WESTPEAK
RESEARCH ASSOCIATION

The New York Times Company (NYSE: NYT)

Consumer Discretionary - Publishing

Breaking News?

March 10, 2024

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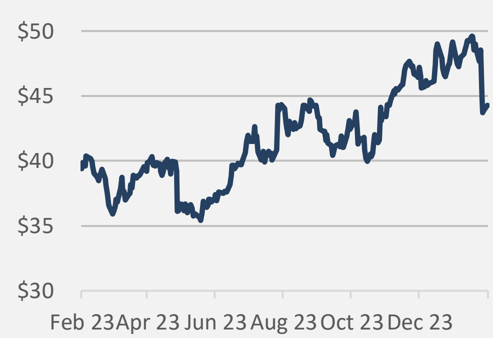
Equity Research	US
Price Target	**USD$ 29.92**
Rating	Sell
Share Price (Mar. 10 Close)	USD$ 43.29
Total Return	-30.9%

Key Statistics	
52 Week H/L	$49.87/$35.06
Market Capitalization	$7.12B
Average Daily Trading Volume	1.18M
Net Debt	-$656.2M
Enterprise Value	$6.46B
Net Debt/EBITDA	-1.71x
Diluted Shares Outstanding	164.4M
Free Float	92.2%
Dividend Yield	1.2%

WestPeak's Forecast

	2024E	2024E	2026E
Revenue	$2.60B	$2.82B	$3.09B
EBITDA	$234M	$254M	$278M
Net Income	$163M	$157M	$176M
EPS	$0.98	$0.94	$1.05
P/E	44.3x	46.0x	41.1x
EV/EBITDA	29.7x	27.1x	24.6x

1-Year Price Performance



The New York Times (NYSE: NYT) is a renowned global media organization, which is dedicated to reporting top-calibre news and information across the globe. Headquartered in Manhattan, the Times has distinguished itself to become the golden standard of journalism. The company's diverse offerings include its core news product, as well as more interest-specific products such as The Athletic, Cooking, Games, Audm, and Wirecutter.

Thesis

The New York Times remains one of the most sought-after and credible sources of news information in the globe, with an increase of digital consumer interaction. However, with the decline of the print news and advertising segments, the oversaturation of digital news media, and struggles from key acquisitions, The New York Times find themselves in a disadvantageous spot.

Drivers

As The New York Times operates in a highly intensely competitive market, it has been a primary focus to stay up to date with the latest trends, such as in the shift the digital news feeds, and adapting to the new geopolitical landscape. A trend towards the decline of print media and decreased news usage from younger generations has hurt the news media market.

Valuation

Our target share price is $29.92, with a total return of -30.9%, was derived from the equal weighting of our DCF Perpetuity Growth implied price, DCF Exit Multiple implied price, CCA EV/EBITDA implied price, and our CCA P/E implied price. With current share price at $43.29 against a target price of $29.92 for a -30.9% return, we initiate a SELL rating on The New York Times.

Business Overview

Company Overview

The New York Times (NYSE: NYT) is a renowned global media organization, which is dedicated to reporting top-caliver news and information across the globe. Originally founded in 1951, as the New-York Daily Times, has swiftly evolved overtime to become the golden standard of journalism with 10.98 million paid subscriptions as of 2022. Headquartered in Manhattan, the Times is distinguished with an impressive Pulitzer Prize collection and holds a significant position in both the global and American media landscape. The Times offers a unique media experience and has held a strong competitive placement to its closest competitors, largely due to its strong brand recognition and consistent quality of journalism. The company's diverse offerings include its core news product, The New York Times, available across digital and print platforms, as well as more interest-specific products such as The Athletic, Cooking, Games, Audm, and Wirecutter. The Times is firmly dedicated to cultivating audience understanding and engagement with the world around them through independent, original, and world-class journalism.

Revenue Segments

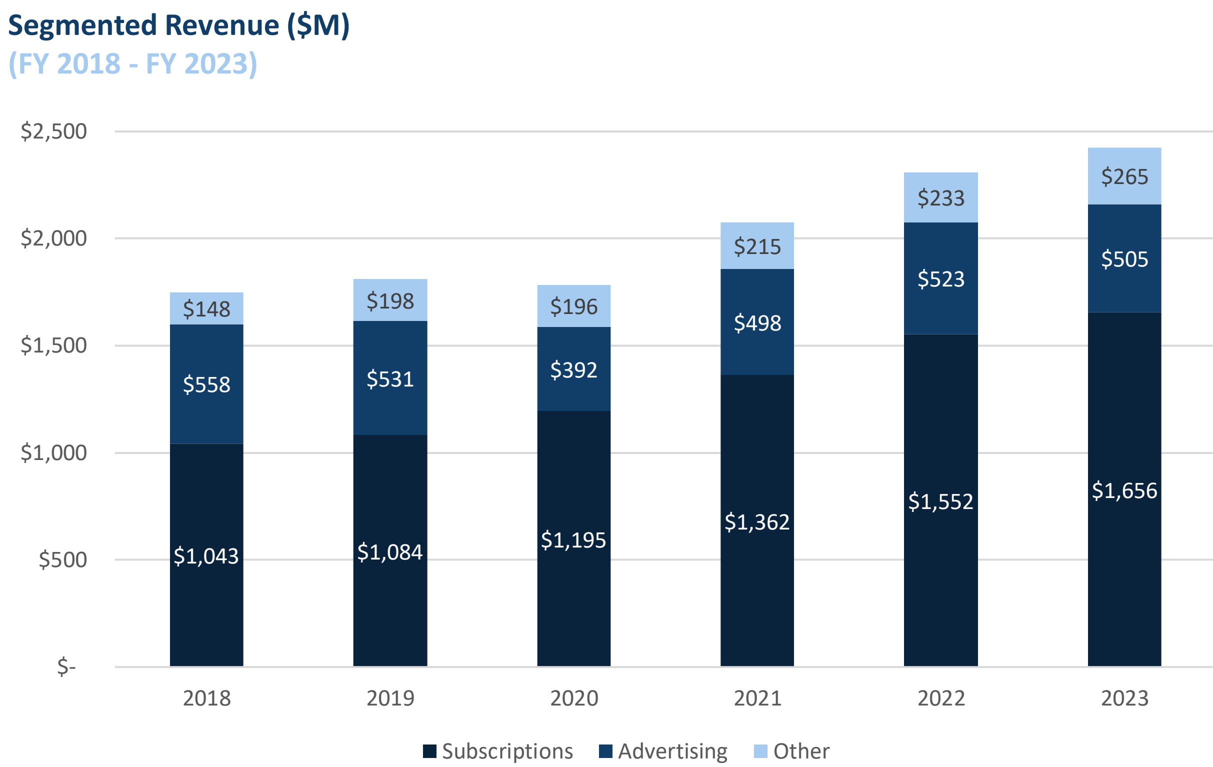
The Times predominantly generates revenue through their subscription sales and advertising. In 2023, 23% of their revenue came from their printed subscriptions, 45% from their digital subscriptions, 21% of it from advertising and 11% from other streams. These other revenues consist of licensing, commercial printing, television and film, retail commerce, student subscription sponsorship programs, and more. The Times also derives revenue from other business such as intellectual property licensing, affiliate referrals, commercial printing operations, and live events, making for a diversified revenue stream.

Subscriptions

The Times's print newspaper has both national and specifically tailored global editions, and are distributed through home-delivery subscriptions, single use purchases, and bulk deals. In recent years, there has been an increased shift towards digital subscriptions, as most of the company's revenue comes from their digital platforms. Online, the Times offers a digital bundle subscription package with includes access to all their digital new products and subsidiary products. Currently, the New York Times employs a "freemium" subscription model, offering registered free access to a limited number of articles per month before requiring a subscription. This model is designed to attract a larger audience and converting this interest into subscriptions.

Advertising

The Times's other main source of revenue is advertising, and they offer a multi-faceted array of advertising products and services, tailored to advertisers which promotes their products, services and / or brands for the Times's clients. The Times' core digital advertising business includes direct-sold website, mobile application, podcast, email and video advertisements from a diverse range of clients. A bulk of the advertising revenue is from offerings sold directly to the marketers by the Times's sales teams. As with subscriptions, digital advertising represents the majority (61%) of the Times's advertisements, and is focused on open-market programmatic advertising, branded content, and utilizing data-fueled advertising strategies. Print advertising, such as column-inch ads and classified advertising, represented a smaller portion of measured advertising sales, comprising around 39% of advertising revenues.



Business Growth Strategies

The Times has adapted to changing times, expanding their layout and organization, to maintain its status as a leading source of global and U.S. news. The Times has identified the following priorities as their main sources of long-term growth: Quality Journalism, Increased Subscriber Engagement, and Technological Expansion.

Quality Journalism

As the Times is submerged in a highly competitive market for news and media, they find it imperative to gear a strategy towards establishing a leadership in global news. Already with cutting-edge innovation, track record, and following, the Times looks to expand its media leadership by focusing on providing expert reporting in a comprehensive variety of crucial subjects, covering breaking news, producing their own signature journalism projects and to excel at critical commentary. Beyond traditional journalism, the Times seeks to expand into more niche areas, such as sports and gaming, as seen by their 2022 acquisitions of The Athletic and Wordle. The Athletic has revitalized the sports department of The New York Times, for better of for worse. As The New York Times continues to focus their sports department onto The Athletic, they recently underwent the controversial decision of removing their internal sporting division, leading to company internal strife. The Athletic has gained a substantial subscriber base, with 3.6 million as of late. However, they have yet to make a profit. Games such as

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Wordle, Spelling Bee, and Crossword offer a fun and interactive time with a wide range of consumers and serves to draw them in to subscribe to continue playing their favorite games. In 2023, New York Times Games saw over 8 billion plays, with Wordle leading the way at 4.8 billion plays. Accordingly, subscription revenues have been increasing, as seen by a 10% increase in subscription revenue in the third quarter of 2023. The futures of The Athletic and Games could very well make or break the company's future.

The New York Times Games

Increased Subscriber Engagement

An innate part of the Times is its brand recognition and loyalty. The Times has cultivated an ability to attract, retain and grow their online subscription bases by presenting an engaging, high-value subscription package of interconnected digital products. With a set plan to continue growing the total number of subscribers by exposing its services to a larger audience, the Times has created an integrated product experience by engaging with subscribers through the news, Cooking, Games, Sports, and audio programming. In FY 2022, subscriber revenue increased by 14.0%, to $1.55 billion. As a result of The Athletic acquisition, 1.03 million digital-only subscribers and 1.16 million subscriptions were added, showing growth in both areas. However, The Athletic is operating at a loss. High-quality digital advertising is of equal importance, as the Times aims to provide a trusted platform for advertiser's brands, and constantly innovating ways for advertisements to integrate comprehensively with the user experience.

Technological Innovation

As digital subscriptions have increasingly become the dominant stream of revenue for the Times, their business strategies become more and more aligned towards it. With substantial investments into back-end technology as seen by research and development comprising 9.4% of total revenue, the Times aims to enhance the consumer digital experience. By focusing their technological innovation in data management, multi-product digital bundles, and machine-learning applications, the Times expects to see material benefits from these investments. However, no major developments have been in play thus far.

Types of New York Times Company products

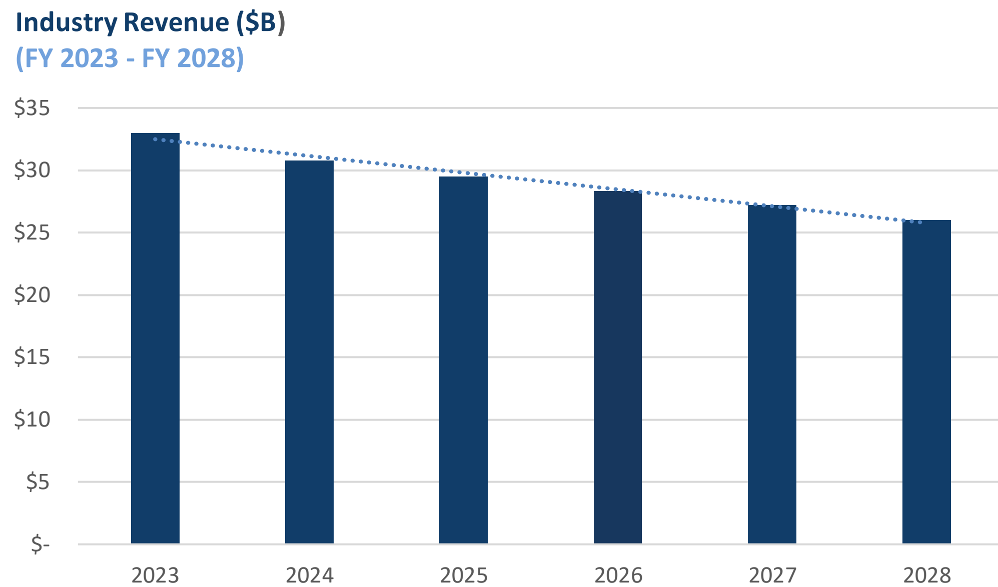
The New York Times Company

The Athletic

WORDLE

Industry Analysis

The New York Times (NYSE: NYT) is part of a highly competitive Media industry. The Media industry is a fast-paced environment, which is subject to rapid change and development. With its diverse variety, the Media market is truly an open-ended one with services ranging from traditional news outlets to online streaming services to social media content creation and so much more. More specifically, within the Newspapers sub-industry, this industry had a revenue of $33B in 2023. Major players within this field include News Corp, the New York Times, and Daily Mail. This industry's predicted revenue growth seems to be stagnant, even declining as the News Media industry has a predicted revenue of $30.8B in 2024. However, this number isn't accurately telling, as digital news is expected to grow 2.9%, while print news is slowing the industry down as it's expected to decline by -4.3%. A part of this trend can be attributed to increased technology usage rates from younger generations and those of working age. It has become more convenient than ever to access the latest news through a screen than by looking for a physical print copy. Regardless, the industry is fast-growing. However, certain global aspects a certain degree of risk and uncertainty. These risks include inflation, evolving workforce expectations, rising interest rates, and geopolitical conflicts. These factors are beyond the Times' control and can result in declines or volatility of results. Certain streams of revenue can be volatile, as seen with print subscriptions during the COVID-19 pandemic. During this current time of economic weakness, and the potential for a recession, the industry faces a great challenge. Inflation is not forecasted to severely impact the Media industry as of the current year, but if it continues to trend at this current level, for an extended period of time, printing and distribution costs are bound to increase and negatively impact the News Media industry. Other pertinent global issues such as rising geopolitical tensions and the emergence of digital new feeds can also result in volatility in the overall Media industry.



Customer Trends

Industry trends, economic conditions, and the different associated challenges and risks are all bound to affect to the behaviour of the consumers. These factors are often influenced by the shifts of the global consumer base behaviour. Currently, the most pertinent shift that we've observed in consumer preferences is the switch to digital subscriptions. Since the COVID-19 years, we see an increased number of customers switching to the company's digital news model. In 2022 alone, the New York Times saw an annual growth rate of 66.3% in that particular revenue segment, and a 12.4% growth rate in 2023. Applying a comprehensive plan to focus more on the company's digital subscription model and targeting increased online marketing. This trend of a global transition from print news consumption to a digital one has become more and more apparent and is not expected to reverse.

Shift to Digital New Media

Digital news can very well be the future of the news media industry as a whole. Many local print newspapers have begun tremendous layoffs. Larger news companies such as The New York Times have been able to successfully adapt to these new changes, but the trend to digital media remains alarming, and yet there is a need to find an effective cost synergy for their freemium model. The freemium model has in-built paywalls which force readers to subscribe after a limited number of free articles. This strategy has led to increased online subscriptions, but it might not be enough. Many more consumers now engage with news through Internet web sites, blogs, cable news programs, and even social media platforms. As consumers seem to prefer the lower cost of these distribution channels and due to their relative accessibility. This raises concern over a serious

societal trend as well, as younger generations prefer to get fast (and sometimes incorrect) information through social media platforms such as Instagram, X, TikTok and other sites, rather than pay for news subscriptions.

Influx of New Competitors

A recent influx of digital news providers has effectively split the readership. This has increased competition in the digital news marketplace, with a wide range from prominent companies such as Vox, and smaller web sites. With so many new digital news media outlets, the market has become increasingly saturated, and has accordingly kept advertising prices down as the loyalty of consumers diminishes daily. The digital news market includes both dedicated readers and readers that may occasionally come across the piece of news through Internet browsing. Assessing the engagement and retention of these readers have become more of a challenge as consumers have increasingly started referencing to a wider range of digital news options.

Generation Gap for Print to Digital

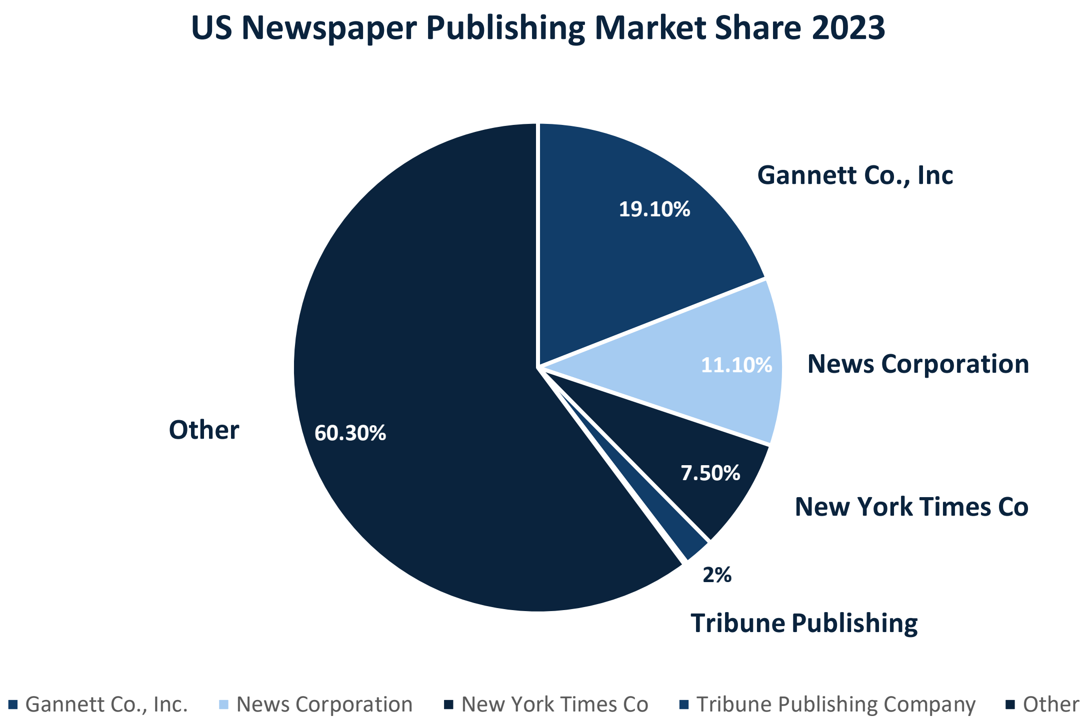
There remains a large disparity between younger and older generations. Dedicated newspaper subscribers have always been the backbone of newspaper publishing, and many older demographics still enjoy reading the physical paper. As estimated 82.0% of 50 to 64-year-olds access their news through print copies only. The print subscription segment is still important, accounting for 32.7% of industry revenue in 2024. However, online subscriptions are a lot more prominent with younger readers, and they've been growing in numbers, as online subscriptions now account for 20.7% of industry revenue. Recognizing this generation gap is crucial for understanding the consumer demographic trends of the industry.

Environmental, Social and Governance

Other consumer trends include the increasing emphasis on environmental, social and governance, or ESG, matters. Official regulations, relating to ESG matters, including diversity, sustainability, privacy are all being put into place, and will change the overall managerial process of the company. As well, relating with the current shift to digital news feeds, new domestic and international laws are being applied to cybersecurity measures as well. This shift signals an increased attention from management and the execution of new ESG practices and a renewed send of transparency to enforce the integrity of our brand.

Competition

The New York Times Company operates in a highly competitive environment where frequent changes and trends are bound to affect all aspects of the company's core business. Within the US market, The New York Times is the third largest player in the industry, holding 7.5% of the market share, with Gannett Co., Inc. at 19.2% and News Corporation at 11.1%. Competition remains intense within this industry, with numerous different news sources vying for consumer attention, but in the context of market shares, these three public companies seem to be dominating the industry as a whole. Industry competitors are largely competing for audience members, subscriptions, and advertising. These industry competitors include, but are not limited to, a plethora of media companies, content providers, news platforms, streaming services, social media, and much more. More specifically for the New York Times, the company views other major global news producers to be their primary competition. Such companies include The Washington Post, The Wall Street Journal, CNN, BBC News, The Guardian, Vox and Financial Times. Competition for subscription revenue and audience loyalty is quite fierce in this industry, and is based around the overall depth of the news, visible outreach, pricing plans, and the overall high-caliber quality of the content. Competition for advertisements are rooted in the displayed products, levels of audience retention, target demographics and overall outreach. To add, in recent times, a new wave of technological competitors has emerged, namely Apple, Alphabet, Meta Platforms and Twitter Inc.



Key Success Factors and Outlook

Competition between all the aforementioned companies is quite challenging, and in such an open industry, new competitors can easily enter the market. As a result, The New York Times considers the following factors to be instrumental during this transformative period: high-quality journalism, digital products, and affordable pricing models. The New York Times prides itself as being a powerful and globally trusted brand with a pristine reputation for its high-quality journalism content, and firmly believes that this brand image is essential in differentiating themselves from the competition.

A key success factor would be to leverage the shifting attention towards the digital news subscription revenue stream, by far the industry’s most profitable revenue segment as of late, as maintaining a strong market share in this market would give and company a competitive edge in the overall news distribution market. Finally, the future profitability of the industry depends on the ability to monetize subscriber relations through the different pricing models. To further algin different used pricing models with the users’ willingness to pay, subsequent changes to the pricing plans could be made to further engage with the consumers.

The News Media industry is currently in an unprecedented transformative stage. Even as print subscription revenues are declining, the overall industry is growing. With more consumers turning to their digital devices, the industry has never been so complex. The New York firmly believes that with its high-caliber journalism and brand recognition, it will remain a top global producer for news content.

Catalysts

Technological Wave

The News Media industry has seen a massive shift of consumers transitioning to the digital news world. As The New York Times transitions to focusing on their digital news product, their subscriptions have come to include a bundle deal with their other products such as The Athletic, Cooking, Games and Wirecutter products. This has been positive, as subscription revenues increased 9.4% in the third quarter of 2023 compared to the same prior-year period, due to an increase in digital-only subscription revenues (increase of 15.7%), which was able to offset a 1.8% decrease in print subscription revenues. Overall, print subscription decreased primarily due to a decrease in home-delivery subscription revenue, which was in fact driven by a lower number of average subscribers, reflecting circular trends, as we seen an overall decreased demand for print news. This has negatively impacted one of The New York Times' main revenue streams. Compared with the end of the third quarter of 2022, there was a net increase of 820,000 digital-only subscribers, which has been a positive outcome, but this can be seen as sort of a double-edged sword. Even as digital subscriptions rise, more consumers (especially those of younger generations) prefer to obtain their news feed from social media platforms. As the consumer trends and revenue growth reflects, News Media is now gearing towards online platforms, and will continue to be an important driver in The New York Times' business. Yet, with already pre-established digital news platforms and an increasing number of younger generations preferring to refer to social media, this has been hard for The New York Times to fully capitalize on.

Performance of Strategic Acquisitions

Reflecting the growth in the bundle digital subscriptions, the New York Times can seize the opportunity to potentially invest and acquire other companies. The New York Times is no stranger to acquiring large companies, as it has acquired four in the past five years, including standout acquisitions of The Athletic and Wordle in 2022. Particularly with the acquisition of The Athletic Media Company, which covers a wide range of sports media, The New York Time was able to get a strong market position within the distribution of sports news. However, The Athletic is operating at a loss currently, further putting financial strain to the company. As well, the decision to remove The New York Times' internal sporting division had led to increased consumer strife. Further pursuing expansion of the company's arsenal of products can continue to help the company organically grow, while also attracting new consumers to the company brand, but The New York Times has been slow to act, acting as a deterrent to its stock price.

Management Team

Arthur Gregg Sulzberger – Chairman & Publisher

Arthur Gregg Sulzberger is the Chairman of the Board at New York Times Company since January 1, 2021, and has been the Publisher and Director since January 1, 2018. As publisher, he has focused on investing in investigative journalism, expanding The Times into various formats like audio and multimedia, and advocating for the free press globally. Before becoming publisher, Sulzberger worked in various roles at The Times, including metro reporter, national correspondent, associate editor for newsroom strategy, and deputy publisher. He played a key role in the digital transformation of The Times and contributed to strategic documents like Path Forward and the Innovation Report. Sulzberger has been with The Times since 2009 and has a background as a reporter and editor, with previous experience at The Providence Journal and The Oregonian. He graduated from Brown University in 2003.

Meredith A. Kopit Levien – CEO & Director

Meredith A. Kopit Levien is an Independent Director at Maplebear Inc. since October 2021 and serves as the President, CEO, and Director at New York Times Company since September 8, 2020. With a background in building and leading cross-functional teams, she specializes in scaling subscriptions and developing direct-to-consumer products. Before her current roles, she was the Chief Operating Officer and Executive Vice President at The New York Times Company, overseeing advertising and revenue operations. Prior to joining The Times, she served as the Chief Revenue Officer at Forbes Media LLC. Kopit Levien has a diverse career, starting at the Advisory Board Company in 1993 and later holding senior advertising positions at The Atlantic Media Company. She is actively involved in industry organizations and serves on the boards of The Advertising Council, Inc., American Advertising Federation (AAF), and has been a Director at Interactive Advertising Bureau, Inc. She graduated with a Bachelor of Arts degree from the University of Virginia in 1993.

William Bardeen – Executive VP & Chief Financial Officer

William Bardeen is the Executive VP & Chief Financial Officer of The New York Times Company since July 1, 2023, having previously served as Senior Vice President & Chief Strategy Officer until that date. His tenure at The New York Times Company dates back to 2004, and he has held various corporate development, business development, and strategic planning roles for three Chief Executives. Bardeen oversees the company's strategy, business development, mergers and acquisitions, and venture investing activities. He served as Vice President of strategy and corporate development from January 2011 to November 2018. With a background as a management consultant, Bardeen started his career at A.T. Kearney in 1996. He is CFA Charterholder and graduated magna cum laude from Harvard College in 1996 with a B.A. degree in Environmental Science and Public Policy. He later earned an M.B.A. in Finance and Economics from Columbia Business School in 2004.

Compensation Table

Name	Position	Tenure	Compensation	Ownership
Arthur Sulzberger	Chairman of the Board & Publisher	6yrs	US$3.80M	0.090% $ 7.3M
Meredith Kopit Levien	CEO, President & Director	3.3yrs	US$7.56M	0.039% $ 3.2M
Diane Brayton	Executive VP & General Counsel	7yrs	US$2.12M	0.017% $ 1.4M
Jacqueline Welch	Executive VP & Chief Human Resources Officer	3yrs	US$1.33M	0.00025% $ 20.2K
William Bardeen	Executive VP & Chief Financial Officer	less than a year	no data	no data
R. Benten	Senior VP	7.1yrs	US$1.41M	0.024% $ 2.0M

Investment Thesis

Investment Thesis 1 – Decline of Print News Media and Advertisements

Print subscriptions still play a vital role in The New York Times' revenue streams, as it accounts for 22.4% of its total revenue. Yet, as seen with the macro industry trends of the larger market, print subscriptions have been massively declining. The number of print subscribers was 730,000 at the end of 2022. That number has since fallen to 660,000 by the end of 2023, a decline by nearly 10%. Revenue from print subscriptions fell by 3.0%, while digital subscription revenues rose by 12.4% in 2023. On a similar note, their advertising revenues have taken a hit. Without a consistent reader base on print news, advertising companies have decreased confidence in advertising through these channels. Print advertising fell 16.2% in the final quarter of 2023, compared to digital advertising which fell at a much smaller 3.7%. This has led to a -3.5% growth rate for advertising revenue in 2023 for the Times, showing the weakening strength from print subscriptions and advertising. Print news and advertising has been a weak spot for The New York Times as of late, which has not painted a strong image for the company's overall standing due to the negative growth returns from these respective revenue segments.

Investment Thesis 2 – Oversaturated Digital Media News Market

An oversaturated digital news market has led to the loss of numerous consumers, especially those who would rather engage in simplistic and free sources of news. This has direly affected The New York Times, amongst many other well-established newspapers. That being said, the New York Times has been able to preform rather well in this new market. They added 300,000 new paid digital subscribers in the final quarter of 2023, helping the company push annual revenue for digital subscriptions above $1 billion for the first time. A large portion of the success can be attributed to acquisitions such as Wordle, which has been able to reach a wide audience. Yet, the macro trends are concerning, as many newspapers face a decline in readers who reach their news directly though social media platforms, and this has led to a less user interest in news. While the New York Times' digital news segments have grown and this growth is good, it might be short-lived and / or unsustainable in the long run as newer emerging trends are formed at an alarmingly fast rate. Frequent new challenges in the digital world, such as the use of generative artificial intelligence (notable companies such as OpenAI), have only added an extra layer of complexity for The New York Times. As progress in these new developments continue and negatively impact the New York Times, further convolutions are bound to occur and can hinder future growth.

Investment Thesis 3 – Underperformance of Key Acquisitions

The Athletic was a standout acquisition for The New York Times two years ago. In 2022, The Times bought the company for $550 million, and yet even in the fourth quarter of 2023, it has continued to lose money even if they've shown slight signs of resurgence of late. The Athletic has been operating at a loss for some time now. That being said, its operating loss shrank to $31.4 million, down from $41.1 million in 2022. As well, revenue at The Athletic rose 55.1% to $131.3 million. Yet, without tangible profits, The Athletic deal seems to be a bust for now. As it's been taking an increasingly long time to realize positive returns, with increased operating costs at $162.7 million in 2023 and an operating loss of $31.4 million in 2023, The Athletic isn't in a promising situation. After the dissolution of their internal sporting division, The Athletic will continue being key player in The New York Times Company, if they do not see a tangible financial resurgence, a New York Times comeback may be infeasible in the future as a result.

Shareholder Base, Liquidity, Market Depth

Shareholder Base

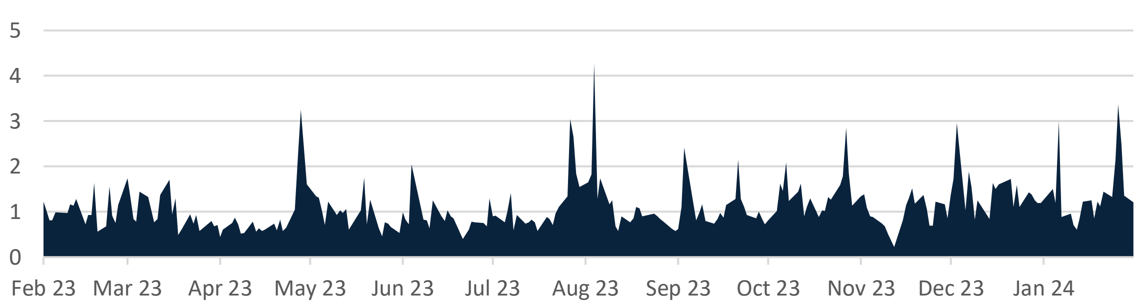
The New York Times currently have 164,407,103 million shares outstanding, and with 151,740,006 free float shares, for a free float share percentage of 92.3%. The largest holders of shares are the Vanguard Group Inc and Blackrock Inc.

Holder	Shares	Date Reported	% Out	Value
Vanguard Group Inc	15,729,378	Sep 29, 2023	9.61%	737,235,930
Blackrock Inc.	13,925,866	Sep 29, 2023	8.51%	652,705,324
Farallon Capital Management Llc	7,964,791	Sep 29, 2023	4.87%	373,309,745
Stockbridge Partners LLC	7,605,670	Sep 29, 2023	4.65%	356,477,744
ValueAct Holdings, L.P.	7,284,596	Sep 29, 2023	4.45%	341,429,006
T. Rowe Price Investment Management, Inc.	6,758,941	Sep 29, 2023	4.13%	316,791,557
Wellington Management Group, LLP	6,120,128	Sep 29, 2023	3.74%	286,850,392
Jackson Square Partners, Llc	5,219,345	Sep 29, 2023	3.19%	244,630,694
Darsana Capital Partners, LP	5,000,000	Sep 29, 2023	3.06%	234,349,994
State Street Corporation	4,509,044	Sep 29, 2023	2.76%	211,338,887

Liquidity

The New York Times has had an average trading volume of 1,259,193, with a high of 4,302,203 and a low of 222,974. Overall, with the shares outstanding of 164.4M, this indicates a healthy liquidity of the company.

1-Year Trading Volume ($M)
(NYSE: NYT)



Valuation

Discounted Cash Flow (DCF) Assumptions

Revenue Forecasts

We forecast that the Print Subscriptions segment will slow down at a -5.0% to -7.0% growth rate, as we see an ongoing consumer trend that seems to be transitioning away from physical newspaper copies. As for the Digital Subscriptions segment, we forecast a steady 14.0% to 16.0% growth rate as we have seen increased returns from digital news media since the start of the COVID-19 pandemic. As for advertising, a key corporate strategy has been to integrate online advertisements in The New York Times' digital feed, and as we receive more clients, we forecast a steady 2.0% to 5.0% growth rate. For The New York Times' miscellaneous revenue streams, we've seen a very consistent growth of approximately 14.0% as the company continues to expand and diversify, as exemplified by their recent acquisitions of products such as The Athletic, and a 14.0% to 18.0% growth rate is forecast. Overall, we forecast most of The New York Times' revenue streams to expand at a healthy rate, with the exception coming from an overall reduced demand for print newspapers.

Costs of Goods Sold

We forecast the Cost of Goods Sold to be worth 55.0% of the revenue, which is an estimate derived from historical data.

SG&A

We forecast the Cost of Goods Sold to be worth 25.0% of the revenue, which is an estimate derived from historical data.

Capital Expenditures (CAPEX)

We forecast that capital expenditures will be around 3.0%, which is an estimate derived from historical data.

Weighted Average Cost of Capital (WACC)

We calculated the weighted average cost of capital to be 6.0% for The New York Times through taking the weighted average cost of debt and equity. The cost of debt was calculated by using a pre-tax cost of debt of 6.0% and reducing it by the company's effective tax rate of 25.1%. This resulted in a cost of debt of 4.5%. To calculate the cost of equity, we used the market's expected rate of return of 6.0% and the company's adjusted beta of 0.98. The resulting cost of equity was 6.0%. The 4.5% cost of debt and 6.0% cost of equity was used to derive a weighted average cost of capital of 6.0%.

Perpetuity Growth Rate

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We assumed a perpetuity growth rate of 3.0% as we believe this accurately reflects The New York Times' continuing growth and expansion, and of their position as one of the largest and most reputable brands in the News Media industry.

Terminal EV / EBITDA multiple

A terminal EV/EBITDA multiple of 6.6x was calculated by taking the median multiple from our comparable companies analysis.

Comparable Companies Analysis Set

For our comparable companies analysis, we selected other publicly traded companies with similar business models that also operate within the New Media industry. Our set retuned an EV/EBITDA implied price of $10.13 and P/E implied price of $53.50.

News Corporation (NASDAQ: NWSA)

News Corporation, a media and information services company, creates and distributes authoritative and engaging content, and other products and services for consumers and businesses worldwide. The company distributes content and data products, including The Wall Street Journal, Barron's, MarketWatch, Investor's Business Daily, Dow Jones Risk & Compliance, and OPIS through various media channels, such as newspapers, newswires, websites, mobile apps, newsletters, magazines, proprietary databases, live journalism, video, and podcasts.

Endeavor Group Holdings (NASDAQ: EDR)

Endeavor Group Holdings, Inc. operates as an entertainment, sports, and content company worldwide. The Owned Sports Properties segment operates a portfolio of sports properties, including Ultimate Fighting Championship, Professional Bull Rider, Euroleague, and Diamond Baseball Holdings that license broadcast and other intellectual property rights and operate exclusive live events.

Nexstar Media Group (NASDAQ: NXST)

Nexstar Media Group, Inc., a television broadcasting and digital media company, focuses on the acquisition, development, and operation of television stations and interactive community websites and digital media services in the United States. The company offers free programming to television viewing audiences. It owns, operates, programs, or provides sales and other services to various markets. The company also offers video and display advertising platforms that are delivered locally or nationally through its own and various third party websites, mobile and over-the-top applications, other digital media solutions to media publishers, and advertisers and a consumer product reviews platform.

IAC Inc. (NASDAQ: IAC)

IAC Inc., together with its subsidiaries, operates as a media and internet company worldwide. The company publishes original and engaging digital content in the form of articles, illustrations, and videos and images across entertainment, food, home, beauty, travel, health, family, luxury, and fashion areas; and magazines related to women and lifestyle.

Fox Corporation (NASDAQ: FOXA)

Fox Corporation operates as a news, sports, and entertainment company in the United States (U.S.). The company operates through Cable Network Programming; Television; and Other, Corporate and Eliminations segments. The Cable Network Programming segment produces and licenses news, business news, and sports content for distribution through traditional cable television systems, direct broadcast satellite operators, and telecommunication companies, virtual multi-channel video programming distributors, and other digital platforms primarily in the U.S.

Paramount Global (NASDAW: PARA)

Paramount Global operates as a media and entertainment company worldwide. The company operates through TV Media, Direct-to-Consumer, and Filmed Entertainment segments. Its TV Media segment operates domestic and international broadcast networks.

Recommendation

SELL

We believe that The New York Times is potentially overvalued by the market. Our implied share price weightings are a 50% weighting on the DCF Analysis and an 50% weighting on the comparable analysis. This has resulted in a target share price of $29.92 with a total return of a dismal -30.9%.

We currently recommend a **SELL** on The New York Times (NYSE: NYT). As the News Media industry finally recovers from the lingering effects of the COVID-19 pandemic, the industry as a whole has seen a massive decline in the revenue from one of their most important segments: print paper copies. As the world steers away from physical newspapers and to the digital platforms, The New York Times may have a hard time currently competing with the entirety of the online world, especially as younger generations tend to get their news from social media platforms rather from actual accredited news sources. Additionally, as the New York Times faces new risks such as geopolitical tensions, data security regulations, and more, it has become increasingly difficult to grow organically. Regardless, The New York Times remains one of the most reputable news brands in the world and is certain to continue being a key player in distributing quality news to the globe.

Risks

Economic and Geopolitical Disrupt

The New York Times face risks and uncertainties from factors beyond their control, such as economic, public health, and geopolitical conditions. These include economic volatility, a potential looming recession, inflation, supply chain disruptions, rising interest rates, and ongoing impacts of the Covid-19 pandemic. Political and sociopolitical uncertainties, further contribute to the increasingly complex geopolitical landscape. Adverse effects may manifest in declining revenue, particularly in advertising revenues sensitive to economic shifts. Traditional print advertisers, such as the New York Times, may also be affected, hastening the decline of print advertising revenues even further. Economic conditions can influence the overall audience size and engagement, potentially hindering subscriber acquisition and retention, especially if consumers reduce their spending on discretionary activities and focus more on necessities. Additionally, economic or geopolitical conditions may raise the company's costs, impacting employee-related expenses and operational costs like printing and distribution of the news. This risk is also where the New York Times can also find some sort of opportunity in being able to attract the attention of readers with the latest news-worthy journalism on current events.

Increased Strain on Supply Chain and Costs

The Times newspaper's production relies on newsprint suppliers, and the volatile price and availability of newsprint can be affected by factors like supply chain disruptions, logistic issues, and worker shortages. A significant increase in newsprint prices or disruptions in the supply chain would negatively impact operating results of The New York Times as a whole. For instance, economic pressures, industry trends, or partner issues may potentially increase printing and distribution costs, decrease revenues, and ultimately affect print quality. The decline in print subscriptions for the New York Times adds to the challenge, as the company's fixed print costs are spread over fewer copies, implying a decrease in overall revenue and profit as the fixed costs remain static. Other potential significant disruptions in the newsprint supply chain or distribution channels could adversely affect reputation and operating results. That being said, with the New York Times having adapted to the digital subscription model and focused most of their advertising strategies to the digital side, this risk could pose as an opportunity for the New York Times.

Consumer Privacy and Data Security Measures

The New York Times is gearing towards taking a more digital approach and is now subject to various local and foreign laws concerning the processing, privacy, and security of personal data, as well as consumer marketing practices. Federal and state laws, along with foreign regulations, govern the marketing of subscription products, affecting areas like subscriptions, billing, automatic renewal, and cancellation. These laws vary across many jurisdictions and may be a potential hinderance the company's ability to attract and retain subscribers. Compliance with data protection and marketing laws incurs compliance costs and may require adjustments to business practices. Non-compliance with these policies could result in penalties, regulatory inquiries, loss of confidence from users and advertisers, which would ultimately hinder the reputation of The New York Times. The Times is occasionally involved in litigation related to these laws and will have to continue to ensure that they stay in compliance with the increasing number of regulations and measures. Another form of copyright measures has been seen with the recent controversy between The New York Times and OpenAI. Recently, the New York Times filed a lawsuit against OpenAI for stealing and using their articles for OpenAI's ChatGPT's answers. This not only ignore copyright laws but also can add to this misinterpretation of information that is already prevalent in the digital world. These risks will continue to persist, and if addressed, can improve the New York Times' brand image.

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Appendix 1: Summary Page

Summary Page

(Figures in mm USD)	Dec-18 FY2018	Dec-19 FY2019	Dec-20 FY2020	Dec-21 FY2021	Dec-22 FY2022	Mar-23 Q1-2023	Jun-23 Q2-2023	Sep-23 Q3-2023	Dec-23 Q4-2023	Dec-23 FY2023	Dec-24 FY2024	Dec-25 FY2025	Dec-26 FY2026	Dec-27 FY2027	Dec-28 FY2028
Income Statement															
Revenue	1,748.6	1,812.2	1,783.6	2,074.9	2,308.3	560.7	590.9	598.3	676.2	2,426.2	2,599.4	2,824.7	3,088.0	3,421.6	3,812.7
EBITDA	249.2	236.2	238.4	325.5	284.6	48.7	77.6	85.0	151.0	362.4	233.9	254.2	277.9	307.9	343.1
Net Income	127.5	140.0	100.8	220.0	173.9	22.3	46.6	53.6	110.2	232.8	163.3	157.2	176.1	199.8	227.3
Earnings Per Share	$ 0.76	$ 0.84	$ 0.60	$ 1.31	$ 1.04	$ 0.13	$ 0.28	$ 0.32	$ 0.66	$ 1.40	$ 0.98	$ 0.94	$ 1.05	$ 1.20	$ 1.36
Cash Flow Statement															
Capital Expenditures	(77.5)	(45.4)	(34.5)	(34.6)	(37.0)	(6.0)	(4.8)	(5.7)	(6.1)	(22.7)	(22.9)	(39.1)	(38.2)	(37.4)	(36.5)
Acquisitions	-	-	(33.1)	-	(515.6)	-	-	-	-	-	-	-	-	-	-
Divestitures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividend Payment	(26.4)	(31.6)	(38.4)	(45.3)	(56.8)	(15.1)	(18.1)	(18.2)	(18.1)	(69.5)	(66.7)	(66.7)	(75.1)	(83.4)	(91.8)
Dividend Per Share	$ 0.16	$ 0.20	$ 0.24	$ 0.28	$ 0.36	$ 0.11	$ 0.11	$ 0.11	$ 0.09	$ 0.44	$ 0.40	$ 0.40	$ 0.45	$ 0.50	$ 0.55
Dividend Payout to Earnings	20.7%	22.6%	38.1%	20.6%	32.7%	67.5%	38.9%	33.9%	16.4%	29.8%	40.9%	42.5%	42.6%	41.8%	40.4%
Dividend Payout to Core FCF	11.8%	13.3%	15.2%	15.2%	19.4%	26.5%	18.9%	19.5%	12.5%	17.8%	26.4%	22.9%	24.4%	25.4%	25.9%
Dividend Yield	0.7%	0.7%	0.6%	0.6%	0.9%	0.3%	0.3%	0.3%	0.2%	1.1%	0.9%	0.9%	1.0%	1.2%	1.3%
Balance Sheet															
Current Assets	893.9	716.8	835.8	952.7	655.7	634.4	674.8	658.1	781.7	781.7	814.7	876.4	943.9	1,031.0	1,140.6
Non-Current Assets	1,303.2	1,372.3	1,471.8	1,611.4	1,878.1	1,837.9	1,804.3	1,888.4	1,932.9	1,932.9	2,037.7	2,102.8	2,171.0	2,244.1	2,321.4
Assets	2,197.1	2,089.1	2,307.7	2,564.1	2,533.8	2,472.3	2,479.1	2,546.5	2,714.6	2,714.6	2,852.4	2,979.2	3,114.9	3,275.1	3,462.0
Current Liabilities	673.3	437.7	486.7	559.2	571.2	540.5	532.1	554.0	611.6	611.6	652.8	688.9	723.3	766.8	817.9
Non-Current Liabilities	481.2	477.6	492.8	464.2	362.6	355.0	339.8	337.3	339.8	339.8	339.8	339.8	339.8	339.8	339.8
Liabilities	1,154.5	915.3	979.6	1,023.4	933.8	895.5	871.8	891.3	951.4	951.4	992.7	1,028.7	1,063.1	1,106.6	1,157.7
Shareholders' Equity	1,040.8	1,172.0	1,325.5	1,538.7	1,598.0	1,574.8	1,605.2	1,653.2	1,763.2	1,763.2	1,859.7	1,950.4	2,051.7	2,168.4	2,304.3
Cash	259.8	247.5	302.0	334.3	235.2	249.3	259.7	249.9	303.2	303.2	284.4	354.5	391.1	439.0	502.7
Debt															
Net Debt	(259.8)	(247.5)	(302.0)	(334.3)	(235.2)	(249.3)	(259.7)	(249.9)	(303.2)	(303.2)	(284.4)	(354.5)	(391.1)	(439.0)	(502.7)
Minority Interests	1.9	1.9	2.6	2.0	2.0	2.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Debt/EBITDA	n/a	n/a	n/a	n/a	n/a					n/a	n/a	n/a	n/a	n/a	n/a
Operating Metrics															
Return on Equity (ROE)	13.1%	12.6%	8.1%	15.3%	11.1%	5.6%	11.7%	13.1%	26.6%	9.8%	9.3%	8.5%	9.1%	9.7%	10.3%
Return on Assets (ROA)	5.5%	5.1%	5.0%	6.7%	6.2%	2.9%	7.2%	6.8%	N/A	6.2%	5.9%	5.5%	5.8%	6.3%	6.8%
Return on Invested Capital (ROIC)	9.6%	8.6%	8.3%	10.9%	9.7%	4.5%	11.1%	10.5%	19.8%	9.7%	9.3%	8.6%	9.3%	10.1%	11.0%
Valuation Metrics															
Stock Price (High)	$ 28.72	$ 36.25	$ 52.40	$ 58.73	$ 48.42	$ 42.40	$ 40.50	$ 44.99	$ 43.29	$ 44.99	$ 43.29	$ 43.29	$ 43.29	$ 43.29	$ 43.29
Stock Price (Low)	$ 18.15	$ 21.34	$ 26.13	$ 39.73	$ 27.59	$ 32.81	$ 35.06	$ 39.28	$ 43.29	$ 32.81	$ 43.29	$ 43.29	$ 43.29	$ 43.29	$ 43.29
Stock Price (Average)	$ 23.44	$ 28.80	$ 39.27	$ 49.23	$ 38.01	$ 37.61	$ 37.78	$ 42.14	$ 43.29	$ 38.90	$ 43.29	$ 43.29	$ 43.29	$ 43.29	$ 43.29
Diluted Shares Outstanding (Average)	166.9	167.5	168.0	168.5	167.1	165.4	165.0	165.4	167.1	165.7	167.1	167.1	167.1	167.1	167.1
Market Capitalization (Average)	3,912.2	4,824.4	6,598.0	8,296.9	6,352.2	6,219.8	6,235.1	6,969.4	7,235.5	6,444.3	7,235.5	7,235.5	7,235.5	7,235.5	7,235.5
Enterprise Value (Average)	3,654.3	4,578.7	6,298.6	7,964.6	6,119.0	5,972.5	5,977.4	6,721.5	6,932.4	6,141.1	6,951.2	6,881.1	6,844.5	6,796.6	6,732.9
P/E	30.7 x	34.5 x	65.4 x	37.7 x	36.5 x	35.5 x	34.7 x	38.5 x	39.4 x	27.7 x	44.3 x	46.0 x	41.1 x	36.2 x	31.8 x
EV/EBITDA	14.7 x	19.4 x	26.4 x	24.5 x	21.5 x	17.3 x	17.2 x	18.4 x	17.9 x	16.9 x	29.7 x	27.1 x	24.6 x	22.1 x	19.6 x
FCF Yield to Market Capitalization	3.4%	3.4%	4.1%	2.7%	1.3%	0.6%	0.6%	1.1%	1.5%	4.1%	1.5%	2.8%	2.4%	2.7%	3.0%
FCF Yield to Enterprise Value	3.6%	3.6%	4.3%	2.8%	1.3%	0.6%	0.6%	1.2%	1.6%	4.3%	1.6%	2.9%	2.5%	2.9%	3.2%
Free Cash Flow															
EBIT	190.2	175.6	176.3	268.0	201.9	27.9	55.8	63.6	129.0	276.3	193.7	185.6	210.9	242.4	279.1
Tax Expense	(48.6)	(24.5)	(14.6)	(70.5)	(62.1)	(7.0)	(14.0)	(16.0)	(32.4)	(69.3)	(48.6)	(46.6)	(52.9)	(60.8)	(70.0)
D&A	59.0	60.7	62.1	57.5	82.7	20.8	21.9	21.5	21.9	86.1	40.2	68.6	67.1	65.6	64.1
Capital Expenditures	(77.5)	(45.4)	(34.5)	(34.6)	(37.0)	(6.0)	(4.8)	(5.7)	(6.1)	(22.7)	(22.9)	(39.1)	(38.2)	(37.4)	(36.5)
Changes in NWC	10.1	(3.1)	80.1	5.5	(105.0)	(0.2)	(22.0)	16.7	(1.7)	(7.2)	(50.9)	31.0	(12.5)	(15.8)	(18.6)
Unlevered Free Cash Flow	133.2	163.2	269.5	225.9	80.6	35.6	36.8	80.1	110.8	263.2	111.4	199.5	174.3	193.9	218.0

Valuation Summary

Current Price	$ 43.29
Target Price	$ 29.92
Total Return	44.7%
Recommendation	**SELL**

DCF Valuation	
Perpetuity Growth Implied Price	$ 39.30
Exit Multiple Implied Price	$ 16.74
Comps Valuation	
Comps - EV/EBITDA Implied Price	$ 10.13
Comps - P/E Implied Price	$ 53.50

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Appendix 2: Discounted Cash Flow Analysis

Discounted Cash Flow Analysis

(Figures in mm USD)

WACC Calculations

Cost of Equity	
Risk-free rate	4.7%
Expected market return	6.0%
Market Risk Premium	**1.3%**
Beta	0.98
Cost of Equity	**6.0%**

Cost of Debt	
Pre-tax cost of debt	6.0%
Effective tax rate	25.1%
Cost of Debt	**4.5%**

WACC	
Market value of equity	7,160.2
Market value of debt	-
Total Capitalization	**7,160.2**
Cost of equity	6.0%
Cost of debt	4.5%
WACC	**6.0%**

Free Cash Flow

	Dec-19 FY2019	Dec-20 FY2020	Dec-21 FY2021	Mar-22 Q1-2022	Jun-22 Q2-2022	Sep-22 Q3-2022	Dec-22 Q4-2022	Dec-22 FY2022	Mar-23 Q1-2023
EBIT	190.2	175.6	176.3	51.7	73.3	49.0	94.1	268.0	6.2
Less: Tax expense	(48.6)	(24.5)	(14.6)	(9.5)	(18.2)	(20.3)	(22.5)	(70.5)	(1.1)
Add: Depreciation and amortization	59.0	60.7	62.1	14.7	14.5	14.3	14.0	57.5	18.7
Less: Capital expenditures	(77.5)	(45.4)	(34.5)	(6.4)	(8.3)	(9.1)	(10.9)	(34.6)	(8.6)
Less: Change in net working capital	10.1	(3.1)	80.1	(24.2)	1.5	54.2	(26.0)	5.5	(34.3)
Unlevered Free Cash Flow	**133.2**	**163.2**	**269.5**	**26.3**	**62.8**	**88.1**	**48.7**	**225.9**	**(19.0)**
Discount factor									
Present Value of Unlevered Free Cash Flow									

	Jun-23 Q2-2023	Sep-23 Q3-2023	Dec-23 Q4-2023	Dec-23 FY2023	Mar-24 Q1-2024	Jun-24 Q2-2024	Sep-24 Q3-2024	Dec-24 Q4-2024	Dec-24 FY2024	Dec-25 FY2025	Dec-26 FY2026	Dec-27 FY2027	Dec-28 FY2028	Dec-29 FY2029
EBIT	51.7	51.0	93.0	201.9	27.9	55.8	63.6	129.0	276.3	193.7	185.6	210.9	242.4	279.1
Less: Tax expense	(23.9)	(14.2)	(22.9)	(62.1)	(7.0)	(14.0)	(16.0)	(32.4)	(69.3)	(48.6)	(46.6)	(52.9)	(60.8)	(70.0)
Add: Depreciation and amortization	20.7	21.8	21.5	82.7	20.8	21.9	21.5	21.9	86.1	40.2	68.6	67.1	65.6	64.1
Less: Capital expenditures	(10.4)	(8.8)	(9.2)	(37.0)	(6.0)	(4.8)	(5.7)	(6.1)	(22.7)	(22.9)	(39.1)	(38.2)	(37.4)	(36.5)
Less: Change in net working capital	(35.3)	17.8	(53.1)	(105.0)	(0.2)	(22.0)	16.7	(1.7)	(7.2)	(50.9)	31.0	(12.5)	(15.8)	(18.6)
Unlevered Free Cash Flow	**2.8**	**67.5**	**29.3**	**80.6**	**35.6**	**36.8**	**80.1**	**110.8**	**263.2**	**111.4**	**199.5**	**174.3**	**193.9**	**218.0**
Discount factor					0.25	0.50	0.75	1.00	1.00	2.00	3.00	4.00	5.00	6.00
Present Value of Unlevered Free Cash Flow					**35.0**	**35.7**	**76.7**	**104.5**	**252.0**	**101.3**	**167.6**	**138.2**	**145.1**	**153.9**

Discounted Cash Flow Valuations

Perpetuity Growth Method	
Perpetuity Growth Rate	3.0%
PV sum of unlevered FCF	958.1
Terminal value	5,330.3
Enterprise Value	**6,288.4**
Add: Cash	210.4
Less: Debt	-
Less: Other EV adjustments	(2.0)
Equity Value	**6,500.8**
Shares outstanding	165.4
Implied Share Price	**$ 39.30**

Current Price	$ 43.29
Implied Price	$ 39.30
Total Return	**-9.2%**

Exit Multiple Method	
Terminal EV/EBITDA Multiple	6.6 x
PV sum of unlevered FCF	958.1
Terminal value	1598.891
Enterprise Value	**2,557.0**
Add: Cash	210.4
Less: Debt	-
Less: Other EV adjustments	(2.0)
Equity Value	**2,769.4**
Shares outstanding	165.4
Implied Share Price	**$ 16.74**

Current Price	$ 43.29
Implied Price	$ 16.74
Total Return	**-61.3%**

Perpetuity Growth Rate	39.3	WACC 6.97%	6.47%	5.97%	5.47%	4.97%
	2.00%	$ 24.96	$ 27.64	$ 30.99	$ 35.31	$ 41.09
	2.50%	$ 27.08	$ 30.35	$ 34.57	$ 40.21	$ 48.14
	3.00%	$ 29.73	$ 33.85	$ 39.35	$ 47.09	$ 58.77
	3.50%	$ 33.15	$ 38.52	$ 46.08	$ 57.47	$ 76.62
	4.00%	$ 37.71	$ 45.09	$ 56.21	$ 74.91	$ 112.89

Terminal EV/EBITDA Multiple	16.7	WACC 6.97%	6.47%	5.97%	5.47%	4.97%
	4.6 x	$ 13.28	$ 13.54	$ 13.82	$ 14.10	$ 14.39
	5.6 x	$ 14.66	$ 14.97	$ 15.28	$ 15.61	$ 15.94
	6.6 x	$ 16.05	$ 16.39	$ 16.75	$ 17.11	$ 17.49
	7.6 x	$ 17.43	$ 17.82	$ 18.21	$ 18.62	$ 19.04
	8.6 x	$ 18.82	$ 19.24	$ 19.68	$ 20.13	$ 20.59

Appendix 3: Comparable Company Analysis

Comparable Company Analysis

(Figures in mm USD)

Company	Ticker	Share Price	Diluted Shares Outstanding	Equity Value	Cash	Debt	Other EV Adjustments	Enterprise Value
News Corporation	(NASDAQ: NWSA)	$ 24.60	571.3	14,055.0	1,545.0	4,158.0	844.0	17,512.0
Endeavor Group Holdings	(NASDAQ: EDR)	$ 23.33	300.5	7,010.0	1,337.7	5,660.2	7,106.7	18,439.2
Nexstar Media Group Inc	(NASDAQ: NXST)	$ 160.22	33.9	5,436.4	150.0	7,143.0	14.0	12,443.4
IAC Inc.	(NASDAQ: IAC)	$ 52.38	85.9	4,496.9	1,425.9	2,029.8	705.1	5,805.9
Fox Corporation	(NASDAQ: FOXA)	$ 29.24	482.8	14,117.4	3,829.0	8,189.0	295.0	18,772.4
Paramount Global	(NASDAQ: PARA)	$ 14.53	651.4	9,464.8	1,804.0	16,972.0	514.0	25,146.8
New York Times	**(NYSE: NYT)**	**$ 43.29**	**165.4**	**7,160.2**	**210.4**	**-**	**(2.0)**	**6,947.8**

Company	EV/EBITDA Multiple			P/E Multiple		
	2023A EV/EBITDA	2024E EV/EBITDA	2025E EV/EBITDA	2023A P/E	2024E P/E	2025E P/E
News Corporation	14.7 x	11.3 x	10.2 x	102.5 x	35.1 x	26.5 x
Endeavor Group Holdings	21.6 x	15.3 x	10.8 x	(101.4 x)	34.8 x	10.3 x
Nexstar Media Group Inc	8.6 x	5.6 x	7.0 x	15.2 x	6.2 x	9.8 x
IAC Inc.	18.0 x	13.4 x	10.9 x	44.4 x	436.5 x	56.3 x
Fox Corporation	6.4 x	6.9 x	6.2 x	14.6 x	9.5 x	7.7 x
Paramount Global	10.7 x	9.1 x	8.6 x	27.9 x	12.9 x	10.8 x
New York Times	**25.9 x**	**29.3 x**	**27.0 x**	**43.7 x**	**43.3 x**	**44.6 x**
Median		**6.3 x**	**6.6 x**		**7.8 x**	**8.7 x**
Mean		**6.2 x**	**5.4 x**		**53.5 x**	**12.1 x**
High		**15.3 x**	**10.9 x**		**436.5 x**	**56.3 x**
Low		**5.6 x**	**6.2 x**		**9.5 x**	**7.7 x**

	EV/EBITDA Implied Price		P/E Implied Price	
Median	$ 10.31	$ 11.62	$ 7.85	$ 8.47
Mean	**$ 10.13**	**$ 9.65**	**$ 53.50**	**$ 11.77**
High	$ 23.28	$ 18.22	$ 436.50	$ 54.63
Low	$ 9.39	$ 10.99	$ 9.49	$ 7.44

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