# JOURNAL COMMUNICATIONS

**Baird's 2012 Growth Stock Conference** 

May 10, 2012

# **Forward Looking Statements**



Certain statements in this presentation are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements generally include all statements other than statements of historical fact, including statements regarding our future financial position, business strategy, budgets, projected revenues and expenses, expected regulatory actions and plans and objectives of management for future operations.

These statements are subject to risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied by the forward-looking statements. Some of such risks, uncertainties and other factors are contained in our periodic filings under the Securities Exchange Act of 1934.

## Welcome



- Steven J. Smith
  Chairman & CEO
- Andre Fernandez

  President & Chief Financial Officer
- Elizabeth Brenner

  Executive Vice President, COO Publishing

#### JRN – Local Media Markets





# TV / Radio / Publishing / Digital

Boise, Milwaukee, Omaha, Tucson

## **Television / Digital**

Fort Myers, Green Bay, Lansing, Las Vegas, Palm Springs, Twin Falls

#### Radio / Digital

Knoxville, Springfield-MO, Tulsa, Wichita

# **JRN Recent Highlights**



#### **Solid Financial Performance in Q1'12**

- Growth in Core\* Broadcast Revenue
- Reduction in Total JRN Expenses
- Generated \$8MM of Operating Cash Flow



Introduced 'JSEverywhere'

Agreement to Purchase Two FM Radio Stations in Tulsa, OK









<sup>\*</sup> Core excludes political and issue

# **JRN Strategic Priorities in 2012**



#### **Invest in Local Brands**

- Build advertising and audience share especially in our cross-media markets
- Effectively execute 'JSEverywhere' at the Milwaukee Journal Sentinel
- Pursue new programming ideas beyond local news

## **Drive Organic Growth**

- Digital media initiatives
- Differentiated local content
- Revenue building partnerships

#### **Continue to Transform Portfolio**

- Broadcast acquisitions
- Build digital assets and brands
- Focus on core WI publishing assets that support 'JSEverywhere'

## Manage the Strength of our Balance Sheet



# Broadcasting Overview

Steve Smith
Chairman & CEO



#### **Broadcast - Tulsa / Boise**



# **Tulsa Radio**

# **Powerhouse Cluster**

#1... 18-34A

#2... 25-54A

# **Boise TV**

# Ratings Success Feb Share Gains Morning/Late News and Prime









**JRN** 





Renda



#### **Broadcast – What's Ahead**



#### **Differentiate Brands**

- Brand relevance and importance in the local community
- Research, Promotion, Programming

### **Expand Local Programming**

- Invest in additional local production equipment
- Pilot local specialty and lifestyle programming
- Digital brand extensions

## **Investment in Digital Media/Technology**

- Social media
- Multi-platform, mobile, streaming ,video
- High-definition television

#### **Drive Core Revenue Growth**















# Publishing Overview

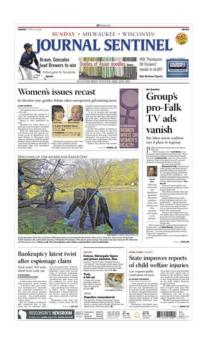
Elizabeth Brenner

Executive Vice President, COO Publishing



# Journal Publishing 'JSEverywhere'





However you choose to get your news – we're there. Everywhere. *JSEverywhere*.







#### **MJS Print**

Sunday strength through traditional methods

#### **JSOnline**

Real time in-depth news and information

#### **JS Mobile**

Focus on utility; short quick relevant news

#### **JS Tablets**

Visual news and information experience

# Journal Publishing – What's Ahead



#### **Maintain Brand Strength**

Traditional print funding interactive investment

#### **Invest in Interactive Media**

- "JSEverywhere"... paid subscription model for print/digital
- State St. Digital... offers digital solutions to small businesses

# **Innovate Marketing Solutions for Customers**

- Shop Now/Big Wednesday total market coverage
- UV Coating & variable width printing maintain commercial competitiveness

#### **Align Cost Structure**

- Align cost base to reflect transition from print to digital business model
- Continued profitability and positive cash flow



# Financial Overview

Andre Fernandez

President and Chief Financial Officer



# **2011 Financial Summary**



(\$millions)



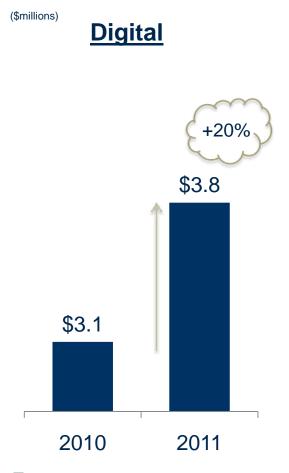
# **Highlights**

- Broadcasting core revenue\* +3.3%;
   TV +3.8%; radio +2.4% driven by digital and retransmission
- Publishing revenue down 6.5% driven by a 10.8% decline in ad revenue
- Total company expenses down 2.1%
- \$46MM of operating cash flow (CFOA)
- Reduced debt by ~\$33MM to \$41MM; leverage ~0.6x
- Sold Florida publishing businesses

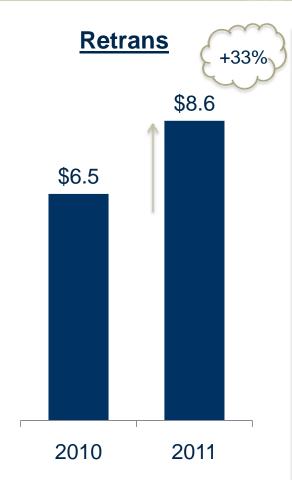
<sup>\*</sup> Core revenue ex. political/Olympics

#### **2011 Broadcast Revenue Drivers**





Extending TV/radio brands online, adding resources to drive growth



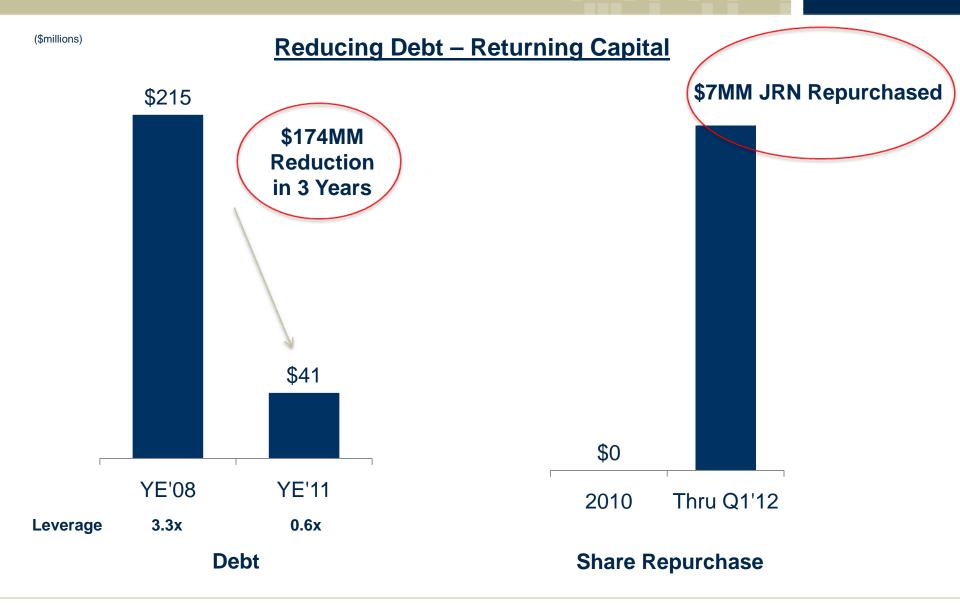
Higher comp, more markets; no large renewals until end-2012



Significant non-election year spend; driven by issue/PACs

# **Improving Capital Structure**





# **Simplifying JRN Portfolio**



#### **Recent Divestitures/Acquisitions**



**Business:** Direct Marketing

Sold: February '10

Price: \$1MM



**Business:** Printing Services

Sold: December '10

**Price:** \$14.7MM



**Business:** Publishing-FL



**Sold:** Q2/Q3'11

**Price:** \$1.3MM





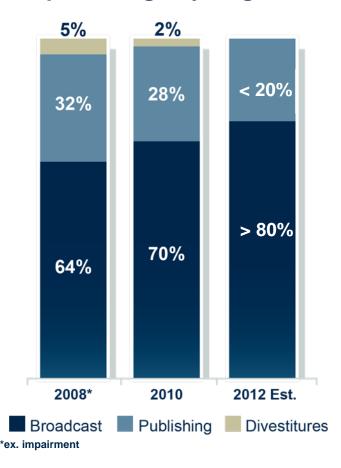
**Business:** Tulsa Radio

Acquired: March '12

Pending FCC Approval

Price: \$11.8MM

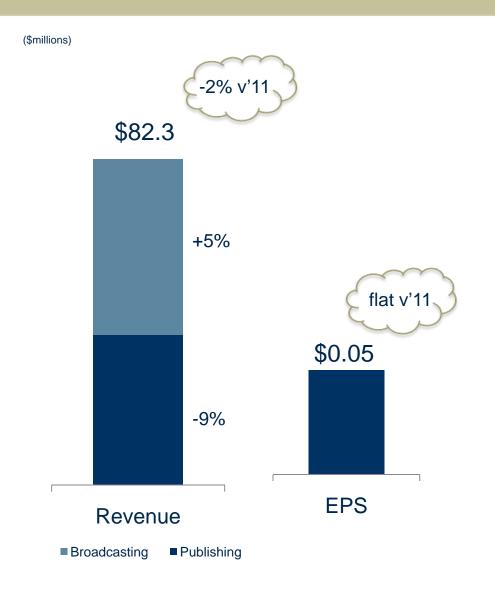
#### **Op Earnings by Segment**



**Exiting Non-Core Businesses...Investing in Broadcast** 

#### Q1'12 Results





# **Highlights**

- Broadcast revenue +5.4%...
  TV +7.5%...offsets Publishing -9%
- All TV markets record revenue growth; consolidated share gains
- JS Everywhere exceeding expectations... nearly 10k digital-only subs
- EPS 5 cents, flat to 2011
- Announced Tulsa radio acquisition...
   awaiting FCC approval
- End-1Q debt \$37.7MM; leverage 0.56x

# **Closing the Valuation Gap**



### Valuation – EV / EBITDA



# **Operating Priorities** to Close Gap

- Transition publishing to digital while maintaining profitability and generating cash
- Gain scale in broadcast; grow revenue as % of total
- Sold low margin FL business; drive performance of remaining WI properties
- Grow broadcast revenue share
- Invest in broadcast digital content, +20% v'10
- Maintain leverage cushion
- Expect to continue share repurchase

JRN: Avg. of 3 analyst estimate of '12 EBITDA 4/27/12

Radio/TV: '12 est. EBITDA /Sun Trust Robinson Humphrey Research 4/27/12

**M&A:** Estimated BCF multiples of recent TV acquisitions

## 2012 Outlook



# **Q2'12**

- Broadcast revenue high-single digit increase v'11
  - Improving economy and increased political spend
- Publishing revenue mid-single digit decrease v'11 (ex. Florida divestiture)
  - Continued challenges in advertising revenue

# **Annual**

- Broadcast core growth limited; drive organic growth opportunities
- Publishing ad spend uncertain, lack of visibility; recent stability in circulation and print/delivery revenue
- Political opportunity Wisconsin, Nevada, Arizona
- Investment in Broadcast driving annual expense increase of low to mid-single digits

# JOURNAL COMMUNICATIONS

Journal Broadcast Group





