

GROWTH

TEGNA

INNOVATION

Investor Presentation with Governance

November 2020

VALUE

Forward-Looking Statements



Certain statements in this communication may constitute “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. Any forward-looking statements contained herein are subject to a number of risks, trends and uncertainties that could cause actual results or company actions to differ materially from what is expressed or implied by these statements, including risks relating to the coronavirus (COVID-19) pandemic and its effect on our revenues, particularly our non-political advertising revenues. Potential regulatory actions, changes in consumer behaviors and impacts on and modifications to TEGNA’s operations and business relating thereto and TEGNA’s ability to execute on its standalone plan can also cause actual results to differ materially. Other economic, competitive, governmental, technological and other factors and risks that may affect TEGNA’s operations or financial results are discussed in our Annual Report on Form 10-K for the fiscal year ended December 31, 2019, and in subsequent filings with the U.S. Securities and Exchange Commission (the “SEC”). We disclaim any obligation to update these forward-looking statements other than as required by law.

Our Response to COVID-19

Actions taken during COVID-19 support our employees, customers, and communities

- ✓ Our Board has been actively involved in overseeing our response to COVID-19; our directors' combined skills and experiences have proved invaluable in navigating the pandemic
- ✓ We are serving and supporting our viewers, customers, and each other during these extraordinary times as we continue to work to create long-term value for all our shareholders
- ✓ We moved quickly to protect our colleagues in newsrooms by moving to remote work and found innovative ways to deliver trusted news and substantive content that brings clarity, context and hope to our audiences
- ✓ Our established culture of innovation and execution allowed us to act quickly and decisively navigate the pandemic, and our employees have continued to utilize innovative approaches to our work through these unprecedented circumstances
- ✓ We are informing and uniting our communities during a time of dislocation and isolation, including through our balanced Facts Not Fear editorial brand and philosophy from day one of the pandemic, which has clearly resonated with our audiences across all platforms
- ✓ Our VERIFY franchise helps sift fact from fiction among a sea of misinformation and disinformation. TEGNA coverage has been a welcome antidote to the anxiety-ridden experiences provided by some national news and social media outlets

Company Overview

TEGNA is an independent media company providing empowering stories, impactful investigations and integrated marketing services through trusted and innovative content across platforms

\$2.6B
Market Cap¹

\$2.7B
Revenues²

\$824M
Adj. EBITDA^{2,3}

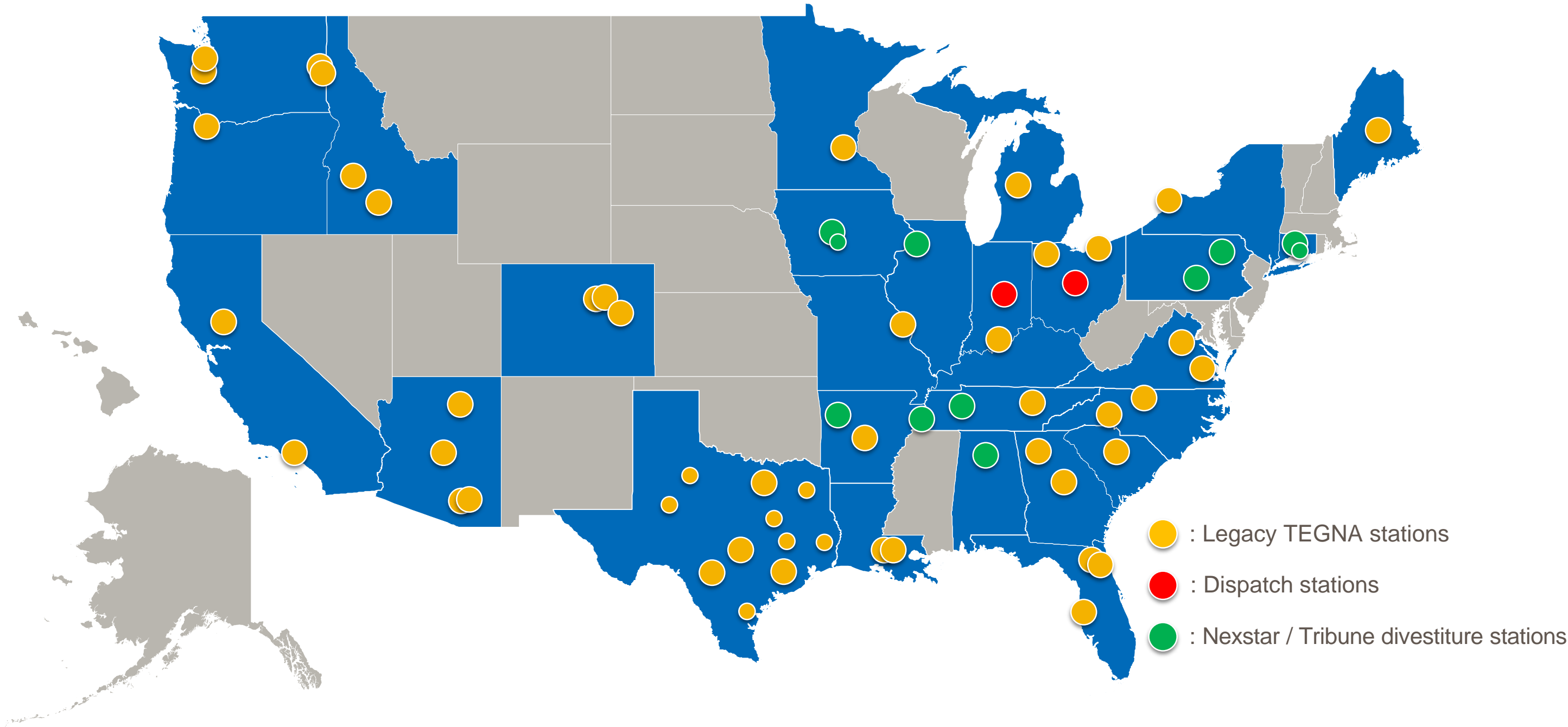
64
Stations

51
Markets

+80%
Visitors ⁴

+11%
Monthly
Active Users⁵

+123%
Total Video Plays⁵



**Largest
owner of Big 4
affiliates in
the top 25
markets**

Largest

**NBC
affiliate group**

2nd Largest

**CBS
affiliate group**

Source: Company data ¹ As of 30-Sept-2020; ² Trailing twelve months through 3Q 2020; ³ See Non-GAAP Reconciliation on slide 24; ⁴ As of September 2020, TEGNA average monthly unduplicated Visitors year to date over same period 2019. Source: Comscore Media Matrix ⁵ As of September 2020, TEGNA average monthly year to date over same period 2019. Sources: Google Analytics, YouTube Analytics, Campaign Monitor

• TEGNA’s Business Strategy Drives Long-Term Value

TEGNA’s commitment to financial discipline, superior execution and innovative content and marketing solutions creates a compelling long-term value proposition

Five Key Pillars of Value Creation

Continue to be **best in class operator**

Aggressively pursue **accretive M&A** opportunities resulting from industry consolidation

Pursue **growth opportunities** through partnerships, innovation and adjacent businesses

Maintain a **strong balance sheet**

Commitment to **free cash flow generation** and a **balanced capital allocation process**

Superior Execution

- 50%+ of durable revenues from subscription & political in '19/'20 cycle
- ~31% Adjusted EBITDA margins over trailing twelve months¹
- ~40 stations acquired and ~\$4 billion of transaction value since '13
- Efficiency of acquisitions have kept us well under the 39% FCC local ownership cap at 32%, with the UHF discount, which provides us headroom for future M&A
- Premion in OTT advertising services, with Gray now serving as a reseller of Premion’s services
- Expansion of OTT streaming services, including a recent update of Roku streaming apps for all stations and the start of rolling out station apps on Amazon Fire TV
- True Crime Network (formerly known as Justice Network) / Quest in multicast networks
- Innovative content: newscast transformation, interactive TV and digital series Daily Blast Live, VAULT Studios podcasts, new audience engagement tools including “Near Me”
- 4.5x net leverage as of 3Q 2020²; expect net leverage to be at 4.2x or less by the end of the year
- \$1.5 billion revolver extended through 2024 increases capital flexibility
- Executed \$2.65 billion in recent refinancings to lower interest expense and extend maturities
- 96% of fixed-rate debt ensures a low cost of debt
- Amended the only financial covenant (debt coverage) to extend the step-down of the maximum permitted total leverage ratio from 5.50 to 5.25 by 15 months
- Continued thoughtful, disciplined allocation philosophy
- Primary focus on debt paydown; also returning capital to shareholders through a regular dividend

Source: Company filings

¹As of 30-Sep-2020

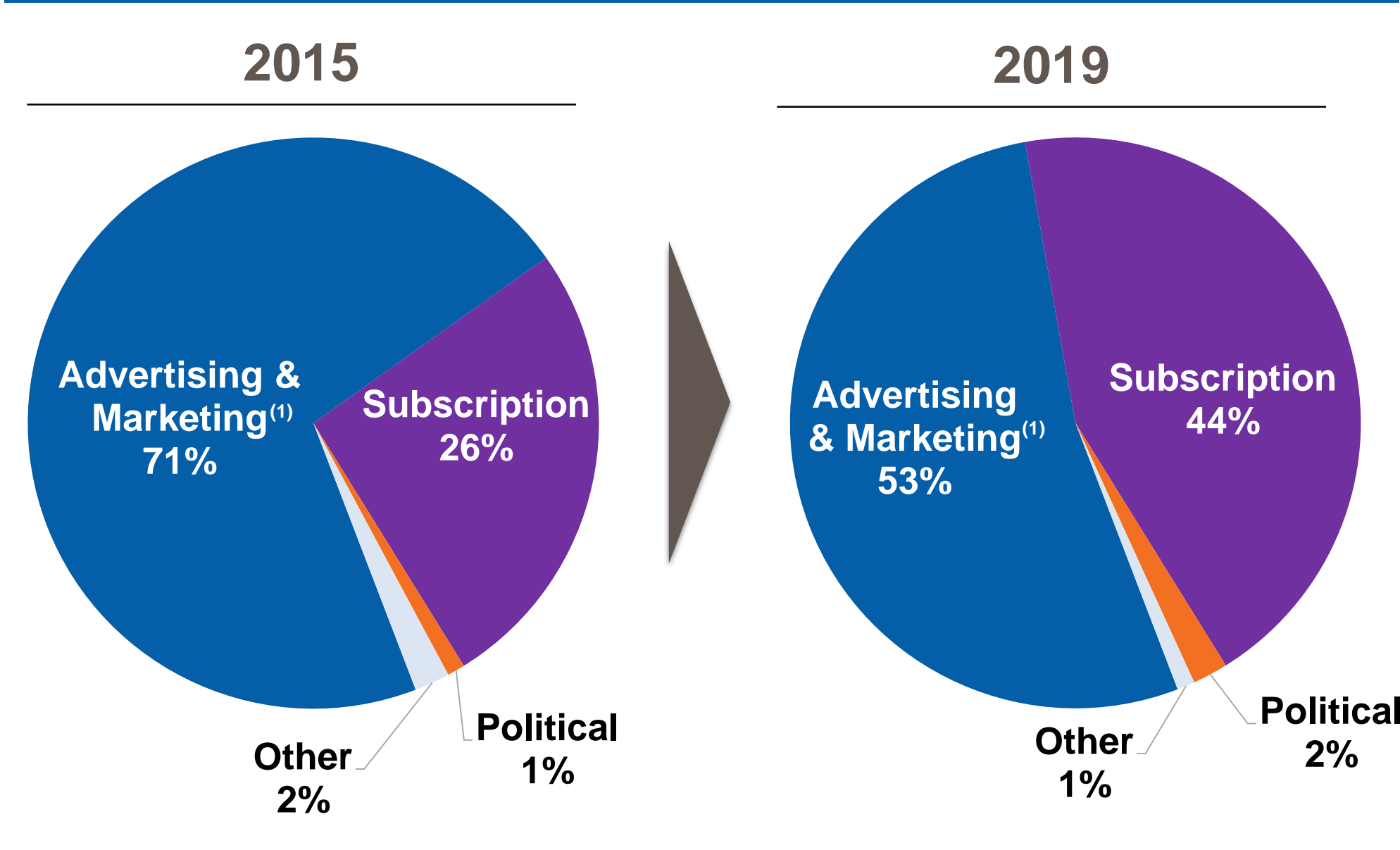
²The leverage ratio used for our single financial covenant in our revolving credit agreement was 4.38x as of the end of the quarter. The primary difference between the two leverage ratios is the definition of Adjusted EBITDA in the revolving credit agreement version requires additional adjustments to add back non-cash compensation and contractual synergy benefits during periods in the trailing eight quarters that preceded the acquisition.

Consistent Execution of our Strategy has Driven Growth and Diversification



Increasing mix of high margin subscription and political revenues allows us to continue to deliver value to shareholders, regardless of cyclical or economic conditions

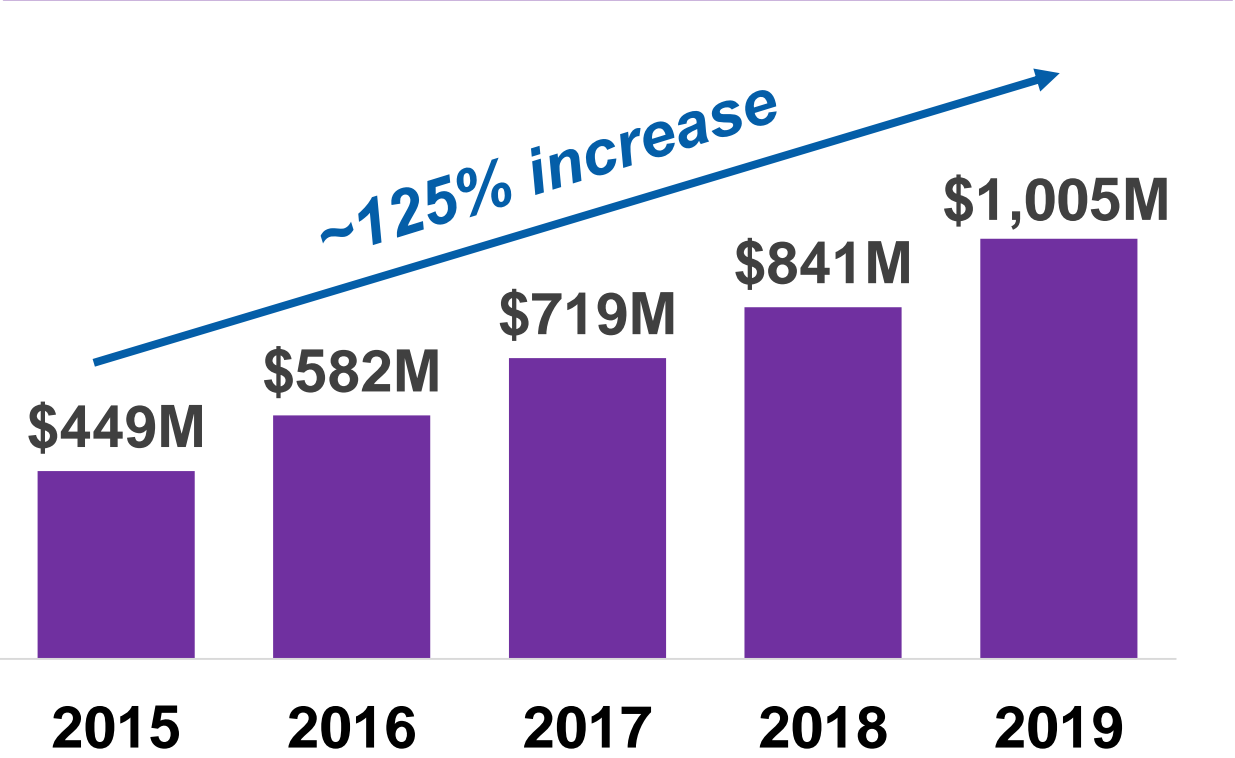
Shift in TEGNA Revenue Composition



Our high-margin, stable political and subscription revenues will make up more than half of our 2019-2020 revenues, and we expect an increasing percentage thereafter

Subscription Revenue

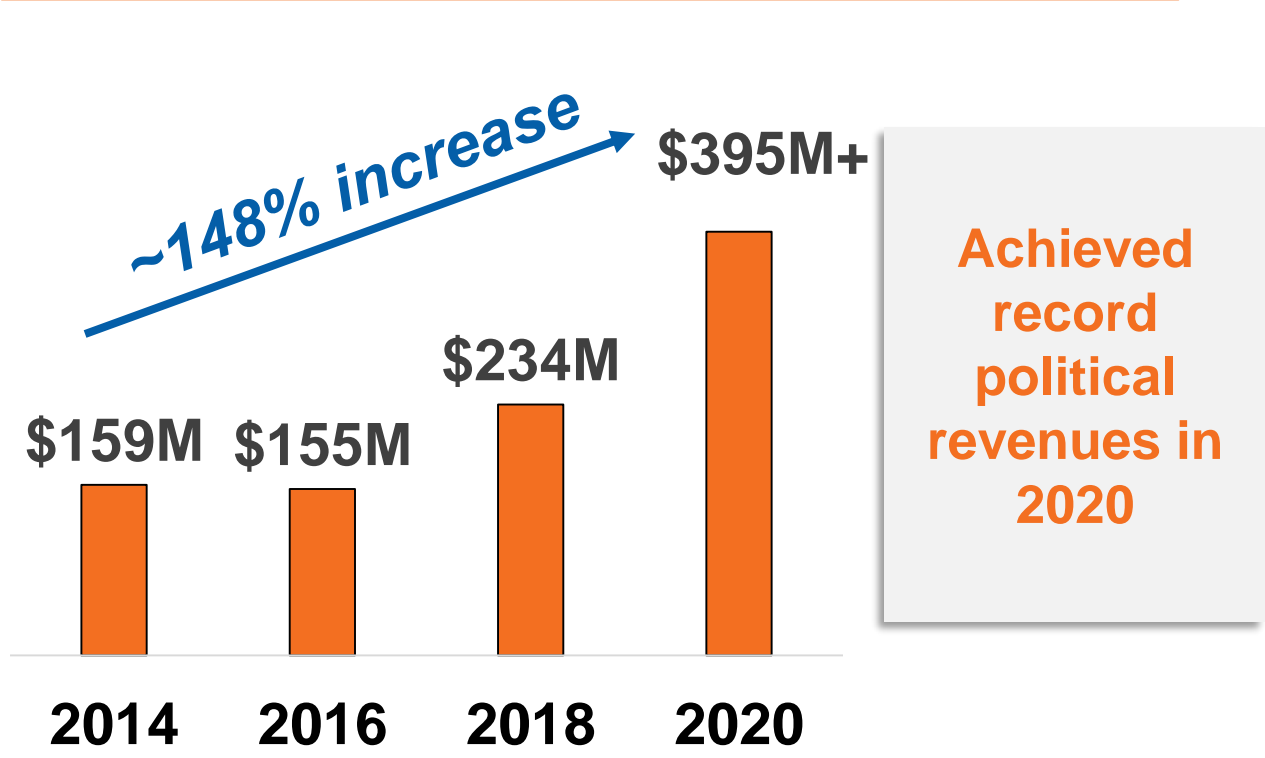
Expect full year 2020 subscription revenue to be up high-twenties percent



High margin and predictable

Political Revenue

Political revenues will contribute at least \$395 million for the full year



Achieved record political revenues in 2020

2020 a record political year

TEGNA’s Advertising and Marketing Services Revenue Cyclical
TEGNA’s even- to odd-year results are comparatively impacted by the cyclical driver of spending related to political advertising in election years

¹ Advertising & Marketing Services: Advertising (Excluding Political) + Digital revenue

Experienced Leadership with History of Driving Results



Dave Lougee
President and
Chief Executive Officer



Lynn Beall
Executive Vice President and
COO of Media Operations



Anne Bentley
Vice President and
Chief Communications Officer



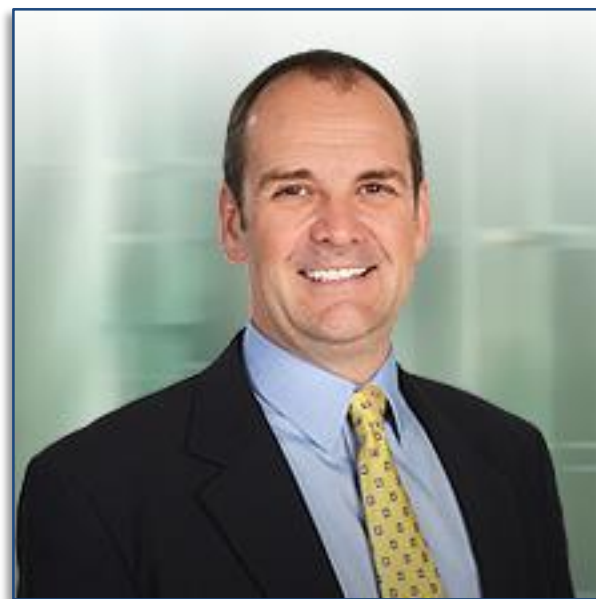
Ed Busby
Senior Vice President of
Strategy



Victoria D. Harker
Executive Vice President and
Chief Financial Officer



Akin Harrison
Senior Vice President, General
Counsel and Secretary















Jeffery Newman
Senior Vice President and Chief
Human Resources Office



Grady Tripp
Vice President and
Chief Diversity Officer

Our Board is Independent, Diverse and Engaged

 <p>Howard D. Elias Independent Chairman, TEGNA</p> <ul style="list-style-type: none">▪ Chief Customer Officer & President, Services & Digital, Dell Technologies▪ Former President and COO, EMC Global Enterprise Services	 <p>Dave Lougee President and CEO, TEGNA</p> <ul style="list-style-type: none">▪ Former President, TEGNA Media▪ Former President of Broadcasting, Gannett Co., Inc.	 <p>Gina L. Bianchini</p> <ul style="list-style-type: none">▪ Founder and CEO, Mighty Networks▪ Former CEO and Co-Founder, Ning, Inc.	 <p>Stuart J. Epstein</p> <ul style="list-style-type: none">▪ CFO, DAZN Group▪ Former Co-Managing Partner, Evolution Media▪ Former CFO, NBCUniversal
 <p>Lidia Fonseca</p> <ul style="list-style-type: none">▪ EVP, Chief Digital and Technology Officer, Pfizer▪ Former CIO, Quest Diagnostics	 <p>Karen H. Grimes</p> <ul style="list-style-type: none">▪ Former Partner, Senior Managing Director, and Equity Portfolio Manager, Wellington Management▪ NEW February 2020	 <p>Scott K. McCune</p> <ul style="list-style-type: none">▪ Founder, MS&E Ventures▪ Former VP, Global Media and Integrated Marketing, The Coca-Cola Company	 <p>Henry W. McGee</p> <ul style="list-style-type: none">▪ Senior Lecturer, Harvard Business School▪ Former President, HBO Home Entertainment
 <p>Susan Ness</p> <ul style="list-style-type: none">▪ Principal, Susan Ness Strategies▪ Former FCC Commissioner	 <p>Bruce P. Nolop</p> <ul style="list-style-type: none">▪ Former CFO, E*TRADE Financial Corporation▪ Former CFO, Pitney Bowes Inc.	 <p>Neal Shapiro</p> <ul style="list-style-type: none">▪ President and CEO, WNET▪ Former President, NBC News	 <p>Melinda C. Witmer</p> <ul style="list-style-type: none">▪ Founder, LookLeft Media▪ Former Chief Video and Content Officer, Time Warner Cable (now Spectrum)

Independent Oversight and Leadership:

- 11 of 12 directors on the Board are independent
- Leadership structure allows for effective, independent Board oversight and communication, while enabling the CEO to focus on executing the strategic plan and managing operations

Active and Engaged Directors:

- Significant amount of time dedicated to Board strategy discussions
- Director participation in extensive shareholder engagement program
- Regularly evaluates all opportunities to create value

Annual Evaluation and Commitment to Refreshment:

- Annual assessment conducted to assess effectiveness of Board and committees
- Ongoing board refreshment process resulted in six new independent directors added over the past five years and the transition of the chairman role during 2018¹

Gender & Racial Diversity



Tenure¹

Average Tenure: **5.7 yrs**

¹ As of 2020 Annual Meeting of Shareholders, 30-April-2020.
Includes Gannett board membership prior to the spin-off

Our Directors' Expertise Aligns with Our Long-Term Strategy

Desired Board Skill	Specific Area of Expertise Represented on Board	# of Directors with Skillset / Experience
Core business fundamentals	<i>Financial</i>	● ● ● ● ● ●
	<i>Marketing</i>	● ● ● ● ● ●
	<i>Operational</i>	● ● ● ● ● ● ● ● ● ●
Protect and enhance long-term value	<i>ESG</i>	● ● ● ● ● ● ●
Strong independent oversight & leadership capabilities	<i>Public Co. Board</i>	● ● ● ● ●
	<i>Public Co. C-Suite</i>	● ● ● ● ● ●
	<i>Leadership</i>	● ● ● ● ● ● ● ● ● ● ● ●
Industry-specific experience	<i>Media</i>	● ● ● ● ● ● ● ● ● ●
	<i>Digital / Technology</i>	● ● ● ● ● ●
Capital allocation and integration expertise	<i>M&A</i>	● ● ● ● ● ●

Director Oversight

TEGNA has a highly capable Board with a track record of operational excellence and successful M&A execution that actively and regularly reviews and oversees development and implementation of long-term strategic plan to drive shareholder value

Recently added Directors' skills align with TEGNA's strategy, provide further insight into the evolving media landscape, enhance financial/M&A experience



Karen Grimes (Feb. 2020)

Deep financial and investment expertise, including in media and advertisers, and extensive leadership experience

Adds investor perspective within the Boardroom and enhances depth of financial expertise



Gina Bianchini (Feb. 2018)

Deep expertise in social media and community building technology platforms; significant digital and start-up experience

Experience using technology to connect people mirrors our purpose of serving the greater good and helps TEGNA to evolve in the digital age



Stuart J. Epstein (Feb. 2018)

Extensive experience in media, technology and deep transactional experience; CFO of NBC Universal and also oversaw NBC operating stations

M&A Transaction, strategic, operational and industry experience helps us to analyze opportunities for organic and inorganic growth



Melinda C. Witmer (Dec. 2017)

Experience in capitalizing on market opportunities and emerging media platforms; extensive experience negotiating transactions with local and national broadcasters

Operational experience and industry knowledge of changing consumer trends enhances our ability to anticipate and capitalize on market opportunities

Board Oversight and Management Execution of Strategic Transformation

Successful execution of M&A and strategic initiatives led by the Board and management resulted in...

- Successful integration post Belo acquisition (Dec. 2013, \$2.2B)
- Acquired six of London Broadcasting's TV stations (Jul. 2014, \$215M)
- Announced spin off of publishing business to **begin evolution into a pure play broadcasting company** (Aug. 2014)

- **Changed name to TEGNA** (Apr. 2015) and **completed spin-off of publishing business Gannett** (Jun. 2015)

GANNETT
↓
TEGNA

- **Launched the industry's first OTT local advertising network, Premion**, to help TEGNA expand its revenue base and provide access to new markets (Nov. 2016)

PREMION
ONE SOLUTION. EVERY ADVANTAGE.

- **Enhanced focus on digital-first strategy**, including integrating digital into newsrooms (May 2017)
- **Completed spin-off of Cars.com** (Jun. 2017), sale of CareerBuilder (Jul. 2017)

Acquired KFMB's San Diego stations (announced Dec. 2017)

★ *First acquisition as a pure-play*

...transformation of TEGNA into a pure-play broadcasting company

- **2018 – 2019, completed 5 acquisitions totaling ~\$1.8B (\$1.5B closed in 2019)**, strengthening our market positioning, portfolio of stations and shareholder value¹

- **Creates TEGNA Marketing Solutions** (Nov. 2018)

TEGNA
MARKETING SOLUTIONS

- **Acquired 15 TV & 2 radio stations in 2019**
 - Toledo / Midland-Odessa (Jan. 2019, \$105M)
 - Justice / Quest (June 2019, \$77M)²
 - Dispatch (Aug. 2019, \$535M)
 - Nexstar / Tribune Divestiture (Sept. 2019, \$740M)

TEGNA
Post Pure-Play

TEGNA
Going Forward

2014

2015

2016

2017

2018

2019

2020+

History of evaluating TEGNA's business portfolio and M&A opportunities with an objective lens to best position TEGNA for shareholder value creation

Note: date of M&A deals represents transaction close unless otherwise noted

¹ Includes acquisitions of KFMB's San Diego stations, Toledo/Midland-Odessa, Justice/Quest, Dispatch, and Nexstar/Tribune divestitures

² Acquisition of 85% of multicast networks not owned from Cooper Media

TEGNA

Strong Balance Sheet and Liquidity Profile

Ended the third quarter in strong liquidity position:

- \$165 million in cash and \$1.3 billion+ undrawn capacity on revolving credit facility

Recent refinancing actions further strengthen the balance sheet, reduce interest expense, extend maturities:

- On January 9, completed a \$1.0 billion offering of 2028 senior notes at 4.625%
 - Proceeds were used to retire nearer-term maturity higher interest rate debt in February
 - Expected to result in net interest savings of \$10 million in 2020
- On September 10, completed a \$550 million offering of 2026 senior notes at 4.750%
 - Proceeds will be used to refinance \$350 million of remaining 4.875% notes maturing in September 2021 and \$188 million of 5.500% notes maturing in September 2024
- During October, the Company drew down its revolving credit facility to repay all of its Senior Notes due in 2021 and a portion of Senior Notes due in 2024
 - As of October 31, 2020, the undrawn capacity under the facility was \$950 million

Continued progress in reducing debt, our primary near-term focus:

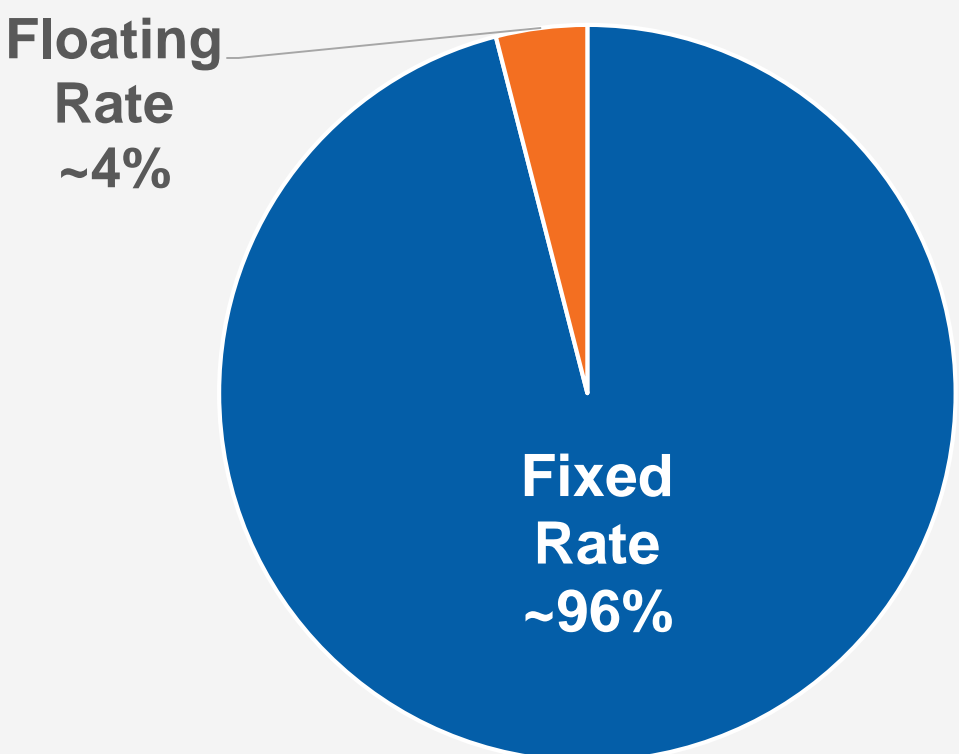
- Reduced leverage from 4.8x to 4.5x as of the end of the third quarter¹
- Cash flow continues to be used to reduce net debt
 - Expect net leverage ratio to be at 4.2x or less by the end of the year

Revolver extension increased capital flexibility; completed with favorable terms:

- \$1.5 billion revolver extended through 2024
- On June 11, 2020 amended the only financial covenant (debt coverage) to extend the step-down of the maximum permitted total leverage ratio from 5.50 to 5.25 by 15 months, until March 31, 2022
 - Additional step downs will continue thereafter as scheduled
 - Revised terms provide additional financial flexibility given current market conditions

***No upcoming
debt maturities
until 2024***

High Percentage of Fixed-Rate Debt Ensures Low Cost of Debt



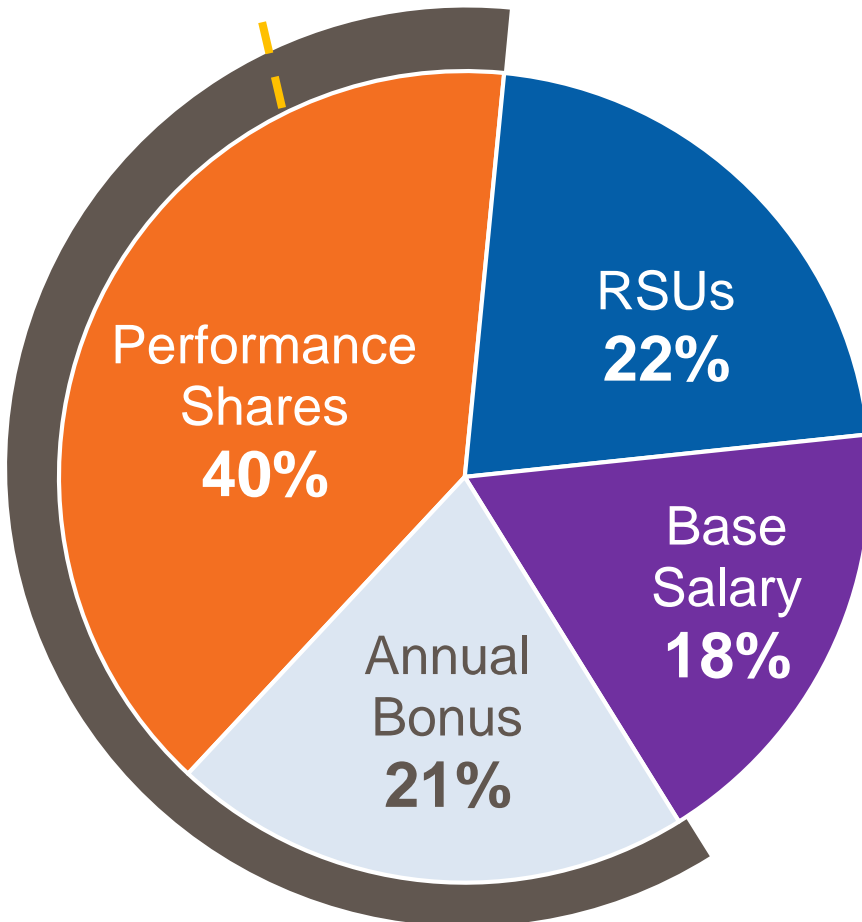
As of 30-Sep-2020

TEGNA

¹ The leverage ratio used for our single financial covenant in our revolving credit agreement was 4.38x as of the end of the quarter. The primary difference between the two leverage ratios is the definition of Adjusted EBITDA in the revolving credit agreement version requires additional adjustments to add back non-cash compensation and contractual synergy benefits during periods in the trailing eight quarters that preceded the acquisition.

Executive Compensation is Designed to Drive Our Strategy and is Closely Aligned with Performance

(Fiscal 2019 Program Overview)

	Component	Performance Considerations	Pay Objective	2019 CEO Compensation Mix ¹										
Short-Term Cash Compensation	Base Salary	<ul style="list-style-type: none">Nature / responsibility of positionAchievement of KPIsInternal pay equity among positions, market data	<ul style="list-style-type: none">Attract and retain top talentAdjustments reflect individual performance or changed responsibilities	<div>61% of CEO's target compensation is performance-based</div>  <table><caption>2019 CEO Compensation Mix</caption><tr><th>Component</th><th>Percentage</th></tr><tr><td>Performance Shares</td><td>40%</td></tr><tr><td>Annual Bonus</td><td>21%</td></tr><tr><td>RSUs</td><td>22%</td></tr><tr><td>Base Salary</td><td>18%</td></tr></table>	Component	Percentage	Performance Shares	40%	Annual Bonus	21%	RSUs	22%	Base Salary	18%
	Component	Percentage												
Performance Shares	40%													
Annual Bonus	21%													
RSUs	22%													
Base Salary	18%													
	Annual Bonus	<ul style="list-style-type: none">Contribution to Company-wide performance across variety of financial metricsAchievement of KPIs	<ul style="list-style-type: none">Incent attainment of individual and Company performance goals											
Long-Term Equity Incentives	Performance Shares (PSUs)	<ul style="list-style-type: none">Achievement of pre-defined long-term financial goals based on Adjusted EBITDA and Free Cash Flow as a percentage of RevenueCreation of long-term shareholder value	<ul style="list-style-type: none">Drive shareholder returns, align with shareholders' interests, foster stock ownership2-year performance period to reflect cyclical nature of business², with 3-year vesting period promoting retention											
	Restricted Stock Units (RSUs)	<ul style="list-style-type: none">Awarded based on achievement of the Company's financial and strategic goalsCreation of long-term shareholder value	<ul style="list-style-type: none">Align with shareholders' interests, foster stock ownership and promote retention											

Compensation Committee's Key Performance Indicator (KPI) Selection Process

- KPIs are set annually for each executive, and consist of individually designed qualitative and quantitative goals designed to be challenging but attainable:
 - Profit and Revenue Goals:** Financial goals for the Company and respective business unit over which the executive has responsibility (e.g., revenue, adjusted EBITDA, operating income, free cash flow, digital revenue)
 - People Goals:** Measures of leadership, achievement of diversity initiatives, First Amendment activities, and other significant qualitative objectives
 - Product Goals:** Innovation, collaboration, new products and programs in support of the Company's strategic plan

¹ Compensation mix does not equal 100% due to rounding
² Even- to odd-year results comparatively impacted by the cyclical drivers

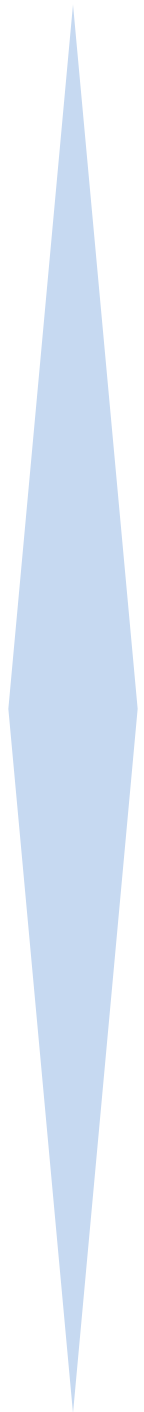
Corporate Governance Profile Reflects Commitment to Long-Term Interests of our Shareholders



TEGNA’s governance practices ensure the Company operates in ways that support the long-term interests of our shareholders

Corporate Governance

- ✓ Independent Board chair
- ✓ 11/12 independent Board members
- ✓ Balanced tenure
- ✓ 42% gender diverse and 17% racially and ethnically diverse Board
- ✓ Proxy access bylaw provision
- ✓ Ongoing board refreshment to align with business evolution
- ✓ Long-standing shareholder engagement program, including participation by our Independent Chair
- ✓ Significant Board engagement on strategy, capital deployment and risk oversight
- ✓ Regular executive sessions of independent directors
- ✓ Annual Board performance evaluation



Compensation Governance

- ✓ Substantial portions of total compensation at risk and performance-based
- ✓ Review of compensation and financial performance against internal budgets, results from prior years and peer data to ensure alignment in pay outcomes
- ✓ Anti-hedging and anti-pledging
- ✓ Clawback policy for NEOs
- ✓ Robust executive stock ownership guidelines for NEOs
- ✓ Double-trigger change-in-control and no new excise tax gross-ups since April 2010

Commitment to Risk Management



TEGNA’s Board and management are focused on staying ahead of key risks facing our business

Board’s Role in Risk Oversight

- The Board oversees risk management through regular discussions with senior leadership, considering risks in the context of the Company’s strategic plan and operations
- Enterprise risk management program enhances the Board and management’s ability to identify and respond to strategic, market, operational and compliance risks facing the Company
- Each Board committee also considers risk within its area of responsibility, including the Public Policy and Regulation Committee which considers risks related to certain legal, regulatory, compliance and public policy matters including media, antitrust and data privacy laws and regulations

Focus on Data Privacy

- Implemented multifactor authentication for personnel who have access to confidential and sensitive data
- Migrated applications under centralized authentication and authorization tool (Okta), allowing regular monitoring of system access
- Conduct training on compliance with HIPAA for all HR employees to ensure affected personnel understand how to treat and manage “protected health information” that may be in their possession

Evaluating senior leadership’s processes to identify, assess, manage and monitor risks confronting the Company is one of the most important areas of the Board’s oversight

Our Purpose: Serving the Greater Good

TEGNA and its diverse portfolio of stations are driven by our strongly-held purpose to serve the greater good – to make a difference in our company and our communities

Spotlight: TEGNA Stations Changing Lives and Laws



- KING 5's "Hanford's Dirty Secrets" exposed that workers at the Hanford nuclear waste site, the nation's largest nuclear waste dump, were being denied rights to compensation for work-related illnesses
- Series won an Emmy award
- As a direct result of the KING 5 investigation, new legislation was signed into law to help Hanford workers file for and receive their health benefits



- In "Deadly Housing Investigation," WLTX's continuing investigative coverage of Section 8 housing in Columbia revealed a stunning lack of oversight and accountability that had led to two deaths from Carbon Monoxide poisoning
- The coverage led to several Housing Board members' resignations and legislation has been drafted in South Carolina to create better oversight



- WTLV's "Cherish Perrywinkle: She Should Be Alive" exposed failures, both human and systemic, that allowed a known sexual predator to victimize three generations of children
- The case prompted changes to Florida law to create stricter oversight of sex offenders, and First Coast News' coverage was credited by the State Attorney for holding officials accountable



- Year-long investigation into medical billing morphed into a crusade to change Colorado law
- Documented how hundreds of patients had liens placed on their homes for controversial medical bills of which they were not aware in "Lien on Me"
- Subsequent outcry prompted lawmakers to stand up to lobbies, resulting in the Out-of-network Health Care Services bill, a victory for patients' rights

Through our innovative content and impactful investigations we are able to make a tangible positive impact on our communities, which benefits all of TEGNA's stakeholders

Providing Trusted, Impactful and Innovative News



Audiences turning to local journalism during COVID-19

- Our local stations are reassuring our audiences with “Facts Not Fear,” both a brand and philosophy for all TEGNA journalists
- Local news is the most trusted source of all, and our colleagues have risen to the challenge
- Employees have utilized creative approaches to production to ensure safety while reporting on important facts during this pandemic

Creating greater awareness of racial issues



Provided balanced, nuanced coverage following the death of George Floyd in Minneapolis



Aired a series of half-hour specials on racial inequality and social justice titled *Facing Race*



Produced a special series report, “The Talk: A Hard Conversation About Race in America”

Working to build trust in the voting process

- Trainings on detecting misinformation campaigns, specifically those targeting Black and Hispanic communities
- Creation of Voter Access teams at stations to educate the public on the election process
- Holding election officials accountable for transparency in the reporting of results
- Expansion of stations’ VERIFY news fact-checking reporting to identify and debunk false information spread on social media platforms



Key Focus Areas of Our Corporate Social Responsibility and Sustainability Efforts



Human Capital

TEGNA remains committed to building a fully inclusive culture and equity in talent hiring and management decisions

See next slide for more details



Social Capital

Creating societal impact is at the core of our purpose to serve the greater good of our communities



Corporate Governance

The Board has implemented strong corporate governance policies that align with best practices for public companies and the evolving expectations of shareholders



Environment

TEGNA remains committed to managing our environmental impact responsibly and protecting the environment through our investigative journalism and business practices

- TEGNA remains committed to embedding sustainability throughout our business. We are focused on social, human, environmental and corporate governance practices that strengthen communities, and protect and enhance TEGNA's long-term value
- Our Board's Public Policy and Regulation Committee also generally guides the Company's corporate social responsibility and sustainability efforts, and reviews and reports on these efforts on a periodic basis to our Board
- Since 2018, Social Responsibility Highlights are updated each year and a Social Responsibility portion of our corporate website has been created to better reflect and report on our corporate social responsibility practices

Recently Enhanced Oversight of Diversity and Inclusion Efforts; Ongoing Reporting of Board and Workforce Diversity Statistics



Human Capital

- Diversity and inclusion is and will be an area of heightened focus for our Board and management. We are working together to ensure our company reflects the diversity within the communities that we serve in order to better serve those same communities.
- To further embed that commitment and accountability into the governance of our company, in July 2020 our Board adopted specific areas of oversight for each Board committee regarding how TEGNA approaches diversity:

Leadership Development & Comp. Committee

Racial diversity of corporate and station leadership

Nominating & Governance Committee

Racial diversity of the Board

Public Policy & Regulatory Committee

Racial diversity of editorial and content

Audit Committee

Investment and purchasing with minority owned businesses

Newly Created Position in Sep. 2020

Chief Diversity Officer: Grady Tripp
Tripp oversees attracting, retaining and growing diverse talent, developing training programs to enhance awareness and accountability in diversity issues, facilitating the company’s racial diversity and inclusion employee working group and providing thought leadership to TEGNA colleagues and the media industry

Diversity Statistics

- Commitment to building a fully inclusive culture and equity in talent hiring and management decisions, and supporting supplier diversity:

U.S. Employee Profile	Women	Ethnic Minorities
Total Management	41.4%	14.2%
Total Non-Management	48.0%	24.1%
Total TEGNA	47.0%	22.6%

- 2019 Statistics:**
- 52% of promotions were given to women; 24% to ethnic minorities
 - 68% of interns were women; 41% were ethnic minorities
 - Diverse suppliers were awarded 13% of TEGNA’s spending on outside products and services¹

¹ Based on analysis of the top 100 vendors

Ongoing Pledge to Investing in, and Supporting our Employees and Communities



Human Capital

- **Listening to our Employees:** In 2020, TEGNA completed its second comprehensive, companywide employee survey to determine employee perceptions of working at TEGNA, our response to the pandemic, the benefits we offer and diversity and inclusion.
 - Based on employee feedback, leaders and managers develop action plans to address opportunities to improve our culture, including diversity and inclusion initiatives and employee benefits enhancements.
- **Investing in our Employees:**
 - We invest annually in employee professional development opportunities including Leadership Development and Executive Leadership programs, and diversity-related recruitment and internship opportunities.
 - We continually evaluate and invest in employee benefits programs and have recently expanded our parental leave policy, added coverage for fertility and Applied Behavioral Analysis (ABA) therapies and provided resources to help employees balance work and life.
 - We also adopted Juneteenth as an annual paid company holiday.
- **Giving Back to our Communities:** We strive to have a positive impact on the markets we serve, which means taking an active role in helping to make our communities better places to live and work. All stations participate in the TEGNA Foundation Community Grants program, which are distributed within the United Nations Sustainable Development Goal framework.
 - In 2020, TEGNA was named to [The Civic 50](#) as one of the 50 most community-minded companies in the United States.
 - Stations have helped raise \$65 million for local COVID-19 relief efforts since the beginning of the pandemic; collectively, stations help raise more than \$100 million per year for their communities.
- In September, TEGNA announced a series of grants to promote diversity in journalism and professional development opportunities for media professionals and students. To date, 2020 TEGNA Foundation Media Grant recipients include:

National Association
of Black
Journalists (NABJ)

National Association
of Hispanic
Journalists (NAHJ)

Asian American
Journalists
Association (AAJA)

Native American
Journalists
Association (NAJA)

National Lesbian and
Gay Journalists
Association (NLGJA)

Investigative
Reporters and
Editors (IRE)

Online News
Association (ONA)

- TEGNA Foundation also announced it was making a special \$75,000 grant to Reporters Committee for Freedom of the Press (RCFP) to support its mission to protect First Amendment freedoms and the newsgathering rights of local journalists.

For the fourth consecutive year, we have been recognized as a Best Place to Work for LGBTQ Equality, receiving a perfect score on the 2020 Corporate Equality Index administered by the Human Rights Campaign Foundation

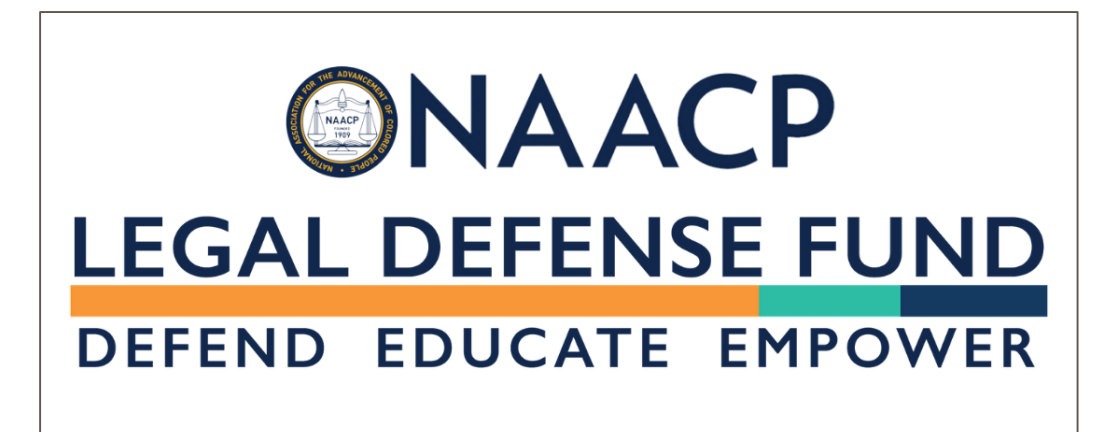


Ongoing Pledge to Corporate Social Responsibility



Social Capital

- TEGNA stations regularly conduct investigations that make an impact in communities and change public policy
- TEGNA stations raised more than \$100 million in 2019 in support of diverse local causes that address specific needs in our communities
- The TEGNA Foundation Community Grants program made 225 grants totaling \$1.5 million; grants are distributed within the United Nations Sustainable Development Goal framework
- TEGNA Foundation contributed \$100,000 to the NAACP Legal Defense Fund to support and promote racial equality and \$75,000 to the Reporters Committee for Freedom of the Press to support efforts and training to improve safety and legal protections for local journalists working to cover protests and demonstrations



Journalistic Integrity

- Conduct regular ethics trainings and adopted Principles of Ethics Journalism and Social Media policies
- Vigorous advocate for First Amendment principles and recognize the important role news organizations play in informing the public
- Conduct training to combat disinformation in Company's 49 newsrooms in 2020
- Expanded news fact-checking initiative VERIFY by adding additional regional fact-checkers to provide transparency in the reporting process



Ongoing Pledge to Corporate Social Responsibility



Environment

- TEGNA's Environmental Policy promotes the operation of our business in a manner that is environmentally responsible by reducing our carbon footprint and conserving energy
- TEGNA stations also regularly report on environmental and sustainability issues impacting our communities, that have, in many instances, made a difference in the lives of the communities
- Seek to take space in LEED-certified buildings that are designed for energy efficiency, including TEGNA's new headquarters in Tysons, VA which offers access to public transportation, electric vehicle charging ports and is designed to reduce energy consumption through daylight harvesting, occupancy sensors and zoned HVAC
- Implemented several energy efficiency strategies including upgrading stations' studio lighting to LED and HVAC upgrades
- Reduced unnecessary business travel by utilizing video conferencing technology across the business
- Installed on-demand office printers to reduce paper use and minimize waste
- Reviewing additional ways to move to renewable energy sources to reduce our environmental impact



Key Takeaways

- ✓ TEGNA acted swiftly in response to the COVID-19 pandemic – protecting employees, supporting customers and serving its communities
- ✓ In light of the recent racial injustice – assessing and holding ourselves accountable for our own recruitment, hiring, development and promotion practices
- ✓ Despite a challenging advertising backdrop primarily due to cancellations related to the pandemic, TEGNA has seen sequential positive progress since the onset of the downturn, and our OTT advertising platform Premion is benefiting from the secular tailwinds of additional viewing on streaming services
- ✓ Actions over the past few years, including strategic portfolio construction and careful balance sheet management, provide solid foundation to better weather the current environment and build shareholder value over the long-term
- ✓ Remain committed to operational and financial discipline, which – with strong execution – drives strong margins and free cash flow
- ✓ Operational growth drivers, such as content innovation, subscription revenue and digital growth initiatives, combined with strong even-year political revenue (including most recently, a record year), diversify our revenue and position TEGNA for long-term success as the country moves beyond the current crisis
- ✓ Track record of innovation and execution, with proven ability to leverage core assets and capabilities to build new, adjacent businesses, such as Premion
- ✓ Strong free cash flow model, a disciplined capital allocation strategy with near-term focus on debt reduction, and deliberate financial decisions drive flexibility and strong dividend yield to further optimize shareholder value

Appendix



Non-GAAP Reconciliation

Trailing Twelve Months Ended September 30, 2020

(\$000s)

	GAAP	Special Items ¹	Non-GAAP
Revenues	\$ 2,694,160	\$ -	\$ 2,694,160
Operating expenses	2,040,100	(36,883)	2,003,217
Operating income	654,060	36,883	690,943
Depreciation	65,391	-	65,391
Amortization of intangible assets	68,151	-	68,151
Adjusted EBITDA	\$ 787,602	\$ 36,883	\$ 824,485

¹Special items include workforce restructuring, M&A due diligence costs, advisory fees related to activism defense, and spectrum repacking reimbursements and other, net.