ADVANCE UPDATE 5 YEARS LATER

Randy Siegel, President at Advance Local

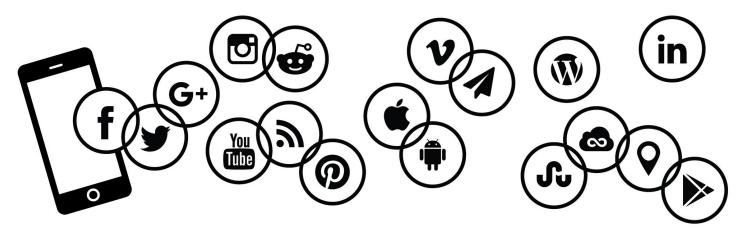
Pam Siddall, President at Advance Central Services

ADVANCE ADVANCE CENTRAL SERVICES



SETTING THE STAGE: 2011

- Accelerating declines in print advertising and circulation
- Massive changes in how people consume news and information



Key question: Is this the time for incremental change or radical change?

TIRED OF BEING DISRUPTED BY OTHERS, WE DECIDED TO DISRUPT OURSELVES



Build a sustainable, digitally focused news and information company

STRATEGIC GOALS

- Deeply engage large, loyal audiences in the cities and states in which we operate with quality, up-to-the-minute, participatory journalism 24/7
- Grow digital ad revenue to outpace print ad revenue declines
- Develop new audiences, products and revenue streams
- Create a best-in-class organization that maximizes financial performance, operational efficiencies and talent

A COMPLETE TRANSFORMATION

- New Culture
- New Content Model
- New Sales Strategy
- Production and Facilities Road Map

- Audience Development Strategy
- Talent Management

We split into two separate but aligned companies—Advance Local and Advance Central Services—so we could relentlessly focus on execution.



OUR CORE COMPETENCIES



Audience Development





Strategic Planning



Production and Facilities Solutions



Sales Analytics



Innovative Technology Solutions

Talent Management ADVANCE CENTRAL SERVICES

A TRULY CENTRALIZED APPROACH

- One ACS
- Technology Roadmap
- SFDC / Sales Analytics
- Business Process Standardization
- Capital Management
- Real Estate Strategy
- Circulation Contribution
- Talent Management











Staten Island Advance | silive.com

STATEN ISLAND MEDIA GROUP



ADVANCE DIGITAL

ADVANCE digitation

- Advance Local's digital strategy arm
- 200+ people
- Our secret weapon



A LEADING NATIONAL NEWS ORGANIZATION

Rank	News Source	Total Unique Visitors January 2016
1	Yahoo-ABC News Network	134,953,000
2	CNN Network	122,616,000
3	NBC News Digital	114,752,000
4	CBS News	100,503,000
5	USA Today Sites	93,536,000
6	BUZZFEED.COM	79,733,000
7	FOXNEWS.COM	64,286,000
8	Advance Local	59,461,000
9	Time	44,877,000
10	BBC Sites	38,586,000

8th largest news organization nationally

> SURPASSED 59 MILLION+ JANUARY 2016



source: comScore

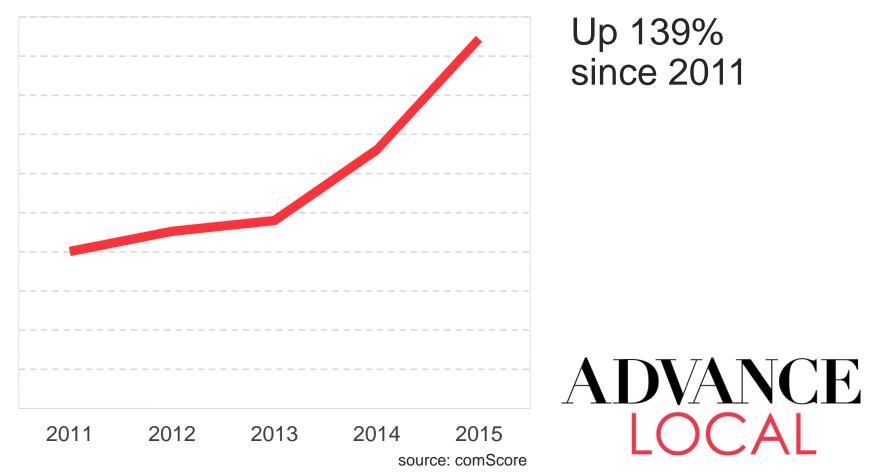
2015 HIGHLIGHTS

- #1 reach in the markets we serve
- Growing traffic in all 50 states
- 38% of digital audience is now Millennial
- Nearly 100 million video views, 158% YOY increase
- Over 3.1 million Facebook fans
- #1 in Detroit
- #1 in Philadelphia



STRONG AUDIENCE GROWTH

Total Audience Growth



NIELSEN RANKS ADVANCE IN TOP 10

NIELSEN NEWSPAPER PENETRATION REPORT

Five Advance Local websites rank in the top 10 for local market penetration

- Syracuse.com
- NOLA.com
- AL.com
- MLive.com
- OregonLive.com



QUALITY JOURNALISM STILL MATTERS MOST

Dominating state press association awards

Recent regional and national honors include:

Nola Media Group

• Edward R. Murrow Awards – "Louisiana Purchased"

NJ Advance Media

- Three Emmys for video work
- Associated Press Sports Editor's #1 sports beat writer in the nation – Matthew Stanmyre

Alabama Media Group

 Two national awards for extensive reporting on state prisons and drug use during pregnancy (with ProPublica)

WHEN BIG STORIES BREAK IN OUR BACKYARD, WE LEAD THE WAY



Tragic Tamir Rice shooting

Cleveland.com / The Plain Dealer

Militia takeover of Malheur National Wildlife Refuge

The Oregonian / OregonLive.com

Flint water crisis

MLive.com

New Jersey's hidden heroin epidemic NJ Advance Media Marijuana legalization oversight

Oregonian Media Group

Lead poisoning among children The Plain Dealer

WE'VE INVESTED HEAVILY IN GROWTH OPPORTUNITIES

- Mobile
- Video
- Data Science and Consumer Insights

- Programmatic
- Audience
 Targeting Tools
- People



DIVERSIFYING OUR REVENUE

ADVANCE - CUSTOMER DIGITAL

ADSTRATUM DATA CONCEPTS



WHAT WE'VE LEARNED