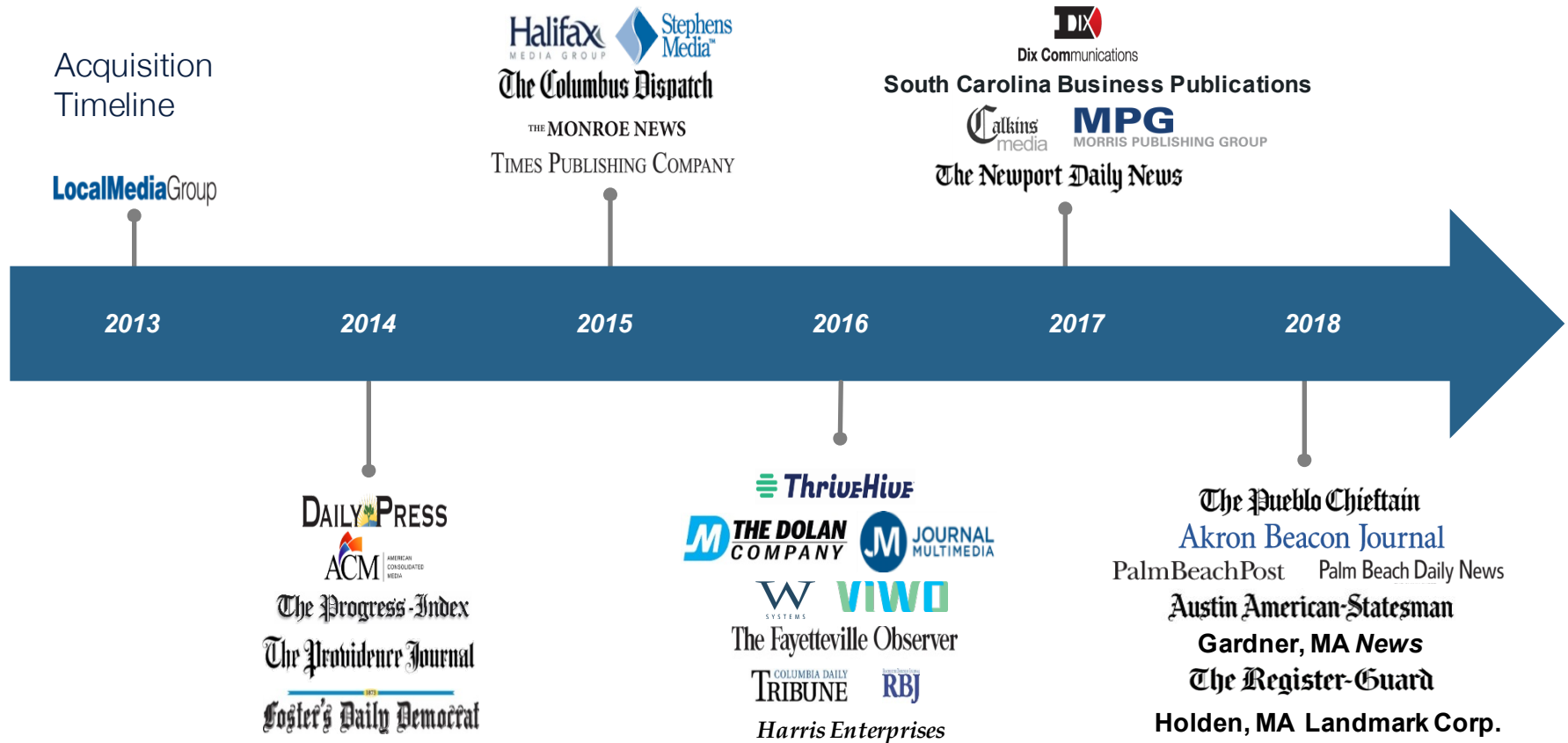




WHY BUILDING A SUSTAINABLE FUTURE FOR **LOCAL** JOURNALISM MATTERS

Kirk Davis,
CEO GateHouse Media

Over \$1 Billion of Acquisitions



Strong local news brands, at an attractive price, offer long term opportunity

Increasingly **national footprint** supports new business/product launches, at scale

GateHouse Overview

Community Focused Solutions



CONTENT



EVENTS



LOCAL
BUSINESS
ACCESS



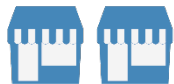
1.9M
PAID
CIRCULATION



41M VISITORS & 310M
PAGE VIEWS

SMB Solutions Provider

1,350+
IN-MARKET
SALES
REPRESENTATIVES

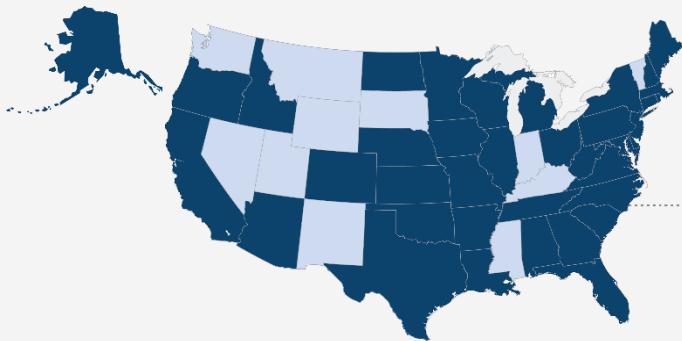


SERVES OVER
220K
SMALL & MEDIUM
BUSINESSES



SAAS, DIGITAL
MARKETING
SERVICES,
& IT SERVICES

GateHouse Media Reach



OPERATE 145 DAILY
NEWSPAPERS IN
OVER 570 MARKETS
ACROSS 37 STATES

REACH OVER
23 MILLION PEOPLE
ON A WEEKLY BASIS

5+ MILLION
SMALL & MEDIUM
BUSINESSES
IN OUR MARKETS

Accelerating Change

Achieve "topline" growth,
while improving EBITDA

Accelerate digital
competency, performance
and accountability

Enable more strategic cost
reductions and investment

Instill confidence among
employees; build a growth-
oriented culture

Stay attuned to the
individual needs and
opportunities of our markets



Functional Teams Drive Strategy and Execution

2018 Revenue Growth Targets



+35-45%



+30-40%

Promotions



+20-30%

**Commercial
Services**



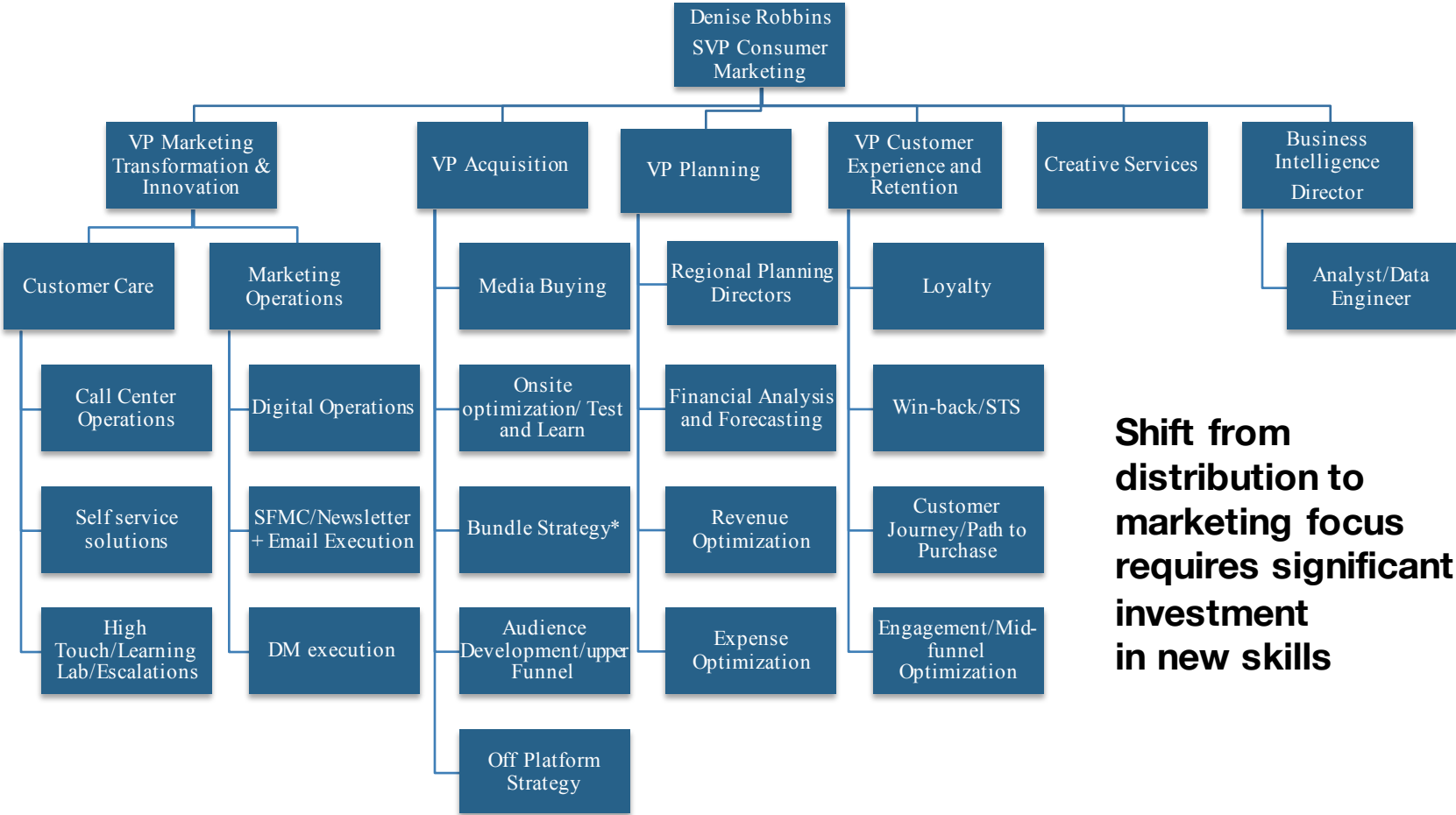
+3-5%

Consumer



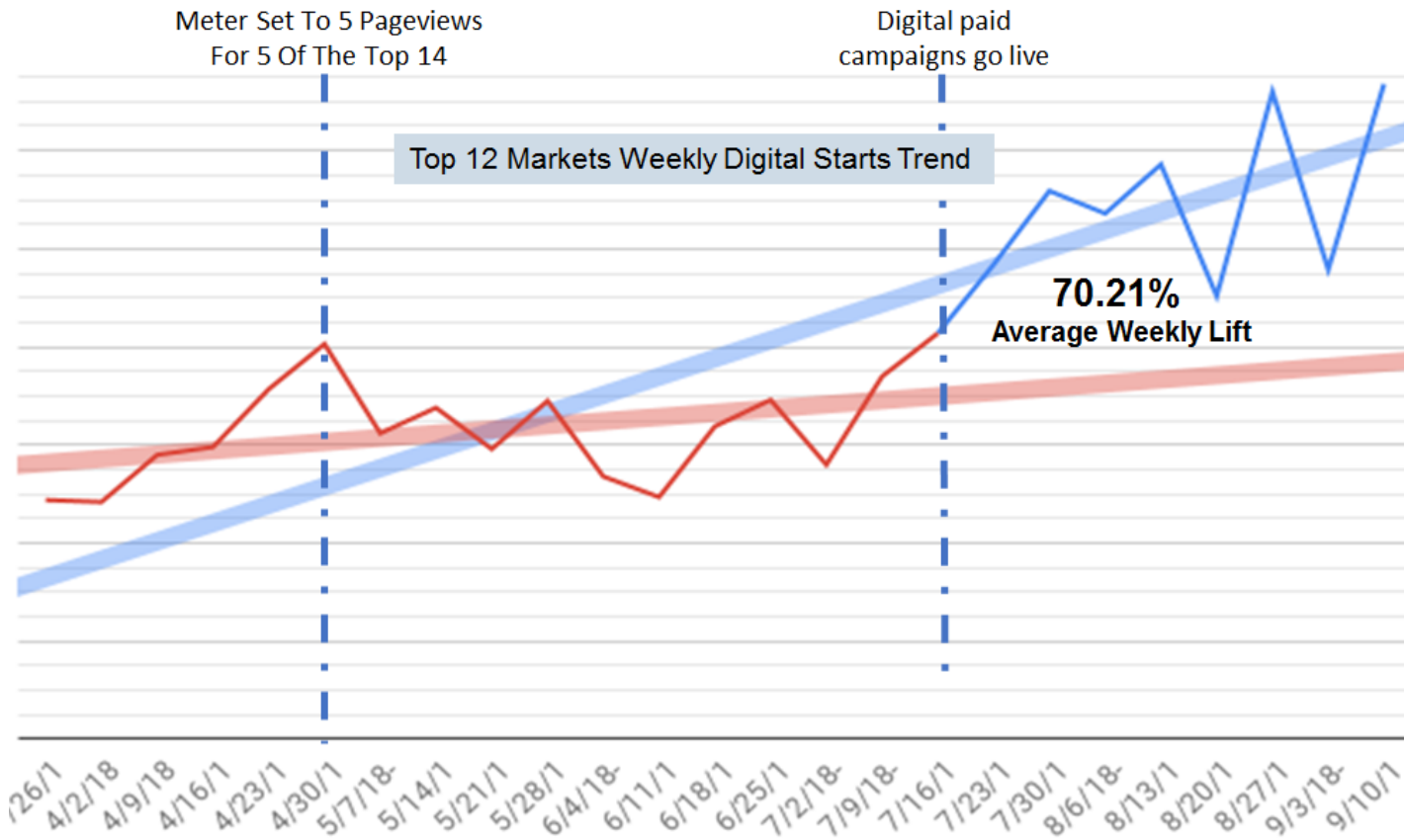
-1.0% - +1.0%

Build-out of 100+ Person Consumer Marketing Agency



Shift from distribution to marketing focus requires significant investment in new skills

Top Markets: Early Successes



Reallocation of traditional channel budgets drive 7% lift vs. prior year on print starts despite 21% reduction in media spend

Meter changes and investment in paid digital channels lift digital subscriptions 70%

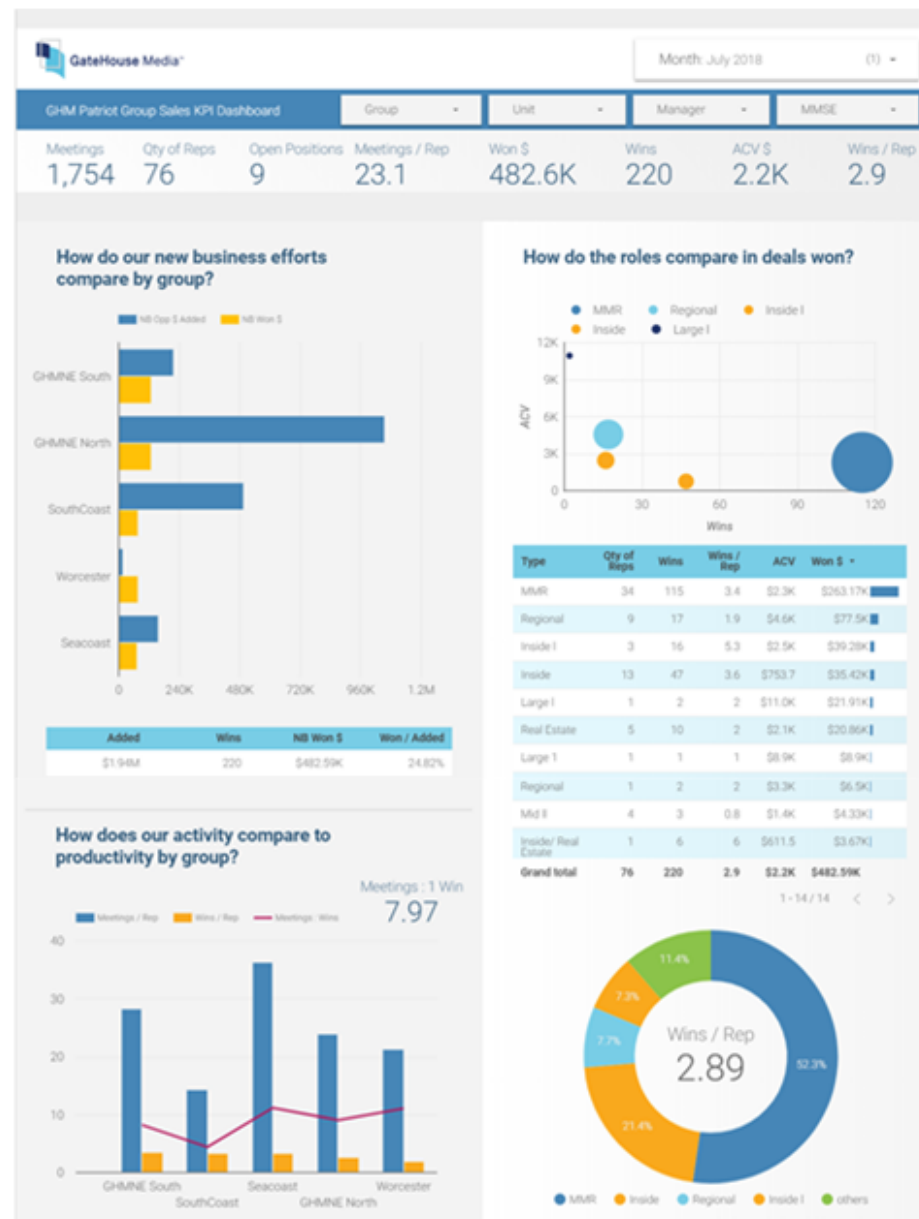
Reinventing our B2B Sales Approach

Transitioned to centralized B2B sales model (Jan.-June 2018)

- Creating culture of urgency and accountability
- Establishing consistent processes for goal setting and KPI tracking
- Aligning staffing, compensation and product/solution sales with opportunity
- Leveraging data and insights to create efficiencies and opportunity

2018 Successes (Patriot Group)

- Outperforming other divisions on YoY advertising performance
- Top 25: Revenue +9% vs. prior year
- Top 25 Digital Clients: +40% vs. prior year
- Sales Engineers support \$3mm in new business (54% new)
- Digital revenue as % of total increased 4 percentage points
- Significantly reduced rep churn



GateHouse Auto Success

Centralized 33 dedicated sellers,
operations and product team

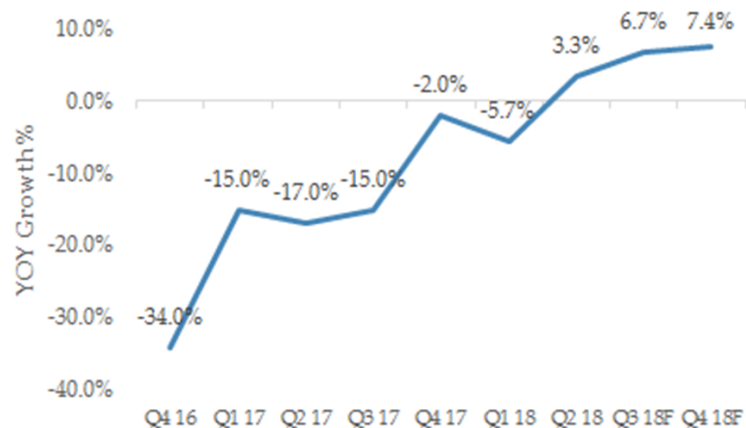
Focus on Intelligent Auto products

- Dynamic Facebook and Display
- Vehicle Video Marketing

Achieved year-over-year revenue growth, beginning Q2

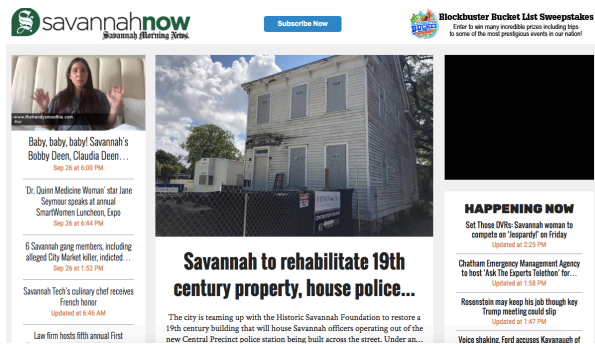
- 50% of revenue is digital

Same Store YoY Revenue Results



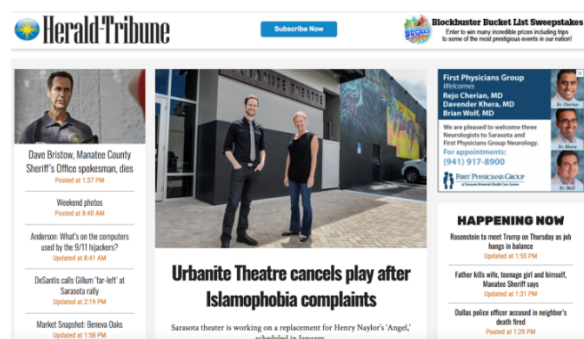
	GateHouse Auto	Cars.com	Auto Trader
SEM	✓	✗	✗
SEO	✓	✗	✗
Display	✓	✗	✗
Social	✓	✗	✗
Re-Targeting	✓	✗	✗
Video	✓	✗	✗
Website Design	✓	✗	✗
Landing pages	✓	✗	✗
Dynamic Inventory Advertising	✓	✓	✓

Re-focused Digital Organization on 3 Pillars



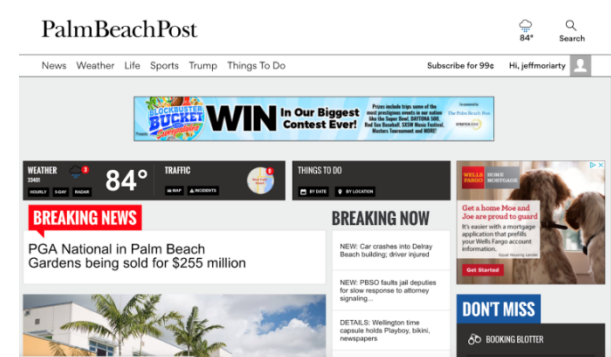
Product

Consider content, technology and monetization in all product development



Audience

Grow engaged audience and funnel to subscribe



Data

Improve use of data across content, subscription and advertising functions

Centralization Increases Operations Sophistication

Metrics highlight **significant efficiency opportunities** – for savings and reinvestment

- Manufacturing: Printing consolidation; press staffing (by press type)
- Distribution: Staffing (District Managers, ICs); route realignments
- Single Copy: Draw and return; elimination of low volume outlets
 - Drive SC revenue through price/promotional efforts

Robust Commercial Services business

Tightly managed operations enable highly competitive bids

Able to negotiate multi-property partnerships

2018 Commercial Services Sales: \$10mm



ThriveHive: Guided Marketing for Local Business



EST. 2011

Recognized leader in
SMB digital solutions



**Google Premier SMB Partner for
AdWords and G-Suite**



**Voted 1st
Place**

Named Best
Digital Agency



15K+

Custom
campaigns
run

\$1.6B

Annual revenue
of parent
company

Full suite of digital marketing solutions
including:

- Guided Marketing Platform
- Display Advertising
- Social Media Marketing
- Search Engine Marketing
- Search Engine Optimization
- Email Marketing
- Website Presence
- Presence Management
- Reputation Management

Customize digital advertising solutions available

190K+



Small and medium
businesses served



300+

Employees

160K+

Registered
app users

30%+
CAGR

Recent product launches:
GuidedMarketing.com
ThriveHive Grader

Offices in:
MA, NH, CO and NV

ThriveHive Awards & Recognition



**Google Premier
Business Partner**



**LMA Digital
Innovation Contest**
Best Digital Agency



**BostInno's 50 on
Fire**
*Marketing &
Advertising*



**Built in Boston's
Top 100**
Largest Tech Companies



Appy Awards
Best Business App



Bing Ads
Gold Accredited Partner



Techstars



G2 Crowd
Marketing Automation



CIO Review
*Top 20 Most Promising Digital
Marketing Solution Provider*



BEST OF PREPS

High School Sports
Awards Banquet

39
EVENTS



BEST OF THE BEST

Readers Choice
Awards Banquet

108
EVENTS



EXPOS/FESTIVALS

Men, Women, Seniors,
Kids, Home & Garden

118
EVENTS

Promotions

Promotions deliver measureable results

2018 Revenue **+55%**
versus prior year

- 2800 Promotions, +76%

Deliver measurable results
for advertisers – leads,
emails, data

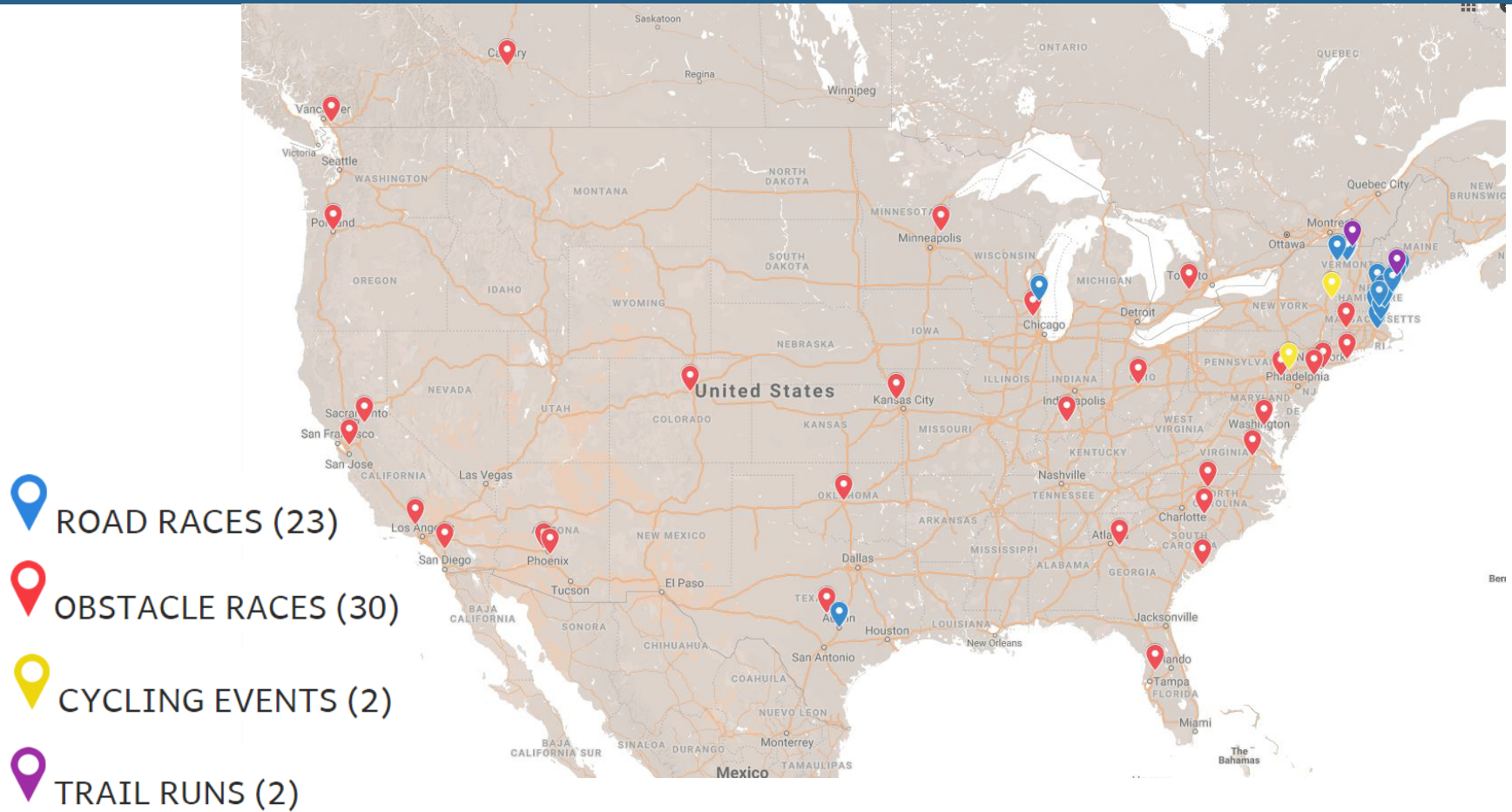
Part of an **integrated advertising solution**, with a traditional
branding/awareness campaign

Blockbuster Bucket List

- 2 Week promotion, 117 markets participated
- Incremental Revenue: **\$1mm**
- **122K Entries**, as of September 26th



Rugged Events



One of the **largest** race companies in North America

75 Events annually

Avg. **3,000** participants/ event

The Rugged Maniac Experience



TapOnIt Mobile Deals Platform

Invested in mobile deals platform, January 2018

- Text-based promotional offers
- Marketing solution for non-traditional advertisers

Leverage scale to develop a national platform

13 Markets launched

- **Significant learnings** inform future roll-out





The Southern Kitchen guide to classic wedding etiquette

From engagements to tying the knot

[READ MORE](#)



A SUGAR-KISSED
HISTORY OF THE
RAINBOW OF
COCA-COLA
FLAVORS



ENJOY THESE LATE
SUMMER TOMATO
RECIPES

Stories, recipes and heritage
of food in today's south

Brand-building
opportunity via local
papers and sites

Advertising, event
and commerce
opportunities

BridgeTower Media



Locally focused B2B portfolio

- Diversified revenue streams drive 25% of total revenue: Events, Thought Leadership, Best Companies Group
- 600K Database supports 3rd party and internal marketing programs
- SC Manufacturing Expo (9/11-12): Nearly 3000 attendees, \$660K revenue

Community at our Core: Newsroom Heroes Campaign

lo·cal

Belonging to a particular area, neighborhood, city, or town typically exclusively so; located or living nearby.

Local.

It's who we are. It's what we cover. It's where we're from.

Our priority is to provide you with the most trusted, authentic and reliable local coverage available anywhere. Local news. Local sports. Local people. Local events. We are Local. In fact, you'll probably see us at the game, in the store or at the gym (OK, probably not at the gym) because we live, work and play here too.

You don't get much more local than Dave Schlenker. He arrived in Ocala one year before the Paddock Mall did. He warmed Little League benches and sold shoes at Searstown. He married his high school crush, and they are raising two daughters in their hometown. Dave has seen Ocala change, and his love for this area powers every word he writes.

Ocala StarBanner
Local. Trusted. Connected.
Join us and subscribe today.

A GateHouse Media Publication - America's largest publisher of community newspapers

im·pact

To have a strong effect on someone or something

Impact.

It's what we strive for every day.

Do journalism with impact. It's the mantra in our newsroom. How does it happen? By looking after our readers' interests. By investigating real stories with real meaning. By clearly focusing on our community's priorities.

Meet Alyssa Pressler. She has only been a reporter here for a few months, but her stories have already made an impact. While she covers the courthouse beat, she really tells stories about people. Sometimes those stories are about hard times, but they can also be about triumph. She even helps out sometimes on her days off at a Gastonia bakery.

The Gaston Gazette
gaston-gazette.com
Impactful. Trusted. Connected.

Join us and subscribe today.

A GateHouse Media Publication - One of America's largest publishers of community newspapers

com·mu·ni·ty

com.mu.ni.ty

A feeling of fellowship with others, as a result of sharing common attitudes, interests and goals.

Community.
It's who we serve. It's what we value. It's where we live.

We are proud to serve our community each and every day. With real news reported by real people right here. The trusted news that helps keep our friends and neighbors connected and engaged.

Kansas Agland Editor Amy Bickel's agriculture roots started in Oquoss. She has been covering Kansas agriculture and rural life for 18 years. Her spare time is spent with her husband, John, chasing their three daughters: 10-year-old twins Brett and Kaci and 5-year-old Jordan. The family loves sports and hunting and fishing, as well as the Kansas City Royals and the K-State Wildcats. Bickel volunteers as a Big Sister in the Big Brothers Big Sisters Program, is involved with her church, Bethany Nazarene and is a softball coach with the Central Kansas Crushers Baseball and Softball Academy. She also helps manage The News' mentorship program. She loves God, her family and beef and believes in telling the story of Kansas agriculture - one farm family at a time.

THE HUTCHINSON NEWS
Local. Trusted. Connected.
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1-800-766-3311

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com·mu·ni·ty

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Community.

It's who we serve. It's what we value. It's where we live.

We are proud to serve our community each and every day. With real news reported by real people right here in our community. The trusted news that helps keep our friends and neighbors connected and engaged.

Carolyn Palmer has held many newsroom roles, but since 2005 she has been editor of the Gainesville Guardian, our weekly newspaper serving east Gainesville. As a member of The Sun's editorial board, her deep insights into the community inform our daily editorials. Carolyn also coordinates special sections, like the recent salute to our high school graduates. Wise, informed, connected and caring.

The Gainesville Sun
Local. Trusted. Connected.
Join us and subscribe today.

A GateHouse Media Publication - America's largest publisher of community newspapers

lo·cal

Belonging to a particular area, neighborhood, city, or town typically exclusively so; located or living nearby.

Local.

It's who we are. It's what we cover. It's where we're from.

Our priority is to provide you with the most trusted, authentic and reliable local coverage available anywhere. Local news. Local sports. Local people. Local events. We are Local. In fact, you'll probably see us at the game, in the store or at the gym (OK, probably not at the gym) because we live, work and play here too.

One of those locals is Brittany Randolph. The Star's longtime photographer, she's been covering our community for nearly 10 years and she's known Cleveland County her whole life. She not only covers the news, she's part of the fabric of our community. Brittany and our paper are as local as local gets.

THE STAR
shelbystar.com
Local. Trusted. Connected.

Join us and subscribe today.

A GateHouse Media Publication - America's largest publisher of community newspapers

trus·ted

To have confidence in something, or to believe in someone.

Trusted.

To be trusted. In our world, trust means everything.

As reporters, columnists and editors, trust is the standard we live by. And as members of this community, we understand how important it is to you to trust your local newspaper. We will never let you down. You have our word.

Kelly McElroy: Sports Writer
— The Courier and the Daily Comet

Kelly has spent virtually every Friday night in the last over the past 16 years in a similar spot - covering high school football games in a local stadium for The Courier and the Daily Comet newspapers and their websites.

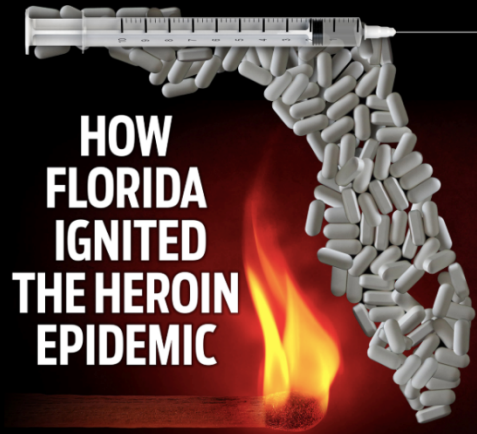
He was born and raised in Houston in a 1987 graduate of Tominson High School and a 2003 graduate of Rice University and began covering sports from football to soccer to track and field and everything in between for the news organizations while trying to make sure our local athletes and coaches receive the recognition they deserve.

In 2010 Kelly was named the state's Division I Prep Writer of the Year by the Louisiana Sports Writers Association and has won numerous other awards in various sports writing competitions. He is also passionate about the region as the 2008 all-star game, which is responsible for selecting all-star teams in football, boys and girls basketball, baseball and softball.

Kelly enjoys spending time with family and friends, traveling and working half marathon and other distances, playing basketball, an occasional trip to the camp and another to the beach, attending various sporting events and concerts and working closely with the local chapter of Special Olympics.

THE COURIER DAILY COMET
Join us and Subscribe today.

Kelly McElroy, Sports Writer with The Courier and the Daily Comet for the past 16 years.



Strengthen local news brands with focus on **high-interest, high-engagement topics**

Expand **data-driven** reporting projects;
develop smart content partnerships

Leverage **strong central resources**

- Content, data, design & editing
- #EmbraceOurFuture

E COLUMBUS DISPATCH HOME



1. WELCOME TO THE GAME

GateHouse Media

Facebook/Twitter

**YOU ARE
JEFF BEZOS.
WHERE
SHOULD HQ2 GO?**

The list is down to 20 competitors. We've collected the data behind some of Amazon's biggest demands for HQ2 and now we're putting the choice in your hands. Let's see who wins.

The Center for News and Design



The **Austin, TX-based CND** opened in May 2014

- Operates 21x7
- 295 Employees

Provide news production support for:

- Design & Editing (600+ publications)
- Community Content
- National Wire Desk
- More Content Now (niche content)
- News Innovation Team, aka de//space
- National Data Reporting team
- National Audio Studio
- Accountability & Training
- Digital Development and Audience Support



More Content Now



Digital Audio

- **Audio studios in 30+ newsrooms**
 - News audio and podcasts embedded into online news/sports stories - creates 3X engagement!
- **Morning updates for all sites** available on smart home devices (Alexa, Google, Siri)
- Seven markets utilize **centralized, 'human read' audio production resources**
 - Five produced in our Portsmouth NH studio
 - Two produced by Spoken Layer

100 Programs



FROM THE
NEWSROOM



GateHouse Media™

500,000 downloads per month

First **#DoJournalismWithImpact** award winner

- Editor: Pam Sander
- Recognized for: Toxic water coverage; Port City Life product launch; strong digital planning

Hurricane Florence

- Continual coverage, with regional and national support

During times of disaster, a newsroom finds its true worth in a community. Everywhere I go now, people thank me for the incredible, nonstop coverage from our editors, reporters and photographers throughout the region. Reporters and photographers climbed in boats with law enforcement to document rescues. Others communicated up-to-the-minute danger areas. Editors worked from the Hampton Inn, homes and shelters to get the stories told to our online and print audiences. I am in awe of their journalistic talent and passion.

-Pam Sander



Industry Recognition

The Fayetteville Observer (NC)

- “10 Newspapers That Do It Right”
- 5 Runners Up: Sarasota, Canton, Daytona, Erie and Springfield
- Eugene Register-Guard also recognized

Walking While Black, The Florida Times-Union (Jacksonville) with Pro Publica

- Paul Tobenkin Award for Race Reporting; Al Nakkula Award for Police Reporting; ONA's University of Florida Award for Investigative Data Journalism

In the Shadow of the Wind Farms, Center for News & Design (Austin)

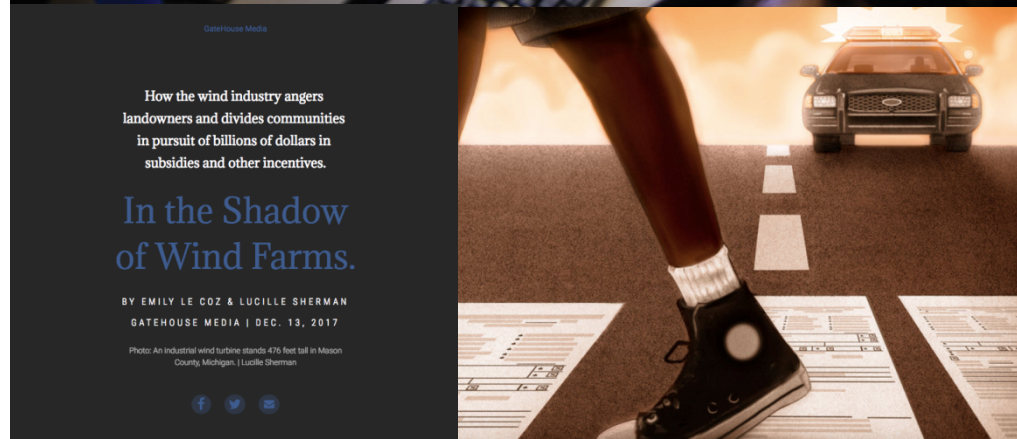
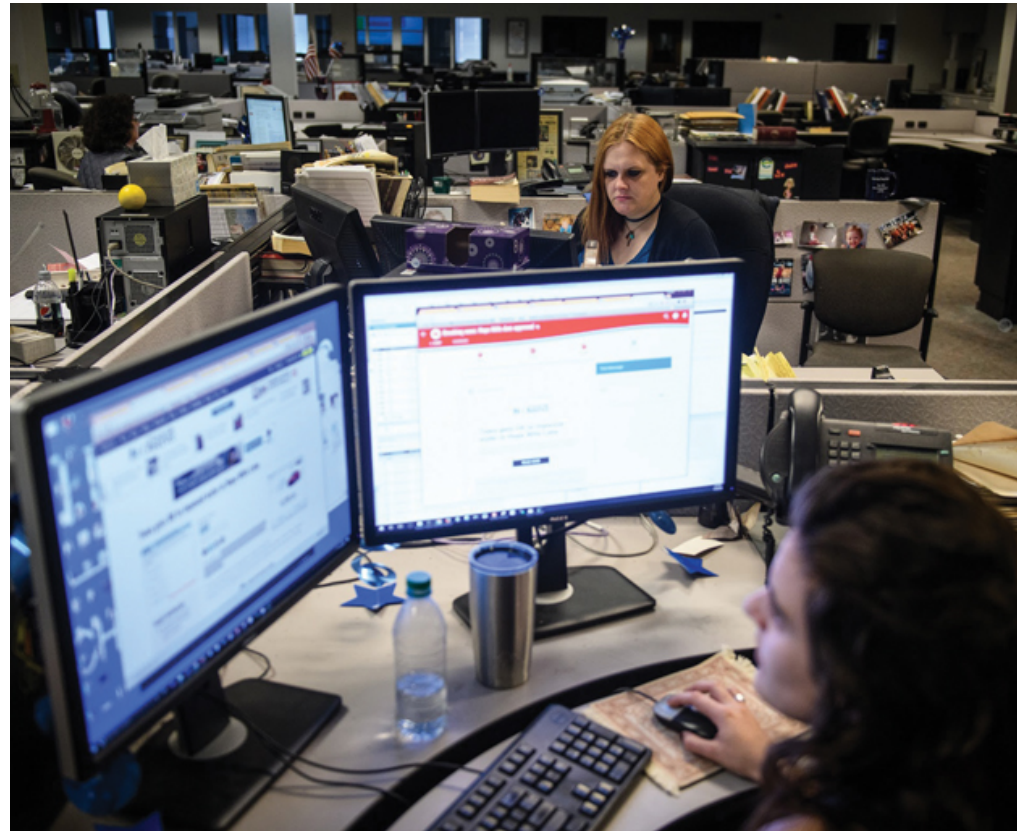
- SABEW Award for Innovation; Scripps-Howard finalist for Multimedia Journalism

One War, Two Races, Sarasota Herald-Tribune

- Society of Professional Journalists' Award for Investigative Reporting; Hillman Prize finalist

Columbus Monthly

- 1st Place, General Excellence (<30K), National City & Regional Magazine Awards



The Hawk Eye (Burlington, IA)

[INTRO](#)

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[PHOTOGRAPHY](#)

[FLOODWALL](#)

[INFRASTRUCTURE](#)

[IDENTITY](#)

[BOATING](#)

[FISH & BIRDS](#)

[RIVER RATS](#)

A RIVER RUNS THROUGH US

THE HAWK EYE | 1.28.2018

APME Innovator of the Year: Architect/Narrative

Easy-to-use, platform enabling dynamic, multimedia-rich stories

- WordPress-based
- Supports News and Native Advertising
- Reduces vendor reliance; puts data and analytics back in our control
- Developed by de//space, GateHouse News Innovation team
- 32 editorial projects to date with average session duration of 5:50
- 16 native campaigns with 2x the click through rate

