

Capital Markets Day

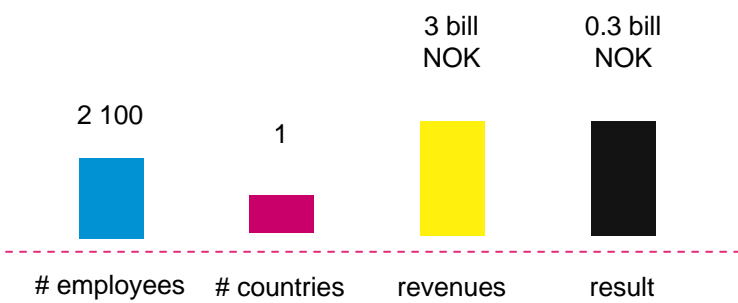
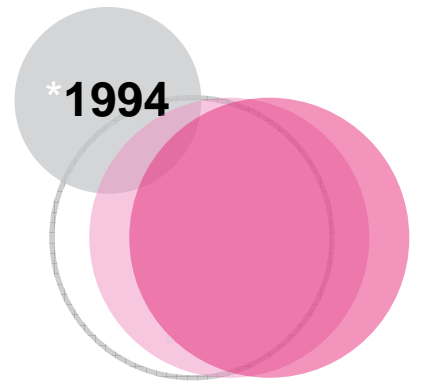
Barcelona 08

Schibsted Strategy

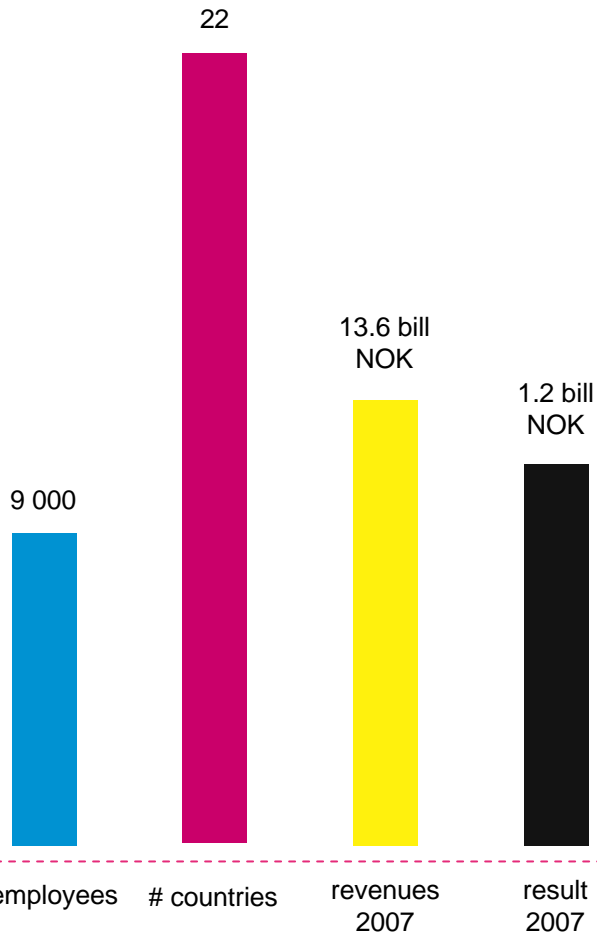
Kjell Aamot, CEO Schibsted

The Schibsted logo features a stylized, ornate letter 'S' in a dark blue color, followed by the word 'SCHIBSTED' in a dark blue, serif, all-caps font. A thin horizontal line is positioned directly beneath the word 'SCHIBSTED'.

“We shall become the leading media company in Scandinavia”



“Schibsted shall become the most attractive media group in Europe”



A media group known through its brands

Brands connected



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

Growth

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

Market and sales

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.

Corporate development

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

Finance

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

A diverse 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 brands and highly qualified employees.

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

To deliver on the vision, Schibsted has three strategies

Media house



Dominate markets

- Optimize benefits within a national market
- Develop new products and brands
- Norway, Sweden, Estonia, Spain, France

Product



Roll out proven products

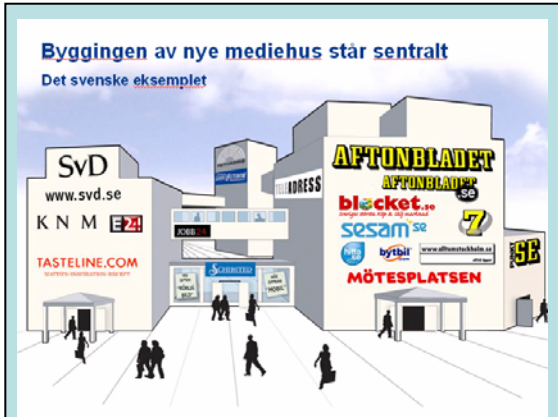
- Export of proven products
- Focus online Classifieds in Europe - SCM

Capability building



Activity continues to been high

Media house



M: NO

metr 

E 24! .fr

Product





mudah.com.my
The marketplace of Malaysia


Capability building

The Vision since 2005

Schibsted will become
the most attractive media group in Europe
through people who dare, who challenge and who create.

	Growth	Market	Organisation	Group development	Finance
Schibsted will become	Europe's most innovative media group, founded on strong brands.	A leading group in Europe in understanding change in media usage and applying this knowledge in developing traditional and new media.	A leading group in Europe in developing talent, leaders, employee and creative organisations embracing continuous improvement.	A group with an open, inclusive culture highlighted by efficient cooperation and strong local entrepreneurship.	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 brands and highly qualified employees.	A listed company giving competitive financial returns based on a sound balance sheet.	



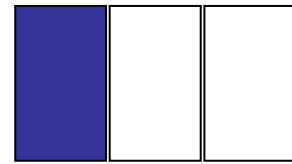


The Mediahouse strategy – building the leading “media mall”

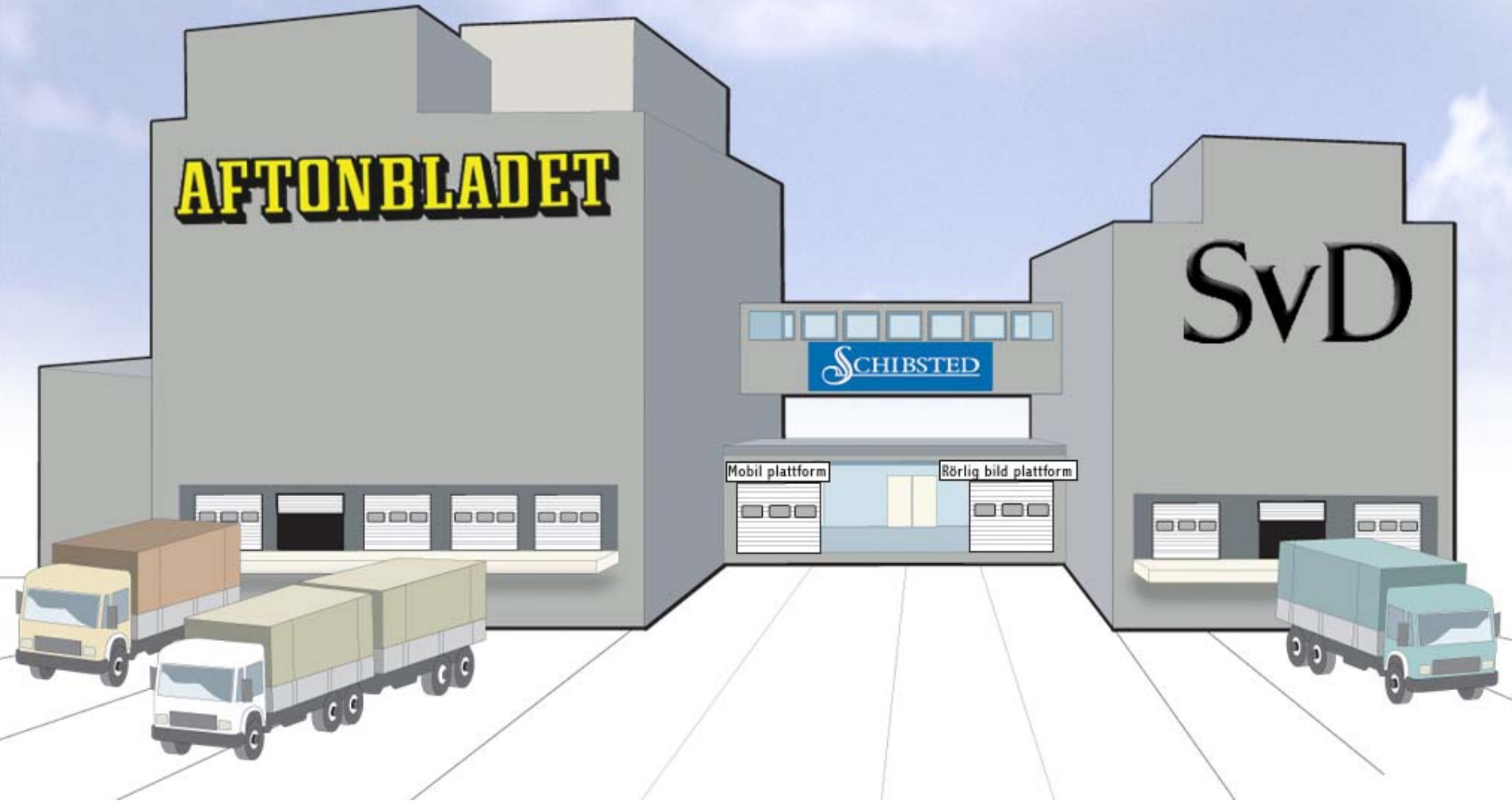


SCHIBSTED

Driving traffic in the “media mall”



Efficiency in the back of the “media mall”



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Media house



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- Develop new products and brands
- Norway, Sweden, Estonia, Spain, France

Product

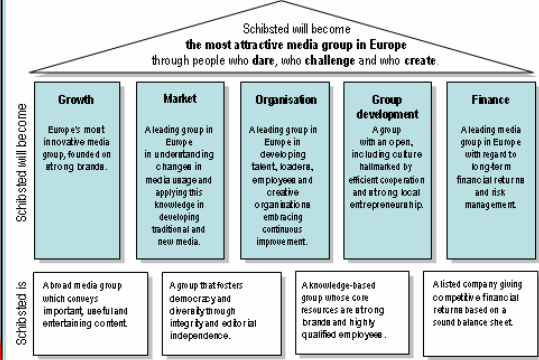


Roll out proven products

- Export of proven products
- Focus online Classifieds in Europe - SCM

Capability building

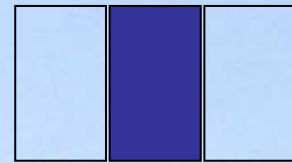
The Vision since 2005



Best skills in Europe

- Synergies across companies and countries
- Build tools and skills for increased effectiveness and innovation

Schibsted Classified Media



segundamano.com.ar

coches.net

Secondamano.it

segundamano.es
La web de anuncios más grande

InfoJobs.com.br
O site de emprego mais eficaz

InfoJobs.net

WILLHABEN.AT

Laboris.net

AUTOFOCO
El medio de mayor ofertas de vehiculos

Annonces
DU BATEAU

InfoJobs.it
Trovare lavoro non è mai stato così facile

subito.it
Vendi e Compra di tutto in Italia

www.SOOV.ee

autoplus

BARCHE.it

LaCentrale.fr

anuntis
segundamano
Especialistas en clasificados

domoplus

bolha.com
tegnogih priloznos

mudah.com.my
The marketplace of Malaysia

Balcão.com

CERCAeTROVA

FotoCasa.com.mx

carabisiac

bytbil.com

701
SEARCHO

PiùCASE.it

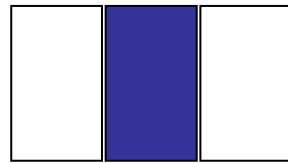
leboncoin.fr

FotoCasa.es



Capital
Markets
Day
Barcelona 08

People need to buy and sell, people need jobs We know how to build the new market places



leboncoin.fr
vendez, achetez, près de chez vous

Leboncoin.fr part d'une idée simple : la bonne affaire est au coin de la rue ! Pour passer ou chercher des annonces, cliquez sur la région de votre choix et trouvez la bonne affaire parmi **2146974** annonces.
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Disposez gratuitement vos annonces

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BEANIE BABY Collection
115 rare Beanie's, mint cond. \$1,400 (707) 539-8902

CASH REWARD FOR BOOKS
Sold in error @ my Gar. Sale Sat. 7/22, Talbot Ave. Pls help! Husband's loved coll 527-8660

419
MODERN collectible dolls/200

ebay International Sign in/register

monster Visit our hiring center

23140 Items found in: Apple iPod, MP3 Players

Item Title	Price	Buy It Now
NEW! 2ND GEN MP3 MUSIC MP4 VIDEO PLAYER + FREE GIFTS	\$99.99	\$12.99
NEW! 2ND GEN MP3 MUSIC MP4 VIDEO PLAYER + FREE GIFTS	\$99.99	\$12.99
NEW! 2ND GEN MP3 MUSIC MP4 VIDEO PLAYER + FREE GIFTS	\$99.99	\$12.99

La Centrale.fr Voiture Moto Accessoire Bateau

Le n°1 du véhicule d'occasion - 151815 annonces voiture occasion / moto occasion

Vendre
Offre spéciale !
Pour les voitures de moins de 4 500€
Votre annonce à **9€**

Nos occasions
ALFA ROMEO, AUDI, BMW, CITROEN, FIAT, HONDA, MERCEDES, NISSAN, PEUGEOT, SEAT, SKODA, TOYOTA, VOLKSWAGEN, etc.

Nouveau !
Trouvez facilement les véhicules équivalents



5-4 WHEEL CAMPER
FOR SALE
LOT WITH HANDFEED
COME DOWN
SEE 3/17
\$2500 LOT
330-858
7951
1401
723 4039

InfoJobs.net 186.514 Puestos vacantes / 63.855 Ofertas de Empleo

Buscar trabajo
Palabra clave (Opcional, vígalo?)
Inactividad (Toche)
Categoría (Toche)
Subcategoría (Selección antes una categoría)

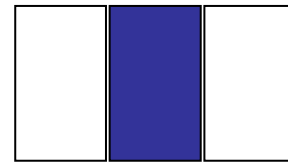
Candidatos
¿Eres nuevo en InfoJobs.net?
Date de alta gratis
Recibe ofertas de trabajo, revisa tu currículum y tus candidaturas
Acceso candidatos

Empresas
En InfoJobs.net accedés a la mejor bolsa de CV
Insertad ofertas de trabajo y gestionad los procesos de selección
Área empresas

Logos of companies: Intel, Prosegur, Audi, GAMI, CC, Green, ATEM, Unisono.



We have leading positions in Europe



Site	Market position	Unique monthly visitors
------	-----------------	-------------------------

Spain

InfoJobs.net

No. 1 recruitment

3.1 million



No.1 generalist classifieds

2.7 million

coches.net

No. 1 cars

0.8 million

FotoCasa.es

No. 1 real estate

1.1 million

Laboris.net

No. 4 recruitment

0.6 million

Austria



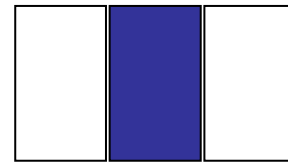
No. 1 in generalist classifieds
and growing in Real Estate
and Car verticals

0.8 million






SCHIBSTED

We have leading positions in Europe (2)






Site	Market position	Unique monthly visitors
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France

C&BM		#1 car classifieds	2.2 million
		#1 car car content	1.2 million
		No. 2 general merchandise	1.2 million

Italy

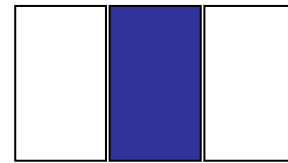
		No. 1 in recruitment	1.1 million
		No. 1 general merchandise	2.0 million
		#2/3 in cars /real estate	1.0 million

Belgium

		No. 1 in general merchandise	0.2 million
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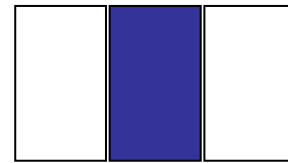
The strategy is to be #1 in each segment



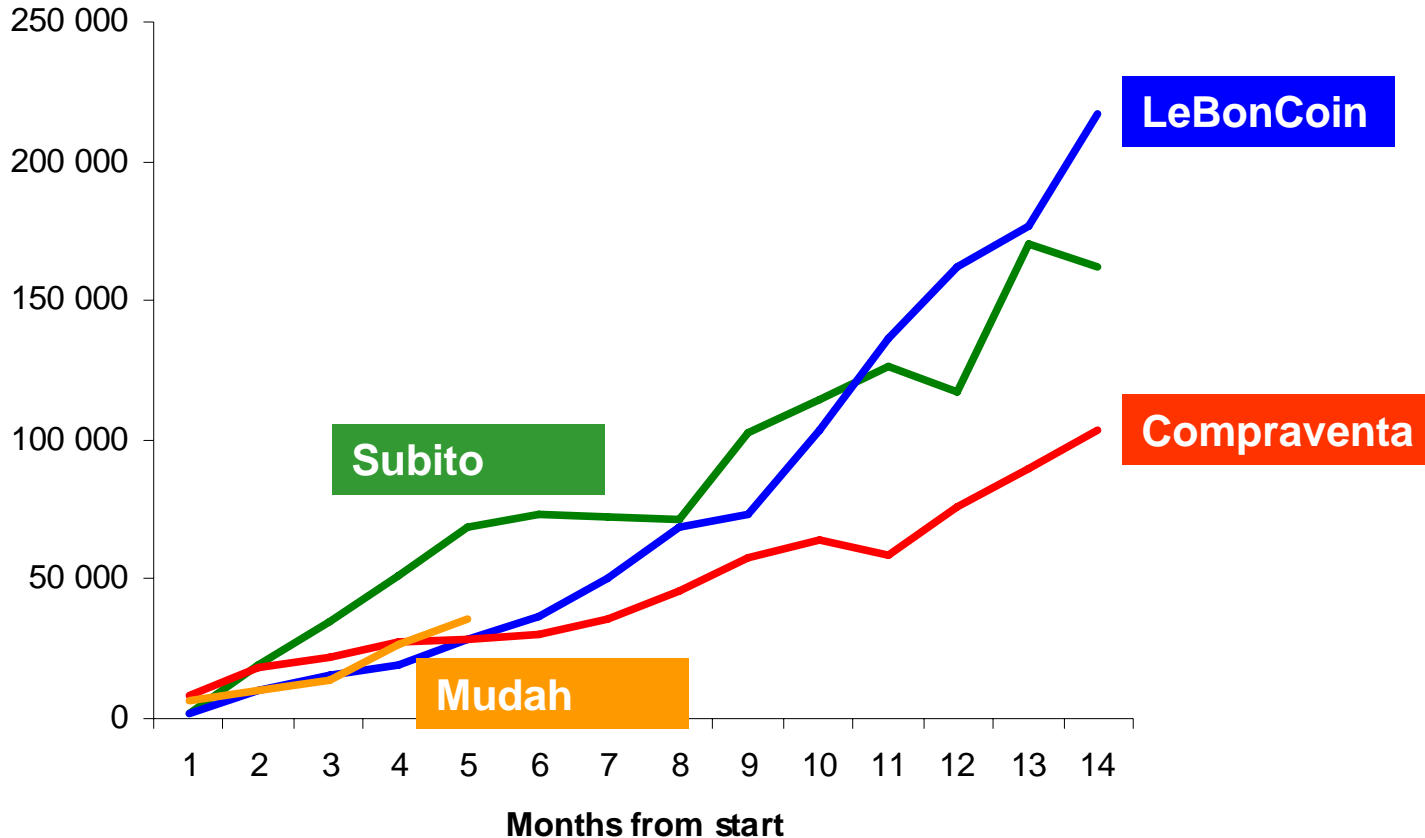
	<u>Cars</u>	<u>Real Estate</u>	<u>Jobs</u>	<u>General merchandise</u>
Norway	# 1	# 1	# 1	# 1
Sweden	# 1			
Spain	# 1			
France	# 1			
Italy	# 3			
Austria	# 3			
Slovenia	# 1			
Estonia		# 3		# 3
Lithuania	# 1	Just started		Just started
Belgium (Flanders)	# 1			# 1



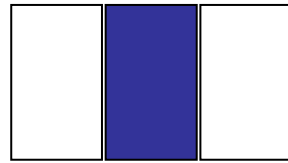
We now feel confident we can do this



Development of average number of unique IP addresses per day since launch

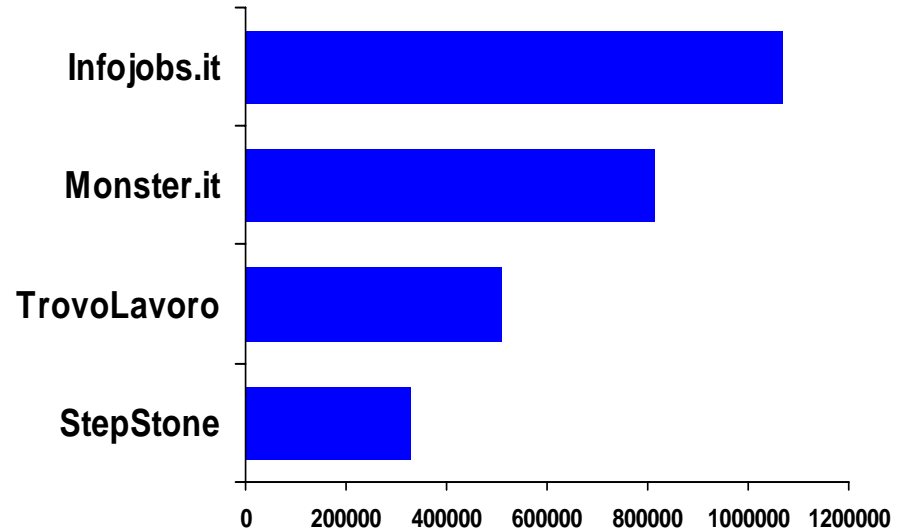
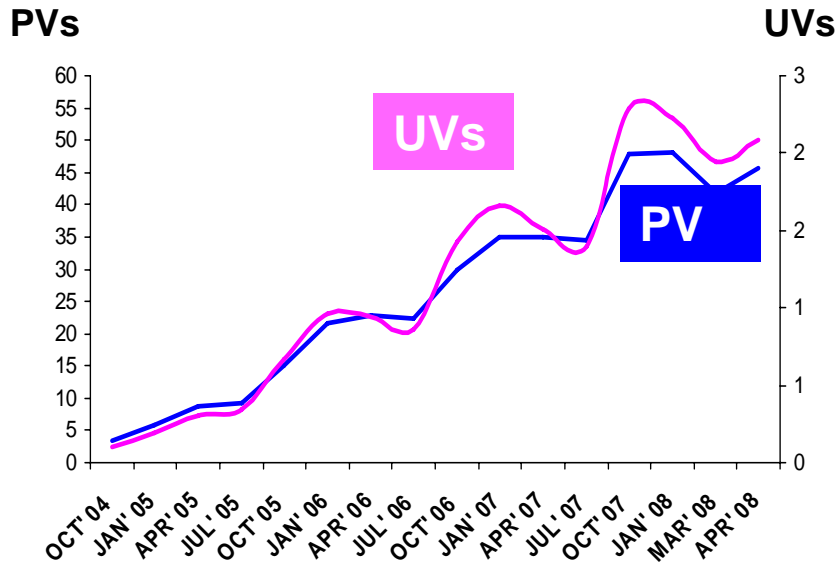


Infojobs Italy has shown ability to rapidly grow to leading position based on greenfield



Strong traffic growth IJ Italy (UV/PV per month in millions)...

... leading to #1 position in usage (UMV/Month, Nielsen Netratings)



Sources: WEBTRENDS LOGs until August 2006
 Google Analytics since September 2006
 UMVs: Nielsen NetRatings



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

Schibsted will become

Growth

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Market

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Product



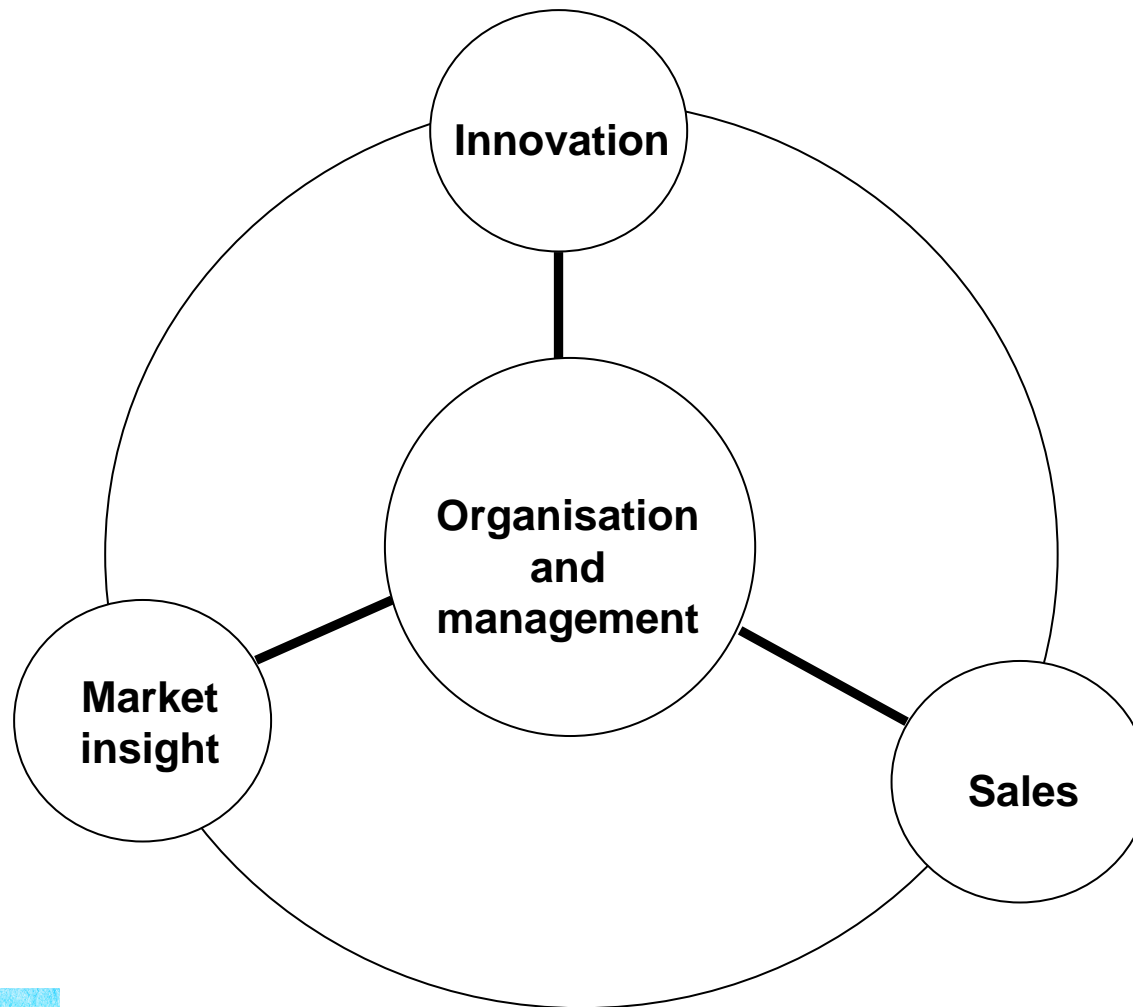
Roll out proven products

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Capability building

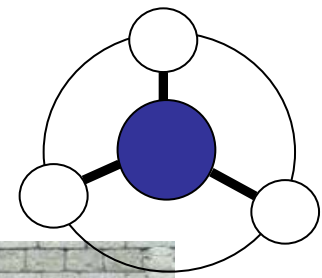


Our vision from a capability perspective



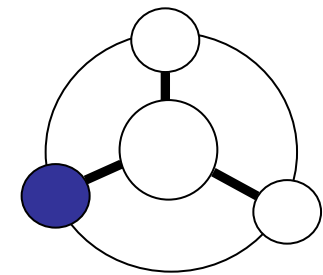
Great Place to Work

What is it like to work in Schibsted?



Great Place to Work gives us many answers and helps organisations to improve.

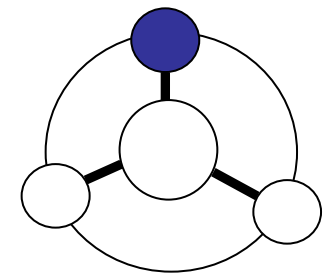




“Being inefficient is not the biggest threat for corporations, but being irrelevant.”

Gary Hamel

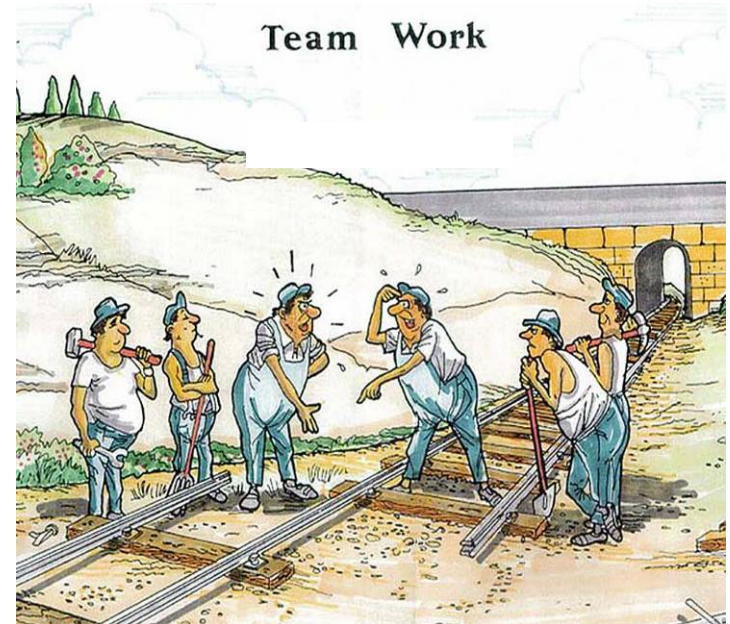
You must put discipline into collaboration!



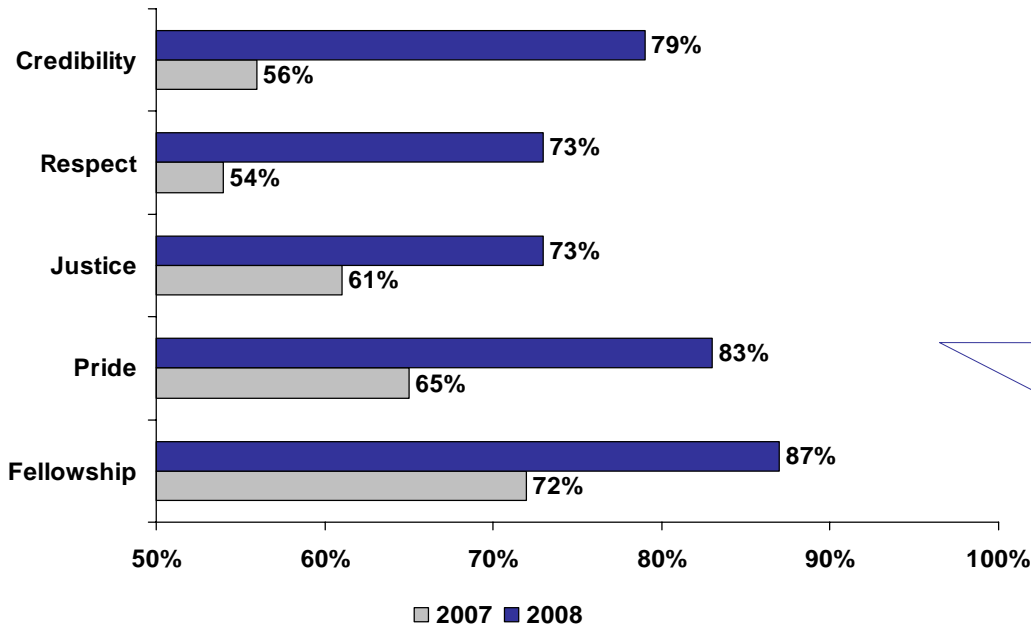
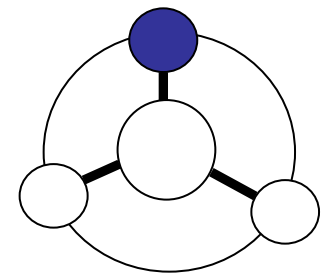
Collaboration can get great results.....



...Provided you have the discipline



Continuous improvements: Employee satisfaction increased dramatically



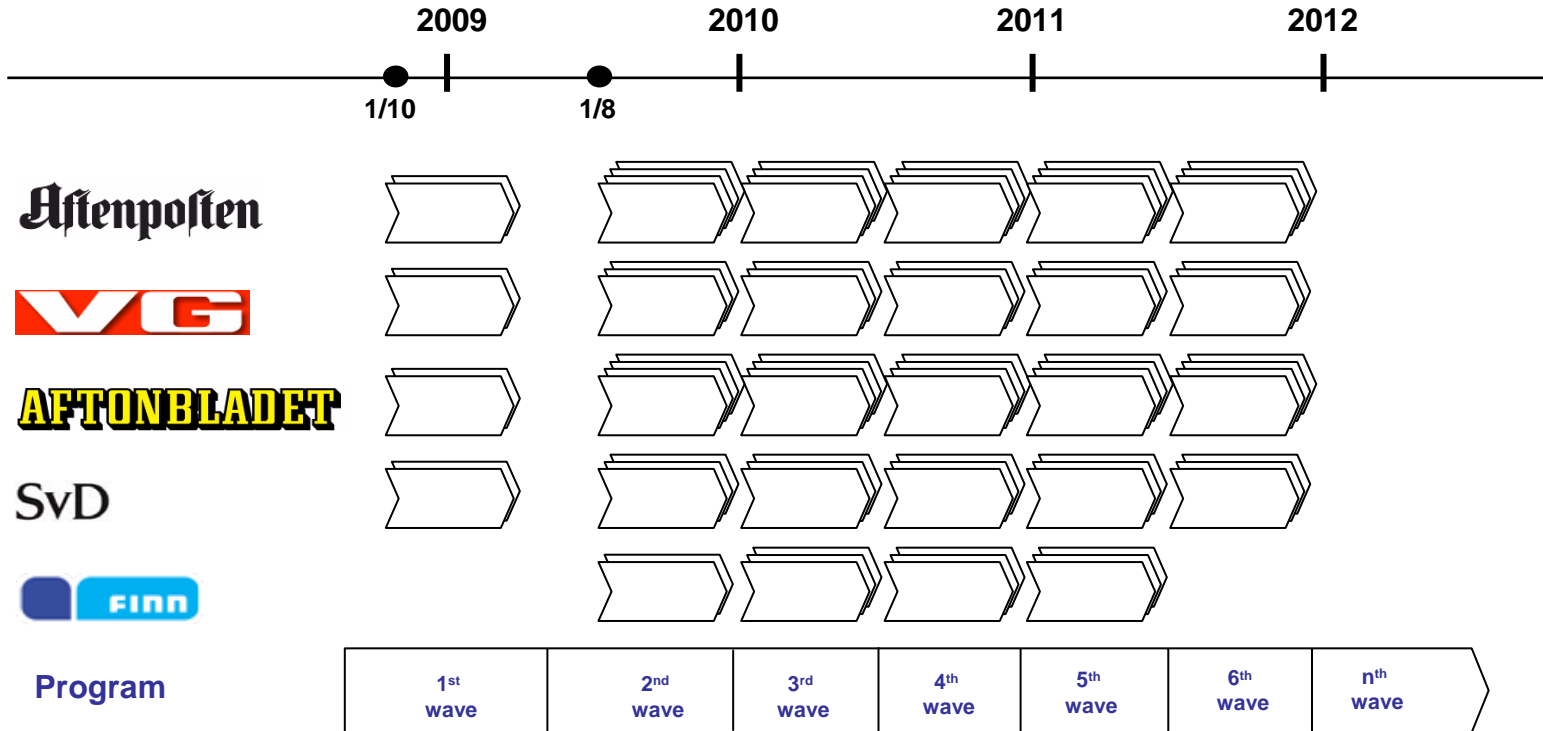
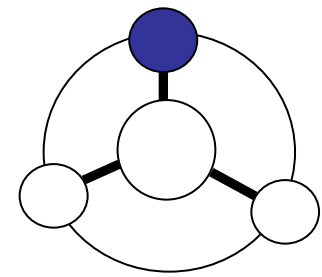
"..Jens-Petter (Ad production director) is brave, and it is flattering that he has this much belief in us"

"Part of the goal of this project is that the employees will receive the opportunity and means to improve their own working day"

"This time we really believe that something is going to happen"

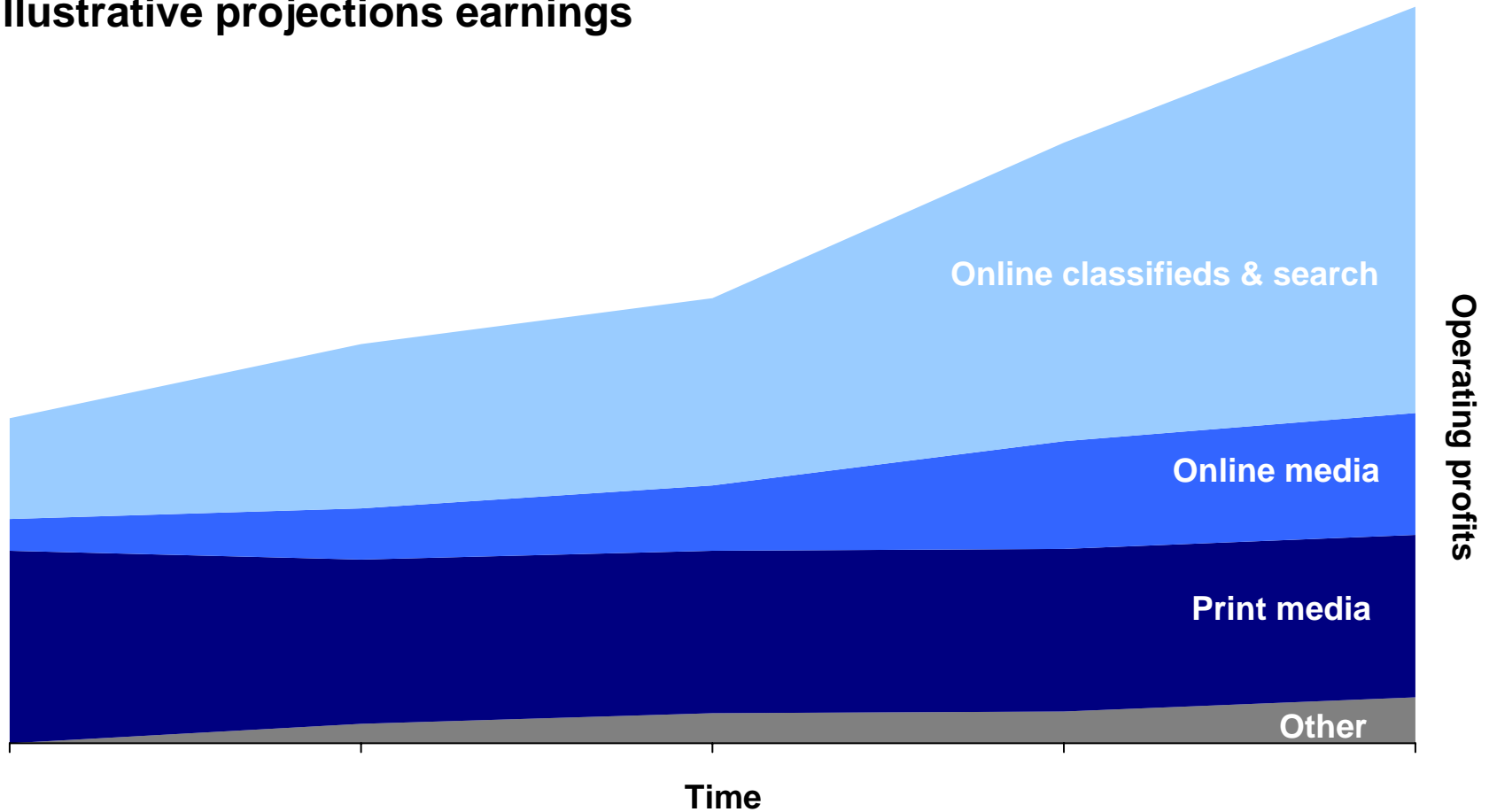


We have established a plan for how to ramp-up



In sum we think this strategy will drive strong growth, especially in online classifieds

Illustrative projections earnings



Schibsted strategy summary

- There is a **fundamental growth challenge in the newspaper** business model – Schibsted has managed to find new areas for growth in online
- Today, Schibsted has **three strategies for value creation**
 - Mediahouse, Product, Capability building
- Over the coming 3-5 years, **the product strategy will probably create the most value** for Schibsted with focus on online classifieds
- At the same time, Schibsted needs to **reinvent the core newspaper** business model and **continue to build European best practice** capabilities
- The three strategies **strengthen each other**, if executed and balanced correctly, they do not work against each other



'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



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SCHIBSTED