

# Investor Day

**GANNETT**

FEBRUARY 22, 2012

# 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



# Trusted News & Information Source



# Hometown Advantage



# Brand Advantage

## NATIONAL



## LOCAL



## MARKETING SERVICES





**150,000**

small/medium businesses

**3 out of 4**  
adults each of our  
markets



**12 million**  
readers per day

**21 million**  
viewers



**5,000+**  
journalists

**71 million**  
unique  
website  
visitors

**~\$140 billion**  
local ad  
market

**100+**  
communities

**470 million**  
Mobile pageviews







# Financial Advantage



# Ongoing Commitment to **Strong FCF**

GENERATED SUBSTANTIAL FCF EVEN DURING RECESSIONARY TIMES

\$ 7 7 5 **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

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

## FINANCIAL DISCIPLINE

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

**\$1.3+B**

returned to  
shareholders  
by 2015

## SHARE REPURCHASE

Authorization of **\$300MM**  
of buyback over **2 years**

## M&A STRATEGY

Pursue modest level of  
"bolt-on" **acquisitions**  
No material acquisitions **expected**

# Our Three Advantages

**Hometown  
Advantage**

**Brand  
Advantage**

**Financial  
Advantage**





# Stabilizing Community News

# Stabilize Publishing



# Redefine Local News

**Reorganize  
Information  
Center**

around consumer  
passion points

**Be  
Everywhere**

Consumers are

**Charge for  
Content**

not delivery

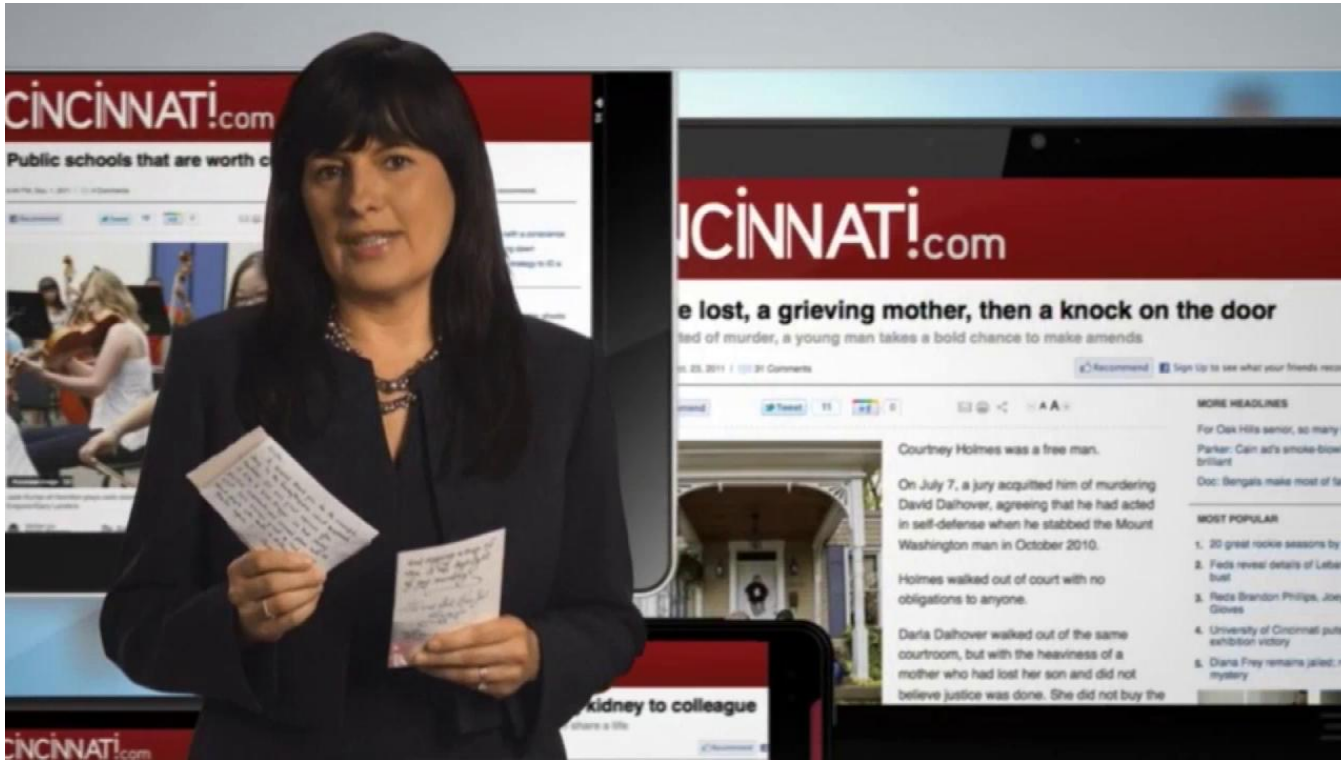
# Built Model Around Consumer Passions and Watchdog Journalism



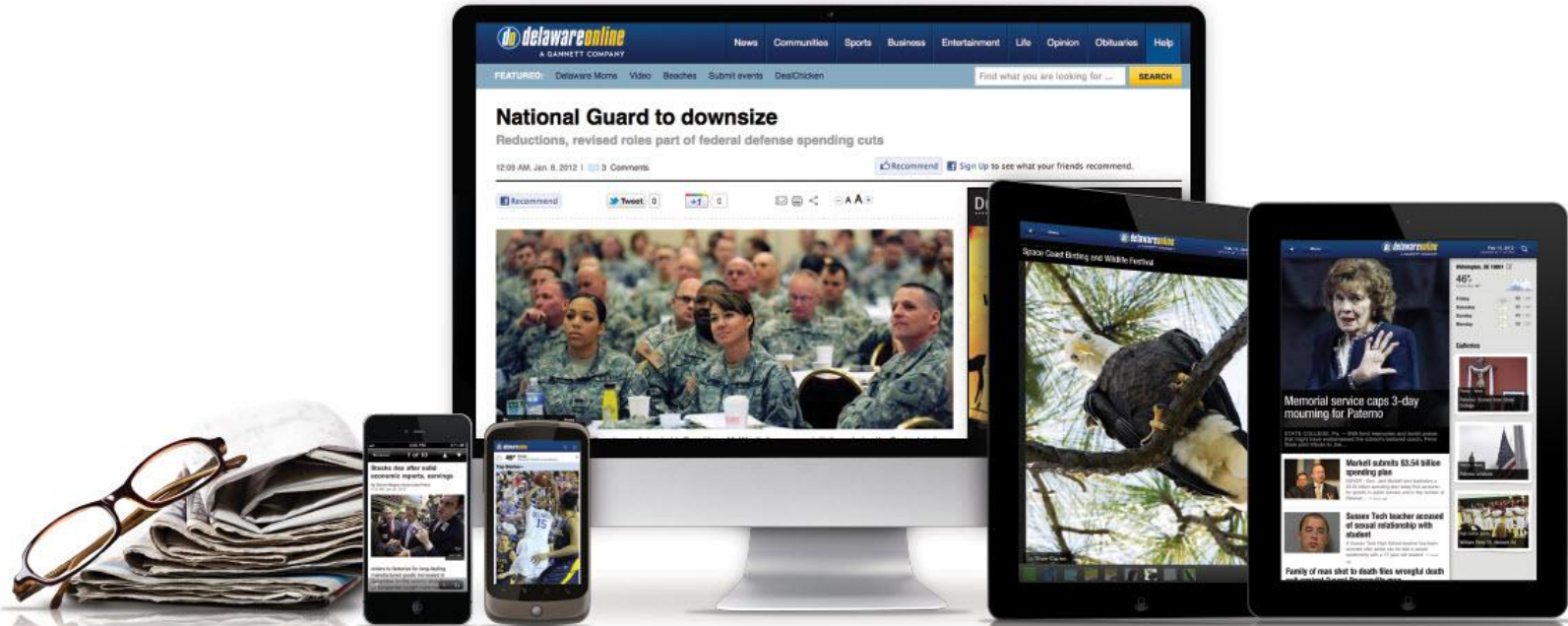
# Interviewed Thousands of People



# 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

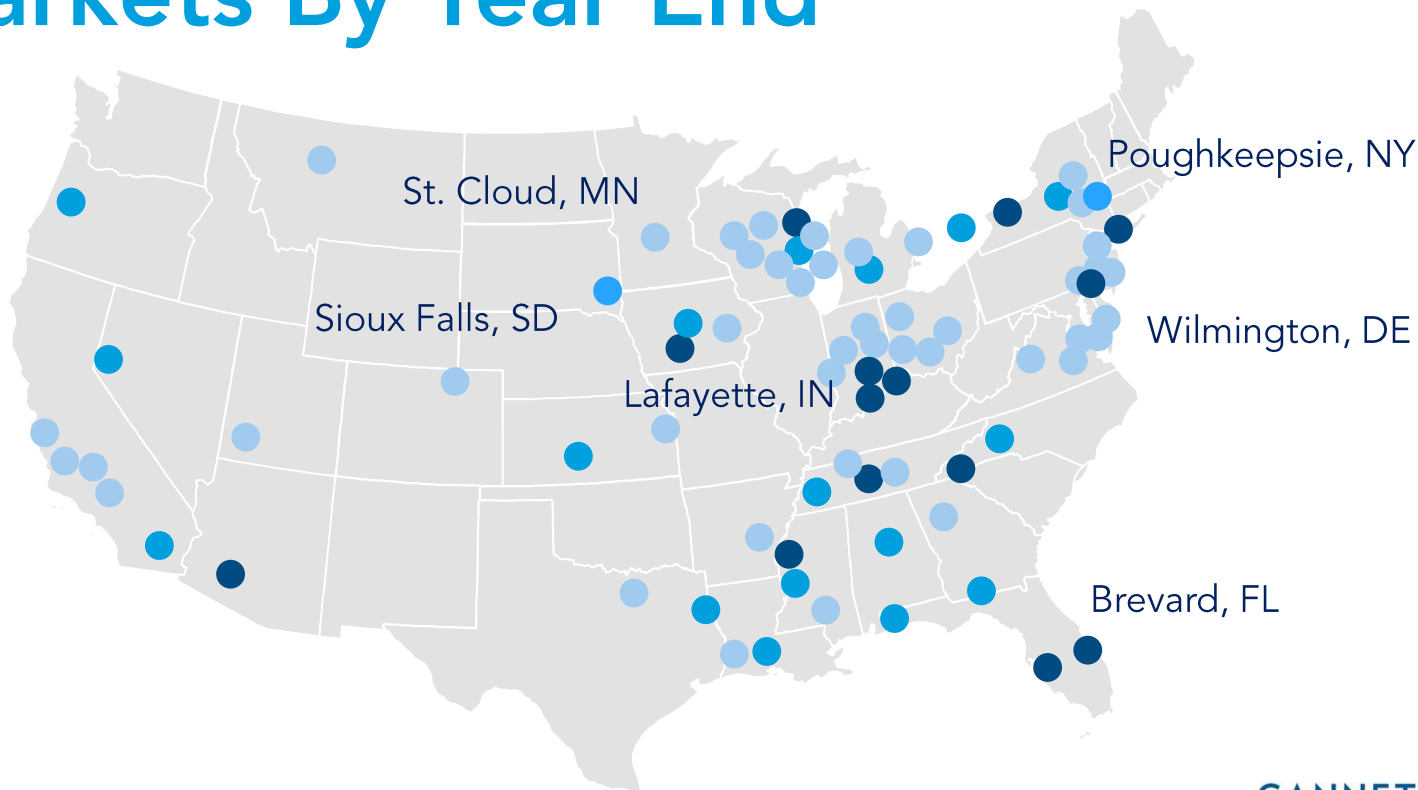
Full  
Access  
Sunday

Full  
Access  
Digital  
Only

Pick the one that's right for you...

# New Model Launched in Six Markets 80 Markets By Year End

- Larger
- Medium
- Smaller



# 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

# Initial Feedback Is Good

“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



USA TODAY

GANNETT

# Strong Starting Point



# Challenging The Status Quo

**1-in-7** Americans  
engage with  
**USA TODAY every day**

“

## USA TODAY

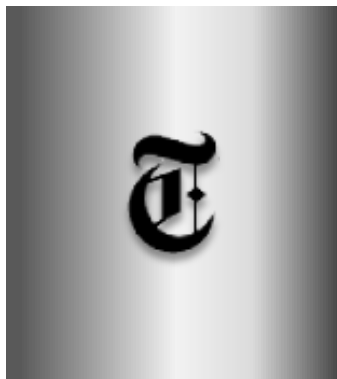
hopes to serve as a forum  
for better understanding  
and unity to help make  
the USA truly one nation.”

Al Neuharth  
1982

# Opportunity To Improve USATODAY.com

Average monthly unique visitors (Millions)

33



23



14



Average time  
spent/month/visitor  
(in minutes)

30

8

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



20

54



27

23

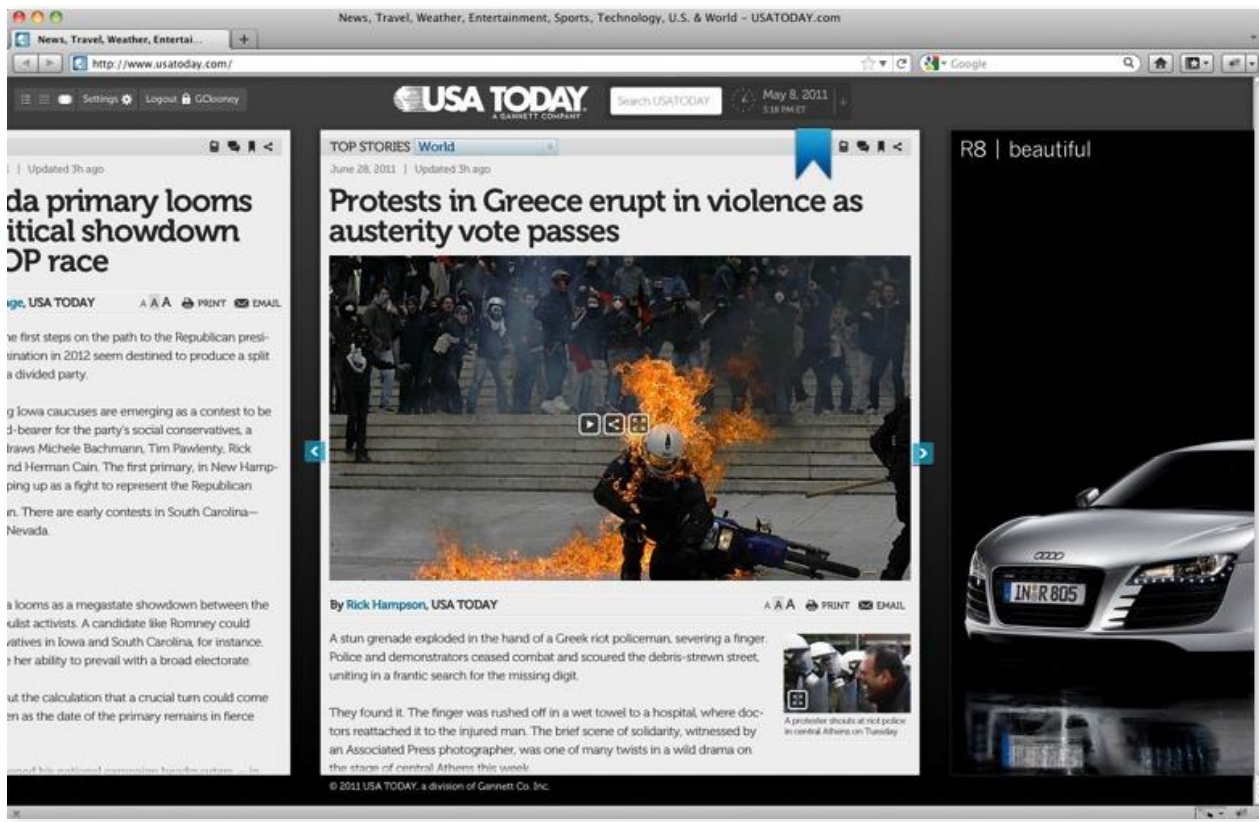


8

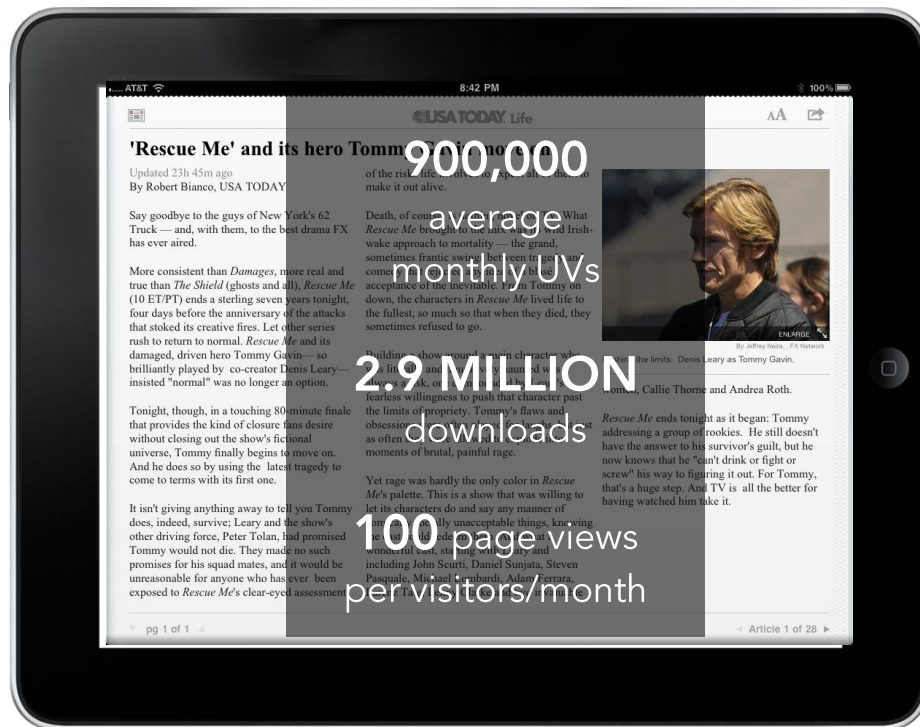
Average time  
spent/month/visitor  
(in minutes)

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

# Redefining Browser Experience



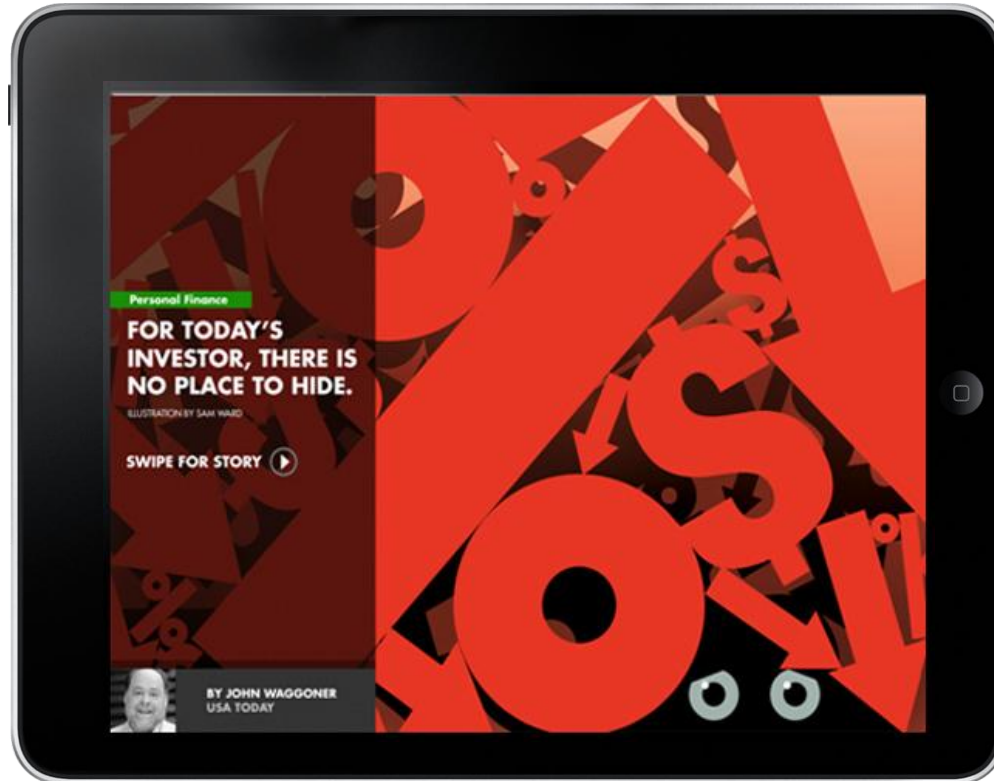
# Leading News Tablet App



**"BEST FREE NEWS APP"**  
ITUNES 2010 APP OF THE YEAR



# Next Gen Tablet App: **Build** On Success



# USAT Sports Media Group



# Major Force In Travel

#1 HOTEL DISTRIBUTION, STRONG RELATIONSHIPS, MARQUEE PARTNERS



A collection of logos for major hotel brands and groups, including Comfort Inn & Suites, Hilton, Best Western, starwood Hotels and Resorts, WYNDHAM HOTEL GROUP, IHG InterContinental Hotels Group, HYATT, and Marriott.

**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**



USA TODAY

GANNETT

# Broadcasting

# Broadcast On A Sustainable Growth Trajectory



Positive 2012 Near-Term Outlook

Great Engaging Content

Strong Local Brands

Deep Local Relationships

**KARE 11**  
Share in it all

NEWSCHANNEL 5

**H**  
HIGH SCHOOL  
SPORTS.NET



# 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

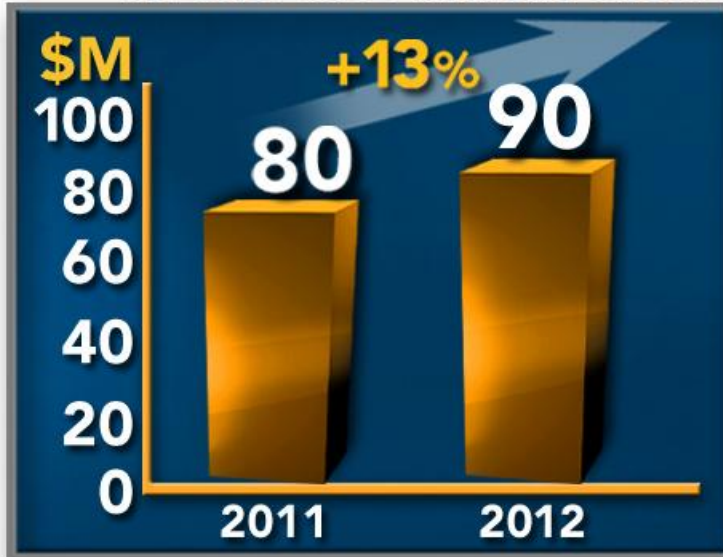
**CAMPAIGN**  
**2012** 

**YOUR VOICE**  
**YOUR VOTE**  
**2012**  NEWS

 **NBC NEWS**  
**DECISION**  **2012**

# 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



# GANNETT

BROADCASTING

Changing the way local news is done  
Consumers are responding positively

# Digital Growing Fast





# The Future: Social Media

facebook

twitter



# The Future: Local Marketing



**\$260,000**



**\$230,000**

# The Future

## NEW PRODUCT INNOVATIONS

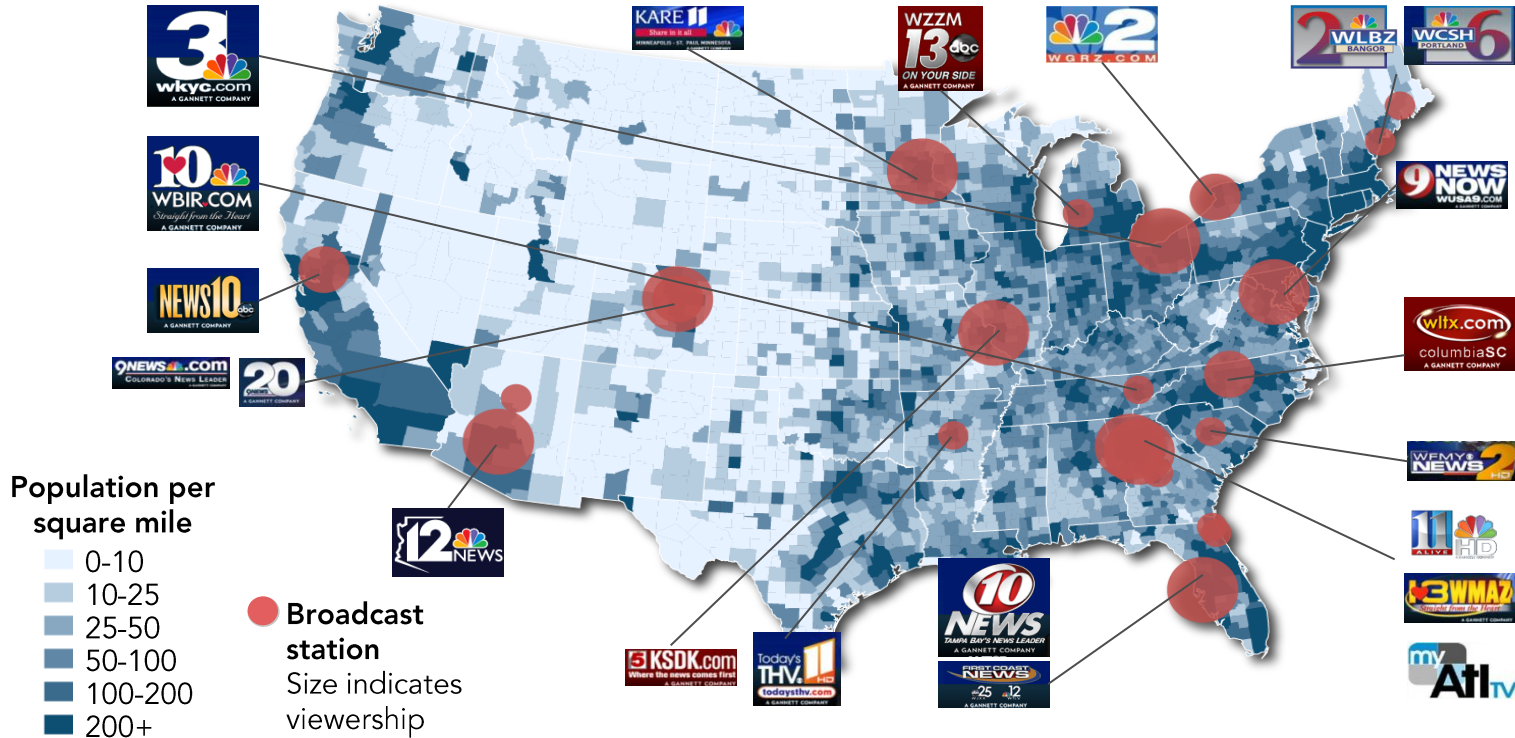
The screenshot shows the ConnectTV website interface. At the top left is the ConnectTV logo with the tagline "SYNC. SHARE. PLAY.". Below the logo is a sign-up section with three buttons: "Sign up with Facebook", "Sign up with twitter", and "Sign up with email". A "Log in" button is located at the bottom left. On the right side, there is a "What's HOT Right Now!" section featuring a list of 10 items, each with a rank, a small icon, the title, and a network logo.

What's HOT Right Now!			
1	🔥	SportsCenter	ESPN
2		Special Report With Bret Baier	FOX
3	📺	Cash Cab	ABC
4		NCIS	USA
5	📺	Good Luck Charlie	ABC
6		The Dr. Oz Show	FOX
7		7 Live	ABC
8		The Nate Berkus Show	NBC
9		The People's Court	USA
10	📺	Dr. Drew's Lifechangers	FOX

The advertisement features the Dyle logo, which consists of a blue speech bubble with three dots above it, followed by the text "dyle™ stay tuned.". Below the logo is a photograph of a person's hands holding a smartphone. Overlaid on the photo is handwritten text in black ink that reads: "Dyle™ LIVE Mobile TV Find out who gets voted off while waiting for your latte".

# The Future

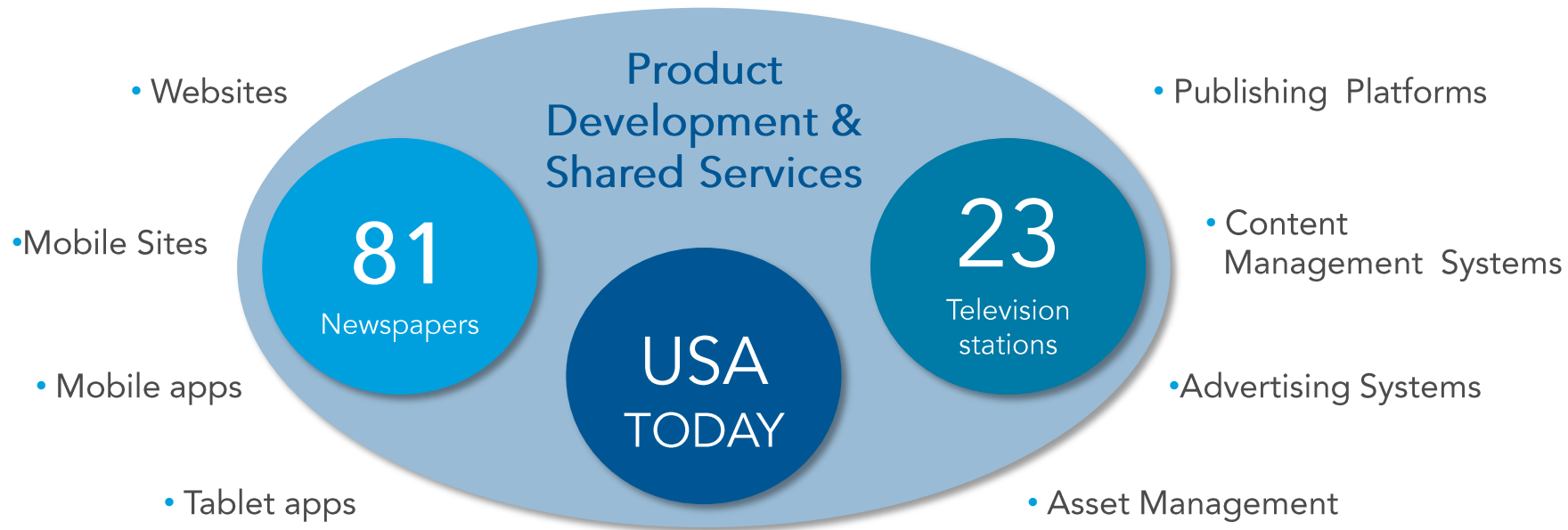
## LEVERAGE OUR LOCAL RELATIONSHIPS



# Broadcasting

# Digital Strategy

# Gannett Digital



# Enable our 5,000+ journalists



## Handheld technology for the front-line

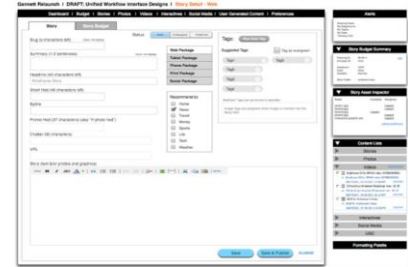
- iPhones
- Handheld video mounts
- Microphone kits
- Lightweight notebooks

*In local publishing markets*



## New digital production capabilities

- Digital workstations for creation of multimedia content
- 1-3 iPads per market for reporter/ editor use

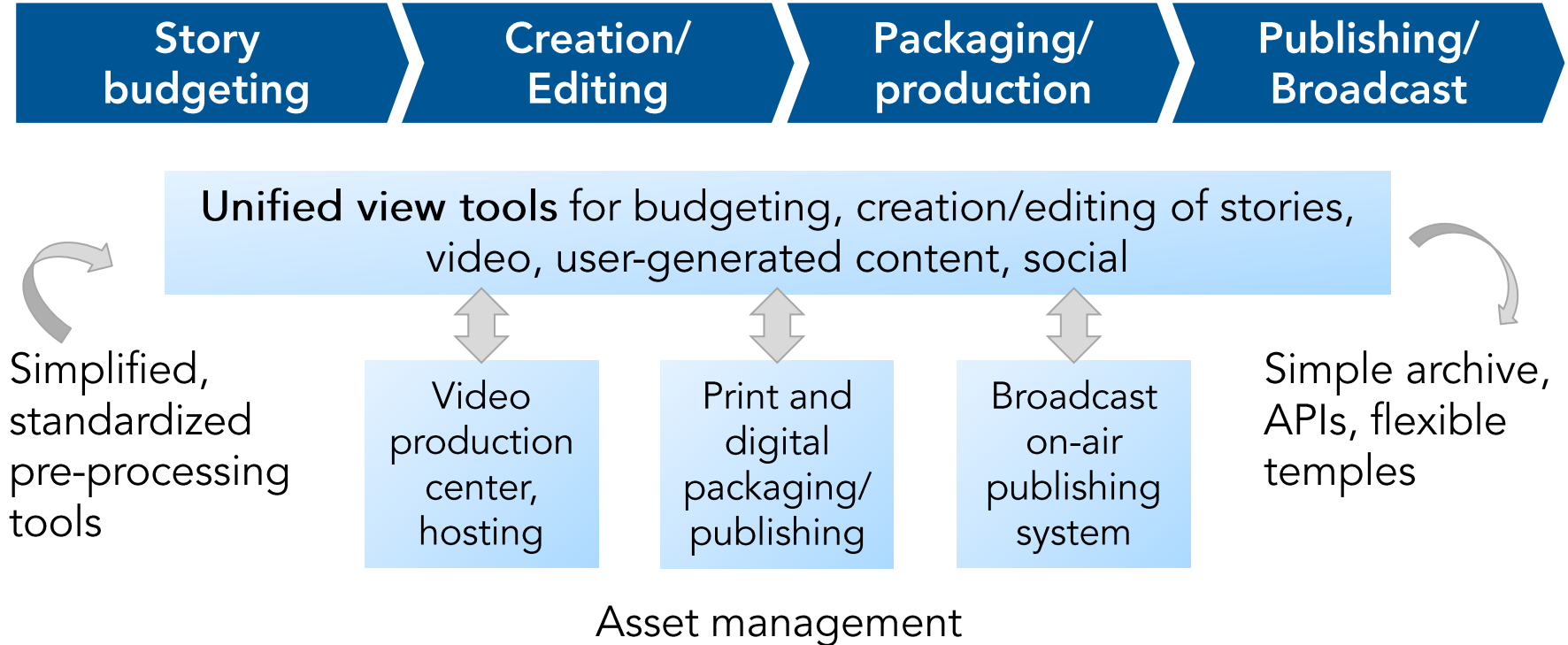


## Unified view tools

- Standardized tools
- Linked to legacy systems
- Multi-platform asset management
- Flexible, easy-to-use storytelling templates



# Integrated multi-platform digital publishing



# Video Production Center



# Sales Operations

Rep firm : GANNETT User : Salesrep Temp Log out

### ORDER SEARCH

Creations/Propositions:161 Technical awaiting:15 Signed:70 Live:206 Active:437 Show historic

Agency:  Publisher: A11 Order No.:   
 Advertiser:  Website: A11 Elem. No.:   
 Campaign:  Web Page: A11 PD N°:   
 Status: Active Ad Slot: A11 Elt valid?: A11  
 Sales Rep.: Salesrep Temp Insert type: A11 To approve: A11  
 Order type: A11 Offer: A11  
 Budget:  to  USD Date:  Campaign:

View: Order Submit

Order No.	Proposed Signature	Sales Rep.	Agency Advertiser Campaign	Period	Gross Net net Currency	Stat.	Mod.	Del.	Doc.
40.605	02/02/2012	Skelton Robert	PGA TOUR GOLF COURSE PROPERTIES - PGA TOUR PGA TPC Scottsdale	02/02/2012 02/06/2012	8.00 8.00 USD				
40.597	01/26/2012	Heide							
40.596	01/25/2012	Heide							

---

Rep firm : GANNETT User : Norton Marlis Log out

### DASHBOARD

#### SHORT CUT

Agency search Advertiser search Order search Website search Contact search Task search  
 New advertiser New agency New order New website New contact New task

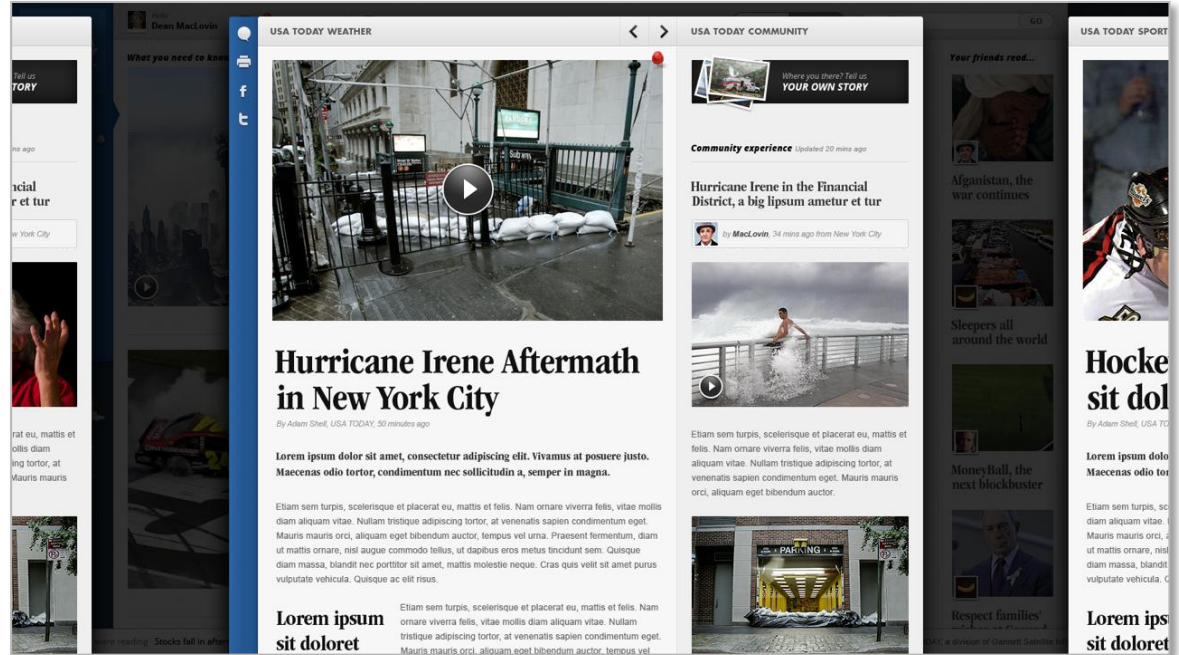
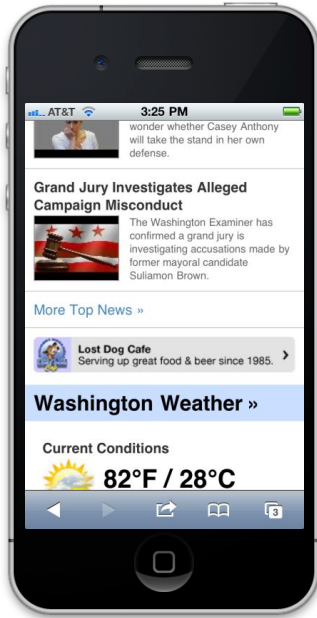
#### News

#### My Tasks by achievement date

Orders Awaiting Approval			
N°	Agency Advertiser	Period	Gross Net net Stat.
40507	UCLA Health System	02/15/2012 02/25/2012	2.100.00 3.100.00
40506	Centre	02/01/2012 02/05/2012	12.00 12.00
40504	ACQ Media JCPENNEY DEPARTMENT STORE - JCPENNEY COMPANY INC	01/31/2012 02/06/2012	0.00 0.00
40503	RMM - Red McCombs Media TUK	01/21/2012 02/06/2012	490.00 416.50
40501	MEDIA PLANET	03/05/2012 03/09/2012	0.02 0.02
40500	Morpheus Media LLC Louis Vuitton - LVMH	08/14/2012 08/28/2012	0.03 0.03
40500	Glass McClure Amtrak (est - U.S.	02/20/2012	9.712.51

# Product Development

100+ NEW SITES FOR DESKTOP, MOBILE AND TABLET OVER NEXT 12-24 MONTHS



# Product Development



Broadcast

USCP

GANNETT |

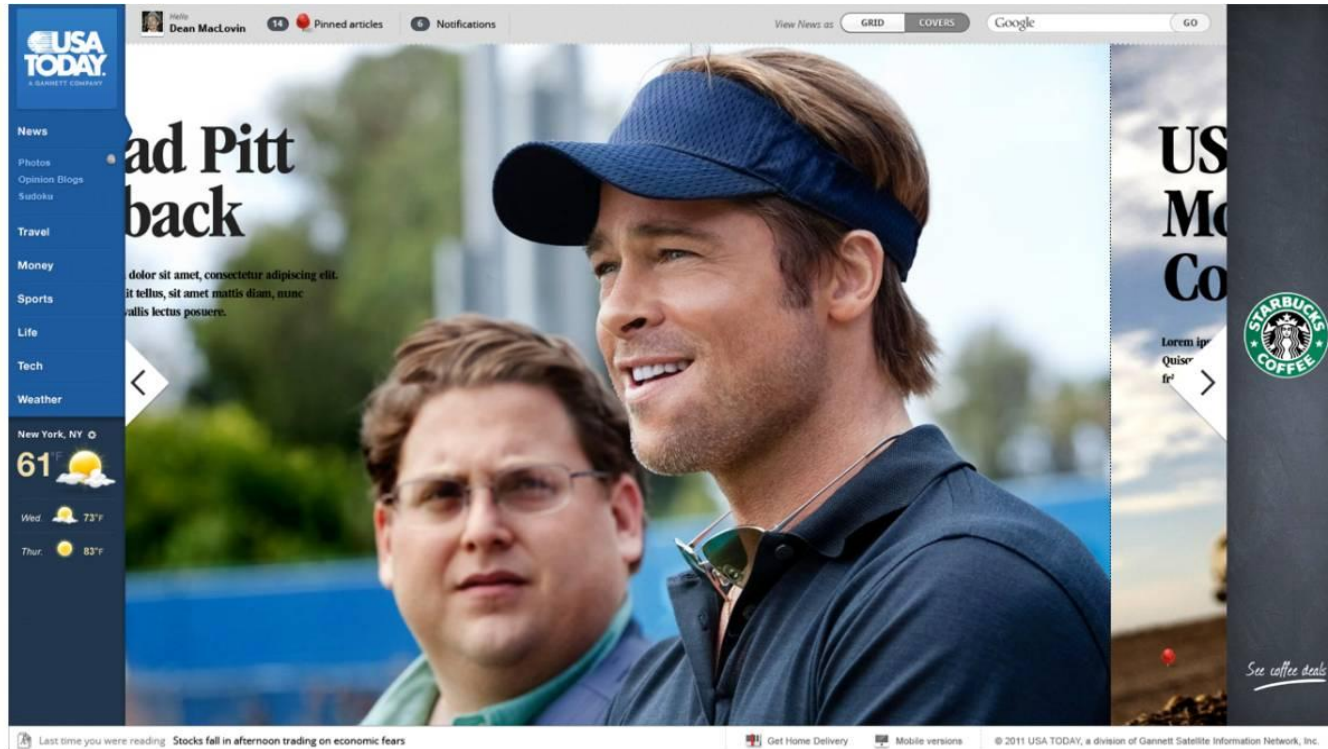
# Relaunch framework



# User Experience



# User Experience





# User Experience

The screenshot displays the USA Today mobile app interface. At the top, the navigation bar includes the USA Today logo, a user profile for 'Dean MacLovin', and icons for 'Pinned articles' and 'Notifications'. A search bar with the Google logo is also present. The main content area features a large teal background with the text: 'In a movie, how many times can a 6-round revolver be shot without reloading?'. Below this text is a graphic of a black revolver cylinder with a yellow highlight on one of the chambers. To the right of the cylinder, there are two options: a black square labeled 'As much as needed' and a yellow square labeled '6'. The interface includes a dark blue sidebar on the left with categories like 'News', 'Photos', 'Opinion Blogs', 'Sudoku', 'Travel', 'Money', 'Sports', 'Life', 'Tech', and 'Weather'. The weather section shows 'New York, NY' with a temperature of 61°F and a sun icon. On the right side, there is a Starbucks logo and a 'BECOME A MEMBER NOW' button. At the bottom, there is a footer with a copyright notice: '© 2011 USA TODAY, a division of Gannett Satellite Information Network, Inc.' and a small 'amo FILM FESTIVAL' logo.

USA TODAY  
A GANNETT COMPANY

Hello Dean MacLovin 14 Pinned articles 6 Notifications

View News as GRID COVERS Google GO

Kind of Am? BECOME A MEMBER NOW

In a movie, how many times can a 6-round revolver be shot without reloading?

As much as needed  
6

Watch films, not movies.  
There is a difference.

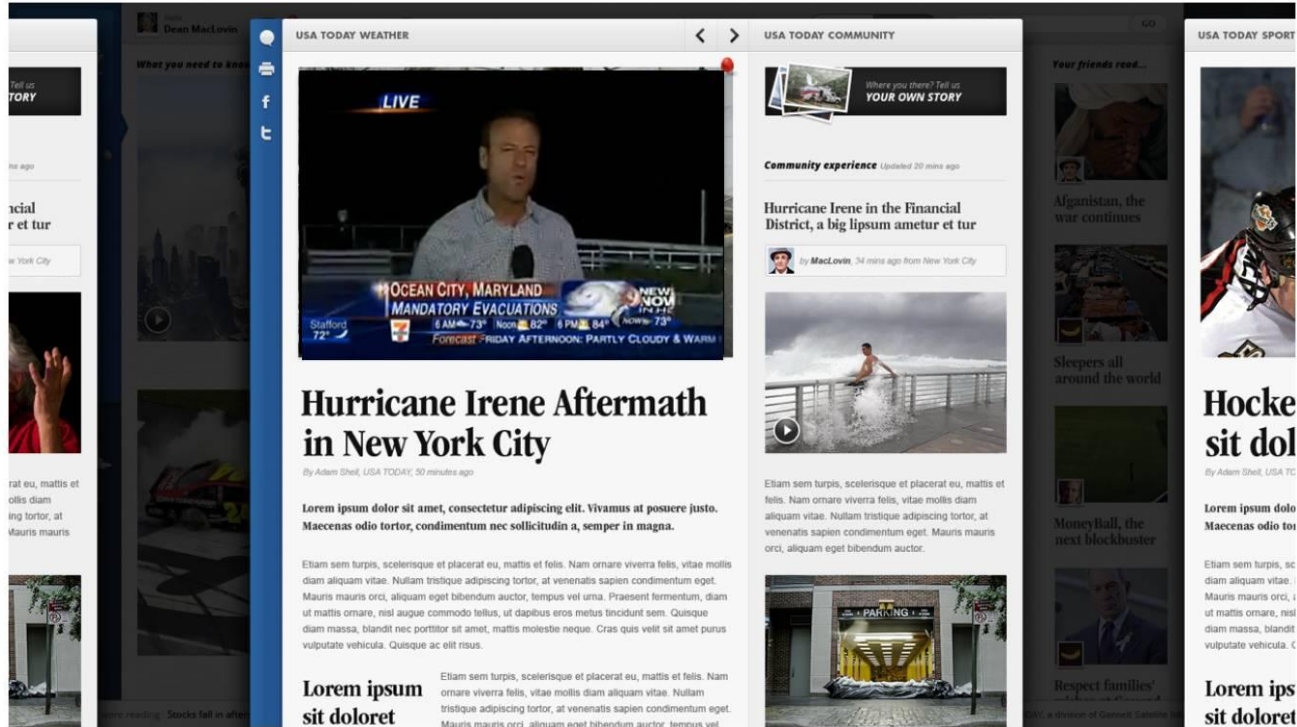
NEW YORK CITY ONLY  
amo FILM FESTIVAL

See coffee deals

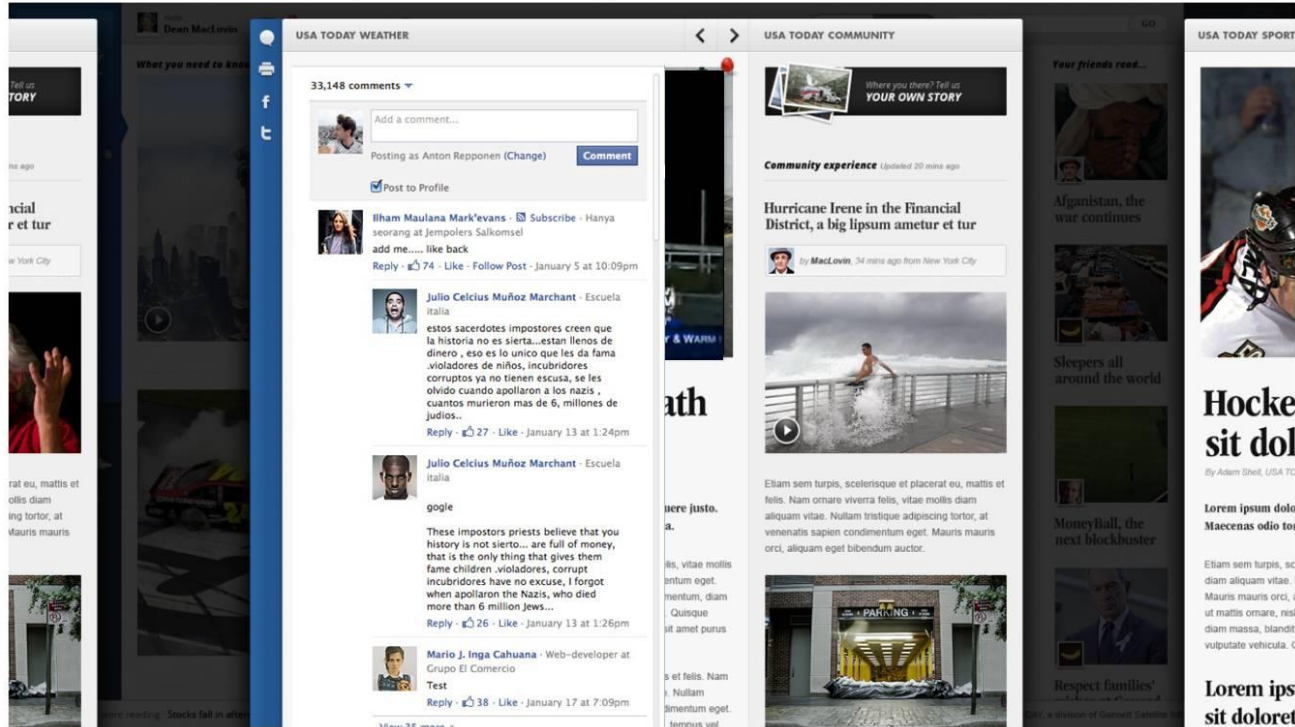
Last time you were reading: Stocks fall in afternoon trading on economic fears

Get Home Delivery Mobile versions © 2011 USA TODAY, a division of Gannett Satellite Information Network, Inc.

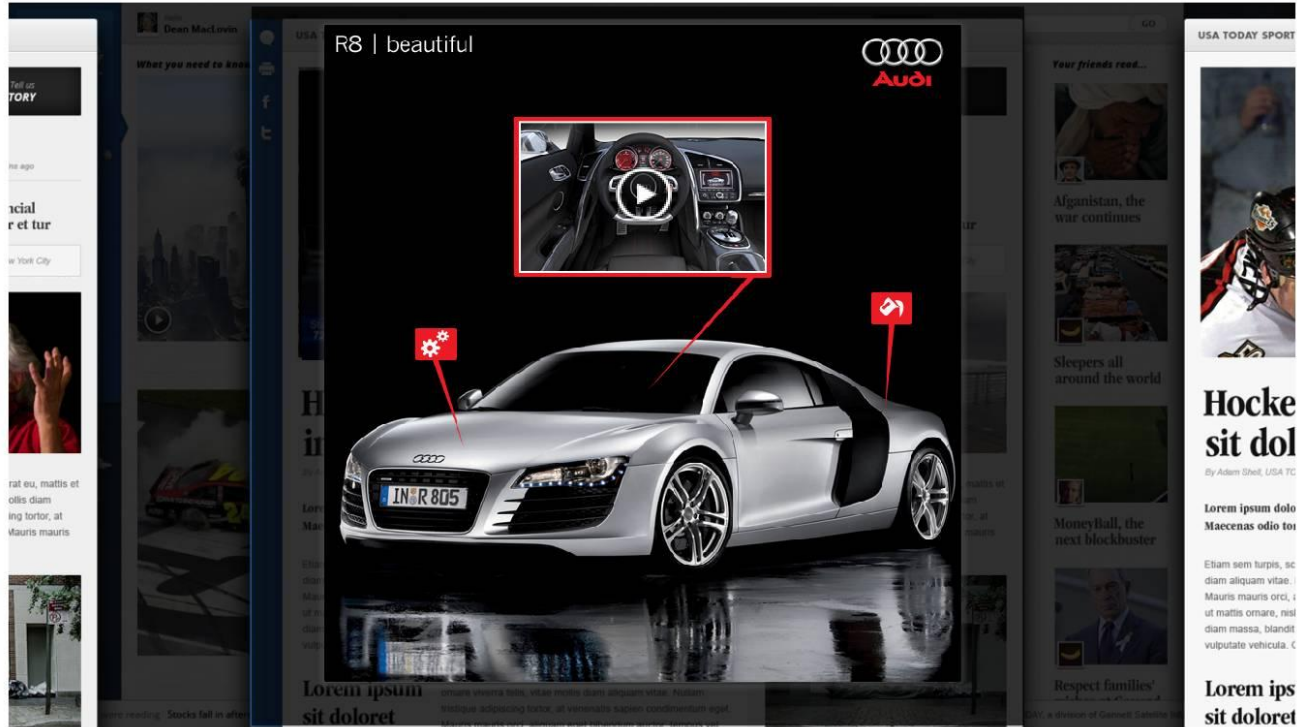
# User Experience



# User Experience



# User Experience



# Product Development: Mobile Products

## SmartPhones



USA TODAY  
for iPhone ©



USA TODAY  
Autopilot for  
iPhone ©



USA TODAY  
for Android ©



USA TODAY  
for Windows  
Phone 7 ©

## Tablets



USA TODAY for iPad ©



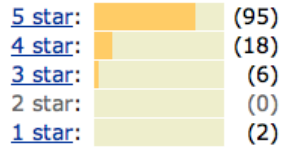
USA TODAY for Android Honeycomb ©



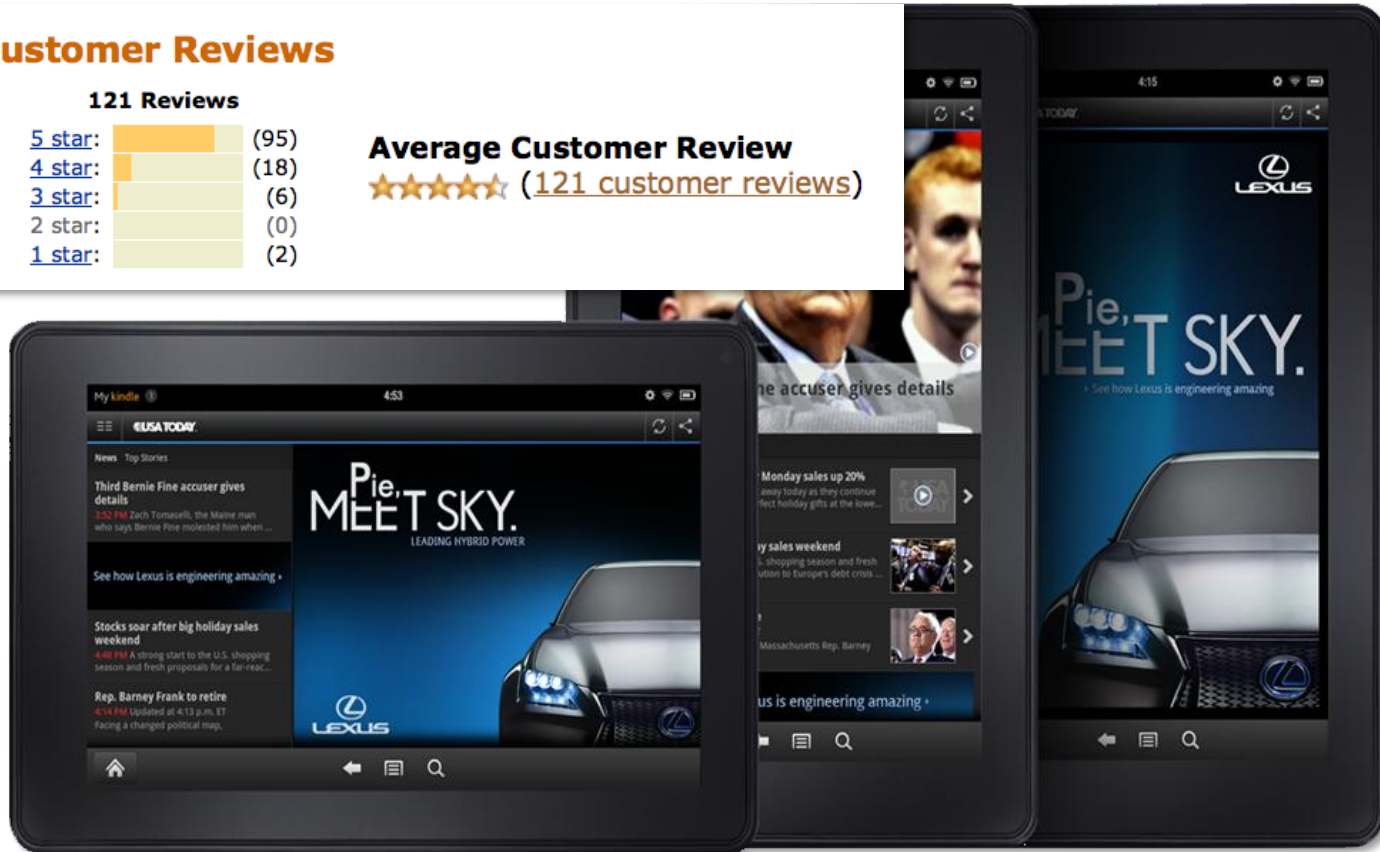
# Kindle Fire

## Customer Reviews

121 Reviews



**Average Customer Review**  
★★★★☆ (121 customer reviews)



# User Experience

amazon.com Hello, David Payne David's Amazon.c The All-New Kindle Family: from \$79

Shop All Departments Search Apps for Digital Items Your Account Help

Appstore for Android Best Sellers Cart Wish List

Best Sellers Hot New Releases Devices Get Started Help

Any Category Appstore for Android Best Seller The best items in Top 100 Paid Banking & Finance Books & Comics City Info Communication Cooking Education Entertainment Games Health & Fitness Kids' Lifestyle Magazines Music Navigation News & Weather Novelty Photography Podcasts Productivity Real Estate Reference Ringtones Shopping Social Networking Sports Themes Travel Utilities Web Browsers

Michael's kindle 2:09

USA TODAY

The all-new Volkswagen Passat. 2012 Motor Trend Car of the Year.

★★★★★ **Finally, December 30, 2011**

By **Eric Booth "Eric B Photography"** (Cary, NC) - [See all my reviews](#)

REAL NAME

**This review is from: USA Today 24/7 Free App Edition (App)**

Finally a company who has taken the time to actually think about the User experience. Great app. And the price is right.

Help other customers find the most helpful reviews [Report abuse](#) | [Permalink](#)

Was this review helpful to you?

Das Auto.

Journal

by on your connected

# Digital Partnerships

**Inside Flipboard**

October 18, 2011

**USA TODAY Is First Nationwide U.S. Newspaper on Flipboard**

The great publisher Al Neuharth was known as an inventor in the newspaper business. From his first venture (a weekly dedicated to sporting news in South Dakota, of all places) to the groundbreaking "Today" papers that started in Florida and resulted that spinoffs with USA TODAY, he listened to his readers and learned.

Though Neuharth retired in 1976, USA TODAY became the most widely read newspaper in the United States. Its distinctive color-coded sections, easy-to-read stories and navigation – every piece re-created on one page, rather than "jumping" to inside pages, like most other newspapers – is a case study in usability and innovation.

We think it's not exactly a coincidence that USA TODAY also happens to be the first U.S. newspaper available on Flipboard. Its Flipboard edition contains customized layouts and a unique story mix drawing from the entire paper, including up-to-the-minute issues from its Iconic News, Sports, Money, and Life sections.

Add USA TODAY to your Flipboard for reporting that engages the national conversation.

USA TODAY on Flipboard

USA TODAY is a nationwide U.S. newspaper on Flipboard. Unique story mix from entire...



facebook

USA Today [Like](#)

Media/News/Publishing · McLean, Virginia

**USA TODAY SUPER BOWL XLVI facebook**

**TOTAL VOTES 1,246,923**

WHO HAS VOTED

YOUR VOTES

THE FORCE: VOLKSWAGEN COMMERCIAL

HATE IT!

**257,876 TOTAL VOTES**

Like · Dislike · Like · Dislike · Like · Dislike

USA Today Opinion

USA TODAY Travel

USA Today Life

USA Today Sports

USA Today Your Life

Page Owners

Michelle Kessler

Recommendations

Hannah Bosworth The BLM claims the removal of these wild horses is necessary to improve range... See More

Judy Austin BLM -- do you still say KILL BUYERS bought them and sent the Wild Horses to the S... See More

Write a recommendation...

Birthdays

Ari Cox it's his birthday. Say Happy Birthday

Pokes

Hang Tran has poked you. Poke Back

Sponsored

Art Department / Display

Display tons of artwork easily with tackable Room Dividers. No assembly, easy set up. Visit us now for a FREE Information Kit.

SHAREPOINT & NET

Assessments, Development & Integration, Design & Branding, Dashboards, Security, Deployments, Technical Eduarars, Roadmaps and more...

Badgeville

Game psychology for the web? Reward site visitors in real time. Make your site social. Like us to learn more.

Like · Jascha Kaykas-Wolff likes this.

Master Design Principles! appsumo.com

Calling All Web This is the best use of time and money we have ever spent! - Bartek Ringowski of



# Conclusion



# 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

CLASSIFIEDS: JOBS CARS HOMES APARTMENTS DATING CLASSIFIEDS SHOPPING PLACE AN

**DesMoinesRegister.com**  
A GANNETT COMPANY

News Sports Business Enter

Sign up Log in FEATURED: Politics Metromix Juice Photos Videos Blogs D

f Recommend Tweet 0 +16



**Kathie Obradovich and Susan Page preview the 2012 Iowa Caucuses**

Kathie Obradovich and Susan Page preview the 2012 Iowa Caucuses

**Des Moines Sunday Register**

State Fair scoops: Babies, animals, arrests & more  
METRO & IOWA

HIGH SCHOOL FOOTBALL PREVIEW  
Who's No. 1? Iowa's top teams & players in SPORTS

AUGUST 14, 2011 • THE NEWS FOR IOWA'S METRO AREA • DES MOINES REGISTER.COM • METRO EDITION

**Bachmann takes first**  
Paul finishes strong second to Minnesota congresswoman

**Iowa Straw Poll**

Despite a vigorous effort, Pawlenty lags in third. Now, Perry walks in the wings.

By JENNIFER JACOBS

Again, it's Michele Bachmann, the first woman to win the straw poll, even as the official GOP caucus is set to begin in just two weeks. Bachmann's entrance into the race leaves her the lone Republican hopeful.

The Minnesota congresswoman's win Saturday, secured by a fairly unimpressive margin, may be the biggest her yet in a few months — that she's too far out of the mainstream — and it doesn't guarantee she will do well in coming months in Iowa or other early voting states.

Bachmann said clearly "I'm a wonderful down government" in a wonderful down government. It's a wonderful down government. It's a wonderful down government. It's a wonderful down government.

With 18,692 ballots cast, Bachmann won with 4,423 votes. "Now" from that, she will lead in a head-to-head contest for the trophy claimed second with 4,411.

Follow Minnesota's Tim Pawlenty, who lost to Bachmann, with 2,283 votes, against Iowa's Scott Walker, who won with 2,277 votes. Pawlenty's former gubernatorial loss only five days earlier, including in the straw poll, his campaign had tried to court voters by campaigning by trucking the state with TV ads and other advertisements and promising anything they would consider in Iowa's best interests.

Pawlenty's national office reported it checked back for the Iowa caucuses. "I'd say there was everything," said Christina Frey, Pawlenty's campaign manager.

**150+**

All eyes are on a lot of faces are turned on Michele Bachmann as she speaks Saturday after her victory in the Iowa Republican Party's straw poll in Ames. The Minnesota congresswoman had finished third and fifth earlier in the national caucus but she called her conservative views, saying "In Iowa, we are social conservatives, and we will never be abandoned by being social conservatives."

**NO. 1**  
MICH  
DISCOUNT  
28.6%

**NO. 2**  
MICH  
DISCOUNT  
27.7%

**NO. 3**  
MICH  
DISCOUNT  
13.6%

**HOW THE OTHER CANDIDATES FAIRERED**

4. Rick Santorum	8.4%
5. Herman Cain	8.2%
6. Rick Perry	6.3%
7. Mitt Romney	3.4%
8. Newt Gingrich	2.3%
9. Ron Paul	2.0%
10. Rick Warren	0.2%

**5 EXPERT ANALYSIS**

**KATHIE OBRADOVICH**

**BACHMANN'S GOT A NEW**

**TEXAS GOV. RICK PERRY**  
Tosses his hat into the ring

**FOLLOW COVERAGE**

SEARCH FOR PERRY'S HAT IN IOWA  
IowaGov.com  
DesMoinesRegister.com

PHOTOS BY CHARLIE NEIBERGALL FOR THE REGISTER. PERRY'S HAT WAS CAPTURED BY NEIBERGALL AT THE STRAW POLL IN AMES. PERRY'S HAT WAS CAPTURED BY NEIBERGALL AT THE STRAW POLL IN AMES.

USATODAY.com - Gannett Co., Inc.

news/politics/story/2011-10-30/gop-race-wide-open-iowa/51009036/1

USA TODAY | News

Home News Travel Money Sports Life

News: Communities | Education | Nation | Military | Election 2012 | Religion | Offbeat | Washington | World

**In Iowa's GOP caucuses, 'it's absolutely wide open'**

Susan Page, USA TODAY

Updated 10/30/2011 9:50 PM

Comment 112 f Recommend 35 Tweet 37

Reprints & Permissions

DEMOI, Iowa — Belva White emerges from Calvary Bible Church after listening to presidential hopeful Michele Bachmann speak from the pulpit, but she isn't any closer to deciding whether she'll support the Minnesota congresswoman or someone else in the caucuses come January.

By Charlie Neibergall, AP

candidate Mitt Romney meets

Like three of four likely voters, White says her mind isn't made up for an opening contest that usually wins the field and may well launch the finalists for the Republican presidential nomination.

"(Mitt) Romney has that health plan: all of us don't like that," the 75-year-old woman with a halo of white hair says as friends Paula McClafin and Marilyn Dorland nod in agreement, squinting in the Sunday sunlight.

"(Rick) Perry had the schooling for illegals; that crosses him off. And Herman Cain, he was doing pretty good

# 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 Sabbott

PRESIDENT, AMERICAN EXPRESS OPEN

# National Reach Neighborhood Impact





Q&A

# Accelerating Gannett's Growth

# History Of Successful Adjacent Businesses



# Accelerating Our Growth

## Brand Advantage



careerbuilder.com™

ArmyTimes



captivate  
NETWORK



USA TODAY  
MOBILE

NURSE.com

PLANET DISCOVER  
A GANNETT COMPANY

quadrantONE  
Trusted Brands. National Reach.

## Hometown Advantage

ClipperMagazine



pointroll



azcentral.com



Democrat and Chronicle  
media group

shopLocal™  
retail division of pointroll

The Des Moines Register

# Accelerating Our Growth

THROUGH TWO NEW BUSINESSES

A flow diagram consisting of a light blue horizontal arrow pointing to the right. The arrow is divided into three segments: a thin segment on the left, a medium-width square segment in the middle, and a large arrowhead segment on the right. The USA TODAY logo is centered in the first segment, and the text "DIGITAL MARKETING SERVICES" is centered in the second segment.

DIGITAL  
MARKETING  
SERVICES

**USA TODAY**  
Sports Media Group

# 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

## Local Newspapers



**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

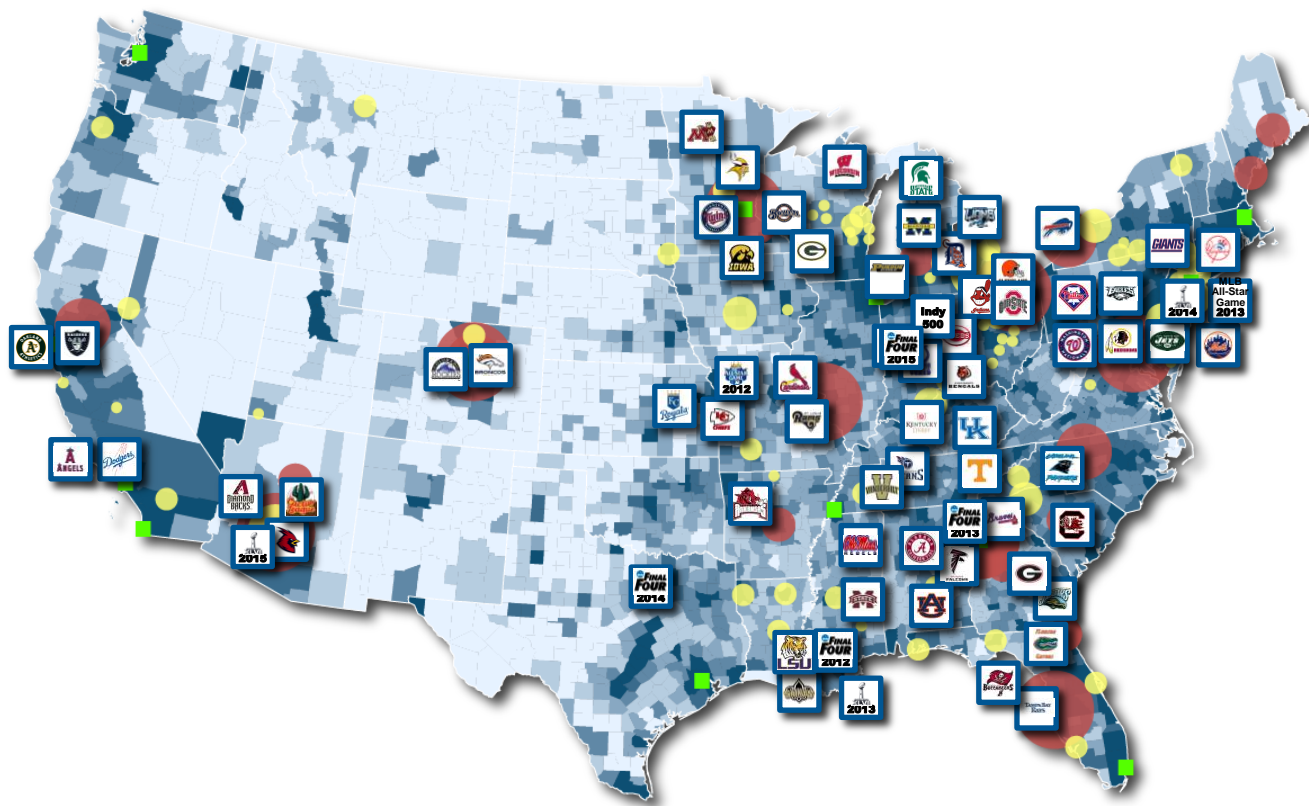


#1 high school sports web property serving over 7,000 High Schools as partners



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

## Detroit Free Press

SPECIAL REPORT **SPORTS**

## COACHES VS. COLLEGES

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



**By Steve Whiting**  
As universities across the United States grapple with the fallout from a series of high-profile scandals involving college coaches and athletes, a new era of scrutiny and accountability is being demanded by the public and the media.

Universities are being forced to re-examine their policies and procedures, and to ensure that they are holding their coaches and athletes to the same high standards of conduct that are expected of their students.

Under the same umbrella as Penn State, Ohio State and other schools that have been rocked by scandals, there is a growing concern about the power of college coaches and the checks and balances that should be in place to ensure their conduct.

### THEY'RE IN THE MONEY ...

As coaches' salaries rise, there is growing concern about the power of college coaches and the checks and balances that should be in place to ensure their conduct.

Coach	Salary
Jim Harbaugh	\$11.5 million
Urban Meyer	\$9.5 million
Tommy Tuberville	\$8 million
Mark Stoops	\$7 million
Butch Barth	\$6 million

Player	Salary
Greg Oden	\$30 million
Blake Griffin	\$15 million
Kevin Durant	\$10 million
Stephen Curry	\$8 million
Chris Paul	\$7 million

As coaches' salaries rise, there is growing concern about the power of college coaches and the checks and balances that should be in place to ensure their conduct.

Universities are being forced to re-examine their policies and procedures, and to ensure that they are holding their coaches and athletes to the same high standards of conduct that are expected of their students.

### Democrat and Chronicle

ROCHESTER, N.Y. **EVERYTHING YOU NEED TO RING IN THE NEW YEAR**

**BALANCE of POWER**  
Major universities face challenge of keeping iconic coaches under control

**BREES, BRADY YEARDAGE MARK, HIGH SEEDS**

### Sports section 6

THURSDAY, DECEMBER 20, 2012

**2011 packs a punch**  
Hockey's best year featured cheap seats, rising stars, and a 40-year-old defenseman who became the most valuable player of the year.

**COACHES AND POWER**  
**How much is too much?**  
When a coach's influence crosses the line

**BREES, BRADY YEARDAGE MARK, HIGH SEEDS**  
Market forecasts for four rising stars, including Tom Brady and Aaron Rodgers.

# 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

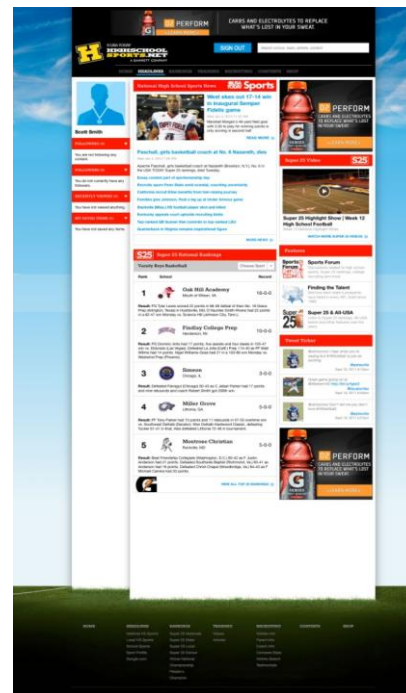
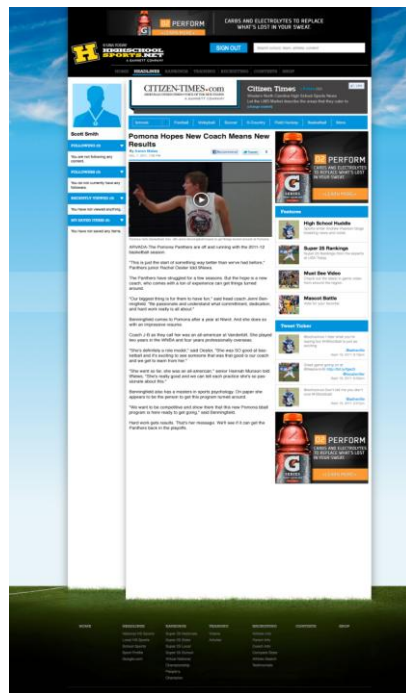
- Over **17 million** audience
- **Best-in-class**, independent unique content
- Servicing **passionate** vertical fan base
- Fantasy Sports
  - 100 sites
  - 500,000 subscribers



# 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

\$100M  
2010

estimated mean  
revenue for  
top 5 players



# Top 5 Sports Sites Unique Views

WITH ACQUISITIONS, USA TODAY SPORTS ALREADY THERE



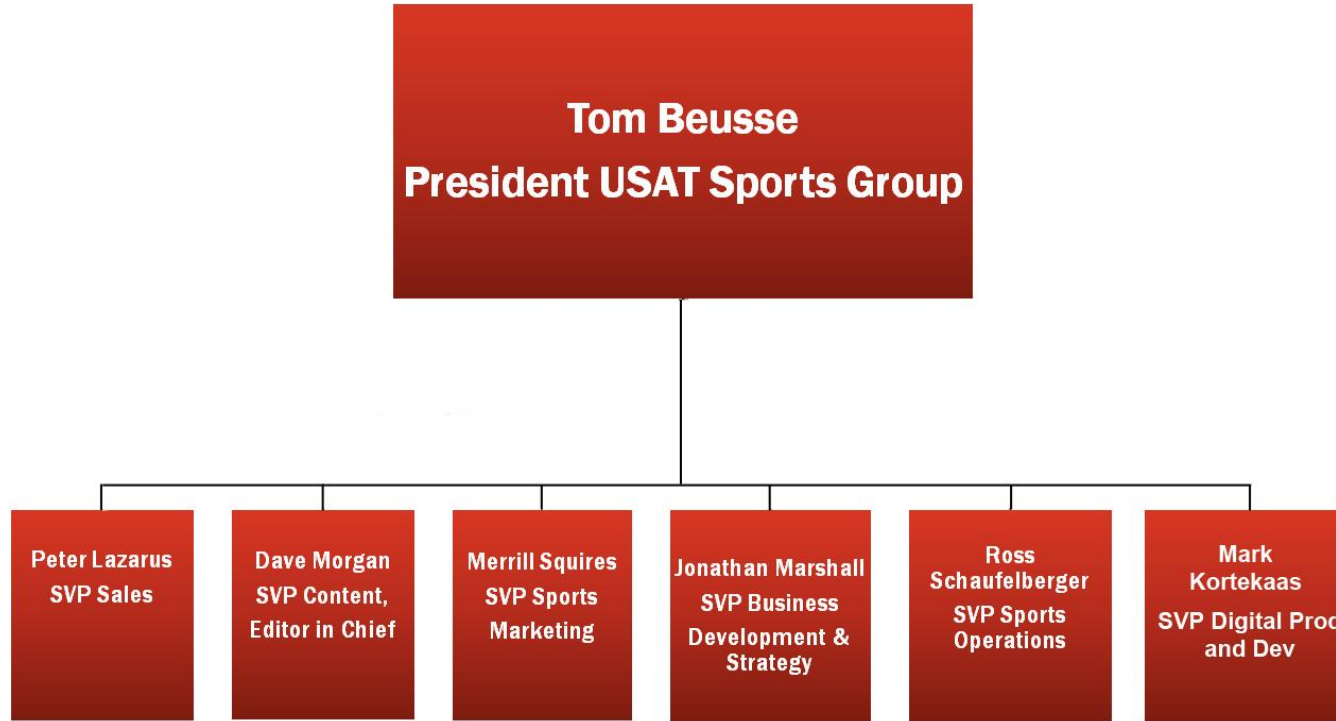
Source: December 2011 ComScore data

GANNETT |

# Key League Partnerships



# Progress: USAT Sports Media Group Team



# 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

	2011	2015 Goal
ComScore Rank	#17	Top 5
Monthly unique visitors	5 million	35 million
Avg visits per day per unique	1.2	6.0
Time spent per visit	2.5 minutes	6.0 minutes
Top 100 sports advertisers	20	75
Revenues	\$100 million	\$300 million



# Winning In Local With Digital Marketing Services

# Grow Leadership in Local

WITH DIGITAL MARKETING SERVICES

DOMINANT IN OUR MARKETS



A GANNETT COMPANY

THE ARIZONA REPUBLIC

azcentral.com



# Grow Leadership in Local

WITH DIGITAL MARKETING SERVICES

## DOMINANT IN OUR MARKETS



A GANNETT COMPANY

**THE ARIZONA REPUBLIC**

azcentral.com



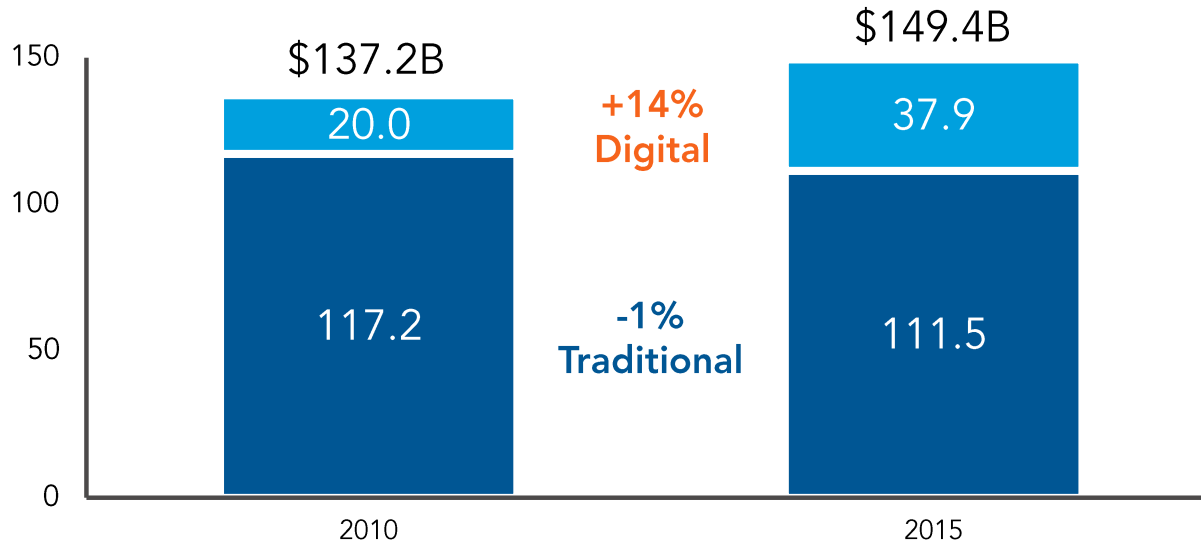
## MARKETING SERVICES

- Deals
- Digital Coupons
- Social Marketing
- SEO/SEM
- E-mail Marketing
- Loyalty programs

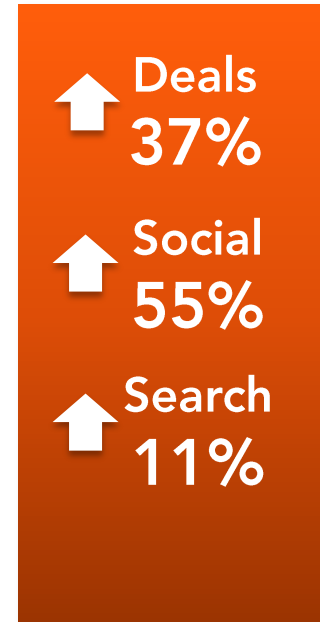
# Local Marketing Spend Shifting

FOLLOWING CONSUMERS TO DIGITAL

US Local Media Spend (In \$B)



US Forecast Growth Rates



Note: Numbers are rounded  
Source: BIA Kelsey U.S. Local Media Forecast Nov 2011

# Fragmentation and Complexity

## OF OFFERINGS

SEM/  
SEO

QUIN STREET

orange SODA  
ONLINE MARKETING WITH PIZZ

acquisio

KENSHOO

EMAIL MKTG

Constant Contact  
Connect. Inform. Grow.

AWeber  
COMMUNICATIONS

emma  
email marketing in style

benchmark  
email

SOCIAL MKTG

sprinklr

BUDDY MEDIA  
Every brand needs a buddy

BLINQ  
MEDIA  
Social Engagement Advertising

ShopSocial.ly  
...where friends help friends shop

TBG

DASH-BOARD  
DISPLAY

datalogix



Google Analytics

CLICKFUEL  
FIRE UP YOUR BUSINESS

MOBILE  
SERVICES

placecast

admob

mojiva

Place IQ  
location based intelligence

WEBSITE  
& APP  
CREATION

ECHO

Realtime  
Media

intuit

one blink media

BUSINESS  
LISTINGS

yext

manta  
find companies connect with customers

MerchantCircle

network  
solutions

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

# Gannett's Unfair Advantage

## Products



## Clients



## Digital Sales/Service



## Trusted Relationships



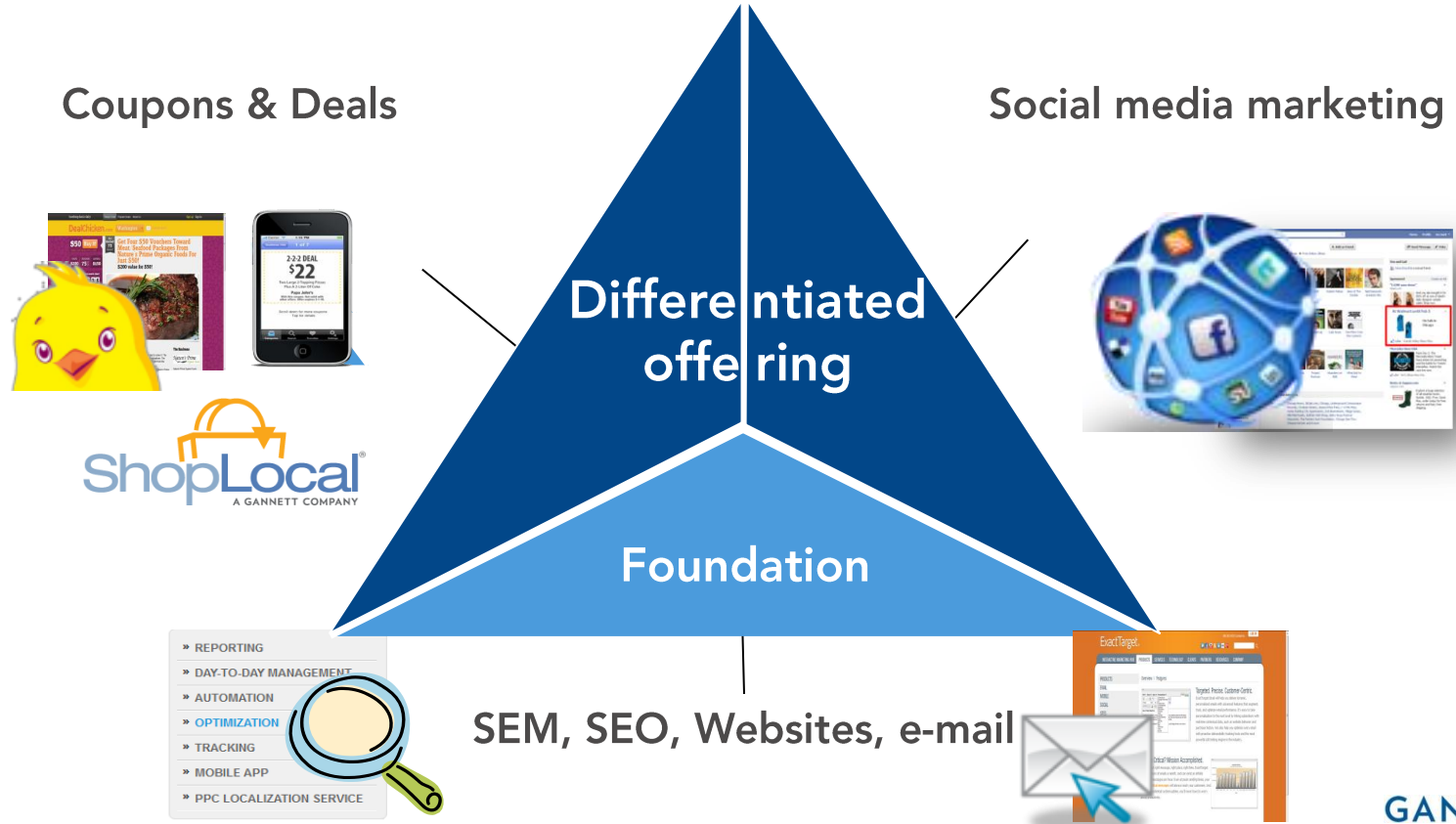
# A Partnership for Success

BROADCAST AND GANNETTLOCAL





# Build-Buy-Partner One-Stop Shop



# Winning in Local

CONSUMER



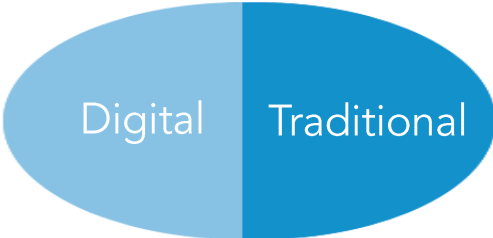
MERCHANT

**Hometown**  
Advantage

**Brand**  
Advantage

# Three Key Outcomes

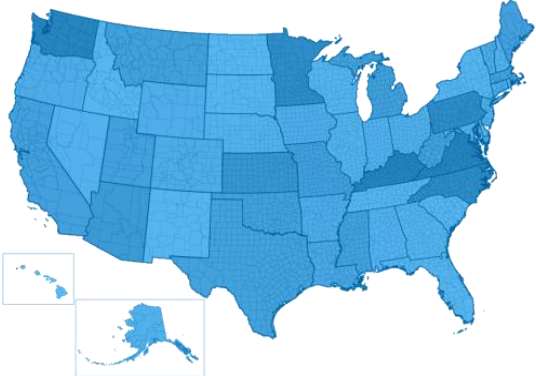
EVOLVE  
PRODUCT MIX



GROW  
MARKET SHARE



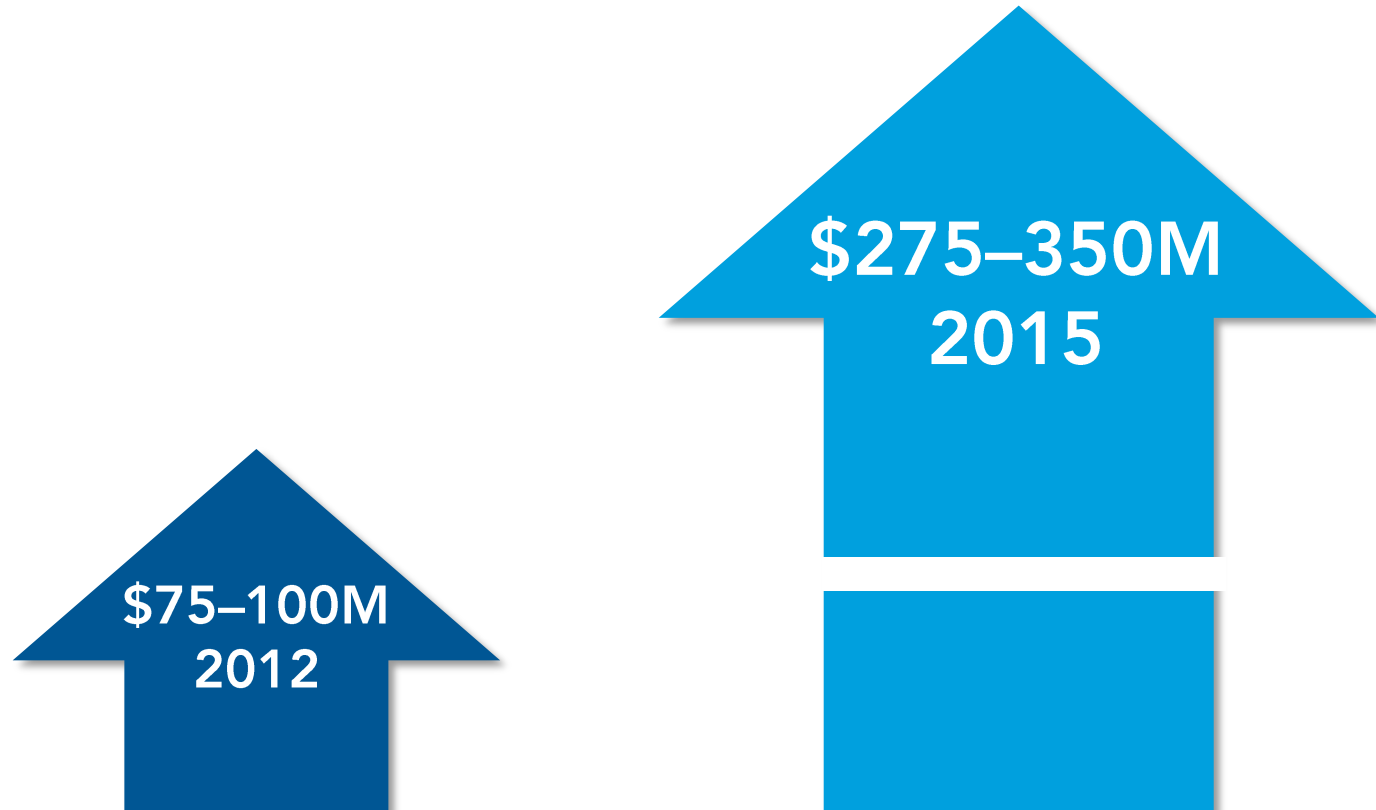
EXPAND  
FOOTPRINT



# A Winner for Gannett Digital Marketing Services



# A Winner for Gannett Digital Marketing Services





**careerbuilder**<sup>®</sup>

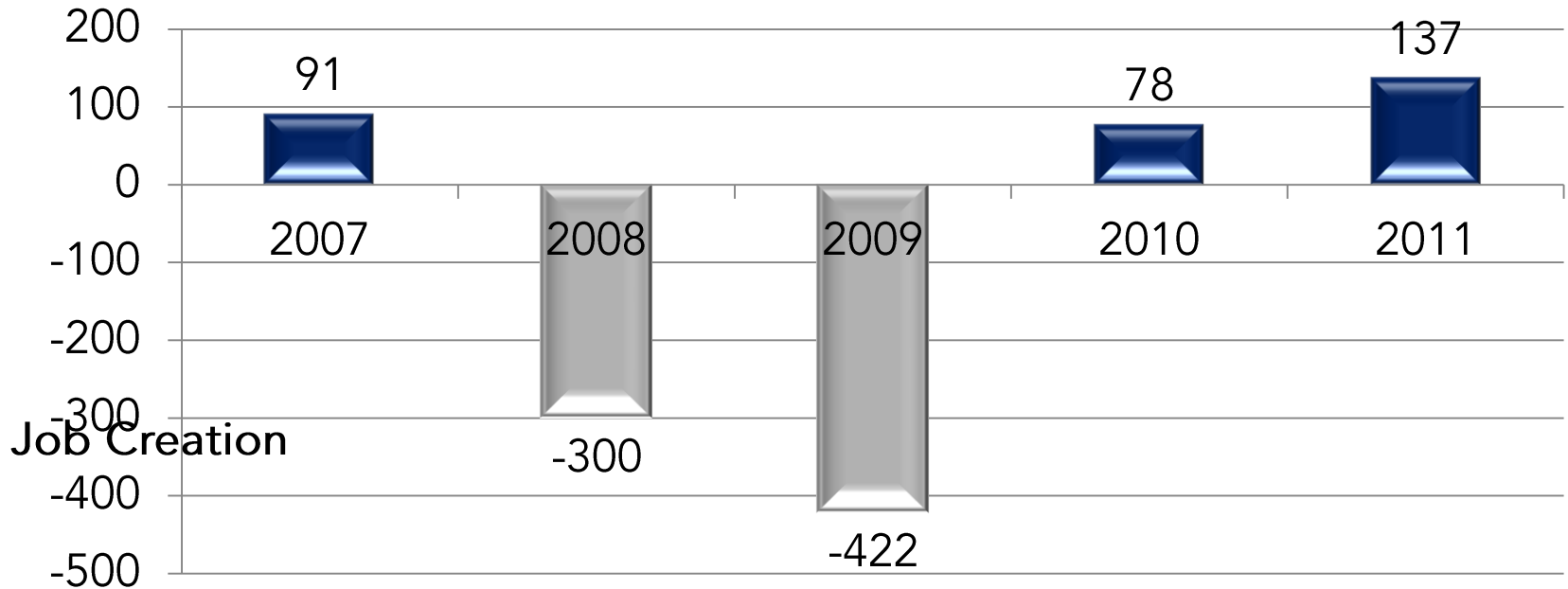
# CAREERBUILDER UPDATE

Matt Ferguson, CEO

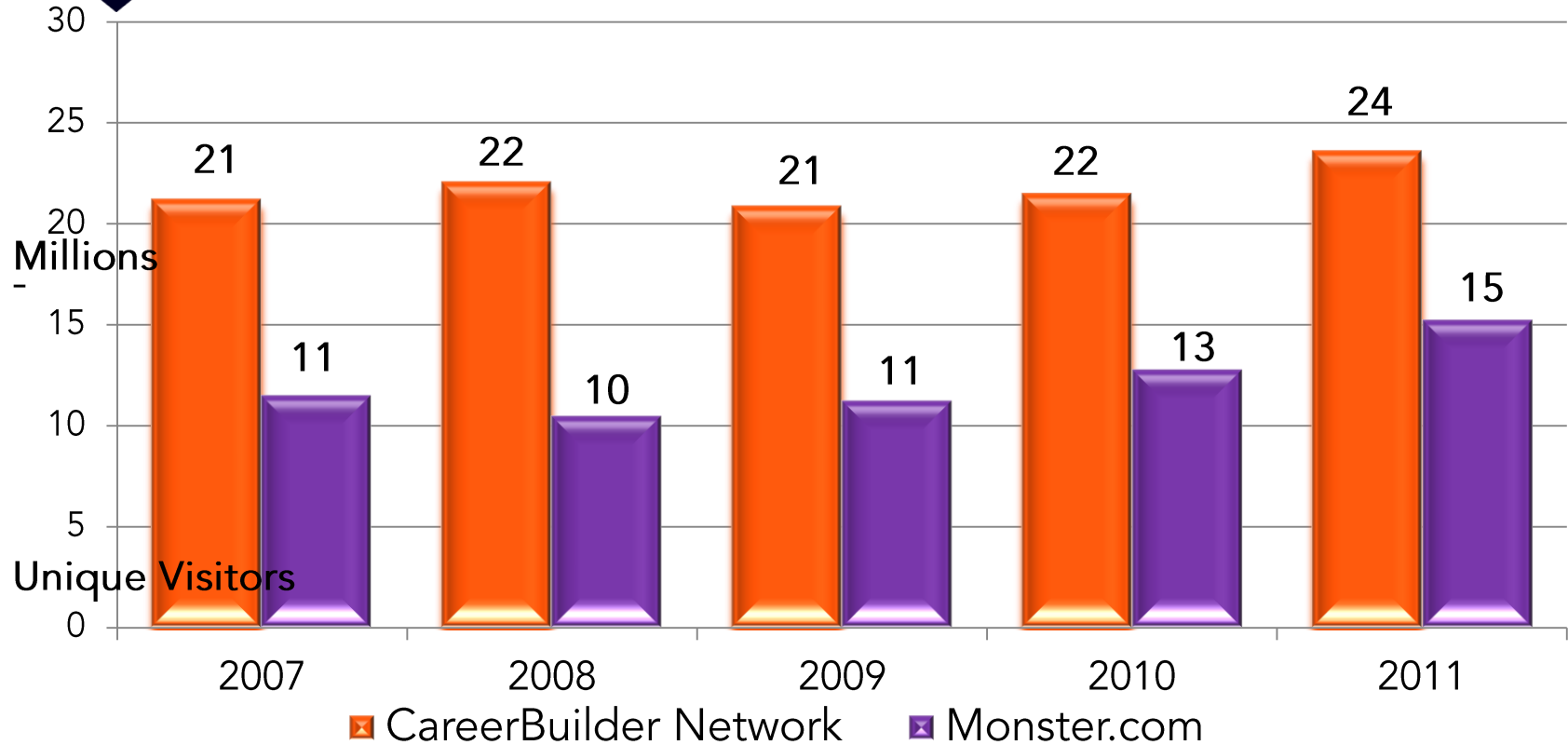
START BUILDING

# U.S. Job Creation Returns

## Average Monthly Non-Farm Job Creation



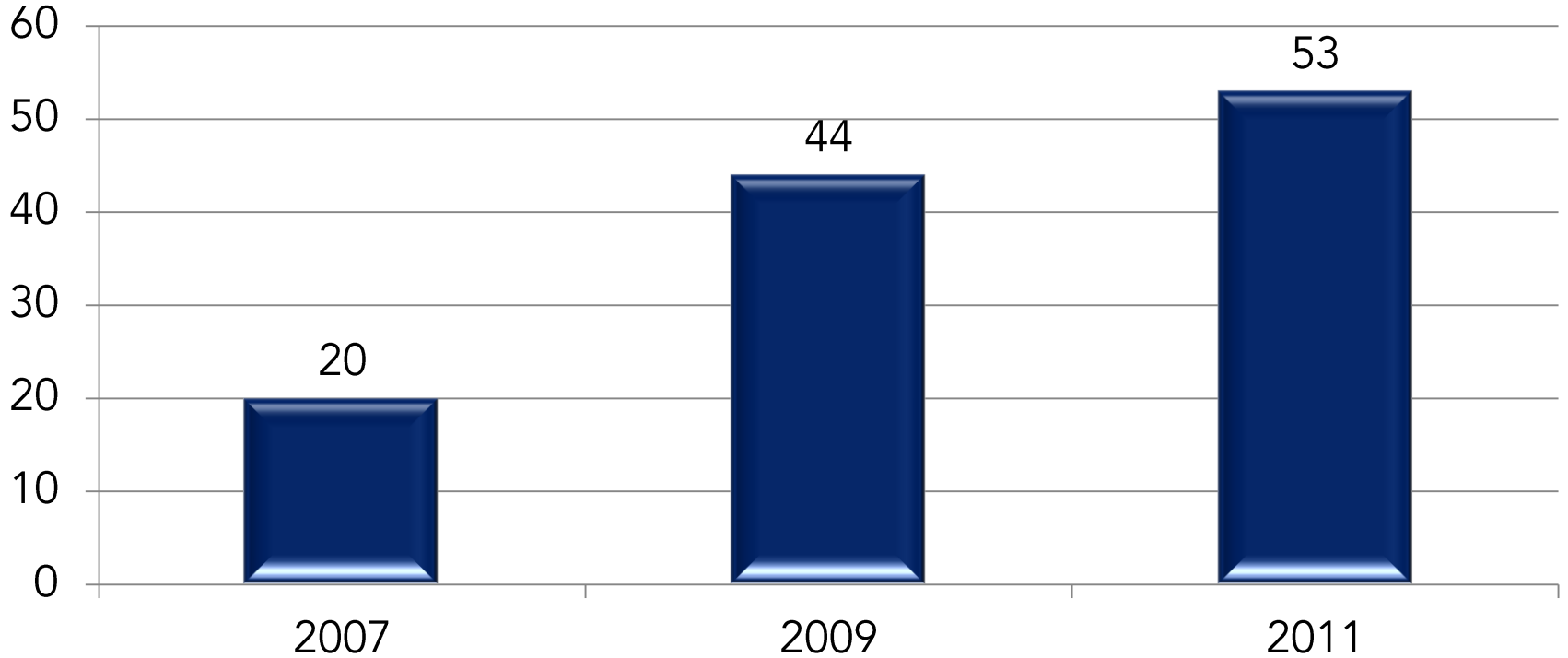
# CareerBuilder Remains the U.S. Traffic Leader



Source: comScore Media Metrix

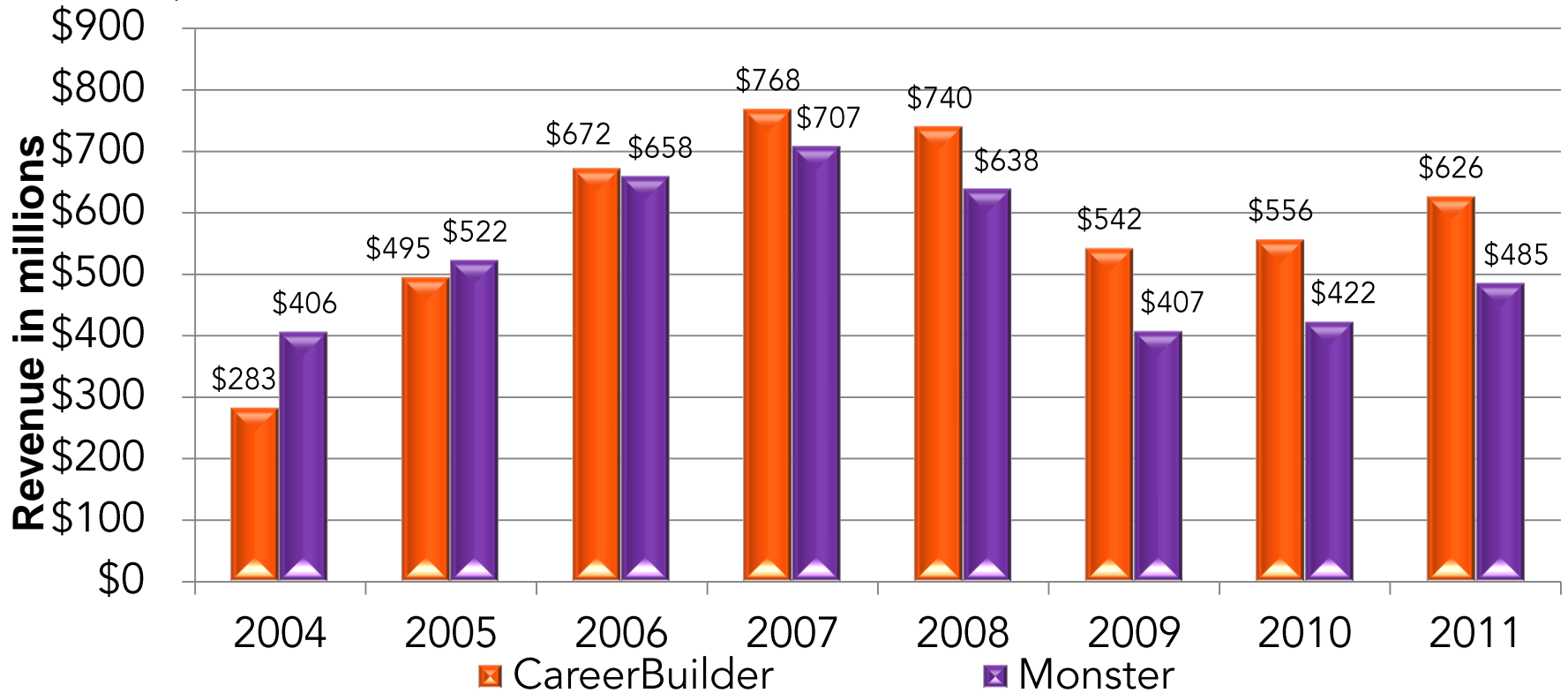


# Average Monthly Applications per Job



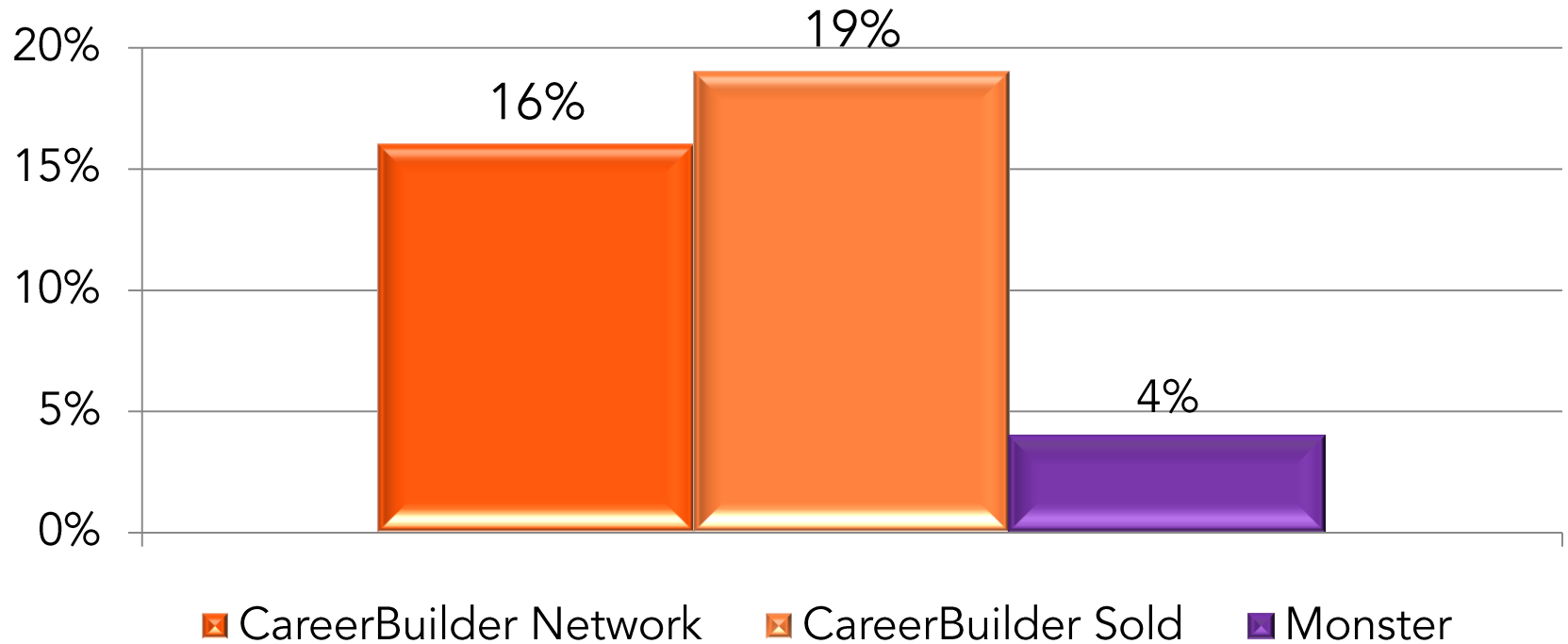
Source: CareerBuilder Internal Data

# CareerBuilder Leads in North American Revenue

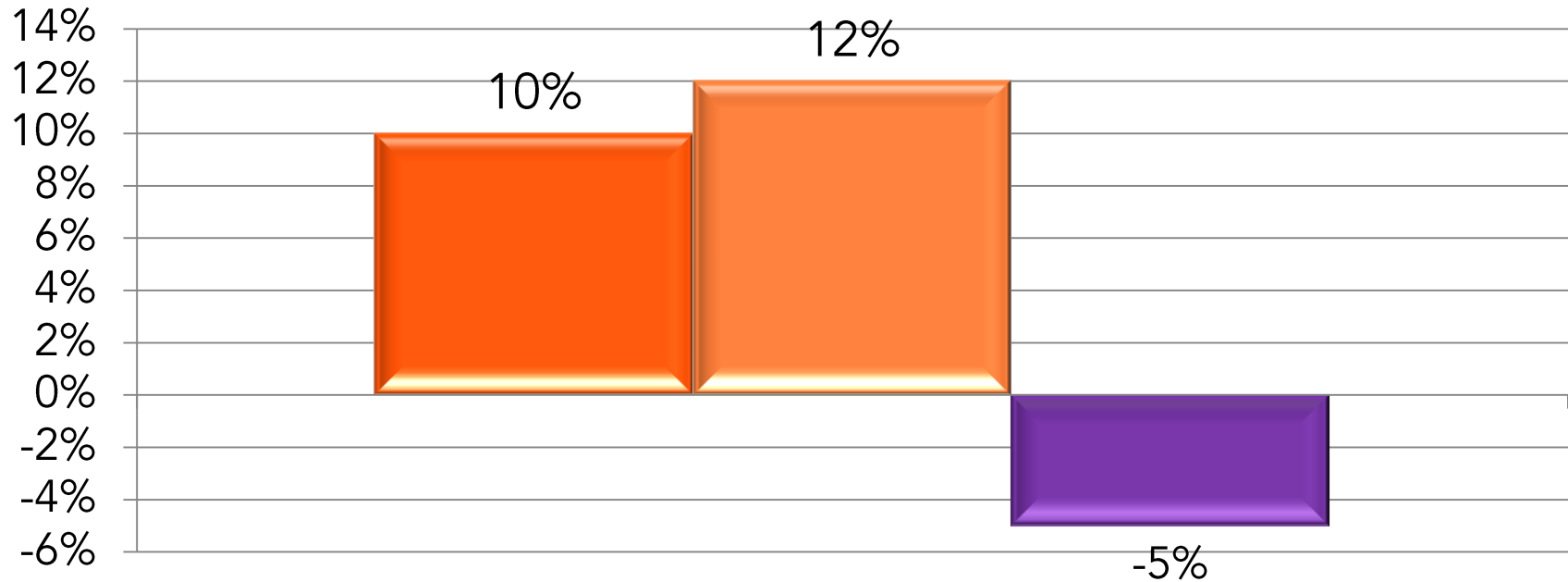


Source: CareerBuilder Internal Data and Monster Quarterly Earnings Calls

# North American Revenue Growth 2009 to 2011



# North American Revenue Growth Q4 2010 to Q4 2011



■ CareerBuilder Network

■ CareerBuilder Sold

■ Monster

# 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.

**MiracleWorkers**.com

- 500k-600k Unique Visitors/month
- 670 customers

**sologig**.com

- 500k-600k Unique Visitors/ month
- 650 customers

**CareerRookie**

- 400k-500k Unique Visitors/ month
- 148 customers

**work<sup>in</sup>retail**.com  
Retail jobs. Retail talent.

- 600k-700k Unique Visitors/ month
- 178 customers

# International Update



International revenue up 43%  
year-over-year in 2011



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



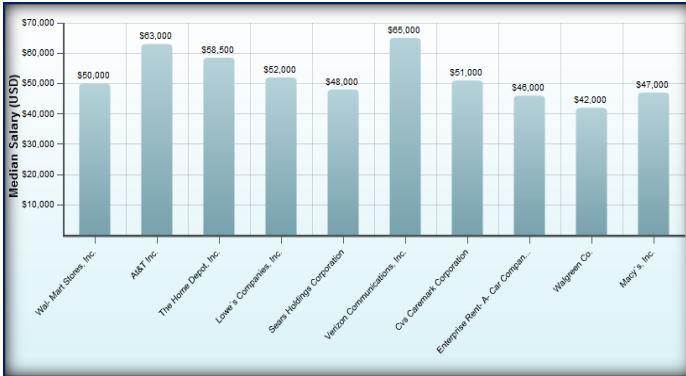
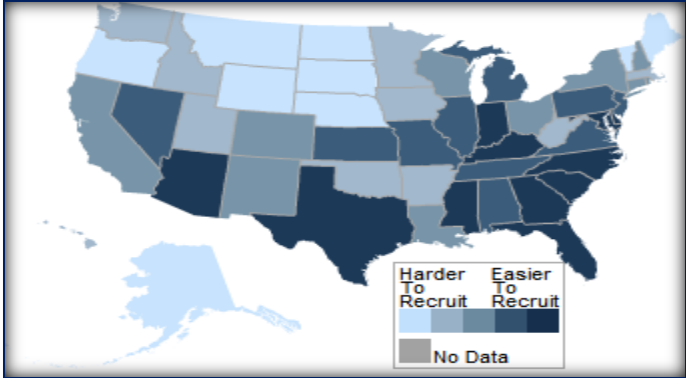
Applications up 40% in Europe

The screenshot displays the JobsCentral website interface. At the top, the logo 'JobsCentral' is prominent, followed by navigation links for 'Jobseekers', 'Managerial Jobs', 'Community', and 'Learning'. Below this is a search bar with fields for 'Keywords', 'Job Nature', 'Your Qualification', and 'Job Position', along with a 'Search now' button. A featured article titled 'WHO ARE THE THRIFTIEST WORKERS IN SINGAPORE?' is visible. The main content area includes a 'JOB SCOUT24' section with a search bar and a 'Job finden' button. Below this, there are several category-based job listings, including 'Unternehmen der Woche' featuring 'Fronius' and various job categories like 'Verwaltung', 'Logistik & Transport', 'Vertrieb', 'Bau & Handwerk', 'Personal', 'Teilzeit', and 'IT'.

# Supply & Demand and Compensation Portals

## 2011 Highlights:

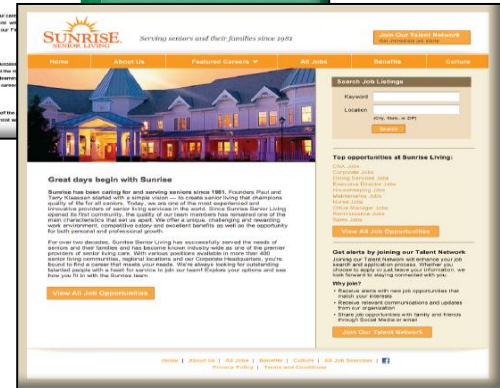
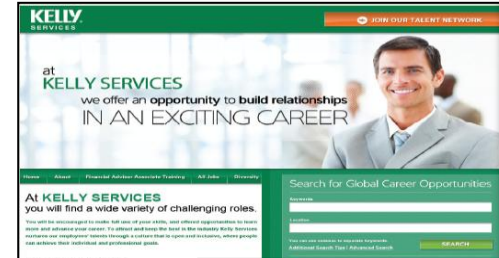
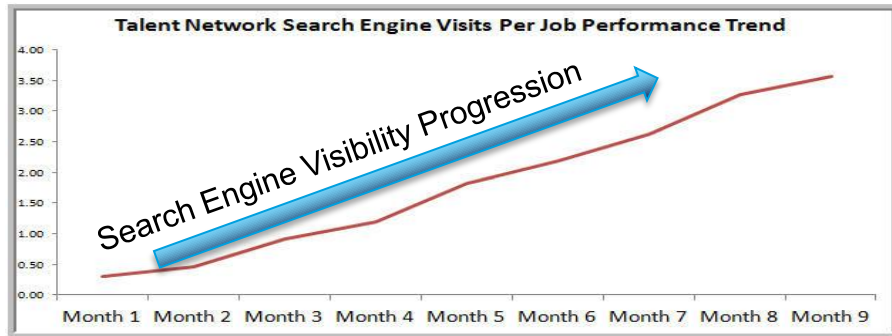
- Clients: 750
- Over 25K S&D searches in December (up 56% from April)
- Over 10K Compensation searches in December (up 150% from April)
- Launched new version of Compensation Portal in Q4



# Talent Network Results

**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

	HISTORICAL PERFORMANCE: 2009 – 2011	IMPACT OF INTEGRATED STRATEGY	
		2011–2013	2011–2015
Revenue Growth ANNUALIZED	-3%	2 - 3%	2 - 4%
NIBT Margin RANGE	13 - 17%	15 - 17%	15 - 19%

# 1. Publishing

ON A PATH TO SUSTAINABLE GROWTH

	HISTORICAL PERFORMANCE: 2009 – 2011	IMPACT OF INTEGRATED STRATEGY	
		2011–2013	2011–2015
Revenue Growth ANNUALIZED	-6%	0 - 1%	0 - 2%
Operating Margin RANGE	14 - 17%	15 - 17%	15 - 18%

\*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

GANNETT |

# 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

GANNETT |

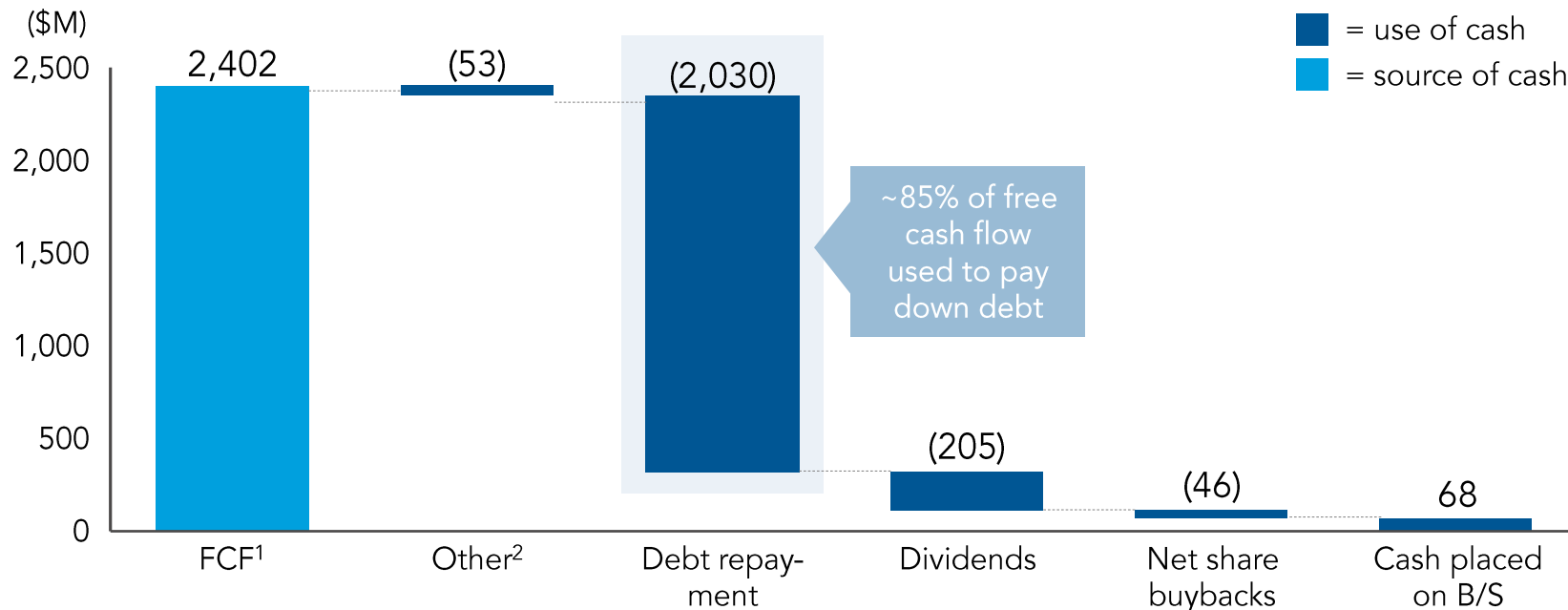


### 3. Strong and Stable Cash Flow

\$775 MILLION  
in 2011

# 3. Debt Repayment

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

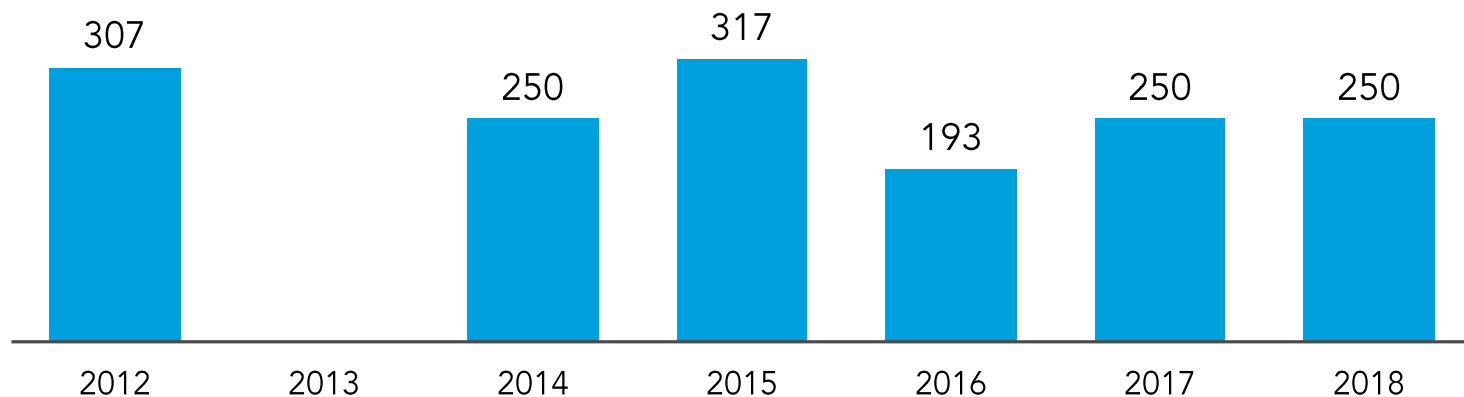


1. FCF equals Operating cash flow minus capex plus plus cash from (to) investments plus any voluntary pension contributions

2. Other investing activities include discretionary pension contributions, asset sales proceeds, net acquisitions and distributions made to minority shareholders; Source: company financials

# 3. Manageable Debt Maturity Profile

(Dollars in millions)



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

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

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

