Fall 2013:
Family decides to invest in newspaper companies

- Initial review process:
  1. Evaluate community papers versus suburban and metros
  2. Contemplate risk of continued revenue declines in certain legacy categories
  3. Identify a ‘platform’ company for first acquisition
  4. Allocate an initial equity contribution
  5. Identify partner banking institution
  6. Meet with industry brokers
APG History and Structure:

- Founded March 2014
- Owned equally by 4 siblings and one father
- Board consists of 5 family members and 2 outside directors with family ties
- No siblings involved in either APG or other family businesses
## APG Acquisition History

<table>
<thead>
<tr>
<th>Date</th>
<th>Acquisition</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2014</td>
<td>3 out of 4 divisions of American Consolidated Media (OH, Northern MN, WI, MD)</td>
</tr>
<tr>
<td>July 2014</td>
<td>Huckle Media (Southern MN)</td>
</tr>
<tr>
<td>November 2014</td>
<td>Dorrance Media (Northwest WI)</td>
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<tr>
<td>November 2014</td>
<td>Athens News, Inc. (Athens, OH)</td>
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<tr>
<td>January 2015</td>
<td>Kimble Publications (Dundalk, MD)</td>
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<tr>
<td>July 2015</td>
<td>Evergreen Shoppers (Ashland, WI)</td>
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<tr>
<td>July 2015</td>
<td>Wash. Post Southern Maryland Newspapers (Southern MD)</td>
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<tr>
<td>October 2015</td>
<td>Wyoming Newspapers, Inc. (Central and Western WY)</td>
</tr>
<tr>
<td>November 2015</td>
<td>Post-Register, Inc. (Idaho Falls, ID)</td>
</tr>
<tr>
<td>December 2015</td>
<td>Wyoming Business Review (Cheyenne, WY)</td>
</tr>
<tr>
<td>December 2015</td>
<td>Crescent News Publishing (Defiance, OH)</td>
</tr>
<tr>
<td>September 2016</td>
<td>ECM Publishers, Inc. (East Central MN)</td>
</tr>
<tr>
<td>September 2016</td>
<td>Jones Media (Eastern TN, NC)</td>
</tr>
</tbody>
</table>
APG Overview

- 1,600 FTE Associates

- Operations in:
  - Idaho
  - Wyoming
  - Minnesota
  - Wisconsin
  - Michigan
  - Tennessee
  - North Carolina
  - Ohio
  - Maryland
APG Overview

Products and Services:

- 20 Dailies
- 155 Non-Daily, Shopper, and Specialty Publications
- Digital Agencies Serving Non-Core Customers
- Digital Products and Services Serving Core Customers
- Events
- Mobile Apps
- 8 Commercial Printing Facilities with a Total of 12 Press Lines
APG Operating Philosophy

- Maintain EBITDA Operating Margin of 15%
- Keep Corporate Expense <1.25% of Revenue
- Low Debt: Conservatively Capitalized with a Debt Ratio of <2x EBITDA
- Local Community Investment and Engagement
Investment Strategy

Why Newspapers?

- 3rd Generation Media Family: Has owned broadcast radio, TV, publishing (newspapers & magazines), outdoor advertising
- Out-of-favor local media with compelling purchase attributes
  - Strong local brand with connection to the community
  - Seasoned management
  - Valuable underlying assets
  - Relatively low valuation multiples
  - Owners believe in the future of local content
  - Fractionalized media space - scores of smaller family-owned companies
- Diversify existing investments
Other Adams Companies

- **Camping World/Good Sam LLC, Lincolnshire, IL**
  - Largest national RV dealer network and camping equipment retailer.
  - IPO completed October 7th, 2016

- **Adams Outdoor Advertising, LLC, Atlanta Georgia**
  - 4th largest US outdoor (billboard) company

- **Fairway Outdoor Advertising, Inc., Atlanta Georgia**
  - 5th largest outdoor advertising company. Co-owned with GTCR, Chicago based PE firm

- **Adams Radio Group, LLC, Lakeville, MN**
  - 20 stations in 4 smaller markets

- **Adams Wine Group, LLC, Westlake Village, CA**
  - Private and white label wine, distribution, fulfillment

- **Adams Vineyards, LLC, Westlake Village, CA**
  - Vineyards and wineries: Adler Fels, Michel-Schlumberger, ADAMVS, Château Fonplégade, Château L'Enclos

- **Adams Label Group, LLC, Sonoma, CA**
  - Wine label printing in Portland, Napa, Vancouver, Toronto

- **Adams Office, LLC, Roxbury, CT**
  - Main family office.
Conclusion

Questions & Comments