K
- N
- Magasinet
- Big Brother
- Äntligen Hemma
- Jeopardy
- Idol
- När&Fjärran
- DVD/Video
- Biofilmer

Aftonbladet

Aftonbladet

AB.se

SvD.se

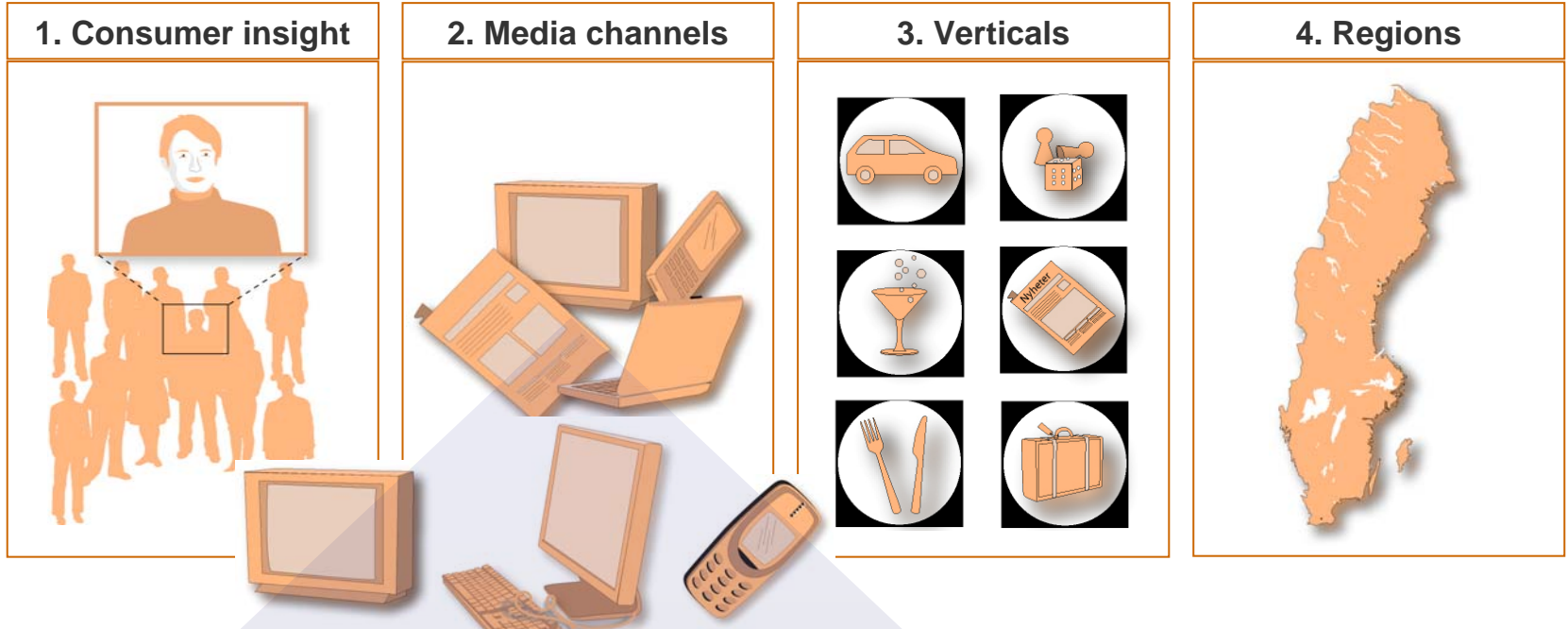
Svenska Dagbladet

SvD

Metronome

Sandrew Metronome

Live images in all channels



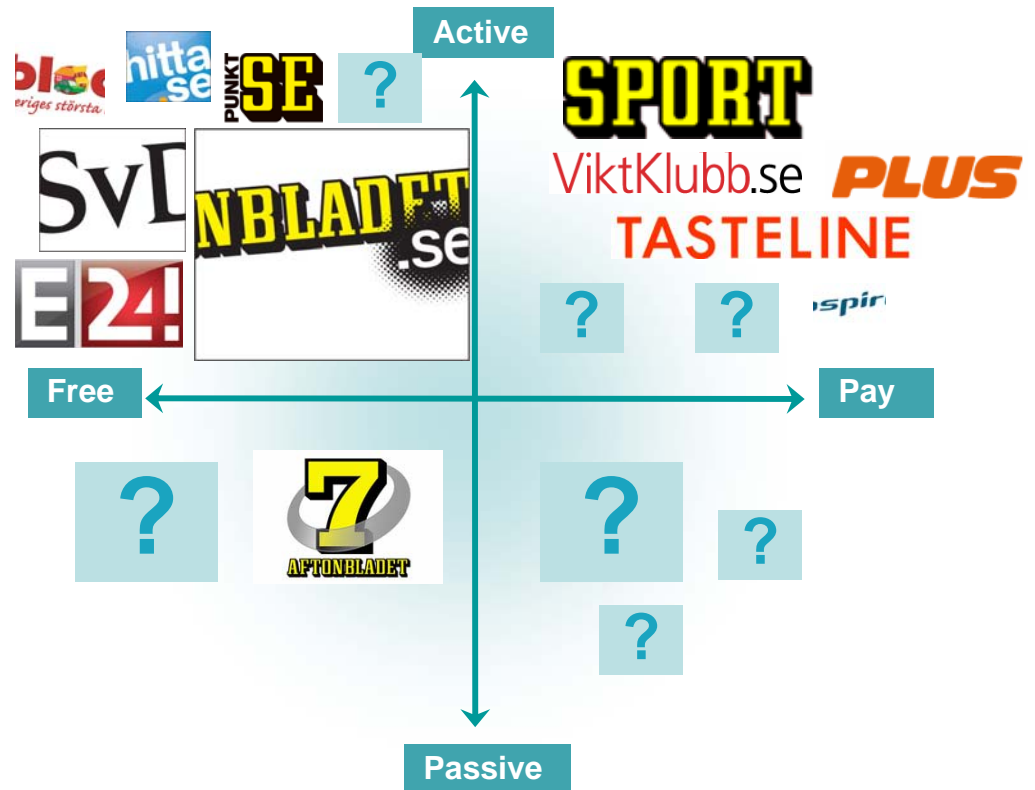
7
AFTONBLADET
 Ur tv-tablån i kväll:
21.30 Tylers Ultimate i kväll ska Tyler göra den perfekta skaldjursrytan. Resan går till vackra Antibes i Frankrike och Louisiana, USA.
23.00 Virtanen I kväll spelar bandet Five o' clock Heroes.
 Se hela tv-tablån här

WEBB-TV
 Senaste
 Notorisk badjuv åfte fast
 En riktig Cliffhanger
 Kosmonaut spelar golf i rymden
 Inrikes
 Utrikes
 Kultur
 Sport

NÄRINGSLIV
 8
 FINANSNYTT MED E24

Our main challenge

1. More live images in existing online channels
2. New services and brands
3. Entering new areas



Web-TV clip

BLADET

Sök

Aftonbladet
Sverige **sesam.se**

job.se
VAR RESTEN

MÖTESPLATSEN
Singelsajten för dig!

hitta.se

Telefonnummer
adresser & kartor

Sandy

TRÄ

WEBB-TV

WEBB-TV [Ursäkta, var är pucken?](#) Här kör hockeyspelarna störtlopp.

Foto: AP

in i krock

POPULÄRASTE WEBB-TV

MEJLA LÄNKEN

FRÅGOR & SVAR

Andreas Jönsson - Nu försvarar schlagertjär... [Ursäkta, var är pucken?](#) Test: Så bra är nya miljö...
"Jag är så ledsen" Bloc Party Har gifte sig Liz Hurley Hysteri när Michael Jackso...
Måns Zelmerlöw

750,000 unique visitors per week

osoft Internet Explorer

ORT LIVSSTIL

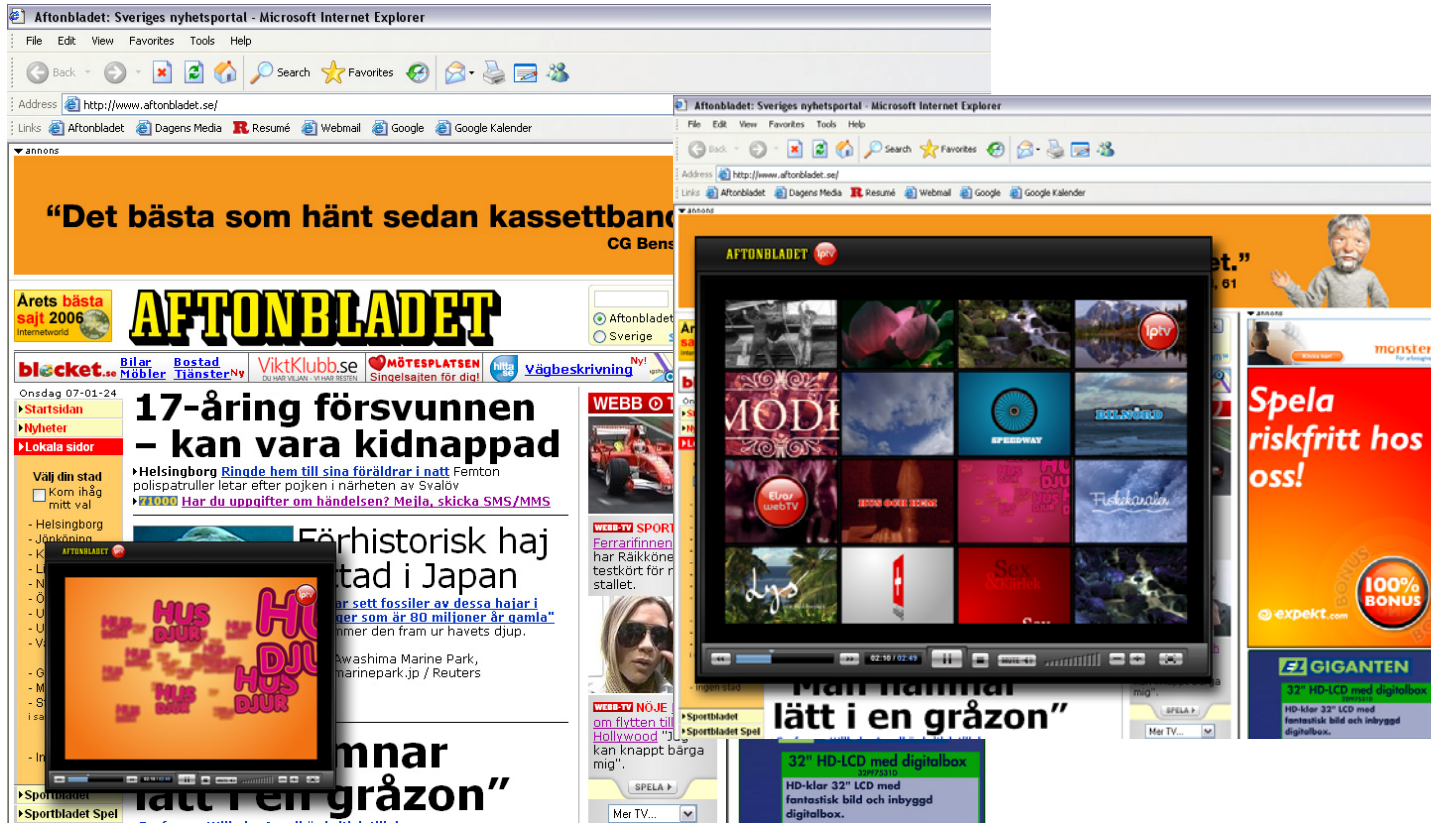
SENASTE KLIPPEN

50 KR GRATIS!

KLICKA HÄR, FÖR ATT TESTA GRATIS!

betway.com

Concept example 1: Niche channels



Concept example 2: Video On Demand

The screenshot displays the F24.no website, which is a Norwegian video-on-demand platform. The main banner at the top features the movie "THE HILLS HAVE EYES" with the text "PÅ KINO 31.03.2006" and "SE TRAILER BESTILL BILLETT". Below the banner is a navigation menu with categories like "Hjem", "Siste 48 timer", "Vårst", "Sport", "Fotball", "Ressurser", "Til på nett", "Eksklusiv", "Nasjonal", "Reise", "Møt og arkiv", "Bil og motor", "Bøker", "Fotogalleri", "Data og net", and "Appl".

The central content area is titled "UKENS FILM" and features "KING KONG" as the main highlight. It includes a synopsis: "1933-versjonen av Play Play ble kåret for sine utrolige King-konster. 100%-merke og et stort medlem av klubben som jernstige. Lenge forlitt åndre å merke, men denne filmen gir deg et bilde som har vært i sin egen tid. Les mer om denne filmen på King Kong.no." Below the synopsis are "LEIE" and "KJØP" buttons with prices: "Kj. 49,- / Kj. 149,-".

Below the main feature is a "NYHETER" section with five movie thumbnails: "Lord of war", "Serenity", "History of violence", "Just for the money", and "Borino". Each thumbnail includes a title, genre, and price: "Kj. 49,- / Kj. 149,-".

The "TILBUD" section features five movie thumbnails: "The House of the Dead", "48 year old virgin", "Digg", "Paparazzi", and "Who's the boss?". Each thumbnail includes a title, genre, and price: "Kj. 29,- / Kj. 99,-".

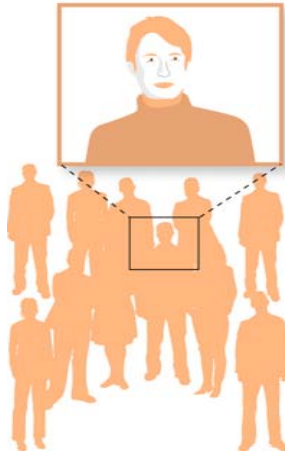
At the bottom, there is an "OSCAR" section with five movie thumbnails. To the right of the main content area, there are several vertical lists of movies, each with a "Download" button and a price: "Action / 18 år", "Action / 18 år", "Action / 18 år", "Action / 18 år", "Action / 18 år", "Action / 18 år", "Action / 18 år", "Action / 18 år", "Action / 18 år", "Action / 18 år".

Mobile - develop platforms together



Verticals and 360

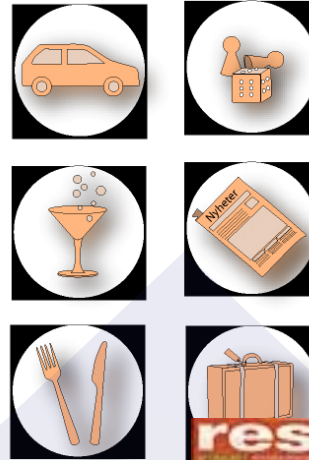
1. Consumer insight



2. Media channels



3. Verticals



4. Regions



A screenshot of a newspaper article from Aftonbladet. The headline reads "BRYR DU DIG?" (Do you care?). Below the headline, it says "Följ med i Aftonbladets kampanj mot mobbning" (Follow along with Aftonbladet's campaign against bullying). The article text discusses a person's experience with bullying and includes a sub-headline "en artikelserie om MOBBNING" (an article series about bullying). The article is dated "Publiserad: 2006-11-09".

A screenshot of the Finn.no travel website. The page features a search bar for flights, a section for "Flytta till solen" (Move to the sun) with a picture of a person on a beach, and a section for "Solkusten strålar" (The sun is shining on the coast) with a picture of a person on a golf course. The website also displays various travel offers and a search form for flights.

360 – news themes in all channels

AFTONBLADET Klimathotet

blöcket.se Bilar Möbler Bostad Tjänster Ny ViktKlubb.se DU HAR VILJAN - VI HAR RESTEN MÖTESPLATSEN Singelsajten för dig! hitta.se Telefonnummer adresser & kartor

Tisdag 07-03-20 Publicerad: 2007-03-09 Tipsa en vän Skriv ut Textstorlek: 1 2 3

►Startsidan
►Klimathotet
-Klimatbloggen

Vad gör du åt klimathotet?

►Exklusivt
►Se framtid nyheter - specialsa

Aftonbl.
Sverige

AFTONBLADET

Bilar Möbler Bostad Tjänster Ny ViktKlubb.se DU HAR VILJAN - VI HAR RESTEN MÖTESPLATSEN Singelsajten för dig! hitta.se Telefonnummer adresser & kartor

►Bryr du dig?

Publicerad: 2006-11-20 Tipsa en vän Skriv ut Textstorlek: 1 2 3

BRYR DU DIG?

Föli med i Aftonbladets kampanj mot mobning

AFTONBLADET

Bilar Möbler Bostad Tjänster Ny ViktKlubb.se DU HAR VILJAN - VI HAR RESTEN MÖTESPLATSEN Singelsajten för dig! hitta.se

►Irak direkt

Publicerad: 2007-03-19 Tipsa en vän Skriv ut Textstorlek: 1 2 3



I KRIGETS SKUGGA 1 dag kan du chatta med mamma Ahlam och hennes tre barn. Dottern Kowther, 22, sitter ofta framför datorn och surfar. Foto: MARTIN VOIGT

Irak direkt på aftonblad.se

AFTONBLADET Kvinna

blöcket.se Bilar Möbler Bostad Tjänster Ny ViktKlubb.se DU HAR VILJAN - VI HAR RESTEN MÖTESPLATSEN Singelsajten för dig! hitta.se Telefonnummer adresser & kartor

►Rädda kvinnohjärtat

Rädda kvinnohjärtat

Publicerad: 2007-03-05 Tipsa en vän Skriv ut Textstorlek: 1 2 3

13 knep – så får du ett friskare hjärta

Här är maten och träningen som skyddar dig

►Rädda kvinnohjärtat
-Rosa Bandet
-Kampen mot anorexin
-Den orättvisa vården
-Ung & avklädd

Sök
Aftonbladet
Sverige sesam.se



►Mode
De gå...
Gåla ger mer penga...
"tre gånger, "hora" fyra
och "tjockis" en gång. Men
i var det helt okej.

►Kvinnohjärtat
r det som en man...
Kligheten handlar det om



Verticals – tailored content in all channels

Hitta rätt flygbiljett

Att hitta rätt i djungeln av resebyråer och jämförelsesajter på internet är inte helt lätt. Dessutom finns det många andra knep för att få ner priset. >

> Läs resedagböcker och titta på bilder på minTur.se

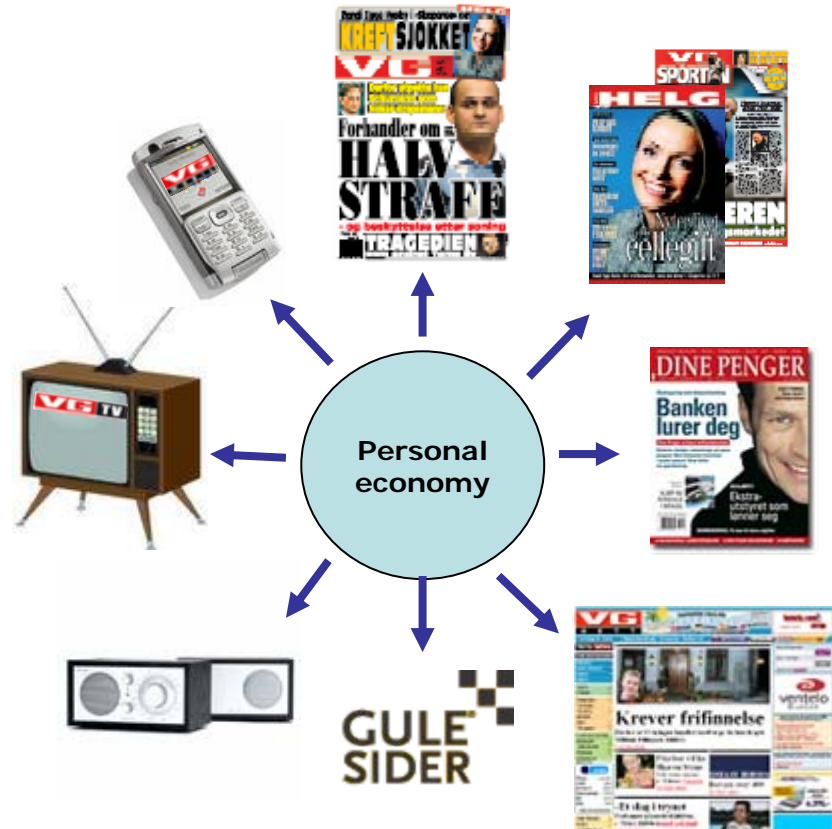
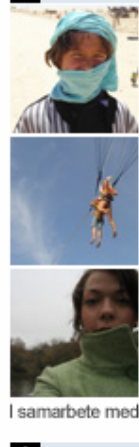
→ HJ RESESAJT OCH COMMUNITY PÅ SVD.SE



Hälsa dem där hemma

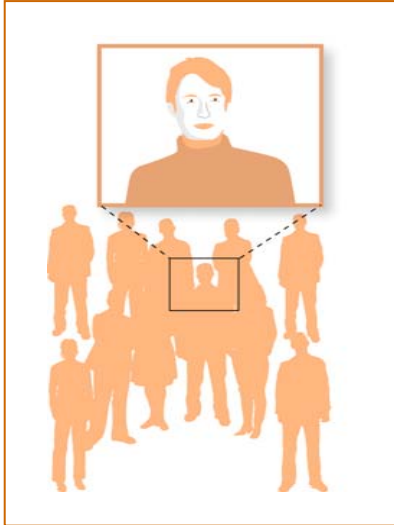
Lägg upp din resedagbok och bilder på SvD:s MinTur.se. >

→ Resebilder



Regions

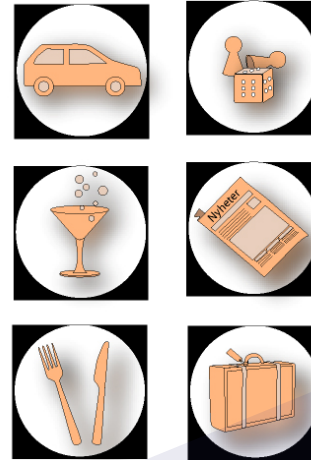
1. Consumer insight



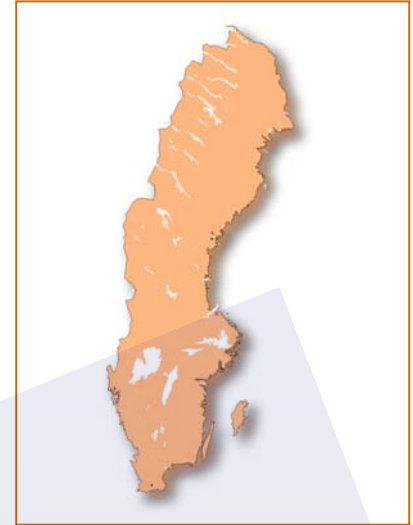
2. Media channels



3. Verticals



4. Regions



Stockholm – Göteborg - Malmö

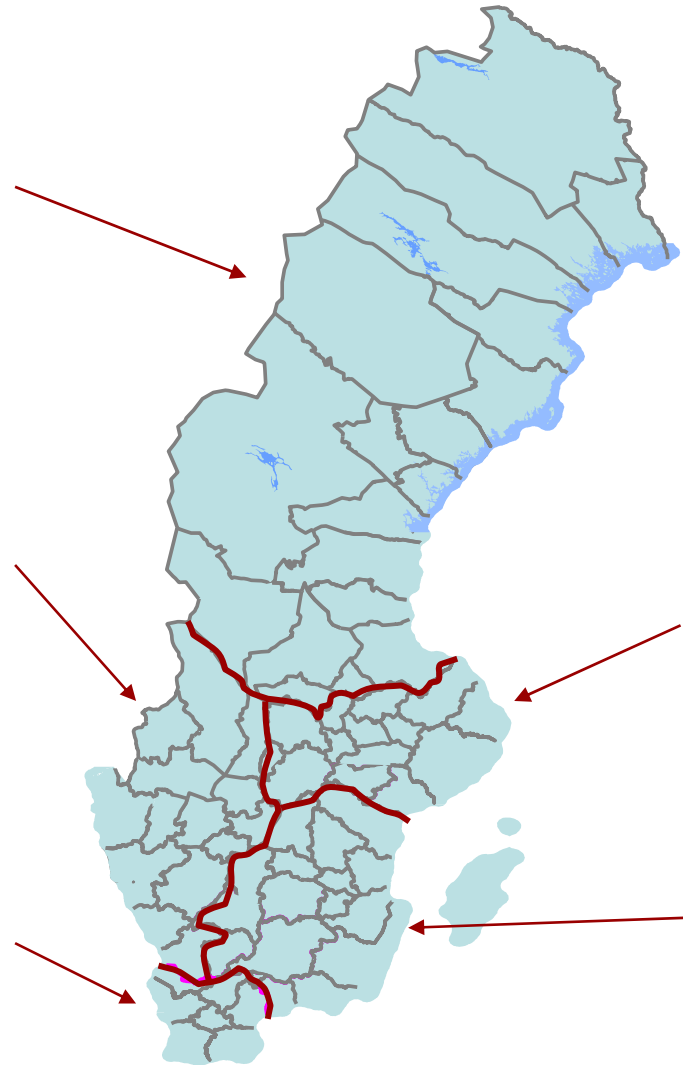
60 % of advertising is outside Stockholm area



North
1 437 Mkr

West
2 551 Mkr

South
1 762 Mkr



Stockholm area
4 748 Mkr

East
1 434 Mkr



Real Betis - Chelsea
 0-4 senast. Blir det revansch för Betis ikväll?
 Spelstopp: 20.40
 expekt.com

PUNKT SE
SE



Första klorna på väg
 SIDAN 5

Sluta leta.
 På bovision.se hittar du det mesta av mäklarna/ förmedlarnas samlade utbud av utlandsbostäder.

bovision.se

GÖTEBORG Fredag 22 september 2006

NADJA MISCHOVSKY:
Jag spyr på dokutöntet
 sid 18

Vinga fyr blir krog
 SIDAN 26



Blandtrend i stan
 SIDAN 26

Våldtäktsman greps

Fast vid polisens kroggrazzia på Avenyn i natt

Mannen som misstänks för en rad råa våldtäkter runt Avenyn greps i natt.



Hosta, slem och andnöd är vanliga tecken på den dödliga sjukdomen. I en svensk undersökning som publiceras i kommande numret.

Allt som behövs är en spirometer, vilket de flesta vårdcentraler och andra at-



Bästa Filmvalet rekommenderar:

Hösten bästa höstfilmen!

Den guide i filmklubben.

Hetaste TIPSEN I HELGEN



Lisa Nilsson på Elogen.

✓ Klubbarna
 ✓ Krogarna
 ✓ Festerna
 ✓ Filmerna



Stäpp med Järvheden.



HÄFTIGASTE DRINKARNA I STAN



Local online news

The collage displays four instances of the Aftonbladet website interface:

- Top Left:** Göteborg edition. Headline: "...ska man då ägna tid åt att i till chefspositioner?".
- Top Right:** Malmö/Lund edition. Headline: "Om kvinnor tjänar 20% mindre än män".
- Middle Left:** Göteborg edition. Headline: "Klart med ny gala".
- Middle Right:** Malmö/Lund edition. Headline: "Han bodde med en ponny i lägenheten".
- Bottom Left:** Stockholm edition. Headline: "Psyksjuka mannen omhändertagen".
- Bottom Right:** Stockholm edition. Headline: "Ägarna är problemet".

Välj din stad

Kom ihåg mitt val

- Helsingborg
- Jönköping
- Karlstad
- Linköping
- Norrköping
- Örebro
- Umeå
- Uppsala
- Västerås

- Göteborg

- Malmö/Lund

- Stockholm

i samarbete med **SE**

Thank you for listening

Questions?



AGENDA

Market trends and strategy update

Norway

Sweden



International

Growth opportunities online classifieds

New concepts online newspapers

Finance

Outlook



AGENDA INTERNATIONAL



Overview

Status International Classifieds and 20 Minutes

Country by country presence

Rationale for international expansion

Priorities for 2007



Schibsted Classifieds

Kick Off

March 18 – 23, 2007



A Brief Overview – simple facts...

- In this room we have represented:
 - 16 countries
 - The leading print newspaper in 5 countries
 - The leading online newspaper in 2 countries
 - The leader in jobs classifieds in 3 countries
 - The leader in cars classifieds in 7 countries
 - The leader in real estate classifieds in 4 countries
 - The biggest online classifieds portal in 7 countries

A Brief Overview – in a different view...

- In this room we have represented:
 - The country where people have the most pets per capita
 - The only country where chewing gum is prohibited
 - Two countries where only the government can sell liquor
 - Countries where the biggest newspaper is for free
 - Countries where the biggest newspaper is paid for
 - Countries where the biggest newspaper is an internet newspaper

...we are a pretty interesting group!

What can Schibsted online classifieds bring 19/03/07?

- **2.9 million classified ads**

...among these:

- 600,000 cars
- 850,000 homes
- 270,000 vacant jobs

...approximately 3,800 red Alfa Romeos

....approximately 95,000 two-bedroom apartments with newly decorated kitchen

....approximately 2,900 Java developer jobs

Overview Schibsted International

Spain/France

20 Minutes – free newspaper, online newspaper
Classifieds – print and online

Estonia

Eesti Meedia – media group
"City paper" – free sheet
Kanal 2 – commercial TV channel
A. K. – magazine group
soov.es – classified ads print and online

Russia

Moi rayon – free newspaper in St. Petersburg and Moscow

South East Asia

2 JV's with Singapore Press Holdings under establishment:
-Directory and search in Singapore
-Classifieds and directory in Region

Latin America/Italy/Switzerland

Classifieds – print and online

Latvia/Lithuania

ZLG – magazines and newspaper
L.T. – newspaper
15 Minutes – free newspaper
Autoplus – classified ads online

Austria (50/50 JV)

Willhaben.at – classified ads online

Slovenia (through willhaben)

Bolha.com – classified ads online

Revenues and employees per country

Country	No. of employees	Revenues (NOK million)
• Spain	• 1,534	• 738
• Estonia	• 966	• 444
• Latin America	• 462	• 60
• France	• 296	• 315
• Italy	• 228	• 98
• Lithuania	• 260	• 60
• Russia	• 160	• 6
• Switzerland	• 14	• 7
• Austria	• 11	• 3
• Slovenia	• 1	• 1
• Total	• 3,932	• 1,735

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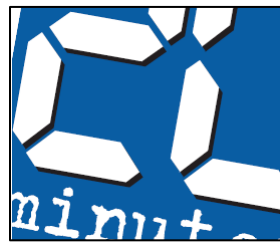
Status International Classifieds (former Trader)

segundamano.es InfoJobs.net FotoCasa.es coches.net InfoJobs.it
Trovare lavoro non è mai stato così facile

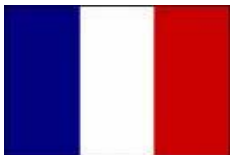
Status Q1 2007

- Rapid revenue decline on print, good revenue growth online
- Strong revenue growth for Infojobs and other Spanish online assets
- Satisfactory development in France – merger preparations on track
- Weak development in Italy – measures are taken
- Pruning of print portfolio continues

Good results in Spain, slightly below expectations in France for 20 Minutes



- Consolidates position as leading general newspaper in Spain
- Strong revenue growth and increased market share so far in 2007
- Improved operating result for print edition in 2007
- Continued efforts to build online position
- Online display ads emerging growth area



- Growth in readership of 14.6% since September 2006
- High growth among readers aged 15 to 34 and women
- Slow advertising growth for print edition so far in 2007
- Improved operating result for print edition in 2007
- Increased efforts to build online position - new version launched 15 March
- Growth in French online brand advertising market of 48% in 2006

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Schibsted's International positions: Cast (in alphabetical order)

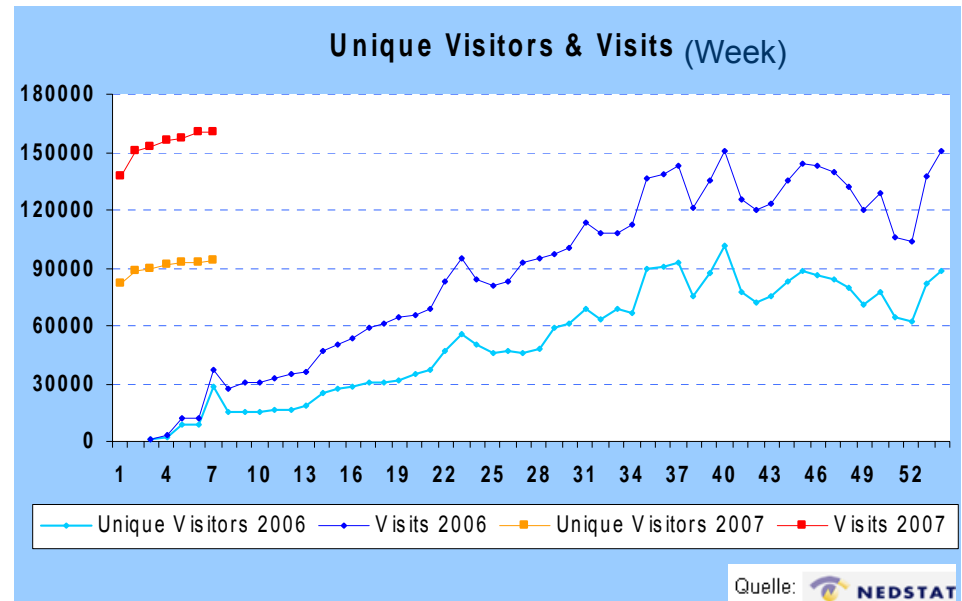
-  Austria
-  Estonia
-  France
-  Italy
-  Latin America
-  Lithuania
-  Russia
-  Slovenia
-  Spain



Austria



- Willhaben launched Christmas 2005
- Joint Venture between Schibsted and Styria Medien
- Only complete marketplace online in Austria with jobs, real estate, cars and general merchandise
- Strong growth in traffic and content

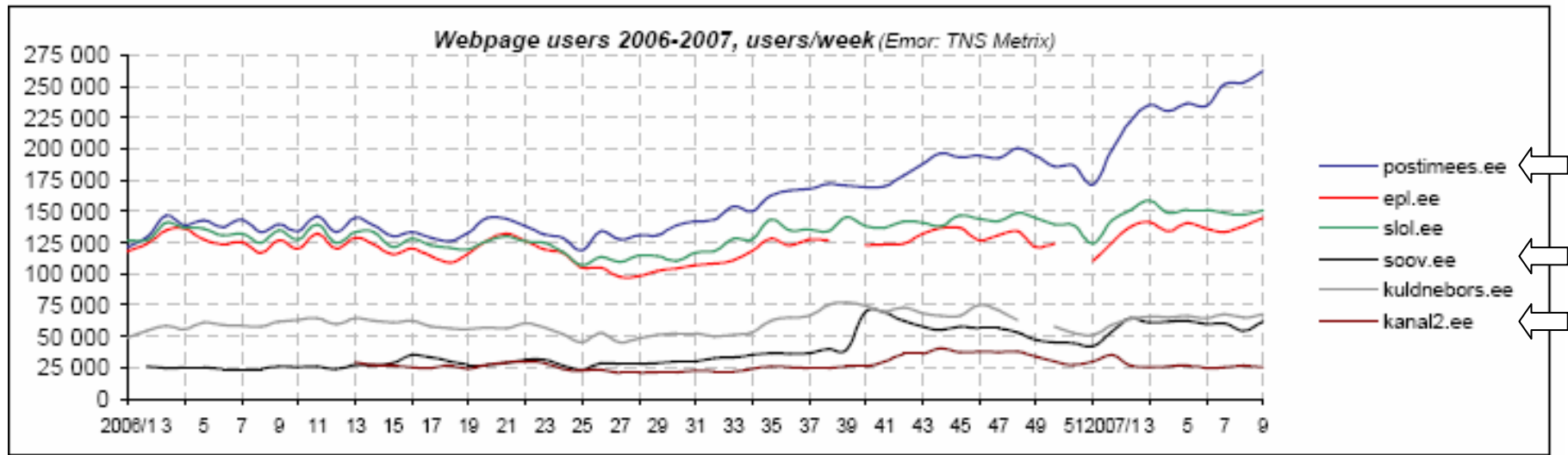


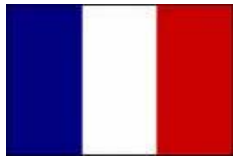


Estonia



- Strong growth in Estonian ad market expected to continue
- Eesti Media group has leading positions within newspapers, classifieds, radio and TV
- Kanal 2 consolidates position as the leading TV channel – strong improvement in operating profit
- Focus on moving print positions online – good growth in unique visitors



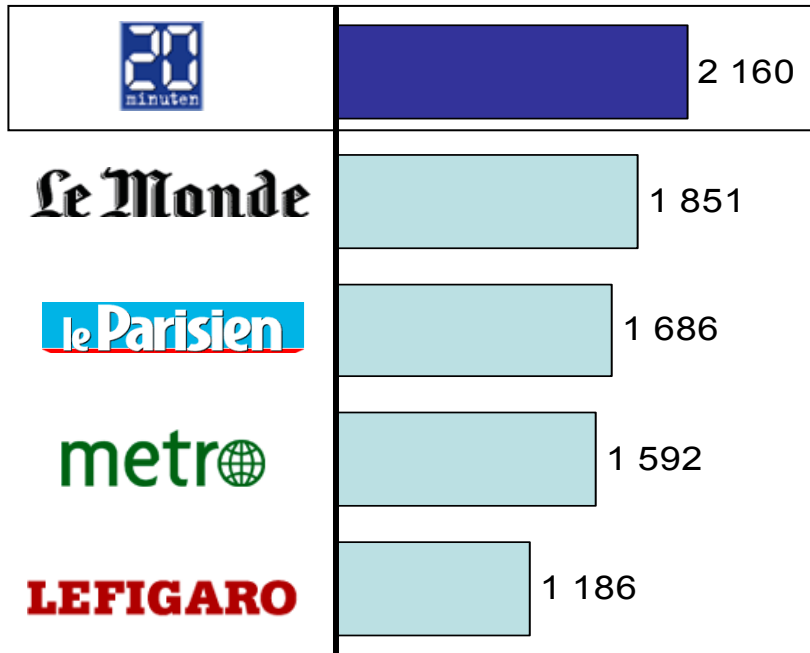


France: 20 Minutes is the most read general newspaper

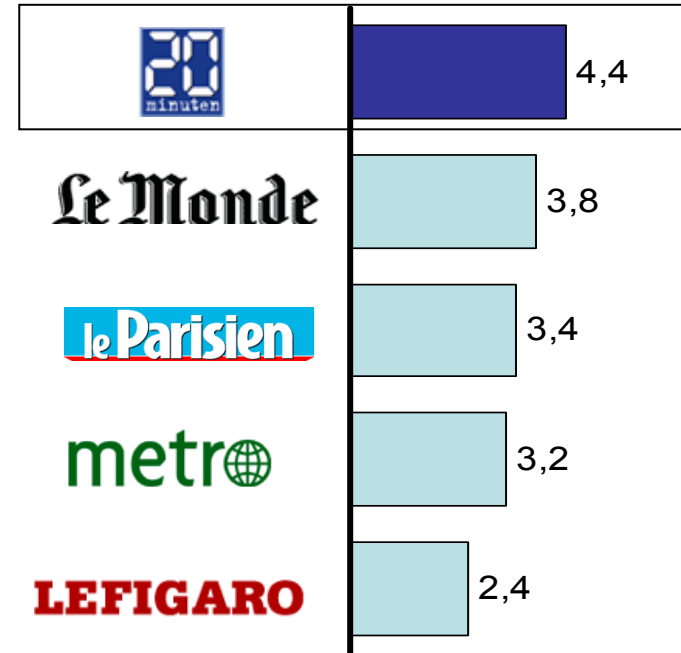


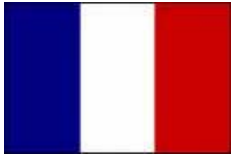
READERSHIP, March 2007 [thsd readers]

Overall readership



Penetration (%)



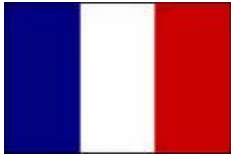


France: 20 Minutes online relaunched



- New online version launched on 15 March - same concept as in Spain
- Expected continued good growth in unique visitors





France: Strengthened position in classifieds

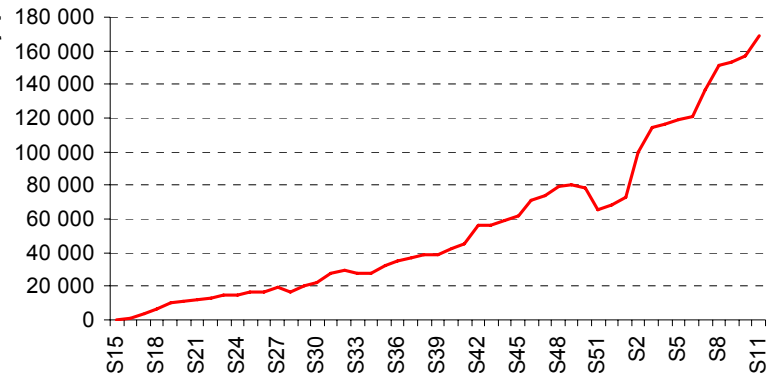


- No. 1 French online car classified ads site and no. 1 French car editorial and forum site just merged - strong resulting no. 1 position
- Schibsted and SPIR have a long cooperation history through 20 minutes and LeBonCoin



- Blocket copy, no. 3 generalist classified ads site in France
- Fastest growing generalist classifieds ads site in France
- Strong growth in traffic and content

Unique IPs/day (Weekly average) LeBonCoin



Italy: Strong position in classifieds



- Secondamano is Italy's oldest and biggest classifieds market online and offline
- Secondamano's brand recognition in Northern Italy is 96%
- New platform and major marketing push in Q2

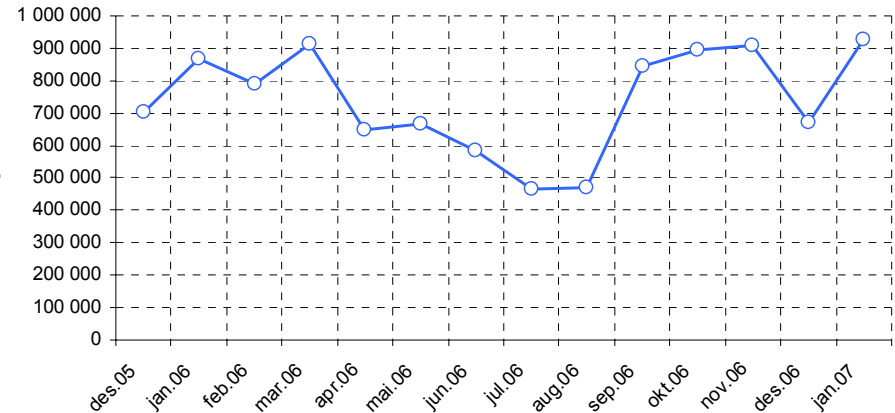


- The newest member of the family and probably the fastest growing one!
- Blocket copy Subito launched January 2007

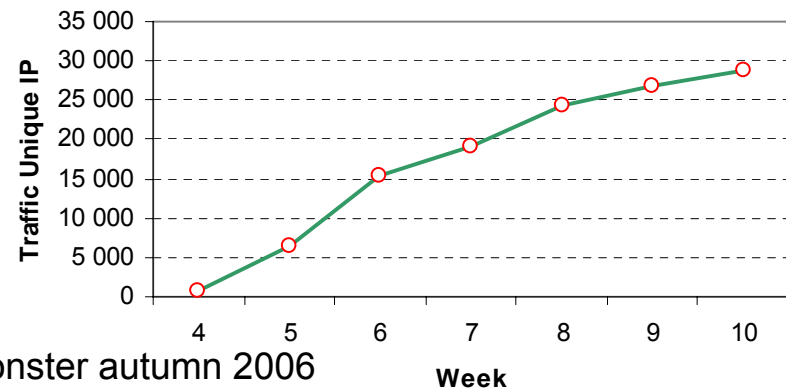


- Infojobs.net no.1 recruitment site in Italy – passed Monster autumn 2006
- 1.5 million unique monthly visitors in November

Secondamano; Unique Audience



Subito - Unique Ips per day (weekly avg.)





Latin America



Mexico:

- 3 web sites with combined total of 530,000 unique visitors in January, plus publications offline
- Main brand is Segundamano Mexico



Colombia:

- Market leader offline real estate classifieds + 3 web sites with combined total of 180,000 U.V
- Main brand is Segundamano Colombia



Argentina:

- 3 web sites with combined total of 490,000 unique visitors in January, plus publications offline
- Leader in cars and generalist



Venezuela:

- 3 web sites with combined total of 50,000 unique visitors in January, plus publications offline



Brazil:

- Infojobs Brazil: 496,000 unique visitors in January, strong growth
- Balcao.com (Generalist on Segundamano platform) 411,000 unique visitors in January



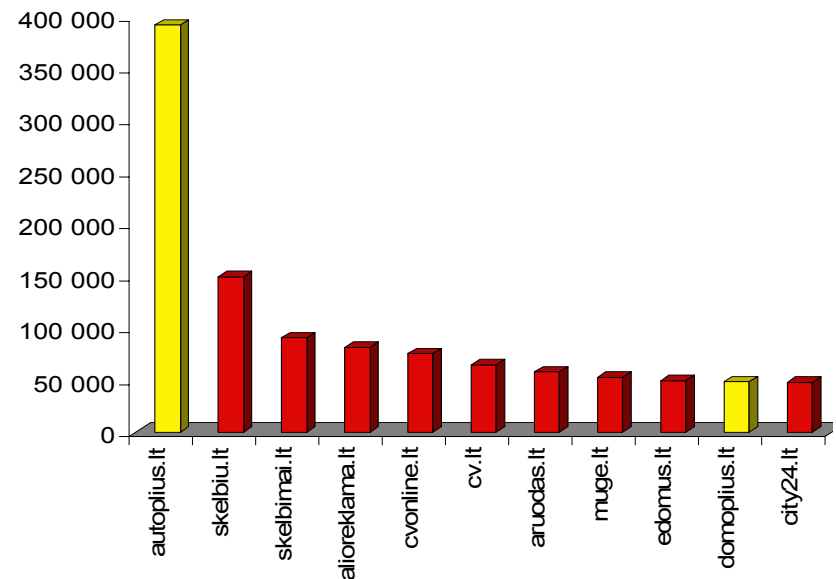
Lithuania

- Zmones – weekly magazine with highest circulation and 139,000 sold copies
- Laima – magazine
- L.T. – tabloid newspaper with circulation of 20,000
- 15 Minutes - free newspaper
- Operating loss from L.T and 15 Minutes so far in 2007
- L. T. to be closed down if figures not in black within short time



- Autoplus clear leader in car classifieds online
- Ambition is to take the leading position in real estate with Domuplius

Unique users, September 2006



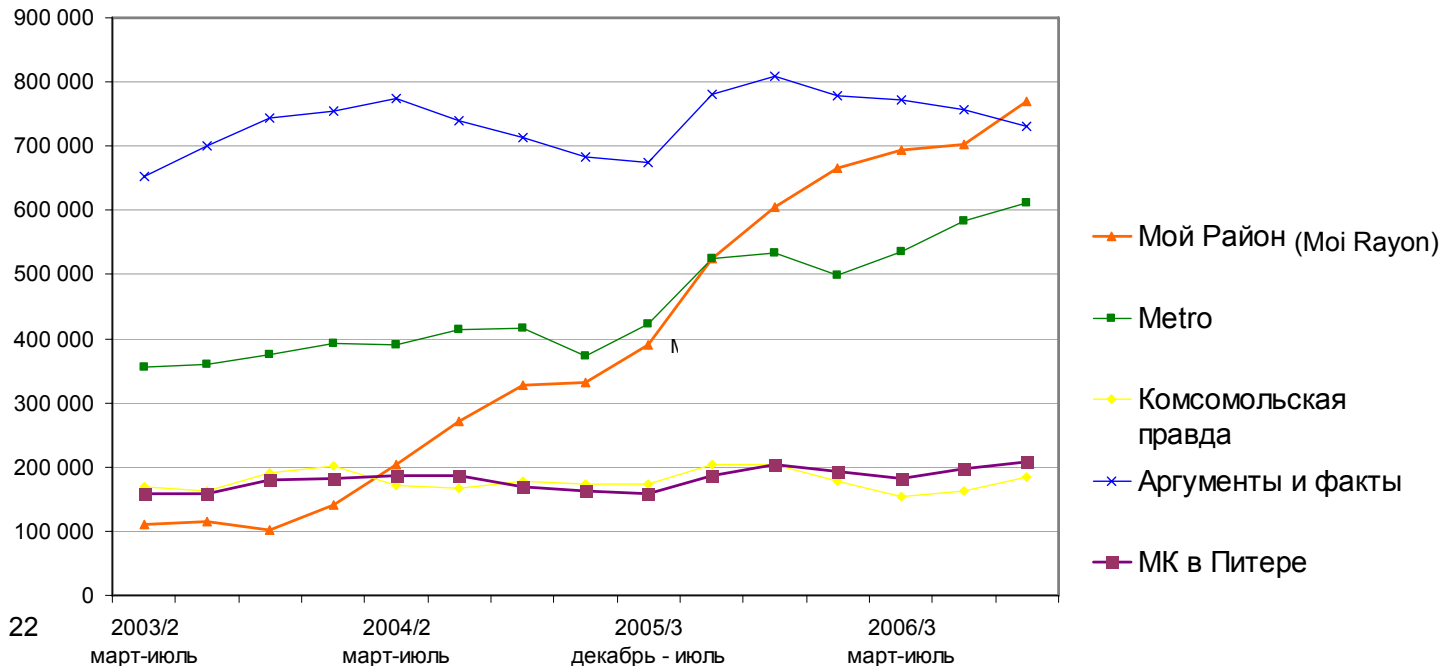


Russia



- Moi Rayon (My Neighbourhood) - network of free sheets in St. Petersburg (from 2003) and Moscow (from 2006)
- Total circulation of 780,000 and readership of 1,200,000 (no official statistics from Moscow yet)
- The number one newspaper in St. Petersburg, aims at top 3 in Moscow within a year
- Schibsted acquired 66.7% of the company in April 2006
- Good ad revenue growth and expected operating loss of approx. NOK 18 million in 2007

Readership



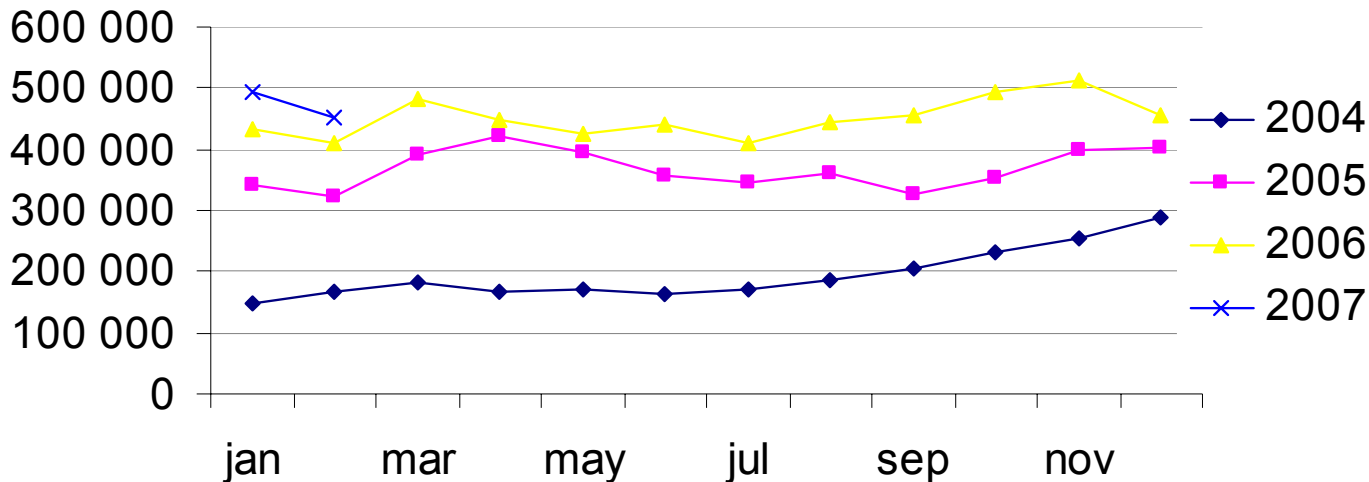


Slovenia



- Bolha is *the* marketplace in Slovenia
- Slovenia has around 2 million inhabitants...
- ...around 1 million internet users...
- ...and Bolha has around 0.5 million unique monthly visitors

Unique visitors





Spain – new home market



InfoJobs.net

segundamano.es
el líder en anuncios clasificados

CompraVenta.com

Laboris.net

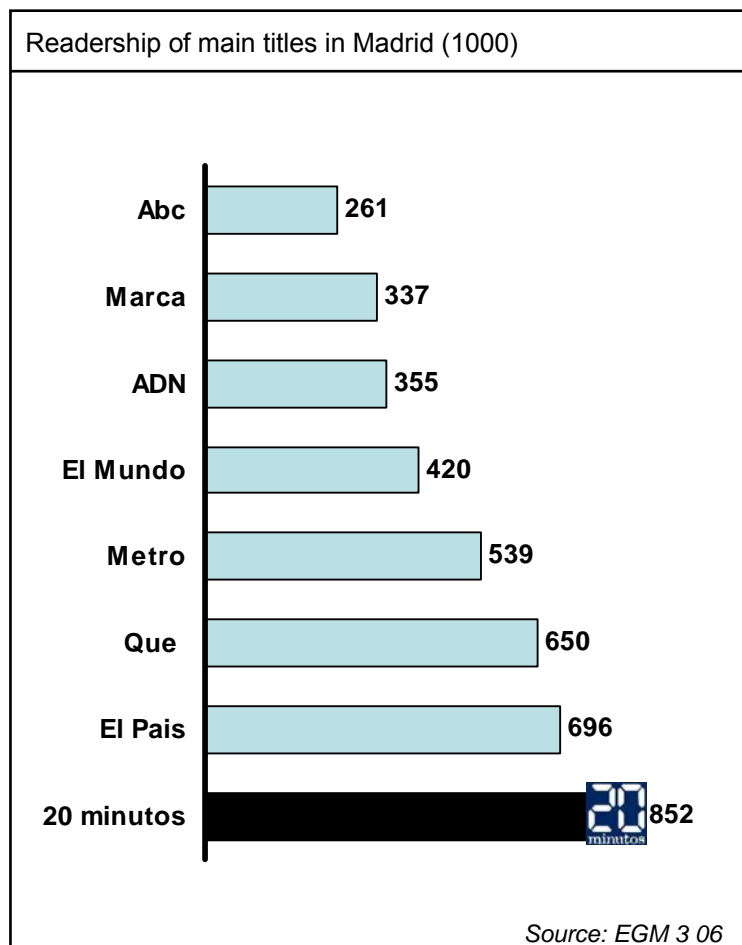
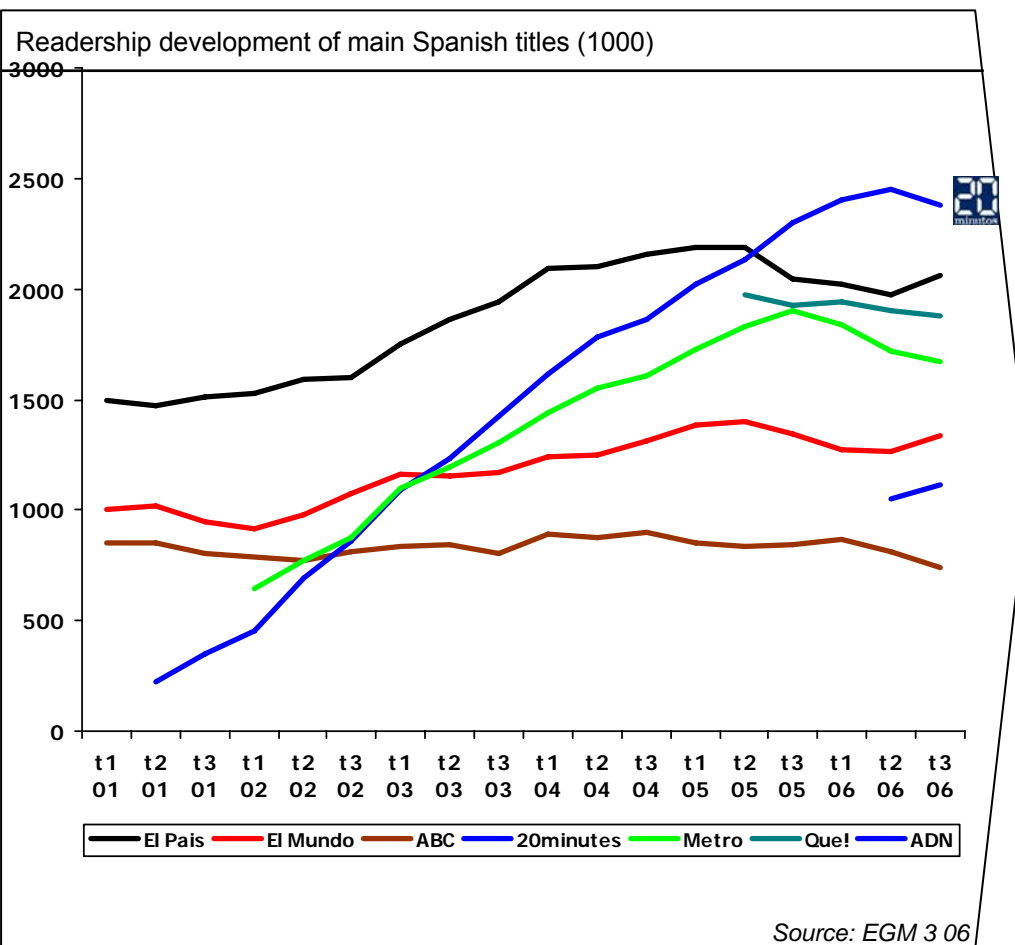
 **FotoCasa.es**

coches.net



Spain: 20 Minutes is the most read general interest newspaper

In Madrid, 20 minutes is the undisputable leader





Spain: Strong growth in traffic for 20 Minutes online



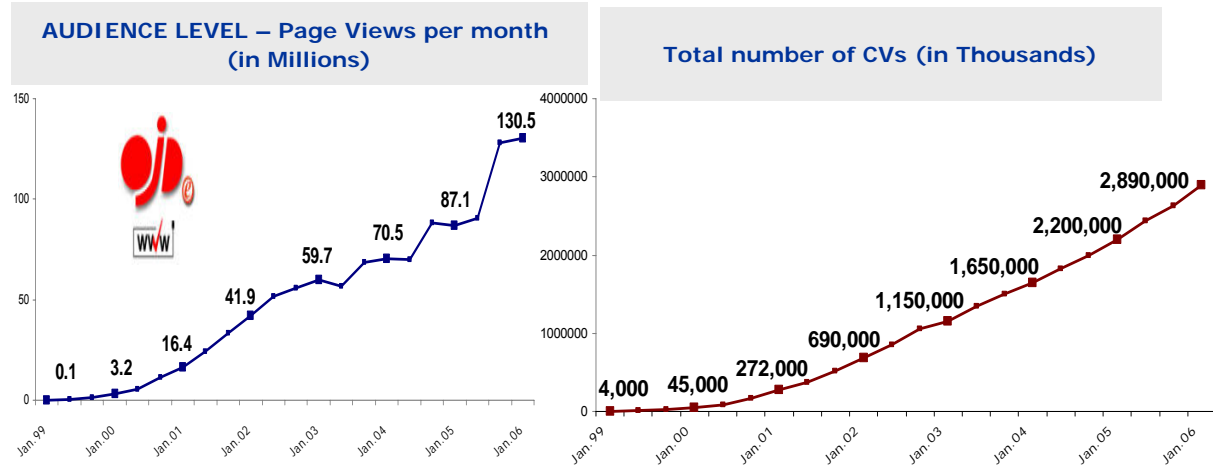


Spain - Jobs



No. 1 in jobs

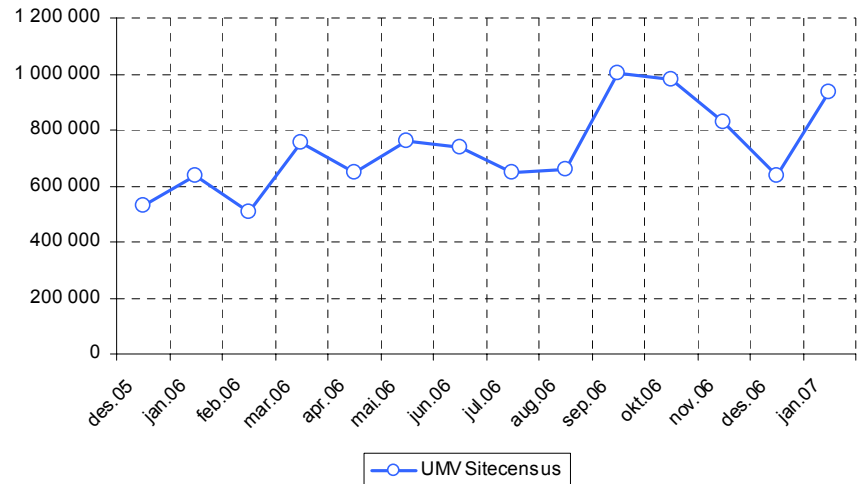
- 2.7 million unique visitors in January
- 2.9 million CVs in database



No. 2 in jobs

- 963,000 unique visitors in January
- 1 million ads in database

Laboris; Unique Audience

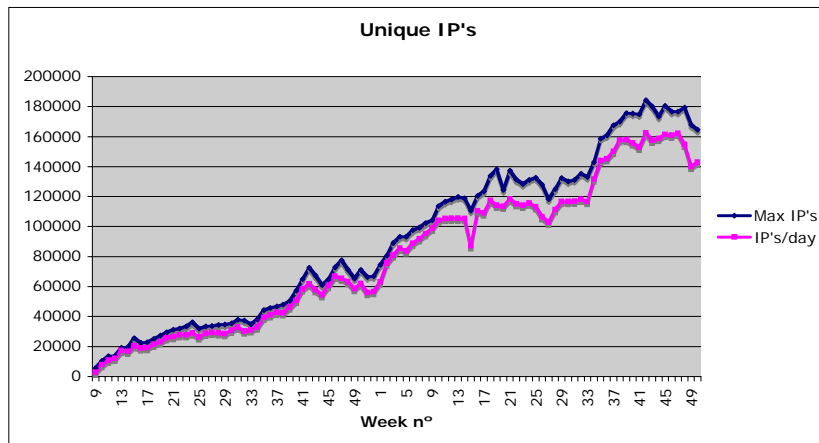
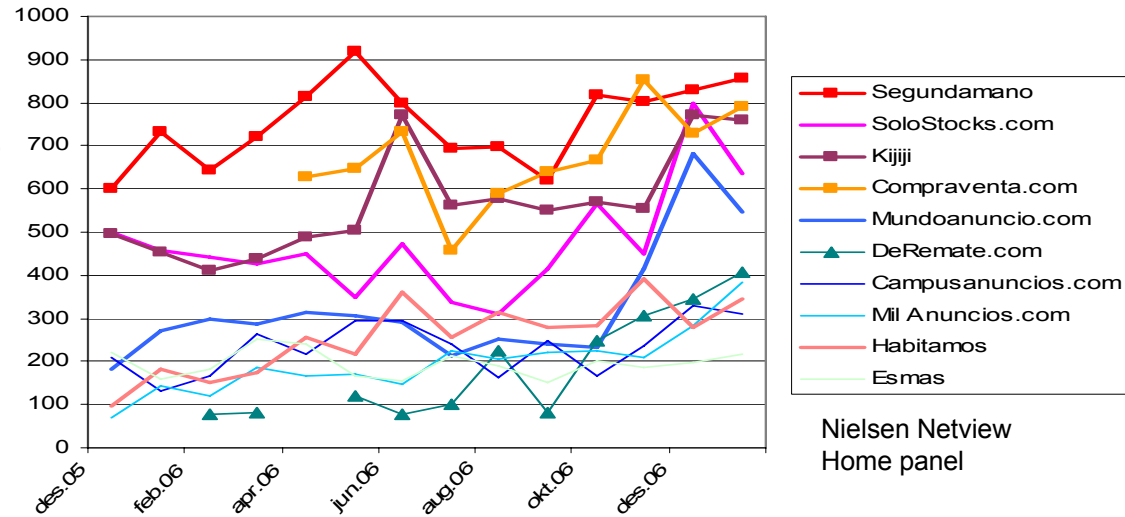




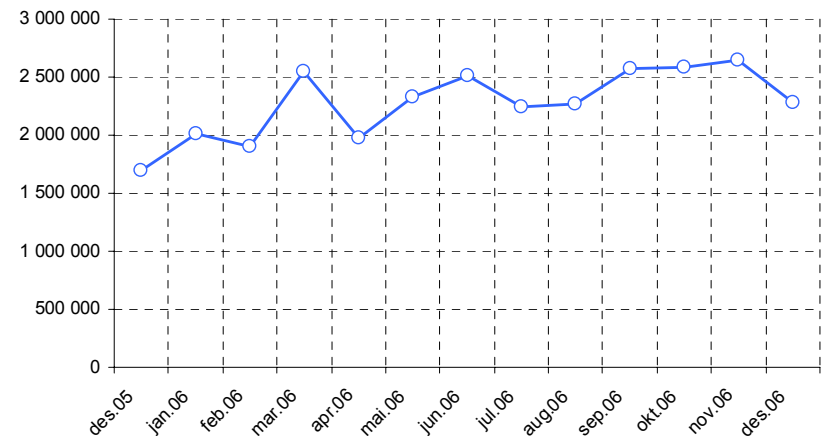
Spain – Generalist

- Merger between the two largest online classified ads sites in Spain – Compraventa.com and Segundamano.es
- New site will be more than twice as important as no. 2
- Good value creation potential

Unique Visitors (000s)



Segundamano (SiteCensus); Unique Monthly Visitors





Spain – Real Estate and Cars

coches.net

No. 1 in cars

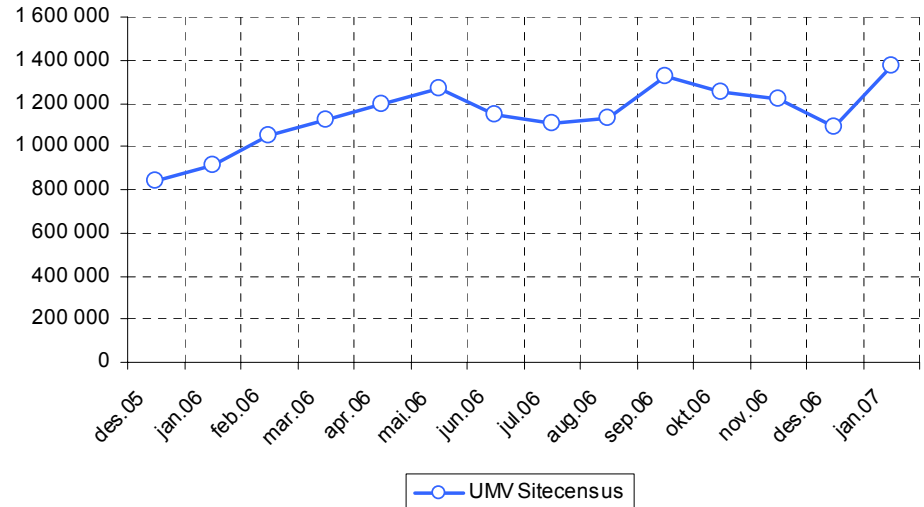
- 1,414,000 unique visitors in February
- 80,000 new ads in database every month

FotoCasa.es

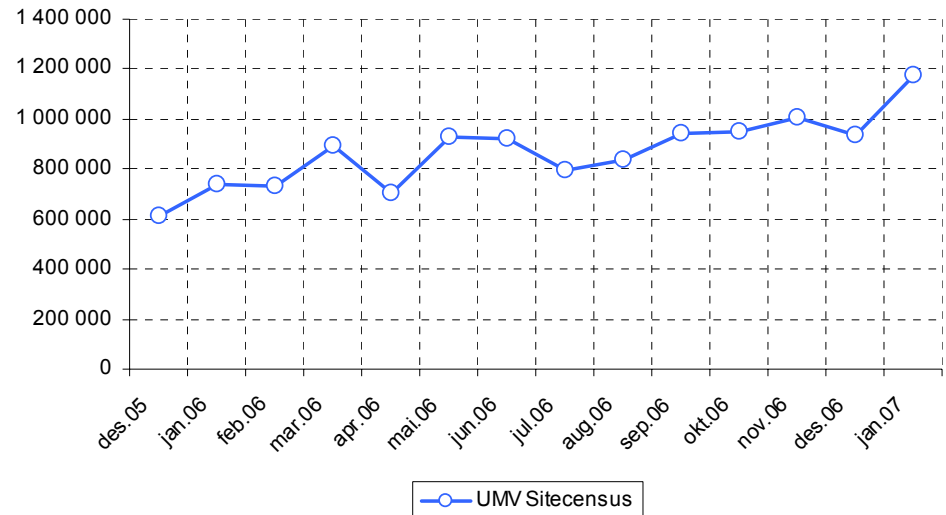
No. 1 in real estate

- 1,186,000 unique visitors in February
- 42,000 unique ads in database

Coches; Unique Audience



Fotocasa; Unique Audience



AGENDA INTERNATIONAL

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Rationale for international expansion

Priorities for 2007



Rationale for Schibsted's international expansion

Schibsted's main assets

**Leading edge competence
within online business**

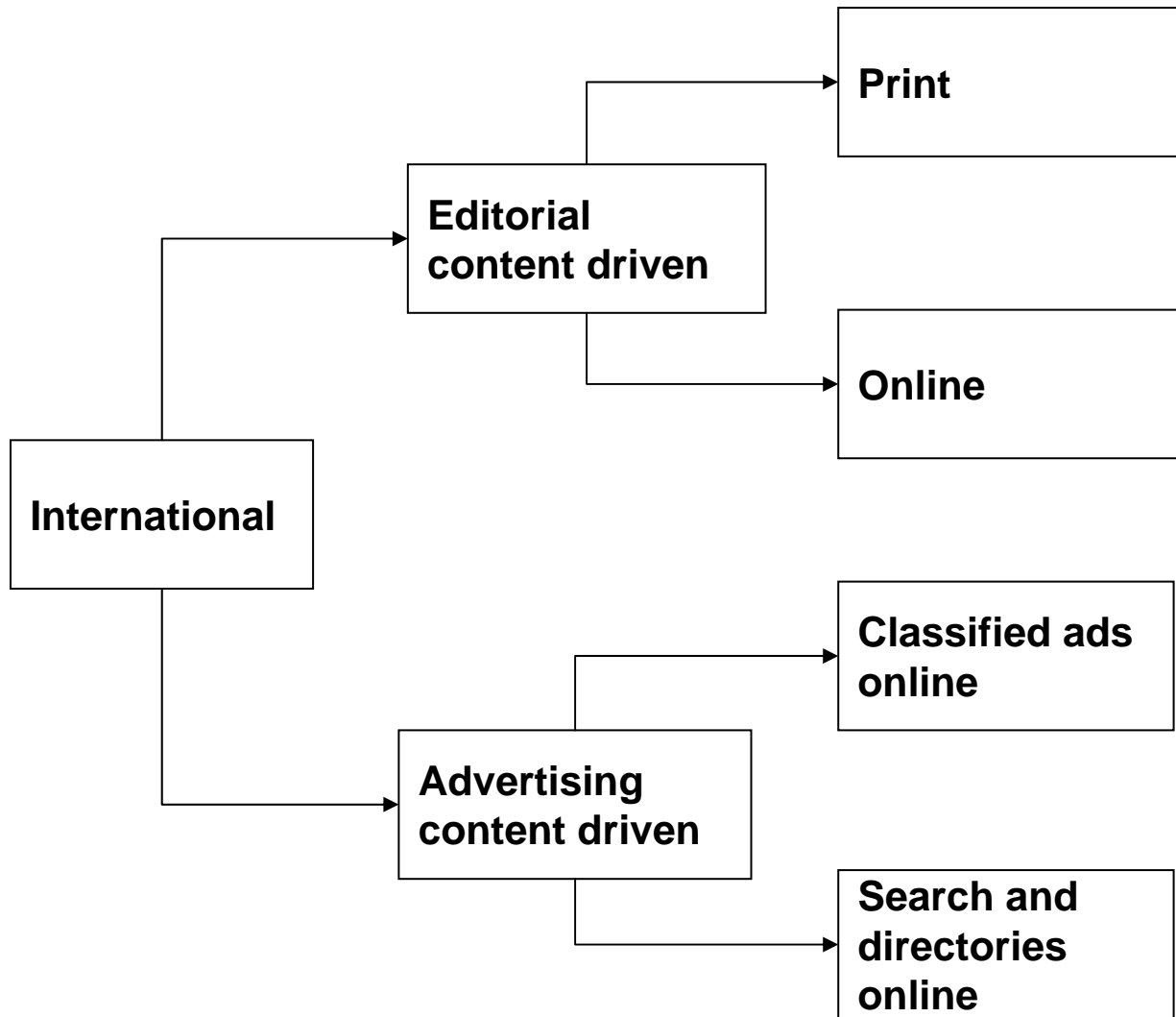
**Successful online products
in Scandinavia and Europe**

**Strong and unique presence
in free newspapers**

**Attractive partner for
local media players**

**Using leading edge
competence to grow
new international
businesses**

Schibsted's potential internationalization initiatives



Examples

- 20 Minutes
- 20 Minutes Week
- Calle20

- Online Newssites (vg.no)
- E24
- Communities (nettby.no)
- Consumer sites

- Multichannel
- Single channel (IJ)
- B2C (FINN)
- C2C (Blocket)

- Directories (hitta)
- Search (sesam)

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Priorities for Schibsted International 2007: Existing operations

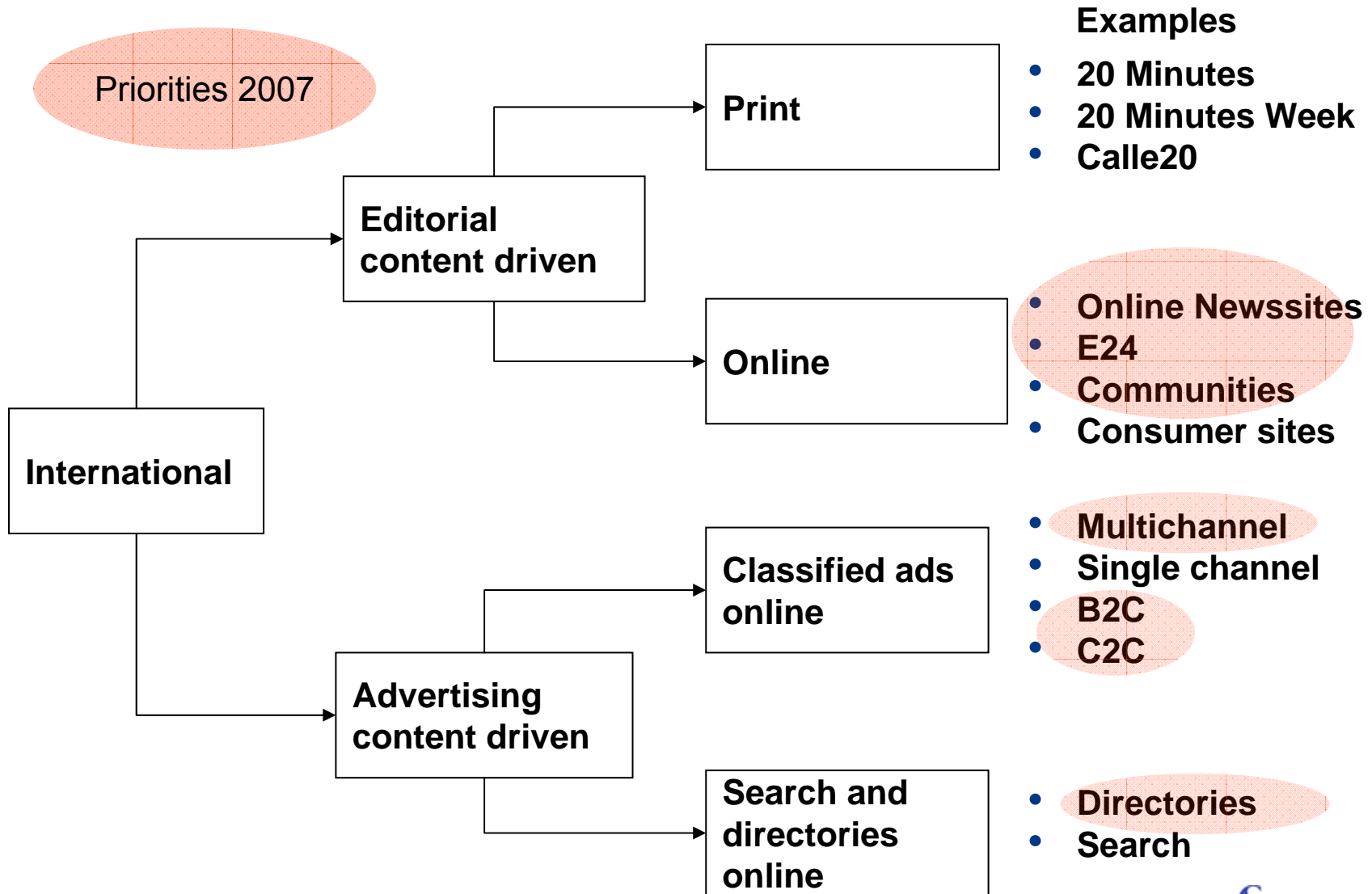
Editorial Products:

- Free newspapers:
 - Consolidate profitable leadership for 20min Spain (print)
 - Continue to attack leader online in Spain, aim for nr 2/3 position by end of year
 - Break Even for 20min France (print) operation, launch full-fledged news site
 - Attain break even for free newspapers in Baltics (15min and Linnaleht)
 - Break even for Moj Rajon St P; establish leading readership position in Moscow

Advertising driven products:

- Classifieds:
 - Consolidate former "Trader" companies
 - Value-Add Spanish operations (Compraventa / Segundamano cooperation)
 - New products / concepts in Italy (FINN + Blocket)
 - Establish nr 1 car site in France through merger with Caradisiac
 - Extension of print-product life span: web not pervasive yet
 - Cross fertilization of winning concepts
 - Example: car insurance product exported from France to Blocket
 - Data quality control system from Sweden to France, Italy, Austria
 - From project to operations in South East Asia
 - Directory and Search in Singapore during 2007
 - Pure play online classified launched in one additional country by end of 2007

Schibsted's new internationalization initiatives - 2007



Summary International

- Growth potential is largest internationally:
 - Scandinavia is a leader in electronic media and internet advertising today
 - Other markets will follow and grow faster
- Schibsted holds leading classifieds positions online and/or offline in Spain, France, Italy, Estonia, Lithuania, Slovenia, Switzerland and Latin America
- 20 Minutes consolidates leading position offline and builds online presence in Spain and France
- Continuing online migration from print
- 2007 will be consolidation year, while pursuing selected new opportunities

AGENDA

Market trends and strategy update

Norway

Sweden

International



Growth opportunities online classifieds

New concepts online newspapers

Finance


Outlook



FINN.no is the number one site for classified ads in Norway

FINN.no - Mulighetenes marked. Annonser for kjøp og salg av nytt og brukt, eller ledige stillin - Microsoft Internet Explorer p

Adresse <http://www.finn.no/>



UNIKT BOLIGPROSJEKT I OSLO

ROSENHOFF FABRIKKER

nordicgate Ring Eiendomsmegling

finn Mulighetenes marked dine annonser kartsøk mobil

Sett inn annonse

- [Selg bil fra 159,-](#)
- [Selg traktor/redskap](#)
- [Selg MC fra 25,-](#)
- [Båt fra 110,-](#)
- [Saker & ting 25,-](#)
- [Stillingsannonse](#)
- [Tjenesteannonse](#)
- [Eiendom fra 89,-](#)
- [Næringseiendom](#)

Reise
Flybilletter, hotell, reiseforslag, kart...

Møteplassen
Dating for deg over 25 år

Jobb
20936 stillinger

Tjenester
827 utføres og søkes

Eiendom
66785 for salg og leie

Næringseiendom
2141 lokaler og tomter

opplev Ski-Norge

Torget
81900 saker & ting

Bil
50078 til salgs

MC
4764 til salgs


Båt
9146 for salg og leie

Landbruk
4352 traktorer og treskere

Antikviteter, barnevogn, felger, laptops, spill, hester, bøker, bunader, spisestuemøbler, butikkinventar, biotoalett, bowlingkuler m.m.


252352 annonser på FINN. 7192 nye i dag.

Trygg på reise!
Vi hjelper deg der du er, når du trenger det.



Beregn pris og bestill på www.gjensidige.no

Vil du ta oppdrag for oss?



Potensialet er stort. Derfor trenger vi eiendomsmeglere som ser muligheter. Er du en av dem?

Anbudskonkurransen finner du på www.doffin.no
udlysingsnr. MAR073870

Veiledning for anbudskonkurransen finner du på www.skifte.no


Skifte Eiendom
et forettningsområde i Forsvarsbygg

Informasjon

- [Om FINN.no](#)
- [Sikkerhet](#)
- [Hjelp](#)
- [Kontakt oss](#)
- [Jobbe i FINN](#)

Nytt og nyttig


Snrerapport fra Vinter-Norge!
Oppdatert snrerapport fra de fleste skisteder i Norge!



Her kan du se våre nye reklamefilmer

































Ukens utvalgte:

KLIKK HER!

































Internet

FINN is number 15 in Scandinavia when it comes to weekly unique browsers

No	Sys	Site	Browsers	%	Sessions	Page images	P/S	S/B	Category
1	 NN	msn.se (exkl. Messenger)	5 946 587	0,8	31 121 332	105 633 187	3,4	5,2	 Portal
2	 TNS	vg.no	2 312 214	2,3	13 282 286	168 214 542	12,7	5,7	 News & Weather
3	 RI	hitta.se	2 279 777	9,1	4 711 402	19 147 883	4,1	2,1	 Directories & Search
4	 NN	Eniro.se	2 189 025	1,8	4 841 400	29 412 906	6,1	2,2	 Directories & Search
5	 TNS	msn.dk	2 039 507	-0,2	10 365 271	0	n/a	5,1	 Portal
6	 TNS	msn.no	2 022 240	1,9	9 545 865	51 989 822	5,4	4,7	 Portal
7	 TNS	startsiden.no	1 779 648	3,2	15 327 078	38 183 349	2,5	8,6	 Portal
8	 TNS	dagbladet.no	1 772 905	3,4	8 013 545	69 455 003	8,7	4,5	 News & Weather
9	 RI	 tidningsnätet	1 491 197	-3	4 106 617	14 264 096	3,5	2,8	 News & Weather
10	 TNS	jubii.dk	1 467 708	5	5 296 104	0	n/a	3,6	 Portal
11	 TNS	MSN.fi	1 453 304	0,3	7 992 866	31 429 532	3,9	5,5	 Portal
12	 RI	 SvD Nya Medier	1 327 518	4,3	2 729 732	13 251 680	4,9	2,1	 News & Weather
13	 TNS	MTV3	1 253 520	0	6 591 169	45 785 606	6,9	5,3	 TV
14	 HBX	svt.se	1 242 239	5,9	2 672 091	23 190 866	8,7	2,2	 TV
15	 TNS	finn.no	1 236 589	4,3	4 362 890	130 202 939	29,8	3,5	 Shopping & Auction

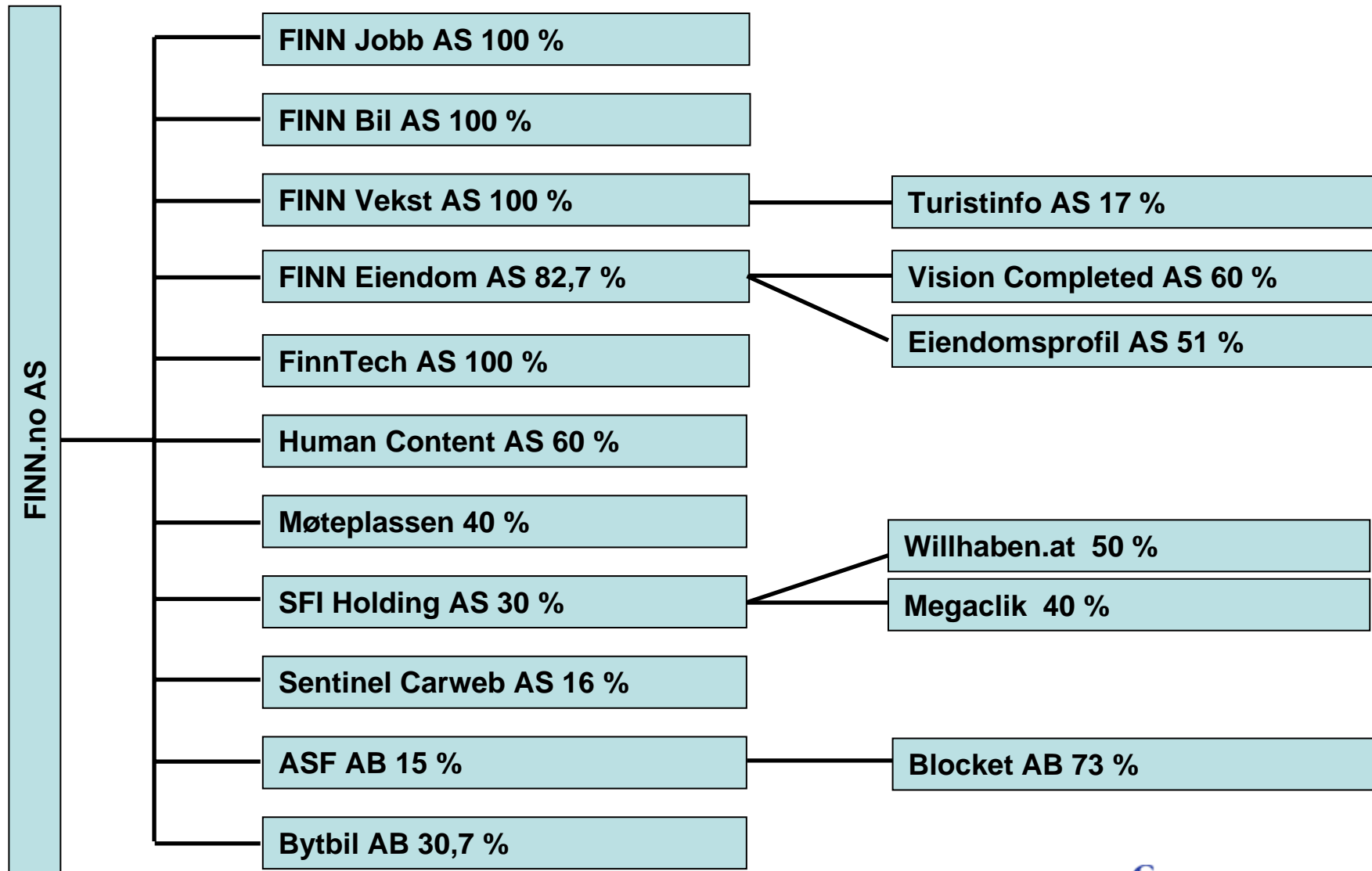
Source: Ecentric.org

And number five when it comes to page images

No		Sys	Site	Browsers	%	Sessions	Page images	P/S	S/B		Category
1		TNS	IRC-Galleria	773 786	0,3	6 538 133	373 404 849	57,1	8,4		Social portal
2		NN	Lunarstorm.se	989 733	-0,2	4 882 656	252 291 889	51,7	4,9		Social portal
3		TNS	vg.no	2 312 214	2,3	13 282 286	168 214 542	12,7	5,7		News & Weather
4		ICS	Playahead.se	403 740	6,7	1 928 670	158 543 246	82,2	4,8		Social portal
5		TNS	finn.no	1 236 589	4,3	4 362 890	130 202 939	29,8	3,5		Shopping & Auction
6		ICS	Bilddagboken.se	427 728	7,2	1 725 612	109 393 882	63,4	4		Social portal
7		NN	msn.se (exkl. Messenger)	5 946 587	0,8	31 121 332	105 633 187	3,4	5,2		Portal
8		TNS	Suomi24.fi	986 333	0,2	5 062 940	76 445 457	15,1	5,1		Social portal
9		TNS	dagbladet.no	1 772 905	3,4	8 013 545	69 455 003	8,7	4,5		News & Weather
10		TNS	Huuto.net	402 515	-0,6	1 729 407	52 279 390	30,2	4,3		
11		TNS	msn.no	2 022 240	1,9	9 545 865	51 989 822	5,4	4,7		Portal
12		TNS	MTV3	1 253 520	0	6 591 169	45 785 606	6,9	5,3		TV
13		TNS	startsiden.no	1 779 648	3,2	15 327 078	38 183 349	2,5	8,6		Portal
14		NN	Spray.se	862 402	0,5	2 730 353	37 480 408	13,7	3,2		Social portal
15		ICS	Kamrat.com	196 596	1,8	658 926	36 175 875	54,9	3,4		Social portal

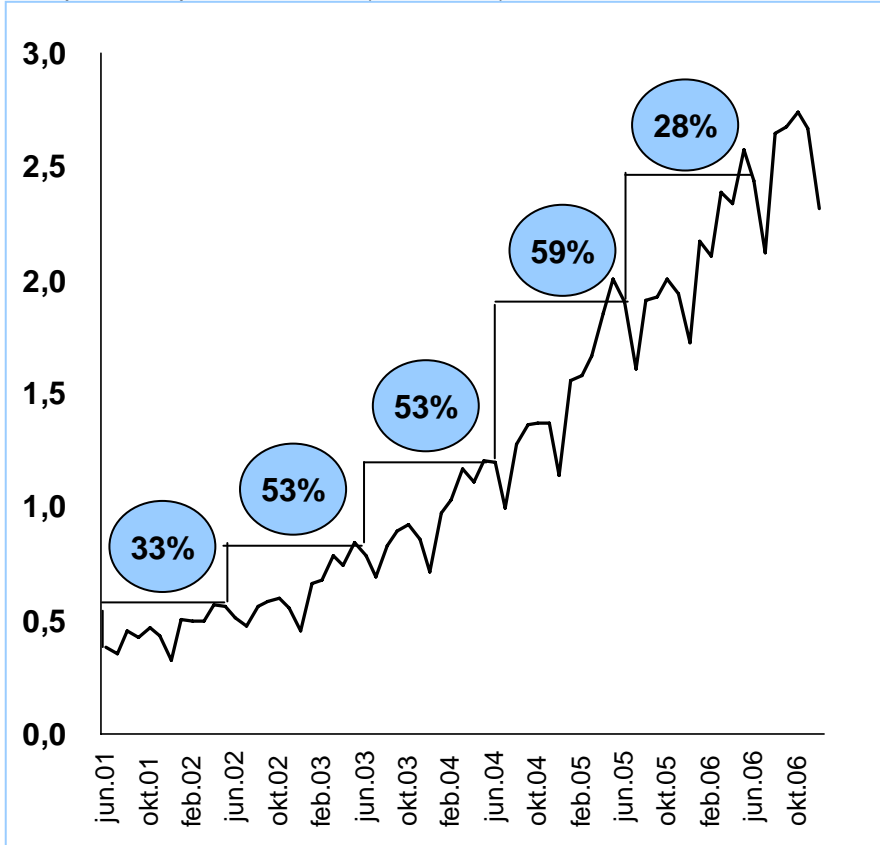
Source: Ecentric.org

This is the FINN organization today

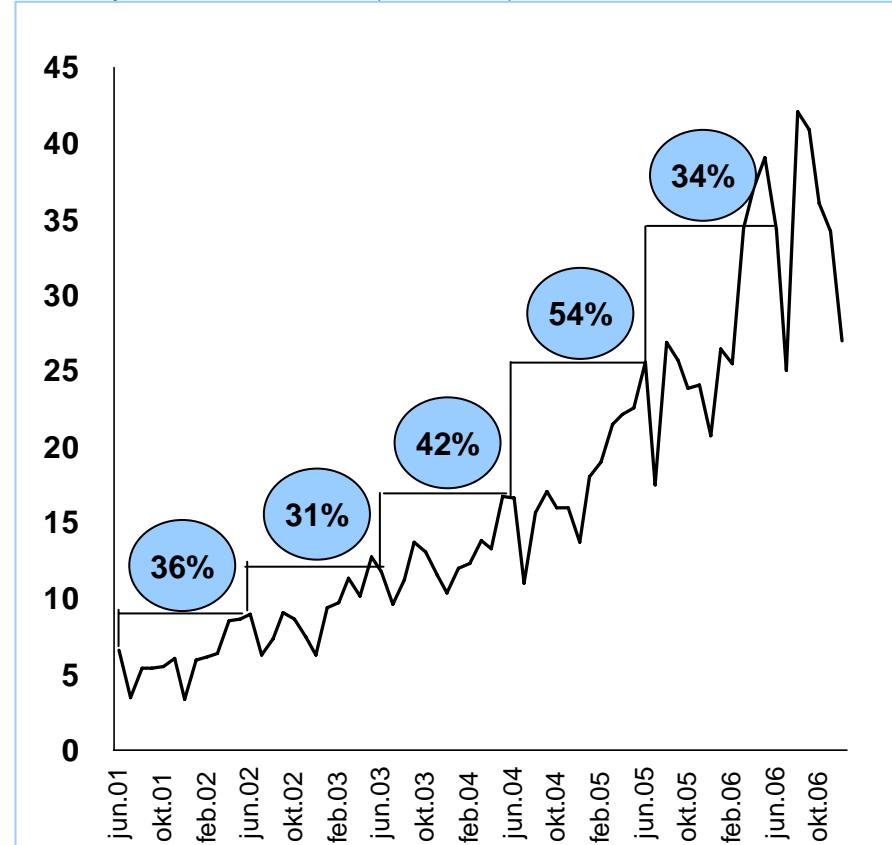


Finn's rise has been extremely rapid...

Usage growth accelerated rapidly...
Unique users per month in M (2001-2006)



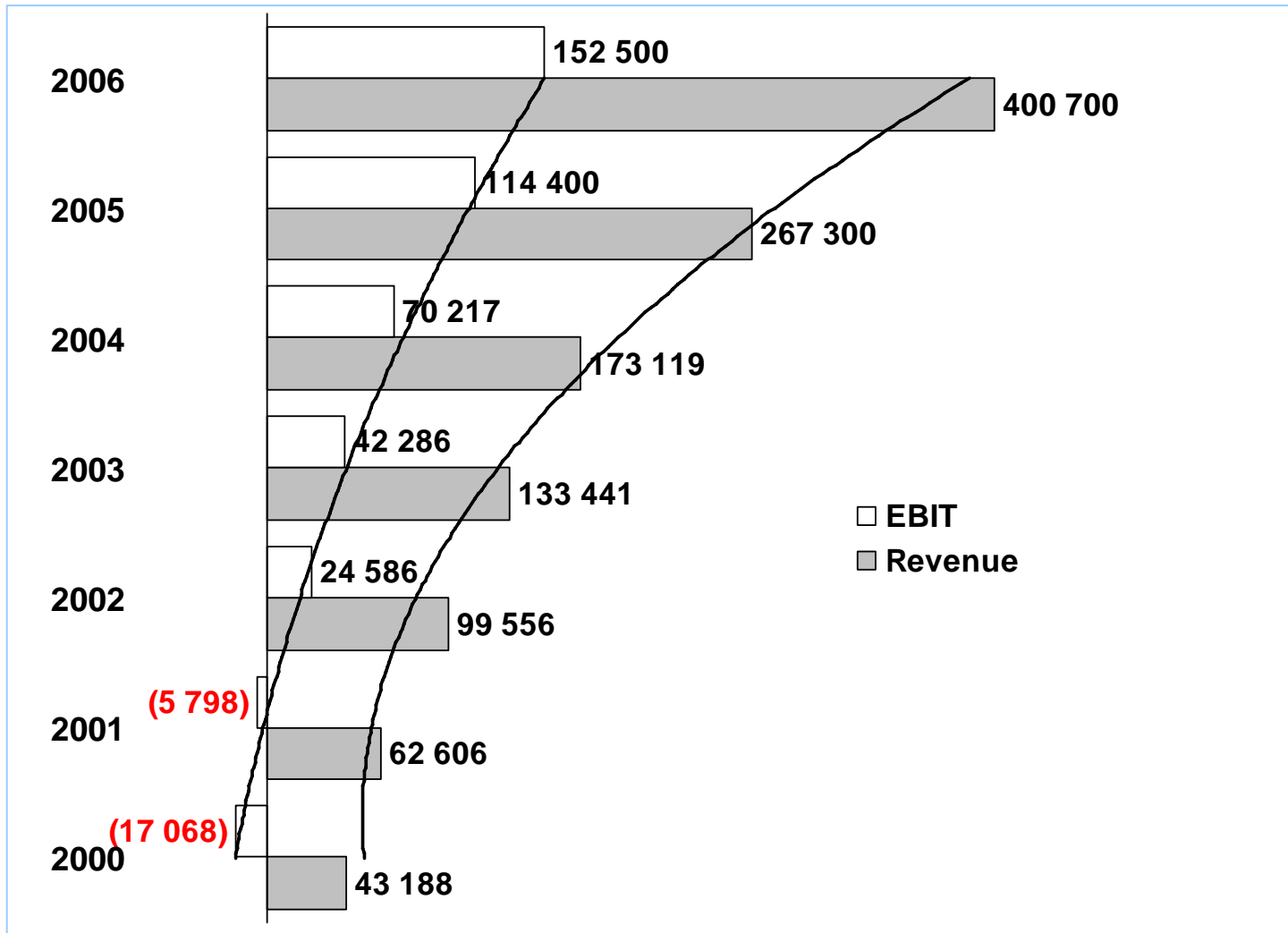
... and revenues followed suite
Monthly revenues in M NOK (2001-2006)



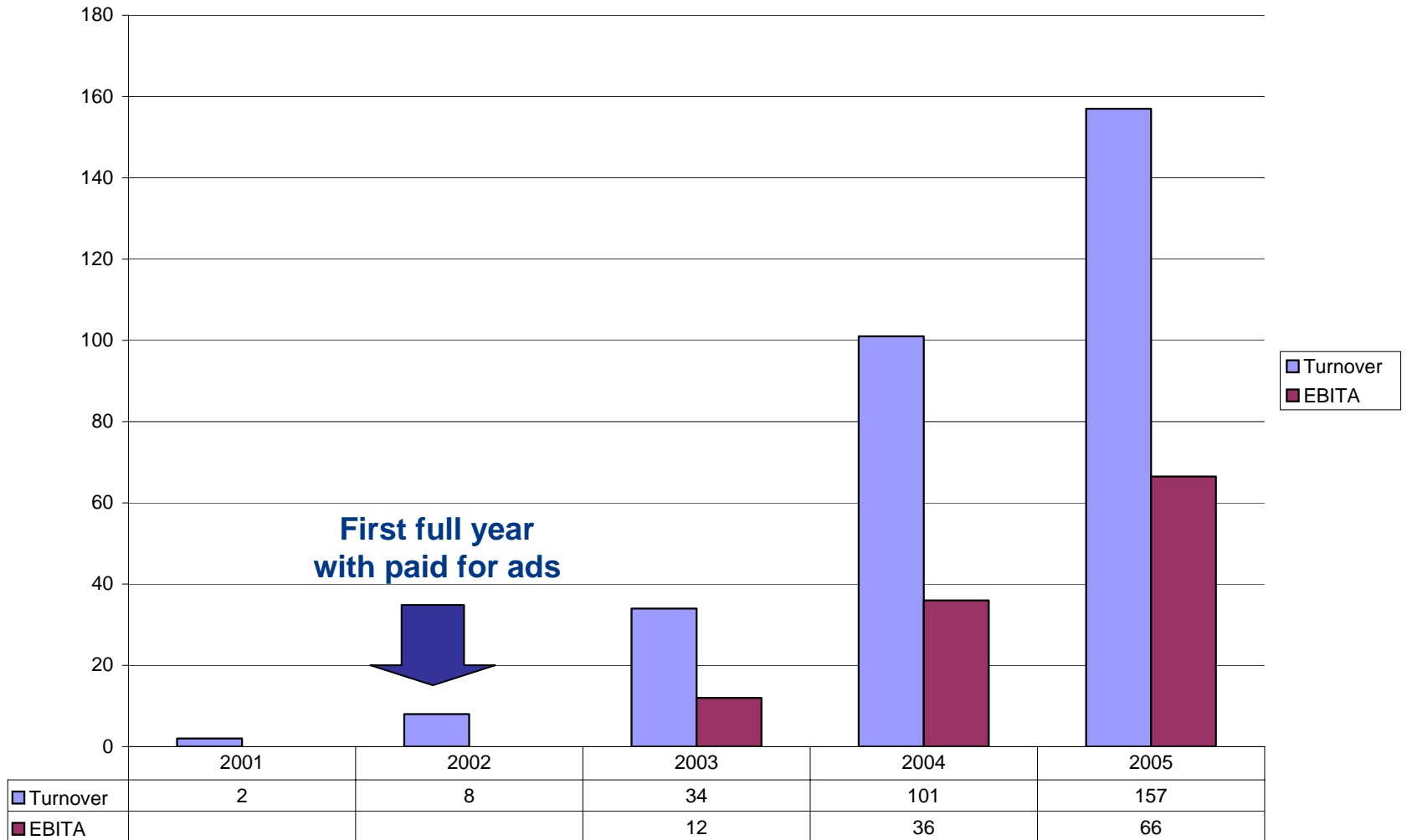
And has made FINN a profitable business

Revenue and Ebit per year

NOK Million

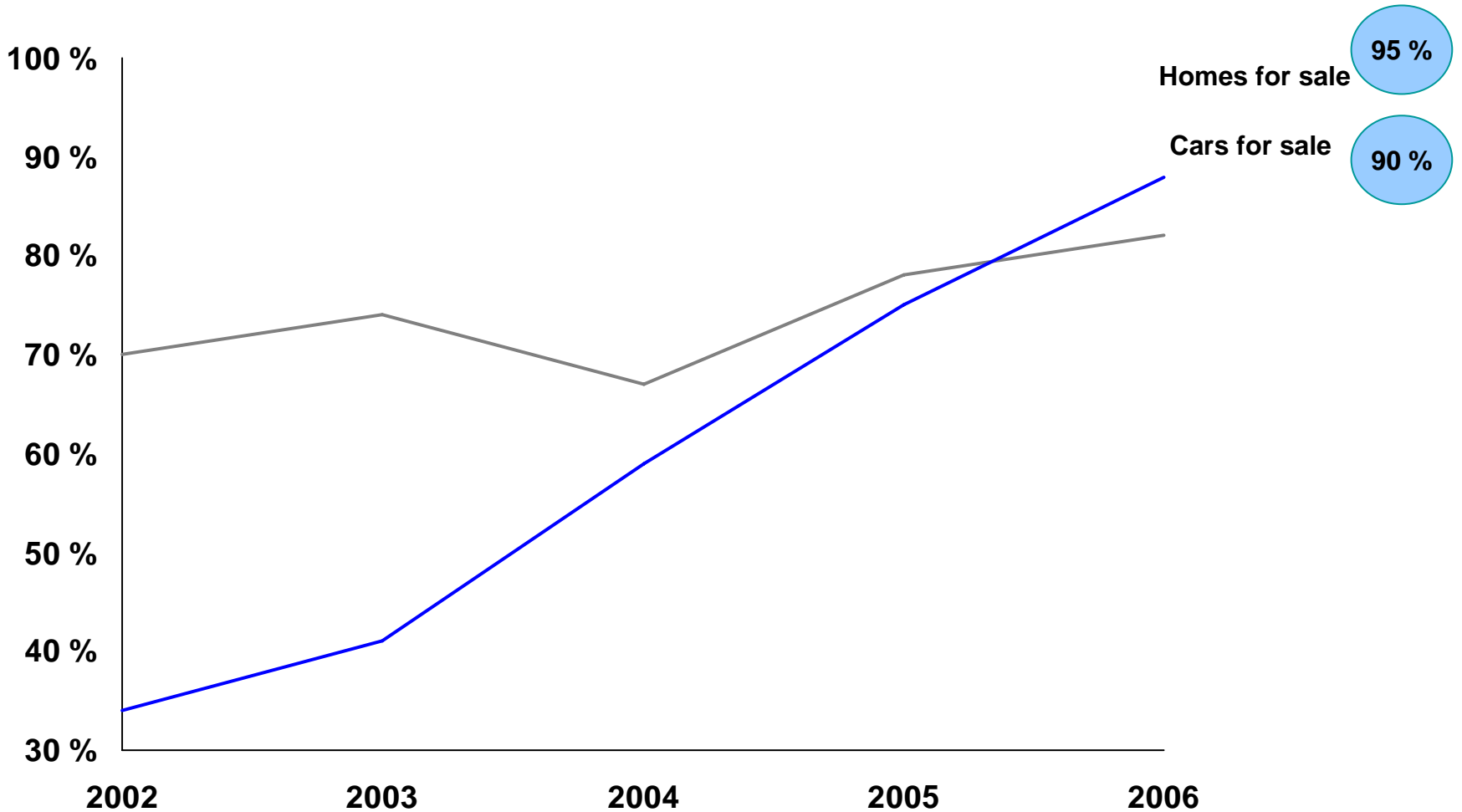


Growth has been solid also for Blocket



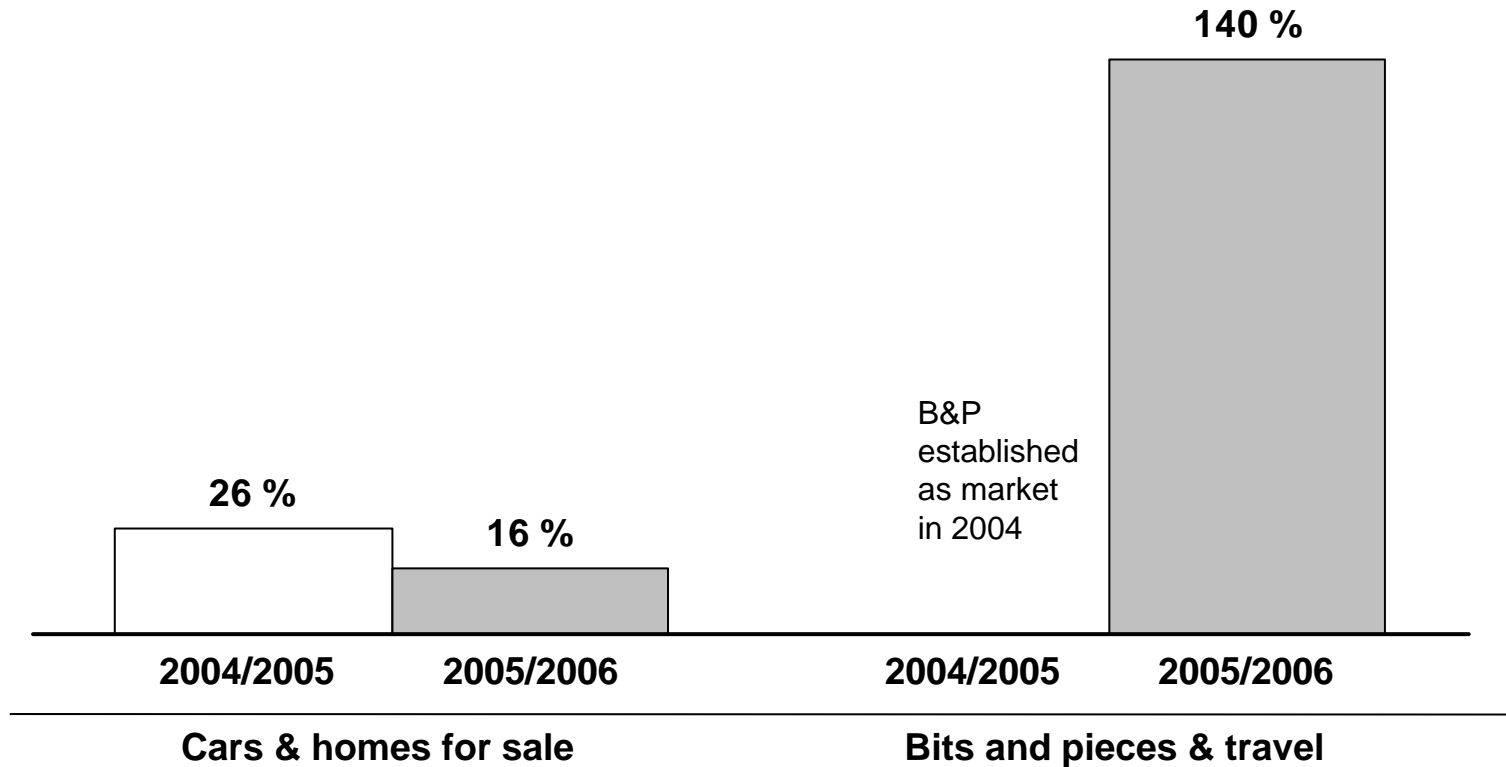
High market share in existing markets

Market share in homes for sale & cars for sale 2000-2006
(%)



Growth must come from new markets

Classifieds revenue growth – 2004/2005 & 2005-2006



Broadening of the marketplace has been the number one strategy.

From three main categories....



Jobs



Homes



Cars

Broadening of the marketplace has been the number one strategy

...with more specialized sub categories....



Jobs



Part time



Employers



CV



Manager positions



Education



Homes



Professional properties



Lettings



Vacation homes



Foreign property



Plots



Estate agents



Cars



Car dealers



New cars



Trucks



Caravans



Construction

Broadening of the marketplace has been the number one strategy

...to related new markets....



Jobs



Part time



Employers



CV



Manager positions



Education



Homes



Professional properties



Lettings



Vacation homes



Foreign property



Plots



Estate agents



Bits and pieces



Agriculture



MC



Boats



Cars



Car dealers



New cars



Trucks



Caravans



Construction

Broadening of the marketplace has been the number one strategy

...and their sub categories....



Jobs



Part time



Employers



CV



Manager positions



Education



Homes



Professional properties



Lettings



Vacation homes



Foreign property



Plots



Estate agents



Bits and pieces



Agriculture



Harvesters



Equipment



Dealers



MC



ATV



Scooters



Snowmobils



MC dealers



Boats



Parts



Marinas



Dealers



Cars



Car dealers



New cars



Trucks



Caravans



Construction

Broadening of the marketplace has been the number one strategy

...to entirely different kinds of verticals.



Jobs



Services



Dating



Travel



Homes



Bits and pieces



Agriculture



MC



Boats



Cars



Part time



Air fares



Professional properties



Harvesters



ATV



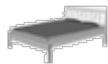
Parts



Car dealers



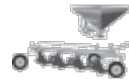
Employers



Hotels



Lettings



Equipment



Scooters



Marinas



New cars



CV



Rental cars



Vacation homes



Dealers



Snowmobils



Dealers



Trucks



Manager positions



Theme travel



Foreign property



MC dealers



Caravans



Education



Travel in Norway



Plots



Estate agents



Construction



Packages

The latest (and last?) new market on FINN is travel

FINN reise - Microsoft Internet Explorer provided by Schibsted

Fil Rediger Vis Favoritter Verktøy Hjelp

Tilbake Søk Favoritter

Adresse http://www.finn.no/finn/travel/prepackage/result?DEPARTURE=200705&areaId=-22

Hong Kong Los Angeles
Miami Tokyo

finn reise [til forsiden](#) [dine annonser](#) [kartsøk](#) [mobil](#)

[reise](#)
Hvor vil du dra?
Flybilletter
Pakkereiser Beta
Overnatting
Leiebil
Reise i Norge
Reiseforslag
Reiseguide
Ruteplanlegger

Finns Rygg
[Dine annonser \(40\)](#)
[Dine funn \(0\)](#)
[Dine auto-søk \(1\)](#)
[Din CV](#)
[Din profil](#)
Logg ut

Informasjon
[Om FINN.no](#)
[Sikkerhet](#)
[Hjelp](#)
[Kontakt oss](#)
[Jobbe i FINN](#)

FINN-kode: **vis**




pakkereiser Beta resultat

Reisemål: Hellas (ta bort) Tidspunkt: Mai (ta bort)

Avreisested Gardermoen, Værnes, +	Reisemål Kreta, Dodekanesene, +	Tidspunkt Velg dato, +	Variighet 1-3 dager, 4-6 dager, +
Pris 0-2000, 2000-3999, +	Hotellstandard 5 stjerner, 4 stjerner, 3 +	Fasiliteter Basseng, Bar, +	Sortering Beste treff, +

Ord i annonsen f.eks gardermoen alpine **Søk**


4022 reiser til 252 hoteller [1](#) [2](#) [3](#) [4](#) [5](#) [6](#) [7](#) [8](#) [9](#) [10](#) [neste >](#) [neste gruppe >>](#)

	★★★★★ Minoa Palace Platanias, Kreta, Hellas Mer info og romtyper	Bestill: 4.995,- (grunnpris per voksen i rimeligste boalternativ)
	★★★★★ Creta Maris Hersonissos, Kreta, Hellas Mer info og romtyper	Bestill: 5.395,- (grunnpris per voksen i rimeligste boalternativ)
	★★★★★ Rithymna Beach Rethymnon, Kreta, Hellas Mer info og romtyper	Bestill: 5.795,- (grunnpris per voksen i rimeligste boalternativ)

Caravans
Fra kr 3.300,- pr uke

HELLASWINGS
4-dagers cruise fra Mykonos

Vi flyr lørdager kl 08.45 og søndager 08.05 (fra Gardermoen)



FINN reise is a collection of different travel products

The screenshot shows the FINN reise website with a search bar at the top and several navigation buttons. The main content area is divided into several sections:

- Search Bar:** "Hvor vil du dra?" with a search input field and a "Søk" button. Example text: "Tast inn f.eks. Paris, Lofoten eller Spania".
- Navigation:** "til forsiden", "dine annonser", "kartsøk", "mobil".
- Left Sidebar:**
 - Om FINN reise, [Si din mening](#), [Annonseinfo](#)
 - e-post: [input], passord: [input], husk meg, [Logg inn](#), [Glemt passord](#), [Ny bruker?](#), [Partner logg inn](#)
 - Informasjon: [Om FINN.no](#), [Sikkerhet](#), [Hjelp](#), [Kontakt oss](#), [Jobbe i FINN](#)
 - FINN-kode: [input] [vis](#)
- Main Content Area:**
 - Søk og bestill:**
 - Flybilletter:** [Sammenlign priser og avganger](#). Vi søker etter tilbud direkte fra mange reisebyråers og flyselskapers nettsider - Norwegian, Sterling, Widerøe og andre.
 - Pakkereiser:** [86165 pakkereiser](#). Du finner tilbud fra Ving, Saga, Solia, STS Alperreiser og flere! Bestill direkte fra operatør til de beste prisene.
 - Overnatting:** [121 891 hoteller og feriehus](#). Tilbud fra Thon, Rica, Radisson SAS, Norlandia, Hotels.com, Venere og flere! Se hotellene i kart!
 - Leiebil:** [9 968 utleiesteder](#). Tilbud fra Avis, Hertz, Autoeurope, Holiday Autos, Ebooks, Eleiebil
 - Inspirasjon:**
 - Reise i Norge:** [10562 tilbydere](#). Hotell, hytter, opplevelser, arrangementer, severdigheter...
 - Reiseforslag:** [396 reiseforslag](#). Ferier og opplevelser i hele verden fra over 70 reisearrangører.
 - Les om reisemålet:** [208 guider og artikler](#). Det beste fra Aschehougs "Turen går til..." og fra Vagabond
 - Kart:** [Søk i kart](#). Lag reiseruter, finn flyfoto og steder av din interesse.
- Right Sidebar:**
 - Annonse:**
 - [www.norway.klm.com](#): Am.dam t/r fra 1085,- Singap. t/r fra 7045,-
 - [www.sembo.se](#): Sembo feirer 20 år! Bestill gratis katalog!
 - [Kalinka-Tours](#): Vinterhelg i Praha fra 1940,- Bestill her nå!
 - [Supersaver.no](#): Amsterdam fra 1155,- Barcelona fra 1523,-
 - [Saga Solreiser](#): Sjekk restplasser her
 - Priseksempler:**

Lubeck	394,-
Vilnius	414,-
København	431,-
Roskilde	431,-
Dusseldorf	444,-
Stokholm	450,-
London	456,-
Tallinn	467,-
Riga	483,-
Hamburg	484,-
Krakow	485,-
Berlin	505,-
Warszawa	507,-

[Vis alle](#)

Flyreiser gjelder kun 1 voksen tur/retur. Alle priser er billigste pris basert på andre brukers...

Meta search/
travel search/
Price
comparison:

Geographical
search, with
sorted
resultlists and
link to
suppliers, for
flights, hotels,
pre packaged
and rental cars

Listings:

Activity based
search for hotels,
restaurants etc

Classifieds:

Ads for *specific*
travel offers,
sorted by theme

FINN reise takes the user from search via comparison to transaction



Flybilletter

Tur/retur Enveisbillett

Fra

Navn på by eller reisemål

Til

Navn på by eller reiser

Utreise

Retur

Voksne

Tur / retur	Tidspunkt	Reisetid	Stopp	Pris
Sterling				
Oslo, Gardermoen	06:50	1t 5m	Direkte	NOK 802,- <i>Totalpris</i>
København, Kastrup	07:55			
København, Kastrup	07:05	1t 5m	Direkte	
Oslo, Gardermoen	08:10			

Flere operatører

Oslo, Gardermoen	06:50	1t 5m	Direkte	norwegian.no 802,-
København, Kastrup	07:55			
København, Kastrup	09:15	1t 10m		
Oslo, Gardermoen	10:25			

Flere operatører

Oslo, Gardermoen	06:50	1t 5m		
København, Kastrup	07:55			
København, Kastrup	10:25	1t 10m		
Oslo, Gardermoen	11:35			

norwegian.no

Fra Til Tur/Retur Enkel

Utreise Retur Voksne Barn (2-15) Spedbarn

Velg flyvning

1. Søk 2. **Velg flyvning** 3. Logg inn / ny bruker 4. Reisende 5. Betaling 6. Kvittering

✈ Utreise : Oslo - København			Fredag 24. nov 2006	
Avgang	Ankomst	Reisetid	Full fleks	Lavpris
06:50 Oslo	07:55 København	1:05	<input type="radio"/> 1692 kr	<input checked="" type="radio"/> 492 kr
07:40 Oslo	08:50 København	1:10	<input type="radio"/> 1692 kr	<input type="radio"/> 742 kr
08:50 Oslo	10:00 København	1:10	<input type="radio"/> 1692 kr	<input type="radio"/> 842 kr
15:40 Oslo	16:45 København	1:05	<input type="radio"/> 1692 kr	<input type="radio"/> 1192 kr
16:55 Oslo	18:10 København	1:15	<input type="radio"/> 1692 kr	<input type="radio"/> 742 kr
20:10 Oslo	21:20 København	1:10	<input type="radio"/> 1692 kr	<input type="radio"/> 492 kr

< Dagen før Neste dag >

Utreise

Oslo - København
 Fredag 24. nov 2006 kl. 06:50
 Rute DY7691 - Lavpris
 * Betjent av Sterling

1 Voksen **492 kr**

Retur

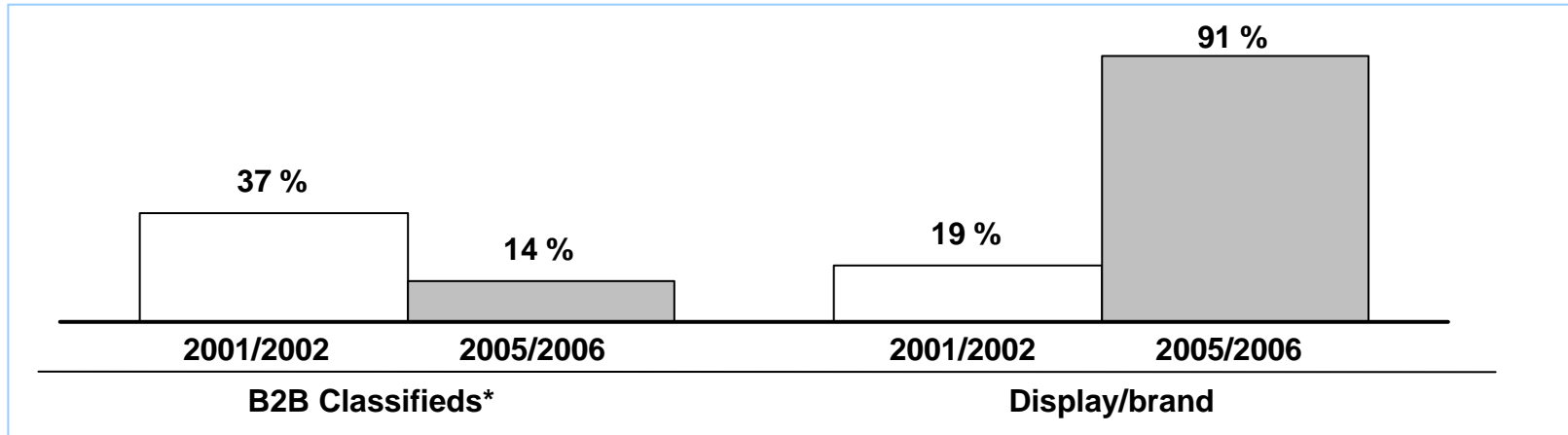
København - Oslo
 Tirsdag 28. nov 2006 kl. 07:05
 Rute DY7592 - Lavpris
 * Betjent av Sterling

1 Voksen **340 kr**



When you've got all existing classifieds markets on the site, you need to grow through new products

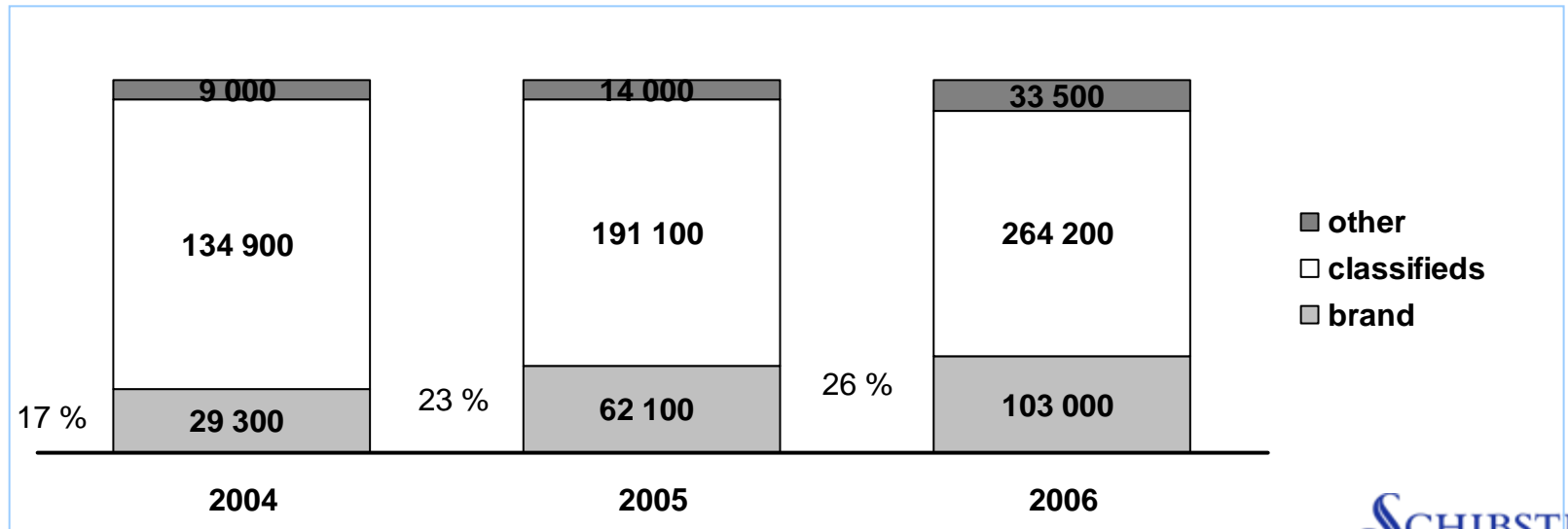
Year on year revenue growth – 2001/2002 & 2005-2006



* Cars & Homes for sale

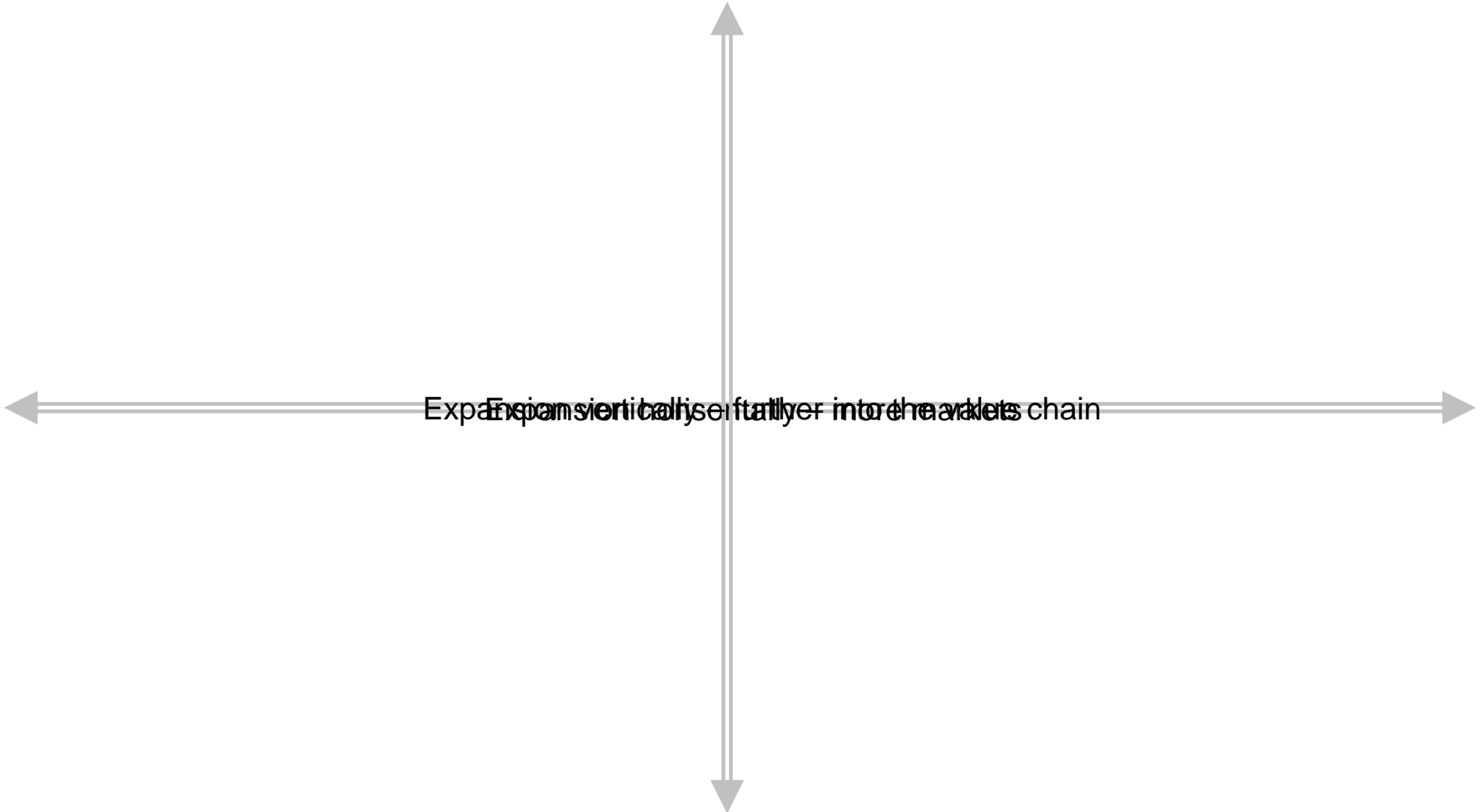
Revenue by product

NOK million



So then FINN move on to another strategy

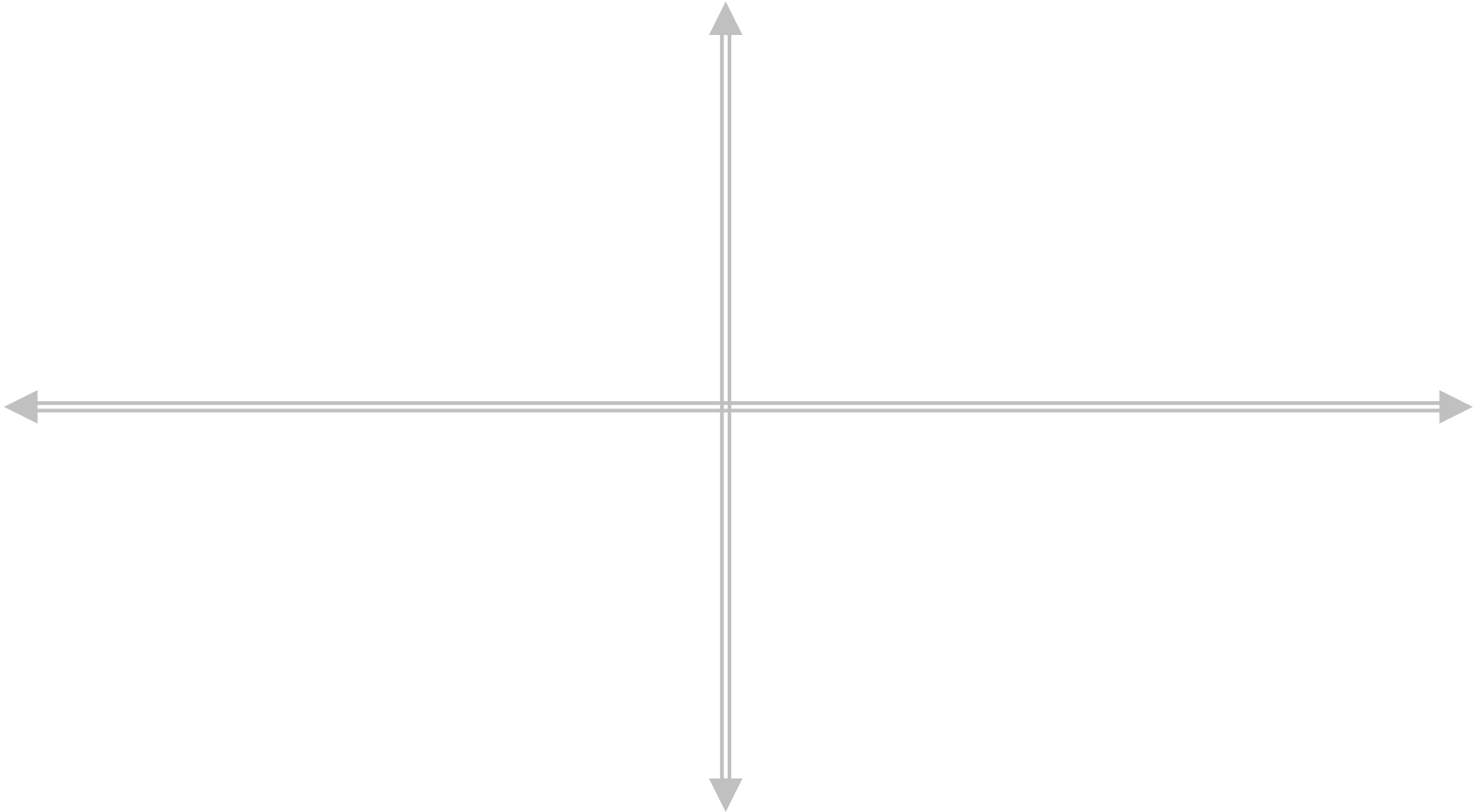
Before transaction



After transaction

So then FINN move on to another strategy

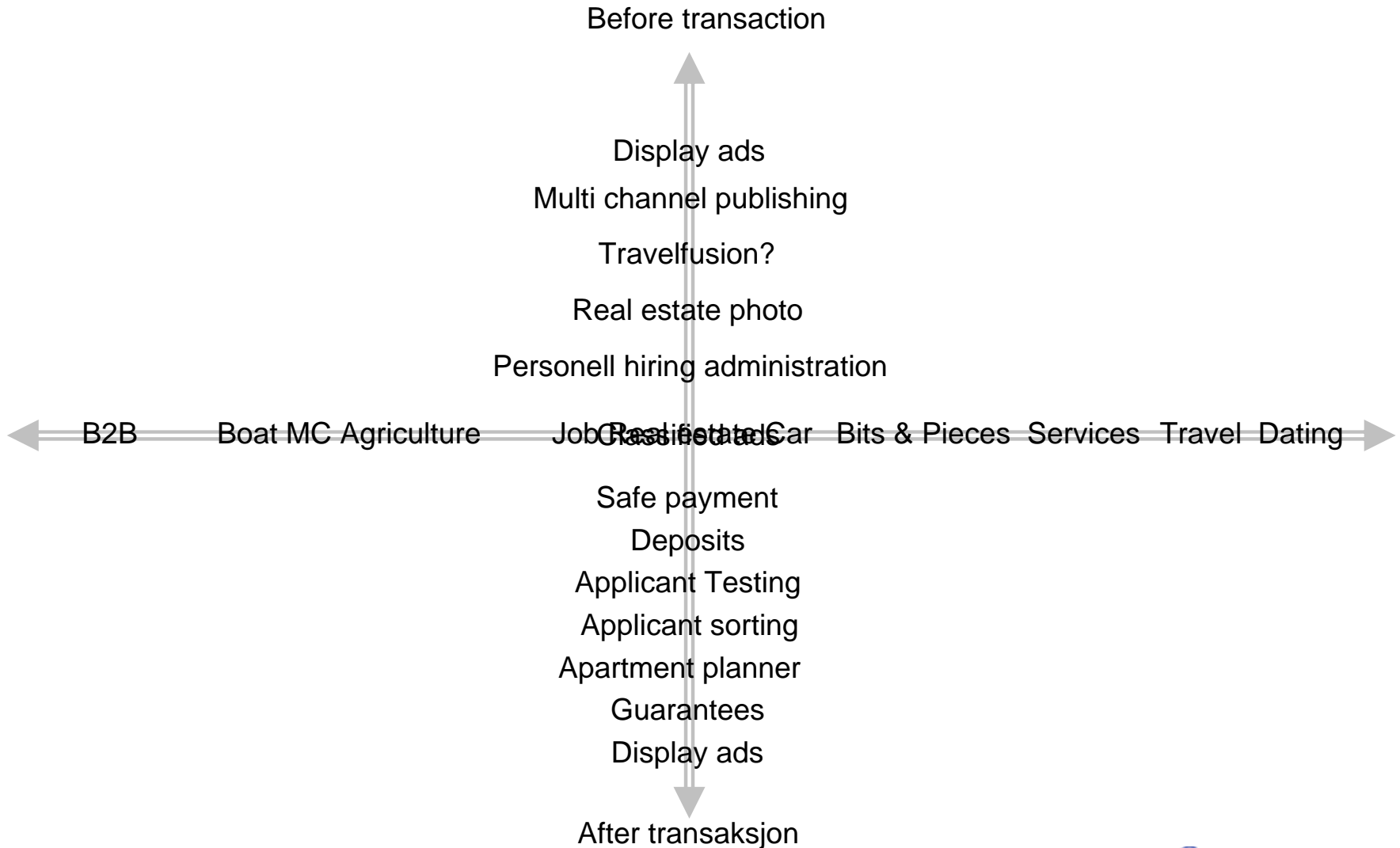
Before transaction



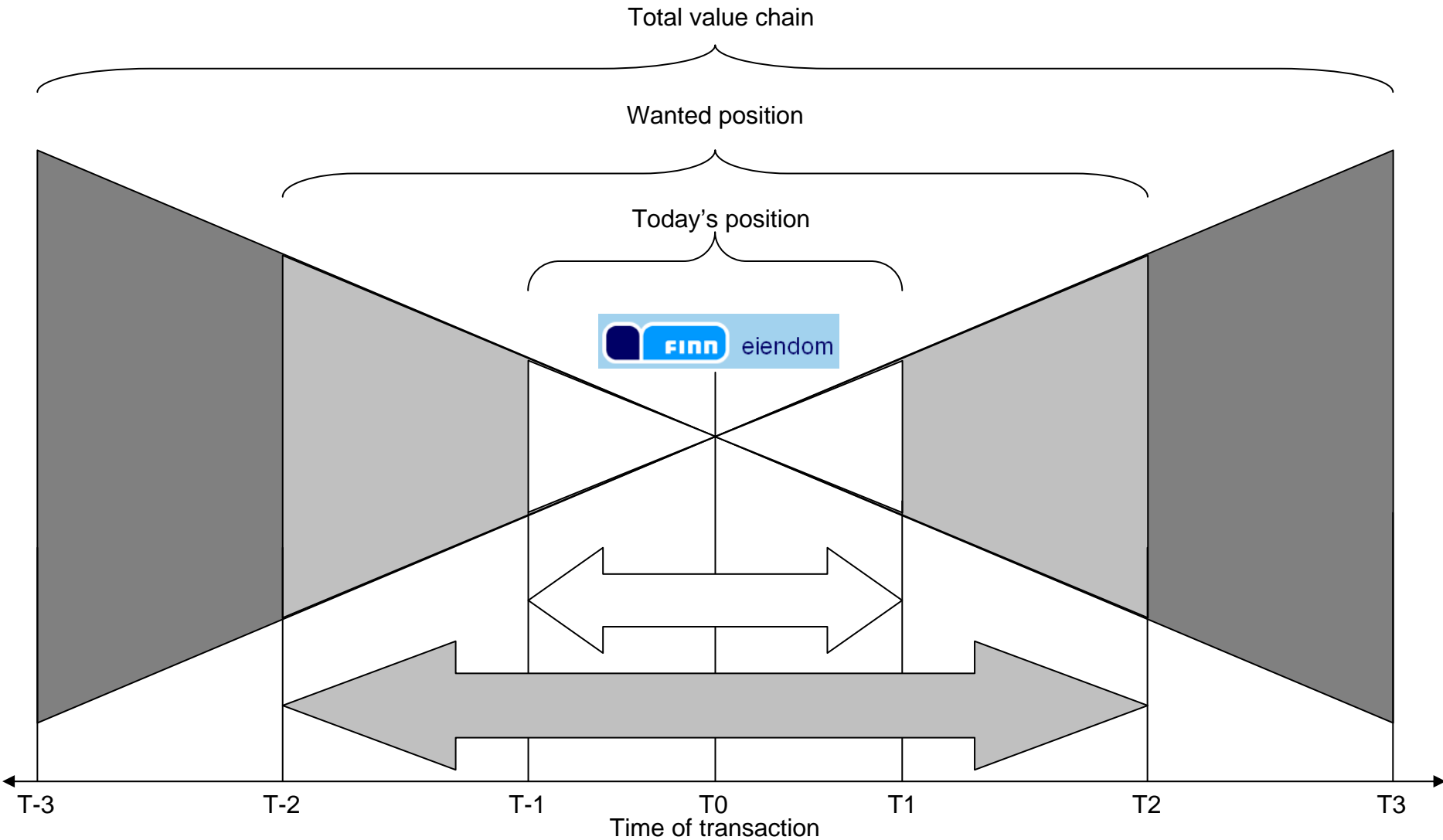
After transaction

So then FINN move on to another strategy

Finn has focused mainly on broadening the marketplace up till now...but will focus more on going further into the value chain in the future



Example: To ensure further growth, FINN real estate has to go deeper into the value chain



Concept: Apartment planner



- The user will be able to decorate his apartment live on the web
- Through available furniture, paint, floors, light sources, kitchen appliances etc, the user will be able to create the perfect living space
- The detailed plan of the apartment will be made available by the real estate broker
- The apartment planner must be user friendly

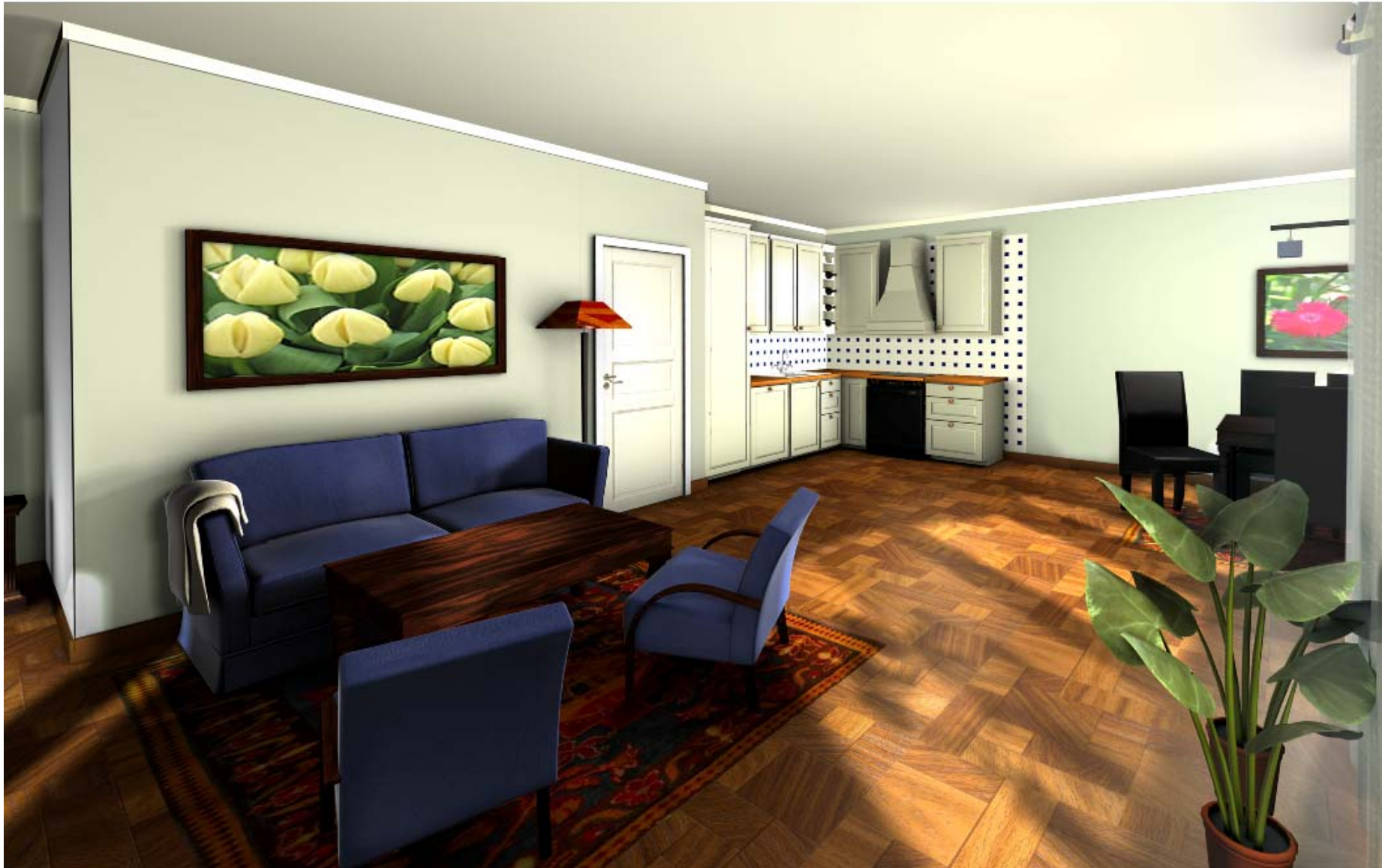
- When the user is satisfied with his plan, it can be stored on his/hers FINN-area
- Companies will pay for each time the user puts their merchandise into the virtual apartment (IKEA will pay each time a user chooses an IKEA sofa)
- The goal is to integrate web shops with the apartment planner



Concept: Apartment planner



Concept: Apartment planner




Concept: Photography and 3D

FINN eiendom til forsiden dine annonser kartsøk mobil



[bolig til salgs](#) [avansert søk](#) [resultat](#) [annonse](#)

[Tilbake til annonsen](#)



Bilder
◀ forrige neste ▶



Interaktiv 360° visning



Lavflyfoto Fasade
360° Stue & Terrasse
360° Stue
360° Hall
360° Kjøkken
360° Bad 1
360° Bad 2
360° Soverom
Fasade
Gondolbane



Concept: Photography and 3D

Photography of the land where a new real estate project is planned



Concept: Photography and 3D

3D image of the project when finished



Concept: Photography and 3D



Concept: Photography and 3D



Blocket introduced car insurance in 2007..



blocket.se Hela

Förstasidan | Lägg in annonser

saab 9-5

Pris från 1991

Pris till Årsmmodell

Utvecklad speciellt för Saabägare

Räkna ut ditt pris här!

LOKALT: Lägenhetsbränden vid

Alla, 4054 Privat 1 - 50 av

Idag 12:20 Saab 9 69000:-

Idag 12:19 Saab 9 135000

Idag 12:17 SAAB 9 109000

Idag 12:11 SAAB 9 94000:-

Idag 11:48 Saab 9 160000

Idag 11:28 Saab 9 110000

Saab 9

Insänd av Saab



Pris: 135 000



Växellåda: Bränsle: B

Blockets Begagnatförsäkring

För bil nyare än 10 år och under 15 000 mil

Säljaren av Saab 9-5 Aero 250 hk -03

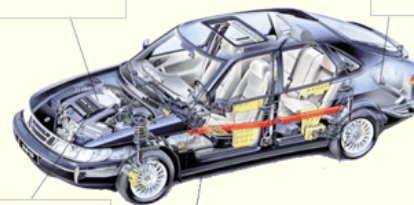
- Bilen är skyddad mot framtida fel
- Gratis prova-på bilförsäkring i tre

Omfattning

Plötsligt uppkomna skador som påverkar

- ✓ Motor
- ✓ Grenrör
- ✓ Turboaggregat
- ✓ Tändsystem
- ✓ Kylsystem
- ✓ Airbag inklusive givare och sensorer

- ✓ Klimatanläggning
- ✓ Oljekylare
- ✓ Startmotor
- ✓ Generator



- ✓ Bränslesystem (utom ledningar, filter och bränsletank)

- ✓ Kraftöverföring (växellåda och koppling)
- ✓ Styrväxel
- ✓ Hydraulpump
- ✓ Bromsservo
- ✓ Styr och reglersystem för ABS
- ✓ Antisladd-, antispinn- och chassistabiliseringsystem, inklusive dess styrelektronik

Så fungerar det

- The insurance cost €110 - €140
- Only valid for cars <15 years and < 200,000 km
- No marketing for the product except on blocket.se

Blocket.se i samarbete med IF Skadeförsäkring AB

.. and introduction of shops followed



bloocket.. Göteborg, Barnartiklar & Leksaker säljes

Förstasidan | Lägg in

LOKALT: Lägenhetsbrände

Inga pengar i förskott! An

Diapees & Wipees
 Detta är en annons från ett

Insånd av FreshMilk 17 m

⊕ Visa på karta/satel

Diapees & Wipees är e modemedvetna förälda

Du får plats med 2-4 bi ha i skötväsken eller re

Mått: 18 x 25 cm
 Handtvättas och plant

Vi erbjuder fakturabetet
 Köp nu betala om 14 d

Leveranstid härt tu f

bloocket.. Butiker: FreshMilk

Förstasidan | Lägg in annons | Säljes | Köpes | Be

Logga in i din butik ^{Ny!}

FreshMilk
 FreshMilk för tuffa barn till trendiga mammor!!

Trött på de traditionella barn och mammakläderna? Då h hittat rätt.
 Vår ambition är att alltid erbjuda ett attraktivt sortiment till t priser med mycket kort leveranstid.

I vårt sortiment hittar du alltid det senaste inom barnkläder, mammakläder, åkpåsar, napphållare och skötväskor mm.

Vi kan erbjuda kläder från Kikkid, Koeka, MiniSafari, Nanoou, Shampooole, Urban Elk, Varmiso, No Added Sugar, Katvig, Lodger, Ida T, Stardust, Lundmyr of Sweden, Skip*Hop och i Mom med fler.

Hos oss kan du även beställa utskick av present till Jul, födelsedag eller dop tex. vi slår då in varan i exklusivt presentpapper och du väljer vad som skall stå på paketet.

Leveranstid 1-2 arbetsdagar efter mottagen betalning.

Välkommen in i vår webbutik alt. besök oss i vår butik på Kastellgatan 13a Göteborg.

Direktlänk hit: bloocket.se/freshmilk

Visar 1 - 50 av 134 annonser

Idag 09:23 **Rosa/ brun Body från Oh Baby Lond**

Idag 09:22 **Rosa Prinsess Tofflor från TinyZone**

Idag 09:19 **Diapees & Wipees FunkyMonkey**

Butiken Hantera annonser Butikssupport Inställningar

bloocket.. Hantera annonser: FreshMilk

Förstasidan | Lägg in annons | Säljes | Köpes | Bevaka | Butiker | Kundservice

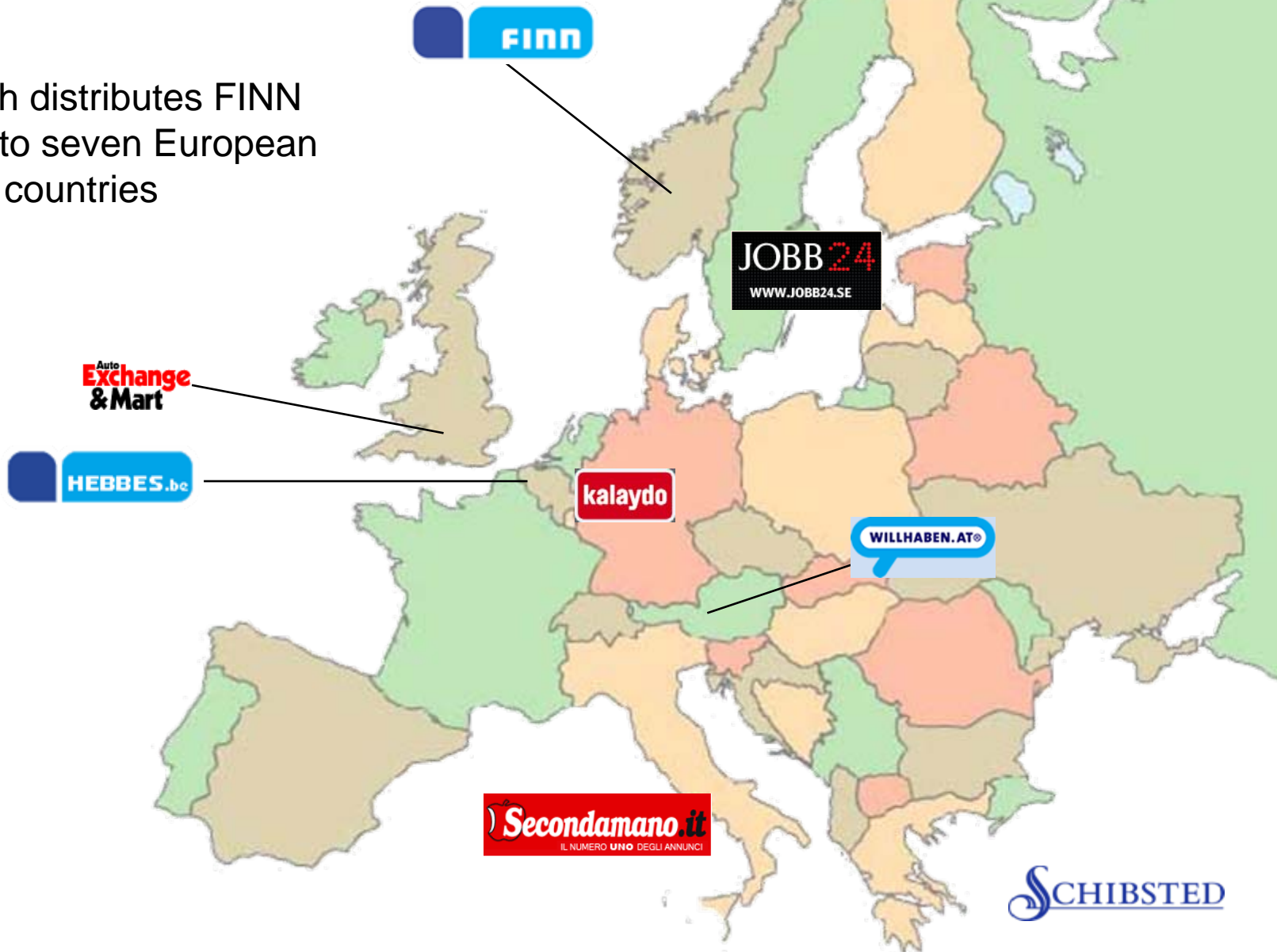
Annons i bu

- A shop cost €650/year
- 3125 active shops
 - 1551 car dealers
 - 1000 other vehicules
 - 574 others

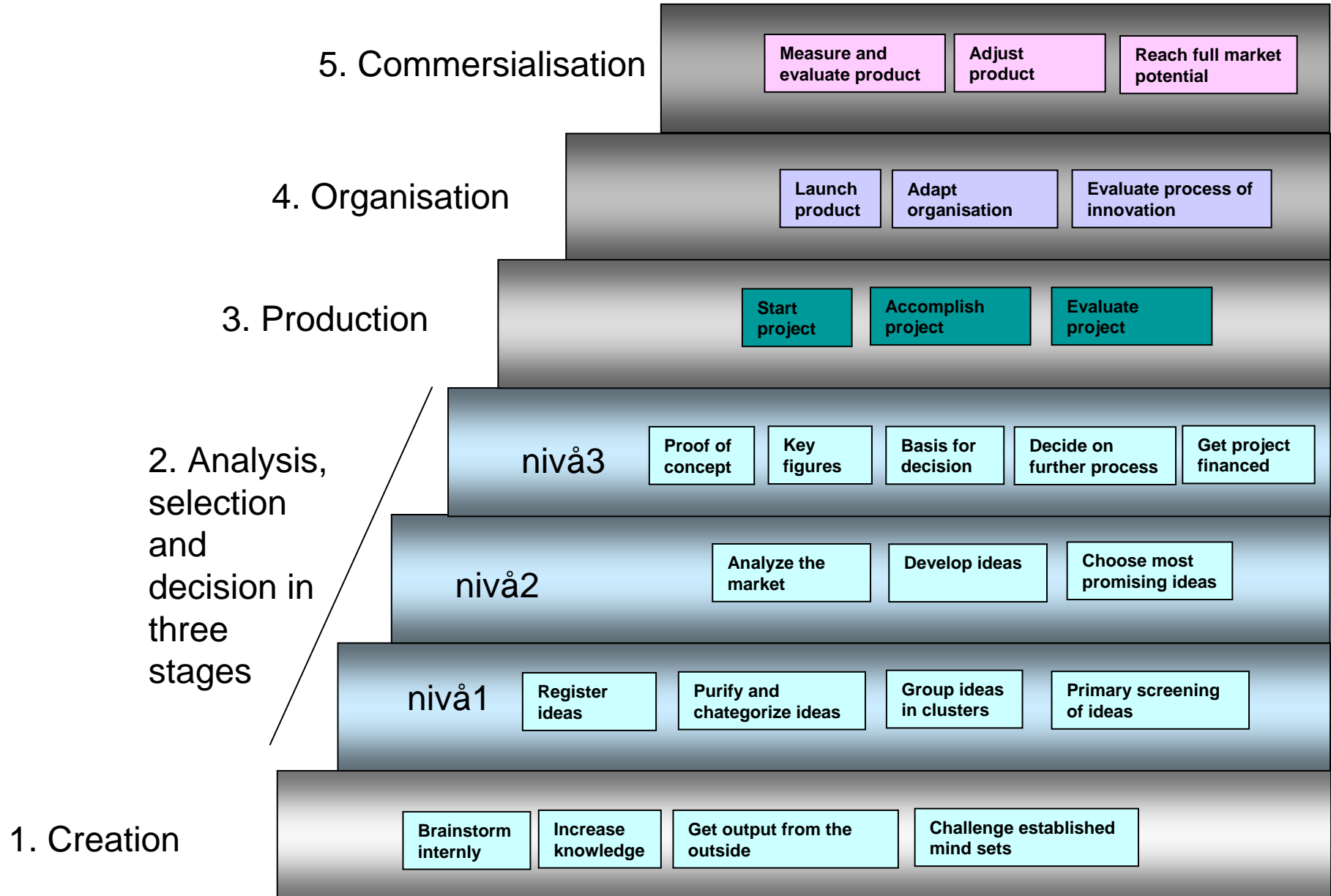
Idag 09:23			
Idag 09:22			
Idag 09:19		Diapees & Wipees FunkyMonkey	Barnartiklar & Leksaker (f)
Idag 09:18		Jolly Nappen från Esska	Hantera annons Extrabilder
Igår 19:55		No Added Sugar bodyn Perfect	Hantera annons Extrabilder
Igår 19:01		Zebra Tröja från Mini Safari	Hantera annons Extrabilder
Igår 18:59		Skötväska Skip*Hop Duo Rosa Camo	Hantera annons Extrabilder
Igår 18:58		Camo Täcke Turkos	Hantera annons Extrabilder

Another growth strategy is international expansion

FinnTech distributes FINN software to seven European countries



To grow through new products, you have to focus on invention



To facilitate growth and invention, FINN is developing FINNopp

finnopp

Fredrik Schjold / [Logg ut](#)
[Mine ideer](#) [Mine bokmerker](#)

[Forside](#) [Ideer](#) [Impulser](#) [Bokmerker](#) [Konsepter](#)

Søk i innsikt

Let alfabetisk

A	B	C	D	E	F	G	H
I	J	K	L	M	N	O	P
Q	R	S	T	U	V	W	X
Y	Z	Æ	Ø	Å			

Let i kategorier

KPI
[Nøkkeltall](#)

Brukerundersøkelser
[Merkevare](#)
[Kjennskap](#)
[Kundetilfredshet](#)
[Internettutvikling](#)
[Produkt \(finn.no\)](#)

Regnskapstall
[Budsjett](#)
[Prognoser](#)
[Ukerapporter](#)

Brukertall (trafikk)
[TNS gallup \(ukentlige lister for norske nettsted\)](#)
[Resoner \(ukentlige lister hele Norden\)](#)
[WebTrends](#)
[TNS metrix](#)
[Livestats/perfmon](#)

Forretningsplaner
[Per marked](#)

Annonsestatistikk
[Standardrapporter fra business objects, eks annonseinngang](#)
[Pivottabell](#)

Trendanalyser
[Glasskula](#)
[Eksterne rapporter](#)

Mest populære nøkkelord for impulser
web 2.0 reise konkurrent mobiltelefon
ajax kommunikasjon, tilgjengelighet nettverk
sosial personifisert eiendom motor

Siste publiserte dokumenter

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Mest leste dokumenter

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Se hele listen](#)

glasskula

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

AGENDA

Market trends and strategy update

Norway

Sweden

International

Growth opportunities online classifieds



New concepts online newspapers

Finance

Outlook



AGENDA ONLINE NEWSPAPERS

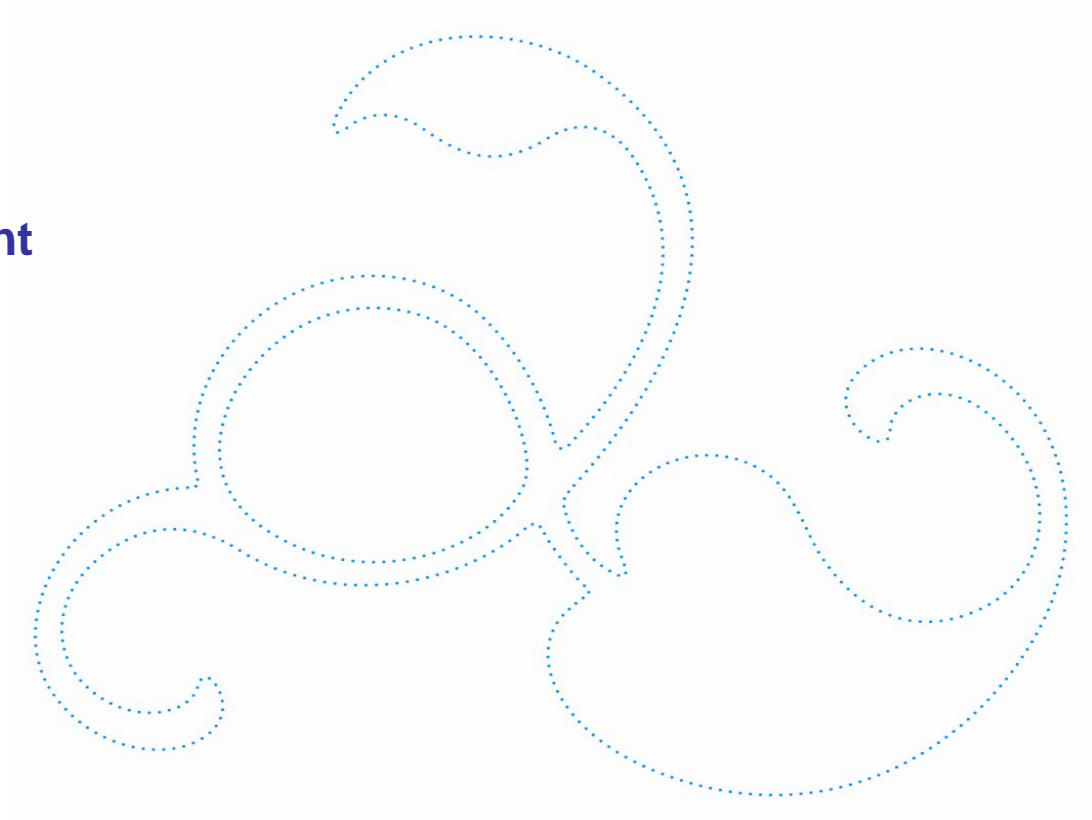
Overview and main trends

User generated content

Communities

Web-TV

Paid for editorial content



The media landscape is changing

- 82% of all Swedes are connected to the Internet
- Today 1.2 million Swedes watch web-TV
- During July 2006 the total amount of blogs passed 50 millions
- Every second two new blogs are created
- You are the Person of The Year
- NHL and NBA have closed deals with YouTube



International trends in internet usage

User-Generated Content (UGC) - Wikipedia + MySpace + YouTube Have Moved to Top of Internet User Pack

Rank	Property	Total Global Unique Visitors (MM)	
		9/06	Y/Y Growth
1	Microsoft	505	5%
2	Yahoo!	481	8
3	Google	467	11
4	eBay	237	4
5	Time Warner	218	20
6	Wikipedia	155	110
7	Amazon	134	9
8	Fox	118	303
9	Ask	113	(0)
10	Adobe	95	5
11	Apple	95	38
12	Lycos	91	(3)
13	CNET	84	(10)
14	YouTube	81	2,662
15	Viacom	66	--

Source: comScore Media Metrix Global Data.

Aftonbladet is quick at adapting



N:o 1.

AFTONBLADET

Måndagen **STOCKHOLM.** den 6 December.

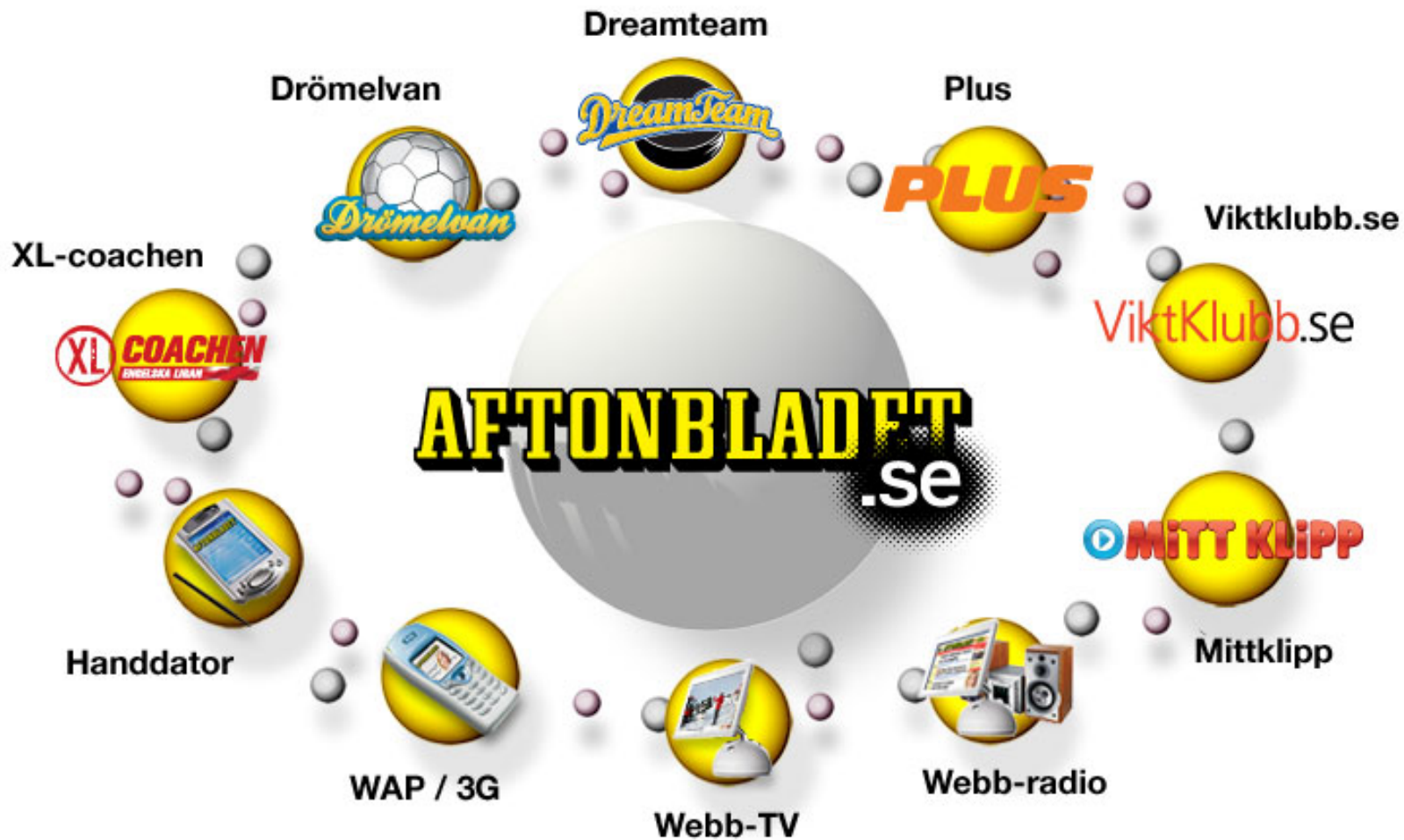


1830.

Priset i Stockholm för åttio år 10 Rdr, halfvår 5 Rdr, 3 månader 3 Rdr 30 sk. Banks. Prenumerationer och utdelning i Livsträttens bokhandel vid Nybodsgatan; Örensans bok i Åkeris af Östergötting och Clara Bergqvists; Livsträttens bok vid Norrindrigsgatan och Essins bok vid Södermalmsberg. Annonser uttages endast i Livsträttens bok, till 1/2 skilling Banks sedan Utdelningen sker kl. omkring 4 eftermiddagen.

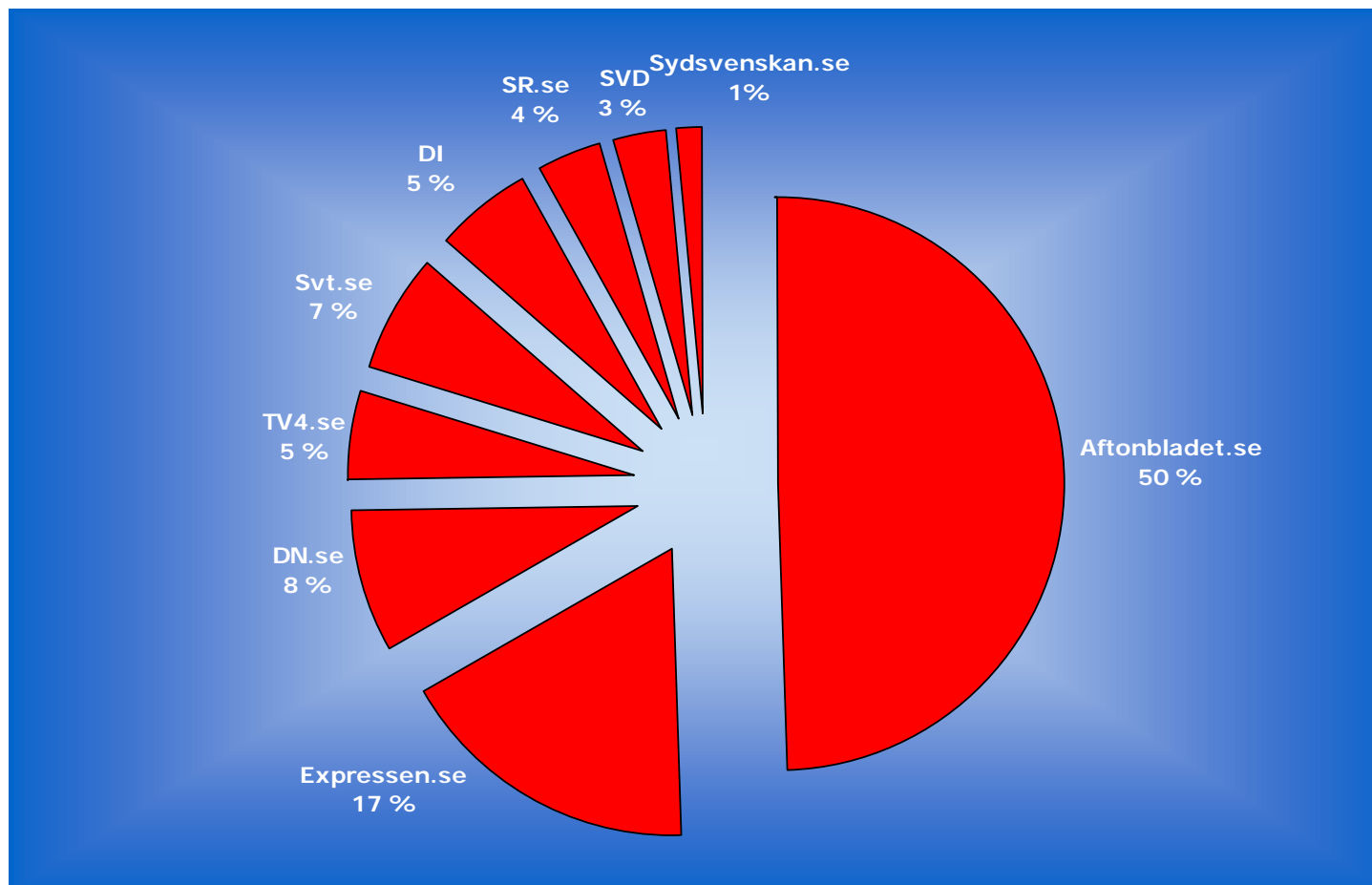
<p><i>Post- och Inrikes Tidningen för i dag outslår följande:</i></p> <p>I Göteborg utbrast den 30 November kl. 2 e. m. en häfvig eldsvåda i Månshuset. Elden började i Högrens Kamrars hus och sprade i 2 tim med sammanbyggde, allt tillhus, brädda stodo i full luga, ussan spridna hanna fram. Likväl lyckades man såväl en svår lokal, stark lukt och af ligan vänteliljag, släcka, sedan 6 1/2 hus möbrast.</p> <p>LEDIG TJENST.</p> <p>Skeppsnittare-tjensten i Carlshamn sökes inom 36 dagar efter den 30 October.</p> <p>LEFVERANS</p> <p>till Flotan i Skeppsholmen, af: bräder, krata, valmal, tjära, stak, bulljara. Anbud till kl. 12 den 7 Dec hos Förvaltningen af Spåktendera.</p> <p>AUCTIONER:</p> <p>Den 21 Dec. kl. 12 i Kögs-Collegium 200 Landt-Cantler i Malmö, 5 å 10 års ärendet å f. d. Kungs-Ladugården Renmar-166, Wets 11, 12, 14 och 16, och en vackerman med Holländska stigar.</p> <p>2000 Porfyridföer sällas i Stockholm Auktion-Kammare den 13 detnes kl. 12.</p> <p>Auktion för all Händelsöddingen Ehren-rosen konkursmassas räkning, den 29 Dec. kl. 10 f. m. på stället, å: Utternad, i mansal i Nors socken i Wermland.</p> <p>KALLELSER I CONCURSMÅL.</p> <p>AR. Händelsen L. Calvus Borgensier till Rikshandlaren i Umeå, som 1918 delg. från rättslagdag efter den 7 Jan. 1831 före kl. 12.</p> <p>AR. v. Händelsödd. f. d. Rikshandlaren till Rikshandlaren i Umeå, som 1918 delg. från rättslagdag efter den 7 Jan. 1831 före kl. 12.</p> <p>AR. v. Händelsödd. f. d. Rikshandlaren till Rikshandlaren i Umeå, som 1918 delg. från rättslagdag efter den 7 Jan. 1831 före kl. 12.</p> <p>AR. v. Händelsödd. f. d. Rikshandlaren till Rikshandlaren i Umeå, som 1918 delg. från rättslagdag efter den 7 Jan. 1831 före kl. 12.</p>	<p>TESTAMENTEN.</p> <p>Hr. Johan Källberg och dess Fru, född H. U. Lundgren; commiserad af Råd. Rådet i Vadst.</p> <p>AR. Bokhållaren P. F. Melldén; commiserad af Frökärrs Hög-Rätt d. 27 Sept.</p> <p>AR. Drottningen Carolina Christina Gröbe; Westerviks Råd.-Rätt d. 17 Nov.</p> <p>LAGFART.</p> <p>i upphäddet i 2-3-4- och 5-6 skatt-hemmen i Överklänningen; Bygdén och Nyskäns Tinglag, d. 26 Febr. 1830.</p> <p>KALLESE Å</p> <p>Magnus Samuelson i Mjöbodar till Hov-lända Hög-Rätt, efter i månad från 16 Nov. angående en bostad i hemmanen Björkebjörke och Björkeby Käringsgård.</p> <p>ARF LEDIGT</p> <p>efter Bokhållare-Gesällen J. Fästöm, död i Ryck krigitjenst. Anmälas hos Jus-titium-Collegium i Stockholm.</p> <p>OMYNDIGE FÖRKLARADE:</p> <p>Kammarskrifveraren i Kongl. General-Toll-Syrelsen Herman Elias Billberg, För-mädnare i Herr Kammar-Rätt-Rådet och Råd. G. J. Billberg.</p> <p>Landsbuden Jan Andersson i Mörö, Waldö Tinglag. Förmyndare: f. d. Näm-densman Anders Andersson i Gädding.</p> <p>Diverse Rungörelser:</p> <p>Sylow et Rydbergs Tobaksfabrikshörelse i Calmar upphöret.</p> <p>Damen i Herr Lagmannen N. C. Svan-sons Casuar Stens i Tivlands köllare i Uppsala.</p> <p>KALLELSER Å BORGENÄRER.</p> <p>Lindemannhandlaren A. Collings den 21 Dec. kl. 1/2 12, i N:o 2. gr. Aurora, Stock-holm. Händelsödd. L. G. Lindgren, den 21 Jan. 1831. kl. 10. Rikshandlaren i Skara, Nils Andersson i Hålen, d. 16 Dec. kl. 10. Ullenskiöld Kyllas och-eröng.</p> <p>Kammarskrifveraren E. P. Lindstedts, d. 21 Dec. kl. 10. Kammarskrifveraren i Malmö.</p> <p>Associeraren G. Ekman; d. 29 Dec. kl. 10. Fru Petrusman hos i Ålänga.</p> <p>AR. Associeraren D. Cressén, d. 29 Dec. kl. 12 på Asenshörd-Rättaren i Nyköping. Händelsödd. Nils Brannberg; d. 29 Dec. kl. 10. Bock hos Synalskammaren.</p> <p>Kammarskrifveraren Baron Flotveds d. 3 Jan. kl. 10. Kallarskrifveraren Lundgrens hos i Län-köpning, för Herr angäldslöser.</p>	<p>PRIVILEGIUM EXCLUSIVUM.</p> <p>För Victor Sjöberg i en handspruta med slang för eldskåning.</p> <p>BORTKOMNA DOKUMENTER.</p> <p><i>Brandförsäkrings</i> bref: N:o 4322, å Dan-viks-Lagbuden i Kolbotan i Stockholm; Lån: N:o 6159, 9748, 10299 å Sölje Bräk i Vermland; N:o 13, 855. Gladkörs Jern-bank.</p> <p><i>Resor:</i> Å 800 Rdr till Olof Larsson i Munkarud, af Bergs-Råd. J. G. Geyer; å 360 Rdr af af fören Lovisa Fr. Fleming. <i>Bankas passletter</i> N:o 2519, 3522, 6333, 8088.</p> <p>SPEKTAKLER.</p> <p>I dag: <i>Edwards och Flerely eller Pe-ter grafen;</i> samt <i>Anna och Siskers.</i></p> <p>Nästa Torsdag: (Fru Eriksons recit) <i>Zur-tufft och Herr des Chastouana.</i></p> <p>CONCERT</p> <p><i>Nästa Lördag</i> för Hr C. M. Orells.</p> <p>SAMMANTRÄDEN:</p> <p><i>Wetenskaps-Academien</i> d. 8 ds kl. 5.</p> <p>Ledamöter af St. E. N:o 2, d. 8 ds kl. 5.</p> <p>— af N. C. d. 6 ds kl. half 5.</p> <p><i>Stadsens 2 afdelning</i> d. 8 ds kl. 4.</p> <p><i>Nygrans Ordens 4 grad</i> d. 8 ds, kl. 7.</p> <p><i>Ordens L. Innocens</i> Lästing d. 15, i stora Bursalen.</p> <p><i>Polymia</i> d. 8 ds kl. 4 e. m.</p> <p><i>Redige Stenar</i> d. 12 ds kl. 8 e. m.</p> <p><i>Sällskapet L. S.</i> d. 8 ds kl. 5.</p> <p><i>Ledamöter af A. G. C.</i> i morgon Tisdag kl. 7.</p> <p><i>Händelsödd. f. d. Rikshandlaren</i> i morgon kl. half 7.</p> <p>Utländska Nyheter:</p> <p>Sista Fredagen utan-å-ka poster medfärdige inga nyheter af serdeles vigt, om man icke dit vill räkna den redan förut med Englands posten erhållna underrättelsen, att den Wellingtonska Ministären fallit, sedan hertigen af Wellington i Överhuset och Sir Robert Peel i Underhuset jemnat sina platser. Närmaste anledningen hertill var förbitnen af en votering med öfvertydlig minoritet, i en preliminär-fråga rörande civilistan. Man känner icke ännu bestämt den nya ministären; ch-ligt tidningarna öfver Hamburg vill man dock veta, att Lord Grey, en af det s. k. Whiggpartiets chefer, efter-</p>
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Overview Aftonbladet Nya Medier



Aftonbladet.se has a remarkable position

Unique visits per week



The person is in focus

The screenshot shows the 'MITT KLIPP' website. At the top, there are navigation tabs for 'KLIPP', 'KÄLLOR', 'MÅN SIDA', and 'LÄSAR SVAR'. Below this is a 'Redaktionens favoriter' section with several article thumbnails. A 'Senaste klipp på MITT Klipp' section follows, listing various clips. On the right side, there is a 'Bli medlem' button and a 'Ändra ditt Ditt FILM' link.



The screenshot shows a video player interface. The main video area displays a news report with the headline 'Här vaknar vulkansjön till liv'. To the right, there is a sidebar with 'Senaste klipp' and other video thumbnails. The player controls at the bottom include play, pause, and volume buttons.

The screenshot shows the 'BLOGGPORTALEN.SE' website. It features a search bar at the top and a main section titled 'De mest diskuterade nyheterna, 15/3 2007'. Below this, there are several article snippets with titles like 'Hogt och lågt bland årets glassnyheter', 'Årets blogg - är det', and 'Sveriges bästa moded blogg?'. The layout is clean and organized, with clear navigation elements.

The screenshot shows the 'AFTONBLADET' website. The main headline is 'IRAK DIREKT på aftonbladet.se'. Below the headline, there is a large image showing a group of people in a war-torn area. To the right, there is a sidebar with 'Senaste klipp' and other news items. The website has a professional and news-oriented design.

The screenshot shows the 'AFTONBLADET' website with a focus on a forum. The main headline is 'Välkommen till Aftonbladet Forum'. Below the headline, there is a section for 'Senaste inläggen' and a list of recent posts. The forum interface is user-friendly and encourages community interaction.

The readers are also reporters

Publicerad: 2006-09-20 Tipsa en vän Skriv ut Textstorlek: 1 2 3



MAX

71000
Läsarbild

0.05 / 0.16

Här brinner bilarna

Oldsberg var mitt i dramat



Från Ingvar Oldsbergs balkong kan han se hur polisens tekniker arbetar. Själv åt han lunch på en restaurang 50 meter från explosionsplatsen, och hamnade sedan mitt i kaoset.

Foto: ROLF ANDERSSON

och de "Explosionen var kraftig så in i helvete"

Tv-profilen Ingvar Oldsberg hamnade mitt i kaoset på Vasaplatsen.

-Vi hör en explosion så in i helvete kraftig, säger Ingvar Oldsberg, som åt lunch på krogen Bali på Vasaplatsen.

► [Bildextra Bil sprängdes i centrala Göteborg \(22 exklusiva bilder\)](#)

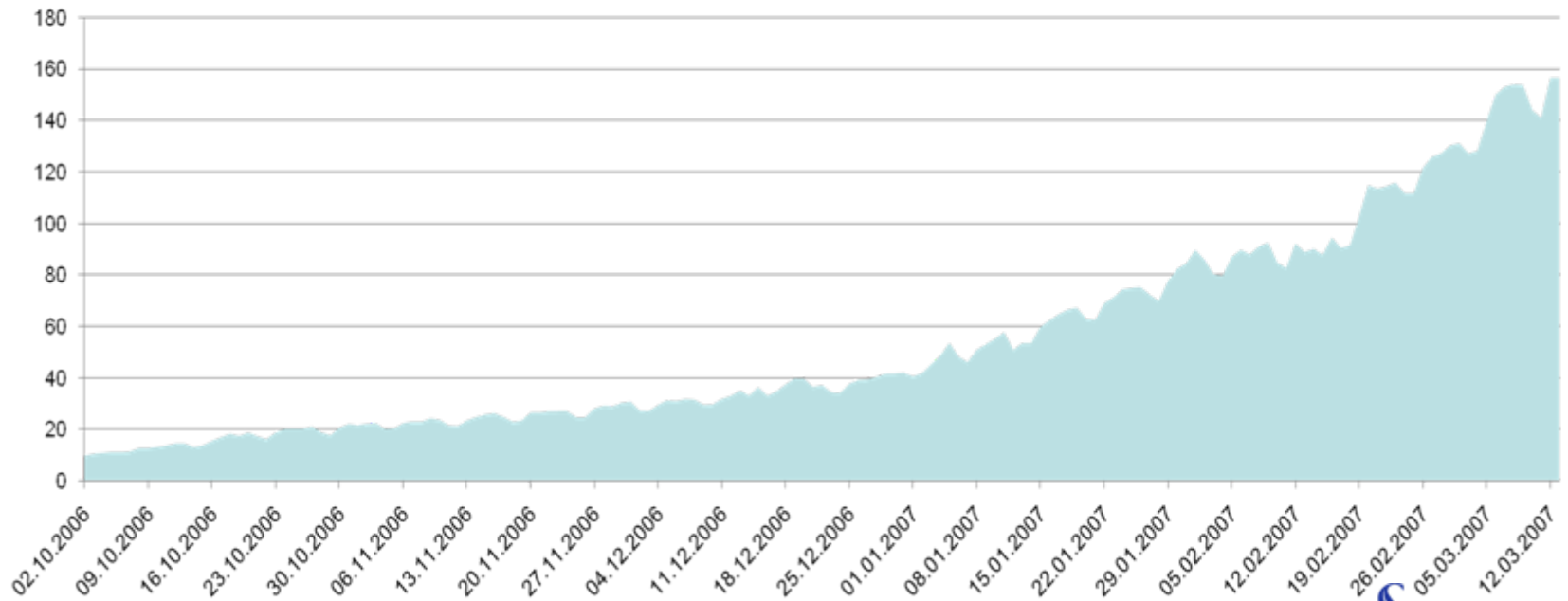
► [WEBB-TV Vittnen mitt i kaoset efter bilexplosionen](#)

Bilexplosion i Göteborg

Key facts Nettby

- Nettby was launched in September 2006 – already market leading community in Norway
- 105 million page views (60% of total for VG Nett)
- 330,500 unique visitors weekly and growing
- 215,000 registered members during the first six months – daily increase of 2,500 members
- Number of simultaneous logged in members compared to previous market leader Blink: 1.5x

Logon percentage compared to Blink



Three levels of communication

The screenshot shows a Netby chat interface with a dark blue header and a green navigation bar. At the top, there are four user avatars in a row, each with a name and age/gender: **veroos** (27 ♀), **geirw2** (39 ♂), **grei58** (48 ♂), and **go0odi** (20 ♀). A red box labeled "Many to many" highlights the top navigation bar with options like "Nyheter", "Finn borger", "Grupper", "Møt", "Prat", "Siste", "Ansikter", "Nettby MAX", and "Hj". Below this, another red box labeled "One to many" highlights a news article titled "Nettby - en utmerket arena for å spre informasjon" with a fireworks image. A third red box labeled "One to one" highlights a sidebar menu on the right with options like "Oter", "Postkasse", "Dagbok", "Kalender", "Gjestebok", "Venner", "Venner om", "Favoritter", "Filer", "Linker", "Mine grupper", "Endre profil", "Humør", and "Logg ut".

Many to many

One to many

One to one

Få tre nummer av FHM + Prison break på DVD for kun 219.- (+ 39 i porto og eksp.)

Nettby - en utmerket arena for å spre informasjon

Nettby - 27. november, 20:42 av [9136b](#) 31 ♂

Jeg har et sterkt ønske om å se hele forestillingen "Alt For Rognan". Lørdag startet jeg et opprop for å få forestillingen vist på TV.

[Les mer](#) [Nord-Norge](#)

Slik takler du telefonselgere

Nettby - 27. november, 19:37 av [jorunn](#) 41 ♀

Du tror ikke dette før du hører det!

Siste med Max

Sist pålogget

Byvakt

- Godkjenn bilder
- Besvar spørsmål
- Gjettede grupper

Oriented around neighbourhoods

The screenshot shows the Nettby.no website interface. At the top, there's a banner with balloons and the logo 'nettby.no'. Below the banner, there are four profile cards for users: cOokie (1 ♀), rennom (21 ♀), toreer (24 ♂), and tronde (17 ♂). A navigation bar includes links for Nyheter, Finn borger, Grupper, Møt/Chat, Oppslag, Siste, Ansikter, Nettby MAX, Radio, and Hjelp. Below the navigation bar, there are tabs for Naboer, Oppslagstavle, Bilder, and Største. The main content area is titled 'Nabolaget Molde' and includes a list of nearby neighborhoods: Tønsberg (1974 borgere), Bærum (1923 borgere), Oslo (1913 borgere), Molde (1747 borgere), Narvik (1715 borgere), and Sandefjord (1691 borgere). A chat window is open for 'Møre og Romsdal (5 pålogget)'. Below the chat, there's a section 'Borgere fra Molde sortert etter sist innlogget' with a grid of user profile pictures and names: sara343, johnsel, dynamex, loonz, postsjef, zantrix, marona81, xkiddox, jacksparr, varulv, anders10, betta84, ineanita, skrewd. On the right side, there's a sidebar with various navigation options like Oter, Postkasse, Dagbok, Kalender, Gjestebook, Venner, Venner om, Favoritter, Filer, Linker, Mine grupper, Mitt nabolag, and Endre profil. At the bottom of the sidebar, there's a 'Humør' section with a smiley face icon and a 'Logg ut' button.

- Simplify finding members from your neighbourhood
- Bring the physical and the virtual worlds together
- Planned features
 - Local news, user generated as well as aggregated
 - Expansion of free classifieds
 - Local groups

Business model and expectations

- Good operating margin from Nettby by the start of 2007 but small figures
- Rethinking of traditional advertising models due to high level of page views (PV)
 - Four slots: 20% of PV, one week, one price
 - Fifth slot: Ads sold per demography and priced per page view (model with most potential)
- Sales of special memberships – added functionality for NOK 30 for twenty days
- Continued focus on development of ad models and sales
- Traffic and membership growth will have an impact on costs

International trends Web TV

- USA takes the lead
 - "Everybody" uses web-TV
 - Online Publishers Association 2006:
 - 25% watches web-TV at least once a week
 - News and entertainment most popular categories
- 5 million people watched Live 8 at AOL
- ABC distributes popular TV series for free to American online users
- In Europe, Scandinavia is the leader



Web-TV on Aftonbladet

SENASTE KLIPPEN **NYHETER** NÖJE SPORT LIVSSTIL

VÄDER

AFTONBLADET
WEBB-TV

NYHETER
Här grips spindelmannen
Försökte på nytt att klättra upp för Petrona Towers.
(01:11)



Reporter: Malin Olin
Bilder: Reuters
www.aftonbladet.se

00:02 / 01:11

POPULÄRASTE WEBB-TV MEJLA LÄNKEN FRÅGOR & SVAR

Här gör Zidane comeback ig... **My Chemical Romance** **Naomi Campbell på väg till...** **Velvet - skona min sons liv** **De misstänks för övergrepp...** **Många döda i gruvolycka**
Senaste nyhetssändningen f... "De skulle döda mig" Här moonar Freddie i "Så sk...

NYHETER



NYHETER: Här grips spindelmannen
(01:11)



NYHETER: [Fuglesang flyger igen](#)
(01:07)



NYHETER: [Framtidens problemlösare](#)
(01:36)

1 / 52

Advertising main source of revenues

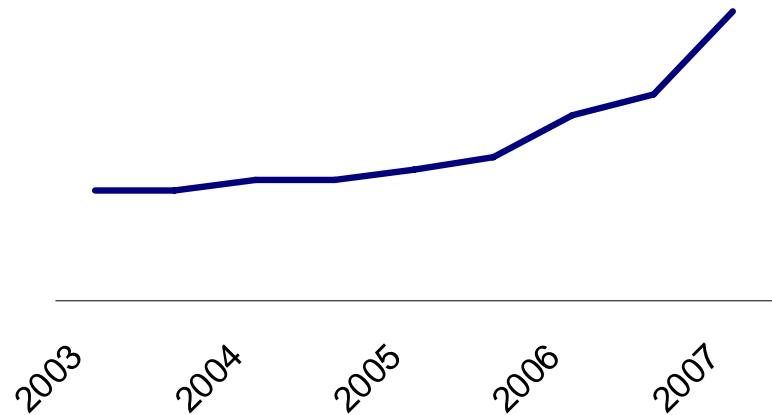


- Advertising make up approx. 87% of revenues
- Other revenues: subscription service Vektklubben and small other operations

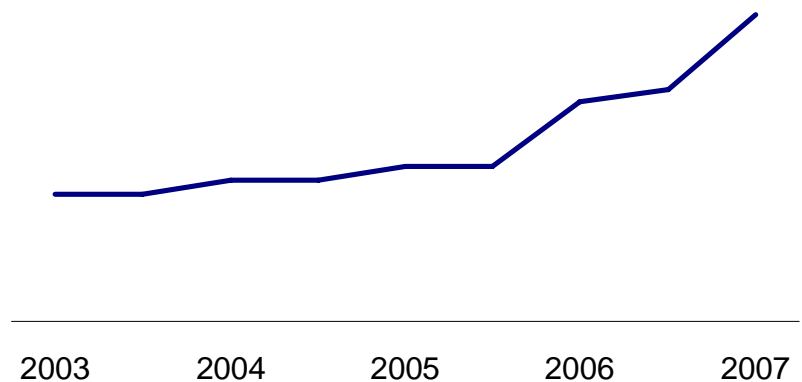


- Advertising make up approx. 80% of revenues
- Rest comes mainly from subscription services Vektklubben and PLUS

List price top banner ad (NOK) 210,000



List price top banner ad (SEK) 168,000



Paid for editorial content – Aftonbladet PLUS

The screenshot shows the Aftonbladet PLUS website layout. At the top, the logo 'AFTONBLADET PLUS idag' is prominent. Below it, there are navigation links for 'blocket..', 'Bilar Möbler', 'Bostad Tjänster Ny', 'ViktKlubb.se', 'MÖTESPLATSEN Singelsaiten för dig!', 'Hitta 549', 'Hitta världen i Sverige. Vinn resor!', and 'Kafé'. A search bar is located in the top right corner.

The main content area is divided into several sections:

- Bröllopspecial:** A featured article with the headline 'Bröllopspecial' and sub-headline 'Få koll på bröllopsbestyrn'. It includes an image of a bride and groom and a 'PLUS it' logo.
- 32-tums platt-tv i batalj:** An advertisement for flat-screen TVs, featuring three Samsung LCD monitors displaying Donald Duck. The headline is '32-tums platt-tv i batalj' and the sub-headline is 'PLUS Test: Tre budget-lcd mellan 5 500 och 8 000 kronor'. It mentions 'Centrum, Samsung och Limited Label Latona. Vilken är mest prisvärd?'.
- PLUS SPORTRÄTT:** A section for sports news, featuring a Formula 1 car (Mercedes-Benz) and the headline 'Sveriges bästa F1-service'. The sub-headline is 'PLUS NYPREMIÄR: Fåli hela säsongen – från fredagens träning till söndagens tävling i F1-bevakaren'. It includes a 'PLUS Bil' logo and a 'Plusinformation' box.
- Other sections:** 'Dream Team' (SLUTSPELSKAMPEN), 'SMS 118 020' (WINNET!), and 'IDROTTSKUNSKAP' (Temå: Tränaren i fokus).

On the left side, there is a vertical navigation menu with the following items:

- Fredag 07-03-16
- Startsidan
- Plus i dag
- Nyheter
- Sportbladet
- Nöjesliv
- Bil
- Föräldrar
- Kropp & Hälsa
- Mat & Vin
- Mode
- Resa
- Tester
- Tjänster
- Biltester
- CD-recensioner
- Filmrecensioner
- Resguider
- Sudoku
- Spel
- Trav 365
- Min Plus-sida
- Erbjudanden
- Vinnare
- Nyheter
- Lokala sidor
- Sportbladet
- Sportbladet Spel
- Nöjesliv
- Klick!
- Melodifestivalen
- Kvinna
- Läsarbladet
- Plus i dag
- Tv
- Göteborg
- Malmö/Lund
- Stockholm
- i samarbete med ISE
- Helsingborg
- Jönköping
- Karlstad
- Linköping
- Norrköping

- We dare to take paid online
- In depth articles and service journalism of high quality
- Target group is the most active internet users on aftonbladet.se
- 80,000 members and increasing
- A direct channel to an attractive consumer niche

Summary online newspapers

- User involvement is key
 - Blogging
 - User's own video clips and pictures
- Communities become increasingly important
 - Nettby Norway's largest online community in 5 months
- Web-TV is growing fast - Aftenbladet and VG take the lead
- Schibsted is in a unique position
 - Create new concepts based on existing strong online positions
 - Increase market share in online media usage
 - Increase market share in online advertising

AGENDA

Market trends and strategy update

Norway

Sweden

International

Growth opportunities online classifieds

New concepts online newspapers



Finance

Outlook

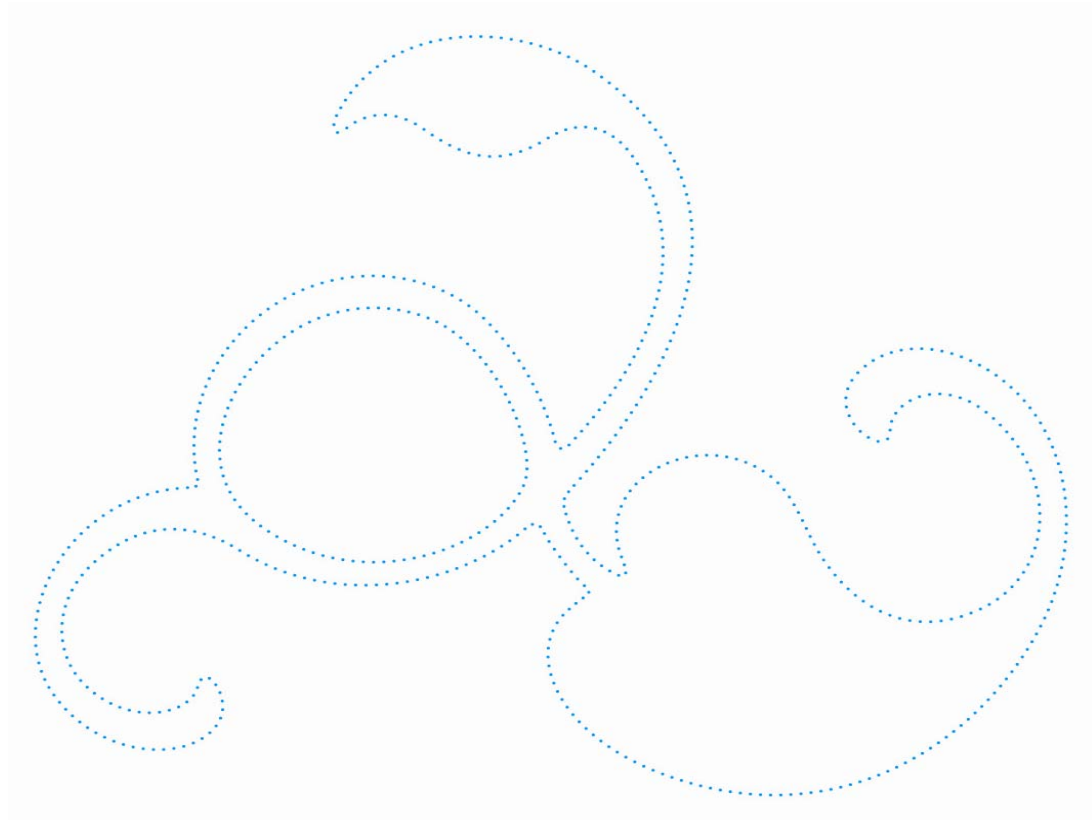


AGENDA FINANCE



Organic growth

Finance



Schibsted's transition

Schibsted ASA (NOK million)	2004	2005	2006	Growth 04-06
Operating revenues	9 690	9 832	11 648	20,2 %
EBITA excl. new projects	940	1 140	1 397	48,6 %
Share price 20 March year+1	161,00	190,00	268,00	
EV/EBITDA excl. new projects (Incl only 5.5 months of Trader)			12.6	

Online activities (NOK million)	2004	2005	2006	Growth 04-06
Operating revenues	568	857	1 654	191,2 % 1)
EBITA excl. new projects	159	338	536	237,1 % 2)
<i>EBITA margin</i>	28 %	39 %	32 %	

Traditional media (NOK million)	2004	2005	2006	Growth 04-06
Operating revenues	9 122	8 975	9 994	9,6 % 3)
EBITA excl. new projects	781	802	861	10,2 % 4)
<i>EBITA margin</i>	9 %	9 %	9 %	

**Transition from a mature business with strong cash flow
to high growth online operations**

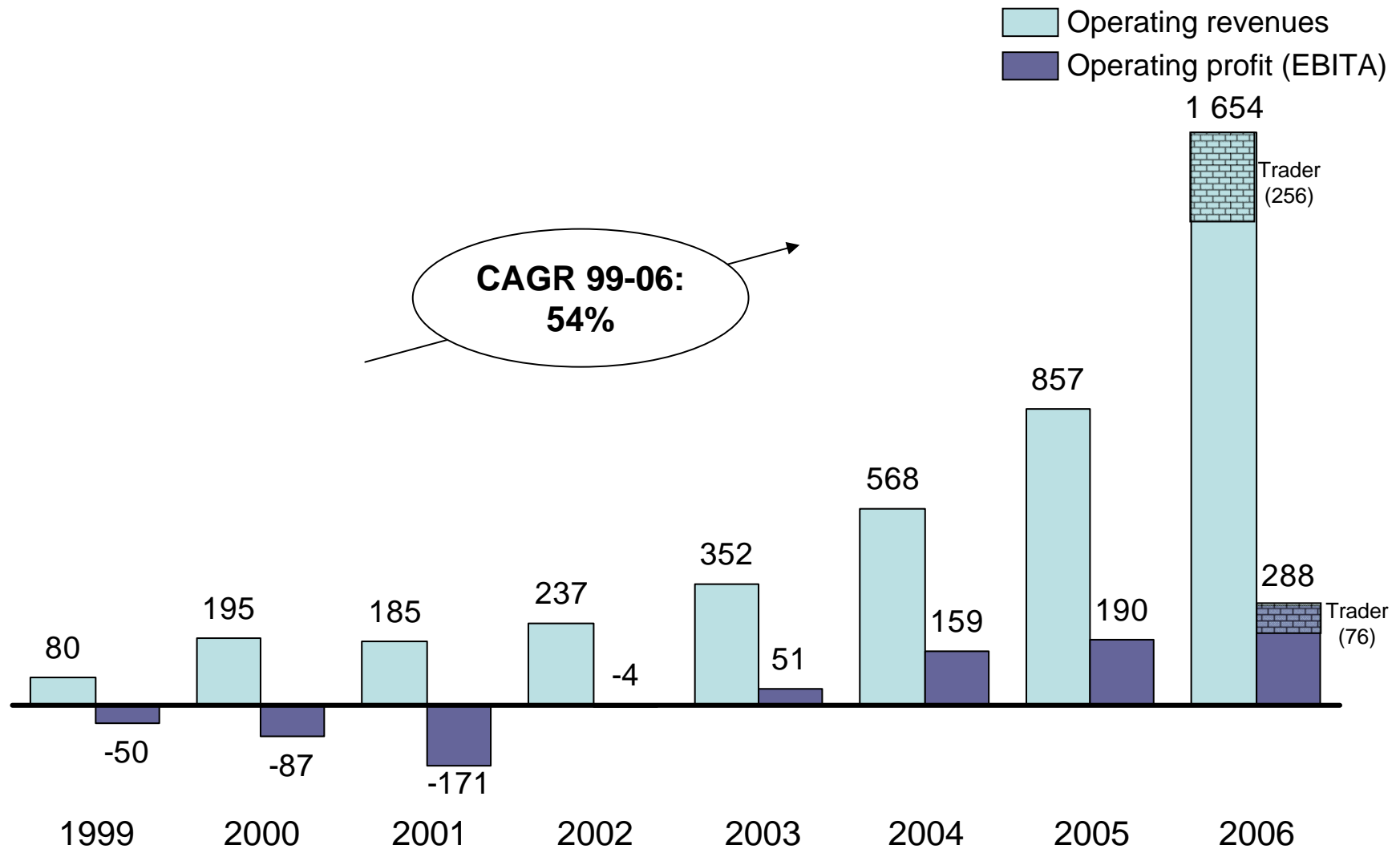
1) Operating revenues growth 2004-2006 excl. Trader: 146,1 %

3) Operating revenues growth 2004-2006 excl. Trader: 4,6 %

2) EBITA growth 2004-2006 excl. Trader: 189,3 %

4) EBITA growth 2004-2006 excl. Trader: 8,0 %

Development of Schibsted's online activities



Schibsted has chosen to focus on organic growth

Schibsted's main assets

**Leading edge competence
within online business**

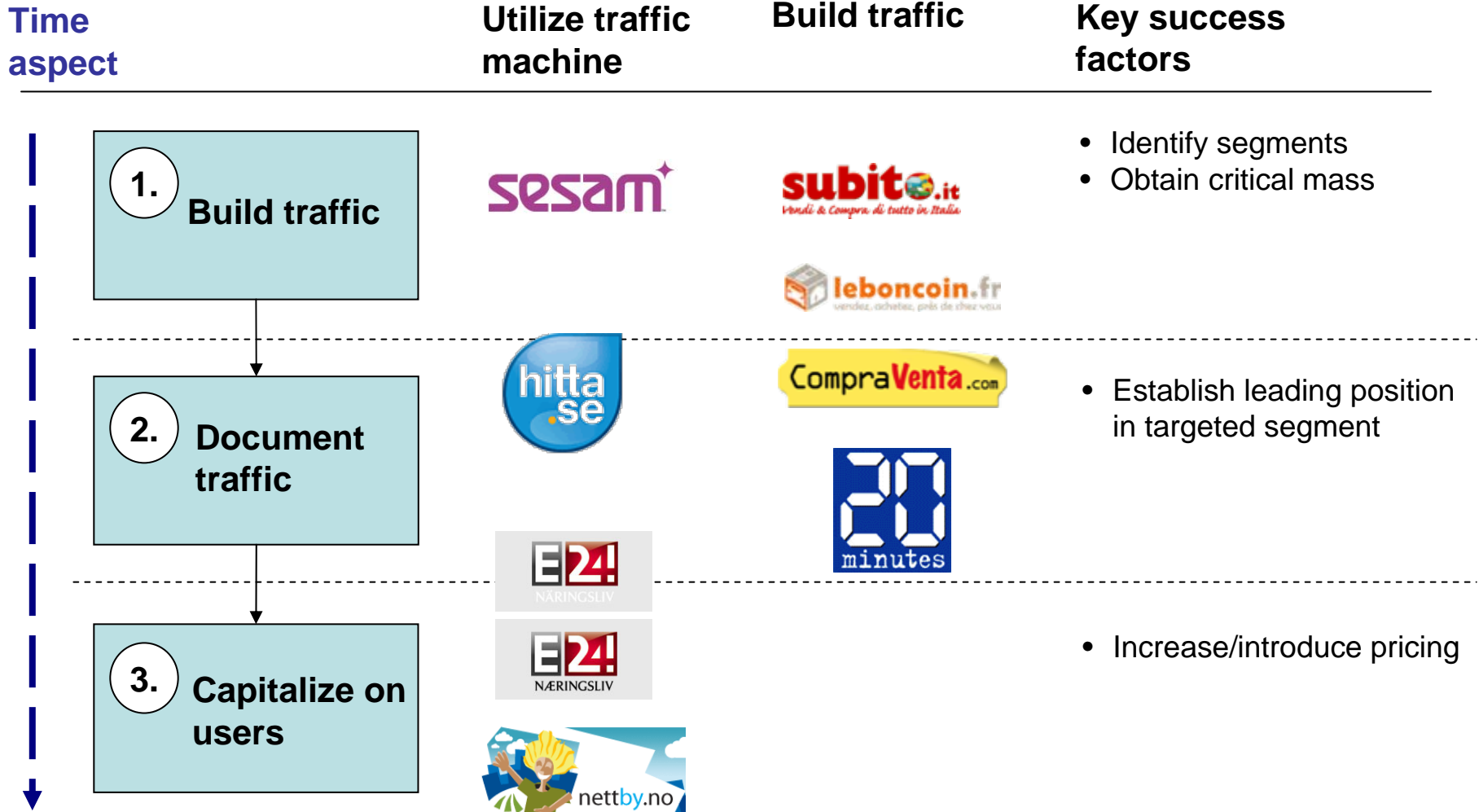
**Successful Scandinavian
and pan European online
products**

**Strong print and online
brands**

**Attractive partner for
local media players**

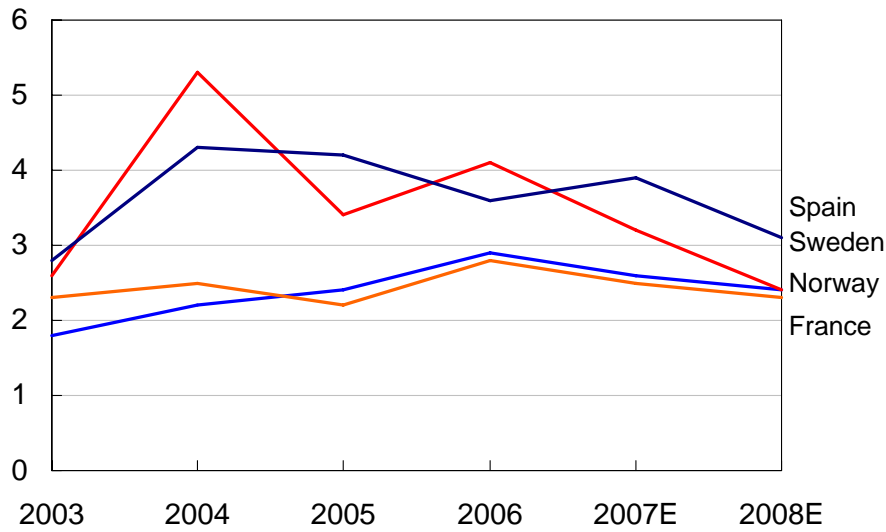
**Using leading edge
competence to grow
new online businesses**

Phases of organic growth

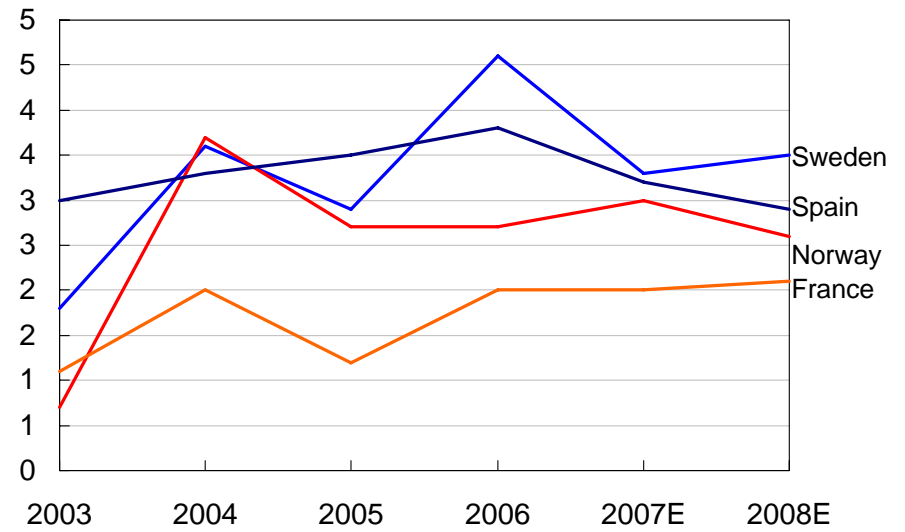


Macroeconomic considerations

GDP growth (%)



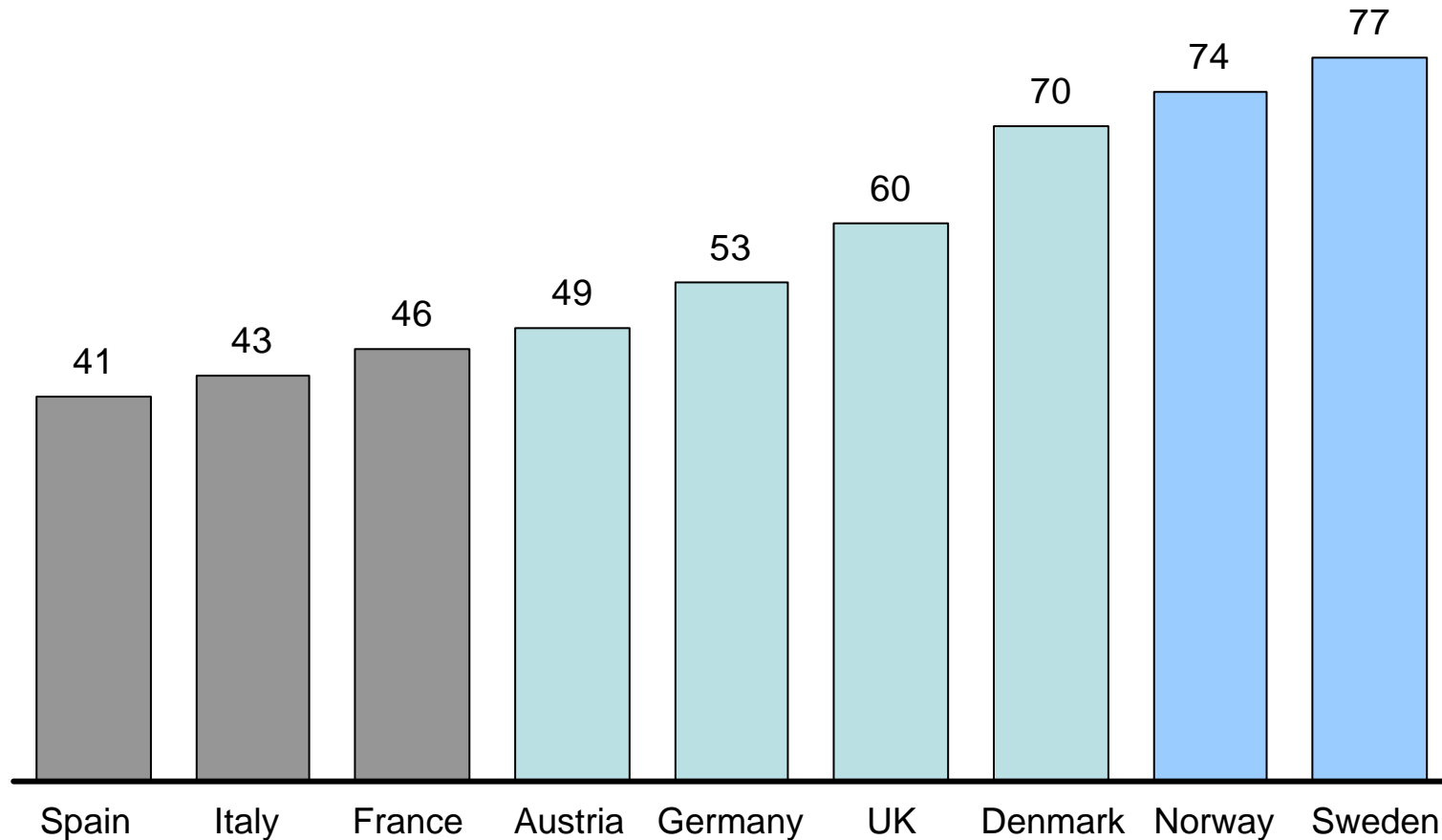
Consumer expenditure growth (%)



- Consumer expenditure supports Spanish outperformance
- Spain leads the European pack in terms of GDP expansion

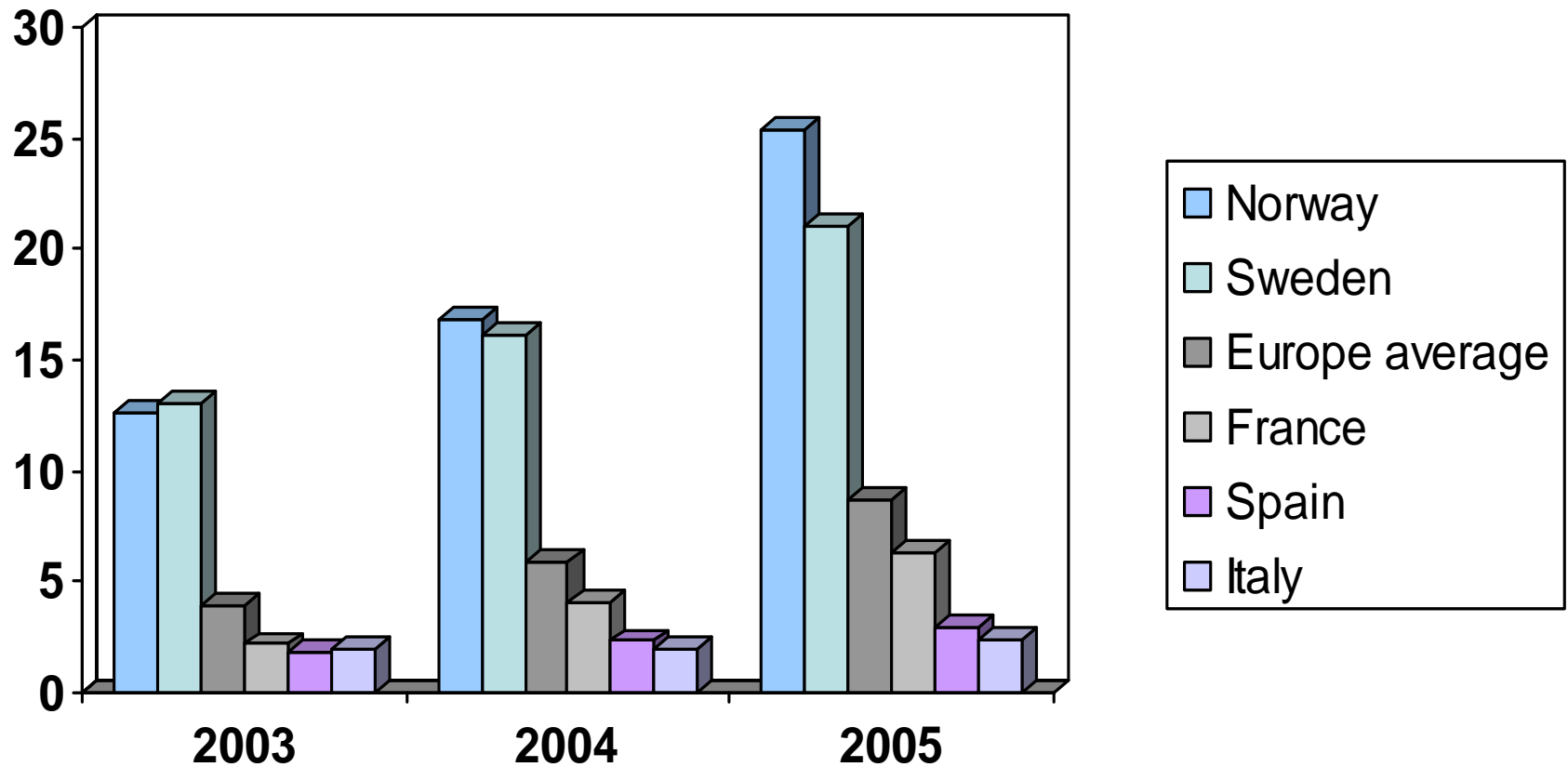
Fewer households are online in Southern Europe

Online household penetration, 2005

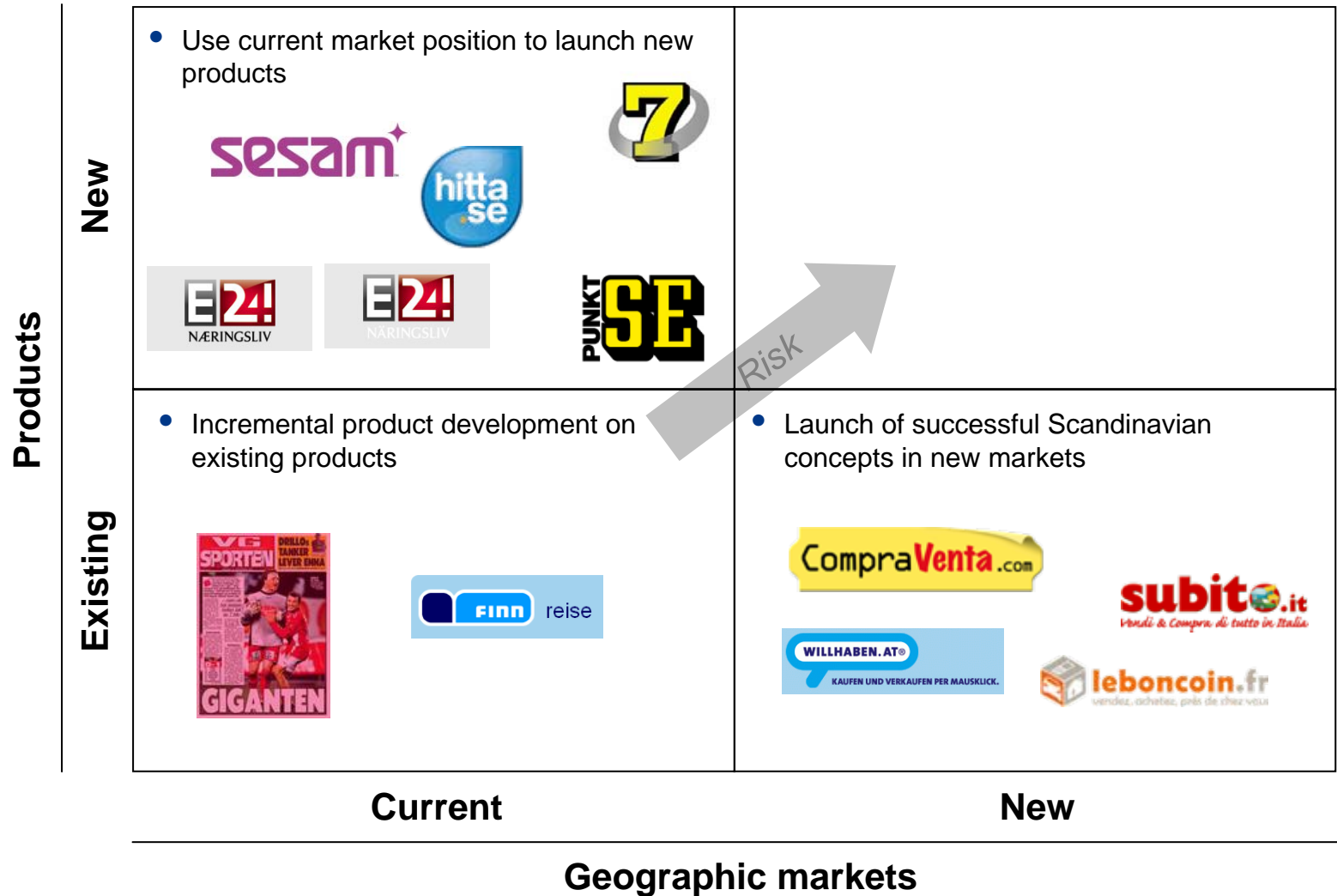


Online advertising has not yet taken off in Southern Europe

Online advertising revenues per capita, EUR.



Two axis of expansion



Risk management

Schibsted is structuring risk management in the Group, focusing on portfolio management and investment capacity. Our goal is to:

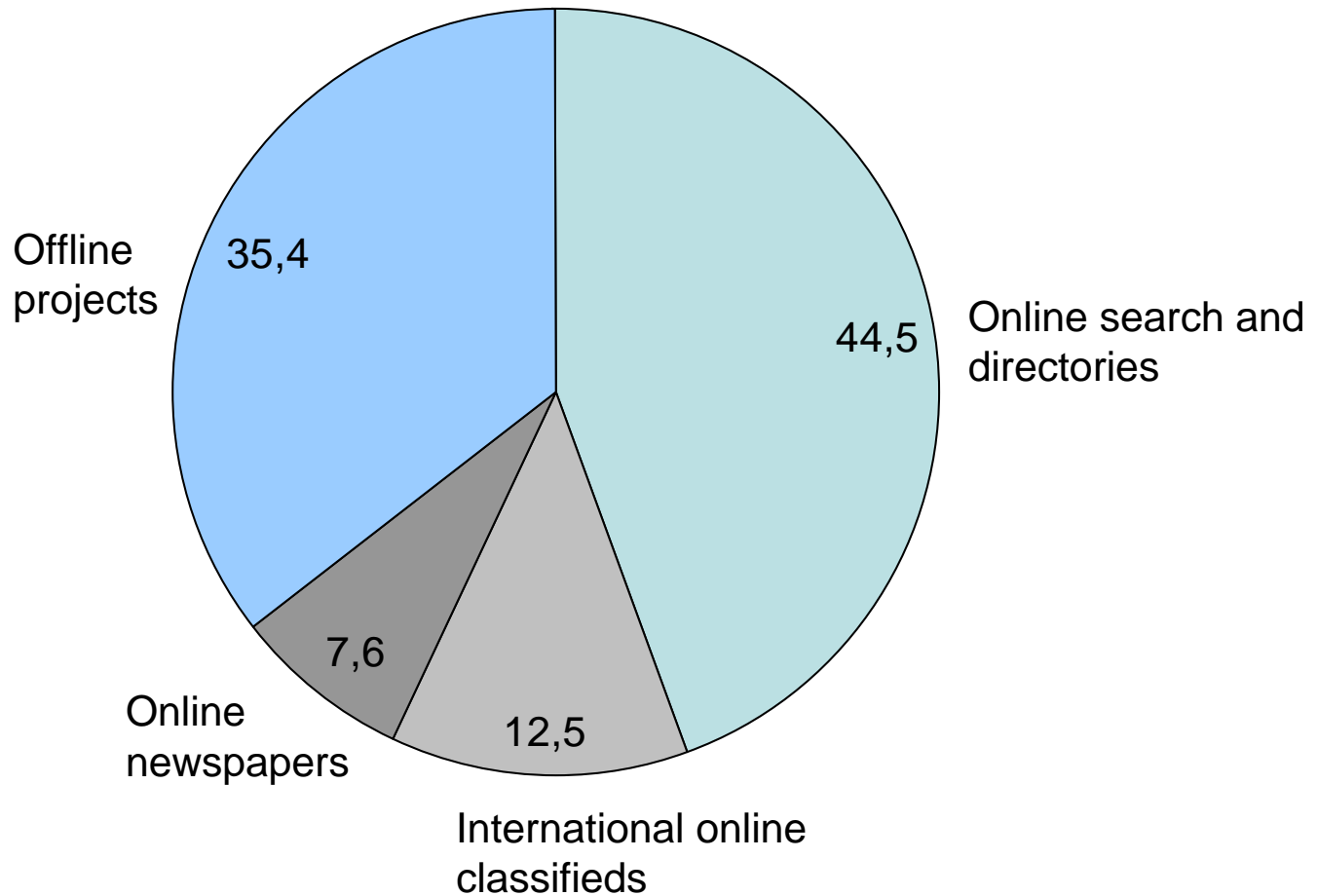
- Secure an overview of all investment projects
- Secure that all projects are consistent with the Group's overall strategy
- Secure that, at the time of investment, the right priorities are made
- Make sure that the portfolio consists of the desired composition of risks
- Make sure that total investments are within the limits of the investment capacity of the Group
- Improve our ability to execute each project
- Quarterly project evaluation and risk reporting

Risk profile – criteria

	Risk level		
	Low	Medium	High
Local market presence <ul style="list-style-type: none"> • Marketing power • Market knowledge • Traffic generation 			
Market dynamics <ul style="list-style-type: none"> • Internet/broadband penetration • Use of internet products • Advertising market – general/online 			
Competitive situation <ul style="list-style-type: none"> • No clear market leader in attractive niches • Price levels in attractive niches • Strength and competence of local players 			
Hurdle rate Percent	7-8	12-14	18-20

New projects by area of investment

Share of spending in 2007, percent



Project portfolio

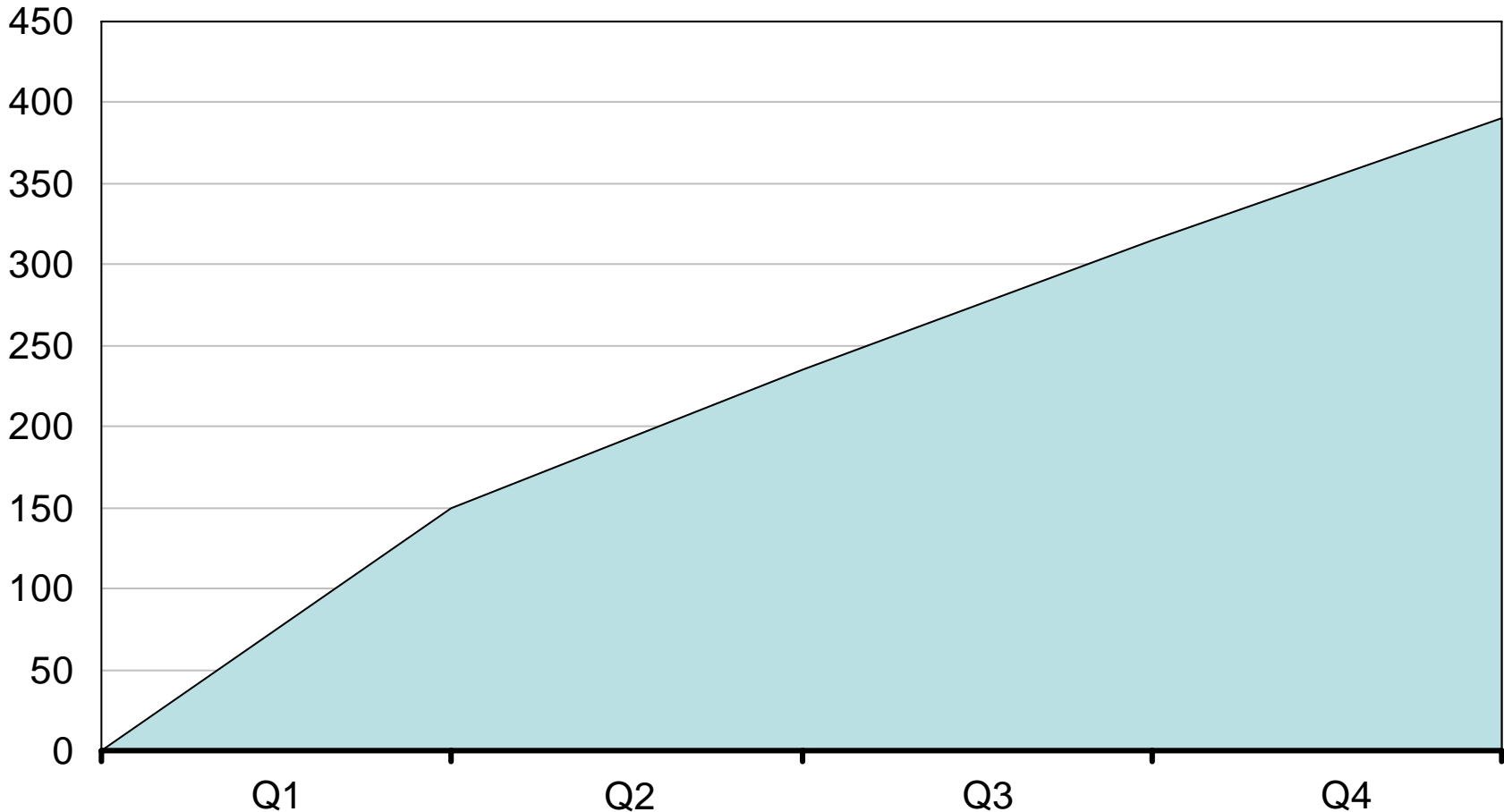
- Sesam Norway
 - Sesam Sweden
 - Internet catalogue – Norway
 - Hitta.se
 - Compraventa.com
 - Willhaben.at
 - Online classifieds – Slovenia
 - LeBoncoin.fr
 - Baltic Online
 - Web TV Aftonbladet
 - TV 7
 - VG TV
 - Punkt SE
 - Moi Rajon
 - 15 Minuciu
 - Aftenposten web
 - Finn Reise
 - Møteplassen
 - Other
- 30-40 %
- 10-15 %
- 10-20 %
- 35-40 %
- 5 %

Project portfolio 2007

- **Project portfolio diversified across geographies and niches**
- **Individual projects could be closed down without impact on others**
- **Some projects are high risk**

Accumulated costs relating to new initiatives¹⁾ in 2007

NOK million



Q1: Punkt SE and Sesam show weaker revenues than forecasted

Three projects with high/medium risk

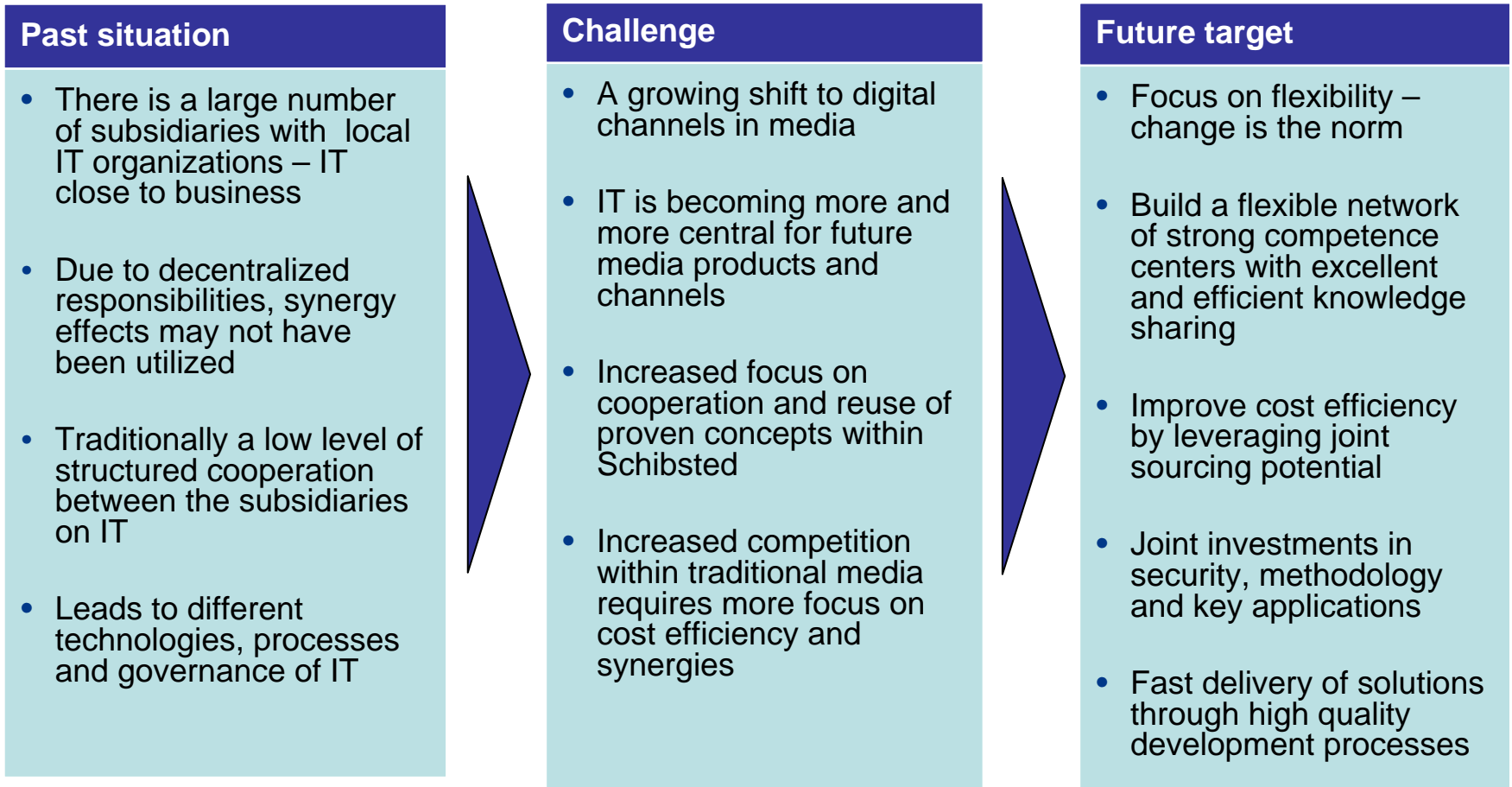
- Sesam
 - Online search
 - Norway and Sweden
 - High risk
- TV 7
 - Digital television
 - Sweden
 - High risk
- Punkt SE
 - Free sheet
 - Sweden
 - Medium risk

	Sesam	TV 7	Punkt SE
Investments 2005 (mill. NOK)	53	0	0
Investments 2006 (mill. NOK)	126	35	51
Total investments (mill NOK)	179	35	51
Budgeted break-even year	2010	2009 - 2010	2009 - 2010
Demanded rate of return	18-20 %	18-20 %	12-14 %

Status high/medium risk projects

- Sesam
 - Online search strategically important market for Schibsted
 - Traffic development according to plan in Norway and Sweden
 - Building traffic in cooperation with other Schibsted sites - vg.no especially important
 - Slower than expected ad sales
- TV7
 - New TV channel launched on 9 October in digital network
 - Aftonbladet concept – focus on entertainment and news
 - Covers 56% of Swedish population
 - Slower than expected ad sales
- Punkt SE
 - Good readership figures and good coverage in Gothenburg/Malmö
 - Slower than expected ad sales
 - Expected operating net loss after synergies of SEK 80-100 million in 2007

IT in Schibsted has traditionally been totally distributed. This was becoming a corporate challenge with the increasing importance of IT within the media industry

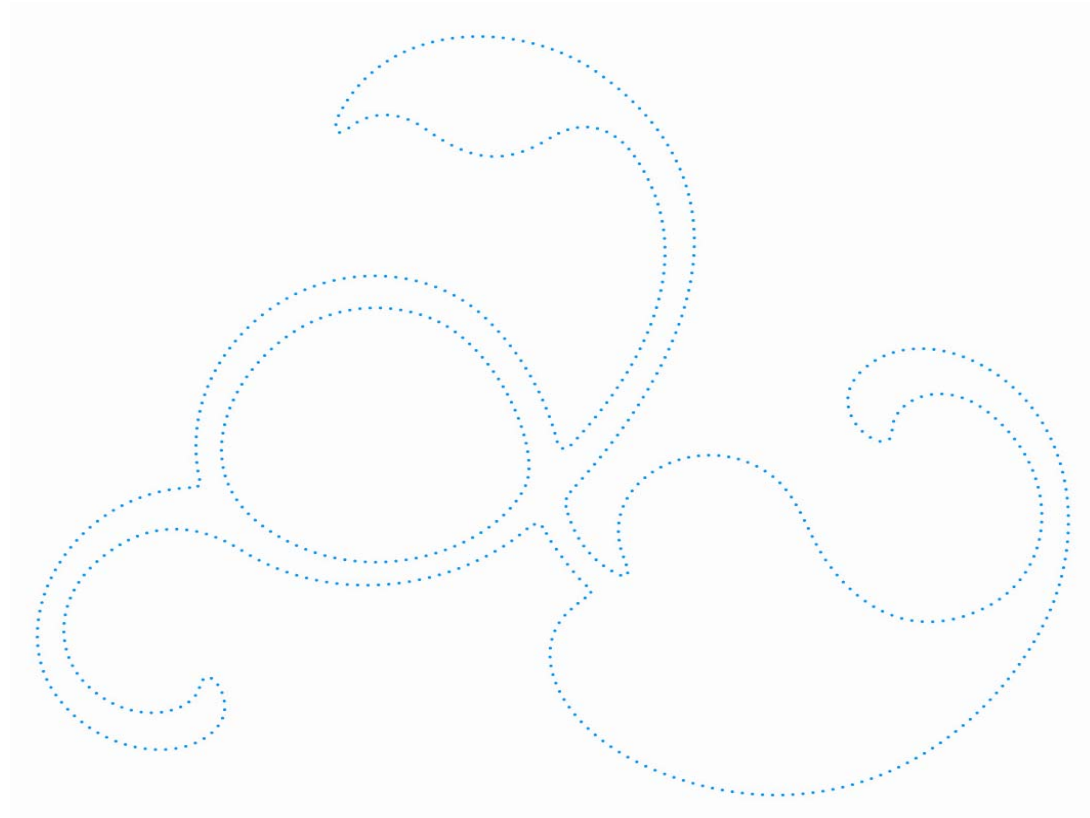


AGENDA FINANCE

Organic growth

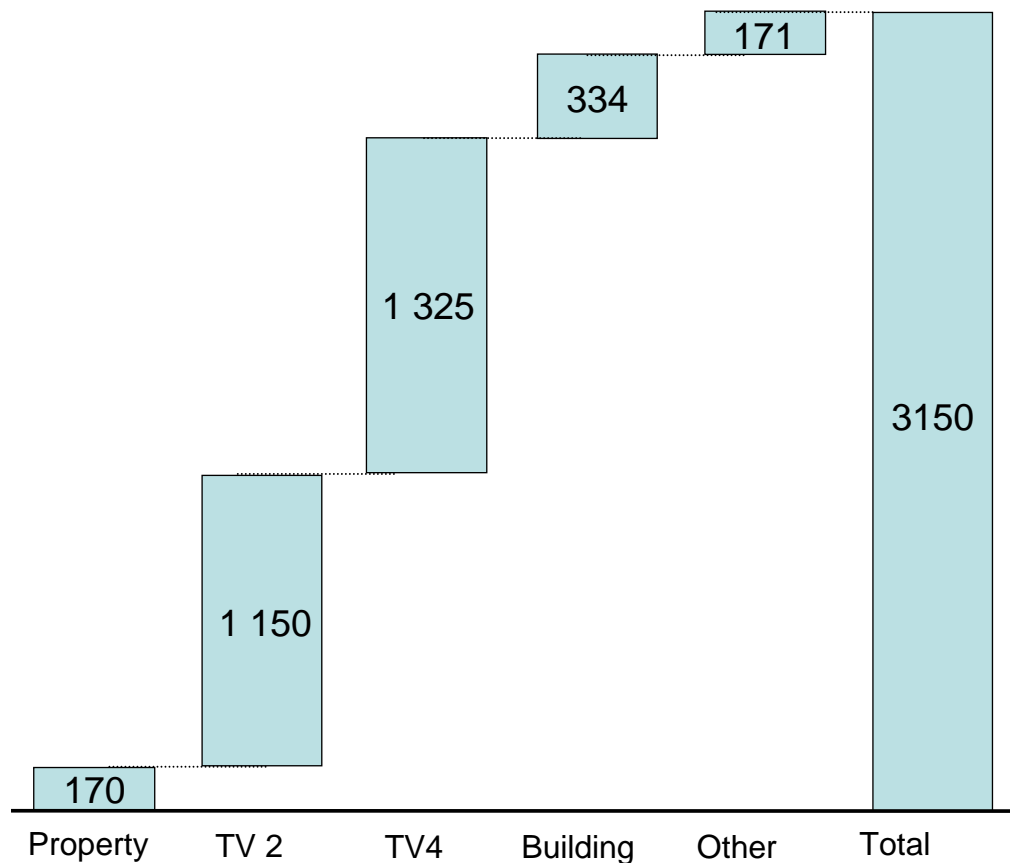


Finance



Disposal of assets Q1 06 – Q1 07

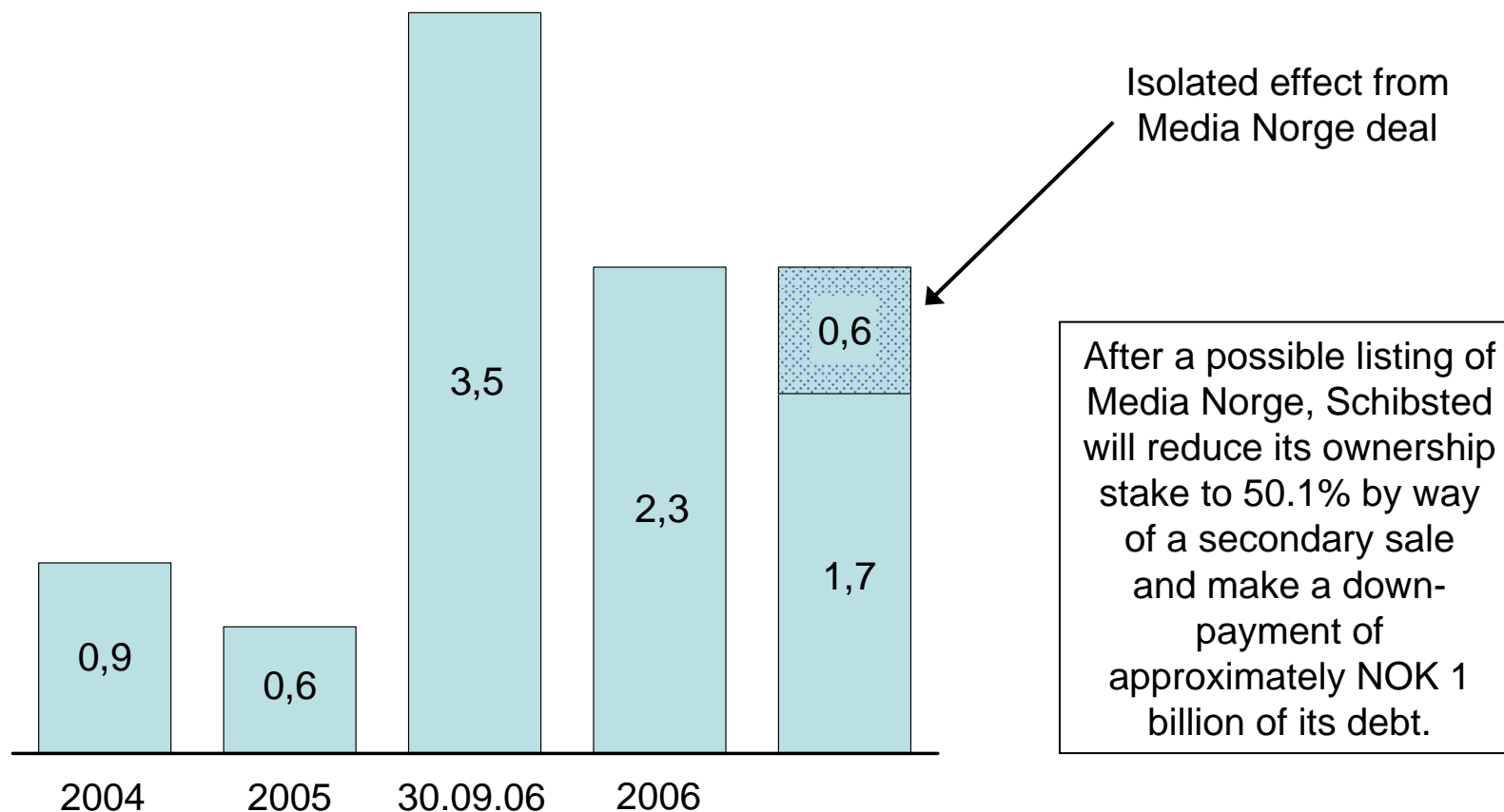
NOK million



Non-core assets still in BS:

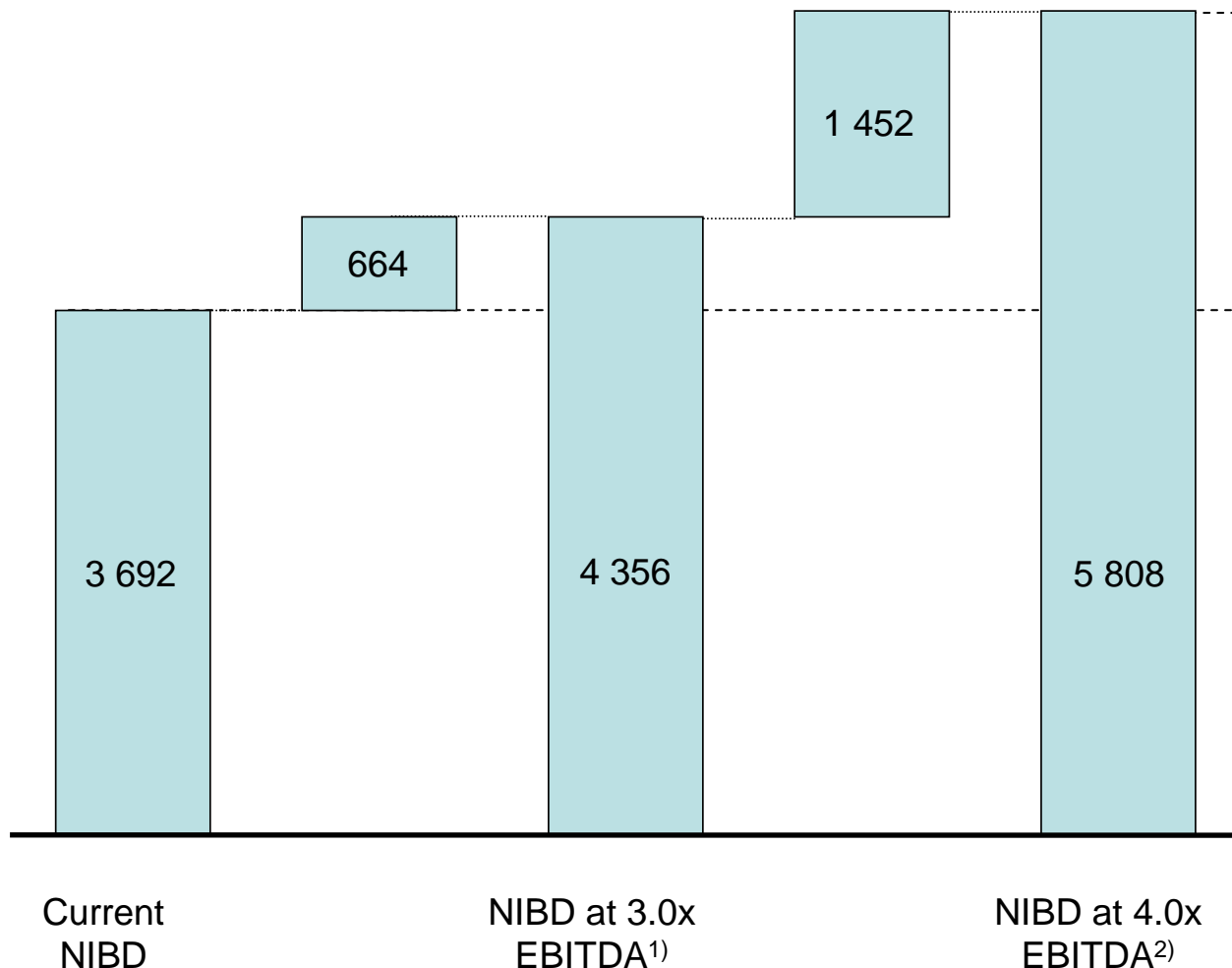
- Schibsted Trykk (printing plant)
- A 55 (VG office building)
- Jenagade (building in Copenhagen)

Net interest bearing debt (NIBD) / operating profit (EBITA)



Financial capacity

NOK million



- Schibsted has additional loan capacity of approx. NOK 2.1 billion given the covenants of the loan facility
- Trader Classifieds Media process demonstrated strong financing capacity and flexibility

Note: Calculations based on EBITDA 2006 (NOK 1,452 million)

1) Financial covenants of syndicated loan facility allows NIBD/EBITDA of 3.0x

2) Financial covenants of syndicated loan facility allows NIBD/EBITDA of 4.0x for four quarters

Balance sheet

(NOK million)	As of Dec 31	
	2006	2005
Non-current assets	11 888	5 667
Current assets	4 661	2 268
Total assets	16 549	7 935
Equity	5 169	3 221
Non-current liabilities	3 052	1 950
Current liabilities	8 328	2 764
Total equity and liabilities	16 549	7 935

Balance sheet

NOK million

(NOK million)	(NOK million)	As of 31 Dec	
		2006	2005
Non-current assets	Deferred taxes	289	311
Current assets	Intangible assets	8,049	1,406
	Investment property	139	198
Total assets	Property, plant and equipment	2,070	1,931
	Investment in associated companies	1,164	1,584
Equity	Long-term investments	81	137
	Other non-current assets	96	100
	Total fixed assets	11,888	5,667
Non-current liabilities		3 052	1 950
Current liabilities		8 328	2 764
Total equity and liabilities		16 549	7 935

Cash Flow / Investments

(NOK million)	As of Dec 31		
	2006	2005	2004
Cash flow from operations	2 605	1 255	1 044
EBITDA	1 452	1 321	1 316
Operational investments	498	363	215
Shares and other holdings	5 200	693	1 130
Total investments	5 698	1 056	1 345
Interest bearing debt	6 010	1 571	1 831
Net interest bearing debt	3 692	839	1 242

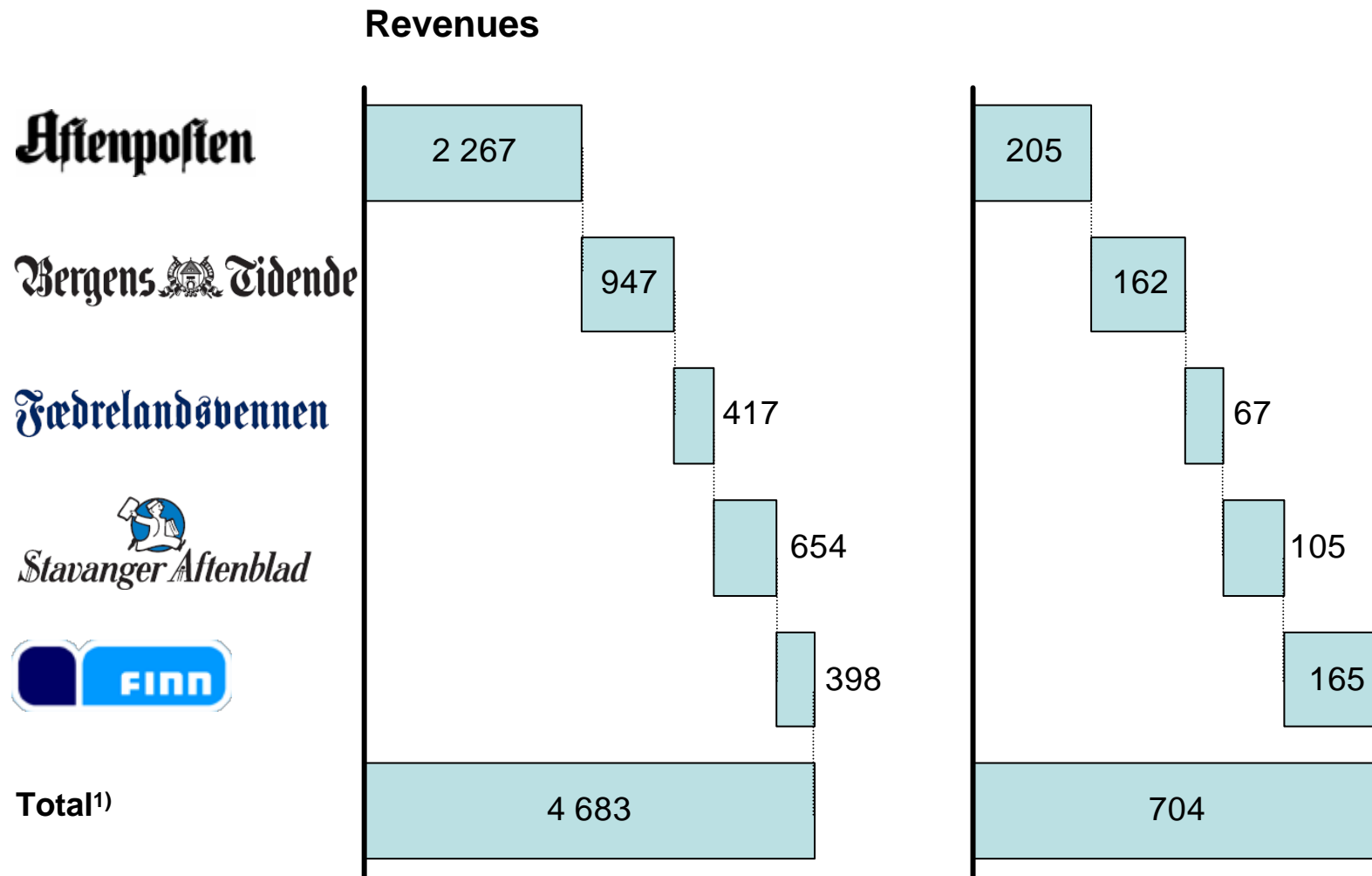
Cash flow

(NOK million)	As of Dec 31	
	2006	2005
Profit (loss) before taxes	2 413	1 177
+ Depreciation and amortisation	456	353
+/-Net changes in pensions	(29)	(8)
+/-Income from associated companies	(47)	(37)
-Taxes payable	(188)	(230)
Cash flow from operations	2 605	1 255
Sales losses/(gains) non current assets	(1 731)	(371)
Change in working capital	(53)	100
Cash flow from operating activities	821	984
Cash flow from investing activities	(2 873)	(190)
Cash flow before financing activities	(2 052)	794

Key figures 2006






NOK million

Operating profit (EBITDA)



Media Norge key figures 2005-06¹⁾

NOK million

	Revenues		Operating profit (EBITDA)	
	2005	2006	2005	2006
 Aftenposten ²⁾	2 154	2 264	208	198
 Bergens Tidende	860	947	166	162
 Fædrelandsvennen	363	417	61	67
 Stavanger Aftenblad	575	654	111	105
 FINN	267	401	121	165
Total¹⁾	4 218	4 683	666	698

Shareholder policy

- Maximize shareholder return through long-term growth in share price and dividend
- The Board of Directors will seek to obtain a pricing that to the best possible extent reflects the long-term profit generating capabilities of the group
- Schibsted's capital structure should be sufficiently robust to maintain the financial flexibility required by the group's growth ambitions
- A stable dividend increase combined with a potential share buyback is regarded as appropriate measures to adjust the capital structure
- A stable dividend payout ratio over time that should be 25-40% of the cash flow per share
- Share buybacks should be carried out over a period of time in the market to adjust the capital structure in line with overall financial targets

Dividend and share buybacks

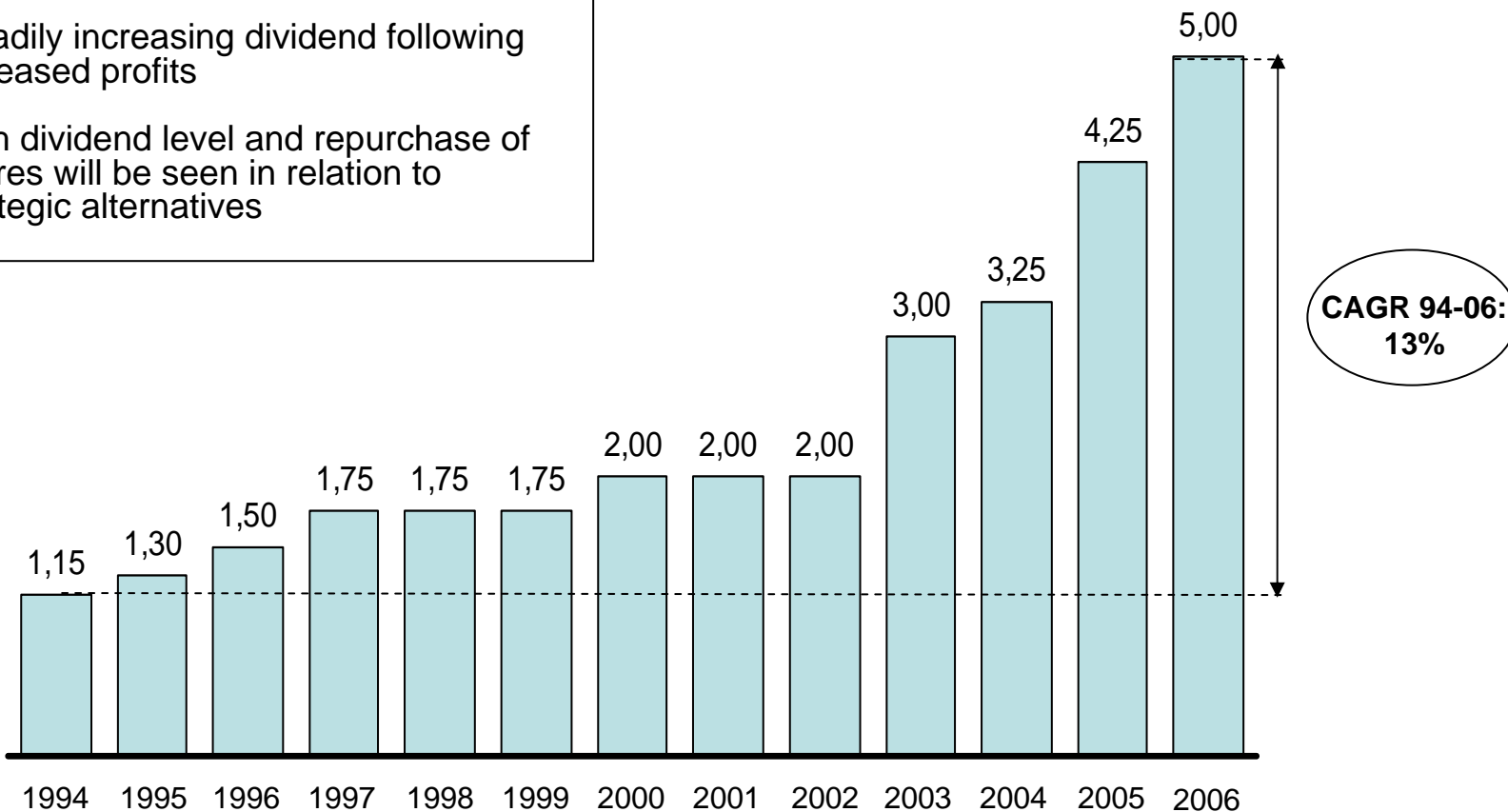
- The Board proposes dividend of NOK 5.00 per share:
 - An increase of 18% over the 2005 dividend (NOK 4.25 per share)
 - 13% of the cash flow per share
 - 15% of earnings per share (EPS)
- Share buyback will be considered in order to adjust capital structure
- Schibsted intends to continue the current practice with share buybacks in the market over a period of time
- Share buybacks allows the group to maintain its financial flexibility in a growth phase

Dividend development 1994-2006

NOK per share

Dividend policy

- Steadily increasing dividend following increased profits
- Both dividend level and repurchase of shares will be seen in relation to strategic alternatives



AGENDA

Market trends and strategy update

Norway

Sweden

International

Growth opportunities online classifieds

New concepts online newspapers

Finance

Outlook



Outlook

- Good advertising markets, especially online
- Investments in organic growth on approx. same level in 2007 as in 2006
 - Operating loss of approx. SEK 80 -100 million from free sheet Punkt SE
 - Operating loss from Sesam and TV7
- Good revenue growth for online classifieds
- Cost reductions and online growth for VG
- Circulation decline and investments in new initiatives for Aftonbladet
- Expected continued revenue decline on print for international classifieds
- Improved operating profit for paper editions of 20 Minutes, increased investments online



”Shaping the media of tomorrow. Today”

Schibsted aims to become the most attractive media company in Europe. This means that we have to change just as radically and quickly as the market in which we are operating. Only then can we live up to our promise of shaping the media of tomorrow – today.