Gannett Co., Inc.
Forward-looking Statements

Certain statements in this presentation may be forward looking in nature or “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. The forward-looking statements contained in this presentation are subject to a number of risks, trends and uncertainties that could cause actual performance to differ materially from these forward-looking statements. A number of those risks, trends and uncertainties are discussed in the company’s SEC reports, including the company’s annual report on Form 10-K and quarterly reports on Form 10-Q. Any forward-looking statements in this presentation should be evaluated in light of these important risk factors.

Gannett is not responsible for updating or revising any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. This presentation also contains a discussion of certain non-GAAP financial measures that Gannett presents in order to allow investors and analysts to measure, analyze and compare its financial condition and results of operations in a meaningful and consistent manner. A reconciliation of these non-GAAP financial measures to the most directly comparable GAAP measures can be found in Gannett’s publicly available reports filed with the SEC, all of which are available through the investor relations portion of our website.
Investor Day

GANNETT

FEBRUARY 22, 2012
Returning
Our Great Company
to Growth
Delivering Shareholder Value in the Digital Age
Hometown Advantage
# Brand Advantage

## NATIONAL
- careerbuilder.com
- USA TODAY
- ArmyTimes
- AirForceTimes
- NavyTimes
- NurseWeek
- MarineTimes
- ShermansTravel
- apartments.com
- HomeGain
- HomeFinder
- Reviewed.com

## LOCAL
- Enquirer Media
- 9NEWS
- Del Sol Media Partnerships
- Journall of Local Media Network
- LSJ Media
- TNC Media
- Tennessee Media Group
- News Tribune
- Knoxville News Sentinel
- Coloradoan Media Group
- Republic Media
- FreePressMedia

## MARKETING SERVICES
- Gannett
- DealChicken.com
- pointroll
- shopLocal
- Clipper Magazine
- 1100

---

**GANNETT**
150,000 small/medium businesses

21 million viewers

3 out of 4 adults each of our markets

5,000+ journalists

71 million unique website visitors

470 million Mobile pageviews

12 million readers per day

~$140 billion local ad market

100+ communities
Financial Advantage
Ongoing Commitment to Strong FCF
GENERATED SUBSTANTIAL FCF EVEN DURING RECESSIONARY TIMES

$775 MILLION in 2011

FCF is defined as CFFO less capex plus cash from (to) investments plus any voluntary pension contributions
Source: Company financials
Blueprint for Growth

Enhancing the core

Building new businesses

Optimizing assets

Purpose
To Serve The Greater Good
Enhancing the Core: Stabilize Publishing
Life Happens Locally

Local news has power. Local news, after all, is the news that actually affects your life.

Your world is local.
Redefining Local News

Reorganize Information Center around consumer passion points

Be Everywhere consumers are

Charge for Content not delivery
Enhancing the Core: USA TODAY
Growing the Core: Broadcast
Across 23 stations in 19 markets
Reach 1-in-5 Americans
Growing the Core: Diversified Digital

21 PERCENT
Growing the Core: Diversified Digital

over $1 BILLION
Building New Businesses

High Potential
Growing Markets

Leverages Hometown & Brand Advantage
Building New Businesses
Building New Businesses: USAT Sports Media Group
Building New Businesses: Local Digital Marketing Services
Cost Management and Asset Optimization Strategy

Getting everything we can out of every asset we have.
Driving **Sustainable Growth** And Profitability

**REVENUE GROWTH**

+2-4%

2011 - 2015

Note: NIBT Margins – Point estimate at end of period. Revenue growth – percentage growth.
Our Plan is Deliberate & Doable

And We Will Deliver
What Does That Mean To You
Our Shareholders?
Capital Allocation Strategy
DELIVERS ATTRACTIVE SHAREHOLDER VALUE

**DIVIDENDS**
150% increase in dividend to $0.80/share/year

$1.3+B returned to shareholders by 2015

**SHARE REPURCHASE**
Authorization of $300MM of buyback over 2 years

**FINANCIAL DISCIPLINE**
Dividends/share repurchases funded from FCF
Maintain strong credit profile

**M&A STRATEGY**
Pursue modest level of "bolt-on" acquisitions
No material acquisitions expected
Our Three Advantages

Hometown Advantage  
Brand Advantage  
Financial Advantage
Enthusiastic About
Gannett’s Future
MOTIVATED, ACCOUNTABLE & CONFIDENT
Stabilizing Community News
Stabilize Publishing
Redefine Local News

- Reorganize Information Center around consumer passion points
- Be Everywhere Consumers are
- Charge for Content not delivery
Built Model Around Consumer Passions and Watchdog Journalism
Interviewed Thousands of People
Targeted Ad Campaigns
Content Available Where Consumers Want It
New subscription models that charge for content, not delivery

- Full Access 7-day
- Full Access Multi-day
- Full Access Sunday
- Full Access Digital Only

Pick the one that’s right for you...
New Model Launched in Six Markets
80 Markets By Year End
Initial Feedback **Is Good**

"I love this. This is a big, bold play that takes a lot of guts."

VP of Marketing
Avera Health
ADVERTISER
I like that everyone is paying for what I have been paying for.

Subscriber reaction recorded by call center
LAFAYETTE, IN
Initial Feedback Is Good

“I can’t wait. How, where and when can the dealerships expect to see tablet ad positions?”

Co-owner, Billion Automotive responding after downloading the IndyStar.com tablet app on his iPad
Key Metrics
TO MEASURE OUR SUCCESS

Subscription
REVENUE GROWTH
25%+

Sunday Home Delivery
CIRCULATION GROWTH
1% – 3%

Subscriber
GROWTH
1% – 3%
Will Stabilize Community Publishing

$100M+

incremental annual earnings in steady state, with potential to grow
Stabilizing Community News
Strong Starting Point

USA TODAY
Challenging
The Status Quo

1-in-7 Americans
engage with
USA TODAY every day
USA TODAY hopes to serve as a forum for better understanding and unity to help make the USA truly one nation.

Al Neuharth
1982
Opportunity To Improve
USATODAY.com
Average monthly unique visitors (Millions)

33

Average time spent/month/visitor (in minutes)

30

23

8

14

10

Note: Average monthly uniques is for all sites and affiliates
Source: ComScore, January 2012
Opportunity To Improve
USATODAY.com
Average monthly unique visitors (Millions)

65
Yahoo! News
20

54
CNN
27

23
USA Today
8

Average time spent/month/visitor (in minutes)

Note: Average monthly uniques is for all sites and affiliates
Source: ComScore, January 2012
Redefining Browser Experience

Protests in Greece erupt in violence as austerity vote passes

By Rick Hampson, USA TODAY

A stun grenade exploded in the hand of a Greek riot policeman, severing a finger. Police and demonstrators ceased combat and pursued the dazed—wounded officer, uniting in a frantic search for the missing digit.

They found it. The finger was rushed off to a hospital, where doc- tors reattached it to the injured man. The brief scene of solidarity, witnessed by an Associated Press photographer, was one of many twists in a wild drama on the streets of central Athens Thursday.

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Next Gen Tablet App: Build On Success
USAT Sports
Media Group
Major Force In Travel

#1 HOTEL DISTRIBUTION, STRONG RELATIONSHIPS, MARQUEE PARTNERS

HOTEL DISTRIBUTION
- ~20k individual hotel customers
- ~500k copies/day to guest doors

MARQUEE PARTNERSHIPS
- 1M copies/day to travel consumers
- 5 major airline customers
Highly Valued By Consumers

More than 70 percent of frequent travelers look forward to receiving USA TODAY in their hotels.

Travelers prefer USA TODAY 2:1 as their news source vs. national competitors.
What Travelers Want

• “All-in-one” offerings:
  • National news, hyper-local travel information
  • Entertainment offerings on same platform

• Connect to people through Mobile/digital:
  • Platform to platform
  • Relevant to where I am and where I’m from

• Ways to customize and personalize their experience
Broadcasting
Broadcast On A **Sustainable Growth Trajectory**

Positive 2012 Near-Term Outlook

Great Engaging Content

Strong Local Brands

Deep Local Relationships
2012 Promises To Be A Very Successful Year

GROWTH in Auto
2012 Promises To Be A Very Successful Year

GROWTH in Auto

SUPER BOWL on NBC Stations
2012 Promises To Be A Very Successful Year

GROWTH in Auto

SUPER BOWL on NBC Stations

SUMMER OLYMPICS
2012 Political Advertising
2012 Retrans Agreements

**REVENUE AND MARGIN GROWTH**

- Expanding revenue source
- Capture upside as subscriber fees align with viewership
- Flow 100% to bottom line
- Network affiliation agreements extend to 2014 – 2017
The **Future** of Broadcast

- Unique local and national content
- NFL contracts extended to next decade
- Olympics on NBC extended to next decade
- Local stations stand out as reach vehicle for brand advertisers
Changing the way local news is done
Consumers are responding positively
Digital Growing Fast
The Future: Social Media
The Future: Local Marketing

$260,000  $230,000
The Future
NEW PRODUCT INNOVATIONS
The Future
LEVERAGE OUR LOCAL RELATIONSHIPS
Broadcasting
Digital Strategy
Gannett Digital

Product Development & Shared Services

- Websites
- Mobile Sites
- Mobile apps
- Tablet apps

81 Newspapers

USA TODAY

23 Television stations

- Publishing Platforms
- Content Management Systems
- Advertising Systems
- Asset Management
Enable our 5,000+ journalists

**Handheld technology for the front-line**
- iPhones
- Handheld video mounts
- Microphone kits
- Lightweight notebooks

*In local publishing markets*

**New digital production capabilities**
- Digital workstations for creation of multimedia content
- 1-3 iPads per market for reporter/editor use

**Unified view tools**
- Standardized tools
- Linked to legacy systems
- Multi-platform asset management
- Flexible, easy-to-use storytelling templates
Integrated multi-platform digital publishing

Unified view tools for budgeting, creation/editing of stories, video, user-generated content, social

- Video production center, hosting
- Print and digital packaging/publishing
- Broadcast on-air publishing system

Simplified, standardized pre-processing tools

Simple archive, APIs, flexible temples

Asset management
Video Production Center
Sales Operations
Product Development
Relaunch framework

Interaction Model: Full Carousel Exposed / Zoomed Out

Interaction Model: Zoomed In
User Experience

Brad Pitt is back

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Quisque et elit lob. sit amet mattis diam, nec dignissim nibh laoreet pedes.
User Experience
User Experience

In a movie, how many times can a 6-round revolver be shot without reloading?
User Experience
User Experience
User Experience
Product Development: Mobile Products
Kindle Fire

Customer Reviews

121 Reviews

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>5 star</td>
<td>(95)</td>
</tr>
<tr>
<td>4 star</td>
<td>(18)</td>
</tr>
<tr>
<td>3 star</td>
<td>(6)</td>
</tr>
<tr>
<td>2 star</td>
<td>(0)</td>
</tr>
<tr>
<td>1 star</td>
<td>(2)</td>
</tr>
</tbody>
</table>

Average Customer Review

⭐⭐⭐⭐⭐ (121 customer reviews)
User Experience
Digital Partnerships
Marketing Strategy
Objectives

MARKETING
Growth Driver

4. Generate better financial performance
3. Drive innovation
2. Better meet needs
1. Inspire and energize
SERVE THE GREATER GOOD
The ultimate reason we exist; beyond pointing out the issues to actively participating in solving them and making life better.

To serve the greater good of our nation and the communities we serve.

COMMUNITIES WE SERVE
Includes all stakeholders: employees, advertisers, consumers; communities of interest, geographical communities, national community, shareholder community
Serving Our Communities
Powerful Brands
Partnership with AMEX

Small Business Saturday achieved unprecedented success in 2011 and we are grateful to (the) team at the Gannett Company for the significant role you played in that success.

Susan Sobbott
PRESIDENT, AMERICAN EXPRESS OPEN
National Reach Neighborhood Impact
Q&A
Accelerating Gannett's Growth
History Of Successful Adjacent Businesses
Accelerating Our Growth

**Brand Advantage**
- USA TODAY
- careerbuilder.com
- Army Times
- HomeFinder.com
- captivate NETWORK
- cars.com
- USA TODAY MOBILE
- NURSE.com
- PLANET DISCOVER
- quadrantONE

**Hometown Advantage**
- Clipper Magazine
- Freep.com
- pointroll
- azcentral.com
- 11Alive.com
- Democrat and Chronicle media group
- The Des Moines Register
- shopLocal
- KSDK
Accelerating Our Growth
THROUGH TWO NEW BUSINESSES

USA TODAY
SPORTS MEDIA GROUP

DIGITAL MARKETING SERVICES
Vision
LEADING CROSS-MEDIA SPORTS PLATFORM

• Top 5 digital sports property
• Fair share of top 100 sports advertisers' spend
• Elegant integration of local and national content
• Employ a syndication model to be disruptive
• Acquire scale, content, distribution where accretive
• Assemble best talent in sports media
• Establish strategic relationships
A Formidable Sports Legacy

30 year relationship

46M audience across all platforms

2X more visitors click Sports than next vertical on usatoday.com

34 national sports reporters
Local Is “The New Black”
GANNETT LOCAL PROPERTIES

Broadcast Group

23 local sports broadcast stations and related websites
23 regional television production studios
46 on-air sports personalities
Dozens of video editing bays
Local Is “The New Black”
GANNETT LOCAL PROPERTIES

82 U.S. daily newspapers and related websites
300+ local newspaper sports editors
50+ local sports columnists
Local Is “The New Black”

GANNETT LOCAL PROPERTIES

#1 high school sports web property serving over 7,000 High Schools as partners

Screens in top 25 markets – office elevator display network
Commanding Presence Nationwide

HOMETOWN COVERAGE
- 3 of next 4 Final Fours
- Next 3 Super Bowls
- Kentucky Derby
- Indy 500
College Coach Piece Across Gannett

COACHES AND POWER

How much is too much?

When a coach's influence crosses the line

Brees, Brady eye yardage mark, high seeds

Shifting strategy fails to energize Sears

BALANCE of POWER

Major universities face challenge of keeping iconic coaches under control

COACHES VS. COLLEGES

Scandals at Penn State, Ohio State, etc. cause schools to question checks and balances
Enhance Our Growth

US PRESSWIRE

• Leading sports photography wire

• Primary source of sports images (vs. AP) across Gannett

• National/local coverage

• Commercial opportunities with leagues

• Significant B-to-C opportunity
Enhance Our Growth

MMA JUNKIE

- Over 12 million page views per month
- Expanding coverage of rapidly emerging sport
- Attract younger audiences
- Second most popular spectator sport among men 18-25
Enhance Our Growth

BIG LEAD SPORTS

- Over 17 million audience
- Best-in-class, independent unique content
- Servicing passionate vertical fan base
- Fantasy Sports
  - 100 sites
  - 500,000 subscribers
HighSchoolSports Relaunch
TOP DESTINATION FOR THE HIGH SCHOOL AUDIENCE

• Currently serving **over 7,000 high schools**

• **Adding** scores, social platforms, enhanced photo and video tools to better serve teens

• **Enhancing content on training, nutrition, instruction**

• Establish event marketing extensions and broadcast partnerships

• **Re-launching in Q2 with intent to dominate space**
Top 5 Sports Sites

TOTAL SPORTS AD SPENDING TO DOUBLE BY 2015 - $1.5B MARKET

$200M 2015
projected mean revenue for top 5 players

$150M

$100M 2010
estimated mean revenue for top 5 players

$130M

$100M

$75M

$75M

Source: Sports Business Journal
Top 5 Sports Sites Unique Views

WITH ACQUISITIONS, USA TODAY SPORTS ALREADY THERE

60M monthly uniques

53M

30M monthly uniques

43M

38M

32M

20M

19M

Source: December 2011 ComScore data
Key League Partnerships
Progress: USAT Sports Media Group Team

Tom Beusse
President USAT Sports Group

- Peter Lazarus
  SVP Sales
- Dave Morgan
  SVP Content, Editor in Chief
- Merrill Squires
  SVP Sports Marketing
- Jonathan Marshall
  SVP Business Development & Strategy
- Ross Schaufelberger
  SVP Sports Operations
- Mark Kortekaas
  SVP Digital Prod and Dev
**Significant Progress Toward Our Goals**

- **Top-5**
  sports property

- **Creating**
  a true 24/7 organization

- **Leveraging**
  USA TODAY brand across all Gannett assets

- **Expanding**
  our content and distribution through accretive acquisitions

- **Establishing**
  key strategic partnerships
## Our Metrics for Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>2011</th>
<th>2015 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>ComScore Rank</td>
<td>#17</td>
<td>Top 5</td>
</tr>
<tr>
<td>Monthly unique visitors</td>
<td>5 million</td>
<td>35 million</td>
</tr>
<tr>
<td>Avg visits per day per unique</td>
<td>1.2</td>
<td>6.0</td>
</tr>
<tr>
<td>Time spent per visit</td>
<td>2.5 minutes</td>
<td>6.0 minutes</td>
</tr>
<tr>
<td>Top 100 sports advertisers</td>
<td>20</td>
<td>75</td>
</tr>
<tr>
<td>Revenues</td>
<td>$100 million</td>
<td>$300 million</td>
</tr>
</tbody>
</table>
Winning In Local With Digital Marketing Services
Grow Leadership in Local WITH DIGITAL MARKETING SERVICES

DOMINANT IN OUR MARKETS

USA TODAY
A GANNETT COMPANY

THE ARIZONA REPUBLIC
azcentral.com

9 NEWS NOW
WUSA9.COM
Grow Leadership in Local
WITH DIGITAL MARKETING SERVICES

DOMINANT IN OUR MARKETS

A GANNETT COMPANY

MARKETING SERVICES

- Deals
- Digital Coupons
- Social Marketing
- SEO/SEM
- E-mail Marketing
- Loyalty programs
Local Marketing Spend Shifting
FOLLOWING CONSUMERS TO DIGITAL

US Local Media Spend (In $B)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Digital</th>
<th>Traditional</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$137.2B</td>
<td>20.0</td>
<td>117.2</td>
</tr>
<tr>
<td>2015</td>
<td>$149.4B</td>
<td>37.9</td>
<td>111.5</td>
</tr>
</tbody>
</table>

+14% Digital
-1% Traditional

US Forecast Growth Rates

- Deals: 37%
- Social: 55%
- Search: 11%

Note: Numbers are rounded.
Source: BIA Kelsey U.S. Local Media Forecast Nov 2011
## Fragmentation and Complexity of Offerings

<table>
<thead>
<tr>
<th>SEM/SEO</th>
<th>EMAIL MKTG</th>
<th>SOCIAL MKTG</th>
<th>DASH-BOARD DISPLAY</th>
<th>MOBILE SERVICES</th>
<th>WEBSITE &amp; APP CREATION</th>
<th>BUSINESS LISTINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>QuinStreet</td>
<td>Constant Contact</td>
<td>Sprinklr</td>
<td>datalogix</td>
<td>placecast</td>
<td>Echo</td>
<td>Yext</td>
</tr>
<tr>
<td>orangeSODA</td>
<td>AWeber</td>
<td>BUDDY MEDIA</td>
<td>IAPONIX</td>
<td>admob</td>
<td>Realtime Media</td>
<td>Manta</td>
</tr>
<tr>
<td>acquisio</td>
<td>emma</td>
<td>BLiNQ MEDIA</td>
<td>Google Analytics</td>
<td>mojiva</td>
<td>intuit</td>
<td>Merchant Circle</td>
</tr>
<tr>
<td>Kenshoo</td>
<td>benchmark email</td>
<td>TBG</td>
<td>CLICKFUEL</td>
<td>PlaceIQ</td>
<td>one blub media</td>
<td>Network Solutions</td>
</tr>
</tbody>
</table>

Gannett
Marketplace Confusion & Churn

FRAGMENTATION OF DIGITAL SPEND

35+ CALLS PER MONTH SELLING DIGITAL PRODUCTS/SERVICES

Confusion + lack of differentiation + minimal transparency = High SMB churn

Source: Forrester, BIA/Kelsey
Gannett’s Unfair Advantage

Products

Clients

Digital Sales/Service

Trusted Relationships

Gannett Local

Priceless
A Partnership for Success

BROADCAST AND GANNETTLOCAL
Build-Buy-Partner One-Stop Shop

- Coupons & Deals
- Social media marketing
- Differentiated offering
- Foundation
- SEM, SEO, Websites, e-mail
Winning in Local

CONSUMER

Hometown Advantage

Brand Advantage

MERCHAND
Three Key Outcomes

EVOLVE PRODUCT MIX

GROW MARKET SHARE

EXPAND FOOTPRINT

Digital  Traditional

GANNETT
A Winner for Gannett
Digital Marketing Services

$75–100M
2012
A Winner for Gannett Digital Marketing Services

$75–100M 2012

$275–350M 2015
CAREERBUILDER UPDATE
Matt Ferguson, CEO
U.S. Job Creation Returns

Average Monthly Non-Farm Job Creation

<table>
<thead>
<tr>
<th>Year</th>
<th>Job Creation</th>
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<tbody>
<tr>
<td>2007</td>
<td>91</td>
</tr>
<tr>
<td>2008</td>
<td>-300</td>
</tr>
<tr>
<td>2009</td>
<td>-422</td>
</tr>
<tr>
<td>2010</td>
<td>78</td>
</tr>
<tr>
<td>2011</td>
<td>137</td>
</tr>
</tbody>
</table>

Source: U.S. Bureau of Labor Statistics
CareerBuilder Remains the U.S. Traffic Leader

<table>
<thead>
<tr>
<th>Year</th>
<th>CareerBuilder Network</th>
<th>Monster.com</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>21</td>
<td>11</td>
</tr>
<tr>
<td>2008</td>
<td>22</td>
<td>10</td>
</tr>
<tr>
<td>2009</td>
<td>21</td>
<td>11</td>
</tr>
<tr>
<td>2010</td>
<td>22</td>
<td>13</td>
</tr>
<tr>
<td>2011</td>
<td>24</td>
<td>15</td>
</tr>
</tbody>
</table>

Source: comScore Media Metrix
Average Monthly Applications per Job

Source: CareerBuilder Internal Data
CareerBuilder Leads in North American Revenue

Source: CareerBuilder Internal Data and Monster Quarterly Earnings Calls
North American Revenue Growth 2009 to 2011

- CareerBuilder Network: 16%
- CareerBuilder Sold: 19%
- Monster: 4%
North American Revenue Growth
Q4 2010 to Q4 2011

- CareerBuilder Network: 10%
- CareerBuilder Sold: 12%
- Monster: -5%
Niche Sites Continue to Grow

**Highlights**

- Revenue up 291% year-over-year
- Launched HeadHunter.com in October.
- MiracleWorkers and CareerRookie are the traffic leaders in their niche.
- International Finance site to launch in June 2012.
International revenue up 43% year-over-year in 2011

Traffic up 37% in India, 23% in Europe and in triple digits in China

Applications up 40% in Europe
Supply & Demand and Compensation Portals

2011 Highlights:

• Clients: 750

• Over 25K S&D searches in December (up 56% from April)

• Over 10K Compensation searches in December (up 150% from April)

• Launched new version of Compensation Portal in Q4
Talent Network is a branded career site that actively builds, measures and engages a pipeline of relevant talent through improved search engine visibility and social media awareness.

- 85 Clients in the U.S., UK, Germany, Netherlands, Italy and India
- Available in 19 languages
- More than 875,000 applications generated
Financial Overview
PAUL SALEH
Three Drivers Of Value Creation At Gannett

Business Strategy

1. Returning Gannett to sustainable revenue growth

2. Increasing cost efficiency and asset optimization

Financial Strategy

3. Returning more cash to shareholders from free cash flow

Objective

Total returns to shareholders significantly above S&P median in the long term
# Impact of Our Strategy

**SUSTAINABLE GROWTH AND PROFITABILITY**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>−3%</td>
<td>2 - 3%</td>
<td>2 - 4%</td>
</tr>
<tr>
<td></td>
<td>13 - 17%</td>
<td>15 - 17%</td>
<td>15 - 19%</td>
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## Publishing

### On a Path to Sustainable Growth

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Annualized</td>
<td>–6%</td>
<td>0 - 1%</td>
<td>0 - 2%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>14 - 17%</td>
<td>15 - 17%</td>
<td>15 - 18%</td>
</tr>
</tbody>
</table>

*Excluding Special Items*
1. Broadcast
POISED TO TAKE ADVANTAGE OF INDUSTRY TAILWINDS

**Impact of Integrated Strategy 2011–2015**

- **Revenue Growth Annualized**
  - 4 - 6%

- **Operating Margin Range**
  - 40 - 46%

*Excluding Special Items*
1. Diversified Digital Businesses
PLANNING TO ACCELERATE GROWTH

IMPACT OF INTEGRATED STRATEGY
2011–2015

Revenue Growth
ANNUALIZED
12 - 13%

Operating Margin
RANGE
16 - 19%

*Excluding Special Items
2. Cost Management and Asset Optimization Strategy

- **Simplifying** our multi-platform delivery system
- **Increasing** efficiencies across the entire value chain
- **Using** our resources and assets more effectively to unlock value

**TARGET**

$100-$150 MILLION in annual cost savings

**Incremental** to ongoing business efficiencies
Impact of Our Strategy
SUSTAINABLE GROWTH AND PROFITABILITY

IMPACT OF INTEGRATED STRATEGY
2011–2015

Revenue Growth
ANNUALIZED
2 - 4%

NIBT Margin
RANGE
15 - 19%

*Excluding Special Items
3. Strong and Stable **Cash Flow**

$775 \text{ MILLION in 2011}
3. Debt Repayment

3-year History Of Sources And Uses Of Cash (2009–2011)

- FCF\(^1\): $2,402
- Other\(^2\): $(53)
- Debt repayment: $(2,030)
- Dividends: $(205)
- Net share buybacks: $(46)
- Cash placed on B/S: $68

\(^1\) FCF equals Operating cash flow minus capex plus plus cash from (to) investments plus any voluntary pension contributions
\(^2\) Other investing activities include discretionary pension contributions, asset sales proceeds, net acquisitions and distributions made to minority shareholders; Source: company financials

\(\approx 85\%\) of free cash flow used to pay down debt
3. Manageable Debt Maturity Profile

(Dollars in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>307</td>
</tr>
<tr>
<td>2013</td>
<td>250</td>
</tr>
<tr>
<td>2014</td>
<td>317</td>
</tr>
<tr>
<td>2015</td>
<td>193</td>
</tr>
<tr>
<td>2016</td>
<td>250</td>
</tr>
<tr>
<td>2017</td>
<td>250</td>
</tr>
<tr>
<td>2018</td>
<td>250</td>
</tr>
</tbody>
</table>

Note: Excludes borrowings under the revolving credit facilities;
Source: Company financials
Capital Allocation Strategy

• Continue to **invest** in organic growth

• **Return more capital** to shareholders from free cash flow
  
  — Dividends increased to $0.80 per share/per year
  
  — Share repurchase authorization expanded to $300M (~8% of market cap) over the next 2 years

• Consider modest **"bolt on" acquisitions** in-line with integrated strategy

• Use remaining free cash flow to **reduce debt**
3. Capital Allocation Strategy Is Sustainable

Allows management to be **opportunistic**, ...

Offers management adequate **financial flexibility** to pursue strategic agenda

...has been tested under various scenarios...

Payout levels could be **maintained even under a wide range of conditions**

...and offers **compelling returns** to shareholders.

Returns **$1.3 Billion+ dollars to shareholders** by 2015
### 3. Superior Total Shareholder Returns

<table>
<thead>
<tr>
<th></th>
<th>2011 – 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue growth (CAGR)</td>
<td>2 - 4%</td>
</tr>
<tr>
<td>Net margin expansion (CAGR)</td>
<td>1 - 4%</td>
</tr>
<tr>
<td>Net income growth (CAGR)</td>
<td>3 - 8%</td>
</tr>
<tr>
<td>Dividend yield</td>
<td>5 - 6%</td>
</tr>
<tr>
<td>Buyback yield</td>
<td>4 - 5%</td>
</tr>
<tr>
<td>FCF payout</td>
<td>9 - 11%</td>
</tr>
<tr>
<td>Returns for shareholders (%)</td>
<td><strong>12 - 19%</strong></td>
</tr>
</tbody>
</table>

**Other potential TSR drivers:**
Accretion from acquisitions, PE Multiple Change
Summary: Drive Growth, Maximize Returns

Business Strategy

1. Returning Gannett to sustainable revenue growth

2. Increasing cost efficiency and asset optimization

Financial Strategy

3. Returning more cash to shareholders from free cash flow

Objective

Total returns to shareholders significantly above S&P median in the long term
Q&A
Gannett’s Future Is Bright