# **Investor Day**

May 3, 2011



# A. H. Belo Corporation

# David Gross Vice President/Investor Relations & Strategic Analysis



# A. H. Belo Corporation

#### Safe Harbor Statement and Non-GAAP Measures

<u>Safe Harbor Statement</u>: Statements in this communication concerning A. H. Belo Corporation's (the "Company's") business outlook or future economic performance, anticipated profitability, revenues, expenses, dividends, capital expenditures, investments, impairments, pension plan contributions, real estate sales, future financings, and other financial and non-financial items that are not historical facts, are "forward-looking statements" as the term is defined under applicable federal securities laws. Forward-looking statements are subject to risks, uncertainties and other factors that could cause actual results to differ materially from those statements.

Such risks, uncertainties and factors include, but are not limited to, changes in capital market conditions and prospects, and other factors such as changes in advertising demand and newsprint prices; newspaper circulation trends and other circulation matters, including changes in readership methods, patterns and demography, and audits and related actions by the Audit Bureau of Circulations; challenges implementing increased subscription pricing and new pricing structures; challenges in achieving expense reduction goals, and on schedule, and the resulting potential effects on operations; technological changes; development of Internet commerce; industry cycles; changes in pricing or other actions by existing and new competitors and suppliers; labor relations; regulatory, tax and legal changes; adoption of new accounting standards or changes in existing accounting standards by the Financial Accounting Standards Board or other accounting standard-setting bodies or authorities; the effects of Company acquisitions, dispositions, co-owned ventures, and investments; pension plan matters; general economic conditions and changes in interest rates; significant armed conflict; and other factors beyond our control, as well as other risks described in the Company's Annual Report on Form 10-K for the year ended December 31, 2010 and other public disclosures and filings with the Securities and Exchange Commission.

<u>Non-GAAP Measures</u>: This presentation includes non-GAAP financial measures. The Company believes that non-GAAP financial measures, including but not limited to EBITDA and Adjusted EBITDA, provide useful supplemental information to assist investors in determining performance comparisons to our peers. Reconciliations to the most directly comparable financial measures presented in accordance with GAAP are provided in the appendix of this presentation, the Company's May 2, 2011 press release and the Company's website (ahbelo.com) under the "Investor Relations" section.

## Today's Agenda

- Welcome/Overview of Day
- First Quarter 2011 Financial Results
- Financial Strategy
- Break
- Operating Strategy
- Real Estate Strategy
- Break
- Question & Answer
- Concluding Remarks

#### Welcome/Overview of Day

#### **Robert Decherd**

Chairman, President and Chief Executive Officer



# A. H. BELO CORPORATION

## A. H. Belo's Management Committee

- Robert Decherd, Chairman, President and Chief Executive Officer
- Ali Engel, Senior Vice President/Chief Financial Officer and Treasurer
- Jim Moroney, Executive Vice President of A. H. Belo Corporation Publisher and Chief Executive Officer of *The Dallas Morning News*
- John McKeon, President and General Manager of *The Dallas Morning News*
- Dan Blizzard, Senior Vice President and Secretary

## Today's Goals

- Report on first quarter 2011 financial results
- Outline the potential upside in this business and the challenges that we face
- Answer your questions

## **Context for Today's Discussion**

- It has only been six quarters since the Company paid down its credit facility.

  The level of cash generation and accumulation in 2010 exceeded expectations
- A. H. Belo ended the first quarter of 2011 with \$52M of cash and cash equivalents and zero debt. We have the flexibility to opportunistically respond to a wide range of scenarios
- We view our unfunded defined benefit pension obligation as debt
- The strength and durability of the economic recovery are not certain or guaranteed
- The entire newspaper industry is transitioning to a digital operating platform. It will take time for winning business models to become apparent

#### First Quarter 2011 Financial Results

#### Ali Engel

Senior Vice President/Chief Financial Officer and Treasurer



# A. H. Belo Corporation

## First Quarter 2011: Earnings

- Net loss of \$0.31 per share is an improvement of \$0.13 per share compared to the prior year. We beat our internal Financial Plan by \$0.06 per share
- EBITDA was \$2.8M, an increase of 22.6% compared to the prior year
- Adjusted EBITDA was \$4.5M, a decrease of \$3.1M compared to the prior year.
   Higher newsprint and marketing expense offset decreased pension expense related to the Company's move from multi-employer to single-employer accounting effective January 1, 2011
- The Company anticipates full-year 2011 Adjusted EBITDA will be in the \$45 to \$50M range, about flat to 2010 when real estate gains are excluded in both periods

#### First Quarter 2011: Revenue

- Total revenue was \$112.2M, a decrease of 3.1% compared to 2010. This rate of decline is 300 basis points less than the decline in the fourth quarter
- The Dallas Morning News' total revenue decreased only 0.4%, a 340 basis point improvement in the rate of decline compared to the fourth quarter
- Advertising revenue, including print and digital revenue, decreased 5.9%. At *The Morning News*, advertising revenue declined only 1.4%
- Digital revenue was \$8.8M, an <u>increase</u> of 5.4% compared to the prior year
- Circulation revenue was \$35.1M, a decrease of 1.5%. Circulation revenue increased 0.3% at *The Dallas Morning News*
- Printing and distribution revenue increased in all three markets. Overall printing and distribution revenue increased 15% to \$9.2M

## First Quarter 2011: Expense

- Consolidated operating expense was \$119.5M, a decrease of 3.6% compared to the prior year. Excluding the effect of pension expense in both periods, operating expense in the first quarter was \$117.9M, a decrease of 0.7% compared to the prior year
- Newsprint expense was \$10.8M, an increase of 27.4% compared to the prior year, as newsprint cost increased 21.4 % and consumption increased 4.9%. The primary drivers of higher newsprint consumption were increased demand for:
  - commercial printing in Providence
  - advertising in Briefing and The Press-Enterprise

#### First Quarter 2011: Balance Sheet (as of 3/31/11)

- Total assets were \$367M on March 31, 2011
- The Company had \$52M of cash and cash equivalents, had no borrowings under its bank credit facility, and remained in compliance with bank covenants
- The Company and its banks amended the Company's revolving credit facility effective May 2, 2011
- First quarter capital expenditures (CAPEX) totaled \$1.5M. Total CAPEX for 2011 will likely be in the \$13 to \$15M range

## **Amended Credit Facility**

- Permits dividends and share repurchases without restriction so long as the line remains undrawn
- Eliminates restrictions on capital expenditures
- Reduces administrative requirements
- Extends maturity date from September 30, 2012 to September 30, 2014
- If borrowing availability is less than \$7.5M, then a fixed charge coverage ratio of 1:1 applies
- Other usual and customary covenants were carried forward

#### First Quarter 2011: Cash Flow

- Net operating cash flow was \$(33.9M) due to pension contributions
- During the first quarter, the Company made required contributions of \$14.0M
   to defined benefit pension and pension transition supplement plans
  - The \$14.0M consists of \$8.7M related to defined benefit pension plans and \$5.3M to the Company's pension transition supplement plan
  - The Company's former parent, Belo Corp., applied \$3.4M that it held on behalf of the Company towards the \$8.7M, and the Company funded the remaining \$10.6M for the defined benefit pension and pension transition supplement plans
- The Company also made the previously announced additional contribution of \$30M to its defined benefit pension plans

#### **Financial Strategy**

#### **Robert Decherd**

Chairman, President and Chief Executive Officer

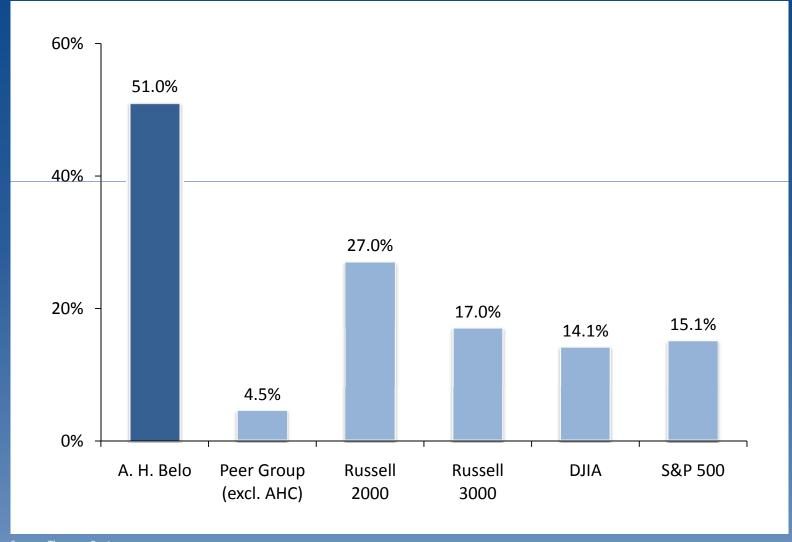


# A. H. Belo Corporation

## Financial Principles

- Maintain or grow Adjusted EBITDA during transition to a digital environment
- Consistently generate net income
- Consistently generate enough cash to meet the Company's business re-investment needs (both operating and capital) and cover required cash contributions to the A. H. Belo pension plans
- While achieving these goals, maintain A. H. Belo's competitive advantage (i.e., local content and scale within the markets where we operate)
- Consistently return cash to shareholders through dividends

# **Total Shareholder Returns in 2010** A. H. Belo vs. Benchmarks

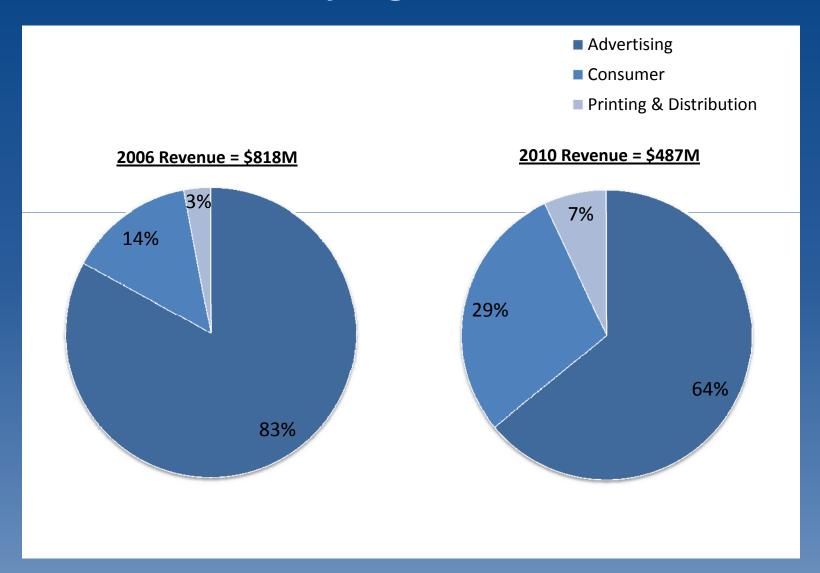


# **Tangible Tactics**

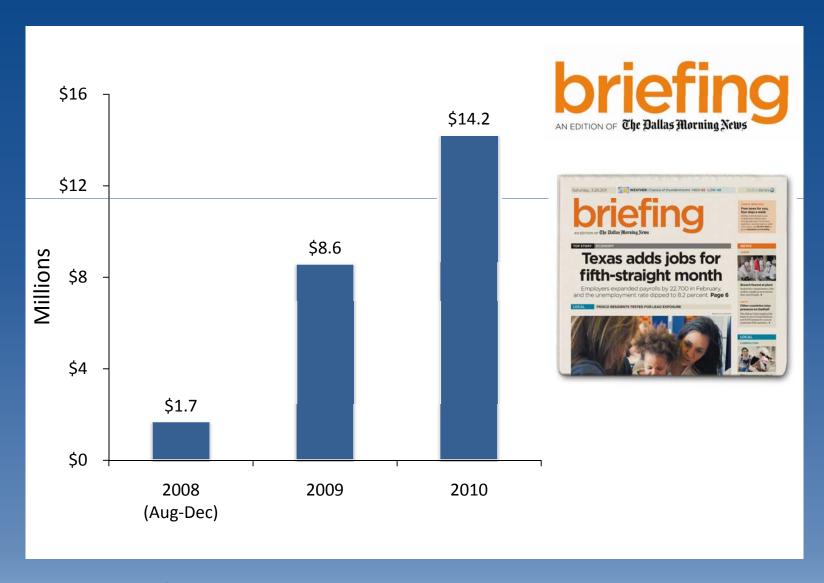
Stabilize Revenue

**Manage Expenses** 

# **Diversifying Revenue Mix**

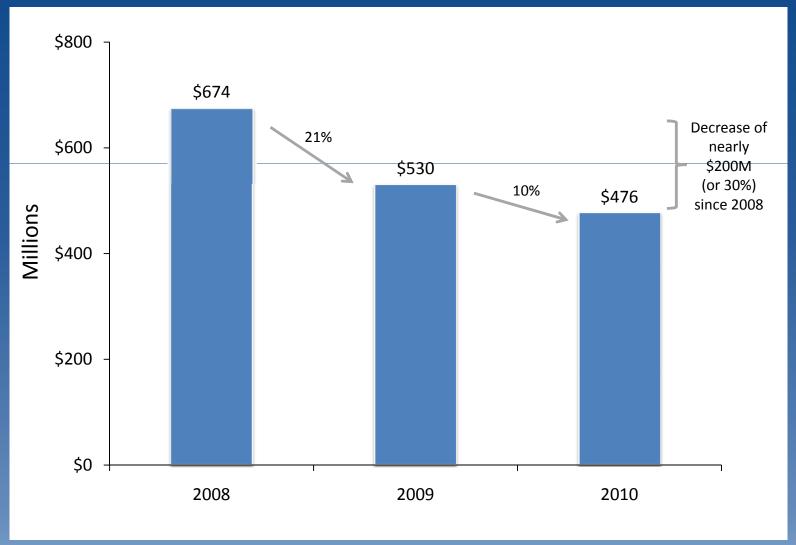


# **Briefing** Revenue

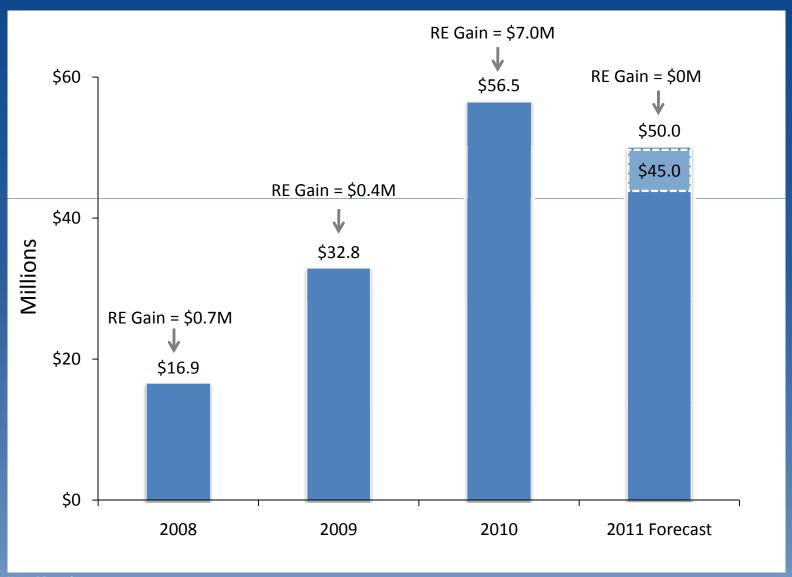


## **Expense Reduction and Containment**

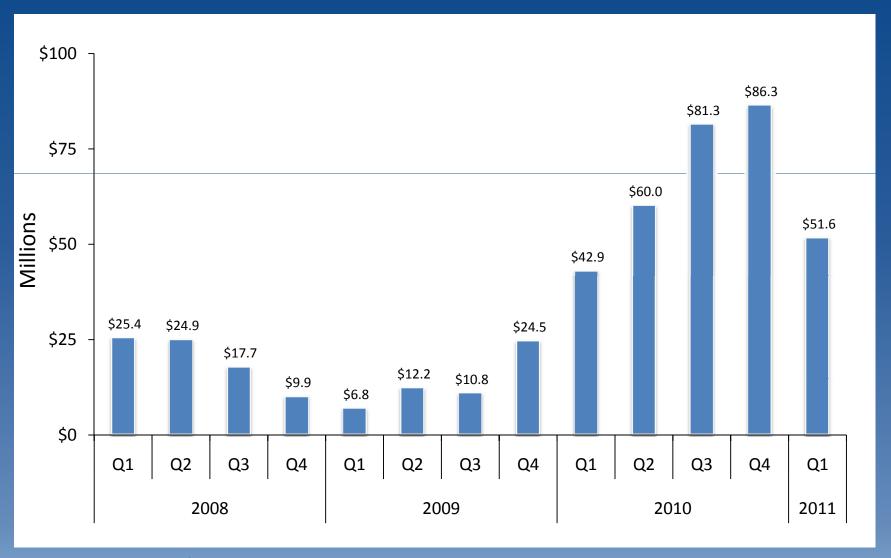
(excluding pension and impairment expenses)



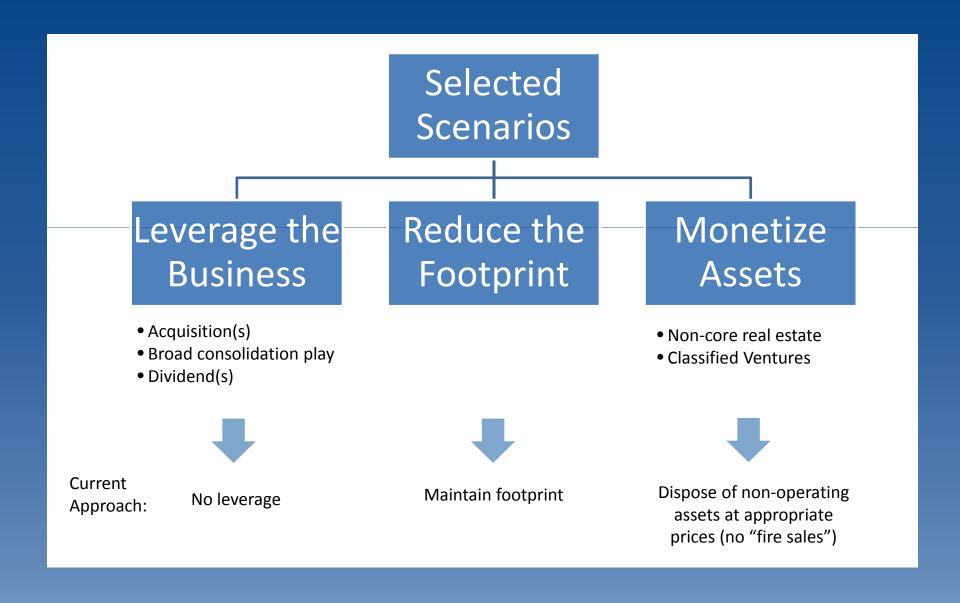
# Improving Adjusted EBITDA



# Cash and Cash Equivalents (at end of quarter)



#### **Balance Sheet Scenarios**



#### **Non-Core Real Estate**

#### **Situation**

- In 2010, pre-tax proceeds totaled nearly \$10M from dispositions
- Estimated market value of our non-core real estate portfolio is \$23M to \$37M
- Potential pre-tax proceeds of \$21M to \$33M at some point in the future

#### **Opportunities**

- Outright sales
- Subleasing
- Sale-leasebacks
- Partnerships with developers
- Other scenarios

#### **Classified Ventures**

• A. H. Belo owns 3.3 percent

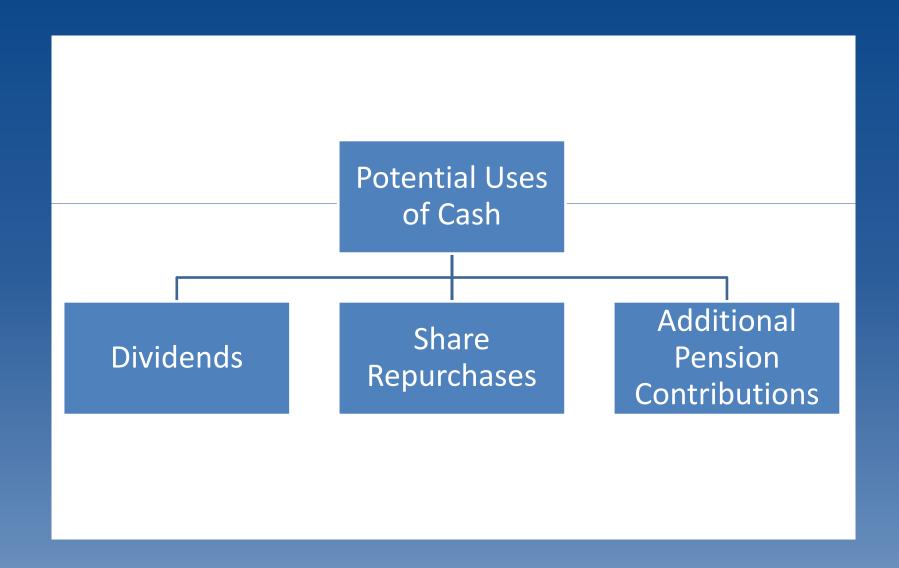


- Received \$3.1M dividend in 2010
- Consolidation opportunities (buy and sell-sides)





#### Framework for Potential Uses of Cash



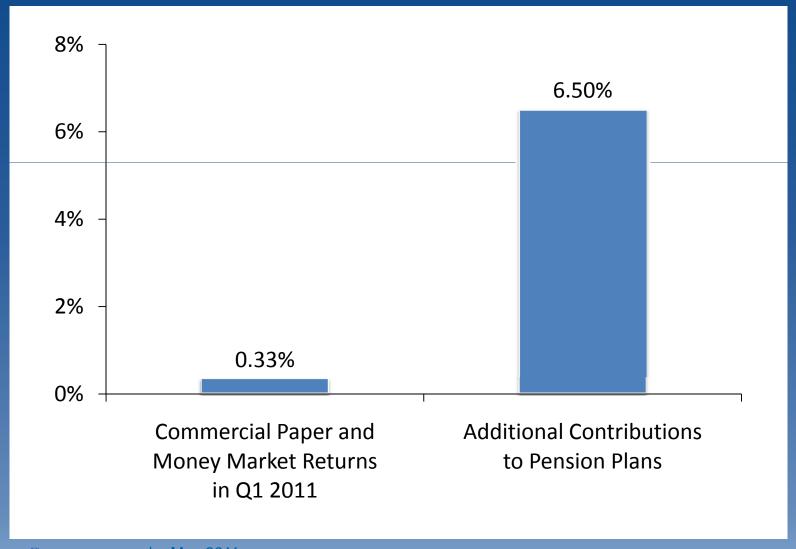
#### **Quarterly Dividend**

- After considering a range of potential dividends that maxed out at \$0.06 per share, the Board approved a \$0.06 per share quarterly dividend
- Under the new dividend policy approved by the Board on May 2, 2011, the Company intends to pay a recurring quarterly dividend of \$0.06 per share, or \$0.24 per share on an annualized basis
- The first quarterly dividend of \$0.06 per share will be paid on June 3, 2011 to shareholders of record at the close of business on May 16, 2011
- The Company anticipates three quarterly dividends of \$0.06 per share in calendar year 2011. As is customary at dividend-paying companies, the two remaining dividends for 2011 and all future dividends are each subject to Board approval

# Defined Benefit Plans: Estimated Cash Contributions in 2011



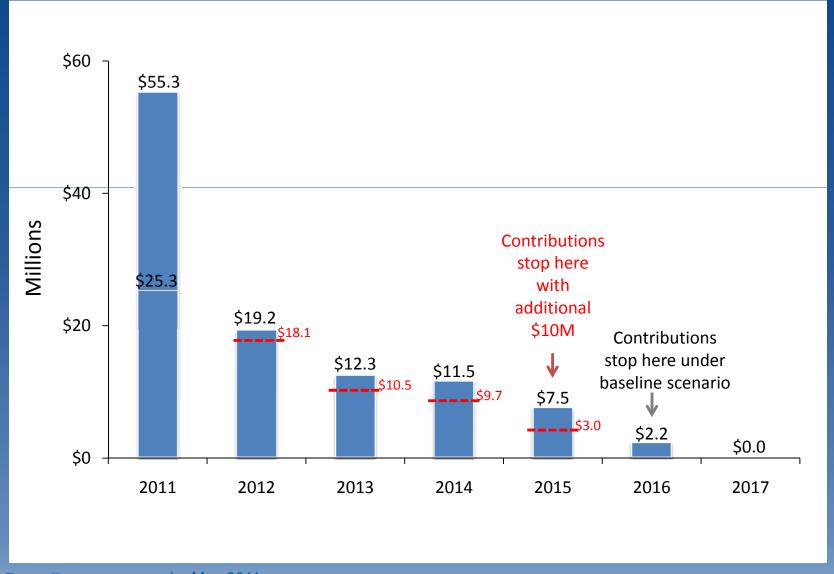
# **Projected Annual Rate of Return**



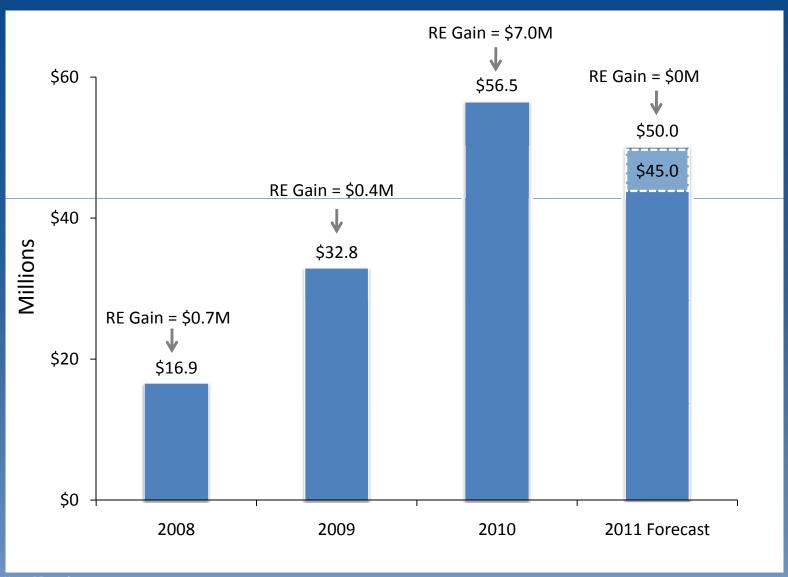
# Defined Benefit Plans: Sensitivity Table

Discount Rate	Accounting Unfunded Amount as of 12/31/10
5.00%	\$147M
5.33%	\$132M
5.66%	\$118M
6.00%	\$105M

# **Defined Benefit Plans: Projected Cash Contributions**



# Improving Adjusted EBITDA



#### **Break**



# A. H. Belo Corporation

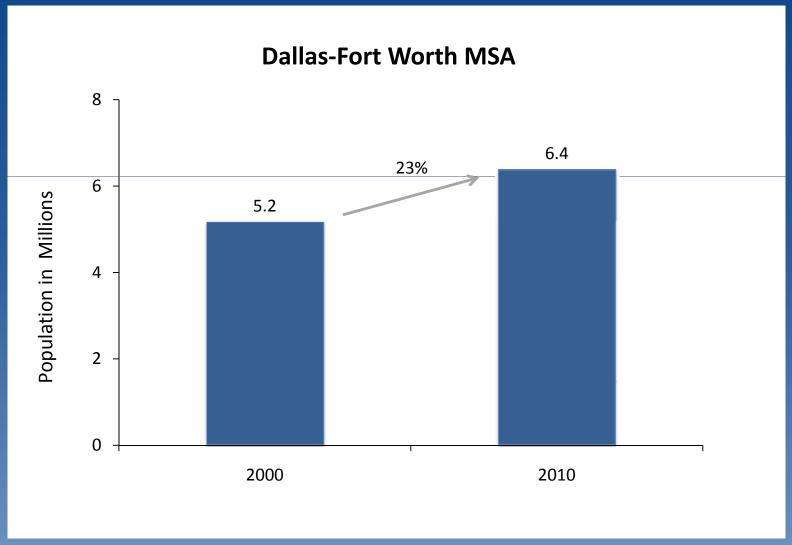
#### **Operating Strategy**

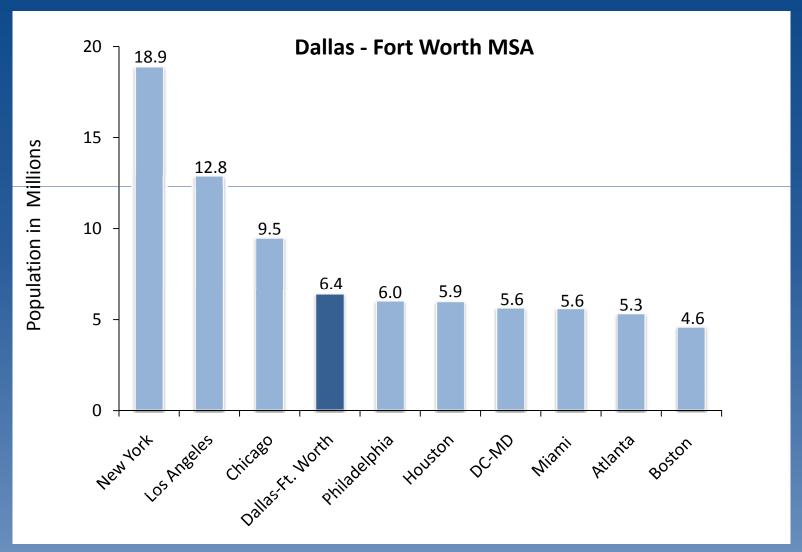
#### Jim Moroney

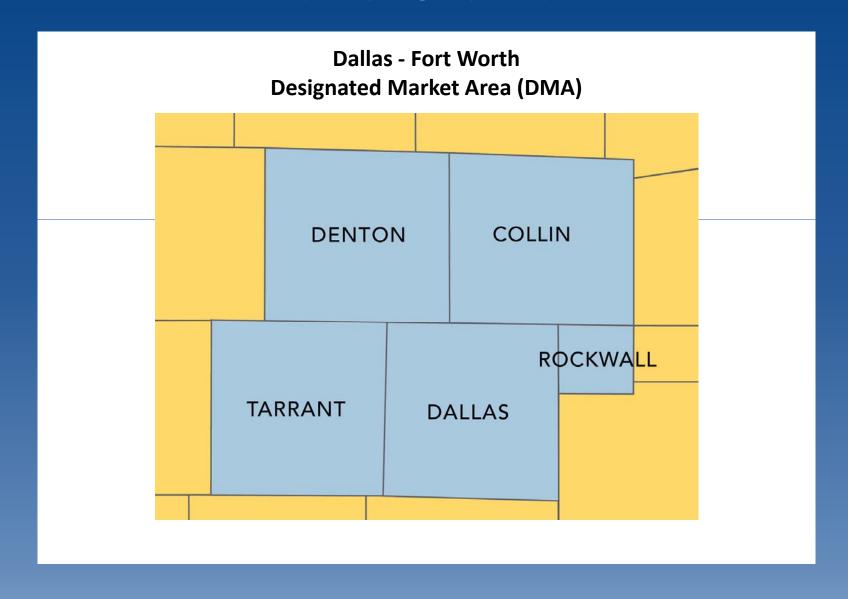
Executive Vice President of A. H. Belo Corporation Publisher and Chief Executive Officer of The Dallas Morning News



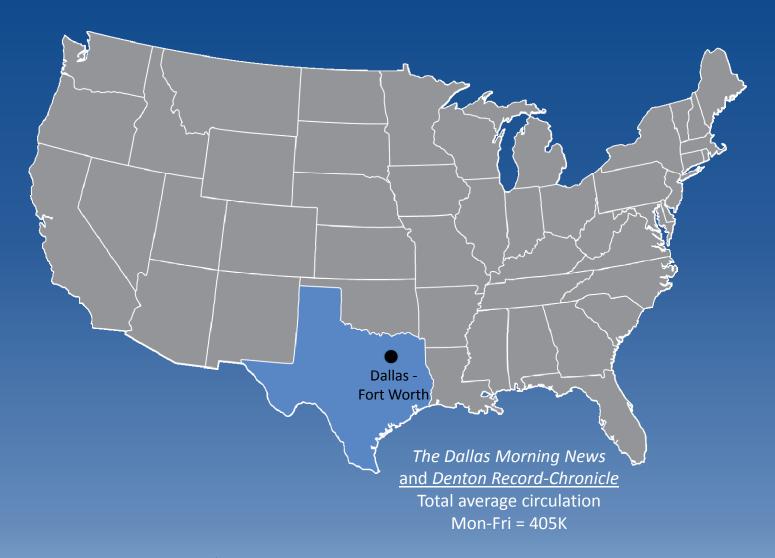
# A. H. Belo Corporation

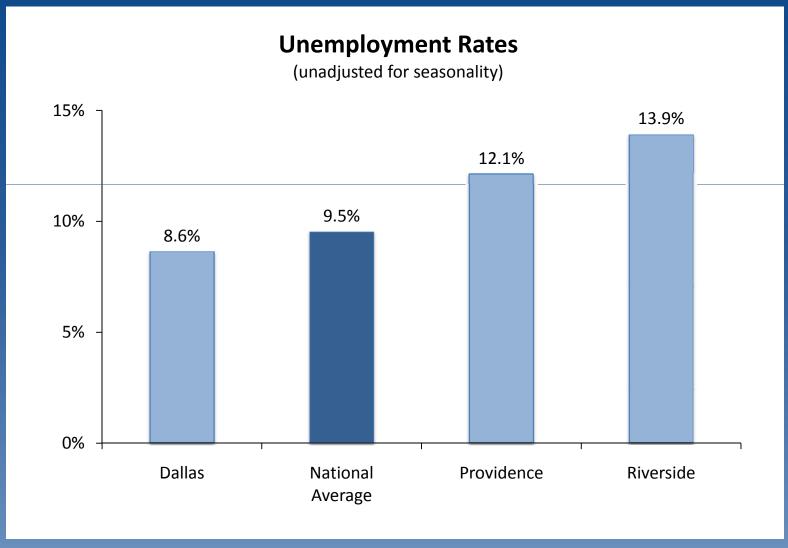




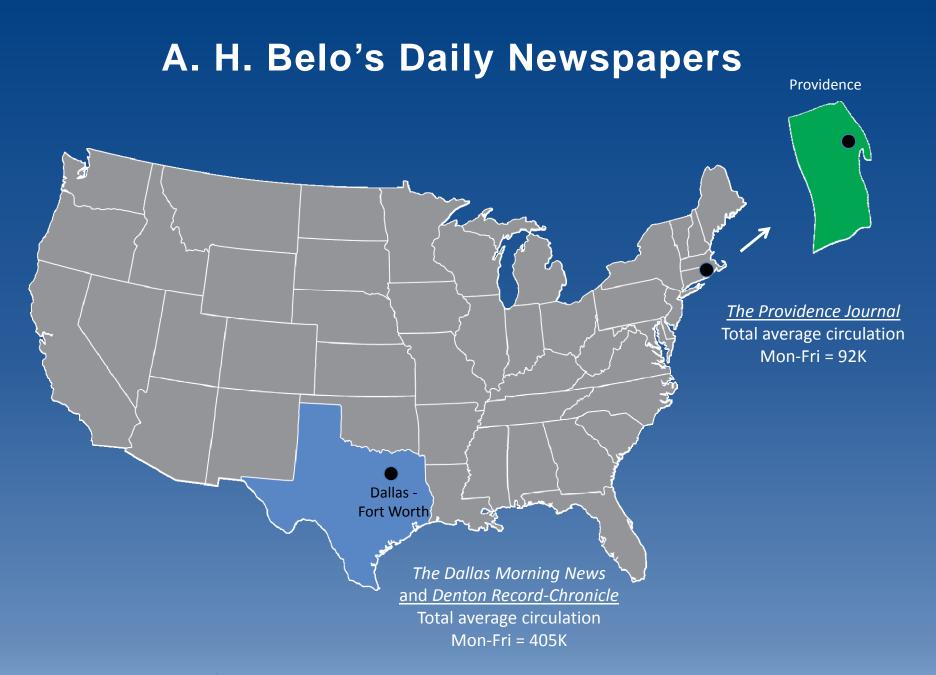


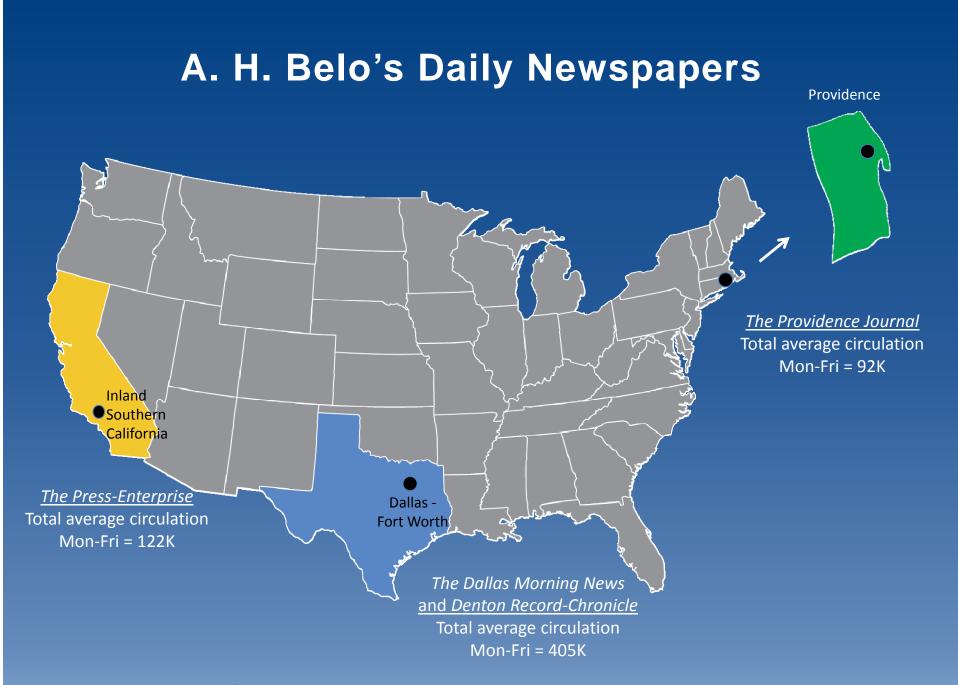
## A. H. Belo's Daily Newspapers





Source: U. S. Department of Labor

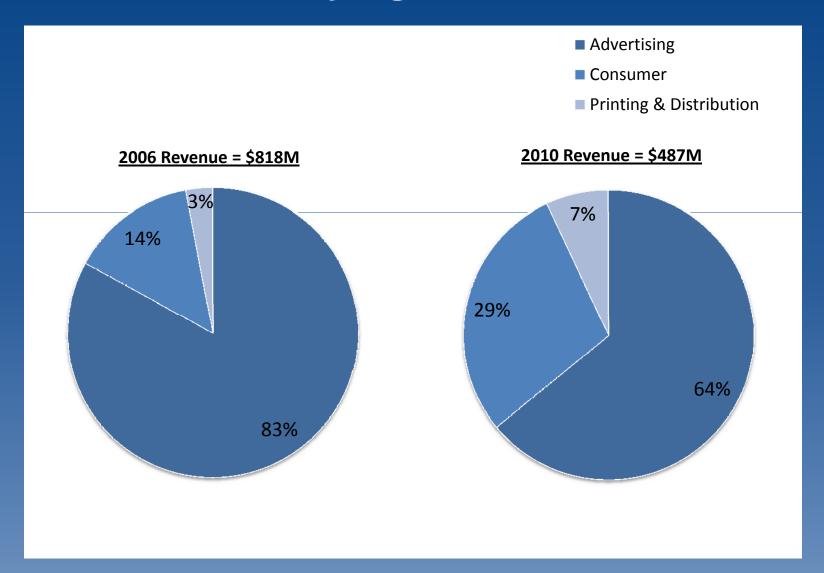




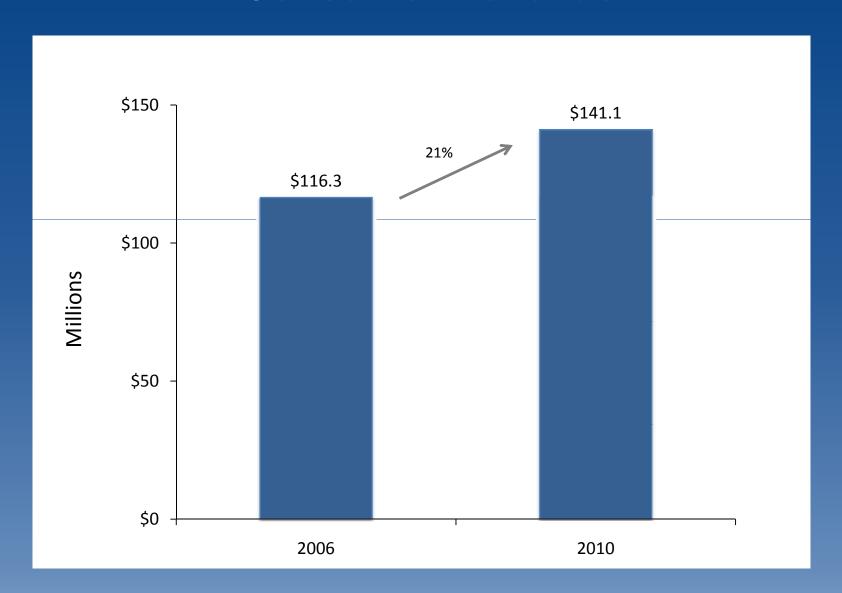
## **Diversifying Revenue Mix**

- Driving consumer revenue
- Attenuating advertising revenue declines
- Uncovering commercial printing and distribution opportunities ("printing and distribution")

## **Diversifying Revenue Mix**



#### **Consumer Revenue**



## **Consumer Revenue: Home Delivery Prices**

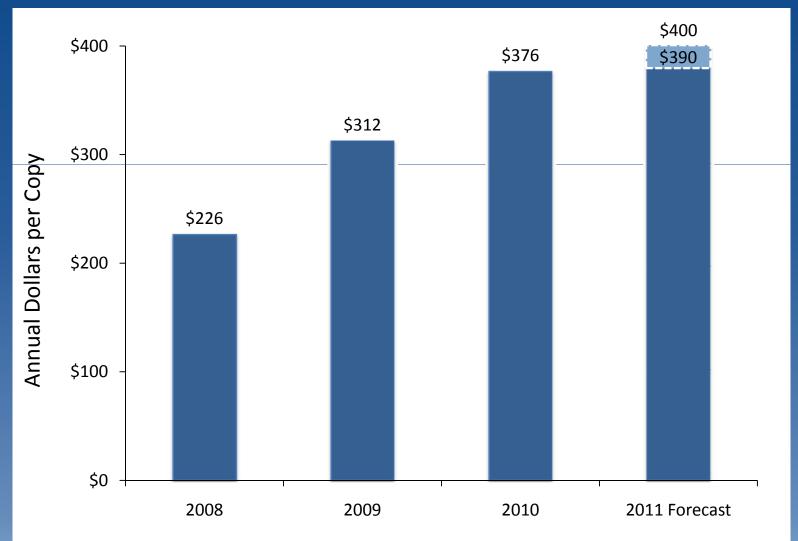
Single Copy - Daily			
		2011	
	2007	(Present)	
TDMN	\$0.50	\$1.00	
PJC	\$0.50	\$1.00	
PEC	\$0.25	\$0.50	

Single Copy - Sunday			
		2011	
	2007	(Present)	
TDMN	\$1.50	\$3.00	
PJC	\$2.00	\$3.00	
PEC	\$1.00	\$1.50	

7-Day Home Delivery			
		2011	
	2007	(Present)	
TDMN	\$18.00	\$33.95	
PJC	\$17.80	\$32.00	
PEC	\$12.72	\$15.92	

Note: TDMN = The Dallas Morning News; PJC = The Providence Journal; and PEC = The Press-Enterprise; For PJC and PEC, assumes a 4-week month

## The Dallas Morning News Consumer Revenue per Copy



#### **Condensed News Products**



- Launched in August 2008
- Published Wednesday through Saturday
- Delivered to homes of non-subscribers in key zip codes
- Average daily circulation: ~200K

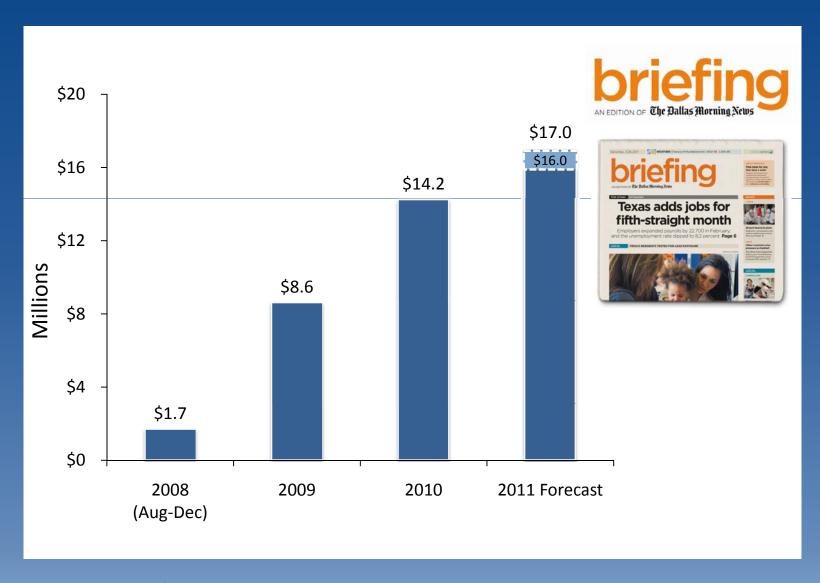


• Launched in 2009



• Launched in 2010

## **Briefing** Revenue



#### Other Publications



- Spanish language newspaper published on Wednesday and Friday
- Circulation

- Wednesday: 98K

Saturday: 122K



- Community newspaper
- Published on Friday
- 17 print editions are delivered to about 40 communities

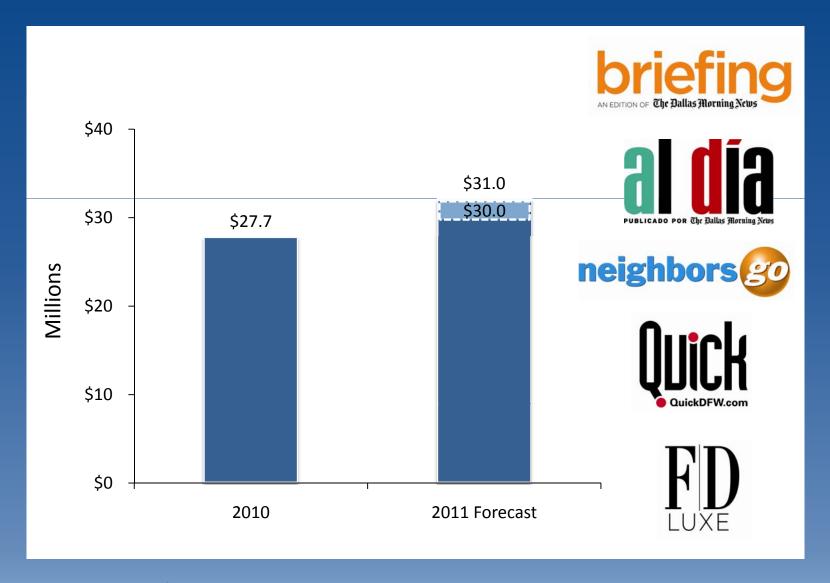


- Weekly "quick-read" newspaper, designed to provide a digest of the day's top news stories for young readers on the run
- Published on Thursday



- Style magazine, targets college-educated women and men between the ages of 25 and 54 with annual household income over \$160K
- Published monthly (1st Thursday)

#### **Briefing and Other Publication Revenue**



## Advertising: **Go-To-Market Strategy**

- Re-organized entire sales team into a customer-focused organization
- Implemented new sales force structure centered on 11 business segments
- Zero-based the sales organization
- Re-defined positions and required skills
- Solution-based selling and testing
- Professional recruiting firms identified qualified external candidates
- General Managers with P&L responsibility lead each segment

#### **DMNmedia Video**

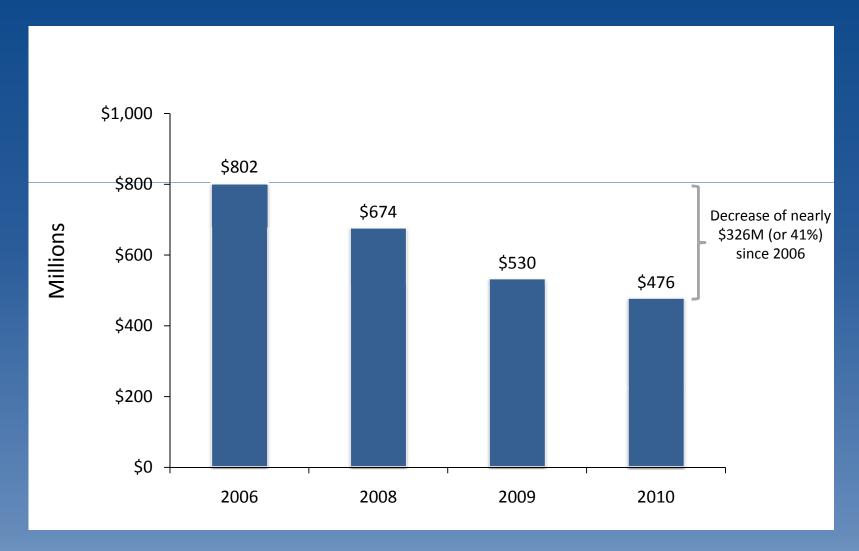


## **Diversifying Revenue Mix: Printing and Distribution Business**

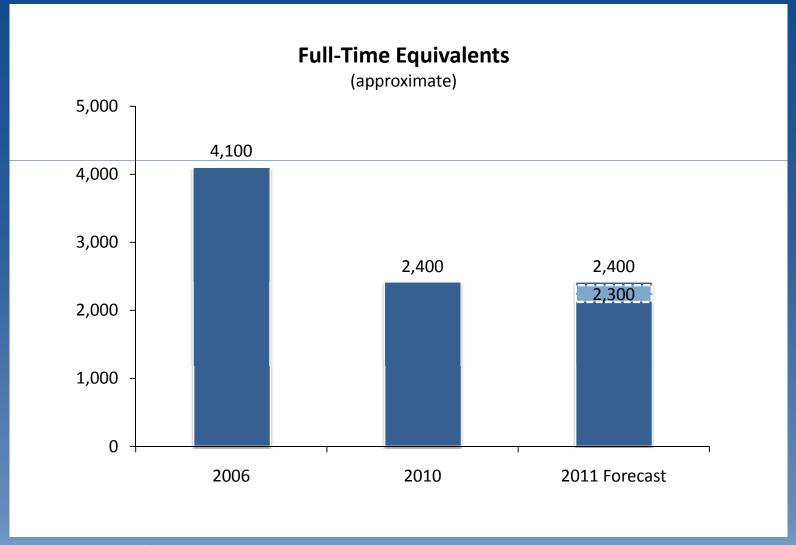
- Commercial printing services, primarily for national newspapers that require regional printing
- Home delivery and retail outlet distribution services for national newspapers
- Acquired commercial printing and distribution contracts in all three markets last year

## **Operating Costs**

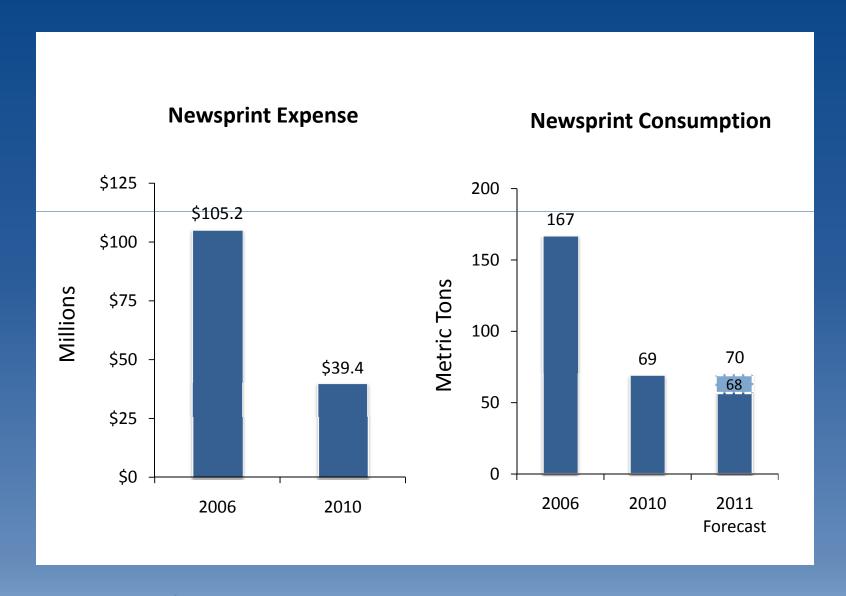
(excluding pension and impairment expenses)



## **Headcount Expense**



## **Newsprint**



## **Technology Solutions**

- Print and Web content
- Sales and marketing
- Circulation

### **Selected Technology Implementations** in 2011

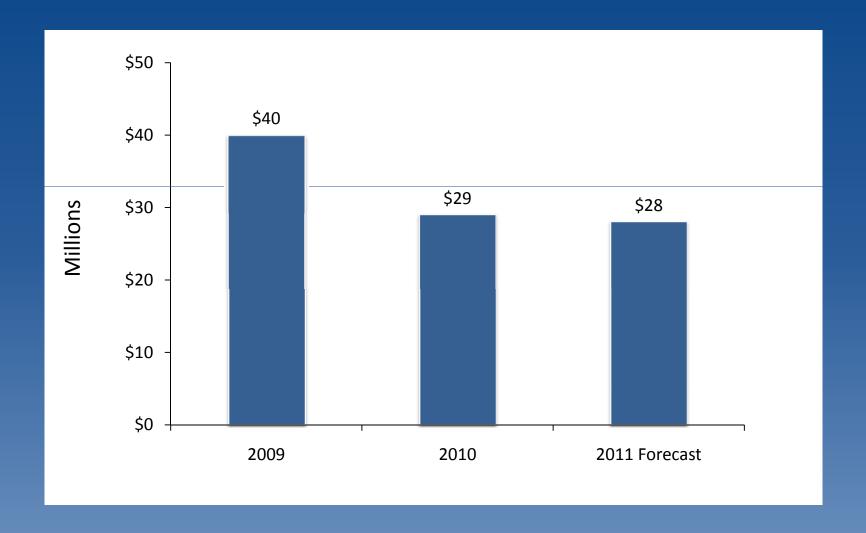
#### **The Press-Enterprise**

- Circulation: DSI
- Print and Web Marketing
  - CCI NewsGate
  - Edgil
  - Escenic
- Sales and Marketing
  - Atex
  - CNI AdDesk

#### **The Providence Journal**

- Print and Web Marketing
  - CCI NewsGate
  - Escenic

## **Technology Expense**





# **Subscriber Content Strategy**



## Definition of Subscriber Content



- Subscriber content is original and proprietary content, exclusive to, and generated by, The Dallas Morning News
- Subscriber content is only available in our newspaper, dallasnews.com, the mobile web and on our tablet and smart phone applications
- Award-winning newsroom staffed by over 300 journalists

#### **Subscriber Content**

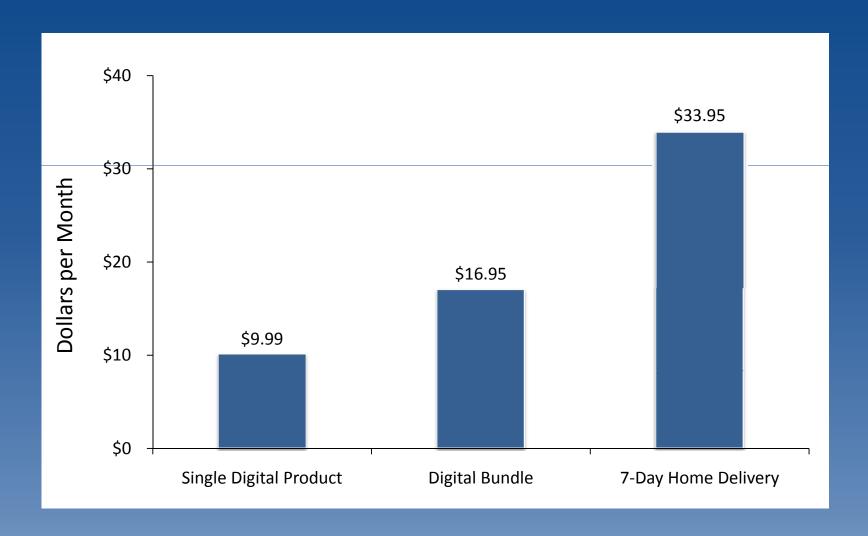








# Consumer Pricing Strategy: Subscriber Rates





#### DallasNews.com















## **Advertising Campaign Video**





# **Subscriber Content Strategy**



#### Subscriber Content Strategy: Next Steps

- Android Tablet release later this quarter
- The Providence Journal will roll out its subscriber content strategy in the second half of 2011
- The Press-Enterprise will roll out its subscriber content strategy in early 2012

#### **Real Estate Strategy**

#### **Dan Blizzard**

Senior Vice President and Secretary



# A. H. Belo Corporation

#### Agenda

- Background on our real estate portfolio
- Our approach to monetizing real estate assets
- 2010 transactions
- Estimated market value and potential pre-tax proceeds from the sale of non-core real estate
- Listing of non-core real estate assets
  - Providence
  - Riverside
  - Dallas: *The Dallas Morning News*
  - Dallas: Belo Investment LLC (BINV)
- Core real estate used in operations

### Our Approach to Monetizing Real Estate Assets

- Be patient
- Don't chase "fire sale" prices
- Only deal with prospective buyers who can close on transactions
- Avoid buyers who want to "tie-up" assets
- Avoid buyers who have a reputation for re-trading

### **2010 Transactions**

<u>Property</u>	<u>Location</u>	Net Proceeds (millions of dollars)	<u>Time on Market</u>
Washington Street Garage	Providence	\$5.7	20 Months
North Plant Excess Land	Plano, TX	\$2.5	18 Months
DFW Printing Company	Arlington, TX	\$0.8	18 Months
Denton Excess Land	Denton, TX	\$0.5	21 Months
		\$9.5	

### Non-Core Real Estate Value and **Potential Pre-Tax Proceeds**

	<u>Range</u>	
	<u>Low</u>	<u>High</u>
Estimated Market Value	\$23M	\$37M
Potential Pre-Tax Proceeds (timing: 1-3 years)	\$21M	\$33M

#### **Providence Non-Core Real Estate**

<u>Property</u>	<u>Status</u>
Fountain Street Parking Lot	For sale
Eddy Street Parking Lot	For sale
Mathewson Street Lot	For sale
Inserting Facility	For sale

#### **Riverside Non-Core Real Estate**

**Property Status** 

Hemet News Bureau For sale

**Banning News Bureau** For sale

#### **Dallas Non-Core Real Estate**

Property Owned by TDMN Status

Original South Plant Land Under contract

South Plant For sale

Garland News Bureau For sale

Lewisville News Bureau For sale

### Dallas Non-Core Real Estate (continued)

Belo Investment LLC is jointly owned (50/50) by A. H. Belo Corporation and Belo Corp.

Property Owned by BINV	<u>Status</u>
------------------------	---------------

For sale 700 Commerce Street Parking Lot

806 Jackson/311 Lamar Street Parking Lot For sale

WFAA Plaza **Exploring options** 

The Belo Building Not listed for sale – used by Belo Corp.

**Visitor Parking Lot** Not listed for sale – used by Belo Corp.

Not listed for sale – used by Belo Corp. Lubben Plaza East Parking Lot

#### **Break**



#### **Question & Answer**



#### **Concluding Remarks**

#### **Robert Decherd**

Chairman, President and Chief Executive Officer

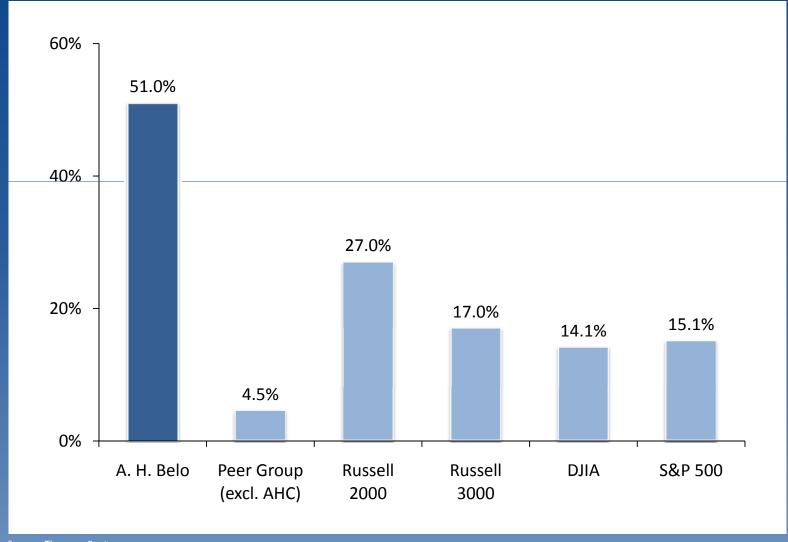


# A. H. BELO CORPORATION

### Financial Principles

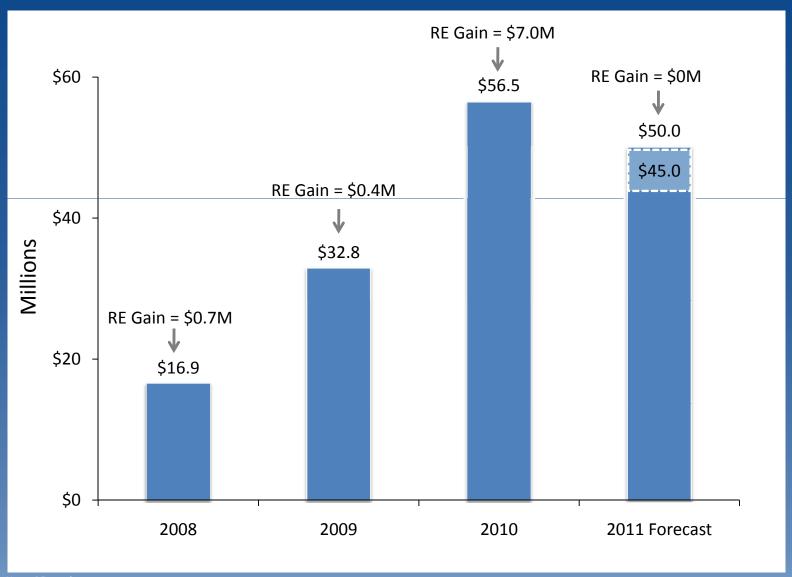
- Maintain or grow Adjusted EBITDA during transition to a digital environment
- Consistently generate net income
- Consistently generate enough cash to meet the Company's business re-investment needs (both operating and capital) and cover required cash contributions to the A. H. Belo pension plans
- While achieving these goals, maintain A. H. Belo's competitive advantage (i.e., local content and scale within the markets where we operate)
- Consistently return cash to shareholders through dividends

### **Total Shareholder Returns in 2010** A. H. Belo vs. Benchmarks



Note: Total shareholder return (TSR) figures include re-invested dividends; Peer Group performance is the average of the changes in stock price for each of A. H. Belo's peers

## Improving Adjusted EBITDA



## **Investor Day**

May 3, 2011



#### **Appendix**



#### First Quarter 2011 Income Statement

	Three months ended March 31,				
In thousands, except per share amounts (unaudited)	2011			2010	
Net Operating Revenues					
Advertising	\$	67,936	\$	72,186	
Circulation		35,052		35,586	
Printing and distribution		9,187		7,986	
Total net operating revenues	-	112,175		115,758	
Operating Costs and Expenses					
Salaries, wages and employee benefits		50,495		56,254	
Other production, distribution and operating costs		45,652		46,030	
Newsprint, ink and other supplies		14,502		11,222	
Depreciation		7,583		9,164	
Amortization		1,310		1,310	
Total operating costs and expenses		119,542		123,980	
Loss from operations		(7,367)		(8,222)	
Other Income (Expense), Net					
Interest expense		(207)		(203)	
Other income, net		1,267		25	
Total other income (expense), net		1,060		(178)	
Earnings					
Loss before income taxes		(6,307)		(8,400)	
Income tax expense	_	420	_	728	
Net loss	\$	(6,727)	\$_	(9,128)	
Net loss per share:					
Basic and diluted	\$	(0.31)	\$	(0.44)	
Weighted average shares outstanding:	•	(6.51)	•	(0	
Basic and diluted		21,383		20,767	

#### First Quarter 2011 Balance Sheet

#### A. H. Belo Corporation Condensed Consolidated Balance Sheets

In thousar	nds (unaudited)		March 31, 2011	D	ecember 31 2010
Assets					
	Current assets				
	Cash and cash equivalents	\$	51,566	\$	86,291
	Accounts receivable, net		42,032		56,793
	Other current assets		34,331		29,875
	Total current assets		127,929		172,959
	Property, plant and equipment, net		170,621		176,676
	Intangible assets, net		45,461		46,771
	Other assets	_	23,302	_	23,643
Total ass	sets	\$_	367,313	\$_	420,049
Liabiliti	ies and Shareholders' Equity				
	Current liabilities				
	Accounts payable	\$	17,996	\$	29,15
	Pension liabilities				54,83
	Accrued expenses		29,214		27,44
	Advance subscription payments		24,768	_	23,05
	Total current liabilities		71,978		134,49
	Pension liabilities		94,113		77,51
	Other liabilities		7,176		8,16
	Total shareholders' equity	_	194,046	_	199,87
Total lia	bilities and shareholders' equity	\$	367,313	\$	420,04

#### First Quarter 2011 Reconciliation

#### A. H. Belo Corporation

#### Reconciliation of Net Loss to EBITDA and Adjusted EBITDA

	Three months ended March 31,					
In thousands (unaudited)	2011			2010		
AS REPORTED						
Net Income/(Loss)	\$	(6,727)	\$	(9,128)		
Addback/(Subtract):						
Depreciation and amortization		8,893		10,474		
Interest expense		207		203		
Income tax expense		420		728		
EBITDA (1)		2,793		2,277		
Addback/(Subtract):						
Pension expense		1,685		5,350		
Adjusted EBITDA (1)	\$	4,478	\$	7,627		

 EBITDA is calculated by adding depreciation and amortization, interest expense and income tax expense recorded to net income (loss). Adjusted EBITDA is calculated by adding pension expense and impairment expense recorded to EBITDA.

Neither EBITDA nor Adjusted EBITDA is a measure of financial performance under generally accepted accounting principles ("GAAP"). Management uses EBITDA, Adjusted EBITDA and similar measures in internal analyses as a supplemental measure of the Company's financial performance and to assist with determining bonus achievement, performance comparisons against its peer group of companies, as well as capital spending and other investing decisions. EBITDA or similar measures are also common alternative measures of performance used by investors, financial analysts and rating agencies to evaluate financial performance. Neither EBITDA nor Adjusted EBITDA should be considered in isolation or as a substitute for cash flows provided by operating activities or other income or cash flow data prepared in accordance with GAAP, and these non-GAAP measures may not be comparable to similarly-titled measures of other companies.