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The Times is committed to protecting the environment. Both the newspaper and its plastic delivery bags use a high percentage of recycled material. Newspaper width reductions starting in 2007 are curbing newsprint consumption. And *The Times's* new headquarters building in Manhattan features numerous environmentally sustainable innovations, such as an exterior curtain wall that reduces heat coming into the building; a lighting and shading system affording real energy savings of well over 50 percent; an under-floor air distribution system that both saves energy and provides a more regulated, comfortable temperature throughout the space; and a mid-lobby open-air garden, which includes a grove of 50-foot-tall paper birch trees and moss ground covering. The building was one of nine to receive the highest honor for architecture in 2009 from the American Institute of Architects.

The Times makes its content available to other national and international customers and offers consumers photo reprints and other products at The New York Times Store (nytstore.com). *The Times* is valued not only for its extensive coverage but also for the careful analysis and authoritative context it provides. "If it's in *The New York Times*, it's news," *U.S. News & World Report* has written.

RECENT DEVELOPMENTS

The Times can now be found virtually everywhere, across platforms: from the printed page to every imaginable screen, from its award-winning

iPhone application to Amazon Kindle and other mobile devices. TimesReader, now powered by Adobe Air, allows users to download *Times* content and take it wherever they may be.

The Times continues to develop new venues for its sought-after insights, such as Andrew Ross Sorkin's DealBook,

BRAND VALUES

The Times has a long-standing reputation for integrity and depth of reporting. Readers value *The Times* because they know it provides the most



important news, as well as highly respected insights. In an era of ever-growing media choices, readers rely on *The Times* for substance and style, range and depth. Advertisers value *The Times* for the closely read, highly esteemed, and timely editorial environment in which their messages appear, and because of the influence and purchasing power of so many *Times* readers. Following Election Day 2008 and Inauguration Day 2009, copies of *The Times* were avidly sought, as readers looked for the historic newspaper of record to fully capture these milestone events.

The Times has been extending brand awareness through TimesTalks, live panel discussions involving *Times* journalists. Since *The Times* moved into its new headquarters, it has been holding TimesTalks and other events in the building's state-of-the-art auditorium, TheTimesCenter.

on Wall Street's deals and dealmakers, and TimesPeople, on NYTimes.com, a new way for readers to share what they find interesting on the site with other readers. In 2009, NYTimes.com introduced a new Energy & Environment section, providing targeted business coverage and featuring the Green Inc. blog. Another blog, First Look, displays *Times* projects in development and hosts conversations between *Times* developers and the site's users.

In 2004, *The Times* launched *T: The New York Times Style Magazine*, a series of luxury lifestyle magazines, devoted to the interests and passions of *Times* readers, including Fashion, Travel, Design, Living, Beauty, and Holiday.

PROMOTION

The Times blends traditional brand, as well as digital and direct-response advertising to promote all facets of the business. The innovative and successful "Where the conversation begins" campaign, launched in 2008, positions NYTimes.com as the place where conversations begin on subjects spanning politics, opinion, movies, technology, business, health, and theater. This multimedia effort includes print and online display ads, search, social networking, and more. At the microsite, readers can engage with *Times* content, including the posts of other readers. "Conversations" was also at the heart of a new DRTV spot for home delivery. And at NYTimes.com/conversations, users could watch 12 original, unscripted videos with celebrities about their favorite must-visit destinations on NYTimes.com.

THINGS YOU DIDN'T KNOW ABOUT THE NEW YORK TIMES

- Times Square was named for *The New York Times* after the paper moved to the neighborhood in 1905; previously the area was known as Longacre Square. The first Times Square New Year's Eve ball dropped from The Times Tower on December 31, 1907. One hundred years later, in 2007, *The Times* moved into a new headquarters building, designed by Renzo Piano, at Eighth Avenue between 40th and 41st Streets.
- *The New York Times* was the first newspaper to publish an accurate story about the sinking of the *Titanic* in 1912.
- The first Sunday crossword appeared in *The New York Times Magazine* in 1942. The first crossword in the daily paper appeared in 1950.
- *The Times* first popularized the Op-Ed page, which it introduced in 1970, running opinion pieces by outside writers on the page opposite its editorials: hence, "Op-Ed."
- In 2009, NYTimes.com won a Peabody Award for "aggressively and imaginatively adding sound and moving images to the news that's fit to print . . . The 'Gray Lady' became a leader in the emergence of new journalistic forms."



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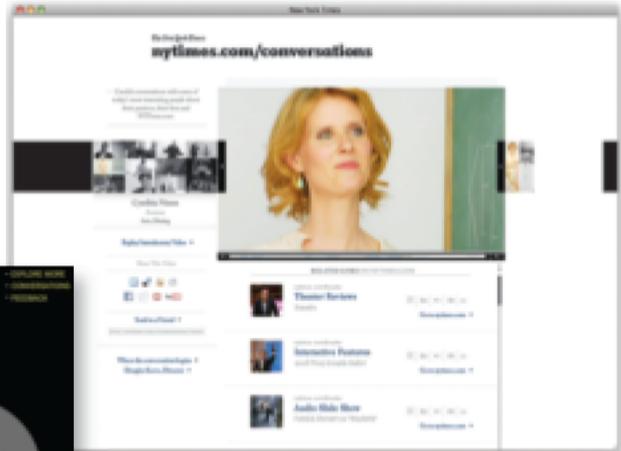
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