



THE FUTURE IS NOW

WELCOME TO THE WORLD OF SCHIBSTED



SCHIBSTED
MEDIA GROUP



THE SCHIBSTED JOURNEY SO FAR...

175 YEARS OF INNOVATION AND ENTREPRENEURSHIP

What began in 1839 as a small publishing company founded by Christian Schibsted, has evolved and grown into an international corporation with interests in a wide variety of areas. Today we've come a long way and Schibsted Media Group continues to move forward. Fast.

1839

Schibsted Publishing House established



Christian Schibsted with family



1966

Schibsted acquires Verdens Gang



1996

Schibsted acquires Aftenbladet

SvD

1998

Schibsted acquires Svenska Dagbladet



2003

Schibsted acquires Blocket

VARIOUS INVESTMENTS BY SCHIBSTED GROWTH

2005



2006



2007



2009



2010



2013



2014



INTERNATIONAL EXPANSION OF ONLINE CLASSIFIEDS

2006–



1839

2000

175 YEARS

2015

1860

Aftenposten is founded



1995

Schibsted Nett founded

1992

Schibsted listed on Oslo Børs

1996

Tinius Trust established



Tinius Nagell-Erichsen, the great-grandson of founder Christian Schibsted, established the Tinius Trust as the main shareholder in Schibsted (26.1%).

1999

20 Minutes founded



2000

Finn.no launched



2006

Schibsted acquires majority in Spanish online classifieds Anuntis and job site Infojobs

InfoJobs

2008

Schibsted Classified Media founded



Media Norge established
Aftenposten, Bergens Tidene, Stavanger Aftenblad and Fædrelandsvennen. Today part of Schibsted Norge.

2009

Schibsted Sverige founded



Schibsted Growth established



2012

Schibsted Norge founded



2014

Schibsted Classified Media Spain established



ENGAGING 100 MILLION+ PEOPLE

THE FUTURE IS NOW

Schibsted Media Group is at the heart of the global digital transformation. What was once a Scandinavian media company is today a truly international online player. We create and develop new business opportunities in more than 29 countries – engaging more than 100 million people.

Our mission is “Empowering People in their Daily Life”, and by providing high quality digital marketplaces we are doing just that. Our classified sites are widely used and have become an integral part of people’s daily life. Building our online classified sites around the world makes good business sense, and we believe it is very positive for people and the environment that second-hand goods can be traded so easily.

Our media houses have played an important role in society for more than 100 years and will continue to do so for many years to come. This is empowering in its essence – to provide arenas for news and opinion and enable people to be stronger and more well informed citizens. Today, our readers increasingly use our mobile and digital platforms when consuming high quality journalism. This creates new opportunities – web TV being one of the most exciting ones.

From the very beginning, when Christian Schibsted established his publishing house in Oslo in 1839, innovation and entrepreneurship have been defining features of the Schibsted Group. That spirit continues to drive our companies forward – whether we focus on journalism, marketplaces or new services. We are attracting inspiring entrepreneurs and great online companies: all share this spirit and are dedicated to building transparent marketplaces and smart services to improve everyday life.

The decisions we made to embrace the Internet two decades ago, have laid the foundation for where we are today. Similarly, the priorities we set today will shape our future. To succeed in this ever-changing world, we need to be innovative, to work as a team and use all our collective strength. We must have the courage to try (and perhaps fail), to learn and

then try again. Only then can we deliver world-class solutions that meet and exceed the needs and expectations of our customers.

I’m very proud of what we have achieved so far. We’re leading the way, but to reach our goals, we need to not only adapt to change. We want to be a driving force in the digital transformation. With Schibsted’s top brands, strong market positions and talented employees, I’m confident that we will achieve our goals. Schibsted is a place where great people, ideas and business meet. Welcome to our world.



**ROLV ERIK
RYSSDAL**
CEO
Schibsted
Media Group

Moving our services to mobile platforms is a natural part of our future. By doing so, we reach more people and reach them more often.

EMPOWERING PEOPLE IN THEIR DAILY LIFE

We believe that the secret to our continued success lies in understanding, truly understanding, the future needs of our customers – all the millions of people that use our various services every day.

This means that we need to know what kind of tools and services people really want and need to make their life easier. What are the drivers when visiting our marketplaces? How do they change behaviour in a mobile setting? How and when do they want to consume news and opinions? What kind of smart services will make their lives easier? How and when do they want to interact with us?

This is equally true for companies that advertise in our media and channels, and partner with us in other ways: we want to empower them through our products and services. To really do this we need to embrace and understand their challenges and strive to offer them flexible solutions.

We express those ambitions in our mission “Empowering people in their daily life” and vision “Shaping the media of tomorrow. Today”. This guides everything we do from our R&D, to new business ventures, recruitment policy and running our every-day business. We also rely on our core values – four statements that guide us on a daily basis:

WE HAVE INTEGRITY Our company is based on a long tradition of independent news, information and transparent marketplaces. Trustworthiness and quality are absolutely essential – people must be able to trust all our products and services.

WE ARE INNOVATIVE We embrace innovation, it's at our core. We always put users' needs first – we go the extra mile. Innovation can be anything from a brilliant new concept to a minor – but no less important – improvement in how we do things.

WE ARE A TEAM We believe in a friendly and open attitude. We also believe in the strength of people and competencies coming together to achieve something great. The companies in our group can reach far better results together than alone.

WE ARE HERE TO WIN We must always strive to be better than our competitors at understanding our customers and markets – that's the key to our continued success. We want to win the hearts of our users.



SCHIBSTED AT A GLANCE

Our strategy to become a global leader within our fields is bold. It consists of three elements that work seamlessly together: Classifieds, Growth and Media houses.

By using the power of our Media houses and combining these with our online classifieds ventures, we are creating great conditions for a strong growth strategy. This gives us an excellent platform to be on

a constant lookout for the next gamechanging breakthrough, great partner companies and exceptional entrepreneurs who have what it takes to manage and lead change in the years ahead.



CLASSIFIEDS

We aim to be a global leader in online classified marketplaces and offer the best solutions and services for our users.

GROWTH

We invest in great entrepreneurs and help scale their businesses locally and internationally by leveraging the Schibsted ecosystem.

MEDIA HOUSES

We are building world class digital Media houses that will shape the media landscape for years to come.

To reach our goals, we need to not only adapt to change. We need to be a driving force within digital transformation.

JUST SOME OF OUR GREAT COMPANIES...			
fotocasa.es			
Done Deal.ie		KUNDKRAFT	
	InfoJobs		
			

			
			
		SvD	
		Tripwell 	
			...THERE ARE PLENTY MORE! PLEASE VISIT SCHIBSTED.COM



EMPOWERING PEOPLE IN THEIR DAILY LIFE

ENGAGING 100 MILLION+ PEOPLE WORLDWIDE

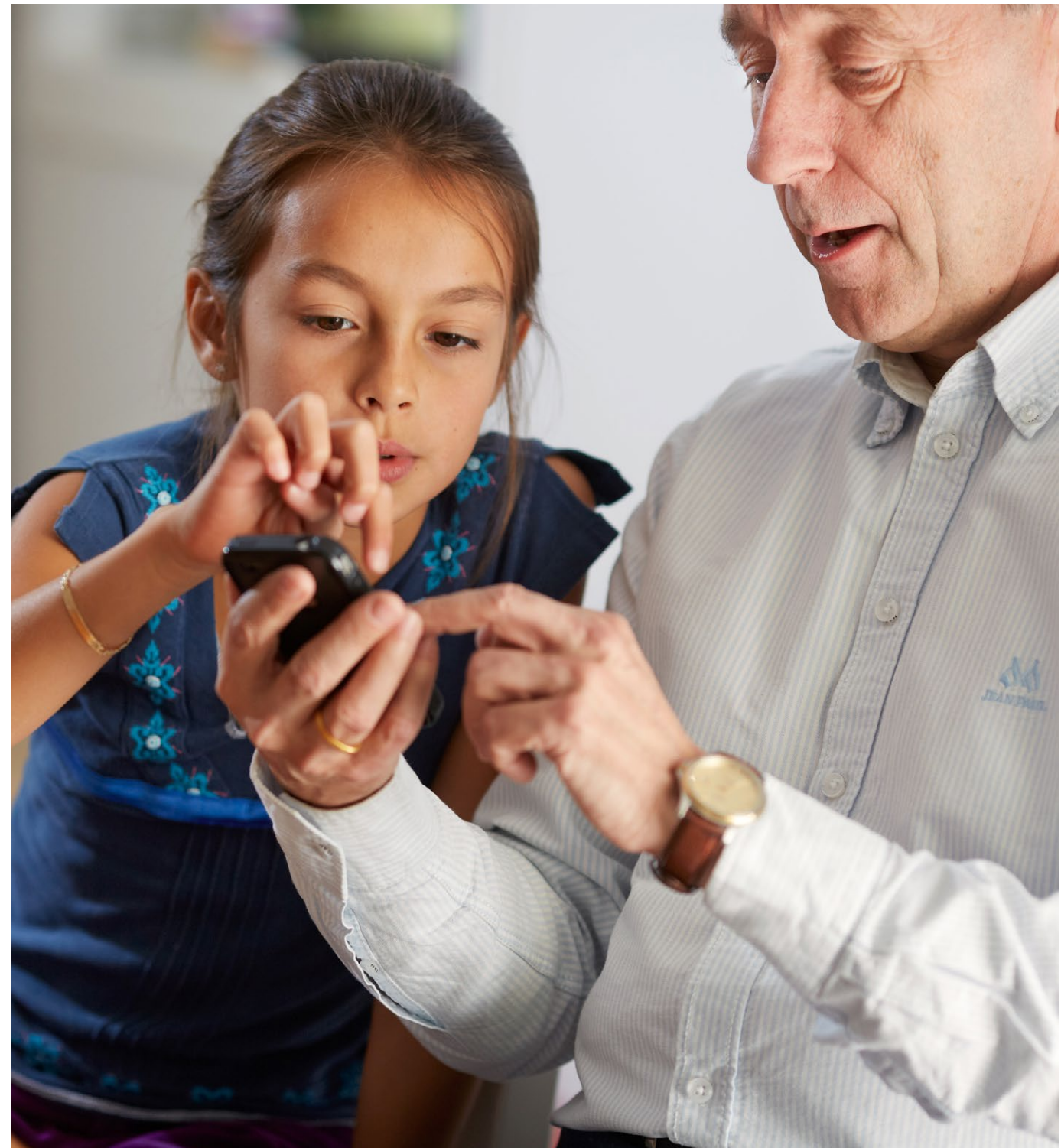
From Mexico to Malaysia, from Brazil to Norway – millions of people interact with Schibsted companies every day. We're meeting our customers' needs with our ever expanding range of smart products and services. Schibsted is increasingly international, and we're not standing still. We're moving forward. Fast.

We ensure that new and old sofas can be sold. News reports are read and watched when, where and how consumers want. Weather reports are checked with quick online services. Carpenters are found through a couple of clicks. TV viewing is planned. Maps and routes are checked. Job seekers and employers are connected. Deals are made. Old cars find new owners. Prices are compared. And the latest fashion is browsed...

These examples are just some of the ways our services empower people in their daily lives. All around the world.

Our international reach means that we have to be sensitive to and understand a diverse group of customers and companies.

Ultimately though, through all this diversity, we provide similar solutions to make everyday life for millions of people a little bit easier, a little bit better. In doing this we are committed to always try to innovate and deliver new, even smarter services that will meet the needs of people today and tomorrow around the world.





WHAT'S
YOUR
IDEA?

We listen. To you, to entrepreneurs, to our employees, to the needs of our users and to the market. What's your idea?

WANTED! GREAT PEOPLE, BIG IDEAS.

Two things are crucial for our current and future success: the right people and the best business ideas. We are proud to have a proven track record of success with both.

Our philosophy is built on keeping an open mind, challenging ourselves and the status quo. The goal is to shape the future of our industry. To achieve this we recruit attitude. If you are driven, ambitious, not afraid of challenges and thrive on finding new solutions, we want to hear from you.

A great idea – a sudden breakthrough – can come from anywhere in the world and anywhere within Schibsted. We strive to be an active and supporting member of startup ecosystems in the markets where we are present, and to build close relationships with entrepreneurs and encourage intrapreneurship. We have a strong, dedicated team that

continuously evaluates new investment opportunities, and helps companies get started and to grow and scale their businesses.

Schibsted Media Group has a global reach with both global challenges and global opportunities. We are constantly looking for great talents to help us challenge the present: Developers in Paris, UX-designers in Stockholm, sales people in Sao Paulo and key account managers in Madrid. Why don't you check out the opportunities we are currently offering? We want to hear from you!

What's your idea?

DO YOU HAVE WHAT IT TAKES?

Our Management Trainee Programme is an important part of our search for great, young talents. We develop you to take on key positions in our companies. Are you ready to challenge us, grow professionally, take a leap into the unknown, and get inspired by our digital future? We want to listen to your ideas.

As a Schibsted Management Trainee, you will constantly be challenged. You will be given four separate placements, in four different companies and have the opportunity to explore four different roles. We can not promise you what the future looks like, but guarantee that you will be challenged and you will grow professionally.

GET READY FOR NEW HORIZONS

You could be a business developer for an online classified service, a journalist at a national newspaper,

an advertising sales rep. at a magazine, a controller at a media house or a business analyst at a jobs site. You can work on strategy, finance or project management, or HR. The opportunities are endless!

As a trainee you will be assigned a mentor who will follow you throughout your traineeship. Our mentors hold key positions in Schibsted. The mentor's role is to support and guide you.

What's your idea?





PARTNERING WITH GREAT ENTREPRENEURS

For over a decade Schibsted has successfully invested in talented teams that are truly passionate about their service, their product and their mission. Together we have built some of Europe's fastest growing digital companies.

Schibsted Growth is the group's vehicle for investing in entrepreneurs and innovative companies with digital products and services.

With an international perspective and a local presence, the Schibsted Growth team invests for the long term in ambitious digital companies that want to change the world. We help founders and winning teams to establish products or services, scale their business, maximise growth and, ultimately, to become market leaders. Locally and globally.

Over the years we have invested in various digital

consumer services, marketplaces, B2B services, financial services and fintech companies. So far we've helped more than 30 companies to get a head-start on their journey to success by leveraging the pooled experience, resources and networks within Schibsted Media Group.

We continuously look for new investment opportunities in companies that create unique value for their users, either by disrupting or digitally transforming traditional industries or defining new ones. Entrepreneurs who we can partner with, and build great companies together with.

CONTRIBUTING TO A BETTER WORLD

Schibsted Media Group's corporate social responsibility is closely linked to our mission of "Empowering people in their daily life", our values and our core business. We believe that we, together with our users, can contribute to a more sustainable society in what we do every day. We define our responsibility as "How we care about our own people and the world around us".

Schibsted's primary social responsibility is to ensure editorial freedom and transparent marketplaces. We contribute to the democratic process and diversity through integrity in the way we act and by standing for editorial independence. We believe in the fundamental role of journalism as a platform for a democratic society.

Schibsted is a major player in the market for recycled products through our online classifieds. Our online marketplaces help extend the life of a range of products, thereby reducing the need to manufacture new products and people to reduce their environmental impact. In recent years, Schibsted has also launched online services that contribute to increased transparency for loans and insurance, giving our consumers greater control of their personal

finances. By conveying innovation we strive to create smart services and sustainable digital solutions that empower our consumers.

All Schibsted outlets and services must maintain the highest standards in quality, responsibility and trustworthiness. We need to earn and maintain all three of these in the eyes of our readers and users of our services, our customers, employees and shareholders, and society as a whole.

Furthermore, all parts of the Group must respect and uphold freedom of expression, religion, sexual orientation, human rights and democratic principles. Schibsted's social responsibility also includes the enforcement of employee rights, environmental protection and sound corporate governance.





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